

LEADER'S GUIDE

2016

WORKING DOCUMENT

Chairman and County Council



Beaufort County, South Carolina
February 2016



Lyle Sumek Associates, Inc.

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SECTION 1

LEADERSHIP AND STRATEGIC PLANNING WORKSHOP AGENDA

COUNTY COUNCIL OF BEAUFORT COUNTY
 ADMINISTRATION BUILDING
 BEAUFORT COUNTY GOVERNMENT ROBERT SMALLS COMPLEX
 100 RIBAUT ROAD
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D. PAUL SOMMERVILLE
 CHAIRMAN

GERALD W. STEWART
 VICE CHAIRMAN

COUNCIL MEMBERS

CYNTHIA M. BENSCH
 RICK CAPORALE
 GERALD DAWSON
 BRIAN E. FLEWELLING
 STEVEN G. FOBES
 ALICE G. HOWARD
 WILLIAM L. MCBRIDE
 STEWART H. RODMAN
 ROBERTS "TABOR" VAUX

GARY T. KUBIC
 COUNTY ADMINISTRATOR

JOSHUA A. GRUBER
 DEPUTY COUNTY ADMINISTRATOR
 SPECIAL COUNSEL

THOMAS J. KEAVENY, II
 COUNTY ATTORNEY

SUZANNE M. RAINEY
 CLERK TO COUNCIL

AGENDA
 COUNTY COUNCIL OF BEAUFORT COUNTY

LEADERSHIP AND STRATEGIC PLANNING WORKSHOP

February 11, 12 and 13, 2016

Bluffton Branch Library
 120 Palmetto Way, Bluffton

Thursday, February 11 (Day 1 of 3)
1:00 p.m.

1. OPENING REMARKS
 - A. D. Paul Sommerville, Council Chairman
2. PLEDGE OF ALLEGIANCE
3. COMMITTEE CHAIRMEN / FY 2016 RECAP / FY 2017 GOALS
 - A. Jerry Stewart, Chairman, Executive and Finance Committees
 - B. Brian Flewelling, Chairman, Natural Resources Committee
 - C. William McBride, Chairman, Community Services Committee
 - D. Gerald Dawson, Chairman, Public Facilities Committee
 - E. Stu Rodman, Chairman, Governmental Committee
4. COUNTY ADMINISTRATOR / GARY KUBIC / JOSHUA GRUBER
 - A. FY 2016 Recap / FY 2017 Outlook
5. DIRECTOR OF LIBRARY SERVICES / RAY MCBRIDE
 - A. FY 2016 Recap / FY 2017 Outlook

Friday, February 12 (Day 2 of 3)
8:30 a.m.

1. LOOKING TOWARD BEAUFORT COUNTY’S FUTURE: COUNCIL MEMBERS’ VIEW
 - A. Beaufort County Success in 2031: Discussion and Direction
 - B. Outcomes for 2016: Discussion
 - C. Personal Action Priorities for 2017

2. COUNCIL STRATEGIC DISCUSSION OF CRITICAL ISSUES
 - A. Tax Rates: 2017 Revenues
Mrs. Alicia Holland, CPA, Deputy County Administrator-Finance
 1. Beaufort County Government
 2. Beaufort County School District
 3. Fire Districts
 4. Elected Officials
 5. Technical College of the Lowcountry
 6. USC – Beaufort
 - B. Historic / Heritage Tourism: Vision / Direction / County Role / Strategy

3. PLAN 2016 – 2020
 - A. Discussion
 1. Goals for 2016 - 2020
 2. Review
 3. Priority for 2016
 - B. For Each Goal
 1. Objectives / Outcomes for 2020
 - (a) Review / Refinement
 - (b) Priority for 2016
 2. Challenges and Opportunities
 - (a) Review / Refinement
 - (b) Priority / Short Term
 3. Actions 2016: Status, Expectations / Activities / Committee / Priority

Saturday, February 13 (Day 3 of 3)
8:30 a.m.

1. PLAN 2016 – 2020: UPDATE
2. ACTION AGENDA 2016
 - A. Policy Agenda 2016
 1. “Top” Priority
 2. “High” Priority
 - B. Making the Strategic Planning Work for Beaufort County
 1. Mid-Year Workshop (After Budget)
 2. Status Reports from Committees: Monthly / Bi-Monthly / Quarterly
3. GOVERNANCE TOPICS: COUNTY COUNCIL IN ACTION
 - A. Discussion
 - B. Economic Development: Vision / Direction / Strategy
 - C. Direction / Actions
 - D. Retreat Review Post FY 2017 Adoption
4. FINAL COMMENTS
 - A. Chairman
 - B. Council Members
 - C. Lyle Sumek / Written Retreat Results / Timeline
5. ADJOURNMENT

ADD-ONS

The document(s) herein were provided to Council for information and/or discussion after release of the official agenda and backup items.

Topic: FY 2017 Administrative Objectives
Date Submitted: February 11, 2016
Submitted By: Gary Kubic
Venue: Council Annual Strategic Planning Session

FY 2017 Administrative Objectives

BEAUFORT COUNTY COUNCIL RETREAT
FEBRUARY 2016

Employee Recognition

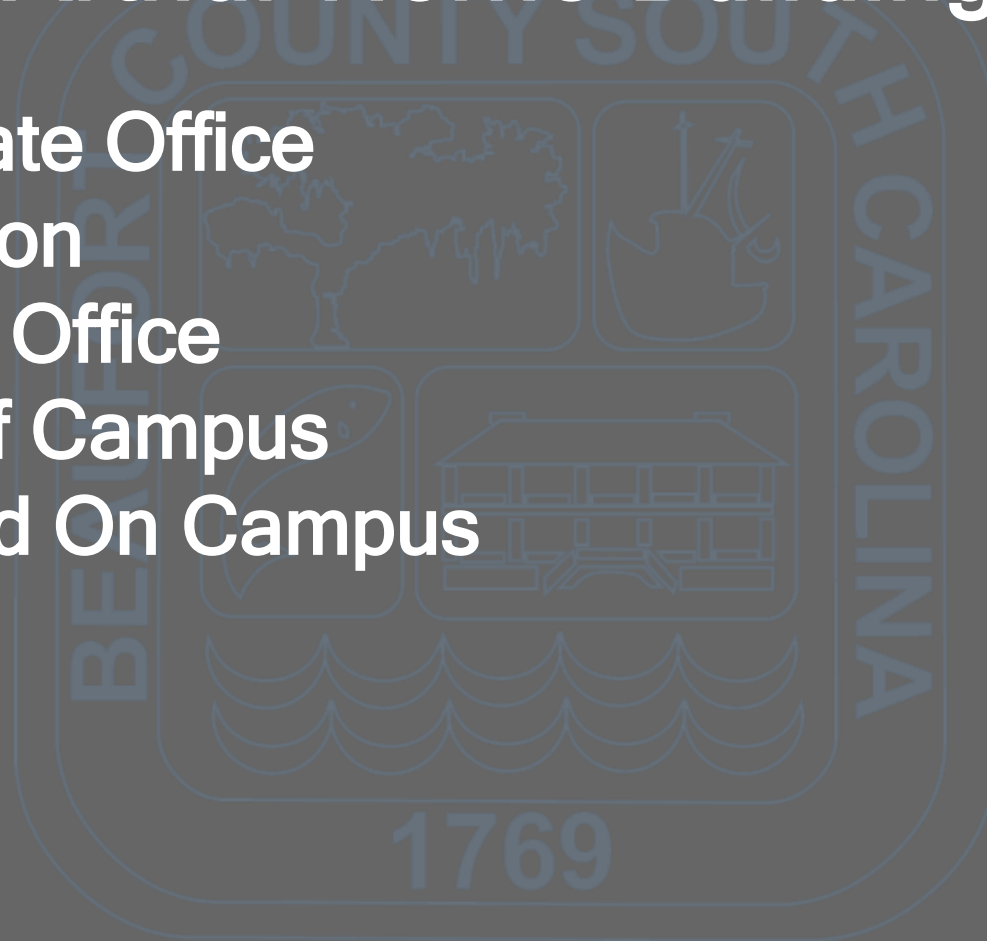
- **Cost of Living Increase**
 - a. 1% = +\$655,000
 - b. Determine % / FY 2017
- **Completion of the Salary Compensation Plan**
- **Updated Position Descriptions FY 2017**
- **Compensation Implementation FY 2018**

Hospitalization Delivery System

- Wells Fargo Workshop (prior March 1st)
- Review Topics:
 - a. Stay Fully Insured / Renew BCBS / 10% = \$1.4 million / FY 2017
 - b. Go Self Funding / Favorable Cost Difference to County
 - c. Bid Procurement Process
 - d. Join State Program
- Final Status Retiree Hospitalization Benefit

Arthur Horne Building

- Relocate Magistrate Office
- Relocate IT Division
- Relocate Probate Office
- Lease Space / Off Campus
- New or Renovated On Campus

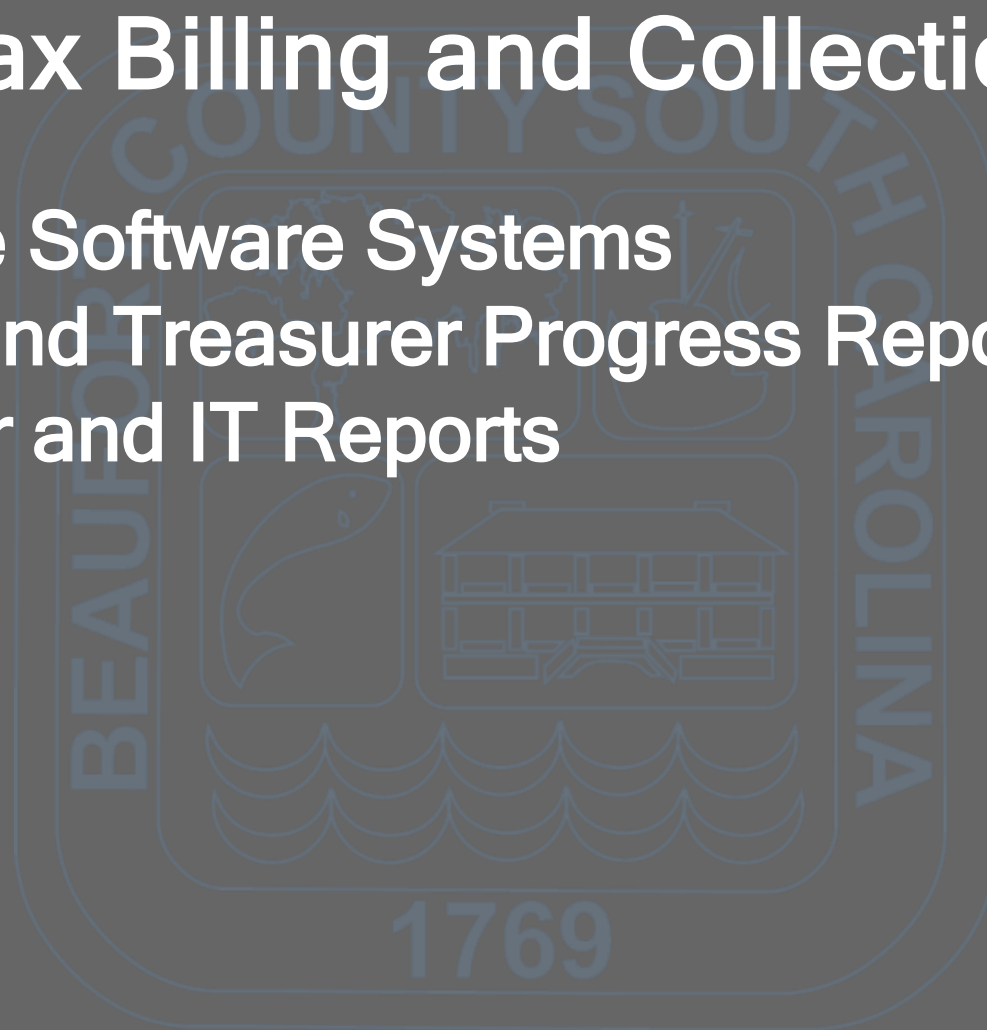


Campus Security / Analysis and Use of Magnetometers

- Administration Building
- Human Services Building
- Beaufort Industrial Village
- Myrtle Park Building
- HHI Government Center
- Burton Wells / Buckwalter Recreation Centers
- Libraries
- Disabilities and Special Needs

Property Tax Billing and Collection Services

- Review / Upgrade Software Systems
- Receive Auditor and Treasurer Progress Reports (July 1, 2015)
- Receive Assessor and IT Reports



What's in the Works

- Complete Impact Fee Review and Issue Findings
- Myrtle Park / Renovations / Economic Development
- Development Requirements for Tree Removal, Maintenance of Buffer and Tree Replantation
- Private Dirt Road Maintenance / Special Assessments
- Stormwater Maintenance Performance Audit
- IT Reorganization
- Create Formula Based Budgetary Procedures / Solicitor, Public Defender and Magistrate Offices
- Smoke-Free Campus
- CIP Sales and Use Tax or Local Option Sales and Use Tax

EMS

- One New Ambulance / \$304k
- One Additional QRV / Lady's Island
 - a. \$100k Fully Equipped Vehicle
 - b. \$280k / Four FTE's
- FY 2017 New Standards
 - a. Power Stretchers / \$40k each / Total \$480k
- Facility Development / Burton / Pritchardville (\$1 million)

Assessor

- Digitization with Records Management / 2 Million Bits of Information
- Projected Completion / FY 2017 - FY 2019
- Reassessment 2017 / Implementation 2018

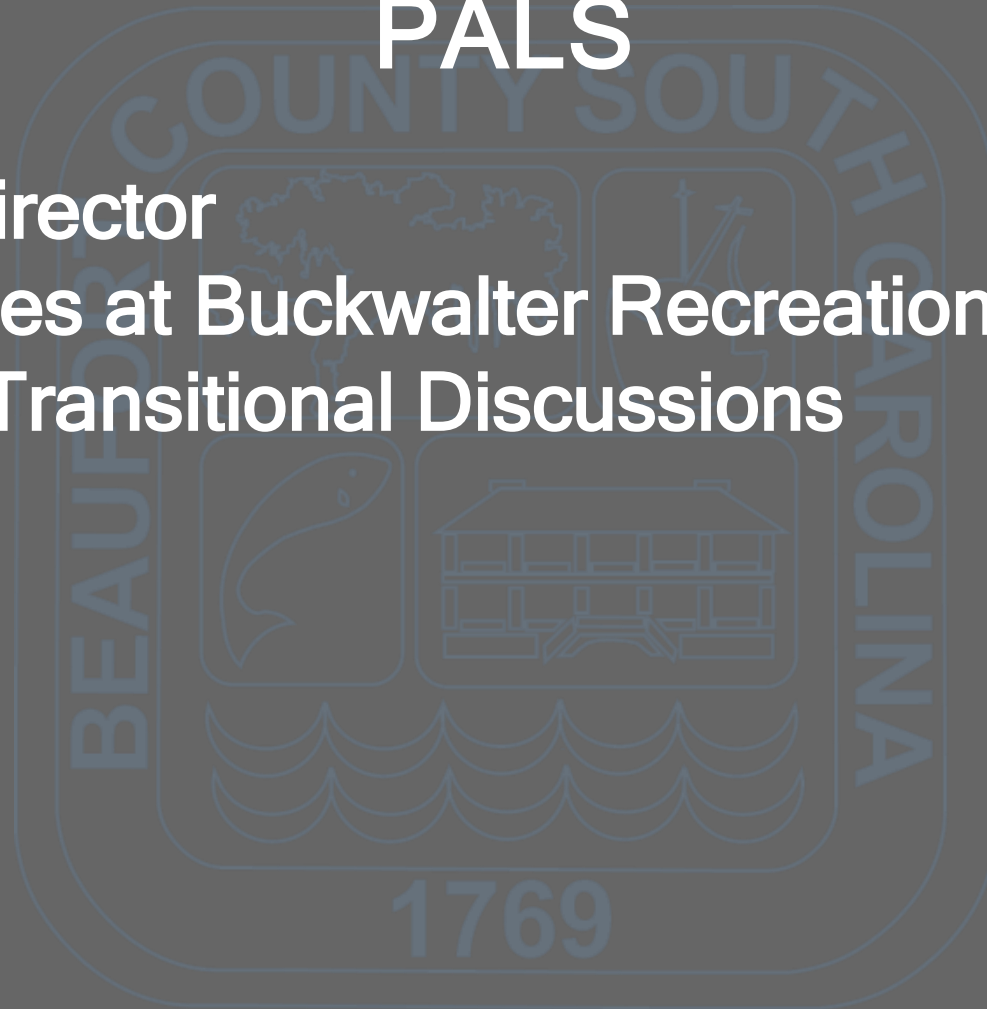


Airport Services

- Complete Settlement with Saint James Baptist Church / Establish Written MOU / Financial Partnership with Town of HHI
- Continue FAA Public Safety Improvements
- Lady's Island Private Hangar Development

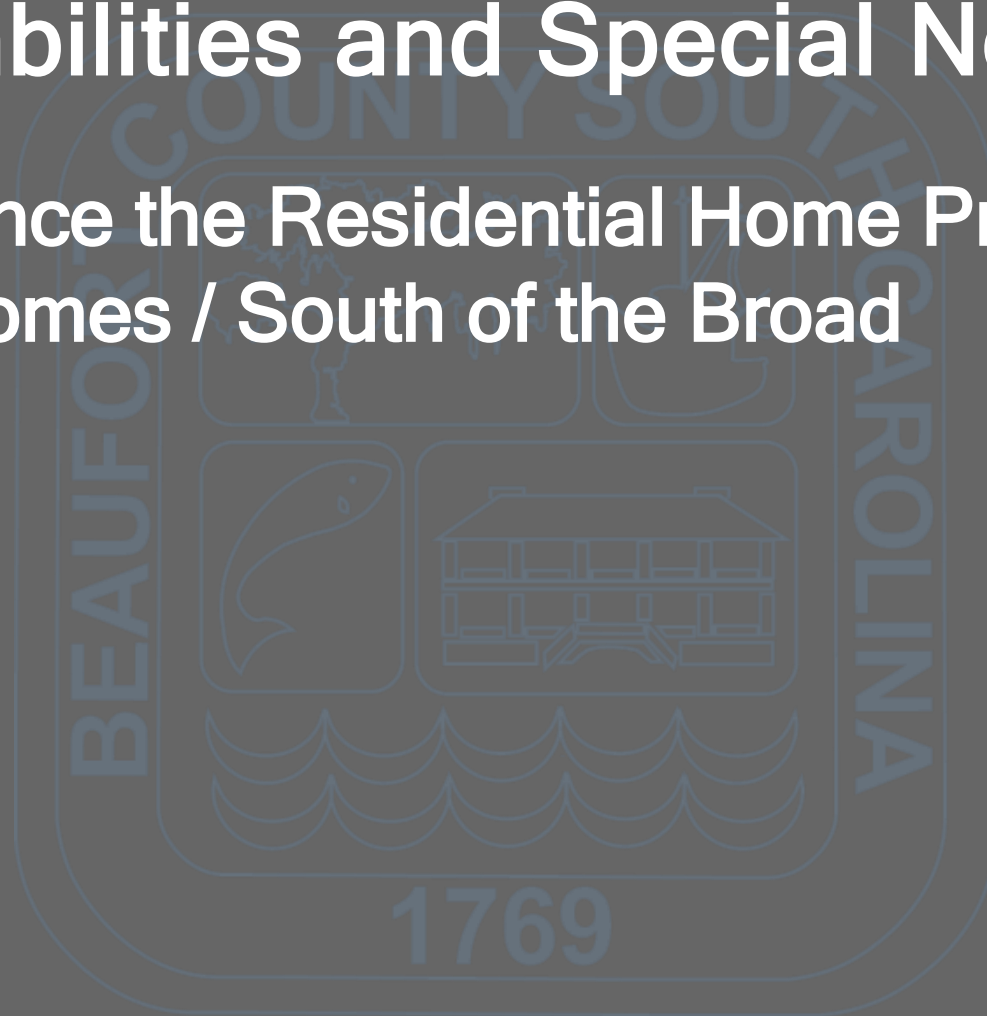
PALS

- Hire new PALS Director
- Open New Facilities at Buckwalter Recreation Center
- HHI and Bluffton Transitional Discussions



Disabilities and Special Needs

- Continue to Advance the Residential Home Program /
Two Additional Homes / South of the Broad



Animal Control Services

- FY 2017 / Pursue Animal Control Services Fundraising Campaign



Mosquito Control Services

- Mosquito Control Services / Maintenance and Zika Virus



Facility Management Bond Projects

<u>Department</u>	<u>Location</u>	<u>Description</u>	<u>Amount</u>
Facility Management	Beaufort Library Branch	HVAC Replacement	\$220,000
Facility Management	Bluffton Library Branch	Roof Replacement	\$255,000
Facility Management	Bluffton Library Branch	HVAC Replacement	\$350,000
Facility Management	Detention Center	Roof Replacement	\$750,000
Facility Management	Emergency Medical Services	Roof Replacement	\$350,000
Facility Management	Emergency Medical Services	HVAC Replacement	\$ 36,000
Facility Management	HHI Government Center	HVAC Replacement	\$115,000
Facility Management	Hilton Head Island Library Branch	HVAC Replacement	\$615,000
Facility Management	Human Services Building	HVAC Replacement	\$390,000
Facility Management	Law Enforcement Center	Roof Replacement	\$110,000
Facility Management	Law Enforcement Center	HVAC Replacement	\$120,000
Facility Management	PALS Lind Brown Center	Roof Replacement	\$230,000
Facility Management	PALS Lind Brown Center	HVAC Replacement	\$180,000
Facility Management	PALS Port Royal	Roof Replacement	\$ 72,000
Facility Management	PALS Port Royal	HVAC Replacement	\$ 85,500
Facility Management	PALS Senior Center	Roof Replacement	\$ 70,000
Facility Management	PALS Southside Park	Roof Replacement	\$ 22,000

Projects Funded as of November 2014 (FY 2015)

GO Bond Issued for \$19.45M in November 2014

	<u>Original Appropriation</u>	<u>Status</u>	<u>Expended as of 2/9/2016</u>	<u>Encumbered as of 2/9/2016</u>	<u>Remaining Available Balance</u>
Buckwalter Gym Expansion - Phase II	\$ 5,000,000	in progress	\$ 1,509,475	\$ 3,490,525	\$ -
Animal Services Building	\$ 3,500,000	in progress	\$ 78,294	\$ 350,775	\$ 3,070,931
Hilton Head Island Airport Projects	\$ 2,260,000	complete	\$ 2,260,000	\$ -	\$ -
Various HVAC Replacements	\$ 2,111,500	in progress	\$ 43,035	\$ 76,565	\$ 1,991,900
Various Roof Replacements	\$ 1,859,000	in progress	\$ -	\$ 1,849,143	\$ 9,857
Communications Equipment (BCSO)	\$ 1,500,000	in progress	\$ 1,093,814	\$ 314,289	\$ 91,897
MCAS Perryclear Bridge ¹	\$ 1,000,000	complete	\$ 907,523	\$ -	\$ 92,477
Various equipment and vehicles ²	\$ 1,585,269	in progress	\$ 1,088,711	\$ 119,987	\$ 376,571
Disabilities and Special Needs	\$ <u>450,000</u>	complete	\$ <u>450,000</u>	\$ <u>-</u>	\$ <u>-</u>
Total	\$ 19,265,769		\$ 7,430,852	\$ 6,201,284	\$ 5,633,633

Note 1: The remaining available balance will be transferred to the HVAC replacements. Community Services Committee approval occurred on January 25, 2016. (Originally on the Public Facilities Committee agenda for January 19, 2016)

Note 2: The remaining available balance consists of \$300,000 reserved for the IT Division relocation from the Arthur Horne Building.

Engineering Services

- **FY 2016 - Fund Jenkins Island Engineering Services**
 - a. **Shovel Ready / Sales Tax Referendum (November 2016)**
 - b. **Alternate Source of Funding**
- **FY 2017 - Complete Frontage Road at Saint Gregory**
- **Complete Bluffton Parkway / Agreed Completion Date:
June 30, 2016**
- **Complete Daufuskie Island Public Improvements**
- **Continued Spanish Moss Trail Development**

Topic: FY 2015 - 2016 Performance Report
Date Submitted: February 11, 2016
Submitted By: Josh Gruber
Venue: Council Annual Strategic Planning Session

FY2015/2016 Performance Report

February 11, 2016

Josh Gruber
February 11, 2016
Council Annual Strategic Planning Session



2015/2016 Policy Agenda – Top Priority

Sales Tax Referendum: Preparation

Status: In Process/Near Completion

- Resolution adopted April 27, 2015 creating Sale Tax Commission.
- Commission held first meeting on October 21, 2015.
- Deadline for projection submission extended until February 16, 2016
- Beaufort County to present project list on February 23, 2016.

2015/2016 Policy Agenda – Top Priority

Pepper Hall Site: Direction

Status: In Process/Nearing Completion

- Ordinance authorizing borrowing of \$12M to exercise purchase option failed 7-2.
- Request to rezone the property heard by County Council on October 26, 2015.
- Development Agreement Subcommittee has been reconvened and has conducted extensive negotiations with the property owner.

2015/2016 Policy Agenda – Top Priority

County Economic Development Policy Framework,
Strategy and Action Plan

Status: In Process

- Adoption of Resolution pertaining to Economic Development Policy occurred June 8, 2015.
- Numerous Committee level discussion have occurred since that time.
- Discussion of Economic Development Policy and direction has been added as an agenda item to County Council's annual retreat on February 13, 2016.

2015/2016 Policy Agenda – Top Priority

Detention Center Study

Status: In Process

- Requests for Proposals issued on September 10, 2015
- Public Facilities Committee to discuss contract award on February 15, 2016.

2015/2016 Policy Agenda – Top Priority

Windmill Harbour Entrance Solutions and Funding
Status: Design/Study – Complete

Funding - In Process

- Jenkins Island Access Management study has been completed and has identified two design options.
- The County's preferred design option has been presented to the Public Facilities Committee and has received favorable comments/support from surrounding communities.
- Funding has not yet been delineated, but this project has been included in the County's and the Town of Hilton Head's proposed CPST list.
- Preferred option could be combined with Town of Hilton Head proposed widening for overall greater benefit.

2015/2016 Policy Agenda – Top Priority

Long-term County Offices/Satellites Plan/Strategy

Status: In Process

- County Council will be presented with 3 options regarding the relocation of staff and the renovations/removal of the Arthur Horne building at the February 29, 2016 County Council meeting.
- Renovation of the third floor of the Myrtle Park building has been completed and relocation of staff will occur on or before March 7, 2016.
- Public Facilities Committee to take up award of facility study contract April/May of 2016.

2015/2016 Policy Agenda – Top Priority

Comprehensive Plan: Update

Status: In Process/Nearing Completion

- Multiple Planning Commission meetings have occurred to review, discuss, and modify the current Comprehensive Plan in order to ensure that it is up to date and appropriate to provide future guidance.
- Planning Commission met on February 9, 2016 and recommend adoption of updated plan to County Council.
- Natural Resources committee will take up plan on March 9, 2016.

2015/2016 Policy Agenda – High Priority

Heritage/Historic Tourism Plan: Development, Action Plan

Status: In Process

- Santa Elena Foundation took occupancy of the old Federal Courthouse on October 1, 2015.
- Several meetings regarding this matter have occurred outside of formal County Council participation.

2015/2016 Policy Agenda – High Priority

Bridge Replacement Plan

Status: Slight Progress

- Administrative staff has met with representatives from the Town of Hilton Head to discuss potential needs.
- Design and Engineering work for this project has been included by the County and the Town of Hilton Head in their proposed CPST lists.
- Administrative staff for both entities are working on trying to develop a unified project scope for CPST adoption.

2015/2016 Policy Agenda – High Priority

Stormwater Management and Rate Analysis

Status: Completed

- Rate Analysis report received by County Council and adopted by Resolution on August 24, 2015.
- County Council adopted Ordinance to amend current rates on September 28, 2015.
- MS4 Permit issued by SCDHEC on December 1, 2015.
- Regulatory Ordinance and Credit Manual Ordinance will be taken up by Council over the next 4-6 months.

2015/2016 Policy Agenda – High Priority

Business License: Direction on Funding Source Economic
Development

Status: Slight Progress

- Preliminary discussion occurred at committee meeting
- Awaiting further policy direction

2015/2016 Policy Agenda – High Priority

Library Operational Analysis and Master Plan (with Partners)
including Upgrades

Status: In Process

- New Library Director hired May 4, 2015.
- Update on library status to be provided by Director at this retreat.

2015/2016 Policy Agenda – High Priority

Solid Waste Curbside Pick Up/Recycling

Status: In Process

- New long-term solid waste disposal contract executed with Waste Management on August 1, 2015.
- Provides disposal capabilities for next 10 years and preferred nations status for rates at a future transfer center.
- Convenience Center hours restored effective October 23, 2015.
- Engaged Goldsmith XXXXXXXXX

2015/2016 Policy Agenda – High Priority

Sidewalks/Biking in Rural Areas Plan

Status: In Process

- Phase Four of the Spanish Moss trail is currently near completion with signal activation on Robert Smalls Parkway to occur no later than February 22, 2016.
- County Council has appropriated \$250,000 of Accommodation Taxes to fund matching grant of Phase 7.
- Numerous sidewalk projects (\$4.6M) have been included in the County's CPST list.

2015/2016 Management Agenda – Top Priority

Solid Waste: Short Term - Completed

Comprehensive Financial Plan: Projections for Revenues/Expenditures - 2015/2016 CAFR Completed, Auditors to present finding on February 29, 2016.

Disabilities and Special Needs Day Program Facility - Slight progress, no funding currently identified

Daufuskie Island Ferry, Grant Application - Completed

Compensation Study and Implementation - In Process. Finance Committee awarded contract August 17, 2015.

2015/2016 Management Agenda – High Priority

Arthur Horne Building - In Process. Options to be discussed February 29, 2016.

Comprehensive Plan for County Owned Land - No progress

PALS Transfer to Hilton Head Island - In Process

Countywide Information Technology Plan and Funding - In Process. CPST request pending for upgrades, staff reorganization has occurred to improve effectiveness

Community Development Code: Refinement - In Process



Topic: Beaufort County Library System
Date Submitted: February 11, 2016
Submitted By: Ray McBride
Venue: Council Annual Strategic Planning Session

Beaufort County Library System



Past ■ Present ■ Future



Ray McBride
February 11, 2016
Council Annual Planning Session



Past

Heery Study 2001

Commissioned by Beaufort County to help develop facility Master Plan

General Issues Examined

- Population Growth
- Physical Security
- Facility Conditions
- Space Configurations
- Technology

Common Issues Identified in this study

- Limited hiring due to space and budget constraints
- Population growth rate higher than other counties
- Departments might benefit from greater sharing of resources
- Maintenance issues are a common concern

Library Facilities - Bluffton



Then (1983-2002)



Now (2002-present)

Library Facilities - Lobeco



(Inside James J.
Davis Elementary, 1991)

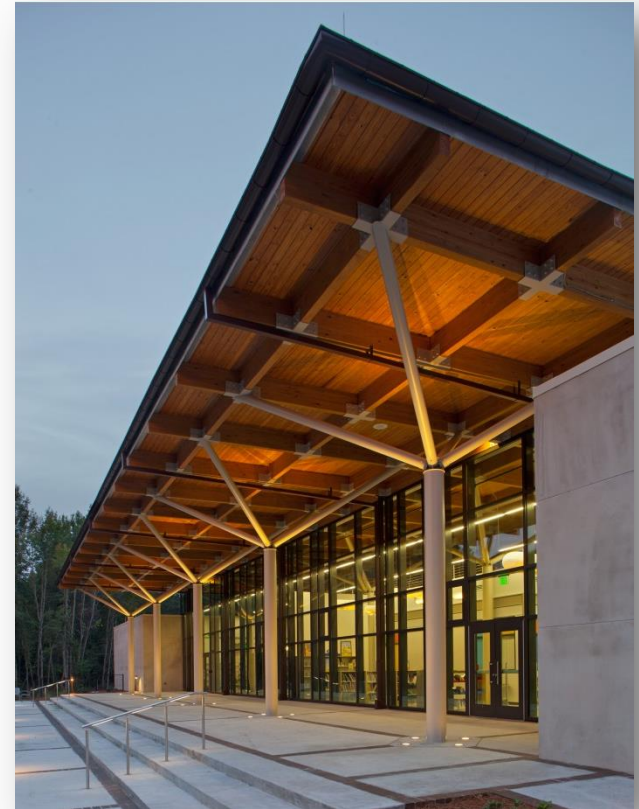


Now (2003-present)

Library Facilities – St. Helena



Inside St. Helena Elementary School (1993-2012)



Now (2012-present)

Capital Improvement Plan through 2015

- Estimated cost \$74 Million - Unfunded
- Called for:
 - Five additional branches (Penn Center, Burton Wells, Lady's Island, Okatie, Pritchardville)
 - Two additions (Hilton Head, Lobeoco)
 - One renovation (Beaufort)

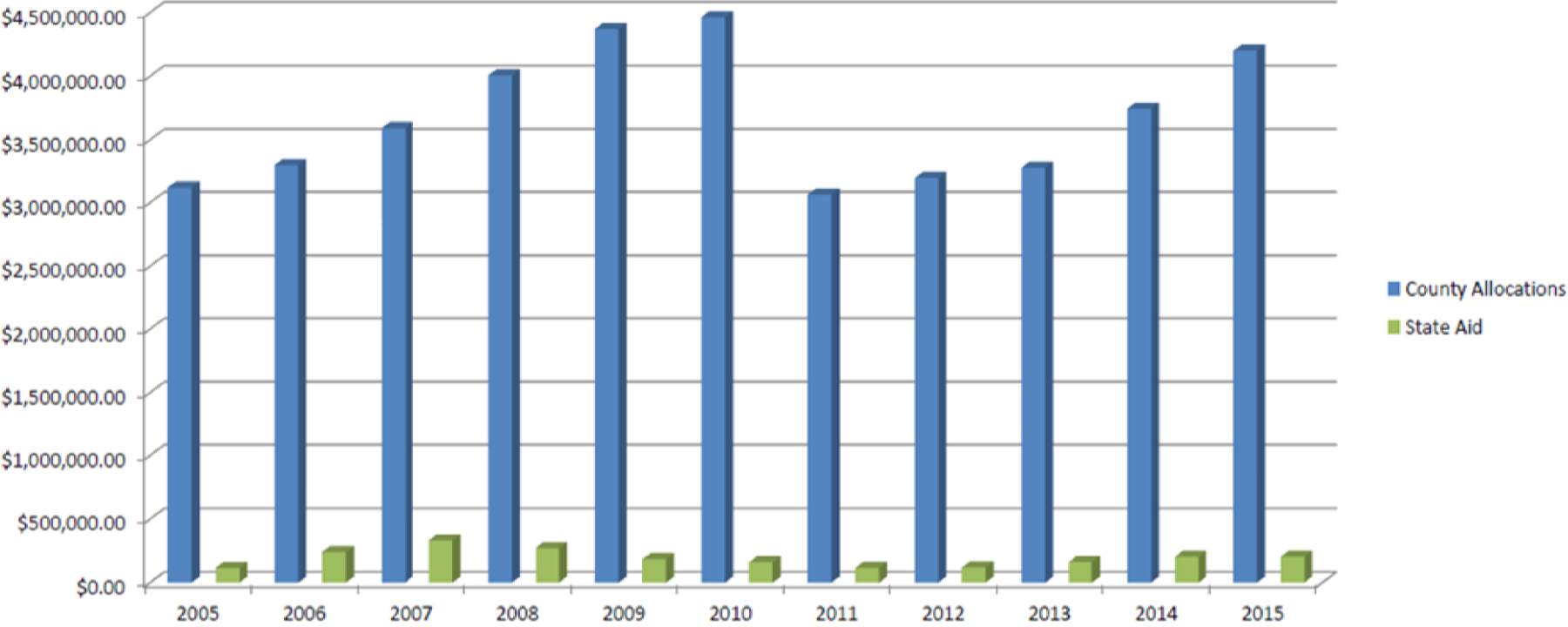
By 2015

- ✓ Bluffton completed
- ✓ Lobeco renovated
- ✓ St. Helena completed
 - USDA loan repayment through 2052 (\$6 million)

Continuing Issues

- Critical maintenance issues at Beaufort, Bluffton, and Hilton Head Island Branches
- Staffing – minimal
- Lack of public and staff space (Hilton Head/Beaufort)
- Parking (Beaufort)

Beaufort County Library Funding History



Present



BEAUFORT COUNTY
LIBRARY
For Learning • For Leisure • For Life

MISSION STATEMENT

The Beaufort County Library serves and supports the community for learning, for leisure, for life.



VISION

The growing and diverse population of Beaufort County envisions a public library that is a leader in the community and a vital threshold to opportunity, self-education, and recreation. The Library's leadership provides free access to information and the dynamic exchange of ideas both locally and around the world, empowering citizens with resources to adapt to a rapidly changing world while preserving the area's rich heritage.



BOARD OF TRUSTEES

Chair, Bernard Kole

Vice Chair, Eileen M. Fitzgerald

Brenda Ladson Powell

Linda MacDonald

Anna Maria Tabernik

Laura Sturkie

Lynne Miller

Peggy Martin

Joseph Bogacz

Deborah Johnson

District 7 - Vacant

County Population 175,852

White 66.9%

Black 19.39%

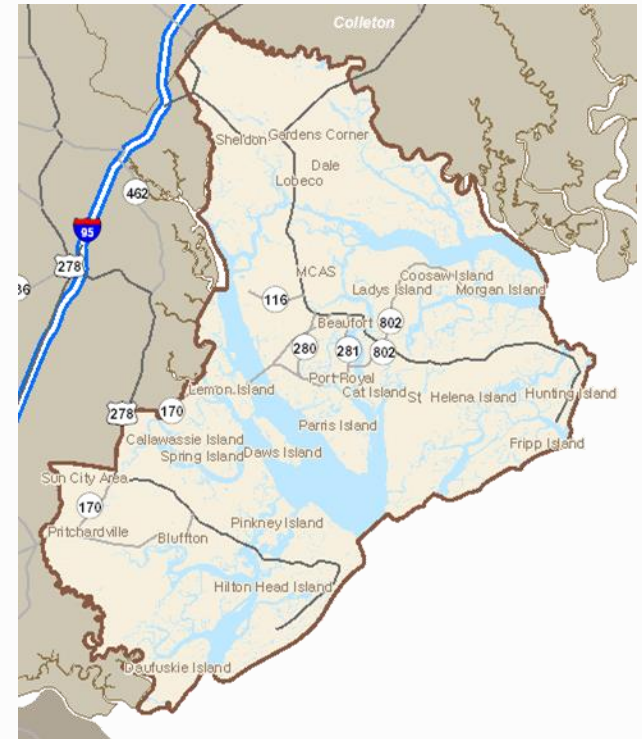
Hispanic 11.5%

All others 2.3%

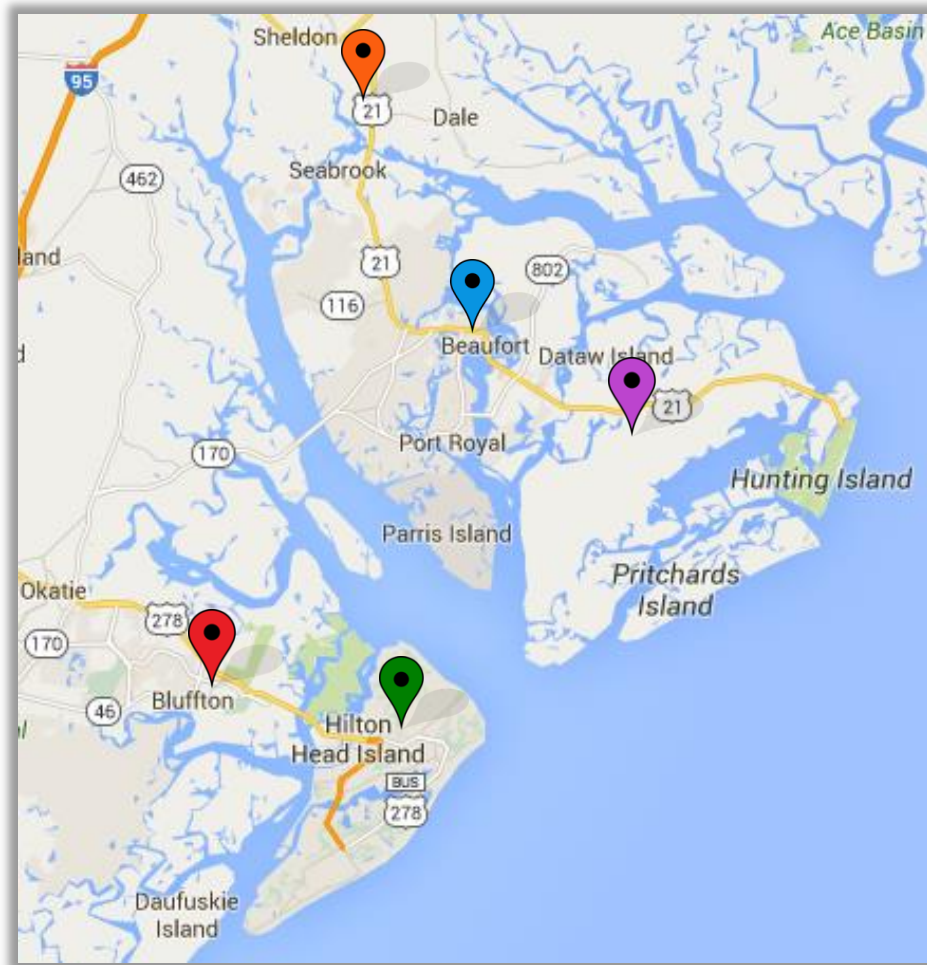
High School Grad 91.3%

Bachelor or higher 37.6%

Veterans 18,885



Census 2014 estimates



BRANCHES

- Beaufort
- Bluffton
- Hilton Head
- Lobeoco
- St. Helena

LIBRARY FACILITIES

- 5 Branch Libraries
- Public WIFI At All Locations
- 203 Public Computers
- 9 Public Meeting Rooms
- 66 Full-Time Equivalent Staff Positions

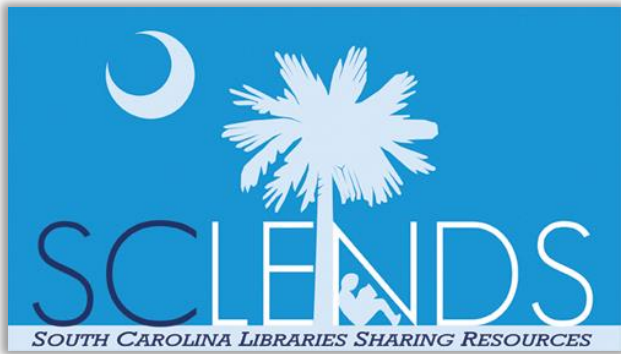
ONLINE RESOURCES

- Lowcountry Digital Library (Local History)
- Mango Language Learning Library
- 52 Educational/Research Databases
- *Well-Read* Podcast
- My Next Book Reader's Advisory



LIBRARY COLLECTION

- 350,000 Items
- 3M Cloud Library 12,000 e-Titles
- Hoopla 400,000 e-Titles



20 Counties plus the State Library

- 3 million items



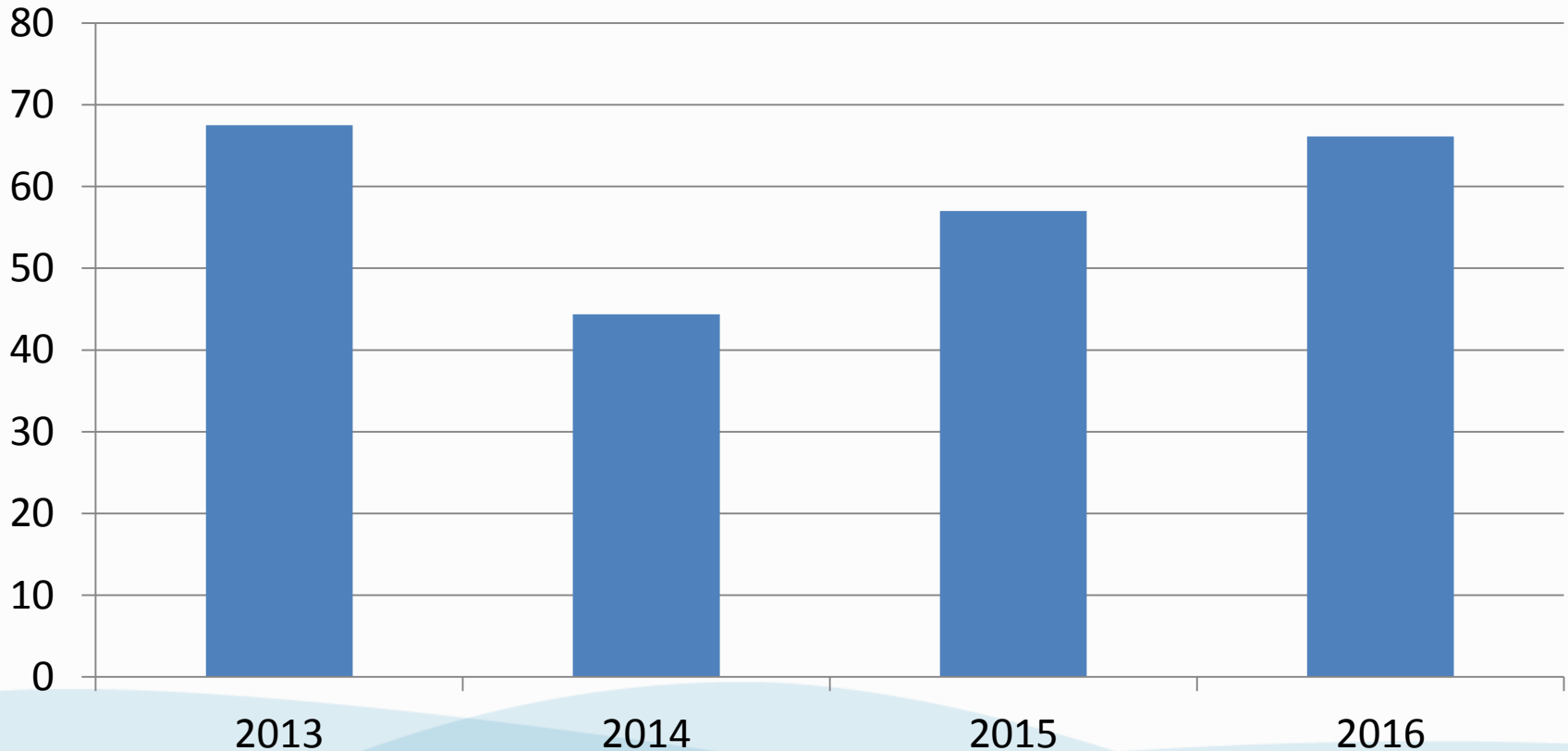
Beaufort County Library System

By the Numbers

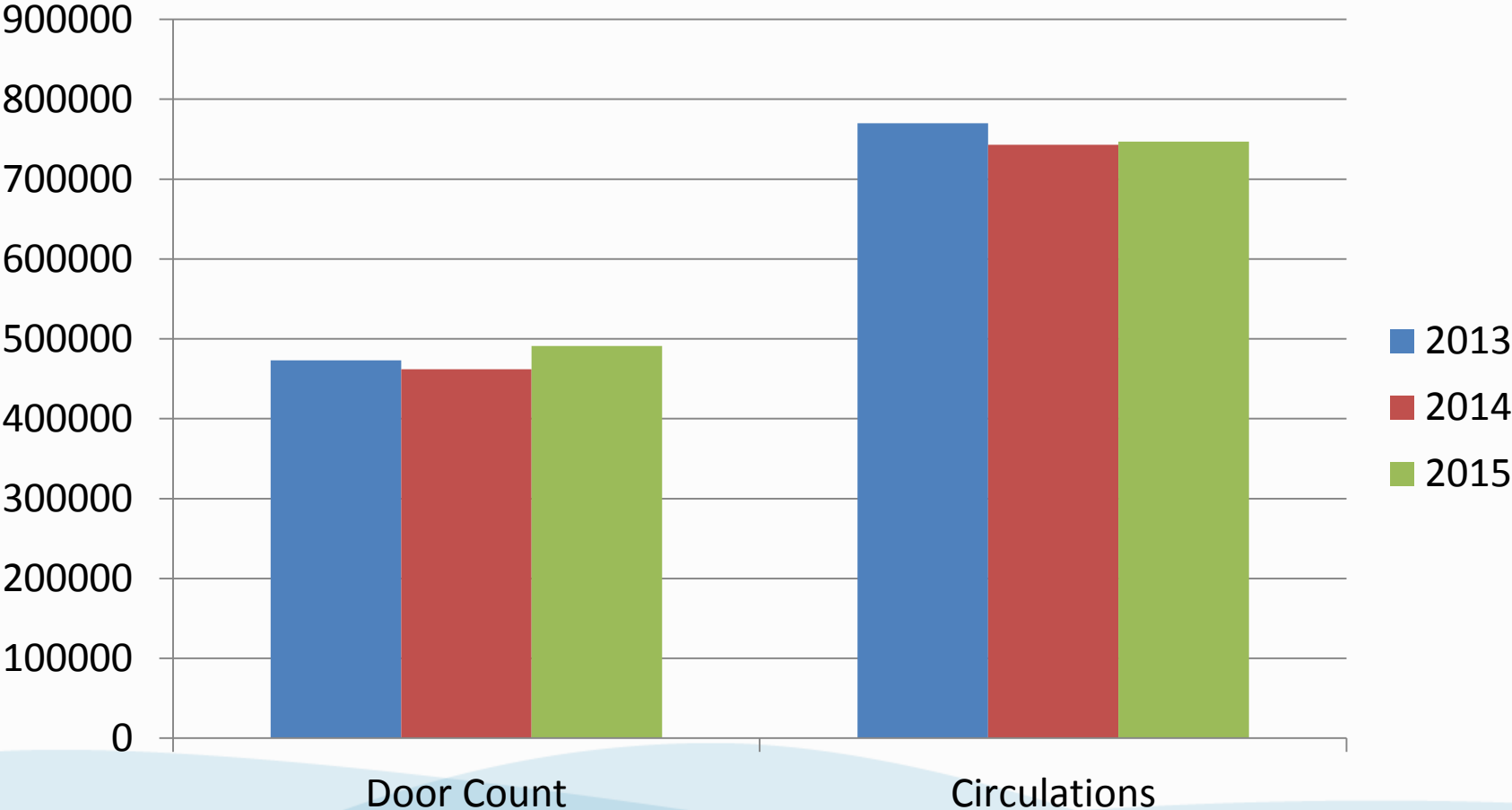


Annual Statistics

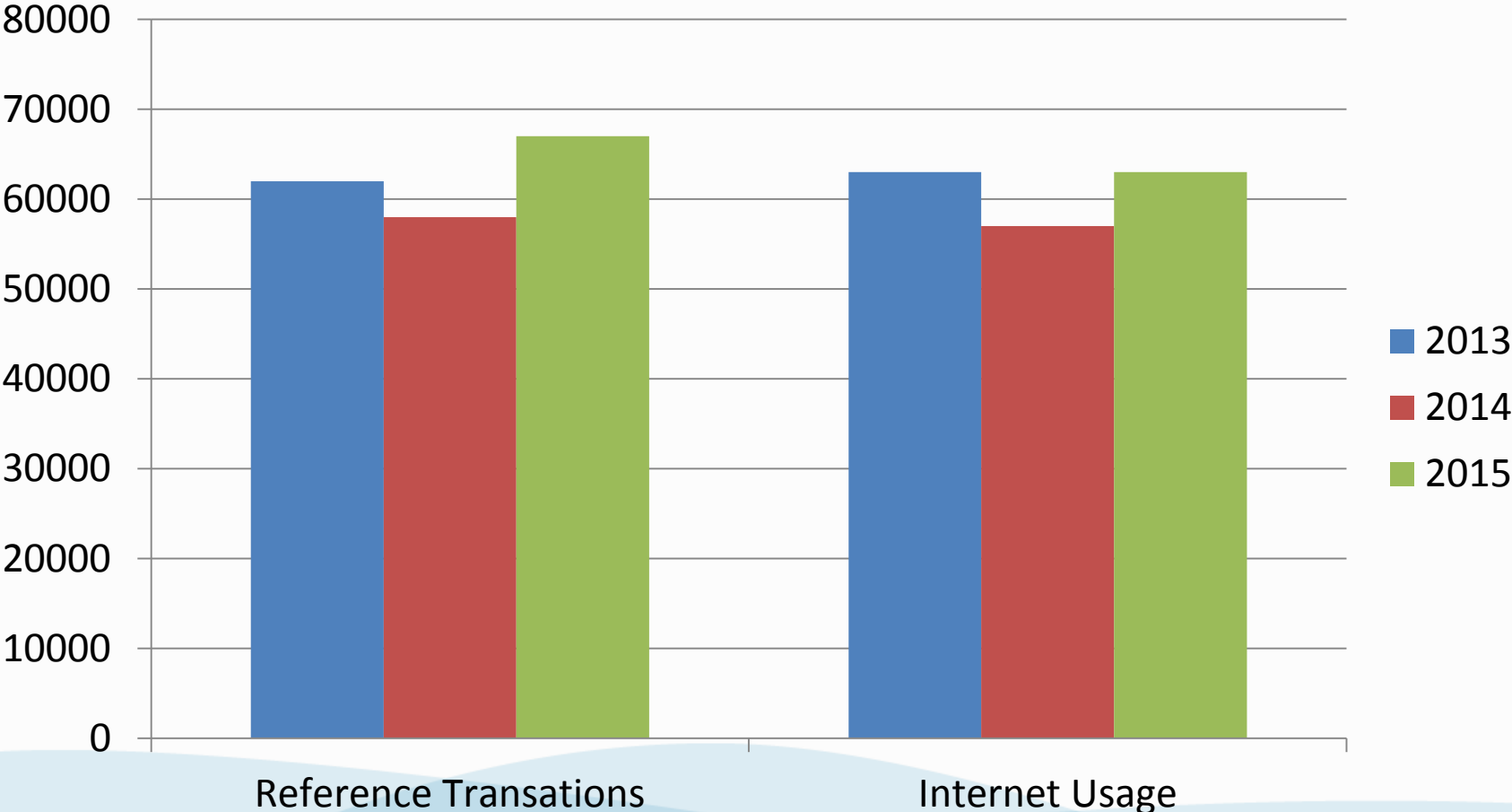
Staffing (FTE)



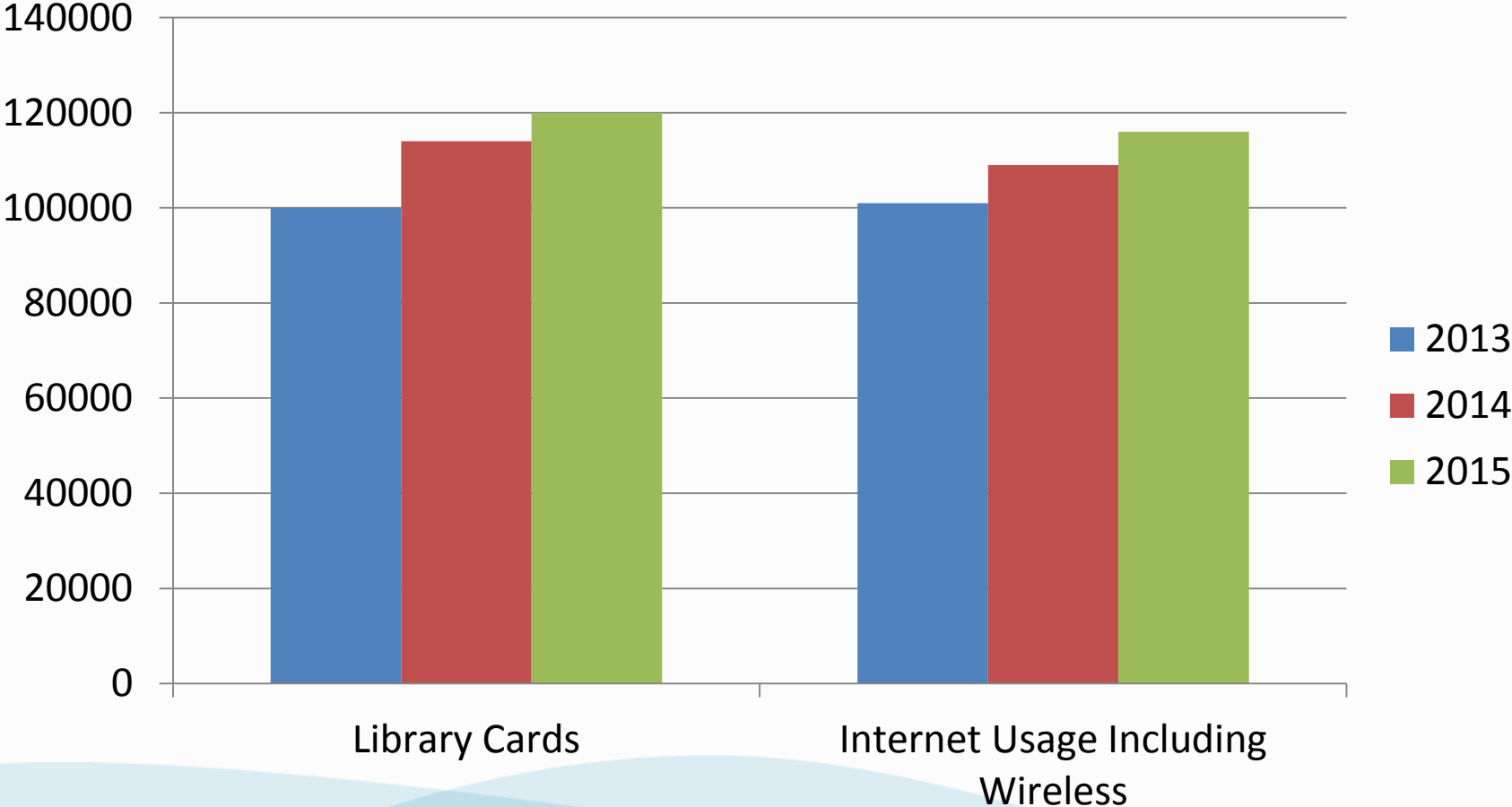
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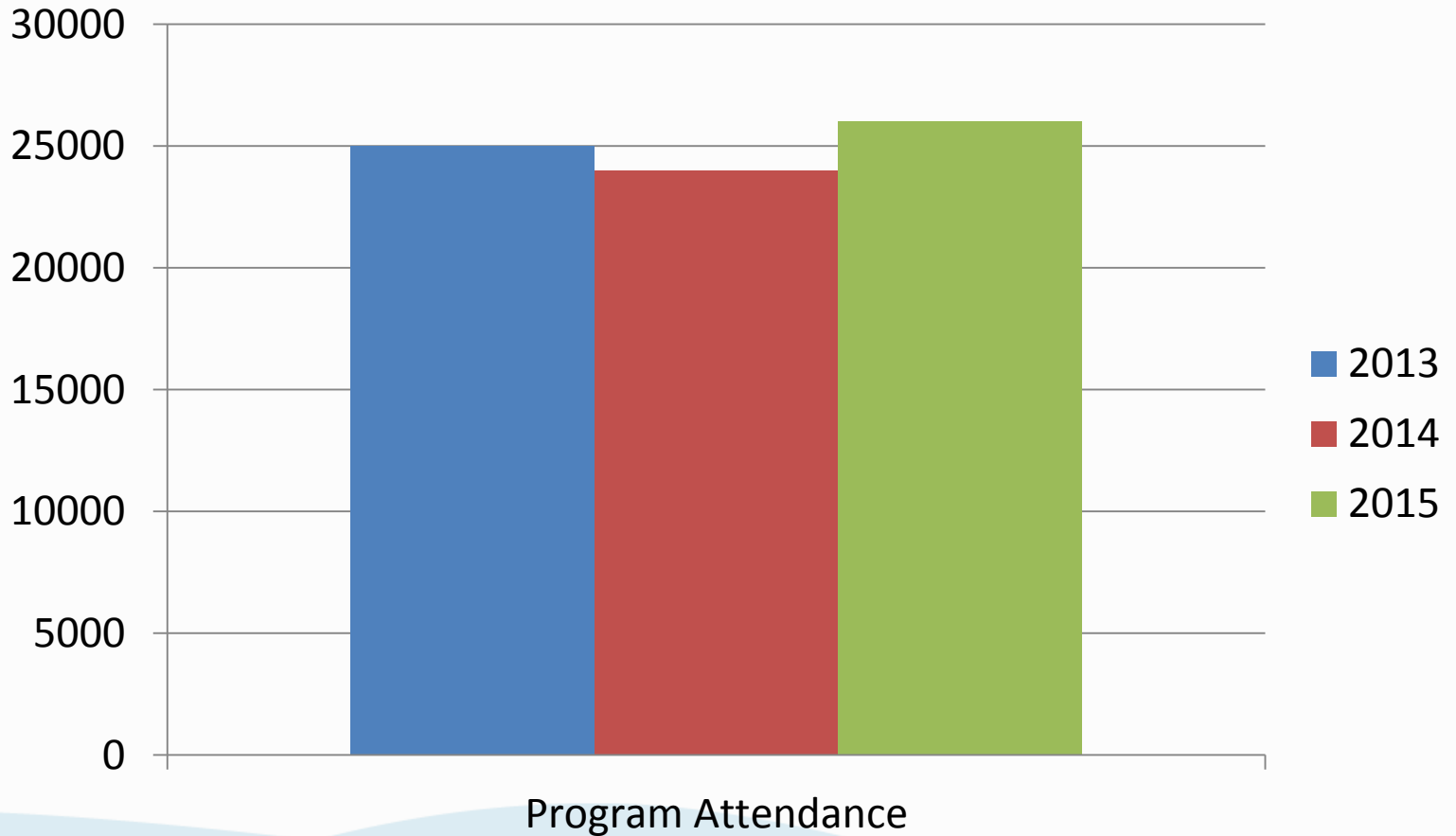
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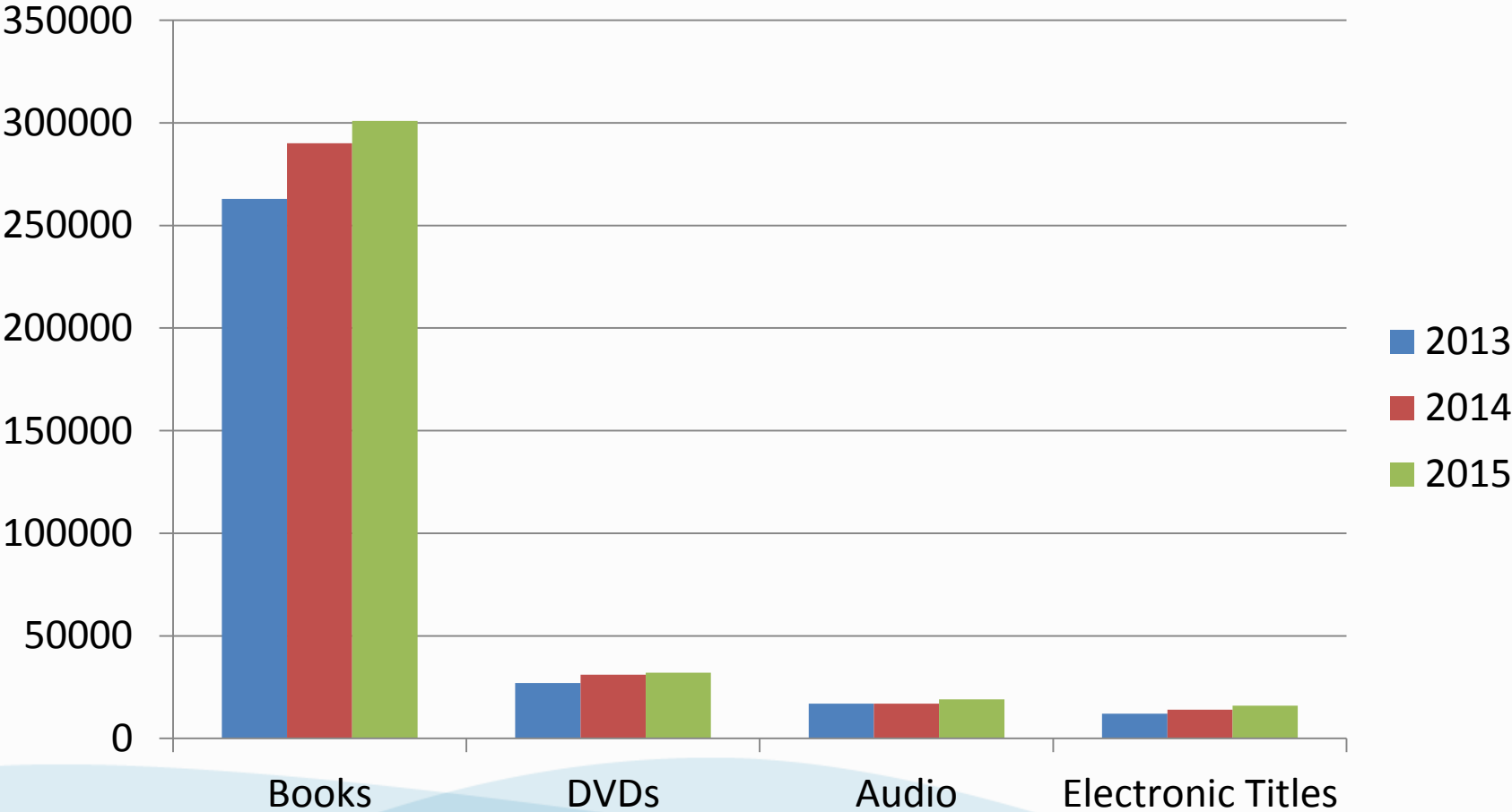
Annual Statistics



Annual Statistics

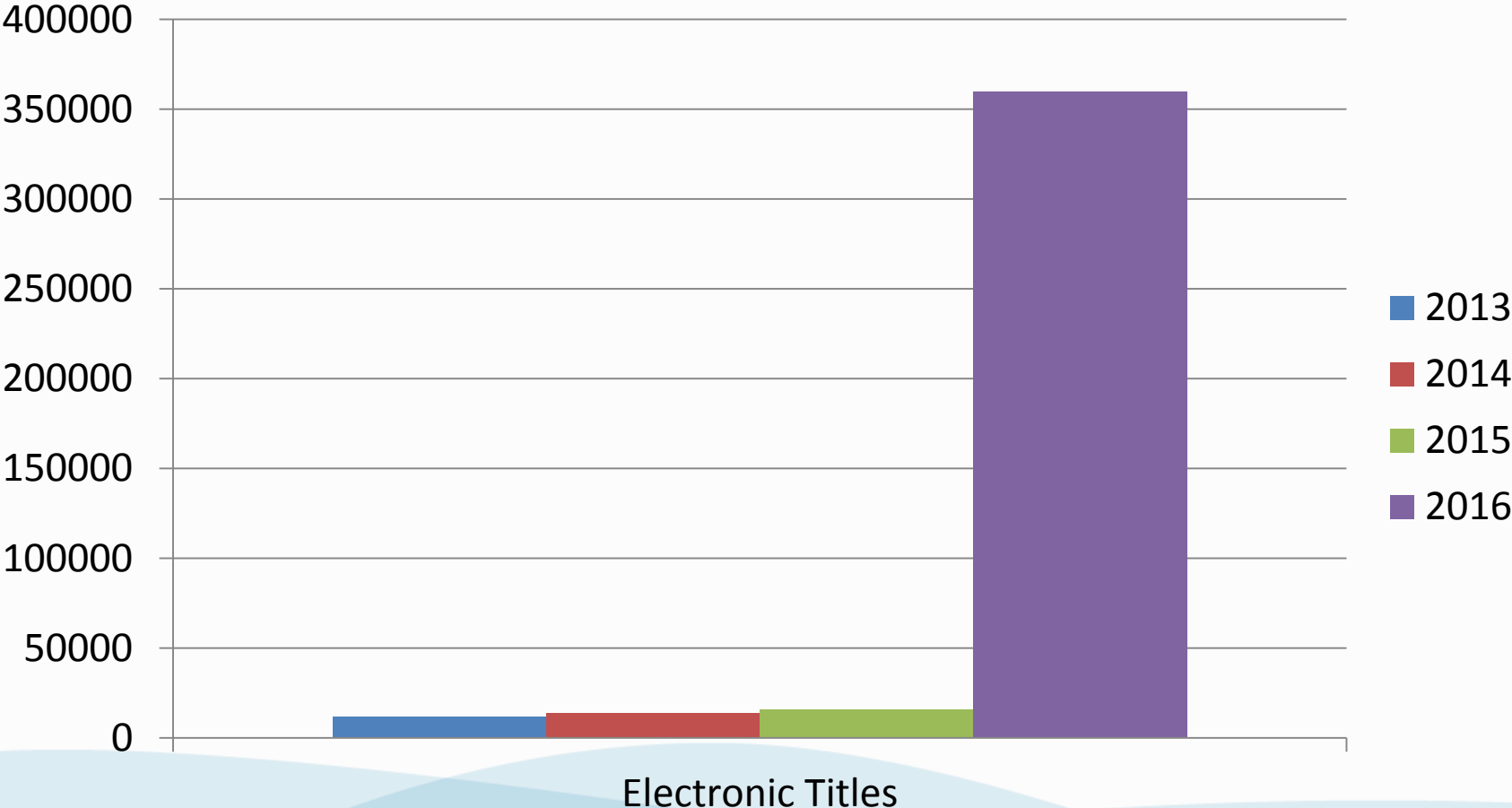


Annual Statistics

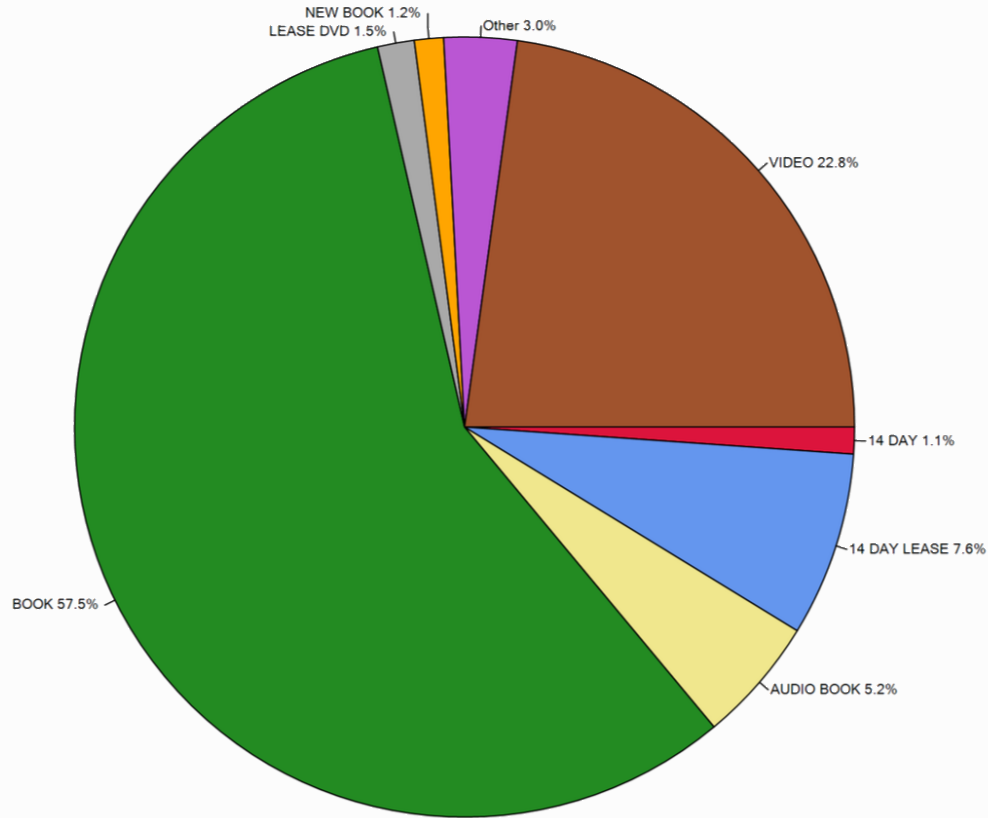


Library Collection

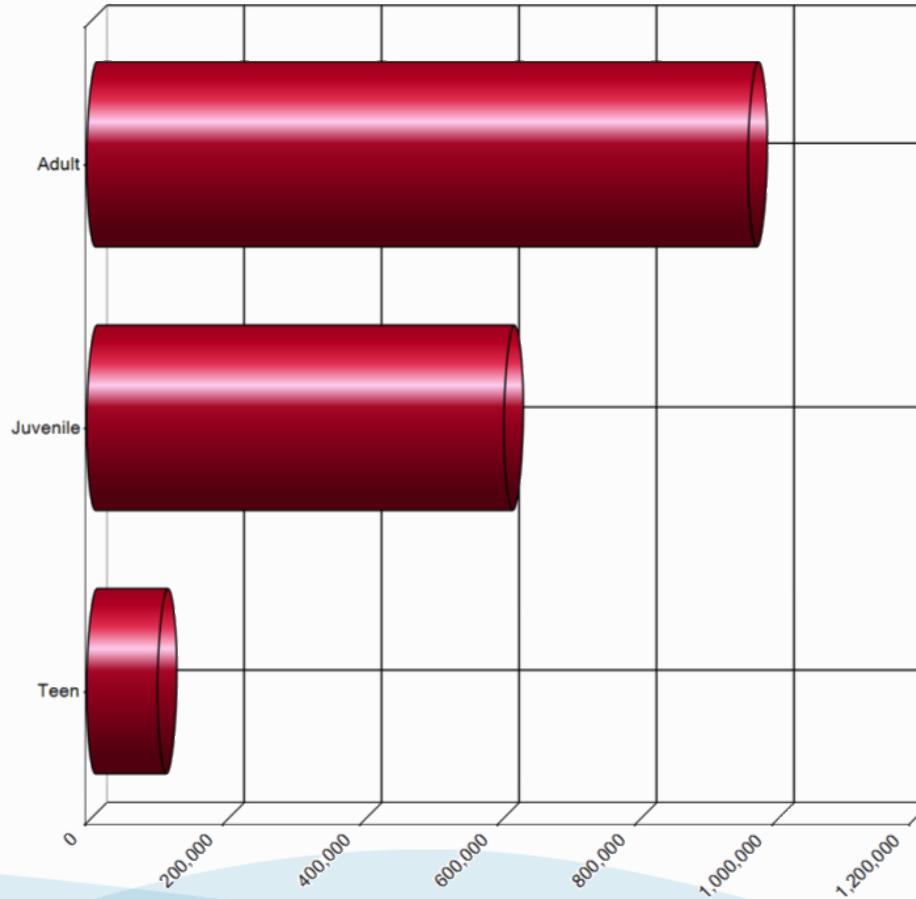
Annual Statistics



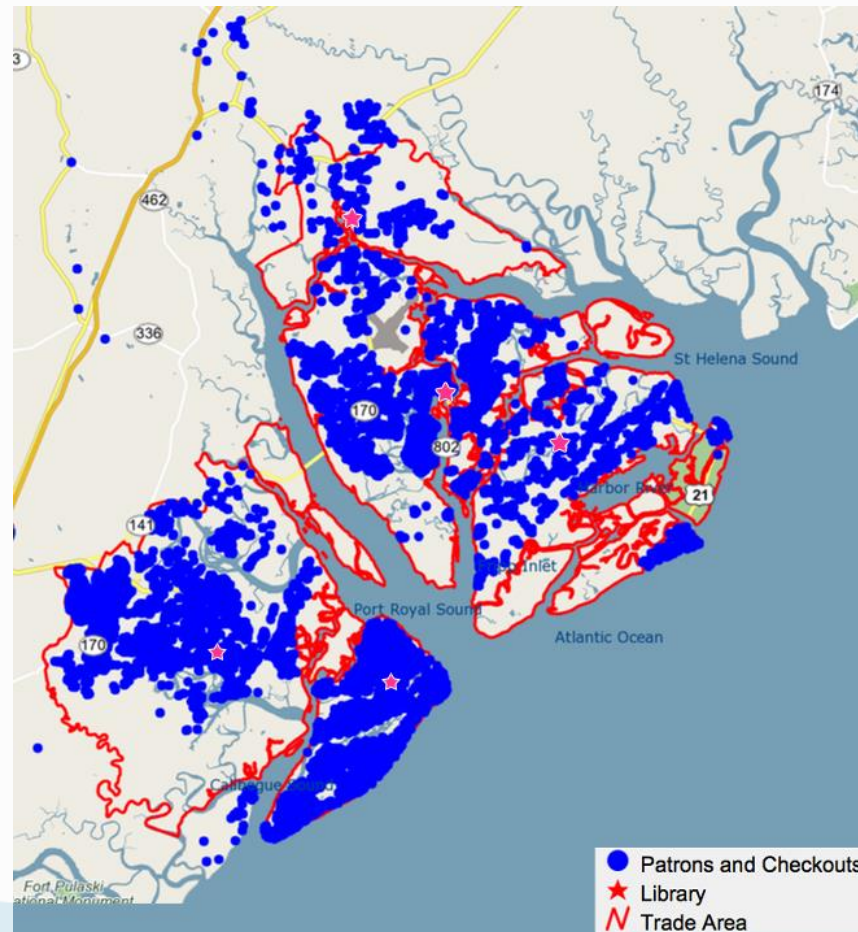
Checkouts By Format



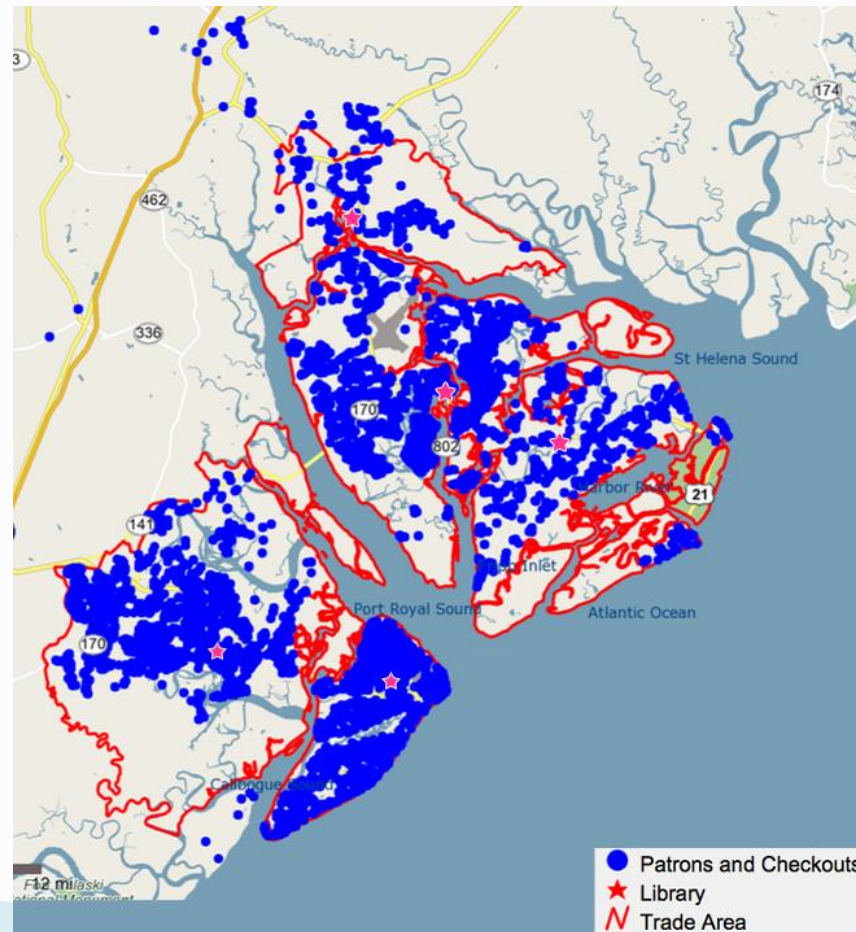
Checkouts By Genre



Checkouts Within the Genre Adult



Checkouts Within the Genre Juvenile



FRIENDS OF THE LIBRARY

- Three established Friends groups
- All are 501(c)3 non-profits
- Enhances BCL by supplementing funding for materials and programs
- Provided over \$100,000 in FY15

CONCLUSIONS

- Libraries Are Well Used By Every Demographic
- Analysis Confirms Higher Income, Aging and Transient Population (Snow Birds, Military, Tourists)
- Geography Can Create Barriers To Library Usage
- Books Are Still Very Popular

CHALLENGES

- Aging Facilities
- Deferred Maintenance
- Staff funding & turnover
(67/13, 44/14, 57/15, 66/16)
- Long-Term Sustainable Funding

**Beaufort County Capital Improvement Program
2015/2016 Budget Year**

As of: 02/08/2016

LOCATION	PROJECT DESCRIPTION	COST	REMARKS
Hilton Head Library	ADA Sinks/Counter Tops	10,000	Completed
Hilton Head Library	Meeting Room Renovation	100,000	Completed
Hilton Head Library	HVAC Replacement	615,000	Engineering design in progress
Bluffton Library	Porch Renovation / Computer Lab	100,000	Completed February 2016
Bluffton Library	Roof Replacement	255,000	Work started February 2016
Bluffton Library	HVAC Replacement	350,000	Engineering design in progress
Beaufort Library	HVAC Replacement	220,000	Engineering design in progress
	TOTAL COST	1,650,000	

Additional Library Initiated Projects			
Beaufort Library	Childrens Program Room Renovation	\$9,000	Completed July 2015
Beaufort Library	Adult Meeting Room Renovation	6,000	Deferred until mid 2015
Beaufort Library	Tech. Services Wing Renovation	5,000	Completed February 2016
Beaufort Library	Children's Department Renovation	5,000	Pending
Beaufort Library	Carpet Replacement	50,000	Not funded
All Branches	Furniture Replacement	50,000	FY17 Budget Request
Hilton Head Library	Staff Workroom Carpet Replacement	8,000	FY16 Budget if possible
Bluffton Library	Staff Workroom Carpet Replacement	8,000	FY16 Budget if possible
	TOTAL COST	\$141,000	

How Do We Better Serve Our Population?

- Repair/renovate existing facilities
- Fund sustainable levels of staffing
- Adjust hours of branches to better serve communities
- Introduce new services that are cost effective and show ROI

NEW SERVICES

- WIFI Upgrade (All Branches)
- Hoopla Digital Library
- Self-e Digital Publishing Portal
- Reduce Wait Time on Popular Fiction Titles
- Increase Purchases of New Materials
- Expand Children's Summer Reading Program
- Implement Kajeet SmartSpot Pilot Program

KAJEET SMARTSPOT EDUCATION BROADBAND PILOT PROJECT

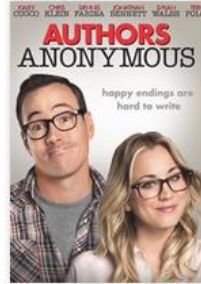
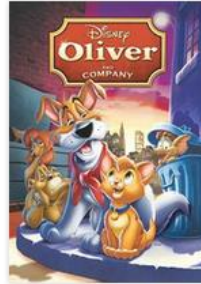
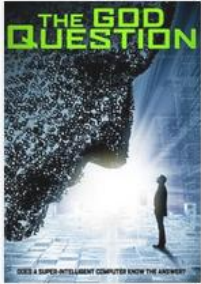
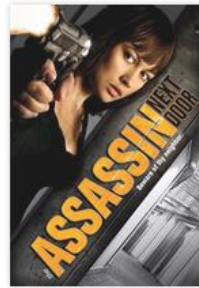
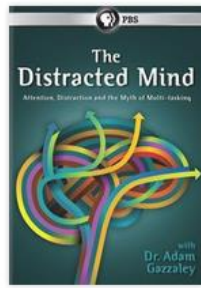
- 10 Devices
- Students Grades 6-12
- One-Month Loan Period



COMING SOON

- Pilot project at Beaufort Branch Library
- Sponsored by the Public Library Foundation of Beaufort County





HOOPLA

Instantly borrow free digital movies, music, eBooks and more, 24/7 with your library card.



BEAUFORT COUNTY
LIBRARY
For Learning • For Leisure • For Life



BEAUFORT COUNTY LIBRARY
For Learning • For Leisure • For Life

GUIDE TO EVENTS AND SERVICES
January & February 2016

Digital & Hard Copy



Down Home On the Porch By Local Artist and The Big Read present

FROM THE DIRECTOR

Having celebrated its 10th anniversary, the library devoted several months to a special anniversary celebration. From our monthly book club to our community events, we have been celebrating our 10th anniversary. We have been celebrating our 10th anniversary. We have been celebrating our 10th anniversary. We have been celebrating our 10th anniversary.



LIBRARY BOARD OF TRUSTEES
Barbara Hite, Chair
Elaine M. Phipps, Vice Chair
Joseph Ludson Powell
Linda Marshall
Peggy Hill
Anna Maria Lubertis
Laura Brown
Lynne Miller
Deborah S. Johnson

UPCOMING BOARD MEETINGS
• Wednesday, January 28 at 4:00pm
Hilton Head Branch, 1st Floor
13 Beaufort City Road, Hilton Head

LIBRARY DIRECTOR
Ray McIsaac

MISSION
The Beaufort County Library serves and supports the community for learning, for leisure, for life.

VISION
The growing and diverse population of Beaufort County envisions a public library that is a leader in the community and a vital threshold to opportunity, self-education, and recreation. The Library's leadership provides free access to information and the dynamic exchange of ideas both on-site and around the world, empowering citizens with resources to adapt to a rapidly changing world while preserving the area's rich heritage.

Members consider joining one of the three boards of the library group that support the Beaufort County Library System. All are 501(c)(3) organizations and provide funding for additional library materials and library and adult programs for their associated branch libraries. Also, please consider making a tax-deductible contribution to the library foundation of Beaufort County. Together, we can make a real difference in the quality and quantity of library services for the citizens of Beaufort County.

Ray McIsaac
Library Director

Registration not required unless indicated (REG.)

ADULTS

DO THE WRITE THING: LEAVING A LEGACY WITH JUDIE BARNES
An informational and inspirational workshop for adults interested in creative writing and self-publishing.

A JOUJOUR THROUGH THE COOL WAVE YEARS
2 February, January 28, 29, 30, 31, 10am-12pm
Reverend Entertainment, Books, and play music.

BOOKS SANCTIONED IN FRIENDS OF THE BEAUFORT LIBRARY
An informational and inspirational workshop for adults interested in creative writing and self-publishing.

INSPIRED BY HOLLYWOOD: GROOMING UP BRIDES
2 February, January 28 at 4:00pm (REG.) Adults
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

BEACH BALANCE ACHIEVEMENT CENTERS
2 February, January 28 at 8:30am-10am Adults
Registration fee: \$10.00. Cash for 1000s of items with
up to \$4.99 items.

FRIENDS OF THE HILTON HEAD LIBRARY FILM SERIES
2 February at 6:00pm, January 14 March 3, 10am Adults
With "The Day After Tomorrow"

LINE DANCING
2 February, 10am-12pm, 13-15 Feb, 10am-12pm
Belle with Lillian, Marie, Mimi, and JoAnn.

COLOR ME HAPPY: ADULT COLORING CLUB
2 February at 2:30-4:00pm, 8-10 Feb Adults
Belle with Lillian, Marie, Mimi, and JoAnn.

FRIENDS OF THE HILTON HEAD LIBRARY BOOK BREAK SERIES
2 February at 6:00pm, 13-15 Feb, 10am-12pm Adults
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

COOKIES, COCOA, AND COLORING
2 February, January 28 at 4:00pm (REG.) Adults
Judie Barnes will show you how much fun coloring is for adults.

ANCIENT AND MODERN: A MUSICAL TIME TRAVELogue
2 February, January 29 at 5:00pm (REG.) Adults
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

YOGA
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

CELEBRATE BLACK HISTORY MONTH AT THE LIBRARY

SPIRITUAL BOOKS: HISTORY OF THE NEGRO SPIRITUAL
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

CELEBRATING BLACK HISTORY MONTH AT THE LIBRARY
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

RESEARCHING AFRICAN AMERICAN ROOTS
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

1900 HIVE REBELLION: SO MANY LIBRARY BOOKS
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

ROMANCE NOVEL DRAWING
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

SWIFT CURRENTS WITH AUTHOR BARRIE JOHNSON
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

ESPERANTO: THE BASIC WITH ADJUNCT THERAPY
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

AFRICAN CULTURE AND HERITAGE
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

MOVIE MATINEES
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

NEW ADULT GROUP
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

SEW TELL
2 February, January 28 at 8:30am-10am
Book Talk, Lunch, Bridal and Hair Salon with hair artist
Pat Morris and Hair Stylist, Kelly.

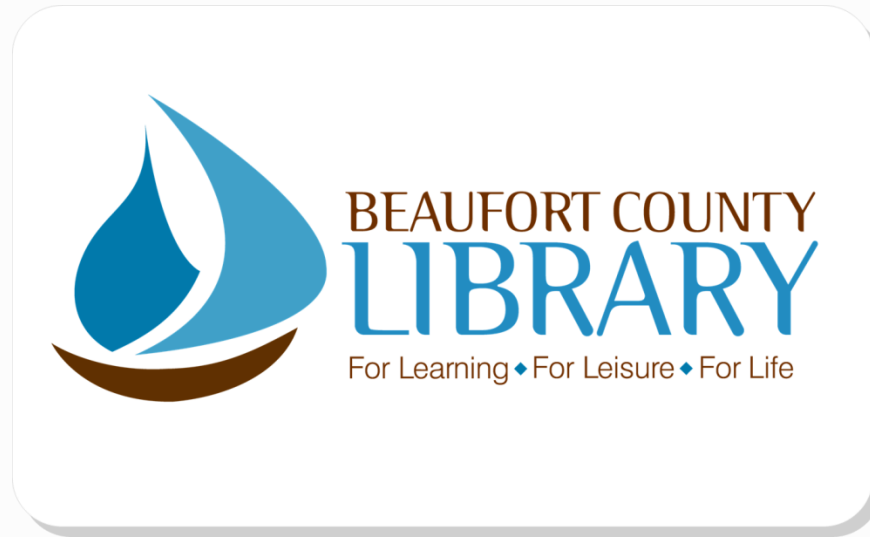
Inside This Issue

Beaufort County Libraries Celebrate **The Big Read** Events for Children, Teens, and Adults
Black History Month
New Library Hours



BEAUFORT COUNTY LIBRARY
For Learning • For Leisure • For Life

BeaufortCountyLibrary.org



THE SMARTEST CARD IN YOUR WALLET

Your free Beaufort County Library card is waiting for you.



Future



BEAUFORT COUNTY
LIBRARY
For Learning • For Leisure • For Life

Future

- Develop New Strategic Plan
- Update Library-portion of CIP
- Review new facility funding options
- Develop proposal for new branches:
 Beaufort and Okatie/Sun City/Pritchardville
- Review Library Impact Fees
- Continue to Renovate/Repair existing facilities
- Fund sustainable levels of staffing/operating

FY17 BUDGET REQUEST

- Prepared for FY17 budget at FY16 level
- Realistic request above this level –
 - One full-time position in Technical Services (\$40,000)
 - Computer replacements (\$15,000)
 - New furniture (\$50,000)
 - **Total \$105,000**

Questions?

Topic: FY 2017 Revenue Outlook
Dated Submitted: February 11, 2016
Submitted By: Alicia Holland
Venue: Council Annual Strategic Planning Session

Fiscal Year 2017

Revenue Outlook

Alicia Holland, CPA, CGMA

February 12, 2016

County and School District Value of 1 Mil

					2/11/2016
				Total Assessed	Value of
<u>Tax District</u>	<u>Real</u>	<u>Personal</u>	<u>Vehicles</u>	<u>(Taxable) Value</u>	<u>1 mil</u>
County Operations	\$ 1,488,415,542	\$ 122,265,350	\$ 122,341,990	\$ 1,733,022,882	\$ 1,733,023
County Debt Service	\$ 1,488,415,542	\$ 122,265,350	\$ 122,341,990	\$ 1,733,022,882	\$ 1,733,023
County Purchase Property	\$ 1,488,415,542	\$ 122,265,350	\$ 122,341,990	\$ 1,733,022,882	\$ 1,733,023
BCSD Operations	\$ 1,032,642,838	\$ 122,265,350	\$ 122,341,990	\$ 1,277,250,178	\$ 1,277,250
BCSD Debt Service	\$ 1,513,857,623	\$ 122,265,350	\$ 122,341,990	\$ 1,758,464,963	\$ 1,758,465

Countywide Millage Rates

Fiscal Year

	<u>2012</u>	<u>2013</u>	<u>2014*</u>	<u>2015</u>	<u>2016</u>
County-Operations	40.21	40.21	46.48	46.48	48.77
County-Debt Service	4.57	4.44	5.48	5.48	5.48
County-Purchase of Real Property Program ¹	<u>2.76</u>	<u>3.87</u>	<u>4.34</u>	<u>4.90</u>	<u>4.90</u>
Total County Tax Rate	47.54	48.52	56.30	56.86	59.15
School-Operations	90.26	92.26	97.45	103.50	103.50
School-Debt Service	<u>28.00</u>	<u>28.00</u>	<u>31.71</u>	<u>31.71</u>	<u>31.71</u>
Total School Tax Rate	118.26	120.26	129.16	135.21	135.21

* Fiscal Year 2014 (Tax Year 2013) was a reassessment year. The County Operations rollforward millage rate was 44.57 and the School Operations rollforward millage rate was 94.75.

Note 1: This tax rate is based on voter referendum.



Millage Rates – 3 Year Lookback

<u>Three (3) Year Lookback Allowance</u>	<u>2017</u>	<u>Increase</u>		
		<u>2016</u>	<u>2015</u>	<u>2014*</u>
County-Operations mil increase	<i>TBD</i>	2.29	-	1.91
% increase	<i>TBD</i>	4.93%	0.00%	4.29%
3 year availability	2.92%	-0.81%	3.73%	-0.01%
School-Operations mil increase	<i>TBD</i>	-	6.05	2.70
% increase	<i>TBD</i>	0.00%	6.21%	2.85%
3 year availability	3.07%	4.12%	-2.48%	1.43%
Millage Rate Increase Limitation	<i>TBD</i>	4.12%	3.73%	4.28%

The Millage Increase Limitation is provided by the South Carolina Revenue and Fiscal Affairs Office in March of each year.



Fire Districts – Value of 1 Mil

					2/11/2016
				Total Assessed	Value of
<u>Tax District</u>	<u>Real</u>	<u>Personal</u>	<u>Vehicles</u>	<u>(Taxable) Value</u>	<u>1 mil</u>
Burton Fire District	\$ 48,686,140	\$ 10,959,650	\$ 9,983,330	\$ 69,629,120	\$ 69,629
LISH Fire District	\$ 114,587,170	\$ 10,462,210	\$ 13,250,060	\$ 138,299,440	\$ 138,299
Bluffton Fire District	\$ 391,051,217	\$ 39,335,710	\$ 49,171,660	\$ 479,558,587	\$ 479,559
Sheldon Fire District	\$ 29,628,000	\$ 1,987,260	\$ 2,168,200	\$ 33,783,460	\$ 33,783
Daufuskie Fire District	\$ 17,443,300	\$ 1,474,320	\$ 431,310	\$ 19,348,930	\$ 19,349

Fire District Millage Rates

Fiscal Year

	<u>2012</u>	<u>2013</u>	<u>2014*</u>	<u>2015</u>	<u>2016</u>
Bluffton Fire Ops	19.67	20.49	24.02	24.02	24.02
Bluffton Fire Debt	0.38	-	-	-	1.22
Burton Fire Ops	55.87	58.21	60.18	60.18	60.66
Burton Fire Debt	5.53	5.53	5.74	5.74	5.26
Daufuskie Island Fire Ops	31.74	33.07	52.57	54.72	56.98
Daufuskie Island Fire Debt	-	-	2.00	2.00	2.00
Lady's Island/St. Helena Fire Ops	32.04	33.34	34.82	35.94	36.94
Lady's Island/St. Helena Fire Debt	1.50	1.50	2.30	2.36	2.20
Sheldon Fire Ops	32.22	33.11	34.53	35.82	36.33
Sheldon Fire Debt	2.18	2.18	2.20	2.20	2.20

Millage Rate – Cost per Year

1 Mil means:

\$4 per year for each \$100,000 of legal residence
(\$0.33 per month)

\$6 per year for each \$100,000 of non-legal
residence
(\$0.50 per month)



Topic: FY 2016 - 2017 Budget Discussion
Date Submitted: February 12, 2016
Submitted By: Jerry Stewart
Venue: Council Annual Strategic Planning Session

FY 2016-2017 Budget Discussion:

2.5% Population Growth (estimated)

+

0.12% CPI increase (confirmed)

48.86 Mills (FY2015-2016 Budget)

=

2.62% Projected Increase

1.28 Mill increase permissible under cap = \$2,227,200 (@\$1,740,000/Mill)

\$2.2M in revenue using cap +

\$870,000 in look back (@ .5Mills x \$1,740,000/Mill)

=

\$3.09M increase (Cap + lookback)

+

\$2.5M in new revenue (growth in value of Mill and non-ad valorem revenue sources)

=

\$5.59M total budget Revenues

\$7.4M in estimated budget request (includes estimated Council priorities, staff requests, and elected official requests)

=

\$1.8M deficit between expected Revenues and estimated Expenditure Requests

- Has no funds budgeted for retiree healthcare expenses
- If approved to switch to self-insurance, potential savings of \$1.2M

Jerry Stewart

February 12, 2016

Council Annual Strategic Planning Session

Topic: Economic Development
Date Submitted: February 12, 2016
Submitted By: Stu Rodman
Venue: Council Annual Strategic Planning Session

Beaufort County Economic Development

Council Agreement

- 1. Product Required**
- 2. Public Funding Required**
- 3. Regional Approach w/ Jasper**
- 4. Municipal EDCs to be Included**
- 5. County's Role to be Supportive:**
 - \$'s**
 - Tax Relief**
 - Infrastructure**

Needed (Alliance) Services

- 1. Product Development**
- 2. Marketing**
- 3. Recruitment**
- 4. Liaison to:**
 - Commerce & State Agencies**
 - Federal Agencies**
- 5. Project Assistance**
- 6. Advise**
- 7. Coordination w/ County & Local EDCs**

Economic Development - Product
To Play - 80% Building (existing, spec, pad, etc.) / 20% - Certified Land

Industrial & Commerce

Investment:

Inexpensive Land
Expensive Infrastructure

Draw:

Quality of Life Wage Structure
Military (Bases & Retirees)

Yemassee & Commerce Parks:

Automotive & Light Manufacturing

Port & US 21:

Aerospace & Military
Healthcare (BC Task Force)
Agriculture & Aquaculture

Research & High Tech

Investment:

Expensive Land
Inexpensive Infrastructure

Draw:

Quality of Life
Residents - Active / Retirees
Private Investment

Bluffton:

Healthcare & High Tech (BC Task Force)
Aquaculture (Waddell)

HHI:

Headquarters & Healthcare (BC Task Force)

Economic Development Organization

Economic Development Board

Appointments (Primarily Business):

- 3 - County**
- 3 - Municipalities**
- 3 - At Large by BC EDC Board**
- 1 - County Administrator (ex-officio)**
- 1 - Alliance President (ex-officio)**

Temporary Board:

- 4 - Mayors**
- 4 - Council (GD, SF, JS, & SR)**
- 1 – Gary or Josh (ex-officio)**

Economic Development Working Group

- 1. Alliance Coordinator**
- 2. Hilton Head Island EDC Director**
- 3. Beaufort EDC Director**
- 4. Bluffton RDC Director**
- 5. Port Royal RDC Director**
- 6. President of Beaufort Chamber**
- 7. President of HHI - Bluffton Chamber**
- 8. County Deputy Administrator (ex-officio)**

Temporary Group:

Ashley, Don Kirkland, & 3 Town Mangers

Economic Development Financial Engineering

Operations

Contributions:

- 75% - County**
- 10 - Hilton Head Island (starting '17)**
- 5 - Bluffton (starting '17)**
- 5 - Beaufort (starting '17)**
- 5 - Port Royal (starting '17)**

100% + Private Partners

County Appropriation:

\$ 90K - '16
\$175K - '17

Product - \$20M Investment

County Underwrite:

- BANs (Interest = \$200K)**
- GO Bonds (1 Mill = 2.0 / year Debt Service):**
 - 1/3 Residents (4%) - \$4 / \$100K**
 - 2/3 Others (6%) - \$6 / \$100K**

County Reimbursement:

- 1. Business License Fees (= \$1.0M / Year)**
- 2. MCIP**
- 3. Sale of Parcels**
- 4. Public - Private Partnerships**
- 5. Commerce Participation?**

Economic Development Mayor's Recommendations

Mayor's Recommendations

- 1. Seek Consensus & Hire a Consultant**
- 2. Have a Single County Point of Contact**
- 3. Provide County Assistance**
- 4. Reform Regulations, Processes, & Fees**
- 5. Consider Workforce Housing Incentives**
- 6. Defer Alliance Discussion & Use Consultant**

Suggested Council Response

- 1. Accept as Road Map**
- 2. Retain Local Facilitator w/ Business Background:**
 - \$25,000 ('16 ED Budget)**
 - 90 Days**
- 3. Defer Alliance Decision, not Engagement:**

Economic Development Council Path Forward

Affiliation Options

- 1. Charleston**
- 2. Southern:**
 - **\$200K w/ Southern Employee**
 - **\$400K w/ BC EDC Employee**
- 3. Beaufort Alone:**
 - 1. Last Resort**
 - 2. \$600K**
 - 3. 2017**

Recommendation

- 1. Engage (w/ 8 votes):**
 - **Facilitator ('16 Budget)**
 - **Charleston & Southern Alliances**
- 2. Develop & Negotiate**
- 3. Consider in Budget Discussions**
- 4. Approve (w/ 8 votes)**

Topic: Economic Development / Memorandum to Mayors
Date Submitted: February 12, 2016
Submitted By: Stu Rodman
Venue: Council Annual Strategic Planning Session

Memo to Mayors

Re: Beaufort County Economic Development

On behalf of County Council, we sincerely thank you for your Memo of February 10, 2016 laying out a series of very thoughtful recommendations.

We accept all of your recommendations and agree to consider them in a timely manner, with the exception of two points within your Recommendations:

- **#1 which envisions hiring a consultant, whereas we believe that we should retain an outside facilitator with economic development experience. This is consistent with your observation that the task is consensus building and establishing goals, rather than the details of structure, governance, funding, staffing, and alliances.**
- **#6 which suggests deferring the alliance discussion, which we interpreted as deferring the final decision as you suggest using the consultant to assist with resolving the alliance decision.**

The other features suggested in these two recommendations are accepted. The County will cover the cost. We believe that task can be accomplished in 90 days, but realize that it could require more time and evolve into a more traditional consultancy.

We have a temporary EDC board which include the four of you, Jerry Stewart. Gerald Dawson, Steve Fobes, and me. The next step is for us to meet at your earliest convenience in order to:

- 1. Select the facilitator**
- 2. Prepare to engage the Southern and Charleston Alliances**
- 3. Prioritize and start to work your Recommendations**

Please find attached the presentation I used in the economic development discussion at our Retreat. Sue will be in touch with your respective offices to establish a convenient time to reconvene our temporary Board.

Personal Regards,

Stu

Topic: Heritage Tourism Phase II
Date Submitted: February 12, 106
Submitted By: Stu Rodman
Venue: Council Annual Strategic Planning Session

Heritage Tourism (Charleston - Beaufort County - Savannah Corridor)

<u>What If (Visitor Days)</u>	<u>Result</u>
1. 75,000 Santa Elena (1 Day)	Corridor: <ul style="list-style-type: none">• 200,000 New Visitors (1% Increase)
2. 125,000 - Reconstruction, Penn Center, Mitchelville, Gullah Geechee, Civil War, Revolutionary War, etc. (2 Days)	<ul style="list-style-type: none">• 1,000,000 Visitor Day Increase (2%)• \$120 Million - Economic Impact• 1,500 Jobs
3. 400,000 - 1% of Visitors Extend 2 Days	<ul style="list-style-type: none">• \$10 Million - Taxes
4. 400,000 - 1/2% Visitor Increase - International Visitors (4 Days)	Beaufort County (80%): <ul style="list-style-type: none">• \$100 Million - Economic Impact• 1,200 Jobs• Introduces Future Retirees

Heritage Tourism Phase II

Visitor Centers

1. **Santa Elena - Port Royal:**
 - Interpretative Center
 - Galon Home Port
2. **Reconstruction - Beaufort:**
 - Old Federal Courthouse
 - w/ National Park Service
3. **Mitchelville / Civil War - HHI:**
 - w/ Smithsonian
4. **Gullah Geechee - Bluffton**
5. **Penn Center - St Helena**

2016

1. **End Products:**
 - County-wide Plan
 - Return on Investment
2. **Responsibility: Mayor's Task Force**
 - Steering Committee
 - Advisory Committee
 - Regional Task Forces
3. **County Role:**
 - Council Priority?
 - Partner & Participant

Topic: Florence County Tax Notice
Date Submitted: February 12, 2016
Submitted By: Ray McBride
Venue: Council Annual Strategic Planning Session



DEAN FOWLER, Jr.
 Florence County
 City-County Complex
 180 N. Irby St., MSC-Z
 Florence SC 29501-3456



LAKE CITY SC 295600000

RETAIN FOR TAX PURPOSES

FLORENCE COUNTY, SOUTH CAROLINA
 REAL ESTATE PROPERTY TAX RECEIPT

**** DUPLICATE ****

LAKE CITY SC 295600000

Itemization of Your Tax Levy \$ Distribution

	<u>mills</u>	<u>taxes</u>	<u>percent</u>
Public School	207.7	58.44	7.76
City Government	176.0	493.04	-65.54
County General	10.9	23.65	3.17
Flor-Darl Tec	4.9	23.86	3.17
Fire District	.0	.00	.00
Public Safety	45.4	98.56	13.10
Watershed Taxes	.0	.00	.00
County Library	7.5	16.29	2.16
County Sr. Citizen	.8	1.74	.23
County Bonds	8.5	18.46	2.45
Unfded St. Mandate	8.4	18.23	2.42

Tax Year:	2014
Receipt Number:	14-080295
MBP/Account No:	80020-13-011
Property Description:	CARTER PK LT 8 PT 9B
Tax Before Credit:	2,289.39
School Tax Credit:	953.06
Property Tax Credit County:	219.98
Property Tax Credit City:	364.08
Net Property Tax:	752.27
Solid Waste Fee:	99.50
Penalty:	.00
DATE PAID:	1/22/15
Tax:	752.27
Penalty:	.00
Cost:	.00
Interest:	.00
Solid Waste Fee:	99.50
Penalty:	.00
TOTAL PAID:	851.77

Receipt# Bill Date MBP/Acct# Dist Mills
 14-080295 1/22/15 80020-13-011 32 0 470.1

L A N D				IMPROVEMENTS		Total	Assessment
Type	Acres	Lots	Tax.Value	Number	Tax.Value	Taxable Value	
Resi		1	16302	3	105501	121803	4870

Ray McBride
 February 12, 2016
 Council Annual Strategic Planning Session

P A I D
1/22/15



Dean Fowler, Jr.
 Florence County Treasurer
 City-County Complex
 180 N. Irby St., MSC-Z
 Florence SC 29501-3456

Florence County SC
 VEHICLE TAX RECEIPT

ITEMIZATION OF YOUR TAX LEVY \$ DISTRIBUTION			
	MILLS	TAXES	PERCENT
Public School	205.0	\$147.59	52.35
City Government	176.0	\$91.38	32.41
COUNTY General	11.5	\$5.37	1.95
Flor-Darl Tec	4.9	\$3.52	1.24
Fire District	.0	\$.00	.00
COUNTY Pub.Safety	46.6	\$21.76	7.71
Watershed Taxes	.0	\$.00	.00
COUNTY Library	8.0	\$3.74	1.32
COUNTY Sr.Citizen	.8	\$.37	.13
COUNTY Bonds	9.0	\$4.21	1.49
UnFded St.Mandate	8.5	\$3.97	1.40

Tax Year: 2014	
Receipt#:	4108747
TAX BEFORE CREDIT:	338.62
PROPERTY TAX CREDIT COUNTY:	21.37
PROPERTY TAX CREDIT CITY:	35.34
NET PROPERTY TAX:	281.91
STATE VEHICLE REGISTRATION FEE:	24.00
ROAD SYSTEM MAINTENANCE FEE:	30.00
TOTAL DUE:	335.91
DATE PAID:	9/03/14
TAX:	281.91
STATE VEHICLE REGISTRATION FEE:	24.00
ROAD SYSTEM MAINTENANCE FEE:	30.00
TOTAL PAID:	335.91

Receipt# For The License
 4108747 Period Beginning: 9/30/14 Ending: 9/30/15

Year Make	Body Style	Model No.	Identification Number	TAG#
07 HOND	SW	CRV	JHLRE38737C060622	BGE860 14
District	# of Months	Assessment	Millage	
320	12	720	470.3	



Dean Fowler, Jr.
 Florence County Treasurer
 City-County Complex
 180 N. Irby St., MSC-Z
 Florence SC 29501-3456

Florence County SC
 VEHICLE TAX RECEIPT

ITEMIZATION OF YOUR TAX LEVY \$ DISTRIBUTION			
	MILLS	TAXES	PERCENT
Public School	205.0	\$86.09	52.35
City Government	176.0	\$53.30	32.41
COUNTY General	11.5	\$3.13	1.93
Flor-Darl Tec	4.9	\$2.05	1.24
Fire District	.0	\$.00	.00
COUNTY Pub.Safety	46.6	\$12.70	7.72
Watershed Taxes	.0	\$.00	.00
COUNTY Library	8.0	\$2.18	1.32
COUNTY Sr.Citizen	.8	\$.22	.13
COUNTY Bonds	9.0	\$2.46	1.49
UnFded St.Mandate	8.5	\$2.32	1.41

Tax Year: 2014	
Receipt#:	4108748
TAX BEFORE CREDIT:	197.53
PROPERTY TAX CREDIT COUNTY:	12.46
PROPERTY TAX CREDIT CITY:	20.62
NET PROPERTY TAX:	164.45
STATE VEHICLE REGISTRATION FEE:	.00
ROAD SYSTEM MAINTENANCE FEE:	30.00
TOTAL DUE:	194.45
DATE PAID:	9/03/14
TAX:	164.45
STATE VEHICLE REGISTRATION FEE:	.00
ROAD SYSTEM MAINTENANCE FEE:	30.00
TOTAL PAID:	194.45

Receipt# For The License
 4108748 Period Beginning: 9/30/14 Ending: 9/30/15

Year Make	Body Style	Model No.	Identification Number	TAG#
06 HOND	SW	ELEMEN	5J6YH183X6L007443	BGE859 15
District	# of Months	Assessment	Millage	
320	12	420	470.3	

SECTION 2

CHAIR AND COMMITTEE CHAIR REPORTS

SECTION 3

COUNTY ADMINISTRATOR REPORTS

SECTION 4

STRATEGIC PLANNING FOR BEAUFORT COUNTY

Strategic Planning: Connecting the “Dots”

Strategic planning is not a strategic plan. Strategic planning is developing and institutionalizing a process that connects the "Dots" linking a long term vision and mission of the county with goals for five years and performance expectations to a one year "to do" list for Chair and County Council, management and the County.

A simple way of conceptualizing this model is to think about taking your county to a trip to the future. One difference is that the county is going on a trip to the future, the question is – who will lead the journey? Will county leaders react to the situation/moment or lead with intention. Strategic planning is a tool for leading to the future. You begin with determining the destination, then selecting the best vehicle for the trip, then making a map to the designation, then fueling the vehicle and selecting the route. Let's begin the journey by defining the "Dots"

CREATING THE "DOTS"

STEP 1: DESTINATION

The destination is the Chair and County council's vision for the county's future. Vision is a set of value-based principles that describe the desired future for the county. It is a combination of realism of today, current and untapped assets, and dreams for the future. Each principle is defined by descriptive statements paint a picture of tomorrow. A true vision is unique for that county, should evoke reactions and feelings, and inspire other community leaders. A county without a true vision is like taking a trip to nowhere.

STEP 2: VEHICLE

The vehicle for the trip to the destination is the county government's mission. The mission is defining the purposes of the county government – why the county should exist and its service responsibilities. Each county government has its own unique mission based upon the state legal framework, the needs of the community and the available resources. The right vehicle is needed if the trip is to be successful.

STEP 3: MAP

The map to the county's destination is a five-year plan. This plan begins by focusing the areas of importance, which become goals. Each goal consists of five-year outcome based objectives, criteria for measuring value to residents, understanding the short/long term challenges and opportunities to achieving the goal, and action ideas for 1-5 years. This plan is the guide to policy development, land use and development planning, master plans for infrastructure and facilities, budget: services and resource allocation, and decision-making. It guides the creation of the county's future.

STEP 4: FUEL

The fuel is the people – the county's managers and employees. The fuel is defined not in octane but in the performance expectations and standards for all county employees. The performance standards are based upon personal values and defined in observable behaviors and actions by managers and employees. Vehicles need the right fuel for a trip to be successful; counties need the right people if they are to be successful in carrying out the mission. The fuel makes the vehicle go, people turn direction and ideas into reality through actions.

STEP 5: ROUTE TO DESTINATION

A map has multiple routes to the destination; a county has many routes to the future. Leaders define the route for the county in the development of action agenda for the year – an annual work program. The work plans consists of a policy agenda of the top ten priorities for the Chair and County Council, a management agenda of the top ten priorities for County management, a management in progress that need full implementation, and major projects that need to complete construction. The selection of the route provides focus for resources and work activities.

CONNECTING THE "DOTS"

The next step is to take the trip to the future. The decisions and actions by county leaders, managers and employees create the county's future. The "Dots" need to be connected through an ongoing process in order to reach the destination-to realize the vision and to achieve the goals. Let's take the journey by connecting the "Dots".

STEP 6: ITINERARY

The itinerary outlines the daily activities using the map and following the designated route. The itinerary for the county is annual action outlines for each priority and project. The action outline contains: key issues for direction and action, activities, milestones, time frame for completion, key partners and responsible person. Leaders can use the action outlines to guide and monitor work activities and products. When taking a trip, there is always something unexpected. The action outlines need to be modified when anomalies occur. This allows the county to be flexible and resilient in its pursuit of the vision and goals.

STEP 7: TOUR GUIDE

During our trip, every one has a copy of our Tour Guide. Everyone is expected to know and follow the guide. For the county, it begins with sharing and marketing the strategic plan with the community and with residents through a variety of methods – personal presentations, website, newsletters, etc. It is posting the strategic plan through the county as a daily reminder to all – in departments and in the Council Chambers. Repetition is good, people will remember and use the strategic plan to guide their actions.

STEP 8: TAKING THE TRIP

We take the trip following our map with the designated route and our itinerary. Taking the Trip for the county means using the strategic plan in daily operations, in policy development, and in decision-making.

It is developing and refining organizational processes to maximize capacity by using the strategic plan as a guide. It is managers and employees using it to improve daily work activities. County leaders receive regular performance reports on recent accomplishment, setbacks and obstacles, next steps and areas for adjustment or modification. Taking the trip is an ongoing process if the county is to be successful.

STEP 9: ACHIEVING A MILESTONE AND CELEBRATING

When we have achieved major milestones on our trip or successfully completed activities, we pause and take time to toast and celebrate our success. County leaders and managers need to make the time to recognize the contributions of others who have contributed to the success and to share with residents how the successes have added value to their lives – great convenience, enrichment of lives, protection of property values and neighborhoods. A celebration of the success is a memorable event focusing what we have achieved as a county and energizes us for the next step in our journey to the future.

STEP 10: PREPARING FOR DAY TWO

At the end of the day, we review the past day, look at our map and route, and prepare for the next day. For counties, an annual strategic planning workshop updates the strategic plan and develops a new work plans for the next year. It is time to prepare a performance report for residents and the community, to discuss individual ideas about the next five years and specifically ideas for actions during the next year, to refine the goals, to have strategic discussions about critical issues and opportunities, and to prepare the work plans for the next year. We continue to connect the "Dots".

IMPORTANCE OF STRATEGIC PLANNING

The importance in institutionalizing a strategic planning process for counties can be found in the following:

1. Clear direction and performance standards for managers and employees: they know where we are going and what is expected of them.
2. Financial institutions and bond rating agencies having confidence in the county leadership and decision-making: bond rating, willingness to loan money.
3. Economic expansion and businesses having confidence in the county's future and as a reliable economic partner: willingness to invest in the county.
4. Community organizations having confidence in the county's direction: opportunities to partner with the County: contributing to the community.

5. Citizens having confidence in their county leaders and government's ability to deliver on their promises, respond to changing needs, add value in their daily lives.

KEYS TO A SUCCESSFUL TRIP/JOURNEY

County leaders can take the county to the future by demonstrating the following:

- 1) **DISCIPLINE** to follow and use the strategic planning process in light of pressure to go a different direction;
- 2) **ADVOCACY** to be a cheerleader for the vision and goals, project optimism about the future, get residents excited about the county's future;
- 3) **RESPONSIBLE CHOICES** to make timely decision based upon the vision, goals, plan and the best available data;
- 4) **ACCOUNTABILITY** to take responsibility for actions and results.

County leaders who connect the " Dots" create a better future guided by their vision and goals while others will be guided by political pressure and the moment.

STRATEGIC FRAMEWORK

VISION 2030

“Desired Destination for Beaufort County”

PLAN 2020

“Map to Beaufort County’s Destination”

EXECUTION

“Route for Next Year”

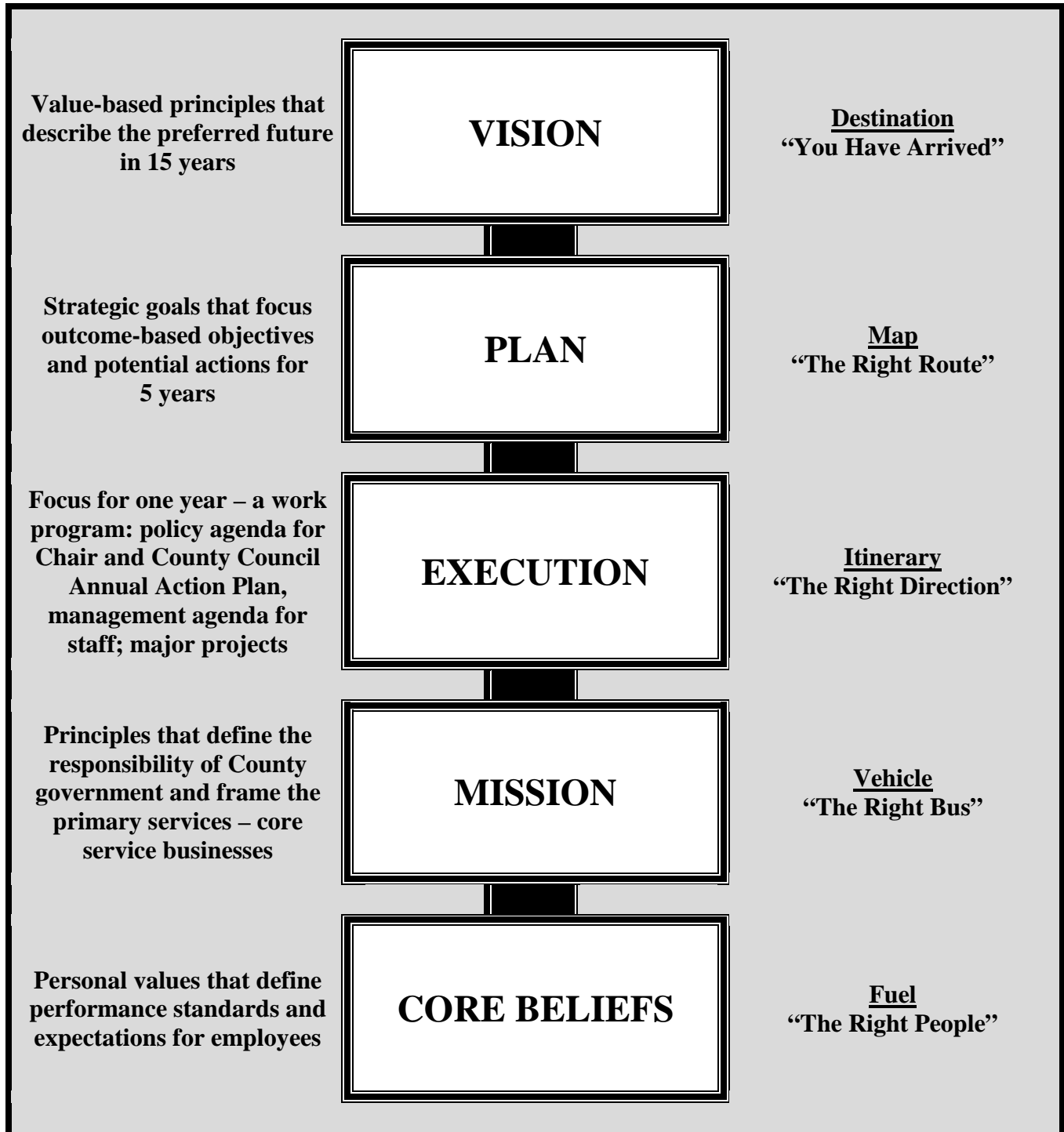
MISSION

***“Responsibilities of Beaufort County’s
Government”***

BELIEFS

***“How Beaufort County’s
Government Should Operate”***

STRATEGIC PLANNING MODEL



Formulas for Strategic Planning

P	≠	F
Past		Future

<i>FOCUS ON THE FUTURE</i>		

W₁	+	W₂	=	0
Why		What If	Lead to	Nothing

<i>FOCUS ON WHAT → HOW</i>				

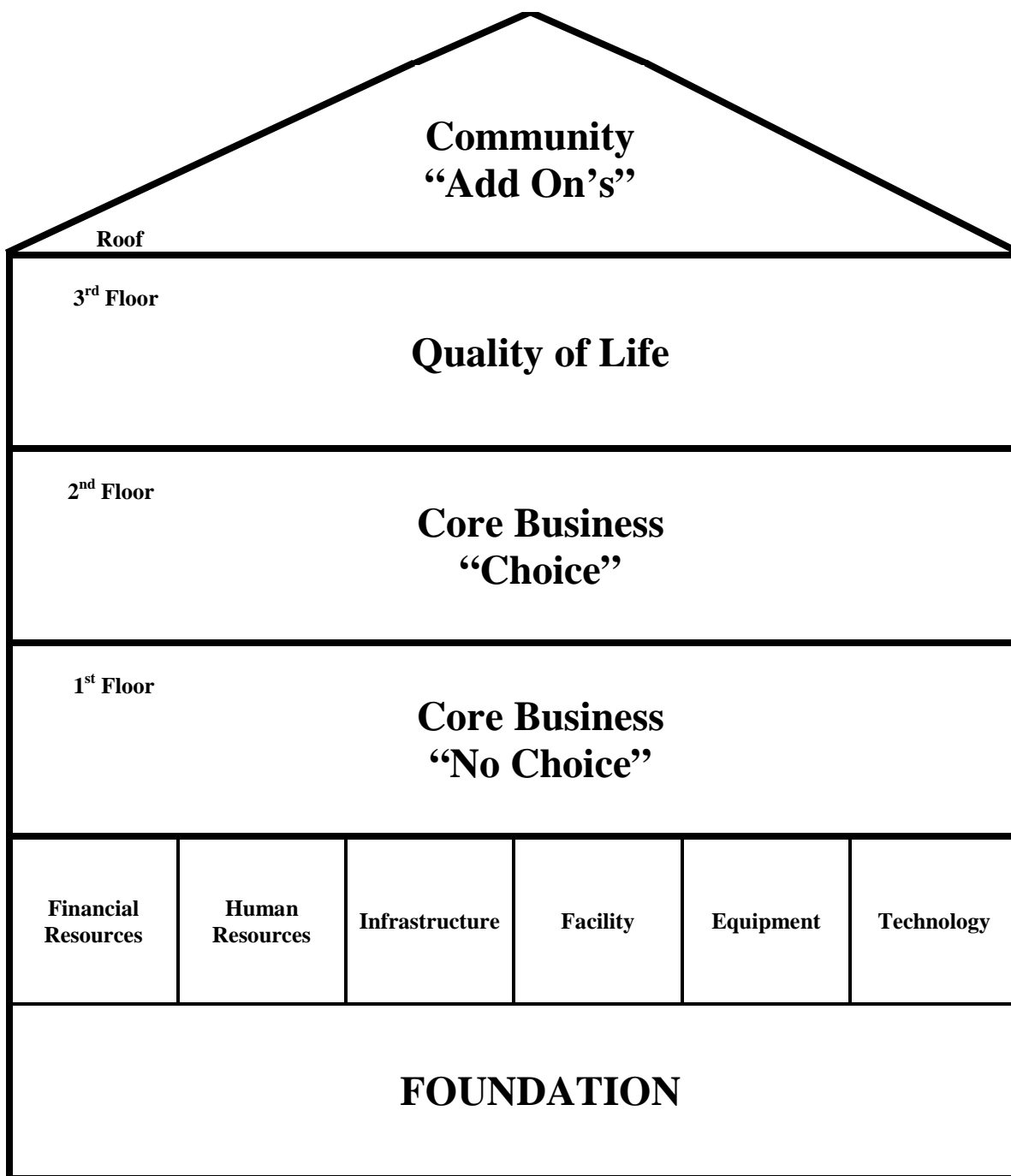
S	=	R	-	E
Satisfaction		Reality	Compared To	Expectation

<i>BUILD MOMENTUM THROUGH LITTLE SUCCESSES</i>				

MR	=	R	a₁	F₁
			a₂	F₂
		...		
Maximum Result		Ready	Aim	Fire
			<evaluate>	
			Aim	Fire

<i>HAVE AN END IN MIND – TAKE DECISIVE ACTION</i>				

County: Service Responsibilities



County Service Hierarchy House Model

FOUNDATION

"INVISIBLE" FROM VIEW, BUT NECESSARY FOR THE DELIVERY OF COUNTY SERVICES

1st FLOOR - NO CHOICE

SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

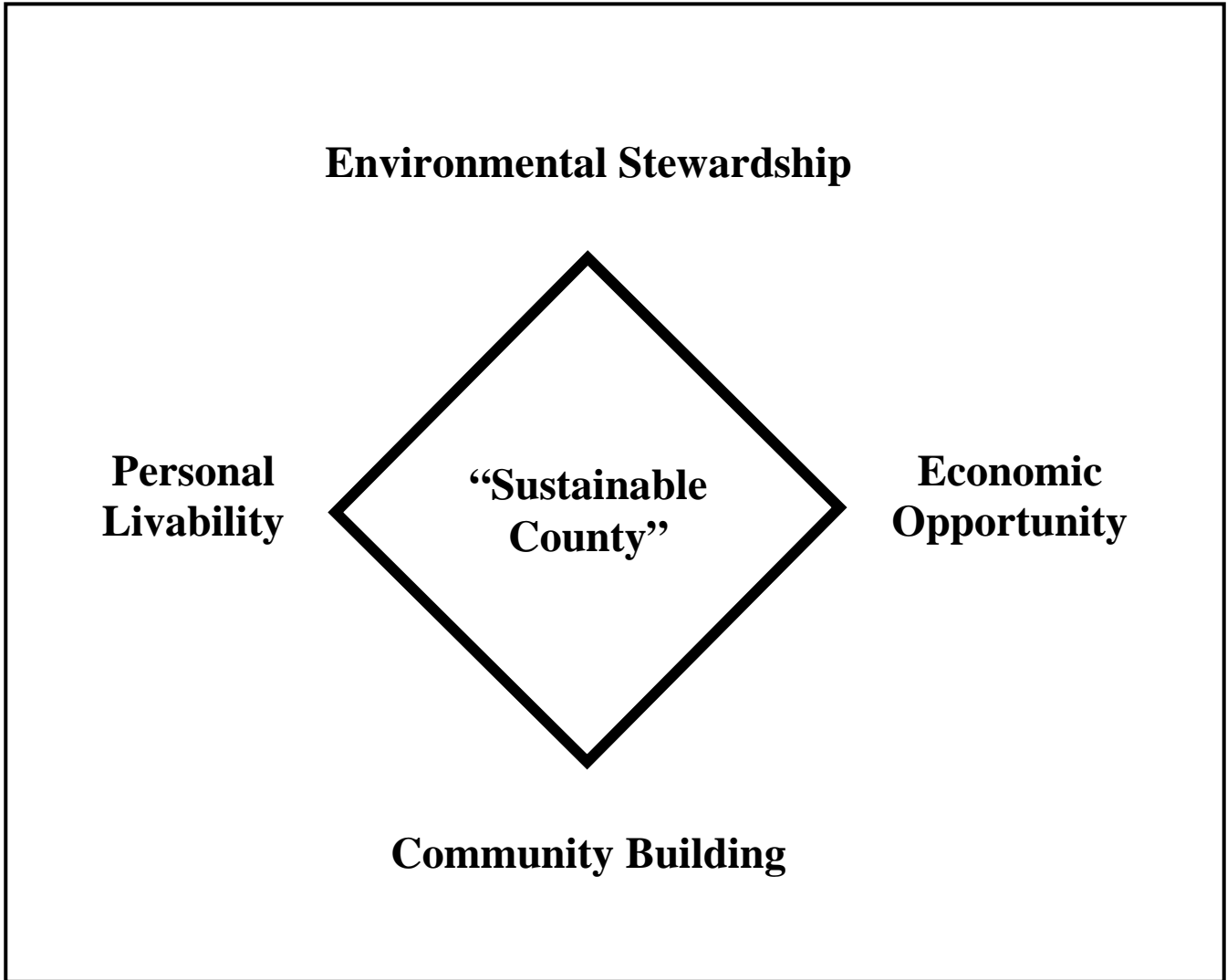
3rd FLOOR - QUALITY OF LIVING

SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

- Feeling safe
- Quality schools and educational programs for lifelong learning
- Quality medical services and personal wellness opportunities
- Neighborhoods with a ranges of housing opportunities
- Easy mobility within the county and to/from outside
- Reliable utility services: water, sewer, telecommunications
- Timely response to an emergency call for service

Environmental Stewardship

- Preservation of the county's natural resources
- Conservation of water
- Effective stormwater management system
- Recycling for residents and businesses
- Reducing the county's and community's carbon footprint
- Use of alternative energy sources

Economic Opportunities

- Creating a positive environment that supports private investments and entrepreneurship
- Retaining and growing current businesses
- Workforce trained for 21st century jobs
- Opportunities for higher education and job training
- Developing public-private relationships with a return on the investment
- Attracting businesses targeted for the community

Community Building

- Partnering with community based organizations
- Strong community events with active participation that bring neighbors together
- Community gathering places where residents go to enjoy
- Residents positively engaged in the county's governance processes
- Proactive communications about the county and the community
- Residents volunteering and contributing to the community
- Celebrating the community's history and heritage

SECTION 5

STRATEGIC PLAN 2015 – 2020 – 2030: BEAUFORT COUNTY

STRATEGIC PLANNING FOR BEAUFORT COUNTY

Strategic Planning Model for Beaufort County

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for County Council, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of County government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

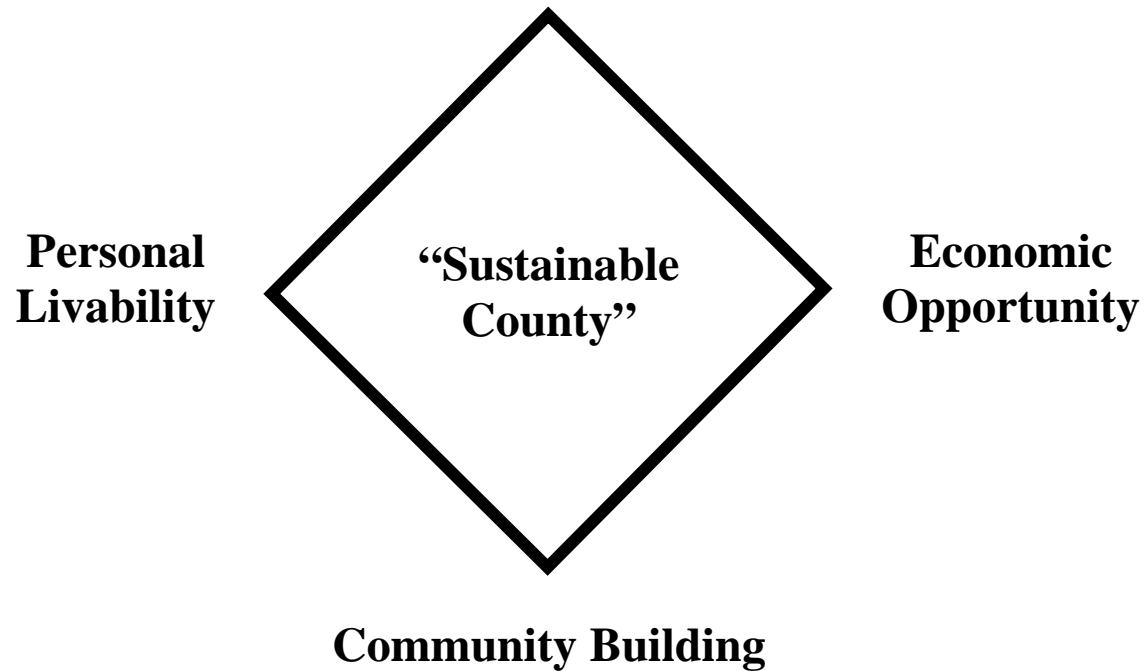
Fuel
“The Right People”

BEAUFORT COUNTY VISION A SUSTAINABLE COUNTY

Beaufort County Vision

A Sustainable County

Environmental Stewardship



Beaufort County Vision

PERSONAL LIVABILITY

► Means

1. Residents feeling safe and secure throughout the county (personal and property) with low crime rate
2. Easy movement within the county and with acceptable, predictable travel times, including public transportation, walking and bicycle trails
3. Recreation and leisure opportunities for all generations
4. Reasonable, affordable and stable tax rate with services valued by local taxpayers
5. Good racial relations
6. Opportunities to experience arts and culture within the County
7. Convenient access to full range of choice for shopping, healthcare and medical services, education, water, government services
8. Availability of quality housing from affordable workforce housing to upper income housing
9. County residents and businesses prepared for and ready to recover from a hurricane or disaster
10. Quality public schools with quality educational programs

ENVIRONMENTAL STEWARDSHIP

► Means

1. Protection of Beaufort County's natural beauty and resources, including forest tree, canopy, beaches, waterways and wild areas
2. Effective stormwater management program and drainage system
3. Protection of water quality with the ability to harvest from the waterways
4. Buildings, homes and commercial areas designed with environmental sensitivity
5. Increase opportunities for residents and guests to enjoy the water and Lowcountry environment
6. Residents and businesses understanding and taking responsibility for environmental stewardship
7. Reasonable environmental regulations based upon common vision
8. Effective environmental monitoring, compliance and enforcement of regulations

ECONOMIC OPPORTUNITY

► Economic Drivers

1. Military and military-related businesses
2. Tourism
3. Medical and healthcare
4. Light, clean manufacturing
5. Retirees
6. University, education and training
7. Historical and cultural tourism
8. Agricultural and natural resource businesses
9. Information technology based businesses

ECONOMIC OPPORTUNITY

► Means

1. Workforce prepared for 21st century jobs
2. Retention and expansion of local businesses
3. Land available within the county and the region for economic expansion and development
4. Increased tax base with demonstrable return on tax investments
5. More diverse businesses (region and local) reducing the burden on residential taxpayers
6. Jobs with family wages
7. Financing available for business development and expansion

COMMUNITY BUILDING

► Means

1. Residents volunteering and serving the community
2. Effective methods of communicating with residents and community about changes in the county
3. Residents taking pride
4. Celebrating the history, heritage and culture of Beaufort County and the Lowcountry
5. Governments working together for the Beaufort County community's benefit
6. Residents sharing responsibility for making the community safe

BEAUFORT COUNTY PLAN FOR 2015 – 2020

Beaufort County Goals for 2020

Financially Sound County Providing Quality Core Services Efficiently

Preservation of Beaufort County's Lowcountry Character: Natural Beauty, Environment and Heritage

Growing, Diversified Regional Economy

Upgraded County Infrastructure and Facilities

More Sustainable County through Planned, Managed Development

Goal 1

Financially Sound County Providing Quality Core Services Efficiently

OBJECTIVES

1. Grow, maintain financial reserves consistent with County's policies
2. Align County services with core responsibilities and financial resources
3. Maintain/enhance strong bond rating
4. Enhance the budget process and financial reporting
5. Provide adequate resources to support defined County services and level of services
6. Retain a top quality County workforce dedicated to serving the County residents and businesses

MEANS TO RESIDENTS

1. Valued services for their tax dollar
2. County services delivered in an efficient manner
3. County Council acting as responsible financial stewards
4. Content access to county services
5. County reducing the cost of service delivery

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. Potential increases in costs: healthcare, raw materials, outside contracts
2. Retaining a top quality County workforce and competitive compensation
3. Federal and State legislative actions impacting County revenues, services and capital projects
4. Providing services for those who need or are dependent on County services
5. Countywide benefits vs. individual interests and priorities
6. Increasing demands for County services and facilities from residents

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Determining County's funding for outside organizations
2. Residents understanding of County finances/revenues, services, reassessment process
3. Providing residents an opportunity to make the choice to fund quality of life facilities or services
4. Less outside funding through grants and earmarks
5. Slow growth in County revenues
6. Defining the role of County government, service responsibilities/levels and relationship to municipalities

POLICY ACTIONS 2015

1. Sales Tax Referendum: Preparation
2. Library Operational Analysis and Master Plan
3. Solid Waste Curbside Pick Up/Recycling
4. Comprehensive Impact Fee Review: Need Analysis and Report

PRIORITY

- | |
|---------------|
| Top Priority |
| High Priority |
| High Priority |

MANAGEMENT IN PROGRESS 2015

1. MUNIS Software: Implementation
2. Fleet Fuel Program: Implementation
3. Library Webpage: Upgrade
4. Debris Management Plan: Update
5. Legislative Program 2015
6. Employee Manual: Update

MANAGEMENT ACTIONS 2015

1. Solid Waste: Short-Term
2. Comprehensive Financial Plan: Projections for Revenues/Expenditures
3. Compensation Study and Implementation Funding
4. PALS Transfer to Town Hilton Head Island

PRIORITY

- | |
|---------------|
| Top Priority |
| Top Priority |
| Top Priority |
| High Priority |

ON THE HORIZON 2016 – 2020

1. Fire District Consolidation: Study
2. Transfer Station
3. Retiree Healthcare Policy, Direction and Funding
4. Workers' Compensation: Evaluation and Actions
5. Joint Use of School Facilities
6. Treasury Investment Committee: Creation
7. Tag Fees: Direction
8. Specialized Capital Equipment Replacement Program: Plan and Funding Mechanism
9. Impact Fee Assistance Program: Re-Activate
10. Two years for AA Degree: Evaluation Direction
11. Schools/School Financial Policy: Agreement
12. Matching Funds for Grants
13. Resource Development Function: Establishment

Goal 2

Preservation of Beaufort County’s Lowcountry Character: Natural Beauty, Environment and Heritage

OBJECTIVES

1. Preserve and promote Beaufort County’s history, heritage and culture
2. Improve quality of water to shellfish harvesting level
3. Preserve and enhance the beauty of the natural and built environment
4. Market the Beaufort County and Lowcountry brand
5. Increase local food production
6. Expand passive and active recreation uses within watershed areas

MEANS TO RESIDENTS

1. A beautiful living environment
2. Opportunities to enjoy the heritage and history of the Lowcountry
3. Opportunities to enjoy the waterways and natural resources of the county
4. Protection of property values
5. Improved water quality

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. Preserving and enhancing water quality
2. Preserving local businesses dependent upon water quality and natural resources
3. Sprawl development and impervious surfaces impacting water quality and natural resources
4. Federal and State of South Carolina regulations and mandates impacting water and our natural environment

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Expanding the “Lowcountry” brand including food production (farming and fishing) and ecotourism
2. Offshore drilling and testing
3. Sea level rise

POLICY ACTIONS 2015

1. Stormwater Management and Rate Analysis
2. Ditch Maintenance and Drainage Policy and Funding
3. Okatie River Restoration: Direction, Funding
4. Battery Creek Restoration: Funding

PRIORITY

High Priority

MANAGEMENT IN PROGRESS 2015

1. CRS FEMA Audit: 6 or Better Rating
2. 2016 FEMA Flood Maps
3. Building Online
 - A. Secure Portal for Contractors
 - B. Permit Application for Registered Use
 - C. Payment Processing
4. Water Quality Office: Certification of Application

Goal 3

Growing, Diversified Regional Economy

OBJECTIVES

1. Support business retention and growth
2. Attract new diverse businesses
3. Have a reputation as a “business friendly” county with streamlined regulations and processes
4. Expand Heritage Tourism throughout the County
5. Maintain/enhance the working relationship with the military
6. Increase number of jobs with “living wages” and career path

MEANS TO RESIDENTS

1. Appropriate businesses locating in Beaufort County and region
2. Support for local business retention and growth
3. More job opportunities for County residents
4. More diverse tax base
5. Business friendly County government

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding mechanism for economic development
2. Determining partnership with regional alliance(s)
3. Creating a positive environment for business investment and growth
4. Working with other governments: municipalities and counties
5. Cost of land in Beaufort County and availability of “ready” sites with infrastructure
6. Producing tangible results: real new businesses, more value-added jobs
7. Link economic opportunities to USCB and TCL

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Balancing business development and economic growth with protection of natural resources
2. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development
3. Tapping the potential of “Heritage Tourism”
4. Chamber of Commerce focusing on tourism over economic development
5. Performance accountability and return on County investment
6. Availability of workforce housing
7. Tapping access to I-95 and ports opportunities
8. Defining Beaufort County economic policies, tool kit
9. Defining what is “real” economic development with outcome-base metrics and performance standards

POLICY ACTIONS 2015

- | | PRIORITY | |
|---|---|---------------|
| 1. Pepper Hall Site: Direction | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. County Economic Development Policy Framework, Strategy and Action Plan | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Heritage/Historic Tourism Plan: Development, Action Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Business License: Direction on Funding Source for Economic Development | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

ON THE HORIZON 2016 – 2020

1. Convention Center: Direction
2. BRAC Strategy: Actions
3. Jasper Port Strategy
4. Film Festival: Evaluation and Direction
5. Hilton Head Island Pier Development (Longest Pier in South Carolina – 1200')
6. Sports Tourism Strategy: Actions

MAJOR PROJECTS 2015

1. Hilton Head Island Airport Project
2. Spec Building: Development

Goal 4

Upgraded County Infrastructure and Facilities

OBJECTIVES

1. Develop County Campus/Complex
2. Define, plan, develop all types of infrastructure to support future growth and development
3. Define mission and future direction for Beaufort County's airports
4. Plan for upgraded bridges throughout the County
5. Upgrade quality of public roads to County standards "D" or better
6. Upgrade and expand County parks and boat landings with restrooms
7. Develop Countywide technology connection for residents and businesses
8. Place on SCDOT List: Hilton Head Island Bridges

MEANS TO RESIDENTS

1. Customer-friendly, well-maintained county facilities
2. Improved quality of county roads
3. Easier traffic flow and movement throughout the County
4. Better quality park facilities
5. County investing in infrastructure for future growth

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. Prioritizing and funding County infrastructure and facilities projects
2. Aging County facilities needing major repairs and/or replacement
3. Deteriorating bridges needing repairs or replacement
4. Funding for operations and ongoing maintenance
5. Connecting Spanish Moss Trail to various community destinations
6. Determining direction for County campuses
7. Increasing road and pedestrian safety

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Expanding, improving the quality of parks and recreational facilities
2. Reduced funding for roads from Federal government and State of South Carolina
3. County investing in infrastructure for future growth
4. Determining and funding service level for roads
5. Determining funding mechanism and who should pay for projects
6. Increasing energy efficiency of County buildings and facilities
7. Traffic volume and road capacity
8. Residents expectations and “NIMBY” attitude
9. Expanding solar energy and renewable energy for County facility

POLICY ACTIONS 2015

	PRIORITY
1. Law Enforcement Center Study	Top Priority
2. Windmill Harbour Entrance Solution and Funding	Top Priority
3. Long -term County Offices/Satellites Plan/Strategy	Top Priority
4. Duncan Farm Shooting Range	High Priority
5. Bridge Replacement Plan	High Priority

MANAGEMENT ACTIONS 2015

	PRIORITY
1. Disabilities and Special Needs Day Program Facility	Top Priority
2. Arthur Horne Building	High Priority
3. Countywide Information Technology Plan and Funding	High Priority

MANAGEMENT IN PROGRESS 2015

1. County Five-Year Energy Recovery/Improvement Plan

MAJOR PROJECTS 2015

1. Spanish Moss Trail Development
2. U.S. Highway 17
3. Bluffton Parkway Phase 5A
4. St. Gregory the Great Church Frontage Road
5. S.C. Highway 170 Widening
6. Annual Dirt Road Improvements
7. Buckwalter Regional Park Recreation Center Expansion: Phase II
8. Wesley Felix PALS Park
9. Myrtle Park Administrative Complex Improvements
10. Perryclear Bridge Rehabilitation
11. Daufuskie Island Fishing Pier Improvements
12. Broad River Fishing Pier Improvements
13. Animal Services Building: Design
14. Mink Point Boulevard Project

ON THE HORIZON 2016 – 2020

1. Hampton Parkway
2. Library Headquarters
3. Shell Point Access Problems to Charter School
4. Burton Wells Park: Phase III
5. Burton Wells Library Project
6. Pinckney Island Plan
7. County Facilities Condition Assessment and Plan
8. Bluffton Parkway 6A to I-95
9. High Definition Teleconference Room
10. Future Boat Landing/Ramp/Dock/Piers Plan and Funding
11. Physical Security for County Facilities
12. Dale Community Center / Sports Complex Development: Parking, Concession Building, Tennis Courts
13. Passive Park Task Force: Report
14. Bluffton Parkway 5B Project: Funding
15. Oyster Factory Park Agreement with Bluffton

Goal 5

More Sustainable County Through Planned, Managed Development

OBJECTIVES

1. Develop effective relations with municipalities on managed development issues
2. Preserve/enhance property values
3. Improve walkability/bikability in rural communities
4. Apply SMART Growth and new urbanism principles in selected locations
5. Improve/increase workforce housing
6. Improve customer service during the development process

MEANS TO RESIDENTS

1. Predictable growth and development in the County
2. Preserving and enhancing the quality of lives of residents
3. Protection of property values
4. Improving connectivity through a network of pathways and trails
5. Consistent land use and development in the county

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

1. Balancing personal property rights and regulations for community benefits
2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton and Hilton Head Island
3. Defining Beaufort County's role in redevelopment, infill development and increasing density
4. County's role in preserving or enhancing property values
5. Problem of heirs property and defining the County's role

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Encouraging "SMART" growth principles and their application to Beaufort County
2. Understanding the Community Development Code and related processes
3. Implementation of abandoned or deteriorated buildings and structures program
4. Future of single family homes and home ownership and the development of vacant lots
5. Adapting County land use and development regulations to each community
6. Slow housing and development recovery

POLICY ACTIONS 2015

1. Comprehensive Plan: Update
2. Sidewalks/Biking in Rural Areas Plan and Funding
3. U.S. Marine Corps Air Station Beaufort Land Use

PRIORITY

- | |
|---------------|
| Top Priority |
| High Priority |

MANAGEMENT IN PROGRESS 2015

1. 2015 Building Codes: Adoption (state mandated)
2. Heirs Property Public Awareness
3. Northern Regional Plan: Implementation

MANAGEMENT ACTIONS 2015

1. Daufuskie Island Ferry Grant Application
2. Comprehensive Plan for County-Owned Land
3. Community Development Code: Refinement

PRIORITY

- | |
|---------------|
| Top Priority |
| High Priority |
| High Priority |

ON THE HORIZON 2016 – 2020

1. Workforce Housing Strategy
2. Transfer Development Rights
3. Street Lighting Plan for Collectors/Arterial County Road
4. North Sport Complex Improvements

BEAUFORT COUNTY ACTION AGENDA 2015

Beaufort County Policy Agenda 2015

TOP PRIORITY

Sales Tax Referendum: Preparation

Pepper Hall Site: Direction

County Economic Development Policy Framework, Strategy and Action Plan

Law Enforcement Center Study

Windmill Harbour Entrance Solution and Funding

Long-Term County Offices/Satellites Plan/Strategy

Comprehensive Plan: Update

HIGH PRIORITY

Heritage/Historic Tourism Plan: Development, Action Plan

Bridge Replacement Plan

Stormwater Management and Rate Analysis (including MS4)

Business License: Direction on Funding Source for Economic Development

Library Operational Analysis and Master Plan (with Partners) Including Upgrades

Solid Waste Curbside Pick Up/Recycling (Urbanized Areas)

Sidewalks/Biking in Rural Areas Plan and Funding

Beaufort County Management Agenda 2015

TOP PRIORITY

Solid Waste: Short-Term

Comprehensive Financial Plan: Projections for Revenues/Expenditures

Disabilities and Special Needs Day Program Facility

Daufuskie Island Ferry Grant Application

Compensation Study and Implementation Funding

HIGH PRIORITY

Arthur Horngh Building

Comprehensive Plan for County-Owned Land

PALS Transfer to Hilton Head Island

Countywide Information Technology Plan and Funding

Community Development Code: Refinement

Beaufort County Management in Progress 2015

MUNIS Software: Implementation

Fleet Fuel Program: Implementation

Library Webpage: Upgrade

Debris Management Plan: Update

Legislative Program

Employee Manual: Update

CRS FEMA Audit: 6 or Better Rating

2016 FEMA Flood Maps

**Building Online: Secure Portal for Contractors;
Permit Applications for Registered Use; and Payment Processing**

Water Quality Office: Certification of Application

County Five-Year Energy Recovery/Improvement Plan

2015 Building Codes: Adoption (state mandated)

Heirs Property Public Awareness

Northern Regional Plan: Implementation

Beaufort County Major Projects 2015

Hilton Head Island Airport Project

Spec Building: Development

Spanish Moss Trail Development

U.S. Highway 17

Bluffton Parkway Phase 5A

St. Gregory the Great Church Frontage Road

S.C. Highway 170 Widening

Annual Dirt Road Improvements

Buckwalter Regional Park Recreation Center Expansion: Phase II

Wesley Felix PALS Park

Myrtle Park Administrative Complex Improvements

Perryclear Bridge Rehabilitation

Daufuskie Island Fishing Pier Improvements

Broad River Fishing Pier Improvements

Animal Services Building: Design

Mink Point Boulevard Project

Beaufort County Action Outlines 2015

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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ACTION: SALES TAX REFERENDUM: PREPARATION		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Location Options • Sales Tax • Capital Sales Tax 	<u>Milestones/Activities</u> <ol style="list-style-type: none"> 1. Review Options 2. Report with Options 3. Decision: Overall Direction 	<u>Time</u>
Responsibility: Finance		

ACTION: LIBRARY OPERATIONAL ANALYSIS AND MASTER PLAN (WITH PARTNERS) INCLUDING UPGRADES		PRIORITY
		<i>Policy –High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u> <ol style="list-style-type: none"> 1. Review Charter 2. Decision: Review 3. Report with Options 4. Direction 5. Research on Comprehensive Master Plan 	<u>Time</u>
Responsibility: Community Service		

ACTION: SOLID WASTE CURBSIDE PICK UP/RECYCLING (URBANIZED AREAS)		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u> <ul style="list-style-type: none"> • Contract 	<u>Milestones/Activities</u> <ol style="list-style-type: none"> 1. Evaluate Limited Franchise 2. Discuss with Beaufort County 3. Report with Recommendations 	<u>Time</u>
Responsibility: Public Facilities		

ACTION: COMPREHENSIVE IMPACT FEE REVIEW: NEED ANALYSIS AND REPORT		PRIORITY
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Policy</i>
	1. Need Analysis, including Library in Municipalities	<i>Time</i>
Responsibility: County Administrator		

ACTION: SOLID WASTE: SHORT-TERM		PRIORITY
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Mgmt – Top</i>
	1. Transfer Station 2. Waste Management Contract 3. Waste Disposal	<i>Time</i>
Responsibility: County Administrator		

ACTION: COMPREHENSIVE FINANCIAL PLAN		PRIORITY
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Mgmt – Top</i>
	1. Develop Process for Projections: Revenues/Expenditures 2. Present Plan	<i>Time</i>
Responsibility: Finance		

<p>ACTION: COMPENSATION STUDY AND IMPLEMENTATION FUNDING</p>	<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Mgmt – Top</i></td></tr> </table>	PRIORITY	<i>Mgmt – Top</i>
PRIORITY			
<i>Mgmt – Top</i>			
<p><u>Key Issues</u></p>	<p><u>Milestones/Activities</u></p> <ol style="list-style-type: none"> 1. Market Analysis 2. Job Description 3. Compensation 		
<table border="1" style="margin: auto;"> <tr><td>Responsibility: County Administrator</td></tr> </table>		Responsibility: County Administrator	
Responsibility: County Administrator			

<p>ACTION: PALS TRANSFER TO HILTON HEAD ISLAND</p>	<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Mgmt – High</i></td></tr> </table>	PRIORITY	<i>Mgmt – High</i>
PRIORITY			
<i>Mgmt – High</i>			
<p><u>Key Issues</u></p>	<p><u>Milestones/Activities</u></p> <ol style="list-style-type: none"> 1. Meeting with Town and Island Recreation 2. Report: Transfer land and Contract of Park and Recreation Service 3. Decision: Direction 		
<table border="1" style="margin: auto;"> <tr><td>Responsibility: County Administrator</td></tr> </table>		Responsibility: County Administrator	
Responsibility: County Administrator			

<p>► Management in Progress 2015</p>		
<ol style="list-style-type: none"> 1. MUNIS Software: Implementation 2. Fleet Fuel Program: Implementation 3. Library Webpage: Upgrade 4. Debris Management Plan: Update 5. Legislative Program 6. Employee Manual: Update 	<p>CA</p> <p>CA</p> <p>CA</p> <p>CA</p> <p>CA</p> <p>CO</p>	

GOAL 2	PRESERVATION OF BEAUFORT COUNTY'S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE
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ACTION:	STORMWATER MANAGEMENT AND RATE ANALYSIS (INCLUDING MS4)	<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>
PRIORITY				
<i>Policy – High</i>				
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		
	<ol style="list-style-type: none"> 1. MS4 2. NPDES Permit 3. Decision: Rate 			
<table border="1" style="width: 100%;"> <tr><td>Responsibility: Natural Resources</td></tr> </table>			Responsibility: Natural Resources	
Responsibility: Natural Resources				

ACTION:	DITCH MAINTENANCE AND DRAINAGE POLICY AND FUNDING	<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY				
<i>Policy</i>				
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		
	<ol style="list-style-type: none"> 1. Report 2. Decision: Funding 			
<table border="1" style="width: 100%;"> <tr><td>Responsibility: County Administrator</td></tr> </table>			Responsibility: County Administrator	
Responsibility: County Administrator				

ACTION:	OKATIE RIVER RESTORATION: DIRECTION, FUNDING	<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY				
<i>Policy</i>				
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		
	<ol style="list-style-type: none"> 1. Report 2. Decision: Funding 			
<table border="1" style="width: 100%;"> <tr><td>Responsibility: County Administrator</td></tr> </table>			Responsibility: County Administrator	
Responsibility: County Administrator				

ACTION: BATTERY CREEK RESTORATION: FUNDING

PRIORITY

<i>Policy</i>

Key Issues

Milestones/Activities

Time

1. Report: Funding

Responsibility: County Administrator

► **Management in Progress 2015**

1. CRS FEMA Audit: 6 or Better Rating
2. 2016 FEMA Flood Maps
3. Building Online
 - A. Secure Portal for Contractors
 - B. Permit Application for Registered Use
 - C. Payment Processing
4. Water Quality Office: Certification of Application

GOAL 3	GROWING, DIVERSIFIED REGIONAL ECONOMY
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ACTION: PEPPER HALL SITE: DIRECTION	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>				
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<i>Policy – Top</i>							
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<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>					
	<ol style="list-style-type: none"> 1. Report: Requested Information 2. Decision: Funding Mechanism 						
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Responsibility: Executive</td></tr> </table>			Responsibility: Executive				
Responsibility: Executive							

ACTION: COUNTY ECONOMIC DEVELOPMENT POLICY FRAMEWORK, STRATEGY AND ACTION PLAN	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>				
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<table style="width: 100%;"> <tr> <td style="width: 33%;"><u>Key Issues</u></td> <td style="width: 33%;"><u>Milestones/Activities</u></td> <td style="width: 33%;"><u>Time</u></td> </tr> <tr> <td></td> <td> <ol style="list-style-type: none"> 1. Incentives: Zoning, Tax Incentives 2. Targeted Industries: Type and Facilitation 3. Product: Spec Buildings 4. PDC for North: Unincorporated Area 5. Regional Alliance: Direction </td> <td></td> </tr> </table>	<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		<ol style="list-style-type: none"> 1. Incentives: Zoning, Tax Incentives 2. Targeted Industries: Type and Facilitation 3. Product: Spec Buildings 4. PDC for North: Unincorporated Area 5. Regional Alliance: Direction 		
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>					
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Responsibility: Governmental							

ACTION: HERITAGE/HISTORIC TOURISM PLAN: DEVELOPMENT, ACTION PLAN	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>				
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<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>					
	<ol style="list-style-type: none"> 1. Santa Elena 2. South Working Group: Report 3. North Working Group: Report 4. Economic Analysis: Value of Heritage Tourism 						
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Responsibility: Governmental							

**ACTION: BUSINESS LICENSE: DIRECTION ON
FUNDING SOURCE FOR ECONOMIC
DEVELOPMENT**

PRIORITY

Policy – High

Key Issues

Milestones/Activities

Time

1. Report
2. Decision: Funding Source for Economic Development

Responsibility: Governmental

► **Major Projects 2015**

1. Hilton Head Island Airport Project
2. Spec Building: Development

GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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ACTION: LAW ENFORCEMENT CENTER STUDY		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Responsibility: Public Facilities		

ACTION: WINDMILL HARBOUR ENTRANCE SOLUTION AND FUNDING		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Finalize State Planned Intersection 2. Funding 	
Responsibility: Public Facilities		

ACTION: LONG-TERM COUNTY OFFICES/SATELLITES PLAN/STRATEGY		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Locations 2. Layout/Map 3. Myrtle Park Phase 2: Direction 4. Projection/Future 	
Responsibility: Executive		

ACTION: BRIDGE REPLACEMENT PLAN		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ul style="list-style-type: none"> A. Hilton Head Island <ul style="list-style-type: none"> • Study: Replacement, Widening/Expansion • Report • Decision: Direction • Request State Funding B. Woods Swing Bridge <ul style="list-style-type: none"> • Request State Funding C. Other County Bridges <ul style="list-style-type: none"> • Inventory • Condition Assessment • Direction 	
Responsibility: Public Facilities		

ACTION: DUNCAN FARM SHOOTING RANGE		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Siting 2. Feasibility Study 3. Public-Private Partnership/RFP 4. Proposal/Business 5. Direction 	
Responsibility: Governmental		

ACTION: DISABILITIES AND SPECIAL NEEDS DAY PROGRAM FACILITY		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Proposal 2. Funding 	
Responsibility: Community Services		

ACTION: ARTHUR HORN BUILDING		<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Mgmt – High</i></td></tr> </table>	PRIORITY	<i>Mgmt – High</i>
PRIORITY				
<i>Mgmt – High</i>				
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		
Responsibility: County Administrator				

ACTION: COUNTYWIDE INFORMATION TECHNOLOGY PLAN AND FUNDING		<table border="1" style="margin: auto;"> <tr><td>PRIORITY</td></tr> <tr><td><i>Mgmt – High</i></td></tr> </table>	PRIORITY	<i>Mgmt – High</i>
PRIORITY				
<i>Mgmt – High</i>				
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>		
Responsibility: County Administrator				

► Management in Progress 2015		
1. County 5 year Energy Recovery/Improvement Plan		CA

► Major Projects 2015		
1. Spanish Moss Trail Development		CA
		CC
2. U.S. Highway 17		CA
		CC
3. Bluffton Parkway Phase 5A		CA
4. St. Gregory the Great Church Frontage Road		CA
5. S.C. Highway 170 Widening		CA
6. Annual Dirt Road Improvements		CA
		CC
7. Buckwalter Regional Park Recreation Center Expansion: Phase II		CA
8. Wesley Felix PALS Park		CA
9. Myrtle Park Administrative Complex Improvements		CA
10. Perryclear Bridge Rehabilitation		CA
		CC
11. Daufuskie Island Fishing Pier Improvements		CA

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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ACTION: COMPREHENSIVE PLAN: UPDATE		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Public Involvement Opportunities/Guidelines in Development 2. Council Involvement in Development 3. Revise Comprehensive Plan 4. Adoption 5. Framework of Information 	
Responsibility: Natural Resources		

ACTION: SIDEWALKS/BIKING IN RURAL AREAS PLAN AND FUNDING		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Resolution Development: Road Improvement Projects and Funding 2. Incorporation into Comprehensive Plan 3. Funding Mechanism: Sidewalks to Major Highways 	
Responsibility: Public Facilities		

ACTION: MARINE AIR STATION LAND USE		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. JLUS 2. AICUZ (including Outside Landing Field) 	
Responsibility: Natural Resources		

ACTION: DAUFUSKIE ISLAND FERRY GRANT APPLICATION		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Grant Application 2. Direction 	
Responsibility: County Administrator		

ACTION: COMPREHENSIVE PLAN FOR COUNTY OWNED LAND		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. GIS 2. Report 3. Direction 	
Responsibility: County Administrator		

ACTION: COMMUNITY DEVELOPMENT CODE: REFINEMENT		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Evaluation Report 2. Council Decision: Modification 	
Responsibility: Natural Resources		

► **Management in Progress 2015**

1. 2015 Building Codes: Adoption (state mandated)
2. Heirs Property Public Awareness
3. Northern Regional Plan: Implementation

SECTION 6

PERFORMANCE REPORT 2015 FOR BEAUFORT COUNTY

Importance of the Performance Report

BOTTOM-LINE: Leaders being accountable for their decisions and actions

1. LEADERSHIP WITH INTENTIONS

- Acting with a sense of purpose and direction
- Defining a vision, setting goals, using them to guide decisions
- Establishing criteria to judge success
- Demonstrating an institutionalized strategic planning process
- Instilling confidence in financial institutions, customers

2. CONNECTION WITH CUSTOMER'S LIVES

- Providing services that add MEANS to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

3. CAPTURE OTHERS' ATTENTION

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

4. CELEBRATE - CREATE A MEMORY

- Developing a celebration that is unique-a standout experience
- Giving others a memento representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

Beaufort County Vision

A Sustainable County

Environmental Stewardship

**Personal
Livability**



**Economic
Opportunity**

Community Building

Beaufort County Goals 2020

**Financially Sound County Providing Quality
Core Services Efficiently**

**Preservation of Beaufort County's Lowcountry
Character: Natural Beauty, Environment and Heritage**

Growing, Diversified Regional Economy

Upgraded County Infrastructure and Facilities

**More Sustainable County through Planned,
Managed Development**

Beaufort County Policy Agenda 2015

TOP PRIORITY

Sales Tax Referendum: Preparation

Pepper Hall Site: Direction

**County Economic Development Policy Framework,
Strategy and Action Plan**

Law Enforcement Center Study

Windmill Harbour Entrance Solution and Funding

Long-Term County Offices/Satellites Plan/Strategy

Comprehensive Plan: Update

HIGH PRIORITY

Heritage/Historic Tourism Plan: Development, Action Plan

Bridge Replacement Plan

Stormwater Management and Rate Analysis (including MS4)

Business License: Direction on Funding Source for Economic Development

**Library Operational Analysis and Master Plan
(with Partners) including Upgrades**

Solid Waste Curbside Pick Up/Recycling (Urbanized Areas)

Sidewalks/Biking in Rural Areas Plan and Funding

Beaufort County Management Agenda 2015 Targets for Action

TOP PRIORITY

Solid Waste: Short-Term

Comprehensive Financial Plan: Projections for Revenues/Expenditures

Disabilities and Special Needs Day Program Facility

Daufuskie Island Ferry Grant Application

Compensation Study and Implementation Funding

HIGH PRIORITY

Arthur Horne Building

Comprehensive Plan for County-Owned Land

PALS Transfer to Town Hilton Head Island

Countywide Information Technology Plan and Funding

Community Development Code: Refinement

Beaufort County Management in Progress 2015

1. MUNIS Software: Implementation
2. Fleet Fuel Program: Implementation
3. Library Webpage: Upgrade
4. Debris Management Plan: Update
5. Legislative Program
6. Employee Manual: Update
7. CRS FEMA Audit: 6 or Better Rating
8. 2016 FEMA Flood Maps
9. Building Online
 - A. Secure Portal for Contractors
 - B. Permit Application for Registered Use
 - C. Payment Processing
10. Water Quality Office: Certification of Application
11. County Five-Year Energy Recovery/Improvement Plan
12. 2015 Building Codes: Adoption (state mandated)
13. Heirs Property Public Awareness
14. Northern Regional Plan: Implementation

Beaufort County Major Projects 2015

1. Hilton Head Island Airport Project
2. Spec Building: Development
3. Spanish Moss Trail Development
4. U.S. Highway 17
5. Bluffton Parkway Phase 5A
6. St. Gregory the Great Church Frontage Road
7. S.C. Highway 170 Widening
8. Annual Dirt Road Improvements
9. Buckwalter Regional Park Recreation Center Expansion: Phase II
10. Wesley Felix PALS Park
11. Myrtle Park Administrative Complex Improvements
12. Perryclear Bridge Rehabilitation
13. Daufuskie Island Fishing Pier Improvements
14. Broad River Fishing Pier Improvements
15. Animal Services Building: Design
16. Mink Point Boulevard Project

Beaufort County County Successes for 2015 Chair and County Council Perspective

1. Animal Control Ordinance
2. Graves Property Decision
3. Capital Improvement Tax Committee: Formation
4. New Animal Shelter on Hilton Head Island Location, and Partnership
5. New Library Director
6. Stormwater Fee: Increase
7. Stormwater Management Program: Implementation
8. Passive Parks Development
9. Budget: Fiscal Discipline and Spending Control
10. Community Development Code: Implementation
11. Spanish Moss Trail
12. Transfer Station Property Swap
13. Joint Land Use Study: Progress
14. County Transportation Committee: Established
15. St. Gregory Road Access
16. Airport Extension
17. Perryclear Bridge: Project Completed
18. Highway 170 Project
19. Wind Mill Harbor: Working on the Issue and Solutions

GOAL 1	FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY
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ACHIEVEMENTS 2015	MEANS TO RESIDENTS
1.	+

GOAL 2

**PRESERVATION OF BEAUFORT COUNTY'S
LOWCOUNTRY CHARACTER: NATURAL
BEAUTY, ENVIRONMENT AND HERITAGE**

ACHIEVEMENTS 2015

MEANS TO RESIDENTS

1.

+

GOAL 3	GROWING, DIVERSIFIED REGIONAL ECONOMY
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ACHIEVEMENTS 2015	MEANS TO RESIDENTS
1.	+

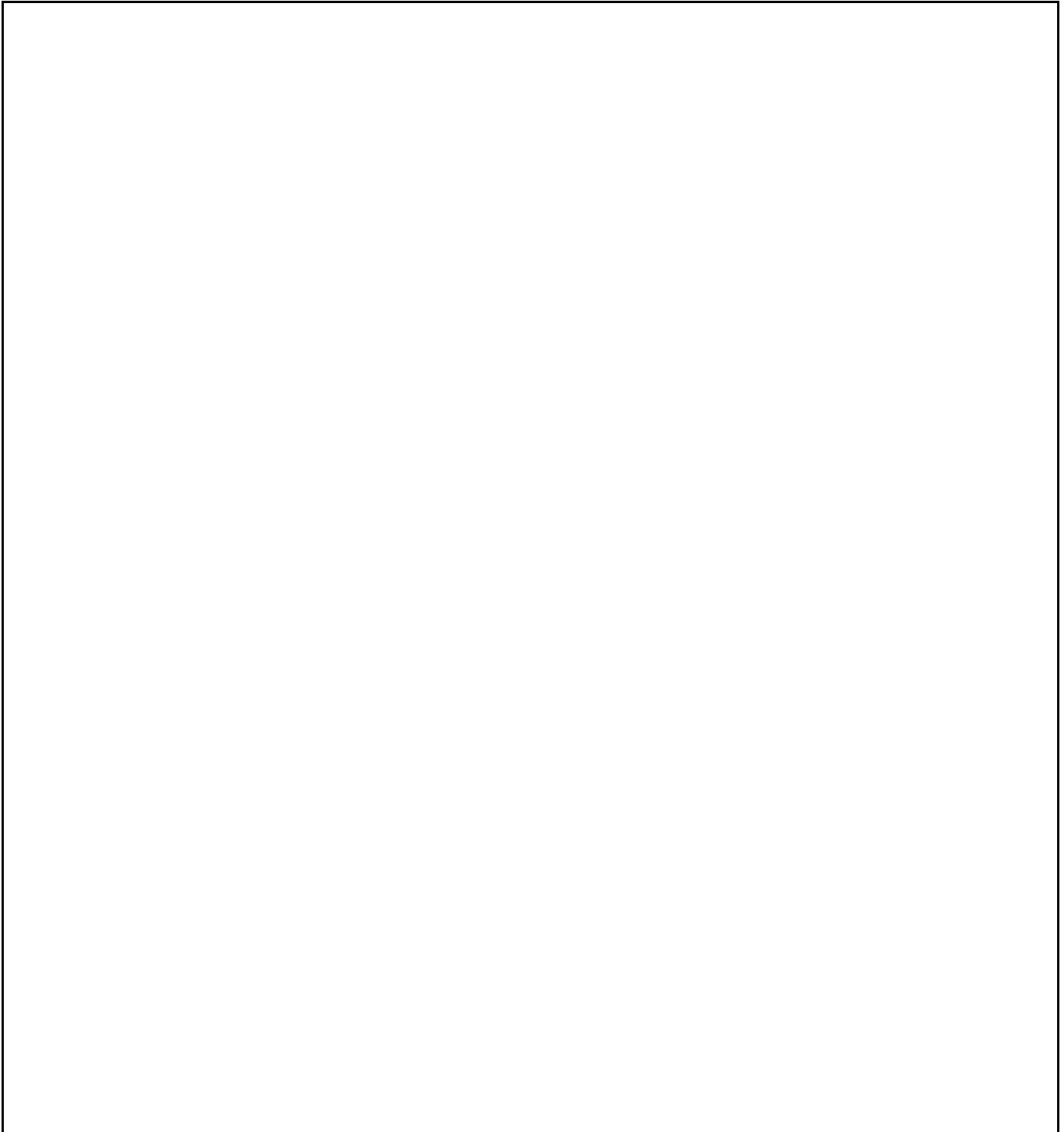
GOAL 4	UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES
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ACHIEVEMENTS 2015	MEANS TO RESIDENTS
1.	+

GOAL 5	MORE SUSTAINABLE COUNTY THROUGH PLANNED, MANAGED DEVELOPMENT
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ACHIEVEMENTS 2015	MEANS TO RESIDENTS
1.	+

**Beaufort County
Other County Successes 2015**



SECTION 7

LOOKING TO BEAUFORT COUNTY'S FUTURE

Beaufort County Vision 2031

**Beaufort County
Success in 2021 means...**

Beaufort County Actions for 2016

Beaufort County Strengths – Weaknesses Threats - Opportunities

► Strengths

1. Tourism
2. Destination for retirees
3. Marine Presence: Parris Island and Air Base
4. Lowcountry lifestyle
5. History
6. Community Wealth
7. Organizations willingness to partner with County
8. County administration and professional staff
9. Community Development Code
10. Location: near Savannah and Charleston
11. Low tax rate
12. Water: access, views, and improving quality
13. Natural resources and environment
14. Financial condition of County Government
15. Quality of life
16. Strong local economy: retirees, military and tourism

► **Areas for Improvement**

1. Working relations with municipalities
2. Lack of agreement on economic development
3. North-South split and differences
4. Lack of Council teamwork
5. Limited revenue options for the County
6. Lack of agreement on the role and service responsibilities of County government
7. Aging and failing County buildings and facilities needing maintenance, major repairs or replacement
8. Lack of credibility and trust in County government
9. Lack of community wealth
10. Rural roads without sidewalks
11. Increasing traffic volume and limited road/highway capacity
12. Condition of the Detention Center
13. Solid waste management and public information
14. Schools funding and reliance on Second Home Owners
15. Understanding and responding to the changing demographics
16. Cap on property tax
17. Aging and failing County infrastructure
18. Lack of proactivity

► **Threats to the Future**

1. Lack of a diverse economy
2. Sea level rise
3. North-South difference and County Council split
4. Uncertain future of military, particularly the Air Base
5. School and the quality of public education
6. Act 388
7. Over development/uncontrolled population growth and the threat to the environment
8. Lack of leadership: future for the entire county

► **Opportunities for the Future**

1. Relations with England
2. Water quality
3. Tourism development

Beaufort County Actions Ideas for 2016 Chair and County Council

1. Capital Improvement Sales Tax
2. Comprehensive Plan: Update
3. Graves Property: Development Agreement, Rezoning
4. Economic Development: Direction, County Actions
5. Joint Land Use Study: Completion
6. PALS: Evaluation Report with Options, Direction
7. Rural and Critical Lands: Direction, Next Steps
8. Stormwater Projects: Priority, Planning/Design, Construction
9. Recycling Program: Evaluation, Direction
10. Solid Waste Management: Comprehensive Evaluation Report with Options, Direction, County Role (including Convenience Centers, Landfill, etc.)
11. Detention Center: Condition Assessment Report, Direction, Funding
12. EMS facilities: Evaluation Report, Direction, Funding
13. Homeless: Evaluation Report with Options, Shelter, Services
14. Joint Land Use Study/AICUZ
15. Fire District Consolidation Study and Direction
16. Comprehensive County Facilities Condition Assessment and Long Range Plan with Funding Mechanism

17. Management Succession Plan: Review, Next Steps
18. Management and Employee Compensation: Evaluation, Policy Direction and Funding
19. Airport Master Plan: Update

20. Wind Mill Harbor Traffic Solution: Completion
21. Finance and Spending Plan: 5 Years, 10 Years
22. USCB Project

23. Sidewalks
 - a) Salem Road
 - b) Burton Road
 - c) Old Salem Road
24. Flyover Project

25. Boundary Street/Highway 21

26. Park Development
 - a) Okatie Regional Reserve
 - b) New River Park

27. Road Repair Projects
 - a) Salem Road
 - b) Joe Frasier

28. Health Insurance Cost Containment/Affordable Care Act: Monitoring, Actions

29. Law Enforcement Center

30. Pepper Hall: Completion

31. Bridge Repair and Replacement

32. Hilton Head Island Bridge: Replacement Plan and Funding Mechanism

33. Heritage Tourism: Development, County Participation

34. Impact Fees: Direction

35. Private Road Improvements
36. Police Services Consolidation: Study, Direction
37. Tourism Development: Direction, Partners, County Participation
38. Hospitality Tax Increase: Evaluation, Direction
39. Business License: Evaluation, Direction
40. Visitor Centers: Direction
41. Information Technology Plan: Development, Funding
42. Capital Project: Project Review, Project Priority, Funding
43. Arthur Horn Building: Direction
44. Condemnation Process: Evaluation and Options, Direction
45. Daufuskie Island Transfer Station

Top “10” Priorities for 2016

EXECUTIVE PERSPECTIVE

- 1.**
- 2.**
- 3.**
- 4.**
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- 8.**
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New Realities for Counties: Trends

1. COMMUNICATING WITH COMMUNITY

- Social media as the #1 source of news, following by online media, then cable news
- Unverified information as the source
- Emphasis on "headlines" rather than the story
- Desire for instant information while it is happening
- Traditional method of communicating ineffective

2. AGING POPULATION: MORE 80+

- Limited housing options
- Many seniors aging in place (single family homes)
- Increasing demands for County services, particularly Fire and Police
- Lack of affordable independent and assisted living facilities
- Looking to government for wellness and leisure facilities, programs and services

3. SHRINKING PRESENCE OF RETAIL

- Online retail experiencing growth
- Store going to online sales and reducing/eliminating retail store
- Retail space more expensive than distribution space
- Availability of next day delivery
- Too much land zoned for commercial retail

4. SLOW ECONOMIC RECOVERY

- Significant foreign investment in the United States
- China investing in Midwest infrastructure and land in strategic locations
- Businesses challenge of accessing the capital markets
- Expectations: Public-Private partnerships for new business growth
- Opportunities for entrepreneurialism

5. EVOLVING HOUSING MARKET

- Difficulty in obtaining loans to purchase a house (e.g. Student Loans)
- Rise of micro rentals: 250-400 square feet with mini kitchenette
- Baby boomer questioning homeownership
- Lack of supply of higher end and large rentals in mixed used developments
- Increasing single family home rentals

6. FINANCIAL SELF SUFFICIENT COUNTY GOVERNMENT

Fewer outside funding sources: grants and earmarks

Unfunded liability of pension systems

Costs of healthcare and insurance and the uncertain impacts of Affordable Care Act

States restricting revenue options for local governments

Higher taxes or less government services on the way

7. FEDERAL GOVERNMENT IS BROKEN



Beaufort County
Our New Reality

SECTION 8

STRATEGIC DISCUSSION ON CRITICAL ISSUES

Beaufort County Critical Topics for Discussion

► **Topics**

1. Economic Development

2. County Facilities: Long Term Plan

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PRIORITY

Critical Issue: Economic Development

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:
County Facilities: Long Term Plan

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:

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Critical Issue:

PROBLEM ANALYSIS

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STRATEGIC ACTIONS

SECTION 10

ACTION AGENDA 2016

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (county government, other county governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE COUNTY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)- questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE COUNTY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g. Road project, county facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

**Beaufort County
Policy Agenda 2016
Targets for Action**

TOP PRIORITY

HIGH PRIORITY

Beaufort County Policy Agenda 2016

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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Beaufort County Policy Agenda 2016

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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Beaufort County Policy Agenda 2016

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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**Beaufort County
Management Agenda 2016
Targets for Action**

TOP PRIORITY

HIGH PRIORITY

Beaufort County Management Agenda 2016

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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Beaufort County Management Agenda 2016

▶ Targets for Action	PRIORITY		
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Beaufort County Management Agenda 2016

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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**Beaufort County
Management in Progress 2016**

Beaufort County Major Projects 2016

Beaufort County Action Outlines 2016

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Key Issues

Activities/Milestones

Time

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SECTION 11

GOVERNANCE: COUNTY COUNCIL IN ACTION

Governance Topics: County Council Interviews

1. Boards/Committees: Evaluation (including membership, term limits, purposes, work program, meeting times, etc.)
2. Respect for Professional Staff
3. Chairs: Agenda vs. Council Agenda
4. Relations with County Administration
5. Project Management
6. Performance Appraisal Process: Revision

County Council Success and Desired Image

▶ **County Council Success means . . .**

▶ **County Council Desired Image means . . .**

House Rules

Our Code of Conduct

Council Chair: Expectations and Actions

► Expectations

► Actions

Council Vice Chair: Expectations and Actions

► Expectations

► Actions

Executive Committee: Purposes and Actions

▶ Purposes

▶ Actions

Committees: Purposes and Actions

► Purposes

► Actions

Committee Chairs: Expectations and Actions

► Expectations

► Actions