



COUNTY DEPARTMENTS
“TOP 5” ACHIEVEMENT REPORTS

JANUARY 1, 2013 -SEPTEMBER 30, 2014

Gary Kubic
County Administrator



COUNTY ATTORNEY

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

County Attorney
Department Head - Joshua A. Gruber
Number of Staff = 3

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

Attention to all County legal matters including:
Review, assignment and monitoring of all newly filed litigation and notification to IRF;
Review all contracts and signature requests;
Attend County Council meetings and Subcommittee Meetings as requested;
Attend Southern Beaufort County Beautification Committee Meetings;
Assist with land condemnations for road projects;
Assist with land condemnations and avigation easements for both Airports;
Preparation of Ordinances and Resolutions;
Hearings for EMS Set-Off Debt Collections;
Collections of rent payments (Bardo, Bridges, Landmark Church, etc.);
Provide legal support to Beaufort County Staff.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

\$57,150.00 collected from GovDeals Sales (12/13 - 6/14);
\$124,950.00 collected from IRF for Pre-Paid Legal Fees;
\$650 per mo. being collected from Gene Bardo (Rental of 5 Winn Road);
\$5,000 per mo. collected from Bridges Preparatory School (Rental of Lind Brown Facility);
HHI Airport--Negotiation of Fair Purchase Prices for Acquisition Parcels;
Both Airports--Negotiation and Acquisition of Avigation Easements;
Settlement Negotiations relative to Hwy. 278/Berkeley Hall/St. Gregory/Fire Station Access;
Work to negotiate and settle various legal actions, claims and threatened claims.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

The accuracy and integrity of each Department's work is of utmost importance in avoiding legal claims and actions.
Safety precautions and training within Departments is important.
Professionalism and management of employees needs to be implemented and guidelines strictly followed to mitigate employee claims.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Paul Trask FOIA case ended with no cost to the County.
Town Center Assessment Appeal--Pending.
R.H. Realty/Romano Suit--Pending.
Mare Baracco Dangerous Animal Case--Pending.
Road, LLC vs. BC--Pinckney Colony Access--Pending.
Nycles vs. BC - Engineering Issue--Pending.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

County Attorney (Joshua Gruber) has been promoted to Deputy Administrator and will continue to act as Special Counsel to the County when required.

A search will need to be conducted to hire a new County Attorney to fill this position.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name
Department Head – Josh Gruber
Number of Staff = 4

Section 1: Department Overview

The Public Information Office serves and engages citizens, staff, municipalities, and visitors in an informative manner to demonstrate the county's commitment to quality, effectiveness, efficiency and transparency. Key responsibilities of the PIO include: 1) provides pertinent information to the general public and media in regard to the county's programs, services and decisions through news releases, Broadcast Services and online; 2) coordinates and communicates with department heads and requestors in accordance with the Freedom of Information Act; 3) plans and coordinates events for all departments; 4) attends council and committee meetings to maintain knowledge and provide information in regard to county issues; 5) produces a monthly 30-minute talk show highlighting local politicians, government employees, business leaders and local entertainers on The County Channel; 6) works closely with Broadcast Services in producing content that focuses on accomplishments of different departments within the county.

Section 2: Summary of Activities and Progress

In the last 10 months, the Public Information Office has taken on more tasks and duties outside the realm of usual responsibilities, including being appointed as the county liaison for the Capital Project Sales Tax Commission and the Accommodations Tax Board. At the conclusion of the Capital Project Sales Tax Commission process, the members spoke very highly of the PIO and commended her professionalism, her attention to detail and efficiency.

The inaugural Beaufort County Air Day events were planned, organized and executed by the PIO. Both events took place in April 2014. The first event occurred at the Beaufort County Airport in which 350 people attended. The second event was held at Signature Flight Support across from the Hilton Head Island Airport in which 200 people attended. The ribbon-cutting ceremony for the new Coroner's office was planned and executed by the PIO as well as the marker unveiling for the Shanklin School. Both of these events were successful. The PIO worked closely with the Coroner's office and the Beaufort Historic Society.

The PIO has been awarded certificates from the South Carolina Emergency Management Division for completing the Basic Public Information Officer Course and the Joint Information System/Joint Information Center course. The PIO has received praise from those submitting Freedom of Information Act requests for the timely and professional manner the requests are filled. The PIO has received praise from the public on numerous occasions in regard to how quickly their emails or phone calls are returned.

Section 3: Outcomes

Lessons learned that can be passed to other departments include checking their departments website on a regular basis to correct any misspellings or outdated information. The public is very critical of local government and when there is outdated information or a misspelling, the public is quick to recognize and criticize. I have found misspellings and errors on department's sites that I quickly let the Department Head know about so it can be fixed immediately.

Section 4: Risks, Issues and Challenges

There are several goals I would like the PIOs office to accomplish in 2015 and beyond. Over the last two years, I have provided the public and media with pertinent information in regard to governmental matters. However, I would like to take a more proactive approach in informing the public. There are programs and accomplishments occurring everyday in county departments but often those accomplishments go unnoticed because the public doesn't have the knowledge those accomplishments were made. Examples of these recent positive and proactive news releases include: EMS and Animal Services Working Together to Save Owl; St. Helena Branch Library Wins Architect Award; and National Aviation Week. These proactive news releases are the first step in moving the PIOs office in the direction of not only answering questions and producing reactive news releases but more importantly becoming a true PR office. The more the public sees the positives Beaufort County Government offers, the more the public will trust Beaufort County Government. In addition, I would like to work with Broadcast Services more, producing video packages on the many accomplishments of the departments. These video productions not only can be seen on The County Channel but also online on that department's individual website. The public is very visual and the more they see and hear, they will begin to acknowledge how Beaufort County Government positively impacts their daily lives. Part of positive PR is expanding coverage on social media sites. Majority of the public no longer has time to read a newspaper or watch the news, but they do have time to check their Twitter and Facebook pages. Putting helpful and informative material on the Beaufort County Twitter and Facebook pages allows the public to feel empowered. Sharing information gives them the knowledge of how decisions are made in local government. My goal is to post information on these social network pages at least 3-5 times a week.

There are two large events the PIO office will be planning in 2015 including the Courthouse Ribbon-Cutting Ceremony and the Air Day events at both county-owned airports. A lot of time and energy were spent on planning, organizing and running the Air Day events last year. More time will be spent on next year's events allowing it to be better planned with more vendors appearing and more people attending.

Section 5: Evaluation and Next Steps

Accomplishing the above listed goals is realistic but challenges do exist. The biggest challenge involves manpower. We have very creative people who work within the county, but I believe there is a lack of teamwork. I spent 15 years in newsrooms where you rely on your fellow anchors, reporters, producers and managers to help achieve the goal of informing the public with accurate data. I believe, for the benefit of Beaufort County, in developing a creative team that will truly work together. This team would bounce ideas off each other and help each other by pointing out errors allowing the individual to learn from those errors rather than failing even more. This team could work together in developing the office of Public Relations. We want the public to know we are working for them and making the best decisions for them. A PR office can do just that. This can be accomplished by creating the team and discussing monthly what ideas each has in promoting Beaufort County.

Teamwork among departments is also very crucial in keeping the taxpayers informed accurately. When information is needed to write a news release, department heads should be able to provide the information in a positive, professional manner. If we can't support each other within the walls of the county, how are we supposed to make the public believe we are making the best decisions on their behalf? This can be accomplished by having the PIO attend the department head meetings opening the line of communication. Often a department head won't remember to tell the PIO something that has happened in their department because they don't see me. I could also reach out to the department heads more often by sending emails or making phone calls to check-in and see what their department is doing or working on that would interest the public.



CLERK TO COUNCIL

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

County Council Office, Paul Sommerville, Chairman
Suzanne Rainey, Clerk to Council
Department Employees = 2

Section 1: Department Overview

The Clerk to Council is appointed by Beaufort County Council and manages Council's official proceedings, records and documents. The Clerk to Council is responsible for ensuring that Council's legal responsibilities are met regarding the announcement of public meetings, hearings, boards and commissions, and other official events. The Clerk to Council must maintain confidentiality in the executive processes of her office and serve as a "neutral servant" during the administration of her duties. The Clerk to Council works directly and solely for County Council and supports its efforts.

- Produce the highest quality work product possible.
- Provide members of Beaufort County Council efficient service, accurate records, timely and organized document retrieval, courteous interaction, orderly work environment, anticipation of requests, and keenness in developing future needs of Council.

Summary of Activities

Developed a SharePoint portal to share and access documents associated with the array of meeting data packages.

- Developed in-house.
- Improved management and access to documents.
- This task is time consuming on the front end. Going forward, however, a centralized repository of items related to a specific meeting will simplify the user's ability to retrieve a document.
- Developed in-house with the assistance of the MIS staff.

Transitioned 12,000+ archive files from an older server to a newer server.

- The public has access to information 24-hours a day, seven days a week, year round.
- Transitioned from a static, manual process to a dynamic, metadata driven system.
- Encourage departments to forward digitized documents for indexing and posting.
- Continue adding content to the archive repository going forward.

Utilized Dropbox to share meeting data packages.

- Dropbox is a free program
- Work is readily available no matter what device someone is using.
- File size is not an issue given the 2TB+ of storage space.
- Problem free, at present.

Created an electronic display public speaker queuing process to allow sequencing of public speakers.

- Speakers have the ability to sign up from their Smartphone in advance, before or during meetings.
- This process can replace the traditional sign-up sheet.
- A sorting of speakers by location segues to an electronic display of names. A printable summary report is available.
- Developed in-house with the assistance of the MIS staff.

"We shall strive for perfection. We shall not achieve it immediately—but we still shall strive. . . . "We may make mistakes . . ."

- (Excerpt, Paragraph 7, Fourth Inauguration Speech of President Franklin D. Roosevelt)



BROADCAST SERVICES

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name
Department Head - Scott Grooms
Number of Staff = 4

Section 1: Department Overview

Broadcast Services provides the personnel and infrastructure to broadcast "live" video content to all cables systems in Beaufort County as well as broadcast over the web. We also provide Video-On-Demand content to anyone with access to the web.

Broadcast Services also supplies Audio/Visual Support to all county departments and agencies.

Section 2: Summary of Activities and Progress

1. *Broadcast Services/"The County Channel" was developed from the ground up in 2007. Broadcast Services continues to develop programming. Coastline is currently on its 15th episode; Coastal Kingdom is on episode 15 and continues production. We are currently working on programs featuring Water Quality, Construction of the New Bridge on Bluffton 5A, Hilton Head Tourism, and a Feature on Jane Upshaw. We have also entered a partnership with the Town of Hilton Head to broadcast Town Council Meetings. We also continue to produce programming for the Beaufort County School System including School Board Meetings, we even covered a play at Red Cedar Elementary*
2. *Broadcast Services continues to broadcast using the two broadcast trucks. We covered a Baseball and Softball Tournament each of which had Approx 20 games with teams from various areas of the country. We had a total online viewership of over 70,000 viewers and numerous requests to repeat the broadcast on local cable systems. We continued our yearly coverage of the Heritage Days Festival Parade, The Bluffton Christmas Parade, The Veterans Day Parade and Ceremony, Senior Showcase, and the State of the Region Address. All events are live or replayed over the local cable systems.*
3. *Broadcast Services continues to develop its web presence. We upgraded the Granicus Video-On-Demand service to include a sections view page to make locating any item easier. We also activated the H.264 service to allow access to "The County Channel" via mobile devices. This includes live and Video-On-Demand content.*
4. *"The County Channel" has upgraded the original master control to enhance video quality and ease of operation. We are now able to supply a program guide to the viewers through or web page to all viewers in real time to see what programming is coming up. Master Control now has the capability to switch between multiple "On-Location" meetings with a minimum of down time between sources. This system also allows emergency management greater access to the station to crawl emergency information.*
5. *Broadcast Service/"The County Channel" as won 11 Telly Award, 2 EMMY Nominations, the 2012 Media Award from the South Carolina Firefighters Association, the 2011 Achievement Award for Transparency in Government and Community Identity.*

Section 3: Outcomes

Over the last 7 Years, Broadcast Services has developed a very complicated system of Broadcast Infrastructure. We have been very successful in delivering high quality locally originated programming to the citizens of Beaufort County. We have added additional programs and Municipalities to our program line-up and will continue to work to involve other entities in Local Broadcasting.

Section 4: Risks, Issues and Challenges

Broadcast Services/"The County Channel" has developed into a fully functional television station. We have numerous requests for broadcast each week and do all we can with a limited staff. We still are developing name recognition and accessibility to the public. We are not on Dish Network or Directv and still direct those users to join us on the web. The programming is available to all through the internet.

Section 5: Evaluation and Next Steps

We continue to fine tune the operation, Our switches are systematically being replaced with up to date units, the original switchers are Windows XP machine and are at end of life. I have 4 more to replace. We are also beginning to produce the majority of our programs in HD and have started moving toward 100% HD in the future, this will be a slow transition as IT infrastructure will be impacted with bandwidth requirements. We will continue to expand our presence at local events to get name recognition for the channel.





COMMUNICATIONS AND ACCOUNTABILITY

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014
Communications and Accountability
Department Head: Gary Kubic
Number of Staff: 1 (Monica Spells)

Section 1: Department Overview

This department was established in 2012 to provide a staffing area focused on civic engagement in a transparent manner using the latest in technology and media. Services range from development of County publications and website enhancements to business outreach efforts and contract compliance.

Section 2: Summary of Activities and Progress

The following key accomplishments happened July 1, 2013 through June 30, 2014:

1. **Contractor compliance:** Developing and nurturing open communication with prime contractors and clearly defining the County's Small and Minority Business Participation Ordinance reporting requirements led to seamless monthly reports for the following construction-related projects:
 - Coroner's Office Renovation Contract (7 months monitoring)
 - County Government Center Complex Renovations Contract (21 months monitoring)
 - Dirt Road Paving Contracts #43 & #45 (33 months & 21 months monitoring respectively)
2. **Janitorial contract:** Redeveloped the solicitation notification process for county-wide janitorial services and went from a tradition of receiving 1 bid to receiving 16 bids. This increased competition led to a contract award saving approximately \$245K annually in taxpayer dollars.
3. **Website development:** Guided the launch of an educational website promoting the Mitchelville Historic Preservation site (www.bcgov.net/mitchelville) and implemented measures which will lead to new websites for Beaufort County government and Beaufort County Airports to provide a fresh look, ease of use, and a complete system for civic engagement and transparency.
4. **Public education videos:** Developed two new educational segments for The County Channel (The History of the Beaufort County Seal and Code Enforcement Common Violations) to help expand program content and engage the public.
5. **Land preservation calendar:** Increased total number of 2013 calendars sold by almost 500 from 2012 yielding an additional \$7,500 in sales and refined production efforts saving approximately \$1K.

Section 3: Outcomes

The manner in which Beaufort County communicates with all of its stakeholders is critical to effective public service. Seeking to improve the County's communications systems and processes demonstrates a government which is progressive and dedicated to outreach, efficiency, and transparency in its programs and services.

Section 4: Risks, Issues and Challenges

Challenges emerged during the execution of projects, which often yielded rough cross-team collaboration, due to internal and external misunderstandings regarding authority, roles and responsibilities of department staff.

Section 5: Evaluation and Next Steps

Administration is working with department staff and other staff to restructure systems for enhanced programs and services both internally and externally.



FINANCE

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Department Name
Department Head – Alicia Holland, CFO
Number of Staff = 9 (8.5 FTEs) includes Dept Head

Section 1: Department Overview

The County's Finance Department is responsible for the reporting of assets and financial activity for the entire County along with the disbursement of County funds to vendors and budgeting. This includes helping in the creation, maintenance, and monitoring of controls over County assets. Additionally, the Beaufort County Finance Department aids in long-term financial planning, such as debt structuring, millage and assessed (taxable) value calculations.

Section 2: Summary of Activities and Progress

- The Finance Department has worked hard to build trust and open communications with all County departments and external agencies that depend on the County for funding. The County's Comprehensive Annual Financial Report (CAFR) has received the Government Finance Officer Association's "Certificate of Achievement for Excellence in Financial Reporting" for fiscal years 2009 through 2013.*
- The Finance Department has assisted County Council in establishing ordinances for the General Fund Balance and Debt Service Fund Balance policies. Having these policies documented as ordinances helps to maintain and improve the County's bond rating.*
- The Finance Department assisted the Community Development departments (Building Codes, Codes Enforcement, Business License, Zoning and Planning) with implementing the Permitting and Inspections module within Munis (our enterprise resource software package).*
- The Finance Department is assisting the Beaufort County Parks and Leisure Services Department with the implementation of the Tyler Parks and Recreation (TPAR) system that will interface with Munis.*
- The Finance Department is also preparing to assist Business License with the regeneration of the Business License module within Munis.*
- The Finance Department is also working on an internal policy and procedure manual that will benefit all County departments. This will also lead to improved financial reporting and transparency for Beaufort County citizens.*

Section 3: Outcomes

The Beaufort County Finance department affects ALL Beaufort County departments and external agencies. We continue to find ways to improve financial reporting and communications.

Section 4: Risks, Issues and Challenges

Communication is our biggest challenge as our County continues to grow and expand. Recruiting and maintaining qualified personnel is also a challenge. Assisting departments with their funding needs will continue to be an issue and challenge with our current budget situation.

Section 5: Evaluation and Next Steps

The loss of key personnel has had an impact on the Finance Department. We are in the process of replacing personnel to the extent the budget allows. We look forward to our continued improvement.





PURCHASING



BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Purchasing Department
David L. Thomas, CPPO, CPPB

Number of Staff = 1.5

Date: October 31, 2014

Achievement 1: County P-Card Program

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Purchasing Department serves as Beaufort County's central procurement office responsible for all procurement activities, which includes construction and the procurement of goods and services. Our goal is to provide fair and equitable treatment to all persons involved in public purchasing by Beaufort County, to maximize the value of public funds in procurement, and to provide safeguards for maintaining the quality and integrity of our procurement system. The Department is responsible for managing over 300 contracts, provides coordination for all solicitation activities (which averages over 50 bids per year), manages the electronic purchase order system, administer the County's P-Card program, and manage the sale of surplus property through GovDeals. The Department also provides procurement guidance and consultation to over 30 County Departments and other organizations.

Section 2: Summary of Activities and Progress

County P-Card and Program-Purchasing administers the County P-Card Program, which provides the County Departments an improved purchasing tool that saves both time and money. Our efforts netted \$58,256 in rebates from Bank of America for the last three fiscal years. Our rebate for this period was \$10,909.

Section 3: Outcomes

Department employees are able to purchase needed goods and services without having to wait for the purchasing paper work process to be approved. Vendors receive their payments much faster and at times pass on the savings to the County through reduced delivery and handling charges. We are also able to take advantage of internet purchasing, which maximizes the opportunity to find competitive pricing quickly. We were able to negotiate a \$ 10,000,000 dollar P-Card line of credit for use during emergency situations at no cost to the County with Bank of America. This will enhance our ability to keep operations going during natural disaster situations.

Section 4: Risks, Issues and Challenges

P-Card purchases allow authorized employees and elected officials to purchase small dollar goods and services in a fast and timely manner, saving fuel and delivery charges, and time for the departments. Goods and services may also be purchased online where competitive pricing is easily obtained, ensuring the lowest possible price for the department. Use of the P-Card for hotel and registration has made the process much easier and takes less time for staff.

We have updated our P-Card manual, detailing the proper administrative processes and procedures to be followed by all County employees using the P-Card. Since the update, there have been no unauthorized purchases or misuse of the P-Card.

Section 5: Evaluation and Next Steps

Setbacks due to personnel losses continue to hamper the Purchasing Department's ability to respond to growing department needs. We are currently short by two FTEs and are receiving assistance from the Finance team on a part-time basis. We are hoping that in the next few years our budget will allow the department to become fully staffed.

Achievement 2: County Surplus Internet Sales (GovDeals)

Section 1: Department Overview

The Purchasing Department serves as Beaufort County's central procurement office responsible for all procurement activities, which include construction and the procurement of goods and services. Our goal is to provide fair and equitable treatment to all persons involved in public purchasing by Beaufort County, to maximize the value of public funds in procurement, and to provide safeguards for maintaining the quality and integrity of our procurement system. The Department is responsible for managing over 300 contracts, provides coordination for all solicitation activities (which averages 50 bids per year), manages the electronic purchase order system, administer the County's P-Card program, and manage the sale of surplus property through GovDeals. The Department also provides procurement guidance and consultation to over 30 County Departments and other organizations.

Section 2: Summary of Activities and Progress

County Surplus Sales (GovDeals.com)-Working with the County Departments, Purchasing staff has improved the purchasing process by providing a tool for the departments to sell surplus goods. In May 2008, the Purchasing Department initiated the sale of surplus items by using the County's website in coordination with GovDeals, our government internet sales vendor. Since that time, we have almost tripled our annual surplus sales, selling more than \$ 954,658 worth of surplus vehicles, maintenance equipment, furniture, computers and other items. Prior to this program, we averaged \$80k per year through labour intensive auctions. Currently, we average an estimated \$160K per year and run electronic auctions each month.

Section 3: Outcomes

Through GovDeals, we reduced our auctioneering fee from 10% to 7.5% and sold more items faster in the process. Since the program is web-based, the items being sold reach a much larger buyer community faster. Further, we no longer have to pay County employees overtime or use them for supporting an annual auction.

Section 4: Risks, Issues and Challenges

GovDeals provides Purchasing with a complete sale and inventory identification of all items sold in addition to keeping track of all revenue received. Hence, we have an electronic record of sales/transaction, which provides a much more professional accounting of the items sold as well as enhancing our transparency.

Section 5: Evaluation and Next Steps

The program continues to be a success. Although, setbacks due to personnel losses continue to hamper the Purchasing Department's ability to respond to growing department needs.

Achievement 3: Electronic Purchase Order Project (MUNIS)

Section 1: Department Overview

The Purchasing Department serves as Beaufort County's central procurement office responsible all procurement activities, which include construction and the procurement of goods and services. Our goal is to provide fair and equitable treatment to all persons involved in public purchasing by Beaufort County, to maximize the value of public funds in procurement, and to provide safeguards for maintaining the quality and integrity of our procurement system. The Department is responsible for managing over 300 contracts, provides coordination for all solicitation activities (which averages 50 bids per year), manages the electronic purchase order system, administer the County's P-Card program, and manage the sale of surplus property through GovDeals. The Department also provides procurement guidance and consultation to over 30 County Departments and other organizations.

Section 2: Summary of Activities and Progress

Electronic Purchase Order Project (MUNIS) Working with the County Departments and staff we have improved the purchasing process of providing an electronic tool for the departments when requesting goods and services. In 2010, the Purchasing Department started working on a new system with staff, which would allow us to go paperless and have a fully functional electronic system. The new software is now up and running and all of the department's personnel responsible for requisitions have been trained. Over time, this project will save time, reduce cost, and provide a superior data system.

Section 3: Outcomes

This project at the beginning took a heavy investment of staff time, which included implementation and training. We are now in the sustaining training stage and have trained all departments. We will continue to make improvements to our processes as time goes on.

Section 4: Risks, Issues and Challenges

We have completed the software upgrade and training. Our only concern is that we only have one trainer (the Purchasing Director) in purchasing who knows the complete system. We have trained some of the Finance team as backup, but really need a dedicated full time purchasing staff member to take on the responsibilities.

Section 5: Evaluation and Next Steps

The program continues to be a success. Although, setbacks due to personnel losses continue to hamper the Purchasing Department's ability to respond to growing department needs. We are working on improving our contract management system to include a paperless system. Our part-time staff will be working on scanning all contracts into SharePoint and will hopefully be able to work in conjunction with MUNIS.

Trying to complete a major software/process change during the end of the fiscal year was not our best choice, but we wanted to move forward with the project. We will continue to cross train across the Purchasing and Finance Team and work on our overall paperless system.

Achievement 4: Website Purchasing Link Update Project

Section 1: Department Overview

The Purchasing Department serves as Beaufort County's central procurement office responsible for all procurement activities, which include construction and the procurement of goods and services. Our goal is to provide fair and equitable treatment to all persons involved in public purchasing by Beaufort County, to maximize the value of public funds in procurement, and to provide safeguards for maintaining the quality and integrity of our procurement system. The Department is responsible for managing over 300 contracts, provides coordination for all solicitation activities (which averages over 50 bids per year), manages the electronic purchase order system, administer the County's P-Card program, and manage the sale of surplus property through GovDeals. The Department also provides procurement guidance and consultation to over 30 County Departments and other organizations.

Section 2: Summary of Activities and Progress

Website Purchasing Link Update-Working with staff and the MIS Department we have improved our transparency with the public by updating the procurement web link and improving access to our department's information. The website has a new and improved look and allows the community a easier way to navigate the County website and access information on doing business with the County with respect to solicitations, surplus sales, contracts, vendors applications, and staff contact information. We also updated our vendor guide and added a Small and Minority Business Compliance office to ensure solicitations are in compliance with State and Federal Laws. With the assistance of a part-time employee, we have updated the bid opportunities page to include all available results, and will in the future have an updated contract section so the public will have easy access to all contracts.

Section 3: Outcomes

The new website is an excellent, user-friendly tool for the public/vendors to use and allows the public and departments easy access to procurement information.

Section 4: Risks, Issues and Challenges

We have a very transparent system for the public and departments to use. Unfortunately, at times keeping up with updating the information provides a challenge due to a shortage of personnel. With the new website software the updating of information is much easier to use and the appropriate purchasing staff are now trained. Many thanks to the MIS Department for providing the software upgrade and training.

Section 5: Evaluation and Next Steps

The website continues to be a success. Although, setbacks due to personnel losses continue to hamper the Purchasing Department's ability to respond to growing department needs when it comes to updating the website link. As we move forward we will continue to cross train purchasing staff in order to resolve this issue.

Achievement 5: Electronic Bidding Project

Section 1: Department Overview

The Purchasing Department serves as Beaufort County's central procurement office responsible for all procurement activities, which include construction and the procurement of goods and services. Our goal is to provide fair and equitable treatment to all persons involved in public purchasing by Beaufort County, to maximize the value of public funds in procurement, and to provide safeguards for maintaining the quality and integrity of our procurement system. The Department is responsible for managing over 300 contracts, provides coordination for all solicitation activities (which averages over 50 bids per year), manages the electronic purchase order system, administer the County's P-Card program, and manage the sale of surplus property through GovDeals. The Department also provides procurement guidance and consultation to over 30 County Departments and other organizations.

Section 2: Summary of Activities and Progress

Electronic Bidding-The Purchasing Department continually seeks to improve its solicitation process and is working towards selecting a vendor to provide electronic bidding software and support for the County and vendors. This will allow the County to accept electronic bids and save on cost to the vendor and the County, as well as reach a much larger vendor community. The vendor will save time and money on time-sensitive bids delivered by mail, and receive a receipt for their submittal. We currently manage an average of sixty (60) solicitations per fiscal year, which does not include over 1500 request for price quotes that in the future could be done through a new web-based system. The vendor would get an automatic bid notification request for the goods or services if they were signed up with the County program.

Section 3: Outcomes

Purchasing is looking at ways to provide internet bidding through the most economical means possible, weighing the pros and cons of a system that charges the vendor or a system that charges the County. Once we complete our research and findings, we will provide a recommendation to staff.

Section 4: Risks, Issues and Challenges

Purchasing continues to conduct research and interview software vendors. We have interviewed four firms providing software for this project and will develop an RFP for the selection process by the end of the fiscal year.

Section 5: Evaluation and Next Steps

Although setbacks due to personnel losses continue to hamper the Purchasing Department's ability to move forward on this initiative, we will continue to move forward with this project with a goal of completing this project by the end of the fiscal year.

Other notable changes:

1. Updated Procurement Code which raised approval authority for staff and elected/appointed officials.
2. Changed the format for recommending bid recommendations and contract renewals to County Council.



RISK MANAGEMENT

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name : Risk Management
Department Head – Miriam Mitchell
Number of Staff = 2

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

- Manage insurance liability and claims for all Beaufort County assets to include, vehicles, heavy equipment, data processing equipment, communications equipment, docks, buildings, medical and professional coverage, general (tort) liability, aircraft and watercraft.
- Manage the renewal of insurance policies for County assets including evaluating properties to make sure the values reflect realistic market prices.
- Administer the Workers' Compensation Program for Beaufort County.
- Administer claims for the Workers' Compensation program.
- Participate in Workers' Compensation and asset audits.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

- Received a 2013 Outstanding Safety Award from the Association of Counties in recognition of installation of anti-theft devices in EMS ambulances.
- Improved office organization to better administer claims. For instance the Workers' Compensation filing system was revised and the assets inventories are annually proofed and compared with the Insurance Reserve Fund's inventories. There was no cost to the County but labor.
- Risk Management continues to use MUNIS for preparing Workers' Compensation Occupational Safety and Health Administration (OSHA) and Bureau of Labor Statistics (BLS) reports. This organizes data and prepares Risk Management for reporting deadlines. There is no cost to the County but labor.
- Risk Management continues to use databases in SharePoint which improve the efficiency of the renewal and reporting processes (1) for assets, (2) for incident reports and (3) to document employee training so that records are more readily available. There is no cost to the County but labor.
- Risk Management revised and reprinted handbooks for Workers' Compensation coordinators and supervisors and distributed them in a Workers' Compensation coordinator training meeting on May 15, 2014 when our TPA, Ariel, representatives explained the claim process. Cost to print the handbooks was approximately \$150.
- Through the General Tort Liability insurance policy offered by the Insurance Reserve Fund, we participate in the Prepaid Legal option, which had not been used before 2011. At the advice of the legal department and anticipation of increased legal claims and fees, the selection was increased from \$85,000 to \$250,000 in March 2014.
- After bidding out the County's aircraft insurance in 2012 and transferring the insurance, Beaufort County continues to see significant savings (\$54,000+) yearly.
- Risk Management continues to insure the Lady's Island and Hilton Head Island airports because all major County assets need to be insured to protect the public's interest.
- Risk Management continues to insure the County's communication towers because all major County assets need to be insured to protect the public's interest.
- Working with Monica Spells and Suzanne Gregory, revised the Defensive Driving handbook to be placed in all County vehicles with the exception of the Sheriff's vehicles (because they have their own reporting system). Cost to print was approximately \$200.
- Risk Management evaluated the County's radio inventory and will recommend that all but 13 radios be deleted from the policy because the radios range in age from 2009-2013. Taking depreciation and deductible into account, continuing to keep the radios on the insurance inventory log is not practical. Potential savings will be \$45,000.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

- Restructuring the office administration functions two years ago by revising the filing system and preparing readable file labels, is more user friendly and allows easier access to claims information.
- We continue to use MUNIS to organize Workers' Compensation data for OSHA and BLS reporting, making the reporting process easier.
- Placing the asset databases into SharePoint makes finding and sorting assets easier. In addition, the Excel databases are available for access by other departments. Although EXCEL is a good option now, we have begun to look at software with better and less restrictive reporting options.
- The increased Prepaid Legal portion of our tort liability will allow the County to be reimbursed for up to \$250,000 for legal fee claims. The lesson to be learned is to investigate all leads for opportunities to save.
- By bidding out and switching to the new agent/company for County aircraft insurance in 2012, the County continues to save \$54,000+ on the yearly premium.
- The County now insures the Lady's Island and Hilton Head Island airports. The result is that the County will now be able to be reimbursed for losses if they occur (after a deductible is applied).
- The County continues to insure its communication towers. The result is that the County will be able to be reimbursed for losses if they occur (after a deductible is applied).
- The new Driving handbook contains current reporting information, allowing claims to be processed faster and more accurately.
- During the liability insurance policies renewals, the Insurance Reserve Fund recommended and Beaufort County complied by reviewing all buildings properties to determine appropriate market values. This was necessary because many properties were not insured, or seriously underinsured.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

- After more than 4 years in this department, I find that one of the biggest challenges is to prepare for the Workers' Compensation audit which gets progressively tedious each year. Part of this is due to the fact that some departments are not providing certificates of insurance or Statements of Independent Contractor (in lieu of) in a timely manner, or not at all, resulting in much follow-up actions. This year, even with the assistance of 2 summer interns, 1 part-time employee, 2 full-time employees, many documents could not be retrieved. Unfortunately, when an appropriate document to satisfy the audit cannot be produced, the County is penalized and depending on the amount paid to the vendor, the penalty may be sizable.
- Because processing Workers' Compensation and liability claims take up a majority of the workday, there is little time to participate in County departmental safety evaluations which should be an integral part of managing the Risk Management and safety functions. Hiring a new Safety Coordinator employee will help address this problem. This new employee will become interactive with the departments to determine safety issues and related corrective actions.
- More time for professional development is needed to increase knowledge of Risk Management functions. While management has been supportive of attendance at annual conferences and training, claims administration and insurance endorsements workloads leave little time for professional development. This is an especially important issue since there will be no allowance for out-of-state travel for training and the annual Risk Management and Workers' Compensations annual conferences are typically held out of state.
- The Safety Committee has a new chairman who is bringing new energy with him. However, an area of disappointment is the apathy and lack of support by department heads. Department heads typically send representatives and these representatives may not know the departments' safety issues or be reluctant to express them. The Safety Committee could be a dynamic and resourceful tool for department heads if they would take it seriously.
- Have located a database that is especially helpful with reporting of county assets and the cost will be approximately \$25,000 per year. This has been the best reporting system found to date but will continue to search for alternatives at less expensive rates.
- Issue of interest is to prepare a Blood Borne Pathogen procedure for Beaufort County. Deadline is December 2014

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Three issues with Workers' Compensation are: (1) issues with Risk Management Risk Codes, (2) collection of proof of insurance (either with a certificate of insurance or a Statement of Independent Contractor), and (3) high annual premiums.

- (1) Risk Codes tend to fluctuate along with the number of new employees hired, retired, dismissed, etc. Each risk code has a premium rate, so the total charged changes every year.
- (2) To avoid penalty, Risk Management is asked to provide either certificates of insurance or a Statement of Independent Contractor to satisfy the Workers' Compensation audit. This becomes an issue because contractors are legally not required to provide them if they employ fewer than 4 people. While the County has reached out to get certificates, the majority of those who receive them elect to take the legal exemption. This results in an audit penalty.
- (3) Because Risk Management has never "shopped the market" for comparable coverage, a significant savings may be accomplished by seeing what is in the marketplace. The policy renews July 1, 2014 which gives us time to go out for proposals to see if there is better and more cost effective coverage.

A law enacted June 7, 2012 known as the S.C. Underground Utility Damage Prevention Act: 1978 specifies a no-dig tolerance zone. In order to facilitate discussion about utility markings, it would be to the County's advantage to continue sponsoring the Utility Committee. The committee meets monthly and the cost to sponsor the committee is to pay for meals twice a year for the group which will total \$500 annually.

Scott Insurance has been retained for one year for \$23,500 to work with Disabilities and Special Needs to help reduce loss costs related to Workers' Compensation claims. They will also emphasize establishing a safety culture for long-term impact and for determining acceptable behaviours.

Kim Olson has accepted the position of Safety Coordinator and he will start on Monday, November 10, 2014. His duties, among other things, include visiting all departments to determine safety issues and corrections. Emphasis will be on improving the Beaufort County's safety culture.

A draft of the new Blood Borne Pathogen procedure will be completed in November 2014.





BUSINESS LICENSE

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name
Department Head - Edra Stephens
Number of Staff = 3

Section 1: Department Overview

The Business License department is responsible for the administration, collection, regulation and enforcement within the unincorporated boundaries of Beaufort County for the Business License Tax ordinance, Accommodation Tax ordinance, Hospitality Tax ordinance and countywide administration, collection, regulation and enforcement of the Admission Fee ordinance.

Section 2: Summary of Activities and Progress

The Business License Department utilized the following which has resulted in and continues to enable it to provide excellent customer service, better collections and to educate the business community on licensing requirements.

- Through collection efforts the following revenue met and exceeded budget goals.
 - Accommodation Tax - \$980,982; 104%
 - Admission Fee - \$1,495,249; 115%
 - Business License Tax - \$1,603,215; 133%
 - Hospitality Tax - \$1,839,836; 108%
- The Business License department is diligently working with the municipalities to cross-check businesses to ensure proper licensing of transient businesses.
- The Business License department continues to work with the Auditor and Treasurer department to help ensure that licensee's Business Personal Property Taxes are paid before licensing.
- Business License Director served as President of the South Carolina Business License Officials Association 2013 – 2014.
- Professional development of staff; Business License Specialist Carolyn Dorsey-Wilson obtained her Master's in Business License designation.
- Collaboration with the Municipal Association of South Carolina License Task Force the license department helped to create and utilizes a Standardized business license application. The application is being adopted and used throughout the South Carolina licensing community to help ease licensing for transient businesses.
- Sight inspection of commercial areas and festivals to ensure proper licensing of businesses, events and vendors.

Section 3: Outcomes

- Working with other governmental agencies has assisted the Business License department in revenue collections and enforcement of delinquencies.
- Creating informational brochures to give to businesses to help educated the business community of what is required, what governmental agencies they can contact and an added value of excellence to customer service provided.
- Professional development of staff to assure the licensing department conducts our work with the highest standards of professionalism and fairness.

Section 4: Risks, Issues and Challenges

- The Business License department is working towards the ability to provide online renewals.
- The Business License department is progressing with implanting the North American Industry Classification System (NAICS.)

Section 5: Evaluation and Next Steps

- The Business License Department continues to strive to provide an excellence in customer service, collections and to conduct our work with the highest standards of professionalism.





EMPLOYEE SERVICES

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Department Name - Employee Services
Department Head - Suzanne Gregory
Number of Staff - 5.5

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

Employee Services administers and oversees programs related to employee pay and benefits. These programs include, but are not limited to, new employee recruiting, new hire orientation, implementation and administration of employee compensation and benefit plans, processing County and outside agencies' payroll, all payroll and employee federal and state reporting, ensuring compliance with frequently changing federal and state employment and wage and hour law, development and interpretation of County policy as it relates to employees, and maintenance of employee files and required payroll records. The department also administers other processes such as the Grievance Committee, The EELTB (leave bank) Committee, Employee Performance Evaluations, Employee Online Training, the Retiree Insurance Subsidy Plan, Bi-annual background checks and safety-sensitive drug screening.

Section 2: Summary of Activities and Progress

The most notable activities conducted during the 2013 – 2014 fiscal year include:

- **Issuing** an RFP, choosing a vendor, and installing a new biometric timekeeping system. The system is now in the testing phase with a live payroll tentatively scheduled for December 12th.
- **Conversion** from paper direct deposits and manual delivery to email delivery; on track for conversion of W2 delivery in January as well. The department has gone from printing approximately 1500 checks/direct deposit advices to less than 150.
- **Limited** rollout of the Employee Self Service module. Employees now have online access to review current and previous pay checks and W2's as well as personal information.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

We did not have staff available to dedicate solely to any of these projects. There are always unanticipated issues that arise in new projects and time should be built into the schedule of completion to accommodate competing projects and unanticipated issues (perhaps as much as 30 – 50% extra time depending on the size and scope of the project). Project buy-in from within the department and from top management is critical to the success of projects affecting employees county-wide. Addressing the department heads who are most negative first by providing them with an overabundance of assistance and attention so any attempt to derail the project is baseless. If department heads are not on board, it is much more difficult to get their subordinates on board.

Section 4: Risks, Issues and Challenges

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

The main challenge with all of these projects was a lack of salary (overtime) funding to complete the projects. This resulted in delays in implementation which resulted in delays in testing and making corrections, which in the end, results in the delay of the “go live” date. Another challenge was the fact that there is not universal access to computers for county employees at their worksites and not all employees have email. We are working with MIS to provide more access to the internet within departments that don't traditionally work at computers, such as Public Works. We are also assisting those without county email in setting up gmail accounts. The other challenge is working with elected officials – some of whom were happy to be a part of the new timekeeping system and others who declined (in this case a work-around had to be developed).

Unexpected achievements during these processes include gaining access to departmental scheduling and discovering processes that were being done incorrectly – we can now try to achieve some uniformity in scheduling and re-educate some department heads to ensure the employees' time is being tracked per DOL guidelines. The process provided a platform to reiterate federal wage and hour law. This understanding should lead to more efficiencies and less liability. Employee Services has also gained insight into department processes and operating practices, to better understand their needs and challenges.





CORONER

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name Coroner's Office
Department Head - J. Edward Allen
Number of Staff = 5

Section 1: Department Overview

The Coroner's Office is responsible for investigating all suspicious, violent, sudden and unexpected death which occurs in Beaufort County, including the cities of Beaufort, Bluffton, Port Royal, Hilton Head Island and a part Yemassee. This includes all deaths by homicide, suicide, accident, and natural deaths which occur outside of a hospital or within the first 24 hours of arrival at a hospital or any invasive procedure. The Coroner's Office must also authorize any cremation of decedents who died in Beaufort County based on supporting documentation from the cremation facility. The Coroner must determine the cause and manner of death. If the attending physician is not certifying the cause of death or in a case where there is no attending physician, the Coroner may need the assistance of a consulting physician of an autopsy.

Section 2: Summary of Activities and Progress

1. New Coroner's Office, 1804 Old Shell Road, Port Royal, SC. For the first time in history Beaufort County has a functioning Coroner's Office. It was funded by CIP funds at a cost of \$850,000 including renovations to the old DSN building and equipment. The Coroner's Office is 6,335 sq. ft., of which 4,257 sq. ft. is office space and 2,078 sq. ft. is morgue. The Coroner's Office also house 4 deputies of The Beaufort County Sheriff 's Office. The morgue has an autopsy suite and 8 body walk-in cooler.
2. Carport cover for the portable Refrigerated Morgue Trailer funded by Public Health Preparedness funds \$1,722.(Trailer was funded in 2011 \$45,930)
3. Cadaver Rack, Patient Transporter/Litter and Bio seal Bags funded by Public Health Preparedness funds \$7,027.
4. Relocated South Carolina Association Disaster Recovery Trailer for the coastal region to Beaufort County.
5. Appointment to the Public Health Emergency Plan Committee by Governor Haley.

Section 3: Outcomes

Networking with other departments, counties and state agencies.

Section 4: Risks, Issues and Challenges

In light of the present Ebola virus working with CDC, DHEC and other State agencies to receive guidance for the safe handling of human remains.

Continue to seek the service of a pathologist for medical autopsies that can be done in Beaufort's office.

Section 5: Evaluation and Next Steps

Hire a Deputy Coroner for the open position.

Develop a comprehensive Policy & Procedure Manual

Promote cooperation with related agencies and the citizens of Beaufort County.





SHERIFF'S OFFICE
EMERGENCY MANAGEMENT

**Beaufort County Sheriff's Office
Emergency Management Division**

Section One: Division Overview

The Emergency Management Division provides six major functions for the Sheriff's Office.

- A. **Emergency Management:** The division takes an All-Hazards approach in its activities. The division plans for All-Hazards situations that might confront Beaufort County. These include tropical storms, severe winter weather, earthquakes and other natural disasters. It also plans for man-made incidents such as hazardous materials incidents, terrorism and other large scale incidents.
- B. **Communications:** The Emergency Management Division is responsible for maintaining the County's 800 Mhz. radio system. The radio system provides interoperable communications for all first responders in Beaufort County, as well as communications with first responders across South Carolina.
- C. **911 Phone System:** The Emergency Management Division is responsible for maintaining the 911 telephone system in Beaufort County, which links the public with the first responders that they need in time of emergency.
- D. **Central Dispatch:** The Emergency Management Division hosts the Central Dispatch Center, which provides emergency dispatching services for seven (7) fire departments, four (4) municipal police departments, Beaufort County Emergency Medical Services, the Sheriff's Office and several ancillary agencies such as Marine Rescue.
- E. **Traffic Management Center:** The Emergency Management Division hosts the Traffic Management Center. The TMC monitors and maintains a system of 85 fixed camera positions, five fixed AM low frequency radio positions and two portable systems. This network provides oversight during daylight hours to the majority of the main road infrastructure in Beaufort County. The traffic is monitored for accidents, mishaps, disabled vehicles and other roadway hazards. The TMC also provides a Sheriff's Roadside Assistance Team vehicle that assists disabled motorists along the highways of Beaufort County.
- F. **Hazardous Materials Program:** The Emergency Management Division is home to the County's Hazardous Materials Program. This monitors every business in Beaufort County that handles hazardous materials. The program maintains a database for first responder safety as well as ensures compliance with local, state and federal statutes through a joint enforcement endeavor with the Fire Marshal's office.
- G. **Aviation Support Unit:** The Sheriff's Office has embarked on an initiative to start an Aviation Support Unit. This Unit will also be under the parent organization of the Emergency Management Division. At the time of this writing, the aircraft has been secured and is enroute to Beaufort County.

Section Two: Summary of Activities and Progress

- A. **Emergency Management:** The Division conducted several training exercises this year for various entities including the Red Cross, the Amateur Radio Operators and other government agencies. The Division participated in Training Exercises with SC Emergency Management and other state agencies for several scenarios, including tropical storms and earthquakes. The Division also supported neighboring counties during the Winter Storm of February 2014.

- B. **Communications:** The Communications Section moved towards wrapping up the five year project of "rebanding". Rebanding was mandated by Congress to grant commercial communications companies the broadband spectrum that they needed to expand their services. All of the technical aspects were finished during the year and the only remaining tasks were administrative. The Communications Section successfully deployed the Automatic Vehicle Locator (AVL) system on all emergency services/first responder vehicles. This allows managers and supervisors to instantly know the location of all of their personnel by observing the county WTH map.
- C. **911 Phone System:** The 911 System received updated equipment with the installment of the Patriot System. The Patriot device is the link between the private commercial telephone companies and the dispatch center. The Patriot was the first step in updating the hardware and software necessary to begin receiving new technology in the dispatch center. This path will eventually arrive at a point where text messages and videos can be sent to dispatch, providing a direct visual link to the incident as it develops.
- D. **Central Dispatch:** The Dispatch Center received the above mentioned Patriot System, although its' benefits are not visible to the end-user. The Dispatch Center also received several cosmetic upgrades including new carpet, new paint and several other steps designed to increase employee morale. Many of these steps were based on suggestions provided by the dispatch staff.
- E. **Traffic Management:** The Traffic Management Center has been expanding its capabilities and its mission over the past year. Direct involvement in managing traffic has become the mission instead of passively monitoring events.
- F. **Hazardous Materials Program:** The Beaufort County Hazardous Materials ordinance was drafted in 1992. It was woefully outdated and had no enforcement method. Utilizing the Local Emergency Planning Committee, the ordinance was re-written. The new ordinance was enacted by Council and put into effect during this year. There was immediate positive results as exhibited in the increased number of businesses signed into the program above the number from previous years.
- G. **Aviation Support Unit:** The Aviation Support Unit has been approved to receive a helicopter from the U.S. Army through the 10-33 program. The helicopter is currently going through the acceptance procedure.

Section Three: Outcomes

The primary outcome for the Emergency Management Division has been the on-going struggle to recruit, train and **retain** qualified personnel. Bad personal decisions and lack of individual commitment have hamstrung the recruiting program. Prior drug use and other criminal activity have prevented many applicants from proceeding through the process.

The training of a dispatcher is an approximately six month long program. It may last a longer but will not be any shorter. There are too many various technical skills that must be attained by the trainee before they can become a certified dispatcher. The training program has overwhelmed a number of new applicants and despite all efforts to the use various training techniques have failed, resulting in the resignation of several applicants.

Finally, the retention of good candidates has been a continuous struggle. Three highly capable dispatchers/ dispatcher trainees resigned over the course of the past year due to the lack of child care facilities and/or affordable child care facilities.

Sections Four and Five

See attached Emergency Management Five Year Plan.

Beaufort County Communications System

Ten Year Plan

Prepared by Lieutenant Colonel Neil Baxley

August 14, 2014

Introduction

The Beaufort County Communications system is a constantly evolving, steadily improving process. Over the past two decades communications systems have seen vast changes, many of which were simple science fiction fifty years ago. Telephone communications have gone from multi-user party lines to manual switchboards staffed by a host of employees to today's digital handheld devices. These handheld devices are much more than telephones capable only of making voice calls to devices that have more computing power at the user's fingertips than existed in the Apollo Space program.

While advances in Land Mobile Radios (LMR's) have not been as rapid, nor as drastic, they have been steady. In 1989 Beaufort County utilized a radio system that operated on 460 mhz. in the Ultra High Frequency band. It was susceptible to interference from other jurisdictions that operated on the same frequency. It was not unusual on the over-night shifts to hear transmissions from Richmond County (Ga) SO or the Orange County (Fl) SO.

In late 1989 Beaufort County deployed the 800 MHz, trunked system. This system eliminated interference. It greatly improved transmission and reception quality. Area coverage improved to a point where over 95% of the county was covered 95% of the time. This was unheard of with the UHF system, where large swaths of the county were outside of radio coverage.

In 2010, Beaufort County began a rebanding effort mandated by Congress that moved the system to a narrow band 800 MHz trunked system. Improvements continued with the deployment of a digital system and the passing into history of the analog system. This process involved a complete replacement of the radio fleet of nearly 3000 units.

Beaufort County also implemented the Project 25 System, more commonly known as the P-25 system. P-25 is so named because it follows the APCO Project 25 standard for public safety trunked radio systems. APCO is the Association of Public Safety Communications Officials, which is the organization that sets the standards for public safety communications systems.

As communications systems continue to evolve, it is imperative that Beaufort County make preparations now to retain and maintain a viable, approved public safety radio system. This ten year plan outlines the anticipated changes that will be necessary over the next decade to meet that goal.

Phase One Infrastructure

The most pressing need facing Beaufort County's Public Safety radio system today is the severe degradation of the facilities in which the radio system is housed. Several buildings are not up to current code and one is in immediate danger of complete structural failure.

A. The Problem

Beaufort County utilizes a simulcast system encompassing five radio towers strategically located around the county.

1. **Main Site: Shell Point** The Shell Point site is the main controller for the entire system. It is located in a wooden building, built on wooden pilings over a marsh area on Cleveland Drive in Burton. The wooden building is over twenty years old. Just this week heavy rains coupled with high humidity have resulted in light fixture anchor bolt failing when the wood absorbed so much moisture that it could no longer support the weight. This is also indicative of a possible roof leak. The wooden floor in this building is warping from moisture. The structure would not likely survive a tropical storm system of any magnitude.

A recent inspection of the tower at Shell Point by certified tower inspectors found numerous areas of concern, including anchor points for the 500 foot antenna needing repair. They also found that the security fencing was totally ineffective due to trees on the fence, vines and jungle growth over taking it as well as rust and corrosion. There have been two separate incidents where the fence was breached and air conditioner handler units stolen.

2. **Archer Road:** The Archer Road site is located in a wooden building that originally housed the Hargray Telephone Company offices on Hilton Head. Since those days, in addition to BCSO Communications systems, the building has housed a bar, a tattoo parlor and several other small businesses. Today the building sits vacant with the exception of Beaufort County communications. Exterior doors are off the hinges and breached. The roof is breached in several places due to rot and trees falling across the structure. Vagrants and vandals routinely break into the other portions of the building. The air conditioner unit, which keeps the communications systems at a cool operating temperature, failed in June. A portable unit, owned by Beaufort County, is currently keeping the room at operating temperature. The owner, American Tower is reluctant to replace the unit, as they desire Beaufort County to vacate the site so that they can raze the building. The dirt underneath holds considerably greater value than the building.
3. **St. Helena, Pritchardville and Garden's Corner:** These three sites are all in excellent condition. They were constructed with future building codes anticipated. They do require annual maintenance, including new applications of roof sealant which needs to be completed.

B. The Solution

1. **Main Site: Shell Point** The only solution at Shell Point is to construct an entirely new building according to codes that will withstand tropical storm situations. An examination of the property offers two possibilities.

First, a temporary site is set up while the old building is demolished. The current building sits on piers over a marshy area. The piers have settled some and would require a structural review before new construction begins. The new construction would then be built atop the existing piers. The equipment would then go through a second move from the temp site back into the permanent building.

A second, more appealing option is to fill in some of the marshy area for expanded parking. A new permanent facility would then be constructed on the current parking area. This would require some potential permitting from USACE and DHEC but that fill would be mitigated by the removal of the current structure and the pilings, thus doing a one for one exchange of marshy area. This would also require that the equipment be moved only once.

Funding Source: Undetermined

Estimated Completion Date: January 2016

2. **Archer Road:** American Tower desires to raze the wooden building on the site that Beaufort County currently occupies. When American purchased the property from Global Tower, they inherited existing structures and customers, which included Verizon and Beaufort County among others. American also inherited one empty modular structure that is unoccupied. American has no interest in owning the buildings. They would rather lease the tower space and have the tenet own the building that houses their equipment.

As such, American has offered Beaufort County the unoccupied building at no cost. The lease for tower space would then transfer from the wooden building to the modular building. Beaufort County would become responsible for the upkeep of the building, the HVAC, the utilities etc. This would resolve Beaufort County's concerns over the security of the radio equipment on Archer Road, which provides coverage for all of Hilton Head, Daufuskie and part of Bluffton.

This transfer project is currently underway. The project will involve rewiring the building, installing a generator and installing new HVAC.

Funding Source: Rebanding Funds

Estimated Completion Date: January 2015

Phase Two
Microwave System

A. The Problem

Beaufort County's 800 Mhz. trunked radio system transmits its signal via microwave links known as "legs". Each leg is point to point between two antennas. The Controller antenna is located in Shell Point on Cleveland Drive. The legs exist between Shell Point, St. Helena, Archer Road, Pritchardville and Garden's Corner for a total of six legs.

- Shell Point to Archer Road
- Shell Point to Pritchardville
- Shell Point to Garden's Corner
- Shell Point to Dispatch (Duke St)
- Dispatch to St. Helena
- Dispatch to Archer Road

This system allows the trunking system to provide coverage throughout Beaufort County. This system has surpassed "End of Life". Spare parts are increasingly difficult to find and are not provided by the manufacturer. They are found only by searching the open market for random vendors who have them in stock. Maintenance is therefore exceedingly difficult.

B. The Solution

In the spring of 2014 Council approved replacing the microwave system on a general bond issue. Successful passage of this bond will allow the replacement of the existing six legs of the microwave system.

The legs will be replaced individually to allow the radio system to continue to work, albeit with some level of degradation of service. Each leg will require technicians to climb the tower, remove the existing antennas as well as coax wiring and replace it with digital state of the art equipment. As this happens the particular station (Archer Road, Shell Point etc) will be taken off line. This will affect quality of service as it happens.

Funding Source: General Bond Issue

Estimated Completion Date: June 2015

C. Future Needs

Currently there are six legs as mentioned above. These six are the minimum for a working full system. Three additional legs are required to provide redundancy in the loop and maintain a fully working system in event of the failure of one leg.

- St. Helena to Archer Road
- Archer Road to Pritchardville
- Hampton (BROC) to Pal800 Site (Hampton)

Phase Three
Traffic Camera System Upgrade

A. The Problem

Beaufort County began the deployment of an Intelligent Traffic System in 2002. This was the result of several factors. Among them was the 1999 Hurricane Floyd evacuation, which resulted in catastrophic traffic congestion across southern and central South Carolina. In addition to that single event, daily traffic counts continued to rise as tourism led the development of the entire county.

U.S. 278 was widened in 1992 from a two-lane road to a four lane highway between Skull Creek and the McGarvey's intersection with SC 170. After 2000, projects were undertaken to widen SC 170 from the Beaufort City limits to McGarvey's, as well as widen U.S. 21 on the Sea Islands from two lane to multi-lanes. The width varies from a center paved median to four lanes with a paved median in the Lady's Island commercial district.

As these construction efforts were underway, Beaufort County made a concerted, deliberate decision to construct an Intelligent Traffic System. This system would consist of strategically placed controllable pan/tilt/zoom cameras atop fixed poles. It would also include Highway Advisory Radios (HAR's) and fixed location Warning signs. These assets would be placed at key intersections around the county so as to best advise motorists of the situations ahead of them in daily travels.

Construction began in 2002 and has continued at varying rates since then. The cameras are connected to the control room, known as the Traffic Management Center (TMC) via dark fiber that is leased from Hargray Telephone and lit by Beaufort County. The camera views are placed on the internet for public viewing. (Exception: all cameras that have a view of a U.S. Marine Corps installation, sensitive Intracoastal waterway locations or the county airports are not on the public web.)

The TMC is staffed seven days a week during daylight hours. The operators monitor eighty-five cameras for any sign of trouble. If they spot a problem, the appropriate response is dispatched via radio. If an incident occurs and Dispatch is notified via 911, TMC monitors the CAD screen for active calls and immediately focuses the nearest camera on the incident. In the event that a Motor Vehicle Accident has occurred with injuries, the camera shot is immediately taken off the web to avoid lurid voyeurism.

The TMC staff also activates the nearest HAR and Warning Signs to alert the motoring public to the incident. Finally, the TMC staff notifies the media of the incident, giving the media the opportunity to publicize the incident as they deem appropriate. TMC continues to monitor the incident, including broadcasting the live video feed into the Dispatch Center for situational awareness, until the incident is cleared.

Other members of the TMC staff are maintaining the cameras and HAR's on a daily basis, as well as assisting with motorists in distress etc.

The construction of the current eighty-five cameras has been a collaboration between Beaufort County, the SCDOT and the US Marine Corps.

The camera system is an analog system. It is nearing end of life on many components. Not only are the cameras getting older, but the controllers in the individual boxes, the air conditioners in the boxes and the analog router systems are all aging. In order to remain viable the system must undergo a complete upgrade in the next three years.

The Highway Advisory Radios (HAR's) are currently activated via a cell-phone system. A cell-phone call is made on a dedicated number that automatically activates the equipment. A recorded message is then transmitted to the HAR from the TMC that gives the necessary information to the motoring public. There are adjacent warning beacons that flash to alert the motorists to tune to a certain AM radio frequency for the message.

Currently the warning beacons are powered by land power from the local utility company. The HAR's are also powered by land-power with a generator back-up located at each HAR site.

B. The Solution

Sheriff Tanner has expressed a desire to increase the capabilities of certain strategic camera locations. He is requesting that a survey be conducted of all the intersections in the county and determine which are essential to travel, where a motorist cannot move from Point A to Point B without going through one of those key intersections.

At those locations, low light or infrared cameras will be install to enhance the coverage on those intersections. While TMC currently does not tape any camera feeds, these enhanced sites would be taped, not by TMC but by the Intel Section.

These strategic cameras would be coupled with Automatic License Plate Readers (ALPR's) which would enable the Intel Section to observe and determine when a suspect vehicle crossed through the particular intersection. This could be following up after a nighttime burglary or some other event.

These cameras are considerably more expensive due to their capabilities.

The Rack System must be upgraded to digital first. It can be upgraded without upgrading the cameras immediately. Upgrading the cameras first is not feasible due to the conflicting technology. After the rack system and controllers are upgraded then the cameras can be upgraded individually or in groups. The main infrastructure, poles, fiber, controller boxes, would not need to be upgraded.

The Marine Corps is already moving to upgrade the cameras on the network within their system and are indicating that they wish to continue the partnership with Beaufort County.

The HAR's and warning beacons need an alternative power source to land-power. Solar power is being utilized at many SCDOT sites throughout the state. Solar power is inexpensive (long term) and opens up the possible locations for installation of the warning beacons and HAR's. A full transition to solar power is recommended with generator or land power backup. It is also recommended that the signage systems be converted to digital technology. In addition to being current technology, this transition would also allow the network to be connected to the Beaufort County telephone system for the transmission of urgent or emergency messages. This network has the potential to have digital message boards installed in any county own facility that would serve as a warning network for weather alerts, urgent messages or Amber alerts etc.

Funding Source: Partially Undetermined; Partially U.S. Marine Corps
Target Completion Date: December 31, 2016

Phase Four
Communications System Upgrade (Radios)

A. The Problem

Beaufort County maintains approximately 700 radios in its departmental inventory. The manufacturer of the fleet is Motorola. Currently BCSO has at least five different model radios in its inventory. This is due to different configurations, different expectations and different deployments (motorcycle vs. automobile vs. portable). As with any electronics item, these devices have a definitive life span.

Motorola released an "Intent to Cancel Notification" on the XTS 5000 and the XTL 5000 radios on May 14, 2013. This document announced the following:

- Last Order Entry: October 31, 2013
- Last Ship Date: November 30, 2013
- Last Field Service 5 years Support to conclude: December 31, 2018

On June 27, 2014 Motorola released an "Intent to Cancel Notification" on the XTS/XTL 1500/2500 radios. This document announced the following:

- Last Order Entry: October 31, 2014
- Last Ship Date: November 30, 2014
- Last Field Service 5 years Support to conclude: December 31, 2019

These two documents mean that the majority of the radios in the BCSO fleet will have met with their end of life by December 2019. While the radios might last beyond that date, there will be no factory maintenance or support.

It is imperative that BCSO begin planning now to replace the aging inventory in a staggered fashion so that in 2019 all radios will have been replaced. The XTS/XTL series was first deployed approximately 1995. The APX platform, which is the replacement model, was debuted four years ago. All indications are that Motorola intends for the lifespan of the APX to exceed that of the XTS/XTL due to its increased compatibility with software upgrades.

When the 800 Mhz system was installed the industry standard for coverage is 95% of the desired geographic area 95% of the time. Incorporating the current trucked system that Beaufort County utilizes provides excellent coverage for most of the county. However there are fringe areas where coverage is susceptible to weather and other types of interference to include distance from the nearest tower. This includes Hunting Island State Park, Fripp Island, Yemassee and Daufuskie Island.

The third independent problem in the Communications system is the lack of a redundant network to provide radio coverage in the event that the microwave system failed. Currently if any one leg of the microwave system fails, the integrity of the system is rapidly degraded and the ability of emergency responders to communicate is degraded.

B. The Solution

While it would be preferable to purchase en masse, this is not feasible under current budgetary constraints. Therefore the replacement of the XTL/XTS series must be accomplished incrementally.

For approximately one year now all new radios purchased have been APX radios. Currently eighteen (18) radios have been replaced or purchased in that span that are APX platform.

Over the next four budget cycles (FY 15/16 – FY 18/19) it will be necessary to replace one quarter of the inventory each year.

	APX 6000	APX 4000	APX 6500	APX 4500
FY15/16	81	13	81	14
FY16/17	81	12	81	14
FY17/18	81	12	80	14
FY18/19	81	12	80	13

- APX 4000 is limited feature portable radio – Replacement for the XTS2500 Portable
- APX 4500 is limited feature mobile radio – Replacement for the XTL2500 Base Station Radio
- APX 6000 is a mobile radio – Replacement for the XTL 5000 Mobile Radio
- APX 6500 is a mobile radio – Replacement for the XTS 5000 Portable Radio
- APX 7000L has MiFi embedded portable radio
- APX 7000 is a Dual Band portable Radio

The solution for the fringe area coverage is fairly straight forward. South Carolina has constructed the Pal800 System statewide. There are towers in Beaufort County and neighboring counties where Beaufort County could install hardware (for a recurring fee) that would enhance our coverage of these areas. Tests have already been completed on this potential solution and it has shown promising results.

Pal800 has a tower site near Yemassee that would resolve the northern edge of the county issues. Pal800 also has a tower site on Edisto Island that has already shown positive results in resolving Hunting Island and Fripp Island issues. The Daufuskie Island issue can only be resolved by adding a tower site on Daufuskie Island. The geographic location of Daufuskie is not conducive to any other solution.

Providing redundancy for the microwave is also fairly straight forward. Beaufort County has already built a fiber network that is internal to Beaufort County. This network could be configured to provide the necessary redundancy. Nearly every existing tower site has a Beaufort County fiber junction running within a mile of the site. It would require extending fiber to the tower site and construction of the necessary infrastructure within the network.

Funding Source: Line Budget
Estimated Completion Date: June 30, 2019

Phase Five
Next Generation 911

A. The Problem

The 911 system was initially deployed in the 1970s. The need for a common number to reach all emergency agencies was recognized and embraced by Congress. The primary telephone companies understood the situation and began to build infrastructure to support the 911 system. As it reached across the nation over the next fifteen years a massive public education program was pushed that educated everyone from toddlers to senior citizens to "Dial 911" when they had an emergency.

This original system was built around landline telephones with physical infrastructure. A key component in the 911 system was a computer known as a Selective Router. This device took a 911 call and compared the ten digit dialing number against a database that contained all of the phone numbers. The 911 call was then routed to the proper dispatch center. This came to known as "ANI" information or automatic number information.

As technology advanced the number came to be compared against the government GIS mapping system to provide "ALI" or automatic location information. Technology continued to advance and cell phones came into being. Cell phones are now challenging landlines for the majority of service and will soon pass landlines. Cellular phone systems put a new burden on the Selective Router and more equipment had to be added to the system so that the dispatch center could determine the cell caller's location.

The latest generation in telephone technology is the VOIP (Voice over Internet Protocol) phone. This phone uses IP technology and makes all its calls over the internet. At some point in the transfer the call switches onto a phone line to reach its destination phone it is not another VOIP phone.

The bottom line of all this change is that IP technology is the future and the Selective Router on the analog system is antiquated.

The major phone companies all have announced that between 2018 and 2020 they will be shutting down their selective routers. The Selective Routers are forty year old technology and have reached End of Life. All of the phone companies are transitioning to IP technology.

The 911 Center that does not transition with the technology will cease to be a 911 center by 2020.

B. The Solution

It is imperative that the 911 Center complete the transition to a "Next Gen 911" center. The first step was taken in October 2013 when the Patriot System was installed. This is the initial component that ties the phone lines with the 911 Center and the CAD.

By federal statute the telephone companies were required to be ready to transmit text messages to 911 centers by May 15, 2014. This waypoint was reached successfully. However most 911 centers are not prepared to receive text messages, even though text messaging is a common means of communications today.

The 911 Center must choose to either construct its own IP network, connecting with individual telephone companies at great expense to the 911 center or to contract with a service provider that already has the IP network. This service provider would then connect the IP world to the Dispatch Center.

The Dispatch Center must have a CAD that is capable of receiving IP based media messages. While Beaufort County's CISCO CAD is not capable, the soon to be deployed Spillman has been touted as IP ready. This will be another step forward in the transition phase.

It is estimated that the deployment of the new IP capable system would take approximately a year. Using that year as a starting point, Beaufort County only has three years beyond that to be Next Gen 911 compliant.

In South Carolina the transition to Next Gen 911 is a reimbursable expense (70%) under 911 regulations.

Funding Source: Budget Line Item (70% reimbursable 911 Fund)

Estimated Completion Date: December 31, 2019

Phase Six
Beaufort Regional Operations Center (BROC)

A. The Problem

BROC was constructed in 2010 as an alternative emergency operations center for county government in the event that the situation required the abandonment of Beaufort. This would most likely be during a hurricane situation, however other natural or manmade disasters could force Beaufort County to activate BROC.

BROC was built adjacent to the Hampton County Dispatch/EOC on the same site as Hampton County. The building consists of a small conference room, an equipment room and a small dispatch office.

Currently BROC has fiber capability through dark fiber that is leased and lit by Beaufort County. This links BROC to the Beaufort County network. There are laptops assigned to BROC for dispatch CAD work. There are also radio units installed (XTS 5000 units) similar to those found in various BCSO offices. While this allows for rudimentary communications it is not a full scale dispatch center.

BROC currently operates off of a 100' retractable antenna that must be hand cranked up and down when needed. It allows a radio shot to the Garden's Corner tower, which then joins the trunking system. This link is tenuous due to the 100' height barely clearing the trees.

The Solution

In order to make BROC a viable, fully functional back-up, improvements must be completed. These improvements were envisioned with the initial construction of BROC.

BROC is currently configured in a very basic operational capacity. In order for it to fulfill the vision of a true backup facility it needs CORE systems such as Spillman CAD, the Patriot system, email, telephony and other critical associated systems. This would require building out the commercial systems such as 911 trunks, internet, SIP trunks for telephone lines (that would be provided from an area north and west of Beaufort to avoid interruption). While BROC currently has internet fiber and telephones, they are dependent upon a functioning Hargray facility in Pritchardville. For true redundancy and viability post catastrophic event, these services must come from a different provider.

First, Beaufort County currently has a 125' high antenna tower in Bluffton that is no longer used. This tower could be dismantled and moved via flatbed truck to Hampton, where it would be erected on the site of the current Hampton County antenna tower. This would double the height, virtually ensuring a clear line of sight to Gardens Corner. Hampton County has indicated that they would be very amenable to the relocation of this tower, as it is taller than their current tower and an agreement

between the two would allow Hampton to mount vital antennas on the tower improving their system. The FAA has cleared the installation of the tower as the location does not interfere with the Hampton County airport.

The installation of this taller tower would then allow for the addition of a microwave leg to the nearest Pal800 site in Hampton County. This will provide access to the radio system so that the BCSO can then upgrade the dispatch capability by installing radio consoles in BROCC for dispatching public safety. This would require at least four consoles to handle all public safety. Four would be the absolute minimum and would reduce the amount of traffic that could be handled at one time.

Finally, monitors, computers and controllers need to be installed in the EOC portion so as to make it a viable, "hot" alternate EOC.

Funding Source: Budget Line Item
Estimated Completion Date: June 30, 2020



PROBATE COURT

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name: Probate Court
Department Head: Kenneth E. Fulp, Jr.
Number of Staff: 12 FTE; 1 Part-Time

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Probate Court is a court of record having exclusive original jurisdiction over all matters related to decedents' estates, trusts, guardianships of adult incapacitated persons, conservatorships of minors and adult incapacitated persons, involuntary commitment of persons suffering from mental illness, intellectual disability, chemical dependence, and tuberculosis, and issuance of marriage licenses. The Court also has jurisdiction over the approval of certain wrongful death settlements.

Court activities/functions related to the above jurisdictional areas include appointment of personal representatives, trustees, conservators and guardians, hearings and trials in formal proceedings, processing and admitting to probate/record wills and other probate instruments, pleadings, motions, marriage licenses and applications therefor, and other official documents, and maintenance of public records regarding the same.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

1. Hilton Head Island Satellite Office (HHI/SO) opened FY 2002. Accounts for over 40% of total Marriage License revenues to County. HHI/SO revenues (FY 2012: \$35,455 net) are twice the costs (from Probate Court budget) of running that office. South-of-Broad community has closer situs for filing probate documents, and hearings/trials/conferences as well as obtaining Marriage Licenses.
2. Marriage License Fee Increases. Annual marriage license revenues to County have approximately doubled since enactment of fee increases in 2001 (e.g., \$83,445 net in FY 2011 vs. \$42,165 in FY 2001). Established three fee categories, with Beaufort County residents paying substantially less than non-residents for Marriage Licenses.
3. Scanning and Other Technology Improvements since 2002. Funded from budget, has revolutionized document preservation and storage, reducing need for additional record-room space, improving document retrieval process for benefit of public and Court staff, etc.
4. Establishment of Website in 2005.

Established through South Carolina Court Administration under State's judicial website, www.sccourts.org, and later linked as Beaufort County's website, Probate Court's website makes available to public, information on Court functions, staff contacts, document filing requirements, fees, etc., and enables lawyers and public to obtain probate forms on-line. Website has fostered increased knowledge of and access to our court system, with time and costs savings as outcomes.

5. Ongoing Improvements in Caseload Management.
 - (a.) Decedents' Estates. Since FY 2001, revamped estate-closing procedures have enabled Court to substantially reduce the total number of decedents' estate cases pending at year's end (e.g., 1130 in 2002 vs. 983 in 2011), even while estate caseload has increased (e.g., 844 new cases in 2001 vs. 1134 in 2011). Accomplished with no staff increase and for benefit of public we serve.
 - (b.) Guardianships/Conservatorships. With exponential caseload increases, and many cases remaining with the Court for decades (24 new cases in 2001 vs. 64 in 2011; 108 ongoing cases pending at start of 2002 v. 174 at start of 2012), improvements in in-house training of our Guardianship/Conservatorship staff, including procedural guides, enabled us to process new cases and close pending cases (when appropriate) more efficiently/effectively, even with greatly expanded statutory procedural requirements enacted in 2010. Accomplished with no increase in staff and for benefit of public we serve.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

(Item nos. correspond to those in Section 2.)

1. *Outcome:* Greater public access to Court services South-of-Broad. Increased license applications from South-of-Broad residents and tourists who might otherwise travel to Jasper County, rather than Beaufort, to apply.
2. *Lesson:* Constantly monitor, review, and assess fee structure vis a vis costs for services, and propose fee increases when necessary/appropriate.
- 3 and 4. *Outcomes and Lessons:* Technology advances have significantly reduced and will continue to reduce paper and printing costs. Availability of probate information and forms on-line, beginning in 2006, has resulted in economies of time for Court staff (e.g., reducing telephone calls for general information) and public (e.g., obtaining forms expeditiously), and has saved the Court (and County) money by eliminating need to purchase most printed forms. Improved printing capability and quality has resulted in all Court letterhead being printed in-house beginning in 2010. Also, all receipts and daily financial journals have been produced in-house since January, 2012, eliminating need to purchase printed receipt forms and financial journal sheets.
5. *Lessons:* Suggestions for caseload management improvements frequently come from staff members at all levels, particularly those directly supervising staff work and adherence to requirements of quality and performance time-lines. Regular staff training sessions often “flush out” suggestions for improvements.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

(Item nos. correspond to those in Section 2.)

1. Level of business and revenue collection at HHI/SO indicates that office hours should be extended from 3 to 4 days per week. Cost increase would be minimal, primarily for 6 additional hours' pay for PT staffer per week, and likely offset by increased Marriage License revenues.
2. Availability to public of information and rationale regarding fees (particularly different fee categories) and license application procedures, via website and printed information, facilitates in-person application process.
- 3, 4 and 5. See section 3.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

(Item nos. correspond to those in Section 2.)

- 3 and 5. Anticipated caseload increases in all areas of Probate Court's jurisdiction will continue to place a premium on keeping abreast of new and developing technologies for caseload management, particularly in view of budget constraints.





MASTER IN EQUITY

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Department Name
Department Head – Marvin H. Dukes III
Number of Staff = 4.5

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Beaufort County Master-in-Equity office handles referred Civil and Criminal non-jury cases and motions, including but not limited to foreclosures, quiet title actions, general civil litigation, motions and preliminary matters in jury trials and other matters.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

We are using the extra time that we have from diminishing foreclosure numbers to assist in the general trial docket, including criminal matters.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

We endeavour to respond promptly to any inquiries by the public and provide whatever service we are permitted to under the rules.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

We do not have a project evaluation plan. However, our ongoing mission is to increase efficiency in all aspects of our workload.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

See Number 4





MAGISTRATE COURT

MAGISTRATE COURT - BEAUFORT COUNTY

Despite my strong misgivings regarding the appearance of having a judicial branch of county govt reporting to the co equal and separate executive branch of county govt. I provide the following for your consideration in preparing your report to County Council.

1. Elimination of the jury trial backlog.
2. Implementation/ continuation of the set off debt collection procedure to collect outstanding court imposed fines, fees and assessments.
3. Design and installation of a judicial center in the bond court located in the Beaufort County Detention Center.
4. Implementation of an annual staff evaluation process/procedure.
5. Design and installation of an audio/visual component in the Bluffton Courtrooms to assist in the presentation of witness testimony and recorded evidence.

Regards,

Lawrence P McElynn
Chief Judge
Magistrate Court
Beaufort County SC
843 441 4063



DETENTION CENTER

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Detention Center
Quandara Grant
Number of Staff - 90

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

1. Detention Center GED Adult Education Program:

The Beaufort County Detention Center GED program was established in 2008. It accounts for 20% of all Beaufort County graduates. The program allows incarcerated individuals to utilize the time while awaiting the judicial process, in a productive manner by achieving their GED. The program encourages detainees and sentenced inmates to study during their down time and turn their time while incarcerated into a positive educational experience.

2. Detention Center Inmate Telephone System (IC Solutions):

In April 2014, the Detention Center signed an agreement transitioning from Securus Telephone Services to IC Solutions, LLC. This service provides a more advanced approach to the inmate telephone system. It not only allows recording and monitoring of telephone communications from detainees to outside friends and family members, it also assists federal, state, and local Law Enforcement Officers with their investigations.

3. Detention Center Day-Watch Program:

In May 2011, the Detention Center took over the Day-Watch Program (weekend county road trash pickup) for inmates assigned to weekend time by Family Court, County Magistrates, Municipal Courts, and Probation & Parole. At the time the Detention Center took over the program, by County Ordinance we started requiring each participant to pay a onetime administrative fee and a daily program participation fee, to help defray the cost of the program; in 2013 \$2,555.00 was collected. There were a total of 40 inmates participating in the program, picking up 2,980 bags of trash and various other items (mattresses, tires, TVs, etc.), and travelled a total of 6,387 miles.

4. Detention Center Newly Installed Basketball Goals:

In July 2014 the decision was made to replace/repair all the basketball goals (four) throughout the facility due to decomposition. These goals are over (22) twenty-two years old, weathered, and are constantly utilized by the Inmates.

5. Medical Accreditation:

The Detention Center contracts with Southern Health Partners to provide all medical needs for Inmates in custody to include: screening at booking, health appraisals, dispensing of prescription, physician sick-call, dentist sick-call, compliance with National Correctional Health Care Accreditation Standards (NCCHC), state and federal regulations, and 24 hour medical coverage.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

1. GED Program:

Detention Center inmates account for 20% of all GED graduates in Beaufort County. We received the award from the State Board two years in a row for the highest rate of GED's for a Local Detention Facility in the State. We had three (3) inmate graduated in the top 5% of the state. (79) Inmates have received their GED since the start of the program. The GED Program is funded through the Inmate Worker welfare fund (non-taxpayers funds) and the Beaufort County Adult Education Services.

2. IC Solutions:

Through the cooperation with the 14th Circuit Solicitors Office, IC Solutions have revolutionized the process in which Law Enforcement Agencies monitor inmate phone calls by adding the following features:

1. **Word Detective**-ability to search every call for unique words or phrases. This has helped to reduce the endless listening of phone calls to obtain the needed evidence.
2. **Data Detective**-a graphical display of all associations of phone numbers to Inmates. This feature gives the investigators another tool to identify possible co-defendants, telephone number, names and locations for their cases.
3. **Investigator Pro**-provides the investigator to review calls, group calls to case numbers, defendant names, or whatever avenue is necessary.

This system is self-funded and is at no-cost to the tax-payers.

3. Day-Watch:

The Day-Watch program, formerly overseen by Beaufort County Public Works Department, was established in March of 2011. The program continues to save the County monies by:

1. Incorporating the supervision of the program into the Detention Center's current Workload, thus eliminating the cost of overtime paid to the public Works Department (over \$14,000 annually).
2. A (15) fifteen dollars one time administrative fee and a (5) five dollar fee for every day assigned to the program was assessed to all newly sentenced workers to defray the cost of the program (fuel, maintenance, etc.).

Individuals assigned to the program are not processed in the Detention Center. These individuals Are allowed to serve their sentences on the weekends by picking up trash along the Beaufort County highways. The Day-watch program is partially funded by Beaufort County General Fund and fees collected are from individuals in the program.

4. Basketball Goals:

The Detention Center's basketball goals were the original goals installed over (22) twenty-two years ago. These goals, made up of massive amounts of metal, have been utilized constantly over the years, decomposed, and weathered by the "salt air". The Detention Center saved monies on the replacement/repairs of the basketball goals by utilizing County Employees to do the work. Workers from the Facility Maintenance Department and Mosquito Control worked together to remove all of the existing goals, fabricated new goals, and installed them. By utilizing County workers, we saved the County over \$10,000.

5. Medical Accreditation:

The Detention Center contracts Southern Health Partners to provide incarcerated individuals with all of their medical needs. As a part of the contract, Southern Health Partners are required to maintain (NCCHC) National Accepted Standard of Health Care and Delivery. These standards benefit the Detention Center and the Community by:

1. Improving the health of incarcerated individuals and the community in which they return.
2. Increasing the efficiency of the health services delivery.
3. Strengthening the effectiveness of the organization.
4. Reducing the risk of adverse outcomes and legal judgments.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

1. **GED**-encourage individuals to seek higher education. The more accomplished they feel, the less likely they are to return to the community and commit crimes.
2. **IC Solutions**-networking together provides continuity amongst departments and produces desirable outcomes for all involved.
3. **Day-watch**-the utilization of available resources to benefit the mission within your own agency proves beneficial.
4. **Basketball Goals**-before spending major tax-payers dollars, do an internal audit of your County Employees, they may possess the necessary skills needed to get the job done.
5. **Medical Accreditation**-to maintain expert standards, quality must be maintained in all areas of your organization.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

1. **GED**-80% of all Detention graduates are transferred to a prison setting or is released prior to taking the exam. We make every effort to have the released Inmate report to Beaufort County Adult Education for testing requirements or give them the option to return to the Detention Center on the day of the exam to be tested.
2. **IC Solutions**-Transitioning to IC Solutions have reduced the amount of time spent listening to telephone calls. With the added features, investigators have over twenty new search features that we are currently exploring to assist their investigatory needs.
3. **Day-watch**-We have to constantly remind the Courts to use this program in lieu of incarceration.
4. **Basketball Goals**- Finding qualified personnel within the County who is trained and equipped to do the job.
5. **Medical Accreditation**-The Medical Team Administrator had to ensure the nursing staff was following the guidelines required to become an accredited site.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

- 1. GED-**We are trying to coordinate efforts with Beaufort County Adult Education to follow inmates after release from the facility to complete GED program.
- 2. IC Solutions-**The transitioning of the telephone system have been proven beneficial by the amount of information obtained and used in convictions of felons by Law Enforcement agencies.
- 3. Day-watch-**Maintaining trained staff members that is familiar with the roads in Beaufort County and coordinating with South Carolina Department of Transportation mowing cycle.
- 4. Basketball Goals-** One issue we encountered while repairing the goals was having to fabricate the basketballs goals offsite and bringing them back into the facility to be installed.
- 5. Medical Accreditation-** *Having qualified nursing staff to ensure the highest quality of health care.*





EMERGENCY MEDICAL SERVICES



BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Department Name Beaufort County EMS
Department Head Donna Ownby
Number of Staff 104

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services. EMS in order to provide the best service our top five achievements are providing:

- 1. We are adding two trucks, twelve people and two stations . One south of the broad and one north of the broad.*
- 2. We have acquired a little over half of the Gov. Deals side of the warehouse and can now have more hands on training.*
- 3. We have twelve Lucas 2's so all front line trucks have one.*
- 4. We are changing our electronic charting to ESO which will interface with the new CAD system.*
- 5. Increased our Specialty Teams*

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community. #1

Project Name: *Added stations as well as personnel.*

Funding/Cost: Reinvestment back to community: *This will provide a reduced response time to both sides of the river which is a benefit for patients.*

Section 3: Outcomes

Lesson Learned: *Finding the right place to stage the ambulances.*

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Progress/Implementation: We have placed a twelve hour truck in Bluffton while we are training the new hires.

Interesting Findings: Fire departments use medical calls because there are so few actual fires. Fire suppression has gotten so much better that responding to medical calls is a big part of there job.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Resolution: We will move forward with putting a twenty-four truck up in Bluffton.

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Department Name	Beaufort County EMS
Department Head	Donna Ownby
Number of Staff	104

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services. #2 We are finally acquiring more space for training for years we have been cramped and it was difficult to have hands on training because of space. With getting over half of the Gov Deals warehouse we can have a lot of space to train and even put our RMAT tents up to train in the event of a disaster.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

With added hands on training this makes our medics better at their job. They can practice their skills and have enough room to spread out and set up the equipment to do realistic scenarios.

Name: **Location:** **Cost:** *Next door to our base, no cost.*

Reinvestment in Community: *Better trained medics.*

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments. *Utilizing what the county already owns just putting it to a better use.*

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Implementation/progress: *Already using the space for our in-service we set up our tents and did a disaster type drill and even had the military want to come and see our equipment.*

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Issues/Problems: **Resolving cost:** *I have been trying for years to get that part of the building and finally when Janet Hendrickson took over the Gov Deal and cleaned out the items that were not usable. She and I talked and she agreed to let us use part of the building.*

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Department Name **Beaufort County EMS**
Department Head **Donna Ownby**
Number of Staff **104**

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services. #3

We have added twelve Lucas 2's to our ambulances which gives every frontline a Lucas 2 on it. Mechanical CPR has proven to improve the outcome for cardiac arrests when there is a viable patient. No person can do the compressions at the consistent rate and depth that the Lucas 2 can. CPR should never be interrupted longer than 10 seconds and we all know that going down stairs or a hallway always interrupts CPR longer than 10 seconds.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Funding: *County funds*

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

Outcomes: *Saving one life was money well spent and showing the public and County Council the equipment lets them see the value.*

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Progress: *We have had several saves with the Lucas 2 and will continue to track this.*

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Issues/Problems: No down side with the exception that they need to come out with one for bariatric patients.

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Department Name	Beaufort County EMS
Department Head	Donna Ownby
Number of Staff	104

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services. #4

We have had to change our electronic patient care charting from CHARTS to ESO. This is an upgrade in service from what we had at no increase in cost. It will also interface with the new CAD system the county is putting in. This will give more accurate data between dispatch and our reports as well as for collecting data.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Location/Name: ESO

No added cost.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

Lesson learned: Originally when we did an RFP for our electronic charting and selected CHARTS part of the reason was we couldn't afford ESO. When CHARTS lost their legal battle, ESO in an effort to gain the companies CHARTS was losing offered us as well as the other counties that had CHARTS the same price we were paying for CHARTS. So now we can afford the better company at no added cost.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Challenges: Putting in all the data required to start up ESO. Time consuming.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Problems: To soon to evaluate

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Department Name	Beaufort County EMS
Department Head	Donna Ownby
Number of Staff	104

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services. #5

We have increased our Specialty teams such as our Bike Team, SWAT Team, Car Seat Technicians and our RMAT team

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Project Name: *Specialty Teams*

Location: *Base and where needed*

Cost: *Various some by grants*

Reinvestment back to community: **Funding Source:**

The teams are an enormous benefit to the community. The Bike team can work an event with large crowds and get through them to treat patients. They carry medical supplies to include IV fluids, drugs and even an AED in the event of a cardiac arrest.

The SWAT team goes out with BCSD on hostage and various law enforcement situations. Recently we have been working with BCSD to do Active Shooter incidents so we are prepared for that in the event it should ever happen here.

RMAT team is only one of four teams in the state that can deploy during a disaster of any kind. We can deploy alone or with the other three teams. In the event of a disaster in Beaufort County we can be self-sustained for up to thirty people on re-entry back into the county.

Car Seat technicians teach new parents how to place a car seat in a vehicle. Parents can't take babies home from the hospital without having the proper car seat. We provide this service at no cost to the parents and in some instances if they can't afford a car seat

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

NA

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Progress: *Biggest risk being injured on the job.*

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Issues: *Cost of off duty responding or training with budget cuts.*

Resolution *Find more funding through grants*



MOSQUITO CONTROL

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report (2013-2014)

Department: Mosquito Control

Department Head: Gregg J. Hunt

Number of Staff: 15 (12 FTE, 2 PTE, and 1 "Frozen" PTE)

Section 1: Department Overview

Since 1974, Mosquito Control offers services to support a healthier and more enjoyable quality of life throughout coastal Beaufort County. The mission of Mosquito Control is to provide safe, effective, and economical abatement of mosquitoes and to reduce the risk of mosquito-borne diseases for the residents and visitors of Beaufort County. To accomplish this goal, we adhere to the principles of Integrated Mosquito Management (IMM). This strategy depends on a multidisciplinary approach including, but not limited to, the application of public health insecticides. Our IMM plan consists of:

- surveillance of pest mosquitoes
- surveillance of mosquito-borne diseases
- source reduction of mosquito breeding sites
- strategic application of EPA-registered public health insecticides
- legislation
- continuing education for certified employees
- support of community outreach projects.

We receive technical support from Clemson University Department of Pesticide Regulation and South Carolina Department of Health and Environmental Control.

Section 2: Summary of Activities and Progress

1) Acquisition of 2nd OV-10 Bronco

Achievement: After the arrival of an OV-10 Bronco in early 2010, Mosquito Control desired another Bronco for readily available parts. Lee County Mosquito Control (Ft. Meyers, FL) donated their plane because of minimal use. The primary benefit is to provide various parts (such as avionics, engines, and structural components worth at least \$250,000) that will support the anticipated long-term effective aerial spray program.

Award: N/A

Project Name: N/A

Project Location: Beaufort County, SC

Funding Source: Mosquito Control FY14 budget

End Cost: \$2,400 (Federal Surplus Property)

Reinvestment in Community: A healthier and more enjoyable quality of life including a decrease in the risk of West Nile virus (WNV) and Eastern Equine Encephalitis (EEE).

2) Collaborations with USC-B Assistant Professor and Students

Achievement #1: Since 2003, South Carolina Department of Health and Environmental Control (SCDHEC) and/or Mosquito Control have confirmed WNV in mosquitoes and birds with no apparent infections amid humans and horses. In 2004, Mosquito Control discovered extensive breeding of this mosquito vector throughout the underground stormwater systems. Afterward, Mosquito Control began to treat about 22,500 catch basins each mosquito season. In 2012, I invited Dr. K. Pawelek (an infectious disease modeling specialist at USC-B) and several students to analyze surveillance and treatment data collected from 2006-2012. The modeling will be used to predict and identify target zones with improved efficiency for our spray trucks and aircraft. We determined that frequent applications of public health insecticides are necessary for the effective abatement of adult vector mosquitoes and, subsequently, for the reduction of risk for this mosquito-borne disease. The primary benefits are to: 1) reduce the risk of WNV among the residents and visitors of Beaufort County and 2) support accountability as a community outreach project and the resulting valuable partnership between Mosquito Control and a local university.

Awards: In 2014, P. Niehaus (USC-B senior) won 1st place for the best poster presentation (see attachment on final page) among >100 students at the annual USC science contest held in Columbia. In FY15, our research article "Modeling Dynamics of *Culex pipiens* Complex Populations and Assessing Abatement Strategies for West Nile Virus"

(<http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0108452#s5>) was published in the peer-reviewed PLOS-One scientific journal.

Project Name: N/A

Project Location: Beaufort County, SC

Funding Source: N/A

End Cost: N/A

Reinvestment in Community: A healthier and more enjoyable quality of life including a decrease in the risk of WNV.

Achievement #2: As explained in Achievement #1, WNV represents a public health concern among the residents and visitors of Beaufort County. In 2013, I invited Dr. Pawelek and several students to develop Android and iPhone apps that will allow residents and visitors to report dead birds (via real-time images and GPS locations) during the mosquito season. This technology should enhance our pro-active surveillance program. One student completed the Android app in 2014 (although MIS never implemented this technology) whereas the creation of the 2nd app is in progress. The primary benefits are: 1) reduce the risk of WNV among the residents and visitors of Beaufort County and 2) support accountability as a community outreach project and the resulting valuable partnership between Mosquito Control and a local university.

Award: N/A

Project Name: N/A

Project Location: Beaufort County, SC

Funding Source: N/A

End Cost: N/A

Reinvestment in Community: A healthier and more enjoyable quality of life including a decrease in the risk of WNV.

3) Collaboration with Tri-Command Vector Control Working Group

Achievement: In 2008, an MOU was established between the Naval Hospital and Mosquito Control so that surveillance and abatement efforts would be provided during a mosquito-borne disease outbreak. In 2014, MOUs were established or renewed between 3 military entities (MCAS, Parris Island, and Naval Hospital, respectively) and Mosquito Control to expand our surveillance and abatement activities. Overall, Mosquito Control became a key component of the Tri-Command Vector Control Working Group. In FY15, all catch basins at the Naval Hospital and Parris Island were treated with an environmentally safe product. The primary benefit is to support accountability as a community

outreach project and the resulting positive interaction between Mosquito Control and the military entities.

Award: N/A

Project Name: N/A

Project Location: Beaufort County, SC

Funding Source: N/A

End Cost: N/A

Reinvestment in Community: A healthier and more enjoyable quality of life including a decrease in the risk of WNV and EEE.

4) Continuation of Reverse-911 Notification System

Achievement: Mosquito Control continued with an essential notification system in which 127 "No Spray" members within at least 1 of 23 target zones were contacted (via a recorded message from Emergency Management) the day before a tentatively scheduled aerial spray mission. The registrants included 88 beekeepers, 35 environmental and health concerns, 2 aqua culturists, and 2 certified organic farmers within multiple 1/2-mile-radius no-spray zones. The primary benefit is to support accountability as a community outreach project and the resulting valuable partnership between Mosquito Control and residents of Beaufort County.

Award: N/A

Project Name: N/A

Project Location: Beaufort County, SC

Funding Source: N/A

End Cost: N/A

Reinvestment in Community: A healthier and more enjoyable quality of life including a decrease in the risk of WNV and EEE.

5) Minimal Mosquito-Borne Disease Activity

Achievement: As during previous mosquito seasons, Mosquito Control observed minimal mosquito-borne disease activity among mosquitoes, birds, horses, and/or humans. SCDHEC and/or Mosquito Control laboratory confirmed 3 WNV

cases [1 group of mosquitoes (collected inside a stormwater catch basin) and 2 American crows]. Further, EEE cases were not detected in Beaufort County. The primary benefit is accountability for the FY14 Mosquito Control budget.

Award: N/A

Project Name: N/A

Project Location: Beaufort County, SC

Funding Source: Mosquito Control FY14 budget (100%)

End Cost: \$1,370,377

Reinvestment in Community: A healthier and more enjoyable quality of life including a decrease in the risk of WNV and EEE.

Section 3: Outcomes

- 1) Establish and/or maintain a user-friendly website
- 2) Develop and/or maintain notable programs and services (with accountability) for our stakeholders
- 3) Use current technology to provide efficient and effective services within a timely manner
- 4) Initiate and/or maintain quality control for all services
- 5) Provide a safe working environment, eliminate workers compensation claims, and reduce the risk of litigation against Beaufort County
- 6) Learn how to listen to our stakeholders
- 7) If similar government services are substandard, then take the lead
- 8) Review current inventory of government surplus and acquire apparent bargains (if funds are available)
- 9) If in doubt . . . seek help

Section 4: Risks, Issues, and Challenges

- 1) None
- 2) Although 2 USC-B students devoted many hours to create an Android app and iPhone app (still under development), MIS personnel never tested the compatibility of the Android app within the Beaufort County infrastructure. I invite MIS to implement the Android app and the forthcoming iPhone app for the 2015 mosquito season.
- 3) None
- 4) None
- 5) None

Section 5: Evaluation and Next Steps

- 1) Overall, the use of a government-surplus OV-10 Bronco (via a minimal investment) has exceeded our expectations as a premier aircraft to apply public health insecticides. The acquisition of another Bronco for parts will support our anticipated long-term effective aerial spray program.
- 2) The collaboration between Mosquito Control and USC-B remains noteworthy with several research projects planned with the modeling specialist and her energetic students. One such venture is to determine how the egress and ingress of vector mosquitoes through the catch basins and corresponding underground stormwater systems are impacted by varying internal and external environmental conditions. The analysis of data should progress into additional publications in peer-reviewed scientific journals.

Mosquito Control desires to improve its surveillance program by re-establishing several college intern positions. The original intern program began in 2006 and, unfortunately, was terminated in 2010 because of a lack of funds. The proposal supports inexpensive labor, alternative funding opportunities (such as scholarships), and/or education credits as well as constructive relationships among the local educational institutions.

- 3) The Tri-Command Vector Control Working Group (including the corresponding Preventive Medicine Commands at Norfolk, VA and Jacksonville, FL) wholeheartedly endorsed and initiated our recommendations (such as treating their catch basins) for an efficient and effective collaborating program.
- 4) The continuation of the Reverse-911 Notification System represents an important pro-active community outreach project for the 125+ no-spray registrants. Most members (especially beekeepers) valued these unique announcements.
- 5) One of the primary goals of Mosquito Control is to minimize mosquito-borne disease activity. This key public health objective is supported by the use of current GPS technology, aggressive surveillance, pro-active treatment of about 22,500 catch basins, well-timed re-active abatement strategies, and a practical budget.



Modeling the impact of control strategies on mosquito population in Beaufort County, SC: Can the community stop the spread of West Nile Virus (WNV)?

Patrick Niehaus
Kasia A. Pawelek*
Department of Mathematics and Computational Science
Gregg J. Hunt
Elizabeth J. Hager
Beaufort County Mosquito Control
*Correspondence should be addressed to KP (kpawelek@uscb.edu)

Abstract
West Nile Virus (WNV) is a major health concern in Beaufort County, SC, consisting of a large active adult population which is at the highest risk of developing an even more serious disease with WNV. Mosquito Control (BMC) utilizes adulticides and larvicides (management of adult mosquitoes and larval control) to reduce mosquito populations. Our objective is to model the impact of these control strategies on the population of WNV in the county. We will use the system of Ordinary Differential Equations, along with surveillance data, to explore optimal control strategies to lower the possibility of WNV transmission. Our modeling predictions in comparison with the surveillance data indicate that the spraying strategy significantly lowers the population of mosquitoes while reducing the frequency of insecticide spraying.

Objective
Beaufort County Mosquito Control (BMC) uses adulticides and larvicides (public health interventions) to the elimination of adult and immature mosquitoes) in the primary strategy to reduce mosquito populations. Our objective is to model the impact of these control strategies on the population of WNV in the county. We will use the system of Ordinary Differential Equations, along with surveillance data, to explore optimal control strategies to lower the possibility of WNV transmission. Our modeling predictions in comparison with the surveillance data indicate that the spraying strategy significantly lowers the population of mosquitoes while reducing the frequency of insecticide spraying.

Introduction
West Nile Virus (WNV) is a major health concern in Beaufort County, SC, which was at the highest risk of developing an even more serious disease with WNV. Mosquito Control (BMC) utilizes adulticides and larvicides (management of adult mosquitoes and larval control) to reduce mosquito populations. Our objective is to model the impact of these control strategies on the population of WNV in the county. We will use the system of Ordinary Differential Equations, along with surveillance data, to explore optimal control strategies to lower the possibility of WNV transmission. Our modeling predictions in comparison with the surveillance data indicate that the spraying strategy significantly lowers the population of mosquitoes while reducing the frequency of insecticide spraying.

Methods
BMC provided surveillance data consisting of mosquito identification and count or specific identification (day and spray) data at Battery Point and Sams Point (2004-2005). A system of ODEs was developed to study the mosquito larva and adult population dynamics. The model parameters are estimated based on the BMC data and existing approximations from the literature. Sensitivity analysis was utilized to compare the model with the collected data from the mosquito trap locations at Battery Point and Sams Point. Comparisons of control strategies were considered, primarily adulticides and source reduction. Sustainability tests for the specific parameter and various scenarios for control strategies were utilized to provide insight into the optimal prevention strategy for Beaufort County.

Mathematical Model

$$\frac{dL}{dt} = \delta L - \delta L - m L - r L$$

$$\frac{dM}{dt} = m L - \delta M - \alpha M - \epsilon(t) M$$
 Spraying function

$$\epsilon(t) = \begin{cases} \epsilon & t \leq t^* \\ 0 & \text{otherwise} \end{cases}$$
 where
 • $\delta \in (0,1)$ spraying effectiveness
 • $\epsilon = 0$, duration of the spraying affect
 • t^* , days of the spraying
 • we assumed $\epsilon = 90\%$ (as used by BMC), $\alpha = 1$ day
 • r was taken from the data on the recorded days of spraying for specific neighborhoods.

Table: Parameters used in the model

Parameter	Value	Unit
Birth rate, δ	0.03	Day ⁻¹
Natural death rate, adult, δ	0.03	Day ⁻¹
Day, t	0	Day
Source reduction coefficient, α	1	Day ⁻¹
Mortality rate, m	0.05-0.09	Day ⁻¹

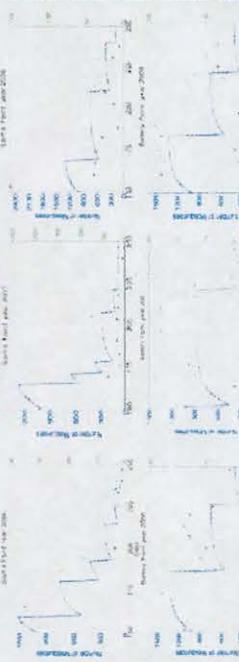


Figure 1: Model predictions of adult mosquito populations (solid lines for $\delta = 0.9, m = 0.07$ and blue dotted lines for $\delta = 0.9, m = 0.09$) and surveillance data for the summer months of the mosquito populations at Battery Point and Sams Point trap locations (green dots).



Figure 2: Model predictions of adult mosquito populations (solid lines for $\delta = 0.9, m = 0.07$ and dotted lines for $\delta = 0.9, m = 0.09$) for illustrating various control strategies by varying the spraying frequency and implementing source reduction.

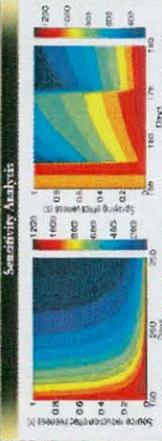


Figure 3: Contour plot of the adult mosquito population as a function of r & t vs. time.

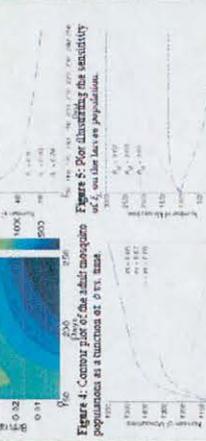


Figure 4: Contour plot of the adult mosquito population as a function of m & t vs. time.

Conclusion and Discussion
 • Model predictions are comparable with the surveillance data recorded by BMC for both of the consistent mosquito trap locations, namely Battery Point and Sams Point. Sustainability with the surveillance data (green dots in Figure 1) can be explained by the following:
 1) Adult mosquito populations depend on the spraying (blue line in Figure 1).
 • Spraying effectiveness is not as high as that the mosquito populations start to increase again, which is visible in the model predictions and the surveillance data (Figure 1).
 • Source reduction can be an effective way to control the mosquito population in the area, but it is not sufficient to control the mosquito population in the long term.
 • Our model may provide more information for areas improvement in mosquito control strategies.

Future Research
 • Compare the model to the surveillance data from other mosquito trap locations in Beaufort County.
 • Explore more factors in the model, such as seasonality and the impact of climate change and natural factors on the mosquito habitats.
 • Extend the model to consider the possibility of an outbreak of WNV by including equations predicting the number of infected mosquitoes, tick, and susceptible and infected Beaufort County residents.

Acknowledgments
 This work is partially supported by the Sea Grant Institute Grant (S2) and by a grant from the University of South Carolina Magellan Scholar Program (PN).

References
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ANIMAL SERVICES



BEAUFORT COUNTY GOVERNMENT Department "Top 5" Achievement Report 2013-2014

Department Name Beaufort County Animal Services
Department Head - Tallulah Trice
Number of Staff = 11

Section 1: Department Overview

Beaufort County Animal Services (BCAS) mission is to promote responsible pet ownership, prevent the spread of animal borne diseases and protect the public by seizing public nuisance animals roaming throughout the County. To provide a temporary shelter for stray, unwanted or homeless animals, to maintain a vigorous live release program to include health screening, vaccinations and mandatory spay or neutering of same. Our Goals are to reduced euthanasia, disease, overpopulation, cost, cruelty, and unclaimed pets.

Section 2: Summary of Activities and Progress

BCAS's "Reduce" Campaign was designed to reduce overpopulation, euthanasia, disease, animal cruelty, bite cases, abandonment, and cost.

Section 3: Outcomes

Beaufort County Animal Services and Hilton Head Humane altered almost 7,000 domestic animals and over 1,000 Feral cats in Beaufort County. Euthanasia has decreased by more than 50% in the last 2 years and continues to decrease by more than 10% every year. This will cut tax payers cost every year if we continue to reduce.

Section 4: Risks, Issues and Challenges

In order to continue reducing we need to educate the public on the importance of spaying and neutering. Cost is a significant barrier to increasing the prevalence of spaying and neutering. BCAS is working closely with Hilton Head Humane to offer \$10 vouchers for spay, neuter, vaccines, and microchip.

Section 5: Evaluation and Next Steps

We are working on implementing a new ordinance that will also help to reduce overpopulation, euthanasia, disease, animal cruelty, bite cases, abandonment, and cost.



BEAUFORT COUNTY GOVERNMENT Department "Top 5" Achievement Report 2013-2014

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Number of Staff = 11

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Section 2: Summary of Activities and Progress

Proactive Animal Control "a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime." -US Department of Justice

Section 3: Outcomes

Officers acted less law enforcement and more educational. It costs a lot less money to prevent problems than to deal with after the fact. Focus on intact animals, rabies control, dogs running loose and animal neglect and cruelty. People have begun to view Animal Shelter as community resource.

Section 4: Risks, Issues and Challenges

Lack of animal control officers for this county. Because of the increased urbanization of Beaufort County the County has experienced increasing numbers of dogs and other animals being kept in close proximity to humans. The keeping of dogs and other animals in close proximity to adults and children has resulted in increasing incidents of attacks, biting and menacing behavior by such dogs and other animals.

Section 5: Evaluation and Next Steps

BCAS will continue to take a different approach—one aimed at helping struggling owners keep their pets for life.



BEAUFORT COUNTY GOVERNMENT Department "Top 5" Achievement Report 2013-2014

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Department Head - Tallulah Trice
Number of Staff = 11

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Section 2: Summary of Activities and Progress

Another program that also involves collaboration with HHH is concerning feral cats. BCAS works closely with Hilton Head Humane's Trap-Neuter-Return (TNR) program. This program offers an effective approach to dealing with feral cat problems within the community; something most communities struggle with, at least in the more temperate climates.

Section 3: Outcomes

BCAS has found that approximately 90% of people reporting a concern with feral cats would rather handle this problem through a non-lethal program. This approach is gaining strong public support and many animal services' programs around the country are now turning to TNR. In addition to reducing euthanasia it also greatly reduces shelter expenses for housing these cats.

Section 4: Risks, Issues and Challenges

Lack of animal control officers with the amount of trapping request. Well-managed TNR programs offer a humane and proven way to resolve conflicts, reduce population, and prevent disease outbreaks by including vaccinations against rabies and other potential diseases.

Section 5: Evaluation and Next Steps

BCAS will assist municipal leaders in evaluating the presence of cats in their communities and determining how to address these populations effectively.



BEAUFORT COUNTY GOVERNMENT Department "Top 5" Achievement Report 2013-2014

Department Name Beaufort County Animal Services

Department Head - Tallulah Trice

Number of Staff = 11

Section 1: Department Overview

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Section 2: Summary of Activities and Progress

"Return to Owner" BCAS policy directs Animal Service Officers to make every reasonable effort to return animals to their owner instead of impounding the animal. In addition to checking the pet for identification (tags or microchips), officers will check lost reports and/or with area residents in an attempt to determine if anyone knows where the animal lives. In addition to reducing sheltering costs, this policy also reduces animal abandonment and enhances public support.

Section 3: Outcomes

Returned to Owner increased over 40% due to facebook, microchipping, and Found Animal Signs- more Beaufort County residents are on facebook and help us locate the owners.

Section 4: Risks, Issues and Challenges

Abandonment of animals is a major source of cost to a community's animal services' program. In Beaufort County nearly 6,000 pets are impounded at the shelter each year; of the 6,000 pets impounded, approximately 50% are abandoned by their owners. This could result in a significant amount of funding being spent on the euthanasia of the abandoned animals if not for working closely with the animal rescue groups. When an animal services' program recognizes the economic and social costs of animal abandonment, tackling this problem becomes a priority.

Section 5: Evaluation and Next Steps

We are working on implementing a new ordinance that will also help to locate owners.



BEAUFORT COUNTY GOVERNMENT Department "Top 5" Achievement Report 2013-2014

Department Name Beaufort County Animal Services
Department Head - Tallulah Trice
Number of Staff = 11

Section 1: Department Overview

Beaufort County Animal Services (BCAS) mission is to promote responsible pet ownership, prevent the spread of animal borne diseases and protect the public by seizing public nuisance animals roaming throughout the County. To provide a temporary shelter for stray, unwanted or homeless animals, to maintain a vigorous live release program to include health screening, vaccinations and mandatory spay or neutering of same. Our Goals are to reduced euthanasia, disease, overpopulation, cost, cruelty, and unclaimed pets.

Section 2: Summary of Activities and Progress

The Beaufort County Animal Service's Tabby House cat adoption center provides adoptable kittens and cats in a friendly and inviting environment with a knowledgeable all-volunteer staff.

Section 3: Outcomes

Cat Adoption increase of 31% due to Tabby House. Tabby House pulled almost 300 felines and adopted over 240 in 2013! Tabby house helped increased adoption but also decreased euthanasia of felines by more than 12%! Without our volunteer foster families and volunteers that facilitate all operations of the Tabby house we would not have saved 58% of our felines.

Section 4: Risks, Issues and Challenges

Homeless felines continue to be the majority of the problem in Beaufort County. Relocation is not an option since most areas across the USA face the same issue of overpopulation.

Section 5: Evaluation and Next Steps

We are working on implementing a new ordinance that will also help us reduce the feline population.



COMMUNITY SERVICES

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name
Department Head – Morris C. Campbell
Number of Staff = 1

Section 1: Department Overview

*Please provide a short overview (1-2 paragraphs) of programs and services.
Director works with assigned County departments to ensure programs and services under their
respective purview are provided in a professional, efficient and effective manner using available
resources.*

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

- 1) Library services for three of the five facilities were increased from a 40 to a 50-hour week opening for service. Continuing work to upgrade facilities and technology using CIP and impact fees as primary source of funding.
- 2) Disabilities and Special Needs increased employment opportunities for eligible consumers by securing additional work contracts and replacement of a residential home for four consumers. Funding came from previous years fund balance, CIP and the General fund.
- 3) Elections/Voter Registration successfully changed voting precincts lines to comply with law, began the process of issuing new voter registration cards to all County voters and designated appropriate polling places for voting. The office also began the process of upgrading the voting equipment in prep for the upcoming general election. Funded with General fund money.
- 4) Worked with Planning Director and others to apply for a grant to do a feasible study for regional ferry transportation system. Unfortunately, the effort was not successful. Funded by General fund.
- 5) The Veteran Affairs office has a new Director after being without one for about six months. Working with Director to increase presence in the community with more outreach and visibility. Hope to relocate Hilton Head Island Office to Bluffton area.
- 6) The Alcohol and Drug Abuse Prevention Department was successful in receiving C.A.R.F. (Commission on Accreditation of Rehabilitation Facilities) certification for another three years.
- 7) Began initiation of processes under the Human Service Alliance to better track, measure, and evaluate the progress of the Alliance partners in meeting the goals and objectives of the "Together for Beaufort County Project". USC-B is a partner/vendor that will help collect, quantify and present data (information) on activities of the Alliance. Example: Working with emergency assistance providers to establish a more coordinated application process for one to apply for emergency assistance. County is lead partner with a number of others in this project.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

- 1) *The number of people in need of community services continues to increase with population growth and diversity. There is a need for much cross-referencing, cross-training and continuous communication. Working partnerships, coalitions and alliances are important to the process.*
- 2) *The availability of limited resources has been a catalyst for more innovative thinking, constant communication, coordination, collaboration and consolidation. Simple examples are the use of a vehicle by various functions although the vehicle may have been assigned to only one Division, use of technology when applicable, floating of staff to meet functions at various locations, partnering to ensure some level of service delivery and minimize any negative impact.*
- 3) *Service providers are refocusing and considering what are truly priorities based on the resources that are available to provide services.*
- 4) *There is the need to continue work on the development of a system(s) where the use of policies, best practices, technology and facilities are integrated in addressing the needs of the various stakeholders in our community. Examples: One-stop permitting process the County implemented, common business license processing, application/qualifying for indigent assistance, etc.*

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Prior to the development and implementation of most projects an instrument to measure and evaluate the plan must be considered and included. Each project undertaken is expected to provide data/information to justify the need to implement or verify its effectiveness for continuation. Recent examples include justification for development of DSN homes in southern County, establishing a more uniformed application process for applicants seeking indigent care, the application and evaluation process for agencies obtaining grant, justification for level of funding for ferry service, increased funding for library hours and PALS programs. It appears that future funding for services, programs and facilities will be tied closely to return per unit value, social economic value to the community health and life longevity/usefulness.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

From this position it is imperative to keep evaluating the programs/projects that are implemented. The purpose, focus, efficiency, effectiveness, outcomes, and affordability are considered in each instance.

The impact of developing new houses for those with disabilities, hours of operation for the library and PALS programs, adding a counselor to the Veterans Affairs Office to do more outreach to our Veteran's population, determining and developing a "feasible" marine transportation program and ensuring that the collaborative efforts developed among partnering agencies are sustained, the calls for home repairs (especially mobile homes) and housing are some of the challenges that we try to respond to on a daily base.

The success and sustainability of a number of these programs/projects depend on having a consistent level of funding and with committed people with the aptitude, skills, desire and ability to adjust and adapt accordingly to constant change.

Our ability to maintain the library hours with limited personnel, the process we use in defining the kinds and level of programs PALS will/should offer, what we do to continue addressing the growing needs of those with disabilities, especially in southern County, how we address the condition and security of our aging facilities, how we continue to develop and maintain mutually beneficial working relationships with other service providers are ongoing goals and objectives that will, hopefully, keep us focused in our roles as public servants.

I have been impressed with the success we have had in securing four houses for people with disabilities and the progress being made in developing a system with the University assistance to really measure and quantify the progress we are making in addressing quality of life issues in our county.

A final observation. As senior-career employees leave County employment, attracting, developing and retaining a quality workforce could very well become a big challenge due to competition from the private sector for talented career-minded folks (who we could certainly use in government service) and what appears to be a period of uncertainty for careers as government employees.





DISABILITIES AND SPECIAL NEEDS

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2014

Beaufort County Disabilities & Special Needs Mitzi H
Wagner
138 Staff

Section 1: Department Overview

Beaufort Disabilities & Special Needs Department serves individuals who have a developmental disability. To be eligible for services you must have an IQ below 70 or a related disability that will not allow you to function as someone with an IQ above 70, your disability began before the age of 18 and is a lifelong disability. We currently serve about 600 individuals and their families. We are unique in that we contract with SCDDSN for about 3.9 million each year and the remaining operating budget comes from the county. Therefore we bring into Beaufort 3.9 million most of which is spent within the community.

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Residential Services There are currently 6 residential facilities serving a total of 43 individuals. The growth rate since 2002 is 7.5%. One facility houses 15 individuals with disabilities. There are also 5 Community Training Homes, each housing 4 individuals. We also have one Community Training Home I with 2 individuals. We serve 6 individuals in our Supported Living Program. Residential services are expanding in 2014 to include 2 additional CTH II homes servicing an additional 8 individuals from the Bluffton/HHI community.

Day Program Services- Day Program serves in two major capacities. One is to help individuals to gain skills needed for employment and to provide employment experience for them. Another is to train on rehabilitative goals to maintain optimum functioning and life enrichment skills for the individual. We currently serve 138 individuals in our Day Program. The growth rate from 2002-2013 was 97%. We have added 23 individuals to our day program this year. This year thanks to our contracts to clean PALS and the St. Helena Library we have 59% of the consumers in some type of employment situation.

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Family Support & Respite- Family Support are services to assist Families to keep their family member with disabilities in their own home. Respite funding is a very limited amount provided on an annual basis. We approve up to \$500 per year per family as long as the funding is available.

Section 2: Summary of Activities and Progress- Achievement 1

Achievement # 1- Replacement of Aging CTH II Homes & Residential Development

We purchased a 4 bedroom home on Lady's Island in 2010 for \$230,000 to replace our Broad River CTH II home which was very old, in poor repair and not ADA. Our Broad River Home was on septic and the fields having been expanded as much as possible but were still are not adequate. The HVAC needed replacement but the cost was so great we had to spend the money there when we have a new home to move into. Public works installed window air conditioners to help with cooling. The new home on Cottage Walk Circle is new and spacious. It took about \$93,000 to make the home ADA, install a sprinkler system, and add a staff office. The renovations were completed to Cottage Walk in 2013-2014 and we moved into the home in March of 2014.

The last of our outdated homes is Ivy Lane. It needs extensive renovation to make the home safe for the consumers residing there. In October 2014 we entered into an agreement to purchase a home at 304 Fraser Road to replace Ivy Lane. The builder is willing to complete the required renovations to make the home ADA and able to meet licensing standards. We are hopeful we will be able to move into this home in early 2015.

In 2014 SCDDSN and HHS obtained money from the state legislature to address the waiting lists for residential services throughout the state. With grants from SCDDSN for \$300,000 and using DSN's fund balance and the sale of the Broad River and Ivy Lane properties we have funding to not only replace Ivy Lane but purchase 2 properties in Bluffton. We purchased one in Pinecrest for \$285,000 and another in Lakes Crossing for \$275,000. Renovations to each house are estimated at \$95,000 each to make homes ADA and able to be licensed. This will allow us to serve 8 additional consumers in Bluffton. Three proposed residents have caregivers over 90 years old.

We currently have 54 individuals in Beaufort wanting/needing residential placement. We anticipate in 2015-2016 the legislative priority will continue to be eliminating the residential waiting list which means we will have more opportunities next year to meet the needs of consumers and families in Beaufort County. If we do not step up to provide housing other counties will expand to meet these consumers' needs placing them away from family and friends.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

In our department the true resource is the staff that has the ability, education and training and dedication to serve individuals with developmental disabilities. The jobs are difficult, stressful and demanding. To be good at it, there is a great need to provide more and more training. Due to budget cuts we have had to drastically cut training except for SCDDSN required training. As we grow and serve more people without increasing the number of staff at each facility to work with the individuals we begin to lose the best resource.....trained staff. They cannot continue to work harder with long hours without the ability to refresh themselves and they get to the point they must seek other less demanding employment. Also the individuals we serve are coming to us with greater behavioral needs and without additional support/staff and more trained staff the individuals pose great more risk to themselves and others. When our aging populations in residential facilities die they are being replaced with individuals who have greater needs such as dual diagnosis or severe behavior issues.

Section 4: Risks, Issues and Challenges

Over the next few years as our Governor, legislature and HHS continue to eliminate waiting lists for services in South Carolina we have an opportunity to grow and establish our residential base in Beaufort County. Once the statewide waiting list is eliminated the expansion opportunities will be limited again. We need to continue to grow over the next few years to serve the citizens of our county.

Aging caregivers of individuals will not be able to care for their family members' long term. If the individual with developmental disabilities no longer has a caregiver and Beaufort DSN does not have residential facilities to accommodate them the individuals could be placed anywhere in the state moving them from their natural supports and familiar surroundings.

Section 5: Evaluation and Next Steps

Our first steps are to complete the renovations to the replacement home on Fraser Road and the 2 Bluffton Homes. This should be complete by early 2015.

Next step is to designate the approved individuals to move into the Bluffton homes.

We will need to furnish the homes and hire staff and purchase vehicles for the 2 new homes.

As for future development we need to begin planning for future development in FY 2015 to keep up with the statewide expansion of residential service and meet the needs of our Beaufort citizens who become eligible for residential placement.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2014

Beaufort County Disabilities & Special Needs
Mitzi H Wagner
138 Staff

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Family Support & Respite- Family Support are services to assist Families to keep their family member with disabilities in their own home. Respite funding is a very limited amount provided on an annual basis. We approve up to \$500 per year per family as long as the funding is available.

Section 2: Summary of Activities and Progress- Achievement 2

Achievement #2- Service Coordination Issues

Our efforts to make required adjustments based on the major changes in the services to individuals with developmental disabilities dictated by the Center for Medicaid Services' (CMS) new "final rule" and Health & Human Services new guidelines for billable activities .

These changes affect especially our Service Coordination Department, Residential Department and Day Program services. In Service Coordination we have adjusted to the new payment methodology at billing in 15 minute increments and only billing for allowable limited services. We have cut our Service Coordination department from 6 service coordinators to 4. They are monitored monthly on billable activities and caseloads are extremely large. They are no longer able to provide any social work functions therefore families and consumers get little family crisis intervention or preventive services. We have established 2 social work positions to provide these services. Within 5 years the new requirements are that service coordination must be provided by individuals not part of the service delivery system. This means that the county may need to establish a separate department to provide service coordination/ case management and bring together all those individuals from Mental Health, Aging Service and other Medicaid agencies into a department which is not a service provision agency.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

Eventually service coordination and other services may be billed directly to HHS instead of through SCDDSN. DSN will need to develop Medicaid billing expertise, evaluate programs based on their billing potential and employees on their ability to bill service. This will need to be accomplished keeping in mind the quality and effectiveness of service we expect and that meets people needs. This is a challenge to individuals and whole agencies.

Section 4: Risks, Issues and Challenges

One challenge we are facing is that service coordinators are having difficulties adjusting their work priorities to billing priorities. Also to know their jobs are in jeopardy is difficult. Many are only a few years from retirement and change is creating a morale issue.

To maximize their time since travel time is not billable we have relocated one to HHI. We need to locate others to Bluffton.

We need to assess the effectiveness of the newly created Social Work positions and work with HHS and SCDDSN to at least partially fund these positions.

Section 5: Evaluation and Next Steps

Develop a collaborative approach to Case Management with all local Medicaid agencies working together to propose to the county, a Case Management Department to support this function and keep case management local. Private case management agencies will likely grow up and come to Beaufort to provide this function if we are not proactive. Families would most likely choose those they are most connected to if we can maintain the same quality and knowledgeable individuals who now provide that service.

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2014

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Section 2: Summary of Activities and Progress- Achievement 3

Achievement # 3- Expansion of the number of individuals served in Day Program

Beaufort Disabilities & Special Needs has continued to expand service in our Day Program. In 2002 we only had 65 SCDDSN awarded day program slots. In 2012 we were awarded 128 slots. In 2014 we have 138 slots and have added 27 individuals to our day program. We serve about 108 individuals in our Day Program in Beaufort and we contract with PEP to serve 30 individuals. We are also now accepting fee for service individuals which do not have a paid SCDDSN slot. We have 8 additional fees for service individuals. According to Medicaid Policy we can only charge a dollar less than the Medicaid rate which means we get \$346 per month in fees per individual served. Not only do we provide Day Services to these additional individuals but we also are required to provide transportation to and from the center. This increases the number of staff providing transportation. We have grown by 26% since 2006 and added no new direct care staff until this fiscal year and we added two new staff. As this program continues to grow with waiting lists being eliminated by HHS over the next few years we will need additional staff to keep the program moving forward. We are currently serving more and more individuals from the Bluffton/HHI area and the transportation time is a problem with staffing, number of vehicles and time consumers spend daily in a vehicle. The length of time in transport creates some behavior issues while transporting individuals.

Section 3: Outcomes

In our day program as with residential the true resource is the staff that have the ability, education, training and dedication to serve individuals with developmental disabilities. The jobs are difficult, stressful and demanding. To be good at it, there is a great need to provide more and more training. Also the individuals we serve are coming to us with greater behavioral needs and without additional support/staff and more trained staff the individuals pose more risk to themselves and others. Our Day Program has grown 97% since 2002 and we have only added 2 additional staff which is amazing.

Section 4: Risks, Issues and Challenges

It is very interesting that after moving into our new building we are getting more and more individuals from HHI /Bluffton. Some have received Day Program Slots from SCDDSN and some have moved from PEP because they felt PEP was not the best place for their family member. Some have even come as fee for service individuals.

We need the ability to have an operating day program in the Bluffton area. This will cut down on transportation hours and allow us to use that facility to obtain a grant for a Breakers program in Bluffton.

Another challenge is with increased participants we have more individuals to provide transportation. With the increased number of individuals we have used all available seating on our vehicles and 50 % of our vehicles have over 100,000 miles on them. They are requiring more repairs. We will need to increase the number of vehicles and replace aging vehicles to continue to serve our growing numbers or even maintain current capacity. Also although we have many lift vans, due to a Palmetto Breeze accident this year in which 8 individuals were injured we have researched the safest vehicles and need to replace the larger vans with more safe vehicles. This also fits with new CMS guidelines where individuals with disabilities should not be put into vans and all transported together in large numbers to a facility. They need to blend into the community.

Section 5: Evaluation and Next Steps

We need to begin looking for day program space in Bluffton and in FY 2015 apply for a grant to operate a Breakers program in Bluffton.

We need to begin a replacement plan for aging vehicles.

We are also working with Palmetto Breeze to see if we can contract for them to provide some transportation which will allow our staff to do more work with individuals. If we can come to some agreement it will be less wear and tear on our vehicles and may allow us to extend our Day Program hours to allow family members to work a full day. We plan to continue to pursue this relationship.

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2014

Beaufort County Disabilities & Special Needs
Mitzi H Wagner
138 Staff

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Section 2: Summary of Activities and Progress - Achievement 4

Achievement # 4- Special Grants allowing additional services

Breakers

This is our 3rd year with this grant from SCDDSN to provide group respite services to individuals who do not have a slot to attend day program services because they do not have a waiver. In 2011 the grant was for \$38,000 and our goal was to serve 30. We were not able to start the program until February of 2012 when we were in the new building. The program has grown and become very popular. Beaufort DSN is one of only about 3 counties in the state that has made this program successful. FY 2014 we received \$54,000 and our expectation is that we will serve 40 individuals. Camp

Treasure Chest

Until 2008 most of the funding for Camp Treasure Chest came from SCDDSN and County. In 2008 SCDDSN cut all funding and the ABLE Foundation took on the responsibility to fund camp. We worked with ABLE selling ornaments, writing grants and asking for donations. In FY 2014 we were able to expand the program to Bluffton and served 9 children in Bluffton. ABLE and DSN will write grants and raise funds for the rest of the \$48,000 cost of running camp in Beaufort and Bluffton. Camp Treasure Chest only serves the most medically and behaviorally needy individuals. It has been in operation for 20+ years. It is an institution in the Beaufort Community.

Section 3: Outcomes

The major outcome is that even when funding is minimized or cut if you are committed to serving people you will find a way to continue programs or to start new initiatives.

Section 4: Risks, Issues and Challenges

The greatest challenge is that we have not been able to get additional members for the ABLE Foundation. We currently have 9 members. A great deal of the work has been done by our staff in past years but we are attempting to turn over more of the tasks to ABLE. We do not have the staff time to support them as completely as we have in the past. We would like to see them become more self-sufficient.

Section 5: Evaluation and Next Steps

We continue to recruit new members for ABLE, write grants, and sell ornaments

BEAUFORT COUNTY GOVERNMENT
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Residential Services There are currently 6 residential facilities serving a total of 43 individuals. The growth rate since 2002 is 7.5%. One houses 15 individuals with disabilities. There are also 5 Community Training Homes, each housing 3 to 4 individuals. We also have one Community Training Home with 2 individuals. We serve 6 individuals in our Supported Living Program. Residential services are expanding in 2014 to include 2 additional CTH II homes service an additional 8 individuals from the Bluffton/HHI community.

Day Program Services- Day Program serves in two major capacities. One is to help individuals to gain skills needed for employment and to provide employment experience for them. Another is to train on rehabilitative goals to maintain optimum functioning and life enrichment skills for the individual. We currently serve 138 individuals in our Day Program. The growth rate from 2002-2013 was 97%. We have added 23 individuals to our day program this year.

Early Intervention- Early Intervention currently serves 182 children. The growth in Early Intervention since 2002 is 506%. Baby Net will refer the child ages birth through 3 years to Early Intervention. The EI has dual responsibilities to serve as a Service Coordinator planning and monitoring services as well as providing family training. Children referred to Early Intervention must have some type of developmental delay. Some of these children have long-term disabilities and will be served by Beaufort DSN throughout their lives. Others only have temporary developmental delays and once there are on target developmentally they will not continue to receive services.

Family Support & Respite- Family Support are services to assist Families to keep their family member with disabilities in their own home. Respite funding is a very limited amount provided on an annual basis. We approve up to \$500 per year per family as long as the funding is available

Section 2: Summary of Activities and Progress - Achievement 5

Our Early Intervention program has grown 506% since 2002. They have grown from 30 in 2002 to 182 in 2012. That is an unbelievable rate of growth in 10 years. SCDDSN provides \$373,533 in FY 14 to run this program. No County money is used in this program. It is totally self-sufficient. This program is very difficult to manage as it is part SCDDSN administered and part Baby Net administered. We have faced high turnover and extended leave in these positions. The services must continue even when a position is vacant. There are weekly visits for family training in the homes of all children served. It is physically demanding and although some people do well in family training and others do well in the high case management with therapists both are equally important for success in the job.

Section 3: Outcomes

Since we have been able to establish offices in HHI and Bluffton it has helped to cut down on travel time for the Early Interventionists. This means they can efficiently serve more families each day. It also cuts down on travel expenses for gas and wear and tear on vehicles going from Beaufort to HHI before they even begin to meet with families.

Section 4: Risks, Issues and Challenges

In the past 10 years this program has been constantly changing from DHEC administrated to First Steps administrated. Policies have changed, there has been a lack of clear guidelines and both agencies have faced sanctions from the Federal Government which have resulted in numerous data reports dating back to 2009 which makes the workload difficult. The high caseloads and the lack of clear policy have resulted in high staff turnover. Every time we have a vacancy the remaining Early Interventionists have to take on more cases. We fill the vacant position and the high caseloads have burned out the existing workers.

Section 5: Evaluation and Next Steps

It is difficult to solve these issues because we do not control them. Our EI Supervisor is very good at participating in state-wide committees, expressing concerns, and advocating for program improvements. She is also very supportive of staff. Our next steps would be staff retention and the ability to quickly fill vacancies to keep from burning out existing staff.



PARKS AND LEISURE SERVICES

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name
Department Head - Scott Marshall
Number of Staff = 67

Section 1: Department Overview

PALS provides a myriad of services and programs at facilities located throughout Beaufort County. In addition to recreational athletic leagues and clinics of many types, we also offer aquatics programs, after school, summer camps and programs designed for senior citizens. Many of our facilities and athletic fields are also available for rental.

Section 2: Summary of Activities and Progress

- 1) Hosted 2013 Dixie Softball Ponytails World Series...teams from thirteen states
 - a) Location was Oscar Frazier, Jr. Park in Bluffton
 - b) Funded by the Dixie Softball Association, accommodations taxes from the Town of Bluffton and the general fund
 - c) Over 1,000 in attendance, contributing to spike in the occupancy rate for the period of the tournament
 - d) Event was broadcast both locally and streamed live online, allowing viewers form remote and deployed locations to watch their children in the world series
- 2) Hosted three separate state-level athletic events
 - a) 2013 SCRCP state soccer tournament hosted at the Buckwalter Soccer Complex
 - b) 2014 SCRCP state basketball tournament hosted at the Buckwalter Recreation Center
 - c) 2014 Dixie Softball SC State Tournament hosted at Oscar J. Frazier, Jr. Park, Bluffton
- 3) Added three recreational sports to the PALS lineup: 1) Tennis, 2) Lacrosse and 3) Kayaking
- 4) Implemented new, more aesthetically appealing web site with more complete information on PALS programming, while allowing the public to communicate directly with the PALS Director form the website. Used in conjunction with the continually growing PALS Facebook page and Twitter account, accessibility to PALS programming and staff is vastly improved.
- 5) Currently in the initial phases of fielding a new, customer-friendly online registration system which facilitates financial integration with the county's Tyler Technology's Munis program

Outline any emerging outcomes or lessons that could be passed on to other departments.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.





ALCOHOL AND DRUG ABUSE

BEAUFORT COUNTY
DEPARTMENT "TOP 5" ACHIEVEMENT REPORT 2013-2014

Department Name: ALCOHOL & DRUG ABUSE (BCADAD)
Department Head: DH BOYNE, JR.
Number of Staff: 20

Section 1: Department Overview

The BCADAD offers a multitude of programs of information, education, treatment and referrals, as these services relate to alcohol, tobacco and other drugs of abuse and/or misuse. The program initiatives of the department are designed to impact on the problems associated with substance use disorders (SUD's). Informational/Educational programs are designed to heighten the community's will/ability to prevent the onslaught of substance use problems.

Section 2: Summary of Achievement #1

The prevention staff of the BCADAD again conducted its' 5th "Take Back the Meds" community project. This event has been annualized and occurs in the spring of the year. Uniquely, this venture is a public/private collaborative that partners with a number of our community's resources. The basic aim of this project is to encourage citizens to inventory their prescription meds and then properly dispose of unwanted/outdated medications; thus denying access to youth and protecting our local environment (groundwater) from contamination. During our most recent event, 275 lbs. of unwanted prescription medications were disposed of. **Cost:** Budgeted staff time.

Section 3: Outcomes

Many community agencies are more than willing to enter into a joint or mutual venture if the objective(s) appeals to ideas, technologies and/or philosophies that mirror ongoing public concerns and with this venture focusing on the environment (groundwater and hazardous materials) and on drug free, safe communities, the project's effectiveness is increased significantly.

Section 4: Challenges

Maintaining sufficient community interest and awareness for future wellness issues and associative undertakings.

Section 5: Evaluation

This endeavor continues to exceed expectations.

Section 2: Summary of Achievement #2

Traditionally, prevention programming has been viewed as a “free” community service and oftentimes it is offered at no charge. However and in this era of diminishing budgets and lost revenue the BCADAD Prevention Department has expanded its efforts to generate revenue for services rendered. Our new endeavor, P.R.E.P (Palmetto Retailers Education Project) is designed in accordance with South Carolina Law, whereby retail proprietors apprehended for underage sales of tobacco or alcohol products are subject to fines and then mandated to attend a series of ATOD (Alcohol, Tobacco or Other Drugs) educational classes operated under the auspices of the local A&D abuse authority. In FY14 (YTD) the revenue generated from this effort has increased from \$0 to \$800. **Cost:** Budgeted staff time.

Section 3: Outcomes or lessons that can be passed on to other county departments

The program detailed above is unique to the alcohol and drug abuse state-wide system. And as such, other non 301 system agencies cannot avail themselves of these type services.

Section 4: Challenges

Marketing continues to be a challenge. Additionally, limited curriculum certified group leaders are few and far between. If the supply and demand associated with this project exceeds our current staff capabilities, then it will be incumbent upon the agency to acquire, as expeditiously as possible, the necessary staff resources to meet this expected growing need.

Section 5: Evaluation

This endeavor has exceeded all previous expectations. When necessary, our next step is to identify and train a cadre of prevention specialist to assist with the department’s ongoing community wide programming.

Section 2: Summary of Achievement #3

In the spring of 2014 the BCADAD achieved its' 5th, three-year national accreditation from C.A.R.F. International (Commission on Accreditation of Rehabilitation Facilities). This accreditation is the highest level of recognition an organization can achieve. This accreditation process is a requirement of many of our financial partners and governing authorities, i.e. DHEC, CARF, DAODAS, Medicaid & most 3rd party payers.

Cost: \$10,145.00

Section 3: Outcomes

Adhere to primary stakeholders requirements; particularly as they may pertain to research, outcome based programming, private health information security and electronic data submission.

Demonstrate programmatic proficiency and distinction through the implementation of mechanisms and processes that facilitates and promotes "best practice" policies, procedures and protocols. All of which culminate in practical applications that foster good quality clinical/human services.

Section 4: Challenges

Maintaining consistent and reliable sources for funding basic programs and services.

Implementing expected and unexpected changes with regards to the national health care referendum and subsequent protocols for execution of the same.

Implementing multiple associative factors as a result of electronic health record data processing and submissions.

Section 5: Evaluation

Evaluation consists of a series of ongoing methods and systems which are flexible and ever changing depending on the strategies and mandates of our customers and stakeholders. At the very least, the provision of services offered at this agency must be affordable, of good quality and above all readily available to all our citizens regardless of their ability to pay.

Section 2: Summary of Achievement #4

The BCADAD from '02 – '14 has served over 13,000 Beaufort County citizens in the ADSAP, SciP, CBT and IOP programs (all outpatient treatment or educational services). Prevention citizen's attendance/participation counts are much harder to track primarily due to the fact that these offerings frequently occur in venues open to the general public, i.e. festivals, health fairs & other public forums and as such, no "formal head counts" are performed. However agency prevention staff estimate that these activities impact somewhere in the neighborhood of 10 – 12 thousand Beaufort County citizens per year. **Total A&D Dept. Budgeted cost in FY14 \$1,314,627**

Section 3: Outcomes

It is imperative that the department retain its "core" service delivery programs and when applicable, identify any unique problem or problems and maintain the flexibility to formulate strategies to address the same. Furthermore, all source data regarding the agency's capabilities to engage and retain our clientele clearly shows that in most instances we have exceeded the norm.

Section 4: Challenges

To maintain consistency in our funding streams, service delivery and staff proficiency.

Section 5: Evaluation

Funds of opportunity will be sought; community trends will continue to be tracked, resultant strategies developed and finally, efforts to maintain sufficient county wide interest and awareness for various community wellness issues will be employed.



LIBRARY

Section 1: Department Overview

We are the public library system of Beaufort County, South Carolina, governed by a Library Board of 11 Trustees that are appointed by County Council. There are five branches of the Beaufort County Library that supplies free access to the materials and expertise to answer the needs of the people for sound information, personal growth, and leisurely pursuits for all ages. Programs and services cover such topics as makerspaces and emerging technologies, health and wellness, personal finance, civics and e-government resources, environmental education and digital preservation.

Section 2: Summary of Activities and Progress

Project Name	Location	Funding	End Cost	Reinvestment to community
Combahee Exhibit	BEA	Collaboration of Brockington & Associates, SCDOT, US DOT, Federal Highway Administration, and 3 county departments.	NA	Local History awareness, people coming into the library, partnership development
Lego/Robotics Grant	5 branches	JrFLL(Junior First Lego League)	In-kind staff time	Outreach to underserved populations; promoting STEM/STEAM and Common Core educational standards; promoting 21 st century learning skills
Completion of LSTA Creation Station grant	St. Helena	LSTA funds	In-kind staff time	One of the 1 st SC library systems to have a maker space and now helping others develop one- i.e. Ladies Island Middle School, Charleston county libraries. National attention per staff member presenting a TEDx talk.
Presidents Committee –a working committee	NA	No cost	No cost	Promote benefits of a system environment for

of Friends Presidents, Foundation chair and Trustee liaisons				the library; develop public awareness and advocacy for the public library system.
Operational hours increased to 50 @3 regional branches	BEA,BLU,HH	County	Salaries/wages for staff: \$198,518	More access for the public to library materials and services

Section 3: Outcomes

Partnering with other agencies and entities; seeking opportunities for programming and funding; increasing public awareness of a department through marketing, increase in business due to an increase in hours (15,000 new card holders), bringing supporters together to advocate for the department, audience for a program may not be who you thought it would be (thought teens would be the participants in makerspace but more 18-30 years olds participated than did teens).

Section 4: Risks, Issues and Challenges for LSTA grant

Public want more, finding right balance of skill levels/learning curve of audience, location and transportation need to be considered, manpower to create TV ads and artwork for the county channel, attracting volunteers, developing policies, procedures and waivers

Section 5: Evaluation and next steps for LSTA grant

Evaluation: The LSTA grant enabled the library to be a point of reference for other entities who are considering adding makerspaces to their areas. Lady’s Island Middle School consulted with St. Helena to convert their library/media center into a makerspace. Charleston Public Library is within 2 years of opening theirs. Clemson University Architecture students have visited and had lots of questions about how the spaces are used for creativity and what infrastructure is needed to support that creativity. Liz Hartnett, a doctoral candidate from the Library School of the University of South Carolina, is doing a doctoral study of makerspaces and their value to the personal and intellectual development of users. The Creation Station is one of the southeastern libraries that will be included in her study. All in all, this LSTA grant opportunity has given us the ability to make a difference in our community through outreach to local school and organization and mentoring teens.

The next step: St Helena is the primary location but the makerspace is a system-wide initiative. (One is planned for the Bluffton Branch in 2015). Training for staff will continue as will classes developed through this grant.



VETERANS AFFAIRS

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name: VETERANS AFFAIRS
Department Head: CARL WEDLER
Number of Staff: (3) Full-time Employees

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Beaufort County Department of Veterans Affairs provides a wide range of comprehensive benefits services counselling/application assistance to veterans and their families/survivors: Disability compensation, pension, education and training, vocational rehabilitation, employment referral, home loan certificate of eligibility, medical care, service connected disabled life insurance program, death/burial benefits. Provides Outreach Program and DAV van transportation to/from the Charleston VA Medical Center.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

ACHIEVEMENTS:

#1. We successfully assist veterans and their dependents by processing more than eight thousand (8,000) veterans' claims annually.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

ACHIEVEMENT #1:

Veterans benefit claims are processed timely and accurately, in which the VA Regional Office in Columbia has reported making progress by decreasing the number of days to process claims. The VA Regional Office has also provided an additional application which allows the veteran the ability to check the claim status online (E-Benefits).

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

ACHIEVEMENT #1:

Due to the massive volume of VA claims state-wide, our obligation is to process our claim workload accurately and expeditiously. We then forward the claim to the Columbia VA Regional Office.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

ACHIEVEMENT #1:

The veterans subsequently receive their notification letters of approval or denial from the VA Regional Office. If the veteran receives an approval letter, we assist with any further benefits he or she may be entitled to. If the veteran receives a denial letter, we assist with the appeal process.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name: VETERANS AFFAIRS
Department Head: CARL WEDLER
Number of Staff: (3) Full-time Employees

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Beaufort County Department of Veterans Affairs provides a wide range of comprehensive benefits services counselling/application assistance to veterans and their families/survivors: Disability compensation, pension, education and training, vocational rehabilitation, employment referral, home loan certificate of eligibility, medical care, service connected disabled life insurance program, death/burial benefits. Provides Outreach Program and DAV van transportation to/from the Charleston VA Medical Center.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

ACHIEVEMENTS:

#2. In 2014 our VA Office was re-staffed to include a new Veterans Affairs Officer, Mr. Carl Wedler (hired in January), and a new Veterans Counselor, Mr. Damian Ashcraft (hired in August).

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

ACHIEVEMENT #2:

The emphasis of ensuring proper "fit" of personnel in the selection process was a key factor, thus individuals with the desired skill-set and personality were hired and a homogeneous team quickly formed.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

ACHIEVEMENT #2:

At risk were the advantages of not having a homogeneous team like: cohesion, creativity, innovation, and high levels of productivity. These attributes translate into community members receiving the assistance needed without any detracting issues. Our focus is fixed on them!

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

ACHIEVEMENT #2:

Seeking to expand the number of personnel and strategic placement of resources; in order to best serve our expanding veteran community located in Beaufort County.



BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Department Name: VETERANS AFFAIRS
Department Head: CARL WEDLER
Number of Staff: (3) Full-time Employees

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Beaufort County Department of Veterans Affairs provides a wide range of comprehensive benefits services counselling/application assistance to veterans and their families/survivors: Disability compensation, pension, education and training, vocational rehabilitation, employment referral, home loan certificate of eligibility, medical care, service connected disabled life insurance program, death/burial benefits. Provides Outreach Program and DAV van transportation to/from the Charleston VA Medical Center.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

ACHIEVEMENTS:

#3. Maintain a VA satellite office on Hilton Head Island to serve veterans south of the Broad River.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

ACHIEVEMENT #3:

We are providing accurate, timely and convenient assistance to the veterans and family members living south of the Broad River. This includes outreach/home visits as necessary.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

ACHIEVEMENT #3:

The issue is providing assistance more than once a week as the clientele base increases.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

ACHIEVEMENT #3:

Maintaining scheduled hours of operation to serve the increasing clientele. We are seeking to move our satellite office to Beaufort County Government Center Bluffton to be more centralized in order to better serve clientele south of the Broad River.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name: VETERANS AFFAIRS

Department Head: CARL WEDLER

Number of Staff: (3) Full-time Employees

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Beaufort County Department of Veterans Affairs provides a wide range of comprehensive benefits services counselling/application assistance to veterans and their families/survivors: Disability compensation, pension, education and training, vocational rehabilitation, employment referral, home loan certificate of eligibility, medical care, service connected disabled life insurance program, death/burial benefits. Provides Outreach Program and DAV van transportation to/from the Charleston VA Medical Center.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

ACHIEVEMENTS:

#4. With great pride, we successfully coordinate and present the annual Veterans Day Parade and Ceremony Program each November 11TH.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

ACHIEVEMENT #4:

The Veterans Day Parade and Ceremony honors all active duty military, veterans and their survivors.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

ACHIEVEMENT #4:

The challenge is to locate and coordinate all participants and publicity for the parade and the ceremony, i.e.; Parade Grand Marshal, Keynote and other speakers, VIP attendance, music, Veterans Service Organization participation, military color guards, etc.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

ACHIEVEMENT #4:

The parade and ceremony program have always achieved positive results for our office and for the community.





C.O.S.Y / HUMAN SERVICES ALLIANCE

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

C.O.S.Y. / Human Services Alliance
Department Head – Fred Leyda
Number of Staff = 3

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The purpose of the Alliance is to promote and sustain activities that improve the quality of life for all Beaufort County residents by creating coordinated, comprehensive, and integrated systems of human services by: developing a unified vision of human services; promoting multi-system collaboration and best practices; facilitating mechanisms to educate and link the general public to needed services or assistance; and facilitating mechanisms to educate and train human service providers and professionals. Through *Together for Beaufort County*, the Alliance tracks and measures quantitative improvements in the quality of life in Beaufort County, guides public and private funding agencies, and educates the public, decision makers, and service providers on trends, issues and needed actions.

The Mission of the Collaborative Organization of Services for Youth (COSY) is to plan, develop and facilitate an effective continuum of support for Beaufort County Youth and their families needing coordinated services; to promote and advocate for family-centered practices and local services in the least restrictive setting possible. COSY maximizes interagency collaboration, child input and family involvement in developing, implementing and assessing therapeutic treatment plans for children. COSY joins public agencies and non-profits with the private sector to work toward meeting the needs of our families that are most at-risk.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Beaufort County Community Services Grant Process:

The Human Services Alliance administrated the 2014 Community Services grant process. This process, which features in independent review panel who reviews and scores each individual application, distributed \$598,000 to local agencies.

Together for Beaufort County

Together for Beaufort County (T4BC) is a community-wide process that includes research and dissemination of community indicators, celebration of positive trends indicating improvement in quality-of-life, planning and intervention into negative trends indicating a need for additional attention, and constant evaluation in relation to a shared community vision for Beaufort County. T4BC published its first report in 2006 and culminated in the release of its 'final' report for the planned six-year cycle ('06 - '12). This began a two-year evaluation and planning process for the continuation of the indicators project while other T4BC processes started throughout the cycle (such as the coalitions) continued. The next evolution of the cycle was developed out of this evaluation, which includes multi-level, cross-sector research and community engagement. The Human Services Alliance Leadership Council approved this plan in June '14, which features an ongoing contract with the University of South Carolina – Beaufort for the research piece. The Human Services Alliance also contracted with Praxis Network for the development and implementation of a Community Engagement Plan. A timeline has been developed and the project will officially launch at the beginning of 2015.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

Together for Beaufort County Coalitions

T4BC has several Coalitions that the Human Services Alliance facilitates. Please find the Coalition's individual activities listed below:

Lowcountry Area VITA: With the aid of a \$39,000 grant from the IRS, the Lowcountry Area VITA Coalition helped low-to-moderate income families with their tax returns, many times providing tax credits to families that would not otherwise have filed. This resulted in a return of \$4.1 million dollars to 2,439 Lowcountry residents. The average return exceeded \$1,600.

AccessHealth Lowcountry: AccessHealth Lowcountry is a new program to help individuals find medical care with providers who offer free or reduced services. Their mission is to improve access to health care services for uninsured 19 - 64 year old adults living in Beaufort and Jasper Counties. A Together for Beaufort County initiative, located at Beaufort Memorial Hospital, AccessHealth Lowcountry is funded by The Duke Endowment through AccessHealth South Carolina. Last year, AccessHealth helped 100 low-income residents find a medical home and developed primary care, specialist, and dental referral networks.

Mental Health Access: Mental Health Access hosted a Community Conversation focused on mental health issues in the community. 62 citizens attended this event and 550 individuals were engaged through correspondence. 47 individuals have been engaged in the Coalition since it was restarted in 2014 representing 26 agencies.

Coalition for Aging in Place: This coalition, which focuses on seniors and services for elders in the community, began hosting quarterly education meetings which have served over 50 Beaufort County citizens since they began in the spring of 2014.

Other Alliance-Facilitated or Associated Groups

Sheldon Township Community Support Partnership and the Pathways in STEP program: The Alliance continues to help facilitate this grass-roots community project. Celebrating our 15th Annual Community Forum this past spring – this year the group has harvested three 1-2 acre community gardens; developed a consortium of 24 churches to conduct their "HeALTHY Self" program as a part of a Kresge Health and Wellness Initiative and will graduate their fifth class of Leadership Academy Scholars this coming April.

Men to Men (M2M) Lowcountry: Alliance staff, in collaboration with the Abuse Prevention Coalition (CAPA, CODA, Hope Haven), has helped support the growth of a local men's group dedicated to ending violence against women by challenging existing stereotypes through education.

Lowcountry Jaycees: Alliance staff has helped support the growth of a local youth group dedicated to providing development opportunities that empower young people (age 21-40) to creative positive change in their community.

Under One Roof: Alliance staff has helped facilitate the growth of a local non-profit that provides non-duplicative services for elderly low-income residents, or low-income residents with special needs. This agency makes home modifications – often for trailers and manufactured homes. In 2014, this agency made 4 home modifications, began developing a new logo and brochures, and developed a partnership with LCOG and the Franciscan Center.

Local Money Talks: A local group that works to strengthen the resilience of the local economy by empowering existing businesses and fostering entrepreneurship through advocacy, collaboration, and education. This group: developed an informal network of community-minded business folk and provided a free and open forum for discussion about business values; helped to facilitate local lending and advocated crowdsourcing in support of several local businesses; spread awareness of the impact of government policy-making, economic influences, environmental concerns, and other issues to the greater business community; hosted monthly 'Liquid Local Money,' an after-hours forum for Local Money Talks members and other community members to socialize, network, and support a local restaurant; coordinated a panel presentation with the Leadership Beaufort Alumni Association to educate locals on alternative business strategies, local lending, and leveraging the collective power of our wallets to reinforce the local economy by spending local; hosted 'Running on Local,' an event in collaboration with Slow Money NC to educate local business folks and Leadership Beaufort Alumni about peer-to-peer lending, community-supported entrepreneurship, and 'nurture capital' and; conveyed the Local Money Talks mission and vision in presentations to the Bluffton and Beaufort Regional Chambers of Commerce.

C.O.S.Y.

Provided and facilitated 36 multi-disciplinary staffing opportunities for families, children, and partner agencies

Participate as a member on 3 additional multidisciplinary community teams

Provide a Parent Advocate for families of children with Autism

Hired Family Group Conferencing Lead Coordinator in April '14

- Now averaging 3-4 contracts per month (compared to 5-6 per year)
- Marketed and received 16 new Families First referrals - representing a growth of 800 % in Families First referrals over last year.
- Trained six new Family Group Conferencing facilitators – now have a pool of over a dozen facilitators to serve families in various stages of certification; in preparation for the SC Dept of Social Services' Families First expansion.
- Providing ongoing support and coaching to all facilitators

Hired Licensed SW Clinical Coordinator in May '14

- Streamlined referral process
- Completed clinical assessments on all people staffed at the SPT
- increased monthly referrals from 0 to 4
- increased parent engagement from none to all
- recruited 2 new members to multi-disciplinary teams
- Increased community marketing and recruitment
- Provided clinical consultation for families and other community professionals

Facilitated 13 training opportunities for over 700 community professionals. Trainings provided at least 10 general Continuing Education Units, (CEUs) and 10 Social Work CEUs, meeting state requirements for professional licensure.

Provided supervision for USCB Human Services Internship program

Invited by SC Children's Trust to serve on the state's "Growing Together" Advisory Council.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Challenges

Communication – with 120+ member agencies and almost two dozen initiatives, the sharing of pertinent information and networking opportunities is a constant challenge. The weekly Alliance newsletter seems to be well received with over 600 individuals on the mailing list and helps to mitigate the effects of this challenge.

Collaboration - Former Surgeon General Jocelyn Elders once said, “We always say we want to collaborate, but what we really mean is that we want to continue doing things as we have always done them while others change to fit what we are doing.” We have learned that TRUE collaboration is oftentimes the end result of months of working together. Many cross-sector, multi-agency groups begin under the auspice of collaboration and quickly collapse due to conflicts from personalities, personal agenda, or agency directives. One of the greatest challenges we face on a daily basis is understanding how to carefully navigate these jagged rocks to eventually reach the clear water that is inter-personal and inter-agency trust, respect, and understanding, without which there can be no true collaboration.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

As with all collaborative efforts, commitment and sustainability are the biggest factors expected to impact project development. We depend heavily on people being committed both in terms of dollars, expertise, and time. We are working to diversify our leadership team to minimize this impact but perhaps more important is the need to maintain a commitment to funding the collaborative process in the future. The most challenging aspect of this effort is the education of leadership about the ‘big picture,’ helping them to see all aspects of quality-of-life in our community are inextricably interconnected. The second greatest challenge is the ongoing need to keep the project in the forefront in our community – increasing awareness.

The SC Dept. of Social Services, Families First Office has asked us to expand our Family Group Conferencing services. This will result in our ability to increase revenue generated from the Family Group Conferencing contracts we receive from the state. This increase in capacity also gives us the opportunity to explore other populations (ie. Senior citizens, families with heirs property challenges, and other complex issues) as potential contractors for services.





BOARD OF ELECTION AND REGISTRATION

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name: Board of Election and Registration
Department Head - Marie S. Smalls
Number of Staff = 9

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

To manage registration of Beaufort County voters and administer elections in a manner that instills confidence in electors that they are actively participating in a fundamental component of representative democracy.

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

1. Implemented Reprecincting/Realignment Plan that was necessary after the 2010 Census. The Plan realigned precincts to comply with SC Code 7-7-710, reducing precincts exceeding the 1,500 registered voters limit. Added seven new precincts to Beaufort County bringing the total to ninety two (92). It reduced the number of ballot styles and tried to keep neighbourhoods and community clusters together.
2. Mailed over 108,000 new voter registration cards to Beaufort County electors
3. Completed an Operational Manual for the Board of Elections and Registration
4. And try to avoid separating neighbourhood and community clusters.
5. Provided educational sessions throughout the community on implementation of new Photo Id laws for voting.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Challenges: Finding a suitable facility that can accommodate electors for in person voting, storing election equipment, and house staff.

Replace aging voting machines. Streamline security of Election office and equipments.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Reorganization of existing facilities to better accommodate the voting public until facilities that are sufficiently adequate are acquired.



ASSESSOR

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

ASSESSOR
Department Head – Edward Hughes
Number of Staff = 38

Section 1: Department Overview

Annual certification of real property assessed values to County Auditor.
Annual maintenance of ownership records and addresses.
Annual audit and review of exemption and other real property applications.
Annual review and response to filed appeals.
Annual listing and valuation of new construction, remodel, additions and land changes.
Implementation of quadrennial countywide reappraisal of all real property.

Section 2: Summary of Activities and Progress

Implementation of 2013 Countywide reappraisal per state mandated schedule.
Public relations outreach program for Reassessment: Speaking engagements, website.
Citizens Guide to Reassessment: Collaboration of staff and other departments.
Receipt of and review of 8,236 appeals for tax year 2013.
Advancements in use of Aumentum (Manatron) software system.
Completion of outstanding Appeals Board appeals: Reorganization of appeals board.

Section 3: Outcomes

Reappraisal: Timely mail out of notices, little public outcry, little negative press, seasoned staff.
Public Relations: Information sharing, public speaking, training sessions done.
Progressive web based document recognized as a model around the state (SCAC).
Completed first level review of 7,000 appeals before July 1, 2014.
Nearly 100% autonomous in Aumentum software use due to staff (2) as subject matter experts.
9-Month back log of scheduled tax equalization board appeals completed.

Section 4: Risks, Issues and Challenges

Major challenge with respect to the 2013 reassessment was the issue of increase in millage due to severe decline in overall tax base and addressing the "conundrum" of values decreased and tax amounts increased.

Section 5: Evaluation and Next Steps

Completion of all appeals filed for tax year 2013 prior to December 31, 2014. Maintain focus on customer service and timely response to all office inquiries. Continue diligence in review of resident based exemption applications. Initiate first-steps toward implementation of reappraisal for tax year 2018.





REGISTER OF DEEDS

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

REGISTER OF DEEDS
Department Head – Dale Butts
Number of Staff = 9

Section 1: Department Overview

PRIMARY MISSION: In compliance with applicable laws & regulations, provide a secure, environmentally protective repository for documents entrusted to the department's care. Provide effective, accurate means of accessing and copying recorded documents.

Section 2: Summary of Activities and Progress

1. In spring 2014, our online records system was upgraded from a browser, to a web-based system. Known as Records NG (Next Generation), users can utilize an advanced research system.
2. We began the tedious process of restoring some original record books and indexes. Through various means, we hope to continue this vital task.
3. In 2014, we turned over our in-department accounting to the Treasurer's office. We no longer write or disburse checks from this department. Instead, there are much more fluid checks & balances in place.
4. With assistance from our MIS Department, we upgraded the Deed Room to Windows7, VMware. The new Zero Clients allows updates to be populated to all the in-house work stations from one central location. In addition, it solves some on-going print issues.
5. We finished the FY14 year on a steady incline as far as revenue. Currently, we are on pace to better that in FY15.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

N/A

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

All of the above stated projects have been implemented.

Section 5: Evaluation and Next Steps

We view each project that was implemented in 2014 as a positive. While challenges existed during the initial phases, the end result has been a good one.

Our goal is to continue to be a state leader on the technology front, whether it is electronic recordings, data conversion, cloud storage, or the next best thing in the industry!





GEOGRAPHIC INFORMATION SYSTEMS

BEAUFORT COUNTY GOVERNMENT
Department “Top 5” Achievement Report 2013-2014

Geographic Information Systems
Department Head – Daniel R. Morgan
Number of Staff = 5

Section 1: Department Overview

The Geographic Information Systems (GIS) Department consists of 5 employees and provides cartographic support, maintenance, and development of Geographic Information for Beaufort County. The goal of the GIS Department is to provide the County Council and Beaufort County citizens the most efficient and cost effective GIS services possible.

Section 2: Summary of Activities and Progress

- Pictometry 360 project with the Beaufort County School District – We have continued to quality assure and quality control the aeriels and photos being acquired in this project. We have begun to acquire photos of critical facilities owned by Beaufort County.
- Damage Assessment Software Update – We have combined efforts with the Town of Hilton Head to update our damage assessment tools to be made available online and in the cloud so the information can be collected and quickly calculated and sent to the state.
- Website Development and Design – We updated our website and upgraded services to be made available on a new cloud platform ArcGIS Online (AGOL).
- Aerial Photography Program - Researching to make legacy imagery available online and usable for research and land verification. Updated a Spring 2014 flight for annual land evaluation.
- LiDAR Data Acquisition Project – A new acquisition of LiDAR data provided an updated Digital Elevation Model (DEM) and more accurate contours utilized in many day to day County business processes.
- CAD Mapping Update – The GIS department assisted in updating the mapping component of the new Spillman CAD software. Combined efforts of the GIS and EMD departments provided GIS data configuration and enhancements to provide updated mapping features to the new CAD software.

Section 3: Outcomes

- Pictometry 360 project with Beaufort County School District – We have continued to enhance this project by looking into other opportunities to support County offices. We have begun securing opportunities to film Beaufort County facilities which will assist public safety operations in securing County facilities.
- Damage Assessment Software Update – We have met with key municipality personnel and provided training and education. We are working with key county personnel to plan a joint mock disaster operation in early 2015 to test the software. This will be a great opportunity to work through any issues with the upgrade. We will also be meeting with SC EMD for evaluation of workflow and reporting to make sure that it meets the state standards.
- Website Development and Design – By updating the Website to an AGOL format it has allowed us to provide more opportunities to departments to use GIS as part of their business processes without purchasing any software. We have provided services Traffic Engineering, Stormwater, and Building Codes. We are working on another service for Voter Registration to assist with voter turnout reporting. This data is also accessible to be edited out in the field without any software enhancements. This upgrade has allowed for the GIS data to be ready for Disaster Recovery purposes as it can be accessible and retrieved off-site.
- Aerial Photography Program – We are looking at grant opportunities to rubber-sheet and ortho-rectify legacy imagery back to the 1930's. This will provide research opportunities for many agencies and organizations as well as provide opportunities for change detection and land trend analysis to be completed.
- LiDAR Data Acquisition Project – The new LiDAR data has provided updates to the Engineering and Stormwater departments for research and project support. With the upgrades in technology this data will provide more accurate assessments and project results. This data is used for stormwater project planning and stormwater utility fee calculations and is vital to land valuation and assessment.
- CAD Mapping Update – The GIS support in this project will provide updated data from all municipalities in a timely manner as well as assist EMD with overall map accuracy.

Section 4: Risks, Issues and Challenges

- Continued risks that we face are funding for these projects each year. With the tight budgets these projects may become at risk.
- Issues with education and utilization – We have found that with the Damage Assessment software we have some municipalities that are not willing to spend the time to train or utilize the software. This will make it difficult if an event occurs and we have to stop relief efforts to provide refresher training. We are currently working on a program for continued education and monitoring that can be implemented in the current business processes for each municipality that we are working with.
- Pictometry 360 project – We are finding that the BCSD and BCSO offices need additional training and resources to implement this data into their security procedures. We are planning on meeting with key personnel to research best methods to implement this data into practices and procedures for these offices. We think this data would be invaluable if placed in the hands of the appropriate personnel.

Section 5: Evaluation and Next Steps

- The Damage Assessment Software project is a great example of metro services and cooperation between offices. The Town of Hilton Head GIS staff and Beaufort County GIS staff worked together with the software vendor to provide a cutting edge product to assist in disaster relief efforts. We are continuing to work on educating those municipalities and offices that can use this tool. We look forward to a mock operation in early 2015 to test the data collecting and reporting workflows.
- Web Development and Design – Through working through software updates and new technologies we are currently working on a mobile application that can be used with tablets and phones for citizens of Beaufort County and elsewhere to review Geographic Information at their fingertips. We hope that we can provide an application that citizens can report issues in Beaufort County through mapping and crowd sourcing efforts.
- Pictometry 360 project – We will be planning meetings to assess data usage and opportunities for training in data and software utilization with BCSO and BCSD as well as other departments that could take advantage of using this software. This education effort will pay off with safety and business efficiencies throughout Beaufort County.





MANAGEMENT INFORMATION SYSTEMS

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Management Information Systems
Daniel R. Morgan

19

Section 1: Department Overview

The MIS Department is made up of 19 employees and recommends, manages, and implements cost effective technology solutions which make the County more productive and effective. This includes, but is not limited to hardware, software and technical services. MIS ensures the security and stability of the County Enterprise and Network.

Section 2: Summary of Activities and Progress

- Website Development and Design – The Beaufort County Internet Website continues to evolve with new designs and technologies. In addition, the internal website (Intranet) has been implemented and deployed to all departments within the County.
- Software Application Upgrades – Implementation and deployment of new modules/functionality to assist in the automation of county operations and to support the reduction of printing to paper initiative.
- Virtualization of Physical Servers – Virtualization technology reduces power consumption, reduces space requirements, reduces management complexity, increases availability, and provides better asset utilization.
- Network Core Upgrade – The Beaufort County IT Network Core platform was upgraded to provide additional redundancy and bandwidth.
- Storage Area Network Upgrade – The County Storage Area Network was upgraded to a new multi-site hybrid SAN, utilizing Solid-State Drive technology for speed and efficiency.
- Virtual Desktop Expansion – Beaufort County IT has continued expanding the Virtual Desktop environment to multiple departments. This has helped lower cost and increase the security of the network.
- Firewall Upgrade – The County Firewall was upgraded to a Next-Generation Firewall that added a real-time Intrusion Prevention System, as well as increased network throughput.
- Public Safety CAD Upgrade – Beaufort County IT has assisted the Beaufort County Sheriff's Office in the engineering, configuration, and implementation of the new Spillman CAD & RMS System.

Section 3: Outcomes

- The website Development and Design has led to many other initiatives such as the Beaufort County Intranet page developed in Microsoft Sharepoint. This allows Departments to share common drives and data along with having a launching pad for internal County interaction. It is also the platform, on which many new programs have been developed to automate county activities, such as the Periodic Cash Report (tracks money submitted to Treasurer for deposit), online transmittals to Records Management, and an incident report database for the Sheriff's Office.
- The Software Application upgrades include an integrated Permitting and Cashiering module, a new Parks module, Applicant Tracking and ESS (Employee Self Services), and Munis.
- The continuation of the Server Virtualization projects have provided reduced costs and improved energy efficiency by consolidating hundreds of physical platforms into a small group of redundant servers.
- The Network Core Upgrade has increased bandwidth from 1-Gbps to 10-Gbps speeds. The upgrade has also added high-availability links, increasing the stability of the network.
- The Storage Area Network Upgrade replaced multiple aging platforms with next-generation technology that provided an increase in storage size, speed, performance, availability, location diversity, and space consolidation.
- By expanding the quantity of Virtual Desktops in the County, IT has reduced power consumption and cost, as well as reduced the amount of employee's that were once required to manage the large number of physical computers throughout the Beaufort County facilities.
- The Next-Generation Firewall upgrade has helped automate the prevention of millions of potential cyber-attacks to the Beaufort County network.
- With the engineering expertise of the Beaufort County IT Division, the new Public Safety CAD & RMS System is fast, redundant, and secure.

Section 4: Risks, Issues and Challenges

- The County Intranet site is growing very quickly and we are bringing new Departments online as quick as we are able. The challenge is once we have created a launching point that the Departments take ownership to maintain the site. This is a great portal for exchanging ideas and information as well as providing a gateway for inter-governmental affairs.
- Physical security is a challenge as it requires a large amount of time and resources. As we currently only have one full time employee assigned to this work we need to evaluate how we will support these efforts moving forward.
- Retaining and recruiting skilled employees has been a challenge for the MIS department. We have had employees move to elected official offices as they are being offered more pay which is difficult to compete with.
- While Software Upgrades bring us new functionality, they also have the potential of bringing untested software and errors. We have addressed this by having separate physical servers (test versus production) to ensure everything is fully tested before moving the software to our production environments. The Munis system upgrade occurred this year and we plan to upgrade the Manatron system next year.
- The MIS Department is continually working to keep a secure and reliable network. Physical security and access control are being introduced to the network at a growing pace. This will create a challenge with additional video traffic being added to the network. It is estimated that within the next 5 years that 60% of network traffic will be produced by video applications. This will require key areas of the network bandwidth to be upgraded from 1GB to 10GB.
- The DRC has provided a redundancy and high availability for many key systems. However, the location being only a few miles from the main data center is a risk. We are working to move the DRC functions to the Beaufort Regional Operations Center(BROC) in Hampton County located approximately 45 miles inland from Beaufort.

Section 5: Evaluation and Next Steps

- We are working to construct a strategic plan for physical security of county facilities to assist with the ever growing demand to provide a secure environment for county employees and county citizens.
- Major factors that will slow or derail these projects will be funding and resources. The MIS Department continues to look at other avenues for funding sources such as grants and cost sharing opportunities between other agencies or municipalities. We also are working on employee training and education to retain the knowledgeable resources we have for continued support of County services. We continue to research technology initiatives or improve technology in key areas to reduce reoccurring costs.





TREASURER

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Treasurer's Office
Department Head - Douglas Henderson
Number of Staff = 21

Section 1: Department Overview

The purpose of the Treasurer's Office is to collect current and delinquent taxes, function as a depository for the other Beaufort County Departments, maintain county bank accounts, maximize the investment of funds on hand, manage the disbursement of approved expenditures for general county operations, school districts, and other agencies, and record the aforementioned activity in the general ledger. Our mission is to successfully collect taxes owed with accurate and efficient customer service while maximizing the county's financial resources through effective management of funds and minimization of costs. We operate offices in Beaufort, Bluffton and Hilton Head with a total budget of \$1.984 million.

Section 2: Summary of Activities and Progress

Our operations and accounting areas are paperless, processing and storing everything electronically.

Completed the first blanket IFB for printing services for both our office and the Auditor's office. This will allow us to budget more effectively for print services and ensure we are getting the best price possible for services.

Completed two significant receipt projects. The first was an eReceipting process that provides an electronic receipt to a taxpayer paying any property type online within 24 hours of payment. The second, we worked with SCDMV resulting in SCDMV including a receipt for payment with the taxpayers' decal. Both projects eliminated the need for us to mail a receipt of payment to the taxpayer and are projected to save \$75,275 annually on postage alone (based on current USPS cost for a stamp).

We have fully implemented an interdepartmental cash receipting program, Periodic Cash Report (PCR) program, to efficiently and effectively record and receipt funds from other departments. We worked with Finance and One-Stop (Community Development) to receipt payments through Munis cashiering on their behalf. Once fully functioning, this will eliminate the need for manual journal entries and reduce the number of individuals handling money.

We began using Debt Set Off as a collection method this year; to date we have collected \$12,614 through this program with 201 accounts in the program. We intend to expand the use of this program.

Our collection rate for tax year 2013 is 98.67%.

Improved the tax sale process by creating an electronic bidder registration process that streamlined the bidder process and cut down on wait time the morning of the tax sale.

Section 3: Outcomes

We have worked with a handful of departments with their receipting processes and helped look for ways to use our banking relationship with BB&T to become more efficient, provide additional payment options and/or reduce costs. For example, we worked with the Detention Center and the Sheriff's Office to make payments and funding requests electronic. This reduced the wait time for funding, created electronic back up information and eliminated the need for staff to handle checks. We set up credit card processing for Community Services and the Library and are in the process of helping the Animal Shelter set up donations and fee/fine payments online. We would like and are willing to help other departments identify ways they could be more efficient, take advantage of BB&T's services, reduce the risks of employees handling funds, etc.

Section 4: Risks, Issues and Challenges

State statute requires the use of the US Postal Service to communicate with taxpayers in most instances, the cost of which is increasing significantly every year.

The MIS department does not fully support Aumentum (performing the Auditor's duties for her does not count) nor identify/implement other new technologies to increase the departments' efficiency and effectiveness. There is not enough knowledgeable, full-time Aumentum support staff in the MIS department, similar sized counties have two full-time staff.

The dysfunction in the Auditor's office is a continual detriment to our department. In regards to collections, we are dependent upon the performance of their duties and in many, varying instances our efforts are stymied.

Hiring and retaining qualified employees with the technical knowledge is an ongoing challenge. As our functions become more high-tech there is a greater need for a technically sound employee. It has been difficult to find candidates of this calibre with the salaries currently being offered.

Section 5: Evaluation and Next Steps

We have worked diligently to identify ways we can use electronic communications with taxpayers to save on postage costs where the statutes allow. We are in the preliminary stages of working with our print vendor to see if contracting with FedEx/UPS is a possibility. Currently, FedEx/UPS does not typically do this. There is also the possibility of working with other Counties to get the statutes updated so that electronic communication is an alternative option.

We have focused greatly on developing and training existing staff and new candidates so they can meet the expectations and needs of our department going forward.

We expect the performance of the Auditor's office to improve with the newly elected Auditor. And will communicate deficiencies with Administration and Council when necessary.

We would like to see a formal performance review process take place throughout the county on a semi-annual basis. This would ensure that employees are officially aware of their strengths and weaknesses, provide opportunities for improvement, and set the stage for performance based compensation and pay increases. Cost of living is not a raise and has no impact on employee morale or productivity incentive as it is not in relation to job performance. This could be very useful in identifying exception staff when other opportunities become available and identifying individuals with low performance if cuts are necessary.



RECORDS MANAGEMENT

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Department Name - Records Management
Department Head - Mary Ellen Keough
Number of Staff = 5

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

Records Management is a full service operation fulfilling the needs of 47 departments within Beaufort County Government. We provide the following services: record storage, record retrieval, microfilming, document scanning and indexing into Application Xtender, document destruction, pick up and deliver of both interdepartmental and USPS mail, including metering and delivery of outgoing mail to the USPO, mass-mailing, envelope stuffing and managing our Share point site.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Recycled over 9.5 tons of paper for a financial return of 75% of the fair market value distributed back to Beaufort County by Carastar. Records Management has recycled in excess of 50 tons of paper to date.

Completed all microfilm/scanning and destruction of Sheriff's Office Incident & General Session Reports through 2012.

Completed all microfilm/scanning/indexing and destruction of Voter Registrations Applications from 1960-2013.

Created a full service Share Point site used by county departments assisting them with their Records Management requests and allowing us to provide services in a paperless format.

Outline any emerging outcomes or lessons that could be passed on to other departments.

We found our Share Point site has increased our productivity significantly by cutting down the call volume and providing us with a digital record of our pending and completed tasks. The site offers a great deal of information along with the forms required to request our services.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

We are currently working out the details of partnering with Vocational Rehabilitation to enlist the help of one or more of their clients (who are paid for by the state) to assist us in shredding documents authorized for destruction starting in November 2014. This will allow us to focus on other, higher priority tasks.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Losing one team member due to budget restraints has made a significant impact on our projected goals. Partnering with Vocational Rehabilitation should help us to get back on track. This venture is expected to begin in November 2014.





ENGINEERING



BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Beaufort County Engineering Department
Department Head - Rob McFee

Number of Staff = 4

1 of 5 Achievements

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

Provide effective, efficient, and quality management, engineering, and construction management and oversight of \$250 million 1cent Sales Tax Program.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

The construction of \$250 million in various new road construction or roadway improvements in Beaufort County. These projects included construction of the Bluffton Parkway and the widening of Buckwalter Parkway funded principally by 1 cent Sales Tax and Traffic Impact Fees.

Construction completed on the 14-mile Bluffton Parkway from SC 170 to Buckingham Plantation Drive (Phases 1 thru 5A, Segment 1). The Bluffton/Buckwalter Parkways are 4-lane divided roadways with pathways.

Construction of a new \$49 million Beaufort River Bridge and widening to 4-lanes 5.5 miles of SC 128 (Savannah Hwy) and US 21 (Lady's Island Dr.) at \$14 million funded by 1 cent sales tax.

Construction of Phase 5 Bluffton Parkway \$82 million

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

Communication is essential to the development and successful outcome of construction projects. These projects were planned based on the demonstrated need for public transportation improvements. The implementation of the projects was accomplished within time and financial resources but more effective communication between Engineering & Finance is being pursued.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Project estimates for design-bid-build projects must include engineering, permitting to effectively manage expectations regarding ROW and construction costs. Reduced staffing levels create oversight challenges.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Regular meetings with finance staff have been established. Project delivery methods such as design-build are being implemented on a broader scope to reduce project delivery directions.

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Beaufort County Engineering Department
Department Head - Rob McFee

Number of Staff = 4

2 of 5 Achievements

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

Provide effective, efficient, and quality management, engineering, and construction management of the County Dirt Road Program.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Completion of the current 4-year County dirt road paving program was started in 2009 which when completed will add another 17 miles of paved roads from dirt roads. Since 1994, Beaufort County and the Beaufort County transportation Committee have implemented 5, 4-year County dirt road paving programs which result in the improvements to over 100 miles of County maintained dirt roads. Construction cost per mile was approximately \$400,000.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

The Beaufort County Transportation Committee and Beaufort County Council started a County Dirt Road Paving Program in 1993. Cooperation and communication between the County and Beaufort County transportation Committee was and is a key to the continued success of this program. In addition the establishment of a priority system using objective criteria is a key to the continued success of program.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Funding for the dirt road paving program is from state gas tax funds and County vehicle user fees (Tag Fees). Funding for the program has always been positive but there will be funding issues for the program in the future if support is diverted or the Tag Fees are not adjusted for inflation.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

The Beaufort County transportation Committee has adapted to the new ROW process necessary for roadway improvement going forward and policies and procedures are now in place to address this.

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Beaufort County Engineering Department
Department Head - Rob McFee

Number of Staff = 4

3 of 5 Achievements

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

Provide effective, efficient, and quality management, engineering, and construction management of all capital improvements projects.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

The renovation/construction of 3 new large facilities for Beaufort County

St. Helena Library -23,500 sqft Contract Award \$5.7 million

County Courthouse – 61,797 sqft Contract \$14.1 Million

Coroner's office – 6,300 sqft Contract Award \$953 Thousand

Funded by County CIP funds, impact fees, CDBG grants, USDA Grants/Loans

The Construction of a new Regional County Park

Buckwalter Regional Park, Phase II, 33,000 sqft expansion totals \$6.1 million Funded by County impact fees.

Continued Phase Improvements to Burton Wells Regional Park

Phase 2 construction included pedestrian trails, development of existing pond, dock installation, terraced lawn amphitheatre, amenities and recreation center. Contract totals \$2.4 million. Funded by County CIP funds.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

These projects were planned and approved based on the demonstrated need for public facility improvements. Proper fiscal allocations to include appropriate contingency amounts, open and timely communications with finance team is key to accomplishing this outcome.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

The construction of additional county facilities must be properly co-ordinated with increased staffing requirements.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

None envisioned at this time.

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Beaufort County Engineering Department
Department Head - Rob McFee

Number of Staff = 4

4 of 5 Achievements

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

Provide effective, efficient, and quality management, engineering, and construction management of implementation of US 278 stormwater mitigation ponds.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Construction of the County's Best Management Practices for Stormwater along US 278 meets the high protection standards for the waters of Beaufort County and reduces the amount of stormwater flow into the Okatie River.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

The material excavated from these ponds will be used to construct fields at the Buckwalter recreation Center and this action will save Beaufort County approximately \$300,000.00

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Full implementation costs of stormwater mitigation plans along US 278.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

None envisioned at this time.

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Beaufort County Engineering Department
Department Head - Rob McFee

Number of Staff = 4

5 of 5 Achievements

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

To improve water access by efficient, and quality management, engineering, and coordination of public access boat ramps and associated facilities.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Recent completion of over \$5 million in construction improvements and renovations to County Boat Landings and docks. Improvements at various landings and docks thru out the County which included the installation of courtesy floating docks, access ramp improvements, fishing pier construction, dredging, stabilization, amenities installation, parking improvements. Also integrated fishing accommodations on Spanish Moss Trail trestles over water. Underway are improvements and the re-opening of the Fort Fredrick boat ramp in Port Royal.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

These projects were planned based on the demonstrated need for improved public access for water recreation and the projects were accomplished within time and financial resources, and close coordination and partnership with SCDNR is vital to this successful outcome

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Greater competition for the limited funding for these type improvements will likely be an issue in the future.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

None envisioned at this time.



TRAFFIC & TRANSPORTATION ENGINEERING

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Traffic & Transportation Engineering
Department Head - S. Colin Kinton
Number of Staff = 5

Section 1: Department Overview

Traffic & Transportation Engineering provides for the safe and efficient flow of motorized and non-motorized transportation through the use of signage (regulatory, warning and informational signs), pavement markings, traffic signal system operations and technology to maximize the efficiency and safety of the transportation network. In partnership with the City of Beaufort and SCDOT, Traffic & Transportation Engineering operates and maintains over 80 signals in Beaufort County (excluding Hilton Head Island). Traffic & Transportation Engineering is also responsible for design and location of over 3,000 signs on County roadways and powers over 50 street lights on US 278 and Buckwalter Parkway.

Traffic & Transportation Engineering conducts traffic studies, traffic counts, analyses and provides technical support for roadway projects funded through the Capital Improvement Program, the Road Impact Fee Program and the Long Range Transportation Plan.

Section 2: Summary of Activities and Progress

- New Traffic Signal Construction – Three new traffic signals were installed in Beaufort County (May River Rd at Buck Island Rd, US 278 at New Hampton Parkway and US 278 Westbound Ramp at SC 170).
- Traffic Signal Rebuilds/Upgrades – Eight traffic signals were rebuilt and upgraded with new poles and equipment (US 278 at Buck Island, US 278 at Rose Hill, US 278 at Buckwalter, SC 170 at Cherry Point, SC 170 at Argent Blvd, Boundary at Charles St, Charles St. at Craven and Charles St. at Bay St).
- Traffic Signal Phasing Modifications – Seven traffic signals were modified with new turn signals based on increases/changes in traffic patterns (US 278 at Moss Creek, US 278 at Buck Island, US 278 at Buckwalter, SC 170 at Cherry Point, SC 170 at Argent Blvd, SC 170 at Callawassie, US 21 at Mink Point).
- Signal System Upgrade – The traffic signal system utilized to manage signal timings and coordination of the Department's 80+ signals was upgraded to a new software platform and new network server allowing remote staff access to the system via computer tablets and smart phones.
- Street Name Sign Management – Upgrade and replacement of over 300 street name signs on County and State maintained roadways including 84 street name signs on US 21 between Gardens Corner and St. Helena Island. Design and purchase of street names signs for overhead installation at 12 signalized intersections in FY2015.



Section 3: Outcomes

- New Traffic Signal Construction – These new signals have allowed safe and efficient access for vehicular traffic due to traffic growth from the growing southern region of the County.
- Traffic Signal Rebuilds/Upgrades – Signals upgraded to include mast arms provide for mitigation of damaging storm winds, reduced maintenance costs and improved aesthetics. Upgrades also included new cabinets, controllers, wiring and signal heads.
- Traffic Signal Phasing Modifications – The addition of left-turn arrow signals improve safe turning movements at intersections where turning volumes have increased
- Signal System Upgrade – Updated signal system software and network server provides for improved signal performance and data analysis. Communication speeds along the network have increased and system reporting functions have expanded. System will support future upgrades to advance Traffic Adaptive signal operations and emerging technologies.
- Street Name Sign Management – New signing standards improve driver recognition of intersection names with larger letters and improved night time visibility thru higher retro-reflectivity of sign sheeting material. Provides improved perception of street information that is especially important with an aging driver population.

Section 4: Risks, Issues and Challenges

- Risks that are involved with these projects include funding of sufficient personnel to monitor/inspect signal construction activities along with personnel to undertake upgrades and maintain traffic signals and signs.
- Challenges include prioritizing upgrade/replacement type projects based on limited financial and personnel resources for new installations and rebuilds (capital) along with network and system upgrades to meet the needs of growth while embracing new and proven technologies.
- Continuing education of staff is necessary as new technologies being implemented require not only new field implementation skills but also new (and increasingly more complex) computer and electronic skills.

Section 5: Evaluation and Next Steps

- *The Traffic and Transportation Engineering Department actively monitors and maintains traffic signals, signs and pavement markings. In order to reduce overall project costs, we have partnered with SCDOT and contractors to share in project upgrades through use of County staff for installation of high technology equipment that contractors are unfamiliar with. We have upgraded our design and construction standards to ensure new and upgraded signals meet the latest and most up-to-date standards, which often exceed those of SCDOT.*
- *Five intersections have been converted to new Flashing Yellow Arrow standards for left-turn treatments. This new phasing treatment at signals has received a positive response and we will be looking for funding and opportunities to make these changes elsewhere on the signal system.*
- *The signal system upgrade went smoothly; however, delays in the US 278 widening project resulted in a slower implementation than planned along the US 278 corridor. New traffic counts have been collected in the current fiscal year and we will be working with SCDOT to develop updated signal coordination plans for US 278.*
- *Upgraded signs are being managed with new system software. Developing measurements of effectiveness (MOE's) will be important in future years to statistically monitor maintenance and replacement of highway signing.*





FACILITY MANAGEMENT

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Beaufort County Facility Management
Mark Roseneau, Director
58 Full Time Staff
#1 - Administration

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

MISSION STATEMENT

The Facility Management Department is dedicated to providing attractive, accessible, safe, healthy and well planned government facility to support the mission and goals of Beaufort County. All efforts of the department are service based, and superior service is an essential component and goal of all departmental undertakings resulting in a positive public image.

We, the employees of the Facility Management Department, embrace this responsibility with pride and accept the public's trust for maintaining, protecting, and further developing the properties of Beaufort County and the people we serve.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

- PubWorks service request link. Service request module was added to PubWorks in February 2014. This request link allows departments to enter their work request online and gives them ability to track the request until closed.
- Staff received the following training: Continuing education and seminars on Safety, HVAC, Energy Management and Turf Management.
- Key control: Improved keyway systems to be more secure and provide more accountability. Ensures a secure property, traced keys, and improved operational procedures. Key Management request authorization and approval prior to key disbursement.
- Contract Management/coordination-Mandatory annual inspections of the building life safety systems: Fire alarm systems, fire sprinkler systems, fire extinguishers, back flow devices, contract management and Q&A for the facilities custodial contract, trash container services, port-o-let services, pesticide/rodent and termite protection services.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

PubWorks Service Request Link:

- Enables the end user to track the request until it is closed.

Staff Training:

- Detention Center lock equipment training, Training to become a certified playground safety inspector, Asbestos O&M, NSS Level III Training, Certified Facility Locksmith training, SC Accredited Commercial Energy Manager Course
- Improved staff capability when working with detention grade equipment. Provided a safer work environment when working in older building that utilized potentially hazardous materials. Provided staff with a more comprehensive understanding of energy management and analyzing the benefits.

Key Control:

- Added more secure keyways to eliminate the ability to copy a key. Reduced the amount of key types. Improved accountability with a strict key issuance procedure. Worked with PALS and other departments to improve their key management protocols

Contract Management

- Ensures a safe and clean environment for employees and patrons.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

PubWorks Service Request Link:

- Accurate information is required to be entered.

Staff Training:

- Limited funds for additional training as technology changes and improves.

Key Control:

- Multi- User facility access as access to multiple keys is constrained/controlled.

Contract Management

- Development of an effective Q&A form and software program for the custodial contract site inspections.
- Utilizing spreadsheets to track mandatory inspections schedules for all service contacts.
- Maintain a data base documenting all complaints and discrepancies.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

PubWorks Service Request Link:

- Providing an automated Service Request Response after a repair has been completed

Staff Training:

- Access budgetary needs as technology advances and public health crisis management change.

Key Control:

- Access budgetary needs to replace outdated equipment and advancing technology.

Contract Management

- (Semi-Annual) Evaluations on current vendors
- ITB Development for fire extinguisher inspections, fire sprinkler inspections, backflow inspections and central station services. This proves to be effective in reducing costs for these inspections.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Beaufort County Facility Management
Mark Roseneau, Director
58 Full Time Staff
#2 – Americans with Disabilities Act

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

MISSION STATEMENT

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We, the employees of the Facility Management Department, embrace this responsibility with pride and accept the public's trust for maintaining, protecting, and further developing the properties of Beaufort County and the people we serve.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

- The ADA requires public facilities to accommodate access and services to people with disabilities on an equal basis with the rest of the general public.
- Development of the Facility Management ADA implementation plan. We have completed the review and assessment of our facilities. Approximately five (5) ADA modification and improvement projects totally over \$32,687 have been completed over the last two years.
- Projects-Admin. sidewalks, curb repairs, ADA hand dryers, plumbing fixtures auto flush valves and pool lifts at four locations.
- 504 Compliance requirements/mandates

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

- Significantly improved the accessibility to our four pools and our facilities.
- Other departments should be cognizant of their ADA responsibilities. Most ADA requirements often involve the removal of barriers and obstacles such as planters, and furnishings. Appropriate signage for assistance or services is required as well.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

- The ADA modifications/improvements are prioritized and based on available funding.
- Annual re-evaluations are updated and surveys reviewed and are scheduled as required.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

- The major issue affecting the ability to schedule additional ADA projects is funding. However, should funding become a non-issue, then adequate staffing of project assignments and workloads would need to be addressed.
- Continue to evaluate and maintain parks and recreation activities so that ADA requirements are met.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Beaufort County Facility Management
Mark Roseneau, Director
58 Full Time Staff
#3 – CIP/CMR

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

MISSION STATEMENT

The Facility Management Department is dedicated to providing an attractive, accessible, safe, healthy and well planned government facility to support the mission and goals of Beaufort County. All efforts of the department are service based, and superior service is an essential component and goal of all departmental undertakings resulting in a positive public image.

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Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

- Facility Management responsibilities include programs for capital improvement, capital maintenance and renovations, facility repairs and deferred maintenance programs.
- Recent major projects: Project Management of:
 - Courthouse Renovations and re-skin
 - Detention Center re-skin
 - Coroner's Office
 - St. Helena Library punch list follow through
 - DSN Clearwater punch list follow through
 - DSN Cottage Walk punch list follow through

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

- Utilization of existing space is fully examined prior to comments for planning and funding new construction.
- Funding for operation and maintenance, repairs and renovation should be considered to prevent the accumulation of deferred maintenance backlogs.
- Energy efficiencies and potential rebate opportunities considered

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

- The issue of deferred maintenance complicates a clear delineation of terms and operational applications to achieve our basic goal, extending the life of existing facilities.
- In recent years the major share of CIP/CMR funding was for new facilities with little reinvestment allocated for existing facilities. As a result, we are facing the challenge of an ever increasing debt burden due to our older and aging facility inventory

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Underfunding of major maintenance and CMR eventually results in backlogs of deferred maintenance. To contend with these issues, Facilities Maintenance and Grounds Maintenance have made significant progress by prioritizing and scheduling repairs and maintenance to our inventory based on essential needs only. This attention and focus on essential repairs, scheduled maintenance and preventative maintenance extends the life of our buildings and recreational facilities.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Beaufort County Facility Management
Mark Roseneau, Director
65 Full Time Staff
#4 - Project Management

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

MISSION STATEMENT

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Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Facility Management is responsible for providing project management a wide variety of projects in size and scope. Project management involves the planning, coordination, supervision and budgeting for the construction, renovation and renewal projects from early development to completion.

Most recent CIP Projects

- Roof and HVAC replacement RFQ's for multiple properties
- Coroner's Office
- Courthouse Re-skin Project
- Detention Center Admin Re-skin Project
- Punchlist follow-up from past CIP Projects; DSN Clearwater and St. Helena Library
- Detention Center facade re-skin

Most recent CMR Projects

- Bluffton and Beaufort Pool-energy efficient heat pumps
- Hilton Head Island Library-Meeting Room Renovation
- Leroy Brown Center-Abatement of Asbestos
- Hilton Head Library fire sprinkler improvements
- Booker T. Washington Center-New deep well installed
- Boat Landing solar light installation
- St. Helena Library canopy repairs
- EMS Fire Station Shower replacement
- DSN Clearwater Urinal installation
- DSN Clearwater Monument Sign
- DSN Clearwater Security Door Repairs
- DSN Homes; Multiple upgrades, renovations, and evaluations
- Bond Court Renovations
- Human Services Lobby Renovation
- Myrtle Park Building, Renovations, Changes and Project Evaluations
- Bluffton Library Media Room from porch renovation
- BIV realignment, moves, changes and renovations
- Arthur Horne Building, moves and changes with Magistrate Court and MIS.
- DSN Ivy Lane-minor renovation
- DSN Broad River – close out, prepare facility for sale

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

- Development of, and improvements to the CIP manual
- The value of teamwork essential for a successful project
- Providing a project on time and within the budget.
- Providing skilled, knowledgeable Project Management for all projects large and small

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

- Risk--Failure to meet schedules
- Risk--Exceeding the project budget
- Challenge--Recruiting and maintaining capable employees
- Challenge—Pre-qualifying acceptable contractors/subcontractors

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

- Accurate drawings and specifications, final reviews, and value engineering.
- Open lines of communication with other Project Managers and Facility Managers



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Facility Management
Mark Roseneau, Director
65 Full Time Staff
#5 Energy Management

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

MISSION STATEMENT

The Facility Management Department is dedicated to providing an attractive, accessible, safe, healthy and well planned government facility to support the mission and goals of Beaufort County. All efforts of the department are service based, and superior service is an essential component and goal of all departmental undertakings resulting in a positive public image.

We, the employees of the Facility Management Department, embrace this responsibility with pride and accept the public's trust for maintaining, protecting and further developing the properties of Beaufort County and the people we serve.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

- Developing a self funded program from savings realized to support a Facility Management energy conservation program.
- Working with utility companies reduce consumption and cost.
- Promoting and continuing to improve a comprehensive Energy Management Plan to reduce consumption and wear on equipment; thus reducing costs and downtime.
- Utilizing SCE&G's Energy Wise Program to obtain rebates for energy efficient retro-fits; these rebates included, HVAC equipment, Lighting Controls and New Equipment selections at ~ \$19,000.
- The conversion of Pool Water Heating at three locations to more energy efficient heat pumps with savings of ~ \$30,000 annually. This measure also reduced maintenance and propane tank leasing costs.
- CIP Project review to ensure energy efficient measures are being considered, evaluated and implemented when true savings are viable.
- Utilizing emergent technologies when replacing equipment.
- Tankless and Heat Pump domestic water heaters at Admin, Libraries, and Courthouse Buildings.
- Passive solar water heating at Crystal Lake.
- Detention Center Exterior LED Lighting, with equipment rebates.
- Motion and Occupancy Sensors in restrooms for lighting and ventilation to reduce HVAC and lighting costs.
- Boat Landing lights with Solar Powered low consumption LED lights.
- Building Audits and research for alternative funding sources.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

- Savings realized from reduced energy consumption.
- Extended equipment life and reduced service calls by scheduling equipment.
- A better consumer/citizen experience is realized when equipment can be controlled and scheduled/adjusted.
- Access to equipment use trends and environment history provides information that allows better control and reduced troubleshooting time.
- Equipment scheduling and controls that have reduced waste, vandalism and arson in outlying facilities.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

- Utility Costs will continue to climb. Utility partners do not see this trend changing.
- Instilling a culture change to evaluate total costs versus just the initial purchase price.
- Funding deferred maintenance and replacement equipment on older buildings.
- More education and training dollars for maintenance staff on emerging technologies.
- Continued repairs to the Detention Center and Admin. Bldg. HVAC systems and other equipment that has outlived or exceeded its life expectancy

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

- Continue to utilize new technologies including but not limited to; LED Lighting, Variable Speed Fans, Motors and equipment, Variable rate refrigerants, Heat Pumps and energy management controls, solar lighting and passive solar water heating.
- More wireless control devices on smaller equipment.
- A systematic elimination of security lighting costs by adding our own lighting where possible, using LED technology.





AIRPORTS

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Airports

Department Head - Jon Rembold

Number of Staff = 15 Full Time/ 6 Part Time

Section 1: Department Overview

The Beaufort County Airports provide General Aviation and Commercial Aviation services to residents and visitors. Our goal is to operate the airports safely and efficiently in order to provide top-quality service with a continuous focus on improving the business in order to contribute to economic development. Our facilities operate almost completely self-sufficiently, using our small staff to maintain all facilities and grounds while ensuring safe and airport efficient operations.

Section 2: Summary of Activities and Progress

Hilton Head Airport:

- On-airport tree mitigation project – FAA Grant 30 \$602K
- 13 Projects currently underway – over \$4M in scope
- FAA Relationship has strengthened – 4 workshop meetings since Jan '14: 2 in ATL, 2 in HXD
- BCAB – more active role as advocates; "Friends" group organized and volunteering
- New focus on Public Relations, Community Involvement, Business Development
- Developed a video about the airport – Director used it in many public speaking engagements
- Hosted an "open to the public" Air Day in April
- Received Aviation Week Proclamations from Town of Hilton Head Council and County Council
- Successfully acquiring required properties near airport and acquiring aviation easements
- Partnered with Town Planning Staff on Town of Hilton Head LMO revisions - airport overlay

Lady's Island Airport:

- Airport Layout Plan signed May 2014
- Terminal restrooms renovated – SCAC Grant \$35,000
- Focus on partnerships and business development: BC School District, Civil Air Patrol, TCL
- Runway 07 Obstruction Removal Project in design
- Hosted an "open to the public" Air Day in April

Section 3: Outcomes

- Through interdepartmental cooperation, multiple facility and grounds projects were successfully completed, contributing to successful FAA CFR Part 139 Inspection in August.
- Active engagement and participation with the public and through community/civic/gov't groups has helped spread the airport story and has resulted in volunteer groups seeking opportunities to help airport.
- A business/growth approach has resulted in renewed team enthusiasm and has achieved success.

Section 4: Risks, Issues and Challenges

- Large-scale facility and infrastructure projects are needed at both facilities to modernize and to overcome challenges posed by deferred maintenance, but funding is a continuous challenge.
- Working continuously to overcome years of negative press and public image – making gains in delivering the message of economic vitality and development.
- There is still some opposition to airport improvements, but project successes are quieting that opposition and will serve to fuel support.

Section 5: Evaluation and Next Steps

- The lack of funding is being addressed through business development improvements and through the recent bond sale. FAA funding is subject to federal budget issues, but we'll continue to demonstrate stewardship of grant funds in order to remain competitive for the limited resources.
- Both facilities are limited geographically for physical growth, but we're working with stakeholders to develop innovative solutions that may mitigate some of those limitations.
- We will continue to focus on safe operations, project execution, business development, and public relations to build our businesses.





PUBLIC WORKS

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Beaufort County Public Works Eddie Bellamy, Public Works Director 92 Full-time and 42 Part-time Positions #1 - Improved Road Maintenance and General Projects

Section 1: Department Overview

Mission Statement

Enhance the health, safety, and welfare of the citizens of Beaufort County by the following:

- To enhance the public safety, public health and the efficiency of Beaufort County,
- To maintain and improve the infrastructure of Beaufort County Government to include roads, drainage networks, and boat landings,
- To assist other departments, as needed, to maintain and improve the real property of Beaufort County Government to include facilities, grounds, parks and boat landings,
- To manage the Solid Waste stream within the County and promote cost-effective recycling,
- To manage and support beautification efforts, and

To oversee and coordinate contractors operating central garage and fueling sites to support Beaufort County and other subscriber vehicle fleets.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

1. Over the past two years, we have made continued improvements in the maintenance of our County-maintained dirt roads due to four factors:
 - a. Improvements to the associated drainage systems;
 - b. Continued availability of road quality dirt from Burton Wells Park;
 - c. Paving of over five miles of dirt roads (almost four more miles under contract); and
 - d. Abandoning roads where we are unable to obtain right-of-way.
2. Horizontal construction projects worthy of note completed over the past two years:
 - a. Cleared, cleaned, and organized two County owned parcels on Daufuskie Island and built an access driveway into the newly constructed Pavilion;
 - b. Repaired the failed pond dike and drainage system at the Wadell Mariculture Center;
 - c. Repaired a major erosion problem near the sidewalk circle at Burton Wells Park;
 - d. Under-brushed and bush hogged three large R&CL properties at Pinckney Point, McLeod Farms, and Ihly Farms, enabling two of them to be used as debris management sites;
 - e. Installed traffic signal sensors at several very busy intersections in the County; and
 - f. Solved a major safety and maintenance issue by installing an asphalt apron for the driveway at Marshland Boat Landing.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

1. Oftentimes, seemingly unrelated projects create the opportunity for synergism. In this case, digging a lake for a PALS project provided much needed dirt to improve the maintenance of County dirt roads.
2. Sometimes, the less expensive alternative is good enough or maybe even better. We did not have adequate r-o-w to install proper drainage and pave 12 roads, totalling three miles, in the Fort Fremont area of Land's End, so we rocked them instead. The rocked roads provide a passable surface that requires much less maintenance, fits into the environment much better than paved roads would, and have satisfied the vast majority of the property owners in the area.
3. New people often recognize easy solutions to long standing problems. We assigned a new Superintendent to the Roads & Drainage South Section. When presented with the continuing maintenance issue at the Marshland Boat Landing entrance, he immediately recognized a solution to the maintenance problem that also solved the safety problem of pulling out on Marshland Road from a dirt driveway.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

1. There will always be citizens that feel that they are not getting their tax dollars' worth from the County as long as "their" roads are not paved.
2. We will soon run out of the dirt generated at Burton Wells Park. We must identify additional sources of dirt in order to keep up the dirt road maintenance program.
3. Rocking in lieu of paving appears to be a viable option for many of our dirt roads, particularly those that have low BCTC priorities and will not be paved for quite a while.
4. We run the risk of litigation as long as we continue to maintain or improve roads on which we do not hold clear title. We maintain most of our dirt roads under presumed prescriptive easements that have not been validated by court action.
5. As the inventory of paved roads increases, we will have to improve our capability to maintain and repair them to include repairing large potholes and perhaps routine resurfacing.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

1. Our County-maintained dirt roads are in the best condition that they ever have been.
2. Under current funding levels, it will take more than 20 years to pave all of our dirt roads. We should consider rocking more dirt roads, particularly those that are low on the BCTC priority list for paving.
3. We should continue our efforts to obtain r-o-w's or easements for all county maintained roads. Where we are unable to gain a clear legal right to maintain or improve those roads, they should continue to be dropped from our maintenance inventory.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Beaufort County Public Works
Eddie Bellamy, Public Works Director
92 Full-time and 42 Part-time Positions
#2 – Boat Landings, Piers, and Water Accesses Improvements

Section 1: Department Overview

Mission Statement

Enhance the health, safety, and welfare of the citizens of Beaufort County by the following:

- To enhance the public safety, public health and the efficiency of Beaufort County,
- To maintain and improve the infrastructure of Beaufort County Government to include roads, drainage networks, and boat landings,
- To assist other departments, as needed, to maintain and improve the real property of Beaufort County Government to include facilities, grounds, parks and boat landings,
- To manage the Solid Waste stream within the County and promote cost-effective recycling,
- To manage and support beautification efforts, and

To oversee and coordinate contractors operating central garage and fueling sites to support Beaufort County and other subscriber vehicle fleets.

Section 2: Summary of Activities and Progress

Over the past two years we have continued our inspection program of all piers, landings, and water accesses and our program of maintenance and repairs. We have been able to maintain the facilities in a relatively safe condition with no CIP expenditures.

As a result of routine inspections, engineering evaluations were conducted on the Broad River Fishing Pier and the Daufuskie Island Fixed Pier. RFPs have been issued and responded to and we expect work to correct structural deficiencies to begin soon.

We have identified missing floats under the floating dock at Camp St. Mary's Fishing Pier. We intend to remove, repair, and replace the floating dock within the next few months.

BJW&SA granted Beaufort County an easement for a portion of the Port Royal Railroad Corridor including the Whale Branch trestle. The trestle was a popular fishing location but had serious safety issues. Beaufort County had to either block access or bring the trestle up to minimum safety standards. The Public Works Department converted the old trestle into the new Whale Branch Fishing Pier with a parking lot and improved natural landscaping. All work except safety fence installation was done in house with no CIP expenditures.

Through the Rural and Critical Lands Program, Beaufort County purchased two parcels of land adjacent to the old Fort Frederick Boat Landing with the intention of providing access and parking lost after the events of 9/11/2001 shut off access through the Naval Hospital grounds. The Public Works Department has worked closely with SCDNR to make necessary improvements to both parcels and the SCDNR owned parcel in order to build a new modern boat landing on that site. So far we have cleared an access into the property, bush hogged the grounds, removed dead trees, trimmed healthy trees, and installed support cables on a very old specimen Cedar tree. We expect the boat landing to be built within the next year with no CIP expenditures.

We completed major repairs to the Alljoy and H. E. Trask Boat Landings floating courtesy docks (again) to correct emergent safety problems. We also developed a methodology to remove a recurring build up of sand underneath the floating courtesy dock at the Sands Boat Landing in Port Royal.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

- We have maintained the quality of the boat launch and recovery experience for Beaufort county residents and visitors through continued maintenance.
- We have increased the fishing opportunities for citizens without boats with the opening of the Whale Branch Fishing Pier.
- We have initiated engineering evaluations to prevent catastrophic failures of the Broad River and Daufuskie Island piers.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

- Launching and recovering trailered boats and embarking and debarking from boats at a pier can be hazardous evolutions, particularly for novices. It is even more dangerous for people who are not accustomed to the tides and currents that we experience in Beaufort County. Despite using the best engineering firms to design our facilities and making all safety related repairs in a timely manner, we will continue to be sued by people who are injured at our boat landings, often through their own ignorance and/or neglect.
- We have three courtesy docks (at Whitehall BL on Lady's Island, Buddy & Zoo BL on St. Helena Island, and Alljoy BL in Bluffton) that are over 25 years old and present safety and serious maintenance issues. They need to be replaced with new wider, more stable floating docks of modern design with internal pile guides that allow mooring on both sides of the floats. The estimated costs to replace the floating docks are \$150,000 each for a total of \$450,000. In addition, the floating dock at H. E. Trask BL is not robust enough to withstand the environmental conditions at that site, has suffered damage several times requiring significant repairs, and has external piling guides, restricting mooring to only one side. It should be replaced as well at an estimated cost of \$150,000.
- More than 10,000 registered trailered boats, plus the ubiquitous kayaks, some small sailing craft, vacationers, and day-trippers from outside the County use our boat landings. Despite all of our improvements, we have only about 700 parking spaces to serve them all. And, the parking spaces are not equally divided among the landings. The two most popular landings, White Hall on Lady's Island and Alljoy in Bluffton, have seriously inadequate parking. Many of our most popular landings do not provide adequate parking on the weekends during periods of good weather. The cost to provide adequate parking at all boat landings could easily exceed \$2 million.
- Wimbee Fishing Pier is built on an abandoned railroad trestle that experienced a fire at the head of the pier. It requires an engineering evaluation and repairs as necessary.
- The launch and recovery ramps at the following boat landings do not meet current SCDNR standards for grade and/or length, i.e. they do not extend far enough into the water to allow launching and recovering boats at all tides: Alljoy; Whitehall; Wallace; Wimbee; Eddings Point; and Sugar Hill. The ramps should be replaced; the cost to replace all of them could easily exceed \$1 million.
- The protective dolphins for the Bluffton Pier have exceeded their useful lives, are loose, and require replacement. Estimated cost is \$30,000.

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2002-2012

Beaufort County Public Works Eddie Bellamy, Public Works Director 92 Full-time and 42 Part-time Positions 34 Positions in the Stormwater Infrastructure Section #3 – Improved Drainage Network Maintenance

Section 1: Department Overview

Mission Statement

Enhance the health, safety, and welfare of the citizens of Beaufort County by the following:

- To enhance the public safety, public health and the efficiency of Beaufort County,
- To maintain and improve the infrastructure of Beaufort County Government to include road, drainage networks, and boat landings,
- To assist other departments, as needed, to maintain and improve the real property of Beaufort County Government to include facilities, grounds, parks and boat landings,
- To manage the Solid Waste stream within the County and promote cost-effective recycling,
- To manage and support beautification efforts, and

To oversee and coordinate contractors operating central garage and fueling sites to support Beaufort County and other subscriber vehicle fleets.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

1. We have continued to make progress in the restoration, enhancement, and maintenance of the drainage networks. We have completed over 450 drainage projects to restore, improve and clean out roadside and outfall ditches.
2. We installed an underground perforated drainage system in Basil Green Park that corrected a major drainage problem without sending stormwater to the marsh.
3. With no engineering support, SWI completed a retrofit to the Rice Road detention pond that required the replacement of the overflow structure to maintain the proper level. While there, we took the opportunity to construct a forebay so that the water treatment aspect of the pond was greatly improved.
4. We instituted a flap gate inspection program to ensure that our flap gates are working properly and protecting our tidal influenced outfall ditches from eroding.
5. We have joined the SC PUPS/811 system to reduce damage to underground utilities and reduce damage that other utilities cause to the underground infrastructure.
6. We have made progress in naming and numbering all of our ditches in order to better track restoration and maintenance efforts.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

1. The improvements to the drainage system have led to much improved dirt road performance.
2. We have had no houses flood because of a failure of the County maintained drainage systems.
3. The drainage system inspection program is now proactive and often identifies potential problems before they occur.
4. Our program of establishing well-maintained, easily accessible workshelves during restoration work has resulted in more efficient routine maintenance and inspection of the drainage system.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

- Over 3% of the jobs in Beaufort County are involved in arts, entertainment and recreation. Boat Landings and water accesses have \$33.6 million dollar economic impact to the County. Our investments in boat landings, piers, and water accesses over the past ten years have significantly improved the opportunities for our citizens and visitors to take advantage of the unique Beaufort County environment.
- Through Rural and Critical Program land purchases and the recently acquired easement on the old Port Royal Railroad r-o-w, we have the opportunity to build additional boat landings, fishing piers, and rest room facilities to provide increased access to our waters. Specific recommended projects and estimated costs are:

New boat landing on McCalley's Creek at Ihly Farm	\$900,000
Construct new fishing pier and rest room facilities on Station Creek at Buddy & Zoo Boat Landing	\$350,000
	\$600,000
New boat landing on Pocotaligo River at Binden Plantation	\$900,000
New boat landing on Okatie River at Camp St. Mary's	
Provide pedestrian access to the banks of Huspah Creek at the end of Old Rail Bed Road	\$20,000

- We will continue our program to formally inspect all piers, landings and water accesses every six months.
- The major issues affecting providing additional parking at existing boat landing are the availability of land and adequate funding.
- The major issue affecting further capital improvements in this area is funding. We have submitted most of the recommended improvements for inclusion in the CIP. There are grant opportunities available through SCDNR and the Federal Government. We intend to pursue those.



Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

1. SWI's first priority under the EOS is restoring and maintaining the drainage from County-owned property, including County maintained roads. An issue is the drainage from other public property, including SCDOT maintained roads and School District properties and the cost to assume the additional responsibilities.
2. An important EOS issue for many of our citizens is drainage from private property. Many think that, because they pay stormwater fees, the County should ensure that their private property drains properly.
3. Our biggest challenge is obtaining easements to restore and maintain existing drainage systems, many of which were constructed long ago by Beaufort County Public Works. Some citizens seem to think that they are "giving" the County something for free that does not benefit them.
4. A major challenge is to characterize the component parts of the drainage system and quantify the costs involved in assuming the responsibility for additional parts of the system so that the policy makers can make an informed decision.
5. The last challenge is the inclusion of additional water quality improvements into restoration projects and determining the right mix of water quality and water quantity restoration efforts.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

1. SWI has made significant improvements, but the majority of the existing drainage system in the County still is receiving inadequate maintenance.
2. Next steps:
 - a. Continue to analyze and evaluate our drainage systems and look for water quality restoration opportunities
 - b. Classify the drainage system into categories by ownership of properties drained
 - c. Estimate costs to restore and assume the maintenance of different categories
 - d. Recommend priorities to our elected officials





PUBLIC WORKS ADMINISTRATION

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2002-2012

Beaufort County Public Works
Eddie Bellamy, Public Works Director
92 Full-time and 42 Part-time Positions

5 - Administration/Management

Section 1: Department Overview

Mission Statement

Enhance the health, safety, and welfare of the citizens of Beaufort County by the following:

- To enhance the public safety, public health and the efficiency of Beaufort County,
- To maintain and improve the infrastructure of Beaufort County Government to include roads, drainage networks, and boat landings,
- To assist other departments, as needed, to maintain and improve the real property of Beaufort County Government to include facilities, grounds, parks and boat landings,
- To manage the Solid Waste stream within the County and promote cost-effective recycling,
- To manage and support beautification efforts, and
- To oversee and coordinate contractors operating central garage and fueling sites to support Beaufort County and other subscriber vehicle fleets.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

1. We have continued to use PubWorks to enhance our information gathering and reporting. PubWorks is a management information system that combines job cost accounting and asset management to measure worker productivity, asset maintenance costs, and historical maintenance and financial records.
2. We received an emergency request for assistance under the state-wide Mutual Aid Agreement from Allendale County as a result of the February 2014 ice storm. Within 3½ hours Public Works had three teams (13 people) with heavy equipment and chainsaws on site in Allendale. We sent an additional team up the next day. At the end of three days, we had completed all the assistance requested. We used this evolution to make changes to the information gathered through PubWorks.
3. We have continued to carry out the mission of the Public Works Department with no replacement of aging heavy equipment or vehicles

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

PubWorks:

1. Provides the ability to maintain historical records of maintenance and repair activities for roads and other Public Works responsibilities allowing for quicker and more accurate responses to citizen and County officials questions and concerns.
2. Enables us to track maintenance and repair costs by project or by asset, i.e. by individual road or boat landing, or by organization.
3. Enabled us to establish a recurring six (6) month inspection cycle for all water accesses.
4. Provides improved reporting capabilities.
5. Because the software is sold as an enterprise site license there are no limits on the number of clients or PC's on which the software can be installed. This software can be made available to any County Department with a need for this type of record keeping.
6. We needed to update the equipment costing information to comply with FEMA guidelines for reimbursement after an emergency.

Mutual Aid Assistance:

1. The response of PW employees was superb as was our response time.
2. We had several lessons learned that could prove invaluable should we ever have to respond to a weather emergency in the future.

Fleet Replacement (or lack thereof):

1. Reliability is going down and maintenance costs are going up as the fleet ages.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

PubWorks:

1. Software training and implementation requires 6 to 12 months for staff to gain a working knowledge of how to use the system properly.
2. The major risk is having too much confidence in the accuracy of data that is available in the early life of the system. Before major decisions should be made based solely on PubWorks data, we need to have 3-4 years of data that includes a complete weather cycle. (The U.S. Navy instituted the Maintenance and Material Management (3-M) System in the early 1970s. Nearly 20 years passed before any significant useable information was made available to individual ships and squadrons.)
3. Accurate information requires that data be entered daily by computer competent personnel to accurately represent the tasks performed and associated costs.

Fleet Replacement (or lack thereof):

1. The reliability of our equipment and vehicle fleet is now at the point that it may easily adversely affect our ability to respond to major weather emergency. We are already at the point where we have a great deal of difficulty keeping our roadsides bush hogged properly and are often limited in our ability to haul dirt and debris in support of horizontal construction projects.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Fleet Replacement (or lack thereof):

1. We need to find a way to fund the routine replacement of specialized capital equipment and vehicles at the end of their useful lives.





SOLID WASTE & RECYCLING

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Beaufort County Public Works
Eddie Bellamy, Public Works Director
92 Full-time and 42 Part-time Positions
James S. Minor, Jr. - Solid Waste Manager
15 Full-Time Staff & 42 Part Time Convenience Center Attendants
#4 – Solid Waste & Recycling Operations

Section 1: Department Overview

Departmental Mission Statement:

Enhance the health, safety, and welfare of the citizens of Beaufort County by the following:

- To enhance the public safety, public health and the efficiency of Beaufort County,
- To maintain and improve the infrastructure of Beaufort County Government to include road, drainage networks, and boat landings,
- To assist other departments, as needed, to maintain and improve the real property of Beaufort County Government to include facilities, grounds, parks and boat landings,
- To manage the Solid Waste stream within the County and promote cost-effective recycling,
- To manage and support beautification efforts, and
- To oversee and coordinate contractors operating central garage and fueling sites to support Beaufort County and other subscriber vehicle fleets.

Specifically, the Solid Waste and Recycling Section:

Provides solid waste and recycling services to the citizens of Beaufort County through the operation of twelve Solid Waste and Recycling Convenience Centers; Provide 580 hours of service directly to an average of 135,000 citizens each month. Additional services are provided through collection events for Household Hazardous Waste (HHW) and Electronics, Recycling education & community Coordination, Keep Beaufort County Beautiful, Environmental Crime Unit Officers, contract administration, and special programs for tires, waste oil, batteries and scrap metal.

Section 2: Summary of Activities and Progress

1. Completed first step toward the future for Beaufort County Solid Waste Management by purchasing property for a potential recycling transfer facility.
2. Implemented reduction in operating hours of County Convenience Centers.
3. Implemented 3-2-1 collection of waste simplifying waste disposal.
4. Refined and improved programs to collect HHW, expanded document shredding, rebid contract for the recycling of Electronics and fully implemented the County Office Recycling Program.
5. Awarded \$65,000 in grants for electronics recycling and to improve waste oil collection facilities.

Section 3: Outcomes

Generated revenue from sale of recyclables \$200,000; Reduced Convenience Center hours of service saving money and providing needed down time for maintenance of equipment and facilities; Simplified disposal for citizens through the 3-2-1 initiative resulted in lower disposal and hauling cost; Increased residential recycling from 8,800 tons to 9400 tons; Removed over 100 tons of HHW from the environment; Shredded and recycled 40-50 tons of documents; recycled 150 tons of electronics; expanded the office recycling program to all County offices recycling 12 tons of material from County offices; Monthly recycle 1,200-2,000 waste tires through our permitted waste tire collection facility; Coordinated cleanup of illegally dumped tire piles throughout the County, the largest in FY2014 consisting of approx. 3,000 tires from the marsh; Environmental Crime Unit Officers issue an average of 500 citations and 2,500 warnings annually to enforce the law and educate citizens on transport of materials, littering, and illegal dumping. The section garnered over \$65,000 in grants from SCDHEC, providing funds to purchase/install new equipment and improve services

Section 4: Risks, Issues and Challenges

Hickory Hill landfill life expectancy of 8-13 years could lead to much higher costs to transport and dispose of waste in the future; Population and expansion may eventually outpace Convenience Center capacity; Failing to capitalize on the opportunity to divert more waste through recycling by implementing curb side collection results in lower recycling diversion rates; Hastens the use of landfill capacity/life; Safety risk increases at Convenience Centers as traffic increases.

Section 5: Evaluation and Next Steps

1. Build a Recycling Transfer Facility in Beaufort County.
2. Stop paying for waste disposal except for waste generated at Convenience Centers.
3. Scale down Convenience Center operations incrementally.
4. Implement curb side collection of solid waste and recycling in most urbanized areas of the County and consolidate/close Convenience Centers no longer needed as curb side service expands.
5. Design and implement a Solid Waste and Recycling Education and Outreach Program.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014
Public Works- Solid Waste & Recycling Section
James S. Minor, Jr. – Solid Waste Manager
15 Full-time Staff & 42 Part-time Center Attendants

Section 1: Department Overview

Provide solid waste and recycling services to the citizens of Beaufort County through the operation of twelve Solid Waste and Recycling Convenience Centers ; providing 580 hours of service directly to an average of 135,000 citizens each month. Additional services are provided through collection events for Household Hazardous Waste (HHW) and Electronics; Recycling education & community Coordination; Keep Beaufort County Beautiful; Environmental Crime Unit Officers; contract administration; and special programs for tires, waste oil, batteries and scrap metal.

Section 2: Summary of Activities and Progress

- 1. Completed first step toward the future for Beaufort County Solid Waste Management by purchasing property for a potential recycling transfer facility.*
- 2. Implemented reduction in operating hours of County Convenience Centers.*
- 3. Implemented 3-2-1 collection of waste simplifying waste disposal.*
- 4. Refined and improved programs to collect HHW , expanded document shredding, rebid contract for the recycling of Electronics and fully implemented the County Office Recycling Program;*
- 5. Awarded \$65,000 in grants for electronics recycling and to improve waste oil collection facilities.*

Section 3: Outcomes

Generated revenue from sale of recyclables \$200,000; Reduced convenience center hours of service saving money and providing needed down time for maintenance of equipment and facilities; Simplified disposal for citizens through the 3-2-1 initiative resulted in lower disposal and hauling cost ; Increased residential recycling from 8,800 tons to 9400 tons; Removed over 100 tons of HHW from the environment; Shredded and recycled 40-50 tons of documents; recycled 150 tons of electronics; expanded the office recycling program to all County offices recycling 12 tons of material from County offices; Monthly recycle 1,200-2,000 waste tires through our permitted waste tire collection facility; Coordinated cleanup of illegally dumped tire piles throughout the County, the largest in FY2014 consisting of approx. 3,000 tires from the marsh; Environmental Crime Unit Officers issue an average of 500 citations and 2,500 warnings annually to enforce the law and educate citizens on transport of materials, littering and illegal dumping. The section garnered over \$65,000 in grants from SCDHEC, providing funds to purchase/install new equipment and improve services;

Section 4: Risks, Issues and Challenges

Hickory Hill landfill life expectancy 8-13 years could lead to much higher cost to transport and dispose of waste in the future; Population and expansion may eventually outpace Convenience Center capacity; Failing to capitalize on the opportunity to divert more waste through recycling by implementing curb side collection results in lower recycling diversion rates; hastens the use of landfill capacity/life ; safety risk increases at convenience centers as traffic increases.

Section 5: Evaluation and Next Steps

- 1. Build a Recycling Transfer Facility in Beaufort County.*
- 2. Stop paying for waste disposal except for waste generated at Convenience Centers*
- 3. Scale down convenience center operations incrementally*
- 4. Implement curb side collection of solid waste and recycling in most urbanized areas of the County and consolidate / close centers no longer needed as curb side service expands.*
- 5. Design and implement a Solid Waste and Recycling Education and Outreach Program*





STORMWATER UTILITY

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Stormwater Utility Management
Eric W. Larson, Stormwater Manager
3 management positions, 2 regulatory staff, and
30 crew in Stormwater Infrastructure Operations

Achievement #1 – Okatie East wetland restoration and Stormwater retrofit

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Stormwater Utility is made of three distinct areas: Management, Regulatory, and Operations. Management staff guide the utility is the Vision and Mission statements along with the oversight of the Utility fee billing and collection. Regulatory staff oversee capital projects and are evolving into the role of MS4 compliance. The Infrastructure operations crew oversee maintenance and construction of small to medium sized capital reconstruction projects. The Department is funded solely by the Stormwater Utility Enterprise Fund.

Vision Statement

Efficient Utility Addressing the Stormwater Needs of the County, while Protecting its Water Resources.

Mission Statement

Dedicated to the management, construction, maintenance, protections, control, regulation, use, and enhancement of stormwater systems and programs in Beaufort County in concert with other water resource management programs.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Achievement #1 – Okatie East wetland restoration and Stormwater retrofit

This project, located off of the Hampton Lakes Parkway adjacent to the Island West Development near Bluffton, is the first of many water quality improvements and wetland restoration projects the County and its municipal partners plan to complete to combat pollution in our rivers and restore the estuaries to their intended use. The project involved replacement of a failed culvert pipe and restoration of a roadway embankment that historically served to restrict flow of stormwater runoff into the Okatie River. Upstream of this culvert there exists a natural wetland area that had been inadvertently drained by the culvert failure. Restoration of the pipe, embankment, and wetland creates an opportunity to treat stormwater quality and volume via the wetland system.

Construction was completed in the spring of 2014 with a total cost in design of \$ \$46,736 with construction costs of \$102,342. The project was funded from the Stormwater Utility Fund.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

From the onset of completion of the project, the Stormwater Infrastructure crew has been dealing with excessive stormwater flows bypassing the new culvert and overflowing the embankment spillway. In discussions with the design engineer, actual runoff volumes are greater than predicted by the design model. The lesson learned is that inadequate planning can lead to undesirable results. For this project, we think a more in-depth study of existing conditions was needed prior to completing the design.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

This is the first large scale stormwater retrofit capital project constructed by the Stormwater Infrastructure crew. Expertise in the crew is needed to be developed and matured. While the results of the project are acceptable, the time commitment to construct a project of this size is significant and will delay much needed ongoing maintenance and operations work performed daily by the crew. Consideration of staff and equipment expansion is needed if we are to continue to provide this level of activity in-house.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

The next step in this project is to verify that we are getting the stormwater runoff volume reduction and pollutant removal that was envisioned. The design engineer has begun a second phase of the project to collect flow data and to collect water samples to compare volume and pollutant concentrations to the design model. The value of this next phase is \$9,750.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Stormwater Utility Management
Eric W. Larson, Stormwater Manager
3 management positions, 2 regulatory staff, and
30 crew in Stormwater Infrastructure Operations

Achievement #2 – Administration Building Campus Stormwater retrofit

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Stormwater Utility is made of three distinct areas: Management, Regulatory, and Operations. Management staff guide the utility is the Vision and Mission statements along with the oversight of the Utility fee billing and collection. Regulatory staff oversee capital projects and are evolving into the role of MS4 compliance. The Infrastructure operations crew oversee maintenance and construction of small to medium sized capital reconstruction projects. The Department is funded solely by the Stormwater Utility Enterprise Fund.

Vision Statement

Efficient Utility Addressing the Stormwater Needs of the County, while Protecting its Water Resources.

Mission Statement

Dedicated to the management, construction, maintenance, protections, control, regulation, use, and enhancement of stormwater systems and programs in Beaufort County in concert with other water resource management programs.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Achievement #2 – Administration Building Campus Stormwater retrofit

This project is the second large scale stormwater retrofit to go into the construction phase. Located on the main County Administration campus off of Ribaut Road in the City of Beaufort, the site is a highly visible location that receives foot traffic from citizens all over the county. The goal of the project is to demonstrate numerous Low Impact Development, or Green Infrastructure, practices that are designed to reduce stormwater runoff and provide pollutant removal from stormwater. A portion of the parking lot will be replaced with porous clay pavers and rain gardens, both providing opportunities for infiltration and filtering of stormwater before being discharged into the Battery Creek. The project also involved routine stormwater pond maintenance.

Construction will begin in November 2014 and continue for approximately 120 days. Total cost in design is \$32,800 with construction costs are \$299,653. The pond maintenance was provided by the Infrastructure crew at a cost of \$64,863 and was completed in September 2014. The project was funded from the Stormwater Utility Fund.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

This project spent a significant amount of time in design and bidding. Having the goal of being a demonstration site for multiple low impact development best management practices for stormwater, the site was designed using multiple materials, such as porous asphalt, pervious concrete, and porous pavers, in small areas. Due to these complexities, the development community was hesitant to bid on the project. Scaling back the project in scope and easing the constructability of the project was needed to gain interest from bidders.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Another project issue was coordination of the schedule. The parking lot is fully utilized by staff, county vehicle parking, and the public conducting business at the Administration Building and the County Courthouse. At times, county vehicles and staff are asked to park offsite to make room for jury pool parking, etc. Feedback from bidders was that the complexity of the phasing of the project would extend the project time and cost. Scaling back the project has made the project more realistic.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

The maintenance of the stormwater ponds will continue to be a challenge. The aesthetics of a properly functioning pond may not be desirable to the average visiting citizen or staff working on the campus. Stabilization of the pond bank with mature vegetation, creating a buffer, is needed but can distract the view of the water and will attract certain wildlife. A mowed edge can attract undesirable water fowl, increase pollutant loading, and erode the banks due to lack of structure. In addition, some algal growth can be expected yet it may appear to be unhealthy to the untrained eye. To combat these issues, a combination of education and minimal chemical treatment may be needed.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Stormwater Utility Management
Eric W. Larson, Stormwater Manager
3 management positions, 2 regulatory staff, and
30 crew in Stormwater Infrastructure Operations

Achievement #3 – MS4 Stormwater Permit Program Development

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Stormwater Utility is made of three distinct areas: Management, Regulatory, and Operations. Management staff guide the utility is the Vision and Mission statements along with the oversight of the Utility fee billing and collection. Regulatory staff oversee capital projects and are evolving into the role of MS4 compliance. The Infrastructure operations crew oversee maintenance and construction of small to medium sized capital reconstruction projects. The Department is funded solely by the Stormwater Utility Enterprise Fund.

Vision Statement

Efficient Utility Addressing the Stormwater Needs of the County, while Protecting its Water Resources.

Mission Statement

Dedicated to the management, construction, maintenance, protections, control, regulation, use, and enhancement of stormwater systems and programs in Beaufort County in concert with other water resource management programs.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Achievement #3 – MS4 Stormwater Permit Program Development

During 2013 and continuing into 2014 and beyond, the County will be implementing the Municipal Separate Stormsewer System (MS4) program. The program is mandated by the US EPA and consists of 6 minimum control measures:

- 1) Public Education and Outreach
- 2) Public Involvement and Participation
- 3) Illicit Discharge Detection and Elimination
- 4) Construction Runoff Program
- 5) Post Construction Best Management Practices
- 6) Pollution Prevention in Municipal Operations

Development and implementation of the program is funded by the Stormwater Utility Enterprise Fund. Direct spending in fiscal year 2015 is estimated at \$50,000 with an additional \$90,000 to \$100,000 to be allocated in additional staff and equipment. Spending in future years will be comparable and will likely increase over time.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

Population and Development growth can lead to unforeseen consequences. With the announcement that areas of Beaufort County were designated as an Urban Area by the 2010 U.S. Census, the requirements of the US EPA Clean Water Act must now be implemented in Beaufort County. Most notably, a Municipal Separate Stormsewer System (MS4) permit will be issued by DHEC to the County in the upcoming months. This will result in increased local regulatory authority and acquiring the resources needed to comply with the MS4 permit.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

This program is implemented via a permit issued by DHEC. Work must begin now to reach program compliance deadlines set forth in the approved permit. Deadlines are as early as 12 months away and will involve extensive work to create work plans and update county regulations. Educating the elected officials is as critical as public education to prevent roadblocks in approvals which could result in fines for violation of the permit.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

The initial MS4 permit is 5 years in duration. At the end of the permit cycle, full compliance with all the program elements is expected. However, that is just the beginning. The permit will be re-issued in 5 year increments. Each permit cycle will likely increase requirements and evolve as the science of water quality continues to grow our understanding of urban stormwater runoff pollution.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Stormwater Utility Management
Eric W. Larson, Stormwater Manager
3 management positions, 2 regulatory staff, and
30 crew in Stormwater Infrastructure Operations

Achievement #4 – Battery Creek (Burton Hill M2) Stormwater pond retrofit

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Stormwater Utility is made of three distinct areas: Management, Regulatory, and Operations. Management staff guide the utility is the Vision and Mission statements along with the oversight of the Utility fee billing and collection. Regulatory staff oversee capital projects and are evolving into the role of MS4 compliance. The Infrastructure operations crew oversee maintenance and construction of small to medium sized capital reconstruction projects. The Department is funded solely by the Stormwater Utility Enterprise Fund.

Vision Statement

Efficient Utility Addressing the Stormwater Needs of the County, while Protecting its Water Resources.

Mission Statement

Dedicated to the management, construction, maintenance, protections, control, regulation, use, and enhancement of stormwater systems and programs in Beaufort County in concert with other water resource management programs.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Achievement #4 – Battery Creek (Burton Hill M2) Stormwater pond retrofit

The Burton Hill M2 watershed discharges stormwater runoff into the Battery Creek at Old Jericho Road near the intersection of Robert Smalls Parkway and Parris Island Gateway. Urban runoff pollution has been long cited as a cause for impairments to water bodies such as those found in Battery Creek. The project will address a pollution problem resulting from development within this watershed. During the course of the project, public education and involvement will provide opportunities for educating on the proper construction and maintenance of stormwater retention facilities.

Construction will begin in the spring of 2015. The project is jointly funded by the County and the City of Beaufort with 60% of the funding coming from a US EPA Clean Water Act Section 319 grant. The County share of the total cost for design and construction is \$132,609 coming from the Stormwater Utility Fund.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

This project is an example of partnering with other governmental bodies for the successful achievement of a goal. The City of Beaufort is the lead agency for a grant application to fund the design and construction of the project. The partnering was prompted by a growing water quality impairment on the Battery Creek which was contributed to by stormwater runoff from both the City and County jurisdictions.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

One aspect of the project involves the retrofitting of a privately owned oxidation pond into a stormwater wet detention pond. Negotiating an easement for the site has involved developing a design that meets the project goals as well as meeting the expectations of the property owner. The challenge for this project has, and continues to be, keeping expectations realistic and within the project grant scope and budget.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Projects funded by grants can create additional paperwork and time constraints. Delays in the project, such as collecting field survey data, can push the project deadline and result in additional submittals and approvals from the funding agency. For this project, communicating those delays in a timely manner to DHEC and adjusting the schedule to reduce the impact were keys to moving the project forward.



BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Stormwater Utility Management
Eric W. Larson, Stormwater Manager
3 management positions, 2 regulatory staff, and
30 crew in Stormwater Infrastructure Operations

Achievement #5 – Establishing the USCB Water Quality Lab

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

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Vision Statement

Efficient Utility Addressing the Stormwater Needs of the County, while Protecting its Water Resources.

Mission Statement

Dedicated to the management, construction, maintenance, protections, control, regulation, use, and enhancement of stormwater systems and programs in Beaufort County in concert with other water resource management programs.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

Achievement #5 – Establishing the USCB Water Quality Lab

This task involved the joint effort with the University of South Carolina, Beaufort to create a Water Quality Laboratory on their Bluffton Campus. Establishing a local lab provides the community multiple benefits, including quicker response to sampling and testing needs, improved focus on client service, and keeping utility revenues local via employment of local staff and utilizing local resources.

The Stormwater Utility funded the initial set up of the lab in the amount of \$250,000. The County has currently budget an additional \$90,000 annually for services to be provided by the lab.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

Water quality is an important aspect to the community's environment and economy. With the implementation of the Municipal Separate Stormsewer System (MS4) permit, the County's efforts in water quality sampling and testing will evolve and grow. The key to success is investing in the community to provide the services needed using local facilities and staff and spending the Stormwater Utility funding in the community to continue to invest in the local economy.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

Setting up a laboratory that is capable of meeting our stormwater testing needs involved numerous approvals and certifications from DHEC. The lab had to be set up with new equipment, new staff had to be hired, and the two had to be combined to produce quality data to be submitted for regulatory compliance. The process is ongoing and expected to continue into the spring of 2015. Once complete, the lab will be able to fulfill all of our program needs and we will no longer be dependent on costly out of town private consultant labs.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

The Town of Port Royal and the City of Beaufort, through a cost share and partnering agreement with the County, and the Town of Bluffton are utilizing the lab to the maximum extent practicable. The lab's services can be expanded to the Town of Hilton Head Island, the military, and potentially private industry. Growing the lab's capacity through experience and additional resources is the next phase of this project.





DISASTER RECOVERY

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

- ▶ **Disaster Recovery 2005-Present** – developed and manage Disaster Recovery Program.
- ▶ **Special Projects 2002-Present** – have been assigned a variety of projects by the County Administrator since 2002.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

- ▶ **Disaster Recovery**-annual updating of the **Recovery Program and Recovery Plan**. (Plan and Ordinance). **Achievements:** (1). **Recovery Coordinator was chosen in 2013 to write the "Recovery" chapter in a national publication sponsored by the Water Environment Federation.** (2). Completed **Draft Disaster Recovery Operations Policy Plan** for the Disaster Recovery Program and Plan. (3). **Continued success with Departmental Recovery Plans** – for the last 5 years 100% participation and cooperation. (4). **Continued success and expansion of 26 Recovery Function Teams and interaction with 48 County Departments to continue planning/implementation of Dept. Plans.** (5.) **Secured preliminary funding notice to fund revision of County/Municipal Mitigation Plan.**
- ▶ **Special Projects- Achievements:** (1). 2013 Completed **Water Quality Office Business Plan** for the expenditure of the County Council appropriation for equipping the USCB/Beaufort County Water Quality Lab. Closed out expenditures October 2014. (2.) **Support to Engineering Staff in project evaluation, permitting and grant support.** (3). **Lady's Island Fire Station** lease evaluation and contact with those involved. (4). **Perryclear Bridge Repair** project permitting and other preliminary activities (meetings with MCAS personnel)

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

1. **Continuous Improvement in Recovery Function operations** – based upon training and interaction with other Recovery Functions in these areas:

Recovery Training:

Governor's Regional Emergency Management Table Top Training
(Currently Planning December Recovery Training)

Hurricane Training (EMD and RF groups).

Disaster Impact Data collection-MIS developed new software (field training and tabletop training)

Debris Management Training (response and recovery)

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

1. The Recovery Ordinance requires **annual evaluation of policies and Recovery Function operations and policies, this feature is paying significant dividends.**
2. **Emerging issues of interest:** (1). Maintaining RF policy and activity changes related to recent and current National Recovery Policy changes, specifically the Sandy Recovery Improvement Act.
3. **Maintaining and expanding our MOU/MOA relationships** with County municipalities and State agencies (SCDOT and SCEMD).
4. Expansion of **cooperative regional relationships** and agreements.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

Unexpected Achievements:

1. The County has developed **relationships with other cities and counties** who have asked Beaufort County for Recovery planning/preparation assistance.
2. Close cooperation with **SCEMD**.
3. Recovery relationships have lead to relationships in other areas of activity of benefit to the County.



PLANNING & ZONING

BEAUFORT COUNTY GOVERNMENT

Department "Top 5" Achievement Report 2013-2014

Department Name: Planning & Zoning
Department Head: Anthony Criscitiello
Number of Staff: 6 Planning and 3 Zoning

Section 1: Department Overview

Please provide a short overview (1-2 paragraphs) of programs and services.

The Planning & Zoning Department performs a mixed staff and line function within the Administration of the County Government. This means that the Department serves as the staff to the Planning Commission, Zoning Board of Appeals, two Corridor Review Boards—Northern and Southern, Historic Preservation Review Board, Rural & Critical Lands Preservation Board, Southern Corridor Beautification Board, Northern & Southern Regional Plan Implementation Committees, and the Natural Resources Committee of County Council. The Department also serves as a direct line agency providing services to the citizens of Beaufort County in the use and development of land in private ownership.

The Department additionally serves in a vital role as the primary research and development arm of the County Administration. This is exemplified in the new initiatives that the Department promulgates to expand or implement services or to enhance opportunities. The key ingredient in all of this is imagination and behaving in an entrepreneurial fashion by exploring in the realm of the possible. The examples of this are seen in the stimulation and promotion of "friends groups" for our passive parks, the development of public/private partnerships to promote economic development, the encouragement of use-based activities that generate their own revenue streams to offset operations and maintenance costs in our county passive parks.

Section 2: Summary of Activities and Progress

Describe awards and/or achievements, including project name and location, funding source, end cost, and reinvestment back into the community.

- The Community Development Code.** The Department has spent approximately three years bringing into existence a countywide hybrid form-based code. This ordinance may be one of the few like it in existence in the United States. The County, the City of Beaufort, and the Town of Port Royal jointly collaborated in the design of a common framework for a zoning code that is similar to each other; thereby, giving to the citizens a regulatory structure that is more understandable and consistent. The County's cost for doing this work was \$300,000.00. The two municipalities spent approximately \$100,000.00 each. The investment will lead to more and better controlled growth resulting from a common zoning approach in the county.
- Passive Parks.** The Department assumed direct responsibility to bring passive parks on-line to allow the enjoyment of these wonderful assets by the public. The Department is solving the challenge of maintenance and operations of passive parks by forging alliances with entities that bring to the table unique capabilities to breathe life into our Passive Park. For example, the Friends of Fort Fremont are providing displays to be exhibited in an interpretive center at no cost to the County. The Crystal Lake Passive Park will have located within the Butler Building the offices of the Beaufort County Open Land Trust, as well as the Soil Conservation Service and the Friends of Crystal Lake, including the Master Gardeners and Master Naturalists. The rents collected will help offset the utilities and the cost of maintenance of the park.
- Joint Land Use Study (JLUS) / Air Installation Compatibility Use Zone (AICUZ).** With the gradual arrival of the new F-35B Joint Strike Fighter Aircraft, the Department is heavily involved in the interpretation and analysis of the land use impacts projected in the JLUS Study. This will affect the AICUZ Overlay District; thus impacting property values, and economic development in Northern Beaufort County. The County Council will have to adopt a new AICUZ in early 2015

with all the attended implications associated with it. The funding of the JLUS was provided by a grant from the Dept of Defense Office Economic Adjustment in the amount of \$217,240.00.

4. **Spanish Moss Trail.** The Planning Department servers as the liaison with the Friends of the Spanish Moss Trial to incrementally build the 13 mile trail from Port Royal to the Whale Branch River. The strategy is paying off with a grant from the Federal Highway Administration in the amount of \$1,043,520.00 matched by County Council in the amount of \$260,880.00 from 3% accommodations tax funding. The funding will allow Beaufort County to build a 2.1 mile segment from Depot Road to Parris Island Gateway (US Highway 21). The status of the project is in a bidding and procurement phase in the Engineering and Purchasing Department.

5. **Charrette for the Innovation District.** The Department is engaged in a collaborative design and planning workshop with stakeholders to transform a strategically important area in southern Beaufort County within a ¼ mile walking radius of Anolyn Court and Buckingham Plantation Drive. The new Community Development Code is the regulatory framework for this effort. The expectation is that a public/private partnership will emerge with public investments in infrastructure serving as the catalyst to inspire a reinvestment in the Innovation District; thus attracting knowledge workers wanting to live and work in close proximity to their home and office. The BFG Company in the Innovation District is the inspiration for the idea. The funding for the public investment could come from the storm water utility and/or a TIF.

Section 3: Outcomes

Outline any emerging outcomes or lessons that could be passed on to other departments.

There is no substitution for imagination. This is particularly true in an era of shrinking financial resources, and an expectation that services will not be reduced because the demand for services is just as great as ever. Opportunities present themselves in a variety of ways that can lead to collaboration in unexpected ways. For instance, the Heroes on Horseback needed trails to implement their program mission, and the County owns land that can accommodate trails. An exploration of ideas is underway to link the County's Disabilities and Special Needs Department with the Heroes on Horseback within a county passive park in Southern Beaufort County.

Section 4: Risks, Issues and Challenges

Provide brief details of progress in terms of the development and implementation of the project evaluation plan. Detail any interesting findings or emerging evaluation issues of interest.

The new Community Development Code will present its own unique set of challenges in the future. One of the most critical is an architectural review capability that presently does not exist within the present staff. The staff must have on retainer an architect with strong local experience that can review architecture design proposals on an as-needed basis. To have this capability as an adjunct to the staff will alleviate future problems before they emerge.

Section 5: Evaluation and Next Steps

Report on any issues or problems that have impacted on the development and implementation of the project. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to tackle these issues. Report on any unexpected project achievements.

The Comprehensive Plan is due to undergo the 5-year review and evaluation required by the State Planning Enabling Legislation. This is a most critical undertaking that should not be treated as a perfunctory step in the planning process. For instance, the State Planning Enabling Legislation requires local governments to have an Economic Development Element. This could be looked upon as an opportunity to resolve differences of opinions on this much debated subject.





BUILDING CODES

BEAUFORT COUNTY GOVERNMENT
Department "Top 5" Achievement Report 2013-2014

Building Codes Department
Charles Atkinson
11 Employees

Section 1: Department Overview

The Beaufort County Building Codes Department is responsible for the local enforcement of all state and locally mandated regulations that govern the construction, alteration, movement, repair, and/or demolition of any building or structure within its area of jurisdiction. In addition, the department also manages all matters relating to FEMA floodplain management and many aspects relating to county wide hazard mitigation and disaster recovery operations. The Building Codes Department consists of a hierarchical structure that separates workload and functional responsibilities into one of three core work processes. They are: Permitting/Administration; Plan/Project Compliance Review; and Field Inspections. All work functions that take place in a building codes department can be accurately categorized into one or more of these core processes. A building department is a synthesis of many related yet different functions. Because we are regulatory in nature it is important that these functional processes possess the ability to accomplish their individual missions while at the same time allowing for the seamless passage of information from one process to the other and to/from other county departments that are critical to our overall mission - Protecting the lives and safety of the residence and visitors of Beaufort County, preserve quality of life and contributing to economic growth within our community.

As mandated by state law the Building Codes Department currently enforces the 2012 International Building, Mechanical, Fuel Gas, Fire, Plumbing, and Electrical codes. In addition, the department also indirectly provides administrative enforcement of Beaufort County specific ordinances relating to dilapidated/unsafe structures, zoning regulations, historic preservation, tree protection, land-development codes, property tax collection, 911 addressing, fire marshal inspections, and business license regulation enforcement.

Section 2: Summary of Activities and Progress (Achievement 1)

Continued IAS Accreditation -In 2010 the Beaufort County Building Codes Department was awarded accreditation by IAS, Inc. Accreditation by the International Accreditation Service, Inc conveys formal recognition that a building department has demonstrated that it is technically competent to administer an effective system of building code regulation and enforcement that is fair, equitable and benefits the community it serves. Accreditation attests to compliance by the jurisdiction to the IAS accreditation criteria for achieving professional excellence. In 2014, the Building Codes Department successfully completed its third and final IAS site evaluation.

Section 3: Outcomes

IAS Accreditation Criteria is the standard by which building departments nationwide are measured. Recognition as an accredited organization is a sign of competence, of credibility, and a check on our department's ability to provide value to its customers. In the face of recent natural disasters such as Hurricane Katrina and record setting floods that have destroyed countless properties across our nation, it is important for our community and associated building codes department to remain vigilant in its quest for excellence. Through attainment of IAS accreditation, our department has reaffirmed the trust that officials and the general public have placed in our services - that is effectively ensuring that the buildings we live, work, and play in meet all minimum code standards for safe operation and occupancy.

Section 4: Risks, Issues and Challenges

Continuing our status as an IAS accredited building codes department requires the successful completion of an annual review and administrative verification that our department continues to meet all of IAS's applicable criteria, with an on-site re-evaluation required every three years. The implementation of an updated and secure permitting software system will be essential in meeting these stringent criteria in future annual reviews.

Section 5: Evaluation and Next Steps

Meeting the high standard required for IAS accreditation brings value to our community; offers the ability to respond to market-driven changes more effectively; and unquestionably raises the bar in service, safety, and quality. By documenting our procedures as required by IAS operational criteria, we have the ability to perform self-analysis on a very detailed level. This real-time feedback helps us perform our duties more efficiently, drive better field training, and meet the needs of our community on a proactive basis. Customer service is a very high priority for our department. It is essential that we continue to operate efficiently and keep sight of our obligation to our community. IAS accreditation helps us achieve this goal and find new ways to continually improve.

Section 2: Summary of Activities and Progress (Achievement 2)

Successful participation in FEMA's National Flood Insurance Program - The NFIP is a highly technical program that governs if and how those citizens in Beaufort County who live in flood hazard areas can protect and insure their homes and businesses from rising water in the event of a natural disaster. The NFIP is a Federal program created by Congress to mitigate future flood losses nationwide through sound, community-enforced building and zoning ordinances and to provide access to affordable, federally backed flood insurance protection for property owners. The NFIP is designed to provide an insurance alternative to disaster assistance to meet the escalating costs of repairing damage to buildings and their contents caused by floods.

Participation in the NFIP is based on an agreement between local communities and the Federal Government that states that if a community will adopt and enforce a floodplain management ordinance to reduce future flood risks to new construction in Special Flood Hazard Areas (SFHAs), the Federal Government will make flood insurance available within the community as a financial protection against flood losses. Beaufort County enacted such an agreement and its participation in the National Flood Insurance Program is wholly managed by the Building Codes Department.

Section 3: Outcomes

As a result of participation in the NFIP all new structures, including mobile/manufactured homes built or placed in flood hazard zones must be elevated to or above the base flood elevation. If additions, remodeling or repairs to an existing structure equals or exceed 50% of the building's fair market value, the entire building must be elevated above the base flood elevation (BFE). If a structure has been substantially damaged and the cost to repair/restore the building to its before damage condition exceeds or equals 50% of the fair market value, it also must be elevated above the BFE. Verification of the actual elevation of the lowest habitable floor on all new or substantially improved structures is required by producing a finished construction elevation certificate. The certificate must be completed by a Registered Professional Land Surveyor or Engineer. These are maintained by our office as a permanent part of any projects construction file. Building codes staff at all levels participate in the daily tasks that make successful participation in the National Flood Insurance Program possible.

Section 4: Risks, Issues and Challenges

In the near future (2015) updated Flood Insurance Rate Maps (FIRM's) will be adopted by the State of South Carolina. The map modernization project is a long term, one billion dollar project implemented by the Department of Home Land Security's Federal Emergency Management Agency to update all FIRM panels nationwide. This project will produce seamless, nationwide flood data published in digital format, and delivered in GIS format. During the update, several study methods have been used to digitize current FIRM's, restudy sections of water edges as needed due to growth and development, and review study areas previously not studied. Transition to these new maps will be challenging but will also empower Beaufort County with the ability to better serve our citizens by providing more current and accurate data for responsible growth, provide better floodplain management to reduce long-term flood losses, and increase the overall accuracy of determining individual parcel flood zone determinations.

Section 5: Evaluation and Next Steps

At its core floodplain management is about smart well managed community development. At risk property owners in Beaufort County can rest assured that every available step has been taken to ensure the safety and security of their homes, businesses, and other related structures. By employing wise floodplain management in our county, we have reduced the risk of devastating financial and economic losses that otherwise would result from a flood disaster.

Section 2: Summary of Activities and Progress (Achievement 3)

Successful participation in FEMA's NFIP Community Rating System Program and subsequent achievement of an overall rating classification of 6 - The NFIP's Community Rating System (CRS) recognizes community efforts beyond minimum standards by reducing flood insurance premiums for the community's property owners. The CRS is similar to — but separate from — the private insurance industry's programs that grade communities on the effectiveness of our fire and building code enforcement. CRS discounts on flood insurance premiums range from 5% up to 45%. These discounts have provided an incentive for new flood protection activities that help save lives and property in the event of a flood. Participation in this program is a department wide function that involves special procedural activities that are performed by Building Codes Department staff at all levels. A few of these activities are as follows:

- Elevation certificates are required for all new and substantially renovated structures located in a special flood hazard area. Copies of these documents are available for public review and made available upon request.
- A flood zone determination is made for all permits issued and flood zone information from our communities latest Flood Insurance Rate Maps (FIRM's) is available to the general public upon request. This service is publicized annually.
- A community brochure is mailed annually to all properties (26,000+) in our community's Special Flood Hazard Areas. We also provide other flood information documents to the general public through a display provided in our One-Stop-Shop waiting area.
- Documents relating to floodplain management are available on our website and at all public libraries in Beaufort County.
- Flood resistant construction practices are required and field verified by inspection staff. These regulations involve all aspects of the construction process. Special provisions are tracked and incorporated in all applicable construction documents, specifications, reports, and construction files.

Section 3: Outcomes

Beaufort County's current rating of 6 provides a 20% flood insurance premium discount to policy holders who live in special flood hazard areas. This is an estimated total savings of \$1.22 million annually.

Section 4: Risks, Issues and Challenges

Each year our department certifies to FEMA that all NFIP and CRS activities have either remained unchanged or have been improved. If no additional modifications or new CRS activities are added a site visit and full administrative review will take place once every five years. FEMA periodically sends an update newsletter and/or other notices that ensure we remain up to date on program requirements. Beaufort counties floodplain management staff attends annual training that is either sponsored by the SC Department of Natural Recourses or the National Emergency Management Institute in Emmetsburg, MD.

Section 5: Evaluation and Next Steps

As a result of Beaufort County's participation in the CRS program, our citizens not only save money on their insurance premiums but also can have confidence that every effort has been made to reduce the risk of devastating financial or property losses that would otherwise result from a flood disaster.

Section 2: Summary of Activities and Progress (Achievement 4)

Implementation of MUNIS Permitting Software Module - In 2012, the Beaufort County Building Codes department was reorganized to increase overall departmental efficiency, improve permit workflow, clarify employee task assignments, realign supervisory roles by process, and improve customer service. The department as a whole was administratively split into three distinct processes: Permitting; Plan Review; and Inspections. Job titles and job descriptions were changed to better match tasks and workflow within these processes while at the same time conforming to specific criteria required under state law and IAS Accreditation guidelines. One area that was found to lack an acceptable level of performance was the departments permitting software system.

The department's former "LDO" software system was outdated and did not provide the basic functions required for efficient operation. Service on the system had been discontinued, and the risk of failure resulting in the loss of all active and pending permit data was high. In addition, the systems security features did not meet the minimum specifications required for IAS Accreditation. To resolve this issue, the Munis permitting software module was purchased and implemented in July 2014.

Section 3: Outcomes

This software upgrade has resulted in a much improved system of permit and inspection processing. Application tracking is now streamlined, utilizes shorter application forms, and is managed in a way that is logical and well organized. Applicants now receive many permits at the time of application and for those permits requiring additional staff review wait times have been greatly reduce. In addition, field operations are now performed within the operating system and can be accessed by all staff in real time.

Section 4: Risks, Issues and Challenges

Munis permitting and inspections software is a configurable system that supports the unique needs of Beaufort Counties Building Department and new One-Stop-Shop permitting, zoning, and business license customer service initiative. This software provides a seamless platform for interdepartmental workflow while also integrating secondary information systems that are critical to the community development process. In addition, the Munis systems property master file feature increases employee efficiency by allowing staff to approve projects concurrently and track prerequisite component approvals within the software system.

The remote use and citizen self-service (Online Portal) portions of this software system will soon automatically notifying the permit holder of inspection results via text message or email. Internally, inspections scheduling will be automated and management staff will have the ability to track online operation productivity in real time. The implementation of this new online portal will support our immediate need to upgrade our communication system and allow for expansion when the need arises in the future.

Section 5: Evaluation and Next Steps

Efforts to improve the Building Codes Department have been very successful. Moving forward all staff members will continue to cross train with other relevant departments and search for innovative ways to increase productivity and improve customer service.

Section 2: Summary of Activities and Progress (Achievement 5)

ISO Building Code Effectiveness Grade Increase From 4.60 to 3.00 - Not all communities enforce adopted codes with equal commitment. Yet the effectiveness of local building codes has a profound effect on how structures will fare in a hurricane, earthquake, or other natural disasters. Because the Beaufort County Building Codes Department is dedicated to providing our citizens with the best service possible, we have voluntarily made the decision to participate in ISO's Building Code Effectiveness Grading Scale (BCEGS)

ISO is an independent statistical, rating, and advisory organization that serves the property/casualty insurance industry. ISO collects information on a community's building code adoption and enforcement services, analyzes the data, and then assigns a Building Code Effectiveness Classification from 1 to 10. Class 1 represents the best score that can be earned. In 2014, Beaufort County earned an excellent rating with an overall score of 3.00.

Section 3: Outcomes

	Possible Points	Score	SC Average	Nat'l Average*
Section I - Admin.	112	83.66	65.09	64.09
Section II - Review	46	45.60	31.55	34.30
Section III - Insp.	46	37.56	34.80	36.16
Total	204	166.82	131.44	134.55

* National average represents scoring from over 12,000 building departments across the nation.

Section 4: Risks, Issues and Challenges

ISO has made a commitment to poll each building code enforcement agency on a regular basis. This periodic surveying helps determine if a community has made any significant changes since the last field evaluation. This ongoing effort is designed to re-evaluate each community at 5 year intervals or sooner if changes indicate a potential revision to the classification number.

The purpose is fourfold:

- 1- To summarize a community's scoring under the criterion contained in the BCEGS program.
- 2- To identify opportunities for communities desiring to improve their BCEGS classification.
- 3- To assist a community in understanding how other jurisdictions with similar needs address building code adoption and enforcement.

Section 5: Evaluation and Next Steps

Efforts to improve the Building Codes Department have been very successful. Moving forward all staff members will continue to diligently seek technical training and coordinate with other relevant departments in our search of innovative ways to increase productivity and improve the quality of the customer service we provide.



CODE ENFORCEMENT

Department Name: CODE ENFORCEMENT

Department Head: AUDRA ANTONACCI

Number of Staff: 4

Section 1: Department Overview

Proactive patrol and complaint initiated enforcement of the Zoning and Development Standard Ordinance, Trash and Litter Control Ordinance, Junked and Abandoned Vehicle Ordinance. Assist various internal departments for enforcement, also work with state and federal agencies.

Section 2: Summary of Activities and Progress

A) Enforcement of the Zoning and Development Standard Ordinance is important for managing land use policy. We investigate numerous and various types of complaints of ordinance violations and Officer's also proactively patrol looking for violations. We work to stop illegal activities which affect the esthetic appeal of Beaufort County, but more importantly to protect the environment. We partner with various other jurisdictions and state agencies to carry out our mission.

B) Enforcement of the Trash and Litter Control Ordinance is important from a health, safety and esthetic standpoint. Accumulation of garbage offends the olfactory system with offensive odors and is a breeding ground for disease, insects, and animals. Enforcement of this ordinance also facilitates the removal of debris in which water can accumulate and become stagnant. We work closely with Beaufort County Mosquito Control, Department of Health and Environmental Control and the Beaufort County Sheriff's Office Environmental Crime Unit.

C) Enforcement of the Junked and Abandoned Vehicle Ordinance is important for many of the same reasons as that of the Trash and Litter Ordinance. Dilapidated vehicles are not only an esthetic problem, but can harbor rodents and other small animals which in turn attract snakes. They can pose a danger to children who may become trapped or otherwise injured while playing in and on the vehicle. Many of these vehicles do not have current registration and owners are not paying the required vehicle property tax on them. We have become more proactive in this area and Officers patrol their assigned areas on a daily basis looking for these types of violations.

Section 3: Outcomes

The County has begun the process of integrating computer software programs. While the process has begun there is still room for improvements. Departments need to work within the software to increase communication amongst each other.

Section 4: Risks, Issues, and Challenges

The Code of Ordinances is written to help outline those standards Beaufort County wishes to live by. In some occasions the ordinance does not states its intent completely, therefore, leading to human interpretation. While the human element is somewhat unavoidable it does lead to conflicts with the Staff Attorney, Judges, and property owners.

Section 4: Evaluation and next Steps

The Community Development Code will better layout the intent of the County to maintain its character. Working closer with planning, zoning and the staff attorney will help maintain a consistent approach to interpreting the ordinances. A developed training program on County ordinances could be delivered to all staff that is involved in interpreting, acting on, or enforcing them.