

Dorchester County Strategic Plan Status Report - February 2018 Update

Strategic Issue 1: Funding

Strategy A: Communicate with state senators about the importance of fully funding the Local Government Fund (County Council and County Administrator)

Status Assessment: As of March 2018

The most recent projected State General Fund Revenue increase is \$375,853,463, which is a 4.6 percent increase. The House Ways and Means Committee recommended no increase in LGF. Last week, the week of March 12, 2018, the S.C. House of Representatives voted to fund the LGF in the same amount as FY2017-2018, \$222,619,411.

Total as Passed FY 2017-18	FY 2018-19 (Statutory Formula)	FY 2018-19 SCAC Policy Position
\$5,405,095	\$8,320,819	\$5,672,300

The millage rate increase limitation as defined in S.C. Code of Law § 6-1-320 is the increase in the Consumer Price Index for the preceding calendar year (2.13%) plus the percentage increase for the previous year in the population of the entity (US Census Bureau Population Release Date for Counties is March 22, 2018) as determined by the S.C. Revenue and Fiscal Affairs Office.

General Needs Assessment: As of February 2018

The County needs to seek support from its Senate Members to increase the LGF by \$10.8 Million. This bill is also the policy position of the SCAC: “Support amending the Local Government Fund Formula to set the base funding level at \$223.2 million with a yearly increase in the fund that corresponds with the growth in the State General Fund up to 5 percent. Also, standardize a list of state mandates that all counties are responsible for to quantify the need for the LGF.”

Status Assessment: As of February 2018

The County Administrator attended the SCAC Mid-Year Conference on February 21, 2018 and visited the State House. He delivered a letter for each House Member of the County’s delegation. The letter requested that our House Members sign on as sponsors of H. 3099. H. 3099 would not provide full statutory funding of the Local Government Fund. H. 3099 gives cities and counties a path forward by establishing a compromise that sets funding for local governments at \$223.2 Million statewide, with an annual increase in line with the State of South Carolina General Fund Budget capped at 5% per year. Representatives Joe Jefferson and Patsy Knight were added to the bill as co-sponsors on February 21, 2018.

In November 2017, based on information shared by Councilman Hargett, the County Administrator and the County Attorney followed up with Spartanburg County regarding a lawsuit to be filed against the S.C. General Assembly based on them not fully funding the LGF.

In April 2017, the County Administrator followed up with the following: Senators Bennett, Campbell, Kimpton, Matthews, and Senn to thank them for voting to include the \$33,692,568 Local Government Fund

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increase in the Senate version of the FY2017-2018 Budget. This increase will really help Dorchester County. Using the assumption that Dorchester County's LGF allocation is 2.9523% (the percentage for the 2016-2017 allocation), the increase could mean approximately \$994,705 additional for the County for FY2018. This would exceed the burden that the 1% employer contribution for retirement would place on the county's General Fund Budget.

General Needs Assessment: As of February 2018

The County needs to seek additional support from its other House Members and more importantly ask its Senators to support a similar bill. This bill is also the policy position of the SCAC: "Support amending the Local Government Fund Formula to set the base funding level at \$223.2 million with a yearly increase in the fund that corresponds with the growth in the State General Fund up to 5 percent. Also, standardize a list of state mandates that all counties are responsible for to quantify the need for the LGF."

Status Assessment: As of March 1, 2017

In June 2016, several members of County Council and the County Administrator reached out to Senator Bennett and Senator Matthews to seek their assistance with restoring funding to the LGF for FY2017 when House Bill 1182 sought to change the funding formula. The bill to change the formula was rejected by the Senate.

In September 2016, the County Administrator and the Deputy County Administrator/CFO served on the Local Government Fund Advisory Committee with the South Carolina Association of Counties. The LGF Advisory Committee developed the following policy position that was adopted by Revenue, Finance and Economic Development Steering Committee of SCAC and approved as SCAC official position on the LGF:

Support amending the Local Government Fund formula to set the base funding level at \$223.2 million with a yearly increase in the fund that corresponds with the growth in the State General Fund up to 5%. Also, standardize a list of state mandates that all counties are responsible for to quantify the need for the LGF.

March 17, 2017, the County Administrator and Budget Officer are updating Local Government Fund Analysis for Dorchester County which includes an executive summary with LGF facts, Impact on Dorchester County, Total Net Cost to Provide Mandated State Services and Office Space at the County Level, etc. We will provide this update to County Council and our delegation to show the real impact on our county.

General Needs Assessment: As of March 1, 2017

March 17, 2017 the House Ways and Means Committee failed to fund the non-recurring dollars appropriated to the LGF in their version of the FY2018 Budget, which equates to a \$10.6 million cut.

County Council and staff need to reach out to our Senators to restore LGF funding to the FY2017 Level for FY 2018 at minimum.

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Strategy B: Consider a hospitality tax (County Council and County Administrator)

Status Assessment: As of February 2018

County Council gave first and second reading to the Hospitality Tax Ordinance. At their regularly scheduled meeting on August 8, 2016, County Council held a public hearing on “An Ordinance Imposing a Local Hospitality Tax Not to Exceed 2% on the Sales of Prepared Meals and Beverages as Defined and Authorized and for the Purposes Set Forth in S.C. Code Annotated Section 6-1-700, et seq., as Amended” for County Council’s consideration.

“On the motion of Councilman Davis, seconded by Councilman Byars, Council voted six in favor, with one absent, to delay voting until Monday, September 19, 2016 on an Ordinance Imposing a Local Hospitality Tax Not to Exceed 2% on the Sales of Prepared Meals and Beverages as Defined and Authorized and for the Purposes Set Forth in S.C. Code Annotated Section 6-1-700, et seq., as Amended.” (CC Meeting Minutes) This item was not included on the September 19, 2016 Agenda or any subsequent agenda.

General Needs Assessment: As of February 2018

Staff awaits guidance from County Council on how to proceed. If County Council wants to move forward with a Hospitality Tax Referendum, staff will update the estimate.

Status Assessment: As of March 1, 2017

On August 8, 2016, County Council held a public hearing regarding “An Ordinance Imposing a Local Hospitality Tax Not to Exceed 2% on the Sales of Prepared Meals and Beverages as Defined and Authorized and for the Purposes Set Forth in S.C. Code Annotated Section 6-1-700, Et Seq., As Amended.” County Council also voted to delay third reading until Monday, September 19, 2016.

At their regularly scheduled meeting on July 18, 2016, County Council received a presentation on the estimate revenue that would be generated by the Hospitality tax by the County Controller. The estimate was \$1.27 Million.

At their regularly scheduled meeting on May 2, 2016, County Council gave first reading, by title only, for an ordinance imposing a local hospitality tax not to exceed two percent on the sales of prepared meals and beverages as defined and authorized and for the purposes set forth in the S.C. Code Annotated Section 6-1-700, et. seq., as amended.

At their regularly scheduled meeting on June 6, 2016, County Council gave second reading to “An Ordinance Imposing a Local Hospitality Tax Not to Exceed 2% on the Sales of Prepared Meals and Beverages as Defined and Authorized and for the Purposes Set Forth in S.C. Code Annotated Section 6-1-700, et seq., as Amended” for County Council’s consideration. The County Attorney prepared the ordinance prior to second reading.

General Needs Assessment: As of March 1, 2017

Staff awaits guidance from County Council on how to proceed.

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Strategy C: Perform a Residential Property Audit (Assessor)

Status Assessment: As of February 2018

The Assessor's Office has begun work on the Legal Residence Audit. The purpose of this audit is to identify those property owners that are illegally receiving the Legal Residence Exemption. The county hired a Legal Residence Coordinator on December 11, 2017. The employee has received training on the procedures needed to perform the audit since that time. The county allowed an amnesty period for those taxpayers that wished to self-report. The amnesty period ended February 2, 2018. Total collections for that period were \$28,437.45. The contract with TransUnion (data services) has been signed and we are providing them with a preliminary data which is needed for security features necessary to proceed with the audit. A check in the amount of \$48,000 has been received from Dorchester District 2 for the data services.

General Needs Assessment: As of February 2018

This audit needs to be completed on a regular interval, most likely staggered between reassessment years. Under the second option as referenced below in the March 1, 2017 status and needs assessment, the process would likely continue perpetually as there would be a recurring cost to refresh data and designated personnel to continuously monitor the data. After the first 2-3 years of this process, it would likely become a much less burdensome task. To justify the program functioning in-house, the recovered penalties and additional revenue at 6% would need to exceed the personnel and operating costs of the program or additional funding would need to be provided from the school districts.

Status Assessment: As of March 1, 2017

The Dorchester County Assessor conducted a Legal Residence Audit beginning in March 2012 which concluded in the beginning of 2014. The next Legal Residence Audit should be completed between FY 2018 and the next reassessment. The previous audit was completed by Tax Management Associates (TMA) and the County paid the company a percentage of the recovered revenue for a period of three years.

Looking forward, the County should compile an RFQ to solicit responses from companies offering similar services to evaluate the methods, effectiveness, and best overall return on investment.

The two approaches being considered involve a process like that previously carried out by TMA and a more localized approach which would be achieved by the County purchasing the requisite data from a third party and completing the audit in-house. The second option would require more up-front funding and designated personnel but there would be no additional cost per dollar recovered.

General Needs Assessment: As of March 1, 2017

This audit needs to be completed on a regular interval, most likely staggered between reassessment years. Under the second option as referenced above, the process would likely continue perpetually as there would be a recurring cost to refresh data and designated personnel to continuously monitor the data. After the first 2-3 years of this process, it would likely become a much less burdensome task.

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Strategic Issue 2: Economic Development

Strategy A: Work with the legislature in getting a Trident Technical College campus in Dorchester County (Economic Development, County Council, Administrator)

Status Assessment: As of March 2018

On March 7, 2018, Jason Ward, John Truluck, and Rudd Smith met with Dr. Thornley, President Trident Technical College (TTC); Scott Poelker, TTC Vice President for Finance and Administration; and Marguerite G. Howle, TTC Vice President for Advancement to discuss a Dorchester County TTC Campus and the next steps towards establishing the campus. TTC officials provided the county with a higher education study for the tri-county area from the Charleston Metro Chamber. Mr. Truluck is reviewing the study to determine if it has the information that the county desires requiring high programing needs in the county.

S.C. Technical College System President, Dr. Tim Hardee, met with County Council in November to discuss the need for a permanent home in the region for the “readySC” training program. He presented the American LaFrance building in Jedburg as a potential solution. This building could also be used by TTC to teach some of their courses. Dr. Hardee followed up on February 14 with a request for \$750,000 to assist with the purchase. This was presented to County Council on March 6, 2018 and County Council approved \$750,000 in funding with some caveats to the funding being released. One requirement included that 15,000 square feet in the former American LaFrance building would be set aside for Trident Tech classes.

On January 2, 2018 County Council allocated \$40,000 for a higher education study that will determine programs and capacities needed in the county. Economic Development is working with Procurement to publish a RFP to begin the study.

General Needs Assessment: As of March 2018

Review the Charleston Metro Chamber higher education study. Determine the preferred location for TTC in Dorchester County. Advertise the RFP for the higher education study if information is not available from TTC and the chamber’s study.

Status Assessment: As of June 30, 2017

Trident Tech submitted a plan for a Dorchester County Campus to Dorchester County Council along with their 2017-2018 budget request. County Council approved \$725,000 in the 2017-2018 Capital Improvement Budget for a new facility.

Status Assessment: As of March 1, 2017

In November 2017, staff from Economic Development and the County Administrator’s Office went on the Inter-City Visit to Hendersonville and Ashville, North Carolina with the GSDC Chamber of Commerce and learned more about Blue Ridge Community College Henderson County Public Schools and their partnerships and AB Tech Community College and its partnerships with industry and a regional hospital system.

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Economic Development organized a Technical College Tour and on August 22, 2016 a group including County Administration, School Board Officials Economic Development staff and board members, and Chamber of Commerce Officials visited Central Carolina Technical College & Florence-Darlington Campuses to get ideas on what a campus in Dorchester County could look like, the programs that could be offered, and the cost. The following sites were visited:

- F. E. DuBose Campus - 3351 Sumter Hwy., Manning
- Advanced Manufacturing Technology Training Center - 853 Broad St., Sumter
- Kershaw County Campus - 80 Campus Dr., Camden
- Southeastern Institute of Manufacturing & Technology (SIMT) - 1951 Pigsah Rd., Florence

Staff has had several conversations with Trident Tech staff. Councilman Bailey and John Truluck attended a meeting of the Trident Tech Area Commission in August to request they look for a solution. Trident Tech requested \$20 million as their number two priority to the state legislature in their 2017 budget request. The lack of a technical college campus was also included in the Charleston Metro Chamber's 2017 legislative agenda, the CRDA's 2016 One Region Strategy and the DC Development Board's 2016 and 2017 strategic plan update.

General Needs Assessment: As of March 1, 2017

We need to secure Legislative Delegation support. Staff has prioritized capital funding for County Council's consideration for this project by holding aside the \$725,606 in the Capital Fund to support a new Trident Technical College Campus in Dorchester County.

A trained and available workforce is the number one site location criteria for new companies looking to locate a new facility. In South Carolina, 37% of the population has a high school diploma or less. 29% of the jobs require that level of education. 54% of the jobs in the market require more than a high school diploma but less than a 4-year degree but only 28% of the labor force falls in this category creating a skills gap. In Dorchester County, we have little access to two-year college. Trident Tech operates the Quick Jobs Center in St. George that consists of three classrooms and a computer lab. We are the largest county, by far, without a technical college campus. You must drop down below 50,000 people or less before you find another county without a technical college campus and we have over 150,000 people.

Strategy B: Request assistance from the governor and delegation about wetland regulations at the state level (County Council and County Administrator)

Status Assessment: As of March 2018

The bill was referred to the Senate Committee on Agriculture and Natural Resources on January 10, 2017. Staff is not aware of any other movement on the bill.

On March 19, 2018, the County Administrator Emailed Senator Sean Bennett regarding the status of the Senate Bill 17 and asked him to provide guidance on addressing the issue of getting the jurisdiction limits of the coastal zone corrected. On March 19, 2018, the County Administrator Emailed Reps. Arrington and Murphy regarding the status of the House Bill 3017 and asked them to provide guidance on getting the bill passed during the current legislative session.

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Senator Bennett confirmed that both bills have remained in their respective committees. He emphasized that the correction of the jurisdiction limits of the coastal zone has remained a high priority for Representative Murphy and for him. Specifically, during the current session, both men have introduced amendments to other bills in the House and the Senate, respectively, to get this correction addressed. Their efforts have been met with opposition, but their efforts will continue. Finally, Senator Bennett has a meeting scheduled later this week (week of March 18, 2018) with DHEC and OCRM to pursue alternatives to a legislative solution.

General Needs Assessment: As of March 2018

County Council should contact Senator Bennett, Reps. Arrington and Murphy, and Governor McMaster for guidance and assistance on addressing the issue of getting the jurisdiction limits of the coastal zone corrected.

Status Assessment: As of March 1, 2017

Members of our delegation pre-filed the following bills:

S. 17, General Bill Sponsors: Senators Bennett and Hembree
H. 3017, General Bill Sponsors: Reps. Murphy, Arrington and Daning

TO AMEND SECTION [48-39-10](#), AS AMENDED, CODE OF LAWS OF SOUTH CAROLINA, 1976, RELATING TO COASTAL TIDELANDS AND WETLANDS, TO REDEFINE THE TERM COASTAL ZONE BY REMOVING A PORTION OF DORCHESTER COUNTY.

Be it enacted by the General Assembly of the State of South Carolina:

SECTION 1. Section [48-39-10](#)(B) of the 1976 Code is amended to read:

"Section [48-39-10](#). (B) 'Coastal zone' means all coastal waters and submerged lands seaward to the State's jurisdictional limits and all lands and waters in the counties, or portions of counties, of the State which contain any one or more of the critical areas. These counties are Beaufort, Berkeley, Charleston, Colleton, Dorchester, Horry, Jasper, and Georgetown., and the seaward portion of Dorchester County bounded beginning at the intersection of the county line and S.C. 165, then northward along S.C. 165 until its intersection with S.C. 642, then southeastward along S.C. 642 until its intersection with the county line."

SECTION 2. This act takes effect upon approval by the Governor.

General Needs Assessment: As of March 1, 2017

Secure further support of the bills in the House and the Senate to ensure passage. Senator Hembree (Horry) is a strong ally who is very familiar with the wetlands permitting appeals process that has been used to delay projects along the coast. Need to partner with Horry and other coastal counties.

County Administrator and staff thanked sponsors for their support and asked Reps. Knight, Jefferson, Whipper, and Mack to sign on as co-sponsors of the bill in February 2017.

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Strategy C: Seek assistance from hydrologists about wetlands issues (Economic Development and Parks & Rec)

Status Assessment: As of February 2018

Of the four owners originally approached for the wetlands grant, one has signed the required agreement from the state, one has declined to be included now and one (one owner, two sites) asked to delay any delineation work until he can resolve some stormwater issues on his sites. That work started in January 2018 and continues. SCDOT also has an open work order to clean the ditches along US 78 along the frontage of these two sites which is also an identified issue. To date, that work has not started. The owner of the original site that signed the agreement has asked for us to include another one of his sites in the Eastport Industrial Park in place of the owner that declined to be included. SCDOC has agreed to the substitution. The signed agreement was received on 2/15/18.

Parks and Recreation is seeking wetland permits for Ashley River Park and Pine Trace Natural Area through a Permittee Responsible Mitigation (PRM) plan where unavoidable wetland impacts at both park sites will be mitigated through perpetual protection of a portion of high value wetlands at Pine Trace. These permit applications were placed on Public Notice by US Army Corps of Engineers in January 2018 and staff awaits comments. Depending on the nature of public comment and any required revisions to the PRM plan and permits, we anticipate these permits being issued in May/June 2018.

General Needs Assessment: As of February 2018

Staff has received a consultant proposal for forest management and wetland delineation services for the remainder of the Courthouse forested pine land. A jurisdictional determination is necessary before updating the master plan for the property.

Status Assessment: As of June 30, 2017

Economic Development has received a proposal to delineate, plat, master plan and evaluate mitigation on the four top industrial sites with wetland challenges. County Council approved \$170,000 on April 3 to fund this from the EDF with partial reimbursements from the property owners. We also received a grant from SCDOC for \$170,000. We have signed agreements with one of the four landowners.

On May 17, County Council Chairman Jay Byars, County Administrator Jason Ward, Public Works Director Jason Carraher and Economic Development Director John Truluck traveled to Washington, DC to discuss wetlands issues with our congressional delegation and their staff.

Status Assessment: As of March 1, 2017

Staff is currently utilizing the assistance of wetland consultants to use the Pine Trace tract as a mitigation site for Ashley River Park and potentially economic development projects as well. Utilizing county-owned property for at least a portion of project mitigation credits is much more cost effective than purchasing all credits from a bank.

Wetland consultants successfully addressed a wetland issue on the Courthouse Park project that had stalled all other project permitting and had the potential to increase costs.

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Economic Development has received a proposal to delineate, plat, master plan and evaluate mitigation on the four top industrial sites with wetland challenges. We intend to bring a proposal to County Council in April to fund this from the EDF with partial reimbursements from the property owners.

General Needs Assessment: As of March 1, 2017

The way in which the United States Army Corps of Engineers identifies wetlands has changed drastically during the last 5-7 years. This, combined with skyrocketing costs to mitigate wetland impacts, has negatively impacted Economic Development and Park and Recreation projects in Dorchester County. Consulting services from professional wetlands experts are needed to address complicated wetland delineation and mitigation issues to advance projects in the most cost-effective manner.

Strategy D: Focus on zoning and infrastructure in the SC 27/I-26 area of the County (\$) (Planning and Zoning, Economic Development, Public Works and Water & Sewer)

Status Assessment: As of February 2018

The water lines and well for Project Gateway are nearing completion. Wastewater force main, pump station and gravity lines are also nearing completion. The US EDA gave us approval on 2/13/18 to bid the water tank. A ceremonial groundbreaking was held on 2/12/18 for the Dorchester Reach of the Lake Marion Regional Water System water transmission line from Harleyville to Ridgeville. The contract to construct was awarded in January and work began on 2/10/18.

Planning Commission has asked staff to look at individual properties for consideration to rezone to Industrial District as an opportunity to slowly delve into zoning in the rural areas of the County. The County is also engaged in the Comprehensive Plan process which will further identify those areas appropriate for Industrial Zoning in the rural areas. The Plan will wrap up later this year and provide goals and strategies related to this topic.

General Needs Assessment: As of February 2018

One of the desired outcomes of the 2018 Comprehensive Plan will be an evaluation of the County's industrial and zoning needs in the upper portion of the county. Goals and recommendations included in the plan will further explore needs and opportunities in the I-26 and SC 27 area. The plan should set the county up to initiate zoning code changes and rezone properties to support economic development initiatives.

Status Assessment: As of June 30, 2017

Planning & Zoning and Economic Development staff met with the Chair and Vice Chair of County Council as well as the Chair and Vice Chair of Planning Commission to discuss the potential for zoning properties in the upper portion of the County for Industrial or Economic Development use. Staff will be presenting an overview of the information discussed and findings from additional research to the board at the July Planning Commission meeting.

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Additionally, the Comprehensive Plan has gone out to bid and will be starting shortly. The Comprehensive Planning process will wrap up at the end of 2018 and is anticipated to address these concerns and provide guidance for additional steps forward.

The final \$4.66 million needed to complete the Harleyville to Ridgeville Reach of the Lake Marion Water System was committed by the US Army Corps of Engineers on May 24, 2017.

Design on SC 27 is 75% complete. Dorchester County was awarded a \$3.44 million grant in September of 2016 for construction.

Status Assessment: As of March 1, 2017

Primarily because of the announcement of Project Gateway's commitment to locate in the Ridgeville Industrial Campus, infrastructure near SC 27 & US 78 has taken a huge leap forward. A previously planned wastewater pump station and force main to Timothy Creek designed to serve the Ridgeville Industrial Campus was advertised for bids and awarded. A water well and 750,000-gallon elevated tank along with a 10" main along US 78 to SC 27 to connect with the Town of Ridgeville is being designed with completion by the end of 2017. This line will eventually be connected to the Lake Marion Regional Water System line proposed from Harleyville down US 178 and US 78 to Ridgeville at the SC 27 intersection. This is being funded partially with grants funds made available with Project Gateway's commitment and the rest with bonds that will be re-paid with future Project Gateway fee-in-lieu-of-tax payments.

Approximately 120 acres on SC 27, between US 78 and I-26, was rezoned to General Commercial (CG) and Industrial (I) in April last year (2016). The Planning Commission chair has shown renewed interest in revisiting the rural zoning initiative from several years ago regarding industrial/economic development properties.

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

General Needs Assessment: As of March 1, 2017

The location of a large Volvo facility across I-26 from Dorchester County will bring changes and development opportunities to the SC 27/US 78 intersection and the SC 27 corridor towards I-26. Currently, there is no water or sewer available in the area. Except for a few parcels, everything in the area is zoned AC. Except for the Ridgeville Industrial Campus, there is very little Industrial or Commercial zoning in the area.

One of the desired outcomes of the 2018 Comprehensive Plan will be an evaluation of the County's industrial and zoning needs in the upper portion of the county. Goals and recommendations included in the plan will further explore needs and opportunities in the I-26 and SC 27 area. The plan should set the county up to initiate zoning code changes and rezone properties to support economic development initiatives.

There are proposed Master Plans for the Water and Wastewater Infrastructure. Combined with the 2018 Comprehensive Plan, the future infrastructure needs for Economic Development can be addressed.

Strategic Issue 3: Delivery of County Services

Strategy A: Continue to develop online delivery of services (Deputy Administrator—CFO)

Status Assessment: As of February 2018

The County's new website was launched in the Fall of 2017 on the Vision Internet platform. It is now ADA compliant, meeting requirements in advance of applicability to Dorchester County. The site reflects an update to the previous platform and has an expected lifespan of 48 months prior to another refresh occurring under the County's contract with Vision. The County now has web services hosted in the cloud which offer improved accessibility and uptime as compared to that of the previous site which was hosted on-premise. The site also has keyword search functionality for more rapid access to information.

As described in the March 1, 2017 status assessment, the County now has gone live with a new permitting system through InfoVision which hosts all building permit, inspection, code enforcement, and business license functions. This greatly improves the workflow between these functions and allows field-based enforcement to be documented within the system including warnings, citations, and case management. Credit card processing is being added to allow greater payment flexibility for citizens in this area. It is expected that credit cards will be accepted prior to the end of FY 2018. County IT has assisted in configuring this service. It is also cloud hosted outside of the County's environment.

In February 2018, it was announced that Vision Internet (County website) and Granicus (agendas and minutes portal) would merge. This will allow for a better integration of public information on the County website with regards to delivering public meeting agendas and other related content in an efficient manner.

General Needs Assessment: As of February 2018

With the merger of Vision Internet and Granicus, it will be important to harness available upgrades to the County's existing digital platforms as the two companies blend. There has also been an identified improvement in boards and commissions tracking. Granicus offers an add-on service that tracks applications, appointments, vacancies, demographics, etc. in a web portal attached to the presently used Peak Agenda platform. Staff met with Granicus representatives the week of February 20, 2018 to determine if this service would bring value to Dorchester County and is recommending a trial of the service through June 30, 2018.

Status Assessment: As of March 1, 2017

The County has entered into a contract with InfoVision to manage and upgrade several functions including business licenses, building permits, inspections, and code enforcement. The applications will be public-facing to allow citizen creation and management of requests through the County's website. Now, all the applications are expected to go-live beginning in late March with completion by June 2017. This will be a tremendous improvement to the County's method of service delivery in these areas and will improve the overall application and payment processing workflow in the Community Services, Planning & Zoning, and Building Services departments.

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In a separate project, we are now delivering agendas and minutes from public meetings to the website through a new portal hosted by Granicus. As the volume of information in this library grows, it will be possible to search for specific keywords and meeting types to access this information in a more convenient manner.

General Needs Assessment: As of March 1, 2017

To better configure the County's online service delivery options, the current public website is being re-built by Vision Internet Services. The site will direct citizens to the location of their request with search capabilities and redesigned menus. In the future, there is a need to consolidate the point of access for payment of County bills, fees, and fines. As a result of success in bringing so many solutions online, citizens must currently access a separate page to pay their water and sewer bill, tax bill, EMS transport bill, and so on. Applications exist which link systems across the organization and lookup accounts under one central record. Instead of going to multiple pages, balances are itemized and citizens can pay all at once using a standard set of accepted payment methods while the distribution work is handled on the back-end. This would speed up in-person transactions by decreasing volume and enable the addition of kiosks at remote locations for more convenient access.

Strategy B: Streamline County services, beginning with development review and building inspections (\$). (Deputy Administrator for Community Services, Planning & Zoning, Building Services, Assessor)

Status Assessment: As of February 2018

Planning & Zoning and Building Services, as well as Community Services, Business Licenses, Stormwater, Fire and the Water and Sewer Department are now all using the InfoVision System, Evolve, internally for day to day operations and project reviews. Building Inspectors are utilizing the mobile application to approve inspections in the field and send inspection reports via email. Community Services is using the automatic generated letters to send out code violations and daily detailed reporting.

General Needs Assessment: As of February 2018

Within the next two months, our Evolve online portal will be live as well as the online payment feature. This will allow citizens and contractors to apply for permits, business licenses, and report Litter and Nuisance complaints online as well as make payments. We will begin with a couple of beta companies to test the site and allow the county users to become familiar with the processes and procedures for routing the projects. We are also still working on getting data from the permits and Certificates of Occupancy in the Evolve system pushed to the Assessor's office in hopes to eliminate paper. Once the system is in place and has been tested, we will hold a meeting with local contractors, engineers, etc. to explain how they can benefit from the system and show them how to work within it.

Status Assessment: As of June 30, 2017

Planning & Zoning and Building Services have now switched (internally) to the new system for permitting and planning functions. We are working through the learning curve and flushing out all the bugs before going live within the next 4 to 8 weeks. Other departments involved in development review have attended an overview session to learn the system and will continue to be involved as we move forward.

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Status Assessment: As of March 1, 2017

Planning & Zoning and Building Services have been working over the past several months to upgrade from the current Permit system to InfoVision, an online, web-based, portal to handle online submittal and project review for Planning and Building services. It is expected that this system will make the submittal process easier for applicants, facilitate transparency, and limit internal oversight.

InfoVision will allow external users to submit applications for building permits, business licenses, development plans, sign permits, zoning permits, and the like, online for review and processing. Payments will be processed online and applicants will have the ability to log-in to the system to review the status of their submittal. Builders will also can request inspections through the system.

Internal (County) users will be able to coordinate review between departments and ensure plan consistency. This system should help ensure all aspects of plan review are covered prior to approvals, eliminate potential oversights, and ensure proper fees are collected.

General Needs Assessment: As of March 1, 2017

Over the next several months, County users will be phased into the system starting with Business License this month, Code Enforcement & Animal Control in April, and Planning & Development will go live by June.

Strategy C: Develop a plan for consolidating operations to include: moving state offices and moving some County operations from St. George (Facilities & Grounds, Deputy Administrator—CFO)

Status Assessment: As of February 2018

A kickoff Meeting was conducted on February 7, 2018 between Hill Construction, the Dorchester County Facilities Department, Chief Financial Officer, and Purchasing Manager to review the scope of work for the Facilities Maintenance Assessment. Hill Construction was awarded the contract, providing the lowest price as the most responsive and responsible vendor of eleven (11) proposals received from firms wishing to conduct the assessment. Hill has confirmed that the assessment will begin on March 5, 2018. The Assessment will provide a comprehensive maintenance plan for County facilities including all structural, enveloping, interior, exterior, and mechanical fixtures and assets. It will also include ADA compliance metrics so that those elements may be considered when upgrading facilities. For decommissioned facilities and those with insurmountable maintenance requirements to be functional public facilities, they will provide tear-down estimates as well. Per Hill's Vice President, the assessment report will be finalized on or before April 11, 2018, making it available for review at the County's FY 2019 Capital Planning Retreat. In lockstep with this assessment, staff has finalized documents to solicit proposals from firms for a Facilities Master Plan. The master plan will consider the results of the maintenance assessment in addition to making formal recommendations for the highest and best use of facilities, including that of leased assets. County Council approved \$175,000 for the overall project with \$60,000 being used for the maintenance assessment, the remainder for the master plan. It is anticipated that the entire project will be complete in the summer of 2018.

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Additionally, County Council approved \$400,000 in capital funding to launch a Facility Repairs and Renovations Plan (FRRP) in FY 2018. Staff has pre-identified projects at various facilities but will use the results of the Facilities Maintenance Assessment to program future improvements into FY 2019.

General Needs Assessment: As of February 2018

The results of the facilities assessment study are anticipated to provide clear direction as to the County's plans for the old jail and courthouse property. The lease for the Dorchester Archives and History Center expires in March 2019. Clear direction should be provided to their management as to the County's plans for their location of use. The St. George Police Department and Upper County Ministries (also offices annex tenants) should be tracked closely so that they are given ample notice to sustain operations. As of 2018, the Department of Corrections Youthful Offender Program also occupies an office at the offices annex. There is consideration to allow the Department of Juvenile Justice use the former Detention Center. Space in Summerville is still at a premium, but there is an opportunity to shift state agencies to the Summerville Library branch once a new facility is constructed at a different location. This will enable expansion at the HSB since many offices are experiencing space constraints at that location presently. Priority will be placed on using FRRP funds to renovate and upgrade those facilities with the highest and best future use per the master plan, and those with safety, accessibility, and other compliance issues.

Status Assessment: As of March 1, 2017

Staff is in the process of finalizing bid documents to conduct a facilities assessment study which will also review the best use and configuration of office space County-wide. Since the last update, the usage of the former jail and courthouse property in St. George has changed significantly. Jail operations moved to the new Detention Center in August 2016 leaving only the Fire Department Headquarters and Sheriff's Office Annex operating at the campus. As of March 2017, three tenants occupy portions of the buildings.

General Needs Assessment: As of March 1, 2017

The results of the facilities assessment study are anticipated to provide clear direction as to the County's plans for the old jail and courthouse property. Space in Summerville is still at a premium, but there is an opportunity to shift state agencies to the Summerville Library branch once a new facility is constructed at a different location. This will enable expansion at the HSB since many offices are experiencing space constraints at that location presently. Funding has been requested for FY 2018 to complete a feasibility study and potential plans for a re-worked EOC at the Deming Way LEC campus. There is adequate space for a two-story structure to be built near the trailers at that location if operations in the trailers were moved to the now vacant annex section of the LEC. The EOC project would address the needs of EMD and Dispatch while allowing ITS to house the County's data center in a hardened structure with adequate redundancy and backup.

Strategy D: Establish a revenue office (Deputy Administrator—CFO)

Status Assessment: As of February 2018

In June 2017, a significant reorganization of the County's Budget, Finance, and Purchasing functions was approved by County Council. Encompassed within the reorganization was the creation of the Budget & Revenue Division, a function of the newly created Business Services Department. The Business License

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Administrator, formerly in the Planning & Zoning Department, was moved to this division, joining the Revenue Analyst as a direct report to the Budget & Revenue Manager (formerly Budget Officer), in accordance with the needs assessment from March 1, 2017. Since that time, the Business License ordinance has been amended to convert the County to the North American Industry Classification System (NAICS) from the former Standard

Industrial Classification (SIC) structure. As part of this, both the rates and declining rate table were amended to strengthen this revenue source in the General Fund. The ordinance was subsequently amended in November 2017 after receiving additional feedback from the business community during 2017 renewals. Looking ahead to FY 2019, business license fees appear to be a strong and sustainable source in the General Fund where the Local Government Fund remains stagnated and property taxes do not grow at a pace equal to that of the County's service demands.

Towards the completion of this strategy, the Budget & Revenue Division now handles all business license billing, collections, and enforcement which is assisted by the new InfoVision Evolve platform and workflow. The Revenue Analyst continues to work to centralize all invoicing County-wide by using a new cloud-based invoicing system. This position is held as a central authority for coding revenues to the appropriate accounts (outside of taxes, major fees, charges for services), processing insurance reimbursements, and tracking intergovernmental and other service agreement revenues. A statutes and ordinances manual has been created to provide a resource as to the means or authority for each revenue source.

General Needs Assessment: As of February 2018

Staff is working to review two short-listed vendors for the County's new tax system, namely Harris Local Government and PCI. Both offer robust revenue management platforms, CollectWare and myRevenueSystem, respectively for the administration of tax collection, both current and delinquent. The systems also have cashiering (point of sale-type) applications that would lend themselves to allowing for the centralization of revenue collections throughout the County. Once a vendor is selected, the Budget & Revenue Division will remain involved in the implementation process. Ideally, with a few exceptions, a new system would allow for taxpayers to have one account with the County under a unique ID that would link all their properties, assets, services, and associated other fees and/or permits for both their convenience and improved management of various revenue generating programs on the County's behalf.

Status Assessment: As of March 1, 2017

By moving a vacancy in the Finance department that had been unfilled and generally underutilized, a Revenue Analyst position was created that reports to the Budget Officer. Beginning January 2017, the Revenue Analyst has been tasked with continued development of the revenue manual, analyzing workflows that touch the revenue process, and centralizing the County's invoicing procedures to better track the receipt and posting of all revenues. This position also assumed duties associated with budget transfers that are better situated under the Budget Officer.

General Needs Assessment: As of March 1, 2017

The Revenue Analyst is currently reviewing the County's Business License ordinance and all related procedures to make a recommendation surrounding what staff believes is a stagnated revenue stream. Potential directions include a new rate structure and/or updated procedures. As of February 2017, Animal Control, Codes Enforcement, and Mosquito Control have been consolidated into Community Services. This has resulted in the

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refocusing of Planning & Zoning and Building Services to allow them to address their respective primary missions. The County's Business License operation is currently housed in Planning & Zoning but no longer fits in that area. Staff believes that Business License should be evaluated and potentially moved to what would become a Budget & Revenue Services operation under the direction of the Budget Officer. This reorganization would lend itself to the advancement of the greater scope of this strategy and link to Strategy 3A as it pertains to consolidating online service delivery in revenue collections.

Strategy E: Fund training for employees (Budget Officer, HR & RMS)

Status Assessment: As of February 9, 2018

As of February 1, 2018, the number of Apprenticeships offered has expanded from 1 to 3. HR obtained a \$37,500 grant through the SC Apprenticeship program to help defray costs. In December, we seated our second leadership class and through the assistance of community leaders they will receive training in-house and out. HR has also provided 400 employees access to Webnet to a) complete mandatory sexual harassment and diversity training and b) to take additional courses to improve their leadership and safety skills at their leisure.

General Needs Assessment: As of February 9, 2018

The county continues to offer opportunities for employees to grow and develop. Communicating these opportunities and bringing in quality trainers is a challenge due to the funding level.

Status Assessment: As of July 7, 2017

The County currently utilizes Human Resources and Risk Management & Safety personnel to provide mandatory and elective professional development training for employees. HR offers web-based training. Outside experts are also used on a fee for service basis. A new Occupational Health & Safety Program has been proposed, with "Safety Training" as one of the five key components. Safety training would include OSHA required training across the entire organization dependent on job functions, and Dorchester County specific safety training.

The County's total training budget is \$144,000 for 872.5 fulltime equivalents. The county travel budget is \$148,623. These funds allow departments to receive training thorough seminars and conference attendance. Travel and training requests are approved by senior management.

Dorchester County offers Educational Assistance & Tuition Reimbursement based on funding available. The annual dollar limit on reimbursable educational expenses in pursuit of a degree is \$2,500. The life time dollar limit on reimbursable educational expenses in pursuit of a degree is ten thousand dollars (\$10,000.00).

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General Needs Assessment: As of July 7, 2017

Dorchester County Council recognizes the need to improve employee retention and customer service by promoting the professional development of employees. Funds for training staff are appropriated annually to meet the minimum federal required training. Human Resources and Risk Management & Safety personnel will continue to provide training in their area of expertise. Mandatory training for employees will be completed utilizing a combination of methods (i.e., webinar, single location or multi-site) based on employee access.

Departments will research vendor cost and utilize the most cost-efficient vendors. In-house trainers will be utilized for most training programs. Resources such as: PEBA, OSHA Volunteer Trainers, SCAC OSHA training, other departments within the County and other County agencies will be utilized.

Status Assessment: As of March 1, 2017

The County currently utilizes Human Resources and Risk Management/Safety personnel to provide mandatory and elective professional development training for employees. Professional experts are utilized for specific required training on diversity and harassment on a fee for service basis. A Leadership Development Program has been initiated to cultivate future leaders for the County. A new Occupational Health & Safety Program has been proposed, with “Safety Training” as one of the 5 key components. Safety Training would include OSHA required training across the entire organization dependent on job functions, and Dorchester County specific safety training.

The county’s total training budget is \$144,000 for 872.5 fulltime equivalents. The county travel budget is \$148,623. These funds allow departments to receive training thorough seminars and conference attendance. Travel and training requests are approved by senior management.

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General Needs Assessment: As of March 1, 2017

Dorchester County Council recognizes the need to improve employee retention and customer service by promoting the professional development of employees. Funds for training staff must be appropriated annually to meet the minimum federal required training. Human Resources and Risk Management/Safety personnel will continue to provide all trainings possible. Mandatory training for employees will be completed utilizing the most cost-effective methods (i.e., webinar, single location or multi-site). Departments will research vendor cost and utilize the most cost efficient. In-house trainers will be utilized for all possible training. Resources will be utilized such as: PEBA, other departments within the County and other county agencies. Human Resources will coordinate with Quick-Stop Jobs Service to provide any necessary skills training for personnel.

Strategic Issue 4: Growth Management

Strategy A: Replace main library branch (\$) (County Council, Library Board, County Administrator and County Attorney)

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Status Assessment: As of March 2018

County Council has given three readings to an ordinance authorizing the issuance of general obligation bonds for libraries and parks and recreation as outlined in the voter referendum which was approved in November 2016.

Attorneys Mike Rose and Andy Gowder filed a lawsuit Ziegler et al. v. Dorchester County et al.: C.A. No. 2016-CP-18-1975 regarding the form of the referendum language. A hearing was held on August 24, 2017. Following the hearing, Judge Edgar W. Dickson granted the Defendant's (County's) motion on the pleadings and dismissed the plaintiff's complaint in its entirety.

Subsequently, the attorneys for the plaintiff filed a Plaintiff's Motion to Reconsider or Amend Judgment, and for a Rehearing. On January 22, 2018, Judge Edgar W. Dickson denied the Plaintiff's Motion to reconsider, amend judgment, and have a rehearing.

Subsequently, the attorneys for the Plaintiffs filed an appeal of this decision with the S.C. Court of Appeals. On March 11, 2018, the Defendant's attorney, Steve Matthews, pointed out to the Plaintiff's attorneys that the appeal should have been filed with the Supreme Court, pursuant to each of SC Appellate Court Rules 203(d)(1)(A)(ii) [*appeal of a Circuit Court final judgment involving a challenge on state grounds to the constitutionality of a county ordinance, where the principal issue is one of the constitutionality of the ordinance*] and 203(d)(1)(A)(iii) [*appeal of a Circuit Court final judgment involving authorization, issuance, or proposed issuance of general obligation debt of a county*].

The County awaits notice regarding the attorneys for the Plaintiffs filing an appeal with the Supreme Court.

General Needs Assessment: As of March 2018

Once the appeal is properly filed, County Council and staff await a decision regarding the S.C. Supreme Court taking up this appeal and scheduling it to be heard.

Status Assessment: As of March 1, 2017

In November 2016, Dorchester County Voters approved a referendum authorizing the issuance of not to exceed \$30 Million in general obligation bonds to new library facilities. This included the purposes: acquisition of land and the design and construction of new library facilities in Summerville and North Charleston.

At their regularly scheduled meeting on July 18, 2016, County Council gave third reading to an ordinance to order the placement of a referendum pursuant to the County Bond Act to be held in Dorchester County, South Carolina on the general election ballot on Tuesday, November 8, 2016.

Dorchester County Library System presented a facilities master plan to County Council in May 2016.

General Needs Assessment: As of March 1, 2017

Dorchester County has secured the services of Haynsworth Sinkler Boyd, P.A. to respond to questions from two attorneys regarding the referendum questions. Once this issue is resolved, staff will work with bond counsel and

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our financial advisors to prepare a schedule for adoption of a general obligation bond ordinance for the funding on new libraries. A decision on whether a lawsuit will be filed is forthcoming.

Strategy B: Meet with property owners to explain zoning changes (Planning & Zoning)

Status Assessment: As of February 2018

As part of the Comprehensive Planning process, several community meetings have been held to gain input from citizens. Although zoning is not part of the Comprehensive Plan, it will likely be a recommended goal. Staff and the consultants have received significant input (particularly from the Ridgeville area meetings) about the need for zoning in the rural areas. It is anticipated that continued feedback will show support for the need for zoning in the rural areas and give the County the traction it needs to make it a reality.

General Needs Assessment: As of February 2018

A strategy should be developed for how to approach initiating zoning in the rural areas. The Comprehensive Plan will be adopted at the end of 2018 and a Zoning Code overhaul will follow to implement the recommendations of the plan. Once the revised code is in place, zoning/rezoning efforts will commence. The rural zoning effort of 2010 – 2012 should be evaluated to avoid a repeated failure and appropriate strategies based on lessons learned should be created.

Status Assessment: As of June 30, 2017

The RFP for the Comprehensive Plan has been posted and submittals will be reviewed the first week in July. This is the first step in the process to address zoning issues throughout the County. The Comprehensive Plan is expected to be completed by the end of December 2018.

The Director of Planning & Zoning also met with a group of interested citizens in the upper part of the County in April to discuss the current zoning (AC) and the upcoming Comprehensive Plan. It was a small, but well received meeting.

Status Assessment: As of March 1, 2017

Since July 2015, Planning & Zoning has worked to amend the zoning in two areas of the County. The first was the Ashley River Historic Overlay District. Numerous public meetings and workshops were held during the process to amend the Ashley River Historic Overlay District. Property owners to be added to the overlay in the new District 5 were notified of the proposal by certified mail. Property owners within the existing overlay district were not individually notified by mail but the workshops and public meetings were well notified and well attended.

On November 21, 2016, County Council amended the zoning of several properties near the intersection of Orangeburg Road and Central Avenue as recommended by the Planning Commission and Planning & Zoning staff. All property owners were notified of the proposed changes and invited to discuss with staff and/or attend a public meeting to gather information and voice their opinions. Several, but not many, residents took the opportunity to meet with staff to discuss the proposed change.

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The Planning & Zoning Department also meets with property owners interested in rezoning their property or applying for special exceptions, and aids the public regarding any zoning needs.

General Needs Assessment: As of March 1, 2017

The County will be initiating the Comprehensive Plan process later this year and will seek community involvement. A significant portion of the County is currently zoned AC requiring a Special Exception from the Board of Zoning Appeals for uses beyond agriculture or single-family residential. A failed attempt in 2012 to address zoning in the AC districts will need to be revisited and the Comprehensive Plan is expected to address this issue. Likewise, a significant portion of the southern portion of the County is zoned R-4, Multi-family, and is expected to be addressed within the Comprehensive Plan.

Once adopted, implementation of the recommendations in the plan will begin, with addressing the current zoning situation at the top of the list. The drafting and adopting of the Comprehensive Plan will provide opportunities for public involvement, and ordinance and zoning changes resulting from the Plan will also be opportunities for public input and involvement.

Strategy C: Consider recommendation from the Parks and Recreation Commission on Parks and Recreation Master Plan, and operating and capital costs. (County Council, Deputy Administrator for Community Services)

Status Assessment: As of March 2018

Dorchester County Parks and Recreation Director, Eric Davis and the Parks and Recreation Commission, have moved forward with projects that can be funded without the proceeds from the yet to be issued recreation bonds. They have applied for and secured grant funds that are being matched by the 2010 Bond referendum proceeds.

In terms of the Pine Trace Park and Natural Area, important milestones include the following:

The County will be able to use a portion of the Pine Trace property as a mitigation area for the Ashley River Park property.

Mr. E. Davis has worked proactively to address concerns voiced by environmentalists regarding public access to wetlands on the property, by instituting wider buffers between the PRM site and the proposed dog park, and utilizing pervious materials for park roads, parking lots, and trails.

A revised wetland permit application and mitigation plan to USACE on 12/15/17. Revisions addressed feedback from 11/15/17 meeting with USACE.

Ashley River Park, important milestones include the following:

The County opened the Howard Bridgman River Access at Bacons Bridge. As of January 2018, our design consultants (Seamon Whiteside and Associates) were moving toward 50% Design Developments and

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Construction Design plans. At the direction of the Parks and Recreation Commission, planning and site prep work have begun to host monthly public fishing days at Ashley River Park site pond.

Staff and the Parks and Recreation Commission have received approval from DNR to remove two alligators from the pond at the park to prepare for fishing.

An old gazebo is being removed, and alternatives are being elevated for pond boardwalk construction materials. Alternative options for pond side access, such as grading plans and patios, rather than extensive boardwalk are being evaluated.

Wetland permit Public Notice was advertised by USACE on 1/18/18.

Ashley River Blue Trail Access Sites The projects (Slands Bridge) are still moving forward. The permitting has been completed for the access sites and construction should be this summer.

Courthouse Park Minor revisions are being made to construction drawings based on feedback from relevant agencies during the permitting process.

The consultants completed a working draft of the sports field lighting Design/Build RFP, which will be separate from the overall park construction contract.

As of February, ADC Engineering is preparing front end bid documents, contract, and vendor prequalification template for the construction work due to be performed at the Courthouse Park.

Land management services for the remainder of the Courthouse site are being provided by Sabine and Waters.

The new wetlands delineation will be completed on the remainder of the property before further site master plan can be update.

The construction of the park project is on hold pending the outcome of the parks and library referendum lawsuit.

Work has started on the restoration of the Texas Community Park and fencing has been installed at the St. Paul's Community Park.

General Needs Assessment: As of March 2018

Continue work on projects that have been approved and get major projects shovel ready in anticipation of the settlement of the referendum lawsuit and the availability of bond proceeds for construction.

Status Assessment: As of March 1, 2017

County Council reviewed the Master Plan Update in April of 2016 and later voted to place a capital bond referendum on the November 2016 ballot. The ballot question proposed \$13 million for four priority park projects: Ashley River Park, Courthouse Park, Pine Trace Natural Area, and trail projects. Voters passed the referendum with nearly 60% voting in favor. The bonds have not yet been issued due to potential litigation against the county.

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As part of the annual budget process, an increase in property tax millage will be requested in preparation for operations and maintenance of two new county parks scheduled to open in spring/summer of 2018, assuming the capital projects continue to advance free of major obstacles.

General Needs Assessment: As of March 1, 2017

Dorchester County Council affirmed its commitment to creating a county park system with the hiring of a Parks and Recreation Director in 2014. An update of the 2009 Parks and Recreation Master Plan, as recommended by the Parks and Recreation Commission and approved by County Council, will set the priorities and strategies for creating the park system. Additional funding will be necessary to build and operate new recreational facilities.

Strategy D: Consider recommendations from the Library Board on Library Master Plan and operating and capital costs (\$) (County Council, County Administrator)

Status Assessment: As of February 2018

The Library Board has worked diligently to identify properties and/or buildings for future library locations in the Summerville, North Charleston, and Ridgeville locations. The current options include using funding from savings to purchase property with County Council's consent. At this time, voter approved referendum funding is not available due to the following:

1. Attorneys Mike Rose and Andy Gowder filed a lawsuit Ziegler et al. v. Dorchester County et al.: C.A. No. 2016-CP-18-1975 regarding the form of the referendum language. Following the hearing, Judge Edgar W. Dickson granted the defendant's (County's) motion on the pleadings and dismissed the Plaintiff's Complaint in its entirety.
2. On January 22, 2018 Judge Edgar W. Dickson denied the Plaintiff's Motion to reconsider, amend judgment, and have a rehearing.
3. The County awaits notice regarding the attorneys for the Plaintiffs filing an appeal with the Supreme Court.

General Needs Assessment: As of February 2018

The County Administrator has requested that the Executive Director of the Library and the Chairman of Library Board Update County Council.

Status Assessment: As of March 1, 2017

Dorchester County Library System presented a facilities master plan to County Council in May 2016.

In June 2016, Dorchester County Council increased library millage from 5.2 mills to 5.8 mills in the FY2016-2017 Budget (.6 mills = \$321,526) to provide the additional funding the will be required operated a new Summerville Branch library.

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At their regularly scheduled meeting on July 18, 2016, County Council gave third reading to an ordinance to order the placement of a referendum pursuant to the County Bond Act to be held in Dorchester County, South Carolina on the general election ballot on Tuesday, November 8, 2016.

In November 2016, Dorchester County Voters approved a referendum authorizing the issuance of not to exceed \$30 Million in general obligation bonds to new library facilities. This included the purposes: acquisition of land and the design and construction of new library facilities in Summerville and North Charleston.

General Needs Assessment: As of March 1, 2017

The Dorchester County Library Board is working to identify potential library sites for County Council's consideration once the issue with the potential lawsuit involving the issuance of GO bonds for libraries is resolved. County Council will have to decide about selling the current library facility on Trolley Road or repurposing that location. Proceeds from the sale of that facility can further advance the implementation of the Library's building program.

Strategy E: Seek TIGER Grant Funding for Roads (Public Works & DCTA)

Status Assessment: As of February 2018

County staff submitted a TIGER Grant application in October 2017 to assist in the funding for US Highway 78 project. On March 6, 2018, Dorchester County was notified by members of the South Carolina Congressional Delegation that Dorchester County has been awarded \$13.25 Million from the US Department of Transportation TIGER Grant Program for Phase II of the Highway 78 Improvement Project.

General Needs Assessment: As of February 2018

TIGER grants are extremely competitive and difficult to secure. Other funding sources will be needed to complete the US 78 project. County staff has submitted appropriations requests to all members of our Congressional Delegation.

Status Assessment: As of March 1, 2017

The Transportation Investment Generating Economic Recovery, or TIGER Discretionary Grant Program, provides DOT's with opportunities to invest in road, rail, transit and other projects. To date, Dorchester County has applied several times for TIGER grants in the amount of \$14,391,200 to assist with the completion of US Highway 78 project, but has not received funding.

General Needs Assessment: As of March 1, 2017

Environmental documentation for US Highway 78 phases 3 and 4 widening projects is being prepared by DCTA using SCTIB funding. SCTIB funding has also been secured for right-of-way acquisition for US Highway 78 phase 3. The county met with its Congressional Delegation on May 17th and requested their support in securing funding for these projects.

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As the County nears the end of its current transportation sales tax and begins to evaluate potential projects for a second referendum, TIGER grants are a potential funding source for larger scale projects. TIGER grants are extremely competitive and typically require an environmental document to be completed for the applicant to be competitive. The environmental document would be prepared using other sources of funding such as local sales tax, capital funds, or CHATS funding.

Strategy F: Seek CHATS Funding for Roads (Public Works & DCTA)

Status Assessment: As of February 2018

Design work continues CHATS funded projects. The Berlin G. Myers Multi-Use Path (MUP) was advertised and bids were received on March 1, 2018. SCDOT instructed DCPW to rebid the project because the bids were higher than the engineers estimate and because the second lowest bid was 20% higher than the low bid. The USACE permit for BGM has been submitted.

General Needs Assessment: As of February 2018

As the design for BGM is finalized, additional funding sources will be identified to include additional funding from CHATS.

Status Assessment: As of March 1, 2017

The Charleston Area Transportation Study is a regional planning partnership that sets priorities in federal spending for Berkeley, Dorchester, and Charleston Counties. Dorchester County has received CHATS funding for Berlin G Myers (BGM), US 78 phase III, Dorchester Rd, Bacons Bridge Rd, Old Fort Multi Use Path (MUP) and sidewalk, BGM MUP and Eagle Chandler Creek MUP which supplements the project costs.

Currently in the FY14 – FY19 CHATS TIP Dorchester County has the following funding for the US Highway 78 Phase 3 project:

FY14 \$750,000 Preliminary Engineering (SCTIB)
FY15 \$3,250,000 Right-of-way Acquisition (SCTIB)
FY17 \$2,500,000 Construction (CHATS Guideshare)
FY19 \$2,057,000 Construction (CHATS Guideshare)

General Needs Assessment: As of March 1, 2017

As the budget for Highway 78 Phase 3 is finalized, we need to seek additional funding from CHATS. Our CHATS members and staff should meet with DCTA officials and the BCD COG Executive Director to discuss future funding opportunities based on our timeline. We should also seek additional SCTIB Funding with assistance from our Legislative Delegation.

As the County nears the end of its current transportation sales tax and begins to evaluate potential projects for a second referendum, CHATS funding is a potential funding source to supplement the cost for transportation and

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pedestrian enhancement projects. CHATS funding can also be pursued for enhancement projects that are funded through other sources such as capital funds and SC Transportation Infrastructure Bank Funds. Projects located outside of CHATS area of responsibility can seek funding through Rural Guides share funds that administered by the BCDCOG.

Strategy G: Seek grants through SCDOT and Federal Highway Administration for roads (County Administrator, Public Works)

Status Assessment: As of March 2018

County staff applied for a TIGER Grant in the Fall of 2017. County Council and staff were informed that Dorchester County has been awarded a FY2017 TIGER grant in the amount \$13.25 Million to complete Phase II of the US Highway 78 safety and widening project between the community of Dorchester and the Town of Ridgeville.

Funding Sources for US Highway 78 Phase II:

Dorchester County Transportation Authority	\$582,000
Rural Guides share Funds	\$12,658,000
USDOT TIGER GRANT 2017 Funds Awarded	<u>\$13,250,000</u>
Total	\$26.49 Million

Staff has prepared and submitted appropriations requests to the members of our Congressional Delegation to fund the final phase of Highway 78 as follows:

Total Cost: \$52,630,000

Other Funding Sources:

\$4,000,000	ROW, South Carolina Transportation Infrastructure Bank (SCTIB)
\$4,557,000	CHATS Guides share
\$260,000	Dorchester County Sales Tax Transportation Authority

Dorchester County seeks increased funding for the National Infrastructure Investments program or Transportation Investment Generating Economic Recovery (TIGER) Grant Program through the FY 2019 Transportation, Housing and Urban Development, and Related Agencies Appropriations Bill.

On March 19, 2018, Dorchester County Council, duly assembled, approved \$748,823 to match up to \$750,000 in CTC funds for road repairs.

General Needs Assessment: As of March 2018

Staff and DCTA awaits grant making instruction from federal DOT to proceed with the construction of the project.

County Council and staff will follow up with our Congressmen and Senators regarding our appropriations requests and continue to monitor and advocate for the programs and bills that provide transportation funding for state and federal highways.

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Status Assessment: As of March 1, 2017

The Fixing America's Surface Transportation (FAST) Act is five-year legislation with \$305 Billion to improve the Nation's surface transportation infrastructure, including our roads, bridges, transit systems, and rail

transportation network. President Barack Obama signed it on December 4, 2015. The bill reforms and strengthens transportation programs, refocuses on national priorities, provides long-term certainty and more flexibility for states and local governments, streamlines project approval processes, and maintains a strong commitment to safety.

These funds are typically administered through SCDOT and COG's in the state.

General Needs Assessment: As of March 1, 2017

Work with Congressional, FHWA, SCDOT, and COG staffs to determine funding available based upon CR or omnibus bills for urban and rural projects in the CHATS and BCDCOG planning areas and complete for funding for our projects such as Highway 78 Phase II and future projects identified by County Council, staff, CTC, and DCTA.

Strategy H: Seek funding through Rural Infrastructure Authority, Economic Development Administration and Private/Public partnerships for infrastructure funding (\$) (Grants)

Status Assessment: As of February 12, 2018

The County secured funding from SCANA, AT&T, West Rock and Edisto Electric Cooperative for infrastructure improvements needed for Project Gateway at the Ridgeville Industrial Campus. The County received a grant of \$1,825,000 from the Economic Development Administration for the water tank portion of the project and a \$500,000 grant from the SC Rural Infrastructure Authority for the gravity sewer portion of the project.

The County applied to the SC Rural Infrastructure Authority for funding for the Stratton Capers 2 Sewer Improvements project.

General Needs Assessment: As of February 2018

The County did not receive funding for the SC Rural Infrastructure Authority for the Stratton Capers 2 Sewer Improvements grant application in the September 2017 funding cycle; however, the application will be considered again in the March 2018 funding cycle. The County expects to receive grant award notification in June.

Status Assessment: As of August 1, 2017

The County secured funding from West Rock, Home Telephone Company and Comporium for the infrastructure improvements needed for Project Gateway at the Ridgeville Industrial Campus, with further potential funding coming from the SC Department of Commerce, Edisto Electric Cooperative and SCE&G.

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The County is also pursuing a grant from the Economic Development Administration for the water tank portion of this project and the Rural Infrastructure Authority (Economic Infrastructure) for the sewer improvements.

The County is in the process of preparing an application for funding from the Rural Infrastructure Authority (Basic Infrastructure) for the St. George Sewer System improvements. They also plan to seek assistance from the SC Infrastructure Funders Coordinating Committee in hopes of securing funding from other sources such as

the Community Development Block Grant Program and the Economic Development Administration to complete the entire upgrade needed for the sewer system.

The County secured a \$3 Million RIA grant for the Dorchester Reach (total cost \$11.43 Million), Dorchester County Water and Sewer \$400,000, Santee Cooper \$1,100,000, 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 2017: \$6,932,941. All funds for the Dorchester Reach have been secured.

General Needs Assessment: As of August 1, 2017

The County expects to receive grant award notification concerning the applications for Project Gateway from the Rural Infrastructure Authority in May and the Economic Development Administration in September.

The County plans to complete a Project Information Form to submit to the Rural Infrastructure Authority and its Funding Partners in May for the St. George Sewer System Upgrade. The County plans to apply to the Rural Infrastructure Authority in the September 2017 fall funding cycle, as well as other possible sources identified by the Funding Partners.

Status Assessment: As of March 15, 2017

The County secured funding from West Rock, Home Telephone Company and Comporium for the infrastructure improvements needed for Project Gateway at the Ridgeville Industrial Campus, with further potential funding coming from the SC Department of Commerce, Edisto Electric Cooperative and SCE&G. The County is also pursuing a grant from the Economic Development Administration for the water tank portion of this project and the Rural Infrastructure Authority (Economic Infrastructure) for the sewer improvements.

The County is in the process of preparing an application for funding from the Rural Infrastructure Authority (Basic Infrastructure) for the St. George Sewer System improvements. They also plan to seek assistance from the SC Infrastructure Funders Coordinating Committee in hopes of securing funding from other sources such as the Community Development Block Grant Program and the Economic Development Administration to complete the entire upgrade needed for the sewer system.

The County secured a \$3 Million RIA grant for the Dorchester Reach (total cost \$11.43 Million), Dorchester County Water and Sewer \$400,000, Santee Cooper \$1,100,000, 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, and Funds remaining on the original \$60M authorization but not allocated: \$4,660,170.

Dorchester County Strategic Plan Status Report - February 2018 Update

General Needs Assessment: As March 1, 2017

The County expects to receive grant award notification concerning the applications for Project Gateway from the Rural Infrastructure Authority in May and the Economic Development Administration in September.

The County plans to complete a Project Information Form to submit to the Rural Infrastructure Authority and its Funding Partners in May for the St. George Sewer System Upgrade. The County plans to apply to the Rural Infrastructure Authority in the September 2017 fall funding cycle, as well as other possible sources identified by the Funding Partners.

Strategy I: Seek additional authorization under the Water Resources Development Act (WRDA) (\$) (County Administrator and Water & Sewer)

Status Assessment: As of February 2018

The contract for the Lake Marion Water Transmission line was awarded on November 8, 2017 with a scheduled completion date in July 2019. This line was authorized in the WRDA. The construction contract is valued at \$9,934,777. This line will run from the Town of Harleyville to the Ridgeville Commerce Park.

Dorchester County and Berkeley County are working with the Army Corps of Engineers and Santee Cooper to secure permitting, and construction approval of the S.C. Highway 27 water reach extension to Jared Lane, which will ultimately provide the first connection of the LMRWS to Berkeley County and the Volvo Manufacturing facility.

Additionally, Dorchester County and the Lake Marion Regional Water Agency, are working with our Congressional Delegation to secure additional funding authorization as follows:

An increase in the WRDA authorization from \$60M to \$89.55M is requested for the Lakes Marion and Moultrie, SC, regional water supply project...Substantial construction of the water supply in the counties currently authorized will not be possible without this modification.

LMRWA and Dorchester County are seeking appropriations in the Army Corps of Engineers Civil Works Plans for our projects. In September 2017, implementation guidance was received from Army Corps of Engineers Headquarters for Section 1157 (a) (2) of WRDA 2016, which authorizes \$50 million to be appropriated from FY2017 – FY2021 for Lake Marion and three other environmental infrastructure projects to be completed.

For Dorchester County, the build-out of the Lake Marion and Moultrie, SC, project includes the following:

- Install new main water line through Harleyville, down Shortcut Road passing Woodlands High School to Winding Woods (TMS# 059-00-00-006) and add an elevated storage tank. Install new water line from Winding Woods Industrial Park to St. George. Provide water service along Highway 15 from St. George to I-26. \$6,022,500
- Install a new water line from Harleyville along Highway 178 to the existing elevated storage tank located near I-95 at the Flying J convenience store. \$5,478,000

Dorchester County Strategic Plan Status Report - February 2018 Update

General Needs Assessment: As of March 2018

Dorchester County is currently exploring options for the development of a Water Master Plan for the County.

Status Assessment: As of June 30, 2017

President Barack Obama signed the “Water Infrastructure Improvements for the Nation Act” (WIIN) into law on December 16, 2016. This legislation includes the Water Resources Development Act of 2016. More specifically, this act includes specific language for increased federal funding for the Lake Marion Regional Water Agency and Dorchester County for fiscal years 2017 through 2021.

Under the prior WRDA authorization, LMRWA has received \$4.66 Million in Army Corps of Engineers Civil Works funding for the Dorchester Reach.

The WRDA provides essential investment in Drinking Water and Wastewater Infrastructure. Through the WRDA, the Corps of Engineers have constructed a 16-inch water transmission line from the Water Treatment Plant located at Lake Marion to the Town of Harleyville. There is currently another length of 16-inch transmission line designed to run from the Town of Harleyville to the Ridgeville Commerce Park. The funding for the construction of this length is contained in the current WRDA authorization. Contract award of this project is scheduled to occur September, 2017.

General Needs Assessment: As of June 30, 2017

To fully utilize the water from Lake Marion, a Water Master Plan for additional water transmission lines should be prepared. This Master Plan would consider extensions of transmission lines to St. George, to the new Volvo plant and developing areas in the Southwest Portions of the County. The Lake Marion water plant can increase its capacity from 8MGD to 12MGD with an additional investment of \$1.6 Million. Dorchester County will focus on increasing our capacity allocation in this plant expansion. Dorchester County will also explore the possibility of obtaining water from the Lake Moultrie Water Plant to service additional areas of the County.

Status Assessment: As of March 1, 2017

President Barack Obama signed the “Water Infrastructure Improvements for the Nation Act” (WIIN) into law on December 16, 2016. This legislation includes the Water Resources Development Act of 2016. More specifically, this act includes specific language for increased federal funding for the Lake Marion Regional Water Agency and Dorchester County for fiscal years 2017 through 2021.

SEC. SEC. 1157. PROJECT COMPLETION.

(a) Completion of Projects and Programs.

(1) IN GENERAL. For any project or program of assistance authorized under section 219 of the Water Resources Development Act of 1992 (Public Law 102–580; 106 Stat. 4835), the Secretary is authorized to carry out the project to completion if:

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(A) as of the date of enactment of this Act, the project has received more than \$4,000,000 in Federal appropriations and those appropriations equal an amount that is greater than 80 percent of the authorized amount;

(B) as of the date of enactment of this Act, significant progress has been demonstrated toward completion of the project or segments of the project but the project is not complete; and

(C) the benefits of the Federal investment will not be realized without completion of the project.

(2) AUTHORIZATION OF APPROPRIATIONS. There is authorized to be appropriated to the Secretary to carry out this subsection \$50,000,000 for fiscal years 2017 through 2021.

(b) Modification of Projects or Programs of Assistance. — Section 7001(f) of the Water Resources Reform and Development Act of 2014 (33 U.S.C. 2282 d

(f) is amended by adding at the end the following:

“(5) WATER RESOURCES DEVELOPMENT PROJECT. The term ‘water resources development project’ includes a project under an environmental infrastructure assistance program if authorized before the date of enactment of the Water Resources Development Act of 2016.”

Under the prior WRDA authorization, LMRWA is set to receive \$4.66 Million in Army Corps of Engineers Civil Works funding for the Dorchester Reach.

The WRDA provides essential investment in Drinking Water and Wastewater Infrastructure. Through the WRDA, the Corps of Engineers have constructed a 16-inch water transmission line from the Water Treatment Plant located at Lake Marion to the Town of Harleyville. There is currently another length of 16-inch transmission line designed to run from the Town of Harleyville to the Ridgeville Commerce Park. The funding for the construction of this length is contained in the current WRDA authorization.

General Needs Assessment: As of March 1, 2017

To fully utilize the water from Lake Marion, a Water Master Plan for additional water transmission lines should be prepared. This Master Plan would consider extensions of transmission lines to St. George, and to the new Volvo plant. The water plant can go from producing 8MGD to 12MGD at a cost of \$1.6 Million and Dorchester County needs to increase its capacity allocation.

Strategy J: Prepare Stormwater Capital Improvement Plan and Recommend Funding for Projects (Public Works)

Status Assessment: As of February 2018

Stormwater Study for Rumphs Hill Creek is nearly complete and the purchase of new equipment has been made. Discussions regarding a Hazard Mitigation Plan/ Capital Improvement Program are underway and several potential improvement projects have been identified.

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General Needs Assessment: As of February 2018

Numerous years of poor funding has resulted in an aged fleet and a lack of much needed equipment. As time progresses, new projects can be completed and equipment can be added and or replaced as needed.

Status Assessment: As of March 1, 2017

DCPW has improved deficient stormwater systems through the replacement of deteriorated pipes, and improved maintenance to ditches and canals. With the recent restoration of the Stormwater fee, DCPW will be able to purchase new equipment, complete capital projects, and replace aging equipment and vehicles for FY18. For example, the addition of a new Menzi Muck machine will increase ditch cleaning capabilities by 100%.

Stormwater projects continue to be completed and new project needs are identified. Recently completed stormwater studies for Pepperidge and Archdale have identified several future stormwater projects. Ongoing studies for the Negro Branch and Rumphs Hill Creek will identify the need for even more stormwater projects. DCPW has applied for federal assistance grants for projects along the Negro Branch and Rumphs Hill Creek and will use stormwater capital funding as the local match. The ongoing review of Dorchester County stormwater requirements will identify design requirement improvements with the goal of improving the overall stormwater quality for the County.

DCPW has begun the process of analyzing its canals and identify locations for improvements. This will be completed internally and the information will be shared with a third-party consultant that will complete a future capital improvement plan.

General Needs Assessment: As of March 1, 2017

As the County continues to grow, the need for a comprehensive stormwater improvement plan will be required. This plan will utilize departmental knowledge and stormwater study results to review, assess, and evaluate current and future needs and funding. The benefits of a comprehensive plan include the evaluation of future funding, potential grant funding, short term improvements, and long-term improvements.

Strategy K: Meet with health care providers about providing services in western Dorchester County (HR)

Status Assessment: As of February 9, 2018

HR is actively involved in the Rural Health Action Plan, which provides a road map to health, rural communities. Released in November 2017, it provides specific and measurable action steps key to expanding health care in rural areas.

General Needs Assessment: As of February 9, 2018

Identify resources willing and able to provide health care services in the upper county that are financially responsible and feasible.

Dorchester County Strategic Plan Status Report - February 2018 Update

Status Assessment: As of June 30, 2017

Dorchester County recognizes the lack of health care providers in the western area of Dorchester County. The upper end of the County currently has no afterhours care providers. The closest hospital and emergency care facility is approximately 30 miles from the upper end of the County. Major health care providers feel the current population in the upper county could not support an after-care facility.

General Needs Assessment: As of June 30, 2017

HR is also participating with the Healthy Tri-County Network program through the United Way. This group focuses on developing health care programs and providing resources for health care for the indigent throughout the tri-county area. Human Resources spoke to Trident regarding the H2U program which has recently been discontinued. In early 2017, Mammogram services were offered in Western Dorchester County. Services will be offered again in late 2017. Human Resources will continue to engage providers and seek partners for employee health care and pre-drug testing.

Status Assessment: As of March 1, 2017

Dorchester County recognizes the lack of health care providers in the western area of Dorchester County. The upper end of the County currently has no after- hours care providers. The closest hospital and emergency care facility is approximately 30 miles from the upper end of the County.

General Needs Assessment: As of March 1, 2017

The Human Resources Department is currently working with MUSC Business Health Partners to development a health program for employees. HR is also participating with the Healthy Tri-County Network program through the United Way. This group focuses on developing health care programs and providing resources for health care for the indigent throughout the tri-county area. Human Resources spoke to Trident regarding the H2U program which has recently been discontinued. In 2017, Mammogram services were offered in Western Dorchester County.

Strategic Issue 5: Delivery of County Services (Prior Plan Priorities 2013)

Strategy A: Hire Public Information Official (carried forward from 2016 plan)

Current Status Assessment: As of February 2018

The new ADA compliant Dorchester County website was launched in FALL 2017. The PIO directed the page and worked with users to develop the web content. The new URL is DorchesterCountySC.gov. Additional pages are being added on a monthly basis. Email addresses have also been converted to DorchesterCountySC.gov for marketing purposes as well.

The PIO has been instrumental in messaging for both emergency and non-emergency communications. A number of news stories regarding Dorchester County have come about as result of the media relations that have been developed.

Dorchester County Strategic Plan Status Report - February 2018 Update

General Needs Assessment: As of February 2018

Continue working to improve our strategic communications and identifying and training back up PIOs. Many of the media interviews take place in the Summerville area and are often conducted at the Human Services Building. Consider identifying space in Summerville for the PIO to interact with County Council and staff to prepare them for on camera interviews and on-air interviews and interviews by newspaper reports.

Current Status Assessment: As of March 15, 2017

Prior to September 19, 2016 Dorchester County's organizational structure did not include a dedicated communications professional. This absence placed the burden of providing information upon the leadership of each department. County Council addressed this need with the creation of a budgeted full-time Public Information Officer (PIO) in the FY2016-17 Budget. The absence of a qualified communications professional deeply hindered the counties ability to disseminate to the community in a timely manner.

General Needs Assessment: As of March 15,2017

The PIO is currently creating a "brand" for Dorchester County. As well as, designing/building a new responsive website for the County, has launched and manages the County's Facebook, Twitter, Instagram, YouTube, LinkedIn and Nextdoor social media pages with plans to expand the County's social reach to include Pinterest. A social media policy and comment policy have also been drafted and reviewed by the County Attorney. The social media use policy is included in the HR Policy manual currently awaiting Council approval.

The PIO has also completed a communications needs analysis and is in the process of creating a three year comprehensive strategic communication plan that focuses on internal, external and crisis communications. This plan is on schedule to be presented to Council with a request for approval at the August 21, 2017 Council meeting. This plan will be a living document/roadmap for County Communications including, communication policies, procedures, and staffing.

Current Status Assessment: As of December 9, 2014

The position was requested in the FY2014-2015 budget, but was not funded.

Current Status Assessment: As of February 8, 2013

A job description has been prepared and staff will recommend this position for funding in the FY2014-2015 Budget.

General Needs Assessment

The County's size, complexity, and activity level warrants a Public Information Officer. Staff will request the position again in the 2015-2016 budget.