

# Town of Bluffton

*STRATEGIC PLAN – FISCAL YEARS 2019-20*



*Adopted by Resolution by the  
Town Council of the Town of  
Bluffton, South Carolina  
May 8, 2018*



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## Town of Bluffton Mayor and Council



*Figure 1 - TOWN COUNCIL OF THE TOWN OF BLUFFTON, SOUTH CAROLINA. SEATED, LEFT TO RIGHT: MAYOR LISA SULKA, FRED HAMILTON, DAN WOOD. STANDING, LEFT TO RIGHT: MAYOR PRO-TEMPORE LARRY TOOMER, HARRY LUTZ*

## Town of Bluffton Staff Leadership

**Town Manager: Marc Orlando, ICMA-CM, AICP**

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

**Town Attorney: Terry Finger**

**Town Clerk: Kim Chapman**

**Chief of Police: Interim Chief Scott Chandler**

**Finance & Administration: Trisha Greathouse**

**Human Resources: Katherine Robinson**

**Engineering: Bryan McIlwee**

**Growth Management: Heather Colin**

**Information Technology: Tommy Sunday**

**Don Ryan Center for Innovation: Interim Chief Executive Officer Trent Williamson**

### Greetings from Mayor Sulka

Plan our work and work our plan. It's a simple concept, however, the execution of it is a little more complex. As we know in our own daily lives, without a solid plan, it becomes difficult sometimes to remain focused on goals amidst the background noise of everyday life. The Town's Strategic Plan is a solid plan. It 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. I am so appreciative of the hard work from Town Council and Staff that went into producing the Town of Bluffton Strategic Plan for Fiscal Years 2019-2020. Like puzzle pieces, our Strategic Plan and its Action Agenda fit into the Town's annual budget and these three components drive how projects, policies and procedures are prioritized for the next two years. I am especially pleased that we are adding a Strategic Focus Area in the 2019-20 Strategic Plan to address Affordable and/or Workforce Housing. As both the Mayor and a resident of the Town, I'm excited about the direction we are heading and I'm very pleased to share this 2019-20 Town of Bluffton Strategic Plan with you.

### Greetings from Town Manager Marc Orlando



While the 2019-20 Town of Bluffton Strategic Plan is forward focused, I think it's important to pause and reflect on the accomplishments facilitated by its predecessor. The 2017-18 Strategic Plan saw several critical projects and policy decisions to conclusion as a result of its alignment with the annual consolidated budget process. Among these were the May River Road Streetscape Project, several public sewer projects, a new mobile food vendor ordinance and many others too numerous to mention here. The 2017-18 Plan left us with valuable lessons learned which we applied to the development of this Plan. I am privileged to work with and eager to lead our Town Staff as we go about the business of doing our part to execute the 2019-20 Strategic Plan Action

Agenda. I would like to thank the Mayor and Town Council for their vision, the Mercer Group and its facilitators who assisted in our strategic planning workshop and our many partners and other stakeholders whose input resulted in the 2019-20 Town of Bluffton Strategic Plan.

## About the Town of Bluffton

The Town of Bluffton is located in Beaufort County, the southernmost coastal county in South Carolina. It is situated on a high bluff overlooking the May River, a pristine waterway that has strongly contributed to the Town's history and continued success. Bluffton is located just 12 miles west of Hilton Head Island, SC and approximately, 20 miles northeast of Savannah, GA.

The town, only one square mile in size, was incorporated in 1852 and served as a summer coastal retreat. The town is rich with historical significance. The Calhoun Street Steamboat landing served as a stopover for travelers making their way between Savannah, Beaufort and Charleston. During General Tecumseh Sherman's infamous March to the Sea, the Town of Bluffton was burned by the Union Army in June of 1863. Prior to the Civil War, there were 60 brick and mortar buildings in the town. After the war there stood only two churches and 15 residences. In 1996, Old Town Bluffton was granted National Historical Designation with 54 contributing structures.

After a series of annexations, which began in 1987, the Town of Bluffton is now 54 square miles and has seen the population increase from 738 to well over 20,000 today. While the population numbers still classify Bluffton as a small town, in terms of police services and for planning purposes, the town serves a daily population of 40,000 to 50,000 when

tourists, visitors and the those transiting through the town are included.

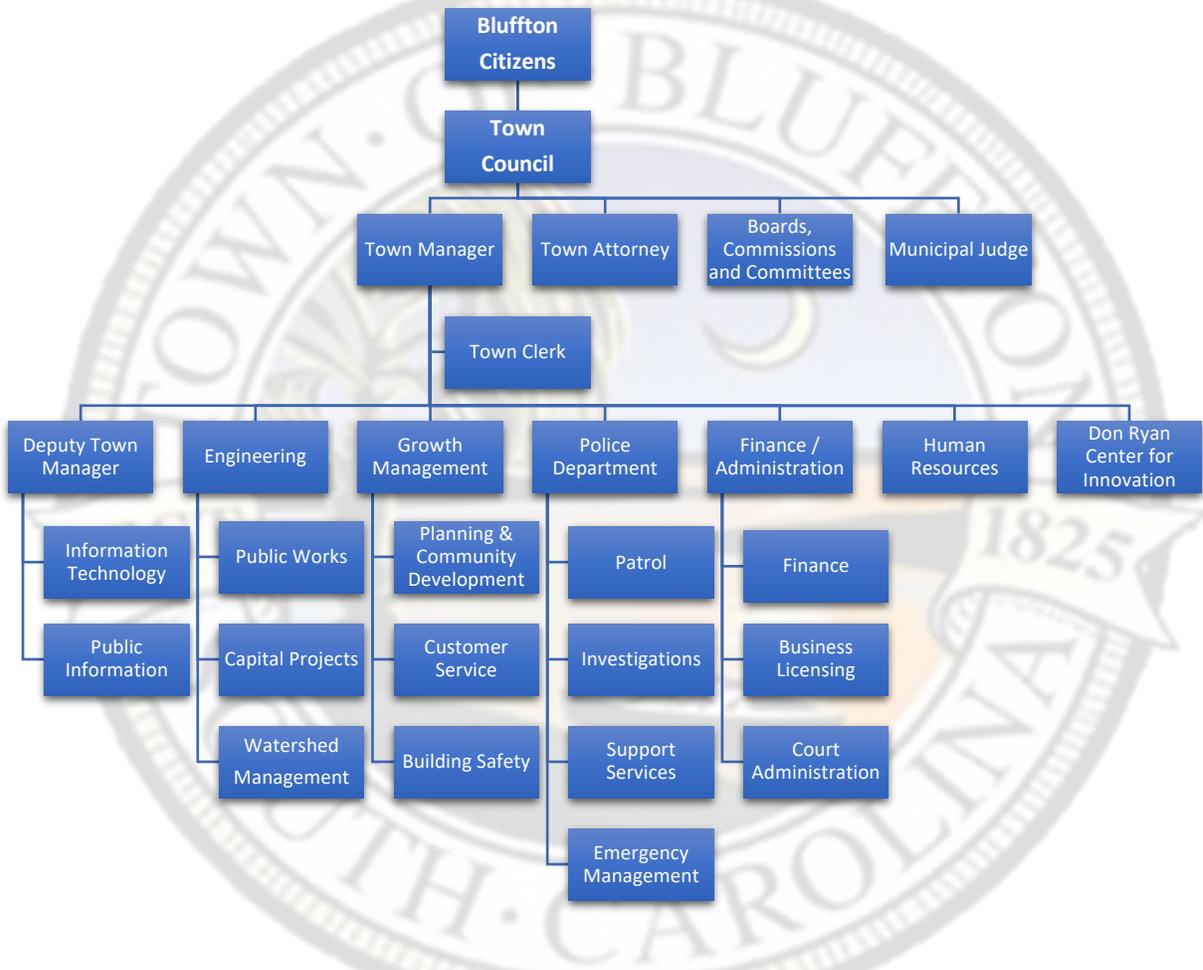
Most of Bluffton's 54 square miles is already master planned. Ninety-two percent of Bluffton is covered by a Development Agreement, though it is only about a third of the way built-out. This means that the town must plan to continue to facilitate steady growth for the foreseeable future.



*The Garvin-Garvey House, the only remaining Freedman's cottage on the May River was rehabilitated by the Town and is an award-winning project. It serves as an example of how the Town remembers its past while planning for the future.*

The Town of Bluffton operates under the Manager-Council form of government. The Mayor and four members of the Town Council are elected at-large to overlapping terms of four years. The Town Council is the legislative body responsible for the overall policies and direction of the Town. The Town operates under general law and the constitution and laws of the State of South Carolina.

# Town of Bluffton Organization Chart



*Director of Engineering Bryan McIlwee, Director of Finance and Administration, Trisha Greathouse and Chief Building Inspector Richard Spruce confer in the Emergency Operations Center during Hurricane Matthew. The Town experienced two named storms, Hurricane Matthew and Tropical Storm Irma in the span of less than a year.*



## Town of Bluffton Vision and Mission



Bluffton's **Vision** reflects a welcoming and inclusive community, committed to retaining its historic nature, livable neighborhoods, active lifestyle and respect for the May River. Town Council and Town Staff are committed to work together to create a great community now and one that is also sustainable for the generations to come.

Bluffton's **Mission** reflects its commitment to people and processes by:

- Providing excellent services by continuously looking for improvements in services using best practices.
- Providing award winning fiscal management services to our citizens.
- Providing exceptional customer service that is focused on solutions and meeting the needs of our citizens.
- Providing meaningful public engagement opportunities for our community.
- Providing a work environment committed to teamwork, communication, transparency, ethical behavior and progressive compensation to help employees reach their full potential.
- Providing and using performance measures to determine if our services are getting the intended results.

## Strategic Action Plan

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

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

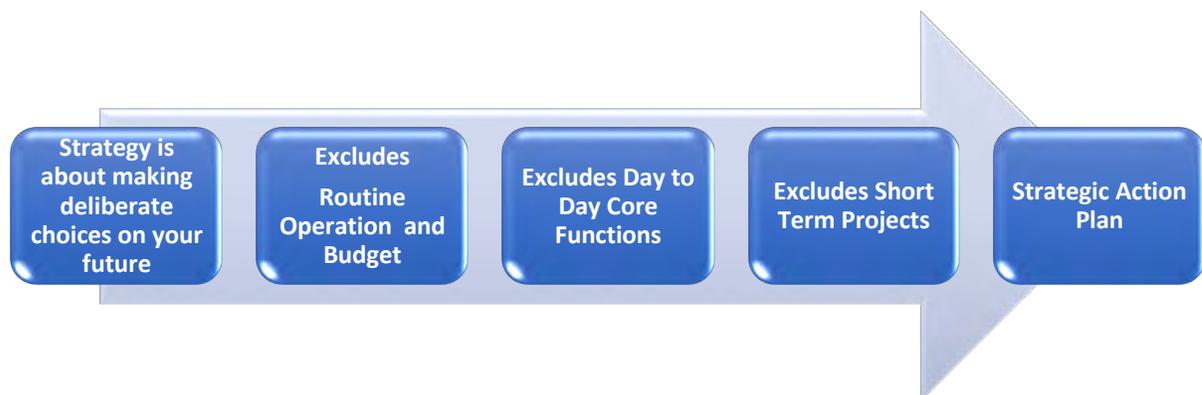
1. Develop the operating budget.
2. Consider revisions to capital improvement projects.
3. Develop new projects and assign them to specific departments for execution.
4. Implement projects and initiatives already approved in existing town plans.
5. Determine an agreed upon process and schedule to prioritize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

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

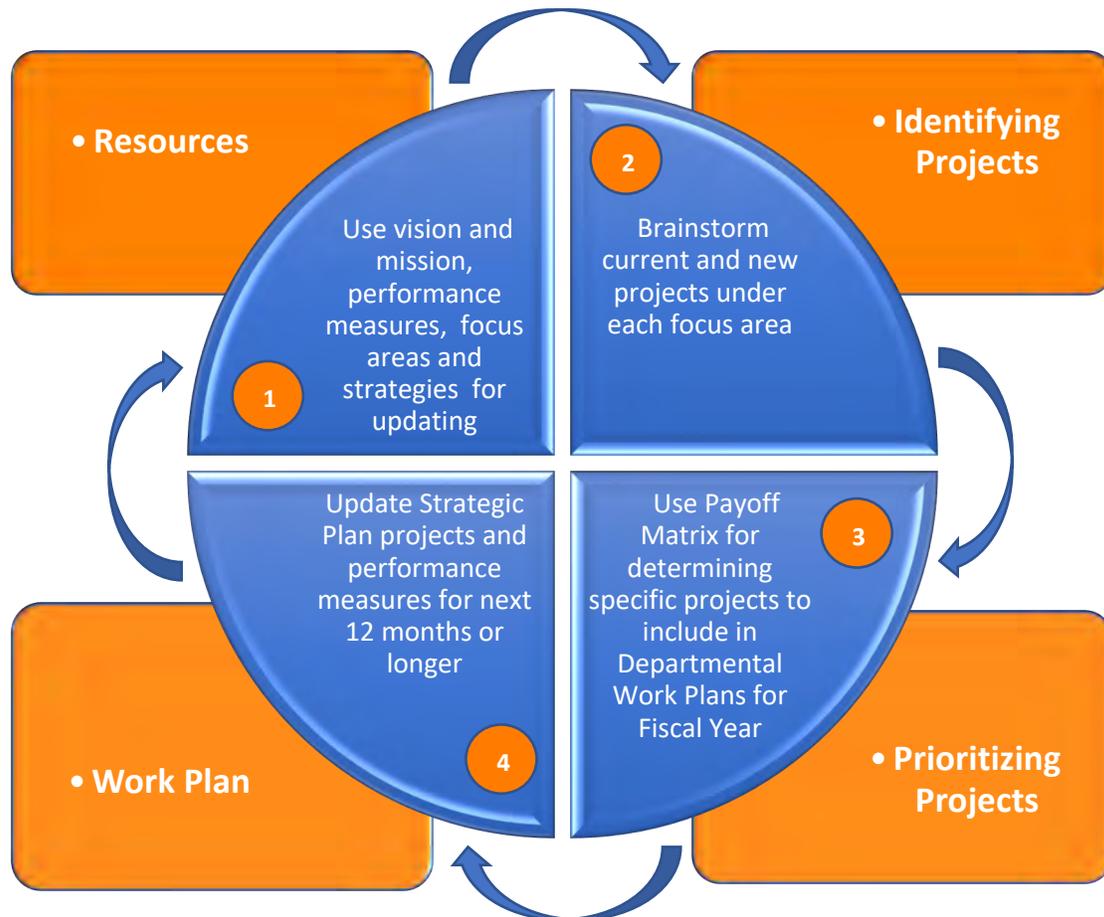
1. The Strategic Plan will be updated annually in the spring of each year during the annual budget process. All strategic projects (non-capital improvement) that require a significant amount of staff time should be included in the plan.
2. The Mayor, Council and Town Manager are committed to making sure that staff has the time and resources to complete the projects in the plan.
3. If new project(s) are added to the plan after it is approved, the Mayor and 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.

1. **Resources**- Use the Vision and Mission statements, Strategic Focus Areas, and performance data to provide information for brainstorming new projects under the plan.
2. **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.
3. **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.
4. **Work Plan**- Projects in the work plan and current or new performance measures are finalized for the strategic plan update.

# The Payoff Matrix

	Easy to Accomplish	Difficult to Accomplish
High Impact on Organization / Community	1	2
Low impact on Organization / Community	3	4

The “Payoff Matrix” provides a tool for the Town to use for identifying projects that are either easy or difficult to implement but result in a high impact on the organization. The purpose of the matrix is to stay in quadrants 1 and 2. In 2016, the Town of Bluffton developed high impact

projects to improve the quality and results of the services it provides to the community. Annually using the Payoff Matrix, departments can prioritize which projects meet this requirement in future years.



*The Dr. Mellichamp Drive Streetscape Project, recently completed, was an Action Agenda item from the 2017-18 Town of Bluffton Strategic Plan. This project resulted in improved walkability in the Historic District, with close proximity to recreational assets, dining and other entertainment venues while adding 55 public parking spaces. The project was funded in part by an \$89,000 SC PARD grant to improve parking and safe pathways to the Michael C. Riley Sports Complex.*

## Strategic Workshop Planning

### ENVIRONMENTAL SCAN

The key foundation to developing the strategic action plan was the Environmental Scan. Environmental scan surveys were conducted with the Mayor, Council and the Leadership Team. The surveys provided important information and data for the Mayor, Council, and the Leadership Team to ensure the alignment of town wide priorities and establish the foundation for building the strategic plan.

A Mayor and Council Strategic Planning session was held on Thursday, January 18, 2018. The retreat relied on information from the Strategic Plan Alignment and Development Surveys and a list of proposed project initiatives to inform the Strategic Focus Areas, Guiding Principles and projects for the strategic action plan.

The following is a list of attendees:

- Lisa Sulka, Mayor
- Larry Toomer, Town Council
- Fred Hamilton, Town Council
- Dan Wood, Town Council
- Harry Lutz, Town Council
- Marc Orlando, Town Manager
- Scott Marshall, Deputy Town Manager
- Terry Finger, Town Attorney
- Kimberly Chapman, Town Clerk
- Joseph Manning, Chief of Police
- Katherine Robinson, Director of Human Resources
- Trisha Greathouse, Director of Finance
- Heather Colin, Director of Growth Management
- Bryan McIlwee, Director of Engineering
- David Nelems, Don Ryan Center for Innovation CEO
- Kim Jones, Watershed Management Division Manager
- Derick Coaxum, Public Works Manager
- Pat Rooney, Project Manager
- Harry Williams, SOLOCO Chair
- Dr. Richard Gough, President, Technical College of the Lowcountry
- Charlie Calvert, University of South Carolina - Beaufort
- Terry Hannock, Planning Commission Vice Chair
- Josh Gruber, Beaufort County Interim County Administrator
- John O'Toole, Beaufort County Economic Development Board
- Michael Bell, Beaufort Jasper Water Sewer Authority
- Ashley Feaster, Palmetto Electric
- Sandy Steele, Southern Carolina Alliance
- Danny Black, Southern Carolina Alliance

# Focus Areas and Guiding Principles

Organizations make a very deliberate choice to be strategic. The Focus Areas are the **WHAT** that defines the purpose and function of the Town. The guiding principles and projects under the Focus Areas are the **HOW** behind achieving the goals in the Focus Areas. The Town of Bluffton has seven strategic Focus Areas with specific strategies.



operations and delivery of services. In short, performance measurement provides data and information necessary to make informed decisions, while providing a snapshot of current performance capabilities; and the ability to track whether actual performance is improving, staying the same or getting worse over time.

There are several reasons to measure, monitor and report performance of our work. There's an old saying, "if it's not measured it's not done". Performance measurement keep managers informed about the organization's services and processes. Performance measures are a tool to help understand, manage, and improve town

The pages that follow outline each Focus Area and its associated Guiding Principles. An Action Agenda is included at Appendix A which ties Strategic Focus Areas to identified action items, creating a work plan for Town Council and Staff.





## May River and Surrounding Rivers and Watersheds

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:

1

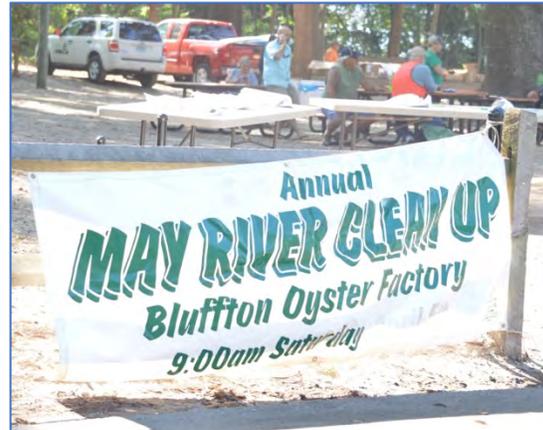
Support initiatives, such as the May River Watershed Action Plan, to improve water quality of the May, Okatie/Colleton and New Rivers and their watersheds.

2

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

3

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



*The May River runs through the heart of the Town of Bluffton's Historic District. The May River and surrounding rivers and watersheds are important parts of the local ecosystem, regional economy and also serve as a medium for recreational activities for residents and visitors.*





## 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 providing outstanding service to its citizens at an exceptional value for their tax dollars.

### Guiding Principles:

1

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

2

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

3

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.

4

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.

5

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.

6

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.

*Councilman Harry Lutz, Mayor Pro-Tempore Larry Toomer and Mayor Lisa Sulka engage in discussion with the facilitator from the Mercer Group during the Town’s Strategic Planning Workshop on January 18, 2018.*

*The workshop included input from Town Council, Town Staff. Key stakeholders in the government, business and academic communities as well as input from the general public.*





## 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:

1

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.

2

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.

3

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

4

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

5

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



*The Buckwalter Place Commerce Park is a public-private partnership and a catalyst for economic growth in the Bluffton region. Through a significant investment in infrastructure, the Town continues to be successful in attracting clean industry to the park, to include Beaufort County's single-largest private employer, eviCore Health Care. The park is home to the Town's Police Department and Don Ryan Center for Innovation and is the future home to the Technical College of the Lowcountry's Culinary Arts institute as well as St. Joseph's Candler 40-bed patient care facility.*





# 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:



*Above: Town Manager Marc Orlando addresses the Southern Lowcountry Regional Board on February 27, 2018 regarding growth in the Town of Bluffton.*

*Below: Mayor Lisa Sulka speaks to the Hilton Area Association of Realtors on March 21, 2018 regarding development agreements in the Town of Bluffton. The guiding principles supporting fiscal sustainability are essential to ensuring the Town's business practices will continue to support the ability to provide services to a growing number of citizens.*



1

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).

2

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.

3

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

4

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

5

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



## 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.



*Above: Councilman Fred Hamilton rides tall in the annual Bluffton Christmas parade, conducted for the community by Town of Bluffton Staff.*

*Below: Officer Jason Rodriguez gives a demonstration of his working K-9, Hunden. Two K-9 units were added to the Police Department as result of the 2017-18 Strategic Plan implementation.*



### Guiding Principles:

1

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.

2

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

3

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

4

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

5

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



# 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:

- 1** Establish routine and industry best practice maintenance guidelines to monitor the efficiency and operability of current below and above grade infrastructure and facilities.
- 2** Identify programs, technologies or resources to compliment current operational practices that ensure the sustainability of existing infrastructure and facilities.
- 3** 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.



*Above: Construction crews pour concrete during the Goethe-Shults neighborhood sidewalks project.*

*Below: Crews begin clearing the shoulder of May River Road as part of a streetscape project. Both projects resulted from identification and resourcing through previous strategic planning sessions.*





## 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:

1

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

2

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

3

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

4

Continuously seek national best practices from communities that have successfully implemented affordable housing strategies.



*Pictured above is the Wharf Street Redevelopment Project, an affordable housing project completed by the Town of Bluffton in 2012. It transformed a blighted area into a model for providing affordable housing within the Bluffton Historic District. Through adoption of the Town of Bluffton 2019-20 Strategic Plan, Town Council is recommitting efforts to increase the opportunity for affordable and/or workforce housing as evidenced by the addition of this strategic focus area and the introduction of several strategic plan action agenda items devoted to the development and implementation of an affordable housing work plan.*

**Appendix A**

**2019-20**

**Town of Bluffton**

**Strategic Plan**

**Action Agenda**

# TOWN OF BLUFFTON

## FY2019-2020 STRATEGIC PLAN ACTION AGENDA

Index #	Initiative	Strategic Focus Area	Guiding Principle	Dept of Primary Responsibility	FY Project Start	Projected Completion	Actual Completion	TC Action Required	% Complete	Notes
1	Affordable Housing Work Plan and Implementation	Affordable and/or Workforce Housing	1,2, 3 and 4	Growth Management	FY12	Ongoing	Ongoing	Policy	Ongoing	The Work Plan is an annual work plan established by the Affordable Housing Committee to implement the policies and actionable items prioritized by Town Council in the Community Development Program.
2	Establish a fee to be assessed on certain building permits that is earmarked to support eligible affordable and/or workforce housing programs	Affordable and/or Workforce Housing	4	Growth Management	FY19	FY19		Ordinance	75%	Will be incorporated in the Fee Schedule Update in the Annual Budget. Master fee schedule amendment will include an amendment to the building permit plan review fee adjusted and calibrated to fund Town operating expenses as a result of managing growth.
3	Citizen Access Portal - SeeClickFix	Community Quality of Life	3	Engineering	FY19	FY19		None		SeeClickFix is not compatible with the current Asset Management Software version. The Town needs to purchase the upgraded software and SeeClickFix and implement. Expected early FY19.
4	Land Acquisition Plan	Community Quality of Life	4	Executive	FY19	FY19		Policy		Documented strategy that will provide guidance for Town Council consideration of public land acquisition. Priorities include economic development, public facilities, open space, housing, river access and parking.
5	Amend Development Agreements	Community Quality of Life	5	Executive	Ongoing	Ongoing		Ordinance		Opportunities to amend development agreements to accommodate current public and land owner priorities remains a high priority of Town Council.
6	Land Use / Zoning Ordinance Calibration	Community Quality of Life	5	Executive	FY18	FY20		Ordinance		Determine opportunities to amend comprehensive plan, future land use map and UDO zoning provisions to guide economic development in TOB priorities and manage growth.
7	Establish SCE&G Trimming Policy	Community Quality of Life	5	Executive	FY18	FY19		Policy		
8	Unsafe, Uninhabited Structures Ordinance	Community Quality of Life	3,4	Growth Management	FY18	FY19		Ordinance	25%	Workshop held on 2/13/18/. Resulting direction from Town Council is to draft an additional ordinance specifically addressing criteria to maintain Contributing Structures. Contributing Structures list update is a prerequisite to ordinance.

# TOWN OF BLUFFTON

## FY2019-2020 STRATEGIC PLAN ACTION AGENDA

Index #	Initiative	Strategic Focus Area	Guiding Principle	Dept of Primary Responsibility	FY Project Start	Projected Completion	Actual Completion	TC Action Required	% Complete	Notes
9	Historic District Architectural Standards	Community Quality of Life	4,5	Growth Management	FY18	FY19		Ordinance	25%	Historic District architectural standards revisions to improve user-friendliness, remove redundancies and conflicts, etc. Agenda item for public hearing at the May 2018 Planning Commission Meeting. First reading expected in June 2018, with second reading in July 2018.
10	Sign Regulations	Community Quality of Life	4,5	Growth Management	FY18	FY19		Ordinance	25%	Refine sign regulations in UDO. Agenda item for public hearing at the May 2018 Planning Commission Meeting. First reading expected in June 2018, with second and final reading in July 2018.
11	Street Lighting Provisions	Community Quality of Life	5	Growth Management	FY18	FY19		Ordinance	25%	Require the provision of street lighting with qualifying development activities. Agenda item for public hearing at the May 2018 Planning Commission Meeting. First reading expected in June 2018, with second and final reading in July 2018.
12	Goethe-Shults Neighborhood Plan	Community Quality of Life	4	Growth Management	FY18	FY19		Policy	25%	Neighborhood meeting scheduled for 4/30/18. Expect to have a draft plan from LCOG by 6/30/18 for Town Council consideration in September 2018. The plan will serve as a small area CIP Master Plan and is a required document as part of an upcoming CDBG Grant application for phase 2 of the Goethe Shults Sidewalk Project.
13	Evaluate and Implement DRCI Strategic Plan	Economic Growth	2	DRCI	FY18	FY19		Policy		DRCI Strategic Plan was drafted following DRCI BOD Strategic Planning Session. Draft plan still pending revisions and final approval.
14	Short-Term Rental Policy	Economic Growth	4	Executive	FY17	FY19		Policy / Ordinance	25%	Staff continues to evaluate pending SC legislation and is assessing appropriate ordinance and policy amendments.
15	Center for Cultural Events - Scope & Strategy	Economic Growth	3	Executive	FY19	FY20		Policy		Assessment of cultural arts and event space locations in the Town of Bluffton.

# TOWN OF BLUFFTON

## FY2019-2020 STRATEGIC PLAN ACTION AGENDA

Index #	Initiative	Strategic Focus Area	Guiding Principle	Dept of Primary Responsibility	FY Project Start	Projected Completion	Actual Completion	TC Action Required	% Complete	Notes
16	Evaluate the Development Continuum for Process Improvements	Economic Growth	1	Growth Management	FY18	FY20		None	25%	Ongoing process and procedure improvement to gain staff efficiencies and streamline the development review program.
17	Update of the National Historic District Register to more closely align with the local district	Economic Growth	2	Growth Management	FY19	FY20		Ordinance		Update to include historical research of the Buck Island Simmonsville Road neighborhood, Eagles Field and the Goethe/Shults Road neighborhood.
18	Comprehensive Plan Update	Economic Growth	2	Growth Management	FY19	FY20		Ordinance		Project tasks and timelines are pending definition.
19	Develop an incentive program to promote historic preservation through mechanisms such as the establishment of tax incentives authorized by the State of South Carolina Bailey Bill and / or a façade improvement program	Economic Growth	3,4	Growth Management	FY18	FY20		Ordinance	25%	Workshop was held 3/13/18. TC provided direction to move forward with enacting Bailey Bill enabled incentives. Updating the Contributing Structures List and applicable UDO changes are prerequisites to the Ordinance.
20	Cost/Level of Service Study for Use of Stormwater Utility Fees	Fiscal Sustainability	2	Engineering	FY19	FY20		Contract / Ordinance	0%	Staff has budgeted funds to assess the stormwater utility fee with its contractor, Raftelis.
21	Consideration to provide public access to Town Council meetings with live stream capabilities	Fiscal Sustainability	4	Executive	FY19	FY19		Policy	25%	Livestream capabilities will be incorporated into the newly constructed Town Council Chambers.
22	Local Accommodations Ordinances	Fiscal Sustainability	2	Finance	FY20	FY20		Ordinance		Identified by Town Council in the January 2018 Strategic Planning Session as an action item for the FY19-20 Strategic Plan.
23	Capital Asset Policy Revisions	Fiscal Sustainability	2	Finance	FY20	FY20		Ordinance		Identified by Town Council in the January 2018 Strategic Planning Session as an action item for the FY19-20 Strategic Plan.
24	Beaufort County Impact Fee Assessment	Fiscal Sustainability	5	Finance	FY19	FY20		Policy / Ordinance		Beaufort County is assessing current County Impact Fees assessed on development projects. Town Staff will coordinate and assess impacts to Town of Bluffton.
25	Citizen Access Portal for Online Payments	Fiscal Sustainability	4	Finance	FY20	FY20		None		Improve customer service and streamline business processes through introduction of online payment methods.

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## FY2019-2020 STRATEGIC PLAN ACTION AGENDA

Index #	Initiative	Strategic Focus Area	Guiding Principle	Dept of Primary Responsibility	FY Project Start	Projected Completion	Actual Completion	TC Action Required	% Complete	Notes
26	Contract Tracking Software	Fiscal Sustainability	2	Finance	FY19	FY19		None		Process will allow for automated tracking of contracts pending expiration / reconsideration to better program work load associated with procurement activities.
27	Citizen Access Portal - Development Permit Applications	Fiscal Sustainability	4	Growth Management	FY20	FY20		None		Will allow for online submissions and payments of certain development and building applications.
28	Implementation of review system for the online submittal and digital review of development and building permit applications	Fiscal Sustainability	4	Growth Management	FY20	FY20		None		Allows for expanded staff review of online submittals to include plan reviews.
29	Citizen Access Portal - Community Event Reservations	Fiscal Sustainability	4	Police Department	FY18	FY19		None		Provide online reservation and payment system for rental of Town facilities.
30	Sewer Extensions and Connections Implementation	Infrastructure	3	Engineering	Ongoing	Ongoing	Ongoing	Contract	25%	The May River Watershed Action Plan envisioned extension and connection to sanitary sewer to remove septic systems within the watershed as a key activity. As sanitary sewer is extended throughout the Town's jurisdiction, additional connections will follow. Construction of sewer connections will involve coordination with BJWSA. The Sewer Connection & Extension Policy prioritizes sewer extension and connection to currently unserved areas within a 500' buffer of the May River and Coves in the Town's jurisdiction. These projects are referenced as Historic District Sewer Extension Phases 1-6 to install sewer trunk lines and will facilitate additional Sewer Connections in FY 2020-2023, Phases 1 & 2 in FY 2020; Phases 3 & 4 in FY 2021 and Phases 5 & 6 in FY 2022.
31	Calhoun Street Streetscape Improvements	Infrastructure	3	Engineering	FY18	TBD		Policy / Contract		Streetscape improvement to include sidewalk, parking, lighting, signage, and utility improvements. Final design and permitting of the remaining streetscape project is proposed in FY 2019. Construction costs to be determined upon final design. Construction of improvements in FY 2020 and 2021, if necessary. Project pending funding.

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32	Old Town Master Plan Drainage Improvements Study	Infrastructure	2	Engineering	FY20	FY20		Policy / Contract		Anticipated to start in FY20.
33	Establish Regional Ditch Maintenance Strategy and Implementation Plan	Infrastructure	2	Engineering	FY19	FY19		Policy		Watershed Management and Public Works Staff will coordinate with SCDOT and Beaufort County to establish Levels of Service and Extents of Service.
34	Historic District Traffic Calming Improvements	Infrastructure	2	Engineering	FY19	FY20		Policy		
35	Buck Island - Simmonsville Sewer Phase 5 (PN 44)	Infrastructure	3	Engineering	FY18	FY19		Policy / Contract	10%	This Phase consists of 3,826 linear feet of 8" sewer main, the abandonment of 33 septic tanks, and 1,054 linear feet of water main. This phase will serve +/- 33 homes in four locations within the Buck Island-Simmonsville neighborhood. Additionally, newly identified phase 5E will extend to the town western boundary along May River Road serving 9 properties. A +/- \$320,000 grant application is currently under review for potential CBDG funding assistance.
36	Town Hall Renovation (PN 51)	Infrastructure	2	Engineering	FY17	FY19		None	50%	This project proposes to redevelop and enhance the existing Town Hall facility to meet current and projected staffing needs. Goals and priorities include improvements to office space, fire suppression system, HVAC, addition of a formal Town Council Chambers and outdoor gathering space for Town events and public use. Additional improvements include expanded parking, lighting, signage, on-site stormwater, and improved technology to enhance the citizen experience at Town Hall.
37	Town Facility Improvements (PN 52)	Infrastructure	2	Engineering	FY18	Ongoing	Ongoing	Contract	25%	Ongoing improvements to Town facilities including Rotary Community Center, Law Enforcement Center, Watershed Management building, Public Works building and yard, & Police Sub-station.

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38	Buck Island - Simmonsville Neighborhood Sidewalks & Lighting (PN 54)	Infrastructure	3	Engineering	FY19	FY20		Contract	25%	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. Approximately 10,000 linear feet of sidewalk has already been constructed within this neighborhood with an additional 6,000 linear feet of 5' wide sidewalk needed to complete the overall project. Sidewalk and lighting construction is being implemented in conjunction with the completion of sanitary sewer for the community. The design and implementation of the remaining sections of Buck Island Road sidewalks and lighting is proposed to be completed in FY 2019. The remaining sidewalk and lighting for Simmonsville Road will be designed in FY 2019 and constructed in FY 2020, upon completion of the BIS Phase 5 sewer project. Project pending funding.
39	Oyster Factory Park Improvements (PN 59)	Infrastructure	2	Engineering	FY18	FY21		Contract(s) Approval	25%	Proposed improvements to Oyster Factory Park (OFP) are based on a 2016 Conceptual Master Plan prepared by Witmer Jones Keefer. Design and construction of the additional improvements outlined in the Concept Master Plan are proposed for FY 2020 and 2021. Completed work includes parking lot expansion, walkways, and building maintenance to the Oyster Factory Building. Ramp roadway repairs, additional parking expansion and building repairs to the Oyster Factory will be completed in FY 2019. FY 2019 improvements include the construction of the veteran's memorial. Design of a playground, bulkhead, crabbing dock, and hardscape improvements to the cook out area in FY2020. Construction of additional improvements outlined in the Concept Master Plan are proposed for FY 2021.

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40	Don Ryan Center for Innovation Upfit (PN 60)	Infrastructure	3	Engineering	FY17	FY19		Contract	25%	Upfit and Technology Infrastructure costs for the permanent home for the Don Ryan Center for Innovation consisting of 3,000 sq ft at Buckwalter Place Commerce Park.
41	Calhoun Street Dock Improvements (PN 62)	Infrastructure	3 and EG GP3	Engineering	FY18	FY19		Contract	25%	Project includes removal of the existing public dock and replacement with a larger and more accessible regional dock. The dock will include a bulkhead, 10'x130' boardwalk, 20'x 20' covered pier head and larger floating dock (12'x125') capable of accommodating up to ten boats. This project is in design and permitting phase with construction expected to begin in the summer of 2018 and completed in the fall of 2018. Project pending funding.
42	68 Boundary Street Improvements (PN 63)	Infrastructure	3	Engineering	FY18	FY19		Contract	25%	Town Council approved the purchase of approximately 1.5 acres at 68 Boundary Street in June of 2016 for the purpose of providing additional public open space and parking in the Bluffton Historic District. The project scope includes Green Street improvements, parking, sidewalks, lighting, site furnishings, demolition of existing building, tree trimming, and landscaping. Once the preferred concept plan is selected by Town Council, engineering design will commence to be completed by June of 2018 with construction to follow in FY 2019.
43	184 Bluffton Road Improvements (PN 64)	Infrastructure	3	Engineering	FY18	FY19		Contract	25%	Improvements at 184 Bluffton Road include demolition of the existing buildings, additional parking spaces, sidewalks, lighting, site furnishings, and a small pocket park. This project has completed the conceptual planning phase. Demolition and preliminary site design will occur in FY 2018. Final site design as well as construction will occur in FY 2019 and FY 2020.

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44	Wright Family Park (PN 65)	Infrastructure	3	Engineering	FY18	FY19		Contract	25%	The improvements for this property consist of passive open space on the May River at the southeastern end of Calhoun Street. The project includes natural gardens, grass, walkways, parking, site furnishings, lighting, bulkhead, fencing, restroom building and public access to the May River. The Town and Beaufort County will each have 50% ownership. To date the Town has performed an initial site clean-up and installation of fencing for safety purposes. In FY 2019 the Town will develop and approve a Master Plan for the entire park, complete design and construction of the bulkhead, upland park improvements and a crabbing dock.
45	Bridge Street Enhancements	Infrastructure	2	Engineering	FY19	FY20		Policy / Contract	0%	Bridge Street is a major east-west connector road in the Historic District that parallels the May River. This project includes the planning and construction of new improvements including; sidewalks, striping, street lighting and other streetscape features on Bridge Street between Heyward Cove and Wharf Street. The goal is to define parallel parking and improve pedestrian circulation and safety. Preliminary Planning is scheduled to begin in FY 2019 with final design, permitting and easement acquisition in FY 2020 and construction in FY 2021 subject to SCDOT design parameters.
46	Cove Skids	Infrastructure	3	Engineering	FY20	TBD		Policy / Contract	0%	Feasibility study and conceptual drawings to be prepared FY 2020.

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47	Goethe-Shults Neighborhood Sidewalks Phase 2 (PN 55)	Infrastructure	3	Engineering	FY18	FY20		Policy / Contract	25%	This project provides for the design and construction of sidewalks in the Goethe Road Neighborhood area including Goethe, Shults and Hildebrand Roads and portions of Eighth Avenue. This Phase consists of sidewalks along the opposite side of the road from Phase 1. Town Staff shall prepare a Goethe Road Neighborhood Plan with assistance from LCOG prior to application for CDBG project funding. Surveying and conceptual sidewalk alignment is complete. The Neighborhood Plan to be complete FY 2018. Final engineering design, permitting to be completed in FY 2019. Construction is subject to the adoption of the Neighborhood Plan and associated funding (anticipated to start in FY 2020).
48	Oscar Frazier Park Enhancements / Rotary "Field of Dreams" Project	Infrastructure	3	Engineering	FY18	TBD		Contract	25%	Partnership with Beaufort County and other community organizations such as Rotary Club of Bluffton. Initial phase includes synthetic turf at the existing playground and the Imagination Train. Additional improvements to the Field of Dreams to be determined pending an update to the existing Master Plan. Project pending funding.
49	American Legion Auxiliary Unit 205-sponsored Public War Memorial	Infrastructure	3	Engineering	FY19	TBD		Policy / Contract		MOU pending execution with American Legion Auxiliary Unit 205. Project location and scope to be determined.
50	Squire Pope Cottage Rehabilitation	Infrastructure		Engineering	FY19	FY20		Policy / Contract		This project includes the stabilization plan, preservation plan and rehabilitation plan of the carriage house, to be completed in phases. Phase 1 is the emergency stabilization plan; Phase 2 is the construction to stabilize, existing conditions study and assessment which is included in the preservation plan; Phase 3 includes construction drawings. Final Phase is the construction and rehabilitation of the carriage house.

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51	Dog Park	Infrastructure	3	Engineering	FY18	FY19		None	50%	MOA established with Town/County/Friends of Bluffton Dog Parks for the design, construction and maintenance of the dog park. Construction underway. Dog Park area has been cleared and prepped per concept plan.
52	Establishment of Beautification Committee Work Plan	Infrastructure	2	Engineering	FY17	Ongoing		None	Ongoing	Annual Work Plan presented to Town Council during FY Consolidated Budget consideration.
53	Implement Buckwalter Place Public-Private Partnership Agreement	Infrastructure	3 and EG DP6 and FS GP5	Executive	FY14	FY20		None		Identified by Town Council in the January 2018 Strategic Planning Session as an action item for the FY19-20 Strategic Plan.
54	Old Town Streets Ownership and Maintenance Strategy	Infrastructure	1	Growth Management	FY19	FY20		Policy		Staff has developed an inventory of Old Town/Historic District streets including sewer access and vehicular and/or pedestrian access. Priority will be based on Capital Projects priorities.
55	Town-Wide Wayfinding Program	Infrastructure	3	Growth Management	FY19	FY20		Policy		Staff will compile regulations for wayfinding signs and review policy, to include types of signs, locations, design, appropriation and installation.
56	May River Watershed Action Plan Update and Continued Implementation	May River & Surrounding Rivers and Watersheds	1	Engineering	FY18	Ongoing		Policy / Contract	50%	The project is currently in the Design and Permitting phase and will move to the Construction Phase in FY 2019. This project is funded in part by the US EPA under a Section 319 Grant through SC DHEC in the amount of \$231,350. Staff will work to revise and update the Action Plan in FY19.

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57	"No Wake Zone" from Oyster Factory Park to Calhoun Street Dock	May River & Surrounding Rivers and Watersheds	2	Engineering	FY18	Ongoing		Policy	25%	The Town has submitted two (2014 and 2016), unsuccessful, written requests to DNR to establish a no wake zone from 500ft. west of Oyster Factory Park (OFP) Landing to 500 ft. east of the Public Dock at Calhoun Street to protect public safety of boaters/kayakers launching and loading/off-loading, as well as public investment in dock/ramp improvements. The Town has posted official DNR "You are Responsible for Your Wake" signs at both OFP and Public Dock at Calhoun Street. Following completion of dock/ramp improvements and subsequent denial of the 2016 request, DNR informed the Town that they were requesting a change in regulations to increase the distance boats need to keep from docks to >100 ft., which required SC Legislative action. No action has been taken to date, nor is it on the calendar.
58	MS4 Implementation	May River & Surrounding Rivers and Watersheds	1	Engineering	Ongoing	Ongoing	Ongoing	None	75%	Current permit cycle ends June 30, 2018. Next 5-year permit cycle will be issued upon SCDHEC public comment and review.
59	Stormwater BMP Design Manual Update	May River & Surrounding Rivers and Watersheds	2	Engineering	FY18	FY19		Policy / Contract	25%	Staff is working with neighboring municipalities as part of the SoLoCo stormwater sub-committee to procure Engineering and Consulting Services to develop a Lowcountry Regional Stormwater Ordinance and Design Manual.
60	Stormwater Ordinance	May River & Surrounding Rivers and Watersheds	2	Engineering	FY18	FY19		Ordinance / Contract	25%	Staff is working with neighboring municipalities as part of the SoLoCo stormwater sub-committee to procure Engineering and Consulting Services to develop a Lowcountry Regional Stormwater Ordinance and Design Manual.
61	May River Watershed Water Quality Model	May River & Surrounding Rivers and Watersheds	2	Engineering	FY14	FY19		None	75%	Staff has completed 2002 pre-development conditions in the headwaters of the May River. Staff proposes to outsource completion of the model in FY18 in conjunction with the Beaufort County Stormwater Master Plan Update modeling.

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62	Establish a Town of Bluffton Staff, Boards, Commissions and Committees Customer Service Institute	Town Organization	3,6	Executive	FY19	FY20		Policy		Annual training with the Ambassador program as part of the program.
63	Employee Handbook Update	Town Organization	1,2	Human Resources				Policy		Employee Manual was last adopted in June 2008 and requires updating.
64	Implementation of File Management and Records Retention Plan	Town Organization	4	Information Technology	FY19	FY20		None		Start scoping in FY19. Fund in FY20.

