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**Town of Hilton Head Island
Strategic Action Plan Workshop
FY2021 – 2022**



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Strategic Action Plan Workshop

Workshop Agenda (9:00-2:00)

Introductions 9:00am

- Welcome and Opening Remarks
- Agenda Review

Overview of Strategic Plan

- Discussion of Strategic Planning Process
- Town Mission Statement
- Goals, Strategies & Tactics
- Core Values into Focus Areas

Discussion of Proposed Strategic Initiatives

- Focus Areas: Pursuit of Excellence, Environmental Sustainability, Revitalize Economy, Inclusive Community, Connected Community, Regional Focus, 'Right-Sized' Infrastructure, Parks & Recreation

Working Lunch

Review of Strategic Action Plan Agenda

- Exploration of Air Table
- Reporting/Communication Expectations

Review of Potential Additional Initiatives

Conversation 1:00-2:00pm



Strategic Action Plan Workshop

What is a Strategic Action Plan?

A strategic plan by definition is an organization's process of defining its vision, direction, and making corresponding decisions on how its resources will be allocated to achieve the organization's overall objectives. For the Town of Hilton Head Island, this Strategic Action Plan (Plan) will be an annual road-map for the entire organization to follow that outlines how we will go about implementing Town Council's prioritized initiatives.

How will adopting this plan help us?

By clearly identifying agreed upon Focus Areas in this Plan, and the corresponding Strategic Initiatives (Initiatives) within these Focus Areas, the Town will be able to:

- Develop appropriate operating budgets;
- Identify and prioritize capital improvement projects;
- Define new projects and strategic initiatives and ensure that they are matched to appropriate staff and Town resources;
- Create realistic project schedules that are in-line with established Town Council priorities; and
- Develop accountability within the project implementation process by communicating the status of active strategic initiatives and by creating measurable analytics that are clear indicators of successful performance.



Strategic Action Plan Workshop

What is not included in the Plan?

A Strategic Action Plan should not include:

- Routine operations
- Budgeted expenditures
- Day-to-day core functions
- Focus on short-term projects

Once adopted, new Initiatives that are identified by Town Council will require coordination and understanding of appropriate implementation timelines considering ongoing projects within the approved plan. This can result in either a reprioritization of existing projects or inclusion of new initiatives as part of a future strategic planning session.

How is the Strategic Action Plan sustained?

Ensuring that a strategic plan is up-to-date and sustainable relies on adherence to the following development cycle:

- Strategic Planning
- Strategic Action Plan Adoption
- Implementation
- Achievement & Progress Reporting



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Strategic Planning Process



Strategic Action Plan Workshop Vision/Mission Statement

Town of Hilton Head Island Mission Statement:

The Town of Hilton Head Island's mission is to promote the health and vitality of the community we serve through ethical and inclusive programs, policies and actions.

Town of Hilton Head Island Vision Statement as Identified in Our Plan:

Our 2020-2040 Vision - Reinventing Sustainability... Again! To focus on revitalization and modernization, and to build an inclusive and diverse community.

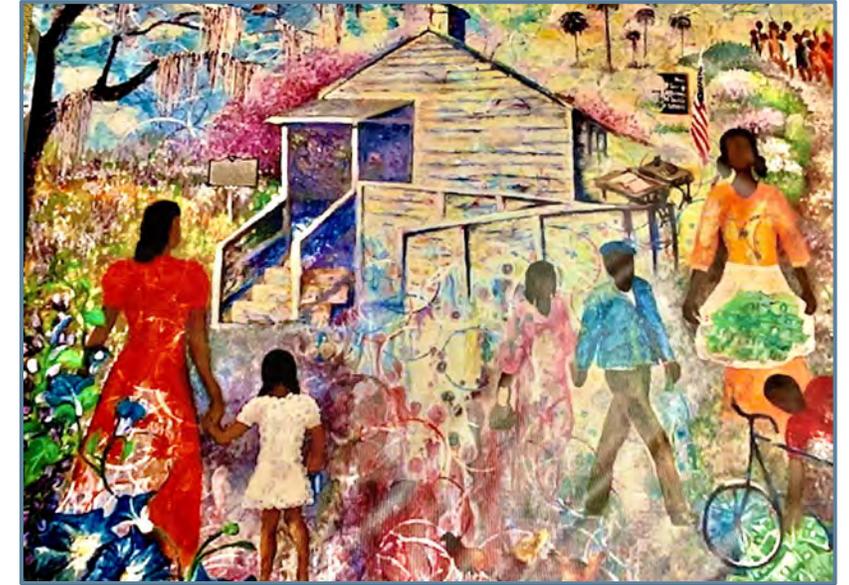


Strategic Action Plan Workshop

Our Plan: Goals, Strategies & Tactics

Within Our Plan, the Town has defined a “goal” as the direct application of the Our Plan vision or aspirations to the key ideas and opportunities identified for each Core Value. We define “strategy” as the primary implementation approach under Our Plan as a plan of action. And, we define “tactic” as a secondary implementation approach under Our Plan as a specific tool or action item.

- **Goal:** an aspiration; a desired outcome
- **Strategy:** a plan of action
- **Tactic:** a tool or action item



Strategic Action Plan Workshop Key Community Themes – Our Plan

What should we be doing to achieve our vision/mission?

- Adopt and pursue **Our Ideals of Excellence**.
- Protect and preserve the natural environment.
- Manage evolving growth while maintaining the Island's unique aesthetic.
- Provide exceptional quality of life offerings in arts, culture, and recreation with best-in-class facilities and programming.
- Develop creative revenue sources to fund the delivery of capital services, maintenance, operations, and projects meeting the needs of the Town, residents, and visitors.
- Recognize, respect, and promote multi-dimensional diversity on the Island.
- Promote efficient and secure public services to meet current and future needs.
- Plan for and mitigate the effects of climate change, environmental or health concerns, and natural disasters.
- View the region as a partner, not a competitor.
- Foster a healthy, self-sustaining community that encourages economic, cultural, and demographic diversity.



Strategic Action Plan Workshop

Converting Core Values Into Strategic Action Plan Goals

Pursuit of Excellence

Require and sustain excellence of Place, People, Planning, and Process.

Environmental Sustainability

Create a resilient and sustainable environment through planning and policy.

Revitalize Economy

Create an Island-appropriate economy that has sufficient depth and breadth to attract and support a diverse resident, visitor, and business population.

Inclusive Community

Foster a multi-dimensional, equitable, and diverse community.

Connected Community

Facilitate true connectivity in Island physical, social, and cultural environments.

Regional Focus

Evaluate how regional expansion will impact immediate and future social, economic, and political planning and policy.

Right-Sized' Infrastructure

Align the community's physical, environmental, and social values with the Capital Improvements Program (CIP) and infrastructure planning.

Parks & Recreation

Implement the Parks + Recreation Master Plan.



Strategic Action Plan Workshop

Converting Strategic Action Plan Goals Into Strategic Initiatives

Strategic Initiatives are proposed to implement various Town Council Goals as follows:

- **Policy** – Strategic Initiatives which are strategic by virtue of their legal origin and require formal action on the part of Town Council in order to accomplish. For example, amendments to Town of Hilton Head Island Ordinances, formal Resolutions, creation of new programs, policies or revisions to existing ones, etc.
- **Project** – Strategic Initiatives which are well defined and are strategic because of the substantial commitment to resources required to accomplish them. For example, priority investment construction projects.
- **Operational** – Strategic Initiatives that consist of tasks or other activities executed by Town staff in order to provide enhanced service to Town residents, strategic partners or other customers.

Strategic Initiative Type

- **Po** Policy
- **Pr** Project
- **Op** Operational

Focus Areas

- **Ex** Pursuit of Excellence
- **En** Environmental Sustainability
- **Ec** Revitalize Economy
- **Inc** Inclusive Community
- **Co** Connected Community
- **Re** Regional Focus
- **Inf** 'Right-Sized' Infrastructure
- **PR** Parks & Recreation



Strategic Action Plan Workshop Our Strategic Initiatives

Within the Strategic Action Plan, the Town has broken out each individual Strategic Initiative into more detailed one to two-page descriptions about each action item.

Each descriptions includes the following information:

- Strategic Initiative Name
- Starting Fiscal Year
- Strategic Initiative Type
- Focus Area
- Staff Project Manager
- Department of Primary Responsibility
- Initiative Description

Assess Alternative Revenue Sources

Start Date: FY 2021
Project Manager: John Troyer, *Finance Director*
Department: Finance

Description

Purpose:
Conduct an evaluation of potential future revenue sources to ensure that the Town can continue to deliver quality public services and facilities that achieve best-in-class distinction.

Phase 1: Spring – Summer 2021

- Utilize all available resources at the federal, state and local levels to identify and obtain alternative sources of revenue, grant funding, or other project funding so as to support the strategic goals and objectives of the Town, its organizational operations and its Capital Improvement Plans.
- Examine support for potential adoption of the following:
 - Local Option Sales Tax
 - Mid-Island TIF District
 - Real Estate Transfer Fee Extension
 - Municipal Improvement District

Phase 2: Fall – Winter 2021

- Provide periodic updates on the status of alternative funding sources that have been pursued and the overall effectiveness in identifying and obtaining alternative sources of revenue.
- Discuss any corresponding use restrictions or obligations that may be required depending upon the source of the funding that is received.
- Examine Town Development Review Fees and propose adjustments as may be necessary.
- Examine future Stormwater Impact Fee rates.

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Air Table Overview

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Airtable



Town of Hilton Head Island

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Strategic Initiatives Summary

Pursuit of Excellence

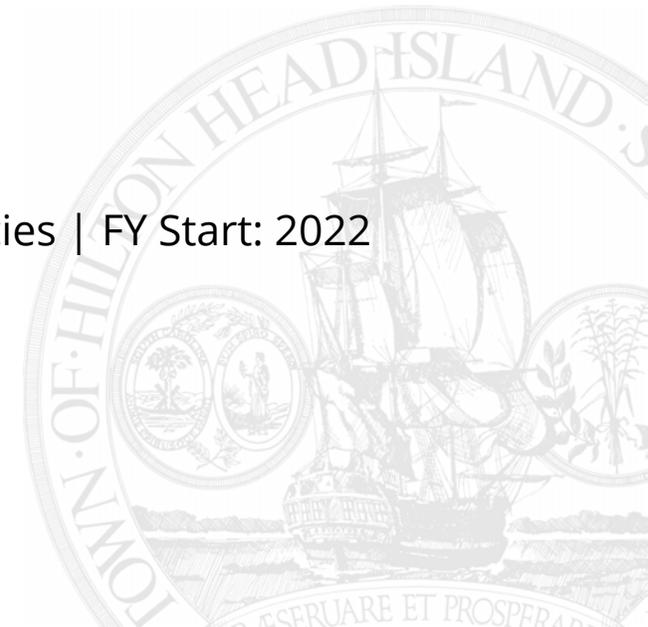
Require and sustain excellence of Place, People, Planning, and Process.



EXCELLENCE POLICY

Require and sustain excellence of Place, People, Planning, and Process.

- Adopt American Rescue Plan Funding Appropriation | FY Start: 2021
- Assess Alternative Revenue Sources | FY Start: 2021
- Implement Parking Master Plan | FY Start: 2022
- Adopt Short Term Rental Regulations | FY Start: 2022
- Adopt Affiliated Agency Town Funding Process | FY Start: 2022
- Adopt 2020 Census Redistricting | FY Start: 2022
- Adopt Beach Master Plan | FY Start: 2022
- Strengths, Weaknesses, Opportunities & Threats (SWOT) Assessment of Financial Policies | FY Start: 2022
- Adopt Real Estate Transfer Fee Extension & Expansion | FY Start: 2022
- Beach Shuttle Services Enhancements | FY Start: 2022
- Establish Island Brand Development Strategy | FY Start: 2023



EXCELLENCE OPERATIONAL

Require and sustain excellence of Place, People, Planning, and Process.

- Respond to COVID-19 Pandemic | FY Start: 2020
- Improve Permitting & Plan Review Process | FY Start: 2021
- Conduct & Respond to Employee Satisfaction Survey | FY Start: 2021
- Improve Administrative Support Process for Boards, Commissions & Committees | FY Start: 2021
- Research Trends & Implement Best-in-Class Municipal Services Delivery | FY Start: 2021
- Acquire Fire Rescue Center for Public Service Excellence Re-accreditation | FY Start: 2021
- Implement Fire Rescue Strategic Plan | FY Start: 2021
- Implement Cultural Affairs Strategic Plan | FY Start: 2021
- Enhance Communications Plan with Strong Social Media Emphasis | FY Start: 2021
- Create a Culture of High Organizational Performance | FY Start: 2022
- Implement SeeClickFix Mobile & Website Application | FY Start: 2022
- Develop a Human Resources Strategic Plan | FY Start: 2022
- Develop a Technology & Innovation Strategic Plan | FY Start: 2022



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Strategic Initiatives Summary

Environmental Sustainability

Create a resilient and sustainable environment through planning and policy.



ENVIRONMENT POLICY

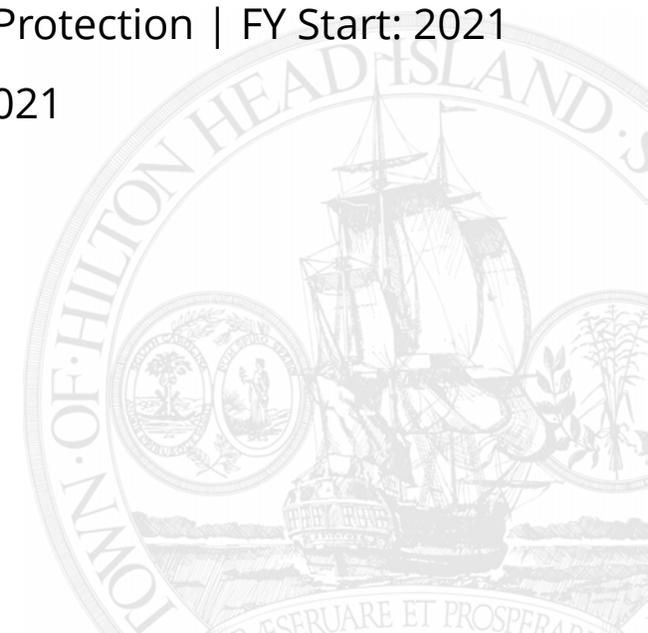
Create a resilient and sustainable environment through planning and policy.

- Implement Beach Resiliency & Renourishment Plan | FY Start: 2022
- Identify Opportunities to Improve Solid Waste & Recycling Objectives in Coordination with the County | FY Start: 2022
- Work with Public Service Districts (PSDs) on Long-Term Capital Projects | FY Start: 2023

ENVIRONMENT OPERATIONAL

Create a resilient and sustainable environment through planning and policy.

- Establish National Leadership Credibility in Environmental Sustainability & Resource Protection | FY Start: 2021
- Acquire Audubon International “Sustainable Community” Recertification | FY Start: 2021



Strategic Initiatives Summary

Revitalize Economy

Create an Island-appropriate economy that has sufficient depth and breadth to attract and support a diverse resident, visitor, and business population.



ECONOMY POLICY

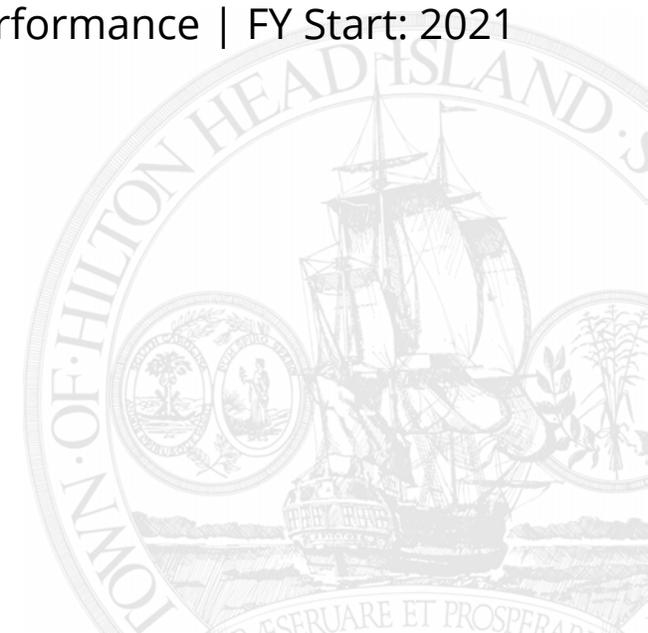
Create an Island-appropriate economy that has sufficient depth and breadth to attract and support a diverse resident, visitor, and business population.

- Adopt Municipal Association of South Carolina (MASC) Model Business License Ordinance | FY Start: 2021
- Develop Town-Owned Property Management, Asset Management & Utilization Plan | FY Start: 2021

ECONOMY OPERATIONAL

Create an Island-appropriate economy that has sufficient depth and breadth to attract and support a diverse resident, visitor, and business population.

- Implement Destination Marketing Organization (DMO) Marketing Plan & Measure Performance | FY Start: 2021
- Establish Economic Development Strategy | FY Start: 2022
- Acquire Cultural District(s) Designation | FY Start: 2023



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Strategic Initiatives Summary

Inclusive Community

Foster a multi-dimensional, equitable, and diverse community.



INCLUSIVE POLICY

Foster a multi-dimensional, equitable, and diverse community.

- Implement Gullah Geechee Task Force Work Plan | FY Start: 2021
- Establish Public Institutional Partnership with USCB to Support Arts & Cultural Organizations | FY Start: 2021
- Adopt Annual HUD/CDBG Entitlement Program | FY Start: 2021
- Develop Landmark Protection Program | FY Start: 2022
- Conduct Community Engagement Survey | FY Start: 2023

INCLUSIVE OPERATIONAL

Foster a multi-dimensional, equitable, and diverse community.

- Assist with Implementing Mitchelville Master Plan | FY Start: 2021
- Incorporate Public Art & Culture Projects into New & Existing Parks | FY Start: 2021
- Implement Asphalt Art Program | FY Start: 2022



Town of Hilton Head Island

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Strategic Initiatives Summary

Connected Community

Facilitate true connectivity in Island physical, social, and cultural environments.



CONNECTED POLICY

Facilitate true connectivity in Island physical, social, and cultural environments.

- Assist with St. James Baptist Church Relocation | FY Start: 2020
- Adopt e-Bike & e-Scooter Usage/Regulations | FY Start: 2021
- Adopt Mid Island Redevelopment Strategy & Park Master Plan | FY Start: 2022
- Develop Hilton Head Island Growth Framework & Illustrative Master Plan | FY Start: 2022
- Conduct SWOT Analysis of Land Management Ordinance (LMO) | FY Start: 2022

CONNECTED OPERATIONAL

Facilitate true connectivity in Island physical, social, and cultural environments.

- Update Town Website | FY Start: 2022
- Conduct SWOT Analysis of High-Speed Fiber Connectivity/Cellular Usage Capabilities | FY Start: 2023
- Establish Sustainable Environmental Practices Social Media Campaign | FY Start: 2023



Strategic Initiatives Summary

Regional Focus

Evaluate how regional expansion will impact immediate and future social, economic, and political planning and policy.



REGIONAL POLICY

Evaluate how regional expansion will impact immediate and future social, economic, and political planning and policy.

- Assess Revisions of Beaufort County Impact Fee | FY Start: 2021
- Assess Creation of Regional Housing Trust Fund | FY Start: 2021
- Update Lowcountry Area Transportation Study (LATS) Long-Range Transportation Plan | FY Start: 2021
- Establish Reoccurring Regional Joint Meetings between HHI & Beaufort County Council | FY Start: 2022
- Evaluate Access between HHI & the Greater Region through Viable Multi-Modal Transportation | FY Start: 2023



Strategic Initiatives Summary

‘Right-Sized’ Infrastructure

Align the community’s physical, environmental, and social values with the Capital Improvements Program (CIP) and infrastructure planning.



INFRASTRUCTURE POLICY

Align the community's physical, environmental, and social values with the Capital Improvements Program (CIP) and infrastructure planning.

- Implement Workforce & Affordable Housing Strategy | FY Start: 2020
- Develop William Hilton Parkway Gateway Corridor Plan | FY Start: 2021
- Assess Main Street Right-of-Way Acquisition | FY Start: 2021
- Adopt Community Addressing Ordinance | FY Start: 2022
- Adopt Traffic Calming Policy | FY Start: 2023

INFRASTRUCTURE PROJECTS

Align the community's physical, environmental, and social values with the Capital Improvements Program (CIP) and infrastructure planning.

- Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration | FY Start: 2021
- Implement Capital Improvement Program (CIP) | FY Start: 2022



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Strategic Initiatives Summary

Parks & Recreation

Implement the Parks + Recreation Master Plan.



PARKS & REC OPERATIONAL

Implement the Parks & Recreation Master Plan.

- Establish Parks & Recreation Marketing Plan | FY Start: 2021
- Assist with Ford Shell Ring Park Development | FY Start: 2021
- Establish Beaufort County & Hilton Head Land Trust Northridge Conservation Tract Partnership | FY Start: 2023



Strategic Initiatives

Pursuit of Excellence

Require and sustain excellence of Place, People, Planning, and Process.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt American Rescue Plan Funding Appropriation

Strategic Fiscal Year: 2021

Staff Project Manager: John Troyer, Finance Director

Initiative Description: As a result of the COVID-19 pandemic, the United States Congress adopted House Resolution 1319 known as the American Rescue Plan. This Act appropriated funding to local governments to counteract the impacts of the pandemic and to allow investment in services and infrastructure that would make the community more resilient from ongoing and future pandemics. Additionally, this Act allowed local governments to utilize this funding to restore revenues that it would have otherwise received in the absence of the pandemic and to utilize that funding for general public purposes. The Act requires that the Town provide reports on the expenditure of these funds by certain milestone dates and must ultimately develop an appropriate plan to fully expend all funding that it receives. The Town will receive \$5,227,178.00 under the Act.

Project Milestones:

Phase 1: Spring – Summer 2021

- Apply for and directly receive the funding available to the Town under the American Rescue Plan Act as a metropolitan statistical entity.
- Obtain guidance from the United States Department of Treasury on the appropriate uses of these funds. Discuss this guidance with other governmental and professional organizations such as the Municipal Association of South Carolina, the International City/County Management Association, the Government Finance Officers Association, as well as peer communities to fully understand both the legal and anticipated uses of such funds.
- Provide updates on the guidance that has been received as to the appropriate uses of these funds and a staff recommendation regarding potential uses of this funding that follow the established guidelines of the program.

Phase 2: Fall – Winter 2021

- Work with Town Council to develop and adopt an approved program on the uses and expenditure of the ARP funds. Consideration should also be given to the proposed uses of funds received by Beaufort County and by the State of South Carolina to avoid duplication and maximize public impacts from this funding source.
- Provide appropriate reports to the United States Department of Treasury to ensure grant reporting compliance. Provide updates to the Finance and Administration Committee on the status of these grant awards and their approved expenditures especially including funds that are received and expended in future fiscal years.

Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Assess Alternative Revenue Sources

Strategic Fiscal Year: 2021

Staff Project Manager: John Troyer, Finance Director

Initiative Description: Conduct an evaluation of potential future revenue sources to ensure that the Town can continue to deliver quality public services and facilities that achieve best-in-class distinction.

Project Milestones:

Phase 1: Spring – Summer 2021

- ✦ Utilize all available resources at the federal, state and local levels to identify and obtain alternative sources of revenue, grant funding, or other project funding to support the strategic goals and objectives of the Town, its organizational operations and its Capital Improvement Plans.
- ✦ Examine support for potential adoption of the following:
 - Local Option Sales Tax
 - Mid-Island TIF District
 - Real Estate Transfer Fee Extension
 - Municipal Improvement District

Phase 2: Fall – Winter 2021

- ✦ Provide periodic updates on the status of alternative funding sources that have been pursued and the overall effectiveness in identifying and obtaining alternative sources of revenue.
- ✦ Discuss any corresponding use restrictions that may be required depending upon the source of the funding that is received.
- ✦ Examine Town Development Review Fees and propose adjustments as may be necessary.
- ✦ Examine future Stormwater Impact Fee rates.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Implement Parking Master Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Joshua Gruber, Deputy Town Manager

Initiative Description: Implement appropriate recommendations from the Walker Consultants Parking Master Plan to provide more effective regulation and enforcement of beach parking facilities, improve public communication concerning available parking opportunities, and develop an enterprise program through paid parking fees that can be reinvested into the parking management program and the overall improvement of the Town's beach access areas.

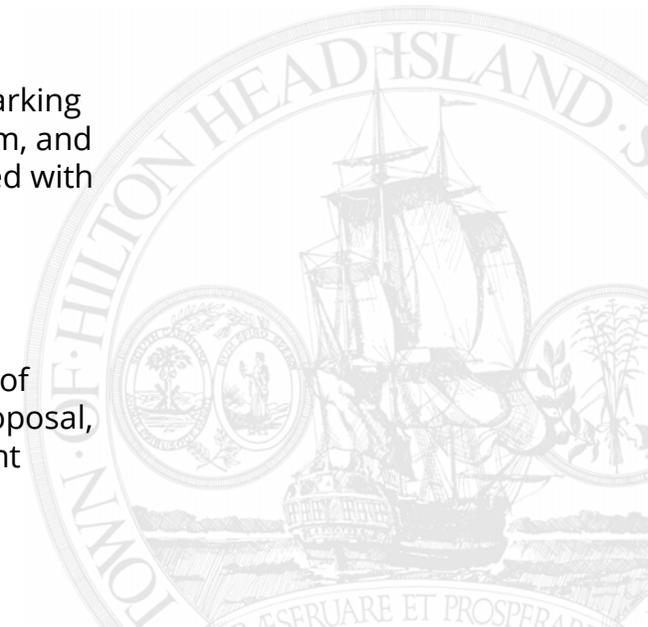
Project Milestones:

Phase 1: Summer – Fall 2021

- Discuss creation of an enterprise fund for parking operations. Revenues generated from parking fees and/or vendor payments/concessions would be dedicated to paying for operational expenses related to administering an all-inclusive comprehensive parking program. Additional revenues generated under this program would then be reserved for improving beach parking infrastructure and related access improvements.
- Provide an outline of the draft legislative changes that would be necessary in order to create a comprehensive parking program. This would include requirements to pay to park, oversee the administration of the paid parking program, and allow for appropriate enforcement mechanisms to include the creation of a new administrative penalty associated with parking violations and the necessary due process requirements to constitutionally impose such fines.

Phase 2: Winter 2021 – Spring 2022

- Develop a Request for Qualifications to solicit a vendor that can partner with the Town to assist in the creation, development, execution and oversight of the Town's comprehensive paid parking program. Conduct interviews of qualified firms and present selection recommendation to the Town Manager for development of contractual proposal, inclusive of proposed capital investment, technology investment, and operational management and enforcement monitoring plan to be submitted to Town Council.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt Short Term Rental Regulations

Strategic Fiscal Year: 2022

Staff Project Manager: Teri Lewis, Deputy Community Development Director

Initiative Description: Develop a Short-term Rental Ordinance to address the numerous impacts of short-term rentals on single-family neighborhoods including the destruction of neighborhoods, environmental impacts, demands on Fire Rescue services and infrastructure, and an imbalance between residential and resort districts.

Project Milestones:

Phase 1: Summer – Fall 2021

- ✦ Research short-term rental ordinances in other resort communities.
- ✦ Coordinate with Finance Department on their related business license Ordinance.
- ✦ Obtain stakeholder input.
- ✦ Review research results with Public Planning Committee.

Phase 2: Fall – Winter 2021

- ✦ Working with experts within this field, draft and revise a Short-term Rental Ordinance.

Phase 3: Winter 2021 – Spring 2022

- ✦ Guide the Ordinance through adoption with review by the LMO Committee, the Planning Commission, the Public Planning Committee, and Town Council.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt Affiliated Agency Town Funding Process

Strategic Fiscal Year: 2022

Staff Project Manager: Joshua Gruber, Deputy Town Manager

Initiative Description: In order to ensure an equitable, consistent, and transparent means of receiving, evaluating, and making awards of public funding to private entities, the Town should undertake an examination of this process to fully understand what limitations, if any, are in place regarding the appropriate of public funds to private entities. There should also be the development of a formalized process that will guide this decision-making process to achieve the desired outcomes in the consideration of these types of requests.

Project Milestones:

Phase 1: Summer – Fall 2021

- Provide educational information to the Finance and Administration Committee on the current legal ability to provide public funding to private entities through a formal presentation and address any questions or concerns that may arise out of this discussion.
- Develop a proposed formal process by which Town Council, through the Finance and Administration Committee would receive, evaluate, and recommend funding requests that are received from outside agencies.
- Support the procedural process for any formal policy that may ultimately be considered for approval by Town Council.

Phase 2: Winter – Spring 2022

- Incorporate any policies that are adopted by Town Council into the formal budget consideration and adoption process making sure to provide advance notification to the public and to any existing agency that has received or requested public funds from the Town.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: 2020 Census Redistricting

Strategic Fiscal Year: 2022

Staff Project Manager: Matthew Carey, GIS Developer

Initiative Description: The Town is constitutionally required to redraw the boundaries of its Town Council wards upon the completion of a decennial census in order to ensure equal representation and the cohesiveness of neighborhoods or other similar communities of interest.

Project Milestones:

Phase 1: Fall – Winter 2021

- Engage the services of the South Carolina Revenue and Fiscal Affairs Office to provide public education on the redistricting process and address questions and concerns of the Hilton Head Island Community.
- Work with the Revenue and Fiscal Affairs Office to present a baseline redistricting plan for the Town's six Town Council wards that adheres to the following principles:
 - Compactness – wards should be geographically cohesive as possible
 - Contiguity – wards must be geographically connected
 - Equal Representation – ward boundaries should be drawn to ensure equal populations figures are present to ensure constitutional principles of “one-person, one-vote”
 - Communities of Interest – maintain neighborhoods and other similar community interests to ensure that elected representatives are reflective of these communities
 - Constituent Consistency - preserve the core of existing districts and respect incumbent representatives

Phase 2: Spring 2022

- Conduct public education on proposed redistricting plan in order to ensure public knowledge and understanding of the proposed district boundaries.
- Assist Town Council in the adoption of an Ordinance redrawing Town Council ward boundaries to ensure constitutional compliance.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt Beach Master Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Marc Robson, Beach Operations Manager

Initiative Description: Study the public beach access areas and the overall beach going experience to develop a Beach Master Plan. Solicit public input and engagement in the Master Planning process to achieve stakeholder buy in and facilitate implementation of the Master Plan recommendations.

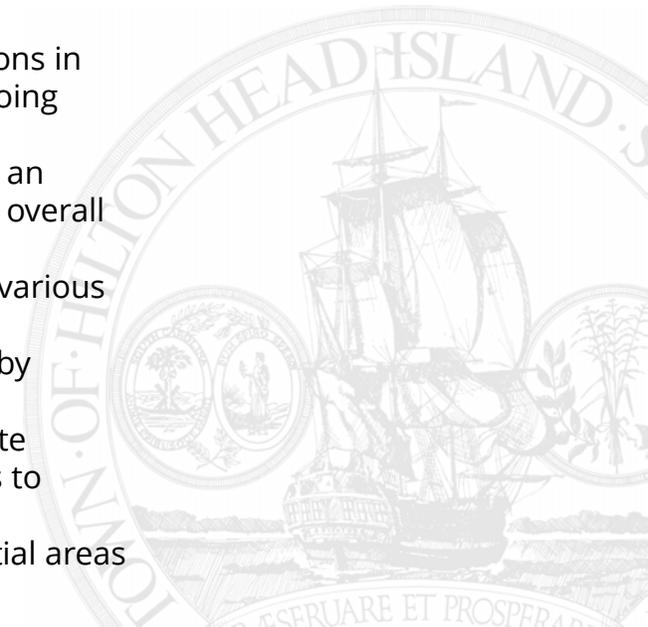
Project Milestones:

Phase 1: Summer – Fall 2021

- The Town will hire a Beach Operations Manager who will be charged with overseeing all beach operations and management of all beach-related contracts.

Phase 2: Fall 2021 – Spring 2022

- The Beach Operations Manager will evaluate the prior Beach Ambassador Program and develop recommendations in the continued operations of this program and how its mission might be furthered in providing a quality beach going experience.
- Either directly or through the engagement of a qualified third-party, the Beach Operations Manager will oversee an evaluation of the current level of services being offered to the public through the public beach accesses and the overall on-beach experience.
- Staff or the third-party will be charged with conducting substantial public engagement to gather feedback from various stakeholders and public interest organizations.
- Staff or the third-party will prepare a Beach Master Plan which shall be presented to Town Council for adoption by Resolution and shall become an appendix of the Town's Comprehensive Plan.
- Areas of evaluation should also include an assessment of the Town's Beach Pass Decal Parking system to evaluate potential changes to the number of passes issued, the annual cost of the passes, potential technology upgrades to simplify and expedite pass processing, and implementation of the program at Islander's Beach Park.
- Assess need for additional beach regulations such as prohibiting smoking, tent/ canopy usage, and other potential areas as may be necessary to ensure a safe and enjoyable beach experience.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Strengths, Weaknesses, Opportunities & Threats (SWOT)
Assessment of Financial Policies

Strategic Fiscal Year: 2022

Staff Project Manager: John Troyer, Finance Director

Initiative Description: Conduct a comprehensive review of the Town's current formalized fiscal policies to identify any areas for improvement or further strengthening of the Town's fiscal practices.

Project Milestones:

Phase 1: Winter 2021

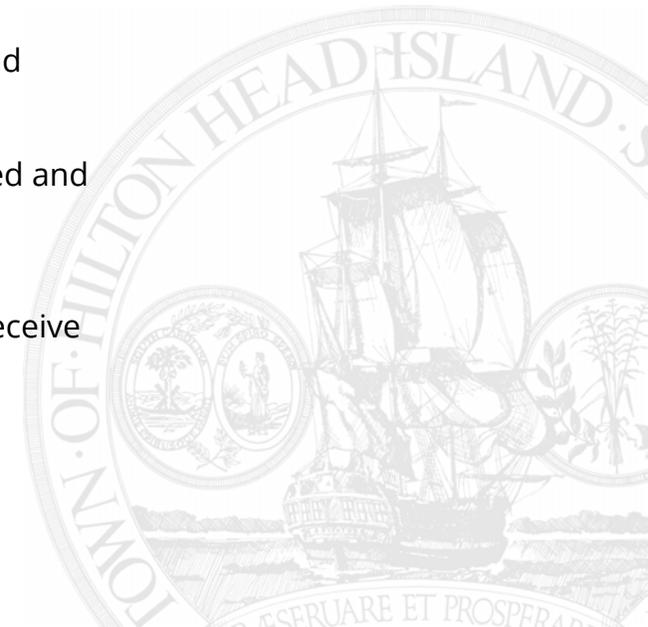
- Review current debt and financial policies.
- Conduct survey to determine best practices across peer organizations – regionally and nationally.

Phase 2: Spring 2022

- Consider updates to debt and financial policies to maintain a “best practices” position.
- Analyze the potential impact on Town operations, Town financial position, Town bond ratings and the current and future Capital plans if potential changes to policies are adopted.
- Make recommendations to Town Manager to include any proposals with the proposed budget for FY 2023.
- Discuss proposed changes to debt and financial policies with Town Council as the FY 2023 Budget is being crafted and receive input from Town Council (Spring 2022).

Phase 3: Summer 2022

- Present updated debt and financial policies with the proposed Budget for FY 2023 and provide opportunity to receive public input.
- Formally adopt the new policies.



Town of Hilton Head Island

Pursuit of Excellence Policy

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Strategic Initiative Name: Adopt Real Estate Transfer Fee Extension and Expansion

Strategic Fiscal Year: 2022

Staff Project Manager: Joshua Gruber, Deputy Town Manager

Initiative Description: Pursue extension of the Real Estate Transfer Fee and evaluate the modification of its uses to allow for the maintenance and improvement of existing properties that have previously been acquired by the Town.

Project Milestones:

Phase 1: Spring 2022

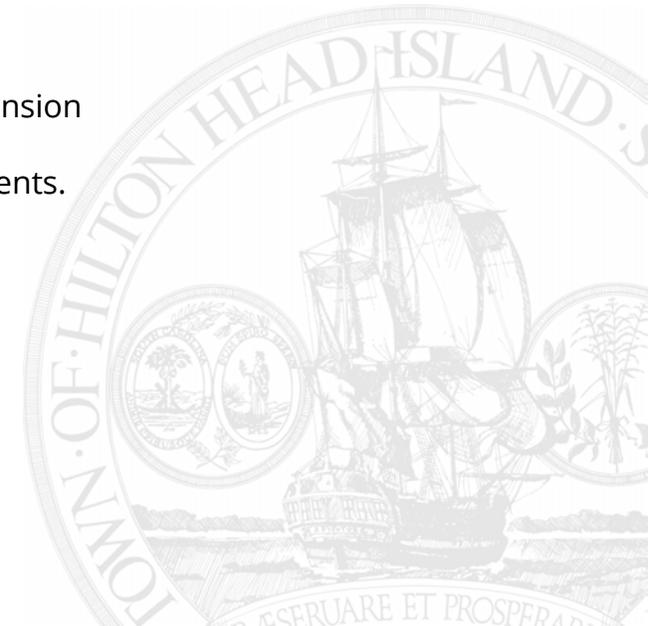
- Develop an informational memorandum on the history of the Real Estate Transfer Fee (RETF), the prior collections that have occurred under the program and the property that has been acquired using the fee.
- Identify the potential terms and conditions that could be included within a proposed extension and/or expansion of the fee for consideration by both internal and external groups.

Phase 2: Summer 2022

- Develop a list of necessary/impacted stakeholders to present the information memorandum and proposed extension and/or expansion terms.
- Conduct in-person presentations of these materials to these organizations to obtain direct feedback and comments.
- Make potential adjustments to potential terms and conditions based upon the received responses.

Phase 3: Fall 2022 – Spring 2023

- Summarize feedback received and obtain further policy direction from members of Town Council.
- Deliver draft ordinance based upon the policy direction that is received.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Beach Shuttle Services Enhancements

Strategic Fiscal Year: 2021

Staff Project Manager: Jeff Buckalew, Interim Infrastructure Services Director

Initiative Description: Provide a safe, clean, well-publicized and enjoyable free beach shuttle service that will transport citizens between parking areas and public amenities. Evaluate regulations to better manage private shuttles.

Project Milestones:

Phase 1: Winter 2021

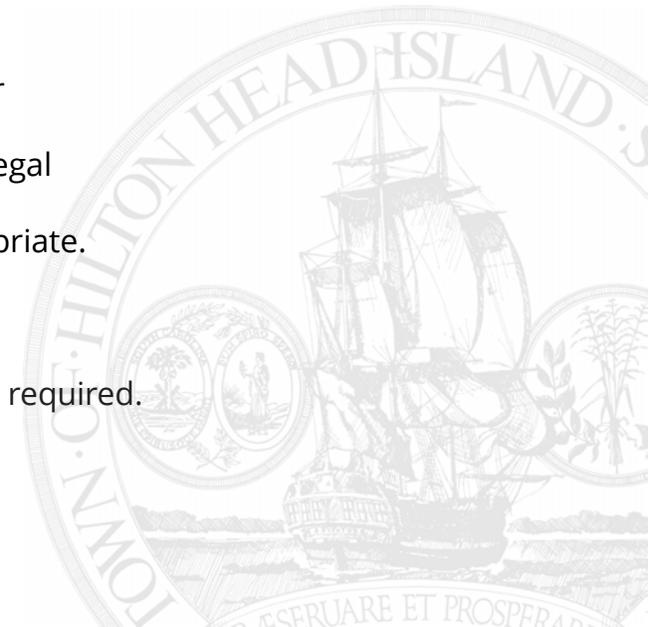
- Assess designated beach parking areas, and potential new partners (churches, businesses) for satellite beach parking.
- Coordinate lease agreement offerings with viable parking areas
- Assess shuttle routes for timelines and customer understanding of frequency.

Phase 2: Spring 2022

- Execute parking lease agreement.
- Develop preliminary shuttle plan, including funding and revenue projections, and identify resources required for implementation, including an assessment of infrastructure transportation enhancements that may be required.
- Identify beneficial amenities that can be implemented, such as bicycle parking facilities and concessions. Draft legal documents as appropriate where partnering opportunities are identified.
- Research laws and ordinances regarding golf carts on public roads. Provide recommendations as may be appropriate.

Phase 3: Spring 2022

- Develop and finalize strategic plan that most efficiently meets user needs.
- Complete procurement of additional resources and implement infrastructure enhancements identified as being required.
- Initiate public awareness and marketing efforts.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Establish Island Brand Development Strategy

Strategic Fiscal Year: 2023

Staff Project Manager: Angie Stone, Assistant Town Manager

Initiative Description: The Town will develop an Island brand development campaign in partnership with the Town's Destination Marketing Organization to identify Town vision and values and a framework to communicate our vision, values, and enhance all facets of the Town's image and brand.

Project Milestones:

Phase 1: July 2022-July 2023

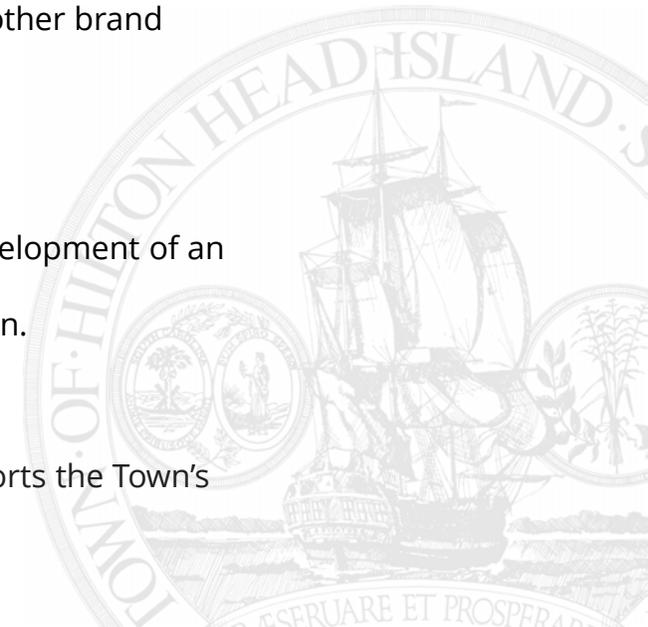
- In coordination with the Town's Destination Marketing Organization (DMO) and the Office of Cultural Affairs, lead a comprehensive team that will begin the groundwork for an organizational journey through brand development/rebranding.
- Determine overall goal of developing the brand/rebranding for the Town of Hilton Head Island.
- Conduct a communications audit of all existing graphic assets (logos, fonts, colors, etc.), value statements and other brand components.
- Develop Style Guide to provide instruction on existing use logo, suggested fonts, official colors, layouts, graphic element/implementation, email signatures, etc., until brand/rebranding process is completed and adopted.

Phase 2: July 2023

- Develop a Request for Qualifications to publicly solicit the services of a branding/ marketing firm to assist in development of an Island brand/rebranding campaign.
- Interview and select a branding/marketing firm to assist in development of an Island brand/rebranding campaign.

Phase 3: March 2024

- Present brand/rebranding campaign to Town Council for adoption.
- Launch Island brand/rebranding campaign, including refreshed identity and visual brand that reflects and supports the Town's vision, values, goals and priorities.



Town of Hilton Head Island

Strategic Initiative Name: Respond to COVID-19 Pandemic

Strategic Fiscal Year: 2020

Staff Project Manager: Tom Dunn, Emergency Manager

Initiative Description: To ensure the Town continues to recognize and monitor changes in data related to the COVID-19 pandemic so that policy decisions can be made that support the safety of the community and employees.

Project Milestones:

Phase 1:

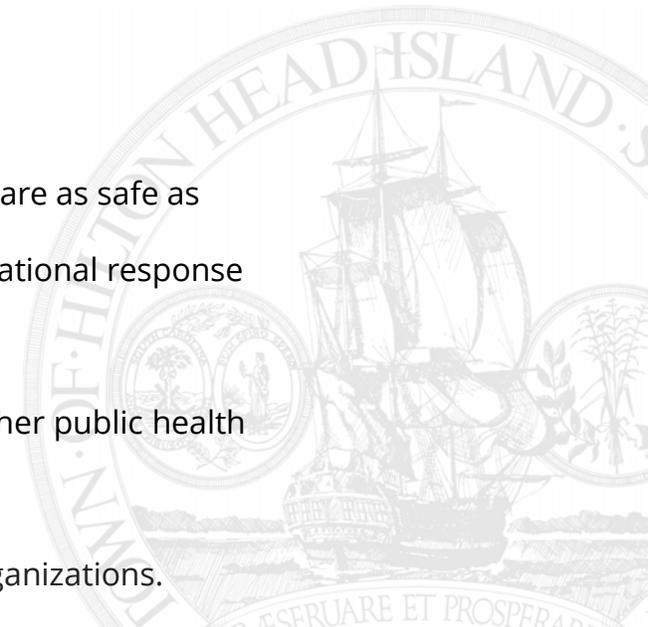
- ✦ Collect data to provide to Town Council and Town Leadership resources to monitor vaccination rates and positive case numbers in Beaufort County and by ZIP Code to assist in policymaking determinations.
 - References:
 - DHEC County-Level Data for COVID-19 Dash Board
 - DHEC Vaccination Dashboard
 - Provided Daily:
 - COVID-19 Cases By County
 - Emergency Managers PDF – COVID Cases by ZIP Code
 - COVID-19 Daily Deaths
- ✦ Continue to support all Town employee protocols and procedures to ensure all working spaces and public areas are as safe as possible for employees and visitors.
- ✦ Continue to support updates to Fire Rescue emergency response protocols and procedures to ensure safe operational response for personnel and the public

Phase 2:

- ✦ Continue to monitor community spread and evaluate the need to support Hilton Head Regional Hospital and other public health organizations in providing free community testing for the COVID-19 virus.

Phase 3:

- ✦ Continue to support local vaccination efforts by the Hilton Head Regional Hospital and other local non-profit organizations.



Town of Hilton Head Island

Strategic Initiative Name: Improve Permitting and Plan Review Process

Strategic Fiscal Year: 2021

Staff Project Manager: Chris Yates, Interim Community Development Director

Initiative Description: Identify areas of improvement within the Town's permitting and plan review processes to accelerate the time necessary to conduct sufficient reviews to the greatest extent practical, improve communications with customers regarding the status of pending request, and significantly improve the overall customer service experience associated with obtaining a permit or development plan review.

Project Milestones:

Phase 1: Spring 2021 – Winter 2021

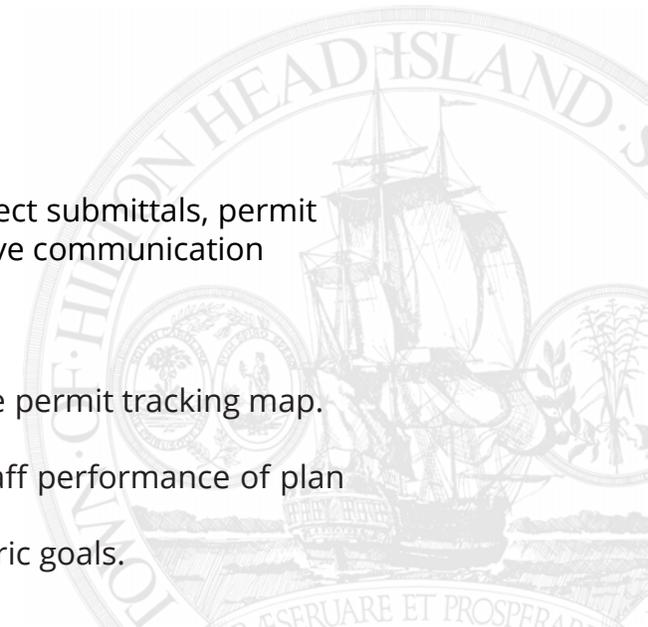
- Improve customer service by achieving faster permit entry and plan review, better communications, and streamlining processes.
- Continue using temporary measures to catch up on permit entry and plan review:
 - Hire contract employees to assist with plan review.
 - Utilize other staff members to enter, issue and finalize permits.
- Extend work hours of existing staff by transitioning from part-time to temporary full time.

Phase 2: Spring 2021 – Summer 2021

- Develop process improvement documents to aid in application process and review process such as tips for perfect submittals, permit review metrics, and a permit application table. Share with the public through meetings, e-mail blasts, and creative communication strategies.

Phase 3: Fall 2021

- Improve the online permitting process by enabling online submittals of all applications and implement an online permit tracking map.
- Create a customer satisfaction survey to gather customer feedback and implement suggested improvements.
- Establish clear and quantifiable metrics along with a corresponding reporting mechanisms in order to track staff performance of plan review and permitting process objectives.
- Prepare both internal and external reports to communicate measurement of success in achieve processing metric goals.



Town of Hilton Head Island

Strategic Initiative Name: Conduct and Respond to Employee Satisfaction Survey

Strategic Fiscal Year: 2021

Staff Project Manager: Lisa Stauffer, Human Resources Director

Initiative Description: Conduct an Employee Survey to assess employee engagement focusing on accountability, communication, recognition, working relationships and the employee's understanding and commitment to the Town's mission and core values.

Project Milestones:

Phase 1: Summer 2021

- Identify consultant to support development and deployment of employee survey.
- Provide input and guidance on questions; identify data cuts to enable meaningful and actionable analysis of responses.
- Pilot draft survey and disseminate pre-launch communications.
- Consultant will launch employee survey.

Phase 2: Fall 2021

- The consultant will collect and analyze data, identify areas of strength/concern, and present results to executive leadership team.
- Town leadership, with consultant support, will hold multiple Town Hall meetings with Town staff to share results, solicit additional input and communicate what action items will be taken.



Town of Hilton Head Island

Strategic Initiative Name: Improve Administrative Support Process for Boards, Commissions & Committees

Strategic Fiscal Year: 2021

Staff Project Manager: Krista Wiedmeyer, Town Clerk

Initiative Description: Implement a technology solution to ensure public meetings run smoothly, increase internal efficiency, and document decisions proficiently so policymaking is open and available to the public. Effectively manage boards and commission appointments, talent bank, applicant tracking, and administration required to optimize the processes of the various Town board, commissions, and committees.

Project Milestones:

Phase 1: Summer 2021 – Fall 2021

- Establish working groups with the Town Clerk, administrative staff, and Technology and Innovation to identify processes and features to be included in an appropriate technology solution.

Phase 2: Fall 2021 – Winter 2022

- Implement roll out of new Board and Commission software solution.
- Conduct internal training with identified user groups.
- Roll out new application process to the public via the Town website.



Town of Hilton Head Island

Pursuit of Excellence
DRAFT
Operational

Strategic Initiative Name: Research Trends & Implement Best in Class
Municipal Service Delivery

Strategic Fiscal Year: 2021

Staff Project Manager: Shawn Colin, Senior Policy Advisory to the Town Manager

Initiative Description: The Town will become known as an entity that delivers a superior level of public services as compared to its peers and will be on the leading edge of new advancements the areas of smart/connected cities, digit service delivery, and an emphasis on overall customer experience.

Project Milestones:

Phase 1: Summer 2021 – Summer 2022

- ✦ Work with staff to develop and reinforce a culture of learning and constant improvement with an emphasis on being on the leading edge of new service delivery strategies. Examples of this include:
 - Creating an end-to-end customer experience
 - Differentiating between 'experience' and 'service'
 - Creating a uniform environment
 - Using design thinking principles
 - Tapping into the collective intelligence of our local citizens
 - Adopting an iterative approach
- ✦ Reinforce the importance of fostering a creative/cutting edge approach to problem solving issues and explore opportunities to develop creative solutions that place us ahead of our competitors.
- ✦ Create expectations within performance planning for staff to include research and exploration of new ideas as critical components of organizational success.
- ✦ Develop a clear organizational understanding that in order to be amongst the leaders in local public service delivery we can never be content with our existing service levels or delivery methods.



Town of Hilton Head Island

Pursuit of Excellence Operations

Strategic Initiative Name: Acquire Fire Rescue Center for Public Service Excellence Re-accreditation

Strategic Fiscal Year: 2021

Staff Project Manager: Joheida Fister, Deputy Chief/Fire Marshall

Initiative Description: To maintain the current Fire Service Accreditation status from the Commission on Fire Accreditation International through the Center for Public Service Excellence. Fire Rescue has been an accredited agency since 2002 and this re-accreditation process will be the 5th time Fire Rescue has applied for this status and highlights a continuous improvement model that requires an internal self-assessment documenting how the department meets the CFAI criteria.

Project Milestones:

Phase 1: Summer – Fall 2021

- Complete the required update to the 2016 Standard of Cover / Community Risk Assessment prior to September 1, 2021.
- Complete the required Self-Assessment Manual.

Phase 2: Fall –Winter 2021

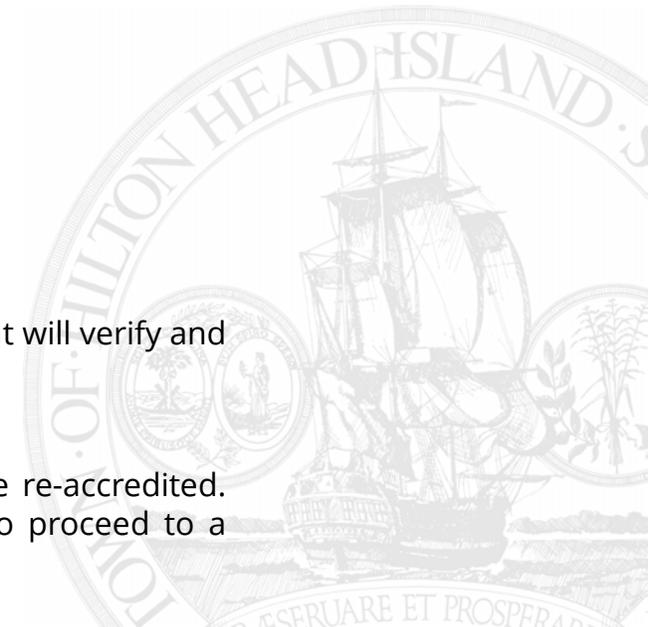
- Submit the required documents to the CFAI by the Sept. 30, 2021 due date:
 - Strategic Plan
 - Standard of Cover / Community Risk Assessment (SOC / CRA)
 - Self-Assessment Manual (SAM)

Phase 3: Winter 2021 – Spring 2022

- Upon initial review of the Fire Rescue SAM by the CFAI PEER Team, schedule and host on-site the PEER Team that will verify and validate the department's Self-Assessment Manual. The estimated time period for on-site visit is late fall.

Phase 4: Winter 2021 – Spring 2022

- Fire Rescue will attend (either virtual or in-person) a CFAI Commission Hearing to defend the request to be re-accredited. Hearing will be scheduled upon completion of the site visit and a recommendation from the PEER team to proceed to a hearing.



Town of Hilton Head Island

Strategic Initiative Name: Implement Fire Rescue Strategic Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Brad Tadlock, Fire Chief

Initiative Description: To address the goals and objectives identified in the 2019-2024 adopted Fire Rescue Strategic Plan that supports the continuous improvement of the department.

Project Milestones:

Phase 1: Summer 2021 – Summer 2022

- Continue the implementation of *Goal #3 Improve the Community Outreach Programs to promote our message to the community utilizing the existing assigned working group.*

Phase 2: Summer 2021 – Summer 2022

- Continue the implementation of *Goal #1 Create the appropriate staffing model to fulfill the needs of the department and best serve the community.* In Progress. The SOC / CRA has recommendations for future staffing considerations for line operations and dispatch.
- Work with HR to evaluate Administrative Staffing levels to ensure the number of staff can compete the workload based on community and Town expectations.

Phase 3: Fall 2021 – Fall 2022

- Implement a working group in the fall of 2021 to address the objectives of *Goal #5 Improve the quality of EMS care on Hilton Head Island.*

Phase 4: Fall 2021 – Fall 2022

- Implement a working group in the fall of 2021 to address the objectives of *Goal #2 Enhance the professional development of our personnel to meet the needs of our organization and community.*



Town of Hilton Head Island

Pursuit of Excellence
DRAFT
Operational

Strategic Initiative Name: Implement Cultural Affairs Strategic Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Jenn McEwen, Director of Cultural Affairs

Initiative Description: Implement the Office of Cultural Affairs Strategic Plan so as to enhance arts and cultural activities on the Island through the coordination and alignment of new and existing projects/programs.

Project Milestones:

Phase 1: Summer 2021

- Develop a presentation to the Community Services and Public Safety Committee that effectively outlines the various goals and objectives identified within the draft Office of Cultural Affairs Strategic Plan.

Phase 2: Fall 2021

- Upon the concurrence of the CSPSC, submit a draft Resolution to Town Council adopting the Strategic Plan

Phase 3: Fall - Winter 2021

- Implement recommendations from the adopted Strategic Plan.



Town of Hilton Head Island

Strategic Initiative Name: Enhance Communication Plan with Strong Social Media Emphasis

Strategic Fiscal Year: 2021

Staff Project Manager: Carolyn Grant, Communications Director

Initiative Description: The enhancement of a Town communications plan with help to define the messages, priorities, strategies, and tools the Town will use when communicating with the community. The plan will ensure the Town's story is told effectively and will provide engagement between the Town and the community in a timely and effective manner. Further development of this plan will align with the strategic priorities of the Hilton Head Island Town Council thereby advancing the Town's goals and objectives.

Project Milestones:

Phase 1: June 2021-December 2021

- Review existing communications plan and multi-communications channels to determine areas of improvement and meet with department leaders to evaluate their communication needs and engage their support of communication efforts.
- Enhance communications plan based on leadership dialogue, Town vision and priorities, and best practices in the field of municipal communications, including social media.
- Develop and deploy a robust and active social media strategy that leverages existing media assets and builds direct communications to audiences.
- Create a social media master schedule, including campaigns aligned with Town priorities, and continue using analytics to make decisions about what to post and when and to better understand our followings.
- Review and update existing social media policies and procedures for the Town's digital communications efforts.
- Deploy a redesigned virtual newsletter for the Town.
- Identify and implement a social media tracking platform to provide better analytics and tracking, to measure the frequency and tone of Town of Hilton Head Island mentions across numerous platforms, and to better understand our followings, engagements and reach.
- Identify online communities servicing our Island and look for ways that the Town can become a leader in sharing information to these communities.
- Connect with local stakeholders to better understand and address the cultural needs of different audiences, and make sure we are appropriately reaching them through social media platforms.

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Town of Hilton Head Island

Strategic Initiative Name: Enhance Communication Plan with Strong Social Media Emphasis - Continued

Strategic Fiscal Year: 2021

Staff Project Manager: Carolyn Grant, Communications Director

Initiative Description: The enhancement of a Town communications plan with help to define the messages, priorities, strategies, and tools the Town will use when communicating with the community. The plan will ensure the Town's story is told effectively and will provide engagement between the Town and the community in a timely and effective manner. Further development of this plan will align with the strategic priorities of the Hilton Head Island Town Council thereby advancing the Town's goals and objectives.

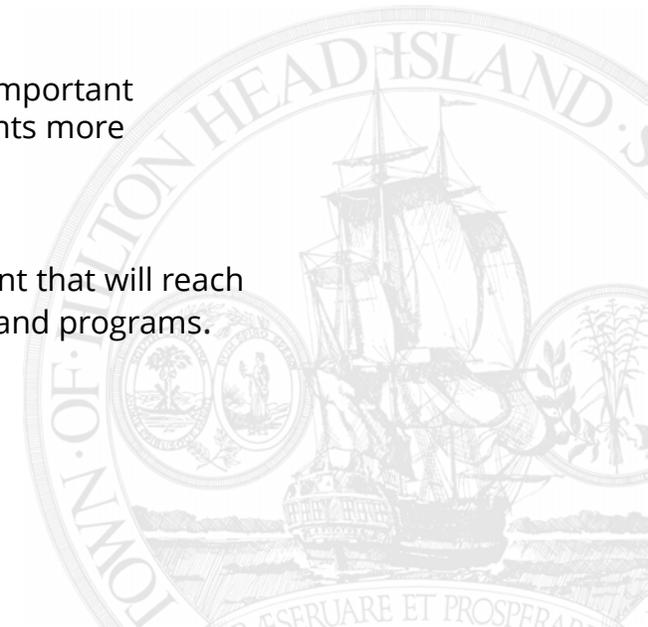
Project Milestones:

Phase 2: January -August 2022

- Present enhanced communications plan to stakeholders, including Town staff and Town Council.
- Implement new strategies outlined in enhanced communications plan.
- Develop and implement a plan for multi-lingual translation services that will ensure the Town doesn't overlook important audience segments and is able to successfully reach Spanish-speaking, and visually- or hearing-impaired residents more effectively.

Phase 3: Ongoing

- Continue to explore the numerous platforms available and identify the best social media sites/tools to implement that will reach our target audiences and, if valuable, begin employing them for communication of the Town's policies, services and programs.



Town of Hilton Head Island

Strategic Initiative Name: Create a Culture of High Organizational Performance

Strategic Fiscal Year: 2022

Staff Project Manager: Marc Orlando, Town Manager

Initiative Description: Improve overall governmental service levels and operational accountability within Town government through the establishment of a culture that strives for organizational excellence.

Project Milestones:

Phase 1: Summer 2021

- ✦ Assess the organizational design and leadership capabilities of Town staff.
- ✦ Assess the organization's vision and the goals that it should be striving to achieve.

Phase 2: Fall 2021 – Winter 2022

- ✦ Identify opportunities for organizational realignment to better:
 - Improve customer service levels
 - Achieve continuous process improvement
 - Align staff to maximize productivity
 - Provide enhanced leadership to all staff members
 - Create an environment that emphasizes innovation
- ✦ Provide professional leadership and growth opportunities to facilitate staff development.

Phase 3: Spring 2022

- ✦ Communicate and implement changes in organizational operation and personnel roles as may be necessary.

Phase 4: Summer 2022

- ✦ Assess success of realignment after 6 months and again at 1 year. Make additional changes as warranted.



Town of Hilton Head Island

Strategic Initiative Name: Implement SeeClickFix Mobile & Website Application

Strategic Fiscal Year: 2021

Staff Project Manager: John Troyer, Technology & Innovation Director

Initiative Description: Enhance civic engagement by providing citizens with the ability to report issues like potholes, illegal dumping, overgrown parks and blight issues directly to the Town of Hilton Head Island. The issue submitter will receive an email when the request has been seen and assigned by the department and when the issue has been resolved. Department representatives will access the requests using Cartegraph OMS, the Town's asset/work order management system.

Project Milestones:

Phase 1: Spring 2021

- Review and configuration of service request types in SeeClickFix.
- Build integration of SeeClickFix and Cartegraph.
- Develop customized marketing materials for the public announcement of the new SeeClickFix application.
- Staff training on how to process and respond to service requests in SeeClickFix and Cartegraph.

Phase 2: Summer 2021

- Final review and testing of SeeClickFix on the website and Cartegraph integration.
- Launch SeeClickFix on Town website.

Phase 3: Spring 2023

- Addition of new marketplace application that will enable the Town to deploy its own application in the Google and Apple play store.
- Monitoring of service requests and work orders with the use of interactive maps, dashboards, and reports.
- Addition of service request types as needed.



Town of Hilton Head Island

Pursuit of Excellence
DRAFT
Operational

Strategic Initiative Name: Develop a Human Resources Strategic Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Lisa Stauffer, Human Resources Director

Initiative Description: Develop a Human Resources strategic plan that provides the methods to address current and future workforce needs to achieve Town Council's work plan.

Project Milestones:

Phase 1: Fall 2021

- Meet with senior staff to identify specific human capital needs in the following areas:
 - Current and future skill needs
 - Current and future position needs
 - Opportunities for retooling current workforce
- Identify gaps between future needs and present capabilities.
- Identify opportunities to enhance the employee experience.
- Identify opportunities to invest in our employee's development.
- Identify opportunities to integrate diversity and inclusion strategies in recruitment, performance management, leadership assessment, and training.
- Review our current on-boarding program to identify opportunities for cultural awareness improvement as part of the employee on-boarding process to include:
 - Organizational relationship development
 - Awareness of the Town operations and initiatives
 - Historical, cultural and ecological education
 - Valuing differences in the workplace

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Town of Hilton Head Island

Pursuit of Excellence
DRAFT
Operational

Strategic Initiative Name: Develop a Human Resources Strategic Plan
- Continued

Strategic Fiscal Year: 2022

Staff Project Manager: Lisa Stauffer, Human Resources Director

Initiative Description: Develop a Human Resources strategic plan that provides the methods to address current and future workforce needs to achieve Town Council's work plan.

Project Milestones:

Phase 2: Winter 2021 – Spring 2022

- Formulate gap strategies and prioritize those strategies.
- Assess benefit of formal internal mentorship program.
- Assess available external resources for education/awareness of Island history, uniqueness, culture, ecology, etc
- Evaluate Town policies and procedures to ensure they support diversity and inclusion best practices.

Phase 3: Spring 2022

- Implement enhanced on-boarding program.
- Implement diversity and inclusion training program for all employees.
- Implement inclusive leadership training program.

Phase 4: Ongoing

- Upon completion of first program cycle, assess program success and opportunities for further enhancement.



Town of Hilton Head Island

Strategic Initiative Name: Develop a Technology & Innovation Strategic Plan

Strategic Fiscal Year: 2022

Staff Project Manager: John Tuttle, Technology & Innovation Director

Initiative Description: Develop a Technology and Innovation Strategic Plan that provides a method to achieve overall and long-term information technology goals.

Project Milestones:

Phase 1: Fall 2021

- Determine information technology's strategic position:
- Identify issues that need to be addressed.
- Identify opportunities and threats.
- Assess current and future demands.
- Determine strengths and weaknesses.
- Synthesize data from Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

Phase 2: Winter 2021 – Spring 2022

- Develop the strategy:
- Define the IT mission, our core purpose.
- Define IT values, our core beliefs.
- Define the IT vision, what do we consider success?
- Define organization-wide strategies, how we will succeed.
- Develop long term objectives, 3-year plan.

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Town of Hilton Head Island

Pursuit of Excellence
DRAFT
Operational

Strategic Initiative Name: Develop a Technology & Innovation Strategic Plan
- Continued

Strategic Fiscal Year: 2022

Staff Project Manager: John Tuttle, Technology & Innovation Director

Initiative Description: Develop a Technology and Innovation Strategic Plan that provides a method to achieve overall and long-term information technology goals.

Project Milestones:

Phase 3: Summer 2022

Build the plan:

- ✦ Utilize SWOT to guide priorities.
- ✦ Identify short SMART goals.
- ✦ Establish key performance indicators.
- ✦ Establish department wide goals.
- ✦ Establish team member goals.
- ✦ Determine a one-year budget.

Phase 4: Spring – Summer 2022

Manage the plan:

- ✦ Publicize IT strategies internally.
- ✦ Set progress review dates.
- ✦ Adapt plan quarterly as appropriate.
- ✦ Update the strategic plan annually.



Town of Hilton Head Island

DRAFT

Strategic Initiatives

Environmental Sustainability

Create a resilient and sustainable environment through planning and policy.



Town of Hilton Head Island

Environmental Sustainability Policy

Strategic Initiative Name: Implement Beach Resiliency & Renourishment Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Jeff Buckalew, Interim Infrastructure Services Director

Initiative Description: Improve the coastal resiliency of the Island by reviewing and proposing appropriate modifications to the Town's beach nourishment program that align with the resiliency goals identified in the Town's comprehensive plan. Evolve elements of the 2025 beach nourishment program to take advantage of lessons learned and to incorporate new goals while continuing to achieve existing program goals of buffering erosion, maintaining the recreation quality of the beach, nourishing on a flexible schedule with multiple sand sources, and exercising environmental sensitivity. Foster improvement of the Town's plan by adding increased storm protections and climate change resiliency to the stated program goals.

Project Milestones:

Phase 1: Fall 2021 - Winter 2022

- Evaluate the Beach Renourishment Program and identify any new goals and objectives to incorporate into the next project before design begins.
- Facilitate partnership discussions with Hilton Head Plantation representatives to pursue cooperative the renourishment of the Pine Island Beach as a part of the Town's 2025 beach renourishment program.
- Consider adding additional geographic areas of the Island such as Mitchelville and Fish Haul Beach into the Town's statutory definition of "public beach" in order to facilitate the renourishment of these areas as part of the Town's greater plan to conduct a 2025 beach renourishment program.

Phase 2: Winter 2022 - Spring 2023

- Continue design and permitting activities required to facilitate the 2025 beach renourishment project.
- Consider Public-Private-Partnerships to achieve stated goals of protecting coastal infrastructure.
- Evaluate the potential need to conduct an Island resiliency study to identify areas of potential critical need or improvement that may not otherwise be known to the Town. As identified in the Town's comprehensive plan, areas of focus could include:
 - Evaluating changes to zoning and building codes to minimize vulnerabilities.
 - Continuing to maintain and replenish appropriate levels of Town disaster relief funds.
 - Considering development and implementation of a sea level rise adaptation plan for the Town.
 - Identifying and funding proactive investments in public actions which enhance resistance to and recovery from environmental challenges.

Town of Hilton Head Island

Environmental Sustainability Policy

Strategic Initiative Name: Identify Opportunities to Improve Solid Waste & Recycling Objectives in Coordination with Beaufort County

Strategic Fiscal Year: 2022

Staff Project Manager: Jeff Buckalew, Interim Infrastructure Services Director

Initiative Description: The Town's Our Plan document lays out several goals related to increasing capacity with regards to processing recyclable materials and ensuring the long-term viability of solid waste disposal for the Island. To achieve these objective, the Town will need to work in coordination with Beaufort County as the agency responsible for household waste streams disposal for the entire county and jointly pursue opportunities that improve recycling and composting rates.

Project Milestones:

Phase 1: Winter 2021 - Winter 2022

- Pursue promotional and educational efforts to foster recycling, composting, and litter control.
- Engage in dialogue with Beaufort County regarding their long-range solid waste disposal and recycle programs. If they undertake revisions or update to their long-range plans, actively participate in such discussions in order to represent the goals of the Island in these plans.
- Propose discussions with Beaufort County regarding the potential creation of an off-Island materials processing center that would facilitate increases recycling rates from within the Town and the greater region.
- Examine the creation of composting models at highly visible sites around the Town.



Town of Hilton Head Island

Environmental Sustainability Policy

Strategic Initiative Name: Work With Public Service Districts (PSDs) on Long-Term Capital Projects

Strategic Fiscal Year: 2022

Staff Project Manager: Jeff Buckalew, Interim Infrastructure Services Director

Initiative Description: Assess appropriate partnership opportunities with PSD Facilities and Capital Projects to ensure future delivery of potable water to Hilton Head Island residents.

Project Milestones:

Phase 1: Fall 2022

- ✦ Work with PSDs to identify current as well as long-term capital and facility improvements necessary to deliver water and wastewater services to the community.

Phase 2: Winter 2022

- ✦ Work with PSDs to develop a water and wastewater service CIP project map or dashboard tool.

Phase 3: Spring-Summer 2023

- ✦ Identify opportunities to utilize partnerships to deliver facility and service needs consistent with Town Council goals.
- ✦ Explore opportunities to utilize Town-owned property for site facilities and other utility infrastructure if deemed appropriate.
- ✦ Work with PSDs to execute partnership opportunities, capital plans and other mutually beneficial agreements deemed appropriate.



Town of Hilton Head Island

Environmental Sustainability Operational

Strategic Initiative Name: Establish National Leadership Credibility
in Environmental Sustainability & Resource Protection

Strategic Fiscal Year: 2021

Staff Project Manager: Sally Krebs, Sustainable Practices Coordinator

Initiative Description: Assess appropriate partnership opportunities with PSD Facilities and Capital Projects to ensure future delivery of potable water to Hilton Head Island residents.

Project Milestones:

Phase 1: Summer 2021 – Summer 2022

- Research how to integrate Low Impact Development (LID) techniques in the LMO.
- Assist with development of LMO Amendments to ensure existing environmental protections are maintained or strengthened.
- Strengthen existing and form new partnerships to further environmental education.
- Investigate environmentally sustainable standards for development projects, including Town projects.
- Investigate opportunities and methods to cool urban heat islands and use green infrastructure to protect and improve air and water quality and biodiversity.



Town of Hilton Head Island

Environmental Sustainability Operational

Strategic Initiative Name: Acquire Audubon International “Sustainable Community” Recertification

Strategic Fiscal Year: 2021

Staff Project Manager: Sally Krebs, Sustainable Practices Coordinator

Initiative Description: Assess appropriate partnership opportunities with PSD Facilities and Capital Projects to ensure future delivery of potable water to Hilton Head Island residents.

Project Milestones:

Phase 1: Spring 2021 – Summer 2021

- Seek recertification as an Audubon International Sustainable community (initially certified in 2017).
- Submit recertification materials to Audubon International for review and prepare an appropriate communications strategy upon receipt of recertification.

Phase 2: Summer 2021 – Summer 2022

- Prioritize and advance Hilton Head Island Green Blueprint and Sustainable Community Indicators based on input from Audubon International.

Ongoing:

- Monitor and track Indicators for future recertification.



Strategic Initiatives

Revitalize Economy

Create an Island-appropriate economy that has sufficient depth and breadth to attract and support a diverse resident, visitor, and business population.



Town of Hilton Head Island

Revitalize Economy **DRAFT** Policy

Strategic Initiative Name: Adopt Municipal Association of South Carolina (MASC) Model Business License Ordinance Adoption

Strategic Fiscal Year: 2021

Staff Project Manager: April Akins, Revenue Services Manager

Initiative Description: Take such legislative actions as necessary in order to ensure compliance with the requirements of Act 176 of 2020, the South Carolina Business License Standardization Act.

Project Milestones:

Phase 1: Summer 2021

- ✦ Study the Model Business License Ordinance prepared by the Municipal Association of South Carolina and identify the potential impacts that the adoption of the model ordinance will have on the Town's current business license operations both from an administrative standpoint and from a financial standpoint.

Phase 2: Summer – Fall 2021

- ✦ Introduce research and proposed amendments to the Town's Finance and Administration Committee for review and recommendation to Town Council.
- ✦ Conduct public education and outreach to potentially affected businesses.
- ✦ Present recommendations to Town Council for Model Business License Ordinance adoption.

Phase 3: Fall – Winter 2021

- ✦ Implement the new ordinance with an effective date of calendar year 2022.
- ✦ Update necessary computer systems with corresponding changes.
- ✦ Development communications to taxpayers to inform them of the changes and conduct help sessions to answer any questions.



Town of Hilton Head Island

Revitalize Economy **DRAFT** Policy

Strategic Initiative Name: Develop Town-Owned Property Management, Asset Management & Utilization Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

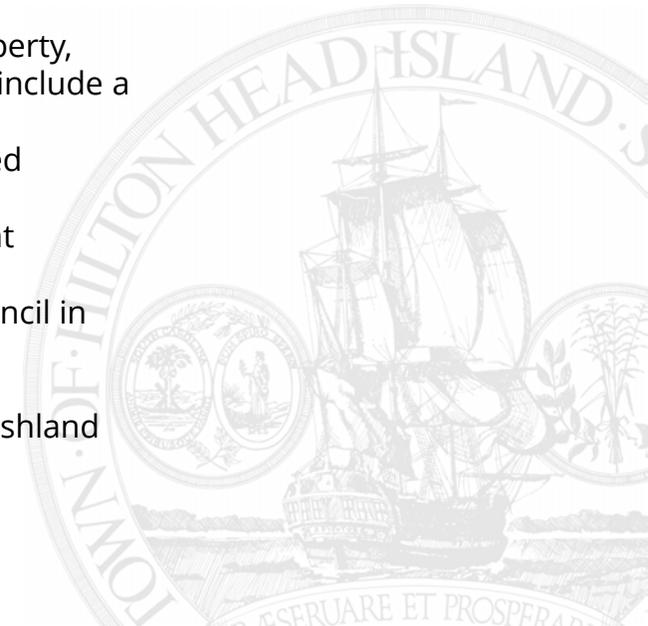
Initiative Description: Comprehensively review and assess the approximately 1,400-acre inventory of Town-owned properties to possess a full and complete understanding of the historical acquisition of all Town-owned properties, the sources of funding that were utilized to effectuate the purchase of the properties, and any corresponding restrictions applicable to the use or maintenance of these properties. Once fully understood, develop an asset management plan consistent with existing industry best practices that articulates the life-cycle costs of owning, operating, and maintaining these properties along with expectations on potential public uses and service levels that could be appropriate for each property.

Project Milestones:

Phase 1: Summer – Fall 2021

- ✦ Refine the existing Town-owned property database to identify all historical acquisition information for each property, opportunities and limitations related to the historical funding sources and use limitations of each property and include a separate category for economic development opportunities to all be included within a public facing dashboard.
- ✦ Identify opportunities and marketing steps necessary to facilitate the redevelopment of appropriate Town-owned properties such as the Modern Classic Motors Site and the Palmetto Bay Road Tract.
 - Prioritize inventory of identified Town-owned land assets to target the recruitment of strategic development partnerships.
 - Develop effective marketing and/or recruitment materials so as to further the goals identified by Town Council in the utilization of these Town-owned assets. Coordinate the usage of \$300,000 in Utility Tax Credits for site development of the Modern Classic Motors Site.
- ✦ Identify opportunities and limitations related to the uses of a potential housing development on the Town's Marshland Road property in coordination with creation of the Patterson Park.

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Town of Hilton Head Island

Revitalize Economy Policy

Strategic Initiative Name: Develop Town-Owned Property Management, Asset Management & Utilization Plan - Continued

Strategic Fiscal Year: 2021

Staff Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Initiative Description: Comprehensively review and assess the approximately 1,400-acre inventory of Town-owned properties to possess a full and complete understanding of the historical acquisition of all Town-owned properties, the sources of funding that were utilized to effectuate the purchase of the properties, and any corresponding restrictions applicable to the use or maintenance of these properties. Once fully understood, develop an asset management plan consistent with existing industry best practices that articulates the life-cycle costs of owning, operating, and maintaining these properties along with expectations on potential public uses and service levels that could be appropriate for each property.

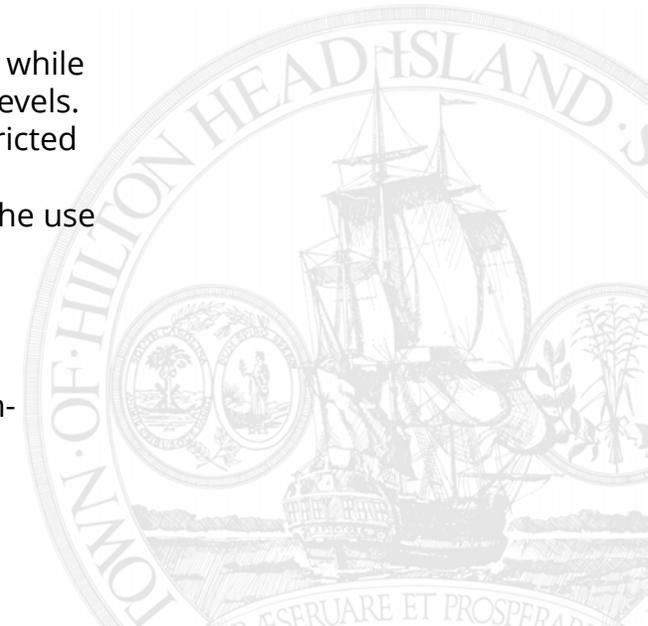
Project Milestones:

Phase 2: Winter 2022 – Summer 2023

- Develop a strategic asset management plan to extract the highest total value from the Town's public land assets while identifying life-cycle costs necessary to maintain these properties at established standard of excellence service levels.
- Consider development of a forestry management plan for appropriate properties that are identified as use restricted or will otherwise be maintained in a natural state.
- Consider development of a turf management program that will effectively provide a superior level of quality in the use and maintenance of town properties that utilize either natural or artificial turf surfaces.

Phase 3: Spring – Summer 2023

- In coordination with Town Council, identify capital improvement program opportunities, inclusive of funding mechanisms and associated programming, to achieve the articulated goals in the use and management of Town-owned lands.



Town of Hilton Head Island

Revitalize Economy
DRAFT
Operational

Strategic Initiative Name: Implement Destination Marketing Organization (DMO) Marketing Plan & Measure Performance

Strategic Fiscal Year: 2021

Staff Project Manager: Jenn McEwen, Director of Office of Cultural Affairs

Initiative Description: Monitor the performance of the Town's authorized Destination Marketing Organization and ensure that contractually obligated performance measurements are achieved. Identify any necessary changes and ensure that appropriate community focus is utilized in the development of the annual marketing plan.

Project Milestones:

Phase 1: Summer – Fall 2021

👉 Survey current metrics required by the DMO contract and analyze with the Town Manager to achieve best outcomes to achieve Town goals.

Phase 2: Fall – Winter 2021

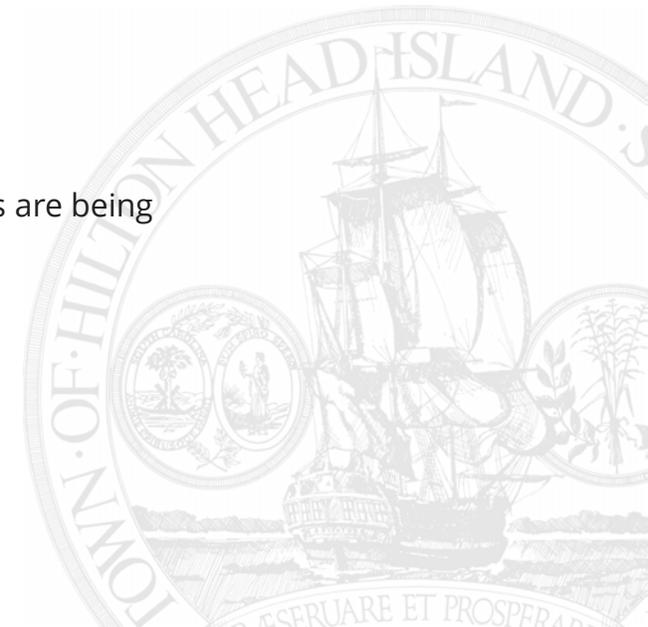
👉 Review any metrics recommendations/changes with DMO facilitated by Town Manager.

Phase 3: Winter 2021 – Spring 2022

👉 Support DMO Marketing Council in creation of marketing plan to ensure that correct performance measurements are being included and achieved.

Phase 4: Ongoing

👉 Continue monitoring DMO performance and achievement of identified performance measures.



Town of Hilton Head Island

Revitalize Economy
DRAFT
Operational

Strategic Initiative Name: Establish Economic Development Strategy

Strategic Fiscal Year: 2022

Staff Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Initiative Description: Create an economic development framework and strategic plan to include business retention and expansion, commercial occupancy assessment and targeted recruitment of key business industries.

Project Milestones:

Phase 1: Fall 2021

- Request the Beaufort County Economic Development Corporation (BCEDC) provide the Town an Assessment of the Island's framework for Business Retention and Expansion (BRE).
- Conduct research to quantify commercial properties and occupancy levels, using Costar or similar tool.
- Continue efforts towards redevelopment for the Modern Classic Motors and Palmetto Bay Road commercial sites.

Phase 2: Winter 2021

- Partner with BCEDC to conduct a SWOT analysis of the Town Economic environment to include:
 - Overall Capacity Analysis
 - Competitiveness Analysis
 - Develop a commercial property database and dashboard.
- Solicit input from local realtors and business owners to determine existing market conditions, including opportunities as well as barriers and competitive disadvantages
- island properties are experiencing.

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Town of Hilton Head Island

Strategic Initiative Name: Establish Economic Development Strategy
- Continued

Strategic Fiscal Year: 2022

Staff Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Initiative Description: Create an economic development framework and strategic plan to include business retention and expansion, commercial occupancy assessment and targeted recruitment of key business industries.

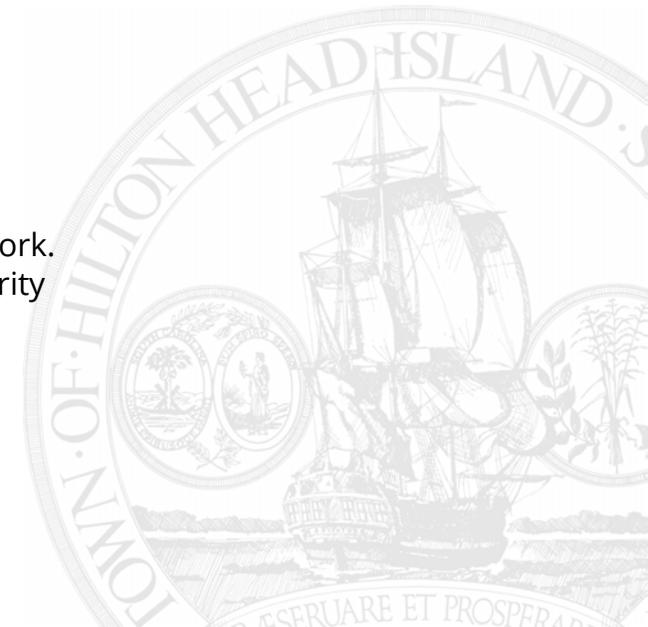
Project Milestones:

Phase 3: Spring 2022

- 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. Evaluate existing programs and regulatory environment to gauge effectiveness and comparative position to competitors.
- Work with BCEDC to develop a full business retention and expansion strategy (BRE).
- Develop priority execution strategy for use of Town-owned land for Economic Development.

Phase 4: Summer 2022

- Identify Economic Development opportunities to include in the development of a Growth Management Framework.
- Coordinate with land use planning and growth management framework to enhance options for capital and priority investment strategies for areas that need improvements.
- Develop strategies, including regulatory options and funding solutions that may be utilized to advance goals of increasing preferred occupancy and retention.
- Actively recruit investment into the community from targeted strategic partners.



Town of Hilton Head Island

Strategic Initiative Name: Acquire Cultural District(s) Designation

Strategic Fiscal Year: 2023

Staff Project Manager: Jenn McEwen, Director of Office of Cultural Affairs

Initiative Description: Explore the creation of formalized cultural districts to highlight the unique cultural heritage that is present on Hilton Head Island.

Project Milestones:

Phase 1: Spring 2023

- Contract Courtney Young to work on yearlong Gullah cultural district branding initiative – starts 6/1/21 with goal being to have full cultural district look, feel, message package to first implement here and then disseminate across the State.

Phase 2: Fall 2024

- Identify top 3 cultural districts to augment with minor capital investments to create small, pedestrian friendly corridors of authentic experiences. Internally decide which district will be applied for first as it impacts how the requirements established by the state are executed.
- Recommendations include: Mitchelville District/Beach City Rd; Squire Pope/ Gumtree District, Shelter Cove.
- Once districts are decided, contact SC Arts Commission for discussion with cultural district coordinator to confirm eligibility.

Phase 3: Spring 2026

- Finalize plan for top 2-3 cultural districts to augment districts with minor capital and marketing investments to create small, pedestrian friendly corridors of authentic experiences and complete execution of plan.
- Once capital/marketing investments are completed, complete application.



Strategic Initiatives

Inclusive Community

Foster a multi-dimensional, equitable, and diverse community.



Town of Hilton Head Island

Inclusive Community **DRAFT**

Policy

Strategic Initiative Name: Implement Gullah Geechee Task Force Work Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Sheryse DuBose, Historic Neighborhoods Preservation Administrator

Initiative Description: Implement the Framework for the 16 Top Priority Projects from the Gullah Geechee Preservation Report Recommendations as approved by Town Council in 2019.

Project Milestones:

Phase 1: Summer – Winter 2021

- Adopt the Family Compound and Family Subdivision LMO Amendments.
- Work with Heritage Library to create genealogy clinic as first step to clear land title.
- Develop a program for temporary and seasonal signs in the Historic Neighborhoods to expand economic opportunities for Gullah businesses.
- Evaluate locations for an open-air market for Gullah products.
- Evaluate land use and density for a Historic Gullah Neighborhoods Overlay District.

Phase 2: Spring 2022

- Facilitate efforts with NIBCAA and Community Foundation of the Lowcountry to create a fund to clear property titles.
- Develop a program to educate Town officials, teachers, and other community members on Gullah history and culture.
- Develop a program to educate Gullah residents on policy issues such as taxes, land use, etc.
- Promote the Center for Heirs' Property Preservation trainings on heirs' property, forestry, and wills.

Ongoing:

- Continue to assist Gullah property and business owners with Town regulations.



Town of Hilton Head Island

Inclusive Community Policy

Strategic Initiative Name: Establish Public Institutional Partnership with USCB to Support Arts & Cultural Organizations

Strategic Fiscal Year: 2021

Staff Project Manager: Joshua Gruber, Deputy Town Manager

Initiative Description: Explore the creation of a public-private partnership with the University of South Carolina Beaufort (USCB), and the Arts Center of Coastal Carolina (ACCC) in order to secure the long-term viability and economically efficient usage of public arts facilities.

Project Milestones:

Phase 1: Summer – Fall 2021

- Work with USCB and ACCC to create a mutually agreeable Memorandum of Understanding that will delineate the responsibilities of the parties in exploring the formal creation of a public-private partnership, identifies how a degree granting program can be incorporated within the operations of the ACCC facility, and how the delivery of public art programming will be provided by the ACCC within a USCB owned and managed facility.

Phase 2: Fall – Winter 2021

- Undertake facility assessment of current ACCC facilities to help in the development of a comprehensive redevelopment plan and corresponding project budget that will allow the future use of the property to meet the needs of both USCB and the presentation of dynamic public art events.

Phase 3: Ongoing

- Support programming/scheduling/presenting that will ensure that the redeveloped space will be utilized effectively.
- Examine recruiting local and regional performing arts groups, high schools and universities, as well as local organizations such as the Art League, Hilton Head Dance Theatre, Lean Ensemble, and the Hilton Head Symphony Orchestra to program in the space.



Town of Hilton Head Island

Inclusive Community Policy

Strategic Initiative Name: Adopt Annual HUD/CDBG Entitlement Program

Strategic Fiscal Year: 2021

Staff Project Manager: Marcy Benson, Senior Grants Administrator

Initiative Description: Obtain approval of annual action plan for HUD/CDBG entitlement program funds.

Project Milestones:

Phase 1: Summer – Fall 2021

- Draft Consolidated Annual Performance Evaluation Report (CAPER) for previous year (2020).
- 2020 CAPER 15-day public comment period scheduled; public meeting to present 2020 CAPER and take public comment scheduled.
- 2020 CAPER and resolution authorizing submittal to HUD scheduled for Town Council meeting. CAPER submitted to HUD no later than September 30th.

Phase 2: Fall – Winter 2021

- Staff discussion of project(s) to recommend for inclusion in Annual Action Plan (AAP).
- Schedule public meeting to solicit community input for project(s) to include in AAP.
- Staff drafts proposed AAP based upon public comments that have been received.
- HUD issues notice of allocation amount.

Phase 3: Spring – Summer 2022

- Draft of AAP presented to Community Services and Public Safety Committee for review and comments; draft of AAP 30 day public comment period scheduled (HUD requirement).
- Draft of AAP and resolution authorizing plan submittal to HUD scheduled for Town Council meeting.
- AAP submitted to HUD 45 days prior to the start of fiscal year (May 15).
- HUD has 45 days to review AAP and issue CDBG grant agreement.
- Staff conducts environmental review for infrastructure project listed in AAP and submits request for release of funds to HUD.



Town of Hilton Head Island

Inclusive Community Policy

Strategic Initiative Name: Develop Landmark Protection Program

Strategic Fiscal Year: 2023

Staff Project Manager: Sheryse DuBose, Historic Neighborhoods Preservation Administrator

Initiative Description: In coordination with various external stakeholder organizations, develop a historic landmark protection program that will ensure preservation of irreplaceable sites that possess culturally significant sites, structures and/or architecture located on Hilton Head Island. Research the need to create potential ordinances, regulations, or a zoning district amendments in order to achieve these goals or to otherwise offer additional protection to historical and culturally significant sites.

Project Milestones:

Phase 1: Fall 2022 - Winter 2023

- Draft a comprehensive list of all historic sites on the Island including their cultural significance; i.e. Revolutionary War, Civil War, Gullah, and identify who owns each site.

Phase 2: Spring 2023 - Summer 2024

- Hire or partner with a historical preservation specialist to assist in drafting a comprehensive and detailed cultural preservation plan for the Island. Explore potential partnerships with academic organizations such as SCAD.
- Segment out a focus on Gullah historical sites and cultural preservation in accordance with recommendation CP-16 of the Gullah Geechee Culture Preservation Project Report.



Town of Hilton Head Island

Inclusive Community Policy

Strategic Initiative Name: Conduct Community Engagement Survey

Strategic Fiscal Year: 2023

Staff Project Manager: Angie Stone, Assistant Town Manager

Initiative Description: Utilize a survey or series of surveys to help assess the overall community sentiment regarding the quality of resident life on the Island to include criteria such as the quality and expectations in delivering public services, opinions on public infrastructure and views towards the quality of existing public facilities, thoughts regarding general public trust and opinions on public engagement.

Project Milestones:

Phase 1: Fall 2022

- Discuss with Town Council and key stakeholders how to gauge the morale of the community and citizen feedback on their interactions with public facilities and Town-owned infrastructure.
- Define survey objectives for each assessment category (quality of community life, service delivery, public trust and public engagement).

Phase 2: Winter 2022

- Issue an RFQ/RFP to obtain support for developing and deploying survey.

Phase 3: Spring 2023

- Launch and promote survey to ensure maximum participation.
- Ensure survey is accessible to all (remove barriers to participation).
- Analyze responses to identify areas for improvement and develop an action plan.



Town of Hilton Head Island

Inclusive Community **DRAFT**

Operational

Strategic Initiative Name: Assist With Implementing Mitchelville Master Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Jayme Lopko, Senior Planner

Initiative Description: Provide proactive support and guidance to the Historic Mitchelville Freedom Park organization in their pursuit of successfully implementing their Town approved Master Plan.

Project Milestones:

Phase 1: Summer 2021 - Fall 2021

- Explore separate lease agreements for the use of four Town and County jointly- owned properties on Beach City Road.
- Coordinate with Mitchelville to transfer existing utilities from the Town to Mitchelville.
- Review and approve interpretive signage.

Phase 2: Fall 2021 – Spring 2022

- Revise the master plan to remove one of the Town and County's jointly owned properties on Beach City Road since it will not be developed as part of the Historic Mitchelville Freedom Park. Remove references to the park being gated with an admission charge from the master plan and business plan.
- If the need is identified, develop replacement public parking spaces on the adjacent Town and County's jointly owned property at the end of Beach City Road.
- Engage in proactive participation with the Historic Mitchelville Freedom Park organization in order to further their master plan implementation and overall site development by exploring the following possible activities:
 - Assist with design, permitting, and installation of interpretive panels (Mitchelville to provide info for signs)
 - Clean and repair the existing temporary structures

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Town of Hilton Head Island

Inclusive Community **DRAFT**

Operational

Strategic Initiative Name: Assist With Implementing Mitchelville Master Plan
- Continued

Strategic Fiscal Year: 2021

Staff Project Manager: Jayme Lopko, Senior Planner

Initiative Description: Provide proactive support and guidance to the Historic Mitchelville Freedom Park organization in their pursuit of successfully implementing their Town approved Master Plan.

Project Milestones:

Phase 2: Fall 2021 – Spring 2022

- Expand and increase the Wi-Fi capabilities in the park
- Repair the tabby base around the Toni Morrison bench
- Open up the entry to the park to make it more visible through appropriate vegetation removal
- Modify the entry kiosk to include an information board for tours, website, and donation information
- Expand electrical capabilities in the park for events
- Provide engaged support to Mitchelville throughout the permitting process.
- Ensure required documents including insurance, annual budget, and end of year financials are submitted to the Town for public reporting and accountability purposes as the project progresses.



Town of Hilton Head Island

Inclusive Community
DRAFT
Operational

Strategic Initiative Name: Incorporate Public Art & Culture Projects into New & Existing Parks

Strategic Fiscal Year: 2021

Staff Project Manager: Jenn McEwen, Director of Cultural Affairs

Initiative Description: Optimize strategic opportunities to incorporate arts and cultural projects into the design and implementation of Town parks and other appropriate recreational spaces that align with the Town's adopted Capital Improvement Program (CIP).

Project Milestones:

Phase 1: Summer-Fall 2021

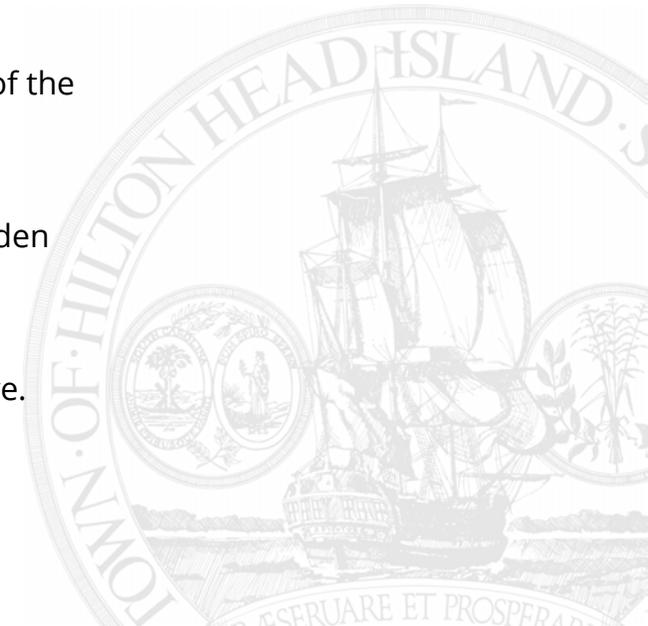
- Review plans for new park & pathway development and identify spaces in pre-planning for site specific artwork and creative placemaking augmentations.

Phase 2: Summer-Fall 2021

- Review current parks & pathways and consider proposals for art augmentation that was not developed as part of the original design. Examples include the following:
 - Gullah mural around rest area building @ Sailing & Rowing, interpretive panels telling the story of the BASF conflict and commissioning bronze sculpture of Gullah fisherman casting net.
 - Install sculpture and free-standing murals along the 1 mile stretch of pathway along Arrow Road that is hidden from the street for an unexpected "High Line" style experience.

Phase 3: Ongoing

- Implement more art and creative placemaking initiatives in a similar manner as to those that are identified above.



Town of Hilton Head Island

Inclusive Community
DRAFT
Operational

Strategic Initiative Name: Implement Asphalt Art Program

Strategic Fiscal Year: 2022

Staff Project Manager: Jenn McEwen, Director of Cultural Affairs

Initiative Description: Create additional arts opportunities on the Island through the creation of a unique asphalt art program that will align with the Town's Capital Improvement Program (CIP) projects, utilization of Town owned property, or through partnership with participating entities.

Project Milestones:

Phase 1: Fall 2021

- Apply for funding of program through potential grant programs including AARP, Bloomberg Philanthropies and CFL. Reached out to HHIHS principal about mural artist in residency component. AARP funding announced July 2021, Bloomberg Oct 2021.

Phase 2: Winter 2021

- Realign project scale and scope based on level of funding that is acquired.

Phase 3: Spring 2022

- Solicit artists to create murals, order wraps, install. Installation completed by March.



Strategic Initiatives

Connected Community

Facilitate true connectivity in Island physical, social, and cultural environments.



Town of Hilton Head Island

Strategic Initiative Name: Assist With St. James Baptist Church Relocation

Strategic Fiscal Year: 2021

Staff Project Manager: Joshua Gruber, Deputy Town Manager

Initiative Description: Assist St. James Baptist Church and Beaufort County in the successful relocation of the church congregation to a mutually agreed upon location that will meet the needs of the church and of the greater community.

Project Milestones:

Phase 1: Fall 2020

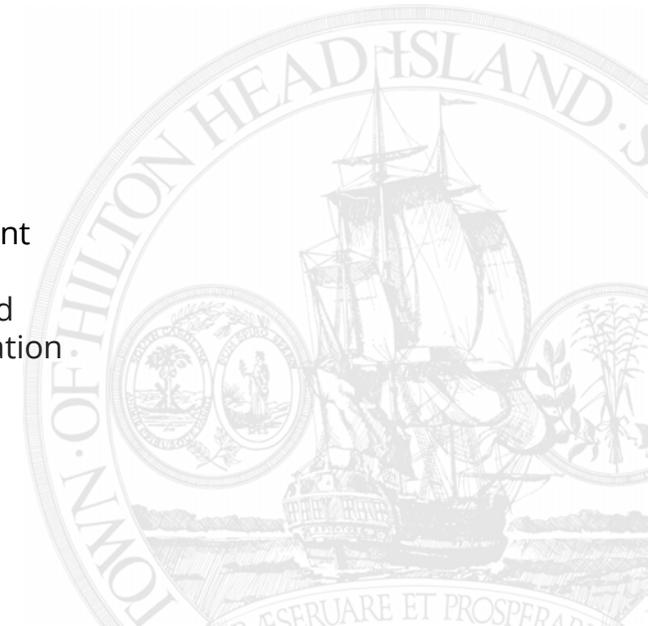
- ✦ Work cooperatively with the leadership from the St. James Baptist Church, Beaufort County, the Hilton Head Island Airport, and the Town of Hilton Head Island to submit an agreed upon relocation plan for consideration by the Federal Aviation Administration.

Phase 2: Ongoing

- ✦ Monitor Status of FAA submission and provide supplemental information or responses as may be necessary for continued evaluation of the joint proposal.

Phase 3: Ongoing

- ✦ If the joint relocation plan is approved by the FAA, work with Beaufort County to provide the church with the grant funding sufficient to allow commencement of the construction of the relocated facility.
- ✦ If the relocation plan is not approved by the FAA, we will reconvene the joint meetings of all parties to review and discuss FAA required modifications or alteration that may need to be incorporated to achieve an approval relocation plan.



Town of Hilton Head Island

Connected Community Policy

Strategic Initiative Name: Adopt E-Bike/E-Scooter Usage Regulations

Strategic Fiscal Year: 2021

Staff Project Manager: Diane Busch, Staff Attorney

Initiative Description: To prepare a detailed legal analysis of e-scooters and e-bikes usage with sufficient information to consider and formulate a Town Council policy for each device.

Project Milestones:

Phase 1: Summer 2021

- Perform comprehensive research regarding e-bikes and other low speed vehicles including applicable S.C. Code definitions; review and evaluate any e-bike related incidents and complaints occurring within Town limits; review the Town's authority to regulate speed, usage, and areas of restricted use; consider Town's approach to enforcement; and consider any subsequent legal cases since the amendment of the definition of e-bikes.

Phase 2: Summer 2021

- Research which other communities are struggling with e-bikes, compile a summary of their policies and enforcement of e-bikes, and contact the identified communities and exchange ideas for options to regulate speed, usage, or both of e-bikes. Prepare comprehensive overview of findings and present to PPC during the June 16, 2021 special meeting.

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Town of Hilton Head Island

Connected Community **DRAFT**

Policy

Strategic Initiative Name: Adopt E-Bike/E-Scooter Usage Regulations - Continued

Strategic Fiscal Year: 2021

Staff Project Manager: Diane Busch, Staff Attorney

Initiative Description: To prepare a detailed legal analysis of e-scooters and e-bikes usage with sufficient information to consider and formulate a Town Council policy for each device.

Project Milestones:

Phase 3: Fall 2021

- Upon conclusion of community research, prepare a presentation of options for Town Council or appropriate Town Council standing committee to consider in developing a policy direction related to e-bikes.
- Present information compiled, based on research of federal and state law, and treatment of e-bikes in response to questions raised, and direction provided from PPC members during the June 16, 2021 special meeting.
- Conduct additional research and consideration of methods to regulate e-bikes in response to questions raised, and direction provided from PPC members during the June 16, 2021 special meeting.
- Respond to stakeholder and citizen inquiries and conduct further research on e-bikes uses, including personal experimentation with the devices. Conduct review of appropriate and legal means for PPC to consider for e-bike regulation.
- Develop a presentation based on information compiled, providing viable options for regulation, and enforcement of electric bikes for consideration by the PPC.
- Provide staff assistance for ordinance progression from PPC to Town Council.
- Upon conclusion of e-bike regulations, prepare a presentation of options for Town Council or appropriate Town Council standing committee to consider in developing e-scooter regulations.
- Develop a presentation based on information compiled, providing viable options for regulation, and enforcement of electric-scooters for consideration by the PPC.
- Provide staff assistance for ordinance progression from PPC to Town Council.



Town of Hilton Head Island

Connected Community Policy

Strategic Initiative Name: Adopt Mid-Island Redevelopment Strategy & Park Master Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Jennifer Ray, Capital Program Manager

Initiative Description: Plan and design a Mid Island Redevelopment Plan anchored by a public park and open space, located at the Town-Owned portion of the former Port Royal Planters Row Golf Course, to attract investment and build community.

Project Milestones:

Phase 1: Summer – Fall 2021

- Prepare a Redevelopment Strategy for the Mid-Island Initiative Area including a community park on the Town-owned Mid-Island Tract.
- Select a consultant team from proposals received in response to Request for Qualifications. Conduct site analysis and community engagement. Prepare initial and final redevelopment strategies. Prepare initial and final park concept plans.

Phase 2: Winter 2021 – Fall 2022

- Prepare detailed design and construction documents for development of a world-class community park and a strategy to revitalize area/corridor/sites rooted in market reality, financial feasibility, community design, and effective implementation.
- Develop place-based, community goals grounded in economic potential, demolition and development scenarios, and physical and market constraints assessments based on proven planning principles.
- Adopt Redevelopment Plan.
- Approve Park Master Plan.
- Align Redevelopment Plan with LMO.
- Work with property owners, stakeholders, Beaufort County, etc throughout effort.



Town of Hilton Head Island

Connected Community Policy

Strategic Initiative Name: Develop Hilton Head Island Growth Framework & Illustrative Mater Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Chris Yates, Interim Community Development Director

Initiative Description: The development of a growth framework for Hilton Head Island will be an invaluable tool that will guide Town leaders in achieving a strong and vibrant livable community. A growth framework is not about centralized command and control but rather, a way to anticipate needs, coordinate efforts, and draw a path to a vision that is collectively held by the community. Planning of this nature will help to inform infrastructure and services investments, balance demands for growth with the need to protect the environment and enhance the overall livability, prosperity and equity within the Town.

The development of an Island Growth Framework and a corresponding Illustrative Master Plan will transform this vision into implementation and ensure that the scarce resource of space will guide all future development, direct the calibration of the Town's LMO and help facilitate the implementation of appropriate design performance standards.

Project Milestones:

Phase 1: Winter 2021 – Spring 2023

- Develop a Master Service Agreement via competitive public solicitation to create a mechanism for efficiently undertaking various planning and/or design services projects.
- Utilize the services the preferred vendor(s) identified in the Master Service Agreement to assist in the preparation of the following:
 - Island Capacity Baseline Assessment
 - Growth Framework Strategy o Island Subarea/District Plans o Island Illustrative Master Plan
 - Future Land Use Map Amendments
 - Alignment of Land Management Ordinance Amendments
 - Zoning, Design and Development Standards



Town of Hilton Head Island

Connected Community Policy

Strategic Initiative Name: Conduct SWOT Analysis of Land Management Ordinance (LMO)

Strategic Fiscal Year: 2022

Staff Project Manager: Teri Lewis, Deputy Community Development Director

Initiative Description: Utilize a SWOT analysis of the Town's Land Management Ordinance (LMO) as an assessment tool that will identify the core strengths, weaknesses, opportunities, and threats of the existing code regulations. This will be accomplished via a realistic, fact-based, data-driven analysis of the current LMO and will utilize diverse voices to achieve fresh perspectives and new ideas as to any potential changes that may be necessary to achieve the community's identified land development goals and smart growth framework.

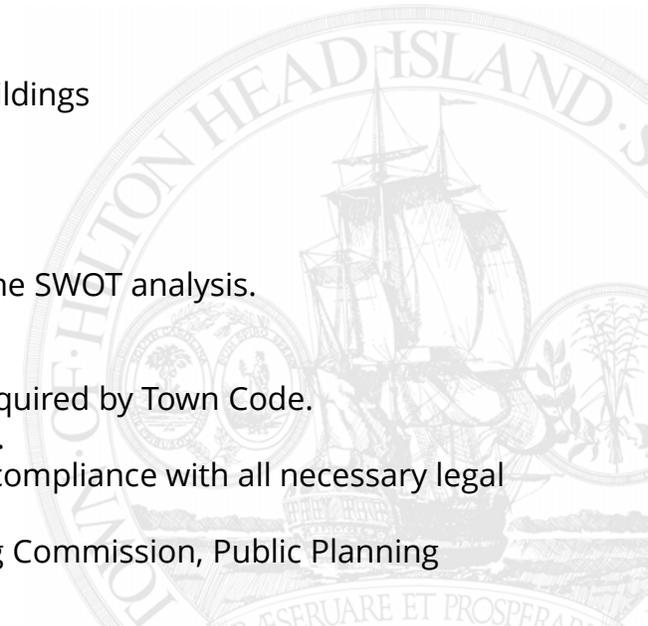
Project Milestones:

Phase 1: Fall 2021 – Spring 2022

- Use existing staff resources to perform a SWOT analysis of the Town's LMO regulations employing a diverse range of both internal and external stakeholders that will provide feedback and guidance on the need for potential LMO amendments. Areas of evaluation will include, but not be limited to, the following:
 - Height and scale of structures appropriate for surrounding developments and neighborhoods
 - Protection of natural resources and utilization of trees and landscaping to reduce visual impacts of new buildings
 - Reducing impervious site coverage and avoiding heat islands
 - Improving the quality of stormwater runoff
 - Evaluation of new subdivision regulations
 - Design and performance standards
- Identify a proposed first set of LMO Amendments based upon the comments and feedback obtained through the SWOT analysis.

Phase 2: Summer 2022 – Fall 2022

- Present the first set of proposed amendments to the Public Planning Committee and the LMO Committee as required by Town Code.
- Using direction from the PPC and LMO Committee, research and draft any modifications as may be appropriate.
- Work with the Legal Division and the Town Attorney to review and revise the proposed amendments to ensure compliance with all necessary legal considerations.
- Guide the proposed amendments through the legislative adoption process, including LMO Committee, Planning Commission, Public Planning Committee, and Town Council.



Town of Hilton Head Island

Strategic Initiative Name: Update Town Website

Strategic Fiscal Year: 2021

Staff Project Manager: Rene Phillips, Web Developer

Initiative Description: Develop and launch the new Town website to enhance civic engagement by providing an innovative platform for information about the Town's government, values, and services.

Project Milestones:

Phase 1: Winter 2020 – Spring 2021

- Comprehensive review, rewrite and restructure of all current website content and navigation, employing usability standards, for a user-focused and tasked based user experience.
- Design and development of a new website layout, structure and templates utilizing responsive design to ensure that all content is mobile-friendly, while adhering to WCAG accessibility standards.
- Identification, configuration and implementation of third-party applications for integration with the website to improve services and user experience.

Phase 2: Summer 2021

- Final review and testing of website and content by departments with launch of redesigned website in 3rd quarter 2021.

Phase 3: Fall 2021 – Spring 2022

- Update of all third-party applications for consistency and improvements.
- Continue expansion of content and services including and not limited to:
 - Online form submissions and process workflows
 - Integration of new Agenda Management System, e-commenting and boards and commission solution.
 - Interactive dashboards, open data and web applications
- Assignment of content owners and implementation of auditing and update process.



Town of Hilton Head Island

Strategic Initiative Name: Conduct SWOT Analysis of High-Speed Fiber Connectivity/Cellular Usage Capabilities

Strategic Fiscal Year: 2021

Staff Project Manager: John Tuttle, Technology and Innovation Director

Initiative Description: To understand existing and future needs for broadband supply and demand in different community segments and improve wireless call quality and reliability through the expansion of 5G service for the island.

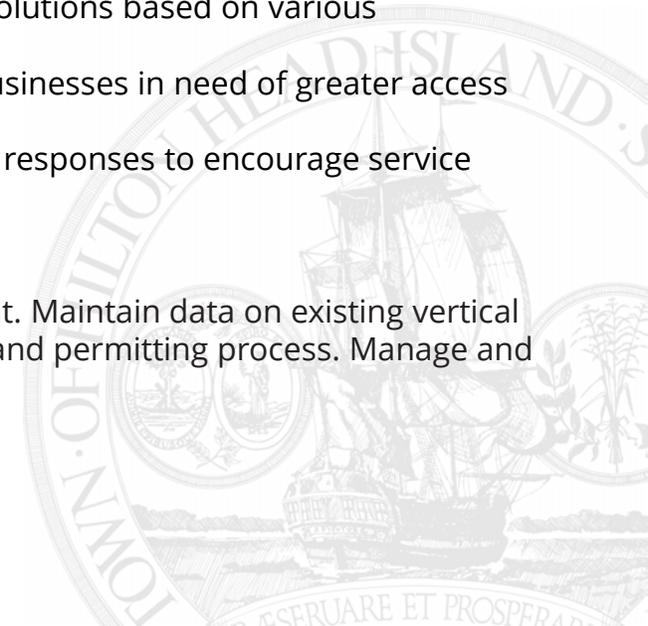
Project Milestones:

Phase 1: Fall 2022

- Conduct a broadband survey to understand population segment service needs and how they are being met with services from internet providers.
 - Design and conduct a survey that can provide community segment specific information on broadband supply and demand.
 - Research alternative solutions for different community segment demands.
 - Prepare a matrix presentation showing the different community segment's needs and identify potential solutions based on various technology options.
 - Tabulate location and project data and display tabulated data on maps to identify clusters of homes or businesses in need of greater access to broadband or increased speeds.
 - Present and discuss the survey results with prospective internet service providers along with maps of the responses to encourage service improvements on the island.

Phase 2: Spring 2023

- Assess the mobile coverage across the island for major carriers to uncover areas in need of service improvement. Maintain data on existing vertical assets of cell towers and antennae placement locations and provide carriers with support for the site selection and permitting process. Manage and report progress.
 - Routinely survey call and data services for the four main carriers on the island.
 - Advise carriers of locations where improvements to the wireless network are needed.
 - Suggest alternative solutions for quality, reliability, and coverage.
 - Support the site selection and permitting process.
 - Manage and report on progress toward service improvements.



Town of Hilton Head Island

Strategic Initiative Name: Establish Sustainable Environmental Practices
Social Media Campaign

Strategic Fiscal Year: 2023

Staff Project Manager: Carolyn Grant, Communications Director

Initiative Description: The Town places special interest in protecting the environment and supporting environmentally sustainable practices are a clear mandate of the adopted Our Plan. In order to communicate with the greater Hilton Head Island community the Town will engage in a purposeful social media campaign that provides public education, resources and furthers the Town's goals of supporting environmental sustainability.

Project Milestones:

Phase 1: January 2022 – Ongoing

- Develop and deploy a robust and active social media campaign on sustainable environmental practices.
- Create a list of topics to research and develop into content with accompanying photos, graphics or video.
- Incorporate posts into social media master schedule.

Phase 2: January 2023 – December 2023

- Review and update our social media calendar to include new content on sustainable environmental practices.
- Review related analytics to make decisions about what to post and when, and to better understand our followings.
- Develop new content using our analytics, ideas highlighted in Our Plan, and contributions from Town Staff and other experts.
- Explore new media platforms to disseminate messages, i.e., podcasts, and determine if appropriate to use.



Strategic Initiatives

Regional Focus

Evaluate how regional expansion will impact immediate and future social, economic, and political planning and policy.



Town of Hilton Head Island

Regional Focus Policy

Strategic Initiative Name: Assess Revisions of Beaufort County Impact Fee

Strategic Fiscal Year: 2021

Staff Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Initiative Description: Review of proposed update to Beaufort County Impact Fees including projects, funding arrangement and consideration of an updated Intergovernmental Agreement.

Project Milestones:

Phase 1: Summer 2021

- Update Town leadership on status of Beaufort County request to the Town to execute an Intergovernmental Agreement outlining the collection and use of funds.
- Provide status report on latest correspondence with the County and action taken since the last correspondence to the Town Manager.
- Review Town's current fee structure as well as the structure/arrangement proposed by Beaufort County including changes to impact schedule and projects included for funding consideration.
- Present this information, in coordination with Beaufort County staff to the appropriate standing committee of Town Council.

Phase 2: Fall 2021

- Continue discussions with representatives from Beaufort County on the proposed level of impact fees to be assessed and the corresponding capacity improvements to be carried out with the impact fee revenue that is generated.
- Make recommendations to the Town Council on the proposed adoption of Intergovernmental Agreements with Beaufort County to impose or update current impact fees.



Town of Hilton Head Island

Regional Focus **DRAFT** Policy

Strategic Initiative Name: Assess Creation of Regional Housing Trust Fund

Strategic Fiscal Year: 2021

Staff Project Manager: Jayme Lopko, Senior Planner

Initiative Description: Examine the creation of a regional housing authority in conjunction with other regional governmental entities such as Beaufort County, the Town of Bluffton and the City of Hardeeville to oversee and administer a regional affordable housing program.

Project Milestones:

Phase 1: Spring 2021 – Fall 2021

- ✦ Participate in County-led project to explore creation of a Regional Housing Trust Fund as one tactic to address workforce availability. Refer to Pursuit of Excellence – Workforce and Affordable Housing Strategy.
 - Participate in monthly meetings of Steering Committee and consultant to develop a Framework.

Phase 2: Winter 2021

- ✦ Present Housing Trust Fund Proposal and Implementation Plan to SOLOCO and all participating member organizations.
 - Evaluate the Town's participation in a Regional Housing Trust Fund.

Phase 3: Spring 2022

- ✦ Identify the impacts to the FY23 budget if Town Council votes to participate in a Regional Housing Trust Fund.



Town of Hilton Head Island

Regional Focus Policy

Strategic Initiative Name: Update Lowcountry Area Transportation Study (LATS)
Long-Range Transportation Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Initiative Description: The Town is a participating member in the Lowcountry Area Transportation Study (LATS). As a member of this group the Town will participate in the mandatory update of the Long-Range Transportation Plan that will serve to identify both current and future transportation needs as well as provide multi-modal strategies to address identified needs. Through its participation, the Town will ensure that the transportation interests of the greater Hilton Head Island community will receive substantial consideration as part of the plan update process.

Project Milestones:

Phase 1: Summer – Fall 2021

- Undertake appropriate efforts to ensure that the Lowcountry Area Transportation Study's (LATS) status as a Metropolitan Planning Organization (MPO) is not adversely impacted by revisions to the U. S. Census Bureau's policy governing the designation of federally-recognized metropolitan areas.
- Review the Town's relationship with the Lowcountry Area Transportation Study (LATS) group, with a focus on increasing the Town's participation on the group's Technical Committee by qualified staff members and ensuring adequate representation by one or more of the Town's elected or appointed officials on the group's governing Policy Committee.
- Town representatives will establish and improve working relationships with appropriate personnel with the Lowcountry Council of Governments (LCOG) that provide administrative functions for the LATS MPO.

Phase 2: Winter 2021

- Work within the LATS group to identify and appropriately prioritize multi-modal capital improvements equitably based on need, updating the study area's Transportation Improvement Plan (TIP) and Long-Range Transportation Plan in accordance with the availability of state and federal guide share monies and ongoing reassessments of needs and projected benefit.

Phase 3: Spring – Summer 2022

- Continue efforts outlined above on an ongoing, long-term basis, maintaining and/or increasing the Town's influence as a regional leader in the development of long-range transportation policy and resultant priorities.

Town of Hilton Head Island

Regional Focus Policy

Strategic Initiative Name: Establish Reoccurring Regional Joint Meetings Between Hilton Head Island & Beaufort County Council

Strategic Fiscal Year: 2022

Staff Project Manager: Krista Wiedmeyer, Town Clerk

Initiative Description: Collaborate with nearby jurisdictions on regional efforts to increase communication and participation between Hilton Head Island and regional municipal, county, and state governments in order to increase open lines of dialogue regarding items of regional significance and to support advocacy efforts related furthering those items.

Project Milestones:

Phase 1: Spring 2022 – Spring 2023

- Create a series of reoccurring joint meetings between the representatives of the Hilton Head Island Town Council and other local governing bodies in the greater Beaufort County area
- Encourage attendance at annual workshops, retreats of other government agencies, and regional/state-wide governmental leadership events such as the MASC supported conferences.
- Participate and share in the leadership of the development of strong partnerships within Beaufort County and the region.
- Coordinate with regional partners on emergency planning, response, evacuation, and communication.
- Continue to participate in meetings and serve as a member on the Southern Lowcountry Regional Board (SoLoCo).



Town of Hilton Head Island

Regional Focus Policy

Strategic Initiative Name: Evaluate Access Between Hilton Head Island & the Greater Region Through Viable Multi-Modal Transportation

Strategic Fiscal Year: 2023

Staff Project Manager: Darrin Shoemaker, Traffic Engineer

Initiative Description: To improve the quality of life and promote economic growth within the Town and region via the provision of a synergistic multi-modal transportation system that reduces the reliance of the public on single-occupant motor-vehicle trips and enhances the Town's reputation as a proactive steward of the environment.

Project Milestones:

Phase 1: Summer 2022

- Engage in discussions with multi-modal transportation authorities and organizations including the SCDOT Intermodal Planning Division, Beaufort County, the Town of Bluffton, Palmetto Breeze, the Lowcountry Council of Governments (LCOG), private transportation providers, private communities, local advocacy groups, etc., to identify significant needs and resources toward increasing the interoperability and cross-functionality of existing and proposed modes of transportation.
- Continue to work with the SCDOT and Beaufort County to ensure that the US 278 entry gateway corridor improvement project adequately serves multiple modes of transportation via the provision of off-street multi-use facilities and in accordance with the precepts of a "Complete Streets" policy.
- Develop a master plan of desirable improvements and associated funding sources to improve public transportation and facilities that serve alternative modes of transportation.
- Cooperate with the SCDOT Intermodal Planning Office, the Beaufort County, and LCOG to assess opportunities and strategies to enhance water-based transportation.
- Actively engage LRTA / Palmetto Breeze to discuss existing demands and resources and to identify opportunities to improve utilization of existing public transportation modes.
 - Find out why ridership is so low and develop actions to improve ridership.
- Assess the use of e-bikes within the Town and determine what elements of a multi-modal transportation plan are indicated in order to effectively manage this rapidly-increasing demand and its impact on the Town's multi-use pathway network.
- Assess the availability of electric-vehicle charging stations within the Town and the need for improved availability at Town facilities and other points of interest.

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Town of Hilton Head Island

Regional Focus Policy

Strategic Initiative Name: Evaluate Access Between Hilton Head Island & the Greater Region Through Viable Multi-Modal Transportation - Continued

Strategic Fiscal Year: 2023

Staff Project Manager: Darrin Shoemaker, Traffic Engineer

Initiative Description: To improve the quality of life and promote economic growth within the Town and region via the provision of a synergistic multi-modal transportation system that reduces the reliance of the public on single-occupant motor-vehicle trips and enhances the Town's reputation as a proactive steward of the environment.

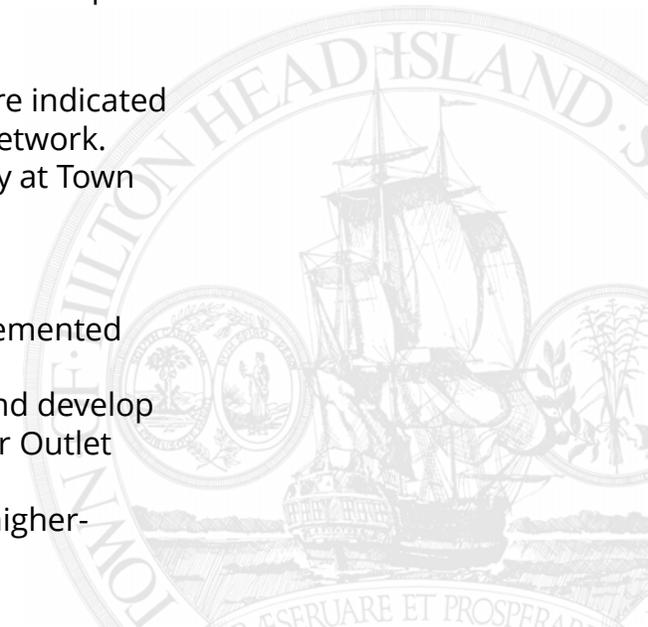
Project Milestones:

Phase 1: Summer 2022

- Actively engage LRTA / Palmetto Breeze to discuss existing demands and resources and to identify opportunities to improve utilization of existing public transportation modes.
 - Find out why ridership is so low and develop actions to improve ridership.
- Assess the use of e-bikes within the Town and determine what elements of a multi-modal transportation plan are indicated in order to effectively manage this rapidly-increasing demand and its impact on the Town's multi-use pathway network.
- Assess the availability of electric-vehicle charging stations within the Town and the need for improved availability at Town facilities and other points of interest.

Phase 2: Winter 2022

- Identify adequate funding sources and potential geographic sites for master-planned projects that can be implemented near-term, both within the Town via Town Council and regionally via collaboration with external agencies.
- Work with Palmetto Breeze and the Town of Bluffton to expand the existing trolley service to Greater Bluffton and develop public transportation links between the Town visitor- activity hubs, the Bluffton Historic District, and both Tanger Outlet Malls.
- Conduct economic analysis to identify required funding and potential resources to plan for implementation of higher-impact, larger-cost projects that support these efforts.



Strategic Initiatives

‘Right-Sized’ Infrastructure

Align the community’s physical, environmental, and social values with the Capital Improvements Program (CIP) and infrastructure planning.



Town of Hilton Head Island

'Right-Sized' Infrastructure Policy

DRAFT

Strategic Initiative Name: Implement Workforce & Affordable Housing Strategy

Strategic Fiscal Year: 2019

Staff Project Manager: Jayme Lopko, Senior Planner

Initiative Description: Work with Hilton Head Island Town Council to develop appropriate policies that will support the growth and expansion of workforce and affordable housing opportunities on the Island. Beginning in Fiscal Year 2019, Town Council made this initiative a priority and adopted the Workforce Housing Strategic Plan. The following is continued work towards implementing recommendations and using research from this plan.

Project Milestones:

Phase 1: Summer 2021 – Spring 2022

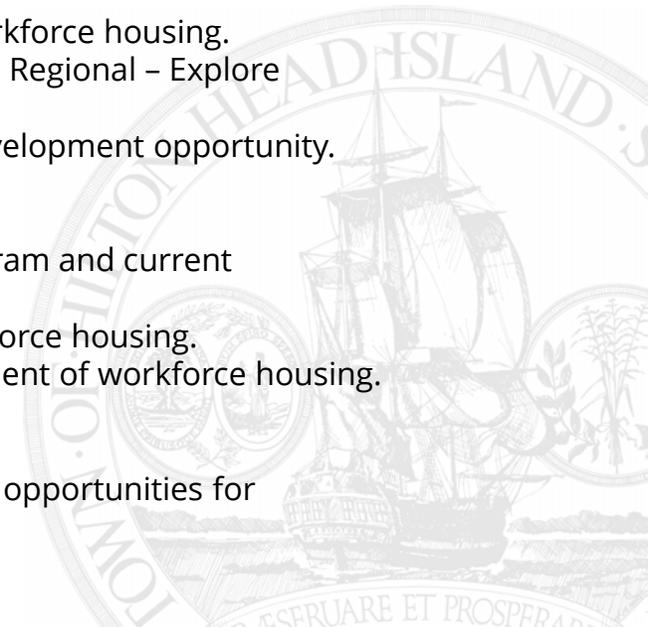
- Reevaluate Workforce Housing Strategic Plan (accepted by Town Council November, 2019) and define a long term plan for workforce availability.
- Draft a business plan with steps the Town could implement as further incentives to create opportunities for workforce housing.
- Continue to participate in the Regional Housing Trust Fund Steering Committee. Through August, 2021. Refer to Regional – Explore Creating a Regional Housing Trust Fund.
- Evaluate use of the +/- 3.27 acre Town Owned Patterson Tract for a housing partnership and a neighborhood development opportunity.

Phase 2: Fall 2021 – Spring 2022

- Engage developers and investors by creating an education and outreach program with information on the program and current incentives.
- Gather feedback from developers and investors on additional methods to encourage the development of workforce housing.
- Complete a Town-owned property dashboard to identify properties that could be sold or used for the development of workforce housing.

Phase 3: Fall 2021 – Spring 2022

- Continue to record and track inquiries regarding workforce housing, including concerns and feedback to assess opportunities for improvements to the program.



Town of Hilton Head Island

'Right-Sized' Infrastructure Policy

DRAFT

Strategic Initiative Name: Develop William Hilton Parkway Gateway Corridor Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Initiative Description: Execute the goals and objectives outlined in the adopted "Guiding Principles for the US278 Gateway Corridor Project" as a comprehensive corridor improvement plan stretching from the mainland to the Cross Island Parkway and any/all ancillary or affected areas included therein.

Project Milestones:

Phase 1: Summer 2021 – Fall 2021

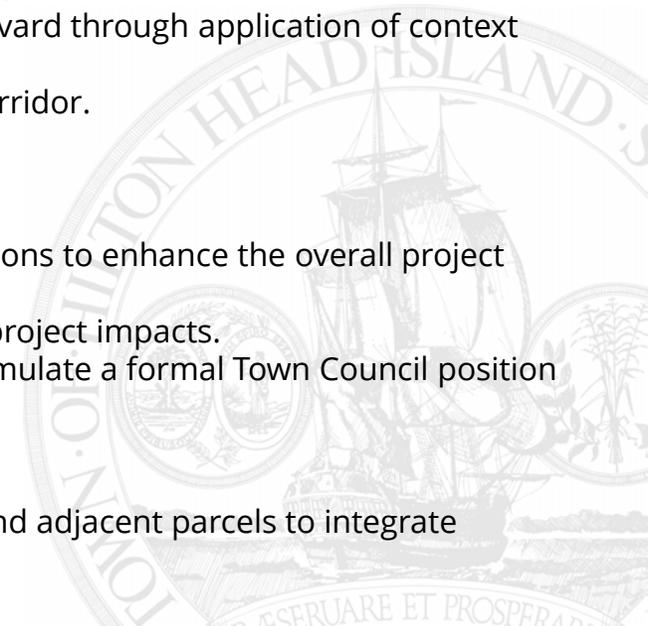
- Coordinate with SCDOT, KCI, MKSK and HDR, along with community stakeholders and Town leadership to identify opportunities to affect positive, community based solutions for this effort and develop corridor for the Gateway/Stoney area.
- Describe the benefits of specific corridor strategies, including roadway alignment, intersection design, and mitigation.
- Identify land use strategies and solutions that can be incorporated into multimodal transportation corridor plan.
- Influence the conversion of William Hilton Parkway Gateway from a highway corridor to a well-articulated boulevard through application of context sensitive design solutions consistent with local values and expectations.
- Identify mitigation opportunities to enhance quality of life for impacted property and business owners in the corridor.
- Review and provide feedback to the preferred alternative from SCDOT expected for release in July.

Phase 2: Fall 2021 – Winter 2021

- Coordinate with project partners and various community stakeholders to deliver design element recommendations to enhance the overall project consistent with the guiding principles and community values.
- Work with project partners and property and business owners to identify mitigation opportunities to potential project impacts.
- Support Town Council in their discussion and overall deliberation of these elements once identified so as to formulate a formal Town Council position on the municipal consent of the gateway corridor project as required by current South Carolina law.

Phase 3: Winter 2021 – Spring 2022

- Develop an RFQ/RFP to secure the service for a comprehensive corridor plan for William Hilton Parkway ROW and adjacent parcels to integrate transportation, land use, landscape, and context sensitive design and consistency.



Town of Hilton Head Island

'Right-Sized' Infrastructure Policy

DRAFT

Strategic Initiative Name: Assess Main Street Right-of-Way Acquisition

Strategic Fiscal Year: 2021

Staff Project Manager: Jeff Buckalew, Interim Infrastructure Services Director

Initiative Description: Main Street is a minor arterial and serves as a commercial frontage road to William Hilton Parkway. This and the three side streets connecting William Hilton Parkway offer the traveling public an alternative should there be a wreck, heavy traffic, etc. The poor condition of Main Street portrays a bad image of the Town, as most do not realize it is a private road. A multi-use pathway along this road has been the top priority pathway project of the Planning Commission for the past two years. The Town is therefore considering accepting a public dedication of the Main street Rights-of-Way for improvement and perpetual maintenance.

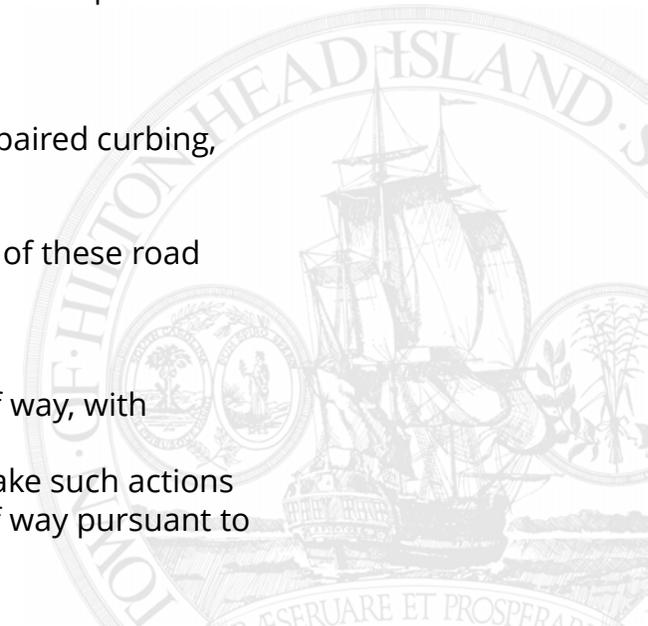
Project Milestones:

Phase 1: Spring 2021 – Summer 2021

- Conduct an examination of current rights of way title work and the existing documents related to the existences and operations of the Main Street Commercial Property Owners Association.
- Review prior and current financial records of the Association.
- Update past infrastructure condition assessments and cost estimates.
- The estimated construction cost for a new streetscape CIP infrastructure project, including new road surface, repaired curbing, new pathway on one side and landscaping, is \$2,500,000.
- Immediate repairs may cost \$500,000, but a portion may be included in the CIP project.
- Engage in discussions with Association to bring their “best and final” offer for the Town to accept the dedication of these road rights of way and adjacent easements.

Phase 2: Fall 2021 – Winter 2021

- Bring this item to the appropriate standing committee of Town Council to consider acceptance of these rights of way, with necessary accompanying terms and conditions that have been defined to that point.
- If recommended to accept, then seek approval of a Town Council Resolution authorizing the Town Manager to take such actions and to prepare and execute such documentation as may be necessary to facilitate the transfer of these rights of way pursuant to any terms and conditions that may be required by Town Council.



Town of Hilton Head Island

'Right-Sized' Infrastructure Policy

Strategic Initiative Name: Adopt Community Addressing Ordinance

Strategic Fiscal Year: 2022

Staff Project Manager: Joheida Fister, Deputy Chief/Fire Marshall

Initiative Description: In the best interest of public safety for the citizens of the Town of Hilton Head Island, the addressing system, designations, corrections, and updates will utilize whenever possible the best available methods and follow the National Emergency Number Association (NENA) and United States Postal Services (USPS) standards for addressing.

Project Milestones:

Phase 1: Fall 2021

- Finalize the internal procedures that identify best practices in community addressing and following national standards on addressing.

Phase 2: Winter 2021

- Present the draft procedures to the Community Services & Public Safety Committee.

Phase 3: Spring 2022

- Work with Town Legal and Community Development to present the Community Service and Public Safety Committee (CSPSC) recommendation as a proposed ordinance to the full Town Council.



Town of Hilton Head Island

'Right-Sized' Infrastructure Policy

DRAFT

Strategic Initiative Name: Adopt Traffic Calming Policy

Strategic Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Interim Infrastructure Services Director

Initiative Description: Adopt a policy for the Town to provide a fair and reasonable application of traffic calming measures on qualifying public roadways so as to increase public safety and minimize impacts for emergency response services.

Project Milestones:

Phase 1: Fall 2022

- Research the existing policies from similar municipalities and local governments. Draft a policy considering concerns and ideas of Traffic Engineering and Fire Rescue. Obtain Town Manager approval of the draft policy and request assignment to Community Service and Public Safety Committee (CSPSC).

Phase 2: Winter 2022

- Present the draft policy to CSPSC for endorsement to Town Council.

Phase 3: Spring 2023

- Present the CSPSC endorsed policy to Town Council for adoption. Once adopted, assign staff roles and responsibilities (Engineering Division and Fire Rescue), to set up standard operating procedure and flow chart to implement the policy.



Town of Hilton Head Island

'Right-Sized' Infrastructure Project

DRAFT

Strategic Initiative Name: Assist With Cross Island Parkway Toll Booth Removal & Reconfiguration

Strategic Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Interim Infrastructure Services Director

Initiative Description: Remove the existing Cross Island Toll Booth infrastructure, reconfigure the roadway and pathway networks through this area, and assess the donation of surplus property to best serve the Town's interests.

Project Milestones:

Phase 1: Spring - Fall 2021

- Coordinate with SCDOT on project design regarding landscaping, pavement removal, toll booth removal, signage, pathway alignments and connections, and the acquisition of the administrative building. Initiate/continue discussions with SCDOT regarding acquisition of the administration building. [SCDOT construction (\$14M) scheduled for bid letting early 2022 and build through summer 2022]

Phase 2: Winter 2021 - Spring 2022

- Coordinate efforts to acquire the administration building for possible use as a Town facility (satellite office/storage for Facilities Management, Parking Management contractor, Storm Water or potentially market and sale).
- Coordinate with SCDOT during demolition/reconstruction as necessary (public information, traffic control, maintaining pathway and connections for public use to greatest practical extent).

Phase 3: Spring - Summer 2022

- Consider installation of additional median and shoulder area landscape enhancements if SCDOT project / budget is lacking.
- Develop scope and extent during FY22, budget for implementation in FY23.



Town of Hilton Head Island

'Right-Sized' Infrastructure Project

DRAFT

Strategic Initiative Name: Implement Capital Improvement Program (CIP)

Strategic Fiscal Year: 2022

Staff Project Manager: Jennifer Ray, Capital Program Manager

Initiative Description: The Capital Improvement Program (CIP) is the Town's five-year program for planning capital improvement needs identified in the Comprehensive Plan, and other adopted Town Plans. The CIP links this Plan to the Comprehensive Plan with fiscal capacity. Capital needs are synchronized with operating expenses and tied to forecasted revenues for the current and up-coming fiscal years. It includes projects that improve or maintain a Town asset including new construction, expansion, renovation, or replacement of facilities and equipment. The program follows a yearly planning and budgeting process including recommendations by the Planning Commission and Parks and Recreation Commission with a budget adopted by Town Council. The following list includes the projects by category adopted as part of the FY22 budget.

Project Milestones:

- Parks Projects
- Fleet
- Roadway Projects
- Facilities & Equipment
- Beach Management
- Pathway Projects
- Land Acquisition



Town of Hilton Head Island

DRAFT

Strategic Initiatives

Parks & Recreation

Implement the Parks + Recreation Master Plan.



Town of Hilton Head Island

Parks & Recreation **DRAFT**

Operational

Strategic Initiative Name: Establish Parks & Recreation Marketing Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Carolyn Grant, Communications Director

Initiative Description: Create a Parks and Recreation Marketing Plan that will develop effective strategies to promote our Island's best-in-class parks, recreation facilities and programs to improve the knowledge and usage of these valuable public resources by the Island's residents and visitors.

Project Milestones:

Phase 1: May 2021 - Ongoing

- Identify and meet with key staff & stakeholders to determine the marketing and communication goals for parks and recreation.
- Continue development and distribution of monthly parks and recreation e-newsletter, which includes articles, parks spotlights, meeting updates and other updates on parks and recreation projects; explore consolidation with a general Town newsletter.
- Work with consultant teams for the mid-Island tract, Chaplin Community Park and Crossings Park to obtain and incorporate their communication strategies and assets for community engagement and marketing.

Phase 2: Fall 2022

- Develop a marketing plan that uses best practices for promoting and highlighting the Town's vision, priorities and assets for parks and recreation.

Phase 3: Spring 2023

- Present marketing plan to key staff & stakeholders for awareness and buy-in.
- Implement marketing strategies.



Town of Hilton Head Island

Strategic Initiative Name: Assist With Ford Shell Ring Development

Strategic Fiscal Year: 2021

Staff Project Manager: Jayme Lopko, Senior Planner

Initiative Description: Participate in County-led effort to develop a passive park at the jointly-owned property to highlight the unique cultural and historical resource.

Project Milestones:

Phase 1: Summer – Fall 2021

- Continue to work with Beaufort County on developing a Joint Operating Agreement.
- Review and approve the County's site design and permit applications.

Phase 2: Winter 2021

- Provide input to the County during the bidding process to ensure receipt of bids that will achieve the Town's communicated goals for the park development.

Phase 3: Spring 2022

- Assist the County during construction as needed.



Town of Hilton Head Island

Parks & Recreation **DRAFT**

Operational

Strategic Initiative Name: Establish Beaufort County & Hilton Head Island
Land Trust Northridge Conservation Tract Partnership

Strategic Fiscal Year: 2021

Staff Project Manager: Chris Darnell, Urban Planner

Initiative Description: Work with representatives from Beaufort County and the Hilton Head Land Trust to pursue the joint development of a new passive park at the Northridge Tract site.

Project Milestones:

Phase 1: Fall 2022

- Review the proposed partnership with Town Council to gauge their interest in development of the Northridge Tract as a passive park.

Phase 2: Winter 2022

- If Town Council is interested, visit the site, order updated surveys, and review the activities allowed per the conservation easement.
- Develop a conceptual plan with passive recreational opportunities. Review the plan with the Hilton Head Land Trust Board, obtain public input, and present the plan to Town Council for input.

Phase 3: Spring 2023

- Submit a Public Project Review application for review by the Planning Commission.



Strategic Action Plan Workshop
Air Table Overview

DRAFT



Airtable



Town of Hilton Head Island

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Final Thoughts

