

Town of Hilton Head Island, South Carolina



Consolidated Municipal Budget
Fiscal Year
July 1, 2004 through June 30, 2005

**TOWN OF HILTON HEAD ISLAND
PROPOSED FISCAL YEAR 2005 BUDGET**

ELECTED OFFICIALS

MAYOR

The Honorable Thomas D. Peoples

TOWN COUNCIL

Kenneth (Ken) S. Heitzke, Mayor Pro Tempore

Willie (Bill) Ferguson

W.J. (Bill) Mottel

John D. Safay

George W. Williams, Jr.

Drew Laughlin

ADMINISTRATION

Stephen G. Riley

Shirley Freeman

Charles O. Hoelle, Jr.

Gregory DeLoach

Thomas M. Fielstead

Charles F. Cousins

Nancy H. Gasen

Frank P. Hodge, Jr.

Town Manager

Director of Finance

Deputy Town Mgr./Director of

Public Projects and Facilities

Assistant Town Manager/Director of

Legal Department

Fire Chief

Director of Planning

Director of Human Resources

Director of Building and Fire Codes

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TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Town Council Members
Town of Hilton Head Island
One Town Center Court
Hilton Head Island, SC 29928

Dear Council Members:

We respectfully present the Fiscal Year 2005 Budget for the Town of Hilton Head Island, South Carolina to the Town Council for review. This budget represents an annual funding plan which responds to the needs of the Town while using a limited resource of funds.

About Hilton Head Island

Hilton Head Island is a barrier island on the Atlantic coast of South Carolina. The island is located about 30 miles from Savannah, Georgia and about 90 miles from Charleston, South Carolina. Approximately 42 miles in square area, the island is about 12 miles long and 5 miles wide. A four-lane bridge over the Intercoastal Waterway connects the island with the mainland. The Town has jurisdiction over the entire island except for Mariner's Cove, Blue Heron Point, and Windmill Harbor. The Town was incorporated on May 18, 1983. The Articles of Incorporation provide for a Council-Manager form of government. The legislative authority rests with a Mayor and six (6) council members.

Tourism is the largest industry in the island's economy. There are approximately 2.26 million visitors annually. The island hosts a major sports event in the MCI Heritage Golf Classic. The island has established world class accommodations, and the tourism industry continues to grow with a peak summer population of approximately 100,000.

Town Vision

“World Class Residential and Resort Community” means:

- Enhancing Our Natural Beauty
- World-Class Beach
- Pristine Waters
- Preserving our Low Country Character and Heritage
- Well-Planned Community
- Sustainable Community through Continuous Revitalization
- Recreational Opportunities for All
- Hilton Head Island: Community Spirit and Pride
- Providing Top-Quality Services and Facilities
- Town as a Regional and State Leader

TOWN OF HILTON HEAD ISLAND

FISCAL YEAR 2005 BUDGET

Budget Summary

The FY 2005 Budget represents a funding plan designed to meet the needs of the Town's citizens. The general fund budget maintains the current level of high quality service with additional funds being provided for a household hazardous waste program, and a mid-decade census. The Capital Improvements Program (CIP) reflects the Town's continued focus on infrastructure improvements with 30% of the budget earmarked for roadway improvements. Funding of the general fund budget and the CIP will continue to be a challenge because revenues are not projected to grow at the same rate as the demand for services.

The total consolidated budget amount is **\$51,896,800**

Millage Rate

General Fund	20.51
Capital Improvements Program	2.80
Debt Service Fund	7.69
Total	<u>31.00</u>

In calendar year 2004 the property in Beaufort County was reassessed. In September of 2004 Town Council will vote on a roll-back millage rate based on the reassessed property values provided by the County's Property Assessor.

Overview

The Town of Hilton Head Island serves a full-time residential population of over 37,000 as well as a substantial number of visitors each year. Our service delivery systems are designed to accommodate a daily population nearly three times the size of the permanent population. While recognizing that our visitors make a significant contribution to the overall economy of the Town, they provide limited direct support of our services, placing a disproportionate burden on the property tax. The hospitality tax, local accommodations tax, and beach preservation fee are vehicles available to us to address this inequity and augment revenues received from property taxes.

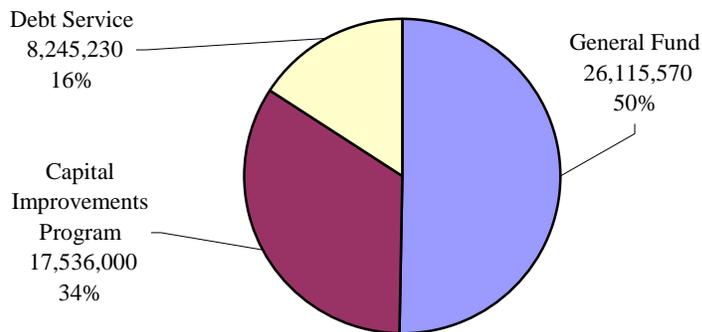
TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Financial Plan

The Town's budget consists of three separate fiscal accounting funds. These funds are created to provide for the following specific activities of the Town:

- The General Fund is the operating fund of the Town and accounts for all financial resources of the Town except those required for capital improvements and debt service.
- The Capital Projects Funds account is for the financial resources used to acquire land and facilities, construct and improve public facilities, including roads, bike paths, fire stations, vehicle replacement, drainage improvements, and park development.
- The Debt Service Fund accounts for the accumulation of resources and the payment of debt.

TOTAL FY 2005 EXPENDITURES BY FUND



The following table shows the amount and percent of change to these three funds from last fiscal year to the budget:

Comparison of the FY 2004 Revised Budget with the FY 2005 Budget

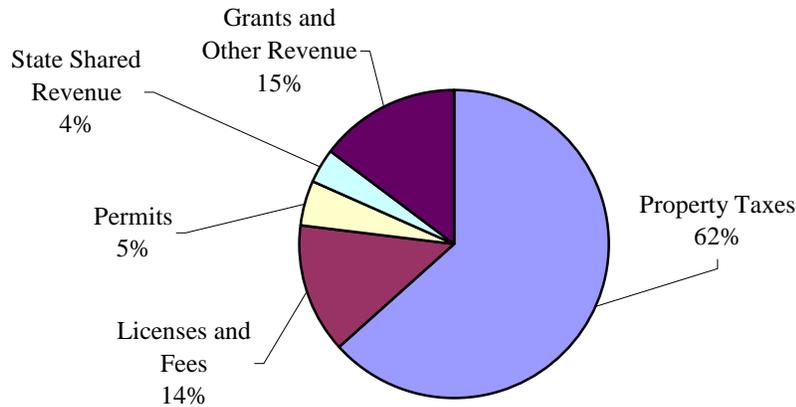
	General Fund	Capital Improvements Program	Debt Service Fund	Consolidated Municipal Budget
FY 2004 Revised Budget	\$ 24,409,952	\$ 30,160,670	\$ 6,519,068	\$ 61,089,690
FY 2005 Budget	\$ 26,115,570	\$ 17,536,000	\$ 8,245,230	\$ 51,896,800
Amount of Increase (Decrease)	\$ 1,705,618	\$ (12,624,670)	\$ 1,726,162	\$ (9,192,890)
Percent of Increase (Decrease)	6.99%	-41.86%	26.48%	-15.05%

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

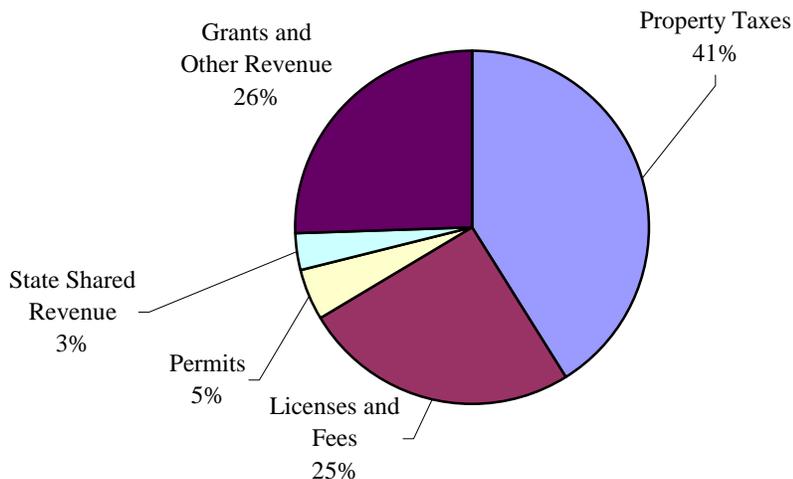
General Fund

A mix of property taxes, fees, and local accommodations tax for public safety supports the General Fund budget of \$26,115,570. There is a 5% increase in the fee structure for business licenses. As one of our financial planning goals, we continue to look at the mix of revenues for the General Fund. Below is a comparison of the revenues showing the actual revenue collections for FY 1994 compared to FY 2005. These graphs highlight the progress made to lessen the reliance on a high percentage of property tax revenue from 62% in FY 1994 as compared to 41% in FY 2005. The increase in grants and other revenues is due to additional funds received from the local accommodations tax, beach preservation fees, state accommodations tax, hospitality fees and storm water fees.

FISCAL YEAR 1994 BUDGET



FISCAL YEAR 2005 BUDGET



TOWN OF HILTON HEAD ISLAND

FISCAL YEAR 2005 BUDGET

General Fund - Major Revenues

Property Taxes

The forecast of \$10,748,900 is based on information from the County Tax Assessor and estimates based on building permits issued. The budget value of a mil is \$524,000.

Licenses & Franchise Fees

Revenues from business licenses and franchise fees are projected to increase by \$275,550 over FY 2004 estimated actual revenue. The forecasted revenue from business licenses includes a 5% rate increase. Cable TV utility fees are expected to decrease by \$70,800 over the estimated actual for June 30, 2004 due to Adelphia providing a rate reduction to subscribers.

Permit Fees

Construction and development permit fee revenues are budgeted to increase by \$30,740 based upon projections for FY 2004, and estimates for new projects.

Grants and Other Revenue

Local Accommodation Tax

The one-percent Local Accommodations Tax is intended to be used for public safety, and will generate \$1.82 million representing a slight increase over the prior year budget.

Accommodation Tax Transfers

It is anticipated that this line item will provide \$903,950 in funding to the General Fund. This represents a slight increase over the FY 2004 estimated actual revenue. This line item also includes the 5% of State Accommodations Tax designated by law to the General Fund.

Hospitality Tax Transfer

These funds will be used support the Public Safety function of Town Government. It is anticipated that this line item will provide \$1.22 million in funding to the General Fund. This represents a substantial increase over the FY 2004 estimated actual revenue of \$88,000. The increase is necessary to offset Ad Valorem taxes that will be shifted to fund debt service.

Beach Preservation Fee Transfer

It is anticipated that this line item will provide \$738,680 in funding to the General Fund. This represents a slight increase over the FY 2004 estimated actual revenue.

General Fund – Expenditures

The General Fund budget presentation is divided into six sections or functional areas of General Government, Management Services, Planning/Building and Fire Codes, Public Safety, Public Projects and Facilities, and Townwide. This is to enhance the readability and highlight the key issues and changes related to each area. Each area has a summary page with expenditures by category, program and key issues, followed by detailed goals and budgets for the various departments, and divisions.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Personnel

Overall, employee compensation and benefits reflected in this budget provide for maintenance of competitive programs. Consistent with lower national and local projections, the recommended 4.5% total salary budget increase includes funding for merit and miscellaneous increases (promotions, market adjustments, etc). Merit increases for most employees will likely range from 2.0% – 3.5%, depending on performance and position in range. The recommended benefits budget, as a percentage of total salary budget is also consistent with national norms.

<u>FY 2004</u>	<u>Positions Added</u>	<u>FY 2005</u>
250	0	250

General Government

General Government shows an increase of \$25,870 or 2.3%, which is due primarily to increases in salaries and benefits, legal fees, as well as printing and publishing expenses. In addition, there was a significant decrease in consulting costs.

Management Services

Management Services shows an increase of \$188,685 or 6.0%, which is mostly due to increases in salaries and benefits, travel expenses, and maintenance contracts. In addition, there were decreases in records management expenses, municipal election costs, computer software, and professional fees.

Planning/Building and Fire Codes

Planning's budget increased by \$309,640 or 21.2% this year due mainly to increases in salaries and benefits, printing costs, and professional fees (mid-decade census \$271,000).

The budget for **Building and Fire Codes** increased by \$63,980 or 6.1%, due to increase in salaries and benefits, and expenses associated with books and resource materials.

Public Safety

Fire and Rescue reflects an increase of \$696,910 or 6.5%, the majority of which is an increase in salary and benefit expenses, professional services, OSHA related expenses, telephone expense, utility expense, uniform expense, cleaning supplies, vehicle fuel cost, vehicle maintenance, and maintenance contracts. In addition, there were significant decreases in the cost of tools and office rental expense. The decrease in office rental expense is due to the communications/EOC division moving into a new facility.

TOWN OF HILTON HEAD ISLAND

FISCAL YEAR 2005 BUDGET

The Public Safety (Police Patrol/Communications) budget appropriation will increase by \$44,590 or 1.9%.

Public Projects & Facilities

The FY 2005 budget increased by \$186,500 or 7.6% primarily due to an increase in salaries and benefits, expenses associated with the closed loop traffic signal system, security services, and maintenance contracts.

Townwide

This budget increased by \$53,600 or 3.0% primarily due to increases in the Recreation Center budget, unemployment, insurance, utilities, LRTA grant, contingency and equipment maintenance costs. In addition, this budget assumes the elimination of expenses associated with the Low Country Recycling Program.

Capital Improvements Program Fund

The Capital Improvements Program (CIP) budget reflects revenues and expenditures for FY 2005 as well as a ten year projection of anticipated new projects. The hard work and input of the Planning Commission and Parks and Recreation Commission in developing this proposal is acknowledged.

This appropriation of \$17,536,000 is funded with property taxes, transfers from special revenues, grants, the 1% hospitality tax, and contributions from the County for parks and recreation projects. The Drainage Projects are funded in the Capital Improvements Program from stormwater utility bonds, and stormwater utility fees.

CAPITAL PROJECTS

The appropriation for this fund provides for:

Project	FY 2004	FY 2005	Difference	% Diff.
Pathways	\$ 2,604,000	\$ 2,792,000	\$ 188,000	7.22%
Drainage Improvements	10,207,150	3,542,000	(6,665,150)	-65.30%
Roadway Improvements	4,140,820	5,259,000	1,118,180	27.00%
Park Development	3,829,800	1,930,000	(1,899,800)	-49.61%
Existing Facilities	3,698,900	1,740,000	(1,958,900)	-52.96%
New Facilities	2,815,000	896,000	(1,919,000)	-68.17%
Beach Maintenance	1,350,000	485,000	(865,000)	-64.07%
Land Acquisition	1,515,000	892,000	(623,000)	-41.12%
Total	\$ 30,160,670	\$ 17,536,000	\$ (12,624,670)	-41.86%

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Debt Service Fund

The Town funds capital items with a conservative combination of pay-as-you-go and bonding. The Series 1996A Bonds in the amount of \$1,425,000 were used to fund the water tower project and the installation of fire hydrants. Series 1996B Bonds in the amount of \$11,180,000 were used to refund 1987 and 1989 bond issues to achieve savings in the repayment of this high interest debt. A 1998 \$15,000,000 referendum bond and a 1999 \$12,000,000 referendum bond were issued for land purchases funded by Real Estate Transfer Fees. Also, a 1999 \$6,000,000 G. O. Bond was issued for land purchases and for capital projects. A \$20,000,000 Referendum Bond for Land Acquisition was added in 2001. In 2002 a Revenue Bond for Drainage for \$17,000,000 was issued to be funded from Stormwater Utility Fees. In 2004, a \$15,000,000 G.O. Bond was issued for land acquisition and Revenue Bonds in the amount of \$10,000,000 were issued for capital projects. The Debt Service Fund's \$8,245,229 appropriation allows for the accumulation of resources for debt service payments.

Summary

The budget's development is always challenging but we have diversified financial resources with which to sustain our Town programs. Through this budget process we are able to demonstrate that such a successful community can create a budget that sustains the Town's success. While the pressures of growth and the demands of a substantial number of visitors each year have a significant impact on this financial plan, it still provides for the needs of the Town Council's community-oriented agenda. Thanks to all the department heads for holding the line in this budget.

Sincerely,



TOWN OF HILTON HEAD ISLAND

Stephen G. Riley, AICP

Town Manager

SGR/nc

TOWN OF HILTON HEAD ISLAND

FISCAL YEAR 2005 BUDGET

FINANCIAL POLICIES

Accounting Basis

The budgets for governmental funds are prepared using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

Property tax revenues are recognized when received or available for payment of liabilities of the current period. The Town considers property taxes as available if collected within 60 days after year-end. Business license revenues are recognized when measurable and available.

Guidelines

- The Comprehensive Annual Financial Report (CAFR) presents the status of the Town's finances on a basis consistent with Generally Accepted Accounting Principles (GAAP). In order to provide a meaningful comparison of actual results with the budget, the CAFR presents the Town's operations on a GAAP basis and also shows fund expenditures and revenues on a budget basis for all funds.
- Current revenues will be sufficient to support current expenditures.
- The budget will provide funding for maintenance and replacement of capital plant and equipment.
- The Town will establish and maintain an operating reserve based on a range with a **minimum of 25%** up to a **maximum of 30%** of the Town's adopted fiscal year operating budget. The operating reserve may be utilized for emergency purposes in post-disaster occurrences; to offset an early fiscal year tax revenue income stream deficiency; and to avoid emergency Town borrowing or use of tax exemption notes. The Director of Finance is authorized to transfer the amount of undesignated fund balance above the 30% maximum into the debt service reserve fund to maintain an account reserved for the reduction of Town debt. This account shall be called debt defeasance. An annual report shall be given each year in conjunction with the budget.
- All debt issued, including lease-purchase methods, will be repaid within a period not to exceed the expected lives of improvements financed by debt.
- The Town will not issue long term borrowing to finance current operations or normal maintenance.
- The Town shall have an independent annual audit in accordance with *Governmental Auditing Standards*, issued by the Comptroller of the United States.

Planning

The Town will prepare a Five-Year Budget Plan for the General Fund and a Ten-Year Capital Plan. The forecast will include estimated operating costs and revenues of future capital improvements.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

FINANCIAL POLICIES (continued)

Budget

- ***Budget Transfers.*** The Town Manager is authorized to transfer funds as follows:
 - a. Make any budget line item transfer within a department in the General Fund.
 - b. Transfer up to One Hundred Thousand Dollars (\$100,000) between departments in the General Fund.
 - c. Transfer up to One Hundred Thousand Dollars (\$100,000) between Town Council approved capital projects in the Capital Improvements Program Fund (CIP).
 - d. Transfer up to One Hundred Thousand Dollars (\$100,000) between Town Council approved capital projects in the Tax Increment Financing Fund (TIF).
 - e. Transfer up to One Hundred Thousand Dollars (\$100,000) between Town Council approved line items in the Debt Service Fund.
 - f. Any other transfers between a department's line items or capital projects exceeding the thresholds outlined above will be submitted to Town Council for approval.
 - g. No budget transfers shall (a) be made from one fund to another fund (General Fund, Capital Improvement Fund (CIP), Debt Service Fund, Tax Increment Financing Fund (TIF)), or (b) conflict with any existing Bond Ordinances.
 - h. Any change in the adopted budget which would increase or decrease the total of the combined authorized revenues or expenditures must be approved by Town Council.

- ***Encumbrances.*** Appropriations in governmental funds are encumbered upon issuance of purchase orders, contracts, or other forms of legal commitments. Even though goods and services have not been received, the transactions are accounted for as a reservation of fund balances in the year that the commitment is made. While appropriations lapse at the end of each fiscal year, re-appropriation of encumbrances of the fund balance will be provided for through an amendment of the new fiscal year budget to increase the revenues (funds from previous fiscal years) and increase the appropriated budget expenditures.

- ***Contract Authority.*** The Town Manager is authorized to enter into Town contracts if the total contract amount does not exceed the project budget by fifteen percent (15%) or one hundred thousand dollars (\$100,000), whichever is less. If the total contract amount exceeds said thresholds the contract and funding proposal must be submitted to the Town Council for approval.

- ***Rights-of Way and Easements.*** The Town Manager is hereby authorized to obtain any rights-of-way or easements required for any capital project approved in the budget. No excessive rights-of-way or easement acquisition, nor condemnation action may be undertaken without the expressed authorization of Town Council.

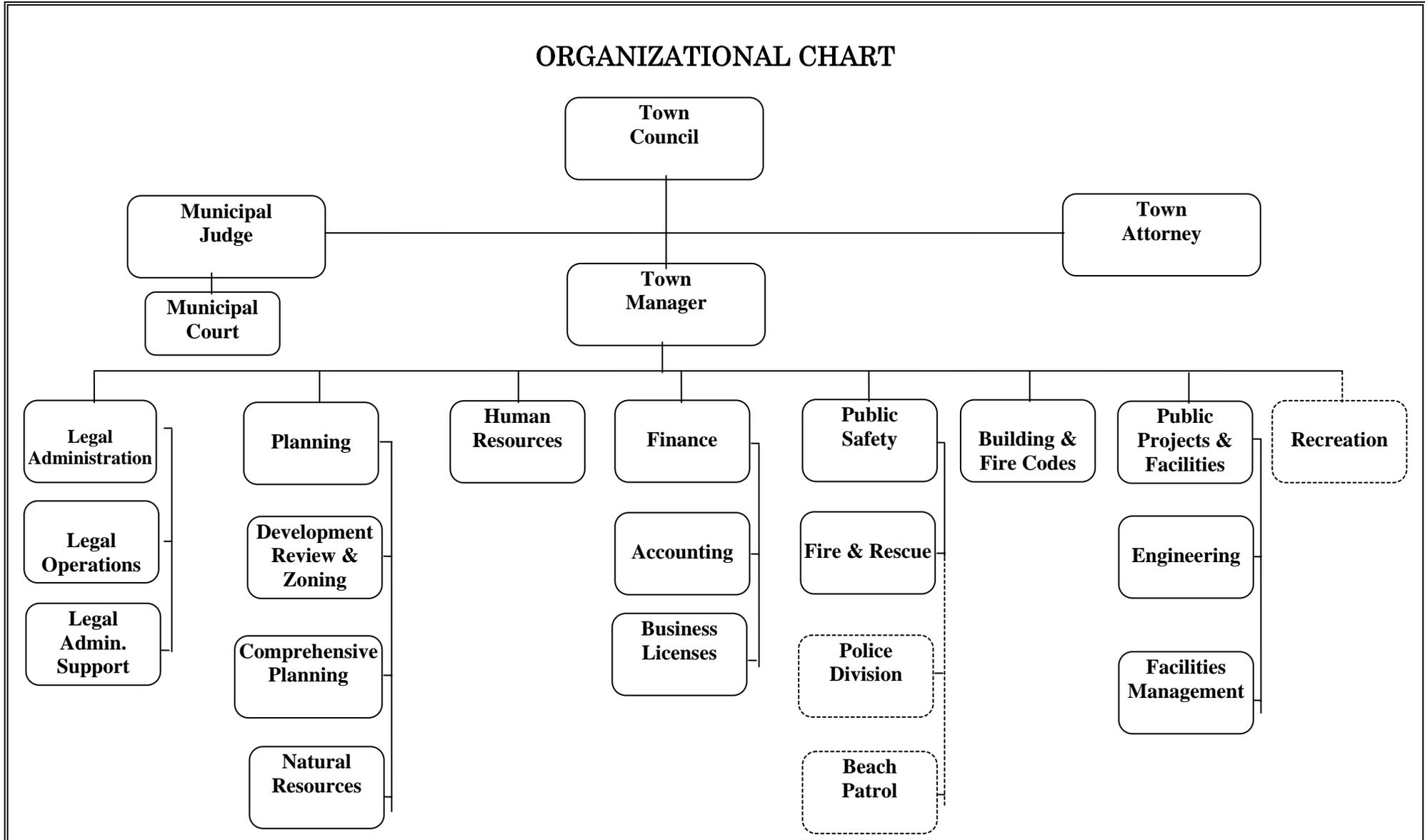
TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

BUDGET CALENDAR

- 01/09/2004 Budget kick-off and training sessions
- 02/06/2004 Department goals and objectives are submitted to Finance for review by the Deputy Town Manager, Assistant Town Manager, and the Director of Finance
- 02/06/2004 Budgets are due from Low Country Recycling, Island Recreation Center, and the Sheriff's Office
- 03/01/2004 Planning Commission's CIP Committee Meeting(s) conducted during March with
to Planning Commission's recommended CIP approved during the Town Council's
03/31/2004 first meeting in April.
- 03/08/2004 Department budgets are due to Finance
- 04/05/2004 Proposed budget is delivered to the Town Manager, Deputy Town Manager, and Assistant Town Manager for review
- 04/05/2004 Town Manager, Deputy Town Manager, and Assistant Town Manager review the
to proposed budget with the Director of Finance
04/15/2004
- 04/15/2004 Budgets are due from Chamber of Commerce and Hilton Head Hospitality Association
- 05/04/2004 Town Manager delivers the proposed budget to Town Council for the first reading of ordinance
- 06/01/2004 Revised first reading (Official Public Hearing) of budget by Town Council and adoption of budget

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

ORGANIZATIONAL CHART



TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

HOW TO USE THIS DOCUMENT

This section is intended to assist those readers not familiar with the Town's budget document in gaining an understanding of how the budget document is organized and what information is presented. The Town's budget is divided into the following major sections:

Introduction

This section contains the Town Manager's Budget Message, Financial Policies, Budget Calendar, and Organizational Chart. This section will also provide you with information about the Town of Hilton Head Island, South Carolina, the Town Vision, and the FY 2005 Financial Plan.

Budget Summaries

This section provides the reader with budget summary information. Included in this section is a consolidated budget summary; the General Fund budget summary, a detailed list of revenues, and the personnel budget; and budget summaries for the Capital Improvements Program Fund and Debt Service Fund. You will also find graphic illustrations for the General Fund and Capital Improvements Program Fund of where the money comes from and where the money goes.

General Fund - Department Budgets, Mission Statements, Objectives and Key Issues/Changes

This section presents a summary of expenditures by category, by program, department and division for the General Fund. This section also includes a summary of key issues and changes for each program. Also included in this section are the mission statement and objectives for each department/division.

Capital Improvements Program

This section includes a detailed review of projects for FY 2005.

Ten Year Capital Plan

This section includes a ten year analysis of anticipated capital projects by project category.

Debt Service Fund

This section provides a summary of outstanding bond issues of the Town.

TIF (Tax Increment Financing) Fund

This section provides a definition of TIF along with a summary of anticipated expenditures associated with this program.

Appendix

This section contains additional schedules and narratives that provide the reader with further detail on activities and expenditures. Included in this section are the following:

- ❖ Glossary of Terms
- ❖ Graphical Analysis of Revenues and Expenditures (General Fund)
- ❖ General Fund Five Year Budget Plan

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

BUDGET SUMMARY – CONSOLIDATED

	General Fund	Capital Projects Fund	Debt Service Fund	Consolidated Total	<i>Special Revenue Funds</i>				
					Accommod. Tax	Beach Preservation Fee	Real Estate Transfer Fee	Impact Fees	Tax Increment Financing
<u>Revenues:</u>									
Property Taxes	\$ 10,748,900	\$ 1,467,000	\$ 4,029,560	\$ 16,245,460					
Licenses & Franchise Fees	6,585,640	-	-	6,585,640					
Permit Fees	1,223,880	-	-	1,223,880					
Intergovernmental Revenue	885,670	-	-	885,670					
Miscellaneous Revenue	1,689,450	4,083,000	-	5,772,450	\$ 1,517,950	\$ 2,183,680	\$ 2,645,280	\$ 4,395,000	\$ 961,000
Grants/Donations	1,200	170,000	-	171,200					
HTAX/SWU Bonds and Fees	1,430,200	4,401,000	1,420,890	7,252,090					
Local ATAX Public Safety	1,818,000	-	-	1,818,000					
Investments	90,000	-	149,500	239,500					
Transfers In	1,642,630	7,415,000	2,645,280	11,702,910					
Total Revenues	\$ 26,115,570	\$ 17,536,000	\$ 8,245,230	\$ 51,896,800	\$ 1,517,950	\$ 2,183,680	\$ 2,645,280	\$ 4,395,000	\$ 961,000
<u>Expenditures:</u>									
General Government	\$ 1,143,570	\$ -	\$ -	\$ 1,143,570					
Management Services	3,349,110	-	-	3,349,110					
Planning/Building and Fire Codes	2,879,570	-	-	2,879,570					
Public Safety	13,768,260	-	-	13,768,260					
Public Projects and Facilities	2,652,400	17,114,000	-	19,766,400					
Townwide	1,751,045	-	-	1,751,045					
Debt	100,000	422,000	8,245,230	8,767,230					
Transfers Out	-	-	-	-	\$ 1,517,950	\$ 2,183,680	\$ 2,645,280	\$ 4,395,000	\$ 961,000
Capital Outlay/Projects	471,615	-	-	471,615					
Total Expenditures	\$ 26,115,570	\$ 17,536,000	\$ 8,245,230	\$ 51,896,800	\$ 1,517,950	\$ 2,183,680	\$ 2,645,280	\$ 4,395,000	\$ 961,000
Revenues Over/(Under) Expn.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Beginning of FY	\$ 7,681,060	\$ 33,500,000	\$ 6,685,530	\$ 47,866,590					
Fund Balance End of FY	7,681,060	32,519,000	6,685,530	46,885,590					
Change in Fund Balance	\$ -	\$ (981,000)	\$ -	\$ (981,000)					

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

BUDGET SUMMARY – GENERAL FUND

	FY 2003	FY 2004	FY 2004	FY 2005	Budget	Estimate
	Actual	Revised Budget	Est. Actual	Budget	Diff. % 2004/2005	Diff. % 2004/2005
<u>Revenues:</u>						
Property Taxes	\$ 9,265,944	\$ 10,926,300	\$ 10,800,000	\$ 10,748,900	-1.62%	-0.47%
Licenses & Franchise Fees	6,214,543	5,824,500	6,310,090	6,585,640	13.07%	4.37%
Permit Fees	1,121,065	985,000	1,193,140	1,223,880	24.25%	2.58%
Intergovernmental Revenue	872,768	879,700	878,870	885,670	0.68%	0.77%
Miscellaneous Revenue	1,733,393	1,954,652	1,571,060	1,689,450	-13.57%	7.54%
Grants	225,966	-	16,620	1,100	100.00%	-93.38%
Donations	1,730	-	100	100	100.00%	0.00%
Local ATAX Public Safety	1,728,707	1,900,000	1,760,000	1,818,000	-4.32%	3.30%
Investments	100,582	100,000	81,760	90,000	-10.00%	10.08%
Transfer In	2,000,379	1,839,800	1,839,800	3,072,830	67.02%	67.02%
Total Revenues	\$ 23,265,077	\$ 24,409,952	\$ 24,451,440	\$ 26,115,570	6.99%	6.81%
<u>Expenditures</u>						
General Government						
Town Council	\$ 243,067	\$ 231,300	\$ 241,000	\$ 251,540	8.75%	4.37%
Town Manager	337,133	338,500	334,660	353,600	4.46%	5.66%
Human Resources	455,085	547,900	538,790	538,430	-1.73%	-0.07%
	1,035,285	1,117,700	1,114,450	1,143,570	2.31%	2.61%
Management Services						
Finance	976,178	1,039,025	1,029,000	1,107,310	6.57%	7.61%
Municipal Court	364,642	404,350	386,140	417,120	3.16%	8.02%
Legal/Administration	1,574,452	1,717,050	1,713,990	1,824,680	6.27%	6.46%
	2,915,272	3,160,425	3,129,130	3,349,110	5.97%	7.03%
Planning/Building and Fire Codes						
Planning	1,280,975	1,458,260	1,433,480	1,767,900	21.23%	23.33%
Building and Fire Codes	978,511	1,047,690	1,051,690	1,111,670	6.11%	5.70%
	2,259,486	2,505,950	2,485,170	2,879,570	14.91%	15.87%
Public Safety						
Fire	10,058,997	10,688,198	10,397,600	11,385,110	6.52%	9.50%
Police	2,178,340	2,338,555	2,336,800	2,383,150	1.91%	1.98%
	12,237,337	13,026,753	12,734,400	13,768,260	5.69%	8.12%
Public Projects and Facilities	2,191,772	2,465,903	2,448,280	2,652,400	7.56%	8.34%
Townwide	1,737,315	1,697,950	1,730,820	1,751,045	3.13%	1.17%
Debt	97,722	100,000	97,720	100,000	0.00%	2.33%
Capital Outlay	411,501	335,271	323,950	471,615	40.67%	45.58%
Total Expenditures	\$ 22,885,690	\$ 24,409,952	\$ 24,063,920	\$ 26,115,570	6.99%	8.53%
Revenues Over/(Under) Expenditures	\$ 379,387	\$ -	\$ 387,520	\$ -		

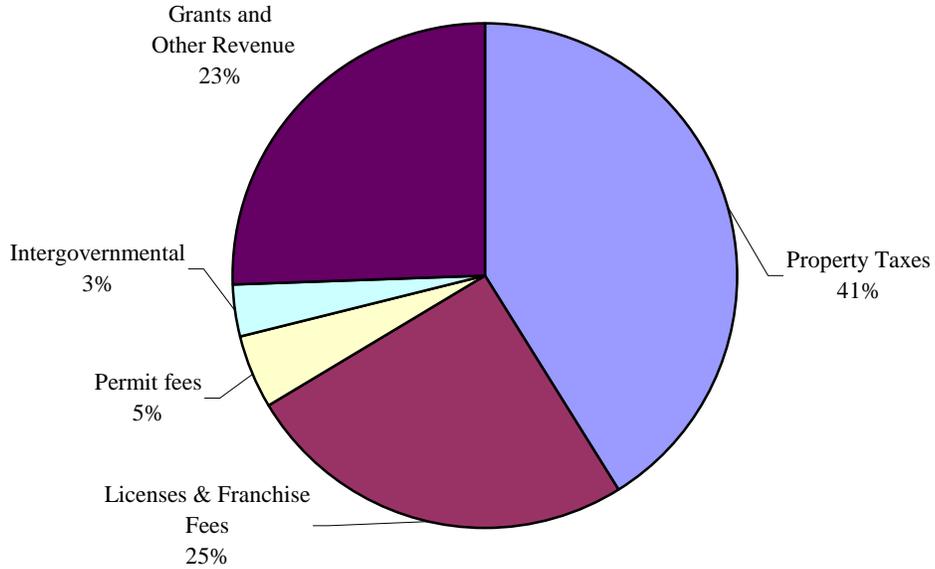
TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

GENERAL FUND - DETAIL OF REVENUES

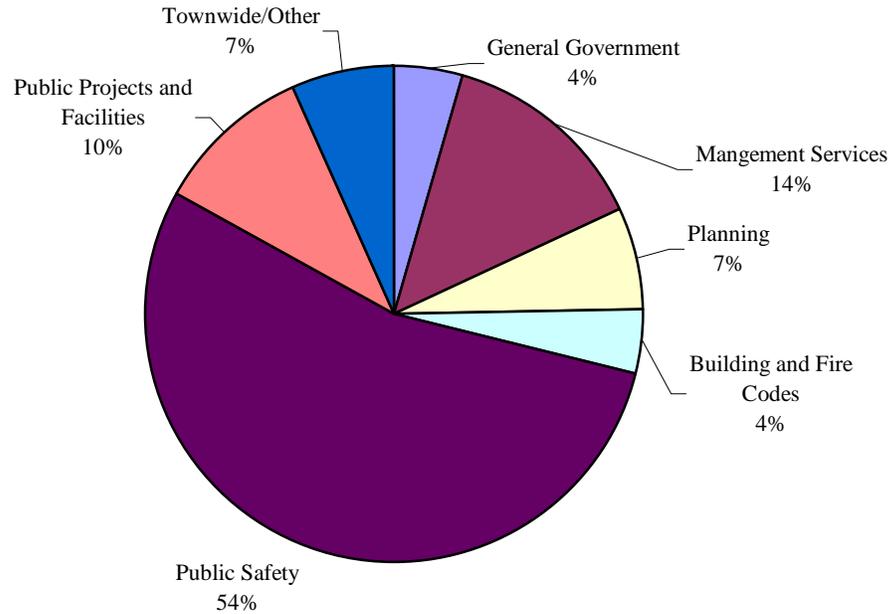
	FY 2003	FY 2004	FY 2004	FY 2005	Budget	Estimate
	Actual	Revised Budget	Est. Actual	Budget	Diff. % 2004/2005	Diff. % 2004/2005
Property Taxes	\$ 9,265,944	\$ 10,926,300	\$ 10,800,000	\$ 10,748,900	-1.62%	-0.47%
Licenses & Franchise Fees						
Business Licenses	5,679,122	5,250,000	5,735,910	6,082,240	15.85%	6.04%
Electrical Utility	50,000	50,000	50,000	50,000	0.00%	0.00%
Cable TV Utility	481,389	520,000	520,000	449,200	-13.62%	-13.62%
Beach Franchise Fee	4,032	4,500	4,180	4,200	-6.67%	0.48%
Total - Licenses & Franchise Fees	6,214,543	5,824,500	6,310,090	6,585,640	13.07%	4.37%
Permit Fees						
Construction Permits	616,069	500,000	688,460	722,880	44.58%	5.00%
Development Permits	7,372	10,000	5,830	6,000	-40.00%	2.92%
Other Permits	497,624	475,000	498,850	495,000	4.21%	-0.77%
Total - Permit Fees	1,121,065	985,000	1,193,140	1,223,880	24.25%	2.58%
Intergovernmental Revenue						
State Shared Revenue	872,768	879,700	878,870	885,670	0.68%	0.77%
Total - Intergovernmental Revenue	872,768	879,700	878,870	885,670	0.68%	0.77%
Miscellaneous Revenue						
Public Safety Revenue	953,550	1,000,000	819,090	900,000	-10.00%	9.88%
Beach Service	284,441	285,000	300,000	300,000	5.26%	0.00%
Municipal Court Fines	269,572	361,700	266,610	276,450	-23.57%	3.69%
Victim's Assistance	34,662	47,000	26,180	30,000	-36.17%	14.59%
Miscellaneous Revenue	191,165	183,000	159,180	183,000	0.00%	14.96%
Total - Miscellaneous Revenue	1,733,390	1,876,700	1,571,060	1,689,450	-9.98%	7.54%
Grants						
Public Safety Grant	136,373	-	-	-	-	-
FEMA Grant	6,644	-	-	-	-	-
Beaufort County Hazmat	7,500	-	-	-	-	-
DHEC Grant	7,667	-	-	-	-	-
Miscellaneous Reimbursements	67,782	-	16,620	1,100	100.00%	-93.38%
HHI Foundation, Inc.	-	-	-	-	-	-
Total - Grants	225,966	-	16,620	1,100	100.00%	-93.38%
Donations	1,730	-	100	100	100.00%	0.00%
Local ATAX Public Safety	1,728,707	1,900,000	1,760,000	1,818,000	-4.32%	3.30%
Investments	100,582	100,000	81,760	90,000	-10.00%	10.08%
Hospitality Fee	380,167	88,000	88,000	1,220,000	1286.36%	1286.36%
Storm Water Fee	146,000	153,300	153,300	210,200	100.00%	37.12%
Transfer In - Accom. Tax	786,212	895,000	895,000	903,950	1.00%	1.00%
Transfer In - TIF	18,000	-	-	-	-	-
Transfer In - Beach Preserv. Fee	670,000	703,500	703,500	738,680	5.00%	5.00%
Funds From Prior Years	-	77,952	-	-	-100.00%	0.00%
TOTAL	23,265,074	24,409,952	24,451,440	26,115,570	6.99%	6.81%

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

GENERAL FUND - WHERE THE MONEY COMES FROM



GENERAL FUND - WHERE THE MONEY GOES



**TOWN OF HILTON HEAD ISLAND
FISCAL YEAR 2005 BUDGET**

PERSONNEL SUMMARY – GENERAL FUND

	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
Town Council	7.00	7.00	7.00
Town Manager	3.00	3.00	3.00
Human Resources	4.00	4.00	4.00
Finance	16.00	16.00	16.00
Municipal Court	5.00	5.00	5.00
Legal /Administration	18.00	18.00	18.00
Fire and Rescue	143.00	143.00	143.00
Planning	19.00	19.00	19.00
Building and Fire Codes	16.00	16.00	16.00
Public Projects and Facilities	18.00	19.00	19.00
TOTAL	<u>249.00</u>	<u>250.00</u>	<u>250.00</u>

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

BUDGET SUMMARY – CAPITAL IMPROVEMENTS PROGRAM

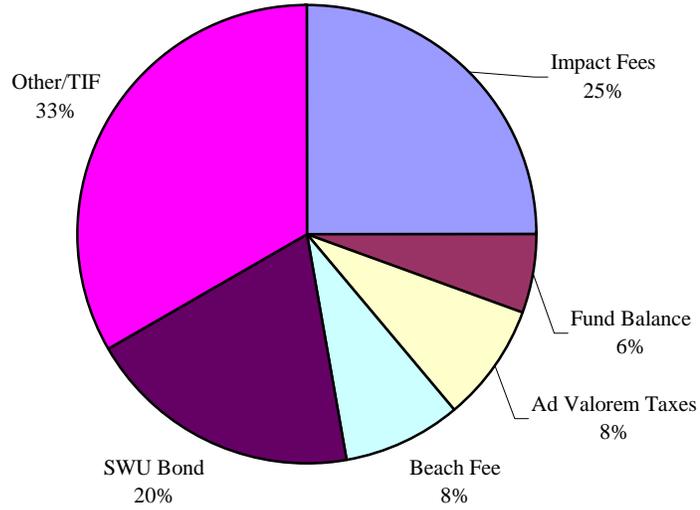
	FY 2004-2005 <u>Budget</u>
<u>Revenues:</u>	
Impact Fees	\$ 4,395,000
Fund Balance	981,000
FY 2005 Taxes	1,467,000
Beach Fees	1,445,000
SWU Bond	3,427,000
TIF	961,000
Other Funds	4,860,000
Total Revenues	<u><u>\$ 17,536,000</u></u>
 <u>Expenditures:</u>	
Pathways	\$ 2,792,000
Drainage Improvements	3,542,000
Roadway Improvements	5,259,000
Park Development	1,930,000
Existing Facilities & Infrastructure	1,740,000
New Facilities & Infrastructure	896,000
Beach Maintenance	485,000
Land Acquisition	892,000
Total Expenditures	<u><u>\$ 17,536,000</u></u>

BUDGET SUMMARY – DEBT SERVICE FUND

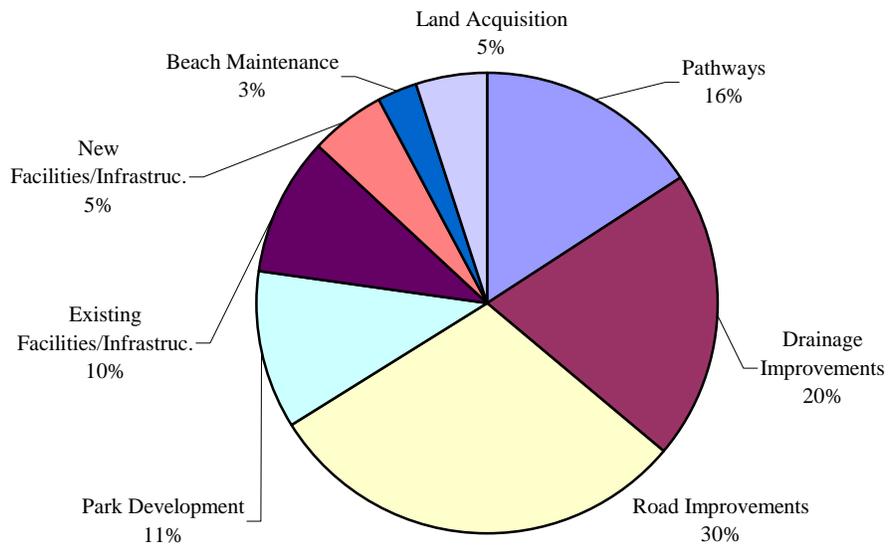
<u>Revenues</u>	
Property Taxes	\$ 4,029,560
Hospitality Tax	669,380
Stormwater Utility Fees	751,510
Real Estate Transfer Fees	2,645,280
Investments	149,500
Total Revenues	<u><u>\$ 8,245,230</u></u>
 <u>Expenditures:</u>	
Principal	\$ 3,310,000
Interest	4,924,730
Other Charges	10,500
Total Expenditures	<u><u>\$ 8,245,230</u></u>

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CIP - WHERE THE MONEY COMES FROM



CIP - WHERE THE MONEY GOES



TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: General Government - Summary

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
<u>Expenditures by Category</u>						
Personnel	\$ 644,588	\$ 695,200	\$ 691,630	\$ 735,570	5.81%	6.35%
Operating	390,697	422,500	422,820	408,000	-3.43%	-3.51%
Capital	-	-	-	-	-	-
	\$ 1,035,285	\$ 1,117,700	\$ 1,114,450	\$ 1,143,570	2.31%	2.61%
<u>Expenditures by Department</u>						
Town Council	\$ 243,067	\$ 231,300	\$ 241,000	\$ 251,540	8.75%	4.37%
Town Manager	337,133	338,500	334,660	353,600	4.46%	5.66%
FTEs	3.00	3.00	3.00	3.00		
Human Resources	455,085	547,900	538,790	538,430	-1.73%	-0.07%
FTEs	4.00	4.00	4.00	4.00		
	\$ 1,035,285	\$ 1,117,700	\$ 1,114,450	\$ 1,143,570	2.31%	2.61%

FY 2005 Key Issues/Changes:

- An increase in funds for printing the quarterly newsletter.
- Funding is being provided for a departmental performance review.
- A 10% increase in funding for temporary staff.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: General Government
Department: Town Council

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 82,518	\$ 85,000	\$ 85,000	\$ 85,040	0.05%	0.05%
Operating	160,549	146,300	156,000	166,500	13.81%	6.73%
Capital	-	-	-	-	-	-
	<u>\$ 243,067</u>	<u>\$ 231,300</u>	<u>\$ 241,000</u>	<u>\$ 251,540</u>	<u>8.75%</u>	<u>4.37%</u>

Mission Statement:

To provide the leadership and policy guidance needed to assure that Hilton Head Island is and remains a high quality community that exceeds the expectations of its residents and visitors.

Objectives:

1. Effective Regional Transportation System
2. World Class Amenities for Residents and Guests
3. Clean, Safe, Accessible Waterways
4. Sustainable Town – Preserving Our Character
5. Top Quality Services, Financially Sound Town
6. Strengthen Community Spirit and Pride

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: General Government
Department: Town Manager

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 255,985	\$ 251,300	\$ 251,160	\$ 263,500	4.85%	4.91%
Operating	81,148	87,200	83,500	90,100	3.33%	7.90%
Capital	-	-	-	-	-	-
	<u>\$ 337,133</u>	<u>\$ 338,500</u>	<u>\$ 334,660</u>	<u>\$ 353,600</u>	<u>4.46%</u>	<u>5.66%</u>

Mission Statement:

To provide professional leadership for the implementation of all policies and objectives set by Town Council and coordinate all municipal operations to provide effective and efficient delivery of services to Hilton Head Island’s residents and visitors.

Objectives:

1. Provide support to Town Council to ensure the Policy, Management, Intergovernmental, and CIP Agendas for 2004 are met. Begin work on 2005 Agendas when adopted.
2. Implement Town Council approved Management Agenda for 2004 and begin work on 2005 Agenda.
3. Ensure that each department meets their stated goals and objectives.
4. Ensure employees are well-trained, enthusiastic and committed to providing excellent customer service.
5. Ensure that Town Council is aware of events/issues in a timely manner.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: General Government
Department: Human Resources

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 306,085	\$ 358,900	\$ 355,470	\$ 387,030	7.84%	8.88%
Operating	149,000	189,000	183,320	151,400	-19.89%	-17.41%
Capital	-	-	-	-	-	-
	<u>\$ 455,085</u>	<u>\$ 547,900</u>	<u>\$ 538,790</u>	<u>\$ 538,430</u>	<u>-1.73%</u>	<u>-0.07%</u>

Mission Statement:

To provide high quality and cost-effective human resources programs and services designed to attract, retain and develop diverse employees committed to the achievement of Town objectives and the satisfaction of our customers.

Objectives:

1. Evaluate 2005 Health and Welfare Plan alternatives and select the best options to maximize value, control cost and enhance service.
2. Serve as the Town's pilot program for implementation of electronic document management technology.
3. Develop individualized total rewards statements reflecting employer and employee benefits and compensation costs in an effort to better communicate the value of the Town's Total Rewards Program.
4. Implement workforce planning to analyze current workforce competencies, identify future workforce needs, establish the gap between present and future, and implement solutions enabling the Town to accomplish its objectives.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Management Services – Summary

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
<u>Expenditures by Category</u>						
Personnel	\$ 2,239,889	\$ 2,377,800	\$ 2,367,290	\$ 2,594,260	9.10%	9.59%
Operating	675,383	782,625	761,840	754,850	-3.55%	-0.92%
Capital	132,256	152,501	147,600	191,130	25.33%	29.49%
	\$ 3,047,528	\$ 3,312,926	\$ 3,276,730	\$ 3,540,240	6.86%	8.04%

<u>Expenditures by Department</u>						
Finance	\$ 976,178	\$ 1,039,025	\$ 1,029,000	\$ 1,107,310	6.57%	7.61%
FTEs	16.00	16.00	16.00	16.00		
Municipal Court	364,642	404,350	386,140	417,120	3.16%	8.02%
FTEs	5.00	5.00	5.00	5.00		
Legal/Administration	1,706,708	1,869,551	1,861,590	2,015,810	7.82%	8.28%
FTEs	18.00	18.00	18.00	18.00		
	\$ 3,047,528	\$ 3,312,926	\$ 3,276,730	\$ 3,540,240	6.86%	8.04%

FY 2005 Key Issues/Changes:

- A reduction in the municipal election expense due to no election during FY 2005.
- An increase in the advertising expense in Finance (Business Licenses) to encourage more people to use the Town's on-line business license service.
- Funds are being provided for a long-term temporary position in Information Services for the Fire and Rescue G.I.S. project.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Management Services
Department: Finance
Division: Administration

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 22005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 146,448	\$ 162,050	\$ 160,690	\$ 170,490	5.21%	6.10%
Operating	11,376	22,740	22,740	22,730	-0.04%	-0.04%
Capital	-	-	-	-	-	-
	<u>\$ 157,824</u>	<u>\$ 184,790</u>	<u>\$ 183,430</u>	<u>\$ 193,220</u>	<u>4.56%</u>	<u>5.34%</u>

Mission Statement:

Provide services to the general public in a courteous and professional manner. Provide administrative leadership, supervision, support and direction for the Finance Department which includes the Accounting and Business License Divisions. Exercise budgetary controls over all expenditures. Provide financial reporting and analysis for Town Council, staff, and the public. Provide sound financial management for all funds and projects.

Objectives:

1. Focus on the customer to increase service, reduce costs, and improve organization effectiveness.
2. Provide fiscal management support to the Town Council through the Town Manager and to other Town staff and committees. Manage the fiscal planning process for the bond issuance and funding of the five year Capital Improvement Program.
3. Provide employees with professional growth opportunities.
4. Monitor and make recommendations concerning State Legislation regarding issues having a financial impact on the Town.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Management Services
Department: Finance
Division: Accounting

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 409,595	\$ 428,100	\$ 428,050	\$ 453,110	5.84%	5.85%
Operating	95,125	84,800	83,950	76,460	-9.83%	-8.92%
Capital	-	-	-	-	-	-
	<u>\$ 504,720</u>	<u>\$ 512,900</u>	<u>\$ 512,000</u>	<u>\$ 529,570</u>	<u>3.25%</u>	<u>3.43%</u>

Mission Statement:

Provide complete and accurate financial information ensuring that the financial position of the Town is fairly and fully disclosed. All accounting practices shall be in full compliance with applicable legal provisions. Assist customers with financial information requests, payroll and fringe benefits. Provide courteous, professional, and timely service to the general public.

Objectives:

1. Work with independent auditor to provide a completed audit in compliance with GASB 34 by October 1, 2005.
2. Provide professional skill development for employees in their specific area of responsibility.
3. Provide accurate accounting and financial reporting to State and Federal for the Town and Hilton Head Island Recreation Center in a timely reporting manner.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Management Services
Department: Finance
Division: Business Licenses

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 289,911	\$ 316,800	\$ 312,810	\$ 358,900	13.29%	14.73%
Operating	23,723	24,535	20,760	25,620	4.42%	23.41%
Capital	-	-	-	-	-	-
	<u>\$ 313,634</u>	<u>\$ 341,335</u>	<u>\$ 333,570</u>	<u>\$ 384,520</u>	<u>12.65%</u>	<u>15.27%</u>



Mission Statement:

Ensure compliance with the Business License Ordinance through collection, inspections and audits of businesses in the Town. Provide courteous, professional and timely service to the general public in the Collections Office.

Objectives:

1. Provide professional development opportunities for all employees to include cross training and certification of staff.
2. Continue to work with various planned unit developments, realtors, and other associations for the enforcement of the Business License, Beach Preservation Fee, Accommodation Tax, and Hospitality Tax.
3. Coordinate the data system needs of the Business License Division with the Permits Plus Work Team to improve communications and ensure data system integrity.
4. Update the policies and procedures manual to include follow-up procedures on new, delinquent, and denied accounts to assure compliance.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Management Services
Department: Municipal Court

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 292,224	\$ 317,850	\$ 312,740	\$ 335,720	5.62%	7.35%
Operating	72,418	86,500	73,400	81,400	-5.90%	10.90%
Capital	-	-	-	-	-	-
	<u>\$ 364,642</u>	<u>\$ 404,350</u>	<u>\$ 386,140</u>	<u>\$ 417,120</u>	<u>3.16%</u>	<u>8.02%</u>



Mission Statement:

Serve the public by providing an accessible and neutral forum. Provide timely, knowledgeable, and unbiased decisions; treat all persons equally and courteously; and be accountable for the public resources entrusted to the Court. Perform functions with integrity, efficiency, and in a manner that instills public trust and confidence in the Court and its administration of justice.

Objectives:

1. Implement adopted Municipal Court Study recommendations.
2. Improve initial contact with the public (face to face, telephone, postal service, etc.) while improving ability of staff to handle critical, time sensitive requests in a more efficient time utilization manner.
3. Support continued participation with the PCSS Software Training Program to maintain reporting and collections systems.
4. Pursue a more user friendly translation service and achieve a more cost effective program with volunteer translators for bench and jury trials, in lieu of Language Line, when workable.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Management Services
Department: Legal/Administration
Division: Administration

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 345,527	\$ 361,100	\$ 361,100	\$ 375,770	4.06%	4.06%
Operating	19,607	23,900	23,590	27,860	16.57%	18.10%
Capital	-	-	-	-	-	-
	<u>\$ 365,134</u>	<u>\$ 385,000</u>	<u>\$ 384,690</u>	<u>\$ 403,630</u>	<u>4.84%</u>	<u>4.92%</u>



Mission Statement:

To provide sound legal advice and services to the Town Manager, Town Staff, Town Council, and Boards and Commissions of the Town of Hilton Head Island. Achieve excellent customer service by fairly and equitably interpreting, researching, reviewing, and enforcing the Town Codes to the benefit of the Town’s citizens and visitors. Provide administrative leadership, supervision, support and direction to the Administrative Support Division, Code Enforcement, the Operations Division, and Legal Department.

Objectives:

1. Oversee the State Legislative Agenda and strategies and provide assistance to support the Town’s position(s) on 2005 state legislation.
2. Assist with the renewal of a Franchise Agreement with Palmetto Electric Cooperative.
3. Assist with the development and implementation of the following:
 - (a) Town Council Policy Agenda for 2005;
 - (b) Management Agenda 2005; and
 - (c) Intergovernmental Agenda 2005.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Management Services
Department: Legal/Administration
Division: Administrative Support

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 126,930	\$ 133,200	\$ 133,210	\$ 146,760	10.18%	10.17%
Operating	15,792	37,900	37,360	21,180	-44.12%	-43.31%
Capital	-	-	-	-	-	-
	<u>\$ 142,722</u>	<u>\$ 171,100</u>	<u>\$ 170,570</u>	<u>\$ 167,940</u>	<u>-1.85%</u>	<u>-1.54%</u>



Mission Statement:

Provide professional and quality customer service to external and internal customers relevant to the administration of the Town Records Management Program, Library Services, Boards and Commissions Appointment Process, Municipal Voter Registration Office, Absentee Ballot Precinct, and Town Hall Reception.

Objectives:

1. Administer the Boards and Commissions appointment process; Effectively coordinate county and municipal election activities to insure compliance with SC laws and provide assistance in order to have as few problems as possible in the November 2004 Presidential Election; efficiently operate Voter Registration Office and Absentee Ballot Precinct.
2. Continue to review the Records Management Program to identify changes that need to be made, and implement improvements where feasible to include library services; records management manual; microfilming; and training of Town personnel in good records management applications.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Management Services
Department: Legal/Administration
Division: Operations

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 629,254	\$ 658,700	\$ 658,690	\$ 753,510	14.39%	14.40%
Operating	437,342	502,250	500,040	499,600	-0.53%	-0.09%
Capital	132,256	152,501	147,600	191,130	25.33%	29.49%
	<u>\$ 1,198,852</u>	<u>\$ 1,313,451</u>	<u>\$ 1,306,330</u>	<u>\$ 1,444,240</u>	<u>9.96%</u>	<u>10.56%</u>



Mission Statement:

To provide Town staff with high quality information technology support that enables them to meet their mission requirements.

To provide expanded and improved citizen access to electronic information and services.

Objectives:

1. Continue to refine and expand the Town's Website and Intranet.
2. Analyze the results of the pilot project for records management and determine the feasibility of expanded implementation in other Departments.
3. Develop a business continuity plan for the Operations Division that fully supports the Town's disaster recovery concept of operation.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Planning/Building and Fire Codes

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
<u>Expenditures by Category</u>						
Personnel	\$ 1,171,030	\$ 1,261,030	\$ 1,263,330	\$ 1,337,490	6.06%	5.87%
Operating	109,945	197,230	170,150	430,410	118.23%	152.96%
Capital	-	-	-	-	-	-
	\$ 1,280,975	\$ 1,458,260	\$ 1,433,480	\$ 1,767,900	21.23%	23.33%
<u>Expenditures by Department</u>						
Planning	\$ 1,280,975	\$ 1,458,260	\$ 1,433,480	\$ 1,767,900	21.23%	23.33%
FTEs	19.00	19.00	19.00	19.00		
	\$ 1,280,975	\$ 1,458,260	\$ 1,433,480	\$ 1,767,900	21.23%	23.33%

FY 2005 Key Issues/Changes:

- Comprehensive Planning - Consulting services has increased due to the special Mid-Decade Census.
- Development Review and Zoning – Consulting Services has increased due to the need for Computerized Zoning Ordinance consulting, expert testimony for court cases, and consultants to provide assistance and guidance to the Board of Zoning Appeals.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Planning/Building and Fire Codes
Department: Planning
Division: Administration

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 157,154	\$ 344,249	\$ 346,750	\$ 366,250	6.39%	5.62%
Operating	16,931	22,480	20,220	26,850	19.44%	32.79%
Capital	-	-	-	-	-	-
	<u>\$ 174,085</u>	<u>\$ 366,729</u>	<u>\$ 366,970</u>	<u>\$ 393,100</u>	<u>7.19%</u>	<u>7.12%</u>



Mission Statement:

To provide the highest quality planning services by for both internal and external customers by: a) supporting the Town Manager, other Town departments, Town Council, Town-appointed boards, commissions and committees; b) supporting and directing other planning divisions in their missions; c) promoting an effective working relationship with other organizations and communities; and d) providing professional and courteous service to the general public.

Objectives:

1. Assist Town Council, through the Town Manager, with the implementation of its 2004 Policy, Management, and Intergovernmental Agendas, policies and directives by developing project milestone schedules, staff assignments, and public strategies and presentations. The primary projects are redevelopment initiative areas, sewer & water master plan, Southern Beaufort County Regional Plan and Disaster Recover Plan implementation.
2. Provide leadership, advice and assistance to appointed boards and commissions including the Board of Zoning Appeals, Planning Commission, Planning & Development Standards Committee, Parks and Recreation Commission and Town Council. Administer and interpret the provisions of the Land Management Ordinance and oversee its tri-annual revision.
3. Assist the Town Manager, by developing with staff input, recommendations for land acquisition and evaluate the potential for purchases of properties offered to the Town.
4. Actively participate in regional issues with Beaufort County, the Town of Bluffton and other agencies regarding growth management, development regulations, transportation planning and affordable housing.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Planning/Building and Fire Codes
Department: Planning
Division: Development Review and Zoning

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 467,344	\$ 433,008	\$ 432,430	\$ 395,680	-8.62%	-8.50%
Operating	46,750	51,890	37,270	41,310	-20.39%	10.84%
Capital	-	-	-	-	-	-
	<u>\$ 514,094</u>	<u>\$ 484,898</u>	<u>\$ 469,700</u>	<u>\$ 436,990</u>	<u>-9.88%</u>	<u>-6.96%</u>



Mission Statement:

To provide the highest quality planning services for both internal and external customers by: a) providing creative, flexible, fair and consistent administration of codes and ordinances; and b) insuring the progress, protection and preservation of the Island’s built environment.

Objectives:

1. Efficiently coordinate the review of all applications for Development Plans, Subdivisions, Variances, Special Exceptions, Appeals, Zoning Map Amendments, Public Project Reviews and Master Plan Amendments (including certificate of compliance inspections when required). Ensure all approved applications are in compliance with the Land Management Ordinance (LMO) and the Comprehensive Plan.
2. Coordinate the tri-annual LMO Amendments by identifying and initiating text amendments for provisions that are clear, concise, enforceable, and up to date. Revisions are to include improvements to minor sub-division regulations, providing provisions for emergency permitting, and creating flexibility in public projects. Administer and interpret the provisions of the LMO including the identification, investigation and expert testimony related to alleged LMO violations.
3. Provide professional leadership, advice, and assistance to appointed boards, commissions, and the public regarding planning applications, procedures, projects and issues. Provide education for new board members prior to the beginning of their terms, as well as, periodically to all board members and the public.
4. Enhance and improve the department's internal review processes by combining the pre-application, development project and subdivision reviews into one meeting and including the utility companies and all applicable Town staff members in this meeting.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Planning/Building and Fire Codes
Department: Planning
Division: Comprehensive Planning

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 406,898	\$ 334,503	\$ 334,880	\$ 420,190	25.62%	25.47%
Operating	20,790	96,555	86,350	335,060	247.01%	288.03%
Capital	-	-	-	-	-	-
	<u>\$ 427,688</u>	<u>\$ 431,058</u>	<u>\$ 421,230</u>	<u>\$ 755,250</u>	<u>75.21%</u>	<u>79.30%</u>



Mission Statement:

To provide the highest quality planning services by for both internal and external customers by: a) insuring the Comprehensive Plan is in accordance with state law; and b) preserving and enhancing the Island’s long term sustainability.

Objectives:

1. In accordance with the 2004 Targets for Action, manage and coordinate efforts to implement the Redevelopment Strategies by developing Initiative Area Master Plans, coordinating identified Capital Improvement Program projects into the annual CIP budget, and identifying required Land Management Ordinance amendments to implement the master plans.
2. In accordance with the 2004 Targets for Action, support the facilitators in preparing the Southern Beaufort County Regional Plan, allocate staff to work with the steering committee and various technical committees for this plan and begin drafting the elements of this plan.
3. Complete the Muddy Creek sewer grant project and begin work to identify the next area for a Community Development Block Grant sewer grant. Additionally, assist PSD 1 with completion of the Sewer and Water Plan through plan review and identification of project priorities.
4. In accordance with the Management Agenda’s agenda for 2004: (a) assist with the Town’s Disaster Recovery Plan implementation strategies; (b) manage and coordinate the Mid-Decade Census; and (c) assist with the Land Management Ordinance revisions including Traffic Impact Fee revisions.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Planning/Building and Fire Codes
Department: Planning
Division: Natural Resources

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 139,634	\$ 149,270	\$ 149,270	\$ 155,370	4.09%	4.09%
Operating	25,474	26,305	26,310	27,190	3.36%	3.34%
Capital	-	-	-	-	-	-
	<u>\$ 165,108</u>	<u>\$ 175,575</u>	<u>\$ 175,580</u>	<u>\$ 182,560</u>	<u>3.98%</u>	<u>3.98%</u>

Mission Statement:

To provide the highest quality of planning services for both internal and external customers by: a) insuring a comprehensive and professional direction for the Island’s environmental protection and preservation; and b) educating the public as to the need and reasons for natural resources protection.

Objectives:

1. Continue environmental monitoring for water quality and created wetlands. Start to monitor the effectiveness of the tree ordinance, especially in preventing the formation of urban heat islands.
2. Continue a public education program on natural resources, especially water quality, via newspaper articles, brochures, and seminars. Work with Clemson and other agencies to bring quality environmental education opportunities to Hilton Head Island.
3. Design and implement a public education campaign on wildlife protection through the preservation, replacement and enhancement of wildlife habitat. Utilize this and other examples of natural resources protection on Hilton Head Island as “applied science” to educate other communities.
4. Work with Beaufort County and other agencies on mainland issues including growth management, development regulations, and environmental concerns.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Planning/Building and Fire Codes - Summary

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
<u>Expenditures by Category</u>						
Personnel	\$ 933,825	\$ 979,450	\$ 978,450	\$ 1,029,550	5.12%	5.22%
Operating	44,686	68,240	73,240	82,120	20.34%	12.12%
Capital	-	-	-	-	-	-
	\$ 978,511	\$ 1,047,690	\$ 1,051,690	\$ 1,111,670	6.11%	5.70%
<u>Expenditures by Department</u>						
Building and Fire Codes	978,511	1,047,690	1,051,690	1,111,670	6.11%	5.70%
FTEs	16.00	16.00	16.00	16.00		
	\$ 978,511	\$ 1,047,690	\$ 1,051,690	\$ 1,111,670	6.11%	5.70%

FY 2005 Key Issues/Changes:

- An increase in funding to provide department staff with new cycle code books.

Fund: General

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Program: Planning/Building and Fire Codes
Department: Building and Fire Codes

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 933,825	\$ 979,450	\$ 978,450	\$ 1,029,550	5.12%	5.22%
Operating	44,686	68,240	73,240	82,120	20.34%	12.12%
Capital	-	-	-	-	-	-
	<u>\$ 978,511</u>	<u>\$ 1,047,690</u>	<u>\$ 1,051,690</u>	<u>\$ 1,111,670</u>	<u>6.11%</u>	<u>5.70%</u>

Mission Statement:

To provide a courteous and professional atmosphere for the general public with respect to construction permits, on site inspections, code interpretations and overall administration of the Building and Fire Codes Department.

Objectives:

1. Maintain a Building and Fire Codes section for the Town web site to provide information and assistance to the public with regards to Building and Fire Codes services and including the issuance of simple net permits and scheduling of inspections.
2. Work with Beaufort County to improve the transfer of permit information to the Assessor's office and from the Assessor's office.
3. Encourage willing compliance with building and fire code regulations by promoting public awareness through written communications including a quarterly mailing, meetings and seminars with architects, engineers, developers and contractors.
4. Promote interdepartmental communication and coordination through regular meetings with other departments on issues that are of shared interest and responsibility. Work with the GIS staff to include Building Permits in GIS data so that development and construction history can be accessed via maps.
5. Work to achieve a rating of 5 in the FEMA Community Rating System program and complete the update of flood maps through a program with FEMA and the Corps of Engineers.

Fund: General

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Program: Public Safety – Summary

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
<u>Expenditures by Category</u>						
Personnel	\$ 8,847,479	\$ 9,290,525	\$ 9,079,670	\$ 9,864,350	6.18%	8.64%
Operating	3,389,858	3,736,228	3,654,730	3,903,910	4.49%	6.82%
Capital	267,857	172,770	166,350	272,980	58.00%	64.10%
Debt	97,722	100,000	97,720	100,000	0.00%	2.33%
	\$ 12,602,916	\$ 13,299,523	\$ 12,998,470	\$ 14,141,240	6.33%	8.79%
<u>Expenditures by Department</u>						
Fire and Rescue	\$ 10,424,576	\$ 10,960,968	\$ 10,661,670	\$ 11,758,090	7.27%	10.28%
FTEs	143.00	143.00	143.00	143.00		
Public Safety	2,178,340	2,338,555	2,336,800	2,383,150	1.91%	1.98%
	\$ 12,602,916	\$ 13,299,523	\$ 12,998,470	\$ 14,141,240	6.33%	8.79%

FY 2005 Key Issues/Changes:

- The FY 2005 budget maintains the current level of service.
- A household hazardous waste roundup will be conducted in the upcoming fiscal year (\$50,000).
- The dispatch center will move into a new facility.
- Computer links will all be re-routed so all fire department connections go to the dispatch/emergency operations center prior to other locations.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Safety
Department: Fire and Rescue
Division: Administration

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 350,546	\$ 298,300	\$ 298,050	\$ 337,880	13.27%	13.36%
Operating	209,153	292,813	257,470	382,270	30.55%	48.47%
Capital	2,250	3,000	3,500	-	-100.00%	-100.00%
	<u>\$ 561,949</u>	<u>\$ 594,113</u>	<u>\$ 559,020</u>	<u>\$ 720,150</u>	<u>21.21%</u>	<u>28.82%</u>



Mission Statement:

To support the Hilton Head Island Fire and Rescue Department's mission by predicting, planning, providing, and monitoring the resources necessary for our Department to meet the needs of our internal and external customers, in a cost effective manner.

Objectives:

1. Implement a process of address corrections Island-wide to correct the nearly 30% of incorrect address.
2. Design and host one Household Hazardous Waste Disposal program modeled after other successful community programs to provide our citizens with a safe method of disposal for household hazardous waste.
3. Reduce emergency response times through strategies identified in the Master Plan, taking every effort to interconnect streets and use technology to make quicker responses to emergency calls.
4. Achieve an ISO (Insurance Services Office) rating of Class II or better during the next rating review which is anticipated in 2004.
5. Design, purchase and implement an electronic (paperless) field data/records management system.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Safety
Department: Fire and Rescue
Division: Logistics

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 323,561	\$ 370,130	\$ 370,120	\$ 400,910	8.32%	8.32%
Operating	301,646	512,296	529,280	560,950	9.50%	5.98%
Capital	208,902	106,995	105,000	228,500	113.56%	117.62%
	<u>\$ 834,109</u>	<u>\$ 989,421</u>	<u>\$ 1,004,400</u>	<u>\$ 1,190,360</u>	<u>20.31%</u>	<u>18.51%</u>



Mission Statement:

To provide a comprehensive maintenance support program to meet the needs of the Town of Hilton Head Island through a cost-effective program.

Objectives:

1. Implement an enhanced software program designed to track equipment and repairs of all Town-owned vehicles. Provide monthly and quarterly reports.
2. Design bid specifications for a comprehensive fire pumper refurbishment program as outlined in the Capital Improvement Program.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Safety
Department: Fire and Rescue
Division: Operations

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 6,739,627	\$ 7,026,980	\$ 7,037,490	\$ 7,480,660	6.46%	6.30%
Operating	324,742	164,969	161,110	180,690	9.53%	12.15%
Capital	54,356	39,225	35,900	26,000	-33.72%	-27.58%
Debt	97,722	100,000	97,720	100,000	0.00%	2.33%
	<u>\$ 7,216,447</u>	<u>\$ 7,331,174</u>	<u>\$ 7,332,220</u>	<u>\$ 7,787,350</u>	<u>6.22%</u>	<u>6.21%</u>



Mission Statement:

To support the Hilton Head Island Fire and Rescue Department's mission by providing appropriate and efficient response to, and mitigation of, emergency incidents impacting the public, the environment and the economy. To ensure personnel, equipment, and information systems are in a state of readiness to provide a quality level of service.

Objectives:

1. Improve customer service delivery. Develop and implement a comprehensive evaluation tool for conducting public surveys to thoroughly evaluate Fire/Rescue service delivery.
2. Enhance tactical procedures for specific high-value, high-risk properties by adding response actions for incidents other than fire. Incorporate these procedures into the Comprehensive Emergency Management Plan and the Fire/Rescue Training process.
3. Enhance emergency medical service effectiveness through improved communications and capabilities with the Hilton Head Medical Center. Expand our current 12-lead EKG program for improved patient care.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Safety
Department: Fire and Rescue
Division: Communications

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 686,951	\$ 748,440	\$ 722,920	\$ 771,630	3.10%	6.74%
Operating	132,625	177,260	167,080	197,400	11.36%	18.15%
Capital	386	1,400	1,400	12,980	827.14%	827.14%
	<u>\$ 819,962</u>	<u>\$ 927,100</u>	<u>\$ 891,400</u>	<u>\$ 982,010</u>	<u>5.92%</u>	<u>10.16%</u>



Mission Statement:

To support the Hilton Head Island Fire and Rescue Department's mission by providing the public with a primary contact point for emergencies, being the first level of response to requests for service, offering comfort and pre-arrival instruction to those in need, all while dispatching Fire and EMS crews quickly.

Objectives:

1. Reduce response times through purchase and implementation of an interface between computerized dispatch and fire station alerting.
2. Startup a new 911 Communications Center, including development of policies, procedures and operating standards for the operation of the new center.
3. Upgrade the present voice logging system to provide technologically up-to-date recording equipment of emergency communications.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Safety
Department: Fire and Rescue
Division: Training

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 316,513	\$ 392,350	\$ 196,750	\$ 392,980	0.16%	99.74%
Operating	101,360	142,694	97,980	111,500	-21.86%	13.80%
Capital	1,178	14,800	13,700	-	-100.00%	-100.00%
	<u>\$ 419,051</u>	<u>\$ 549,844</u>	<u>\$ 308,430</u>	<u>\$ 504,480</u>	<u>-8.25%</u>	<u>63.56%</u>



Mission Statement:

To support the Hilton Head Island Fire and Rescue Department's mission by enhancing firefighter knowledge through training programs, evaluation, and support activities focused on proficiency and accuracy of job functions.

Objectives:

1. Provide a training program to maintain and/or enhance performance of individual Firefighters and Fire/Medical Companies with the skills and knowledge to handle emergencies efficiently, professionally and safely.
2. Develop a user friendly training information program.
3. Increase the diversity of training modules through the development and utilization of an instructor cadre; initiate an instructional opportunity for line personnel.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Safety
Department: Fire and Rescue
Division: Emergency Management

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 65,463	\$ 69,770	\$ 69,790	\$ 75,120	7.67%	7.64%
Operating	86,595	37,230	36,040	37,200	-0.08%	3.22%
Capital	285	4,500	4,500	4,000	-11.11%	-11.11%
	<u>\$ 152,343</u>	<u>\$ 111,500</u>	<u>\$ 110,330</u>	<u>\$ 116,320</u>	<u>4.32%</u>	<u>5.43%</u>

Mission Statement:

To minimize the impacts of emergencies and disasters on the people, property, environment, and economy of Hilton Head Island by providing a Comprehensive Emergency Management Program in coordination with the South Carolina Emergency Management Department and the Beaufort County Emergency Management Department.

Objectives:

1. Assist internal and external customers in development and maintenance of response phase processes and procedures that support the basic plan, emergency support functions and recovery functions contained within the Town’s Comprehensive Emergency Management Plan by June 30.
2. Conduct a training exercise for Town personnel and supporting agencies by June 1 to simulate their actions during a real event.
3. Develop and deliver disaster awareness programs for the general public and local business community as called for in the Disaster Recovery Plan. Provide needed information to make informed decisions and implement measures to minimize property damage, loss of business and loss of life by June 30.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Safety
Department: Fire and Rescue
Division: Prevention

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 364,821	\$ 384,555	\$ 384,550	\$ 405,170	5.36%	5.36%
Operating	55,397	70,411	68,970	50,750	-27.92%	-26.42%
Capital	500	2,850	2,350	1,500	-47.37%	-36.17%
	<u>\$ 420,718</u>	<u>\$ 457,816</u>	<u>\$ 455,870</u>	<u>\$ 457,420</u>	<u>-0.09%</u>	<u>0.34%</u>

Mission Statement:

To support the Hilton Head Island Fire and Rescue Department's mission by enhancing fire safety through the identification and elimination of life safety hazards with effective code enforcement efforts and innovative public education programs.

Objectives:

1. Design, purchase and implement a wireless mobile inspection data program to increase proficiency and customer service for fire inspections.
2. Integrate knowledge gained through fire inspections into planning for fire and medical responses to targeted hazards.
3. Train and achieve National Fire Investigation Certification for at least two people.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Safety
Department: Police

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ -	\$ -	\$ -	\$ -	- %	- %
Operating	2,178,340	2,338,555	2,336,800	2,383,150	1.91%	1.98%
Capital	-	-	-	-	- %	- %
	<u>\$ 2,178,340</u>	<u>\$ 2,338,555</u>	<u>\$ 2,336,800</u>	<u>\$ 2,383,150</u>	<u>1.91%</u>	<u>1.98%</u>

Expenditure Detail:

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Police Services	\$ 1,899,430	\$ 2,035,977	\$ 2,035,800	\$ 2,065,810	1.47%	1.47%
Shore Enterprises	123,540	133,578	132,000	146,690	9.82%	11.13%
Victim's Services	49,530	43,000	43,000	44,650	3.84%	3.84%
Stipend	105,840	126,000	126,000	126,000	0.00%	0.00%
	<u>\$ 2,178,340</u>	<u>\$ 2,338,555</u>	<u>\$ 2,336,800</u>	<u>\$ 2,383,150</u>	<u>1.91%</u>	<u>1.98%</u>

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Projects and Facilities – Summary

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
<u>Expenditures by Category</u>						
Personnel	\$ 1,141,757	\$ 1,280,700	\$ 1,280,730	\$ 1,333,260	4.10%	4.10%
Operating	1,050,015	1,185,203	1,167,550	1,319,140	11.30%	12.98%
Capital	-	-	-	-	-	-
	\$ 2,191,772	\$ 2,465,903	\$ 2,448,280	\$ 2,652,400	7.56%	8.34%
<u>Expenditures by Department</u>						
Administration	183,534	196,810	193,250	\$ 206,320	4.83%	6.76%
Engineering	552,355	603,223	598,650	627,570	4.04%	4.83%
Facilities Management	1,455,883	1,665,870	1,656,380	1,818,510	9.16%	9.79%
FTEs	18.00	18.00	18.00	18.00		
	\$ 2,191,772	\$ 2,465,903	\$ 2,448,280	\$ 2,652,400	7.56%	8.34%

FY 2005 Key Issues/Changes:

- An increase in costs associated with the closed loop traffic signal system.
- An increase in maintenance contracts associated with facilities management.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Projects and Facilities
Department: Administration

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 176,896	\$ 185,570	\$ 185,580	\$ 194,970	5.07%	5.06%
Operating	6,638	11,240	7,670	11,350	0.98%	47.98%
Capital	-	-	-	-	-	-
	<u>\$ 183,534</u>	<u>\$ 196,810</u>	<u>\$ 193,250</u>	<u>\$ 206,320</u>	<u>4.83%</u>	<u>6.76%</u>



Mission Statement:

Lead, manage and supervise the operations of the Engineering and Facilities Management Divisions. Provide oversight of the Capital Improvements Program (CIP). Provide departmental support and assistance to the Town Manager, staff, and other boards and commissions as required. Provide services to the general public in a courteous and professional manner. Exceed their expectations.

Objectives:

1. Provide resource support for implementation of the Comprehensive Plan with supporting plans, the Town Council’s Policy Agenda, Management Targets, County Agenda, and Legislative Agenda 2004 and 2005.
2. Focus on timely completion of all CIP projects via construction management contracts, design/build concept, project manager's updates and regular progress reports; use Gantt charts as appropriate. Pursue grants and other funding sources for the CIP. Conduct semi-monthly CIP update meetings.
3. Ensure implementation of all CIP pathway and secondary road improvement projects. Emphasize completion of planning, design, rights-of-way acquisition and land acquisition prior to fiscal year for which implementation is scheduled. Combine and accelerate where feasible.
4. Continue implementation of the CIP Drainage Plan. Ensure use of environmental “best management practices” in design. Construct North Forest Beach, Marshland Road / US-278, Folly Field, Northridge, and Beach City / Airport area projects. Use Stormwater Utility funding.
5. Begin preparations for next Beach Renourishment project in FY 2005.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Projects and Facilities
Department: Engineering

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 444,643	\$ 476,960	\$ 476,970	\$ 494,440	3.66%	3.66%
Operating	107,712	126,263	121,680	133,130	5.44%	9.41%
Capital	-	-	-	-	-	-
	<u>\$ 552,355</u>	<u>\$ 603,223</u>	<u>\$ 598,650</u>	<u>\$ 627,570</u>	<u>4.04%</u>	<u>4.83%</u>



Mission Statement:

Lead, manage and supervise assigned staff. Provide courteous and professional engineering services. Promote functional infrastructure for private and public facilities consistent with all governing laws, the needs of the community, and the natural environment. Place the public welfare above all other considerations. Provide employees with the opportunity to expand their knowledge and abilities via education and training, seminars, workshops, computer resources, and technical publications.

Objectives:

1. Ensure plan development, engineering design and construction management of the Capital Improvements Program (CIP). Provide technical assistance to all CIP project managers. Explore the feasibility of construction management contracts and night time construction of suitable projects. The design development and permitting of the 2005 Beach Renourishment Project and development of a private marina dredging policy is of high importance.
2. Complete construction of the Folly Field, Northridge, Beach City, Marshland Road and Spanish Wells Road Projects. Ensure effective and environmentally sensitive design of stormwater management using “best management practices.” Refine and implement the long-term maintenance program for the Town’s stormwater management infrastructure.
3. Develop localized trip generation rates for time-share and other appropriate land uses. Develop and recommend appropriate components of a Town-wide traffic safety strategy and Private Road paving policy.
4. Provide staff support for the Comprehensive Plan Update and the Initiative Area Master Planning and Redevelopment and Recovery Strategies.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: General
Program: Public Projects and Facilities
Department: Facilities

	FY 2003 Actual	FY 2004 Revised Budget	FY 2004 Est. Actual	FY 2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel	\$ 520,218	\$ 618,170	\$ 618,180	\$ 643,850	4.15%	4.15%
Operating	935,665	1,047,700	1,038,200	1,174,660	12.12%	13.14%
Capital	-	-	-	-	-	-
	<u>\$ 1,455,883</u>	<u>\$ 1,665,870</u>	<u>\$ 1,656,380</u>	<u>\$ 1,818,510</u>	<u>9.16%</u>	<u>9.79%</u>



Mission Statement:

Lead, manage and supervise assigned staff. Manage, maintain and ensure inspections for all Town buildings, facilities and properties are conducted. Provide efficient project management of assigned Capital Improvements Program (CIP) projects. Administer and enforce all applicable codes. Ensure a courteous, orderly and helpful atmosphere at all beach parks.

Objectives:

1. Implement the long-range preventative maintenance plan for all Town buildings, facilities and properties.
2. Administer Town landscape and litter control contracts for Town-owned properties, US 278, Pope Avenue, Cross Island Parkway, secondary roads, and pathways
3. Manage and assure timely completion within budget of assigned CIP projects.
4. Revise and implement daily operation procedures for all beach parks to meet customer demand. Provide assistance to beach patrons.
5. Administer the Town-wide recycling program.
6. Serve as liaison between the Town and the Beaufort County Sheriff's Office, Beach Patrol, Beautification Association, and other groups and organizations as required and applicable.
7. Ensure effective code enforcement at all Town Properties.
8. Develop and implement a comprehensive in-house inspection program for all Town properties and facilities.

TOWN OF HILTON HEAD ISLAND

FISCAL YEAR 2005 BUDGET

Fund: General
Division: Townwide

	FY 2002-2003 Actual	FY 2003-2004 Revised Budget	FY 2003-2004 Est. Actual	FY 2004-2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
Personnel						
Unemployment (UC)	\$ 9,028	\$ 8,000	\$ 8,000	\$ 11,000	37.50%	37.50%
Retiree Medical	156	360	210	300	-16.67%	42.86%
COBRA	189	396	220	300	-24.24%	36.36%
	<u>9,373</u>	<u>8,756</u>	<u>8,430</u>	<u>11,600</u>	<u>32.48%</u>	<u>37.60%</u>
Operating						
Insurance	186,845	208,647	208,650	233,450	11.89%	11.89%
Postage	32,643	31,800	25,000	32,000	0.63%	28.00%
Contingency	79,723	50,000	55,350	55,350	10.70%	0.00%
Telephone/Utilities	243,366	260,000	252,920	271,750	4.52%	7.45%
Equipment Maintenance	4,381	31,700	31,700	40,950	29.18%	29.18%
Photocopying	8,009	8,000	8,500	9,000	12.50%	5.88%
Courier	12,900	13,000	13,000	13,000	0.00%	0.00%
	<u>567,867</u>	<u>603,147</u>	<u>595,120</u>	<u>655,500</u>	<u>8.68%</u>	<u>10.15%</u>
Grants						
Recreation Center	456,750	485,550	485,550	570,240	17.44%	17.44%
Recreation Center Capital	66,615	106,865	106,870	56,375	-47.25%	-47.25%
Low Country - Recycling	92,000	76,000	118,540	-	-100.00%	-100.00%
Low Country - Truck Exp.	8,910	5,000	5,000	-	-100.00%	-100.00%
Disaster Adv. Reserve	13,437	183,516	183,520	188,000	2.44%	2.44%
Hospitality Training	96,368	95,616	90,000	90,900	-4.93%	1.00%
HHI Foundation	125,000	-	-	-	0.00%	0.00%
Beaufort County Hazmat	4,949	-	4,290	5,000	100.00%	16.55%
DHEC Grant	8,114	-	-	-	0.00%	0.00%
FEMA Grant	-	-	-	25,000	100.00%	100.00%
LRTA Grant	-	100,000	100,000	110,000	10.00%	10.00%
Drug Court	35,000	33,500	33,500	38,430	14.72%	14.72%
Other Grants/Miscellaneous	252,932	-	-	-	0.00%	0.00%
	<u>1,160,075</u>	<u>1,086,047</u>	<u>1,127,270</u>	<u>1,083,945</u>	<u>-0.19%</u>	<u>-3.84%</u>
Capital	11,388	10,000	10,000	7,505	-24.95%	-24.95%
TOTAL	<u>\$ 1,748,703</u>	<u>\$ 1,707,950</u>	<u>\$ 1,740,820</u>	<u>\$ 1,758,550</u>	<u>2.96%</u>	<u>1.02%</u>

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM SUMMARY BY CATEGORY

Category	<u>THOUSANDS OF DOLLARS</u>								
	FY 2005 Budget	Impact Fees	Fund Balance	FY 2005 Taxes	Beach Fees	SWU Bond	TIF	HTax Bond	Other
Pathways	2,792	989	306				285		1,212
Drainage Improvements	3,542					3,242			300
Roadway Improvements	5,259	3,056	505	190		105	576	205	622
Park Development	1,930	250		12	960				708
Existing Facilities & Infrastructure	1,740	100	18	665		80		669	208
New Facilities & Infrastructure	896						100	100	696
Beach Maintenance	485				485				
Land Acquisition	892		152	600					140
Total	\$ 17,536	\$ 4,395	\$ 981	\$ 1,467	\$ 1,445	\$ 3,427	\$ 961	\$ 974	\$ 3,886

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM PROJECTS BY CATEGORY

THOUSANDS OF DOLLARS

Category	FY 2005 Budget	Impact Fees	Fund Balance	FY 2005 Taxes	Beach Fees	SWU Bond	Other Funds	Other Funds
<u>Pathways</u>								
Pathway Rehabilitation	50						50	ATAX (2005)
Marshland Road	638	312	200				13	ATAX(2003)
							57	County Bond
							56	SCDOT "RISE"
Wild Horse Road	214	68					14	ATAX (2001)
							88	ATAX (2002)
							44	ATAX (2003)
Mathews Drive (Marshland South to US 278)	148	80	30				38	ATAX (2002)
Spanish Wells Road	1,227	414	76				3	ATAX (2002)
							34	ATAX (2003)
							200	ATAX (2005)
								Sunday Liquor Permit
							300	Fees (2004)
							200	TEP Grant
Mathews Drive (Marshland North to US 278)	120	60					60	ATAX (2005)
Pope Avenue (Off Road)	190						190	TIF
Palmetto Bay Road	95						95	TIF
South Side of US 278 (Phased)	110	55					55	Capital Sales Tax
Total Pathways	2,792	989	306	0	0	0	1,497	
<u>Drainage Improvements</u>								
Drainage System Rehabilitation	300						300	SWU Fee
North Forest Beach	1,000					1,000		
Marshland Road / US 278	580					580		
Spanish Wells Road	540					540		
Northridge	405					405		
Beach City Road / Airport	385					385		
Club Course Outfall	212					212		
Squire Pope Road	120					120		
Total Drainage Improvements	3,542	0	0	0	0	3,242	300	

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TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM PROJECTS BY CATEGORY

THOUSANDS OF DOLLARS

Category	FY 2005 Budget	Impact Fees	Fund Balance	FY 2005 Taxes	Beach Fees	SWU Bond	Other Funds	Other Funds
<u>Roadway Improvements</u>								
Pedestrian Crosswalks & Refuges	475		179	190			106	CTC Grant
Traffic Signal Mast Arms	430	430						
Resurface US 278 William Hilton Parkway (Phased)	100						100	Capital Sales Tax
Coligny Circle Reconfiguration	300						300	TIF
Widen and Realign Office Park Road	561	561						
Widen Mathews Drive (Marshland Road North to US 278)	310	310						
Long Cove Lane Extension	100	50					50	POA
Town Roads Reconstruction	741	440	301					
SCDOT Roads Resurfacing	512					105	151	TIF
Intersection Section Improvements F&R Emergency Access Points	1,400	1,265	25				256	SCDOT "RISE"
Widen Mathews Drive (US 278 North to Beach City Road)	205						110	Capital Sales Tax
Horshoe Road Connector (Spanish Wells Extension)	125						205	HTax Bond
	125						125	TIF
Total Roadway Improvements	5,259	3,056	505	190	0	105	1,403	
<u>Park Development</u>								
Park Upgrades	320						250	Sunday Liquor Permit Fees (2005)
							70	Donations
Collier Beach Park	300				300			
Port Royal Tract Beach Access	410				410			
Chaplin Community Park Upgrades	250				250			
Shelter Cove Linear Park Expansion	375						300	County Bond
							75	LWCF
Yacht Cove Community Park	275	250		12			13	PARD (2005)
Total Park Development	1,930	250	0	12	960	0	708	

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM PROJECTS BY CATEGORY

THOUSANDS OF DOLLARS

Category	FY 2005 Budget	Impact Fees	Fund Balance	FY 2005 Taxes	Beach Fees	SWU Bond	Other	Other Funds
<u>Existing Facilities/Infrastructure</u>								
Municipal Court Office Improvements	18		18					
Fire Stations Renovations	300						300	HTax Bond
Clean Up, Maintenance and Demolition of Structures	425			387			38	Lease Account (2005)
Sea Pines Circle Upgrade	230					80	50	ATAX (2003)
							100	Donations
Cross Island Parkway - landscape improvements to the Indigo Run wall	50			50				
McKibben Property Wetlands Restoration	100	100						
Apparatus and Vehicle Replacement	487			118			369	HTax Bond
New Dome for Island Association Pool	130			110			20	ATAX (2005)
Total Existing Facilities/Infrastructure	1,740	100	18	665	0	80	877	
<u>New Facilities and Infrastructure</u>								
Dispatch Center Equipment Upgrade	221						221	Hospitality Tax (2005)
F & R Dispatch Center	475						475	Hospitality Tax (04/05)
Sewer Installation	100						100	TIF
Public Safety Facility	100						100	HTax Bond
Total New Facilities and Infrastructure	896	0	0	0	0	0	896	
<u>Beach Maintenance</u>								
Beach Management & Monitoring	185				185			
Beach Parks / Access Rehabilitation	75				75			
Dunes Refurbishment Maintenance	25				25			
Beach Renourishment	200				200			
Beach Maintenance	485	0	0	0	485	0	0	
<u>Land Acquisition</u>								
Certificates of Participation	422			422				
Land Acquisition	470		152	178			140	Station #4 Parcel Rebate
Land Acquisition	892	0	152	600	0	0	140	

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM TEN YEAR CAPITAL PLAN 2005 - 2015 PROJECTS BY CATEGORY

Category	<u>THOUSANDS OF DOLLARS</u>					
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010-2015
<u>Pathways</u>						
Pathway Rehabilitation	50	50	50	50	50	250
Marshland Road	638					
Wild Horse Road	214					
Mathews Drive (Marshland Rd. South to US 278)	148					
Spanish Wells Road	1,227					
Mathews Drive (Marshland Rd. North to US 278)	120	250				
Pope Avenue (Off Road)	190	790				
Palmetto Bay Road	95	310				
South & West Side of US 278 (Phased)	110	764	764	764		
Mathews Drive (US 278 North to Beach City Road)		120	300			
Gardner Drive			15	71		
Pembroke Drive			15	200		
Leg O'Mutton			15	200		
Singleton Beach Road			15	154		
US 278 (Squire Pope Road to Jenkins Island)				68	194	
US 278 (Gum Tree Road to Squire Pope Road)				31	173	
Total Pathways	2,792	2,284	1,174	1,538	417	250

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM TEN YEAR CAPITAL PLAN 2005 - 2015 PROJECTS BY CATEGORY

Category	<u>THOUSANDS OF DOLLARS</u>					
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010-2015
<u>Drainage Improvements</u>						
Drainage System Rehabilitation, Maintenance, Monitoring and NPDES II Compliance	300	300	300	300	300	1,500
North Forest Beach	1,000					
Marshland Road/US 278	580					
Spanish Wells Road	540					
Northridge	405					
Beach City Road/Airport	385					
Club Course Outfall	212					
Squire Pope Road	120	300				
Arrow Road		45	230			
Total Drainage Improvements	3,542	645	530	300	300	1,500

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM TEN YEAR CAPITAL PLAN 2005 - 2015 PROJECTS BY CATEGORY

Category	<u>THOUSANDS OF DOLLARS</u>					
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010-2015
<u>Roadway Improvements</u>						
Pedestrian Crosswalks & Refuges	475	200				
Traffic Signal Mast Arms	430	300	350	450		
Resurface US 278 (Phased)	100	3,400				
Coligny Circle Reconfiguration	300					
Widen and Realign Office Park Road	561					
Widen Mathews Drive (Marshland Road North to US 278)	310	700				
Long Cove Lane Extension	100					
Towns Roads Reconstruction	741	TBD	TBD	TBD	TBD	TBD
SCDOT Roads Resurfacing	512	TBD				
Intersection Improvements	1,400	1,065				
F&R Emergency Access Points	205	160	135	10	10	TBD
Horshoe Road Connector (Spanish Wells Extension)	125	750				
Intersection/Crosswalk Lighting		TBD				
Widen Mathews Drive (US 278 North to Beach City Road)		277	700			
Widen Folly Field Road			275	500		
Widen Squire Pope Road				293	1,000	
Widen Gumtree Road					293	1,000
Total Roadway Improvements	5,259	6,852	1,460	1,253	1,303	1,000

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM TEN YEAR CAPITAL PLAN 2005 - 2015 PROJECTS BY CATEGORY

Category	<u>THOUSANDS OF DOLLARS</u>					
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010-2015
<u>Park Development</u>						
Park Upgrades	320	522	404			
Collier Beach Park	300					
Port Royal Tract Beach Access and Parking	410					
Chaplin Community Park Boardwalk to Collier Beach Park	250					
Shelter Cove Linear Park Expansion with Memorials & Boardwalk	375	TBD	TBD	TBD	TBD	TBD
Yacht Cove Community Park	275					
Driessen Tract Neighborhood Park		20	150			
Driessen Beach Parking Expansion		25	250			
South Forest Beach Neighborhood Park		10	100			
North Forest Beach Neighborhood Park		10	100			
Marshland Road Neighborhood Park		15	150			
Taylor Park		10	100			
Coligny Beach Parking Expansion with Community Park		85	850			
Central Church Neighborhood Park			20	200		
Jenkins Island Botanical Garden				250	1,250	
Total Park Development	1,930	697	2,124	450	1,250	0

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM TEN YEAR CAPITAL PLAN 2005 – 2015 PROJECTS BY CATEGORY

Category	<u>THOUSANDS OF DOLLARS</u>					
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010-2015
<u>Existing Facilities and Infrastructure</u>						
Municipal Court Office Improvements	18					
Fire Stations Renovations	300	2,030	450			
Cross Island Parkway - landscape improvements to the Indigo Run wall	50					
Clean Up, Maintenance & Demolition of Structures (Lease Account & CIP Funds)	425	325	325	325	325	TBD
Sea Pines Circle Upgrade	230					
McKibben Property Wetlands Restoration (Tie to Widening of Office Park Road)	100					
Apparatus and Vehicle Replacement / Refurbishment	487	461	281	291	448	1,517
New Dome for Island Association Pool	130					
Total Existing Facilities and Infrastructure	1,740	2,816	1,056	616	773	1,517

Category	<u>THOUSANDS OF DOLLARS</u>					
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010-2015
<u>New Facilities and Infrastructure</u>						
Dispatch Center Equipment Upgrade	221	221	221			
F & R Dispatch Center	475					
Sewer Installation	100					
Public Safety Facility	100	1,750				
F & R Maintenance & Training Facility		1,325				
Total New Facilities and Infrastructure	896	3,296	221	0	0	0

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM TEN YEAR CAPITAL PLAN 2005 - 2015 PROJECTS BY CATEGORY

Category	<u>THOUSANDS OF DOLLARS</u>					
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010-2015
<u>Beach Maintenance</u>						
Beach Management & Monitoring	185	185	185	185	185	900
Beach Parks / Access Rehabilitation	75	300	75	75	75	375
Dunes Refurbishment Maintenance	25	25	25	25	25	125
Beach Renourishment	200	15,335				15,000
Total Beach Maintenance	485	15,845	285	285	285	16,400

Category	<u>THOUSANDS OF DOLLARS</u>					
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010-2015
<u>Land Acquisition</u>						
Certificates of Participation (Principal & Interest)	422	1,340	1,340	1,340	1,340	6,700
Land Acquisition	470	TBD	TBD	TBD	TBD	TBD
Total Land Acquisition	892	1,340	1,340	1,340	1,340	6,700

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

CAPITAL IMPROVEMENTS PROGRAM TEN YEAR CAPITAL PLAN 2005 - 2015 PROJECTS BY CATEGORY

Category	<u>THOUSANS OF DOLLARS</u>					
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010-2015
<u>Total Capital improvements Program</u>						
Pathways	2,792	2,284	1,174	1,538	417	250
Drainage Improvements	3,542	645	530	300	300	1,500
Roadway Improvements	5,259	6,852	1,460	1,253	1,303	1,000
Park Development	1,930	697	2,124	450	1,250	0
Existing Facilities and Infrastructure	1,740	2,816	1,056	616	773	1,517
New Facilities and Infrastructure	896	3,296	221	0	0	0
Beach Maintenance	485	15,845	285	285	285	16,400
Land Acquisition	892	1,340	1,340	1,340	1,340	6,700
Total Capital Improvements Program	17,536	33,775	8,190	5,782	5,668	27,367

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

Fund: Debt Service Fund

The Debt Service Fund is maintained to record the appropriate portion of the tax rate as levied for interest and principal due for the Town debt.

TOWN GENERAL OBLIGATION DEBT ISSUE

	Original Issue Amt.	Principal Outstanding
Series 1996A - General Obligation Bonds; water tower and fire hydrants	\$ 1,425,000	\$ 935,000
Series 1996B - General Ogligation Refunding Bonds; refunding 1987 & 1989 Bonds	11,180,000	5,505,000
Series 1998A - Referendum Bonds	15,000,000	13,815,000
Series 1998B - General Obligation Bonds; fire station & drainage improvements	6,000,000	5,760,000
Series 1999A - Referendum Bonds; land acquisition	12,000,000	11,205,000
Series 1999B - General Obligation Bonds; land acquisition	6,000,000	6,000,000
Series 2001 Referendum Bond; land acquisition	20,000,000	18,605,000
Series 2004 - General Obligation Bonds; land acquisition	15,000,000	15,000,000
Total	\$ 86,605,000	\$ 76,825,000
 <u>Revenue Bond</u>		
2002 Storm Water Bond	\$ 17,000,000	\$ 17,000,000
2004 Hospitality Tax	\$ 10,000,000	\$ 10,000,000

**TOWN OF HILTON HEAD ISLAND
FISCAL YEAR 2005 BUDGET**

Fund: Debt Service Fund; Calculation of the Legal Debt Limit

Assessed Value as of December 2003		\$ 501,170,000
Debt Limit - Eight (8%) Percent of Assessed Value, without voter's approval		40,093,600
Amount of Debt Applicable to Debt Limit:		
General 1996A	\$ 935,000	
General Bonded 1996B	5,505,000	
General Bonded 1998B	5,760,000	
General Bonded 1999B	6,000,000	
Total Amount Applicable to Debt Limit		18,200,000
Legal Debt Margin without a Referendum		\$ 21,893,600

Article Ten (X), Section Fourteen (14) of the South Carolina Constitution of 1895 as amended provides that a City or Town shall incur General Obligation Debt over the eight percent (8%) limit when approved by a majority vote of qualified electors of the political subdivision voting in a referendum authorized by law. There shall be no conditions or restrictions limiting the incurring of such indebtedness except:

- a. those restrictions and limitations imposed in the authorization to incur such indebtedness
- b. the provisions of Article Ten (X) Section 14, and
- c. such general obligation debt shall be issued within five years of the date of such referendum and shall mature within forty (40) years from the time such indebtedness shall be incurred.

TOWN OF HILTON HEAD ISLAND

FISCAL YEAR 2005 BUDGET

Fund: TIF (Tax Increment Financing) Fund

Tax Increment Financing (TIF) is a method of funding public investments in an area slated for redevelopment by recapturing for a time, all or a portion of the increased tax revenue that may result when the redevelopment stimulates private investment. As private investments add to the tax base within the redevelopment area, the increased tax revenues are placed in a special fund that can only be used for public purposes permitted by law. The schedule below reflects the anticipated TIF expenditures for FY 2004 as well as the FY 2005 budget.

	FY 2003-2004 Revised Budget	FY 2003-2004 Est. Actual	FY 2004-2005 Budget	Budget Diff. % 2004/2005	Estimate Diff. % 2004/2005
<u>Revenues:</u>					
Fund Balance	\$ 365,000	\$ 365,000	\$ -	-100.00%	-100.00%
Investments	-	-	-	0.00%	0.00%
Property Taxes	-	-	961,000	0.00%	100.00%
Total Revenues	\$ 365,000	\$ 365,000	\$ 961,000	163.29%	163.29%
<u>Expenditures:</u>					
Consulting	\$ 200,000	\$ 200,000	\$ -	-100.00%	-100.00%
Interest	165,000	165,000	-	-100.00%	-100.00%
Transfer to CIP	-	-	961,000	0.00%	100.00%
Total Expenditures	\$ 365,000	\$ 365,000	\$ 961,000	163.29%	163.29%
Revenues Over/(Under) Expn.	\$ -	\$ -	\$ -	0%	0%

TOWN OF HILTON HEAD ISLAND

FISCAL YEAR 2005 BUDGET

GLOSSARY OF TERMS

Actual - Monies that have already been used or received as opposed to budgeted monies that are estimates of possible funds to be spent or received.

Ad Valorem Tax - A tax levied on the assessed value (net of any exemptions) of real or personal property as certified by the property appraiser in each county. This is commonly referred to as “property tax.”

Adopted Budget - The financial plan of revenues and expenditures for a fiscal year as approved by the Town Council.

Assessed Value - A value established by the County’s property appraiser for all real or personal property for use as a basis for levying ad valorem (property) taxes.

Budget - A balanced fiscal plan of programs, services, and accomplishments within a specific time frame. The plan is related to established goals and objectives and sets forth the resources required and the resources available and is usually shown in comparison to one or more past periods.

Budget Amendment - A change to an adopted budget that may increase or decrease a department’s or fund’s total budget. The Town Council must approve budget amendments.

Budget Transfer - A change to the allocation of budget funds within a department or between departments within a fund.

Capital Improvement Program (CIP) - A plan of capital expenditures to be incurred each year over a period of ten future years, setting forth each capital project, the amount to be expended in each year and the method of financing those expenditures.

Capital Outlay (Assets) - Capital assets are defined by the government as assets with an initial cost of more than \$5,000 and an estimated useful life in excess of one year.

Contingency - A budgetary reserve to provide for emergency or unanticipated expenditures during the fiscal year.

Department - A basic organizational unit of the Town which is functionally unique in its service provided.

Depreciation - The monthly, quarterly, and/or annual non-cash charge recording the expiration for an asset’s useful life.

Division - A sub-organizational unit of a Department which is functionally unique in its service provided.

TOWN OF HILTON HEAD ISLAND

FISCAL YEAR 2005 BUDGET

GLOSSARY OF TERMS

Encumbrance - The commitment of appropriated (budgeted) funds to purchase goods or services. To encumber sets aside those funds for the future when the goods and services have been legally committed.

Expenditure - The disbursement of funds to pay for goods or services actually received.

Fiscal Year - A twelve month period of time for which an annual budget is developed and implemented. The fiscal year for the Town is July 1 through June 30.

FTE (Full Time Equivalent) - A measurement equal to one staff person working a full-time schedule for one year.

Fund - A self-balancing accounting entity segregated to carry on specific activities or attain certain objectives to meet legal requirements or Generally Accepted Accounting Principals.

Fund Balance - On-hand available cash balances, which have been realized from prior year activities and are available for designation as a funding resource for future budget years.

General Fund - This is considered the Town's operating fund. This fund is used to account for all financial resources that are derived from ad valorem tax revenues as well as other general revenue sources that will be used to support services that are provided on a Town wide basis.

Grant - A commitment of resources from one organization to another.

Millage - The tax rate (expressed as one-thousandth of a dollar) levied on the taxable value of real and personal property within the tax base that yields the ad valorem tax revenue.

Objectives - Specific, measurable accomplishments to achieve within specific timeframes to attain the goals set by the organization.

Operating Expenditures - Disbursements for goods and services purchased that are consumable in nature or equipment purchases that have a useful life of less than one year.

Ordinance - The formally adopted Town Council documents that provides the legal authority to levy taxes and expend funds.

Personnel Expenditures - Disbursements for salaries, wages, and all related fringe benefits.

Property Tax - Taxes levied on all non-exempt real and personal property located within a county. Property taxes are computed by multiplying the total of all millage rates (for each taxing authority within a county) by the assessed value of the property.

TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

GLOSSARY OF TERMS

Public Hearing - A special publicly noticed meeting conducted by the Town to consider and adopt the annual budget.

Real Property - Land and the buildings or structures erected upon such land.

Revenue - Monies received from all sources (with the exception of fund balances) that are used to fund expenditures in a given fiscal year.

Taxable Value - The assessed value of real property.

Tax Increment Financing (TIF) - Is a method of funding public investments in an area slated for redevelopment by recapturing for a time, all or a portion of the increased tax revenue that may result when the redevelopment stimulates private investment. As private investments add to the tax base within the redevelopment area, the increased tax revenues are placed in a special fund that can only be used for public purposes permitted by law.

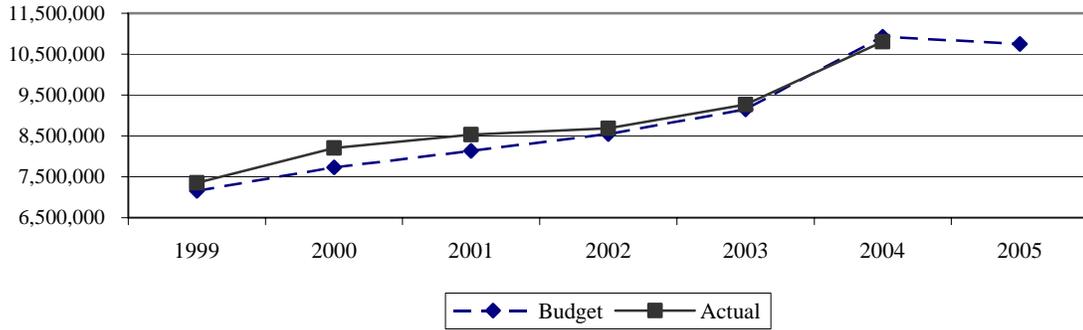
Unemployment Compensation - Amounts contributed to the unemployment compensation fund.

Workers' Compensation - Premium benefits paid for workers compensation insurance.

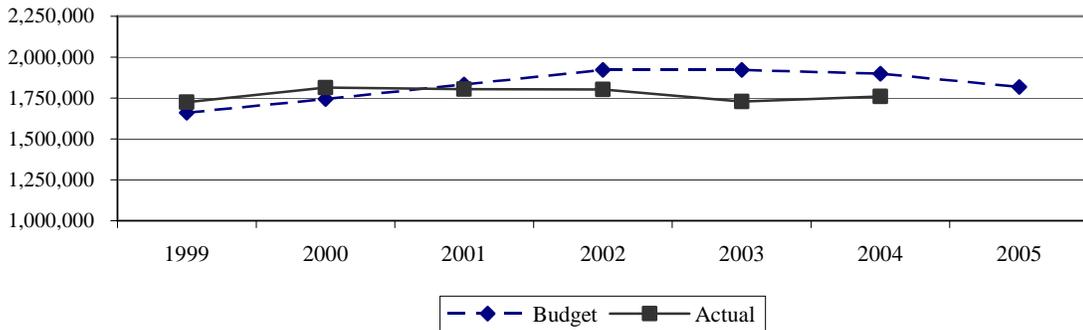
TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

GRAPHICAL ANALYSIS OF REVENUES AND EXPENDITURES

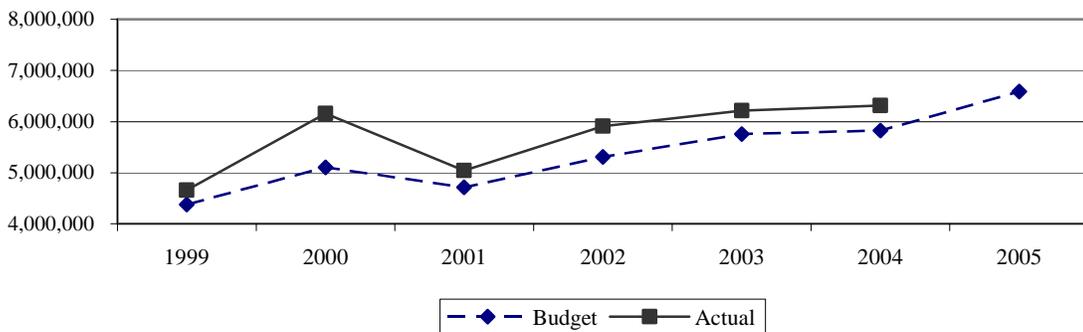
Revenue - Ad Valorem Taxes



Revenue - Local Accomodations Tax



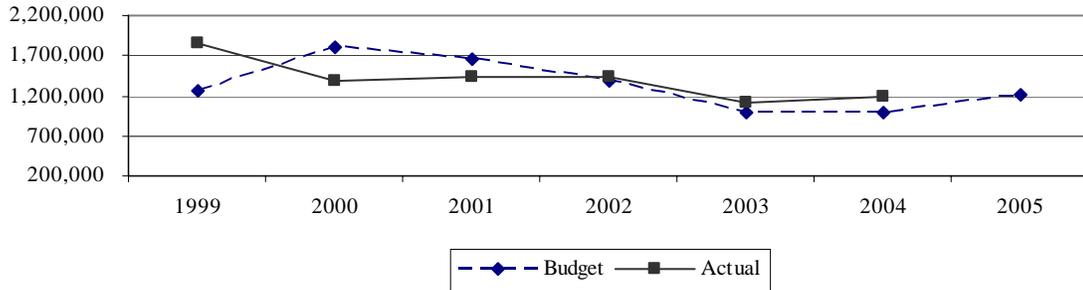
Revenue - Business License and Franchise Fees



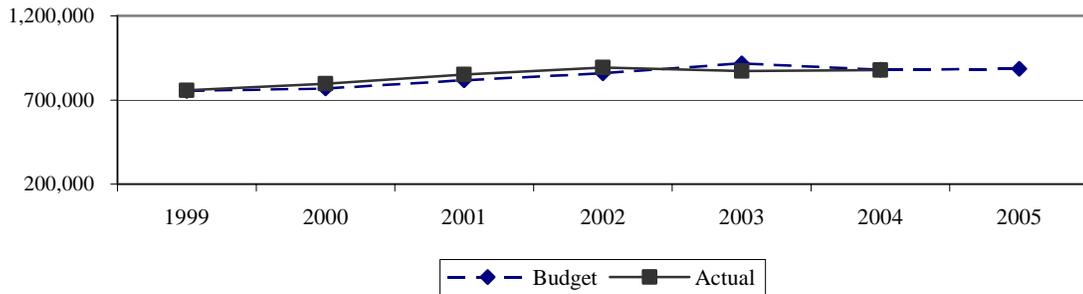
TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

GRAPHICAL ANALYSIS OF REVENUES AND EXPENDITURES

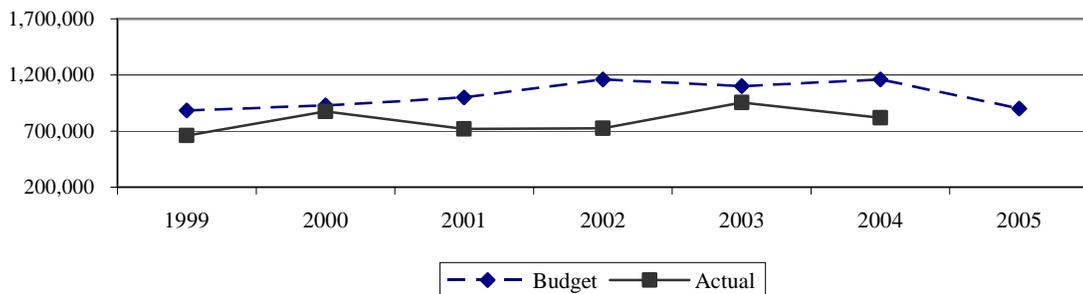
Revenue - Permits



Revenue - State Revenue Sharing



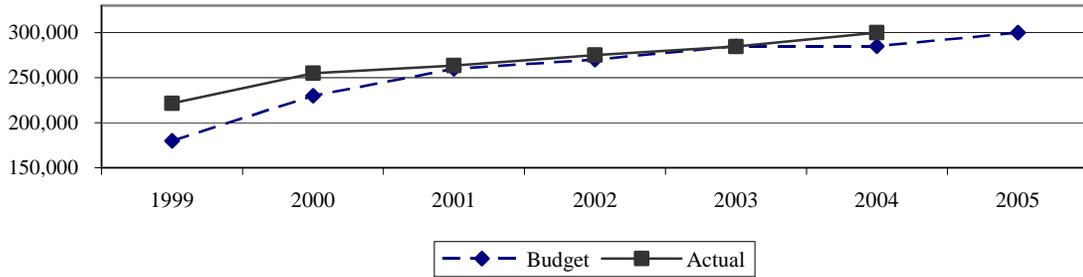
Revenue - Public Safety



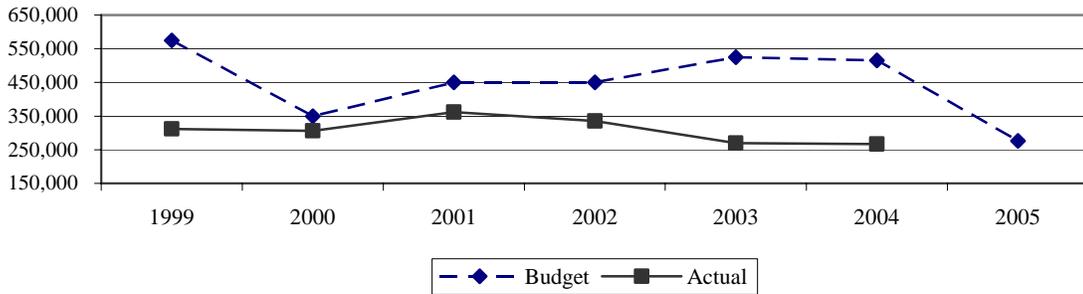
TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

GRAPHICAL ANALYSIS OF REVENUES AND EXPENDITURES

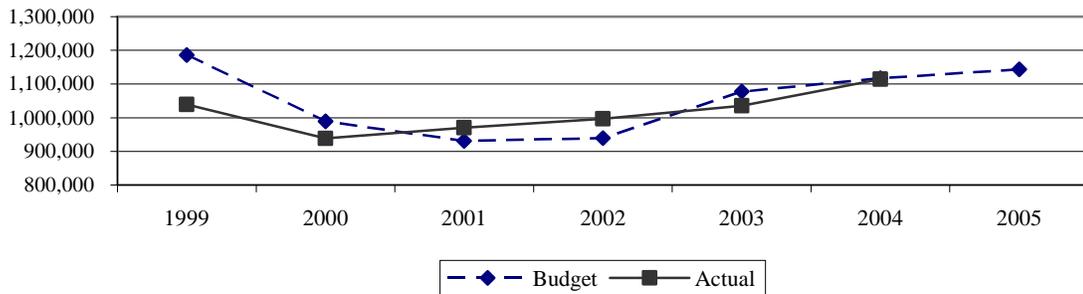
Revenue - Beach Service



Revenue - Municipal Court Fines and Fees



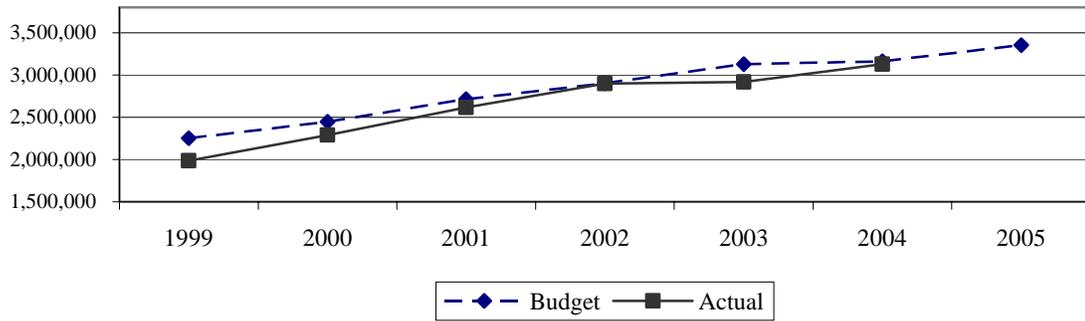
Expenditures - General Government



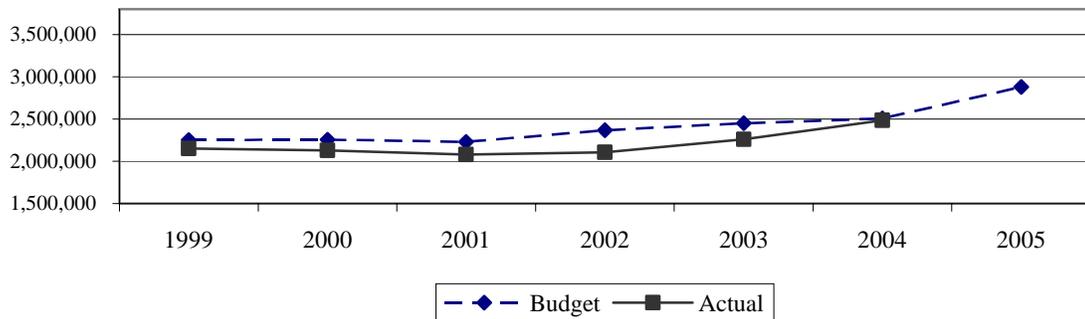
TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

GRAPHICAL ANALYSIS OF REVENUES AND EXPENDITURES

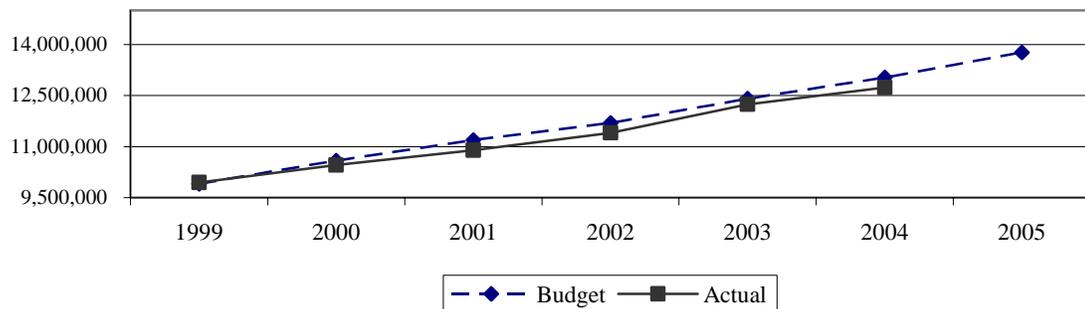
Expenditures - Management Services



Expenditures - Planning/Building and Fire Codes



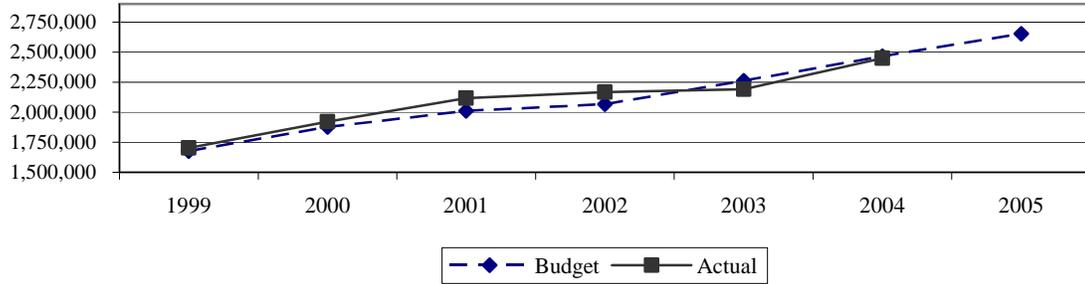
Expenditures - Public Safety



TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2005 BUDGET

GRAPHICAL ANALYSIS OF REVENUES AND EXPENDITURES

Expenditures - Public Projects and Facilities



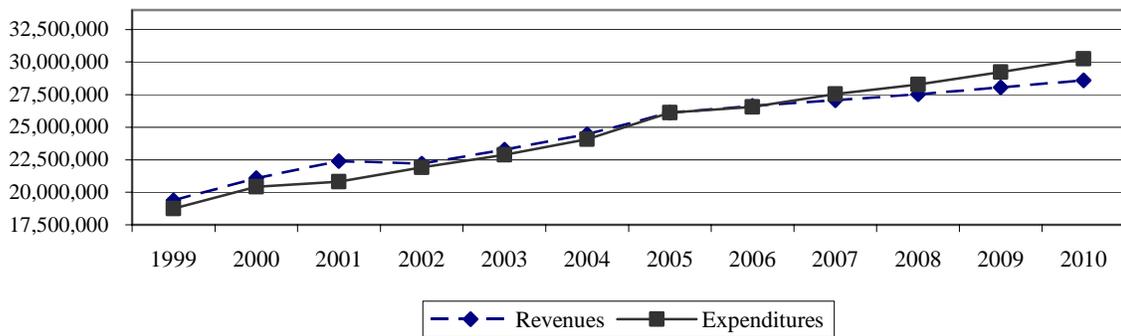
FIVE-YEAR BUDGET PLAN

Overview

The five year budget plan is tool for the development of the Town’s budget which focuses not only on the demand for financial resources for the upcoming year but also on what the demand on financial resources will be over the next five years. The five-year budget plan reflects the Town’s intent to optimize the use of taxpayer dollars by determining the most efficient method of providing services to its customers without compromising the quality of services delivered. The assumptions that were used to develop the five-year budget plan are outlined below.

The chart below reflects the anticipated growth in revenues and expenditures over the next five years.

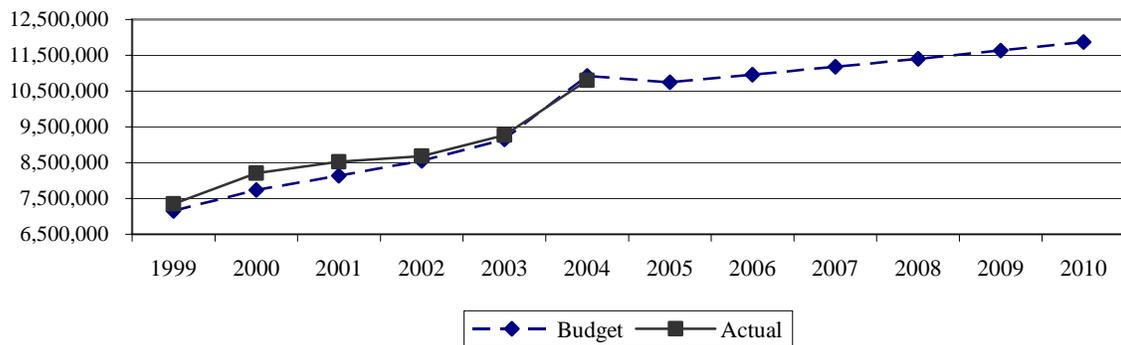
Revenues and Expenditures



Revenue Assumptions and Analysis

- The growth in ad valorem tax revenue over the next five years was based on the assumption that property values would grow at a rate of 2.00% per year and that there would be no change in the operating millage rate.

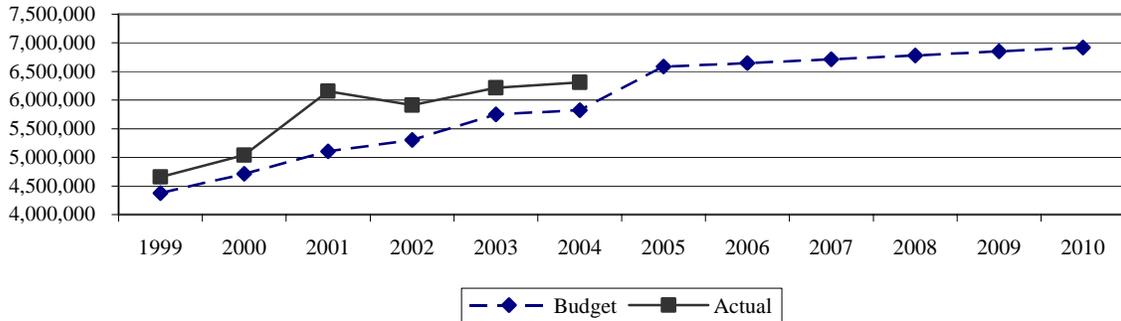
Revenue - Ad Valorem Taxes



FIVE-YEAR BUDGET PLAN

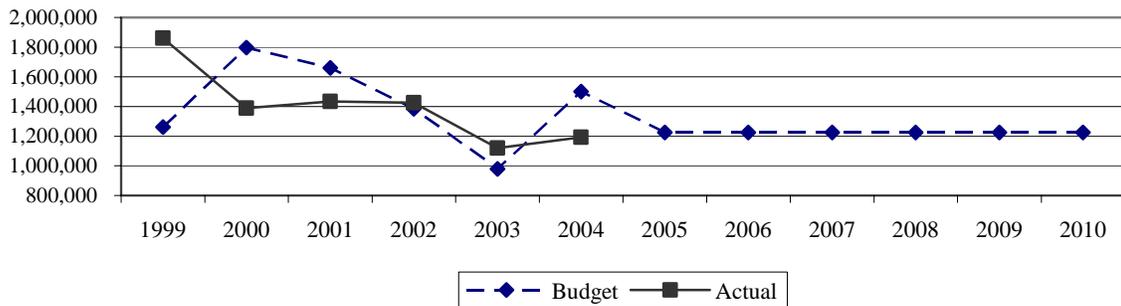
2. Business license fees and cable franchise fees will grow at a modest rate of 1.00% and the electricity and beach franchise fees would remain flat over the next five years.

Revenue - Business Licenses and Franchise Fees



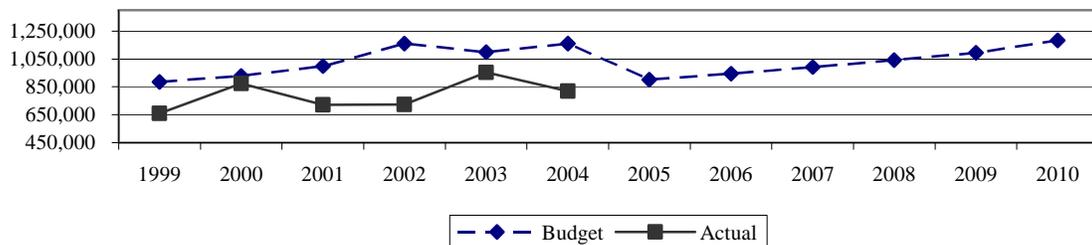
3. The growth in funds from construction permit fees, development fees and other permits will remain flat.

Revenue - Permit Fees



4. Public safety fees (EMS) revenue will grow at a rate of 5.00% per year.

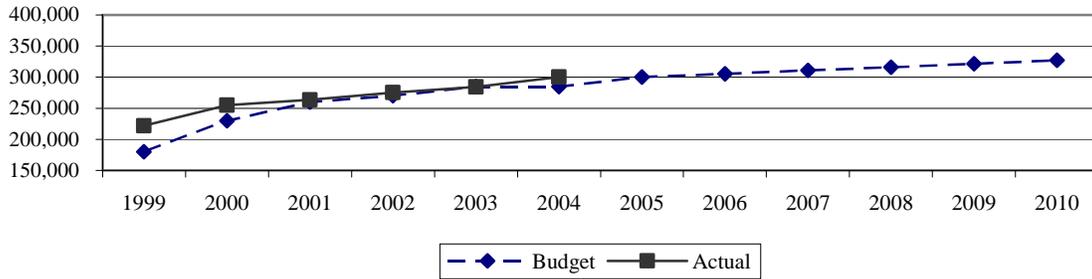
Revenue - Public Safety



FIVE-YEAR BUDGET PLAN

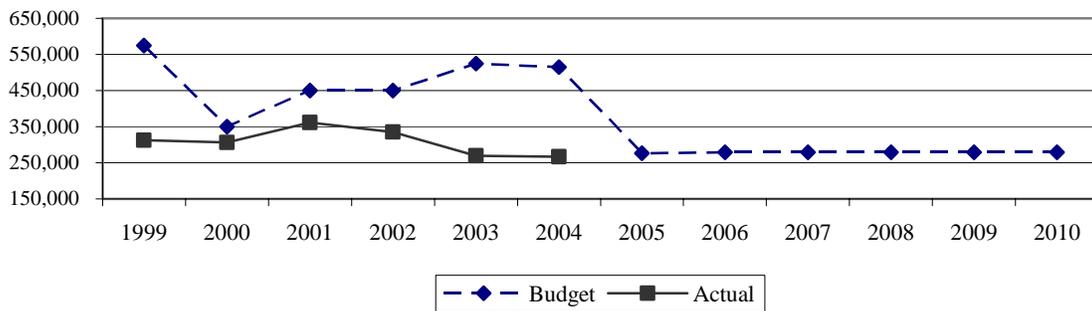
5. Beach service revenue will grow at a rate of 1.75% per year.

Revenue - Beach Service



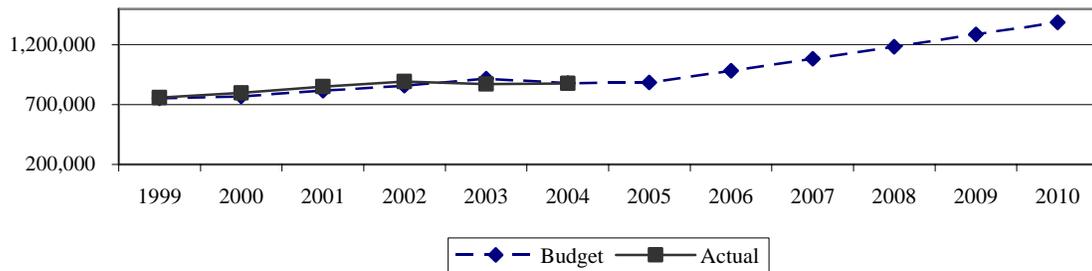
6. Municipal Court fines and fees revenue will remain flat over the next five years.

Revenue - Municipal Court Fines and Fees



7. Intergovernmental Revenue (State shared revenue) – in addition to a conservative expected growth of 1.00% per year an additional \$90,000 in revenue has been projected for Fiscal Years 2006-2010 that is an anticipated benefit of a mid-decade census planned for FY 2005.

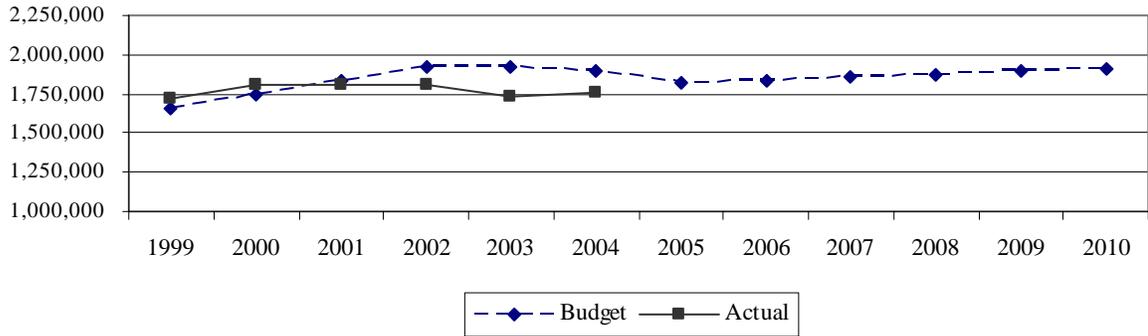
Revenue - State Revenue Sharing



8. Revenue from the local accommodations tax will grow at a modest rate of 1.00% per year.

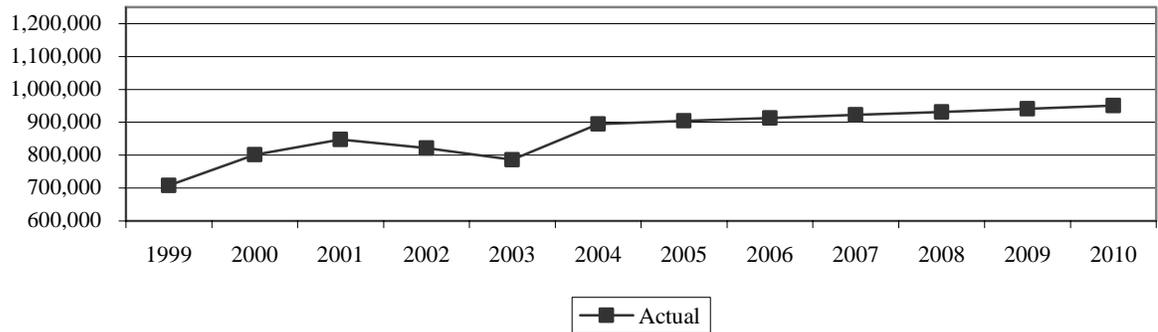
FIVE-YEAR BUDGET PLAN

Revenue - Local Accomodations Tax (Public Safety)



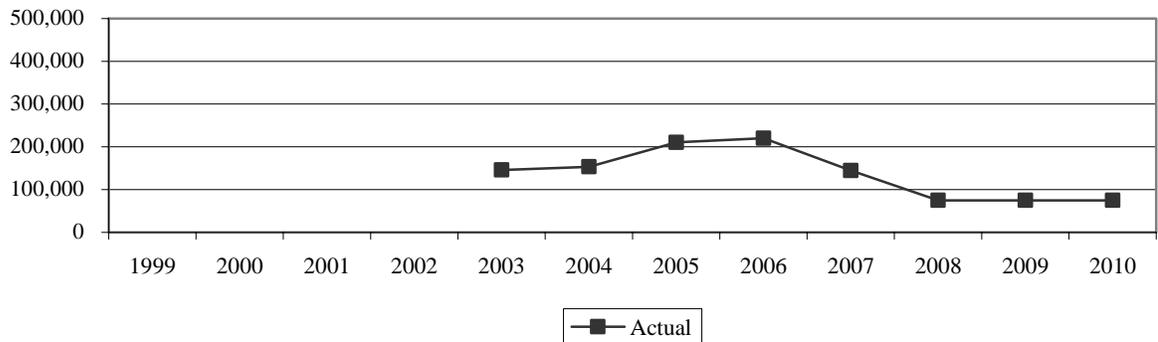
9. Funds from the State accommodations tax will grow at a rate of 1.00% per year.

Revenue - State Accomodations Taxes



10. Funds from storm water fees will increase by 4.50% in FY 2006 and then taper off in out years as storm water projects are completed.

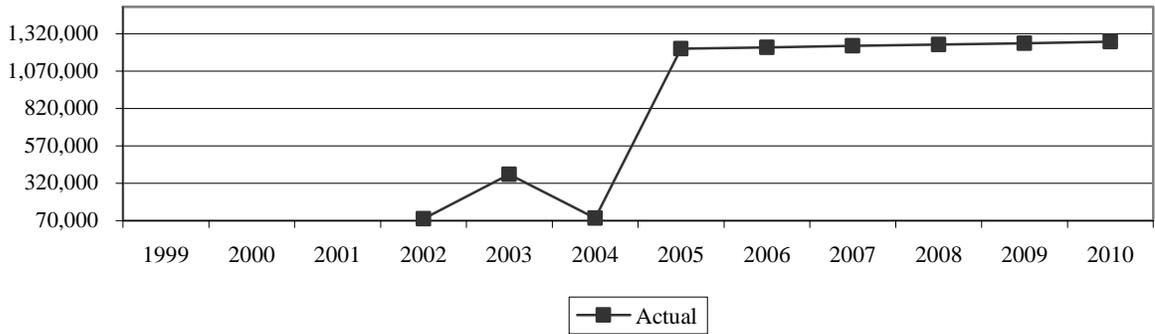
Revenue - Storm Water Fees



FIVE-YEAR BUDGET PLAN

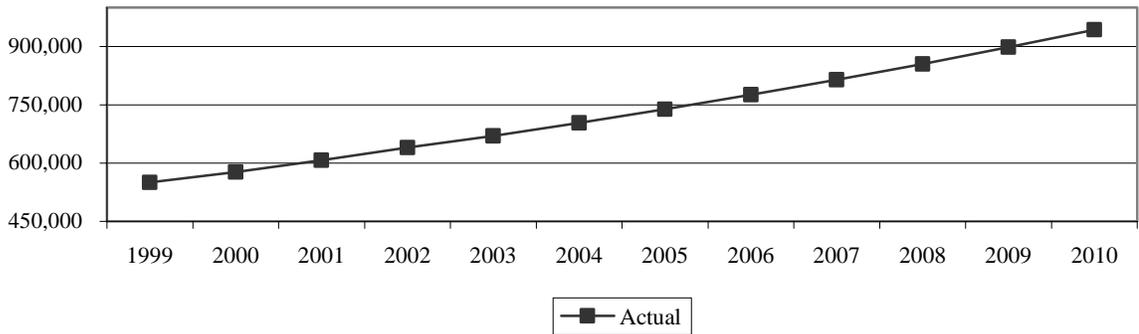
11. Hospitality fee revenue will grow at a modest .75% annually. These funds are used to fund public safety expenditures. The increase in FY 2005 through FY 2010 is to offset Ad Valorem taxes that have been shifted to fund debt service.

Revenue - Hospitality Fees



12. Funds from beach preservation fees will grow at a rate of 5.00%.

Revenue - Beach Preservation Fees



Expenditure Assumptions and Analysis

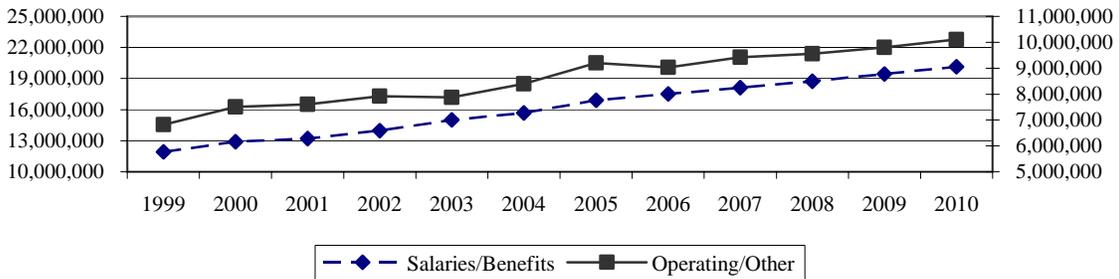
1. The following assumptions were used in development of the five-year expenditure plan for the Town.
 - a. Salaries will increase by 3.15% per year based on a historical average.
 - b. Overtime is estimated as a percentage of total salaries by department. The percentage to be used is the budgeted overtime as a percentage of salaries for FY 2005.
 - c. Benefits will increase by 7.5% per year.
 - d. Expenditures will increase by 2.5% based on the higher of the first or second half of calendar year 2003 CPI (all items) (the first half was used).

FIVE-YEAR BUDGET PLAN

Departments were allowed to deviate from this assumption and project expenditure growth using their assumptions.

- e. No new departments. This budget plan assumes maintaining programs as they exist now Town-wide.
 - g. Fire and Rescue and Public Safety - \$40,000 has been added to the Fire Prevention budget in FY 2007 for a paperless inspection program. \$5,000 in maintenance fees has also been added for FY 2008 - 2010 for maintenance of the system.
 - h. Human Resources - In FY 2006 \$98,600 is budgeted for professional services, two major components of this line item are a compensation review for \$70,000 and a department performance audit costing \$25,625. In FY 2010 \$112,000 is budgeted for professional services, two major components of this line item are a medical benefit review for \$80,000 and a department performance audit costing \$25,625.
 - i. Capital Equipment - \$400,000 is budgeted for FY 2006 through FY 2010. In FY 2006 this includes \$250,000 for field data equipment for Fire and Rescue.
 - j. Townwide – Funding of the LRTA Grant will continue through 2010 at a flat rate of \$100,000. Funding of the Drug Court Grant will continue through 2010 at a flat rate of \$38,430.
2. The chart below reflects expenditures by category:

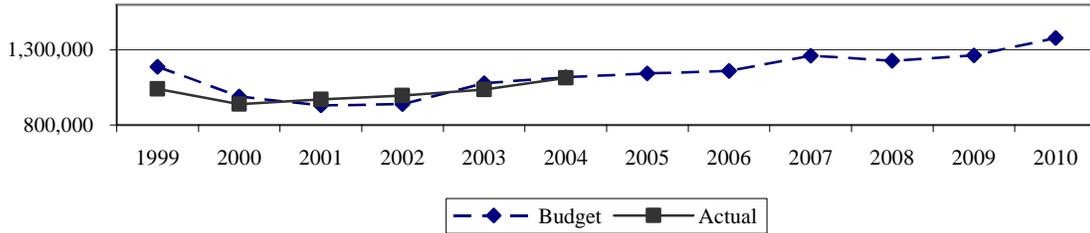
Expenditures - By Category



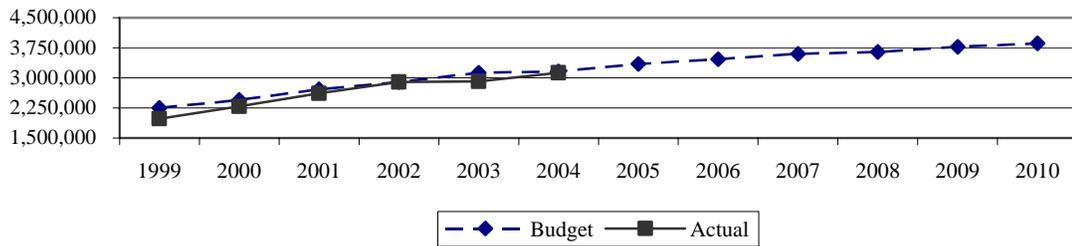
FIVE-YEAR BUDGET PLAN

3. The charts below reflect expenditures by program:

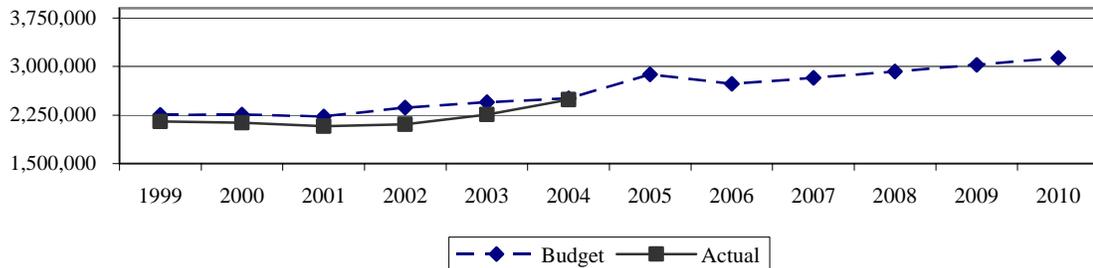
**Expenditures - General Government
(Town Council, Town Manager, Human Resources)**



**Expenditures - Management Services
(Finance, Municipal Court, Legal/Administration)**

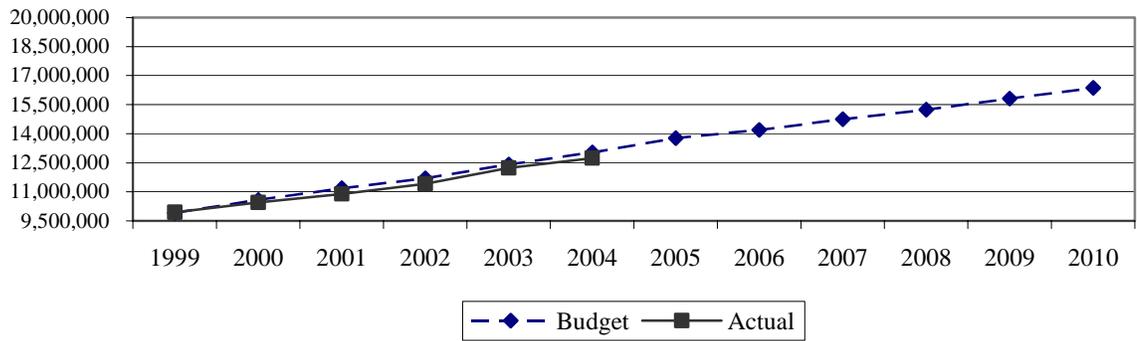


Expenditures - Planning/Building and Fire Codes

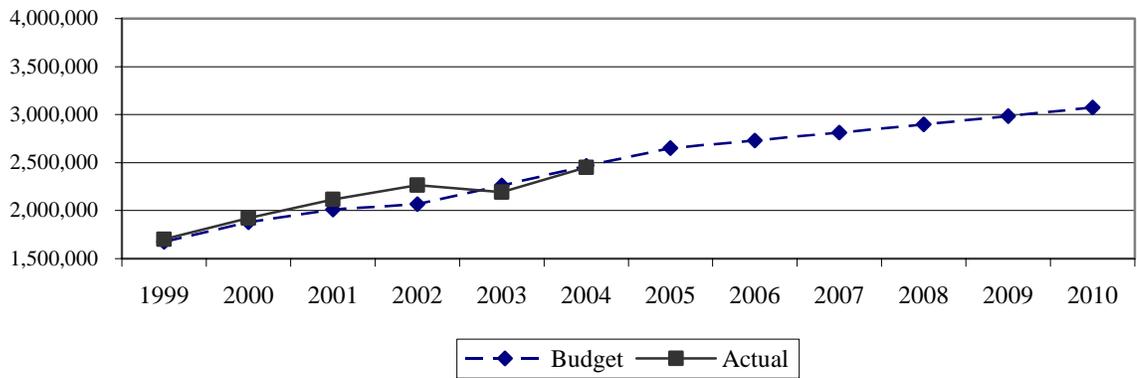


FIVE-YEAR BUDGET PLAN

Expenditures - Public Safety



Expenditures - Public Projects and Facilities



**GENERAL FUND - FIVE YEAR BUDGET PLAN
FISCAL YEAR 2005**

	ACTUAL					FY 2004		PROJECTED					
	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	ESTIMATED	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	
						ACTUAL	BUDGET						
REVENUES													
Property Taxes	7,350,605	8,203,954	8,528,034	8,683,555	9,265,944	10,800,000	10,748,900	10,963,878	11,183,156	11,406,819	11,634,955	11,867,654	
Licenses & Franchise Fees	4,659,110	5,041,494	6,158,237	5,910,918	6,214,543	6,310,090	6,585,640	6,650,955	6,716,922	6,783,549	6,850,843	6,918,809	
Permit Fees	1,861,397	1,389,102	1,434,087	1,425,010	1,121,065	1,193,140	1,223,880	1,223,880	1,223,880	1,223,880	1,223,880	1,223,880	
Intergovernmental Revenue	758,189	797,247	851,870	893,049	872,768	878,870	885,670	984,527	1,084,372	1,185,216	1,287,068	1,389,939	
Miscellaneous Revenue	1,577,972	1,774,324	1,703,688	1,591,488	1,733,390	1,571,060	1,689,450	1,742,467	1,795,060	1,850,111	1,907,736	1,968,064	
Grants	6,775	297,541	85,873	143,277	225,966	16,620	1,100	1,100	1,100	1,100	1,100	1,100	
Donations	1,575	10,335	5,056	40	1,730	100	100	100	100	100	100	100	
Local ATAX Public Safety	1,725,517	1,813,319	1,804,561	1,802,547	1,728,707	1,760,000	1,818,000	1,836,177	1,854,536	1,873,078	1,891,806	1,910,721	
Investments	169,724	266,229	304,831	207,287	100,582	81,760	90,000	90,900	91,809	92,727	93,654	94,591	
Capital Lease	0	111,048	0	0	0	0	0	0	0	0	0	0	
Transfer In - Accomodations Tax	707,613	801,473	847,754	821,112	786,212	895,000	903,950	912,990	922,119	931,341	940,654	950,061	
Transfer In - TIF	0	0	0	0	18,000	0	0	0	0	0	0	0	
Transfer In - Capital Projects	0	0	48,802	0	0	0	0	0	0	0	0	0	
Transfer In - Storm Water Fee	0	0	0	0	146,000	153,300	210,200	219,660	144,660	75,000	75,000	75,000	
Transfer In - Hospitality Fee	0	0	0	82,140	380,167	88,000	1,220,000	1,229,150	1,238,369	1,247,656	1,257,014	1,266,441	
Transfer In - Beach Preservation Fee	550,000	577,500	607,000	640,000	670,000	703,500	738,680	775,614	814,395	855,114	897,870	942,764	
Funds From Prior Years	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL REVENUES	19,368,477	21,083,566	22,379,793	22,200,423	23,265,074	24,451,440	26,115,570	26,631,396	27,070,477	27,525,691	28,061,680	28,609,123	
EXPENDITURES													
General Government	1,039,498	938,700	970,686	996,798	1,035,285	1,114,450	1,143,570	1,160,613	1,261,725	1,228,051	1,263,534	1,379,523	
Management Services	1,983,268	2,290,241	2,616,611	2,896,258	2,915,272	3,129,130	3,349,110	3,464,241	3,600,413	3,651,213	3,774,625	3,862,966	
Planning/Building and Fire Codes													
Planning	1,244,900	1,151,623	1,126,408	1,164,332	1,280,975	1,433,480	1,767,900	1,578,463	1,632,792	1,689,240	1,747,907	1,808,897	
Building and Fire Codes	904,175	977,813	951,509	939,818	978,511	1,051,690	1,111,670	1,151,135	1,192,184	1,234,912	1,279,402	1,325,742	
Public Safety	9,941,758	10,454,554	10,897,319	11,406,240	12,237,337	12,734,400	13,768,260	14,195,059	14,754,839	15,242,603	15,808,666	16,372,944	
Public Projects and Facilities	1,702,340	1,921,431	2,116,755	2,265,659	2,191,772	2,448,280	2,652,400	2,731,478	2,813,072	2,897,358	2,984,440	3,074,429	
Townwide	1,149,299	1,685,273	1,525,333	1,557,289	1,737,315	1,730,820	1,751,550	1,761,149	1,797,741	1,835,595	1,874,762	1,915,295	
Debt	148,878	88,486	97,722	97,722	97,722	97,720	100,000	100,000	100,000	100,000	100,000	100,000	
Capital Outlay	636,109	901,577	510,855	478,067	411,501	323,950	471,110	400,000	400,000	400,000	400,000	400,000	
TOTAL EXPENDITURES	18,750,225	20,409,698	20,813,198	21,802,183	22,885,690	24,063,920	26,115,570	26,542,137	27,552,766	28,278,972	29,233,337	30,239,797	
REVENUES OVER/(UNDER) EXPENDITURES	618,252	673,868	1,566,595	398,240	379,384	387,520	(0)	89,259	(482,289)	(753,281)	(1,171,657)	(1,630,674)	

**GENERAL FUND - FIVE YEAR BUDGET PLAN
FISCAL YEAR 2005**

ITEMS OF EXPENDITURE	ACTUAL					FY 2004	FY 2005	PROJECTED				
	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	ESTIMATED	BUDGET	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Personnel												
Salaries	8,282,660	8,864,566	9,476,847	10,161,564	10,901,679	11,284,990	12,097,040	12,475,618	12,866,121	13,268,924	13,710,087	14,139,476
Temporary Pay	169,141	148,534	37,268	44,433	33,167	45,000	86,500	88,932	91,434	48,460	49,672	50,913
Temporaries (Townwide)	55,682	31,784	43,928	41,052	31,611	34,320	42,620	45,001	46,418	47,880	49,389	50,944
Relief Dispatch	20,903	7,041	6,683	3,579	912	5,000	10,000	10,315	10,640	10,975	11,321	11,677
Overtime	431,437	402,113	456,045	437,262	467,605	505,950	542,790	560,449	578,103	596,313	617,246	636,689
FICA	645,027	704,359	731,240	779,061	849,929	900,840	960,290	994,207	1,025,335	1,053,667	1,088,814	1,122,922
FICA - Temporaries	0	0	0	2,888	1,408	2,870	3,400	3,591	3,704	3,821	3,941	4,065
Retirement	998,598	1,090,930	1,111,199	1,180,532	1,290,484	1,323,400	1,408,760	1,453,093	1,498,866	1,546,080	1,597,603	1,647,927
Health/Life/Disability/Other	1,194,734	1,347,443	948,877	1,169,973	1,255,368	1,379,770	1,556,220	1,672,937	1,798,407	1,933,287	2,078,284	2,234,155
Unemployment (UC)	1,570	5	0	15,214	9,028	8,000	11,000	12,500	13,000	13,500	14,000	14,500
Retiree Medical	0	0	0	195	156	210	300	450	600	750	900	1,050
Medical Ins. Reserve	0	150,000	232,107	0	0	0	0	0	0	0	0	0
COBRA	0	0	0	225	189	220	300	300	300	300	300	300
Workers Compensation	109,448	129,957	146,123	139,691	142,768	148,650	151,480	153,910	158,748	163,739	168,999	174,313
Workers Compensation - Temporaries	0	0	0	0	139	310	380	401	413	426	440	453
Awards	1,208	1,241	409	3,102	2,906	1,500	2,000	2,050	2,101	2,154	2,208	2,263
Employee Recognition	24,204	21,530	24,924	2,816	23,967	30,000	35,000	36,107	37,245	38,418	39,628	40,876
Operating												
Meetings/Training/Workshops	262,155	292,778	279,908	322,757	344,227	347,610	390,810	400,580	410,595	420,860	431,381	442,166
Professional Services	2,474,750	2,297,782	2,626,452	2,671,203	2,683,584	2,913,590	3,223,910	3,067,957	3,241,583	3,283,223	3,396,928	3,534,074
Townwide Employee Programs	68,522	62,346	64,605	50,408	59,300	76,200	74,850	76,721	78,639	80,605	82,620	84,686
Supplies & Services	3,225,199	3,867,226	4,018,006	4,200,439	4,278,040	4,633,820	4,946,810	4,987,017	5,190,515	5,265,588	5,389,577	5,546,346
Debt	148,878	88,486	97,722	97,722	97,722	97,720	100,000	100,000	100,000	100,000	100,000	100,000
Capital Outlay	636,109	901,577	510,855	478,067	411,501	323,950	471,110	400,000	400,000	400,000	400,000	400,000
TOTAL	18,750,225	20,409,698	20,813,198	21,802,183	22,885,690	24,063,920	26,115,570	26,542,137	27,552,766	28,278,972	29,233,337	30,239,797
PROGRAM/DEPARTMENT												
General Government												
Town Council	203,457	207,728	293,456	293,578	243,067	241,000	251,540	255,706	259,972	264,346	268,828	273,423
Town Manager	264,433	283,655	254,561	329,493	337,133	334,660	353,600	364,921	376,656	388,808	401,395	414,436
Human Resources	571,608	447,317	422,669	373,727	455,085	538,790	538,430	539,986	625,098	574,898	593,311	691,664
	1,039,498	938,700	970,686	996,798	1,035,285	1,114,450	1,143,570	1,160,613	1,261,725	1,228,051	1,263,534	1,379,523
Management Services												
Finance	1,591,288	756,703	820,244	963,319	976,178	1,029,000	1,107,310	1,145,879	1,186,009	1,227,748	1,271,173	1,306,183
Municipal Court	182,516	207,670	293,344	334,824	364,642	386,140	417,120	433,663	448,780	464,509	480,880	448,031
Legal/Administration	209,464	1,325,868	1,503,023	1,598,115	1,574,452	1,713,990	1,824,680	1,884,699	1,965,623	1,958,956	2,022,571	2,108,752
	1,983,268	2,290,241	2,616,611	2,896,258	2,915,272	3,129,130	3,349,110	3,464,241	3,600,413	3,651,213	3,774,625	3,862,966
Planning/Building and Fire Codes												
Planning Administration	218,765	184,207	155,107	162,354	174,085	366,970	393,100	406,401	420,203	434,524	449,386	464,814
Development Review and Zoning	429,514	448,832	456,320	467,885	514,094	469,700	436,990	452,292	468,189	484,724	501,928	519,833
Comprehensive Planning	473,841	334,196	364,535	372,043	427,688	421,230	755,250	531,023	549,223	568,138	587,802	608,250
Natural Resources	122,780	184,388	150,446	162,050	165,108	175,580	182,560	188,748	195,177	201,854	208,791	215,999
Building and Fire Codes	904,175	977,813	951,509	939,818	978,511	1,051,690	1,111,670	1,151,135	1,192,184	1,234,912	1,279,402	1,325,742
	2,149,075	2,129,436	2,077,917	2,104,150	2,259,486	2,485,170	2,879,570	2,729,599	2,824,976	2,924,152	3,027,309	3,134,639
Public Safety												
Fire & Rescue	7,963,833	8,471,180	8,637,378	9,251,129	10,058,997	10,397,600	11,385,110	11,724,493	12,193,433	12,586,796	13,054,757	13,517,087
Police	1,977,925	1,983,374	2,259,941	2,155,111	2,178,340	2,336,800	2,383,150	2,470,566	2,561,407	2,655,808	2,753,909	2,855,857
	9,941,758	10,454,554	10,897,319	11,406,240	12,237,337	12,734,400	13,768,260	14,195,059	14,754,839	15,242,603	15,808,666	16,372,944
Public Projects and Facilities												
Administration	291,356	290,634	156,755	174,214	183,534	193,250	206,320	213,109	220,139	227,418	234,956	242,764
Engineering	287,109	346,678	517,962	554,682	552,355	598,650	627,570	647,941	668,966	690,744	713,305	736,685
Facilities Management	1,123,875	1,284,119	1,442,038	1,536,763	1,455,883	1,656,380	1,818,510	1,870,428	1,923,967	1,979,197	2,036,179	2,094,981
	1,702,340	1,921,431	2,116,755	2,265,659	2,191,772	2,448,280	2,652,400	2,731,478	2,813,072	2,897,358	2,984,440	3,074,429
Townwide	1,149,299	1,685,273	1,525,333	1,557,289	1,737,315	1,730,820	1,751,550	1,761,149	1,797,741	1,835,595	1,874,762	1,915,295
Debt	148,878	88,486	97,722	97,722	97,722	97,720	100,000	100,000	100,000	100,000	100,000	100,000
Capital Outlay												
Finance	113,763	0	0	0	0	0	0	0	0	0	0	0
Public Safety	512,822	734,835	418,453	367,855	267,857	166,350	272,980	0	250,000	0	0	0
Legal - Operations	0	150,525	82,137	82,048	132,256	147,600	191,130	0	0	0	0	0
Townwide	9,524	16,217	10,265	14,022	11,388	10,000	7,000	400,000	150,000	400,000	400,000	400,000
Public Facilities	0	0	0	14,142	0	0	0	0	0	0	0	0
	636,109	901,577	510,855	478,067	411,501	323,950	471,110	400,000	400,000	400,000	400,000	400,000
TOTAL	18,750,225	20,409,698	20,813,198	21,802,183	22,885,690	24,063,920	26,115,570	26,542,137	27,552,766	28,278,972	29,233,337	30,239,797

**GENERAL FUND - FIVE YEAR BUDGET PLAN
FISCAL YEAR 2005**

	ACTUAL					FY 2004	FY 2005	PROJECTED				F
	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	ACTUAL	BUDGET	FY 2006	FY 2007	FY 2008	FY 2009	
REVENUES												
Property Taxes	7,350,605	8,203,954	8,528,034	8,683,555	9,265,944	10,800,000	10,748,900	10,963,878	11,183,156	11,406,819	11,634,955	
Licenses & Franchise Fees												
Business Licenses	4,352,658	4,718,642	5,822,545	5,531,600	5,679,122	5,735,910	6,082,240	6,143,063	6,204,493	6,266,538	6,329,204	
Electrical Utility	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Cable TV Utility	246,928	264,560	280,079	325,569	481,389	520,000	449,200	453,692	458,229	462,811	467,439	
Beach Franchise Fee	9,524	8,292	5,613	3,749	4,032	4,180	4,200	4,200	4,200	4,200	4,200	
Total - Licenses & Franchise Fees	4,659,110	5,041,494	6,158,237	5,910,918	6,214,543	6,310,090	6,585,640	6,650,955	6,716,922	6,783,549	6,850,843	
Permit Fees												
Construction Permits	1,439,189	949,075	956,783	896,911	616,069	688,460	722,880	722,880	722,880	722,880	722,880	
Development Permits	8,481	10,385	10,934	6,625	7,372	5,830	6,000	6,000	6,000	6,000	6,000	
Other Permits	413,727	429,642	466,370	521,474	497,624	498,850	495,000	495,000	495,000	495,000	495,000	
Total - Permit Fees	1,861,397	1,389,102	1,434,087	1,425,010	1,121,065	1,193,140	1,223,880	1,223,880	1,223,880	1,223,880	1,223,880	
Intergovernmental Revenue												
State Shared Revenue	758,189	797,247	851,870	893,049	872,768	878,870	885,670	984,527	1,084,372	1,185,216	1,287,068	
Total - Intergovernmental Revenue	758,189	797,247	851,870	893,049	872,768	878,870	885,670	984,527	1,084,372	1,185,216	1,287,068	
Miscellaneous Revenue												
Public Safety Revenue	659,697	874,054	721,134	724,130	953,550	819,090	900,000	945,002	992,254	1,041,869	1,093,964	
Beach Service	221,632	254,929	263,556	275,072	284,441	300,000	300,000	305,250	310,592	316,027	321,558	
Municipal Court Fines	312,135	306,078	361,447	335,338	269,572	266,610	276,450	279,215	279,215	279,215	279,215	
Victim's Assistance	36,282	35,356	35,694	37,518	34,662	26,180	30,000	30,000	30,000	30,000	30,000	
Lease	0	0	54,400	21,000	0	33,000	33,000	33,000	33,000	33,000	33,000	
Miscellaneous Revenue	348,226	303,907	267,457	198,430	191,165	126,180	150,000	150,000	150,000	150,000	150,000	
Total - Miscellaneous Revenue	1,577,972	1,774,324	1,703,688	1,591,488	1,733,390	1,571,060	1,689,450	1,742,467	1,795,060	1,850,111	1,907,736	
Grants												
Public Safety Grant	0	0	0	0	136,373	0	0	0	0	0	0	
FEMA Grant	0	246,084	0	2,576	6,644	0	0	0	0	0	0	
S.C. Forestry Grant	0	0	3,045	780	0	0	0	0	0	0	0	
EMS Grants	6,775	0	19,807	0	0	0	0	0	0	0	0	
Broad Creek Mgt. Grant	0	32,468	28,821	0	0	0	0	0	0	0	0	
Beaufort County Hazmat	0	0	25,200	15,000	7,500	0	0	0	0	0	0	
SAMP Grant	0	0	0	28,842	0	0	0	0	0	0	0	
DHEC Grant	0	0	0	14,999	7,667	0	0	0	0	0	0	
Miscellaneous Reimbursements	0	0	0	0	67,782	1,060	1,100	1,100	1,100	1,100	1,100	
Low Country Recycle Reimbursement	0	0	0	0	0	15,560	0	0	0	0	0	
Hilton Head Island Foundation, Inc.	0	18,989	9,000	81,080	0	0	0	0	0	0	0	
Total - Grants	6,775	297,541	85,873	143,277	225,966	16,620	1,100	1,100	1,100	1,100	1,100	
Donations	1,575	10,335	5,056	40	1,730	100	100	100	100	100	100	
Local ATAX Public Safety	1,725,517	1,813,319	1,804,561	1,802,547	1,728,707	1,760,000	1,818,000	1,836,177	1,854,536	1,873,078	1,891,806	
Investments	169,724	266,229	304,831	207,287	100,582	81,760	90,000	90,000	91,809	92,727	93,654	
Capital Lease	0	111,048	0	0	0	0	0	0	0	0	0	
Transfer In - Accommodations Tax	707,613	801,473	847,754	821,112	786,212	895,000	903,950	912,990	922,119	931,341	940,654	
Transfer In - TIF	0	0	0	0	18,000	0	0	0	0	0	0	
Transfer In - Capital Projects	0	0	48,802	0	0	0	0	0	0	0	0	
Transfer In - Storm Water Fee	0	0	0	0	146,000	153,300	210,200	219,660	144,660	75,000	75,000	
Transfer In - Hospitality Fee	0	0	0	82,140	380,167	88,000	1,220,000	1,229,150	1,238,369	1,247,656	1,257,014	
Transfer In - Beach Preservation Fee	550,000	577,500	607,000	640,000	670,000	703,500	738,680	775,614	814,395	855,114	897,870	
Funds From Prior Years	0	0	0	0	0	0	0	0	0	0	0	
TOTAL	19,368,477	21,083,566	22,379,793	22,200,423	23,265,074	24,451,440	26,115,570	26,631,396	27,070,477	27,525,691	28,061,680	: