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

July 1, 2015

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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. Funnuye, 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
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.
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
• Sandy Island, which is accessible only by boat, is located 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:

![Georgetown County Organizational Chart]

The chart includes a list of key personnel with their respective roles and some of the departments they oversee, such as Public Works, Capital Projects, Fleet Services, and Environmental Services. The chart also indicates the division of the Department into six separate divisions and two support groups, with key personnel listed for each.

The chart is dated June 2015, and it provides a visual representation of the organizational structure of the Georgetown County Department of Public Services.
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:

<table>
<thead>
<tr>
<th>Strengths:</th>
<th>Weaknesses:</th>
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<tr>
<td>• Teamwork</td>
<td>• Public Information / Awareness</td>
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<tr>
<td>• Open to New Ideas</td>
<td>• Communication (Internal &amp; External)</td>
</tr>
<tr>
<td>• Commitment to Excellence</td>
<td>• Staffing Levels</td>
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<tr>
<td>• Good Management</td>
<td>• Fiscal Constraints</td>
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<tr>
<td>• Leadership by Example</td>
<td>• Succession Plan</td>
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<tr>
<td>• Talented, Experienced Group</td>
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<tr>
<td>• High Energy Level</td>
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<tr>
<td>• Commitment to Customer Service</td>
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<tr>
<td>• Efficient in Use of Resources</td>
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<table>
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<tr>
<th>Opportunities:</th>
<th>Threats:</th>
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<tr>
<td>• APWA Reaccreditation</td>
<td>• Decreased Revenue</td>
</tr>
<tr>
<td>• Application of Innovative Technology</td>
<td>• Resistance to Change</td>
</tr>
<tr>
<td>• Collaboration</td>
<td>• Natural Disasters</td>
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<tr>
<td>• Grants</td>
<td>• Deteriorating Equipment/Infrastructure</td>
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<td>• Improvements to Stormwater Permit Process</td>
<td>• Security/Information Technology</td>
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<td>• Equipment Upgrades to Improve</td>
<td>• Changing State/Federal Regulations</td>
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<td>• Employee Career Development Plan for Future Leaders</td>
<td>• Loss of Skilled Employees</td>
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<td>• Training</td>
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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).


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

<table>
<thead>
<tr>
<th>Goal/Objective</th>
<th>Responsible Party</th>
<th>Completion Date</th>
<th>Budgeted Amount</th>
<th>Account Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1: Maintain the Department’s Status as an APWA Accredited Agency</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Assemble a committee of key personnel to be responsible for completion of the re-accreditation process.</td>
<td>Department Director</td>
<td>June 2014</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Create a list of key tasks and schedule for completion.</td>
<td>APWA Reaccreditation Committee Leader</td>
<td>July 2014</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Coordinate with APWA committee and staff to receive updates and recommendations for continued growth within the Program.</td>
<td>APWA Reaccreditation Committee Leader</td>
<td>August 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>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.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Work with supervisors to create a work matrix and job description summary for each Division.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Create a list of training opportunities.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Evaluate software that can be used to track employee progress and set milestones for completing the program.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 4: Evaluate staffing levels and positions.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
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</tr>
<tr>
<td>Objective 5: Create a plan for succession.</td>
<td>Division Managers</td>
<td>July 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective 1: Increase public information and awareness.</th>
<th>All Staff</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2: Coordinate with the Public Information Officer.</td>
<td>All Staff</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 3: Create opportunities for cross-departmental communication and collaboration.</td>
<td>Division Managers</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>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.</td>
<td>Training Coordinator</td>
<td>October 2015</td>
<td>$300</td>
<td>010.303-50313</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective 1: Upgrade equipment and software at regular intervals.</th>
<th>IT</th>
<th>As Needed</th>
<th>N/A</th>
<th>010.303-50301</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2: Work with the Building / Zoning Department to improve permitting process.</td>
<td>Division Managers</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 3: Be proactive in seeking funding and training opportunities.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective 1: Assess experience and capability of staff to handle additional / increased responsibilities.</th>
<th>Division Managers</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 2: Promote opportunities to provide work support between Divisions within the Department and other County Departments.</th>
<th>Division Managers &amp; Department Director</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 3: Evaluate consultant services versus in-house work output; Prepare a plan for increasing efficiency, maximizing staff productivity, and minimizing overall project costs.</th>
<th>Division Managers &amp; Department Director</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

| 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. | Airport Manager & Department Director | On-Going | N/A | N/A |

<table>
<thead>
<tr>
<th>Objective 1: Provide additional executive hangars, corporate hangars, and T-Hangars to meet the demands of the facility.</th>
<th>Airport Manager &amp; Department Director</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 2: Evaluate the expected lifespan of infrastructure and plan for maintenance, rehabilitation and replacement.</th>
<th>Airport Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 3: Provide other facilities needed to support aviation services at a high level of service to the public.</th>
<th>Department Director</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

| 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.

<table>
<thead>
<tr>
<th>Objective 5: Expand the apron area to better suit the needs of the growing aviation traffic.</th>
<th>Department Director</th>
<th>On-Going</th>
<th>$71,507.10</th>
<th>99287.609-50705</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 6: Conduct research/rehabilitation of RW 11-29.</th>
<th>Department Director</th>
<th>July 2014</th>
<th>$2,000</th>
<th>99251.609.50705</th>
</tr>
</thead>
</table>

**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.

<table>
<thead>
<tr>
<th>Objective 1: Identify funding sources available to implement the recommended master plan for both aviation and non-industrial projects needed for the airport.</th>
<th>Airport Manager &amp; Department Director</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>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.</th>
<th>Airport Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 3: Quantify financial resources available for funding of projects and identify the priority of project implementation for the recommended plan.</th>
<th>Airport Manager &amp; Department Director</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 4: Seek out possible property acquisitions that would be beneficial to the expansion of the airport runways and property.</th>
<th>Airport Manager &amp; Department Director</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

**Goal 3:** Provide an airport that is safe, reliable and well
| Objective 2: Ensure that the terminal, parking and support facilities meet all applicable safety standards. | Airport Manager | On-Going | N/A | 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 |

**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.

**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...
<table>
<thead>
<tr>
<th>Objective 2: Create a design database for Civil projects to include standard construction details and design methodology.</th>
<th>Public Private Partnership Capital Projects Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 3: Provide training and encourage staff to participate in training opportunities offered. Training may be off-site, on-site, or web based.</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 4: Seek opportunities to develop private-public partnerships to carry out duties and responsibilities of the Capital Projects Team.</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 5: Provide construction management support services for Public Services Department and other County agencies &amp; departments.</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective 1: Continue to conduct monthly workload meetings with staff to discuss and track project status.</th>
<th>Public Private Partnership Capital Projects Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2: Assess website and prepare recommendations for improvement to project information (status and schedule).</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 3: Develop and maintain a Project</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Goal/Objective</td>
<td>Responsible Party</td>
<td>Completion Date</td>
<td>Budgeted Amount</td>
<td>Account Number</td>
</tr>
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</tr>
<tr>
<td>Goal 1: Provide quality service while meeting the current and expanding needs</td>
<td>Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 1: Continue to conduct and coordinate monthly meetings to evaluate drainage service requests and projects.</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 2: Continue to maintain a project priority list.</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 3: Keep a list of project study, design and construction costs to use in preparation of County program budget.</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Goal 2: Continue to coordinate the effort to position the County as qualified for Local Public Agency (LPA) status.</td>
<td>Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 1: Document past projects, provide resumes and other supporting information to demonstrate knowledge and experience.</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 2: Prepare application for a new roadway project.</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 3: Evaluate personnel &amp; consultants relationships to support qualifications as a Local Public Agency.</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 4: Provide technical support &amp; oversight to ensure that the County LPA status is in good standing with SCDOT.</td>
<td>Public Private Partnership Capital Projects Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
of the County.

<table>
<thead>
<tr>
<th>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.</th>
<th>Environmental Services Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2: Add appropriate tools and technology as needed to meet increasing workload and to improve efficiency.</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>TBD</td>
<td>TBD – Based on tool and technology</td>
</tr>
<tr>
<td>Objective 3: Create a program to improve the outlay of public information to minimize potential of internal and external miscommunication.</td>
<td>Environmental Services Manager</td>
<td>September 2015</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective 1: Evaluate usage of personnel, resources and services provided. Prepare cost / benefit analysis in conjunction with Capital Equipment Replacement Program (CERP).</th>
<th>Environmental Services Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2: Coordinate with Fleet Services and field staff to create a program for reducing down-time for vehicles.</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 3: Evaluate routes and schedules of collection service.</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>TBD</td>
<td>502.307.50517</td>
</tr>
<tr>
<td>Objective 4: Evaluate opportunities for optimal use of inmate labor.</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 5: Add manpower and equipment as dictated by study within the approved budget.</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Objective 6: Evaluate the increased maintenance program to shorten potential downtime.</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Goal 3: Be forward thinking in the protection of the environment and in the approach to the ever changing regulatory environment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1: Evaluate alternatives and costs for hazardous waste collection (including paint and electronics).</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>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.</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>TBD</td>
<td>502.308.50371 502.305.50507 502.307.50507 502.313.50507 502.314.50507</td>
</tr>
<tr>
<td>Objective 3: Research opportunities to increase revenue for the Division.</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 4: Evaluate methane production to determine feasibility of expansion of service as a potential source of increased revenue.</td>
<td>Environmental Services Manager</td>
<td>June 2015</td>
<td>70,000</td>
<td>502.314.50705</td>
</tr>
<tr>
<td>Objective 5: Plan for future landfill cell closures and explore Landfill expansion opportunities.</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Goal 4:</strong> Increase our recycling rate to match or exceed the State goal (goals change annually) of 40% percent by 2018.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>---</td>
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<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Implement and update cash positive recycling programs targeting MSW commodities.</td>
<td>Environmental Services Manager &amp; Environmentalist</td>
<td>January 2018</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Expand environmental education/outreach programs by partnering schools, businesses, and communities.</td>
<td>Environmental Services Manager &amp; Environmentalist</td>
<td>January 2018</td>
<td>TBD</td>
<td>502.308.50371</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Optimize and grow infrastructure to meet future recycling demands.</td>
<td>Environmental Services Manager &amp; Environmentalist</td>
<td>January 2018</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Goal 5:</strong> Develop a landfill diversion program for beneficial and recoverable C&amp;D commodities.</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> Grow the carpet recycling program, wood packaging program, and metal recycling program as well as develop a potential Gypsum recycling Program.</td>
<td>Environmental Services Manager &amp; Environmentalist</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Improve processing of recovered C&amp;D materials such as concrete to aggregate.</td>
<td>Environmental Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Conduct a cost benefit analysis for colored mulch production.</td>
<td>Environmental Services Manager</td>
<td>September 2015</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 4:</strong> Evaluate the feasibility of processed C&amp;D waste as alternative daily cover.</td>
<td>Environmental Services Manager</td>
<td>June 2015</td>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Goal 6:</strong> Provide convenient, effective, superior service and programs.</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> Develop recruiting and training</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
</tbody>
</table>
programs to support staffing needs.

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

<table>
<thead>
<tr>
<th>Responsible Party</th>
<th>Completion Date</th>
<th>Budgeted Amount</th>
<th>Account Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Staff</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Responsible Party</th>
<th>Completion Date</th>
<th>Budgeted Amount</th>
<th>Account Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### FACILITY SERVICES DIVISION

<table>
<thead>
<tr>
<th>Goal/Objective</th>
<th>Responsible Party</th>
<th>Completion Date</th>
<th>Budgeted Amount</th>
<th>Account Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1:</strong> Develop Facilities Component Inventory Management Plan and Preventative Maintenance Program</td>
<td>Facility Services Manager</td>
<td>August 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Develop an inventory of key items for every County maintained building.</td>
<td>Facility Services Manager</td>
<td>August 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Prepare estimates of cost per repair/rehabilitation/replacement for each item.</td>
<td>Facility Services Manager</td>
<td>August 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Work with Capital Projects to prepare a study analysis to project future costs and schedules.</td>
<td>Facility Services Manager</td>
<td>August 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Goal 2:</strong> Provide resources and technology to improve equipment life span and efficiency.</td>
<td>Facility Services Manager</td>
<td>October 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Prepare an inventory of current equipment with expected lifespan.</td>
<td>Facility Services Manager</td>
<td>October 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Provide a list of new tools needed to enhance service and efficiency.</td>
<td>Facility Services Manager</td>
<td>October 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Enhance the “At your request work order system” and make improvements in resource tracking and data searching.</td>
<td>At Your Request Administrators</td>
<td>July 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
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</tr>
<tr>
<td><strong>Objective 4:</strong> Evaluate if laptop/air card system could be used by supervisors/crew chiefs to facilitate increased productivity and efficiency.</td>
<td>Facility Services Manager</td>
<td>October 2015</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th><strong>Objective 1:</strong> Cross-train within the Department to broaden employee and inmate skill set with the Apprenticeship Program.</th>
<th>Training Coordinator</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 2:</strong> Encourage participation in trade work-shops, seminars, and technical work sessions.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Conduct regular informational training sessions for HVAC, electrical, roofing, and general construction.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 4:</strong> Encourage acquisition of CDL licensure for bucket truck operators.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 5:</strong> Provide training on Building Control Management (CMI) systems for each Facilities Services staff member.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**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.  

| 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

<table>
<thead>
<tr>
<th>Goal/Objective</th>
<th>Responsible Party</th>
<th>Completion Date</th>
<th>Budgeted Amount</th>
<th>Account Number</th>
</tr>
</thead>
</table>
| **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,  
<p>| Fleet Services Manager | On-Going | N/A | N/A |</p>
<table>
<thead>
<tr>
<th>Goal 3: Expand facilities space, resources and training in planning for expected future growth.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong>: Build a new fleet services facility that can accommodate more vehicles and larger equipment.</td>
</tr>
<tr>
<td><strong>Objective 2</strong>: Evaluate staffing needed to accommodate workload with a diversified skill set.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4: Improve Private Public Partnership between Fleet Services and Georgetown County.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong>: Ensure firm fixed-price maintenance and strict parts purchasing policies.</td>
</tr>
<tr>
<td><strong>Objective 2</strong>: Reduction</td>
</tr>
</tbody>
</table>

| 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 |
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.

<table>
<thead>
<tr>
<th>Objective 3: Improved maintenance shop service, safety, reliability and end-user satisfaction.</th>
<th>Fleet Services Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 4: Increase performance by reducing downtime and increasing fleet availability with a rigorous preventive and predictive maintenance program.</td>
<td>Fleet Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 5: Leverage the Fleet Services Contractor ability on price savings on parts, through Corporate Purchasing agreements (CPA’S).</td>
<td>Fleet Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 6: Ensure waste disposal and environmental reporting meets all required State and Federal regulations.</td>
<td>Fleet Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 7: Provide a reliable Fleet Maintenance MIS system.</td>
<td>Fleet Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>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.</td>
<td>Fleet Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 9: Provide three appraisals for accident repairs and oversee repair process.</td>
<td>Fleet Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Goal/Objective</td>
<td>Responsible Party</td>
<td>Completion Date</td>
<td>Budgeted Amount</td>
<td>Account Number</td>
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</tr>
<tr>
<td><strong>Goal 1:</strong> Provide quality service while meeting the current and expanding needs of the County.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Evaluate usage of personnel and resources. Prepare cost / benefit analysis to determine manpower and equipment needs.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> To meet light construction service need, realign personnel with construction (grading, drainage, roadway) experience.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Add tools and technology as needed to meet increasing workload and to improve efficiency.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 4:</strong> Investigate to determine whether additional inmate staffing can be implemented to provide additional support for workload demands.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Goal 2:</strong> Develop data collection process to improve management of resources, infrastructure tracking and communication.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Train supervisors and other appropriate staff in the use of the Freanace system.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Develop a process for tracking of County infrastructure, equipment and workload.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Goal 3:</strong> Provide a healthy and productive work environment to maximize</td>
<td></td>
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</tr>
</tbody>
</table>
employee satisfaction and retention.

<table>
<thead>
<tr>
<th>Objective 1:</th>
<th>Support/promote the Individual Career Program model for Division employees. Review and update job descriptions and classifications.</th>
<th>Training Coordinator</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 2:</th>
<th>Track training and project experience for assessment of skill-set, to determine future opportunities and promotions.</th>
<th>Training Coordinator</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 3:</th>
<th>Develop a training program (plan, budget and schedule) for continuing education. (including toolbox talks, OSHA training, University seminars, lunch &amp; learns, vendor presentations, etc.).</th>
<th>Training Coordinator</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 4:</th>
<th>Coordinate a CDL licensure program for the County (all departments and divisions).</th>
<th>Training Coordinator</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

Goal 4: Improve coordination and inter-department communication.

<table>
<thead>
<tr>
<th>Objective 1:</th>
<th>Meet regularly with Fleet Services to discuss equipment servicing needs and turnaround times.</th>
<th>Infrastructure Services Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective 2:</th>
<th>Track time associated with event set-up, moving, and miscellaneous operations performed by Division staff and provide recommendations for</th>
<th>Infrastructure Services Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 5:</strong> Identify correct geographical information.</td>
<td></td>
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</tr>
<tr>
<td><strong>Objective 1:</strong> Provide GIS a detailed list of road information.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Create a new layer to identify private, city, county, or state with the GIS Department.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Create procedures detailing information to be provided to GIS.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Goal 6:</strong> Improve the training gap with the Pavement Management System (PMS).</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> Educate personnel on proper PMS functions / operation.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Ensure road inspectors regularly update PMS.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Develop standard to obtain / input data.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Goal 7:</strong> Build an up-to-date electronic library that is easy to use.</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> Develop standards to update Intranet periodically</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Designate staff to update the electronic database.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Scan documents into the electronic library to increase use of technology.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 4:</strong> Maintain the filing system to meet County standards.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 5:</strong> Educate and stress the importance of good recordkeeping.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 6: Update the “S” Shared Drive.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 7: Conduct a training session with county staff on where data is stored.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Goal 8:</strong> Improve communication via the County webpage to inform public of our division’s mission and activities.</td>
<td></td>
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</tr>
<tr>
<td><strong>Objective 1:</strong> Identify a point of contact and establish standards to keep webpage updated.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Compare our webpage to other municipalities to determine what we can do to improve ours.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Get input from the Division team on needed improvements to the department webpage.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Goal 9:</strong> To research utilizing seal coat application to roadway.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Objective 1:</strong> Research other municipalities to gather comparisons.</td>
<td>Infrastructure Services Manager</td>
<td>October 2015</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Call vendors and request live demonstrations.</td>
<td>Infrastructure Services Manager</td>
<td>November 2015</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Goal 10:</strong> Obtain maximum benefit from the At Your Request Online Helpdesk System.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Better utilize the “At Your Request” Online Helpdesk System.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Establish Standards.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Host training sessions.</td>
<td>Training Coordinator</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 4:</strong> Review and update the online data saved in the</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
</tr>
</tbody>
</table>
### Goal 11: Maximize the lifecycle of equipment.

<table>
<thead>
<tr>
<th>Objective 1: Ensure regular preventative maintenance checks are being performed.</th>
<th>Infrastructure Services Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2: Develop an equipment inspection checklist and procedures for submitting completed checklists.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 3: Conduct training on proper way to fill out inspection checklist.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 4: Ensure supervisors perform random inspection checks.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective 1: Conduct monthly meeting where staff can voice issues/concerns.</th>
<th>Infrastructure Services Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2: Perform cross training on equipment and job functions.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 3: Frequent one-on-one meetings with staff to determine their needs how to better empower them as employees.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 4: Utilize bulletin boards for disseminate information.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 5: Increase employee’s awareness of procedures.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 6: Ensure employees have access to the library of standards.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Goal/Objective</td>
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<td>Budgeted Amount</td>
<td>Account Number</td>
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</tr>
<tr>
<td>Objective 7: Establish / update County Standard Operating Procedures.</td>
<td>Infrastructure Services Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**STORMWATER DIVISION**

<table>
<thead>
<tr>
<th>Goal/Objective</th>
<th>Responsible Party</th>
<th>Completion Date</th>
<th>Budgeted Amount</th>
<th>Account Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1: Improve collection of stormwater fees.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Install new billing system.</td>
<td>IT/Patriot Software Manager</td>
<td>April 2015</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Provide ongoing information to the public regarding fees and their uses.</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Coordinate with MIS to improve tracking and collection of fees.</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 4:</strong> Evaluate tasks and eliminate any duplication of effort.</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Goal 2: Improve Water Quality.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Purchase Vac Truck for removal of pollutants and sediments from drainage system.</td>
<td>Stormwater Manager</td>
<td>FY 16</td>
<td>$380,000</td>
<td>504.901.50713</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Monitoring of existing outfall discharges per NPDES MS4 permit.</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Use innovative and low impact development BMPs on county projects and suggest use on commercial sites.</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Goal 3: Create a pro-active Mosquito Control Program.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1:</strong> Track trends, use history to project future work efforts.</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Update storage facility and equipment to maintain and improve efficiencies.</td>
<td>Stormwater Manager/Mosquito Control Supervisor</td>
<td>On-Going</td>
<td>$60,000</td>
<td>502.309.50703</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Keep</td>
<td>Stormwater</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 4: Provide plan for larvaciding of the County hot spot areas.</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 5: Plan for the control of mosquito population from the proposed Murrells Inlet confined disposal facility.</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Objective 6: Improve dredge site coordination with USACOE.</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**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.**

<p>| Objective 1: Prepare for | Stormwater | On-Going | N/A | N/A |</p>
<table>
<thead>
<tr>
<th>Objective 2: Expand in house capabilities for design by hiring cross-trained personnel.</th>
<th>Stormwater Manager</th>
<th>On-Going</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2: Purchase design programs compatible with current technology.</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>$5000</td>
<td>504-901-50706</td>
</tr>
<tr>
<td>Objective 3: Improve the use of Freeance (i.e. improve communication with MIS).</td>
<td>Stormwater Manager</td>
<td>On-Going</td>
<td>$6000</td>
<td>504-901-50406</td>
</tr>
</tbody>
</table>