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AGENDA
COUNTY COUNCIL OF BEAUFORT COUNTY
LEADERSHIP AND STRATEGIC
PLANNING SESSION

February 10 and 11, 2017
Disabilities and Special Needs Day Program and Administration Building
"Great Expectations Place" • 100 Clear Water Way, Beaufort

FRIDAY, FEBRUARY 10 (DAY 1 OF 2) - 8:30 A.M.

1. OPENING REMARKS
   A. D. Paul Sommerville, Council Chairman

2. PLEDGE OF ALLEGIANCE

3. ECONOMIC DEVELOPMENT PRESENTATION AND DISCUSSION

BREAK

4. COMMITTEE CHAIRMEN / FY 2017 RECAP / FY 2018 GOALS
   A. Jerry Stewart, Chairman, Executive and Finance Committees
   B. Brian Flewelling, Chairman, Natural Resources Committee
   C. Alice Howard, Chairman, Community Services Committee
   D. Gerald Dawson, Chairman, Governmental Committee
   E. Stu Rodman, Chairman, Public Facilities Committee

5. TOUR OF DISABILITIES AND SPECIAL NEEDS FACILITY (Bill Love, Executive Director, DSN)

LUNCH

6. COUNCIL STRATEGIC DISCUSSION OF CRITICAL ISSUES
   A. FY 2017 Recap
   B. Tax Rates: 2018 Revenues
      Alicia Holland, CPA, Deputy County Administrator-Finance
      1. Beaufort County Government
      2. Beaufort County School District
      3. Fire Districts
      4. Elected Officials
      5. Technical College of the Lowcountry
      6. USC – Beaufort
   C. Historic / Heritage Tourism: Vision / Direction / County Role / Strategy
   D. Annexation / Municipal Policies / Notifications / Services / Infrastructure Development and Continuous Maintenance / Zone Shopping

BREAK

7. LOOKING TOWARD BEAUFORT COUNTY'S FUTURE: COUNCIL MEMBERS'   VIEW
    A. Beaufort County Success in 2032: Discussion and Direction
    B. Outcomes for 2017: Discussion
    C. Personal Action Priorities for 2018

8.   ADJOURNMENT

SATURDAY, FEBRUARY 11 (DAY 2 OF 2) - 8:30 A.M.

1.   PLAN 2017 – 2021
    A. Discussion
        1. Goals for 2017 - 2021
        2. Review
        3. Priority for 2017
    B. For Each Goal
        1. Objectives / Outcomes for 2021
            (a) Review / Refinement
            (b) Priority for 2017
        2. Challenges and Opportunities
            (a) Review / Refinement
            (b) Priority / Short Term
        3. Actions 2017: Status, Expectations / Activities / Committee / Priority

BREAK

2.   PLAN 2017 – 2021: UPDATE

3.   ACTION AGENDA 2017
    A. Policy Agenda 2017
        1. "Top" Priority
        2. "High" Priority
    B. Making the Strategic Planning Work for Beaufort County
        1. Mid-Year Workshop (After Budget)
        2. Status Reports from Committees: Monthly / Bi-Monthly / Quarterly

LUNCH

4.   GOVERNANCE TOPICS: COUNTY COUNCIL IN ACTION
    A. Discussion
    B. Economic Development: Vision / Direction / Strategy
    C. Direction / Actions
    D. Retreat Review Post FY 2017 Adoption

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

BREAK

6.   DISUSSION OF 2018 RETREAT LOCATION AND FACILITATION NEEDS

7.   ADJOURNMENT

ADD-ONS

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

Topic: Leadership Guide - Working Document
Date Submitted: February 10, 2017
Submitted By: Lyle Sumek
Venue: 2017 Leadership and Strategic Planning Session

LEADER'S GUIDE 2017

WORKING DOCUMENT

Chairman and County Council

Beaufort County, South Carolina
February 2017

Lyle Sumek Associates, Inc.

Table of Contents

SECTION 1

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 COUNTIES IN 2017

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 2017

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, PhD.

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 COUNTIES = G – R – E – A – T Teams
by Lyle J. Sumek, PhD.

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

GREAT COUNTIES 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 Counties to be successful

Governance vs. Politics: A Simple View
by Lyle J. Sumek, PhD.

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, PhD.

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

"CRAZY" World 2017
Myths, Realities, Impacts
by Lyle J. Sumek, PhD.

1. ONE INCIDENT FROM THE WORLD STAGE

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

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

2. PEOPLE ARE MEAN: SPIRITED AND ACTIONS

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

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

3. INSTANT: NOW MEANS NOW!

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

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

4. 24/7: LOSS OF PERSONAL TIME

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

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

5. NEGATIVE 20% – GOVERNMENT CANNOT BE TRUSTED

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

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

6. TRANSPARENCY - "KILLING THE PIG"

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

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

7. PLAYING TO PEOPLE'S FEARS

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

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

8. SELF INTEREST, SELF PROMOTION, PERSONAL PROMINENCE

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

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

9. DIALOG WITHOUT DECISIONS OR ACTIONS

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

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

10. PERSONAL INFORMATION VULNERABILITY

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

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

SECTION 2

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 exit 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 2032
"Desired Destination for Beaufort County"

PLAN 2022
"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

Value-based principles that describe the preferred future in 15 years	**VISION**	<u>Destination</u> "You Have Arrived"
Strategic goals that focus outcome-based objectives and potential actions for 5 years	**PLAN**	<u>Map</u> "The Right Route"
Focus for one year – a work program: policy agenda for Chair and County Council Annual Action Plan, management agenda for staff; major projects	**EXECUTION**	<u>Itinerary</u> "The Right Direction"
Principles that define the responsibility of County government and frame the primary services – core service businesses	**MISSION**	<u>Vehicle</u> "The Right Bus"
Personal values that define performance standards and expectations for employees	**CORE BELIEFS**	<u>Fuel</u> "The Right People"

Formulas for Strategic Planning

$$P \neq F$$

Past   Future

FOCUS ON THE FUTURE

$$W_1 + W_2 = 0$$

Why   What If   Lead to   Nothing

FOCUS ON WHAT ⟶ *HOW*

$$S = R - E$$

Satisfaction   Reality   Compared To   Expectation

BUILD MOMENTUM THROUGH LITTLE SUCCESSES

$$MR = R \quad \begin{matrix} a_1 & F_1 \\ a_2 & F_2 \end{matrix}$$

. . .

Maximum Result   Ready   Aim   Fire

                                         \<evaluate\>

                              Aim   Fire

HAVE AN END IN MIND – TAKE DECISIVE ACTION

County: Service Responsibilities

**Community
"Add On's"**

Roof

3rd Floor

Quality of Life

2nd Floor

**Core Business
"Choice"**

1st Floor

**Core Business
"No Choice"**

Financial Resources	Human Resources	Infrastructure	Facility	Equipment	Technology
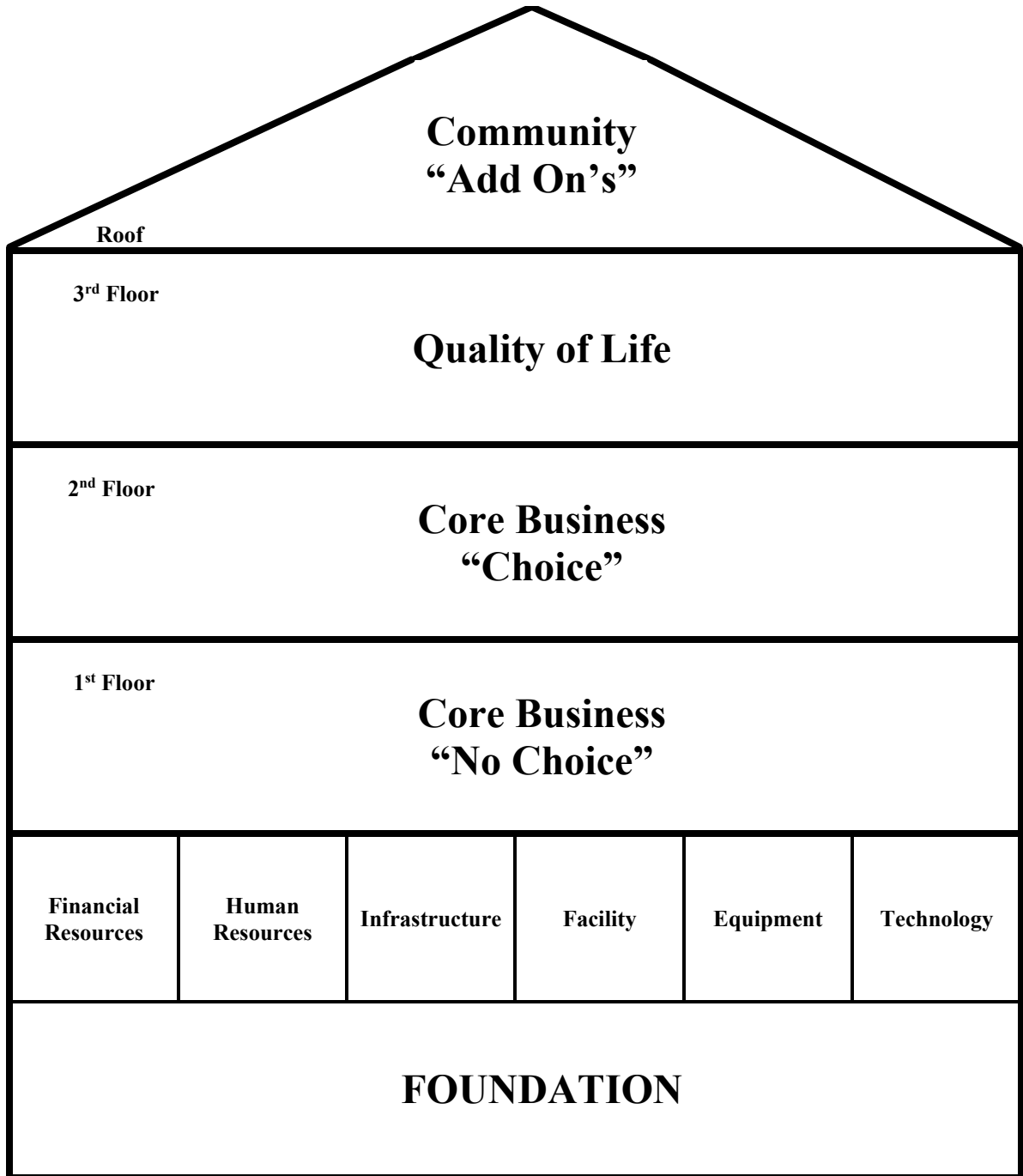
FOUNDATION

County Service Hierarchy House Model

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

1st FLOOR - NO CHOICE
SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

2nd FLOOR - CHOICE FOR DAILY LIFE
SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

3rd FLOOR - QUALITY OF LIVING
SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

ROOF - COMMUNITY ADD ON
SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community

Environmental Stewardship

**Personal
Livability**

**"Sustainable
County"**

**Economic
Opportunity**

Community Building
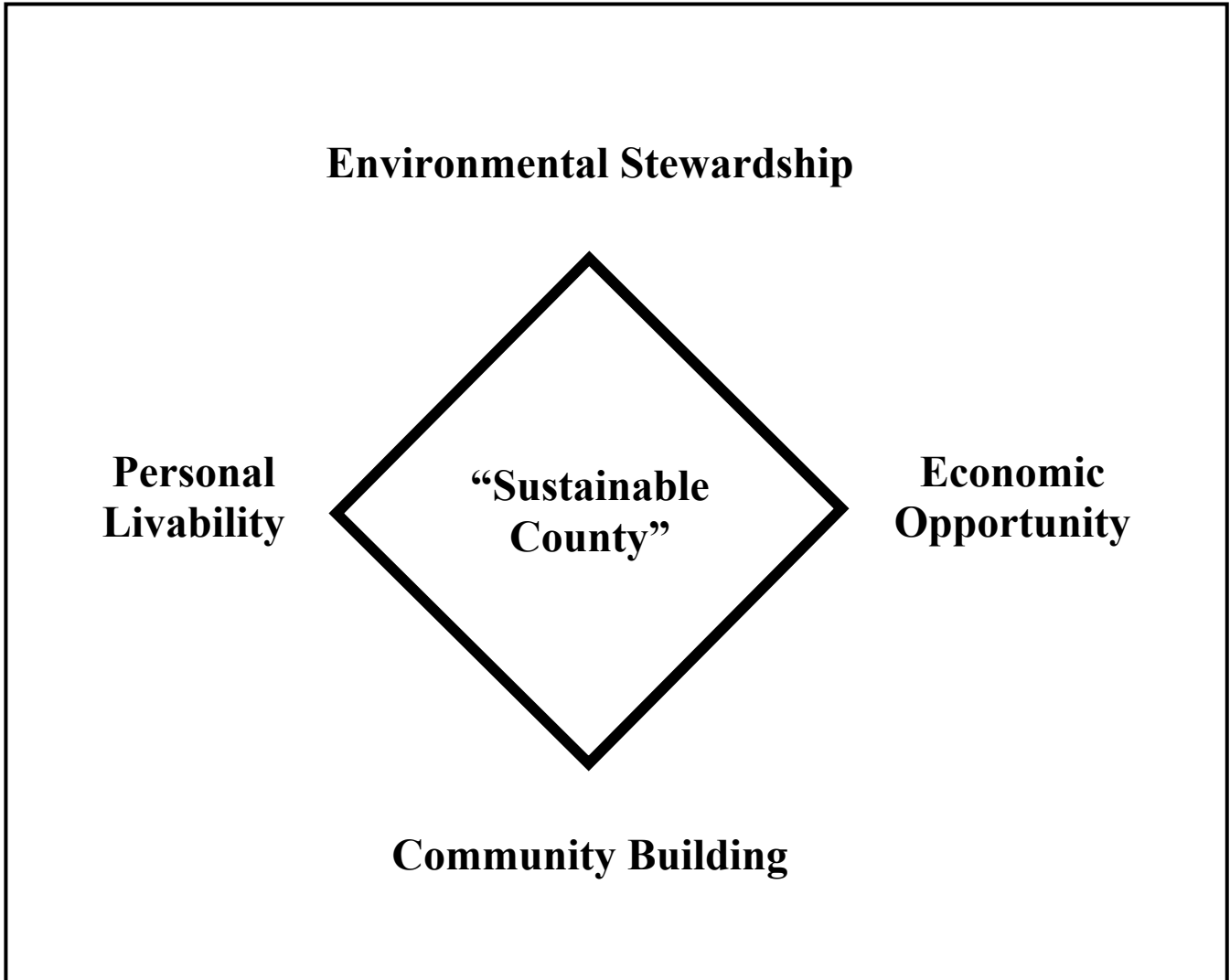
A Sustainable Community is a Balance of Four Components

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 entrepreneurism
Retaining and growing current businesses
Workforce trained for 21st century jobs
Opportunities for higher education and job training
Developing public-private relationships with a return on the investment
Attracting businesses targeted for the community

Community Building

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

SECTION 3

STRATEGIC PLAN FOR BEAUFORT COUNTY 2016-2021-2031

STRATEGIC PLANNING FOR BEAUFORT COUNTY

Strategic Planning Model for the Beaufort County

Value-based principles that describe the preferred future in 15 years	**VISION**	<u>**Destination**</u> "You Have Arrived"
Strategic goals that focus outcome-base objectives and potential actions for 5 years	**PLAN**	<u>**Map**</u> "The Right Route"
Focus for one year – a work program: policy agenda for County Council, management agenda for staff; major projects	**EXECUTION**	<u>**Itinerary**</u> "The Right Direction"
Principles that define the responsibility of County government and frame the primary services – core service businesses	**MISSION**	<u>**Vehicle**</u> "The Right Bus"
Personal values that define performance standards and expectations for employees	**CORE BELIEFS**	<u>**Fuel**</u> "The Right People"

BEAUFORT COUNTY VISION
A SUSTAINABLE COUNTY

Beaufort County Vision
A Sustainable County

Environmental Stewardship

Personal Livability

"Sustainable County"

Economic Opportunity

Community Building
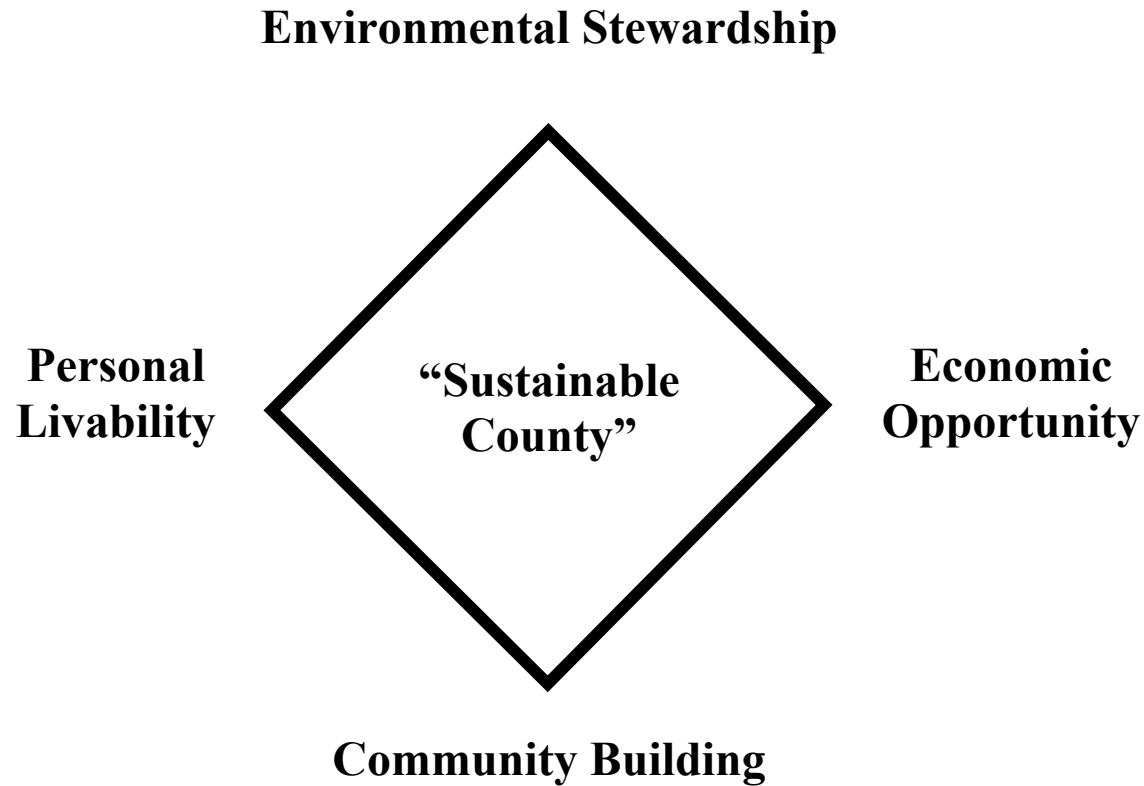
Beaufort County Vision

PERSONAL LIVABILITY

▶ **Means**

1. Residents feeling safe and secure throughout the county (personal and property) with low crime rate
2. Easy movement within the county and with acceptable, predictable travel times, including public transportation, walking and bicycle trails
3. Recreation and leisure opportunities for all generations
4. Reasonable, affordable and stable tax rate with services valued by local taxpayers
5. Good racial relations
6. Opportunities to experience arts and culture within the County
7. Convenient access to full range of choice for shopping, healthcare and medical services, education, water, government services
8. Availability of quality housing from affordable workforce housing to upper income housing
9. County residents and businesses prepared for and ready to recover from a hurricane or disaster
10. Quality public schools with quality educational programs

ENVIRONMENTAL STEWARDSHIP

▶ **Means**

1. Protection of Beaufort County's natural beauty and resources, including forest tree, canopy, beaches, waterways and wild areas
2. Effective stormwater management program and drainage system
3. Protection of water quality with the ability to harvest from the waterways
4. Buildings, homes and commercial areas designed with environmental sensitivity
5. Increase opportunities for residents and guests to enjoy the water and Lowcountry environment
6. Residents and businesses understanding and taking responsibility for environmental stewardship
7. Reasonable environmental regulations based upon common vision
8. Effective environmental monitoring, compliance and enforcement of regulations

ECONOMIC OPPORTUNITY

▶ **Economic Drivers**

1. Military and military related businesses
2. Tourism
3. Medical and healthcare
4. Light, clean manufacturing
5. Retirees
6. University, education and training
7. Historical and cultural tourism
8. Agricultural and natural resource businesses
9. Information technology based businesses

ECONOMIC OPPORTUNITY

▶ **Means**

1. Workforce prepared for 21st century jobs
2. Retention and expansion of local businesses
3. Land available within the county and the region for economic expansion and development
4. Increased tax base with demonstrable return on tax investments
5. More diverse businesses (region and local) reducing the burden on residential taxpayers
6. Jobs with family wages
7. Financing available for business development and expansion

COMMUNITY BUILDING

► **Means**

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

BEAUFORT COUNTY
PLAN FOR 2016 – 2021

Beaufort County
Goals for 2021

Financially Sound County Providing Quality Core Services Efficiently

Growing, Diversified Regional Economy

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

Upgraded County Infrastructure and Facilities

More Sustainable County through Planned, Managed Development

Goal 1
Financially Sound County Providing
Quality Core Services Efficiently

OBJECTIVES

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

MEANS TO RESIDENTS

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

SHORT TERM CHALLENGES
AND OPPORTUNITIES

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

LONG TERM CHALLENGES
AND OPPORTUNITIES

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

POLICY ACTIONS 2016 – 2017

PRIORITY

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

MANAGEMENT ACTIONS 2016 – 2017

PRIORITY

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

MANAGEMENT IN PROGRESS 2016 – 2017

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

ON THE HORIZON 2017 – 2021

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

Goal 2
Growing, Diversified Regional Economy

OBJECTIVES	**MEANS TO RESIDENTS**
1. Support business retention and growth	1. Appropriate businesses locating in Beaufort County and region.
2. Attract new diverse businesses	2. Support for local business retention and growth.
3. Have a reputation as a "business friendly" county with streamlined regulations and processes	3. More job opportunities for County residents.
4. Expand Heritage Tourism throughout the County	4. More diverse tax base.
5. Maintain/enhance the working relationship with the military	5. Business friendly County government.
6. Increase number of jobs with "living wages" and career path	

SHORT TERM CHALLENGES
AND OPPORTUNITIES

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

LONG TERM CHALLENGES
AND OPPORTUNITIES

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

POLICY ACTIONS 2016 – 2017

PRIORITY

| Top Priority |

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

MANAGEMENT IN PROGRESS 2016 – 2017

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

MAJOR PROJECTS 2016 – 2017

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

ON THE HORIZON 2017 – 2021

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

Goal 3
Preservation of Beaufort County's Lowcountry Character: Natural Beauty, Environment and Heritage

OBJECTIVES	MEANS TO RESIDENTS
1. Preserve and promote Beaufort County's history, heritage and culture	1. A beautiful living environment.
2. Improve quality of water to shellfish harvesting level	2. Opportunities to enjoy the heritage and history of the Lowcountry.
3. Preserve and enhance the beauty of the natural and built environment	3. Opportunities to enjoy the waterways and natural resources of the county.
4. Market the Beaufort County and Lowcountry brand	4. Protection of property values.
5. Increase local food production	5. Improved water quality.
6. Expand passive and active recreation uses within watershed areas	

SHORT TERM CHALLENGES AND OPPORTUNITIES

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

LONG TERM CHALLENGES AND OPPORTUNITIES

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

POLICY ACTIONS 2016 – 2017

PRIORITY

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

MANAGEMENT ACTIONS 2016 – 2017

PRIORITY

1. Okatie River Restoration: Direction and Funding — | High Priority |
2. May River — | High Priority |

MANAGEMENT IN PROGRESS 2016 – 2017

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

ON THE HORIZON 2017 – 2021

1. Battery Creek Restoration: Direction and Funding

Goal 4
Upgraded County Infrastructure and Facilities

OBJECTIVES

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

MEANS TO RESIDENTS

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

SHORT TERM CHALLENGES
AND OPPORTUNITIES

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

LONG TERM CHALLENGES
AND OPPORTUNITIES

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

POLICY ACTIONS 2016 – 2017

PRIORITY

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

MANAGEMENT ACTIONS 2016 – 2017

PRIORITY

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

MANAGEMENT IN PROGRESS 2016 – 2017

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

MAJOR PROJECTS 2016 – 2017

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

ON THE HORIZON 2017 – 2021

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

Goal 5
More Sustainable County Through Planned, Managed Development

OBJECTIVES

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

MEANS TO RESIDENTS

1. Predictable growth and development in the County.
2. Preserving and enhancing the quality of lives of residents.
3. Protection of property values.
4. Improving connectivity through a network of pathways and trails.
5. Consistent land use and development in the county

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

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

POLICY ACTIONS 2016 – 2017

PRIORITY

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

MANAGEMENT ACTIONS 2016 – 2017

PRIORITY

1. Residential Homes (2) (South) — | High Priority |
2. Community Development Code: Refinements — | High Priority |

MANAGEMENT IN PROGRESS 2016 – 2017

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

ON THE HORIZON 2017 – 2021

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

BEAUFORT COUNTY
ACTION AGENDA 2016 – 2017

Beaufort County
Policy Agenda 2016 – 2017

TOP PRIORITY

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

HIGH PRIORITY

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

Beaufort County Management Agenda 2016 – 2017

TOP PRIORITY

Arthur Horne Building

PALS Transfer to Town of Hilton Head Island

County Facilities Condition Assessment and Plan

Countywide Information Technology Evaluation Report

Connectivity in Rural Areas/Wi-Fi Expansion

County Facilities Condition Assessment and Plan

HIGH PRIORITY

Residential Homes (2) (South)

Management Succession Plan

Okatie River Restoration: Direction and Funding

May River

Smoke Free Campus

Software Review

Community Development Code: Refinements

Beaufort County
Management in Progress 2016 – 2017

MUNIS Software: Update

Library Webpage: Upgrade

Debris Management Plan: Update

Legislative Program: 2016 – 2017

Employee Manual: Update

South Carolina Retirement Plan: Liability

Planning and Zoning Website: Citizen Tracking of Projects/Issues

IT Reorganization

2017 Reassessment Preparation

Library KAJEET Smartspot Education Broadband: Expansion

Library Launch Pad: Expansion

Library Strategic Plan

Workers' Compensation Evaluation

450ᵗʰ Year Celebration on Santa Elena – "Spring Tour"

"First Shore" – Tours Series

MOU with St. James Baptist Church

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Building Online

Water Quality Office: Agreement with USCB

Tree History Report

County Five-Year Energy Recovery/Improvement Plan

Ambulance Purchase

Power Stretchers (12)

Heirs Property Public Awareness

Northern Regional Plan: Implementation

Beaufort County
Major Projects 2016 – 2017

Hilton Head Island Airport Project: FAA Safety Improvements

Spec Building

U.S. Highway 17

Flyover: Design, Bid

St. Gregory the Great Church Catholic Access

Buckwalter Regional Park Recreation Center Expansion: Phase II

Myrtle Park Administrative Complex Improvements

Daufuskie Island Fishing Pier Improvements

Broad River Fishing Pier Improvements

Animal Services/Shelter Building

ACTION AGENDA
2016 – 2017

Strategic Plan Update

STRATEGIC PLAN UPDATE

Not a <u>List</u> to be

Forgotten Tomorrow

STRATEGIC PLAN

is an Ongoing Process

that Produces Results

with Performance Accountability

Discussion Purposes

Clarity of Direction

Focus Expectations

Identify "Deliverables"

Define Responsibility

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (county government, other county governments, state government, federal government) – questions of "WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE COUNTY'S POLICY OF REGULATION?"

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)-questions of "HOW: DO WE ADDRESS THE ISSUE, MANAGE THE COUNTY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?"

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g. Road project, county facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

Beaufort County
Policy Agenda 2016 – 2017
Targets for Action

TOP PRIORITY

County Economic Development Policy Framework

Detention Center Study

Windmill Harbour Entrance Solution

Bridge Replacement Plan (Hilton Head Island)

Capital Project Sales Tax

Health Insurance Cost Containment/Affordable Care Act

Retiree Healthcare Policy

HIGH PRIORITY

Affordable/Workforce Housing

Comprehensive Impact Fee Review/Reassessment

Stormwater Management Program

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

Comprehensive Financial Plan: Revenues and Expenditures

Quick Response Vehicles

Ditch Maintenance and Drainage Policy

Comprehensive Plan for County-owned Land

Beaufort County
Policy Agenda 2016 – 2017

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

▶ Targets for Action *(Continued)*

	PRIORITY		
	PRIORITY	**TOP**	**HIGH**
24. Capitalizing on Jasper Port Opportunities for Beaufort County		1	2
25. Long-term County Offices Plan/Strategy		0	2
26. Tree Ordinance: Evaluation Report, Revision		2	1

Beaufort County
Management Agenda 2016 – 2017
Targets for Action

TOP PRIORITY

Arthur Horne Building

PALS Transfer to Town of Hilton Head Island

County Facilities Condition Assessment and Plan

Countywide Information Technology Evaluation Report

Connectivity in Rural Areas/Wi-Fi Expansion

County Facilities Condition Assessment and Plan

HIGH PRIORITY

Residential Homes (2) (South)

Management Succession Plan

Okatie River Restoration: Direction and Funding

May River

Smoke Free Campus

Software Review

Community Development Code: Refinements

Beaufort County
Management Agenda 2016 – 2017

▶ **Targets for Action**

		PRIORITY	
		PRIORITY	TOP
1.	Arthur Horne Building	Top	10
2.	PALS Transfer to Town of Hilton Head Island	Top	9
3.	County Facilities Condition Assessment and Plan	Top	8
4.	Countywide Information Technology Evaluation Report	Top	7
5.	Connectivity in Rural Areas/Wi-Fi Expansion	Top	6
6.	Physical Security Plan for County Facilities	Top	6
7.	Residential Homes (2) (South)	High	5
8.	Management Succession Plan	High	5
9.	Okatie River Restoration: Direction and Funding	High	3
10.	May River	High	2
11.	Smoke Free Campus	High	1
12.	Software Review	High	0
13.	Community Development Code: Refinements	High	0

Beaufort County
Management in Progress 2016 – 2017

1. MUNIS Software: Update

2. Library Webpage: Upgrade

3. Debris Management Plan: Update

4. Legislative Program: 2016 – 2017

5. Employee Manual: Update

6. South Carolina Retirement Plan: Liability

7. Planning and Zoning Website: Citizen Tracking of Projects/Issues

8. IT Reorganization

9. 2017 Reassessment Preparation

10. Library KAJEET Smartspot Education Broadband: Expansion

11. Library Launch Pad: Expansion

12. Library Strategic Plan

13. Workers' Compensation Evaluation

14. 450th Year Celebration of Santa Elena – "Spring Tour"

15. "First Shore" – Tours Series

16. MOU with St. James Baptist Church

17. Lady's Island Airport Private Hangar Proposal

18. CRS FEMA Audit: 6 or Better Rating

19.   2016 FEMA Flood Maps

20.   Building Online

21.   Water Quality Office: Agreement with USCB

22.   Tree History Report

23.   County Five-Year Energy Recovery/Improvement Plan

24.   Ambulance Purchase

25.   Power Stretchers (12)

26.   Heirs Property Public Awareness

27.   Northern Regional Plan: Implementation

Beaufort County
Major Projects 2016 – 2017

1. Hilton Head Island Airport Project: FAA Safety Improvements

2. Spec Building

3. U.S. Highway 17

4. Flyover: Design, Bid

5. St. Gregory the Great Church Catholic Access

6. Buckwalter Regional Park Recreation Center Expansion: Phase II

7. Myrtle Park Administrative Complex Improvements

8. Daufuskie Island Fishing Pier Improvements

9. Broad River Fishing Pier Improvements

10. Animal Services/Shelter Building

Beaufort County
Action Outlines 2016 – 2017

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

ACTION: CAPITAL PROJECT SALES TAX

PRIORITY
Policy – Top

Key Issues	*Activities/Milestones*	*Time*
• County Project List	1. Finalize County Project Report	--
• Ballot Measure	2. Report from Commission	5/16
• Relations to CIP	3. Finalize Ballot Measure	8/16

Responsibility: Executive

ACTION: HEALTH INSURANCE COST CONTAINMENT/AFFORDABLE CARE ACT

PRIORITY
Policy – Top

Key Issues	*Activities/Milestones*	*Time*
• Self Insurance	1. Finalize report with options	
• State Insurance	2. Council Workshop	3/16
• Competitive Bid	3. Council Decision: Direction	5/16
	4. Incorporate in FY 2017 Budget	6/16

Responsibility: Finance

ACTION: RETIREE HEALTHCARE POLICY

	PRIORITY
	Policy – Top

Key Issues	*Activities/Milestones*	*Time*
• Costs	1. Finalize report	2/16
• Funding	2. Council Workshop	3/16
• Fire Districts	3. Council Decision: Direction, Funding	4/16
• Sheriff		
• County Retirees		
• Options		
• Relations to Affordable Care Act		

Responsibility: Finance

ACTION: COMPREHENSIVE IMPACT FEE REVIEW/REASSESSMENT

	PRIORITY
	Policy – High

Key Issues	*Activities/Milestones*	*Time*
• Purposes	1. Review historic review	
• Types	2. Prepare report with recommendations	
• Revenues/Expenditures	3. Council: Decision	
• Rates	4. Decision: Direction	4/16/16
• Impacts on Economic Development, Housing Development		6/16/15
• Who Pays for Growth		

Responsibility: Finance

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

	PRIORITY
	Policy – High

Key Issues	*Activities/Milestones*	*Time*
	1. Prepare Final Draft Plan	
	2. Council Decision: Direction	5/16

Responsibility: Public Facility

ACTION: COMPREHENSIVE FINANCIAL PLAN:
REVENUES AND EXPENDITURES

PRIORITY
Policy – High

Key Issues
- 3-Year
- 5-Year

Activities/Milestones
1. Develop Projections
2. Council Presentation: Financial Plan

Time

10/16

Responsibility: Finance

ACTION: SALARY AND COMPENSATION STUDY AND
IMPLEMENTATION FUNDING

PRIORITY
Policy

Key Issues
- Job Description
- Market Analysis
- Workers' Compensation

Activities/Milestones
1. Receive Report
2. Develop Policy Framework
3. Council Decision: Policy Direction, Funding

Time
4/16

6/16

Responsibility: Finance

ACTION: PALS TRANSFER TO TOWN OF HILTON HEAD
ISLAND

PRIORITY
Mgmt – Top

Key Issues
- Transfer Land
- County Role

Activities/Milestones
1. Meet with Town and Island Recreation
2. Response from Town of Hilton Head Island
3. Prepare Report: Transfer Land and Contract for Parks and Recreation Services

Time
Completed

TBD

TBD

Responsibility: County Administrator

ACTION: **CONNECTIVITY IN RURAL AREAS/WI-FI EXPANSION**

	PRIORITY
	Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Report: Council	6/16
	2. Council Decision: Direction	6/16

Responsibility: Community Services/Library Director

ACTION: **MANAGEMENT SUCCESSION PLAN**

	PRIORITY
	Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Review Job Description – Clerk to County Council	6/16
	2. Report: Finance	7/16
	3. Develop County Administrator Process	8/16

Responsibility: County Administrator

ACTION: **SMOKE FREE CAMPUS**

	PRIORITY
	Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Committee Report	2/16
	2. Council Decision: Direction	3/16

Responsibility: Community Services/County Administrator

ACTION: **SOFTWARE REVIEW**

	PRIORITY
	Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Report: Finance	7/16

Responsibility: County Administrator

▶ **Management in Progress 2016 – 2017**

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

GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

ACTION: COUNTY ECONOMIC DEVELOPMENT POLICY FRAMEWORK

PRIORITY
Policy – Top

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

Activities/Milestones	*Time*
1. Convene Temporary Board	2/16
2. Select Facilitator Council: Report	2/16
3. Council: Report	4/16
4. Engage alliance – gather date/information	
5. Prepare Policy Framework Plan, Funding	5/16
6. Council Presentation	6/16

Responsibility: Governmental

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

PRIORITY
Policy

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

Activities/Milestones	*Time*
1. Prepare report	9/16
2. Council Decision: Funding Source for Economic Development	10/16

Responsibility: Finance

ACTION: HERITAGE/HISTORIC TOURISM PLAN

	PRIORITY
	Policy

Key Issues	*Activities/Milestones*	*Time*
• County Role	1. Council Report: Quarterly	4/16
• Level of Participation	2. Prepare Plan	7/16
• Partners	3. Council Presentation: Plan	8/16
• County Action		
• Funding		
• Visitor Centers (3)		

Responsibility: Governmental

ACTION: CAPITALIZING ON JASPER PORT OPPORTUNITIES FOR BEAUFORT COUNTY

	PRIORITY
	Policy

Key Issues	*Activities/Milestones*	*Time*
• Economic Interest	1. Monitor activity	Ongoing
• County Role	2. Council Report: Quarterly	4/16
• County Actions		
• Infrastructure Impacts		

Responsibility: Governmental

► Management in Progress 2016 – 2017

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

► Major Projects 2015

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

GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

ACTION: STORMWATER MANAGEMENT PROGRAM

PRIORITY

Policy – High

Key Issues
- Regulatory Ordinance
- Credit Manual Adjustment
- Project Priority
- Monitor Frequency

Activities/Milestones	*Time*
1. Finalize Ordinance draft	5/16
2. Council Decision: Ordinance	6/16
3. Council Decision: Project Priority	10/16

Responsibility: Natural Resources

ACTION: DITCH MAINTENANCE AND DRAINAGE POLICY

PRIORITY

Policy – High

Key Issues
- County Responsibility
- Policy Direction
- Funding
- State Roads – Ditch Cleaning
- Maintenance Schedule
- 5-Year Maintenance
- Relationship to Stormwater

Activities/Milestones	*Time*
1. Develop Plan for Ditch Cleaning – Current Work Program	6/16
2. Committee: Presentation	7/16
3. Council: Direction, Funding	TBD
4. Discuss with State Delegation	TBD

Responsibility: Public Facilities

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

	PRIORITY
	Policy

Key Issues	*Activities/Milestones*	*Time*
• County Role	1. Monthly Reports on Projects	Ongoing
• County Responsibility	2. Progressive Projects for Saltwater Quality	7/16
• Projects	3. Report with Recommendations	8/16
• County Actions	4. Committee: Review	9/16
	5. Council Decision: Direction	10/16

Responsibility: Natural Resources

ACTION: TREE ORDINANCE: EVALUATION REPORT, REVISION

	PRIORITY
	Policy

Key Issues	*Activities/Milestones*	*Time*
• Types of Trees	1. Complete Evaluation Report: Problems	4/16
• Re-Planting Guidelines	2. Revise Tree Ordinance	
• Tree Cutting Policy	3. Council Decision: Revised Ordinance Adoption	4/16
• Degree of Regulation		7/16
• Relationship to Municipal Ordinance		

Responsibility: Natural Resources

ACTION: OKATIE RIVER RESTORATION: DIRECTION AND FUNDING

	PRIORITY
	Mgmt – High

Key Issues	*Activities/Milestones*	*Time*

Responsibility: County Administrator

ACTION: MAY RIVER		PRIORITY
		Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Monitor Actions by Town of Bluffton	

Responsibility: County Administrator

▶ **Management in Progress 2016 – 2017**

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

GOAL 4	**UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES**

ACTION: DETENTION CENTER STUDY

PRIORITY

Policy – Top

Key Issues
- Overall Direction
- Link to Campus Plan
- Juvenile Detention to Columbia

Activities/Milestones	*Time*
1. Decision: Award Contract	2/16
2. Complete Study	10/16
3. Council Presentation: Study	11/16
4. Council Decision: Direction	12/16
5. Council Decision: Funding	TBD

Responsibility: Public Facilities

ACTION: WINDMILL HARBOUR ENTRANCE SOLUTION

PRIORITY

Policy – Top

Key Issues
- Permits
- Funding: Capital Project Sales Tax/ Funding Options
- Engineering Design
- Residents' Expectations
- Alternatives
- Roundabouts/Two Lights
- Public Safety

Activities/Milestones	*Time*
1. Secure Permits	
2. Council Decision: Direction and Engineering	2/16
3. Contract for Engineering	3/16
4. Council Decision: Funding Mechanism	6/17

Responsibility: Public Facilities

ACTION: **BRIDGE REPLACEMENT PLAN (HILTON HEAD ISLAND)**

		PRIORITY
		Policy – Top

Key Issues	*Activities/Milestones*	*Time*
• Scope	1. Define Project Scope	TBD
• Design	2. Decision: Capital Project Sales Tax	TBD
• Funding	3. Secure SCDOT Project List	TBD

Responsibility: Public Facilities

ACTION: **QUICK RESPONSE VEHICLES**

		PRIORITY
		Policy – High

Key Issues	*Activities/Milestones*	*Time*
• Funding	1. Incorporate in FY 2017 Budget	6/16
	2. Decision: Funding in FY 2017 Budget	6/16

Responsibility: Governmental County Administrator

ACTION: **DAUFUSKIE ISLAND PUBLIC IMPROVEMENTS**

		PRIORITY
		Policy

Key Issues	*Activities/Milestones*	*Time*
• Additional Restrooms	1. Complete study	5/16
• Park	2. Prepare report	5/16
• Project Priority	3. Council Decision: Project Direction, Priority, Funding	6/16
• Funding		
• Audits		
• Lease		
• County Role		
• CDBG Relationship		
• Project: Capital Project Sales Tax List		

Responsibility: Public Facilities

ACTION:	LONG-TERM COUNTY OFFICES PLAN/STRATEGY	PRIORITY
		Policy

Key Issues	*Activities/Milestones*	*Time*
• Direction	1. Council Decision: FY 2018 Budget for Plan Development	6/17
• Funding	2. Identify/evaluate options	TBD
• Facilities	3. Prepare plan	TBD
• Relationship to City of Beaufort	4. Council Presentation: Plan	TBD
• Needs Assessment		

Responsibility: Executive

ACTION:	ARTHUR HORNE BUILDING	PRIORITY
		Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Council Report: Direction	2/16

Responsibility: County Administrator

ACTION:	COUNTY FACILITIES CONDITION ASSESSMENT AND PLAN	PRIORITY
		Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Prepare Report on Condition and Life Expectancy	12/16
	2. Presentation: Report	1/17

Responsibility: Public Facilities

ACTION: **COUNTYWIDE INFORMATION TECHNOLOGY EVALUATION REPORT**

PRIORITY
Mgmt – Top

Key Issues
- Funding

Activities/Milestones
1. Council Report

Time
6/16

Responsibility: County Administrator

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

PRIORITY
Mgmt

Key Issues
- Funding

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

Time
5/16
6/16

Responsibility: County Administrator

▶ **Management in Progress 2016 – 2017**

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

▶ **Major Projects 2015**

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

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

ACTION: AFFORDABLE/WORKFORCE HOUSING

	PRIORITY
	Policy – High

Key Issues	*Activities/Milestones*	*Time*
• County's Role	1. Evaluate needs and current programs and options	7/16
• Definition/Scope	2. Review current policies	7/16
• County Actions	3. Review State Regulations	7/16
• Lowcountry Affordable Housing Coalition	4. Prepare Committee Report with Options	8/16
	5. Council: Presentation	
	6. Council Decision: Directions, Actions	9/16
		10/16

Responsibility: Natural Resources

ACTION: COMPREHENSIVE PLAN FOR COUNTY OWNED LAND

	PRIORITY
	Policy – High

Key Issues	*Activities/Milestones*	*Time*
• Use	1. Review Inventory	4/16
• Sale	2. Committee of the Whole Decision: Direction, Next Steps	5/16

Responsibility: Chair/Committee of the Whole

ACTION: PEPPER HALL PLANTATION SITE

	PRIORITY
	Policy

Key Issues	*Activities/Milestones*	*Time*
• Rezoning	1. Decision: Rezoning	TBD
• Development Agreement	2. Decision: Development Agreement	TBD

Responsibility: Natural Resources

ACTION: **SIDEWALKS/BIKING IN RURAL AREAS PLAN AND FUNDING**

PRIORITY
Policy

Key Issues
- Plan
- Projects
- Funding

Activities/Milestones
1. Committee Discussion: Sidewalks and Biking Projects

Time
Ongoing

Responsibility: Public Facilities

ACTION: **COMPREHENSIVE PLAN: UPDATE**

PRIORITY
Policy

Key Issues

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

Time
3/16
2/16 – 4/16

6/16

Responsibility: Natural Resources

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

PRIORITY
Policy

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

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

Time
Ongoing
Ongoing
3/16
8/16

Responsibility: Natural Resources

ACTION: **RESIDENTIAL HOMES (2) (SOUTH)**

	PRIORITY
	Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Council Decision: FY 2017 Budget	6/17

Responsibility: Community Services

ACTION: **COMMUNITY DEVELOPMENT CODE:**
            REFINEMENTS

	PRIORITY
	Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Monitor/evaluate impacts	Ongoing
	2. Prepare report with recommended changes	Ongoing
	3. Council Decision: Code Amendments	Ongoing
	4. Preparation: Annual Review	
	5. Council Presentation: Annual Report	12/16
		12/16

Responsibility: Natural Resources

▶ **Management in Progress 2016 – 2017**

1.	Heirs Property Public Awareness	2015
2.	Northern Regional Plan: Implementation	2015

Policy Calendar 2016 – 2017
County Council
Beaufort County

February 2016

1.   Decision: Engineering Contract for Windmill Harbour Entrance

2.   Report: Arthur Horne Building

March 2016

1.   Workshop: Health Insurance Cost Containment Options

2.   Workshop: Retiree Healthcare

3.   Decision: Smoke Free County Campus

4.   Natural Resources: Comprehensive Plan Update – Review

5.   Decision: Crystal Lake Park Development

April 2016

1. Discussion: Comprehensive Impact Fee Report

2. Decision: Health Insurance Direction

3. Decision: Retiree Healthcare

4. Report Economic Development – Report – Update

5. Report: Heritage/Historic Tourism Report – Update

6. Report: Capitalizing on Jasper Port

May 2016

1. Decision: Solid Waste Curbside Pick-up Direction

2. Decision: Stormwater Management Regulatory Ordinance

3. Committee of the Whole: Comprehensive Plan for County-owned Land

June 2016

1. Impact Fee Direction

2. Decision: Salary and Compensation Direction

3. Decision: Connectivity in Rural Areas/Wi-Fi Expansion

4. Presentation: Economic Development Policy and Plan

5. Decision: Funding Mechanism for Windmill Harbour Entrance

6. Decision: Quick Response Vehicles Funding – FY 2017 Budget

7. Decision: Daufuskie Island Public Improvements Direction and Funding

8. Report: Countywide Information Technology Plan

9. Decision: Physical Security Plan for County Facilities Funding in FY 2017 Budget

10. Decision: Comprehensive Plan Update

July 2016

1. Finance: Management Succession Plan Report

2. Finance: Software Review Report

3. Public Facilities: Ditch Maintenance and Drainage Policy Presentation

4. Decision: Revised Tree Ordinance

August 2016

1.   Decision: Capital Project Sales Tax Ballot Measure

2.   Presentation: Heritage/Historic Tourism Plan

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

> ## September 2016

1.   Natural Resources: Creek Restoration Report

2.   Presentation: Affordable/Workforce Housing

October 2016

1. Presentation: Financial Plan

2. Decision: Business License – Funding Source for Economic Development

3. Decision: Stormwater Project Priority

4. Decision: Creek Restoration Direction

5. Decision: Affordable/Workforce Housing Direction

November 2016

1.   Presentation: Detention Center Study

December 2016

1. Decision: Detention Center Direction

2. Presentation: Community Development Code Annual Report

January 2017

1. Presentation: County Facilities Condition Assessment Report

SECTION 4

PERFORMANCE REPORT 2016
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**

**"Sustainable
County"**

**Economic
Opportunity**

Community Building

Beaufort County
Goals 2021

Financially Sound County Providing Quality Core Services Efficiently

Growing, Diversified Regional Economy

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

Upgraded County Infrastructure and Facilities

More Sustainable County through Planned, Managed Development

Beaufort County
Policy Agenda 2016 – 2017

TOP PRIORITY

County Economic Development Policy Framework

Detention Center Study

Windmill Harbour Entrance Solution

Bridge Replacement Plan (Hilton Head Island)

Capital Project Sales Tax

Health Insurance Cost Containment/Affordable Care Act

Retiree Healthcare Policy

HIGH PRIORITY

Affordable/Workforce Housing

Comprehensive Impact Fee Review/Reassessment

Stormwater Management Program

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

Comprehensive Financial Plan: Revenues and Expenditures

Quick Response Vehicles

Ditch Maintenance and Drainage Policy

Comprehensive Plan for County-owned Land

Beaufort County
Management Agenda 2016 – 2017

TOP PRIORITY

Arthur Horne Building

PALS Transfer to Town of Hilton Head Island

County Facilities Condition Assessment and Plan

Countywide Information Technology Evaluation Report

Connectivity in Rural Areas/Wi-Fi Expansion

County Facilities Condition Assessment and Plan

HIGH PRIORITY

Residential Homes (2) (South)

Management Succession Plan

Okatie River Restoration: Direction and Funding

May River

Smoke Free Campus

Software Review

Community Development Code: Refinements

Beaufort County
Management in Progress 2016 – 2017

1. MUNIS Software: Update
2. Library Webpage: Upgrade
3. Debris Management Plan: Update
4. Legislative Program: 2016 – 2017
5. Employee Manual: Update
6. South Carolina Retirement Plan: Liability
7. Planning and Zoning Website: Citizen Tracking of Projects/Issues
8. IT Reorganization
9. 2017 Reassessment Preparation
10. Library KAJEET Smartspot Education Broadband: Expansion
11. Library Launch Pad: Expansion
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13. Workers' Compensation Evaluation
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16. MOU with St. James Baptist Church
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25. Power Stretchers (12)
26. Heirs Property Public Awareness
27. Northern Regional Plan: Implementation

Beaufort County
Major Projects 2016 – 2017

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

Beaufort County
Successes for 2016
Chair and County Council Perspective

1. Hurricane Response and Clean-up

2. Water Quality Office: Funded and Staffed

3. Community Development Code: Refinement

4. Land Purchases: Trash Transfer, Air Station, St. Helena

5. Mink Point Boulevard

6. Flyover Completion

7. Staffing Study

8. Stormwater Program, Ordinance, Regulations

9. Sales Tax Referendum

10. Affordable Housing Resolution

11. Economic Development Commission: Moving Forward

12. National Monument Designation with Multiple Sites

13. F-35 Deployment

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
1.	+

GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
1.	+

GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
1.	+

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
1.	+

<table>
<tr><td>**GOAL 5**</td><td>**MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT**</td></tr>
</table>

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
1.	+

Beaufort County
Other County Successes 2016
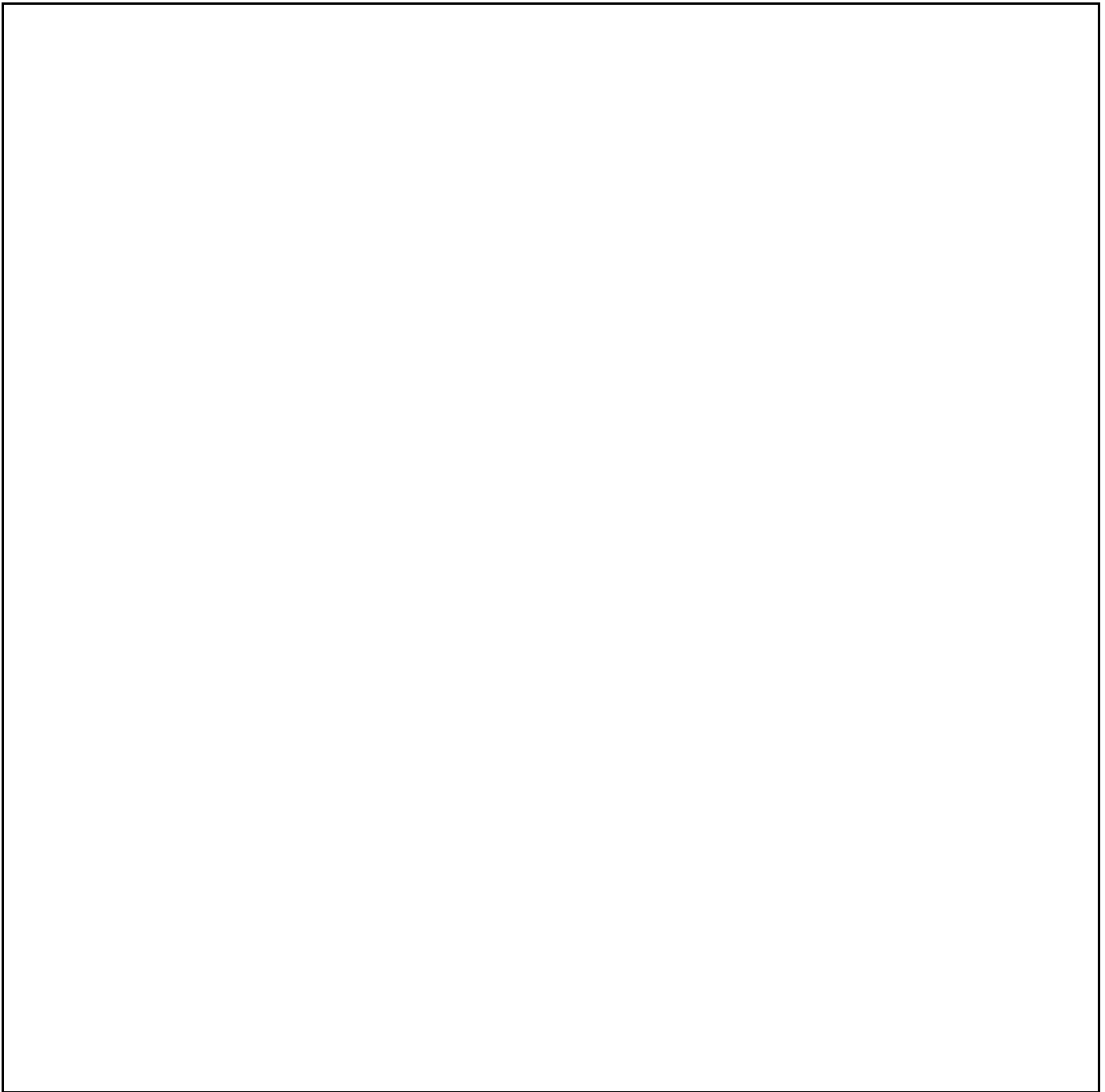
SECTION 5

LOOKING TO BEAUFORT COUNTY'S FUTURE

Beaufort County
Vision 2032

Beaufort County
Success in 2022 means…

Beaufort County
Actions for 2017

Beaufort County
Strengths – Weaknesses
Threats - Opportunities

▶ **Strengths**

1. Military bases: Parris Island and Air Base ⌷SEP⌷

2. Tourism - major destination ⌷SEP⌷

3. Lowcountry natural environment and beauty

4. Islands ⌷SEP⌷

5. Beaches ⌷SEP⌷

6. County administration ⌷SEP⌷

7. Quality County services ⌷SEP⌷

8. Land for residential development ⌷SEP⌷

9. Reputation: "Great Place to Live"

10. Access to I-95 ⌷SEP⌷

11. Financially sound County government ⌷SEP⌷

12. Technical College ⌷SEP⌷

13. Bond Rating ⌷SEP⌷

14. Competitive destination for retirees ⌷SEP⌷

15. Rapport with residents ⌷SEP⌷

16. Low taxes ⌷SEP⌷⌷SEP⌷

► **Areas for Improvement**

1. Condition and capacity of highways, including traffic congestion

2. Bridges near end of lifetime

3. Relationship with municipalities

4. Division on economic development: vision and organization

5. Working with property owners

6. Aging community - old population

7. Updating County government: Treasurer and Auditor

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

1. Divide: north of the Broad vs south of the Broad

2. Division/split on the County Council

3. Uncertain Policies and actions of the Federal government

4. Limited County revenues and resources

5. Politics over community benefit

6. Annexations by municipalities

7. Uncertain global and national economy

8. Aging tourism reputation and facilities

9. No economic diversification

10. Ethical government challenges

11. Unmanaged growth in Bluffton area

12. Affordable housing for workforce

13. Quality of public schools

14. Funding from the State of South Carolina

15. Next Hurricane

16. Lack of trust and disharmony among County Council members

17. Low financial reserves

► **Opportunities for the Future**

1. Port of Jasper

2. Diversification of local economy

3. Cleaning up waterways

4. Preparing for earmarks from Federal government

5. Future of military: end of Sequestration and increased military spending

6. Tourism expansion: historic/heritage and eco-tourism

7. USCB future expansion

8. Culinary School development

9. Auto and Aerospace Parts manufacturing

Beaufort County
Actions Ideas for 2017
Chair and County Council

1. Economic Development: Goals, Organization, Funding........

2. Bridges Strategy: Goals, Direction, Funding, including Tolling....

3. Heritage Tourism: Next Steps..

4. Hilton Head National: Direction, Master Plan...

5. Annexation by Town of Hilton Head Island: Direction.....

6. County Annexation Policy: Direction....

7. USCB Building: County Role, Direction, Funding...

8. Sales Tax Proposal: Direction, Timing.

9. Arthur Horn Building: Direction, Next Steps

10. Port of Jasper: Direction, County Actions....

11. State Lobbying and Legislative Agenda..

12. County Administrator Replacement: Next Step, Timing.....

13. Federal Lobbying and Legislative Agenda..

14. County (Form-based) Code/Development Agreements: Evaluation, Refinement...

15. Beaufort Commerce Park: County Role, Direction, Funding..

16. Sidewalks in Rural Areas: Direction, Projects, Funding..

17. Daufuskie Island: County Projects, Funding

18. Rivers and Creeks: Water Quality Evaluation, Goals, Projects, Funding... [SEP]

19. Financial Plan: Review, Refinement.. [SEP]

20. Parks and Recreation: County Role, Relationship to Municipalities, Direction, Funding...

21. Housing Survey: Completion, Direction. [SEP]

22. Comprehensive Plan: Update. [SEP]

23. County Detention Facility: Direction.. [SEP]

24. Public Safety Radios: Options, Direction. [SEP]

25. Revenue Options: Report with Options, Direction. [SEP]

26. Convenience Center: Direction. [SEP]

27. Marine Debris Clean-up. [SEP]

28. Sale of Port at Port Royal: Direction. [SEP]

29. Rural and Critical Lands Policy and Plan: Review, Direction, Next Action Steps.... [SEP]

30. County Roads: Update, Direction, Financing Plan. [SEP]

31. Affordable/Workforce Housing Policy: Direction.. [SEP]

32. Special Needs Building: Direction, Funding [SEP]

33. Mass Transit Option to Charleston: Feasibility Report with Options, Direction.. [SEP]

34. Information Technology Plan: Update, Funding. [SEP]

35. Public Schools Strategy: Key Issues, Direction, Actions... [SEP]

36. Ferry System: Re-Evaluation, Direction, County Role, County Actions. [SEP]

37. Service Consolidation with Jasper County: Evaluation, Directions, Actions. [SEP]

38. FEMA Reimbursement.

39. Highway 278 Expansion/Improvements: Direction, Funding. [SEP]

40. Highway 278/Highway 170 Improvements: Direction, Project Scope, Funding

41. Highway 21/Highway 802 Intersection Improvements: Direction, Funding.

42. Technical College: Next Steps, County Role, Actions..

43. County Buildings Plans: Direction, Funding, Timing...

44. Reserve Policy: Review, Funding......

45. Folly Beach No Public Sewer: Direction.

46. Hurricane Return: Plan, Public Education.

47. New River Park: Direction.

48. Tax Rate: Direction...

49. Planning Commission: Sign Assignment - Direction.

50. Re-Districting: Direction, Timing, Next Steps.

51. Stormwater Management Policy and Program: Next Steps, Guide for 5 Years.

52. School Impact Fee: Review, Direction.

53. New Schools: Direction.

54. County Fees and Charges: Evaluation, Direction.

55. Business Licenses: Evaluation Report, Direction, Actions.

56. Southern Regional Plan: Update, Direction.

57. County Government: Direction, Actions, Timing....

58. Convention Center: Feasibility Study, Direction.

59. Sports Arena: Feasibility Study, Direction.

60. Culinary Institute: Direction, Funding..

61. Performing Arts Hall: Feasibility Report, Direction, County Role, Funding..

62. Impact Fees: Evaluation, Direction.

63. Solid Waste Landfill: Direction.

64. PAL Transfer to Town of Hilton Head Island: Direction, County Role..

65. Staff Compensation Policy: Direction, Funding...

66. Long Range Capital Plan: Development, Direction, Project Priority, Funding Mechanism.

67. Windmill Harbor Intersection: Direction..

68. Spanish Moss Trail: Direction, Next Steps.

69. Graves Property: Direction.

70. County Government Services and Programs: Comprehensive Evaluation, Report, Direction.

71. Retiree Benefits Termination: Direction...

72. Passive County Parks: Direction.

73. Southern Courts: Direction.

74. Road Maintenance: Direction

75. Solid Waste Management: Direction, County Role, Actions

76. Yemassee Industrial Park: Direction, County Role

77. Hampton Industrial Park: Direction, County Role

Top "10"
Priorities for 2017

EXECUTIVE PERSPECTIVE

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New Realities for Counties: Trends

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

2. **AGING POPULATION: MORE 80+**
   Limited housing options
   Many seniors aging in place (single family homes)
   Increasing demands for County services, particularly Fire and Police
   Lack of affordable independent and assisted living facilities
   Looking to government for wellness and leisure facilities, programs and services

3. **SHRINKING PRESENCE OF RETAIL**
   Online retail experiencing growth
   Store going to online sales and reducing/eliminating retail store
   Retail space more expensive than distribution space
   Availability of next day delivery
   Too much land zoned for commercial retail

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

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

6. FINANCIAL SELF SUFFICIENT COUNTY GOVERNMENT

Fewer outside funding sources: grants and earmarks
Unfunded liability of pension systems
Costs of healthcare and insurance and the uncertain impacts of Affordable Care Act
States restricting revenue options for local governments
Higher taxes or less government services on the way

7. FEDERAL GOVERNMENT IS BROKEN

Beaufort County
Our New Reality

SECTION 6

STRATEGIC DISCUSSION ON CRITICAL ISSUES

Beaufort County
Critical Topics for Discussion

▶ **Topics**

1. Economic Development

2. County Facilities

3. Bridges

4. Annexations

5. USCB

6. Tourism

7. Port of Jasper

8. Retiree Benefits

9. County Administrator Replacement

10. Beaufort Commerce Park

► **Topics**

PRIORITY

Critical Issue:
Economic Development

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
County Facilities

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
Bridges

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
Annexations

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue: USCB

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
Tourism

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
Port of Jasper

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
Retiree Benefits

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
County Administrator Replacement

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
Beaufort Commerce Park

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
Rural and Critical Lands

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
County Code/Development Agreements

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
County Parks and Recreation

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
Public Schools

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
Financial Reserve

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
County Government

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

SECTION 7

BEAUFORT COUNTY
PLAN 2017 – 2022

Beaufort County
Goals 2022

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

———

Growing, Diversified Regional Economy

———

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

———

Upgraded County Infrastructure and Facilities

———

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

Beaufort County
Goals 2022 Worksheet

	IMPORTANCE	
	Personal	**Team**
1. Financially Sound County Providing Quality Core Services Efficiently		
2. Growing, Diversified Regional Economy		
3. Preservation of Beaufort County's Lowcountry Character: Natural Beauty, Environment and Heritage		
4. Upgraded County Infrastructure and Facilities		
5. More Sustainable County through Planned, Managed Development		
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ **Objectives**

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

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ **Means to Residents**	PRIORITY	
1. Valued services for their tax dollar.		
2. County services delivered in an efficient manner.		
3. County Council acting as responsible financial stewards.		
4. Content access to county services.		
5. County reducing the cost of service delivery		
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Challenges and Opportunities	PRIORITY	
1. Potential increases in costs: healthcare, raw materials, and outside contracts		
2. Federal and State legislative actions impacting County revenues, services and capital projects		
3. Retaining a top quality County workforce and competitive compensation		
4. Increasing demands for County services and facilities for residents		
5. Countywide benefits vs. individual interests and priorities		
6. Defining the role of County government, service responsibilities/levels and relationship to municipalities		
7. Absence of long-range revenue/expenditure projections and financial plan		
8. Providing services for those who need or are dependent on County services		
9. Determining County's funding for outside organizations		
10. Residents understanding of County finances/revenues, services, reassessment process		

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Challenges and Opportunities	PRIORITY	
11. Slow growth in County revenues		
12. Reassessment of property values and the impact on County revenues		
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

► Actions 2017	PRIORITY	
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Actions 2017	PRIORITY	
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Actions 2017	PRIORITY
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Management in Progress 2017	TIME	
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▶ **Major Projects 2017**	TIME	
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ **On the Horizon 2018 – 2022**

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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Objectives**

		PRIORITY	
Objective 1	Support business retention and growth		
Objective 2	Attract new diverse businesses		
Objective 3	Have a reputation as a "business friendly" county with streamlined regulations and processes		
Objective 4	Expand Heritage Tourism throughout the County		
Objective 5	Maintain/enhance the working relationship with the military		
Objective 6	Increase number of jobs with "living wages" and career path		
Objective 7			
Objective 8			
Objective 9			
Objective 10			

GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Means to Residents**	**PRIORITY**	
1. Appropriate businesses locating in Beaufort County and region.		
2. Support for local business retention and growth.		
3. More job opportunities for County residents.		
4. More diverse tax base.		
5. Business friendly County government.		
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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Challenges and Opportunities**   **PRIORITY**

1. Working with other governments: municipalities and counties

2. Tapping access to I-95 and Ports opportunities

3. Funding mechanism for economic development

4. Determining partnership with regional alliance(s)

5. Balancing business development and economic growth with protection of natural resources

6. Becoming "business friendly" by reducing or eliminating barriers to private investment and business development

7. Availability of workforce housing

8. Creating a positive environment for business investment and growth

9. Cost of land in Beaufort County and availability of "ready" sites with infrastructure

10. Defining Beaufort County economic policies, tool kit

GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ Challenges and Opportunities	PRIORITY	
11. Link economic opportunities to USCB and TCL		
12. Tapping the potential of "Heritage Tourism"		
13. Defining what is "real" economic development with outcome-base metrics and performance standards		
14. Producing tangible results: real new businesses, more value-added jobs		
15. Performance accountability and return on County investment		
16. Strengthening/expanding the tourism base		
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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Actions 2017**	**PRIORITY**
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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Actions 2017**

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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Actions 2017**	**PRIORITY**	
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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Management in Progress 2017**

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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Major Projects 2017**

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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **On the Horizon 2018 – 2022**

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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

► **Objectives**

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

GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ **Means to Residents**

		PRIORITY	
1.	A beautiful living environment.		
2.	Opportunities to enjoy the heritage and history of the Lowcountry.		
3.	Opportunities to enjoy the waterways and natural resources of the county.		
4.	Protection of property values.		
5.	Improved water quality.		
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ **Challenges and Opportunities**

		PRIORITY
1.	Preserving local businesses dependent upon water quality and natural resources	
2.	Preserving and enhancing water quality	
3.	Sprawl development and impervious surfaces impacting water quality and natural resources	
4.	Federal and State of South Carolina regulations and mandates impacting water and our natural environment	
5.	Opening up rural and critical lands for public uses	
6.	Expanding the "Lowcountry" brand including food production (farming and fishing) and ecotourism	
7.	Sea level rise	
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ Challenges and Opportunities	PRIORITY
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ **Actions 2017**

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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ Actions 2017	PRIORITY	
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ Actions 2017	PRIORITY	
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ Major Projects 2017	TIME	
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ **Objectives**

		PRIORITY	
Objective 1	Develop County Campus/Complex		
Objective 2	Define, plan, develop all types of infrastructure to support future growth and development		
Objective 3	Plan for upgrading bridges throughout the County		
Objective 4	Upgrade quality of public roads to County standards "D" or better		
Objective 5	Upgrade and expand County parks and boat landings with restrooms		
Objective 6	Develop Countywide technology connection for residents and businesses		
Objective 7	Place on SCDOT List: Hilton Head Island Bridges		
Objective 8			
Objective 9			
Objective 10			

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ **Means to Residents**	**PRIORITY**	
1. Customer-friendly, well-maintained county facilities.		
2. Improved quality of county roads.		
3. Easier traffic flow and movement throughout the County.		
4. Better quality park facilities.		
5. County investing in infrastructure for future growth		
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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ **Challenges and Opportunities**

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

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ **Challenges and Opportunities**	**PRIORITY**	
11. Increasing energy efficiency of County buildings and facilities		
12. Expanding, improving the quality of parks and recreational facilities		
13. County investing in infrastructure for future growth		
14. Traffic volume and road capacity		
15. Expanding solar energy and renewable energy for County facility		
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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ **Actions 2017**

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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ Actions 2017	PRIORITY	
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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

► Actions 2017	PRIORITY	
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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ Major Projects 2017	TIME	
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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ **Objectives**

		PRIORITY
Objective 1	Develop effective relations with municipalities on managing development issues	
Objective 2	Preserve/enhance property values	
Objective 3	Improve walkability in rural and other incorporated communities	
Objective 4	Apply "SMART" Growth and new urbanism principles in selected locations	
Objective 5	Improve/increase affordable and workforce housing	
Objective 6	Improve customer service and public access to information during the development process	
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ Means to Residents	PRIORITY	
1. Predictable growth and development in the County.		
2. Preserving and enhancing the quality of lives of residents.		
3. Protection of property values.		
4. Improving connectivity through a network of pathways and trails.		
5. Consistent land use and development in the county		
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ **Challenges and Opportunities**	**PRIORITY**	
1. Balancing personal property rights and regulations for community benefits		
2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton and Hilton Head Island		
3. County's role in preserving or enhancing property values		
4. Understanding the Community Development Code and related processes		
5. Adapting County land use and development regulations to each community		
6. Problem of heirs property and defining the County's role		
7. Defining Beaufort County's role in redevelopment, infill development and increasing density		
8. Encouraging "SMART" growth principles and their application to Beaufort County		
9. Implementation of abandoned or deteriorated buildings and structures program		
10. Future of single family homes and home ownership and the development of vacant lots		

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ Challenges and Opportunities	PRIORITY
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ **Actions 2017**

	PRIORITY	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ **Actions 2017**

	PRIORITY
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ Actions 2017	PRIORITY	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ Management in Progress 2017	TIME	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ Major Projects 2017	TIME	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ On the Horizon 2018 – 2022

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SECTION 7

BEAUFORT COUNTY
PLAN 2017 – 2022

[UPDATED: 2/11/17]

Beaufort County
Goals 2022

Financially Sound County Providing Quality Core Services Efficiently

Growing, Diversified Regional Economy

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

Upgraded County Infrastructure and Facilities

More Sustainable County through Planned, Managed Development

Beaufort County
Goals 2022 Worksheet

		IMPORTANCE	
		Personal	Team
1.	Financially Sound County Providing Quality Core Services Efficiently		
2.	Growing, Diversified Regional Economy		
3.	Preservation of Beaufort County's Lowcountry Character: Natural Beauty, Environment and Heritage		
4.	Upgraded County Infrastructure and Facilities		
5.	More Sustainable County through Planned, Managed Development		
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ **Objectives**

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

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ **Means to Residents**	PRIORITY
1. Valued services for their tax dollar.	
2. County services delivered in an efficient manner.	
3. County Council acting as responsible financial stewards.	
4. Content access to county services.	
5. County reducing the cost of service delivery	
6.	
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Challenges and Opportunities	PRIORITY
1. Potential increases in costs: healthcare, raw materials, and outside contracts	
2. Federal and State legislative actions impacting County revenues, services and capital projects	
3. Retaining a top quality County workforce and competitive compensation	
4. Increasing demands for County services and facilities for residents	
5. Countywide benefits vs. individual interests and priorities	
6. Defining the role of County government, service responsibilities/levels and relationship to municipalities	
7. Absence of long-range revenue/expenditure projections and financial plan	
8. Providing services for those who need or are dependent on County services	
9. Determining County's funding for outside organizations	
10. Residents understanding of County finances/revenues, services, reassessment process	

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Challenges and Opportunities	PRIORITY
11. Slow growth in County revenues	
12. Reassessment of property values and the impact on County revenues	
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Actions 2017	PRIORITY
1. Health Insurance Cost Containment T - 2016	
2. Retiree Healthcare Policy T - 2016	
3. Comprehensive Impact Fee Review CC H - 2016	
4. Solid Waste Curbside Pick Up / Recycling CC H - 2016	Mgmt
5. Comprehensive Financial Plan: Revenues and Expenditures CC H - 2016	
6. Salary and Compensation Study Implementation • Implementation • Step Funding CC 2016	
7. PALS Transfer to Hilton Head Island (Town) CC M - 2016	
8. Connectivity in Rural Areas / Wi Fi Expansion M - 2016	

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Actions 2017		PRIORITY
9. Management Succession Plan M-2016		
10. Software Review M-2016		
11. Sales Tax Proposal: Direction, Timing · Major Capital Projects CC		
12. County Administrator Replacement CC		
13. Parks and Recreation: County Role, Relationship to Municipalities CC		
14. Revenue Options Report CC		
15. Service Consolidation with Jasper County: Evaluation Report CC		
16. FEMA Reimbursement CC		

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Actions 2017	PRIORITY
17. Reserve Policy : Revision cc	
18. Hurricane Return Plan cc	
✓ 19. Budget FY 2017-2018 : Tax 　　1 mil　Operation 　　3 mil　Hurricane/Reserves 　　½ mil　Capital cc	
20 School Impact Fees cc	
21. County Fees and Charges : Review cc	
22. County Government Reform cc	
23. County Government Services and Programs: Comprehensive Evaluation cc	
24. Retiree Benefits Termination: Direction cc	

25. Public Schools Strategy / Funding

cc

26. Marine Debris Cleanup

cc

100.

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ Management in Progress 2017	TIME
1. MUNIS Software	2016
2. Library Webpage	2016
3. Debris Management Plan : Update	2016
4. Legislative Program : 2017-2018 a) State b) Federal	CC 2016
5. Employee Manual : Update	2016
6. South Carolina Retirement Plan Liability	2018
7. Planning & Zoning Website : Citizen Tracking of Projects	2016
8. IT Reorganization	2016

9. 2017 Reassessment: Reparation

2016

10. Library KAJEET Smartspot Education
Broadband: Expansion   2016

11. Library Launch Pad: Expansion

2016

12. Library Strategic Plan

11a

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

► Major Projects 2017	TIME
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GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

▶ **On the Horizon 2018 – 2022**

	TIME
1. Fire Charters Change	2016
2. Accommodation Fee / Allocation to Projects Revised Process	2016
3. Police Services Study	2016
4. Fire Districts Consolidation Study	2016
5. Joint Use of School Facilities	2016
6. Treasury Investment Committee: Creation	2016
7. Matching Funds for Grants	2016
8.	

GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Objectives**

		PRIORITY
Objective 1	Support business retention and growth	
Objective 2	Attract new diverse businesses	
Objective 3	Have a reputation as a "business friendly" county with streamlined regulations and processes	
Objective 4	Expand Heritage Tourism throughout the County	
Objective 5	Maintain/enhance the working relationship with the military	
Objective 6	Increase number of jobs with "living wages" and career path	
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Means to Residents**

		PRIORITY
1.	Appropriate businesses locating in Beaufort County and region.	
2.	Support for local business retention and growth.	
3.	More job opportunities for County residents.	
4.	More diverse tax base.	
5.	Business friendly County government.	
6.		
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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

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

GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ Challenges and Opportunities	PRIORITY
11. Link economic opportunities to USCB and TCL	
12. Tapping the potential of "Heritage Tourism"	
13. Defining what is "real" economic development with outcome-base metrics and performance standards	
14. Producing tangible results: real new businesses, more value-added jobs	
15. Performance accountability and return on County investment	
16. Strengthening/expanding the tourism base	
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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

	PRIORITY
▶ Actions 2017 h. Regional Alliance (Site Development) (10/17 i. Tech Assistance to Local Initiatives (10/17	
1. County Economic Development Policy Framework a) Vision/Mission 3/17 d) Performance Measures Reporting 5/17 b) Strategy/Work Plan 3/17 e) Long Term Funding Commitment 6/17 CC c) Modify By-Laws 4/17 f) Business Retention 7/17 g) Executive Director 9/17 T - 2016	
2. Business License CC P 2016	
3. Heritage/Historic Tourism Plan CC P 2016	
4. Port of Jasper CC P 2016	

5. USC-B/TCL Campus Buildings
   - Direction:
     • Recieve Proposals with Amount
     • Culinary Building: Direction   CC
                OTH 2016	

6. Commerce Park CC	
7. Beaufort Commerce Park CC	
8. Hampton Industrial Park CC	

GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Actions 2017** | PRIORITY |

9. Yemassee Industrial Park   CC

10. Convention Center Feasibility Study   CC

11. Sports Arena Feasibility Study   CC

12. Performing Arts Hall Feasibility Study   CC

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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ Actions 2017	PRIORITY
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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **Management in Progress 2017**

	TIME
1. 450th Year Celebration of Santa Elena 2016	
2. "First Shore" - Tour Series 2016	
3. MoU with St. James Baptist Church 2016	
4. Lady's Island Airport Private Hangar Proposal 2016	
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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ Major Projects 2017	TIME
1. Hilton Head Island Airport Project: FAA Safety Improvements 2016	
2. Spec Building 2016	
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GOAL 2	GROWING, DIVERSIFIED REGIONAL ECONOMY

▶ **On the Horizon 2018 – 2022**

	TIME
1. Sports Tourism Strategy	2016
2. Visitor Centers Development (3)	2016
3. BRAC Strategy	2016
4. Airport Master Plan: Update	2016
5.	
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

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

GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ **Means to Residents**	**PRIORITY**
1. A beautiful living environment.	
2. Opportunities to enjoy the heritage and history of the Lowcountry.	
3. Opportunities to enjoy the waterways and natural resources of the county.	
4. Protection of property values.	
5. Improved water quality.	
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

► **Challenges and Opportunities**

		PRIORITY
1.	Preserving local businesses dependent upon water quality and natural resources	
2.	Preserving and enhancing water quality	
3.	Sprawl development and impervious surfaces impacting water quality and natural resources	
4.	Federal and State of South Carolina regulations and mandates impacting water and our natural environment	
5.	Opening up rural and critical lands for public uses	
6.	Expanding the "Lowcountry" brand including food production (farming and fishing) and ecotourism	
7.	Sea level rise	
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ Challenges and Opportunities	PRIORITY
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

► Actions 2017	PRIORITY
1. Storm water Management Program/Policy CC H - 2016	
2. Ditch Maintenance and Drainage Policy H 2016	
3. Creek Restoration: Progressive Projects for Saltwater Quality P- 2016	
4. Tree Ordinance: Evaluation Report, Revision P-2016	
5. Okatie River Restoration: Funding M-H - 2016	
6. May River M-H 2016	
7. Rivers and Creeks Water Quality: Evaluation CC	
8. Ferry System Re-Evaluation CC	

GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ Actions 2017	PRIORITY
9. Folly Beach Public Sewers CC	
10. Sea Level Rise CC	
11. Corridor Beautification (Link to "Keep Beaufort Beautiful") CC	
12. Stormwater Utility: Agreements with Municipalities CC	
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ Actions 2017	PRIORITY
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ Management in Progress 2017	TIME
1. CRS FEMA Audit: 6 or Better	2016
2. FEMA Flood Maps	2016
3. Building Online a) Secure Portal for Contractors b) Permit Application for Registered Use c) Payment Processing	2016
4. Water Quality Office: Agreement with USC-B	2016
5. Tree History Report	2016
6.	
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ **Major Projects 2017**

	TIME
1. Lady's Island Stormwater Project *CC*	
2. Shell Point Stormwater Project *CC*	
3.	
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GOAL 3	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

▶ **On the Horizon 2018 – 2022**

	TIME
1. Battery Creek Restoration: Direction, Funding OTH 2016	
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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ Objectives	PRIORITY
Objective 1 Develop County Campus/Complex	
Objective 2 Define, plan, develop all types of infrastructure to support future growth and development	
Objective 3 Plan for upgrading bridges throughout the County	
Objective 4 Upgrade quality of public roads to County standards "D" or better	
Objective 5 Upgrade and expand County parks and boat landings with restrooms	
Objective 6 Develop Countywide technology connection for residents and businesses	
Objective 7 Place on SCDOT List: Hilton Head Island Bridges	
Objective 8	
Objective 9	
Objective 10	

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ Means to Residents	PRIORITY
1. Customer-friendly, well-maintained county facilities.	
2. Improved quality of county roads.	
3. Easier traffic flow and movement throughout the County.	
4. Better quality park facilities.	
5. County investing in infrastructure for future growth	
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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

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

		PRIORITY

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ **Challenges and Opportunities**

		PRIORITY
11.	Increasing energy efficiency of County buildings and facilities	
12.	Expanding, improving the quality of parks and recreational facilities	
13.	County investing in infrastructure for future growth	
14.	Traffic volume and road capacity	
15.	Expanding solar energy and renewable energy for County facility	
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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ Actions 2017	PRIORITY
1. Detention Center (\$3million) CC T-2016	
2. Windmill Harbour Entrance CC T-2016	Mgmt
3. Bridge Replacement Plan (Hilton Head Island) CC T 2016	
4. Quick Response Vehicle H 2016	
5. Daufuskie Island Public Improvements CC P 2016	
6. Long Term County Offices Plan CC P-2016	
7. Arthur Horne Building CC M-T-2016	
8. Countywide Information Technology Plan - Funding CC M-T-2016	

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ Actions 2017	PRIORITY
9. County Facilities Condition Assessment and Plan m-T-2016	
10. Physical Security Plan for County m-2016	
11. Public Safety Radios cc	
12. Convenience Centers: Direction cc	
13. County Roads Update / Financing Plan • New • Maintenance cc	
14. Special Needs Building: Direction, Funding cc	
15. Highway 278 Expansion / Improvements: Advocacy cc	mmt
16. Highway 278 / Highway 170 Improvements cc	

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ **Actions 2017**

	PRIORITY
17. Highway 21 / Highway 802 Intersection Improvements *CC*	
18. New Schools : Direction *CC*	
19. Solid Waste Landfill : Direction *CC*	
20. Spanish Moss Trail : Direction *CC*	
21. Long Range Capital Plan : Projects, Priority, Funding *CC*	
22. Passive County Parks : Direction *CC*	
23. Southern Courts : Direction *CC*	
24. Pinckney Improvements *CC*	Mgmt

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ **Management in Progress 2017**

	TIME
1. County Fire Year Energy Recovery/Improvement Plan 2016	
2. Ambulance Purchase 2016	
3. Power Stretchers (12) 2016	
4.	
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GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ Major Projects 2017	TIME
1. U.S. Highway 17	2016
2. Flyover	2016
3. St. Gregory the Great Catholic Church Access	2016
4. Buckwalter Regional Park Recreation Center Expansion: Phase II	2016
5. Myrtle Park Administrative Complex Improvements	2016
6. Daufuskie Island Fishing Pier Improvements	2016
7. Broad River Fishing Pier Improvements	2016
8. Animal Shelter/Services Building	2016

9. 8% Projects

10. Voter Registration Building

42a

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

▶ **On the Horizon 2018 – 2022**

	TIME
1. EMS Facilities	2016
2. Dirt Roads	2016
3. Private Road Improvements	2016
4. Pinckney Island Intersection	2016
5. Burton Wells Branch Library	2016
6. Dale Community Center / Sports Complex Development	2016
7. Burton Wells Regional Park : Phase III	2016
8. Parking Lot Lighting at Human Services Building	2016

9 - Eagles Field : Restroom

2016

10. Law Enforcement Center

2016

11. Hampton Parkway

2016

12. Library Headquarters

2016

13. Shell Point Access Problems to Charter School

2016

14. Bluffton Parkway 6A to I-95

2016

15. Future Boat Landings / Ramps / Docks /
    Piers Plan and Funding
      ($1.5 million

2016

16. Administration Building Re-Skin
      ($5 million)

EC

17. General Facilities Repair ($3 million)

43a

18 Public Works Equipment (specialized)
     ($ 1 million)   cc

19. Public Works Garage Replacement Facility
     ($ 3 million)

43b

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ **Objectives**

		PRIORITY
Objective 1	Develop effective relations with municipalities on managing development issues	
Objective 2	Preserve/enhance property values	
Objective 3	Improve walkability in rural and other incorporated communities	
Objective 4	Apply "SMART" Growth and new urbanism principles in selected locations	
Objective 5	Improve/increase affordable and workforce housing	
Objective 6	Improve customer service and public access to information during the development process	
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ Challenges and Opportunities	PRIORITY
1. Balancing personal property rights and regulations for community benefits	
2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton and Hilton Head Island	
3. County's role in preserving or enhancing property values	
4. Understanding the Community Development Code and related processes	
5. Adapting County land use and development regulations to each community	
6. Problem of heirs property and defining the County's role	
7. Defining Beaufort County's role in redevelopment, infill development and increasing density	
8. Encouraging "SMART" growth principles and their application to Beaufort County	
9. Implementation of abandoned or deteriorated buildings and structures program	
10. Future of single family homes and home ownership and the development of vacant lots	

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ Challenges and Opportunities	PRIORITY
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<table>
<tr><td>GOAL 5</td><td>MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT</td></tr>
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▶ Actions 2017	PRIORITY
1. Affordable/Workforce Housing $\qquad$ CC $\qquad$ P – H – 2016	
2. Comprehensive Plan for County Owned Land $\qquad$ P – H 2016	
3. Pepper Hall Plantation Site $\qquad$ CC $\qquad$ P – 2016	
4. Sidewalks/Biking in Rural Areas Plan $\qquad$ CC $\qquad$ P 2016	
5. Park Potential Development $\qquad$ CC $\qquad$ P – 2016	
6. Residential Homes (2) (South) $\qquad$ M – H 2016	
7. Community Development Code: Development Agreement $\qquad$ CC $\qquad$ M – H – 2016	

✓ 8. Annexation Policy
    • Report/Draft Policy
    • Decision
 	
$\qquad$ CC	

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ Actions 2017	PRIORITY
17. Bloody Point Rezoning CC	
18.	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

	TIME
▶ **Management in Progress 2017**	
1. Hiers Property Public Awareness	
	2016
2. Northern Regional Plan: Implementation	
	2016
3.	
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ Major Projects 2017	TIME
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GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT

▶ On the Horizon 2018 – 2022	TIME
1. U.S. Marine Corps Air Station Beaufort Joint Land Use Study	
2. Homeless Strategy	
3. Transfer of Development Rights	
4. Street Light Plan for Collectors / Arterial County Roads	
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SECTION 8

ACTION AGENDA
2017

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (county government, other county governments, state government, federal government) – questions of "WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE COUNTY'S POLICY OF REGULATION?"

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)- questions of "HOW: DO WE ADDRESS THE ISSUE, MANAGE THE COUNTY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?"

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g. Road project, county facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

Beaufort County
Policy Agenda 2017
Targets for Action

TOP PRIORITY

HIGH PRIORITY

Beaufort County
Policy Agenda 2017

▶ Targets for Action	PRIORITY	PRIORITY	
		TOP	HIGH
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Beaufort County
Policy Agenda 2017

▶ **Targets for Action**		PRIORITY	
	PRIORITY	TOP	HIGH
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Beaufort County
Policy Agenda 2017

▶ **Targets for Action**	PRIORITY	PRIORITY	
		TOP	HIGH
17.			
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Beaufort County
Management Agenda 2017
Targets for Action

TOP PRIORITY

HIGH PRIORITY

Beaufort County
Management Agenda 2017

▶ **Targets for Action**

	PRIORITY	PRIORITY	
		TOP	HIGH
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Beaufort County
Management Agenda 2017

▶ Targets for Action	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
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Beaufort County
Management Agenda 2017

▶ Targets for Action	PRIORITY	PRIORITY	
		TOP	HIGH
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Beaufort County
Management in Progress 2017

Beaufort County
Major Projects 2017

Beaufort County
Action Outlines 2017

ACTION

		PRIORITY

Key Issues   *Activities/Milestones*   *Time*

Responsibility:

ACTION

		PRIORITY

Key Issues   *Activities/Milestones*   *Time*

Responsibility:

ACTION

Key Issues   *Activities/Milestones*   *Time*

Responsibility:

ACTION

PRIORITY

Key Issues   *Activities/Milestones*   *Time*

Responsibility:

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Key Issues   *Activities/Milestones*   *Time*

Responsibility:

ACTION

PRIORITY

Key Issues   *Activities/Milestones*   *Time*

Responsibility:

ACTION

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Key Issues	*Activities/Milestones*	*Time*

Responsibility:

ACTION

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Key Issues	*Activities/Milestones*	*Time*

Responsibility:

ACTION

		PRIORITY

Key Issues   *Activities/Milestones*   *Time*

	Responsibility:

ACTION

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Key Issues   *Activities/Milestones*   *Time*

	Responsibility:

ACTION

		PRIORITY

Key Issues   *Activities/Milestones*   *Time*

	Responsibility:

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		PRIORITY

Key Issues   *Activities/Milestones*   *Time*

	Responsibility:

ACTION

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Key Issues   *Activities/Milestones*   *Time*

Responsibility:

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Key Issues   *Activities/Milestones*   *Time*

Responsibility:

ACTION

	PRIORITY

Key Issues   *Activities/Milestones*   *Time*

		Responsibility:	

ACTION

	PRIORITY

Key Issues   *Activities/Milestones*   *Time*

		Responsibility:	

ACTION

Key Issues   *Activities/Milestones*   *Time*

Responsibility:

ACTION

PRIORITY

Key Issues   *Activities/Milestones*   *Time*

Responsibility:

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Key Issues   *Activities/Milestones*   *Time*

Responsibility:

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Key Issues   *Activities/Milestones*   *Time*

Responsibility:

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Beaufort County
Policy Agenda 2017
Targets for Action

TOP PRIORITY

HIGH PRIORITY

Beaufort County
Policy Agenda 2017

▶ **Targets for Action**

| | PRIORITY | PRIORITY | |
		TOP	HIGH
1. County Economic Development Framework (EDC)			
2. Business License			
3. Heritage/Historic Tourism			
4. USC-B / TCL campus Building			
5. Comprehensive Impact Fee Review			
6. Comprehensive Financial Plan: Revenues/Expenditures			
7. PALS Transfer to Hilton Head Island (Town			
8. Capital Referendum 2018			

Beaufort County
Policy Agenda 2017

► Targets for Action	PRIORITY	PRIORITY TOP	HIGH
9. County Administrator Replacement			
10. After Action Report			
11. County Government Form of Government			
12. Detention Center			
13. Long Term County Offices Plan			
14. Special Needs Building			
15. Passive Parks			
16. Priority Investment Capital Projects			

Beaufort County
Policy Agenda 2017

▶ Targets for Action	PRIORITY	PRIORITY	
		TOP	HIGH
17. Camp St. Mary			
18. Ditch Maintenance and Drainage Policy			
19. Tree Ordanance			
20. Comprehensive County-wide Stormwater Management			
21. Plastic Bag Ban Ordinance			
22. Waddell Mari Culture Center Extension			
23. Affordable/Workforce Housing			
24. Community Development			
25 Annexation Policy/Amendment			
26 Hilton Head National Rezoning/Development			
27. Comprehensive Plan/Southern Regional Plan			

Beaufort County
Management Agenda 2017
Targets for Action

TOP PRIORITY

HIGH PRIORITY

Beaufort County
Management Agenda 2017

► Targets for Action	PRIORITY	PRIORITY	
		TOP	HIGH
1. Solid Waste Curbside Pick Up / Recycling			
2. Salary and Compensation Study Implementation			
3. Software : Review			
4. FEMA Reimbursement			
5. Reserve Policy			
6. Budget FY 2017-2018			
7. Daufuskie Island Public Improvement			
8. Arthur Horne Building			

Beaufort County
Management Agenda 2017

▶ Targets for Action	PRIORITY	PRIORITY	
		TOP	HIGH
9. County Facilities Condition Assessment and Plan			
10. County Roads update / Financing Plan			
11. County IT Plan			
12. Highway 278 Expansion / Improvement Advocacy			
13. Highway 278 corridor (Gateway) Environmental Assessment			
14. 2017 Capital Project Priority			
15. Stormwater Management Program Policy			
16.			

Beaufort County
Management Agenda 2017

► Targets for Action	PRIORITY	PRIORITY	
		TOP	HIGH
17. Okatie River Restoration			
18. May River Action Plan			
19. Rivers and Creeks Water Quality Expansion			
20. Buckingham Plantation Community Development Plan: Amendment			
21. Residential Homes (3): Port Royal			
22. Housing Survey			
23. Transfer of Development Rights			
24.			

SECTION 9

GOVERNANCE:
COUNTY COUNCIL IN ACTION

Beaufort County
Chair and County Council
Governance Topics

1. Issue Sequencing

2. County Administrator Evaluation Process

3. Council Teamwork and Trust

4. Moving beyond Politics

Topic: Beaufort County Economic Development Commission Organizational Strategy
Date Submitted: February 10, 2017
Submitted By: Rob Camoin and Jim Damicis
Venue: 2   017 Leadership and Strategic Planning Session (Day 1 of 2)

Beaufort County EDC Organizational Strategy:
County Council Presentation

Presenters: Rob Camoin & Jim Damicis

Rob Camoin and Jim Damicis
February 10, 2017
2017 Leadership and Strategic Planning Session (Day 1 of 2)

Prepared for: Beaufort County EDC
Date: February 10, 2017

Presentation Agenda

I. Project Scope & Objective

II. Stakeholder Summary

III. The Economic Development Dilemma

IV. National Best Practices

V. Typical Economic Development Functions

VI. Recommendations
- EDC Must Haves
- Organizational Structure & Initiatives

Stakeholder Findings

1. Tourism, military and retail dominance
2. Need for economic diversification – skilled jobs & resiliency
3. Need for tax base diversification
4. North & South of the Broad – 51/49
5. Lack of Trust
6. Different economic development priorities/initiatives

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ECONOMIC DEVELOPMENT

Stakeholder Findings

7. Alliance issues – for and against and with whom

8. Private sector leadership - frustration

9. Repercussion of economic development failures

10. Smaller muni successes

11. Lack of competitive shovel ready sites

12. Getting prepared for Jasper Port and other emerging opportunities

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ECONOMIC DEVELOPMENT

Stakeholder Quotes

"There is not any opportunity for our kids to have successful careers in Beaufort"

"We have executives and lower skilled hospitality workers and nothing in between"

"A significant direct hit [hurricane] and our economy and communities will be devastated for years to come - Matthew was a wake up call"

"That river is 500 miles wide culturally and it leads to different views on how economic development is defined and what direction and efforts we should undertake"

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ECONOMIC DEVELOPMENT

Economic Development Dilemma

Different Definitions of Economic Development → Different Visions → Different Missions → Leadership Decision Impact
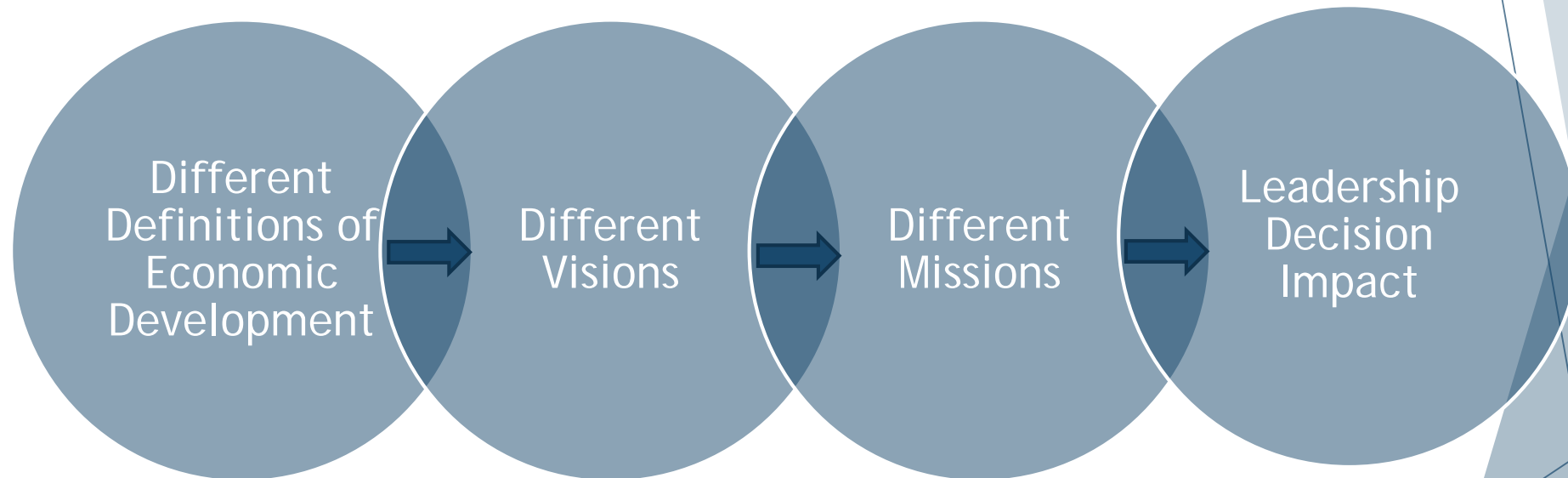
Best Practices: High Performing EDOs

Leadership & Capacity

Driven by Customer

Efficient with Funding

Strategic Plan

Communicate

Trust & Respect

Respond & Adapt

Strong Alliances & Networks

Measure Results & Adjust

Creative Risk Takers

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ECONOMIC DEVELOPMENT
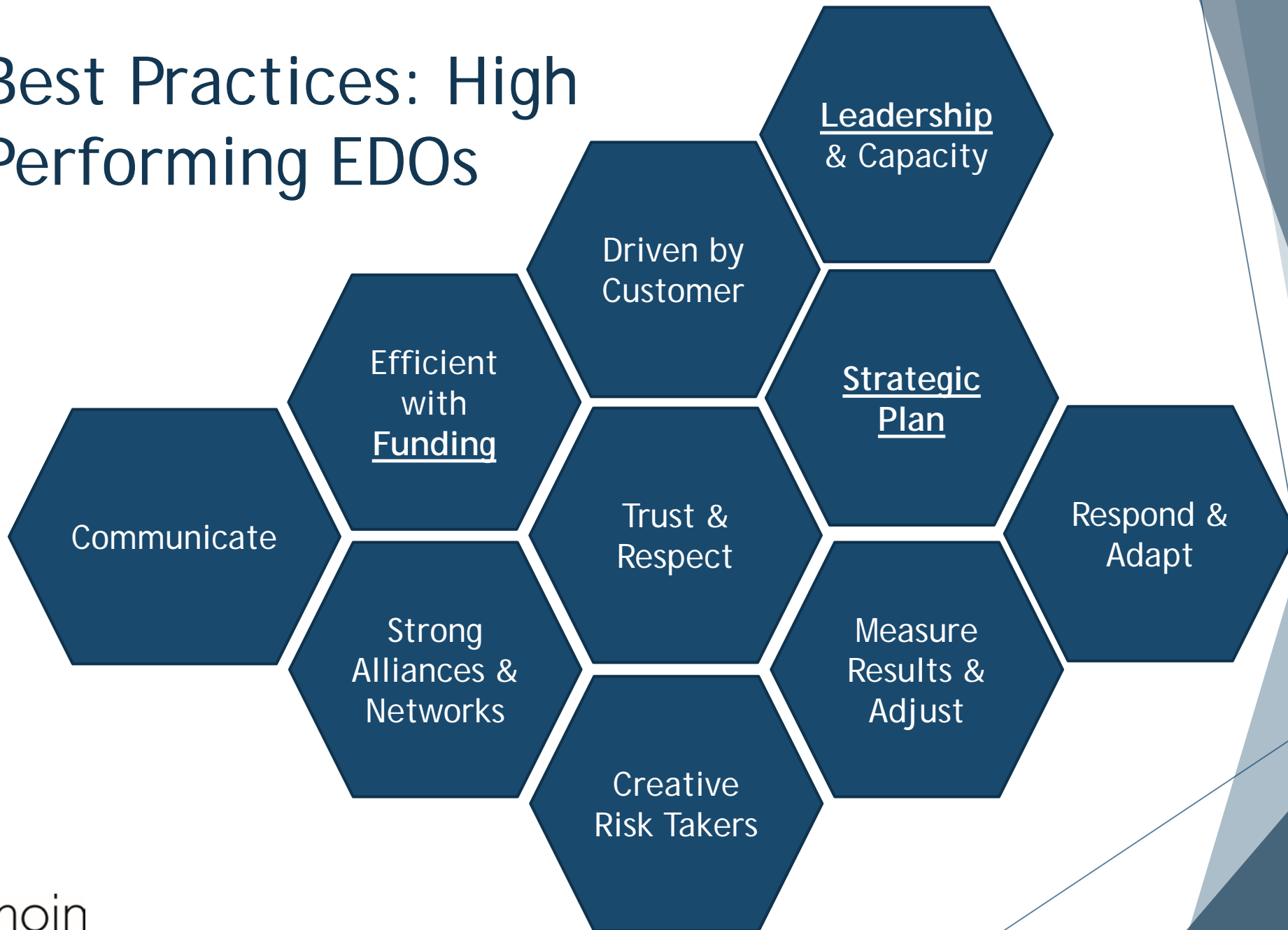
Best Practices: Regional Organizations
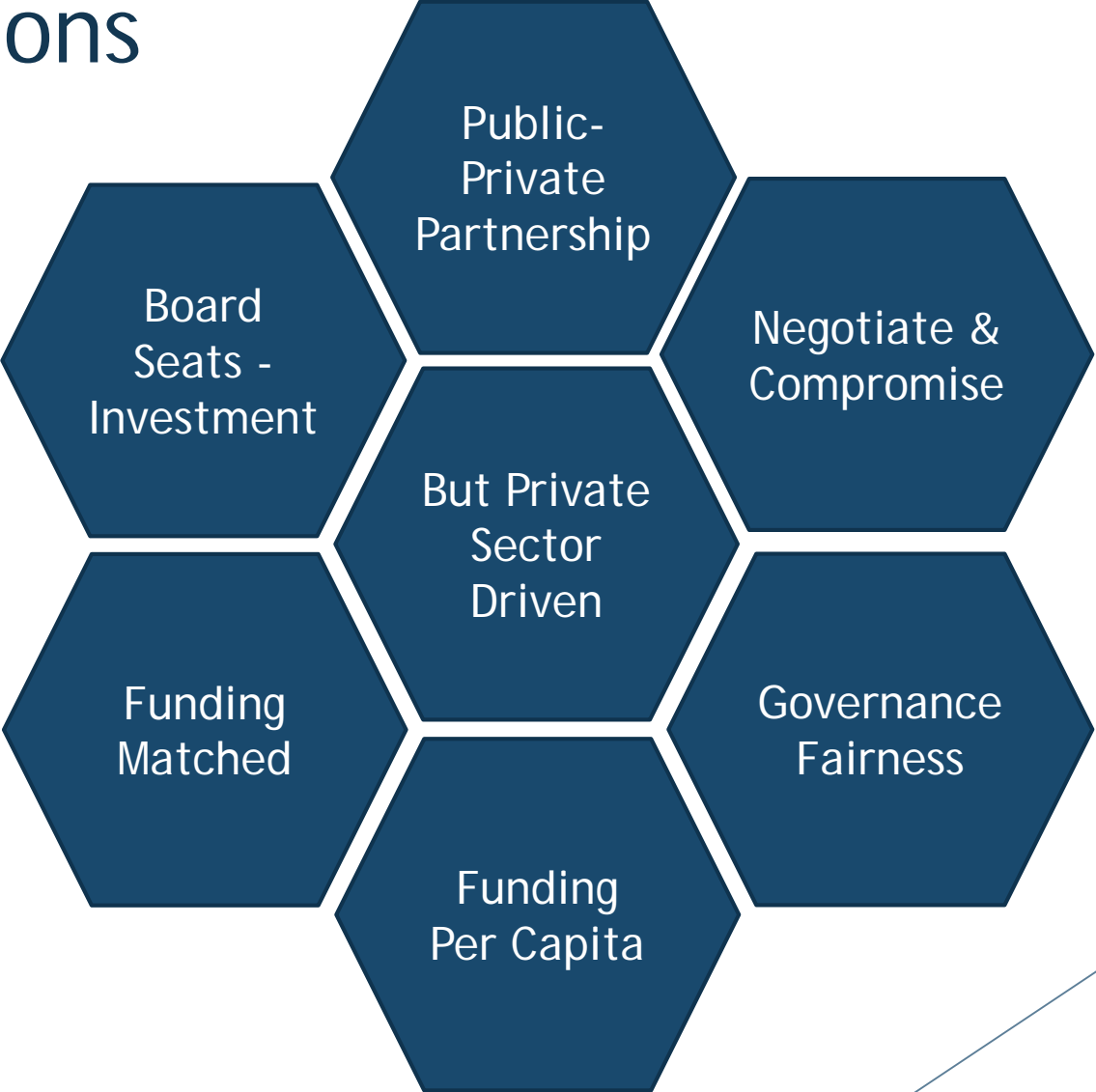
Typical EDO Functions

1. Business Retention & Expansion

2. Business Attraction

3. Tourism

4. Entrepreneurship

5. Workforce

6. And More....

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ECONOMIC DEVELOPMENT

Recommendations: Beaufort County EDC Must Haves
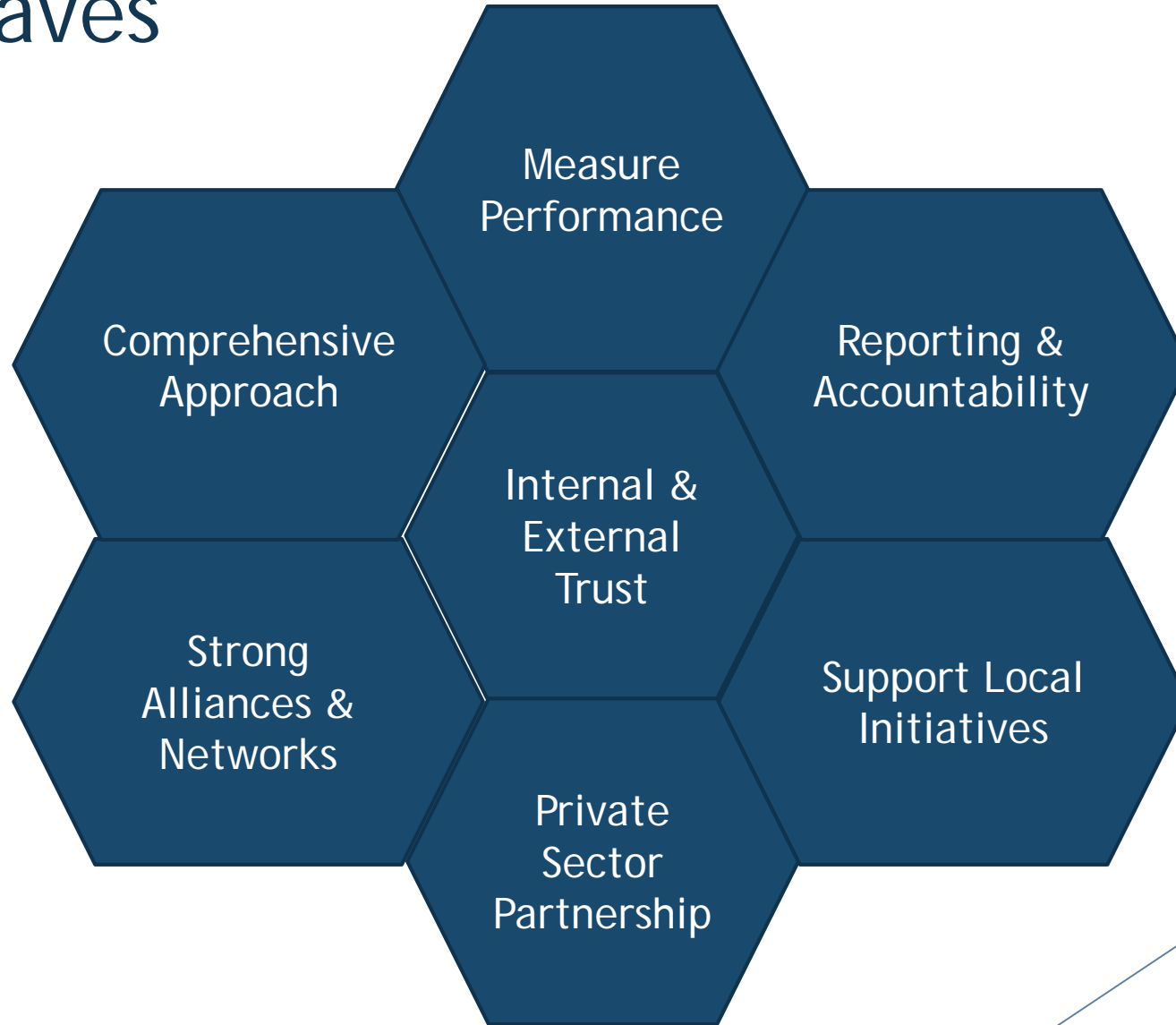
Pull One Away and........
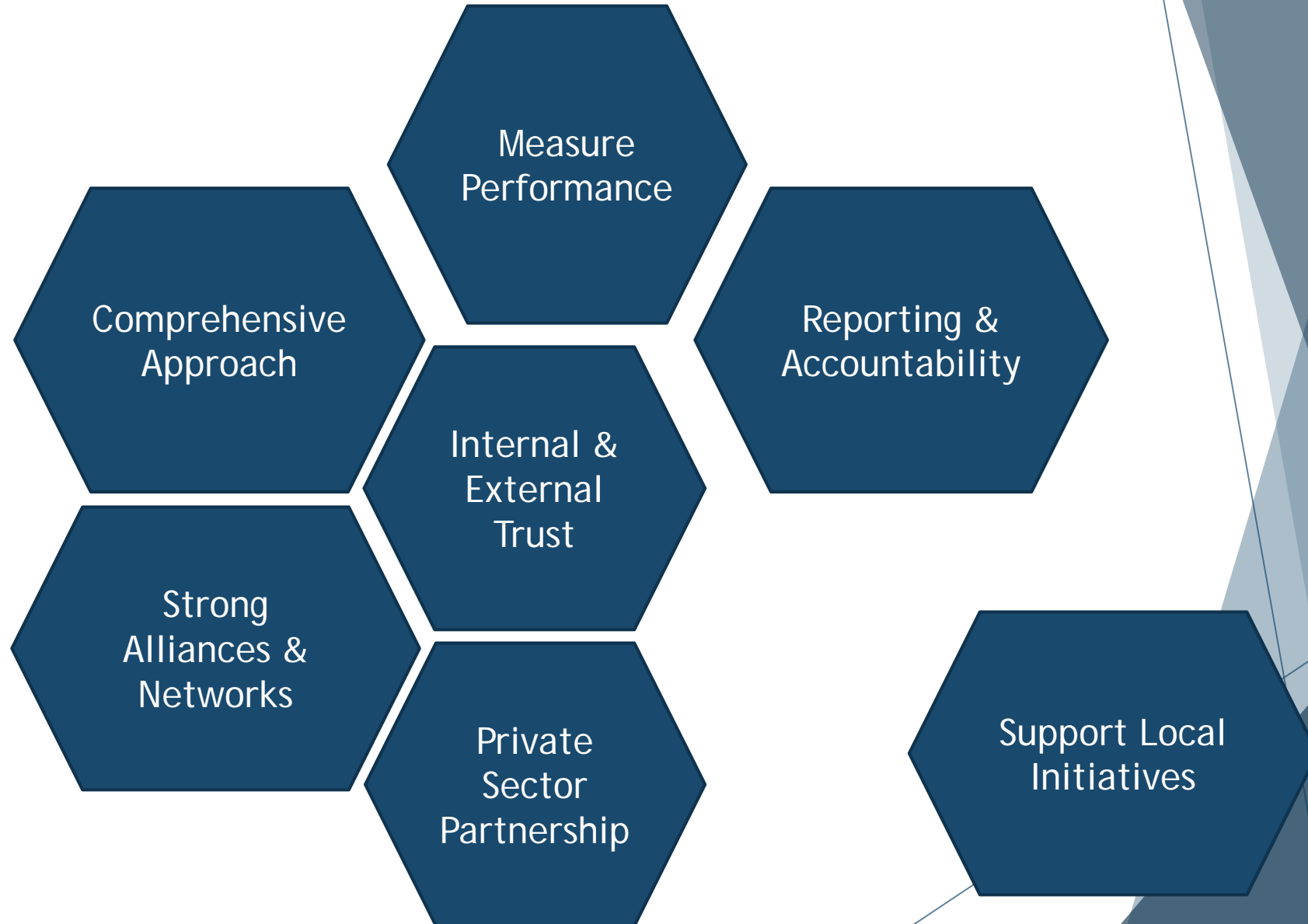
Beaufort County EDC Recommendations

1.	Establish a Vision that is Comprehensive	**March 2017**
2.	Develop a Strategy & Work Plan	**March 2017**
3.	Modify By-laws – 50/50 Public-Private Partnership	**April 2017**
4.	Establish Performance Measurements & Reporting	**May 2017**
5.	Secure Long-term County Commitment	**June 2017**
6.	Look to the Chambers for BR&E Partnership	**July 2017**

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Beaufort County EDC Recommendations

7.	Hire Executive Director	September 2017
8.	Provide TA & Funding Support for Local Initiatives	October 2017
9.	Join Regional Alliance for **Site Development** & Business Attraction	October 2017
10.	Be the Leader & Facilitator To Resolve Economic Development Related Challenges:	Ongoing

- Tourism Infrastructure
- Workforce Housing
- Regulation Reform

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Beaufort County EDC: Organizational Chart
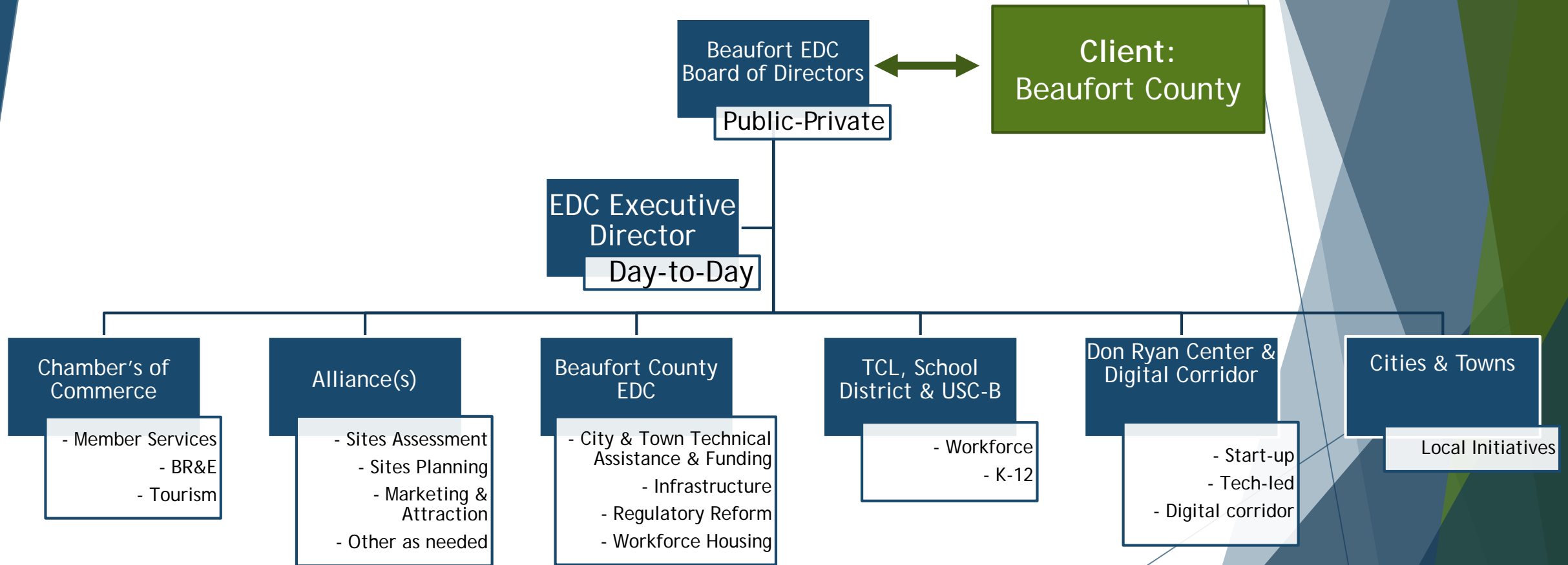
Key Elements of **Any** County Alliance Partnership

Southern Carolina Regional Development Alliance

Pro's

- State support
- Contiguous Counties
- State representation alignment
- Diversify region
- Jasper Port alignment
- Site development scale
- Specified interest and willingness to negotiate
- Some expressed support
- Leverage existing private investment

Cons

- Fit with economic vision
- Some expressed opposition
- Concerns over cost allocation
- Governance and representation

Charleston Regional Development Alliance

Pro's

- High-tech focus
- Coastal tourism alignment
- Considered by some to be more like Beaufort
- Very successful
- Willingness to listen and maybe date

Cons

- Established partners
- Partner county similarities
- May not fit neatly into their current regional vision
- Seemingly less state support
- Site assessment and development limitations
- Potentially competitive with Jasper Port
- Typical regional partnership issues could be compounded by geography
- Alliance fee formula
- Labor shed

Labor Shed: Where Beaufort Workers Reside

Area	Workers	Percent
Charleston Regional Development Alliance	3,011	6%
Southern Carolina Regional Alliance	5,206	10%
Beaufort County	35,037	68%
Total Beaufort County Workers 2014		51,943

Total Workers:
Southern Carolina Alliance - 46,062 workers (not including Beaufort)
Charleston Alliance – 281,863 workers

Alliance Recommendations

1. Pursue Partnership w/Southern Carolina Alliance

2. Define Alliance Objectives & Services Needed

3. Meet with SCA Leadership

4. Define and request proposal for services
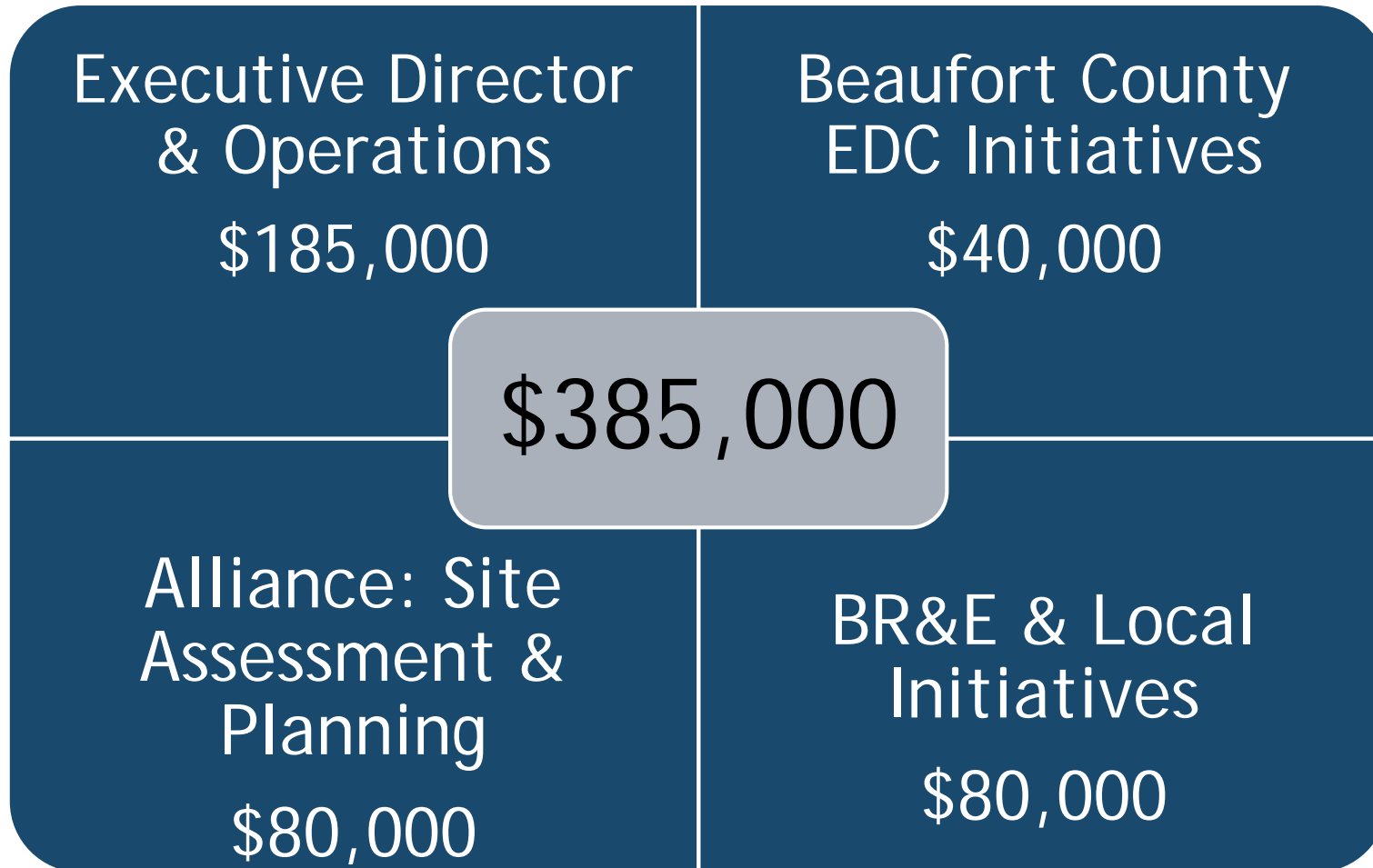
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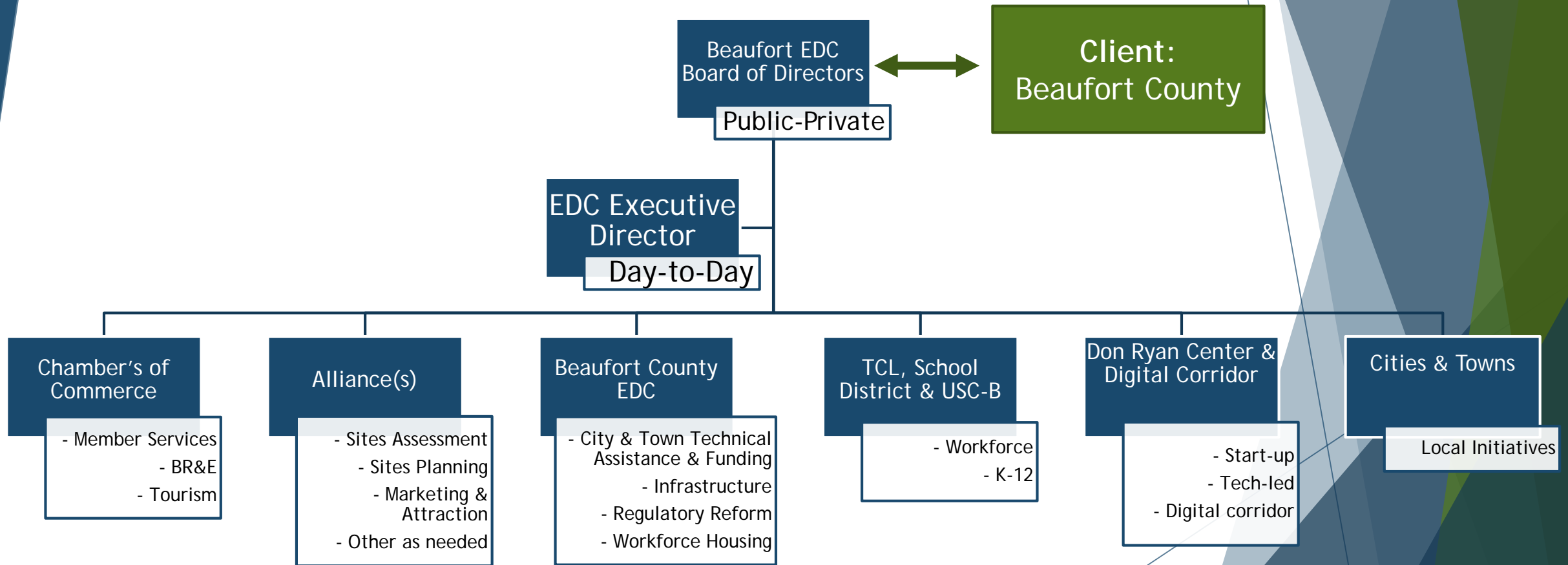
Let's Get To Work

Rob Camoin & Jim Damicis
Camoin Associates

Phone: 518.899.2608
Email: rcamoin@camoinassociates.com
Web: www.camoinassociates.com

Topic: SouthernCarolina regional Development Alliance
Date Submitted: February 10, 2017
Submitted By: Stu Rodman
Venue: 2017 Leadership and Strategic Planning Session (Day 1 of 2)

Industrial Announcements

2010: $235.8M Capital Investment
280 Jobs

2011: $34.7M Capital Investment
707 Jobs

2012: $101.2M Capital Investment
281 Jobs

2013: $11M Capital Investment
245 Jobs

2014: $42.7M Capital Investment
352 Jobs

2015: $426.2M Capital Investment
361 Jobs

2016: $112.45M Capital Investment
287 Jobs

2016 Swiss Krono Expansion | Barnwell Co.

A yearly average of
359 Jobs & $138 Million
in Capital Investment

Announcements by Region | 2012-2016
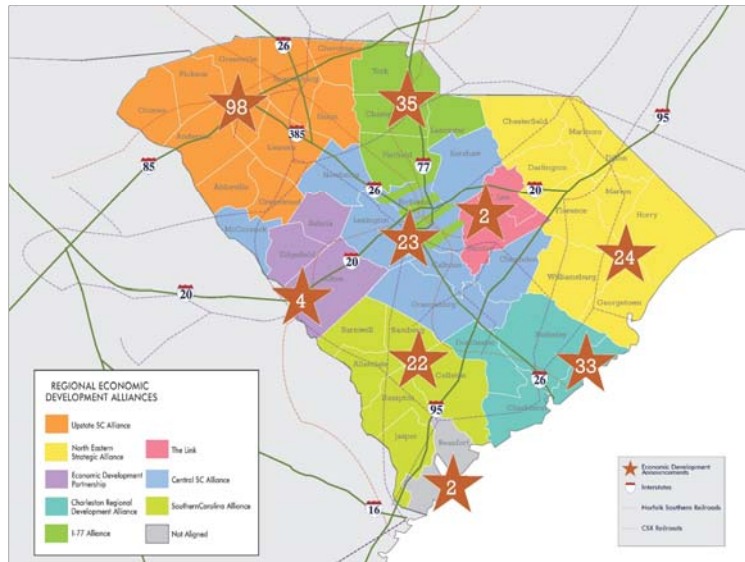
Topic: Executive Committee Achievements / Calendar Year 2016
Date Submitted: February 10, 2017
Submitted By: Jerry Stewart
Venue: 2017 Leadership and Strategic Planning Session (Day 1 of 2)

EXECUTIVE COMMITTEE

CALENDAR YEAR 2016

Held six (6) regular meetings

Issues Forwarded to Council:

- Acceptance of the FY'15 Comprehensive Annual Financial Report (CAFR)
- Resolution Authorizing Beaufort County to Self-Fund Employee Benefits Plan
- Acceptance of the 2016 Personnel Handbook for Elected / Appointed Officials
- Recommendations for changing the Motor Vehicle Taxation Process / Annual Taxation Process Protocol

Discussions:

- Status of the Salary and Compensation Study
- Authority of Outside Groups Making Appointments to County Boards
- Procedure for Developing a Long-Term Financial Plan
- Workers Compensation Broker Services

Topic: Finance Committee Achievements / Calendar Year 2017
Date Submitted: February 10, 2017
Submitted By: Jerry Stewart
Venue: 2017 Leadership and Strategic Planning Session (Day 1 of 2)

FINANCE COMMITTEE ACHIEVEMENTS

CALENDAR YEAR 2016

Held 15 meetings during the year (12 regular meeting and 3 special budget meetings) and one Workshop on Tax Notices: Auditor's and Treasurer's Duties

Funding:

- Bluffton Fire District Burn Annex & Training Tower
- Bluffton Fire District Station #36
- Supplemental Appropriations
    - Solicitor's Office
    - Public Defender
    - Clerk of Courts
    - Auditor's Office
- Spanish Moss Trail
- Santa Elena Foundation
- Enhanced Level of Service; Daufuskie Island Ferry
- Lady's Island Traffic Study

Ordinances:

- Self-Funding of Health Insurance Program
- Retire Healthcare Policy
- FY'17 County Budget
- FY'17 School Board Budget
- Amended Code of Ordinances; Tax Equalization Board
- Issue of Bonds for Rural & Critical Lands Program, Stormwater Projects and Public Safety Needs

Issues:

- Development and Printing of County Tax Notices and Collection Practices
- Discussed an Ordinance to Amend the Membership of the Airports Board
- Initiated Comprehensive Impact Fee Review
- Initiated Study to Consider Implementing School Impact Fees
- Accepted Salary and Compensation Study and Implementation of Initial Funding
- Comprehensive Financial Plan: Revenues and Expenditures

Topic: Fiscal Year 2018 / Revenue Growth Outlook
Date Submitted: February 10, 2016
Submitted By: Alicia Holland
Venue: 2017 Leadership and Strategic Planning Session (Day 1 of 2)

General Fund Balance
Fiscal Years 2016 and 2015

GENERAL FUND (stated in millions)	6/30/2016	6/30/2015	Variance
Total Fund Balance	$ 28.49	$ 26.69	$ 1.80
Unassigned	26.59	24.68	1.91
Nonspendable/Committed/Assigned	1.90	2.01	(0.11)
Total General Fund Expenditures (including transfers out)	$ 107.17	$ 100.60	$ 6.57
Total Fund Balance as % of Expenditures	26.6%	26.5%	
Unassigned Fund Balance as % of Expenditures	24.8%	24.5%	

BEAUFORT COUNTY

County and School District
Value of 1 Mil

TAX DISTRICT		FY 2017 ESTIMATED NOT DISCOUNTED	FY 2017 ACTUAL AS OF 1/31/2017	FY 2017 ESTIMATED VS ACTUAL % VARIANCE	FY 2017 VALUE OF 1 MIL USED TO DEVELOP BUDGET	DISCOUNT FACTOR
County Operations		$ 1,818,984	$ 1,775,417	-2.4%	$1,754,762	3.5%
County Debt Service		$ 1,818,984	$ 1,775,417	-2.4%		
County Purchase Property		$ 1,818,984	$ 1,775,417	-2.4%		
BCSD Operations		$ 1,283,262	$ 1,264,730	-1.4%	$ 1,180,830	8.0%
BCSD Debt Service		$ 1,836,924	$ 1,792,979	-2.4%		

BEAUFORT COUNTY

Countywide Millage Rates
Fiscal Year

			2015	2016	2017
County - Operations			46.48	48.77	50.89
County - Debt Service			5.48	5.48	5.48
County - Purchase Property[1]			4.90	4.90	4.90
Total County Tax Rate			56.86	59.15	61.27
School - Operations			103.50	103.50	111.50
School - Debt Service			31.71	31.71	31.71
Total School Tax Rate			135.21	135.21	143.21

Note 1: This tax rate is based on voter referendum.

BEAUFORT COUNTY

Millage Rates – 3 Year Lookback

	Fiscal Year			
	2018	2017	2016	2015
County - Operations mil increase	*TBD*	2.12	2.29	-
% increase	*TBD*	4.35%	4.93%	0.00%
3 year availability	1.24%	-1.68%	-0.81%	3.73%
Lookback available in mills	*0.63*			
School - Operations mil increase	*TBD*	8.00	-	6.05
% increase	*TBD*	7.73%	0.00%	6.21%
3 year availability[1]	-1.99%	-5.06%	4.12%	-1.05%
Millage Rate Increase Limitation	*TBD*	2.67%	4.12%	3.73%
Population Growth		2.55%	2.50%	2.27%
CPI Factor		0.12%	1.62%	1.46%
Note 1: The School District used prior year lookback amounts in Fiscal Year 2015.				
The Millage Increase Limitation is provided by the South Carolina Revenue and Fiscal Affairs Office in March of each year.				

BEAUFORT COUNTY

Fire Districts – Value of 1 Mil and Mil Rates

		FY 2017 ESTIMATED	FY 2017 ACTUAL TO DATE	% variance	FY 2017 MIL RATES	FY 2016 MIL RATES
Bluffton Fire District		$ 522,374	$ 506,093	-3.1%		
Operations					24.64	24.02
Debt Service					1.10	1.22
Burton Fire District		$ 72,982	$ 69,944	-4.2%		
Operations					62.42	60.66
Debt Service					5.26	5.26
Daufuskie Fire District		$ 19,818	$ 19,481	-1.7%		
Operations					58.44	56.98
Debt Service					-	2.00
LISH Fire District		$ 145,290	$ 140,839	-3.1%		
Operations					37.92	36.94
Debt Service					2.20	2.20
Sheldon Fire District		$ 35,396	$ 34,145	-3.5%		
Operations					36.86	36.33
Debt Service					2.20	2.20

BEAUFORT COUNTY

Education Allocations

	Fiscal Year			
	2014	2015	2016	2017
Technical College of the Lowcountry	$2,100,000	$2,000,000	$2,000,000	$2,000,000
University of South Carolina, Beaufort	$2,125,000	$2,000,000	$2,000,000	$2,000,000
General Fund Education Allocations	$4,225,000	$4,000,000	$4,000,000	$4,000,000

BEAUFORT COUNTY

Millage Rate – Cost per Year

1 Mil means:

$4 per year for each $100,000 value of owner occupied residence ($0.33 per month)

$6 per year for each $100,000 value of non-owner occupied residence ($0.50 per month)

BEAUFORT COUNTY

Summary

March 2017 – SC Office of Revenue and Fiscal Affairs will release Millage Increase Limitations

Preliminary CPI (Consumer Price Index) Growth is 2.1%

Beaufort County - consistent population growth of more than 2% annually since Fiscal Year 2014

2014	2015	2016	2017
2.21%	2.27%	2.50%	2.55%

BEAUFORT COUNTY

Topic: Fiscal Year 2017 / 2018 Budget Priorities
Date Submitted: February 10, 2017
Submitted By: Josh Gruber
Venue: 2017 Leadership and Strategic Planning Session (Day 1 of 2)

FY 2017-2018 Budget Priorities

February 10, 2017

BEAUFORT COUNTY

FY 2016-2017 Review

Mil Value:	$1,757,055
Total Operational Mils:	50.89
Total Debt Mils:	10.38
Revenue Collected from ad valorem tax collections:	$89,416,574
Revenue from all other sources:	$26,852,051
Total Budget	$116,268,625
Median home value*	$265,000

BEAUFORT COUNTY

FY 2017-2018 Budget Priorities

1. Full implementation (100%) of the base line recommendations from the 2016 Gallagher salary and compensation study.

      Cost: $600,000

2. Recurring operational funding for information technology infrastructure.

      Cost: $1,000,000

3. Provide first year step increases for all satisfactory performing employees and additional incentives for high performing personnel.

      Cost: $1,900,000

Total - $3,500,000

BEAUFORT COUNTY

FY 2017-2018 Budget Priorities

Additional Financial Considerations:

- Mandatory .5% increase in employer portion of retirement contributions

      Cost: $300,000

- Loss of nonrecurring local government fund money

      Cost: $600,000

  Total: $900,000

FY 2017-2018 Budget Priorities

Additional Financial Considerations:

- Increased property tax revenue by approximately 2%

  Value: $2,000,000

- Increased collections for charges for services

  Value: $500,000

- Increase in fees collected for licenses and permits

  Value: $100,000

Total: $2,600,000

BEAUFORT COUNTY

FY 2017-2018 Budget Priorities

Summary

Additional Expenses - $4,400,000
Additional Revenue - $2,600,000
Difference $1,800,000

Projected FY18 Mil value 2% increase = $1,792,196

Proposed FY18 budget = 1 mil increase (50.89-51.89)

BEAUFORT COUNTY

FY 2017-2018 Budget Priorities

Summary

1 mil = $4.00 in new tax for every $100,000 of assessed value on 4% property and $6.00 in new tax for every $100,000 of assed value on 6% property.

For 2016, the median Beaufort County home value 287,800*. $4.00/thousand x $287,800 = $11.51 increase on median home owner.
$6.00/thousand x $287,800 = $17.27 increase on median home owner.

*per Zillow

BEAUFORT COUNTY

FY 2017-2018 Budget Priorities

Additional Budget Information:

Calculation of current millage cap based on CPI and Population Increase = 1.5 mills*
*(Estimated: 2016 CPI = 2.1%, Population figures to be released March 28, 2017)

Three year look back millage increase = .50 mills (per S.C. Code of Laws § 6-1-320)

BEAUFORT COUNTY

Capital Expenditures Outlook
(3-5 Years)

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

BEAUFORT COUNTY

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

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

Total: $39,200,000

$7,840,000/yr for 5 years

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

BEAUFORT COUNTY

Topic: Resolution 2005 / 12 - Deep Water Container Terminal on Savannah River
Date Submitted: February 11, 2017
Submitted By: Tom Keaveny
Venue: 2017 Leadership and Strategic Planning Session (Day 2 of 2)

Resolution

R-2005-12

RESOLUTION

TO ENCOURAGE THE STATE OF SOUTH CAROLINA, THE STATE PORTS AUTHORITY AND JASPER COUNTY TO COLLABORATE AND PARTNER TO DEVELOP, BUILD AND OPERATE A DEEP-WATER CONTAINER TERMINAL TO BE LOCATED ON THE SAVANNAH RIVER IN JASPER COUNTY THEREBY ENSURING OUR REGION'S FUTURE ECONOMIC PROSPERITY AND JOB CREATION.

WHEREAS, both the South Carolina State Ports Authority and the Georgia Ports Authority have now both concurred with Jasper County that lands within the County are well sited for a successful, deep-water container terminal; and

WHEREAS, Jasper County has worked for years and developed a detailed plan and has secured financing to design, build and operate a container terminal within its boundaries; and

WHEREAS, Jasper County has contracted with an American company, SSA Marine, and one of the world's premier container developers and operators to design, build and manage the terminal under County supervision; and

WHEREAS, lengthy litigation between the SCSPA and Jasper County could undermine the terminal's success; and

WHEREAS, Governor Sanford has called for all parties to seek a compromise and Jasper County via a unanimous county Resolution and SSA Marine have expressed a willingness to do so; and

WHEREAS, this new deep-water container terminal and its associated job creation will enhance the economic opportunities for all the residents of South Carolina.

NOW, THEREFORE, BE IT RESOLVED, that the members of the Beaufort County Council support and encourage the efforts of Jasper County to develop a deep-water container terminal on the Savannah River and encourages the State of South Carolina, the State Ports Authority and Jasper County to take the necessary steps to partner their efforts to ensure that this proposed port facility becomes a reality for the economic enhancement of all the residents of South Carolina.

Dated this 9th day of May, 2005.

COUNTY COUNCIL OF BEAUFORT COUNTY

By: _____

Wm. Weston J. Newton, Chairman

ATTEST:

_____
Suzanne M. Rainey, Clerk to Council

Topic: County Forms of Government
Date Submitted: February 11, 2017
Submitted By: Stu Rodman
Venue: 2017 Leadership and Strategic Planning Session (Day 2 of 2)

County Forms of Government

County Administrator (# 3)

Current Beaufort County Form

Elected Officials:

County Treasurer

County Auditor

County Manager (#4)

'12 Referendum?

County Council:

<u>Option</u> to Elect or Appoint
the Treasurer & Auditor

If Appointed, they report to
the County Administrator

1

Island Packet's
Comments Support Consideration

"problems have long persisted in both offices"

"after repeated critical audits, better systems for collecting & paying out the public's money is vowed"

"transitions are expensive ($50-100K) & very disruptive"

"removes at least some of the politics"

"being 21 and a registered voter aren't enough"

"accountability every four years for critical administrative positions isn't enough"

"they don't make law, they administer the law"

"government belongs to the people, they should determine its form"

County Manager Considerations

Arguments For

Better financial practice

Audits provides oversight

Cost reduction

Current is very cumbersome

Removal currently very difficult

Fraud almost not uncovered

County - Administrator form
more common:

- Better for smaller counties
- Debatable for larger ones

Voter Considerations

Hiring by County Administrator
is more practical than
electing people for highly
technical positions.

Holding Council responsible is
more prudent than trying to
hold the Treasurer & Auditor
accountable every 4 years in
invisible positions.

Voters deserve an opportunity
to decide this matter based
on the fraud that occurred.

3

Topic: Email / Beaufort County School District / Mill Cap
Date Submitted: February 11, 2017
Submitted By: Stu Rodman
Venue: 2017 Leadership and Strategic Planning Session (Day 2 of 2)

Rodman, Stewart

From:	White, Phyllis [Phyllis.White@beaufort.k12.sc.us]	**Sent:**	Fri 6/11/2010 5:05 PM
To:	Rodman, Stewart		
Cc:			
Subject:	Exceeding the mill cap		
Attachments:			

- 2/3rd vote of the entire governing body for the following reasons:

  Deficiency of the preceding year

  Any catastrophic event outside the control of the governing body

  – Compliance with a court order or decree

  – Taxpayer closure due to circumstances outside the control of the governing body and decreases by 10% or more the amount of revenue payable to the taxing jurisdiction in the preceding year

  – Compliance with a regulation or promulgated or statue enacted by the federal or state government for which an appropriation or a method for obtaining an appropriation is not provided by the federal or state government

Phyllis S. White, CPA, CGFO

Chief Operational Services Officer

Beaufort County School District

P.O. Drawer 309

Beaufort, SC 29902

843-322-2346

phyllis.white@beaufort.k12.sc.us

Topic:	Email / Beaufort County School District / Mill Cap
Date Submitted:	February 11, 2017
Submitted By:	Stu Rodman
Venue:	2017 Leadership and Strategic Planning Session (Day 2 of 2)

Topic: 3% Local ATax Funded Heritage Tourism
Date Submitted: February 11, 2017
Submitted By: Stu Rodman
Venue: 2017 Leadership and Strategic Planning Session (Day 2 of 2)

3% Local ATAX Funded Heritage Tourism:

- **Interpretative Centers:**
  1. Penn Center / Gullah Geechee
  2. Santa Elena
  3. Reconstruction
  4. Mitchelville / Civil War
- **Affiliations;**
  1. Smithsonian
  2. National Park Service
  3. National Endowment for the Humanities
- **Project Cost: $20 million**
  1. 5 years
  2. $4 million / year
- **Funding:**
  1. 10% - Beaufort County ($2 million)
  2. 10% - HHI ($2 million)
  1. 10% - Local - Private ($2 million)
  2. 10% - In Kind - Local Volunteers
  3. 10% - Federal ($2 million)
  4. 50% - National - Private ($10 million)

Topic: USCB / TCL Discussion
Date Submitted: February 11, 2017
Submitted By: Stu Rodman
Venue: 2017 Leadership and Strategic Planning Session (Day 2 of 2)

USCB / TCL Discussion
(2/9/17)

General Fund - USCB & TCL (combined) / 3-5 years:

- **Enrollment (FTE): 3,200 to 4,100 in 5 years**
    - **USCB: 1,900 to 2,400 in 5 years**
    - **TCL: 1,300 to 1,700 in 5 years**
- **Operating / County:**
    1. **Historically: 3.2 Mills x 1.4 MV = $4.6 million**
    2. **Currently: 2.2 Mills x 1.8 MV = $4.0 million**
    3. **Shortfall:**
        - **Increasing $.7 million annually**
        - **Equals $7.4 million by FY22**
        - **TCL Bond Debt: $1 million**
    4. **Contribution:**
        - **FY18: 2.4 Mills x 1.9 MV = $4.6 million**
        - **FY19: 2.6 Mills x 2.0 MV = $5.2 million**
        - **FY20: 2.8 Mills x 2.1 MV = $5.9 million**
        - **FY21: 3.0 Mills x 2.2 MV = $6.6 million**
        - **FY22: 3.2 Mills x 2.3 MV = $7.4 million**
- **Economic Development:**
    1. **Business License Fees**
    2. **$300,000:**
        - **Alliance Fee & One Employee**
        - **Contribution - Beaufort stand-alone**

GO Bonds with Voter Approval:

- Referenda:
    1. Limited to major projects
    2. $100 +/- Million
    3. Off-Presidential General ('18, '22, etc.)
- Capital Projects:
    - County:
        1. Roads
        2. Law Enforcement Center
        3. Detention Center
        4. County Administration Center
    - Municipalities (In Lieu of LOST):
        1. $10 million - Port Royal Waterfront
        2. $__ million - Beaufort _____?
        3. $__ million - Bluffton _____?
        4. $__ million - Hilton Head _____?
    - USCB:
        1. $25 million Gateway Academic Building
    - TCL:
        1. $10 million - Culinary (time sensitive)
        2. $13 million - Health Services (Beaufort)
        3. $13 million - Regional Workforce Training

Culinary Institute

- Competitively Bid to:
    1. Bluffton
    2. HHI
    3. HH National
- Contribute ATAX to Operations

Regional Workforce Training

- Funding: $10 million required at Gateway
    - $16 million cost
    - $3 million in hand
    - $3 million expected from state
- Alternative - $12 million - ACE:
    - Jasper & BCSD donate ACE ($4 million)
    - Invest $3 million for Tech at Gateway
    - Invest $5 million for Trades at ACE:
        - Early College Charter

3% Local ATAX Funded Heritage Tourism:

- Interpretative Centers:
    1. Penn Center / Gullah Geechee
    2. Santa Elena
    3. Reconstruction
    4. Mitchelville / Civil War
- Affiliations;
    1. Smithsonian
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    1. 10% - Local - Private ($2 million)
    2. 10% - In Kind - Local Volunteers
    3. 10% - Federal ($2 million)
    4. 50% - National - Private ($10 million)

USCB / TCL Initiatives:

- **Heritage Tourism Initiatives:**
    1. **Academic Focus?**
    2. **Partner with Community**
    3. **ATAX**
- **Partnerships with Community Pillars:**
    1. **Hospitality:**
        - **Objective: World Class**
        - **Partnership Board(s)**
        - **Municipalities Participation**
        - **Culinary Institute**
        - **Hospitality Tax**
    2. **Retirees:**
        - **Healthcare**
    3. **Military**
    4. **Government**
- **Purchase ACE:**
    1. **$17 million Workforce Training?**
    2. **Cost $2 million**
    3. **Partner with Jasper County**
- **Private Fund Raising**

Higher Education

Referendum Options - November, 2018:

- Capital: Property Tax Based GO Bond:
    - $25 million - USCB Academic Building
    - $13 million - TCL Health Services
    - $10 million - TCL Workforce Training

- Operations:
    1. "Quarter Penny" Sales Tax: $8 million
    2. 2 Educational Mills (similar to R&C)
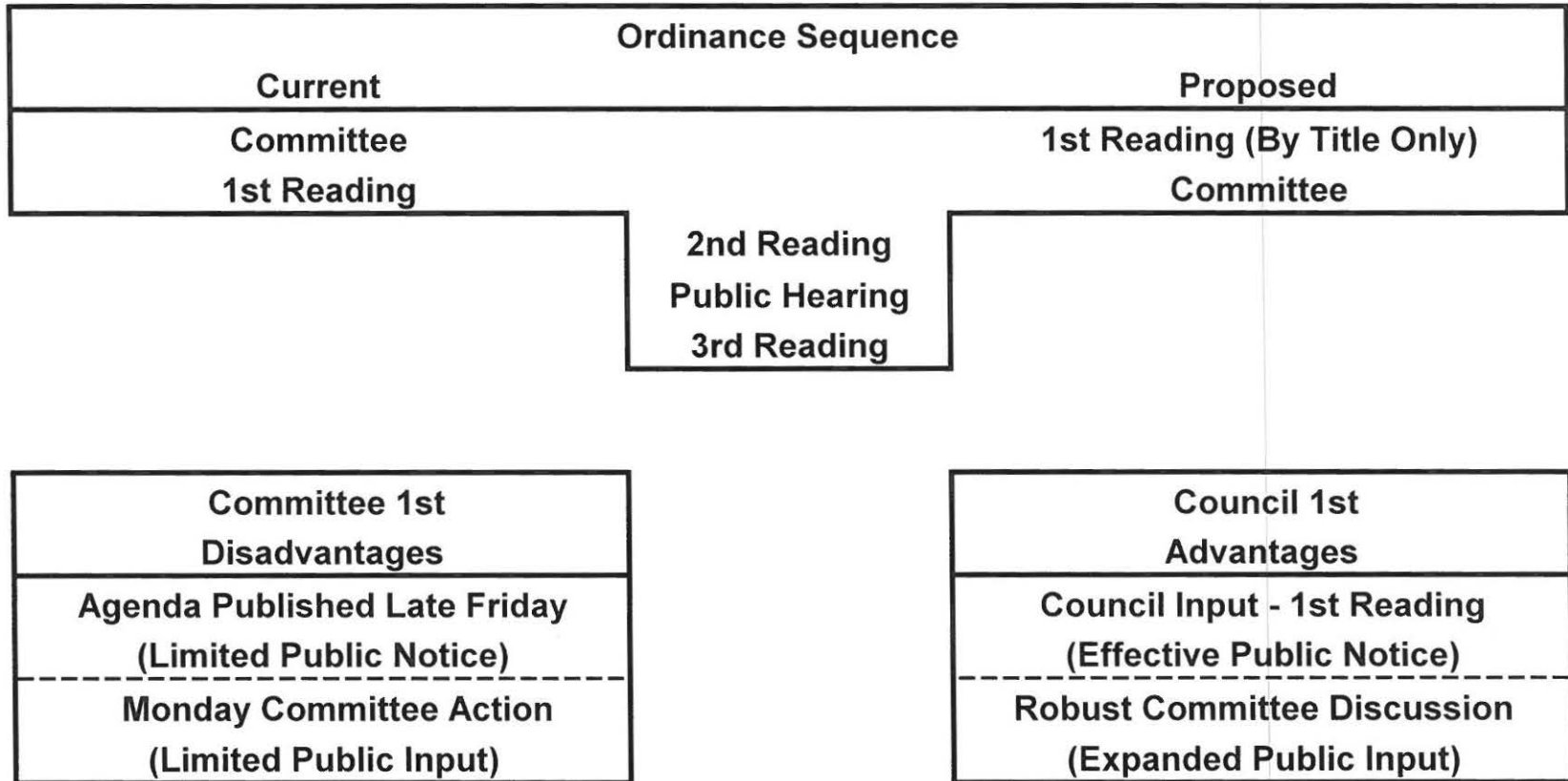
County Council Options:

- Capital: MCIP
    1. Council Approved
    2. BCSD:
        - No Opt Out
        - Solution for Bluffton Schools
    3. Municipalities:
        - Funding Vehicle for CIP Projects
        - Alternative to LOST

- Operations:
    - Mill Restoration

Topic: Ordinance Sequence
Date Submitted: February 11, 2017
Submitted By: Stu Rodman
Venue: 2017 Leadership and Strategic Planning Session (Day 2 of 2)

Beafort County Council Ordinances

Ordinance Sequence	
Current	**Proposed**
Committee	1st Reading (By Title Only)
1st Reading	Committee

2nd Reading
Public Hearing
3rd Reading

Committee 1st	Council 1st
Disadvantages	**Advantages**
Agenda Published Late Friday	Council Input - 1st Reading
(Limited Public Notice)	(Effective Public Notice)
Monday Committee Action	Robust Committee Discussion
(Limited Public Input)	(Expanded Public Input)

Observations:

1. Most Legislative Bodies File Legislation & Refer to Committee
2. Very Few Ordinances are Discussed at all 3 Readings

Topic: Ordinance Sequence
Date Submitted: February 11, 2017
Submitted By: Stu Rodman
Venue: 2017 Leadership and Strategic Planning Session (Day 2 of 2)

Topic: Board and Commission Appointment Process
Date Submitted: February 11, 2017
Submitted By: Stu Rodman
Venue: 2017 Leadership and Strategic Planning Session (Day 2 of 2)

Board & Commission Appointment Process Proposal

2 Procedures:

1. REGULAR (106) - Current w/ 8,10, & 11 for reappointment
2. COURTESY (83) - Revised templet ordinance

COURTESY Process (skipping Committee):

1. Nomination - Directly to Consent Agenda upon notifying Clerk
2. Appointment - At the next Council Meeting unless disputed

COURTESY Nominations:

1. DISTRICT SPECIFIC (51) – Council defers to the District Member
   - R&C, Library, Transportation, & 2 Fire Districts
2. GEOGRAPHIC SPECIFIC (27) - Council defers to a Member group
   - Solid Waste, Stormwater, & 3 Fire Districts
3. ORGANIZATION SPECIFIC (5) - Council defers to an outside body
   - Beaufort Chamber, 2 Bluffton TC, & 2 HHI Town Council

COURTESY Features:

1. Denial of Disputed Nominations to require 8 votes
2. Positions vacant for 45 days to be filed using the current procedure
3. Right to nominate to include the right to withdraw by notifying the Chairman & Clerk

Boards and Commissions Appointment Process

Class I - Courtesy	Class II - Regular

Class I - Courtesy

Definition: Nominations to fill positions that are:

District specific - Council defers, as a courtesy, to the Council member from the District.

Organization specific - Council, by ordinance, has invited organizations to select representative

Fire Districts - Council defers, as a courtesy, to the Council members from the area covered

Process:

Nominations received by Clerk to Council

Noticed on Administrative Consent Agenda as nominated

Lie of the table until the next Council meeting

Council District Specific

11 County Transportation Committee

5 Daufuskie Island Fire District Board (Council District 9)

11 Library Board

11 Rural and Critical Lands Board

7 Sheldon Township Fire District Board (Council District 1)

7 Southern Corridor Beautification Board (Council Districts 5, 6, 7, 8, 9, 10, 11)

51 Total Appointments

Geographic Specific

6 Bluffton Township Fire District Board (Council Districts 5, 6, 7, 8, 9)

5 Burton Fire District Commission (Council Districts 4, 5)

5 Lady's Is/St. Helena Is Fire District Commission (Council Districts 2, 3)

5 Solid Waste Recycling Board (Solid Waste Districts 5, 6, 7, 8, 9)

6 Stormwater Management Utility Board (Storm District 5, 6, 7, 8, 9)

27 Total Appointments

Organization Specific

2 Airports Board

   Beaufort Regional Chamber of Commerce

   Hilton Head Island Town Council

1 Bluffton Township Fire District Board

   Bluffton Town Council

2 Southern Corridor Beautification Board

   Bluffton Town Council

   Hilton Head Island Town Council

5 Total Appointments

Class II - Regular

Definition: Non-Privileged / all others

Process: Nominations would follow the current practice

Regular / All Others

7 Accommodations Tax (2% State) Board

9 Airports Board

7 Alcohol and Drug Abuse Board

9 Assesement Appeals

1 Beaufort / Jasper Economic Opportunity Authority

3 Beaufort / Jasper Water and Sewer Authority

9 Beaufort Memorial Hospital Board

7 Construction Adjustments and Appeals Board

7 Design Review Board

11 Disabilities and Special Needs Board

7 Historic Preservation Review Board

2 Lowcountry Council of Governments

3 Lowcountry Regional Transportation Authority

7 Parks and Leisure Services Board

9 Planning Commission

1 Stormwater Board

7 Zoning Board of Appeals

106 Total Appointments

Class III - Inactive

Definition: Inactive

1 Coastal Zone Management

5 Forestry Commission

5 Social Services Board

11 Total Appointments

Topic: Capital Improvement Pathway Projects
Date Submitted: February 11, 2017
Submitted By: Gary Kubic
Venue: 2017 Leadership and Strategic Planning Session (Day 2 of 2)

Beaufort County Transportation Needs
Capital Improvement Pathway Projects

Priority	Council District	Pathway Project	Length (mi)	Total Cost ($)	Total Score	Notes
1	9	Burnt Church Road, Ulmer Road and Shad Rd	2.00	$1,352,500	24	Multiple Phases
2	1	Laurel Bay Road Pathway Widening	3.4	$1,375,000	22	Multiple Phases
3	9	Bluffton Parkway Phase 1	0.10	$113,000	19	
4	5	Salem Road/Old Salem Rd/Burton Hill Rd	1.50	$1,229,000	17	Multiple Phases
5	1/5	Joe Frazier Road	2.10	$1,530,000	16	Marsh/Causeway
6	3	Meridian Road	1.60	$1,135,000	16	
7	7	Lake Point Drive and Old Miller Rd Pathway Connection	1.00	$732,500	15	Contingent on extending roadway
8	3	Dr. Martin Luther King, Jr. Dr.	0.85	$896,500	15	Marsh Crossing
9	9	Alljoy Road	1.5	$385,000	15	
10	4	Broad River Dr.	1.00	$776,000	14	Residential Property
11	2	Middle Road	2.40	$1,630,000	13	Multiple Phases
12	4	Ribaut Rd to P.I. Gtwy	0.20	$361,000	13	Both Sides of Rd
13	1	Spanish Moss Trail Extension	1.40	$400,000	12	Marsh/SCDOT R/W
14	1	Pine Grove Rd/Burton Wells Rd	1.5	$1,229,000	12	Multiple Phases
15	1	Seabrook Rd	1.2	$1,034,000	11	Multiple Phases
16	4	Depot Road	0.40	$375,000	10	In City of Beaufort
17	1	US-17 Pathway Extension	0.65	$537,500	10	
18	1	Stuart Point	2.00	$1,515,000	7	Multiple Phases
19	1	Bruce K Smalls	1.00	$840,000	7	
20	1	Paige Point	1.50	$1,190,000	7	Multiple Phases
21	1	Big Road	0.65	$593,000	6	
22	1	Big Estate Road	1.40	$1,125,000	5	

TOTAL $20,354,000

Topic: Capital Improvement Pathway Projects
Date Submitted: February 11, 2017
Submitted By: Gary Kubic
Venue: 2017 Leadership and Strategic Planning Session (Day 2 of 2)

CAPITAL IMPROVEMENT PATHWAY PROJECTS FIVE YEAR FUNDING PLAN

Fiscal Year	Project Priority	Pathway Project	Phase	Project Length (ft)	Project Cost
2018	1	Burnt Church Rd	1	7,000	$ 750,000
	2	Laurel Bay Rd	1	6,900	$ 489,000
	3	Bluffton Parkway Path Completion		750	$ 113,000
				14,650	$ 1,352,000
2019	4	Salem Rd	1	4,800	$ 630,000
	6	Meridian Rd		8,300	$ 135,000
				13,100	$ 765,000
2020	5	Joe Frazier Rd		11,100	$ 1,530,000
	11	Seabrook	1	3,400	$ 465,000
				14,500	$ 1,995,000
2021	7	Lake Point Dr.		5,300	$ 732,500
	8	Dr. M.L. King, Jr. Dr.		4,500	$ 896,500
				9,800	$ 1,629,000
2022	1	Ulmer Rd	2	4,000	$ 430,000
	10	Middle Rd	1	4,300	$ 550,000
	9	Alljoy Rd		7,900	$ 385,000
				16,200	$ 1,365,000
			Grand Total	68,250	$ 7,106,000