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[Leader's Guide 2017](#)

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**2017**



# Beaufort County: Strategic Plan

## BEAUFORT COUNTY VISION A SUSTAINABLE COUNTY

PERSONAL LIVABILITY

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ENVIRONMENTAL STEWARDSHIP

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ECONOMIC OPPORTUNITY

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COMMUNITY BUILDING

## GOALS 2022

Growing, Diversified Regional Economy

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Financially Sound County Providing Quality Core  
Services Efficiently

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Upgraded County Infrastructure and Facilities

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

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More Sustainable County through Planned,  
Managed Development

## POLICY AGENDA 2017

### Top Priority

County Economic Development Policy  
Framework

Annexation Policy/Agreement

USC-B/TCL Campus Building

County Administrator Replacement

County Government: County Manager Form  
of Government

### High Priority

After Action Report

Hilton Head National Rezoning/Development  
Agreement

Waddell Mariculture Extension Center

Heritage/Historic Tourism Plan

Affordable/Workforce Housing

Comprehensive Impact Fee Review

Sales Tax Referendum 2018: Direction, Timing

## MANAGEMENT AGENDA 2017

### Top Priority

Salary and Compensation Study Implementation  
FEMA Reimbursement

Countywide Information Technology Plan

U.S. Highway 278 Expansion/Improvements  
(SCDOT): Advocacy

2018 Priority Projects: Immediate Opportunities

Stormwater Management Program/Policy:  
Implementation

### High Priority

Solid Waste Curbside Pick Up/Recycling  
Implementation

Residential Homes (3) Port Royal

Budget FY 2017-2018: Tax

County Facilities Condition Assessment and Plan

Housing Survey

County Roads Update/Financing Plan

## MANAGEMENT IN PROGRESS 2017

MUNIS Software	Quick Response Vehicle
Debris Management Plan: Update	Public Safety Radios
Legislative Program: 2017-2018	Convenience Centers: Direction
South Carolina Retirement Plan Liability Report	County Five-Year Energy Recovery/Improvement Plan
Planning and Zoning Website: Citizen Tracking of Projects	Sea Level Rise: Monitor
IT Reorganization	FEMA Flood Maps
2017 Reassessment: Preparation	Building Permit Online
Library Strategic Plan	Sale of Port in Town of Port Royal: Monitoring
Worker Compensation	Heirs Property Public Awareness
Dental Insurance	Northern Regional Plan: Implementation

## MAJOR PROJECTS 2017

Hilton Head Island Airport Project: FAA Safety Improvements	Voter Registration Building
Windmill Harbour Entrance	Lady's Island Stormwater Project
Physical Security Plan for County	Shell Point Stormwater Project
Pinckney Improvements	Battery Creek Restoration
U.S. Highway 17	Crystal Lake Passive Park
Broad River Fishing Pier Improvements	Fort Fremont Passive Park
Animal Shelter/Services Building	Okatie Regional Preserve
8% Projects	New River Park

# *STRATEGIC PLAN*

## *2017 → 2022 → 2032*

### EXECUTIVE SUMMARY

Chairman and County Council



Beaufort County, South Carolina  
February 2017



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# **STRATEGIC FRAMEWORK**

## **VISION 2032**

*“Desired Destination for Beaufort County”*

## **PLAN 2022**

*“Map to Beaufort County’s Destination”*

## **EXECUTION**

*“Route for Next Year”*

## **MISSION**

*“Responsibilities of Beaufort County Government”*

## **BELIEFS**

*“Expectations of Beaufort County Employees”*

# **Beaufort County Goals 2022**

**Growing, Diversified Regional Economy**

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

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**Upgraded County Infrastructure and Facilities**

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

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

<b>GOAL 1</b>	<b>GROWING, DIVERSIFIED REGIONAL ECONOMY</b>
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- 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. Availability of workforce and housing
  4. Balancing business development and economic growth with protection of natural resources
  5. Link economic opportunities to USC-B and TCL
  6. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
  7. Producing tangible results: real new businesses, more value-added jobs

<b>► Actions 2017</b>	<b>PRIORITY</b>
<i>Policy Agenda</i>	
1. County Economic Development Policy Framework (Economic Development Corporation)	Top Priority
2. USC-B/TCL Campus Building	Top Priority
3. Heritage/Historic Tourism Plan	High Priority
<i>Major Projects</i>	
1. Hilton Head Island Airport Project: FAA Safety Improvements	



**GOAL 2**

**FINANCIALLY SOUND COUNTRY PROVIDING  
QUALITY CORE SERVICES EFFICIENTLY**

**► Objectives**

1. Growing/maintaining financial reserves consistent with County’s policies
2. Align County services with core responsibilities and financial resources
3. Maintain/enhance strong bond rating
4. 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. Defining the role of County government, service responsibilities/levels and relationship to municipalities
2. Federal and State legislative actions impacting County revenues, services and capital projects
3. Retaining a top quality County workforce and competitive compensation
4. Increasing demands for County services and facilities for residents
5. Absence of long-range revenue/expenditure projections and financial plan
6. Determining County’s funding for outside organizations

► **Actions 2017 – 2017**

**PRIORITY**

*Policy Agenda*

- |  |               |
|--|---------------|
| 1. County Administrator Replacement                                  | Top Priority  |
| 2. County Government County Manager Form of Government of Government | Top Priority  |
| 3. After Action Report   | High Priority |
| 4. Comprehensive Impact Fee Review                                   | High Priority |
| 5. Sales Tax Referendum 2018: Direction,                             | High Priority |
| 6. Comprehensive Financial Plan: Revenues and Expenditures           |               |
| 7. PALS Transfer to Hilton Head Island (Town)                        |               |

*Management Actions*

- |  |               |
|--|---------------|
| 1. Salary and Compensation Study Implementation          | Top Priority  |
| 2. FEMA Reimbursement                                    | Top Priority  |
| 3. Reserve Policy: Revision                              | Top Priority  |
| 4. Solid Waste Curbside Pick Up/Recycling Implementation | High Priority |
| 5. Budget FY 2017-2018: Tax                              | High Priority |
| 6. Software Review                                       |               |

*Management In Progress*

1. MUNIS Software
2. Debris Management Plan: Update
3. Legislative Program: 2017-2018
4. South Carolina Retirement Plan Liability Report
5. Planning and Zoning Website: Citizen Tracking of Projects
6. IT Reorganization
7. 2017 Reassessment: Preparation
8. Library Strategic Plan
9. Worker Compensation
10. Dental Insurance

**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. Evaluate Hilton Head Island Bridges to SCDOT Priority
4. Expand sewer system to replace septic’s (in coordination with Beaufort/Jasper Water/Sewer)
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. Structural and/or obsolete bridges and roads needing repairs or replacement
2. Increasing road and pedestrian safety
3. County investing in infrastructure for future growth
4. Traffic volume and road capacity
5. Reduced funding for roads from Federal government and State of South Carolina
6. Prioritizing and funding County infrastructure and facilities projects
7. Expanding, improving the quality of parks and recreational facilities
8. Funding for operations and ongoing maintenance

► **Actions 2017**

**PRIORITY**

*Policy Agenda*

1. Priority Investment – Capital Projects Long-Term Prioritized Requirements
2. Long-Term County Offices Plan
3. Detention Center (\$3 Million)
4. Passive County Parks: Plan, Funding
5. Disabilities and Special Needs Building: Direction, Funding
6. Camp St. Mary

*Management Agenda*

1. Countywide Information Technology Plan
2. U.S. Highway 278 Expansion/Improvements (SCDOT): Advocacy
3. 2018 Priority Projects: Immediate Opportunities
4. County Facilities Condition Assessment and Plan
5. County Roads Update/Financing Plan
6. Arthur Horne Building
7. U.S. Highway 278 Corridor (Gateway) Environmental Assessment
8. Daufuskie Island Public Improvements

Top Priority

Top Priority

Top Priority

High Priority

High Priority

*Management In Progress*

1. Quick Response Vehicle
2. Public Safety Radios
3. Convenience Centers: Direction
4. County Five-Year Energy Recovery/Improvement Plan

*Major Projects*

1. Windmill Harbour Entrance
2. Physical Security Plan for County
3. Pinckney Improvements
4. U.S. Highway 17
5. Broad River Fishing Pier Improvements
6. Animal Shelter/Services Building
7. 8% Projects
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. Preserving local businesses dependent upon water quality and natural resources
2. Sprawl development and impervious surfaces impacting water quality and natural resources
3. Preserving and enhancing water quality
4. Opening up rural and critical lands for public uses

► **Actions 2017 – 2017**

**PRIORITY**

*Policy Agenda*

1. Waddell Mariculture Extension Center
2. Comprehensive Countywide System/Stormwater Utility (including Comprehensive Regional): Agreements with Municipalities
3. Ditch Maintenance and Drainage Policy
4. Tree Ordinance: Evaluation Report, Revision
5. Plastic Bag Ban Ordinance

High Priority

*Management Actions*

1. Stormwater Management Program/Policy: Implementation
2. Okatie River Restoration: Funding
3. May River Action Plan
4. Rivers and Creeks Water Quality: Evaluation
5. Buckingham Plantation Community Development Plan: Amendment

Top Priority

*Management in Progress*

1. Sea Level Rise: Monitor
2. FEMA Flood Maps
3. Building Permit Online

*Major Projects*

1. Lady's Island Stormwater Project
2. Shell Point Stormwater Project
3. Battery Creek Restoration

**GOAL 5**

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

**► Objectives**

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

**► Short-Term Challenges and Opportunities**

1. Balancing personal property rights and regulations for community benefits
2. Encouraging “SMART” growth principles and their application to Beaufort County
3. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton, Hilton Head Island, and Military
4. County’s role in preserving or enhancing property values
5. Defining Beaufort County’s role in redevelopment, infill development and increasing density

► **Actions 2017 – 2017**

**PRIORITY**

*Policy Agenda*

1. Annexation Policy/Agreement
2. Hilton Head National Rezoning/Development Agreement
3. Affordable/Workforce Housing
4. Community Development Code: Development Agreement

Top Priority

High Priority

High Priority

*Management Actions*

1. Residential Homes (3) Port Royal
2. Housing Survey

High Priority

High Priority

*Management in Progress*

1. Sale of Port in Town of Port Royal: Monitoring
2. Heirs Property Public Awareness
3. 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 2017**

## **TOP PRIORITY**

**County Economic Development Policy Framework (Economic  
Development Corporation)**

**Annexation Policy/Agreement**

**USC-B/TCL Campus Building**

**County Administrator Replacement**

**County Government: County Manager Form of Government**

## **HIGH PRIORITY**

**After Action Report**

**Hilton Head National Rezoning/Development Agreement**

**Waddell Mariculture Extension Center**

**Heritage/Historic Tourism Plan**

**Affordable/Workforce Housing**

**Comprehensive Impact Fee Review**

**Sales Tax Referendum 2018: Direction, Timing**

# **Beaufort County Management Agenda 2017**

## **TOP PRIORITY**

**Salary and Compensation Study Implementation**

**FEMA Reimbursement**

**Countywide Information Technology Plan**

**U. S. Highway 278 Expansion/Improvements (SCDOT): Advocacy**

**Stormwater Management Program/Policy: Implementation**

## **HIGH PRIORITY**

**Solid Waste Curbside Pick Up/Recycling Implementation**

**Residential Homes (3) Port Royal**

**Budget FY 2017-2018: Tax**

**County Facilities Condition Assessment and Plan**

**Housing Survey**

**County Roads Update/Financing Plan**

# **Beaufort County Management in Progress 2017**

1. MUNIS Software
2. Debris Management Plan: Update
3. Legislative Program: 2017-2018
4. South Carolina Retirement Plan Liability Report
5. Planning and Zoning Website: Citizen Tracking of Projects
6. IT Reorganization
7. 2017 Reassessment: Preparation
8. Library Strategic Plan
9. Worker Compensation
10. Dental Insurance
11. Quick Response Vehicle
12. Public Safety Radios
13. Convenience Centers: Direction
14. County Five-Year Energy Recovery/Improvement Plan
15. Sea Level Rise: Monitor
16. FEMA Flood Maps
17. Building Permit Online
18. Sale of Port in Town of Port Royal: Monitoring
19. Heirs Property Public Awareness
20. Northern Regional Plan: Implementation

## **Beaufort County Major Projects 2017**

1. Hilton Head Island Airport Project: FAA Safety Improvements
2. Windmill Harbour Entrance
3. Physical Security Plan for County
4. Pinckney Improvements
5. U.S. Highway 17
6. Broad River Fishing Pier Improvements
7. Animal Shelter/Services Building
8. 8% Projects
9. Voter Registration Building
10. Lady's Island Stormwater Project
11. Shell Point Stormwater Project
12. Battery Creek Restoration
13. Crystal Lake Passive Park
14. Fort Fremont Passive Park
15. Okatie Regional Preserve
16. New River Park

# STRATEGIC PLAN 2017 → 2022 → 2032



Beaufort County, South Carolina  
February 2017



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# **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**

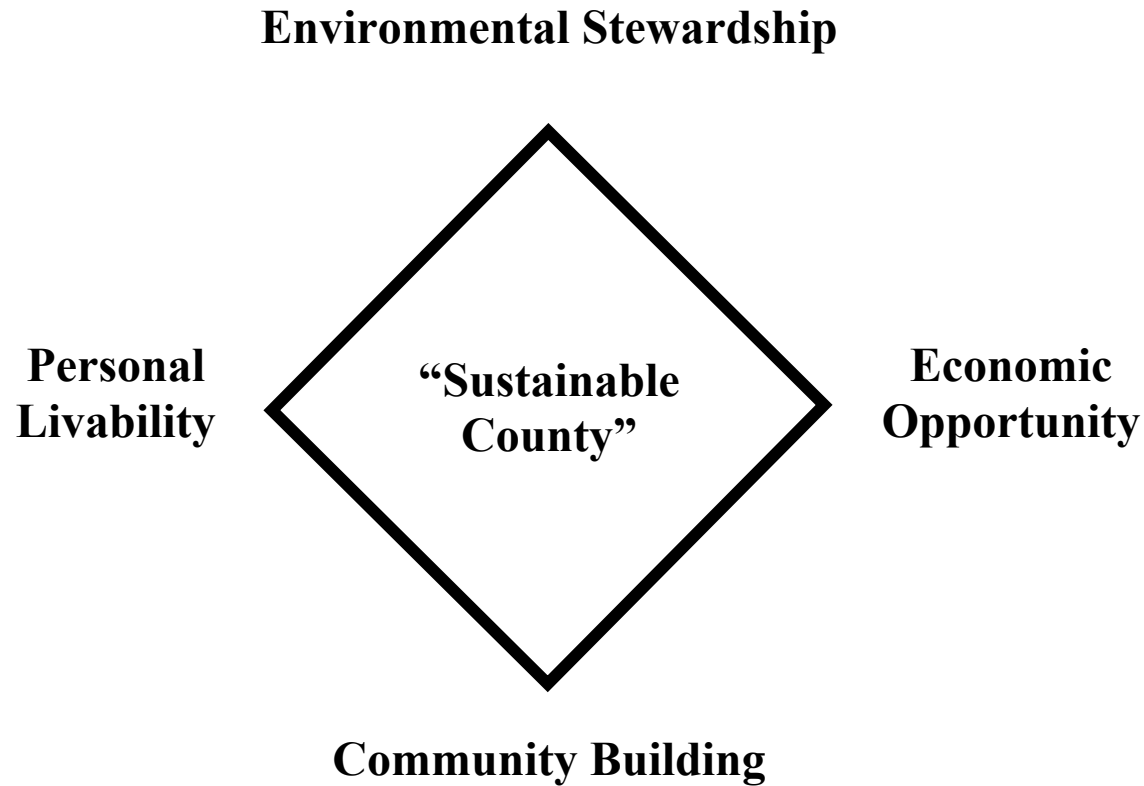
Fuel  
“The Right People”



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

# **BEAUFORT COUNTY PLAN FOR 2017 – 2022**

# ***Beaufort County Goals for 2022***

**Growing, Diversified Regional Economy**

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

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**Upgraded County Infrastructure and Facilities**

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

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**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

### 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. Working and building trust with other governments: municipalities and counties
2. Funding mechanism for economic development
3. Availability of workforce and housing
4. Balancing business development and economic growth with protection of natural resources
5. Link economic opportunities to USC-B and TCL
6. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
7. Producing tangible results: real new businesses, more value-added jobs

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Creating a positive environment for business investment and growth
2. Tapping the potential of “Heritage Tourism”
3. Defining what is “real” economic development with outcome-based metrics and performance standards
4. Determining partnership with regional alliance(s)
5. Strengthening/expanding the tourism base
6. Cost of land in Beaufort County and availability of “ready” sites with infrastructure
7. Defining Beaufort County economic policies, tool kit
8. Performance accountability and return on County investment



**POLICY ACTIONS 2017**

1. County Economic Development Policy Framework (Economic Development Corporation)
2. USC-B/TCL Campus Building
3. Heritage/Historic Tourism Plan
4. Business License

**PRIORITY**

Top Priority
Top Priority
High Priority

**MAJOR PROJECTS 2017**

1. Hilton Head Island Airport Project: FAA Safety Improvements

**ON THE HORIZON 2018 – 2022**

1. BRAC Strategy: Update
2. Commerce Park
3. MOU with St. James Baptist Church
4. Convention Center Feasibility Study
5. Sports Arena Feasibility Study
6. Performing Arts Hall Feasibility Study
7. Beaufort County (Lady’s Island Airport) Private Hangar Proposal
8. Sports Tourism Strategy
9. Airports Master Plan: Update

# Goal 2

## Financially Sound County Providing Quality Core Services Efficiently

### OBJECTIVES

1. Growing/maintaining financial reserves consistent with County's policies
2. Align County services with core responsibilities and financial resources
3. Maintain/enhance strong bond rating
4. 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

### 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. Defining the role of County government, service responsibilities/levels and relationship to municipalities
2. Federal and State legislative actions impacting County revenues, services and capital projects
3. Retaining a top quality County workforce and competitive compensation
4. Increasing demands for County services and facilities for residents
5. Absence of long-range revenue/expenditure projections and financial plan
6. Determining County's funding for outside organizations

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Countywide benefits vs. individual interests and priorities
2. Providing services for those who need or are dependent on County services
3. Potential increases in costs: healthcare, raw materials, and outside contracts
4. Residents understanding of County finances/revenues, services, reassessment process

**POLICY ACTIONS 2017**

	<b>PRIORITY</b>
1. County Administrator Replacement	Top Priority
2. County Government County Manager Form of Government	Top Priority
3. After Action Report	High Priority
4. Comprehensive Impact Fee Review	High Priority
5. Sales Tax Referendum 2018: Direction, Timing	High Priority
6. Comprehensive Financial Plan: Revenues and Expenditures	
7. PALS Transfer to Hilton Head Island (Town)	

**MANAGEMENT IN PROGRESS 2017**

1. MUNIS Software
2. Debris Management Plan: Update
3. Legislative Program: 2017-2018
4. South Carolina Retirement Plan Liability Report
5. Planning and Zoning Website: Citizen Tracking of Projects
6. IT Reorganization
7. 2017 Reassessment: Preparation
8. Library Strategic Plan
9. Worker Compensation
10. Dental Insurance

**MANAGEMENT ACTIONS 2017**

	<b>PRIORITY</b>
1. Salary and Compensation Study Implementation	Top Priority
2. FEMA Reimbursement	Top Priority
3. Reserve Policy: Revision	Top Priority
4. Solid Waste Curbside Pick Up/Recycling Implementation	High Priority
5. Budget FY 2017-2018: Tax	High Priority
6. Software Review	

**ON THE HORIZON 2018 – 2022**

1. Retiree Benefits Termination: Lawsuit Resolution
2. Connectivity in Rural Areas/Wi-Fi Expansion
3. Parks and Recreation: County Role, Relationship to Municipalities
4. Public Schools Strategy/Funding
5. Marine Debris Clean Up
6. Fire Charters/Consolidation Change (Legislation)
7. Police Services Stud
8. Joint Use of School Facilities
9. Treasury Investment Committee: Creation
10. Matching Funds for Grants

# 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. Evaluate Hilton Head Island Bridges to SCDOT Priority
4. Expand sewer system to replace septic’s (in coordination with Beaufort/Jasper Water/Sewer)
5. Expand sidewalks along designated roads
6. Define, plan, develop all types of infrastructure to support future growth and development

### 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. Structural and/or obsolete bridges and roads needing repairs or replacement
2. Increasing road and pedestrian safety
3. County investing in infrastructure for future growth
4. Traffic volume and road capacity
5. Reduced funding for roads from Federal government and State of South Carolina
6. Prioritizing and funding County infrastructure and facilities projects
7. Expanding, improving the quality of parks and recreational facilities
8. Funding for operations and ongoing maintenance

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Aging County facilities needing major repairs and/or replacement
2. Determining direction for County campuses
3. Determining and funding service level for roads
4. Determining funding mechanism and who should pay for projects
5. Connecting Spanish Moss Trail to various community destinations
6. Increasing energy efficiency of County buildings and facilities
7. Expanding solar energy and renewable energy for County facility

**POLICY ACTIONS 2017**

1. Priority Investment – Capital Projects  
Long-Term Prioritized Requirements
2. Long-Term County Offices Plan
3. Detention Center (\$3 Million)
4. Passive County Parks: Plan, Funding
5. Disabilities and Special Needs Building:  
Direction, Funding
6. Camp St. Mary

**PRIORITY**

**MANAGEMENT IN PROGRESS 2017**

1. Quick Response Vehicle
1. Public Safety Radios
1. Convenience Centers: Direction
1. County Five-Year Energy Recovery/Improvement Plan

**MAJOR PROJECTS 2017**

1. Windmill Harbour Entrance
2. Physical Security Plan for County
3. Pinckney Improvements
4. U.S. Highway 17
5. Broad River Fishing Pier Improvements
6. Animal Shelter/Services Building
7. 8% Projects
8. Voter Registration Building

**MANAGEMENT ACTIONS 2017**

1. Countywide Information Technology Plan
2. U.S. Highway 278  
Expansion/Improvements (SCDOT):  
Advocacy
3. 2018 Priority Projects: Immediate  
Opportunities
4. County Facilities Condition Assessment  
and Plan
5. County Roads Update/Financing Plan
6. Arthur Horne Building
7. U.S. Highway 278 Corridor (Gateway)  
Environmental Assessment
8. Daufuskie Island Public Improvements

**PRIORITY**

Top Priority
Top Priority
Top Priority
High Priority
High Priority

### **ON THE HORIZON 2018 – 2022**

1. New County Administration
2. U.S. Highway 21/S.C. Highway 802 Intersection Improvements
3. Library Ordinance: Amendment
4. Spanish Moss Trail Phase VIII: Direction, Funding
5. EMS Headquarters
6. Dirt Roads
7. Private Road Improvements
8. Dale Community Center/Sports Complex Development
9. Burton Wells Regional Park: Phase III
10. Law Enforcement Center
11. Hampton Parkway
12. Library Headquarters
13. Shell Point Access Problems to Charter Schools
14. Bluffton Parkway 6A to I-95
15. Future Boat Landings/Ramps/Docks/Piers Plan and Funding (\$1.5 Million)
16. Administration Building Re-Skin (\$5 Million)
17. General Facilities Repair (\$3 Million)
18. Public Works Equipment (Specialized) (\$1 Million)
19. Public Works Garage Replacement Facility (\$3 Million)



# 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

### 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 local businesses dependent upon water quality and natural resources
2. Sprawl development and impervious surfaces impacting water quality and natural resources
3. Preserving and enhancing water quality
4. Opening up rural and critical lands for public uses

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Expanding the “Lowcountry” brand including food production (farming and fishing) and ecotourism
2. Federal and State of South Carolina regulations and mandates impacting water and our natural environment
3. Sea level rise

**POLICY ACTIONS 2017**

1. Waddell Mariculture Extension Center
2. Comprehensive Countywide System/Stormwater Utility (including Comprehensive Regional System): Agreements with Municipalities
3. Ditch Maintenance and Drainage Policy
4. Tree Ordinance: Evaluation Report, Revision
5. Plastic Bag Ban Ordinance

**PRIORITY**

High Priority

**MANAGEMENT IN PROGRESS 2017**

1. Sea Level Rise: Monitor
2. FEMA Flood Maps
3. Building Permit Online

**MAJOR PROJECTS 2017**

1. Lady’s Island Stormwater Project
2. Shell Point Stormwater Project
3. Battery Creek Restoration

**MANAGEMENT ACTIONS 2017**

1. Stormwater Management Program/Policy: Implementation
2. Okatie River Restoration: Funding
3. May River Action Plan
4. Rivers and Creeks Water Quality: Evaluation
5. Buckingham Plantation Community Development Plan: Amendment

**PRIORITY**

Top Priority

**ON THE HORIZON 2018 – 2022**

1. Creek Restoration: Progressive Project for Saltwater Quality
2. Corridor Beautification (Link to “Keep Beaufort Beautiful”)
3. Ferry System Re-Evaluation

# Goal 5

## More Sustainable County Through Planned, Managed Development

### OBJECTIVES

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

### MEANS TO RESIDENTS

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

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Balancing personal property rights and regulations for community benefits
2. Encouraging “SMART” growth principles and their application to Beaufort County
3. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton, Hilton Head Island, and Military
4. County’s role in preserving or enhancing property values
5. Defining Beaufort County’s role in redevelopment, infill development and increasing density

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Understanding the Community Development Code and related processes
2. Adapting County land use and development regulations to each community
3. Problem of heirs property and defining the County’s role
4. Implementation of abandoned or deteriorated buildings and structures program

**POLICY ACTIONS 2017**

1. Annexation Policy/Agreement
2. Hilton Head National Rezoning/Development Agreement
3. Affordable/Workforce Housing
4. Community Development Code: Development Agreement

**PRIORITY**

Top Priority

High Priority

High Priority

**MAJOR PROJECTS 2017**

1. Crystal Lake Passive Park
2. Fort Fremont Passive Park
3. Okatie Regional Preserve
4. New River Park

**MANAGEMENT ACTIONS 2017**

1. Residential Homes (3) Port Royal
2. Housing Survey

**PRIORITY**

High Priority

High Priority

**MANAGEMENT IN PROGRESS 2017**

1. Sale of Port in Town of Port Royal: Monitoring
2. Heirs Property Public Awareness
3. Northern Regional Plan: Implementation

**ON THE HORIZON 2018 – 2022**

1. Comprehensive Plan: Update/Southern Regional Plan Implementation
2. Transfer of Development Rights
3. Sidewalks/Biking in Rural Areas Plan
4. Public Transit Option to Charleston
5. Rural and Critical Lands Policy and Plan: Review
6. New River Passive Park: Direction
7. U.S. Marine Corps Air Station Beaufort Joint Land Use Study
8. Homeless Strategy

# **BEAUFORT COUNTY ACTION AGENDA 2017**

# ***Beaufort County Policy Agenda 2017***

## **TOP PRIORITY**

**County Economic Development Policy Framework (Economic Development Corporation)**

**Annexation Policy/Agreement**

**USC-B/TCL Campus Building**

**County Administrator Replacement**

**County Government: County Manager Form of Government**

## **HIGH PRIORITY**

**After Action Report**

**Hilton Head National Rezoning/Development Agreement**

**Waddell Mariculture Extension Center**

**Heritage/Historic Tourism Plan**

**Affordable/Workforce Housing**

**Comprehensive Impact Fee Review**

**Sales Tax Referendum 2018: Direction, Timing**



# ***Beaufort County Management Agenda 2017***

## **TOP PRIORITY**

**Salary and Compensation Study Implementation**

**FEMA Reimbursement**

**Countywide Information Technology Plan**

**U.S. Highway 278 Expansion/Improvements (SCDOT): Advocacy**

**2018 Priority Projects: Immediate Opportunities**

**Stormwater Management Program/Policy: Implementation**

## **HIGH PRIORITY**

**Solid Waste Curbside Pick Up/Recycling Implementation**

**Residential Homes (3) Port Royal**

**Budget FY 2017-2018: Tax**

**County Facilities Condition Assessment and Plan**

**Housing Survey**

**County Roads Update/Financing Plan**

# ***Beaufort County Management in Progress 2017***

**MUNIS Software**

**Debris Management Plan: Update**

**Legislative Program: 2017-2018**

**South Carolina Retirement Plan Liability Report**

**Planning and Zoning Website: Citizen Tracking of Projects**

**IT Reorganization**

**2017 Reassessment: Preparation**

**Library Strategic Plan**

**Worker Compensation**

**Dental Insurance**

**Quick Response Vehicle**

**Public Safety Radios**

**Convenience Centers: Direction**

**County Five-Year Energy Recovery/Improvement Plan**

**Sea Level Rise: Monitor**

**FEMA Flood Maps**  
**Building Permit Online**  
**Sale of Port in Town of Port Royal: Monitoring**  
**Heirs Property Public Awareness**  
**Northern Regional Plan: Implementation**

# ***Beaufort County Major Projects 2017***

**Hilton Head Island Airport Project: FAA Safety Improvements**

**Windmill Harbour Entrance**

**Physical Security Plan for County**

**Pinckney Improvements**

**U.S. Highway 17**

**Broad River Fishing Pier Improvements**

**Animal Shelter/Services Building**

**8% Projects**

**Voter Registration Building**

**Lady's Island Stormwater Project**

**Shell Point Stormwater Project**

**Battery Creek Restoration**

**Crystal Lake Passive Park**

**Fort Fremont Passive Park**

**Okatie Regional Preserve**

**New River Park**

# *LEADER'S GUIDE*

## *2017*

### **FINAL REPORT**

Chairman and County Council



Beaufort County, South Carolina  
February 2017



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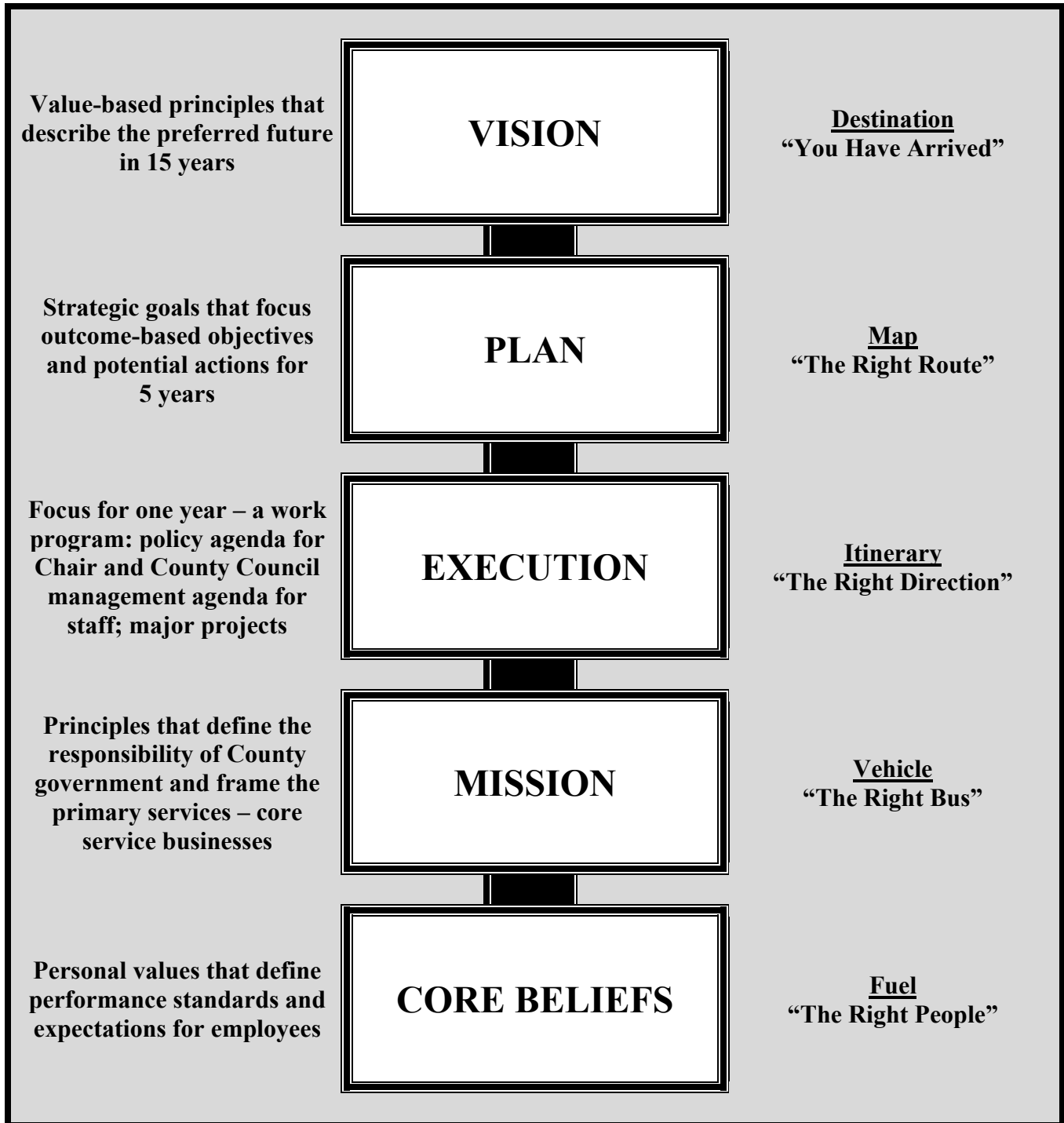
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# **SECTION 1**

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## **STRATEGIC PLANNING FOR BEAUFORT COUNTY**

# ***STRATEGIC PLANNING MODEL***





# **SECTION 2**

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

# Beaufort County Strengths – Weaknesses Threats - Opportunities

## ► Strengths

1. Military bases: Parris Island and Air Base [L][SEP]
2. Tourism - major destination [L][SEP]
3. Lowcountry natural environment and beauty
4. Islands [L][SEP]
5. Beaches [L][SEP]
6. County administration [L][SEP]
7. Quality County services [L][SEP]
8. Land for residential development [L][SEP]
9. Reputation: “Great Place to Live”
10. Access to I-95 [L][SEP]
11. Financially sound County government [L][SEP]
12. Technical College [L][SEP]
13. Bond Rating [L][SEP]
14. Competitive destination for retirees [L][SEP]
15. Rapport with residents [L][SEP]
16. Low taxes [L][SEP]

► **Areas for Improvement**

1. Condition and capacity of highways, including traffic congestion [L] [SEP]
2. Bridges near end of lifetime [L] [SEP]
3. Relationship with municipalities [L] [SEP]
4. Division on economic development: vision and organization [L] [SEP]
5. Working with property owners [L] [SEP]
6. Aging community - old population [L] [SEP]
7. Updating County government: Treasurer and Auditor [L] [SEP]

► **Threats to our Future**

1. Divide: north of the Broad vs. south of the Broad [L][SEP]
2. Division/split on the County Council [L][SEP]
3. Uncertain Policies and actions of the Federal government [L][SEP]
4. Limited County revenues and resources [L][SEP]
5. Politics over community benefit [L][SEP]
6. Annexations by municipalities [L][SEP]
7. Uncertain global and national economy [L][SEP]
8. Aging tourism reputation and facilities [L][SEP]
9. No economic diversification [L][SEP]
10. Ethical government challenges [L][SEP]
11. Unmanaged growth in Bluffton area [L][SEP]
12. Affordable housing for workforce [L][SEP]
13. Quality of public schools [L][SEP]
14. Funding from the State of South Carolina [L][SEP]
15. Next Hurricane [L][SEP]
16. Lack of trust and disharmony among County Council members [L][SEP]
17. Low financial reserves [L][SEP]

► **Opportunities for the Future**

1. Port of Jasper [SEP]
2. Diversification of local economy [SEP]
3. Cleaning up waterways [SEP]
4. Preparing for earmarks from Federal government [SEP]
5. Future of military: end of Sequestration and increased military spending [SEP]
6. Tourism expansion: historic/heritage and eco-tourism [SEP]
7. USCB future expansion [SEP]
8. Culinary School development [SEP]
9. Auto and Aerospace Parts manufacturing [SEP]

# Beaufort County Actions Ideas for 2017 Chair and County Council

1. Economic Development: Goals, Organization, Funding <sup>[[ ]]</sup><sub>[SEP]</sub>
2. Bridges Strategy: Goals, Direction, Funding, including Tolling <sup>[[ ]]</sup>
3. Heritage Tourism: Next Steps
4. Hilton Head National: Direction, Master Plan <sup>[[ ]]</sup><sub>[SEP]</sub>
5. Annexation by Town of Hilton Head Island: Direction
6. County Annexation Policy: Direction
7. USCB Building: County Role, Direction, Funding
8. Sales Tax Proposal: Direction, Timing
9. Arthur Horn Building: Direction, Next Steps
10. Port of Jasper: Direction, County Actions
11. State Lobbying and Legislative Agenda <sup>[[ ]]</sup><sub>[SEP]</sub>
12. County Administrator Replacement: Next Step, Timing
13. Federal Lobbying and Legislative Agenda <sup>[[ ]]</sup><sub>[SEP]</sub>
14. County (Form based) Code/Development Agreements: Evaluation, Refinement <sup>[[ ]]</sup><sub>[SEP]</sub>
15. Beaufort Commerce Park: County Role, Direction, Funding
16. Sidewalks in Rural Areas: Direction, Projects, Funding <sup>[[ ]]</sup><sub>[SEP]</sub>
17. Daufuskie Island: County Projects, Funding <sup>[[ ]]</sup><sub>[SEP]</sub>

18. Rivers and Creeks: Water Quality Evaluation, Goals, Projects, Funding<sup>[[L]]</sup><sub>[[SEP]]</sub>
19. Financial Plan: Review, Refinement<sup>[[L]]</sup><sub>[[SEP]]</sub>
20. Parks and Recreation: County Role, Relationship to Municipalities, Direction, Funding
21. Housing Survey: Completion, Direction
22. Comprehensive Plan: Update<sup>[[L]]</sup><sub>[[SEP]]</sub>
23. County Detention Facility: Direction<sup>[[L]]</sup><sub>[[SEP]]</sub>
24. Public Safety Radios: Options, Direction<sup>[[L]]</sup><sub>[[SEP]]</sub>
25. Revenue Options: Report with Options, Direction. <sup>[[L]]</sup><sub>[[SEP]]</sub>
26. Convenience Center: Direction. <sup>[[L]]</sup><sub>[[SEP]]</sub>
27. Marine Debris Clean-up
28. Sale of Port at Port Royal: Direction<sup>[[L]]</sup><sub>[[SEP]]</sub>
29. Rural and Critical Lands Policy and Plan: Review, Direction, Next Action Steps<sup>[[L]]</sup><sub>[[SEP]]</sub>
30. County Roads: Update, Direction, and Financing Plan <sup>[[L]]</sup><sub>[[SEP]]</sub>
31. Affordable/Workforce Housing Policy: Direction
32. Special Needs Building: Direction, Funding <sup>[[L]]</sup><sub>[[SEP]]</sub>
33. Mass Transit Option to Charleston: Feasibility Report with Options, Direction
34. Information Technology Plan: Update, Funding
35. Public Schools Strategy: Key Issues, Direction, Actions<sup>[[L]]</sup><sub>[[SEP]]</sub>
36. Ferry System: Re-Evaluation, Direction, County Role, and County Actions
37. Service Consolidation with Jasper County: Evaluation, Directions, and Actions
38. FEMA Reimbursement
39. Highway 278 Expansion/Improvements: Direction, Funding

40. Highway 278/Highway 170 Improvements: Direction, Project Scope, Funding [SEP]
41. Highway 21/Highway 802 Intersection Improvements: Direction, Funding [SEP]
42. Technical College: Next Steps, County Role, Actions [SEP]
43. County Buildings Plans: Direction, Funding, Timing [SEP]
44. Reserve Policy: Review, Funding
45. Folly Beach No Public Sewer: Direction [SEP]
46. Hurricane Return: Plan, Public Education [SEP]
47. New River Park: Direction [SEP]
48. Tax Rate: Direction
49. Planning Commission: Sign Assignment - Direction
50. Re-Districting: Direction, Timing, Next Steps [SEP]
51. Stormwater Management Policy and Program: Next Steps, Guide for 5 Years [SEP]
52. School Impact Fee: Review, Direction [SEP]
53. New Schools: Direction [SEP]
54. County Fees and Charges: Evaluation, Direction [SEP]
55. Business Licenses: Evaluation Report, Direction, Actions
56. Southern Regional Plan: Update, Direction [SEP]
57. County Government: Direction, Actions, Timing [SEP]
58. Convention Center: Feasibility Study, Direction [SEP]
59. Sports Arena: Feasibility Study, Direction [SEP]
60. Culinary Institute: Direction, Funding [SEP]
61. Performing Arts Hall: Feasibility Report, Direction, County Role, Funding [SEP]



62. Impact Fees: Evaluation, Direction<sup>[L]</sup><sub>[SEP]</sub>
63. Solid Waste Landfill: Direction<sup>[L]</sup><sub>[SEP]</sub>
64. PAL Transfer to Town of Hilton Head Island: Direction, County Role<sup>[L]</sup><sub>[SEP]</sub>
65. Staff Compensation Policy: Direction, Funding<sup>[L]</sup><sub>[SEP]</sub>
66. Long Range Capital Plan: Development, Direction, Project Priority, Funding Mechanism
67. Windmill Harbor Intersection: Direction
68. Spanish Moss Trail: Direction, Next Steps<sup>[L]</sup><sub>[SEP]</sub>
69. Graves Property: Direction<sup>[L]</sup><sub>[SEP]</sub>
70. County Government Services and Programs: Comprehensive Evaluation, Report,  
<sup>[L]</sup><sub>[SEP]</sub>Direction<sup>[L]</sup><sub>[SEP]</sub>
71. Retiree Benefits Termination: Direction<sup>[L]</sup><sub>[SEP]</sub>
72. Passive County Parks: Direction <sup>[L]</sup><sub>[SEP]</sub>
73. Southern Courts: Direction<sup>[L]</sup><sub>[SEP]</sub>
74. Road Maintenance: Direction
75. Solid Waste Management: Direction, County Role, Actions
76. Yemassee Industrial Park: Direction, County Role
77. Hampton Industrial Park: Direction, County Role

# **SECTION 3**

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## **BEAUFORT COUNTY PLAN 2017 – 2022**

# **Beaufort County Goals 2022**

**Growing, Diversified Regional Economy**

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

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**Upgraded County Infrastructure and Facilities**

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

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

# Beaufort County Goals 2022 Worksheet

1. Growing, Diversified Regional Economy
2. Financially Sound County Providing Quality Core Services Efficiently
3. Upgraded County Infrastructure and Facilities
4. Preservation of Beaufort County's Lowcountry Character: Natural Beauty, Environment and Heritage
5. More Sustainable County through Planned, Managed Development

IMPORTANCE	
Personal	Team*
18	1
24	2
27	3
35	4
42	5

\* The County Board ranked the five goals from “most important” = 1 to “lesser importance” = 5. The number in this column represents the total score for each goal.

<b>GOAL 1</b>	<b>GROWING, DIVERSIFIED REGIONAL ECONOMY</b>
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- 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

- 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.

<b>► Challenges and Opportunities</b>	<b>PRIORITY</b>
1. Working and building trust with other governments: municipalities and counties	9
2. Funding mechanism for economic development	9
3. Availability of workforce and housing	8
4. Balancing business development and economic growth with protection of natural resources	7
5. Link economic opportunities to USC-B and TCL	7
6. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development	5
7. Producing tangible results: real new businesses, more value-added jobs	5
8. Creating a positive environment for business investment and growth	4



<b>► Actions 2017 (Continued)</b>			<b>PRIORITY</b>
4.	USC-B/TCL Campus Building	CC	7
	• Direction	OTH	
	• Receive Proposals with Amount	2016	
	• Culinary Building: Direction		
5.	BRAC Strategy: Update		3
6.	Commerce Park	CC	EDC
	• Definition of Scope		
	• Options and Evaluation		
	• Recommendations		
7.	MOU with St. James Baptist Church	2016	0

<b>► Major Projects 2017</b>		
1.	Hilton Head Island Airport Project: FAA Safety Improvements	2016
2.	Spec Building	2016

<b>► On the Horizon 2018 – 2022</b>		
1.	Convention Center Feasibility Study	CC
2.	Sports Arena Feasibility Study	CC
3.	Performing Arts Hall Feasibility Study	CC
4.	Beaufort County (Lady's Island Airport) Private Hangar Proposal	2016
5.	Sports Tourism Strategy	2016
6.	Airports Master Plan: Update	2016

<b>GOAL 2</b>	<b>FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY</b>
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- Objectives**
1. Growing/maintaining financial reserves consistent with County's policies
  2. Align County services with core responsibilities and financial resources
  3. Maintain/enhance strong bond rating
  4. 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

- 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.

<b>► Challenges and Opportunities</b>	<b>PRIORITY</b>
1. Defining the role of County government, service responsibilities/levels and relationship to municipalities	10
2. Federal and State legislative actions impacting County revenues, services and capital projects	9
3. Retaining a top quality County workforce and competitive compensation	8
4. Increasing demands for County services and facilities for residents	8
5. Absence of long-range revenue/expenditure projections and financial plan	8
6. Determining County's funding for outside organizations	6
7. Countywide benefits vs. individual interests and priorities	4



<b>► Challenges and Opportunities (Continued)</b>		<b>PRIORITY</b>
8.	Providing services for those who need or are dependent on County services	3
9.	Potential increases in costs: healthcare, raw materials, and outside contracts	2
10.	Residents understanding of County finances/revenues, services, reassessment process	2
11.	Slow growth in County revenues	0
12.	Reassessment of property values and the impact on County revenues	0

<b>► Actions 2017</b>		<b>PRIORITY</b>
1.	Sales Tax Referendum 2018: Direction, Timing <ul style="list-style-type: none"> <li>• Major Capital Projects</li> </ul>	CC 9
2.	Comprehensive Impact Fee Review <ul style="list-style-type: none"> <li>• Complete Review</li> <li>• Add School Impact</li> <li>• Decision</li> </ul>	CC H-2016 7
3.	Comprehensive Financial Plan: Revenues and Expenditures	CC H-2016 7
4.	County Administrator Replacement <ul style="list-style-type: none"> <li>• Executive Session: Update</li> </ul>	CC 7
5.	After Action Report <ul style="list-style-type: none"> <li>• Citizen Input</li> <li>• Prepare Report</li> <li>• Learning Points</li> <li>• Follow Up Action</li> </ul>	CC 7
6.	County Government County Manager Form of Government <ul style="list-style-type: none"> <li>• Ballot Measure</li> <li>• Election</li> </ul>	CC 7
7.	PALS Transfer to Hilton Head Island (Town) <ul style="list-style-type: none"> <li>• Receive Town Proposal</li> <li>• Direction</li> </ul>	CC H-2016 6
8.	Reserve Policy: Revision <ul style="list-style-type: none"> <li>• Recovery: Time</li> <li>• Range 1%</li> <li>• Policy Recommendation</li> </ul>	Mgmt
9.	Solid Waste Curbside Pick Up/Recycling Implementation	CC H-2016 Mgmt

<b>► Actions 2017 (Continued)</b>			<b>PRIORITY</b>
10. Salary and Compensation Study Implementation	CC		Mgmt
• Implementation	H-2016		
• Steps Funding			
11. Software Review	M-2016		Mgmt
12. FEMA Reimbursement	CC		Mgmt
13. Budget FY 2017-2018: Tax	CC		Mgmt
• 1 Mil Operation			
• 3 Mil Hurricane/Reserves			
• ½ Mil Capital			
14. Retiree Benefits Termination: Lawsuit Resolution	CC		3
15. Connectivity in Rural Areas/Wi-Fi Expansion	M-2016		2
• Report			
• Funding			
16. Parks and Recreation: County Role, Relationship to Municipalities	CC		2
17. Public Schools Strategy/Funding	CC		0
18. Marine Debris Clean Up	CC		0

<b>► Management in Progress 2017</b>		
1. MUNIS Software	2016	
2. Debris Management Plan: Update	2016	
3. Legislative Program: 2017-2018	CC	
• State	2016	
• Federal		
4. South Carolina Retirement Plan Liability Report	2016	
5. Planning and Zoning Website: Citizen Tracking of Projects	2016	
6. IT Reorganization	2016	
7. 2017 Reassessment: Preparation	2016	
8. Library Strategic Plan		
9. Worker Compensation		
10. Dental Insurance		

► **On the Horizon 2018 – 2022**

- |   |      |
|---|------|
| 1. Fire Charters/Consolidation Change (Legislation) | 2016 |
| 2. Police Services Stud                             | 2016 |
| 3. Joint Use of School Facilities                   | 2016 |
| 4. Treasury Investment Committee: Creation          | 2016 |
| 5. Matching Funds for Grants                        | 2016 |

<b>GOAL 3</b>	<b>UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES</b>
---------------	--

<b>► Objectives</b>	<b>PRIORITY</b>
1. Develop County Campus/Complex	10
2. Upgrade quality of public roads to County standards “D” or better	8
3. Evaluate Hilton Head Island Bridges to SCDOT Priority	8
4. Expand sewer system to replace septic (in coordination with Beaufort/Jasper Water/Sewer)	8
5. Expand sidewalks along designated roads	7
6. Define, plan, develop all types of infrastructure to support future growth and development	6
7. Develop Countywide technology connection for residents and businesses	5
8. Upgrade and expand County parks and boat landings with restrooms	4
9. Plan for upgrading bridges throughout the County	3

<b>► Means to Residents</b>
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.

<b>► Challenges and Opportunities</b>	<b>PRIORITY</b>
1. Structural and/or obsolete bridges and roads needing repairs or replacement	8
2. Increasing road and pedestrian safety	8
3. County investing in infrastructure for future growth	7
4. Traffic volume and road capacity	7
5. Reduced funding for roads from Federal government and State of South Carolina	6

<b>► Challenges and Opportunities (Continued)</b>		<b>PRIORITY</b>
6.	Prioritizing and funding County infrastructure and facilities projects	6
7.	Expanding, improving the quality of parks and recreational facilities	6
8.	Funding for operations and ongoing maintenance	5
9.	Aging County facilities needing major repairs and/or replacement	4
10.	Determining direction for County campuses	4
11.	Determining and funding service level for roads	4
12.	Determining funding mechanism and who should pay for projects	2
13.	Connecting Spanish Moss Trail to various community destinations	1
14.	Increasing energy efficiency of County buildings and facilities	1
15.	Expanding solar energy and renewable energy for County facility	1

<b>► Actions 2017</b>		<b>PRIORITY</b>
1.	Detention Center (\$3 Million) <ul style="list-style-type: none"> <li>• Study</li> <li>• Direction</li> <li>• Funding</li> </ul>	CC T-2016 8
2.	Long-Term County Offices Plan	CC P-2016 7
3.	Disabilities and Special Needs Building: Direction, Funding	CC 6
4.	Passive County Parks: Plan, Funding <ul style="list-style-type: none"> <li>• Management/Daily Operation</li> <li>• Maintenance</li> <li>• Definition: Natural Area vs. Passive Park</li> </ul>	CC 6
5.	Priority Investment – Capital Projects Long-Term Prioritized Requirements	CC 5
6.	2018 Priority Projects: Immediate Opportunities	CC 5
7.	Camp St. Mary <ul style="list-style-type: none"> <li>• Vision/Plan: Review</li> <li>• Direction: Project, Funding</li> <li>• Relationship: Rural and Critical Land</li> </ul>	CC 5
8.	Daufuskie Island Public Improvements a) Restroom 1 b) Restroom 2	CC P-2016 Mgmt
9.	Arthur Horne Building	CC M-T-2016 Mgmt
10.	Countywide Information Technology Plan <ul style="list-style-type: none"> <li>• Funding</li> </ul>	CC M-T-2016 Mgmt

<b>► Actions 2017 (Continued)</b>			<b>PRIORITY</b>
11. County Facilities Condition Assessment and Plan	M-T-2016		Mgmt
12. County Roads Update/Financing Plan	CC		Mgmt
• New			
• Maintenance Study			
13. U.S. Highway 278 Expansion (SCDOT): Improvements: Advocacy	CC		Mgmt
14. U.S. Highway 278 Corridor (Gateway) Environmental Assessment	CC		Mgmt
15. New County Administration	CC		4
16. U.S. Highway 21/S.C. Highway 802 Intersection Improvements	CC		3
17. Library Ordinance: Amendment			2
18. Spanish Moss Trail Phase VIII: Direction, Funding	CC		0

<b>► Management in Progress 2017</b>		
1. Quick Response Vehicle	H-2016	
2. Public Safety Radios	CC	
3. Convenience Centers: Direction	CC	
4. County Five-Year Energy Recovery/Improvement Plan	2016	

<b>► Major Projects 2017</b>		
1. Windmill Harbour Entrance	CC	
• Plan	T-2016	
• Bid (8/17)		
2. Physical Security Plan for County	M-2016	
3. Pinckney Improvements	CC	
4. U.S. Highway 17	2016	
5. Broad River Fishing Pier Improvements	2016	
6. Animal Shelter/Services Building	2016	
7. 8% Projects	CC	
8. Voter Registration Building		

► **On the Horizon 2018 – 2022**

- |   |      |
|---|------|
| 1. EMS Headquarters   | 2016 |
| 2. Dirt Roads   | 2016 |
| 3. Private Road Improvements  | 2016 |
| 4. Dale Community Center/Sports Complex Development                         | 2016 |
| 5. Burton Wells Regional Park: Phase III                                    | 2016 |
| 6. Law Enforcement Center   | 2016 |
| 7. Hampton Parkway  | 2016 |
| 8. Library Headquarters   | 2016 |
| 9. Shell Point Access Problems to Charter Schools                           | 2016 |
| 10. Bluffton Parkway 6A to I-95   | 2016 |
| 11. Future Boat Landings/Ramps/Docks/Piers Plan and Funding (\$1.5 Million) | 2016 |
| 12. Administration Building Re-Skin (\$5 Million)                           | 2016 |
| 13. General Facilities Repair (\$3 Million)                                 | 2016 |
| 14. Public Works Equipment (Specialized) (\$1 Million)                      | 2016 |
| 15. Public Works Garage Replacement Facility (\$3 Million)                  | 2016 |

<b>GOAL 4</b>	<b>PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE</b>
---------------	---

- 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

- 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.

<b>► Challenges and Opportunities</b>	<b>PRIORITY</b>
1. Preserving local businesses dependent upon water quality and natural resources	9
2. Sprawl development and impervious surfaces impacting water quality and natural resources	9
3. Preserving and enhancing water quality	8
4. Opening up rural and critical lands for public uses	8
5. Expanding the "Lowcountry" brand including food production (farming and fishing) and ecotourism	4
6. Federal and State of South Carolina regulations and mandates impacting water and our natural environment	1
7. Sea level rise	1



<b>► Actions 2017</b>			<b>PRIORITY</b>
1. Ditch Maintenance and Drainage Policy	H-2016		7
2. Comprehensive Countywide System/Stormwater Utility (including Comprehensive Regional System): Agreements with Municipalities	CC		7
3. Plastic Bag Ban Ordinance			6
4. Waddell Mariculture Extension Center			6
5. Tree Ordinance: Evaluation Report, Revision	P-2016		5
6. Stormwater Management Program/Policy: Implementation	CC		Mgmt
	H-2016		
7. Okatie River Restoration: Funding	M-H-2016		Mgmt
8. May River Action Plan	M-H-2016		Mgmt
9. Rivers and Creeks Water Quality: Evaluation	CC		Mgmt
10. Buckingham Plantation Community Development Plan: Amendment			Mgmt
11. Creek Restoration: Progressive Project for Saltwater Quality	P-2016		4
12. Corridor Beautification (Link to "Keep Beaufort Beautiful")	CC		4
13. Ferry System Re-Evaluation	CC		0

<b>► Management in Progress 2017</b>		
1. Sea Level Rise: Monitor	CC	
2. FEMA Flood Maps	2016	
3. Building Permit Online	2016	
a) Secure Portal for Contractors		
b) Permit Application for Registered Use		
c) Payment Processing		

<b>► Major Projects 2017</b>		
1. Lady's Island Stormwater Project	CC	
2. Shell Point Stormwater Project	CC	
3. Battery Creek Restoration	OTH-2016	

<b>GOAL 5</b>	<b>MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT</b>
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- Objectives**
1. Develop effective relations with municipalities on managing development issues
  2. Preserve/enhance property values
  3. Improve walkability in rural and other incorporated communities
  4. Apply “SMART” Growth and new urbanism principles in selected locations
  5. Improve/increase affordable and workforce housing
  6. Improve customer service and public access to information during the development process

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

<b>► Challenges and Opportunities</b>	<b>PRIORITY</b>
1. Balancing personal property rights and regulations for community benefits	10
2. Encouraging “SMART” growth principles and their application to Beaufort County	10
3. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton, Hilton Head Island, and Military	9
4. County’s role in preserving or enhancing property values	6
5. Defining Beaufort County’s role in redevelopment, infill development and increasing density	5
6. Understanding the Community Development Code and related processes	3

<b>► Challenges and Opportunities (Continued)</b>		<b>PRIORITY</b>
7.	Adapting County land use and development regulations to each community	3
8.	Problem of heirs property and defining the County's role	2
9.	Implementation of abandoned or deteriorated buildings and structures program	2
10.	Future of single-family homes and home ownership and the development of vacant lots	0

<b>► Actions 2017</b>		<b>PRIORITY</b>
1.	Annexation Policy/Agreement <ul style="list-style-type: none"> <li>• Report/Draft Policy</li> <li>• Decision</li> <li>• Agreement with Municipalities</li> </ul>	CC 8
2.	Comprehensive Plan: Update/Southern Regional Plan Implementation	CC 2016 6
3.	Affordable/Workforce Housing	CC P-H-2016 5
4.	Hilton Head National Rezoning/Development Agreement	CC 5
5.	Community Development Code: Development Agreement <ul style="list-style-type: none"> <li>• Large Development</li> <li>• Developer Commitment: Infrastructure</li> </ul>	CC M-H-2016 5
6.	Sidewalks/Biking in Rural Areas Plan <ul style="list-style-type: none"> <li>• Direction</li> <li>• Funding</li> </ul>	4
7.	Public Transit Option to Charleston	CC 4
8.	Residential Homes (3) Port Royal	CC M-H-2016 Mgmt
9.	Housing Survey	CC Mgmt
10.	Rural and Critical Lands Policy and Plan: Review <ul style="list-style-type: none"> <li>• Guidance</li> <li>• Referendum: Needs/Time</li> </ul>	CC 0
11.	New River Passive Park: Direction <ul style="list-style-type: none"> <li>• Plan Review</li> <li>• Friends Coordination</li> </ul>	CC 0

► **Management in Progress 2017**

- |   |      |
|---|------|
| 1. Sale of Port in Town of Port Royal: Monitoring | CC   |
| 2. Heirs Property Public Awareness                | 2016 |
| 3. Northern Regional Plan: Implementation         | 2016 |

► **Major Projects 2017**

1. Crystal Lake Passive Park
2. Fort Fremont Passive Park
3. Okatie Regional Preserve
4. New River Park

► **On the Horizon 2018 – 2022**

1. U.S. Marine Corps Air Station Beaufort Joint Land Use Study
2. Homeless Strategy

# **SECTION 4**

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## **ACTION AGENDA 2017**

# **Beaufort County Policy Agenda 2017 Targets for Action**

## **TOP PRIORITY**

**County Economic Development Policy Framework  
(Economic Development Corporation)  
Annexation Policy/Agreement  
USC-B/TCL Campus Building  
County Administrator Replacement  
County Government: County Manager Form of Government**

## **HIGH PRIORITY**

**After Action Report  
Hilton Head National Rezoning/Development Agreement  
Waddell Mariculture Extension Center  
Heritage/Historic Tourism Plan  
Affordable/Workforce Housing  
Comprehensive Impact Fee Review  
Sales Tax Referendum 2018: Direction, Timing**

# Beaufort County Policy Agenda 2017

► **Targets for Action**

1. County Economic Development Policy Framework (Economic Development Corporation)
2. Annexation Policy/Agreement
3. USC-B/TCL Campus Building
4. County Administrator Replacement
5. County Government County Manager Form of Government
6. Comprehensive Plan: Update/Southern Regional Plan Implementation (Moved to On the Horizon)
7. After Action Report
8. Hilton Head National Rezoning/Development Agreement
9. Waddell Mariculture Extension Center
10. Affordable/Workforce Housing
11. Heritage/Historic Tourism Plan
12. Comprehensive Impact Fee Review
13. Sales Tax Referendum 2018: Direction, Timing
14. Priority Investment – Capital Projects Long-Term Prioritized Requirements
15. Comprehensive Financial Plan: Revenues and Expenditures
16. Long-Term County Offices Plan
17. Detention Center (\$3 Million)
18. Passive County Parks: Plan, Funding
19. Comprehensive Countywide System/Stormwater Utility (including Comprehensive Regional System): Agreements with Municipalities

COMMITTEE	PRIORITY	PRIORITY	
		TOP	HIGH
Governmental	Top	9	-
County Administrator	Top	7	-
Finance	Top	6	-
Chair	Top	6	-
Executive	Top	6	-
Ad Hoc	Top	6	-
County Administrator	High	4	6
Natural Resources	High	4	6
Executive	High	3	6
Community Services	High	3	6
Governmental	High	2	6
Finance	High	2	6
Executive	High	2	6
Finance & Natural Resources		3	3
Finance		2	3
Public Facilities		2	3
Public Facilities		1	3
Natural Resources		1	3
Natural Resources		0	3

► **Targets for Action** *(Continued)*

- 20. Business License
- 21. Disabilities and Special Needs Building: Direction, Funding
- 22. Ditch Maintenance and Drainage Policy
- 23. Camp St. Mary
- 24. PALS Transfer to Hilton Head Island (Town)
- 25. Tree Ordinance: Evaluation Report, Revision
- 26. Community Development Code: Development Agreement
- 27. Plastic Bag Ban Ordinance

COMMITTEE	PRIORITY	PRIORITY	
		TOP	HIGH
Finance		1	2
Community Services		1	2
Public Facilities		1	2
Natural Resources		2	1
Community Services		0	1
Natural Resources		0	1
Natural Resources		0	1
Natural Resources		0	0



# **Beaufort County Management Agenda 2017 Targets for Action**

## **TOP PRIORITY**

**Salary and Compensation Study Implementation**

**FEMA Reimbursement**

**Countywide Information Technology Plan**

**U.S. Highway 278 Expansion/Improvements (SCDOT): Advocacy**

**2018 Priority Projects: Immediate Opportunities**

**Stormwater Management Program/Policy: Implementation**

## **HIGH PRIORITY**

**Solid Waste Curbside Pick Up/Recycling Implementation**

**Residential Homes (3) Port Royal**

**Budget FY 2017-2018: Tax**

**County Facilities Condition Assessment and Plan**

**Housing Survey**

**County Roads Update/Financing Plan**

# Beaufort County Management Agenda 2017

► **Targets for Action**

1. Salary and Compensation Study Implementation
2. FEMA Reimbursement
3. Reserve Policy: Revision
4. Countywide Information Technology Plan
5. U.S. Highway 278 Expansion/Improvements (SCDOT): Advocacy
6. 2018 Priority Projects: Immediate Opportunities
7. Stormwater Management Program/Policy: Implementation
8. Solid Waste Curbside Pick Up/Recycling Implementation
9. Residential Homes (3) Port Royal
10. Budget FY 2017-2018: Tax
11. County Facilities Condition Assessment and Plan
12. Housing Survey
13. County Roads Update/Financing Plan
14. Arthur Horne Building
15. U.S. Highway 278 Corridor (Gateway) Environmental Assessment
16. Okatie River Restoration: Funding
17. May River Action Plan
18. Rivers and Creeks Water Quality: Evaluation
19. Transfer of Development Rights
20. Buckingham Plantation Community Development Plan: Amendment

COMMITTEE	PRIORITY	PRIORITY	
		TOP	HIGH
Finance	Top	6	-
County Administrator	Top	6	-
Finance	Top	6	-
County Administrator & Finance	Top	6	-
Governmental	Top	6	-
Natural Resources	Top	6	-
Natural Resources	Top	6	-
Public Facilities	High	2	8
Community Services	High	4	8
Finance	High	4	7
Public Facilities	High	3	6
Community Services	High	3	6
Public Facilities	High	2	6
Public Facilities		3	3
Governmental		2	3
Natural Resources		1	3
Natural Resources		1	2
Natural Resources		1	2
Natural Resources		2	1
Natural Resources		1	1

► **Targets for Action** *(Continued)*

- 21. Software Review
- 22. Daufuskie Island Public Improvements

		PRIORITY	
COMMITTEE	PRIORITY	TOP	HIGH
County Administrator		0	1
Public Facilities		0	1

**Beaufort County  
Action Outlines 2017**

<b>GOAL 1</b>	<b>GROWING, DIVERSIFIED REGIONAL ECONOMY</b>
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<b>ACTION</b>	<b>COUNTY ECONOMIC DEVELOPMENT POLICY FRAMEWORK (ECONOMIC DEVELOPMENT CORPORATION)</b>	<b>PRIORITY</b>
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• County Economic Development Vision</li> <li>• County Economic Development Mission</li> <li>• Economic Development Corporation Mission</li> <li>• Economic Development Strategic Plan</li> <li>• Economic Development Corporation Budget and Funding Sources</li> <li>• Economic Measures of Success/Reporting Mechanism</li> <li>• Regional Alliance: Direction, Agreement</li> <li>• Tech Assistance to Local Initiatives</li> </ul>	<ol style="list-style-type: none"> <li>1. Vision/Mission</li> <li>2. Strategy/Work Plan</li> <li>3. Modify By-Laws</li> <li>4. Performance Measure/Reporting</li> <li>5. Long-Term Funding Commitment</li> <li>6. Business Retention</li> <li>7. Executive Director</li> <li>8. Regional Alliance (Site Development)</li> <li>9. Tech Assistance to Local Initiatives</li> <li>10. Council Representative: Regular Report</li> </ol>	<p>3/17</p> <p>3/17</p> <p>4/17</p> <p>5/17</p> <p>5/17</p> <p>7/17</p> <p>9/17</p> <p>10/17</p> <p>10/17</p> <p>Ongoing</p>
Responsibility: Economic Development Corporation (Member Fobes) Governmental		

**ACTION USC-B/TCL CAMPUS BUILDING**

<b>PRIORITY</b>
<i>Policy – Top</i>

Key Issues

- State Funding for USC-B
- County Funding/Participation
- USC-B Proposal for Building
- Culinary Program/Building: Participation

Activities/Milestones

- A. Building Participation
  1. Receive proposal from USC-B with Funding Amount
  2. Committee: Review, Recommendation
  3. Council Decision: Direction, Funding
- B. Culinary Building – Remote Campus (Hilton Head Island)

Time

Responsibility: Finance
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**ACTION HERITAGE/HISTORIC TOURISM PLAN**

<b>PRIORITY</b>
<i>Policy – High</i>

Key Issues

- County Role
- County Funding (Overall)
- Heritage Development Corporation
- Mather School Direction

Activities/Milestones

1. Complete USC-B Visitor Profile –
2. Monitor, Update “First Shore” – Marketing
3. Develop Heritage Development Corporation
4. Committee Review/ Recommendation on Heritage Development Corporation
5. Council Decision: Direction, County Role, Funding – Heritage Development Corporation
6. Receive request for funding for Mather School
7. Council Decision: Funding for Mather School
8. Request Report Mayor’s Task Funding

Time

Responsibility: Governmental
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<b>ACTION BUSINESS LICENSE</b>	<table border="1"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Policy</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy</i>
<b>PRIORITY</b>			
<i>Policy</i>			
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Financial Impact: on Municipalities</li> <li>• State Legislation</li> <li>• Business License Fee Structure</li> <li>• <u>“Business Friendly”</u> Government</li> <li>• Economic Development Corporation: Budget, Revenues</li> <li>• County Funding Level for Economic Development Corporation</li> <li>• Business License Use of Revenues</li> </ul>	<p><u>Activities/Milestones</u></p> <p>A. Business License</p> <ol style="list-style-type: none"> <li>1. Evaluate Business Licenses with Municipalities – Impact on Businesses</li> <li>2. Monitor State legislative actions on Business Licenses</li> <li>3. Prepare report with options</li> <li>4. Committee: Review, Recommendations</li> <li>5. Council Decision: Direction, Actions</li> </ol> <p>B. Economic Development Corporation: Funding Source</p> <ol style="list-style-type: none"> <li>1. Receive recommendations from Economic Development Corporation for funding</li> <li>2. Committee Review/ Recommendations</li> <li>3. Council Decision: Direction, Economic Development Corporation Funding</li> </ol>		
<table border="1"> <tr> <td>Responsibility: Finance</td> </tr> </table>		Responsibility: Finance	
Responsibility: Finance			

<b>► Major Projects 2017</b>	<table border="1"> <tr><td><b>TIME</b></td></tr> <tr><td>Ongoing</td></tr> </table>	<b>TIME</b>	Ongoing
<b>TIME</b>			
Ongoing			
<p>1. Hilton Head Island Airport Project: FAA Safety Improvements</p>	<p>2016</p>		

<b>GOAL 2</b>	<b>FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY</b>
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<b>ACTION</b>	<b>COUNTY ADMINISTRATOR REPLACEMENT</b>	<b>PRIORITY</b>					
		<i>Policy – Top</i>					
	<table style="width: 100%; border: none;"> <tr> <td style="width: 35%;"><u>Key Issues</u></td> <td style="width: 45%;"><u>Activities/Milestones</u></td> <td style="width: 20%;"><u>Time</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Process</li> <li>• Timeframe</li> <li>• Continuity/Institutional Knowledge</li> <li>• Selection</li> </ul> </td> <td> <ol style="list-style-type: none"> <li>1. Council Update: Executive Session</li> <li>2. Council Decision: Direction</li> <li>3. Initiate National Search</li> </ol> </td> <td> <p>2/17</p> <p>5/17</p> <p>9/17</p> </td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> <li>• Process</li> <li>• Timeframe</li> <li>• Continuity/Institutional Knowledge</li> <li>• Selection</li> </ul>	<ol style="list-style-type: none"> <li>1. Council Update: Executive Session</li> <li>2. Council Decision: Direction</li> <li>3. Initiate National Search</li> </ol>	<p>2/17</p> <p>5/17</p> <p>9/17</p>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>					
<ul style="list-style-type: none"> <li>• Process</li> <li>• Timeframe</li> <li>• Continuity/Institutional Knowledge</li> <li>• Selection</li> </ul>	<ol style="list-style-type: none"> <li>1. Council Update: Executive Session</li> <li>2. Council Decision: Direction</li> <li>3. Initiate National Search</li> </ol>	<p>2/17</p> <p>5/17</p> <p>9/17</p>					
Responsibility: Chair							

<b>ACTION</b>	<b>COUNTY GOVERNMENT: COUNTY MANAGER FORM OF GOVERNMENT</b>	<b>PRIORITY</b>					
		<i>Policy – Top</i>					
	<table style="width: 100%; border: none;"> <tr> <td style="width: 35%;"><u>Key Issues</u></td> <td style="width: 45%;"><u>Activities/Milestones</u></td> <td style="width: 20%;"><u>Time</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Direction</li> <li>• Ballot Measure</li> <li>• Timing</li> </ul> </td> <td> <ol style="list-style-type: none"> <li>1. Prepare report with options</li> <li>2. Committee Review: Recommendations</li> <li>3. Council Decision: Direction</li> <li>4. Develop ballot</li> <li>5. Election</li> </ol> </td> <td> <p>11/17</p> <p>2/18</p> <p>4/18</p> <p>8/18</p> <p>11/18</p> </td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> <li>• Direction</li> <li>• Ballot Measure</li> <li>• Timing</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare report with options</li> <li>2. Committee Review: Recommendations</li> <li>3. Council Decision: Direction</li> <li>4. Develop ballot</li> <li>5. Election</li> </ol>	<p>11/17</p> <p>2/18</p> <p>4/18</p> <p>8/18</p> <p>11/18</p>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>					
<ul style="list-style-type: none"> <li>• Direction</li> <li>• Ballot Measure</li> <li>• Timing</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare report with options</li> <li>2. Committee Review: Recommendations</li> <li>3. Council Decision: Direction</li> <li>4. Develop ballot</li> <li>5. Election</li> </ol>	<p>11/17</p> <p>2/18</p> <p>4/18</p> <p>8/18</p> <p>11/18</p>					
Responsibility: Executive							



<b>ACTION AFTER ACTION REPORT</b>		<b>PRIORITY</b>
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Learning Points</li> <li>• Follow-up Actions</li> <li>• Marine Debris Removal</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare Final After Action Report</li> <li>2. Council Presentation: Summary Overview</li> </ol>	
<div style="border: 1px solid black; padding: 5px;">Responsibility: County Administrator</div>		

<b>ACTION COMPREHENSIVE IMPACT FEE REVIEW</b>		<b>PRIORITY</b>
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• School Impact Fee: Direction, Schedule</li> <li>• Impact Fee Schedule (beyond Schools)</li> <li>• Who Pays for Growth</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete comprehensive review and update: impact fees</li> <li>2. Add School Impact Fee – Proposal</li> <li>3. Committee Review/Recommendations</li> <li>4. Council Decision: Direction</li> </ol>	<p>3/17</p> <p>3/17</p> <p>4/17</p> <p>5/17</p>
<div style="border: 1px solid black; padding: 5px;">Responsibility: Finance</div>		

<b>ACTION SALES TAX REFERENDUM 2018: DIRECTION, TIMING</b>		<b>PRIORITY</b>
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Major Capital/Projects with Cost Estimates</li> <li>• Capital or Roads: Direction</li> <li>• Overall Direction</li> <li>• Election Timing</li> </ul>	<ol style="list-style-type: none"> <li>1. Review options</li> <li>2. Committee Review/Recommendations</li> <li>3. Council Decision: Direction on Approach/Scope</li> <li>4. Develop Project List</li> <li>5. Finalize Ballot Measure</li> <li>6. Council Decision Ballot Measure</li> <li>7. Election</li> </ol>	<p>8/17</p> <p>9/17</p> <p>10/17</p> <p>5/18</p> <p>8/18</p> <p>8/18</p> <p>2018</p>
<div style="border: 1px solid black; padding: 5px;">Responsibility: Executive</div>		

<b>ACTION</b>	<b>COMPREHENSIVE FINANCIAL PLAN: REVENUES AND EXPENDITURES</b>	<b>PRIORITY</b>
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Revenue Projections</li> <li>• Expenditure Projections</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare financial plan</li> <li>2. Committee: Review</li> <li>3. Council Presentation</li> </ol>	
<div style="border: 1px solid black; padding: 5px;">                 Responsibility: Finance             </div>		

<b>ACTION</b>	<b>PALS TRANSFER TO HILTON HEAD ISLAND (TOWN)</b>	<b>PRIORITY</b>
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• County Role</li> <li>• Town Responsibility</li> <li>• Agreement Framework</li> <li>• Transfer Land/Facilities</li> </ul>	<ol style="list-style-type: none"> <li>1. Receive Town Proposal</li> <li>2. Committee: Review/ Recommendations</li> <li>3. Council Decision: Direction</li> </ol>	
<div style="border: 1px solid black; padding: 5px;">                 Responsibility: Community Services             </div>		

<b>ACTION</b>	<b>SALARY AND COMPENSATION STUDY IMPLEMENTATION</b>	<b>PRIORITY</b>
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Salary Increase: Amount</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop proposal: salary adjustments for FY 2017 – 2018</li> <li>2. Committee Recommendation: FY 2018</li> <li>3. Council Decision: FY 2017 – 2018 Funding</li> </ol>	5/17  6/17  8/17
<div style="border: 1px solid black; padding: 5px;">                 Responsibility: Finance             </div>		

<b>ACTION    FEMA REIMBURSEMENT</b>	<b>PRIORITY</b>
	<i>Mgmt – Top</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• FEMA Reimbursement</li> <li>• State Reimbursement</li> <li>• Timing for Reimbursement</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Receive FEMA Reimbursement</li> <li>2. Monitor State Legislature: Reimbursement for Non FEMA Reimbursement</li> </ol>
<u>Time</u>	
TBD	
Responsibility: County Administrator	

<b>ACTION    RESERVE POLICY: REVISION</b>	<b>PRIORITY</b>
	<i>Mgmt – Top</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• FEMA Reimbursement</li> <li>• State Reimbursement</li> <li>• Timeframe for Repayment</li> <li>• Range: Percentage</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Prepare reports with policy recommendations</li> <li>2. Committee Review: Recommendations</li> <li>3. Council Decision: Policy Adoption</li> </ol>
<u>Time</u>	
Responsibility: Finance	

<b>ACTION    SOLID WASTE CURBSIDE PICK UP/ RECYCLING IMPLEMENTATION</b>	<b>PRIORITY</b>
	<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Phasing</li> <li>• Timing</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Review Time Line for Phases</li> <li>2. Committee: Review/Report</li> <li>3. Council: Report</li> </ol>
<u>Time</u>	
Responsibility: Public Facilities	

<b>ACTION BUDGET FY 2017-2018: TAX</b>		<b>PRIORITY</b>
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Millage Rate</li> <li>• Millage Increase</li> </ul>	<ol style="list-style-type: none"> <li>1. Establish Guidelines for FY 2017 – 2018 Budget (Council Workshop)</li> <li>2. Prepare Budget FY 2017 – 2018</li> <li>3. Council Decision: Budget FY 2017 – 2018 Adoption</li> </ol>	<p>2/17</p> <p>7/17</p> <p>8/17</p>
Responsibility: Finance		

<b>ACTION SOFTWARE REVIEW</b>		<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> <li>1. Prepare report with options</li> <li>2. Committee: Review/ Recommendations</li> </ol>	
Responsibility: County Administrator/Finance		

<b>► Management in Progress 2017</b>		
1. MUNIS Software		2016
2. Debris Management Plan: Update		2016
3. Legislative Program: 2017-2018		CC
• State		2016
• Federal		
4. South Carolina Retirement Plan Liability Report		2016
5. Planning and Zoning Website: Citizen Tracking of Projects		2016
6. IT Reorganization		2016
7. 2017 Reassessment: Preparation		2016
8. Library Strategic Plan		
9. Worker Compensation		
10. Dental Insurance		

<b>GOAL 3</b>	<b>UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES</b>
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<b>ACTION</b>	<b>PRIORITY INVESTMENT – CAPITAL PROJECTS LONG-TERM PRIORITIZED REQUIREMENTS</b>	<b>PRIORITY</b>
		<i>Policy</i>
		<i>Time</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Capital Project</li> <li>• Project Cost Estimates</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Establish list of long-term capital projects</li> <li>2. Prepare Priority Investment Report</li> <li>3. Committees: Review/Recommendations</li> <li>4. Council Decision: Priority Investments</li> </ol>	
Responsibility: County Administrator/ Public Facilities		

<b>ACTION</b>	<b>LONG-TERM COUNTY OFFICES PLAN</b>	<b>PRIORITY</b>
		<i>Policy</i>
		<i>Time</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Office Needs</li> <li>• Campus Plan</li> <li>• Overall Plan</li> <li>• Projects</li> <li>• Priority</li> <li>• Funding</li> <li>• Timing</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Review needs</li> <li>2. Develop long-term County Offices Plan</li> <li>3. Committee: Review, Recommendations</li> <li>4. Council Decision: Direction</li> </ol>	
Responsibility: County Administrator/Public Facilities		

<b>ACTION    DETENTION CENTER (\$3 MILLION)</b>		<b>PRIORITY</b>
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Project Scope</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare capital budget proposal</li> <li>2. Committee: Review/Recommendations</li> <li>3. Council Decision: Project Funding</li> </ol>	<p>5/17</p> <p>6/17</p> <p>8/17</p>
<div style="border: 1px solid black; padding: 5px;">Responsibility: Public Facilities</div>		

<b>ACTION    PASSIVE COUNTY PARKS: PLAN, FUNDING</b>		<b>PRIORITY</b>
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Management/Operation</li> <li>• Maintenance Level</li> <li>• Definition: Natural Area vs. Passive Park</li> <li>• Projects with Priority</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Review “ passive” parks</li> <li>2. Distinguish between natural areas and passive parks</li> <li>3. Prepare report with options</li> <li>4. Committee: Review/Recommendations</li> <li>5. Council Decision: Direct, Funding</li> </ol>	
<div style="border: 1px solid black; padding: 5px;">Responsibility: Natural Resources</div>		

<b>ACTION    DISABILITIES AND SPECIAL NEEDS BUILDING: DIRECTION, FUNDING</b>		<b>PRIORITY</b>
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Project Scope</li> <li>• Priority</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare a report</li> <li>2. Committee: Review, Recommendations</li> <li>3. Council Decision: Direction, Funding</li> </ol>	
<div style="border: 1px solid black; padding: 5px;">Responsibility: Community Services</div>		

<p><b>ACTION    CAMP ST. MARY</b></p> <p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Vision</li> <li>• Plan</li> <li>• Project Scope</li> <li>• Funding</li> <li>• County Role</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Review vision and plan</li> <li>2. Prepare a report with options</li> <li>3. Committee: Review/ Recommendations</li> <li>4. Council Decision: Direction, Funding</li> </ol>	<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>
<b>PRIORITY</b>					
<i>Policy</i>					
<i>Time</i>					
Responsibility: Natural Resources					

<p><b>ACTION    COUNTYWIDE INFORMATION TECHNOLOGY PLAN</b></p> <p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Budget FY 2017 – 2018 Proposal</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Review plan and need</li> <li>2. Develop budget proposal</li> <li>3. Committee: Review/ Recommendations</li> <li>4. Council Decision: Direction, Funding</li> </ol>	<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>
<b>PRIORITY</b>					
<i>Mgmt – Top</i>					
<i>Time</i>					
Responsibility: County Administrator & Finance					

<p><b>ACTION    U.S. HIGHWAY 278 EXPANSION/ IMPROVEMENTS (SCDOT): ADVOCACY</b></p> <p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Expansion: SCDOT Commitment to Other Three Bridges</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Complete engineering design</li> <li>2. Continue Advocacy with SCDOT – Bridges (3)</li> </ol>	<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>
<b>PRIORITY</b>					
<i>Mgmt – Top</i>					
<i>Time</i>					
Responsibility: Governmental					

<b>ACTION</b>	<b>2018 PRIORITY PROJECTS: IMMEDIATE OPPORTUNITIES</b>	<b>PRIORITY</b>
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Projects</li> <li>• Priority</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare report – projects and option</li> <li>2. Committee: Review/ Recommendations</li> <li>3. Council Decision: Budget FY 2018 Funding</li> </ol>	<p>5/17</p> <p>6/17</p> <p>8/17</p>
<div style="border: 1px solid black; padding: 5px;">Responsibility: Natural Resources</div>		

<b>ACTION</b>	<b>COUNTY FACILITIES CONDITION ASSESSMENT AND PLAN</b>	<b>PRIORITY</b>
		<i>Mgmt - High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Facility Condition</li> <li>• Projects</li> <li>• Timing</li> <li>• Funding</li> <li>• Life Expectancy</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete facility condition assessment</li> <li>1. Develop multi-year plan</li> <li>2. Committee: Renewal, Recommendations</li> </ol>	<p>6/17</p> <p>8/17</p>
<div style="border: 1px solid black; padding: 5px;">Responsibility: County Administrator/Public Facilities</div>		

<b>ACTION</b>	<b>COUNTY ROADS UPDATE/FINANCING PLAN</b>	<b>PRIORITY</b>
		<i>Mgmt - High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Projects</li> <li>• Priority</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. County Transportation Commission List of Project</li> <li>2. Council Decision: Budget FY 2017 – 2018: Funding</li> </ol>	<p>6/17</p> <p>8/17</p>
<div style="border: 1px solid black; padding: 5px;">Responsibility: Public Facilities/County Transportation Commission</div>		



<b>ACTION</b>	<b>ARTHUR HORNE BUILDING</b>	<b>PRIORITY</b>
		<i>Mgmt</i>
		<i>Time</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	
<ul style="list-style-type: none"> <li>• Projects</li> <li>• Priority</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Demolition Building</li> <li>2. Develop Replacement Plan</li> <li>3. Committee Review/ Recommendations</li> </ol>	
Responsibility: Public Facilities		

<b>ACTION</b>	<b>U.S. HIGHWAY 278 CORRIDOR (GATEWAY) ENVIRONMENTAL ASSESSMENT</b>	<b>PRIORITY</b>
		<i>Mgmt</i>
		<i>Time</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	
	<ol style="list-style-type: none"> <li>1. Complete Environment Assessment</li> </ol>	
Responsibility: Governmental		

<b>ACTION</b>	<b>DAUFUSKIE ISLAND PUBLIC IMPROVEMENTS</b>	<b>PRIORITY</b>
		<i>Mgmt</i>
		<i>Time</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	
	<ol style="list-style-type: none"> <li>A. Restroom 1</li> <li>B. Restroom 2</li> </ol>	
Responsibility: Public Facilities		

<b>► Management in Progress 2017</b>		
1.	Quick Response Vehicle	H-2016
2.	Public Safety Radios	CC
3.	Convenience Centers: Direction	CC
4.	County Five-Year Energy Recovery/Improvement Plan	2016

► **Major Projects 2017**

- |  |        |
|--|--------|
| 1. Windmill Harbour Entrance             | CC     |
| • Plan                                   | T-2016 |
| • Bid (8/17)                             |        |
| 2. Physical Security Plan for County     | M-2016 |
| 3. Pinckney Improvements                 | CC     |
| 4. U.S. Highway 17                       | 2016   |
| 5. Broad River Fishing Pier Improvements | 2016   |
| 6. Animal Shelter/Services Building      | 2016   |
| 7. 8% Projects                           | CC     |
| 8. Voter Registration Building           |        |

<b>GOAL 4</b>	<b>PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE</b>
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<b>ACTION</b>	<b>WADDELL MARICULTURE EXTENSION CENTER</b>	<b>PRIORITY</b>						
		<i>Policy – High</i>						
	<table style="width: 100%;"> <tr> <td style="width: 45%;"><u>Key Issues</u></td> <td style="width: 45%;"><u>Activities/Milestones</u></td> <td style="width: 10%;"><u>Time</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• County Role</li> <li>• Funding</li> <li>• County Proposal</li> </ul> </td> <td> <ol style="list-style-type: none"> <li>1. Prepare report with options</li> <li>2. Committee Review/ Recommendations</li> <li>3. Council Decision: Direction, Funding</li> </ol> </td> <td></td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> <li>• County Role</li> <li>• Funding</li> <li>• County Proposal</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare report with options</li> <li>2. Committee Review/ Recommendations</li> <li>3. Council Decision: Direction, Funding</li> </ol>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>						
<ul style="list-style-type: none"> <li>• County Role</li> <li>• Funding</li> <li>• County Proposal</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare report with options</li> <li>2. Committee Review/ Recommendations</li> <li>3. Council Decision: Direction, Funding</li> </ol>							
Responsibility: County Administrator/Executive								

<b>ACTION</b>	<b>COMPREHENSIVE COUNTYWIDE SYSTEM/ STORMWATER UTILITY (INCLUDING COMPREHENSIVE REGIONAL SYSTEM): AGREEMENTS WITH MUNICIPALITIES</b>	<b>PRIORITY</b>						
		<i>Policy</i>						
	<table style="width: 100%;"> <tr> <td style="width: 45%;"><u>Key Issues</u></td> <td style="width: 45%;"><u>Activities/Milestones</u></td> <td style="width: 10%;"><u>Time</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Utility Fee</li> <li>• Agreements with Municipalities</li> </ul> </td> <td></td> <td></td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> <li>• Utility Fee</li> <li>• Agreements with Municipalities</li> </ul>			
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>						
<ul style="list-style-type: none"> <li>• Utility Fee</li> <li>• Agreements with Municipalities</li> </ul>								
Responsibility: Natural Resources								

<p><b>ACTION    DITCH MAINTENANCE AND DRAINAGE POLICY</b></p> <p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Policy Framework</li> <li>• State Roads – Ditch Cleaning</li> <li>• Maintenance Schedule</li> <li>• 5-Year Maintenance Plan</li> </ul> <p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Review Current Policy</li> <li>2. Prepare report with options</li> <li>3. Committee: Review/ Recommendations</li> <li>4. Council Decision: Policy Direction</li> </ol>	<table border="1" style="margin: auto;"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Policy</i></td></tr> <tr><td><i>Time</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy</i>	<i>Time</i>
<b>PRIORITY</b>				
<i>Policy</i>				
<i>Time</i>				
Responsibility: Public Facilities				

<p><b>ACTION    TREE ORDINANCE: EVALUATION REPORT, REVISION</b></p> <p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Policy Framework</li> <li>• Tree Types</li> <li>• Tree Cutting Policy</li> <li>• Re-Planting Guidelines</li> <li>• Degree of Regulation</li> <li>• Relationship to Municipalities</li> </ul> <p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Prepare evaluation report</li> <li>2. Committee: Review, Recommendations</li> <li>3. Council Decision: Direction</li> </ol>	<table border="1" style="margin: auto;"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Policy</i></td></tr> <tr><td><i>Time</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy</i>	<i>Time</i>
<b>PRIORITY</b>				
<i>Policy</i>				
<i>Time</i>				
Responsibility: Natural Resources				

<p><b>ACTION    PLASTIC BAG BAN ORDINANCE</b></p> <p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• State Legislation</li> <li>• Policy Framework</li> </ul> <p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Monitor State legislation</li> <li>2. Evaluate “best practices” from other local governments</li> <li>3. Finalize report with options</li> <li>4. Committee: Review/ Recommendations</li> <li>5. Council Decision: Direction</li> </ol>	<table border="1" style="margin: auto;"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Policy</i></td></tr> <tr><td><i>Time</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy</i>	<i>Time</i>
<b>PRIORITY</b>				
<i>Policy</i>				
<i>Time</i>				
Responsibility: Natural Resources				

<b>ACTION</b>	<b>STORMWATER MANAGEMENT PROGRAM/ POLICY: IMPLEMENTATION</b>	<b>PRIORITY</b>
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility: County Administrator		

<b>ACTION</b>	<b>OKATIE RIVER RESTORATION: FUNDING</b>	<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility: County Administrator/Natural Resources		

<b>ACTION</b>	<b>MAY RIVER ACTION PLAN</b>	<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Monitor Actions by Town of Bluffton	
Responsibility: County Administrator/Natural Resources		

<b>ACTION</b>	<b>RIVERS AND CREEKS WATER QUALITY: EVALUATION</b>	<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility: County Administrator/Natural Resources		

<b>ACTION</b>	<b>BUCKINGHAM PLANTATION COMMUNITY DEVELOPMENT PLAN: AMENDMENT</b>	<b>PRIORITY</b>
		<i>Mgmt</i>
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Time</i>
Responsibility: County Administrator/Natural Resources		

<b>► Management in Progress 2017</b>		
1. Sea Level Rise: Monitor		CC
2. FEMA Flood Maps		2016
3. Building Permit Online		2016
a) Secure Portal for Contractors		
b) Permit Application for Registered Use		
c) Payment Processing		

<b>► Major Projects 2017</b>		
1. Lady's Island Stormwater Project		CC
2. Shell Point Stormwater Project		CC
3. Battery Creek Restoration		OTH-2016

<b>GOAL 5</b>	<b>MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT</b>
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<b>ACTION</b>	<b>ANNEXATION POLICY/AGREEMENT</b>	<b>PRIORITY</b>				
		<i>Policy – Top</i>				
	<table style="width: 100%;"> <tr> <td style="width: 40%;"><u>Key Issues</u></td> <td style="width: 60%;"><u>Activities/Milestones</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Policy Framework</li> <li>• Agreement with Municipalities</li> </ul> </td> <td> <ol style="list-style-type: none"> <li>1. Complete report/draft policy</li> <li>2. Committee: Review/Recommendations</li> <li>3. Council Decision: Policy Direction</li> </ol> </td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<ul style="list-style-type: none"> <li>• Policy Framework</li> <li>• Agreement with Municipalities</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete report/draft policy</li> <li>2. Committee: Review/Recommendations</li> <li>3. Council Decision: Policy Direction</li> </ol>	<u>Time</u>
<u>Key Issues</u>	<u>Activities/Milestones</u>					
<ul style="list-style-type: none"> <li>• Policy Framework</li> <li>• Agreement with Municipalities</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete report/draft policy</li> <li>2. Committee: Review/Recommendations</li> <li>3. Council Decision: Policy Direction</li> </ol>					
Responsibility: County Administrator						

<b>ACTION</b>	<b>COMPREHENSIVE PLAN: UPDATE SOUTHERN REGIONAL IMPLEMENTATION</b>	<b>PRIORITY</b>				
		<i>Policy – Top</i>				
	<table style="width: 100%;"> <tr> <td style="width: 40%;"><u>Key Issues</u></td> <td style="width: 60%;"><u>Activities/Milestones</u></td> </tr> <tr> <td></td> <td style="text-align: center;">[ON THE HORIZON: 2018-2022]</td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>		[ON THE HORIZON: 2018-2022]	<u>Time</u>
<u>Key Issues</u>	<u>Activities/Milestones</u>					
	[ON THE HORIZON: 2018-2022]					
Responsibility: Ad Hoc						

<b>ACTION</b>	<b>HILTON HEAD NATIONAL REZONING/ DEVELOPMENT AGREEMENT</b>	<b>PRIORITY</b>				
		<i>Policy – High</i>				
	<table style="width: 100%;"> <tr> <td style="width: 40%;"><u>Key Issues</u></td> <td style="width: 60%;"><u>Activities/Milestones</u></td> </tr> <tr> <td></td> <td> <ol style="list-style-type: none"> <li>1. Complete development agreement (Subcommittee)</li> <li>2. Council Decision: Development Agreement</li> </ol> </td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>		<ol style="list-style-type: none"> <li>1. Complete development agreement (Subcommittee)</li> <li>2. Council Decision: Development Agreement</li> </ol>	<u>Time</u>
<u>Key Issues</u>	<u>Activities/Milestones</u>					
	<ol style="list-style-type: none"> <li>1. Complete development agreement (Subcommittee)</li> <li>2. Council Decision: Development Agreement</li> </ol>					
Responsibility: Natural Resources						

<b>ACTION</b>	<b>AFFORDABLE/WORKFORCE HOUSING</b>	<b>PRIORITY</b>
		<i>Policy – High</i>
	<u>Key Issues</u>	<u>Activities/Milestones</u>
	<ul style="list-style-type: none"> <li>• County Role</li> <li>• Definition/Scope</li> <li>• County Actions</li> <li>• Lowcountry Affordable Housing Coalition</li> </ul>	<u>Time</u>
Responsibility: Community Services		

<b>ACTION</b>	<b>COMMUNITY DEVELOPMENT CODE: DEVELOPMENT AGREEMENT</b>	<b>PRIORITY</b>
		<i>Policy</i>
	<u>Key Issues</u>	<u>Activities/Milestones</u>
	<ul style="list-style-type: none"> <li>• Large Tract Development</li> </ul>	<ol style="list-style-type: none"> <li>1. Review current Community Development Code: Application to Large Tract Development</li> <li>2. Prepare report with options</li> <li>3. Committee: Review, Recommendations</li> <li>4. Council Decision: Direction</li> </ol>
Responsibility: Natural Resources		

<b>ACTION</b>	<b>RESIDENTIAL HOMES (3) PORT ROYAL</b>	<b>PRIORITY</b>
		<i>Mgmt – High</i>
	<u>Key Issues</u>	<u>Activities/Milestones</u>
		<u>Time</u>
Responsibility: County Administrator/Natural Resources		



**ACTION HOUSING SURVEY**

<b>PRIORITY</b>
<i>Mgmt – High</i>

Key Issues

- County Role
- County Actions

Activities/Milestones

1. Complete Housing Survey
2. Committee: Survey Review, Direction

Time

Responsibility: Community Services
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► **Management in Progress 2017**

- |   |      |
|---|------|
| 1. Sale of Port in Town of Port Royal: Monitoring | CC   |
| 2. Heirs Property Public Awareness                | 2016 |
| 3. Northern Regional Plan: Implementation         | 2016 |

► **Major Projects 2017**

1. Crystal Lake Passive Park
2. Fort Fremont Passive Park
3. Okatie Regional Preserve
4. New River Park

# **Policy Calendar 2017**

## MONTH

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February 2017

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## MONTH

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March 2017

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## MONTH

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April 2017

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## MONTH

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May 2017

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## MONTH

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June 2017

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## MONTH

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July 2017

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## MONTH

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August 2017

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## MONTH

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September 2017

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## MONTH

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October 2017

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## MONTH

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November 2017

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## MONTH

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December 2017

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## MONTH

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January 2018

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# **SECTION 5**

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## **GOVERNANCE TOPICS**

# **Beaufort County Chair and County Council Governance Topics**

1. Planning Commission Appointment
2. Issue Sequencing
3. Public Comment at Committee Meeting on a Topic
4. Social Media Policy
5. Board/Commission Appointments
6. County Administrator Evaluation Process
7. Council Teamwork and Trust



# *Beaufort County Vision*

## *A Sustainable County*

**Environmental Stewardship**

**Personal  
Livability**



**Economic  
Opportunity**

**Community Building**

# **Beaufort County Goals 2021**

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

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**Growing, Diversified Regional Economy**

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

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**Upgraded County Infrastructure and Facilities**

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

# Beaufort County Policy Agenda 2016 – 2017

## TOP PRIORITY

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

## HIGH PRIORITY

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

★ = Completed Achieved Milestones/Activities    √ = In Progress    → = Carryover 2017

# Beaufort County Management Agenda 2016 – 2017

## TOP PRIORITY

- √→ Arthur Horne Building
- √→ PALS Transfer to Town of Hilton Head Island
- √→ County Facilities Condition Assessment and Plan
- √→ Countywide Information Technology Evaluation Report
  - Connectivity in Rural Areas: Wi-Fi Expansion
- √→ County Facilities Condition Assessment and Plan

## HIGH PRIORITY

- ★ □ Residential Homes (2) (South)
- √→ Management Succession Plan
- √→ Okatie River Restoration: Direction and Funding
  - May River Action Plan
  - Smoke Free Campus
  - √→ Software Review
- ★ → Community Development Code: Refinements

★ = Completed Achieved Milestones/Activities    √ = In Progress    → = Carryover 2017

# Beaufort County Management in Progress 2016 – 2017

- √→ 1. MUNIS Software: Update
- ★ 2. Library Webpage: Upgrade
- √→ 3. Debris Management Plan: Update
- ★ 4. Legislative Program: 2016 – 2017
- ★ 5. Employee Manual: Update
- √→ 6. South Carolina Retirement Plan: Liability
- √→ 7. Planning and Zoning Website: Citizen Tracking of Projects/Issues
- 8. IT Reorganization
- √→ 9. 2017 Reassessment Preparation
- ★ 10. Library KAJEET Smartspot Education Broadband: Expansion
- ★ 11. Library Launch Pad: Expansion
- √→ 12. Library Strategic Plan
- 13. Workers' Compensation Evaluation
- ★ 14. 450<sup>th</sup> Year Celebration on Santa Elena – “Spring Tour”
- ★ 15. “First Shore” – Tours Series
- 16. MOU with St. James Baptist Church
- 17. Lady's Island Airport Private Hangar Proposal
- ★ 18. CRS FEMA Audit: 6 or Better Rating
- √→ 19. 2016 FEMA Flood Maps
- 20. Building Online
- ★ 21. Water Quality Office: Agreement with USCB
- ★ 22. Tree History Report
- ★ 23. County Five-Year Energy Recovery/Improvement Plan
- ★ 24. Ambulance Purchase
- ★ 25. Power Stretchers (12)
- ★→ 26. Heirs Property Public Awareness
- ★→ 27. Northern Regional Plan: Implementation

★ = Completed Achieved Milestones/Activities    √ = In Progress    → = Carryover 2017

# Beaufort County Major Projects 2016 – 2017

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

★ = Completed Achieved Milestones/Activities      √ = In Progress      → = Carryover 2017

<b>GOAL 1</b>	<b>FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY</b>
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ACHIEVEMENTS 2016 IDENTIFIED BY COUNTY COUNCIL	MEANS TO RESIDENTS
1. Hurricane Response and Clean Up	+ Timely, appropriate response to Hurricane Matthew
2. Land Purchases: Trash Transfer, Air Station, St. Helena	+ Reimbursement for Hurricane Matthew expenses: FEMA and State of South Carolina
3. Compensation Study and Staffing: Implementation, Funding, Salary Increase (\$2 Million)	+ Highly motivated County employees proving great customer service
4. Sales Tax Referendum	+ County acting in a financially responsible manner
5. Solid Waste Curbside Pickup/Recycling/ Convenience Centers/Landfill	+ Strong County financial reserves
6. Library Technology: Expansion	+ County services delivered in an efficient, cost-effective manner
7. Accurate Information on County Community Services	+ Improving, more responsible solid waste services
8. Alcohol and Drug Abuse: Security Upgrades	+ Easier access to County information and services
9. Health Insurance Self-Funding	
10. Long Range Financial Plan: Initial Work	
11. Workers Compensation: Broker Services	
12. Airport Board: Ordinance Amendment	

**OTHER COUNTY SUCCESSES 2016**

1. Healthcare Insurance Cost Containment/Affordable Care Act
2. Retiree Healthcare Policy
3. Library Webpage: Upgrade
4. Employee Manual: Update
5. Advocacy: Legislative Program 2016
6. Library KAJEET Smartspots Education Broadband
7. Library Launch Pad: Expansion
8. Accommodations Fee/Allocation to Projects: Revised Process



<b>GOAL 2</b>	<b>GROWING, DIVERSIFIED REGIONAL ECONOMY</b>
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<b>ACHIEVEMENTS 2016 IDENTIFIED BY COUNTY COUNCIL</b>	<b>MEANS TO RESIDENTS</b>
1. Economic Development Corporation: Moving Forward, Strategic Planning	+ Improving planning for and implementation process for economic development
2. Historic/Heritage Tourism: Continued Progress	+ Clearer Vision and Goals for economic development
3. F-35 Deployment: Strengthens Military Presence	+ Diversified tourism with greater emphasis on historic/heritage tourism
4. National Monument Designation with Multiple Sites	+ Strengthen military presence in Beaufort County
5. “Business Friendly” County Government and Services	+ National recognition of Beaufort County historic assets
	+ County investing in economic expansion, business investment, and job creation
	+ County support for USC-B building and program development

<b>OTHER COUNTY SUCCESSES 2016</b>
1. 450 <sup>th</sup> Year Celebration of Santa Elena
2. First Shore: Tours Series
3. USC-B Campus Development: Work on Next Building
4. Hilton Head Island Airport Project: FAA Safety Improvement

<b>GOAL 3</b>	<b>PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE</b>
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<b>ACHIEVEMENTS 2016 IDENTIFIED BY COUNTY COUNCIL</b>	<b>MEANS TO RESIDENTS</b>
1. Stormwater Management Program: Ordinance Program	+ Enhanced water quality – rivers, creeks, streams
2. Water Quality Office at USC-B: Funded, Staffed	+ Protection from flooding through effective stormwater management
3. Sea Level Rise: Significant Work	+ Preservation of trees and native landscape
4. Spanish Moss Trail: Progress	+ Ability to fish and harvest shellfish, and enjoy eating
	+ County working to reduce costs of flood insurance
	+ “Lowcountry Character” makes Beaufort County a great place to live

<b>OTHER COUNTY SUCCESSES 2016</b>
1. Okatie River Restoration
2. May River Restoration
3. CRS FEMA Audit: 6 or Better Rating
4. Tree History Report
5. 2016 FEMA Flood Maps

<b>GOAL 4</b>	<b>UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES</b>
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ACHIEVEMENTS 2016 IDENTIFIED BY COUNTY COUNCIL	MEANS TO RESIDENTS
1. Windmill Harbour Entrance/Intersection	+ Improving traffic flow with less congestion
2. Mink Point Boulevard	+ More predictable travel times within Beaufort County
3. Flyover: Completion	+ County partnering with SCDOT and federal government leveraging County resources
4. Quick Response Vehicles: Purchase	+ Timely response to an emergency call for service
5. Hilton Head Island Bridge: Progress with SCDOT	+ Safer travel by car
	+ Upgraded County parks and equipment
	+ Improved access to water to enjoy and to fish

OTHER COUNTY SUCCESSES 2016
1. St. Gregory the Great Catholic Church Access
2. Buckwalter Regional Park Recreation Center: Expansion Phase II
3. Myrtle Park Administrative Complex Improvements
4. Daufuskie Island Fishing Pier Improvement

<b>GOAL 5</b>	<b>MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT</b>
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ACHIEVEMENTS 2016 IDENTIFIED BY COUNTY COUNCIL	MEANS TO RESIDENTS
1. Community Development Code Refinements	+ Protection of property values
2. Comprehensive Plan: Update	+ Council planning for future development
3. Pepper Hall Plantation Site	+ Assistance for residents with heir's issues
4. Comprehensive Plan for County-owned Land	+ Coordination of land uses throughout the County
5. Housing Needs Assessment	+ Preservation of Beaufort County's natural assets
6. DNS – Port Royal Replacement	+ More attractive, desirable place to live and enjoy

OTHER COUNTY SUCCESSES 2016
1. Residential Homes (2) – South
2. Heirs Property Public Awareness
3. Northern Regional Plan: Implementation