

Dorchester County Industrial Council
Dorchester County Strategic Plan Update
November 29, 2016



Agenda

- History of the Dorchester County Strategic Plan for 2002 to Present
 - Plan Adopted 2002
 - Consensus and Team Building in 2006
 - Major Plan Update 2013
 - Plan Updated 2016
- 2016 Strategic Plan Update
- Priority Projects Funded in Fiscal Year 2016 – 2017
- From Vision, to Strategy, To Reality

Strategic Direction for Dorchester County: The Original Plan

- The original Strategic Plan for Dorchester County was adopted by County Council on November 18, 2002.
- This plan included the a county vision statement, a county mission statement, and county value statements. It includes six major issues, several key results which are evidence of the accomplishment of the goals, and strategies to accomplish the key results. The following Strategic Issues were identified:
 1. Growth Management
 2. Funding and Delivery of County Services
 3. Economic Development
 4. Infrastructure
 5. Education
 6. Recruiting, Developing and Retaining Quality County Employees

Consensus Building Retreat: April 7, 2006

Myers Briggs Assessments
Prioritize issues

Teambuilding
Develop action plans

Discuss issues list

County Council Team Principles

- TRUST
- TEAM FIRST
- COMMUNICATION-OFTEN & CLEAR
- COMMON GOAL
- FOCUS
- OVERCOMERS
- BELIEVE IN TEAM
- MUTUAL RESPECT
- PLANNING
- COMMON VALUES
- BIAS FOR ACTION
- REFLECT THE DISTRICT'S VIEWS
- UTILIZE UNIQUE TALENTS
- COVER BLIND SPOTS
- ABILITY TO COMPROMISE
- ADAPTABILITY

Consensus Building Retreat: April 7, 2006

PRIORITIZATION OF ISSUES

1. County Council involvement in the legislative process and communicating county concerns to our Dorchester County Legislative Delegation **(3 Votes)**
2. Mayors and Chairs Meeting (Quarterly meeting with the Mayors of Dorchester County Municipalities, Town Administrators, the Chairman of County Council, and the County Administrator) **(3 Votes)**
3. Zoning the entire County Extraterritorial Zoning for Municipalities or Joint Planning Commission (Commission would include representatives from Dorchester County, St. George, Reevesville, Harleyville, and Ridgeville) **(3 Votes)**
4. Compensation and Classification Study and Adjustment to Market for Tenured Employees to address Compression **(0 Votes)**
5. Coordination of Infrastructure, Zoning, and Economic Development **(3 Votes)**
6. Upper Dorchester County Economic Development **(6 Votes)**

Consensus Building Retreat: April 7, 2006

PRIORITIZATION OF ISSUES (Continued)

7. Creation of a Risk Management Division **(1 Vote)**
8. Staff support for Administration and Council **(0 Votes)**
9. Recreation for Dorchester County/purchasing of green space **(2 Votes)**
10. Addressing Public Safety: Fire, Sheriff, and EMS in Dorchester County **(1 Vote)**
11. Improving Internal Communications and Communications with the Media **(0 Votes)**
12. Creation of Growth Management Division **(4 Votes)**
13. Proposed full-time Comprehensive High School plan **(4 Votes)**
14. Council Concerns in light of an Overall Review of Strategic and Plan in Light of Current Priorities **(0 Votes)**

Dorchester County Strategic Plan Update 2013

- In February 2013, County Council completed a major update of the Strategic Plan by answering two major questions:
 1. If you left the county today and did not return until this day in 2020, what would you like to see?
 2. If you left the county today and did not return until this day in 2020, what would you like to hear people say about the county?
- Based on the County Council's vision for the county and the challenges faced, council members identified twelve issues that need to be addressed over the next two to three years.
- The Council prioritized the list of issues and agreed to work on the top seven:

Dorchester County Strategic Plan Update 2013

Strategic Issue: 1. Revenue/Taxes

Key Results:

- Diversify revenue stream
- Become less dependent on property taxes
- Remain competitive with other counties in the region in regards to taxes/fees
- Fully fund local government fund or eliminate mandates

Strategies:

- A. Adopt one cent Local option Sales Tax for Property Relief(\$)
- B. Consider adopting parks and recreation fees
- C. Continue to pursue grants (\$)
- D. Work with delegation on LGF/mandates
- E. Review current fees
- F. Establish a dedicated revenue stream for parks and recreation
- G. Partner with other governments (shared costs)

Dorchester County Strategic Plan Update 2013

Strategic Issue 2. Economic Development

Key Results:

New jobs

Infrastructure in parks

Increase in office space

Diversified industries

Increase in retail businesses

Reduce barriers for businesses opening

Strategies:

A. Construct a spec buildings (\$)

B. Offer incentives

a. FILOT

b. CID (County Improvement District)

c. TIF

C. Establish public/private partnerships to develop infrastructure in parks (\$)

D. Work with developers on retail locating or sites for (Placing it at appropriate locations)

E. Identify priority investment areas

F. Review transportation impact fee

G. Identify potential industrial sites and zone them accordingly

Dorchester County Strategic Plan Update 2013

Strategic Issue 3. Delivery of County Services

Key Results:

- Reduce duplication of services
- Determine level of county services wanted by the public
- Improve information communicated to the public (\$)

Strategies:

- A. Consider online delivery of services (\$)
- B. Develop long-term strategy of best location for community services
- C. Fill or liquidate empty county office space
- D. Investigate outsourcing
- E. Conduct citizen survey (\$)
- F. Continue emergency preparedness services
- G. Hire public information official

Dorchester County Strategic Plan Update 2013

Strategic Issue 4. Parks and Recreation

Key Results:

- Fund and staff parks and recreation

Strategies:

- A. Establish a dedicated revenue stream for parks and recreation
- B. Partner with other governments to deliver services
- C. Revise recreation master plan
- D. Explore opportunities to add to trail system

Strategic Issue 5. Capital Projects

Key Results:

- Improve library access for all citizens in eastern end of county
- Address the facilities needs of County departments
- Improve roads

Strategies:

- A. Explore TIF or CID options
- B. Approach Mead Westvaco about constructing EMS station (\$)
- C. Prioritize capital projects
- D. Decide on EOC building (\$)

Dorchester County Strategic Plan Update 2013

Strategic Issue 6. Preservation of Culture/Environment

Key Results:

- Address zoning issues
- Address heir preservation issues
- Protect watersheds

Strategies:

- A. Adopt zoning plans
- B. Prioritize zoning-rural economic development districts
- C. Identify ways to partner with Center for Heirs Property Preservation
- D. Implement recommendations from Conservation Commission

Dorchester County Strategic Plan Update 2013

Strategic Issue 7. Public Safety

Key Results:

- Construct jail
- Reduce response times for EMS
- Old courthouse/jail space is being used
- Provide adequate fire service/lower ISO rating
- Reduce law enforcement response time

Strategies:

- A. Decide a design/build or design/bid/build for jail (\$)
- B. Budget for jail operations (\$)
- C. Explore regional DJJ facility
- D. Provide public water access to rural areas
- E. Find a site for fire department headquarters
- F. Provide funding for deputies (\$)

2016 Strategic Plan Update

- On March 16, 2016, County Council reviewed the progress towards implementing the 2013 Strategic Plan.
- County Council also reviewed issues and concerns from the January 2016 Department Heads and Elected and Appointed Officials Team Building and Planning Retreat.
- Those issues included Roads/Transportation, Water/Sewer Infrastructure, County Facilities, Public Safety, Human Resources, and Information Technology.
- County Council categorized these and other concerns into issue areas and developed key results and strategies for each.

2016

Strategic Issue: 1. Funding

Key Results:

- Diversify revenue stream
- Build capital projects without impacting property taxes
- Fully fund Local Government Fund

Strategies:

- A. Communicate with state senators about the importance of fully funding the Local Government Fund
- B. Consider a hospitality tax
- C. Perform a residential property audit

2016

Strategic issue: 2. Economic Development

Key Results:

- Improve the “hit rate”
- Increase jobs and investments
- Increase office space
- Increase retail businesses
- Address the wetlands issue

Strategies:

- A. Work with the legislature on getting a Trident Technical College campus in Dorchester County.
- B. Request assistance from the Governor and delegation about wetlands regulations at the state level.
- C. Seek assistance from hydrologists about wetlands issues. (\$)
- D. Focus on zoning and infrastructure in the SC 27/I-26 area of the County. (\$)

2016

Strategic issue: 3. Delivery of County Services

Key Results:

- Improve employee retention
- Improve customer service to taxpayers

Strategies:

- A. Continue to develop online delivery of services (\$)
- B. Streamline County services, beginning with development review and building inspections (\$)
- C. Develop a plan for consolidating operations to include: (\$)
 - Moving state offices
 - Moving some County operations from St. George
- D. Establish a revenue office (\$)
- E. Fund training for employees (\$)

2016

Strategic issue: 4. Growth Management

Key Results:

- County is zoned for managed growth
- Plan for road funding
- Have infrastructure in place for future development
- Improve library access for citizens
- Improve County parks

Strategies

- A. Replace main library branch (\$)
- B. Meet with property owners to explain zoning changes
- C. Consider recommendation from the Parks and Recreation Commission on Parks and Recreation Master Plan, and operating and capital costs (\$)
- D. Consider recommendation from the Library Board on Library Master Plan, and operating and capital costs (\$)

Strategic issue: 4. Growth Management

Strategies (continued)

- E. Seek TIGER grant funding for roads
- F. Seek CHATS funding for roads
- G. Seek grants through SCDOT and Federal Highway Administration for roads
- H. Seek funding through Rural Infrastructure Authority, Economic Development Administration and Private/Public partnerships for infrastructure funding (\$)
- I. Seek additional authorization under the Water Resources Development Act (\$)
- J. Prepare Stormwater Capital Improvement Plan and recommend funding for projects (\$)
- K. Meet with health care providers about providing services in western Dorchester County

Priority Projects Funded in Fiscal Year 2016 – 2017

Capital to be funded in this budget includes:

\$771,096 in funding for information technology upgrades (InfoVision Software to streamline development review, taxation and billing software, a software application to facilitate permitting, inspections, code Enforcement and licensing etc.)

\$750,868 in debt service on lease purchases for cardiac monitors, vehicles, jail equipment, and the radio P-25 conversion.

\$195,204 for the EMS-Medic 2 project as planned for FY 2016-17. This will allow a site to be purchased for the relocation of the Medic 2 EMS Station currently located in the Waring Fire Station on Trolley Road. (Travelers Blvd new location land cost of \$36,400)

\$175,000 to hire a professional firm to conduct a Facilities Study to analyze Dorchester County's facilities and needs in terms of space and available facilities to serve the public now and in the future.

Priority Projects Funded in Fiscal Year 2016 – 2017

Capital construction to be funded in this budget includes:

\$725,606 is included in the Capital Fund to support a new Trident Technical College Nursing, Science, and Math Building.

\$450,000 for the acquisition of land and building for EMS Headquarters parking as well as a possible location for a new Coroner's Office facility.

\$489,220 for costs associated with right-of-way acquisition for road widening at SC Hwy 27.

SC Highway 165 from Carolinian Drive to just after Ashley Ridge High School (widen existing two lanes to five lanes.

- Construction contract was awarded to L&L Construction
- Construction is scheduled to begin in December 2016.

Priority Projects Funded in Fiscal Year 2016 – 2017

Capital construction to be funded in this budget includes:

- Lower Dorchester WWTP Improvement Project improvements include:
 - Installing an additional centrifuge and appurtenances in the existing solids handling building.
 - Installing a clarifier mechanism in an existing clarifier tank, and adding one additional tertiary filter.
 - Tentative bid date of March 2017.
- Ridgeville Commerce Park Pump Station and Force Main
 - Two phase project to provide sewer to 900 acre park at US Hwy 78 and SC Hwy 27
 - Pre-construction meeting scheduled for December 6, 2016.

Lake Marion Regional Water Agency Dorchester Reach (Harleyville to US 78/SC 27) Project Funding

- Dorchester County Water and Sewer \$400,000
- Santee Cooper \$1,100,000
- S.C. Rural Infrastructure Authority \$3,000,000

- Federal funds in hand as of 31 July 2016: \$1,890,501
- Sponsor funds in hand as of 31 July 2016: \$382,270
- Total funds Army Corps in hand as of 31 July 2016: \$2,272,771

- **Funds remaining on the original \$60M authorization but not allocated:**
\$4,660,170

- Total funds all sources 11,432,941

Lake Marion Regional Water Agency Funding (continued)

Increasing the Current Authorization from \$60 Million to \$100 Million would allow the completion of the following projects:

Orangeburg County

66,800LF – 12” New Water Mains
New 0.3 Million Gallon Elevated Tank in Vance
New 0.5 Million Gallon Elevated Tank at Exit 159
Estimated Construction Cost: \$7.7 Million

Calhoun County

83,300LF – 12” New Water Mains
New 0.3 Million Gallons per Day Booster Pump Station
Total Estimated Construction Cost: \$7.9 Million

Dorchester County

75,400LF – 12”-14” New Water Mains
New 0.5 Million Gallon Elevated Tank in Winding Woods Industrial Park
Estimated Construction Cost: \$8.2 Million
(Allows tie-in back to the Town of St. George)

Berkeley County

98,000LF – 12”-20” New Water Mains with 1.5MGD Booster Pump Station
New 0.5 Million Gallons Elevated Tank
Total Estimated Construction Cost: \$15.6 Million

* Water service to Berkeley will be provide through the Dorchester Reach alternative

From Vision, to Strategy, to Reality: New Dorchester County Detention Center

Dorchester County Strategic Plan Update 2013 – Strategic Issue 7. Public Safety

Key Results: Construct jail

Strategies:

- A. Decide a design/build or design/bid/build for jail (\$)
- B. Budget for jail operations (\$)

Dorchester County Operating and Capital Budget - Fiscal Year 2014 - COUNTY COUNCIL – 1110

GOALS

- 3. Complete the design of, determine the size of, and begin the construction of the new County Detention Center.

Dorchester County Operating and Capital Budget - Fiscal Year 2015 - COUNTY COUNCIL – 1110

GOALS

- 3. Public Safety: Award construction contract, begin the construction of the new County Detention Center, and identify funding for staffing the facility.

From Vision, to Strategy, to Reality: New Dorchester County Detention Center

(Continued)

Dorchester County Operating and Capital Budget - Fiscal Year 2016 - COUNTY COUNCIL – 1110 GOALS

3. Public Safety: Complete the construction of the new Detention Center and secure equipment to begin operations in spring 2016.
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Fiscal Year 2017

- New Detention Center ribbon cutting - August 11, 2016
- Largest single building that the county has constructed
- 83,000 square feet on a 19 acre site
- 350 Bed Facility Located on Hodge Road in Summerville
- Replaces 156 Bed facility in St. George

New Dorchester County Detention Center

Photo from August 11, 2016



Questions

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