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
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
The document(s) herein were provided to Council for information and/or discussion after release of the official agenda and backup items.
<table>
<thead>
<tr>
<th>Topic:</th>
<th>FY 2017 Administrative Objectives</th>
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<tr>
<td>Date Submitted:</td>
<td>February 11, 2016</td>
</tr>
<tr>
<td>Submitted By:</td>
<td>Gary Kubic</td>
</tr>
<tr>
<td>Venue:</td>
<td>Council Annual Strategic Planning Session</td>
</tr>
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</table>
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 1\textsuperscript{st})
• 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

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

Projects Funded as of November 2014 (FY 2015)
# GO Bond Issued for $19.45M in November 2014

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Original Appropriation</th>
<th>Status</th>
<th>Expended as of 2/9/2016</th>
<th>Encumbered as of 2/9/2016</th>
<th>Remaining Available Balance</th>
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<tbody>
<tr>
<td>Buckwalter Gym Expansion - Phase II</td>
<td>$ 5,000,000</td>
<td>in progress</td>
<td>$ 1,509,475</td>
<td>$ 3,490,525</td>
<td>$ -</td>
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<tr>
<td>Animal Services Building</td>
<td>$ 3,500,000</td>
<td>in progress</td>
<td>$ 78,294</td>
<td>$ 350,775</td>
<td>$ 3,070,931</td>
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<tr>
<td>Hilton Head Island Airport Projects</td>
<td>$ 2,260,000</td>
<td>complete</td>
<td>$ 2,260,000</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Various HVAC Replacements</td>
<td>$ 2,111,500</td>
<td>in progress</td>
<td>$ 43,035</td>
<td>$ 76,565</td>
<td>$ 1,991,900</td>
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<tr>
<td>Various Roof Replacements</td>
<td>$ 1,859,000</td>
<td>in progress</td>
<td>$ -</td>
<td>$ 1,849,143</td>
<td>$ 9,857</td>
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<tr>
<td>Communications Equipment (BCSO)</td>
<td>$ 1,500,000</td>
<td>in progress</td>
<td>$ 1,093,814</td>
<td>$ 314,289</td>
<td>$ 91,897</td>
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<tr>
<td>MCAS Perryclear Bridge¹</td>
<td>$ 1,000,000</td>
<td>complete</td>
<td>$ 907,523</td>
<td>$ -</td>
<td>$ 92,477</td>
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<tr>
<td>Various equipment and vehicles²</td>
<td>$ 1,585,269</td>
<td>in progress</td>
<td>$ 1,088,711</td>
<td>$ 119,987</td>
<td>$ 376,571</td>
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<tr>
<td>Disabilities and Special Needs</td>
<td>$ 450,000</td>
<td>complete</td>
<td>$ 450,000</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 19,265,769</td>
<td></td>
<td><strong>$ 7,430,852</strong></td>
<td><strong>$ 6,201,284</strong></td>
<td><strong>$ 5,633,633</strong></td>
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</table>

**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
2015/2016 Policy Agenda – Top Priority

Sales Tax Referendum: Preparation

Status: In Process/Near Completion

- 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.
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.
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
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.
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


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

Daufuskie Island Ferry, Grant Application - Completed

2015/2016 Management Agenda – High Priority


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
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:
  o Five additional branches (Penn Center, Burton Wells, Lady’s Island, Okatie, Pritchardville)
  o Two additions (Hilton Head, Lobeco)
  o 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)
Present
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
Counties 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
- Lobeco
- 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)

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>
Annual Statistics

Door Count

- 2013
- 2014
- 2015

Circulations

- 2013
- 2014
- 2015
Annual Statistics

- Library Cards
- Internet Usage Including Wireless

Yearly Comparison from 2013 to 2015.
Annual Statistics

Program Attendance

- 2013
- 2014
- 2015
Annual Statistics

Electronic Titles

- 2013
- 2014
- 2015
- 2016

Beaufort County Library
For Learning • For Leisure • For Life
Checkouts By Format

- BOOK 57.5%
- VIDEO 22.8%
- 14 DAY LEASE 7.6%
- 14 DAY 1.1%
- AUDIO BOOK 5.2%
- OTHER 3.0%
- LEASE DVD 1.5%
- NEW BOOK 1.2%
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**

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>PROJECT DESCRIPTION</th>
<th>COST</th>
<th>REMARKS</th>
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</thead>
<tbody>
<tr>
<td>Hilton Head Library</td>
<td>ADA Sinks/Counter Tops</td>
<td>10,000</td>
<td>Completed</td>
</tr>
<tr>
<td>Hilton Head Library</td>
<td>Meeting Room Renovation</td>
<td>100,000</td>
<td>Completed</td>
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<tr>
<td>Hilton Head Library</td>
<td>HVAC Replacement</td>
<td>615,000</td>
<td>Engineering design in progress</td>
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<tr>
<td>Bluffton Library</td>
<td>Porch Renovation / Computer Lab</td>
<td>100,000</td>
<td>Completed February 2016</td>
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<tr>
<td>Bluffton Library</td>
<td>Roof Replacement</td>
<td>255,000</td>
<td>Work started February 2016</td>
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<tr>
<td>Bluffton Library</td>
<td>HVAC Replacement</td>
<td>350,000</td>
<td>Engineering design in progress</td>
</tr>
<tr>
<td>Beaufort Library</td>
<td>HVAC Replacement</td>
<td>220,000</td>
<td>Engineering design in progress</td>
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**TOTAL COST**

1,650,000

## Additional Library Initiated Projects

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>PROJECT DESCRIPTION</th>
<th>COST</th>
<th>REMARKS</th>
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</thead>
<tbody>
<tr>
<td>Beaufort Library</td>
<td>Childrens Program Room Renovation</td>
<td>$9,000</td>
<td>Completed July 2015</td>
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<tr>
<td>Beaufort Library</td>
<td>Adult Meeting Room Renovation</td>
<td>6,000</td>
<td>Deferred until mid 2015</td>
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<tr>
<td>Beaufort Library</td>
<td>Tech. Services Wing Renovation</td>
<td>5,000</td>
<td>Completed February 2016</td>
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<tr>
<td>Beaufort Library</td>
<td>Children's Department Renovation</td>
<td>5,000</td>
<td>Pending</td>
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<tr>
<td>Beaufort Library</td>
<td>Carpet Replacement</td>
<td>50,000</td>
<td>Not funded</td>
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<td>All Branches</td>
<td>Furniture Replacement</td>
<td>50,000</td>
<td>FY17 Budget Request</td>
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<td>Hilton Head Library</td>
<td>Staff Workroom Carpet Replacement</td>
<td>8,000</td>
<td>FY16 Budget if possible</td>
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<td>Bluffton Library</td>
<td>Staff Workroom Carpet Replacement</td>
<td>8,000</td>
<td>FY16 Budget if possible</td>
</tr>
</tbody>
</table>

**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.
Inside This Issue
Beaufort County Libraries Celebrate The Big Read
Events for Children, Teens, and Adults
Black History Month
New Library Hours
THE SMARTEST CARD IN YOUR WALLET

Your free Beaufort County Library card is waiting for you.
Future
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 –
  o One full-time position in Technical Services ($40,000)
  o Computer replacements ($15,000)
  o New furniture ($50,000)
  o Total $105,000
Questions?
<table>
<thead>
<tr>
<th>Topic:</th>
<th>FY 2017 Revenue Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dated Submitted:</td>
<td>February 11, 2016</td>
</tr>
<tr>
<td>Submitted By:</td>
<td>Alicia Holland</td>
</tr>
<tr>
<td>Venue:</td>
<td>Council Annual Strategic Planning Session</td>
</tr>
</tbody>
</table>
Fiscal Year 2017

Revenue Outlook

Alicia Holland, CPA, CGMA

February 12, 2016
## County and School District
### Value of 1 Mil

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

#### Fiscal Year

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>County-Operations</td>
<td>40.21</td>
<td>40.21</td>
<td>46.48</td>
<td>46.48</td>
<td>48.77</td>
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<tr>
<td>County-Debt Service</td>
<td>4.57</td>
<td>4.44</td>
<td>5.48</td>
<td>5.48</td>
<td>5.48</td>
</tr>
<tr>
<td>County-Purchase of Real Property Program¹</td>
<td>2.76</td>
<td>3.87</td>
<td>4.34</td>
<td>4.90</td>
<td>4.90</td>
</tr>
<tr>
<td><strong>Total County Tax Rate</strong></td>
<td><strong>47.54</strong></td>
<td><strong>48.52</strong></td>
<td><strong>56.30</strong></td>
<td><strong>56.86</strong></td>
<td><strong>59.15</strong></td>
</tr>
</tbody>
</table>

| School-Operations  | 90.26 | 92.26 | 97.45 | 103.50 | 103.50 |
| School-Debt Service| 28.00  | 28.00 | 31.71 | 31.71  | 31.71  |
| **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

<table>
<thead>
<tr>
<th>Three (3) Year Lookback Allowance</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>2014*</th>
</tr>
</thead>
<tbody>
<tr>
<td>County-Operations mil increase</td>
<td>TBD</td>
<td>2.29</td>
<td>-</td>
<td>1.91</td>
</tr>
<tr>
<td>% increase</td>
<td>TBD</td>
<td>4.93%</td>
<td>0.00%</td>
<td>4.29%</td>
</tr>
<tr>
<td>3 year availability</td>
<td>2.92%</td>
<td>-0.81%</td>
<td>3.73%</td>
<td>-0.01%</td>
</tr>
</tbody>
</table>

| School-Operations mil increase   | TBD  | -    | 6.05 | 2.70  |
| % increase                       | TBD  | 0.00%| 6.21%| 2.85% |
| 3 year availability              | 3.07%| 4.12%| -2.48%| 1.43% |

| Millage Rate Increase Limitation | TBD  | 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**

<table>
<thead>
<tr>
<th>Tax District</th>
<th>Real</th>
<th>Personal</th>
<th>Vehicles</th>
<th>Total Assessed (Taxable) Value</th>
<th>Value of 1 mil</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burton Fire District</td>
<td>$48,686,140</td>
<td>$10,959,650</td>
<td>$9,983,330</td>
<td>$69,629,120</td>
<td>$69,629</td>
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<tr>
<td>LISH Fire District</td>
<td>$114,587,170</td>
<td>$10,462,210</td>
<td>$13,250,060</td>
<td>$138,299,440</td>
<td>$138,299</td>
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<tr>
<td>Bluffton Fire District</td>
<td>$391,051,217</td>
<td>$39,335,710</td>
<td>$49,171,660</td>
<td>$479,558,587</td>
<td>$479,559</td>
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<tr>
<td>Sheldon Fire District</td>
<td>$29,628,000</td>
<td>$1,987,260</td>
<td>$2,168,200</td>
<td>$33,783,460</td>
<td>$33,783</td>
</tr>
<tr>
<td>Daufuskie Fire District</td>
<td>$17,443,300</td>
<td>$1,474,320</td>
<td>$431,310</td>
<td>$19,348,930</td>
<td>$19,349</td>
</tr>
<tr>
<td>Fire District Fire Ops</td>
<td>2012</td>
<td>2013</td>
<td>2014*</td>
<td>2015</td>
<td>2016</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
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<tr>
<td>Bluffton Fire Ops</td>
<td>19.67</td>
<td>20.49</td>
<td>24.02</td>
<td>24.02</td>
<td>24.02</td>
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<tr>
<td>Bluffton Fire Debt</td>
<td>0.38</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.22</td>
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<tr>
<td>Burton Fire Ops</td>
<td>55.87</td>
<td>58.21</td>
<td>60.18</td>
<td>60.18</td>
<td>60.66</td>
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<tr>
<td>Burton Fire Debt</td>
<td>5.53</td>
<td>5.53</td>
<td>5.74</td>
<td>5.74</td>
<td>5.26</td>
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<tr>
<td>Daufuskie Island Fire Ops</td>
<td>31.74</td>
<td>33.07</td>
<td>52.57</td>
<td>54.72</td>
<td>56.98</td>
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<tr>
<td>Daufuskie Island Fire Debt</td>
<td>-</td>
<td>-</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Lady's Island/St. Helena Fire Ops</td>
<td>32.04</td>
<td>33.34</td>
<td>34.82</td>
<td>35.94</td>
<td>36.94</td>
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<tr>
<td>Lady's Island/St. Helena Fire Debt</td>
<td>1.50</td>
<td>1.50</td>
<td>2.30</td>
<td>2.36</td>
<td>2.20</td>
</tr>
<tr>
<td>Sheldon Fire Ops</td>
<td>32.22</td>
<td>33.11</td>
<td>34.53</td>
<td>35.82</td>
<td>36.33</td>
</tr>
<tr>
<td>Sheldon Fire Debt</td>
<td>2.18</td>
<td>2.18</td>
<td>2.20</td>
<td>2.20</td>
<td>2.20</td>
</tr>
</tbody>
</table>
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
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**

<table>
<thead>
<tr>
<th>Industrial &amp; Commerce</th>
<th>Research &amp; High Tech</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investment:</strong></td>
<td></td>
</tr>
<tr>
<td>Inexpensive Land</td>
<td>Expensive Land</td>
</tr>
<tr>
<td>Expensive Infrastructure</td>
<td>Inexpensive Infrastructure</td>
</tr>
<tr>
<td><strong>Draw:</strong></td>
<td></td>
</tr>
<tr>
<td>Quality of Life</td>
<td>Quality of Life</td>
</tr>
<tr>
<td>Wage Structure</td>
<td>Residents - Active / Retirees</td>
</tr>
<tr>
<td>Military (Bases &amp; Retirees)</td>
<td>Private Investment</td>
</tr>
<tr>
<td><strong>Yemassee &amp; Commerce Parks:</strong></td>
<td></td>
</tr>
<tr>
<td>Automotive &amp; Light Manufacturing</td>
<td>Healthcare &amp; High Tech (BC Task Force)</td>
</tr>
<tr>
<td><strong>Port &amp; US 21:</strong></td>
<td></td>
</tr>
<tr>
<td>Aerospace &amp; Military</td>
<td>Healthcare (BC Task Force)</td>
</tr>
<tr>
<td>Healthcare (BC Task Force)</td>
<td>Aquaculture (Waddell)</td>
</tr>
<tr>
<td>Agriculture &amp; Aquaculture</td>
<td>Headquarters &amp; Healthcare (BC Task Force)</td>
</tr>
</tbody>
</table>
**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 Managers
**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

<table>
<thead>
<tr>
<th>Mayor’s Recommendations</th>
<th>Suggested Council Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Seek Consensus &amp; Hire a Consultant</td>
<td>1. Accept as Road Map</td>
</tr>
<tr>
<td>2. Have a Single County Point of Contact</td>
<td>2. Retain Local Facilitator w/ Business Background:</td>
</tr>
<tr>
<td>3. Provide County Assistance</td>
<td>• $25,000 (’16 ED Budget)</td>
</tr>
<tr>
<td>4. Reform Regulations, Processes, &amp; Fees</td>
<td>• 90 Days</td>
</tr>
<tr>
<td>5. Consider Workforce Housing Incentives</td>
<td>3. Defer Alliance Decision, not Engagement:</td>
</tr>
<tr>
<td>6. Defer Alliance Discussion &amp; Use Consultant</td>
<td></td>
</tr>
</tbody>
</table>
# 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)
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

Stu Rodman
Economic Development / Memorandum of Mayors
February 12, 2106
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)

<table>
<thead>
<tr>
<th>What If (Visitor Days)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 75,000 Santa Elena (1 Day)</td>
<td>Corridor:</td>
</tr>
<tr>
<td>2. 125,000 - Reconstruction, Penn Center, Mitchelville, Gullah Geechee, Civil War,</td>
<td>• 200,000 New Visitors (1% Increase)</td>
</tr>
<tr>
<td>Revoluntary War, etc. (2 Days)</td>
<td>• 1,000,000 Visitor Day Increase (2%)</td>
</tr>
<tr>
<td>3. 400,000 - 1% of Visitors Extend 2 Days</td>
<td>• $120 Million - Economic Impact</td>
</tr>
<tr>
<td>4. 400,000 - 1/2% Visitor Increase - International Visitors (4 Days)</td>
<td>• 1,500 Jobs</td>
</tr>
<tr>
<td></td>
<td>• $10 Million - Taxes</td>
</tr>
<tr>
<td></td>
<td>Beaufort County (80%):</td>
</tr>
<tr>
<td></td>
<td>• $100 Million - Economic Impact</td>
</tr>
<tr>
<td></td>
<td>• 1,200 Jobs</td>
</tr>
<tr>
<td></td>
<td>• Introduces Future Retirees</td>
</tr>
</tbody>
</table>
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

Stu Rodman
February 12, 2016
Council Annual Strategic Planning Session
Topic: Florence County Tax Notice
Date Submitted: February 12, 2016
Submitted By: Ray McBride
Venue: Council Annual Strategic Planning Session
## Itemization of Your Tax Levy $ Distribution

<table>
<thead>
<tr>
<th>Type</th>
<th>Mills</th>
<th>Taxes</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public School</td>
<td>207.7</td>
<td>58.44</td>
<td>7.76</td>
</tr>
<tr>
<td>City Government</td>
<td>176.0</td>
<td>493.04</td>
<td>-65.54</td>
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<tr>
<td>County General</td>
<td>10.9</td>
<td>23.65</td>
<td>3.17</td>
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<tr>
<td>Flor-Darl Tec</td>
<td>4.9</td>
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<td>3.17</td>
</tr>
<tr>
<td>Fire District</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
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<tr>
<td>Public Safety</td>
<td>45.4</td>
<td>98.56</td>
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<tr>
<td>Watershed Taxes</td>
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<td>0.0</td>
<td>0.0</td>
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<tr>
<td>County Library</td>
<td>7.5</td>
<td>16.29</td>
<td>2.16</td>
</tr>
<tr>
<td>County Sr.Citizen</td>
<td>0.8</td>
<td>1.74</td>
<td>0.23</td>
</tr>
<tr>
<td>County Bonds</td>
<td>8.5</td>
<td>18.46</td>
<td>2.45</td>
</tr>
<tr>
<td>Unfunded St.Mandate</td>
<td>8.4</td>
<td>18.23</td>
<td>2.42</td>
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</table>

## RECEIVED FOR TAX PURPOSES

**DUPLICATE**

**LAKE CITY SC 295600000**

<table>
<thead>
<tr>
<th>receipt #</th>
<th>Bill Date</th>
<th>MBP/Account #</th>
<th>Dist</th>
<th>Mills</th>
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<tbody>
<tr>
<td>14-080295</td>
<td>1/22/15</td>
<td>80020-13-011</td>
<td>32</td>
<td>470.1</td>
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</table>

<table>
<thead>
<tr>
<th>Type</th>
<th>Acres</th>
<th>Lots</th>
<th>Tax Value</th>
<th>IMPROVEMENTS</th>
<th>Total</th>
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<tbody>
<tr>
<td>Resi</td>
<td>1</td>
<td>1</td>
<td>16302</td>
<td>3</td>
<td>105501</td>
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- **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:** $0.00
- **DATE PAID:** 1/22/15
- **Tax:** $752.27
- **Penalty:** $0.00
- **Cost:** $0.00
- **Interest:** $0.00
- **Solid Waste Fee:** $99.50
- **Penalty:** $0.00
- **TOTAL PAID:** $851.77

Ray McBride  
February 12, 2016  
Council Annual Strategic Planning Session
ITEMIZATION OF YOUR TAX LEVY $ DISTRIBUTION

<table>
<thead>
<tr>
<th>MILLS</th>
<th>TAXES PERCENT</th>
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<tbody>
<tr>
<td>Public School</td>
<td>205.0</td>
</tr>
<tr>
<td>City Government</td>
<td>176.0</td>
</tr>
<tr>
<td>COUNTY General</td>
<td>11.5</td>
</tr>
<tr>
<td>Flor-Dari Tec</td>
<td>4.9</td>
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<tr>
<td>Fire District</td>
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<tr>
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<td>Watershed Taxes</td>
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<tr>
<td>COUNTY Sr.Citizen</td>
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<tr>
<td>COUNTY Bonds</td>
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<tr>
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Tax Year: 2014
Receipt #: 4108747

STATE VEHICLE REGISTRATION FEE: 24.00
ROAD SYSTEM MAINTENANCE FEE: 20.00
TOTAL DUE: 335.91
DATE PAID: 9/03/14
TAX: 281.91

Receipt# For The License
4108747 Period Beginning: 9/30/14 Ending: 9/30/15
Body Model Identification
Year Make Style No. Number TAG#
07 HOND SW CRV JHLE36573C0625723 B6E856 14
District # of Months Assessment Millage
320 12 720 470.3

ITEMIZATION OF YOUR TAX LEVY $ DISTRIBUTION

<table>
<thead>
<tr>
<th>MILLS</th>
<th>TAXES PERCENT</th>
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</thead>
<tbody>
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<td>COUNTY Bonds</td>
<td>9.0</td>
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<tr>
<td>UnFded St.Mandate</td>
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Tax Year: 2014
Receipt #: 4108748

STATE VEHICLE REGISTRATION FEE: 0.0
ROAD SYSTEM MAINTENANCE FEE: 30.00
TOTAL DUE: 194.45
DATE PAID: 9/03/14
TAX: 154.45

Receipt# For The License
4108748 Period Beginning: 9/30/14 Ending: 9/30/15
Body Model Identification
Year Make Style No. Number TAG#
06 HOND SW ELEMEN 5J6Y183X6007443 B6E856 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 exit 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 leader 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.
VISION 2030
“Desired Destination for Beaufort County”

PLAN 2020
“Map to Beaufort County’s Destination”

EXECUTION
“Route for Next Year”

MISSION
“How Beaufort County’s Government Should Operate”

BELIEFS
“Responsibilities of Beaufort County’s Government”
**STRATEGIC PLANNING MODEL**

**VISION**
- Destination
  - “You Have Arrived”

**PLAN**
- Map
  - “The Right Route”

**EXECUTION**
- Itinerary
  - “The Right Direction”

**MISSION**
- Vehicle
  - “The Right Bus”

**CORE BELIEFS**
- Fuel
  - “The Right People”

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

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

Focus for one year – a work program: policy agenda for Chair and County Council Annual Action Plan, management agenda for staff; major projects

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

Personal values that define performance standards and expectations for employees
Formulas for Strategic Planning

\[ P \neq F \]
Past \hspace{2cm} Future

\[ W_1 + W_2 = 0 \]
Why \hspace{1cm} What If \hspace{1cm} Lead to \hspace{1cm} Nothing

\[ S = R - E \]
Satisfaction \hspace{1cm} Reality \hspace{1cm} Compared \hspace{1cm} Expectation
To

\[ MR = R \]
Maximum \hspace{2cm} Result
\[ a_1 F_1 \]
Ready \hspace{1cm} Aim \hspace{1cm} Fire
\[ a_2 F_2 \]
\[ \ldots \]
\[ \text{<evaluate}> \]

\[ \text{HAVE AN END IN MIND – TAKE DECISIVE ACTION} \]
County: Service Responsibilities

Community
“Add On’s”

3rd Floor
Quality of Life

2nd Floor
Core Business
“Choice”

1st Floor
Core Business
“No Choice”

Financial Resources | Human Resources | Infrastructure | Facility | Equipment | Technology

FOUNDATION
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

Environmental Stewardship

Personal Livability

“Sustainable County”

Community Building

Economic Opportunity
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 range 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 entrepreneurism
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

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

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

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

Personal values that define performance standards and expectations for employees

VISION

“Destination
You Have Arrived”

PLAN

“Map
The Right Route”

EXECUTION

“Itinerary
The Right Direction”

MISSION

“Vehicle
The Right Bus”

CORE BELIEFS

“Fuel
The Right People”
BEAUFORT COUNTY VISION
A SUSTAINABLE COUNTY
**Beaufort County Vision**

*A Sustainable County*

Environmental Stewardship

- Personal Livability
- "Sustainable County"
- Economic Opportunity

Community Building
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

► 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. Grown, 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

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action</th>
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<tbody>
<tr>
<td>Top Priority</td>
<td>Sales Tax Referendum: Preparation</td>
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<tr>
<td>High Priority</td>
<td>Library Operational Analysis and Master Plan</td>
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<tr>
<td>High Priority</td>
<td>Solid Waste Curbside Pick Up/Recycling</td>
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<td>Comprehensive Impact Fee Review: Need Analysis and Report</td>
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### MANAGEMENT ACTIONS 2015

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<th>Priority</th>
<th>Action</th>
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<tbody>
<tr>
<td>Top Priority</td>
<td>Solid Waste: Short-Term</td>
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<tr>
<td>Top Priority</td>
<td>Comprehensive Financial Plan: Projections for Revenues/Expenditures</td>
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<tr>
<td>Top Priority</td>
<td>Compensation Study and Implementation Funding</td>
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<tr>
<td>High Priority</td>
<td>PALS Transfer to Town Hilton Head Island</td>
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### MANAGEMENT IN PROGRESS 2015

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<tr>
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<tr>
<td>MUNIS Software: Implementation</td>
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<td>Fleet Fuel Program: Implementation</td>
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<tr>
<td>Library Webpage: Upgrade</td>
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<tr>
<td>Debris Management Plan: Update</td>
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<td>Legislative Program 2015</td>
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<td>Employee Manual: Update</td>
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### ON THE HORIZON 2016 – 2020

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<td>Fire District Consolidation: Study</td>
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<tr>
<td>Transfer Station</td>
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<tr>
<td>Retiree Healthcare Policy, Direction and Funding</td>
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<tr>
<td>Workers’ Compensation: Evaluation and Actions</td>
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<td>Joint Use of School Facilities</td>
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<td>Treasury Investment Committee: Creation</td>
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<td>Tag Fees: Direction</td>
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<td>Specialized Capital Equipment Replacement Program: Plan and Funding Mechanism</td>
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<td>Impact Fee Assistance Program: Re-Activate</td>
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<td>Two years for AA Degree: Evaluation Direction</td>
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<td>Schools/School Financial Policy: Agreement</td>
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<tr>
<td>Matching Funds for Grants</td>
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<tr>
<td>Resource Development Function: Establishment</td>
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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
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<tr>
<th>POLICY ACTIONS 2015</th>
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<td>1. Stormwater Management and Rate Analysis</td>
<td>High Priority</td>
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<td>2. Ditch Maintenance and Drainage Policy and Funding</td>
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<tr>
<td>3. Okatie River Restoration: Direction, Funding</td>
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<tr>
<td>4. Battery Creek Restoration: Funding</td>
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</table>

<table>
<thead>
<tr>
<th>MANAGEMENT IN PROGRESS 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. CRS FEMA Audit: 6 or Better Rating</td>
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<tr>
<td>2. 2016 FEMA Flood Maps</td>
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<tr>
<td>3. Building Online</td>
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<tr>
<td>A. Secure Portal for Contractors</td>
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<tr>
<td>B. Permit Application for Registered Use</td>
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<tr>
<td>C. Payment Processing</td>
</tr>
<tr>
<td>4. Water Quality Office: Certification of Application</td>
</tr>
</tbody>
</table>
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
<table>
<thead>
<tr>
<th>SHORT-TERM CHALLENGES AND OPPORTUNITIES</th>
<th>LONG-TERM CHALLENGES AND OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Funding mechanism for economic development</td>
<td>1. Balancing business development and economic growth with protection of natural resources</td>
</tr>
<tr>
<td>2. Determining partnership with regional alliance(s)</td>
<td>2. Becoming “business friendly” by reducing or eliminating barriers to private investment and business development</td>
</tr>
<tr>
<td>3. Creating a positive environment for business investment and growth</td>
<td>3. Tapping the potential of “Heritage Tourism”</td>
</tr>
<tr>
<td>4. Working with other governments: municipalities and counties</td>
<td>4. Chamber of Commerce focusing on tourism over economic development</td>
</tr>
<tr>
<td>5. Cost of land in Beaufort County and availability of “ready” sites with infrastructure</td>
<td>5. Performance accountability and return on County investment</td>
</tr>
<tr>
<td>6. Producing tangible results: real new businesses, more value-added jobs</td>
<td>6. Availability of workforce housing</td>
</tr>
<tr>
<td>7. Link economic opportunities to USCB and TCL</td>
<td>7. Tapping access to I-95 and ports opportunities</td>
</tr>
<tr>
<td></td>
<td>8. Defining Beaufort County economic policies, tool kit</td>
</tr>
<tr>
<td></td>
<td>9. Defining what is “real” economic development with outcome-base metrics and performance standards</td>
</tr>
</tbody>
</table>
POLICY ACTIONS 2015

1. Pepper Hall Site: Direction
2. County Economic Development Policy Framework, Strategy and Action Plan
4. Business License: Direction on Funding Source for Economic Development

PRIORITY

<table>
<thead>
<tr>
<th>Priority</th>
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</thead>
<tbody>
<tr>
<td>Top Priority</td>
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<td>Top Priority</td>
</tr>
<tr>
<td>High Priority</td>
</tr>
<tr>
<td>High Priority</td>
</tr>
</tbody>
</table>

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’)

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
<table>
<thead>
<tr>
<th>SHORT-TERM CHALLENGES AND OPPORTUNITIES</th>
<th>LONG-TERM CHALLENGES AND OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Prioritizing and funding County infrastructure and facilities projects</td>
<td>1. Expanding, improving the quality of parks and recreational facilities</td>
</tr>
<tr>
<td>2. Aging County facilities needing major repairs and/or replacement</td>
<td>2. Reduced funding for roads from Federal government and State of South Carolina</td>
</tr>
<tr>
<td>3. Deteriorating bridges needing repairs or replacement</td>
<td>3. County investing in infrastructure for future growth</td>
</tr>
<tr>
<td>4. Funding for operations and ongoing maintenance</td>
<td>4. Determining and funding service level for roads</td>
</tr>
<tr>
<td>5. Connecting Spanish Moss Trail to various community destinations</td>
<td>5. Determining funding mechanism and who should pay for projects</td>
</tr>
<tr>
<td>6. Determining direction for County campuses</td>
<td>6. Increasing energy efficiency of County buildings and facilities</td>
</tr>
<tr>
<td>7. Increasing road and pedestrian safety</td>
<td>7. Traffic volume and road capacity</td>
</tr>
<tr>
<td></td>
<td>8. Residents expectations and “NIMBY” attitude</td>
</tr>
<tr>
<td></td>
<td>9. Expanding solar energy and renewable energy for County facility</td>
</tr>
</tbody>
</table>
### POLICY ACTIONS 2015

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

### MANAGEMENT ACTIONS 2015

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>1. Disabilities and Special Needs Day Program Facility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Arthur Horne Building</td>
</tr>
<tr>
<td>Top Priority</td>
<td>3. Countywide Information Technology Plan and Funding</td>
</tr>
<tr>
<td></td>
<td>High Priority</td>
</tr>
</tbody>
</table>

### 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
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
<table>
<thead>
<tr>
<th>SHORT-TERM CHALLENGES AND OPPORTUNITIES</th>
<th>LONG-TERM CHALLENGES AND OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Balancing personal property rights and regulations for community benefits</td>
<td>1. Encouraging “SMART” growth principles and their application to Beaufort County</td>
</tr>
<tr>
<td>2. Coordinating land use and development with the municipalities: Beaufort, Port Royal, Bluffton and Hilton Head Island</td>
<td>2. Understanding the Community Development Code and related processes</td>
</tr>
<tr>
<td>3. Defining Beaufort County’s role in redevelopment, infill development and increasing density</td>
<td>3. Implementation of abandoned or deteriorated buildings and structures program</td>
</tr>
<tr>
<td>4. County’s role in preserving or enhancing property values</td>
<td>4. Future of single family homes and home ownership and the development of vacant lots</td>
</tr>
<tr>
<td>5. Problem of heirs property and defining the County’s role</td>
<td>5. Adapting County land use and development regulations to each community</td>
</tr>
<tr>
<td></td>
<td>6. Slow housing and development recovery</td>
</tr>
<tr>
<td>POLICY ACTIONS 2015</td>
<td>MANAGEMENT ACTIONS 2015</td>
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<tbody>
<tr>
<td>Top Priority</td>
<td>High Priority</td>
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<thead>
<tr>
<th>ON THE HORIZON 2016 – 2020</th>
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</thead>
<tbody>
<tr>
<td>1. Workforce Housing Strategy</td>
</tr>
<tr>
<td>2. Transfer Development Rights</td>
</tr>
<tr>
<td>3. Street Lighting Plan for Collectors/Arterial County Road</td>
</tr>
<tr>
<td>4. North Sport Complex Improvements</td>
</tr>
</tbody>
</table>
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
## GOAL 1 | FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY

### ACTION: SALES TAX REFERENDUM: PREPARATION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
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</thead>
<tbody>
<tr>
<td>Location Options</td>
<td>1. Review Options</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>2. Report with Options</td>
</tr>
<tr>
<td>Capital Sales Tax</td>
<td>3. Decision: Overall Direction</td>
</tr>
</tbody>
</table>

Responsibility: Finance

### ACTION: LIBRARY OPERATIONAL ANALYSIS AND MASTER PLAN (WITH PARTNERS) INCLUDING UPGRADES

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
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</thead>
<tbody>
<tr>
<td>Review Charter</td>
<td>1. Review Charter</td>
</tr>
<tr>
<td>Decision: Review</td>
<td>2. Decision: Review</td>
</tr>
<tr>
<td>Report with Options</td>
<td>3. Report with Options</td>
</tr>
<tr>
<td>Direction</td>
<td>4. Direction</td>
</tr>
<tr>
<td>Research on Comprehensive Master Plan</td>
<td>5. Research on Comprehensive Master Plan</td>
</tr>
</tbody>
</table>

Responsibility: Community Service

### ACTION: SOLID WASTE CURBSIDE PICK UP/RECYCLING (URBANIZED AREAS)

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
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</thead>
<tbody>
<tr>
<td>Contract</td>
<td>1. Evaluate Limited Franchise</td>
</tr>
<tr>
<td></td>
<td>2. Discuss with Beaufort County</td>
</tr>
<tr>
<td></td>
<td>3. Report with Recommendations</td>
</tr>
</tbody>
</table>

Responsibility: Public Facilities
### ACTION: COMPREHENSIVE IMPACT FEE REVIEW: NEED ANALYSIS AND REPORT

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>1. Need Analysis, including Library in Municipalities</td>
<td></td>
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</tbody>
</table>

Responsibility: County Administrator

### ACTION: SOLID WASTE: SHORT-TERM

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Transfer Station</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Waste Management Contract</td>
<td></td>
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<tr>
<td>3. Waste Disposal</td>
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</tbody>
</table>

Responsibility: County Administrator

### ACTION: COMPREHENSIVE FINANCIAL PLAN

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop Process for Projections: Revenues/Expenditures</td>
<td></td>
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<tr>
<td>2. Present Plan</td>
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Responsibility: Finance
**ACTION:** COMPENSATION STUDY AND IMPLEMENTATION FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>1. Market Analysis</td>
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<tr>
<td>2. Job Description</td>
<td></td>
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<tr>
<td>3. Compensation</td>
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</table>

Responsibility: County Administrator

**ACTION:** PALS TRANSFER TO HILTON HEAD ISLAND

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>1. Meeting with Town and Island Recreation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Report: Transfer land and Contract of Park and Recreation Service</td>
<td></td>
<td></td>
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<tr>
<td>3. Decision: Direction</td>
<td></td>
<td></td>
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</tbody>
</table>

Responsibility: County Administrator

**Management in Progress 2015**

1. MUNIS Software: Implementation  CA
2. Fleet Fuel Program: Implementation  CA
3. Library Webpage: Upgrade  CA
4. Debris Management Plan: Update  CA
5. Legislative Program  CA
GOAL 2  PRESERVATION OF BEAUFORT COUNTY’S LOWCOUNTRY CHARACTER: NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

ACTION:  STORMWATER MANAGEMENT AND RATE ANALYSIS (INCLUDING MS4)  

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. MS4</td>
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<td></td>
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<tr>
<td>2. NPDES Permit</td>
<td></td>
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<tr>
<td>3. Decision: Rate</td>
<td></td>
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</tbody>
</table>

Responsibility: Natural Resources

ACTION:  DITCH MAINTENANCE AND DRAINAGE POLICY AND FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Decision: Funding</td>
<td></td>
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</tbody>
</table>

Responsibility: County Administrator

ACTION:  OKATIE RIVER RESTORATION: DIRECTION, FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Decision: Funding</td>
<td></td>
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</tbody>
</table>

Responsibility: County Administrator
ACTION: BATTERY CREEK RESTORATION: FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Report: Funding</td>
<td></td>
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</tr>
</tbody>
</table>

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

#### ACTION: PEPPER HALL SITE: DIRECTION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. Report: Requested Information</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Decision: Funding Mechanism</td>
<td></td>
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</tbody>
</table>

Responsibility: Executive

#### ACTION: COUNTY ECONOMIC DEVELOPMENT POLICY FRAMEWORK, STRATEGY AND ACTION PLAN

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. Incentives: Zoning, Tax Incentives</td>
<td></td>
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<tr>
<td></td>
<td>2. Targeted Industries: Type and Facilitation</td>
<td></td>
</tr>
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<td></td>
<td>3. Product: Spec Buildings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. PDC for North: Unincorporated Area</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Regional Alliance: Direction</td>
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</tbody>
</table>

Responsibility: Governmental

#### ACTION: HERITAGE/HISTORIC TOURISM PLAN: DEVELOPMENT, ACTION PLAN

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. Santa Elena</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Economic Analysis: Value of Heritage Tourism</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Governmental
### Key Issues

<table>
<thead>
<tr>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Report</td>
<td></td>
</tr>
<tr>
<td>2. Decision: Funding Source for Economic Development</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Governmental

### Major Projects 2015

1. Hilton Head Island Airport Project
2. Spec Building: Development
## GOAL 4: UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES

### ACTION: LAW ENFORCEMENT CENTER STUDY

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
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</table>

Responsibility: Public Facilities

### ACTION: WINDMILL HARBOUR ENTRANCE SOLUTION AND FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. Finalize State Planned Intersection</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Funding</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Public Facilities

### ACTION: LONG-TERM COUNTY OFFICES/SATELLITES PLAN/STRATEGY

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Locations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Layout/Map</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Myrtle Park Phase 2: Direction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Projection/Future</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Executive
## ACTION: BRIDGE REPLACEMENT PLAN

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
</table>
| A. Hilton Head Island | • Study: Replacement, Widening/Expansion  
• Report  
• Decision: Direction  
• Request State Funding |      |
| B. Woods Swing Bridge | • Request State Funding |      |
| C. Other County Bridges | • Inventory  
• Condition Assessment  
• Direction |      |

Responsibility: Public Facilities

## ACTION: DUNCAN FARM SHOOTING RANGE

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
</table>
| 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

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
</tr>
</thead>
</table>
| 1. Proposal  
2. Funding |                          |      |

Responsibility: Community Services
### ACTION: ARTHUR HORN BUILDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
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Responsibility: County Administrator

### ACTION: COUNTYWIDE INFORMATION TECHNOLOGY PLAN AND FUNDING

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<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
<th>Time</th>
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</table>

Responsibility: County Administrator

### Management in Progress 2015

1. County 5 year Energy Recovery/Improvement Plan

### 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

<p>| ACTION: COMPREHENSIVE PLAN: UPDATE | PRIORITY | Policy – Top |</p>
<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Milestones/Activities</th>
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<tbody>
<tr>
<td>1. Public Involvement</td>
<td>Opportunities/Guidelines in Development</td>
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<td>3. Revise Comprehensive Plan</td>
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<td>4. Adoption</td>
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<td>5. Framework of Information</td>
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Responsibility: Natural Resources

<p>| ACTION: SIDEWALKS/BIKING IN RURAL AREAS PLAN AND FUNDING | PRIORITY | Policy – High |</p>
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<th>Key Issues</th>
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<tr>
<td>1. Resolution Development: Road Improvement Projects and Funding</td>
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<td>2. Incorporation into Comprehensive Plan</td>
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<td>3. Funding Mechanism: Sidewalks to Major Highways</td>
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Responsibility: Public Facilities
### ACTION: MARINE AIR STATION LAND USE

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<td>2. AICUZ</td>
<td>(including Outside Landing Field)</td>
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Responsibility: Natural Resources

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### ACTION: DAUFUSKIE ISLAND FERRY GRANT APPLICATION

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Responsibility: County Administrator

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### ACTION: COMPREHENSIVE PLAN FOR COUNTY OWNED LAND

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<td>2. Report</td>
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<td>3. Direction</td>
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Responsibility: County Administrator

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### ACTION: COMMUNITY DEVELOPMENT CODE: REFINEMENT

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<td>2. Council Decision: Modification</td>
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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

“Sustainable County”

Community Building

Economic Opportunity
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
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
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
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<th>FINANCIALLY SOUND COUNTY PROVIDING QUALITY CORE SERVICES EFFICIENTLY</th>
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<td>GOAL 4</td>
<td>UPGRADED COUNTY INFRASTRUCTURE AND FACILITIES</td>
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SECTION 7

LOOKING TO BEAUFORT COUNTY’S FUTURE
Beaufort County
Vision 2031
Beaufort County
Success in 2021 means…
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
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

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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

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<td>2. County Facilities: Long Term Plan</td>
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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:

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

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Beaufort County
Policy Agenda 2016

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Beaufort County
Policy Agenda 2016

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Beaufort County
Management Agenda 2016
Targets for Action

TOP PRIORITY

HIGH PRIORITY
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Management Agenda 2016

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# Beaufort County Management Agenda 2016

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### Responsibility:
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 . . .
Council Chair: Expectations and Actions

▶ Expectations

▶ Actions
Council Vice Chair: Expectations and Actions

- Expectations

- Actions
Executive Committee:
Purposes and Actions

- Purposes

- Actions
Committee Chairs:
Expectations and Actions

- Expectations

- Actions