

COUNTY COUNCIL OF BEAUFORT COUNTY
ADMINISTRATION BUILDING
BEAUFORT COUNTY GOVERNMENT ROBERT SMALLS COMPLEX
100 RIBAUT ROAD
POST OFFICE DRAWER 1228
BEAUFORT, SOUTH CAROLINA 29901-1228

D. PAUL SOMMERVILLE
CHAIRMAN

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VICE CHAIRMAN

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ROBERTS "TABOR" VAUX

TELEPHONE: (843) 255-2000
FAX: (843) 255-9401
www.bcgov.net

GARY T. KUBIC
COUNTY ADMINISTRATOR

JOSHUA A. GRUBER
DEPUTY COUNTY ADMINISTRATOR

THOMAS J. KEAVENY, II
COUNTY ATTORNEY

ASHLEY M. BENNETT
CLERK TO COUNCIL

AGENDA
FINANCE COMMITTEE
Monday, October 3, 2016

2:00 p.m.

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

Committee Members:

Jerry Stewart, Chairman
Steve Fobes, Vice Chairman
Cynthia Bensch
Rick Caporale
Brian Flewelling
William McBride
Stu Rodman

Staff Support:

Suzanne Gregory, Employee Services Director
Alicia Holland, CPA, Assistant County Administrator, Finance
Chanel Lewis, CGFO, Controller

1. CALL TO ORDER – 2:00 P.M.
2. CONSIDERATION OF CONTRACT AWARDS
 - A. Bluffton Township Fire District Station #36 Construction ([backup](#))
 - B. Bluffton Township Fire District State Contract Vehicle Purchase ([backup](#))
3. DISCUSSION / BEAUFORT COUNTY SCHOOL DISTRICT QUESTION REGARDING SALES TAX AND BOND REFERENDUM QUESTIONS ([backup](#))
4. DISCUSSION / AN ORDINANCE TO AMEND THE MEMBERSHIP OF THE AIRPORTS BOARD SO THAT AN INDIVIDUAL MAY BE APPOINTED DIRECTLY TO THE BOARD BY THE TOWN OF HILTON HEAD ISLAND RATHER THAN BEING NOMINATED AND OTHER RELATED CHANGES ([backup](#))
5. DISCUSSION / COMPREHENSIVE FINANCIAL PLAN: REVENUES AND EXPENDITURES ([backup](#))
6. EXECUTIVE SESSION
 - A. Discussion of negotiations incident to proposed contractual arrangements and economic development prospect
7. ADJOURNMENT

2016 Strategic Plan Committee Assignment

Health Insurance Cost Containment / Affordable Care Act
Retiree Healthcare Policy

Comprehensive Impact Fee Review / Reassessment

Comprehensive Financial Plan: Revenues and Expenditures

Salary and Compensation Study and Implementation Funding

Business License: Direction on Funding Source for Economic Development





**COUNTY COUNCIL OF BEAUFORT COUNTY
PURCHASING DEPARTMENT**

106 Industrial Village Road, Bldg. 2, Post Office Drawer 1228
Beaufort, South Carolina 29901-1228

David L Thomas, Purchasing Director
dthomas@bcgov.net 843.255.2353

TO: Councilman Jerry Stewart. Chairman. Finance Committee

FROM: David L Thomas. CPPO. Purchasing Director

SUBJ: New Contract as a Result of Solicitation
Invitation for Bid (IFB) #061616, Bluffton Township Fire District Station #36 Construction

DATE: 09/22/2016

BACKGROUND:

The Bluffton Township Fire District is a full service fire department providing service to all areas of Southern Beaufort County with the exception of Hilton Head Island and Daufuskie Island. The District covers a geographical area of approximately 250 square miles with eight (8) strategically located fire stations. The District is a career fire department with 130 full-time personnel. The District responded to 5,188 emergency incidents in 2015. The District currently operates eight (8) engine companies, one (1) truck company, and one (1) service/support unit. Three (3) of the engine companies are staffed as Advanced Life Support (ALS) engines.

SCOPE OF WORK: The district identified in its 2012, Insurance Service Office (ISO), rating schedule that two new fire stations were needed to maintain its split public fire protection classification rating of a 3/9. County Council was in agreement to move forward with the hiring of personnel and construction of these stations. Since that approval we have hired employees and housed them in a temporary location until such time as we could build a permanent facility from which to operate. The Fire District has been working very diligently in trying to find a location that meets all the criteria needed for ISO, the needs of the residents, and the needs of the Fire District. After conducting a survey of the area it has been determined the best possible and available parcel of land is in Colleton River Plantation. Colleton River Plantation has entered in to an agreement with the Fire District to sell us property, for one dollar, off of Sawmill Creek road for a fire station. The District will fund and construct a single bay fire station on this property to meet the needs of the ISO schedule.

We have received pricing back from several vendors in response to an invitation for bid (IFB) that was submitted through the County's Procurement Office for this project. The bids have been analyzed and the Bluffton Township Fire District Board of Directors at its meeting on September 20, 2016 and voted on with a unanimous decision of 7-0 to recommend awarding the bid to Paul S. Akins Company, Inc., and move the project onto County Council for approval. The Bluffton Township Fire District working with the Beaufort County Procurement Department is completing this process and is now requesting final approval to move this project forward with the appropriate funding.

VENDOR INFORMATION:

COST:

1. Paul S. Akins Company, Inc., Statesboro, GA	\$1,027,843
2. Hutter Construction Corporation, Beaufort, SC	\$1,125,000

FUNDING:

This project is to be funded from the collection of Bluffton Township Fire District's Fire Impact Fee's. These fees are collected when new building construction permits are issued through the building permitting process. These funds are held within an agency fund of the County's general ledger, Fund 7308. The Fund Balance available in this fund as of September 22, 2016 is \$1,940,301. Bluffton Township Fire District will make warrant requests to the Beaufort County Treasurers office, when invoices are due.

PROPOSED COST: \$1,130,627 this amount includes the original IFB amount of \$1,027,843 plus a 10% contingency (\$102,784) in the event of additional costs that may be required as the construction process occurs. This price was negotiated with the contractor to meet the operational needs of the district along with the budget created for this project.

Funding approved: Yes No By: aholland Date: 09/22/2016

FOR ACTION:

Finance Committee Meeting: Monday October 3, 2016

RECOMMENDATION:

The Purchasing Department recommends that the Finance Committee approve and recommend to County Council to proceed with the contract with Paul S. Atkins Company, Inc.

Attachment:  No file attached

cc: Gary Kubic, County Administrator

Approved: Date:

Check to override approval: Overridden by: Override Date:

Joshua Gruber, Deputy County Administrator/Special Counsel

Approved: Date:

Check to override approval: Overridden by: Override Date:

Alicia Holland, Assistant County Administrator, Finance

Approved: Date:

Approved: Date:

Check to override approval: Overridden by: Override Date: ready for admin:

After Initial Submission, Use the Save and Close Buttons



COUNTY COUNCIL OF BEAUFORT COUNTY
PURCHASING DEPARTMENT
106 Industrial Village Road, Bldg. 2, Post Office Drawer 1228
Beaufort, South Carolina 29901-1228

David L Thomas, Purchasing Director
dthomas@bcgov.net 843.255.2153

TO: Councilman Jerry Stewart, Chairman, Finance Committee

FROM: David L Thomas, CPPO, Purchasing Director

SUBJ: State Contract Purchase
Bluffton Township Fire District State Contract Vehicle Purchase Request

DATE: 09/23/2016

BACKGROUND:

The Bluffton Township Fire District is a full service fire department providing service to all areas of Southern Beaufort County with the exception of Hilton Head Island and Daufuskie Island. The District covers a geographical area of approximately 250 square miles with eight (8) strategically located fire stations. The District is a career fire department with 130 full-time personnel. The District responded to 5,188 emergency incidents in 2015. The District currently operates eight (8) engine companies, one (1) truck company, and one (1) service/support unit. Three (3) of the engine companies are staffed as Advanced Life Support (ALS) engines.

SCOPE OF WORK: The district identified in its strategic master plan a vehicle replacement plan. The Bluffton Township Fire District is committed to providing high quality service to the citizens of the community. As a part of this effort, it is recognized that an adequate, properly maintained and dependable fleet of fire apparatus and administrative vehicles exist to meet the needs & growth of the community as well as the department. The purpose of this plan is to establish and implement a fire apparatus & vehicle replacement policy and the procedures to ensure efficient procurement and utilization of the fire departments fleet. It is also the intent of the plan to provide proper and adequate justification, and procurement cost to the finance department to assist in the management of this plan.

In the FY16 budget there were several operational vehicles that met the criteria for replacement in conjunction with the department vehicle replacement plan. The funding for these vehicles was to come from the District's operating budget. As we monitored the budget along with tax collections and expenditures it was apparent that we were not going to be able to procure these vehicles this budget year. In a meeting with Deputy County Administrator Josh Gruber and the County Chief Financial Officer Alicia Holland, it was determined that if the District was diligent with its bond debt funds we could use those to procure the vehicles. The District had procured an eight million dollar bond for three capital projects, (1) Fire Truck Fleet Replacement, (2) Maintenance Building Construction and (3) Fire Training Facility. Currently we have finished the fire truck replacement project and will be completing the maintenance building project the 23rd of September. This only leaves the final fire training facility project left to complete. This project is slated to start on October 10th 2016 and is secured with a contract price of \$692,000. This request for purchase was approved by the Bluffton Township Fire District Fire Board on August 16, 2016, unanimously 7 to 0, in its monthly meeting.

In conclusion of these projects there will be a surplus of funds available, approximately \$411,794 for the district to use. The District would like to use these funds to finance the needed vehicles that are due for replacement. The remaining funds would be used to fund additional capital projects as needed.

VENDOR INFORMATION:

Vic Bailey Ford

COST:

\$153,962

Insert Addition Vendor Info.

FUNDING: This project will be funded from the Bluffton Township Fire District Capital agency fund of the County's general ledger, Fund 7304. The Fund Balance available in this fund as of September 27, 2016 is \$1,704,076. Bluffton Township Fire District will make warrant requests to the Beaufort County Treasurers office, when invoices are due.

PROPOSED COST: \$153,962 price was secured through a state contract for the vehicles, (contract # 4400011586 and contract # 4400011589). This will meet the operational needs of the district along with the budget created for this project. This will provide the district with (5) five new pick-up trucks. One being a Ford (F-250) 1/2 ton truck and the remaining four being Ford (F-150) 1/2 ton pick-ups.

Funding approved: By: aholland Date: 09/27/2016

FOR ACTION: Finance Committee Meeting: Monday October 3, 2016

RECOMMENDATION:

The Purchasing Department recommends that the Finance Committee approve and recommend to County Council to proceed with the procurement of five new vehicles from the aforementioned State contract in the amount of \$153,962.

Attachment: Bluffton Township Fire District State Contract Vehicle Purchase.pdf
191.96 KB

cc: Gary Kubic, County Administrator

Approved: Select... Date:

Check to override approval: Overridden by:

Override Date:

Joshua Gruber, Deputy County Administrator/Special Counsel

Approved: Date: 09/27/2016

Check to override approval: Overridden by:

Override Date:

Alicia Holland, Assistant County Administrator, Finance

Approved: Date: 09/27/2016

John Thompson Fire Chief, Bluffton Township Fire District

Approved: Date: 09/27/2016

Check to override approval: Overridden by: _____ Override Date: _____ ready for admin:
 CC others

After Initial Submission, Use the Save and Close Buttons

VIC BAILEY FORD

David Vetter 864.585.3600 or 800.922.1365

2016 FORD F250 CREW CAB PICK UP

Truck, Pick Up, 4x4, 3/4 Ton, Crew Cab

Contract #: 4400011589

Standard Equipment Included:

6.2L V-8 Engine	Power Steering
Automatic Transmission	Power Brakes
A/C	Power Windows and Door Locks
AM/ FM Radio	Vinyl 40/20/40 Bench Seat
156" Wheel Base	Heavy Duty Rubber Floor
Cruise Control	6.75 Bed - Short Bed

SC STATE CONTRACT PRICE: \$29,784.00

LT265/70R17 All Terrain Tires \$460.00

Cab Steps (Factory Installed) \$376.00

Electric Shift on the Fly Included

Trailer Tow Package w/ Class V Hitch Included

Tow Command Integrated Trailer Brake Controller \$274.00

Reverse Vehicle Aid Sensor \$242.00

Bedliner (Spray-In) \$450.00

Fiberglass Camper Top w/ Side and Rear Door Glass \$1,600.00

Sales Tax \$300.00

TOTAL SC STATE CONTRACT PRICE: \$33,486.00

Vic Bailey Ford

David Vetter 864.585.3600 or 800.922.1365

2016 FORD F150 4x4 CREW CAB, FLEX FUEL, PICK UP w/ XL TRIM

Contract #: 4400011586

Standard Equipment Included:

5.0L V-8 Engine	Power Steering
Automatic Transmission	Power Brakes
A/C	Cruise Control
AM/ FM Radio	Vinyl Bench Seat
5 1/2' Pick-Up Body	Heavy Duty Rubber Floor
Power Windows and Door Locks	

SC STATE CONTRACT PRICE: \$30,510.00

Auxilliary Power Connection Included

Rear View Camera \$236.00

Delete Front Mounted Winch -\$1,595.00 (Deduct)

Standard Rear Axle -\$326.00 (Deduct)

Cloth 40/Console/40 Front Bench Seat \$294.00

Factory Installed Black Platform Running Boards \$250.00

Bedliner (Spray-In) \$450.00

Sales Tax \$300.00

TOTAL SC STATE CONTRACT PRICE: \$30,119.00



September 27, 2016

VIA ELECTRONIC MAIL

Chairman Paul Sommerville
Beaufort County Council
P.O. Box 1228
Beaufort, SC 29901

Dear Mr. Sommerville:

Please accept this letter in response to questions raised by members of Beaufort County Council and presented to us by Josh Gruber.

Our bond counsel advised the School District that the question regarding the imposition of the sales and use tax and the question authorizing general obligation bonds needed to be in two separate ballot questions. The basis for the recommendation is that the Education Capital Improvements Sales and Use Tax Act (the "Act"), specifically Section 4-10-425, provides that the ballot question to be voted upon in the referendum be substantially as reflected in the Act. There is no reference to the authorization of debt in the form of the question. For this reason, they were concerned that if a bond authorization was added to the sales tax question, a successful vote on the sales tax could be challenged on the basis that the question did not read substantially as provided in the Act.

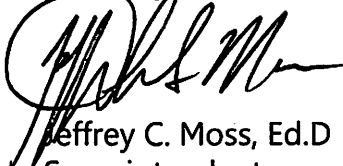
We understand that a concern has now been raised that if both questions receive a favorable vote, the School District could be authorized to issue \$217,000,000 of general obligation bonds and separately spend approximately \$300,000,000 of sales tax revenue. That concern is addressed by the fact that the list of projects in both questions are identical. In other words, the proceeds of the sales tax can only be spent directly or indirectly (to pay debt service) on the projects listed in that question. Likewise, the School District can only spend the \$217,000,000 of referendum-approved debt on the same list of projects.

Chairman Paul Sommerville
September 27, 2016
Page -2-

A specific question has been raised about the possibility of the bond referendum being successful, but the sales tax referendum failing. This result would allow the School District to issue referendum-approved general obligation bonds which would be paid from traditional debt service millage.

We hope this letter provides clarification and answers to your questions.

Sincerely,



Jeffrey C. Moss, Ed.D
Superintendent

cc: Beaufort County School District Board Members
Drew Davis, General Counsel
Phyllis White, Chief Finance and Operations Officer
Gary Kubic, County Administrator
Josh Gruber, Deputy County Administrator

Local Question #1

BEAUFORT COUNTY ONE PERCENT CAPITAL PROJECTS SALES TAX REFERENDUM

MUST A SPECIAL ONE PERCENT SALES AND USE TAX BE IMPOSED IN BEAUFORT COUNTY FOR NOT MORE THAN FOUR (4) YEARS TO RAISE THE AMOUNTS SPECIFIED FOR THE FOLLOWING PURPOSES?

CATEGORY 1, PUBLIC SAFETY:

Jenkins Island (Windmill Harbour) Roadway Improvements **\$7,400,000**

Pinckney Island Road Improvements **\$2,000,000**

County Safe Routes to Schools (11): **\$4,640,000**

Salem Road/Old Salem Road/Burton Hill Road

Burnt Church Road and Ulmer Road Pathway and Intersection Improvements

Joe Frazier Road

Meridian Road

Middle Road/Coosa Safe Routes to School

Stuart Point Sidewalk

US 17 Pathway Extension

Big Road

Seabrook Road

Pine Grove Road/Burton Wells Road

Dr. Martin Luther King Jr. Drive

EMS Facilities - Bluffton/Pritchardville and Burton **\$6,000,000**

Implementation of US 278 Traffic Safety Study Recommendations **\$5,600,000**

Detention Center Security Improvements and Repairs **\$1,000,000**

278 Improvements Jenkins Island to Squire Pope Road **\$4,500,000**

Sheriffs Office Communication Equipment **\$6,255,698**

Sheriffs Office Traffic Management Improvements **\$836,955**

Buck Island and Simmonsville Road Improvement between May River Road and US 278 **\$750,000**

Hilton Head Island Safe Routes to Schools (2): **\$2,910,000**

Main Street West and Connections to US 278

William Hilton Parkway Eastbound - Gardner Drive to Jarvis Park

Resurfacing of Town of Port Royal-Owned Roads **\$2,500,000**

Port Royal Sidewalk Construction **\$300,000**

Sub Total: \$44,692,653

CATEGORY 2, ENVIRONMENTAL IMPACT:

Bluffton Sanitary Sewer Installation and Connection **\$4,000,000**

Stoney Creek Sub-Basin Pond Improvements and Wetlands Restoration **\$4,250,000**

Rose Dhu Creek Sub-Basin Pond Improvements and Wetlands Restoration **\$1,750,000**

Oyster Factory Park Improvements **\$2,000,000**

Daufuskie Island Consolidation of Island-Wide Solid Waste Disposal **\$1,800,000**

Sub Total: \$13,800,000

CATEGORY 3, ECONOMIC DEVELOPMENT:

Waddell Mariculture Improvements **\$750,000**

Beaufort Downtown Parking Garage **\$13,000,000**

Calhoun Street Dock Improvements and Expansion **\$750,000**

Construction of New Port Spine Road (Port Redevelopment) **\$4,500,000**

TCL Culinary Arts Teaching Institute and the Health Sciences Expansion **\$10,000,000**

Sub Total: \$29,000,000

CATEGORY 4, QUALITY OF LIFE:

US 21 ITS Bridge System **\$500,000**

Waterfront Park and Marina Improvements and Southside Park Improvements **\$4,000,000**

Acquisition and Paving of Certain Dirt Roads on Hilton Head Island (21): **\$7,000,000**

Aiken Place

Allen Road

Mackerel Drive

Pine Field Road

Sassafras Lane

Clifford Miller Road

Oraqe Road

Amelia Court

Amelia Drive

Bligen Road

Cobia Court

Murray Avenue

Outlaw Road

Adell Lane

Alice Perry Drive

Benjamin Drive

Great Barracuda Lane

Horse Sugar Lane

Mitchellville Road Ext

Triqquerfish Trail

Christopher Drive

Arts, Entertainment & Cultural Campus **\$6,202,000**

Pavilion at Historic Mitchelville Freedom Park **\$210,000**

Hilton Head Island Recreation Center Expansion **\$10,000,000**

Daufuskie Island Road Right-of-Ways **\$1,350,000**

USCB Academic/OLLI Building (Bluffton Campus) **\$3,150,000**

Sub Total: \$32,412,000

TOTAL ESTIMATED COST OF ALL PROJECTS: \$119,904,653

In order to pay the costs of the capital projects pending receipt of the sales tax revenues, must the County also be authorized to issue not exceeding **\$130,000,000** of its general obligation bonds and pledge the proceeds of sales tax, if authorized, to the payment thereof?

The maximum amount of net proceeds of the tax which may be used to pay the cost or debt service on the bonds must not exceed **\$10,095,347**. The maximum amount of sales tax that may be collected must not exceed the sum of **\$130,000,000** which includes the direct costs of the capital projects, plus the amount of \$10,095,347 being the maximum amount of cost or debt service on bonds that may be paid from such source. "The **\$130,000,000** is to be repaid from the net proceeds of the sales and use tax and if such sales and use tax is inadequate to repay the **\$130,000,000** any balance shall be paid by Beaufort County.

INSTRUCTIONS TO VOTERS: All qualified electors desiring to vote in favor of imposing the tax for the stated purposes and authorizing the general obligation bonds in connection therewith as outlined above and subject to the limitations and conditions set forth above shall vote "YES" and all qualified electors opposed to levying the tax and issuing such general obligation bonds shall vote "NO".

YES

NO

Local Question #2

\$217,000,000 GENERAL OBLIGATION BONDS SCHOOL DISTRICT OF BEAUFORT COUNTY, SOUTH CAROLINA

Shall the Board of Education of the School District of Beaufort County, South Carolina (the "School District") be empowered to issue, at one time or from time to time, general obligation bonds of the School District, in a principal amount of not exceeding \$217,000,000, the proceeds of which shall be used to finance the costs (including architectural, engineering, legal and related fees) of acquiring, constructing, improving, equipping, expanding, renovating and repairing school facilities, including land acquisition, within the School District, as follows:

Additions/renovations to existing facilities:

Beaufort High School
Bluffton High School
Hilton Head High School
Hilton Head Middle School
May River High School
River Ridge Academy
Riverview Charter School
Robert Smalls International Academy
Whale Branch Early College High School

HVAC upgrades to existing facilities:

Battery Creek High School
Beaufort Middle School
Beaufort Elementary School
Bluffton Elementary School
Bluffton High School
Coosa Elementary School
District Educational Services Center
H. E. McCracken Middle School
Hilton Head High School
Hilton Head Middle School
Lady's Island Middle School
District Office Maintenance Building
Port Royal Elementary School
Okatie Elementary School
Whale Branch Elementary School

Roof replacement and waterproofing to existing facilities:

Beaufort High School
Bluffton Elementary School
H.E. McCracken Middle School
Hilton Head Island High School
Hilton Head International Baccalaureate (Red and Yellow)
Hilton Head School for the Creative Arts
Hilton Head Middle School
Joseph S. Shanklin Elementary School
Lady's Island Middle School
District Office Maintenance Building
Islands Academy (at District Educational Services Center)
District Educational Services Center
Robert Smalls International Academy
Whale Branch Middle School

Constructing and equipping of new facilities:

Two new schools, one of which with future additions as necessary in the Bluffton Area

Land acquisition:

Purchase land for new school facilities

If the voter wishes to vote in favor of the question, fill in the oval next to "In favor of the question;" if the voter wishes to vote against the question, fill in the oval next to the words, "Opposed to the question."

In favor of the question /yes

Opposed to the question /no

Local Question #3

EDUCATION CAPITAL IMPROVEMENTS SALES AND USE TAX ACT REFERENDUM FOR BEAUFORT COUNTY

Must a special one percent education capital improvements sales and use tax be imposed in Beaufort County for 10 years with the revenue of the tax used to pay, directly or indirectly, the costs of the following education capital improvement projects in Beaufort County?

Explanation: A “yes” vote will allow the School District of Beaufort County, South Carolina (the “School District”) to use the one percent sales and use tax to pay, directly or indirectly, the costs of the projects identified below. A “no” vote will prevent the School District from imposing a sales and use tax and prevent the School District from using the one percent sales and use tax to finance the costs of the projects.

The revenue of the sales and use tax shall be used by the School District of Beaufort County to reduce property taxes, to pay debt service on School District bonds, and to directly pay costs of the following education capital improvements projects of the School District:

Additions/renovations to existing facilities:

Beaufort High School
Bluffton High School
Hilton Head High School
Hilton Head Middle School
May River High School
River Ridge Academy
Riverview Charter School
Robert Smalls International Academy
Whale Branch Early College High School

HVAC upgrades to existing facilities:

Battery Creek High School
Beaufort Middle School
Beaufort Elementary School
Bluffton Elementary School
Bluffton High School
Coosa Elementary School
District Educational Services Center
H. E. McCracken Middle School
Hilton Head High School
Hilton Head Middle School
Lady’s Island Middle School
District Office Maintenance Building
Port Royal Elementary School
Okatie Elementary School
Whale Branch Elementary School

Roof replacement and waterproofing to existing facilities:

Beaufort High School
Bluffton Elementary School
H.E. McCracken Middle School
Hilton Head Island High School
Hilton Head International Baccalaureate (Red and Yellow)
Hilton Head School for the Creative Arts
Hilton Head Middle School
Joseph S. Shanklin Elementary School
Lady’s Island Middle School
District Office Maintenance Building
Islands Academy (at District Educational Services Center)
District Educational Services Center
Robert Smalls International Academy
Whale Branch Middle School

Constructing and equipping of new facilities:

Two new schools, one of which with future additions as necessary in the Bluffton Area

Land acquisition:

Purchase land for new school facilities

If the voter wishes to vote in favor of the question, fill in the oval next to “In favor of the question;” if the voter wishes to vote against the question, fill in the oval next to the words, “Opposed to the question.”

In favor of the question /yes

Opposed to the question /no

BEAUFORT COUNTY SCHOOL DISTRICT

PROUDLY PRESENTING
YOUR FUTURE LEADERS



ACADEMIC ACHIEVEMENTS

YOUR RETURN ON
INVESTMENT



Accomplishments



Graduation Rate

- The district's on-time high school graduation rate for the Class of 2016 was 83 percent, our best performance ever and up 13 percentage points from just five years ago.

WorkKeys

- 87.6 percent of the district's 11th-graders scored high enough on the second statewide administration of WorkKeys exams to qualify for certificates that they can use to apply for jobs anywhere in the nation. BCSD students outperformed their peers from most other districts.

College scholarships

- Our graduating seniors in the Class of 2016 earned a record \$30.9 million in college scholarships, nearly double the amount from five years ago.

High schools make 'Top' lists

- Hilton Head Island High is ranked No. 5 in South Carolina by U.S. News and World Report, and Bluffton High is ranked No. 7. In addition, Hilton Head Island High ranked No. 6 in South Carolina and Bluffton High No. 12 in The Washington Post's annual listing of "America's Most Challenging High Schools".

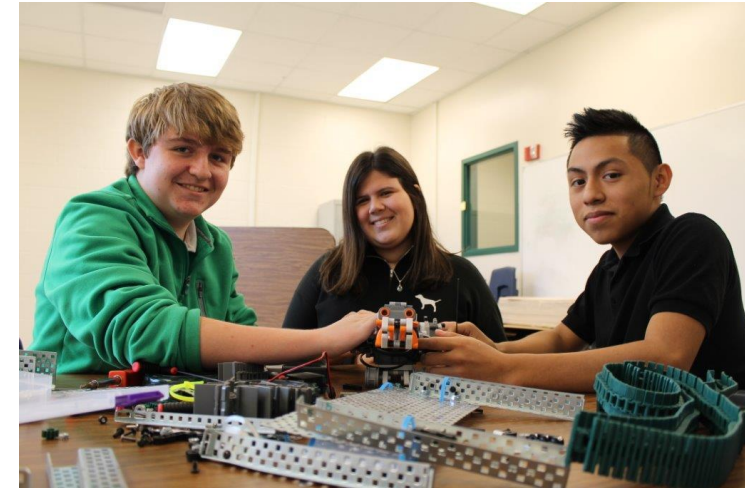
Accomplishments

ACT – State Rankings:

- 8th in South Carolina for districts testing over 1,000 students
- 17th out of 82 districts
- One of a few districts outperforming in **all** four tested areas

Measures of Academic Progress (MAP)

- Outperformed NWEA norms in Growth and Achievement norms in **every** area, except 6th grade



Accomplishments

Opened two new schools on schedule and on budget

Implemented “schools of choice” in all buildings

- More than 2,300 Beaufort County students now attend schools outside their zoned attendance areas.

Building a Better Beaufort

- Scholarship program allows qualified graduating seniors to attend the Technical College of the Lowcountry (TCL) tuition-free years. The district’s annual golf tournament has raised nearly a quarter-million dollars to support the scholarships

Palmetto’s Finest

- Beaufort County is one of only two South Carolina districts to have had 4 winners in 4 years.



Accomplishments

Successful AdvancED Accreditation

- Beaufort rated in the top 10% in both South Carolina and Nationally based on an Index of Education Quality.

2016 Early Childhood Champions of Children Award

- Awarded by the Institute for Child Success in recognition of our efforts to expand our prekindergarten services for four-year-olds.

Government Finance Officers Association Awards

- 25th consecutive year receiving Certificate of Achievement for Excellence in Financial Reporting
- 8th consecutive year receiving national distinction for governmental budgeting

Sunshine Review Rating

- Top-rated website (A-) in SC for transparency among the 10 largest school districts



Accomplishments

Volunteers increased from 1,300 to more than 6,000

Expansion of CATE program

- Two new Advanced Technical Centers now offer high school courses that lead to industry-recognized credentials that are aligned with the needs of business and industry.

AdvancED STEM Accreditation

- 6 schools received certification (only 17 total statewide)
 - 4 Elementary
 - 1 PK-8 school
 - 1 Middle (first middle school in AdvancED network!)



Digital Content

Connect2Learn

- All students in grades K – 12 are connected to a 1:1 device

All students in grades 3 – 12, teachers have access to 25 languages

Digital Resources

- Students and teachers have access to over 9,000 e-books and audio books through our virtual library, as well as access to South Carolina's virtual library.
- Students in grades K – 8 have access to Discovery Education's Science Techbook.
- Students can access web-based resources on devices after school hours as well.



Challenges

Growth

- Projections indicate that the district's enrollment will grow by 3,000 students over the next 10 years.

Demographics

- 28% African American Students
- 41% Caucasian Students
- 26% Hispanic Students
- 5% Other
- 16% of Beaufort County students are limited English speakers

Recruitment and Retention

- 83.7% School level teacher retention rate
- 277 new hires



Next Steps

Teacher recruitment

Challenges posed by enrollment growth

Partnerships

Closing achievement gaps.

- The achievement gap for African American, Caucasian, and Hispanic students remains relatively unchanged.
- Measured by the percentage of students scoring at or above the 50th percentile on MAP in the subjects of mathematics and reading.

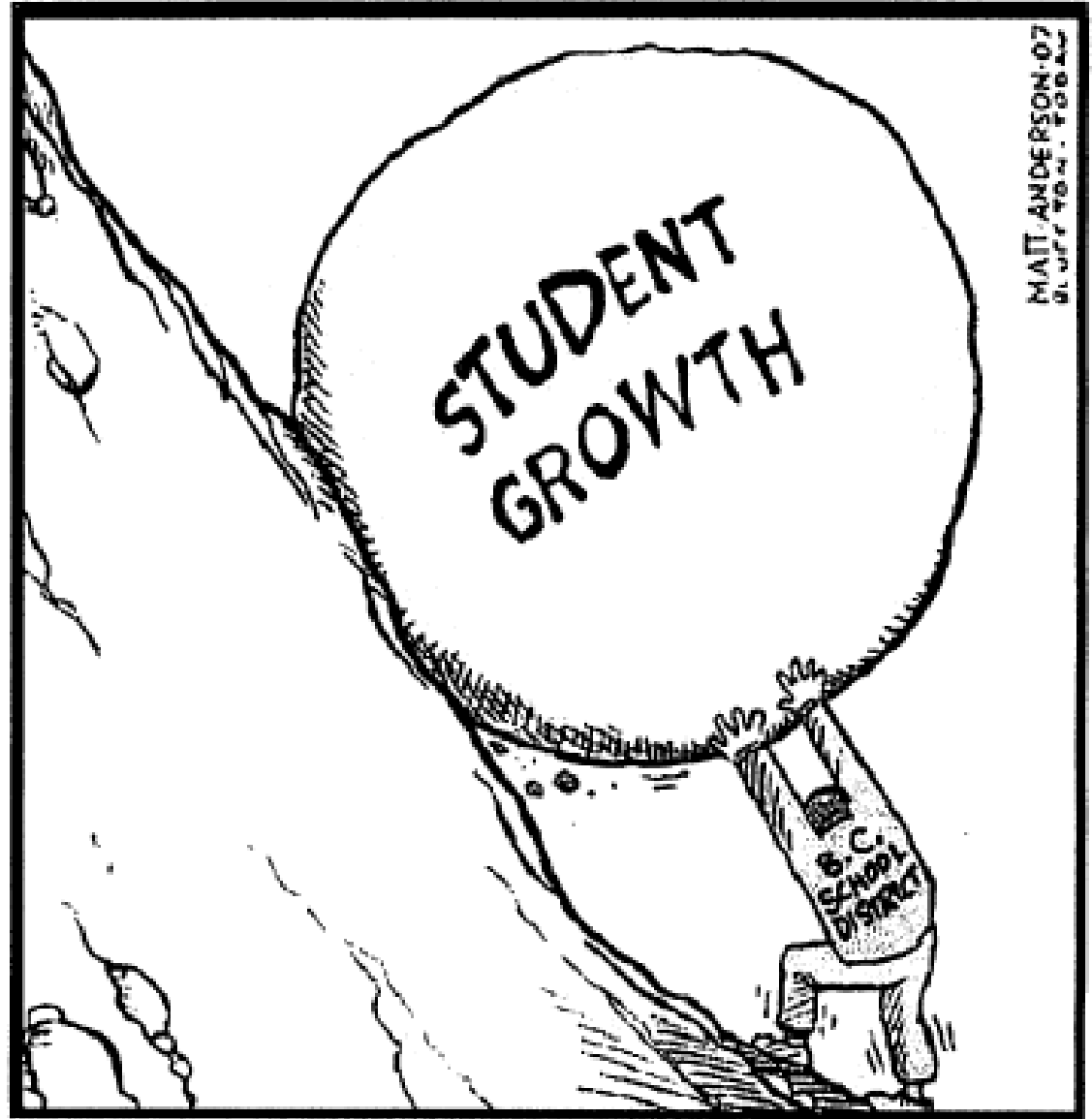


ON THE HORIZON

GROWTH CHALLENGES AND THE EDUCATIONAL CAPITAL
IMPROVEMENT SALES TAX REFERENDUM

ENROLLMENT GROWTH

STAYING AHEAD OF THE
CURVE



2015-2016 ENROLLMENT

				2015-2016 SCHOOL YEAR									
				ATTENDING					ZONED				
School/Cluster	Grades	Capacity	% Capacity Usage	DAY 45 Attend	%B	%W	%H	%O	DAY 45 Zoned	%B	%W	%H	%O
Beaufort ES	PK-5	867	60%	517	52.6%	36.2%	5.6%	5.6%	401	53.6%	35.4%	5.0%	6.0%
Coosa ES	PK-5	476	99% *	472	17.4%	64.8%	9.7%	8.1%	517	15.9%	66.5%	9.1%	8.5%
Lady's Island ES	PK-5	485	69%	333	56.5%	25.5%	11.1%	6.9%	322	42.9%	40.4%	10.6%	6.2%
Mossy Oaks ES	PK-5	493	81%	397	38.8%	36.8%	13.4%	11.1%	437	37.5%	39.6%	12.1%	10.8%
Port Royal ES	PK-5	306	70%	214	37.4%	39.3%	16.8%	6.5%	211	32.7%	45.0%	14.2%	8.1%
St Helena ES & ECC	PK-5	819	53%	436	77.3%	12.4%	7.8%	2.5%	585	74.0%	14.9%	8.4%	2.7%
Beaufort MS	6-8	793	67%	533	35.6%	49.0%	9.0%	6.4%	425	34.6%	51.1%	8.2%	6.1%
Lady's Island MS	6-8	1088	50%	544	51.1%	36.6%	8.1%	4.2%	651	47.5%	39.8%	7.8%	4.9%
Beaufort HS	9-12	1595	87% *	1391	35.4%	52.0%	7.9%	4.7%	1302	37.0%	51.1%	7.4%	4.5%
BEAUFORT CLUSTER		6922	70%	4837	42.9%	42.3%	9.0%	5.8%	4851	42.0%	43.5%	8.6%	5.9%
School/Cluster	Grades	Capacity	% Capacity Usage	DAY 45 Attend	%B	%W	%H	%O	DAY 45 Zoned	%B	%W	%H	%O
Broad River ES	PK-5	589	86%	506	39.7%	29.6%	22.9%	7.7%	581	36.7%	32.9%	21.0%	9.5%
Shanklin ES	PK-6	578	75%	432	61.3%	15.0%	18.1%	5.6%	479	58.0%	18.6%	18.4%	5.0%
Robert Smalls Int'l Academy	PK-8	1087	67%	728	54.1%	25.7%	15.9%	4.3%	849	50.3%	31.1%	15.2%	3.4%
Battery Creek HS	9-12	1505	58%	875	48.5%	35.7%	10.2%	5.7%	890	48.2%	35.7%	10.4%	5.6%
BATTERY CREEK CLUSTER		3759	68%	2541	50.5%	28.1%	15.7%	5.7%	2799	48.1%	30.8%	15.4%	5.6%
School/Cluster	Grades	Capacity	% Capacity Usage	DAY 45 Attend	%B	%W	%H	%O	DAY 45 Zoned	%B	%W	%H	%O
Whale Branch ES	1-5	544	76%	411	80.8%	9.9%	4.8%	4.5%	470	75.4%	15.6%	3.9%	5.1%
<i>James J Davis</i>	PK-K	180		173	<i>included above</i>				176	<i>included above</i>			
Whale Branch MS	6-8	864	46%	400	80.0%	10.5%	4.8%	4.8%	430	75.6%	14.0%	5.6%	4.7%
Whale Branch ECHS	9-12	611	84%	513	76.8%	14.0%	6.4%	2.7%	507	69.2%	20.5%	6.5%	3.7%
WHALE BRANCH CLUSTER		2199	68%	1497	79.2%	11.5%	5.3%	3.9%	1583	73.5%	16.7%	5.2%	4.5%

Schools showing a % Capacity Usage in red may no longer be able to accept choice transfers

*Coosa Elementary capacity does NOT include the 5 modular classrooms; BHS capacity does not include mobiles.

2015-2016 ENROLLMENT

Schools showing a % Capacity Usage in red may no longer be able to accept choice transfers

				2015-2016 SCHOOL YEAR										
				ATTENDING					ZONED					
School/Cluster	Grades	Capacity	% Capacity Usage	DAY 45 Attend	%B	%W	%H	%O	DAY 45 Zoned	%B	%W	%H	%O	
HHI-Combined		2423	90%	2191	12.8%	37.6%	45.0%	4.5%	2110	12.8%	37.4%	45.4%	4.4%	
HHI-ELC	PK-K	374	113%	422	15.2%	25.4%	54.0%	5.5%	421	15.0%	25.7%	54.2%	5.2%	
HHI-IB	1-5	1128	86%	967	10.1%	39.7%	46.6%	3.5%	1769	11.8%	38.5%	41.3%	8.5%	
HHI-SCA	1-5	921	87%	802	14.8%	41.5%	38.4%	5.2%	included with HHI-IB = one zone					
Hilton Head Island MS	6-8	1007	98%	988	11.1%	48.0%	36.8%	4.0%	955	11.1%	48.7%	36.9%	3.4%	
Hilton Head Island HS	9-12	1382	95%	1312	11.4%	54.3%	30.6%	3.7%	1261	10.9%	54.3%	31.2%	3.6%	
HILTON HEAD CLUSTER		4812	93%	4491	12.0%	44.8%	39.0%	4.2%	4406	11.7%	44.0%	38.7%	5.7%	
School/Cluster	Grades	Capacity	% Capacity Usage	DAY 45 Attend	%B	%W	%H	%O	DAY 45 Zoned	%B	%W	%H	%O	
Bluffton ES & ECC	PK-5	946	63%*	598	12.9%	43.8%	35.5%	7.9%	713	12.1%	43.9%	36.9%	7.2%	
MC Riley ES & ECC	PK-5	929	76%	702	10.8%	31.1%	56.0%	2.1%	612	8.7%	30.1%	58.3%	2.9%	
Okatie ES	PK-5	672	91%	609	17.4%	58.6%	17.4%	6.6%	614	17.1%	60.7%	16.3%	5.9%	
Pritchardville ES	PK-5	800	100%	803	10.3%	52.8%	30.4%	6.5%	855	10.2%	54.7%	28.8%	6.3%	
Red Cedar ES	PK-5	764	91%	692	13.3%	30.5%	49.7%	6.5%	600	15.3%	28.8%	49.8%	6.0%	
HE McCracken MS	8-9	909	124%*	1127	14.2%	46.3%	35.0%	4.5%	1023	13.8%	46.7%	34.9%	4.6%	
River Ridge Academy	PK-8	1013	92%	932	10.3%	60.9%	22.6%	6.1%	832	10.2%	55.9%	26.9%	7.0%	
Bluffton MS	6-7	1035	89%	921	12.4%	44.6%	37.7%	5.3%	976	12.0%	47.2%	35.2%	5.5%	
Bluffton HS	10-12	1434	97%*	1395	17.6%	49.2%	29.1%	4.2%	1400	16.9%	50.1%	28.7%	4.2%	
BLUFFTON CLUSTER		8502	91%	7779	13.5%	47.0%	34.2%	5.3%	7625	13.2%	47.4%	34.0%	5.4%	
School/Cluster	Grades	Capacity	% Capacity Usage	DAY 45 Attend	%B	%W	%H	%O	DAY 45 Zoned	%B	%W	%H	%O	
Riverview Charter	PK-8	476	120%	570	25.1%	56.8%	8.1%	10.0%	No Attendance zone					
Right Choice School	6-12	250	12%	30	50.0%	36.7%	10.0%	3.3%	No Attendance zone					
		Capacity	% Capacity Usage	DAY 45 Attend	%B	%W	%H	%O	DAY 45 Zoned	%B	%W	%H	%O	
DISTRICT-WIDE TOTALS		26920	81%	21745	28.9%	41.1%	24.7%	5.3%	21264	28.5%	41.4%	24.6%	5.5%	

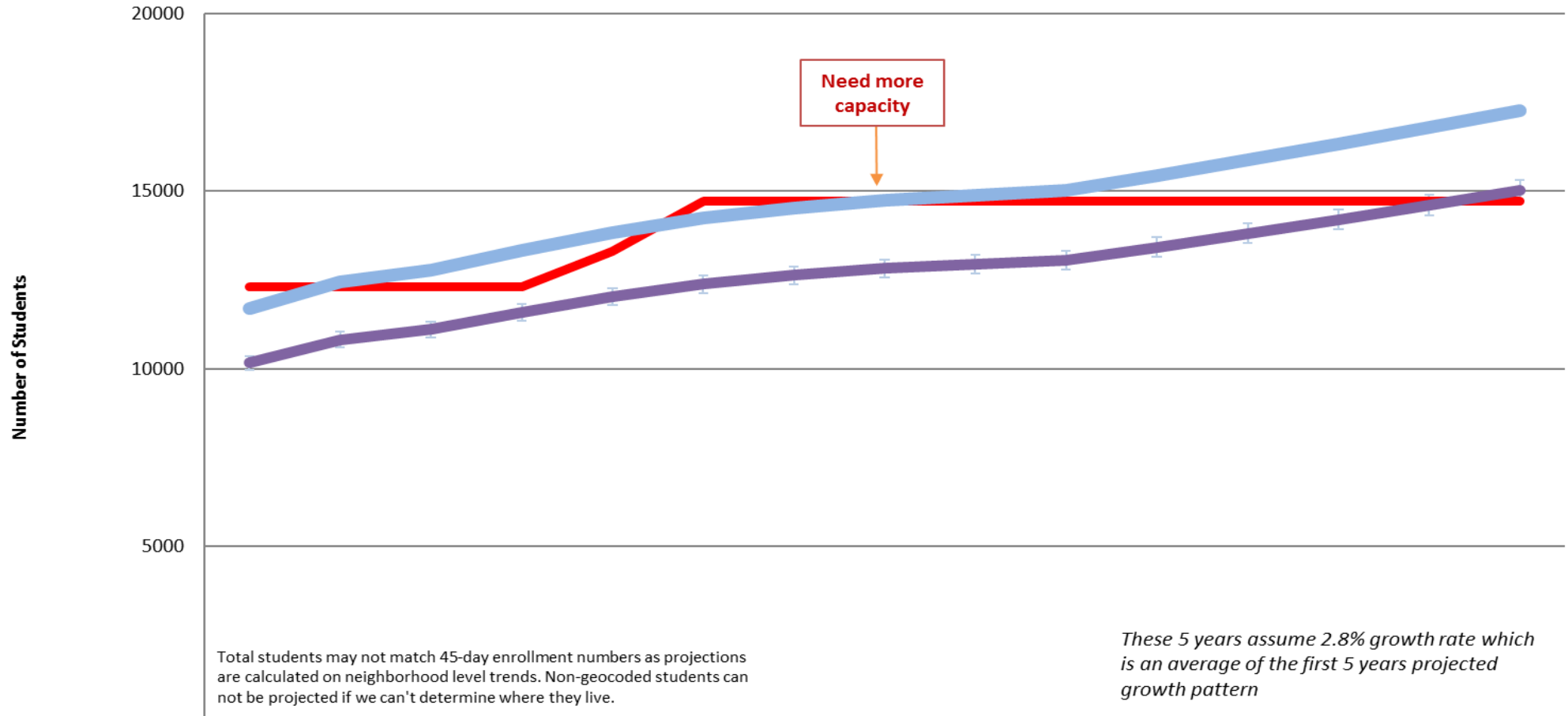
*Capacity does NOT include mobiles at these schools

45 Day Total 2014-2015
1 Yr Growth

21382
363

453 non-geocoded or out of District
28 live on-base
21745

SOUTHERN BEAUFORT COUNTY CHOICE AREA SCHOOLS (Grades PK-12) 5 YEAR Historic and 10 YEAR Projected Students and Capacity Needs

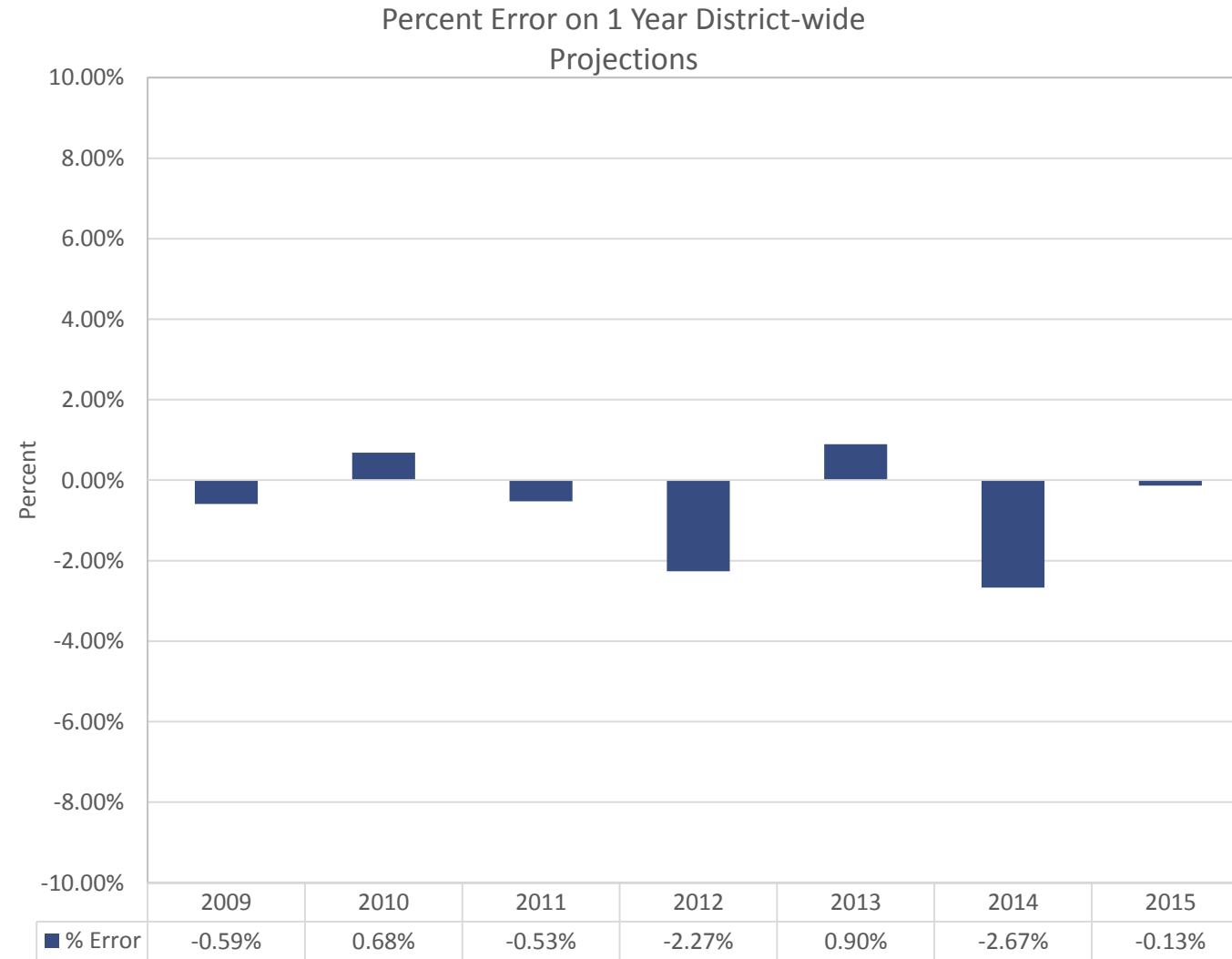


	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
— Building Capacity	12301	12301	12301	12301	13314	14714	14714	14714	14714	14714	14714	14714	14714	14714	14714
— Students	10160	10817	11106	11590	12036	12382	12633	12825	12945	13056	13427	13808	14200	14604	15018
— Needed Capacity	11684	12440	12772	13329	13841	14239	14528	14749	14887	15014	15441	15879	16330	16794	17271

Percent Error - Projections vs. Actual Enrollments at 45-day

A negative percent error means that the actual number of students is higher than the projection.

Last 6 years has a percent error average of -0.66%. Most years the projection has been low.



EDUCATIONAL CAPITAL IMPROVEMENT SALES TAX

FUNDING OPTION TO
ADDRESS CAPITAL
NEEDS



Sales Tax Facts

- Education Capital Improvements Sales and Use Tax Act is a 1976 amendment to SC Code of Laws which allows BCSD and other school district to impose such a tax if approved by voters.
- If approved by voters, an additional 1% in sales tax would be collected and used to address facilities needs.
- The sales tax can be effective a maximum of 15 years with voter approval – BCSD is asking voters to approve 10 years maximum. The tax will lapse at end of 10 years unless approved by the voters to renew.
- Certain items (such as unprepared foods) are exempt from the sales tax. Items that are already exempt will continue to be exempt under this sales tax.

Sales Tax Facts

- Educational Capital Sales tax would be used to address capital needs as specifically identified on the sales tax referendum ballot and approved by the voters.
- Revenue from sales tax would be used to:
 - Provide a credit (reduction) in existing property taxes against existing debt service. Over a **42% decrease** in ALL property owner's existing property taxes on debt service. This includes real property, vehicles, boats, etc.
 - Support renovations to existing schools and construction of new facilities.
 - Pay debt service on School District bonds.
- Revenue from this tax cannot be used to fund general operations

CAPITAL PROJECTS
ON THE
EDUCATIONAL
CAPITAL
IMPROVEMENT
SALES TAX
REFERENDUM
BALLOT

10-YEAR CAPITAL PLAN



Projects on Education Capital Improvement Sales Tax Ballot

<u>Description</u>	<u>Amount</u>
Additions/Renovations	60,324,959
HVAC	17,381,920
Building Envelope/Roofing	27,022,435
Future Schools	105,379,209
Land	7,000,000
Total	\$ 217,108,523

Additions/Renovations to Existing Facilities:

- Beaufort High School – wrestling room
- Bluffton High School – wrestling and weight rooms
- Hilton Head Island High School – classroom addition and renovations
- Hilton Head Island Middle School – classroom addition and parking
- May River High School – classroom (wing) addition

Additions/Renovations to Existing Facilities:

- River Ridge Academy – classroom (wing) additions
- Riverview Charter School – gym addition and renovations
- Robert Smalls International Academy – concession/storage building
- Whale Branch Early College High School – gym and auditorium additions

HVAC Upgrades to Existing Facilities:

- Battery Creek High School
- Beaufort Middle School
- Beaufort Elementary School
- Bluffton Elementary
- Bluffton High School
- Coosa Elementary School
- District Educational Office
- H.E. McCracken Middle School

HVAC Upgrades to Existing Facilities (cont.):

- Hilton Head Island High School
- Hilton Head Island Middle School
- Lady's Island Middle School
- District Office Maintenance Building
- Port Royal Elementary School
- Okatie Elementary School
- Whale Branch Elementary School

Roof Replacement and Waterproofing to Existing Facilities

- Beaufort High School
- Bluffton Elementary School
- H.E. McCracken Middle School
- Hilton Head Island High School
- Hilton Head Island International Baccalaureate
- Hilton Head Island School for the Creative Arts

Roof Replacement and Waterproofing to Existing Facilities (cont.)

- Hilton Head Island Middle School
- District Office Maintenance Building
- Islands Academy (at District Educational Services Center)
- District Educational Services Center
- Robert Smalls International Academy
- Whale Branch Middle School

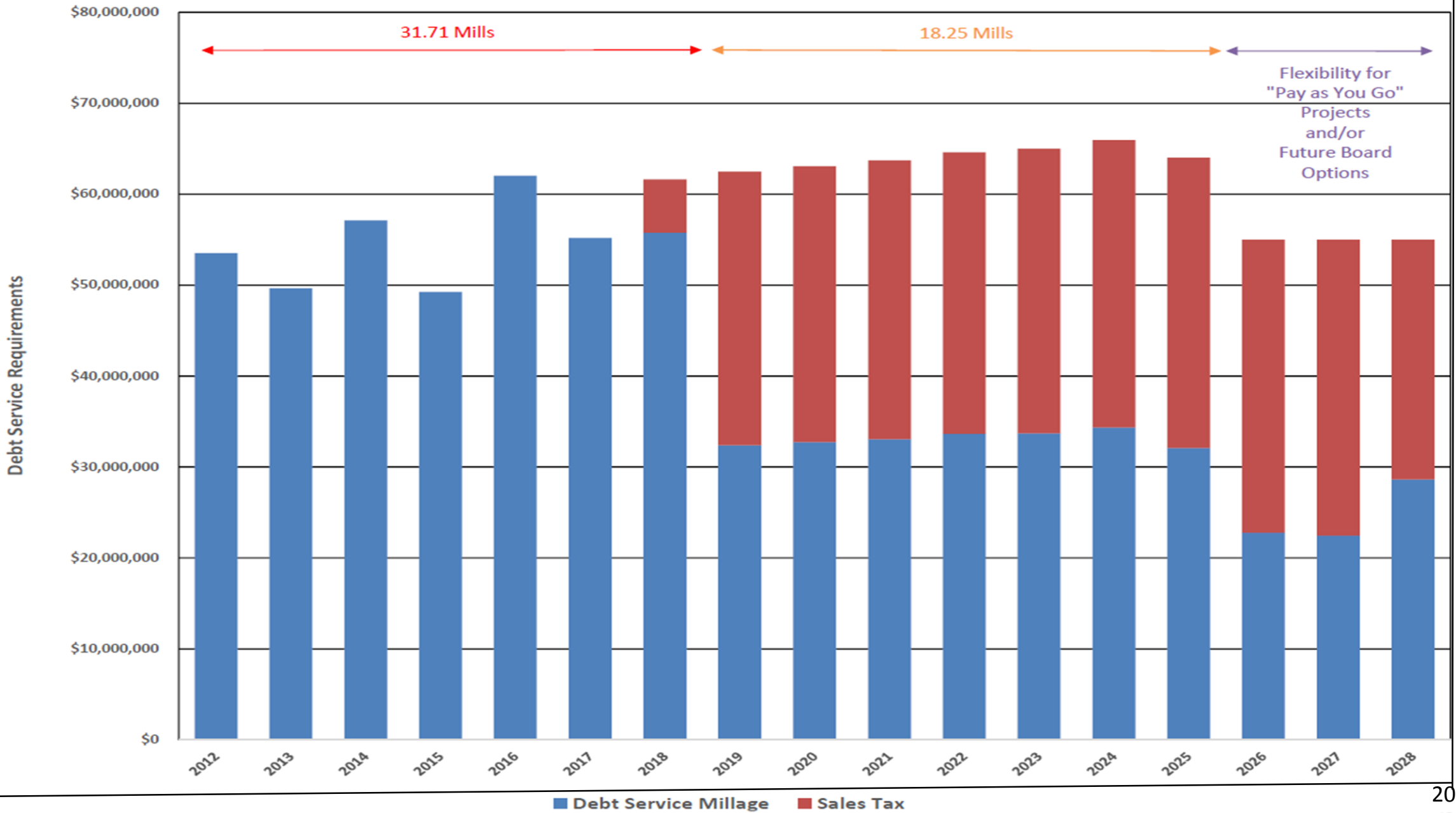
Constructing and Equipping of New Facilities:

- Two new schools in the Bluffton area

Land Acquisition:

- Purchase of land for new school facilities

Impact of 10 Year 1% Education Sales Tax Referendum on BCSD Debt Service Millage



Example of Debt Service Millage Reduction on a Resident Property Owner

Assessment Information				
Authority	Gross	Credits	Savings	Net Tax
5% Interest Pen				
5% INTEREST PENALTY	0.00	0.00	0.00	0.00
BEAUFORT COUNTY				
PURCHASE PROP	55.86	0.00	0.00	55.86
DEBT-50	62.47	0.00	0.00	62.47
OPERATIONS-36	555.98	0.00	0.00	555.98
BFT CNTY SCHOOL				
OPERATIONS-1032	0.00	0.00	0.00	0.00
OPERATIONS-1031	1,179.90	-1,179.90	0.00	0.00
BOND-1033	361.49	0.00	0.00	361.49
BLUFFTON FIRE				
FIRE DEBT	13.91	0.00	0.00	13.91
FIRE OP	273.83	0.00	0.00	273.83
STORMWATER FEE				
STORMWATER UTILITY FEE	98.00	0.00	0.00	98.00
TOWN OF BLUFFTON				
BLUFFTON TOWN OPER	456.00	0.00	0.00	456.00
BLUFFTON TOWN DEBT	49.59	0.00	0.00	49.59
Treas Surcharge				
TREASURER SURCHARGE	0.00	0.00	0.00	0.00
SWCWIBLUFF				
SWCWIBLUFF	18.13	0.00	0.00	18.13
Total Net Tax:				1,945.26

Removal of Property Taxes as a Result of Act 388

The amount listed in this area would decrease over 42% - In this case, it would be a \$153 decrease.

Impact of the Additional 1% Sales Tax on the Same Resident Tax Payer

Debt Service Tax “Savings”	\$153
Divided by \$.01 to equal amount of purchases	\$15,345
\$15,345 divided by 52 to equate to spending per week	\$295

What the above chart demonstrates is that a tax payer would need to purchase over \$15,345 in taxable goods to negate the savings on the reduction in property taxes. Any taxable spending less than \$15,345 per year would generate a savings to the tax payer.

Additional Examples of Tax Impact

Assessed Value = \$163,900 (4% Homeowner)	Lady's Island
Debt Service (Bond)	\$ 208
Reduction of 42.45%	\$ 88
Reduction divided by \$.01	\$ 8,830
Taxable Purchases per week	\$ 170

Assessed Value = \$486,900 (4% Homeowner)	Beaufort
Debt Service (Bond)	\$ 554.29
Reduction of 42.45%	\$ 235.30
Reduction divided by \$.01	\$ 23,529.61
Taxable Purchases per week	\$ 452.49

Assessed Value = \$678,500 (4% Homeowner)	Hilton Head Island
Debt Service (Bond)	\$ 797
Reduction of 42.45%	\$ 338
Reduction divided by \$.01	\$ 33,800
Taxable Purchases per week	\$ 650

Assessed Value = \$123,200 (6% Beaufort Homeowner)	Beaufort
Debt Service (Bond)	\$ 234.34
Reduction of 42.45%	\$ 99.48
Reduction divided by \$.01	\$ 9,947.73
Taxable Purchases per week	\$ 191.30

In Summary

There will be **two questions** on the ballot in November. One would authorize the board to issue \$217M of new debt through bonds to pay for a list of capital projects. The second will levy a 1% sales tax estimated to generate \$313M over 10 years to be used to reduce taxes, pay down debt and fund the projects on the \$217M list.

- **If both questions pass:** the district could pay for the projects as planned and would reduce property taxes on debt service.
- **If only the bond passes:** the district would have to increase property taxes on debt service by approximately 10%.
- **If only the sales tax passes:** the projects would be delayed until the revenue is available.
- **If both questions fail:** the district would resort to other options to cope with student enrollment growth and maintain existing facilities.

FOR MORE INFORMATION

Visit our website link listed below to find:

- A tax calculator to determine the potential tax savings on your debt service property tax.
- Video by our Financial Advisor, Brian Nurick of Compass Municipal Advisors, to learn how the reduction of debt service property tax works.
- Ballot Questions
- Past and present financial reports of capital projects. Future capital projects would be provided in the same transparent manner.

<http://beaufortschools.net/>



QUESTIONS??

ORDINANCE NO. _____

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AN ORDINANCE TO AMEND SECTION 6-28 OF THE BEAUFORT COUNTY CODE OF ORDINANCES SO AS TO AMEND THE MEMBERSHIP OF THE BOARD SO THAT AN INDIVIDUAL MAY BE APPOINTED DIRECTLY TO THE BOARD BY THE TOWN OF HILTON HEAD ISLAND RATHER THAN BEING NOMINATED AND OTHER RELATED CHANGES

WHEREAS, the Beaufort County Airports Board was created to assist the County Council of Beaufort County by providing technical, financial, business, and marketing advice that helps to ensure and promote public aviation facilities and services that are safe, economically self-sufficient, and sensitive to the needs of the community; and

WHEREAS, membership to the Beaufort County Airports Board is currently fulfilled by a nomination and appointment process conducted by Beaufort County Council; and

WHEREAS, it is in the best interests of the County that amendments be made to this process so as to allow the Town of Hilton Head Island to make a direct appointment of a member to the Board; and

WHEREAS, Beaufort County Council shall retain the right to reject such appointment by a 2/3 vote of its membership and shall also be given the authority to make this appointment directly to the Board if the Town of Hilton Head Island shall fail to provide an appointment within forty-five (45) days of such term expiring or otherwise becoming vacant, or if the Town of Hilton Head Island shall fail to make an alternative appointment within forty-five (45) days of County Council rejecting its appointment.

NOW, THEREFORE, BE it Ordained by Beaufort County Council that the following amendments are hereby made to Section 6-28 of the Beaufort County Code of Ordinances. Items identified by a ~~strikethrough~~ shall be removed and items identified by underline shall be added.

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Sec. 6-28. - Membership.

- (a) The BCAB will consist of 11 members who are committed to the purpose and goals of the BCAB and who have the business and professional experience to help ensure the success and the enhancement of both Beaufort County airports;
- (b) In the appointment of candidates, council will give due consideration to balancing BCAB membership by considering the preferred qualifications stated in paragraph (d) of this section, as well the geographical, racial, and gender characteristics of all BCAB candidates;
- (c) Because of the need for diverse backgrounds and professional experience for this board, membership thereof shall be as follows:

One member nominated by the board of the Beaufort Chamber of Commerce;

Two members who reside in close proximity to the Beaufort County Airport;

One member who is an active pilot and aircraft owner based at the Beaufort County (Lady's Island) Airport;

One member ~~nominated, nominated~~ appointed by the town council of the Town of Hilton Head Island; however, County Council shall retain the right to reject the Town's appointment by the 2/3 vote. If the Town shall fail to appoint an individual to the fill the vacancy on the board within forty-five days of

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such vacancy, or if such appointment shall be rejected by County Council and a replacement appointee shall not be named within forty-five days of such rejection, then County Council, by a majority vote, may appoint an individual to fill this seat;

Two members who reside in close proximity to the Hilton Head Island Airport;

One member who is an active pilot and aircraft owner based at the Hilton Head Island Airport;

One member who is an active or recently retired commercial airline pilot, preferably with commuter-airline experience;

Two members who also meet the qualifications stated in paragraph (d) below;

- (d) Given the unique nature of the BCAB, all candidates and nominees should have documented training or professional experience in areas such as those listed below:

Accounting or financial management;

Airport management or fixed base operations management;

Business management or business aviation;

General aviation, aviation electronics, or aeronautical engineering;

Engineering, construction management;

Federal or state aviation agency experience;

Law enforcement, security, or the practice of law;

Planning, public relations, marketing, or advertising.

- (e) Council will make known the need of specific vacancies and request assistance from the local media in notifying citizens of qualifications for each vacancy; and

- (f) For the purposes of this article, "close proximity" is defined as any residential unit, neighborhood, or gated community within a three-mile radius of the center of the airport runway(s).

~~(Ord. No. 2008/51, § III, 12-8-2008; Ord. No. 2012/15, 10-22-2012)~~ DONE this _____ day of _____, 2016.

BEAUFORT COUNTY COUNCIL

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D. Paul Sommerville, Chairman

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APPROVED AS TO FORM:

Thomas Keaveny, County Attorney

ATTEST:

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COMPREHENSIVE FINANCIAL PLAN: REVENUE AND EXPENDITURES

Financial Plan per Council Retreat of February 2016

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

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

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

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

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

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

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

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

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

Jerry Stewart, Chairman
 Finance Committee
 September 30, 2016