

# Town of Hilton Head Island Strategic Action Plan FY 2021-2022

A strategic action plan presents in sufficient detail the intended activities of staff and associated agencies necessary to successfully implement the policy directions of Town Council in furthering the Town’s Mission. 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;
- Assist in potential revisions to existing 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.

## **Contents**

Vision.....	3
Mission.....	3
<b>1. Excellence .....</b>	<b>4</b>
<b>1.1. American Rescue Plan .....</b>	<b>4</b>
<b>1.2. Revenue Sources .....</b>	<b>4</b>
<b>1.3. Parking .....</b>	<b>4</b>
<b>1.4. Short-Term Rentals .....</b>	<b>5</b>
<b>1.5. Affiliated Agencies.....</b>	<b>5</b>
<b>1.6. Redistricting .....</b>	<b>5</b>
<b>1.7. Cultural Affairs.....</b>	<b>5</b>
<b>1.8. Financial Policies.....</b>	<b>6</b>
<b>1.9. Real Estate Transfer Fee .....</b>	<b>6</b>
<b>1.10. Beach Plan .....</b>	<b>6</b>
<b>1.11. Beach Shuttle.....</b>	<b>6</b>
<b>1.12. Brand Strategy .....</b>	<b>6</b>
<b>1.13. Human Resources Plan .....</b>	<b>7</b>
<b>1.14. Technology &amp; Innovation Plan.....</b>	<b>7</b>
<b>1.15. COVID-19 .....</b>	<b>7</b>
<b>1.16. Permitting &amp; Plan Reviews.....</b>	<b>7</b>
<b>1.17. Employee Satisfaction.....</b>	<b>8</b>
<b>1.18. Boards, Commissions &amp; Committees .....</b>	<b>8</b>
<b>1.19. Services Delivery.....</b>	<b>8</b>
<b>1.20. Fire Rescue Center.....</b>	<b>8</b>
<b>1.21. Fire Rescue Plan .....</b>	<b>9</b>
<b>1.22. Communications Plan.....</b>	<b>9</b>
<b>1.23. Organizational Performance.....</b>	<b>9</b>
<b>1.24. SeeClickFix .....</b>	<b>9</b>
<b>2. Environmental Sustainability .....</b>	<b>10</b>
<b>2.1. Beach Program &amp; Plan .....</b>	<b>10</b>
<b>2.2. Solid Waste &amp; Recycling.....</b>	<b>10</b>
<b>2.3. Public Service Districts .....</b>	<b>11</b>
<b>2.4. Resiliency .....</b>	<b>11</b>
<b>2.5. Sustainability &amp; Resource Protection .....</b>	<b>11</b>
<b>2.6. Community Recertification .....</b>	<b>11</b>

3. Revitalized Economy .....	12
3.1. Business Licensing .....	12
3.2. Property Plan .....	12
3.3. DMO Plan & Performance .....	12
3.4. Economic Development Strategy .....	13
3.5. Historic & Cultural Development.....	13
4. Inclusive Community .....	14
4.1. Gullah Geechee Plan .....	14
4.2. USCB Partnership .....	14
4.3. HUD/CDBG Program .....	14
4.4. Landmarks .....	15
4.5. Community Engagement.....	15
4.6. Mitchelville Plan .....	15
4.7. Art & Culture.....	15
5. Connected Community.....	16
5.1. St. James Baptist Church .....	16
5.2. e-Bikes & e-Scooters .....	16
5.3. Mid-Island Plan .....	16
5.4. Growth Plan.....	16
5.5. LMO.....	17
5.6. Website.....	17
5.7. Fiber/Cellular Capabilities.....	17
5.8. Social Media.....	17
6. Regional Focus .....	19
6.1. Impact Fee .....	19
6.2. Housing Trust Fund .....	19
6.3. Transportation Plan .....	19
6.4. Regional Meetings.....	19
6.5. Multi-Modal Transportation.....	20
7. 'Right-Sized' Infrastructure .....	21
7.1. Housing Strategy .....	21
7.2. Gateway Corridor Plan .....	21
7.3. Main Street .....	21
7.4. Community Addressing.....	22
7.5. Traffic Calming .....	22
7.6. Parkway Toll Booth.....	22
7.7. Capital Improvements .....	23
8. Parks & Recreation.....	24
8.1. Marketing Plan .....	24
8.2. Ford Shell Ring.....	24
8.3. Northridge Conservation Tract .....	24
Administrative Information.....	25

# Town of Hilton Head Island (HHI)

## Description:

Incorporated in 1983 as a limited services government, the Town of Hilton Head Island proudly serves a diverse community of more than 40,000 residents and over 2.5 million annual visitors in all facets of life, work, and recreation. Each day, a devoted workforce of 119 Town Hall staff and 142 Fire Rescue staff come together to ensure the needs of the community are met through municipal service.

## Stakeholder(s):

### Hilton Head Town Council

**John J. McCann :**

*Mayor*

**William D. Harkins :**

*Mayor Pro-Tem, Ward 2*

**Alex Brown :**

*Ward 1*

**David Ames :**

*Ward 3*

**Tamara Becker :**

*Ward 4*

**Thomas W. Lennox :**

*Ward 5*

**Glenn Stanford :**

*Ward 6*

### Hilton Head Town Staff

**Marc Orlando, ICMA-CM :**

*Town Manager*

**Joshua A. Gruber, JD, MPA :**

*Deputy Town Manager*

**Angie Stone, IPMA-SCP :**

*Assistant Town Manager*

**Shawn A. Colin, AICP :**

*Senior Policy Advisor to Town Manager*

**Krista Wiedmeyer :**

*Town Clerk*

**Jeff Buckalew, PE :**

*Interim Infrastructure Services Director*

**Carolyn Grant :**

*Communications Director*

**Jenn McEwen :**

*Director of Cultural Affairs*

**Jennifer B. Ray :**

*Capital Program Manager*

**Lisa Stauffer :**

*Director of Human Resources*

**Brad Tadlock :**

*Fire Chief*

**John Troyer :**

*Finance Director*

**John Tuttle :**

*Technology & Innovation Director*

**Chris Yates :**

*Interim Community Development Director Contributor*

**Taylor Ladd :**

*Project Planner & Our Plan Project Lead*

## Vision

Successful implementation of the policy directions of Town Council

## Mission

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

## 1. Excellence

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

Relentless Pursuit of Excellence

### 1.1. American Rescue Plan

*Implement American Rescue Plan Funding Appropriation*

Start Date: FY 2021 | Purpose: As a result of the COVID-19 pandemic, the United States Congress adopted House Resolution 1319 known as the American Rescue Plan. This Act appropriated funding to local governments to counteract the impacts of the pandemic and to allow investment in services and infrastructure that would make the community more resilient from ongoing and future pandemics. Additionally, this Act allowed local governments to utilize this funding to restore revenues that it would have otherwise received in the absence of the pandemic and to utilize that funding for general public purposes. The Act requires that the Town provide reports on the expenditure of these funds by certain milestone dates and must ultimately develop an appropriate plan to fully expend all funding that it receives. The Town will receive \$5,227,178.00 under the Act.

**Stakeholder(s):**

**John Troyer :**

*Project Manager / Finance Director, Department:  
Finance*

### 1.2. Revenue Sources

*Assess Alternative Revenue Sources*

Start Date: FY 2021 | Purpose: Conduct an evaluation of potential future revenue sources to ensure that the Town can continue to deliver quality public services and facilities that achieve best-in-class distinction.

**Stakeholder(s):**

**John Troyer :**

*Project Manager / Finance Director, Department:  
Finance*

### 1.3. Parking

*Implement Parking Master Plan*

Start Date: FY 2022 | Purpose: Implementation of appropriate recommendations from the Walker Consultants Parking Master Plan so as to provide more effective regulation and enforcement of beach parking facilities, improve public communication concerning available parking opportunities, and develop an enterprise program through paid parking fees that can be reinvested into the parking management program and the overall improvement of the Town's beach access areas.

**Stakeholder(s):**

**Joshua Gruber :**

*Project Manager / Deputy Town Manager, Department:  
Executive*

## 1.4. Short-Term Rentals

### *Adopt & Implement Short Term Rental Regulations*

Start Date: FY 2022 | Purpose: Develop a Short-term Rental Ordinance to address the numerous impacts of short-term rentals on single-family neighborhoods including the destruction of neighborhoods, environmental impacts, demands on Fire Rescue services and infrastructure, and an imbalance between residential and resort districts.

#### **Stakeholder(s):**

##### **Teri Lewis :**

*Project Manager / Deputy Community Development Director, Department: Community Development*

## 1.5. Affiliated Agencies

### *Implement Affiliated Agency Town Funding Process*

Start Date: FY 2022 | Purpose: In order to ensure an equitable, consistent, and transparent means of receiving, evaluating, and making awards of public funding to private entities, the Town should undertake an examination of this process to fully understand what limitations, if any, are in place regarding the appropriate of public funds to private entities. There should also be the development of a formalized process that will guide this decision making process to achieve the desired outcomes in the consideration of these types of requests.

#### **Stakeholder(s):**

##### **Joshua Gruber :**

*Project Manager / Deputy Town Manager, Department: Executive*

## 1.6. Redistricting

### *Adopt & Implement 2020 Census Redistricting*

Start Date: FY 2022 | Purpose: The Town is constitutionally required to redraw the boundaries of its Town Council wards upon the completion of a decennial census in order to ensure equal representation and the cohesiveness of neighborhoods or other similar communities of interest.

#### **Stakeholder(s):**

##### **Joshua Gruber :**

*Project Manager / Deputy Town Manager, Department: Executive*

## 1.7. Cultural Affairs

### *Implement Cultural Affairs Strategic Plan*

Start Date: FY 2022 | Purpose: 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.

#### **Stakeholder(s):**

##### **Jenn McEwen :**

*Project Manager / Director of Cultural Affairs, Department: Office of Cultural Affairs*

## 1.8. Financial Policies

*Strengths, Weaknesses, Opportunities & Threats (SWOT) Assessment of Financial Policies*

Start Date: FY 2022 | Purpose: Conduct a comprehensive review of the Town's current formalized fiscal policies to identify any areas for improvement or further strengthening of the Town's fiscal practices.

**Stakeholder(s):**

**John Troyer :**

*Project Manager / Finance Director, Department:  
Finance*

## 1.9. Real Estate Transfer Fee

*Adopt Real Estate Transfer Fee Extension & Expansion*

Start Date: FY 2022 | Purpose: Pursue extension of the Real Estate Transfer Fee and evaluate the modification of its uses to allow for the maintenance and improvement of existing properties that have previously been acquired by the Town.

**Stakeholder(s):**

**Joshua Gruber :**

*Project Manager / Deputy Town Manager, Department:  
Executive*

## 1.10. Beach Plan

*Adopt & Implement Beach Master Plan*

Start Date: FY 2023 | Purpose: 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.

**Stakeholder(s):**

**Aaron Black :**

*Project Manager / Facilities Manager, Department:  
Infrastructure Services*

## 1.11. Beach Shuttle

*Enhance Beach Shuttle Services*

Start Date: FY 2023 | Purpose: 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 service and area trolley service so as to increase resident experience associated with these activities.

**Stakeholder(s):**

**Jeff Buckalew :**

*Project Manager / Interim Infrastructure Services  
Director Department: Infrastructure Services*

## 1.12. Brand Strategy

*Establish Island Brand Development Strategy*

Start Date: FY 2023 | Purpose: 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.

**Stakeholder(s):****Angie Stone :**

*Project Manager / Assistant Town Manager, Department: Executive*

**1.13. Human Resources Plan**

*Adopt & Implement a Human Resources Strategic Plan*

Start Date: FY 2023 | Purpose: Develop a Human Resources strategic plan that provides the methods to address current and future workforce needs to achieve Town Council's work plan.

**Stakeholder(s):****Lisa Stauffer :**

*Project Manager / Human Resources Director, Department: Human Resources*

**1.14. Technology & Innovation Plan**

*Adopt & Implement a Technology & Innovation Strategic Plan*

Start Date: FY 2023 | Purpose: Develop a Technology and Innovation Strategic Plan that provides a method to achieve overall and long-term information technology goals.

**Stakeholder(s):****John Tuttle :**

*Project Manager / Technology & Innovation Director, Department: Technology & Innovation*

**1.15. COVID-19**

*Respond to COVID-19 Pandemic*

Start Date: FY 2020 |

**Stakeholder(s):****Tom Dunn :**

*Project Manager / Emergency Manager, Department: Fire Rescue*

**1.16. Permitting & Plan Reviews**

*Improve Permitting & Plan Review Process*

Start Date: FY 2021 | Purpose: Identify areas of improvement within the Town's permitting and plan review processes so as 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.

**Stakeholder(s):****Teri Lewis :**

*Project Manager / Deputy Community Development Director, Department: Community Development*

### 1.17. Employee Satisfaction

#### *Conduct & Respond to Employee Satisfaction Survey*

Start Date: FY 2021 | Purpose: Conduct an Employee Survey assess employee engagement focusing on accountability, communication, recognition, working relationships and the employee's understanding and commitment to the Town's mission and core values.

#### **Stakeholder(s):**

##### **Lisa Stauffer :**

*Project Manager / Human Resources Director, Department: Human Resources*

### 1.18. Boards, Commissions & Committees

#### *Improve Administrative Support Process for Boards, Commissions & Committees*

Start Date: FY 2021 | Purpose: Implement a technology solution to ensure public meetings run smoothly, increase internal efficiency, and document decisions proficiently so policymaking is open and available to the public. Effectively manage boards and commission appointments, talent bank, applicant tracking, and administration required to optimize the processes of the various Town board, commissions, and committees.

#### **Stakeholder(s):**

##### **Krista Wiedmeyer :**

*Project Manager / Town Clerk, Department: Executive*

### 1.19. Services Delivery

#### *Research Trends & Implement Best-in-Class Municipal Services Delivery*

Start Date: FY 2021 | Purpose: 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.

#### **Stakeholder(s):**

##### **Shawn Colin :**

*Project Manager / Senior Policy Advisor to the Town Manager, Department: Executive*

### 1.20. Fire Rescue Center

#### *Acquire Fire Rescue Center for Public Service Excellence Re-accreditation*

Start Date: FY 2021 | Purpose: To maintain the current Fire Service Accreditation status from the Commission on Fire Accreditation International through the Center for Public Service Excellence. Fire Rescue has been an accredited agency since 2002 and this re-accreditation process will be the 5th time Fire Rescue has applied for this status and highlights a continuous improvement model that requires an internal self-assessment documenting how the department meets the CFAI criteria.

#### **Stakeholder(s):**

##### **Joheida Fister :**

*Project Manager / Deputy Chief/Fire Marshall, Department: Fire Rescue*



### 1.21. Fire Rescue Plan

*Implement Fire Rescue Strategic Plan*

Start Date: FY 2021 | Purpose: To address the goals and objectives identified in the 2019-2024 adopted Fire Rescue Strategic Plan that supports the continuous improvement of the department.

**Stakeholder(s):**

**Brad Tadlock :**

*Project Manager / Fire Chief, Department: Fire Rescue*

### 1.22. Communications Plan

*Enhance Communications Plan with Strong Social Media Emphasis*

Start Date: FY 2021 | Purpose: The enhancement of a Town communications plan with help to define the messages, priorities, strategies, and tools the Town will use when communicating with the community. The plan will ensure the Town's story is told effectively and will provide engagement between the Town and the community in a timely and effective manner. Further development of this plan will align with the strategic priorities of the Hilton Head Island Town Council thereby advancing the Town's goals and objectives.

**Stakeholder(s):**

**Carolyn Grant :**

*Project Manager / Communications Director, Department: Communications*

### 1.23. Organizational Performance

*Create a Culture of High Organizational Performance*

Start Date: FY 2022 | Purpose: Improve overall governmental service levels and operational accountability within Town government through the establishment of a culture that strives for organizational excellence.

**Stakeholder(s):**

**Marc Orlando :**

*Project Manager / Town Manager, Department: Executive*

### 1.24. SeeClickFix

*Implement SeeClickFix Mobile & Website Application*

Start Date: FY 2022 | Purpose: Enhance civic engagement by providing citizens with the ability to report issues like potholes, illegal dumping, overgrown parks and blight issues directly to the Town of Hilton Head Island. The issue submitter will receive an email when the request has been seen and assigned by the department and when the issue has been resolved. Department representatives will access the requests using Cartegraph OMS, the Town's asset/work order management system.

**Stakeholder(s):**

**John Tuttle :**

*Project Manager / Technology & Innovation Director, Department: Technology & Innovation*

## 2. Environmental Sustainability

*Create a resilient and sustainable environment through planning and policy*

### 2.1. Beach Program & Plan

*Implement Beach Renourishment Program & Update Beach Management Plan*

Start Date: FY 2022 | Purpose: The beaches of Hilton Head Island are one of its most vital assets and great care must be taken to manage them through future storm events and potential sea level rise. In order to improve the overall coastal resiliency of the island, protect natural habitats and resources and manage the beaches, the Town will work to review and propose cost-effective improvements to the beach management program. The elements of Town's beach nourishment program should be allowed to evolve with time to take advantage of lessons learned and to incorporate new goals. The present program has been highly successful in achieving the goals of buffering erosion, maintaining a desirable width and quality of recreational beach, renourishing on a flexible schedule with multiple sand sources, and exercising environmental sensitivity. The next step to improve upon this plan is adding increased storm protection and climate change resiliency to the goals with incremental improvements to the existing plan, using a cost effective approach that improves the resident and tourist experience at the beach.

**Stakeholder(s):**

**Jeff Buckalew :**

*Project Manager / Interim Infrastructure Services  
Director, Department: Infrastructure Services*

### 2.2. Solid Waste & Recycling

*Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Solid Waste & Recycling*

Start Date: FY 2023 | Purpose: The Town's Our Plan document lays out several goals related to increasing capacity with regards to processing recyclable materials and ensuring the long-term viability of solid waste disposal for the Island. To achieve these objective, the Town will need to work in coordination with Beaufort County as the agency responsible for household waste streams disposal for the entire county and jointly pursue opportunities that improve recycling and composting rates.

**Stakeholder(s):**

**Jeff Buckalew :**

*Project Manager / Interim Infrastructure Services  
Director, Department: Infrastructure Services*

### 2.3. Public Service Districts

*Work with Public Service Districts (PSDs) on Long-Term Capital Projects*

Start Date: FY 2023 | Purpose: Assess appropriate partnership opportunities with PSD Facilities and Capital Projects to ensure future delivery of potable water to Hilton Head Island residents.

**Stakeholder(s):**

**Public Service Districts**

**Jeff Buckalew :**

*Project Manager | Interim Infrastructure Services  
Director, Department: Infrastructure Services*

### 2.4. Resiliency

*Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency*

Start Date: FY 2022 | Purpose: As 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.

**Stakeholder(s):**

**Jeff Buckalew :**

*Project Manager | Interim Infrastructure Services  
Director, Department: Infrastructure Services*

### 2.5. Sustainability & Resource Protection

*Establish National Leadership Credibility in Environmental Sustainability & Resource Protection*

Start Date: FY 2021 | Purpose: Take appropriate actions to highlight that environmental protection and sustainability are truly foundational values of our Island community

**Stakeholder(s):**

**Sally Krebs :**

*Project Manager | Sustainable Practices Coordinator, Department: Community Development*

### 2.6. Community Recertification

*Acquire Audubon International "Sustainable Community" Recertification*

Start Date: FY 2021 |

**Stakeholder(s):**

**Audubon International**

**Sally Krebs :**

*Project Manager | Sustainable Practices Coordinator, Department: Community Development*

### 3. Revitalized Economy

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

#### 3.1. Business Licensing

*Adopt Municipal Association of South Carolina (MASC) Model Business License Ordinance*

Start Date: FY 2021 | Purpose: Take such legislative actions as necessary in order to ensure compliance with the requirements of Act 176 of 2020, the South Carolina Business License Standardization Act.

**Stakeholder(s):**

**Businesses**

**Municipal Association of South Carolina**

**April Akins :**

*Project Manager/ Revenue Services Manager, Department: Finance*

#### 3.2. Property Plan

*Develop Town-Owned Property Management, Asset Management & Utilization Plan*

Start Date: FY 2021 | Purpose: Comprehensively review and assess the approximately 1,400 acre inventory of Town-owned properties so as to possess a full and complete understanding of the historical acquisition of all Town-owned properties, the sources of funding that were utilized to effectuate the purchase of the properties, and any corresponding restrictions applicable to the use or maintenance of these properties. Once fully understood, develop an asset management plan consistent with existing industry best practices that articulates the life-cycle costs of owning, operating, and maintaining these properties along with expectations on potential public uses and service levels that could be appropriate for each property

**Stakeholder(s):**

**Shawn Colin :**

*Project Manager / Senior Policy Advisor to the Town Manager, Department: Executive*

#### 3.3. DMO Plan & Performance

*Implement Destination Marketing Organization (DMO) Marketing Plan & Measure Performance*

Start Date: FY 2021 | Purpose: 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.

**Stakeholder(s):**

**Jenn McEwen :**

*Project Manager / Director of Cultural Affairs, Department: Office of Cultural Affairs*

### 3.4. Economic Development Strategy

#### *Establish Economic Development Strategy*

Start Date: FY 2023 | Purpose: Create an economic development framework and strategic plan to include business retention and expansion, commercial occupancy assessment and targeted recruitment of key business industries.

#### **Stakeholder(s):**

##### **Shawn Colin :**

*Project Manager / Senior Policy Advisor to the Town Manager, Department: Executive*

### 3.5. Historic & Cultural Development

#### *Establish a Historic & Cultural District Development Corporation*

Start Date: FY 2023 | Purpose: The Town has expressed a desire to explore the creation of a local economic development/redevelopment corporation with a particular emphasis on examining economic prosperity in some of the historic neighborhoods of northern Hilton Head Island. Such an organization would exist with a mission to assist businesses within a respective geographical area to get started, to succeed and grow, and help develop overall economic growth. The success of this type of organization results in a vibrant and dynamic neighborhood in the process.

#### **Stakeholder(s):**

##### **Joshua Gruber :**

*Project Manager / Deputy Town Manager, Department: Executive*

## 4. Inclusive Community

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

### 4.1. Gullah Geechee Plan

*Implement Gullah Geechee Task Force Work Plan*

Start Date: FY 2021 | Purpose: Implement the Framework for the 16 Top Priority Projects from the Gullah Geechee Preservation Report Recommendations as approved by Town Council in 2019.

**Stakeholder(s):**

**Gullah Geechee Task Force**

**Sheryse DuBose :**

*Project Manager | Historic Neighborhoods Preservation Administrator, Department: Community Development*

### 4.2. USCB Partnership

*Establish Public Institutional Partnership with USCB to Support Arts & Cultural Organizations*

Start Date: FY 2021 | Purpose: Explore the creation of a public-private partnership with the University of South Carolina – Beaufort (USCB), and the Arts Center of Coastal Carolina (ACCC) in order to secure the long-term viability and economically efficient usage of public arts facilities.

**Stakeholder(s):**

**University of South Carolina – Beaufort**

**Joshua Gruber :**

*Project Manager | Deputy Town Manager, Department: Executive*

**Arts Center of Coastal Carolina**

### 4.3. HUD/CDBG Program

*Adopt Annual HUD/CDBG Entitlement Program*

Start Date: FY 2021 | Purpose: Obtain approval of annual action plan for HUD/CDBG entitlement program funds.

**Stakeholder(s):**

**HUD**

**Marcy Benson :**

*Project Manager | Senior Grants Administrator, Department: Executive*

#### 4.4. Landmarks

##### *Develop Landmark Protection Program*

Start Date: FY 2023 | Purpose: 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.

##### **Stakeholder(s):**

###### **Sheryse DuBose :**

*Project Manager / Historic Neighborhoods Preservation Administrator, Department: Community Development*

#### 4.5. Community Engagement

##### *Conduct Community Engagement Survey*

Start Date: FY 2023 | Purpose: 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.

##### **Stakeholder(s):**

###### **Angie Stone :**

*Project Manager / Assistant Town Manager, Department: Executive*

#### 4.6. Mitchelville Plan

##### *Assist with Implementing Mitchelville Master Plan*

Start Date: FY 2021 | Purpose: Provide proactive support and guidance to the Historic Mitchelville Freedom Park organization in their pursuit of successfully implementing their Town approved Master Plan.

##### **Stakeholder(s):**

###### **Jayne Lopko :**

*Project Manager / Senior Planner, Department: Community Development*

#### 4.7. Art & Culture

##### *Incorporate Public Art & Culture Projects into New & Existing Parks*

Start Date: FY 2021 |

##### **Stakeholder(s):**

###### **Jenn McEwen :**

*Project Manager / Director of Cultural Affairs, Department: Office of Cultural Affairs*

## 5. Connected Community

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

### 5.1. St. James Baptist Church

*Assist with St. James Baptist Church Relocation*

Start Date: FY 2020 | Purpose: To 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.

**Stakeholder(s):**

**St. James Baptist Church**

**Joshua Gruber :**

*Project Manager / Deputy Town Manager, Department: Executive*

### 5.2. e-Bikes & e-Scooters

*Adopt e-Bike & e-Scooter Usage/Regulations*

Start Date: FY 2021 | Purpose: To prepare a detailed legal analysis of e-scooters and e-bikes usage with sufficient information to consider and formulate a Town Council policy for each device.

**Stakeholder(s):**

**Diane Busch :**

*Project Manager / Staff Attorney, Department: Legal*

### 5.3. Mid-Island Plan

*Adopt Mid Island Redevelopment Strategy & Park Master Plan*

Start Date: FY 2022 | Purpose: Plan and design a Mid Island Redevelopment Plan anchored by a public park and open space, located at the Town-Owned portion of the former Port Royal Planters Row Golf Course, to attract investment and build community.

**Stakeholder(s):**

**Jennifer Ray :**

*Project Manager / Capital Program Manager, Department: Infrastructure Services*

### 5.4. Growth Plan

*Develop Hilton Head Island Growth Framework & Illustrative Master Plan*

Start Date: FY 2022 | Purpose: 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.



**Stakeholder(s):****Christopher Yates :**

*Project Manager / Interim Community Development  
Director, Department: Community Development*

**5.5. LMO**

*Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of Land Management Ordinance (LMO)*

Start Date: FY 2023 | Purpose: Utilize a SWOT analysis of the Town's Land Management Ordinance (LMO) as an assessment tool that will identify the core strengths, weaknesses, opportunities, and threats of the existing code regulations. This will be accomplished via a realistic, fact-based, data-driven analysis of the current LMO and will utilize diverse voices to achieve fresh perspectives and new ideas as to any potential changes that may be necessary to achieve the community's identified land development goals and smart growth framework.

**Stakeholder(s):****Teri Lewis :**

*Project Manager / Deputy Community Development  
Director, Department: Community Development*

**5.6. Website**

*Update Town Website*

Start Date: FY 2021 | Purpose: Develop and launch the new Town website to enhance civic engagement by providing an innovative platform for information about the Town's government, values, and services.

**Stakeholder(s):****Rene Phillips :**

*Project Manager / Web Developer, Department:  
Technology & Innovation*

**5.7. Fiber/Cellular Capabilities**

*Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of High Speed Fiber/Cellular Capabilities*

Start Date: FY 2023 | Purpose: To understand existing and future needs for broadband supply and demand in different community segments and improve wireless call quality and reliability through the expansion of 5G service for the island.

**Stakeholder(s):****John Tuttle :**

*Project Manager / Technology & Innovation Direc-  
tor, Department: Technology & Innovation*

**5.8. Social Media**

*Establish Sustainable Environmental Practices Social Media Campaign*

Start Date: FY 2023 | Purpose: 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.

**Stakeholder(s):**

**Carolyn Grant :**

*Project Manager / Communications Director, Department: Communications*

## 6. Regional Focus

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

### 6.1. Impact Fee

*Assess Revisions of Beaufort County Impact Fee*

Start Date: FY 2021 | Purpose: Review of proposed update to Beaufort County Impact Fees including projects, funding arrangement and consideration of an updated Intergovernmental Agreement

**Stakeholder(s):**

**Beaufort County**

**Shawn Colin :**

*Project Manager | Senior Policy Advisor to the Town Manager, Department: Executive*

### 6.2. Housing Trust Fund

*Assess Creation of Regional Housing Trust Fund*

Start Date: FY 2021 | Purpose: Examine the creation of a regional housing authority in conjunction with other regional governmental entities such as Beaufort County, the Town of Bluffton and the City of Hardeeville to oversee and administer a regional affordable housing program.

**Stakeholder(s):**

**Jayne Lopko :**

*Project Manager | Senior Planner, Department: Community Development*

### 6.3. Transportation Plan

*Update Lowcountry Area Transportation Study (LATS) Long-Range Transportation Plan*

Start Date: FY 2021 | Purpose: The Town is a participating member in the Lowcountry Area Transportation Study (LATS). As a member of this group the Town will participate in the mandatory update of the Long-Range Transportation Plan that will serve to identify both current and future transportation needs as well as provide multi-modal strategies to address identified needs. Through its participation, the Town will ensure that the transportation interests of the greater Hilton Head Island community will receive substantial consideration as part of the plan update process.

**Stakeholder(s):**

**Shawn Colin :**

*Project Manager | Senior Policy Advisor to the Town Manager, Department: Executive*

### 6.4. Regional Meetings

*Establish Reoccurring Regional Joint Meetings between Hilton Head Island & Beaufort County Council*

Start Date: FY 2022 | Purpose: 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.

**Stakeholder(s):**

**Hilton Head Island Town Council**  
**Beaufort County Council**

**Krista Wiedmeyer :**

*Project Manager / Town Clerk, Department: Executive*

**6.5. Multi-Modal Transportation**

*Evaluate Access between Hilton Head Island & the Greater Region through Viable Multi-Modal Transportation*

Start Date: FY 2023 | Purpose: 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.

**Stakeholder(s):**

**Darrin Shoemaker :**

*Project Manager / Traffic Engineer, Department: Infrastructure Services*

## 7. ‘Right-Sized’ Infrastructure

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

### 7.1. Housing Strategy

*Implement Workforce & Affordable Housing Strategy*

Start Date: FY 2020 | Purpose: Work with Hilton Head Island Town Council to develop appropriate policies that will support the growth and expansion of workforce and affordable housing opportunities on the Island. Beginning in Fiscal Year 2019, Town Council made this initiative a priority and adopted the Workforce Housing Strategic Plan. The following is continued work towards implementing recommendations and using research from this plan.

**Stakeholder(s):**

**Jayne Lopko :**

*Project Manager | Senior Planner, Department:  
Community Development*

### 7.2. Gateway Corridor Plan

*Develop William Hilton Parkway Gateway Corridor Plan*

Start Date: FY 2021 | Purpose: 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.

**Stakeholder(s):**

**Shawn Colin :**

*Project Manager | Senior Policy Advisor to the Town  
Manager, Department: Executive*

### 7.3. Main Street

*Assess Main Street Right-of-Way Acquisition*

Start Date: FY 2021 | Purpose: 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.

**Stakeholder(s):**

**Jeff Buckalew :**

*Project Manager | Interim Infrastructure Services  
Director, Department: Infrastructure Services*

### 7.4. Community Addressing

#### *Adopt Community Addressing Ordinance*

Start Date: FY 2023 | Purpose: In the best interest of public safety for the citizens of the Town of Hilton Head Island, the addressing system, designations, corrections, and updates will utilize whenever possible the best available methods and follow the National Emergency Number Association (NENA) and United States Postal Services (USPS) standards for addressing

**Stakeholder(s):**

**Joheida Fister :**  
*Project Manager / Deputy Chief/Fire Marshall, Department: Fire Rescue*

**National Emergency Number Association**  
**United States Postal Service**

### 7.5. Traffic Calming

#### *Adopt Traffic Calming Policy*

Start Date: FY 2023 | Purpose: Adopt a policy to provide fair and reasonable application of traffic calming measures within previously established neighborhoods and other qualifying public roadways so as to a uniform methodology of installing traffic calming measures that increase public safety and minimize impacts to emergency response services.

**Stakeholder(s):**

**Jeff Buckalew :**  
*Project Manager / Interim Infrastructure Services Director, Department: Infrastructure Services*

### 7.6. Parkway Toll Booth

#### *Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration*

Start Date: FY 2021 | Purpose: 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.

**Stakeholder(s):**

**Jeff Buckalew :**  
*Project Manager / Interim Infrastructure Services Director, Department: Infrastructure Services*

## 7.7. Capital Improvements

### *Implement Capital Improvement Program (CIP)*

Start Date: FY 2022 | Purpose: 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.

### **Stakeholder(s):**

#### **Jennifer Ray :**

*Project Manager / Capital Program Manager, Department: Infrastructure Services*

## 8. Parks & Recreation

*Implement the Parks + Recreation Master Plan.*

### 8.1. Marketing Plan

*Establish Parks & Recreation Marketing Plan*

Start Date: FY 2021 | Purpose: 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.

**Stakeholder(s):**

**Carolyn Grant :**

*Project Manager / Communications Director, Department: Communications*

### 8.2. Ford Shell Ring

*Assist with Ford Shell Ring Park Development*

Start Date: FY 2021 | Purpose: Participate in County-led effort to develop a passive park at the jointly-owned property to highlight the unique cultural and historical resource.

**Stakeholder(s):**

**Jayne Lopko :**

*Project Manager / Senior Planner, Department: Community Development*

### 8.3. Northridge Conservation Tract

*Establish Beaufort County & Hilton Head Land Trust Northridge Conservation Tract Partnership*

Start Date: FY 2023 | Purpose: 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.

**Stakeholder(s):**

**Brian Eber :**

*Project Manager / Environmental Planner, Department: Community Development*

**Beaufort County**

**Hilton Head Land Trust**



## Administrative Information

**Start Date:** 2021-12-07

**End Date:** 2022-12-31

**Publication Date:** 2021-12-18

**Source:** <https://hiltonheadislandsc.gov/plans/StrategicActionPlan.pdf>

### Submitter:

**Given Name:** Owen

**Surname:** Ambur

**Email:** [Owen.Ambur@verizon.net](mailto:Owen.Ambur@verizon.net)

**Phone:**

PDF formatted using TopLeaf XML publisher

[www.turnkey.com.au](http://www.turnkey.com.au)