

A RESOLUTION ADOPTING THE GOALS AND PRIORITIES OF THE TOWN OF AWENDAW TOWN COUNCIL AS A STRATEGIC PLAN FOR FISCAL YEAR 2026-2027.

WHEREAS, a strategic plan consisting of the priorities of the Town is needed to guide the budget process and ensure that the Council clearly communicates its priorities to town staff and the public; and

WHEREAS, the Town Council conducted a goal-setting session on February 26, 2026, to determine its goals and priorities as its strategic plan; and

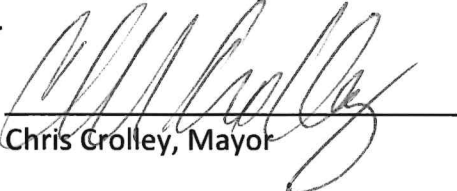
WHEREAS, the Town Council identified seventeen priorities within five broader categories and desires to adopt these priorities as its strategic plan; and

WHEREAS, the Town Administrator is directed to use the listed items to measure progress towards reaching the council's goals and provide performance reports; and

WHEREAS, the Town Council hereby adopts as its strategic plan the priorities noted in the attachment, "Town of Awendaw Strategic Goals" in Exhibit A.

NOW, THEREFORE, BE IT RESOLVED, by the Town Council of the Town of Awendaw, South Carolina, duly assembled, that Exhibit A is listed in priority and is a clear and accurate representation of the will of the council.

SIGNED AND SEALED this 17th day of April, 2026, having been duly adopted by the Town Council for the Town of Awendaw on the 2nd day of April, 2026.

Signed: 
Chris Crolley, Mayor

Witness: 
Katharine E. Watkins, Town Administrator

Exhibit A
Town of Awendaw Strategic Goals

A. Top Priorities

Strengthen Town Hall Operations and Facilities

- Complete phased improvements to Town Hall, including sound panels, council microphones and speakers, a new podium, energy-efficient windows, renovated bathrooms, insulation, a dehumidifier, and surge protection.
- Engage an accounting firm to provide monthly financial reconciliation and strengthen fiscal oversight.
- Review and update the 2024 operational assessment to confirm that the town's administrative structure, staffing, and resources align with current needs.

Modernize Water Department Operations

- Conduct a comprehensive assessment of the Water Department, including the billing system, customer service processes, and operational workflows.
- Complete a water rate study to ensure long-term financial sustainability and fairness.
- Develop and implement standardized procedures for water connections and service requests.
- Hire a Utility Manager to improve service delivery, strengthen compliance, and increase operational efficiency.

B. Medium Priorities

Expand Community Capacity and Regulatory Readiness

- Establish a volunteer organization to leverage resident expertise and support town initiatives and projects.
- Adopt a housing program ordinance to ensure compliance with state statutory requirements.
- Identify and engage subject-matter experts to advise on zoning and land-use regulation updates.

C. Low Priorities

Strengthen Community Engagement and Partnerships

- Support or create community events such as a farmers and floral market or a 5K to build civic engagement.
- Identify community needs and develop a plan to address them through partnerships with nonprofits, businesses, and regional organizations.
- Build strong relationships with local, regional, state, and federal partners and create a strategy for maintaining those relationships.

Exhibit A
Town of Awendaw Strategic Goals

D. Low Priorities – Category 1

Improve Communication and Public Spaces

- Develop a quarterly printed newsletter to improve communication and reach residents who prefer non-digital formats.
- Enhance the grounds surrounding Town Hall, including the park and parking areas.
- Address deferred maintenance in town parks in coordination with the Municipal Park Board.

E. Low Priorities – Category 2

Improve Safety, Services, and Infrastructure

- Assess Town Hall security and implement improvements that make the building both safer and more welcoming. Explore creating a Community Resource Room with accessible town information.
- Improve security measures for the water system and related facilities.
- Evaluate all current town services—both in-house and contracted—and determine which services could be brought in-house to improve quality and responsiveness.
- Advance road and stormwater improvements to address infrastructure needs



Field Services Manager Goal Setting Facilitation

Preparing for the meeting

- Municipal Association staff ask council to be prepared to share their goals for the coming year so that these goals can be developed into an overall set that councilmembers can agree should be addressed during the year. There are no bad ideas. Examples include:
 - Projects
 - New services or service upgrades
 - Revenue sources
 - Capital expenditures
 - Service eliminations
 - Relationships
- The timing of the meeting is typically held to identified goals and incorporate them into an upcoming budget.
- Local municipal staff should distribute the agenda and give proper notice to the media.
- Prepare meeting space with tables and chairs in a horseshoe arrangement. Have items such as pens or pads available on the tables. Name plates can be helpful, but assigned seating is not necessary. Consider providing snacks and drinks as well.



Starting the meeting

- The facilitator will provide an introduction.
- The facilitator will also outline the meeting process and ask council to agree to the planning process before starting.

Compiling ideas

- The facilitator will go around the room asking each councilmember to identify one idea or goal the councilmember would like to pursue in the coming year. This is a one-on-one exchange between the councilmember and facilitator. The facilitator may ask the councilmember questions to clarify the goal and how to best record the goal on the flip chart.
- This process will continue until all items appear to be documented on the flip chart. Typically, councilmembers begin “passing” at their turn or propose items that have already been expressed.
- Each task should be clear, concise and measurable — either a “yes” or “no” item, or quantifiable so that council and staff can determine if the item is achieved — and assigned to an individual, department, agency or organization with a timeline for completion.



Field Services Manager Goal Setting Facilitation

Ranking ideas

- Once the idea development is complete, the facilitator will ask council to privately rank the ideas. Councilmembers will likely need to move from their chair and walk up to review the flip chart sheets.
- The facilitator’s first request will be that each councilmember write down their three “must do” items in order. Once complete, the facilitator will go around the room and ask for each member’s “must do” items. Each member’s first “must do” will receive three points, each second “must do” will receive two points, and each third “must do” will receive one point.
- The three items receiving the highest number of points will become the goals that the city “must” accomplish for the upcoming year.
- The three top items are taken off the board and the facilitator will ask council to use a similar process to identify three “should do” items. These will be three things the municipality should do next year if it first accomplishes what it “must do.”
- The final stage of the ranking process will be to then identify three “could do” ideas.
- Council may end up with more than nine total items on the work plan because of voting ties.

Adopting the goals

- Municipal staff take the flip chart sheets and combine the “must do,” “should do” and “could do” items into a work plan consisting of tasks that are clear, specific and concise. Again, each item should be expressed in a manner that is measurable, will be delegated to an individual or department of the municipality for implementation and will be assigned a time line for completion.
- The work plan should be presented before council for adoption by resolution. At the end of the resolution, consider documenting the goals that did not make the must, should and could list. They can be listed as honorable mentions.

Contacting a Field Services Manager

Assigned a specific region in the state, the field services managers visit municipal officials to help address issues of local concern.

