



# **Charleston County Council**

**FY 2025 - FY 2027 Strategic Plan**

# Mission Statement

*To promote and protect the quality of life for everyone in Charleston County by providing services of value to the community while preserving the unique natural, cultural, and historical identity of the Lowcountry.*



Chair - District 1  
Herb Sass



Vice-Chair - District 9  
Jenny Honeycutt



Councilmember - District 3  
Robert Wehrman



Councilmember - District 8  
Joe Boykin



Councilmember - District 6  
Kylon Middleton



Councilmember - District 4  
Henry Darby



Councilmember - District 7  
Brantley Moody



Councilmember - District 5  
Teddie Pryor, Sr.



Councilmember - District 2  
Larry Kobrovsky

# Charleston County Council

# County Vision

Charleston County Government aims to be extraordinary, recognizes that our values are integral to successfully accomplishing our mission, and strives to uphold those values in every decision.

**ACCOUNTABILITY:** We accept personal responsibility for our actions and evaluate others' actions fairly. We will be fiscally responsible and transparent with the County's resources.

**ADAPTABILITY:** We willingly remain open to create and apply new approaches to overcome emerging challenges in an ever-changing environment.

**COMMUNICATION:** Communication is open and ongoing. We engage in a collaborative and transparent exchange of information to ensure the stated goals and objectives are understood by all.

**DIVERSITY:** We respect and include all people, lifestyles, and cultures and strive to treat everyone in a dignified manner while eliminating physical, behavioral, and organizational obstacles.

**EXCELLENCE:** Demonstrating professionalism, competency, reliability, and responsiveness are core qualities expected of all employees. We aspire to continuously educate, develop, and invest in our staff.

**SAFETY:** We promote the health, well-being, and security of our employees and the community we serve.

**TRUST:** Integrity and authenticity are the foundation for all successful relationships, and we will foster a character driven culture to build on this foundation.

Charleston County Government's FY25-FY28 strategic plan is a living, working document adopted on December 21, 2023. The plan encompasses the strategic priorities set forth by Charleston County Council and the strategies and goals reflect the direction of the County. This strategic plan will guide staff under the directorate of the County Administrator to meet and attain needs of the community and adjusting when necessary. The County looks forward to seeing all that can be accomplished when we all work towards a common goal. Thank you for the opportunity to serve our community.

# STRATEGIC PRIORITIES

1 Infrastructure

2 Workforce

3 Quality of Life

4 Financial Stability

5 Public Engagement and Communication

6 Public Wellbeing

7 American Rescue Plan Act (ARPA)

# INFRASTRUCTURE

Goal 1: Advance access to safe, efficient, reliable, affordable, and sustainable transport systems for all.

Strategy A: Develop an allocation plan for continuation of half-cent sales tax, including financing options for a comprehensive multi-modal transportation system for the County.

Strategy B: Continue local funding match for Lowcountry Rapid Transit System (LCRT), maintain County representation to serve on LCRT's Executive Leadership Team, and review right-of-way and engineering plans.

Strategy C: Achieve completion or substantial completion of the following infrastructure projects by the end of Fiscal Year 2027:

1. Glenn McConnell Parkway Widening
2. Highway 41 Corridor Improvements
3. Main Road Corridor
4. Palmetto Commerce Interchange
5. Folly Road Pedestrian Improvements

Strategy D: Assist the South Carolina Department of Transportation in securing the Record of Decision from the Federal Highway Administration and the Army Corps of Engineers permit for the Mark Clark Extension project.

Strategy E: Maintain a network pavement condition index (PCI) of seventy (70) for the paved secondary roadway system throughout Charleston County.

Strategy F: Increase alternative pavement preservation (Photocatalytic Rejuvenator) program by 5% annually on qualifying roads.

# INFRASTRUCTURE

Goal 2: Reduce the vulnerability of flood hazards to protect the life, health, safety, and welfare of the community's residents and visitors.

\*Strategy A: Strengthen local building codes regulations to include:

- Reduce residential and commercial flooding in designated zones through higher standard construction requirements and grant projects.
- Reduce or prohibit use of fill to elevate buildings/land by limiting the height of fill or prohibiting the use of fill in the floodplain.
- Apply stricter limitations on use of enclosed areas built below flood elevation.

\*Strategy B: Review and update, as needed, Countywide plans, to include:

- Comprehensive Plan
- Zoning and Land Development Regulations (ZLDR) Plan
- Hazard Mitigation Plan
- Climate Action Plan (in development)

\*Strategy C: Develop a capital improvement program through Stormwater for drainage projects that identifies the needs, assets, level of service needed, and cost share with participating municipalities.

Goal 3: Construct and maintain County facilities that are safe and sustainable for employees and community.

Strategy A: Achieve completion or substantial completion on time and within budget of the following Countywide facilities by the end of Fiscal Year 2027:

- Phase II of Azalea Complex while achieving the Green Global certification on new Administration building.
- EMS Station 8 Edisto Island
- St. Andrew's PSD/EMS Station
- St. John's EMS Station/CCSO Substation
- Tri-County Biological Science Center
- James Island, Ravenel, Johns Island Remote Public Works Facilities

\* Indicates only areas of unincorporated Charleston County.

# INFRASTRUCTURE

Strategy B: Study potential funding alternatives to address facilities preventative maintenance backlog.

Strategy C: Maintain a Capital Improvement Plan to address County growth.

- Develop a plan to expand the judicial services downtown and the Administrative Campus in North Charleston, to include land acquisition and design of a new Financial Center.

Strategy D: Develop a plan to address the future of solid waste when the landfill is at capacity and stay current on strategies to reduce the waste stream.

Goal 4: Enhance security and availability of County's critical IT data and application services.

Strategy A: Enhance data security through various security measures.

Strategy B: Incorporate cloud technology to increase the resilience of IT services.



# WORKFORCE

Goal 1: Enhance strategies to recruit and retain quality employees who reflect the County's population demographics.

Strategy A: Update all job descriptions in the next three (3) years in order to:

- Implement career mapping software for employee advancement.
- Review, develop, and update, as needed, career ladder plans for 100% of departments/offices when required.

Strategy B: Develop a process to continuously review and update, as needed, the human resource policies to ensure the County is adhering to applicable laws and regulations and providing policies that encourage growth and retention within the County.

Strategy C: Develop an agile and inclusive workforce recruitment strategy that attracts, engages, and retains diverse and qualified talent.

Goal 2: Invest in employee training and professional development to encourage succession planning and knowledge transfer.

Strategy A: Increase employee participation in Online OnDemand and classroom training by 5% on an annual basis.

Strategy B: Evaluate and analyze the current training programs and personnel to enhance or create additional training and education division improvement/opportunities.

Strategy C: Explore a retiree temporary work program to assist with on-the-job training for new hires.



# WORKFORCE

Goal 3: Develop a highly engaged, diverse, and high-performing workforce.

Strategy A: Create a plan to measure employee engagement and identify areas for improvement.

Strategy B: Expand employee appreciation and hiring events.

Strategy C: Provide employees with opportunities to join professional development organizations.

- Track employee awards, certifications, and other achievements through HR database.



# QUALITY OF LIFE

Goal 1: Encourage a diverse economy that provides high paying jobs and opportunities so every resident can succeed and thrive.

Strategy A: Annually assist 200 existing companies and start-ups in the information technology, life sciences, manufacturing, and logistics sectors through the Business Concierge Program.

Strategy B: Annually assist 300 small business owners with obtaining local, state, and federal designations to increase their business opportunities with the County.

Goal 2: Continue to monitor and implement initiatives through Charleston County's "Housing Our Future Plan."

Strategy A: Create a new Multi-County Park agreement with support of the municipalities and Colleton County dedicated exclusively to affordable housing.

Strategy B: Establish policies and create systems for Special Source Revenue Credits and Accommodations Taxes by which to consider and evaluate affordable housing projects requesting financial incentive assistance.

Strategy C: Develop and implement programs to utilize and bank land to support affordable and mixed income housing development.

Strategy D: Explore opportunities to continue housing initiatives currently funded by ARPA.

# QUALITY OF LIFE

Goal 3: Preserve and protect the unique qualities and characteristics of Charleston County by encouraging responsible and strategic growth.

\*Strategy A: Provide locations for concentrated mixed use growth patterns on land environmentally suitable for development where services and infrastructure can be provided in an efficient and cost-effective manner.

\*Strategy B: Maintain the low-density development outside of the Urban Growth Boundary to preserve the character and culture of the lowcountry.

Strategy C: Reinforce the location of the Urban Growth Boundary and establishing criteria to change its location through coordination with applicable jurisdictions and service providers.

\*Strategy D: Support state legislation that strengthens the ability for counties to enforce local quality of life regulations.

Strategy E: Continue protecting passive, active, and reclaimed greenspace, corridors, natural infrastructure, lowcountry natural resources, and productive and heritage landscapes through the Greenbelt Program.

- Develop an allocation plan for the Greenbelt Program through the continuation of half-cent sales tax.
- Explore avenues to assist community non-profit organizations with securing outside funding and in-kind contributions for implementing planned improvements to public greenspaces.



## Charleston County Greenbelt Program

\* Indicates only areas of unincorporated Charleston County.

# FINANCIAL SUSTAINABILITY

Goal 1: Follow and implement financial policies and procedures that maintain the County's strong financial position.

Strategy A: Review and update, as needed, financial policies and procedures to ensure the County is adhering to applicable laws, regulations, and best financial practices.

Strategy B: Maintain AAA bond ratings with all three credit rating agencies.

Strategy C: Present Council with financial strategies including multi-year financial plans:

- General Fund
- Capital Improvement Plan
- Debt Service
- Transportation Sales Tax
- Environmental Management

Goal 2: Present an annual balanced budget while minimizing additional financial impacts to residents.

Strategy A: Maintain an aggressive policy in collection of revenues.

Strategy B: Pursue local, state, and federal grant opportunities to fund projects and programs that are consistent with the County's Strategic Plan.

Strategy C: Conduct annual evaluation of County fees and update, as needed.

Goal 3: Evaluate risk annually and enhance security measures and internal controls, as needed, to reduce financial vulnerabilities.

Strategy A: Maintain an inventory of capital assets.

Strategy B: Utilize internal audits to track compliance with policies, procedures, state, and federal laws; advise on emerging demands or risks; and prevent fraud, waste, and abuse.

# PUBLIC ENGAGEMENT AND COMMUNICATIONS

Goal 1: Enhance public communication and outreach.

Strategy A: Ensure all software systems are current with an emphasis on improved customer interaction using responsive design, incorporating accessibility requirements, and supporting latest technology.

- Update the County website design and conduct periodic review of website content by departments/offices to ensure currency of information.
- Explore notification systems for agendas, quarterly newsletters, and general County updates.
- Implement a plan for conveying progress and outcomes from the County's strategic plan to employees and the community.

Strategy B: Increase and enhance digital engagement by 5%.

Strategy C: Create a plan to measure residents and/or user satisfaction and identify areas for improvement.

Goal 2: Deliver consistent, responsive, equitable, and high-quality County services.

Strategy A: Research and identify gaps and opportunities to enhance or expand existing internal software and programs.



# PUBLIC ENGAGEMENT AND COMMUNICATIONS

Strategy B: Improve intragovernmental operations through department and office collaboration.

- Review permitting processes to streamline service and improve efficiency and develop a communication plan to disseminate modifications to staff and customers.
- Conduct monthly meetings with permitting team to review and respond to survey results and opportunities for improvement.
- Review all internal and external County processes and implement additional digital processes to reduce paper and expedite County procedures.

Strategy C: Foster open lines of communication with municipalities and neighboring counties on a scheduled basis.

Goal 3: Promote County services across demographics utilizing various communication methods.

Strategy A: Evaluate the current participation in outreach events (ie: costs and participation numbers). Be intentional/strategic with outreach impact.



# PUBLIC WELLBEING

Goal 1: Provide coordination and assistance in response to a variety of man-made and natural hazards and/or other emergencies.

Strategy A: Review and update, as needed, emergency management response plans on an annual basis through emergency management exercises.

Strategy B: Resource allocation and training for all public safety events through the Public Safety's Critical Incident Support Team.

- Beach Communities
- Special Events
- Significant disaster and/or emergency response

Goal 2: Work in partnership with community leaders, local and municipal government agencies, and community stakeholders to address emerging public safety concerns.

Strategy A: Identify local, regional, and national partners to enhance our 9-1-1 goals and strengthen our ability to receive, process, and dispatch calls for service.

Strategy B: Add four community representatives to the Criminal Justice Coordinating Council from nonprofit, healthcare, business, and defense bar.

Strategy C: Continue to coordinate and collaborate with local law enforcement partners.



# PUBLIC WELLBEING

Goal 3: Connect residents with diverse resources to address community needs based on a data driven decision-making approach.

Strategy A: Expand the presence of the Awendaw McClellanville Fire District (AMFD) through fire alarm distribution program, additional outreach events, and increase full time employees as funding allows.

Strategy B: Explore a data dashboard to track overdoses, Narcan distribution, and fentanyl test strip distribution to enhance public awareness around community needs and services.

Strategy C: Provide targeted outreach and distribution of Narcan through the use of National OD (Overdose) Map to provide a better view of overdose locations and follow up for treatment.

## AMERICAN RESCUE PLAN ACT (ARPA)

Goal 1: Continue to monitor and implement the ARPA Strategic Plan.

Goal 2: Commit all ARPA funding by December 2024.

Goal 3: Expend all ARPA funding by September 2026.

