

LEADER'S GUIDE

2015

WORKING DOCUMENT

Chairman and County Council



Beaufort County, South Carolina
February 2015

Lyle Sumek Associates, Inc.

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CLERK TO COUNCIL

AGENDA
COUNTY COUNCIL OF BEAUFORT COUNTY

LEADERSHIP AND STRATEGIC PLANNING WORKSHOP

February 12, 13 and 14, 2015

Bluffton Branch Library
120 Palmetto Way, Bluffton

Thursday, February 12 (Day 1 of 3)
1:00 p.m.

1. OPENING REMARKS

- A. D. Paul Sommerville, Council Chairman
- B. William McBride, Chairman, Community Services Committee
- C. Jerry Stewart, Chairman, Executive and Finance Committees
- D. Stu Rodman, Chairman, Governmental Committee
- E. Brian Flewelling, Chairman, Natural Resources Committee
- F. Gerald Dawson, Chairman, Public Facilities Committee

2. PERFORMANCE REPORT 2014

- A. Gary Kubic, County Administrator / FY 2015 Financial Restructure / Ordinance 2014/14
- B. Josh Gruber, Deputy County Administrator / FY 2014 Recap
- C. Alicia Holland, Assistant County Administrator-Finance / FY 2014 Fiscal Review

3. FY 2016

- A. Gary Kubic, County Administrator / FY 2016 Administrative Objectives
 - 1. Revenue (FY 2016) / Budget Preparation / General Fund / Elected Officials / State Agencies
 - 2. Beaufort County School District
 - 3. Employee Management / COLA / Benefits / Hiring / Costs
 - 4. Studies / FY 2016 Compensation / Facility / Detention Center / Law Enforcement / RFQ's / Comprehensive 2015 Update Data / Costs

4. FY 2010 COMPREHENSIVE PLAN ACHIEVEMENTS

- A. Tony Criscitiello, Planning Director / FY 2010 Recap
- B. FY 2015 / Process

Friday, February 13 (Day 2 of 3)
8:30 a.m.

1. LOOKING TOWARD BEAUFORT COUNTY’S FUTURE: COUNCIL MEMBERS’ VIEW
 - A. Beaufort County Success in 2030: Discussion and Direction
 - B. Outcomes for 2015: Discussion
 - C. Personal Action Priorities for 2015

2. COUNCIL STRATEGIC DISCUSSION OF CRITICAL ISSUES
 - A. Tax Rate: Revenue Direction for the 2016 Budget
 1. Beaufort County Government
 2. Beaufort County School District
 3. Fire Districts
 4. Elected Officials
 5. Technical College of the Lowcountry
 6. USC – Beaufort
 - B. Economic Development: Vision / Direction / Strategy
 - C. Historic / Heritage Tourism: Vision / Direction / County Role / Strategy
 - D. Planned Unit Development (PUD): Status / Direction
 - E. Employee Management
 - F. Satisfaction with Public Service Delivery
 - G. Graves Property Purchase

3. PLAN 2015 – 2020
 - A. Discussion
 1. Goals for 2015 - 2020
 2. Review
 3. Priority for 2015
 - B. For Each Goal
 1. Objectives / Outcomes for 2020
 - (a) Review / Refinement
 - (b) Priority for 2015
 2. Challenges and Opportunities
 - (a) Review / Refinement
 - (b) Priority / Short Term
 3. Actions 2015: Status, Expectations / Activities / Committee / Priority

Saturday, February 14 (Day 3 of 3)

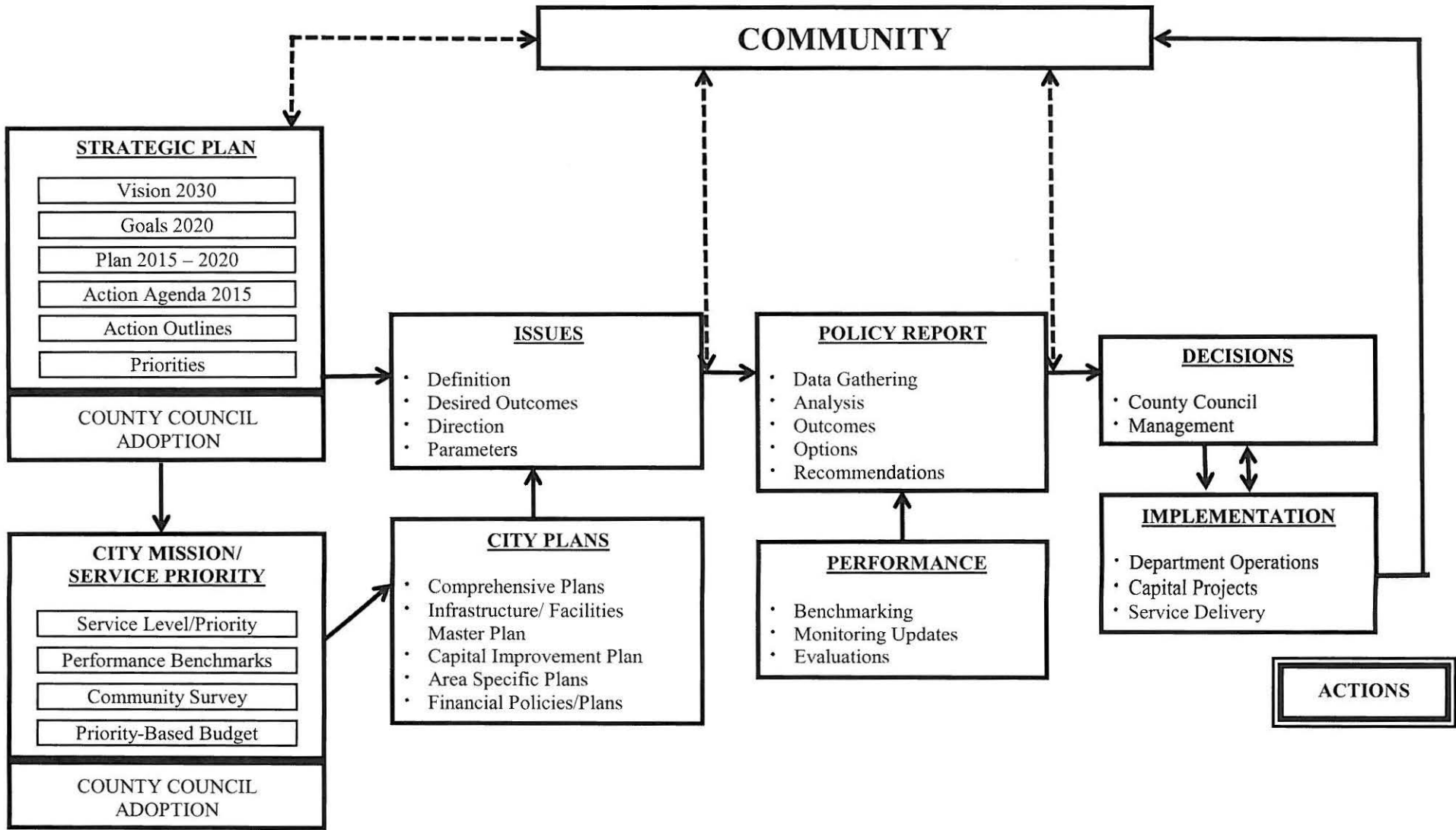
8:30 a.m.

1. PLAN 2015 – 2020: UPDATE
2. ACTION AGENDA 2015
 - A. Policy Agenda 2015
 1. “Top” Priority
 2. “High” Priority
 - B. Making the Strategic Planning Work for Beaufort County
 1. Mid-Year Workshop (After Budget)
 2. Status Reports from Committees: Monthly / Bi-Monthly / Quarterly
3. GOVERNANCE TOPICS: COUNTY COUNCIL IN ACTION
 - A. Discussion
 - B. Direction / Actions
 - C. Retreat Review Post FY 2016 Adoption
4. FINAL COMMENTS
 - A. Chairman
 - B. Council Members
 - C. Lyle Sumeck / Written Retreat Results / Timeline
5. ADJOURNMENT

SECTION 1

LEADERSHIP AND STRATEGIC PLANNING WORKSHOP AGENDA

POLICY PROCESS



SECTION 2

CHAIR AND COMMITTEE CHAIR REPORTS

SECTION 3

COUNTY ADMINISTRATOR REPORTS

SECTION 4

LEADERSHIP AND TEAMWORK: INSIGHTS

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

Local governmental leaders are responsible for "driving their community to 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 to the future" by looking through the windshield and not by focusing only on the rearview mirror.

LEADERSHIP is working with the residents, businesses and employees 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 CITIES IN 2015

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 or in-depth debate/discussion then share with the world.

OPPORTUNITIES FOR 2015

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 sacrificing 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 creates 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 to residents and businesses, creating true memories that will help during the tough times and encourage others to contribute and participate.

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 raising the revenues, 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**.

GREAT CITIES = G – R – E – A – T Teams

by Lyle J. Sumek

Cities are comprised of many teams – teams that govern, teams that manage and teams that provide service.

GREAT CITIES require G-R-E-A-T TEAMS.

Goals: *GREAT TEAMS* have **Goals** that define a unifying purpose which brings people together, explains "winning" – criteria for measuring success, focuses resources needed for successes and establishes a common rallying "emotional cause".

Roles: *GREAT TEAMS* establish **Roles** through a game plan, which defines individual responsibilities, outlines their individual contributions to the achievement of the goal, and establishes operating protocols to guide the interactions of team members.

Execute: *GREAT TEAMS* **Execute** by playing the game which is: preparing for the game, making decisions, taking actions, evaluating the results, modifying the game plan, making adjustments, and celebrating milestones and final success.

Attitude: *GREAT TEAMS* have an **Attitude** among team members which impacts how the game is played: personal relations based upon honesty and mutual respect, cooperation with others, willingness to sacrifice for team success and resolving differences through negotiations.

Trust: *GREAT TEAMS* have **Trust** among team members which has been earned based upon individual words and deeds, individual follow through and actions that deliver on personal commitments and promises, and individuals acting in an ethical manner.

**BOTTOM-LINE: G-R-E-A-T Teams
are necessary for Cities to be successful**

True Champions: Critical Factors and Winning Formula for County Leaders

by Lyle J. Sumek

TRUE CHAMPIONS sustain “winning” over time. *TRUE CHAMPIONS* are rare and unique.

For Cities, *TRUE CHAMPIONS* can be defined as Cities who are recognized consistently by their community and others as “world class”, “best of class”, “model of best practices”, “prize winning” and “top 10...”. These Cities are consistently sought out to share their award winning projects, programs and services. They are seldom asked to share their **CRITICAL FACTORS** that contribute to their “winning” efforts or their **WINNING FORMULA**.

The **CRITICAL FACTORS** and the **WINNING FORMULA** are the true lessons for County leaders.

The **CRITICAL FACTORS** contributing to the success for *TRUE CHAMPION* Cities are:

- 1) Leadership stability overtime
- 2) Consistency in directions
- 3) Integrated processes linking long term outcomes with daily actions
- 4) Willingness to make courageous decisions
- 5) Holistic view breaking down departmental "silos" and connecting diverse functional activities
- 6) Leverage County resources and expand community resources through partnerships
- 7) Projects, services and programs delivering value to the community: enrich lives, bring the community together, and create a climate for economic prosperity
- 8) Celebrations that recognize and share the successes with all: residents and partners

TRUE CHAMPIONS Cities have a **WINNING FORMULA** consistently demonstrated by their leaders.

The **WINNING FORMULA** for *TRUE CHAMPIONS* consists of six elements/ingredients –

The SIX P's:

PASSION.

PLAN.

PRACTICE.

PRECISION.

PROCESSES.

PRIDE.

1. *TRUE CHAMPIONS* have a **PASSION**.
 - Hope and optimism about the future
 - True believers in their cause
 - Playing with a 100+% effort
 - Turning setbacks into opportunities
 - Laser like focus on vision and goals
 - Commitment to goals and each other

2. *TRUE CHAMPIONS* implement a **PLAN**.
 - Preparing a plan for playing the game
 - Strategy to get to desired outcomes
 - Clearly defined roles and responsibilities
 - Lining actions to outcomes
 - Short term tactical plans, long term strategic plan

3. *TRUE CHAMPIONS PRACTICE*.
 - Everyone knows the game plan
 - Practicing with repetition
 - Honing “fundamental” skills
 - Always learning and getting better
 - Taking care of the details
 - Coming prepared and confident to play

4. *TRUE CHAMPIONS* perform with **PRECISION**.
 - Striving for perfection
 - Perform your defined role
 - Position for success
 - Executing the game plan
 - Adjusting when needed for success

5. *TRUE CHAMPIONS* evolve through **PROCESSES**.
 - Institutionalize operating processes
 - Improving process to operate more effectively
 - Evaluating the plan and making refinement
 - Personal willingness to adjust and change
 - Developing the next generation of leaders

6. *TRUE CHAMPIONS* take **PRIDE**.
 - Know who they are
 - Showcasing with others
 - Sharing successes with others
 - Recognized by others as “best of class”
 - Having a recognizable “brand”

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 relationship 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 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

Decisions: The Exercise of Power

by Lyle J. Sumek

Leaders govern by exercising their power to *decide* – make *decisions* that define the community's future

Deciding is using

1. "Best" available data and information
2. Input from others
3. Analysis of options against desired outcomes
4. Common sense

to make a judgment

Decisions

1. Answer questions
2. Settle something in doubt
3. Select a course of action
4. Resolve a dispute and differences
5. Come to closure or conclusion

which are a definitive choice.

Effective Decisions...

link Direction to Outcomes - vision, goals, performance measures;

use Data and Input - listening and applying;

reflect the Interests of the Community - "best" for all;

provide Clarity of Direction - all leaving with the same expectations and understandings; and

deliver Closure - "final" choice on direction to guide planning and activities.

A ***Decision*** in reality is a series of ***Decisions***. The ***Decision Tree*** is a model with the seed and each branch representing a choice between alternatives with risks, costs, probabilities and results, and requiring a ***Decision*** – the first ***Decision*** shaping future ***Decisions***.

Leaders ***decide*** on ***DECISIONS OF INTEREST AND INVESTIGATION, DECISIONS OF THE COURSE OF ACTIONS*** and ***DECISIONS OF IMPLEMENTATION***.

DECISIONS OF INTEREST AND INVESTIGATION

1. *Decide on Expectations*
2. *Decide on Outcomes*
3. *Decide on Parameters*
4. *Decide on Key Issues*
5. *Decide on Direction on Interest and Investigation*

DECISIONS OF THE COURSE OF ACTIONS

1. *Decide on Data Gathering*
2. *Decide on Analysis and Options*
3. *Decide on Negotiations*
4. *Decide on Recommendations*
5. *Decide on Direction on Actions*

DECISIONS OF IMPLEMENTATION

1. *Decide on Program Development/Project Plans*
2. *Decide on Evaluation and Refinements*
3. *Decide on Resources*
4. *Decide on Operations*
5. *Decide on Direction on Implementation*

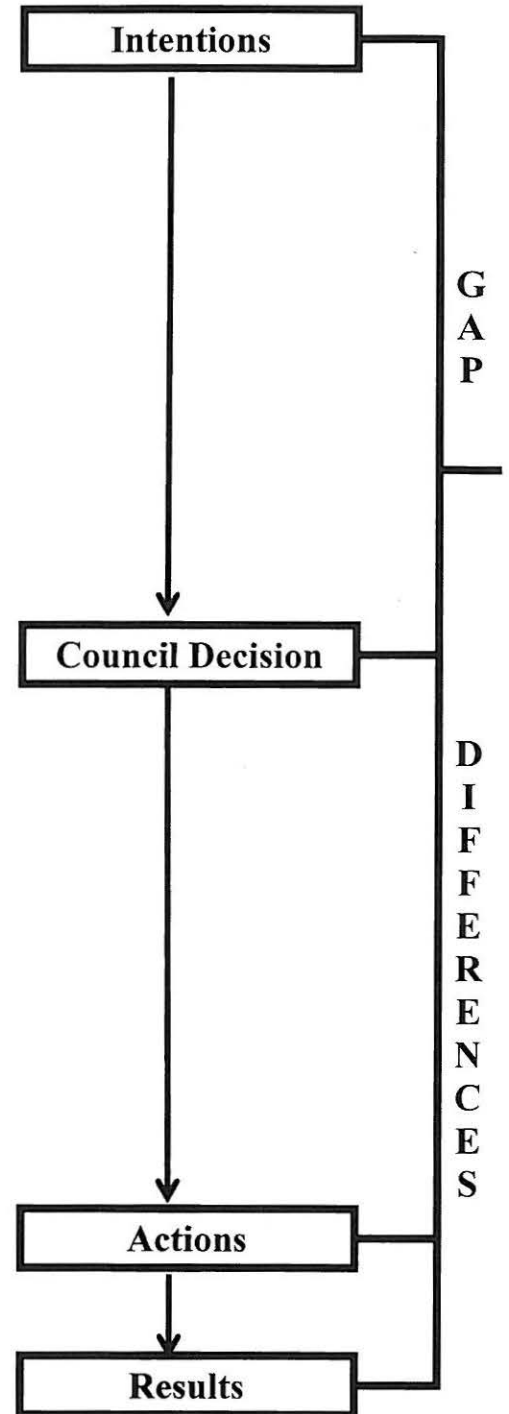
BOTTOM-LINE: Every *Decision* is an exercise of power to create our future. Every *Decision* that we make is a difficult choice among options. Every *Decision* has risk, consequences and impacts. Ultimately, we are responsible for every *Decision* that we make.

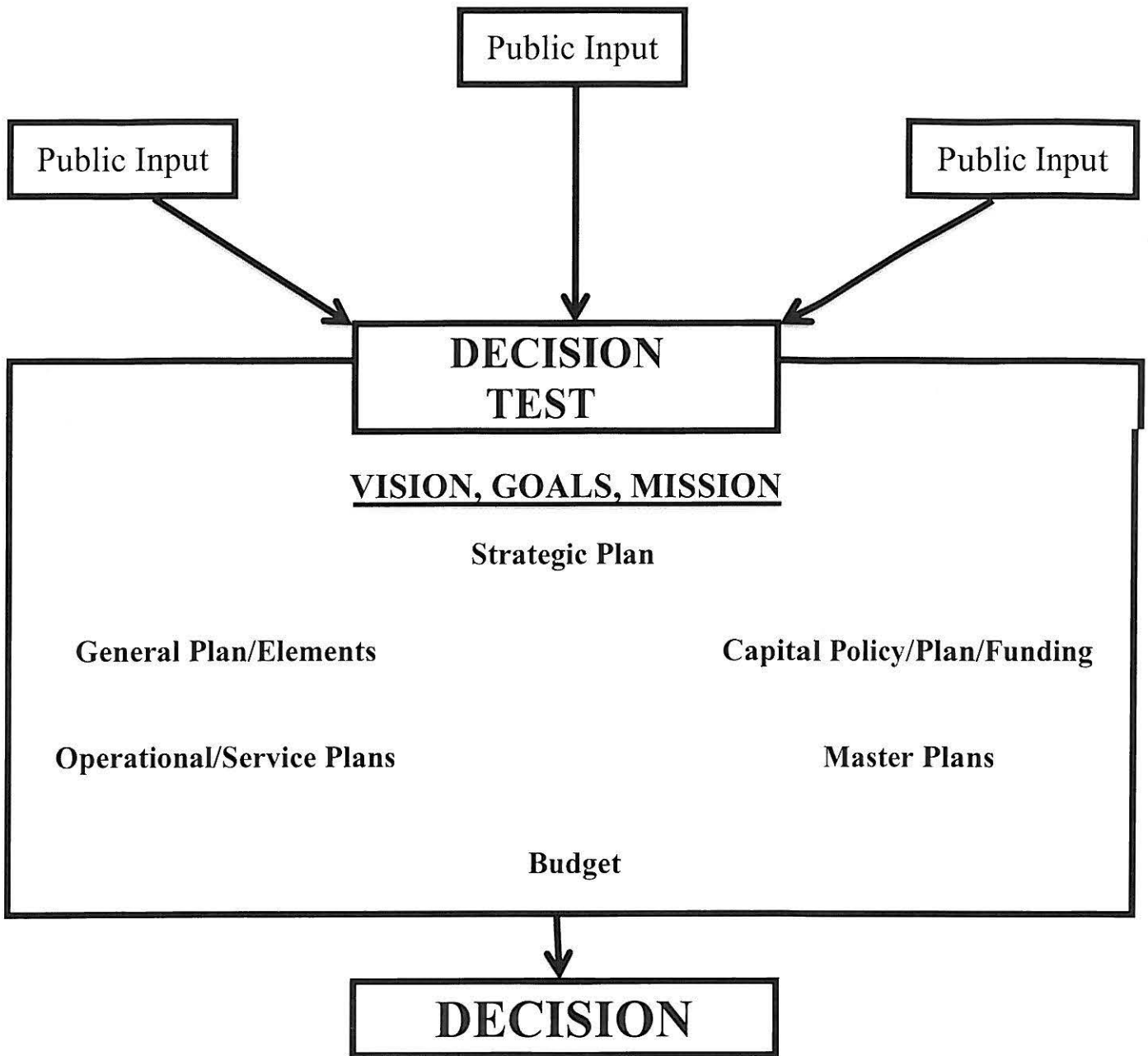
Implementation Gaps

Critical Factors

1. Community Understanding: Issues, Impacts, Consequences
2. Community Input Mechanism Shaping Direction
3. Defined Outcomes
4. Data Analysis and Use
5. Candid Policy Dialog

6. Clarity of Outcomes and Direction
7. Defined Roles and Responsibilities
8. Adequate Resources
9. Activities with Milestones and Time Frame
10. Evaluation and Adjustment: Outcomes, Process





“Best for the Community using Data and Analysis and Common Sense Judgment”

Eleven Leadership Rules

by Lyle J. Sumek

- RULE 1:** Demonstrate passion and commitment for public service and the community
- RULE 2:** Define the direction: have a vision, have outcome-based goals, define your core values, and set expectations for assignments
- RULE 3:** Take time to build work relations: listen first, respect and honor others, look for a personal connection
- RULE 4:** Be clear, precise and brief in your message: directions, communications and delegated assignments
- RULE 5:** Have, know and use the game plan: work the plan, keep the focus, adjust when needed
- RULE 6:** Make timely decisions using data, input from others, your experiences, vision/goals and common sense
- RULE 7:** Monitor performance, progress, evaluate and modify plans, processes and actions
- RULE 8:** Learn from mistakes and setbacks: be resilient, avoid finding fault or blame
- RULE 9:** Take responsibility: share the credit, admit mistakes and celebrate successes
- RULE 10:** Confront reality: have candid conversations; remain calm in light of fire
- RULE 11:** Have a sense of humor: laugh at yourself and situation; never laugh at others

The Importance of Moving On

by Lyle J. Sumek

Time to MOVE ON...

REALITY: The election is over. Chair and County Council have been sworn in and are in place. It is time to move on. We cannot redo the past – statements have been made; nor redo actions taken during the political campaign. It is time to move forward by addressing critical issues and leading the County to the future.

MOVING ON means:

- > Recognizing that you are a member of the governing body with the responsibility of governing the community
- > Putting the past behind us, no matter how hard it can be “beyond personal agendas or campaign promises
- > Looking at and focusing on “what is best for the entire community”
- > Listening to comments and ideas without prejudgments or stereotyping
- > Having open and candid conversations and debates about the critical issues facing the County
- > Negotiating with each other: collaborating to find win-win resolutions that all parties will support, compromising to find an acceptable middle ground that addresses the issues: neither party is satisfied but are willing to try to make it work
- > Working together and providing a sense of unity to the community
- > Having a visible presence and demonstrating unity in the community – reaching out and finding opportunities to interact with citizens, listening to the citizens, informing the citizens, engaging the citizens

FAILURE TO MOVE ON means:

- < More personal infighting and attacks with every issue or topic becoming personal
- < Individuals in the community having to take sides: you are either with me or against me
- < Media always have a negative story and a spin everyday
- < Critical issues facing the County are not addressed: financial and budgeting problems, funding for services, major policies on important issues
- < Developers and business investors walking away or not even looking because of the County's reputation
- < Feeding the negative perception that government is broken – cannot address issues, cannot make critical decisions, cannot work together for community benefit
- < Opportunities are lost and positive achievements are not recognized
- < Difficulty in positively engaging citizens- getting them involved and supporting the direction for the County because they do not want to be in-between the factions
- < Divided County organization aligned with one faction or the other on the County Council
- < Being a community driven by fear and distrust

The nuclear option is: the County goes away – disappears with others taking over the responsibilities of serving and building the community

ACTIONS TO MOVE ON

Chairs and County Councils need to move on by:

- a) Discussing how each person wants to be treated and agreeing upon a code of conduct-based upon civility and mutual respect
- b) Defining operating protocols from how the Chair and County Council will conduct business to how the Council will interact with management and staff
- c) Developing a short term agenda of actions which can be taken in the short term identifying and agreeing on common long term goals that can unifying political individual agendas
- d) Taking the time to discuss and define the long term direction for the County – desired outcomes for 5-10 years, establish outcome based goals for 5 years, develop an action agenda for the next year – a work program for the County and the Chair and County Council to focus on
- e) Providing clear and consistent direction to County staff – staff knows the direction and what the expectations are for their performance and outcomes
- f) Making timely decisions and not delaying due to political maneuvering or personal agendas
- g) Taking on some less difficult issues in which agreements can be found- having quick, little successes that start to build momentum
- h) Celebrating real successes for the County that demonstrate "moving on" by the Chair and County Council

BOTTOM-LINE: As County leaders, we have a choice to move on and provide true leadership or allow the chaos to grow and possibly destroy our County.

SECTION 5

STRATEGIC PLANNING FOR BEAUFORT COUNTY

Strategic Planning: Connecting the “Dots”

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

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

CREATING THE "DOTS"

STEP 1: DESTINATION

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

STEP 2: VEHICLE

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

STEP 3: MAP

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

STEP 4: FUEL

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

STEP 5: ROUTE TO DESTINATION

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

CONNECTING THE "DOTS"

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

STEP 6: ITINERARY

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

STEP 7: TOUR GUIDE

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

STEP 8: TAKING THE TRIP

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

It is developing and refining organizational processes to maximize capacity by using the strategic plan as a guide. It is managers and employees using it to improve daily work activities. County 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 2030

“Desired Destination for Beaufort County”

PLAN 2020

“Map to Beaufort County’s Destination”

EXECUTION

“Route for Next Year”

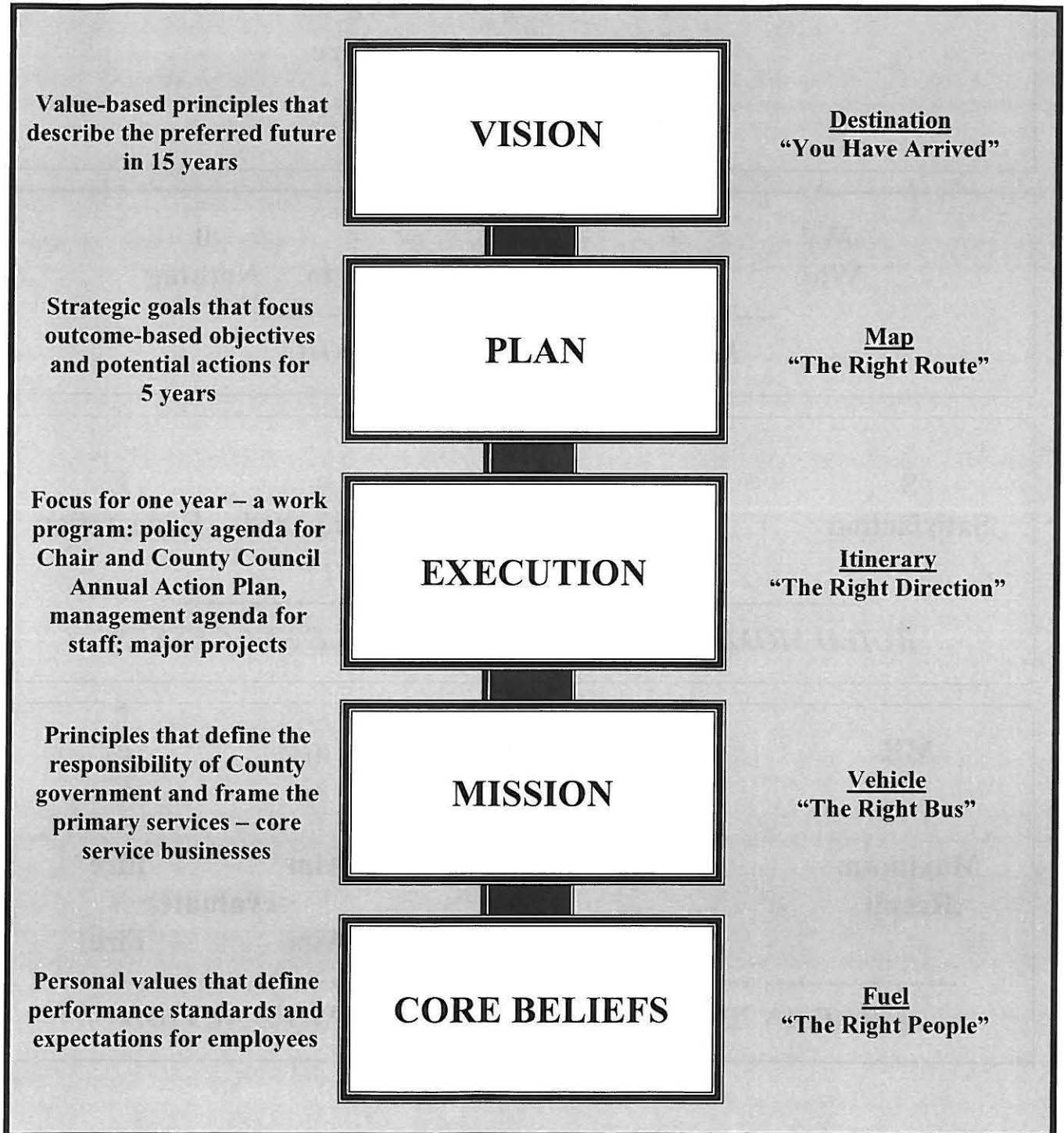
MISSION

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

BELIEFS

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

STRATEGIC PLANNING MODEL



Formulas for Strategic Planning

P	≠	F
Past		Future

<i>FOCUS ON THE FUTURE</i>		

W ₁	+	W ₂	=	0
Why		What If	Lead to	Nothing

<i>FOCUS ON WHAT → HOW</i>				

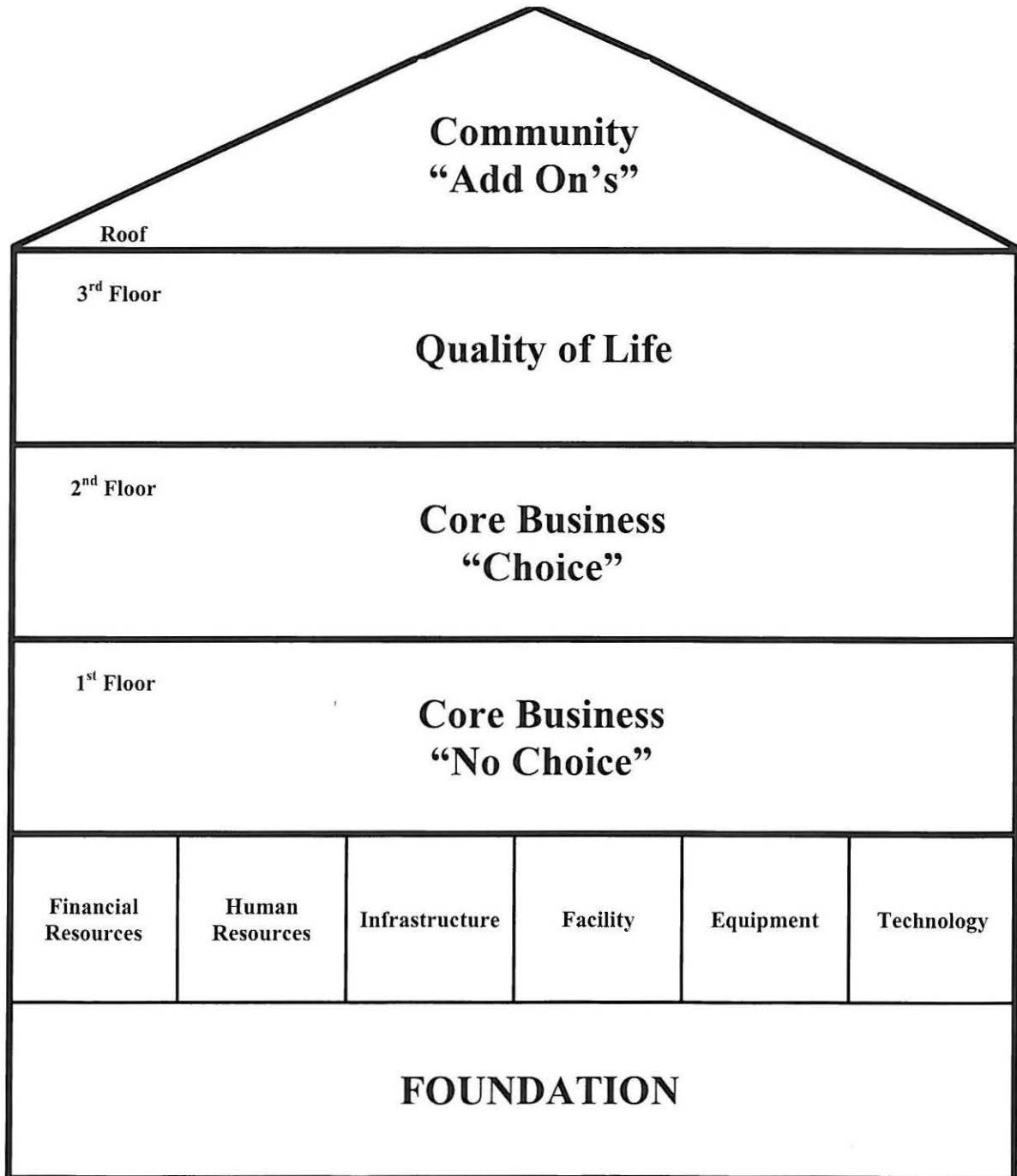
S	=	R	-	E
Satisfaction		Reality	Compared To	Expectation

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

MR	=	R	a ₁	F ₁
			a ₂	F ₂
		...		
Maximum Result		Ready	Aim	Fire
			<evaluate>	
			Aim	Fire

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

County: Service Responsibilities



County Service Hierarchy House Model

FOUNDATION

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

1st FLOOR - NO CHOICE

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

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IN A MODERN COMMUNITY

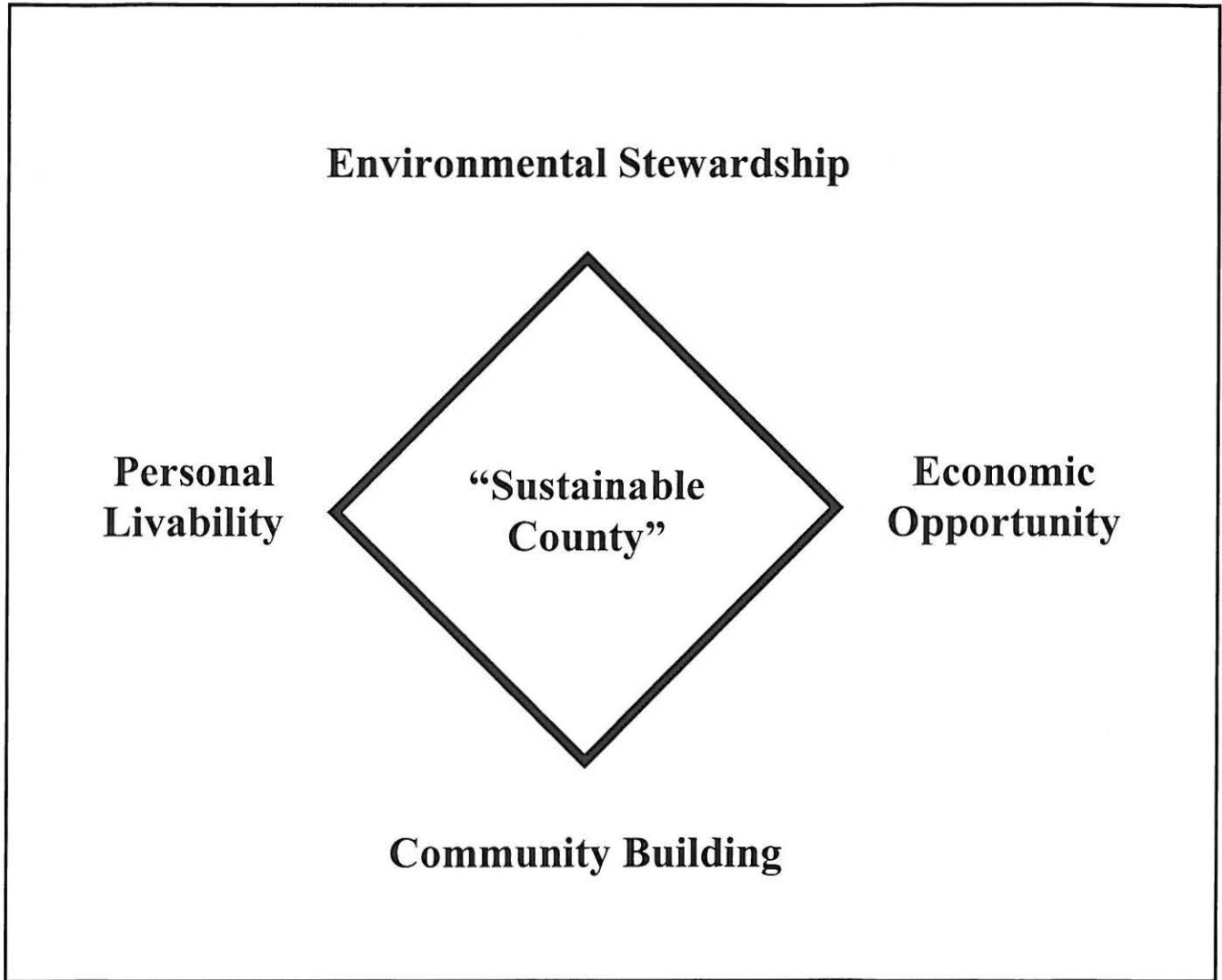
3rd FLOOR - QUALITY OF LIVING

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

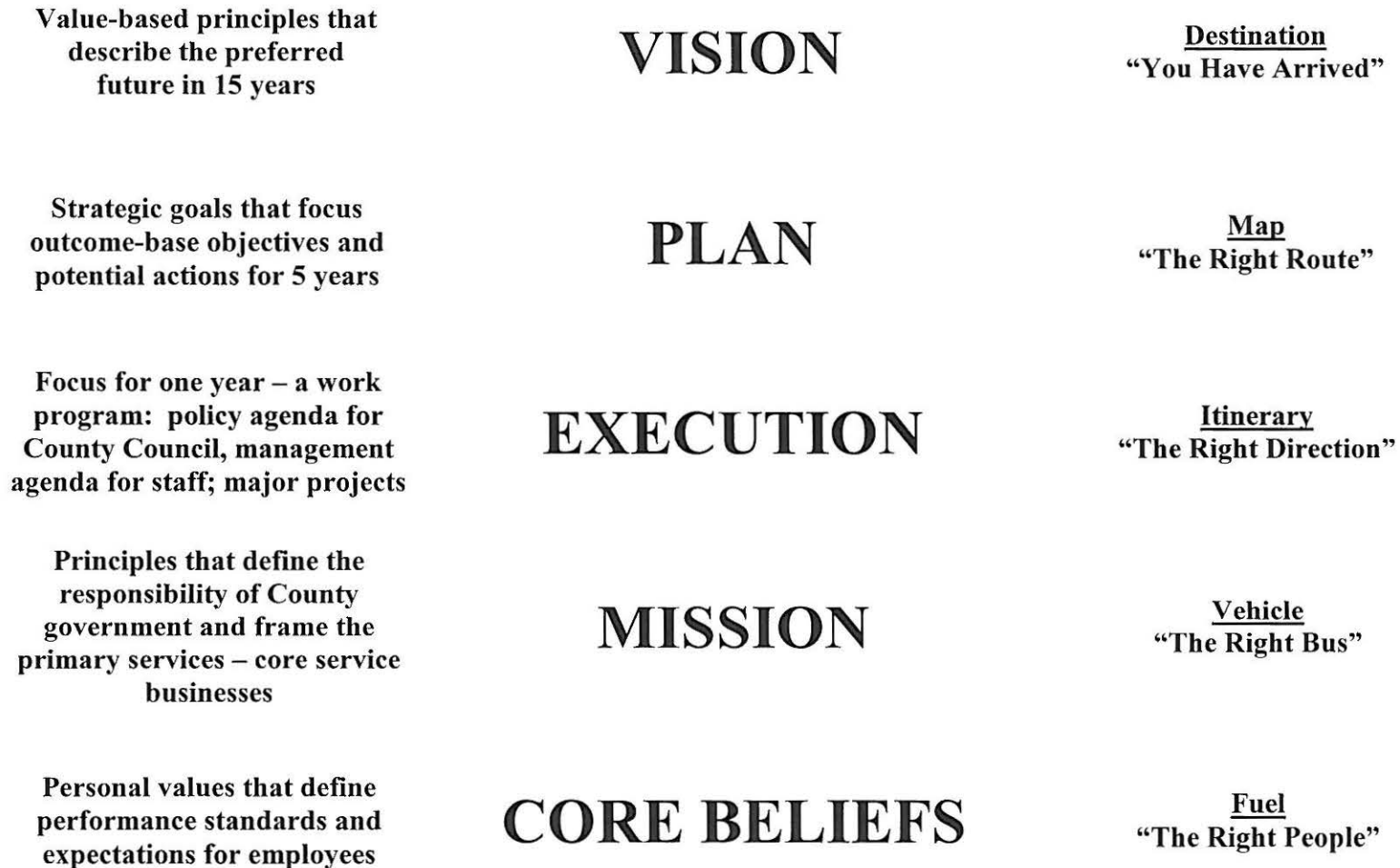
SECTION 6

STRATEGIC PLAN 2014 – 2019 – 2029 BEAUFORT COUNTY

STRATEGIC PLANNING FOR BEAUFORT COUNTY



Strategic Planning Model for the Beaufort County



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 2014 – 2019

Beaufort County Goals for 2019

Financially Sound County Providing Quality Core Services Efficiently

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

Growing, Diversified Regional Economy

Upgraded County Infrastructure and Facilities

More Sustainable County through Planned, Managed Development



Goal 1

Financially Sound County Providing Quality Core Services Efficiently

OBJECTIVES

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

MEANS TO RESIDENTS

1. Valued services for their tax dollar.
2. County services delivered in an efficient manner.
3. County Council acting as responsible financial stewards.
4. Content access to county services.
5. County reducing the cost of service delivery

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Potential increases in costs: healthcare, raw materials, outside contracts
2. Continuing to increase efficiencies and cost reduction measures
3. Defining and prioritizing essential/nonessential County Services
4. Federal and State legislative actions impacting County revenues, services and capital projects
5. Increasing demands for County services and facilities from residents
6. Providing services for those who need or are dependent on County services

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Determining County's funding for outside organizations
2. Determining level of reserves and funding
3. Retaining a top quality County work force and competitive compensation
4. Defining the role of County government, service responsibilities/levels and relationship to municipalities
5. Less outside funding through grants and earmarks
6. Residents understanding of County finances/revenues, services, reassessment process
7. Slow growth in County revenues
8. Countywide benefits vs. individual interests and priorities
9. Reassessment of property values and the impact on County revenues
10. Providing residents an opportunity to make the choice to fund quality of life facilities or services
11. Addressing reduced revenues: \$104 million to \$99 million to...

POLICY ACTIONS 2014

1. Transfer Station: Direction
2. Referendum 2014: Direction
 - A. Capital
 - B. LOST
 - C. Rural and Critical Lands
3. Solid Waste Plan: Review

PRIORITY

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

MANAGEMENT ACTIONS 2014

1. County Information Technology Upgrade Plan
2. Budget Document/Process and Financial Reporting: Revision
3. PALS Organization/Programs: Evaluation and Direction
4. Health Plan/Affordable Care Act

PRIORITY

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

MANAGEMENT IN PROGRESS 2014

1. Employee Handbook
2. Construction/Demolition/Yard Debris Recycling and Disposal
3. Vehicle Purchase Policy
4. Senior Services Program Report
5. Fire District Report

MANAGEMENT IN PROGRESS 2014

(Continued)

6. Employee Evaluation Report
7. Pension Liability Report
8. Animal Control Ordinance
9. Lifetime License Micro Chip Program
10. “Stay Healthy” Incentive Program: Implementation
11. Debris Management Plan
12. Household Hazardous Waste Contract
13. Vehicle/Equipment Replacement Plan and Funding

ON THE HORIZON 2015 – 2019

1. Parks Utilization/Management Needs
2. EMS Vehicles Replacement
3. School Development Fee
4. Island Recreation Center
5. Solid Waste Management (20-Year) Plan: Review
6. County Services Inventory and Level Analysis
7. Management Succession Plan and Process
8. Homeless Strategy and Services/Shelter
9. Reserve/Debt Policy and Ordinance
10. Solid Waste Services in Suburban Areas
11. Joint Use of School Facilities
12. Beaufort Memorial Hospital
13. Community with Residents Policy and Action Plan
14. County Council Compensation
15. Recycling Programs
16. Mentally Challenged Individuals

Goal 2

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

OBJECTIVES

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

MEANS TO RESIDENTS

1. A beautiful living environment.
2. Opportunities to enjoy the heritage and history of the Lowcountry.
3. Opportunities to enjoy the waterways and natural resources of the county.
4. Protection of property values.
5. Improved water quality

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Preserving and enhancing water quality
2. Preserving local businesses dependent upon water quality and natural resources
3. Sprawl development and impervious surfaces impacting water quality and natural resources
4. Expanding the “Lowcountry” brand including food production (farming and fishing) and ecotourism
5. Federal and state regulations and mandates impacting water and our natural environment

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Preserving and enhancing water quality
2. Preserving local businesses dependent upon water quality and natural resources
3. Sprawl development and impervious surfaces impacting water quality and natural resources
4. Expanding the “Lowcountry” brand including food production (farming and fishing) and ecotourism
5. Federal and state regulations and mandates impacting water and our natural environment
6. Preserving and enhancing water quality

POLICY ACTIONS 2014

- 1. Mitchelville Historic Site Development: Funding
- 2. Rural Land Critical Lands: Direction
 - A. Ordinance Review
 - B. Access and Use
- 3. Green Print Plan: Completion
- 4. Port Royal Sound Foundation: Direction

PRIORITY

High Priority

Mod Priority

MANAGEMENT ACTIONS 2014

- 1. Water Quality Office: Next Steps

PRIORITY

High Priority

MANAGEMENT IN PROGRESS 2014

- 1. Dredging Sea Pines: Monitoring Reports
- 2. Climate Change: Policies and Ordinance
- 3. Southern Corridor County Beautification Plan

MAJOR PROJECTS 2014

- 1. Battery Creek Restoration Project
- 2. Okatie River Restoration Project
- 3. May River Restoration Project

ON THE HORIZON 2015 – 2019

- 1. Stormwater Retrofit Plan and Municipalities Agreement
- 2. Sewer Service Extension Policy
- 3. Comprehensive Water and Sewer Service Expansion
- 4. Fort Fremont Development
- 5. Beach Erosion Policy
- 6. Rise in Sea Level: Report
- 7. Green Print Plan: Completion
- 8. Port Royal Sound Foundation
- 9. Septic Policy: County Direction
- 10. Ditch Maintenance and Drainage Policy
- 11. Campbell Creek Environmental Assessment and Action Plan
- 12. Sewer Service Plan and Direction



Goal 3

Growing, Diversified Regional Economy

OBJECTIVES

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

MEANS TO RESIDENTS

1. Appropriate businesses locating in Beaufort County and region.
2. Support for local business retention and growth.
3. More job opportunities for County residents.
4. More diverse tax base.
5. Business friendly County government

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding mechanism for economic development
2. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
3. Creating a positive environment for business investment and growth
4. Defining what is “real” economic development with outcome-base metrics and performance standards
5. Performance accountability and return on County investment
6. Balancing business development and economic growth with protection of natural resources

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Working with other governments: municipalities and counties
2. Tapping the potential of “Heritage Tourism”
3. Cost of land in Beaufort County and availability of “ready” sites with infrastructure
4. Chambers focusing on tourism over economic development
5. Strengthening/expanding the tourism base
6. Producing tangible results: real new businesses, more value, added jobs
7. Availability of workforce housing
8. Tapping access to I-95 and Ports opportunities
9. Defining Beaufort County economic policies, tool kit, tourism
10. Maintaining a “right to work” status
11. Link economic opportunities to USCB and TCL



POLICY ACTIONS 2014

- | | | |
|--|---|---------------|
| 1. Designated Funding Mechanism for Economic Development: Direction | PRIORITY
<table border="1" style="margin: auto;"><tr><td style="text-align: center;">Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Business License Fee: Direction | <table border="1" style="margin: auto;"><tr><td style="text-align: center;">Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Pepper Hall Site Development | <table border="1" style="margin: auto;"><tr><td style="text-align: center;">Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 4. Business Retention and Growth Program: Development and Funding | <table border="1" style="margin: auto;"><tr><td style="text-align: center;">High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 5. County Economic Development Policy and Strategy: Evaluation and Expansion | <table border="1" style="margin: auto;"><tr><td style="text-align: center;">Mod Priority</td></tr></table> | Mod Priority |
| Mod Priority | | |
| 6. Market Business Opportunities Program to Executives | | |

MANAGEMENT ACTIONS 2014

- | | | |
|--|--|---------------|
| 1. Lowcountry Economic Alliance: Performance/Activity Report and Funding | PRIORITY
<table border="1" style="margin: auto;"><tr><td style="text-align: center;">High Priority</td></tr></table> | High Priority |
| High Priority | | |

MANAGEMENT IN PROGRESS 2014

1. Military Retention/Expansion Strategy: Report from Military Enhanced Committee
2. BFG Site Development: Redevelopment Plan
3. Myrtle Park Site Development Plan
4. Exit 3 Engineering Design

MAJOR PROJECTS 2014

1. Hilton Head Island Airport Phase 1 Project

ON THE HORIZON 2015 – 2019

1. Small Minority Owned Business Development Strategy
2. Major Conference/Convention/Expo Center Feasibility Study
3. Sports Attraction Strategy
4. Workforce Development Strategy
5. Market Business Opportunities Program to Executives
6. Historic Economic Goals and Strategy (Heritage Tourism Strategy)
7. One Stop Shops (Beaufort County/Municipalities)
8. Economic Development Site Identification and Availability
9. County-Owned Land for Economic Development
10. USCB/TCL Strategy
11. Hilton Head Island Airport Master Plan: Update (with Town of Hilton Head Island)
12. “Business Friendly” County Government
13. Public Development Commission/Corporation for Beaufort County
14. Tourist Development for Shoulder Season
15. Jasper Port Development
16. I-95 Interchanges Economic Strategy
17. Buckwalter Place Development
18. Industrial Park: Direction
19. Port Royal Development Project

Goal 4

Upgraded County Infrastructure and Facilities

OBJECTIVES

1. Repair and renovate County Campus: Courthouse, Administration and Detention Center
2. Define, plan, develop all types of infrastructure to support future growth and development
3. Define mission and future direction for Beaufort County's airports
4. Upgrade bridges throughout the County
5. Upgrade quality of public roads to County standards "D" or better
6. Upgrade and expand County parks and boat landings with restrooms
7. Develop Countywide technology connection for residents and businesses

MEANS TO RESIDENTS

1. Customer-friendly, well-maintained county facilities.
2. Improved quality of county roads.
3. Easier traffic flow and movement throughout the County.
4. Better quality park facilities.
5. County investing in infrastructure for future growth



**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Prioritizing and funding County infrastructure and facilities projects
2. County investing in infrastructure for future growth
3. Aging County facilities needing major repairs and/or replacement
4. Determining direction for County campuses
5. Deteriorating bridges needing repairs or replacement
6. Funding for operations and ongoing maintenance

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Expanding, improving the quality of parks and recreational facilities
2. Reduced funding for roads from Federal government and State of South Carolina
3. Determining funding mechanism and who should pay for projects
4. Increasing energy efficiency of County buildings and facilities
5. Traffic volume and road capacity
6. Residents expectations and “NIMBY” attitude
7. Determining and funding service level for roads
8. Limited income from “C” funds coming from gas tax

POLICY ACTIONS 2014

PRIORITY

- 1. County Campus Plan: Direction and Funding Top Priority
- 2. Countywide Telecommunications Infrastructure Master Plan; Development and Funding High Priority
- 3. Pinckney Island: Plan and Funding High Priority
- 4. Animal Services Facility: Evaluation and Direction High Priority
- 5. Bridge Replacement Plan and Funding Mechanism Mod Priority
- 6. Countywide Recreation Facilities Plan
- 7. Detention Facilities Plan

MANAGEMENT ACTIONS 2014

PRIORITY

- 1. Old Federal Courthouse Top Priority
- 2. Arthur Horne Building

MANAGEMENT IN PROGRESS 2014

- 1. Crystal Lake Park Master Plan
- 2. Concession at County Facilities Report
- 3. Security Plan for County Facilities
- 4. County Five-Year Energy Recovery/Improvement Plan

MAJOR PROJECTS 2014

- 1. Highway 170 Widening Project
- 2. Bluffton Parkway 5A Project
- 3. Hilton Head Island Airport Improvement Project
- 4. Island West Frontage Road Project
- 5. Boundary Street/US 21 Project
- 6. Spanish Moss Rail Trail – Phase 2
- 7. St. Helena Island Park Restrooms
- 8. Buckwalter Regional Recreation Park: Phase II
- 9. Access Road to St. Gregory Church Project
- 10. Dirt Road Improvement Project
- 11. Wesley Felix PALS Park Project: Design
- 12. Spanish Moss Trail: Phase 2
- 13. Brickyard Creek Boat Landing: Resolution
- 14. Boat Launch Improvements:
 - A. Ihly Farm/McCalley’s Creek
 - B. Fort Frederick/Beaufort River
- 15. Piers/Floating Docks/Launch Ramp Improvements



ON THE HORIZON 2015 – 2019

1. Hampton Parkway
2. Boat Landing/Ramp/Dock Improvements
3. Library Headquarters
4. Shell Point Access Problems to Charter School
5. Burton Wells Park: Phase III
6. Rails to Trails Master Plan
7. Private Dirt Roads
8. Burton Wells Library
9. Bluffton Parkway: Phase VI and VII
10. Countywide Recreation Facilities Plan
11. Detention Facilities Plan
12. Arthur Horne Building
13. Passive Parks Development
14. Bluffton Parkway 5B: Decision
15. Mink Point Boulevard Project
16. 9-1-1 Communications Center
17. Land Bank Map/Program Development
18. Perry Clear Bridge Replacement
19. Wi-Fi at Schools, Libraries, and Other Areas
20. Southern County Government Center
21. Hilton Head Island Ocean Pier Strategy
22. Lease Space: Direction

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 in rural communities
4. Apply SMART Growth and new urbanism principles in selected locations
5. Improve/increase affordable housing for workforce
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. Understanding the Community Development Code and related processes
4. County’s role in preserving or enhancing property values
5. Addressing abandoned or deteriorated buildings and structures

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton and Hilton Head Island
2. Adapting County land use and development regulations to each community
3. Problem of heirs property and defining the County’s role
4. Future of single family homes and homeownership and the development of vacant lots
5. Defining Beaufort County’s role in redevelopment, infill development and increasing density
6. Slow housing and development recovery

POLICY ACTIONS 2014

1. Community Development Code
2. Comprehensive Plan for County Owned Land: Inventory use and Direction
3. Daufuskie Island Ferry: Outside Report and Direction
4. Sidewalks in Rural Areas Policy and Plan

PRIORITY

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

MANAGEMENT IN PROGRESS 2014

1. Hurricane Task Force Report
2. FEMA Flood Map
3. Southern Regional Plan Implementation
4. Northern Regional Plan Implementation
5. NPDES/MS4 Permit
6. Stormwater Management Master Plan
7. Joint Land Use Study (JLUS)

MANAGEMENT ACTIONS 2014

1. Long Range Regional Transportation Model/Plan: Development

PRIORITY

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

MAJOR PROJECTS 2014

1. Stoney Creek Restoration Project (Town of Bluffton)

ON THE HORIZON 2015 – 2019

1. Affordable Workforce Housing
2. Safe Routes to Schools Plan
3. Street Lighting Plans for Collectors/Arterial County Roads
4. Heirs Property Strategy and Public Awareness
5. Transfer of Development Rights
6. Sidewalks in Rural Areas Policy and Plan
7. Stoney Creek Restoration Project

BEAUFORT COUNTY ACTION AGENDA 2014

Beaufort County Policy Agenda 2014

TOP PRIORITY

Transfer Station: Direction

Referendum 2014 (Capital, LOST and Rural and Critical Lands): Direction

Designated Funding Mechanism for Economic Development: Direction

Business License Fee: Direction

Pepper Hall Site Development

County Campus Plan: Direction and Funding

HIGH PRIORITY

Comprehensive Plan for County Owned Land: Inventory Use and Direction

Pinckney Island: Plan and Funding

Business Retention and Growth Program: Development and Funding

Community Development Code: Adoption

Mitchelville Historic Site Development: Funding

Countywide Telecommunications Infrastructure Master Plan: Development and Funding

Animal Services Facility: Evaluation and Direction

MODERATE PRIORITY

Daufuskie Island Ferry: Outside Report and Direction

Bridge Replacement Plan and Funding Mechanism

County Economic Development Policy and Strategy: Evaluation and Expansion

Rural and Critical Lands: Direction

Beaufort County Management Agenda 2014

TOP PRIORITY

Lowcountry Economic Alliance: Performance/Activity Report and Funding

County Information Technology Upgrade Plan

Budget Document/Process and Financial Reporting: Revision

Old Federal Courthouse

HIGH PRIORITY

PALS Organization/Programs: Evaluation and Direction

Long Range Regional Transportation Model/Plan: Development

Health Plan/Affordable Care Act

Water Quality Office: Next Steps

Beaufort County Management in Progress 2014

Employee Handbook

Construction/Demolition/Yard Debris Recycling and Disposal

Vehicle Purchase Policy

Senior Services Program Report

Fire District Report

Employee Evaluation Report

Pension Liability Report

Animal Control Ordinance

Lifetime License Micro Chip Program

“Stay Healthy” Incentive Program: Implementation

Debris Management Plan

Household Hazardous Waste Contract

Vehicle/Equipment Replacement Plan and Funding

Dredging Sea Pines: Monitoring Reports

Climate Change: Policies and Ordinance

Southern Corridor County Beautification Plan

Military Retention/Expansion Strategy: Report from Military Enhanced Committee

BFG Site Development: Redevelopment Plan

Myrtle Park Site Development Plan

Exit 3 Engineering Design

Crystal Lake Park Master Plan

Concession at County Facilities Report

Security Plan for County Facilities

County Five-Year Energy Recovery/Improvement Plan

Hurricane Task Force Report

FEMA Flood Map

Southern Regional Plan Implementation

Northern Regional Plan Implementation

NPDES/MS4 Permit

Stormwater Management Master Plan

Joint Land Use Study (JLUS)

Beaufort County Major Projects 2014

Battery Creek Restoration Project

Okatie River Restoration Project

May River Restoration Project

Hilton Head Island Airport Phase 1 Project

Highway 170 Widening Project

Bluffton Parkway 5A Project

Hilton Head Island Airport Improvement Project

Island West Frontage Road Project

Boundary Street/US 21 Project

Spanish Moss Rail Trail – Phase 2

St. Helena Island Park Restrooms

Buckwalter Regional Recreation Park: Phase II

Access Road to St. Gregory Church Project

Dirt Road Improvement Project
Wesley Felix PALS Park Project: Design
Spanish Moss Trail: Phase 2
Brickyard Creek Boat Landing: Resolution
Boat Launch Improvements
Piers/Floating Docks/Launch Ramp Improvements
Stoney Creek Restoration Project (Town of Bluffton)

**Beaufort County
Action Outlines 2014**

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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ACTION: TRANSFER STATION: DIRECTION	<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY			
<i>Policy – Top</i>			
<u>Milestones/Activities</u>	<u>Time</u>		
<ul style="list-style-type: none"> • Review Data on Transfer Station Options • Analyze Impact to Commercial/Residential Rates • Council Decision: Direction 			
<table border="1" style="width: 100%;"> <tr><td>Committee: Natural Resources</td></tr> </table>		Committee: Natural Resources	
Committee: Natural Resources			

ACTION: REFERENDUM 2014: DIRECTION	<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY			
<i>Policy – Top</i>			
<u>Key Issues</u>	<u>Milestones/Activities</u>		
<ul style="list-style-type: none"> A. Capital B. LOST C. Rural and Critical Lands 	<ul style="list-style-type: none"> • Form Capital Committee • Public Input on Projects • Report from Committee • Council Review and Deliberation • Council Decisions: Referendums 		
<table border="1" style="width: 100%;"> <tr><td>Committee: Executive</td></tr> </table>		Committee: Executive	
Committee: Executive			

**ACTION: COUNTY INFORMATION TECHNOLOGY
UPGRADE PLAN**

PRIORITY

Mgmt – Top

Milestones/Activities

Time

- Evaluate Plan
- Prepare Report with Options
- Council Decision: Direction, Funding

Committee: Public Facilities

**ACTION: BUDGET DOCUMENT/PROCESS AND
FINANCIAL REPORTING: REVISION**

PRIORITY

Mgmt – Top

Milestones/Activities

Time

- A. Financial Reporting
- B. Financial Plan with 5-Year Projections
(County/Schools)
- C. Other Elected Officials Budgets

Committee: Executive

**ACTION: PALS ORGANIZATION/PROGRAMS:
EVALUATION AND DIRECTION**

PRIORITY

Mgmt – High

Milestones/Activities

Time

- Define County Role, Responsibilities
and Services
- Determine Relationship to
Municipalities, Schools and Non Profit
Organizations
- Prepare Report with Recommendations
- Council Decision: Direction

Committee: Community Services

<p>ACTION: HEALTH PLAN/AFFORDABLE CARE ACT</p> <p style="text-align: center;"><u>Milestones/Activities</u></p> <ul style="list-style-type: none"> • Complete Cost Comparisons and Claims Analysis • Analyze Impacts on County • Develop County Plan • Develop Health Clinic • Council Decision: Direction, Deductible for Employees 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; padding: 2px;">PRIORITY</td> </tr> <tr> <td style="text-align: center; padding: 2px;"><i>Mgmt – High</i></td> </tr> </table> <p style="text-align: center;"><u>Time</u></p>	PRIORITY	<i>Mgmt – High</i>
PRIORITY			
<i>Mgmt – High</i>			
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Committee: Community Services			

► Management in Progress 2014			TIME
1. Employee Handbook	2013		
2. Construction/Demolition/Yard Debris Recycling and Disposal	2013		
3. Vehicle Purchase Policy	2013		
4. Senior Services Program Report			6/14
5. Fire District Report			8/14
6. Employee Evaluation Report			
7. Pension Liability Report			
8. Animal Control Ordinance			
9. Lifetime License Micro Chip Program			
10. “Stay Healthy” Incentive Program: Implementation			
11. Debris Management Plan			
12. Household Hazardous Waste Contract			
13. Vehicle/Equipment Replacement Plan and Funding			

GOAL 2	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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ACTION: MITCHELVILLE HISTORIC SITE DEVELOPMENT: FUNDING	PRIORITY <i>Policy – High</i>
<u>Milestones/Activities</u>	<u>Time</u>
<ul style="list-style-type: none"> • Update Status • Review Next Steps • Define County Role and Action, Funding • Council Decision: Direction, Funding 	
Committee: Finance	

ACTION: RURAL AND CRITICAL LANDS: DIRECTION	PRIORITY <i>Policy – Mod</i>
<u>Milestones/Activities</u>	<u>Time</u>
<p>A. Ordinance Review</p> <ul style="list-style-type: none"> • Review Existing Ordinance • Revise Ordinance • Council Decision: Direction <p>B. Access and Use</p> <ul style="list-style-type: none"> • Define Goals and Desired Outcomes • Develop Report with Options, Plans and Funding Mechanism • Council Decision: Direction 	
Committee: Natural Resources	

<p>ACTION: WATER QUALITY OFFICE: NEXT STEPS</p> <p style="text-align: center;"><u>Milestones/Activities</u></p> <ul style="list-style-type: none"> • Working with State • Working with Municipalities 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">PRIORITY</td> </tr> <tr> <td style="padding: 2px;"><i>Mgmt – High</i></td> </tr> </table> <p style="text-align: center;"><u>Time</u></p>	PRIORITY	<i>Mgmt – High</i>
PRIORITY			
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Committee: Natural Resources			

<p>► Management in Progress 2014</p>	
<ol style="list-style-type: none"> 1. Dredging Sea Pines: Monitoring Reports 2. Climate Change: Policies and Ordinance 3. Southern Corridor County Beautification Plan 	<p>2013</p> <p>2013</p>

<p>► Major Projects 2014</p>	
<ol style="list-style-type: none"> 1. Battery Creek Restoration Project 2. Okatie River Restoration Project 3. May River Restoration Project 	<p>2013</p> <p>2013</p> <p>2013</p>

GOAL 3	GROWING, DIVERSIFIED REGIONAL ECONOMY
---------------	--

<p>ACTION: DESIGNATED FUNDING MECHANISM FOR ECONOMIC DEVELOPMENT: DIRECTION</p> <p style="text-align: center;"><i>Milestones/Activities</i></p> <ul style="list-style-type: none"> • Evaluate Options • Develop Report with Purposes and Guidelines • Council Decision: Direction 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy – Top</i></td></tr> <tr><td><i>Time</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>	<i>Time</i>
PRIORITY				
<i>Policy – Top</i>				
<i>Time</i>				
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Committee: Finance</td></tr> </table>		Committee: Finance		
Committee: Finance				

<p>ACTION: BUSINESS LICENSE FEE: DIRECTION</p> <p style="text-align: center;"><i>Milestones/Activities</i></p> <ul style="list-style-type: none"> • Evaluate the Impacts on Economic Development and Business Investment, County Budget 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy – Top</i></td></tr> <tr><td><i>Time</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>	<i>Time</i>
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<i>Time</i>				
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Committee: Government Affairs</td></tr> </table>		Committee: Government Affairs		
Committee: Government Affairs				

<p>ACTION: PEPPER HALL SITE DEVELOPMENT</p> <p style="text-align: center;"><i>Milestones/Activities</i></p> <ul style="list-style-type: none"> • Council Decision: Direction 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy – Top</i></td></tr> <tr><td><i>Time</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>	<i>Time</i>
PRIORITY				
<i>Policy – Top</i>				
<i>Time</i>				
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Committee: Executive</td></tr> </table>		Committee: Executive		
Committee: Executive				

**ACTION: BUSINESS RETENTION AND GROWTH
PROGRAM: DEVELOPMENT AND
FUNDING**

PRIORITY

Policy – High

Milestones/Activities

Time

- Evaluate “Best Practices” Model
- Develop Report with Options and Recommendations
- Council Decision: Direction, Funding

Committee: Government Affairs

**ACTION: COUNTY ECONOMIC DEVELOPMENT
POLICY AND STRATEGY: EVALUATION
AND EXPANSION**

PRIORITY

Policy – Mod

Milestones/Activities

Time

- Evaluate Economic Development – Current Evaluation, Goals, Programs/Approach and Expansion Opportunities
- Council Decision: Direction

Committee: Executive

**ACTION: LOWCOUNTRY ECONOMIC ALLIANCE:
PERFORMANCE/ACTIVITY REPORT AND
FUNDING**

PRIORITY
<i>Mgmt – High</i>
<i>Policy</i>

Time

Milestones/Activities

- Evaluate Performance and Outcomes
- Review Plan and Work Program for 2014
- Council Decision: Direction, Funding
- Quarterly Report to Council

Committee: Government Affairs

► **Management in Progress 2014**

1. Military Retention/Expansion Strategy: Report from Military Enhanced Committee
2. BFG Site Development: Redevelopment Plan
3. Myrtle Park Site Development Plan
4. Exit 3 Engineering Design

► **Major Projects 2014**

1. Hilton Head Island Airport Phase 1 Project

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

ACTION: COUNTY CAMPUS PLAN: DIRECTION AND FUNDING	PRIORITY <i>Policy – Top</i>
<u>Milestones/Activities</u>	<u>Time</u>
<ul style="list-style-type: none"> • Review Plan and Goals • Determine Actions including Parking • Report with Recommendations • Council Decision: Direction 	
Committee: Executive	

ACTION: COUNTYWIDE TELECOMMUNICATIONS INFRASTRUCTURE MASTER PLAN: DEVELOPMENT AND FUNDING	PRIORITY <i>Policy – High</i>
<u>Milestones/Activities</u>	<u>Time</u>
<ul style="list-style-type: none"> • Evaluate Needs and Options • Define Goals/Desired Outcomes, County Role • Prepare Master Plan with Recommendations, Funding Mechanism • Council Decision: Direction 	
Committee: Public Facilities	

ACTION: PINCKNEY ISLAND: PLAN AND FUNDING

PRIORITY

Policy – High

Milestones/Activities

Time

- Review Options and Project Elements
- Prepare Report with Recommendations
- Council Decision: Direction, Funding

Committee: Public Facilities

ACTION: ANIMAL SERVICES FACILITY: EVALUATION AND DIRECTION

PRIORITY

Policy – High

Milestones/Activities

Time

- Evaluate Needs
- Define Purposes
- Prepare Plan with Funding
- Council Decision: CIP Project (\$3.5 Million)

Committee: Community Services

ACTION: BRIDGE REPLACEMENT PLAN AND FUNDING MECHANISM

PRIORITY

Policy – Mod

Milestones/Activities

Time

- Evaluate Bridge Condition and Maintenance Need
- Develop Replacement Plan
- Council Decision: Direction, Funding

Committee: Public Facilities

ACTION: OLD FEDERAL COURTHOUSE

PRIORITY

<i>Mgmt – Top</i>

Milestones/Activities

Time

- Take Control (7/14)
- Evaluate the Building and Conditions
- Prepare Report with Options and Costs
- Council Decision: Direction, Funding

Committee: Executive

► **Management in Progress 2014**

- | | |
|--|------|
| 1. Crystal Lake Park Master Plan | 2013 |
| 2. Concession at County Facilities Report | 2013 |
| 3. Security Plan for County Facilities | 2013 |
| 4. County Five-Year Energy Recovery/Improvement Plan | 2013 |

► **Major Projects 2014**

- | | | |
|---|------|------|
| 1. Highway 170 Widening Project | | 5/15 |
| 2. Bluffton Parkway 5A Project | | |
| 3. Hilton Head Island Airport Improvement Project | | |
| 4. Island West Frontage Road Project | | 5/15 |
| 5. Boundary Street/US 21 Project | 2013 | |
| 6. Spanish Moss Rail Trail – Phase 2 | 2013 | |
| 7. St. Helena Island Park Restrooms | 2013 | |
| 8. Buckwalter Regional Recreation Park: Phase II | 2013 | |
| 9. Access Road to St. Gregory Church Project | | |
| 10. Dirt Road Improvement Project | | |
| 11. Wesley Felix PALS Park Project: Design | | |
| 12. Spanish Moss Trail: Phase 2 | | |
| 13. Brickyard Creek Boat Landing: Resolution | | |
| 14. Boat Launch Improvements: | | |
| A. Ihly Farm/McCalley’s Creek | | |
| B. Fort Frederick/Beaufort River | | |
| 15. Piers/Floating Docks/Launch Ramp Improvements | | |

TIME

5/15

5/15

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

ACTION:	COMMUNITY DEVELOPMENT CODE: ADOPTION	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>
PRIORITY				
<i>Policy – High</i>				
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>		
	<ul style="list-style-type: none"> • Present to Council • Review Code • Council Decision: Adoption • Municipalities: Adoption 			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Committee: Natural Resources</td></tr> </table>			Committee: Natural Resources	
Committee: Natural Resources				

ACTION:	COMPREHENSIVE PLAN FOR COUNTY OWNED LAND: INVENTORY USE AND DIRECTION	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>
PRIORITY				
<i>Policy – High</i>				
	<i>Milestones/Activities</i>	<i>Time</i>		
	<ul style="list-style-type: none"> • Complete Inventory • Determine Future Uses • Council Decision: Direction 			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Committee: Natural Resources</td></tr> </table>			Committee: Natural Resources	
Committee: Natural Resources				

ACTION:	DAUFUSKIE ISLAND FERRY: OUTSIDE REPORT AND DIRECTION	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – Mod</i></td></tr> </table>	PRIORITY	<i>Policy – Mod</i>
PRIORITY				
<i>Policy – Mod</i>				
	<i>Milestones/Activities</i>	<i>Time</i>		
	<ul style="list-style-type: none"> • Define Scope and fund Outside Report • Complete Report with Options, Recommendation, Private Partners, Funding Mechanism 			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Committee: Community Services</td></tr> </table>			Committee: Community Services	
Committee: Community Services				

**ACTION: LONG RANGE REGIONAL TRANSPORTATION
MODEL/PLAN: DEVELOPMENT**

PRIORITY

Mgmt – High

Milestones/Activities

Time

- Take Control (7/14)
- Evaluate the Building and Conditions
- Prepare Report with Options and Costs
- Council Decision: Direction, Funding

Committee: Public Facilities

► **Management in Progress 2014**

1. Hurricane Task Force Report
2. FEMA Flood Map
3. Southern Regional Plan Implementation
4. Northern Regional Plan Implementation
5. NPDES/MS4 Permit
6. Stormwater Management Master Plan
7. Joint Land Use Study (JLUS)

► **Major Projects 2014**

1. Stoney Creek Restoration Project (Town of Bluffton)

SECTION 7

PERFORMANCE REPORT 2014 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 Vision

A Sustainable County

Environmental Stewardship

**Personal
Livability**



**Economic
Opportunity**

Community Building

Beaufort County Goals 2019

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

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

Growing, Diversified Regional Economy

Upgraded County Infrastructure and Facilities

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

Beaufort County Action Agenda 2014

TOP PRIORITY

Transfer Station: Direction – Executive Session

**Referendum 2014 (Capital, LOST and Rural and Critical Lands):
Direction**

**Designated Funding Mechanism for Economic Development:
Direction**

Business License Fee: Direction

Pepper Hall Site Development

County Campus Plan: Direction and Funding

HIGH PRIORITY

**Comprehensive Plan for County Owned Land:
Inventory Use and Direction**

Pinckney Island: Plan and Funding

Business Retention and Growth Program: Development and Funding

Community Development Code: Adoption

Mitchelville Historic Site Development: Funding

**Countywide Telecommunications Infrastructure Master Plan:
Development and Funding**

Animal Services Facility: Evaluation and Direction

MODERATE PRIORITY

Daufuskie Island Ferry: Outside Report and Direction

Bridge Replacement Plan and Funding Mechanism

**County Economic Development Policy and Strategy:
Evaluation and Expansion**

Rural and Critical Lands: Direction

Beaufort County Management Agenda 2014

TOP PRIORITY

**Lowcountry Economic Alliance:
Performance/Activity Report and Funding
County Information Technology Upgrade Plan
Budget Document/Process and Financial Reporting: Revision
Old Federal Courthouse**

HIGH PRIORITY

**PAL Organization/Programs: Evaluation and Direction
Long Range Regional Transportation Model/Plan: Development
Health Plan/Affordable Care Act
Water Quality Office: Next Steps**

Beaufort County Management in Progress 2014

- 1. Employee Handbook**
- 2. Construction/Demolition/Yard Debris Recycling and Disposal**
- 3. Vehicle Purchase Policy**
- 4. Senior Services Program Report**
- 5. Fire District Report**
- 6. Employee Evaluation Report**
- 7. Pension Liability Report**
- 8. Animal Control Ordinance**
- 9. Lifetime License Micro Chip Program**
- 10. “Stay Healthy” Incentive Program: Implementation**
- 11. Debris Management Plan**
- 12. Household Hazardous Waste Contract**
- 13. Vehicle/Equipment Replacement Plan and Funding**
- 14. Dredging Sea Pines: Monitoring Reports**
- 15. Climate Change: Policies and Ordinance**
- 16. Southern Corridor County Beautification Plan**
- 17. Military Retention/Expansion Strategy: Report from Military Enhanced Committee**

- 18. BFG Site Development: Redevelopment Plan**
- 19. Myrtle Park Site Development Plan**
- 20. Exit 3 Engineering Design**
- 21. Crystal Lake Park Master Plan**
- 22. Concession at County Facilities Report**
- 23. Security Plan for County Facilities**
- 24. County Five-Year Energy Recovery/Improvement Plan**
- 25. Hurricane Task Force Report**
- 26. FEMA Flood Map**
- 27. Southern Regional Plan Implementation**
- 28. Northern Regional Plan Implementation**
- 29. NPDES/MS4 Permit**
- 30. Stormwater Management Master Plan**
- 31. Joint Land Use Study (JLUS)**

Beaufort County Major Projects 2014

- 1. Battery Creek Restoration Project**
- 2. Okatie River Restoration Project**
- 3. May River Restoration Project**
- 4. Hilton Head Island Airport Phase 1 Project**
- 5. Highway 170 Widening Project**
- 6. Bluffton Parkway 5A Project**
- 7. Hilton Head Island Airport Improvement Project**
- 8. Island West Frontage Road Project**
- 9. Boundary Street/US 21 Project**
- 10. Spanish Moss Rail Trail – Phase 2**
- 11. St. Helena Island Park Restrooms**
- 12. Buckwalter Regional Recreation Park: Phase II**
- 13. Access Road to St. Gregory Church Project**
- 14. Dirt Road Improvement Project**
- 15. Wesley Felix PALS Park Project: Design**
- 16. Spanish Moss Trail: Phase 2**
- 17. Brickyard Creek Boat Landing: Resolution**
- 18. Boat Launch Improvements**
- 19. Piers/Floating Docks/Launch Ramp Improvements**
- 20. Stoney Creek Restoration Project (Town of Bluffton)**

Beaufort County County Successes for 2014 Chair and County Council Perspective

1. Community Development Code: Process, Adoption
2. Spec Building: Started
3. Rural and Critical Lands Passage: \$20 million
4. General Fund Balance and Reserve Guidelines
5. Lowcountry Economic Alliance: Folded
6. Water Quality: Bluffton Gateway Pervious Surface
7. School Finance Policy
8. Historic Preservation: St. Elena and Mitchelville
9. Animal Shelter Project
10. Stormwater Infrastructure Projects and Personnel
11. Adults with Special Needs
12. Perryclear Bridge: Funding
13. Spanish Moss Trail: Progress
14. Cannonball Jellyballs Restrictive Policy: Adoption

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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ACHIEVEMENTS 2014	MEANS TO RESIDENTS
1.	+

GOAL 2

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

ACHIEVEMENTS 2014

1.

MEANS TO RESIDENTS

+

GOAL 3

**GROWING, DIVERSIFIED REGIONAL
ECONOMY**

ACHIEVEMENTS 2014

MEANS TO RESIDENTS

1.

+

GOAL 4

UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

ACHIEVEMENTS 2014

MEANS TO RESIDENTS

1.

+

GOAL 5

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

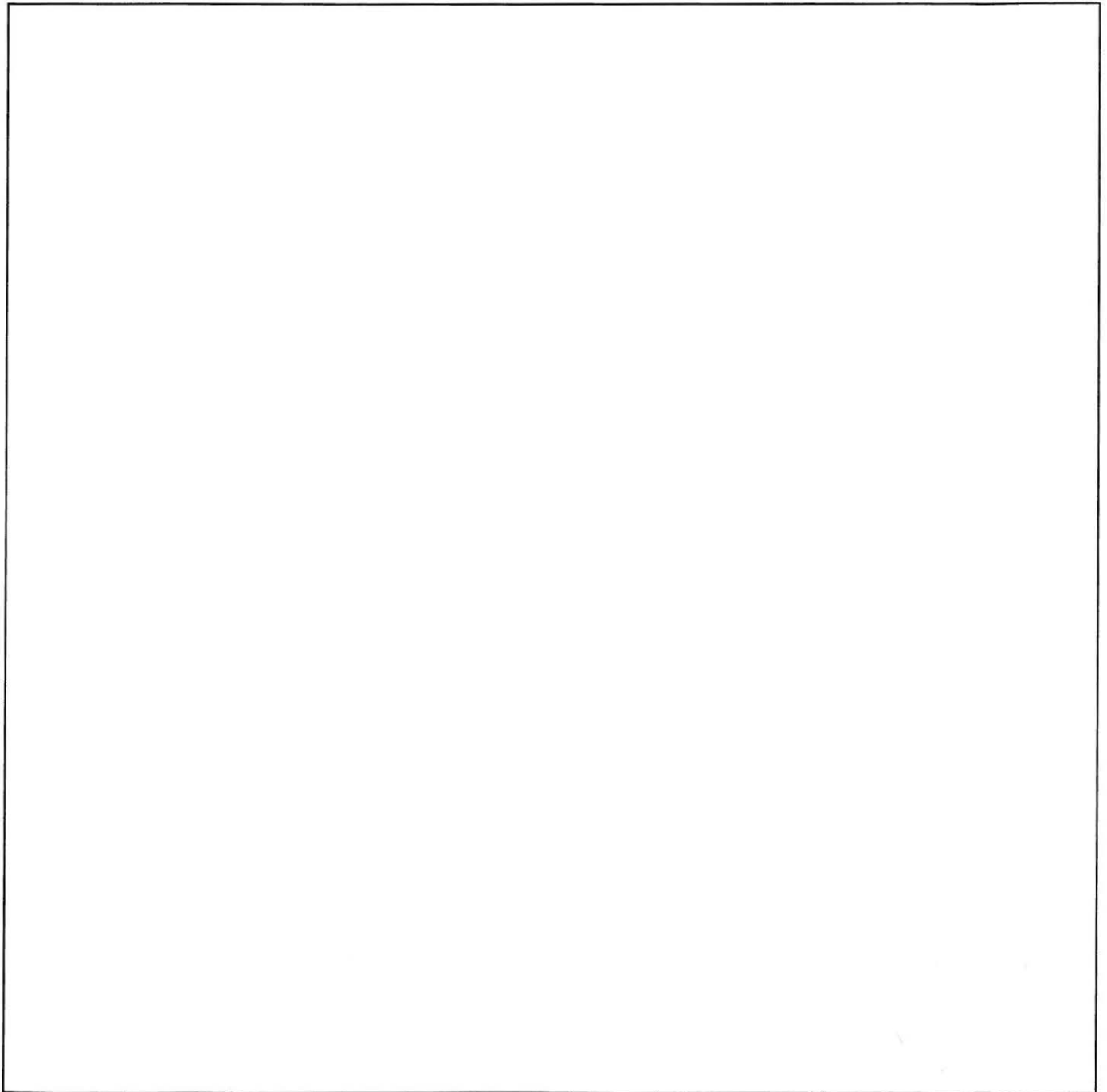
ACHIEVEMENTS 2014

MEANS TO RESIDENTS

1.

+

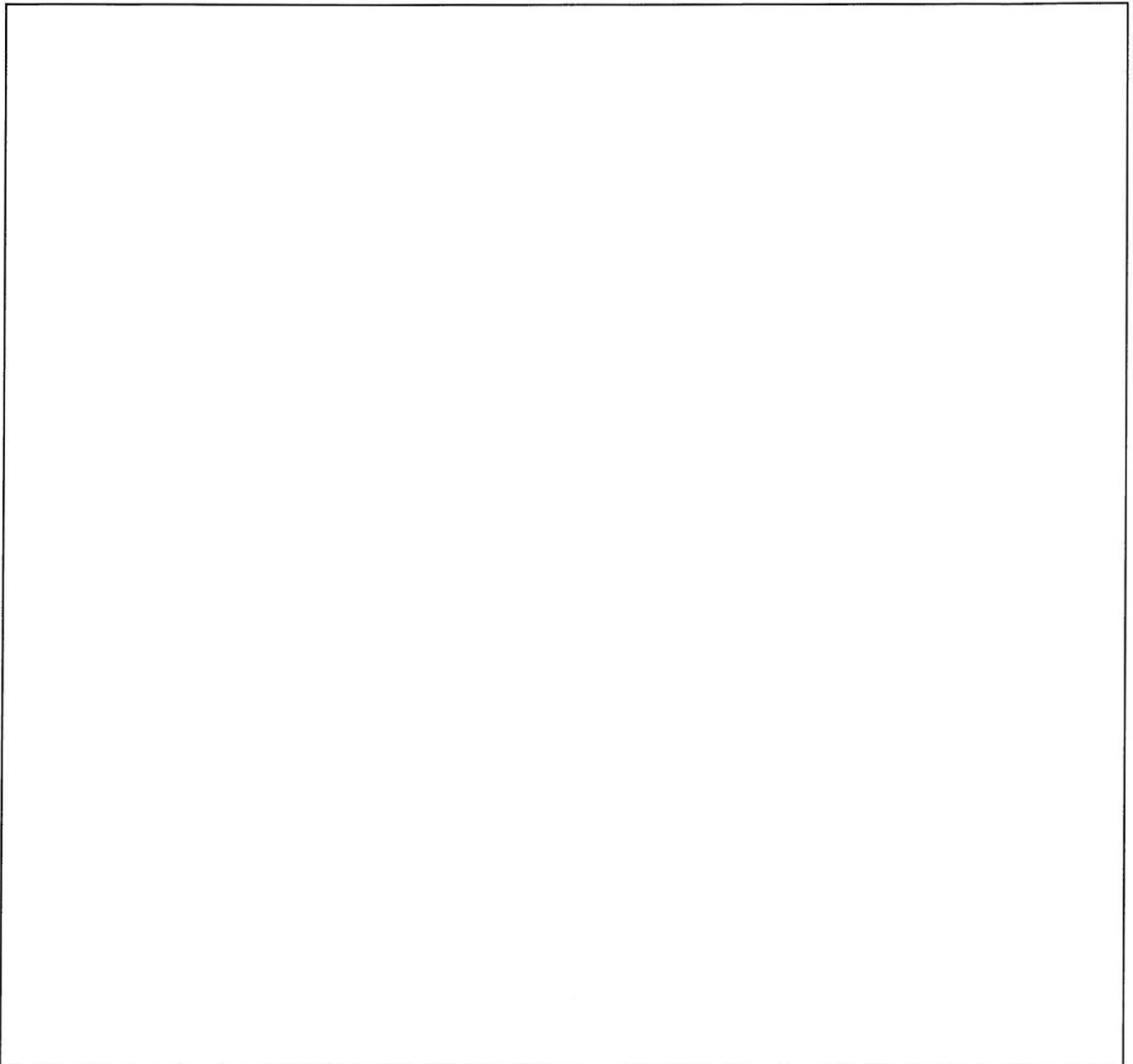
**Beaufort County
Other County Successes 2014**



**Beaufort County
Actions to Reduce Cost to Government**

**Beaufort County
Service Reductions 2014**

**Beaufort County
Service Increases and New Services
2014**



**DEPARTMENTAL SUCCESSES
BEAUFORT COUNTY
2014**

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: **AIRPORTS**
Hilton Head (HXD) Ladys Island (ARW)

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: HXD On-Airport Tree Mitigation 95% Complete (punch list only)

Impacts: Extends Runway Safety Area for RWY 21 with new/extended fenced area

Success: HXD Mitchelville *Finding Freedom's Home* on exhibit at Coastal Discovery Museum

Impacts: Cultural education, positive public relations, relationship with Mitchelville Preservation Project.

Success: HXD Mitchelville *Finding Freedom's Home* – Invitation from SC State Museum to display for 5 months in Columbia

Impacts: Cultural education, positive public relations, relationship with Mitchelville Preservation Project.

Success: HXD Avigation easements obtained for obstruction (tree) removal (all but 2 properties)

Impacts: Represents large turn by property owners towards working with airport; allows obstruction removal project to proceed

Success: HXD Property acquisition – RWY 03 complete; RWY 21 moving smoothly

Impacts: Airfield improvement/safety standards projects can proceed (TWY A & F; RSAs); may also provide a new maintenance building as our existing building is slated for razing due to being located in the Obstacle Free Area;

Success: HXD Public Relations and positive exposure – Director on the “circuit”

Impacts: Increases public awareness, improves public opinion, builds support network, more invitations to speak

Success: HXD RWY Extension Benefit Cost Analysis reviewed and accepted by FAA

Impacts: Positive result for the airport; quieted Palmetto Hall on that issue

Success: HXD Projects progressing: EA for RWY extension completed (awaiting FONSI); obstruction removal design complete at both ends, airfield lighted signs replaced, REILs project in final design; Taxiway A & F designs progressing well, on-airport tree removal design on schedule, master drainage design on schedule

Impacts: CIP projects are being implemented – results in delivery to FAA of planned expenditures which leads to more confidence and increased grant opportunities

Success: HXD Worked with ToHHI staff on proposed Land Management Ordinance changes

Impacts: Proposed changes are favorable to the airport and implementation of projects

Success: HXD Brought TSA security category more in line with actual operations

Impacts: Significant cost savings, personnel time savings, ease of operations for GA pilots

Success: HXD Hired maintenance technician and promoted 1 to supervisor

Impacts: Doubled maintenance staff (from 1 to 2) for the airport, increases ability to catch up on deferred maintenance projects

Success: HXD Director professional development/relationships – attending industry conferences, coordinating periodic update conferences with FAA District staff

Impacts: Building important professional relationships with other airports, building rapport with FAA District staff which helps with grant projects and builds credibility with very important stakeholder

Success: HXD Promoted aviation through open house Air Day and SC Aviation Week

Impacts: Increased local public relations but also gets publicity on state and regional level

Success: **HXD** Financial status is strong: Cash report positive, bond issue provides project funding

Impacts: Enables airport to plan and execute projects, helps refute minority opinion about financial burden of airports

Success: **ARW** Restroom renovations – exclusively funded by SC Aeronautics Commission grant

Impacts: Provided restrooms that are updated and meet ADA standards

Success: **ARW** Re-bid and renewed fuel supply contract with Easter Aviation Fuels (branded Shell dealer)

Impacts: Continuation of competitive pricing, national branding, new fuel truck(lease), uniforms for linemen, additional insurance

Success: **ARW** Runway and aircraft parking apron crack sealing

Impacts: Prevents water damage and extends useful life of asset

Success: **ARW** Painting and marking of runway and parking apron

Impacts: Improves visibility for flight operations; improves safety

Success: **ARW** Air day open house – first in years

Impacts: Opened the county facility to general public and reminded citizens of the many important functions that are supported by the airports

Success: **ARW** Airport Layout Plan approved by FAA

Impacts: Enables airport to execute improvement projects using master plan as guidance

Success: **ARW** Updated aerial topographic survey completed

Impacts: Updated obstruction removal plans can be produced and tree removal project can proceed

Success: **ARW** Civil Air Patrol Squadron growth and basing of Cessna 182 at ARW

Impacts: Outstanding leadership program for HS-age students, training for adult members for their critical support missions, provides important presence on the facility

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: **Beaufort County Alcohol & Drug Abuse Dept.
(BCADAD)**

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: In FY14, the department served over 1100 Beaufort County citizens.

Impacts: The numbers of citizens served are indicative that the agency's program initiatives are impacting on our community's problems associated with substance use disorders (SUDs).

Success: In FY14, the BCADAD achieved its' 4th, three-year national accreditation by C.A.R.F. International (Commission on Accreditation of Rehabilitation Facilities). This accreditation award of three-years is the highest level of accreditation an agency can receive.

Impacts: Clearly demonstrates that the BCADAD's processes and protocols for client services, record keeping and community educational initiatives exceed national standards.

Success: The Prevention division, again (5th year) successfully conducted its' county wide "Take Back the Meds" project. A community collaborative, both public and private, to encourage citizens to properly dispose of unneeded prescription medications, thus denying access to "unauthorized" users.

Impacts: Lessens unlawful access and with proper disposal helps protect the environment from groundwater contamination.

Success: In FY14, BCADAD prevention staff became certified to conduct the American Lung Association's "Freedom from Smoking" curriculum.

Impacts: Enhances the BCADAD's intent to focus on second and third hand tobacco smoke issues and to assist citizens to refrain from the use of tobacco products.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2014

DEPARTMENT: Beaufort County Animal Services

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Proactive Animal Service Officers (turned over from BCSO July 2013)

Impacts: Reduced cost in overall budget/Impoundment rates fell/Spay/Neuter compliance went up/Community viewed Animal Control as helpful and came to our shelters for education

Success: 627 animals Return to Owner due social media, microchipping, and "Found" signs

Impacts: Less time in the shelter and cost to the taxpayers.

Success: Euthanasia 23% and Live Release 73%

Impacts: This accomplishment resulted in a significant cost savings for the animal services' program, increased public support and reduced stress for the staff members that perform euthanasia duties; reducing "staff burnout" and subsequent turnover.

Success: Collaboration with local and national rescue organizations

Impacts: We transferred over 1500 animals to approved facilities.

Success: REDUCE Campaign

Impacts: BCAS's "Reduce" Campaign was designed to reduce overpopulation, euthanasia, disease, animal cruelty, bite cases, abandonment, and cost.

Success: Beaufort County Feline Project

Impacts: Hilton Head Humane's Trap-Neuter-Return (TNR) program. BCAS has found that approximately 90% of people reporting a concern with feral cats would rather handle this problem through a non-lethal program.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Broadcast Services

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Broadcast Services expanded services to include more Informational and Entertainment Programming

Impacts: Broadcast Services/"The County Channel" was developed from the ground up in 2007. Broadcast Services continues to develop programming. Coastline is currently on its 15th episode; Coastal Kingdom is on episode 15 and continues production. We are currently working on programs featuring Water Quality, Construction of the New Bridge on Bluffton 5A, Hilton Head Tourism, and a Feature on Jane Upshaw. We have also entered a partnership with the Town of Hilton Head to broadcast Town Council Meetings. We also continue to produce programming for the Beaufort County School System including School Board Meetings, we even covered a play at Red Cedar Elementary

Success: More Off Campus Broadcasting and Tournaments

Impacts: Broadcast Services continues to broadcast using the two broadcast trucks. We covered a Baseball and Softball Tournament each of which had Approx 20 games with teams from various areas of the country. We had a total online viewership of over 70,000 viewers and numerous requests to repeat the broadcast on local cable systems. We continued our yearly coverage of the Heritage Days Festival Parade, The Bluffton Christmas Parade, The Veterans Day Parade and Ceremony, Senior Showcase, and the State of the Region Address. All events are live or replayed over the local cable systems.

Success: Extended Video-On-Demand Services to Mobile Devices

Impacts: Broadcast Services continues to develop its web presence. We upgraded the Granicus Video-On-Demand service to include a sections view page to make locating any item easier. We also activated the H.264 service to allow access to "The County Channel" via mobile devices. This includes live and Video-On-Demand content. Beaufort County is the number one government Video-On-Demand user in South Carolina.

Success: Public Access to Information

Impacts: “The County Channel” has upgraded the original master control to enhance video quality and ease of operation. We are now able to supply a program guide to the viewers through our web page to all viewers in real time to see what programming is coming up. Master Control now has the capability to switch between multiple “On-Location” meetings with a minimum of down time between sources. This system also allows emergency management greater access to the station to crawl emergency information.

Success: Nominated for an Emmy Award

Impacts: Broadcast Service/“The County Channel” has won 11 Telly Award, 3 EMMY Nominations, the 2012 Media Award from the South Carolina Firefighters Association, the 2011 Achievement Award for Transparency in Government and Community Identity. This makes Broadcast Services a recognized Professional Broadcast entity.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Building Codes

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Renewal of IAS Accreditation

Impacts: The Beaufort County Building Codes Department is responsible for the local enforcement of all state and locally mandated regulations that govern the construction, alteration, movement, repair, and/or demolition of any building or structure within its area of jurisdiction. In addition, the department also manages all matters relating to FEMA floodplain management and many aspects relating to county wide hazard mitigation and disaster recovery operations. The Building Codes Department consists of a hierarchical structure that separates workload and functional responsibilities into one of three core work processes. They are: Permitting/Administration; Plan/Project Compliance Review; and Field Inspections. All work functions that take place in a building codes department can be accurately categorized into one or more of these core processes. A building department is a synthesis of many related yet different functions. Because we are regulatory in nature it is important that these functional processes possess the ability to accomplish their individual missions while at the same time allowing for the seamless passage of information from one process to the other and to/from other county departments that are critical to our overall mission - Protecting the lives and safety of the residence and visitors of Beaufort County, preserve quality of life and contributing to economic growth within our community. As mandated by state law the Building Codes Department currently enforces the 2012 International Building, Mechanical, Fuel Gas, Fire, Plumbing, and Electrical codes. In addition, the department also indirectly provides administrative enforcement of Beaufort County specific ordinances relating to dilapidated/unsafe structures, zoning regulations, historic preservation, tree protection, land-development codes, property tax collection, 911 addressing, fire marshal inspections, and business license regulation enforcement.

In 2010 the Beaufort County Building Codes Department was awarded accreditation by IAS, Inc. Accreditation by the International Accreditation Service, Inc conveys formal recognition that a building department has demonstrated that it is technically competent to administer an effective system of building code regulation and enforcement that is fair, equitable and benefits the community it serves. Accreditation attests to compliance by the jurisdiction to the IAS accreditation criteria for achieving professional

Impacts continued:

excellence. In 2014, the Building Codes Department successfully completed its third and final IAS site evaluation. Meeting the high standard required for IAS accreditation brings value to our community; offers the ability to respond to market-driven changes more effectively; and unquestionably raises the bar in service, safety, and quality. By documenting our procedures as required by IAS operational criteria, we have the ability to perform self-analysis on a very detailed level. This real-time feedback helps us perform our duties more efficiently, drive better field training, and meet the needs of our community on a proactive basis. It is essential that we continue to operate efficiently and keep sight of our obligation to our community. IAS accreditation helps us achieve this goal and find new ways to continually improve.

Success: Implementation of MUNIS Permitting Software Module

Impacts: - In 2012, the Beaufort County Building Codes department was reorganized to increase overall departmental efficiency, improve permit workflow, clarify employee task assignments, realign supervisory roles by process, and improve customer service. The department as a whole was administratively split into three distinct processes: Permitting; Plan Review; and Inspections. Job titles and job descriptions were changed to better match tasks and workflow within these processes while at the same time conforming to specific criteria required under state law and IAS Accreditation guidelines. One area that was found to lack an acceptable level of performance was the departments permitting software system.

The department's former "LDO" software system was outdated and did not provide the basic functions required for efficient operation. Service on the system had been discontinued, and the risk of failure resulting in the loss of all active and pending permit data was high. In addition, the systems security features did not meet the minimum specifications required for IAS Accreditation. To resolve this issue, the Munis permitting software module was purchased and implemented in July 2014. This software upgrade has resulted in a much improved system of permit and inspection processing. Application tracking is now streamlined, utilizes shorter application forms, and is managed in a way that is logical and well organized. Applicants now receive many permits at the time of application and for those permits requiring additional staff review wait times have been greatly reduce. In addition, field operations are now performed within the operating system and can be accessed by all staff in real time.

Munis permitting and inspections software is a configurable system that supports the unique needs of Beaufort Counties Building Department and new One-Stop-Shop permitting, zoning, and business license customer service initiative. This software provides a seamless platform for interdepartmental workflow while also integrating secondary information systems that are critical to the community development process. In addition, the Munis systems property master file feature increases employee efficiency by allowing staff to approve projects concurrently and track prerequisite component approvals within the software system.

Impacts continued: The remote use and citizen self-service (Online Portal) portions of this software system will soon automatically notifying the permit holder of inspection results via text message or email. Internally, inspections scheduling will be automated and management staff will have the ability to track online operation productivity in real time. The implementation of this new online portal will support our immediate need to upgrade our communication system and allow for expansion when the need arises in the future. Efforts to improve the Building Codes Department have been very successful. Moving forward all staff members will continue to cross train with other relevant departments and search for innovative ways to increase productivity and improve customer service.

Success: ISO Building Code Effectiveness Grade Increase From 4.60 to 3.00

Impacts: - Not all communities enforce adopted codes with equal commitment. Yet the effectiveness of local building codes has a profound effect on how structures will fare in a hurricane, earthquake, or other natural disasters. Because the Beaufort County Building Codes Department is dedicated to providing our citizens with the best service possible, we have voluntarily made the decision to participate in ISO's Building Code Effectiveness Grading Scale (BCEGS)

ISO is an independent statistical, rating, and advisory organization that serves the property/casualty insurance industry. ISO collects information on a community's building code adoption and enforcement services, analyzes the data, and then assigns a Building Code Effectiveness Classification from 1 to 10. Class 1 represents the best score that can be earned. In 2014, Beaufort County earned an excellent rating with an overall score of 3.00.

Possible Points	Score	SC Average	Nat'l Average*
Section I - Adm.	83.66	65.09	64.09
Section II - Review	45.60	31.55	34.30
Section III - Insp.	37.56	34.80	36.16
Total	166.82	131.44	134.55

* National average represents scoring from over 12,000 building departments across the nation. ISO has made a commitment to poll each building code enforcement agency on a regular basis. This periodic surveying helps determine if a community has made any significant changes since the last field evaluation. This ongoing effort is designed to re-evaluate each community at 5 year intervals or sooner if changes indicate a potential revision to the classification number.

The purpose is fourfold:
 1- To summarize a community's scoring under the criterion contained in the BCEGS program.
 2- To identify opportunities for communities desiring to improve their BCEGS classification.
 3- To assist a community in understanding how other jurisdictions with similar needs address building code adoption and enforcement.

Success: Successful participation in FEMA's NFIP Community Rating System Program and subsequent achievement of an overall rating classification of 6

Impacts: The NFIP's Community Rating System (CRS) recognizes community efforts beyond minimum standards by reducing flood insurance premiums for the community's property owners. The CRS is similar to — but separate from — the private insurance industry's programs that grade communities on the effectiveness of our fire and building code enforcement. CRS discounts on flood insurance premiums range from 5% up to 45%. These discounts have provided an incentive for new flood protection activities that help save lives and property in the event of a flood. Participation in this program is a department wide function that involves special procedural activities that are performed by Building Codes Department staff at all levels. A few of these activities are as follows:

- Elevation certificates are required for all new and substantially renovated structures located in a special flood hazard area. Copies of these documents are available for public review and made available upon request.
- A flood zone determination is made for all permits issued and flood zone information from our communities latest Flood Insurance Rate Maps (FIRM's) is available to the general public upon request. This service is publicized annually.
- A community brochure is mailed annually to all properties (26,000+) in our community's Special Flood Hazard Areas. We also provide other flood information documents to the general public through a display provided in our One-Stop-Shop waiting area.
- Documents relating to floodplain management are available on our website and at all public libraries in Beaufort County.
- Flood resistant construction practices are required and field verified by inspection staff. These regulations involve all aspects of the construction process. Special provisions are tracked and incorporated in all applicable construction documents, specifications, reports, and construction files. Beaufort County's current rating of 6 provides a 20% flood insurance premium discount to policy holders who live in special flood hazard areas. This is an estimated total savings of \$1.22 million annually. As a result of Beaufort County's participation in the CRS program, our citizens not only save money on their insurance premiums but also can have confidence that every effort has been made to reduce the risk of devastating financial or property losses that would otherwise result from a flood disaster.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: CODE ENFORCEMENT

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Worked with Broadcast Services and Monica Spells to produce a Public Service Announcement for Code Enforcement.

Impacts: Educated our citizens about the County Ordinances.

Success: Worked with Property Management companies regarding local rentals.

Impacts: Reduced the number of tickets that were issued for various violations.

Success: Reached out to local businesses that sell sheds to citizens of Beaufort County.

Impacts: Educated our citizens about certain ordinances that must be abided by for structures that are placed on their property.

Success: Worked closely with The Beaufort County Sheriff's Office Environmental Crime Unit.

Impacts: Provided enforcement action for private land owners and illegal dumping issues.

Success: Continued training with the Planning Department and Natural Resource Planner.

Impacts: Educated our citizens with a better understanding of the importance of our natural resources in Beaufort County.

Success: Worked closely with Public Works – Solid Waste/Recycling Department.

Impacts: Assisted citizens with properly disposing their solid waste/debris.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Collaborative Organization of Services for Youth (COSY) and the Human Services Alliance

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Continued to maintain a reduction in the average cost per client.

Impacts: More Beaufort County families received coordinated therapeutic treatment services in their local community at a reduced cost

Success: Continued to reduce the amount of time a child must be placed outside of his/her home from just over 18 months at COSY's inception to just over 45 days at the end of last fiscal year.

Impacts: Statistics show that 80% of the children who are removed from their home of origin, never successfully transition back into that home. Through the COSY Process, children are more quickly transitioned back into their home of origin; families remain more connected to their children and participate more readily in their treatment. This also impacts costs for treatment and the effectiveness of the therapy by maintaining the child in the least restrictive, lowest and most appropriate level of care.

Success: Obtained local, private funding contributions to the local match necessary for the administration of the COSY Process.

Impacts: More community "buy-in" to the benefits of this process. Fewer funds necessary from public agencies promoting a true private/public partnership and improving coordination/cooperation between sectors.

Success: Hired a COSY Clinical Coordinator.

Impacts: Gave us the ability to provide clinical assessment, oversight, and consultation to COSY families and other community agencies and increase the amount of time from application to service from several months to two weeks

Success: Performed systematic changes to ensure that family attendance and participation in the COSY Services Planning Team process is 100%. This is up from only a 20% attendance and participation rate in 2014.

Impacts: Families have the opportunity to talk directly to all the agencies involved with their children at the same time and are actively included in the planning process.

Success: Increased the number of contracted providers trained to perform Family Group Conferencing from 4 to 12.

Impacts: Increased the ability to serve more families with the high quality of service that the Beaufort County area has come to trust from the COSY process. This also provides flexibility for expansion of the COSY service area.

Success: Expanded the Beaufort County Early Childhood Coalition's Universal Staffing Team, which staffs all new mothers in need of services, from 6 represented agencies to 9.

Impacts: The additions of Family Connections, Hope Haven, and Beaufort Pediatrics provides additional perspective and resources for the team members and families served

Success: Began the process for Beaufort County to become a Trauma Focused Community

Impacts: Trauma-informed care is an established practice that can dramatically improve the outcomes for children, youth and their families. It is a child-focused, family-centered, gender-specific and culturally sensitive, strengths-based approach to care

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Community Services

Please list your department's most important achievements that were completed during 2012 under "Success."
Under "Impacts" please explain what the benefits to the county and to a citizen were as a result of each achievement.

Success: DSN: in the process of developing two CTHI homes in southern county and one home to replace a non-compliance ADA home in northern county.

Impacts: Beginning to fulfill a need for this type of housing in southern county. The homes will meet the needs of eight residents with disabilities and special needs who were becoming more vulnerable due to a sundry of issues. The replacement home will provide four residents to move to a safer ADA compliance home. The new home will also reduce the time and resources that were necessary for Facilities Maintenance to keep the house in livable condition for the consumers. This population of citizens continues to increase and will require a constant review of their needs to avoid falling too behind before taking step to address them.

Success: DSN: Continues to have 50% of its Day Program consumers employed through contracts, including those obtained from Beaufort County to provide janitorial cleaning for a number of PALS facilities and the St. Helena Island Library.

Impacts: Employment of our consumers continues to be a life-changing event. It increases their self-esteem, prepares some for eventual independent employment, provides income for them and their families, provides social interaction with the community and gives them a feeling of making a contribution to society.

It also helps educate the general public about the personalities, abilities, value and resourcefulness of people with developmental disabilities. We find that the more they are mainstreamed in our community, the more public understands and accepts them for what they can do even if there are limitations.

Success: DSN: Has been able to maintain a reasonable level of service for consumers although Medicaid reimbursement policy now limits what services should be provided for consumers.

Impacts: Staff has had to adapt and work within the limitations to provide an acceptable level and quality of service for consumers. The changes have required more in-house staff training; reduce staffing level and implement new approaches to provide an appropriate level of service for this vulnerable population.

Success: Library: Completed customer services survey form

Impacts: This survey form will enable the Board of Trustees and staff to begin an assessment of needs/desires of users. The information will be useful in the strategy process for the development of programs, materials, technology and staffing levels for the system.

Success: Library: Completion of an acoustical upgrade to the library community room at the Bluffton Library

Impacts: This upgrade has corrected the deplorable acoustical condition of the community room enhancing the room utility for meetings, programs, broadcasting and other activities.

Success: VA: New Veterans Officer was appointed in November 2014.

Impacts: The appointment of the Officer enables the office to resume a reasonable level of services for County veterans and their dependents.

Success: Elections and Voter Registration: Completed redefining voting precincts and distributing new registration cards to voter in the county. Continued to administer the registration of new voters. Conducted the election primaries for two political parties, the 2014 General Election in November, along with two municipal elections, and a run-off election for a municipality.

Impacts: What can we say? The process of electing people to serve at the various levels of government is critical to maintaining the founding principles of our democracy. That is, representative government, elected of the people, by the people and for the people.

Success: COSY (Collaborative of Services for Youth) established two trust accounts to allow public donations to assist with funding for the continuation of the therapeutic services for youth in the county. One of the funds is for administration of the process and the other will be used for the delivery of services.

Impacts: The Board has been successful in establishing the trusts and has begun securing funds for them. The effort in establishing the trust is to reduce dependence on use of County general fund to keep the process in place and expand the level of service available to those needing them. We think this may well be a prototype that we can utilize for other programs and services when they do not fit the conventional funding sources.

Success: A & D: Successfully maintained its three-year CARF (Commission on Accreditation of Rehabilitation Facilities) national accreditation.

Impacts: This accreditation confirms that the services, programs, and operating protocols the agency provides meet the "Best Practice" standards in the delivery of alcohol and drug abuse treatment services and community-based prevention programs and initiatives.

Success: A & D: Maintained collaborative efforts with the judiciary system and took on a more comprehensive role in court proceedings with the offices of the Solicitor, Pardon and Parole Services, U.S. Federal Probation, Parole and Pre-trial Services, Municipal and Magistrate Courts and the S.C. Department of Juvenile Justice.

Impacts: Through these collaborative efforts, adjudication of many juvenile and adult offender's cases have been expedited thus reducing the judicial backlog of cases that often put a strain on our entire judicial and detention systems.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Beaufort County Detention Center

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Beaufort County Detention Center GED Adult Education Program was established in 2008. It accounts for 33% of all Beaufort County graduates.

Impacts: Detention Center GED Program continues to achieve the highest graduation rate of jails in South Carolina, 3 BCDC grads graduated in the top 5% of the state, statistically 14% recidivism rate (86% of all BCDC grads do not return), the GED program is funded through the Inmate Worker welfare fund. We pay eighty dollars (\$80) per inmate for the cost of the test.

Success: IC Solutions (Inmate Telephone System)-April 2014 BCDC signed an agreement transitioning from Securus Technologies to IC Solutions. IC Solutions have revolutionized the process in which Law Enforcement agencies monitor inmate phone calls by the addition of over 20 new features. Transitioning to IC Solutions have reduced the amount of time listening to telephone calls and have proven beneficial by the amount of information obtained and used in convictions of felons by Law Enforcement agencies.

Impacts: Through cooperation with the 14th Circuit Solicitors Office and Law Enforcement Agencies, we have trained and assisted federal, state, and local Law Enforcement Officers with their investigations by allowing them access to the telephone system. The ability for Law Enforcement to monitor inmate phone calls has had a positive effect on over 12 cases during 2014. There is no cost to log onto IC Solutions. The investment is made through the inmate visitation phones.

Success: Beaufort County Detention Center Daywatch Program-In May 2011, we began a Daywatch Program (weekend trash pickup) for inmates assigned to weekend time by Family Court, other judges, and Probation/Parole.

Impacts: The program continues to save the County monies by incorporating the supervision of the program into the Detention Center's current workload, thus eliminating the cost of overtime paid to the Public Works Department (over \$14,000 annually). Each participant is required to pay a one-time (15) fifteen dollars administrative fee and a (5) five dollars daily fee for this program. This year we collected \$3,370.

Success: Beaufort County Detention Center Inmate Worker Program-The purpose of the inmate work plan is to provide a comprehensive work plan providing meaningful work assignments for all the qualified inmates within the facility and other qualified outside agencies.

Impacts: The Inmate worker program continues to provide cost effective maintenance within the County departments and other qualified outside agencies. It also represents opportunities for inmates to learn skills that they can apply to jobs after they are released. This year the county saved \$526,054.20 by use of Inmate labor.

Success: Medical Accreditation-The Detention Center contracts with Southern Health Partners to provide incarcerated individuals with all their medical needs. As a part of the contract, Southern Health Partners are required to maintain (NCCHC) National Accepted Standard of Health Care and Delivery.

Impacts: These Standards benefit the Detention Center and the Community by: (1) Improving the health of incarcerated individuals and the community in which they return. (2) Increasing the efficiency of the health services delivery. (3) Strengthening the effectiveness of the organization. (4) Reducing the risk of adverse outcomes and legal judgments.

Success: ABL Management Inc. (inmate food service) continues to provide sanitation and food safety practices for its employees, correctional staff and the inmate population by ensuring recognized standards, laws, ordinances, rules, regulations of Federal, State, and local authorities are followed. ABL also trains inmate workers in the preparation of foods and food safety. This training can be utilized when the inmate is released into the community.

Impacts: ABL Management continues to acquire an A+ rating on DHEC kitchen inspections; safeguarding against unsafe sanitary and food service preparation and practices. By utilizing inmate workers to assist in food preparation for the inmate population, we have saved the county a minimum of \$45,000 for 2014.

DEPARTMENTAL SUCCESSES

Beaufort County

January 2015

DEPARTMENT: Beaufort County Disabilities & Special Needs

Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Replacement of Ivy Lane CTH II by 6/30/15 with completion of Fraser Road CTH II.

Impacts: The four gentlemen with developmental disabilities have been in a very small, non ADA home with an aging HVAC, no access to outside, and 2 small bathrooms. They will now have a home with adequate heat & air, that meets ADA requirements, has adequate space with 3 large bathrooms which are ADA, and a fenced backyard allowing for more enjoyable access to the outside.

Success: Maintain an acceptable level service for our the consumers even with increased cost and flat revenue.

Impacts: We have been able to reduce expenses without impacting drastically the quality of services offered. We have delayed replacement of vehicles, upkeep on homes, reduced staff training by offering it in house, let some staff go and not filled some vacant positions. After cutting back on these items since 2008 we are now at the point where without additional staff, replacement of vehicles and Ivy Lane CHT II and additional training for staff to deal with the more complex issues of autism and aging consumers our services will be affected.

Success: Purchased two new CTH II Homes in Bluffton, first such residences in the Bluffton/HHI area. Renovations should be completed and homes occupied by June 2015.

Impacts: Having these residences in the Bluffton area will allow consumers in the Bluffton/HHI area to have access to either closer day services or residential placement for some of the individuals with aging caregivers who live in that area. These homes will provide housing for eight individuals from Bluffton/HHI and reduce the residential waiting list in Beaufort County to 46 individuals. It is also a strategic move based on politics and the mission of DSN to serve ALL the individuals in Beaufort County. Not having services in Bluffton run by the county strengthens the ongoing division of services on each side of the "great divide". Developing additional services in Bluffton should remain near the top of the future needs list. Once other organizations begin to establish programs in Bluffton the division will continue to be strengthened.

Success: Ongoing employment of over 50% of Day Program Consumers many through our contracts with Beaufort County for cleaning PALS & the St. Helena Library.

Impacts: Employment for our consumers is a life changing event. It increases their self-esteem, prepares some for eventual independent employment, provides income for them and their families provides social interaction with the community and gives them a feeling of contributing to the community.

It also helps the general public to see that people with developmental disabilities are just people who have amazing abilities and delightful personalities. The public accepts them better when they have seen what they can do not just their limitations.

Success: Tremendous growth in the number of people we serve in all programs. In the last year our Day Program has increased by 25 % (118 to 140), service coordination by 5% (157 to 175), and residential by 16% (43to 51 when Bluffton homes open).

Impacts: Overall this increases the individuals in Beaufort County with developmental disabilities which are now receiving services. This benefits them, their family and the community as a whole. This is mainly due to the statewide commitment of Health & Human Services to eliminate the waiting lists for services... this year by 1400 individuals and next year by another 1600. It is also due to our increased reputation statewide for providing quality services.
The impact on Beaufort DSN is the need for additional staff, vehicles and facilities to serve additional people. Due to past funding cuts from SCDDSN and no increase in County Funding the infrastructure is stretched thin just to continue services and does not support the added strain of serving more.

Success: Our Alliant Compliance review found us 97.89% compliant in adherence to all of SCDDSN, SCHHS and CMS rules and regulations. Our annual family/consumer satisfaction survey found Case Management 99% satisfied, Residential 97% satisfied, Day Program 98.4 % satisfied, Breakers 100% satisfied, and Early Intervention 98.7% satisfied.

Impacts: This demonstrated staff efforts to assure quality service provision. This is also outstanding in the state and demonstrates the excellence of our Beaufort County Programs.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Employee Services

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Changed benefit year from calendar to fiscal.

Impacts: Provides more accurate cost projections for budget

Success: Changed to electronic delivery of direct deposit advices.

Impacts: Eliminates costs of dept. travel to pick up advices, virtually eliminates printing costs.

Success: Implemented county-wide, biometric timekeeping system. (With assistance from IT)

Impacts: Improves accuracy, provides accountability, provides efficiencies for departments by eliminating manual timekeeping and travel to deliver timesheets, provided efficiencies within Employee Services allowing department to go from 7 emps. to 5.5 employees

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: EMERGENCY MEDICAL SERVICE

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Changed our electronic patient care reports from CHARTS to ESO.

Impacts: Able to integrate with the new Spillman CAD system. More precise EPCR reporting. Ability to create and track patient care and QA and QI process. Future use of tracking supplies used on calls. Better data reports. Ability to use patient's driver license by swiping them to give more accurate billing data. Better for patients, better for medics and administration. The ability to track data can improve care by viewing trending results.

Success: Added two ambulances and two stations to the department. One north of the broad and one south of the broad.

Impacts: This will decrease response times for all of Beaufort County. Reduced response times mean patients receive care in a timely manner for a better outcome. Provides a service that will improve taxpayers' visual of seeing medics in strategic placement to increase their comfort level of knowing we are nearby in the event of an emergency.

Success: We have added LUCAS 2 to all frontline trucks

Impacts: This increases a better outcome for cardiac arrest by providing uninterrupted compressions in CPR. Compressions are consistent with depth and timing. You don't have to stop to go down stairs or while loading the stretcher into the ambulance. The Lucas 2 can go into the cath lab without interruption. It has been shown that mechanical compressions without interruption has improved outcome for patients.

Success: We have acquired over half of the Gov.Deals side for our training.

Impacts: This will allow us to do more hands on training which any training benefits the patients. Practicing skills always makes a better medic, which is good for all citizens. It gives the medics and the fire department first responders an opportunity to practice their skills together before being on an emergent scene.

Success: We have increased our specialty teams. We have increased the staff on the RMAT team, added four bike medics, added four car seat technicians and SWAT medics.

Impacts: Increasing the RMAT team will help if we have a disaster such as a hurricane or tornado. Adding four bike medics helps when we deal with large crowds. The bike team specializes in carrying all the equipment to get to a patient and treat them. They carry medications and AED's. We have added four car seat technicians. This is a service we provide for the citizens at no cost to them to properly install car seats for children. We have added five SWAT team members. They respond with BCSD on major events in the event an officer gets injured.

Success: We are working with the Sheriff's department as well as the fire departments in creating active shooter training in the event we have a shooting at a school or other public building.

Impacts: More and more there are events at schools and other public buildings that require a quick response without waiting for a safe scene. It has shown that most events are over quickly so we need to go in with law enforcement in order to save lives even though the scene may not be secure. We are working with the BCSD on this as well as the fire departments to increase survival for victims as well as a safe as possible environment for law enforcement, fire and EMS to respond in.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Engineering Department

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the county and to a citizen were as a result of each achievement.

Success: Continued construction of Bluffton Parkway Phase 5A Segment 2 Roadway & Flyover Bridges construction. (Sales Tax Project #1)

Impacts: Provide general public with a more efficient and safer Beaufort County road system while leveraging other sources of funds to the greatest extent possible.

Success: Construction completion on Island West Frontage Road (Sales Tax Project 2d)

Impacts: Provide travelling public with safer and more efficient Beaufort County road system in close coordination with SCDOT and prior Beaufort County transportation studies.

Success: Continued construction of the SC 170 Widening Improvements with anticipated completion in 2014 (Sales Tax Project #3)

Impacts: Increase roadway capacity by 100% and improve safety and access.

Success: Completion of construction on 6 County Maintained Dirt Roads as part of Construction Contract #45 & #46. 2.6 miles

Impacts: Will reduce maintenance effort required; improves Beaufort County road system in providing an all weather driving surface and improved drainage.

Success: Obtained roadway right of way and started design/construction for Dirt Road Design Build Improvement Contract #48 for 3 County Maintained Dirt Roads totaling 2.4 miles.

Impacts: Will reduce maintenance effort required; improves Beaufort County road system in providing an all weather driving surface and improved drainage.

Success: Obtained roadway right of way and released a Request for Proposal for Dirt Road Design Build Improvement Contract #49 for 5 County Maintained Dirt Roads totaling 1.4 miles

Impacts: Will reduce maintenance effort required; improves Beaufort County road system in providing an all weather driving surface and improved drainage.

Success: Request for Proposals advertisement and contract award for the Design/Build Rehab Project for Perry Clear Bridge. Design and construction to start in 2015.

Impacts: Provide travelling public with safer and more efficient Beaufort County road system

Success: Request for Proposals advertisement and contract award for the Design/Build Improvements to the Daufuskie Island Fishing Pier Design and construction to start in 2015

Impacts: Provides improvement to existing recreational facilities for County residents and visitors

Success: Completed design and bid advertise for Spanish Moss Trail Phase 2. Anticipated construction start in 2015.

Impacts: Provides additional recreational opportunities and experiences for County residents and visitors

Success: Design completion and bid advertise for improvements to Wesley Felix PALS Park, St. Helena Island for anticipated construction start in 2015.

Impacts: Provides improvement to existing recreational facilities for County residents and visitors

Success: Design start of the Buckwalter Regional Park Rec Center Phase 2 Expansion Design/Build Project for anticipated construction start in 2015.

Impacts: Provides additional recreational opportunities and capacity for County residents and visitors

Success: Design completion and construction start for Burton Wells Recreation Center Vestibule Improvements. Anticipated construction completion in 2015.

Impacts: Improve patron/visitor access to the facility along with security upgrades

Success: Completion of design, bid advertisement and award for Myrtle Park Admin Complex Renovations for anticipated construction start in 2015.

Impacts: Improve and upgrade existing facility office space and security

Success: Construction completion for renovations to DSN Home at 16 Cottage Walk, Lady's Island. Construction completion in early 2014

Impacts: Improved living facility for DSN home residents

Success: Request for Proposals advertisement and submittal for Broad River Fishing Pier Rehab Design/Build Project

Impacts: Provides improvement to existing recreational facilities for County residents and visitors

Success: Request for Qualifications advertisement and submittal for Architect Design for the New Animal Shelter

Impacts: Improve aged existing facilities

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: **Finance**

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: The County received the GFOA Award on the County's FY 2013 CAFR for the fifth year in a row.

Impacts: This award shows the general public, Council, ratings agencies, auditors, etc. that the County's Finance Department is improving and becoming one of the State's best.

Success: Risk Management, Finance and the Central Garage have improved communication regarding the County's fleet. Additionally, we are improving communication with other departments regarding all assets, capitalized and non-capitalized.

Impacts: The general ledger and interim reporting is more accurate, and the potential for fraud has been lessened while the ability to detect fraud has been increased. The improved communication also leads to ensuring we have County assets properly accounted for and insured.

Success: The Finance Department has improved the efficiency of many processes. We are utilizing our general ledger software, Munis, more than we have in the past. This software allows electronic workflow of requisitions/purchase orders as well as electronic storage of related documentation.

Impacts: This allows for more timely completion of these processes. Individual county departments do not have to maintain hard copy records in addition to the hard copy records of the Finance Department. Electronic documentation is accessible by all applicable departments.

Success: The Finance Department budgeted for educational opportunities in FY 2014 and FY 2015. Currently there are 2 employees who are attending TCL to further their education related Finance/Accounting.

Impacts: Increases the standard for Finance employees, thereby creating more skilled employees in Finance who in turn benefit all departments within the county as well as the citizens of Beaufort County.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: **Library**

Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: School District Partnership

Impacts: Because of the LSTA Creation Station grant, the ST. Helena library was able to make connections with all public school media staff and school administrators on Lady's Island and St. Helena Island. As a result of this project, Lady's Island Middle School worked with library staff to implement their own maker space in their school. The relationship with the schools increased the school's interest in the library's summer reading program and the school's sharing of student summer reading lists. The schools are also showing videos during morning announcements of Library staff giving book talks to encourage students to read.

Success: Customer Service feedback form(survey)

Impacts: In an attempt to have first hand feedback from library customers, staff developed a feedback form that is available at each service desk in all of the libraries as well as available on the Library's webpage. Customers now have a means to give library staff their thoughts, opinions and wishes for library services in the county. Comments ran the gamut. Negative comments include a lack of materials and slow computers while positive comments thank the Library for helping a customer get a job and a proud father crediting the Library with helping his child improve his reading skills. This information will be used to help staff gain a better understanding of the needs of the users and what is necessary to better serve our constituents.

Success: Combahee Ferry Exhibit

Impacts: Exhibit highlighted the story of Harriett Tubman and the Combahee River Raid, one of the largest emancipation events in American history. The exhibit was a collaboration of 6 agencies and included 3 programs and over 300 people coming into the library to view the exhibit. Exhibits like this are an integral part of library's offering and of great public interest.

Success: Complete LSTA grant

Impacts: The final report for the LSTA Creation Station grant was submitted detailing the programs, audiences reached and goals and objectives met. Over 1300 attendees came to over 50 programs and 2 special events. The Library doubled its anticipated attendance and number of programs because of the interest in new technologies.

To quote one staff member, “It’s a great feeling that many have felt inspired through classes, tours, and presentations.” The unexpected number of adult participants speaks to their desire to become proficient in today’s new learning environment. Also, the Library has been approached by the Charleston County Library, Colleton county Library and Virginia Tech to help implement a maker space at each of their institutions. The Library will continue to seek grants to use in augmenting limited available resources to improve the delivery of services and programs.

Success: IT upgrades the Hilton Head and Lobeco branch libraries

Impacts: Updated IT hardware and software for public use and enabled courses on current software products to be taught in the library’s computer labs. Thin client devices were installed because they contain no moving parts such as fans or hard drives and are thin in features and functionality. Thin clients have been proven to cut costs by 70%, to last longer and to require less staff support. They have less risk of viruses with data transfer being limited to USB sticks. Customers also have a consistent user interface and have the benefit of the system always being in an updated state with the latest updates and patches applied. County MIS are also deploying thin clients to some of the county departments and are in favor of using them within the library system. These upgrades have made the IT function at the libraries more “user friendly” without the constant need for staff’s assistance or equipment maintenance.

Success: Civil Rights programs at the St. Helena branch library

Impacts: Through a National Endowment for the Humanities grant in partnership with the Gilder Learner Institute of American History entitled “Created Equal”, the St. Helena Library hosted programs, including Mr. David Dennis, a Freedom Rider from 1961 who spoke to over 200 children about life in America before the Civil Rights Act of 1964. Programs also included films such as Drum Major and Prom Night in Mississippi. This grant program is another example of how the library pursues grants to offer its customers various programs of historical, cultural, social, educational, economic and other interests.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Information Technology – Mapping and Applications

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Beaufort County Website Development and Re-design

Impacts: The Beaufort County Internet Website continues to evolve with new designs and technologies.

Success: Internal Website (Intranet) Development

Impacts: This allows Departments to share common drives and data along with having a launching pad for internal County interaction. It is also the platform, on which many new programs have been developed to automate county activities, such as the Periodic Cash Report (tracks money submitted to Treasurer for deposit), online transmittals to Records Management, and an incident report database for the Sheriff's Office.

Success: Munis Software Module Implementation

Impacts: The Software Application upgrades include an integrated Permitting and Cashiering module, a new Parks module, Applicant Tracking and ESS (Employee Self Services).

Success: Damage Assessment Software Update

Impacts: We have met with key municipality personnel and provided training and education. We are working with key county personnel to plan a joint mock disaster operation in early 2015 to test the software. This will be a great opportunity to work through any issues with the upgrade. We will also be meeting with SC EMD for evaluation of workflow and reporting to make sure that it meets the state standards.

Success: GIS Website Development and Design

Impacts: By updating the Website to an ArcGIS Online (AGOL) format it has allowed us to provide more opportunities to departments to use GIS as part of their business processes without purchasing any software. We have provided services Traffic Engineering, Stormwater, and Building Codes. We are working on another service for Voter Registration to assist with voter turnout reporting. This data is also accessible to be edited out in the field without any software enhancements. This upgrade has allowed for the GIS data to be ready for Disaster Recovery purposes as it can be accessible and retrieved off-site.

Success: LiDAR Data Acquisition Project

Impacts: The new LiDAR data has provided updates to the Engineering and Stormwater departments for research and project support. With the upgrades in technology this data will provide more accurate assessments and project results. This data is used for stormwater project planning and stormwater utility fee calculations and is vital to land valuation and assessment.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Mosquito Control

Please list your department's most important achievements that were completed during 2014 under "Success."
Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Acquisition of Government-Surplus Aircraft

Impacts: Mosquito Control acquired a government-surplus OV-10 Bronco plane (paid \$2,400 and currently worth >\$500,000) in 2010. This aircraft represents a critical strategy to control mosquitoes and mosquito-borne diseases. We obtained another Bronco (\$2,400) from Lee Co. Mosquito Control (Ft. Meyers, FL). After the arrival in 2014, air operations personnel removed various components (worth >\$250,000) to maintain the 1st Bronco for many years. The primary benefit is to uphold our long-standing cost-effective aerial spray program throughout the rural and urban areas.

Success: Treatment of 22,000+ Catch Basins

Impacts: Catch basins throughout the urban areas provide ideal breeding habitats for one type of mosquito potentially associated with West Nile virus (WNV). Mosquito Control established another new record in which 22,452 catch basins (21,458 in 2013) were treated with an environmentally safe public health insecticide. The primary benefit is to reduce the risk of WNV among the residents/visitors.

Success: 2 West Nile Virus Projects with USC-Beaufort

Impacts: Mosquito Control continued to collaborate with a modeling professor and 2 students (USC-Beaufort) to evaluate the relationships between mosquito populations, catch basin breeding, WNV activity, and control. We determined that frequent applications of public health insecticides are necessary for the effective abatement of adult vector mosquitoes and, subsequently, for the reduction of risk for this mosquito-borne disease. A manuscript was published in a peer-reviewed scientific journal: *PLoS One*. Also, one of these students won 1st place for the best poster presentation among >100 students at the annual USC science contest held in Columbia.

Mosquito Control initiated another project with the same USC-B staff to develop 2 apps programs so that residents/visitors can photograph a dead bird (with the GPS location and other relevant information) for our WNV surveillance program. This technology

Impacts continued: should enhance our early warning system. A student completed the Android app whereas the iPhone app is in progress.

The primary benefits are: 1) reduce the risk of WNV among the residents/visitors and 2) support accountability as a community outreach project and the resulting valuable partnership between Mosquito Control and a local university.

Success: No Mosquito-borne Disease Activity

Impacts: SCDHEC and SCDHEC-contracted University of Georgia did not detect any mosquito-borne disease activity [WNV and Eastern Equine Encephalitis (EEE) virus] amid mosquitoes, birds, horses, and humans. This lack of virus activity is most likely attributed to the use of state-of-the-art equipment, GPS technology, and abatement strategies within a timely manner by Mosquito Control. The primary benefit is to uphold the health and welfare among the residents/visitors.

Success: Collaboration with Tri-Command Vector Control Working Group

Impacts: Mosquito Control continued as a key component of the Tri-Command Vector Control Working Group (Naval Hospital, MCAS, and Parris Island) via 3 MOUs. The multi-government agencies will collaborate during a public health emergency against several mosquito-borne diseases. The primary benefits are: 1) reduce the risk of WNV and EEE among the military/civilian personnel and 2) support accountability as a community outreach project and the resulting positive interaction between Mosquito Control and the military entities.

Success: Public Education and Community Outreach Program

Impacts: A public education and community outreach program can play an important role in the elimination of mosquito breeding and avoidance of mosquito bites and, subsequently, reduce the risk of WNV. For example, the removal of standing water by property owners will remove mosquito breeding at those sites. Further, this strategy will potentially decrease the use of public health insecticides. The adherence to key recommendations (wear appropriate clothing, use insect repellants, and avoid peak mosquito biting activities) will reduce the exposure to mosquito bites. Mosquito Control provided numerous public health messages through various media campaigns (County Channel; County website; County Facebook; County Twitter; *Island Packet/Beaufort Gazette, Bluffton Today, and Beaufort Beacon*; notifications (large posters, door hangers); scientific-journal publication and poster; and presentations (County Council). The primary benefit is accountability and the resulting positive interaction between Mosquito Control and the residents/visitors.

Success: Solicitation of Feedback

Impacts: Residents typically contact us via telephone or email about mosquito problems throughout their area. In response, we schedule ground or aerial spraying within a timely manner (depending on weather). For quality control, we continued to promote follow-up surveys of randomly selected residents about our effectiveness and timeliness. The primary benefit is accountability and the resulting positive interaction between Mosquito Control and the residents/visitors.

Success: “No Spray” Registry

Impacts: Mosquito Control sustained “no spray” activities within a ½-mile-diameter exclusion zone among 130 citizens, including 87 beekeepers, 38 environmental and health-compromised persons, 3 aqua culturists, and 2 certified organic farmers. Also, we continued with the courtesy notification system in which all “no spray” members inside a tentative target zone were contacted (via a reverse-911 recorded message) the day before an aerial spray mission. The primary benefit is accountability and the resulting positive interaction between Mosquito Control and the residents/visitors.

Success: Compliance with EPA, OSHA, and SCDHEC Regulations

Impacts: Mosquito Control operated in full compliance (with no adverse spills) to prevent any discharge (impact) among waters of the State. The various Clean Water Act regulations (as monitored and enforced by SCDHEC and SCOSHA) include: EPA National Pollutant Discharge Elimination System (NPDES) Permit; EPA Spill, Prevention, Control, and Countermeasure (SPCC) Plan; and OSHA Chemical Spill Response. Mosquito Control personnel participated in mandatory equivalent training, including OSHA Hazard Communication (Right to Know). The primary benefit is to ensure a compatible relationship between Mosquito Control and the environment.

Success: Collaboration with Sheriff’s Office

Impacts: Mosquito Control collaborated with the Sheriff’s Office (SO) via the recently acquired SO helicopter. The Mosquito Control Chief Pilot supported training for the new SO pilot to meet insurance requirements. Also, the Mosquito Control aircraft will be used during post-storm activities, such as damage assessment and traffic monitoring. The primary benefit is to provide timely support before, during, and after various emergencies.

Success: Sustainable Business Practices

Impacts: Mosquito Control is committed to provide high quality abatement efforts, particularly through the use of environmentally responsible approaches. We used several sustainable business practices to help reduce the impact of our daily operations on the local environment: use environmentally safe public health insecticides; use rinsate (after cleaning insecticide containers) in combination with unused insecticides; recycle office paper, aluminum cans, cardboard shipping boxes, packaging materials, batteries, and light bulbs; and use GovDeals to sell surplus items. The primary benefit is to ensure a compatible relationship between Beaufort County and the environment.

DEPARTMENTAL SUCCESSSES 2014

Beaufort County

February 2015

DEPARTMENT: Parks and Leisure Services

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Began implementation of Tyler Technology's Parks And Recreation System

- Impacts:**
- Provides a true online registration experience for customers and staff, making previous processing of paper registration forms obsolete
 - Reduces human involvement in financial transactions which reduces opportunity for error while decreasing labor costs for previously labor-intensive tasks associated with financial accounting and coding funds to correct accounts

Success: Established a new department website using a low-cost commercial hosting service

- Impacts:**
- Improved web presence for department with enhanced abilities to include aesthetically pleasing graphic interface methods to showcase services offered
 - Additional means for customers to contact the department directly from the web page... 195 direct contacts made from the web page, with associated immediate responses

Success: Establishment and growth of PALS' Facebook page, "Beaufort County, SC Department of Parks and Leisure Services:

- Impacts:**
- Page has over 600 subscribers and continues to grow, more than doubling the number of subscribers to the Facebook page titled, "It's time for a change with Beaufort County PALS"
 - Provides the ability to electronically push information to subscribers to alert them of upcoming events, important announcements and recognition of our young athletes' accomplishments

Success: Hosted two separate state-level athletic tournaments

- January 2014, SCRP state soccer tournament at the Buckwalter Soccer Complex
- March, 2014, SCRP state basketball tournament at Buckwalter Regional Park

Impacts:

- Each tournament hosted was hundreds of out of town visitors, some of whom were exposed to the Lowcountry for the first time
- Increased hospitality occupancy rates in the greater Bluffton area

Success: Contracted to expand Buckwalter Regional Park

Impacts:

- Addition of a 38,000 sf structure to the existing 20,000 sf structure will go further in attempting to meet the recreational needs of an ever-increasing population in the greater Bluffton area
- Construction is expected to begin in the April, 2015 time frame and will include the addition of a gymnasium with two full basketball courts, two racquetball courts, a weight/fitness room, batting cages, skywalk, two classrooms and a common area. Additionally, as part of this Phase II effort, three additional soccer fields will be added to the existing Buckwalter Soccer Complex.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: The Adoption of the 2014 Community Development Code (CDC).

Impacts: The CDC will usher in a new era of innovative land use planning that allows for Beaufort County to grow responsibly with new tools that protect the environment and encourages auto-centric areas in the future to transition to "walkable mixed use urbanism."

Success: The Re-authorization of the Rural and Critical Land Preservation Program (RCLPP)

Impacts: The voters approved the re-authorization of the RCLPP for an additional \$20 million with 71% approval rating. This is one of the most successful programs of its kind, with the County protecting over 20,000 acres of land in fee-simple or conservation easements.

Success: The County continues the incremental installation of sections of the Spanish Moss Trail with latest section to be built being the 1.8-mile portion from Broad River Boulevard to Roseida Road.

Impacts: The public health benefits of a pedestrian and bicycle trail are well documented. Coupling this fact with the economic development spin-off effects of the Spanish Moss Trail makes for a more attractive and vibrant County in the long run.

Success: Cultivating "Friends Groups" to make meaningful citizen involvement with long term County development, particularly as it relates to the evolution of the County's Passive Parks System.

Impacts: The effort to bring on-line Passive Parks for use by the public lends credence to the efficacy of the Rural & Critical Land Preservation Program and contributed to the passage of the last Bond Referendum.

Success: Support of Traditional Aquaculture Fishery in the Coosaw River

Impacts: The Lady's Island Oyster Company has refined a process to grow oysters with a unique method of seeding oysters on granules of sand and making the oysters (mostly singles) ready for harvesting in 10 months. People are employed with wages well above minimum wage in an industry thought to be in decline for many years.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2014 under "Success."
Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Completed RFP process for Recycling Services and negotiated new agreement for 5 years with Waste Management.

Impacts: Reduced processing cost from \$24 per ton to \$22.

Success: Completed RFP process for processing and recycling of Household Hazardous waste

Impacts: Keeps hazardous chemicals from being dumped into the environment and out of landfills.

Success: Completed RFP process for collection and recycling of Electronic Waste

Impacts: Provides four events annually for the collection of E Waste at the rate of 40 – 50 tons collected at each event.

Success: Expanded document shredding for citizens to 6 events a year.

Impacts: Provides secure document shredding for citizens reducing risk of identity theft while increasing recycling of paper.

Success: Reduced hours of operation at County Convenience Centers to 60 hours per week.

Impacts: Saves over \$100K per year. Allows for improved maintenance of the facilities.

Success: Increased recycling tonnage Across the County

Impacts: Reduced residential tonnage being disposed of at higher cost, saving tax dollars.

Success: Obtained grant for \$10,000 to offset e-waste collection costs

Impacts: Saved tax dollars

Success: Continued improvements to our dirt roads maintenance by adding dirt, reshaping, and cleaning out roadside ditches.

Impacts: Improved service on our 93+ miles of unpaved roads.

Success: Continued improvements to our paved roads maintenance by timely patching of potholes, cleaning out valley drains, cleaning out roadside ditches, and increasing frequency of bush hogging shoulders to at least twice per year.

Impacts: Improved service on our 202+ miles of paved roads.

Success: Completed many drainage maintenance and improvement projects requiring the construction of 1,545 feet and reconstruction of 5,903 feet of outfall channels. Continued our program of twice a year bush hogging of all outfall channels and associated workshelves (492,167 linear feet of channel bush hogged). Completed clean outs of 70,767 linear feet of outfall channel.

Impacts: Improved drainage throughout unincorporated Beaufort County.

Success: In cooperation with South Carolina Department of Natural Resources, started work to reestablish a Boat Landing at Fort Frederick.

Impacts: In the foreseeable future, the public will have a new boat landing on the Beaufort River, which will replace the landing closed as a result of the events of 9/11/2001.

Success: The Public Works Department has managed to function without the purchase of replacement vehicles for the General Fund activities for four years now. We have done that through the adoption and use of hand-me-downs from the Beaufort County Sheriff's Office, Stormwater Utility, and other departments.

Impacts: Increased fleet maintenance costs, decreased vehicle reliability, and adverse impact on employee morale.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Records Management

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: 9.5 Tons of paper recycled

Impacts: Receive a financial return of 75% of the fair market value distributed back to Beaufort County by Caraustar Recycling Corp.

Success: Completed the scanning/indexing and microfilming of Voter Registration Applications for the Board of Elections from 1960 – 2012.

Impacts: Immediate access to Voter Registration Applications as required by law. No longer storing these records.

Success: Created microfilm by exporting the years 2001 – 2012 from the Sheriff's server. Shredded and recycled all 2001 – 2012 Sheriff's Office Incident/General Session records.

Impacts: No longer storing these records.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Register of Deeds

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Revenue generated by the department, for FY2014, was \$3,164,252.00

Impacts: Obvious impact. Most revenue collected since FY08, and exceeded FY13 by 156K

Success: With 6 months remaining in FY15, we have collected \$1,718,983.15

Impacts: On pace to generate \$3,437,966.30 This would exceed FY14 by \$273,714.

Success: E-recording, which was implemented in May, 2012, continues to grow in popularity.

Impacts: Two & a half years after implementation, we have electronically filed over 14,000 documents, or around 8% of the total number of filings. This has reduced turnaround time in mailing back originals and saved the County several thousand dollars in postage.

Success: We upgraded our Records Search site to a web-based product, known as RecordsNG

Impacts: It provides many more search options for the user, and also a more efficient method of recording the documents on our end.

Success: Working alongside the Finance & Treasurer's offices, we have simplified, as well as become more efficient, in our accounting methods

Impacts: We now conduct a wire transfer of HHI Transfer Fees to the town, as opposed to writing a check. We submit their reports electronically. Payment of filing fees to the SCDOR is now conducted through Accounts Payable, and this department no longer issues checks.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Stormwater Utility

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Okatie East wetland restoration and Stormwater retrofit

The project involved replacement of a failed culvert pipe and restoration of a roadway embankment that historically served to restrict flow of stormwater runoff into the Okatie River. Upstream of this culvert there exists a natural wetland area that had been inadvertently drained by the culvert failure. Restoration of the pipe, embankment, and wetland creates an opportunity to treat stormwater quality and volume via the wetland system. Construction was completed in the spring of 2014 with a total cost in design of \$46,736 with construction costs of \$102,342. The project was funded from the Stormwater Utility Fund.

Impacts: This project, located off of the Hampton Lakes Parkway adjacent to the Island West Development near Bluffton, is the first of many water quality improvements and wetland restoration projects the County and its municipal partners plan to complete to combat pollution in our rivers and restore the estuaries to their intended use.

Success: MS4 Stormwater Permit Program Development

During 2013 and continuing into 2014 and beyond, the County will be implementing the Municipal Separate Stormsewer System (MS4) program. The program is mandated by the US EPA and consists of 6 minimum control measures:

- 1) Public Education and Outreach
- 2) Public Involvement and Participation
- 3) Illicit Discharge Detection and Elimination
- 4) Construction Runoff Program
- 5) Post Construction Best Management Practices
- 6) Pollution Prevention in Municipal Operations

Development and implementation of the program is funded by the Stormwater Utility Enterprise Fund. Direct spending in fiscal year 2015 is estimated at \$50,000 with an additional \$90,000 to \$100,000 to be allocated in additional staff and equipment. Spending in future years will be comparable and will likely increase over time.

Impacts: Population and Development growth can lead to unforeseen consequences. With the announcement that areas of Beaufort County were designated as an Urban Area by the 2010 U.S. Census, the requirements of the US EPA Clean Water Act must now be implemented in Beaufort County. Most notably, a Municipal Separate Stormsewer System (MS4) permit will be issued by DHEC to the County in the upcoming months. This will result in increased local regulatory authority and acquiring the resources needed to comply with the MS4 permit.

Work must begin now to reach program compliance deadlines set forth in the approved permit. Deadlines are as early as 12 months away and will involve extensive work to create work plans and update county regulations. The initial MS4 permit is 5 years in duration. At the end of the permit cycle, full compliance with all the program elements is expected. However, that is just the beginning. The permit will be re-issued in 5 year increments. Each permit cycle will likely increase requirements and evolve as the science of water quality continues to grow our understanding of urban stormwater runoff pollution.

Educating the elected officials is as critical as public education to prevent roadblocks in approvals, which could result in fines for violation of the permit.

Success: Establishing the USCB Water Quality Lab

This task involved the joint effort with the University of South Carolina, Beaufort to create a Water Quality Laboratory on their Bluffton Campus. Establishing a local lab provides the community multiple benefits, including quicker response to sampling and testing needs, improved focus on client service, and keeping utility revenues local via employment of local staff and utilizing local resources.

The Stormwater Utility funded the initial set up of the lab in the amount of \$250,000. The County has currently budget an additional \$90,000 annually for services to be provided by the lab.

Impacts: Water quality is an important aspect to the community's environment and economy. With the implementation of the Municipal Separate Stormsewer System (MS4) permit, the County's efforts in water quality sampling and testing will evolve and grow. The key to success is investing in the community to provide the services needed using local facilities and staff and spending the Stormwater Utility funding in the community to continue to invest in the local economy.

Success: Completion of Research and Development (R&D) efforts – Water Budget Study

The water budget study was completed this year. The Water Budget study compared a developed watershed in the County with other undeveloped watersheds within the State to see how much excess water is created and what happens to that excess.

Impacts: The focus of this study was to determine the effects of development on runoff of fresh water into the salt water receiving bodies. The goal was to understand where excess fresh water is impacting the estuaries and identify opportunities for water re-use, retention, evaporation, and/or infiltration.

Success: Establishing a Utility Locate program within the Infrastructure Crew

There was new legislation in 2014 requiring utilities to locate or hire a locate company to locate their underground systems. The new legislation DID NOT include counties. However, because the Infrastructure section has had to replace crossline pipes because of damage during contractors or utility companies' projects, the section wanted to voluntarily join the 811 program that would require an agency request locates from the county before digging. The crew hired a full time Locates Technician and promoted another Technician to supervise the program.

Impacts: The effort has resulted in preventing accidental damage to our system and also prevented our crews from damaging other utilities

Success: Developing In-House capability within the Stormwater Department to manage capital projects

Most capital projects involving stormwater were managed by Stormwater staff in 2014 with continued support from Engineering. Stormwater promoted a stormwater inspector to serve as a supervisor for the other inspectors and to coordinate management of the capital projects.

Impacts: Having projects managed in-house has allowed the stormwater staff to expand their knowledge base, coordinate use of the Infrastructure crew, and cut project costs.

Success: Okatie Watershed 319 grant

This was a grant to address poor water quality in the Okatie watershed. Projects included developing a composting facility in cooperation with Oldfield development, identifying septic systems failing and needing repair, managing residential runoff, addressing pet waste, and educating boaters on best management practices. LCOG received the grant funding and lead the project.

Impacts: This project attempted to take a comprehensive approach to address primary sources of target pollutants. A unique feature of this project is the inclusion of stormwater quantity provisions. Water quantity control is the key to controlling the total amount of pollutant loading to the river and to controlling the longevity of the pollutants in the waterbody, which are a result of increased survivability of bacteria in less saline waters.

Success: SC 170 widening stormwater study

With the widening of SC 170 between May River Road (SC46) and Fording Island Road (US 278), the Stormwater Department identified a need to study the corridor for stormwater volume reduction and water quality treatment. A conceptual design study was completed and identified seven locations for wet detention ponds to intercept road runoff. The project budget was \$14,000.

Impacts: The study identified the need for volume reduction and pollutant removal and provided a master plan of the corridor that can be used for land acquisition and ultimately design and construction.

Success: Purchase of the New Leaf LLC tract for the Okatie West and SC 170 widening stormwater projects

Prompted by the 2010 study entitled “Okatie West” and the 2014 SC 170 widening stormwater study, the Stormwater staff partnered with Rural and Critical Lands to acquire the New Leaf LLC tract along SC 170 near the headwaters of the Okatie River.

Impacts: This purchase will allow the County to build two stormwater facilities to address runoff from SC 170 and a majority of the developed watershed above the west branch of the Okatie River, most significantly – Sun City.

Success: Establishing a cost share agreement with the Towns and City for Stormwater Public Education and contracting with the Beaufort Soil and Water Conservation District for implementation.

In 2014, the Stormwater Implementation Committee (SWIC) developed a scope of services for an education partner that would meet the requirements of the 2006 Master Plan and the pending MS4 permit. The scope includes TV spots on County Channel, updating our website presence, educating in the schools, conducting community surveys, and creating outreach opportunities. Project costs were \$50,000 and split among the County, the Towns of Hilton Head Island, Bluffton, and Port Royal, and the City of Beaufort.

Impacts: Partnering with the other municipalities within the County will allow us to continue to have a singular message and combine efforts in the most effective manner. Contracting with the Beaufort Conservation District is allowing us to also utilize existing efforts being done by others with BSWCD coordinating and compiling records for MS4 permit compliance.

Success: Stormwater Utility Credit Program and On-Lot Exemption Program Audits

In 2014, the Stormwater Management Staff conducted audits of all current applicants. The current list of applicants include Berkeley Hall, Belfair, Oldfield, Dataw Island, Sun City, Habersham, Coosaw Point, and Somerset Point.

Impacts: The Credit program and On-Lot Exemption program are both designed to reduce the burden on the County's stormsewer system by creating private development programs that reduce runoff and pollutants in the receiving water bodies.

Success: Drainage Easement Protocols

In 2014, the County Council approved a new operating procedure in acquiring easements that allows for condemnation if deemed necessary.

Impacts: From time to time, the Department identifies projects to correct a drainage problem is needed to protect the public. This procedure will allow the Department is proceed with the project if we cannot obtain 100% volunteer participation by the adjacent landowners.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Information Technology – Systems Management (A. Dalkos)

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Network Core Upgrade

Impacts: By upgrading our Network Core to newer and faster technology, additional speed and redundancies have been provided to our server infrastructure. This has allowed us to transfer large backups and files, add video surveillance, increase video telecommunications, and add new devices to the County network without negatively impacting the speed of our departmental computers and services.

Success: Virtualization of Physical Servers

Impacts: By continuing to virtualize our physical servers, we have reduced our power consumption, network port utilization, space requirements, and management complexity. The continuation of the Server Virtualization projects have provided reduced costs and improved energy efficiency by consolidating hundreds of physical platforms into a small group of redundant servers. This has allowed our services to remain highly available to our customers by reducing server downtimes that were associated with physical server technology.

Success: Firewall Upgrade

Impacts: By upgrading our County network perimeter firewalls to Next-Generation technology, we have added real-time Intrusion Prevention Systems that assist in the deterrence of malware and viruses. The Next-Generation Firewall upgrade has helped automate the prevention of millions of potential cyber-attacks to the Beaufort County network.

Success: Storage Area Network (SAN) Upgrade

Impacts: The County Storage Area Network was upgraded to a new multi-site hybrid SAN, utilizing Solid-State Drive technology for speed and efficiency. The Storage Area Network Upgrade replaced multiple aging platforms with next-generation technology that has provided an increase in storage size, speed, performance, availability, location diversity, and space consolidation.

Success: Virtual Desktop Expansion

Impacts: We have continued expanding our Virtual Desktop environment to multiple departments. By expanding the quantity of Virtual Desktops in the County, we have reduced power consumption, cost, and management complexity, as well as reduced the amount of employees that were once required to manage the large number of physical computers throughout the Beaufort County facilities.

Success: Computer Upgrades

Impacts: We have continued to refresh our old computer inventory with newer computer models. This has allowed us to replace the last of our vulnerable Windows XP Operating Systems with secure and up-to-date Windows 7 Operating Systems. This has greatly increased the computer processing speed and multitasking capabilities for County departments.

Success: Voice Over Internet Protocol (VoIP)/Telephony System Upgrade

Impacts: The entire County VoIP/Telephony System was virtualized and upgraded to the latest versions. This has allowed the IT Division – Systems Management to offer additional telecommunications services to County employees. We will be publishing our newly offered services in the beginning of 2015.

Success: Broadened Coverage for Wireless Networks

Impacts: We have continued to refresh our old Wireless Access Point inventory with newer technology, as well as add wireless networking to facilities lacking wireless coverage. This has provided County departments with stronger wireless coverage for mobile devices.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Traffic & Transportation Engineering

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Sign Management

Impacts: Replaced 467 signs. Ordered 293 street name, 357 regulatory/warning & 24 custom signs over a 12 month period

Success: 1 New Signal Installed – US 278 @ Hampton Pkwy
5 Signals Rebuilt – Charles St @ Boundary St, Charles St @ Bay St, Charles St @ Craven St, SC 170 @ Cherry Point & SC 170 @ Argent Blvd

Impacts: Total of 80 signals – 45 maintained by County & 35 maintained by the City
Beaufort County owns 8 of the signals & SCDOT owns 72

Success: Updated Signal Timings: Received 10 requests to adjust signal timing and/or phasing
Reviewed timing and made adjustments as needed

Impacts: Improved traffic signal operations to reduce delays and stops

Success: Sensys Date Collection Expansion

Impacts: Installed 4 additional data collection sites Charles St @ Boundary St, Charles St @ Bay St, US 278 @ Hampton Pkwy & I-95 off bound ramp
Expanded coverage at US 278 @ Sun City & US 278 @ Malphrus Rd

Success: Updated 2.7 miles of pavement markings on County roadways

Impacts: Improved driver safety

Success: Installed street lights at Buckwalter Pkwy @ McCracken Circle

Impacts: Improved visibility at the intersection/school zone

Success: Upgraded Pedestrian Signals & Buttons at 4 Intersections – Bluffton Pkwy @ Red Cedar, SC 170 @ Riverbend, Buckwalter Pkwy @ Lake Point Dr & Bluffton Pkwy @ Tanger 1

Impacts: Improved pedestrian safety

Success: Traffic Calming Policy

Impacts: Utilized policy for Foreman Hill Rd to determine the appropriate traffic calming measures for this roadway

Success: Upgraded School Zone Flashers at 1 location

Impacts: H. E. McCracken Middle School or McCracken Circle

Success: Emergency Pre-Emption – Upgraded the City of Beaufort Fire Station on Ribaut Rd & added Ribaut Rd @ Duke St, Ribaut Rd @ Boundary St & Boundary St @ Marsh Rd to the system

Impacts: Improved emergency vehicle response times & safety

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Beaufort County Veterans Affairs

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Veterans Affairs Office re-staffed with new Veteran Affairs Director and new Veterans Affairs Counselor.

Impacts: The Beaufort County Veterans Affairs Office achieved a compatible working staff that functions well together and has a shared values approach to assisting the Beaufort County veterans. There is cohesion in the office with all employees working together to help veterans at a higher level of productivity. The impact this new team has had on working with the veteran population is growing steadily and veterans are asking for team members by name because of referrals by their friends that have used our services.

Success: The Veterans Affairs Director and Veterans Affairs Counselor became VA certified to use the VA databases to assist their clients.

Impacts: Being certified allows the team to access the VA databases to determine claim status and see internal notes relating to the veteran's claim. This ability allows our office to better assist the veteran in answering questions regarding his/her disability claim.

Success: Coordinate transportation for veterans on the DAV Van.

Impacts: Enables veterans to secure transportation and attend vital appointments at the VA Medical Center in Charleston, promoting the welfare of Beaufort County veterans.

Success: Veteran Affairs Officer is on the Board of Directors for Military and Veteran Service Alliance (MAVSA).

Impacts: Selected to serve on the Board of Directors for MAVSA. This organization is an umbrella organization that coordinates services for veterans in Beaufort County. MAVSA works with numerous veteran-friendly service organizations to insure the veteran in need is connected with the proper resource.

Success: Service Organization Outreach.

Impacts: Began in third quarter of 2014 a determined effort to provide outreach to Veteran Service Organizations. These briefings will be continued into 2015 and a greater number of them are planned. In 2014 the levels of briefings were minimal because of re-staffing the office and getting the VAO and VA counselor certified with the VA.

Success: Processed close to seventy eight hundred claims and inquiries in 2014.

Impacts: Due to the churn in personnel in the VA office last year our numbers were slightly down from 2013. We anticipate increased veteran assistance numbers in 2015.

Success: Plan, organize and host the annual Veterans Day Parade held through downtown Beaufort and the Veterans Day Ceremony held at Beaufort National Cemetery.

Impacts: The 2014 parade featured the Marine Corps Band and the Grand Marshal was General George Crist, USMC, (Ret.). The Keynote Speaker was Lt. General John Ballantyne, US Army, (Ret.). The Veterans Day celebration positively affects the morale of local veterans and community by honoring all active duty military, veterans and their survivors.

DEPARTMENTAL SUCCESSES 2014

Beaufort County

February 2015

DEPARTMENT: Board of Elections & Registration

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the county and to a resident were as a result of each achievement.

Success: Completed the County-wide Redistricting/Reapportionment. Issued new voter registration cards to

Impacts: The countywide redistricting process takes place every ten years after the census and County Council redistricting. The redistricting has a direct impact on the number of voters residing in a precinct. Through this process, the precinct lines were adjusted to (1) Comply to SC Code 7-7-710 to reduce precinct exceeding the 1,500 registered voters where applicable and practical. (2) Reduce the number of ballot styles needed at a precinct (3) Keep neighborhood and community clusters together and (4) reduce the wait time at the precinct due to less voters.

During this process, seven (7) new precincts were created, forty seven (47) precincts adjusted, and 38 precincts had no change. One hundred six, six hundred and twenty five (106,625) voter registration cards were mailed to qualified voters to inform them of any changes to their precinct or polling location.

With the increase in precinct, additional voting machines will be needed and additional supplies will need to be purchased.

Success: Instituted a new ergonomic supply box for Poll Clerks.

Impacts: This canvas box on wheels, allows the Clerks to transport election day supplies without lifting. Supplies are easily accessible which saves time looking for necessary forms and supplies during a rush period at the precinct.

Success: Completed the Board's operational Manual

Impacts: This manual consists of by-laws, policies, procedures and operations adopted by the Board for internal use. This manual will serve as a guideline for the Board, allowing better responses to voters' inquiries in a fair and consistent manner. It will reduce possible conflicts and misunderstanding of what is expected of voters, candidates and those involved in the voter registration and election processes. With regular updates of election laws, the Board will be better educated, in turn, be able to educate their constituents. It will also serve as a guide for new board members. It was designed where updates and changes can be made without a complete reprint.

Success: National Certification for Elections and Registration Administrators

Impacts: The Director's national certification was renewed for three years. Certification will expire in December 2017. This certification is maintained by attending a minimum of two National and/ or State educational conferences and workshops during a three years period. These workshops are designed to educate the election community of best practices and procedures in other jurisdictions that have proven successes. The best practices could be integrated or adopted into our County, which could streamline the cost or efforts in conducting elections or increasing voter registration. These workshops also expose you to new election technology and new trends in the election community. The knowledge and exposure at these conferences and workshop may be incorporated in our community to streamline our operations.

Success: Conducted successful Primaries and Mid-term General Election Using New Partisan Candidate Filing System

Impacts: The State Election Commission adopted new Candidate Filing procedures for all partisan candidates seeking office on the federal, state and county level. Therefore, those candidates seeking partisan offices for State Senate, State House of Representative, County-wide offices, and less than county-wide office within your county, must file the statement of candidacy at the County office; not with their parties. The Department purchased scanners to be able to perform the necessary functions involved with the electronic filing process. Candidate filing fees were also collected by the county office and forwarded to the state political parties at the end of the filing period. With this new process, the candidates' information was posted on the State Election Commission website and the County's website, giving the public real-time access to this information. This process not only keep the public informed of what was going on with the candidates seeking offices, but it also reduced the number of calls from the media--saving the Director and staff valuable time.

Success: Creation of an Election Calendar

Impacts: Staff has created an Election calendar of events for Pre election, Election Day, and Post Election events/activities to assist all involved with Election preparation and what is needed to be better prepare during each phase of the process. This calendar will provide specific dates and time on events or activities that needs to be performed during an election period. The calendar will minimize errors or the omission of any important steps during the planning stages of the election process. The best methods of accomplishing these tasks will also be identified.

Success: Completed the Digitalization of Voter Registration Applications.

Impacts: This has been a four year project that was being carried out by the County's Record Management Department. Digitalization of the files has allowed staff to easily access voter applications used for petition verification. The department is now in a position to maintain its own files daily.

Success: Photo ID Education Awareness and Community Activities

Impacts: With regular changes to SC election laws, the need to educate our voters is important. With the implementation of photo ID in SC, we conducted several community awareness sessions, to include taking photos of registered voters who may not have had the necessary photo ID that qualified them to vote during an election. We were hosted by civic organizations, community associations, nursing facilities, high schools, etc. to inform the voters of these changes, and provided them with an opportunity and the necessary tool to assist them in exercising their rights to vote.

We also held public hearing with the implementation of the Reapportioning /Reapportionment Plan. These hearing sought the public input on the proposed changes to precinct lines. As a result, the voters were able to received new voter registration cards before the June Primaries.

SECTION 8

LOOKING TO BEAUFORT COUNTY'S FUTURE

Beaufort County Vision 2030

**Beaufort County
Success in 2020 means...**

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**Beaufort County
Actions for 2014 -2015**

Beaufort County Strengths – Weaknesses Threats - Opportunities

► Strengths

1. Tourism economy
2. Financial condition of County government
3. Strong County administration
4. Well managed County organization
5. Military bases
6. Surviving the national recession
7. Sheriff and community safety
8. Retiree destination
9. Natural beauty
10. Environmental and water quality
11. Beach
12. Waterways and water quality
13. Location

► **Weaknesses**

1. Economic development: no common vision or plan
2. Industrial development
3. Technology infrastructure
4. Lack of common direction and visions
5. Lack of County Council civility and teamwork
6. Relations with municipalities
7. Increasing traffic congestion
8. Resolving PALS and parks/recreation direction

► **Threats**

1. BRAC on the Horizon
2. Natural disaster
3. Funding for County infrastructure and facilities
4. Solid waste management
5. North-South split and conflicts
6. Bridge and the future
7. Healthcare and costs
8. Federal and state legislative actions and mandates

► **Opportunities**

1. Santa Elena/Mitchelville Development
2. Historic Tourism Development
3. LOST and Capital Sales Tax
4. Daufuskie Island
5. Waterways and water quality
6. Views and vista
7. Jasper Port
8. Major Tourism Attraction: Aquarium

Beaufort County

Actions Ideas for 2014 – 2015

Chair and County Council

1. Solid Waste: Waste Management Contract, Transfer Station
2. Community Development Code: PUD Review
3. Economic Development Plan: County Role, Goals, Direction, Organization, Relationship to Municipalities
4. Business Licenses: Review/Direction
5. Preparation for Revenue Options: Capital Sales Tax and LOST
6. Employee Compensation/Market Analysis and COLA
7. Santa Elena Development: Direction, Actions, Actions
8. Alternative/New Revenue Options Report and Direction
9. Mitchelville Project; County Role, Direction, Actions, Funding
10. PALS Direction, Actions, Funding
11. Island Recreation Center: County Role, Direction
12. County Campus Plan: Evaluation, Direction, Funding
13. Financial Advisory Committee: Evaluation, Purposes, Direction
14. Comprehensive Financial Plan: Development
15. Detention Facility: Evaluation, Direction, Funding
16. Windmill Harbor Entrance Solution: Direction, Funding

17. Sheriff Budget: Evaluation, Direction, Funding
18. Library: Operational Options, Staffing Plan, Funding
19. MOU with School District: Funding
20. Daufuskie Island Ferry: Options, Direction, County Role, Funding
21. Convenience Center Resolution, Location
22. Oyster Factory: County Role, Lease, Transfer Ownership
23. Corporate Communication Plan: Development
24. BRAC Strategy and Action Plan
25. Airport Project: Completion
26. School Financial Policy: Direction
27. Tax Rate: Funding Needs/Service Levels, Direction
28. Graves Property: Direction
29. IT Plan and Funding
30. Infrastructure Plan: Review Needs, Direction, Funding
31. Sports Complex Development: Parking, Concession Stands, Tennis Court
32. Burton Wells Library: Direction, Funding
33. Arthur Horne Building Replacement: Direction, Funding
34. Historic Tourism Plan: Development, County Role, Funding
35. County Administrative Office Building: Evaluation, Direction, Funding
36. 5B Project: Direction
37. Pinckey I Project: Direction
38. Bridge Replacement Project: Direction

39. Jenkins I Project: Direction
40. Treasury Investment Committee: Direction
41. Hilton Head Island Pier: Concept, Evaluation, County Role, Direction, Funding
42. Heirs Property: County Role, Direction
43. Sidewalk Projects (Sam Road with City of Beaufort): Direction, Funding
44. Passive Park Task Force: List of Projects, Access, Direction, Funding
45. Comprehensive Plan: Update
46. Storm Water Comprehensive, Countywide Program; Development, Working with Municipalities
47. Spanish Moss Trail Development: Direction, Funding
48. Duncan Farm Shooting Range: RFP, Direction, Public-Private Partnership
49. Healthcare Cost Containment: Direction, Funding
50. Retiree Healthcare: Direction and Funding
51. Jasper Port Strategy: Direction. Actions
52. Highway 17 Project
53. Relations with Municipalities: Key Issues, Dialog, Direction
54. Chamber of Commerce: Funding Direction

Top “10” Priorities for 2014 – 2015

EXECUTIVE PERSPECTIVE

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

New Realities for Counties: Trends

1. COMMUNICATING WITH COMMUNITY

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

2. AGING POPULATION: MORE 80+

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

3. SHRINKING PRESENCE OF RETAIL

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

4. SLOW ECONOMIC RECOVERY

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

5. EVOLVING HOUSING MARKET

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

6. FINANCIAL SELF SUFFICIENT COUNTY GOVERNMENT

Fewer outside funding sources: grants and earmarks

Unfunded liability of pension systems

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

States restricting revenue options for local governments

Higher taxes or less government services on the way

7. FEDERAL GOVERNMENT IS BROKEN



**Beaufort County
Our New Reality**

Looking to Beaufort County's Future Departmental View

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: AIRPORTS
Hilton Head (HXD) Ladys Island (ARW)

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Addressing a multitude of deferred maintenance issues with a limited budget
- Single commercial airline at HXD
- Tree obstructions at HXD and ARW
- Public relations campaign for expansion plans (ECONOMIC DEVELOPMENT) at both airports
- Old passenger terminals at both airports – updating important features as financially able
- Site improvements needed at both airports – infrastructure and aesthetics

**MANAGEMENT IN PROGRESS 2015
PROJECTS AND ISSUES
Beaufort County
February 2015**

DEPARTMENT: **AIRPORTS**
Hilton Head (HXD) Ladys Island (ARW)

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 **HXD** Airport Capital Improvement projects as listed in CIP Plan
- 2 **HXD** Passenger Facility Charge program update (with FAA)
- 3 **HXD** Potential FBO growth with new services
- 4 **HXD** Aerial tour (helicopter) business relocating from OH to HHI (because of reception at airport)
- 5 **HXD** Public Parking lots in process of upgrade to gate-less, kiosk-based system
- 6 **HXD** Airline recruitment
- 7 **ARW** Hangar development – t-hangars, box hangars
- 8 **ARW** Minor improvements projects at terminal
- 9 **ARW** Exploration of compatible commercial opportunity for former LISHFD building
- 10 **HXD /ARW** – Working to exclude airports from paying stormwater fees

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: **AIRPORTS**
Hilton Head (HXD) Ladys Island (ARW)

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 **HXD & ARW** Support airport revenue initiatives such as reallocation of aircraft property taxes directly back to the airports for facility improvements
- 2 **HXD & ARW** Support exclusion from stormwater fees under transportation classification. Payment of the fees reduces much needed revenue.
- 3 **HXD & ARW** Support hangar development to increase based customers and fuel sales
- 4 **HXD & ARW** Actively advocate for obstruction removal at airport approaches for life safety reasons
- 5 **HXD & ARW** Eliminate property tax on county-owned hangars. These are month to month leases with tenants. This is a competitive disadvantage to our business.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Alcohol & Drug Abuse

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Devise and implement an ongoing and continuous compensation plan that will assist employees in maintaining a stable "base" in regards to the ever raising cost of our economy.
- Retain qualified staff
- Maintain mechanisms for comprehensive and affordable employee health care benefits
- Implement measures that provides for adequate employee and facility security.

**MANAGEMENT IN PROGRESS 2015
PROJECTS AND ISSUES
Beaufort County
February 2015**

DEPARTMENT: Alcohol & Drug Abuse

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

As of this report, the BCADAD intends to preserve its array of customer services and those public amenities currently being provided to the community at-large.

Maintenance of effort in client treatment service provision and community education will be the intent for FY15 and in the foreseeable future.

The delivery of this agency's "core" services is a constant work in progress.

"Upward Bound" Program @ TCL through March 2015.

"Pregnant Pause" expansion through the spring of 2015.

Co-host for the 7th annual "Mid-Year" Stress Reduction event. Occurs 1/2015.

"Sr. Leadership Beaufort" Mental Health Day – Feb. 25, 2015.

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Alcohol & Drug Abuse

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Re- Institute the Employee Educational assistance program.
- 2 Introduce employee "Freedom from Smoking" program.
- 3 Perform "cosmetic" enhancements to the county's Human Services Building. Specifically to the 2nd floor area.
- 4 Implement security processes, sooner than later.
- 5 Replace HVAC system in the Human Services building

MAJOR CHALLENGES

Beaufort County

February 2014

DEPARTMENT: Beaufort County Animal Services

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Lack of Animal Service Officers for this county
- Feral Cats/ trapping Request
- Animal Cruelty
- Medical Cost
- Neighbors
- Welfare compliance

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Beaufort County
February 2014**

DEPARTMENT: Beaufort County Animal Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Revising our county ordinances
- 2 Living with cats – teaching neighbors how to deter versus lure
- 3 Lifetime License: Microchip
- 4 Conceptual plan for future facility

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2014**

DEPARTMENT: Beaufort County Animal Services

Please list issues or projects that you would like for the county to address this next year 2014.

- 1 Failing buildings
- 2 Ordinances
- 3 Spay and Neuter

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Building Codes

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Complete 5 year CRS FEMA audit with 6 or better rating.
- Implement new 2016 FEMA flood maps per state mandate.
- Adoption of 2015 state mandated building codes.

MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES

Beaufort County

February 2015

DEPARTMENT: Building Codes

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Create online secure portal for contractor services
 - Schedule inspections
 - View completed inspections
 - Track permit activities

- 2 Create online permit application portal for registered users
 - Non-complex permit application and processing
 - Non-sealed document submittal management system
 - Electronic signature capability

- 3 Create an online payment processing portal that integrates with existing financial platforms

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Building Codes

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Continue participation in Beaufort County's Disaster Recovery Planning Operation.
- 2 Continue participation in FEMA's National Flood Insurance Program.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Code Enforcement

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Existing foreclosures
- Environmental compromise
- Team Efforts in recycling/solid waste operations
- Abandonment of properties
- Continuous violations at mobile home parks

**MANAGEMENT IN PROGRESS 2015
PROJECTS AND ISSUES
Beaufort County
February 2015**

DEPARTMENT: Code Enforcement

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Working with MIS to format a software to better fit Code Enforcement tracking.
- 2 Accurate information for property owners.
- 3 Improving FLEACE (Fire, Litter, Enforcement, Animal Services, Code, Environmental). A coalition of County, Municipal, And State Agencies working together.
- 4 Working with Beaufort Housing Authority and Habitat for Humanity.
- 5 Better language in the Community Development Code pertaining to certain code sections.

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Code Enforcement

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Provide funding and resources for citizens with clean up efforts.
- 2 Education and awareness through community outreach.
- 3 Working with the Assessor's Office in proactive efforts in making sure all mobile homes and new structures are properly taxed.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Collaborative Organization of Services for Youth (COSY)
and the Human Services Alliance

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Creating a distinctive improvement in the level of functioning and quality of life for each C.O.S.Y. eligible youth in the least restrictive manner by increasing the # of alternative programs and placements available
- Creating a distinctive improvement in the level of functioning and quality of life for each C.O.S.Y. eligible youth in the least restrictive manner by increasing the # of alternative programs and placements available
- Performing an accurate assessment of homelessness in Beaufort County in order to provide the most comprehensive data not only to community leaders but also to draw a proportional amount of funding from the federal department of Housing and Urban Development to help solve homeless issues in the community.
- Developing an equitable and accessible mechanism for providing Emergency Assistance funds to Beaufort County's indigent population.
- Developing an equitable and accessible mechanism for providing Emergency Assistance funds to Beaufort County's indigent population.

MANAGEMENT IN PROGRESS 2015

PROJECTS AND ISSUES

Beaufort County

February 2015

DEPARTMENT: Collaborative Organization of Services for Youth (COSY)
and the Human Services Alliance

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 ***Together for Beaufort County Process:*** The Leadership Council for the Human Services Alliance has agreed to continue the Together for Beaufort County process going forward. A contract has been written between the University of South Carolina - Beaufort and Together for Beaufort County and a research team has been assigned. Fundraising efforts are now underway to ensure that this process will continue indefinitely to provide quality-of-life data to the community. Additionally, infrastructure documents are being written that will further define and reinforce the relationships among *Together for Beaufort County*, corresponding coalitions, the Leadership Council, Human Services Alliance member agencies, and the University.
- 2 ***Together for Beaufort County Coalitions.*** Over 2 dozen collaborative groups continue working to address various specific human service needs in our communities. A mechanism has been developed to add the *Together for Beaufort County* designation to more community action groups countywide.
- 3 ***Fatherhood Initiative:*** The Human Services Alliance recognizes a dearth of rehabilitative options for fathers who are delinquent on child support payment. Instead of jail, this Initiative provides personal and professional development opportunities to empower these men to not only find gainful employment to make their child support payments but to maintain a healthy relationship with their families.
- 4 ***Families First Initiative:*** COSY continues to contract with the SC Dept. of Social Services to provide Family Group Conferences for families in the Foster Care system.
- 5 ***Universal Staffing Team.*** A multi-disciplinary, inter-agency team of parent educators working with prenatal and new born children and their families.
- 6 ***Sheldon Township Community Support Project.*** Continues to recruit and train classes of high school students and young adults in the community to become leaders.

- 7 **Human Services Training Events.** COSY's monthly training sessions providing continuing education credits required for licensure of local professionals.
- 8 **Parent Advocate's Program.** COSY continues using volunteer parent advocates to work with COSY families.
- 9 **14th Judicial Circuit Multi-Disciplinary Task Force.** This inter-disciplinary team continues to meet monthly to staff cases of child sexual and/or severe physical abuse cases.
- 10 ***DSS Multidisciplinary Investigation Team:*** Meets regularly to review all Investigation, treatment, and foster care cases coming into the system. COSY is one of 5 community agencies participating.

INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS

Beaufort County

February 2015

DEPARTMENT: Collaborative Organization of Services for Youth (COSY)
and the Human Services Alliance

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Establish a permanent funding source for the administrative costs of the C.O.S.Y. Initiative without relying on state revenues.
- 2 Develop community leaders in the Sheldon Township to assume coordination of the Sheldon Township Community Support Project through the *Pathways in STEP* Initiative.
- 3 Facilitate collaboration (in coordination with the Beaufort County Early Childhood Coalition) among early childhood development providers to organize their efforts for a more “seamless” approach to family support and consistent early childhood education in preparation for kindergarten.
- 4 Work with Alliance partners to continue the next cycle in the *Together for Beaufort County* project with increased public engagement mechanisms throughout the process.
- 5 Facilitate the development of a Beaufort County Nurse-Family Partnership (as part of an anti-poverty initiative) which gives Medicaid-eligible first-time mothers education and medical support throughout pregnancy and until their babies reach two years of age.
- 6 Facilitate, reinforce, and support additional community education efforts in a drive to become a trauma-informed community (Implementing curricula available through the Substance Abuse and Mental Health Services Administration). The four-pronged approach (outreach, education, training and support) in becoming a trauma-informed community will ensure better outcomes in education, health care, human services, and law enforcement. The principles of a trauma-informed approach and trauma-specific interventions implemented countywide are designed to address the consequences of trauma in individuals and to facilitate healing. This is a proactive rather than reactive approach to community threats (such as poverty, crime, etc.)

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Community Services

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

- Implementation of a safety and security program for each county facility.
- Continuation of the CIP program to address the deterioration of a number of facilities. A systematic approach should be implemented to address structural and space deficiencies. The rolling stock of the County should also be evaluated and placed on a program to avoid (minimize) the current dilemma of which vehicles, equipment, etc. should be replaced and how to do it.
- The development of a day program facility in southern Beaufort County for residents with disabilities. There is a growing waiting list of citizens in that area in need of the services offered via this program..
- Decide what role and/or responsibility the County will have in providing a ferry transportation system for the property owners and residents of Daufuskie Island and feasibility of securing a study to help determine the potential for expanding the service to help benefit the entire region long-term transportation needs?
- Finding/creating/establishing revenue generating alternatives for delivery of services in the County. Are there opportunities for more Muni-County partnership/cost sharing and public-private sectors ventures? Now may be a good time to establish a "Think Tank" of citizens to help come with revenue-generating ideas to help address the service-delivery challenges confronting us.
- The level of services this Division provides, in most instances, is based on human delivery or involvement; therefore, it is imperative to establish and maintain a constant/consistent level. A decision on the services and level thereof to be provided in the areas of human and community services will help us determine what we can/should offer and at what level; i.e. hours of operations, types of programs, fees, etc.
- The need to secure and/or retrofit adequate space for the operation of the voter registration and election function prior to the general election of 2016.

- Continue development of mutually beneficial relationships with and among non-County government agencies and entities that they work together to meet the needs and address issues the County cannot adequately respond to alone.
- With changes to how SCDDSN reimburses for case management services provided for person with disabilities and special needs, the types and level of services have been greatly reduced. The changes eliminate a number of services essential to the quality of life for the consumers. To address reduction in services for this fragile population, we will need to seek support from other sources, i.e. additional county support, grants, donations, etc.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Community Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Continue development of a cooperative approach among all stakeholders to address the questions of need and feasibility for an extensive ferry service for the region. This effort should be done collectively.
- 2 Working to determine if and how the Library system may be able to partner with PALS to utilize the Burton Wells facility to offer a level of library services the residents living in that area. Impact fees designated for this geographical area will be the source of funding.
- 3 Up-fitting of three homes purchased in 2014 for people with disabilities and special needs. The process to up-fit the house to meet ADA compliance requirements and more efficiency for consumers' use and support is in progress.
- 4 Renovation and technology upgrade of Hilton Head Island and Bluffton libraries are in progress. The projects will impact services at both sites in the coming months. Projected completion is early Spring for Hilton Head and early Summer for Bluffton.
- 5 Review and evaluate programs/services currently provide to determine their value and effectiveness.
- 6 Securing adequate office space for the Office of Elections and Voter Registration has been an ongoing project. The desire is to secure/build appropriate facility and have it ready for use January 2106. Department.
- 7 Preliminary planning has been initiated to improve security at the Human Services Building. A plan to improve security of the facility and campus will hopefully be completed by the end of the current fiscal year.

INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Beaufort County February 2015

DEPARTMENT: Community Services

Please list issues or projects that you would like for the county to address this next year 2016.

- 1 Implement a “stay healthy” incentive program for staff in concert with BMH (periodic screening, diet suggestions, smoking cessation, and consultation), PALS (jazzercise, yoga, weight room, swimming, walking trails, etc) and possibly, the YMCA, to help maintain a reasonable level of wellness of a stressed and aging workforce. (I think this will reduce health benefits cost and help boost the morale of our work environment.)
- 2 Commit to funding of the security proposal for the Human Services Building and campus.
- 3 Establish a perpetual CIP program to address deteriorating and inadequate facilities, technical infrastructure and equipment needs.
- 4 Provide clarity on what should be the next step to meeting the long-term transportation needs for the residents of Daufuskie Island. The coming fiscal year the final of a two-year contract for ferry service and
- 5 Analyze the feasibility of establishing an Office of Resource Development (could be a contracted function) to pursue resources and opportunities/partnerships to help offset the revenue shortfall that has been constantly increasing. The office (function) could also be the central repository for all grants, compliance and reporting requirements.
- 6 Define the kinds and levels of services to be offered to the citizenry. This will provide the guidance needed to help us make operational decisions in terms of staffing level, equipment/supplies, facility needs, hours of operation, and service delivery.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Beaufort County Detention Center

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Increase in Inmate population.
- Inmate profile is changing (more violent crimes).
- Recruiting and retaining qualified officers.
- Upgrade in current security system.
- Obtaining funds to upgrade our current security cameras (from analog to digital) for better quality recording and to be able to ID inmates who violate rules and destroy county property.
- Replacing retiring Supervisors with quality experienced officers.
- Obtaining funding and authorization for a Work Release Program for Inmates sentenced by Family Court.
- Obtaining adequate housing for 17 year old inmates to comply with Federal Regulations on The Prison Rape Elimination Act.
- Obtain adequate funding for the continued upkeep of the aging facilities infrastructure.
- Obtain adequate funding for failing Security Systems.
- Replace/upgrade kitchen equipment (grill/oven combination, deep fryers, and dishwasher.
- Continue to work with County Maintenance to ensure the facility maintenance is kept to acceptable levels for security reasons.
- Replace/repair/upgrade the Detention Center roof, fire alarm system, main hot water boiler, and electronic security system.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Beaufort County February 2015

DEPARTMENT: Beaufort County Detention Center

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Meet 100% of State Minimum Standard for Local Adult Detention Facilities on both semi-annual state inspections and achieve S.C. State Accreditation for Jails when it becomes available.
- 2 Receive a grade "A" on all Department of Health and Environmental Control (DHEC) kitchen inspections.
- 3 To maintain the standards required to maintain NCCHC Accreditation.
- 4 Ensure all staff receives pre-service, specialized, and in-service training as required by State Law.
- 5 Continue to recruit qualified individuals for positions within the Detention Center.
- 6 Continue to improve the pre-service and in-service training for staff and promote professionalism.
- 7 Provide quality pre-service training programs for all contract/volunteers at the facility to ensure their safety and the safety of the facility.
- 8 Receive no violations on the annual fire inspections by State Fire Marshall.
- 9 Continue measures to comply with Federal Regulations on The Prison Rape Elimination Act (PREA).
- 10 Continue to work with all departments and agencies involved in the incarceration of inmates to the Detention Center to help reduce the population and recidivism.
- 11 Continue to solicit all courts for placement of committed individuals to our Daywatch litter program instead of straight incarceration to allow for individuals to keep their jobs and provide litter control for the county.

- 12 Continue to provide self-help program and services to incarcerated individuals to help deter recidivism, and criminal domestic violence.
- 13 Continue to coordinate efforts with Beaufort County Adult Education to follow inmates after release from the facility to encourage them to complete GED Program

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Beaufort County Detention Center

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Replace/repair damaged security doors (failed door jams, warped and bent hinges and frames).
- 2 Obtain a computerized base station for Central Control for use with the hand held radio communication system we are currently using.
- 3 Evaluate and replace/upgrade electronic security system.
- 4 Replace worn tile flooring throughout the facility.
- 5 Replacement of old and worn carpet throughout the facility.

MAJOR CHALLENGES

Beaufort County

January 2015

DEPARTMENT: Beaufort County Disabilities & Special Needs

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Maintain an appropriate schedule for replacement DSN vehicles and ongoing maintenance of DSN facilities.
- Continue to develop facilities and services for the Bluffton/HHI region of the county, including a Day Program and offices. This will allow service closer to where the population is growing and help reduce the consumer and staff travel time travel. Grants will be pursued to offer programs like the Breakers Program there.
- Retaining current experienced staff with limited incentives to stay in terms of compensation increases or career development.
- Securing funds to hire necessary staff to ensure programs are adequately staffed with the increasing numbers of consumers especially in day and residential. This need will continue to increase as more and more are served based on the State's intent to fund services for all those on waiting lists. In Beaufort we have about 200 on waiting lists for waivers which pay for day and residential services. There are 48 on a residential waiting list and about 100 on a day waiting list. In 2014 the state removed 1400 from waiting lists. Gov. Haley's budget indicated in January that another 1600 would be removed from waiting lists in 2015.
- Continue to meet consumer and family needs for social work support with changes in federal and state guidelines for CMS Targeted Case Management. Currently only limited services are acceptable for billing for case management. Our population needs much more extensive social work intervention to maintain individuals in their homes in the community.
- With current discussions on the future of services for individuals with developmental disabilities and funding perhaps coming directly from SCHHS we need to prepare to do direct Medicaid billing if that is necessary and/or beneficial.

MANAGEMENT IN PROGRESS 2015

PROJECTS AND ISSUES

Beaufort County

January 2015

DEPARTMENT: Beaufort County Disabilities & Special Needs

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Renovations to Pinecrest and Lakes Crossings the 2 newly purchased CTH II homes in Bluffton. This includes all SCDDSN required paperwork for grants, getting waivers for the consumers moving in, hiring staff, training new staff, purchasing new vehicles for the homes and working with families for the transition into residential.
- 2 Either locate free space or rental space to start a Day Program in Bluffton and build reserve towards purchasing or building a facility within 2 to 5 years.
- 3 Complete last CIP items on the Administration/Day Building including urinals and a Department Sign. There is about \$29,000 left in the CIP Budget to complete these.
- 4 Purchasing cameras for existing CTH II homes for consumer and staff safety as well as identifying potential staff training needs.
- 5 Adding at least 2 staff to Day Program to keep staffing ratios appropriate with the growth of 25% in the last year.
- 6 Train existing staff to meet the needs of more complex individuals in residential and day program. Autism and autism spectrum disorders such as Asperger's require skills that direct care staff with high school education does not currently have. The incident of autism is now 1 in every 81 children and these will be our day program and residential consumers of the future. We have grants pending to help with this issue.

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
January 2015**

DEPARTMENT: Beaufort County Disabilities & Special Needs

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Establish housing and day program facilities in HHI/Bluffton to help keep Beaufort County individuals with developmental disabilities in County if/when they receive funding for residential and day program services as proposed by the Governor and Director of SCHHS.
- 2 Look at the possibility of working with SCDDSN to sell the Port Royal 15 bed facility/property which is large, institutional and outdated and replacing it with less institutional facilities located within community settings as CMS, the federal Medicaid agency has mandated.
- 3 Develop an ongoing funding system to replace vehicles as needed within the County to assure safety and reduce the repair costs for aging vehicles.
- 4 Develop a system to provide employees with cost of living adjustment to help retain experienced workers.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Emergency Medical Services

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Recruitment and retention of qualified medics. Paramedic school is increasing and they can become RN's and make more money for less hours.
- Sustain the RMAAT team equipment/supplies.
- Placing the two new trucks where they will best be utilized to reduce response times and cover more territory.
- Replace antiquated Life Pak 11's and 12's with 15's. Life Pak 11 and 12's can no longer be on maintenance contract.
- Healthcare changes as it relates to Affordable Care act.
- Look at Para-medicine programs which is a challenge for all EMS systems.
- Providing training with no money in the budget for conferences to keep up with the constant changing world of medicine.
- Not having any type of pay scale makes it difficult to retain experienced paramedics. They can be a seasoned medic of ten years and will make the same as someone just hired. There is no incentive for staying.
- Continuing to replace old vehicles with new or remounted. Emergency vehicles should be replaced or remounted by 150,000 miles.
- Our body armor has expired and needs to be replaced especially since we are working on an active shooter program. But regardless we are often put in unsafe scenes.

MANAGEMENT IN PROGRESS 2015
PROJECTS AND ISSUES
Beaufort County
February 2015

DEPARTMENT: Emergency Medical Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Changing over from EMS CHARTS to ESO for our electronic patient care charting
- 2 Working on an AFG grant and two others to get updated equipment.
- 3 Send a least two more people to paramedic school to keep up with medics retiring and leaving for other opportunities.
- 4 We are in the debt set off collection process
- 5 We are in the process of recertifying the medics.
- 6 We are in the process of RFP's for our collection company as the five year contract is up.

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Emergency Medical Services

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Increase Education budget to include management classes. People need to be able to attend class for learning management. As well as sending people to conferences to continue learning and stay updated.
- 2 Wireless point at all EMS stations
- 3 Look at replacing the ambulance on Daufuskie with a smaller van type
- 4 We need new mattresses for beds at least 12. They have not been replaced for in years and are worn out.

MAJOR CHALLENGES

Beaufort County

February 2015

From your department's perspectives, what are the major challenges facing the county over the next 5 years?

DEPARTMENT: Engineering Department

- Continued management of the Beaufort County Sales Tax Program with include the 4 remaining projects: Bluffton Parkway Phase 5A Segment 2 Roadway and Flyover Bridge Construction; St. Gregory the Great Frontage Road Construction; SC 170 Widening Construction; US 21 Boundary Street Streetscape Improvements Construction
- Planning Right of Way Acquisition and construction for future County Dirt Road Improvement Projects (CTC and TAG Funds)
- Design completion and construction start for the Perry Clear Bridge Rehab
- Construction start/completion of the Spanish Moss Rail Trail Phase 2
- Construction start/completion of the Daufuskie Island Fishing Pier Improvements
- Construction start/completion of the Daufuskie Island Fishing Pier Improvements
- Construction start/completion of Wesley Felix PALS Park Improvements
- Construction start/completion of Myrtle Park Admin Complex Renovations
- Rehab determination for Broad River Fishing Pier Design/Build Project
- Funding for Future Boat Landing/Ramp/Dock Improvements
- County 5-year Energy Recovery/Improvement Plan
- Closer coordination with SCDOT and FHWA on maintenance and construction of surface transportation network in Beaufort County

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Engineering Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Construction of the Bluffton Parkway Phase 5A Segment 2 Roadway and Flyover Bridges (Sales Tax Project #1)
- 2 Design review completion and construction start of St. Gregory the Great Frontage Road (Sales Tax Project #2d)
- 3 Construction of SC 170 Widening (Sales Tax Project #3)
- 4 Construction start of US 21 Business-Boundary St (Sales Tax Project #5 & TIGER Grant)
- 5 Construction Completion for Dirt Road Improvement Contract #48
- 6 Design/Construction start for Dirt Road Improvement Contracts #49
- 7 Right of Way identification and acquisition for future Dirt Road Improvement Contracts
- 8 Contract award & construction start of Spanish Moss Trail Phase 2
- 9 Design completion/construction start for Buckwalter Regional Park Rec Center Phase 2 Expansion
- 10 Construction start for Wesley Felix PALS Park
- 11 Construction start for Myrtle Park Admin Complex Improvements
- 12 Design completion/construction start for Perry Clear Bridge Rehab
- 13 Design completion/construction start for Daufuskie Island Fishing Pier Improvements
- 14 Review of rehab submittals for Broad River Fishing Pier Improvements
- 15 Review of Request for Qualifications Submittals for Architect Services for New Animal Shelter Building Design

INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Beaufort County February 2015

DEPARTMENT: Engineering Department

Please list issues or projects that you would like for the county to address this next year 2013.

- 1 Substantial construction completion of Bluffton Parkway Phase 5A Segment 2 Roadway and Flyover (Sales Tax Project #1)
- 2 Substantial construction completion of SC 170 Widening (Sales Tax Project #3)
- 3 Construction start of St. Gregory the Great Frontage Road (Sales Tax Project #2d)
- 4 Construction start of for US 21 Boundary Street Improvements (Sales Tax Project #5)
- 5 Construction completion of Dirt Road Improvement Contracts #46
- 6 Design and construction start for Dirt Road Improvement Contract #48
- 7 Construction start of Spanish Moss Trail Phase 2
- 8 Construction of Wesley Felix PALS Park Improvements
- 9 Design completion and Construction start of Buckwalter Regional Park Rec Center Phase 2 Expansion
- 10 Construction of Myrtle Park Admin Complex Renovations
- 11 Design and construction Perry Clear Bridge Rehab
- 12 Design and construction of Daufuskie Island Fishing Pier Improvements

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Finance

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Creating and managing the County' budget with an impaired tax base.
- Create a GFOA award-winning budget document. This process will begin with the FY 2016 budget process. The document will make the budget process more readable and transparent for end-users.
- High demand for reports/financial information with a limited staff to comply.
- Finding qualified personnel as Finance consolidates the reporting function of the County.
- Continuation of consolidation of account function within the County and helping County departments to realize the benefit
- Implementing a paperless financial reporting system.
- Continuing to improve Finance's controls and processes and aiding other departments to do the same.
- Improving grant reporting this involves many departments. Communication is extremely important as it relates to every aspect of a grant – application, award, expenditures, and receipts.
- Continuing to improve our use of the general ledger software (Munis) to allow us to work more efficiently and have real time accurate information for internal and external purposes. This will require departments outside of Finance to work together and develop processes and procedures.

**MANAGEMENT IN PROGRESS 2015
PROJECTS AND ISSUES
Beaufort County
February 2015**

DEPARTMENT: Finance

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Creation of a comprehensive budget document that once fully complete will be GFOA award-winning.
- 2 Continuation of Munis (general ledger) training for departments. This allows departs to look at their financial information on a real-time basis.
- 3 Improving the process related to receivables and cash receipting (not property tax related revenue).
- 4 Continuing to strengthen controls over grant reporting and continuing to educate other departments on the importance of including Finance in every aspect of the grant process.
- 5 The Finance Department, Purchasing Department, and Risk Management Department have geographically located within the same building. This will allow resource sharing between our departments.
- 6 Constant improvement of financial reporting and transparency related to financial information.

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Finance

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Continue to update and improve upon controls and processes of Finance, Purchasing and Risk Management.
- 2 Continue to educate and train the Finance, Purchasing and Risk Management staff.
- 3 Continue to improve the County's accounts receivable reporting, grant reporting and capital asset reporting.
- 4 Continue to improve the timeliness and accuracy of financial reporting.
- 5 Creating a GFOA award winning budget document.
- 6 Implementing a fleet fuel program that improves effectiveness, efficiency, safeguarding of assets and accurate financial record keeping related to the expenditure of fuel.

MAJOR CHALLENGES

Beaufort County

February 2014

DEPARTMENT: Library

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Securing funding to upgrading technology at the Beaufort Branch as funding remains a critical challenge.
- Maintaining and restructuring the Library web page without appropriate staff to perform the necessary steps to upgrade and keep this page current.
- Developing staff with the ability to be able to provide assistance on 21st Century learning skills.
- Hiring and retention of appropriate staffing levels, both professional and paraprofessional.
- Maintaining and upgrading facilities that are used 6 days a week.
- Providing a consistent level of service countywide , especially in terms of production labs, IT upgrades and services to young adult.
- Meeting State Standards of 3.5 library items per capita.
- Providing adequate and appropriate training for staff that will be funded and approved.
- Securing appropriate funding for a consultant to analyze library services and funding.
- Providing fee-free parking for users at the Beaufort Branch Library.
- Providing library services to the Burton Wells area where Impact Fees were collected.
- Keeping on schedule with the Library items on the County CIP plan.
- Keeping on schedule with the Library items on the County CIP plan.
- Collecting Impact Fees from the City of Beaufort and the Town of Port Royal.

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Library

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Identifying and costing out ways to provide library services to the Burton Wells area in partnership with PALS. Library kiosks or vending machines are being researched as these machines require little staff time to provide library materials to a community.
- 2 Reviewing and updating all job descriptions to keep library positions current and competitive.
- 3 Using the EDGE assessment to evaluate and improve public access technology and develop staff competencies in technology. After completing an online assessment of current library public access technology, the Library now has specific benchmarks and steps to take to make these improvements.
- 4 Developing staffing model(s) for the library system, using comparisons to other South Carolina library systems and current trends in public libraries nationwide.

MANAGEMENT IN PROGRESS 2015
PROJECTS AND ISSUES
Beaufort County
February 2015

DEPARTMENT: Library

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 IT upgrade at the Bluffton Branch Library with bid documents for the porch renovations expected to be ready by next week.
- 2 Redesign and update of the Library webpage by Library staff to better serve customers.
- 3 Development of 21st Century Learning Skills toolkits by Library staff for the community to access. Toolkits will cover environmental literacy, financial literacy, health and wellness, and civic literacy.
- 4 Hiring staff for critical positions such as Children's Librarians, Computer Lab Instructor, circulation assistants and Library Director. Constant shifting of staff creates a reduction in services at one branch or another.
- 5 Implementation of a \$2500 Lego grant from the STAR Library Education Network (STAR_Net), in partnership with Junior FIRST LEGO.
- 6 Pilot project of a single service desk- combining reference and circulation services into one service point. This is part of an analysis of reference services and cross-training of staff.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Information Technology – Mapping and Applications

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Funding for critical projects.
- Lack of education and utilization of software.
- Lack of staff to support current level of services.
- Challenge of keeping up with qualifications and certifications of staff.
- Continued efforts to provide basic software training classes.
- County wide Internet/Network security and computer usage issues.
- Providing more mobile access to the GIS database.
- Keeping up with changes in technology.

MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES

Beaufort County

February 2015

DEPARTMENT: Information Technology – Mapping and Applications

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Implement paperless solutions – Citizen Self Services(CSS), E-Purchasing, Time and Attendance, (beginning in 2011)
- 2 Thin Client/Web Based Enterprise – Sharepoint (begun in 2010)
- 3 Creation of Tax Workflow manual – (begun in 2010)
- 4 Legacy TAX application replacement for Register of Deeds Office. (beginning in 2011)
- 5 Munis module for Parks And Leisure Services(PALS) (2013)
- 6 Pictometry Critical 360 project (begun in 2010)
- 7 Damage Assessment software project (2014)
- 8 ArcGIS Online in-the-field editing projects (2014)
- 9 Places of Historic Interest Project (2014)
- 10 Munis module for Finance – Citizen Transparency (2014)
- 11 Implementation of Beaufort County Phone App (2014)
- 12 Mobile Information Centers (information kiosk) (2014)
- 13 Manatron Version Upgrade (2014)

INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Beaufort County February 2015

DEPARTMENT: Information Technology – Mapping and Applications

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Continue to improve knowledge transfer of staff to provide cross-training to current staff (create redundancy to improve services and prevent failure of function due to sick days vacations, or termination).
- 2 Improve reporting services and training to empower Department business processes.
- 3 Incorporate GIS applications into Beaufort County enterprise software.
- 4 Incorporate Geographic Information services into each County department and agency.
- 5 Improve coordination of metro-services to leverage GIS benefits to the communities.
- 6 Consider funding for a GIS Enterprise License Agreement(ELA).
- 7 Disaster Recovery drill for enterprise software.
- 8 Develop departmental Service Level Agreements (SLA) for enterprise software.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Mosquito Control

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- If Beaufort County revenues decline, then essential services provided by Mosquito Control (and other key departments) may decrease proportionately. For example, the routine applications of public health insecticides from the ground and/or air during the standard 5-day week may be reduced to 4 or 3 days per week. If the frequency of our abatement efforts becomes sporadic, then the risk of a mosquito-borne disease may increase with dire consequences.
- As the housing market rebounds in Beaufort County, the new residential developments will occur adjacent or near mosquito-infested wetlands throughout the Bluffton area. Thus, Mosquito Control anticipates a progressive increase in our requests for service (complaints) with a resulting potential need for additional personnel, vehicles, equipment, and/or public health insecticides. Note: for these new neighborhoods, we must also treat the new underground stormwater systems to reduce the risk of WNV.
- If a new mosquito-borne disease (similar to the introduction of West Nile virus into Beaufort County in 2003) is discovered and becomes established, then Mosquito Control may require additional personnel, vehicles, equipment, and/or public health insecticides. Recently, CDC alerted public health officials about the tracking of several noteworthy mosquito-borne diseases entering the U.S., such as Dengue Fever and Chikungunya viruses in Florida. Note: 2 types of mosquitoes (via container breeding) occur in Beaufort County that can potentially transmit these pathogens.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Beaufort County February 2015

DEPARTMENT: Mosquito Control

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Approve 5 capital requests within a timely manner:
 - 1) Replace 2 spray trucks. Status: No funds to purchase.
 - 2) Replace 5 sprayers. Status: Purchased via FY14/15 bond funds.
 - 3) Replace helicopter skid assembly. Status: * Purchased via FY13/14 operational funds.
 - 4) Replace laboratory ultra low-temperature freezer. Status: * Purchased via FY13/14 operational funds.
 - 5) Replace laboratory autoclave. Status: * Purchased via FY13/14 operational funds.

* Urgent/critical purchase.
- 2 Remove and store various components from the 2nd OV-10 Bronco to maintain the 1st OV-10 Bronco for many years. Status: This 6-month project is 95% completed.
- 3 Continue scientific projects with USC-Beaufort professor: evaluate relationships among mosquito populations and various abatement efforts to develop new strategies and promote efficiency and effectiveness with available resources. Status #1: 100% completed. This research project was published in a peer-reviewed scientific journal whereas a USC-B senior received 1st place for the best scientific poster among 100+ USC students. Status #2: in progress for the design/implementation of both apps with the Beaufort County IT system.

INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS Beaufort County February 2015

DEPARTMENT: Mosquito Control

Please list issues or projects that you would like for the county to address this next year 2014.

- 1 Upgrades to the Mosquito Control primary facility at 84 Shanklin Road:
 - 1) Pole barn to store and protect up to 8 trucks and spray equipment. Status: no funds to construct.

- 2 Upgrades to the Mosquito Control hangar at Lady's Island Airport:
 - 1) Additional ceiling lights to illuminate the work areas safely. Status: in progress.
 - 2) Attached warehouse to store various large equipment (tug, forklift, generator, platforms, and other mobile bulky assets) away from the congested aircraft storage/service area. Status: no funds to construct.
 - 3) Wall insulation for environmentally improved work areas. Status: no funds to construct.
 - 4) Secured environmentally controlled industrial shop (with no purchase of equipment). Status: no funds to construct.

- 3 Schedule mandatory training (via consultants, internet, or videos) for management and employees about essential topics, such as how to manage challenging employees, how to improve customer service skills (including telephone talent), time management, Microsoft Office software, employer/employee/workplace interactions, etc. Status: Internet-based training videos are available via Employee Services links and IT training. Nevertheless, the existing inventory should be expanded to include government-related topics.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Parks and Leisure Services

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- **Implementation of recommendations provided in the 2013 Ballard*King Organizational Assessment Study.**

Executing the majority of these recommendations is resource-dependent as acknowledged by wording in the study, "*Any recommendations being made are with the knowledge that it may be difficult to implement all of the findings in this study with the current operational funding level for the Department, the staffing level of PALS, and the necessary time requirements for completion.*" Based on county funding deficits there is no reasonable expectation of increased resources devoted to recreational purposes
- **Shifting the service delivery model(s) used for recreation in Beaufort County.**

The demography in the county has changed considerably since PALS' inception. The Ballard*King report called attention to the fact that counties are not normally the provider of publicly subsidized recreational services, and that such responsibilities normally fall to municipalities and/or specially designated service districts. The population in the greater Bluffton area has increased by 800% over the last ten years. On Hilton Head Island, Island Recreation Association is the primary provider of recreation services, with financial support coming from public and private sources. On the south end of the county, it is time to shift responsibilities for providing recreational services and the resources associate with it, to local control whether it is through municipalities or through the establishment of special purpose districts. On the north side of the county, the demography and geography may still drive the need for central provider or services with the county being the most optimal choice for provider of those services. With this change, the county would also have opportunity to examine consolidating all of its parks (boat ramps, passive parks, etc.) into a new Parks and Recreation Department
- **Condition of existing aquatic facilities.**

The county operates three indoor pools and one outdoor pool (seasonal only). The indoor pools were built approximately 20 years ago. While the pools themselves have been resurfaced and are in reasonably good physical condition, the systems which support them require frequent maintenance and replacement. The frequency of failure in these systems can arguably be tied to the condition of the facilities in which the indoor pools are housed. These structures were poorly constructed and their aging has produced significant maintenance challenges and potential safety concerns, most of which can only be remedied through major renovation or replacement.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Planning

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Matching the County's land use goals and environmental protection standards with Beaufort County's rapid population Growth i.e. 120,957 in Census Year 2000 vs. 171,838 in 2013 (estimate) or 42% increase in 13 years;
- Identifying the needed community facilities to address the population growth, and actually funding the building of community facilities;
- The Maintenance and Operations of Passive Parks will stimulate a policy discussion of how far an entrepreneurial approach to passive parks development can take the County, without a corresponding tax effort for these services;
- Protecting the mission of the MCAS while balancing the "personal property rights" of the citizens most directly impacted by the air station is in constant tension. This problem demands give and take on both ends of the spectrum, e.g., how to actually implement a Transfer of Development Rights program (TDR) when there is so little support given to the County from our municipal partners.

MANAGEMENT IN PROGRESS 2015

PROJECTS AND ISSUES

Beaufort County

February 2015

DEPARTMENT: Planning

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 The 5-year Review of the 2010 Beaufort County Comprehensive Plan is underway. The Planning Commission will be engaged in special meetings to undertake this task all through 2015.
- 2 The Planning Department is actively engaged in bringing on-line 5 passive parks in 2015 on properties purchased through the Rural & Critical Land Preservation program. The parks are: Fort Fremont, Crystal Lake, Widgeon Point, Okatie Regional Preserve, and Sheldon (Duncan Farms).
- 3 The Planning Department, in conjunction with the Stormwater Utility Department, is actively engaged in planning and redeveloping an area of Southern Beaufort County called the "Innovation District." The Community Development Code is being utilized as a tool to generate economic development in an area that is "blighted," but holds great promise for commercial/residential redevelopment.
- 4 The Planning Department has been working as liaison to the Friends of the Spanish Moss Trail. During the last year 1.8 miles (phase 6) were completed between Roseida Road and Broad River Boulevard. The design phase of phase 5 (1.7 miles between Broad River Boulevard and Depot Road) was completed and the county is currently seeking bids for the construction of this phase.
- 5 The Planning Department began revising its 1992 Beachfront Management Plan. The Department will be working with SCDHEC, the Friends of Hunting Island, various POAs, and other interested parties to update the document and ensure that its policies are relevant.

INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Beaufort County February 2015

DEPARTMENT: Planning

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Southern Highway Beautification Board. The Board wants to have an annual budget to aid in the planning and construction of projects. They feel frustrated by how long it takes to get projects going. They believe that an annual allocation of money earmarked for the landscaping of our major highway corridors is necessary.
- 2 The Development of a Parks and Recreation plan that investigates parks and recreation needs of the County. The last time such a plan was done was in 1995. The PALS Department and the Planning Department should collaborate in undertaking this endeavor.
- 3 Evaluate the Community Development Code (CDC). The performance of the CDC should be checked to see how effective it is in addressing the zoning needs of the County.
- 4 Sea Level Rise. Bring the Sea Level Rise Adaptation Report to County Council for review. Consider adopting the recommendations as part of the 5-year review of the Comprehensive Plan.
- 5 The County should fund a Daufuskie Island Ferry Study along the lines of the TIGER Grant application that the U.S. Department of Transportation did not fund.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Public Works

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Waste disposal contract with Waste Management for Hickory Hill landfill expires June 30, 2015 and must be negotiated.
- Find a suitable location for a recycling Transfer facility.
- Replacing our aging specialized capital equipment and vehicle fleets. Public works has been taking "hand me downs" from other departments to maintain an adequate fleet of vehicles. We are just about out of potential "hand me downs".
- Move the County toward collection Class 3 waste curbside. We are outgrowing collection at Convenience Centers.
- We have no centralized facility for the collection and processing of household hazardous waste or other banned waste streams such as electronics and lead acid batteries. We are receiving 500-800 gallons of paint each week from County Convenience Centers which we must move and process out in the open. Our three E-waste collection events averaged 40-50 tons of material each. An adequate facility could be built as part of the solid waste transfer station
- We have been very successful in reducing hauling costs from the SW&R convenience centers through the purchase and installation of stationary compactors and receivers. However, we do not have a funded long-term major maintenance and replacement plan for that equipment
- Providing adequate, safe recreational boat landings, fishing piers, and water access points, including replacing or repairing deteriorating existing facilities. Four of our ground out floating courtesy docks are obsolete, worn out, and/or have safety concerns (White Hall, Alljoy, H.E. Trask, Sr., Steel Bridge, and Buddy and Zoo Landings).
- Providing adequate maintenance for the rapidly developing Spanish Moss Trail.
- Repaving parking lots. Many of our parking lots, both at County offices and boat landings, require repaving. There is no funding to do so.

**MANAGEMENT IN PROGRESS 2015
PROJECTS AND ISSUES
Beaufort County
February 2015**

DEPARTMENT: Public Works

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Debris removal contract rebid and RFP process
- 2 New container tracking app
- 3 Continue to pursue grants upgrading oil facilities at two more centers utilizing grant funds
- 4 Debris Management Plan update
- 5 Develop a plan to move toward curbside collection
- 6 Develop a management system to keep part time attendants under 30 hours per week.
- 7 Continuing our program to improve and maintain the drainage systems of Beaufort County.
- 8 Planning table top exercise in preparation for hurricane season.

INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Beaufort County February 2015

DEPARTMENT: Public Works

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Identify a suitable location and issue a contract for the design of a Recycling and Transfer Facility.
- 2 Fund a vehicle and specialized capital equipment replacement program plan.
- 3 Reduction of SW&R Convenience Center hours to reduce costs.
- 4 Funding for replacement or repair of deteriorating piers, floating courtesy docks, and launch ramps. Top ten priorities and estimated costs follow:
Wimbee Creek Fishing Pier - \$75,000;
HE Trask, Sr. BL Courtesy Dock - \$150,000;
Alljoy BL Courtesy Dock - \$150,000;
Buddy & Zoo BL Courtesy Dock - \$150,000;
Whitehall (Lady's Island) BL Courtesy Dock - \$150,000;
Bluffton Public Dock dolphins - \$30,000;
Steel Bridge BL Courtesy dock - \$150,000;
Whitehall BL Launch Ramp - \$280,000;
Wallace BL Launch Ramp - \$125,000; and
Eddings Point BL Launch Ramp - \$125,000.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Records Management

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Maintaining quality employees.
- Scanning all permanent documents into Application Xtender that would be unrecoverable in the event of a natural disaster.

MANAGEMENT IN PROGRESS 2015
PROJECTS AND ISSUES
Beaufort County
February 2015

DEPARTMENT: Records Management

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Scan/index/microfilm backlog Judgments for the Clerk of Court.
- 2 Scan/index/microfilm Domestic Relation Cases for Family Court.
- 3 Scan/index/ microfilm Government Plans for historical purpose.
- 4 Scan/index/microfilm Building Codes Permit Files/Construction Plans.
- 5 Audit each department's transmittals for questionable box description.
- 6 Downsize the Records Center.

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Records Management

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Restructure the records storage area of the Records Center to comply with the Beaufort City Fire Department requested mandate.
- 2 Security System for Records Management/Traffic Engineering (BIV5).

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Register of Deeds

From your department's perspective, what are the major challenges facing the county over the next 5 years?

➤ Old Records.

Whether they are on paper, or microfilm, need to be preserved and scanned into the current records search system. It is a costly endeavor, but the best way in the long run. Too many shortcuts were taken over the years, creating short-term fixes to the issue.

➤ Security.

We are constantly concerned about the individuals that can come into this building, without passing through any type of security. Many are angry, or irritated. In the world we now live in, it is a concern.

MANAGEMENT IN PROGRESS 2015
PROJECTS AND ISSUES
Beaufort County
February 2015

DEPARTMENT: Register of Deeds

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 We have an on-going project known as Backfill, of loading old data into the current search system. The issues with the project are that we must proof and index each document, making it very time consuming and labor intensive. There are companies that will conduct this type of project, but they can be very expensive. We have made great headway over the last couple of years, but there is much left to do.

- 2 We have begun a restoration effort of old, original index books. Again, a very expensive endeavor. Last year, we completed 2 old plat indexes, and they turned out great! We are doing a couple more this year and hope to make it an ongoing project.

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Register of Deeds

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Working with our Legislature, National Organizations such as PRIA, and our own State Association, of which I serve as Secretary/Treasurer, on the ever changing landscape of the Real Estate Industry, and how we, as local governments, can adapt to the needs of the industry.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Stormwater Utility

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Increased workload as a result of an expanded Level of Service plan, Extent of Service Plan, and MS4 permit requirements will require additional funding. A comprehensive look at Utility revenues is needed to meet the demand of our services.
- Promote use of the new University of South Carolina, Beaufort Campus (USCB) (located in the Hardeeville/Bluffton area) laboratory by towns and city in county. Also to expand the monitoring effort to address MS4 requirements for all agencies in county. Once the county has officially received their designation as a MS4 community, there will be other agencies within the county required to have a monitoring program.
- Look for ways to stress economic value of stormwater protecting water quality. The county's natural resources are appealing to industries, tourists, and for outdoor enthusiasts. Water quality is pertinent and connected with the environment. The protection of the water quality is valuable.
- Continue to develop Utility capability to do water quality retrofit projects. The Infrastructure section has constructed several WQ projects – Backache Acres pond, Okatie East, Rice Road, and Shanklin Road. The section would like to continue to develop these capabilities so that they can improve their efficiency and proficiency in constructing projects in the future.
- Get an agreement with the military facilities on the payment of stormwater utility fees. The military has taken the position that their facilities are exempt from the fees. The County has presented evidence to the contrary. Several correspondences have been exchanged on the issue. The County and the DoD need to resolve this issue, reconcile any past fees, and define a plan moving forward.
- Increased cooperation, partnering, and cost share between the County and the four municipal stormwater programs with regard to MS4 program activity implementation, such as education, inspection, ordinance and regulation development, and capital projects. If the municipalities would like to address some or all of the MCMs jointly with the county, then the Intergovernmental Agreements (IGAs) between the County and the municipalities will have to be revised to reflect new MS4 rules and activities.

- Expansion of stormwater staff to meet the program requirements of the MS4 permit.
- Expansion of the stormwater infrastructure crew to implement an expanded Level of Service plan and Extent of Service plan.
- Developing an inventory of our stormsewer system for better GIS mapping and asset management using improved technology in the field.
- The County, along with the Towns of Bluffton and Hilton Head Island, have been identified by DHEC as required to submit a permit as a Municipal Separate Storm Sewer System (MS4). Implementation of the permitting requirements will involve developing ordinances related to non-stormwater discharges, construction runoff, and post construction water quality and establishing inspection and enforcement programs defined by these ordinances. Other programs, such as spill prevention at municipal facilities, GIS mapping, MS4 system assessment, and public education will be required. Data management will be a critical component. Funding and intergovernmental agreements will need to be reassessed to assure adequate resources are available.
- Intergovernmental Agreements for Stormwater need to be revisited to clarify interpretation as to intent of the language to resolve on-going issues with jurisdictional responsibilities and funding of operations and maintenance.
- Driveway permitting on County Roads
Driveway encroachments onto existing County Roads can cause many problems if not done correctly, including stormwater backups due to improperly sized or damaged pipes. Implementation of existing and updated regulations is needed to eliminate the problem. Resources in Stormwater Department and other departments is needed.
- The Utility needs to develop criteria to compare and rank capital projects. Recently, new projects have been identified and given high priority for funding without a thorough comparison to the other capital projects that have been identified and been on a priority list since the 2006 Master Plan.
- Continue to pursue opportunities for wetland and stream bank restoration of fresh water influenced channels and other water bodies to mimic natural waterways, stabilizing banks, and re-establishing vegetative buffers.

MANAGEMENT IN PROGRESS 2015

PROJECTS AND ISSUES

Beaufort County

February 2015

DEPARTMENT: Stormwater Utility

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Stormsewer system inventory
Building on the goals of 2014, we need to continue to map our system and assess its condition. This will involve use of new technologies in the field and the development of a logical numbering / naming system began in 2013. The implementation of the Mobile GIS platform and MUNIS software will be part of this development. This inventory will be the foundation of the MS4 inspection and monitoring programs.
- 2 Continue support for Research and Development (R&D) efforts – Salinity Study. SC Department of Natural Resources (SCDNR) is studying the impact of fresh water runoff on the receiving estuaries. DNR received a grant in 2013 to accelerate the effort of the salinity study. The county was also a funding source. Five watersheds are being studied simultaneously for several parameters to determine how salinity effects water quality.
- 3 Start preparations for National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer Systems (MS4) permit program.
 - a. Begin permit – The permit has been submitted and the County is awaiting permit issuance by South Carolina Department of Health and Environmental Control (SCDHEC).
 - b. Establish program reporting elements – There are six Minimum Control Measures (MCM) in the permit. The County will be required to report their activities for each MCM.
 - c. Determine utility outfalls under permit – Once the permit is received, the county will identify the outfalls within their jurisdiction.
 - d. Pollution Prevention Plans for the SW Utility is required once the county is designated as a MS4. All government owned facilities will need to be inventoried and a plan for pollution prevention for each facility will be developed based on uses at the facility and pollution potential.
 - e. Develop inspection procedures/checklist for Best Management Practices (BMPs) and to identify “hot spots” including drainage systems owned by South Carolina Department of Transportation (SCDOT).

- 3
- f. Develop Pond Maintenance System. The task is to develop a written operating procedure and annual inspection for all public and private owned ponds. We will develop a list of all county owned ponds and schedule for maintenance, chemical treatment, mowing, etc. We will also inventory private owned ponds and set up a maintenance schedule to meet MS4 permit requirements. Resources such as Carolina Clear will be used to develop operating and inspection procedures. Possible training to private owners via a “Pond Conference / Workshop” in conjunction with Sea Grant and DNR-Coastal Training Program.
 - g. Develop Water Collection (Catch Basin) identification and inspection schedule. Mosquito control inventoried all catch basins in the county. Now that we have received the data we would like to create a numbering system for the catch basins and start an inspection program. The data also needs to be revisited and supplemented with data form within the municipalities if not included and to check what attributes were collected and add variables if needed.
 - h. Research and select MS4 permit management software(s) for permit reporting and inspections.

4 US 278 widening stormwater pond retrofit project

The project is to construct four (4) stormwater detention ponds along US 278 to capture and treat runoff from the roadway widening that occurred in 2013 – 2014. The ponds are to be constructed by the Beaufort County Stormwater Utility Infrastructure crews. In conjunction with this project, the excavated soil from the pond sites is being hauled and stockpiled at the Buckwalter Park soccer complex for a future project to construct additional soccer fields. Project budget from Stormwater is \$231,400, from US 278 widening is \$124,600, and from PALS impact fees is \$122,680.

5 Administration Building Campus Stormwater retrofit

A portion of the parking lot was replaced with porous clay pavers and rain gardens, both providing opportunities for infiltration and filtering of stormwater before being discharged into the Battery Creek. The project also involved routine stormwater pond maintenance. Construction began in November 2014 and continued for approximately 120 days. Total cost in design is \$32,800 with construction costs are \$299,653. The pond maintenance was provided by the Infrastructure crew at a cost of \$64,863 and was completed in September 2014. The project was funded from the Stormwater Utility Fund.

This project is the second large scale stormwater retrofit to go into the construction phase. Located on the main County Administration campus off of Ribaut Road in the City of Beaufort, the site is a highly visible location that receives foot traffic from citizens all over the county. The goal of the project is to demonstrate numerous Low Impact Development, or Green Infrastructure, practices that are designed to reduce stormwater runoff and provide pollutant removal from stormwater.

6 Battery Creek (Burton Hill M2) Stormwater pond retrofit

The Burton Hill M2 watershed discharges stormwater runoff into the Battery Creek at Old Jericho Road near the intersection of Robert Smalls Parkway and Parris Island Gateway. Urban runoff pollution has been long cited as a cause for impairments to water bodies such as those found in Battery Creek. The project will address a pollution problem resulting from development within this watershed. During the course of the project, public education and involvement will provide opportunities for educating on the proper construction and maintenance of stormwater retention facilities.

Construction will begin in the spring of 2015. The project is jointly funded by the County and the City of Beaufort with 60% of the funding coming from a US EPA Clean Water Act Section 319 grant. The County share of the total cost for design and construction is \$132,609 coming from the Stormwater Utility Fund.

This project is an example of partnering with other governmental bodies for the successful achievement of a goal. The City of Beaufort is the lead agency for a grant application to fund the design and construction of the project. The partnering was prompted by a growing water quality impairment on the Battery Creek which was contributed to by stormwater runoff from both the City and County jurisdictions.

7 Buckingham Plantation Innovation District

This land use study is being done in partnership with the Planning Department. The goal of the project is to revitalize the area and prompt redevelopment via the upgrade of the public infrastructure (roads and stormsewer). Public input through a series of Charrettes has been completed and the next phase is conceptual design and development of a project budget. Funding sources must also be identified.

8 Turtle Lane paving stormwater plan

Address a localized flooding problem in conjunction with the paving of the road.

9 Forby Tract stormwater project

This site was purchased in 2014 with the goal of addressing a US 278 overtopping problem modeled in the 2006 Master Plan.

10 McCracken Circle drainage project

Localized flooding along McCracken Circle in Bluffton is causing safety concerns for motorists and pedestrians in the vicinity of the Bluffton School Campus.

INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Beaufort County February 2015

DEPARTMENT: Stormwater Utility

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Receive an issued MS4 permit and secure a contract with our consultant for program development.
- 2 Initiate agreements to start the development of the update to the Stormwater (SW) Management Master Plan. This is a ten year plan and was authored in 2006 and funded through a cost-share between the county and the municipalities. Therefore the plan should be updated by 2016 and the county needs to engage the municipalities. Due to funding constraints and the pending MS4 permit submittal, this effort was delayed in 2014.
- 3 Develop plan and costs to address SCDOT outfalls and Beaufort County School Districts (BCSD) drainage issues. Currently the Utility does not maintain these Outfalls. These tasks will determine feasibility and cost of implementation. The result will likely be a revision of the Extent of Service Plan adopted by the Stormwater Department and County Council.
- 4 Update the Level of Service plan adopted by County Council and the Stormwater Department to more effectively address the needs of the MS4 program.
- 5 Adoption and implementation of a Stormwater Five Year Plan.
- 6 Update of the Utility Fee rates and/or structure to provide the needed revenue for implementation of the Five Year Plan.
- 7 Graves Tract stormwater feasibility project
Study the watersheds draining to the Okatie via the Graves tract and look for opportunities for a stormwater facility on this site.
- 8 Plantation Park Subdivision stormwater
Partner with the POA and the Town of Bluffton to repair a failing stormsewer system.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Information Technology – Systems Management (A. Dalkos)

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Funding for Beaufort Regional Operations Center (BROC) (\$1.5M for offsite recovery operations center equipment)
- Arthur Home Building IT Data Center relocation
- Funding for Physical Security Technicians
- Retaining skilled employees
- Hiring skilled employees
- Network Redundancy to Bluffton and Hilton Head Island
- Decentralized Information Technology Personnel
- Internet Bandwidth Upgrades

MANAGEMENT IN PROGRESS 2015
PROJECTS AND ISSUES
Beaufort County
February 2015

DEPARTMENT: Information Technology – Systems Management (A. Dalkos)

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Beaufort County Physical Security (Physical Access & Video Surveillance)
- 2 Cisco Jabber Deployment (Instant Messaging, Voice, Video, Desktop Sharing, etc.)
- 3 Cisco WebEx Deployment (HD Voice/Video Conferencing, Collaboration, etc.)
- 4 Beaufort County Meeting Room HD Telepresence
- 5 Uninterruptable Power Supply (UPS) Refresh
- 6 Wireless Network Refresh
- 7 Mobile Device Management
- 8 Implementing a full Disaster Recovery Center (DRC) at BROCC facility
- 9 Beaufort County Vehicle Distribution and Utilization

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Information Technology – Systems Management (A. Dalkos)

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Continue upgrades of computer servers and software to replace outdated and unsupported software and hardware with virtual solutions.
- 2 Continue 10GbE Upgrade for Edge Switches
- 3 Convert pre-existing security systems into Cisco enterprise security system
- 4 Continue to improve mobile computing by upgrading of Wireless Networks
- 5 Continue to fully implement Mobile Device Management
- 6 Hire two full-time Physical Security Technicians
- 7 Add an additional County vehicle to the Information Technology Division inventory

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Traffic & Transportation Engineering

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Annual funding commitment for maintenance of roadway pavement markings. \$30,000 estimated yearly need.
- Capital funds to upgrade signals with mast arms for storm mitigation & improved reliability. \$100,000 estimated per intersection.
- Improved security of equipment storage yard.
- Implementation of State-of-the-Art adaptive signal coordination technologies to include design, installation, monitoring and management with available workforce to ensure efficient and safe operation. Data collection and evaluation of system metrics.
- Working with County, SCDOT, and municipalities to identify and prioritize fiscally responsible roadway improvement projects to address growing safety and capacity needs through the Roadway Capital Improvement Plan (Road CIP) for Beaufort County. Identification of funding and scheduling the implementation of improvements. Comprehensively review access and intersection designs to address safety concerns and promote safer designs thru use of roundabouts and turn restrictions without significantly impeding access and growth.
- Comprehensive planning and programming for bicycle, pedestrian and neighborhood traffic calming needs so the transportation network serves all users.
- Developing comprehensive traffic safety program.
- Maintaining sufficient personnel in Traffic Engineering to achieve goals.
- Revising & updating Road Impact Fees to address prior commitments and future needs.

MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Beaufort County February 2015

DEPARTMENT: Traffic & Transportation Engineering

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Development of the Long Range Transportation Plan (LRTP) with LATS MPO.
- 2 Installation of overhead street names signs on US 21, US 278, Bluffton & Buckwalter Pkwy.
- 3 Street lighting for signalized intersections in Bluffton area.
- 4 Networking of 6 signals utilizing cellular modems or wireless IP.
- 5 Management of sales tax projects (SC 170 Widening & Bluffton Pkwy 5A Flyover).
- 6 Implementation of Flashing Yellow Arrow (FYA) for left-turn control at selected intersections.
- 7 US 278 signal re-timing.
- 8 Installation of 4 new signals – SC 170 @ W K Alston, SC 170 @ Gibbet Rd, SC 170 @ Sun City and Bluffton Pkwy @ Buckingham Plantation Dr; study and analysis of other requested intersections.
- 9 Rebuild 2 intersections w/mast arms – US 21/Trask Pkwy @ US 21/Parris Island Gtwy and Carteret St @ Craven St.
- 10 Boundary St Streetscape Project – Assist with traffic signal upgrades and traffic signal coordination.
- 11 Upgrade signal equipment to include new pedestrian buttons and reflective signal back plates.
- 12 Installation of speed humps and traffic calming circle on Foreman Hill Rd.

- 13 Island West median modification.
- 14 Jenkins Island Access Management and Highway Safety Plan.
- 15 Berkeley Hall & Fire Station Frontage Road.
- 16 Spanish Moss Rail Trail – Assist with inclusion of signalized crossings at arterial highways (SC 170, Ribaut Rd, etc).

**INITIATIVES 2015:
SHORT-TERM ISSUES AND PROJECTS
Beaufort County
February 2015**

DEPARTMENT: Traffic & Transportation Engineering

Please list issues or projects that you would like for the county to address this next year 2015.

- 1 Sidewalk/Pathway Plan – Bicycle and Pedestrian Plans.
- 2 Programming of funds to complete mast arm rebuilds of 2 intersections per year for future years.
- 3 Funding & implementation of battery back-up plan for traffic signals.
- 4 Funding & implementation of traffic adaptive system for US 278.
- 5 Fund an Update to Road Capital Improvement Program (CIP) and Road Impact Fees.
- 6 Woods Memorial Bridge Traveler information system plan, funding and implementation.
- 7 Development of traffic calming plan for Sunset Blvd

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Beaufort County Veterans Affairs

From your department's perspective, what are the major challenges facing the county over the next 5 years?

➤ Office Relocation for North and South of the Broad.

The Veterans Affairs Office on Hilton Head at Government Center South is a cramped inner room. Too small for the furniture and file cabinets it leaves little room for clients. Veterans with walkers and wheelchairs have to maneuver with assistance from the Veterans Counselor just to get the door closed for confidentiality. If a veteran is accompanied by a relative or friend it makes the situation even worse. The Veterans Affairs Office has requested space in the Bluffton Government Center to give the veteran adequate space to maneuver if on a walker or in a wheelchair and to also better serve the Bluffton area veterans who dislike driving onto Hilton Head Island for an appointment because of unpredictable traffic situations. We would like to relocate to the Bluffton Government Center in 2015, as soon as possible.

The Veteran Affairs Office in Beaufort is also poorly located on the second floor of the DSS (Human Services) building. Veterans with mobility issues must rely on elevators that have a spotty service record for dependability. In addition, several times a year the State offices in this building are closed because of holidays the county does not observe. If the front doors are not unlocked our disabled and wheelchair-bound clients cannot get to us for their appointment. It would be better to have our office located in a building on the first floor for our disabled veterans and clients that need walkers or wheelchairs. If space is available in the Beaufort Industrial Village (BIV) we would like to move there and if possible I would like to accomplish this move in 2015 too.

Ideally, the Beaufort VA Office should be co-located with the VAMC at the Naval Hospital, in order to service veterans seamlessly. The Beaufort VAMC has told us that fully 25% of the questions they field are benefits related questions. Having both offices in the same building would allow veterans to resolve their issues faster and increase their satisfaction with the Veterans Administration. I have spoken to the Commanding Officer, Captain Lear, about this and she is researching the possibility for me. At the very least we might be able to arrange for a satellite office one day a week to meet with veterans to determine their needs and then schedule them an appointment to create a fully developed claim.

➤ Headcount.

The Beaufort VA office has the ninth largest veterans' population in South Carolina and the smallest VA staff among the top ten counties. At one point we had two veteran counselors (2007 to 2009) but our staff was reduced one headcount toward the end of 2009. Due to the influx of veterans into Beaufort County we are short staffed and I want to add a head to staff south of the Broad full time. We are underserving the veteran population in the Bluffton/ Hilton Head area by staffing in the area one day a week (Client visits and calls in Hilton Head/Bluffton area for 2014, was 234). We plan to increase to two days a week in 2015 but will still be underserving the area. This is not a request for headcount increase but a return to previously approved levels for this office. In the Beaufort office client visits and calls totaled 7,373 for 2014.

➤ Increased Veteran Population in Beaufort County.

We are seeing increased numbers of veterans moving to Beaufort County (current VA estimates are over 40,000 and local Veteran Service Organizations place the veteran population closer to 100,000.) This puts Beaufort County in the top ten counties in the state for veteran population with one of the smallest staffs. Gulf War veterans are beginning to use our services to file for disabilities and we continue to see Korean War veterans, Vietnam War veterans, and some WWII veterans as well. There has been a noticeable increase in applications for veteran's widows' pensions for all wars going back to WWII. These requests are the most time consuming applications to fill out and are steadily increasing in frequency. This challenge supports the above request for a return to previous headcount numbers for this office.

➤ Beaufort National Cemetery.

The Beaufort Veterans Affairs Office has been requested by local Veteran Service Organizations and the Veterans Cemetery Committee of Beaufort to become more actively involved in persuading the VA to include this cemetery in its current expansion program. Beaufort is the 4th of the original 13 National Cemeteries created after the Civil War. The last available five acres contiguous to the cemetery is for sale now. The VA is not planning on looking at available space at Beaufort until 2025. By then the property next to the cemetery will most likely been sold to a commercial developer.

MAJOR CHALLENGES

Beaufort County

February 2015

DEPARTMENT: Board of Elections & Registration

From your department's perspective, what are the major challenges facing the county over the next 5 years?

- Facilities: The Board is still seeking new facilities to house the Beaufort main office and Bluffton satellite office. The space at the Beaufort Office, 15 John Galt Road, is still not sufficient for its operations and storing of its elections equipment and related apparatuses. The Bluffton office is located at 61-B Ulmer Rd, and is sharing the building with PALS' After School Program. The presence of children, in my opinion, is not conducive to an elections and voter registration environment. Both facilities present severe security issues. The Bluffton office also has some safety issues along with space challenges.
- The Ivotronic Voting Machines are aging and more maintenance will be required. Unfortunately, until the federal government adopts new standards for voting machines, these machine will be used during the next presidential election in 2016, unless the State adopts it own standards.
- Finding Facilities to be polling places is becoming a challenge. The lack of publicly own places are limited. The use of the public school facilities are limited due to new school security policies adopted for student safety. It is especially a problem during the conduct of special and municipal elections.
- The analog phone line used to transmit election results on election day is becoming more and more difficult due to facilities upgrading to digital telephone lines. The communication device we are using is antiquated technology. When we can no longer use this technology, election results will be delayed.
- Must plan on implementing asset management system, especially designed for election related equipment. It will help to keep track of all associated election at all time (maintenance, storage and delivery).
- A reliable department vehicle is still needed to better serve the needs of the community. Staff is forced to use their personal vehicle when performing elections and voter registration duties. We are using a "hand-me down" 1996 Ford Windstar van, which is not recommended by the Maintenance garage, to be driven outside the County. A new vehicle would provide for safer travel to and from meetings after hours and the ability to haul supplies and equipment that is often used during community events.

MANAGEMENT IN PROGRESS 2015

PROJECTS AND ISSUES

Beaufort County

February 2015

DEPARTMENT: Board of Elections & Registration

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Obtain training for staff on the Unity System that is used to create Election Databases. Beaufort election databases are presently being created by the State Election Commission. SEC is responsible for creating elections databases for thirty nine counties. Beaufort County would once again like to become independent of SEC. Once staff is trained, election definition files can be created in-house, lessening the dependency on the SEC to provide election files for elections in a timely manner. SEC will only need to approve the final product. Cost for travel, lodging, and training materials will be needed to accomplish this.
- 2 The department is proposing the purchase of a Project/Task Management/Asset Management/Poll Worker Management/Poll Book program. Each module will perform specific functions. The Project/Task Management module would be populated with the "election" calendar and each task involved in all areas of election preparation. The Asset Management module deals with the equipment and supplies. It would account for all of the high-end equipment involved with the election process. It would track all equipment to include; location, repair status (in repair, needs repair or out of repair), maintenance schedule, and asset assignment & tracking during elections by GPS/WIFI, (by truck, zone, polling location, poll clerk). Poll Workers module would work with the management of the poll workers, volunteers and other temporary staff during election preparation/elections and post election. It will also track all scheduled training per worker and insure that they have completed the necessary classes. The Poll Book module will provide a more up-to-date record of registered voters within our county. It will be integrated with our current Voter Registration and Elections Management System (VREMS). It will give us the ability to create customize reports quicker and easier. It will also serve as a backup system if VREMS goes down.

We are looking secure purchasing this program as a test product for one quarter during the current fiscal year. If proven successful, we will solicit funding in the upcoming fiscal year to purchase it. The annual subscription cost for this product will be approximately \$25,000 for all four modules, with an annual maintenance fee after first year. This cost does not include other necessary devices like hand-held scanners, temporary use of smart phones, and laptops.

SECTION 9

STRATEGIC DISCUSSION ON CRITICAL ISSUES

Beaufort County Critical Topics for Discussion

► **Topics**

1.

2.

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PRIORITY

Critical Issue:

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

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STRATEGIC ACTIONS

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SECTION 12

GOVERNANCE: COUNTY COUNCIL IN ACTION

Governance Topics: County Council Interviews

1. Civility and House Rules
2. Council Committees: Purposes, Meetings
3. Committee Chair: Expectations, Actions
4. Council Chair/Vice Chair: Expectations, Actions
5. Executive Chair: Expectations, Actions
6. 1-1 Communications among Councilmembers
7. Coming Prepared/Homework Done

County Council Success and Desired Image

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

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

House Rules

Our Code of Conduct

Council Chair: Expectations and Actions

► Expectations

► Actions

Council Vice Chair: Expectations and Actions

▶ Expectations

▶ Actions

Executive Committee: Purposes and Actions

▶ Purposes

▶ Actions

Committees: Purposes and Actions

▶ Purposes

▶ Actions

Committee Chairs: Expectations and Actions

▶ Expectations

▶ Actions

SECTION 13

REFERENCE MATERIALS