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AGENDA  
COUNTY COUNCIL OF BEAUFORT COUNTY  
WORKSHOP

Thursday, November 17, 2016

2:00 p.m.

Executive Conference Room, Administration Building  
Beaufort County Government Robert Smalls Complex  
100 Ribaut Road, Beaufort

1. CALL TO ORDER - 2:00 P.M.
2. PLEDGE OF ALLEGIANCE
3. COMPREHENSIVE FINANCIAL PLAN: REVENUES AND EXPENDITURES ([backup](#))
4. ADJOURNMENT



## COMPREHENSIVE FINANCIAL PLAN: REVENUE AND EXPENDITURES

### Financial Plan per Council Retreat of February 2016

At last year's retreat council asked for a comprehensive financial plan: Revenue and Expenditures. This task was assigned to the Finance Committee without any specifics and/or directions. However, my memory of the discussion as to what was actually requested was more along the lines of a 3-5 year projected budget.

Since it is the Administrators' responsibility to present an annual budget to council, are we then asking the administration to provide a 3-5 year projected budget? Or, are we asking council to take a more strategic approach and provide administration with a policy statement identifying specific goals and objectives that council wants to see implemented over this time period; i.e. ask the administration to develop a 3-5 year extended budget which includes Council's stated goals and objectives. I think the latter.

This strategic approach is somewhat consistent with current council actions. Over the past two years council has started moving in this direction by implementing several recommendations:

- Council recommended funding an additional \$1MM per year for 3 years to be reserved for facility maintenance; the first two years have been funded.
- Administration recommended and Council funded a salary review with an initial \$2MM approved for implementation.
- Administration recommended and Council funded a facilities review to identify needs for new facilities and establish a maintenance schedule for existing facilities; per above, a maintenance reserve has been established.
- Administration recommended and Council implemented a self-funding program for Health Insurance.

It should be noted that three of the four programs identified were initiated by the Administration. In my opinion, Council should not be so reliant on the Administration for suggestions; rather should be taking a more proactive role in setting policy goals.

Continuing with this strategic approach, I would like to suggest the follow procedure for developing a 3-5 year projected budget which is built around Council's strategic initiatives. I would like for initial discussions to begin independently in each of the standing committees and would encourage each committee to discuss/review programs and revenue resources in each of the areas under their purview. Initiate discussions with staff and reach out to advisory committee's for input wherever appropriate. Some thoughts as to areas for discussion:

- Are committee's satisfied with programs currently under their jurisdiction. Are there current programs that are underfunded/overfunded and/or should be discontinued? (All committees)
- Are there current programs (e.g. parks and recreation, etc.) that could be consolidated with the municipalities under a partnership to provide more of a metro type service and/or are there programs that should be transferred in part or entirety to other government entities; if so what would be the financial impact? (All committees)
- Are current reserve fund policy's appropriate and/or should they be modified? (Finance)

- What is the future of the Rural and Critical Lands program? Should Council support another referendum? (Natural Resources)
- What role should council play, if any, with respect to current and future facility needs at USCB and TCL? (Governmental)
- Are we providing adequate services/facilities for citizens with special needs? If not what changes are needed? (Community Services)
- How will capital projects be funded in the future; use 8% money vs. capital referendum? (Finance)
- How will economic development be paid for? (Governmental)
- Review fees and fee structure (e.g. codes enforcement, business license, PALS, etc.) (Committees' as appropriate)
- With increasing population what procedures need to be put in place to cope with the need for increasing services? (All Committees)
- What impact will the budgets of other county elected officials have on our budgets? What guidelines, if any, should be given to these elected officials? (Finance)

From these discussions each committee should develop a list of initiatives that they would like to see implemented over the next 3-5 years. Where necessary, any policy changes needed for implementation should be identified along with recommended timelines and evaluation points (milestones). Committee recommendations will be presented to the Executive Committee at its December meeting. The Executive Committee will review all recommendations and establish a priority list which will be presented to the Administration with the request that these initiatives be incorporated into a 3-5 year projected budget showing annual budget projections for each year within the 3-5 year period. This projected budget will be presented to Council at our next retreat so that detailed discussion and further considerations can begin at that time.

Jerry Stewart, Chairman  
Finance Committee  
September 30, 2016