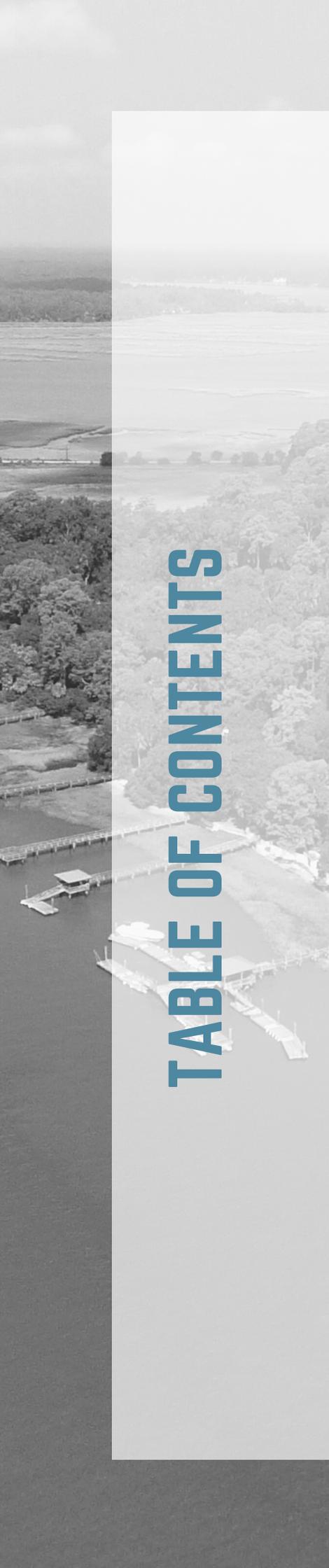




# STRATEGIC PLAN

FISCAL YEARS 2021-2022





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# GREETINGS FROM THE MAYOR



There is a saying, "Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning and focused effort." The Town's Strategic Plan is a result of Town Council's commitment to those whom we serve to thoughtfully discuss and prioritize projects which produce the greater overall outcome for our community.

Please take time to review the Strategic Plan. As an overview to the Town major priorities, Town Council is committed to a robust capital improvement project schedule (i.e. parks, sewer, sidewalks, streetscapes, etc.), protecting the health of the May River and our natural resources, promoting a pro-business culture through the Don Ryan Center for Innovation and exploring innovative ways to partner with developers to increase the inventory of affordable/workforce housing in our Town.

On behalf of Town Council, I am excited about Bluffton's progress. Together with you, I share a deep, heartfelt pride in our community, and I'm hopeful these projects continue to enhance the quality of life for all who live here.

**LISA SULKA**

**MAYOR, TOWN OF BLUFFTON**



# A WORD FROM THE TOWN MANAGER

This Strategic Plan is revised every two years, with minor adjustments annually and gives Town leaders, staff members and residents the blueprint of the Town's work plan while providing a framework for budgetary and policy decisions. It is the guiding document we use to help us determine where and when to use the Town's resources. The Strategic Plan, its Action Agenda and the Town's annual budget are complementary puzzle pieces which fit together and guide the Town's work plan.

I am privileged to work with and lead staff as we go about the business of doing our part to execute the Strategic Plan for Fiscal Years 2021-2022. I would like to thank Mayor and Town Council for their vision, the Mercer Group and its facilitators who assisted in our strategic planning workshop, our many partners and stakeholders whose input resulted in the 2021-22 Town of Bluffton Strategic Plan and Town staff who believe in the Town's mission statement ensuring that we take care of our citizens and each other by continuously making our community and organization better.

**MARC ORLANDO**

**TOWN MANAGER, ICMA-CM**

# TOWN COUNCIL



Pictured left to right: Councilwoman Bridgette Frazier, Councilman Larry Toomer, Mayor Lisa Sulka, Mayor Pro-Tempore Fred Hamilton and Councilman Dan Wood

## TOWN OF BLUFFTON

Incorporated in 1852, the Town of Bluffton proudly serves a diverse community of more than 27,000 residents in all facets of life, work and recreation. Each day, a devoted workforce of approximately 150 people come together to ensure the needs of the community are met through municipal service. To guide this effort, the Town of Bluffton Town Council adopted clear statements which to operate.

### OUR VISION

*Bluffton, the Heart of the Lowcountry, a Town that appreciates the past, focuses on today and is planning together for a greater future.*

### OUR MISSION

*We take care of our citizens, the Town and each other by continuously making our community and organization better.*

# TOWN STAFF LEADERSHIP

Town Manager: Marc Orlando, ICMA-CM

Deputy Town Manager: Scott Marshall, MPA, ICMA-CM

Town Attorney: Terry Finger

Town Clerk: Kimberly Chapman

Chief of Police: Interim Police Chief Scott Chandler

Finance and Administration: Chris Forster, MPA, CPFO, CGFM

Human Resources: Katherine Robinson, SPHR, SHRM-SCP

Municipal Court: Lisa Cunningham

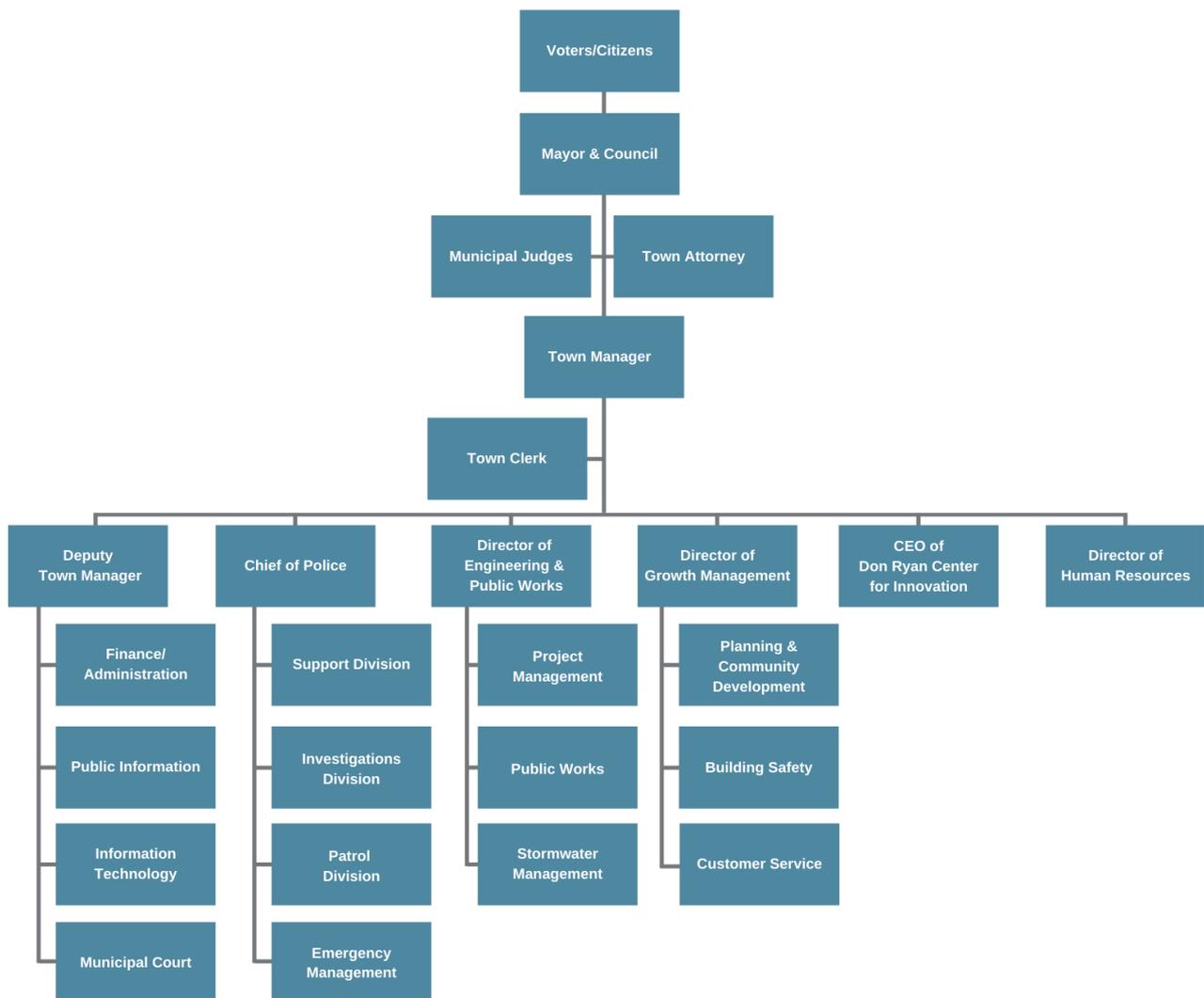
Engineering; Bryan McIlwee, P.E.

Growth Management: Heather Colin, AICP

Information Technology: Tommy Sunday, CGCIO

Don Ryan Center for Innovation: Chief Executive Officer Mike Levine

# TOWN ORGANIZATION



# COVENANT FOR BLUFFTON

As citizens of Bluffton, South Carolina, we hold the following to be true:

That social, cultural and economic diversity and inclusiveness are the essence of our community;

That we bear responsibility for the stewardship of nature's blessings entrusted to us in Bluffton and along the May River;

That freedom and civic duty work hand-in-hand to create a culture of individuality and a sense of community;

That our natural, physical and cultural history are worthy of our protection as trustees in order for us to embrace our future. Acknowledging these truths, we aspire to the following goals:

To build upon our historic foundation a future that celebrates diversity, nurtures neighborliness and ensures a future of opportunity for generations to come;

To enhance the natural beauty and the quality of the May River and its watershed;

To protect the architectural heritage of Old Town Bluffton;

To enhance the canopy of trees and natural landscape throughout Bluffton;

To engage the creative human spirit and the arts within Bluffton;

To protect and enhance the oyster, shrimping, and fishing opportunities of the May River;

To provide housing opportunities for all citizens that are decent, affordable, and Bluffton beautiful;

To nurture a respect for each citizen.



PHOTO COURTESY: TARA SPAULDING

# STRATEGIC ACTION PLAN

## How will the Strategic Action Plan help the town focus?

Implementing the Vision and Mission of the town requires discipline and collaboration between the Town Council, Town Manager and Staff. Bluffton will rely on the Strategic Focus Areas and Strategies of the Strategic Action Plan to:

- Develop the operating budget.
- Consider revisions to capital improvement projects.
- Develop new projects and assign them to Staff for execution.
- Implement projects and initiatives already approved in existing town plans.
- Determine an agreed upon process and schedule to prioritize projects and revise priorities as necessary.

## What specific steps will Bluffton take every year to focus its strategic efforts?

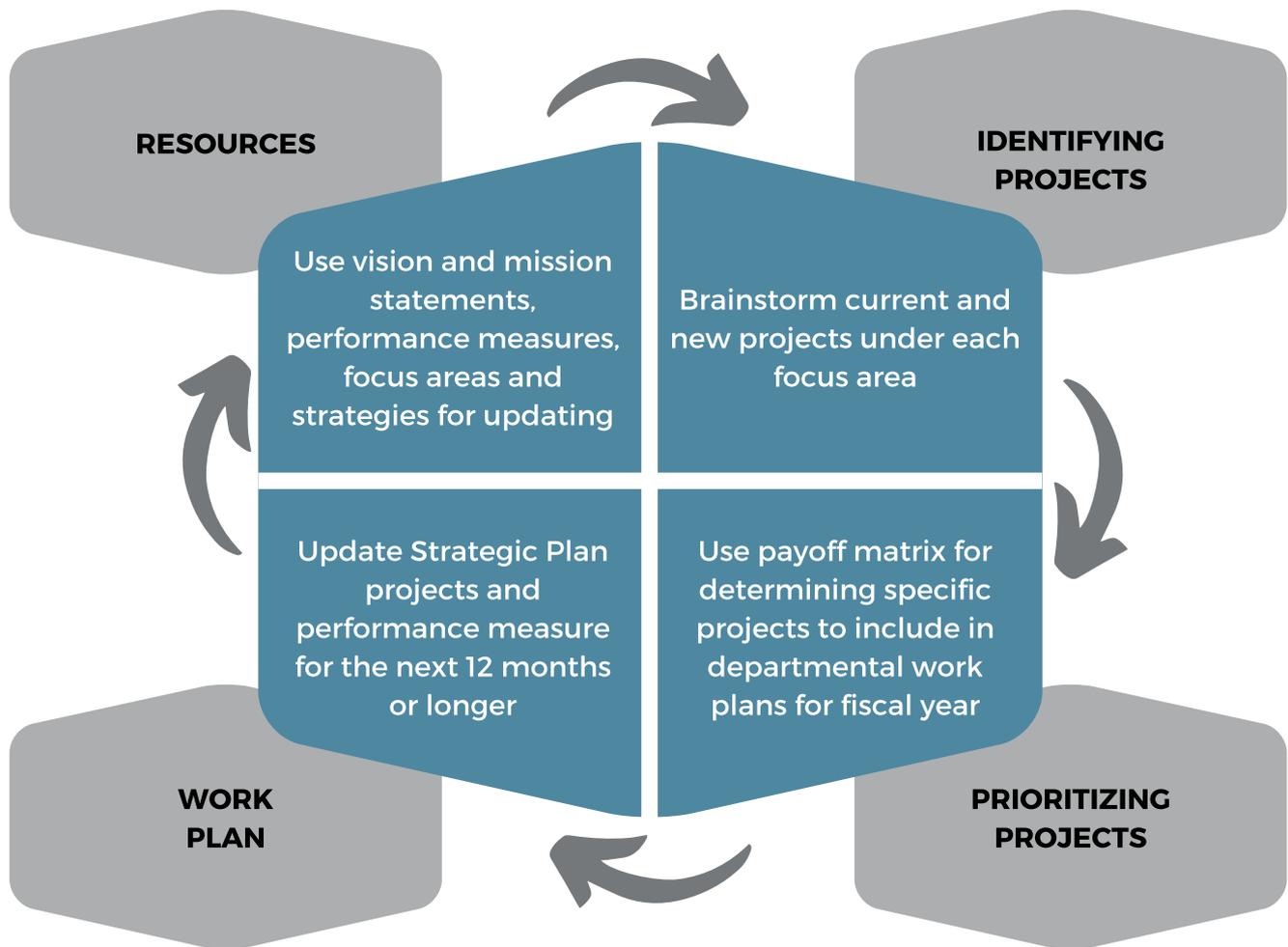
- The Strategic Plan will be updated annually in the spring of each year in conjunction with the annual budget process. All strategic projects (non-capital improvement) which require a significant amount of staff time should be included in the plan.
- Town Council and the Town Manager are committed to ensuring staff has the time and resources to complete the projects in the plan.
- If new project(s) are added to the plan after it is approved, the Town Council will work with the Town Manager to determine what project(s) currently in the plan need to be reprioritized and reflected in either the upcoming fiscal year capital improvement program and/or operating budgets.

## How will the Town stay strategically focused?

As depicted in the chart below, strategy is about making deliberate choices about the future and excluding projects from the plan that are not strategic.



# STRATEGIC PLAN UPDATING PROCESS



Building a sustainable Strategic Plan relies on four simple steps:

## RESOURCES

Use the Vision and Mission statements, Strategic Focus Areas, and performance data to provide information for brainstorming new projects under the plan.

## IDENTIFYING PROJECTS

Under each one of the focus areas, potential projects for the next 12 months or longer should be identified through brainstorming. At this point all projects, including new projects will be considered until they are prioritized.

## PRIORITIZING PROJECTS

Using the Payoff Matrix to prioritize the list of identified projects and determine the work plan for the next 12 months or longer.

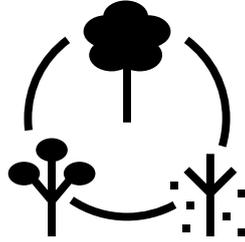
## WORK PLAN

Projects in the work plan and current or new performance measures are finalized for the strategic plan update

# STRATEGIC FOCUS AREAS



AFFORDABLE AND/OR  
WORKFORCE HOUSING



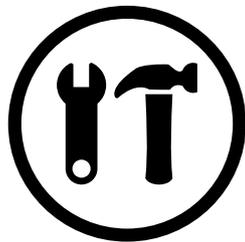
COMMUNITY QUALITY  
OF LIFE



ECONOMIC GROWTH



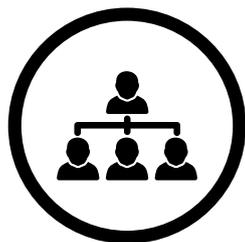
FISCAL SUSTAINABILITY



INFRASTRUCTURE



MAY RIVER AND  
SURROUNDING RIVERS AND  
WATERSHEDS



TOWN ORGANIZATION

# AFFORDABLE AND/OR WORKFORCE HOUSING

The Town of Bluffton is committed to improving the quality of families and communities, by helping to develop, produce and/or assist with low-cost affordable and/or workforce (affordable) housing in safe neighborhoods including rental units and home ownership programs. As a regional leader, we will maximize strategic public/private partnerships and enhance ordinances/policies while continuing to provide and seek opportunities for meeting our community's future housing needs.



## GUIDING PRINCIPLES



Foster private sector partners to design and develop diverse housing options within existing development agreements.



Enhance working relationships with regional partners to address economically diverse and affordable housing options as a region.



Enhance public safety business process improvements and innovative programs that ensure a safe community.



Continuously seek state and federal government assistance for planning, developing and implementing affordable housing options.



Leverage the Town's position to seek affordable workforce housing allocation with each new development.

# COMMUNITY QUALITY OF LIFE



The Town of Bluffton will update, support and provide policies, programs, gathering places, and events that sustain our vibrant, unique and authentic community. Our community can come together to celebrate and preserve its culture and history while enhancing the quality of life. Sustainable relationships with the community will be cultivated through citizen engagement, outstanding customer service, and clear, accessible communication.

## GUIDING PRINCIPLES



Support and create partnerships with public/private educational institutions and local school leadership. Provide multi-generational development programs to ensure quality education and recreational opportunities.



Create an enhanced connection with neighborhoods throughout the Town through focused outreach and strategic utilization of various communication methods.



Enhance public safety business process improvements and innovative programs that ensure a safe community.



Support initiatives and evaluate community policies, programs, gathering places, and events that promote healthy and quality lifestyles for our diverse citizenry.



Foster place-based initiatives and Town codes that support a clean, well-maintained, sustainable community while protecting our natural resources including the May River.

# ECONOMIC GROWTH

The Town of Bluffton will seek diverse, high quality and sustainable development that will foster local jobs, enhance our quality of life and culture through the strategic pursuit of knowledge-based job sectors. As a regional economic center with a diverse economy, business investment and sustainability will be fostered through streamlined processes, ongoing collaborative relationships, partnerships and/or alliances.



## GUIDING PRINCIPLES



Ensure the Town's development services, Town policies and priorities are continually streamlined, efficient, customer focused and responsive to efficiently support new growth, local economic development and the long-term success of existing local businesses.



Update and refine a long-range planning vision e.g., comprehensive plan, Old Town Master Plan, Buck Island-Simmons ville Neighborhood Plan and the May River Watershed Action Plan, that incorporates citizen and stakeholder input to provide a road map for strategic economic development, infrastructure and budget planning.



Focus on strategic economic development pursuits that will increase local jobs, generate additional revenue and create demand for supporting businesses in target industries.



Develop and implement a collaborative Economic Gardening strategy with local businesses.



Support place-based economic development strategies that invest in public amenities to enhance our quality of life and thereby drive economic growth.

# FISCAL SUSTAINABILITY



The Town of Bluffton will update and refine innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The Town will maintain a stable, transparent, forward-looking financial environment that provides an outstanding quality of life for our citizens. Business practices will be efficient, business friendly and ensure exceptional customer service to all stakeholders and citizens.

## GUIDING PRINCIPLES



Demonstrate fiscal responsibility through established financial policies, budgeting practices and financial standards that meet the excellence requirements and benchmarks for financial reporting established by the Governmental Finance Officer Association (GFOA) and the Government Accounting Standards Board (GASB).



Implement business processes and operational efficiencies to streamline the cost of government including the examination and identification of the cost of services and recovery policies.



Implement a human capital plan that allows the Town to proactively recruit, plan for, maximize, and retain top human resources.



Implement innovative technology initiatives to support Town business processes, customer service and encourage private development investment.



Create and pursue opportunities for collaboration and regional partnerships to maximize resources and address regional issues.

# INFRASTRUCTURE

The Town of Bluffton will strategically plan, implement and maintain current and future infrastructure and facilities that support the community's quality of life, economic viability, and protects the environment.



## GUIDING PRINCIPLES



Establish routine and industry best practice maintenance guidelines to monitor the efficiency and operability of current below and above grade infrastructure and facilities.



Identify programs, technologies or resources to compliment current operational practices that ensure the sustainability of existing infrastructure and facilities.



Establish long-term planning, prioritization and investment strategies for future infrastructure and facilities that improve the quality of life for citizens while being financially sustainable.

# MAY RIVER AND SURROUNDING RIVERS AND WATERSHEDS



PHOTO COURTESY: JAY MCGILL

The Town of Bluffton is committed to protecting and enhancing the environment of the May, Okatie/Colleton and New Rivers and their watersheds. The Town will support and encourage initiatives that continuously improve the water quality and the economic viability of the watersheds. The Town of Bluffton is the Heart of the Lowcountry and the May River is the heart of Bluffton. We will celebrate the May River while our community's history, culture, and environment are protected for future generations.

## GUIDING PRINCIPLES



Support initiatives, such as the May River Watershed Action Plan, to improve water quality of the May, Okatie/Colleton and New Rivers and their watersheds.



Seek collaboration and partnerships that protect, and improve the May, Okatie/Colleton and New Rivers and their watersheds.



Celebrate the May River, its heritage and importance to the community.

# TOWN ORGANIZATION

The Town of Bluffton will update and refine programs, policies, and projects that create a clean, safe, and sustainable workplace. The Town will provide a working environment and benefits to attract and retain a workforce that is committed to outstanding service for its citizens at an exceptional value for their tax dollars.



## GUIDING PRINCIPLES



Establish clear management expectations for all employees and volunteers of the Town.



Develop initiatives to improve communication and transparency for Town employees through “Open Book Management” concepts.



Create and maintain a culture of ownership by empowering employees to make decisions. Ensure employees have the necessary intellectual and physical resources to efficiently and effectively perform their jobs and provide excellent customer service.



Implement programs and develop projects that create a professional, safe, value-oriented, accountable and responsive work environment with opportunities for education, advancement, and job fulfillment.



Evaluate and implement opportunities to foster employee involvement in meaningful ways that strengthen their relationships internally and within the community to promote a sense of cooperation and unity.



Develop training, systems, and policies that continuously improve governance and teamwork between the Mayor and Council, the Town Manager, the Leadership Team, Town Staff and the various boards and commissions.

# FISCAL YEARS 2021 - 2022

## APPENDIX A - ACTION AGENDA

Appendix A comprises the 93 initiatives which guide the Town of Bluffton's work plan and influence the allocation of resources over the course of fiscal years 2021 and 2022. Appendix A-1 breaks the initiatives down by the Strategic Focus Areas which they support, provides the name of the initiative and specifies the nature of the initiative as either policy, project or operational. It also indicates the fiscal year in which the initiative was started or is anticipated to start.

a. Policy – Initiatives which are strategic by virtue of their legal origin and require formal action on the part of Town Council in order to accomplish, e.g., amendments to Town of Bluffton Ordinances, formal Resolutions, creation of new policies or revisions to existing ones, etc.

b. Project – Initiatives which are well defined and are strategic because of the substantial commitment to resources required to accomplish them, e.g., capital improvement construction projects.

c. Operational – Initiatives which may be a component of day-to-day business functions, or routine tasks and activities executed by Town Staff in order to provide service to Town residents, strategic partners or other customers.

Appendix A-2 contains a more thorough description of each of the initiatives that comprise the Action Agenda. A one-page summary is provided for each initiative that describes the following characteristics of the initiative:

- |                         |   |
|-------------------------|---|
| a. Name                 | d. Department of Primary Responsibility |
| b. Initiative Type      | e. Description of Initiative            |
| c. Strategic Focus Area |   |

**TOWN OF BLUFFTON  
STRATEGIC PLAN  
FY 2021 - 2022**

**APPENDIX A-1**



## Strategic Focus Area: Affordable and/or Workforce Housing

Strategic Initiative	Type	FY Start
Town of Bluffton Housing Public/Private Partnership	Policy	FY20
Regional Affordable Housing Trust Fund	Policy	FY20
Affordable Housing Work Plan	Operational	Before FY18



## Strategic Focus Area: Community Quality of Life

Strategic Initiative	Type	FY Start
Amend Development Agreements	Policy	Before FY18
Unified Development Ordinance Amendments - Historic District Architectural Standards	Policy	FY18
Unified Development Ordinance Amendments - Development Standards	Policy	FY18
Unified Development Ordinance Amendments - Official Construction Code on Unsafe and Uninhabited Structures	Policy	FY18
Growth Management Sustainable Community Strategies	Policy	FY20
Update of the National Historic District Register to More Closely Align with the Local District	Policy	FY20
Comprehensive Plan	Policy	FY21
Traffic Calming Plan	Policy	FY21
Reforestation Plan	Policy	FY21
Public Safety Cameras	Project	Before FY18
Historic District Accessibility	Project	FY21
Community Survey	Project	FY22
Beautification Committee Work Plan	Operational	Before FY18
Police Department Strategic Plan	Operational	FY20
Dominion Energy Tree Cutting Strategy	Operational	FY20
Law Enforcement Citizens Advisory Committee	Operational	FY20
Lutzie 43 Distracted Driving Campaign	Operational	FY20
Growth Management Communications Plan	Operational	FY22



## Strategic Focus Area: Economic Growth

Strategic Initiative	Type	FY Start
Historic Preservation Incentive Plan	Policy	FY18
Don Ryan Center for Innovation Seed Funding Program	Policy	FY21
Buckwalter Place Multi-County Commerce Park	Project	Before FY18
Development Review Program	Operational	Before FY18
Cultural Events Strategy	Operational	FY20
Don Ryan Center for Innovation Key Performance Indicators (KPIs)	Operational	FY20
Don Ryan Center for Innovation Business Incubation Program	Operational	FY21
Don Ryan Center for Innovation Mentor Program	Operational	FY21



## Strategic Focus Area: Fiscal Sustainability

Strategic Initiative	Type	FY Start
Designated Marketing Organization (DMO) Marketing Plan	Policy	Before FY18
ATAX Fund Allocation Program	Policy	FY20
Special Funds and Fund Balance Policy	Policy	FY21
Town of Bluffton Revenue Stream Analysis	Policy	FY21
External Grant Program	Policy	FY21
Capital Asset Management Policy and Program	Policy	FY21
Annexation Incentives and Communications Plan	Policy	FY22
Implementation of Review System for Online Submittal and Digital Review of Development and Building Permit Applications	Operational	FY19
Citizen Access Portal for Online Payments	Operational	FY20
Growth Management Customer Satisfaction Survey	Operational	FY20
Finance Process Improvements	Operational	FY20
Digital Media Strategy	Operational	FY20
Don Ryan Center for Innovation Strategic Marketing Plan	Operational	FY20
Don Ryan Center for Innovation Grant Program	Operational	FY20
Three-Year Consolidated Budget Forecast	Operational	FY21
Annual Consolidated Budget	Operational	FY21



## Strategic Focus Area: Infrastructure

Strategic Initiative	Type	FY Start
Historic District / Old Town Streets Ownership and Maintenance Strategy	Policy	FY19
Town-Wide Wayfinding Program	Policy	FY22
Capital Improvements Program Master Plan	Policy	FY22
Public Art Program	Policy	FY22
Oyster Factory Park	Project	Before FY18
Oscar Frazier Park / Rotary "Field of Dreams" Project	Project	Before FY18
Buck Island-Simmons ville Sewer Phase 5	Project	FY18
Buck Island - Simmons ville Neighborhood Sidewalks & Lighting (PN 54)	Project	FY19
Goethe-Shults Neighborhood Infrastructure Phase 2	Project	FY19
Law Enforcement Center Facility	Project	FY19
Calhoun Street Dock	Project	FY19
Calhoun Street Streetscape	Project	FY20
Old Town Master Plan Drainage Improvements Study	Project	FY20
Bridge Street Streetscape	Project	FY20
Squire Pope Cottage	Project	FY20
New Riverside Park	Project	FY20
Garvin-Garvey House Interpretive Signage	Project	FY20
Theodore D. Washington Municipal Building	Project	FY20
Boundary Street Streetscape	Project	FY21
Public Sewer Installation	Project	FY21
Historic District Power Line Burial	Project	FY21
Rotary Community Center	Project	FY21
New River Linear Trail	Project	FY22
Town of Bluffton Non-Profit Organizational Signage	Project	FY22
May River Road Pocket Park	Project	FY22
Jones Tract Public Park	Project	FY22
Public Works Facility	Project	FY22
Wharf Street Lighting	Project	FY22
Ditch Maintenance Strategy and Implementation Plan	Operational	FY19



## Strategic Focus Area: May River & Surrounding Rivers and Watersheds

Strategic Initiative	Type	FY Start
May River Watershed Action Plan Projects	Project	FY21
Annual Cleanup Initiatives	Operational	Before FY18
Municipal Separate Stormwater Sewer System (MS4) Permit	Operational	FY18
May River Watershed Action Plan	Operational	FY20



## Strategic Focus Area: Town Organization

Strategic Initiative	Type	FY Start
Electronic Communications Retention Policy	Policy	FY21
Human Resources Strategic Plan	Policy	FY21
Town Council Operating and Administrative Procedures Manual	Policy	FY21
Town of Bluffton Code of Ordinances	Policy	FY22
File Management and Records Retention Plan	Operational	FY20
Police Department Policies & Procedures	Operational	FY20
Cyber Security	Operational	FY20
Christmas Parade	Operational	FY20
Employee Wellness & Recognition	Operational	FY21
Employee Development and Training	Operational	FY21
Talent Acquisition and Retention	Operational	FY21
Employee Benefits and Satisfaction	Operational	FY21
Key Performance Indicators	Operational	FY21
Incident Management Program	Operational	FY21
Town Events Plan	Operational	FY21

**TOWN OF BLUFFTON  
STRATEGIC PLAN  
FY 2021 - 2022**

**APPENDIX A-2**

Action Agenda Item:

Town of Bluffton Housing Public/Private Partnership

Initiative Start Date: FY20

Initiative Type: Policy

Strategic Focus Area: Affordable and/or Workforce Housing

Department of Primary Responsibility: Growth Management



Description:

Phase 1: Determination of feasibility, policy, and methodology to facilitate construction of affordable housing on Town-owned property through a public-private partnership.

Phase 2: Capital Improvement Project to construct affordable housing through a public-private partnership.

Action Agenda Item:

Regional Affordable Housing Trust Fund

Initiative Start Date: FY20

Initiative Type: Policy

Strategic Focus Area: Affordable and/or Workforce Housing

Department of Primary Responsibility: Growth Management



Description:

In partnership with participating municipalities and Beaufort County, the intent of the project is to establish a trust fund to be used to encourage construction of affordable and workforce housing in the Greater Bluffton area.

Action Agenda Item:

## Affordable Housing Work Plan

Initiative Start Date: Before FY18 Initiative Type: Operational

Strategic Focus Area: Affordable and/or Workforce Housing

Department of Primary Responsibility: Growth Management



Description:

Develop and implement the annual Affordable Housing Work Plan and associated Community Development Program, including the Neighborhood Assistance Program, as recommended by the Affordable Housing Committee and approved by Town Council as part of the Fiscal Year budget adoption. The programs' components include: minor home repairs for safe and dry; property maintenance including abatement/demolition of unsafe structures; property clean up; private road repair for emergency access; septic system maintenance/repair and sewer connections; Heirs property title assistance; dangerous tree mitigation; and E-911 addressing for income qualified residents. Other components include affordable and/or workforce housing incentives and development as well as monitoring of Wharf Street redevelopment project affordability and covenants compliance.

Action Agenda Item:

Amend Development Agreements

---

Initiative Start Date: Before FY18 Initiative Type: Policy  
Strategic Focus Area: Community Quality of Life  
Department of Primary Responsibility: Executive Office



Description:

---

Opportunities to amend development agreements to accommodate current public and land owner priorities remains a high priority of Town Council.

Action Agenda Item:

**Unified Development Ordinance Amendments -  
Historic District Architectural Standards**

---

Initiative Start Date: **FY18**

Initiative Type: **Policy**

Strategic Focus Area: **Community Quality of Life**

Department of Primary Responsibility: **Growth Management**



Description:

---

Amendments to the Unified Development Ordinance (UDO) to update the architectural guidelines for the Old Town Bluffton Historic District for consistency throughout the code, reflect up to date building standards and materials and make the ordinance more user friendly with clear direction to the applicants. Amendments include provisions for outdoor sales and contributing structures.

Action Agenda Item:

**Unified Development Ordinance Amendments -  
Development Standards**

---

Initiative Start Date: **FY18**

Initiative Type: **Policy**

Strategic Focus Area: **Community Quality of Life**

Department of Primary Responsibility: **Growth Management**



Description:

---

Amendments to the Unified Development Ordinance (UDO), Article 6-Sustainable Development Incentives for workforce/affordable housing standards and Article 5-Design Standards for street lighting, sign regulations, master grading and drainage, tree removal and pruning regulations.

Action Agenda Item:

**Unified Development Ordinance Amendments -  
Official Construction Code on Unsafe and Uninhabited Structures**

---

Initiative Start Date: **FY18**

Initiative Type: **Policy**

Strategic Focus Area: **Community Quality of Life**

Department of Primary Responsibility: **Growth Management**



Description:

---

The Official Construction Code addresses unsafe and uninhabited structures the same throughout the Town regardless of district or historic status. Town staff will research and provide amendments for consideration that provide additional requirements for structures located in the Bluffton Historic District.

Action Agenda Item:

Growth Management Sustainable Community Strategies

Initiative Start Date: FY20

Initiative Type: Policy

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Growth Management



Description:

Explore options for controlling the rate of growth through the use of community development best practices, with the ultimate objective of reducing future density where practical.

Action Agenda Item:

**Update of the National Historic District Register  
to More Closely Align with the Local District**

---

Initiative Start Date: FY20

Initiative Type: Policy

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Growth Management



Description:

---

Ordinance change to potentially modify district boundaries for either or both, the Local and National Register Historic Districts.

This project involves both the inventory and assessment of structures, review of boundaries and also the eligibility criteria established and approved by Town Council for contributing structures.

Update to include historical research of the Buck Island-Simmonsville Road neighborhood, Eagles Field, and the Goethe-Shults Road neighborhood. Project will consist of 3 phases:

- 1) Project Planning and Background Research Phase;
- 2) The Documentation of Resources Phase; and
- 3) Preparation of the Survey and Documentation Phase.

Action Agenda Item:

Comprehensive Plan

---

Initiative Start Date: **FY21** Initiative Type: **Policy**

Strategic Focus Area: **Community Quality of Life**

Department of Primary Responsibility: **Growth Management**



Description:

---

The Comprehensive Plan is a planning tool that is required for all communities in South Carolina that have zoning ordinances. The plan includes the following elements: Population, Cultural Resources, Natural Resources, Housing (including affordable/workforce housing), Economic Development, Community Facilities, Land Use, Transportation and Priority Investment.

Project scope includes all development agreement tracts, Historic District, Buck Island-Simmonsville and Goethe Neighborhoods and commercial corridors.

These planning elements represent the Planning Commission's recommendations to the Town Council regarding wise and efficient use of public funds, future growth, development, redevelopment and the fiscal impact of the planning elements on property owners.

The plan must include an inventory of analysis as well as needs, goals, and an implementation strategy.

State law requires that communities conduct a 5-year review of their plan and a 10-year rewrite.

Completion of this action item will satisfy the state required 10-year rewrite.

Action Agenda Item:

Traffic Calming Plan

---

Initiative Start Date: FY21 Initiative Type: Policy

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Engineering



Description:

---

Objective of this item is to decrease and/or mitigate traffic issues. Establish a variety of design and management strategies to control volume and speed of traffic for safety of both motorists and non-motorists. Projects include consideration for stop signs, crosswalks, lighting, sidewalks, speed humps, appropriate speed limits, etc. Plan will encompass the following areas:

- Historic District
- Buck Island-Simmonsville Neighborhood
- Goethe-Shults Neighborhood

Action Agenda Item:

**Reforestation Plan**

---

Initiative Start Date: **FY21** Initiative Type: **Policy**

Strategic Focus Area: **Community Quality of Life**

Department of Primary Responsibility: **Growth Management**



Description:

---

Establish an effective, systematic mitigation strategy to replenish trees in critical watershed areas and other planning tracts where mass removal of trees occurred during development. To be planted in parks, roadways, river buffers, school campuses, town businesses and residential properties.

Action Agenda Item:

**Public Safety Cameras**

---

Initiative Start Date: Before FY18 Initiative Type: Project

Strategic Focus Area: **Community Quality of Life**

Department of Primary Responsibility: **Engineering**



Description:

---

Continued implementation of safety cameras in public locations to include Wright Family Park, Bluffton Road and the Veterans Memorial Park at Buckwalter Place Commerce Park.

Action Agenda Item:

Historic District Accessibility

---

Initiative Start Date: **FY21** Initiative Type: **Project**  
Strategic Focus Area: **Community Quality of Life**  
Department of Primary Responsibility: **Engineering**



Description:

---

Evaluation, design and construction of ADA-compliant features.

Action Agenda Item:

Community Survey

---

Initiative Start Date: FY22 Initiative Type: Project  
Strategic Focus Area: **Community Quality of Life**  
Department of Primary Responsibility: **Executive Office**



Description:

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Community survey intended to provide information and insight for increasing effectiveness of, and satisfaction with municipal government services. The survey will enable residents and business owners/leaders to share their perceptions and suggestions about the Town of Bluffton government, specific public issues, and the various services provided to them with Town Council and the Town Manager.

Action Agenda Item:

Beautification Committee Work Plan

Initiative Start Date: Before FY18 Initiative Type: Operational

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Engineering



Description:

Ongoing implementation of adopted Beautification Committee Work Plan.

Action Agenda Item:

Police Department Strategic Plan

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Initiative Start Date: FY20 Initiative Type: Operational  
Strategic Focus Area: Community Quality of Life  
Department of Primary Responsibility: Police Department



Description:

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Continued implementation of Town Council-approved Bluffton Police Department Strategic Plan, 2019-2022.

Action Agenda Item:

Dominion Energy Tree Cutting Strategy

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Initiative Start Date: FY20 Initiative Type: Operational

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Engineering



Description:

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Monitoring of power line tree trimming schedules and maintaining close liaison with Dominion Energy to prevent trimming that is aesthetically aversive.

Action Agenda Item:

Law Enforcement Citizens Advisory Committee

Initiative Start Date: FY20 Initiative Type: Operational

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Police Department



Description:

A Town Council-appointed citizen committee to serve in an advisory capacity to the Police Department and Town Council regarding public safety matters. The committee was identified as a goal in the most recent Bluffton Police Department Strategic Plan, adopted by Town Council.

Action Agenda Item:

Lutzie 43 Distracted Driving Campaign

Initiative Start Date: FY20 Initiative Type: Operational  
Strategic Focus Area: Community Quality of Life  
Department of Primary Responsibility: Police Department



Description:

Continued partnership with the Lutzie 43 Foundation in the Town's continuing public safety effort to deter distracted driving and promote healthy decision making with the ultimate goal of a "Hands-Free SC."

Action Agenda Item:

Growth Management Communications Plan

Initiative Start Date: **FY22** Initiative Type: **Operational**

Strategic Focus Area: **Community Quality of Life**

Department of Primary Responsibility: **Growth Management**



Description:

Development of an informative and deliberate communications strategy using social/digital media and personal presentations to provide growth management related information to residents and business owners in the Town of Bluffton to include development agreements, zoning, density, public approval processes, and development standards.

Action Agenda Item:

Historic Preservation Incentive Plan

Initiative Start Date: FY18

Initiative Type: Policy

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: Growth Management



Description:

Establishment of local historic preservation tax incentives enabled by the South Carolina Legislature's and other potential historic preservation incentives, such as grant and loan opportunities and the "Bailey Bill" to promote and support the preservation of historic structures.

Action Agenda Item:

Don Ryan Center for Innovation Seed Funding Program

Initiative Start Date: FY21

Initiative Type: Policy

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: Don Ryan Center for Innovation



Description:

Develop and launch a program designed to provide seed funding for worthy Don Ryan Center for Innovation member startups.

Action Agenda Item:

Buckwalter Place Multi-County Commerce Park

Initiative Start Date: Before FY18 Initiative Type: Project

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: Don Ryan Center for Innovation



Description:

Marketing and sale of remaining two Town-owned sites for job growth.

Action Agenda Item:

Development Review Program

---

Initiative Start Date: Before FY18 Initiative Type: Operational

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: Growth Management



Description:

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Ongoing process and procedure improvements to gain staff efficiencies and customer confidence. Will also include streamlining the development review program.

Action Agenda Item:

Cultural Events Strategy

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Initiative Start Date: FY20 Initiative Type: Operational

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: Executive Office



Description:

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Establish a network of cultural event opportunities to include public open spaces and Ulmer Auditorium.

Action Agenda Item:

Don Ryan Center for Innovation Key Performance Indicators (KPIs)

Initiative Start Date: FY20

Initiative Type: Operational

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: Don Ryan Center for Innovation



Description:

Definition and synchronization of DRCI KPIs with DRCI Strategic Plan objectives. Present at all DRCI Board meetings with regular updates to Town Council.

Action Agenda Item:

Don Ryan Center for Innovation Business Incubation Program

Initiative Start Date: FY21

Initiative Type: Operational

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: Don Ryan Center for Innovation



Description:

Establish a pipeline of short- and long-term prospects in the Don Ryan Center for Innovation Business Incubation program.

Action Agenda Item:

Don Ryan Center for Innovation Mentor Program

Initiative Start Date: FY21

Initiative Type: Operational

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: Don Ryan Center for Innovation



Description:

v2.0 development and implementation of the business mentor training and certification program to assist DRCI entrepreneurs and startups.

Action Agenda Item:

Designated Marketing Organization (DMO) Marketing Plan

Initiative Start Date: Before FY18 Initiative Type: Policy

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Executive Office



Description:

Pursuant to contractual terms with the Designated Marketing Organization (DMO), a Town-approved DMO Marketing Plan must be executed annually.

Action Agenda Item:

**ATAX Fund Allocation Program**

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Initiative Start Date: FY20

Initiative Type: Policy

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance and Administration



Description:

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Streamline distribution of ATAX funds for marketing efforts. Coordination with Bluffton DMO, Bluffton Welcome Center and similar organizations shall result in a more efficient utilization of ATAX funding.

Action Agenda Item:

Special Funds and Fund Balance Policy

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Initiative Start Date: FY21

Initiative Type: Policy

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance and Administration



Description:

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Assessment and recommendation to Town Council regarding use of special funds (HTAX, ATAX) and fund balance.

Action Agenda Item:

Town of Bluffton Revenue Stream Analysis

Initiative Start Date: FY21

Initiative Type: Policy

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance and Administration



Description:

Research various additional and/or non-traditional streams of revenue to include but not limited to:

- Local Option Sales Tax
- In-Town Impact Fees
- Development Permit Fees
- Stormwater Utility Fees / Adjustments
- Explore potential for bond issuance
- Reassess distribution and use of Accommodations Tax funds
- Vehicle Tax
- Beaufort County Impact Fee Adjustment

Action Agenda Item:

External Grant Program

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Initiative Start Date: FY21

Initiative Type: Policy

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance and Administration



Description:

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Explore the feasibility of using CDBG and other available grant funds to leverage existing funding streams.

Action Agenda Item:

Capital Asset Management Policy and Program

Initiative Start Date: FY21

Initiative Type: Policy

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance and Administration



Description:

Exploration and adoption of local government best practices for the management of and forecasting needs for capital assets to include fleet management and purchase of equipment in excess of \$5K used by Public Works.

Action Agenda Item:

Annexation Incentives and Communications Plan

Initiative Start Date: **FY22** Initiative Type: **Policy**  
Strategic Focus Area: **Fiscal Sustainability**  
Department of Primary Responsibility: **Growth Management**



Description:

Explore options for incentivizing the annexation of areas within the Town of Bluffton Growth Framework Map that are permissible under the SC Code of Laws.

Action Agenda Item:

**Implementation of Review System for Online Submittal and Digital Review of Development and Building Permit Applications**

---

Initiative Start Date: **FY19** Initiative Type: **Operational**

Strategic Focus Area: **Fiscal Sustainability**

Department of Primary Responsibility: **Growth Management**



Description:

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New policy and revisions to the Application Manual procedures to allow for on-line plan submittals and electronic review of all building and planning applications and permits.

Action Agenda Item:

Citizen Access Portal for Online Payments

Initiative Start Date: FY20

Initiative Type: Operational

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance and Administration



Description:

Improve customer service and streamline business processes through introduction of online payment methods to submit payments for business license, Hospitality Tax, Accommodations Tax, Court, Parking Tickets and other fees associated with doing business with the Town of Bluffton.

Action Agenda Item:

Growth Management Customer Satisfaction Survey

Initiative Start Date: FY20 Initiative Type: Operational

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Growth Management



Description:

Measure customer satisfaction rates through the development and implementation of a formative survey designed to measure customer satisfaction and provide feedback to staff regarding area for improvement in the permitting and application process.

Action Agenda Item:

## Finance Process Improvements

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Initiative Start Date: FY20

Initiative Type: Operational

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance and Administration



Description:

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Evaluation and improvement of Finance core processes to include, but not limited to:

- Payroll / Paid Time Off
- Accounts Payable
- Purchase Card Program
- Business License Application and Renewal
- CIP Planning Process

Action Agenda Item:

Digital Media Strategy

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Initiative Start Date: FY20 Initiative Type: Operational

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Executive Office



Description:

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Establishment and implementation of an overall Digital Media Strategy to guide outreach efforts using the Town's website and various social media platforms.

Action Agenda Item:

Don Ryan Center for Innovation Strategic Marketing Plan

Initiative Start Date: FY20

Initiative Type: Operational

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Don Ryan Center for Innovation



Description:

Development and execution of a 12-month strategic marketing plan via an outsourced marketing vendor.

Action Agenda Item:

Don Ryan Center for Innovation Grant Program

Initiative Start Date: FY20 Initiative Type: Operational

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Don Ryan Center for Innovation



Description:

Development of a grant initiative to drive top-line revenue and reduce Town-funded expenses.

Action Agenda Item:

Three-Year Consolidated Budget Forecast

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Initiative Start Date: FY21

Initiative Type: Operational

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance and Administration



Description:

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Development of a three-year consolidated budget forecast model to assist in the annual and long-range budget process.

Action Agenda Item:

Annual Consolidated Budget

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Initiative Start Date: FY21

Initiative Type: Operational

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance and Administration



Description:

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Adopt budget planning process improvements and align with Strategic Plan and CIP 5-year plan; incorporate public messaging elements; improve planning products provided to Town Council members for budget consideration and establish a revised, comprehensive annual budget calendar of events.

Action Agenda Item:

**Historic District / Old Town Streets Ownership  
and Maintenance Strategy**

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**Initiative Start Date:** FY19      **Initiative Type:** Policy  
**Strategic Focus Area:** Infrastructure  
**Department of Primary Responsibility:** Engineering



Description:

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Acquisition of ghost/orphan roads for inclusion in the Town's road inventory based upon Capital Improvement Project and accessibility priorities.

Action Agenda Item:

Town-Wide Wayfinding Program

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Initiative Start Date: FY22 Initiative Type: Policy

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Engineering



Description:

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Establishment of a communication identification policy (step 1) and implementation strategy (step 2) to identify community assets and facilities. including but not limited to Law Enforcement Center, Town Hall, Beaufort County Government Center, Hospitals, Public Parks and Community Facilities to guide the establishment of a policy to determine appropriate locations and colocation opportunities as well as process for requests and amendments.

Action Agenda Item:

Capital Improvements Program Master Plan

Initiative Start Date: **FY22** Initiative Type: **Policy**  
Strategic Focus Area: **Infrastructure**  
Department of Primary Responsibility: **Engineering**



Description:

Development of a systematic approach to identifying and resourcing capital projects.

Action Agenda Item:

**Public Art Program**

---

Initiative Start Date: **FY22** Initiative Type: **Policy**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Establishment of a policy to include integration of art into the resourcing, concept, design and construction of public projects.

Action Agenda Item:

Oscar Frazier Park / Rotary "Field of Dreams" Project

Initiative Start Date: Before FY18 Initiative Type: Project

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

Design and construction of improvements at the Oscar Frazier Park in partnership with Beaufort County and other community organizations.

Action Agenda Item:

Oyster Factory Park

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Initiative Start Date: Before FY18 Initiative Type: Project

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Construction of ramp and drainage improvements and design of other Master Planned features within the Park.

Action Agenda Item:

**Buck Island-Simmons ville Sewer Phase 5**

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Initiative Start Date: **FY18** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Construction of Sewer to Buck Island/Simmons ville/May River Road Neighborhoods.

Action Agenda Item:

Buck Island - Simmonsville Neighborhood Sidewalks & Lighting (PN 54)

Initiative Start Date: FY19 Initiative Type: Project

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Engineering



Description:

This project comprises the design and construction of sidewalks, pathways, and lighting along Buck Island and Simmonsville Roads from New Mustang South to May River Road.

Action Agenda Item:

Goethe-Shults Neighborhood Infrastructure Phase 2

Initiative Start Date: **FY19** Initiative Type: **Project**  
Strategic Focus Area: **Infrastructure**  
Department of Primary Responsibility: **Engineering**



Description:

This project provides for the design and construction of Phase 2 sidewalks in the Goethe Road Neighborhood area including Goethe, Shults and Hildebrand Roads and portions of Eighth Avenue.

Action Agenda Item:

## Law Enforcement Center Facility

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Initiative Start Date: **FY19** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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External improvements include installation of parking and fencing to secure staff parking, storage of tactical vehicles and other equipment.

Internal improvements include expansion of kitchen and employee break area as well as enhancements for Town of Bluffton Emergency Operations Center.

Action Agenda Item:

**Calhoun Street Dock**

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Initiative Start Date: **FY19** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Construction of Calhoun Street Dock

Action Agenda Item:

## Squire Pope Cottage

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Initiative Start Date: FY20 Initiative Type: Project

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Phase one of this project scope includes a Preservation Plan for the Squire Pope Cottage, including a stabilization plan, structural assessment and construction drawings. Phase two is the construction of the structure restoration.

Action Agenda Item:

Old Town Master Plan Drainage Improvements Study

Initiative Start Date: **FY20** Initiative Type: **Project**  
Strategic Focus Area: **Infrastructure**  
Department of Primary Responsibility: **Engineering**



Description:

This project will identify the scale and extent of drainage issues which cause ponding/flooding in the Historic District as well as opportunities to improve these conditions.

Action Agenda Item:

Calhoun Street Streetscape

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Initiative Start Date: **FY20** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Master Plan, Design, and Construction of streetscape improvements, roads, drainage, sidewalks, lighting, landscaping, and utility relocations.

Action Agenda Item:

**Bridge Street Streetscape**

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Initiative Start Date: **FY20** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Project Scope to include Parking, Sidewalks, Lighting, and Streetscape Features.

Action Agenda Item:

New Riverside Park

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Initiative Start Date: FY20 Initiative Type: Project

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Master Plan, Design and Construction of 44 acres of Town-owned land adjacent to New Riverside traffic circle for public use. Proposed use is for primarily passive recreation, upgrades to the existing barn, open lawn for flexible use and community events, trails, nature blending playground, restrooms, parking and shelters.

Action Agenda Item:

Garvin-Garvey House Interpretive Signage

Initiative Start Date: **FY20** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

Continuation of project to install interpretive signage.

Action Agenda Item:

Theodore D. Washington Municipal Building

Initiative Start Date: **FY20** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

Various enhancements including dumpster enclosure, parking lot screening, window shades, etc.

Action Agenda Item:

Boundary Street Streetscape

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Initiative Start Date: **FY21** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Project includes sidewalks, drainage, landscaping, etc.

Action Agenda Item:

**Public Sewer Installation**

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Initiative Start Date: **FY21** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Continuation of public sewer installation whether it be in conjunction with capital projects or capital projects unto themselves.

Improvements include public sewer extension and lateral connections. Current priorities include finalizing BIS Neighborhood installation and Historic District expansion.

Action Agenda Item:

**Historic District Power Line Burial**

---

Initiative Start Date: **FY21** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Evaluation of scope, design and costs for burying overhead power lines throughout the historic district.

Action Agenda Item:

**Rotary Community Center**

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Initiative Start Date: **FY21** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Improvements to Rotary Community Center, to include paint and other miscellaneous upgrades.

Action Agenda Item:

New River Linear Trail

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Initiative Start Date: FY22 Initiative Type: Project

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Master Plan, Design and Construction for improvements to existing trail and trail expansion.

Action Agenda Item:

Town of Bluffton Non-Profit Organizational Signage

Initiative Start Date: **FY22** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

Design and construction of signs marking entry to the Town along major arteries which identify the non-profit organizations located within the Town.

Action Agenda Item:

May River Road Pocket Park

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Initiative Start Date: FY22 Initiative Type: Project

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Improvements to include design and construction of a pocket park.

Action Agenda Item:

Jones Tract Public Park

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Initiative Start Date: **FY22** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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In conjunction with Beaufort County's New Riverside Park, design and construction of a public park within the Jones Estates Tract.

Action Agenda Item:

**Public Works Facility**

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Initiative Start Date: **FY22** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Improvements to Public Works facility to include storage and equipment yard expansion.

Action Agenda Item:

Wharf Street Lighting

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Initiative Start Date: **FY22** Initiative Type: **Project**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

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Installation of public streetlights.

Action Agenda Item:

Ditch Maintenance Strategy and Implementation Plan

Initiative Start Date: **FY19** Initiative Type: **Operational**

Strategic Focus Area: **Infrastructure**

Department of Primary Responsibility: **Engineering**



Description:

Intergovernmental agreement(s) and cooperation to ensure a comprehensive ditch maintenance plan is developed and followed by all parties so as to maximize the application of public resources while mitigating risk for flooding.

Action Agenda Item:

May River Watershed Action Plan Projects

Initiative Start Date: FY21

Initiative Type: Project

Strategic Focus Area: May River & Surrounding Rivers and Watersheds

Department of Primary Responsibility: Engineering



Description:

Projects are to be determined based on update of May River Watershed Action Plan.

Action Agenda Item:

Annual Cleanup Initiatives

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Initiative Start Date: Before FY18 Initiative Type: Operational

Strategic Focus Area: May River & Surrounding Rivers and Watersheds

Department of Primary Responsibility: Engineering



Description:

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Town sponsorship and participation in annual community and regional cleanup initiatives such as the May River Sweep, the annual Fall Litter Cleanup and other various initiatives throughout the year.

Action Agenda Item:

Municipal Separate Stormwater Sewer System (MS4) Permit

Initiative Start Date: FY18

Initiative Type: Operational

Strategic Focus Area: May River & Surrounding Rivers and Watersheds

Department of Primary Responsibility: Engineering



Description:

Continued implementation of requirements associated with the Municipal Separate Storm Sewer Systems Permit.

Action Agenda Item:

May River Watershed Action Plan

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Initiative Start Date: FY20

Initiative Type: Operational

Strategic Focus Area: May River & Surrounding Rivers and Watersheds

Department of Primary Responsibility: Engineering



Description:

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Continued implementation of the May River Watershed Action Plan, with advisement from the May River Watershed Action Plan Advisory Committee.

Action Agenda Item:

Electronic Communications Retention Policy

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Initiative Start Date: FY21 Initiative Type: Policy

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Information Technology



Description:

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Establish and implement a comprehensive electronic communications policy to include email as well as text messages. Thorough implementation will require procurement of an efficient text messaging archiving system.

Action Agenda Item:

Human Resources Strategic Plan

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Initiative Start Date: FY21 Initiative Type: Policy  
Strategic Focus Area: Town Organization  
Department of Primary Responsibility: Human Resources



Description:

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Adoption and implementation of a Human Resources Strategic Plan to drive operational improvements to employee life cycle management.

Action Agenda Item:

Town Council Operating and Administrative Procedures Manual

Initiative Start Date: FY21 Initiative Type: Policy

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Executive Office



Description:

Current manual was adopted in 2014. Staff recommends review and update as needed to ensure manual is aligned with the Town of Bluffton Code of Ordinances and the SC Code of Laws; and to ensure manual reflects Town Council's preference with regard to procedures which are at their discretion.

Action Agenda Item:

Town of Bluffton Code of Ordinances

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Initiative Start Date: FY22 Initiative Type: Policy

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Executive Office



Description:

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Review and calibration of the Town of Bluffton Code of Ordinances and Policies to ensure they are properly aligned with the SC Constitution and SC Code of Laws

Action Agenda Item:

File Management and Records Retention Plan

Initiative Start Date: FY20 Initiative Type: Operational

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Information Technology



Description:

Implementation of an enterprise-based, digital information management system.

Action Agenda Item:

Police Department Policies & Procedures

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Initiative Start Date: FY20 Initiative Type: Operational  
Strategic Focus Area: Town Organization  
Department of Primary Responsibility: Police Department



Description:

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Thorough review of all Police Department policies and procedures and subsequent modifications as deemed necessary.

Action Agenda Item:

Cyber Security

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Initiative Start Date: FY20 Initiative Type: Operational

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Information Technology



Description:

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Comprehensive approach to protecting the Town's digital resources from ever-increasing threats from hackers, phishing attempts, malware and ransomware. Initiative includes hardware and software solutions as well as systematic training for system users (employees) on how to detect and neutralize an attempted attack via email.

Action Agenda Item:

**Christmas Parade**

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Initiative Start Date: **FY20** Initiative Type: **Operational**

Strategic Focus Area: **Town Organization**

Department of Primary Responsibility: **Police Department**



Description:

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Process improvements to include, but not limited to application process enhancements, parade safety measures, expansion of volunteer pool, route evaluation and overall communications plan.

Action Agenda Item:

## Employee Wellness & Recognition

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Initiative Start Date: FY21 Initiative Type: Operational

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Human Resources



Description:

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As part of the Human Resources Strategic Plan, through programs and initiatives, maximize the opportunity for employee wellness and success to include action items such as Employee of the Year awards program, celebration of birthdays and anniversaries, peer recognition programs, various seminars, basic medical screenings, flu shots, self-defense class, CPR class, financial seminars. Also a health and wellness fair/event for employees and covered dependent family members.

Action Agenda Item:

## Employee Development and Training

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Initiative Start Date: FY21 Initiative Type: Operational

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Human Resources



Description:

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As part of the Human Resources Strategic Plan, formalize employee development and training programs to nurture and retain the most talented and dedicated local government employees possible. Initiatives employed include employee newsletters, a mentorship programs, leadership and management training and development programs, and Department "Lunch and Learn" sessions. Also includes evaluation and retooling employee evaluation instruments and practices

Action Agenda Item:

## Talent Acquisition and Retention

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Initiative Start Date: FY21 Initiative Type: Operational

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Human Resources



Description:

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Employ non-traditional and best practices in recruiting efforts, hiring practices and employee retention to ensure the best-qualified and most diverse work force possible, to include:

- Annual assessment of employee compensation plan
- Continued development and formalization of the Town's Intern Program
- Holding an annual Town of Bluffton Job Fair
- Targeting minority communities and outlets, wherever possible, in sharing job openings and other employment opportunities
- Establish a "Best Places to Work in SC" Organization
- Enhanced family-friendly employee policies and management practices

Action Agenda Item:

Employee Benefits and Satisfaction

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Initiative Start Date: FY21 Initiative Type: Operational

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Human Resources



Description:

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Establish employment practices to maximize retention and employee satisfaction levels. Initiatives may include:

- Provide best-in-class benefits plan (holidays, maternity/paternity leave, Paid Time Off, competitive pay scale, etc.)
- Align employee holidays with the Beaufort County School District academic calendar
- Implement a skill-based pay plan
- Conduct Stay and Exit Interviews
- Institute Biennial Employee Surveys

Action Agenda Item:

Key Performance Indicators

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Initiative Start Date: FY21 Initiative Type: Operational

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Executive Office



Description:

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Establish a set of Key Performance Indicators using the "ICMA Open Access Benchmarking Key Performance Indicators" to quantify performance of activities and process that are integral to the Town functions.

Action Agenda Item:

## Incident Management Program

Initiative Start Date: FY21 Initiative Type: Operational

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Police Department



Description:

Assessment and update of all related emergency management operation plans as well as updates to associated policies and ordinances. Will also include identification of roles and responsibilities of an Emergency Management Director. Topics include, but are not limited to development and implementation of a facilities evacuation plan for all Town-operated facilities, to include operational testing/drills, etc.

Action Agenda Item:

Town Events Plan

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Initiative Start Date: FY21 Initiative Type: Operational

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Executive Office



Description:

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Evaluation of Town events planning and facility reservation processes and staff organization. Overall objective is a subsequent improved staff structure and streamlined processes leading to more efficient management and a more responsive customer service experience.