

TOWN COUNCIL

STRATEGIC PLAN WORKSHOP

January 24, 2023



Town of Hilton Head Island

Meeting Outline - Day 1

January 24, 2023

Town of Hilton Head Island Strategic Action Plan Workshop

1. Introductions	9:00 – 9:30 a.m.
a) Welcome from Mayor Perry	
b) Opening Remarks by the Town Manager	
c) Meeting Outline Review by the Town Manager	
d) Comments from Members of Town Council	
2. Overview of the Strategic Planning Process	9:30 – 10:00 a.m.
a) Review of Town Mission/Vision Statements	
b) Our Plan Goals, Strategies, and Tactics	
c) Key Community Themes – Identifying Core Values from Our Plan	
d) Converting Our Plan Core Values into Strategic Action Plan Goals	
e) Converting Strategic Action Plan Goals into Strategic Initiatives	
Break	10:00 – 10:15 a.m.
3. Review of FY2021-2022 Accomplishments	10:15 – 10:30 a.m.
4. Discussion of Ongoing and Upcoming FY2021-2022 Strategic Action Plan Initiatives	10:30 – 12:00 p.m.
a) Pursuit of Excellence	
b) Environmental Sustainability	
c) Revitalize Economy	
d) Inclusive Community	
e) Connected Community	
f) Regional Focus	
g) ‘Right-Sized’ Infrastructure	
h) Parks & Recreation	
Lunch	12:00 – 12:30 p.m.
5. Continued Discussion of Ongoing and Upcoming FY2021-2022 Strategic Action Plan Initiatives	12:30 – 3:00 p.m.
Break	3:00 – 3:15 p.m.
6. Day 1 - Public Comments	3:15 – 3:45 p.m.
7. Day 1 - Town Council Comments, Day 2 Look Ahead	3:45 – 4:30 p.m.
Adjournment	4:30 p.m.



CITIZENS OF HILTON HEAD ISLAND

TOWN COUNCIL



Marc Orlando
Town Manager



Phyllis Deiter
Executive Office Manager



Ben Brown
Senior Advisor to the Town Manager



TOWN OF HILTON HEAD ISLAND ORGANIZATIONAL CHART EFFECTIVE JANUARY 2023



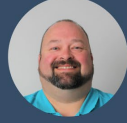
Angie Stone
Assistant Town Manager



Shawn Colin
Assistant Town Manager
Community Development



Vacant
Executive Director
Gullah Geechee
Historic
Neighborhoods
Community
Development Corp



Josh Gruber
Deputy Town Manager



John Troyer
Finance Director



Chris Blankenship
Fire Chief



Lisa Stauffer
Human Resources
Director



Bob Bromage
Public Safety Director



Carolyn Grant
Communications Director



Missy Luick
Assistant Community
Development Director



Mac Deford
General Counsel



Jeff Herriman
Treasurer



Justin Cunningham
Deputy Chief - Operations



Natalie Harvey
Cultural Affairs Director



Bryan McIlwee
Assistant Community
Development Director



Faidra Smith
Administration Manager



April Akins
Revenue Services
Manager



Joheida Fister
Deputy Chief - Administration



Tommy Sunday
Technology & Innovation Director



Zenos Morris
Assistant Community
Development Director



Kelly Spinella
Social Media & Marketing Manager



Tom Dunn
Emergency Manager



Rene Tuttle
Website Administrator



Krista Wiedmeyer
Town Clerk



Keith Tison
Fleet Maintenance Manager



Town of Hilton Head Island

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Town of Hilton Head Island

What is a Strategic Action Plan?

A strategic plan 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.



Town of Hilton Head Island

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



TOWN OF HILTON HEAD ISLAND

OVERVIEW OF THE STRATEGIC PLANNING PROCESS



Town of Hilton Head Island

Strategic Planning Process



Mission Statement:

To promote the health and vitality of the community we serve through ethical and inclusive programs, policies and actions.

Vision Statement – As Outlined in Our Plan:

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



Town of Hilton Head Island

Our Plan: Goals, Strategies & Tactics

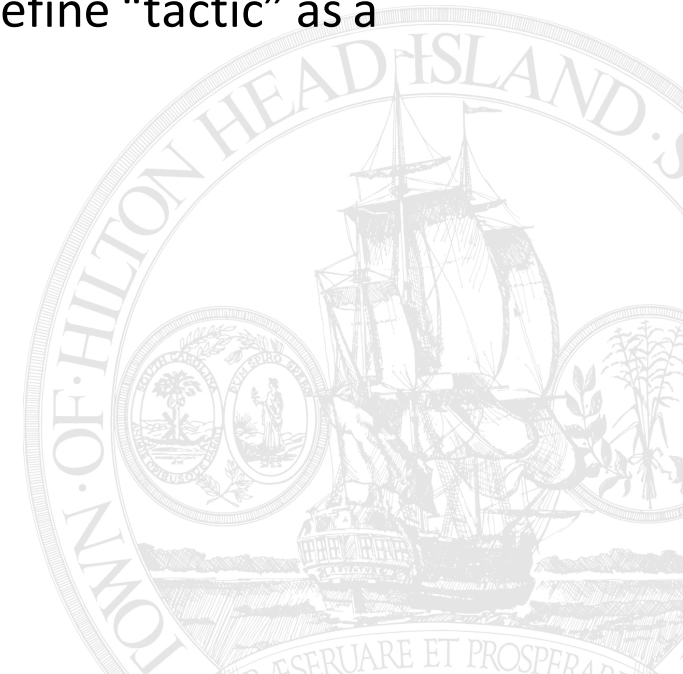
The Town's Comprehensive Plan (Our Plan) is the official planning document and policy guide that identifies the course the community should take to achieve its long-term goals and objectives. It maps the Town's growth trajectory and defines how the Town should address change and make progress 20 years into the future.

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



Town of Hilton Head Island

Key Community Themes – Our Plan

Identifying Our Core Values from the Comprehensive Plan

- 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.

The Core Values from Our Plan developed into eight Strategic Action Plan Goals



Town of Hilton Head Island

Converting Core Values to Strategic Action Plan Goals



Pursuit of Excellence

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

Environmental Sustainability

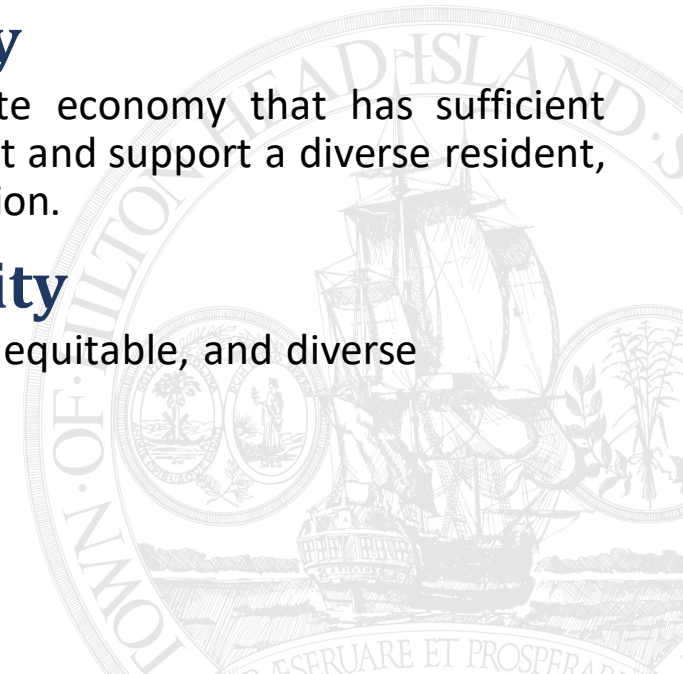
Create a resilient and sustainable environment through planning and policy.

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.



Town of Hilton Head Island

Converting Core Values to Strategic Action Plan Goals



Connected Community

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

Regional Focus

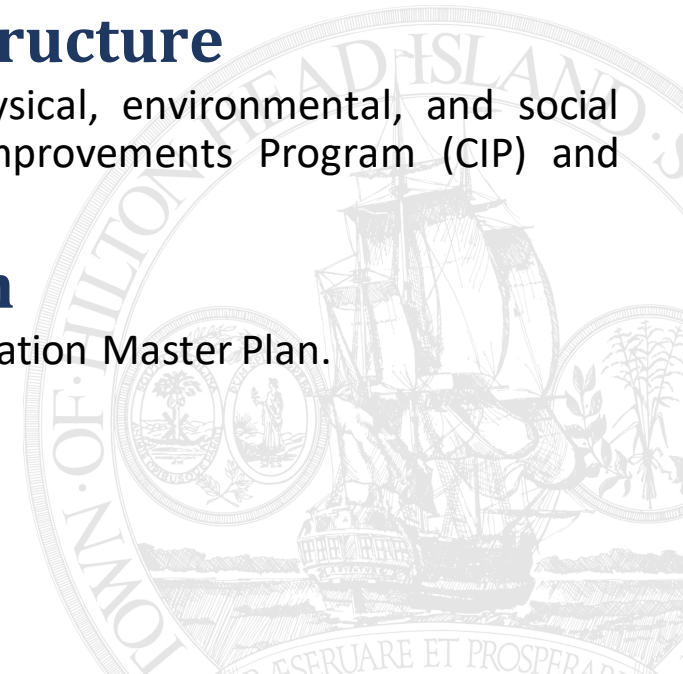
Evaluate how regional expansion will impact immediate and future social, economic, and political planning and policy.

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.



Town of Hilton Head Island

Converting Strategic Action Plan Goals Into Strategic Initiatives

Strategic Initiatives are proposed to implement the various Town Council Goals and are classified by initiative type 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.



TOWN OF HILTON HEAD ISLAND

DISCUSSION OF 2022 ACCOMPLISHMENTS



Town of Hilton Head Island

2022 Accomplishments:

- ✓ Adoption of Short-Term Rental Regulations and Creation of a Permitting Program
- ✓ Research and Assessment of all Town-Owned Properties and the Creation of a Town-Owned Property Dashboard
- ✓ Adoption of Mid-Island District Plan
- ✓ Adoption of Mid-Island Park Master Plan
- ✓ 20 Year Extension on Real Estate Transfer Fee
- ✓ Executed MOU with Beaufort County for William Hilton Parkway Gateway Corridor
- ✓ Creation of a Home Repair Program – ARPA Funded
- ✓ Creation of a Lateral Sewer Line Extension Program – ARPA Funded
- ✓ 2020 Census Redistricting Plan Adopted



Town of Hilton Head Island

2022 Accomplishments:

- ✓ Created Hilton Head Island Gullah Geechee Historic Neighborhoods Community Development Corporation
- ✓ Adopted E-Bike Regulations
- ✓ Executed MOU with Beaufort County for Acquisition of Barker Field and Old School House Property (Land Swap)
- ✓ Approved 2022 DMO Marketing Plan
- ✓ Adopted an Electronic Meeting Ordinance
- ✓ Facilitated a Strategic Plan Workshop and a Strategic Plan Workshop Update
- ✓ Executed MOU with many Lowcountry Governments to Create a Regional Housing Trust Fund and Placed Highly Qualified Board Member
- ✓ Created a Workforce Housing Framework – Finding Home
- ✓ Established a Public Safety program and hired a Director of Public Safety
- ✓ Selected New Fire Chief and Associated Promotions



Town of Hilton Head Island

2022 Accomplishments:

- ✓ Adopted a Formal Affiliated Agency Town Funding Process
- ✓ Memorialized a Staff Onboarding Plan - Including Island Ambassador/Gullah History and Cultural Education Training Programs
- ✓ Recruited and Welcomed Many New Staff Members Including Office of Cultural Affairs Director, Director of Technology and Innovation, Senior Advisor, and many more
- ✓ Amended Town Code to Provide Greater Beach Renourishment Opportunities (Fish Haul Beach Park and Pine Island)
- ✓ Updated Town Website
- ✓ Implemented Translation Capabilities
- ✓ Performed Town Hall Technology Upgrades
- ✓ Formed the Northpoint Public-Private Partnership Workforce Housing Advisory Committee and Facilitated the Preferred Development Partner Selection Process
- ✓ Implemented Several Capital Improvement Plan Projects



Town of Hilton Head Island

2022 Accomplishments:

- ✓ Adopted a Workforce Housing Framework
- ✓ Awarded First Annual Scott Liggett Employee of the Year Award
- ✓ Implement a Corporate Social Responsibility Program – 262 Hours
- ✓ Development Services Monthly Reporting and Accountability Measurement
- ✓ Adopted Balanced Budget with 5mil Revenue Reduction (FY2023 Consolidated Budget)
- ✓ Launched SeeClickFix Website and Mobile Application – Appx. 900 External Requests for Service to Date
- ✓ Completed a SWOT Assessment of Town Financial Policies – Increase Town General Fund Reserve Balance Policy
- ✓ Conducted and Responded to an Employee Satisfaction Survey
- ✓ Adopted a Formal Elected and Appointed Official Onboarding Program
- ✓ Obtained Fire Rescue Center for Public Service Excellence Reaccreditation
- ✓ Implemented Fire Rescue Strategic Plan
- ✓ Improved Public Communications and Social Media Presence



Town of Hilton Head Island

2022 Accomplishments:

- ✓ Acquired Audubon International Sustainable Community Recertification
- ✓ Adopted MASC Model Business License Ordinance and Aligned Business License Renewal Portal
- ✓ Facilitated Multiple Community Events (Crescendo, Lantern Parade, Christmas Tree Lighting, Menorah Lighting)
- ✓ Conducted a SWOT Analysis of the Town's Land Management Ordinance
- ✓ Assisted in the Toll Booth Removal and Relocation of the Cross Island Parkway



TOWN OF HILTON HEAD ISLAND

DISCUSSION OF FY2021-2022 STRATEGIC ACTION PLAN INITIATIVES



Town of Hilton Head Island

PURSUIT OF EXCELLENCE

Policy



- Implement American Rescue Plan Funding Appropriation
- Assess Alternative Revenue Sources
- Implement Beach Parking Master Plan
- Adopt & Implement Short Term Rental Regulations
- Implement SeeClickFix/MyHHI Application - **Completed**
- Adopt 2020 Census Redistricting - **Completed**
- Implement Cultural Affairs Strategic Plan
- Adopt Real Estate Transfer Fee Extension & Expansion - **Completed**



Town of Hilton Head Island

PURSUIT OF EXCELLENCE

Policy



- Strengths, Weaknesses, Opportunities & Threats (SWOT) Assessment of Financial Policies - **Completed**
- Adopt & Implement Beach Master Plan
- Enhance Beach Shuttle Services
- Establish Island Brand Development Strategy
- Adopt & Implement a Human Resources Strategic Plan
- Adopt & Implement a Technology & Innovation Strategic Plan



Town of Hilton Head Island

PURSUIT OF EXCELLENCE

Operational



- Respond to COVID-19 Pandemic - **Completed**
- Improve Permitting & Plan Review Process
- Conduct & Respond to Employee Satisfaction Survey - **Completed**
- Improve Administrative Support Process for Boards, Commissions & Committees
- Research Trends & Implement Best-in-Class Municipal Services Delivery
- Implement Affiliated Agencies Town Funding Process – **Completed**
- Acquire Fire Rescue Center for Public Service Excellence Re-Accreditation – **Completed**
- Implement Fire Rescue Strategic Plan - **Completed**

Town of Hilton Head Island

PURSUIT OF EXCELLENCE

Operational



- Enhance Communications Plan with Strong Social Media Emphasis
- Create a Culture of High Organizational Performance



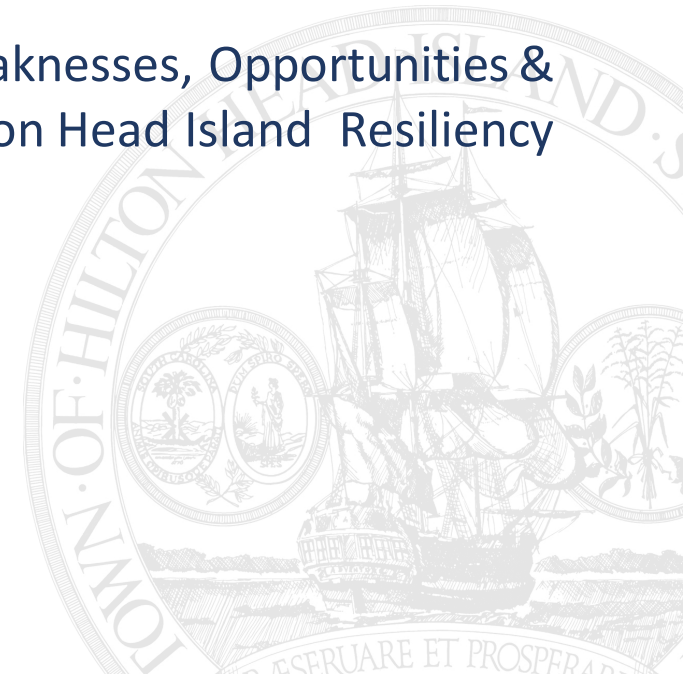
Town of Hilton Head Island

ENVIRONMENTAL SUSTAINABILITY

Policy



- Implement Beach Renourishment Program & Update Beach Management Plan
- Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Solid Waste & Recycling
- Work with Public Service Districts (PSDs) on Long-Term Capital Projects
- Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency



Town of Hilton Head Island

ENVIRONMENTAL SUSTAINABILITY

Operational



- Establish National Leadership Credibility in Environmental Sustainability & Resource Protection
- Acquire Audubon International “Sustainable Community” Recertification



Town of Hilton Head Island

REVITALIZE ECONOMY

Policy



- Adopt Municipal Association of South Carolina (MASC) Model Business License Ordinance - **Completed**
- Develop Town-Owned Property Management, Asset Management & Utilization Plan
- Implement Destination Marketing Organization (DMO) Marketing Plan & Measure Performance
- Establish Economic Development Strategy
- Establish a Historic & Cultural District Development Corporation - **Completed**



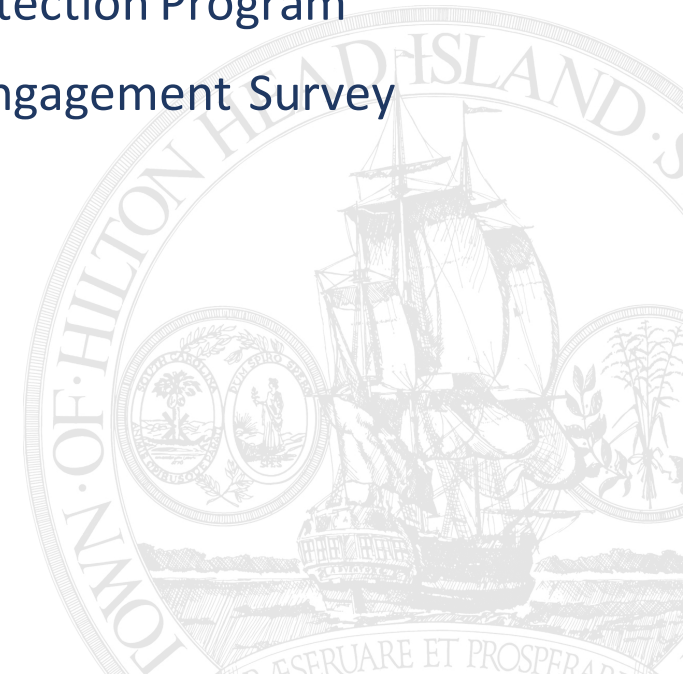
Town of Hilton Head Island

INCLUSIVE COMMUNITY

Policy



- Implement Gullah Geechee Task Force Work Plan
- Establish Public Institutional Partnership with USCB to Support Arts & Cultural Organizations – **On Hold**
- Adopt Annual HUD/CDBG Entitlement Program
- Develop Landmark Protection Program
- Conduct Community Engagement Survey



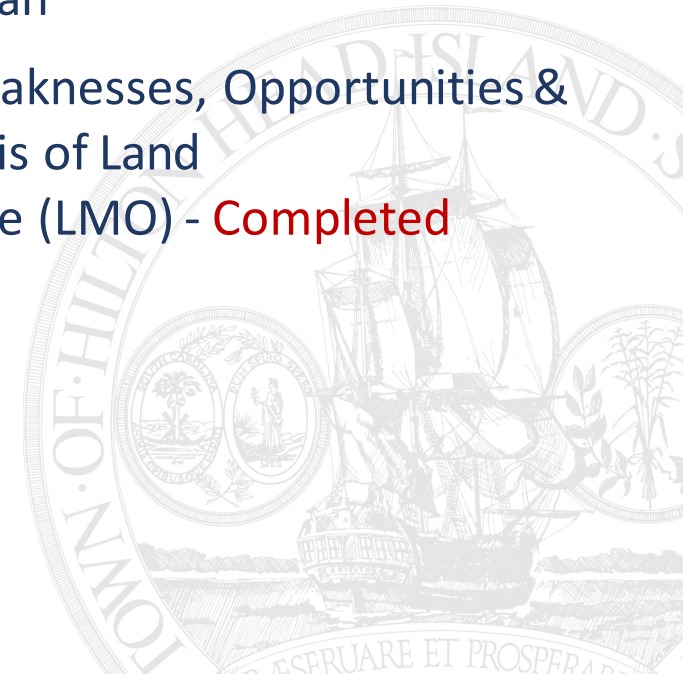
Town of Hilton Head Island

CONNECTED COMMUNITY

Policy



- Assist with St. James Baptist Church Relocation
- Adopt e-Bike & e-Scooter Usage/Regulations - **Completed**
- Adopt Mid Island Redevelopment Strategy & Park Master Plan - **Completed**
- Develop Hilton Head Island Growth Framework & Illustrative Master Plan
- Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of Land Management Ordinance (LMO) - **Completed**



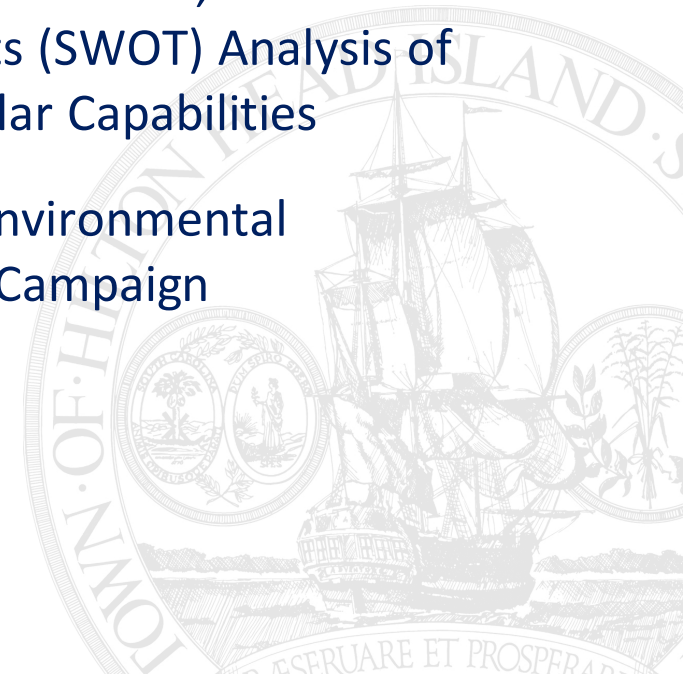
Town of Hilton Head Island

CONNECTED COMMUNITY

Operational



- Assist with Implementing Mitchelville Master Plan
- Incorporate Public Art & Culture Projects into New & Existing Parks
- Update Town Website - Completed
- Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of High-Speed Fiber/Cellular Capabilities
- Establish Sustainable Environmental Practices Social Media Campaign



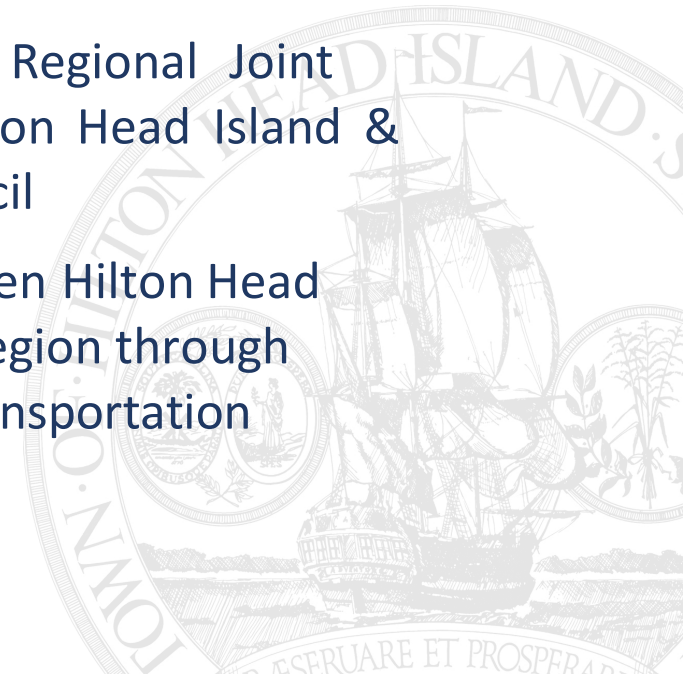
Town of Hilton Head Island

REGIONAL FOCUS

Policy



- Assess Revisions of Beaufort County Impact Fees
- Assess Creation of Regional Housing Trust Fund - **Completed**
- Update Lowcountry Area Transportation Study (LATS) Long-Range Transportation Plan - **Completed**
- Establish Reoccurring Regional Joint Meetings between Hilton Head Island & Beaufort County Council
- Evaluate Access between Hilton Head Island & the Greater Region through Viable Multi-Modal Transportation



Town of Hilton Head Island

'RIGHT-SIZED' INFRASTRUCTURE Policy



- Implement Workforce & Affordable Housing Strategy
- Develop William Hilton Parkway Gateway Corridor Plan
- Assess Main Street Right-of-Way Acquisition
- Adopt Community Addressing Ordinance
- Adopt Traffic Calming Policy



Town of Hilton Head Island

'RIGHT-SIZED' INFRASTRUCTURE

Project



- Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration
- Implementation of Capital Improvement Program (CIP)



Town of Hilton Head Island

PARKS & RECREATION

Operational



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





TOWN OF HILTON HEAD ISLAND

DISCUSSION OF STRATEGIC ACTION PLAN TACTICS



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: Assess Alternative Revenue Sources

Fiscal Year: 2023

Staff Project Manager: John Troyer, Finance Director

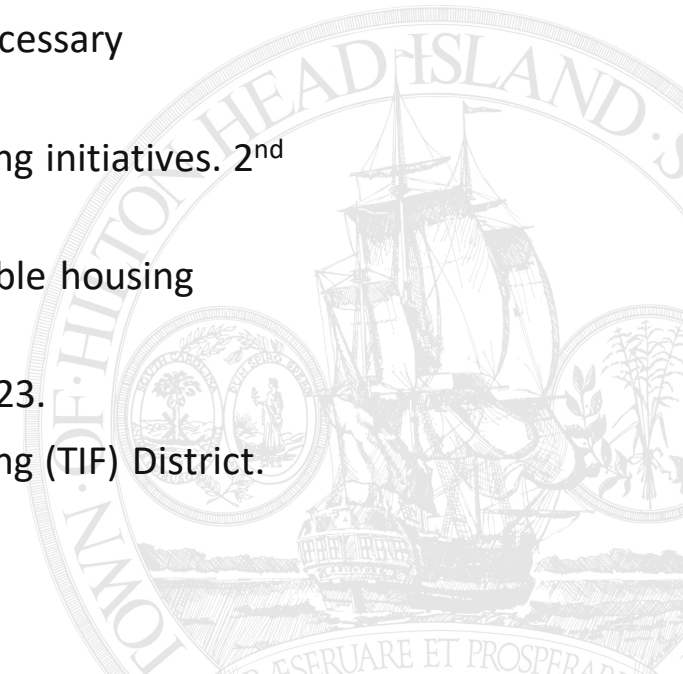
Initiative Description: Conduct an evaluation of potential future revenue sources to ensure that the Town can continue to deliver quality public services and facilities that achieve best-in-class distinction.

Ongoing Tactics:

- ✓ Continue to pursue grant funding opportunities for both operational and capital expenditures.
- ✓ Develop understanding of and access to the Beaufort County Greenspace Sales Tax Program for funding of land acquisition projects

Upcoming Tactics:

- Conduct a market analysis of peer communities' development review/permitting fees and propose necessary adjustments as part of the FY2023-2024 budget adoption process. 2nd Quarter 2023
- Identify dedicated funding within the FY2023-2024 budget to support workforce and affordable housing initiatives. 2nd Quarter 2023
- Evaluate holding a public referendum on the question of additional funding for workforce and affordable housing beyond the dedicated funding provided for within the adopted budget. 3rd Quarter 2023
- Perform a Stormwater Utility Rate Study and consider any recommended adjustments. 4th Quarter 2023.
- Complete all necessary documentation to consider the creation of a Mid-Island Tax Increment Financing (TIF) District. 4th Quarter 2023



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Administer American Rescue Plan Funded Programs

Fiscal Year: 2023

Staff Project Manager: John Troyer, Finance Director

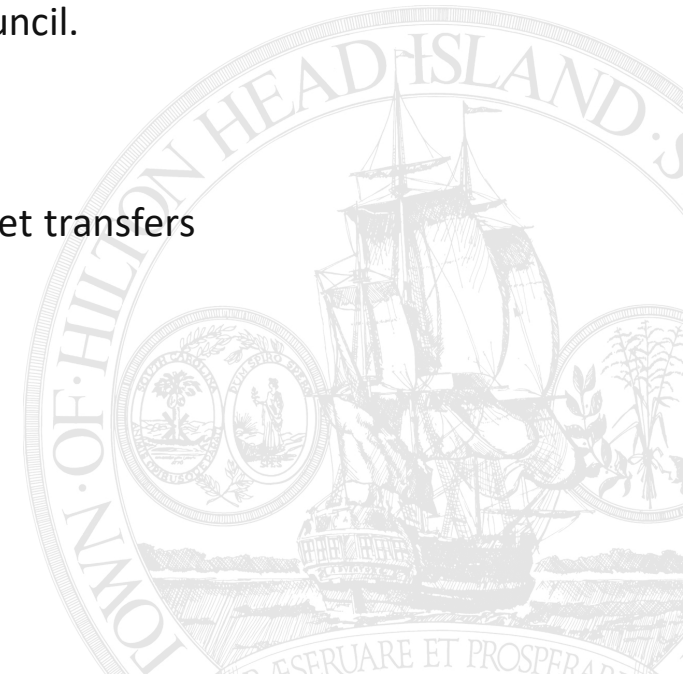
Initiative Description: The Town received \$5,227,178.00 under the American Rescue Plan Act and developed a spending plan to allocate this funding in a way in which it would provide significant positive impacts to the local Hilton Head Island community.

Ongoing Tactics:

- ✓ Continue Implementation of the Safe Home Repair Program
- ✓ Continue Implementation of the Lateral Sewer Connection Program
- ✓ Monitoring and periodic reporting of the programs established under this initiative will continue for at least the next two years until all grant funds have been expended or as may otherwise be directed by Town Council.

Upcoming Tactics:

- Further identify use of funding for the Public Infrastructure allocation. 2nd Quarter – 4th Quarter 2023
- Consider program adjustments to ensure that all community needs are being met to include any budget transfers that may be supported by Town Council. 2nd Quarter – 4th Quarter 2023



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Implement Beach Parking Master Plan

Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Town Engineer

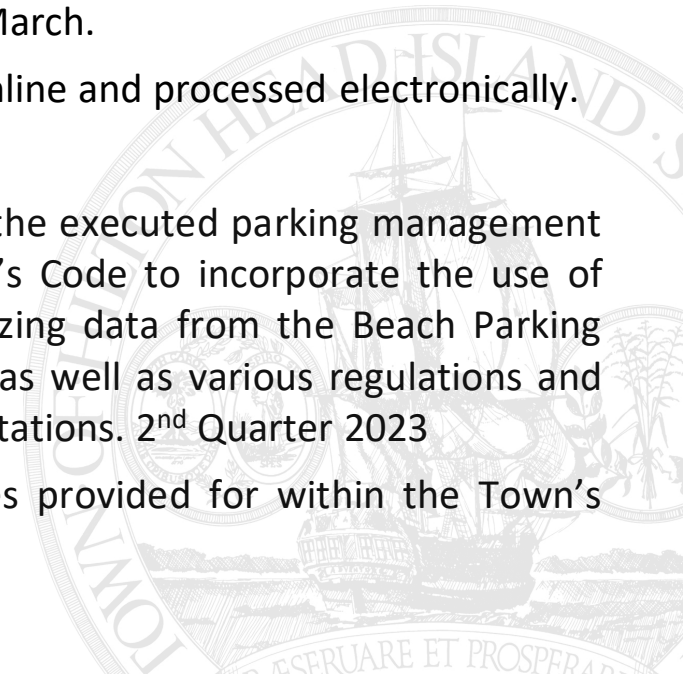
Initiative Description: Utilize recommendations from the Walker Consultants Parking Master Plan to provide more effective regulation and enforcement of beach parking facilities, improve public communication concerning available parking opportunities, and develop a parking management program to improve the Town's beach access and parking areas.

Ongoing Tactics:

- ✓ Contract negotiations with PCI Municipal Services are complete, including a scope of work as approved by Town Council.
- ✓ A budget amendment has been presented to Town Council to allow for execution of the contract with second reading of the amendment set to occur at the February 21, 2022, meeting.
- ✓ The validity of current (2022) resident beach parking permits has been extended through the end of March.
- ✓ Once PCI Municipal Services is under contract, the 2023 resident beach parking permits will be sold online and processed electronically.

Upcoming Tactics:

- Staff will prepare draft parking policy recommendations necessary to support the administration of the executed parking management services contract. These policy recommendations will include proposed amendments to the Town's Code to incorporate the use of various parking technologies (mobile payment solutions), creation of a parking rate structure utilizing data from the Beach Parking Master Plan and guidance from PCI Municipal Services as the Town's parking management agent, as well as various regulations and enforcement mechanisms that will allow for issuance and collection of meaningful parking violation citations. 2nd Quarter 2023
- PCI Municipal Services will begin installation of all capital improvements and technology upgrades provided for within the Town's contract. 2nd – 3rd Quarter of 2023 depending upon supply chain availability



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Implement the Short-Term Rental Program

Fiscal Year: 2023

Staff Project Manager: Missy Luick, Assistant Community Development Director

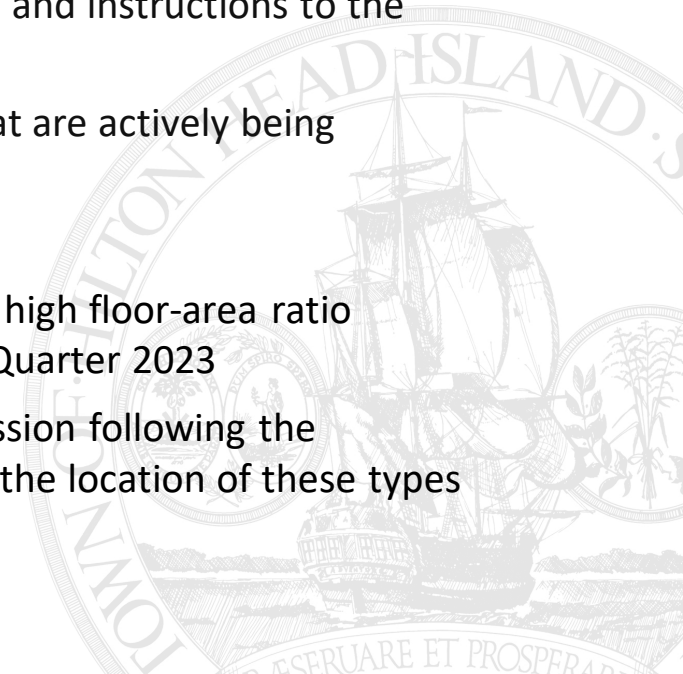
Initiative Description: Continue development of necessary short-term rental regulations to address the numerous impacts of short-term rentals on single-family neighborhoods including the destruction of neighborhoods, environmental impacts, demands on Fire Rescue services and infrastructure, and an imbalance between residential and resort districts.

Ongoing Tactics:

- ✓ The configuration and development of GovOS short-term rental permitting portal and Compliance portal were completed, GovOS completed training with staff on the use of the two portals, and the permitting portal went live on January 3, 2023.
- ✓ GovOS mailed over 7,000 registration letters to all property owners that currently have a Town-issued business license notifying them of their need to obtain a short-term rental permit. The letter included account login information and instructions to the short-term rental permitting portal.
- ✓ GovOS is using proprietary software to identify additional properties located on Hilton Head Island that are actively being advertised for short-term rental and will be sending notification letters to those properties as well.

Upcoming Tactics:

- The analysis of potential Tier 2 regulations is ongoing and includes high occupancy short-term rentals, high floor-area ratio single-family structures, parking capacity, and other matters as may be directed by Town Council. 3rd Quarter 2023
- It is anticipated that results of this analysis will be brought to the Public Planning Committee for discussion following the collection of data which documents the number of existing short-term rentals on the Island as well as the location of these types of properties. 3rd to 4th Quarter 2023



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt & Implement Beach Master Plan

Fiscal Year: 2023

Staff Project Manager: Bryan McIlwee, Assistant Community Development Director

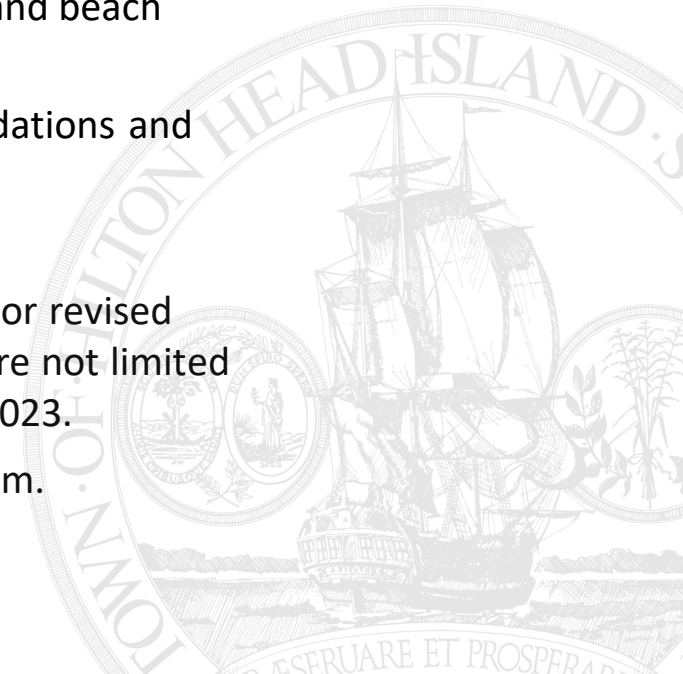
Initiative Description: Undertake a study of the public beach access areas and the overall beach going experience to develop a Beach Master Plan. Solicit public input and engagement in the Master Planning process to achieve stakeholder buy in and facilitate implementation of the Master Plan recommendations.

Ongoing Tactics:

- ✓ Staff has completed research on 12 different beaches communities who would be considered similar to Hilton Head Island or are located in close proximity.
- ✓ This information is being reviewed, evaluated, and will be utilized to develop a draft list of facility improvements and policy modifications that we be considered for implementation on Hilton Head Island's beaches and beach access areas to bring the beach going experience in line with best industry practices.
- ✓ Town Staff is evaluating the potential development of an RFP to assist with crafting these recommendations and the development of a comprehensive beach master plan.

Upcoming Tactics:

- Staff has compiled a list of current and potential new beach policies that need to be researched and/ or revised and presented to the Community Service & Public Safety Committee for review. Topics include, but are not limited to, smoking on the beach, fishing, tents, and the storage of boats on the beach. 3rd to 4th quarter of 2023.
- Proposed facility improvements will be considered for incorporation into the FY2024-2025 CIP program.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Enhance Beach Shuttle Service

Fiscal Year: 2023

Staff Project Manager: Shawn Colin, Assistant Town Manager Community Development

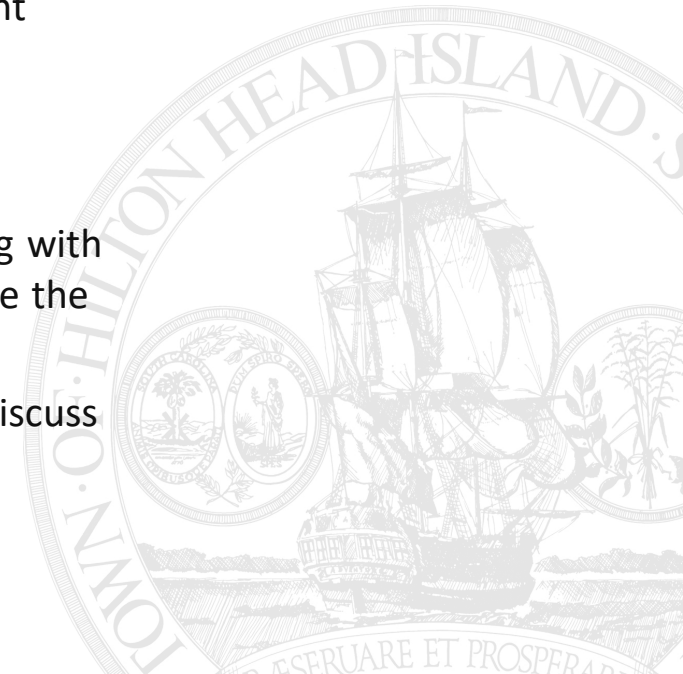
Initiative Description: Provide a safe, clean, well-publicized and enjoyable free beach shuttle service that will transport citizens between parking areas and public amenities. Evaluate enhancements to both beach shuttle and area trolley service so as to increase resident experience associated with these activities.

Ongoing Tactics:

- ✓ Meetings with Palmetto Breeze have been held to discuss and review data that was obtained throughout the course of the 2022 trolley program.
- ✓ Town Staff will be meeting with Palmetto Breeze by the end of January to begin discussions on the upcoming 2023 trolley program and will look to identify current/ future stops on the corridor and evaluate current /additional infrastructure repairs/needs for the trolley routes to better serve the Island based upon community and Town Council feedback.

Upcoming Tactics:

- A new senior planner with significant transportation experience has been hired and will begin working with the Town in late January. This person will assist in developing additional recommendations to enhance the trolley and beach shuttle services.
- A presentation to the Public Planning Committee will be scheduled in the 2nd to 3rd Quarter 2023 to discuss these items.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Establish Island Brand Development Strategy

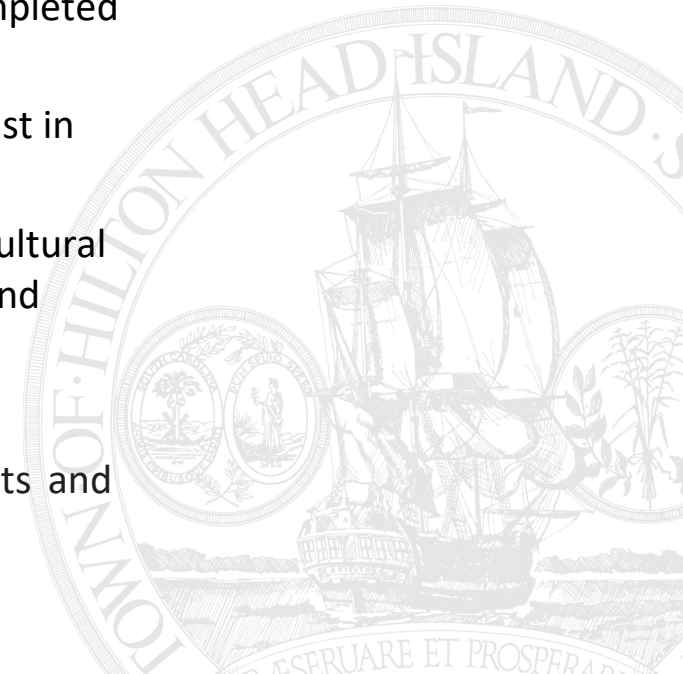
Fiscal Year: 2023

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.

Upcoming Tactics:

- Conduct a communications audit of all existing graphic assets (logos, fonts, colors, etc.), value statements and other brand components. 3rd Quarter – 4th 2023
- Develop a 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. 3rd Quarter – 4th Quarter 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. 4th Quarter 2023 – 1st Quarter 2024
- In coordination with the Town's Destination Marketing Organization (DMO) and the Office of Cultural Affairs, lead a comprehensive team to begin the groundwork for an organizational journey through brand development/rebranding. 1st Quarter 2024 – 3rd Quarter 2024
- Present brand/rebranding campaign to Town Council for adoption. 3rd Quarter 2024 – 1st Quarter 2025
- Launch Island brand/rebranding campaign, including refreshed identity and visual brand that reflects and supports the Town's vision, values, goals and priorities. 1st Quarter 2025 – 3rd Quarter 2025



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt & Implement a Human Resources Strategic Plan

Fiscal Year: 2023

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.

Ongoing Tactics:

- ✓ The Human Resources Department conducted a SWOT analysis in order to identify areas and projects to focus the time, talent, and resources of the department that will ultimately improve the effective functioning of the department and the organization as a whole in support of the Town's Strategic Plan
- ✓ The results of the SWOT analysis was then used to prepare a draft Human Resources Strategic Plan that consists of clearly defined goals and a series of actionable strategies to accomplish those goals.
- ✓ The draft Human Resources Strategic Plan has been provided to Town Administration for review and comment.

Upcoming Tactics:

- The Human Resources Department anticipates presenting its Strategic Plan to the Finance and Administrative Committee at its April 18th meeting. 2nd Quarter of 2023



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt and Implement a Technology and Innovation Strategic Plan

Fiscal Year: 2023

Staff Project Manager: Thomas Sunday, Director of Technology and Innovation

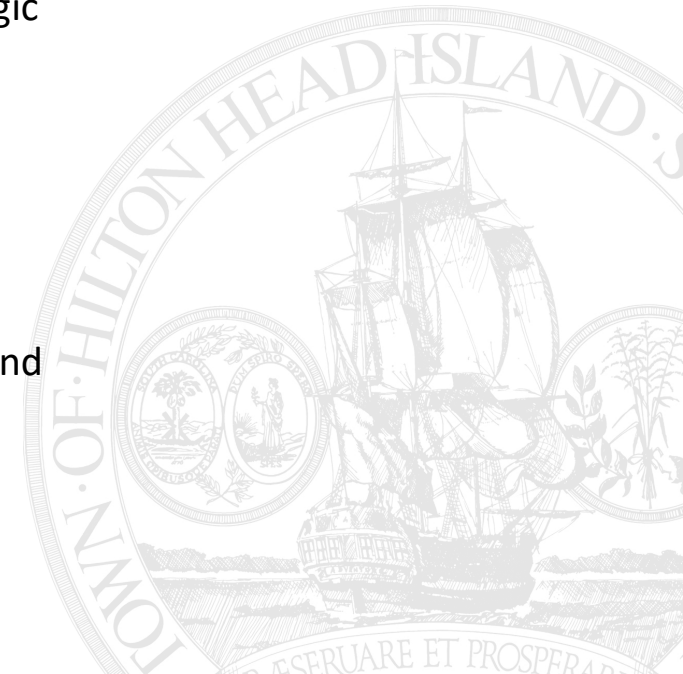
Initiative Description: Develop a Technology and Innovation Strategic Plan that provides a method to achieve overall and long-term information technology goals.

Ongoing Tactics:

- ✓ The Technology and Innovation Department conducted a SWOT analysis in order to identify areas and projects to focus the time, talent, and resources of the department that will ultimately improve the effective functioning of the department and the organization as a whole in support of the Town's Strategic Plan
- ✓ The results of the SWOT analysis was then used to prepare a draft Technology and Innovation Strategic Plan that consists of clearly defined goals and a series of actionable strategies to accomplish those goals.
- ✓ The draft Human Resources Strategic Plan has been provided to Town Administration for review and comment.

Upcoming Tactics:

- The Technology and Innovation Department anticipates presenting its Strategic Plan to the Finance and Administrative Committee at its April 18th meeting. 2nd Quarter of 2023



Town of Hilton Head Island

Pursuit of Excellence Operational

Strategic Initiative Name: Improve Permitting and Plan Review Process

Fiscal Year: 2023

Staff Project Manager: Missy Luick, Assistant 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.

Ongoing Tactics:

- ✓ Existing planning and permit records are almost completely up to date and continuous follow up has kept newly submitted planning and permit applications in a current status.
- ✓ Permitting staff recently implemented a digital plan review process and has developed the associated written procedure for entering, reviewing and approving a plan digitally.
- ✓ Staff has created and is issuing 'How Am I Doing' cards that are provided to our customers to provide immediate feedback that is used to make continues improvements to our processes and procedures and the overall customer service experience.

Upcoming Tactics:

- Staff will host a kickoff meeting to initiate the process of updating permitting and planning applications and will continue to draft written processes and procedures to fine tune the digital submission and review process. 1st Quarter 2023



Town of Hilton Head Island

Pursuit of Excellence Operational

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

Fiscal Year: 2023

Staff Project Manager: Krista Wiedmeyer, Town Clerk

Initiative Description: Effectively manage boards and commission appointments, talent bank, applicant tracking, and administration required to optimize the processes of the various Town Boards and Commissions. Particular attention will be placed on proactively creating solicitation and recruitment opportunities to grow the number of qualified individuals willing to serve on Town Board and Commissions.

Ongoing Tactics:

- ✓ All newly elected officials receive a copy of the approved orientation binder which includes all handouts and information necessary to complete the orientation process.
- ✓ The orientation process for newly elected officials will continue until all information has been communicated.

Upcoming Tactics:

- A dashboard will be created on the Town's website to show information from the talent pool including who has applied, when they applied, what boards/commissions they are interested in, and will show a listing of all current vacancies. 1st Quarter 2023
- Staff will focus on identifying solicitation and recruitment opportunities that will serve to grow the number of qualified individuals willing to serve on Town Board and Commissions as well as ensuring representation of all areas of the Hilton Head Island community. 1st Quarter 2023
- An after-action page will be developed for the Town's website that will provide immediate updates on actions taken by Town Council and the voting records of Town Council members respective to these actions. 1st Quarter 2023
- Staff will develop a process for better boards and commissions records management to include meeting attendance, training opportunities, and provide periodic communication of board and commission status to Town Council. 2nd Quarter 2023

Town of Hilton Head Island

Pursuit of Excellence Operational

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

Fiscal Year: 2023

Staff Project Manager: Ben Brown, Senior Advisor 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.

Ongoing Tactics:

- ✓ Continue to reinforce the importance of fostering a creative/cutting edge approach to problem solving issues.
- ✓ Communicate expectations with 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 Operational

Strategic Initiative Name: Implement Cultural Affairs Strategic Plan

Fiscal Year: 2023

Staff Project Manager: Natalie Harvey, 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.

Ongoing Tactics:

- ✓ There is ongoing review and content organization for the Office of Cultural Affairs Website (www.culturehhi.org) with proposed changes being incorporated in early 2023.
- ✓ The Office continues to build its social media follower numbers and e-newsletter subscribers (6,800 Facebook, 1781 Instagram, 4,650 subscribers to e-newsletter).
- ✓ Staff remains actively engaged with Arts Council of Hilton Head members and the broader community to identify unique programs, experiences, activities, workshops, exhibits, performances, productions, etc. that should be used to highlight Hilton Head Island's "sense of place."

Upcoming Tactics:

- Mural at Hilton Head Island School of the Creative Arts is scheduled to be complete in March.
- Pilot experience for "Island Culture Project" proposed to island schools and funding request to SC Humanities and Lifelong Learning for 11th graders to attend Mitchelville play on stage at Lean Ensemble in March 2023. 1st Quarter 2023
- Coordinating with community groups and other Town departments to produce several upcoming special events (Tree Lighting, Menorah Lighting, Earth Day, Town 40th Anniversary) that will reach a broad range of Town residents. 1st - 4th Quarters 2023
- Secure additional opportunities for art and cultural experiences including a gallery wall at the Island Recreation Center, Tiny Art Galleries around the Island, installation QR code signage linking video content at historic sites among other activities. Ongoing.

Town of Hilton Head Island

Pursuit of Excellence Operational

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

Fiscal Year: 2023

Staff Project Manager: Carolyn Grant, Communications Director

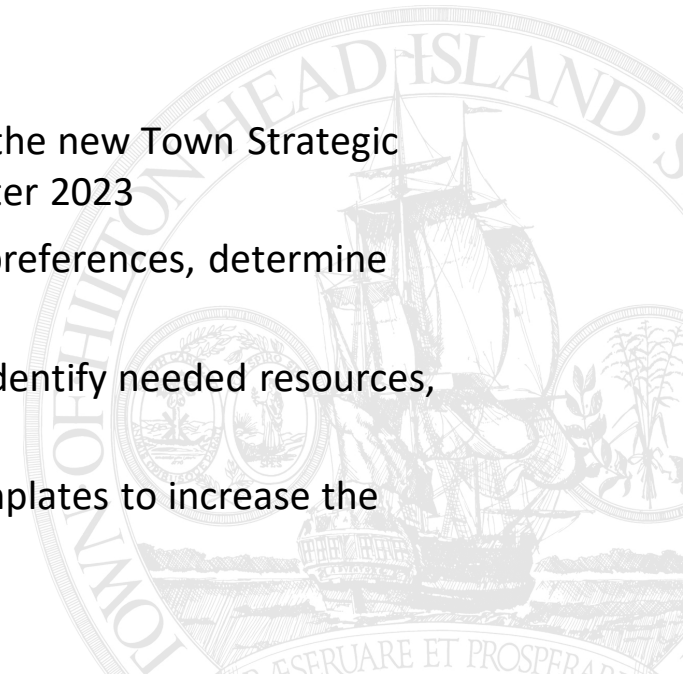
Initiative Description: The enhancement of a Town communications plan with help to define the messages, priorities, strategies, and tools the Town will use when communicating with the community. The plan will ensure the Town's story is told effectively and will provide engagement between the Town and the community in a timely and effective manner.

Ongoing Tactics:

- ✓ A formal social media strategic plan has been implemented to guide the development of all social media messages and to support the Town's strategic plan
- ✓ Staff with assigned communications responsibilities continue to meet weekly with Slate Communications to discuss communication challenges and strategies that will help shape the communications plan.

Upcoming Tactics:

- The exploration and engagement phase involves a review of all current communications, a review of the new Town Strategic Action Plan, a review of other guiding documents, and outreach to staff and the community. 1st Quarter 2023
- The position phase will define the desired future state including key audiences and communications preferences, determine core messaging and themes, create visual brand recommendations, and define KPIs. 1st Quarter 2023
- The implement phase will define the strategies needed to reach varied audiences, clarify processes, identify needed resources, and define metrics of success. 2nd Quarter 2023
- The creative phase will develop results measurement and reporting tools, develop guidelines and templates to increase the use of clear, consistent, and recognizable messaging, and finalize implementation. 2nd Quarter 2023



Town of Hilton Head Island

Pursuit of Excellence Operational

Strategic Initiative Name: Create a Culture of High Organizational Performance

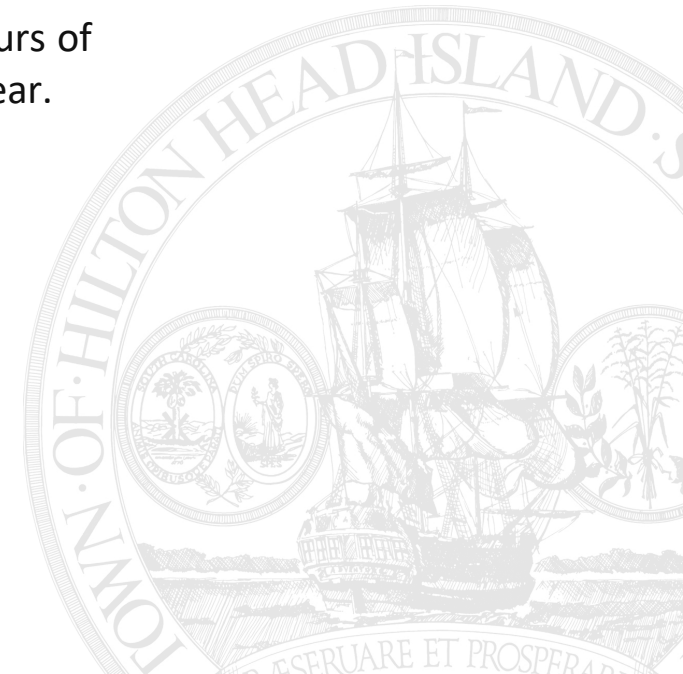
Fiscal Year: 2023

Staff Project Manager: Lisa Stauffer, Human Resources Director

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

Ongoing Tactics:

- ✓ Instituted several organizational adjustments to better align staff roles and responsibilities.
- ✓ Awarded First Annual Scott Liggett - Employee of the Year awarded to April Akins in recognition of her demonstrated commitment to the Town's core values and her surpassing organizational expectations.
- ✓ Perform a review of the Town's employee performance review program to align with Strategic Plan Goals.
- ✓ Continue support for the Town's corporate social responsibility program that provides for ten (10) hours of employee volunteerism to the Hilton Head Island non-profits within the community each calendar year.
- ✓ Continue to host both virtual and in-person all-staff meetings to maintain open and clear lines of communication. Discussion topics have included:
 - Leadership
 - Strategic Plan Initiatives
 - Employee Announcements
 - Departmental Accomplishments



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 Renourishment Program & Update Beach Management Plan

Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Town Engineer

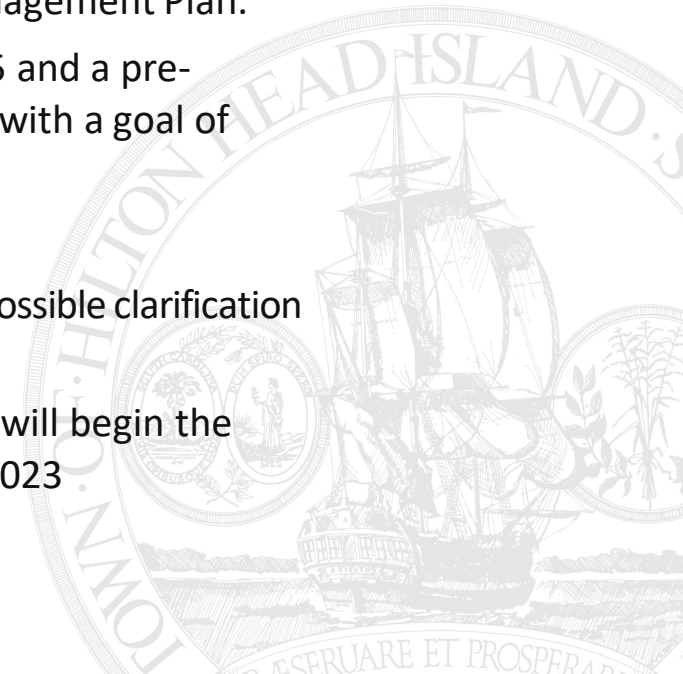
Initiative Description: Improve the coastal resiliency of the Island by reviewing and proposing appropriate modifications to the Town's beach nourishment program that align with the resiliency goals identified in the Town's comprehensive plan. Evolve elements of the 2025 beach nourishment project to 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.

Ongoing Tactics:

- ✓ On August 16, 2022, the Planning Commission recommended adoption of the updated 5-year Beach Management Plan.
- ✓ Surveying and Design work has commenced on the next major renourishment project scheduled for 2025 and a pre-application meeting with the US Army Corps of Engineers and permitting agencies was held in late 2022 with a goal of submitting permit application by the end of January 2023.

Upcoming Tactics:

- The Beach Management Plan will be reviewed by the Public Planning Committee on February 23, 2023, for possible clarification and/or amendment. 1st Quarter 2023
- Once a preliminary design has been completed and the appropriate permits have been obtained, staff will begin the process of preparing a public Request for Proposals for the beach renourishment project. 4th Quarter 2023



Town of Hilton Head Island Environmental Sustainability Policy

Strategic Initiative Name: Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Solid Waste & Recycling

Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Town Engineer

Initiative Description: The Town's Our Plan document lays out several goals related to increasing capacity for processing of recyclable materials and ensuring the long-term viability of solid waste disposal for the Island. To achieve these objectives, the Town is working in coordination with Beaufort County to jointly pursue opportunities that improve recycling and composting rates.

Ongoing Tactics:

- ✓ Town and County staff as well as the chairman of the Greater Island Council Sustainability Action Committee hold monthly solid waste and recycling coordination meetings and will continue to meet on this interval for the duration of this initiative.
- ✓ Beaufort County is developing a South of the Broad Materials Processing Center (MRF) that would facilitate increased recycling rates from within the Town and the greater region. Staff will continue monitoring installation of this facility and its potential support for Hilton Head Island recycling initiatives.
- ✓ Staff has solicited quantitative reporting from local solid waste and recycling haulers licensed to do business on Hilton Head Island and is using this data to ensure compliance with the Town Code.

Upcoming Tactics:

- The SWOT analysis for Island solid waste and recycling will be completed later this calendar year and a summary of this analysis along with recommended policies and actions will be presented to the Public Planning Committee for review and discussion. 4th Quarter of 2023.
- Pursue a long-term agreement with Beaufort County to operate solid waste and recycling services at the Summit Drive Convenience Center.
- Develop a public outreach campaign on composting and implementation plan for composting models on Town sites

Town of Hilton Head Island Environmental Sustainability Policy

Strategic Initiative Name: Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency

Fiscal Year: 2023

Staff Project Manager: Bryan McIlwee, Assistant Community Development Director

Initiative Description: Hilton Head Island is a barrier island subject to the impacts of sea level rise and other climate related affects. It is vital that a plan be developed to enhance resiliency of the island's infrastructure and developed areas against future storm events and potential sea level rise. In order to improve the resiliency of the island, the prudent application of climate change science and data to inform our administrative decisions, public policy, and infrastructure investments is critical. By using the most up to date models and sound information on future projections, we can assess vulnerabilities and enhance our adaptive capacity with tools and actions designed to protect the short and long-term interests of our residents and businesses and public infrastructure.

Ongoing Tactics:

- ✓ Staff presented the Public Planning Committee with a status briefing on the Hilton Head Island Resiliency SWOT analysis with respect to Sea Level Rise and Climate Adaption. This consisted of an overview and discussion of the proposed strategy, as well as work to date and schedule of future efforts. The committee provided questions, comments and feedback to staff and a follow up report is being planned for Spring of 2023.

Upcoming Tactics:

- Staff is developing a Request For Qualifications (RFQ) to identify a consultant who can conduct appropriate analyses and develop a corresponding resiliency plan that will outline necessary actions for the Town to undertake in its efforts to become more resilient. The RFQ will be publicly advertised by the end of February. 1st Quarter 2023
- Develop a benefit/costs analysis associated with varying levels of protection and projected budgetary needs for future mitigation and protection projects based on a near, mid and long-term implementation schedule.
- Evaluate and consider changes to zoning and building codes and other ordinance and regulatory changes that will better protect property, infrastructure and buildings against future impacts from sea level rise and climate change.

Town of Hilton Head Island Environmental Sustainability Policy

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

Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Town Engineer

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

Ongoing Tactics:

- ✓ Town Council approved working with the Broad Creek Public Service District to develop a new Aquifer Storage and Recovery well/plant in the Palmetto Dunes area.
- ✓ Town Council has given preliminary support to working jointly with the Hilton Head Island Public Service District and the Broad Creek Public Service District to explore the development of a Aquifer Storage and Recovery well/plant on the Ashmore Tract as well as supporting the Hilton Head Public Service District's expansion of the Reverse Osmosis Plant on the Jenkins Island Tract.

Upcoming Tactics:

- Work with PSDs to develop a water and wastewater service Capital Improvements Program project map or dashboard tool. 3rd Quarter 2023



Town of Hilton Head Island Environmental Sustainability Operational

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

Fiscal Year: 2023

Staff Project Manager: Missy Luick, Assistant Community Development Director

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

Ongoing Tactics:

- ✓ Continue providing monthly Facebook and Twitter posts on Island biodiversity and its importance.
- ✓ Support efforts for the continued expansion of the Town's Lateral Sewer Connection Program to improve service delivery and mitigate negative environmental impacts from septic systems.

Upcoming Tactics:

- Staff is preparing content and will be scheduling an environmental education program for 2023. There will be coordination with local environmental groups through this process in order to partner with and leverage existing efforts and content. 3rd Quarter 2023
- Consideration of sustainable standards and best management practices will be proposed for inclusion as part of the upcoming Land Management Ordinance SWOT analysis and resulting amendments. 1st – 4th Quarters 2023



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.



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

Fiscal Year: 2023

Staff Project Manager: Ben Brown, Senior Advisor to the Town Manager

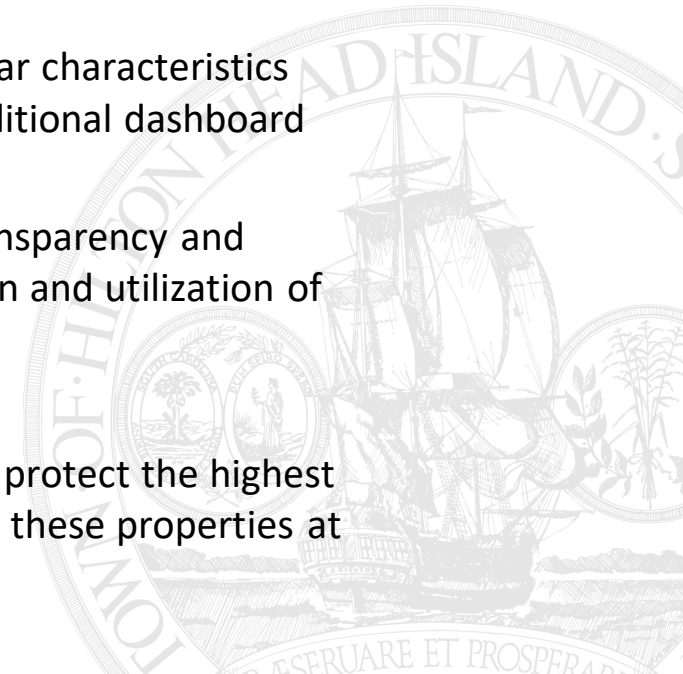
Initiative Description: Comprehensively review and assess the approximately 1,400-acre inventory of Town-owned properties to develop an asset management plan consistent with existing industry best practices that articulates the life-cycle costs of owning, operating, and maintaining these properties along with expectations on potential public uses and service levels that could be appropriate for each property.

Ongoing Tactics:

- ✓ Amendments are being incorporated into the Town-owned property dashboard based upon comments and feedback that were received at the January 3, 2023, Town Council Workshop. The dashboard will go live on the Town's website once these changes have been finalized.
- ✓ Town staff coordinated additional review of the properties to identify existing wetlands and other similar characteristics that would limit the future use or development of each parcel to incorporate this information as an additional dashboard layer.
- ✓ Once published, the dashboard will be available to Town leadership, staff, and the public to provide transparency and access to property details. This information will assist in policy decision making and will guide acquisition and utilization of existing and future assets.

Upcoming Tactics:

- Development of a strategic asset management plan for all town-owned property that will preserve and protect the highest value from the Town's public land assets while identifying necessary life-cycle costs needed to maintain these properties at established service levels. 2nd Quarter 2024



Town of Hilton Head Island

Revitalize Economy Policy

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

Fiscal Year: 2023

Staff Project Manager: Kelly Spinella, Social Media and Marketing Manager

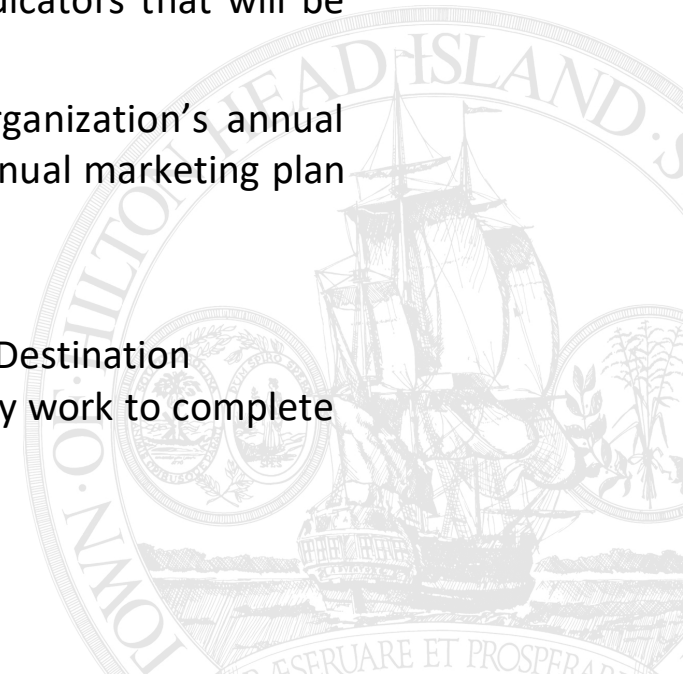
Initiative Description: Work with the Town's authorized Destination Marketing Organization to adopt and implement an effective marketing plan that places an emphasis on positive community attributes of Hilton Head Island as a place to live, work, and play. Identify any necessary changes and ensure that Town Council feedback is incorporated into the annual marketing plan. Monitor the performance of the Town's authorized Destination Marketing Organization partner with DMO staff to assess performance against stated goals.

Ongoing Tactics:

- ✓ Staff has worked with the Town's Destination Marketing Organization staff to finalize the draft Community Cornerstone Plan. The Plan identifies various strategies and tactics as well as corresponding key performance indicators that will be used to monitor the Plan's implementation.
- ✓ The Community Cornerstone Plan will be incorporated as a part of the Destination Marketing Organization's annual marketing plan and will be presented to Town Council for their review and comment as part of the annual marketing plan approval process.

Upcoming Tactics:

- Staff will attend the FY2024 Hilton Head Island Marketing Council Annual Meeting in February that the Destination Marketing Organization will report on past performance, discuss trends and gain valuable insight as they work to complete the FY2024 Annual Marketing Plan for presentation to the Town Council. 1st Quarter 2023



Town of Hilton Head Island

Revitalize Economy Operational

Strategic Initiative Name: Establish Economic Development Strategy

Fiscal Year: 2024

Staff Project Manager: Ben Brown, Senior 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.

Upcoming Tactics:

- Working with the Beaufort County Economic Development Corporation (BCEDC) to provide the Town with an Assessment of the Island's framework for Business Retention and Expansion (BRE). 4th Quarter 2023
- Will be partnering with the BCEDC to conduct a SWOT analysis of the Town's 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, and evaluate existing programs and regulatory environment to gauge effectiveness and comparative position to competitors. 4th Quarter 2023
- 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. 1st – 4th Quarter 2023
- Coordinate with the Future Land Use Map and Growth Framework Map to enhance options for capital and priority investment strategies for areas that need improvements. 4th Quarter 2023 – 1st Quarter 2024
- Develop strategies, including regulatory options and funding solutions that may be utilized to advance goals of increasing preferred occupancy and retention. 1st Quarter 2024 – 3rd Quarter 2024
- Actively recruit investment into the community from targeted strategic partners. 4th Quarter 2024

Strategic Initiatives

Inclusive Community

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



Town of Hilton Head Island

Inclusive Community Policy

Strategic Initiative Name: Implement Gullah Geechee Task Force Work Plan

Fiscal Year: 2023

Staff Project Manager: Missy Luick, Assistant Community Development Director

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

Ongoing Tactics:

- ✓ Staff continues to assist property owners through the Historic Neighborhoods Permitting and Design Studio to support property development inquiries.
- ✓ The Gullah History and Cultural Education Program is being provided to all new Town employees.
- ✓ The Mid-Island District Plan has been approved and provides for various land uses and densities that include Historic Gullah Neighborhoods

Upcoming Tactics:

- Krishana Jackson Perry, Principal Planner Historic Neighborhood Preservation, will be starting her employment with the Town on January 23. 1st Quarter 2023
- At the February Gullah Geechee Task Force meeting, a discussion on goal setting and the development of a critical path for implementation of the remaining Gullah Geechee Culture Preservation Project Report initiatives will take place. These include the development of a program for temporary and seasonal signs in the Historic Neighborhoods to expand economic opportunities for Gullah businesses, evaluation of potential locations for an open-air market for Gullah products, the development of a program to educate Gullah residents on policy issues such as taxes, land use, etc., and the promotion of the Center for Heirs' Property Preservation trainings on heirs' property, forestry, and wills. 1st Quarter 2023
- Town Council will receive an update on the progress of implementing Report's recommendation at its April 18, 2023 meeting. 2nd Quarter 2023

Town of Hilton Head Island

Inclusive Community Policy

Strategic Initiative Name: Adopt the Annual CDBG

Fiscal Year: 2023

Staff Project Manager: Marcy Benson, Senior Grants Administrator

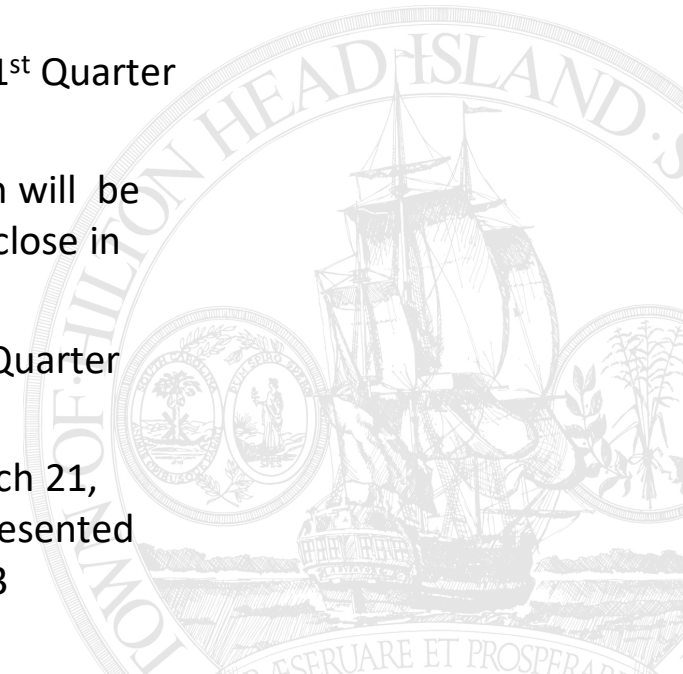
Initiative Description: Take appropriate actions to facilitate the receipt, award, and expenditure of all Community Development Block Grant funds provided to the Town of Hilton Head Island on an annual basis.

Ongoing Tactics:

- ✓ Town Council approved the 2020 - 2024 Consolidated Five Year Plan which has been submitted to United States Department of Housing and Urban Development (HUD).
- ✓ The 2022 Consolidated Annual Performance and Evaluation Report was submitted to HUD in the 4th Quarter of 2022.

Upcoming Tactics:

- Staff will facilitate a public meeting for development of the 2023 Annual Action Plan in early February. 1st Quarter 2023
- Following the public meeting, staff will create an Open Town Hall 2023 Annual Action Plan survey which will be posted on the Town's website to gather community feedback. The comment period on this survey will close in early March. 1st Quarter 2023
- A draft of the 2023 Annual Action Plan will be finalized and will then be issued for public comment. 1st Quarter 2023
- The 2023 Annual Action Plan will be presented to the Finance and Administrative Committee at its March 21, 2023, meeting. If recommended for approval by the Committee, the 2023 Annual Action Plan will be presented to Town Council at its May 16, 2023, meeting for consideration and possible adoption. 2nd Quarter 2023



Town of Hilton Head Island

Inclusive Community Policy

Strategic Initiative Name: Develop a Landmark Protection Program

Fiscal Year: 2023

Staff Project Manager: Missy Luick, Community Planning Manager

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.

Ongoing Tactics:

- ✓ A cemetery access assessment project has been initiated whereby staff has compiled a list of all historic cemeteries on the Island. Each property is identified by its ownership, details its status on whether the property is actively being used for burials, and contains a description of existing access and parking available for use at the site. This list is being used to develop a prioritization and implementation plan that will ultimately assist in improving cemetery access to these locations.

Upcoming Tactics :

- The Town will 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. 3rd Quarter 2023
- The Town will 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. The Town will 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. 3rd Quarter 2023 - 4th Quarter 2024

Town of Hilton Head Island

Inclusive Community Policy

Strategic Initiative Name: Conduct Community Engagement Survey

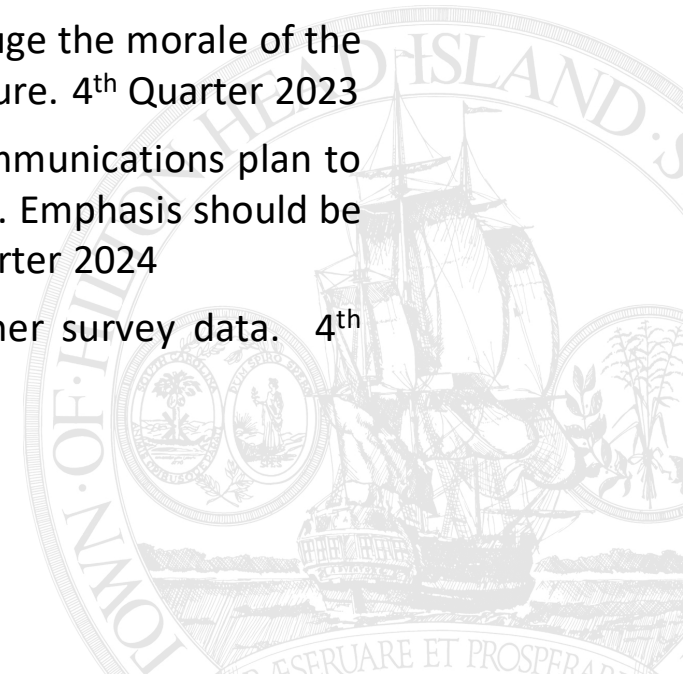
Strategic Fiscal Year: 2023

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.

Upcoming Tactics:

- Identify proposed survey objectives for each assessment category (quality of community life, service delivery, public trust and public engagement) will be prepared to facilitate discussion with Town Council and various key stakeholders. 4th Quarter 2023
- The survey objectives will be presented to the Community Services and Public Safety Committee to gauge the morale of the community and citizen feedback on their interactions with public facilities and Town-owned infrastructure. 4th Quarter 2023
- Once survey objectives have been identified, develop an implementation plan and corresponding communications plan to successfully launch and promote the community engagement survey to ensure maximum participation. Emphasis should be placed on removing barriers to participation so that the survey is accessible to all. 1st Quarter – 2nd Quarter 2024
- Analyze responses and prepare an improvement plan based upon the collected responses and other survey data. 4th Quarter 2024



Town of Hilton Head Island

Inclusive Community Operational

Strategic Initiative Name: Assist With Implementing Mitchelville Master Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Jennifer Ray, Capital Program Manager

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.

Ongoing Tactics:

- ✓ The joint use of Town and Beaufort County Owned property has been successfully leased to the Historic Mitchelville Freedom Park organization.

Upcoming Tactics:

- The Capital Improvement Program Division will coordinate on implementation of Mitchelville Master Plan including enhanced signage, parking, site development, design assistance, amenities, and other site improvements for inclusion within its FY2023-2024 CIP budget. 1st Quarter 2023
- The current Memorandum of Understanding between the Town and Historic Mitchelville Freedom Park Inc. expires in March of 2023. A renewal will need to be processed through Community Services and Public Safety Committee and will be brought forward for consideration at its February 27, 2023 meeting. 1st Quarter 2023
- Complete all identified FY2023-2024 CIP enhancements in support of the Mitchelville Master Plan. 4th Quarter 2023



Town of Hilton Head Island

Inclusive Community Operational

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

Strategic Fiscal Year: 2023

Staff Project Manager: Natalie Harvey, 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).

Ongoing Tactics:

- ✓ The Shelter Cove Pathway Extension project will be completed in early 2023. Temporary sculptures for the designated art installation areas are being selected, and once approved, will be installed within the pathway extension.
- ✓ Staff is pursuing a new public art initiative at the Sailing and Rowing Center and is awaiting a proposal from Amiri Farris for the creation of a community mural. The mural would depict Cap'n Dave, BASF, and the local Fishing Cooperative story. Several interpretive panels and a replica bateau would also be installed on site as part of this project. Staff will be meeting with Native Islander leadership in late January to discuss further details.

Upcoming Tactics:

- Staff will be assessing options for public art opportunities in conjunction with the development of Phase 1 of the new Mid-Island park (Carolina Parakeet and Cast Net Toss). 2nd Quarter – 3rd Quarter 2023



Strategic Initiatives

Connected Community

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



Town of Hilton Head Island

Connected Community Policy

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

Fiscal Year: 2023

Staff Project Manager: Zenos Morris, Assistant Community Development Director

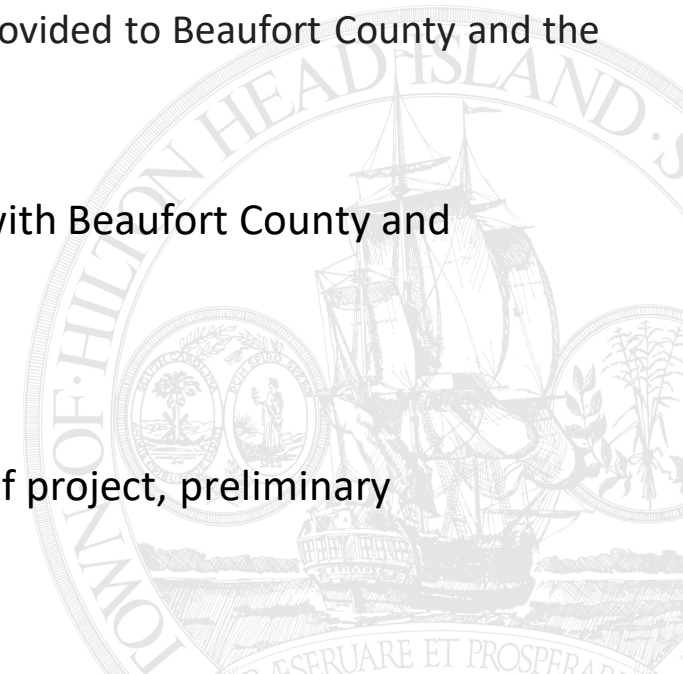
Initiative Description: Assist St. James Baptist Church and Beaufort County in the successful relocation of the church congregation to a mutually agreed upon location that will meet the needs of the church and of the greater community.

Ongoing Tactics:

- ✓ The Town has been meeting with representatives St. James Baptist Church to discuss strategies for moving forward with Beaufort County and the Federal Aviation Administration(FAA).
- ✓ St. James Baptist Church has identified the firm “Your Church Partners” to serve as the owner’s representative on this project and to help serve as a project manager in advancing discussions with both the Town, Beaufort County, and the FAA.
- ✓ The Town is assisting in the creation of a scope of work and corresponding draft contract that will be provided to Beaufort County and the St. James Baptist Church for review and execution.

Upcoming Tactics:

- A proposed critical path to completion of this mitigation project has been identified and shared with Beaufort County and involves undertaking the following actions:
 1. Obtain an updated building and land Assessment and corresponding updated appraisal.
 - a. Funded by Town/County MOU
 2. St. James Baptist Church will contract with the owner’s representative to establish scope of project, preliminary design, including MEP, and reset scope expectations and opinion of probable cost/pricing.
 - a. Funded by Town/County MOU



Town of Hilton Head Island

Connected Community Policy

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

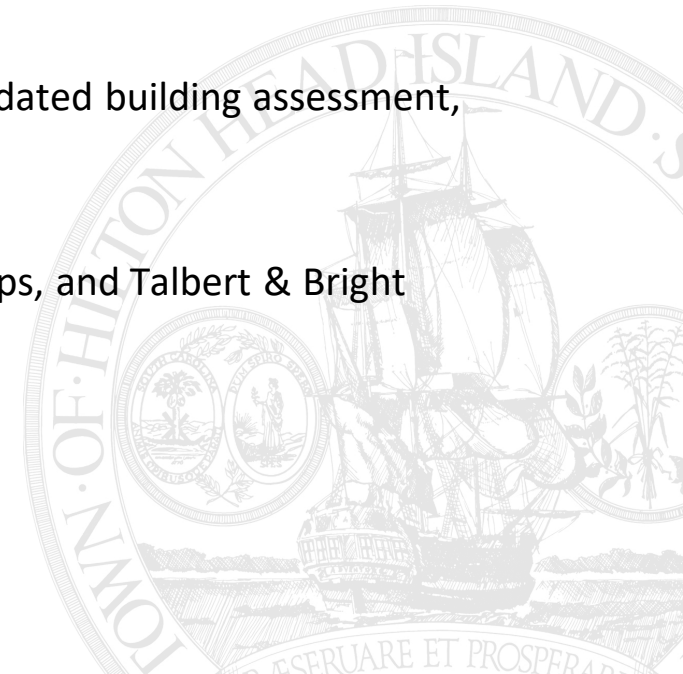
Fiscal Year: 2023

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.

Upcoming Tactics Continued:

3. FAA / Beaufort County / HHI / St. James Baptist Church to meet regarding current application to FAA for airport expansion mitigation.
4. St. James Baptist Church owners' representative to confirm/revise St. James Baptist Church scope of mitigation plan including an updated opinion of probably cost.
5. Town Council to formulate policy on donation vs purchase of Town-owned property.
6. Prepare revised FAA application to include updated information including updated appraisal, updated building assessment, updated scope of project, updated opinion of probable cost.
 - a. Funded by Town/County MOU
7. Use qualified engineering services along with Zenos Morris, John Rembold, St. James owners' reps, and Talbert & Bright representatives to review and submit updated FAA application.
 - a. Funded by Town/County MOU
8. Receive and review FAA determination on updated mitigation plan.
9. Town of HHI/BC to determine assistance with funding gap (if any).



Town of Hilton Head Island

Connected Community Policy

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

Fiscal Year: 2023

Staff Project Manager: Missy Luick, Assistant 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.

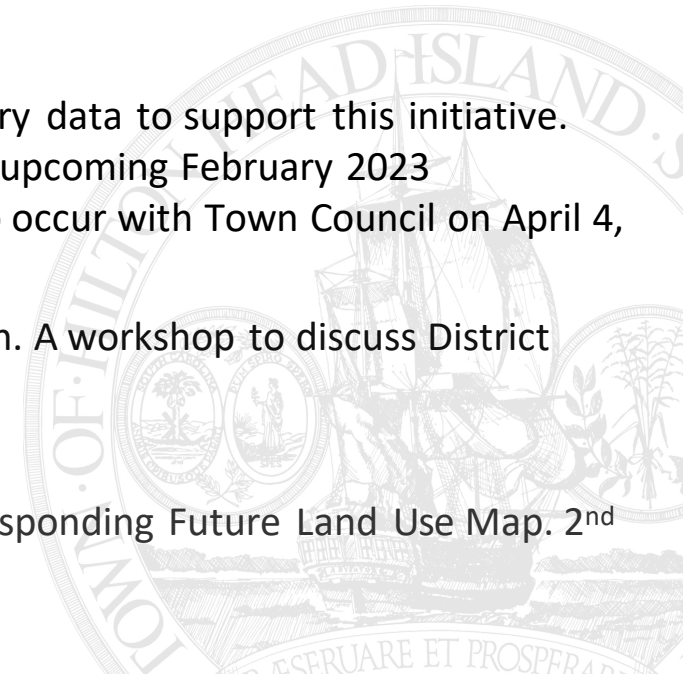
The development of an Island Growth Framework and a corresponding Illustrative Master Plan will transform this vision into implementation and ensure that the scarce resource of space will guide all future development, direct the calibration of the Town's LMO and help facilitate the implementation of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

Ongoing Tactics:

- ✓ Coordination of the conditions and trends assessment is underway which will provide necessary data to support this initiative. This coordination is focused on developing a detailed analysis and strategy that will be discussed at an upcoming February 2023 stakeholder meeting. A workshop to review the conditions and trends assessment data is scheduled to occur with Town Council on April 4, 2023.
- ✓ Identification and assessment of proposed district boundaries for additional district planning has begun. A workshop to discuss District Planning and Growth Framework will be set to occur on May 2, 2023.

Upcoming Tactics:

- The various district maps will be collectively used to establish a Growth Framework Map and a corresponding Future Land Use Map. 2nd Quarter 2023 – 3rd Quarter 2023



Town of Hilton Head Island

Connected Community Policy

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

Strategic Fiscal Year: 2023

Staff Project Manager: Missy Luick, Assistant Community Development Manager

Upcoming Tactics Continued:

- The Growth Framework Map will be utilized to align the Land Management Ordinance with appropriate zoning, design, and development standards. 3rd Quarter 2023 – 4th Quarter 2023
- These adjustments and modifications will then guide the development of the Illustrative Master Plan and policy recommendations for corresponding Land Management Ordinance code changes. 3rd Quarter 2023 – 4th Quarter 2023



Town of Hilton Head Island

Connected Community Policy

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

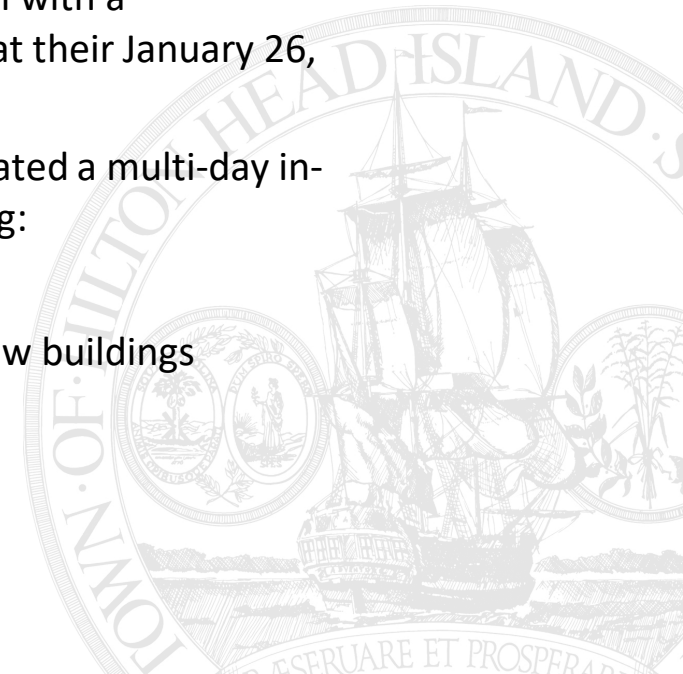
Fiscal Year: 2023

Staff Project Manager: Missy Luick, Assistant 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 a realistic, fact-based, data-driven analysis of the current LMO and will effectuate potential changes that may be necessary to achieve the community's identified land development goals and smart growth framework.

Ongoing Tactics:

- ✓ A series of potential LMO amendments have been identified for consideration. Public Hearings on these changes as well as an LMO amendment that would create a new Islander Mixed-Use zoning district were held by the Planning Commission on December 21, 2022. The Planning Commission recommended both amendments be sent to Town Council with a recommendation that they be adopted. The Public Planning Committee will consider both amendments at their January 26, 2023, meeting.
- ✓ Staff continues to perform a comprehensive SWOT analysis on all the Town's LMO regulations and facilitated a multi-day in-person retreat with code writing experts. Areas of evaluation included, 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
 - Improving the quality of stormwater runoff
 - Evaluation of new subdivision regulations
 - Design and performance standards



Town of Hilton Head Island

Connected Community Policy

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

Fiscal Year: 2023

Staff Project Manager: Missy Luick, Assistant 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 a realistic, fact-based, data-driven analysis of the current LMO and will effectuate potential changes that may be necessary to achieve the community's identified land development goals and smart growth framework.

Upcoming Tactics :

- Staff will align the project schedule with the Growth Framework Map, Future Land Use Map, and the Illustrative Master Plan to propose amendments through the legislative adoption process, including LMO Committee, Planning Commission, Public Planning Committee, and Town Council. 1st Quarter – 4th Quarter 2023



Town of Hilton Head Island

Connected Community Operational

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

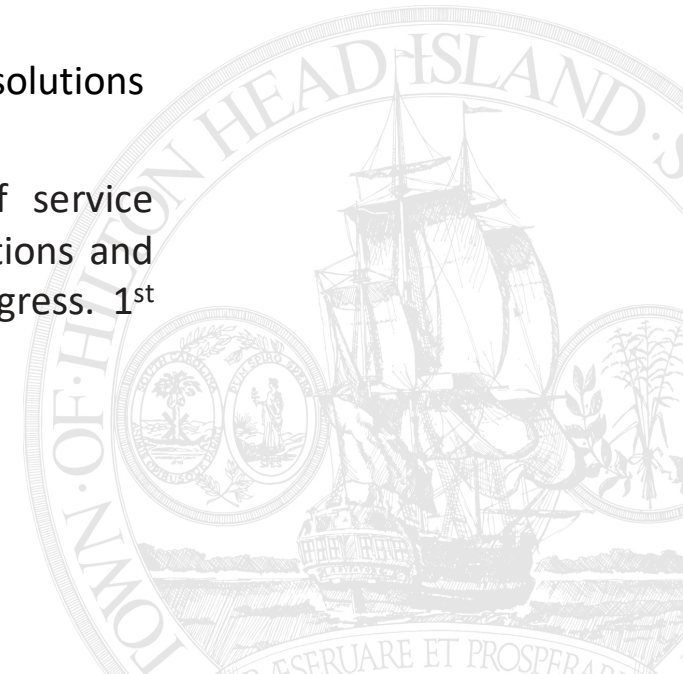
Fiscal Year: 2023

Staff Project Manager: Thomas Sunday, Director of Technology and Innovation

Initiative Description: To understand existing and future needs for broadband internet supply and demand in different community segments and evaluate/improve wireless call quality and reliability on the island.

Upcoming Tactics:

- Partner with local telecommunications and utility service providers to conduct a cellular and broadband services survey to understand population segment service needs and how they are being met with existing service providers. 3rd Quarter 2023
- Based on survey data, research and identify alternative solutions for different community segment demands. 3rd Quarter – 4th Quarter 2023
- Prepare a matrix presentation showing the different community segment's needs and identify potential solutions based on various technology options. 1st Quarter 2024
- 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. 1st Quarter 2024



Town of Hilton Head Island

Connected Community Operational

Strategic Initiative Name: Establish Sustainable Environmental Practices Social Media Campaign

Fiscal Year: 2023

Staff Project Manager: Carolyn Grant, Communications Director

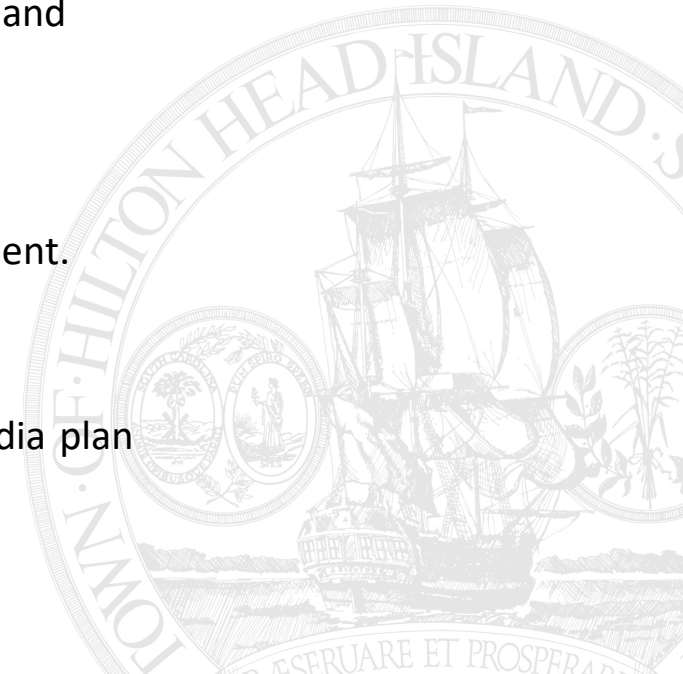
Initiative Description: The Town places special interest in protecting the environment and supporting environmentally sustainable practices are a clear mandate of the adopted Our Plan. In order to communicate with the greater Hilton Head Island community, the Town will engage in a purposeful social media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

Ongoing Tactics:

- ✓ A Facebook campaign was launched in 2022 to promote sustainable environmental practices with an intent to grow the audience and drive action through education, inspiration and awareness.
- ✓ 28 posts were related on Island Flora and Fauna and 14 posts related to protection/sustainability of the Island environment. Additional updates are prepared on a monthly update.
- ✓ An Instagram campaign was launched in 2022 with the intent of enhancing our pride of place through sharing beautiful photographs and inspirational messaging.
- ✓ 21 posts related to Island Flora and Fauna and 22 posts related to highlighting the natural Island environment. Additional updates are prepared on a monthly basis.

Upcoming Tactics:

- Social media for sustainable environmental practices has been incorporated into the overall social media plan and will be implemented according to the plan direction. 1st Quarter 2023 – 4th Quarter 2023



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

Fiscal Year: 2023

Staff Project Manager: Bryan McIlwee, Assistant Community Development Director

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

Ongoing Tactics:

- ✓ During the November 1, 2022, Town Council meeting, questions were raised regarding the impact to applicants of having to acquire the impact fee certification from Beaufort County as well as questions pertaining to provisions within the proposed Intergovernmental Agreement. As a result, this item has been sent back to the Finance and Administrative Committee for further review and discussions. The Finance and Administrative Committee is scheduled to review this matter at their March 21, 2023, meeting.

Upcoming Tactics:

- If the Town enters into a Intergovernmental Agreement with Beaufort County for the collection of Impact Fees, then no later than May 1st of each year, representatives of the Town and County will meet to discuss projects and prioritize expenditures under the Capital Improvement Plan for the upcoming fiscal year. 2nd Quarter 2023
- Staff will ensure that an appropriate amount of the Development Impact Fees are being applied toward Facilities and Capital improvements located within the incorporated limits of the Town. 2nd Quarter – 4th Quarter 2023



Town of Hilton Head Island

Regional Focus Policy

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

Fiscal Year: 2023

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.

Ongoing Initiatives:

- Meetings between the Mayor, Town Manager, County Council Chairman, and County Administrator continue to occur on a semi-regular basis.

Upcoming Tactics:

- ✓ This is an ongoing tactic and the subject matter, dates, times, and locations for future joint meetings will be coordinated when requested either by the Town or by Beaufort County.



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

Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Town Engineer

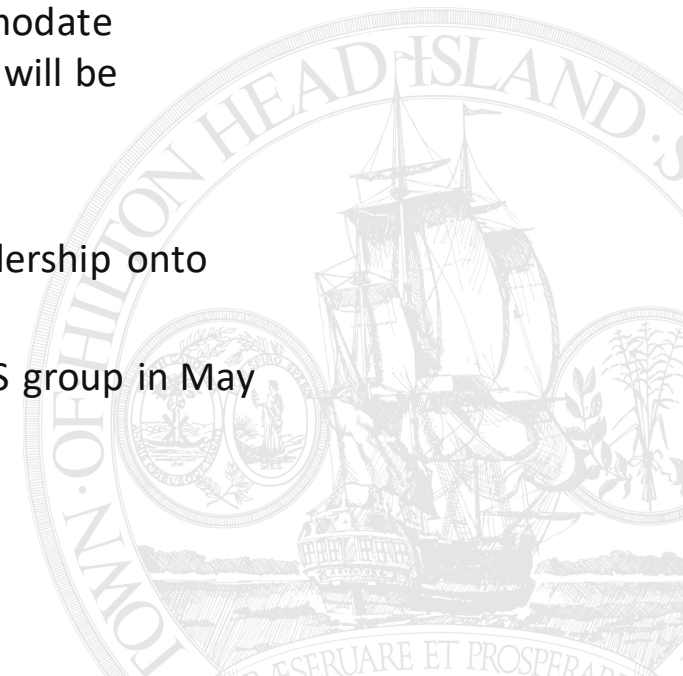
Initiative Description: To improve the quality of life and promote economic growth within the Town and region via the provision of a synergistic multi-modal transportation system that reduces the reliance of the public on single-occupant motor-vehicle trips and enhances the Town's reputation as a proactive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

Ongoing Initiatives:

- ✓ Town staff has met with South Carolina Department of Transportation Intermodal officials and discussed their 2040 Multi-Modal Plan and how it can apply it to Hilton Head Island and the southern Beaufort County area.
- ✓ The Town's multi-use pathway standards are being assessed for potential revision in order to accommodate observed increases in bicycles usage (including e-bike usage) and pedestrian activities. The standards will be incorporated as a part of the various corridor improvement studies that are actively being pursued.

Upcoming Tactics:

- Staff will be meeting with Palmetto Breeze (LRTA) to identify ways in which to potentially enhance ridership onto Hilton Head Island. 2nd Quarter 2023
- Future tactics in this area will rely on the LATS Long range Transportation Plan as adopted by the LATS group in May of 2022.



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

Strategic Initiative Name: Implement the Town's Workforce & Affordable Housing Strategy

Fiscal Year: 2023

Staff Project Manager: Missy Luick, Assistant Community Development Director

Initiative Description: Develop appropriate policies that will support the growth and expansion of workforce and affordable housing opportunities on the Island to pursue this initiative a high priority and to accomplish the goals outlined in the adopted the Workforce Housing Strategic Plan.

Ongoing Tactics:

- ✓ The Workforce Housing Program Manager job description was finalized in December and officially posted Jan 3rd. The position has been posted on the Town's website and other traditional locations along with state and national partners and industry (Affordable Workforce Housing) organizations to include but not limited to: Together SC (state nonprofit organization), SC Association for Community Economic Development, (SCACED), SC ULI, SCBIZ, Shelter Force, National Organization of Housing Officials (NARHO), Public Housing Authorities Directors Association (PHADA).
- ✓ The Town has finalized a contract with Together Consulting (Tammie Hoy Hawkins) to support implementation of the adopted Workforce Housing Framework. Initial focus is to develop a displacement strategy, identify the framework for a community-led Housing Action Committee to be established by the Town, creating an asset map of existing workforce housing partners, resources and activities and working on creating a community survey for broad community input (in which key components and questions to be defined by Council). Program work and delivery are expected to start in March of 2023 and will produce a schedule for implementation in 2023.

Upcoming Tactics:

- Monthly updates will be presented to Town Council beginning with the February 21, 2023, meeting to provide status updates on the implementation of the adopted framework. This will provide critical information to the public on the progress that is being made and the resources and opportunities to support workforce housing that are being identified. 1st Quarter 2023

Town of Hilton Head Island ‘Right-Sized’ Infrastructure Policy

Strategic Initiative Name: Develop William Hilton Parkway Gateway Corridor Plan

Fiscal Year: 2023

Staff Project Manager: Shawn Colin, Assistant Town Manager – Community Development

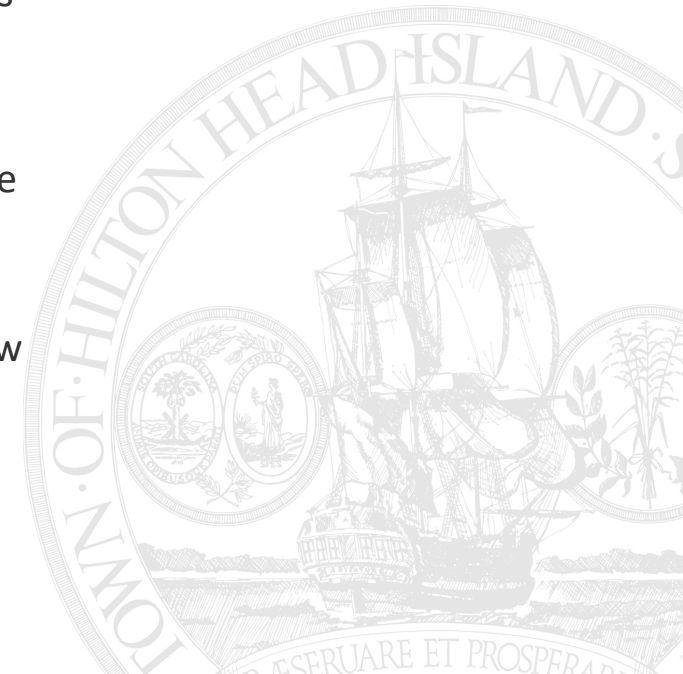
Initiative Description: Execute the goals and objectives outlined in the adopted “Guiding Principles for the US278 Gateway Corridor Project” as a comprehensive corridor improvement plan stretching from the mainland to the Cross Island Parkway and any/all ancillary or affected areas included therein.

Ongoing Tactics:

- ✓ Staff presented an updated to Town Council at its January 17, 2023, meeting regarding the progress of the joint Town and Beaufort County Selection Team status on selecting an independent consultant to conduct an end-to-end analysis. Following this presentation, Town Council instructed staff to undertake the necessary steps to solicit and retain a separate independent contractor who will perform an analysis solely on behalf of the Town.

Upcoming Tactics:

- The Town will obtain the services of an independent consultant to prepare an end-to-end analysis of the William Hilton Parkway Gateway Corridor project to include identification of impacts to surrounding property owners and mitigation options for the project. 1st Quarter 2023
- Following completion of the independent study, the results will be presented to Town Council for review and discussion. 4th Quarter 2023



Town of Hilton Head Island 'Right-Sized' Infrastructure Policy

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

Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Town Engineer

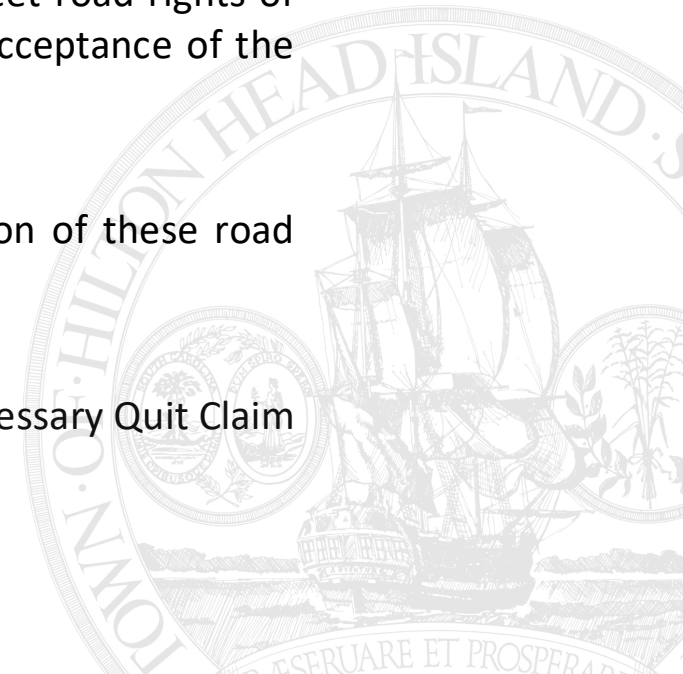
Initiative Description: Main Street is a minor arterial and serves as a commercial frontage road to William Hilton Parkway. This and the three side streets connecting William Hilton Parkway offer the traveling public an alternative should there be a wreck, heavy traffic, etc. The poor condition of Main 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.

Ongoing Tactics:

- ✓ The Town Attorney has obtained all but three (3) of the required Quit Claim Deeds for the Main Street road rights of way as well as the additional adjacent roadways identified in Town Council's Resolution approving acceptance of the roadways.
- ✓ Monthly updates are being provided to Town Council on the status of all remaining Quit Claim Deeds.
- ✓ The engineering and design work for the infrastructure improvements associated with the acquisition of these road right of ways is ongoing as part of a defined Capital Improvement Project.

Upcoming Tactics:

- The Town may need to institute condemnation proceedings if it is not otherwise able to obtain the necessary Quit Claim Deeds voluntarily. 1st Quarter 2023



Town of Hilton Head Island 'Right-Sized' Infrastructure Policy

Strategic Initiative Name: Adopt Community Addressing Ordinance

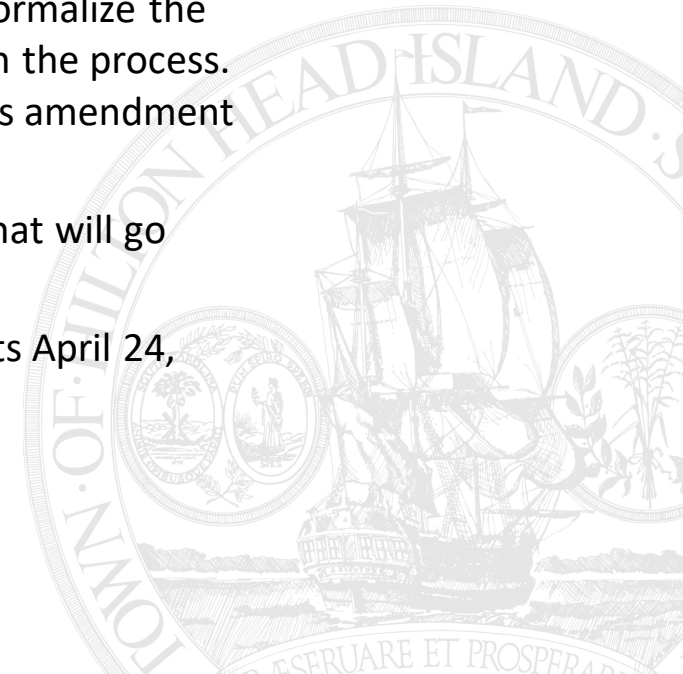
Fiscal Year: 2023

Staff Project Manager: Joheida Fister, Deputy Fire Chief

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 be utilized whenever possible the best available methods and follow the National Emergency Number Association (NENA) and United States Postal Services (USPS) standards for addressing.

Upcoming Tactics:

- Chief Blankenship will discuss this initiative during his report to Community Services & Public Safety Committee on February 27, 2023. 1st Quarter 2023
- This Ordinance will be incorporated as an amendment to the Town's Land Management Ordinance to formalize the addressing process that is currently in place and will define who is responsible for specific actions within the process. Currently these requirements are spread out and not easy for the public to understand. Adoption of this amendment will also bring consistency to the process.
- The Town has engaged a consultant to assist in preparing the recommended changes and the manual that will go along with implementation of the Ordinance's provisions.
- A draft of the Ordinance will be presented to the Community Services and Public Safety Committee at its April 24, 2023, meeting. 2nd Quarter 2023



Town of Hilton Head Island 'Right-Sized' Infrastructure Policy

Strategic Initiative Name: Adopt Traffic Calming Policy

Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Town Engineer

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.

Completed Initiatives:

- ✓ Staff has completed researching similar policies from peer communities at both the municipal and county level of local government.

Ongoing Initiatives:

- A draft of the proposed traffic calming policy will be created based upon the research that has been obtained and will seek to balance the potentially conflicting priorities of transportation safety and public safety response capabilities.
- A presentation of the draft policy will be provided to the Community Services and Public Safety Committee at its July 24, 2023, meeting.



Town of Hilton Head Island 'Right-Sized' Infrastructure Project

Strategic Initiative Name: Complete the Cross Island Parkway Toll Booth Removal and Reconfiguration Project

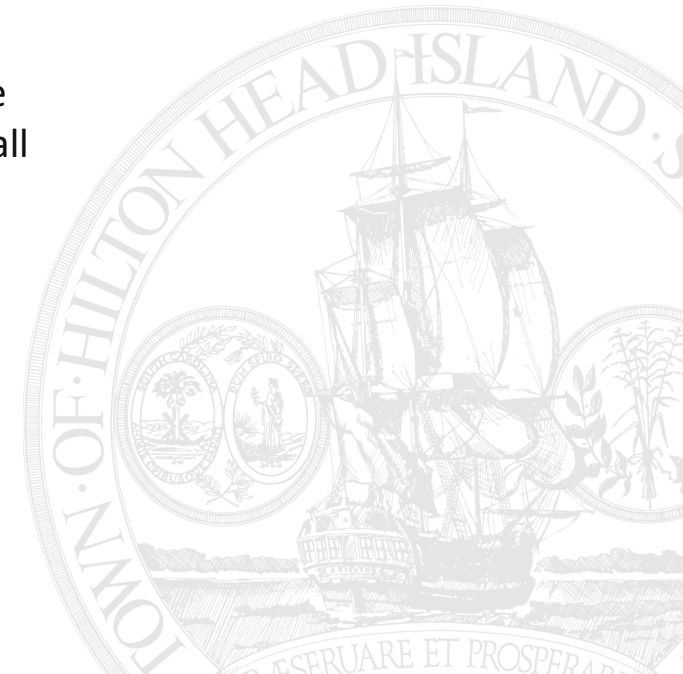
Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Town Engineer

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.

Ongoing Initiatives:

- ✓ The SCDOT contractor hired to perform the removal of the toll booths, the resurfacing of the Parkway, and the reconfiguration of the bicycle pathways has achieved substantial completion.
- ✓ Punchlist work is ongoing and will be completed by the end of 2023.
- ✓ Transfer of the former Toll Plaza Administration building is being processed through the SCDOT administration and will be provided to the Town for review and acceptance.
- ✓ The Palmetto Bay Road Corridor study has been extended to include the Cross Island Parkway through the former toll booth area, and the Town will address consistency, aesthetics, landscaping, lighting, and overall safety through these corridor improvements.



Town of Hilton Head Island 'Right-Sized' Infrastructure Project

Strategic Initiative Name: Implement Capital Improvement Program (CIP)

Fiscal Year: 2022

Staff Project Manager: Jennifer Ray, Capital Program Manager

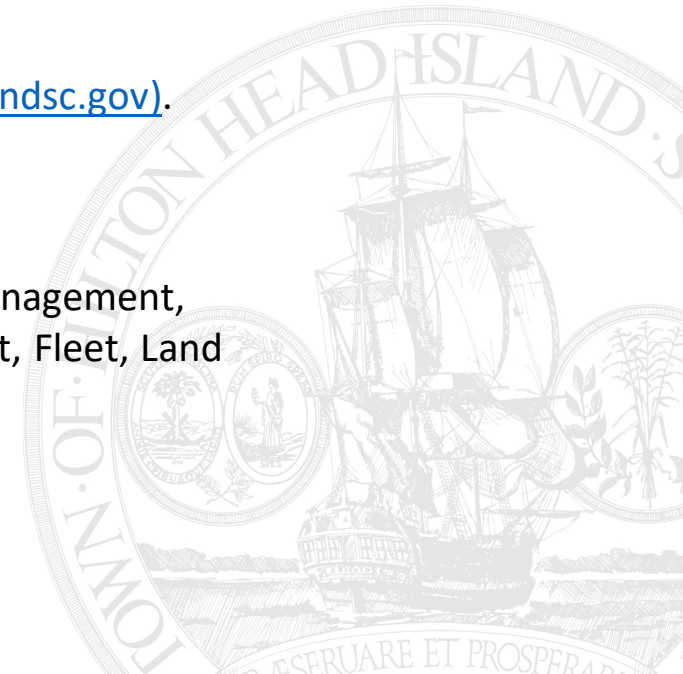
Initiative Description: The Capital Improvement Program (CIP) is the Town's five-year program for planning capital improvement needs identified in the Comprehensive Plan, and other adopted Town Plans. The CIP links this Plan to the Comprehensive Plan with fiscal capacity. Capital needs are synchronized 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.

Ongoing Tactics:

- ✓ A CIP Hub has been created to communicate the status of each approved capital project ([hiltonheadislandsc.gov](https://www.hiltonheadislandsc.gov)).
- ✓ The CIP Team also publishes a quarterly newsletter with key project updates and upcoming meetings.

Upcoming Tactics:

- FY2024 CIP projects are being considered for approval and will occur within the categories of Beach Management, Pathway Management, Roadway Management, Park Management, Facilities & Equipment Management, Fleet, Land Acquisition and Housing.



Strategic Initiatives

Parks & Recreation

Implement the Parks + Recreation Master Plan.



Town of Hilton Head Island

Parks & Recreation Operational

Strategic Initiative Name: Establish Parks & Recreation Marketing Plan

Fiscal Year: 2023

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.

Ongoing Tactics:

- ✓ The Town's Capital Improvement Program launched a community survey focusing on Parks and Recreation questions to gather public feedback.

Upcoming Tactics:

- Information from this survey will be used in the development of a Parks and Recreation Marketing Plan. 4th Quarter 2023



Town of Hilton Head Island

Parks & Recreation Operational

Strategic Initiative Name: Ford Shell Ring Park Development

Fiscal Year: 2023

Staff Project Manager: Missy Luick, Assistant Community Development Director

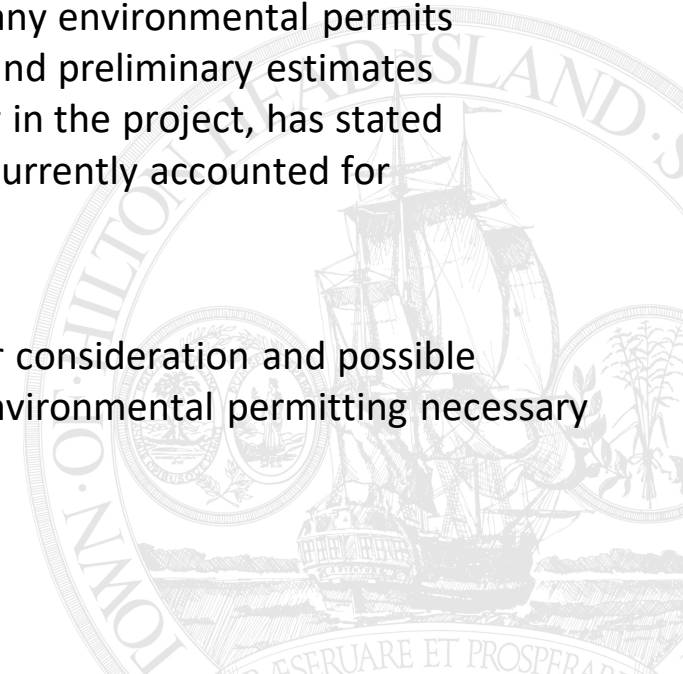
Initiative Description: Assist in the creation of a new public park that will provide passive recreation access to the Ford Shell Ring historical site and convey information to the public regarding the significant historical and cultural attributes that the shell ring represents.

Ongoing Tactics:

- ✓ The Town entered into a Joint Operating Agreement for the construction and future operations of the proposed Ford Shell Ring park project.
- ✓ Permits were sought from the South Carolina Historic Preservation Office (SHIPO) to begin construction of the proposed park infrastructure.
- ✓ The SHIPO determined that additional archeological surveying and research would be required before any environmental permits can be issued for this project. Staff has sought quotes to perform these additional services this month and preliminary estimates have indicated that this work will be approximately \$50,000 to complete. Beaufort County, as a partner in the project, has stated that it does not have any available financial resources to pay for these services and the expense is not currently accounted for within the Town's budget.

Upcoming Tactics:

- Staff is evaluating the option of placing this funding request within the upcoming FY2024 CIP budget for consideration and possible adoption. If approved, the required archeological surveys would be conducted in order to obtain the environmental permitting necessary to continue forward with the park development. 3rd Quarter 2023



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

Fiscal Year: 2024

Staff Project Manager: Shawn Colin, Assistant Town Manager – Community Development

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.

Upcoming Tactics:

- Review of a proposed partnership with Beaufort County to develop the Northridge Tract as a passive park will be included as part of the Town's soon to be developed asset management plan. 1st Quarter 2024
- If Town Council and Beaufort County are interested, additional project steps will include, but not be limited to, visiting the site, ordering updated surveys, and reviewing the activities allowed per the conservation easement. Development a conceptual plan with passive recreational opportunities also be pursued. This conceptual plan would be reviewed with the Hilton Head Land Trust Board and then presented to Town Council for input. 2nd Quarter 2024 – 3rd Quarter 2024





TOWN OF HILTON HEAD ISLAND

Public Comment



TOWN OF HILTON HEAD ISLAND

TOWN COUNCIL DISCUSSION



Town of Hilton Head Island

Day 2 Look Ahead

1. Review of Ongoing and Upcoming Capital Improvement Projects

- a. Capital Improvement Plan for FY2023 - 2024
- b. Capital Improvement Plan for FY2024 – 2025

2. Building the FY2023 – 2025 Strategic Action Plan

- a. Confirmation of Current Strategic Action Plan Strategies
- b. Identification of Additional Strategic Action Plan Strategies
- c. Review of First 6 Months, 2023 Priorities, 2024 Priorities, and 2025 Priorities and Beyond
- c. Prioritization of Strategies – Building the “Top 15”
- d. Strategic Action Plan Dashboard and Reporting
- e. Defining and Measuring Key Performance Indicators

3. Review of FY2023 – 2024 Budget Calendar

4. Day 2 – Public Comment

5. Day 2 – Town Council Discussion

- a. Final Thoughts by Mayor and Town Council

6. Adjournment



ADJOURNMENT

