

COUNTY COUNCIL OF BEAUFORT COUNTY
ADMINISTRATION BUILDING
BEAUFORT COUNTY GOVERNMENT ROBERT SMALLS COMPLEX
100 RIBAUT ROAD

D. PAUL SOMMERVILLE
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GERALD W. STEWART
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CLERK TO COUNCIL

AGENDA
COUNTY COUNCIL OF BEAUFORT COUNTY
LEADERSHIP AND STRATEGIC
PLANNING SESSION

February 9 and 10, 2018
Conference Room, Buckwalter Recreation Center
Buckwalter Regional Park
905 Buckwalter Parkway, Bluffton

FRIDAY, FEBRUARY 9 (DAY 1 OF 2) - 8:30 A.M.

1. OPENING REMARKS
A. D. Paul Sommerville, Council Chairman
2. PLEDGE OF ALLEGIANCE
3. JOINT ECONOMIC DEVELOPMENT PRESENTATION
A. John O'Toole, Executive Director, Beaufort County Economic Development Corporation
B. Sandy Steele, Director of Operations, SouthernCarolina Regional Development Alliance
4. STATUS OF 2017 RETREAT PRIORITIES / SUCCESSES FOR 2017
A. Jerry Stewart, Chairman, Executive and Finance Committees
B. Brian Flewelling, Chairman, Natural Resources Committee
C. Alice Howard, Chairman, Community Services Committee
D. Gerald Dawson, Chairman, Governmental Committee
E. Stu Rodman, Chairman, Public Facilities Committee

BREAK

Tour / Phase 2 Buckwalter Recreation Center

5. COUNCIL STRATEGIC PLANNING FOUNDATIONAL ELEMENTS
A. Review / Update County Mission Statement
B. Define Organizational Values

LUNCH

6. COUNCIL STRATEGIC DISCUSSION OF CRITICAL ISSUES
 - A. Review of FY 2017 Financials and Preliminary Comprehensive Annual Financial Report Findings
 - a. Update of Recovery from Hurricane Matthew and Hurricane Irma
 - B. Discussion of FY 2019 Operational Budget Priorities
 - a. Administrative Priorities
 - b. Council Priorities
 - C. Discussion of FY 2020 and FY 2021 Operational Budget Outlooks
 - D. Review of Three - Five Year Capital Budget Projects and Funding
 - E. Review and Discussion of Departmental Achievements and Implementation of Metric Gathering to Track Organizational Performance
 - F. Stormwater Regionalization Update
 - G. Solid Waste / Curbside Collection Update

BREAK

7. LOOKING TOWARD BEAUFORT COUNTY'S FUTURE: COUNCIL MEMBERS' VIEW
 - A. Beaufort County Success in 2033: Discussion and Direction
 - B. Outcomes for 2018: Discussion
 - C. Personal Action Priorities for 2019
8. ADJOURNMENT

SATURDAY, FEBRUARY 10 (DAY 2 OF 2) - 8:30 A.M.

1. PLAN 2018 – 2022
 - A. Discussion
 1. Goals for 2018 - 2022
 2. Review
 3. Priority for 2018
 - B. For Each Goal
 1. Objectives / Outcomes for 2022
 - (a) Review / Refinement
 - (b) Priority for 2018
 2. Challenges and Opportunities
 - (a) Review / Refinement
 - (b) Priority / Short-Term
 3. Actions 2018: Status, Expectations / Activities / Committee / Priority

BREAK

2. PLAN 2018 – 2022: UPDATE
3. ACTION AGENDA 2018
 - A. Policy Agenda 2018
 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

LUNCH

4. GOVERNANCE TOPICS: COUNTY COUNCIL IN ACTION
 - A. Discussion
 - B. Economic Development: Vision / Direction / Strategy
 - C. Direction / Actions
 - D. Retreat Review Post FY 2018 Adoption

BREAK

5. FINAL COMMENTS
 - A. Chairman
 - B. Council Members
 - C. Lyle Sumek / Written Retreat Results / Timeline
6. ADJOURNMENT

LEADER'S GUIDE

2018

WORKING DOCUMENT

Chairman and County Council



Beaufort County, South Carolina
February 2018



Lyle Sumek Associates, Inc.

SECTION 1

LEADERSHIP DURING INCREASINGLY TURBULENT TIMES

A “Driving Guide” for Local Leaders: Observations from the “Road”

Local governmental leaders are responsible for "driving their community into the future". Every generation of governmental leaders comments that their challenges during the "trip" are greater than the prior generations. In reality, the challenges today are just different. Successful leaders focus on the future by understanding and acting on today's *REALITIES* and anticipating and preparing for tomorrow's *OPPORTUNITIES*. These leaders focus on "driving their community into the future" by looking ahead through the windshield and not by focusing only on the rearview mirror.

LEADERSHIP is working with the residents and families, as well as businesses and workers to define the "destination", to develop the "road map", to identify "key milestones", to establish an "itinerary", to define the "vehicle" and to find the "right fuel".

Destination = a valued based description of the preferred future

Road Map = a five-year plan with outcome-based goals

Key Milestones = indicators of achievement/success

Itinerary = one-year action plans with specific deliverables

Vehicle = the service responsibilities of governments

Right Fuel = having the "right" people sharing common core values

REALITIES FOR COUNTIES IN 2018

1. **POLITICS OVER GOVERNANCE** – personal agendas and getting re-elected over collaborating to produce results that add value to the community.
2. **ANTI-GOVERNMENT/ANTI TAX** – small vocal group, which is against government, always negative and never satisfied by any decision or action.
3. **SHIFT FROM A "REPUBLIC" TO "DIRECT DEMOCRACY"** – turning responsibility for governing and managing over to the public through inappropriate community engagement, everyone is or can become an expert.
4. **OVER EXPOSURE/"FLASHING" THROUGH FULL TRANSPARENCY** – making "sausage" in public even as research is being done, show everyone everything now and show everyone else through social media
5. **INSTANT NEWS SHARED WITH THE WORLD** – social media is the No. 1 news sources for people today; give it to me quick and short without verification, confirm validity and factual accuracy, or in-depth debate/discussion then shared with the world.

OPPORTUNITIES FOR 2018

1. **PLAYING "MONEYBALL" FOR GOVERNMENTS** – capture the "important and critical" outcome-based data and using the data to make recommendations and decisions.
2. **EXPANDING RESOURCES THROUGH PARTNERSHIPS** – reality that governments have limited/static/shrinking resource base and can expand resources through non-traditional public-public and public-private resources.
3. **WINNING AS A TEAM** – governmental units working as a team to achieve common goals, knowing and playing your role and deferring to team/community success.
4. **CAPTURING TRENDS** – times are a changing with emerging life styles and leisure activities, looking for and understanding societal trends, evaluating emerging trends and preparing your community to response and take action.
5. **TAKING RESPONSIBILITY FOR YOUR COMMUNITY'S FUTURE** – every decision, non-decision, indecision and re-decision impacts the community's future, leaders can intentionally and strategically make decisions or they can decide by reacting to each moment and in the end wondering "how did we end up here".
6. **CREATING POSITIVE COMMUNITY MOMENTUM** – taking time with the community to celebrate major successes and their value with residents and businesses, creating true profound memories that will help during the tough times and encourage others to contribute and participate.

Governance vs. Politics: A Simple View

By Lyle J. Sumek

Governance is serving the community;

Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;

Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;

Politics is responding to the moment and current "crisis".

Governance is taking responsibility;

Politics is making promises.

Governance is exercising an ability to influence others;

Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;

Politics is starting with solutions in mind.

Governance is being data driven;

Politics is playing to people's emotions.

Governance is negotiating by trading off to find a workable compromise;

Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;

Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;

Politics is taking personal credit and receiving personal recognition.

TODAY'S CRISIS: Politics trumping Governance

EFFECTIVE GOVERNANCE IS WORK, BUT BORING

Twenty Rules for Success

by Lyle J. Sumek

Effective Governance

is developing and maintaining relationships based upon mutual trust and respect,
not developing conditional relationships or relationships based upon convenience.

Effective Governance

is respecting personal responsibilities and their institutional role,
not taking over the responsibilities of others nor telling others how to do their job.

Effective Governance

is working together and collaborating,
not thinking about "I" over "We".

Effective Governance

is a willingness to sacrifice to the greater good,
not focusing on personal gains or protection.

Effective Governance

is communicating in an open and timely manner,
not providing partial information or surprising with last minute information.

Effective Governance

is addressing today's issues with the future in mind,
not reacting to the moment with easy solutions or quick answers.

Effective Governance

is unbiased analysis reports,
not starting with the outcome in mind.

Effective Governance

is speaking to the issue,
not grandstanding or personal attacks.

Effective Governance

is having an open, candid conversation and discussion,
not avoiding real and sensitive topics.

Effective Governance

is listening to understand,
not prejudging based on the individual or jumping to conclusions.

Effective Governance

is negotiating with others,
not demanding or withdrawing.

Effective Governance

is recognizing that it takes a majority to decide,
not one individual or vocal minority.

Effective Governance

is making a timely closure,
not recycling or delaying to gain advantage.

Effective Governance

is providing clear direction and decision,
not leaving the room with different interpretations.

Effective Governance

is deciding based upon what you believe is "right" for the community,
not deciding for personal or political gains.

Effective Governance

is consistency of process and direction over time,
not making changes reacting to the current moment.

Effective Governance

is supporting and representing the decision to others,
not acting in a manner to undercut the decision.

Effective Governance

is learning from setbacks and failures,
not finding fault or someone to blame.

Effective Governance

is being nimble and willing to change when circumstance change,
not being rigid or denying.

Effective Governance

is maintaining your sense of humor and perspective,
not taking yourself too serious.

BOTTOM-LINE:

Effective Governance is work and pays off for the community, but is viewed by others as boring.

Leaders' Dilemma

by Lyle J. Sumek

DILEMMA: How did we end up **HERE**?

Leaders create **HERE** by their decisions, indecisions or non-decisions.

Leaders are responsible for defining **HERE**, the vehicle to take you to **HERE** and the route to get to **HERE**.

Leaders have a choice: to intentionally create **HERE** or to react to each situation that then defines **HERE**.

Leaders intentionally shape **HERE** through a *Strategic Plan*, which defines **HERE** as a value-based future *vision*, defines the vehicle to take you to **HERE** as the government's *mission* and *services* and the route/map to **HERE** as a *plan for five years* with milestones.

Leaders take the trip/journey to **HERE** through a *Strategic Process*, which is using the *Strategic Plan* to guide daily decisions and actions.

Leaders demonstrate the courage to confront the true realities facing them, and to have candid discussions of options and differences as they define **HERE**.

Leaders use their judgment and make difficult decisions to implement the *Strategic Plan* by setting the direction and policies, by defining expectations, by generating the revenue, by allocating resources to build the road to **HERE**.

Leaders exercise their influence to mobilize community support even in light of personal agendas and strong opposition to **HERE** because it is the right **HERE** for the community.

Leaders encounter the unforeseen during the trip to **HERE** – unanticipated events happen, unintended consequences occur; environments change; opportunities emerge.

Leaders evaluate the unforeseen and make adjustments to get to **HERE** learning from setbacks and remaining nimble and resilient.

Leaders end up **HERE**: either a great trip with successful outcomes or ask: how did we get **HERE**.

REALITY: Leaders did it themselves and are responsible for **HERE**.

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Leadership during Increasingly Turbulent Times

1. PEOPLE ARE “MEAN” WITH THREATS AND ACTS OF VIOLENCE TOWARD PUBLIC LEADERS AND EMPLOYEES
2. FALSE FACTS AND INTENTIONAL MISINFORMATION
3. LOSS OF DATA DRIVEN DECISIONS, DESIRE TO MAKE PEOPLE “HAPPY”
4. NATIONAL ANTI-GOVERNMENT ORGANIZATIONS TRAINING CANDIDATES, PAYING FOR LOCAL CAMPAIGNS
5. CHANGING SERVICE ROLES AND RESPONSIBILITIES OF FEDERAL/STATE/LOCAL GOVERNMENTS
6. STATE LEGISLATURES MIXED MESSAGES: RESTRICTIONS ON LOCAL REVENUES AND EXPANDING SERVICE RESPONSIBILITIES
7. WHO SHOULD PAY FOR COUNTY SERVICES AND METHODS OF PAYMENT
8. COMING “CRUNCH” OF DEFERRED PUBLIC INFRASTRUCTURE/FACILITIES PROJECTS AND BOND FINANCING
9. CONFLICT: PROTECTING THE COMMUNITY VS. PERSONAL PROPERTY RIGHTS
10. MAJOR COMMUNITY INCIDENT PREPARATION

11. DIFFICULTY IN FINDING THE NEXT GENERATION OF PUBLIC EMPLOYEES AND MANAGERS, ELECTED LEADERS AND COMMUNITY LEADERS
12. HAVING COMMUNITY DIALOGUE ON DIFFICULT ISSUES
13. FUTURE OF RETAIL AND THE DECLINING SALES TAX REVENUES
14. IMPORTANCE OF HOPE AND EXCITEMENT ABOUT THE FUTURE

"CRAZY" World 2018

Myths, Realities, Impacts

by Lyle J. Sumek, PhD.

1. ONE INCIDENT FROM THE WORLD STAGE

REALITY: *Every County is one incident from becoming national and international news. When the incident occurs, it is shared immediately through electronic social/media and national television with vivid pictures, which in some situations are staged to sensationalize the incident. The accuracy may vary from event to event. However, the people involved are real and the impacts are real – it's my family, my friends, my business, but OUR community*

IMPACT: One incident can put every local community on the national and world stage. Local governments need to invest in the planning, the responding and the recovery from an incident including a "corporate communications" plan from traditional media to social media; from a tactical response to a community safety event – an act of violence, water/wastewater crisis, an act of terrorism or a natural disaster; and after the incident wrap up and recovery action plan. These incidents may come when the community least expects and impacts everyone in the community. No one will ever forget; many incidents will live forever.

2. PEOPLE ARE MEAN: SPIRITED AND ACTIONS

REALITY: *We are living in an increasingly violent, less tolerant and less civil world. Everyday another act of violence is experienced and seen worldwide. There are increased number of threats against persons and businesses. Leaders at all levels are acting mean – acting without respect or civility; are attacking and labeling the person, their opponents and their supporters; using intentional politically "incorrect" statements which people repeat; and are re-writing history for their political advantage. An individual's word and actions define them as a person.*

IMPACT: We have loss our sense of "grace" – winning with grace and losing with grace. Political campaigns and candidates are focusing on the negative and personal attacks, including intentionally presenting misinformation and misrepresenting of facts. Things are said without accountability of impacts or consequences. After the election, some want everything to be forgotten, but the hurt feelings run deep. Many "attackers" will state: "you do not have a thick skin." The trust may never be re-established.

3. INSTANT: NOW MEANS NOW!

REALITY: *People want information now – become frustrated when the communication is not instant or the response is not instant. We live in real time. Amazon Prime is now 12 hours delivery in many metro areas. People cannot set down their cell phone for a minute without having withdrawal. Response times have gone from 72 hours to 48 hours to 24 hours to immediate – and that may be not quick enough.*

IMPACT: Residents desire an immediate response – 1 minute, 5 minutes, within an hour. They want to use social media/pictures to report a citizen service request or complaint. They expect the elected officials and local governments to have up-to-date and instant information on a project or a community event – current or upcoming; or a process for handling the instant request.

4. 24/7: LOSS OF PERSONAL TIME

REALITY: *Everyone is "on" 24/7 – your whole life and every daily activity can be recorded, recorded and edited to create a "new event". Everywhere we go there are cameras – surveillance cameras, cell phone cameras, etc. Every action, interaction, comment or behavior/gesture can and may be recorded and displayed to the world with editorial comments. There is no personal time, family time or holiday.*

IMPACT: Local government official has a full time plus job. County officials, their families, their business and their community activities are on display. Whether it is at the grocery store, having dinner with friends, at religious institutions or just walking down the street, the local elected official is always an elected official representing the governmental institution.

5. NEGATIVE 20% – GOVERNMENT CANNOT BE TRUSTED

REALITY: *There is growing sentiment against governments at all levels. The negative, anti-government 5 – 20% are against government from taxes to the mission of government. They have no vision of the community's future; have no solutions other than their slogans and rhetoric, and no decision or action will ever satisfy them. The truth is: They really "hate" government – see no meaningful role or no reason for its existence.*

IMPACT: The negative 5 – 20% are running for elected office and getting elected, attacking government and elected/appointed officials personally, spreading rumors and misinformation, and sharing their message on social media. There is no compromise or collaboration – reality: they "hate" government officials. Elected officials have to be careful not to empower these individuals while standing up for the vision, goals, mission, and actions.

6. TRANSPARENCY – "KILLING THE PIG"

REALITY: *Today, people want information on everything, and are "wanting" transparency and openness. If I was eating a "brat", some individuals would want to know how the pig was killed, and more – type of mud or living environment, type of meals – what it ate, etc. The information request is not linked to any outcomes or actions. Some individuals desire that transparency only occur when the information supports their position or agenda. They feel that they have a right to know all.*

IMPACT: State laws require local government transparency through open record requests and open meetings requiring deliberation in the "sunshine". Local government must respond to and provide information to the residents, businesses and stakeholders. However, there are the questions – before the economic development "deal" has been drafted and during negotiations, before the draft report is prepared, the data before it is analyzed or before elected officials have discussed an issue. It may be premature to share all information.

7. PLAYING TO PEOPLE'S FEARS

REALITY: *The political campaigns are focusing more on the fears of people – a) their lack of personal safety; b) cultural differences that divide the community; c) "those people" who could be renters, individuals with different life styles; d) the economic future – their family and future generations are going to be worse off in the future; e) and, the feeling of being ignored and left behind.*

IMPACT: People are looking for hope and a realistic sense of optimism. They are looking for a vision of a better future; goals that will inspire the community and the residents, and a sense of direction and action. They will become meaningfully engaged if they have an opportunity to shape the community's policies and actions for the future.

8. SELF INTEREST, SELF PROMOTION, PERSONAL PROMINENCE

REALITY: *Many political and community leaders are focusing on their own personal agendas. They cannot pass up any opportunity to grandstand, to claim success for an achievement or accomplishment that benefits the community, for a "photo" or a social media posting that highlights them – making them more visible; or promoting their personal agenda. Personal prominence is the center of attention rather than the community.*

IMPACT: Many communities have lost "what is best for the community as a whole." The district or personal agenda is the focus of prime importance. Local governments need to celebrate more, to create positive memories for partners and stakeholders and to demonstrate the value added to the community and residents' lives. These celebrations focus on what WE achieved as a community and not who gets the credit.

9. DIALOG WITHOUT DECISIONS OR ACTIONS

***REALITY:** Many governments have spent hours of dialog without decision or action. People see paralysis in government and by governmental leaders from Congress to state legislatures and to local government. Nothing is getting done is the perception and in many cases the reality. As a result, there has been an ongoing distrust of government at all levels. The electorate response is to throw out incumbents and blame all government officials.*

IMPACT: Local governments need to make decisions, take timely actions and produce visible results for the community. For local leaders, it begins with community outcomes – a vision for the future; it is setting realistic outcome-based goals that address community issues and concerns, and focus government resources; it is establishing a one-year action plan with a detailed work program; and it means making timely decisions, evaluating the results and making adjustments – being nimble and resilient.

10. PERSONAL INFORMATION VULNERABILITY

***REALITY:** The world knows us, and all about us. Local governments have personal information about each resident, and every business. This information is subject everyday to a cyber attack – local or international. Local governments have had their information systems "shut down" and have paid ransoms to unlock and release the information. These attacks have shut down corporations and governments worldwide. The reality is that these cyber attacks cannot be prevented and local governments need to have a response plan.*

IMPACT: Many local governments need to invest in information technology upgrades or in cyber security. Every email from a local government provides an avenue for someone to access the "public information" which is private, be they crime reports, criminal information, HIPPA information, financial information including credit cards or bank accounts, etc.

SECTION 2

STRATEGIC PLANNING MODEL 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 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 County Council' 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 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 Commission 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 leader 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 2033
*“Desired Destination for
Beaufort County”*

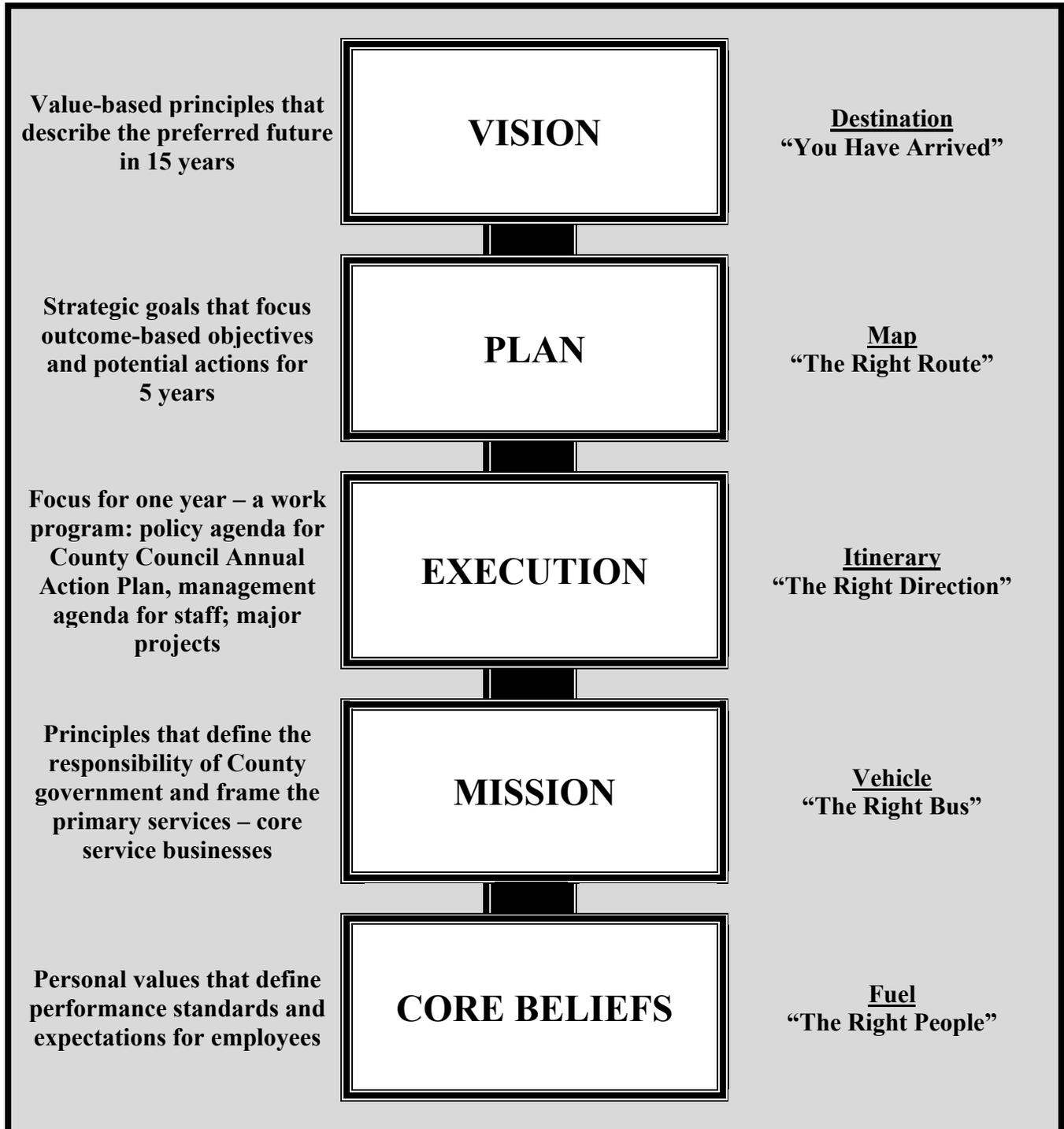
PLAN 2023
“Map to Beaufort County’s Destination”

EXECUTION
“Route for Next Year”

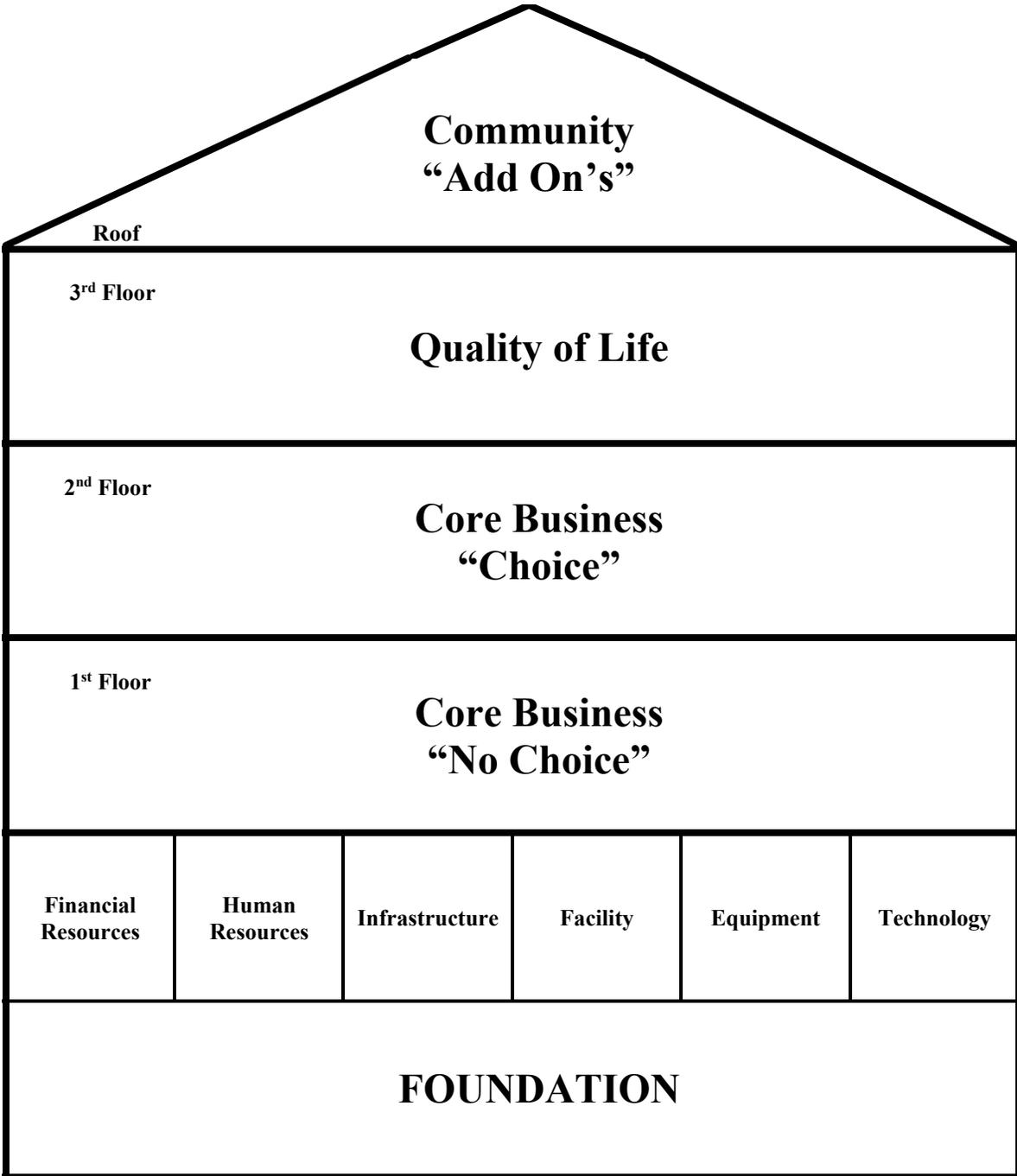
MISSION
*“Responsibilities of
Beaufort County’s Government”*

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

STRATEGIC PLANNING MODEL



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

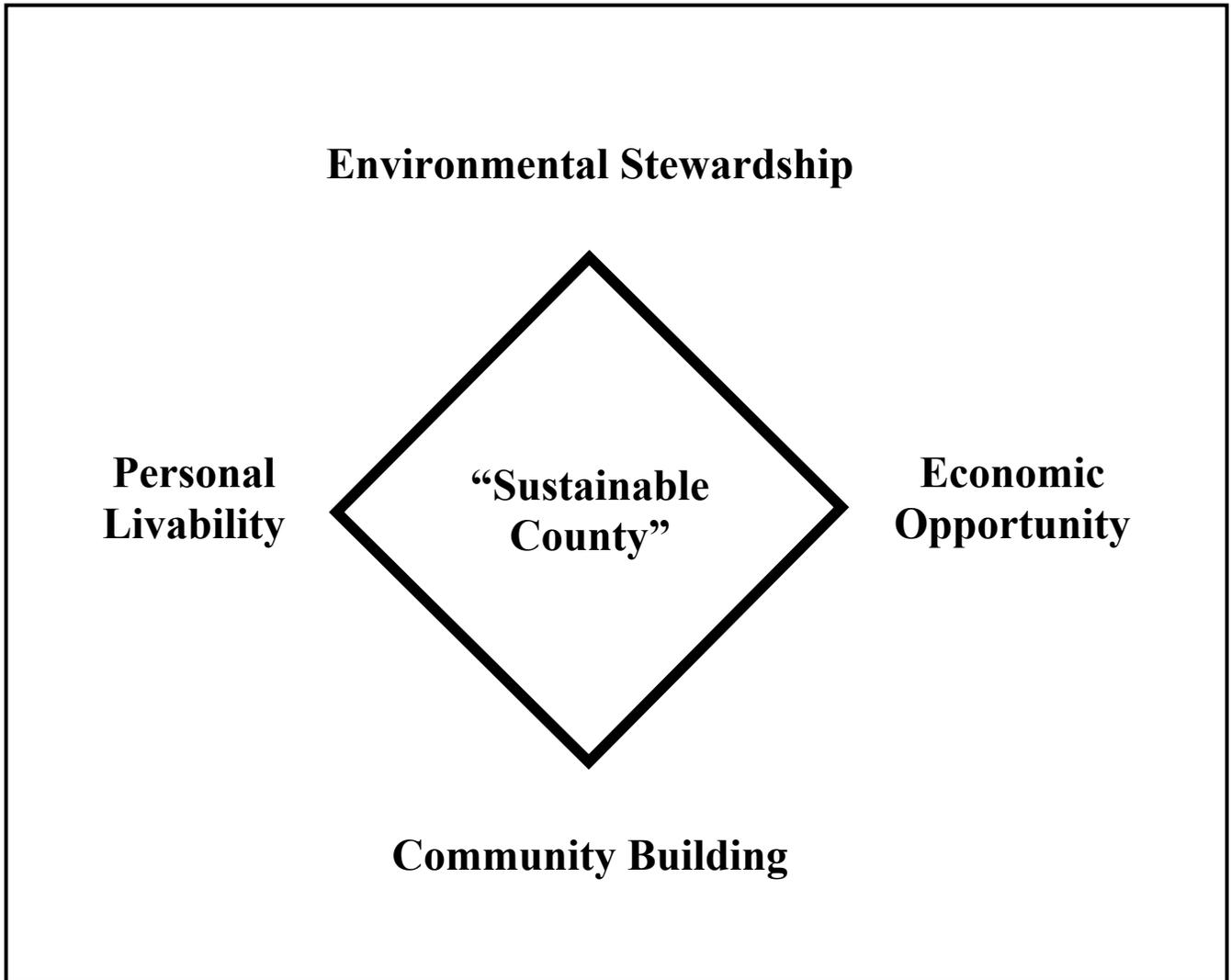
3rd FLOOR - QUALITY OF LIVING

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 3

STRATEGIC PLANNING FOR BEAUFORT COUNTY

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

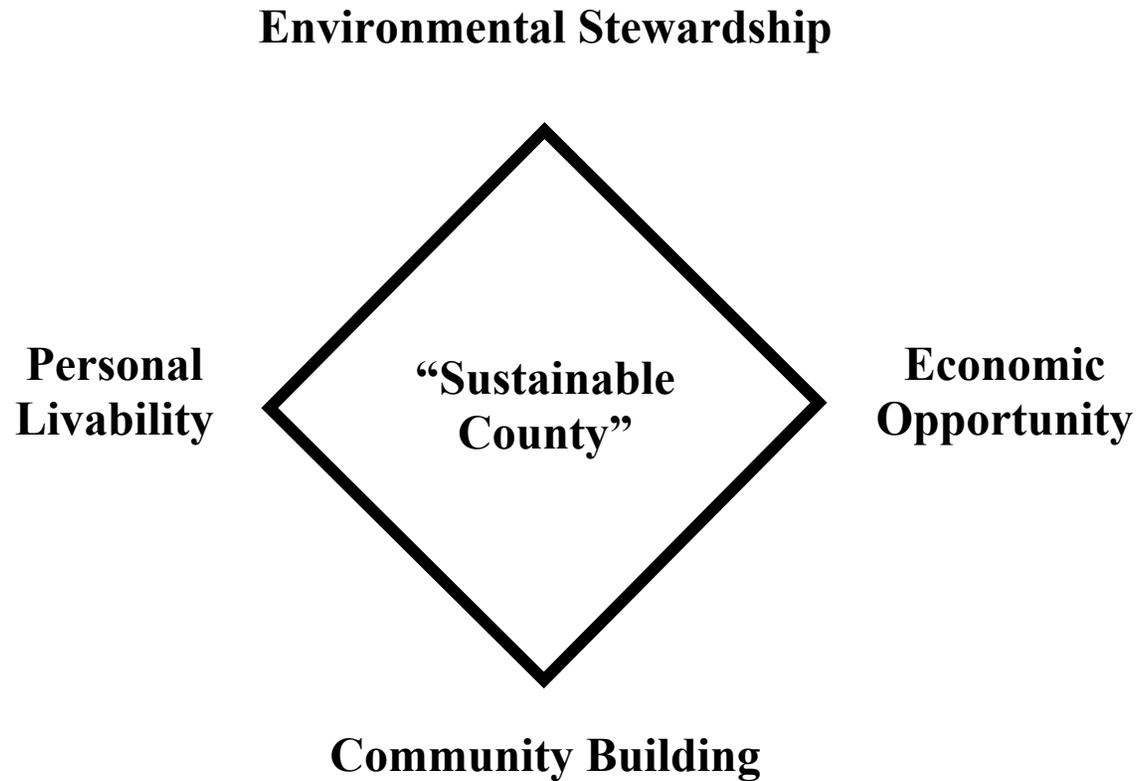
CORE BELIEFS

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 2017 – 2022

Beaufort County Goals for 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

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. Availability of workforce and housing
4. Balancing business development and economic growth with protection of natural resources
5. Link economic opportunities to USC-B and TCL
6. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
7. Producing tangible results: real new businesses, more value-added jobs

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Creating a positive environment for business investment and growth
2. Tapping the potential of “Heritage Tourism”
3. Defining what is “real” economic development with outcome-based metrics and performance standards
4. Determining partnership with regional alliance(s)
5. Strengthening/expanding the tourism base
6. Cost of land in Beaufort County and availability of “ready” sites with infrastructure
7. Defining Beaufort County economic policies, tool kit
8. Performance accountability and return on County investment

POLICY ACTIONS 2017

1. County Economic Development Policy Framework (Economic Development Corporation)
2. USC-B/TCL Campus Building
3. Heritage/Historic Tourism Plan
4. Business License

PRIORITY

Top Priority

Top Priority

High Priority

ON THE HORIZON 2018 – 2022

1. BRAC Strategy: Update
2. Commerce Park
3. MOU with St. James Baptist Church
4. Convention Center Feasibility Study
5. Sports Arena Feasibility Study
6. Performing Arts Hall Feasibility Study
7. Beaufort County (Lady’s Island Airport) Private Hangar Proposal
8. Sports Tourism Strategy
9. Airports Master Plan: Update

MAJOR PROJECTS 2017

1. Hilton Head Island Airport Project: FAA Safety Improvements

Goal 2

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. 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. Defining the role of County government, service responsibilities/levels and relationship to municipalities
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. Absence of long-range revenue/expenditure projections and financial plan
6. Determining County's funding for outside organizations

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Countywide benefits vs. individual interests and priorities
2. Providing services for those who need or are dependent on County services
3. Potential increases in costs: healthcare, raw materials, and outside contracts
4. Residents understanding of County finances/revenues, services, reassessment process

POLICY ACTIONS 2017

	PRIORITY
1. County Administrator Replacement	Top Priority
2. County Government County Manager Form of Government	Top Priority
3. After Action Report	High Priority
4. Comprehensive Impact Fee Review	High Priority
5. Sales Tax Referendum 2018: Direction, Timing	High Priority
6. Comprehensive Financial Plan: Revenues and Expenditures	
7. PALS Transfer to Hilton Head Island (Town)	

MANAGEMENT ACTIONS 2017

	PRIORITY
1. Salary and Compensation Study Implementation	Top Priority
2. FEMA Reimbursement	Top Priority
3. Reserve Policy: Revision	Top Priority
4. Solid Waste Curbside Pick Up/Recycling Implementation	High Priority
5. Budget FY 2017-2018: Tax	High Priority
6. Software Review	

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. Planning and Zoning Website: Citizen Tracking of Projects
6. IT Reorganization
7. 2017 Reassessment: Preparation
8. Library Strategic Plan
9. Worker Compensation
10. Dental Insurance

ON THE HORIZON 2018 – 2022

1. Retiree Benefits Termination: Lawsuit Resolution
2. Connectivity in Rural Areas/Wi-Fi Expansion
3. Parks and Recreation: County Role, Relationship to Municipalities
4. Public Schools Strategy/Funding
5. Marine Debris Clean Up
6. Fire Charters/Consolidation Change (Legislation)
7. Police Services Stud
8. Joint Use of School Facilities
9. Treasury Investment Committee: Creation
10. 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. Evaluate Hilton Head Island Bridges to SCDOT Priority
4. Expand sewer system to replace septic’s (in coordination with Beaufort/Jasper Water/Sewer)
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. Structural and/or obsolete bridges and roads needing repairs or replacement
2. Increasing road and pedestrian safety
3. County investing in infrastructure for future growth
4. Traffic volume and road capacity
5. Reduced funding for roads from Federal government and State of South Carolina
6. Prioritizing and funding County infrastructure and facilities projects
7. Expanding, improving the quality of parks and recreational facilities
8. Funding for operations and ongoing maintenance

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Aging County facilities needing major repairs and/or replacement
2. Determining direction for County campuses
3. Determining and funding service level for roads
4. Determining funding mechanism and who should pay for projects
5. Connecting Spanish Moss Trail to various community destinations
6. Increasing energy efficiency of County buildings and facilities
7. Expanding solar energy and renewable energy for County facility

POLICY ACTIONS 2017

1. Priority Investment – Capital Projects
Long-Term Prioritized Requirements
2. Long-Term County Offices Plan
3. Detention Center (\$3 Million)
4. Passive County Parks: Plan, Funding
5. Disabilities and Special Needs Building:
Direction, Funding
6. Camp St. Mary

PRIORITY

MANAGEMENT IN PROGRESS 2017

1. Quick Response Vehicle
1. Public Safety Radios
1. Convenience Centers: Direction
1. County Five-Year Energy Recovery/Improvement Plan

MAJOR PROJECTS 2017

1. Windmill Harbour Entrance
2. Physical Security Plan for County
3. Pinckney Improvements
4. U.S. Highway 17
5. Broad River Fishing Pier Improvements
6. Animal Shelter/Services Building
7. 8% Projects
8. Voter Registration Building

MANAGEMENT ACTIONS 2017

1. Countywide Information Technology Plan
2. U.S. Highway 278
Expansion/Improvements (SCDOT):
Advocacy
3. 2018 Priority Projects: Immediate
Opportunities
4. County Facilities Condition Assessment
and Plan
5. County Roads Update/Financing Plan
6. Arthur Horne Building
7. U.S. Highway 278 Corridor (Gateway)
Environmental Assessment
8. Daufuskie Island Public Improvements

PRIORITY

Top Priority
Top Priority
Top Priority
High Priority
High Priority

ON THE HORIZON 2018 – 2022

1. New County Administration
2. U.S. Highway 21/S.C. Highway 802 Intersection Improvements
3. Library Ordinance: Amendment
4. Spanish Moss Trail Phase VIII: Direction, Funding
5. EMS Headquarters
6. Dirt Roads
7. Private Road Improvements
8. Dale Community Center/Sports Complex Development
9. Burton Wells Regional Park: Phase III
10. Law Enforcement Center
11. Hampton Parkway
12. Library Headquarters
13. Shell Point Access Problems to Charter Schools
14. Bluffton Parkway 6A to I-95
15. Future Boat Landings/Ramps/Docks/Piers Plan and Funding (\$1.5 Million)
16. Administration Building Re-Skin (\$5 Million)
17. General Facilities Repair (\$3 Million)
18. Public Works Equipment (Specialized) (\$1 Million)
19. Public Works Garage Replacement Facility (\$3 Million)

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

POLICY ACTIONS 2017

1. Waddell Mariculture Extension Center
2. Comprehensive Countywide System/Stormwater Utility (including Comprehensive Regional System): Agreements with Municipalities
3. Ditch Maintenance and Drainage Policy
4. Tree Ordinance: Evaluation Report, Revision
5. Plastic Bag Ban Ordinance

PRIORITY

High Priority

MANAGEMENT IN PROGRESS 2017

1. Sea Level Rise: Monitor
2. FEMA Flood Maps
3. Building Permit Online

MAJOR PROJECTS 2017

1. Lady’s Island Stormwater Project
2. Shell Point Stormwater Project
3. Battery Creek Restoration

MANAGEMENT ACTIONS 2017

1. Stormwater Management Program/Policy: Implementation
2. Okatie River Restoration: Funding
3. May River Action Plan
4. Rivers and Creeks Water Quality: Evaluation
5. Buckingham Plantation Community Development Plan: Amendment

PRIORITY

Top Priority

ON THE HORIZON 2018 – 2022

1. Creek Restoration: Progressive Project for Saltwater Quality
2. Corridor Beautification (Link to “Keep Beaufort Beautiful”)
3. Ferry System Re-Evaluation

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. Encouraging “SMART” growth principles and their application to Beaufort County
3. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton, Hilton Head Island, and Military
4. County’s role in preserving or enhancing property values
5. Defining Beaufort County’s role in redevelopment, infill development and increasing density

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Understanding the Community Development Code and related processes
2. Adapting County land use and development regulations to each community
3. Problem of heirs property and defining the County’s role
4. Implementation of abandoned or deteriorated buildings and structures program

POLICY ACTIONS 2017

- 1. Annexation Policy/Agreement
- 2. Hilton Head National Rezoning/Development Agreement
- 3. Affordable/Workforce Housing
- 4. Community Development Code: Development Agreement

PRIORITY

Top Priority

High Priority

High Priority

MAJOR PROJECTS 2017

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

MANAGEMENT ACTIONS 2017

- 1. Residential Homes (3) Port Royal
- 2. Housing Survey

PRIORITY

High Priority

High Priority

ON THE HORIZON 2018 – 2022

- 1. Comprehensive Plan: Update/Southern Regional Plan Implementation
- 2. Transfer of Development Rights
- 3. Sidewalks/Biking in Rural Areas Plan
- 4. Public Transit Option to Charleston
- 5. Rural and Critical Lands Policy and Plan: Review
- 6. New River Passive Park: Direction
- 7. U.S. Marine Corps Air Station Beaufort Joint Land Use Study
- 8. Homeless Strategy

MANAGEMENT IN PROGRESS 2017

- 1. Sale of Port in Town of Port Royal: Monitoring
- 2. Heirs Property Public Awareness
- 3. Northern Regional Plan: Implementation

BEAUFORT COUNTY ACTION AGENDA 2017

Beaufort County Policy Agenda 2017

TOP PRIORITY

County Economic Development Policy Framework (Economic Development Corporation)

Annexation Policy/Agreement

USC-B/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

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

2018 Priority Projects: Immediate Opportunities

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

Beaufort County Management in Progress 2017

MUNIS Software

Debris Management Plan: Update

Legislative Program: 2017-2018

South Carolina Retirement Plan Liability Report

Planning and Zoning Website: Citizen Tracking of Projects

IT Reorganization

2017 Reassessment: Preparation

Library Strategic Plan

Worker Compensation

Dental Insurance

Quick Response Vehicle

Public Safety Radios

Convenience Centers: Direction

County Five-Year Energy Recovery/Improvement Plan

Sea Level Rise: Monitor

FEMA Flood Maps
Building Permit Online
Sale of Port in Town of Port Royal: Monitoring
Heirs Property Public Awareness
Northern Regional Plan: Implementation

Beaufort County Major Projects 2017

Hilton Head Island Airport Project: FAA Safety Improvements

Windmill Harbour Entrance

Physical Security Plan for County

Pinckney Improvements

U.S. Highway 17

Broad River Fishing Pier Improvements

Animal Shelter/Services Building

8% Projects

Voter Registration Building

Lady's Island Stormwater Project

Shell Point Stormwater Project

Battery Creek Restoration

Crystal Lake Passive Park

Fort Fremont Passive Park

Okatie Regional Preserve

New River Park

**Beaufort County
Action Outlines 2017**

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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ACTION	COUNTY ECONOMIC DEVELOPMENT POLICY FRAMEWORK (ECONOMIC DEVELOPMENT CORPORATION)	PRIORITY			
		<i>Policy – Top</i>			
	<table style="width: 100%; border: none;"> <thead> <tr> <th style="text-align: left;"><u>Key Issues</u></th> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>			
<ul style="list-style-type: none"> • County Economic Development Vision • County Economic Development Mission • Economic Development Corporation Mission • Economic Development Strategic Plan • Economic Development Corporation Budget and Funding Sources • Economic Measures of Success/ Reporting Mechanism • Regional Alliance: Direction, Agreement • Tech Assistance to Local Initiatives 	<ol style="list-style-type: none"> 1. Vision/Mission 2. Strategy/Work Plan 3. Modify By-Laws 4. Performance Measure/Reporting 5. Long-Term Funding Commitment 6. Business Retention 7. Executive Director 8. Regional Alliance (Site Development) 9. Tech Assistance to Local Initiatives 10. Council Representative: Regular Report 	<p>3/17</p> <p>3/17</p> <p>4/17</p> <p>5/17</p> <p>5/17</p> <p>7/17</p> <p>9/17</p> <p>10/17</p> <p>10/17</p> <p>Ongoing</p>			
Responsibility: Economic Development Corporation (Member Fobes) Governmental					

ACTION USC-B/TCL CAMPUS BUILDING

PRIORITY

Policy – Top

Key Issues

- State Funding for USC-B
- County Funding/Participation
- USC-B Proposal for Building
- Culinary Program/Building: Participation

Activities/Milestones

- A. Building Participation
 1. Receive proposal from USC-B with Funding Amount
 2. Committee: Review, Recommendation
 3. Council Decision: Direction, Funding
- B. Culinary Building – Remote Campus (Hilton Head Island)

Time

Responsibility: Finance

ACTION HERITAGE/HISTORIC TOURISM PLAN

PRIORITY

Policy – High

Key Issues

- County Role
- County Funding (Overall)
- Heritage Development Corporation
- Mather School Direction

Activities/Milestones

1. Complete USC-B Visitor Profile –
2. Monitor, Update “First Shore” – Marketing
3. Develop Heritage Development Corporation
4. Committee Review/ Recommendation on Heritage Development Corporation
5. Council Decision: Direction, County Role, Funding – Heritage Development Corporation
6. Receive request for funding for Mather School
7. Council Decision: Funding for Mather School
8. Request Report Mayor’s Task Funding

Time

Responsibility: Governmental

ACTION BUSINESS LICENSE

PRIORITY
<i>Policy</i>

Key Issues

- Financial Impact: on Municipalities
- State Legislation
- Business License Fee Structure
- “Business Friendly” Government
- Economic Development Corporation: Budget, Revenues
- County Funding Level for Economic Development Corporation
- Business License Use of Revenues

Activities/Milestones

- A. Business License
 1. Evaluate Business Licenses with Municipalities – Impact on Businesses
 2. Monitor State legislative actions on Business Licenses
 3. Prepare report with options
 4. Committee: Review, Recommendations
 5. Council Decision: Direction, Actions
- B. Economic Development Corporation: Funding Source
 1. Receive recommendations from Economic Development Corporation for funding
 2. Committee Review/ Recommendations
 3. Council Decision: Direction, Economic Development Corporation Funding

Time

Responsibility: Finance

► **Major Projects 2017**

TIME
Ongoing

- 1. Hilton Head Island Airport Project: FAA Safety Improvements 2016

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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ACTION	COUNTY ADMINISTRATOR REPLACEMENT	PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Process • Timeframe • Continuity/Institutional Knowledge • Selection 	<ol style="list-style-type: none"> 1. Council Update: Executive Session 2. Council Decision: Direction 3. Initiate National Search 	2/17 5/17 9/17
Responsibility: Chair		

ACTION	COUNTY GOVERNMENT: COUNTY MANAGER FORM OF GOVERNMENT	PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Direction • Ballot Measure • Timing 	<ol style="list-style-type: none"> 1. Prepare report with options 2. Committee Review: Recommendations 3. Council Decision: Direction 4. Develop ballot 5. Election 	11/17 2/18 4/18 8/18 11/18
Responsibility: Executive		

ACTION AFTER ACTION REPORT

PRIORITY
<i>Policy – High</i>

Key Issues

- Learning Points
- Follow-up Actions
- Marine Debris Removal

Activities/Milestones

1. Prepare Final After Action Report
2. Council Presentation: Summary Overview

Time

Responsibility: County Administrator

ACTION COMPREHENSIVE IMPACT FEE REVIEW

PRIORITY
<i>Policy – High</i>

Key Issues

- School Impact Fee: Direction, Schedule
- Impact Fee Schedule (beyond Schools)
- Who Pays for Growth

Activities/Milestones

1. Complete comprehensive review and update: impact fees
2. Add School Impact Fee – Proposal
3. Committee Review/ Recommendations
4. Council Decision: Direction

Time

- 3/17
3/17
4/17
5/17

Responsibility: Finance

ACTION SALES TAX REFERENDUM 2018: DIRECTION, TIMING

PRIORITY
<i>Policy – High</i>

Key Issues

- Major Capital/Projects with Cost Estimates
- Capital or Roads: Direction
- Overall Direction
- Election Timing

Activities/Milestones

1. Review options
2. Committee Review/Recommendations
3. Council Decision: Direction on Approach/Scope
4. Develop Project List
5. Finalize Ballot Measure
6. Council Decision Ballot Measure
7. Election

Time

- 8/17
9/17
10/17
5/18
8/18
8/18
2018

Responsibility: Executive

**ACTION COMPREHENSIVE FINANCIAL PLAN:
REVENUES AND EXPENDITURES**

PRIORITY
<i>Policy</i>

Key Issues

- Revenue Projections
- Expenditure Projections

Activities/Milestones

1. Prepare financial plan
2. Committee: Review
3. Council Presentation

Time

Responsibility: Finance

**ACTION PALS TRANSFER TO HILTON HEAD ISLAND
(TOWN)**

PRIORITY
<i>Policy</i>

Key Issues

- County Role
- Town Responsibility
- Agreement Framework
- Transfer Land/Facilities

Activities/Milestones

1. Receive Town Proposal
2. Committee: Review/
Recommendations
3. Council Decision: Direction

Time

Responsibility: Community Services

**ACTION SALARY AND COMPENSATION STUDY
IMPLEMENTATION**

PRIORITY
<i>Mgmt – Top</i>

Key Issues

- Salary Increase: Amount
- Funding

Activities/Milestones

1. Develop proposal: salary adjustments for FY 2017 – 2018
2. Committee Recommendation: FY 2018
3. Council Decision: FY 2017 – 2018 Funding

Time

5/17

6/17

8/17

Responsibility: Finance

ACTION FEMA REIMBURSEMENT

PRIORITY
<i>Mgmt – Top</i>

Key Issues

- FEMA Reimbursement
- State Reimbursement
- Timing for Reimbursement

Activities/Milestones

1. Receive FEMA Reimbursement
2. Monitor State Legislature: Reimbursement for Non FEMA Reimbursement

Time

TBD

Responsibility: County Administrator

ACTION RESERVE POLICY: REVISION

PRIORITY
<i>Mgmt – Top</i>

Key Issues

- FEMA Reimbursement
- State Reimbursement
- Timeframe for Repayment
- Range: Percentage

Activities/Milestones

1. Prepare reports with policy recommendations
2. Committee Review: Recommendations
3. Council Decision: Policy Adoption

Time

Responsibility: Finance

**ACTION SOLID WASTE CURBSIDE PICK UP/
RECYCLING IMPLEMENTATION**

PRIORITY
<i>Mgmt – High</i>

Key Issues

- Phasing
- Timing

Activities/Milestones

1. Review Time Line for Phases
2. Committee: Review/Report
3. Council: Report

Time

Responsibility: Public Facilities

ACTION BUDGET FY 2017-2018: TAX**PRIORITY***Mgmt – High*Key Issues

- Millage Rate
- Millage Increase

Activities/Milestones

1. Establish Guidelines for FY 2017 – 2018 Budget (Council Workshop)
2. Prepare Budget FY 2017 – 2018
3. Council Decision: Budget FY 2017 – 2018 Adoption

Time

2/17

7/17

8/17

Responsibility: Finance

ACTION SOFTWARE REVIEW**PRIORITY***Mgmt*Key IssuesActivities/Milestones

1. Prepare report with options
2. Committee: Review/ Recommendations

Time

Responsibility: County Administrator/Finance

► Management in Progress 2017

- | | |
|--|------|
| 1. MUNIS Software | 2016 |
| 2. Debris Management Plan: Update | 2016 |
| 3. Legislative Program: 2017-2018 | CC |
| • State | 2016 |
| • Federal | |
| 4. South Carolina Retirement Plan Liability Report | 2016 |
| 5. Planning and Zoning Website: Citizen Tracking of Projects | 2016 |
| 6. IT Reorganization | 2016 |
| 7. 2017 Reassessment: Preparation | 2016 |
| 8. Library Strategic Plan | |
| 9. Worker Compensation | |
| 10. Dental Insurance | |

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

ACTION	PRIORITY INVESTMENT – CAPITAL PROJECTS LONG-TERM PRIORITIZED REQUIREMENTS	<table border="1"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>				
PRIORITY								
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	<table style="width: 100%;"> <tr> <td style="width: 33%;"><u>Key Issues</u></td> <td style="width: 33%;"><u>Activities/Milestones</u></td> <td style="width: 33%;"><u>Time</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> • Capital Project • Project Cost Estimates </td> <td> <ol style="list-style-type: none"> 1. Establish list of long-term capital projects 2. Prepare Priority Investment Report 3. Committees: Review/Recommendations 4. Council Decision: Priority Investments </td> <td></td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Capital Project • Project Cost Estimates 	<ol style="list-style-type: none"> 1. Establish list of long-term capital projects 2. Prepare Priority Investment Report 3. Committees: Review/Recommendations 4. Council Decision: Priority Investments 		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>						
<ul style="list-style-type: none"> • Capital Project • Project Cost Estimates 	<ol style="list-style-type: none"> 1. Establish list of long-term capital projects 2. Prepare Priority Investment Report 3. Committees: Review/Recommendations 4. Council Decision: Priority Investments 							
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ACTION	LONG-TERM COUNTY OFFICES PLAN	<table border="1"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>				
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<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>						
<ul style="list-style-type: none"> • Office Needs • Campus Plan • Overall Plan • Projects • Priority • Funding • Timing 	<ol style="list-style-type: none"> 1. Review needs 2. Develop long-term County Offices Plan 3. Committee: Review, Recommendations 4. Council Decision: Direction 							
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Responsibility: County Administrator/Public Facilities								

ACTION DETENTION CENTER (\$3 MILLION)

PRIORITY
<i>Policy</i>

Key Issues

- Project Scope
- Funding

Activities/Milestones

1. Prepare capital budget proposal
2. Committee: Review/Recommendations
3. Council Decision: Project Funding

Time

- 5/17
6/17
8/17

Responsibility: Public Facilities

ACTION PASSIVE COUNTY PARKS: PLAN, FUNDING

PRIORITY
<i>Policy</i>

Key Issues

- Management/Operation
- Maintenance Level
- Definition: Natural Area vs. Passive Park
- Projects with Priority
- Funding

Activities/Milestones

1. Review “ passive” parks
2. Distinguish between natural areas and passive parks
3. Prepare report with options
4. Committee: Review/Recommendations
5. Council Decision: Direct, Funding

Time

Responsibility: Natural Resources

ACTION DISABILITIES AND SPECIAL NEEDS BUILDING: DIRECTION, FUNDING

PRIORITY
<i>Policy</i>

Key Issues

- Project Scope
- Priority
- Funding

Activities/Milestones

1. Prepare a report
2. Committee: Review, Recommendations
3. Council Decision: Direction, Funding

Time

Responsibility: Community Services

ACTION CAMP ST. MARY

PRIORITY

Policy

Key Issues

- Vision
- Plan
- Project Scope
- Funding
- County Role

Activities/Milestones

1. Review vision and plan
2. Prepare a report with options
3. Committee: Review/ Recommendations
4. Council Decision: Direction, Funding

Time

Responsibility: Natural Resources

ACTION COUNTYWIDE INFORMATION TECHNOLOGY PLAN

PRIORITY

Mgmt – Top

Key Issues

- Budget FY 2017 – 2018 Proposal

Activities/Milestones

1. Review plan and need
2. Develop budget proposal
3. Committee: Review/ Recommendations
4. Council Decision: Direction, Funding

Time

Responsibility: County Administrator & Finance

ACTION U.S. HIGHWAY 278 EXPANSION/ IMPROVEMENTS (SCDOT): ADVOCACY

PRIORITY

Mgmt – Top

Key Issues

- Expansion: SCDOT Commitment to Other Three Bridges

Activities/Milestones

1. Complete engineering design
2. Continue Advocacy with SCDOT – Bridges (3)

Time

Responsibility: Governmental

ACTION 2018 PRIORITY PROJECTS: IMMEDIATE OPPORTUNITIES

PRIORITY
<i>Mgmt – Top</i>

Key Issues

- Projects
- Priority
- Funding

Activities/Milestones

1. Prepare report – projects and option
2. Committee: Review/ Recommendations
3. Council Decision: Budget FY 2018 Funding

Time

- 5/17
6/17
8/17

Responsibility: Natural Resources

ACTION COUNTY FACILITIES CONDITION ASSESSMENT AND PLAN

PRIORITY
<i>Mgmt - High</i>

Key Issues

- Facility Condition
- Projects
- Timing
- Funding
- Life Expectancy

Activities/Milestones

1. Complete facility condition assessment
1. Develop multi-year plan
2. Committee: Renewal, Recommendations

Time

- 6/17
8/17

Responsibility: County Administrator/Public Facilities

ACTION COUNTY ROADS UPDATE/FINANCING PLAN

PRIORITY
<i>Mgmt - High</i>

Key Issues

- Projects
- Priority
- Funding

Activities/Milestones

1. County Transportation Commission List of Project
2. Council Decision: Budget FY 2017 – 2018: Funding

Time

- 6/17
8/17

Responsibility: Public Facilities/County Transportation Commission

ACTION ARTHUR HORNE BUILDING

PRIORITY

Mgmt

Key Issues

- Projects
- Priority
- Funding

Activities/Milestones

1. Demolition Building
2. Develop Replacement Plan
3. Committee Review/
Recommendations

Time

Responsibility: Public Facilities

**ACTION U.S. HIGHWAY 278 CORRIDOR (GATEWAY)
ENVIRONMENTAL ASSESSMENT**

PRIORITY

Mgmt

Key Issues

Activities/Milestones

1. Complete Environment Assessment

Time

Responsibility: Governmental

**ACTION DAUFUSKIE ISLAND PUBLIC
IMPROVEMENTS**

PRIORITY

Mgmt

Key Issues

Activities/Milestones

- A. Restroom 1
- B. Restroom 2

Time

Responsibility: Public Facilities

► **Management in Progress 2017**

- | | |
|--|--------|
| 1. Quick Response Vehicle | H-2016 |
| 2. Public Safety Radios | CC |
| 3. Convenience Centers: Direction | CC |
| 4. County Five-Year Energy Recovery/Improvement Plan | 2016 |

► **Major Projects 2017**

- | | |
|--|--------|
| 1. Windmill Harbour Entrance | CC |
| • Plan | T-2016 |
| • Bid (8/17) | |
| 2. Physical Security Plan for County | M-2016 |
| 3. Pinckney Improvements | CC |
| 4. U.S. Highway 17 | 2016 |
| 5. Broad River Fishing Pier Improvements | 2016 |
| 6. Animal Shelter/Services Building | 2016 |
| 7. 8% Projects | CC |
| 8. Voter Registration Building | |

GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
---------------	---

ACTION	WADDELL MARICULTURE EXTENSION CENTER	PRIORITY	
		<i>Policy – High</i>	
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • County Role • Funding • County Proposal 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Prepare report with options 2. Committee Review/ Recommendations 3. Council Decision: Direction, Funding 	<p><u>Time</u></p>
Responsibility: County Administrator/Executive			

ACTION	COMPREHENSIVE COUNTYWIDE SYSTEM/ STORMWATER UTILITY (INCLUDING COMPREHENSIVE REGIONAL SYSTEM): AGREEMENTS WITH MUNICIPALITIES	PRIORITY	
		<i>Policy</i>	
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Utility Fee • Agreements with Municipalities 	<p><u>Activities/Milestones</u></p>	<p><u>Time</u></p>
Responsibility: Natural Resources			

ACTION DITCH MAINTENANCE AND DRAINAGE POLICY

PRIORITY
<i>Policy</i>

Key Issues

- Policy Framework
- State Roads – Ditch Cleaning
- Maintenance Schedule
- 5-Year Maintenance Plan

Activities/Milestones

1. Review Current Policy
2. Prepare report with options
3. Committee: Review/Recommendations
4. Council Decision: Policy Direction

Time

Responsibility: Public Facilities

ACTION TREE ORDINANCE: EVALUATION REPORT, REVISION

PRIORITY
<i>Policy</i>

Key Issues

- Policy Framework
- Tree Types
- Tree Cutting Policy
- Re-Planting Guidelines
- Degree of Regulation
- Relationship to Municipalities

Activities/Milestones

1. Prepare evaluation report
2. Committee: Review, Recommendations
3. Council Decision: Direction

Time

Responsibility: Natural Resources

ACTION PLASTIC BAG BAN ORDINANCE

PRIORITY
<i>Policy</i>

Key Issues

- State Legislation
- Policy Framework

Activities/Milestones

1. Monitor State legislation
2. Evaluate “best practices” from other local governments
3. Finalize report with options
4. Committee: Review/Recommendations
5. Council Decision: Direction

Time

Responsibility: Natural Resources

**ACTION STORMWATER MANAGEMENT PROGRAM/
POLICY: IMPLEMENTATION**

PRIORITY

Mgmt – Top

Key Issues

Activities/Milestones

Time

Responsibility: County Administrator

ACTION OKATIE RIVER RESTORATION: FUNDING

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

Responsibility: County Administrator/Natural Resources

ACTION MAY RIVER ACTION PLAN

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

1. Monitor Actions by Town of Bluffton

Responsibility: County Administrator/Natural Resources

**ACTION RIVERS AND CREEKS WATER
QUALITY: EVALUATION**

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

Responsibility: County Administrator/Natural Resources

ACTION BUCKINGHAM PLANTATION COMMUNITY DEVELOPMENT PLAN: AMENDMENT

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

Responsibility: County Administrator/Natural Resources

► **Management in Progress 2017**

- | | |
|--|------|
| 1. Sea Level Rise: Monitor | CC |
| 2. FEMA Flood Maps | 2016 |
| 3. Building Permit Online | 2016 |
| a) Secure Portal for Contractors | |
| b) Permit Application for Registered Use | |
| c) Payment Processing | |

► **Major Projects 2017**

- | | |
|-------------------------------------|----------|
| 1. Lady's Island Stormwater Project | CC |
| 2. Shell Point Stormwater Project | CC |
| 3. Battery Creek Restoration | OTH-2016 |

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

ACTION	ANNEXATION POLICY/AGREEMENT		PRIORITY
			<i>Policy – Top</i>
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Policy Framework • Agreement with Municipalities 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Complete report/draft policy 2. Committee: Review/Recommendations 3. Council Decision: Policy Direction 	<u>Time</u>
Responsibility: County Administrator			

ACTION	COMPREHENSIVE PLAN: UPDATE SOUTHERN REGIONAL IMPLEMENTATION		PRIORITY
			<i>Policy – Top</i>
	<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <p>[ON THE HORIZON: 2018-2022]</p>	<u>Time</u>
Responsibility: Ad Hoc			

ACTION	HILTON HEAD NATIONAL REZONING/ DEVELOPMENT AGREEMENT		PRIORITY
			<i>Policy – High</i>
	<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Complete development agreement (Subcommittee) 2. Council Decision: Development Agreement 	<u>Time</u>
Responsibility: Natural Resources			

ACTION AFFORDABLE/WORKFORCE HOUSING

PRIORITY

Policy – High

Key Issues

- County Role
- Definition/Scope
- County Actions
- Lowcountry Affordable Housing Coalition

Activities/Milestones

Time

Responsibility: Community Services

**ACTION COMMUNITY DEVELOPMENT CODE:
DEVELOPMENT AGREEMENT**

PRIORITY

Policy

Key Issues

- Large Tract Development

Activities/Milestones

1. Review current Community Development Code: Application to Large Tract Development
2. Prepare report with options
3. Committee: Review, Recommendations
4. Council Decision: Direction

Time

Responsibility: Natural Resources

ACTION RESIDENTIAL HOMES (3) PORT ROYAL

PRIORITY

Mgmt – High

Key Issues

Activities/Milestones

Time

Responsibility: County Administrator/Natural Resources

ACTION HOUSING SURVEY

PRIORITY

Mgmt – High

Key Issues

- County Role
- County Actions

Activities/Milestones

1. Complete Housing Survey
2. Committee: Survey Review, Direction

Time

Responsibility: Community Services

► **Management in Progress 2017**

- | | |
|---|------|
| 1. Sale of Port in Town of Port Royal: Monitoring | CC |
| 2. Heirs Property Public Awareness | 2016 |
| 3. Northern Regional Plan: Implementation | 2016 |

► **Major Projects 2017**

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

Policy Calendar 2017

MONTH

February 2017

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

March 2017

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

April 2017

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

May 2017

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

June 2017

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

July 2017

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

August 2017

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

September 2017

1.

2.

3.

4.

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7.

8.

9.

10.

MONTH

October 2017

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

November 2017

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

December 2017

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

January 2018

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

SECTION 4

PERFORMANCE REPORT 2017 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 CUSTOMER'S 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 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

USC-B/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

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

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. Planning and Zoning Website: Citizen Tracking of Projects
6. IT Reorganization
7. 2017 Reassessment: Preparation
8. Library Strategic Plan
9. Worker 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 Director
 - d. Joined the Southern Carolina Regional Development Alliance
 - e. Created a Board of Directors
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
 - c. Construction
 - d. Opening: 12/18
4. Plastic Bag Ban Ordinance: Adoption
5. Security at County Buildings and Facilities
 - a. Cameras Installed
 - 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
 - b. Bluffton Area
 - c. Shell Point
 - d. Okatie
 - e. Battery Creekbeau

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

18. New Industries [2]

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

20. Comprehensive Plan: Element 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

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

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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ACHIEVEMENTS 2017	MEANS TO RESIDENTS
1.	+

GOAL 2

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

ACHIEVEMENTS 2017

MEANS TO RESIDENTS

1.

+

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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ACHIEVEMENTS 2017	MEANS TO RESIDENTS
1.	+

GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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ACHIEVEMENTS 2017	MEANS TO RESIDENTS
1.	+

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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ACHIEVEMENTS 2017	MEANS TO RESIDENTS
1.	+

**Beaufort County
Other City Successes 2017**

SECTION 5

LOOKING TO BEAUFORT COUNTY'S FUTURE

**Beaufort County
Success in 2023 means...**

Beaufort County Actions for 2018

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 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 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 Harbor 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

Top “10” Priorities for 2018

EXECUTIVE PERSPECTIVE

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SECTION 6

STRATEGIC DISCUSSION ON CRITICAL ISSUES

Beaufort County Critical Topics for Discussion

► **Topics**

1. Relations with Municipalities

2. Proactive County Communications Strategy: Expectations and Actions

3. Southern County/Jasper County Future Growth: Impacts and Direction

4. Beaufort County Government: Mission and Core Values

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PRIORITY

SECTION 7

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**

Beaufort County Goals 2023 Worksheet

	IMPORTANCE	
	Personal	Team
1. Growing, Diversified Regional Economy		
2. Financially Sound County Providing Quality Core Services Efficiently		
3. Upgraded County Infrastructure and Facilities		
4. Preservation of Beaufort County's Lowcountry Character: Natural Beauty, Environment and Heritage		
5. More Sustainable County through Planned, Managed Development		
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GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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► Objectives		PRIORITY
Objective 1	Support business retention and growth	
Objective 2	Attract new diverse businesses	
Objective 3	Have a reputation as a “business friendly” county with streamlined regulations and processes	
Objective 4	Expand Heritage Tourism throughout the County	
Objective 5	Maintain/enhance the working relationship with the military	
Objective 6	Increase number of jobs with “living wages” and career paths	
Objective 7	Establish trust among economic development partners: Economic Development Corporation, County, Municipalities	
Objective 8		
Objective 9		
Objective 10		

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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► Means to Residents	PRIORITY	
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		
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GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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► Challenges and Opportunities	PRIORITY
1. Working and building trust with other governments: municipalities and counties	
2. Funding mechanism for economic development	
3. Availability of workforce and housing	
4. Balancing business development and economic growth with protection of natural resources	
5. Link economic opportunities to USC-B and TCL	
6. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development	
7. Producing tangible results: real new businesses, more value-added jobs	
8. Creating a positive environment for business investment and growth	
9. Tapping the potential of “Heritage Tourism”	
10. Defining what is “real” economic development with outcome-based metrics and performance standards	

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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► Challenges and Opportunities	PRIORITY
11. Determining partnership with regional alliance(s)	
12. Strengthening/expanding the tourism base	
13. Cost of land in Beaufort County and availability of “ready” sites with infrastructure	
14. Defining Beaufort County economic policies, tool kit	
15. Performance accountability and return on County investment	
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GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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► Objectives		PRIORITY
Objective 1	Growing/maintaining financial reserves consistent with County's policies	
Objective 2	Align County services with core responsibilities and financial resources	
Objective 3	Maintain/enhance strong bond rating	
Objective 4	Continue to enhance the budget process and financial reporting	
Objective 5	Provide adequate resources to support defined County services and level of services	
Objective 6	Retain a top quality County workforce dedicated to serving the County residents and businesses	
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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► Means to Residents	PRIORITY	
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.		
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GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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► Challenges and Opportunities	PRIORITY
1. Defining the role of County government, service responsibilities/levels and relationship to municipalities	
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. Absence of long-range revenue/expenditure projections and financial plan	
6. Determining County’s funding for outside organizations	
7. Countywide benefits vs. individual interests and priorities	
8. Providing services for those who need or are dependent on County services	
9. Potential increases in costs: healthcare, raw materials, and outside contracts	
10. Residents understanding of County finances/revenues, services, reassessment process	

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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► Challenges and Opportunities	PRIORITY
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GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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		PRIORITY
► Objectives		
Objective 1	Develop County Campus/Complex	
Objective 2	Upgrade quality of public roads to County standards "D" or better	
Objective 3	Evaluate Hilton Head Island Bridges to SCDOT Priority	
Objective 4	Expand sewer system to replace septic's (in coordination with Beaufort/Jasper Water/Sewer)	
Objective 5	Expand sidewalks along designated roads	
Objective 6	Define, plan, develop all types of infrastructure to support future growth and development	
Objective 7		
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Objective 10		

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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► Means to Residents	PRIORITY	
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		
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GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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► Challenges and Opportunities	PRIORITY	
1. Structural and/or obsolete bridges and roads needing repairs or replacement		
2. Increasing road and pedestrian safety		
3. County investing in infrastructure for future growth		
4. Traffic volume and road capacity		
5. Reduced funding for roads from Federal government and State of South Carolina		
6. Prioritizing and funding County infrastructure and facilities projects		
7. Expanding, improving the quality of parks and recreational facilities		
8. Funding for operations and ongoing maintenance		
9. Aging County facilities needing major repairs and/or replacement		
10. Determining direction for County campuses		

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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► Challenges and Opportunities	PRIORITY	
11. Determining and funding service level for roads		
12. Determining funding mechanism and who should pay for projects		
13. Connecting Spanish Moss Trail to various community destinations		
14. Increasing energy efficiency of County buildings and facilities		
15. Expanding solar energy and renewable energy for County facility		
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GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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► Major Projects 2018	TIME	
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GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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► Objectives		PRIORITY	
Objective 1	Preserve and promote Beaufort County's history, heritage and culture		
Objective 2	Improve quality of water to shellfish harvesting level		
Objective 3	Preserve and enhance the beauty of the natural and built environment		
Objective 4	Market the Beaufort County and Lowcountry brand		
Objective 5	Expand passive and active recreation uses within watershed areas		
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Objective 10			

GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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► Means to Residents	PRIORITY	
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		
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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► Challenges and Opportunities	PRIORITY	
1. Preserving local businesses dependent upon water quality and natural resources		
2. Sprawl development and impervious surfaces impacting water quality and natural resources		
3. Preserving and enhancing water quality		
4. Opening up rural and critical lands for public uses		
5. Expanding the “Lowcountry” brand including food production (farming and fishing) and ecotourism		
6. Federal and State of South Carolina regulations and mandates impacting water and our natural environment		
7. Sea level rise		
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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► Challenges and Opportunities		PRIORITY
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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► Actions 2018	PRIORITY	
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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► Major Projects 2018		TIME
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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		PRIORITY
► Objectives		
Objective 1	Develop effective relations with municipalities on managed development issues	
Objective 2	Preserve/enhance property values	
Objective 3	Improve walkability/bikability in rural communities	
Objective 4	Apply SMART Growth and new urbanism principles in selected locations	
Objective 5	Improve/increase workforce housing	
Objective 6	Improve customer service during the development process	
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Objective 9		
Objective 10		

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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► Means to Residents	PRIORITY	
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.		
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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► Challenges and Opportunities	PRIORITY
1. Balancing personal property rights and regulations for community benefits	
2. Encouraging “SMART” growth principles and their application to Beaufort County	
3. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton, Hilton Head Island, and Military	
4. County’s role in preserving or enhancing property values	
5. Defining Beaufort County’s role in redevelopment, infill development and increasing density	
6. Understanding the Community Development Code and related processes	
7. Adapting County land use and development regulations to each community	
8. Problem of heirs property and defining the County’s role	
9. Implementation of abandoned or deteriorated buildings and structures program	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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► Challenges and Opportunities	PRIORITY	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
---------------	---

► Actions 2018	PRIORITY	
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		

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

► Actions 2018	PRIORITY	
17.		
18.		
19.		
20.		
21.		
22.		
23.		
24.		

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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► Management in Progress 2018	TIME	
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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► Major Projects 2018	TIME	
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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► On the Horizon 2019 – 2023	TIME	
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

SECTION 9

GOVERNANCE REFINEMENTS: CHAIR AND BOARD OF COMMISSION IN ACTION

Beaufort County Chair and Board of Commission Governance Topics

1. Working Together as a Council Team
2. Town Hall Meetings
3. Information to County Council Members and Full Discussion
4. Staff Openness to Council Ideas/Pushing own Agenda
5. Committee Chair/Vice Chair Selection

ADD-ONS

The document(s) herein were provided to Council for information and/or discussion after release of the official agenda and backup items.

Topic: Economic Development Corporation
Date Submitted: February 9, 2018
Submitted By: John O'Toole
Venue: County Council Retreat



Quick Update

- Introductions – Stephen Murray
- Review of the year to date – Stephen Murray
- SCA Marketing & Product – Sandy Steele
- Update on getting started and leads – John O’Toole
 - Obstacles and Opportunities

Summary of Plan

- Increase Marketing
 - Focused Advertising -- Those who are here
 - Familiarization to Site Selectors – Greenville & Atlanta
 - SCA/State of South Carolina Trade Missions
 - Sectors – Manufacturers - Aerospace
 - International Asset Management Council
 - International Economic Development Council
 - Corporate Real Estate Network
 - Site Selection Magazine
 - Heritage Classic
- Active Business Retention & Expansion
- Identifying and Controlling Sites
- Workforce
- Pilot Site

Revenue

<i>Source</i>	<i>2017-18</i>	<i>2018-19</i>	<i>% Increase</i>
<i>Municipalities</i>	\$ 40,000	\$ 60,000	50 %
<i>County – SCA</i>	\$ 125,000	\$ 120,000	- 4 %
<i>County -- BCEDC</i>	\$ 205,000	\$ 270,000	32 %
<i>Total</i>	\$ 370,000	\$ 450,000	35 %

Topic: Economic Development Corporation
 Date Submitted: February 9, 2018
 Submitted By: John O'Toole
 Venue: County Council Retreat

Beaufort County Economic Development Corporation
2018 - 19 Budget

Income:	2017-18 Budget	Proposed 2018-19	
Beaufort	\$ 10,000.00	\$ 15,000.00	50.0%
Bluffton	\$ 10,000.00	\$ 15,000.00	50.0%
Hilton Head Island	\$ 10,000.00	\$ 15,000.00	50.0%
Port Royal	\$ 10,000.00	\$ 15,000.00	50.0%
County SCA	\$ 125,000.00	\$ 120,000.00	-4.0%
County ED Spend	\$ 205,000.00	\$ 270,000.00	31.7%
Total Income	\$ 245,000.00	\$ 330,000.00	34.7%
Expenses:			
Staffing:			
Total Payroll	\$ 133,333.00	\$ 204,612.50	
Health Insurance	\$ 10,000.00	\$ 22,000.00	
Retirement	\$ 4,000.00	\$ 8,300.00	
Total Staffing	\$ 147,333.00	\$ 234,912.50	
Partnership & Alliances:			
Sponsorship		\$ 10,000.00	
Partnership & Service Fees	\$ 10,000.00	\$ -	
Partnership & Service Fees	\$ 125,000.00	\$ 120,000.00	
Site Market & Feasibility Assessment	\$ -	\$ 7,000.00	
CRM Licensing	\$ 12,000.00	\$ 2,500.00	
Total Partnership & Alliances	\$ 22,000.00	\$ 19,500.00	
Office			
Rent	\$ 16,600.00	\$ 14,000.00	
Utilities	\$ 2,075.00	\$ -	
Furniture and fixtures	\$ 2,000.00	\$ -	
Computer	\$ 1,700.00	\$ 1,500.00	
Misc (Supplies, Staples, etc)	\$ 5,000.00	\$ 1,800.00	
Total Office	\$ 27,375.00	\$ 17,300.00	
Telecom services			
Internet	\$ 2,905.00	\$ -	
Cell Phone	\$ 996.00	\$ 1,800.00	
Total Telecom	\$ 3,901.00	\$ 1,800.00	
Travel			
Mileage	\$ 3,320.00	\$ 7,790.00	
Meals	\$ 1,660.00	\$ 1,600.00	
Lodging	\$ 1,245.00	\$ 2,000.00	
Familiarization Events Tour (Beaufort County, Atlanta, Greenville)	\$ -	\$ 6,697.50	
Conference Attendance	\$ 664.00		
IAMC - Industrial Asset Management	\$ -	\$ 3,500.00	
IEDC - International Economic Development Association	\$ -	\$ 3,000.00	
CORNET - Corporate Real Estate Executive Network	\$ -	\$ 3,500.00	
Misc Conferences	\$ -	\$ 1,200.00	
Professional Development	\$ -	\$ 1,200.00	
Southern Carolina Alliances Trade Missions	\$ -	\$ 6,000.00	
Total Travel	\$ 6,889.00	\$ 36,487.50	
Outside Services			
Executive Recruiting	\$ -	\$ -	
Legal	\$ 6,000.00	\$ 4,000.00	
Accounting	\$ 3,000.00	\$ 4,000.00	
Economic Development Advertisement	\$ 8,502.00	\$ 12,000.00	
Relocation	\$ -	\$ -	
Lead Generation		\$ -	
Muni Programming & Grant Support	\$ 20,000.00	\$ -	
Total Outside Services	\$ 37,502.00	\$ 20,000.00	
Total Expenses	\$ 245,000.00	\$ 330,000.00	

FIDELIS EMPLOYMENT PROJECT OF BEAUFORT COUNTY

WORKFORCE IS THE KEY – AMERICA'S BEST

Issue: The single most important issue in today's economy is the availability of a skilled workforce. Every year 1,000 men and women exit the military through Beaufort County. Today Beaufort County, beyond tourism and military doesn't have a tangible identity to sell commercial and industrial investors. Facts: 984 exiting, 700 unfilled FTE jobs, cost of jobs unfilled fees/tax estimated \$960,000 annually.

Recommendation: In parallel with efforts to develop real estate product we should build-out existing programs to deliver 100 men and women from the ranks of bases in our county to drive continued growth of our state's economy. We can do this by identifying open positions in South Carolina, entice military personnel to consider staying in our state, training them for these positions (ReadySC Boot Camp) and getting them hired. Utilizing every means known we will communicate to Beaufort County military personnel a warm sincere Lowcountry welcome, much like TCL does for its current students we will show them how to get from there (bases) to here (meaningful employment and housing in SC).

Resources: Collective resources of the State of South Carolina, ReadySC, local & regional chambers of commerce, Technical College of the Lowcountry, Tweac, Classrooms/Base facilities, advertising, social media (YouTube, Facebook), University of South Carolina Beaufort,

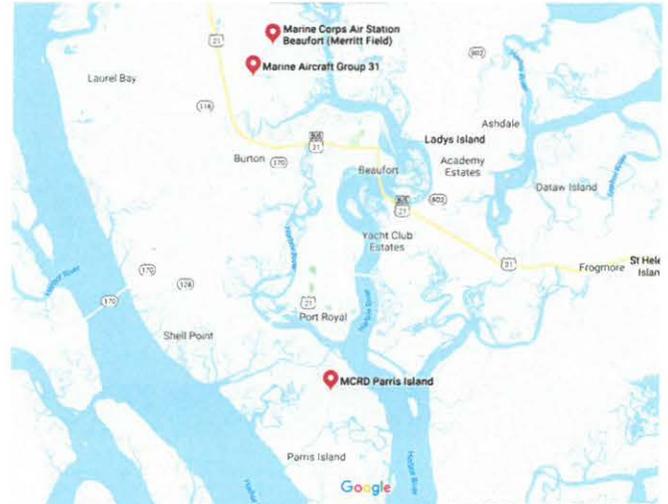
Timeline: Commence planning immediately: Identify existing programs immediately,

How will we know we're successful: Measure the number of military that we can identify by June 30, 2019 and every June thereafter that have been identified as staying in South Carolina. The goal initially will be 250 annually. It is hoped in subsequent years that we will see this number grow.

Tactical Consideration:

- A massive Lowcountry welcome!
- Reduce the barriers to entry – hold participants hand through training program through to employment.
- Boot Camp: Focused intense training for a short period of time that prepares the participant for the specific needs of targeted employers – ie: automotive, aerospace, logistics etc. This is a free program. It does not utilize GI benefits
- Placement: Directly aligned with industry's needs, 100% success

Other considerations would be one month's rent for participants that choose to stay in Beaufort County.



Topic: Update / SouthernCarolina Regional Development Alliance
Date Submitted: February 9, 2018
Submitted By: Sandy Steele
Venue: County Council Retreat



SCA Quarterly Report to Beaufort County Council

February 2018

Topic: Update / SouthernCarolina Regional Development Alliance
Date Submitted: February 9, 2018
Submitted By: Sandy Steele
Venue: County Council Retreat



2017 Regional Overview

Worked on 173 Projects in 2017

Carried over 61 from 2016

Picked up 112 new in 2017

Locations Considered by 112 New Projects in 2017

Allendale	23
Bamberg	27
Barnwell	35
Beaufort	11 <i>(Since Sept 28th)</i>
Colleton	36
Hampton	32
Jasper	52
Regionwide	7

Project Location Consideration Comparison

2016: 104 New Projects

Allendale	13
Bamberg	21
Barnwell	18
Beaufort	n/a
Colleton	31
Hampton	26
Jasper	38
Regionwide	3

2017: 112 New Projects

Allendale	23
Bamberg	27
Barnwell	35
Beaufort	11
Colleton	36
Hampton	32
Jasper	52
Regionwide	7

2017 Announced Projects

13 Announcements

\$169,050,000 Investment + 308 Jobs

9 New Companies | \$156,275,000 and 262 Jobs

Jenshau | \$2M + 50 Jobs

Thunderbolt Biomass | \$6.04M + 35 Jobs

Dominion Solar | \$100M + 0 Jobs

Southern Current | 2,500M + 0 Jobs

Love Travel Stop | \$12M + 60 Jobs

Coca Cola | \$5.435M + 20 Jobs

J&J Machinery Transport | \$2.5M + 8 Jobs

Specified Fittings | \$2.8M + 36 Jobs

Waste Management | \$23M + 53 Jobs

4 Expansions | \$12,775,000 and 46 Jobs

Tico | \$150,000 + 9 Jobs

Collum's Lumber Products | \$2M + 10 Jobs

Rockland | \$10M + 15 Jobs

Augusta Fiberglass | \$625,000 + 12 Jobs

Comparison of Announced Projects

2016

10 Total: \$112.45M + 287 Jobs
4 Expansions: \$12.5M + 100 Jobs
6 New: \$99.95M + 187 Jobs
1 Solar Project - \$85M
(included in totals above)

2017

13 Total: \$169.05M + 308 Jobs
4 Expansions: \$12.775M + 46 Jobs
9 New: \$156.275M + 262 Jobs
2 Solar Projects - \$102.5M
(included in totals above)

Comparison of Location of Announced Projects

2016: 10 projects

Allendale: 1 @ \$85M + 0 Jobs
Bamberg: 2 @ \$3.6M + 107 Jobs
Barnwell: 1 @ \$2.5M + 12 Jobs
Colleton: 3 @ \$10.85M + 125 Jobs
Hampton: 2 @ \$7.5M + 30 Jobs
Jasper: 1 @ \$3M + 13 Jobs
Beaufort: N/A

2017: 13 projects

Allendale: 2 @ \$8.04M + 45 Jobs
Bamberg: 1 @ \$10M + 15 Jobs
Barnwell: 1 @ \$625k + 12 Jobs
Colleton: 1 @ \$2M + 50 Jobs
Hampton: 3 @ \$17.3M + 96 Jobs
Jasper: 5 @ \$131.085M + 90 Jobs
Beaufort: 0

Properties Submittals

2016 : 226 Total Submittals

Allendale:	18
Bamberg:	43
Barnwell:	20
Beaufort:	N/A
Colleton:	27
Hampton:	43
Jasper:	75

2017: 290 Total Submittals

Allendale:	27
Bamberg:	41
Barnwell:	35
Beaufort:	11
Colleton:	50
Hampton:	39
Jasper:	87

Beaufort Property Submittal Comparison

11 Submittals Since September 28th

Blue = Site Visit

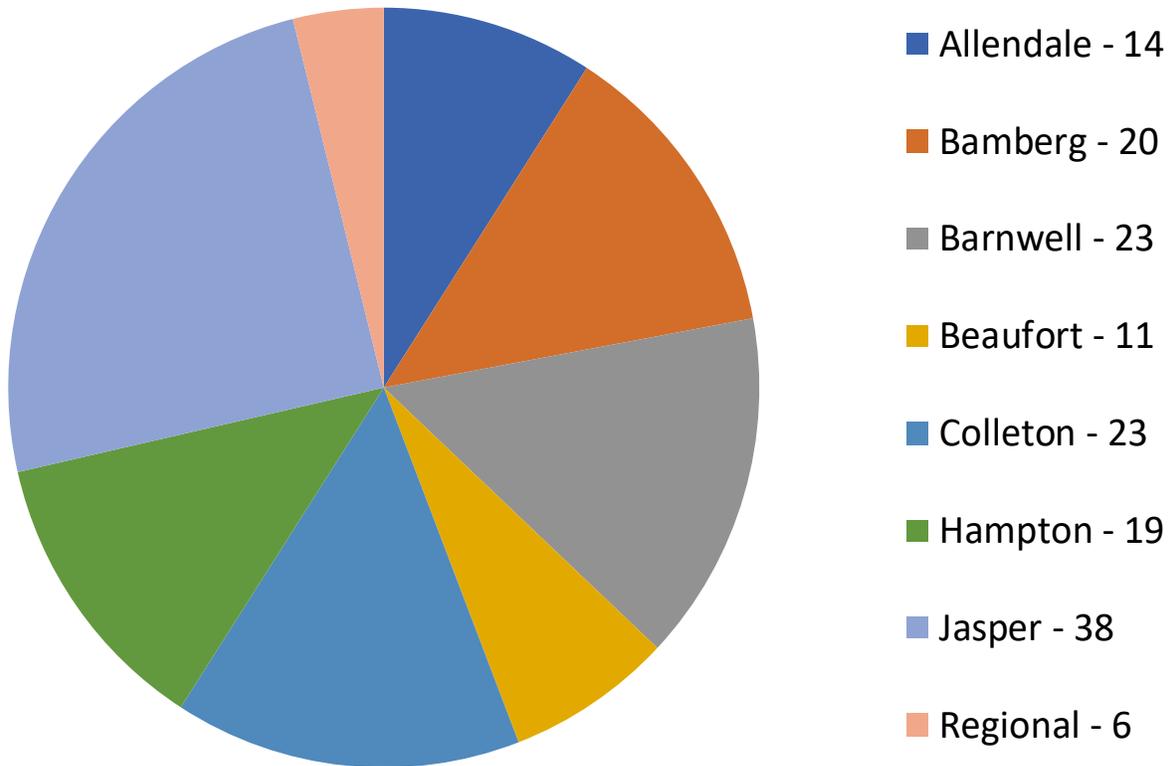
Buildings

1181 May River Road, Bluffton - 2
20 Eleanor Fine Road, Beaufort - 3
302 Parker Drive, Beaufort - 3

Green Field Sites

360 Spanish Wells Road, Hilton Head Island - 1
Beaufort Commerce Park, Beaufort - 2

Beginning 2018 with 79 Active Projects



Status of the 173 Projects Worked in 2017

- Announced 13
- Closed 74 in 2017
- Reclassified 7 as Existing Industry Support or Product Development
- 79 Active as of December 31, 2017

Beaufort County Activities

Support and Coordination with Beaufort County EDC

- Established an SCA office in Bluffton, located in the same building as BCEDC
- Introduced the BCEDC Director to the SC Dept of Commerce divisions including the Global Business Team, the Existing Industry Support Team, and the International Team
- Facilitated introductions of the BCEDC Director to key allies locally and statewide, including facilitating a Spotlight in the SCEDA Newsletter
- Inclusion in SCA's monthly regional allies meetings
- Provided updates to BCEDC members at their monthly meetings
- Established an email address for BCEDC Director
- Sharing of and inclusion in SCA's region wide database containing information on properties, marketing materials, project forms, etc.

Immersion into SouthernCarolina Alliance

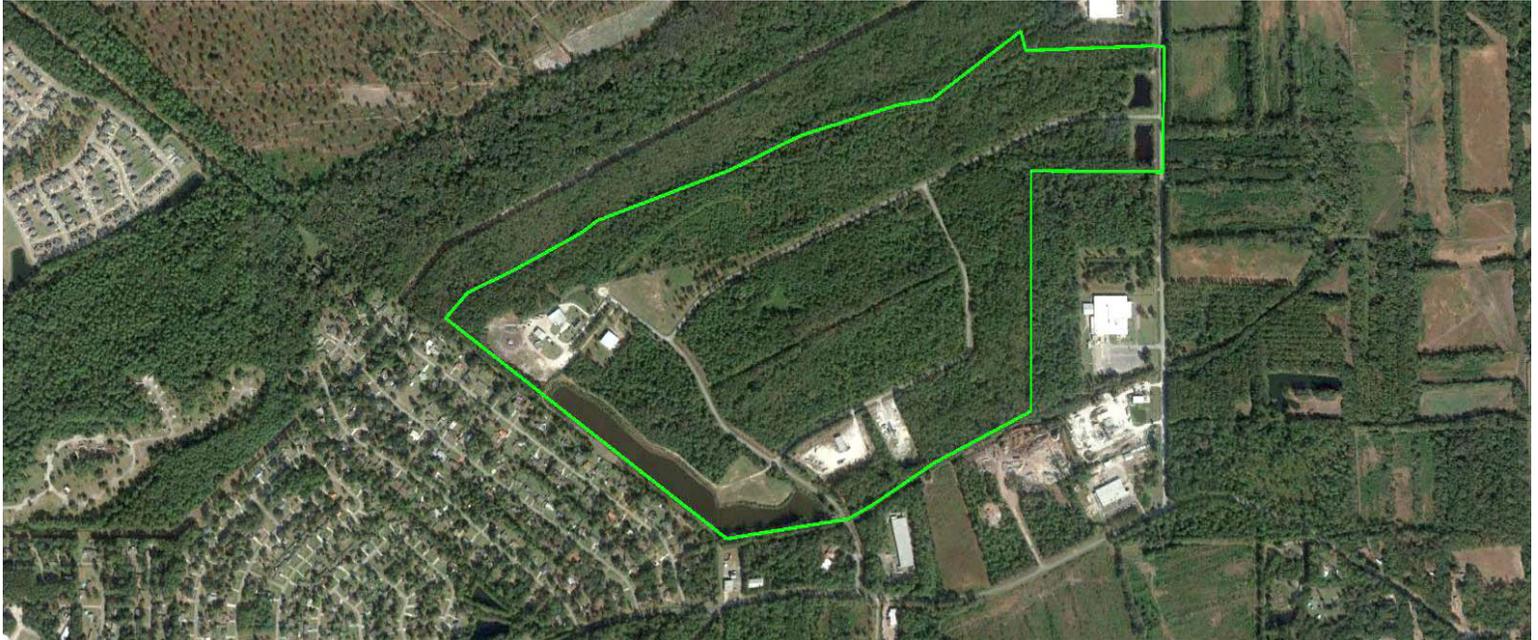
- SCA's October 2017 Board meeting was relocated and held in the Town of Bluffton
- Three Beaufort County SCA Board members were appointed and confirmed
- A one-day orientation was given to new SCA Board members from Beaufort County and the BCEDC Director
- Beaufort County Board members participated in SCA's two day annual planning retreat

Coordination with Key Stakeholders

- One-on-one, in depth meetings were held with the Mayors and key staff of the City of Beaufort, Town of Bluffton, Town of Hilton Head and Town of Port Royal
- Met with the Interim Administrator for Beaufort County
- Participated in Town of Bluffton annual planning session
- Held meetings with and are lending our support to the Don Ryan Center leadership staff
- Held meetings with and are coordinating with the Digital Corridor
- Participating in and coordinating with the Hilton Head Island Chamber of Commerce, Greater Beaufort Chamber of Commerce and Bluffton Chamber of Commerce
- Participation with other local groups and initiatives such as the Workforce/Affordable Housing Forum and the Greater Island Council of Hilton Head and Bluffton

Product Development

Beaufort County Product Development Overview



Beaufort County Commerce Park

- Performed field site review of the Beaufort Commerce Park to assess infrastructure
- Performed site visits and obtained drone photos and information to produce property flyers
- Participated in a field review with the SC Power Team and Palmetto Electric Cooperative of potential new industrial sites
- Meeting with the City of Beaufort engineering consultant to coordinate Beaufort Commerce Park improvements
- Commissioned Seaboard Commercial Properties (same consultation used by SCDOC) to provide assessment of Beaufort County
- Prepared a Request for Proposal (RFP) for an updated master plan for the Beaufort Commerce Park. Distributed in coordination with the Beaufort County EDC
- Attended an on-site review with the City of Beaufort and Realtor of the 302 Parker Drive Building
- Commissioned a Forestry Report of multiple regional properties including Beaufort Commerce Park

Regionwide Product Development Overview

- Completed construction in November of the SCA Regional Office in Hampton County
- Coordinated with Palmetto Rural Telephone Coop. on future fiber optic routing and extensions to industrial parks in region
- Submitted application to DOE for expansion of South Carolina Advanced Technology (SCAT) Park boundary in Barnwell County
- Installed motion activated LED lights in Pointe Salkehatchie Speculative Building in Allendale County
- Assisted Barnwell EDC in obtaining architectural renderings and site plan for Williston's virtual speculative building
- Completed all necessary field surveying for Regional ER Facility and associated utilities
- Installed signage and selective clearing along the road to improve visibility of the CrossRhodes Speculative Building in Bamberg County
- Obtained updated Master Plan for Cypress Ridge Park in Jasper County
- Engaged rail consultant in addition to working with the SC Power Team, County Officials and SC DOC for identification of new industrial sites along the H&B rail route in Hampton and Colleton Counties
- Completed updated wetland delineation of CrossRhodes Industrial Park in Bamberg County
- Coordinated with owner to bring Tobul Building in Bamberg County into inventory and engaged with SCDOC to promote building
- Initiated construction contract to complete existing wetland fill permit in Southern Carolina Industrial Campus in Hampton County
- Coordinated with SCDOT to assist Jasper County on an encroachment permit to clear the I-95 exit 33 interchange within the overall existing SCDOT I-95 safety project
- Provided basic overall site plans to Hardeeville for Phase II of Hardeeville Commerce Park

Product Overview

- Engaged an engineering consultant to provide full due diligence review of the 1,388 acre Sherwood Tract in Jasper County
- Completed multiple building improvements to the Shaw Building for a specific project
- Engaged an engineering design consultant to permit future site clearing for a lot in CrossRhodes Industrial Park in Bamberg County
- Participated in a field review with SC Power Team and Co-op of potential new industrial sites
- Engaged with Moffatt and Nichol Engineering on Jasper Ocean Terminal progress
- Installed new signage and general landscape clean up at Pointe Salkehatchie Speculative Building in Allendale County
- Completed purchase of approximately 100 acres in the Southern Carolina Industrial Campus
- Coordinated with Barnwell EDC on Blackville Industrial Building potential upgrades
- Completed cosmetic enhancements to the Shaw Building for better curb appeal
- Coordinated grant application for the construction of water and sewer to Regional ER Facility
- Released contract for paving parking lot, landscaping and exterior lighting at the CrossRhodes Speculative Building in Bamberg County
- Acquired an updated Master Plan for the Moultrie Track in Jasper County
- Obtained forestry report on multiple SCA owned properties
- Engaged with contractor on Hwy 68 widening project
- Coordinated with contractors and architects on insurance claims for storm damage to SCA facilities
- Assisted Jasper County with Request for Qualifications (RFQ) on speculative building
- Updated existing site flyers and assisted marketing with creation of flyers of new properties.
- Continuously worked to update or obtain due diligence information on sites within the region

In addition to these, SCA also worked on many project specific items

Marketing

Marketing

SouthernCarolina Alliance’s lead generation program is a multi-faceted approach to reach decision makers with active projects that are planned for relocation or expansion within the next 24-36 months.

In addition to the projects SCA worked from other sources, the lead generation program led by SCA produced face-to-face meetings with 134 companies in 2017.

The following activities are highlights from our lead generation program since September 2017:

September:

- SCA met with 14 companies in Frankfurt, Germany at the IAA (International Auto Show), where BMW unveiled the newest automobile to be produced in South Carolina. The SCA team made an additional 58 contacts at the show.
- SouthernCarolina Alliance led a regional marketing mission to the Northeast, meeting with 8 companies at their manufacturing facilities in New York and New Jersey. These were qualified, active projects.
- SouthernCarolina Alliance participated in the PACK Expo in Las Vegas, meeting with 12 companies in the agribusiness, processing and packaging industries.



International Auto Show

October:

- SCA associates met with companies at ANUGA (food and beverage fair) in Cologne, Germany in partnership with the SC Department of Agriculture.
- SCA participated in a Nordic mission led by the SC Dept. of Commerce, meeting with 5 companies and networking with Volvo suppliers.



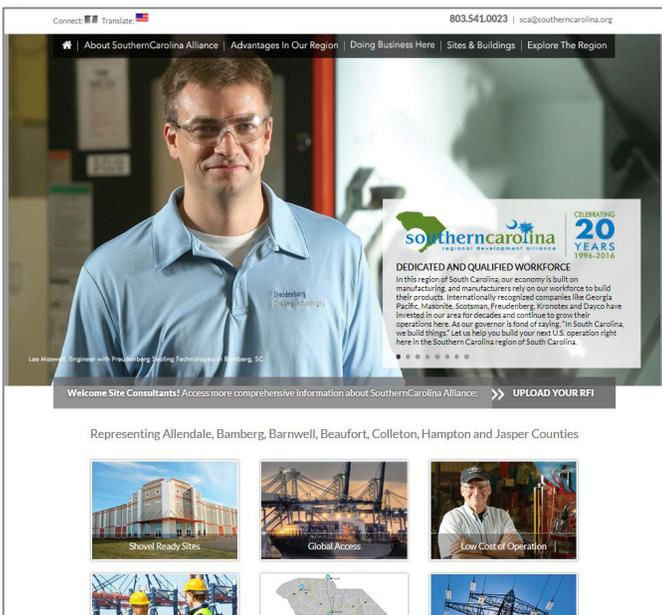
Nordic Marketing Mission

November:

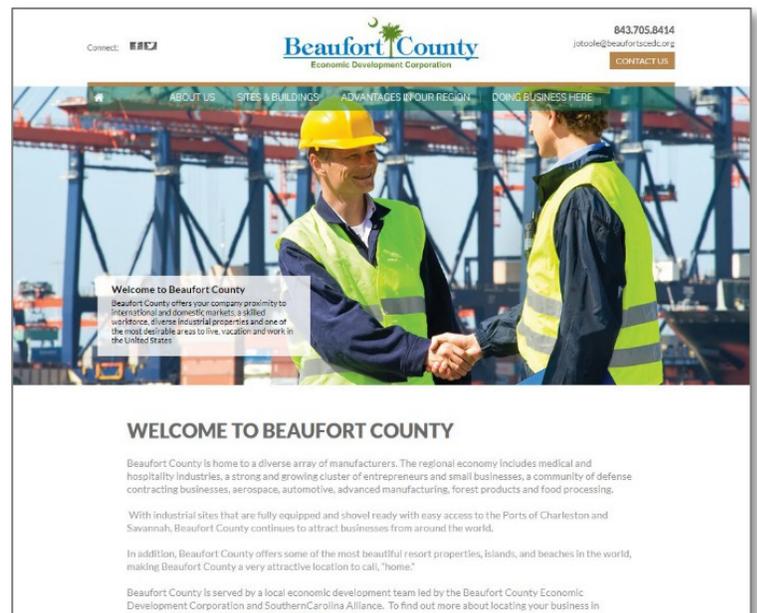
- SCA participated in a mission to India with the SC Dept. of Commerce and a SC delegation November 5-18, meeting with 10 companies.
- SCA has started marketing planning for 2018, making arrangements for lead generation domestically and abroad.
- SCA conducted a lead generation effort focused on rail-served industries that will be completed in 2018.

Marketing Activities

- SouthernCarolina Alliance updated our regional website and all of our marketing collateral materials to include Beaufort County. In addition, the SCA staff created a micro-site for Beaufort County. The Beaufort County website is linked to the SCA regional site and has full capability to be built out as Beaufort County expands marketing efforts. The site can accommodate GPS mapping, drone video, streaming, etc. and will grow with our organizations over the next decade.



SCA Website



Beaufort County Website

Marketing

- SCA publicized the addition of Beaufort County to the alliance organization through social media, news releases, billboard advertising, etc.
- SCA staff also assisted in publicizing several announcements in Beaufort County.
- SCA joined the local chambers of commerce and began publicity efforts and sponsorships with the chambers and other allies in Beaufort County.
- SCA designed and produced industrial flyers on all of the Beaufort County industrial properties.
- SCA has worked with the SC Manufacturers' Alliance, the SC Department of Commerce and others to identify and inventory all industries located in Beaufort County.

Internal Marketing:

- SCA hosted our annual Regional Industry Appreciation events on October 5. Approximately 86 golfers participated in the golf tournament at Sweetwater Country Club in Barnwell, and 26 participated in the marksmanship event at GTI in Snelling. More than 200 attended the reception at Sweetwater Country Club that evening.
- SCA delivered quarterly updates to all our member counties at the county council meetings in November.
- SCA partnered with USC Salk to sponsor and host the 2017-2018 Leadership Salkehatchie program with 18 participants. The program will conclude in May 2018.



2016-2017 Leadership Salkehatchie Group

- On November 10, SouthernCarolina Alliance announced the location of a regional office in Beaufort County, located at 110 Traders Cross in Bluffton. The SCA office is located in suites 228 & 229, in the same location as the Beaufort County Economic Development Commission Office.
- On November 28, SCA held a holiday open house to celebrate the grand opening of the new regional office located in downtown Hampton



New Regional Office in Hampton

Other:

- SCA hosted a public presentation with Representatives from the USDA Rural Development Office, internet service providers, the Federal Communications Commission (FCC) and Connected Nation as they unveiled their plan for what can be done to improve high-speed internet access, adoption, and use within the region. The broadband team worked with area school districts, chambers of commerce, residents, internet providers, and others to better understand the needs within the region. Through CN's Connected Community Engagement Program, a detailed analysis was completed, and a Technology Action Plan was developed which identified priority steps toward improving access, adoption, and use.
- SCA, along with the Savannah River Site, the Barnwell County Chamber of Commerce and the SC Promise Zone hosted a "Small Business Opportunities at SRS Informational Session" on November 9 at the Southern Carolina Business Center in Barnwell.



Topic: Hurricane Update
Date Submitted: February 9, 2018
Submitted By: Alicia Holland
Venue: County Council Retreat

Fiscal Year 2017 Summary

Fiscal Year 2018 Overview

Beaufort County Council Retreat
February 9, 2018

Topic: Hurricane Update
Date Submitted: February 9, 2018
Submitted By: Alicia Holland
Venue: County Council Retreat



- ❖ Fiscal Year 2017 General Fund Summary
- ❖ Hurricane Matthew
- ❖ Hurricane Irma
- ❖ Fiscal Year 2018 Overview

General Fund Summary - Revenues

	Fiscal Year 2018 (Tax Year 2017)	Fiscal Year 2017 (Tax Year 2016)	Fiscal Year 2016 (Tax Year 2015)
County Operations Millage Rate	53.01	50.89	48.77
Appropriated Ad Valorem Tax Revenue**	\$ 96.44	\$ 89.42	\$ 84.20
Actual Ad Valorem Tax Revenue**	TBD	\$ 90.41	\$ 83.37
Other General Fund Revenue**	TBD	29.77	25.68
Total General Fund Revenue**	TBD	\$ 120.18	\$ 109.04

** dollars stated in millions



General Fund Summary – Expenditures & Fund Balance

	Fiscal Year 2018 (Tax Year 2017)	Fiscal Year 2017 (Tax Year 2016)	Fiscal Year 2016 (Tax Year 2015)
Total General Fund Expenditures**	TBD	\$ 111.68	\$ 107.19
Total General Fund Balance**	<u>TBD</u>	<u>\$ 28.58</u>	<u>\$ 28.55</u>
Unassigned**	TBD	23.66	26.65
Assigned**	TBD	2.62	0.45
Committed**	TBD	0.31	0.25
Nonspendable**	TBD	1.98	1.20
<i>** dollars stated in millions</i>			
Total Fund Balance as % of Total Expend		25.6%	26.6%
Unassigned Fund Balance as % of Total Expend		21.2%	24.9%



Fiscal Year 2017 Projects

- ✓ Group Health insurance, self-insured
- ✓ Hurricane Matthew - \$30.25 million BANs
- ✓ \$51 million GO Bonds, new debt
 - ✓ \$26 million County capital projects
 - ✓ \$20 million voter referendum
 - ✓ \$5 million Stormwater Utility

Group Health Insurance

- ✓ Fiscal Year 2016, fully insured
 - ✓ County paid BCBS \$14.96 million
- ✓ Fiscal Year 2017, self insured
 - ✓ County paid BCBS \$12.6 million
- ✓ Fiscal Year 2018, self insured
 - ✓ County paid BCBS \$6.8 million (to date)

Hurricane Matthew

- ✓ County General Fund
 - ✓ Expended \$38.7 million
 - ✓ Reimbursed \$20.1 million

- ✓ Other Funds (Local ATax, County TAG Fees)
 - ✓ Expended \$1.6 million
 - ✓ Reimbursed \$1.6 million

Fiscal Year 2018 Projects

- ✓ Workers' Compensation and Dental insurance, self-insured
- ✓ Hurricane Irma
- ✓ \$11 million GO Bonds, new debt in approval process

Workers' Compensation & Dental Insurance

- ✓ Fiscal Year 2016, fully insured
 - ✓ County paid SCCWCT \$2.3 million
 - ✓ Dental insurance, \$800 thousand

- ✓ Fiscal Year 2017, fully insured
 - ✓ County paid SCCWCT \$2.2 million
 - ✓ Dental insurance, \$750 thousand

- ✓ Fiscal Year 2018, self insured
 - ✓ Workers' Compensation \$620 thousand (to date)
 - ✓ Dental insurance, \$300 thousand (to date)

General Fund Ad Valorem Tax Revenue

- ✓ Fiscal Year 2016, as of 12/31/2015
 - ✓ 52% collected
- ✓ Fiscal Year 2017, as of 12/31/2016
 - ✓ 55% collected
- ✓ Fiscal Year 2018, as of 12/31/2017
 - ✓ 60% collected

Topic: Budget Priorities
Date Submitted: February 9, 2018
Submitted By: Joshua Gruber
Venue: County Council Retreat

FY 2018-2019 Budget Priorities (Three Year Budget Discussion)

February 9, 2018



Topic: Budget Priorities
Date Submitted: February 9, 2018
Submitted By: Joshua Gruber
Venue: County Council Retreat

FY 2017-2018 Review

Mil Value:	\$1,819,199
Total Operational Mils:	50.61
Total Debt Mils:	10.38
Revenue Collected from ad valorem tax collections:	\$96,435,749
Revenue from all other sources:	\$26,952,051
Total Budget	\$123,387,800
Median home value*	\$292,800 (+1.8%)

*Zillow.com



FY 2018-2019 Budget Priorities - Expenditures

Mandatory Budget Expenditures

1. 1% Increase in Employer Contributions to SC Retirement System - \$600,000
2. Solid Waste Hauling and Disposal Costs - \$400,000

Highly Recommended Budget Expenditure

1. Step/Merit Increases for County Employees - \$1,000,000



FY 2018-2019 Budget Priorities - Expenditures

Interim Administrator Budget Recommendations:

A. Support for Economic Development Initiatives

1. Internal County Support for Business Retention and Expansion Purposes by Termination of Business License Tax and Conversion to Flat Annual Registration Fee - \$1,700,000

2. External Support for Attracting New Business Relocation to Beaufort County - \$500,000/year reflected as .25mils on tax bill to capture future growth in mil value.

B. Funding for Beaufort Memorial Hospital - \$550,000

Total Expenditures: \$4,750,000



FY 2017-2018 Budget Priorities – Revenues

- Increased Collections due to TIF Terminations
Value: \$750,000
- Increased property tax revenue by approximately 2.5%
Value: \$2,500,000
- Reallocation of Internal Cost Differentials*
Value: \$1,500,000

Total Available Revenues: \$4,750,000

* See Slide on Major Medical and Workers Compensation Self Insurance Cost Differentials



FY 2018-2019 Budget Priorities

Summary

Additional Expenses -	\$4,750,000
Additional Revenue -	<u>\$4,750,000</u>
Difference	\$0.00

Proposed FY19 budget = **0 mil Increase**
(Reflected on Tax Bill as 50.36 County Ops and New .25
Economic Development Line Item)

Projected FY18 mil value 2.5% increase = \$1,864,679



FY 2018-2019 Budget Priorities

Major Medical and Worker's Compensation Self Insurance Cost Differential Summary:

FY 18 Budget for Premiums - \$16,000,000

FY 18 Claims and Administration Expenses - \$14,000,000

General Fund Assigned Reserves: \$2,200,000

Cost Differential Transfer to Offset General Fund Revenues - \$1,500,000

Remaining Cost Differential Available for Cost Containment Initiatives - \$500,000

Programing to Ensure Cost Containment:

- Employee Wellness Program
- Internal Medical Clinic Offering "Free" Medical Services for Employees and Dependents
- Auditing/Training for "High Risk" Departments



FY 2019-2020 Budget Priorities

Anticipated Expenses:

1. 1% Retirement Contribution Increase - \$600,000
2. Solid Waste Hauling and Disposal Fees - \$400,000
3. Step/Merit Increase - \$1,000,000
4. Adjustment of Salary Schedule - \$1,400,000

Anticipated Revenues:

1. Increase in Mil Value (2.5%) - \$2,500,000

Difference = \$900,000 (.47mills @ \$1,912,132/mil)



FY 2020-2021 Budget Priorities

Anticipated Expenses:

1. 1% Retirement Contribution Increase - \$600,000
2. Solid Waste Hauling and Disposal Fees - \$400,000
3. Step/Merit Increase - \$1,000,000
4. Increased Staffing Needs Due to Population Increase - \$500,000

Anticipated Revenues:

1. Increase in Mil Value (2.5%) - \$2,500,000

Difference = \$0.00 (0mills @ \$1,959,935/mil)



Comments & Questions

Joshua A. Gruber
Interim County Administrator



Topic: Capital Expenditures Outlook
Date Submitted: February 9, 2018
Submitted By: Joshua Gruber
Venue: County Council Retreat

Capital Expenditures Outlook (3-5 Years)

1. Arthur Horne Building Replacement - \$7M
2. Information Technology Infrastructure - \$11.8M
3. Voter Registration Expansion/Renovations - \$300,000
4. Administration Building Re-Skin - \$5M
5. DSN Residential Facilities
 - A. Port Royal Facility Replacement - \$1.5M
 - B. Vehicle Replacement \$300,000
6. Detention Center Repairs/Upgrades - \$3M
7. General Facility Repairs - \$3M



Topic: Capital Expenditures Outlook
Date Submitted: February 9, 2018
Submitted By: Joshua Gruber
Venue: County Council Retreat

Capital Expenditures Outlook (3-5 Years) (cont.)

- 7. Public Works/Stormwater/Garage Replacement Facility - \$3M
- 8. Sidewalk Installation - \$1.5M
- 9. Public Works Equipment Purchases - \$1M
- 10. Water Access/Boat Landings - \$1.5M
- 11. Lady's Island Airport - \$300,000

Total: \$39,200,000

\$7,840,000/yr for 5 years

Current annual debt payment = \$8,000,000/yr



Topic: Organizational Values
Date Submitted: February 9, 2018
Submitted By: Joshua Gruber
Venue: County Council Retreat

STRATEGIC PLANNING FOUNDATIONAL ELEMENTS

Mission Statements/Vision Statements

Organizational Values



Topic: Organizational Values
Date Submitted: February 9, 2018
Submitted By: Joshua Gruber
Venue: County Council Retreat

Purpose of a Mission Statement:

A mission statement communicates the organization's reason for being, and how it aims to serve its key stakeholders.

Purpose of a Vision Statement:

A vision statement, in contrast, is a future-oriented declaration of the organization's purpose and aspirations.

In many ways, you can say that the mission statement lays out the organization's "purpose for being," and the vision statement then says, "based on that purpose, this is what we want to become."

Firms with clearly communicated, widely understood, and collectively shared mission and vision have been shown to perform better than those without them, with the caveat that they related to effectiveness only when strategy and goals and objectives were aligned with them as well.*

*Bart, C. K., & Baetz, M. C. (1998). The relationship between mission statements and firm performance: An exploratory study. *Journal of Management Studies*, 35, 823–853.



Mission Statement:

**Who we are
What we value

Vision Statement:

**What we want to become*

Strategy:

**How we will achieve our vision*

Goals & Objectives:

**How we gauge our degree of success*

**COMMUNICATING
PURPOSE TO
STAKEHOLDERS**

Sample Mission Statements

Town of Hilton Head Island:

To provide excellent customer service to all that come in contact with the Town.

To wisely manage and utilize the financial and physical resources of Town government.

To promote policies and programs which will assure the long term health and vitality of the community.

To encourage and instill job satisfaction for all Town staff.

To develop and enhance the professional growth of all Staff members.

Town of Bluffton:

We take care of our citizens, the Town and each other by continuously making our community and organization better. The Town is committed to:

- Providing excellent services by continuously looking for improvements in services using best practices.
- Providing award winning fiscal management services to our citizens.
- Providing exceptional customer service that is focused on solutions and meeting the needs of our citizens.
- Providing meaningful public engagement opportunities for our community.
- Providing a work environment committed to teamwork, communication, transparency, ethical behavior and progressive compensation to help employees reach their full potential.
- Providing and using performance measures to determine if our services are getting the intended results.



Sample Mission Statements Continued

City of Beaufort:

The mission of the City of Beaufort is to provide responsible, cost-effective, and courteous service with professionalism and integrity.

Charleston County:

We will promote and protect the quality of life in Charleston County by delivering service of value to the community.

Greenville County:

"Provide quality public service to all citizens of Greenville County."



Sample Vision Statements:

Town of Bluffton:

Bluffton is a welcoming and inclusive community, committed to retaining its historic nature, livable neighborhoods, active lifestyle and respect for the May River. We are committed to work together to create a great community now and one that is also sustainable for the generations to come.

City of Beaufort:

Beaufort is a community of choice, building on our history and working in harmony with our natural environment to provide diverse opportunities for the highest quality of life.

Charleston County:

Our vision for the future of Charleston County is tempered by its history. Charleston County is characterized by its natural scenic beauty, active waterways and port, extensive history, truly diverse culture, and vibrant business climate. However, our greatest asset is our people. All of these attributes contribute to its accelerating growth and development. As this growth continues, it is essential that the people embrace a true vision for the County which respects the natural environment and traditional lifestyles, allows for responsible growth and quality development with an emphasis on regional cooperation. While striving to enhance our quality of life, a balance must be maintained between fostering growth and development and preserving our natural and cultural resources always respecting the rights of the individual, including private property rights.



Beaufort County Mission Statement:

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.

Vision Statement:

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



Mission Statement:

**Who we are
What we value

Vision Statement:

**What we want to become*

Strategy:

**How we will achieve our vision*

Goals & Objectives:

**How we gauge our degree of success*

**COMMUNICATING
PURPOSE TO
STAKEHOLDERS**

Purpose of Organizational Values:

Organizational values guide the perspective of the organization as well as its actions and can help an organization define its culture and beliefs. When members of the organization subscribe to a common set of values, the organization appears united when it deals with various issues.

Sample Organizational Values:

Greenville County

Spiritual growth in a family environment

Excellence through teamwork

Responsible focus on community needs

Visible commitment to citizens

Integrity in all that we do

Courageous adherence to open and honest communication

Encouragement of knowledge and competence



Organizational Values:

Charleston County

Trust is essential - We value trust as the essential building block for all successful relationships. Commitment brings success - We are committed to taking personal responsibility and action to ensure mission success. Communication is open and ongoing - We engage in a complete and ongoing exchange of information to ensure the stated goals and objectives are understood by all. We are a versatile workforce - We willingly create and apply new methods to meet and overcome emerging challenges from a diverse community. We are accountable for our actions - We accept responsibility for our actions, and we evaluate others' actions fairly. We work as a team - To accomplish our goals, we work together as members of a team, each accountable to himself, to his coworkers, and to the community. We value safety and security - We share accountability for the health and well-being of our employees and the community we serve. Diversity (the respect and understanding of the integrity and worth of all people, lifestyles and cultures) is a key to the success of Charleston County - To provide effective government services in an increasingly demanding and diverse environment, the County is committed to eliminating the physical, attitudinal, and organizational obstacles that prevent individuals, businesses, and organizations from contributing to the future success of the County. Customer Service Excellence – Our internal (coworkers) and external (citizens) customers are at the heart of all that we do. We are committed to demonstrating professionalism, timeliness, empathy, competency, reliability, and responsiveness to accomplish the Charleston County Mission.



Topic: Heritage Tourism
Date Submitted: February 9, 2018
Submitted By: Stu Rodman
Venue: County Council Retreat

Heritage Tourism (Charleston - Beaufort - Hilton Head island - Savannah Corridor)

What If (Visitor Days)

1. 200,000 - Reconstruction, Penn Center, Santa Elena, Mitchelville, Gullah Geechee, Civil War, Revolutionary War, etc. (2 Days)
2. 400,000 - 1% of Corridor Visitors Extend (2 Days)
3. 400,000 - 1/2% New Visitors - International Visitors (4 Days)

Result

Corridor:

- 200,000 New Visitors (1% Increase)
- 1,000,000 Visitor Day Increase (2%)
- \$120 Million - Economic Impact
- 1,500 Jobs
- \$10 Million - Taxes

Beaufort County (80%):

- \$100 Million - Economic Impact
- 1,200 Jobs
- Introduces Future Retirees

Topic: Heritage Tourism
Date Submitted: February 9, 2018
Submitted By: Stu Rodman
Venue: County Council Retreat

Topic: Working Document Section 7 Updated
Date Submitted: February 10, 2018
Submitted By: Lyle Sumek
Venue: County Council Retreat

SECTION 7

BEAUFORT COUNTY PLAN 2018 – 2023 [UPDATED: 2/10/18]

Topic: Working Document Section 7 Updated
Date Submitted: February 10, 2018
Submitted By: Lyle Sumek
Venue: County Council Retreat

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**

Beaufort County Goals 2023 Worksheet

	IMPORTANCE	
	Personal	Team
1. Growing, Diversified Regional Economy		
2. Financially Sound County Providing Quality Core Services Efficiently		
3. Upgraded County Infrastructure and Facilities		
4. Preservation of Beaufort County's Lowcountry Character: Natural Beauty, Environment and Heritage		
5. More Sustainable County through Planned, Managed Development		
6.		
7.		
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9.		
10.		

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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► Objectives		PRIORITY
Objective 1	Support business retention and growth	
Objective 2	Attract new diverse businesses	
Objective 3	Have a reputation as a “business friendly” county with streamlined regulations and processes	
Objective 4	Expand Heritage Tourism throughout the County	
Objective 5	Maintain/enhance the working relationship with the military	
Objective 6	Increase number of jobs with “living wages” and career paths	
Objective 7	Establish trust among economic development partners: Economic Development Corporation, County, Municipalities	
Objective 8		
Objective 9		
Objective 10		

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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► Means to Residents	PRIORITY
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	
6.	
7.	
8.	
9.	
10.	

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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► Challenges and Opportunities	PRIORITY
1. Working and building trust with other governments: municipalities and counties	
2. Funding mechanism for economic development	
3. Availability of workforce and housing	
4. Balancing business development and economic growth with protection of natural resources	
5. Link economic opportunities to USC-B and TCL	
6. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development	
7. Producing tangible results: real new businesses, more value-added jobs	
8. Creating a positive environment for business investment and growth	
9. Tapping the potential of “Heritage Tourism”	
10. Defining what is “real” economic development with outcome-based metrics and performance standards	

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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► Challenges and Opportunities	PRIORITY
11. Determining partnership with regional alliance(s)	
12. Strengthening/expanding the tourism base	
13. Cost of land in Beaufort County and availability of “ready” sites with infrastructure	
14. Defining Beaufort County economic policies, tool kit	
15. Performance accountability and return on County investment	
16.	
17.	
18.	
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20.	/

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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▶ Actions 2018		PRIORITY
1. Economic Development Corporation: • Action Plan • Funding: Operations • Funding: Projects	cc 2017	
2. USC - B/TCL Campus Development/Expansion • Goals • County Role • County Action	cc 2017	
3. Heritage/Historic Tourism	2017	
4. Business License Fee: Direction • Report • Direction	cc 2017	
5. BRAC Strategy	cc OTH	
6. Hilton Head Island Airport Financial Report • Review • Direction	cc	
7. Jasper Ocean Terminal • County Role • Direction • County Actions	cc	
8. Culinary Institute Development • Status • Next Steps	cc	

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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▶ Actions 2018		PRIORITY
9. Economic Development Product Development [Industrial/Commerce/Business Park]	cc	
10. Tourism Development Strategy • Goals • Direction • County Role • Partner	cc	
11. Agriculture Marketing Program • Direction • City Actions	cc	
12. "One Stop" Shop for Business • Report with Options • Direction	cc	
13. Business Retention and Expansion Program • Development • Reporting to County	cc	
14. Port Royal Port Development • Report • County Actions	cc	
15. Mitchelville Development • Report • County Actions	cc	
16. Penn Center Development	cc	

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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► Actions 2018	PRIORITY
17.	
18.	
19.	
20.	
21.	
22.	
23.	
24.	

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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► Management in Progress 2018	TIME
1.	
2.	
3.	
4.	
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8.	

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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▶ Major Projects 2018	TIME
1. Hilton Head Island Airport Project : FAA Safety Improvements	
2.	
3.	
4.	
5.	
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8.	

GOAL 1	GROWING, DIVERSIFIED REGIONAL ECONOMY
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▶ On the Horizon 2019 – 2023		TIME
1. MOU with St. James Baptist Church	OTH	
2. Convention Center Feasibility Study	OTH	
3. Sports Arena Feasibility Study	OTH	
4. Beaufort County Lady's Island Airport Private Hangar	OTH	
5. Sports Tourism Strategy	OTH	
6. Airport Master Plan: Update	OTH	
7.		
8.		

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
---------------	---

► Objectives		PRIORITY
Objective 1	Growing/maintaining financial reserves consistent with County's policies	
Objective 2	Align County services with core responsibilities and financial resources	
Objective 3	Maintain/enhance strong bond rating	
Objective 4	Continue to enhance the budget process and financial reporting	
Objective 5	Provide adequate resources to support defined County services and level of services	
Objective 6	Retain a top quality County workforce dedicated to serving the County residents and businesses	
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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► Means to Residents	PRIORITY
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.	
6.	
7.	
8.	
9.	
10.	

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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► Challenges and Opportunities	PRIORITY
1. Defining the role of County government, service responsibilities/levels and relationship to municipalities	
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. <i>Increasing property values</i>	
6. Determining County's funding for outside organizations	
7. Countywide benefits vs. individual interests and priorities	
8. Providing services for those who need or are dependent on County services	
9. Potential increases in costs: healthcare, raw materials, and outside contracts	
10. Residents understanding of County finances/revenues, services, reassessment process	

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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► Challenges and Opportunities	PRIORITY
11. <i>Increasing interest rates</i>	
12. <i>Increasing cost of construction</i>	
13.	
14.	
15.	
16.	
17.	
18.	
19.	
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GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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▶ Actions 2018		PRIORITY
1. County Administrator : Selection	CC 2017	
2. County Government County Manager Form of Government	CC 2017	
3. After Action Report	CC 2017	
4. Comprehensive Impact Fees	CC 2017	
5. Sales Tax Referendum 2018	CC 2017	
6. PALS Transfer Hilton Head Island (Town)	CC 2017	
7. Salary and Compensation Study: Implementation	CC 2017	MGMT
8. FEMA Reimbursement	CC 2017	MGMT

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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		PRIORITY
► Actions 2018 9. Solid Waste Curbside Pick Up/Recycling <ul style="list-style-type: none"> • REP • Report • Decision • Implementation 	cc 2017	MGMT
10. Pension: Annual Funding (State Mandate)	cc	MGMT
11. CAFR - Financial Report for 2017: Completion	cc	MGMT
12. Reserve Policy: Update Report	cc	
13. Beaufort Fire Department / Burton Fire District <ul style="list-style-type: none"> • Evaluation Study with Options • Direction • County Actions 	cc	
14. Beaufort Memorial Hospital <ul style="list-style-type: none"> • Funding Direction 	cc	
15. Solid Waste Authority / Board <ul style="list-style-type: none"> • Report with Options • Direction 	cc	
16. Financial Plan with Projects: Update	cc	

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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▶ Actions 2018	PRIORITY
17. Ment based Performance Evaluation Program cc	
18. Emergency Management: Under Administration • Report • Direction cc	
19. Proactive County "Corporate" Communication Plan/Strategy • Best Practices • Report with Options • Direction cc	
20. Fire Districts Consolidation • Direction • Short Term Actions cc	
21. County Employee Clinic • Report with Option • Direction • Funding cc	
22. Employee Wellness Program • Development • Incentives cc	
23. Employee Satisfaction Survey • Purposes/Approach/Method • Completion • Report cc	
24. Parks and Recreation : Direction • County Role • Relations with Municipalities cc	

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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▶ Management in Progress 2018		TIME
1. <i>MUNIS Software</i>	<i>MIP</i>	
2. <i>Debris Management Plan: Update</i>	<i>MIP</i>	
3. <i>Legislative Program: 2018 - 2019</i>	<i>MIP</i>	
4. <i>Planning & Zoning Website: Project Tracking by Citizens</i>	<i>MIP</i>	
5. <i>Library Strategic Plan</i>	<i>MIP</i>	
6.		
7.		
8.		

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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► Major Projects 2018	TIME
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

GOAL 2	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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	TIME
▶ 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
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► Objectives		PRIORITY
Objective 1	Develop County Campus/Complex	
Objective 2	Upgrade quality of public roads to County standards "D" or better	
Objective 3	Evaluate Hilton Head Island Bridges to SCDOT Priority	
Objective 4	Expand sewer system to replace septic's (in coordination with Beaufort/Jasper Water/Sewer)	
Objective 5	Expand sidewalks along designated roads	
Objective 6	Define, plan, develop all types of infrastructure to support future growth and development	
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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► Means to Residents	PRIORITY
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	
6.	
7.	
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10.	

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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► Challenges and Opportunities	PRIORITY
1. Structural and/or obsolete bridges and roads needing repairs or replacement	
2. Increasing road and pedestrian safety	
3. County investing in infrastructure for future growth	
4. Traffic volume and road capacity	
5. Reduced funding for roads from Federal government and State of South Carolina	
6. Prioritizing and funding County infrastructure and facilities projects	
7. Expanding, improving the quality of parks and recreational facilities	
8. Funding for operations and ongoing maintenance	
9. Aging County facilities needing major repairs and/or replacement	
10. Determining direction for County campuses	

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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► Challenges and Opportunities	PRIORITY
11. Determining and funding service level for roads	
12. Determining funding mechanism and who should pay for projects	
13. Connecting Spanish Moss Trail to various community destinations	
14. Increasing energy efficiency of County buildings and facilities	
15. Expanding solar energy and renewable energy for County facility	
16. <i>Growth impact on roads</i>	
17. <i>Link residents to jobs in Charleston</i>	
18. <i>Taking over SCDOT roads</i>	
19.	
20.	

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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▶ Actions 2018		PRIORITY
1. Detention Center	CC 2017	MGMT Project 2018-2019
2. County Road : Update and Financing Plan	CC 2017	MGMT
3. Arthur Horne Building	CC 2017	MGMT Project 2018-2019
4. Administrative Building : Re-Skinning	CC 2017	MGMT Project 2018-2019
5. Passive County Parks: Direction • Plan • Funding	CC 2017	
6. Priority Investment-Capital Projects Long Term Prioritization	CC 2017	
7. Camp St. Mary	2017	
8. U.S. Highway 278 Expansion/Improvements (SDOT)	CC 2017	

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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▶ Actions 2018		PRIORITY
9. County Facilities Condition Assessment and Plan	CC 2017	
10. U.S. Highway 278 Corridor (Gateway) Environmental Assessment	CC 2017	
11. Library at Burton Wells Park • Direction • Funding	CC	
12. Park and Recreation Facilities Master Plan • Development • Projects • Funding	CC	
13. Bridges • Referendum • Additional Funding • County Action	CC	
14. Windmill Harbor Entrance Project • Status • Direction	CC MP	
15. Regional Transportation Organization and Services • Report with Options • Direction	CC	
16. Passive Park for Fremont • Direction	CC	

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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▶ Actions 2018		PRIORITY
17.	Joe Frazier Boulevard Widening Project • Direction • Funding	CC
18.	Danvers Island Public Improvements • Public Restrooms	CC 2017
19.		
20.		
21.		
22.		
23.		
24.		

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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▶ Management in Progress 2018		TIME
1. <i>Quick Response Vehicle</i>	<i>MIP</i>	
2. <i>Public Safety Radios</i>	<i>MIP</i>	
3. <i>County Five Year Energy Recovery /Improvement Plan</i>	<i>MIP</i>	
4.		
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8.		

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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▶ Major Projects 2018		TIME
1. Pinckney Improvements	MP	
2. U. S. Highway 17	MP	
3. Broad River Fishing Pier Improvements	MP	
4. Voter Registration Building	MP	2018-2019
5. Hilton Head Island Entrance County Match	MP	
6.		
7.		
8.		

GOAL 3	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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	TIME
<p>▶ On the Horizon 2019 – 2023</p> <p>1. New County Administration</p> <p style="text-align: right;">OTH</p>	
<p>2. U.S. Highway 21 / S.C. Highway 802 Intersection Improvement</p> <p style="text-align: right;">OTH</p>	
<p>3. Library Ordinance : Amendment</p> <p style="text-align: right;">OTH</p>	
<p>4. Spanish Moss Trail Phase VIII: Directroo, Funding</p> <p style="text-align: right;">OTH</p>	
<p>5. EMS Headquarters</p> <p style="text-align: right;">OTH</p>	
<p>6. Dirt Roads</p> <p style="text-align: right;">OTH</p>	
<p>7. Private Roads Improvement</p> <p style="text-align: right;">OTH</p>	
<p>8. Dale Community Center/Sports Complex Development</p> <p style="text-align: right;">OTH</p>	

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 GA 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 (5.3 million) OTH
18. Public Works / Stormwater Facility : Location

GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
---------------	---

► Objectives		PRIORITY
Objective 1	Preserve and promote Beaufort County's history, heritage and culture	
Objective 2	Improve quality of water to shellfish harvesting level	
Objective 3	Preserve and enhance the beauty of the natural and built environment	
Objective 4	Market the Beaufort County and Lowcountry brand	
Objective 5	Expand passive and active recreation uses within watershed areas	
Objective 6		
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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► Means to Residents	PRIORITY
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	
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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► Challenges and Opportunities	PRIORITY
1. Preserving local businesses dependent upon water quality and natural resources	
2. Sprawl development and impervious surfaces impacting water quality and natural resources	
3. Preserving and enhancing water quality	
4. Opening up rural and critical lands for public uses	
5. Expanding the "Lowcountry" brand including food production (farming and fishing) and ecotourism	
6. Federal and State of South Carolina regulations and mandates impacting water and our natural environment	
7. Sea level rise	
8. <i>Managing the watershed</i>	
9. <i>Potential of regional stormwater</i>	
10. <i>Impact of rapid growth</i>	

GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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► Challenges and Opportunities	PRIORITY
11. <i>Increasing litter</i>	
12. <i>Enhancing the beauty of the County</i>	
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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		PRIORITY
► Actions 2018 1. Waddell Mariculture Extension Center	CC 2017	
2. Regional Stormwater <ul style="list-style-type: none"> • Report • Direction 	CC 2017	
3. County Stormwater Management Program <ul style="list-style-type: none"> • MS-4 Permit • Rate Review (Next 5 years) • Master Plan (3/18) 	CC 2017	
4. Ditch Maintenance and Drainage Policy	CC 2017	
5. Tree Ordinance <ul style="list-style-type: none"> • Report • Revision 	2017	
6. Okatie River Restoration	CC 2017	
7. May River Action Plan	CC 2017	
8. Rivers and Creeks Water Quality : Evaluation <ul style="list-style-type: none"> • Regional Organization • Direction • Plan 	CC 2017	

GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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	PRIORITY
► Actions 2018 9. Buckingham Plantation Community Development Plan: Amendment <div style="text-align: right;">2017</div>	
10. Wastewater Services to Neighborhoods <ul style="list-style-type: none"> • Update Report • Direction <div style="text-align: right;">CC</div>	
11. Rural and Critical Land <ul style="list-style-type: none"> • Report • Referendum <div style="text-align: right;">CC</div>	
12. Ferries Strategy and Action Plan <ul style="list-style-type: none"> • Report with Options • Direction <div style="text-align: right;">CC OTH</div>	
13. Drainage Program <ul style="list-style-type: none"> • Access to Private Property • Downsized Equipment for Better Access <div style="text-align: right;">CC</div>	
14. Litter Control/Reduction Action Plan <ul style="list-style-type: none"> • Best Practices • Report with Options • Direction <div style="text-align: right;">CC</div>	
15. Highway Maintenance: County Takeover of SCDOT Roads <div style="text-align: right;">CC</div>	
16. County Beautification Strategy and Action Plan <div style="text-align: right;">CC</div>	

GOAL 4**PRESERVATION OF BEAUFORT COUNTY'S
LOWCOUNTRY CHARACTER: NATURAL
BEAUTY, ENVIRONMENT AND HERITAGE****► Actions 2018****PRIORITY**

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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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▶ Management in Progress 2018		TIME
1. FEMA Maps	MIP	
2. Sea Level Rise Monitoring : Report	MIP	
3. Building Permits Online	MIP	
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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	TIME
▶ Major Projects 2018	
1. <i>Okatie Stormwater Project</i>	
2. <i>Battery Creek Stormwater Project</i>	
3. <i>Shell Point Stormwater Project</i>	
4. <i>St. Helena Storm water Project</i>	
5. <i>Lady's Island Stormwater Project</i>	
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GOAL 4	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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▶ On the Horizon 2019 – 2023		TIME
1.	<i>Creek Restoration: Progressive Project for Saltwater Quality</i>	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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► Objectives		PRIORITY
Objective 1	Develop effective relations with municipalities on managed development issues	
Objective 2	Preserve/enhance property values	
Objective 3	Improve walkability/bikability in rural communities	
Objective 4	Apply SMART Growth and new urbanism principles in selected locations	
Objective 5	Improve/increase workforce housing	
Objective 6	Improve customer service during the development process	
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 5**MORE SUSTAINABLE COUNTY THROUGH
PLANNED, MANAGED DEVELOPMENT****► Means to Residents****PRIORITY**

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.

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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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► Challenges and Opportunities	PRIORITY
1. Balancing personal property rights and regulations for community benefits	
2. Encouraging “SMART” growth principles and their application to Beaufort County	
3. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton, Hilton Head Island, and Military	
4. County’s role in preserving or enhancing property values	
5. Defining Beaufort County’s role in redevelopment, infill development and increasing density	
6. Understanding the Community Development Code and related processes	
7. Adapting County land use and development regulations to each community	
8. Problem of heirs property and defining the County’s role	
9. Implementation of abandoned or deteriorated buildings and structures program	
10. <i>Rapid residential growth</i>	

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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► Challenges and Opportunities	PRIORITY
11. <i>Addressing homeless and mental health issues</i>	
12. <i>Availability of workforce housing</i>	
13. <i>Resolving annexation issues</i>	
14. <i>Enhancing or expanding the arts</i>	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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▶ Actions 2018		PRIORITY
1. Annexations : Agreements a) Hilton Head Island b) Bluffton	CC 2017	
2. Hilton Head National : Future Director	CC 2017	
3. Affordable / Workforce Housing Strategy and Actions • Report with Options • Direction	CC 2017	
4. Community Development Code • Evaluation • Direction	CC 2017	
5. Residential Homes : Addition	CC 2017	
6. Southern Low Country Regional Planning Board • Direction • Development Review	CC	
7. Inclusionary Zoning • Report • Policy Direction	CC	
8. Transfer of Development Rights	CC	

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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	PRIORITY
► Actions 2018 9. Homeless Strategy and Action Plan <ul style="list-style-type: none"> • Problem Analysis • Partners • Report with Options • Direction • County Actions 	cc
10. Mental Health Strategy and Actions <ul style="list-style-type: none"> • Report with Options • Direction • County Actions 	cc
11. Performing Arts Expansion <ul style="list-style-type: none"> • Goals • Use of Penn Center • Direction • County Actions 	cc
12. "Donut Holes" in Municipalities - Elimination <ul style="list-style-type: none"> • Direction • County Action 	cc
13. Rail Service Feasibility <ul style="list-style-type: none"> • Report • Direction 	cc
14. Smart Growth/Managed Growth - Southern Beaufort/Jasper County	cc
15. Fernes Strategy and Action Plan <ul style="list-style-type: none"> • Report • Direction • Actions 	cc
16. Marshside Mama's Restaurant: Direction	cc

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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▶ Actions 2018		PRIORITY
17. South of the B Road : Center and Community Gathering Place(s)	cc	
18. Public Transit to Charleston • Report with Options • Direction • County Actions	cc	
19. Rural and Critical Lands • Review/Evaluation • Policy Direction	cc	
20. Buckingham Plantation Community Development Plan: Amendments	cc	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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▶ Management in Progress 2018		TIME
1. Housing Coordinator: Hiring	CC	
2. Passive Parks Coordinator: Hiring	CC	
3. Heirs Property Public Awareness	CC	
4. North Regional Plan: Implementation	CC	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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▶ Major Projects 2018		TIME
		1. <i>Crystal Lake Passive Park</i>
2. <i>Fort Fremont Passive Park</i>	mp	
3. <i>Okatie Regional Preserve</i>	mp	
4. <i>New River Park</i>	mp	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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▶ On the Horizon 2019 – 2023		TIME
1. <i>Transfer of Development Rights</i>	<i>OTH</i>	
2. <i>Sidewalks/Biking in Rural Areas Plan</i>	<i>OTH</i>	
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GOAL

ACTIONS

**Policy: CC Actions Needed,
Direction, Funding, Policy
Adoption, Message to Others**

**Management May Require Some
CC Action/Funding; CC Set
Direction, Management Focus**

**Management in Progress
Implementation, Internal/
Administrative, Compliance, Study
– Funded**

**Major Projects
Construction, Physical Project
CIP**

ON THE HORIZON
**Not This Year, Others May Pursue This Year, Wait and See, Other
Actions Must Come First.**

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.

Topic: Working Document Section 8 Updated
Date Submitted: February 9, 2018
Submitted By: Lyle Sumek
Venue: County Council Retreat

SECTION 8

ACTION AGENDA 2018

Topic: Working Document Section 8 Updated
Date Submitted: February 9, 2018
Submitted By: Lyle Sumek
Venue: County Council Retreat

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

TOP PRIORITY

HIGH PRIORITY

Beaufort County Policy Agenda 2018

► **Targets for Action**

	PRIORITY		
	PRIORITY	TOP	HIGH
1. Economic Development Corporation Next Steps			
2. USC-B / TCL Campus Development a) Academic Building b) Regional Workforce Center			
3. Business License Fee: Direction			
4. Historic Tourism Destination: Development a) Mitchelville Development b) Penn Center Development			
5. County Government Form			
6. Comprehensive Impact Fees			
7. Sales Tax Referendum			
8. Parks & Recreation: Direction			

Beaufort County Policy Agenda 2018

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
9. Solid Waste Curbside Pick Up/Recycling			
10. Beaufort Memorial Hospital			
11. Passive County Parks: Direction			
12. Priority Investment-Capital Projects Long Term			
13. Camp St. Mary			
14. U.S. Highway 278 Expansion			
15. Dawtuskie Island Public Improvement			
16. Park and Recreation Facilities Master Plan			

Beaufort County Policy Agenda 2018

► Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
17.	Regional Stormwater			
18.	Rivers and Creeks Water quality: Evaluation			
19.	Countywide/Regional Ferries Strategy and Actions			
20.	Litter Control/Reduction Action Plan			
21.	Hilton Head National: Future Direction			
22.	Affordable/Workforce Housing			
23.	CDC/Comp Plan/Future Land Use Map			
24.	Transfer of Development Right			

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

TOP PRIORITY

HIGH PRIORITY

Beaufort County Management Agenda 2018

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
1. "One Stop" Shop for Business : Expansion			
2. Salary and Compensation Study- Implementation			
3. FEMA Reimbursement			
4. County Employee Wellness			
5. County Employee Clinic			
6. County Employee Satisfaction Survey			
7. Pension Annual Funding			
8. CAFR - Financial Report			

Beaufort County Management Agenda 2018

► Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
9.	County Roads with Municipalities			
10.	County Facilities Condition Assessment and Plan			
11.	U.S. Highway 278 Corridor (Gateway) Environmental Assessment for Bridge			
12.	County Stormwater Mgmt Program			
13.	Ditch Maintenance and Drainage Policy			
14.	Residential Homes: Build			
15.				
16.				

Beaufort County Management Agenda 2018

▶ Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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**Beaufort County
Management in Progress 2018**

