



The Town of Hilton Head Island  
**Our Plan Infrastructure Work Group**

**Friday, August 30, 2019, 10:00 AM**

The Living Lab at Town Hall

## **AGENDA**

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*As a courtesy to others please turn off / silence ALL mobile devices during the meeting.  
Thank You.*

- 1. Call to Order**
- 2. FOIA Compliance** - Public notification of this meeting has been published, posted, and distributed in compliance with the South Carolina Freedom of Information Act and the requirements of the Town of Hilton Head Island.
- 3. Welcome & Introductions**
- 4. Discussion Items**
  - a. Review new statements and formatting changes to Draft Goal Categories document.
  - b. Review notes from previous meeting.
  - c. Review remaining Draft Goals Categories.
  - d. Review suggestions from C. Christon.
- 5. Staff Report/Updates**
- 6. Adjournment**

*Please note that a quorum of Town Council may result if four (4) or more of their members attend this meeting.  
Please note that a quorum of the Planning Commission may result if five (5) or more of their members attend this meeting.*



Town of Hilton Head Island  
**Our Plan Infrastructure Work Group**

**Friday, August 16, 2019 at 10:00 AM**

The Living Lab at Town Hall

## **MEETING NOTES**

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### **Work Group:**

#### ***Innovative Approach to Create 'Right-Sized' Infrastructure***

**Present from Work Group:** Mike Allen, Michael Cole, Paul Crunkleton, Pete Nardi, Mark O'Neil

**Present from Town Staff:** Shea Farrar, Taylor Ladd

**Present from Town Council:** Mayor Pro Tem Bill Harkins

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- The meeting was called to order at 10:00 AM.
- Shea Farrar introduced herself. She asked the Work Group members to briefly introduce themselves.
- Discussed the Draft Goal Categories document.
  1. We need to focus on mass transportation. Rail is unrealistic, we need to focus on busses. We need park and ride facilities. We have to have more regular service; not every 45 minutes. Transit stops need to be located near places of work. By 2040, Hardeeville will be too expensive, people will be living in Bamberg.
  2. We need to consider transportation for visitors. Expand Palmetto Breeze.
  3. Considering water transportation, we still need a place for people to get from where the dock to where they're going. Marine transit is probably an expensive operation.
  4. We've discussed ferry transportation for many years. Similar to the discussion of park and ride facilities. Given how land is developed on the Island, where will you have a place for people to park and get on and off the busses? This isn't Hampton County, where there is a considerable amount of undeveloped land. The Town could use some of the land it purchased to prevent it from being developed, but how would that square with the reason the land was purchased in the first place?
  5. Regarding the comment, "Another option for entering and exiting the Island," is SCDOT going to build a second bridge, or will they just repair the bridges we have? It's somewhat of a moot point, since a second bridge will still feed into 278.
  6. You can always build a second bridge, but where is it going to go? What's the value of it?
  7. Re: electric scooters, it seems that some company would set up a business on the Island, especially given our pathway system.
  8. We need to consider the number and type of alternative transportation options – walking, bicycling, scooters, golf carts – because they could become a safety problem.

9. We should consider ensuring the safety of pathway users, especially for those who don't regularly use bicycles, scooters, etc.
10. Regarding the airport, do we think it's an important part of our transportation network?
11. For people in business, it's a lot more convenient than traveling to Savannah or Charleston.
12. The airport is under the control of the County. The airport is in the business of expanding air transportation. They're in competition with Savannah.
13. This relates to the capacity of the Island for visitors. What is the ultimate vision? How many people do we want here at one time?
14. If we have more people coming in from the airport, how do we keep them out of cars?
15. The airport is here. We need to determine what it should look like in the future. The airport master plan doesn't address the implications related to mass transit.
16. Should Technology be part of Utilities? Folded Technology into Utilities.
17. Utilities are critical to *Right-Sized Infrastructure*.
18. "Create aquifer recharge zones using stormwater projects near potable well capture zones is included," could be right-sized for the Island.
19. Regarding the demand for potable water, 50-60% of treated drinking water, procured at millions of dollars of expense, is being used for residential irrigation. Could we have a discussion, starting with the large-scale subdivisions, asking if they could at least not require turf. Inform new residents of the options aside from turf. That paradigm is not sustainable. See UN Report on use of turf grass.
20. Is there a cultural change from young adults away from grass? Millennials may be turning away from yard maintenance.
21. In-ground, pop-up irrigation is not normally installed on every single residential lot, considering the rest of the country. HHI is an anomaly.
22. Part of the problem is that water is cheap, and cisterns, etc. are expensive and can be unsightly.
23. Spring Island could represent a model to consider. It's natural and high-end.
24. The Island has an ordinance that you can only irrigate two days a week. That was enacted when we became aware of salt water intrusion.
25. To take it a step further, you can ban in-ground in new construction. In other words, make it more difficult to irrigate.
26. The new buzzword is 5G. The connection to the home is how to ensure reliable service. By the end of this year, Hargray will have installed fiber service to 2/3 of homes, which allows speeds of up to 1 gigabit. 1 gigabit is actually more than is reasonably needed right now.
27. While we don't know what the exact technology needs will be in 2040, we do know that we'll be using more devices that require internet connectivity, such as kitchen appliances and driverless cars.
28. In the future, once fiber is installed for everyone, you can remove the copper, including the above-ground pedestals, since fiber requires an in-ground vault.
29. A fiber backbone is required to support 5G technology.
30. How do the PUD covenants restrict or support new technology, especially 5G towers?
31. It would be useful if companies could co-locate their services to reduce the footprint of the physical infrastructure required. Hargray and Palmetto Electric do that today.
32. Cellular service actually currently offsets water and sewer bills because the cellular companies are renting space on water towers.
33. What does the Town do to mitigate rising sea levels and their effect on utilities? Do we need to address what we do about sea levels rising? We don't need a specific goal or to

solve the problem, but to point the Town in the direction of what it should be paying attention to.

34. Should we prioritize our goals? Yes, we'll do that later in the process, once we have our list of goals.

35. Are we re-writing the current plan, or are we throwing it out and starting from scratch. We need to review the current plan and take forward what's still relevant.

- Staff will bring in subject matter experts and have panel discussions. All Work Groups will be invited to all of the discussions.
- The meeting adjourned at 11:06 AM.

**Submitted by:** Anne Cyran

## Work Group: Innovative Approach to Create 'Right-Sized' Infrastructure

### Draft Goal Categories 1.1 (For the 8/30/2019 meeting)

1. Transportation: vehicular; public transportation; rail; hovercraft; bicycles; e-scooters; air transit
2. Technology: fiber optics; 5G
3. Utilities: water/sewer; electrical
4. Built environment: under-utilized buildings
5. Medical facilities
6. Educational facilities: schools; libraries
7. Cultural facilities
8. Housing, including considering permanent population housing versus vacation housing

Note: **statements in blue** were added by staff based on discussions at the 8/16 meeting. At the 8/30 meeting, we will discuss and determine if these should be edited or removed. We will also review the remainder of the document and the document submitted by Chris Christon.

#### **Transportation**

1. Enhance Palmetto Breeze to create a large, effective public transportation system to the Island and on the Island. The primary focus should be on land transportation using busses. Among other benefits, public transportation will reduce congestion, which will be an increasing problem as areas of the mainland continue to develop.
  - a. Inadequate public transportation. (SOAR Opportunity).
  - b. Distribution transit system on the Island. (SOAR Aspiration).
  - c. More/better mass transit options. (SOAR Aspiration).
  - d. Defined & safe transit stops. (Attribute Worksheet).
  - e. Better public transportation options. (SOAR Opportunity).
  - f. Less congestion on roads with transportation options. (SOAR Aspiration).
  - g. Develop an Island-wide trolley system. (SOAR Aspiration).
  - h. Rail or bus to mainland. (SOAR Aspiration).
  - i. Parking rates higher to encourage park & ride. (Attribute Worksheet).
  - j. "Hub & Spoke" transit concept. (Attribute Worksheet).
  - k. One of the challenges we face is how we effectively move large numbers of people from Point A to Point B and move them out of automobiles. Could we use a rail system? Could we make more effective use of our waterways? (Discussion after SOAR).
  - l. Transit for workers has to serve different needs than transit for tourists. Tourists have a lot of things with them; getting them out of their cars is going to be a challenge. Would lockers on the beach be effective? (Discussion after SOAR).
  - m. Chapter 3 (Environment), Section 2 (Air Quality), Goal A (page 3-2): "To explore opportunities for alternative transportation to limit traffic congestion and pollution, including potential for effective mass transit and other innovative transportation strategies."
  - n. Chapter 9 (Transportation), Section 5 (Public Transportation), Goal A (page 9-6), "To identify the Island-wide needs for public transportation and research alternative ways to provide the needed services."
  - o. Ferry system to connect Savannah, Beaufort & Daufuskie Island. (SOAR Aspiration).
  - p. Chapter 9 (Transportation), Section 7 (Marine Transportation), Goal A (page 9-8), "To integrate a marine-based transportation option into the transportation network that has the potential to serve Town residents, visitors, and employees."

~~q. Rail system loop. (Attribute Worksheet).~~

2. Evaluate alternate (non-vehicular) forms of transportation and how they fit into our street and pathway network.

3. Chapter 6 (Community Facilities), Section 3 (Transportation Network), Goal **A** (page 6-2): “To provide a transportation network that includes opportunities for roadway, pathway, water-based and air-based transportation to and on the Island.”
  - a. Chapter 6 (Community Facilities), Section 3 (Transportation Network), Goal **D** (page 6-2): “To have a pathway network that provides for recreational opportunities as well as an alternative means of transportation to and on the Island.”
  - b. Chapter 9 (Transportation), Section 4 (Pathway Network), Goal A (page 9-5), “To expand the pathway network to provide pedestrians, bicyclists, and other users of non-motorized transit with a safe and efficient infrastructure to connect residential and tourist areas to schools, parks, commercial areas, and potential off-Island connections.”
  - c. Chapter 10 (Recreation), Section 5 (Facilities Guidelines), Goal A (page 10-3), “Continue improving and expanding the existing network of multi-use pathways throughout the Island enabling residents and visitors to access recreational areas, shopping centers, schools and businesses by non-motorized forms of transportation.”
  - d. Golf carts. (Attribute Worksheet).
  - e. Expansion of bike paths. (SOAR Strength).
  - f. We provide good bike path connectivity. (SOAR Strength).
  - g. Recreational bicycling: focus on safety; Chaplin Linear Park; complete streets; active pathways; challenge of e-bikes & scooters. (SOAR Opportunity).
  - h. Bike path expansion. (SOAR Opportunity).
  - i. We need to consider the trend of motorized scooters, golf carts, etc. and how we integrate them into our transportation system. (Discussion after SOAR).

4. Roadways & Bridges

5. Chapter 6 (Community Facilities), Section 3 (Transportation Network), Goal **A** (page 6-2): “To provide a transportation network that includes opportunities for roadway, pathway, water-based and air-based transportation to and on the Island.”
  - a. Chapter 6 (Community Facilities), Section 3 (Transportation Network), Goal **B** (page 6-2): “To have a safe, efficient and well-maintained regional and local roadway network.”
  - b. Chapter 9 (Transportation), Section 1 (Road Network), Goal A (page 9-1), “To improve the road network by creating safe and convenient access and interconnections to all areas of the Island while protecting community investments, neighborhoods, and the natural environment.”
  - c. Chapter 9 (Transportation), Section 1 (Road Network), Goal D (page 9-2), “To maintain all roads on Hilton Head Island to ensure safety and adequate access.”
  - d. Chapter 6 (Community Facilities), Section 3 (Transportation Network), Goal **C** (page 6-2): “To protect the bridges that provide the only ground transportation link from the Island to the Mainland.”
    - e. Road improvements underway. (SOAR Opportunity).
    - f. Pave all roads in all neighborhoods. (SOAR Opportunity).
    - g. Better parking opportunities/parking garage. (SOAR Opportunity).
    - h. Bridge expansion. (SOAR Opportunity).
    - i. Better inter-connected frontage roads. (SOAR Aspiration).
    - j. Passed sales tax for road improvements. (SOAR Result).
    - k. Another option for entering and exiting the Island. (SOAR Opportunity).
    - l. Autonomous Vehicles (AVs). (Attribute Worksheet).

## 6. Traffic Congestion/Air Quality

- a. Uncontrolled growth of vehicle traffic. (SOAR Opportunity).
- b. Increased population in Jasper County. (SOAR Threat).
- c. Traffic congestion. (SOAR Threat).
- d. Eliminate congestion at Sea Pines Circle. (SOAR Aspiration).
- e. Chapter 3 (Environment), Section 2 (Air Quality), Goal C (page 3-2): “To educate residents and visitors about the impacts of idling and traffic congestion and provide ways in which each person can help to reduce idling time as well as reduce overall personal and commercial vehicle usage. The Island imports nearly 100 percent of goods. The commercial fleet utilized to transport these goods should be encouraged to reduce idling time due to its potential impact on air quality.”

## 7. Airport

- a. We need to consider whether the airport is sufficient to provide support to business. (Discussion after SOAR).
- b. Chapter 6 (Community Facilities), Section 3 (Transportation Network), Goal A (page 6-2): “To provide a transportation network that includes opportunities for roadway, pathway, water-based and air-based transportation to and on the Island.”
- c. Chapter 7 (Economy), Section 6 (Potential Strategies with Implications for the Comprehensive Plan) (page 7-4), “Major theme #4 ‘Mobility and Access’ identified the Island’s airport as a ‘community asset requiring sensitive development’ and that the Town should ‘own the airport as an asset,’ especially in growing the business travel and hospitality segment of the economy. Consideration should be given to such ownership with the thought of developing the airport in line with similar assets owned by other major upscale resort communities. Direct ownership may not be a high priority within the short term (3-5 years), especially given the magnitude of the current recession, but certainly within the 20 year scope of the Comprehensive Plan. A well-developed, small Island airport is a key tool in further enhancing the Island’s economy through potential for growth in the niche, premier corporate meeting and functions segment.”

### Technology

- a. Chapter 6 (Community Facilities), Section 5 (Utilities), Goal A (page 6-4): “To have a safe and effective utility system that minimizes interruptions in services.”
- b. Distinct path moving forward to address information gaps. (SOAR Results).
- c. Provide good telecom service. (SOAR Strength).
- d. Technology capacity limitations. (SOAR Opportunity).
- e. Build better technology infrastructure. (SOAR Aspiration).
- f. If people want to telecommute, technology infrastructure needs to be sufficient to support that. (Discussion after SOAR)
- g. Fiber optics and its availability directly connects to providing opportunities for business and workers on the Island. (Discussion after SOAR)
- h. Installing fiber optics will make us competitive with other communities in the country. Even Haig Point and Daufuskie have fiber optics now. About 25% of the country has fiber optic cable. We’re not on the cutting edge, but we’re becoming more competitive. (Discussion after SOAR)
- i. There are conferences that won’t come to the Island because of poor cell service. (Discussion after SOAR)
- j. Once we have more robust connectivity, how do we leverage that? Parking, smart cars, etc. *Internet of things*: the connectivity of all devices. (Discussion after SOAR)

## Utilities

### 1. Water, Wastewater & Stormwater

- a. Chapter 6 (Community Facilities), Section 5 (Utilities), Goal *A* (page 6-4): “To have a safe and effective utility system that minimizes interruptions in services.”
- b. Chapter 6 (Community Facilities), Section 5 (Utilities), Goal *F* (page 6-4): “To have well-maintained, effective stormwater infrastructure on the Island.”
- c. Chapter 6 (Community Facilities), Section 5 (Utilities), Goal *B* (page 6-4): “To provide adequate water service for both domestic use and fire safety to all areas of the Island.”
- d. Chapter 6 (Community Facilities), Section 5 (Utilities), Goal *C* (page 6-4): “To address the challenges that salt water intrusion presents for Island water sources.”
- e. Chapter 6 (Community Facilities), Section 5 (Utilities), Goal *D* (page 6-4): “To promote water conservation.”
- f. High quality tap water. (SOAR Strength).
- g. Larger capacity fees for development. (Attribute Worksheet).
- h. Purchase development rights. (Attribute Worksheet).
- i. Stormwater Management: planning for sea level rise & management. (Attribute Worksheet).
- j. Stormwater Resilience: Netherlands. (Attribute Worksheet).
- k. Ensure adequate wastewater reuse/discharge options for buildout. (SOAR Opportunity).
- l. Secure our potable water future through comprehensive growth planning that includes water resources. (SOAR Opportunity).
- m. Sea level rise and addressing stormwater issues. (SOAR Threat).
- n. Create aquifer recharge zones using stormwater projects located near potable well capture zones. (SOAR Aspiration).
- o. Better managed stormwater infrastructure. (SOAR Aspiration).

### 2. Sewer

- a. Chapter 6 (Community Facilities), Section 5 (Utilities), Goal *A* (page 6-4): “To have a safe and effective utility system that minimizes interruptions in services.”
- b. Chapter 6 (Community Facilities), Section 5 (Utilities), Goal *E* (page 6-4): “To have sewer service Island-wide.”
- c. Ensure discussion of utilities includes everyone, ex: sewers. (Attribute Worksheet).
- d. Project SAFE (Sewer Access For Everyone) helps people in need connect to sewer. Master sewer plan projects have provided sanitary sewer access to scores of streets, hundreds of homes. (SOAR Strength).

### 3. Electricity

- a. 90% of power lines are buried on HHI. (SOAR Strength).
- b. Reliable electrical service. (SOAR Strength).
- c. Chapter 6 (Community Facilities), Section 5 (Utilities), Goal *A* (page 6-4): “To have a safe and effective utility system that minimizes interruptions in services.”

### 4. Solid Waste & Recycling

- a. Chapter 6 (Community Facilities), Section 5 (Utilities), Goal *G* (page 6-4): “To have a solid waste and recycling program for the Island and to educate residents and visitors on the benefits of recycling.”



- b. Chapter 8 (Land Use), Section 1 (Existing Land Use), Goal B (page 8-1), “To maintain the character of the Island while insuring adequate infrastructure is in place and balancing land conservation to meet future needs.”

### **Built Environment**

- a. Engage owners and public agencies in neighborhood development design ideas. (SOAR Opportunity).
- b. With stakeholders, develop plans for neighborhoods outside PUDs, and publish those plans. (SOAR Results).
- c. Town doesn't grow by more than 10% in 10 years. (SOAR Result).
- d. Publish build-out projections by street. (SOAR Result).
- e. Tight control on size and height of buildings in Town and on beaches. (SOAR Aspiration).
- f. We limit the size and height of buildings. (SOAR Strength).
- g. Controlled growth. (SOAR Strength).
- h. Coordinated growth includes sustainable...consumption levels. (SOAR Aspiration).
- i. PUDs, Gated communities: specified standards and governance. (SOAR Strength).
- j. Engage owners and public agencies in neighborhood development design ideas. (SOAR Opportunity).
- k. Implementation of Island-wide community meetings quarterly. (SOAR Opportunity).
- l. Uncoordinated growth creating unsustainable resource consumption. (SOAR Weakness).
- m. Sea level rise and addressing stormwater issues. (SOAR Threat).
- n. Strong control on growth. (SOAR Aspiration).
- o. Stricter building codes. (SOAR Aspiration).
- p. Can we convert under-utilized office buildings to shared workspaces for telecommuters or those who don't have company offices? (Discussion after SOAR).
- q. Chapter 8 (Land Use), Section 1 (Existing Land Use), Goal B (page 8-1), “To maintain the character of the Island while insuring adequate infrastructure is in place and balancing land conservation to meet future needs.”

### **Medical Facilities**

- a. Too few doctors. (SOAR Threat).
- b. The average age on the Island is 57. That has implications for hospitals, medical services, senior living. A younger demographic would have different needs – different kinds of recreational and educational opportunities. (Discussion after SOAR).
- c. Chapter 6 (Community Facilities), Section 8 (Health Care Services), Goal C (page 6-6): “To provide for safe and efficient evacuation including Island medical facilities in accordance with the Town's adopted Emergency Management Plans.”

### **Educational Facilities**

- a. Aging, inadequate & over-crowded public school facilities. (SOAR Weakness).
- b. Efficiency/renewables. (Attribute Worksheet).
- c. Improve energy efficiency in buildings – commercial and residential. (SOAR Opportunity).

### **Cultural Facilities**

- a. Additional cultural amenities, ex. Symphony, Arts Center. (SOAR Opportunity).
- b. Additional green space. (SOAR Opportunity).
- c. Chapter 10 (Recreation), Section 2 (Park Sites), Goal A (page 10-1), “Continue to enhance the public recreation system by providing adequate facilities to meet the needs of a broad spectrum

of the Island population (including visitors) while maintaining sensitivity to the specific needs of the Island.”

- d. Chapter 10 (Recreation), Section 5 (Facilities Guidelines), Goal A (page 10-3), “Continue improving and expanding the existing network of multi-use pathways throughout the Island enabling residents and visitors to access recreational areas, shopping centers, schools and businesses by non-motorized forms of transportation.”

### Housing

- a. PUDs as villages (don’t necessarily need gates), ex. Columbia, MD. (SOAR Aspiration).
- b. Some workforce housing development. (SOAR Strength).
- c. Redevelopment of abandoned buildings for housing. (SOAR Opportunity).
- d. Development of more affordable housing units. (SOAR Opportunity).
- e. Lack of controlled rent housing. (SOAR Weakness).
- f. What will future housing market look like? (SOAR Threat).
- g. Work force not having a presence on the Island, i.e. too expensive to live, buy/rent. (SOAR Threat).

Additional Topics that may be made into a separate goal category or may be integrated into one or more goal categories above:

Development standards and their impact on climate change and environmental threat preparedness

Economy & the Workforce

Effects of climate change and environmental threats on infrastructure

Hurricanes & Emergencies

Safe evacuation

Tourism – what amount do we want?

## **Infrastructure Working Group**

### **Content/Structure Suggestions**

1. Infrastructure Section Introduction: Describe key principles derived from working group discussions/exercises that will influence goals and strategies. Might include but not be limited to:
  - a. Balanced Development.
  - b. Physical and Cultural Sensitivity
  - c. Demographic and Economic Diversity
  - d. Personal and Commercial Mobility
  - e. Technical Evolution
  - f. Economic Sufficiency
  - g. Proactive Governance
2. Preserve Physical, Cultural and Artistic Resources
  - a. Goal: Balanced (tourism, environment) use of beaches and waterways
    - i. Public policy and enforcement
    - ii. More intensive municipal management
    - iii. Storm protection and recovery
    - iv. Financial sustainability through use and parking fees
  - b. Goal: Protection and enhancement of green spaces
    - i. Island wide land use policy
    - ii. Public investment
    - iii. Zoning regulations
    - iv. Balanced private and public development
  - c. Goal: Sustainable water quantity and quality
    - i. Alternative sourcing
    - ii. Stormwater management
    - iii. Public and private conservation
    - iv. Usage enforcement
  - d. Goal: Enhance air quality for residents and visitors
    - i. Reduce dependence on combustion engine technology for public and private transportation
    - ii. Increase use of public and alternative transportation for resident, workforce and tourist mobility
    - iii. Emission control standards for commercial and public equipment operations

- e. Goal: Maintenance and accessibility of Native Islander sites and cultural features
  - i. Continued identification and refurbishment of archeological sites
  - ii. Historical and cultural considerations in land use and zoning policies
  - iii. Negotiate public access to historical and cultural sites within PUDs
- f. Goal: Development and viability of artistic resources on island
  - i. Continued public support of arts through ATAX allocations
  - ii. Public/private development of venue for performing arts
  - iii. Promote performing and visual arts as tourist attractions through the DMO
- 3. Develop and Maintain Housing for Residents and Visitors
  - a. Goal: Increase supply and accessibility of moderately priced housing affordable by the island's workforce
    - i. Public support and/or incentives to stimulate private development of multi-family residential structures
    - ii. Develop zoning options for multi-use developments
    - iii. Remove barriers to development/redevelopment of multi-owner properties
    - iv. Assist owners of heirs' property to reconcile ownership issues
  - b. Goal: Limit development of interval ownership units
    - i. Factor in zoning and permitting decisions
    - ii. Enforceable covenants
    - iii. Consistency with land use goals
  - c. Goal: Promote refurbishment of interval ownership and short-term rental units
    - i. Partnership with owners
    - ii. Permitting incentives
  - d. Goal: Increase supply and accessibility of attached and multi-family ownership and rental units suitable for residents ageing in place.
    - i. Multi-use zoning
    - ii. Density allocations
    - iii. Permitting incentives
- 4. Provide Responsive Public Services

- a. Goal: Size and equip the town staff to meet the challenges of increased population, regulatory complexity, technical development and public expectations
    - i. Audit town staff organization and size to meet current and future requirements
    - ii. Maintain and update public facilities and equipment to accommodate increased demands and service delivery options
    - iii. Enhance planning and evaluation capabilities through partnership with public commissions and boards
  - b. Goal: Structure town management to ensure responsiveness to public priorities
    - i. Evaluate relative authorities of the Mayor, Town Council and Town Manager
    - ii. Establish timely public transparency of town contracting and acquisition actions
    - iii. Establish and report on performance metrics for major town programs and contracts
    - iv. Identify additional revenue sources as necessary to maintain public services along with a balanced budget
  - c. Goal: Ensure the safety of town residents and visitors through adequate law enforcement, fire and rescue and emergency management services
    - i. Regularly re-evaluate the cost and performance metrics of contracting law enforcement services from Beaufort County
    - ii. Periodically update the Fire and Rescue Master Plan and implement necessary changes
    - iii. Consider alternate/additional funding sources for fire and rescue and law enforcement services
    - iv. Maintain and update the town's emergency communications system and ensure its interoperability with county, state and federal agencies
5. Maintain, Extend and Protect Essential Public Utilities
- a. Goal: Ensure an adequate supply of water for public consumption and commercial use
    - i. Investigate alternative sources of potable water
    - ii. Encourage/enhance use of gray water for irrigation and other uses

- iii. Establish and enforce community standards for discretionary water usage
  - b. Goal: Provide an assured supply of affordable electric energy adequate to meet the island's residential and commercial needs
    - i. Investigate supplementary energy sources considering an evolving regulatory and cost environment
    - ii. Harden electric grid management and delivery systems to minimize vulnerability to environmental or cyber threats
  - c. Goal: Extend and maintain the public sewerage system to service all island residents and businesses
  - d. Goal: Modernize capabilities and increase options for cost effective solid waste disposal
  - e. Goal: Support development and maintenance of an integrated and secure wired/wireless telecommunications grid adequate to resident, business and tourist requirements
    - i. Establish zoning and permitting policies facilitating island-wide establishment of a 5G network as the technology is fielded
    - ii. Maintain, harden and expand the terrestrial fiber network to meet current and future requirements for telecommuting, distance learning and information-based businesses
- 6. Develop and Implement an Integrated Transportation Strategy
  - a. Goal: Enhance and maintain a road network which meets the demands of workforce commuting, tourist access and resident travel
    - i. Enhance traffic analysis reporting to differentiate among road use purposes
    - ii. Identify more cost-effective material for roadway maintenance
    - iii. Complete replacement of dirt roads throughout the island
    - iv. Prioritize trafficability enhancements (e.g., turn lanes, signals, lighting) over new road construction
    - v. Evaluate impact of Route 278 expansion on downstream traffic volume and identify mitigating options (e.g., park and ride)
    - vi. Develop infrastructure and operating certification/procedures for self-driving vehicles
  - b. Goal: Establish an adequate and affordable public transportation network for residents, workers and tourists

- i. Subsidize (public and private) long-haul bus and/or light rail service to transportation hub on north island for portion of the 8,000 workers who commute to HHI daily
  - ii. Establish an on-island “jitney” network linking transportation hub, business hubs and tourist attractions with schedules synchronized to work/activity flow
  - iii. Collaborate with PUDs to link their locations and schedules with the island-wide network
  - iv. Implement a parking fee regime which will discourage use of POVs for on-island travel once an adequate public network is operational
- c. Goal: Maintain and enhance capabilities for maritime transport
- i. Off-island ferries
  - ii. On-island shuttles
  - iii. Dredging and dockage
  - iv. Integration with public transportation network
- d. Goal: Right-size HHI airport capabilities and operations to balance demand with airspace congestion and noise abatement
- i. Analyze passenger usage following facility and schedule expansion to characterize and project volume
  - ii. Identify facility and schedule expansion requirements to meet projected volume
  - iii. Evaluate long-haul bus connectivity between Savannah Airport and HHI transportation hubs as an acceptable alternative to further schedule expansion