OUR VISION ~ We will ensure that the City of Beaufort offers its citizens broad economic opportunities; housing they can afford; a well-run government; and confidence in the community's preparedness for weather and climate-related impacts. The City seeks this future while maintaining the diversity, authenticity, history, tourism, and balance between the built and natural environment for which our city is renowned.

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City of Beaufort (CB)

Stakeholder(s):

Beaufort City Council

Stephen Murray *Role:* Mayor

Mitch Mitchell

Role: Councilman

Phil Cromer

Role: Councilman

Neil Lipsitz

Role: Councilman

Mike McFee

Role: Mayor Pro Tem

Vision

Beaufort: Where History, Charm and Business Thrive

Mission

To ensure that the City of Beaufort honors its values in support of its citizens

Values

Economic Opportunity: We will ensure that the City of Beaufort offers its citizens broad economic opportunities; housing they can afford; a well-run government; and confidence in the community's preparedness for weather and climate-related impacts.

Efficiency

Effectiveness

Confidence

Preparedness

Diversity: The City seeks this future while maintaining the diversity, authenticity, history, tourism, and balance between the built and natural environment for which our city is renowned.

Authenticity

History

Tourism

Nature

Development

Balance

Safety & Vibrancy

Continue to build an authentic, safe, and equitable City

A Safe & Vibrant City ~ To continue to build an authentic, safe, and equitable City, the City will pursue affordable housing opportunities for all segments of the population, will provide responsive public safety, and will improve public spaces.

1. Housing

Pursue opportunities for affordable and workforce housing

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 1.1. Affordable Housing

Review for implementation recommendations from the Affordable Housing Task Force.

Stakeholder(s):

Affordable Housing Task Force

Performance Indicators

Progress Measure 1.1 Development Code

Description	Type	Status	Start Date	End Date
Update Beaufort Development	Target	Updated		
Code.	Actual			

Initiative 1.2. Multi-Family Housing

Work with landowners on developing economically viable multi-family housing through permitting a wide range of housing types with engaged stakeholders.

Stakeholder(s):

Landowners

Performance Indicators

Progress Measure 1.2 Housing Units

Description	Type	Status	Start Date	End Date	Number
Increase number of	Target	Increased			
multi-family housing units.	Actual	Baseline			0
	Actual				0

Initiative 1.3. Historic Structures

Conserve and reuse historic structures.

Performance Indicators

Progress Measure 1.3 Structures Listing

Description	Type	Status	Start Date	End Date
Update list of Contributing	Target	Updated		
Structures.	Actual			

2. Facilities & Spaces

Provide accessible public facilities and spaces

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 2.1. Parks

Complete an inventory of needs of existing neighborhood parks, and foster partnerships with Beaufort County and Beaufort County School District.

Stakeholder(s):

Beaufort County

Beaufort County School District

Performance Indicators

Progress Measure 2.1 Recreation Gaps

Description	Type	Status	Start Date	End Date
Work with Beaufort County to	Target	Identified		
determine gaps in recreation opportunities.	Actual			

Initiative 2.2. Equipment & Structures

Determine an update and replacement schedule for park equipment and structures.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 2.3. Southside Park

Review for implementation the Southside Park plan.

Performance Indicators

Progress Measure 2.3 Master Plan

Description	Type	Status	Start Date	End Date
Develop Master Plan for	Target	Developed		
Southside Park.	Actual			

Initiative 2.4. Whitehall Park

Complete City assumption of maintenance at Whitehall Park.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 2.5. Reconstruction Era Park

Support expansion of the Reconstruction Era National Historical Park as Beaufort seeks to become the center for the exploration of Reconstruction history.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 2.6. Facilities

Manage City facilities' maintenance and master plan.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 2.7. Flood Infrastructure

Continue to manage flood infrastructure projects, including Johnny Morrall, Allison Road, Broad Street, Hay Street, Lafayette Street, Kings Ridge, Calhoun Street, and The Point.

Performance Indicators

Progress Measure 2.7 Preliminary Plan

Description	Type	Status	Start Date	End Date
Begin preliminary planning on	Target	Initiated		
next major flood project.	Actual			

Initiative 2.8. Shared Services

Cooperate with military on a shared services program.

Stakeholder(s):

Military

Performance Indicators

Progress Measure 2.8 Shared Services Program

Description	Type	Status	Start Date	End Date
Develop and publicize shared services program.	Target	Developed & Publicized		
	Actual			

3. Public Safety

Provide strong public safety support

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 3.1. Service Levels

Maintain service level provisions for the Police, Fire, and Public Works departments.

Stakeholder(s):

Police Department

Public Works Department

Fire Department

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 3.2. Data

Continue to publish law enforcement and firefighting data on website and social media.

Performance Indicators

Progress Measure 3.2 Data Reports

Description	Type	Status	Start Date	End Date
Integrate data reports into	Target	Integrated		
performance dashboards.	Actual			

Initiative 3.3. Police

Expand Police Department efforts with Community Response Team.

Stakeholder(s):

Police Department

Community Response Team

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 3.4. Recruiting

Develop strategies for diversity in recruiting.

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4. Transportation

Facilitate unified and coordinated transportation planning

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 4.1. Lady's Island

Continue to participate in the Lady's Island planning process.

Stakeholder(s):

Lady's Island

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 4.2. Streets

Update street infrastructure plan.

Performance Indicators

Progress Measure 4.2 Plan & Code

Description	Type	Status	Start Date	End Date
Update Comprehensive Plan	Target	Updated		
and Beaufort Development Code.	Actual			

Initiative 4.3. Parking & Shuttles

Evaluate parking and shuttle service.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 4.4. Pathways

Create a connectivity study of pedestrian/bicycle paths to enhance the pedestrian/bicycle access throughout the City, paying special attention to connecting schools, civic spaces, and places of employment.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 4.5. VMT

Enact land use polices and Beaufort Code changes with the goal of reducing VMT (vehicle miles traveled per capita).

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

5. Business & Development

Promote business prosperity and sustainable development

Stakeholder(s):

Businesses

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Developers

Initiative 5.1. Collaboration & Partnerships

Provide a collaborative environment by engaging partners.

Provide a collaborative environment by engaging partners, including the Beaufort County Economic Development Corporation (BCECD), the Greater Beaufort-Port Royal Convention & Visitors Bureau, the Beaufort County Black Chamber of Commerce, the Beaufort Regional Chamber of Commerce, the Beaufort Digital Corridor, the Beaufort Area Hospitality Association, the South Coast Cyber Center, and the Downtown Beaufort Merchants Association as we work toward building a vibrant and sustainable economy. Continue to work with landowners on business recruitment and ensure the balanced administration of the Beaufort Code.

Stakeholder(s):

City of Beaufort Economic Development Partners

Beaufort County Economic Development Corporation (BCECD)

Greater Beaufort-Port Royal Convention & Visitors Bureau

Beaufort County Black Chamber of Commerce

Beaufort Regional Chamber of Commerce

Beaufort Digital Corridor

Beaufort Area Hospitality Association

South Coast Cyber Center

Downtown Beaufort Merchants Association

— continued next page

Stakeholders (continued)

Landowners:

Continue to work with landowners on business recruitment and ensure the balanced administration of the Beaufort Code.

Performance Indicators

Progress Measure 5.1.1 Project

Description	Type	Status	Start Date	End Date
Project starts.	Target	Initiated		
	Actual			

Progress Measure 5.1.2 Permits

Description	Type	Status	Start Date	End Date	Number
Permit applications.	Target	Increased			
	Actual	Baseline			0
	Actual				0

Progress Measure 5.1.3 Tax Base

Description	Type	Status	Start Date	End Date	Million Dollars
Growth in tax base.	Target	Increased			
	Actual	Baseline			0
	Actual				0

Progress Measure 5.1.4.1 Business Licenses

Description	Type	Status	Start Date	End Date	Number
Growth in business	Target	Increased			
licenses.	Actual	Baseline			0
	Actual				0

Progress Measure 5.1.4.2 License Revenue

Description	Type	Status	Start Date	End Date	Dollars
Growth in business	Target	Increased			
license revenue.	Actual	Baseline			\$0.00
	Actual				\$0.00

Initiative 5.2. Report

Publish a quarterly State of the Business Community report of business startups and closings.

Stakeholder(s):

Business Startups

Performance Indicators

Progress Measure 5.2 Report

Description	Type	Status	Start Date	End Date
Share report.	Target	Shared		
	Actual			

Initiative 5.3. Tourism

Collaborate with the Convention & Visitors Bureau, Beaufort Area Hospitality Association, University of South Carolina-Beaufort (USCB), the Downtown Beaufort Merchants Association, and all stakeholders to enhance and diversify tourism.

Stakeholder(s):

Convention & Visitors Bureau Beaufort Area Hospitality Association University of South Carolina-Beaufort (USCB) **Downtown Beaufort Merchants Association**

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 5.4. Beautification/Improvement

Increase the awareness and use of Beaufort Pride of Place, an initiative to beautify and improve Beaufort through private donations.

Create a campaign for holiday street decorations.

Stakeholder(s):

Beaufort Pride of Place

Performance Indicators

Progress Measure 5.4 Campaign

Description	Type	Status	Start Date	End Date
Launch holiday decorations	Target	Initiated		
campaign.	Actual			

Initiative 5.5. Career Pathways

Leverage partnerships with USCB, the Technical College of the Lowcountry, and the Beaufort County School District, charter and private schools, the military, and the Beaufort Digital Corridor to build out career pathways that will help diversify the City's economic base.

These include health care, digital commerce, and cybersecurity.

Stakeholder(s):

USCB Private Schools

Technical College of the Lowcountry Military

Beaufort County School District Beaufort Digital Corridor

Charter Schools

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 5.6. Partnerships

Provide funding for the Beaufort Digital Corridor and South Coast Cyber Center through leveraging private partnerships.

Stakeholder(s):

Beaufort Digital Corridor

South Coast Cyber Center

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 5.7. Property Inventory

Create a citywide digital inventory of businesses and commercial property, and evaluate vacant or underutilized properties for development opportunities.

This will include type of use, financing, incentives, and other resources.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		_

6. Businesses, Industry & Incomes

Increase median incomes as we recruit new businesses and industry that are a good fit for Beaufort

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 6.1. Commerce Park

Partner with the BCEDC on prospect development, land transactions, and construction of a spec building in Beaufort Commerce Park.

Stakeholder(s):

BCEDC

Performance Indicators

Progress Measure 6.1 Tenants & Owners

Description	Type	Status	Start Date	End Date	Number
Additional tenants or	Target	Increased			
property owners.	Actual	Baseline			0
	Actual				0

Initiative 6.2. Cybersecurity

Support through partnerships and financial contributions the South Coast Cyber Center as we strive to become a City and region known for cybersecurity expertise.

Work with our educational partners, the military, Beaufort County, and the Beaufort Regional Chamber of Commerce to develop career pathways, research, and jobs centered around cybersecurity.

Stakeholder(s):

South Coast Cyber Center

Educational Partners

Military

Beaufort County
Beaufort Regional Chamber of

Commerce

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 6.3. Landing Pad

In advance of the completion of the second phase of the upfit of the Landing Pad at 500 Carteret Street, prepare an operations plan.

Performance Indicators

Performance Measure 6.3 Plan

Description	Type	Status	Start Date	End Date
Complete upfit and operations	Target	Completed		
plan.	Actual			

7. Authenticity

Preserve our authenticity

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 7.1. Land Use

Apply the Beaufort Code to ensure a balanced land-use mix for fiscal sustainability.

Performance Indicators

Performance Measure 7.1 Plan & Code

Description	Type	Status	Start Date	End Date
Approval by City Council of	Target	Approved		
revised Comprehensive Plan and Beaufort Development Code.	Actual			

Initiative 7.2. Education

Leverage Beaufort 2030 (community-based futurism exercise) to continue to influence the discussion about education and support the 1795 Scholarship Committee (stipend for student housing in Beaufort) and others as requested.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 7.3. Wayfinding

Coordinate signage and information to make "wayfinding" easier throughout the entire downtown area and Historic District.

Performance Indicators

Performance Measure 7.3 Signs

Description	Type	Status	Start Date	End Date
New informative signs	Target	Installed		
throughout downtown.	Actual			

Initiative 7.4. History & Heritage

Collaborate with the National Park Service, Beaufort History Museum, historical and perservation groups to promote the Beaufort story and its rich historical and architectural heritage.

Stakeholder(s):

National Park Service

Historical Groups

Beaufort History Museum

Perservation Groups

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

8. Growth & Natural Resources

Manage Growth & Protect Natural Resources

To maintain the City's authenticity and attractiveness, while accommodating future growth and preparing for climate related challenges, the City will evaluate environmental, municipal, and private constraints on growth; will identify commercial and residential areas requiring immediate attention; and will promote balanced growth through infill.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 8.1. Growth Boundaries

Manage Northern Regional Plan growth boundaries.

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

9. Infill

Manage and encourage infill development

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 9.1. Incentives

Promote infill incentives.

Performance Indicators

Progress Measure 9.1 Inventory

Description	Type	Status	Start Date	End Date
Marketable inventory of	Target	Marketable		
potential infill assets.	Actual			

Initiative 9.2. Preservation Manual

Update the Beaufort Preservation Manual from 1979, known as the Milner Report.

Performance Indicators

Progress Measure 9.2 Report

Description	Type	Status	Start Date	End Date
Report approved by Historic District Review Board and City Council and put on	Target	Published & Searchable		
website in searchable form.	Actual			

Initiative 9.3. Survey

Update the survey of above-ground structures in the Historic District that are in the National Register.

Performance Indicators

Progress Measure 9.3 Survey

Description	Type	Status	Start Date	End Date
Survey approved by HRB and	Target	Approved		
City Council.	Actual			

10. Annexation

Manage annexation

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 10.1. Parcels

Focus annexation efforts on parcels surrounded by city limits and contingent properties in Tax District 100.

Performance Indicators

Progress Measure 10.1 Petitions

Description	Type	Status	Start Date	End Date	Number
Number of	Target	Successful			
successful annexation petitions.	Actual				

Initiative 10.2. Services

Expand delivery of services within the growth boundaries of the City.

Performance Indicators

Progress Measure 10.2 Service

Description	Type	Status	Start Date	End Date
Measuring service in growth	Target	Measured		
areas.	Actual			

11. Sea-Level Rise

Plan for sea-level rise

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 11.1. Disincentives & Funding

Discourage development in hazard zones and seek funding for resiliency planning with the Army Corps of Engineers and other partners.

Stakeholder(s):

Army Corps of Engineers

Performance Indicators

Progress Measure 11.1 Funding

Description	Type	Status	Start Date	End Date
Begin funding process with	Target	Initiated		
Army Corps of Engineers.	Actual			

Initiative 11.2. Engagement

Engage community and other stakeholders in discussion, plans and actions related to sea-level rise.

Performance Indicators

Progress Measure 11.2 Engagement Strategy

Description	Type	Status	Start Date	End Date
Develop communications	Target	Developed		
strategy for engagement.	Actual			

Initiative 11.3. Mitigation

 $Develop\ mitigation\ and\ implementation\ strategies.$

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Organizational Excellence

Provide a transparent, efficient organization

To provide a transparent, efficient organization, the City will engage its citizens and community and business stakeholders, will integrate technologies which enhance the execution of City functions, will staff the organization with highly qualified personnel, and will provide municipal education opportunities for boards, commissions and citizens.

12. Engagement

Engage community stakeholders

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 12.1. Training & Education

Establish separate training and education programs for board and commission members and citizens.

Create recruiting programs to build diversity in membership.

Performance Indicators

Progress Measure 2.1.1 Board Members Trained

Description	Type	Status	Start Date	End Date	Number
Number of board	Target	Trained			
members who have completed training.	Actual				

Progress Measure 2.1.2 Citizens Academy

Description	Type	Status	Start Date	End Date
Establish Citizens Academy.	Target	Established		
	Actual			

Initiative 12.2. Social Media

Continue to build social media presence, increase distribution of monthly newletter, and increase subscriptions to Notify Me.

Performance Indicators

Progress Measure 12.2 Subscriptions

Description	Туре	Status	Start Date	End Date	Number
Increase number of	Target	Increased			
newsletter subscriptions and Facebook engagements year over year.	Actual	Baseline			0
	Actual				0

Initiative 12.3. Surveys

Increase use of surveys to gather more input from community on important ssues.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

13. Operations

Transparency in City operations

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 13.1. Live Streaming

Continue live-streaming of all boards, commissions, and public meetings; encourage public comment through Zoom, Facebook, email, and traditional means.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 13.2. Digital Dashboard

Develop a digital dashboard to show progress on City initiatives.

Performance Indicators

Progress Measure 13.2 Dashboard

Description	Type	Status	Start Date	End Date
Develop a digital dashboard	Target	Developed		
linked to strategic plan to show progress on initiatives.	Actual			

Initiative 13.3. Finances

Promote availability of financial transparency tool.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 13.4. Project Dashboard

Create a community and econonomic development dashboard for proposed and and current projects.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

14. Services

Provide responsive, efficient and innovative services

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 14.1. Workforce

Recruit and retain a diverse, educated, and high-performing workforce.

Performance Indicators

Progress Measure 14.1.1 Diversity Strategy

Description	Type	Status	Start Date	End Date
Develop diversity strategy	Target	Developed		
	Actual			

Progress Measure 14.1.2 Employee Diversity

Description	Type	Status	Start Date	End Date
Measure results of the diversity	Target	Measured		
strategy in employment.	Actual			

Initiative 14.2. Customer Service

Establish customer service training for new hires.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 14.3. Regional Services

Continue to find ways to make operations more efficient by sharing in regional services, such as fire, building inspections, code enforcement, etc.

Performance Indicators

Progress Measure 14.3 Partnerships

Description	Type	Status	Start Date	End Date	Number
New partnerships.	Target	Increased			
Unspecified	Target	Baseline			0
[To be determined]	Actual				

15. Finance, Infrastructure & Planning

Sustainability in finance, infrastructure, and planning

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 15.1. Taxation

Advocate for a change in state legislation concerning the local government fund, changes in Act 388 to allow for local autonomy in taxing, and support the addition of Local Option Sales Tax in Beaufort County.

Stakeholder(s):

Beaufort County

South Carolina Legislature

Performance Indicators

Progress Measure 15.1 Local Options

Description	Type	Status	Start Date	End Date
Passage of Local Options Sales	Target	Enacted		
Tax.	Actual			

Initiative 15.2. Budget

Include Strategic Plan in annual budget document.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 15.3. Capital Purchases

Tie all capital purchases to identified initiatives in Strategic Plan.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 15.4. Payments

Increase efficiency in online payment receipt and processing.

Performance Indicators

Description	Туре	Start Date	End Date
	Target		
[To be determined]	Actual		

Initiative 15.5. Project Data

Capture data connected to projects in one place.

Performance Indicators

Progress Measure 15.5 Storyboarding

Description	Type	Status	Start Date	End Date
Explore use of OpenGov	Target	Explored		
storyboarding to illustrate projects	Actual			

Administrative Information

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