

**Georgetown County
Department of Public Services**



**Strategic Plan
2015 - 2018**



Georgetown County
Department of Public Services

Director
Ray C. Funnye

With special thanks to all within the Department that participated in the update of the plan.



**Georgetown County
Department of Public Services**

**2015 - 2018 Strategic Plan
for
Georgetown County
Department of Public Services**

July 1, 2015

Prepared By:
**Strategic Planning
Committee**

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**Georgetown County
Department of Public Services**

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Message from the Director

It is my pleasure to present the 2015 – 2018 Strategic Plan for the Georgetown County Department of Public Services. I present this plan on behalf of the Public Service's employees, many of whom have participated in the effort.

Public Services first began the planning process in 2007, in an attempt to provide our employees with a road map to guide our activities and actions on behalf of the citizens we serve. This updated improvement effort represents our employee's collective commitment to enhancing effectiveness and efficiency, improving customer service and ensuring competitiveness and accountability in everything we do.

As a continuous improvement effort while looking to the future, Public Service's Strategic Plan provides staff with a vision, linking their work performance to the County's goals and objectives.

Thanks you for your interest in our Department.

Sincerely,



Ray C. Funnye, Director
Department of Public Services

Introduction & Organizational Structure

Introduction

The Georgetown County Department of Public Services is composed of a staff of roughly one-hundred and ten employees, comprised of professional, technical and support positions. The Department is divided into six separate divisions (and two support groups). A list of the divisions with their physical locations is provided as follows:

Public Works	2236 Browns Ferry Road
Facilities Services	1918 Church Street
Environmental Services	201 Landfill Drive
Capital Projects	1918 Church Street
Stormwater	129 Screven Street
Fleet Services	2242 Browns Ferry Road
Airports (Public Works)	129 Aviation Blvd.
Mosquito Control (Stormwater)	129 Screven Street.

Each division is coordinated by a manager-level staff member who then reports directly to the Director of Public Services. The main office for the Department is located as follows:

Administration	108 Screven Street
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Responsibilities and Duties

Public Works

The goal of the Public Works Division is to improve and maintain earth and paved roads, construction and maintenance of storm drainage systems, and maintain the Georgetown County right-of-ways throughout the unincorporated areas of the county. Additionally, its personnel manage project construction and quality control.

Public Works provides coordination of the Georgetown County Transportation Committee's pavement management program for the County's secondary roads. The Division is responsible for design and test materials for road construction. Additionally, the Division improves, inspects and repairs earth and paved roads, streets, drainage ways and parking lots.

Additional responsibilities include the manufacture and installation of street name signs and traffic control devices, installation of storm drain pipes, and cleaning and maintenance of canals and ditches.

Public Works reviews subdivision development plans, provides surveying support for various county projects, construction of storm drainage systems and roads and provides hauling operations of debris, dirt, mulch, rip-rap, slag, sand, etc.

The Division also provides assistance to Parks & Recreation on various boat landings, beach access areas and bike paths from Garden City to South Litchfield.

Finally, the Division also maintains the County's Debris Management Plan and the Department's portion of the County's Emergency Preparedness Plan.

Facilities Services

The Facilities Services Division maintains all county-owned facilities, renovation of existing facilities, and the construction of new structures. Its personnel are responsible for building engineering and maintenance for the

Judicial Center. Additionally, the Division provides custodial services for a number of locations. The Division also provides electrical, HVAC, carpentry, painting, masonry, and utility support.

Environmental Services

The Environmental Services Division's primary purpose is to provide an integrated solid waste program and a comprehensive recycling and disposal program. We have fourteen convenience centers located throughout the county. Each convenience center provides bins to recycle newspaper, plastic, cardboard, yard waste, bulk waste (including electronic waste), waste tires, used oil, glass, scrap metal, aluminum and steel cans, and batteries. The facilities collect approximately 2,500 tons of recyclables per year.

The landfill uses a process to collect methane gas, which serves as a source of energy for a local utility company. Additionally, the county has both the Environmental Education Center and Nature Center located at the landfill. These centers allow students, scouts and other organizations to learn about environmental issues.

Capital Projects

The Capital Projects Division provides project management support/oversight to countywide capital project planning and implementation. Projects relate to additions and improvements to regional and community parks, stormwater and roadway improvements, beach access and boat landing improvements, dredging operations, and land acquisition and development. The division provides oversight to projects during design and construction phases, from preliminary project planning through close-out.

Stormwater

The mission of the Stormwater Division is to protect and improve the quality of life for all of the citizens of Georgetown County and surrounding communities by providing for the collection, and conveyance of stormwater runoff in accordance with all federal, state and local regulations in the safest, most efficient, and cost-effective manner possible.

This Division seeks a balance between the needs of a growing community and the needs of the environment. The intent of the Georgetown County Stormwater Division is to develop and encourage "No Adverse Impact" standards; promoting sensible growth on the available land while minimizing the impacts to the environment and citizens.

Fleet Services

Georgetown County contracts with a private company, First Vehicle Services, for the maintenance of all County fleet as well as other small equipment. Their mission is to maintain equipment at superior levels, decrease cost and downtime, and accomplish these tasks in the safest possible manner.

Airport

The Airport Group strives to provide its citizens and visitors with first class general aviation service in a convenient and safe manner. Additionally, the group creates an efficient avenue to quality general aviation services and facilities.

Mosquito Control

Mosquito Control provides temporary and permanent control methods for the abatement of adult biting mosquitoes. Our integrated pest management system incorporates source reduction, surveillance, identification, adulticiding, larvaciding, and education.

Mosquito Control has a phone hotline, which benefits the public if they find mosquito breeding around their property after inspection. Mosquito Control staff may find a potential breeding source and the property owner is given advice on personal protection and elimination of the breeding.

Administration

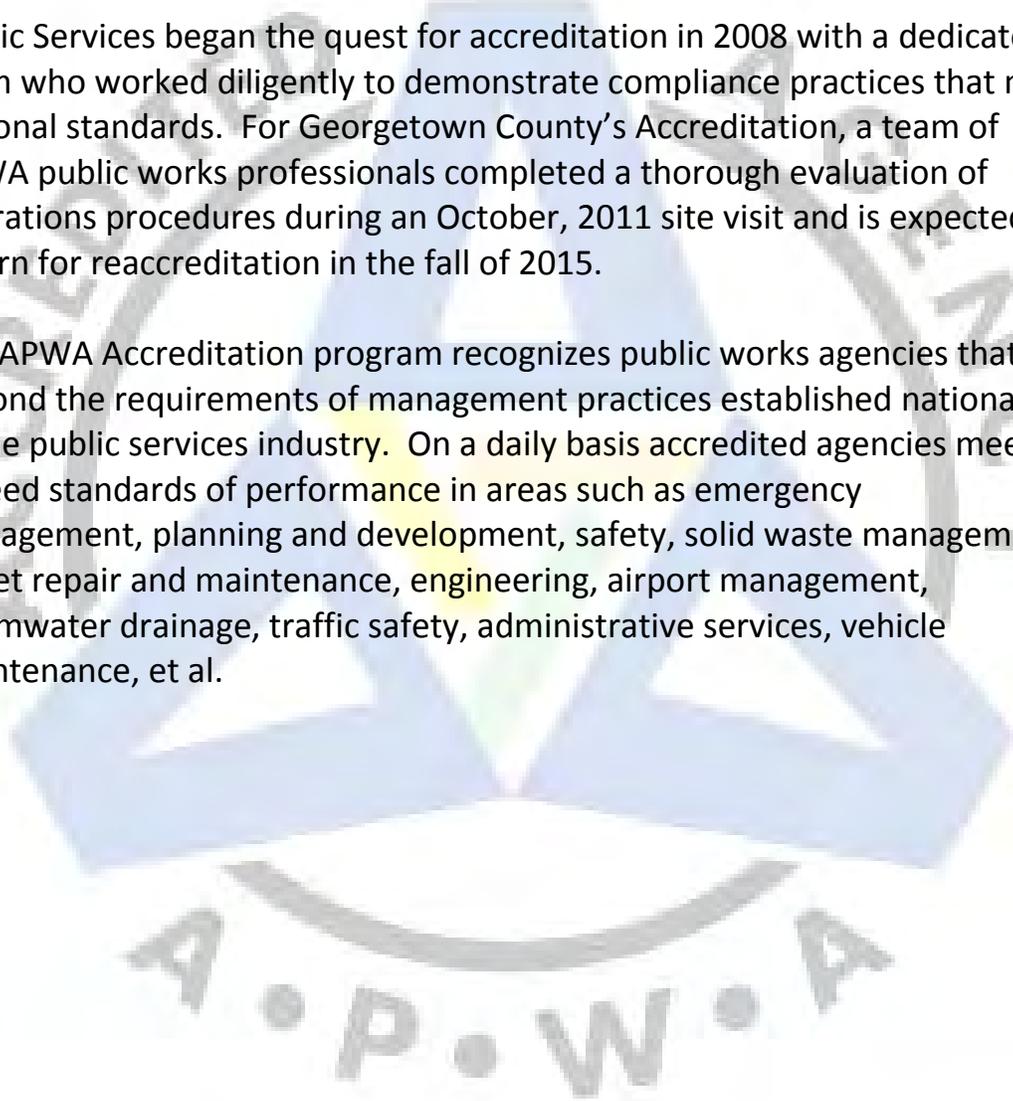
The Public Services Department is responsible for Georgetown County street and road maintenance, drainage systems and stormwater, water quality, landfill, recycling and collections, building and grounds

maintenance for county facilities, airport operations and capital projects management.

The Public Services Department recently was awarded a prestigious Accreditation by the American Public Works Association (APWA). Georgetown County was the second county or municipality in South Carolina and 74th agency in North America to earn the APWA Accreditation.

Public Services began the quest for accreditation in 2008 with a dedicated team who worked diligently to demonstrate compliance practices that met national standards. For Georgetown County's Accreditation, a team of APWA public works professionals completed a thorough evaluation of operations procedures during an October, 2011 site visit and is expected to return for reaccreditation in the fall of 2015.

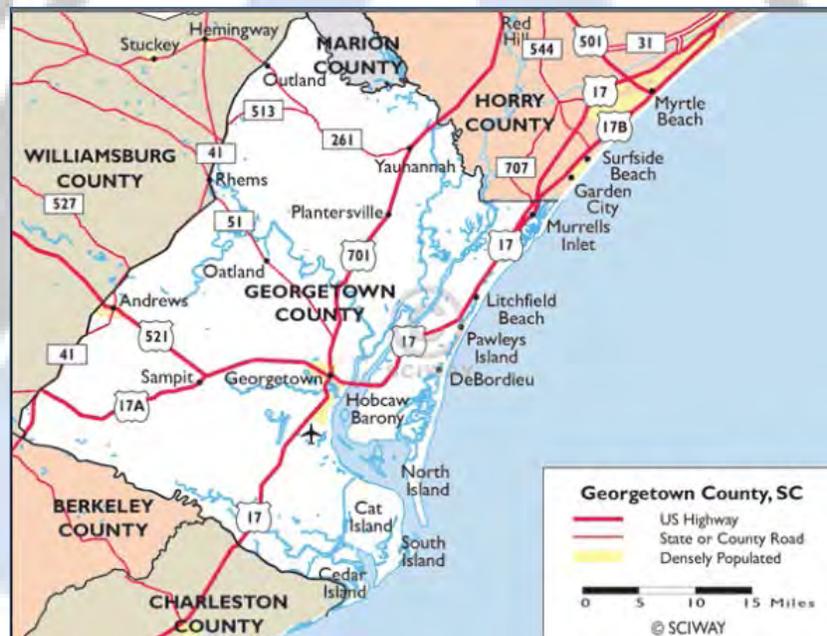
The APWA Accreditation program recognizes public works agencies that go beyond the requirements of management practices established nationally in the public services industry. On a daily basis accredited agencies meet or exceed standards of performance in areas such as emergency management, planning and development, safety, solid waste management, street repair and maintenance, engineering, airport management, stormwater drainage, traffic safety, administrative services, vehicle maintenance, et al.



Geography and Demographics

Georgetown County is located in eastern South Carolina, bounded to the north by Horry County, on the west by Williamsburg County, on the southwest by Charleston and Berkeley Counties, and on the east by the Atlantic Ocean.

According to the Census Bureau, the County has a land area of approximately 815 square miles and a water area of approximately 220 square miles. The County has several rivers including the Waccamaw River, the Great Pee Dee, the Black River, the Santee River and the Sampit River, all which flow to the Atlantic Ocean.



Georgetown County is diverse with four distinct areas.

- The Waccamaw Neck (along the Atlantic coastline) is mostly developed with a mix of residential and commercial uses. A few areas have been preserved for habitat including Huntington Beach State Park, Brookgreen Gardens and Hobcaw Barony.
- The riverfronts have had relatively little development, but were once used for rice plantations. Today they are primarily wild areas, where fishing is very popular along the riverfront areas. A tiny community is

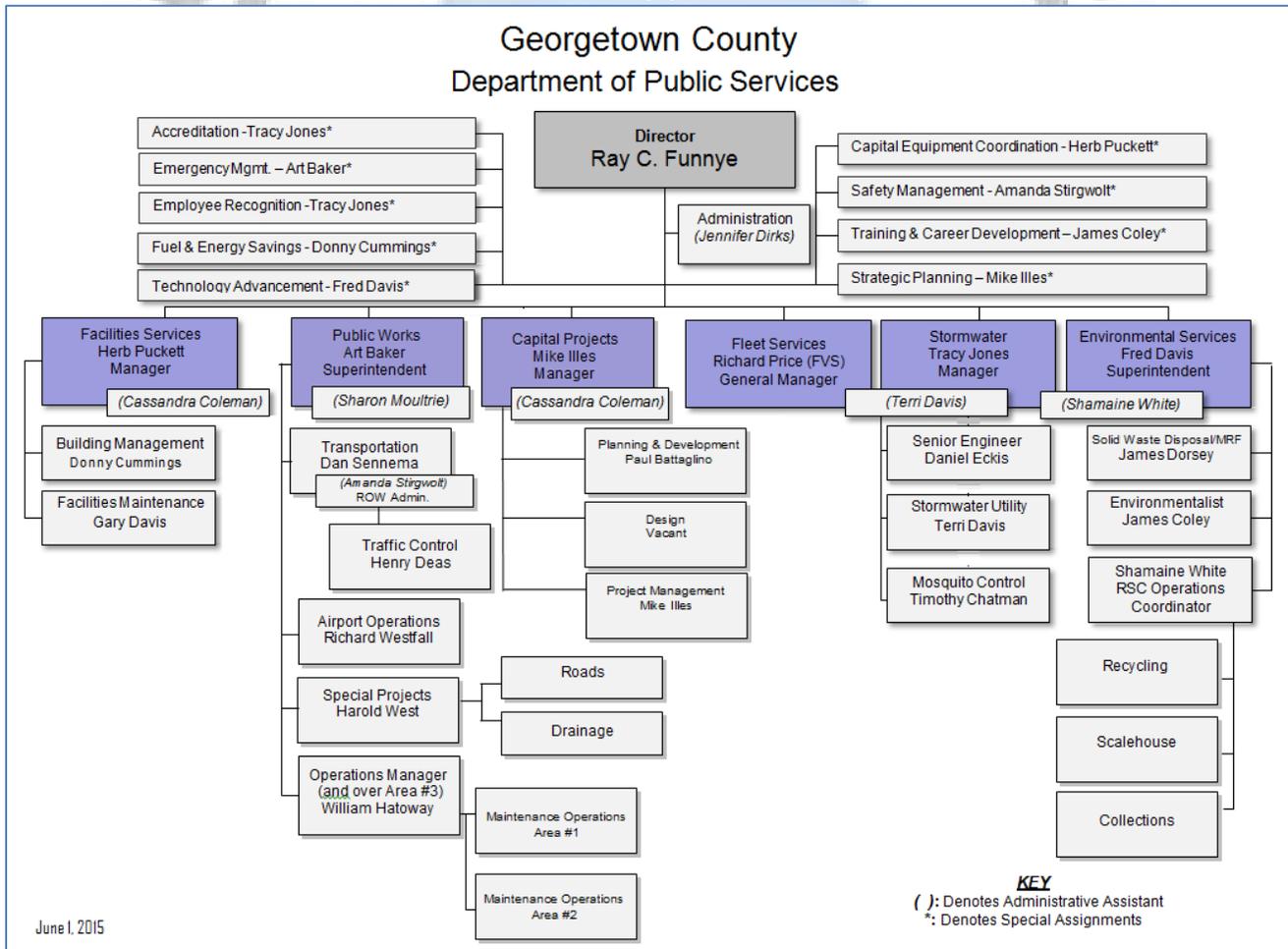
accessible only by boat is on Sandy Island. Its residents are descendants of slaves who worked plantations on the island.

- Georgetown is a small historic city founded in colonial times. It also serves as the County seat.
- The inland rural areas are sparsely populated. Some upland areas are used for agriculture and forestry.

The County was founded in 1769. Historically, populations have increased in the County. The population in 1790 was approximately 22,000 persons, in 1990 approximately 46,000 and in 2012, the population was estimated at 60,189 people.

Organizational Structure

As stated previously, the Department is divided into six separate divisions (and two support groups). A list of key personnel is provided as follows:



Mission, Vision & Value Statements:

Mission Statement:

To effectively serve the public by enhancing our transportation and facility infrastructures, preserving our environmental resources, and planning for current community needs and future generations.

Vision Statement:

To be recognized as a leader in making Georgetown County a premier place to live, work and play through creativity and resourcefulness.

Value Statement:

Through integrity, innovation and teamwork, we will endeavor to preserve the culture, history and natural resources of Georgetown County.

List of Values:

Integrated: Ensuring unity of effort within the Department and with all elements of the community.

Collaborative: Creating and sustaining broad and sincere relationships among individuals and organizations to encourage trust, advocating ethical practices, public stewardship and continuous improvement.

Professional: Providing education, training, experience, while advocating ethical practice, public stewardship and continuous improvement.

Flexible: Using creative and innovative approaches.

Comprehensive: Considering and taking into account all stakeholders.

Progressive: Taking preventative and preparatory measures.

SWOT – Strengths, Weaknesses, Opportunities & Threats

Strategic planning is one of the most critical elements of public services management. In order to begin our planning process, we must evaluate our current abilities as we plan for our future needs.

Based on our group work session, we have identified our “SWOT” as follows:

Strengths:

- Teamwork
- Open to New Ideas
- Commitment to Excellence
- Good Management
- Leadership by Example
- Talented, Experienced Group
- High Energy Level
- Commitment to Customer Service
- Efficient in Use of Resources

Weaknesses:

- Public Information / Awareness
- Communication (Internal & External)
- Staffing Levels
- Fiscal Constraints
- Succession Plan

Opportunities:

- APWA Reaccreditation
- Application of Innovative Technology
- Collaboration
- Grants
- Improvements to Stormwater Permit Process
- Equipment Upgrades to Improve
- Employee Career Development Plan for Future Leaders
- Training

Threats:

- Decreased Revenue
- Resistance to Change
- Natural Disasters
- Deteriorating Equipment/Infrastructure
- Security/Information Technology
- Changing State/Federal Regulations
- Loss of Skilled Employees

Goals & Objectives 2015 – 2018
Public Services Department Goals

Goal 1: Maintain the Department's Status as an APWA Accredited Agency.

Objective 1: Assemble a committee of key personnel to be responsible for completion of the re-accreditation process.

Objective 2: Create a list of key tasks and schedule for completion.

Objective 3: Coordinate with APWA committee and staff to receive updates and recommendations for continued growth within the Program.

Goal 2: Complete Individual Career Plans for every member of the Department to increase employee growth potential by providing an environment for continual improvement, increased efficiency, while maintaining a goal of employee retention.

Objective 1: Work with supervisors to create a work matrix and job description summary for each Division.

Objective 2: Create a list of training opportunities.

Objective 3: Evaluate software that can be used to track employee progress and set milestones for completing the program.

Objective 4: Evaluate staffing levels and positions.

Objective 5: Create a plan for succession.

Goal 3: Improve internal and external perceptions of our services, responsibilities and duties.

Objective 1: Increase public information and awareness.

Objective 2: Coordinate with the Public Information Officer.

Objective 3: Create opportunities for cross-departmental communication and collaboration.

Objective 4: Conduct an annual Team-Building event in which the Department members can come together and learn to work better together as a team through team-building exercises and training.

Goal 4: Improve efficiencies and broaden project opportunities by use of technology, training and funding alternatives.

Objective 1: Upgrade equipment and software at regular intervals.

Objective 2: Work with the Building / Zoning Department to improve permitting process.

Objective 3: Be pro-active in seeking funding and training opportunities.

Goal 5: Evaluate opportunities to provide project flexibility (workload and schedules) while maximizing productivity and minimizing potential costs.

Objective 1: Assess experience and capability of staff to handle additional / increased responsibilities.

Objective 2: Promote opportunities to provide work support between Divisions within the Department and other County Departments.

Objective 3: Evaluate consultant services versus in-house work output; Prepare a plan for increasing efficiency, maximizing staff productivity, and minimizing overall project costs.

Goals & Objectives 2015 – 2018

Airport Division Goals

Goal 1: Develop the airport's physical facilities to meet the future needs of both Georgetown and Andrews's communities.

Objective 1: Provide additional executive hangars, corporate hangars, and T-Hangars to meet the demands of the facility.

Objective 2: Evaluate the expected lifespan of infrastructure and plan for maintenance, rehabilitation and replacement.

Objective 3: Provide other facilities needed to support aviation services at a high level of service to the public.

Objective 4: Relocate the mosquito control storage building to a more suitable location along the runway.

Objective 5: Expand the apron area to better suit the needs of the growing aviation traffic.

Objective 6: Conduct research/rehabilitation of RW11-29.

Goal 2: Develop an airport that supports local and regional economic goals. Provide flexibility to accommodate new opportunities and shifts in development and the economy.

Objective 1: Identify funding sources available to implement the recommended master plan for both aviation and non-industrial projects needed for the airport.

Objective 2: Achieve a high level of service and user convenience so that the facility is considered a positive factor in regional economic development decisions.

Objective 3: Quantify financial resources available for funding of projects and identify the priority of project implementation for the recommended plan.

Objective 4: Seek out possible property acquisitions that would be beneficial to the expansion of the airport runways and property.

Goal 3: Provide an airport that is safe, reliable and well maintained.

Objective 1: To the maximum extent possible, protect the Federal Aviation Administration (FAA) mandated safety areas, runway protection zones and other clear areas.

Objective 2: Ensure that the terminal, parking and support facilities meet all applicable safety standards.

Objective 3: Develop a facilities inventory database of all airport structures, facilities and based aircrafts.

Objective 4: Promote the implementation of an annual operations and maintenance program that will provide the airport facilities with a safe environment while maximizing the expected lifespan of key elements.

Goal 4: Deliver exceptional customer service.

Objective 1: Provide knowledgeable, trained personnel to meet the demands of the facilities.

Objective 2: Evaluate the resources needed to provide service to both Georgetown and Andrews. Attract and retain an outstanding workforce.

Goals & Objectives 2015 – 2018
Capital Projects Division Goals

Goal 1: Create a well-trained Team with the resources and capability to coordinate aspects of civil site development & transportation design, permitting and construction.

Objective 1: Assess available technological and staffing resources. Provide recommendations for improvement to the Director.

Objective 2: Create a design database for Civil projects to include standard construction details and design methodology.

Objective 3: Provide training and encourage staff to participate in training opportunities offered. Training may be off-site, on-site, or web based.

Objective 4: Seek opportunities to develop private-public partnerships to carry out duties and responsibilities of the Capital Projects Team.

Objective 5: Provide construction management support services for Public Services Department and other County agencies & departments.

Goal 2: Improve communication (internally and externally) for Capital Projects.

Objective 1: Continue to conduct monthly workload meetings with staff to discuss and track project status.

Objective 2: Assess website and prepare recommendations for improvement to project information (status and schedule).

Objective 3: Develop and maintain a Project Status database for internal tracking.

Goal 3: Watershed Management

Objective 1: Continue to conduct and coordinate monthly meetings to evaluate drainage service requests and projects.

Objective 2: Continue to maintain a project priority list.

Objective 3: Keep a list of project study, design and construction costs to use in preparation of County program budget.

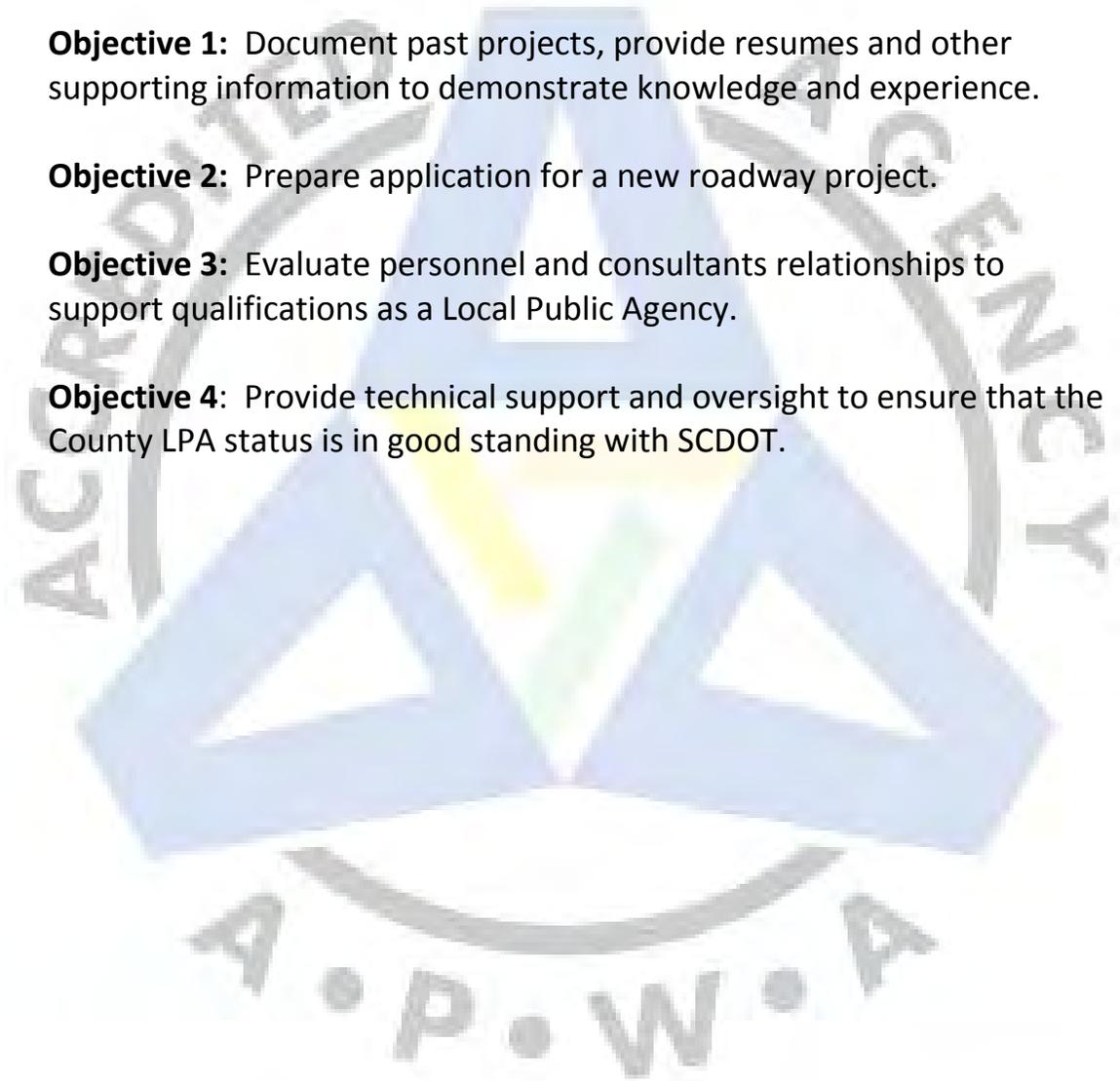
Goal 4: Continue to coordinate the effort to position the County as qualified for Local Public Agency (LPA) status.

Objective 1: Document past projects, provide resumes and other supporting information to demonstrate knowledge and experience.

Objective 2: Prepare application for a new roadway project.

Objective 3: Evaluate personnel and consultants relationships to support qualifications as a Local Public Agency.

Objective 4: Provide technical support and oversight to ensure that the County LPA status is in good standing with SCDOT.



Goals & Objectives 2015 – 2018
Environmental Services Division Goals

Goal 1: Provide quality service while meeting the current and expanding needs of the County.

Objective 1: Evaluate current procedures and establish defined roles for division staff with the goal of improving coordination between team members and other divisions and departments.

Objective 2: Add appropriate tools and technology as needed to meet increasing workload and to improve efficiency.

Objective 3: Create a program to improve the outlay of public information to minimize potential of internal and external miscommunication.

Goal 2: Evaluate opportunities to increase efficiencies, balance resources, reduce costs and increase revenue among internal end users.

Objective 1: Evaluate usage of personnel, resources and services provided. Prepare cost / benefit analysis in conjunction with Capital Equipment Replacement Program (CERP).

Objective 2: Coordinate with Fleet Services and field staff to create a program for reducing down-time for vehicles.

Objective 3: Evaluate routes and schedules of collection service.

Objective 4: Evaluate opportunities for optimal use of inmate labor.

Objective 5: Add manpower and equipment as dictated by study within the approved budget.

Objective 6: Evaluate the increased maintenance program to shorten potential downtime.

Goal 3: Be forward thinking in the protection of the environment and in the approach to the ever changing regulatory environment.

Objective 1: Evaluate alternatives and costs for hazardous waste collection (including paint and electronics).

Objective 2: Continue to develop environmental education programs and conduct career development training sessions for the Department in coordination with other County departments and divisions, school district, universities and environmental agencies.

Objective 3: Research opportunities to increase revenue for the Division.

Objective 4: Evaluate methane production to determine feasibility of expansion of service as a potential source of increased revenue.

Objective 5: Plan for future landfill cell closures and explore Landfill expansion opportunities.

Goal 4: Increase our recycling rate to match or exceed the State goal (goals change annually) of 40% percent by 2018.

Objective 1: Implement and update cash positive recycling programs targeting MSW commodities.

Objective 2: Expand environmental education/ outreach programs by partnering schools, businesses, and communities.

Objective 3: Optimize and grow infrastructure to meet future recycling demands.

Goal 5: Develop a landfill diversion program for beneficial and recoverable C&D commodities.

Objective 1: Grow the carpet recycling program, wood packaging program, and metal recycling program as well as develop a potential Gypsum recycling Program.

Objective 2: Improve processing of recovered C&D materials such as concrete to aggregate.

Objective 3: Conduct a cost benefit analysis for colored mulch production.

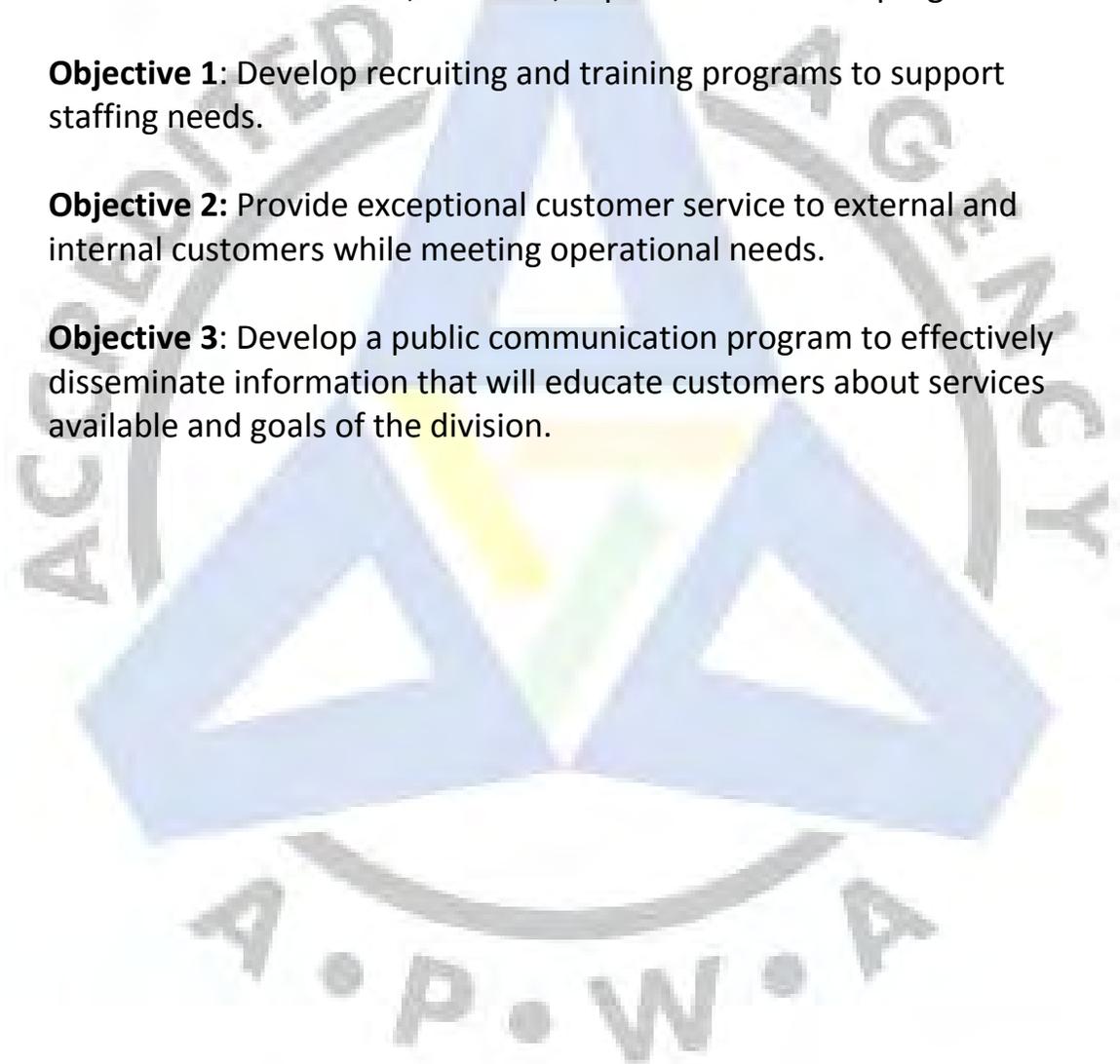
Objective 4: Evaluate the feasibility of processed C&D waste as alternative daily cover.

Goal 6: Provide convenient, effective, superior service and programs.

Objective 1: Develop recruiting and training programs to support staffing needs.

Objective 2: Provide exceptional customer service to external and internal customers while meeting operational needs.

Objective 3: Develop a public communication program to effectively disseminate information that will educate customers about services available and goals of the division.



Goals & Objectives 2015 – 2018
Facility Services Division Goals

Goal 1: Develop Facilities Component Inventory Management Plan and Preventative Maintenance Program

Objective 1: Develop an inventory of key items for every County maintained building.

Objective 2: Prepare estimates of cost per repair/rehabilitation/replacement for each item.

Objective 3: Work with Capital Projects to prepare a study analysis to project future costs and schedules.

Goal 2: Provide resources and technology to improve equipment life span and efficiency.

Objective 1: Prepare an inventory of current equipment with expected lifespan.

Objective 2: Provide a list of new tools needed to enhance service and efficiency.

Objective 3: Enhance the “At your request work order system” and make improvements in resource tracking and data searching.

Objective 4: Evaluate if laptop/air card system could be used by supervisors/crew chiefs to facilitate increased productivity and efficiency.

Goal 3: Create a training program in conjunction with the Individual Career Program.

Objective 1: Cross-train within the Department to broaden employee and inmate skill set with the Apprenticeship Program.

Objective 2: Encourage participation in trade work-shops, seminars, and technical work sessions.

Objective 3: Conduct regular informational training sessions for HVAC, electrical, roofing, and general construction.

Objective 4: Encourage acquisition of CDL licensure for bucket truck operators.

Objective 5: Provide training on Building Control Management (CMI) systems for each Facilities Services staff member.

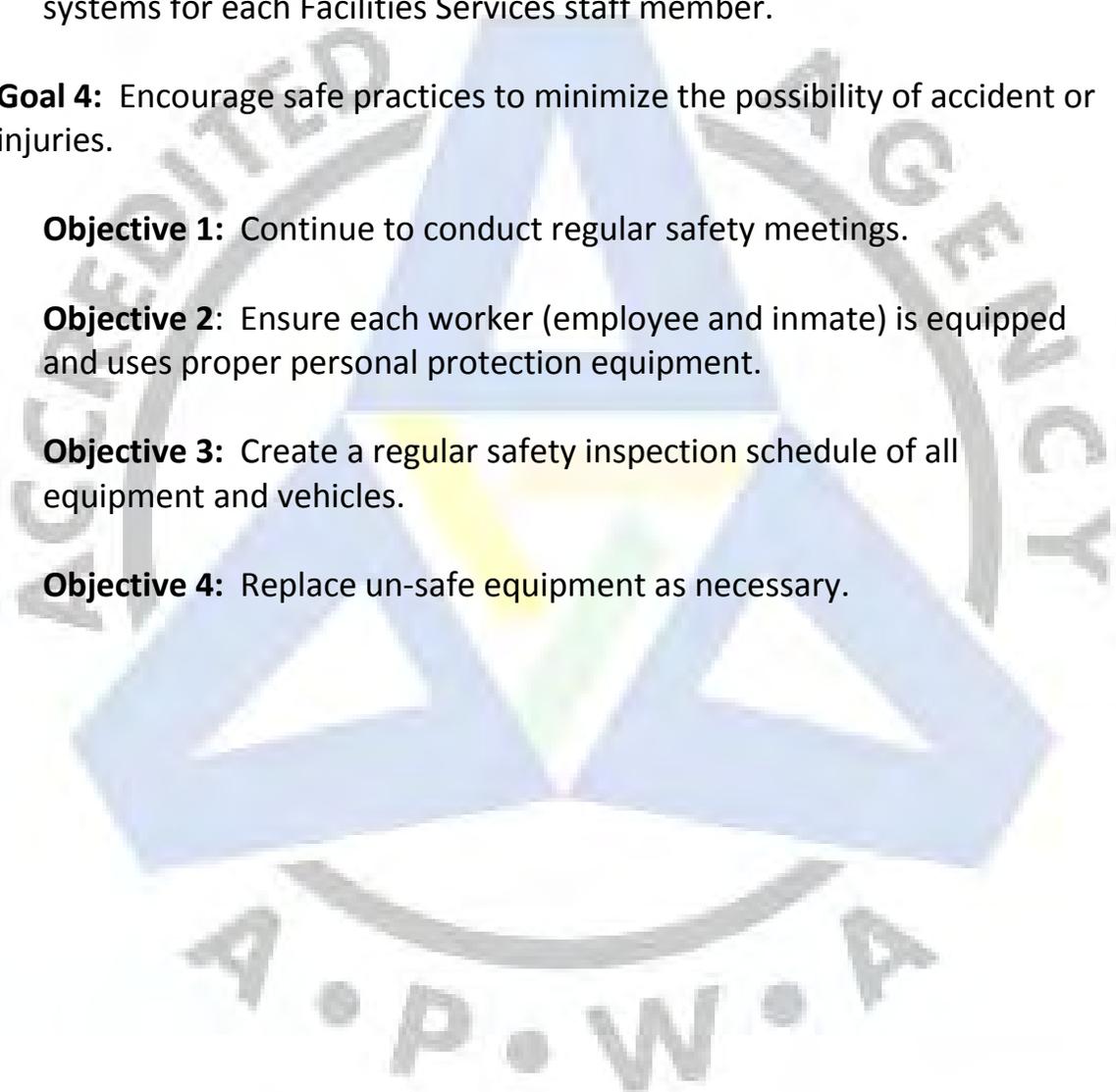
Goal 4: Encourage safe practices to minimize the possibility of accident or injuries.

Objective 1: Continue to conduct regular safety meetings.

Objective 2: Ensure each worker (employee and inmate) is equipped and uses proper personal protection equipment.

Objective 3: Create a regular safety inspection schedule of all equipment and vehicles.

Objective 4: Replace un-safe equipment as necessary.



Goals & Objectives 2015 – 2018
Fleet Services Division Goals

Goal 1: Deliver quality services through continual improvement.

Objective 1: Keep a diversely trained and certified workforce to provide flexibility for service needs. Provide regular training for staff.

Objective 2: Evaluate staffing based on amount and type of equipment to be serviced and maintained. Add additional staff as warranted to maintain an acceptable level of service.

Objective 3: Evaluate and upgrade technology as needed and appropriate.

Goal 2: Improve the customer service experience by striving for increased efficiency, high value of service and effective communication.

Objective 1: Increase efficiency by encouraging safety, training and certification by staff.

Objective 2: Work directly with all County Departments and Divisions to evaluate frequency of maintenance scheduling in an effort to extend useful life of vehicles and equipment, while minimizing downtime.

Objective 3: Improve communication via email regarding vehicle status with direct calling as a follow-up.

Objective 4: Continue to extend the useful life of County vehicles and equipment by pro-active service. Coordinate this effort through a Capital Equipment Replacement Program (CERP).

Goal 3: Expand facilities space, resources and training in planning for expected future growth.

Objective 1: Build a new fleet services facility that can accommodate more vehicles and larger equipment.

Objective 2: Evaluate staffing needed to accommodate workload with a diversified skill set.

Goal 4: Improve Private Public Partnership between Fleet Services and Georgetown County.

Objective 1: Ensure firm fixed-price maintenance and strict parts purchasing policies.

Objective 2: Reduction in overall fleet cost by up to 30% by increasing equipment lifecycles, adding best purchasing practices, reduction in number of employees and efficiently managing the shop.

Objective 3: Improved maintenance shop service, safety, reliability and end-user satisfaction.

Objective 4: Increase performance by reducing downtime and increasing fleet availability with a rigorous preventive and predictive maintenance program.

Objective 5: Leverage the Fleet Services Contractor ability on price savings on parts, through Corporate Purchasing agreements (CPA'S).

Objective 6: Ensure waste disposal and environmental reporting meets all required State and Federal regulations.

Objective 7: Provide a reliable Fleet Maintenance MIS system.

Objective 8: Sublet only services that require special tools or skill sets that are cost-effective to have in-house or for turnaround time on a priority unit to limit vehicle downtime.

Objective 9: Provide three appraisals for accident repairs and oversee repair process.

Goals & Objectives 2015 – 2018
Public Works Division Goals

Goal 1: Provide quality service while meeting the current and expanding needs of the County.

Objective 1: Evaluate usage of personnel and resources. Prepare cost / benefit analysis to determine manpower and equipment needs.

Objective 2: To meet light construction service need, realign personnel with construction (grading, drainage, roadway) experience.

Objective 3: Add tools and technology as needed to meet increasing workload and to improve efficiency.

Objective 4: Investigate to determine whether additional inmate staffing can be implemented to provide additional support for workload demands.

Goal 2: Develop data collection process to improve management of resources, infrastructure tracking and communication.

Objective 1: Train supervisors and other appropriate staff in the use of the Freeance system.

Objective 2: Develop a process for tracking of County infrastructure, equipment and workload.

Goal 3: Provide a healthy and productive work environment to maximize employee satisfaction and retention

Objective 1: Support/promote the Individual Career Program model for Division employees. Review and update job descriptions and classifications.

Objective 2: Track training and project experience for assessment of skill-set, to determine future opportunities and promotions.

Objective 3: Develop a training program (plan, budget and schedule) for continuing education. (including toolbox talks, OSHA training, University seminars, lunch & learns, vendor presentations, etc.).

Objective 4: Coordinate a CDL licensure program for the County (all departments and divisions).

Goal 4: Improve coordination and inter-department communication.

Objective 1: Meet regularly with Fleet Services to discuss equipment servicing needs and turnaround times.

Objective 2: Track time associated with event set-up, moving, and miscellaneous operations performed by Division staff and provide recommendations for use of resources.

Goal 5: Identify correct geographical information.

Objective 1: Provide GIS a detailed list of road information.

Objective 2: Create a new layer to identify private, city, county, or state with the GIS Department.

Objective 3: Create procedures detailing information to be provided to GIS.

Goal 6: Improve the training gap with the Pavement Management System (PMS).

Objective 1: Educate personnel on proper PMS functions / operation.

Objective 2: Ensure road inspectors regularly update PMS.

Objective 3: Develop standard to obtain / input data.

Goal 7: Build an up-to-date electronic library that is easy to use.

Objective 1: Develop standards to update Intranet periodically.

Objective 2: Designate staff to update the electronic database.

Objective 3: Scan documents into the electronic library to increase use of technology.

Objective 4: Maintain the filing system to meet County standards.

Objective 5: Educate and stress the importance of good recordkeeping.

Objective 6: Update the "S" Shared Drive

Objective 7: Conduct a training session with county staff on where data is stored.

Goal 8: Improve communication via the County webpage to inform public of our division's mission and activities.

Objective 1: Identify a point of contact and establish standards to keep webpage updated.

Objective 2: Compare our webpage to other municipalities to determine what we can do to improve ours.

Objective 3: Get input from the Division team on needed improvements to the department webpage.

Goal 9: To research utilizing seal coat application to roadway.

Objective 1: Research other municipalities to gather comparisons.

Objective 2: Call vendors and request live demonstrations.

Goal 10: Obtain maximum benefit from the At Your Request Online Helpdesk System.

Objective 1: Better utilize the "At Your Request" Online Helpdesk System.

Objective 2: Establish Standards.

Objective 3: Host training sessions.

Objective 4: Review and update the online data saved in the system.

Goal 11: Maximize the lifecycle of equipment.

Objective 1: Ensure regular preventative maintenance checks are being performed.

Objective 2: Develop an equipment inspection checklist and procedures for submitting completed checklists.

Objective 3: Conduct training on proper way to fill out inspection check list.

Objective 4: Ensure supervisors perform random inspection checks.

Goal 12: Ensure staff is working in a productive, safe and non-hostile work environment.

Objective 1: Conduct monthly meeting where staff can voice issues/concerns.

Objective 2: Perform cross training on equipment and job functions.

Objective 3: Frequent one-on-one meetings with staff to determine their needs how to better empower them as employees.

Objective 4: Utilize bulletin boards for disseminate information.

Objective 5: Increase employee's awareness of procedures.

Objective 6: Ensure employees have access to the library of standards.

Objective 7: Establish / update County Standard Operating Procedures.

Goals & Objectives 2015 – 2018
Stormwater Division Goals

Goal 1: Improve collection of stormwater fees.

Objective 1: Install new billing system.

Objective 2: Provide on-going information to the public regarding fees and their uses.

Objective 3: Coordinate with MIS to improve tracking and collection of fees.

Objective 4: Evaluate tasks and eliminate any duplication of effort.

Goal 2: Improve Water Quality.

Objective 1: Purchase Vac Truck for removal of pollutants and sediments from drainage system.

Objective 2: Monitoring of existing outfall discharges per NPDES MS4 permit.

Objective 3: Use innovative and low impact development BMPs on county projects and suggest use on commercial sites.

Goal 3: Create a pro-active Mosquito Control Program.

Objective 1: Track trends, use history to project future work efforts.

Objective 2: Update storage facility and equipment to maintain and improve efficiencies.

Objective 3: Keep current with regulatory updates, including NPDES requirements.

Objective 4: Provide plan for larvaciding of the County hot spot areas.

Objective 5: Plan for the control of mosquito population from the proposed Murrells Inlet confined disposal facility.

Objective 6: Improve dredge site coordination with USACOE.

Goal 4: Provide an environment for continual improvement for personnel and processes.

Objective 1: Prepare recommendations for improvement to the permitting process in coordination with the Building Department.

Objective 2: Continue the education, training and public outreach programs through the Individual Career Plan.

Objective 3: Assess resource for current and future needs (personnel, technology and equipment).

Objective 4: Provide opportunities for cross-divisional and Departmental coordination and training (including Capital Projects, Public Works, Planning, Zoning & Building).

Goal 5: Assess regulatory changes and evaluate funding opportunities.

Objective 1: Prepare for possible MS4 expansion into North Litchfield.

Objective 2: Continue to explore grant opportunities.

Goal 6: Make Capital Improvements.

Objective 1: Expand in house capabilities for design by hiring cross-trained personnel.

Objective 2: Purchase design programs compatible with current technology.

Objective 3: Improve the use of Freeance (i.e. improve communication with MIS).

Recommendations and Schedules for Implementation

PUBLIC SERVICES DEPARTMENT				
Goal/Objective	Responsible Party	Completion Date	Budgeted Amount	Account Number
Goal 1: Maintain the Department's Status as an APWA Accredited Agency				
Objective 1: Assemble a committee of key personnel to be responsible for completion of the re-accreditation process.	Department Director	June 2014	N/A	N/A
Objective 2: Create a list of key tasks and schedule for completion.	APWA Reaccreditation Committee Leader	July 2014	N/A	N/A
Objective 3: Coordinate with APWA committee and staff to receive updates and recommendations for continued growth within the Program.	APWA Reaccreditation Committee Leader	August 2015	N/A	N/A
Goal 2: Complete Individual Career Plans for every member of the Department to increase employee growth potential by providing an environment for continual improvement, increased efficiency, while maintaining a goal of employee retention.				
Objective 1: Work with supervisors to create a work matrix and job description summary for each Division.	Training Coordinator	On-Going	N/A	N/A
Objective 2: Create a list of training opportunities.	Training Coordinator	On-Going	N/A	N/A
Objective 3: Evaluate software that can be used to track employee progress and set milestones for completing the program.	Training Coordinator	On-Going	N/A	N/A

Objective 4: Evaluate staffing levels and positions.	Training Coordinator	On-Going	N/A	N/A
Objective 5: Create a plan for succession.	Division Managers	July 2015	N/A	N/A
Goal 3: Improve internal and external perceptions of our services, responsibilities and duties.				
Objective 1: Increase public information and awareness.	All Staff	On-Going	N/A	N/A
Objective 2: Coordinate with the Public Information Officer.	All Staff	On-Going	N/A	N/A
Objective 3: Create opportunities for cross-departmental communication and collaboration.	Division Managers	On-Going	N/A	N/A
Objective 4: Conduct an annual Team-Building event in which the Department members can come together and learn to work better together as a team through team-building exercises and training.	Training Coordinator	October 2015	\$300	010.303-50313
Goal 4: Improve efficiencies and broaden project opportunities by use of technology, training and funding alternatives.				
Objective 1: Upgrade equipment and software at regular intervals.	IT	As Needed	N/A	010.303-50301
Objective 2: Work with the Building / Zoning Department to improve permitting process.	Division Managers	On-Going	N/A	N/A
Objective 3: Be pro-active in seeking funding and training opportunities.	Training Coordinator	On-Going	N/A	N/A
Goal 5: Evaluate opportunities to provide project flexibility (workload and schedules) while				

maximizing productivity and minimizing potential costs.				
Objective 1: Assess experience and capability of staff to handle additional / increased responsibilities.	Division Managers	On-Going	N/A	N/A
Objective 2: Promote opportunities to provide work support between Divisions within the Department and other County Departments.	Division Managers & Department Director	On-Going	N/A	N/A
Objective 3: Evaluate consultant services versus in-house work output; Prepare a plan for increasing efficiency, maximizing staff productivity, and minimizing overall project costs.	Division Managers & Department Director	On-Going	N/A	N/A

AIRPORT DIVISION

Goal/Objective	Responsible Party	Completion Date	Budgeted Amount	Account Number
Goal 1: Develop the airport's physical facilities to meet the future needs of both Georgetown and Andrews's communities.				
Objective 1: Provide additional executive hangars, corporate hangars, and T-Hangars to meet the demands of the facility.	Airport Manager & Department Director	On-Going	N/A	N/A
Objective 2: Evaluate the expected lifespan of infrastructure and plan for maintenance, rehabilitation and replacement.	Airport Manager	On-Going	N/A	N/A
Objective 3: Provide other facilities needed to support aviation services at a high level of service to the public.	Department Director	On-Going	N/A	N/A
Objective 4: Relocate the mosquito control	Airport Manager & Department	December 2015	\$60,000	502.309-50703

storage building to a more suitable location along the runway.	Director			
Objective 5: Expand the apron area to better suit the needs of the growing aviation traffic.	Department Director	On-Going	\$71,507.10	99287.609-50705
Objective 6: Conduct research/rehabilitation of RW 11-29.	Department Director	July 2014	\$2,000	99251.609.50705
Goal 2: Develop an airport that supports local and regional economic goals. Provide flexibility to accommodate new opportunities and shifts in development and the economy.				
Objective 1: Identify funding sources available to implement the recommended master plan for both aviation and non-industrial projects needed for the airport.	Airport Manager & Department Director	On-Going	N/A	N/A
Objective 2: Achieve a high level of service and user convenience so that the facility is considered a positive factor in regional economic development decisions.	Airport Manager	On-Going	N/A	N/A
Objective 3: Quantify financial resources available for funding of projects and identify the priority of project implementation for the recommended plan.	Airport Manager & Department Director	On-Going	N/A	N/A
Objective 4: Seek out possible property acquisitions that would be beneficial to the expansion of the airport runways and property.	Airport Manager & Department Director	On-Going	N/A	N/A
Goal 3: Provide an airport that is safe, reliable and well				

maintained.				
Airport Manager	On-Going	N/A	N/A	N/A
Objective 2: Ensure that the terminal, parking and support facilities meet all applicable safety standards.	Airport Manager	On-Going	N/A	N/A
Objective 3: Develop a facilities inventory database of all airport structures, facilities and based aircrafts.	Airport Manager	On-Going	N/A	N/A
Objective 4: Promote the implementation of an annual operations and maintenance program that will provide the airport facilities with a safe environment while maximizing the expected lifespan of key elements.	Airport Manager	On-Going	N/A	N/A
Goal 4: Deliver exceptional customer service.				
Objective 1: Provide knowledgeable, trained personnel to meet the demands of the facilities.	Airport Manager & Department Director	On-Going	N/A	N/A
Objective 2: Evaluate the resources needed to provide service to both Georgetown and Andrews. Attract and retain an outstanding workforce.	Airport Manager	On-Going	N/A	N/A
CAPITAL PROJECTS DIVISION				
Goal/Objective	Responsible Party	Completion Date	Budgeted Amount	Account Number
Goal 1: Create a well-trained Team with the resources and capability to coordinate aspects of Civil Site Development design, permitting and construction.				
Objective 1: Assess available technological and staffing resources. Provide	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A

recommendations for improvement to the Director.				
Objective 2: Create a design database for Civil projects to include standard construction details and design methodology.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Objective 3: Provide training and encourage staff to participate in training opportunities offered. Training may be off-site, on-site, or web based.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Objective 4: Seek opportunities to develop private-public partnerships to carry out duties and responsibilities of the Capital Projects Team.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Objective 5: Provide construction management support services for Public Services Department and other County agencies & departments.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Goal 2: Improve communication (internally and externally) for Capital Projects.				
Objective 1: Continue to conduct monthly workload meetings with staff to discuss and track project status.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Objective 2: Assess website and prepare recommendations for improvement to project information (status and schedule).	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Objective 3: Develop and maintain a Project	Public Private Partnership Capital	On-Going	N/A	N/A

Status database for internal tracking.	Projects Manager			
Goal 3: Watershed Management				
Objective 1: Continue to conduct and coordinate monthly meetings to evaluate drainage service requests and projects.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Objective 2: Continue to maintain a project priority list.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Objective 3: Keep a list of project study, design and construction costs to use in preparation of County program budget.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Goal 4: Continue to coordinate the effort to position the County as qualified for Local Public Agency (LPA) status.				
Objective 1: Document past projects, provide resumes and other supporting information to demonstrate knowledge and experience.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Objective 2: Prepare application for a new roadway project.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Objective 3: Evaluate personnel & consultants relationships to support qualifications as a Local Public Agency.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
Objective 4: Provide technical support & oversight to ensure that the County LPA status is in good standing with SCDOT.	Public Private Partnership Capital Projects Manager	On-Going	N/A	N/A
ENVIRONMENTAL SERVICES DIVISION				
Goal/Objective	Responsible Party	Completion Date	Budgeted Amount	Account Number
Goal 1: Provide quality service while meeting the current and expanding needs				

of the County.				
Objective 1: Evaluate current procedures and establish defined roles for division staff with the goal of improving coordination between team members and other divisions and departments.	Environmental Services Manager	On-Going	N/A	N/A
Objective 2: Add appropriate tools and technology as needed to meet increasing workload and to improve efficiency.	Environmental Services Manager	On-Going	TBD	TBD – Based on tool and technology
Objective 3: Create a program to improve the outlay of public information to minimize potential of internal and external miscommunication.	Environmental Services Manager	September 2015	TBD	TBD
Goal 2: Evaluate opportunities to increase efficiencies, balance resources, reduce costs and increase revenue among internal end users.				
Objective 1: Evaluate usage of personnel, resources and services provided. Prepare cost / benefit analysis in conjunction with Capital Equipment Replacement Program (CERP).	Environmental Services Manager	On-Going	N/A	N/A
Objective 2: Coordinate with Fleet Services and field staff to create a program for reducing down-time for vehicles.	Environmental Services Manager	On-Going	N/A	N/A
Objective 3: Evaluate routes and schedules of collection service.	Environmental Services Manager	On-Going	TBD	502.307.50517
Objective 4: Evaluate opportunities for optimal use of inmate labor.	Environmental Services Manager	On-Going	N/A	N/A

Objective 5: Add manpower and equipment as dictated by study within the approved budget.	Environmental Services Manager	On-Going	N/A	N/A
Objective 6: Evaluate the increased maintenance program to shorten potential downtime.	Environmental Services Manager	On-Going	N/A	N/A
Goal 3: Be forward thinking in the protection of the environment and in the approach to the ever changing regulatory environment.				
Objective 1: Evaluate alternatives and costs for hazardous waste collection (including paint and electronics).	Environmental Services Manager	On-Going	N/A	N/A
Objective 2: Continue to develop environmental education programs and conduct career development training sessions for the Department in coordination with other County departments and divisions, school district, universities and environmental agencies.	Environmental Services Manager	On-Going	TBD	502.308.50371 502.305.50507 502.307.50507 502.313.50507 502.314.50507
Objective 3: Research opportunities to increase revenue for the Division.	Environmental Services Manager	On-Going	N/A	N/A
Objective 4: Evaluate methane production to determine feasibility of expansion of service as a potential source of increased revenue.	Environmental Services Manager	June 2015	70,000	502.314.50705
Objective 5: Plan for future landfill cell closures and explore Landfill expansion opportunities.	Environmental Services Manager	On-Going	N/A	N/A

Goal 4: Increase our recycling rate to match or exceed the State goal (goals change annually) of 40% percent by 2018.				
Objective 1: Implement and update cash positive recycling programs targeting MSW commodities.	Environmental Services Manager & Environmentalist	January 2018	TBD	TBD
Objective 2: Expand environmental education/ outreach programs by partnering schools, businesses, and communities.	Environmental Services Manager & Environmentalist	January 2018	TBD	502.308.50371
Objective 3: Optimize and grow infrastructure to meet future recycling demands.	Environmental Services Manager & Environmentalist	January 2018	TBD	TBD
Goal 5: Develop a landfill diversion program for beneficial and recoverable C&D commodities.				
Objective 1: Grow the carpet recycling program, wood packaging program, and metal recycling program as well as develop a potential Gypsum recycling Program.	Environmental Services Manager & Environmentalist	On-Going	N/A	N/A
Objective 2: Improve processing of recovered C&D materials such as concrete to aggregate.	Environmental Services Manager	On-Going	N/A	N/A
Objective 3: Conduct a cost benefit analysis for colored mulch production.	Environmental Services Manager	September 2015	N/A	N/A
Objective 4: Evaluate the feasibility of processed C&D waste as alternative daily cover.	Environmental Services Manager	June 2015	N/A	N/A
Goal 6: Provide convenient, effective, superior service and programs.				
Objective 1: Develop recruiting and training	Training Coordinator	On-Going	N/A	N/A

programs to support staffing needs.				
Objective 2: Provide exceptional customer service to external and internal customers while meeting operational needs.	All Staff	On-Going	N/A	N/A
Objective 3: Develop a public communication program to effectively disseminate information that will educate customers about services available and goals of the division.	Training Coordinator	On-Going	N/A	N/A
FACILITY SERVICES DIVISION				
Goal/Objective	Responsible Party	Completion Date	Budgeted Amount	Account Number
Goal 1: Develop Facilities Component Inventory Management Plan and Preventative Maintenance Program				
Objective 1: Develop an inventory of key items for every County maintained building.	Facility Services Manager	August 2015	N/A	N/A
Objective 2: Prepare estimates of cost per repair/rehabilitation/replacement for each item.	Facility Services Manager	August 2015	N/A	N/A
Objective 3: Work with Capital Projects to prepare a study analysis to project future costs and schedules.	Facility Services Manager	August 2015	N/A	N/A
Goal 2: Provide resources and technology to improve equipment life span and efficiency.				
Objective 1: Prepare an inventory of current equipment with expected lifespan.	Facility Services Manager	October 2015	N/A	N/A
Objective 2: Provide a list of new tools needed to enhance service and efficiency.	Facility Services Manager	October 2015	N/A	N/A

Objective 3: Enhance the “At your request work order system” and make improvements in resource tracking and data searching.	At Your Request Administrators	July 2015	N/A	N/A
Objective 4: Evaluate if laptop/air card system could be used by supervisors/crew chiefs to facilitate increased productivity and efficiency.	Facility Services Manager	October 2015	N/A	N/A
Goal 3: Create a training program in conjunction with the Individual Career Program.				
Objective 1: Cross-train within the Department to broaden employee and inmate skill set with the Apprenticeship Program.	Training Coordinator	On-Going	N/A	N/A
Objective 2: Encourage participation in trade work-shops, seminars, and technical work sessions.	Training Coordinator	On-Going	N/A	N/A
Objective 3: Conduct regular informational training sessions for HVAC, electrical, roofing, and general construction.	Training Coordinator	On-Going	N/A	N/A
Objective 4: Encourage acquisition of CDL licensure for bucket truck operators.	Training Coordinator	On-Going	N/A	N/A
Objective 5: Provide training on Building Control Management (CMI) systems for each Facilities Services staff member.	Training Coordinator	On-Going	N/A	N/A
Goal 4: Encourage safe practices to minimize the possibility of accident or injuries.				
Objective 1: Continue	Facility Services	On-Going	N/A	N/A

to conduct regular safety meetings.	Manager			
Objective 2: Ensure each worker (employee and inmate) is equipped and uses proper personal protection equipment.	Facility Services Manager	On-Going	N/A	N/A
Objective 3: Create a regular safety inspection schedule of all equipment and vehicles.	Facility Services Manager	On-Going	N/A	N/A
Objective 4: Replace un-safe equipment as necessary.	Facility Services Manager	On-Going	N/A	N/A

FLEET SERVICES DIVISION

Goal/Objective	Responsible Party	Completion Date	Budgeted Amount	Account Number
Goal 1: Deliver quality services through continual improvement.				
Objective 1: Keep a diversely trained and certified workforce to provide flexibility for service needs. Provide regular training for staff.	Fleet Services Manager	On-Going	N/A	N/A
Objective 2: Evaluate staffing based on amount and type of equipment to be serviced and maintained. Add additional staff as warranted to maintain an acceptable level of service.	Fleet Services Manager	On-Going	N/A	N/A
Objective 3: Evaluate and upgrade technology as needed and appropriate.	Fleet Services Manager	On-Going	N/A	N/A
Goal 2: Improve the customer service experience by striving for increased efficiency, high value of service and effective communication.				
Objective 1: Increase efficiency by encouraging safety,	Fleet Services Manager	On-Going	N/A	N/A

training and certification by staff.				
Objective 2: Work directly with all County Departments and Divisions to evaluate frequency of maintenance scheduling in an effort to extend useful life of vehicles and equipment, while minimizing downtime.	Fleet Services Manager	On-Going	N/A	N/A
Objective 3: Improve communication via email regarding vehicle status with direct calling as a follow-up.	Fleet Services Manager	On-Going	N/A	N/A
Objective 4: Continue to extend the useful life of County vehicles and equipment by pro-active service. Coordinate this effort through a Capital Equipment Replacement Program (CERP).	Fleet Services Manager	On-Going	N/A	N/A
Goal 3: Expand facilities space, resources and training in planning for expected future growth.				
Objective 1: Build a new fleet services facility that can accommodate more vehicles and larger equipment.	Department Director	May 2016	TBD	TBD
Objective 2: Evaluate staffing needed to accommodate workload with a diversified skill set.	Fleet Services Manager	On-Going	N/A	N/A
Goal 4: Improve Private Public Partnership between Fleet Services and Georgetown County.				
Objective 1: Ensure firm fixed-price maintenance and strict parts purchasing policies.	Fleet Services Manager	On-Going	N/A	N/A
Objective 2: Reduction	Fleet Services	On-Going	N/A	N/A

in overall fleet cost by up to 30% by increasing equipment lifecycles, adding best purchasing practices, reduction in number of employees and efficiently managing the shop.	Manager			
Objective 3: Improved maintenance shop service, safety, reliability and end-user satisfaction.	Fleet Services Manager	On-Going	N/A	N/A
Objective 4: Increase performance by reducing downtime and increasing fleet availability with a rigorous preventive and predictive maintenance program.	Fleet Services Manager	On-Going	N/A	N/A
Objective 5: Leverage the Fleet Services Contractor ability on price savings on parts, through Corporate Purchasing agreements (CPA'S).	Fleet Services Manager	On-Going	N/A	N/A
Objective 6: Ensure waste disposal and environmental reporting meets all required State and Federal regulations.	Fleet Services Manager	On-Going	N/A	N/A
Objective 7: Provide a reliable Fleet Maintenance MIS system.	Fleet Services Manager	On-Going	N/A	N/A
Objective 8: Sublet only services that require special tools or skill sets that are cost-effective to have in-house or for turnaround time on a priority unit to limit vehicle downtime.	Fleet Services Manager	On-Going	N/A	N/A
Objective 9: Provide three appraisals for accident repairs and oversee repair process.	Fleet Services Manager	On-Going	N/A	N/A

PUBLIC WORKS DIVISION				
Goal/Objective	Responsible Party	Completion Date	Budgeted Amount	Account Number
Goal 1: Provide quality service while meeting the current and expanding needs of the County.				
Objective 1: Evaluate usage of personnel and resources. Prepare cost / benefit analysis to determine manpower and equipment needs.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 2: To meet light construction service need, realign personnel with construction (grading, drainage, roadway) experience.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 3: Add tools and technology as needed to meet increasing workload and to improve efficiency.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 4: Investigate to determine whether additional inmate staffing can be implemented to provide additional support for workload demands.	Infrastructure Services Manager	On-Going	N/A	N/A
Goal 2: Develop data collection process to improve management of resources, infrastructure tracking and communication.				
Objective 1: Train supervisors and other appropriate staff in the use of the Freeance system.	Training Coordinator	On-Going	N/A	N/A
Objective 2: Develop a process for tracking of County infrastructure, equipment and workload.	Infrastructure Services Manager	On-Going	N/A	N/A
Goal 3: Provide a healthy and productive work environment to maximize				

employee satisfaction and retention.				
Objective 1: Support/promote the Individual Career Program model for Division employees. Review and update job descriptions and classifications.	Training Coordinator	On-Going	N/A	N/A
Objective 2: Track training and project experience for assessment of skill-set, to determine future opportunities and promotions.	Training Coordinator	On-Going	N/A	N/A
Objective 3: Develop a training program (plan, budget and schedule) for continuing education. (including toolbox talks, OSHA training, University seminars, lunch & learns, vendor presentations, etc.).	Training Coordinator	On-Going	N/A	N/A
Objective 4: Coordinate a CDL licensure program for the County (all departments and divisions).	Training Coordinator	On-Going	N/A	N/A
Goal 4: Improve coordination and inter-department communication.				
Objective 1: Meet regularly with Fleet Services to discuss equipment servicing needs and turnaround times.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 2: Track time associated with event set-up, moving, and miscellaneous operations performed by Division staff and provide recommendations for	Infrastructure Services Manager	On-Going	N/A	N/A

use of resources.				
Goal 5: Identify correct geographical information.				
Objective 1: Provide GIS a detailed list of road information.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 2: Create a new layer to identify private, city, county, or state with the GIS Department.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 3: Create procedures detailing information to be provided to GIS.	Infrastructure Services Manager	On-Going	N/A	N/A
Goal 6: Improve the training gap with the Pavement Management System (PMS).				
Objective 1: Educate personnel on proper PMS functions / operation.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 2: Ensure road inspectors regularly update PMS.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 3: Develop standard to obtain / input data.	Infrastructure Services Manager	On-Going	N/A	N/A
Goal 7: Build an up-to-date electronic library that is easy to use.				
Objective 1: Develop standards to update Intranet periodically	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 2: Designate staff to update the electronic database.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 3: Scan documents into the electronic library to increase use of technology.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 4: Maintain the filing system to meet County standards.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 5: Educate and stress the importance of good recordkeeping.	Infrastructure Services Manager	On-Going	N/A	N/A

Objective 6: Update the "S" Shared Drive.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 7: Conduct a training session with county staff on where data is stored.	Infrastructure Services Manager	On-Going	N/A	N/A
Goal 8: Improve communication via the County webpage to inform public of our division's mission and activities.				
Objective 1: Identify a point of contact and establish standards to keep webpage updated.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 2: Compare our webpage to other municipalities to determine what we can do to improve ours.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 3: Get input from the Division team on needed improvements to the department webpage.	Infrastructure Services Manager	On-Going	N/A	N/A
Goal 9: To research utilizing seal coat application to roadway.				
Objective 1: Research other municipalities to gather comparisons.	Infrastructure Services Manager	October 2015	N/A	N/A
Objective 2: Call vendors and request live demonstrations.	Infrastructure Services Manager	November 2015	N/A	N/A
Goal 10: Obtain maximum benefit from the At Your Request Online Helpdesk System.				
Objective 1: Better utilize the "At Your Request" Online Helpdesk System.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 2: Establish Standards.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 3: Host training sessions.	Training Coordinator	On-Going	N/A	N/A
Objective 4: Review and update the online data saved in the	Infrastructure Services Manager	On-Going	N/A	N/A

system.				
Goal 11: Maximize the lifecycle of equipment.				
Objective 1: Ensure regular preventative maintenance checks are being performed.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 2: Develop an equipment inspection checklist and procedures for submitting completed checklists.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 3: Conduct training on proper way to fill out inspection checklist.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 4: Ensure supervisors perform random inspection checks.	Infrastructure Services Manager	On-Going	N/A	N/A
Goal 12: Ensure staff is working in a productive, safe and non-hostile work environment.				
Objective 1: Conduct monthly meeting where staff can voice issues/concerns.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 2: Perform cross training on equipment and job functions.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 3: Frequent one-on-one meetings with staff to determine their needs how to better empower them as employees.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 4: Utilize bulletin boards for disseminate information.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 5: Increase employee's awareness of procedures.	Infrastructure Services Manager	On-Going	N/A	N/A
Objective 6: Ensure employees have access to the library of standards.	Infrastructure Services Manager	On-Going	N/A	N/A

Objective 7: Establish / update County Standard Operating Procedures.	Infrastructure Services Manager	On-Going	N/A	N/A
STORMWATER DIVISION				
Goal/Objective	Responsible Party	Completion Date	Budgeted Amount	Account Number
Goal 1: Improve collection of stomwater fees.				
Objective 1: Install new billing system.	IT/Patriot Software Manager	April 2015	TBD	TBD
Objective 2: Provide on-going information to the public regarding fees and their uses.	Stormwater Manager	On-Going	N/A	N/A
Objective 3: Coordinate with MIS to improve tracking and collection of fees.	Stormwater Manager	On-Going	N/A	N/A
Objective 4: Evaluate tasks and eliminate any duplication of effort.	Stormwater Manager	On-Going	N/A	N/A
Goal 2: Improve Water Quality.				
Objective 1: Purchase Vac Truck for removal of pollutants and sediments from drainage system.	Stormwater Manager	FY 16	\$380,000	504.901.50713
Objective 2: Monitoring of existing outfall discharges per NPDES MS4 permit.	Stormwater Manager	On-Going	N/A	N/A
Objective 3: Use innovative and low impact development BMPs on county projects and suggest use on commercial sites.	Stormwater Manager	On-Going	N/A	N/A
Goal 3: Create a pro-active Mosquito Control Program.				
Objective 1: Track trends, use history to project future work efforts.	Stormwater Manager	On-Going	N/A	N/A
Objective 2: Update storage facility and equipment to maintain and improve efficiencies.	Stormwater Manager/Mosquito Control Supervisor	On-Going	\$60,000	502.309.50703
Objective 3: Keep	Stormwater	On-Going	N/A	N/A

current with regulatory updates, including NPDES requirements.	Manager			
Objective 4: Provide plan for larvaciding of the County hot spot areas.	Stormwater Manager	On-Going	N/A	N/A
Objective 5: Plan for the control of mosquito population from the proposed Murrells Inlet confined disposal facility.	Stormwater Manager	On-Going	N/A	N/A
Objective 6: Improve dredge site coordination with USACOE.	Stormwater Manager	On-Going	N/A	N/A
Goal 4: Provide an environment for continual improvement for personnel and processes.				
Objective 1: Prepare recommendations for improvement to the permitting process in coordination with the Building Department.	Stormwater Manager	On-Going	N/A	N/A
Objective 2: Continue the education, training and public outreach programs through the Individual Career Plan.	Stormwater Manager	On-Going	N/A	N/A
Objective 3: Assess resource for current and future needs (personnel, technology and equipment).	Stormwater Manager	On-Going	N/A	N/A
Objective 4: Provide opportunities for cross-divisional and Departmental coordination and training (including Capital Projects, Public Works, Planning, Zoning & Building).	Stormwater Manager	On-Going	N/A	N/A
Goal 5: Assess regulatory changes and evaluate funding opportunities.				
Objective 1: Prepare for	Stormwater	On-Going	N/A	N/A

possible MS4 expansion into North Litchfield.	Manager			
Objective 2: Continue to explore grant opportunities.	Stormwater Manager	On-Going	N/A	N/A
Goal 6: Make Capital Improvements.				
Objective 1: Expand in house capabilities for design by hiring cross-trained personnel.	Stormwater Manager	On-Going	N/A	N/A
Objective 2: Purchase design programs compatible with current technology.	Stormwater Manager	On-Going	5000	504-901-50706
Objective 3: Improve the use of Freeance (i.e. improve communication with MIS).	Stormwater Manager	On-Going	\$6000	504-901-50406

