

Action Plan 2004

Five-Year Goals

Strong, Diversified Sustainable Local Economy

Financially Sound County Government

Planned and Orderly Growth

Cost-Effective Delivery of County Services

Effective Transportation and Road System

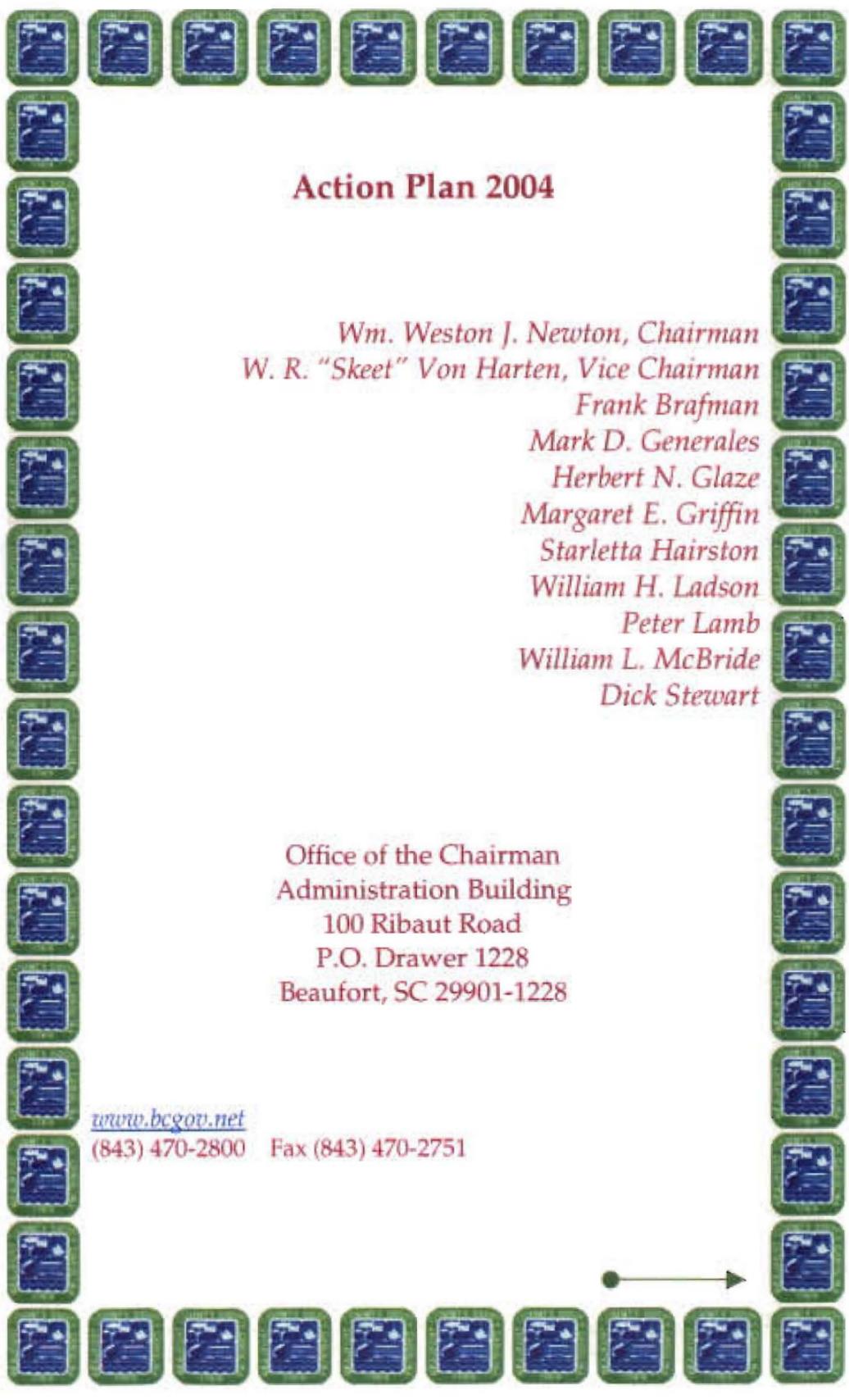
Policy Agenda 2004

Top Priority

- ◇ Base Closure Strategy
- ◇ Capital Projects Referendum
- ◇ Southern Beaufort Regional County Plan
- ◇ Highway 278 Project
- ◇ Financial Policy and Plan
- ◇ Highway 170 Project

High Priority

- ◇ Impact Fees
 - ◇ Bluffton Parkway
 - ◇ Road Acceptance Policy
 - ◇ Critical Lands
 - ◇ Dirt Roads
 - ◇ 15% Assessment Cap
- 

The page is framed by a decorative border of small, square icons. Each icon depicts a landscape with a blue sky, white clouds, and a green field. The icons are arranged in a grid that follows the perimeter of the page, with a small gap at the bottom right where an arrow points to the right.

Action Plan 2004

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STRATEGIC PLAN
2004 → 2009 → 2020
County Council



Beaufort County, South Carolina

January 2004

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STRATEGIC FRAMEWORK

VISION

PLAN

EXECUTION

MISSION

BELIEFS

STRATEGIC FRAMEWORK: BASIC ELEMENTS

VISION

**“What We Want to Become –
Our Preferred Future as Defined in Value-Based Principles.”**

PLAN

**“Our Road Map for 5 Years – How to Realize Our Vision with
Achievable Goals Defined Through: Objectives, Meaning to
Our Citizens, Challenges and Opportunities, Actions 2004,
Major Projects 2004 and Actions on the Horizon.”**

EXECUTION

**“Actions to Implement the Plan – A Work Program for Next Year
with a “To Do” List for County Council and Management –
To be Completed with Accountability for the Results.”**

MISSION

**“Purposes of County Government – Determined in Service
Businesses Defined in: Operating Elements, Business Successes,
Challenges and Opportunities and Service Improvements 2004.”**

BELIEFS

**“Our Core Beliefs Which are the Foundation for Our County
Government – Creating a Corporate Culture of Action and
Accountability, the Primary Value, As Defined in Performance
Standards to Guide Behaviors and Actions.”**

HOW WE CONDUCT OUR BUSINESS

Beaufort County Plan: 2004-2009

GOALS 2009

Strong, Diversified Sustainable Local Economy

How to Achieve, i.e. Resources, Other Entities Interest

Financially Sound County Government

Employees + Facilities Cost

Planned and Orderly Growth

Zoning, Relationship w/Munis, Faster, Who Will Control

Cost-Effective Delivery of County Services

Effective Transportation and Road System

GOAL 1:

STRONG, DIVERSIFIED SUSTAINABLE LOCAL ECONOMY

► **Primary Objectives**

- ✓ **Objective 1:** Keeping Our Military Bases and Plan for Redevelopment in Event of Closing
- Objective 2:** World Class Educational System
- Objective 3:** Adequate Roads and Infrastructure to Support Business and Residential Expansion
- ✓ **Objective 4:** Greater Diversity in County's Local Economy: Tourism, Military, Services and Retail; Knowledge Base, Valued-Added Business
- Objective 5:** Making Medical and Healthcare an Expanding Part of the Economy
- Objective 6:** Affordable Homes Available for the Workforce
- ✓ **Objective 7:** More New Job Opportunities with Higher Wages for Our Residents
- Objective 8:** Grow Percentage of Commercial Tax Base

► **Means to Our Citizens**

1. Keeps Taxes Down
2. Provides Quality Home Choice
3. Makes Jobs Available with Better Pay
4. Reduces Crime Due to Strong Economy
5. Balances Community Making All Generations Welcome
6. Provides Opportunities for Your Families Future

► **Challenges and Opportunities**

1. Quality Education
2. Business Attraction
3. Performance Measures and Accountability
4. Workforce Preparation
5. Marketing Our Assets: Lifestyle and Living

GOAL 1:

STRONG, DIVERSIFIED SUSTAINABLE LOCAL ECONOMY
(continued)

► **Actions 2004-2009**

Primary

1. **Base Closure: Protection Strategy**
 - Lobby Strategy
 - Address Encroachment/Land Management
 - Plan for Reuse
 - Evaluate Navigation Easements
 - Resolve Vivian Island Issue
2. **Increase Percentage Commercial vs. Residential Property**
 - Identify Goal
 - Identify Actions to be Taken
3. **Economic Development: Evaluation (Performance) and Plan with Measurable Benchmarks**
 - Establish Goals with Benchmarks
 - Provide Performance Report
 - Develop Mechanism for Ongoing Reporting
4. **Affordable Housing: Project Out of Ground**
 - Review Needs Assessment
 - Evaluate Additional Dollars in Budget – Demonstrate Commitment
 - Pursue Additional Grants
 - Review Fee Structure
 - Consider 10% Requirement for Affordable Housing
 - Complete “One House”
 - County Support for Consortium
5. **Permit Process: Evaluation and Streamlining Actions**
 - Establish Acceptable Time Frame – Measurable Benchmarks
 - Create Educational Process: Developers, Builders
 - Simplify the Process
 - Create “One Stop” Shop
6. **County Marketing Program: Enhancement**
 - Review Chambers Report with Benchmarks
 - Commitment to Future Funding

GOAL 1:

STRONG, DIVERSIFIED SUSTAINABLE LOCAL ECONOMY
(continued)

► **Actions 2004-2009**

Major Projects

- 7. USC-B: Building Opening**
- Oversight of Project
 - Celebrate Opening

On the Horizon

- 8. TLC: Expansion**
- Develop Programs for Training Jobs Higher than State Wages
 - Acquire Property
 - Initiate Building
- 9. Human Service Alliance: System Delivery**
- Continue Support: Money
 - Reduce Overlap of Funding Requests
- 10. Own/Control by County: Property Ready for Economic Development**
- Develop Policy 1
 - Complete Agreement with Owner
 - Decide on Property Zoning
 - Acquire Property

GOAL 2:	FINANCIALLY SOUND COUNTY GOVERNMENT
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► **Primary Objectives**

- | | |
|---------------------|---|
| Objective 1: | Diverse Revenue Sources for County, Diverse County Tax Base |
| Objective 2: | Responsible, Balanced Budget: Adequate Funding for Services and Service Levels |
| Objective 3: | Residents Can Afford to Stay/Live in Beaufort County |
| Objective 4: | Reduced Tax Burden on Individual Property Owner |
| Objective 5: | Use Sales Tax to Support Capital Investment |
| Objective 6: | Appropriate Financial Reserves for Unforeseen Events Consistent with Written Policy |

► **Means to Our Citizens**

1. Provides for Low Tax
2. Makes Services Affordable
3. Builds Credibility of County Government
4. Contributes to a More Efficient County Government
5. Prepares County for Contingency

► **Challenges and Opportunities**

1. Economy and Tax Base
2. Property Tax Collection
3. Accuracy of the Tax Rolls
4. Citizens Attitude toward Taxation: Fairness
5. Increasing Service Demands
6. Employees Cost: Balance Wages and Cost Containment of Benefits
7. Who Pays (Property Owners vs. Businesses) to Support County
8. Revenue Generation

GOAL 2:

FINANCIALLY SOUND COUNTY GOVERNMENT (continued)

► **Actions 2004-2009**

- ① **Financial Policy and Long-Term Plan: Development**
 - Review Written and Unwritten Financial Policy
 - Finalize Financial Policies
 - Develop Projections: Revenue Expenditures (Countywide)
 - Develop Policy and Process on Funding Outside Entities — *code, CAPA*
2. **15% Assessment Cap**
 - Prepare Issue Paper: GFOA Standards, Bonding Agencies
 - Determine Direction and Action
3. **Employee Compensation: Re-evaluation and Recommendations**
 - Meet with Maximus
4. **Business License Fee: Evaluation and Direction**
 - Review Rate
 - Define Purpose/Policy Direction (Raise Revenue or Registration)
 - Determine Fee Schedule
 - Develop Enforcement Process with Resources
5. **Assessments and Tax Collections: Improvements**
 - Evaluate Tax Collection
- X6. **Capital Project Referendum**
 - Review Commission Recommendations
 - Develop Education Program
7. **Departmental Business Plans with Benchmarks (Scorecard Foundation)**
 - Inventory Service, Levels of Service
 - Analyze Cost of Services
 - Determine Real Benchmarks for Outcomes
 - Build into Budget Process
8. **School Budget Guidelines and Resolution**
 - Establish Guidelines
 - Resolve Budget for Next Year
9. **Budget Process Revision (Operating/Capital)**
 - Hire Budget Analyst
 - Revise Budget Process – Recommendations

GOAL 2:

FINANCIALLY SOUND COUNTY GOVERNMENT

► **Actions 2004-2009**

10. Grants and Special Projects Administration and Strategy: Evaluation and Recommendations

- Review Current
- Identify Areas for Grants
- Determine Proactive Approach
- Develop Proactive Aggressive Strategy
- Work with Other Agencies; Schools, Cities (More Dollars to County)
- Work with Foundations: Cooperative Partners

11. Impact Fees: Evaluation, Direction

- Decide on Impact Fees for North
- Review All Impact Fees
- Determine Policy Direction on Impact Fees
- Revise Impact Fee Schedule
- Develop Traffic Impact (North) Fee

12. Written Cash Reserve Policy/Practice

13. Tax Intangible Asset Report (Off Items)

GOAL 3:

PLANNED AND ORDERLY GROWTH

► **Primary Objectives**

- | | |
|---------------------|--|
| Objective 1: | Preservation of the County's Waterways and Natural Areas |
| Objective 2: | Realistic Plans, Zoning and Development Regulations Used in Decisions |
| Objective 3: | Quality Development: Residential and Commercial in Best Locations |
| Objective 4: | Growth Paying for Services and Infrastructure |
| Objective 5: | All Governments Working Together on Annexations and Future Development |
| Objective 6: | Support Infill and Redevelopment |

► **Means to Our Citizens**

1. Retains Our Lifestyle
2. Protects Property Values
3. Makes a More Manageable Development Process
4. Provides for Predictable Development and Future of Area
5. Contributes to Clean Water

► **Challenges and Opportunities**

1. Polarized Citizenry on Growth
2. Geography of County
3. Agreement Development Standards and Process: County, Municipalities
4. Private Rights and Individual Property Owners
5. Rural Lands and Potential Uses
6. Locations: Schools, Administration Building
7. Infrastructure Capacity
8. Accelerating Growth Rate
9. Transition: Rural to Urban with "High Service" Expectations

GOAL 3:

PLANNED AND ORDERLY GROWTH (continued)

► **Actions 2004-2009**

1. Comprehensive Plan

- Complete Parks, Recreation and Open Space
- Identify Three Chapters and Rewrite During Next Year (Consider Review)
- Check on Legality on Review Process

2. Critical Lands: Acquisition

- ✓ Identify Leverage Opportunities
- ✓ Complete Green Plan
- ✓ Review Property Acquisition
- ✓ Decide Property Purchase
- ✓ Determine Policy on Steward and Management for Acquired Lands

3. Stormwater Management and Utility

- Complete Rate Study Master Plan
- Pursue Opportunities for Regional Stormwater/Watershed Management

4. Joint Land Use Study (9/04)

- Amend Airport Overlay
- Compatibility (ACUIZ)

5. Southern Beaufort Regional County Plan: Complete - 18 months

- Complete Plan
- Review Recommended Plan
- Decision: Adoption

6. Northern Beaufort County Regional Plan: Initiate

- Design Process
- Initiate Plan

7. 170 Corridor Plan: Land Use Review

- Develop Process for Effective Inclusion of Citizens
- Complete Public Review Plan
- Decision: Plan Adoption

8. Annexation Policy and Strategy

- Determine Goals/Desired Outcomes
- Decision: Policy Position

9. Land Manager Position: Review

- Review Position
- Develop Recommendation

10. Blueway/Pathway Plan

- Implementation – Action Steps
- Adoption by Municipalities

GOAL 4:

COST-EFFECTIVE DELIVERY OF COUNTY SERVICES

► **Primary Objectives**

- | | |
|---------------------|---|
| Objective 1: | County Services Delivered in an Efficient, Most Cost-Effective Manner |
| Objective 2: | Giving Taxpayers Valued Services, Value for Tax Dollars and Fees |
| Objective 3: | Continuous Improvement of County Operations and Processes |
| Objective 4: | Customer-Friendly County Services |
| Objective 5: | Streamlining County Government: Management, Structure and Operations |
| Objective 6: | Professional, Well Trained Workforce Dedicated to Public Service |

► **Means to Our Citizens**

1. Provides a Good Experience for Citizens as they Deal with County Government
2. Greater Ease of Access which Reduces Anger and Frustration
3. Being Concerned About You as a Customer
4. Making a More Efficient Operation
5. Keeps Taxes Low
6. Contributes to Quality Service Responsive to Your Needs

► **Challenges and Opportunities**

1. Customer Service: Caring about Serving Others (The Average Taxpayer)
2. **Entrenched** Culture: Alignment of Behavior and Corporate Values
3. Pay for Performance vs. Longevity
4. Focusing on Value to the Customer
5. Inefficient Processes Not Linked to Outcomes
6. Performance Accountability
7. Council Support of Accountability

GOAL 4:

COST-EFFECTIVE DELIVERY OF COUNTY SERVICES
(continued)

► **Actions 2004-2009**

Primary

1. **EMS/Fire Study and Direction**
 - Evaluate Consolidation
 - Explore Options and Recommendations
 - Decision: Direction
2. **County Facilities and Space: Re-evaluation Plan and Recommendations**
 - Review Heery Study with Staff Recommendation
 - Decision: Direction - *North*
3. **Departmental Business Plans and Benchmarks (Scorecard Foundation)**
4. **County Reorganization: Recommendations**
 - Review
 - Develop Recommendations
5. **Human Resource/Personnel Policy and Manual**
 - Review Draft
 - Decision
6. **County Corporate Culture: Alignment Actions and Performance Standards**
 - Adopt Beliefs
 - Develop Implementation Plan
7. **Employee Training and Development Program: Development**
 - Complete Needs Assessment
 - Develop Comprehensive Program
 - Develop Sexual Harassment Training
8. **Public Works Department: Evaluation and Future Direction**
 - Determine Policy Guidance: Mission, Relationship to Municipalities
 - Develop Department Businesses
 - Develop Structural Recommendations
9. **County Attorney: Evaluation and Contract**
 - Develop Recommendations
 - Select Attorney
10. **IT/Technology: Upgrades**
11. **Public Education and Information: Enhancements**
 - Explore Citizen Academy
 - Develop Mechanism for New Releases – Ahead of the Story
12. **Local/Minority Business Owners Policy for Procurement**

GOAL 4:

COST-EFFECTIVE DELIVERY OF COUNTY SERVICES
(continued)

► **Actions 2004-2009**

Primary

13. Diverse Workforce Strategy

- Develop Affirmation Action
- Evaluate Impacts

On the Horizon

14. Citizen Participation Strategy (Tapping Our Talent)

- Inventory Potential Talent Potential
- Develop Mechanisms for Outreach for Boards/Commissions/ Committees

GOAL 5:

EFFECTIVE TRANSPORTATION AND ROAD SYSTEM

► **Primary Objectives**

- | | |
|---------------------|--|
| Objective 1: | Safer Roads: Better Design, Fewer Accidents |
| Objective 2: | Increased Federal and State Funding for Transportation Projects |
| Objective 3: | Increased Use of Regional Alternatives to Cars, Ferry Service, Public Transit, MDA |
| Objective 4: | Improved Traffic Flow on Major Highways and Roads |
| Objective 5: | Well Maintained Roads, Fewer Dirt Roads |
| Objective 6: | Sales Tax for Capital Investment |
| Objective 7: | Improved Relationship with SCDOT, Other Governments |

► **Means to Our Citizens**

1. Makes Streets Safer
2. Better Access to Shopping and to Work
3. Contributes to Less Stress
4. Increases Personal Productivity
5. Reduces Road Rage

► **Challenges and Opportunities**

1. ROW Acquisition
2. Private Roads
3. Road Capacity
4. Funding for Road Improvements and Maintenance
5. Land Uses
6. Business and Residential Access
7. Bluffton vs. Hilton Head: Traffic Management
8. Alternative Transportation Modes
9. Condemnation: ROW's and Easements

GOAL 5:	EFFECTIVE TRANSPORTATION AND ROAD SYSTEM (continued)
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► **Actions 2004-2009**

Primary

- ① **278: Road and Zoning**
 - Decide on Zoning
 - Complete Contracts for Road
 - Better Access Management
 - Increase Traffic Mobility
 - Acquires Critical Lands

6 mi. / 1.0 mi
278 → control of traffic lights

- ② **Dirt Roads Paving Program**
 - Continue Program
 - Determine Funding
 - Review Prioritization Process
 - Review List

3. **Bluffton Parkway: Funding Strategy, Land Use/Zoning, Final Design, ROW (Burnt Church-Buckingham Landing)**

- ④ **170: Project/Funding (South ← McGarvey Corner to 46), Strategy/ Access, Management Plan** *Funding*

- 5. **Road Acceptance Policy**
 - Determine Policy and Terms
 - Decisions

Major Projects

6. **21 Widening Project**

On the Horizon

- 7. **Regional Transportation (LRTA/MDA)**
- 8. **Comprehensive Transportation Plan: Review (Incorporated into Regional Plans)**

Beaufort County: Our Mission

CORE BUSINESSES

Keep Public Records

Protect Public Health and Welfare

Collect and Distribute Taxes

Administer Court and Justice System

Provide Law Enforcement

Operate Jail and Detention Facility

Manage Future Growth and Development

Provide Emergency Management

Manage Transportation System and Drainage System

Provide Parks and Leisure Programs

CORE BUSINESS 1:

KEEP PUBLIC RECORDS

► **Operating Elements**

Operating Element 1:

Maintain Public Records (Personal) – Birth, Death, Divorce, Adoption, etc.

Operating Element 2:

Record Deeds

Operating Element 3:

Maintain Court Records

Operating Element 4:

Manage Elections, Register Voters

Operating Element 5:

Assess Property Values and Manage Records

► **Value to Citizens**

1. Assures Fair, Equitable Taxation with Opportunities to Verify Assessment
2. Confidence in Voting Record and Election
3. Accurate, Accessible Records
4. Protects Your Rights and Insures Public Privacy
5. Allows You to Sell, Buy and Transfer Property
6. Open Governmental Processes

CORE BUSINESS 2:

PROTECT PUBLIC HEALTH AND WELFARE

► **Operating Elements**

Operating Element 1:

Operate "EMS" Services

Operating Element 2:

Provide Indigent Health Care: B.M.H. and Comprehensive Health

Operating Element 3:

Collect and Dispose Solid Waste, Provide Recycling Services

Operating Element 4:

Provide Mosquito Abatement

Operating Element 5:

Operate Animal Shelter

Operating Element 6:

Provide "Safety Net" Programs

Operating Element 7:

Fund Fire Districts

Operating Element 8:

Enforce Building, Nuisance and Health Codes

Operating Element 9:

Fund Sheriff Operations

► **Value to Citizens**

1. Timely Response to Medical Emergency, Fires with Well-Trained Personnel
2. Protection from Diseases Carried by Mosquitoes, from Waste
3. Basic Healthcare if You Cannot Afford It
4. Put the Trash Out, It is Gone – No Worry, Reliable Service
5. More Attractive, Safe Living Structures
6. Healthier Living Environment and Lifestyle

CORE BUSINESS 3:

COLLECT AND DISTRIBUTE TAXES

► **Operating Elements**

Operating Element 1:

Appraise Property Values

Operating Element 2:

Collect Taxes

Operating Element 3:

Distribute Revenues

Operating Element 4:

Maintain Records

Operating Element 5:

Prepare Tax Billings

Operating Element 6:

Conduct Delinquent Tax Sales

► **Value to Citizens**

1. Convenience in Paying Taxes – Quarterly Program
2. Assure Fair, Equitable Tax Process
3. Accurate Taxes, Accurate Tax Records
4. Funds County Services – Our Basic “Businesses” that Serve You

CORE BUSINESS 4:

ADMINISTER COURT AND JUSTICE SYSTEM

► **Operating Elements**

Operating Element 1:	Prosecute Cases
Operating Element 2:	Operate Court System: Adult, Juvenile
Operating Element 3:	Make Judgments: Civil, Criminal
Operating Element 4:	Resolve Disputes
Operating Element 5:	Operate Family Court
Operating Element 6:	Operate Probate Court
Operating Element 7:	Provide Indigent Defense Services
Operating Element 8:	Provide Coroner Services
Operating Element 9:	Operate Drug Court

► **Value to Citizens**

1. Forum for Nonviolent Dispute Resolution
2. Collection Actions Insures Income to Single Mothers and Children
3. Basic Protection – Criminals Off the Streets – You Can Feel Safe
4. If You Break the Law, You will be Prosecuted
5. If You Need Legal Services, it will be Provided

CORE BUSINESS 5:

PROVIDE LAW ENFORCEMENT

► **Operating Elements**

Operating Element 1:

Patrol Roads

Operating Element 2:

Investigate Crimes, Prepare for Prosecution

Operating Element 3:

Provide Contract Service: Hilton Head Island

Operating Element 4:

Provide Public Education Programs on Safety – Citizen Responsibilities for Safety, Include D.A.R.E.

Operating Element 5:

Manage Traffic, Including Control Traffic at Schools

Operating Element 6:

Patrol Waterways for Safety

Operating Element 7:

Provide School Resources Office

Operating Element 8:

Administer Warrants

► **Value to Citizens**

1. You Can Feel Safe – Any Place, Any Time, Any Location
2. Safer Streets, Less Road Rage, More Efficient Movement of Traffic
3. Public Education Safety Means Safer Community, Especially Our Children
4. Reputation: If You Break the Law, You will be Arrested
5. Timely Response to a Call for Service

CORE BUSINESS 6:

OPERATE JAIL AND DETENTION FACILITY

► **Operating Elements**

Operating Element 1:

Operate Jail

Operating Element 2:

Operate Correction Programs

Operating Element 3:

Assist Victims

Operating Element 4:

Provide Health and Medical Services to Inmates

► **Value to Citizens**

1. Cheaper to Operate Jail than Send People to Other Jails – Transport and Housing Costs
2. Making Money on Housing Prisoners from Other Jurisdictions
3. Criminals Off the Streets – Safer Living Environment
4. Access to Family Members in Jail
5. Assistance to Victims – Counseling Services

CORE BUSINESS 7:

MANAGE FUTURE GROWTH AND DEVELOPMENT

► **Operating Elements**

Operating Element 1:

Plan for Future Development and Land Uses

Operating Element 2:

Guide Land Use through Balanced Zoning

Operating Element 3:

Administer Development Standards and Regulations

Operating Element 4:

Operate Water and Sewer System

Operating Element 5:

Maintain GIS/Maps

► **Value to Citizens**

1. Protects Quality of Life: Fishing, Boating, No Traffic Congestion, Ambiance of Area, Trees, Views
2. Protect Quality of Our Living Environment
3. Protection of Lifestyle and Community Character
4. Protects Your Investment: House, Business, Retirement

CORE BUSINESS 8:	PROVIDE EMERGENCY MANAGEMENT
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- **Operating Elements**
- | | |
|-----------------------------|--|
| Operating Element 1: | Operate 9-1-1 Center (Communication Center) |
| Operating Element 2: | Handle Hazardous Materials through HazMat Team |
| Operating Element 3: | Plan for Natural Disasters |
| Operating Element 4: | Coordinate Activities in an Emergency |
| Operating Element 5: | Direct Post-Disaster Recovery Efforts |

- **Value to Citizens**
1. Advance Warning of Disasters, Advance Planning – We are Prepared
 2. Protects Your Property, Your Life
 3. Better Coordination among Public Agencies
 4. Quick Restoration of Services after Emergency or Disaster
 5. Protects/Enhanced Property Values

CORE BUSINESS 9:	MANAGE TRANSPORTATION SYSTEM AND DRAINAGE SYSTEM
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- **Operating Elements**
- | | |
|-----------------------------|-----------------------------------|
| Operating Element 1: | Coordinate on State Road Projects |
| Operating Element 2: | Design Road System |
| Operating Element 3: | Maintain County Roads |
| Operating Element 4: | Plan and Manage Stormwater |
| Operating Element 5: | Manage Airports |
| Operating Element 6: | Develop and Manage Mass Transit |

- **Value to Citizens**
1. Cleaner Waterways
 2. Access for Residents to Shopping, to Work, to Recreational Opportunities
 3. Convenience for Tourists: Contribute to Local Economy, Reduce Tax Burden on Residents
 4. Ease of Moving with Reduced Congestion
 5. Protection from Flooding

CORE BUSINESS 10:

PROVIDE PARKS AND LEISURE PROGRAMS

► **Operating Elements**

Operating Element 1:

Operate Library

Operating Element 2:

Plan, Develop and Maintain Parks: Active and Passive

Operating Element 3:

Operate Community Centers

Operating Element 4:

Provide Recreational and Athletic Programs – Countywide

Operating Element 5:

Build and Operate Swimming Pools

Operating Element 6:

Plan, Construct and Manage Boat Ramps

Operating Element 7:

Acquire and Manage Open Space Land – New Passive Parks

► **Value to Citizens**

1. Places for Children and Family Activities
2. Access to Water
3. Protection of Greenspace for Passive Activities and Viewing
4. Access to Water
5. Eliminate Drowning

Service Improvements 2004

- 1. "Illegal" Residents Strategy**
- 2. Noise Ordinance**
- 3. Human Service Alliance: Development**
- 4. West Nile Virus Strategy**
- 5. Open Records Management Process**

Beaufort County: Our Beliefs

In Beaufort County, We "Show the S-P-I-R-I-T"

Serving *with Pride*

Producing *Results*

Acting with **I**ntegrity *and Respect*

Taking **R**esponsibility *and Being Accountable*

Being **I**nnovative *and Creative*

Practicing **T**eamwork

Core Beliefs: Definition

BELIEF:

SERVING *WITH PRIDE*

► **Means**

Primary

1. Remembering We are in the “Public Service Business”
2. Caring about Your Customer – Your Customer Feels You Really Cared about Them
3. Getting the Customer to Believe that the County and You Acted in their Best Interest
4. Being an Ambassador for Beaufort County
5. Having a Positive, Can Do Attitude; Looking for Ways to Say “Yes”
6. Taking Time to Explain Your Actions or Decisions
7. Saying “No” with the Customer Understanding and Accepting the Results

Other

8. Looking for Ways to Satisfy the Needs of Your Customers
9. Providing Services that Add Value to Your Customer – Our Citizens Lives
10. Helping Others, Taking the Initiative to Assist
11. Knowing Who Your Customers Are and Listening to their Expectations and Concerns
12. Citizens are #1 – It’s about Serving Them
13. Feeling Confident in Your Abilities to Do the Job
14. Understanding What You are Trying to Do

Core Beliefs: Definition (continued)

BELIEF:	PRODUCING RESULTS
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► **Means**

Primary

1. Doing the Right Thing Right the First Time
2. Looking for Better Ways to Do the Job
3. Completing Projects Done on Time, Within Budget
4. Taking Timely Action
5. Efficiently Using the County's Resources
6. Evaluating the Outcomes

Other

7. Accurate, Timely Reports
8. A Days Work for a Days Pay
9. Accomplishing Tasks, Achieving Goals
10. Planning Your Work Activities
11. Celebrating the Results
12. Thinking about the Desired Outcome
13. No Caring about Who Gets the Credit
14. Working Hard and Having Fun
15. Making My Vision Clear to Others

Core Beliefs: Definition (continued)

BELIEF:

ACTING WITH INTEGRITY AND RESPECT

► **Means**

Primary

1. Delivering on Your Commitments
2. Being Ethical and Legal
3. Being Fair and Equitable in Treatment of Others
4. Having Good Character
5. Having Compassion for Others
6. Being Courteous and Polite
7. Returning Phone Calls in a Timely Manner

Other

8. Providing a Direct Response to a Question
9. Acting in a Trustworthy Manner
10. Treating Others with Respect Even if they Attack You

Core Beliefs: Definition (continued)

BELIEF:

TAKING RESPONSIBILITY AND BEING ACCOUNTABLE

► **Means**

Primary

1. Being Accountable for the Results – The Outcomes; Being Accountable for Your Behavior and Actions
2. Holding Others Accountable for their Results and Actions
3. Taking Responsibility for Your Mistakes and Learning to Do It Better Next Time
4. Taking the Initiative within Your Job Responsibilities
5. Learning from the Current Situation to Prevent Similar Problems in the Future
6. Solving the Problem

Other

7. Being Responsive to the Individual and the Situation
8. Knowing Your Job Responsibilities
9. Putting Your Name on the Product and Service

Core Beliefs: Definition (continued)

BELIEF:

BEING INNOVATIVE AND CREATIVE

► **Means**

Primary

1. Knowing Your Profession – The Best Practices, Cutting-Edge Techniques
2. Keeping Things Simple, Avoid Making Things Overly Complex
3. Being Proactive, Not Reactive
4. Thinking “Out of the Box”
5. Developing a Strategy on How to Get it Done
6. Willing to Try a New Way of Doing Business
7. Identifying and Evaluating Options

Other

8. Doing Research on the Topic – Complete and Thorough
9. Think about the Situation
10. Being Creative While Using Common Sense
11. Taking Prudent Risks
12. Use Creative Ways to Solve the Problem
13. Mobilizing Resources by Building Partnerships

Core Beliefs: Definition (continued)

BELIEF:

PRACTICING TEAMWORK

► **Means**

Primary

1. Being a Team Player – Actively Participating on the Team
2. Maintaining Open, Honest and Direct Communications
3. Having a Common Goal, Vision and Mission
4. Cooperatively Working with Others
5. Keeping Others Informed
6. Having Fun and Celebrating Results
7. Having Loyalty to the County and Supporting Decisions and Actions of County Council and Administration

Other

8. Knowing Your Job Responsibilities and Roles
9. Going the Extra Mile – Give a 100% Effort
10. Developing and Expanding Your Competency – Knowledge and Skills
11. Having the Ability to Agree to Disagree
12. Asking Who Needs to Know, Who Needs to be Involved
13. Taking Pride in the Beaufort County Team – Our Appearance

Beaufort County – Execution: Action Agenda 2004

POLICY AGENDA

TOP PRIORITY

**Base Closure Strategy
Capital Project Referendum
Southern Beaufort Regional County Plan
Highway 278 Project
Financial Policy and Plan
Highway 170 Project**

HIGH PRIORITY

**Impact Fees
Bluffton Parkway
Road Acceptance Policy
Critical Lands
Dirt Roads
15% Assessment Cap**

Management Agenda 2004

TOP PRIORITY

1. Affordable Housing: Project Out of the Ground
2. Business Plan Development
3. Employee Compensation Policy
4. School Budget
5. Budget Process Refinement
6. Grants Strategy
7. Comprehensive Plan Development
8. County Facilities and Space
9. Human Resources Policy
10. Information Technology

Major Projects 2004

- 1. USC-B: Hargray**
- 2. TCL: Development**
- 3. Highway 21**
- 4. 170**