



Strategic Plan

2005-2009

**STORMWATER MANAGEMENT
PROGRAM STRATEGIC PLAN**

Stormwater Management Program

Horry County, South Carolina

Division of Infrastructure and Regulation

Stormwater Management Department

2nd Addendum to March 22, 2005 Strategic Plan –

As Renewed August 2007



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ACKNOWLEDGEMENTS



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This Report has been prepared by AMEC Earth & Environmental, Inc. offices in Greensboro, North Carolina and Chantilly, Virginia, under contract to the Horry County Stormwater Management Department.



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STORMWATER MANAGEMENT PROGRAM

Division of Infrastructure and Regulation

Department of Stormwater Management

1. Introduction

In September 2004, Horry County embarked on a Strategic Planning and thinking process, intended to address three primary goals: 1) To ensure that the County Stormwater Management Program is appropriately aligned to the expectations of the County Council and the Community; 2) to establish a unified, articulated Plan that can be communicated to all employees that clearly conveys program priority and direction; and 3) to ensure that limited resources are appropriately allocated to achieve the objectives of the County Council and Executive Management.

The Strategic Plan is contained in the March 22, 2005 document developed by staff and the Stormwater Advisory Board, accepted by County Council, and issued to the public as the plan for strategic management of the county stormwater management program.

This addendum, the second to the plan, is the updated information to be used as the planning document during 2007-08 and is based on progress to date on the original plan and last year's addendum, a review of new or emerging issues, and changes that have been made in the day-to-day operation of the program. During the Strategic Planning process, the participants recognized that development of the Plan was only the beginning and that the Plan itself needed attention and nurturing to ensure success. For this reason, one of the Strategies within the Plan was to ensure that the Strategic Plan is used as a guide to managing the stormwater program, and that part of the oversight of the Stormwater Advisory Board should include periodic checks on the progress being made toward the accomplishment of the goals detailed in the Plan. The result of that periodic check is the Strategic Plan renewal process which is addressed in this document and is part of the yearly review and update of the Strategic Plan process. The elements presented in this document, both the data gathered and the Strategic Plan, represent the opinions and consensus of the Stormwater Advisory Board.

2. The Renewal Process

When the Strategic Plan was completed in 2005, those who participated in developing the plan felt the “high” of developing a plan that was workable and that would be a good roadmap toward reaching their mission. Over time that shared information and vision may be lost in the day-to-day activities of dealing with current short-term needs. Just as with other major change, incorporating a strategic plan into the organization takes time and effort. Generally it takes three years at a minimum for a strategic plan to become a consistent guidance system for future work and as a barometer by which to gauge new initiatives and ventures.

The objective of the Renewal Process for the strategic plan is to keep strategic issues foremost in the minds of those responsible for accomplishing the mission, and to ensure that the critical issues are managed on a timely basis. With regular check-ups during the year and a yearly accountability session, the strategic plan is not forgotten by the participants. Discussion of these longer-term tasks renews their interest in the shared goals they created and builds buy-in from those responsible. In this way, the vision and mission continue to become more closely aligned with the operations of the Department.

Horry County’s Stormwater Management Department’s Strategic Planning Renewal process consisted of two efforts: 1) data gathering and analysis, and 2) review of the Strategic Plan tactics and progress to date.

Data Gathering and Analysis

Data gathering included an analysis of efforts supporting the strategic plan by Horry County to date. This analysis included individually determining the level of effort toward each of the tactics in the plan, along with an assessment of the success to date, barriers to completion, and issues to be handled to clear the way for future movement. During the course of this plan year, the Department added a new tool for analysis of this data. The tactics for which personnel were responsible were loaded into an Access database, action plans were developed along with named accountable personnel, and monthly tracking began of tactics due to be accomplished during this plan year.

Our VISION is to protect and enhance the health and beauty of the waters of Horry County.

VALUES we believe in...

- ☛ **Openness/Open Government**
- ☛ **Responsiveness**
- ☛ **Honesty**
- ☛ **Hard Work**
- ☛ **Common Sense**
- ☛ **Stewardship (Financial Responsibility)**
- ☛ **Customer Service (User Friendly)**
- ☛ **Fairness and Consistency**
- ☛ **Integrity/Ethics**
- ☛ **Goal Orientation**
- ☛ **Team Work**

Once the assessment was complete for each tactic, the results were compared to the original strategic plan document and the 2006 addendum to determine actual progress vs. planned progress. From this analysis, a list of successes and barriers was drawn, and variances from the timeline were noted. These items were the topics of discussion for the staff and the Stormwater Advisory Board at the August 21, 2007 Strategic Plan Renewal Meeting.

Strategic Plan Renewal Meeting

A strategic plan renewal meeting was held August 21, 2007 as part of the monthly meeting of the Stormwater Advisory Board. SWAB members in attendance were: Chairman Michael Jamison, Jeff Huggins, Wes Lovell, Jimmy Bell, Diane Creel, Bill Megert, and Robert Castles. Horry County staff members present were: Tom Garigen, Tom Roth, Jackie Taylor, and Tanna Deal. Maureen Hartigan, of the AMEC Earth & Environmental project team, facilitated the discussion.

After normal Board business, the strategic plan meeting agenda consisted of the following themes:

- Welcome And Introductions
- Overview Of the Renewal Process
- Review Of Horry County Vision, Mission, Guiding Principles And Goals
- Appraisal Of Progress By Strategy
- Recommendations And Next Steps
- Brainstorming Of Future Actions
- Wrap-up

Development of Addendum to Strategic Plan

Based on the quantitative and qualitative information developed through the data gathering and discussions with staff, the Stormwater Advisory Board discussed progress, and made suggestions and agreed to modifications to the strategic plan timetable for the coming year and for the longer term. These reflect the actual timeframe in which the staff believes the tactic can be accomplished with the resources available, takes into account progress to date, regulatory requirements, and citizen impact. Members of the Stormwater Advisory Board in attendance at the meeting also discussed whether work on specific tactics should speed up, slow down, or change.

The following section (The Renewed Strategic Plan) details the findings of the process.

3. The Renewed Strategic Plan

The County's Strategic Plan consists of Vision, Values, Mission Statement, Goals, Strategies, and Tactics. Each of these Strategic Planning elements is vital to the plan as a whole. The Vision, Values, and Mission Statement existed for the Department but in other forms for other purposes. These three elements for the stormwater management plan were derived from the County's plan, and were developed and validated during the original strategic planning process in 2005, and each word has meaning to the overall plan. The renewal process began with a review and recommitment to the Vision, the Values, the Mission, and the top-level Goals of the 2005-2009 Strategic Plan. The purpose was to ensure that these elements remain relevant to the future effort and to create a foundation from which the more near-term elements can be explained and understood.

Once the Vision, Values, Mission, and Goals were explored and concurrence was reached from the Board members in attendance, the focus moved to the main topic of the renewal meeting – Strategies and Tactics. The Tactical area is the major focus for a renewal meeting because they are the short-term programs needed to support a particular strategy, operational in nature, and short range (mainly completed within 12-24 months). This is the level which needs to be continually evaluated and where changes in direction and focus can be made. Based on the information provided in the data-gathering and analysis stage, several topics emerged for discussion and are outlined as part of this report.

First, during the original strategic planning process in 2005, seven tactics were chosen as being vital to the future of the stormwater management process and were earmarked for special attention. They are listed here along with their current status. The Stormwater Advisory Board has indicated that these remain the measurable tactics to follow for 2007-8. There was significant progress on these important measurement tactics - two tactics were completed in this plan year; and all tactics have now been started and are in progress.

These performance management tactics are just one measure of the attentiveness paid to the strategic plan and to the difficulty of keeping these in the forefront of attention given ongoing daily agendas. At the end of the second year of this planning cycle, progress has begun on all the tactics; and bringing attention to them will again remind staff of the work to be done in the next fiscal year. The Stormwater Advisory Board agreed that these seven tactics would remain the Performance Measurement Tactics for 2007-8. This will allow more attention to be paid to those that are not yet complete.

Table 3.1- 2006-7 Identified Performance Measurement Tactics

Current Status Toward Completion

COMPLETED

- 1.1.3 Develop an illicit discharge detection & elimination (IDDE) program based on the County NPDES Phase II Stormwater Management Plan for IDDE (now on-going)
- 3.4.1 Establish revised procedures to link the County's complaint system to the new work order management system
- 3.4.2 Establish interdepartmental staff stormwater advisory team to facilitate project development and maintenance prioritization

IN PROGRESS

- 2.1.1 Improve stormwater management and computer modeling capabilities (75% complete)
- 3.1.1 Develop a public relations program that builds public support for stormwater management (75% complete)
- 3.3.4 Strengthen conservation of natural resource ordinances by working with County Planning Staff, Conservation Groups, and Developers. (45% complete)
- 4.1.2 Develop a capital improvements plan to resolve major drainage basin problems.(10% complete)

Including the Performance Measurement Tactics, work continued on many other tactics in the plan to be completed this year; 10 tactics were completed.

- 1.1.2 Develop and implement a public participation and involvement program based on NPDES
- 1.2.1 Implement a countywide fresh water quality monitoring program
- 1.2.3 Develop an alliance with the CCU Watershed Academy and the Riverkeeper to monitor discharges
- 2.2.1 Create program to perform condition assessments annually
- 2.2.2 Improve mechanical (mowing) maintenance program
- 2.3.1 Improve documentation of existing easements
- 2.3.2 Formalize condemnation policy for easements
- 2.4.3 Improve plan review and inspection frequency for new development
- 3.1.1 Develop a public relations program that builds public support for stormwater management.
- 3.1.2 Develop a high quality stormwater management Website

These tactics are added to the six tactics completed last year (2006-7), bringing the total of tactics completed to 16 of the 50 tactics listed in the plan. The six completed last year were:

- 2.1.2 Improve terrain modeling with new aerial mapping
- 3.3.1 Develop list of stormwater stakeholder partners that can assist the director in addressing stormwater issues
- 3.3.2 Develop an alliance with Riverkeeper to educate Waccamaw River users & adjacent land owners about pollution threats
- 3.4.1 Establish revised procedures to link the County's complaint system to the new work order management system

4.1.1 Develop a prioritization method for ranking CIPs

4.4.3 Establish annual plan review & revision process that includes SWAB

To ensure that these tactics continue to be part of the operational plan, assignments have been made to personnel within the Department to follow, monitor, and periodically report on the continued use of the tactic in day-to-day work and to ensure that any needed changes are made to the process on a timely basis.

2007 SUCCESSES

As various tactics have been addressed during the past year, some significant successes were achieved that add to the overall impact of the strategic planning process even before the tactics for which they are intended are complete. Not all are being mentioned in this report, but a few major successes in each of the goal areas are worth mention:

GOAL #1 – Water Quality

- NPDES Phase II permit completed and coverage issued by SCDHEC
- Civil Engineer I/Project Managers (in training) all certified by the State as sediment and erosion control inspectors
- Increase in diversity of presentations in educational program

GOAL #2 – Reduce Flooding

- Acquired adequate staffing to handle complaints in a timely manner
- Reformatted department to include CE I/PMs as an active part of development projects from plan reviews to final inspections

GOAL #3 – Public Support

- Receiving positive feedback and thanks for outstanding work, timeliness, and/or quality of advice
- Participation from public in reporting noncompliance on construction activities

GOAL #4 – Financial

- Funds being used solely for Stormwater Program
- Cost efficient projects
- Budgets are approved without controversy.

2007 BARRIERS

Not unexpectedly, the analysis also uncovered several barriers that have been faced in executing the tactics and that are being addressed or will be addressed in the next cycle:

- Inadequate office and storage space
- Glitches in new software, still working out the kinks
- Reliance/waiting for support from other departments
- Project managers still in training
- Waiting for assistance by outside agencies (Army Corps of Engineers or DHEC)

Addressing the Needs

From the list of successes and barriers that have arisen this year in the data gathering, there is dramatic change from the successes and barriers named last year. This year, both are more tangible and have much more specific relationship to the work being handled. It is an indication of progress that the issues raised this year demonstrate movement and desire for even faster, more substantive progress toward the goals of the plan.

4. Conclusion and Recommendations

In this second year of working on the stormwater strategic planning effort, Horry County continues to be on schedule, and in a few places ahead of schedule, in addressing its strategic goals. After its first year of “clearing away” barriers to achieving the goals they set, this second year has been considerably more strategic in nature. Of the total 50 tactics included in the plan, six (6) were completed in the first year, and another 10 have been completed in this second year. In addition, work has begun on most of the tactics.

This plan continues to be aggressive in its expectation of how much can be accomplished in one fiscal year and in the development of the working schedule for the upcoming year. Due to this aggressive approach, a few may need to be postponed into a later fiscal year to space the effort out and address a manageable number of tactics at one time. In that way, the number of strategic topics being addressed in addition to day-to-day work will not overwhelm the staff and sufficient attention can be given to finish the tactics to be addressed in a particular year. Achievement of the plan must be challenging, but not impossible.

Having laid the foundation in the first year by naming a Deputy Director, filling the position of Engineer II, and adding a staff position to address the public information area, the County has significantly improved the group’s ability to move forward. Assigning specific strategic tactics to each person has been helpful in ensuring tactics are addressed and making the tactic leaders accountable to ensure the work is high quality and that it stays on schedule. It is again suggested that tactics also be included in the performance management appraisal system so that the person gets measured on progress and gets credit for the accomplishment. Obviously the balance between the day-to-day work and strategic work must be maintained.

An issue that still needs to be addressed is the fact that only a small number of people are very committed to the plan and its progress. This year stronger efforts have been made to get a consistent message out to the citizens. However, outside the Stormwater Management Department and the Stormwater Advisory Board, the importance of this plan needs to be shared by others inside the County staff and other stakeholders. Tactic 3.4.2 “Establish interdepartmental staff stormwater advisory committee to facilitate project development and maintenance prioritization” can be used to address this need and should be considered for implementation. This does not need to be onerous. Holding an orientation meeting for a small group of liaison persons can be accomplished relatively quickly; having that mechanism in place to call upon when needed may bring stormwater issues more attention when support is needed from other Departments.

As the plan enters its third year, the staff and the Stormwater Advisory Board can direct attention toward the strategic issues by continuing to monitor them on a regular basis, at least quarterly, and using the plan to guide them in keeping the important tactics in focus. With the groundwork laid in the first two years and with staff in place and significantly better trained, Horry County and the Stormwater Management staff and Board are in good position to make even more significant progress toward their goals in the next fiscal year.

**Appendix A –
Tactical Action Plan Status
August 2007**

	Tactic Statement	% Complete	Original Anticipated Finish	Revised Finish Date FY 06	Revised Finish Date FY 07	Current Status
1.1.1	Develop & implement public education & outreach program based on NPDES	90	2008	2006	2008	Substantially Complete- Public Education activities are underway in-house and in conjunction with Educational Consortium
1.1.2	Develop & implement public participation & involvement program based on NPDES	100	2008	2008	Complete	Supporting volunteer monitoring program with CCU, Holding regular public SWAB meetings.
1.1.3	Develop & implement an illicit discharge detection and elimination program based on NPDES	75	2008	2009	Complete/on-going	Ordinance in-place, process of investigating and responding in-place, developing program to do field screening;
1.1.4	Develop & implement a construction site runoff program based on NPDES	100	2008	2008	Complete	Ordinance in-place, S&E Control brochure distributed to builders, reformatted department, 6 inspectors/Project Managers trained
1.1.5	Develop & implement a post-construction site runoff program based on NPDES	10	2006	2008	2008	In discussion - S&E being stressed currently, will start 2007 and project may be phased
1.1.6	Develop & implement a pollution prevention, good housekeeping program based on NPDES	10	2006	2007	2009	issues: time for training, willingness to participate
1.2.1	Implement a countywide fresh water quality monitoring program	100	2005	2007	Complete	Four monitoring stations in place, , volunteer monitoring program with CCU underway
1.2.2	Implement an improved beach water quality program	50	2006	2008	2009	Disseminated 2700 brochures on reducing bacteria along Grand Strand beaches and 2700 brochures on how RVers and Campers can help reduce bacteria along the beaches; installed warning signs at all outfalls

1.2.3	Develop an alliance with the Riverkeeper to monitor discharges	100	2006	2007	Complete	On-going cooperation
1.2.4	Develop a Waccamaw River management plan as a priority basin	5	2006	2008	2008	Negotiating scope of work with Army Corps
2.1.1	Improve stormwater management & computer modeling capabilities	75	2006	2008	2008	AMEC in process of developing software, H&H modeling not completed
2.1.2	Improve terrain modeling with new aerial mapping	100	2006	Complete	Complete	<i>New contour data available and being used</i>
2.1.3	Develop a plan and implement basin studies on a prioritized basis	10	2007	2008	2009	Currently major study being done by CCU on Kingston Lake Watershed; lack of staff
2.2.1	Create program to perform condition assessments annually	100	2005	Complete	Complete	New work order management system allows repetitive tasks. Need to schedule staff to field check conditions.
2.2.2	Improve mechanical (mowing) maintenance program	100	2006	Complete	Complete	One bush-hog used full-time, Second bush-hog was added in FY07
2.2.3	Improve chemical vegetation control program	100	2006	2007	Complete	Private spraying company under contract. Continue to add more ditches to program.
2.3.1	Improve documentation of existing easements	70	2006	2007	2008	Easements being scanned into new software, want to make available throughout county.
2.3.2	Formalize condemnation policy for easements	50	2006	2007	2008	Standard County policies in place for roads, need to modify for drainage systems; time consuming
2.3.3	Continue to require easement dedication from developers	100	2006	Complete	Complete	Process in place to require easement dedication in new developments
2.3.4	Improve program by utilizing GIS/GPS for new easements	20	2006	2008	2008	Project maps are being generated in GIS including easement locations, need to go back to old projects

2.4.1	Revise & improve technical design manual	50	2006	2007	2008	Technical Committee to review revised manual in Fall 2007
2.4.2	Provide education programs to design engineers	50	2005	2008	2008	Coordinated by Coastal Waccamaw Stormwater Education Consortium
2.4.3	Improve plan review and inspection frequency for new development	100	2006	2007	Complete	Hired new staff June 12, Sediment and Erosion Control brochure (part for NPDES too)
2.4.4	Identify basins with significant drainage problems that will have more stringent stormwater requirements placed on new development	10	2006	2008	2009	Some basins have been identified. Need to formalize process and develop criteria.
3.1.1	Develop a public relations program that builds public support for stormwater management.	70	2006	2007	2008	Website development, on-going updating. Positive press coverage and feedback from community events and presentations. Informational slides on County access channel
3.1.2	Develop a high quality stormwater management Website	100	2006	2007	Complete	Forms made available online, stormwater information becoming readily available to public, adding new information as it becomes available
3.1.3	Make presentations to public groups explaining the Stormwater Program	100	2006	2007	Complete	Stormwater educational consortium providing many public presentations. Staff attending meetings of HOA's and other groups.
3.2.1	Publicize Stormwater Advisory Board meetings dates & times	100	2006	2008	Complete	Legal notice is given, implemented on web site with agendas & minutes.
3.2.2	Develop & publicize a list of organizations where citizens can participate	50	2007	2008	2008	Staff compiling list and adding to website, on-going
3.2.3	Feature an environmental organization on a regular basis on the stormwater Website	50	2006	2008	2008	Staff working on web site development, environmental organizations highlighted on website, in various places, on-going
3.3.1	Develop a list of stormwater stakeholder partners that can assist the director in addressing stormwater issues	100	2005	2006	2008	On website, on-going

3.3.2	Develop an alliance with Riverkeeper to educate Waccamaw River users & adjacent land owners about pollution threats	100	2006	Complete	Complete	Ongoing activities
3.3.3	Coordinate with SCDHEC to develop GIS coverage of permitted septic systems, detention ponds & related system BMPs	30	2006	2008	2008	Working relationship with DHEC, info for IDDE; DHEC records paper mostly, downloadable files out of date/time gaps
3.3.4	Strengthen conservation of natural resource ordinances by working with County Planning Staff, Conservation Groups, & Developers	45	2006	2007	2008	Have Center for Watershed Protection recommendations; buffer ordinance in progress; developing stormwater ordinance-needs public input; tree ordinance now complete; revising zoning and land development regulations.
3.4.1	Establish revised procedures to link the County's complaint system to the new work order management system	100	2006	Complete	Complete	Complaint system completed and linked to work order system
3.4.2	Establish interdepartmental staff stormwater advisory committee to facilitate project development & maintenance prioritization	100	2006	2007	2008	Staff working closely on project management. Need to develop formal process.
3.4.3	Develop departmental policies & procedures manual	10	2006	2007	2008	Time constraints, in planning process
4.1.1	Develop a prioritization method for ranking CIPs	100	2006	Complete	Complete	SWAB has developed this criteria.
4.1.2	Develop a capital improvements plan to resolve major drainage basin problems	10	2006	2007	2009	CIP prioritization method approved, need to begin basin studies
4.2.1	Develop a stormwater inventory	40	2007		2009	Major structures mapped, next step is minor systems.
4.2.2	Map the location of stormwater facilities in GIS	40	2007	2008	2008	Major structures mapped, next step is minor systems.

4.2.3	Develop extent & level of service operations & maintenance programs	0	2006	2008	2009	Nothing started yet
4.3.1	Establish a procedure for illicit discharge elimination, including compliance tracking.	50	2006	2007	2008	Other data is now in progress of being corrected within county system; Lack of manpower
4.3.2	Expand the existing stormwater facilities inspection program to include detention ponds	0	2006	2008	2008	Staffing issues have delayed this. SCDHEC-OCRM also performing these inspections.
4.3.3	Develop a facility remediation plan for County facilities	0	2007	2007	2008	Need assistance from consultant
4.3.4	Review new development plans for long-term BMP cost-effectiveness	50	2008	2009	2008	This is occurring with development reviews
4.4.1	Implement strategic control plan & periodically report progress to the public	10	2005	2007	2009	Currently updating a small portion of public with positive responses; Lack of staff/time. Many projects in progress currently.
4.4.2	Develop coordinated strategic plan roll-out process	100	2005	Complete	Complete	Strategic Plan in place
4.4.3	Establish annual plan review & revision process that includes SWAB	100	2005	Complete	Complete	Efficient plan review process, education efforts
4.4.4	Develop and retain a skilled workforce committed to the long-term vision and mission of the stormwater program	50	N/A	2009	2009	Created the "project manager training program" with 6 employees being trained to perform plan reviews, perform sediment and erosion control and stormwater inspections, design drainage improvement projects, prepare cost estimates, and manage these projects



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