

COUNTY COUNCIL OF BEAUFORT COUNTY
ADMINISTRATION BUILDING
BEAUFORT COUNTY GOVERNMENT ROBERT SMALLS COMPLEX
100 RIBAUT ROAD
POST OFFICE DRAWER 1228
BEAUFORT, SOUTH CAROLINA 29901-1228
TELEPHONE: (843) 255-2180
www.bcgov.net

D. PAUL SOMMERVILLE
CHAIRMAN

GERALD W. STEWART
VICE CHAIRMAN

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COUNTY ATTORNEY

CONNIE L. SCHROYER
CLERK TO COUNCIL

AGENDA
COUNTY COUNCIL OF BEAUFORT COUNTY
STRATEGIC PLAN REVIEW
WORK SESSION

Tuesday, September 11, 2018

Immediately following the 2:00 p.m. Finance Committee Workshop
Executive Conference Room, Administration Building
Beaufort County Government Robert Smalls Complex
100 Ribaut Road, Beaufort

1. CALL TO ORDER – *Immediately following the 2:00 p.m. Finance Committee Workshop*
2. PLEDGE OF ALLEGIANCE
3. EXECUTIVE SESSION / DISCUSSION OF NEGOTIATIONS INCIDENT TO PROPOSED CONTRACTUAL ARRANGEMENTS
4. MATTERS ARISING OUT OF EXECUTIVE SESSION
5. UPDATE AND DISCUSSION / UPDATE ON BEAUFORT COUNTY POLICY AGENDA ISSUES ARISING OUT OF 2018 STRATEGIC PLANNING SESSION (RETREAT) AND DISCUSSION OF MANAGEMENT AGENDA ARISING OUT OF SAME ISSUES
([backup](#))
6. DISCUSSION / BUSINESS LICENSE FEE ADJUSTMENTS
7. ADJOURNMENT



STRATEGIC PLAN

2018 → 2023 → 2033

EXECUTIVE SUMMARY

Chairman and County Council



Beaufort County, South Carolina
February 2018



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137-3373

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

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STRATEGIC FRAMEWORK

VISION 2033

“Desired Destination for Beaufort County”

PLAN 2023

“Map to Beaufort County’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Beaufort County Government”

BELIEFS

“Expectations of Beaufort County Employees”

BEAUFORT COUNTY VISION

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

***BEAUFORT COUNTY GOVERNMENT:
MISSION***

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

Beaufort County Goals 2023

Growing, Diversified Regional Economy

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

Upgraded County Infrastructure and Facilities

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

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

GOAL 1

GROWING, DIVERSIFIED REGIONAL ECONOMY

► **Objectives**

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

► **Short-Term Challenges and Opportunities**

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

► **Actions 2018**

Policy Agenda

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

Management Agenda

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

Management in Projects

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

GOAL 2

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

► Objectives

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

► Short-Term Challenges and Opportunities

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

► **Actions 2018**

Policy Agenda

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

Management Actions

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

Management In Progress

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

GOAL 3

UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

► Objectives

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

► Short-Term Challenges and Opportunities

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

► **Actions 2018**

Policy Agenda

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

Management Agenda

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

Management In Progress

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

Major Projects

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

GOAL 4

**PRESERVATION OF BEAUFORT COUNTY’S
LOWCOUNTRY CHARACTER: NATURAL
BEAUTY, ENVIRONMENT AND HERITAGE**

► **Objectives**

1. Preserve and promote Beaufort County’s history, heritage and culture
2. Improve quality of water to shellfish harvesting level
3. Preserve and enhance the beauty of the natural and built environment
4. Market the Beaufort County and Lowcountry brand
5. Expand passive and active recreation uses within watershed areas

► **Short-Term Challenges and Opportunities**

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

► **Actions 2018**

Policy Agenda

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

Management Actions

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

Management in Progress

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

Major Projects

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

GOAL 5

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

► Objectives

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

► Short-Term Challenges and Opportunities

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

► **Actions 2018**

Policy Agenda

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

Top Priority

High Priority

Management Actions

1. Residential Homes: Build

High Priority

Management in Progress

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

Major Projects

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

Beaufort County Policy Agenda 2018

TOP PRIORITY

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

HIGH PRIORITY

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

Beaufort County Management Agenda 2018

TOP PRIORITY

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

HIGH PRIORITY

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

Beaufort County Management in Progress 2018

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

Beaufort County Major Projects 2018

1. Arthur Horne Building
2. Administrative Building: Re-Skinning
3. Windmill Harbour Entrance Project
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5. Pinckney Island Improvements
6. U.S. Highway 17
7. Broad River Fishing Pier Improvements
8. Voter Registration Building
9. Okatie Stormwater Project
10. Battery Creek Stormwater Project
11. Shell Point Stormwater Project
12. St. Helena Island Stormwater Project
13. Lady's Island Stormwater Project
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15. Fort Fremont Passive Park
16. Okatie Regional Preserve
17. New River Park