

GOVERNANCE & ADMINISTRATION							
Goals	Objectives	Tactics	Responsibility	Timeframe / Status	Outcome/Metrics		
Build strong connections with community partners, residents, and employees	1. Improve our relations and cooperative efforts with Jasper County	Council to propose a meeting, face to face, Council to Council, to explore mutual goals and expectations and consider various perspectives. Use new members as opportunity for new relationship liaisons	Council	FY 2023	<ul style="list-style-type: none"> - Two-way communication and cooperation - See progress in County + City efforts. - COH Council attends 25% of County Council meetings. - Co-host 2 events in 2023 		
		City Council attend Council meetings	Council	Ongoing			
		Cohost lunch and learn workshops	Council	Ongoing			
	2. Enhance two-way communication internally & externally to increase effectiveness, efficiency, and transparency.	EXTERNAL					
		Craft a comprehensive, proactive citywide communication plan	Administration	FY 2023			
		Create a welcome packet for new citizens & engage realtors and Chamber for distribution points	Administration/ Media	Fall FY 2024		<ul style="list-style-type: none"> - Followers on social media - Fewer citizen inquiry calls - Track FB users during CC meetings - Take attendance at CC meetings - DRCI? 	
		Put QR codes on business cards that take citizens to helpful website information	Media	Fall FY 2024			
		Update the website for ease of access of key info	Media/IT	FY 2023			
		Empower the media department to seek & receive updates to share from all departments through a formalized process	Administration/ Media	Fall FY 2024			
Explore translating some documents to other languages		Media/IT	Fall 2024				
Email & text campaign: share positive stories, give quick short updates	Media	Ongoing					
Develop signage with QR codes for more information	Administration/ Media	Fall FY 2024					

		Improve City television services	Media/IT	FY 2023	
		Improve visibility and understanding of City goals and objectives through the use of visual displays, digital media spotlights, and increased status updates	Administration/ Media	FY 2023	
		Evaluate and select project management software to enable real time updates of projects and goals	CIP Manager/ IT/ Administration	Fall 2024	
		INTERNAL			
		Streamline documents for easy skimming of key info (e.g., what’s shared with council)	Administration/ IT	FY 2023	-
		Establish and formalize templates for consistent branding (e.g., ppts, reports)	Administration/ IT	FY 2023	
		Increase off-camera interactions between council and staff to share information (helps understand tone)	Council/ Administration	Ongoing	
		Provide listening skills and communication preferences workshop using tools such as Myers Briggs	Administration/ Outside Services	FY 2023	
		Each Department to host a lunch and learn with Council members	Department Head	Complete by Summer 2023	
Produce high-quality services to the community through a commitment to local government best practices and employee development, support, and retention.	1. Align City staffing strategies with growth and development goals and increase job training for the new workforce.	Develop a comprehensive staffing plan across departments including recruiting efforts to increase staff	Department Heads/ HR/ Administration	FY 2024	- Increase citywide staff by 10%
		Analyze opportunities to add relevant new workforce training programs	Administration/ HR	FY 2024	- Increase CDL graduates by 10%
		Partner with community groups and nonprofits for collaborative workforce training programs that increase the number of qualified CDL and welding employees	Administration	Ongoing	

ECONOMIC & COMMUNITY DEVELOPMENT					
Goals	Objectives	Tactic	Responsibility	Timeframe / Status	Outcome/Metric
<p>Capitalize on the growth and development to expand and enhance the city. while creating a financially healthy, sustainable, and desirable community.</p>	<p>1. Manage growth in a manner that reflects the goals of the Comprehensive Plan and mitigates impacts to existing residents, the environment, and infrastructure, while respecting the rights & responsibilities of developers & property owners.</p>	<p>Coordinate with other municipalities / local government on annexation policy for collaborative, joint decision making</p>	<p>Administration/ Planning & Development</p>	<p>FY 2024</p>	<ul style="list-style-type: none"> - Less complaints - Good results - Revenue - Viable city, people want to in COH - Verified data - Perceived enhanced quality of life - Creation of additional, attainable housing - Increase population (quality)
		<p>Review resources we have now and use to grow with a “do it right the first time” approach</p>	<p>Administration/ Planning & Development/ Department Heads</p>	<p>FY 2024</p>	
		<p>Improve city-wide safety measures</p>	<p>Fire Department/ Police Department</p>	<p>FY 2024</p>	
		<p>Collaborate with county to generate policies that safeguard the City</p>	<p>Administration/ Council</p>	<p>FY 2024</p>	
		<p>Focus on improvements to P3 – policy, procedures, process for city departments</p>	<p>Administration/ Council/ Department Heads</p>	<p>Ongoing</p>	
		<p>More open dialogue and workshops so all are well informed</p>	<p>Administration/ Council</p>	<p>Ongoing</p>	
		<p>Open communication to improve transparency and efficiency</p>	<p>All Departments/ Council</p>	<p>Ongoing</p>	
		<p>Education of roles and responsibilities based on state law</p>	<p>Administration/ Council/ Planning & Development</p>	<p>FY 2023</p>	
		<p>Develop a reference sheet for education on standards</p>	<p>Administration/ Council/ Planning & Development</p>	<p>FY 2023</p>	

		Review and update the Municipal Zoning and Development Ordinance	Administration/ Council/ Planning & Development	Present to Council in summer 2023	
		Develop a clear process & policy for new & existing developing including items such as wetlands, tree cutting, traffic, green spaces, multiple entrances using the updated MZDO	Administration/ Council/ Planning & Development	Fall 2023	
2. Centralize the COH facilities and beautify the downtown area while honoring Veterans through implementing the Municipal Hub Master Plan		RFP for Landscape improvements	CIP Manager/ Administration/ Planning & Development	FY 2024	
		RFP for Veterans Park	CIP Manager/ Administration	FY 2023	
		Finalize traffic design	Administration	FY 2024	
		Implement striping and engineering to aid traffic calming	Administration/ CIP/ Public Works/ Planning & Development	FY 2024	
		Move forward with City Hall Annex development	Administration/ CIP/ Public Works	Request for design and determine finance options by Spring 2023	
		Complete analysis for new police station location	CIP Manager/ Police Dept./ Public Works	Spring 2023	
		Explore the feasibility of providing space for various non-profit organizations such as Volunteers in Medicine	Administration/ CIP/ Public Works	FY 2024	
		Explore the use of solar energy in the facilities plan	CIP Manager	FY 2025	

TRANSPORTATION & INFRASTRUCTURE						
Goals	Objectives	Tactics	Responsibility	Timeframe / Status	Outcome/Metric	
Facilitate the development of efficient and effective transportation systems that provide for both local and regional needs and strengthening the city's partnerships with public utilities to improve city-wide infrastructure.	- Improve road traffic safety (<i>see Public Safety & Security for additional tactics related to PD</i>)	Complete Regional Traffic Analysis through coordination with LCOG and LATS	Administration/ Council/ Planning & Development	FY 2023		
		Work with DOT to install traffic signal along Argent Blvd	Administration/ CIP Manager/ Public Works	FY 2024 Process underway		
		Evaluate the need for a Road Department to maintain new city owned roads	Administration/ Public Works/ CIP Manager	FY 2024		
	- Prepare core infrastructure for economic development of new business	Bring natural gas lines to Whyte Hardee Blvd at SC 46 through collaboration with Dominion	Administration/ Public Works/ CIP Manager	FY 2023 Continuous talks with Dominion		
	- Proactively prepare our infrastructure for growth by developing a Stormwater Master Plan to inform the design of new development.	Develop a comprehensive drainage plan with projects, budget, and milestones that considers downstream capacities, impacts and required improvements.	Administration/ Public Works/ CIP Manager	FY 2023 Underway		
	- Manage our shared infrastructure by beautifying the median along 278	Partner with local jurisdictions and community partners to address median beautification	Administration/ Council/ Planning & Development	FY 2024		

COMMUNITY HEALTH & ENGAGEMENT					
Goal	Objective	Tactics	Responsibility	Timeframe / Status	Outcome/Metric
Provide solutions that promote community growth and innovation, including implementing strategies to improve attainable housing, workforce development, basic social service needs, and general health and well-being throughout the city.	1. Develop a comprehensive recreational plan for the COH that allows for proactive, relevant programming.	Engage an outside contractor for independent evaluation and assessment	PRT/ Administration/ CIP Manager	FY 2024	
		Include in the plan the development of Millstone Landing along the Savannah River to coincide development with RIVERPort Parkway North and Exit 3	PRT/ Administration/ CIP Manager	FY 2025	- Meet with RiverPort Developer and identify partner opportunities
		Increase staff in Recreation & Tourism to support expanded programming	PRT	Ongoing	- Increase sports related programming by 10% - Two new sports teams - Host one sports tournament.
		Develop the Richard Gray Sports Complex trail for bike and pedestrian use	PRT/ Administration/ CIP Manager	FY 2024 Project is in state permitting process	- Complete first trail and have ribbon cutting Fall 2023.
		Construct additional phases of the Richard Sports Complex including the Ju Ju Hutson Park & Playground	PRT/ CIP Manager/ Public Works	FY 2024 Funded by ARPA funds and schedule for completion in 2023	- Complete Winter 2023.

		<p>Work with developers to acquire ROW to develop bike and pedestrian lanes throughout the city:</p> <ul style="list-style-type: none"> - Work with East Argent Road development for trail development through community - Work with Dominion Energy for right of way use for new trail development - Work with Heron Point to complete downtown trail development 	Administration/ PRT/ Planning & Development	Ongoing Some components are underway	
	2. Develop and communicate a citywide event strategy for continuing events and festivals and introducing and implementing new events	Develop annual event & festival calendar	Special Events Committee of the PRT Department	FY 2024	
		Develop criteria for introducing new events and festivals including additional staff needed	Special Events Committee of the PRT Department	FY 2024	
	3. Engage the community for insight and participation for holiday related events	Community-wide survey and interviews related to holiday events and festivals. Efforts to increase volunteerism	PRT	FY 2024	
	4. Use the conservation easement to develop a passive recreation center for the region	Develop a master plan for the conservation area once the area becomes accessible with the new road development	Administration/ PRT/ Planning & Development	FY 2025	

	<p>5. Engage with the community to preserve and celebrate the history of Hardeeville through a dedicated Historical Society</p>	<p>Identify interested participants for Historical Society Council. Need to send public invite?? Conduct first meeting to establish purpose and goals</p>	<p>Council</p>	<p>FY 2024</p>	
	<p>6. Develop a comprehensive plan to understand and address homelessness</p>	<p>Research and analyze the types of programs and services offered by nearby cities (e.g., Savannah) and federal programs to identify applicable strategies for COH</p>	<p>Council/ Administration/ Planning & development</p>	<p>FY 2025</p>	

PUBLIC SAFETY & SECURITY					
Goals	Objectives	Tactics	Responsibility	Timeframe / Status	Outcome/Metrics
Implement strategies to strengthen the city’s quality of life by improving the health, safety and security for residents and visors alike	1. Provide public safety services to all City residents, businesses, visitors, and employees in an efficient, timely, and fiscally responsible manner.	Assess all existing resources and the need for future resources	Fire Department/ Police Department/ Administration	FY 2024	<ul style="list-style-type: none"> - Meet and exceed national standards. - Increase in public outreach and education touch points - CJIS compliance - Certifications for training - ISO Rating maintained - Traffic tickets - Increase PD staff by 5 new officers
		Identify response areas (zones) and needs within each	Fire Department/ EMS/ Police Department	FY 2024 Underway	
		Secure budget to increase staff through focused recruitment and retention efforts for fire department, EMS, and police department	Fire Department/ EMS/ Police Department	Ongoing	
		Use GIS app for more data-driven policy	Fire Department/ EMS/ Public Works/ Police Department/ Planning & Development	FY 2024	
		Conduct scenario-based training (fire drills) using POC – plan of action	Fire Department/ EMS/ Police Department	FY 2024	
		Create Emergency Management Division	Administration/ Fire Department/ EMS/ Police Department	FY 2025	

		Research and conduct applicable OSHA training for all staff	Public Works	FY 2024	
		Assess cybersecurity needs	IT	Ongoing	
		Encourage community policing / watch programs	Police Department	Ongoing	
		Develop an equipment replacement plan for each public safety department	Administration/ Fire Department/ EMS/ Police Department	FY 2024	
		Improve safety and security of Council chambers with installation of bulletproof glass and materials	Public Works/ Police Department	FY 2023 Reinforced material has been added to Council dais. Window material remains on order	
	2. Improve traffic safety through a multi-strategy approach <i>(see Transportation & Infrastructure for additional roadway safety tactics)</i>	Increase speeding citations	Police Department	Ongoing	10% increase in citations by ?
		Add additional officers to assist with traffic control along Argent Blvd, US 278, and John Smith Road	Police Department	FY 2024	
		Reduce distracted driving through increased partnership with state and local law enforcement, attendance at networking events, and increased traffic enforcement	Police Department/ Community Partners	FY 2025	

	3. Develop a COH public health policy and process to prepare for future health emergencies				
		Provide training regarding public health emergencies	Fire Department/EMS	FY 2024	