



**CITY OF BEAUFORT**  
1911 BOUNDARY STREET  
BEAUFORT MUNICIPAL COMPLEX  
BEAUFORT, SOUTH CAROLINA 29902  
(843) 525-7070  
**CITY COUNCIL WORKSESSION AGENDA**  
**April 8, 2025**

**STATEMENT OF MEDIA NOTIFICATION**

"In accordance with South Carolina Code of Laws, 1976, Section 30-4-80(d), as amended, all local media was duly notified of the time, date, place and agenda of this meeting."

**WORKSESSION - City Hall, Planning Conference Room, 1st Floor - 5:00 PM**

**Please note, this meeting will be broadcasted via zoom and live streamed on Facebook. You can view the meeting at the City's page; City Beaufort SC**

**I. CALL TO ORDER**

A. Philip Cromer, Mayor

**II. EMPLOYEE NEW HIRE RECOGNITION**

A. Public Works - Christopher Pinckney

**III. PRESENTATION**

- A. Interviews of Applicants for Boards, Commissions and Committees
- B. Capital Improvement Projects Update

**IV. DISCUSSION ITEMS**

- A. 2026-2028 Strategic Plan
- B. Placing a moratorium on development
- C. Parks & Trees Advisory Commission

**V. ADJOURN**



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**CITY OF BEAUFORT**  
DEPARTMENT REQUEST FOR CITY COUNCIL AGENDA ITEM

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**TO:** CITY COUNCIL **DATE:** 3/10/2025  
**FROM:** Traci Guldner, City Clerk  
**AGENDA ITEM TITLE:** Interviews of Applicants for Boards, Commissions and Committees  
**MEETING DATE:** 4/8/2025  
**DEPARTMENT:** City Clerk

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*BACKGROUND INFORMATION:*

Rita Wilson - Historic District Review Board - Seeking Reappointment

Mike Tomy - Planning Commission - Seeking Reappointment

Joanne Parrish - Tourism Development Advisory Committee - New Applicant

Patrick McMichael - Zoning Board of Appeals - Seeking Reappointment

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*PLACED ON AGENDA FOR: Discussion*

**REMARKS:**

**ATTACHMENTS:**

| Description       | Type            | Upload Date |
|-------------------|-----------------|-------------|
| Rita Wilson       | Backup Material | 3/12/2025   |
| Mike Tomy         | Backup Material | 3/13/2025   |
| Joanne Parrish    | Backup Material | 3/10/2025   |
| Patrick McMichael | Backup Material | 3/12/2025   |

**Traci Guldner**

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**From:** noreply@civicplus.com  
**Sent:** Tuesday, March 11, 2025 1:23 PM  
**To:** Traci Guldner  
**Subject:** Online Form Submittal: City of Beaufort Board and Commission Application

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

**City of Beaufort Board and Commission Application**

Select the board, commission or committee you are interested in applying for. You can choose more than one board.

Historic District Review Board (HRB)\*

*\*Note: Members of planning-related boards are required to take six hours of introductory training within their first year of service and three hours every year thereafter.*

**Applicant Information**

|                                                      |                                                             |
|------------------------------------------------------|-------------------------------------------------------------|
| First Name                                           | Rita                                                        |
| Last Name                                            | Wilson                                                      |
| Home address                                         | [REDACTED]                                                  |
| City                                                 | BEAUFORT                                                    |
| State                                                | SC                                                          |
| Zip                                                  | 29902                                                       |
| Day Phone Number                                     | [REDACTED]                                                  |
| Email Address                                        | [REDACTED]                                                  |
| If you do not reside in the City of Beaufort, do you | Own property in the city?, Have a current business license? |
| Business address                                     | 1012 Boundary Street                                        |

|                                             |                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business hours                              | <a href="https://www.alphagraphics.com/us-south-carolina-beaufort-us804">https://www.alphagraphics.com/us-south-carolina-beaufort-us804</a>                                                                                                                                                                                               |
| Statement of qualifications and interest    | I have served on the HDRB for the past 3 years. Many decisions we have made in the past 3 years have moved in a positive direction which has motivated me to continue my involvement on the Board. My service has deepened my understanding of our community's rich history and the importance of safeguarding it for future generations. |
| Please Enter Basic Resume Information Below | Current HDRB member, NAPC (National Association Preservation Commission) member. I have furthered my education and training through this organization. Business and property owner within the Conservation District.                                                                                                                      |
| Electronic Signature Agreement              | I agree.                                                                                                                                                                                                                                                                                                                                  |
| Electronic Signature                        | Rita Wilson                                                                                                                                                                                                                                                                                                                               |

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## Traci Guldner

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**From:** noreply@civicplus.com  
**Sent:** Friday, November 3, 2023 12:41 PM  
**To:** Traci Guldner  
**Subject:** Online Form Submittal: City of Beaufort Board and Commission Application

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

### City of Beaufort Board and Commission Application

Select the board, Planning Commission (PC)\*  
commission or committee  
you are interested in  
applying for. You can  
choose more than one  
board.

*\*Note: Members of planning-related boards are required to take six hours of introductory training within their first year of service and three hours every year thereafter.*

#### Applicant Information

First Name Michael

Last Name Tomy

Home address

City Beaufort

State SC

Zip 29902

Day Phone Number

Email Address

If you do not reside in the City of Beaufort, do you *Field not completed.*

Business address *Field not completed.*

Business hours *Field not completed.*

Statement of qualifications and interest

Michael has served Beaufort City and County on multiple Boards for the past 7 years and is an accomplished Executive with over 45 years professional experience and 30 years as a Senior Professional and Vice President of a large international firm. He is a results-orientated leader with proven success in management, strategic marketing and developing strategies to address the new paradigms of our culture. He has worked on projects internationally as well as nationally and presents frequently on emerging trends and issues in facility programming, planning, design, Forensics, Design-Build and construction. He has recently presented to a National Symposiums on leading edge issues of LEAD Design and IPD (Integrated Project Delivery) as well as co-chairing a prestigious national conference on Facility Partnerships (PPP trends) and Leading Edge Collaboration & Technology sponsored by the American Institute of Architects Committee. Mr. Tomy excels in dynamic and demanding environments while remaining pragmatic and focused. Mr. Tomy recently was co-Chair for the AIA-SAR conference on healthcare and Brought Congressman and surgeon Dr. Price as the Key-Note Speaker. All of these skills are necessary for our young talented staff in all positions to learn in the new dynamic environment we now live and work in. Mr. Tomy will bring these skills to your Team with his core competencies of:

- .Visionary Leadership KeyPartnership Development
- .Organizational Restructuring
- .Strategic Alliances .Strategic Market Planning .Risk Management
- .High-Stake Negotiations .Budget Forecasting .Public and Media Acumen

Please Enter Basic Resume Information Below

Michael Tomy, RA, CDT, Cal-EMA,UL, ATF, NFPA  
President Craven House Design  
Service Disabled Veteran Owned

Management:  
Strategic Planning o Staff Mentoring o Operations & Management o Contract Negotiations  
Michael is an accomplished Executive with over 35 years professional experience and 30 years as a Senior Professional and Vice President of a large international firm. He is a results-orientated leader with proven success in management, strategic marketing and developing strategies to address the new paradigms of our culture. He has worked on projects internationally as well as nationally and presents frequently on

emerging trends and issues in facility programming, planning, design, Forensics, Design-Build and construction. He has recently presented to a National Symposiums on leading edge issues of LEAD Design and IPD (Integrated Project Delivery) as well as co-chairing a prestigious national conference on Facility Partnerships (PPP trends) and Leading Edge Collaboration & Technology sponsored by the American Institute of Architects Committee. Mr. Tomy excels in dynamic and demanding environments while remaining pragmatic and focused. Mr. Tomy recently was co-Chair for the AIA-SAR conference on healthcare and is bringing Congressman and surgeon Dr. Price as the Key-Note Speaker. All of these skills are necessary for our young talented staff in all positions to learn in the new dynamic environment we now live and work in. Mr. Tomy will bring these skills to your Team with his core competencies of:

- .Visionary Leadership .Key Partnership Development
- .Organizational Restructuring
- .Strategic Alliances .Strategic Market Planning .Risk Management
- .High-Stake Negotiations .Budget Forecasting .Public and Media Acumen

Professional Experience :

Mr. Tomy provides executive leadership to your Team translated from his position as Vice President of a leading International Design Firm operation and as exhibited on multiple projects having an average yearly gross value of over \$300 million and provides significant experience in Management, Design, design-build, programming, planning, program management, and construction management of major facilities to the project teams. Mr. Tomy's project experience ranges from Site selection / analysis, feasibility-master planning efforts through programming, design and construction of major healthcare and Public Facilities. As a leader in the Industry, he educates and leads his team in the concepts of LEAD and Integrated Project Delivery (IPD). Mr. Tomy has been awarded numerous design awards in recent years and has been nominated to the fellowship of AIA (FAIA) this year.

Michael Tomy, RA, CDT, Cal-EMA, UL, ATF, NFPA  
President Craven House Design

Historical Architecture :

Mr. Tomy developed a Historical Architecture Expertise and Commitment in his senior year of college when he researched, submitted and was successful in establishing national historic significance and registration to a historical house in Iowa being used as both a stagecoach layover for gold shipments as well

as being used as an underground railroad location. In practice Mr. Tomy has always been a member of the architectural historical societies for each community participating in issues of historical significance as well as becoming the architectural historical administrator for an historical district in Mount Vernon Iowa. Mr. Tomy has done historical renovations for over 35 years on everything from a small town bank in the Midwest originally designed by Frank Lloyd Wright to multiple government buildings both on the historical register and also many of historical significance.

Russell Federal Building, Atlanta

15 Historic Courts, Department of Justice

Dare County Historic Court, NC

DeKalb County Historic Court, Atlanta

Alpharetta Historic Residential District, Ga

Gwinnett County Historic Court, Ga

City Bank Mason City Iowa (Frank Loyde Write)

Lipton House Historic Residence, SC

More on request!

#### Forensics :

Mr. Tomy developed a forensics practice inside Heery over 25 years ago and it has served our clients well since that time on numerous projects ranging in settlements from \$10 million to \$42 million. Mr. Tomy has also represented the US Department of Justice (DOJ) on an annual forensics contract basis for the State of South Carolina DOJ for 4 years. The following is a sample list of these projects.

Arlington Heights, Arlington International Racetrack

Chicago, Ill

Colquitt County Jail Forensics

Moultrie, GA

Oconee County Courthouse

Walhalla, SC

Federal Bureau of Prisons

Miami, FL

Federal Bureau of Prisons

Hato Ray, Puerto Rico

Fayette Medical Center

Fayette, GA

Michael Tomy, RA, CDT, Cal-EMA, UL, ATF, NFPA

President Craven House Design

#### Justice Design :

Mr. Tomy developed a Justice Design practice inside Heery

over 20 years ago with over 300 projects and it has served their clients well since that time on numerous design and design-build Projects, including a national design award, ranging from \$10 million to \$ 235 million. A general listing of projects is available.

Healthcare Design :

Mr. Tomy was the Atlanta and regional design director for Heery Healthcare for over 20 years on numerous projects ranging in design and design-build Projects from \$10 million to \$ 97 million. A general listing of projects is attached.

Design-Build :

Mr. Tomy Facilitated the development of Heery into the Design-Build market for Justice and Healthcare starting with the Dare County NC Courts facility for Heery in 2000 with a regional design award in 2002. A large number of Mr. Tomy's projects since 2000 have been Design-Build with Mr. Tomy being responsible for both the Design and the at risk Build as the Project Principal. These projects received numerous regional and national design awards ranging from \$10 million to \$ 97 million. A general listing of projects is attached.

Experience / Background :

It should be noted here that Mr. Tomy was a combat pilot and is a highly decorated combat veteran previously working in Military Top-Secret units, special & covert operations with Special Operations Forces (SOG) units behind enemy lines. This specialty expertise provided the skills to manage Heery's Force Protection & Anti Terrorism (AT/FP) responses and he has worked on solutions for the City of NY after 911, Yankee Stadium, Mets Stadium, GSA multiple projects, CDC (centers for disease control), NFL, VA multiple projects, DOD multiple projects and other venues bringing this expertise to the table. Mr. Tomy has been awarded 37 US Medals and 6 Foreign Medals including the Bronze Star, 23 Air Medals & valor award, Gallantry Cross, Legion of Honor, Vietnam Honor Medal and the medal for Valor. Mr. Tomy is recognized as a Service Disabled Veteran by the US Government.

Some of Mr. Tomy's experience includes the following :

Years of Experience:

- ♣ Total Years: 40
- ♣ Heery International : 30
- ♣ Craven House Design: 10

Michael Tomy, RA, CDT, Cal-EMA, UL, ATF, NFPA  
President Craven House Design

Academic Degrees:

- ♣ Bachelor of Architecture 1973, Iowa State University
- ♣ Registered Architect 1976

Professional Registrations / Boards:

Beaufort Positions

- ♣ Commissioner / Chair Beaufort (MPC) Metropolitan Planning Commission 2019
- ♣ Chair (NRPIC) Beaufort North Regional Plan Implementation Committee 2019 – Present
- ♣ Vice-Chair (LIPIC) Lady's Island Plan Implementation Committee 2019 - Present
- ♣ Chair (LIVTF) Lady's Island Village Center Task Force 2020 - Present
- ♣ RA Registered Architect since 1973 to Present
- ♣ AIA Member since 1973 to 2019
- ♣ CSI Registration CDT 1988 to Present
- ♣ Cal-EMA ( Emergency Response) Registration 2013 to Present

National Positions

- ♣ AIA Member since 1973 to 2019
- ♣ CSI Registration CDT 1988 to Present
- ♣ Cal-EMA ( Emergency Response) Registration 2013 to Present
- ♣ Chair Alpharetta Planning Commission 1997 to 2017 (20 Years)
- ♣ Board member NFPA 15 years
- ♣ Board Member UL 2010 to present
- ♣ US Homeland Security Anti-Terrorism Committee 2017- Present

Past & Current Affiliations and Honors:

- Design Award, National Merit Award AIA/AAJ 2012 Broward County Courts (Ft. Lauderdale Fla.)
- Design Award, Regional Runner up DBIA 2013 Best Public Project SE Region New (Pensacola VA)
- Design Award, Regional Runner up DBIA 2013 Best Public Project SE Region (Patrick AFB Hospital)
- Design Award, First Place DBIA 2014 Best Public Project SE Region Virginia (Langley AFB Hospital)
- Design Award, DBIA 2014 Best Public Project SE Region Col. (Peterson AFB Hospital)
- Design Award, DBIA Best Public Project SE Region Ca. (Travis AFB Hospital)
- Design Award, Regional 1st Place DBIA 2011 Best Public Project SE Region (Gainesville Justice center)
- Design Award, Regional 1st Place DBIA 2004 Best Public Project (Duluth Justice Center)

- Design Award, 1st Place DBIA 2004 Best Overall Design Project (Duluth Justice Center)
- Design Award, 1st Place DBIA 2002 Best Public Project Dare County (Justice center)
- AIA Design Award, Honorable Mention AIA Paulding County Superior Court Detention Facility
- Design Award, Tennessee Construction Industry Courthouse Facility Franklin Co. Ten.
- Member, American Institute of Architects, Health Care & Justice Committee 1980- present
- National UL Board Member on Egress
- Board Member, National AIA Representative to National Fire Protection Association (NFPA)
- Board Member, Principal, NFPA Means of Egress Code Committee

Michael Tomy, RA, CDT, Cal-EMA, UL, ATF, NFPA  
President Craven House Design

- Certified and Certified Instructor Cal-EMA (National Emergency Management Agency)
- Panel of Arbitrators Appointment, American Arbitration Association
- Atlanta Historical Society
- National Trust for Historic Preservation
- National Member CSI, certified CDT, 1990
- Army Combat Pilot / Chief Warrant Officer, Viet Nam, 42 Medals Awarded including Bronze Star, Air Medal, Gallantry Cross, Vietnam Honor Medal, Valitorius Services Medal.
- Over the past 15 years, Mr. Tomy has received National appointments by the National Fire Protection Association (NFPA) as a Principal member to the "Means of Egress" committee and as a member of the correlating committee for the "NFPA 101 Safety to Life" code. NFPA is a nationally recognized code utilized by the majority of states and municipalities. It is an honor to have been recognized for both of the positions.

Presentation / Publications:

- ♣ AIA/SAR Healthcare Conference Committee 2013
- ♣ AIA/SAR Healthcare Conference Committee 2014
- ♣ AIA/SAR Healthcare Conference Co-Chair 2015
- ♣ AIA/SAR Healthcare Conference Committee 2016
- ♣ Co-Author State of Georgia Attorney's on "Construction Claims Under Georgia Law" Publication
- ♣ Co-Author ACA Planning and Design Guide for Secure Facilities

- ♣ Conference Speaker "National Healthcare Symposium" in Chicago 2010
- ♣ Conference Speaker "National Healthcare Construction Conference" in Orlando 2010
- ♣ National AIA Justice Conference Speaker, 2001
- ♣ Co-Chair for National AIA Justice Conference 2002
- ♣ Community based Juvenile Justice Design Seminar Speaker 2003
- ♣ Panel Chair "Design Build Community Issues" Conference for ACA
- ♣ Modular Cell Construction Techniques White Paper
- ♣ National ACA Conferences Speaker 2002
- ♣ Procurement Methodologies, 1999 a 2-hour seminar ACA
- ♣ Design Excellence in Juvenile Justice Facilities, 2000 - 2 hour seminar ACA
- ♣ Employment Law Conference, Smith, Currie & Hancock, 1990
- ♣ CDC Force Protection and Security Seminar, 2001
- ♣ Co-Chair National AIA Justice Convention 2004
- ♣ Cambridge Institute "Construction Claims Under Georgia Law", 1988
- ♣ Claims Seminar State of Tennessee, 1993
- ♣ Claims Seminar - Georgia Institute of Technology - Construction Management Graduate Studies Program, 1992, 1993, 1994, 1995
- ♣ GSA Force Protection Seminar for City of Atlanta, 2002

Michael Tomy, RA, CDT, Cal-EMA, UL, ATF, NFPA  
 President Craven House Design

Summary :

Mr. Tomy's resume illustrates much about his personality as a success orientated active participant in life's activities. From my early Military carrier as an Officer, Combat Pilot and voluntary combat service with the 5th Special Forces attached to the CIA always pushing the envelope. I educated and protected my men serving with me, likewise as an instructor Pilot teaching and developing flight and combat techniques. Later becoming a successful Architect and Vice president with one of the top 10 Firms in the Country, but still mentoring both individuals and

teams to become better at whatever their skill sets were. I have a strong commitment to give back to the community as a responsibility of the success in my profession as illustrated by the numerous boards I have chaired over my carrier. This commitment is further illustrated by my dedication to historic architecture preservation in practice as well actively spending over two years in the renovation of the historical property we presently occupy.

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Electronic Signature  
Agreement

I agree.

---

Electronic Signature

Michael D Tomy

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Tourism Development Advisory Committee

*\*Note: Members of planning-related boards are required to take six hours of introductory training within their first year of service and three hours every year thereafter.*

Applicant Information

First Name Joanne

Last Name Parrish

Home address

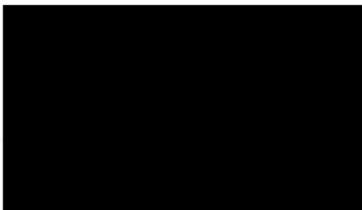


City Beaufort

State SC

Zip 29902

Day Phone Number



Email Address

If you do not reside in the City of Beaufort, do you

*Field not completed.*

Business address

*Field not completed.*

Business hours

*Field not completed.*

Statement of qualifications and interest  
Previously, I have worked in the hospitality industry as a food server and a restaurant manager. Currently, I'm employed locally by a nationally owned hospice organization. All of my previous and current positions are customer service oriented. Beaufort is my home now for nearly 4 years and I'd like to contribute to its progress. I believe there is great potential to expand on tourism here as the Low Country continues to grow. I've included my Linked In connection if you wish to review my profile. Thanks for your consideration!

Please Enter Basic Resume Information Below  
[https://www.linkedin.com/in/joanne-parrish-26b88817?lipi=urn%3Ali%3Apage%3Ad\\_flagship3\\_profile\\_view\\_base\\_contact\\_details%3BFETkqqNRHKPgRarx19NLg%3D%3D](https://www.linkedin.com/in/joanne-parrish-26b88817?lipi=urn%3Ali%3Apage%3Ad_flagship3_profile_view_base_contact_details%3BFETkqqNRHKPgRarx19NLg%3D%3D)

I agree.

Joanne Parrish

**Traci Guldner**

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**From:** noreply@civicplus.com  
**Sent:** Thursday, March 6, 2025 10:42 AM  
**To:** Traci Guldner  
**Subject:** Online Form Submittal: City of Beaufort Board and Commission Application

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

### City of Beaufort Board and Commission Application

Select the board, commission or committee you are interested in applying for. You can choose more than one board.

Zoning Board of Appeals (ZBOA)\*

*\*Note: Members of planning-related boards are required to take six hours of introductory training within their first year of service and three hours every year thereafter.*

#### Applicant Information

First Name Patrick

Last Name McMichael

Home address

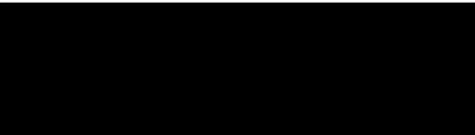


City Beaufort, SC

State SC

Zip 29902

Day Phone Number



Email Address

If you do not reside in the City of Beaufort, do you

*Field not completed.*

Business address



|                                             |                                                                                                                                                                |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business hours                              | Broad River Construction                                                                                                                                       |
| Statement of qualifications and interest    | Lifetime Beaufort resident and owner of Broad River Construction since 2001. Intimately familiar with all aspects of development and residential construction. |
| Please Enter Basic Resume Information Below | Beaufort Academy 1986, USC Columbia 1992. Owner of Broad River Construction since inception in 2001.                                                           |
| Electronic Signature Agreement              | I agree.                                                                                                                                                       |
| Electronic Signature                        | Patrick McMichael                                                                                                                                              |

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**CITY OF BEAUFORT**  
DEPARTMENT REQUEST FOR CITY COUNCIL AGENDA ITEM

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**TO:** CITY COUNCIL **DATE:** 4/2/2025  
**FROM:** Raul Dominguez, CIP Director  
**AGENDA ITEM TITLE:** Capital Improvement Projects Update  
**MEETING DATE:** 4/8/2025  
**DEPARTMENT:** City Managers Office

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**BACKGROUND INFORMATION:**

CIP Director Raul Dominguez will provide a brief update on ongoing and completed Capital Projects including an update from the engineers on the Pigeon Point Landing Master Plan. This presentation is for informational purposes only at this time, and the design team and city staff will continue working with the public for additional input before bringing an actual master plan proposal to Council at the May 27, 2025 CIP Quarterly Worksession.

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**PLACED ON AGENDA FOR:** *Discussion*

**REMARKS:**

**ATTACHMENTS:**

| Description        | Type            | Upload Date |
|--------------------|-----------------|-------------|
| CIP Monthly Report | Backup Material | 4/2/2025    |



**CITY OF BEAUFORT**  
1911 Boundary Street  
BEAUFORT, SOUTH CAROLINA 29902

April 3, 2025

To: Council  
From: Raul Dominguez  
Re: Project Update

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**Projects Under Construction:**

- **Allison Road-** Puch list walk completed 3/26/25, items found were forwarded to contractor for resolution and repairs. Final walk for project closure scheduled for 4/9/25.
- **Washinton Street Park-** Concrete work for the pavilion, basketball half court to get underway soon.
- **Windows 500 Carteret-** Windows have been ordered, there is a 6-week lead time before their arrival.
- **Pigeon Point Landing-** Temporary floating docks have been installed project complete the landing is now ready for use.
- **Battery Shores Paving-** Complete
- **Battery Shores Drainage-** Awaiting final permit from CZC (Coastal Zone Consistency)

**Projects in Design & Review:**

- **Duke St.-** Staff is awaiting a response from SCDOT for an onsite meeting to go over sight line concerns.
- **The Point Drainage-** Drawings are BJWSA for their review and comments. No update from BJWSA
- **King Street-** Final permits been received staff working with Engineers for bid package.
- **Bayard-** Staff still coordinating efforts with engineers and stakeholders
- **Port Republic, Waterfront Park Facia, Relieving Platform, Pigeon Point Stormwater -** All projects still working thru design.



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**CITY OF BEAUFORT**  
**DEPARTMENT REQUEST FOR CITY COUNCIL AGENDA ITEM**

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**TO:** CITY COUNCIL **DATE:** 4/2/2025  
**FROM:** JJ Sauve, Deputy City Manager  
**AGENDA ITEM TITLE:** 2026-2028 Strategic Plan  
**MEETING DATE:** 4/8/2025  
**DEPARTMENT:** City Managers Office

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*BACKGROUND INFORMATION:*

The 2026-28 City of Beaufort Strategic Planning Retreat was held February 24-26, 2025 at the Beaufort County Black Chamber of Commerce building. The retreat was facilitated by William Stipp, MPA of BridgeGroup LLC Management Consulting. Attached to this agenda is the rough draft of the text of the new strategic planning document for review.

Staff requests that Council review the draft and provide comment at this meeting, and a final draft will be presented to Council in May or June for formal adoption.

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*PLACED ON AGENDA FOR: Discussion*

**REMARKS:**

**ATTACHMENTS:**

| Description             | Type            | Upload Date |
|-------------------------|-----------------|-------------|
| Strategic Plan Elements | Backup Material | 4/3/2025    |

## Vision

A city encouraging public confidence in an environment of economic opportunities and affordable livability, transparent and responsive government, and resiliency in the face of weather and climate related impacts. A thriving and diverse city that honors its history while enhancing the quality of life for its citizens, sustaining responsible growth, and maintaining harmony between the built and natural environment.

## Mission

The mission of the City of Beaufort is to provide responsive governance and efficient and courteous service with professionalism and integrity.

### 1. A Safe & Vibrant City

The City of Beaufort will maintain our authenticity while building a safe and equitable City. Beaufort will pursue affordable livability for all segments of the population, through the provision of responsive public safety, and improved public spaces.

**Guiding Principle 1.1:** Preserve and enhance the historic and cultural identity/resources that reflect the values and traditions of our community. We support and promote cultural activities that reflect our historic legacy.

**Guiding Principle 1.2:** Support and create partnerships with public/private educational institutions and local school leadership. Encourage multi-generational development programs and recreational opportunities.

**Guiding Principle 1.3:** Enhance our connections with neighborhoods throughout the city through focused outreach and strategic utilization of various communication methods. We should celebrate our accomplishments through focused outreach to the residents.

**Guiding Principle 1.4:** Promote public safety process improvements and innovative programs that ensure a safe community.

**Guiding Principle 1.5:** Foster and support initiatives and evaluate community policies, programs, gathering places, and events that promote healthy and quality lifestyles for our demographically diverse community.

**Guiding Principle 1.6:** Foster citywide initiatives, policies and city codes that support a clean, well-maintained, and sustainable community.

**Guiding Principle 1.7:** Explore innovative transportation policies, projects, and plans to better accommodate patterns of movement for a growing population

**2026-2028 Strategic Plan Core Elements**

| <b>Initiative</b>                                                                                                                                                      | <b>New/Legacy</b> | <b>Guiding Principle</b> | <b>Primary Department</b>    | <b>FY Start</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------------|------------------------------|-----------------|
| Develop an effective MOU with the NPS to ensure preservation and continued enjoyment for all of Reconstruction Era National Historic Park                              | Legacy            | GP 1.1                   | Downtown Operations          | FY26            |
| Engage Beaufort County and BCSD administration to assess interest and feasibility of joint use, maintenance, and improvements agreements at identified municipal parks | Legacy            | GP 1.5                   | Public Works                 | FY26            |
| Evaluate and report recommendations on increasing family and consumer access to the downtown area                                                                      | Legacy            | GP 1.5                   | Downtown Operations          | FY26            |
| Assess and provide recommendations on feasibility and funding options for Municipal Historic Preservation Incentive and Grant Programs                                 | Legacy            | GP 1.1                   | Community Development        | FY26            |
| Expand the existing summer police explorer and internship programs to include year-round programming                                                                   | Legacy            | GP 1.4                   | Police Department            | FY26            |
| Develop a report with recommendations on increasing downtown pedestrian traffic during identified critical time periods by local families                              | Legacy            | GP 1.5                   | Downtown Operations          | FY26            |
| Develop a long-term plan for rehabilitating and maintaining the Waterfront Park and Marina infrastructure                                                              | Legacy            | GP 1.1                   | Capital Improvements Program | FY26            |
| Engage with LCOG and Palmetto Breeze to complete the Northern Beaufort Transit Master Plan                                                                             | Legacy            | GP 1.7                   | Community Development        | FY26            |
| Update Codes and Regulations for Parks and Playgrounds                                                                                                                 | New               | GP 1.6                   | Public Works                 | FY26            |

## 2026-2028 Strategic Plan Core Elements

|                                                                                     |     |        |                       |      |
|-------------------------------------------------------------------------------------|-----|--------|-----------------------|------|
| Implement full-time Emergency and Risk Management Program                           | New | GP 1.4 | City Manager's Office | FY26 |
| Explore Short Term Rental Ordinance update and CAP zoning                           | New | GP 1.1 | Community Development | FY26 |
| Partner with regional organizations to develop a plan addressing Housing Insecurity | New | GP 1.5 | Community Development | FY27 |
| Explore development incentives for increasing family and youth entertainment        | New | GP 1.5 | Community Development | FY27 |
| Engage the County to invest in active parks within and adjoining the city           | New | GP 1.6 | Public Works          | FY27 |

### 2. Manage Infrastructure, Growth & Protect Natural Resources

The City of Beaufort will preserve its unique character and charm while planning for future growth and addressing climate-related challenges. The City will assess environmental, municipal, regional, and private sector constraints that influence growth, identify key commercial and residential areas that need attention, and encourage balanced development through annexation, infill, and the upkeep of City-owned infrastructure.

**Guiding Principle 2.1:** Establish routine and industry best practice maintenance guidelines to monitor the efficiency and operability of current below and above grade infrastructure and facilities.

**Guiding Principle 2.2:** Identify programs, technologies, or resources to complement current operational practices that ensure the sustainability of existing infrastructure and facilities.

**Guiding Principle 2.3:** Establish long-term planning, prioritization and investment strategies for future infrastructure and facilities that improve the quality of life for residents while being financially sustainable.

**Guiding Principle 2.4:** Manage and encourage infill development to provide for use of current built infrastructure and promote housing and economic development diversity.

**Guiding Principle 2.5:** Manage annexation through strategic partnerships and acquisitions within growth boundaries, consistent with the comprehensive plan, that grow the city's tax base and/or enhance the quality of life and opportunities for residents.

## 2026-2028 Strategic Plan Core Elements

**Guiding Principle 2.6:** Plan for climate change and sea level rise by designing, engineering, and implementing infrastructure improvements.

**Guiding Principle 2.7:** Maintain a development code that balances quality of life for residents, authenticity of the City, and that fosters smart growth

| Initiative                                                                                                            | New/Legacy | Guiding Principle | Primary Department    | FY Start |
|-----------------------------------------------------------------------------------------------------------------------|------------|-------------------|-----------------------|----------|
| Take a pro-active approach to coordination with Beaufort County in finalizing a Lady's Island Master Plan             | Legacy     | GP 2.3            | Community Development | FY26     |
| Develop a project plan and complete a full update of the Comprehensive Plan                                           | Legacy     | GP 2.3            | Community Development | FY27     |
| Develop a cost/benefit assessment procedure for annexation requests                                                   | Legacy     | GP 2.5            | Community Development | FY26     |
| Complete ongoing development code edits to more accurately reflect best practices and current priorities during FY 26 | Legacy     | GP 2.7            | Community Development | FY26     |
| Evaluate and Implement Smart Growth Strategies                                                                        | New        | GP 2.3            | Community development | FY27     |

### 3. Economic Development & Innovation

The City of Beaufort will strengthen and diversify its economy, and build employment opportunities, through partnerships and innovation. We will support existing businesses and recruit new businesses as we promote balanced land use, support diverse tourism, and remain an authentic hometown.

**Guiding Principle 3.1:** Ensure development services are continually streamlined, efficient, customer focused and responsive to support new growth, local economic development, and the long-term success of existing local businesses.

**Guiding Principle 3.2:** Continually update and refine a long-range planning that incorporates resident and stakeholder input to provide a road map for community design, strategic economic development, infrastructure, and budget planning.

**Guiding Principle 3.3:** Focus on strategic and targeted economic development pursuits that strive to increase local jobs, generate additional revenues, and support the needs of a growing community.

## 2026-2028 Strategic Plan Core Elements

**Guiding Principle 3.4:** In collaboration with civic partners, nurture and support existing businesses, educational partners, and entrepreneurial efforts in the city.

**Guiding Principle 3.5:** Employ economic development strategies that invest in public amenities and infrastructure to enhance our quality of life and thereby drive economic growth.

**Guiding Principle 3.6:** Encourage diverse housing concepts that target a wide variety of options (e.g. types, price ranges, sizes, ownership/rental, and styles) through strategic partnerships and enhanced ordinances/policies.

| Initiative                                                                                                                     | New/Legacy | Guiding Principle | Primary Department    | FY Start |
|--------------------------------------------------------------------------------------------------------------------------------|------------|-------------------|-----------------------|----------|
| Implement Open for Business Tiger Team Phased Recommendations                                                                  | New        | GP 3.3            | Downtown Operations   | FY26     |
| Evaluate and make recommendations on feasible development code exceptions for the facilitation of affordable workforce housing | New        | GP 3.6            | Community Development | FY 26    |

### 4. Fiscal Sustainability

City of Beaufort will maintain a stable financial environment that is transparent and that ensures outstanding public services. The city will implement innovative and responsible policies to effectively manage its fiscal and human resources. Business practices will be efficient, business friendly and ensure exceptional customer service to all stakeholders and citizens.

**Guiding Principle 4.1:** Implement business processes and operational efficiencies to streamline the cost of government including the examination and identification of cost of services and cost recovery policies.

**Guiding Principle 4.2:** Implement financial initiatives that allow the city to proactively recruit, plan for, maximize, and retain top human resources.

**Guiding Principle 4.3:** Implement innovative technology initiatives to support city business processes, customer service and encourage private development investment.

**Guiding Principle 4.4:** Create and pursue opportunities for collaboration and regional partnerships to maximize resources and address regional issues.

## 2026-2028 Strategic Plan Core Elements

**Guiding Principle 4.5:** Implement, leverage and seek diverse revenue sources that withstand and adapt to changing economic conditions.

| Initiative                                                                                                                                                                      | New/Legacy | Guiding Principle | Primary Department    | FY Start |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------|-----------------------|----------|
| Develop and implement a Comprehensive Fiscal Policies and Controls Manual                                                                                                       | Legacy     | GP 4.1            | Finance               | FY26     |
| Complete and adopt a strategic plan for Information Technology and Geographic Information Services management                                                                   | Legacy     | GP 4.3            | City Manager's Office | FY26     |
| Formalize operating agreements with strategic partners, to include the Beaufort County Economic Development Corporation and the Beaufort Digital Corridor and others as needed. | Legacy     | GP 4.4            | City Manager's Office | FY26     |
| Develop Asset Management Plan                                                                                                                                                   | New        | GP 4.1            | Finance               | FY26     |
| Develop Recession Contingency Plan                                                                                                                                              | New        | GP 4.5            | Finance               | FY26     |
| Evaluate Cost of Service Delivery                                                                                                                                               | New        | GP 4.1            | Finance               | FY27     |
| Evaluate Divestiture of Real Properties                                                                                                                                         | New        | GP 4.1            | City Manager's Office | FY26     |

### 5. Organizational Excellence

City of Beaufort is a responsive, transparent, and efficient organization that engages its citizens, visitors and business stakeholders. We shall integrate technologies which enhances the execution of City functions, staff the organization with highly qualified diverse personnel, and provide municipal education opportunities for boards, commissions and citizens.

**Guiding Principle 5.1:** Establish clear management expectations for all employees and volunteers of the city.

**Guiding Principle 5.2:** Develop initiatives to improve communication and transparency for city employees.

**Guiding Principle 5.3:** Create and maintain a culture of ownership by empowering employees to make decisions. Ensure employees have the necessary intellectual and physical resources to perform their jobs and provide excellent customer service efficiently and effectively.

## 2026-2028 Strategic Plan Core Elements

**Guiding Principle 5.4:** Implement programs and develop projects that create a professional, safe, value-oriented, accountable, and responsive work environment with opportunities for education, advancement, and job fulfillment for all employees and volunteers.

**Guiding Principle 5.5:** Implement and evaluate opportunities to foster employee engagement in meaningful ways that strengthen internal relationships while celebrating accomplishments.

**Guiding Principle 5.6:** Engage in legislative advocacy with County, State and Federal entities to proactively advance and protect the interests and quality of life for our residents, businesses and visitors.

| Initiative                                                                                                                                                  | New/Legacy | Guiding Principle | Primary Department    | FY Start |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------|-----------------------|----------|
| Update the Council SOP Manual to reflect specific duties and procedures of all applicable appointed Boards and Commissions                                  | New        | GP 5.4            | City Manager's Office | FY26     |
| Establish a professional development program for Council appointed Boards and Commissions based on the new Council SOP Manual and other available resources | Legacy     | GP 5.1            | City Manager's Office | FY26     |
| Implement First Line Supervisor and Executive/Leadership Development Program                                                                                | New        | GP 5.3            | Human Resources       | FY26     |
| Develop City-Wide Key Performance Metrics                                                                                                                   | New        | GP 5.1            | City Manager's Office | FY26     |
| Develop and implement a process for determining annual political advocacy resolutions                                                                       | Legacy     | GP 5.6            | City Manager's Office | FY26     |



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**CITY OF BEAUFORT**  
DEPARTMENT REQUEST FOR CITY COUNCIL AGENDA ITEM

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**TO:** CITY COUNCIL **DATE:** 4/2/2025  
**FROM:** Philip Cromer, Mayor  
**AGENDA ITEM**  
**TITLE:** Placing a moratorium on development  
**MEETING**  
**DATE:** 4/8/2025  
**DEPARTMENT:** City Managers Office

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*BACKGROUND INFORMATION:*

The Mayor would like to discuss placing a moratorium on development until the Beaufort Development Code changes have been implemented.

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*PLACED ON AGENDA FOR: Discussion*

**REMARKS:**



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## CITY OF BEAUFORT

### DEPARTMENT REQUEST FOR CITY COUNCIL AGENDA ITEM

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**TO:** CITY COUNCIL **DATE:** 8/15/2024  
**FROM:** Nate Farrow - Public Works Director  
**AGENDA ITEM TITLE:** Parks & Trees Advisory Commission  
**MEETING DATE:** 4/8/2025  
**DEPARTMENT:** City Managers Office

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*BACKGROUND INFORMATION:*

The Parks & Trees Advisory Commission (PTAC), at its May 23, 2024 meeting, presented a request to staff for consideration to modify their duties and responsibilities. These duties and responsibilities are currently governed by the *City of Beaufort Code of Ordinances, Part 3, Chapter 3, Park[s] and Tree Advisory Commission*.

A copy of the current code sections governing PTAC activities is attached. Also attached is the request for changes from PTAC.

Summary of Requested Changes to Responsibilities:

- Delete responsibility of maintaining and updating an urban forestry plan for the City.
- Delete responsibility for maintaining requisite data for recertification by the Arbor Day Foundation of the city as a Tree City USA.
- Provide the City Manager, upon request, an assessment of city parks, making recommendations for improvements, decommissioning, and/or the commissioning of parks and open spaces within the city.
- Recommend prioritized allocation of city's tree fund account on an annual basis.

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***PLACED ON AGENDA FOR:*** Discussion

**REMARKS:**

Information is presented for discussion. Following discussion, staff will draft desired edits to the applicable sections of code and bring forward for approval at a subsequent regular meeting of City Council.

**ATTACHMENTS:**

| Description | Type | Upload Date |
|-------------|------|-------------|
|-------------|------|-------------|

PTAC Request  
Section 3-3001 to 3-3008

Backup Material  
Backup Material

8/15/2024  
8/15/2024



City of Beaufort Parks and Trees Advisory Commission  
Request to Beaufort City Council  
Presented March 28<sup>th</sup>, 2024  
Approved by PTAC May 23<sup>rd</sup>, 2024

We request that statute Chapter 3- Parks and Tree Advisory Commission, Sec. 3-3005- Duties and Responsibilities be amended as Follows:

Existing Language:

It shall be the responsibility of the commission to maintain and periodically update an urban forestry management plan for the city. The management plan shall define the species of trees to be utilized as street, easement, right-of-way, and park trees when appropriate. It will specify the best practices and horticultural requirements for the planting, maintenance and preservation of said trees. It shall provide the city manager, as requested, with an assessment of the city parks and will make recommendations as to improvements, decommissioning, and/or the commissioning of parks and public open spaces within the city. It shall be responsible for the planning of the Annual Arbor Day celebration and will recommend necessary procurements. It will be responsible for the maintenance of the requisite data for recertification by the Arbor Day Foundation of the city as a Tree City USA. It shall make recommendations to the city council for the prioritized allocation of monies from within the city's tree fund account on an annual basis.

Proposed changes:

~~It shall be the responsibility of the commission to maintain and periodically update an urban forestry management plan for the city. The management plan shall define the species of trees to be utilized as street, easement, right-of-way, and park trees when appropriate. It will specify the best practices and horticultural requirements for the planting, maintenance and preservation of said trees. It shall provide the city manager, as requested, with an assessment of the city parks and will make recommendations as to improvements, decommissioning, and/or the commissioning of parks and public open~~

spaces within the city. It shall be responsible for the planning of the Annual Arbor Day celebration and will recommend necessary procurements. ~~It will be responsible for the maintenance of the requisite data for recertification by the Arbor Day Foundation of the city as a Tree City USA.~~ It shall make recommendations to the city council for the prioritized allocation of monies from within the city's tree fund account on an annual basis.

Final: It shall provide the city manager, as requested, an assessment of the city parks and will make recommendations as to improvements, decommissioning, and/or the commissioning of parks and open spaces within the city. It shall be responsible for the planning of the Annual Arbor Day celebration and will recommend necessary procurements. It shall make recommendations to the city council for the prioritized allocation of monies from within the city's tree fund account on an annual basis.

Rationale:

1. There is not and has never been a City of Beaufort Urban Forestry Plan. There may be some interest on the part of the City of Beaufort in creating such a plan, but it will be the work of years not months.
2. Only city employees have access to the city database that includes the required information for the Tree City recertification reports. PTAC is not able to alter or maintain information in the city databases.

Chairwoman, Barbara Farris called a motion to approve requested changes, with Vice chairwoman, Tamala Conner as the 1<sup>st</sup> and Gordon Fritz as the 2<sup>nd</sup>.

## **CHAPTER 3. PARK[S] AND TREE ADVISORY COMMISSION<sup>1</sup>**

### **Sec. 3-3001. Definitions.**

*Street trees* are herein defined as all woody vegetation located in the right-of-way of all publicly-owned streets within the city.

*Park trees* are herein defined as all woody vegetation which is located in publicly-owned parks and open spaces within the city.

(Ord. No. O-10-14, 4-22-14)

### **Sec. 3-3002. Creation and establishment of board.**

There is hereby created and established the parks and tree advisory commission for the city, which shall consist of five (5) members who are either residents of the City of Beaufort, own property within the city, or either hold or are associated with a business that holds a current City of Beaufort business license. Members shall be appointed by the city council. The park and tree advisory commission shall include two (2) master gardeners or landscapers, one (1) design professional/landscape architect, and two (2) citizen representatives. If a design professional is not available, the commission may utilize the services of a city approved certified arborist.

(Ord. No. O-10-14, 4-22-14; Ord. No. O-16-21, 11-9-21)

### **Sec. 3-3003. Terms.**

All terms shall be for three (3) years. All terms will expire on June 30 of the applicable year. At the end of a term, city council may re-appoint a commission member for another term. Council retains the authority to remove any member of the commission for cause. In the event a vacancy occurs during the term of any member, a successor shall be appointed by city council and will serve out the remainder of the unexpired term. Terms shall be staggered.

(Ord. No. O-10-14, 4-22-14; Ord. No. O-16-21, 11-9-21)

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<sup>1</sup>Editor's note(s)—Ord. No. O-10-14, adopted April 22, 2016, repealed the former Ch. 3, §§ 3-3001—3-3010, and enacted a new Ch. 3 as set out herein. The former Ch. 3 pertained to the tree board and derived from Ord. No. O-05-83, §§ 1—9, adopted April 26, 1983; Ord. No. O-20-83, § 1, adopted Dec. 13, 1983; Ord. No. O-26-90, adopted Oct. 23, 1990; Ord. No. O-08-95, adopted May 22, 1995; Ord. No. O-43-01, adopted Sept. 25, 2001; and Ord. No. O-25-04, adopted Sept. 14, 2004.

Cross reference(s)—Protection of trees, § 3-1010; protection of trees in parks, § 3-2001(a).

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### **Sec. 3-3004. Compensation.**

Members of the commission shall serve without compensation. Members may be reimbursed for actual expenses incurred in the performance of their duties from available funds approved in advance by the administrator.

(Ord. No. O-10-14, 4-22-14)

### **Sec. 3-3005. Duties and responsibilities.**

It shall be the responsibility of the commission to maintain and periodically update, an urban forestry management plan which supplements and corresponds with the comprehensive plan for the city. The management plan shall define the species of trees to be utilized as street, easement, right-of-way, and park trees when appropriate. It will specify the best practices and horticultural requirements for the planting, maintenance and preservation of said trees. It shall provide to the city manager, as requested, an assessment of the city parks and will make recommendations as to improvements, decommissioning, and/or the commissioning of parks and public open spaces within the city. It shall be responsible for the planning of the annual Arbor Day celebration and will recommend necessary procurements. It will be responsible for the maintenance of the requisite data for recertification by the Arbor Day Foundation of the city as a Tree City USA. It shall make recommendations to the city council for the prioritized allocation of monies from within the city's tree fund account on an annual basis.

(Ord. No. O-10-14, 4-22-14; Ord. O-19-19, 11-12-19)

### **Sec. 3-3006. Operation.**

The commission shall elect a chairperson and a vice-chairperson from its members who shall serve for one (1) year or until reelected, or until a successor is elected. A simple majority of the available members shall constitute a quorum for the transaction of business. All meetings of the commission shall be open to the public. Commission members may attend any regular, special, or emergency meeting of the commission by telephonic or other electronic means, and shall be considered present for all purposes, if the meeting has been properly noticed, and all commission members and members of the public can hear the public proceedings and be heard. Any number of commission members, including all, may attend telephonically or by other electronic means. Commissioners in attendance by telephonic or other electronic means shall have all rights, including, but not limited to, the right to make motions, second motions, and discuss and vote on all matters under consideration by the commission. All procedural rules of the commission shall be revised in order to permit and allow for electronic meetings.

(Ord. No. O-10-14, 4-22-14; Ord. No. O-14-20, § 6, 6-9-20; Ord. No. O-16-21, 11-9-21)

### **Sec. 3-3007. Reserved.**

Editor's note(s)—Ord. No. O-19-19, adopted November 12, 2019, repealed § 3-3007, which pertained to accessory duties and derived from Ord. No. O-10-14, April 22, 2014.

### **Sec. 3-3008. Review by city council.**

The city council shall have the right to review the conduct, acts and decisions of the park[s] and tree advisory commission. Any person may appeal any ruling of the commission to the city council who may hear the matter and make final disposition of same.

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(Ord. No. O-10-14, 4-22-14)

**Secs. 3-3009—3-3099. Reserved.**

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(Supp. No. 73)

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