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AGENDA  
EXECUTIVE COMMITTEE  
Monday, December 12, 2016

3:00 p.m.

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

Committee Members:

Jerry Stewart, Chairman  
Gerald Dawson  
Brian Flewelling  
William McBride  
Stu Rodman

1. CALL TO ORDER – 3:00 P.M.

2. DISCUSSION / COMPREHENSIVE FINANCIAL PLAN: REVENUES AND  
EXPENDITURES

3. ADJOURNMENT

2016 Strategic Plan Committee Assignments  
Capital Project Sales Tax  
Long-Term County Offices Plan / Strategy

# ADD-ONS

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

Topic:	Comprehensive Financial Plan Items
Date Submitted:	December 12, 2016
Submitted By:	Jerry Stewart
Venue:	Executive Committee

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Direction to committee's was to consider financial needs as well as policy/operational changes to achieve identified objectives; therefore, the following outline will present both financial and policy/operational as identified. In addition to this outline staff will be given detailed materials as provide by each committee.

Education

Environment/Natural Resources

Economy/Finance

General Fund

Capital Fund/Public Facilities

Elected Officials

- Education
  - USCB/TCL Funding – Continue current funding level (tie to value of mil); however, continue discussion with institutions of higher education on how council may help with capital needs working with foundations, enterprise campus designation, use of tiff's etc.
  - School District – Staff continue to evaluate implementation of School Impact Fee
  - Review School District 3 year plan wrt its overall impact on county tax structure
- Environment/Natural Resources
  - Planning/Zoning – Preserve current Mission Statement; Continue with Community Development Code implementation/modification; Re-define composition of Planning Commission mirror council districts; staffing needs (fill director position after retirement, new hire(s) to support affordable housing, comprehensive plan rewrite, managing passive parks)
  - Rural & Critical Lands/Passive Parks – Plan for new referendum at 2018/20 general election.
    - Continue purchases per green print
    - Continue passive park development at current sites (Crystal Lake, Fort Freemont, Okatie Preserve) with support from public/private partnerships (Friends groups, Hero's on Horseback, Audubon Society); begin planning for new a new park at New Riverside (funds exist) with an objective theme; to cover maintenance cost the budgets should consider

establishing a user fee; use (contract with) a landscaping crew for each park

- Stormwater program – Enterprise fund with that has a multi- year plan which includes fee structure and capital/staffing needs; in process of developing 10 year plan; future unknown is MS4 changes by federal/state governments

- Economy/Finance

- General Fund

- Estimate growth in revenue and cost of inflation using economic indicators and prior year trends
    - Payroll/Benefits
      - Implement/maintain salary structure and increases as outlined in consultant study approved by Council. The budget will reflect the total amount available for salary increases; however, individual salary increases will be at discretion of staff based on individual employee performance and annual review, e.g. merit based where some employees may receive an increase greater than others.
      - Maintain/Fund employee benefits as currently provided
    - Economic Development
      - Heritage Tourism – Funded using Accommodation/Hospitality Revenue
      - Economic Development Corporation – Continue funding at current level. Additional future needs to be identified by CDC budget requests; with potential funding from Business License Tax and/or reserve funds at discretion of Council.
    - General Fund Reserve - Restore to level prior to hurricane Mathew.
      - Restoration funds to include FEMA and State recovery funds as well as considering general obligation bonds, and a tax increase (one- time mil increase above the cap allowed for natural disaster) as/if necessary;
      - Council to review current Ordinance establishing policy for General Reserve Fund Balance. Suggest replacing the balance requirement of 30% of prior year operations expenditures to a range of perhaps 20-25%.
    - Facilities maintenance/equipment replacement
      - Establish \$3MM line item annually (\$1MM FY'18 plus \$1MM added in each of 2 prior years) for maintenance/equipment. Funds will be used for routine maintenance/facility upgrades/replace outdated communications and computer equipment/ replace rolling stock)

- Capital Projects/Public Facilities – projects to be continued or initiated over the next 3 years to include:
  - Roads (278 at Windmill Harbour, Pinckney Colony, widening to Squire Pope Rd., paving projects etc.)
  - Detention Center
  - IT Facility
  - County Administration Center - additions/expansions (Beaufort/Bluffton)
  - Law Enforcement Center
  - Residential Homes (4)
  - Election and Voter Registration Facility
  - Projects to be funded by various means as appropriate; state/federal/municipal funds, council approved bond issues (8% monies), referenda approved bond issues, capital sales tax referenda, impact fees, tiffs, LOST, use of reserve funds, etc. Staff is requested to provide timing, method of funding and impact on bonding capacity/capital budget (milage) as appropriate.
- Elected Officials – Currently setting up meetings with the Sheriff, Treasurer, Auditor, Magistrate and Public Defender. Meetings with other elected officials will follow prior to retreat and during budget sessions. Results of meetings will be presented to staff for inclusion into proforma budgets.

Staff Additions (Years 1-3): Total 20 new + 3 PT to FT

Planning Department – Department Head + 2-3 staff

Disabilities & Special Needs – Training Specialist (14)

Human Services – Housing Coordinator/Professional Services (2)

Library – Convert 3 PT positions to FT (3)