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ADMINISTRATION BUILDING
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COUNTY ATTORNEY

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CLERK TO COUNCIL

AGENDA
COUNTY COUNCIL OF BEAUFORT COUNTY
STRATEGIC PLAN REVIEW
WORK SESSION
Tuesday, September 11, 2018
Immediately following the 2:00 p.m. Finance Committee Workshop
Executive Conference Room, Administration Building
Beaufort County Government Robert Smalls Complex
100 Ribaut Road, Beaufort

1. CALL TO ORDER – Immediately following the 2:00 p.m. Finance Committee Workshop

2. PLEDGE OF ALLEGIANCE

3. EXECUTIVE SESSION / DISCUSSION OF NEGOTIATIONS INCIDENT TO PROPOSED CONTRACTUAL ARRANGEMENTS

4. MATTERS ARISING OUT OF EXECUTIVE SESSION

5. UPDATE AND DISCUSSION / UPDATE ON BEAUFORT COUNTY POLICY AGENDA ISSUES ARISING OUT OF 2018 STRATEGIC PLANNING SESSION (RETREAT) AND DISCUSSION OF MANAGEMENT AGENDA ARISING OUT OF SAME ISSUES (backup)

6. DISCUSSION / BUSINESS LICENSE FEE ADJUSTMENTS

7. ADJOURNMENT
EXECUTIVE SUMMARY

Chairman and County Council

Beaufort County, South Carolina
February 2018
# Table of Contents

## EXECUTIVE SUMMARY

- Strategic Planning for Beaufort County: 1
- Beaufort County Vision: 2
- Beaufort County Government: Mission: 3
- Beaufort County: Plan 2018 – 2023: 4
- Beaufort County: Action Agenda 2018: 15
STRATEGIC FRAMEWORK

VISION 2033
“Desired Destination for Beaufort County”

PLAN 2023
“Map to Beaufort County’s Destination”

EXECUTION
“Route for Next Year”

MISSION
“Responsibilities of Beaufort County Government”

BELIEFS
“Expectations of Beaufort County Employees”
BEAUFORT COUNTY VISION

Beaufort County will continue to be one of the most desirable places in the United States to live, work and enjoy a sense of community in a culturally diverse coastal setting.
BEAUFORT COUNTY GOVERNMENT: MISSION

Beaufort County Government exists to
serve the people of Beaufort County
in a cost effective manner,
so all our citizens may enjoy
and appreciate a protected quality of life,
natural and developed resources
in a coastal environment,
a diverse heritage and economic well being
Beaufort County
Goals 2023

Growing, Diversified Regional Economy

Financially Sound County Providing Quality Core Services Efficiently

Upgraded County Infrastructure and Facilities

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

More Sustainable County through Planned, Managed Development
GOAL 1  GROWING, DIVERSIFIED REGIONAL ECONOMY

► Objectives

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

► Short-Term Challenges and Opportunities

1. Working and building trust with other governments: municipalities and counties
2. Funding mechanism for economic development
3. Creating a positive environment for business investment and growth
4. Tapping the potential of “Heritage Tourism”
5. Availability of workforce and housing
6. Balancing business development and economic growth with protection of natural resources
7. Defining what is “real” economic development with outcome-based metrics and performance standards
### Actions 2018

#### Policy Agenda

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

#### Management Agenda

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

#### Management in Projects

1. Hilton Head Island Airport Project: FAA Safety Improvements
GOAL 2                  FINANCIALLY SOUND COUNTRY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

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

► Short-Term Challenges and Opportunities
1. Federal and State legislative actions impacting Beaufort County revenues, services and capital projects
2. Cost of living in Beaufort County
3. Providing services for those who need or are dependent on County services
4. Retaining a top quality Beaufort County workforce with competitive compensation
5. Increasing demands for County services and facilities by residents
6. Increasing interest rates
7. Defining the role of County government, service responsibilities/levels and relationship to municipalities
8. Potential increases in costs: healthcare, raw materials, and outside contracts
## Actions 2018

### Policy Agenda

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

### Management Actions

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

### Management In Progress

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

### Objectives

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

### Short-Term Challenges and Opportunities

1. Growth impact on roads
2. Devolution of roads to municipalities
3. County investing in infrastructure for future growth
4. Aging County facilities needing major repairs and/or replacement
5. Determining funding mechanism and who should pay for projects
6. Reduced funding for roads from Federal government and State of South Carolina
7. Prioritizing and funding County infrastructure and facilities projects
8. Traffic volume and road capacity
9. Funding for operations and ongoing maintenance
10. Increasing energy efficiency of County buildings and facilities
### Actions 2018

**Policy Agenda**

1. U.S. Highway 278 Expansion/Improvements
2. Daufuskie Island Public Improvements
3. Passive County Parks: Direction

**Management Agenda**

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

**Management In Progress**

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

**Major Projects**

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

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

▶ Objectives

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

▶ Short-Term Challenges and Opportunities

1. Sprawl development and impervious surfaces impacting water quality and natural resources
2. Impact of rapid growth
3. Opening up rural and critical lands for public uses
4. Potential of regional stormwater management
5. Preserving and enhancing water quality
6. Increasing amount of litter
7. Managing the watershed
### Actions 2018

#### Policy Agenda
1. Regional Stormwater Management  
2. Litter Control/Reduction Action Plan  

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#### Management Actions
1. County Stormwater Management Program  
2. Ditch Maintenance and Drainage Policy

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#### Management in Progress
1. FEMA Maps  
2. Sea Level Rise Monitoring: Report  
3. Building Permits Online

#### Major Projects
1. Okatie Stormwater Project  
2. Battery Creek Stormwater Project  
3. Shell Point Stormwater Project  
4. St. Helena Island Stormwater Project  
5. Lady’s Island Stormwater Project
GOAL 5
MORE SUSTAINABLE COUNTRY THROUGH PLANNED, MANAGED DEVELOPMENT

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

► Short-Term Challenges and Opportunities
1. Encouraging “SMART” growth principles and their application to Beaufort County
2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton, Hilton Head Island, and Military
3. Balancing personal property rights and regulations for community benefits
4. Understanding the Community Development Code and related processes
5. Adapting County land use and development regulations to each community
6. Rapid residential growth
7. Availability of affordable and workforce housing
8. Resolving annexation issues
9. Implementation of abandoned or deteriorated buildings and structures program
10. Addressing homeless and mental health issues
Actions 2018

Policy Agenda

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

Management Actions

1. Residential Homes: Build

Management in Progress

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

Major Projects

1. Crystal Lake Passive Park
2. Fort Fremont Passive Park
3. Okatie Regional Preserve
4. New River Park
Beaufort County
Policy Agenda 2018

TOP PRIORITY

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

HIGH PRIORITY

- Daufuskie Island Public Improvements
- County Government County Manager Form of Government
- Solid Waste Curbside Pick Up/Recycling
- Historic Tourism Destination: Development
- Beaufort Memorial Hospital – Indigent Healthcare Funding
- Community Development Code/Comprehensive Plan/Future Land Use Map
- USCB/TCL Campus: Development/Expansion
- Rivers and Creeks Water Quality: Evaluation
- Passive County Parks: Direction
Beaufort County
Management Agenda 2018

TOP PRIORITY

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

HIGH PRIORITY

County Employee Satisfaction Survey
County Employee Clinic
Ditch Maintenance and Drainage Policy
County Facilities Condition Assessment and Plan
Residential Homes: Build
Salary and Compensation Study: Implementation
Pension: Annual Funding
Beaufort County
Management in Progress 2018

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

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