

Strategic Focus Area	Strategic Initiative	Project Description	Notes	Department of Responsibility	FY Start	Completed
Affordable and/or Workforce Housing	Affordable Housing Public/Private Partnership	Partner with developers to construct affordable housing on Town owned properties.	<p>Town Council passed a motion approving the Town Manager to enter into contract negotiations with Workforce State of Mind, LLC on May 10, 2022.</p> <p>Contract with Workforce State of Mind LLC for phase 1 (planning/due diligence) for a maximum of 14 homes at 1095 May River Road was approved and signed by all on August 5, 2022.</p> <p>Town Council considered a motion to amend the contract to include the Town's ownership and maintenance of common open space on August 8, 2023. Town staff is reviewing a public project for the construction of 12 affordable units.</p> <p>As of October 2, 2023, the 12 unit townhome development is being reviewed by Town and outside agencies. Town Council approved First Reading to transfer the land on October 10, 2023.</p>	Growth Management	Carry-over	
Affordable and/or Workforce Housing	Affordable Housing Work Plan	Develop and implement the annual Affordable Housing Work Plan and associated Community Development Program, including the Neighborhood Assistance Program, as recommended by the Affordable Housing Committee and approved by Town Council as part of the Fiscal Year budget adoption. The programs' components include: minor home repairs for safe and dry; property maintenance including abatement/demolition of unsafe structures; property clean up; private road repair for emergency access; septic system maintenance/repair and sewer connections; Heirs property title assistance; dangerous tree mitigation; and E-911 addressing for income qualified residents. Other components include affordable and/or workforce housing incentives and development as well as monitoring of Wharf Street redevelopment project affordability and covenants compliance.	<p>The annual work plan and budget recommended by the Affordable Housing Committee serves to implement the polices and actionable items of the Community Development program and is further identified and described in the Strategic Plan as prioritized and approved by Town Council.</p> <p>The initial FY23 Consolidated Budget included \$190K for qualified improvements.</p> <p>FY24 Consolidated Budget was amended to increase to a total of \$290,000. As of October 16, 2023, Nineteen (19) homes have been repaired totaling \$148,417. Staff contiunes to assist property owners and monitor funds.</p>	Growth Management	On-going	On-going
Affordable and/or Workforce Housing	Housing Analysis	Include an assessment/analysis/inventory of all affordable/workforce housing with all planning documents and neighborhood plans.	<p>Town staff has developed an inclusive report that includes an inventory of all affordable housing units and vouchers in the Town of Bluffton and adjacent areas.</p> <p>This document will be used for background material for all other planning reports and will continue to update as more units become available.</p>	Growth Management	FY2023	✓

Affordable and/or Workforce Housing	Regional Affordable Housing Trust	In partnership with participating municipalities and Beaufort County, the intent of the project is to establish a regional housing trust fund to be used to encourage construction of affordable and workforce housing in the Greater Bluffton area and region.	The BJRHTF (Beaufort Jasper Regional Housing Trust Fund) was formed in December of 2022, with \$3.4 million dollars pledged. Courtney Hampson is the Town of Bluffton's representative, and Victoria Smalls is the SOLOCO representative. Community Works is contracted to act as the administrator of the funds. All continue to meet to improve the communication and further this effort. At the October 16, 2023 meeting the board voted to approve a \$500,000 loan for the construction of an age restricted housing development in Beaufort. The board also approved the hiring of an Interim Director to manage the fund.	Growth Management	Carry-over	
Community Quality of Life,Infrastructure	Public Art Program	Establishment of a policy to include integration of art into the resourcing, concept, design and construction of public projects.	Explore opportunities to include public art in future capital improvement projects. No separate funding provided in 5-year CIP Budget. Town Council passed the resolution adopting the policy on October 11, 2022. The Public Art Committee was formed and has begun meeting to discuss priority locations and an overall strategy.	Executive	FY2023	✓
Community Quality of Life	Align National Historic District to More Closely Align with Local Historic District	Ordinance change to potentially modify district boundaries for either or both, the Local and National Register Historic Districts. This project involves both the inventory and assessment of structures, review of boundaries and also the eligibility criteria established and approved by Town Council for contributing structures. Update to include historical research of the Buck Island-Simmonsville Road neighborhood, Eagles Field, and the Goethe-Shults Road neighborhood. Project will consist of 3 phases: 1) Project Planning and Background Research Phase; 2) The Documentation of Resources Phase; and 3) Preparation of the Survey and Documentation Phase.	1) Project Planning and Background Research Phase: Complete 2) Documentation of Resources Phase: Complete 3) Survey Documentation Phase: Complete First Draft and Recommendation Received from Consultant December 2019 Initial Draft Received from Consultant December, 2019 Planning Commission Workshop April 22, 2020 Historic Preservation Commission Workshop July 1, 2020 TC Workshop July 14, 2020 TC Workshop February 9, 2021 -purpose was to provide an update on next steps and receive feedback on how to provide public notice and receive input during COVID-19 Resolution by TC to accept the survey on December 14, 2021. Staff has identified the potential expansion parcels and is working with SHPO to confirm qualifications to move forward. In order to adjust the boundaries of the National Register District, it will require a nomination for the National Historic Register. Once the district is identified each owner will be contacted to determine next steps. Resolution to update the Contributing Resources Map will be necessary based on property owners' participation. Brad Sauls with SHPO will be in attendance of the FY25-26 Strategic Planning Workshop to provide an overview of state level regulations.	Growth Management	Carry-over	

Community Quality of Life	Amend Development Agreements	Opportunities to amend development agreements to accommodate current public and land owner priorities remains a high priority of Town Council.	Development agreements will be amended as opportunities present themselves. Ongoing initiative. The Palmetto Bluff Development Agreement was amended to allow for an additional dry stack storage and to clarify the number of wet slips that are allowed.	Executive	On-going	On-going
Community Quality of Life	Beautification Committee Work Plan	Annual and ongoing implementation of adopted Beautification Committee Work Plan.	Annual Work Plan presented to Town Council during FY Consolidated Budget consideration.	Public Services	On-going	On-going
Community Quality of Life	Community Newsletter	Create a semiannual (fall and spring) newsletter to be distributed to all households in the Town of Bluffton.	Distribute a community newsletter to all households in basic written/paper format, including information such as upcoming events, changes, new developments, contact numbers, etc. Newsletter will be distributed on a regular basis in both the Fall and Spring. Develop a standard template, schedule and creation/publishing and distribution SOP. The inaugural newsletter was distributed to all residents and businesses in the Town in Fall 2022 and again in Spring 2023.	Communications	FY2023	✓
Community Quality of Life	Comprehensive Plan	The Comprehensive Plan is a planning tool that is required for all communities in South Carolina that have zoning ordinances. The plan includes the following elements: Population, Cultural Resources, Natural Resources, Housing (including affordable/workforce housing), Economic Development, Community Facilities, Land Use, Transportation and Priority Investment. These planning elements represent the Planning Commission's recommendations to the Town Council regarding wise and efficient use of public funds, future growth, development, redevelopment and the fiscal impact of the planning elements on property owners. The plan must include an inventory of analysis as well as needs, goals, and an implementation strategy. State law requires that communities conduct a 5-year review of their plan and a 10-year rewrite. Completion of this action item will satisfy the state required 10-year rewrite.	Significant Dates: April 19, 2022 - Workshop with Town Council and MKSK. June 22, 2022 - Workshop at the Planning Commission meeting. September 27, 2022 - Public Hearing at the Planning Commission meeting. October 11, 2022 - Town Council First Reading. November 8, 2022 - Town Council Public Hearing and Second/Final Reading.	Growth Management	Carry-over	✓
Community Quality of Life	Development Review Criteria	Incorporate review of Town's missions/goals and Strategic Plan as approved by Council in the review process.	Include the Strategic Plan and the overall Mission and Values of the Town in the review of all projects and policies. Update internal checklists and Standard Operating Procedures to include this item. Town Council approved a resolution on November 8, 2022 amending the Applications Manual which will include the Town's value and mission statements on all applications.	Growth Management	FY2023	✓
Community Quality of Life	Green Footprint Plan	Incorporate green principles whenever possible.	Develop a green footprint/infrastructure plan that address sustainability, resilience and environmental principles.	Executive	FY2023	Carry over

Community Quality of Life	Historic District Accessibility, Pathway and Pedestrian Safety Improvements	Originated from: 1) 2014 Comprehensive Plan, Transportation Chapter, 2) 2021 Sidewalk Accessibility Analysis, 3) 2021 Traffic Calming Policy, 4) citizen input, and 5) FY23-24 Strategic Plan. Project includes the evaluation, design and construction of ADA compliant pathways and crosswalk features in the Historic District.	Town of Bluffton Sidewalk Accessibility Analysis was competed in September 2021. This plan established priorities for +/-40 crosswalk and intersection improvements within the Historic District for ADA compliance. Construction of Phase 1 intersection improvements was completed in FY23. Following direction provided to staff at the October 18, 2022 Workshop, the remaining 30 Historic District interesections will be completed as one project. Infrastructure Consulting & Engineering was awarded a design and construction administration contract on September 12, 2023. Project close-out is anticipated first quarter FY25.	Projects (CIP)	Carry-over	
Community Quality of Life	Individual National Register District of Historic Places	Recommend historic resources that are eligible for individual listing on the National Register of Historic Places.	Review historic structures for qualification for individual listing, work with the property owner on submitting an application and assist with the process. Clearly establish a process to review and assess and include educational component for the community on the overall program. Anticipated start date is Spring 2023. Town staff will create a chart mapping out eligible structures in the next 3-5 years.	Growth Management	FY2023	
Community Quality of Life	Law Enforcement Citizens Advisory Committee	A Town Council-appointed citizen committee to serve in an advisory capacity to the Police Department and Town Council regarding public safety matters. The committee was identified as a goal in the most recent Bluffton Police Department Strategic Plan, adopted by Town Council.	Initial appointments to committee made by Town Council on August 11, 2020.	Police	Carry-over	✓
Community Quality of Life	Police Department Strategic Plan	Revise the Police Department Strategic Plan, for 2023-2024.	Completed July 2023.	Police	FY2023	✓
Community Quality of Life	Reforestation Plan	Establish an effective, systematic mitigation strategy to replenish trees in critical watershed areas and other planning tracts where mass removal of tress occurred during development. To be planted in parks, roadways, river buffers, school campuses, town businesses and residential properties.	Staff will draft a policy to establish the tree fund, requirements, and replanting plan. Content will include how and when to utilize funds paid for tree removal, where trees can be planted and other particulars. A fee in lieu payment option is included in the proposed associated tree UDO amendments approved April 19, 2022. Growth Management staff is working with Public Services staff to draft a standard operating procedure and policy document.	Growth Management	Carry-over	
Community Quality of Life	Review Other Planning Documents and Reports	Update and review long range plans to determine whether or not an update or rewrite is necessary.	Consider amendments to plans, such as the Old Town Master Plan Anticipate to internally provide an assessment and present to include in the budget process for FY24. Initiative Name to change to - Old Town Master Plan Assessment	Growth Management	FY2024	
Community Quality of Life	TOB Non-Profit Organizational Signage	Design and construction of signs marking entry to the Town along major arteries which identify the non-profit organizations located within the Town.	Project assessment/inventory began in late FY23. Project will include an assessment of the Town's off premise commercial signage to determine any proposed changes in design, policy and copy.	Projects (CIP)	FY2023	Carry forward

Community Quality of Life	UDO Amendments	Annual assessment and proposed amendments to the Unified Development Ordinance	<p>Monitor necessary amendments to the UDO to align with community needs, changing technology, community goals and best management practices. Develop a process to actively review, assess, obtain feedback and draft proposed amendments for consideration. Follow with clear SOPs to inform, educate, and incorporate changes in all Town documents.</p> <p>After a Joint Workshop in January 2023, with TC and Planning Commission, there were four (4) Public Hearings with Planning Commission to go over multiple proposed changes to the UDO. Town Council held a first reading of all proposed changes on July 11, 2023. Prior to the second and final reading, Town Council instructed staff to remove all edits related to the historic district for further review. .</p>	Growth Management	Carry-over	
Community Quality of Life	Update Neighborhood Plans	Update the Buck Island Simmonsville Neighborhood Plan and the Goethe Shults Neighborhood Plan	<p>Update the Buck Island Simmonsville Neighborhood Plan followed by the other plans.</p> <p>Staff has worked with the advisory committee to determine action items for the plan. A draft copy will be provided to the committee in October for review. It is anticipated that a final draft will be presented to Planning Commission in November and forwarded to Town Council with a recommendation of approval.</p>	Growth Management	Carry-over	
Economic Growth	Buckwalter Place Multi-County Commerce Park	Originated from the FY2017-2018 Strategic Plan. Project scope includes planning, design, and construction of infrastructure improvements at Buckwalter Place Commerce Park to enhance economic development opportunities on Town owned land.	Town Council approved a contract for a Public Private Partnership with Parkway Commons I LLC on October 10, 2023 to build three buildings totaling 51,000 sq. ft. supporting 120+ jobs across 20 businesses with an average salary of \$65,000. One building of 14,400 sq. ft. will transfer to DRCI to support local businesses and serve as the Town's business landing pad. Estimated completion is fall 2026.	DRCI	Carry-over	
Economic Growth	Cultural Events Strategy	Establish a network of cultural event opportunities to include public open spaces and Ulmer Auditorium.	Staff continues to assess the cultural events strategy to include public open spaces and Ulmer Auditorium.	Executive	Carry-over	
Economic Growth	DRCI Key Performance Indicators	Definition and synchronization of DRCI KPIs with DRCI Strategic Plan objectives. Present at all DRCI Board meetings with regular updates to Town Council.	<p>Using HubSpot as the CRM (Customer Resource Manager) to track every interaction with program companies, mentors, and members on a real time basis.</p> <p>On-going.</p> <p>This will be incorporated with overall Town KPI program.</p>	DRCI	Carry-over	✓
Fiscal Sustainability	Capital Asset Management Policy and Program	Exploration and adoption of local government best practices for the management and forecasting needs for capital assets to include fleet management and purchase of equipment in excess of \$5K used by Public Services.	The Capital Asset Policy will be presented in coordination with the Capital Asset Management Program. Anticipated to begin Spring 2024.	Finance	FY2023	

Fiscal Sustainability	Designated Marketing Organization (DMO) Marketing Plan	Pursuant to contractual terms with the Designated Marketing Organization (DMO), a Town-approved DMO Marketing Plan must be executed annually.	DMO services was solicited, RFP completed, and contract signed. Award was made to the HHI-Bluffton Chamber of Commerce for a contract term of three years with an option for an additional two-year term. Town Council approved the Town Manager to execute the contract on April 12, 2022.	Executive	Carry-over	✓
Fiscal Sustainability	Digital Media Strategy	Establishment and implementation of an overall Digital Media Strategy to guide outreach efforts using the Town's website and various social media platforms.	The current social media/digital strategy has been updated with the Digital Communications Manager with monthly planning documents, proactive, educational campaigns to continually educate the community about Town policies, projects, processes and Town events. Stream lined procedures to regularly gather information from each department. On-going	Communications	On-going	On-going
Fiscal Sustainability	DRCI Grant Program	Development of a grant initiative to drive top-line revenue and reduce Town-funded expenses.	Create working team to respond to grants.	DRCI	Carry-over	
Fiscal Sustainability	DRCI Strategic Marketing Plan	Development and execution of a 12-month strategic marketing plan via an outsourced marketing vendor.	A formal plan including digital, social, print and outdoor advertising begun in 2020. Membership has grown from 10 to nearly 1000 with increased interest in the programs.	DRCI	Carry-over	✓
Fiscal Sustainability	Finance Process Improvements	Evaluation and improvement of Finance core processes to include, but not limited to: - Payroll / Paid Time Off - Accounts Payable - Purchase Card Program - Business License Application and Renewal - Budget and CIP Planning Process	Payroll/Paid Time off – Executime software has been implemented, complete Purchase Card Program – Anticipated to be complete early 2024 Business License Application and Renewal – Anticipated new software implemented for 2025 renewals CIP Planning Process – next steps to be discussed early 2024	Finance	On-going	On-going
Fiscal Sustainability	Partnerships to Accept Donations	Partner with community foundations and organizations	Establish a policy to accept donations, such as police benevolence, historic preservation, public art, etc. The following have been established: Historic preservation fund with the Historic Bluffton Foundation Bluffton Police Benevolence fund with the Community Foundation of the Lowcountry Public Art Fund with the Community Foundation of the Lowcountry Stay Safe Bluffton Fund with the Community Foundation of the Lowcountry Approved by Town Council via Resolution on April 12, 2022	Finance	FY2023	✓

Infrastructure,Economic Growth,Community Quality of Life	Sarah Riley Hooks Master Plan	Originated from the FY 2021-2022 Strategic Plan. Develop a Master Plan for the Sarah Riley Hooks home and property.	Initial Scope of Work to included Surveying, Conceptual Master Planning, obtaining public input and Town Council guidance at January 10, 2023 meeting for potential use for the existing home and site. Meadors Inc., JK Tiller and Shearlock Engineering have been contracted for final design and construction documents to be completed in FY24 with construction planned for FY25 - 26.	Projects (CIP)	FY2023	
Infrastructure,Community Quality of Life,Economic Growth	Squire Pope Carriage House	Originated from: FY14 Comprehensive Plan and FY 2019 - 2020 Strategic Plan. The goal of this project is to preserve and restore a contributing resource and cultural resource for future public use.	Preservation Plan, Construction Documents and initial stabilization for the Squire Pope Carriage House is complete. Construction is underway by Huss Inc. SCAD Pro has been contracted to provide conceptual plans to be considered to use the first floor as the Town's Welcome Center with the upstairs for Communications Staff in first quarter of 2025.	Projects (CIP)	Carry-over	
Infrastructure,Economic Growth	Historic District / Old Town Streets Ownership and Maintenance Strategy	Originated from the FY 2016-2017 Strategic Plan. The intent of this project is to establish clear title to existing unimproved Ghost Roads and other street rights-of-ways within the Old Town Historic District.	<p>Surveying for Ghost Road plat exhibits is complete. Quit claim deed documents are 85% complete and delivered with the exception of heirs properties. Town hired a part time Easement Acquisition position in FY 24 to assist with future Ghost Road acquisitions.</p> <p>Town Staff continues to meet with individuals as well as work with the Town Attorney to initiate legal proceedings to clear title to rights of way associated with Historic District sewer projects. Acquisition letters have been sent to all owners, with the exception of 6 owners on Dubois and Guerrard which have unclear unownership interests. Quitclaim deeds recorded on 73 of 144 properties, 8 properties have said 'no' and we will proceed with legal action to acquire the deeds.</p> <p>Town has taken ownership of Pritchard, Boundary, Church, and portions of Lawton, Water, Colcock Street Bridge and Green Streets.</p>	Projects (CIP)	Carry-over	
Infrastructure,Community Quality of Life	Goethe-Shults Neighborhood Infrastructure Phase 2	Originated from 1) Goethe Shults Neighborhood Infrastructure Plan adopted by Town Council in 2018, 2) Transportation Chapter of the 2014 Comprehensive Plan, and 3) FY 2019 - 2020 Strategic Plan. The goal of this project is to complete pedestrian connections to schools, parks and the Historic District, while improving pedestrian safety for neighborhood residents.	Sidewalks and Lighting construction is complete.	Projects (CIP)	Carry-over	✓
Infrastructure,Community Quality of Life	New River Linear Trail	Originated from: 1) 2014 Comprehensive Plan, and 2) citizen feedback/input. Project includes planning, design and construction of pathway improvements to the New River Linear Trail from the New River to Sun City, with a future extension to Highway 170.	Surveying and Conceptual Master Plan are complete. Engineering Design for Phase 1 of the trail and a restroom facility at the New River Trail Park completed in FY23. Construction of restroom and lighting in the parking lot is underway with completion anticipated in FY24. Trail improvement construction documents are 90% complete as of October 2023. Senator Davis was successful in securing a \$2 million appropriation in support of the project. Phase 2 will extend to Sun City and staff is investigating grant opportunities.	Projects (CIP)	FY2024	

Infrastructure,Community Quality of Life	New Riverside Barn Park	Originated from: 1) 2014 Comprehensive Plan, Public Recreation Facility needs, and 2) FY 2019-2020 Strategic Plan. The project consists of master planning, design and construction of a public park and gathering spaces at the 37-acre New Riverside Barn Site.	Master Plan Update was presented to Council in October 2020 Workshop. Construction of Phase 1 Site Development is underway by JS Construction and will be completed by end of 2023. Final design of Barn renovation/addition is complete. Town Council awarded a contract with Nix Construction for CMAR, Construction Manager at Risk at the October 10, 2023 TC meeting.	Projects (CIP)	FY2023	
Infrastructure,Community Quality of Life	Pedestrian & Pathway Safety Improvements	<p>Originated from: 1) 2014 Comprehensive Plan, Transportation Chapter, 2) 2021 Sidewalk Accessibility Analysis, 3) 2021 Traffic Calming Policy, 4) 2006 Old Town Master Plan, 5) FY23-24 Strategic Plan and 6) citizen input.</p> <p>This project consists of improvements to walkways, crosswalks, traffic calming measures, lighting and signage for Town-wide pathways. Individual improvement projects are based on the Town of Bluffton Sidewalk Accessibility Analysis and Traffic Calming Policy adopted in 2021. Analysis of pedestrian safety in areas outside of the Historic District, including Goethe Road, Buck Island / Simmonsville Road and Bluffton Road, will be added to the FY 23 Scope of this project. Upon completion of the Town-wide pedestrian safety assessment, a list of individual project improvements will be established and prioritized to be implemented over a five-year period.</p>	<p>Staff completed Pedestrian Pathway Phase 1 ADA crosswalk improvements in early 2023 and a contract was awarded to Infrastructure Consulting & Engineering in September 2023 for design and construction administration of the remaining 30 sites in the Historic District.</p> <p>Per Town Council directive at the FY23 - 24 Strategic Plan, Staff will evaluate potential safety enhancement opportunities for pathways at the Goethe/Shults Neighborhood, Bluffton Rd., and Buck Island/Simmonsville Neighborhood. Staff is proposing a comprehensive assessment of potential pedestrian safety improvements as part of FY25 budget with construction of improvements subject to future budget approval.</p>	Projects (CIP)	FY2023	
Infrastructure	Boundary Street Streetscape	Originated from: 1) Town of Bluffton Comprehensive Plan and 2) Old Town Master Plan. Project includes Sidewalk, Roadway and Streetscape improvements on Boundary Street between May River Road and Bridge Street.	Engineering Design is underway. Permitting and easement acquisition is planned for FY24 dependent upon Dominion Energy electricity undergrounding final design. Plans have been submitted to BJWSA for their review.	Projects (CIP)	Carry-over	
Infrastructure	Bridge Street Streetscape	Originated from: FY19-20 Strategic Plan. Project includes Sidewalk, Roadway Stormwater and Streetscape improvements from Burnt Church Road to Thomas Heyward Road.	Phase 1 is complete - on street parking, sidewalks, crosswalks, landscaping and lighting. Engineering Design is underway for Phase 2 Streetscape. Construction of Phase 2 is planned for FY 25-26.	Projects (CIP)	FY2023	
Infrastructure	Buck Island Simmonsville Sewer Phase 5	Originates from: 1) Buck Island-Simmonsville Neighborhood Plan, 2) FY19-20 Strategic Plan, and 3) May River Watershed Action Plan. Project includes the design and installation of sewer lines for the remaining portions of the Buck Island-Simmonsville Neighborhood that are currently un-served.	Construction began in early FY24 with mainline completion anticipated prior to the end of 2023.	Projects (CIP)	Carry-over	

Infrastructure	Buck Island-Simmons ville Neighborhood Sidewalks & Lighting	Originated from 1) Buck Island/Simmons ville Neighborhood Plan and FY19-20 Strategic Plan. This project includes the design and construction of sidewalks and lighting along Buck Island and Simmons ville Roads from New Mustang South to May River Road.	Sidewalk and lighting construction is being implemented in conjunction with the completion of sanitary sewer for the community. Sidewalks are complete for all phases on Buck Island Road. Simmons ville Roads. The final phase (Simmons ville Road - Phase 6B) is was completed in FY23. Dominion Energy to install lighting for BIS Ph. 5 and BIS Ph. 6 prior to the end of 2023.	Projects (CIP)	FY2023	
Infrastructure	Calhoun Street Streetscape	Originates from: 1)2016 Calhoun Street and Adjacent Area Study, adopted by Town Council in 2016, 2) 2006 Old Town Master Plan, 3) Transportation Chapter of the 2014 Comprehensive Plan; and 4) FY 2020-2021 Strategic Plan. This project consists of planning, design and construction of streetscape improvements for Calhoun Street from May River Road to Water Street. Improvements may include pervious paver parking, road resurfacing, sidewalk widening, more defined crosswalks, drainage/stormwater, street lighting, signage, site furnishings, landscaping and utility relocations.	Conceptual Master Plan and surveying is complete. Final Design and permitting began in FY22, easement acquisition was planned for FY24 contingent upon Domion Energy final utility undergrounding designs which have not yet been completed. Construction anticipated in phases (FY25-27), pending project funding. Construction costs to be determined upon final design.	Projects (CIP)	FY2023	
Infrastructure	Capital Improvement Program Master Plan	Originates from: FY20-21 Strategic Plan.	Develop a guiding policy for prioritization of future, potential Capital Improvement Program projects.	Projects (CIP)	FY2024	
Infrastructure	Garvin-Garvey House Interpretive Signage	Originated from: FY19-20 Strategic Plan. Continuation of project to install final interpretive signage and displays/exhibits at the Garvin-Garvey House.	Design for the final exhibits and signage is complete. Installation completed in FY23.	Projects (CIP)	Carry-over	✓
Infrastructure	Historic District Power Line Burial	Originated from: settlement agreement with SCE&G. Project includes the design and for burying overhead power lines within certain areas of the Historic District.	Electrical design has not been provided by Dominion Energy. It is anticipated that the powerline burial will be implemented over several years with the Calhoun, Bridge and Boundary Street Streetscape projects and subject to successful completion of multiple easement acquisitions. Staff is working with Dominion to determine the location of equipment and negotiating with property owners for easements for related to burial of the MRR transmission line and assuciated switch gear boxes.	Projects (CIP)	FY2024	
Infrastructure	Law Enforcement Center Facility	Originated from FY19-20 Strategic Plan. Project includes miscellaneous Site and Building improvements.	Construction of the LEC parking and service yard expansion and various covered sheds are complete. The PAT challenge course is complete.	Projects (CIP)	FY2023	✓
Infrastructure	Old Town Master Plan Drainage Improvements Study	Originated from: 1) FY19-20 Strategic Plan and 2) citizen input. This project consists of Drainage Infrastructure inventory, assessment and improvements within the Historic District of Bluffton.	Overall Historic District Master Drainage Plan asset inventory, condition assessed and hydrologic/hydraulic modeling iwas initiated in FY22 for the Heyward Cove Drainage Basin completed. The results of this effort will identify and prioritize maintenance and CIP work in the drainage basin to improve drainage and reduce risk of flooding. The work effort performed, and lessons learned in Heyward Cove Drainage Basin will be incorporated in future work efforts of the other watersheds to be assessed in the CIP Study Area.	Projects (CIP)	FY2023	✓

Infrastructure	Oscar Frazier Park/Rotary "Field of Dreams" Project	Originated from the 2014 Comprehensive Plan, FY2019-2020 Strategic Plan and 2018 Master Plan. Project includes design and construction of improvements at the Oscar Frazier Park in partnership with Beaufort County and other community organizations.	Completed improvements include new equipment and synthetic turf at the playground, pavilion/restroom, perimeter sidewalks, dog park, resodding and electric pedestals at the Field of Dreams, lighting and landscaping. Improvements currently under construction include outdoor gathering space and walkways adjacent to the Community Center, lighting, and site furnishings.	Projects (CIP)	Carry-over	
Infrastructure	Pritchard Street Drainage Improvements	Originated from the FY19-20 Strategic Plan and the May River Watershed Action Plan. Project includes the design and construction of drainage improvements within the Pritchard Street Right of Way to reduce potential flooding.	Construction of interim drainage improvements are complete. Engineering design to address on-going drainage issues along the western side of the street as well as the addition of sidewalk and lighting will be complete in FY24.	Projects (CIP)	FY2023	
Infrastructure	Public Services Facilities	Originated from the 2014 Comprehensive Plan and prior Strategic Plans. Project includes research of expansion opportunities, multiple locations or new facility for public works to address their expanding fleet of equipment and people to meet the needs of the community.	Survey and conceptual layout for the current service yard expansion is complete. Site design for a future facility at the New Riverside Barn Park is underway. Construction is subject to future budget approval and Public Services needs.	Public Services	FY2023	
Infrastructure	Public Sewer Installation	Originated from 1) May River Watershed Action Plan adopted 2011 and 2) FY19-20 Strategic Plan. Project includes the design and construction of public sewer to unserved areas of the Historic District.	Historic District Sewer Phase 1 construction is complete. Construction of the Historic District Sewer Phase 2 and 3 is underway. Design of Phases 4, 5 and 6 is under review with BJWSA with construction contingent upon completion of Ghost Road Acquisitions.	Projects (CIP)	Carry-over	
Infrastructure	Rotary Community Center	Originated from: FY19-20 Strategic Plan. Project includes miscellaneous improvements to the Rotary Community Center.	HVAC, flooring and roof repairs completed. Future repairs and upgrades contingent upon future budget approvals.	Projects (CIP)	Carry-over	✓
Infrastructure	Splash Pad	Originated from the FY23-24 Strategic Plan. Project includes design and construction of a Splash Pad at Oscar Frazier Park.	A Design/Build contract for the splash pad and landscaping was awarded to Carolina Recreation and Design, LLC in October 2023. Project is expected to be completed by early Summer 2024.	Projects (CIP)	FY2023	
Infrastructure	Town-wide Wayfinding Program	Originated from the FY20-21 Strategic Plan. Project includes the establishment of a town-wide way-finding signage system and implementation strategy to identify community assets and facilities, including but not limited to Law Enforcement Center, Town Hall, Beaufort County Government Center, Hospitals, Public Parks and Community Facilities. Establish a policy to determine appropriate locations and co-location opportunities as well as providing a process to review future requests and amendments.	Town staff to inventory the existing public facility wayfinding signs and identify current and future signage needs. Staff to contract with a graphic consultant to develop options to provide a wayfinding signage system to efficiently identify and direct motorists and pedestrians to various public locations. The project includes the assessment of the Town's off premise directory signs in the Historic District. Construction is not currently budgeted in 5-year CIP Plan.	Projects (CIP)	Carry-over	
Infrastructure	Wharf Street Lighting	Originates from FY19-20 Strategic Plan. Installation of public streetlights.	Surveying and Photometric Plans are completed. Construction anticipated in FY24 based on Dominion Energy installation schedule.	Projects (CIP)	Carry-over	

May River & Surrounding Rivers & Their Watersheds,Infrastructure	Oyster Factory Park	Originated from the 2014 Comprehensive Plan and 2015 Master Plan as amended in 2020. Design and implementation of park improvements according to the Town Council approved Master Plan.	Construction of vehicle parking lot is complete. Plans are substantially complete for the event space with construction anticipated to begin winter - spring 2024.	Projects (CIP)	FY2023	
May River & Surrounding Rivers & Their Watersheds	Impervious Restoration Water Quality Projects	May River Watershed Action Plan - Impervious Restoration Water Quality Projects	Development of long range plans to identify mitigation opportunities for previously developed sites to participate or contribute to impervious restoration and water quality projects throughout the Town.	Watershed Mgmt & Resiliency	On-going	On-going
May River & Surrounding Rivers & Their Watersheds	May River Watershed Action Plan Projects	<p>Originated from: May River Watershed Action Plan Update, adopted by Resolution 2/9/21.</p> <p>Eleven potential project locations were recommended in MRWAP Update based on site impervious area and proposed benefits once project work was completed. The sites to be evaluated include: Bluffton Early Learning Center, Boys and Girls Club of Bluffton, Benton House, Bluffton High School, Buckwalter Recreation Center, Lowcountry Community Church, McCracken Middle School/Bluffton Elementary School, May River High School, One Hampton Lake Apartments, Pritchardville Elementary School, Palmetto Pointe Townes. This is a multi-year capital project that will continue as needs are identified over 5 years or more. Design and construction expenditures will be supported by SWU fees, Developer Participation, and Fee-in-lieu contributions.</p>	Existing concept plans of MRWAP were evaluated including preliminary geotechnical investigations, utility avoidance/impact analysis, initial property owner coordination and existing site data analysis resulting in a preliminary design for each site. Future engineering design, permitting, and construction to be proposed in FY24 and 5-year CIP Plan.	Watershed Mgmt & Resiliency	FY2024	
May River & Surrounding Rivers & Their Watersheds	WAPAC Recommendations	Originated from: May River Watershed Action Plan Update, adopted by Resolution 2/9/21.	Committee recommends eleven (11) priorities for Council's consideration. Staff will bring recommendations forward individually for Council's consideration once fully scoped by WAPAC.	Watershed Mgmt & Resiliency	FY2023	
Town Organization	BCC Orientation and Onboarding	Revise the Boards, Commissions, and Committee orientation to include Town Council and an overview of the strategic plan.	<p>Include an overview of the Strategic Plan and the Town's Values and Missions in the orientation for new members.</p> <p>An electronic orientation packet has been created which includes the strategic plan and the Town's Values and Missions Statements.</p>	Executive	FY2023	✓

Town Organization	BCC Reports to Town Council	Establish a process for Boards, Commission and Committees to provide a regular update/report to Town Council to align the overall Town's vision and mission.	<p>Schedule updates for all BCCs, include a standard reporting format for the chairperson to provide to Council on an annual basis.</p> <p>The chair of the Planning Commission made the initial presentation at the October 11, 2022 Town Council meeting.</p> <p>Board of Zoning Appeals - March 14, 2023 Affordable Housing Committee - April 11, 2023 Historic Preservation Commission - May 9, 2023</p> <p>Other committees including WAPAC, Law Enforcement Advisory Committee, Beautification and others will be scheduled as requested by Town Council.</p>	Executive	FY2023	✓
Town Organization	Employee Benefits and Satisfaction	Establish employment practices to maximize retention and employee satisfaction levels. Conduct an employee survey to gauge levels and receive input.	<p>An internal staff survey was completed and presented to Town Council. Staff continues to evaluate various initiatives. A bi-lingual pay stipend was created for all eligible employees. Instituting initiatives to address survey results, such as increasing staff communication.</p> <p>A wellness committee was established and has begun meeting to discuss employee events.</p>	Human Resources	On-going	On-going
Town Organization	Employee Development and Training	As part of the Human Resources Strategic Plan, formalize employee development and training programs to nurture and retain the most talented and dedicated local government employees possible. Initiatives employed include employee newsletters, a mentorship programs, leadership and management training and development programs, and Department "Lunch and Learn" sessions. Also includes evaluation and retooling employee evaluation instruments and practices.	<p>Continue HR Did You Know bi-weekly series</p> <p>Evaluate Mentorship Program to implement during FY23</p> <p>Institute a workplace safety training program</p> <p>Created a DEI, Diversity, Equity and Inclusion committee and training efforts (now operated under the Executive Department)</p>	Human Resources	FY2023	On-going
Town Organization	Employee Wellness and Recognition	As part of the Human Resources Strategic Plan, through programs and initiatives, maximize the opportunity for employee wellness and success to include action items such as Employee of the Year awards program, celebration of birthdays and anniversaries, peer recognition programs, various seminars, basic medical screenings, vaccines, self-defense class, CPR class, financial seminars. Also a health and wellness fair/event for employees and covered dependent family members.	<p>Continue ongoing programs during course of normal operations.</p> <p>Institute an employee run wellness committee.</p> <p>Continue the employee wellness committee with events held throughout the year.</p> <p>Institute an on-site wellness program, ie. nurse on site to address minor concerns.</p>	Human Resources	FY2023	On-going

Town Organization	File Management and Records Retention Plan	Implementation of an enterprise-based, digital information management system.	<p>Due to complexity and anticipated costs associated with digitizing records on a Town-wide scale, the project will be segmented and operationally instituted over future fiscal years.</p> <p>RFP was posted in November 2021 and after demos and detailed evaluations of the finalists in January 2022 a contract was awarded in February 2022. This project will take until FY24 to fully implement with historical scanning of documents for the departments.</p> <p>Project implementation is in progress. Contracted service personnel are actively scanning and archiving data of the first department. This project is scheduled to be completed in FY24.</p>	Information Technology	Carry-over	On-going
Town Organization	Incident Management Plan	Assessment and update of all related emergency management operation plans as well as updates to associated policies and ordinances. Will also include identification of roles and responsibilities of an Emergency Management Director. Topics include, but are not limited to development and implementation of a facilities evacuation plan for all Town-operated facilities, to include operational testing/drills, etc.	All emergency ordinances are in the process of being updated. This will carry over to the next action agenda.	Police	Carry-over	
Town Organization	Key Performance Indicators	Establish a set of Key Performance Indicators using the "ICMA Open Access Benchmarking Key Performance Indicators" to quantify performance of activities and process that are integral to the Town functions.	The KPIs are posted on the Town's website and updated regularly by staff.	Executive	Carry-over	✓
Town Organization	Police Department Policies and Procedures	Annual review of all Police Department policies and procedures and subsequent modifications or more often as necessary.	This was included in the Police Department's Strategic Plan and will establish a policy review committee. Policies will be based upon the IACP model and reviewed by CALEA. This item will be removed moving forward, as there will be an annual review of all policies.	Police	Carry-over	✓
Town Organization	Talent Acquisition and Retention	Employ non-traditional and best practices in recruiting efforts, hiring practices and employee retention to ensure the best-qualified and most diverse work force possible, to include:	<ul style="list-style-type: none"> - Assesd Summer 2023 Intern Program to refine program for future fiscal years; - Determine if virtual job fair is possible; - Annually participate in MASC salary survey to evaluate compensation among peers; - Explore policies and practices to promote a family-friendly workplace; - Advertise open positions with HBCU, Historically Black Colleges and Universities; - Advertise open positions on social media; and -Explore ways to diversity candidate pool. 	Human Resources	FY2023	On-going
Town Organization	TOB Code of Ordinances	Review and calibration of the Town of Bluffton Code of Ordinances and Policies to ensure they are properly aligned with the SC Constitution and SC Code of Laws	Establish and implement a process to regularly monitor the Code of Ordinances and policies to make sure that they are properly aligned with other laws and regulations.	Executive	FY2023	

Town Organization	TOB specific Continuing Education Training Program	Draft and Propose a TOB specific training program to comply with the South Carolina Continuing Education Requirements for Planning Staff and Board/Commission/Committee members.	Training is now tracked for all BCCs, annual Roberts Rules of ORder is scheduled with invites sent to all. Staff is continuing to improve the training opportunities.	Growth Management	FY2023	On-going
Town Organization	Town Events Plan	Evaluation of Town events planning.	Town Staff has met to establish a calendar of events for the year. Staff also discussed contracting out some of the events, primarily movies as well as various locations and partners with the establishment of some annual events. The Special Events Manager has developed on on-going binder of event checklists and best practices for each Town-hosted events as a reference guide to stream line checklists and event planning. On-going	Communications	On-going	On-going