

# *LEADER'S GUIDE*

## *2014*

**WORKING DOCUMENT**

Chairman and County Council



Beaufort County, South Carolina  
February 2014



Lyle Sumek Associates, Inc.

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# **LEADERSHIP AND STRATEGIC PLANNING WORKSHOP**

## ***Beaufort County Council***

**February 13, 14 and 15, 2014**

**Large Meeting Room**

**Bluffton Branch Library**

**120 Palmetto Way, Bluffton**

## **AGENDA**

**Thursday, February 13<sup>th</sup> – 1:00 p.m.**

**1. OPENING COMMENTS**

- Chair
- County Administrator

**2. FY 2013 / 2014 REPORT CARD**

**3. STRATEGIC PLANNING FOR BEAUFORT COUNTY**

- Key Elements
- Re-connecting the "Dots"
- Decisions: Link Plan to Actions/Resources and Create to Future

**4. PERFORMANCE REPORT 2013**

- a) Overall Successes for 2013: County Council Perspective
- b) Goals for 2018: Achievements in 2013 and Value to Residents
- c) Other County Successes for 2013

**5. LOOKING TO BEAUFORT COUNTY'S FUTURE: COUNCIL VIEW**

- a) Success in 2019 means: Desired Outcomes for Beaufort County
- b) My Priorities for 2014: Actions or Projects

**6. COUNCILMEMBER MOST IMPORTANT PRIORITY FOR 2014**

**Friday, February 14<sup>th</sup> – 8:30 a.m.**

**7. BEAUFORT COUNTY VISION: REVIEW**

**8. CRITICAL TOPICS FOR STRATEGIC DISCUSSIONS**

- a) Referendum
- b) Regional Ferry Service
- c) Solid Waste
- d) Budget: Projections, Direction on Key Financial Issues and Carryover Actions Funding for 2015
- e) Budget and Financial Processes: Review, Financial Planning/Projections, Financial Reporting, Budgets from Other Elected Officials
- f) Economic Development and Growth

**9. GOALS FOR 2019**

- Review/Refine
- Priority for 2014

**10. Plan 2014 – 2019**

FOR EACH GOAL:

- a) Objectives: Desired Outcome in 5 Years
  - Review
  - Revise
  - Priority
- b) Challenges and Opportunities
  - Review
  - Refine
  - Priority: Short Term for 2014 – 2015
- c) Actions for 2014
  - Actions 2013: Status Direction
  - New Initiatives for 2014: Expectations, Activities
  - Other Actions for 2014: Expectations, Activities
  - Priority for 2014

**Saturday, February 15<sup>th</sup> – 8:30 a.m. – 1:00 p.m.**

**11. PLAN UPDATE (continued)**

**12. ACTION AGENDA 2014**

- a) Policy Agenda 2014: Top Priority, High Priority
- b) Management Agenda 2014: Top Priority, High Priority

**13. GOVERNANCE: COUNTY COUNCIL IN ACTION**

*TOPICS:*

- a) Strategic Plan: Mid Year One Day Update/Strategic Discussion/Direction
- b) Informal Discussion Time among County Council
- c) Executive Sessions: Review, Feedback
- d) Committee Reports: Feedback
- e) Communications from Chair and County Administrator
- f) Chair/Vice Chair: Expectations, Feedback and Suggested Actions
- g) Council Contact/Direction of Council Staff: Guidelines
- h) Role of Liaison: Communications and Represent County Direction
- i) Executive Committee: Role/Purposes, Feedback
- j) Teamwork among Council: Trust and Candid Conversations on Critical Issues
  - Discussion
  - Expectations
  - Actions

**14. WRAP UP/FINAL COMMENTS**

*TOPICS:*

# **SECTION 1**

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## **LEADERSHIP AND TEAMWORK: INSIGHTS FOR SUCCESS**

# Leader's Dilemma

**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 shape **HERE** through a *Strategic Plan*, which defines **HERE** as 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 encounter the unforeseen during the trip to **HERE** – unanticipated events happen, unintended consequences occur, environments change, opportunities emerge.

Leaders must evaluate and adjust to get to **HERE** 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**.

# Governance vs. Politics: A Simple View

*By Lyle J. Sumek*

**Governance** is serving the community;

**Politics** is getting elected or re-elected.

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

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

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

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

**Governance** is taking responsibility;

**Politics** is making promises.

**Governance** is exercising an ability to influence others;

**Politics** is the use of power.

**Governance** is finding pragmatic solutions to problems through collaboration;

**Politics** is starting with solutions in mind.

**Governance** is being data driven;

**Politics** is playing to people's emotions.

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

**Politics** is demanding and advocacy to win.

**Governance** is educating and mobilizing support;

**Politics** is rallying supporters and creating zealots.

**Governance** is creating community benefits and value;

**Politics** is taking personal credit and receiving personal recognition.

**TODAY'S CRISIS: Politics trumping Governance**

# EFFECTIVE GOVERNANCE IS WORK, BUT BORING

## Twenty Rules for Success

*by Lyle J. Sumek*

***Effective Governance***

is developing and maintaining relationship based upon mutual trust and respect,  
**not** developing conditional relationships or relationships based upon convenient.

***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 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 conclusion.

***Effective Governance***

is negotiating with others,  
**not** demanding or withdrawing.

***Effective Governance***

is recognizing that it takes a majority to decide,  
**not** 1 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 setback 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***

# GREAT COUNTIES = G – R – E – A – T Teams

*by Lyle J. Sumek*

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**

# True Champions: Critical Factors and Winning Formula for County Leaders

*by Lyle J. Sumek*

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

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

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

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

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

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

The **WINNING FORMULA** for *TRUE CHAMPIONS* consists of six elements/ingredients –  
**The SIX P's:**

**PASSION.**

**PLAN.**

**PRACTICE.**

**PRECISION.**

**PROCESSES.**

**PRIDE.**

1. *TRUE CHAMPIONS* have a **PASSION**.
  - Hope and optimism about the future
  - True believers in their cause
  - Playing with a 100+% effort
  - Turning setbacks into opportunities
  - Laser like focus on vision and goals
  - Commitment to goals and each other
  
2. *TRUE CHAMPIONS* implement a **PLAN**.
  - Preparing a plan for playing the game
  - Strategy to get to desired outcomes
  - Clearly defined roles and responsibilities
  - Lining actions to outcomes
  - Short term tactical plans, long term strategic plan
  
3. *TRUE CHAMPIONS PRACTICE*.
  - Everyone knows the game plan
  - Practicing with repetition
  - Honing “fundamental” skills
  - Always learning and getting better
  - Taking care of the details
  - Coming prepared and confident to play
  
4. *TRUE CHAMPIONS* perform with **PRECISION**.
  - Striving for perfection
  - Perform your defined role
  - Position for success
  - Executing the game plan
  - Adjusting when needed for success
  
5. *TRUE CHAMPIONS* evolve through **PROCESSES**.
  - Institutionalize operating processes
  - Improving process to operate more effectively
  - Evaluating the plan and making refinement
  - Personal willingness to adjust and change
  - Developing the next generation of leaders
  
6. *TRUE CHAMPIONS* take **PRIDE**.
  - Know who they are
  - Showcasing with others
  - Sharing successes with others
  - Recognized by others as “best of class”
  - Having a recognizable “brand”

# Decisions: The Exercise of Power

*by Lyle J. Sumek*

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

## ***Deciding*** is using

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

## ***Decisions***

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

## ***Effective Decisions...***

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

*use Data and Input* - listening and applying;

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

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

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

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

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

## ***DECISIONS OF INTEREST AND INVESTIGATION***

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

## ***DECISIONS OF THE COURSE OF ACTIONS***

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

## ***DECISIONS OF IMPLEMENTATION***

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

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

# **SECTION 2**

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## **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 that paint a picture of tomorrow. A true vision is unique for that county, should evoke reactions and feelings, and inspire other community leaders. A county without a true vision is like taking a trip to nowhere.

### STEP 2: VEHICLE

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

### STEP 3: MAP

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

#### STEP 4: FUEL

The fuel is the people - the county's administrators 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 administrators 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 an action agenda for the year-an annual work program. The action agenda 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, administrators 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 administrators 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 administrators 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 action agenda 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 action agenda 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 administrators 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 2029**

***“Desired Destination for Beaufort County”***

## **PLAN 2019**

***“Map to Beaufort County’s Destination”***

## **EXECUTION**

***“Route for Next Year”***

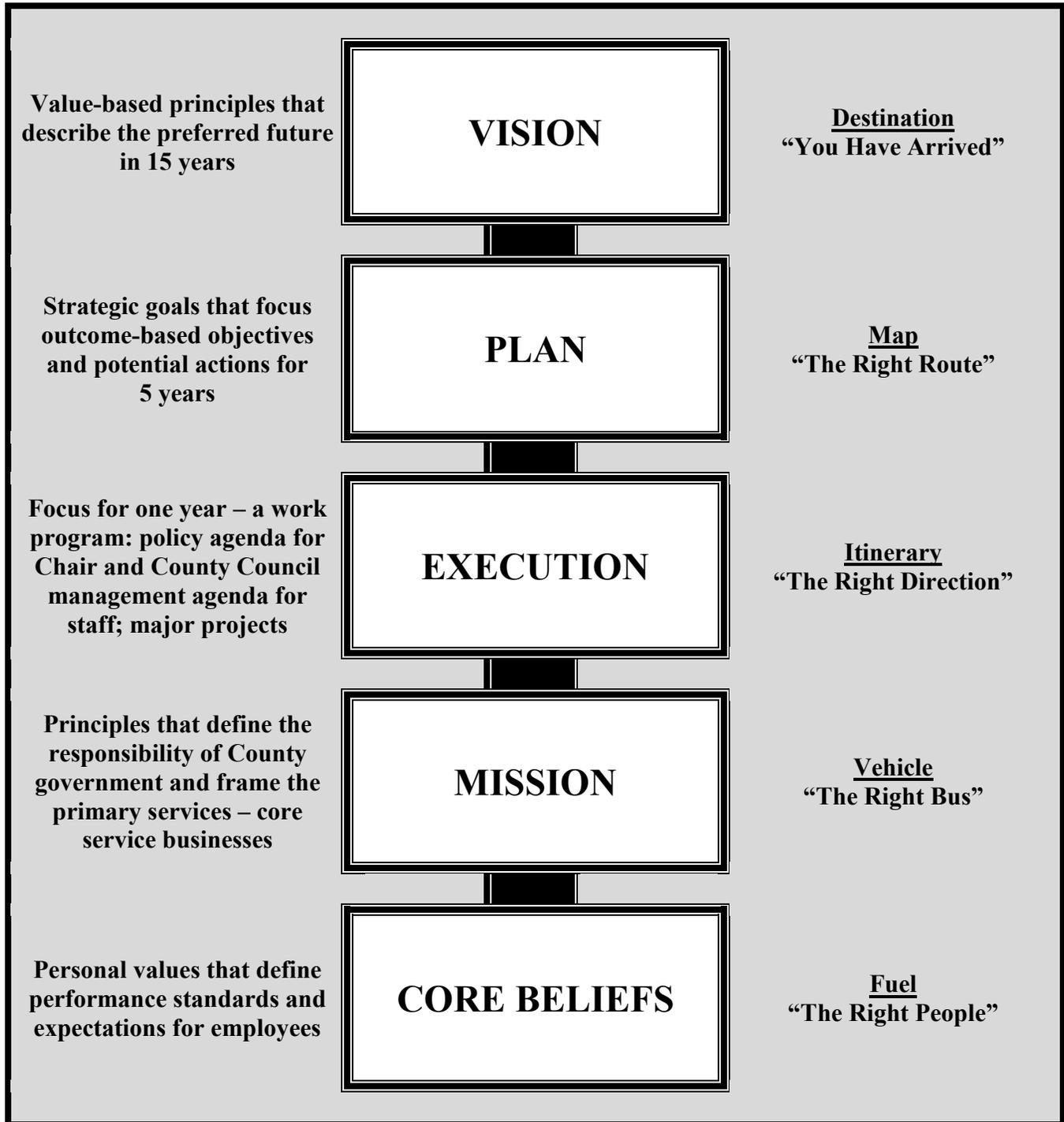
## **MISSION**

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

## **BELIEFS**

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

# ***STRATEGIC PLANNING MODEL***



# Formulas for Strategic Planning

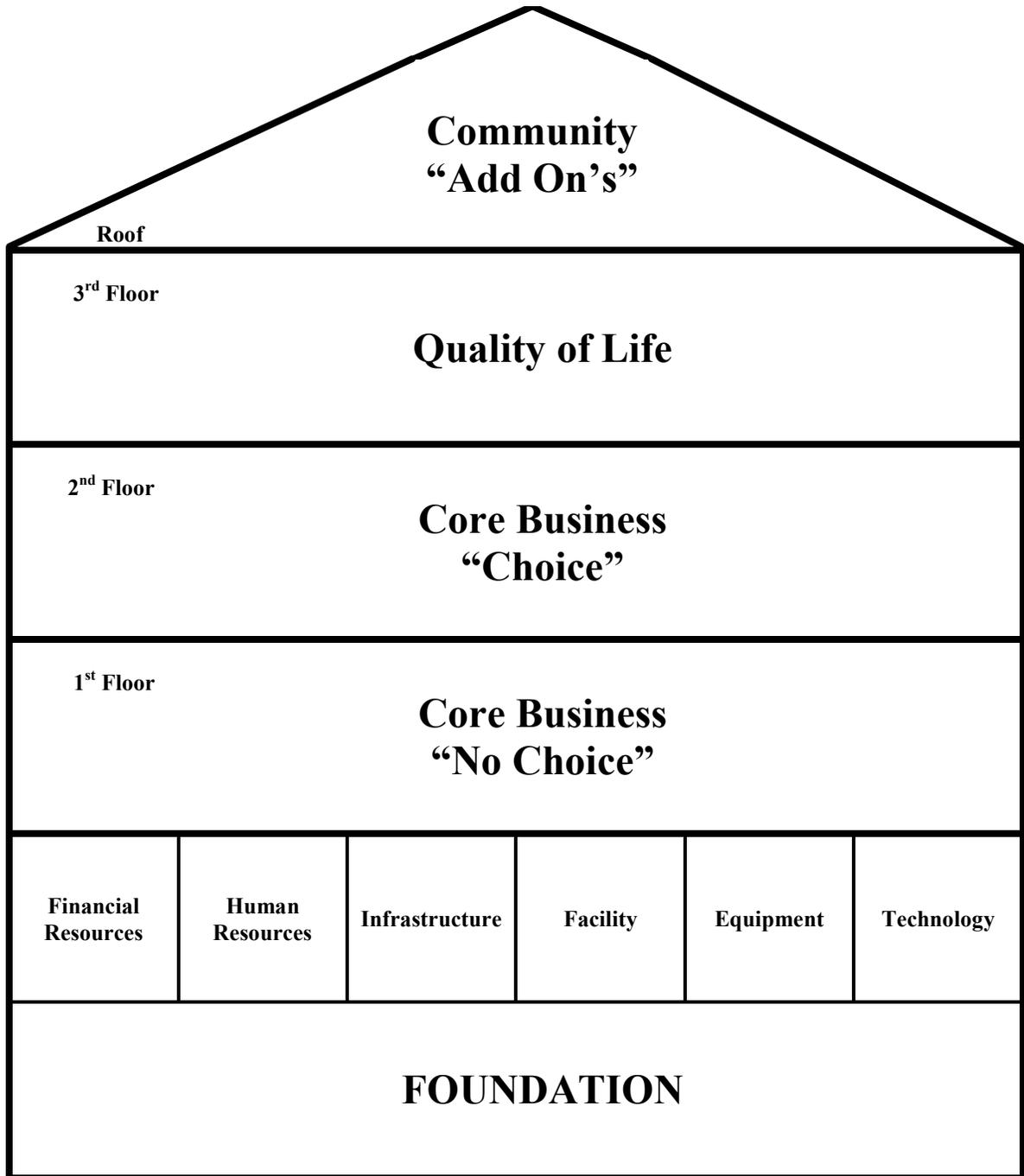
P	≠	F
Past		Future
-----		
<i><b>FOCUS ON THE FUTURE</b></i>		

W <sub>1</sub>	+	W <sub>2</sub>	=	0
Why		What If	Lead to	Nothing
-----				
<i><b>FOCUS ON WHAT → HOW</b></i>				

S	=	R	-	E
Satisfaction		Reality	Compared To	Expectation
-----				
<i><b>BUILD MOMENTUM THROUGH LITTLE SUCCESSES</b></i>				

MR	=	R	a <sub>1</sub>	F <sub>1</sub>
			a <sub>2</sub>	F <sub>2</sub>
		...		
Maximum Result		Ready	Aim	Fire
			<evaluate>	
			Aim	Fire
-----				
<i><b>HAVE AN END IN MIND – TAKE DECISIVE ACTION</b></i>				

# County: Service Responsibilities



# County Service Hierarchy House Model

## **FOUNDATION**

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

## **1st FLOOR - NO CHOICE**

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

## **2nd FLOOR - CHOICE FOR DAILY LIFE**

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

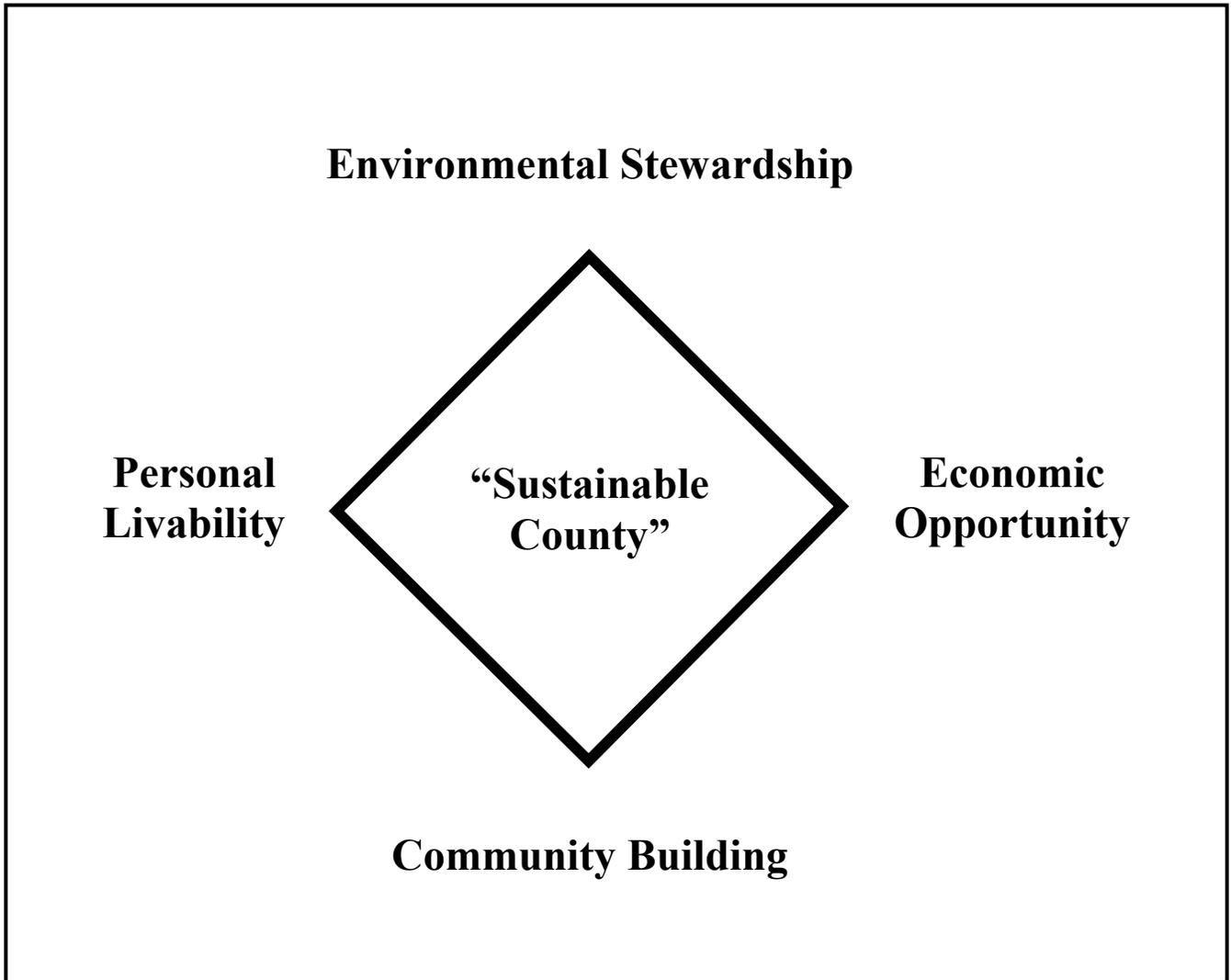
## **3rd FLOOR - QUALITY OF LIVING**

SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

## **ROOF - COMMUNITY ADD ON**

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

# **Sustainable Community**



# A Sustainable Community is a Balance of Four Components

## **Personal Livability**

- Feeling safe
- Quality schools and educational programs for lifelong learning
- Quality medical services and personal wellness opportunities
- Neighborhoods with a ranges of housing opportunities
- Easy mobility within the county and to/from outside
- Reliable utility services: water, sewer, telecommunications
- Timely response to an emergency call for service

## **Environmental Stewardship**

- Preservation of the county's natural resources
- Conservation of water
- Effective stormwater management system
- Recycling for residents and businesses
- Reducing the county's and community's carbon footprint
- Use of alternative energy sources

## **Economic Opportunities**

- Creating a positive environment that supports private investments and entrepreneurship
- Retaining and growing current businesses
- Workforce trained for 21st century jobs
- Opportunities for higher education and job training
- Developing public-private relationships with a return on the investment
- Attracting businesses targeted for the community

## **Community Building**

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

# **SECTION 3**

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## **STRATEGIC PLAN 2013 – 2018 – 2028 BEAUFORT COUNTY**

# **STRATEGIC PLANNING FOR BEAUFORT COUNTY**

# Strategic Planning Model for the Beaufort County

Value-based principles that describe the preferred future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for County Council, management agenda for staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility of county government and frame the primary services – core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

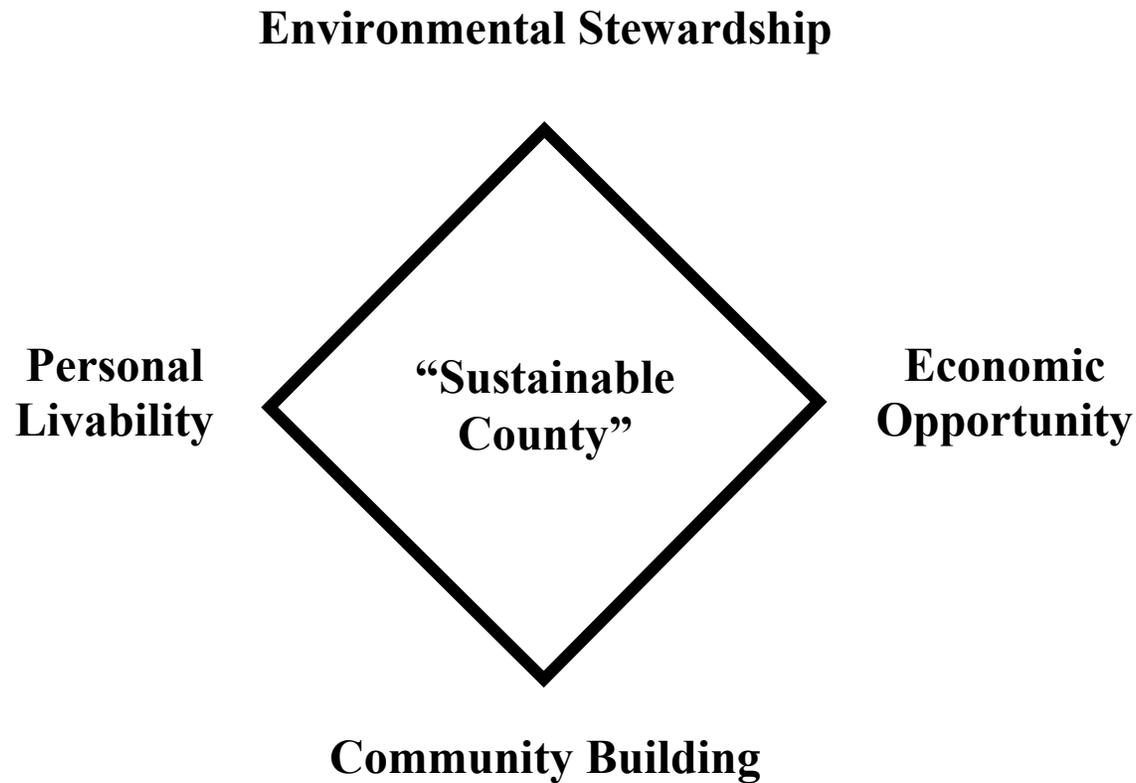
**CORE BELIEFS**

Fuel  
“The Right People”

# **BEAUFORT COUNTY VISION A SUSTAINABLE COUNTY**

# *Beaufort County Vision*

## *A Sustainable County*



# *Beaufort County Vision*

## **PERSONAL LIVABILITY**

### **► Means**

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

## **ENVIRONMENTAL STEWARDSHIP**

### **► Means**

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

## **ECONOMIC OPPORTUNITY**

### **► Economic Drivers**

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

## **ECONOMIC OPPORTUNITY**

### **► Means**

1. Workforce prepared for 21<sup>st</sup> 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. Community gathering places providing opportunities for residents to interact
2. Residents volunteering and serving the community
3. Effective methods of communicating with residents and community about changes in the county
4. Residents taking pride
5. Celebrating the history, heritage and culture of Beaufort County and the Lowcountry
6. Governments working together for the Beaufort County community's benefit
7. Residents sharing responsibility for making the community safe

# **BEAUFORT COUNTY PLAN for 2013 – 2018**

# ***Beaufort County Goals for 2018***

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

=====

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

=====

**Growing, Diversified Regional Economy**

=====

**Upgraded County Infrastructure and Facilities**

=====

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

# Goal 1

## Financially Sound County Providing Quality Core Services Efficiently

### OBJECTIVES

1. Maintain financial reserves consistent with County's policies
2. Align County services with core responsibilities and financial resources
3. Reduce the cost of services through partnership, contracting for services
4. Provide adequate resources to support defined County services and level of services
5. Maintain/enhance strong bond rating
6. Retain a top quality County workforce dedicated to serving the County residents and businesses
7. Privatize non essential services when cost effective

### 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. Reassessment of property values and the impact on County revenues
2. Potential increases in costs: healthcare, raw materials, outside contracts
3. Continuing to increase efficiencies and cost reduction measures
4. Retaining a top quality County work force and competitive compensation
5. Roll forward and the different impacts on County residents
6. Defining and prioritizing essential/nonessential County Services
7. Providing services for those who need or are dependent on County services

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Providing residents an opportunity to make the choice to fund quality of life facilities or services
2. Increasing demands for County services and facilities from residents
3. Addressing reduced revenues: \$104 million to \$97 million to...
4. State legislative actions impacting County revenues, services and capital projects
5. Sequestration impacts and potential loss of military
6. Residents understanding of County finances/revenues, services, reassessment process
7. Less outside funding through grants and earmarks

**POLICY ACTIONS 2013**

	<b>PRIORITY</b>
1. Solid Waste Management/Transfer Station Action Plan	Top Priority
2. Capital Bond Referendum 2014	Top Priority
3. Impact Fees: Review	High Priority
4. Daufuskie Ferry Service Action Plan	High Priority
5. Library Hours (10 hours) Evaluation	High Priority
6. Airport IOU's: Evaluation, Direction	High Priority
7. PAL Organization and Fees: Evaluation, Direction	
8. Parks and Town Governments: County Role, Direction	

**MANAGEMENT IN PROGRESS 2013**

1. Animal Shelter: Monitoring Reports
2. Employee Handbook
3. Construction / Demolition / Yard Debris Disposal / Recycling
4. Debt and Reserve Policy and Ordinance
5. COLA Salary Adjustment 2014
6. Reassessment Public Education and Impact Analysis
7. Healthcare Cost Containment Actions
8. Fire District Common Reserve: Development
9. Vehicle Purchases through Bond

**MANAGEMENT ACTIONS 2013**

	<b>PRIORITY</b>
1. Millage Rate/Rollforward: Direction	Top Priority

**ON THE HORIZON 2014 – 2018**

1. Service Funding Choices through Referendum
2. County Services (Essential/Non Essential): Inventory, Priority
3. Parks Utilization/Management Needs
4. School Funding Strategy
5. EMS Vehicle Replacement
6. Fire/EMS Services (Districts/Municipalities)
7. Sequestration Contingency Plan: Evaluation of Impacts, Actions
8. School Development Fee
9. Island Recreation Center

## **Goal 2**

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

### **OBJECTIVES**

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

### **MEANS TO RESIDENTS**

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

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Preserving and enhancing water quality
2. Prioritizing and funding for stormwater projects
3. Preserving and tapping the potential of Lowcountry history and Gullah heritage
4. Preserving local businesses dependent upon water quality and natural resources
5. Preserving / enhancing May River, Battery Creek, Okatie River
6. Extending sewer service and reducing the number of septic systems

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Multi jurisdictional cooperation on water issues and actions
2. Sprawl development and impervious surfaces impacting water quality and natural resources
3. Expanding the “Lowcountry” brand including food production (farming and fishing) and ecotourism
4. Conflict between private property and public purpose or community benefit
5. Federal and state regulations and mandates impacting water and our natural environment
6. Over reaction to environmental concerns

**POLICY ACTIONS 2013**

1. Ditch Maintenance and Drainage Policy: Evaluation, Direction
2. Rural Land Critical Lands: Policy Framework/Plan, Acquisitions
3. Southern Corridor County Beautification Plan: Needs, Goals, Direction, Actions, Funding

**MANAGEMENT ACTIONS 2013**

1. Mitchelville Historic Site Development
2. Water Quality Office: Development

**PRIORITY**

**PRIORITY**

High Priority
High Priority

**MAJOR PROJECTS 2013**

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

**ON THE HORIZON 2014 – 2018**

1. Storm water Retrofit Plan and Municipalities Agreement
2. Septic Ordinance/Policy
3. Sewer Service Extension
4. Comprehensive Water and Sewer Service Expansion
5. Fort Fremont Development
6. Beach Erosion: Policy, Actions

**MANAGEMENT IN PROGRESS 2013**

1. Dredging Sea Pines: Monitoring Report
2. Climate Change: Policies and Ordinance

# Goal 3

## Growing, Diversified Regional Economy

### OBJECTIVES

1. Attract new diverse businesses
2. Have a reputation as a “business friendly” county with streamlined regulations and processes
3. Recruit targeted businesses that are considering relocation
4. Increase number of family wage jobs
5. Support local small and minority businesses including the county’s procurement practices

### MEANS TO RESIDENTS

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

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Funding mechanism for economic development
2. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
3. Tapping access to I-95 and Ports
4. Working with other governments
5. Defining “targeted” businesses as that are appropriate for Beaufort County
6. Tapping access to I-95 and Ports

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Cost of Land in Beaufort County and availability of “ready” sites with infrastructure
2. Creating a positive environment for business and investment and growth
3. Balancing business development and economic growth with protection of natural resources
4. Chambers focusing on tourism over economic development
5. Maintaining a “right to work” status
6. Defining Beaufort County economic policies, tool kit, tourism

**POLICY ACTIONS 2013**

- 1. County Economic Development Policy and Strategy
- 2. Funding Mechanisms for Economic Development
- 3. Business License Fee / Inventory Tax
- 4. Economic Alliance
- 5. Targeted Businesses for Beaufort County

**PRIORITY**

Top Priority

Top Priority

High Priority

High Priority

**ON THE HORIZON 2014 – 2018**

- 1. Development Regulations and Processes: Evaluation, Streamlining
- 2. County Economic Development Community Outreach
- 3. Small Business Minority Owned Development Strategy
- 4. Economic Development Community Outreach
- 5. USCB/TLC Strategy
- 6. Port Expansion Research and Strategy
- 7. Major conference / Convention / Expo Center: Evaluation
- 8. Sport Attraction Strategy
- 9. Schools / Workforce Strategy

**MANAGEMENT ACTIONS 2013**

- 1. Shovel Ready Sites Identification and Availability

**PRIORITY**

High Priority

**MANAGEMENT IN PROGRESS 2013**

- 1. BRAC / Sequestration Strategy

# Goal 4

## Upgraded County Infrastructure and Facilities

### OBJECTIVES

1. Repair and renovate County Campus: Courthouse, Administration and Detention
2. Define, plan, develop all types of infrastructure to support future growth and development
3. Define mission and future direction for Beaufort County's airports
4. Upgrade quality of public roads to County standards "D" or better
5. Increase the environmental sensitivity and energy efficiency of County buildings and facilities
6. Upgrade and expand County parks and boat landings with restrooms

### 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. Aging county facilities needing major repairs and/or replacement
2. Funding and prioritizing County infrastructure and facilities projects
3. Reducing funding for roads: federal and state government
4. Improving quality of County roads
5. Exploring options for County buildings / campus

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. District projects vs. projects with county-wide / multi – county benefits
2. Expanding, improving the quality of parks and recreational facilities
3. Developing MPO and the distribution of funds
4. Traffic volume and road capacity
5. Limited income from C funds coming from gas tax

**POLICY ACTIONS 2013**

- 1. Major Road Projects: 5B Decision
- 2. Land Bank Program: Development

**PRIORITY**

Top Priority
Top Priority

**MANAGEMENT ACTIONS 2013**

- 1. Old Federal Courthouse: Direction
- 2. Arthur Horne Building
- 3. County Campus Plan
- 4. Animal Shelter Expansion

**PRIORITY**

Top Priority
Top Priority
Top Priority
High Priority

**MANAGEMENT IN PROGRESS 2013**

- 1. Crystal Lake Park Master Plan / Private
- 2. Concession at County Facilities Report
- 3. Dispatch Center: Upgrade
- 4. Beaufort County Airport Master Plan (with Town of Beaufort)
- 5. Bluffton Parkway VI and VII (Exit 3 Link to Parkway): Engineering Design, Alignment Link
- 6. HAC / Security at Facility
- 7. Broad Banding Plan: Technology Group, Evaluation of Capacity Report, Plan Development
- 8. Network to Hampton
- 9. County 5 year Energy Recovery / Improvement Plan
- 10. Block Grant / Responsibility for Roads: Transfer to County

### **MAJOR PROJECTS 2013**

1. Bluffton Parkway 5A Project
2. Highway 170 Widening Project
3. Boundary Street Project
4. U.S. 278 Frontage Project
5. County Courthouse Project
6. Hilton Head Airport Improvement Projects
7. Spanish Moss Rail Trail – Phase II
8. Coroner Office Budget
9. Buckwalter Regional Recreation Park: Phase II
10. St. Helena Park: Restroom

### **ON THE HORIZON 2014 – 2018**

1. Bridge Replacement Plan
2. Hampton Parkway: Direction, Design, Funding
3. Joint Use of School Facilities: Agreement
4. Sidewalk Projects and Funding: Direction
5. Boat Landing / Ramp / Dock Improvements
6. Burton wells Library
7. Hilton Head Airport Master Plan
8. Mink Point Boulevard Upgrade: Direction, Funding
9. Broad Banding Plan
10. Library Headquarters: Evaluation, Direction
11. Shell Point Access Problems to Charter Schools
12. Burton Wells Park Phase III
13. Rails to Trails Master Plan / Projects
14. Beaufort – Jasper “Regional “ Airport
15. Private Dirt Roads
16. Hilton Head Island Pier Strategy: Direction
17. Capital Bond Referendum for 2014

# Goal 5

## More Sustainable County Through Planned, Managed Development

### OBJECTIVES

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

### 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. Encouraging “SMART” growth principles and their application to Beaufort County
2. Understanding the Community Development Code and related processes
3. Balancing personal property rights and regulations for community benefits
4. Defining Beaufort County’s role in redevelopment, infill development and increasing density
5. Problem of heirs property and defining the County’s role
6. Adapting County land use and development regulations to each community

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. County’s role in preserving or enhancing property values
2. Slow housing and development recovery
3. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton and Hilton Head Island
4. Future of single family homes and homeownership and the development of vacant lots

**POLICY ACTIONS 2013**

1. Community Development Code
2. Sidewalks Plan/Policy

**PRIORITY**

High Priority

**MANAGEMENT IN PROGRESS 2013**

1. Northern Regional Plan: Implementation

**MANAGEMENT ACTIONS 2013**

1. Long Term Regional Transportation Model/Plan
2. Southern Regional Plan: Implementation
3. Comprehensive County Owned Land

**PRIORITY**

Top Priority

High Priority

High Priority

**ON THE HORIZON 2014 – 2018**

1. Affordable/Workforce Housing
2. Safe Routes to Schools Plans
3. Street Lighting Plans for Collection/Arterial County Roads
4. Heirs Property Strategy and Public Awareness
5. Beaufort County Vision
6. Transfer of Development Rights

# **BEAUFORT COUNTY ACTION AGENDA 2013**

# ***Beaufort County Policy Agenda 2013***

## **TOP PRIORITY**

**Solid Waste Management/Transfer Station Action Plan**

**County Economic Development Policy and Strategy**

**Capital Bond Referendum 2014**

**Major Road Projects: 5B Decision**

**Funding Mechanism for Economic Development**

**Land Bank Program: Development**

## **HIGH PRIORITY**

**Impact Fees: Review**

**Business License Fee / Inventory Tax**

**Daufuskie Ferry Service Action Plan**

**Economic Alliance**

**Community Development Code**

**Library Hours (10 hours)**

**Airport IOU's: Evaluation, Direction**

# ***Beaufort County Management Agenda 2013***

## **TOP PRIORITY**

**Old Federal Courthouse: Direction**

**Arthur Horne Building**

**Millage Rate/Rollforward**

**County Campus Plan**

**Long Tern Regional Transportation Model/Plan**

## **HIGH PRIORITY**

**Mitchelville Historic Site Development**

**Water Quality Office: Development**

**Animal Shelter Expansion**

**Shovel Ready Sites Identification and Availability**

**Southern Regional Plan: Implementation**

**Comprehensive County Owned Land**

# ***Beaufort County Management in Progress 2013***

**Animal Shelter: Monitoring Reports**

**Employee Handbook**

**Construction / Demolition / Yard Debris Disposal / Recycling**

**Debt and Reserve Policy and Ordinance**

**COLA Salary Adjustment 2014**

**Reassessment Public Education and Impact Analysis**

**Healthcare Cost Containment Actions**

**Fire District Common Reserve: Development**

**Vehicle Purchases through Bond**

**Dredging Sea Pines: Monitoring Report**

**Climate Change: Policies and Ordinance**

**BRAC / Sequestration Strategy**

**Concession at County Facilities Report**

**Dispatch Center: Update**

**Beaufort County Airport Master Plan (with Town of Beaufort)**

**Bluffton Parkway VI and VII (Exit 3 Link to Parkway): Engineering Design, Alignment Link**

**HAC / Security at Facility**

**Broad Banding Plan: Technology Group, Evaluation of Capacity Report, Plan Development**

**Network to Hampton**

**County 5 year Energy Recovery / Improvement Plan**

**Block Grant / Responsibility for Roads: Transfer to County**

**Northern Regional Plan: Implementation**

# ***Beaufort County Major Projects 2013***

**Battery Creek Restoration Project**

**Okatie River Restoration Project**

**May River Restoration Project**

**Bluffton Parkway 5A Project**

**Highway 170 Widening Project**

**Boundary Street Project**

**U.S. 278 Frontage Project**

**County Courthouse Project**

**Hilton Head Airport Improvement Projects**

**Spanish Moss Rail Trail – Phase II**

**Coroner Office Budget**

**Buckwalter Regional Recreation Park: Phase II**

**St. Helena Park: Restroom**

# **ACTION OUTLINES 2013**

<b>GOAL 1</b>	<b>FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY</b>
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<p><b>ACTION    SOLID WASTE MANAGEMENT/TRANSFER STATION ACTION PLAN (WITH JASPER COUNTY)</b></p> <p style="text-align: center;"><i>Milestones/Activities</i></p> <ul style="list-style-type: none"> <li>• Action Plan</li> <li>• Site and Land Acquisition for Transfer Station</li> <li>• Decision: Direction</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table> <p style="text-align: center;"><i>Time</i></p>	<b>PRIORITY</b>	<i>Policy – Top</i>
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<p><b>ACTION    CAPITAL BOND REFERENDUM 2014</b></p> <p style="text-align: center;"><i>Milestones/Activities</i></p> <ul style="list-style-type: none"> <li>• Business Plan</li> <li>• Decision: Direction</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table> <p style="text-align: center;"><i>Time</i></p>	<b>PRIORITY</b>	<i>Policy – Top</i>
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<p><b>ACTION    IMPACT FEES: REVIEW</b></p> <p style="text-align: center;"><i>Milestones/Activities</i></p> <ul style="list-style-type: none"> <li>• Review</li> <li>• Recommendation: Sunset Revision</li> <li>• Decision</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – High</i></td></tr> </table> <p style="text-align: center;"><i>Time</i></p>	<b>PRIORITY</b>	<i>Policy – High</i>
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<b>ACTION DAUFUSKIE FERRY SERVICE ACTION PLAN</b>	<b>PRIORITY</b>
	<i>Policy – High</i>
<i>Milestones/Activities</i>	<i>Time</i>
<ul style="list-style-type: none"><li>• Business Plan</li><li>• Decision: Direction</li></ul>	
	Committee Responsibility:

<b>ACTION LIBRARY HOURS (10 HOURS)</b>	<b>PRIORITY</b>
	<i>Policy – High</i>
<i>Milestones/Activities</i>	<i>Time</i>
<ul style="list-style-type: none"><li>• Analysis</li><li>• Recommendation</li><li>• Decision</li></ul>	
	Committee Responsibility:

<b>ACTION AIRPORT IOU’S: EVALUATION, DIRECTION</b>	<b>PRIORITY</b>
	<i>Policy – High</i>
<i>Milestones/Activities</i>	<i>Time</i>
<ul style="list-style-type: none"><li>• Understanding “How it Works”</li><li>• Analysis of option</li><li>• Decision</li></ul>	
	Committee Responsibility:

<b>ACTION PAL ORGANIZATION AND FEES: EVALUATION, DIRECTION</b>	<b>PRIORITY</b>
	<i>Policy</i>
<i>Milestones/Activities</i>	<i>Time</i>
<ul style="list-style-type: none"><li>• Report: Review</li><li>• Recommendation</li><li>• Decision: Direction</li></ul>	
	Committee Responsibility:

<p><b>ACTION    PARKS AND TOWN GOVERNMENTS: COUNTY</b></p> <p style="text-align: center;"><b>ROLE, DIRECTION</b></p> <p style="text-align: center;"><i>Milestones/Activities</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> <tr><td style="text-align: center;"><i>Time</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy</i>	<i>Time</i>
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<p><b>ACTION    MILLAGE RATE/ROLLFORWARD:</b></p> <p style="text-align: center;"><b>DIRECTION</b></p> <p style="text-align: center;"><i>Milestones/Activities</i></p> <p>A. Rollforward</p> <ul style="list-style-type: none"> <li>• Analysis</li> <li>• Impact on Services/Additional Requests</li> <li>• Decision</li> </ul> <p>B. Tax Rate: Operations</p> <ul style="list-style-type: none"> <li>• Analysis: Impact/Needs</li> <li>• Recommendation</li> <li>• Decision: Direction</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Mgmt – Top</i></td></tr> <tr><td style="text-align: center;"><i>Time</i></td></tr> </table>	<b>PRIORITY</b>	<i>Mgmt – Top</i>	<i>Time</i>
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|---|
| <p><b>► Management in Progress 2013</b></p> <ol style="list-style-type: none"> <li>1. Animal Shelter: Monitoring Reports</li> <li>2. Employee Manual</li> <li>3. Construction / Demolition / Yard Debris Disposal / Recycling</li> <li>4. Debt and Reserve Policy and Ordinance</li> <li>5. COLA Salary Adjustment 2014</li> <li>6. Reassessment Public Education and Impact Analysis</li> <li>7. Healthcare Cost Containment Actions</li> <li>8. Fire District Common Reserve: Development</li> <li>9. Vehicle Purchases through Bond</li> </ol> |
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<b>GOAL 2</b>	<b>PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE</b>
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<b>ACTION DITCH MAINTENANCE AND DRAINAGE POLICY</b>	<b>PRIORITY</b>
	<i>Policy</i>
<i>Milestones/Activities</i>	<i>Time</i>
<ul style="list-style-type: none"> <li>• Joint Plan: Town and Committee (including Business Plan)</li> <li>• County Role: Direction, Expectations</li> <li>• Artifacts: Storage, County Responsibilities</li> </ul>	
<input style="width: 150px;" type="text" value="Committee Responsibility:"/>	

<b>ACTION RURAL LAND CRITICAL LANDS: POLICY FRAMEWORK / PLAN, ACQUISITIONS</b>	<b>PRIORITY</b>
	<i>Policy</i>
<i>Milestones/Activities</i>	<i>Time</i>
<ul style="list-style-type: none"> <li>• Green Print: Update, Target for Potential Purchases</li> <li>• Use Policy: Development</li> <li>• Decision: Land Acquisition</li> <li>• Options to Purchase: Evaluation</li> </ul>	
<input style="width: 150px;" type="text" value="Committee Responsibility:"/>	

<b>ACTION SOUTHERN CORRIDOR COUNTY BEAUTIFICATION PLAN: NEEDS, GOALS, DIRECTION, ACTIONS, FUNDING</b>	<b>PRIORITY</b>
	<i>Policy</i>
<i>Milestones/Activities</i>	<i>Time</i>
<ul style="list-style-type: none"> <li>• Plan: Completion</li> <li>• Recommendation</li> <li>• Decision: Funding</li> </ul>	
<input style="width: 150px;" type="text" value="Committee Responsibility:"/>	

**ACTION MITCHELVILLE HISTORIC SITE DEVELOPMENT**

**PRIORITY**

*Mgmt – High*

*Milestones/Activities*

*Time*

- Joint Plan: Town and Committee (including Business Plan)
- County Role: Direction, Expectations
- Artifacts: Storage, County Responsibilities

Committee Responsibility:

**ACTION WATER QUALITY OFFICE: DEVELOPMENT**

**PRIORITY**

*Mgmt – High*

*Milestones/Activities*

*Time*

- USCB: Water Test Capability
- Scope of Office
- State Operation: Located at Beaufort County
- Decision: Funding

Committee Responsibility:

**► Management in Progress 2013**

1. Dredging Sea Pines: Monitoring Report
2. Climate Change: Policies and Ordinance

**► Major Projects 2013**

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

<b>GOAL 3</b>	<b>GROWING, DIVERSIFIED REGIONAL ECONOMY</b>
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<p><b>ACTION COUNTY ECONOMIC DEVELOPMENT POLICY AND STRATEGY</b></p> <p style="text-align: center;"><i>Milestones/Activities</i></p> <ul style="list-style-type: none"> <li>• Purposes/Responsibilities</li> <li>• Organization Structure and Staffing: Direction</li> <li>• Tool Kit Guidelines for New/Old Businesses</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> <tr><td style="text-align: center;"><i>Time</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – Top</i>	<i>Time</i>
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<p><b>ACTION FUNDING MECHANISMS FOR ECONOMIC DEVELOPMENT</b></p> <p style="text-align: center;"><i>Milestones/Activities</i></p> <ul style="list-style-type: none"> <li>• Revenue Options: Business License, Other Sources</li> <li>• Recommendations</li> <li>• Direction</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> <tr><td style="text-align: center;"><i>Time</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – Top</i>	<i>Time</i>
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Committee Responsibility:				

<p><b>ACTION BUSINESS LICENSE FEE / INVENTORY TAX</b></p> <p style="text-align: center;"><i>Milestones/Activities</i></p> <ul style="list-style-type: none"> <li>• Evaluation: Impacts on Business, Cost of Administration</li> <li>• Decision: Direction</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – High</i></td></tr> <tr><td style="text-align: center;"><i>Time</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>	<i>Time</i>
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Committee Responsibility:				

**ACTION ECONOMIC ALLIANCE**

**PRIORITY**

*Policy – Top*

Milestones/Activities

Time

Committee Responsibility:

**ACTION TARGETED BUSINESSES FOR BEAUFORT COUNTY**

**PRIORITY**

*Policy*

Milestones/Activities

Time

- Matric: Review
- Decision: Targeted Business
- Determine Actions

Committee Responsibility:

**ACTION SHOVEL READY SITES IDENTIFICATION AND AVAILABILITY**

**PRIORITY**

*High – High*

Milestones/Activities

Time

- List of Business Licenses: Publication
- Recommendation: Actions

Committee Responsibility:

**► Management in Progress 2013**

1. BRAC / Sequestration Strategy

<b>GOAL 4</b>	<b>UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES</b>
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<b>ACTION MAJOR ROAD PROJECTS: 5B DECISION</b>	<table border="1"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Policy – Top</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – Top</i>
<b>PRIORITY</b>			
<i>Policy – Top</i>			
<i>Milestones/Activities</i>	<i>Time</i>		
<ul style="list-style-type: none"> <li>• Row Agreement with Bluffton (Pine Crest)</li> <li>• Agreement with Property Owners</li> <li>• Alignment: Direction</li> <li>• Funding: Direction</li> </ul>			
	<table border="1"> <tr><td>Committee Responsibility:</td></tr> </table>	Committee Responsibility:	
Committee Responsibility:			

<b>ACTION LAND BANK PROGRAM: DEVELOPMENT</b>	<table border="1"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Policy – Top</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – Top</i>
<b>PRIORITY</b>			
<i>Policy – Top</i>			
<i>Milestones/Activities</i>	<i>Time</i>		
<ul style="list-style-type: none"> <li>• Identification: Locations</li> <li>• Direction</li> <li>• Direction: Funding</li> </ul>			
	<table border="1"> <tr><td>Committee Responsibility:</td></tr> </table>	Committee Responsibility:	
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<b>ACTION OLD FEDERAL COURTHOUSE: DIRECTION</b>	<table border="1"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Mgmt – Top</i></td></tr> </table>	<b>PRIORITY</b>	<i>Mgmt – Top</i>
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<i>Mgmt – Top</i>			
<i>Milestones/Activities</i>	<i>Time</i>		
<ul style="list-style-type: none"> <li>• Meeting with Town of Beaufort: Road Improvements, Parking</li> <li>• Direction</li> </ul>			
	<table border="1"> <tr><td>Committee Responsibility:</td></tr> </table>	Committee Responsibility:	
Committee Responsibility:			

**ACTION ARTHUR HORNE BUILDING**

**PRIORITY**

*Mgmt – Top*

Milestones/Activities

Time

A. Magistrate Court

- Options
- Direction
- Decision: Funding

Committee Responsibility:

**ACTION COUNTY CAMPUS PLAN**

**PRIORITY**

*Mgmt – Top*

Milestones/Activities

Time

- Concept: Definition
- Relations: Town of Beaufort

Committee Responsibility:

**ACTION ANIMAL SHELTER EXPANSION**

**PRIORITY**

*Mgmt – High*

Milestones/Activities

Time

- Concept Plan
- Lease Arrangement
- Direction

Committee Responsibility:

► **Management in Progress 2013**

1. Crystal Lake Park Master Plan / Private
2. Concession at County Facilities Report
3. Dispatch Center: Update
4. Beaufort County Airport Master Plan (with Town of Beaufort)
5. Bluffton Parkway VI and VII (Exit 3 Link to Parkway): Engineering Design, Alignment Link
6. HAC / Security at Facility
7. Broad Banding Plan: Technology Group, Evaluation of Capacity Report, Plan Development
8. Network to Hampton
9. County 5 year Energy Recovery / Improvement Plan
10. Block Grant / Responsibility for Roads: Transfer to County

► **Major Projects 2013**

1. Bluffton Parkway 5A Project
2. Highway 170 Widening Project
3. Boundary Street Project
4. U.S. 278 Frontage Project
5. County Courthouse Project
6. Hilton Head Airport Improvement Projects
7. Spanish Moss Rail Trail – Phase II
8. Coroner Office Budget
9. Buckwalter Regional Recreation Park: Phase II
10. St. Helena Park: Restroom

<b>GOAL 5</b>	<b>MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT</b>
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<b>ACTION</b>	<b>COMMUNITY DEVELOPMENT CODE</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;"><b>PRIORITY</b></td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
<b>PRIORITY</b>				
<i>Policy – High</i>				
	<i>Milestones/Activities</i>	<i>Time</i>		
	<ul style="list-style-type: none"> <li>• Review: Completion</li> <li>• Decision: Adoption</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Committee Responsibility:</td></tr> </table>	Committee Responsibility:	
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<b>ACTION</b>	<b>SIDEWALKS PLAN/POLICY</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;"><b>PRIORITY</b></td></tr> <tr><td style="padding: 2px;"><i>Policy</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy</i>
<b>PRIORITY</b>				
<i>Policy</i>				
	<i>Milestones/Activities</i>	<i>Time</i>		
	<ul style="list-style-type: none"> <li>• Needs</li> <li>• Projects</li> <li>• Decision: Funding</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Committee Responsibility:</td></tr> </table>	Committee Responsibility:	
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<b>ACTION</b>	<b>LONG TERM REGIONAL TRANSPORTATION MODEL/PLAN</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;"><b>PRIORITY</b></td></tr> <tr><td style="padding: 2px;"><i>Mgmt – Top</i></td></tr> </table>	<b>PRIORITY</b>	<i>Mgmt – Top</i>
<b>PRIORITY</b>				
<i>Mgmt – Top</i>				
	<i>Milestones/Activities</i>	<i>Time</i>		
	<ul style="list-style-type: none"> <li>• Schedule</li> <li>• Undesignated Funds</li> <li>• Draft: Completion</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Committee Responsibility:</td></tr> </table>	Committee Responsibility:	
Committee Responsibility:				

**ACTION SOUTHERN REGIONAL PLAN:  
IMPLEMENTATION**

**PRIORITY**

*Mgmt – High*

Milestones/Activities

Time

- Re Constitute Committee
- Process Refinement
- Resolution: Decision

Committee Responsibility:

**ACTION COMPREHENSIVE COUNTY OWNED LAND**

**PRIORITY**

*Mgmt – High*

Milestones/Activities

Time

- Review Inventory
- Decision: Direction

Committee Responsibility:

**► Management in Progress 2013**

1. Northern Regional Plan: Implementation

# **SECTION 4**

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## **PERFORMANCE REPORT 2013 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 County Successes 2013 County Council Perspective**

1. Fiscally Responsible Budget
2. St. Helena Library: Opening
3. Courthouse Re-Skinning Project
4. Flyover Project: Under Construction
5. Coroner Office Space and Morgue
6. Detention Center Project
7. Transition to New Chair and Leadership
8. Re-Assessment Process and Less Complaints than Expected Protests

9. Business License Exemption for Agriculture
10. Economically Viable Airports and Projects
11. Community Development Code: Progress, Following the Planned Process
12. Highway 278 Widening Project
13. Highway 170 Project Started
14. Land Purchases through Rural and Critical Lands: Graves/Pepper Hall, Pinckney
15. Animal Control: New Director, Service Oriented, Independent of Sheriff, Reduced Kill Rate
16. EMS Purchase of Lucas Devices
17. Water Quality Office and Lab
18. Pay Raises for County Employees
19. County Councilmember Replacement

**GOAL 1****FINANCIALLY SOUND COUNTY PROVIDING  
QUALITY CORE SERVICES EFFICIENTLY****ACHIEVEMENTS 2013****MEANS TO RESIDENTS**

1. Fiscally Responsible Budget
2. Re-assessment Process
3. Pay Raises for County
4. Animal Control: Director, Service Oriented, Independent of Sheriff, Reduced Kill Rate
5. EMS Purchase: Lucas Device

**GOAL 2**

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

**ACHIEVEMENTS 2013**

**MEANS TO RESIDENTS**

1. Water Quality Office and Lab
  
2. Land Purchases through Rural and Critical Lands:
  - Graves/Pepper Hall
  - Pinckey

**GOAL 3****GROWING, DIVERSIFIED REGIONAL ECONOMY****ACHIEVEMENTS 2013****MEANS TO RESIDENTS**

1. Business License Exemption for Agriculture
2. Economically Viable Airports and Projects

**GOAL 4****UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES****ACHIEVEMENTS 2013****MEANS TO RESIDENTS**

1. St Helena Library – Opening
2. Courthouse: Re-skinning Project
3. Flyover Project: Under Construction
4. Coroner Office Space and Morgue
5. Detention Center Project
6. Highway 278 Widening Project
7. Highway 170 Project: Started

**GOAL 5**

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

**ACHIEVEMENTS 2013**

**MEANS TO RESIDENTS**

1. Community Development Code

# **Beaufort County Other County Successes 2013**

1. Transition to New Chair and Leadership
2. Councilmember Replacement

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

# **Beaufort County Service Reductions 2013**

**Beaufort County  
Service Increases and New Services 2013**

**DEPARTMENTAL SUCCESSES  
BEAUFORT COUNTY  
2013**

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Airports

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

**Success:** Bidding of On-Airport Tree Mitigation Project - HXD

**Impacts:** Begins the cycle of projects to be completed at HXD

**Success:** Initiated contract rewrite with Signature Flight Support

**Impacts:** Opportunity to achieve fair agreement; increased revenue opportunity

**Success:** Hired Airports Director

**Impacts:** Full-time business management & development, project management, community relations/advocacy capability

**Success:** Archaeological Recovery Operations completed at Mitchelville site

**Impacts:** Public relations victory; satisfies cultural resources objective of Environmental Assessment

**Success:** Reduction in Operating Costs at the Lady's Island Airport

**Impacts:** Reduced operating hours and eliminated one full time maintenance position.

**Success:** Hertz Rental Car operating agreement. ARW

**Impacts:** Providing improved services to customers. Generating revenue for the airport and local area.

**Success:** Enterprise Rental Car operating agreement. ARW

**Impacts:** Providing improved services to customers. Generating revenue for the airport and local area.

**Success:** Fidelis Aviation Services operating agreement. ARW

**Impacts:** Providing Flight Training Services, Aerial Tours. Generating revenue for the airport and local area. They will be adding aircraft maintenance services in the near future for the Ladys Island Airport.

**Success:** Anderson Aviation Services operating agreement. ARW

**Impacts:** Providing Flight Training Services, Aerial Tours. Generating revenue for the airport and local area.

**Success:** Categorical Exclusion completed for TWEE A & F Projects HXD

**Impacts:** Allows project to move forward so construction may occur in 2014

**Success:** Property Acquisition Underway at South End HXD

**Impacts:** Required step before starting TWY A & F construction

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

### February 2014

#### DEPARTMENT: Beaufort County Animal Services

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

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

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

**Success:** Return to Owner increased by 40% through social media and microchipping

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

**Success:** Euthanasia 27% and Live Release 66%

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

**Success:** Collaboration with local and national rescue organizations

**Impacts:** We transferred over 1500 animals to approved facilities.

**Success:** Hilton Head Humane's \$8 Voucher program

**Impacts:** Continuing to hold the animal until all of the fees are collected simply increases the redemption fees for the pet owner; increases the need for shelter space; it may also reduce public support and increase abandonment and euthanasia rates. To address this issue HHH offers a voucher program to reclaim for eight dollars.

**Success:** Beaufort County Feline Project

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

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

### February 2014

**DEPARTMENT: Assessor**

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

<b>Success:</b> Implementation of Tax Year 2013 Countywide Reassessment
<b>Impacts:</b> All taxpayers, municipal governments, school district, fire departments, special tax districts, TIF areas, future state reimbursements to school district, bonding levels, Auditor, Treasurer and Assessor departments, Tax Equalization Board and "Public Trust".

<b>Success:</b> Completion of outstanding appeals from 2009 reassessment except for appeals to the Tax Equalization board and Administrative Law Court and above.
<b>Impacts:</b> Assessor office and other agencies and boards involved in the tax administrative review process. School and county and municipal government finances.

<b>Success:</b> Public Relations and Public Presentations
<b>Impacts:</b> Positive feedback from taxpayers. Enhances office image. Dissemination of consistent and accurate information. Little if any negative press written during 2013 reassessment. Limited intervention needed from county council and county administration.

<b>Success:</b> Citizens Guide to the 2013 Reassessment and other related website information
<b>Impacts:</b> Replaced insert in reassessment notice mail out. Professional job done on guide enhanced reputation of Beaufort County as other counties in state took notice and expressed interest in a similar document.

<b>Success:</b> Increase scrutiny and documentation in determination of eligibility for the 4% special assessment ratio.
<b>Impacts:</b> County, school and municipal budgets. Taxpayer's eligibility and approval/disapproval.

**Success:** Approximately 8,200 Appeals received from the 2013 reassessment

**Impacts:** Appellants, Assessor staff, Auditor, Treasurer, and all other tax jurisdictions that rely on the ad valorem property tax as a source of revenue.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

### February 2014

#### DEPARTMENT: Building Codes

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

**Success:** Continuation of IAS Accreditation

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

In 2010 the Beaufort County Building Codes Department was awarded accreditation by IAS, Inc. Accreditation by the International Accreditation Service, Inc conveys formal recognition that a building department has demonstrated that it is technically competent to administer an effective system of building code regulation and enforcement that is fair, equitable and benefits the community it serves. Accreditation attests to compliance by the jurisdiction to the IAS accreditation criteria for achieving professional excellence. Continuing our status as an IAS accredited building codes department requires the successful completion of an annual review and administrative verification

**Success:** Continuation of IAS Accreditation (**continued**)

**Impacts:** that our department continues to meet all of IAS's applicable criteria, with an on-site re-evaluation required every three years. The implementation of an updated and secure permitting software system will be essential in meeting these stringent criteria in future annual reviews.

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

**Success:** Successful participation in FEMA's National Flood Insurance Program

**Impacts:** As a result of participation in the NFIP all new structures, including mobile/manufactured homes built or placed in flood hazard zones must be elevated to or above the base flood elevation. If additions, remodeling or repairs to an existing structure equals or exceed 50% of the building's fair market value, the entire building must be elevated above the base flood elevation (BFE). If a structure has been substantially damaged and the cost to repair/restore the building to its before damage condition exceeds or equals 50% of the fair market value, it also must be elevated above the BFE. Verification of the actual elevation of the lowest habitable floor on all new or substantially improved structures is required by producing a finished construction elevation certificate. The certificate must be completed by a Registered Professional Land Surveyor or Engineer. These are maintained by our office as a permanent part of any projects construction file. Building codes staff at all levels participate in the daily tasks that make successful participation in the National Flood Insurance Program possible.

In the near future updated Flood Insurance Rate Maps (FIRM's) will be adopted by the State of South Carolina. The map modernization project is a long term, one billion dollar project implemented by the Department of Home Land Security's Federal Emergency Management Agency to update all FIRM panels nationwide. This project will produce seamless, nationwide flood data published in digital format, and delivered in GIS format. During the update, several study methods have been used to digitize current FIRM's, restudy sections of water edges as needed due to growth and development, and review study areas previously not studied. Transition to these new maps will be challenging but will also empower Beaufort County with the ability to better serve our citizens by providing more current and accurate data for responsible growth, provide better floodplain management to reduce long-term flood losses, and increase the overall accuracy of determining individual parcel flood zone determinations.

**Success:** Successful participation in FEMA’s National Flood Insurance Program (**continued**)

**Impacts:** At its core floodplain management is about smart well-managed community development. At risk property owners in Beaufort County can rest assured that every available step has been taken to ensure the safety and security of their homes, businesses, and other related structures. By employing wise floodplain management in our county, we have reduced the risk of devastating financial and economic losses that otherwise would result from a flood disaster.

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

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

- Elevation certificates are required for all new and substantially renovated structures located in a special flood hazard area. Copies of these documents are available for public review and made available upon request.

- A flood zone determination is made for all permits issued and flood zone information from our communities latest Flood Insurance Rate Maps (FIRM’s) is available to the general public upon request. This service is publicized annually.

- A community brochure is mailed annually to all properties (26,000+) in our community’s Special Flood Hazard Areas. We also provide other flood information documents to the general public through a display provided in our One-Stop-Shop waiting area. Documents relating to floodplain management are available on our website and at all public libraries in Beaufort County.

- Flood resistant construction practices are required and field verified by inspection staff. These regulations involve all aspects of the construction process. Special provisions are tracked and incorporated in all applicable construction documents, specifications, reports, and construction files.

Beaufort County’s current rating of 6 provides a 20% flood insurance premium discount to policyholders who live in special flood hazard areas. This is an estimated total savings of \$1.22 million annually. Each year our department certifies to FEMA that all NFIP and CRS activities have either remained unchanged or have been improved. If no

**Success:** Successful participation in FEMA’s NFIP Community Rating System Program and subsequent achievement of an overall rating classification of 6 (**continued**)

**Impacts:** additional modifications or new CRS activities are added a site visit and full administrative review will take place once every five years. FEMA periodically sends an update newsletter and/or other notices that ensure we remain up to date on program requirements. Beaufort counties floodplain management staff attends annual training that is either sponsored by the SC Department of Natural Recourses or the National Emergency Management Institute in Emmetsburg, MD. As a result of Beaufort County’s participation in the CRS program, our citizens not only save money on their insurance premiums but also can have confidence that every effort has been made to reduce the risk of devastating financial or property losses that would otherwise result from a flood disaster.

**Success:** Continued Refinement of “One-Stop-Shop”

**Impacts:** In 2012, the Beaufort County Building Codes department was reorganized to increase overall departmental efficiency, improve permit workflow, clarify employee task assignments, realign supervisory roles by process, and improve customer service. The department as a whole was administratively split into three distinct processes: Permitting; Plan Review; and Inspections. Job titles and job descriptions were changed to better match tasks and workflow within these processes while at the same time conforming to specific criteria required under state law concerning licensure for the department’s inspection and review staff. For FY2013 Beaufort County Building Department staff was reduced by one commercial inspector through attrition and currently employs 1 Director, 3 Permitting staff, 2 Plan Reviewers (1 commercial and 1 residential), and 5 Field Inspectors. Our current staffing level has been set as a compromise between departmental cost, functionality, and optimal service levels.

To better serve our customers by providing a much improved permit application process, the “One-Stop-Shop” service center was created. The One-Stop center now physically houses staff members from the Zoning, Business License, and Building Codes Departments. Having all of these departments represented in one location allows our customers to apply for permits and other required licenses in one location. In addition, all staff members assigned to the One-Stop counter are continually being cross-trained so that they are familiar with other department’s policies and procedures. In doing this customers are greeted and serviced by individuals who are both knowledgeable and competent. These administrative and physical workspace changes have resulted in a much improved customer experience. Application processes are now streamlined, utilized shorter application forms, and are organized in a way that is logical and well organized. Applicants now receive many permits at the time of application and for those permits requiring additional staff review wait times have been reduced by up to 70%.

The current permitting software system (LDO) being used by the Beaufort County Building Codes Department is outdated and does not provide the basic functions

**Success:** Continued Refinement of “One-Stop-Shop” (continued)

**Impacts:** required for efficient operation. Service on this system has been discontinued, and the risk of failure resulting in the loss of all active and pending permit data is high. In addition, the security features included in the current system do not meet the minimum specifications required for IAS Accreditation and must be replaced at our earliest convenience. As a result, Munis permitting software has been purchased and is being customized for setup now. The current projected “Go Live” date is 19 May 2014.

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

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

**Success:** Successful participation in Beaufort County’s Disaster Recovery Planning Operation

**Impacts:** The Beaufort County Building Codes Department plays a vital role in disaster recovery plan implementation and operations. The Codes Department is directly responsible for four Recovery Task Force and Recovery Functions and provides indirect enforcement of critical provisions listed in an additional nine key recovery functions. The four primary recovery functions managed by the Building Codes Department are as follows:

- Emergency Permitting System Operations: In a post disaster scenario the Building Codes Department will implement a series of predefined procedures to expedite the building permit review and permit issuance process immediately following declaration of an emergency.
- Rebuilding and Restoration Activities: In a post disaster scenario the Building Codes Department will coordinate activities to determine what structures can be rebuilt, repaired or restored and what level of detail will need to be provided in terms of plans and specifications to obtain a permit.

**Success:** Successful participation in Beaufort County’s Disaster Recovery Planning Operation  
**(continued)**

**Impacts:** Temporary Housing: The Building Codes Department will work closely with applicable support agencies to implement procedures relating to temporary housing (site identification, placement, management, etc.) following a disaster.

- Mitigation: In a post disaster scenario the Building Codes Department will manage procedures that facilitate the integration of the existing Beaufort County Hazard Mitigation Plan into disaster recovery activities.

The disaster recovery planning efforts of the Building Codes Department serves in partnership with other county entities to meet the needs of the citizens of Beaufort County by meeting immediate health and safety needs of families, housing needs, and other infrastructure necessary for employment, public safety and re-establishing the county as a viable place to live and work post-disaster. The Building Codes Department works in cooperation with Beaufort County’s Recovery Coordinator to evaluate and review the Recovery Plan annually. In addition, multiple GIS sponsored post disaster damage assessment drills and other training sessions are held annually to ensure that all of our employees are well versed and prepared to act in the event of a disaster. Because of the detailed recovery planning that has been implemented by Beaufort County, we are well positioned to respond affectively when and if the need arises. The Plan is action-oriented and utilizes a countywide implementation perspective. It serves as a policy guide for all local officials in coordinating and implementing successful short-term and long-term recovery activities following a disaster.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

February 2014

### DEPARTMENT: Code Enforcement

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

**Success:** Final notices were created to give violators a second chance to comply.

**Impacts:** By creating final notices we have reduced the amount of time issuing citations and having court appearances, as well as reducing our printing budget.

**Success:** Door hangers were created to reduce the amount of written notices being issued.

**Impacts:** This has reduced the budget with less printing and less postage.

**Success:** A different approach to enforcing delinquent business licenses. We have been enforcing the business license ordinances for several years now.

**Impacts:** A courtesy phone call to delinquent businesses has reduced the amount of tickets being issued to include a reduction in postage.

**Success:** Working closely with Solid Waste/Recycling.

**Impacts:** This has brought a reduction in illegal dumping along with successful compliance from violators.

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

**Impacts:** Educating our citizens with a better understanding of the importance of our natural resources.

**Success:** Department Web page.

**Impacts:** Citizens can now email the department directly with any complaints, questions or concerns.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Community Services

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

**Success:** DSN: Replaced Broad River CTHII home with a fully renovated home at Cottage Walk Circle on Lady's Island.

**Impacts:** Replaces an inadequate (non- ADA compliance) facility with one that provides adequate space and amenities for consumers. The new home will provide adequate space to meet ADA requirements and other living comfort for four gentlemen with developmental disabilities.  
The new facility will also reduce the time and resources that were necessary for Facilities Maintenance to keep the house in livable condition for the consumers.

**Success:** DSN: Received funding to purchase a DSN facility in southern county. Currently there is none in that portion of the county. A facility has been identified and progress is being made to secure it.

**Impacts:** A facility in southern county will allow more consumers from this area of the county easier access to day services and/or residential placement. Currently there are 52 people in Beaufort County on a waiting list for residential services.

**Success:** DSN: Currently the agency has 50% of its Day Program Consumers employed through many contracts, including those obtained from Beaufort County to provide janitorial cleaning for a number of PALS facilities and the St. Helena Island Library.

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

It also helps educate the general public about the personalities, abilities, value and resourcefulness of people with developmental disabilities. The public understands and accepts them better when they have seen what they can do, not just their limitations.

**Success:** DSN: Maintain a reasonable level of service to consumers even though cost has increase and revenue has remained flat.

**Impacts:** Had to work harder at providing same level and quality of services for consumers. Made decision to delay replacement of vehicles, upkeep of homes, do more in-house staff training, reduce staff and not fill vacancies to maintain essential levels of programs.

**Success:** Alcohol & Drug: Prevention personnel completed training and certification to offer the American Lung Association's "Freedom from Smoking" curriculum. As such the Department and Beaufort Memorial Hospital have collaborated for enhancement of this offering to the general public.

**Impacts:** This certification expands the department's efforts to prevent the negative consequences associated with tobacco use, especially in teens and young adults.

**Success:** A & D: Established the "Write 4 Life" & Girls Circle" program initiatives in collaboration with the Beaufort County Detention Center.

**Impacts:** These initiatives are designed to impact inmates in a positive manner, particularly, in regards to personal goal setting, decision-making, self-esteem, anger management and stress management. The ultimate benefit is to reduce the instances of criminality and better develop skills for good citizenship.

**Success:** Library: Expanded Wee Reads literacy program to the St. Helena branch library with funding from the Public Library Foundation.

**Impacts:** The successful Wee Reads program instituted at the Bluffton and Hilton Head branches was duplicated at the St. Helena Branch, offering early literacy skills to both parents and children in this community. Funding for materials and activities came from the Public Library Foundation of Beaufort County.

**Success:** County Human Service Alliance: Developed and implemented a process to allow more member-agencies to apply for grants from funds made available by the county.

**Impacts:** The change to the process provides the opportunity for more agencies to apply individually or as partners of a coalition. This change has increased participation by agencies in coalitions, initiatives and commitment to the goals and objectives of the Alliance.

**Success:** Elections and Voter Registration Office: Has completed the tedious process of drawing new voting precinct lines to comply with election laws and make it easier for voters to participate in the election process. The appropriate voters will be assigned to them once approval is obtained from the State Legislature. The goal is to have the entire process completed by the 2014 general election

**Impacts:** The additional polling locations will help alleviate traffic congestions and voter confusion at some polling locations. These changes will help minimize the confusion and long lines for voters and staff at elections and hopefully increase voters' participation.

**Success:** Elections and Voter Registration: Successfully implemented the State Required Photo ID Law that requires all voters to present one of five approved photo identification at the precinct when voting. Educational training sessions about this change in the law was conducted throughout the County. In addition, several photo ID drives were conducted in various communities where senior citizens and those with transportation issues could obtain the required IDs if they did not already have them.

**Impacts:** The photo ID requirement has had very little impact on the voters in Beaufort County thus far. Most of voters requesting photo IDs already had one form of the required ID. Better statistics will be gathered during the upcoming 2014 General Election.

**Success:** VA: Efficiently processed over eight thousand claims last year for both veterans and their dependents/survivors in an accurate and timely manner.

**Impacts:** These actions ensure our eligible clients are receiving the maximum benefits from the VA. This also benefits the County economy by providing local veterans and their Dependents more disposable income

**Success:** VA: Our staff transitioned to assisting clients on an appointment basis verses a walk-in system

**Impacts:** This system helps eliminate long waiting times clients in the VA office.

**Success:** Library: Opened a *Creation Station* at the St. Helena Branch Library.

**Impacts:** Creation Station is a makerspace with traveling components. A makerspace is defined as "A place where people can collaborate, innovate, and create using information resources, tools, and collections provided by the Library. People can play, tinker, explore, or pursue personal or professional goals." *Creation Station* addresses STEAM and 21<sup>st</sup> century learning skills through a range of activities such as 3D printing, jewelry making, knitting, computer programming, electronics, and origami.

**Success:** Library: All regional branches have AMH (Automated Materials Handling) installed.

**Impacts:** Automated Materials Handling use technology for handling materials being returned for shelving. This technology provides efficiencies for staff to have more time with customers and reduces wait time for customers. It also reduces errors in sorting materials and customer records.

**Success:** Library: Became a connection point with SC DEW

**Impacts:** Public libraries are partnering with South Carolina Department of Employment and Workforce (DEW) to provide services to jobseekers about changes in the delivery of unemployment changes. This new delivery model relies on technology and innovative approaches to provide enhanced services to South Carolinians. Public libraries are now a contact point for jobseekers and the SC Department of Employment and Workforce.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

February 2014

### DEPARTMENT: Beaufort County Detention Center

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

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

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

**Success:** Securus Technologies (Inmate Telephone System)-June 26, 2008 BCDC signed an agreement with Securus Technologies, which provided a telephone service designed to automate internal inquiries from detainees and outside calls from friends and family members.

**Impacts:** Through cooperation with Securus Technologies, the 14<sup>th</sup> Circuit Solicitors Office and Law Enforcement Agencies, we have trained and assisted federal, state, and local Law Enforcement Officers with their investigations by allowing them access to the telephone system. There is no cost to log onto Securus. The investment is made through the inmate visitation phones. We have monitored 3226 phone calls, complied with 65 subpoenas, recorded and burned 3660 recordings for various Law Enforcement Agencies.

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

**Impacts:** There were a total of 40 inmates participating. They picked up 2,980 bags of trash, 258 tires, 77 TV's, 15 mattresses, 11 couches, and traveled 6,387 miles. Each participant is required to pay an administrative fee and a daily fee for this program. This year we collected \$2,555.

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

**Impacts:** The Inmate worker program provides cost effective maintenance within the County departments and other qualified outside agencies. It also represents opportunities for inmates to learn skills that they can apply to jobs after they are released. This year the county saved \$511,829.70 by use of Inmate labor.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Employee Services

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

**Success:** Successfully implemented salary budget projections module in Munis

**Impacts:** Streamlined personnel budget process and increased accuracy

**Success:** Finalized first draft of new employee handbook

**Impacts:** Upon approval, will replace handbook created in 2005 and will be available online

**Success:** Completed 2nd year of online employee training

**Impacts:** Enhances employee knowledge and aids in protecting county in the event of a lawsuit

**Success:** Completed RFP process and signed contract for county-wide timekeeping system

**Impacts:** Will provide greater accuracy and efficiency in time processing for over 1,000 emps.

**Success:** Transitioned to fiscal year benefit plans

**Impacts:** Will allow for greater accuracy in annual budgeting

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Emergency Medical Service

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

**Success:** Placed 10 Lucas 2 on all frontline trucks.

**Impacts:** This enhances the outcome in a cardiac arrest as well improve safety for all personnel. They do not have to stand in a moving truck to do compressions. There is no interruption of compressions while transporting a patient in cardiac arrest, which improves the outcome.

**Success:** Three people have achieved paramedic certification

**Impacts:** Good experienced paramedics improve advanced care to our citizens.

**Success:** Increased our Public Relations events as well as Health Fairs.

**Impacts:** Giving the public the knowledge for what to do before the ambulance comes helps save lives.

**Success:** Put a ambulance at Moss Creek Station

**Impacts:** This reduces response times to the south end of Bluffton.

**Success:** Initiated a "STEMI Alert Protocol" that combines a transmitted EKG along with pertinent data to the receiving hospital when EMS personnel identify a patient with a myocardial infarction (heart attack) on the north side Beaufort County the same as we were doing in Bluffton. BMH has started a STEMI program

**Impacts:** Dramatically decrease the amount of heart muscle damaged related to a heart attack. Because of early notification by EMS cath labs are readied and necessary personnel are awaiting the patient's arrival when EMS arrives at the Emergency Department.

**Success:** We participated in a statewide RMAT drill utilizing all the teams in May.

**Impacts:** In the event of a disaster in South Carolina we are better prepared and now have worked with all the teams so it promotes a better cohesiveness if an event occurs.

**Success:** We began teaching all Beaufort County employees Heartsaver CPR and AED's.

**Impacts:** Not only does giving employees throughout the county knowledge of CPR/AED for the benefit if a citizen collapses and they can come to their aide but they can help their family and friends.

**Success:** We have placed copy machines with fax and scanning ability

**Impacts:** This helps to provide demographic sheets to be attached to the PCR and helps give the correct billing information. This increases our revenue collection as well as making us DHEC compliant.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

February 2014

### DEPARTMENT: Engineering Department

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

**Success:** Bid advertisement and start of Bluffton Parkway Phase 5A Segment 2 Roadway & Flyover Bridges construction. (Sales Tax Project #1)

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

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

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

**Success:** Start review by design engineer of construction plans for St. Gregory Frontage Road pending completion of legal action for County vs Berkeley Hall with anticipation of construction start in 2014 (Sales Tax Project 2d)

**Impacts:** Provide the general public with greater safety and connectivity along primary highways in Beaufort County.

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

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

**Success:** Design completion and bid advertisement for construction of the US 21 Boundary Street Improvements (Sales Tax Project #5)

**Impacts:** Provide general public with more efficient and safer driving conditions while preserving roadway capacity and improving aesthetics in accordance with adopted policy.

**Success:** Completion of right of way acquisition, design and improvement construction on 6 County Maintained Dirt Roads as part of Construction Contract #45 & #46. 2.6 miles

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

**Success:** Completion of the 5<sup>th</sup> Beaufort County Transportation Committee 4-year Dirt Road Needs Rating Program for FY2013/14-2017/18. The BCTC has selected an initial grouping of 18 roads for paving improvements.

**Impacts:** Provides a prioritized list of future paving projects for improved planning and coordination.

**Success:** Obtained roadway right of way and released a Request for Proposal for Dirt Road Design Build Improvement Contract #48 for 3 County Maintained Dirt Roads totaling 2.4 miles.

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

**Success:** Awarded design contract for Spanish Moss Trail Phase 2. Anticipated construction start in 2014.

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

**Success:** Design start for improvements to Wesley Felix PALS Park, St. Helena Island for anticipated construction start in 2014.

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

**Success:** Bid advertisement for design build of the Buckwalter Regional Park Rec Center Phase 2 Expansion

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

**Success:** Bid advertisement and construction start for renovations to DSN Home at 16 Cottage Walk, Lady's Island. Construction completion in early 2014

**Impacts:** Improved living facility for DSN home residents.

**Success:** Completed construction of Crystal Lake Park Phase 1

**Impacts:** Provides additional recreational and environmental awareness activity for County residents and visitors

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Facility Management

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

**Success:** Improved Grounds Maintenance landscaping responsibilities for the 13.3 miles of the Bluffton and Buckwalter Parkways

**Impacts:** In house efforts resulted in properly maintained parkways and beautification of our parkways

**Success:** ADA Facility improvement projects  
Sidewalk Repairs between the Administration Building and the Arthur Horne Building  
Beaufort County Pools-ADA pool lifts Installed  
DSN ADA door closers installed  
Government Complex door opener replacements and repairs.  
Beaufort Library Door Opener Replacements  
Magistrate Court Handrail improvements  
Public Works Restroom-ADA toilets  
ADA signs at various county locations  
ADA fixtures in Administration Building Restrooms  
ADA hands free fixtures installed at various locations (Admin., Lind Brown, etc.)  
ADA door closer for DSN  
ADA door closer for Lobecko Library

**Impacts:** Improved accessibility and convenience to our facilities for persons with disabilities

**Success:** Grounds Maintenance Department Employee Training

**Impacts:** Tree and Landscape Maintenance Best Management Practices Training for Grounds employees  
Turf Management Seminar  
Chain Saw Safety

**Success:** Facilities Maintenance Department Supervisor Position Filled

**Impacts:** A permanent supervisor was hired to replace the interim supervisor who retired in July. This provides solid leadership to develop numerous programs and preventative maintenance initiatives.

**Success:** Completed the installation of 2 new pool heaters at Beaufort High School

**Impacts:** Two new electric heat pump water heaters will provide an estimated 20% more efficient water heating sources that also have longer life cycle than previous propane heaters.

**Success:** Project management for the \$14 million Courthouse re-skin project

**Impacts:** Project nearly complete, providing project management. The correct building envelope and mechanical improvements will provide for a more efficient facility.

**Success:** Developed plans and specifications for the Coroner's new facility/the former DSN

**Impacts:** The incorporation of the most energy efficient practices and materials will provide reduced operating cost and longevity to the property. Project designed to Leed and Green globe standards.

**Success:** Ongoing review of replacement equipment for energy efficient operation

**Impacts:** Maximum life is achieved from existing equipment, while capitalizing on an opportunity to provide longevity and efficiency

**Success:** Ongoing maintenance software (Pubworks) utilization and upgrades with service modules

**Impacts:** More efficient service request system and record keeping of man hours and material costs.

**Success:** Facilities Maintenance Department Employee Training

**Impacts:** Asbestos identification and notification, and precautions tankless hot water heater applications

**Success:** South Carolina Department of Energy Coordination

**Impacts:** Communication and access to energy efficiency programs. Building relationships with other municipalities for information sharing on energy conservation projects.

**Success:** Rebates from South Carolina Electric and Gas

**Impacts:** Recover construction costs for implementing energy efficient programs and equipment

**Success:** County wide key system master plan

**Impacts:** Improved security and accountability. Less keys circulating and more efficient distribution of replacement locks.

**Success:** Provide maintenance schedules for facilities infrastructure

**Impacts:** Provide mandatory inspections and compliance with regulatory requirements (fire alarm systems, fire alarm panels, DHEC backflow inspections, etc.)

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Finance

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

**Success:** The County received the GFOA Award on the County's FY 2012 CAFR for the fourth year in a row.

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

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

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

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

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

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

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

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Information Technology

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

**Success:** Broadened Coverage for Wireless Networks Throughout County Facilities

**Impacts:** Provided wireless networking for Departments without wireless access and strengthened existing wireless coverage.

**Success:** Upgraded SharePoint software and integrated throughout County offices.

**Impacts:** Allows Departments to interactively share data with one another as well as provide real-time secured data access for internal purposes only.

**Success:** Implementation of an Automated Intrusion Prevention System.

**Impacts:** Protects County assets from malicious computer attacks. Prior to this project this was a manual process.

**Success:** Increased the Virtual Desktop Environment.

**Impacts:** This allows MIS staff to modify one computer with needed updates and changes and replicate this image to multiple computers.

**Success:** Automation of SCDMV Data Transfer.

**Impacts:** The MIS Applications team no longer needed to manually convert data into Manatron. The Auditor's Office can now perform the work.

**Success:** Upgrade of Pictometry software from Self-hosted to Cloud server.

**Impacts:** This upgrade required less infrastructure and maintenance for County staff and provides access for disaster recovery off-site.

**Success:** Updating of LIDAR Data

**Impacts:** Worked with SCDNR and local Municipalities to provide updated LIDAR data to support stormwater projects and GIS projects throughout Beaufort County.

**Success:** Created New Web Services for County Departments

**Impacts:** Created a web service for Traffic Engineering to allow access to various road and sign information. Created a database and web service for COSY to allow access to publicly available human service sites (i.e. food banks, shelters, etc...).

**Success:** Records Management Business Process Adoption

**Impacts:** Through creating a Sharepoint page the Records Management Department has been able to improve support to Beaufort County Departments. This year has been an opportunity to increase usage by County Departments.

**Success:** Replacing Flat Bed and Large Plat Scanner in Records Management Department.

**Impacts:** By upgrading the equipment this provided an increase in the quantity of work and quality of products produced for County Departments.

**Success:** Enter record storage inventory data into the Administrator, Airport, Clerk to Council, and Sheriff's Sharepoint sites

**Impacts:** This has provided real-time access to record inventories for the above County Departments.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

February 2014

### DEPARTMENT: Mosquito Control

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

**Success:** Acquisition of Government-Surplus Aircraft

**Impacts:** Mosquito Control acquired an OV-10 Bronco from the U.S. State Department for \$2,400 in 2010. This aircraft represents a critical strategy to control mosquitoes and mosquito-borne diseases. We acquired another government-surplus OV-10 Bronco plane for \$2,400 from Lee Co. Mosquito Control in Ft. Meyers, FL. Air operations personnel will use the various components (worth at least \$250,000) to maintain the 1<sup>st</sup> Bronco for many years. The primary benefit is to uphold our long-standing cost-effective aerial spray program throughout the rural and urban areas.

**Success:** Treatment of Catch Basins for Underground Mosquito Breeding

**Impacts:** Catch basins throughout the various urban areas provide ideal breeding habitats for mosquitoes potentially associated with West Nile virus. Mosquito Control established a new record in which 21,458 were treated with an environmentally safe public health insecticide. The primary benefit is to reduce the risk of West Nile virus among the residents and visitors.

**Success:** Minimal Mosquito-borne Disease Activity

**Impacts:** South Carolina Department of Health and Environmental Control and University of Georgia (under contract with DHEC) detected minimal mosquito-borne disease activity [West Nile virus (WNV) and Eastern Equine Encephalitis virus] among mosquitoes, birds, horses, and humans: 2 birds (WNV) and 1 group of mosquitoes (WNV). This lack of virus activity is most likely attributed to Mosquito Control's use of state-of-the-art equipment, GPS technology, and pro-active abatement strategies within a timely manner. Nevertheless, WNV was reported as a significant health threat amid 108 groups of mosquitoes infected with WNV throughout the Savannah area (which represents the second largest number of confirmations for WNV in Chatham Co.). The primary benefit is to uphold the health and welfare among the residents and visitors.

**Success:** “No Spray” Registry with Reverse 911 Phone Notification

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

**Success:** Compliance with EPA, OSHA, and DHEC Regulations

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

**Success:** 2 West Nile Virus Projects with USC-B Professor

**Impacts:** Mosquito Control continued to collaborate with a computer modeling professor and 2 students (USC-Beaufort) to evaluate the relationships between mosquito populations, catch basin breeding, WNV activity, temperatures, rain events, and abatement efforts. Our abatement efforts clearly illustrated a significant reduction in the mosquito populations as well as a reduction in the risk of WNV. A manuscript will be submitted to a peer-reviewed scientific journal within a timely manner. The primary benefit is to reduce the risk of WNV among the residents and visitors.

Mosquito Control initiated another project with the same USC-B staff to develop an Apps program so that residents and visitors can photograph a dead bird (with the GPS location and other pertinent information) for our WNV surveillance program. The primary benefit is to reduce the risk of WNV among the residents and visitors.

**Success:** Solicitation of Feedback from Randomly Selected Residents

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

**Success:** Improvement of Public Education and Community Outreach Program

**Impacts:** A public education and community outreach program can play an important role in the elimination of mosquito breeding and avoidance of mosquito bites to reduce the risk of mosquito-borne diseases. As examples, the removal of standing water by property owners will eliminate mosquito breeding at those sites and reduce the risk of WNV. Further, this strategy will decrease the use of expensive public health insecticides and allow Mosquito Control personnel to focus on other important efforts, such as the control of salt-marsh mosquitoes. The adherence to key recommendations (wear appropriate clothing, use insect repellants, and avoid peak mosquito biting activities) will reduce the exposure of mosquito bites. Mosquito Control provided numerous public health messages through media campaigns (County Channel, County website, County Facebook, County Twitter, Island Packet/Beaufort Gazette, and Bluffton Today), advertisements (large posters, door hangers, and Beaufort Beacon), and educational presentations [USC-B, DHEC, County Council/County Channel, and Beaufort Jasper Water Conservation District Eco Camp (1<sup>st</sup> - 2<sup>nd</sup>, 3<sup>rd</sup> - 4<sup>th</sup>, and 5<sup>th</sup> - 6<sup>th</sup> grade students)]. The primary benefit is accountability and the resulting positive interaction between Beaufort County and the residents and visitors.

**Success:** Collaboration with Tri-Command Vector Control Working Group

**Impacts:** Mosquito Control continued as a key component of the Tri-Command Vector Control Working Group (Naval Hospital, MCAS, and Parris Island Recruit Depot). The multi-government agencies will collaborate during a public health emergency against several mosquito-borne diseases. The primary benefit is to reduce the risk of WNV and EEE and, simultaneously, to protect the residents and visitors during an outbreak.

**Success:** Collaboration with Sheriff's Office

**Impacts:** Mosquito Control (via the helicopter) collaborated with the Sheriff's Office during 2 search and rescue missions. A dead person was recovered along Winbee Creek whereas a missing person was not found near Lemon Island. The primary benefit is to provide timely support during various emergencies.

**Success:** Sustainable Business Practices

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

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

### February 2014

#### DEPARTMENT: Planning

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

**Success:** Joint Natural Resources Committee and County Planning Commission Review Committee for the Community Development Code

**Impacts:** Working with the Natural Resources Committee Chairman Brian Flewelling, the Joint Review Committee met over a thirteen-month period to extensively review the proposed Community Development Code. This laborious and detailed process of review has greatly improved the document both from the standpoint of clarity and technical accuracy.

**Success:** Spanish Moss Rail-Trail

**Impacts:** The Design and Engineering of Segment 5 (Parris Island Gateway to Depot Road) of the Spanish Moss Trail is 60% complete. Assisted in securing funding for Segment 3 (Allison Road to Ribaut Road) which was completed in November 2013.

**Success:** Fort Fremont Interpretive Center Design

**Impacts:** The Planning Department employed the services of a Student Intern (Linnea Granquist) to work on a schematic design for the Fort Fremont Interpretive Center. This effort was not only a valuable educational experience for a talented young student of the College of Charleston; but the effort also created a relevant planning document that serves as the foundation for a passive park asset at Fort Fremont.

**Success:** Crystal Lake Park Phase 1

**Impacts:** Finished the development of Crystal Lake Park Phase 1 on Lady's Island. Phase 1 includes a boardwalk from the existing building to a viewing pier over the lake. Also successfully received a \$4,860.00 grant from the South Carolina Forestry Commission and USDA Forest Service to remove invasive Chinese Tallow trees from Crystal Lake Park. This work was completed in the fall of 2013.

**Success:** Rural & Critical Land Preservation Program

**Impacts:** The County voters passed a \$25,000,000 bond referendum during the 2012 election for the Rural and Critical Land Preservation Program (RCLP). The RCLP Program acquired 345 acres of fee simple properties and 34 acres of conservation easements for a total of \$13,919,000 during 2013.

**Success:** Southern Beaufort County Corridor Beautification Committee

**Impacts:** County Council formed the Southern Beaufort County Corridor Beautification Board (SBCCBB) to oversee the beautification of the medians along Beaufort County's major roadways in southern Beaufort County. The Planning Department was designated to staff this Board. In 2013 the SBCCBB adopted a landscape plan for all medians along Highway 278.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

### February 2014

#### DEPARTMENT: Public Works

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

**Success:** Through a process that has taken five years, located and purchased property for a Recycling Transfer Facility. The property met all criteria specified by our solid waste consulting firm and is centrally located to the entire County.

**Impacts:** None, County Council voted not to use the property for that purpose.

**Success:** With the assistance of the Solid Waste Advisory Board, staff completed the Solid Waste Plan update and received approval from the solid Waste Advisory Board, the Public Facilities Committee, and the County Council as a whole. Submitted the plan to SCDHEC as required.

**Impacts:** Other than meeting the statutory requirement, none. We have made no progress in the two major recommendations of the plan: building a Recycling and Transfer Station and establishing curbside pickup.

**Success:** Implemented 3-2-1 program at County SW&R Convenience Centers which simplifies the classification and proper disposal of waste for citizens and attendants.

**Impacts:** Reduced the percentage of material disposed of at Hickory Hill Landfill (our highest tip fee) resulting in cost avoidance in solid waste disposal.

**Success:** Made significant material improvements to three SW&R Convenience Centers. We installed an addition to the concrete slab in the recycling area, added guide rails for the recycling container, and added a privacy fence around the oil recycling area at Pritchardville. Installed new concrete slab, shed, and gas/oil tank at Simmonsville. And at Big Estate, we added a concrete slab for employee parking and a concrete walkway from the parking space up to the ramp. The construction work was accomplished by Public Works employees; the materials were paid for with SCDHEC grants.

**Impacts:** Improved appearance, convenience, and safety, for patrons and employees.

**Success:** Applied for and obtained grants totaling \$75,218. A \$64,945 DHEC grant was used for improvements at Convenience Centers and to help offset the costs of electronics waste collection events. An \$8,000 grant from Palmetto Pride was used for cleanup projects and another \$2,265 grant was used to purchase law enforcement equipment for the Litter Officers.

**Impacts:** Improved programs and facilities for our citizens while avoiding additional costs.

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

**Impacts:** Improved service on our 99 miles of unpaved roads.

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

**Impacts:** Improved service on our 200 miles of paved roads.

**Success:** Constructed two water quality improvement projects. The first was a rebuild of the fish pond that handles the drainage from Rice Road and a portion of Broad River Boulevard. We dredged the pond back to its original depth, replaced the original overflow structure with a weir that will reduced the volume of water entering the marshes of Broad River, and constructed a forebay that will improve the treatment of the stormwater entering the pond. All work was completed in-house using field engineering. The second was the installation of a control structure in an outfall channel to the headwaters of the Okatie River. We removed a failed old boiler that was acting as an oversized culvert and replaced it with a 36 inch pipe and control gate to limit the flow of water to the Okatie. That project was researched and designed by a private engineering firm.

**Impacts:** Hopefully, improved water quality in the Okatie and Broad Rivers.

**Success:** Completed many drainage improvement projects requiring the construction of 4,132 feet and reconstruction of 10,238 feet of outfall channels. Continued our program of twice a year bush hogging of all outfall channels and associated workshelves. Completed clean outs on outfall channels as required.

**Impacts:** Improved drainage throughout unincorporated Beaufort County.

**Success:** Completed the characterization of all drainage systems regarding what type property they serve; i.e., County owned, School District owned, State owned, Federally owned, private, etc. Also, completed updating the drainage layer with existing ditches, pipes, catch basins, and easements.

**Impacts:** Enables us to take the next step towards determining a graphical Stormwater needs picture of what parts of the total system we are and are not maintaining, what we should be maintaining, and projected costs.

**Success:** Prepared the County owned property on Daufuskie Island for construction of a park. The work entailed removing the underbrush from both parcels; disposing of illegally dumped materials; cleaning up and separating the two parcels by function, i.e., Public Works use and park use; organizing the Public Works parcel; clearing the access easement and building an access road; and building a berm to separate the park parcel from the approved Convenience Center site.

**Impacts:** Enabled the building of phase one of the park, the Daufuskie Island pavilion, and established the boundaries and function of the two parcels.

**Success:** Made major repairs to two sections of County owned sidewalks in SCDOT r-o-w that were washed out by stormwater run off.

**Impacts:** Improved the safety of citizens using the sidewalks.

**Success:** Rebuilt the beach access off of Piney Lane on Coosaw Island.

**Impacts:** Restored safe public access to the public beach on Coosaw Island.

**Success:** At the Sands Boat Landing in Port Royal, we removed a sand buildup from under the courtesy dock and from the boat ramp.

**Impacts:** Corrected a major safety issue with the courtesy dock and reestablished the use of the inside lane of the ramp at low tide.

**Success:** Added 10 remote locations to the County office recycling program, mostly fire/EMS substations and improved the efficiency of our collections.

**Impacts:** Increased the amount of materials that were diverted from the landfill.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

February 2014

### DEPARTMENT: Register of Deeds

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

**Success:** Revenue generated by the department, for FY2013, was **\$3,007,878.00**

**Impacts:** Obvious impact. Most revenue collected since FY08, and exceeded FY12 by 353K.

**Success:** With 6 months remaining in FY14, we have collected **\$1,655,346.00**

**Impacts:** On pace to generate \$3,310,692. This would exceed FY13 by \$302,814.

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

**Impacts:** A year & a half after implementation, we have electronically filed over 7,500 documents, or around 6.5% of the total number of filings. This has reduced turnaround time in mailing back originals and saved the County *at least* \$3,000 in postage to date.

**Success:** Working together with the Treasurer's Office, we have streamlined our payment process for filing Tax Deeds.

**Impacts:** The Treasurer's Office can now simply perform a transfer of funds, to the ROD account, whenever necessary, thus eliminating the check writing process each time deeds are filed.

**Success:** We consider the installation of new carpet in the department both a success and a highlight of 2012.

**Impacts:** Aesthetically speaking, it looks great. But moreover, it raised the level of pride among the staff and the belief that someone really cared about our work environment.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

February 2014

### DEPARTMENT: Stormwater Management

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

**Success:** Joint effort with University of South Carolina, Beaufort to create a Water Quality Laboratory on their Bluffton Campus.

**Impacts:** Establishing a local lab provides the community multiple benefits, including quicker response to sampling and testing needs, improved focus on client service, and keeping utility revenues local via employment of local staff and utilizing local resources.

**Success:** Designed and Constructed the Okatie East retrofit project.

**Impacts:** This project is the first of many water quality improvements and wetland restoration projects the County and its municipal partners plan to complete to combat pollution in our rivers and restore the estuaries to their intended use.

**Success:** The County and City of Beaufort has entered in to a cost-share agreement for the Battery Creek retrofit project. The City and the County have obtained a 319 Grant for the construction of the project. Property in both the county and the City of Beaufort (CoB) tax district are in this impaired watershed. The CoB is the lead on this project and the county and the city have entered into a cost-share agreement to address the impairments and have received a grant to help with the funding to construct this project.

**Impacts:** This project will address a pollution problem resulting from development within this watershed. During the course of the project, public education and involvement will provide opportunities for educating on the proper construction and maintenance of stormwater retention facilities.

**Success:** Purchased LIDAR and 2013 DEM.

**Impacts:** Development over the last decade has made our current elevation and **stormwater** infrastructure mapping data obsolete. The investment in new GIS data will allow for accurate assessment of the infrastructure and forms the foundation of data management for the newly designated MS4 permitting program.

**Success:** Stormwater GIS has completed the easement / drainage / pipe layer using files from Public Works and Engineering.

**Impacts:** Similar to the impact of having new LIDAR and DEM data, having a reliable data set to evaluate the stormwater system and plan for maintenance and capital needs is critical to effective operations.

**Success:** Continue support for two Research and Development (R&D) efforts – Water Budget and Salinity Study.

**Impacts:** The focus of these studies is to determine the effects of development on runoff of fresh water into the salt water receiving bodies. Understanding where excess fresh water is impacting the estuaries and identifying opportunities for water re-use, retention, evaporation, and/or infiltration. The water budget study is almost complete and the final report should be presented the first of the year. Water budget study is comparing two watersheds of equal size (one developed, the other undeveloped), to see how much excess water is created and what happens to that excess. SC Department of Natural Resources (SCDNR) received a grant to accelerate the effort of the salinity study. The county was also a funding source. Five watersheds are being studied simultaneously for several parameters to determine how salinity effects water quality.

**Success:** Stormwater Management staffing changes

**Impacts:** Retirement of key personnel in stormwater management and engineering in 2013 left a void in the leadership within stormwater for a majority of 2013. Hiring of a new stormwater engineer in November provides new insight, focus, and leadership going forward as the County and its municipal partners begin the next phase of stormwater management as the new MS4 permit is issued.

**Success:** Updated the GIS pond layer using the 2012 Aerial.

**Impacts:** Shows the complete flow record of drainage, not just the ditches.

**Success:** Install and update ArcReader projects on essential staff's computers.

**Impacts:** All GIS data can be viewed by all that needs it and can help make GIS layers more accurate with their input and knowledge.

**Success:** Created a routine maintenance layer for all of PW staff

**Impacts:** They can create time lines of when work needs to be done and keep record of what was done and when.

# DEPARTMENTAL SUCCESSES 2013

## Beaufort County

### February 2014

#### DEPARTMENT: Traffic & Transportation Engineering

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

**Success:** Added 5 Traffic Signals to the network: US 278 @ Walmart, 2 at US 278 @ I-95, SC 170 @ US 278 & US 278 @ Fire Station

**Impacts:** Improved monitoring and troubleshooting of traffic signal operations. Allows for remote monitoring and adjustment of signal timing and operations and improved signal coordination. Total networked signals 69; isolated signals: 10

**Success:** Sign Management

**Impacts:** Replaced 460 signs. Ordered 305 street name, 646 regulatory/warning & 9 custom signs over a 12 month period

**Success:** 2 New Signals Installed – US 278 @ SC 170 & SC 46 @ Buck Island Rd  
5 Signals Rebuilt – US 278 Widening, US 278 @ Medical Center Dr & US 278 @ Walmart

**Impacts:** Total of 79 Signals – 44 maintained by County & 35 maintained by the City. Beaufort County owns 8 of the signals & SCDOT owns 71 of the signals

**Success:** Updated Signal Timings: Received 12 requests to adjust signal timing and/or phasing. Reviewed timing and made adjustments as needed.

**Impacts:** Improved traffic signal operations to reduce delays and stops

**Success:** Sensys Data Collection System Expansion

**Impacts:** Installed 2 additional data collection sites for US 278 & SC 170. Collecting data (traffic counts, speed, capacity, etc.) at 19 locations. Improved data collection and analysis of traffic flow

**Success:** Updated 7 miles of pavement markings on County roadways

**Impacts:** Improved driver safety

**Success:** Installed New In-Street Pedestrian Signs on Pin Oak St in Bluffton

**Impacts:** Provides for improved pedestrian safety and traffic calming at busy crossing locations

**Success:** Updated Signal System Software

**Impacts:** Installed new signal system server and latest software available for improved access and management of signal system

**Success:** Traffic Calming Policy

**Impacts:** County adopted policy for identifying, studying and implementation of neighborhood traffic calming program on residential County roadways

**Success:** Traffic Signal Management Data Updates (traffic counts, simulation files, timing plans)

**Impacts:** Improved record keeping and access for staff and public to Traffic Engineering records and updates on County website

**Success:** Upgraded School Zone Flashers at 4 locations

**Impacts:** Coosa Elem., Broad River Elem., Beaufort Academy & St Gregory the Great school:  
Improved safety around schools

**Success:** Traffic Signal Controller Upgrade

**Impacts:** Upgraded all signal controllers to the same common hardware & software platform to improve ease of management and maintenance of traffic signals

# **SECTION 5**

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## **LOOKING TO BEAUFORT COUNTY'S FUTURE**

# **Beaufort County Vision 2029**

**Beaufort County  
Success in 2019 means...**

# **Beaufort County Actions for 2014**

# **Beaufort County Action Ideas for 2014 County Council Perspective**

1. Debt/Reserve Policy: Review, National Standards/Best Practices, Typology: General Fund, Economic Stabilization Fund and Emergency/Disaster Fund, Level/Amount of Reserves, Analysis of Impact of Reserves, Direction
2. Business License Fee: Evaluation, Analysis of Impacts and Direction
3. Transfer Station: Review Data, Relationship to Rural and Critical Lands, Relationship to Commercial/Residential Rate, Direction
4. Affordable Care Act: Analysis of Impacts, Direction and County Plan
5. Economic Development/Growth Strategy/Vision/Performance: Comprehensive Review; Goals; County Role; Relationship to Other Counties, Municipality and their Economic Development Organizations; Direction; Policy Framework; Performance Report/Standards/Measures of Success; County Actions
6. Information Technology Upgrade Plan: Evaluation, Direction and Funding
7. Arthur Horne: Plans, Direction and Funding
8. Solid Waste Services: Goals, County Role, Direction, Actions and Funding
9. Management Succession Plan and Process: Goals, Direction, Actions and Funding
10. Telecommunications Services Master Plan: Evaluation, Goals, Plan, County Role, Actions and Funding
11. Hurricane Task Force: Projections/Probability of Hurricanes, Analysis of Impacts/Options, Direction and County Actions
12. History as an Economic Assets and Tourism Development: Inventory of Historical Assets, Goals, Plan, County Role, Actions and Funding

13. Rural and Critical Lands: Evaluation, Future Goals, Direction, Managing Properties, Public Access and Use, Actions and Funding
14. Sales Tax Referendum: Evaluation of Options, Working with Municipalities, Goals, Direction, Public Information Campaign, Actions
15. Graves Property: Presentation, Options Analysis, Direction and Actions
16. Community Development Code: Presentation, Relationship to PUD's, Adoption
17. Flood Maps and Insurance: Update, Evaluation, Direction and County Actions
18. Library Hours Restoration: Service Level, Direction and Funding
19. Daufuskie Ferry Service; Analysis, Direction, County Role and Actions
20. Regional/Countywide Ferry Services with Link to Savannah: Comprehensive Evaluation/Feasibility Study, Direction, County Role and Actions
21. County Fire District: Evaluation, Direction and Actions
22. County Campus Plan: Review, Direction and Action (including parking)
23. Budget Policy Direction: Tax Rate
24. Military Retention/Expansion Strategy: Goals, Monitoring Washington, Advocacy, Direction and Goals
25. Dedicated Funding Source for Economic Development: Options, Purposes/Guidelines and Direction
26. Burton Wells Library: Direction, Funding and Construction
27. Perry Clear Bridge Replacement: Direction and Funding
28. Sidewalk Development in Rural Areas: Evaluation, Goals, Plan, Direction and Funding
29. Mentally Challenged Individuals: Needs Assessment, Current Services/Programs, Goals, County Role, Direction, Services and Funding
30. Historic Courthouse: Working with the City of Beaufort, Direction and County Action
31. Solid Waste 20-Year Plan: Direction

32. Communications with Residents: Evaluation, Options (including news show, county highlights, social media, etc.), Goals, Direction, Actions and Funding
33. Regional Transportation Plan: Development
34. Economic Alliance: Re-evaluation, Goals, Direction and Funding
35. Highway 170 Project: Construction
36. Budget Document and Financial Process: Financial Reporting, Financial Plan with 5-Year Projections/Forecasts, Other Elected Officials Budgets and Process, Review and Recommendations for Changes
37. Supplemental Budget Requests: Evaluation, Direction (including Island Recreation, USCB, TCC, etc.)
38. Recreation Facilities: Evaluation, Relationship to Municipalities, Direction and County Action
39. Countywide Wi-Fi: Evaluation, Goals, County Role, Direction and Actions
40. Employee Compensation Policy and Actions: Evaluation, Direction
41. Animal Shelter Plan and Funding: Evaluation, Direction, Actions and Funding
42. Capital Improvement Projects: Project List Review, Direction, Project Priority and Direction
43. Joint Use of Schools: Update Report, Direction and County Actions
44. Funding for Infrastructure for Purchased Land: Plan, Direction and Actions
45. Recycling Programs: Evaluation, Options Analysis, Goals, Direction and Actions
46. LOST Sale Tax: Direction
47. Hilton Head Island Airport: Next Steps for the County
48. Mitchelville Historic Project: Status, Direction and County Actions
49. Public Development Corporation for Beaufort County: Evaluation, Relationship to other PDC, Direction
50. Tourist Development for Shoulder Season: Evaluation, Direction and Actions

51. Heritage Golf Tournament: County Role in Support
52. Southern County Government Center: Evaluation, Goals, Direction and Funding
53. County Council Compensation: Evaluation/Market Analysis, Direction
54. County Owned Land Plan: Inventory, Analysis of Uses, Direction, Potential Sale/Use for Economic Development
55. Jasper Port Development: Relationship to Beaufort County, Goals/Outcomes, Direction, Specific County Actions
56. I-95 Interchanges Economic Development: Analysis of Economic Opportunities, Direction, County Role, Relationship to Potential Partners, Direction, Specific County Actions
57. County Services: Comprehensive Service Inventory, Priority: Essential/Non-Essential/Elimination, Process, Direction
58. Industrial Park: Economic Reality Test, Direction, County Actions
59. "Business Friendly" County Government; Assessment/Evaluation Report, Recommendations, Direction
60. Detention Facilities: Assessment, Long Term Master Plan, Direction and Funding
61. Airport: Purposes Review, Direction, Level of Funding
62. Library Services: Review/Evaluation, County Role, Direction, Level of Funding
63. Stoney Creek Restoration Project (including Campgrounds)
64. Access Road to St. Gregory Church: Resolution

# 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**

# **Top “10” Priorities for 2014**

## **EXECUTIVE PERSPECTIVE**

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

**LOOKING TO  
BEAUFORT COUNTY'S FUTURE  
DEPARTMENTAL VIEW**

# MAJOR CHALLENGES

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Airports

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

- Maintaining viable airport operations given current facility constraints including maintenance problems, lack of space and need for modernization.
- Declining passenger traffic at HXD
- Implementation of the new Master Plans.
- Achieving and maintaining fiscal self-sufficiency in today's economic climate.
- Improving public relations and support for the airports.
- Need for renovation of terminal facilities at both airports.
- Providing a full range of FBO services at the Lady's Island Airport.
- Meeting ever increasing and mostly unfunded TSA security requirements.
- Obtaining easements to complete off-airport tree obstruction removal.

**MANAGEMENT IN PROGRESS 2014**  
**PROJECTS AND ISSUES**  
**Beaufort County, South Carolina**  
**February 2014**

**DEPARTMENT: Airports**

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

- 1 New Airport Master Plans
- 2 Tree Obstruction Removal at both airports
- 3 Runway Safety Area Drainage Improvements at HXD
- 4 Commercial Terminal Improvement Bidding at HX
- 5 Airfield Lighted Sign Relocation Design at HXD
- 6 HXD Revenue Initiatives: Passenger Facility Charge Program, FBO Agreement Modifications, new TTF Agreement, HHI Accommodations Tax, additional commercial airline
- 7 Development of the Fire Station parcel to support aviation, educational, commercial activity ARW
- 8 Establishing a public/private agreement for future airport development opportunities (hangars) ARW
- 9 Adding maintenance capability to increase level of service to customers ARW
- 10 Establish an advertising program to enhance public awareness and revenue potential ARW
- 11 Stormwater exclusions (fees) at both airports

# INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Airports

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

- 1 Implementation of new Master Plans at both airports.
- 2 Continuation of tree obstruction removal and other critical safety improvements at both airports.
- 3 Coordinate with the Town of HHI to eliminate unnecessary project requirements, which can create additional cost. Achieve this through LMO reform.
- 4 Support airport revenue initiatives such as reallocation of aircraft and hangar property taxes.
- 5 Improve stormwater drainage at ARW
- 6 Providing in house maintenance support for building and facilities. (Electrical, HVAC, plumbing, renovations, grounds maintenance and repairs.) Involves adding 1 FTE ARW
- 7 Establish and implement an agreement between the Airport and Mosquito Control for the land areas and services that are required by that department. Fair market value for services and land areas occupied by that department. ARW
- 8 Establish and implement a land lease agreement for private investors to build hangars at the Ladys Island Airport. This would be in agreement with the Master Plan for the airport. ARW
- 9 Return all the land parcels of the county airport to the county. De-annex any parcels located in the city and combine all parcels as required. ARW
- 10 Remove the property tax status of the Hangars. These are month-to-month leases with tenants. We are the only county in the state to assess taxes on Hangars owned by the county. ARW
- 11 Evaluate possibility of adding maintenance personnel

# MAJOR CHALLENGES

## Beaufort County

February 2014

**DEPARTMENT:** Beaufort County Animal Services

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

- Failing Buildings
- Feral Cats
- Animal Cruelty
- Neighbors
- Small Chicken farms
- Tethering enforcement

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

**DEPARTMENT: Beaufort County Animal Services**

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

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

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

**DEPARTMENT: Beaufort County Animal Services**

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

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

# MAJOR CHALLENGES

## Beaufort County

February 2014

**DEPARTMENT:** Assessor

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

- County government facilities infrastructure improvements and replacements
- Expansion of revenue sources
- Continuation and enhancements to open government including County Channel
- Recruitment of high caliber employees and department leaders
- Due to budget restrictions, maintenance and enhancement of employee morale
- Promotion of inter-government relations including school district
- Preservation and survival of Department of Defense presence North of the Broad

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

**DEPARTMENT:** Assessor

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

- 1 Addressing and completing 2013 reassessment appeals
- 2 Preparations and submittal of documentation for Tax Equalization Board
- 3 Preparation for up-coming ALC court hearings
- 4 Software patch and version updates to Aumentum (Manatron) including tax and appraisal programs
- 5 New construction listing and valuations for tax year 2014
- 6 Special Assessment 4% applications for tax year 2013

# INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

## Beaufort County

February 2014

**DEPARTMENT: Assessor**

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

- 1 Utilize the annual performance evaluations for determining annual compensation for employees.
- 2 Take stock in and correct known assessment deficiencies regarding security measures in the Administration building and all other buildings where the public has access.
- 3 Appropriate money for ruggedized tablets and items associated with damage assessment (GPS receivers, steel toed boots, etc)
- 4 Mandate and adhere to a dress code for all departments including those of elected officials.
- 5 Eliminate “casual dress” Fridays.
- 6 Improve signage throughout the administration complex both external and internal.
- 7 Reduce the workweek to 37.5 hours.
- 8 Add 1 additional holiday to the 10 currently in place.
- 9 Add 40 additional hours of PLD for Division Directors.

# MAJOR CHALLENGES

## Beaufort County

February 2014

### DEPARTMENT: Building Codes

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

- Implementation of new permitting software system.
- Implementation of new daily PCR procedures through the MUNIS platform.
- Transitioning inspection activities to live online platform.
- Creating QA and tracing procedures for new technology platforms.
- Staff training for new online services portal.

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

**DEPARTMENT: Building Codes**

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

- 1 Adoption of new FEMA Flood Insurance Rate Maps.
- 2 Transition to new permitting software platform

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

**DEPARTMENT: Building Codes**

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

- |   |  |
|---|--|
| 1 | Continuation and implementation of projects listed above - No new projects for FY2015. |
|---|--|

# MAJOR CHALLENGES

## Beaufort County

February 2014

### DEPARTMENT: Code Enforcement

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

- Existing foreclosures.
- Existing tree life.
- Environmental compromise.
- Team efforts in recycling operations.
- Speaking with the Home Owners Association's regarding our tree and river buffer ordinances.
- Communication with property owners regarding their tenants.

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

**DEPARTMENT: Code Enforcement**

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

- 1 Implementation of software.
- 2 Community Development Code.
- 3 Improving FLEACE (Fire, Litter, Enforcement, Animal Services, Codes, Environmental) A coalition of County, Municipal, and State Agencies working together.

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

**DEPARTMENT: Code Enforcement**

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

- 1 Funding for citizens with clean ups on private property.
- 2 Education and awareness through media advertisement.
- 3 Change department name to better our future goals of keeping Beaufort County beautiful.

# MAJOR CHALLENGES

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Community Services

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

- General: Implementation of a safety and security program for each county facility.
- DSN: The development of residential facilities for residents with disabilities is critical, especially in the southern portion of the county. There is a waiting list of families in need of these facilities.
- DSN: There is a need to replace the final non-ADA compliance home that is woefully inadequate for its occupants. SCCDSN has indicated that some funding for development of residential facilities will become available this year; however, the County commitment to partner to make it happen is critical.
- Ferry Services: Determine the role the County will play in determining and providing a consistent ferry transportation system for the property owners and residents of Daufuskie Island.
- General: Finding revenue generating options for delivery of services in the County. Are there opportunities for more Muni-County partnership/cost sharing and public-private sectors ventures? Is now the time to establish a "Think Tank" of citizens to help us navigate through the revenue-generating and service delivery challenges we are confronting?
- CS: The level of services Community Services Division provides in most instances is based on staff delivery or involvement with the service. Therefore, it is imperative for Council to establish the level of funding the County will make available so staff can plan accordingly. A decision on the kind of services and level thereof to will help us determine what we can afford offer and at what level; i.e. hours of operations, types of programs, fees, etc.
- Library: Meet State and County standards of 3.5 library items per capita.
- Library: Increasing hours at the St, Helena branch library to match the other regional branches. This branch serves St. Helena and Lady's Island and both are in the same Impact Fees. District

- Library: Upgrading technology at the Beaufort, Bluffton, Hilton Head and Lobeco branches as funding remains a critical challenge.
- VREC: The wear and tear of the aging iVotronic is beginning to show. The wheels and latches are becoming worn, requiring replacement. It's also being recommended by our service maintenance providers that the motherboard batteries be replaced this year. Cost is estimated to be over \$35,000.
- DSN: SCUDS has changed the method used for reimbursement of services provided by case coordinators for person with disabilities and special needs. As a result of these changes, the kinds and level of services will be greatly reduced, thereby, reducing the number of coordinators available to provide the service, but more tragic, eliminate a number of services essential to a decent quality of life for the consumers. To maintain the current level and quality of service for this fragile population, we will need support from other sources, i.e. the county, grants, etc.
- VA: Due to a steady increase in veterans being discharged with or without disabilities and utilizing their local VA offices, we have been encouraged by the S.C. State Legislative Delegation to provide a comprehensive "outreach" program in our county. This proves to be a challenge with only one Veterans Affairs Officer and one Veterans Counselor in our office.
- VA: **Need to** upgrade office equipment and software as necessary to enable our CVAO and Veterans Counselor to connect to VPN, a veterans' records network, at the VA Regional Office in Columbia, SC. This will reduce man-hours spent making phone calls and waiting on updated information and increase customer satisfaction.

**MANAGEMENT IN PROGRESS 2014**  
**PROJECTS AND ISSUES**  
**Beaufort County, South Carolina**  
**February 2014**

**DEPARTMENT: Community Services**

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

- 1 We continue to work on developing a cooperative approach among all stakeholders to address the potential and viability of a consolidated ferry service for the region. That effort would include a number of options to be considered collectively.
- 2 Determination of the number of hours that is appropriate for operation of library services.
- 3 Securing funds to replace a non-ADA compliance house for people with disabilities and special needs. .
- 4 Prep of current staff for licensing credential in various departments; i.e., Alcohol & Drugs, Veteran Administration, DSN, etc.
- 5 A & D: Preparing for re-accreditation site visit scheduled for Spring of 2014.
- 6 A & D: per mandate, converted it client record keeping system to an EHP (Electronic Health Record) format. This requires the re-education and familiarity training for clinical and administrative staff. This will be ongoing throughout the year.
- 7 Determination on how to utilize the Impact Fees program to provide needed facilities and equipment to meet the needs in those areas where the funds can be used. Additional facilities usually require more utility and personnel support; therefore, these factors must also be calculated.

# **INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS**

## **Beaufort County, South Carolina**

**February 2014**

### **DEPARTMENT: Community Services**

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

- 1 Implement a “stay healthy” incentive program for staff in concert with BMH (periodic screening, diet suggestions, smoking cessation, and consultation), PALS (jazzercise, yoga, weight room, swimming, walking trails, etc) and possibly, the YMCA, to help maintain a reasonable level of wellness of a stressed and aging workforce. (I think this will reduce health benefits cost and help boost the morale of our work environment.)
- 2 Develop an ongoing funding system to replace vehicles as needed within the County to assure safety and reduce the repair costs for aging vehicles.
- 3 More housing and day program facilities in HHI/Bluffton to help keep Beaufort individuals with developmental disabilities in Beaufort if/when they receive funding for day and residential as proposed by the Governor and Director of SCHHS Mr. Keck.
- 4 Provide clarity on how to proceed in responding to the transportation needs for the residents of Daufuskie Island.
- 5 Consider establishing an office of Resource Development (could be a contracted function) to pursue resources and opportunities that would help offset the revenue shortfall that has been constantly increasing.
- 6 Digitizing the Voters Registration records is an on-going project. The County’s Records Management department has been working diligently to complete this task. However, it has been delayed because other county projects are deemed higher priorities.

# MAJOR CHALLENGES

## Beaufort County

February 2014

### DEPARTMENT: Beaufort County Detention Center

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

- Increase in Inmate population.
- Inmate profile is changing (more violent crimes).
- Recruiting and retaining qualified officers.
- Upgrade in current security system.
- Upgrade in current security cameras (from analog to digital) for better quality footage.
- Upgrade of current Jail Management System.
- Aging Supervisors due to difficulties in obtaining quality officers.
- Provide a Work Release Program for Inmates sentenced to Family Court.
- Providing adequate housing for 17-year-old inmates to comply with Federal Regulations on The Prison Rape Elimination Act.
- Provide funding for the upkeep of the aging facilities infrastructure.
- Provide funding for failing Security Doors.
- Upgrade of kitchen equipment (grill/oven combination, deep fryers, garbage disposal system and dishwasher).

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

**DEPARTMENT: Beaufort County Detention Center**

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

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

# INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

## Beaufort County

February 2014

### DEPARTMENT: Beaufort County Detention Center

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

- 1 Continue to work with County Maintenance to ensure the facility maintenance is kept to acceptable levels for security reasons.
- 2 Replace/repair/upgrade the Detention Center roof, fire alarm system, main hot water boiler, and security cameras.
- 3 Replace/upgrade kitchen equipment (grill/oven, dishwasher, cooler/freezer, garbage disposal system, and deep fat fryers).
- 4 Replace/repair damaged security doors (failed door jams, warped and bent hinges and frames).
- 5 Replace/repair UL listed fire rated door to the laundry room. We have been hit once by the State Fire Marshall. Frame is completely out of plum, so not only do we have to replace the door; we have to replace the whole frame.
- 6 Add computerized base station for Central Control for use with the radio communication system we are currently using.
- 7 Evaluate electronic security system for upgrade or replacement.
- 8 Replace the facilities main entrance door.
- 9 Replace worn tile flooring throughout the facility.
- 10 Replacement of old and worn carpet throughout the facility.

# MAJOR CHALLENGES

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Employee Services

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

- Re-assessment and the possibility of no roll-forward or only a partial roll-forward and having to attempt contingency planning in case more cuts are mandated in an already lean environment.
- Continuing from year to year with no established pay plan
- Prioritizing expenditures when there are far more requests than funds; finding the right balance.
- Maintaining a skilled workforce with no pay plan

**MANAGEMENT IN PROGRESS 2014  
PROJECTS AND ISSUES  
Beaufort County, South Carolina  
February 2014**

**DEPARTMENT: Employee Services**

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

- 1 Employee Handbook – 1<sup>st</sup> draft completed 02/02/14
- 2 Continue paperwork reduction – payroll reports being kept electronically; move to Time & Attendance to eliminate timesheets and Applicant Tracking to eliminate most paper applications. Timekeeping project under way.
- 3 ESS (Employee Self Serve) – allows employees to look up pay history, W2's, personal data, etc.
- 4 Munis Functionality – continue populating fields and modules to more fully utilize Munis capabilities (Salary and Benefit projections, vacancy reports, etc.
- 5 Creation of a manual for Supervisors & Dept. Heads with an overview of the most important HR and payroll information to assist them in their decision-making
- 6 Process Documentation – continue documenting the processes that take place in Employee Services; a department “manual”

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

**DEPARTMENT: Employee Services**

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Please list issues or projects that you would like for the county to address this next year 2012.

- 1 Complete Handbook Overhaul and post online
- 2 Implement and train employees to use Employee Self-Service
- 3 Implement and train departments to use online timekeeping system
- 4 Implement online Applicant Tracking
- 5 Continue Dept. documentation process
- 6 Continue expansion of Munis utilization (benefit modules, action entry)
- 7 Manage Federal Health Care Reform mandates and increased costs

# MAJOR CHALLENGES

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Emergency Medical Service

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

- Reduce response times throughout the county as well as our rural areas.
- Recruitment of quality personnel (paramedics). This is to cover the two new trucks added to the fleet.
- Sustain the RMAT team/equipment/supplies.
- Placing the two new trucks in places they will be best utilized to reduce response times and cover more territory.
- Replace outdated non-serviceable Life Pak 10's and 11's with 15's. Parts are being phased out for Life Pak 10's and 11's. Soon the Life Pak 12's will also be non-serviceable.
- Health care changes as it relates to the Affordable Care Act.
- Look at Para-medicine programs, which is a new challenge for all EMS systems.
- Providing equipment and advanced training in a challenging economy.
- Add three Lucas 2's to be put on the QRV's.

**MANAGEMENT IN PROGRESS 2014**  
**PROJECTS AND ISSUES**  
**Beaufort County, South Carolina**  
**February 2014**

**DEPARTMENT: Emergency Medical Service**

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

- 1 Stemi Alert Protocol in association with Beaufort Memorial Hospital will become operational in January 2014.
- 2 Currently adding two new trucks as well as twelve new people and six more part time personnel.
- 3 Updating the CAD system as it relates to EMS and have it interface with our CHARTS (electronic patient care reports) as well as the mapping and pertinent data about the call.
- 4 Working on an AFG grant to replace various equipment needed.
- 5 Sending two more people to paramedic school. This is to replace paramedics that either leave the system or retire.
- 6 The department is in the Set Off debt collection process with notices being sent in October 2013.
- 7 Working on process for transporting Daufuskie patients off the island. They are dredging the Harbor Town dock and there are times we are unable to transport the patients from Daufuskie there and have to use an alternative area or boat.
- 8 Recertifying paramedics for National Registry. A great many expire in March.

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

**DEPARTMENT: Emergency Medical Service**

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

- 1 Add three free-floating QRV's to the fleet to reduce response times and improve our care.
- 2 Have a second bariatric truck in Bluffton (ramps/wench and a power lift stretcher). This reduces injury to personnel as well as patient safety when transporting bariatric patients, which is on the rise.
- 3 Continue to replace ambulances with mileage greater than 100,000 miles as per recommendation. Replace two QRV's and one administrative vehicle.
- 4 Wireless point at all EMS stations
- 5 Increase Education budget to include management classes.
- 6 Acquire the space next to EMS base on Depot road, which is now occupied by Gov. Deals.

# MAJOR CHALLENGES

## Beaufort County

February 2014

### DEPARTMENT: Engineering Department

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- Continued management of the Beaufort County Sales Tax Program with include the 5 remaining projects: Bluffton Parkway Phase 5A Segment 2 Roadway and Flyover Bridge Construction; Island West Frontage Road Construction; St. Gregory the Great Frontage Road Construction; SC 170 Widening Construction; US 21 Boundary Street Streetscape Improvements Construction
- Planning Right of Way Acquisition and construction for future County Dirt Road Improvement Projects (CTC and TAG Funds)
- Design completion and construction start of the Spanish Moss Rail Trail Phase 2
- Design and construction start of the Buckwalter Regional Park Rec Center Phase 2 Expansion
- Design completion and construction start of Wesley Felix PALS Park Improvements
- Design and construction of Open Land Trust Projects to include Okatie Preserve, Crystal Lake Phase 2, Ft. Fremont, Widgeon Point
- Funding for Future Boat Landing/Ramp/Dock Improvements
- County 5-year Energy Recovery/Improvement Plan
- Closer coordination with SCDOT and FHWA on maintenance and construction of surface transportation network in Beaufort County

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

**DEPARTMENT: Engineering Department**

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

- 1 Construction of the Bluffton Parkway Phase 5A Segment 2 Roadway and Flyover Bridges (Sales Tax Project #1)
- 2 Construction of Island West Frontage Road (Sales Tax Project #2d)
- 3 Construction of SC 170 Widening (Sales Tax Project #3)
- 4 Design review completion and construction start of St. Gregory the Great Frontage Road (Sales Tax Project #2d)
- 5 Construction start of US 21 Business- Boundary St (Sales Tax Project#5)
- 6 Construction Completion for Dirt Road Improvement Contract #46
- 7 Right of Way Identification and acquisition for future Dirt Road Improvement Contracts
- 8 Design/Construction start for Dirt Road Improvement Contracts #48
- 9 Design/construction start for Buckwalter Regional Park Rec Center Phase 2 Expansion
- 10 County 5-year Energy Recovery/Improvement Plan
- 11 Funding for Future Boat Landing/Ramp/Dock Improvements
- 12 Design completion for Wesley Felix PALS Park

# INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

## Beaufort County

February 2014

### DEPARTMENT: Engineering Department

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

- 1 Continued construction progress of Bluffton Parkway Phase 5A Segment 2 Roadway and Flyover (Sales Tax Project #1)
- 2 Substantial completion of construction of SC 170 Widening (Sales Tax Project #3)
- 3 Construction Completion of Island West Frontage Road - East (Sales Tax Project #2d)
- 4 Construction start of for US 21 Boundary Street Improvements (Sales Tax Project #5)
- 5 Construction start of St. Gregory the Great Frontage Road (Sales Tax Project #2d)
- 6 Construction completion of Dirt Road Improvement Contracts #46
- 7 Design and construction start for Dirt Road Improvement Contract #48
- 8 Construction of Spanish Moss Trail Phase 2
- 9 Design/Construction start of Buckwalter Regional Park Rec Center Phase 2 Expansion
- 10 Construction of Wesley Felix PALS Park Improvements

# MAJOR CHALLENGES

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Facility Management

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

- Maintaining, providing, and improving service levels while reducing cost.
- Managing deferred maintenance
- Funding facility improvement projects
- Providing O&M responsibilities to new facilities without additions to maintenance staff
- CIP/CMR funding, priority listing of projects
- A county wide space needs assessment
- Maintaining quality trained employees as the economy recovers and grows
- Inter-departmental coordination and standardization of financial reporting on projects. Development, training and implementation of a standard reporting program or system would be helpful.

**MANAGEMENT IN PROGRESS 2014**  
**PROJECTS AND ISSUES**  
**Beaufort County, South Carolina**  
**February 2014**

**DEPARTMENT: Facility Management**

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

- 1 EFIS removal/Facility renovations-Courthouse and design development to incorporate energy efficient upgrades
- 2 Coroner's Office start-up, move-in and warranty administration as needed.
- 3 BIV office move coordination with repainting and carpeting as needed
- 4 South County Office Space-Myrtle Park office improvements
- 5 Hilton Head Library Meeting Room acoustics improvements and new finishes
- 6 Facility energy audits/inspections-DDC control system for Admin Building
- 7 Facility energy retrofits-Courthouse heat pump water heater, installation of occupancy sensors, lighting change outs, Computer server room HVAC upgrades to high efficiency equipment.
- 8 Cosmetic improvements to the Administration Building
- 9 SCE&G Incentive Program rebates at the pools, HVAC, and lighting projects
- 10 St. Helena Library CIP punch list and warranty follow through.
- 11 Ongoing turf improvements at Chaplin Park, Crossings Park and Buckwalter Parks
- 12 HVAC replacements and upgrades at numerous facilities: Grounds Maintenance, Bridges School, Green Street gym, Computer Server rooms and PALS facilities.
- 13 Pool resurfacing project at Battery Creek and Beaufort High.
- 14 Carbon Monoxide detectors installed as required

- 15 DSN Clearwater CIP punch list and warranty follow through.
- 16 Bluffton Oyster Factory upgrade review committee
- 17 Bluffton Garvin House develop and review RFP
- 18 Site Improvement plan for the Sheriff's Office Intel site
- 19 Fort Fremont site development and plans review
- 20 Law Enforcement Center and Human Services Building Air Quality test
- 21 New Animal Shelter pre-design/conceptual master plan development
- 22 Develop and review County wide Janitorial RFP
- 23 Develop and support Hilton Head Airport and Lady's Island Airport maintenance plan
- 24 Crystal Lake plans review
- 25 Plan review and support to MIS for Facility improvements
- 26 Develop RFP for SPCC Plan at the Detention Center
- 27 Plan review for the Hilton Head Airport renovations
- 28 Lobeco Library grounds improvements
- 29 Develop the pre-design for the Detention Center Bond Court
- 30 Arthur Horne Building relocation
- 31 Booker T. Washington deep well replacement and upgrade
- 32 Admin. Building tankless water heater upgrade

# INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Facility Management

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

1 CMR Funding Program

**Top Ten Priority Listing**

Hilton Head Library HVAC	\$615,000
Port Royal roof replacement	70,000
Bluffton Library roof replacement	255,000
Detention Center fire alarm replacement	25,000
Public Works Building roof replacement	278,000
Beaufort Library HVAC replacement	220,000
Detention Center Boiler replacement	135,000
Detention Center roof replacement	750,000
A. Horne Building HVAC replacement	385,000
Admin Building renovations	4,600,000

2 Employee pay for performance program

3 Operation and maintenance funding of Rural & Critical Lands

# MAJOR CHALLENGES

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: **Finance**

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

- Creating and managing the County's budget with an impaired tax base.
- Create a GFOA award-winning budget document. This process will begin with the FY 2015 budget process. The document will make the budget process more readable and transparent for end-users.
- High demand for reports/financial information with a limited staff to comply.
- Finding qualified personnel as Finance consolidates the reporting function of the County.
- Continuation of consolidation of accounting function within the County and helping County departments to realize the benefit.
- Implementing a paperless financial reporting system.
- Continuing to improve Finance's controls and processes and aiding other departments to do the same.
- Improving grant reporting – this involves many departments. Communication is extremely important as it relates to every aspect of a grant – application, award, expenditures, and receipts.

**MANAGEMENT IN PROGRESS 2014**  
**PROJECTS AND ISSUES**  
**Beaufort County, South Carolina**  
**February 2014**

**DEPARTMENT: Finance**

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

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

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

**DEPARTMENT: Finance**

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

- 1 Continue to update and improve upon controls and processes of Finance, Purchasing and Risk Management.
- 2 Continue to educate and train the Finance, Purchasing and Risk Management staff.
- 3 Continue to improve the County's accounts receivable reporting, grant reporting and capital asset reporting.
- 4 Continue to improve the timeliness and accuracy of financial reporting.
- 5 Creating a GFOA award winning budget document.

# MAJOR CHALLENGES

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Information Technology

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

- Funding for BROC (\$2,000,000 needed to move support).
- Funding for Network Upgrade (\$3,000,000 needed for fault tolerance and bandwidth).
- Beaufort County Security Systems (Physical locations, Network, Internet, and Cameras).
- Updating and upgrading server operating systems to 2012.
- Replacing aging Storage Area Network(SAN)
- Retaining skilled employees.
- Providing Cloud services and processes for GIS applications
- Providing mobile access to GIS Data.
- Document retention schedule policies and procedures.

**MANAGEMENT IN PROGRESS 2014**  
**PROJECTS AND ISSUES**  
**Beaufort County, South Carolina**  
**February 2014**

**DEPARTMENT: Information Technology**

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

- 1 Implement paperless solutions – Employee Self Services (ESS), E-Purchasing, Time and Attendance, Security badging. (begun in 2011)
- 2 Fault Tolerance – Network reliability. (begun in 2010)
- 3 Thin Client/Web Based Enterprise – Sharepoint. (begun in 2010)
- 4 Implementing a full DRC at BROC facility. (begun in 2011)
- 5 Continued development of Tax Workflow manual. (begun in 2010)
- 6 Implementing Mobile Device Management (MDM). (begun in 2013)
- 7 Providing a replacement Enterprise Permitting System that is integrated into current systems. (begun in 2011)
- 8 Legacy TAX application replacement for Register of Deeds Office. (beginning in 2011)
- 9 GIS updating of Critical 360 data. (begun 2010)
- 10 GIS integration with permitting software. (begun 2013)
- 11 Upgrade of Disaster Recovery software and policy and procedures. (GIS Department)
- 12 Cross training Records Management staff to improve Records Management services.
- 13 Uninterruptible power supply (UPS) refresh. (begun in 2010)
- 14 Migrating to a Blade Server Infrastructure. (begun in 2013)
- 15 Upgrading County Firewalls to a Next Generation Platform. (begun in 2013)
- 16 Inventory boxes in Records Center and update data in SharePoint. (Begun 2013)

# INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

## Beaufort County, South Carolina

February 2014

### DEPARTMENT: Information Technology

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

- 1 Continue upgrades of computer servers and software to replace outdated and unsupported software and hardware with virtual solutions.
- 2 Continued roll out of new Sharepoint collaborative intranet solution. This project includes providing an internal launching pad for: County Department information, digital county newsletters, electronic phone directory, electronic forms, etc.).
- 3 Implementation of Permitting software.
- 4 10GbE upgrade to existing network backbone.
- 5 Convert pre-existing security systems into Cisco enterprise security system.
- 6 Continuing to improve mobile computing by upgrading of Wireless Access Points.
- 7 Implement Network Infrastructure Study and Strategic Plan
- 8 Upgrade Damage Assessment software and training exercises
- 9 Update GIS Website software with new technologies.
- 10 Improve maintained document retention and destruction schedules.
- 11 Reduce records storage footprint to incorporate metro services opportunities.

# MAJOR CHALLENGES

## Beaufort County

February 2014

### DEPARTMENT: Mosquito Control

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

- If Beaufort County revenues decline, then essential services provided by Mosquito Control (and other key departments) may decrease proportionately. For example, the routine applications of public health insecticides from the ground and/or air during the standard 5-day week may be reduced to 4 or 3 days per week. If the frequency of our abatement efforts becomes sporadic, then the risk of a mosquito-borne disease may increase with dire consequences.
- As the housing market rebounds in Beaufort County, the new residential developments will occur near or adjacent to the mosquito-infested wetlands throughout the Bluffton area. Thus, we anticipate a progressive increase in our requests for service (complaints) with a resulting potential need for additional personnel, vehicles, and equipment.
- If a new mosquito-borne disease (such as the introduction of West Nile virus into Beaufort County in 2003) is discovered and becomes established, then our surveillance and, perhaps, abatement activities would potentially require additional personnel, vehicles, and equipment. Note: during the past few years, CDC has alerted public health officials about the tracking of several noteworthy mosquito-borne diseases into or near the U.S. (such as Dengue Fever from Caribbean to Florida, Chikungunya virus from Asia/Africa to Caribbean, and Zika virus from Asia/Africa to Pacific Islands).

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

**DEPARTMENT: Mosquito Control**

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

- 1 Approve 5 capital requests within a timely manner:
  - 1) replace 2 spray trucks
  - 2) replace 5 sprayers
  - 3) replace helicopter skid assembly
  - 4) replace laboratory ultra low-temperature freezer
  - 5) replace laboratory autoclave.
  
- 2 Remove and store various components from the 2<sup>nd</sup> OV-10 Bronco: air operations personnel will use these parts to maintain the 1<sup>st</sup> OV-10 Bronco for many years.
  
- 3 Continue scientific projects with USC-B professor: evaluate relationships among mosquito populations and various abatement efforts to develop new strategies and promote efficiency and effectiveness with available resources.

# INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

## Beaufort County

February 2014

### DEPARTMENT: Mosquito Control

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

- 1 Upgrades to the Mosquito Control primary facility at 84 Shanklin Road:
  - 1) pole barn to store and protect up to 8 trucks and spray equipment (EXCEEDINGLY DESIRABLE).
  
- 2 Upgrades to the Mosquito Control hangar at Lady's Island Airport:
  - 1) additional ceiling lights to illuminate the work areas safely (EXCEEDINGLY DESIRABLE)
  - 2) enclosed add-on to store various large equipment (tug, forklift, generator, platforms, and other mobile bulky assets) beyond the aircraft storage/service area (EXCEEDINGLY DESIRABLE)
  - 3) wall insulation for environmentally improved work areas
  - 4) secured environmentally controlled industrial shop (with no purchase of equipment).
  
- 3 Schedule mandatory training (via consultants, internet, or videos) for management and employees about essential topics, such as how to manage challenging employees, how to improve customer service skills (including telephone talent), time management, Microsoft Office software, employer/employee/workplace interactions, etc.

# MAJOR CHALLENGES

## Beaufort County

February 2014

### DEPARTMENT: Planning

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

- Striking a regulatory balance between promoting economic development/diversification and conserving/enhancing the County's natural and cultural resources.
- Maintaining and enhancing Beaufort County's "Quality-of-Life Infrastructure" so that we remain competitive as a destination for new businesses, residents, and visitors. Quality-of-life infrastructure includes natural resources, cultural and historic resources, a quality built environment, good schools, efficient road and drainage systems, and diverse recreation opportunities.
- Passive park development of, and public access to, Rural & Critical Land Preservation Program properties and the Spanish Moss Trail, including funding, management and operations. This may include coordination with "friends" groups and nonprofits, and the use of public/private venture opportunities.
- Continuing to support MCAS-Beaufort as it transitions to accommodate the F-35 jet. This includes partnering with the City of Beaufort and Town of Port Royal to restrict encroachment of incompatible development in a new Air Installation Compatible Use Zone (AICUZ) to be calibrated for the F-35. This may also include modifying growth boundaries, changing current Airport Overlay regulatory boundaries, and implementing the Transfer of Development Right (TDR) program in cooperation with the municipalities.
- The adoption of the Community Development Code (CDC) will by necessity create demands on the Planning Department to implement the CDC. Current manpower resources are stretched thin to implement the current Zoning and Development Standards Ordinance (ZDSO), but the CDC will create the need for new skill sets in urban and landscape design.

# MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES

## Beaufort County

February 2014

### DEPARTMENT: Planning

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

- 1 Complete the new Development Code and regulating (zoning) maps, and develop a Citizens Guide and Developers Guide to the new code.
- 2 Manage the design and construction of Phase 5 of the Spanish Moss Trail from Depot Road to Parris Island Gateway with the Federal Transportation Community & System Preservation (TCSP) grant.
- 3 Engage with the U.S. Department of Defense (DOD) in the creation of a Joint Land Use Study (JLUS) of the Marine Corps Air Station Beaufort and Parris Island Recruit Training Depot and environs.
- 4 As a follow-up to the 2012 Demographic Handbook, an update is being assembled from the Census 2008-2012 Community Surveys that paints a more current and nuanced profile of the County.
- 5 Continue to work with the SC Department of Natural Resources to develop a gun range on land purchased by the County for passive park development.
- 6 Continue to work with the Friends of Crystal Lake Park in the development of Crystal Lake Park on Lady's Island. Phase 2, which includes renovating the existing building and parking area, is in the final stages of permit approval. Work is ongoing to identify a public environmental agency to occupy the existing building on the site.
- 7 Continue to work with The Friends of Fort Fremont in the development of Fort Fremont on St. Helena Island. Plans for the gun batteries include door and window closures, safety railings, and graffiti removal. Also planned are picnic areas, improved signage, restrooms and an interpretive center.
- 8 Received a \$98,702.26 grant in 2013 from the South Carolina Department of Parks, Recreation, and Tourism to finish the Daufuskie Island Park. This grant includes the addition of a bathroom, oyster shell parking area, and a trail.

# INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

## Beaufort County

February 2014

### DEPARTMENT: Planning

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

- 1 Adopt the new Community Development Code.
- 2 The opening of successive sections of the Spanish Moss Trail will place demands upon the County for maintenance and public safety. While portions of the trail lie in the City of Beaufort and the Town of Port Royal, The consistency of public service to the trail will require coordination of services from the County and other governmental entities. It is recommended that the Governmental Affairs Committee of County Council take up this topic for discussion in FY 2014.
- 3 Categorize Rural & Critical Land Preservation Program properties into future passive parks and conservation areas, and address the funding, development, management, maintenance, and public safety/security of the passive parks.

# MAJOR CHALLENGES

## Beaufort County

February 2014

### DEPARTMENT: Public Works

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

- We must find a long-term solution for our solid waste disposal at a competitive cost. Our contract with Waste Management for disposal of MSW at Hickory Hill landfill expires June 30, 2015. Hickory Hill landfill has only 7-12 years of capacity and, as of today, Beaufort County has no disposal alternatives. The likelihood of developing an alternative is directly dependent to our willingness to build a solid waste transfer station.
- Population increases and the concomitant increased patronage at the Convenience Centers in Bluffton and Hilton Head threatens to overtake our capacity to keep up with the waste streams and increases the safety risks for our patrons and employees. Both our Comprehensive Plan and our Solid Waste Management Plan recognize the need to transition our waste collection system to curbside collection of waste; however, we have no plan or funding to begin the process. The most densely populated portion of Beaufort County, the Town of Hilton Head Island, provides no collection service due to its charter as a limited service municipality.
- We have no centralized facility for the collection and processing of household hazardous waste or other banned waste streams such as electronics and lead acid batteries. We are receiving 500-800 gallons of paint each week from County Convenience Centers which we must move and process out in the open. Our three E-waste collection events averaged 47 tons of material each. An adequate facility could be built as part of the solid waste transfer station.
- We have been very successful in reducing hauling costs from the SW&R convenience centers through the purchase and installation of stationary compactors and receivers. However, we do not have a funded long-term major maintenance and replacement plan for that equipment.
- Replacing our aging specialized capital equipment and vehicle fleets. Public works has been taking "hand me downs" from other departments to maintain an adequate fleet of vehicles. We are just about out of potential "hand me downs". 5 of 5 motor graders, 4 of 4 front-end loaders, 3 of 3 vibratory rollers, 4 of 9 bush hogs, and 1 of 2 bull dozers are beyond their normal operational life. The increasing age and wear on our rolling stock is causing increased maintenance costs and down time.

- Providing adequate, safe recreational boat landings, fishing piers, and water access points, including replacing or repairing deteriorating existing facilities. Four of our ground out floating courtesy docks are obsolete, worn out, and/or have safety concerns (White Hall, Alljoy, H.E. Trask, Sr., Steel Bridge, and Buddy and Zoo Landings).
- Providing adequate maintenance for the rapidly developing Spanish Moss Trail.
- Repaving parking lots. Many of our parking lots, both at County offices and boat landings, require repaving. There is no funding to do so.
- Improving dirt roads that will not be paved in the foreseeable future by surfacing with crushed rock

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

**DEPARTMENT: Public Works**

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

- 1 Issue RFPs for the renewal of the household hazardous waste contract and the recycling services contract.
- 2 Update of the Debris Management Plan.
- 3 Encourage and support the Beaufort County School District to implement a comprehensive recycling program and recycling education program.
- 4 Conducting a formal routine inspection program of all boat landings, piers, and water access points.
- 5 Utilizing our PubWorks software and populating the data base to more accurately record and determine the cost of services as well as produce necessary reports in a more timely manner
- 6 Continuing our program to improve and maintain the drainage systems of Beaufort County.
- 7 Planning table top exercise in preparation for hurricane season.
- 8 Verify and update Adopt-A-Highway groups and continue to encourage and support program.

# **INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS**

## **Beaufort County**

**February 2014**

### **DEPARTMENT: Public Works**

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

- 1 Identify a suitable location and issue a contract for the design of a Recycling and Transfer Facility.
- 2 Fund a vehicle and specialized capital equipment replacement program plan.
- 3 Reduction of SW&R Convenience Center hours to reduce costs.
- 4 Funding for replacement or repair of deteriorating piers, floating courtesy docks, and launch ramps. Top ten priorities and estimated costs follow:  
Wimbee Creek Fishing Pier - \$75,000;  
HE Trask, Sr. BL Courtesy Dock - \$150,000;  
Alljoy BL Courtesy Dock - \$150,000;  
Buddy & Zoo BL Courtesy Dock - \$150,000;  
Whitehall (Lady's Island) BL Courtesy Dock - \$150,000;  
Bluffton Public Dock dolphins - \$30,000;  
Steel Bridge BL Courtesy dock - \$150,000;  
Whitehall BL Launch Ramp - \$280,000;  
Wallace BL Launch Ramp - \$125,000; and  
Eddings Point BL Launch Ramp - \$125,000.
- 5 Funding for construction of boat landings on Rural & Critical Lands program properties that are planned to have them. Priorities and estimated costs follow:  
Ihly Farm/McCalley's Creek - \$900,000;  
Fort Frederick/Beaufort River - \$750,000; and
- 6 Resolve ownership issue for Brickyard Creek Boat Landing through condemnation or other legal action. Funding could come from the Rural & Critical Lands Program.

# MAJOR CHALLENGES

## Beaufort County

February 2014

### DEPARTMENT: Register of Deeds

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

- Old Records, whether they are on paper or microfilm, need to be preserved and scanned into the current records search system. It is a costly endeavor, but the best way in the long run. Too many shortcuts were taken over the years, creating short-term fixes to the issue.
- Keeping up with the ever-changing technology by upgrading our current system to a more user-friendly, web-based product. Much of what we do seems antiquated, but will always simply be part of the recording process. However, the areas in which we can improve are essential in keeping pace with the rest of the country.

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

**DEPARTMENT: Register of Deeds**

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

- 1 We have an on-going project, known as Backfill, of loading old data into the current search system. The issues with the project are that we must proof and index each document, making it very time consuming and labor intensive. There are companies that will conduct this type of project, but they can be very expensive.
- 2 We are currently going through the indexes of all Beaufort County transactions, and cross indexing them under County of Beaufort. This will benefit the abstractors, surveyors, and public, as well as our own Departments. Again, it is extremely time consuming and all of these projects must be done between the daily workload.
- 3 A third project, currently in place, is going through the indexes and deleting duplicate entries that were discovered as a result of a glitch in the system. There are more than 10,000 duplicate entries. This project will clean-up the records extensively, and provide a less confusing index on behalf of the viewer. Again, time and lack of resources are the major issues.

# INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

## Beaufort County

February 2014

### DEPARTMENT: Register of Deeds

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

- 1 We are currently in the middle of an upgrade to our existing records software program, moving from an old browser-based system, to a web-based one. This will create a faster workflow of recording, scanning, and indexing documents. The search piece of the program is also more user friendly. The project should be complete in Spring 2014.
- 2 What we thought would be a short-term initiative, in working with the SCDOR, on the implementation of e-recording, has taken longer than hoped. However, I think we're close. Currently, they are not abiding by State Statute, but they realize it has to be done. This will be a huge time savings for us.
- 3 I still feel that security needs to be at the forefront of concerns for the Administration Building. We continue to do battle with the "sovereign citizens" and report as much information as we can to the authorities. But, we're "sitting ducks" if a shooter were to enter the building. I would love to see training conducted for the staff in the event of such a crisis.

# MAJOR CHALLENGES

## Beaufort County

February 2014

### DEPARTMENT: Stormwater Management

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

- Develop a decision process to help move projects forward in a timely manner.
- Promote use of the new University of South Carolina, Beaufort Campus (USCB) (located in the Hardeeville/Bluffton area) laboratory by towns and city in county. Also to expand the monitoring effort to address MS4 requirements for all agencies in county. Once the county has officially received their designation as a MS4 community, there will be other agencies within the county required to have a monitoring program.
- Look for ways to stress economic value of stormwater protecting water quality. The county's natural resources are appealing to industries, tourists, and for outdoor enthusiasts. Water quality is pertinent and connected with the environment. The protection of the water quality is valuable.
- Continue to develop Utility capability to do water quality retrofit projects. The Infrastructure section has constructed several WQ projects – Backache Acres pond, Okatie East, Rice Road, and Shanklin Road. The section would like to continue to develop these capabilities so that they can improve their efficiency and proficiency in constructing projects in the future.
- Get an agreement with the military facilities on the payment of stormwater utility fees. The military has taken the position that their facilities are exempt from the fees. The County has presented evidence to the contrary. Several correspondences have been exchanged on the issue. The County and the DoD need to resolve this issue, reconcile any past fees, and define a plan moving forward.
- Increased cooperation, partnering, and cost share between the County and the four municipal stormwater programs with regard to program activity implementation, such as education, inspection, ordinance and regulation development, and capital projects.
- Expansion of stormwater management staff to meet the program requirements of the MS4 permit.
- More accurate representation of drainage PIPES within GIS.

- More accurate representation of the Water Collection Points (Catch Basins, Storm Drains, Inlets, Outlets, etc) within GIS.
- Create mobile GIS for field crews.
- Fix issues between PubWorks and GIS.
- The County, along with the Towns of Bluffton and Hilton Head Island, have been identified by DHEC as required to submit a permit as a Municipal Separate Storm Sewer System (MS4). Implementation of the permitting requirements will involve developing ordinances related to non-stormwater discharges, construction runoff, and post construction water quality and establishing inspection and enforcement programs defined by these ordinances. Other programs, such as spill prevention at municipal facilities, GIS mapping, MS4 system assessment, and public education will be required. Data management will be a critical component. Funding and intergovernmental agreements will need to be reassessed to assure adequate resources are available.

# MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES

## Beaufort County

February 2014

### DEPARTMENT: Stormwater Management

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

- 1 Develop water collection (Catch Basin) identification and inspection schedule. Mosquito control inventoried all catch basins in the county. Now that we have received the data we would like to create a numbering system for the catch basins and start an inspection program.
- 2 Complete drainage characterization (assigning a specific ID that's relative to the location of channels that are maintained by SW and adding this attribute to the Geographic Information System (GIS) drainage layer table) for Unincorporated County and develop comprehensive map of SW needs picture with what we are and not doing.
- 3 Complete LIDAR (Light Detection and Ranging) and update drainage layer with 2013 DEM (digital elevation model shows land elevation change using a color scale). The county and municipalities purchased LIDAR 10 years ago and it was funded through a cost-share. The county and municipalities have again entered in to a cost-share program to fund the update. The data is being checked for quality and assurance (Q&A) by the county and municipalities' staff, and once completed will be shared with the municipalities. Once delivered the municipalities will be invoiced for their cost-share.
- 4 Continue support for two Research and Development (R&D) efforts – Water Budget and Salinity Study. The water budget study is almost complete and the final report should be presented the first of the year. Water budget study is comparing two watersheds of equal size (one developed, the other undeveloped), to see how much excess water is created and what happens to that excess. SC Department of Natural Resources (SCDNR) received a grant to accelerate the effort of the salinity study. The county was also a funding source. Five watersheds are being studied simultaneously for several parameters to determine how salinity effects water quality.
- 5 Actively participate in the Okatie 319 grant. This is a grant to address failing or septic systems needing repair. Phase I is completed and the county is engaged in developing the scope for Phase II. Also the cost of the county efforts to address WQ issues in the Okatie River watershed can be provided by LCOG, allowing LCOG to receive the grant funding.

# INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

## Beaufort County

February 2014

### DEPARTMENT: Stormwater Management

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

- 1 Implement a Utility Locate System. There has been new legislature requiring utilities to locate or hire a locate company to locate their underground systems. The new legislature DID NOT include counties. However, because the Infrastructure section has had to replace crossline pipes because of damage during contractors or utility companies' projects, the section would like to voluntarily join the 811 program that would require an agency request locates from the county before digging.
- 2 Start preparations for National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer Systems (MS4) permit.
  - a. Develop application – Once South Carolina Department of Health and Environmental Control (SCDHEC) officially notify the county by letter, the county must submit its application within one year.
  - b. Establish program reporting elements – There are six Minimum Control Measures (MCM) in the permit. The County will be required to report their activities for each MCM.
  - c. If the municipalities would like to address some or all of the MCMs jointly with the county, then the Intergovernmental Agreements (IGAs) between the County and the municipalities will have to be revised to reflect new MS4 rules and activities.
  - d. Determine utility outfalls under permit – Once the permit is received, the county will identify the outfalls within their jurisdiction.
  - e. Pollution Prevention Plans for the SW Utility is required once the county is designated as a MS4. All government owned facilities will need to be inventoried and a plan for pollution prevention for each facility will be developed based on uses at the facility and pollution potential.
  - f. Develop inspection procedures/checklist for Best Management Practices (BMPs) and to identify “hot spots” including drainage systems owned by South Carolina Department of Transportation (SCDOT).
  - g. Develop Pond Maintenance System. The task is to develop a written operating procedure and annual inspection for all public and private owned ponds. We will develop a list of all county owned ponds and

2  
continued

schedule for maintenance, chemical treatment, mowing, etc. We will also inventory private owned ponds and set up a maintenance schedule to meet MS4 permit requirements. Resources such as Carolina Clear will be used to develop operating and inspection procedures. Possible training to private owners via a “Pond Conference / Workshop” in conjunction with Sea Grant and DNR-Coastal Training Program.

- h. Develop Water Collection (Catch Basin) identification and inspection schedule. Mosquito control inventoried all catch basins in the county. Now that we have received the data we would like to create a numbering system for the catch basins and start an inspection program. The data also needs to be revisited and supplemented with data form within the municipalities if not included and to check what attributes were collected and add variables if needed.
- i. Explore with Public Works adopting a program and software similar to Charleston’s SWU use of Global Positioning System (GPS) touch devices to locate and inventory their assets within their road and drainage system.
- j. Research and select MS4 permit management software for permit reporting and inspections.

3 Initiate agreements to start the development of the update to the Stormwater (SW) Management Master Plan. This is a ten year plan and was authored in 2006 and funded through a cost-share between the county and the municipalities. Therefore the plan should be updated by 2016 and the county needs to engage the municipalities.

4 Redefine the role of the SW Implementation Committee (SWIC) and how it relates to the Stormwater Management Utility (SWMU) board. The Stormwater Manager would like to expand the membership of the group to include members of the water quality community and development / construction community. The group can serve as a technical advisory body to the Stormwater Utility board and provide comment and recommendations on new policies, procedures, and activities.

5 Expand role of the SW manager to be more involved in storm water capital project development and implementation. Currently, the SW Manager is involved in the project identification level. Design and construction is handled by the County Engineer's office. The proposed change would keep capital projects within the Stormwater management division for contracting design services and construction, as well as oversight during construction. This will provide continuity throughout the process and into maintenance phases.

6 Restoration Agreement with Town of Bluffton on May/Okatie Rivers, via amendment of existing IGAs. The town is the primary on the efforts within the May River watershed to monitor, address impairments and water quality and the county is the primary on the efforts to monitor and address issues within the Okatie River watershed. Since they both have parcels in their tax district within these watersheds, the county and town needs to establish some type of cost-share agreement. This would include the Stormwater Manager attending the May River Watershed Action Plan Advisory Committee meetings to show regional coordination and cooperation.

- 7 Make purchase of property needed for Okatie West retrofit in time to utilize current wetlands delineation. The wetlands delineation has expired and the county will have to apply again to have the wetlands boundaries determined. As indicated by the Ward Edward report that was funded by the county and the municipalities, this is a “highly feasible” and a “high priority” retrofit project.
- 8 Develop plan and costs to address SCDOT outfalls and Beaufort County School Districts (BCSD) drainage issues. Currently the Utility does not maintain these Outfalls. These tasks will determine feasibility and cost of implementation.
- 9 Follow-up on public education slots for County Channel. There are slots available and the county could develop SW related educational segments. Town of Bluffton staff is considering coordinating with T4B to develop 30 sec. Spots. Together for Beaufort Water Quality Coalition is also involved / available for public outreach efforts.
- 10 Create “interactive\*” website graphics on SW that can be used as tool to educate the public and students and to promote awareness in our communities. The Town of Bluffton has already developed the Neighbors for Clean Water (N4CW) website and are willing to let the County link to the site. (\* “interactive” needs to be defined.)

# MAJOR CHALLENGES

## Beaufort County

February 2014

### DEPARTMENT: Traffic & Transportation Engineering

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

- Funding for maintenance of roadway pavement markings. \$30,000 estimated yearly need.
- Capital funds to upgrade signals with mast arms for storm mitigation & improved reliability. \$100,000 estimated per intersection.
- Improved security of equipment storage yard
- Management and overview of Countywide roadway projects, signal upgrade projects, signal networking, Intelligent Transportation Systems (ITS) integration and signal system engineering projects being completed by the County and SCDOT.
- Implementation of State-of-the-Art adaptive signal coordination technologies to include design, installation, monitoring and management with available workforce to ensure efficient and safe operation. Data collection and evaluation of system metrics.
- Working with County, SCDOT, and municipalities to identify and prioritize fiscally responsible roadway improvement projects to address growing safety and capacity needs through the Roadway Capital Improvement Plan (Road CIP) for Beaufort County. Identification of funding and scheduling the implementation of improvements. Comprehensively review access and intersection designs to address safety concerns and promote safer designs thru use of roundabouts and turn restrictions without significantly impeding access and growth.
- Comprehensive planning and programming for bicycle, pedestrian and neighborhood traffic calming needs so the transportation network serves all users
- Comprehensive planning of future IT needs to support ITS & Signal System networks

# MANAGEMENT IN PROGRESS 2014 SHORT-TERM ISSUES AND PROJECTS

## Beaufort County

February 2014

### DEPARTMENT: Traffic & Transportation Engineering

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

- 1 Sidewalk/Pathway Plan – Bicycle and Pedestrian Plans
- 2 Programming of funds to complete mast arm rebuilds of 2 intersections per year for future years
- 3 Funding & implementation of battery back-up plan for traffic signals
- 4 Installation of 1 new signal – SC 170 @ W K Alston; study and analysis of other requested intersections
- 5 Rebuild 2 intersections w/mast arms – US 21/Trask Pkwy @ US 21/Parris Island Gtwy and Carteret St @ Craven St
- 6 Installation of warning flashers for new Lady's Island Fire Station
- 7 Expansion of emergency vehicle preemption system to City of Beaufort & Town of Port Royal
- 8 Funding & implementation of traffic adaptive system for US 278
- 9 Construction of Boundary St Streetscape Project
- 10 Upgrade signal equipment to include new pedestrian buttons and signal back plates

# **INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS**

## **Beaufort County, South Carolina**

**February 2014**

**DEPARTMENT: Traffic & Transportation Engineering**

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

- 1 Update Road Capital Improvement Program (CIP) and Road Impact Fees
- 2 Development of the Long Range Transportation Plan (LRTP) with LATS MPO
- 3 Inventory, upgrade & replacement of street name signs along US 21 (Trask Pkwy) & US 21 (Parris Island Gtwy)
- 4 Installation of overhead street names signs on US 21, US 278, Bluffton & Buckwalter Pkwy
- 5 Implementation of updated Countywide signal timings
- 6 Woods Memorial Bridge Traveler information system plan, funding and implementation
- 7 Charles St traffic signal upgrades – under construction
- 8 Street lighting for signalized intersections
- 9 Installation of 2 new signals – SC 170 @ Sun City and US 278 @ Hampton Pkwy
- 10 Update Traffic Engineering website and mapping improve availability of information
- 11 Networking of 4 signals & network repair between 2 existing signals
- 12 Management Sales Tax Projects (SC 170 Widening & Bluffton Pkwy 5A Flyover)
- 13 Implementation of Flashing Yellow Arrow (FYA) for left-turn control at selected intersections

# **SECTION 6**

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## **STRATEGIC DISCUSSION ON CRITICAL ISSUES**

# Beaufort County Critical Topics for Discussion

**► Topics**

1. Referendum
  
2. Regional Ferry Service
  
3. Solid Waste
  
4. Budget: Projections, Direction on Key Financial Issues and Carryover  
Actions Funding for 2015
  
5. Budget and Financial Processes: Review, Financial Planning/Projections,  
Financial Reporting, Budgets from Other Elected Officials
  
6. Economic Development and Growth
  
- 7.
  
- 8.
  
- 9.
  
- 10.

**PRIORITY**

# **Critical Issue: Referendum**

## **PROBLEM ANALYSIS**

## **DESIRED OUTCOME**

## **STRATEGIC ACTIONS**

# **Critical Issue: Regional Ferry Service**

## **PROBLEM ANALYSIS**

## **DESIRED OUTCOME**

## **STRATEGIC ACTIONS**

# **Critical Issue: Solid Waste**

## **PROBLEM ANALYSIS**

## **DESIRED OUTCOME**

## **STRATEGIC ACTIONS**

**Critical Issue:**  
**Budget – Projections, Direction on Key  
Financial Issues and  
Carryover Actions Funding for 2015**

**PROBLEM ANALYSIS**

**DESIRED OUTCOME**

**STRATEGIC ACTIONS**

**Critical Issue:**  
**Budget and Financial Processes:**  
**Review, Financial Planning/Projections,**  
**Financial Reporting, Budgets from**  
**Other Elected Officials**

**PROBLEM ANALYSIS**

**DESIRED OUTCOME**

**STRATEGIC ACTIONS**

# **Critical Issue: Economic Development and Growth**

## **PROBLEM ANALYSIS**

## **DESIRED OUTCOME**

## **STRATEGIC ACTIONS**

## **Critical Issue:**

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### **PROBLEM ANALYSIS**

### **DESIRED OUTCOME**

### **STRATEGIC ACTIONS**

# Critical Issue:

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## PROBLEM ANALYSIS

## DESIRED OUTCOME

## STRATEGIC ACTIONS

## **Critical Issue:**

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### **PROBLEM ANALYSIS**

### **DESIRED OUTCOME**

### **STRATEGIC ACTIONS**

## **Critical Issue:**

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### **PROBLEM ANALYSIS**

### **DESIRED OUTCOME**

### **STRATEGIC ACTIONS**

## **Critical Issue:**

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### **PROBLEM ANALYSIS**

### **DESIRED OUTCOME**

### **STRATEGIC ACTIONS**

# **SECTION 8**

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## **ACTION AGENDA 2014**

# **Action Agenda**

## **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 city 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 2014  
Targets for Action**

TOP PRIORITY

HIGH PRIORITY

# Beaufort County Policy Agenda 2014

▶ <b>Targets for Action</b>	<b>PRIORITY</b>		
	<b>PRIORITY</b>	<b>TOP</b>	<b>HIGH</b>
1.			
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# Beaufort County Policy Agenda 2014

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
9.			
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# Beaufort County Policy Agenda 2014

► <b>Targets for Action</b>	PRIORITY		
	PRIORITY	TOP	HIGH
17.			
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24.			

**Beaufort County  
Management Agenda 2014  
Targets for Action**

TOP PRIORITY

HIGH PRIORITY

# Beaufort County Management Agenda 2014

▶ <b>Targets for Action</b>	<b>PRIORITY</b>		
	<b>PRIORITY</b>	<b>TOP</b>	<b>HIGH</b>
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# Beaufort County Management Agenda 2014

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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# Beaufort County Management Agenda 2014

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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**Beaufort County  
Management in Progress 2014**

**Beaufort County  
Major Projects 2014**

# Beaufort County Action Outlines 2014

<b>ACTION</b>		<b>PRIORITY</b>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility: _____		

<b>ACTION</b>		<b>PRIORITY</b>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility: _____		

**ACTION**

<b>PRIORITY</b>

Key Issues

Activities/Milestones

Time

Responsibility:
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**ACTION**

<b>PRIORITY</b>

Key Issues

Activities/Milestones

Time

Responsibility:
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**ACTION**

**PRIORITY**

Key Issues

Activities/Milestones

Time

Responsibility:

**ACTION**

<b>PRIORITY</b>

Key Issues

Activities/Milestones

Time

Responsibility:
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**ACTION**

<b>PRIORITY</b>

Key Issues

Activities/Milestones

Time

Responsibility:
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**ACTION**

**PRIORITY**

Key Issues

Activities/Milestones

Time

Responsibility:

**ACTION**

<b>PRIORITY</b>

Key Issues

Activities/Milestones

Time

Responsibility:
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**ACTION**

<b>PRIORITY</b>

Key Issues

Activities/Milestones

Time

Responsibility:
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**ACTION**

<b>PRIORITY</b>

Key Issues

Activities/Milestones

Time

Responsibility:
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**ACTION**

<b>PRIORITY</b>

Key Issues

Activities/Milestones

Time

Responsibility:
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# **SECTION 9**

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## **GOVERNANCE: COUNTY COUNCIL IN ACTION**

# **Beaufort County County Council Governance Topics**

1. Strategic Plan: Mid Year One Day Update/Strategic Discussion/Direction
2. Informal Discussion Time among County Council
3. Executive Sessions: Review, Feedback
4. Committee Reports: Feedback
5. Communications from Chair and County Administrator
6. Chair/Vice Chair: Expectations, Feedback and Suggested Actions
7. Council Contact/Direction of Council Staff: Guidelines
8. Role of Liaison: Communications and Represent County Direction
9. Executive Committee: Role/Purposes, Feedback
10. Teamwork among Council: Trust and Candid Conversations on Critical Issues

# **County Chair: Expectations and Actions**

## **Chair Perspective Role:**

- **Make Council successful**
- **Keep Council informed**
- **Access to all and same information**
- **Call if the topic is specific to you**
- **Maintain a sense of collegiality**

## **Feedback to Chair**

- **Open to input**
- **Communications with all Council members**
- **Opportunities to interact with all Council members**
- **Bring Council to closure**

## **Actions**

- **Chair to inform Vice Chair**
- **Council members give Chair feedback**

# Executive Committee

## Purposes

- **To discuss topics**
- **To share information**
- **To complete tasks**
- **To “vet” and appoint candidate to Boards and Commissions**
- **To monitor action agenda**

# Caucus Session

## Action

- **Executive Session**
- **County Administrator to sit at table with Council**

## Reports

- **Committee Report**
- **Liaison Report**

# **Consent Agenda**

- **Any Councilmember can pull an item**

# Council Liaisons

## MUNICIPALITIES

**Role: To update Council on activities, issues and direction to represent County policies and direction**

- 1. Port Royal: Brian Flewelling**
- 2. Bluffton: Tabor Vaux, Cynthia Bensch, Jerry Stewart**
- 3. Hilton Head Island: Stu Rodman, Steve Baer, Rick Caporale**
- 4. Beaufort: Paul Sommerville**
- 5. Hardeeville: Jerry Stewart**

## COUNTY

**Jasper County: Paul Sommerville plan an informal social gather for both County Councils**

## SCHOOLS

**District Councilmember and School Board member – regular meeting**

**Committee to Committee: Chairs dialog and discussion**

**Palmetto Electric and Beaufort/Jasper Utilities: on hold at the present time**

# **Strategic Plan**

- 1. Adoption as an Addendum to the Comprehensive Plan**
- 2. Action Agenda – Annual work program for County Council and Committees**
- 3. Committees provide monthly/quarterly updates on the status of items in the Action Agenda**
- 4. Mid-year review – 1 day workshop**