

Approved Budget Narrative FY 2011



COUNTY OF CHARLESTON SOUTH CAROLINA



APPROVED BUDGET FOR FISCAL YEAR 2011

BUDGET NARRATIVE

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***COUNTY ADMINISTRATOR*
ALLEN O'NEAL**

**CHARLESTON
COUNTY
SOUTH CAROLINA**

Distinguished Budget Presentation Award

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Charleston County, South Carolina for its annual budget for the fiscal year beginning July 1, 2009, for the 21st consecutive year. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Citizens of Charleston County:

For the eleventh consecutive year, the County balanced its budget without a millage increase by carefully balancing a mix of service reductions, organizational efficiencies, and revenue enhancements, while responsibly meeting staffing and capital needs. This document represents the Fiscal Year (FY) 2011 Charleston County Operating Budget, as adopted by Charleston County Council on June 15, 2010. The FY 2011 budget is balanced and meets the following budget objectives:

- ▶ **Limit financial impact on taxpayer.** As citizens continue to feel the effects of the national recession, County Council was diligent in their efforts to limit the financial impact on taxpayers. The County's millage and the Solid Waste Recycling and Disposal User Fee for FY 2011 remain unchanged. The Local Option Sales Tax credit also remains constant because the local economy is anticipated to remain steady in FY 2011. In addition, County Council voted to provide a \$25 one-time credit to the Solid Waste User Fee. This means that for an owner-occupied home appraised at \$250,000 (four percent assessed value), the net tax bill to the homeowner for operating Charleston County government (including the Solid Waste User Fee and credit) totals \$364.50, a decrease of \$25.00 from FY 2010 which reflects the credit to the Solid Waste User Fee.
- ▶ **Carefully manage existing levels of basic services to the community.** The County will strive to provide basic services in the face of increasing demands and declining revenues. Some less critical services have been phased out, and the frequency of service in some areas has been reduced.
- ▶ **Operate the new Detention Center.** The expanded Detention Center was completed in April of FY 2010. An additional \$2.8 million for full-year operational funding is included in this budget.
- ▶ **Maintain a qualified and highly motivated work force.** Charleston County employees have borne the brunt of many budget reductions over the past two years. In FY 2011, the budget is not balanced by any changes to the current compensation and benefit packages. In addition, the County implemented the Voluntary Retirement Incentive Program and maintained the current Voluntary Furlough and the Longevity Programs. There are no reductions in force, mandatory furloughs, or unpaid holidays.

THE BUDGET IN BRIEF

The County maintains its strong AAA bond rating with Standard and Poor's and received an Aaa bond rating with Moody's. The Rainy Day funds, adopted fund balance policies, and five-year financial forecasts are all signs of solid fiscal management. Nevertheless, while preparing the FY 2011 budget, it became increasingly important to be flexible in order to react responsibly to fluctuations in our local and State economies. In an effort to address the declining economy and also to avoid raising tax millage, Charleston County Government has taken several steps to pare its budget. Charleston County reduced the overall number of employees by thirty-six positions by transferring twenty-eight positions to the Council of Governments, a local tri-county municipal planning organization which provides assistance to local governments; by reducing five positions as a result of the voluntary early retirement program; and by reprogramming various positions within the organization resulting in the elimination of three vacant positions. The FY 2011 budget also includes phasing out of some less critical services and reducing the frequency of some services in Emergency Medical Services, Public Works, Facilities, and Planning. The savings that resulted from these actions helped the County avoid a tax millage increase in FY 2011.

Current revenues and transfers in for all operating funds¹ total \$335.9 million for FY 2011, a decrease of \$11.5 million from the previous fiscal year. The largest decrease reflects a \$4.7 million decrease in Environmental Management due to the termination of the incinerator contract and the resulting loss of electricity and steam revenue. In addition, collections from property taxes are down by \$2.2 million and the State's Local Government Fund is down by \$2.1 million.

Expenditures and other uses for all operating funds total \$353.3 million for FY 2011, a \$16.1 million decrease from the previous year. As mentioned previously, several actions were taken including a reduction in full-time equivalent positions and a reduction in frequency and types of less critical services to save County funds. The largest reduction in expenditures reflects the Council's decision to terminate the waste incinerator contract in January 2010, resulting in a \$24.1 million reduction in expenditures. The decreases to expenditures are slightly offset by additional costs for the recently opened jail and an increase in waste disposal costs due to closing the County's waste incinerator.

The beginning fund balance for all operating funds for FY 2011 is projected at \$194.8 million. The General Fund's beginning fund balance is \$38.1 million which represents several different designations. A portion of fund balance in the General Fund is designated for a "Rainy Day" per the County's budget ordinance. The Rainy Day reserve was established to provide funds for use in the event of a major calamity. This amount is required to be maintained at no less than four percent of General Fund disbursements. A portion of the Environmental Management Fund was used to calculate the Rainy Day Fund in FY 2011. In addition, a Designated Reserve is maintained according to a County financial policy that would cover two months of disbursements. For FY 2011, \$2.5 million from the General Fund's fund balance is being used for pay-as-you-go capital equipment.

¹ The operating funds include all funds appropriated on an annual basis which excludes project-length budgets, e.g., Capital Projects Funds and grants.

MAJOR POLICY ISSUES

There were several major issues which affected the development of this budget. These issues represent challenges and opportunities which will impact how the County provides services during the next several years.

Even though the national economy has undergone many months of decline, the local economy has not been as severely affected. This is probably due to several reasons including the large federal government presence in the area, new businesses moving here, the activity at the Port of Charleston, and the ongoing tourist activity which has remained relatively strong. Although there have now been some business slowdowns and closures, the area has not seen significant layoffs in the workforce. The local economy will continue to be monitored.

Being sensitive to the plight of County taxpayers, County Council avoided a property tax and fee increase by using a portion of the Environmental Management Fund to fund the Rainy Day Fund. This shift was possible due to solid waste and debris removal constituting the majority of the costs occurring after a natural disaster. In addition to avoiding an increase, Council reduced the property tax and user fee by providing a one-time \$25 credit toward the annual Solid Waste Recycling and Disposal User Fee.

LOOKING AHEAD - CHALLENGES IN FY 2012 AND BEYOND

Although the County faced many challenges in developing the FY 2011 budget, several additional challenges have been identified for FY 2012 and beyond.

Reassessment

South Carolina State Law requires that counties reassess properties every five years. As a result, the County anticipates a reduction in revenue of approximately \$2.0 million in FY 2012 due to the State's formula for adjusting the tax millage rate.

County-Wide Recycling Program

In FY 2009, County Council established several goals for the Environmental Management Department, including closing the incinerator and increasing county-wide recycling to 40%. The County closed the incinerator in January 2010 and has made advances toward reaching the 40% percent recycling goal by expanding the recycling program to accept all paper and plastics. Staff and consultants are continuing to analyze the best approaches to improving the overall Environment Management program. The impact of program changes on the FY 2012 and future budgets is still undetermined.

Operating and Debt Service Impact of the Construction Improvement Plan

To address current building and infrastructure needs, the County has adopted a rolling five-year Capital Improvement Plan (CIP). Council has identified most of the funding for the projects in the CIP, including funding from the issuance of approximately \$18 million of General Obligation Bonds in FY 2012 for the Trident Technical College's Nursing Facility.

The CIP includes the construction of a Consolidated Dispatch Center to improve the service and efficiency of the Emergency 911 function in the County. The Consolidated Dispatch Center will shift costs from municipalities to the County to generate overall cost savings. An additional cumulative annual cost of more than \$5.5 million for personnel and maintenance is anticipated with the majority occurring in FY 2013.

In addition, the County will begin construction of a Radio System Expansion in FY 2011 to improve digital reception. Although the capital costs are funded with existing funds, additional annual maintenance costs of approximately \$300,000 will be incurred by the County.

State Actions

During the 2006 legislative session, State lawmakers changed the methodology for increasing local tax millage. Local municipalities can increase the millage rate for general operating purposes above the rate imposed in the preceding tax year by no more than the average Consumer Price Index for the previous calendar year plus the percentage increase in population for the previous calendar year. This limitation could play a factor in future years as the Consolidated Dispatch Center becomes operational or as the County decides to implement additional services. If the millage cannot be increased to meet these costs, then new revenues must be found and/or current services must be reduced.

During the 2010 legislative session, several other issues were considered by State lawmakers. The legislation providing the funding formula for the Local Government Fund was overridden this year due to the decline in the economy which reduced revenues to the County. Continued underperformance in the economy could mean additional reductions in this funding for FY 2012.

Implementation of Projects Related to the Transportation Sales Tax

Collection of a half percent sales tax approved by voter referendum began in Charleston County in May 2005. The referendum authorized funding for transportation related projects, mass transit, and greenbelts. The transportation portion will include road construction and maintenance projects. Funding designated for mass transit will be used to partially fund the existing operations of the local regional and rural bus systems. The portion of the tax designated for greenbelts was used to develop a comprehensive plan and is now being followed by land acquisitions. The tax was originally expected to bring in \$1.3 billion within 25 years; however, a decline in sales tax revenues may require some revision in spending. In an effort to be fiscally responsible, the County is borrowing funds to purchase land and build roads now in anticipation of future increases in land and construction costs. Administration of the tax and the accelerated projects will continue to have a significant effect upon the County's operations.

CONCLUSION

The FY 2011 Charleston County Operating Budget meets the County's budget objectives and addresses the major policy issues that face the County. As the County enters a new year and looks forward to future years, we will continue to strive to efficiently and effectively meet the needs of Charleston County's citizens.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Allen O'Neal", with a long horizontal line extending to the right.

Allen O'Neal
Charleston County Administrator

Charleston County, South Carolina Organizational Chart County Departments

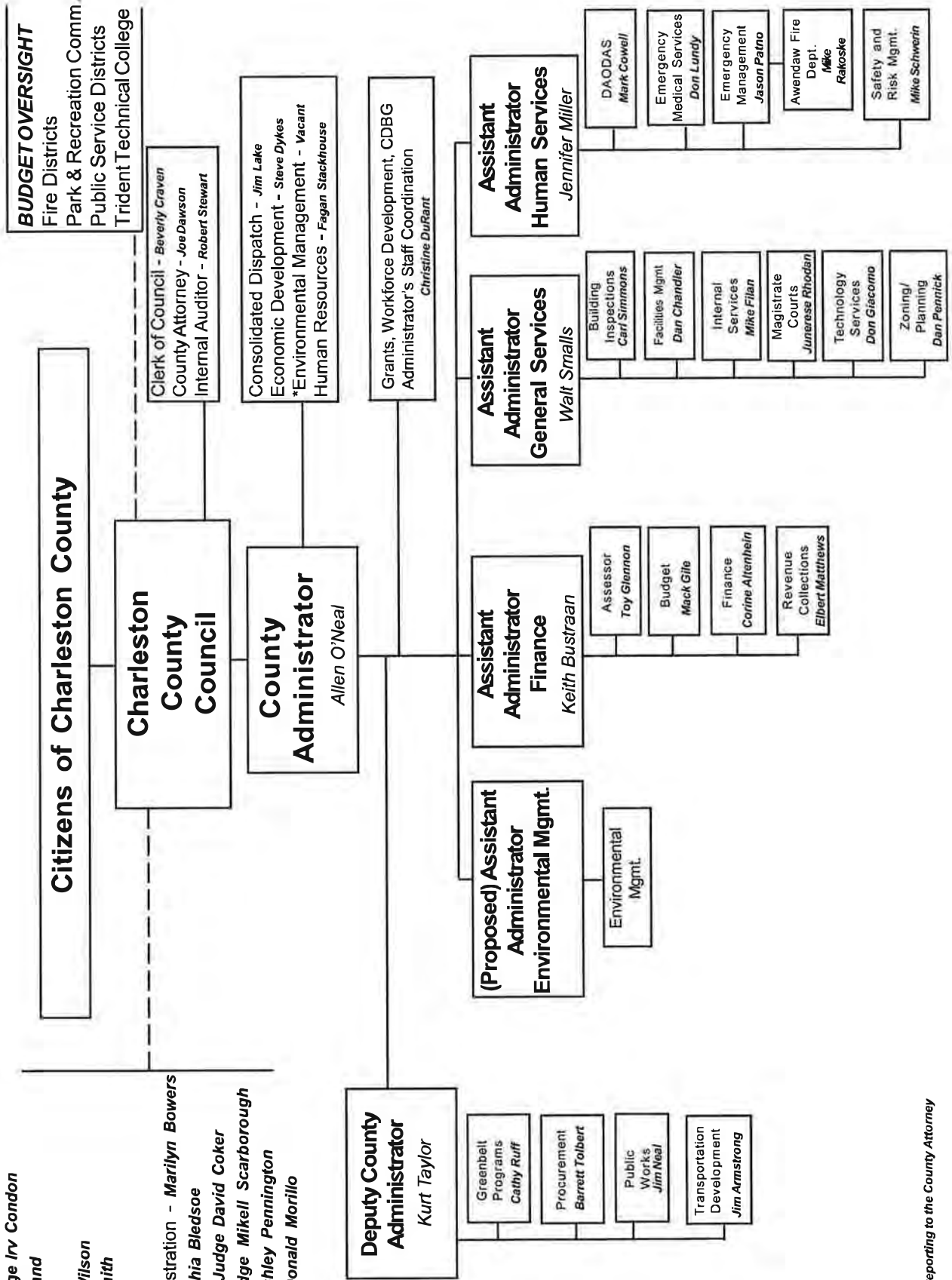
Effective 6/03/2010

ELECTED

Auditor - **Peggy Moseley**
Clerk of Court - **Julie Armstrong**
Coroner - **Rae Wooten**
Probate Court - **Judge Irv Condon**
RMC - **Charlie Lybrand**
Sheriff - **Al Cannon**
Solicitor - **Scarlett Wilson**
Treasurer - **Andy Smith**

APPOINTED

Elections/Voter Registration - **Marilyn Bowers**
Library Board - **Cynthia Bledsoe**
Magistrate Courts - **Judge David Coker**
Master-in-Equity-Judge **Mikell Scarborough**
Public Defender - **Ashley Pennington**
Veterans Affairs - **Donald Morillo**





Charleston County

Mission

We will promote and protect the quality of life in Charleston County by delivering service of value to the community.

Values

Trust is essential - We value trust as the essential building block for all successful relationships.

Commitment brings success - We are committed to taking personal responsibility and action to ensure mission success.

Communication is open and ongoing - We engage in a complete and ongoing exchange of information to ensure the stated goals and objectives are understood by all.

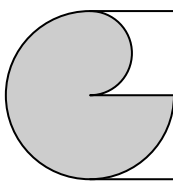
We are a versatile workforce - We willingly create and apply new methods to meet and overcome emerging challenges from a diverse community.

We are accountable for our actions - We accept responsibility for our actions, and we evaluate others' actions fairly.

We work as a team - To accomplish our goals, we work together as members of a team, each accountable to himself, to his coworkers, and to the community.

We value safety and security - We share accountability for the health and well-being of our employees and the community we serve.

Diversity (the respect and understanding of the integrity and worth of all people, lifestyles and cultures) is a key to the success of Charleston County - To provide effective government services in an increasingly demanding and diverse environment, the County is committed to eliminating the physical, attitudinal, and organizational obstacles that prevent individuals, businesses, and organizations from contributing to the future success of the County.



Performance Measures

Charleston County

The Mission and Values of the County begin with concern for each and every citizen. The **County Mission Statement** answers the question, “Why do we exist and for whom.” The County wants to articulate its existence and ensure that everyone has the same understanding of its purpose. The eight **County Values** express the core principles by which the County operates daily. The **County Goals** are comprised of five **Initiatives** developed to set the direction for the County departments/divisions in fulfilling the mission and maintaining value in daily activities.

The **Initiatives** refer to the five County goals that set the direction of departments in fulfilling the mission and values of Charleston County. **Department Goals** state accomplishments required in order to fulfill the mission and serve our citizens. The **Objectives** specify well-defined and measurable terms that can be reached within an achievable time frame. The **Measures** enable the reader to determine the objective accomplished through delivery of products, services, or processes. The four types of measures recognized by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA) are input measures, output measures, efficiency measures, and outcome measures. Input measures represent the resources available to provide services or the level of service or number of activities/items the department is expected to service. Output measures represent work or activities undertaken in providing services. Efficiency measures are a useful indicator of the cost-effectiveness of a program or service. Finally, outcome measures provide program results in a numeric format (i.e., measures of timeliness and effectiveness of programs) and report the quality of service being provided. The **Action Steps** highlight short-term and long-term projects for departments and are used as the method of accomplishing the goals.

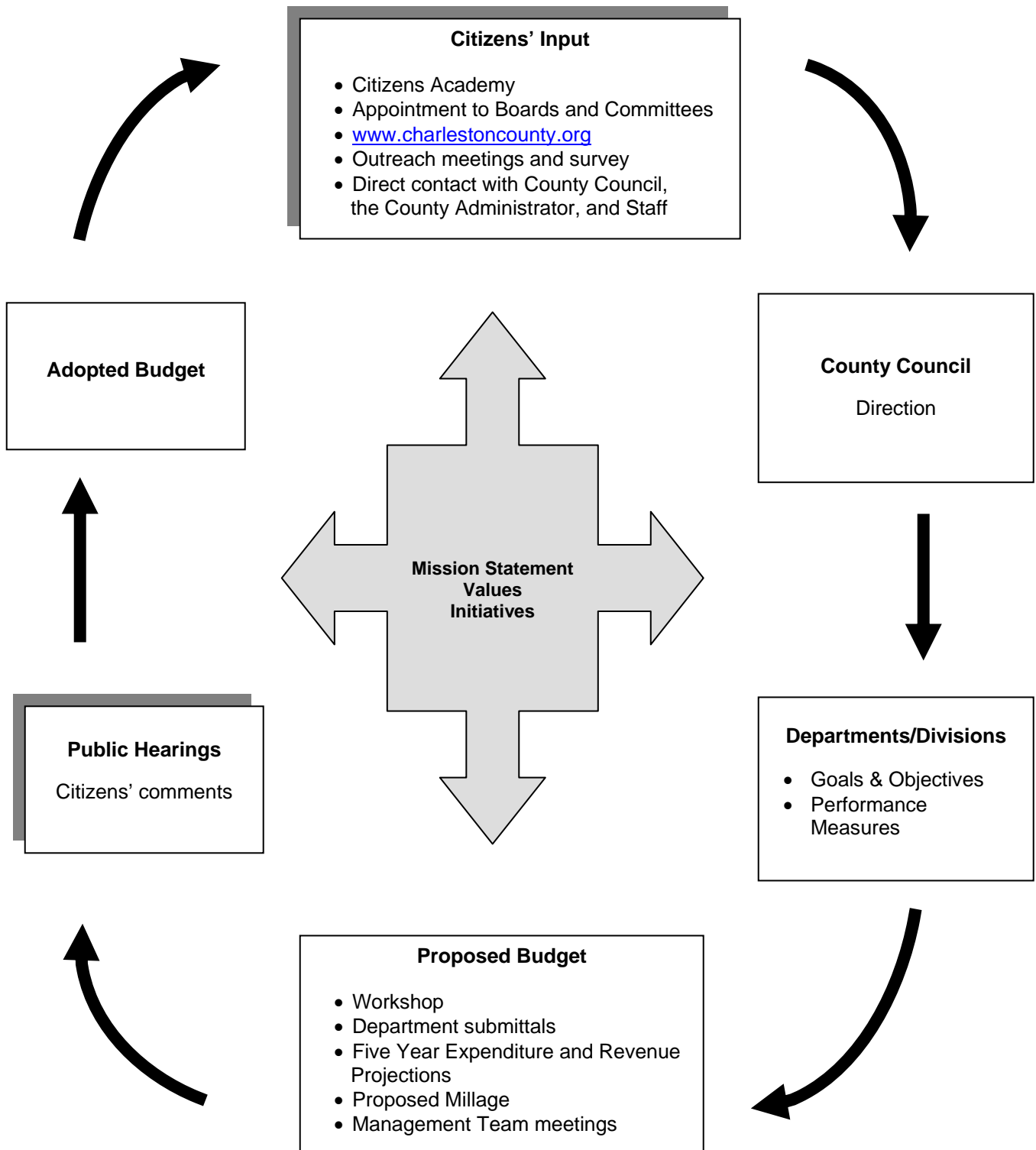
The County is striving to use performance measures in the future to allocate dollars to fund department goals and objectives.

The following pages include Fiscal Year 2010 Notable Results for each County Initiative. Details and additional information on other results can be found in the individual department/division narratives, where the reader of this document will be able to cross reference a Departmental Goal to one of the County Goals.

Performance Measures

Charleston County

Identifying the Goals of Charleston County



Performance Measures

Charleston County

Fiscal Year 2010 Notable Results

Initiative I: Service Delivery - Provide a level of service that the customer recognizes as high in quality and value.

- A workshop was held by the **Assessor's Department** to encourage property owners who maintain their property for farming, mariculture, or timber uses to apply for the state's agricultural special property tax assessment. Property owners who use their property to harvest or store crops; to feed or manage livestock; or to produce plants, trees, fowl or animals may qualify for an agricultural special assessment that could reduce a property's assessed value by approximately 97.5 percent. Therefore, a property would only be taxed on approximately 2.5 percent of the property's value.
- To better serve the public, the **Charleston County Public Library** introduced *Text a Librarian Reference Services*. Charleston County is the only library system in the State to offer this service. In addition, downloadable audio books became available. Despite decreased hours of operation, the library continues to circulate more items each year.
- The **Elections & Voter Registration Office** enhanced their Web site to include additional information that proved beneficial to increasing voter's knowledge and understanding of the election process and upcoming elections.
- The **Environmental Management Department** has achieved significant progress on *Council's Nine Point Strategy* to improve and reduce the cost of operations and to secure the necessary services to manage the County's waste. Improvements include expanding the Curbside Recycling Program, implementing a Green ISWM system that features new processing technologies, and expanding the type of materials composted. Efforts thus far have resulted in over \$2.5 million in savings and avoided costs.

Initiative II: Human Resources & Resource Management - Develop and maintain a flexible organization that is knowledgeable, productive, and committed.

- Although **Charleston County** experienced financial pressures related to the recession, the County preserved positions for existing personnel without requiring unpaid work days. A voluntary furlough program was offered for employees who wanted to participate in this opportunity.

Initiative III: Long-Term Financial Planning - Ensure sound fiscal long-term planning.

- With the efforts of the **Economic Development Department**, Charleston County celebrated the announcement of Boeing's expansion of its 787 Dreamliner program with a new production facility, which is expected to create over 3,800 jobs and boost the local economy by an estimated \$5.9 billion a year.

Performance Measures

Charleston County

Initiative IV: Workflow Analysis-Process Management - Ensure all new and existing processes and workflow are reviewed for efficiency of resources and utilized funding.

- The **Building Inspections Department**, in coordination with other County departments, received an enhanced flood insurance rating of Class 4, equaling a 30 percent flood insurance premium discount to residents in unincorporated areas. Charleston County is one of only four communities in the U.S. and the only county east of the Mississippi with the complexity of an ocean that has obtained the elite Class 4 rating.
- The Energy Conservation Program was implemented by the **Facilities Department** in March of 2009. With the downturn in the economy and projected increases in the cost of energy, the program reduced the County's electricity consumption 9.8 percent by the end of fiscal year 2010 saving the County \$201,629. Cost savings measures included ensuring office lights and equipment were turned off when not in use and setting temperatures at a minimum cooling level of 74 degrees and a maximum heating level of 70 degrees.
- The **Register of Mesne Conveyance Department** completed the implementation of the Point of Sales to improve recorder efficiency. Documents are recorded, booked, paged, bar coded, and put on a real time Day Book on the Internet for public access.

Initiative V: Quality Control - Track progress of County development and use the information to make educated decisions for the future of the County.

- The **Consolidated 911 Center** took another major step towards full consolidation. After providing extensive cross training to call center staff in the **Sheriff's Office** and the **Emergency Medical Services (EMS) Department** and making improvements to the related technology, all dispatchers began receiving law, fire, and medical calls. Prior to the change, calls for the Sheriff's Office would go to one group of dispatchers and calls for EMS and fire would go to a different group. This efficiency allows the call taker to remain on the line with the caller to gather more information and to provide additional scene safety and/or medical instructions while a computer generated incident report is sent to a dispatcher who is assigned to talk to law, fire, or medical responders via radio.

Budget User's Guide

Charleston County

It is our objective to present budgetary information as clearly and concisely as possible. The following constitutes a "Budget User's Guide" for the interested citizen:

The County prepares two budget documents: the **Approved Budget Detail Book** and the **Approved Budget Narrative Book**. The Detail Book provides comprehensive capital listings; full-time equivalent (FTE) listings that break down each department's total full-time employees by position and pay grade; and copies of the County's line item budget printouts. The Narrative Book presents the County's operating budget through schedules and narratives focusing on major changes from the prior year. This User's Guide is customized for the Budget Narrative Book.

The **Table of Contents** is divided into eleven sections. The first section, Schedules, is comprised of summarized financial information including Fiscal Year (FY) 2008 actual figures; FY 2009 actual figures; FY 2010 adjusted budget figures; and FY 2011 Council-approved budget figures. The County's operating budgets are divided into eight major directorates: Council Agencies, Elected Officials, Appointed Officials, County Administrator, Deputy County Administrator, Assistant Administrator for Finance, Assistant Administrator for General Services, and Assistant Administrator for Human Services. Individual departmental budgets are listed alphabetically within each section. The last three sections contain: the County's capital budget; debt service information; and an appendix that provides statistical information, a summary of the County's budget process and financial systems, a glossary, and an index.

The **Letter of Transmittal** from the County Administrator discusses the contents of the Approved Budget. The next section provides an overview of the County's **Performance Measures** program. The process is described, and notable results in meeting these measures during Fiscal Year 2010 are highlighted. The **Budget Highlights** section points out the approved budget's significant elements, addressing frequently asked questions like: "How much is the County's FY 2011 operating budget?" and "Is there a tax increase?" The **Description of Funds** provides a brief explanation of various fund types included in this document and a total budget of expenditures for each fund type and fund.

The **Budget Analysis** portion highlights major changes in the County's budgets and decisions made during Council's deliberations. This section also outlines financial policies, short and long-term goals, new activities and programs, and provides an explanation of revenue assumptions.

The **Major Revenue Sources** section indicates the County's largest revenue sources and addresses trends to determine revenue estimates.

The **Schedules** segment includes a high level summary of the County's available funds and disbursements. It also contains a summary of revenues, expenditures, interfund transfers, and authorized permanent positions for all funds. The summaries are illustrated by graphs detailing the sources of revenues, the function of the expenditures, and authorized positions. The last section displays individual fund statements of revenues and expenditures. This section answers such relevant budget questions as "How many permanent employees does the County have and what divisions do they work in?"; "How much revenue is budgeted for FY 2011 and what are the sources of this funding?"; and "What is the County's total FY 2011 expenditure budget?".

Budget User's Guide

Charleston County

Each budget narrative is generally divided into four sections: Mission, Department or Division Summary, Funding Adjustments for FY 2011, and Performance Measures. Where appropriate, a departmental organizational chart is included. The **Mission** states the purpose of the department or division. The **Department or Division Summary** provides a recap of financial information for four fiscal years, two years of the most recent audited figures, the current year's adjusted budget, and Council's approved FY 2011 budget. In addition, the dollar and percentage change from FY 2010 is computed. The financial information is broken down by major categories of revenue and objects of expenditure (i.e., personnel, operating, and capital expenditures). The **Funding Adjustments for FY 2011** section is broken down into several categories: revenues, major objects of expenditure, and other relevant categories. This section reflects significant changes in funding from FY 2010. The **Performance Measures** are divided into five sections: Initiatives, Department Goals, Objectives, Measures, and Action Steps. Additional information pertaining to performance measures can be referenced in the Performance Measures section on pages A-15 to A-18.

The County's Capital Improvement Program is presented in the **Capital** section and provides detailed information about the County's Capital Improvement Plan. A brief description of each project is included with estimated cash flows, operating costs or savings, and funding source. The County's outstanding debt and repayment schedule is included in the **Debt** section.

Finally, the **Appendix** section contains a community profile, a description of the County's overall budget process and financial system; the financial policies; general statistical information; the FY 2011 Budget Ordinances; a glossary of terms and concepts; a listing of acronyms; and an index.

Budget Highlights

Charleston County

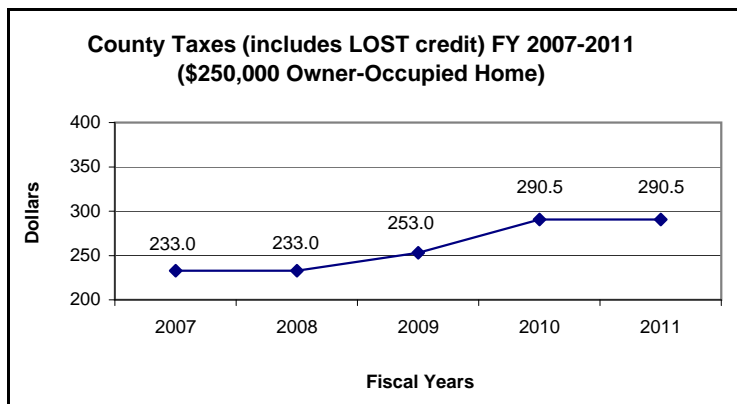
Overview:

The General Fund operating budget is \$169.0 million - up \$1.5 million or 0.9 percent. The FY 2011 Charleston County budget is balanced. The operating millage remains the same at 40.2 mills.

Debt Service millage remains at 6.6 mills.

The Local Option Sales Tax (LOST) credit is unchanged.

The Environmental Management, Recycling & Disposal Fee remains unchanged at \$99 per \$25 dollar credit will be applied as a one-time credit against all annual Environmental Management disposal user fee bills.



	FY 2010	FY 2011
Taxes with LOST credit	\$ 290.50	\$ 290.50
Recycling/Disposal Fee	99.00	99.00
Recycling/Disposal Fee Credit	-	(25.00)
Total Tax Bill	<u>\$ 389.50</u>	<u>\$ 364.50</u>

Initiatives/Projects During Fiscal Year 2011

Complete expansion of the Adult Detention Facility
Begin construction of Consolidated Dispatch Center
Complete repairs at the Judicial Center
Begin Radio System Expansion Phases I & II

Budget Highlights

Charleston County

The Assessor performs the valuation process following the appropriate State laws, regulations, and professional guidelines.

EXEMPTIONS

Exemptions are provided by South Carolina law to qualified real property owners to reduce the value of property subject to taxation. Some of the more frequently used exemptions are:

Homestead - The first \$50,000 of the value of an owner-occupied residence is exempt for all legal residents of South Carolina that have resided in the State for at least one year on or before December 31 of the year prior to exemption and are one of the following:

- 65 on or before December 31, preceding the tax year in which you wish to claim exemption
- certified totally and permanently disabled by State or Federal agency
- legally blind
- at any age when your spouse who was eligible for exemption dies

Legal Residence - For all permanent residents of South Carolina, a four percent assessment ratio on an owner-occupied legal residence applies.

Widows/Widowers - Residences for all spouses of law enforcement officers or servicemen killed in action or 100 percent totally and permanently disabled service connected veterans are exempt.

Disability - Residences for all totally and permanently disabled or blind service connected veterans are exempt.

Institutional - All properties of non-profit organizations used for literary, scientific, educational, and charitable purposes are exempt.

COMPUTING REAL PROPERTY TAXES

The following information is needed to compute property tax on a parcel:

- the appraised value as determined by the property appraiser
- the amount of the value which is not subject to the tax due to the application of exemptions
- the millage rate authorized by a taxing authority

WITH HOMESTEAD

\$250,000	Appraised Property Value	\$250,000
- 50,000	Less Homestead Exemption	
200,000	Adjusted Appraised Property Value	
.04	Multiplied by the Legal Residence Assessment Ratio	.04
8,000	Total Assessment	10,000
	Multiplied by the combined millage, for example, using the FY 2010 adopted	
0.0468	County millage rate *	0.0468
374.40	Total Property Tax Due for Charleston County Before Sales Tax Credit	468.00
- 177.50	Less: County Sales Tax Credit x Appraised Value (.00071 x 250,000)	-177.50
196.90	Tax Due After Sales Tax Credit	290.50
99.00	Plus: Environmental Management Recycling and Disposal Fee	99.00
- 25.00	Less: Environmental Management Recycling and Disposal Fee Credit	- 25.00
\$ 270.90	Total Amount Due	\$ 364.50

WITHOUT HOMESTEAD

**Note: Does not include the following entities: Trident Technical College, Charleston Co. Park & Recreation Commission, Charleston County School District, or various special purpose districts or municipalities.*

Description of Funds

Charleston County

The Description of Funds provides a brief explanation of various fund types included in this document and a total budget of expenditures for each fund type and fund.

ALL FUND TYPES : \$353,301,281¹

GOVERNMENTAL FUND TYPES : \$265,770,509²

The Governmental Fund types include the General Fund, the Debt Service Fund, the Special Revenue Funds, and the Capital Projects Funds.

GENERAL FUND : \$168,984,067

This fund is the general operating fund of the County and accounts for all financial resources except those required to be accounted for in other funds.

DEBT SERVICE FUND : \$28,161,310

This fund collects resources to service the County's General Obligation Bonds, Certificates of Participation, notes payable, and capital leases.

SPECIAL REVENUE FUNDS : \$68,625,132²

These funds account for revenue sources that are legally restricted to expenditure for specific purposes.

CAPITAL PROJECTS FUNDS

These funds account for capital projects that are financed from the County's General Obligation Bonds, Certificates of Participation, notes payable, sales of property, and transfers from the General Fund. These funds are not included in the annual operating budget due to their project-length budgeting basis.

PROPRIETARY FUND TYPES : \$87,530,772³

The Proprietary Fund types include the Enterprise Funds and the Internal Service Funds.

ENTERPRISE FUNDS : \$44,453,373³

These funds account for those operations that are financed and operated in a manner similar to private business or where the County has decided that the determination of revenues earned, costs incurred, and/or net income is necessary for management accountability.

INTERNAL SERVICE FUNDS : \$43,077,399

These funds account for operations that provide services to other departments or agencies of the County, or to other governments, on a cost reimbursement basis.

¹ Does not reflect \$3,514,702 in budgeted increases in ending fund balances.

² Does not reflect \$233,918 in budgeted increases in ending fund balances of several funds.

³ Does not reflect \$3,280,784 in budgeted increase in ending fund balance of Revenue Collections Fund.

Description of Funds

Charleston County

GOVERNMENTAL FUND TYPES

SPECIAL REVENUE FUNDS : \$68,625,132⁴

These funds account for revenue sources that are legally restricted to expenditure for specific purposes.

Accommodations Tax - Local : \$8,320,981

This fund records a two percent charge for transient room rentals throughout the entire County. This tax is collected by the County. The expenditure of these funds is restricted to tourist-related activities.

Accommodations Tax - State : \$45,000

This fund is used to account for the two percent sales tax collection from transient room rentals in the unincorporated areas of the County. This tax is collected by the State and disbursed to the County. The first \$25,000 and five percent of the amount above \$25,000 are transferred to the General Fund. The expenditure of the funds transferred to the General Fund is unrestricted, and the expenditure of the remaining funds is restricted to tourist-related activities.

Clerk of Court - IV-D Child Support Enforcement : \$892,000

This fund accounts for federal monies received to enforce child support obligations at the local level.

Economic Development - Multi-County Parks : \$1,277,416

This fund records revenues from the multi-county industrial park fees assessed in lieu of property taxes. These revenues fund economic development activities among local governments.

Emergency Management - Awendaw Fire Department : \$1,765,463

This fund accounts for the revenues generated by ad valorem property taxes in the Awendaw Consolidated Fire District to provide fire protection in the northern end of the County.

Emergency Management - East Cooper Fire District : \$145,000

This fund accounts for revenues generated by ad valorem taxes in the district. The County contracts with the Town of Mt. Pleasant to provide fire service for the district.

Emergency Management - Hazardous Materials Enforcement : \$255,121

This fund records the hazardous materials fee charged to various businesses within the County that store or use hazardous materials. These funds are available for training and the acquisition of equipment to assist fire departments within the County in hazardous materials incidents.

Emergency Management - Northern Charleston County Fire District : \$202,600

This fund accounts for revenues generated by ad valorem taxes in the district. The County contracts with several fire departments to provide fire service in the northwest portion of the County.

⁴ Does not reflect \$233,918 in budgeted increases in ending fund balances of several funds.

Description of Funds

Charleston County

Emergency Management - West St. Andrew's Fire District : \$8,000

This fund accounts for revenues generated by ad valorem taxes in the district. The County contracts with the St. Andrew's Public Service District to provide fire service for the district.

Legal - Seized Assets : \$17,200

This fund records the revenues from the State seized drug funds for the purpose of prosecuting cases.

Public Defender - Berkeley County : \$653,013

This fund receives monies from the State to supplement Berkeley County's funding to represent indigent persons in Berkeley County.

Public Defender - Charleston County : \$3,762,816

This fund receives monies from the State to supplement the County's funding to represent indigent persons in Charleston County.

Public Works – Stormwater Drainage : \$1,848,500

This fund accounts for fees collected in the unincorporated areas of the County to address water quality issues for the County's citizens.

Sheriff - Asset Forfeiture : \$190,100

This fund records the revenues from the seizure of assets associated with the drug trade. These revenues are dedicated to the control of illicit drug traffic.

Sheriff - Grants and Programs : \$490,064⁵

This fund accounts for various grants and programs within the Sheriff's Office, the largest of which is the Detention Center Inmate Welfare Fund.

Sheriff - IV-D Child Support Enforcement : \$100,000

This fund accounts for federal monies received to track and distribute IV-D papers.

Solicitor - Alcohol Education Program : \$47,322⁶

This fund receives funding from the State to reduce the alcohol related caseload sent to courts for prosecution and provides key education to youth.

Solicitor - Computer Support Appropriation : \$23,800

This fund receives funding from the State to maintain the South Carolina Prosecution Case Management System software and licensing.

⁵ Does not reflect \$105,048 in budgeted increase in ending fund balance.

⁶ Does not reflect \$54,678 in budgeted increase in ending fund balance.

Description of Funds

Charleston County

Solicitor - Drug Court : \$117,846⁷

This fund receives funding from the State to provide non-traditional prosecution and incarceration of nonviolent offenders with substance abuse problems.

Solicitor - Estreatment : \$0⁸

This fund accounts for fines charged for bond forfeiture. These funds can be used at the Solicitor's discretion.

Solicitor - Expungement : \$295,382

This fund accounts for fees charged to defendants for record destruction relating to an arrest or conviction.

Solicitor - Juvenile Education : \$114,134⁹

This fund accounts for fees charged to first time juvenile offenders to purge their record from the system.

Solicitor - Pretrial Intervention : \$393,068¹⁰

This fund accounts for fees charged to first-time defendants entering the program. After successfully completing the program, applicants have their records expunged.

Solicitor - State Appropriation : \$610,993

This fund receives funding from the State to supplement the County's funding of the Solicitor's Office.

Solicitor - Traffic Education Program : \$0¹¹

This fund is fee funded and serves to improve road safety in the community for drivers who have received traffic citations that are four points or less.

Solicitor - Victim-Witness State Appropriation : \$81,239

This fund accounts for funding from the State to provide assistance to victims and witnesses before, during, and after the court case.

Solicitor - Worthless Check : \$171,918

This fund accounts for funding from the State to process worthless checks as a service to victims by assisting in the collection of restitution.

Transportation Sales Tax - Greenbelts : \$6,776,093

This fund accounts for revenues generated by the half-cent sales tax for greenbelts.

⁷ Does not reflect \$22,154 in budgeted increase in ending fund balance.

⁸ Does not reflect \$30,000 in budgeted increase in ending fund balance.

⁹ Does not reflect \$5,866 in budgeted increase in ending fund balance.

¹⁰ Does not reflect \$6,932 in budgeted increase in ending fund balance.

¹¹ Does not reflect \$9,240 in budgeted increase in ending fund balance.

Description of Funds

Charleston County

Transportation Sales Tax - Roads : \$26,451,676

This fund accounts for revenues generated by the half-cent sales tax for roads.

Transportation Sales Tax - Transit : \$7,395,570

This fund accounts for revenues generated by the half-cent sales tax for public transportation.

Trident Technical College : \$5,700,000

This fund accounts for revenues generated by County-wide ad valorem taxes. The County remits the entire amount collected to Trident Technical College to fund plant maintenance.

Victim's Bill of Rights : \$472,817

This fund accumulates assessments from General Sessions Court and Magistrates' Courts and provides victim services with these funds according to the State's Victim's Bill of Rights.

Description of Funds

Charleston County

PROPRIETARY FUND TYPES

ENTERPRISE FUNDS : \$44,453,373¹²

These funds account for those operations that are financed and operated in a manner similar to private business or where the County has decided that the determination of revenues earned, costs incurred, and/or net income is necessary for management accountability.

Consolidated Dispatch - Emergency 911 Communications : \$1,495,000

This fund records the fees levied County-wide through telephone bills to support the Emergency 911 system.

Department of Alcohol and Other Drug Abuse Services (DAODAS) : \$10,198,956

This fund records the activity of programs administered by DAODAS. These programs reduce the negative impact of alcohol and other drugs on constituents by planning and implementing comprehensive and effective programs of professional services. State and federal funding, Medicaid, client fees, ad valorem taxes, and other funding sources support these programs.

Environmental Management : \$25,021,526¹³

This fund records the operations of the County's solid waste disposal services including the incineration plant and the landfill. This fund also records the County's recycling operations including curbside collection, drop site collection, a materials recovery facility, and a yard waste/mulch facility. These services are funded through a County-wide user fee, tipping fees, sale of recyclables, sale of steam and electricity, grants, and other revenues.

Internal Services - Parking Garages : \$2,637,801

This fund accounts for the operation, financing, and construction of County parking facilities.

Revenue Collections : \$2,069,525¹⁴

This fund accounts for costs to collect the accommodations fee, business licenses, the hazardous material fee, stormwater fees, and the solid waste user fee.

Technology Services - Radio Communications : \$3,030,565

This fund accounts for communications support to County agencies and external public safety agencies.

¹² Does not reflect \$3,280,784 in budgeted increase in ending fund balance.

¹³ Does not reflect \$3,252,474 in budgeted increase in ending fund balance.

¹⁴ Does not reflect \$28,310 in budgeted increase in ending fund balance.

Description of Funds

Charleston County

INTERNAL SERVICE FUNDS : \$43,077,399

These funds account for operations that provide services to other departments or agencies of the County, or to other governments, on a cost reimbursement basis.

Human Resources - Employee Benefits : \$22,768,000

This fund accounts for the revenues and costs of providing health and life insurance to the County's employees and retirees.

Internal Services - Fleet Operations/Central Parts Warehouse : \$12,183,425

This fund accounts for the purchase and maintenance of the County's vehicles. This fund also records the operations of the fleet parts warehouse.

Internal Services - Office Support Services : \$2,053,856

This fund accounts for centrally administered telephone systems, mail processing and delivery service, photocopying, postage metering service, and records management.

Safety & Risk Management - Safety/Workers' Compensation : \$4,471,635

This fund records the operations of the County's safety program which reduces the impact of worker-related accidents. This fund also accounts for self-insured workers' compensation claims which are less than \$100,000. In addition, this fund accounts for workers' compensation insurance through the South Carolina Counties Workers' Compensation Trust.

Technology Services - Telecommunications : \$1,600,483

This fund accounts for the maintenance and service of telephone systems, pagers, and cellular phones for County departments.

Budget Analysis

Charleston County

OVERVIEW

During the preparation of the Fiscal Year (FY) 2011 budget, the County Administrator provided guidance for assembling an operational budget that included the following items:

- Maintain a compensation and benefit package sufficient for attracting and retaining a qualified and highly motivated work force
- Continue the Voluntary Employment Furlough Program
- Implement a Voluntary Retirement Incentive Program (VRIP)
- Provide full-year funding for the recently opened Detention Center

The budget presented to County Council met these directives.

The FY 2011 Council Approved budget has available funds and disbursements (including budgeted changes in fund balance) for all operating funds which total \$356.8 million and reflect a \$17.3 million or 4.6 percent decrease from the FY 2010 budget. The FY 2011 operating budget is summarized in Figure 1. Additionally, graphs are presented on pages B-2 and B-3 that represent the total available funds and the total disbursements for the County's annually appropriated operating funds. This budget does not include project-length budgets (i.e., Capital Projects Funds or grants) appropriated in previous years.

Figure 1 - Summary of FY 2011 Operating Budget
(Expressed in Millions of Dollars)

<u>Description</u>		
Available Funds (Including Beginning Fund Balance)	\$	530.6
Less Budgeted Disbursements		<u>353.3</u>
Invested in Capital Assets	37.3	
Reserved (Obligated) for External Parties	6.9	
Designated Internally for Specific Purpose	68.6	
Unreserved and Undesignated	<u>64.5</u>	
Ending Fund Balance	\$	<u>177.3</u>

The millage rate for the County is comprised of the General Fund millage and the Debt Service millage. The General Fund millage remains constant for FY 2011 at 40.2 mills. The Debt Service levy, used to pay interest and principal on funds borrowed for capital projects, also remains constant from the FY 2010 rate at 6.6 mills. The combined operating and debt service levy stays unchanged at 46.8 mills.

Budget Analysis

Charleston County

Figure 2 presents a summary of the County's millage rates for FY 2011 and the prior nine years. For the owner of a \$250,000 home (four percent assessed property) the 46.8 mills equate to a tax of \$468. As allowed under State law, the County elected beginning in FY 1991 to reduce property taxes by levying a one percent Local Option Sales Tax (LOST). The Sales Tax credit for FY 2010 is \$177.50 for the \$250,000 homeowner and remains unchanged from the current year. After applying the Sales Tax credit, the net tax is \$290.50 representing no change from the current year for the \$250,000 homeowner.

Figure 2 - County Millage Rates

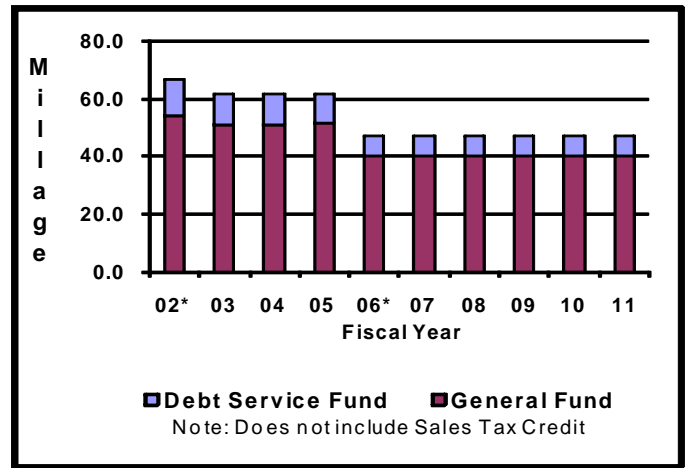
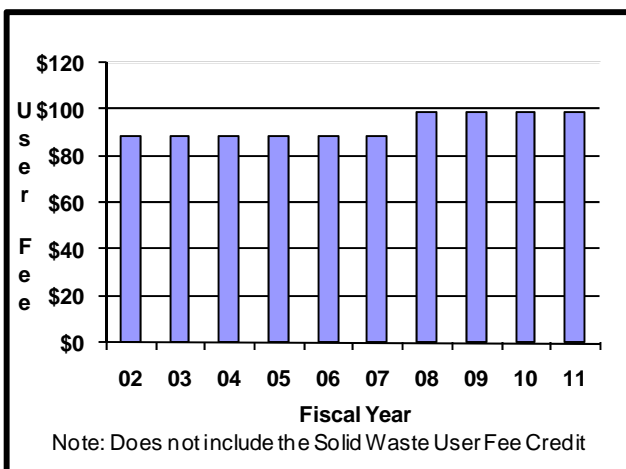


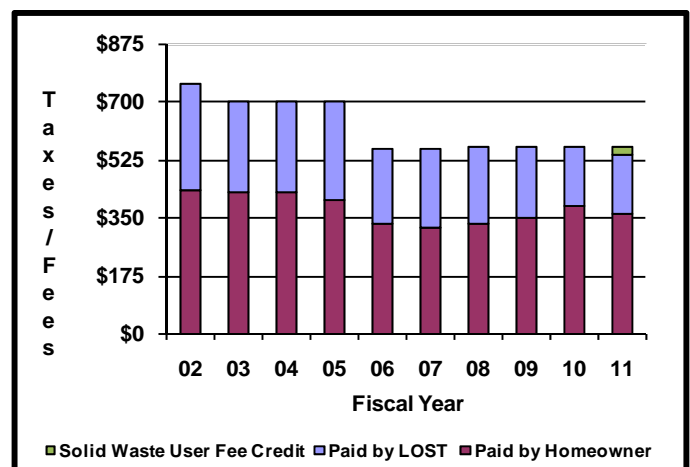
Figure 3 - Solid Waste User Fee



The Solid Waste Recycling and Disposal Fee of \$99 for a single-family residence remains unchanged from FY 2010. In FY 2011, user fee accounts charged the Annual Solid Waste Recycling and Disposal Fee will receive a \$25 one-time credit to be applied to the user fee bill. Figure 3 presents a ten year history of the Solid Waste User Fee.

When the Solid Waste Recycling and Disposal Fee and Credit are included, the overall tax and fee bill for the owner of a \$250,000 home (four percent assessed property) amounts to \$364.50 representing no change from the current year. Figure 4 illustrates these amounts, as well as provides a ten-year history of the County's tax and fee bill paid by the homeowner, the LOST credit and by the Solid Waste User Fee credit.

Figure 4 - Tax and Fee Bill



Budget Analysis

Charleston County

There were 36 Full-Time Equivalents (FTEs) reduced in FY 2011, bringing the total number of FTEs employed by Charleston County to 2,326. The major reductions in FTEs resulted from transferring twenty-eight positions to the Council of Governments, a tri-county agency which provides assistance to local governments, and eliminating five positions due to an early retirement incentive program. In addition, various positions were reprogrammed to achieve efficiencies and savings.

GENERAL FUND

SUMMARY

The FY 2011 Council approved budgeted disbursements for the General Fund total \$169.0 million, a \$1.5 million or 0.9 percent increase from the FY 2010 budget. Budgeted funds available for the FY 2011 budget also total \$169.0 million. The General Fund millage is 40.2 mills.

Page B-32 shows a graphical representation of the County's General Fund budget. Page B-33 shows a fund statement which depicts the numerical summary of the General Fund budget.

BEGINNING BALANCE

The General Fund beginning fund balance for FY 2011 is \$38.1 million. This fund balance consists of a "Rainy Day Fund" which is a reserve established and maintained by County Ordinance for catastrophes, a reserve for inventories, and a Designated Reserve of two months operating expenditures. (See Figure 5 for additional detail.)

Figure 5 - FY 2011 General Fund Beginning Balance
(Expressed in Thousands of Dollars)

Rainy Day Fund	\$ 980
Planned resizing of Rainy Day Fund to Undesignated in FY 2011	6,107
Reserved for Inventory	699
Designated for PAYGO projects in FY 2011	2,487
Designated Reserve of two months operating expenditures	<u>27,834</u>
Total	<u>\$ 38,107</u>

The Rainy Day designation was established in FY 1992 to strengthen the County's balance sheet and the County's disaster preparedness position. The designation is intended to equal no less than four percent of the General Fund disbursements as required by the Budget Ordinance. In FY 2011, the Rainy Day Fund was resized by \$6.1 million and shifted to the Environmental Management Fund. The combined total of the Rainy Day Funds in the General Fund and the Environmental Management Fund meet the four percent criteria. A Designated fund balance has been established to equal two months of the following fiscal year's General Fund budget.

Budget Analysis

Charleston County

REVENUES

General Fund budgeted revenues of \$160.0 million reflect a decrease of \$1.0 million or 0.6 percent from FY 2010. Figure 6 shows the significant budget changes in revenues.

Figure 6 - Major Changes in Revenues for the General Fund
(Expressed in Thousands of Dollars)

<u>Department/Division</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>Amount Change</u>	<u>Percent Change</u>
Consolidated Dispatch - Local Gov't Contribution	\$500	\$2,661	\$2,161	432.2%
Indirect Cost Reimbursement	2,600	3,682	1,082	41.6%
State Aid to Local Governments	14,293	12,180	(2,113)	-14.8%
Property Tax Revenue (after Sales Tax credit)	71,170	68,950	(2,220)	-3.1%

The increase of \$2.2 million in Consolidated Dispatch – Local Government Contribution reflects an intermediate stage in the transition of dispatch from local governmental entities to the County. The budgeted increase of \$1.1 million in Indirect Cost Reimbursement results from an accounting change which aligns the County's budget with accounting policies

Another change to General Fund revenues is a budgeted decrease of \$2.1 million in State Aid to Local Governments. The distribution ratio for this State Aid is based on the ratio of the County's population to the population of the State. This ratio is usually applied by a formula that includes the State's General Fund revenue for the last completed fiscal year (which was FY 2009). However, due to the poor economy, the State Legislature did not use the formula for FY 2010 or FY 2011, and instead, reduced the statewide amount available to local governments by \$50 million each year.

The County's largest revenue source, the Property Tax, reflects a decrease of \$2.2 million based on a decline in the value of motor vehicles and an increase in the number of appeals requested by property owners.

INTERFUND TRANSFERS IN

Approximately \$0.4 million is transferred to the General Fund from other funds. The transfers are increased \$0.2 million or 98.3 percent over the prior year to reflect additional funds coming from the Clerk of Court's IV-D Child Support Enforcement Program.

EXPENDITURES

The FY 2011 approved budgeted expenditures for the General Fund total \$159.3 million, which represents an increase of \$3.7 million or 2.4 percent from the FY 2010 budget. Figure 7 shows the significant budget changes in expenditures for FY 2011.

Budget Analysis

Charleston County

Figure 7 - Major Changes in Expenditures for the General Fund
(Expressed in Thousands of Dollars)

<u>Department/Division</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>Amount Change</u>	<u>Percent Change</u>
Sheriff - Detention Center	\$30,103	\$31,608	\$1,505	5.0%
Consolidated Dispatch	3,076	5,305	2,229	72.5%
Public Works - 4 Divisions	9,999	8,907	(1,092)	-10.9%

The Sheriff - Detention Center operating expenditures represent the annulization of the 54 full-time positions to staff the expanded facility. In addition, the expenditures also include increases for custodial and laundry supplies for the larger building. The increases are slightly offset by a decrease in the base cost for contracted medical services.

The increase in Consolidated Dispatch represents the annualization of dispatchers transferred from other local government agencies. The overall increase is offset by the member agencies reimbursement of \$2.7 million for transitioning to the Consolidated Dispatch Center. The reimbursement appears in the revenue section.

The increases in the General Fund are partially offset by a decrease in the four Public Works divisions mainly due to cost savings resulting from service reductions and departmental efficiencies.

INTERFUND TRANSFERS OUT

Approximately \$9.7 million is transferred from the General Fund to various other funds. The transfers are decreased \$2.2 million or 18.2 percent from the prior year. The decrease reflects a reduction in funds being transferred to the Capital Projects Fund. The decrease is partially offset by an increase in the transfer to the Debt Service Fund to avoid a debt service tax increase.

FUND BALANCE

Council authorized, in total, the use of \$8.6 million from fund balance. \$2.9 million is for one-time capital expenses and a County-wide compensation study. The remaining \$5.7 million of the fund balance was budgeted to avoid a tax increase by using fund balance to balance the General Fund and the Debt Service Fund. The FY 2011 ending fund balance is projected to be \$29.5 million. Of this amount, \$27.8 million is designated in an effort to maintain a two month buffer and is in addition to the Rainy Day Fund for unexpected events. A portion of the Environmental Management Fund was used to calculate the Rainy Day Fund in FY 2011. This shift was possible due to trash and debris removal constituting the majority of the costs occurring after a natural disaster.

Budget Analysis

Charleston County

DEBT SERVICE FUND

SUMMARY

The FY 2011 approved budgeted disbursements for the Debt Service Fund total \$28.2 million which is a \$1.9 million or 7.4 percent increase from the FY 2010 budget. Budgeted funds available for FY 2010 also total \$28.2 million. The Debt Service Fund millage is 6.6 mills and represents no change from FY 2010.

Page B-34 displays a graphical representation of the County's Debt Service Fund budget. Page B-35 contains a fund statement which is a numerical summary of the Debt Service Fund.

REVENUES

Debt Service Fund revenues total \$18.6 million and reflect a \$0.7 million or 3.7 percent decrease from FY 2010. The decrease reflects a decline in the County's property tax base due to an increase in citizen appeals and a decline in motor vehicle replacement.

INTERFUND TRANSFERS IN

Approximately \$4.9 million is transferred to the Debt Service Fund from other funds. The transfers decreased \$4.6 million primarily due to a one-time payment in FY 2010 for an issuance premium on a \$50 million bond issued. The decrease is partially offset by an increase from the General Fund to avoid a debt service tax increase.

EXPENDITURES

The FY 2010 budgeted expenditures for the Debt Service Fund total \$27.2 million. This amount is a \$1.9 million or 7.4 percent increase from FY 2010 and represents the continued service of the County's outstanding debt obligations.

INTERFUND TRANSFERS OUT

Approximately \$1.0 million is transferred from the Debt Service Fund to proprietary funds for debt service payments.

SPECIAL REVENUE FUNDS

SUMMARY

The FY 2011 approved budgeted disbursements for the Special Revenue Funds total \$68.9 million (including budgeted increases in fund balance) which remains unchanged from the FY 2010 budget. Budgeted funds available for FY 2011 also total \$68.6 million.

Page B-36 shows a graphical representation of the County's Special Revenue Fund budgets, while pages B-37 to B-68 contain fund statements reflecting numerical summaries of the budgets.

Budget Analysis

Charleston County

REVENUES

The revenues for the Special Revenue Funds total \$59.5 million and reflect a \$0.2 million or 0.3 percent increase from the FY 2010 budget. Figure 8 provides information on significant budgeted revenue changes.

Figure 8 - Major Changes in Revenues for the Special Revenue Funds
(Expressed in Thousands of Dollars)

<u>Department/Division</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>Amount Change</u>	<u>Percent Change</u>
Economic Development - Multi-County Parks	\$645	\$1,122	\$477	74.0%
Greenbelt Program	6,200	6,075	(125)	-2.0%
Sheriff - Asset Forfeiture	393	185	(208)	-52.9%

The Special Revenue Funds reflect an increase in Economic Development – Multi-County Parks which represents an increase in the allocation of property taxes in the multi-county parks from 5% to 7.5%. The increase is offset by a decrease in the Greenbelt Program due to decreases in interest income. Declining revenues in the Sheriff - Asset Forfeiture are due to the decreased value of seized asset forfeitures.

INTERFUND TRANSFERS IN

In total, approximately \$3.0 million is transferred into Special Revenue Funds from various other funds. The overall transfers are increased \$0.1 million from the FY 2010 budget.

EXPENDITURES

The FY 2011 budgeted expenditures for the Special Revenue Funds total \$54.6 million which is a \$10.7 million or 16.4 percent decrease from FY 2010. Figure 9 shows the significant budget change in expenditures.

Figure 9 - Major Changes in Expenditures for the Special Revenue Funds
(Expressed in Thousands of Dollars)

<u>Department/Division</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>Amount Change</u>	<u>Percent Change</u>
Transportation Sales Tax - Roads	\$23,424	\$12,684	(\$10,740)	-45.9%

The significant decrease in the expenditures represents a change in how expenditures are recorded for the Transportation Sales Tax – Roads Program. Previously, transportation roads programs projects were reflected in operating expenditures. In FY 2011, the expenditures related to the Roads Program were changed to an interfund transfer out.

Budget Analysis

Charleston County

INTERFUND TRANSFERS OUT

Approximately \$14.0 million is transferred from the Special Revenue Funds to various other funds. The transfers are increased \$10.6 million from the FY 2010 budget. The increase in the interfund transfers out represents a change in the how expenditures are recorded for the transportation roads program projects, as represented in the corresponding decrease in the operating expenditures shown above.

FUND BALANCE

The FY 2011 ending fund balance is projected to be \$38.8 million.

ENTERPRISE FUNDS

SUMMARY

The FY 2011 approved budgeted disbursements for the Enterprise Funds total \$47.7 million (including budgeted increases in fund balance). This is a \$20.0 million or 31.0 percent decrease from the FY 2010 budget. Funds available for FY 2011 also total \$44.5 million.

Page B-69 displays a graphical representation of the County's Enterprise Funds budgets, while pages B-70 to B-75 contain fund statements reflecting numerical summaries of the budgets.

REVENUES

Revenues for the Enterprise Funds total \$43.5 million and reflect a \$5.1 million or 10.6 percent decrease from the FY 2011 budget. Figure 10 illustrates the significant budgeted revenue changes.

Figure 10 - Major Changes in Revenues for the Enterprise Funds
(Expressed in Thousands of Dollars)

<u>Department/Division</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>Amount Change</u>	<u>Percent Change</u>
Internal Services - Parking Garages	\$2,997	\$2,622	(\$375)	-12.5%
Environmental Management	32,934	28,274	(4,660)	-14.1%

The revenue decrease in Environmental Management reflects the termination of the waste incinerator contract and the related contracts for electricity and steam revenue. These contracts ended January 1, 2010. Decreased revenues in the Parking Garages represent a decrease in transient and independent customer leasing agreements as well as a decrease in tourism and retail traffic.

Budget Analysis

Charleston County

EXPENSES

The FY 2011 budgeted expenses for the Enterprise Funds total \$44.3 million which is an \$18.5 million or 29.5 percent reduction from FY 2010. The significant change from FY 2011 is a \$24.1 million decrease in the Environmental Management programs due to the waste incinerator contract ending in January 2010. The decrease is partially offset by an increase for waste disposal resulting from closing the incinerator.

FUND BALANCE

A Rainy Day designation was established in FY 1992 to strengthen the County's balance sheet and the County's disaster preparedness position. The designation is intended to equal no less than four percent of the General Fund disbursements as required by the Budget ordinance. In FY 2011, Council set aside a \$6.1 million dollar Rainy Day Fund in the Enterprise Fund Balance. This shift was possible due to trash and debris removal constituting the majority of the costs occurring after a natural disaster. The combined total of the Rainy Day Funds in the General Fund and the Environmental Management Fund meet the four percent criteria. The FY 2011 combined ending fund balance is projected to be \$83.1 million.

INTERNAL SERVICE FUNDS

SUMMARY

The FY 2011 approved budgeted disbursements for the Internal Service Funds total \$43.1 million, which is a \$0.5 million or 1.1 percent increase from the FY 2010 budget. Funds available for FY 2010 also total \$43.1 million.

Page B-76 shows a graphical representation of the County's Internal Service Funds budgets, while pages B-77 to B-81 contain fund statements reflecting numerical summaries of the budgets.

REVENUES

Internal Service Funds revenues total \$39.0 million, a \$0.4 million or 1.0 percent decrease from the FY 2010 budget due to a reduced demand for services throughout the organization.

INTERFUND TRANSFERS IN

Approximately \$3.0 million is transferred to the Internal Service Funds from other funds. The transfer increased \$1.6 million from the FY 2010 budget to reflect a significant increase from other County funds to offset capital expenditure costs.

EXPENSES

Internal Service Funds expenses total \$43.1 million which is a \$0.4 million or 1.1 percent increase from the FY 2010 budget. The significant changes are a \$1.6 million increase for restored funding for capital purchases in Fleet Operations, which were reduced in FY 2010.

FUND BALANCE

The FY 2011 ending fund balance is projected to be \$12.1 million.

Major Revenue Sources

Charleston County

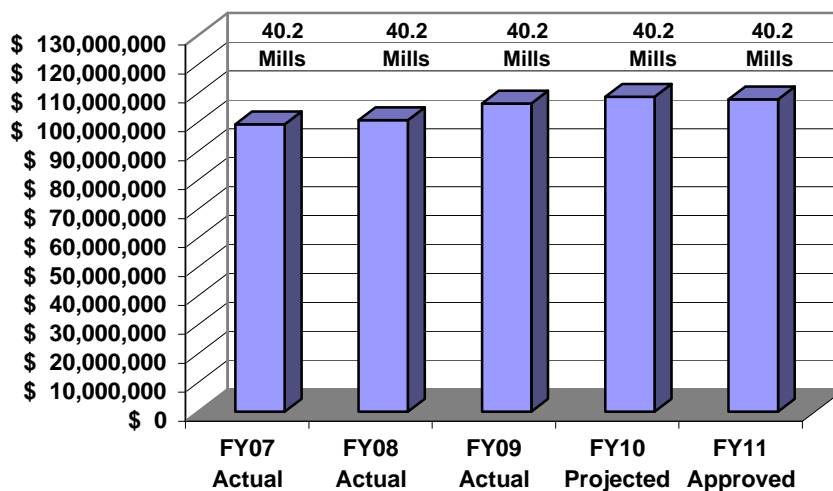
General Fund Ad Valorem Taxes

Description

The County Assessor, the County Auditor, and the State calculate the taxable value of the County's real property, personal property and motor vehicles. The County Auditor applies the appropriate millage rates for the various taxing entities in the County to determine the ad valorem taxes. The Treasurer collects the ad valorem taxes for all of the taxing entities in the County and remits these collections in the following month. The real and personal property are billed annually in September and are due the following January. The motor vehicles are billed annually during the month when the taxpayer's license registration is due for renewal.

Trend

The County's portion of ad valorem taxes for its General Fund shows a consistent increasing trend through FY 2010 which reflects continued growth in the County's tax base. However, a decrease in the property base is anticipated in FY 2011 due to an increase in appeals and a decline in motor vehicle replacements.



FY 2007	\$ 99,299,136
FY 2008	100,740,844
FY 2009	106,496,661
FY 2010	108,775,000
FY 2011	107,870,000

Revenue Estimate

The tax base for FY 2011 is estimated to decline approximately one percent from FY 2010 projections due to a decline in motor vehicle replacements and an increase in appeals.

Major Revenue Sources

Charleston County

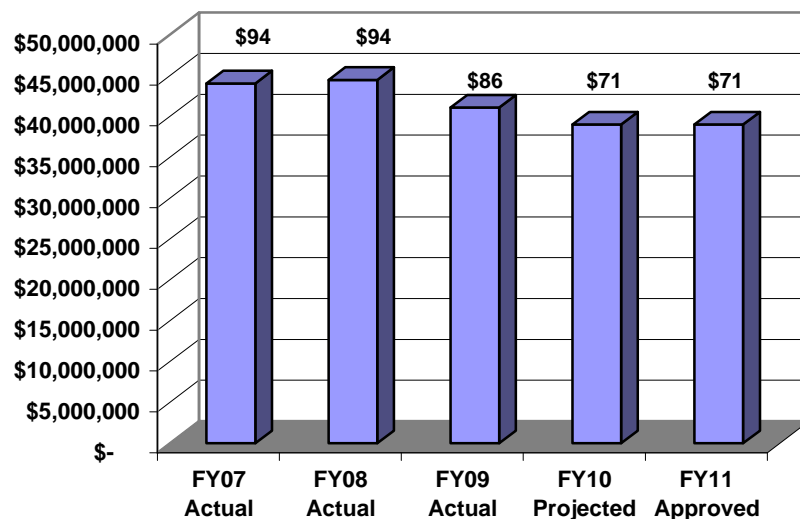
General Fund Local Option Sales Tax

Description

The citizens of Charleston County passed, by referendum, an additional one percent sales tax which took effect during FY 1991. According to State law, a portion of the sales tax revenues are designated to reduce local property taxes. Charleston County attempts to apply 100 percent of the Local Option Sales Tax revenues as credits against local property taxes.

Trend

The revenue trend from the Local Option Sales Tax showed an increasing trend until the beginning of the recession in FY 2009. However, the local economy began to stabilize in FY 2010 and FY 2011. The Local Option Sales Tax is directly tied to the level of consumer spending in Charleston County.



FY 2007	\$ 44,024,396
FY 2008	44,458,297
FY 2009	41,085,569
FY 2010	39,000,000
FY 2011	39,000,000

Revenue Estimate

The budgeted revenues from the Local Option Sales Tax reflect no change from FY 2010. The revenue for FY 2011 equates to a credit of \$71 per \$100,000 of a home's appraised value, which is also unchanged from FY 2010.

Major Revenue Sources

Charleston County

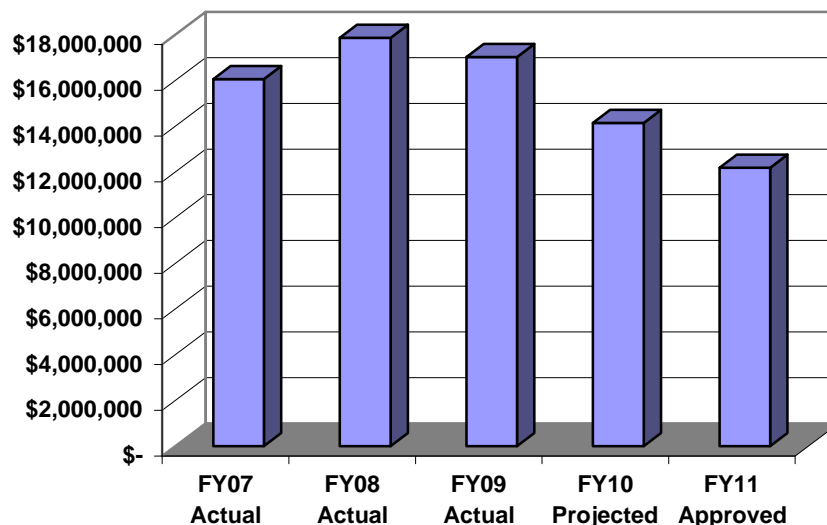
General Fund Aid to Local Subdivisions

Description

The County receives funds from the State of South Carolina to subsidize its operations. This funding was created to reduce the pressure on property taxes and to provide a predictable source of revenue for county and municipal budgeting. In FY 1992, the Aid to Local Subdivisions replaced and consolidated many other taxes allocated by the State. These taxes included the alcohol beverage tax, the bank tax, the beer and wine tax, the brokers tax, the gasoline tax, the income tax, and insurance license fees. The State determines the local government fund based on 4.5 percent of the State's General Fund revenues for the State's last completed fiscal year. Changes in the State's overall economy are not reflected in this revenue until two years after the change. However, the State has the authority to change the percentage used to calculate the aid provided to the County.

Trend

Revenues from Aid to Local Subdivisions showed an increase from FY 2007 to FY 2008. A decreasing trend began in FY 2009 as the economic downturn began to affect the State's revenue collections. More severe decreases were experienced in FY 2010 and FY 2011 due to the initial effects of the recession.



FY 2007	\$ 16,063,826
FY 2008	17,864,865
FY 2009	17,036,681
FY 2010	14,143,437
FY 2011	12,180,000

Revenue Estimate

As a result of an economic decline within the State, the budgeted Aid to Local Subdivisions reflects an estimated 14 percent decrease from FY 2010.

Major Revenue Sources

Charleston County

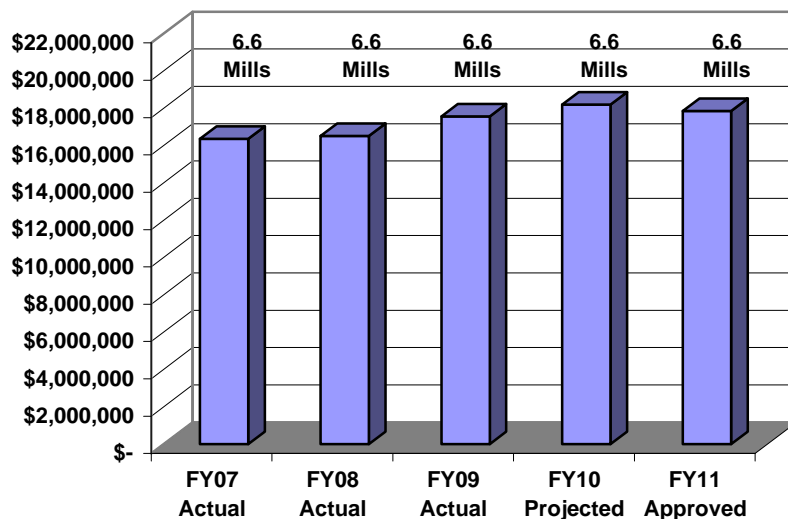
Debt Service Fund Ad Valorem Taxes

Description

The County Assessor, the County Auditor, and the State calculate the taxable value of the County's real property, personal property and motor vehicles. The County Auditor applies the appropriate millage rates for the various taxing entities in the County to determine the ad valorem taxes. The Treasurer collects the ad valorem taxes for all of the taxing entities in the County and remits these collections in the following month. The real and personal property are billed annually in September and are due the following January. The motor vehicles are billed annually during the month when the taxpayer's license registration is due for renewal.

Trend

The County's portion of ad valorem taxes for its Debt Service Fund shows a consistent increasing trend which reflects continued growth in the County's tax base.



FY 2007	\$ 16,354,891
FY 2007	16,515,462
FY 2009	17,553,075
FY 2010	18,200,000
FY 2011	17,850,000

Revenue Estimate

The tax base for FY 2011 is estimated to decline approximately two percent from FY 2010 projections due to a decline in motor vehicle replacements and an increase in appeals.

Major Revenue Sources

Charleston County

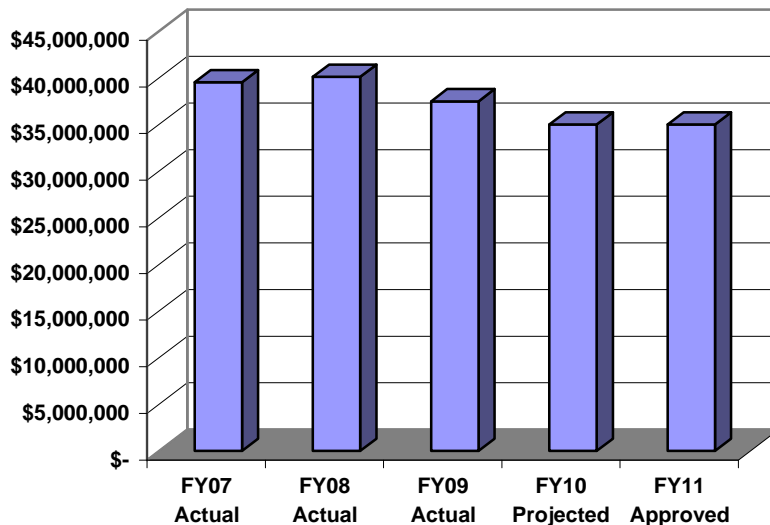
Special Revenue Fund Transportation Sales Tax

Description

The citizens of Charleston County passed, by referendum, an additional one-half of one percent sales and use tax that took effect May 1, 2005 and would continue for 25 years or until \$1.3 billion is collected. According to the referendum, the sales tax revenues are designated to provide funds for transportation-related projects, mass transit, and greenbelts.

Trend

The revenues from the Transportation Sales Tax had a general trend of increasing through FY 2008. As a result of the nationwide recession, the revenue from the Transportation Sales Tax declined in FY 2009 and FY 2010. Consumer spending is expected to stabilize in FY 2011. The Transportation Sales Tax is directly tied to the level of consumer spending in Charleston County.



FY 2007	\$ 39,521,308
FY 2008	40,097,074
FY 2009	37,469,812
FY 2010	35,000,000
FY 2011	35,000,000

Revenue Estimate

The Transportation Sales Tax shows no change from the FY 2010 projection.

Major Revenue Sources

Charleston County

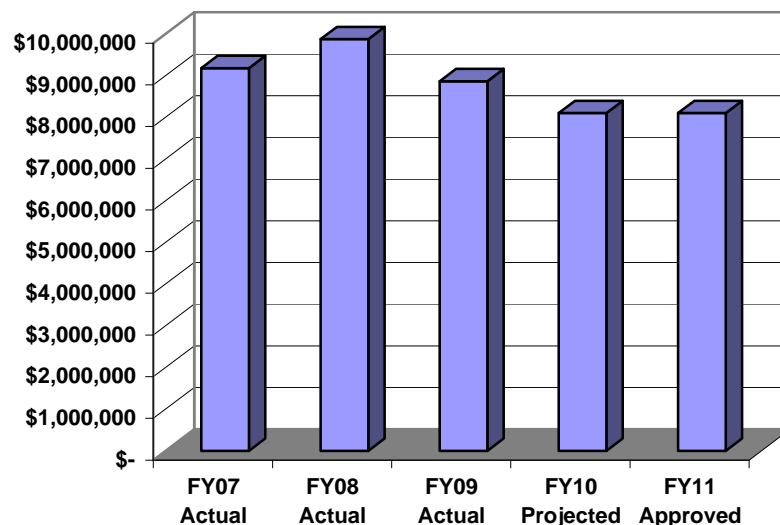
Special Revenue Fund Accommodations Tax - Local

Description

The Accommodations Tax - Local is a two percent charge for transient room rentals throughout the County. County Council enacted the Accommodations Tax - Local in FY 1994 to encourage and support area tourism. Collections of the Accommodations Tax - Local began on April 1, 1994, upon which its legitimacy was challenged in court. In November 1995, the State Supreme Court ruled in favor of the tax which is collected on a monthly basis.

Trend

The revenues from the Accommodations Tax - Local had consistently shown an increasing trend until FY 2008 when the recession impacted tourism. The recent downward trend is anticipated to stabilize and show growth in future years.



FY 2007	\$ 9,176,823
FY 2008	9,872,302
FY 2009	8,864,365
FY 2010	8,100,000
FY 2011	8,100,000

Revenue Estimate

The budgeted Accommodations Tax - Local reflects no change from the FY 2010 projection.

Major Revenue Sources

Charleston County

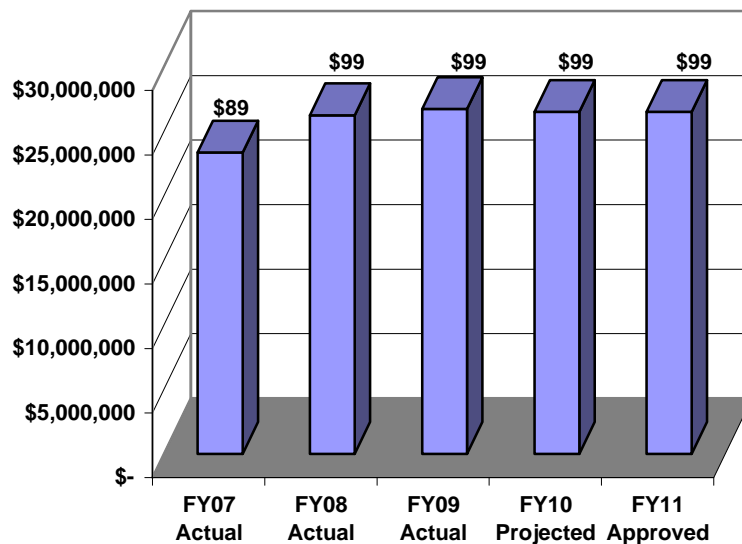
Enterprise Fund User Fee

Description

The County charges a user fee to real property owners and certain commercial and governmental entities to provide funding for the County's recycling, solid waste, and disposal efforts. The Revenue Collections Department administers the billing and collection of this fee. The User Fee for residential property owners is included in the annual tax bill. The Revenue Collections Department calculates and bills the commercial entities on an annual basis.

Trend

The revenue from the User Fee reflects a \$10 increase in the rate for FY 2008. The revenues have stabilized due to no significant change in the number of residents and businesses in the County.



FY 2007	\$ 23,340,342
FY 2008	26,229,892
FY 2009	26,708,365
FY 2010	26,500,000
FY 2011	26,500,000

Revenue Estimate

The User Fee has remained constant at \$99 for the last four years. Each \$1 of the User Fee generates approximately \$268,000 in revenue.



Schedules

Charleston County

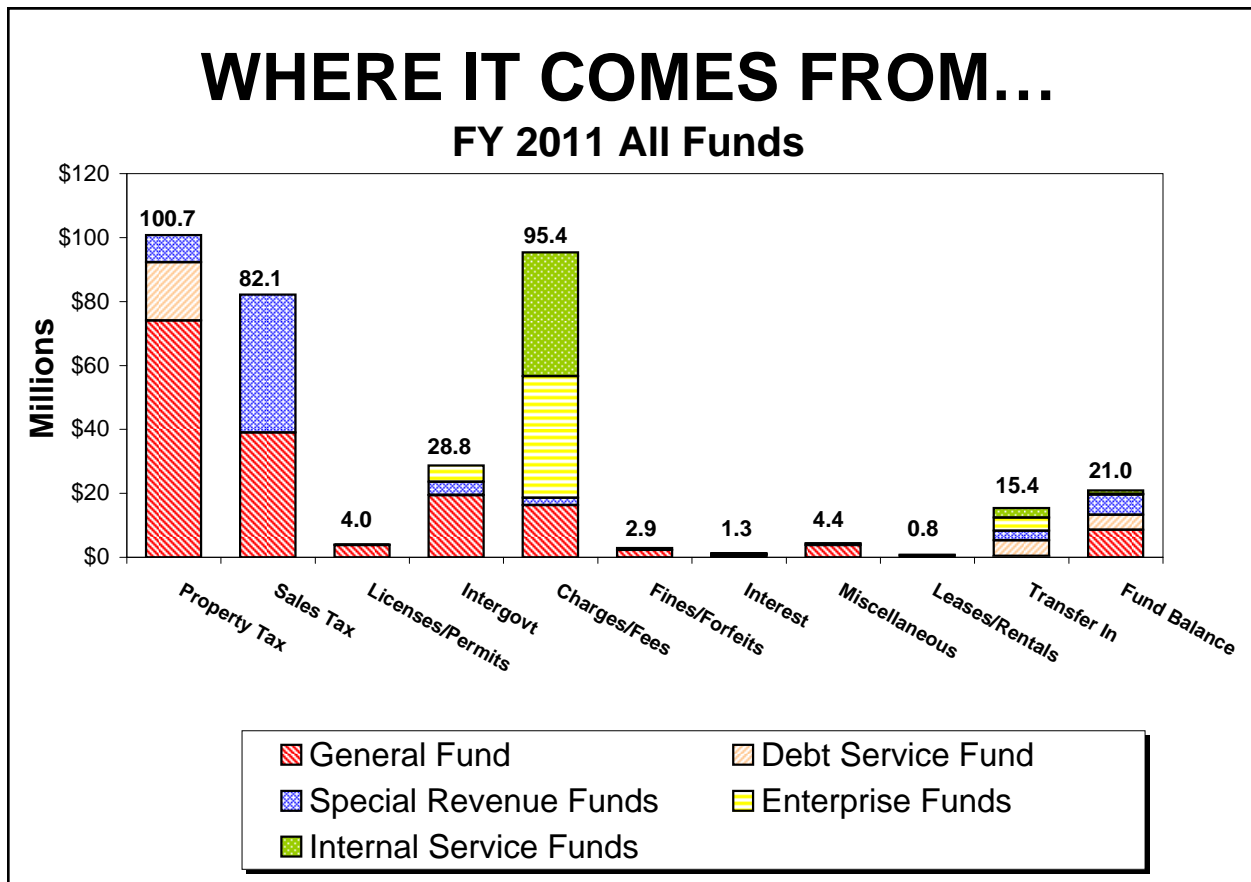
The Schedules section illustrates the County's annual operating budgets. Charleston County budgets annually for Governmental Funds and Proprietary Funds. The Governmental Funds include the General Fund, the Debt Service Fund, and the Special Revenue Funds. The Proprietary Funds include the Enterprise Funds and the Internal Service Funds. Refer to the **Glossary** on pages M-30 to M-35 for definitions of Governmental Funds, Proprietary Funds, the General Fund, the Debt Service Fund, Special Revenue Funds, Enterprise Funds, and Internal Service Funds. Refer to the **Budget Process** on pages M-4 to M-7 for a description of the budgeting process.

The Schedules section provides an overall summary of the County's annual operating budgets with the **Where It Comes From . . . FY 2011 All Funds** graph, the **Where It Goes. . . . FY 2011 All Funds** graph, and the **Budget Summary, All Funds** on pages B-4 to B-5. Note that these graphs and schedules include interfund transfers as well as revenues and expenditures.

The next part of the Schedules provides a detailed perspective of revenues, expenditures, and interfund transfers of all funds. The revenues are on pages B-6 to B-13. The expenditures are on pages B-14 to B-19. The interfund transfers are on page B-19. This is followed by a summary of County authorized positions on pages B-21 to B-29.

The last portion of the Schedules section (pages B-30 to B-81) displays graphical summaries for each of the fund types budgeted by the County as well as tabular representations for the individual funds making up these fund types. Page B-30 shows a combined fund statement for all funds for Fiscal Years 2008, 2009, 2010, and 2011. Page B-31 provides a summary by fund type of the County's Fiscal Year 2011 budget. Individual fund statements start on page B-32 with the General Fund. Note that the FY 2010 Projected column on the fund statements includes the estimated amounts from the FY 2010 Adjusted column (i.e., the current budget) and the estimated amounts from encumbrances carried forward from previous years. Refer to the **Glossary** on pages M-30 to M-35 for definitions of Beginning Fund Balance (Fund Balance or Carry Forward), Revenues, Transfers In, Sources, Available, Expenditures or Expenses, Transfers Out, Disbursements, Uses, and Ending Fund Balance (Fund Balance) including Invested in Capital Assets, Reservations, and Designations.

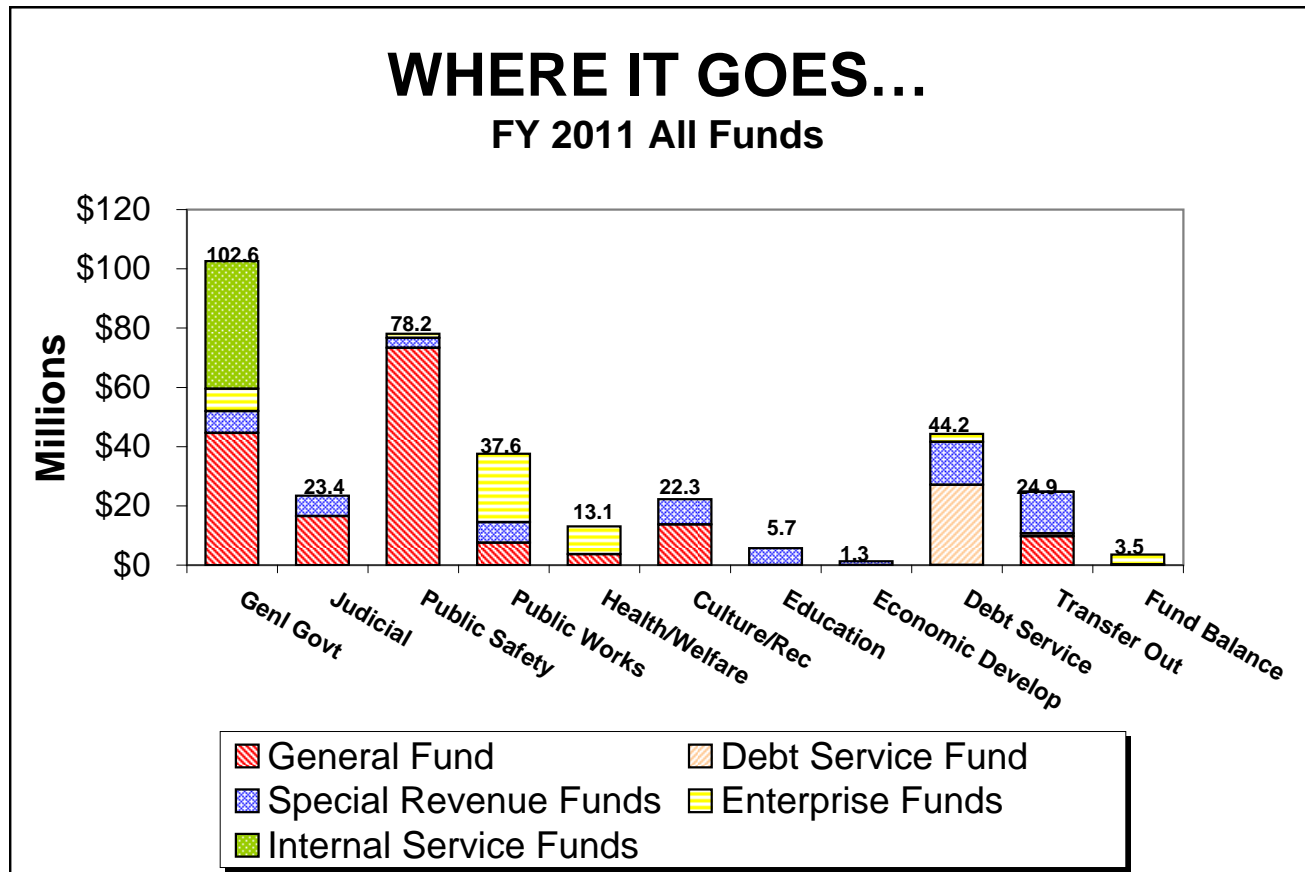
The County receives funding from several sources which comprise its operating budget. The following graph and table summarize the total available budgeted by source and/or fund type for FY 2011.



Total Available Budgeted: \$356,815,983

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change	Percent Change
Property Tax	\$ 84,188,708	\$ 94,147,422	\$ 103,200,497	\$ 100,735,593	\$ (2,464,904)	(2.4)
Sales Tax	94,505,271	87,464,634	82,145,666	82,145,000	(666)	0.0
Licenses & Permits	5,801,639	4,602,143	4,524,600	4,019,850	(504,750)	(11.2)
Intergovernmental	33,151,208	33,690,874	28,770,631	28,762,640	(7,991)	0.0
Charges & Fees	115,385,934	105,103,245	99,448,428	95,365,917	(4,082,511)	(4.1)
Fines & Forfeitures	4,408,836	4,091,489	3,364,226	2,949,761	(414,465)	(12.3)
Interest	8,155,684	3,022,571	2,200,750	1,342,000	(858,750)	(39.0)
Miscellaneous	1,354,292	1,114,249	3,180,832	4,403,654	1,222,822	38.5
Leases & Rentals	815,487	708,372	768,476	767,476	(1,000)	(0.1)
Debt Proceeds	-	-	-	-	-	0.0
Total Revenues	347,767,059	334,604,999	327,604,106	320,494,091	(7,110,015)	(2.2)
Transfer In	29,312,332	30,392,768	19,781,572	15,364,168	(4,417,404)	(22.3)
Use of Fund Balance	9,000,000	10,000,000	20,000,000	20,000,000	(3,000,000)	(15.0)
Total Avail. Budgeted	\$ 386,110,219	\$ 378,612,817	\$ 374,092,888	\$ 356,815,983	\$ (17,276,905)	(4.6)

The County disburses funds according to functional areas. The following graph and table summarize the total uses by function and/or fund type for FY 2011.



Total Uses: \$356,815,983

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change	Percent Change
General Govt.	\$ 100,564,036	\$ 97,105,485	\$ 101,013,874	\$ 102,611,336	\$ 1,597,462	1.6
Judicial	20,795,096	23,308,481	23,713,039	23,458,439	(254,600)	(1.1)
Public Safety	73,343,623	75,146,321	74,291,413	78,145,010	3,853,597	5.2
Public Works	58,601,118	65,107,066	67,991,005	37,608,037	(30,382,968)	(44.7)
Health/Welfare	14,775,690	14,237,866	13,733,511	13,122,498	(611,013)	(4.4)
Culture/Recreation	20,891,819	20,287,929	22,106,235	22,263,269	157,034	0.7
Education	5,325,300	5,651,921	5,682,886	5,700,000	17,114	0.3
Economic Develop.	1,017,645	742,067	1,108,546	1,277,416	168,870	15.2
Debt Service	33,063,885	38,688,821	41,990,696	44,234,182	2,243,486	5.3
Total Expenditures	328,378,212	340,275,957	351,631,205	328,420,187	(23,211,018)	(6.6)
Transfer Out	24,261,587	19,794,403	17,747,391	24,881,094	7,133,703	40.2
Total Disbursements	352,639,799	360,070,360	369,378,596	353,301,281	(16,077,315)	(4.4)
Increase in Fund Bal.	33,470,420	18,542,457	4,714,292	3,514,702	(1,199,590)	(25)
Total Uses	\$ 386,110,219	\$ 378,612,817	\$ 374,092,888	\$ 356,815,983	\$ (17,276,905)	(4.6)

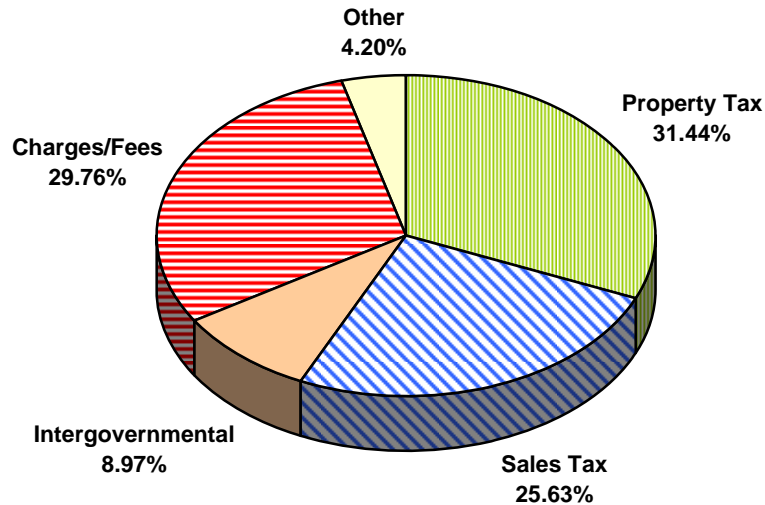
Charleston County, South Carolina
Budget Summary - All Funds
Fiscal Year 2011

	Fund Statement Page Number	Revenues (B-6 to B-12)	Transfers In (Page B-19)	Sources
GENERAL FUND	B-32	\$159,951,454	\$438,576	\$160,390,030
DEBT SERVICE FUND	B-34	18,581,977	4,899,837	23,481,814
SPECIAL REVENUE FUNDS	B-36			
Accommodations Tax: Local	B-37	8,125,000	-	8,125,000
Accommodations Tax: State	B-38	45,000	-	45,000
Clerk of Court: IV-D Child Support Enf	B-39	892,000	-	892,000
Economic Dev: Multi-County Parks	B-40	1,121,593	-	1,121,593
Emergency Mgmt: Awendaw Fire Department	B-41	1,765,463	-	1,765,463
Emergency Mgmt: East Cooper Fire District	B-42	141,000	-	141,000
Emergency Mgmt: Hazard Materials Enforce	B-43	200,000	-	200,000
Emergency Mgmt: Northern Chas Co Fire Dist	B-44	202,600	-	202,600
Emergency Mgmt: West St. Andrew's Fire Dist	B-45	6,400	-	6,400
Legal: Seized Assets	B-46	17,200	-	17,200
Public Defender: Berkeley County	B-47	578,808	-	578,808
Public Defender: Charleston County	B-48	697,338	2,832,489	3,529,827
Public Works: Stormwater Drainage	B-49	1,848,500	-	1,848,500
Sheriff: Asset Forfeiture	B-50	185,321	-	185,321
Sheriff: Grants and Programs	B-51	511,000	84,112	595,112
Sheriff: IV-D Child Support Enforcement	B-52	100,000	-	100,000
Solicitor: Alcohol Education Program	B-53	102,000	-	102,000
Solicitor: Computer Support Appropriation	B-54	-	23,800	23,800
Solicitor: Drug Court	B-55	140,000	-	140,000
Solicitor: Estreatment	B-56	30,000	-	30,000
Solicitor: Expungement	B-57	225,000	-	225,000
Solicitor: Juvenile Education Program	B-58	120,000	-	120,000
Solicitor: Pretrial Intervention	B-59	400,000	-	400,000
Solicitor: State Appropriation	B-60	577,500	33,493	610,993
Solicitor: Traffic Education	B-61	9,240	-	9,240
Solicitor: Victim-Witness State Approp	B-62	25,000	-	25,000
Solicitor: Worthless Check Unit	B-63	171,918	-	171,918
Transportation Sales Tax: Greenbelts	B-64	6,075,000	-	6,075,000
Transportation Sales Tax: Roads	B-65	22,750,000	-	22,750,000
Transportation Sales Tax: Transit	B-66	6,300,000	-	6,300,000
Trident Technical College	B-67	5,700,000	-	5,700,000
Victim's Bill of Rights	B-68	440,900	-	440,900
Subtotal		59,503,781	2,973,894	62,477,675
ENTERPRISE FUNDS	B-69			
Consolidated Dispatch: Emergency 911 Comm	B-70	1,495,000	-	1,495,000
Dept of Alcohol & Other Drug Abuse Service	B-71	7,582,563	2,458,912	10,041,475
Environmental Management	B-72	28,274,000	-	28,274,000
Internal Services: Parking Garages	B-73	2,622,466	-	2,622,466
Revenue Collections	B-74	2,097,835	-	2,097,835
Technology Services: Radio Communications	B-75	1,426,100	1,604,465	3,030,565
Subtotal		43,497,964	4,063,377	47,561,341
INTERNAL SERVICE FUNDS	B-76			
Human Resources: Employee Benefits	B-77	22,668,000	-	22,668,000
Internal Services: Fleet/Parts Warehouse	B-78	9,485,424	2,698,001	12,183,425
Internal Services: Office Support Services	B-79	1,733,373	290,483	2,023,856
Safety & Risk Mgt: Safety/Workers' Comp	B-80	3,471,635	-	3,471,635
Technology Services: Telecommunications	B-81	1,600,483	-	1,600,483
Subtotal		38,958,915	2,988,484	41,947,399
Total of All Funds		\$320,494,091	\$15,364,168	\$335,858,259

Expenditures/ Expenses (B-13 to B18)	Transfers Out (Page B-19)	Disbursements	Net Increase (Decrease) in Fund Balance	Beginning Fund Balance	Ending Fund Balance
<u>\$159,297,615</u>	<u>\$9,686,452</u>	<u>\$168,984,067</u>	<u>(\$8,594,037)</u>	<u>\$ 38,107,286</u>	<u>\$29,513,249</u>
<u>27,154,153</u>	<u>1,007,157</u>	<u>28,161,310</u>	<u>(4,679,496)</u>	<u>18,477,631</u>	<u>13,798,135</u>
8,320,981	-	8,320,981	(195,981)	215,791	19,810
19,000	26,000	45,000	-	-	-
621,973	270,027	892,000	-	-	-
1,277,416	-	1,277,416	(155,823)	460,892	305,069
1,728,791	36,672	1,765,463	-	756,461	756,461
145,000	-	145,000	(4,000)	10,843	6,843
255,121	-	255,121	(55,121)	280,738	225,617
202,600	-	202,600	-	-	-
8,000	-	8,000	(1,600)	(2,600)	(4,200)
17,200	-	17,200	-	174,818	174,818
653,013	-	653,013	(74,205)	74,205	-
3,762,816	-	3,762,816	(232,989)	332,989	100,000
1,848,500	-	1,848,500	-	2,709,800	2,709,800
190,100	-	190,100	(4,779)	520,301	515,522
490,064	-	490,064	105,048	957,312	1,062,360
77,451	22,549	100,000	-	-	-
47,322	-	47,322	54,678	216,236	270,914
23,800	-	23,800	-	-	-
47,846	70,000	117,846	22,154	275,285	297,439
-	-	-	30,000	83,345	113,345
212,835	82,547	295,382	(70,382)	557,796	487,414
114,134	-	114,134	5,866	68,173	74,039
393,068	-	393,068	6,932	664,464	671,396
610,993	-	610,993	-	-	-
-	-	-	9,240	18,450	27,690
81,239	-	81,239	(56,239)	215,824	159,585
171,918	-	171,918	-	-	-
6,776,093	-	6,776,093	(701,093)	21,808,025	21,106,932
12,951,676	13,500,000	26,451,676	(3,701,676)	20,011,518	16,309,842
7,395,570	-	7,395,570	(1,095,570)	(5,507,820)	(6,603,390)
5,700,000	-	5,700,000	-	-	-
472,817	-	472,817	(31,917)	78,220	46,303
<u>54,617,337</u>	<u>14,007,795</u>	<u>68,625,132</u>	<u>(6,147,457)</u>	<u>44,981,066</u>	<u>38,833,609</u>
1,495,000	-	1,495,000	-	5,573,229	5,573,229
10,198,956	-	10,198,956	(157,481)	6,671,932	6,514,451
25,021,526	-	25,021,526	3,252,474	55,003,802	58,256,276
2,508,111	129,690	2,637,801	(15,335)	12,601,961	12,586,626
2,019,525	50,000	2,069,525	28,310	73,330	101,640
3,030,565	-	3,030,565	-	42,972	42,972
<u>44,273,683</u>	<u>179,690</u>	<u>44,453,373</u>	<u>3,107,968</u>	<u>79,967,226</u>	<u>83,075,194</u>
22,768,000	-	22,768,000	(100,000)	588,913	488,913
12,183,425	-	12,183,425	-	10,053,955	10,053,955
2,053,856	-	2,053,856	(30,000)	291,963	261,963
4,471,635	-	4,471,635	(1,000,000)	2,099,097	1,099,097
1,600,483	-	1,600,483	-	185,668	185,668
<u>43,077,399</u>	<u>-</u>	<u>43,077,399</u>	<u>(1,130,000)</u>	<u>13,219,596</u>	<u>12,089,596</u>
<u>\$328,420,187</u>	<u>\$24,881,094</u>	<u>\$353,301,281</u>	<u>(17,443,022)</u>	<u>\$194,752,805</u>	<u>\$177,309,783</u>
Total Increase in Ending Fund Balance			3,514,702		
Total Use of Beginning Fund Balance			(20,957,724)		

Throughout the budget document, revenues are presented in several different ways: by Source; by Fund Type; and by Organization - governmental authority. Each format shows the \$320,494,091 in revenues, but each format organizes the revenues by different categories. The County's Revenues are presented below by Source. The County's Revenues are presented by Fund Type and Organization on pages B-7 to B-13.

Revenues by Source FY 2011 Charleston County All Funds



Total Revenues: \$320,494,091

Source	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change	Percent Change
Property Tax	\$ 84,188,708	\$ 94,147,422	\$ 103,200,497	\$100,735,593	\$ (2,464,904)	(2.4)
Sales Tax	94,505,271	87,464,634	82,145,666	82,145,000	(666)	0.0
Licenses & Permits	5,801,639	4,602,143	4,524,600	4,019,850	(504,750)	(11.2)
Intergovernmental	33,151,208	33,690,874	28,770,631	28,762,640	(7,991)	0.0
Charges & Fees	115,385,934	105,103,245	99,448,428	95,365,917	(4,082,511)	(4.1)
Fines & Forfeitures	4,408,836	4,091,489	3,364,226	2,949,761	(414,465)	(12.3)
Interest	8,155,684	3,022,571	2,200,750	1,342,000	(858,750)	(39.0)
Miscellaneous	1,354,292	1,774,249	3,180,832	4,405,854	1,225,022	38.5
Leases & Rentals	815,487	708,372	768,476	767,476	(1,000)	(0.1)
Debt Proceeds	-	-	-	-	-	0.0
Total Revenues	\$347,767,059	\$334,604,999	\$327,604,106	\$320,494,091	(\$7,110,015)	(2.2)

Charleston County, South Carolina
All Funds Revenues by Fund Type and Organization

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
GENERAL FUND					
TAXES					
Ad Valorem Taxes:					
Current: Motor Vehicle Taxes	\$ 7,079,330	\$ 6,922,485	\$ 6,600,000	\$ 6,080,000	(7.9)
Current: Real Property Taxes	95,726,300	102,198,347	106,400,000	105,400,000	(0.9)
Current: Refunds	(30,288)	(322)	(50,000)	-	(100.0)
Refunds for Reassessment Cap	-	(277)	-	-	na
Current: TIF Refunds	(2,034,498)	(2,623,572)	(2,780,000)	(3,530,000)	27.0
Subtotal	100,740,844	106,496,661	110,170,000	107,950,000	(2.0)
Less: Sales Tax Credit	(45,943,588)	(44,870,067)	(39,000,000)	(39,000,000)	0.0
Net: Current- Real & Motor Veh	54,797,256	61,626,594	71,170,000	68,950,000	(3.1)
Delinquent: Real Property Taxes	2,579,795	3,941,383	3,160,000	3,180,000	0.6
Other: Adds to Adds	393,212	(35,826)	100,000	-	(100.0)
Other Taxes:					
FILOT Rebate	5,041	4,280	3,000	3,000	0.0
Multi-County Parks	1,516,046	2,242,413	1,803,000	1,750,000	(2.9)
Payments in Lieu of Taxes	173,832	214,622	150,000	200,000	33.3
Sales Tax	44,458,297	41,085,569	39,000,000	39,000,000	0.0
Subtotal	103,923,479	109,079,035	115,386,000	113,083,000	(2.0)
LICENSES AND PERMITS					
Assessor: Mobile Home Decals	3,595	3,115	3,000	3,000	0.0
Auditor: Temporary Vehicle License	585	355	500	250	(50.0)
Building Inspections: Building Permits	1,062,160	577,760	850,000	850,000	0.0
Building Inspections: Contractor Decal Fee	11,658	10,329	-	-	na
Building Inspections: Contractor Licensing Fee	107,625	139,106	125,000	125,000	0.0
Building Inspections: Electrical Permits	103,798	66,477	-	-	na
Building Inspections: Gas Permits	18,357	12,541	-	-	na
Building Inspections: Mechanical Permits	64,397	48,914	-	-	na
Building Inspections: Other Construction Permits	16,470	14,453	-	-	na
Building Inspections: Plumbing Permits	75,877	47,565	-	-	na
Building Inspections: Roofing Permits	16,935	17,187	-	-	na
Building Inspections: Trade Permits	-	2,825	100,000	40,000	(60.0)
Business Licenses	3,863,494	3,182,353	3,000,000	2,500,000	(16.7)
Coroner: Cremation Permits	23,245	26,700	24,000	24,500	2.1
Probate Courts: Marriage Licenses	204,223	211,197	205,000	205,000	0.0
Sheriff: Chauffeur Licenses	1,840	2,370	2,000	2,000	0.0
Sheriff: Gold Permits	100	200	100	100	0.0
Zoning/Planning: Zoning Permits	82,980	73,721	60,000	70,000	16.7
Subtotal	5,657,339	4,437,168	4,369,600	3,819,850	(12.6)
INTERGOVERNMENTAL					
Auditor: State Operating Supplement	10,732	10,732	10,732	-	(100.0)
Clerk of Court: State Salary Supp	1,575	1,575	1,575	1,575	0.0
Consolidated Dispatch: Local Gov Contribution	-	1,400	500,000	2,660,538	432.1
Coroner: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Detention Center: Federal Prisoners	1,610,047	1,817,636	2,050,000	2,600,000	26.8
Detention Center: Local Govt Reimb	16,250	-	-	-	na
Detention Center: Social Security Reimb	48,640	43,200	52,500	45,000	(14.3)
Election/Voter Registration: Local Government	60,452	15,801	49,218	25,026	(49.2)
Election/Voter Registration: State Oper Supp	133,157	148,766	140,000	146,210	4.4
Election/Voter Registration: State Salary Supp	12,500	9,029	5,417	-	(100.0)

Charleston County, South Carolina
All Funds Revenues by Fund Type and Organization

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
GENERAL FUND (continued)					
Election/VoterRegistration: State Reimb	\$ 136,944	\$ -	\$ -	\$ -	na
Homestead Direct	1,571,734	1,607,868	-	-	na
Probate Courts: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Procurement: Local Reimbursement	7,768	32,624	37,285	37,285	0.0
Public Works: Local Govt Reimbursement	7,560	4,104	-	-	na
Public Works: Civil Eng. Local Govt Reimb	-	-	-	10,000	100.0
RMC: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Sheriff: Federal Reimbursement	35,717	31,771	30,000	30,000	0.0
Sheriff: Local Reimbursement	12,771	-	-	-	na
Sheriff: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Solicitor: Victim/Witness Grant	11,319	11,787	10,595	7,800	(26.4)
State: Aid to Sub- Local Government Fund	17,864,865	17,036,681	14,293,326	12,180,000	(14.8)
State: Manufacturers Depreciation	353,994	350,375	325,000	350,000	7.7
State: Merchants Inventory Tax	1,101,298	1,101,298	1,101,298	1,101,298	0.0
State: Motor Carrier	114,340	112,414	110,000	110,000	0.0
State: Sunday Liquor Permits	73,930	87,052	75,000	75,000	0.0
Veterans Affairs: State Op Supplement	15,436	14,209	13,720	10,000	(27.1)
Subtotal	23,207,329	22,444,622	18,811,966	19,396,032	3.1
CHARGES AND FEES					
Assessor: Sale of Maps & Publ	8,918	4,901	4,000	5,000	25.0
Auditor: Copy Charges	249	295	500	250	(50.0)
Building Inspections: Contracted Bldg Services	1,215	-	-	7,000	100.0
Building Inspections: Flood Plain Fees	18,780	17,030	17,000	20,000	17.6
Building Inspections: Plan Review Fees	493,755	233,173	250,000	210,000	(16.0)
Building Inspections: Sale of Code Books	3,314	1,446	2,000	-	(100.0)
Business License Appeals Fee	-	1,002	-	-	na
Cable TV Franchise Fees	955,712	793,067	775,000	800,000	3.2
Clerk of Court: CP Co. \$100 Out St. Subp.	-	-	800	1,000	25.0
Clerk of Court: CP Copy Charges	-	-	200	500	150.0
Clerk of Court: FC Co. 56%/5% Support Fee	-	-	780,000	750,000	(3.8)
Clerk of Court: FC Copy Charges	-	-	10,000	15,000	50.0
Clerk of Court: GS Co. 100%/\$35 Expunge Fee	-	22,470	25,000	27,500	10.0
Clerk of Court: GS Copy Charges	-	-	-	11,000	100.0
Consolidated Dispatch: Copy Charges	-	175	-	-	na
Coroner: Copy Charges	9,001	11,302	9,000	4,000	(55.6)
Council: Copy Charges	50	-	-	-	na
Council: Industrial Bond Processing	3,000	-	-	-	na
Delinquent Tax: Levy Costs	1,063,195	1,160,665	1,050,000	1,100,000	4.8
Detention Center: Concealed Weapons	13,067	9,636	11,000	11,000	0.0
Detention Center: Pay Telephone Comm	249,973	291,139	275,000	295,000	7.3
Election/Voter Registration: Copy Charges	312	110	-	-	na
EMS: Charges	7,006,570	5,756,714	6,000,000	6,100,000	1.7
EMS: Copy Charges	10,868	1,365	2,000	1,000	(50.0)
EMS: Debt Set Aside	405,800	184,142	400,000	400,000	0.0
EMS: Dispatch: Copy Charges	350	-	-	-	na
Finance: Child Support Fee	4,659	5,004	5,000	5,200	4.0
Finance: Copy Charges	32	-	-	-	na
Health Department: Vital Statistics Fee	142,962	133,453	120,000	120,000	0.0
Human Resources: Copy Charges	23	-	-	-	na
Magistrates' Courts: Civil Fees	941,895	1,013,529	1,050,000	1,050,000	0.0
Magistrates' Courts: Copy Charges	2,439	1,663	4,000	2,000	(50.0)
Magistrates' Courts: St. Boating Under Influence	-	-	-	500	100.0

Charleston County, South Carolina
All Funds Revenues by Fund Type and Organization

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
GENERAL FUND (continued)					
Master-In-Equity: Advertising Discount	\$ 91,349	\$ 146,362	\$ 100,000	\$ 175,000	75.0
Master-In-Equity: Fees	376,692	606,070	550,000	675,000	22.7
Probate Courts: Advertising Discount	59,726	66,531	58,000	60,000	3.4
Probate Courts: Copy Charges	8,395	9,785	8,000	10,000	25.0
Probate Courts: Fees	1,158,285	988,252	800,000	950,000	18.8
Probate Courts: Marriage Ceremonies	-	-	15,000	10,000	(33.3)
Probate Courts: Non-Profit Reimbursement	14,000	14,000	14,000	14,000	0.0
Probate: Adult Court: Client Fee	40,315	40,126	37,000	40,000	8.1
Procurement: Copy Charges	4,306	1,138	1,000	500	(50.0)
Public Works: Administration Copy Charges	123	-	-	-	na
Public Works: Civil Engineering Copy Charges	-	13	-	-	na
Public Works: Mosquito Abatement Services	154,072	151,606	150,000	100,000	(33.3)
Public Works: R-O-W Abandonment	250	-	-	-	na
RMC: Discount Documentary Stamps	314,700	174,178	126,000	140,000	11.1
RMC: Documentary Stamps	4,438,420	2,456,612	1,800,000	2,000,000	11.1
RMC: Fees	1,427,733	1,112,214	1,025,000	1,000,000	(2.4)
Sheriff: Animal Shelter Fees	25,535	26,399	22,500	23,000	2.2
Sheriff: Civil Fees	83,036	95,557	60,000	80,000	33.3
Sheriff: Copy Charges	1,314	1,074	1,100	1,100	0.0
Sheriff: Escort Fees	-	5,840	6,000	10,000	66.7
Sheriff: Records Check Fees	5,212	5,224	4,000	5,000	25.0
Tech. Svcs: Orthophoto Sales	12,964	12,990	10,000	13,000	30.0
Treasurer Downtown: Duplicate Tax Receipt Fee	-	555	-	2,000	100.0
Worthless Check Fee	-	-	-	50,000	100.0
Zoning/Planning: Sale of Maps & Publications	2,399	1,712	2,000	1,000	(50.0)
Zoning/Planning: Subdivision Fees	38,235	22,528	25,000	17,500	(30.0)
Zoning/Planning: Zoning Fees	32,621	32,838	30,000	30,000	0.0
Subtotal	19,625,821	15,613,885	15,635,100	16,343,050	4.5
FINES AND FORFEITURES					
Clerk of Court: GS Co. 44% \$100 Filing Fee	1,802,182	1,742,538	-	-	na
Clerk of Court: GS St. 56% \$100 Filing Fee	710,437	769,801	-	-	na
Clerk of Court: GS Fine/Fee/Filing State Remit	(1,194,012)	(1,213,462)	-	(46,000)	100.0
Clerk of Court: GS St. 44% Fines	126,153	108,249	-	40,000	100.0
Clerk of Court: GS Co. 56% Fines	1,100	600	50,000	50,000	0.0
Clerk of Court: GS DUI/DUS/BUI State Remit	(60,690)	(52,079)	-	(15,350)	100.0
Clerk of Court: GS Co. 100% 3% Collection Fee	132,281	60,800	15,000	10,000	(33.3)
Clerk of Court: GS Co. 100% Court Costs	201,667	187,222	-	-	na
Clerk of Court: GS St. 100% \$25 Law Enf Surg	45,431	42,680	-	40,000	100.0
Clerk of Court: GS \$100 Drug Surcharge	61,344	59,187	-	55,000	100.0
Clerk of Court: GS Surcharges State Rebate	(2,316)	-	-	(99,000)	100.0
Clerk of Court: GS St. 25% Bond Estreatments	-	-	-	6,000	100.0
Clerk of Court: GS Co. 50%/25% Bond Estreat	-	-	10,000	10,000	0.0
Clerk of Court: GS Co. 100%/4% BE Handling	-	-	4,000	500	(87.5)
Clerk of Court: GS Assessments State Remit	-	-	-	(60,000)	100.0
Clerk of Court: GS St. Cr. Justice Academy \$5	-	4,065	-	4,000	100.0
Clerk of Court: GS St. Cr. Justice Rebate	-	(4,065)	-	-	na
Clerk of Court: GS St. 100% Motion Fee Judicial	-	255,125	-	-	na
Clerk of Court: GS CP Motion Fee State Judicial	-	(227,265)	-	-	na
Clerk of Court: GS FC Motion Fee State Judicial	-	(194,375)	-	-	na
Clerk of Court: GS St. 100% \$50 Filing Fee	-	208,140	-	-	na
Clerk of Court: GS St. DUS/DPS \$100 Pull Hwy	-	-	-	150	100.0
Clerk of Court: GS St. DUI 100% \$12 per case	-	-	-	1,000	100.0

Charleston County, South Carolina
All Funds Revenues by Fund Type and Organization

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
GENERAL FUND (continued)					
Clerk of Court: GS St. 100% \$100 DUI Surch	\$ -	\$ -	\$ -	\$ 8,000	100.0
Clerk of Court: GS St. DUI/DPS \$100 Pull Hwy	-	-	-	6,000	100.0
Clerk of Court: GS St. DUI SLED \$100 Pullout	-	-	-	100	100.0
Clerk of Court: GS St. 64.65 Assessment	-	-	-	60,000	100.0
Clerk of Court: GS St. DUI/DUAC Breath Test	-	-	-	100	100.0
Clerk of Court: FC Co. 44% \$100 Filing Fee	-	-	145,000	145,000	0.0
Clerk of Court: FC St. 56% \$100 Filing Fee	-	-	-	180,000	100.0
Clerk of Court: FC St. 44%/5% Support Fee	-	-	-	600,000	100.0
Clerk of Court: FC Fine/Fee/Filing State Remit	-	-	-	(991,000)	100.0
Clerk of Court: FC St. 44% Fines	-	-	-	1,000	100.0
Clerk of Court: FC Co. 56% Fines	-	-	1,000	1,000	0.0
Clerk of Court: FC Co. 100% Court Costs	-	-	200,000	200,000	0.0
Clerk of Court: FC St. 100% Motion Fee Judicial	-	-	-	50,000	100.0
Clerk of Court: FC St. 100% \$50 Filing Fee	-	-	-	160,000	100.0
Clerk of Court: CP Co. 44% \$100 Filing Fee	-	-	310,000	325,000	4.8
Clerk of Court: CP St. 56% \$100 Filing Fee	-	-	-	550,000	100.0
Clerk of Court: CP Fine/Fee/Filing State Remit	-	-	-	(1,100,000)	100.0
Clerk of Court: CP St. 100% Motion Fee Judicial	-	-	-	250,000	100.0
Clerk of Court: CP St. 100% \$50 Filing Fee	-	-	-	300,000	100.0
Sheriff: Family Court Fees	5,545	6,790	5,000	5,500	10.0
Sheriff: Vice Squad	11,066	-	-	-	na
Sheriff: DUI/DUS	-	3,041	4,000	4,000	0.0
Pollution Control Fines	24,519	12,098	10,000	20,000	100.0
Magistrates' Courts: Fine/Fee/Filing State Remit	-	-	-	(347,000)	100.0
Magistrates' Courts: Fines	3,367,076	3,043,659	3,100,000	1,500,000	(51.6)
Magistrates' Courts: DUI/DUS/BUI State Remit	(1,629,806)	(1,463,809)	(1,400,000)	(72,100)	(94.9)
Magistrates' Courts: St. 100% \$25 Law Surch.	601,263	547,265	-	480,000	100.0
Magistrates' Courts: St. \$100 Drug Surcharge	21,657	21,718	-	24,000	100.0
Magistrates' Courts: Surcharges State Rebate	(727,379)	(670,849)	-	(595,000)	100.0
Magistrates' Courts: Civil State Assessment	296,470	323,060	330,000	-	(100.0)
Magistrates' Courts: Civil St Assess Rebate	(273,275)	(323,060)	(330,000)	(1,275,000)	286.4
Magistrates' Courts: St. Crim Just Acad. Surch	-	90,470	-	91,000	100.0
Magistrates' Courts: Crim Just Acad. Rebate	-	(90,470)	-	-	na
Magistrates' Courts: Filing Assessment \$25	-	-	-	132,000	100.0
Magistrates' Courts: Filing Assessment \$10	-	-	-	215,000	100.0
Magistrates' Courts: St. DUS/DPS \$100 Hwy	-	-	-	36,000	100.0
Magistrates' Courts: St. DUI 100% \$12 Per Case	-	-	-	2,000	100.0
Magistrates' Courts: St. 100% \$100 DUI Surch	-	-	-	17,000	100.0
Magistrates' Courts: St. DUI/DPS \$100 Hwy	-	-	-	16,000	100.0
Magistrates' Courts: St. DUI/DUAC Breath Test	-	-	-	600	100.0
Magistrates' Courts: St. 88.84% Assessment	-	-	-	1,275,000	100.0
Subtotal	3,520,713	3,247,074	2,454,000	2,270,500	(7.5)
INTEREST					
Clerk of Court: GS Interest Income	21,970	2,932	-	-	na
Clerk of Court: CP Interest Income	-	-	2,000	1,000	(50.0)
Delinquent Tax: Interest Income	652,118	127,088	150,000	100,000	(33.3)
Magistrates' Courts: Interest Income	(968)	14,272	-	1,000	100.0
Master-In-Equity: Interest Income	39,011	5,898	8,000	4,000	(50.0)
Miscellaneous: Interest Income	5,885	-	-	-	na
RMC: Interest Income	21,378	2,648	750	1,000	33.3
Treasurer: Allocated Interest	(7,073,952)	(3,405,761)	(1,000,000)	(1,960,000)	96.0
Treasurer: Interest Income	9,816,499	4,297,544	1,900,000	2,450,000	28.9

Charleston County, South Carolina
All Funds Revenues by Fund Type and Organization

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
Subtotal	3,481,941	1,044,621	1,060,750	597,000	(43.7)
GENERAL FUND (continued)					
MISCELLANEOUS					
Credit Card Costs	\$ (40,931)	\$ (35,522)	\$ -	\$ (40,000)	100.0
EMS Credit Card Costs	-	(15,599)	-	-	na
Indirect Costs Reimbursement	-	-	2,600,000	3,682,022	41.6
Miscellaneous: Miscellaneous Revenue	78,406	191,254	40,500	205,000	406.2
Safety & Risk Management: Ins Prm Rebates	411,628	-	-	-	na
Subtotal	449,103	140,133	2,640,500	3,847,022	45.7
LEASES AND RENTALS					
Cap. Proj./Facilities: Rents & Leases	668,705	580,707	605,000	595,000	(1.7)
Subtotal	668,705	580,707	605,000	595,000	(1.7)
Total GENERAL FUND	160,534,430	156,587,245	160,962,916	159,951,454	(0.6)
DEBT SERVICE FUND					
Debt Service Fund	18,370,314	18,998,136	19,304,977	18,581,977	(3.7)
Total DEBT SERVICE FUND	18,370,314	18,998,136	19,304,977	18,581,977	(3.7)
SPECIAL REVENUE FUNDS					
COUNCIL AGENCIES					
Accommodations Tax: Local	10,029,860	8,911,714	8,125,000	8,125,000	0.0
Accommodations Tax: State	77,598	44,888	45,666	45,000	(1.5)
Legal: Seized Assets	34,687	37,938	17,990	17,200	(4.4)
Transportation Sales Tax: Transit	7,217,473	6,744,566	6,300,000	6,300,000	0.0
Trident Technical College	5,325,300	5,651,921	5,682,886	5,700,000	0.3
Subtotal	22,684,918	21,391,027	20,171,542	20,187,200	0.1
APPOINTED OFFICIALS					
Public Defender: Berkeley County	-	803,887	568,101	578,808	1.9
Public Defender: Charleston County	-	1,767,298	737,724	697,338	(5.5)
Subtotal	-	2,571,185	1,305,825	1,276,146	(2.3)
ELECTED OFFICIALS					
Clerk of Court: IV-D Child Support Enf	917,564.00	782,055.00	800,000.00	892,000.00	11.5
Clerk of Court: Victim Bill of Rights	216,012	195,727	160,000	192,500	20.3
Sheriff: Asset Forfeiture	309,005	451,452	393,026	185,321	(52.8)
Sheriff: Grants and Programs	508,922	509,608	506,500	511,000	0.9
Sheriff: IV-D Child Support Enforcement	81,774	86,839	76,128	100,000	31.4
Solicitor: Alcohol Education Program	42,709	86,095	100,000	102,000	2.0
Solicitor: Bond Estreatment	69,082	31,399	40,000	30,000	(25.0)
Solicitor: Computer Support Appropriation	23,800	23,800	23,800	-	(100.0)
Solicitor: Criminal Domestic Violence	68,750	35,320	-	-	na
Solicitor: Drug Court	181,040	165,424	126,000	140,000	11.1
Solicitor: DUI Appropriation	100,000	48,428	-	-	na

Charleston County, South Carolina
All Funds Revenues by Fund Type and Organization

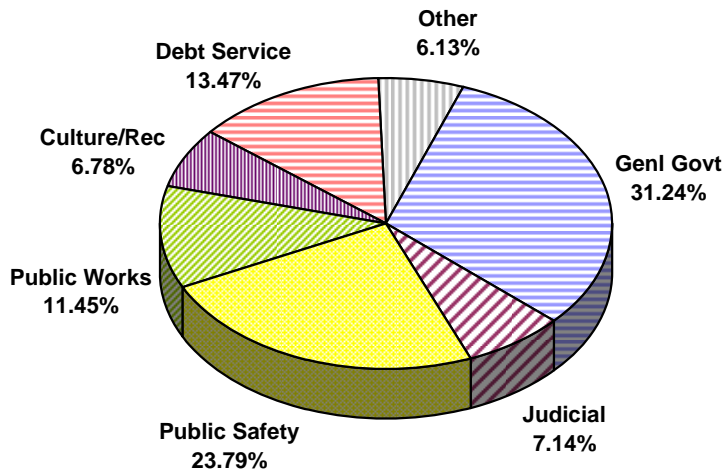
	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
Solicitor: Expungements	283,048	315,116	200,000	225,000	12.5
SPECIAL REVENUE FUNDS (continued)					
Solicitor: Juvenile Education Program	\$ 113,737	\$ 141,228	\$ 114,000	\$ 120,000	5.3
Solicitor: Pretrial Intervention	376,150	408,368	400,000	400,000	0.0
Solicitor: State Appropriation	690,272	609,059	621,364	577,500	(7.1)
Solicitor: Traffic Diversion	-	9,210	9,210	9,240	0.3
Solicitor: Victim-Witness State Appropriation	297,161	144,856	42,479	25,000	(41.1)
Solicitor: Worthless Check	-	-	187,644	171,918	(8.4)
Subtotal	4,279,026	4,043,984	3,800,151	3,681,479	(3.1)
ADMINISTRATOR					
Economic Development: Multi-County Parks	811,650	822,042	645,000	1,121,593	73.9
Grants Administration: CARTA	43,440	44,087	45,246	-	(100.0)
Subtotal	855,090	866,129	690,246	1,121,593	62.5
DEPUTY COUNTY ADMINISTRATOR					
Greenbelt Programs	7,129,907	6,582,395	6,200,000	6,075,000	(2.0)
Public Works: Stormwater Drainage	1,460,128	1,736,618	1,848,500	1,848,500	0.0
Transportation Development: Roads Program	26,833,373	24,777,734	22,750,000	22,750,000	0.0
Subtotal	35,423,408	33,096,747	30,798,500	30,673,500	(0.4)
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Magistrates' Courts: Victim Bill of Rights	306,096	274,702	282,500	248,400	(12.1)
Subtotal	306,096	274,702	282,500	248,400	(12.1)
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
Emergency Mgmt: Awendaw Fire Department	1,890,019	1,822,098	1,794,861	1,765,463	(1.6)
Emergency Mgmt: Charleston Co. Northern Fire	151,264	189,581	177,100	202,600	14.4
Emergency Mgmt: East Cooper Fire District	158,767	138,155	143,150	141,000	(1.5)
Emergency Mgmt: Haz-Mat Enforcement	168,819	177,073	165,000	200,000	21.2
Emergency Mgmt: West St. Andrew's Fire Dist.	6,583	9,488	7,511	6,400	(14.8)
Subtotal	2,375,452	2,336,395	2,287,622	2,315,463	1.2
Total SPECIAL REVENUE FUNDS	65,923,990	64,580,169	59,336,386	59,503,781	0.3
ENTERPRISE FUNDS					
ADMINISTRATOR					
Consolidated Dispatch: Emergency 911	1,502,230	1,474,888	1,275,000	1,495,000	17.3
Environmental Management	46,164,379	40,130,578	32,934,000	28,274,000	(14.1)
Subtotal	47,666,609	41,605,466	34,209,000	29,769,000	(13.0)
ASSISTANT ADMINISTRATOR FINANCE					
Revenue Collections	2,545,748	1,790,992	2,132,062	2,097,835	(1.6)
Subtotal	2,545,748	1,790,992	2,132,062	2,097,835	(1.6)
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Internal Services: Parking Garages	2,670,476	2,752,855	2,996,704	2,622,466	(12.5)
Tech Services: Radio Communications	530,397	1,097,478	1,379,200	1,426,100	3.4

Charleston County, South Carolina
All Funds Revenues by Fund Type and Organization

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
Subtotal	<u>3,200,873</u>	<u>3,850,333</u>	<u>4,375,904</u>	<u>4,048,566</u>	(7.5)
ENTERPRISE FUNDS (continued)					
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
DAODAS	<u>\$ 8,221,214</u>	<u>\$ 7,805,973</u>	<u>\$ 7,912,459</u>	<u>\$ 7,582,563</u>	(4.2)
Subtotal	<u>8,221,214</u>	<u>7,805,973</u>	<u>7,912,459</u>	<u>7,582,563</u>	(4.2)
Total ENTERPRISE FUNDS	<u>61,634,444</u>	<u>55,052,764</u>	<u>48,629,425</u>	<u>43,497,964</u>	(10.6)
INTERNAL SERVICE FUNDS					
ASSISTANT ADMINISTRATOR FINANCE					
Procurement: Central Warehouse	<u>1,875,264</u>	<u>1,663,845</u>	<u>1,799,600</u>	<u>1,800,000</u>	0.0
Subtotal	<u>1,875,264</u>	<u>1,663,845</u>	<u>1,799,600</u>	<u>1,800,000</u>	0.0
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Internal Services: Fleet Operations	<u>8,467,564</u>	<u>7,559,691</u>	<u>8,431,836</u>	<u>7,685,424</u>	(8.9)
Internal Services: Office Services	<u>1,130,327</u>	<u>922,597</u>	<u>1,137,278</u>	<u>1,120,278</u>	(1.5)
Internal Services: Records Management	<u>653,703</u>	<u>618,907</u>	<u>629,697</u>	<u>613,095</u>	(2.6)
Tech Services: Telecommunications	<u>1,712,438</u>	<u>1,566,819</u>	<u>1,692,353</u>	<u>1,600,483</u>	(5.4)
Subtotal	<u>11,964,032</u>	<u>10,668,014</u>	<u>11,891,164</u>	<u>11,019,280</u>	(7.3)
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
Human Resources: Employee Benefits	<u>22,192,430</u>	<u>23,065,568</u>	<u>22,214,672</u>	<u>22,668,000</u>	2.0
Safety & Risk: Safety/Workers' Compensation	<u>5,272,155</u>	<u>3,989,258</u>	<u>3,464,966</u>	<u>3,471,635</u>	0.2
Subtotal	<u>27,464,585</u>	<u>27,054,826</u>	<u>25,679,638</u>	<u>26,139,635</u>	1.8
Total INTERNAL SERVICE FUNDS	<u>41,303,881</u>	<u>39,386,685</u>	<u>39,370,402</u>	<u>38,958,915</u>	(1.0)
Total GENERAL FUND	<u>160,534,430</u>	<u>156,587,245</u>	<u>160,962,916</u>	<u>159,951,454</u>	(0.6)
Total OTHER FUNDS	<u>187,232,629</u>	<u>178,017,754</u>	<u>166,641,190</u>	<u>160,542,637</u>	(3.7)
Total REVENUES	<u>\$347,767,059</u>	<u>\$334,604,999</u>	<u>\$327,604,106</u>	<u>\$320,494,091</u>	(2.2)

Throughout this budget book, expenditures are presented in several different ways: by Function - programmatic area of government; by Organization - governmental authority; and by Object - type of expenditure. Each format shows the \$328,420,188 in expenditures, but each format organizes the expenditures by different categories. The County's Expenditures are presented below by Function. The expenditures are presented by Organization on pages B-15 to B-19 and by Major Expenditure Category on page B-30.

Expenditures by Function FY 2011 Charleston County All Funds



Total Expenditures: \$328,420,188

Function	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change	Percent Change
General Govt.	\$ 100,564,036	\$ 97,105,485	\$ 101,013,874	\$ 102,611,337	\$ 1,597,463	1.6
Judicial	20,795,096	23,308,481	23,713,039	23,458,439	(254,600)	(1.1)
Public Safety	73,343,623	75,146,321	74,291,413	78,145,010	3,853,597	5.2
Public Works	58,601,118	65,107,066	67,991,005	37,608,037	(30,382,968)	(44.7)
Health/Welfare	14,775,690	14,237,866	13,733,511	13,122,498	(611,013)	(4.4)
Culture/Recreation	20,891,819	20,287,929	22,106,235	22,263,269	157,034	0.7
Education	5,325,300	5,651,921	5,682,886	5,700,000	17,114	0.3
Economic Develop.	1,017,645	742,067	1,108,546	1,277,416	168,870	15.2
Debt Service	33,063,885	38,688,821	41,990,696	44,234,182	2,243,486	5.3
Total Expenditures	\$ 328,378,212	\$ 340,275,957	\$ 351,631,205	\$ 328,420,188	\$ (23,211,017)	(6.6)

Charleston County, South Carolina
All Funds Expenditures by Fund Type and Organization

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	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
GENERAL FUND					
COUNCIL AGENCIES					
County Council	\$ 821,676	\$ 1,068,200	\$ 1,257,341	\$ 1,089,582	(13.3)
Internal Auditor	199,927	216,241	210,913	211,887	0.5
Legal	997,092	1,054,032	1,164,245	1,020,690	(12.3)
Nondepartmental Personnel	2,345,806	-	(496,163)	(847,500)	70.8
Nondepartmental Operating	(3,647,117)	(3,937,211)	(776,341)	(300,595)	(61.3)
Outside Agencies	203,500	-	-	-	na
State Agencies	362,409	311,406	380,739	329,859	(13.4)
Subtotal	1,283,293	(1,287,332)	1,740,734	1,503,923	(13.6)
ELECTED OFFICIALS					
Auditor	1,735,039	1,777,838	1,871,851	1,968,183	5.1
Clerk of Court	2,857,560	3,029,941	3,226,413	3,353,451	3.9
Coroner	962,088	963,344	1,034,198	1,043,010	0.9
Legislative Delegation	165,854	172,596	176,357	178,207	1.0
Probate Courts: Adult Drug Court	186,119	186,222	195,906	202,898	3.6
Probate Courts	1,482,727	1,555,820	1,558,716	1,584,856	1.7
Probate Courts: Mental Health Court	193,774	176,683	170,669	175,467	2.8
Register Mesne Conveyance	1,851,060	1,813,451	1,813,818	1,822,881	0.5
Sheriff: Detention Centers	28,084,339	29,063,891	30,102,604	31,608,001	5.0
Sheriff: Dispatch	1,424,450	-	-	-	na
Sheriff: Law Enforcement	22,954,470	23,404,261	23,190,400	23,797,573	2.6
Sheriff: School Crossing Guards	583,249	635,829	616,276	662,719	7.5
Solicitor	4,701,868	4,746,642	4,857,714	4,983,594	2.6
Treasurer	1,587,784	1,593,959	1,603,661	1,596,685	(0.4)
Subtotal	68,770,381	69,120,477	70,418,583	72,977,525	3.6
APPOINTED OFFICIALS					
Elections and Voter Registration	1,327,935	1,364,880	1,459,819	1,411,953	(3.3)
Library	14,103,768	14,232,540	13,824,355	13,674,355	(1.1)
Master-In-Equity	517,688	529,586	567,176	568,283	0.2
Public Defender	2,365,000	-	-	-	na
Veterans Affairs	271,135	300,642	274,609	278,560	1.4
Subtotal	18,585,526	16,427,648	16,125,959	15,933,151	(1.2)
ADMINISTRATOR					
Administrator	779,143	764,970	939,007	861,020	(8.3)
Consolidated Dispatch	7,055	3,035,787	3,076,104	5,305,294	72.5
Economic Development	470,763	-	-	-	na
Grants: Administration	693,532	561,771	604,327	544,206	(9.9)
Grants: Change a Life Hire a Kid	48,749	36,406	-	-	na
Grants: Medical Indigent Assistant Program	1,195,491	1,361,649	1,335,975	1,387,718	3.9
Grants: Senior Tax Program	6,272	43,228	-	-	na
Human Resources	1,288,017	1,233,819	1,301,681	1,491,323	14.6
Organizational Development	358,739	307,314	-	-	na
Subtotal	4,847,761	7,344,944	7,257,094	9,589,561	32.1

Charleston County, South Carolina
All Funds Expenditures by Fund Type and Organization

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	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
GENERAL FUND (continued)					
DEPUTY COUNTY ADMINISTRATOR					
Deputy County Administrator	\$ 25,429	\$ -	\$ 21,429	\$ 21,355	(0.3)
Procurement	941,796	821,634	847,783	857,950	1.2
Public Works: Administration	977,444	704,635	580,916	610,159	5.0
Public Works: Civil Engineering	877,032	814,783	1,059,412	1,125,933	6.3
Public Works: Field Operations	7,125,691	6,383,823	6,624,306	5,512,371	(16.8)
Public Works: Mosquito Control	2,046,124	1,877,196	1,733,967	1,658,462	(4.4)
Transportation Development	441,367	312,001	508,870	359,684	(29.3)
Subtotal	12,434,883	10,914,072	11,376,683	10,145,914	(10.8)
ASSISTANT ADMINISTRATOR FINANCE					
Assistant Administrator Finance	453,880	473,039	462,227	460,424	(0.4)
Assessor	2,984,310	3,184,158	3,243,957	3,539,457	9.1
Budget	611,589	580,627	617,816	666,244	7.8
Finance	1,096,252	1,038,085	1,045,688	1,024,911	(2.0)
Revenue Collections: Delinquent Tax	842,034	1,007,701	1,016,644	1,141,905	12.3
Subtotal	5,988,065	6,283,610	6,386,332	6,832,941	7.0
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Assistant Administrator General Services	334,840	344,451	344,979	345,959	0.3
Building Inspections	1,326,223	1,374,941	1,376,386	1,371,412	(0.4)
Capital Projects & Facilities Management	11,583,895	11,160,333	11,842,373	12,567,518	6.1
Internal Services: Administration	395,939	394,788	354,861	-	(100.0)
Magistrates' Courts	4,601,571	4,598,676	4,690,285	4,572,326	(2.5)
Technology Services	7,605,886	7,544,934	8,362,303	8,765,886	4.8
Tech Services: Communications Admin.	158,725	161,366	161,730	162,298	0.4
Zoning/Planning	1,783,295	1,594,718	1,590,361	1,504,484	(5.4)
Subtotal	27,790,374	27,174,207	28,723,278	29,289,883	2.0
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
Assistant Administrator Human Services	485,706	504,269	463,558	459,215	(0.9)
Emergency Management: Administration	-	166,521	166,695	-	(100.0)
Emerg Mgmt: Emergency Preparedness	328,847	324,997	330,865	320,873	(3.0)
Emerg Mgmt: Volunteer Rescue Squad	352,681	352,262	352,262	297,262	(15.6)
Emergency Medical Services	11,697,512	12,263,897	10,366,720	9,933,329	(4.2)
Emergency Medical Services: Dispatch	1,394,167	-	-	-	na
Safety & Risk Mgmt: Risk Management	2,100,672	1,902,846	1,904,373	2,014,038	5.8
Subtotal	16,359,585	15,514,792	13,584,473	13,024,717	(4.1)
Total GENERAL FUND	156,059,868	151,492,418	155,613,136	159,297,615	2.4
DEBT SERVICE FUNDS					
COUNCIL AGENCIES					
Capital Leases	1,134,422	875,690	1,270,050	1,336,000	5.2
Certificates of Participation	7,880,342	7,893,887	7,680,374	8,323,203	8.4
General Obligation Bonds	12,499,851	14,106,871	13,331,557	14,494,950	8.7
Loan Payable (Bridge)	3,000,000	3,000,000	3,000,000	3,000,000	0.0
Total DEBT SERVICE FUNDS	24,514,615	25,876,448	25,281,981	27,154,153	7.4

Charleston County, South Carolina
All Funds Expenditures by Fund Type and Organization

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	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
SPECIAL REVENUE FUNDS					
COUNCIL AGENCIES					
Accommodations Tax: Local	\$ 6,526,839	\$ 5,813,324	\$ 7,983,481	\$ 8,320,981	4.2
Accommodations Tax: State	49,968	18,894	19,633	19,000	(3.2)
Legal: Seized Assets	20,082	14,280	17,990	17,200	(4.4)
Transportation Sales Tax Agencies	8,432,547	8,384,570	7,395,570	7,395,570	0.0
Trident Technical College	5,325,300	5,651,921	5,682,886	5,700,000	0.3
Subtotal	20,354,736	19,882,989	21,099,560	21,452,751	1.7
APPOINTED OFFICIALS					
Public Defender: Berkeley County	-	632,753	735,263	653,013	(11.2)
Public Defender: Charleston County	-	3,785,966	3,856,103	3,762,816	(2.4)
Subtotal	-	4,418,719	4,591,366	4,415,829	(3.8)
ELECTED OFFICIALS					
Clerk of Ct: IV-D Child Support Enforcement	726,670	639,129	616,570	621,973	0.9
Sheriff: Asset Forfeiture	475,722	133,179	190,567	190,100	(0.2)
Sheriff: Grants and Programs	514,188	479,376	486,526	490,064	0.7
Sheriff: IV-D Child Support Enforcement	71,152	75,179	76,128	77,451	1.7
Sheriff: Legal Seized Assets	1,601	-	-	-	na
Sheriff: Victim's Bill of Rights	366,896	351,011	291,319	239,220	(17.9)
Solicitor: Alcohol Ed Prog	40,710	42,106	42,118	47,322	12.4
Solicitor: Bond Estreat	-	16,804	-	-	na
Solicitor: Comp Supp Appro	23,800	23,800	23,800	23,800	0.0
Solicitor: Criminal Domestic Viol.	115,743	59,735	-	-	na
Solicitor: Drug Court	649	15,209	67,255	47,846	(28.9)
Solicitor: DUI Appropriation	72,757	108,813	-	-	na
Solicitor: Expungements	180,152	281,444	260,314	212,835	(18.2)
Solicitor: Juvenile Education Program	64,923	128,339	114,090	114,134	0.0
Solicitor: Pretrial Intervention	333,971	300,926	344,223	393,068	14.2
Solicitor: State Appropriation	880,279	952,563	668,278	610,993	(8.6)
Solicitor: Victim's Bill of Rights	128,647	133,567	127,741	138,525	8.4
Solicitor: Victim-Witness State	130,592	182,383	217,633	81,239	(62.7)
Solicitor: Worthless Check	-	24,291	187,644	171,918	(8.4)
Subtotal	4,128,452	3,947,854	3,714,206	3,460,488	(6.8)
ADMINISTRATOR					
Administrator: Public Information: Sales Tax	3,778	72,851	71,902	71,591	(0.4)
Economic Development: Multi-County Parks	546,882	742,067	1,108,546	1,277,416	15.2
Grants Administration: CARTA	44,810	36,973	47,388	-	(100.0)
Subtotal	595,470	851,891	1,227,836	1,349,007	9.9
DEPUTY COUNTY ADMINISTRATOR					
Greenbelt Programs	4,019,409	5,779,544	6,673,356	6,776,093	1.5
Procurement: MWDBE Sales Tax	26,287	144,546	148,296	195,910	32.1
Public Works: Stormwater Drainage	1,069,284	976,695	1,836,658	1,848,500	0.6
Transportation Development: Roads Program	10,802,228	17,525,958	23,424,145	12,684,175	(45.8)
Subtotal	15,917,208	24,426,743	32,082,455	21,504,678	(33.0)
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Magistrates: Victim's Bill of Rights	226,958	192,895	150,930	95,072	(37.0)
Subtotal	226,958	192,895	150,930	95,072	(37.0)

Charleston County, South Carolina
All Funds Expenditures by Fund Type and Organization

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	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
<u>SPECIAL REVENUE FUND (continued)</u>					
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
Emergency Mgmt: Awendaw Fire Department	\$ 1,943,221	\$ 1,711,040	\$ 1,903,508	\$ 1,728,791	(9.2)
Emergency Mgmt: East Cooper Fire District	145,000	145,002	145,000	145,000	0.0
Emergency Mgmt: Hazardous Materials	374,039	213,300	221,342	255,121	15.3
Emergency Mgmt: Northern Fire District	149,931	190,914	177,100	202,600	14.4
Emerg Mgmt: West St. Andrew's Fire District	3,225	8,000	8,000	8,000	0.0
Subtotal	2,615,416	2,268,256	2,454,950	2,339,512	(4.7)
Total SPECIAL REVENUE FUNDS	43,838,240	55,989,347	65,321,303	54,617,337	(16.4)
<u>ENTERPRISE FUNDS</u>					
ADMINISTRATOR					
Consolidated Dispatch: Emergency 911	1,125,573	1,202,653	1,195,621	1,495,000	25.0
Environmental Mgmt: Administration	3,722,723	3,685,535	3,315,818	3,474,604	4.8
Environmental Mgmt: Ash Disposal	7,412	7,412	-	-	na
Environmental Mgmt: Compost/Mulch Operations	958,501	1,055,471	1,073,693	1,131,488	5.4
Environmental Mgmt: Containerization	2,039,442	1,997,264	1,956,813	1,815,057	(7.2)
Environmental Mgmt: Curbside Collection	1,457,024	1,487,844	1,474,682	1,775,904	20.4
Environmental Mgmt: Debt Service	595,185	518,575	1,922,252	1,923,252	0.1
Environmental Mgmt: Drop Site Collection	625,277	606,080	579,798	674,884	16.4
Environmental Mgmt: Household Hazardous	356,699	315,400	346,211	286,670	(17.2)
Environmental Mgmt: Incinerator Operations	22,895,502	22,417,310	24,054,920	-	(100.0)
Environmental Mgmt: Landfill Operations	7,297,598	11,281,387	7,084,380	11,610,683	63.9
Environmental Mgmt: Litter Control	124,520	69,439	132,161	81,084	(38.6)
Environmental Mgmt: Materials Recovery Facility	1,614,577	1,690,332	1,424,280	2,247,900	57.8
Subtotal	42,820,033	46,334,702	44,560,629	26,516,526	(40.5)
ASSISTANT ADMINISTRATOR FINANCE					
Revenue Collections	2,011,186	2,021,327	2,122,515	2,019,525	(4.9)
Subtotal	2,011,186	2,021,327	2,122,515	2,019,525	(4.9)
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Internal Services: Parking Garages	2,021,258	2,140,421	2,410,119	2,508,111	4.1
Tech Services: Radio Communications	2,800,017	2,954,269	3,070,673	3,030,565	(1.3)
Subtotal	4,821,275	5,094,690	5,480,792	5,538,676	1.1
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
DAODAS: Administration	1,899,234	1,878,013	1,530,455	1,374,475	(10.2)
DAODAS: Bedded Services	1,842,851	939,982	1,021,338	973,120	(4.7)
DAODAS: Community Prevention Services	253,260	252,381	225,391	263,913	17.1
DAODAS: Criminal Justice	598,591	563,285	606,847	622,155	2.5
DAODAS: Debt Service	324,652	295,585	688,764	731,057	6.1
DAODAS: Detention Outpatient	344,358	411,865	380,633	403,184	5.9
DAODAS: Detoxification Services	-	775,124	878,541	877,017	(0.2)
DAODAS: Drug-Free Schools	77,740	-	-	-	na
DAODAS: HUD Trans Housing	89,935	-	-	-	na
DAODAS: Intensive Family Services	683,313	640,992	599,030	-	(100.0)
DAODAS: Juvenile Drug Court	155,489	172,026	175,146	165,801	(5.3)
DAODAS: Medical Services	150,850	215,003	220,663	182,050	(17.5)
DAODAS: New Life	484,992	489,772	572,877	604,196	5.5
DAODAS: NIDA Grants	159,593	23,671	-	-	na
DAODAS: Opioid Treatment Services	995,646	947,798	1,035,318	1,099,765	6.2

Charleston County, South Carolina
All Funds Expenditures by Fund Type and Organization

Page 5 of 5

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Percent Change
ENTERPRISE FUNDS (continued)					
DAODAS: Outpatient Services	\$ 1,390,192	\$ 1,419,374	\$ 1,513,167	\$ 1,499,817	(0.9)
DAODAS: PAIRS	442,419	409,922	-	-	na
DAODAS: Therapeutic Child Care	521,218	489,770	494,543	505,950	2.3
DAODAS: Wando Grant	138,011	1,648	-	-	na
DAODAS: Women's Outpatient Services	573,858	640,725	703,737	896,457	27.4
Subtotal	11,126,202	10,566,936	10,646,450	10,198,957	(4.2)
Total ENTERPRISE FUNDS	60,778,696	64,017,655	62,810,386	44,273,684	(29.5)
INTERNAL SERVICE FUNDS					
ADMINISTRATOR					
Human Resources: Employee Benefits	23,120,756	23,525,085	23,064,672	22,768,000	(1.3)
Subtotal	23,120,756	23,525,085	23,064,672	22,768,000	(1.3)
DEPUTY COUNTY ADMINISTRATOR					
Procurement: Central Parts Warehouse	1,815,955	1,650,163	1,799,600	1,800,000	0.0
Subtotal	1,815,955	1,650,163	1,799,600	1,800,000	0.0
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Internal Services: Fleet Operations	10,956,691	10,068,125	9,614,837	10,383,425	8.0
Internal Services: Office Services	1,151,216	1,185,303	1,321,274	1,365,970	3.4
Internal Services: Records Mgmt	639,578	615,998	649,697	687,886	5.9
Technology Services: Telecommunications	1,615,055	1,573,648	1,690,353	1,600,483	(5.3)
Subtotal	14,362,540	13,443,074	13,276,161	14,037,764	5.7
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
Safety & Risk: Safety/Workers' Compensation	3,887,543	4,281,767	4,463,966	4,471,635	0.2
Subtotal	3,887,543	4,281,767	4,463,966	4,471,635	0.2
Total INTERNAL SERVICE FUND	43,186,794	42,900,089	42,604,399	43,077,399	1.1
Total GENERAL FUND	156,059,868	151,492,418	155,613,136	159,297,615	2.4
Total OTHER FUNDS	172,318,345	188,783,539	196,018,069	169,122,573	(13.7)
Total EXPENDITURES	\$328,378,213	\$340,275,957	\$351,631,205	\$328,420,188	(6.6)

Charleston County, South Carolina
Interfund Transfers
Fiscal Year 2011

TRANSFER TO:

FUND	General	Debt Service	Awendaw SAFER Grant	EMS: State Grant	Public Defender	Sheriff: Reserve Officer Program	Solicitor: State	Solicitor: Computer Support	Solicitor: Drug Crime Program	Trans Sales Tax Capital	DAODAS	Radio Communication	Internal Services: Fleet	Internal Services: Office	Internal Services: Records	Total Out
General		1,899,837		5,000	2,832,489	84,112					1,605,853	1,604,465	1,568,000	26,905	59,791	9,686,452
Debt Service											723,369		80,001	203,787		1,007,157
Cap Proj: Equip Replace													1,050,000			1,050,000
Awendaw Fire Dept			36,672													36,672
Accom. Tax State	26,000															26,000
Clerk of Ct Title IVD	270,027															270,027
Sheriff Title IVD	22,549															22,549
Solicitor: State Drug Ct.	70,000															70,000
Solicitor: Expungmnt							33,493	23,800	25,254							82,547
Trans Sales Tax		3,000,000								10,500,000						13,500,000
Revenue Collections	50,000															50,000
Internal Serv: Parking																129,690
Total In	438,576	4,899,837	36,672	5,000	2,832,489	84,112	33,493	23,800	25,254	10,500,000	2,458,912	1,604,465	2,698,001	230,692	59,791	25,931,094

Notes:

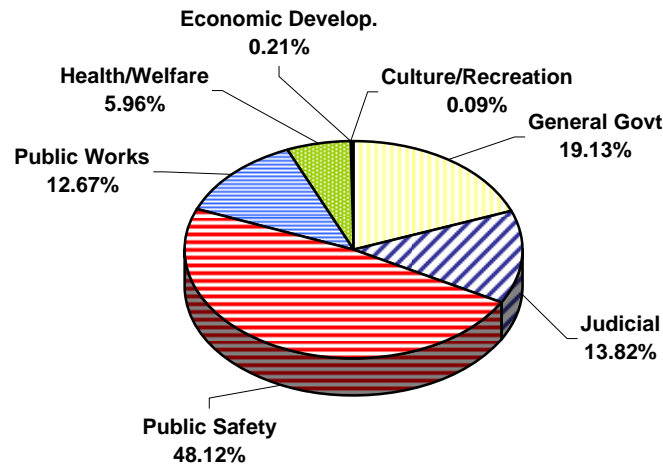
The transfer in side for the EMS - State Grant (\$5,000), the Awendaw SAFER grant (\$36,672) the Solicitor Drug Crime Program (\$25,254), and the Transportation Sales Tax Roads Program project allocation (\$10,500,000) are not reflected in the FY 2011 budget.

The transfer out side for the Equipment Replacement Fund (\$1,050,000) is not reflected in the FY 2011 budget.

Reconciliation	(Total Out)	Total In
Per Matrix	(25,931,094)	25,931,094
Unbudgeted Per Notes	1,050,000	(10,566,926)
FY 2011 Budgeted	(24,881,094)	15,364,168

Throughout the budget document, the authorized positions or full-time equivalents (FTEs) are presented in several different ways: by Function - programmatic area of government; by Fund Type; and by Organization - governmental authority. Each format shows the 2,325.59 authorized positions, but each format organizes the FTEs by different categories. The County's authorized positions are presented below by Function. The following pages present the authorized positions by Function and by Fund Type and Organization.

Authorized Positions (FTEs) By Function FY 2011 Charleston County All Funds



Total FTEs: 2,325.59

Source	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change	Percent Change
General Govt	483.02	500.55	441.29	444.97	3.68	0.8
Judicial	252.71	306.69	325.43	321.43	(4.00)	(1.2)
Public Safety	1,010.31	1,019.61	1,126.11	1,118.99	(7.12)	(0.6)
Public Works	300.75	295.54	292.34	294.60	2.26	0.8
Health/Welfare	203.25	183.85	170.85	138.60	(32.25)	(18.9)
Culture/Recreation	2.00	1.80	2.00	2.00	0.00	0.0
Economic Develop.	3.00	3.00	4.00	5.00	1.00	25.0
Total FTEs	2,255.04	2,311.04	2,362.02	2,325.59	(36.43)	(1.6)

Charleston County, South Carolina
Summary of Authorized Positions or Full-time Equivalents (FTEs) by Function and Organization
Fiscal Year 2011

Organization	General Govt.	Judicial	Public Safety	Public Works	Health/ Welfare	Culture/ Rec.	Econ. Develop.	Total
County Council	11.00							11.00
Administrator	6.80			0.69				7.49
Assessor	53.00							53.00
Asst Admin Finance	4.00							4.00
Asst Admin General Svs	3.00							3.00
Asst Admin Human Svs	4.00							4.00
Auditor	31.00							31.00
Budget	8.00							8.00
Building Inspections			22.00					22.00
Capital Projects/Facilities	62.00				2.00			64.00
Clerk of Court		56.00						56.00
Consolidated Dispatch			100.25					100.25
Coroner		8.00						8.00
DAODAS					107.00			107.00
Deputy County Admin	0.10							0.10
Economic Develop.							5.00	5.00
Elections/Voter Regis.	10.00							10.00
Emergency Management			34.00					34.00
Emergency Medical Svs			134.00					134.00
Environmental Mgmt				132.26				132.26
Finance	13.00							13.00
Grants Administration	7.40				5.60			13.00
Greenbelts						2.00		2.00
Human Resources	16.00							16.00
Internal Auditor	2.00							2.00
Internal Services	60.00							60.00
Legal	6.67							6.67
Legislative Delegation	3.00							3.00
Magistrates Courts		68.13						68.13
Master-In-Equity		7.00						7.00
Nondepartmental	12.00							12.00
Probate Courts		19.30						19.30
Procurement Services	14.00			2.00				16.00
Public Defender		52.00						52.00
Public Works				138.02	20.00			158.02
Register Mesne Conv.	27.00							27.00
Revenue Collections	30.00							30.00
Safety & Risk Mgmt.	5.00							5.00
Sheriff			828.74					828.74
Solicitor		111.00						111.00
Technology Services	16.00							16.00
Transp Development				21.63				21.63
Treasurer	19.00							19.00
Veterans Affairs					4.00			4.00
Zoning/Planning	21.00							21.00
Total FTEs	444.97	321.43	1,118.99	294.60	138.60	2.00	5.00	2,325.59

Charleston County, South Carolina
Summary of Authorized Positions or Full-time Equivalents (FTEs) by Fund Type and Organization
Fiscal Year 2011

Organization	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total
County Council	11.00				11.00
Administrator	6.80	0.69			7.49
Assessor	53.00				53.00
Asst Admin Finance	4.00				4.00
Asst Admin General Services	3.00				3.00
Asst Admin Human Services	4.00				4.00
Auditor	31.00				31.00
Budget	8.00				8.00
Building Inspections	21.00	1.00			22.00
Capital Projects/Facilities	62.00		2.00		64.00
Clerk of Court	49.92	6.08			56.00
Consolidated Dispatch	96.00		4.25		100.25
Coroner	8.00				8.00
DAODAS			107.00		107.00
Deputy County Administrator	0.10				0.10
Economic Development		5.00			5.00
Elections/ Voter Registration	10.00				10.00
Emergency Management	4.00	30.00			34.00
Emergency Medical Service	134.00				134.00
Environmental Management			132.26		132.26
Finance	13.00				13.00
Grants Administration	7.40	5.60			13.00
Greenbelts		2.00			2.00
Human Resources	16.00				16.00
Internal Auditor	2.00				2.00
Internal Services			17.20	42.80	60.00
Legal	6.67				6.67
Legislative Delegation	3.00				3.00
Magistrates Courts	66.13	2.00			68.13
Master-In-Equity	7.00				7.00
Nondepartmental	12.00				12.00
Probate Courts	19.30				19.30
Procurement Services	11.00	2.00		3.00	16.00
Public Defender		52.00			52.00
Public Works	145.75	12.27			158.02
Register Mesne Conveyance	27.00				27.00
Revenue Collections	9.00		21.00		30.00
Safety & Risk Management	0.80			4.20	5.00
Sheriff	819.74	9.00			828.74
Solicitor	62.38	48.62			111.00
Technology Services	9.50		3.00	3.50	16.00
Transportation Development	17.00	4.63			21.63
Treasurer	19.00				19.00
Veterans Affairs	4.00				4.00
Zoning/Planning	21.00				21.00
Total FTEs	<u>1,804.49</u>	<u>180.89</u>	<u>286.71</u>	<u>53.50</u>	<u>2,325.59</u>

Charleston County, South Carolina
Authorized Positions (Full-Time Equivalents)
By Fund Type and Organization

GENERAL FUND	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change
COUNCIL AGENCIES					
County Council	11.00	11.00	11.00	11.00	-
Internal Auditor	2.00	2.00	2.00	2.00	-
Legal	8.42	7.42	6.67	6.67	-
Subtotal	21.42	20.42	19.67	19.67	-
ELECTED OFFICIALS					
Auditor	29.00	30.00	30.00	31.00	1.00
Clerk of Court	47.92	48.92	49.92	49.92	-
Coroner	8.00	8.00	8.00	8.00	-
Legislative Delegation	3.00	3.00	3.00	3.00	-
Probate Courts: Adult Drug Court	1.00	1.00	1.00	1.00	-
Probate Courts: Mental Health Court	1.00	1.00	1.00	1.00	-
Probate Courts	18.30	17.30	17.30	17.30	-
Register Mesne Conveyance	32.00	27.00	27.00	27.00	-
Sheriff: Detention Center	388.00	407.00	461.00	461.00	-
Sheriff: Dispatch	26.00	-	-	-	-
Sheriff: Law Enforcement	305.00	305.00	305.00	305.00	-
Sheriff: School Crossing Guards	54.31	54.11	54.11	53.74	(0.37)
Solicitor	64.35	61.58	61.80	62.38	0.58
Treasurer	18.00	18.00	19.00	19.00	-
Subtotal	995.88	981.91	1,038.13	1,039.34	1.21
APPOINTED OFFICIALS					
Elections and Voter Registration	10.00	10.00	10.00	10.00	-
Master-In-Equity	7.00	7.00	7.00	7.00	-
Veterans Affairs	4.00	4.00	4.00	4.00	-
Subtotal	21.00	21.00	21.00	21.00	-
ADMINISTRATOR					
Administrator	7.00	6.31	7.31	6.80	(0.51)
Administrator: Nondepartmental	-	36.02	1.06	12.00	10.94
Consolidated Dispatch	1.00	48.50	98.50	96.00	(2.50)
Economic Development	1.00	-	-	-	-
Grants Admin: Administration	8.75	8.15	8.15	7.40	(0.75)
Human Resources	17.00	17.00	16.00	16.00	-
Organizational Development	6.00	3.35	-	-	-
Subtotal	40.75	119.33	131.02	138.20	7.18

Charleston County, South Carolina
Authorized Positions (Full-Time Equivalents)
By Fund Type and Organization

GENERAL FUND (continued)	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change
DEPUTY COUNTY ADMINISTRATOR					
Deputy County Administrator	0.25	-	0.10	0.10	-
Procurement Services: Procurement	12.00	11.00	11.00	11.00	-
Public Works: Administration	12.00	10.75	8.75	7.75	(1.00)
Public Works: Civil Engineering	12.00	12.00	14.00	15.00	1.00
Public Works: Field Operations	121.00	114.00	103.00	103.00	-
Public Works: Mosquito Control	24.00	23.00	20.00	20.00	-
Transportation Development	9.00	8.52	16.00	17.00	1.00
Subtotal	190.25	179.27	172.85	173.85	1.00
ASSISTANT ADMINISTRATOR FINANCE					
Assistant Administrator Finance	4.00	4.00	4.00	4.00	-
Assessor	53.00	54.00	51.00	53.00	2.00
Budget	8.00	8.00	8.00	8.00	-
Finance	15.00	14.00	13.00	13.00	-
Revenue Collections: Delinquent Tax	10.00	10.00	8.00	9.00	1.00
Subtotal	90.00	90.00	84.00	87.00	3.00
ASSIST ADMIN GENERAL SERVICES					
Assistant Admin General Services	3.00	3.00	3.00	3.00	-
Building Inspections	22.00	23.00	21.00	21.00	-
Capital Projects & Facilities Management	76.00	73.00	67.00	62.00	(5.00)
Internal Services: Administration	5.00	4.00	4.00	-	(4.00)
Magistrates' Courts	66.41	65.39	66.13	66.13	-
Technology Services	9.00	8.00	8.00	8.00	-
Tech Services: Communications Admin.	1.50	1.50	1.50	1.50	-
Zoning/Planning	24.00	23.00	22.00	21.00	(1.00)
Subtotal	206.91	200.89	192.63	182.63	(10.00)
ASSIST ADMIN HUMAN SERVICES					
Assistant Admin for Human Services	4.00	4.00	4.00	4.00	-
Emergency Mgmt: Administration	-	1.50	1.50	-	(1.50)
Emergency Mgmt: Emergency Prep.	4.00	4.00	4.00	4.00	-
Emergency Medical Services	147.00	139.50	139.50	134.00	(5.50)
Emergency Medical Services: Dispatch	22.00	-	-	-	-
Safety & Risk Management: Risk Mgmt.	1.15	1.15	1.15	0.80	(0.35)
Subtotal	178.15	150.15	150.15	142.80	(7.35)
Total GENERAL FUND	1,744.36	1,762.97	1,809.45	1,804.49	(4.96)

Charleston County, South Carolina
Authorized Positions (Full-Time Equivalents)
By Fund Type and Organization

SPECIAL REVENUE FUNDS	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change
ELECTED OFFICIALS					
Clerk of Court: IV-D Child Support Enf.	6.08	6.08	6.08	6.08	-
Sheriff: Grants and Programs	8.00	8.00	3.00	4.00	1.00
Sheriff: IV-D Child Support Enforcement	1.00	1.00	1.00	1.00	-
Sheriff: Victim's Bill of Rights	8.00	7.00	5.00	4.00	(1.00)
Solicitor: Alcohol Education Program	1.00	1.00	1.00	1.00	-
Solicitor: CCR Domestic Violence Grant	-	-	3.00	3.00	-
Solicitor: Criminal Domestic Violence	1.00	-	-	-	-
Solicitor: Criminal Domestic Viol. Grant	-	1.00	2.00	2.00	-
Solicitor: Domestic & Violence Grant	-	-	5.00	5.00	-
Solicitor: Drug Court	-	0.20	0.17	0.17	-
Solicitor: Drug Crime Prosecutor Grant	-	-	1.00	1.00	-
Solicitor: DUI Appropriation	2.00	2.00	-	-	-
Solicitor: Expungement	4.00	5.00	4.04	4.04	-
Solicitor: Highway Safety Grant	-	-	2.00	2.00	-
Solicitor: Justice Assistance Grant	-	-	2.00	2.00	-
Solicitor: Juvenile Education Program	2.00	2.00	2.00	2.00	-
Solicitor: Pretrial Intervention	5.00	5.00	7.00	7.00	-
Solicitor: State Appropriation	8.65	10.22	10.99	7.41	(3.58)
Solicitor: Victim Advocate Grant	-	-	2.00	2.00	-
Solicitor: Victim's Bill of Rights	2.00	2.00	2.00	2.00	-
Solicitor: Victim-Witness State Approp.	3.00	4.00	2.00	1.00	(1.00)
Solicitor: Violence Against Women Grant	-	-	4.00	4.00	-
Solicitor: Worthless Check	-	2.00	2.00	3.00	1.00
Subtotal	51.73	56.50	67.28	63.70	(3.58)
APPOINTED OFFICIALS					
Public Defender: Berkeley County	-	7.50	7.50	7.50	-
Public Defender: Charleston County	-	44.50	44.50	44.50	-
Subtotal	-	52.00	52.00	52.00	-
ADMINISTRATOR					
Admin: Public Information - Sales Tax	-	0.69	0.69	0.69	-
Economic Dev: Multi-County Parks	2.00	3.00	4.00	5.00	1.00
Grants Admin: CARTA Contract	1.00	1.00	1.00	-	(1.00)
Grants Admin: Urban Entitlement Funds	5.50	4.50	4.85	5.60	0.75
Grants Admin: WIA Title II-B	29.75	28.35	28.00	-	(28.00)
Subtotal	38.25	37.54	38.54	11.29	(27.25)

Charleston County, South Carolina
Authorized Positions (Full-Time Equivalents)
By Fund Type and Organization

SPECIAL REVENUE FUNDS (continued)	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change
DEPUTY COUNTY ADMINISTRATOR					
Greenbelts Program	2.00	1.80	2.00	2.00	-
Transportation Development - Roads Program	6.75	7.00	4.63	4.63	-
Roads Program: CEI	-	3.48	-	-	-
Public Works: Stormwater Drainage	12.00	11.25	11.27	12.27	1.00
Procurement: MWDBE	-	1.65	2.00	2.00	-
Subtotal	20.75	25.18	19.90	20.90	1.00
ASSIST ADMIN GENERAL SERVICES					
Building Inspections: EPA CARE Grant	-	-	1.00	1.00	-
Magistrates' Courts: Vict. Bill of Rights	4.00	4.00	3.00	2.00	(1.00)
Subtotal	4.00	4.00	4.00	3.00	(1.00)
ASSIST ADMIN HUMAN SERVICES					
Emergency Mgmt: Awendaw Fire Dept.	22.00	22.00	22.00	22.25	0.25
Emerg Mgmt: Awendaw Fire SAFER Grant	-	-	6.00	6.00	-
Emergency Mgmt: Emergency Prep.	1.00	1.00	-	-	-
Emergency Mgmt: Hazardous Materials	3.00	1.50	1.50	1.75	0.25
Subtotal	26.00	24.50	29.50	30.00	0.50
Total SPECIAL REVENUE FUNDS	140.73	199.72	211.22	180.89	(30.33)
ENTERPRISE FUNDS					
ADMINISTRATOR					
Consolidated Dispatch: Emergency 911	2.00	2.00	2.00	4.25	2.25
Environ Mgmt: Administration	9.00	9.20	10.00	10.26	0.26
Environ Mgmt: Compost & Mulch Operations	8.00	8.00	8.00	8.00	-
Environ Mgmt: Containerization	33.00	32.00	31.00	31.00	-
Environ Mgmt: Curbside Collection	12.00	11.00	14.00	14.00	-
Environ Mgmt: Drop Site Collection	8.00	8.00	8.00	8.00	-
Environ Mgmt: Household Hazardous Waste	3.00	3.00	2.00	2.00	-
Environ Mgmt: Incinerator Operations	2.00	2.00	-	-	-
Environ Mgmt: Landfill Operations	22.00	22.00	29.00	29.00	-
Environ Mgmt: Litter Control	2.00	2.00	1.00	1.00	-
Environ Mgmt: Materials Recovery Facility	29.00	29.00	29.00	29.00	-
Subtotal	130.00	128.20	134.00	136.51	2.51
ASSISTANT ADMINISTRATOR FINANCE					
Revenue Collections (formerly BL/UF)	22.00	22.00	22.00	21.00	(1.00)
Subtotal	22.00	22.00	22.00	21.00	(1.00)

Charleston County, South Carolina
Authorized Positions (Full-Time Equivalents)
By Fund Type and Organization

ENTERPRISE FUNDS (continued)	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change
ASSIST ADMIN GENERAL SERVICES					
Facilities Management: DAODAS	2.00	2.00	2.00	2.00	-
Internal Services: Parking Garages	17.60	16.80	16.00	17.20	1.20
Tech Services: Radio Communications	3.00	3.00	3.00	3.00	-
Subtotal	22.60	21.80	21.00	22.20	1.20
ASSIST ADMIN HUMAN SERVICES					
DAODAS: Administration	20.18	17.43	15.38	15.96	0.58
DAODAS: Bedded Services	11.04	9.63	7.46	8.38	0.92
DAODAS: Comm Prevention Services	3.85	4.00	3.00	3.20	0.20
DAODAS: Criminal Justice	7.00	6.50	6.50	6.50	-
DAODAS: Detention Outpatient	5.00	6.30	6.30	6.30	-
DAODAS: Detoxification Services	9.29	5.93	6.26	5.68	(0.58)
DAODAS: Drug-Free Schools	1.15	-	-	-	-
DAODAS: HUD Transitional Housing	1.00	-	-	-	-
DAODAS: Intensive Family Services	9.75	7.20	7.20	-	(7.20)
DAODAS: Juvenile Drug Court	2.50	3.45	2.50	2.04	(0.46)
DAODAS: Medical Services	3.40	2.40	2.40	1.40	(1.00)
DAODAS: New Life	9.62	10.44	8.78	8.19	(0.59)
DAODAS: NIDA Grants	1.82	0.12	0.12	-	(0.12)
DAODAS: Opioid Treatment Services	8.90	8.80	10.80	9.80	(1.00)
DAODAS: Outpatient Services	19.50	20.90	18.65	20.65	2.00
DAODAS: PAIRS	1.00	2.00	-	-	-
DAODAS: Therapeutic Child Care	9.60	7.40	7.40	7.40	-
DAODAS: Wando Grant	3.00	-	-	-	-
DAODAS: Women's Outpatient Services	9.40	8.50	8.25	11.50	3.25
Subtotal	137.00	121.00	111.00	107.00	(4.00)
Total ENTERPRISE FUNDS	311.60	293.00	288.00	286.71	(1.29)
INTERNAL SERVICE FUNDS					
DEPUTY COUNTY ADMINISTRATOR					
Procure Serv: Central Parts Warehouse	4.00	4.00	4.00	3.00	(1.00)
Subtotal	4.00	4.00	4.00	3.00	(1.00)
ASSIST ADMIN GENERAL SERVICES					
Internal Services: Fleet Operations	27.00	26.00	24.00	24.65	0.65
Internal Services: Office Services	7.00	6.00	6.00	6.45	0.45
Internal Services: Records Management	12.00	11.00	11.00	11.70	0.70
Tech Services: Telecommunications	3.50	3.50	3.50	3.50	-
Subtotal	49.50	46.50	44.50	46.30	1.80

Charleston County, South Carolina
 Authorized Positions (Full-Time Equivalents)
 By Fund Type and Organization

INTERNAL SERVICE FUNDS (continued)	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change
ASSIST ADMIN HUMAN SERVICES					
Safety & Risk: Safety/Workers' Comp.	<u>4.85</u>	<u>4.85</u>	<u>4.85</u>	<u>4.20</u>	<u>(0.65)</u>
Subtotal	<u>4.85</u>	<u>4.85</u>	<u>4.85</u>	<u>4.20</u>	<u>(0.65)</u>
Total INTERNAL SERVICE FUNDS	<u>58.35</u>	<u>55.35</u>	<u>53.35</u>	<u>53.50</u>	<u>0.15</u>
Total Positions GENERAL FUND	1,744.36	1,762.97	1,809.45	1,804.49	(4.96)
Total Positions OTHER FUNDS	<u>510.68</u>	<u>548.07</u>	<u>552.57</u>	<u>521.10</u>	<u>(31.47)</u>
Total Positions ALL FUNDS	<u>2,255.04</u>	<u>2,311.04</u>	<u>2,362.02</u>	<u>2,325.59</u>	<u>(36.43)</u>

Charleston County, South Carolina
All Funds
Fund Statement

	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2010 Projected</u>	<u>FY 2011 Approved</u>
Beginning Balance, July 1	218,436,379	242,875,970	247,803,377	247,743,427	194,752,805
Revenues:					
Property Tax	84,188,708	94,147,422	103,200,497	101,452,779	100,735,593
Sales Tax	94,505,271	87,464,634	82,145,666	82,145,000	82,145,000
Licenses and Permits	5,801,639	4,602,143	4,524,600	3,808,775	4,019,850
Intergovernmental	33,151,208	33,690,874	28,770,631	28,502,923	28,762,640
Charges and Fees	115,385,934	105,103,245	99,448,428	100,586,101	95,365,917
Fines and Forfeitures	4,408,836	4,091,489	3,364,226	2,973,930	2,949,761
Interest	8,155,684	3,022,571	2,200,750	1,356,000	1,342,000
Miscellaneous	1,354,292	1,774,249	3,180,832	4,338,777	4,405,854
Leases and Rent	815,487	708,372	768,476	668,476	767,476
Subtotal	<u>347,767,059</u>	<u>334,604,999</u>	<u>327,604,106</u>	<u>325,832,761</u>	<u>320,494,091</u>
Interfund Transfer In	<u>29,312,332</u>	<u>30,392,768</u>	<u>19,781,572</u>	<u>21,309,912</u>	<u>15,364,168</u>
Total Available	<u>595,515,770</u>	<u>607,873,737</u>	<u>595,189,055</u>	<u>594,886,100</u>	<u>530,611,064</u>
Expenditures:					
Personnel	125,661,711	131,994,557	132,775,975	129,468,028	135,630,828
Operating	168,686,301	168,902,000	173,181,627	164,357,428	141,168,012
Capital	470,539	233,983	2,366,813	5,440,197	6,149,200
Debt Service	<u>33,559,662</u>	<u>39,145,417</u>	<u>43,306,790</u>	<u>44,085,078</u>	<u>45,472,147</u>
Subtotal	<u>328,378,213</u>	<u>340,275,957</u>	<u>351,631,205</u>	<u>343,350,731</u>	<u>328,420,187</u>
Interfund Transfer Out	<u>24,261,587</u>	<u>19,794,403</u>	<u>17,747,391</u>	<u>56,782,564</u>	<u>24,881,094</u>
Total Disbursements	<u>352,639,800</u>	<u>360,070,360</u>	<u>369,378,596</u>	<u>400,133,295</u>	<u>353,301,281</u>
Invested in Capital Assets	37,565,338	37,316,200	37,316,200	37,316,200	37,316,200
Reserved	10,618,892	11,486,451	12,518,391	6,854,005	12,961,369
Unreserved/Designated	84,859,475	114,174,618	90,220,436	86,427,642	68,637,601
Unreserved/Undesignated	<u>109,832,265</u>	<u>84,826,108</u>	<u>85,755,432</u>	<u>64,154,958</u>	<u>58,394,613</u>
Ending Balance, June 30	<u>\$242,875,970</u>	<u>\$247,803,377</u>	<u>\$225,810,459</u>	<u>\$194,752,805</u>	<u>\$177,309,783</u>

Charleston County, South Carolina
Fund Statement by Fund Type

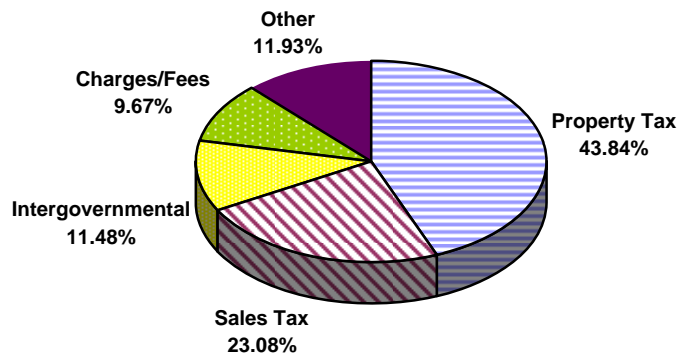
	General Fund	Debt Service Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total
Beginning Balance, July 1	\$ 38,107,286	\$ 18,477,631	\$ 44,981,066	\$ 79,967,226	\$ 13,219,596	\$ 194,752,805
Revenues:						
Property Tax	74,083,000	18,208,000	8,444,593	-	-	100,735,593
Sales Tax	39,000,000	-	43,145,000	-	-	82,145,000
Licenses and Permits	3,819,850	-	200,000	-	-	4,019,850
Intergovernmental	19,396,032	98,977	4,161,009	5,106,622	-	28,762,640
Charges and Fees	16,343,050	-	2,316,418	38,022,534	38,683,915	95,365,917
Fines and Forfeitures	2,270,500	-	679,261	-	-	2,949,761
Interest	597,000	275,000	150,000	210,000	110,000	1,342,000
Miscellaneous	3,847,022	-	407,500	(13,668)	165,000	4,405,854
Leases and Rent	595,000	-	-	172,476	-	767,476
Subtotal	159,951,454	18,581,977	59,503,781	43,497,964	38,958,915	320,494,091
Interfund Transfer In	438,576	4,899,837	2,973,894	4,063,377	2,988,484	15,364,168
Total Available	198,497,316	41,959,445	107,458,741	127,528,567	55,166,995	530,611,064
Expenditures:						
General Government	44,580,166	-	7,395,570	7,558,201	43,077,399	102,611,336
Judicial	16,483,885	-	6,974,554	-	-	23,458,439
Public Safety	73,296,463	-	3,353,547	1,495,000	-	78,145,010
Public Works	7,608,147	-	6,901,616	23,098,274	-	37,608,037
Health/Welfare	3,654,599	-	-	9,467,899	-	13,122,498
Culture/Recreation	13,674,355	-	8,588,914	-	-	22,263,269
Education	-	-	5,700,000	-	-	5,700,000
Economic Development	-	-	1,277,416	-	-	1,277,416
Debt Service	-	27,154,153	14,425,720	2,654,309	-	44,234,182
Subtotal	159,297,615	27,154,153	54,617,337	44,273,683	43,077,399	328,420,187
Interfund Transfer Out	9,686,452	1,007,157	14,007,795	179,690	-	24,881,094
Total Disbursements	168,984,067	28,161,310	68,625,132	44,453,373	43,077,399	353,301,281
Invested in Capital Assets	-	-	-	27,790,358	9,525,842	37,316,200
Reserved	698,879	5,841,478	-	6,107,364	313,648	12,961,369
Unreserved/Designated	28,814,370	7,956,657	18,661,806	13,204,768	-	68,637,601
Unreserved/Undesignated	-	-	20,171,803	35,972,704	2,250,106	58,394,613
Ending Balance, June 30	\$ 29,513,249	\$ 13,798,135	\$ 38,833,609	\$ 83,075,194	\$ 12,089,596	\$ 177,309,783

General Fund

Charleston County

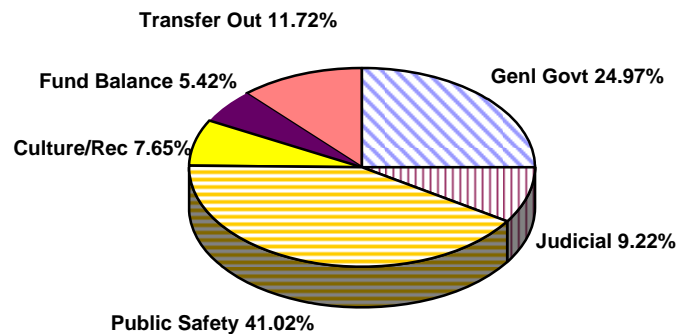
The General Fund is the general operating fund of the County and accounts for all financial resources except those required to be accounted for in other funds. The graphs below present an overall summary of the General Fund budget. The following page displays the fund statement for this fund.

WHERE IT COMES FROM... FY 2011 Charleston County General Fund



Total Available Budgeted: \$168,984,067

WHERE IT GOES... FY 2011 Charleston County General Fund



Total Uses: \$168,984,067

Charleston County, South Carolina
General Fund
Fund Statement

	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2010 Projected</u>	<u>FY 2011 Approved</u>
Beginning Balance, July 1	\$ 49,701,568	\$ 44,728,376	\$ 45,711,846	\$ 45,711,846	\$ 38,107,286
Revenues:					
Property Tax	59,465,182	67,993,466	76,386,000	74,856,500	74,083,000
Sales Tax	44,458,297	41,085,569	39,000,000	39,000,000	39,000,000
Licenses and Permits	5,657,339	4,437,168	4,369,600	3,650,350	3,819,850
Intergovernmental	23,207,329	22,444,622	18,811,966	18,854,321	19,396,032
Charges and Fees	19,625,821	15,613,885	15,635,100	16,626,517	16,343,050
Fines and Forfeitures	3,520,713	3,247,074	2,454,000	2,295,000	2,270,500
Interest	3,481,941	1,044,621	1,060,750	451,000	597,000
Miscellaneous	449,103	140,133	2,640,500	3,787,445	3,847,022
Leases and Rentals	<u>668,705</u>	<u>580,707</u>	<u>605,000</u>	<u>595,000</u>	<u>595,000</u>
Subtotal	<u>160,534,430</u>	<u>156,587,245</u>	<u>160,962,916</u>	<u>160,116,133</u>	<u>159,951,454</u>
Interfund Transfer In	<u>2,946,309</u>	<u>4,866,530</u>	<u>221,193</u>	<u>376,328</u>	<u>438,576</u>
Total Available	<u>213,182,307</u>	<u>206,182,151</u>	<u>206,895,955</u>	<u>206,204,307</u>	<u>198,497,316</u>
Expenditures:					
Personnel	102,276,044	102,367,560	101,442,542	100,702,891	103,628,160
Operating	53,556,433	48,926,839	53,732,954	54,816,527	54,668,547
Capital	<u>227,391</u>	<u>198,019</u>	<u>437,640</u>	<u>488,346</u>	<u>1,000,908</u>
Subtotal	<u>156,059,868</u>	<u>151,492,418</u>	<u>155,613,136</u>	<u>156,007,764</u>	<u>159,297,615</u>
Interfund Transfer Out	<u>12,394,063</u>	<u>8,977,887</u>	<u>11,839,257</u>	<u>12,089,257</u>	<u>9,686,452</u>
Total Disbursements	<u>168,453,931</u>	<u>160,470,305</u>	<u>167,452,393</u>	<u>168,097,021</u>	<u>168,984,067</u>
Reserved	1,461,994	2,035,197	2,035,197	698,879	698,879
Unreserved/Designated	39,035,189	41,264,712	34,996,428	37,408,407	28,814,370
Unreserved/Undesignated	<u>4,231,193</u>	<u>2,411,937</u>	<u>2,411,937</u>	<u>-</u>	<u>-</u>
Ending Balance, June 30	<u>\$ 44,728,376</u>	<u>\$ 45,711,846</u>	<u>\$ 39,443,562</u>	<u>\$ 38,107,286</u>	<u>\$ 29,513,249</u>

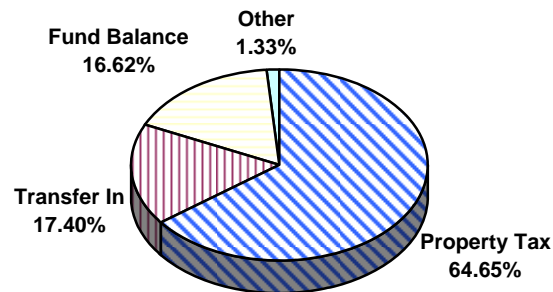
Debt Service Fund

Charleston County

The Debt Service Fund collects resources to service the County's General Obligation Bonds, Certificates of Participation, notes payable, and capital leases. The graphs below present an overall summary of the Debt Service Fund budget. The following page displays the fund statement for this fund.

WHERE IT COMES FROM...

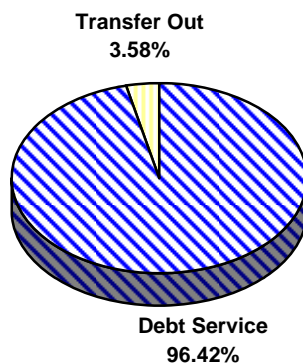
FY 2011 Charleston County Debt Service Fund



Total Available Budgeted: \$28,161,310

WHERE IT GOES...

FY 2011 Charleston County Debt Service Fund



Total Uses: \$28,161,310

Charleston County, South Carolina
Debt Service Fund
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 18,252,403	\$ 19,702,506	\$ 17,263,879	\$ 17,263,879	\$ 18,477,631
Revenues:					
Property Tax	17,159,389	18,247,604	18,881,000	18,505,000	18,208,000
Intergovernmental	360,919	366,238	98,977	98,977	98,977
Interest	850,006	384,294	325,000	250,000	275,000
Subtotal	18,370,314	18,998,136	19,304,977	18,853,977	18,581,977
Interfund Transfer In	8,354,726	5,412,005	9,500,000	8,847,198	4,899,837
Total Available	44,977,443	44,112,647	46,068,856	44,965,054	41,959,445
Expenditures:					
Debt Service	24,514,615	25,876,448	25,281,981	25,537,550	27,154,153
Subtotal	24,514,615	25,876,448	25,281,981	25,537,550	27,154,153
Interfund Transfer Out	760,322	972,320	949,873	949,873	1,007,157
Total Disbursements	25,274,937	26,848,768	26,231,854	26,487,423	28,161,310
Invested in capital assets					
Reserved	4,687,435	4,780,478	5,841,478	5,841,478	5,841,478
Unreserved/Designated	11,490,176	8,346,783	7,956,657	12,415,990	7,956,657
Unreserved/Undesignated	3,524,895	4,136,618	6,038,867	220,163	-
Ending Balance, June 30	<u>\$ 19,702,506</u>	<u>\$ 17,263,879</u>	<u>\$ 19,837,002</u>	<u>\$ 18,477,631</u>	<u>\$ 13,798,135</u>

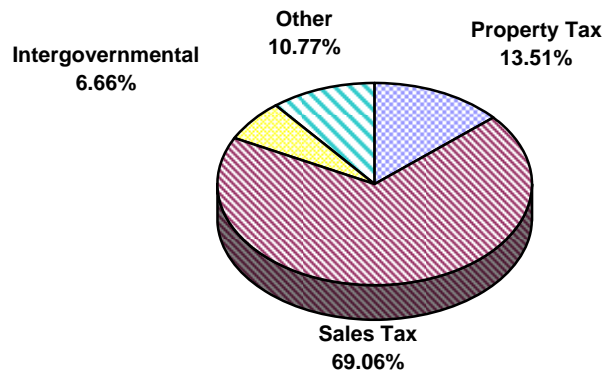
Special Revenue Funds

Charleston County

The Special Revenue Funds account for revenue sources that are legally restricted to expenditure for specific purposes. The graphs below present an overall summary of the Special Revenue Funds budgets. The following pages display fund statements for these funds.

WHERE IT COMES FROM...

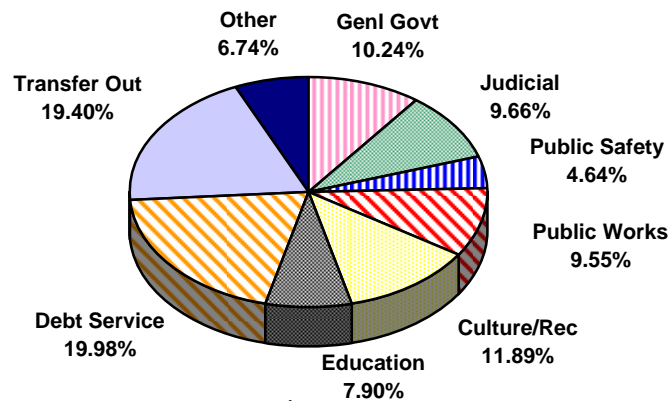
FY 2011 Charleston County Special Revenue Funds



Total Available Budgeted: \$68,859,050

WHERE IT GOES...

FY 2011 Charleston County Special Revenue Funds



Total Uses: \$68,859,050

*Includes \$233,918 in budgeted increases in ending balances.

Charleston County, South Carolina
Special Revenue Fund
Accommodations Tax: Local
Fund Statement

	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2010 Projected</u>	<u>FY 2011 Approved</u>
Beginning Balance, July 1	\$ 2,027,861	\$ 1,125,882	\$ 74,272	\$ 74,272	\$ 215,791
Revenues:					
Sales Tax	9,872,302	8,864,365	8,100,000	8,100,000	8,100,000
Interest	<u>157,558</u>	<u>47,349</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Subtotal	<u>10,029,860</u>	<u>8,911,714</u>	<u>8,125,000</u>	<u>8,125,000</u>	<u>8,125,000</u>
Interfund Transfer In	<u>-</u>	<u>200,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Available	<u>12,057,721</u>	<u>10,237,596</u>	<u>8,199,272</u>	<u>8,199,272</u>	<u>8,340,791</u>
Expenditures:					
Personnel	-	-	2,177,128	-	2,056,706
Operating	6,526,839	5,813,324	5,806,353	3,633,481	6,138,983
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>125,292</u>
Subtotal	<u>6,526,839</u>	<u>5,813,324</u>	<u>7,983,481</u>	<u>3,633,481</u>	<u>8,320,981</u>
Interfund Transfer Out	<u>4,405,000</u>	<u>4,350,000</u>	<u>-</u>	<u>4,350,000</u>	<u>-</u>
Total Disbursements	<u>10,931,839</u>	<u>10,163,324</u>	<u>7,983,481</u>	<u>7,983,481</u>	<u>8,320,981</u>
Reserved	-	-	-	-	-
Unreserved/Designated	135,541	-	-	195,981	-
Unreserved/Undesignated	<u>990,341</u>	<u>74,272</u>	<u>215,791</u>	<u>19,810</u>	<u>19,810</u>
Ending Balance, June 30	<u>\$ 1,125,882</u>	<u>\$ 74,272</u>	<u>\$ 215,791</u>	<u>\$ 215,791</u>	<u>\$ 19,810</u>

Note: Refer to page C-2 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Accommodations Tax: State
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Sales Tax	<u>77,598</u>	<u>44,888</u>	<u>45,666</u>	<u>45,000</u>	<u>45,000</u>
Subtotal	<u>77,598</u>	<u>44,888</u>	<u>45,666</u>	<u>45,000</u>	<u>45,000</u>
Total Available	<u>77,598</u>	<u>44,888</u>	<u>45,666</u>	<u>45,000</u>	<u>45,000</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	49,968	18,894	19,633	19,000	19,000
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>49,968</u>	<u>18,894</u>	<u>19,633</u>	<u>19,000</u>	<u>19,000</u>
Interfund Transfer Out	<u>27,630</u>	<u>25,994</u>	<u>26,033</u>	<u>26,000</u>	<u>26,000</u>
Total Disbursements	<u>77,598</u>	<u>44,888</u>	<u>45,666</u>	<u>45,000</u>	<u>45,000</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Refer to page C-3 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Clerk of Court: IV-D Child Support Enforcement
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 3,440	\$ 1,796	\$ 8,949	\$ 8,949	\$ -
Revenues:					
Intergovernmental	917,564	782,055	800,000	892,000	892,000
Subtotal	917,564	782,055	800,000	892,000	892,000
Total Available	921,004	783,851	808,949	900,949	892,000
Expenditures:					
Personnel	468,384	386,863	353,232	370,090	366,036
Operating	258,286	252,266	256,536	248,480	255,937
Capital	-	-	6,802	6,802	-
Subtotal	726,670	639,129	616,570	625,372	621,973
Interfund Transfer Out	192,538	135,773	183,430	275,577	270,027
Total Disbursements	919,208	774,902	800,000	900,949	892,000
Reserved	1,796	8,949	8,949	-	-
Ending Balance, June 30	\$ 1,796	\$ 8,949	\$ 8,949	\$ -	\$ -

Note: Refer to page D-5 for budget narrative related to this fund.

Special Revenue Fund
Economic Development: Multi-County Parks
Fund Statement

	<u>FY 2008</u> <u>Actual</u>	<u>FY 2009</u> <u>Actual</u>	<u>FY 2010</u> <u>Adjusted</u>	<u>FY 2010</u> <u>Projected</u>	<u>FY 2011</u> <u>Approved</u>
Beginning Balance, July 1	\$ 379,639	\$ 653,622	\$ 714,101	\$ 714,101	\$ 460,892
Revenues:					
Property Tax	811,650	822,042	645,000	742,154	1,121,593
Subtotal	811,650	822,042	645,000	742,154	1,121,593
Interfund Transfer In	9,215	-	46,000	45,110	-
Total Available	1,200,504	1,475,664	1,405,101	1,501,365	1,582,485
Expenditures:					
Personnel	92,516	229,418	303,183	286,000	484,469
Operating	452,178	512,649	759,363	709,363	771,947
Capital	-	-	46,000	45,110	21,000
Debt Service	2,188	-	-	-	-
Subtotal	546,882	742,067	1,108,546	1,040,473	1,277,416
Interfund Transfer Out	-	19,496	-	-	-
Total Disbursements	546,882	761,563	1,108,546	1,040,473	1,277,416
Unreserved/Designated	84,170	118,346	-	155,823	-
Unreserved/Undesignated	569,452	595,755	296,555	305,069	305,069
Ending Balance, June 30	<u>\$ 653,622</u>	<u>\$ 714,101</u>	<u>\$ 296,555</u>	<u>\$ 460,892</u>	<u>\$ 305,069</u>

Note: Refer to page F-7 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Emergency Management: Awendaw Fire Department
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 1,229,268	\$ 1,176,066	\$ 1,287,124	\$ 1,287,124	\$ 756,461
Revenues:					
Property Tax	1,272,739	1,258,956	1,278,000	1,292,400	1,273,000
Intergovernmental	576,758	558,457	516,861	512,861	492,463
Miscellaneous	40,522	4,685	-	-	-
Subtotal	1,890,019	1,822,098	1,794,861	1,805,261	1,765,463
Total Available	3,119,287	2,998,164	3,081,985	3,092,385	2,521,924
Expenditures:					
Personnel	1,274,479	1,331,681	1,353,890	1,344,451	1,247,521
Operating	461,072	234,702	317,761	309,884	481,270
Capital	63,014	-	87,200	-	-
Debt Service	144,656	144,657	144,657	667,376	-
Subtotal	1,943,221	1,711,040	1,903,508	2,321,711	1,728,791
Interfund Transfer Out	-	-	14,213	14,213	36,672
Total Disbursements	1,943,221	1,711,040	1,917,721	2,335,924	1,765,463
Reserved	8,851	41,484	41,484	-	-
Unreserved/Designated	31,033	109,397	-	-	-
Unreserved/Undesignated	1,136,182	1,136,243	1,122,780	756,461	756,461
Ending Balance, June 30	\$ 1,176,066	\$ 1,287,124	\$ 1,164,264	\$ 756,461	\$ 756,461

Note: Refer to page J-22 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Emergency Management: East Cooper Fire District
Fund Statement

	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2010 Projected</u>	<u>FY 2011 Approved</u>
Beginning Balance, July 1	\$ 5,423	\$ 19,190	\$ 12,343	\$ 12,343	\$ 10,843
Revenues:					
Property Tax	156,151	135,441	143,000	143,500	141,000
Intergovernmental	<u>2,616</u>	<u>2,714</u>	<u>150</u>	<u>-</u>	<u>-</u>
Subtotal	<u>158,767</u>	<u>138,155</u>	<u>143,150</u>	<u>143,500</u>	<u>141,000</u>
Total Available	<u>164,190</u>	<u>157,345</u>	<u>155,493</u>	<u>155,843</u>	<u>151,843</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	145,000	145,002	145,000	145,000	145,000
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>145,000</u>	<u>145,002</u>	<u>145,000</u>	<u>145,000</u>	<u>145,000</u>
Total Disbursements	<u>145,000</u>	<u>145,002</u>	<u>145,000</u>	<u>145,000</u>	<u>145,000</u>
	-	-	-	-	-
Unreserved/Designated	5,350	1,850	-	4,000	-
Unreserved/Undesignated	<u>13,840</u>	<u>10,493</u>	<u>10,493</u>	<u>6,843</u>	<u>6,843</u>
Ending Balance, June 30	<u>\$ 19,190</u>	<u>\$ 12,343</u>	<u>\$ 10,493</u>	<u>\$ 10,843</u>	<u>\$ 6,843</u>

Note: Refer to page J-24 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Emergency Management: Hazardous Materials Enforcement
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 363,592	\$ 316,427	\$ 266,414	\$ 266,414	\$ 280,738
Revenues:					
Licenses and Permits	144,300	164,975	155,000	158,425	200,000
Fines and Forfeitures	24,519	12,098	10,000	-	-
Subtotal	168,819	177,073	165,000	158,425	200,000
Interfund Transfer In	158,055	-	-	-	-
Total Available	690,466	493,500	431,414	424,839	480,738
Expenditures:					
Personnel	266,124	112,228	117,002	87,734	160,636
Operating	107,915	101,073	104,340	56,367	94,485
Capital	-	-	-	-	-
Subtotal	374,039	213,301	221,342	144,101	255,121
Interfund Transfer Out	-	13,785	-	-	-
Total Disbursements	374,039	227,086	221,342	144,101	255,121
Reserved	16,539	-	-	-	-
Unreserved/Designated	78,839	56,842	-	55,121	-
Unreserved/Undesignated	221,049	209,572	210,072	225,617	225,617
Ending Balance, June 30	\$ 316,427	\$ 266,414	\$ 210,072	\$ 280,738	\$ 225,617

Note: Refer to page J-27 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Emergency Management: Northern Charleston County Fire District
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ -	\$ 1,333	\$ -	\$ -	\$ -
Revenues:					
Property Tax	147,379	185,697	177,100	181,000	202,600
Intergovernmental	3,885	3,884	-	-	-
Subtotal	151,264	189,581	177,100	181,000	202,600
Total Available	151,264	190,914	177,100	181,000	202,600
Expenditures:					
Personnel	-	-	-	-	-
Operating	149,931	190,914	177,100	181,000	202,600
Capital	-	-	-	-	-
Subtotal	149,931	190,914	177,100	181,000	202,600
Total Disbursements	149,931	190,914	177,100	181,000	202,600
Unreserved/Undesignated	1,333	-	-	-	-
Ending Balance, June 30	\$ 1,333	\$ -	\$ -	\$ -	\$ -

Note: Refer to page J-29 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Emergency Management: West St. Andrew's Fire District
Fund Statement

	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2010 Projected</u>	<u>FY 2011 Approved</u>
Beginning Balance, July 1	\$ (3,446)	\$ (88)	\$ 1,400	\$ 1,400	\$ (2,600)
Revenues:					
Property Tax	6,564	9,464	7,511	7,225	6,400
Intergovernmental	<u>19</u>	<u>24</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>6,583</u>	<u>9,488</u>	<u>7,511</u>	<u>7,225</u>	<u>6,400</u>
Total Available	<u>3,137</u>	<u>9,400</u>	<u>8,911</u>	<u>8,625</u>	<u>3,800</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	3,225	8,000	8,000	11,225	8,000
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>3,225</u>	<u>8,000</u>	<u>8,000</u>	<u>11,225</u>	<u>8,000</u>
Total Disbursements	<u>3,225</u>	<u>8,000</u>	<u>8,000</u>	<u>11,225</u>	<u>8,000</u>
Unreserved/Designated	-	489	-	-	-
Unreserved/Undesignated	<u>(88)</u>	<u>911</u>	<u>911</u>	<u>(2,600)</u>	<u>(4,200)</u>
Ending Balance, June 30	<u>\$ (88)</u>	<u>\$ 1,400</u>	<u>\$ 911</u>	<u>\$ (2,600)</u>	<u>\$ (4,200)</u>

Note: Refer to page J-31 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Legal: Seized Assets
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 138,156	\$ 151,160	\$ 174,818	\$ 174,818	\$ 174,818
Revenues:					
Fines and Forfeitures	34,687	36,002	17,990	17,990	17,200
Interest	-	1,936	-	-	-
Subtotal	34,687	37,938	17,990	17,990	17,200
Total Available	172,843	189,098	192,808	192,808	192,018
Expenditures:					
Personnel	-	48	-	-	-
Operating	16,173	14,232	17,990	17,990	17,200
Capital	5,510	-	-	-	-
Subtotal	21,683	14,280	17,990	17,990	17,200
Total Disbursements	21,683	14,280	17,990	17,990	17,200
Reserved	75	25	25	-	-
Unreserved/Designated	-	14,200	-	-	-
Unreserved/Undesignated	151,085	160,593	174,793	174,818	174,818
Ending Balance, June 30	\$ 151,160	\$ 174,818	\$ 174,818	\$ 174,818	\$ 174,818

Note: Refer to page C-8 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Public Defender: Berkeley County
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ 171,134	\$ 171,134	\$ 74,205
Revenues:					
Intergovernmental	-	661,828	529,101	489,526	528,808
Charges and Fees	-	45,583	39,000	50,000	50,000
Interest	-	1,476	-	-	-
Miscellaneous	-	95,000	-	-	-
Subtotal	-	803,887	568,101	539,526	578,808
Total Available	-	803,887	739,235	710,660	653,013
Expenditures:					
Personnel	-	502,670	564,069	500,855	516,606
Operating	-	130,083	171,194	135,600	136,407
Capital	-	-	-	-	-
Subtotal	-	632,753	735,263	636,455	653,013
Total Disbursements	-	632,753	735,263	636,455	653,013
Unreserved/Designated	-	102,603	-	74,205	-
Unreserved/Undesignated	-	68,531	3,972	-	-
Ending Balance, June 30	\$ -	\$ 171,134	\$ 3,972	\$ 74,205	\$ -

Note: Refer to page E-8 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Public Defender: Charleston County
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ 679,126	\$ 679,126	\$ 332,989
Revenues:					
Intergovernmental	-	981,919	620,224	579,839	579,838
Charges and Fees	-	156,293	117,500	117,500	117,500
Interest	-	6,421	-	-	-
Miscellaneous	-	622,665	-	-	-
Subtotal	-	1,767,298	737,724	697,339	697,338
Interfund Transfer In	-	2,697,794	2,697,794	2,697,794	2,832,489
Total Available	-	4,465,092	4,114,644	4,074,259	3,862,816
Expenditures:					
Personnel	-	3,432,858	3,434,323	3,388,971	3,412,577
Operating	-	353,108	421,780	352,299	350,239
Capital	-	-	-	-	-
Subtotal	-	3,785,966	3,856,103	3,741,270	3,762,816
Total Disbursements	-	3,785,966	3,856,103	3,741,270	3,762,816
Reserved	-	325	325	-	-
Unreserved/Designated	-	276,760	-	232,989	-
Unreserved/Undesignated	-	402,041	258,216	100,000	100,000
Ending Balance, June 30	\$ -	\$ 679,126	\$ 258,541	\$ 332,989	\$ 100,000

Note: Refer to page E-9 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Public Works: Stormwater Drainage
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 1,057,145	\$ 1,293,698	\$ 2,053,621	\$ 2,053,621	\$ 2,709,800
Revenues:					
Intergovernmental	248,281	564,533	658,500	664,097	658,500
Charges and Fees	<u>1,211,847</u>	<u>1,172,085</u>	<u>1,190,000</u>	<u>1,190,000</u>	<u>1,190,000</u>
Subtotal	<u>1,460,128</u>	<u>1,736,618</u>	<u>1,848,500</u>	<u>1,854,097</u>	<u>1,848,500</u>
Total Available	<u>2,517,273</u>	<u>3,030,316</u>	<u>3,902,121</u>	<u>3,907,718</u>	<u>4,558,300</u>
Expenditures:					
Personnel	444,613	716,143	765,592	742,920	1,132,119
Operating	514,110	260,552	1,071,066	443,156	716,381
Capital	<u>110,561</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>1,069,284</u>	<u>976,695</u>	<u>1,836,658</u>	<u>1,186,076</u>	<u>1,848,500</u>
Interfund Transfer Out	<u>154,291</u>	<u>-</u>	<u>11,842</u>	<u>11,842</u>	<u>-</u>
Total Disbursements	<u>1,223,575</u>	<u>976,695</u>	<u>1,848,500</u>	<u>1,197,918</u>	<u>1,848,500</u>
Reserved	218,469	141,989	141,989	-	-
Unreserved/Undesignated	<u>1,075,229</u>	<u>1,911,632</u>	<u>1,911,632</u>	<u>2,709,800</u>	<u>2,709,800</u>
Ending Balance, June 30	<u>\$ 1,293,698</u>	<u>\$ 2,053,621</u>	<u>\$ 2,053,621</u>	<u>\$ 2,709,800</u>	<u>\$ 2,709,800</u>

Note: Refer to page G-16 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Sheriff: Asset Forfeiture
Fund Statement

	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2010 Projected</u>	<u>FY 2011 Approved</u>
Beginning Balance, July 1	\$ 293,120	\$ 126,403	\$ 419,676	\$ 419,676	\$ 520,301
Revenues:					
Fines and Forfeitures	241,529	291,922	393,026	184,200	185,321
Interest	7,691	3,316	-	-	-
Miscellaneous	59,785	156,214	-	-	-
Subtotal	<u>309,005</u>	<u>451,452</u>	<u>393,026</u>	<u>184,200</u>	<u>185,321</u>
Total Available	<u>602,125</u>	<u>577,855</u>	<u>812,702</u>	<u>603,876</u>	<u>705,622</u>
Expenditures:					
Personnel	337	-	-	-	-
Operating	475,385	114,289	172,292	65,300	190,100
Capital	-	18,890	18,275	18,275	-
Subtotal	<u>475,722</u>	<u>133,179</u>	<u>190,567</u>	<u>83,575</u>	<u>190,100</u>
Interfund Transfer Out	<u>-</u>	<u>25,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Disbursements	<u>475,722</u>	<u>158,179</u>	<u>190,567</u>	<u>83,575</u>	<u>190,100</u>
Reserved	126	27,790	-	-	-
Unreserved/Designated	-	-	-	-	-
Unreserved/Undesignated	<u>126,277</u>	<u>391,886</u>	<u>622,135</u>	<u>520,301</u>	<u>515,522</u>
Ending Balance, June 30	<u>\$ 126,403</u>	<u>\$ 419,676</u>	<u>\$ 622,135</u>	<u>\$ 520,301</u>	<u>\$ 515,522</u>

Note: Refer to page D-17 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Sheriff: Grants and Programs
Fund Statement

	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2010 Projected</u>	<u>FY 2011 Approved</u>
Beginning Balance, July 1	\$ 631,239	\$ 681,055	\$ 786,383	\$ 786,383	\$ 957,312
Revenues:					
Intergovernmental	111,282	107,168	103,500	103,500	103,500
Miscellaneous	<u>397,640</u>	<u>402,440</u>	<u>403,000</u>	<u>400,000</u>	<u>407,500</u>
Subtotal	<u>508,922</u>	<u>509,608</u>	<u>506,500</u>	<u>503,500</u>	<u>511,000</u>
Interfund Transfer In	<u>55,082</u>	<u>75,096</u>	<u>76,074</u>	<u>76,074</u>	<u>84,112</u>
Total Available	<u>1,195,243</u>	<u>1,265,759</u>	<u>1,368,957</u>	<u>1,365,957</u>	<u>1,552,424</u>
Expenditures:					
Personnel	198,588	216,951	213,168	213,168	221,206
Operating	255,876	245,351	273,358	195,477	268,858
Capital	<u>59,724</u>	<u>17,074</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>514,188</u>	<u>479,376</u>	<u>486,526</u>	<u>408,645</u>	<u>490,064</u>
Total Disbursements	<u>514,188</u>	<u>479,376</u>	<u>486,526</u>	<u>408,645</u>	<u>490,064</u>
Reserved	24,556	-	-	-	-
Unreserved/Undesignated	<u>656,499</u>	<u>786,383</u>	<u>882,431</u>	<u>957,312</u>	<u>1,062,360</u>
Ending Balance, June 30	<u>\$ 681,055</u>	<u>\$ 786,383</u>	<u>\$ 882,431</u>	<u>\$ 957,312</u>	<u>\$ 1,062,360</u>

Note: Refer to page D-19 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Sheriff: IV-D Child Support Enforcement
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	81,774	85,289	76,128	100,000	100,000
Miscellaneous	-	1,550	-	-	-
Subtotal	81,774	86,839	76,128	100,000	100,000
Total Available	81,774	86,839	76,128	100,000	100,000
Expenditures:					
Personnel	63,416	68,036	66,568	66,568	68,152
Operating	7,736	7,143	9,560	8,349	9,299
Capital	-	-	-	-	-
Subtotal	71,152	75,179	76,128	74,917	77,451
Interfund Transfer Out	10,622	11,660	-	25,083	22,549
Total Disbursements	81,774	86,839	76,128	100,000	100,000
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Refer to page D-20 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: Alcohol Education Program
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 112,017	\$ 114,016	\$ 158,005	\$ 158,005	\$ 216,236
Revenues:					
Charges and Fees	42,709	86,095	100,000	101,985	102,000
Subtotal	42,709	86,095	100,000	101,985	102,000
Total Available	154,726	200,111	258,005	259,990	318,236
Expenditures:					
Personnel	40,710	42,106	42,118	43,754	44,644
Operating	-	-	-	-	2,678
Capital	-	-	-	-	-
Subtotal	40,710	42,106	42,118	43,754	47,322
Total Disbursements	40,710	42,106	42,118	43,754	47,322
Unreserved/Undesignated	114,016	158,005	215,887	216,236	270,914
Ending Balance, June 30	\$ 114,016	\$ 158,005	\$ 215,887	\$ 216,236	\$ 270,914

Note: Refer to page D-26 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: Computer Support Appropriation
Fund Statement

	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2010 Projected</u>	<u>FY 2011 Approved</u>
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>	<u>-</u>
Subtotal	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>	<u>-</u>
Interfund Transfer In	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>23,800</u>
Total Available	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	23,800	23,800	23,800	23,800	23,800
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>
Total Disbursements	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>	<u>23,800</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Refer to page D-28 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: Drug Court
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 175,751	\$ 234,845	\$ 301,867	\$ 301,867	\$ 275,285
Revenues:					
Intergovernmental	181,040	165,424	126,000	140,000	140,000
Subtotal	181,040	165,424	126,000	140,000	140,000
Total Available	356,791	400,269	427,867	441,867	415,285
Expenditures:					
Personnel	649	15,209	17,255	17,312	17,846
Operating	-	-	50,000	50,000	30,000
Capital	-	-	-	-	-
Subtotal	649	15,209	67,255	67,312	47,846
Interfund Transfer Out	121,297	83,193	121,270	99,270	70,000
Total Disbursements	121,946	98,402	188,525	166,582	117,846
Unreserved/Designated	-	62,525	-	-	-
Unreserved/Undesignated	234,845	239,342	239,342	275,285	297,439
Ending Balance, June 30	\$ 234,845	\$ 301,867	\$ 239,342	\$ 275,285	\$ 297,439

Note: Refer to page D-29 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: Estreatment
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 297,638	\$ 366,720	\$ 75,388	\$ 75,388	\$ 83,345
Revenues:					
Fines and Forfeitures	69,082	27,937	40,000	30,000	30,000
Interest	-	3,462	-	-	-
Subtotal	69,082	31,399	40,000	30,000	30,000
Total Available	366,720	398,119	115,388	105,388	113,345
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	16,804	-	-	-
Capital	-	-	-	-	-
Subtotal	-	16,804	-	-	-
Interfund Transfer Out	-	305,927	-	22,043	-
Total Disbursements	-	322,731	-	22,043	-
Unreserved/Undesignated	366,720	75,388	115,388	83,345	113,345
Ending Balance, June 30	\$ 366,720	\$ 75,388	\$ 115,388	\$ 83,345	\$ 113,345

Note: Refer to page D-27 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: Expungement
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 422,988	\$ 525,884	\$ 559,556	\$ 559,556	\$ 557,796
Revenues:					
Charges and Fees	283,048	312,505	200,000	225,000	225,000
Interest	-	2,611	-	-	-
Subtotal	283,048	315,116	200,000	225,000	225,000
Total Available	706,036	841,000	759,556	784,556	782,796
Expenditures:					
Personnel	161,952	268,473	253,247	128,211	206,924
Operating	18,200	12,971	7,067	6,292	5,911
Capital	-	-	-	-	-
Subtotal	180,152	281,444	260,314	134,503	212,835
Interfund Transfer Out	-	-	-	92,257	82,547
Total Disbursements	180,152	281,444	260,314	226,760	295,382
Unreserved/Designated	-	493,811	-	70,382	-
Unreserved/Undesignated	525,884	65,745	499,242	487,414	487,414
Ending Balance, June 30	\$ 525,884	\$ 559,556	\$ 499,242	\$ 557,796	\$ 487,414

Note: Refer to page D-30 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: Juvenile Education Program
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ -	\$ 48,814	\$ 61,703	\$ 61,703	\$ 68,173
Revenues:					
Intergovernmental	60,000	69,000	54,000	60,000	60,000
Charges and Fees	<u>53,737</u>	<u>72,228</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>
Subtotal	<u>113,737</u>	<u>141,228</u>	<u>114,000</u>	<u>120,000</u>	<u>120,000</u>
Total Available	<u>113,737</u>	<u>190,042</u>	<u>175,703</u>	<u>181,703</u>	<u>188,173</u>
Expenditures:					
Personnel	63,299	112,935	112,731	112,171	112,853
Operating	1,624	15,404	1,359	1,359	1,281
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>64,923</u>	<u>128,339</u>	<u>114,090</u>	<u>113,530</u>	<u>114,134</u>
Total Disbursements	<u>64,923</u>	<u>128,339</u>	<u>114,090</u>	<u>113,530</u>	<u>114,134</u>
Unreserved/Designated	-	90	-	-	-
Unreserved/Undesignated	<u>48,814</u>	<u>61,613</u>	<u>61,613</u>	<u>68,173</u>	<u>74,039</u>
Ending Balance, June 30	<u>\$ 48,814</u>	<u>\$ 61,703</u>	<u>\$ 61,613</u>	<u>\$ 68,173</u>	<u>\$ 74,039</u>

Note: Refer to page D-31 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: Pretrial Intervention
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 443,470	\$ 485,649	\$ 593,091	\$ 593,091	\$ 664,464
Revenues:					
Charges and Fees	371,725	406,395	400,000	400,000	400,000
Interest	4,425	1,973	-	-	-
Subtotal	376,150	408,368	400,000	400,000	400,000
Total Available	819,620	894,017	993,091	993,091	1,064,464
Expenditures:					
Personnel	303,781	274,748	315,173	299,577	362,703
Operating	30,190	26,178	29,050	29,050	30,365
Capital	-	-	-	-	-
Subtotal	333,971	300,926	344,223	328,627	393,068
Total Disbursements	333,971	300,926	344,223	328,627	393,068
Reserved	480	-	-	-	-
Unreserved/Undesignated	485,169	593,091	648,868	664,464	671,396
Ending Balance, June 30	\$ 485,649	\$ 593,091	\$ 648,868	\$ 664,464	\$ 671,396

Note: Refer to page D-32 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: State Appropriation
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 190,007	\$ -	\$ 13,002	\$ 13,002	\$ -
Revenues:					
Intergovernmental	690,272	609,059	621,364	632,800	577,500
Subtotal	690,272	609,059	621,364	632,800	577,500
Interfund Transfer In	-	356,506	46,914	92,257	33,493
Total Available	880,279	965,565	681,280	738,059	610,993
Expenditures:					
Personnel	821,837	929,211	604,570	721,254	595,258
Operating	58,442	23,352	63,708	16,805	15,735
Capital	-	-	-	-	-
Subtotal	880,279	952,563	668,278	738,059	610,993
Total Disbursements	880,279	952,563	668,278	738,059	610,993
Unreserved/Undesignated	-	13,002	13,002	-	-
Ending Balance, June 30	\$ -	\$ 13,002	\$ 13,002	\$ -	\$ -

Note: Refer to page D-35 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: Traffic Education
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ 9,210	\$ 9,210	\$ 18,450
Revenues:					
Fines and Forfeitures	-	9,210	9,210	9,240	9,240
Subtotal	-	9,210	9,210	9,240	9,240
Total Available	-	9,210	18,420	18,450	27,690
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Subtotal	-	-	-	-	-
Total Disbursements	-	-	-	-	-
Ending Balance, June 30	\$ -	\$ 9,210	\$ 18,420	\$ 18,450	\$ 27,690

Note: Refer to page D-36 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: Victim-Witness State Appropriation
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 287,753	\$ 407,329	\$ 345,387	\$ 345,387	\$ 215,824
Revenues:					
Intergovernmental	297,161	144,856	42,479	25,000	25,000
Subtotal	297,161	144,856	42,479	25,000	25,000
Total Available	584,914	552,185	387,866	370,387	240,824
Expenditures:					
Personnel	130,592	182,096	215,387	151,494	79,228
Operating	-	287	2,246	3,069	2,011
Capital	-	-	-	-	-
Subtotal	130,592	182,383	217,633	154,563	81,239
Interfund Transfer Out	46,993	24,415	14,781	-	-
Total Disbursements	177,585	206,798	232,414	154,563	81,239
Unreserved/Designated	-	189,935	-	56,239	-
Unreserved/Undesignated	407,329	155,452	155,452	159,585	159,585
Ending Balance, June 30	\$ 407,329	\$ 345,387	\$ 155,452	\$ 215,824	\$ 159,585

Note: Refer to page D-38 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Solicitor: Worthless Check Unit
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ 12,166	\$ 12,166	\$ -
Revenues:					
Charges and Fees	-	-	187,644	87,000	171,918
Subtotal	-	-	187,644	87,000	171,918
Interfund Transfer In	-	36,457	-	22,043	-
Total Available	-	36,457	199,810	121,209	171,918
Expenditures:					
Personnel	-	14,232	135,539	109,187	149,453
Operating	-	10,059	52,105	12,022	22,465
Capital	-	-	-	-	-
Subtotal	-	24,291	187,644	121,209	171,918
Total Disbursements	-	24,291	187,644	121,209	171,918
Unreserved/Undesignated	-	12,166	12,166	-	-
Ending Balance, June 30	\$ -	\$ 12,166	\$ 12,166	\$ -	\$ -

Note: Refer to page D-39 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Transportation Sales Tax: Greenbelts
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 14,230,613	\$ 21,149,144	\$ 26,282,846	\$ 26,282,846	\$ 21,808,025
Revenues:					
Sales Tax	6,816,503	6,369,868	5,950,000	5,950,000	5,950,000
Interest	313,404	212,527	250,000	100,000	125,000
Subtotal	7,129,907	6,582,395	6,200,000	6,050,000	6,075,000
Interfund Transfer In	3,808,033	4,330,851	-	1,111,716	-
Total Available	25,168,553	32,062,390	32,482,846	33,444,562	27,883,025
Expenditures:					
Personnel	179,505	146,503	152,508	157,778	159,398
Operating	31,871	76,668	126,258	84,169	89,535
Capital	-	-	-	-	-
Debt Service	3,808,033	5,556,373	6,394,590	6,394,590	6,527,160
Subtotal	4,019,409	5,779,544	6,673,356	6,636,537	6,776,093
Interfund Transfer Out	-	-	-	5,000,000	-
Total Disbursements	4,019,409	5,779,544	6,673,356	11,636,537	6,776,093
Unreserved/Designated	-	473,356	-	12,881,093	12,180,000
Unreserved/Undesignated	21,149,144	25,809,490	25,809,490	8,926,932	8,926,932
Ending Balance, June 30	\$ 21,149,144	\$ 26,282,846	\$ 25,809,490	\$ 21,808,025	\$ 21,106,932

Note: Refer to page G-3 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Transportation Sales Tax: Roads
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 27,527,403	\$ 44,349,643	\$ 53,461,328	\$ 53,461,328	\$ 20,011,518
Revenues:					
Sales Tax	26,063,098	24,355,378	22,750,000	22,750,000	22,750,000
Intergovernmental	12,715	20	-	-	-
Charges and Fees	-	241	-	-	-
Interest	757,560	422,095	-	-	-
Subtotal	26,833,373	24,777,734	22,750,000	22,750,000	22,750,000
Interfund Transfer In	3,821,160	5,077,306	-	532,785	-
Total Available	58,181,936	74,204,683	76,211,328	76,744,113	42,761,518
Expenditures:					
Personnel	532,474	1,063,532	750,356	750,356	805,029
Operating	6,478,551	10,237,983	15,190,878	15,852,783	4,248,087
Capital	-	-	-	-	-
Debt Service	3,821,268	6,441,840	7,703,109	7,703,109	7,898,560
Subtotal	10,832,293	17,743,355	23,644,343	24,306,248	12,951,676
Interfund Transfer Out	3,000,000	3,000,000	3,000,000	32,426,347	13,500,000
Total Disbursements	13,832,293	20,743,355	26,644,343	56,732,595	26,451,676
Reserved	43,815	52,162	52,162	-	-
Unreserved/Designated	21,251,659	37,611,356	34,812,583	9,087,912	6,481,806
Unreserved/Undesignated	23,054,169	15,797,810	14,702,240	10,923,606	9,828,036
Ending Balance, June 30	\$ 44,349,643	\$ 53,461,328	\$ 49,566,985	\$ 20,011,518	\$ 16,309,842

Note: Refer to page G-19 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Transportation Sales Tax: Transit
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ (1,557,172)	\$ (2,772,246)	\$ (4,412,250)	\$ (4,412,250)	\$ (5,507,820)
Revenues:					
Sales Tax	7,217,473	6,744,566	6,300,000	6,300,000	6,300,000
Subtotal	7,217,473	6,744,566	6,300,000	6,300,000	6,300,000
Total Available	5,660,301	3,972,320	1,887,750	1,887,750	792,180
Expenditures:					
Operating	8,432,547	8,384,570	7,395,570	7,395,570	7,395,570
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Subtotal	8,432,547	8,384,570	7,395,570	7,395,570	7,395,570
Total Disbursements	8,432,547	8,384,570	7,395,570	7,395,570	7,395,570
Unreserved/Undesignated	(2,772,246)	(4,412,250)	(5,507,820)	(5,507,820)	(6,603,390)
Ending Balance, June 30	<u>\$ (2,772,246)</u>	<u>\$ (4,412,250)</u>	<u>\$ (5,507,820)</u>	<u>\$ (5,507,820)</u>	<u>\$ (6,603,390)</u>

Note: Refer to page C-10 for budget narrative related to this fund.

Charleston County, South Carolina
Special Revenue Fund
Trident Technical College
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Property Tax	5,169,650	5,494,752	5,682,886	5,725,000	5,700,000
Intergovernmental	155,650	157,169	-	-	-
Subtotal	5,325,300	5,651,921	5,682,886	5,725,000	5,700,000
Total Available	5,325,300	5,651,921	5,682,886	5,725,000	5,700,000
Expenditures:					
Personnel	-	-	-	-	-
Operating	5,325,300	5,651,921	5,682,886	5,725,000	5,700,000
Capital	-	-	-	-	-
Subtotal	5,325,300	5,651,921	5,682,886	5,725,000	5,700,000
Total Disbursements	5,325,300	5,651,921	5,682,886	5,725,000	5,700,000
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ -	\$ -

Charleston County, South Carolina
Special Revenue Fund
Victim's Bill of Rights
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 595,021	\$ 394,628	\$ 187,584	\$ 187,584	\$ 78,220
Revenues:					
Intergovernmental	3,802	3,183	2,500	3,400	3,400
Fines and Forfeitures	<u>518,306</u>	<u>467,246</u>	<u>440,000</u>	<u>437,500</u>	<u>437,500</u>
Subtotal	<u>522,108</u>	<u>470,429</u>	<u>442,500</u>	<u>440,900</u>	<u>440,900</u>
Total Available	<u>1,117,129</u>	<u>865,057</u>	<u>630,084</u>	<u>628,484</u>	<u>519,120</u>
Expenditures:					
Personnel	633,441	602,783	498,231	478,505	400,990
Operating	89,060	74,690	71,759	71,759	71,827
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>722,501</u>	<u>677,473</u>	<u>569,990</u>	<u>550,264</u>	<u>472,817</u>
Total Disbursements	<u>722,501</u>	<u>677,473</u>	<u>569,990</u>	<u>550,264</u>	<u>472,817</u>
Reserved	-	1,270	-	-	-
Unreserved/Designated	238,518	127,490	-	31,917	-
Unreserved/Undesignated	<u>156,110</u>	<u>58,824</u>	<u>60,094</u>	<u>46,303</u>	<u>46,303</u>
Ending Balance, June 30	<u>\$ 394,628</u>	<u>\$ 187,584</u>	<u>\$ 60,094</u>	<u>\$ 78,220</u>	<u>\$ 46,303</u>

Note: This fund consists of three separate divisions: Sheriff Victim's Bill of Rights (page D-24), Solicitor Victim's Bill of Rights (page D-37) and Magistrates' Courts Victim's Bill of Rights (page I-24).

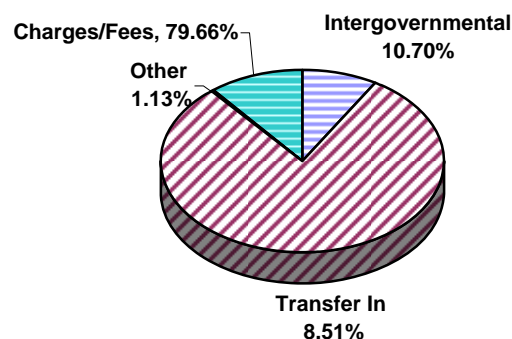
Enterprise Funds

Charleston County

The Enterprise Funds account for those operations that are financed and operated in a manner similar to private business or where the County has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability. The County operates six Enterprise Funds. The graphs below present an overall summary of the Enterprise Funds budgets. The following pages display fund statements for these funds.

WHERE IT COMES FROM...

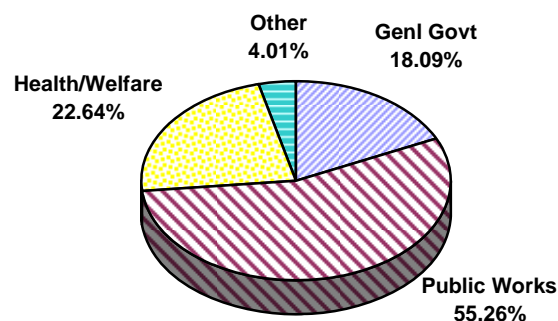
FY 2011 Charleston County Enterprise Funds



Total Available Budgeted: \$47,734,157

WHERE IT GOES...

FY 2011 Charleston County Enterprise Funds



Total Uses: \$47,734,157

***Includes \$3,280,784 in budgeted increases in ending balances.**

Charleston County, South Carolina
Enterprise Fund
Consolidated Dispatch: Emergency 911 Communications
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
	\$ 4,541,427	\$ 4,918,084	\$ 5,188,636	\$ 5,188,636	\$ 5,573,229
Revenues:					
Charges and Fees	1,365,183	1,429,854	1,250,000	1,450,000	1,470,000
Interest	137,047	45,034	25,000	25,000	25,000
Subtotal	1,502,230	1,474,888	1,275,000	1,475,000	1,495,000
Total Available	6,043,657	6,392,972	6,463,636	6,663,636	7,068,229
Expenditures:					
Personnel	90,489	120,794	115,357	125,320	283,389
Operating	1,035,084	1,081,859	954,843	965,087	1,211,611
Capital	-	-	125,421	-	-
Subtotal	1,125,573	1,202,653	1,195,621	1,090,407	1,495,000
Interfund Transfer Out	-	1,683	-	-	-
Total Disbursements	1,125,573	1,204,336	1,195,621	1,090,407	1,495,000
Invested in capital assets	1,073,088	889,862	889,862	889,862	889,862
Reserved	30,412	132,713	132,713	-	-
Unreserved/Designated	-	3,000,000	3,000,000	3,000,000	3,750,000
Unreserved/Undesignated	3,814,584	1,166,061	1,245,440	1,683,367	933,367
Ending Balance, June 30	\$ 4,918,084	\$ 5,188,636	\$ 5,268,015	\$ 5,573,229	\$ 5,573,229

Note: Refer to page F-6 for budget narrative related to this fund.

Charleston County, South Carolina
Enterprise Fund
Department of Alcohol and Other Drug Abuse Services
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 9,030,962	\$ 7,757,641	\$ 7,656,107	\$ 7,656,107	\$ 6,671,932
Revenues:					
Property Tax	4	-	-	-	-
Intergovernmental	5,773,130	5,540,254	5,555,081	5,192,802	4,986,622
Charges and Fees	2,207,683	2,179,708	2,191,378	2,351,412	2,471,941
Interest	171,723	42,328	75,000	25,000	25,000
Miscellaneous	13,639	8,295	1,000	-	-
Leases and Rentals	55,035	35,388	90,000	-	99,000
Subtotal	8,221,214	7,805,973	7,912,459	7,569,214	7,582,563
Interfund Transfer In	3,131,667	2,659,288	2,690,277	2,680,287	2,458,912
Total Available	20,383,843	18,222,902	18,258,843	17,905,608	16,713,407
Expenditures:					
Personnel	5,346,456	6,210,860	6,304,115	6,304,115	5,741,082
Operating	5,455,094	4,060,350	3,656,718	3,372,982	3,726,817
Capital	-	-	-	-	-
Debt Service	324,652	295,585	688,764	688,764	731,057
Subtotal	11,126,202	10,566,795	10,649,597	10,365,861	10,198,956
Interfund Transfer Out	1,500,000	-	867,815	867,815	-
Total Disbursements	12,626,202	10,566,795	11,517,412	11,233,676	10,198,956
Invested in capital assets	3,515,000	3,647,385	3,647,385	3,647,385	3,647,385
Reserved	12,909	39,976	39,976	-	-
Unreserved/Designated	214,854	844,624	-	157,480	-
Unreserved/Undesignated	4,014,878	3,124,122	3,054,070	2,867,067	2,867,066
Ending Balance, June 30	\$ 7,757,641	\$ 7,656,107	\$ 6,741,431	\$ 6,671,932	\$ 6,514,451

Note: Refer to page J-4 for budget narrative related to this fund.

Charleston County, South Carolina
Enterprise Fund
Environmental Management
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 61,194,314	\$ 65,664,233	\$ 60,664,239	\$ 60,664,239	\$ 55,003,802
Revenues:					
Intergovernmental	199,924	260,119	130,000	130,000	120,000
Charges and Fees	43,935,071	39,256,694	32,454,000	33,218,801	28,054,000
Interest	1,964,143	567,840	350,000	350,000	100,000
Miscellaneous	65,241	45,925	-	-	-
Subtotal	46,164,379	40,130,578	32,934,000	33,698,801	28,274,000
Interfund Transfer In	-	1,617	-	-	-
Total Available	107,358,693	105,796,428	93,598,239	94,363,040	83,277,802
Expenditures:					
Personnel	6,238,954	6,494,243	6,523,426	6,523,426	7,227,726
Operating	34,860,321	38,119,371	34,526,183	28,121,983	13,515,548
Capital	-	-	390,000	2,791,577	2,355,000
Debt Service	595,185	518,575	1,922,252	1,922,252	1,923,252
Subtotal	41,694,460	45,132,189	43,361,861	39,359,238	25,021,526
Total Disbursements	41,694,460	45,132,189	43,361,861	39,359,238	25,021,526
Invested in capital assets	15,945,752	16,629,119	16,629,119	16,629,119	16,629,119
Reserved	2,835,747	2,692,498	2,692,498	-	6,107,364
Unreserved/Designated	11,613,843	14,853,890	3,795,024	3,795,024	3,795,024
Unreserved/Undesignated	35,268,891	26,488,732	27,119,737	34,579,659	31,724,769
Ending Balance, June 30	<u>\$ 65,664,233</u>	<u>\$ 60,664,239</u>	<u>\$ 50,236,378</u>	<u>\$ 55,003,802</u>	<u>\$ 58,256,276</u>

Note: Refer to page F-9 for budget narrative related to this fund.

Charleston County, South Carolina
Enterprise Fund
Internal Services: Parking Garages
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 10,040,446	\$ 10,534,706	\$ 11,025,848	\$ 11,025,848	\$ 12,601,961
Revenues:					
Charges and Fees	2,409,744	2,617,269	2,876,896	2,502,658	2,502,658
Interest	167,898	55,766	60,000	60,000	60,000
Miscellaneous	1,087	(12,457)	(13,668)	(13,668)	(13,668)
Leases and Rentals	91,747	92,277	73,476	73,476	73,476
Subtotal	<u>2,670,476</u>	<u>2,752,855</u>	<u>2,996,704</u>	<u>2,622,466</u>	<u>2,622,466</u>
Interfund Transfer In	<u>-</u>	<u>-</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>-</u>
Total Available	<u>12,710,922</u>	<u>13,287,561</u>	<u>15,522,552</u>	<u>15,148,314</u>	<u>15,224,427</u>
Expenditures:					
Personnel	762,614	864,481	881,951	883,151	974,046
Operating	944,816	992,766	687,376	703,610	652,029
Capital	-	-	10,000	10,000	-
Debt Service	313,828	283,174	830,792	830,792	882,036
Subtotal	<u>2,021,258</u>	<u>2,140,421</u>	<u>2,410,119</u>	<u>2,427,553</u>	<u>2,508,111</u>
Interfund Transfer Out	<u>154,958</u>	<u>121,292</u>	<u>629,690</u>	<u>118,800</u>	<u>129,690</u>
Total Disbursements	<u>2,176,216</u>	<u>2,261,713</u>	<u>3,039,809</u>	<u>2,546,353</u>	<u>2,637,801</u>
Invested in capital assets	6,257,180	6,597,730	6,597,730	6,597,730	6,597,730
Reserved	78,541	25,914	25,914	-	-
Unreserved/Designated	-	4,205,332	5,659,744	5,675,079	5,659,744
Unreserved/Undesignated	<u>4,198,985</u>	<u>196,872</u>	<u>199,355</u>	<u>329,152</u>	<u>329,152</u>
Ending Balance, June 30	<u>\$ 10,534,706</u>	<u>\$ 11,025,848</u>	<u>\$ 12,482,743</u>	<u>\$ 12,601,961</u>	<u>\$ 12,586,626</u>

Note: Refer to page I-15 for budget narrative related to this fund.

Charleston County, South Carolina
Enterprise Fund
Revenue Collections
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ -	\$ 459,562	\$ 139,278	\$ 139,278	\$ 73,330
Revenues:					
Charges and Fees	2,679,076	1,756,164	2,132,062	2,107,062	2,097,835
Interest	(129,320)	36,867	-	-	-
Miscellaneous	(4,008)	(2,039)	-	-	-
Subtotal	<u>2,545,748</u>	<u>1,790,992</u>	<u>2,132,062</u>	<u>2,107,062</u>	<u>2,097,835</u>
Total Available	<u>2,545,748</u>	<u>2,250,554</u>	<u>2,271,340</u>	<u>2,246,340</u>	<u>2,171,165</u>
Expenditures:					
Personnel	1,404,772	1,443,151	1,486,671	1,486,671	1,416,921
Operating	606,414	578,176	635,844	597,152	602,604
Capital	-	-	-	-	-
Subtotal	<u>2,011,186</u>	<u>2,021,327</u>	<u>2,122,515</u>	<u>2,083,823</u>	<u>2,019,525</u>
Interfund Transfer Out	<u>75,000</u>	<u>89,949</u>	<u>89,187</u>	<u>89,187</u>	<u>50,000</u>
Total Disbursements	<u>2,086,186</u>	<u>2,111,276</u>	<u>2,211,702</u>	<u>2,173,010</u>	<u>2,069,525</u>
Reserved	2,129	26,143	26,143	-	-
Unreserved/Designated	187,765	87,585	-	-	-
Unreserved/Undesignated	<u>269,668</u>	<u>25,550</u>	<u>33,495</u>	<u>73,330</u>	<u>101,640</u>
Ending Balance, June 30	<u>\$ 459,562</u>	<u>\$ 139,278</u>	<u>\$ 59,638</u>	<u>\$ 73,330</u>	<u>\$ 101,640</u>

Note: Refer to page H-12 for budget narrative related to this fund.

Charleston County, South Carolina
Enterprise Fund
Technology Services: Radio Communications
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 256,175	\$ 465,880	\$ 498,660	\$ 438,710	\$ 42,972
Revenues:					
Intergovernmental	74,537	74,710	-	-	-
Charges and Fees	450,589	1,024,545	1,379,200	1,186,150	1,426,100
Interest	5,271	(1,777)	-	-	-
Subtotal	530,397	1,097,478	1,379,200	1,186,150	1,426,100
Interfund Transfer In	2,479,325	1,889,571	1,631,523	1,631,523	1,604,465
Total Available	3,265,897	3,452,929	3,509,383	3,256,383	3,073,537
Expenditures:					
Personnel	256,884	217,639	190,605	185,048	247,185
Operating	2,543,133	2,736,630	2,819,568	2,918,179	2,754,380
Capital	-	-	60,500	110,184	29,000
Subtotal	2,800,017	2,954,269	3,070,673	3,213,411	3,030,565
Total Disbursements	2,800,017	2,954,269	3,070,673	3,213,411	3,030,565
Invested in capital assets	48,772	26,262	26,262	26,262	26,262
Reserved	99,172	148,733	148,733	-	-
Unreserved/Designated	-	60,500	-	-	-
Unreserved/Undesignated	317,936	263,165	263,715	16,710	16,710
Ending Balance, June 30	\$ 465,880	\$ 498,660	\$ 438,710	\$ 42,972	\$ 42,972

Note: Refer to page I-28 for budget narrative related to this fund.

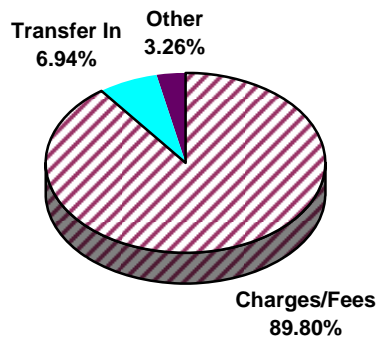
Internal Service Funds

Charleston County

The Internal Service Funds account for operations that provide services to other departments or agencies of the County, or to other governments, on a cost reimbursement basis. The County operates five Internal Service Funds. The graphs below present an overall summary of the Internal Service Funds budgets. The following pages display fund statements for these funds.

WHERE IT COMES FROM...

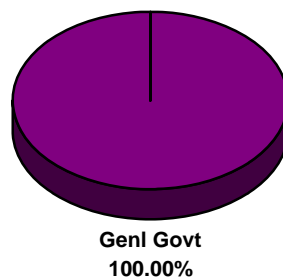
FY 2011 Charleston County Internal Service Funds



Total Available Budgeted: \$43,077,399

WHERE IT GOES...

FY 2011 Charleston County Internal Service Funds



Total Uses: \$43,077,399

Charleston County, South Carolina
Internal Service Fund
Human Resources: Employee Benefits
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 1,967,019	\$ 2,038,693	\$ 750,609	\$ 750,609	\$ 588,913
Revenues:					
Intergovernmental	-	801	-	-	-
Charges and Fees	22,149,005	22,988,036	22,214,672	22,188,997	22,593,000
Interest	43,425	76,731	-	50,000	75,000
Subtotal	<u>22,192,430</u>	<u>23,065,568</u>	<u>22,214,672</u>	<u>22,238,997</u>	<u>22,668,000</u>
Interfund Transfer In	<u>1,000,000</u>	<u>-</u>	<u>-</u>	<u>325,000</u>	<u>-</u>
Total Available	<u>25,159,449</u>	<u>25,104,261</u>	<u>22,965,281</u>	<u>23,314,606</u>	<u>23,256,913</u>
Personnel	-	-	-	-	-
Operating	23,120,756	23,525,085	23,064,672	22,725,693	22,768,000
Capital	-	-	-	-	-
Subtotal	<u>23,120,756</u>	<u>23,525,085</u>	<u>23,064,672</u>	<u>22,725,693</u>	<u>22,768,000</u>
Interfund Transfer Out	<u>-</u>	<u>828,567</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Disbursements	<u>23,120,756</u>	<u>24,353,652</u>	<u>23,064,672</u>	<u>22,725,693</u>	<u>22,768,000</u>
Reserved	1,382	51,152	51,152	-	-
Unreserved/Designated	-	850,000	-	100,000	-
Unreserved/Undesignated	<u>2,037,311</u>	<u>(150,543)</u>	<u>(150,543)</u>	<u>488,913</u>	<u>488,913</u>
Ending Balance, June 30	<u>\$ 2,038,693</u>	<u>\$ 750,609</u>	<u>\$ (99,391)</u>	<u>\$ 588,913</u>	<u>\$ 488,913</u>

Note: Refer to page F-26 for budget narrative related to this fund.

Charleston County, South Carolina
Internal Service Fund
Internal Services: Fleet Operations / Procurement Services: Central Parts Warehouse
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 11,068,235	\$ 11,721,311	\$ 10,945,268	\$ 10,945,268	\$ 10,053,955
Revenues:					
Charges and Fees	10,020,451	8,915,046	10,081,436	9,920,132	9,335,424
Miscellaneous	<u>322,377</u>	<u>308,490</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
Subtotal	<u>10,342,828</u>	<u>9,223,536</u>	<u>10,231,436</u>	<u>10,070,132</u>	<u>9,485,424</u>
Interfund Transfer In	<u>3,501,767</u>	<u>2,521,194</u>	<u>1,183,001</u>	<u>1,183,001</u>	<u>2,698,001</u>
Total Available	<u>24,912,830</u>	<u>23,466,041</u>	<u>22,359,705</u>	<u>22,198,401</u>	<u>22,237,380</u>
Expenditures:					
Personnel	1,923,519	1,916,884	1,828,755	1,740,546	1,916,994
Operating	10,824,146	9,779,820	8,402,681	8,460,689	7,568,430
Capital	-	-	1,103,000	1,863,210	2,618,000
Debt Service	<u>24,981</u>	<u>21,584</u>	<u>80,001</u>	<u>80,001</u>	<u>80,001</u>
Subtotal	<u>12,772,646</u>	<u>11,718,288</u>	<u>11,414,437</u>	<u>12,144,446</u>	<u>12,183,425</u>
Interfund Transfer Out	<u>418,873</u>	<u>802,485</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Disbursements	<u>13,191,519</u>	<u>12,520,773</u>	<u>11,414,437</u>	<u>12,144,446</u>	<u>12,183,425</u>
Invested in capital assets	10,381,883	9,212,830	9,212,830	9,212,830	9,212,830
Reserved	598,987	1,204,961	1,204,961	313,648	313,648
Unreserved/Undesignated	<u>740,441</u>	<u>527,477</u>	<u>527,477</u>	<u>527,477</u>	<u>527,477</u>
Ending Balance, June 30	<u>\$ 11,721,311</u>	<u>\$ 10,945,268</u>	<u>\$ 10,945,268</u>	<u>\$ 10,053,955</u>	<u>\$ 10,053,955</u>

Note: This fund is comprised of the Fleet Operations Division of the Internal Services Department and the Central Parts Warehouse Division of the Procurement Department.

Note: Refer to pages G-5 and I-11 for budget narratives related to this fund.

Charleston County, South Carolina
Internal Service Fund
Internal Services: Office Support Services
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 411,312	\$ 404,548	\$ 355,747	\$ 355,747	\$ 291,963
Revenues:					
Charges and Fees	1,778,384	1,540,954	1,766,975	1,719,509	1,733,373
Miscellaneous	5,646	550	-	-	-
Subtotal	1,784,030	1,541,504	1,766,975	1,719,509	1,733,373
Interfund Transfer In	-	210,996	188,796	188,796	290,483
Total Available	2,195,342	2,157,048	2,311,518	2,264,052	2,315,819
Expenditures:					
Personnel	792,747	795,989	782,085	782,085	907,745
Operating	983,452	998,131	893,267	875,001	870,183
Capital	4,339	-	34,975	54,359	-
Debt Service	10,256	7,181	260,644	260,644	275,928
Subtotal	1,790,794	1,801,301	1,970,971	1,972,089	2,053,856
Total Disbursements	1,790,794	1,801,301	1,970,971	1,972,089	2,053,856
Invested in capital assets	165,967	158,492	158,492	158,492	158,492
Reserved	114,657	59,404	59,404	-	-
Unreserved/Designated	-	20,000	-	30,000	-
Unreserved/Undesignated	123,924	117,851	122,651	103,471	103,471
Ending Balance, June 30	<u>\$ 404,548</u>	<u>\$ 355,747</u>	<u>\$ 340,547</u>	<u>\$ 291,963</u>	<u>\$ 261,963</u>

Note: This fund is comprised of the Office Services Division and the Records Management Division of the Internal Services Department.

Note: Refer to pages I-13 and I-18 for budget narratives related to this fund.

Charleston County, South Carolina
Internal Service Fund
Safety & Risk Management: Safety/Workers' Compensation
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 2,973,392	\$ 3,358,004	\$ 3,060,518	\$ 3,060,518	\$ 2,099,097
Revenues:					
Charges and Fees	5,045,983	3,918,759	3,434,966	3,470,000	3,421,635
Interest	222,912	67,701	30,000	20,000	35,000
Miscellaneous	3,260	2,798	-	15,000	15,000
Subtotal	5,272,155	3,989,258	3,464,966	3,505,000	3,471,635
Total Available	8,245,547	7,347,262	6,525,484	6,565,518	5,570,732
Expenditures:					
Personnel	407,438	442,452	448,768	448,768	392,349
Operating	3,480,105	3,839,315	3,968,198	3,645,653	4,079,286
Capital	-	-	47,000	47,000	-
Subtotal	3,887,543	4,281,767	4,463,966	4,141,421	4,471,635
Interfund Transfer Out	1,000,000	4,977	-	325,000	-
Total Disbursements	4,887,543	4,286,744	4,463,966	4,466,421	4,471,635
Invested in capital assets	67,051	71,097	71,097	71,097	71,097
Reserved	360,336	5,766	5,766	-	-
Unreserved/Designated	492,538	1,000,000	-	1,000,000	-
Unreserved/Undesignated	2,438,079	1,983,655	1,984,655	1,028,000	1,028,000
Ending Balance, June 30	\$ 3,358,004	\$ 3,060,518	\$ 2,061,518	\$ 2,099,097	\$ 1,099,097

Note: Refer to page J-38 for budget narrative related to this fund.

Charleston County, South Carolina
Internal Service Fund
Technology Services: Telecommunications
Fund Statement

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2010 Projected	FY 2011 Approved
Beginning Balance, July 1	\$ 134,173	\$ 231,556	\$ 224,727	\$ 224,727	\$ 185,668
Revenues:					
Charges and Fees	1,712,438	1,566,819	1,692,353	1,569,291	1,600,483
Subtotal	1,712,438	1,566,819	1,692,353	1,569,291	1,600,483
Total Available	1,846,611	1,798,375	1,917,080	1,794,018	1,786,151
Expenditures:					
Personnel	268,835	280,420	285,832	276,832	294,877
Operating	1,346,220	1,293,228	1,404,521	1,326,184	1,305,606
Capital	-	-	-	5,334	-
Subtotal	1,615,055	1,573,648	1,690,353	1,608,350	1,600,483
Total Disbursements	1,615,055	1,573,648	1,690,353	1,608,350	1,600,483
Invested in capital assets	110,645	83,423	83,423	83,423	83,423
Reserved	20,233	9,522	9,522	-	-
Unreserved/Undesignated	100,678	131,782	133,782	102,245	102,245
Ending Balance, June 30	<u>\$ 231,556</u>	<u>\$ 224,727</u>	<u>\$ 226,727</u>	<u>\$ 185,668</u>	<u>\$ 185,668</u>

Note: Refer to page I-32 for budget narrative related to this fund.



COUNTY COUNCIL

GENERAL FUND

GENERAL GOVERNMENT

Mission: County Council makes policy decisions for Charleston County as established by State law, sets primary policies establishing the community vision, states the organizational mission, and defines any area of the County Administrator's authority not specifically addressed by State law.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	11.00	11.00	11.00	11.00	-	0.0
Personnel	\$ 329,441	\$ 339,661	\$ 350,929	\$ 339,780	\$ (11,149)	(3.2)
Operating	492,235	728,539	656,412	649,802	(6,610)	(1.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	821,676	1,068,200	1,007,341	989,582	(17,759)	(1.8)
Contingency	500,000	891,088	250,000	100,000	(150,000)	(60.0)
Less: Appropriations to Depts.	(167,500)	(759,002)	-	-	-	0.0
Less: Lapsed at Fiscal Year-end	(332,500)	(132,086)	-	-	-	0.0
Contingency Balance	-	-	250,000	100,000	(150,000)	100.0
TOTAL DISBURSEMENTS	<u>\$ 821,676</u>	<u>\$ 1,068,200</u>	<u>\$ 1,257,341</u>	<u>\$ 1,089,582</u>	<u>\$ (167,759)</u>	(13.3)

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include a \$10,000 reduction for a half year of funding for one council member.
- Operating expenditures reflect refined Audit costs based on prior FY.
- Council's Contingency contains budgeted funding of \$100,000, which represents a decrease from FY 2010 of \$150,000.

ACCOMMODATIONS TAX - LOCAL

SPECIAL REVENUE FUND

CULTURE AND RECREATION

Mission: The Accommodations Tax - Local is a two percent charge collected for transient room rentals throughout the County. County Council enacted the fee in Fiscal Year 1994 to encourage and support area tourism.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 9,872,302	\$ 8,864,365	\$ 8,100,000	\$ 8,100,000	\$ -	0.0
Interest	157,558	47,349	25,000	25,000	-	0.0
TOTAL REVENUES	10,029,860	8,911,714	8,125,000	8,125,000	-	0.0
Interfund Transfer In	-	200,000	-	-	-	0.0
TOTAL SOURCES	<u>\$ 10,029,860</u>	<u>\$ 9,111,714</u>	<u>\$ 8,125,000</u>	<u>\$ 8,125,000</u>	<u>\$ -</u>	0.0
Personnel	\$ -	\$ -	\$ 2,177,128	\$ 2,056,706	\$ (120,422)	(5.5)
Operating	6,526,839	5,813,324	5,806,353	6,138,983	332,630	5.7
Capital	-	-	-	125,292	125,292	100.0
TOTAL EXPENDITURES	6,526,839	5,813,324	7,983,481	8,320,981	337,500	4.2
Interfund Transfer Out	4,405,000	4,350,000	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 10,931,839</u>	<u>\$ 10,163,324</u>	<u>\$ 7,983,481</u>	<u>\$ 8,320,981</u>	<u>\$ 337,500</u>	4.2

Funding Adjustments for FY 2011 Include:

- Revenues remain unchanged from FY 2010.
- Personnel expenses reflect a reimbursement to the General Fund for services provided to support tourists visiting the County.
- Operating expenditures reflect a decrease in allocations based on the established formula in order to have a positive balance.
- Capital expenses represent a reimbursement to Emergency Medical Services for capital related expenses for servicing the tourist areas.

ACCOMMODATIONS TAX - STATE

SPECIAL REVENUE FUND

CULTURE AND RECREATION

Mission: The Accommodations Tax, as mandated by State law, requires a two percent tax on transient accommodations to encourage and support tourism.

PROGRAM SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 77,598	\$ 44,888	\$ 45,666	\$ 45,000	\$ (666)	(1.4)
TOTAL REVENUES	<u>\$ 77,598</u>	<u>\$ 44,888</u>	<u>\$ 45,666</u>	<u>\$ 45,000</u>	<u>\$ (666)</u>	<u>(1.4)</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	49,968	18,894	19,633	19,000	(633)	(3.2)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	49,968	18,894	19,633	19,000	(633)	(3.2)
Interfund Transfer Out	27,630	25,994	26,033	26,000	(33)	(0.1)
TOTAL DISBURSEMENTS	<u>\$ 77,598</u>	<u>\$ 44,888</u>	<u>\$ 45,666</u>	<u>\$ 45,000</u>	<u>\$ (666)</u>	<u>(1.4)</u>

Funding Adjustments for FY 2011 Include:

- Revenues are based on historical trends.
- Operating expenditures reflect funding to the Charleston Area Convention and Visitors Bureau to promote tourism.
- Interfund Transfer Out represents the amount transferred to the General Fund as determined by State law.

INTERNAL AUDITOR

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Internal Auditor Department provides County Council and Administration with information and recommendations to improve the accounting and safeguarding of County resources and the efficiency and effectiveness of County operations.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	2.00	-	0.0
Personnel	\$ 190,313	\$ 206,008	\$ 203,350	\$ 204,059	\$ 709	0.3
Operating	9,614	10,233	7,563	7,828	265	3.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 199,927</u>	<u>\$ 216,241</u>	<u>\$ 210,913</u>	<u>\$ 211,887</u>	<u>\$ 974</u>	0.5

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect no significant change.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Research the needs of various levels of management for audit assistance.

Objective 1(a): Based on an Annual Audit Plan approved by County Council, 100% of scheduled audits and activities will be completed.

Objective 1(b): Cost per audit hour will not exceed the outside rate of \$100.00 per hour.

Initiative V: Quality Control

Department Goal 2: Develop early warning indicators to quickly identify problem areas.

Objective 2(a): Survey departments regarding the value received from the audit with an average score of 75 on a scale of 1-100.

Objective 2(b): Based on completed audits, 75% of audit recommendations will be accepted and implemented within 12 months of audit report date.

INTERNAL AUDITOR (continued)

GENERAL FUND

GENERAL GOVERNMENT

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Output:				
Council audit reports	1(a)	15	14	17
Periodic monitoring reports	1(a)	8	7	5
Integrity services investigations	1(a)	2	4	3
Recommendations in audit reports ¹	2(b)	11	15	12
Efficiency:				
Cost per audit hour	1(b)	\$67.88	\$65.85	\$66.21
Outcome:				
Completion percent of Annual Audit Plan	1(a)	100%	100%	100%
Surveys returned	2(a)	57.9%	71.4%	60.0%
Average evaluation score	2(a)	100	88	75
Recommendations accepted and implemented	2(b)	10	15	12
Percent of recommendations accepted and implemented	2(b)	90.9%	100%	100%

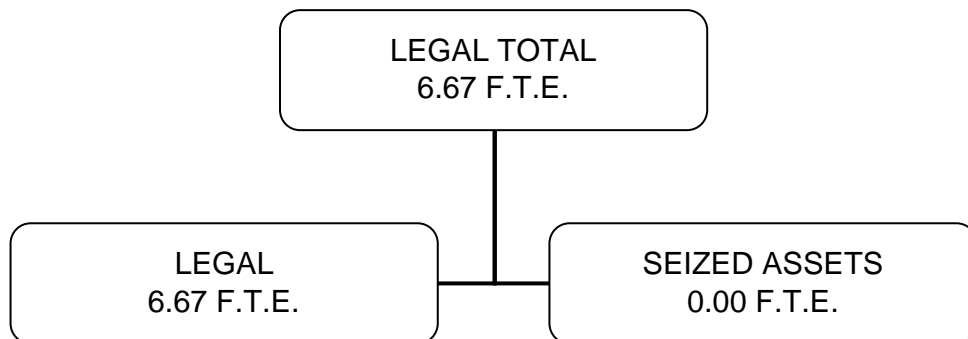
¹This total does not include recommendations in Memorandums of Minor Exceptions, Periodic Monitoring Reports, or Integrity Services Investigations.

2011 ACTION STEPS

Department Goal 2

- Increase use of computer software to provide continuous monitoring activities.

LEGAL



LEGAL

GENERAL FUND

GENERAL GOVERNMENT

DEPARTMENT - Legal

Mission: The Legal Department advises, represents, and defends the Charleston County Council, its members, and all County employees before all courts and administrative bodies; drafts and enforces ordinances; and collects existing claims in favor of Charleston County.

DEPARTMENTAL SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.42	7.42	6.67	6.67	-	0.0
Personnel	\$ 653,153	\$ 616,409	\$ 749,894	\$ 661,008	\$ (88,886)	(11.9)
Operating	343,939	437,623	414,351	359,682	(54,669)	(13.2)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 997,092</u>	<u>\$ 1,054,032</u>	<u>\$ 1,164,245</u>	<u>\$ 1,020,690</u>	<u>\$ (143,555)</u>	<u>(13.6)</u>

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Personnel costs also include a \$56,000 shift of labor cost to the Environmental Management Department.
- Operating expenditures reflect a decrease in Special Legal Services due to a \$65,000 shift in Contracted Legal Costs to the Environmental Management Department.

LEGAL (continued)

SPECIAL REVENUE FUND

GENERAL GOVERNMENT

PROGRAM – Seized Assets

Mission: The Legal Department provides special funding assistance, investigates, and records the State seized drug funds for the purpose of prosecuting cases in the magistrate and circuit courts in an attempt to reduce the number of outstanding records.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 34,687	\$ 36,002	\$ 17,990	\$ 17,200	\$ (790)	(4.4)
Interest	-	1,936	-	-	-	0.0
TOTAL REVENUES	<u>\$ 34,687</u>	<u>\$ 37,938</u>	<u>\$ 17,990</u>	<u>\$ 17,200</u>	<u>\$ (790)</u>	<u>(4.4)</u>
Personnel	\$ -	\$ 48	\$ -	\$ -	\$ -	0.0
Operating	14,572	14,232	17,990	17,200	(790)	(4.4)
Capital	5,510	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 20,082</u>	<u>\$ 14,280</u>	<u>\$ 17,990</u>	<u>\$ 17,200</u>	<u>\$ (790)</u>	<u>(4.4)</u>

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect no significant change.
- Operating expenditures reflect no significant change.

STATE AGENCIES

GENERAL FUND

JUDICIAL/HEALTH AND WELFARE

Mission: County Council makes contributions to two State agencies: the Department of Social Services (DSS) and the Health Department. Listed respectively, the agencies provide services to the indigent and administer community-focused programs, including those designed to prevent the spread of disease and improve waste disposal.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Charges and Fees	\$ 142,962	\$ 133,453	\$ 120,000	\$ 120,000	\$ -	0.0
TOTAL REVENUES	<u>\$ 142,962</u>	<u>\$ 133,453</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ -</u>	0.0
Department of Social Services	\$ 75,000	\$ 75,000	\$ 72,000	\$ 72,000	\$ -	0.0
Health Department	233,572	182,562	257,859	257,859	-	0.0
Mental Health Center	52,987	53,000	50,880	-	(50,880)	(100.0)
State Probation and Parole	850	844	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 362,409</u>	<u>\$ 311,406</u>	<u>\$ 380,739</u>	<u>\$ 329,859</u>	<u>\$ (50,880)</u>	(13.4)

Funding Adjustments for FY 2011 Include:

- Revenues reflect lower Health Department vital statistics fees based on volume and rate.
- Contributions to State Agencies reflect no funding for the Mental Health Center in FY 2011.

TRANSPORTATION SALES TAX AGENCIES

SPECIAL REVENUE FUND

GENERAL GOVERNMENT

Mission: Charleston County's citizens authorized a half cent sales tax by referendum in November 2004; part of this tax is used to provide transportation alternatives in the County. Funds are allocated to the Charleston Area Regional Transportation Authority (CARTA), the Tricounty Link (LINK), and the Independent Transportation Network Charleston –Trident (ITN) to provide transit solutions to the urban and rural areas of the County.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 7,217,473	\$ 6,744,566	\$ 6,300,000	\$ 6,300,000	\$ -	0.0
TOTAL REVENUES	<u>\$ 7,217,473</u>	<u>\$ 6,744,566</u>	<u>\$ 6,300,000</u>	<u>\$ 6,300,000</u>	<u>\$ -</u>	0.0
Transportation - CARTA	\$ 8,040,444	\$ 7,940,570	\$ 7,006,170	\$ 7,007,570	\$ 1,400	0.0
Transportation - RTMA	382,103	404,000	349,400	348,000	(1,400)	(0.4)
Transportation - ITN	-	30,000	30,000	30,000	-	0.0
Indirect Cost	10,000	10,000	10,000	10,000	-	0.0
TOTAL EXPENDITURES	<u>\$ 8,432,547</u>	<u>\$ 8,384,570</u>	<u>\$ 7,395,570</u>	<u>\$ 7,395,570</u>	<u>\$ -</u>	0.0

Funding Adjustments for FY 2011 Include:

- Revenue collections of the half cent Transportation Sales Tax are expected to remain level.
- Contributions to the Charleston Area Regional Transportation Authority (CARTA) provide for on-going services and for debt expenses to repurchase their operating facility. The funding for debt service follows the precedent begun in FY 2007 to allocate an additional \$1,095,570 for each of six years above the normal Transit revenue allocation until the Leeds Avenue facility is paid off in FY 2012. It is planned that these additional funds will be returned to the Roads Program in future years.
- Contributions to the Tricounty Link (LINK) reflect funding to provide services in the rural areas of Charleston County. The new routes initiated in FY 2008 in the northern and southern portions of the County have been successful.
- Contributions to the Independent Transportation Network (ITN) Charleston – Trident is funding to help this 501(c)(3) non-profit organization provide dignified automobile transportation for seniors age 65 and older and for adults of any age with a visual impairment. The organization uses both paid and volunteer drivers to provide their service.

AUDITOR

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Auditor prepares legal records for all real and personal property; assembles real property, personal property and motor vehicle information to establish a fair market value; and computes assessed values. The Auditor calculates and sets millage for all taxing authorities within Charleston County and provides all exemptions as mandated.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	29.00	30.00	30.00	31.00	1.00	3.3
Licenses and Permits	\$ 585	\$ 355	\$ 500	\$ 250	\$ (250)	(50.0)
Intergovernmental	10,732	10,732	10,732	-	(10,732)	(100.0)
Charges and Fees	249	295	500	250	(250)	(50.0)
TOTAL REVENUES	<u>\$ 11,566</u>	<u>\$ 11,382</u>	<u>\$ 11,732</u>	<u>\$ 500</u>	<u>\$ (11,232)</u>	<u>(95.7)</u>
Personnel	\$ 1,546,744	\$ 1,584,636	\$ 1,685,250	\$ 1,737,603	\$ 52,353	3.1
Operating	188,295	193,202	186,601	230,580	43,979	23.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,735,039</u>	<u>\$ 1,777,838</u>	<u>\$ 1,871,851</u>	<u>\$ 1,968,183</u>	<u>\$ 96,332</u>	<u>5.1</u>

Funding Adjustments for FY 2011 Include:

- Revenues reflect the elimination of State funding.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). During budget deliberations, Council approved a Revenue Specialist I position.
- Operating expenditures represent an increase in tax supplies, postage, and office expenses. In addition, Council added funding for start-up costs associated with the Revenue Spec. I position.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: To assure fair and equal treatment of all citizens.

Objective 1(a): Establish fair market values for personal property and motor vehicles with 100% accuracy.

Objective 1(b): Ensure a closure to all property tax concerns with 100% accuracy.

Objective 1(c): Calculate and set millage rates for all taxing authorities in Charleston County with 100% accuracy.

AUDITOR (continued)

GENERAL FUND

GENERAL GOVERNMENT

Initiative IV: Workflow Analysis-Process Management

Department Goal 2: To maximize efficiency to the public.

Objective 2(a): Maintain accurate real property and personal mailing addresses with 100% accuracy.

Objective 2(b): Perform daily data entry activity with 100% accuracy.

Objective 2(c): Ensure Homestead Exemptions and Property Tax Relief are administered with 100% accuracy.

MEASURES:

	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Output:				
Refunds processed	1(b),2(b)	1,879	2,303	2,300
Property record cards accessed	1(b)	170,000	160,000	165,000
Set millage/projected revenue for taxing authorities	1(c)	36	36	36
Tax notices processed	2(a)	550,000	575,000	580,000
Deed transfers processed	2(b)	14,935	31,018	30,000
Measurement changes processed	2(b)	3,100	3,200	3,200
Homestead Exemptions/Property Tax Relief processed	2(c)	1,500	1,500	1,800
Efficiency:				
Average time in days per deed transfer to process	2(b)	2	2	2
Outcome:				
Fair Market Value accuracy rate	1(a)	100%	98.0%	100%
Set millage accuracy rate	1(c)	100%	100%	100%
Percent of returned mail	2(a)	2.0%	2.0%	1.0%
Deed transfer accuracy rate	1(b),2(b)	98.0%	98.0%	100%
Measurement change accuracy rate	2(b)	99.0%	100%	100%
Homestead Exemptions/Property Tax Relief accuracy rate	2(c)	100%	100%	100%

2011 ACTION STEPS

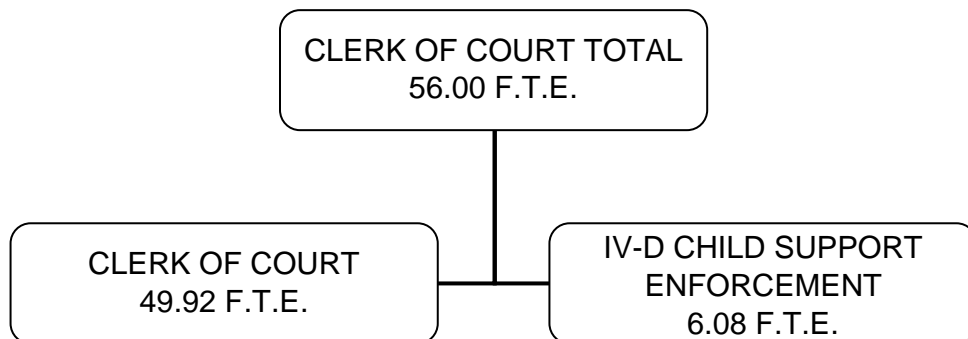
Department Goal 1

- Work in conjunction with the County's Tax Team and Manatron for the successful installation of the new tax system.

Department Goal 2

- Cross train employees in applications of property types on the new Manatron tax system.

CLERK OF COURT



CLERK OF COURT

GENERAL FUND

JUDICIAL

DEPARTMENT - Clerk of Court

Mission: The Clerk of Court provides administrative support for the Ninth Judicial Circuit Court and Family Court, maintains dockets of the courts, maintains court records, and handles reporting requirements.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	47.92	48.92	49.92	49.92	-	0.0
Intergovernmental	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575	\$ -	0.0
Charges and Fees	-	22,470	816,000	805,000	(11,000)	(1.3)
Fines and Forfeitures	1,823,577	1,747,161	735,000	741,500	6,500	0.9
Interest	21,970	2,932	2,000	1,000	(1,000)	(50.0)
Miscellaneous	52,824	71,940	29,000	31,500	2,500	8.6
TOTAL REVENUES	1,899,946	1,846,078	1,583,575	1,580,575	(3,000)	(0.2)
Interfund Transfer In	192,538	135,773	134,525	270,027	135,502	100.7
TOTAL SOURCES	<u>\$ 2,092,484</u>	<u>\$ 1,981,851</u>	<u>\$ 1,718,100</u>	<u>\$ 1,850,602</u>	<u>\$ 132,502</u>	7.7
Personnel	\$ 2,363,123	\$ 2,516,379	\$ 2,695,858	\$ 2,812,930	\$ 117,072	4.3
Operating	494,437	513,562	530,555	540,521	9,966	1.9
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 2,857,560</u>	<u>\$ 3,029,941</u>	<u>\$ 3,226,413</u>	<u>\$ 3,353,451</u>	<u>\$ 127,038</u>	3.9

Funding Adjustments for FY 2011 Include:

- Revenues have been reorganized into a more detailed system that tracks each kind of fee, fine, or forfeiture. This reorganization changed the category some revenues are recognized in. Total revenues reflect a small decrease in projected revenues.
- Interfund Transfer In reflects the transfer of unspent revenues in the IV-D Child Support Enforcement Program at the discretion of the Clerk of Court. There is an anticipated increase in this amount.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Personnel costs also reflect the annualization of a full time IT specialist, internal realignments and an increase in temporary employee pay.
- Operating expenditures reflect an increase in various office expenses.

CLERK OF COURT (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM - IV-D Child Support Enforcement

Mission: The Family Court Section collects and disburses the court ordered support obligations owed by non-custodial parents to their children.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.08	6.08	6.08	6.08	-	0.0
Intergovernmental	\$ 917,564	\$ 782,055	\$ 800,000	\$ 892,000	\$ 92,000	11.5
TOTAL REVENUES	<u>\$ 917,564</u>	<u>\$ 782,055</u>	<u>\$ 800,000</u>	<u>\$ 892,000</u>	<u>\$ 92,000</u>	11.5
Personnel	\$ 468,384	\$ 386,863	\$ 353,232	\$ 366,036	\$ 12,804	3.6
Operating	258,286	252,266	256,536	255,937	(599)	(0.2)
Capital	-	-	6,802	-	6,802	(100.0)
TOTAL EXPENDITURES	726,670	639,129	616,570	621,973	5,403	0.9
Interfund Transfer Out	192,538	135,773	183,430	270,027	86,597	47.2
TOTAL DISBURSEMENTS	<u>\$ 919,208</u>	<u>\$ 774,902</u>	<u>\$ 800,000</u>	<u>\$ 892,000</u>	<u>\$ 92,000</u>	11.5

Funding Adjustments for FY 2011 Include:

- Revenues reflect reimbursements from the Department of Social Services.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect a reduction in records management costs.
- Interfund Transfer Out reflects the transfer of unspent revenues to the General Fund at the discretion of the Clerk of Court.

CORONER

GENERAL FUND

JUDICIAL

Mission: The Coroner is elected by the citizens of Charleston County and conducts independent investigations of deaths in the County, serving as a representative of the decedents and survivors. The investigation's purpose is to determine the manner of death and ensure that the circumstances surrounding it are thoroughly understood.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	8.00	8.00	-	0.0
Licenses and Permits	\$ 23,245	\$ 26,700	\$ 24,000	\$ 24,500	\$ 500	2.1
Intergovernmental	1,575	1,575	1,575	1,575	-	0.0
Charges and Fees	9,001	11,302	9,000	4,000	(5,000)	(55.6)
TOTAL REVENUES	<u>\$ 33,821</u>	<u>\$ 39,577</u>	<u>\$ 34,575</u>	<u>\$ 30,075</u>	<u>\$ (4,500)</u>	<u>(13.0)</u>
Personnel	\$ 507,355	\$ 582,252	\$ 582,853	\$ 589,612	\$ 6,759	1.2
Operating	454,733	381,092	451,345	453,398	2,053	0.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 962,088</u>	<u>\$ 963,344</u>	<u>\$ 1,034,198</u>	<u>\$ 1,043,010</u>	<u>\$ 8,812</u>	<u>0.9</u>

Funding Adjustments for FY 2011 Include:

- Revenues reflect a slight increase in projected cremation requests and a significant decrease in copy charges.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect an increase in wireless technology and fuel costs.

LEGISLATIVE DELEGATION

GENERAL FUND

GENERAL GOVERNMENT

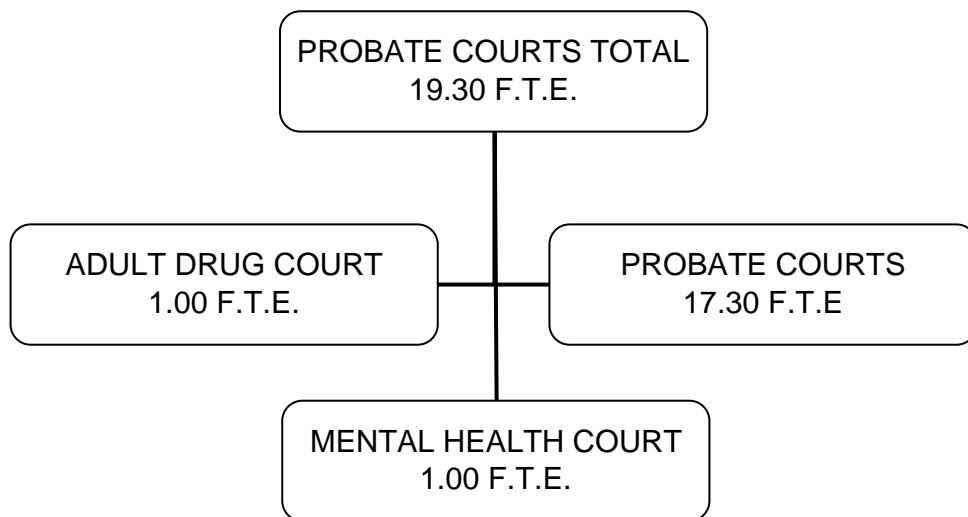
Mission: The Legislative Delegation serves as a liaison between the public, governmental agencies, and the elected state legislators that represent Charleston County.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Personnel	\$ 146,394	\$ 155,029	\$ 155,053	\$ 159,406	\$ 4,353	2.8
Operating	19,460	17,567	21,304	18,801	(2,503)	(11.7)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 165,854</u>	<u>\$ 172,596</u>	<u>\$ 176,357</u>	<u>\$ 178,207</u>	<u>\$ 1,850</u>	1.1

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect the elimination of all five telephone lines due to the relocation of this office.

PROBATE COURTS



PROBATE COURTS

GENERAL FUND

JUDICIAL

PROGRAM – Adult Drug Court

Mission: The Adult Drug Court promotes referral, treatment, and follow-up of adults involved in non-violent criminal behavior and substance abuse with successful prevention and intervention efforts that can have a significant impact on incarceration rates in Charleston County.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Charges and Fees	\$ 40,315	\$ 40,126	\$ 37,000	\$ 40,000	\$ 3,000	8.1
TOTAL REVENUES	40,315	40,126	37,000	40,000	3,000	8.1
Interfund Transfer In	60,648	41,597	60,635	70,000	9,365	15.4
TOTAL SOURCES	<u>\$ 100,963</u>	<u>\$ 81,723</u>	<u>\$ 97,635</u>	<u>\$ 110,000</u>	<u>\$ 12,365</u>	12.7
Personnel	\$ 50,155	\$ 52,830	\$ 50,285	\$ 52,577	\$ 2,292	4.6
Operating	135,964	133,392	145,621	150,321	4,700	3.2
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 186,119</u>	<u>\$ 186,222</u>	<u>\$ 195,906</u>	<u>\$ 202,898</u>	<u>\$ 6,992</u>	3.6

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increase in client fees based on current and historical trends.
- Interfund Transfer In reflects a contribution from the State to support program costs. The Solicitor has allowed one-half of the State contribution for drug courts to fund the Adult Drug Court.
- Personnel expenditures reflect the actual grade and step of the incumbent with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect increases in training costs and dues and memberships.

PROBATE COURTS (continued)

GENERAL FUND

JUDICIAL

PROGRAM - Mental Health Court

Mission: The Mental Health Court diverts the mentally ill involved in non-violent criminal behavior away from incarceration with successful prevention and intervention efforts that can have a significant impact on incarceration rates in Charleston County.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Personnel	\$ 68,322	\$ 50,018	\$ 49,697	\$ 49,516	\$ (181)	(0.4)
Operating	125,452	126,665	120,972	125,951	4,979	4.1
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 193,774</u>	<u>\$ 176,683</u>	<u>\$ 170,669</u>	<u>\$ 175,467</u>	<u>\$ 4,798</u>	2.8

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the actual grade and step of the incumbent and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures represent increases in contracted services and training and conferences.

PROBATE COURTS (continued)

GENERAL FUND

JUDICIAL

DIVISION – Probate Courts

Mission: The Probate Courts Division provides assistance to the citizens of Charleston County in probating estates; resolving disputes in estates and trusts; obtaining marriage licenses in accordance with South Carolina law; handling involuntary commitments for drug/alcohol abuse and mental illness; and appointing guardians and conservators for the protection of themselves and others.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	18.30	17.30	17.30	17.30	-	0.0
Licenses and Permits	\$ 204,223	\$ 211,197	\$ 205,000	\$ 205,000	\$ -	0.0
Intergovernmental	1,575	1,575	1,575	1,575	-	0.0
Charges and Fees	<u>1,240,406</u>	<u>1,078,568</u>	<u>895,000</u>	<u>1,044,000</u>	<u>149,000</u>	16.6
TOTAL REVENUES	<u>\$ 1,446,204</u>	<u>\$ 1,291,340</u>	<u>\$ 1,101,575</u>	<u>\$ 1,250,575</u>	<u>\$ 149,000</u>	13.5
Personnel	\$ 1,171,364	\$ 1,224,491	\$ 1,245,474	\$ 1,262,219	\$ 16,745	1.3
Operating	311,363	331,329	313,242	322,637	9,395	3.0
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 1,482,727</u>	<u>\$ 1,555,820</u>	<u>\$ 1,558,716</u>	<u>\$ 1,584,856</u>	<u>\$ 26,140</u>	1.7

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increase in Probate Court Fees based on current and prior year collections.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect an increase in office expenses, training and conferences, court reporter fees, and telephone charges offset by a decrease in postage expenses.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: To provide the public with useful information through workshops and the County Web site.

Objective 1(a): Assist the general public in establishing conservatorships and guardianships.

Objective 1(b): Provide a forum for the handling of involuntary commitments of alcohol and drug abuse and mental illness cases.

Objective 1(c): Reply to certified marriage license requests within 24 hours.

PROBATE COURTS (continued)

GENERAL FUND

JUDICIAL

Objective 1(d): Provide a forum for the resolution of disputes in estates consisting of creditors' claims, elective share cases, and will contests.

Objective 1(e): Provide information and education to the general public through speeches and seminars to service organizations and educational groups.

Objective 1(f): Lower the estate age for estates open by 5%.

Initiative III: Long-Term Financial Planning

Department Goal 2: Maintain accountability of delinquencies through calendar year reports.

Objective 2: Monitor annual accountings and guardianship reports in active files to keep delinquencies below 3%.

Initiative IV: Workflow Analysis-Process Management

Department Goal 3: To comply with South Carolina Law for marriage licenses and probating estates through the education of staff.

Objective 3(a): Ensure annual compliance with South Carolina Law in the sale of marriage licenses.

Objective 3(b): Ensure completion of mandatory probate forms in statutory time periods for probating estates.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Number of conservatorships and guardianships	1(a)	166	228	300
Number of court cases filed	1(b)	2,248	2,381	2,500
Output:				
Certified copies issued	1(c)	3,348	3,843	3,900
Cases scheduled for litigation	1(b)(d)	1,037	971	1,000
Estates opened ¹	1(d)	1,895	1,922	2,000
Speaking engagements	1(e)(f)	54	57	55
Number of accountings and guardianship reports	2	746	750	800
Marriage licenses issued	3(a)	3,846	3,764	3,900
Mandatory probate forms completed	3(b)	2,500	2,500	2,500
Efficiency:				
Average cases per clerk	1(b)(d)	455	496	525
Outcome:				
Estates Open:	1(e)(f)			
366 days to 455 days		268	269	250
456 days to 540 days		173	188	150
541 days to 720 days		91	167	150
721 days or more		373	369	300
Percentage of delinquent accountings and guardianships ²	2	5.5%	3.0%	2.0%
South Carolina Law compliance	3(a)	100%	100%	100%
Certified marriage license compliance	3(a)	100%	100%	100%
Mandatory probate form compliance	3(b)	100%	100%	100%

¹ Annualized based on a calendar year.

² Reflects a calendar year.

2011 ACTION STEPS

Department Goal 1

- Educate the public about Probate Court procedures through continuance of monthly seminars, public speaking engagements, and the County Web site.

REGISTER OF MESNE CONVEYANCE

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Register of Mesne Conveyance (RMC) records land titles, liens, and other documents related to property transactions in Charleston County ensuring that all recorded documents comply with the requirements of Federal and State recording statutes and are available for public review.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	29.00	30.00	30.00	31.00	1.00	3.3
Licenses and Permits	\$ 585	\$ 355	\$ 500	\$ 250	\$ (250)	(50.0)
Intergovernmental	10,732	10,732	10,732	-	(10,732)	(100.0)
Charges and Fees	249	295	500	250	(250)	(50.0)
TOTAL REVENUES	<u>\$ 11,566</u>	<u>\$ 11,382</u>	<u>\$ 11,732</u>	<u>\$ 500</u>	<u>\$ (11,232)</u>	<u>(95.7)</u>
Personnel	\$ 1,546,744	\$ 1,584,636	\$ 1,685,250	\$ 1,737,603	\$ 52,353	3.1
Operating	188,295	193,202	186,601	230,580	43,979	23.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,735,039</u>	<u>\$ 1,777,838</u>	<u>\$ 1,871,851</u>	<u>\$ 1,968,183</u>	<u>\$ 96,332</u>	<u>5.1</u>

Funding Adjustments for FY 2011 Include:

- Revenues represent an increase in fee collections for Documentary Stamps.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect a decrease in copy supplies, office expenses, and records services charges.

REGISTER OF MESNE CONVEYANCE (continued)

GENERAL FUND

GENERAL GOVERNMENT

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: To provide the public with accurate information of public County records.

Objective 1: Maintain office computerization for public use at 100 percent each year.

Initiative IV: Workflow Analysis-Process Management

Department Goal 2: To maximize efficiency to the public and Charleston County employees.

Objective 2(a): Reduce document turn around time by 50 percent from five weeks to two and a half weeks.

Objective 2(b): Scan 100% of Plats for Web site.

Objective 2(c): Complete Point of Sales installation to improve recorder efficiency.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Output:				
Percent of office computerization for public use	1	100%	100%	100%
Documents recorded	2(a)	84,711	90,890	90,890
Percent of Point of Sales software/hardware implementation	2(c)	100%	100%	100%
Efficiency:				
Average number of documents processed per staff	2(a)	3,137	4,544	4,544
Outcome:				
Revenue above budget	2(a)	\$367,558	\$352,040	\$352,040
Document turn around time	2(a)	3 weeks	2 weeks	2 weeks
Percent decrease in turn around time	2(a)	25.0%	100%	100%
Percent of Plats scanned	2(b)	100%	100%	100%
Percent of improved recorder efficiency	2(c)	100%	100%	100%

2011 ACTION STEPS

Department Goal 1

- Scan deeds, mortgages, and miscellaneous documents recorded from the 1950s to the 1970s in color for electronic retrieval.

Department Goal 2

- Continue scanning historic books for electronic use with estimated completion within eight years.
- Complete conversion of County main frame to RMC imaging system.
- Preserve deteriorated historical plats with purchase of archival encapsulation material and guidance from the College of Charleston Special Collections Department.

REGISTER OF MESNE CONVEYANCE (continued)

GENERAL FUND

GENERAL GOVERNMENT

Initiative IV: Workflow Analysis-Process Management

Department Goal 2: To maximize efficiency to the public.

Objective 2(a): Maintain accurate real property and personal mailing addresses with 100% accuracy.

Objective 2(b): Perform daily data entry activity with 100% accuracy.

Objective 2(c): Ensure Homestead Exemptions and Property Tax Relief are administered with 100% accuracy.

MEASURES:

	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Output:				
Refunds processed	1(b),2(b)	1,879	2,303	2,300
Property record cards accessed	1(b)	170,000	160,000	165,000
Set millage/projected revenue for taxing authorities	1(c)	36	36	36
Tax notices processed	2(a)	550,000	575,000	580,000
Deed transfers processed	2(b)	14,935	31,018	30,000
Measurement changes processed	2(b)	3,100	3,200	3,200
Homestead Exemptions/Property Tax Relief processed	2(c)	1,500	1,500	1,800
Efficiency:				
Average time in days per deed transfer to process	2(b)	2	2	2
Outcome:				
Fair Market Value accuracy rate	1(a)	100%	98.0%	100%
Set millage accuracy rate	1(c)	100%	100%	100%
Percent of returned mail	2(a)	2.0%	2.0%	1.0%
Deed transfer accuracy rate	1(b),2(b)	98.0%	98.0%	100%
Measurement change accuracy rate	2(b)	99.0%	100%	100%
Homestead Exemptions/Property Tax Relief accuracy rate	2(c)	100%	100%	100%

2011 ACTION STEPS

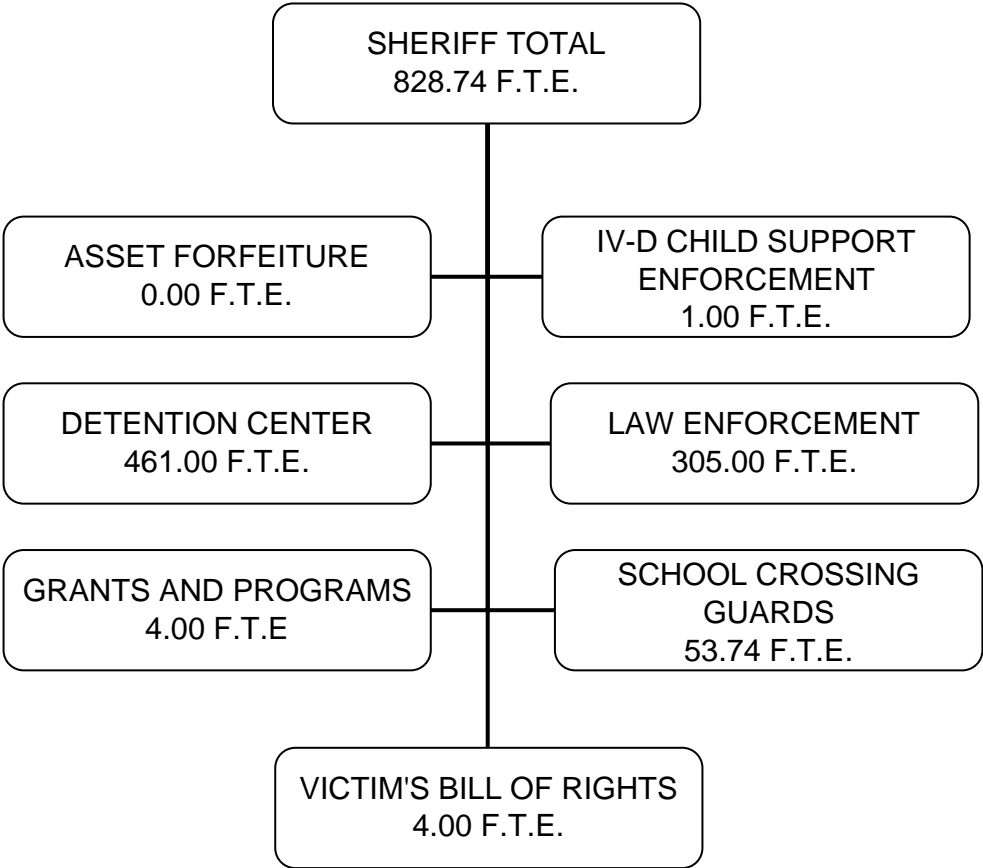
Department Goal 1

- Work in conjunction with the County's Tax Team and Manatron for the successful installation of the new tax system.

Department Goal 2

- Cross train employees in applications of property types on the new Manatron tax system.

SHERIFF



SHERIFF

SPECIAL REVENUE FUND

PUBLIC SAFETY

DIVISION - Asset Forfeiture

Mission: The Sheriff's Asset Forfeiture Division utilizes seized assets to investigate, suppress, and prosecute all forms of illicit narcotics trafficking and illegal vice activities.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 241,529	\$ 291,922	\$ 393,026	\$ 185,321	\$ (207,705)	(52.8)
Interest	7,691	3,316	-	-	-	0.0
Miscellaneous	59,785	156,214	-	-	-	0.0
TOTAL REVENUES	<u>\$ 309,005</u>	<u>\$ 451,452</u>	<u>\$ 393,026</u>	<u>\$ 185,321</u>	<u>\$ (207,705)</u>	(52.8)
Personnel	\$ 337	\$ -	\$ -	\$ -	\$ -	0.0
Operating	475,385	114,289	172,292	190,100	17,808	10.3
Capital	-	18,890	18,275	-	(18,275)	(100.0)
TOTAL EXPENDITURES	475,722	133,179	190,567	190,100	(467)	(0.2)
Interfund Transfer Out	-	25,000	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 475,722</u>	<u>\$ 158,179</u>	<u>\$ 190,567</u>	<u>\$ 190,100</u>	<u>\$ (467)</u>	(0.2)

Funding Adjustments for FY 2011 Include:

- Revenues reflect projections based on the current rate of seized asset forfeitures.
- Operating expenditures reflect an increase in the Contingency line item. These funds can only be used for one-time expenses and not for recurring expenses.

SHERIFF (continued)

GENERAL FUND

PUBLIC SAFETY

DIVISION - Detention Center

Mission: The Detention Center is responsible for the custody and control of individuals lawfully incarcerated by local, state, and federal law enforcement agencies. The Detention Center provides food, clothing, shelter, limited exercise, recreation, and medical care, and also provides victim services in accordance with the South Carolina Victim's Bill of Rights.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	388.00	407.00	461.00	461.00	-	0.0
Intergovernmental	\$ 1,674,937	\$ 1,860,836	\$ 2,102,500	\$ 2,645,000	\$ 542,500	25.8
Charges and Fees	263,040	300,775	286,000	306,000	20,000	7.0
Miscellaneous	998	12,108	-	1,000	1,000	100.0
TOTAL REVENUES	\$ 1,938,975	\$ 2,173,719	\$ 2,388,500	\$ 2,952,000	\$ 563,500	23.6
Personnel	\$ 21,418,510	\$ 22,235,772	\$ 22,714,449	\$ 24,497,757	\$ 1,783,308	7.9
Operating	6,578,871	6,782,625	7,388,155	7,110,244	(277,911)	(3.8)
Capital	86,958	45,494	-	-	-	0.0
TOTAL EXPENDITURES	28,084,339	29,063,891	30,102,604	31,608,001	1,505,397	5.0
Interfund Transfer Out	275,000	283,250	271,920	271,920	-	0.0
TOTAL DISBURSEMENTS	\$ 28,359,339	\$ 29,347,141	\$ 30,374,524	\$ 31,879,921	\$ 1,505,397	5.0

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increase in the amount of per diem reimbursement from the federal government for "holding" federal prisoners and an increase in the pay telephone commissions.
- Personnel expenditures reflect the actual grades and steps of the incumbents, no provision for a Cost of Living Adjustment (COLA), and annualization of the 54 positions added in Fiscal Year 2010 to operate the expanded Detention Center.
- Operating expenditures represent an 8.1% decrease in the base cost for contracted medical services (overall budgeted decrease of \$363,069) offset by a 75.4% increase for custodial and laundry supplies for the larger building (overall increase of \$95,950).
- There are no Capital expenditures in FY 2011.
- Interfund Transfer Out represents funding for services administered by the Charleston Center (Department of Alcohol and Other Drug Abuse Services) for inmates.

SHERIFF (continued)

SPECIAL REVENUE FUND

PUBLIC SAFETY

PROGRAM - Grants and Programs

Mission: The Sheriff's Office Grants and Programs function utilizes funds from various outside sources to provide social programs and special events and to improve facilities and services for the citizens of Charleston County.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE *	8.00	8.00	3.00	4.00	1.00	33.3
Citadel Day Camp	\$ 3,000	\$ 1,500	\$ 3,000	\$ 1,500	\$ (1,500)	(50.0)
Foster Wheeler Day Camp	3,100	-	3,000	-	(3,000)	(100.0)
Inmate Welfare Fund	391,540	400,940	397,000	406,000	9,000	2.3
School Resource Officer Program	111,282	107,168	103,500	103,500	-	0.0
TOTAL REVENUES	508,922	509,608	506,500	511,000	4,500	0.9
Interfund Transfer In	55,082	75,096	76,074	84,112	8,038	10.6
TOTAL SOURCES	<u>\$ 564,004</u>	<u>\$ 584,704</u>	<u>\$ 582,574</u>	<u>\$ 595,112</u>	<u>\$ 12,538</u>	2.2
Personnel	\$ 198,588	\$ 216,951	\$ 213,168	\$ 221,206	\$ 8,038	3.8
Operating	255,876	245,351	273,358	268,858	(4,500)	(1.6)
Capital	59,724	17,074	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 514,188</u>	<u>\$ 479,376</u>	<u>\$ 486,526</u>	<u>\$ 490,064</u>	<u>\$ 3,538</u>	0.7

* The Project Seahawk Grant includes five FTEs for FY 2008 and FY 2009. The Revenues and Expenditures for this grant are not included in this summary.

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increase from vending machine commissions (Inmate Welfare Fund).
- Interfund Transfer In reflects the General Fund's portion of the cost to support the School Resource Officer program for the expenses not fully paid by the Charleston County School District.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect a decrease in repair and maintenance supplies offset by an increase for inmate compensation (both items in the Inmate Welfare Fund). A \$3,000 decrease is also included due to the Foster Wheeler Day Camp not being funded for Fiscal Year 2011.

SHERIFF (continued)

SPECIAL REVENUE FUND

PUBLIC SAFETY

PROGRAM - IV-D Child Support Enforcement

Mission: The Sheriff's IV-D Child Support Enforcement Grant provides special funding assistance for the receipt and computerized logging and tracking of IV-D cases separate from other civil process cases as determined by South Carolina law.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	\$ 81,774	\$ 85,289	\$ 76,128	\$ 100,000	\$ 23,872	31.4
Miscellaneous	-	1,550	-	-	-	0.0
TOTAL REVENUES	<u>\$ 81,774</u>	<u>\$ 86,839</u>	<u>\$ 76,128</u>	<u>\$ 100,000</u>	<u>\$ 23,872</u>	31.4
Personnel	\$ 63,416	\$ 68,036	\$ 66,568	\$ 68,152	\$ 1,584	2.4
Operating	7,736	7,143	9,560	9,299	(261)	(2.7)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	71,152	75,179	76,128	77,451	1,323	1.7
Interfund Transfer Out	10,622	11,660	-	22,549	22,549	100.0
TOTAL DISBURSEMENTS	<u>\$ 81,774</u>	<u>\$ 86,839</u>	<u>\$ 76,128</u>	<u>\$ 100,000</u>	<u>\$ 23,872</u>	31.4

Funding Adjustments for FY 2011 Include:

- Revenues reflect a large increase in the estimate for reimbursement from the Department of Social Services (DSS) for serving warrants.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures show a small decrease mainly due to lower pager and wireless charges.

SHERIFF (continued)

GENERAL FUND

PUBLIC SAFETY

DIVISION – Law Enforcement

Mission: The Sheriff is elected to provide law enforcement services to the citizens of Charleston County consisting of patrol operation, investigative follow-up, traffic enforcement, aerial surveillance, special community functions, narcotics enforcement, underwater recovery, special weapons and tactics response, service of civil and criminal process, and animal control.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	305.00	305.00	305.00	305.00	-	0.0
Licenses and Permits	\$ 1,940	\$ 2,570	\$ 2,100	\$ 2,100	\$ -	0.0
Intergovernmental	50,063	33,346	31,575	31,575	-	0.0
Charges and Fees	120,642	140,884	98,600	124,600	26,000	26.4
Fines and Forfeitures	11,066	3,041	4,000	4,000	-	0.0
Miscellaneous	29,644	8,943	1,500	-	(1,500)	(100.0)
TOTAL REVENUES	213,355	188,784	137,775	162,275	24,500	17.8
Interfund Transfer In	10,622	11,660	-	22,549	22,549	100.0
TOTAL SOURCES	\$ 223,977	\$ 200,444	\$ 137,775	\$ 184,824	\$ 47,049	34.1
Personnel	\$ 18,944,903	\$ 19,292,813	\$ 19,263,309	\$ 19,347,972	\$ 84,663	0.4
Operating	4,007,578	4,111,448	3,927,091	4,449,601	522,510	13.3
Capital	1,989	-	-	-	-	0.0
TOTAL EXPENDITURES	22,954,470	23,404,261	23,190,400	23,797,573	607,173	2.6
Interfund Transfer Out	55,082	75,096	76,074	84,112	8,038	10.6
TOTAL DISBURSEMENTS	\$ 23,009,552	\$ 23,479,357	\$ 23,266,474	\$ 23,881,685	\$ 615,211	2.6

Funding Adjustments for FY 2011 Include:

- Revenues indicate a projected increase from civil fees.
- Interfund Transfer In reflects a transfer of available funds from the Sheriff's IV-D Child Support Enforcement Program.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures include increases for the animal shelter contract and vehicle expenses.
- No Capital expenditures are proposed for FY 2011.
- Interfund Transfer Out represents an increase in the General Fund's portion of the cost to support the School Resource Officer (SRO) program since the Charleston County School District does not pay the full cost of this SRO program.

SHERIFF (continued)

GENERAL FUND

PUBLIC SAFETY

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Provide quality service to citizens and businesses.

Objective 1(a): Maintain a recovery rate of valuable property stolen above 35%.

Objective 1(b): Serve a minimum of 66% of bad check warrants that are received.

Initiative III: Long-Term Financial Planning

Department Goal 2: Minimize the General Fund cost of operating the Sheriff Department.

Objective 2(a): Maintain a Federal Prisoner per diem revenue amount which equals 20% of total operating expenditures.

Objective 2(b): Secure grant funding for replacement of costly equipment and to fund other services otherwise paid for with General Fund dollars.

Objective 2(c): Increase the Sheriff's Civil Fees revenue by 3%.

MEASURES:

	<u>Objective</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Projected</u>
Input:				
Detention operating expenditures	2(a)	\$27,768,715	\$6,855,054	\$7,428,753
Federal prisoner per diem revenues	2(a)	\$1,817,636	\$2,092,153	\$2,600,000
Output:				
Value of property lost due to crime	1(a)	\$6,881,573	\$21,555,247	\$14,218,410
Bad check warrants received	1(b)	7,684	10,804	9,244
Bad check warrants served	1(b)	6,594	9,107	7,851
Grant monies awarded no-match	2(b)	664,898	980,379	822,639
Efficiency:				
Value of property recovered	1(a)	\$1,797,917	\$2,567,486	\$2,182,702
Daily cost per prisoner	2(a)	\$55	\$55	\$55
Actual cost of grant personnel and purchased equipment	2(b)	\$542,544	\$320,346	\$431,445
Outcome:				
Value of property recovered as a percent of property reported				
Stolen	1(a)	26.13%	11.91%	15.35%
Percent of bad check warrants served	1(b)	85.81%	84.29%	84.93%
Percent of federal prisoner per diem revenues to expenditures	2(a)	6.55%	30.52%	35.00%
Personnel, equipment purchased using non-general fund dollars	2(b)	\$542,544	\$370,666	\$822,639
Actual civil fees received	2(c)	95,557	66,888	80,000

2011 ACTION STEPS

Department Goal 1

- Develop and implement a plan to achieve accreditation of the Detention Center.
- Acquire Mobile Data Terminals for Patrol Division.

SHERIFF (continued)

GENERAL FUND

PUBLIC SAFETY

DIVISION – School Crossing Guards

Mission: The Sheriff's School Crossing Guards Division provides for the safety of school children walking to and from school while in the vicinity of major intersections and other areas of dangerous traffic flow.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	54.31	54.11	54.11	53.74	(0.37)	(0.7)
Personnel	\$ 575,419	\$ 631,578	\$ 608,276	\$ 654,719	\$ 46,443	7.6
Operating	7,830	4,251	8,000	8,000	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 583,249</u>	<u>\$ 635,829</u>	<u>\$ 616,276</u>	<u>\$ 662,719</u>	<u>\$ 46,443</u>	7.5

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect projections based on current and historical trends for hours worked by the School Guards.
- Operating expenditures show no change for uniforms.

SHERIFF (continued)

SPECIAL REVENUE FUND

PUBLIC SAFETY

PROGRAM – Victim’s Bill of Rights

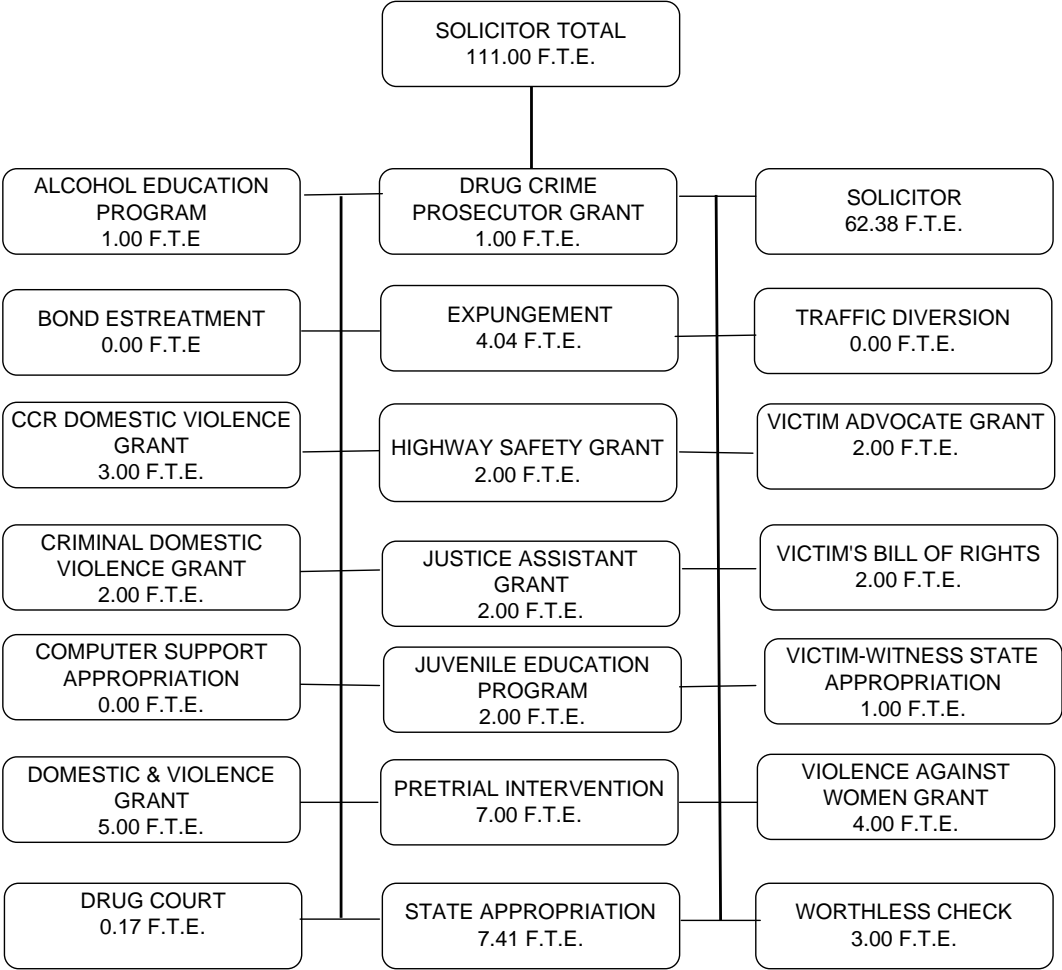
Mission: The Victim’s Bill of Rights Program provides information to victims regarding current case status and recommends follow-up services available to them and their families.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	7.00	5.00	4.00	(1.00)	(20.0)
Personnel	\$ 317,770	\$ 304,244	\$ 247,339	\$ 195,774	\$ (51,565)	(20.8)
Operating	49,126	46,767	43,980	43,446	(534)	(1.2)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 366,896</u>	<u>\$ 351,011</u>	<u>\$ 291,319</u>	<u>\$ 239,220</u>	<u>\$ (52,099)</u>	(17.9)

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). One FTE was deleted from the Law Victim’s Bill of Rights program.
- Operating expenditures reflect a small decrease for the data processing Refresh costs.

SOLICITOR



SOLICITOR

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM – Alcohol Education Program

Mission: The Alcohol Education Program is a State legislated and fee funded diversionary program for youth aged 20 and under who have received criminal citations for alcohol related offenses. This program provides an opportunity for first-time alcohol crime offenders to be held accountable for their actions while turning their lives around and making a fresh start. Through participant's substance abuse education, counseling, and community service, this program reduces the alcohol related caseload sent to the courts for prosecution and provides key education for young people.

PROGRAM SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Charges and Fees	<u>\$ 42,709</u>	<u>\$ 86,095</u>	<u>\$ 100,000</u>	<u>\$ 102,000</u>	<u>\$ 2,000</u>	2.0
TOTAL REVENUES	<u>\$ 42,709</u>	<u>\$ 86,095</u>	<u>\$ 100,000</u>	<u>\$ 102,000</u>	<u>\$ 2,000</u>	2.0
Personnel	\$ 40,710	\$ 42,106	\$ 42,118	\$ 44,644	\$ 2,526	6.0
Operating	-	-	-	2,678	2,678	100.0
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 40,710</u>	<u>\$ 42,106</u>	<u>\$ 42,118</u>	<u>\$ 47,322</u>	<u>\$ 5,204</u>	12.4

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increase in alcohol education fees based on current and historical trends.
- Personnel expenditures reflect the actual grades and steps of the incumbent and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect a full-year funding for the program.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM – Bond Estreatment

Mission: The Bond Estreatment Program remits funds to the Solicitor due to bond forfeiture in accordance with the South Carolina Code of Law.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 69,082	\$ 27,937	\$ 40,000	\$ 30,000	\$ (10,000)	(25.0)
Interest	-	3,462	-	-	-	0.0
TOTAL REVENUES	\$ 69,082	\$ 31,399	\$ 40,000	\$ 30,000	\$ (10,000)	(25.0)
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	16,804	-	-	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	-	16,804	-	-	-	0.0
Interfund Transfer Out	-	305,927	-	-	-	0.0
TOTAL DISBURSEMENTS	\$ -	\$ 322,731	\$ -	\$ -	\$ -	0.0

Funding Adjustments for FY 2011 Include:

- Revenues are reflective of estreatment fees based on current and historical trends.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM – Computer Support Appropriation

Mission: The Computer Support Appropriation Program accounts for the annual maintenance and support fees of the South Carolina Prosecution Case Management System software and licensing.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Intergovernmental	\$ 23,800	\$ 23,800	\$ 23,800	\$ -	\$ (23,800)	(100.0)
TOTAL REVENUES	23,800	23,800	23,800	-	(23,800)	(100.0)
Interfund Transfer In	-	-	-	23,800	23,800	100.0
TOTAL SOURCES	<u>\$ 23,800</u>	<u>\$ 23,800</u>	<u>\$ 23,800</u>	<u>\$ 23,800</u>	<u>\$ -</u>	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	23,800	23,800	23,800	23,800	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 23,800</u>	<u>\$ 23,800</u>	<u>\$ 23,800</u>	<u>\$ 23,800</u>	<u>\$ -</u>	0.0

Funding Adjustments for FY 2011 Include:

- Revenues are reflective of anticipated State funding.
- Interfund Transfer In represents support from the Expungement Division to balance the budget.
- Operating expenditures reflect no changes.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM – Drug Court

Mission: The Drug Court Program provides a cost-effective alternative to traditional prosecution and incarceration of nonviolent offenders with substance abuse problems through court supervision and substance abuse treatment.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	0.20	0.17	0.17	-	0.0
Intergovernmental	\$ 181,040	\$ 165,424	\$ 126,000	\$ 140,000	\$ 14,000	11.1
TOTAL REVENUES	<u>\$ 181,040</u>	<u>\$ 165,424</u>	<u>\$ 126,000</u>	<u>\$ 140,000</u>	<u>\$ 14,000</u>	11.1
Personnel	\$ 649	\$ 15,209	\$ 17,255	\$ 17,846	\$ 591	3.4
Operating	-	-	50,000	30,000	(20,000)	(40.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	649	15,209	67,255	47,846	(19,409)	(28.9)
Interfund Transfer Out	121,297	83,193	121,270	70,000	(51,270)	(42.3)
TOTAL DISBURSEMENTS	<u>\$ 121,946</u>	<u>\$ 98,402</u>	<u>\$ 188,525</u>	<u>\$ 117,846</u>	<u>\$ (70,679)</u>	(37.5)

Funding Adjustments for FY 2011 Include:

- Revenues are reflective of anticipated State funding.
- Personnel expenditures reflect the actual grade and step of the incumbent and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect a decrease in funding for a drug court in Berkeley County.
- Interfund Transfer Out represents the distribution of State contributions to the Probate Adult Drug Court.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM – Expungement

Mission: The Expungement Program processes defendant applications for record destruction relating to an arrest or conviction in accordance with the circumstances and requirements contained in South Carolina Code of Laws.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	5.00	4.04	4.04	-	0.0
Charges and Fees	\$ 283,048	\$ 312,505	\$ 200,000	\$ 225,000	\$ 25,000	12.5
Interest	-	2,611	-	-	-	0.0
TOTAL REVENUES	<u>\$ 283,048</u>	<u>\$ 315,116</u>	<u>\$ 200,000</u>	<u>\$ 225,000</u>	<u>\$ 25,000</u>	12.5
Personnel	\$ 161,952	\$ 268,473	\$ 253,247	\$ 206,924	\$ (46,323)	(18.3)
Operating	18,200	12,971	7,067	5,911	(1,156)	(16.4)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>180,152</u>	<u>281,444</u>	<u>260,314</u>	<u>212,835</u>	<u>(47,479)</u>	(18.2)
Interfund Transfer Out	-	-	-	82,547	82,547	100.0
TOTAL DISBURSEMENTS	<u>\$ 180,152</u>	<u>\$ 281,444</u>	<u>\$ 260,314</u>	<u>\$ 295,382</u>	<u>\$ 35,068</u>	13.5

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increase in expungement fees based on current and historical trends.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel expenditures also reflect the transfer of an Administrative Assistant I position to the Pretrial Intervention Division during FY 2010.
- Operating expenditures reflect a reduction in training costs to meet funding requirements.
- Interfund Transfer Out represents support to the Solicitor's Computer Support Appropriation, Drug Prosecutor Grant, and State Appropriation to balance those budgets.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM – Juvenile Education

Mission: The Juvenile Education Program permits the first time juvenile offender to purge their record from the system by voluntarily completing a list of tailor-made requirements designed to hold the juvenile accountable for their actions and to reduce the caseload of the courts to concentrate on more serious violent offenders.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	2.00	-	0.0
Intergovernmental	\$ 60,000	\$ 69,000	\$ 54,000	\$ 60,000	\$ 6,000	11.1
Charges and Fees	<u>53,737</u>	<u>72,228</u>	<u>60,000</u>	<u>60,000</u>	<u>-</u>	0.0
TOTAL REVENUES	<u>\$ 113,737</u>	<u>\$ 141,228</u>	<u>\$ 114,000</u>	<u>\$ 120,000</u>	<u>\$ 6,000</u>	5.3
Personnel	\$ 63,299	\$ 112,935	\$ 112,731	\$ 112,853	\$ 122	0.1
Operating	1,624	15,404	1,359	1,281	(78)	(5.7)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 64,923</u>	<u>\$ 128,339</u>	<u>\$ 114,090</u>	<u>\$ 114,134</u>	<u>\$ 44</u>	0.0

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increase in juvenile arbitration fees based on current and historical trends.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect no significant changes.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM - Pretrial Intervention

Mission: The Pretrial Intervention Program complies with a State-mandated program to divert first-time offenders of nonviolent crimes by intervening prior to their case being heard in court.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.00	6.00	7.00	7.00	-	0.0
Charges and Fees	\$ 371,725	\$ 406,395	\$ 400,000	\$ 400,000	\$ -	0.0
Interest	<u>4,425</u>	<u>1,973</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL REVENUES	<u>\$ 376,150</u>	<u>\$ 408,368</u>	<u>\$ 400,000</u>	<u>\$ 400,000</u>	<u>\$ -</u>	0.0
Personnel	\$ 303,781	\$ 274,748	\$ 315,173	\$ 362,703	\$ 47,530	15.1
Operating	30,190	26,178	29,050	30,365	1,315	4.5
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 333,971</u>	<u>\$ 300,926</u>	<u>\$ 344,223</u>	<u>\$ 393,068</u>	<u>\$ 48,845</u>	14.2

Funding Adjustments for FY 2011 Include:

- Revenues reflect no changes in intervention fees.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include the full year cost of a PTI Specialist position that was added during FY 2010.
- Operating expenditures reflect an increase in telephone costs.

SOLICITOR (continued)

GENERAL FUND

JUDICIAL

DIVISION - Solicitor

Mission: The Solicitor's Office ensures prosecutions are processed by organizing an orderly, efficient flow of cases, assigning cases to attorneys, advising attorneys on cases assigned, monitoring status of pending cases, and supervising personnel.

DIVISION SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	64.35	61.58	61.80	62.38	0.58	0.9
Intergovernmental	\$ 11,319	\$ 11,787	\$ 10,595	\$ 7,800	\$ (2,795)	(26.4)
TOTAL REVENUES	<u>\$ 11,319</u>	<u>\$ 11,787</u>	<u>\$ 10,595</u>	<u>\$ 7,800</u>	<u>\$ (2,795)</u>	<u>(26.4)</u>
Personnel	\$ 4,335,715	\$ 4,422,887	\$ 4,523,774	\$ 4,674,702	\$ 150,928	3.3
Operating	366,153	323,755	333,940	308,892	(25,048)	(7.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	4,701,868	4,746,642	4,857,714	4,983,594	125,880	2.6
Interfund Transfer Out	881	110,874	100,000	-	(100,000)	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 4,702,749</u>	<u>\$ 4,857,516</u>	<u>\$ 4,957,714</u>	<u>\$ 4,983,594</u>	<u>\$ 25,880</u>	<u>0.5</u>

Funding Adjustments for FY 2011 Include:

- Revenues represent no significant change in State funding.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). The increase is due to charging more labor costs for a deputy solicitor to this Division.
- Operating expenditures reflect a decrease in contingency and telephone charges. This decrease is offset by an increase in dues and memberships.
- Interfund Transfer Out has been deleted due to budget constraints.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Resolve cases in a timely and efficient manner.

Objective 1: Reduce Court of General Sessions cases over 180 days to less than 40% of cases pending.

SOLICITOR (continued)

GENERAL FUND

JUDICIAL

Initiative IV: Workflow Analysis-Process Management

Department Goal 2: Resolve cases in a thorough and just manner.

Objective 2(a): Increase conviction rate to more than 50% of cases completed.

Objective 2(b): Reduce new Court of General Sessions' cases added per attorney to less than 400.

Objective 2(c): Reduce new Family Court cases added per attorney to less than 600.

Objective 2(d): Increase completion rate to 100% of cases added.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Court of General Sessions:				
Number of open cases beginning of fiscal year	1	9,897	9,752	9,738
Average number of open cases per attorney	1	367	361	324
Family Court:				
Number of open cases beginning of fiscal year	1	2,033	1,732	1,203
Average number of open cases per attorney	1	508	433	301
Output:				
Court of General Sessions:				
Number of arrest warrants issued	2(b)(d)	10,712	9,897	10,305
Number of cases disposed	2(d)	12,617	11,164	11,890
Family Court:				
Number of new cases	2(c)(d)	3,559	2,885	2,740
Number of cases disposed	2(d)	3,696	3,272	3,108
Efficiency:				
Court of General Sessions:				
Average number of new cases added per attorney (≤400) ¹	2(b)	974	347	343
Average number of disposed cases added per attorney ¹	2(d)	467	392	396
Family Court:				
Average number of new cases added per attorney (≤600)	2(c)	890	721	685
Average number of disposed cases per attorney	2(d)	924	818	777
Outcome:				
Court of General Sessions:				
Percent of cases pending over 180 days (≤40%)	1	55.0%	58.0%	50.0%
Percent of cases available for plea or trial ²	2(a)	90.0%	90.0%	90.0%
Dispositions:				
Percent of convictions (≥50%)	2(a)	43.0%	44.0%	45.0%
Percent of NP/Dismissal		57.0%	56.0%	55.0%
Percent found not guilty		<1.0%	<1.0%	<1.0%
Diversion program cases		9.0%	7.0%	9.0%
Completion rate of warrants added (100%)	2(d)	118%	113%	115%
Family Court:				
Percent of cases available for adjudication ²	2(a)	83.0%	77.0%	77.0%
Dispositions:				
Percent adjudicated (≥50%)	2(a)	66.0%	71.0%	71.0%
Percent NP/Dismissal		34.0%	29.0%	29.0%
Percent found not guilty		<1.0%	<1.0%	<1.0%
Percent of adjudicated cases referred to arbitration		36.0%	41.0%	41.0%
Percent of cases referred to diversion		11.0%	12.0%	12.0%
Completion rate of cases added (100%)	2(d)	104%	113%	113%

¹ FY 2010 Grant funded attorney, FTEs added midyear resulting in reduction of average per attorney.

² Failure to Appear, Remand, No Bill, and Prelim Dismiss cases are not available for trial or plea.

2011 ACTION STEPS

Department Goal 1

- Continue to improve the functionality of the automated case management system and interoperability with other Justice data systems.

Department Goal 2

- Continue to implement the use of a differentiated case management system to reduce the cycle time for average warrants to less than 180 days.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM - State Appropriation

Mission: The State Appropriation consists of discretionary funds which supplement Charleston and Berkeley County appropriations for the Solicitor's Office.

PROGRAM SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.65	10.22	10.99	7.41	(3.58)	(32.6)
Intergovernmental	\$ 690,272	\$ 609,059	\$ 621,364	\$ 577,500	\$ (43,864)	(7.1)
TOTAL REVENUES	690,272	609,059	621,364	577,500	(43,864)	(7.1)
Interfund Transfer In	-	356,506	46,914	33,493	(13,421)	(28.6)
TOTAL SOURCES	<u>\$ 690,272</u>	<u>\$ 965,565</u>	<u>\$ 668,278</u>	<u>\$ 610,993</u>	<u>\$ (57,285)</u>	(8.6)
Personnel	\$ 821,837	\$ 929,211	\$ 604,570	\$ 595,258	\$ (9,312)	(1.5)
Operating	58,442	23,352	63,708	15,735	(47,973)	(75.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>880,279</u>	<u>952,563</u>	<u>668,278</u>	<u>610,993</u>	<u>(57,285)</u>	(8.6)

Funding Adjustments for FY 2011 Include:

- Revenues are reflective of State funding for County prosecutions.
- Interfund Transfer In represents support from the Expungement Division to balance the budget.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include the elimination of two vacant Assistant Solicitor positions and a vacant Legal Assistant I position.
- Operating expenditures reflect a decrease in contingency and in data processing costs related to the computer Refresh program.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM – Traffic Education Program

Mission: The Traffic Education Program is a fee funded means to improve road safety in our community for drivers who have received traffic citations that are four points or less. By training drivers with minor traffic tickets to become better drivers, we can make our highways safer. This is a one time opportunity to improve participant driving skills, clear their driving records, and avoid increased insurance premiums.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Adjusted</u>	FY 2010 <u>Approved</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ -	\$ 9,210	\$ 9,210	\$ 9,240	\$ 30	0.3
TOTAL REVENUES	<u>\$ -</u>	<u>\$ 9,210</u>	<u>\$ 9,210</u>	<u>\$ 9,240</u>	<u>\$ 30</u>	0.3
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0

Funding Adjustments for FY 2011 Include:

- Revenues are reflective of traffic education fines based on current and historical trends.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM - Victim's Bill of Rights

Mission: The Victim's Bill of Rights Program provides services to victims of crime, including those required by law, under the State's enacted Victim's Bill of Rights.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	2.00	-	0.0
Personnel	\$ 105,994	\$ 113,534	\$ 104,228	\$ 113,204	\$ 8,976	8.6
Operating	22,653	20,033	23,513	25,321	1,808	7.7
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 128,647</u>	<u>\$ 133,567</u>	<u>\$ 127,741</u>	<u>\$ 138,525</u>	<u>\$ 10,784</u>	8.4

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect an increase in printing costs.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM - Victim-Witness State Appropriation

Mission: The Victim-Witness State Appropriation Grant assists victims and witnesses by providing case information; supporting their rights to protection from intimidation; making referrals to medical, social, counseling, and compensation services; and assisting in preparation for court.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	4.00	2.00	1.00	(1.00)	(50.0)
Intergovernmental	<u>\$ 297,161</u>	<u>\$ 144,856</u>	<u>\$ 42,479</u>	<u>\$ 25,000</u>	<u>\$ (17,479)</u>	(41.1)
TOTAL REVENUES	<u><u>\$ 297,161</u></u>	<u><u>\$ 144,856</u></u>	<u><u>\$ 42,479</u></u>	<u><u>\$ 25,000</u></u>	<u><u>\$ (17,479)</u></u>	(41.1)
Personnel	\$ 130,592	\$ 182,096	\$ 215,387	\$ 79,228	\$ (136,159)	(63.2)
Operating	-	287	2,246	2,011	(235)	(10.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>130,592</u>	<u>182,383</u>	<u>217,633</u>	<u>81,239</u>	<u>(136,394)</u>	(62.7)
Interfund Transfer Out	<u>46,993</u>	<u>24,415</u>	<u>14,781</u>	-	<u>(14,781)</u>	(100.0)
TOTAL DISBURSEMENTS	<u><u>\$ 177,585</u></u>	<u><u>\$ 206,798</u></u>	<u><u>\$ 232,414</u></u>	<u><u>\$ 81,239</u></u>	<u><u>\$ (151,175)</u></u>	(65.0)

Funding Adjustments for FY 2011 Include:

- Revenues are based on anticipated State funding.
- Personnel expenditures reflect the actual grade and step of the incumbent and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include the elimination of a vacant Victim Witness Advocate II position.
- Operating expenditures reflect no significant changes.
- Interfund Transfer Out was deleted due to budget constraints.

SOLICITOR (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM – Worthless Check

Mission: The Worthless Check Program processes worthless checks as a service to victims by assisting in the collection of restitution and averting the need to serve a warrant or to seek prosecution in court.

PROGRAM SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	2.00	2.00	3.00	1.00	50.0
Charges and Fees	\$ -	\$ -	\$ 187,644	\$ 171,918	\$ (15,726)	(8.4)
TOTAL REVENUES	-	-	187,644	171,918	(15,726)	(8.4)
Interfund Transfer In	-	36,457	-	-	-	0.0
TOTAL SOURCES	<u>\$ -</u>	<u>\$ 36,457</u>	<u>\$ 187,644</u>	<u>\$ 171,918</u>	<u>\$ (15,726)</u>	(8.4)
Personnel	\$ -	\$ 14,232	\$ 135,539	\$ 149,453	\$ 13,914	10.3
Operating	-	10,059	52,105	22,465	(29,640)	(56.9)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 24,291</u>	<u>\$ 187,644</u>	<u>\$ 171,918</u>	<u>\$ (15,726)</u>	(8.4)

Funding Adjustments for FY 2011 Include:

- Revenues are reflective of anticipated State funding.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include the addition of an Accounting Specialist II position.
- Operating expenditures reflect a decrease in postage, copier, and utility costs.

TREASURER

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Treasurer's Office collects real, personal, motor vehicle and other taxes; acts as a banking agent for County departments; disburses funds to taxing entities within Charleston County; maintains records of revenues collected by these agencies and invests any funds not immediately needed for disbursement to maximize efficient use of taxpayer money.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	18.00	18.00	19.00	19.00	-	0.0
Charges and Fees	\$ -	\$ 555	\$ -	\$ 2,000	\$ 2,000	100.0
Interest	2,742,547	891,783	900,000	490,000	(410,000)	(45.6)
Miscellaneous	250	250	-	-	-	0.0
TOTAL REVENUES	\$ 2,742,797	\$ 892,588	\$ 900,000	\$ 492,000	\$ (408,000)	(45.3)
Personnel	\$ 1,180,371	\$ 1,202,342	\$ 1,169,267	\$ 1,160,189	\$ (9,078)	(0.8)
Operating	407,413	391,617	434,394	436,496	2,102	0.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	\$ 1,587,784	\$ 1,593,959	\$ 1,603,661	\$ 1,596,685	\$ (6,976)	(0.4)

Funding Adjustments for FY 2011 Include:

- Revenues represent a decline resulting from current financial market conditions.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect an increase in office expenses and training.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Provide the public with alternate methods of payment.

Objective 1: Increase Internet payments by 2%.

Initiative III: Long-Term Financial Planning

Department Goal 2: Make timely deposits to ensure maximum investment potential.

Objective 2(a): Maximize return on investments by 0.5%

Objective 2(b): Maintain a 95% collection rate.

TREASURER (continued)

GENERAL FUND

GENERAL GOVERNMENT

MEASURES:		FY 2009	FY 2010	FY 2011
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
Input:				
Interest revenue	2(a)	\$2,175,302	\$2,684,302	\$1,750,000
Output:				
Internet payments	1	\$12,296,042	\$10,681,014	\$10,700,000
Total real and other taxes billed	2(b)	\$617,508,320	\$644,781,243	\$644,800,000
Efficiency:				
Average Internet payments per month	1	\$1,024,670	\$890,084	\$890,100
Average monthly interest rate	2(a)	1.22%	0.48%	0.50%
Average collections per month	2(b)	\$43,818,491	\$46,505,368	\$46,505,400
Outcome:				
Rate of increase in Internet payments	1	13.0%	(13.0%)	1.0%
Increase in interest revenue	2(a)	(56.0%)	23.0%	(35.0%)
Total real and other taxes collected	2(b)	\$525,821,896	\$558,064,425	\$558,064,400
Collection rate of real and other taxes	2(b)	94.69%	94.67%	94.65%

2011 ACTION STEPS

Department Goal 1

- Implement lockbox to minimize additional labor on current staff due to increased transactions related to the decrease in Internet transactions that occurred in FY 2008.

Department Goal 2

- Continue to monitor all financial institutions for best interest rates.
- Continue to monitor yield curve for investments.



ELECTIONS & VOTER REGISTRATION

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Elections and Voter Registration Office conducts local, State, and Federal elections and ensures every eligible citizen in Charleston County has the opportunity to register and vote in an efficient, transparent, and equitable manner as mandated by Federal and State laws.

DEPARTMENTAL SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	10.00	10.00	10.00	10.00	-	0.0
Intergovernmental	\$ 343,053	\$ 173,596	\$ 194,635	\$ 171,236	\$ (23,399)	(12.0)
Charges and Fees	312	110	-	-	-	0.0
TOTAL REVENUES	<u>\$ 343,365</u>	<u>\$ 173,706</u>	<u>\$ 194,635</u>	<u>\$ 171,236</u>	<u>\$ (23,399)</u>	<u>(12.0)</u>
Personnel	\$ 802,943	\$ 1,095,292	\$ 988,044	\$ 1,029,613	\$ 41,569	4.2
Operating	504,992	269,588	471,775	382,340	(89,435)	(19.0)
Capital	20,000	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,327,935</u>	<u>\$ 1,364,880</u>	<u>\$ 1,459,819</u>	<u>\$ 1,411,953</u>	<u>\$ (47,866)</u>	<u>(3.3)</u>

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease in local government contributions.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Personnel also include an increase due to the hiring of 7 fulltime temps for the upcoming election and annualization of salaries for Board members.
- Operating expenditures reflect a decrease related to the completion of purchasing replacement batteries for the voting machines. This decrease is offset by increases in postage and records services costs.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Provide voter education to the citizens of Charleston County through the demonstration of the iVotronic Voting System and distribution of election process brochures.

Objective 1: Conduct 40 training programs for the iVotronic voting system to educate the citizens of Charleston County.

ELECTIONS & VOTER REGISTRATION (continued)

GENERAL FUND

GENERAL GOVERNMENT

MEASURES:		FY 2009	FY 2010	FY 2011
	Objective	Actual	Actual	Projected
Output:				
Number of active voters	1	212,982	212,774	223,412
Number of voters using iVotronic	1	155,635	44,365	145,217
Number of poll workers attending one or more required training sessions	1	1,205	1,200	1,200
Average number of classes conducted	1	35	29	30
Efficiency:				
Total cost per training class	1	\$95	\$110	\$52
Total hours to train	1	108	160	99
Outcome:				
Poll Managers issued passing score upon completion of training sessions.	1	1,108	990	1,000
Percent of poll managers with passing score	1	92.0%	97.0%	100%
Percent of precincts utilizing electronic poll books	1	33.0%	33.0%	50.0%

2011 ACTION STEPS

Department Goal 1

- Promote use of On-Line Training for Poll Managers and Clerks for upcoming General Election.
- Schedule an Open House at the Elections & Voter Registration office for public education of elections process awareness.
- Research possibilities of combining additional polling locations in larger facilities or create vote centers.
- Utilize colleges, churches, high schools, and civic groups to recruit qualified prospective poll workers.
- Explore possible purchase of electronic notebooks versus expensive laptops for electronic poll books.
- Utilize state checklist for testing of equipment before sending machines out on election day.
- Explore funding option for state to pay for background checks on poll workers.
- Strengthen internal control procedures by requiring ID when issuing election supply box and equipment.
- Examine scanning process to maximize productivity for records scanned and sent for microfilm.

LIBRARY

GENERAL FUND

CULTURE AND RECREATION

Mission: The purpose of the Charleston County Library is to continually identify, evaluate, and respond to the informational, educational, cultural, and recreational needs of all the residents of Charleston County to enrich the quality of life in the community and promote life long learning.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
County appropriation	\$ 14,103,768	\$ 14,232,540	\$ 13,824,355	\$ 13,674,355	\$ (150,000)	(1.1)
Plus: other sources	<u>1,317,394</u>	<u>1,165,405</u>	<u>1,158,701</u>	<u>1,005,960</u>	<u>(152,741)</u>	(13.2)
Expenditures	<u>\$ 15,421,162</u>	<u>\$ 15,397,945</u>	<u>\$ 14,983,056</u>	<u>\$ 14,680,315</u>	<u>\$ (302,741)</u>	(2.0)

Funding Adjustments for FY 2011 Include:

- The County appropriation reflects a decrease to fund Library operations and staffing due to a decrease in overall County funds.
- Other sources reflect revenues from grants, fines, and fees established by the Library. The reduction in other sources is due to anticipated decreases in State grants which are offset somewhat by increases in fines and copy charges.
- Expenditures reflect the Library's anticipated budget. After the County's appropriation is finalized, the Library's Board of Trustees incorporates other revenues and the use of fund balance into the Library's total budget. Under current State legislation, funding from the State Aid allocation may be deleted if the Library does not meet the Maintenance of Effort requirement to increase their revenues from local sources above those received in the second preceding year.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Provide a wide variety of Library services to reach an ever increasing number of Charleston County residents.

- Objective 1(a): Increase the use of the Library by Charleston County residents in FY 2011 by increasing the number of registered users by 1% by June 30, 2011.
- Objective 1(b): Answer Library users' information and reference questions in a timely and accurate manner by answering an additional 1% of reference questions in FY 2011.
- Objective 1(c): Increase circulation of all materials by 1% and increase the items circulated per capita from 12.37 items to 12.49 items toward a target of 13 items borrowed per registered borrower per year.

LIBRARY (continued)

GENERAL FUND

CULTURE AND RECREATION

MEASURES:		FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
	Objective			
Input:				
Library visits	1(a)	2,165,246	2,174,079	2,195,820
Hours open ¹	1(a)	37,774	37,607	36,814
Program attendees	1(a)	132,516	116,575	117,741
Electronic use	1(a)	1,627,546	1,629,004	1,645,294
Materials in collection	1(c)	1,669,195	1,906,484	1,925,549
Output:				
Registered cardholders ²	1(a)	310,417	326,600	329,866
Programs held	1(a)	4,324	3,782	3,820
Reference questions answered	1(b)	2,040,436	1,929,178	1,948,470
Efficiency:				
Library visits per capita	1(a)	6.99	7.01	7.08
Cost per library visit	1(a)	\$6.56	\$6.36	\$6.23
Cost per registered cardholder	1(a)	\$45.74	\$42.33	\$41.45
Reference questions answered per hour of service	1(b)	54.02	51.30	52.93
Reference questions answered per capita	1(b)	6.58	6.22	6.29
Percent change in circulation per capita	1(c)	0.91%	0.81%	1.0%
Items catalogued per capita	1(c)	5.39	6.15	6.21
Circulation of all materials per year ¹	1(c)	3,771,499	3,834,143	3,872,484
Outcome:				
New registrations added annually	1(a)	39,471	34,745	35,092
Registered users as percentage of population ²	1(a)	100.14%	105.30%	106%
Percent change in registrations as percent of population	1(a)	9.5%	9.5%	9.4%
Customer user satisfaction ³	1(a)(b)(c)	n/a	n/a	n/a
Peer review overall rating based on S.C. State Library Annual Statistical Survey ^{4&5}	1(a)(b)(c)	n/a	n/a	#2
Percentage increase of questions answered	1(b)	5.6%	(5.76%)	1.0%
Circulation per capita	1(c)	12.17	12.37	12.49

¹ Main Branch closed one hour early and Regional branches closed on Sunday since April 1, 2010.

² System has not been purged of old accounts.

³ Survey conducted every three years.

⁴ FY 2010 data is unavailable at time of publication.

⁵ Number 2 of 41 counties Statewide.

2011 ACTION STEPS

Department Goal 1

- Develop a strategic plan to address service needs and facilities.
- Implement technology to streamline staff workload.

MASTER-IN-EQUITY

GENERAL FUND

JUDICIAL

Mission: The Master-In-Equity facilitates the relatively quick and inexpensive means of litigation for non-jury matters and hears most foreclosure cases and a substantial number of civil, non-jury matters as referred by Order of Reference of Circuit Judge or the Clerk of Court.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.00	7.00	7.00	7.00	-	0.0
Charges and Fees	\$ 468,041	\$ 752,432	\$ 650,000	\$ 850,000	\$ 200,000	30.8
Interest	39,011	5,898	8,000	4,000	(4,000)	(50.0)
TOTAL REVENUES	<u>\$ 507,052</u>	<u>\$ 758,330</u>	<u>\$ 658,000</u>	<u>\$ 854,000</u>	<u>\$ 196,000</u>	29.8
Personnel	\$ 500,040	\$ 508,711	\$ 549,063	\$ 548,299	\$ (764)	(0.1)
Operating	17,648	20,875	18,113	19,984	1,871	10.3
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 517,688</u>	<u>\$ 529,586</u>	<u>\$ 567,176</u>	<u>\$ 568,283</u>	<u>\$ 1,107</u>	0.2

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increase in Master-In-Equity fees due to an increase in foreclosures. This is partially offset by a decrease in interest income based on lower interest rates.
- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures represent increases in office expenses, court reporter fees, and telephone charges.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Provide citizens with demonstrated efficiency and effectiveness.

Objective 1: Reduce the number of days in the average case length by increasing the number of disposed cases.

MEASURES:	Objective	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Projected</u>
Input:				
Cases referred	1	2,159	4,085	4,500
Output:				
Disposed cases	1	2,227	3,560	4,000
Percent of disposed cases	1	103.15%	87.15%	88.89%
Efficiency:				
Cost per case	1	\$246.55	\$154.23	\$137.27
Outcome:				
Average case length in days	1	360	360	360

MASTER-IN-EQUITY (continued)

GENERAL FUND

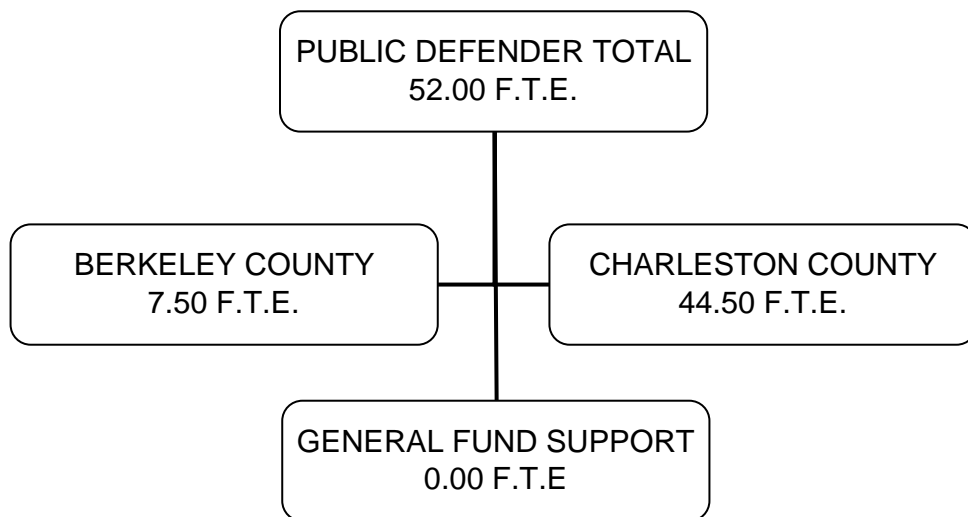
JUDICIAL

2011 ACTION STEPS

Department Goal 1

- Improve Internet information base to assist the public in accessing information needed to participate in the bi-monthly foreclosure auctions.
- Actively participate in the Charleston School of Law Extern Program by sponsoring part-time law students seeking invaluable on-the-job experience.

PUBLIC DEFENDER



PUBLIC DEFENDER

SPECIAL REVENUE FUND

JUDICIAL

DIVISION – Berkeley County

Mission: The Berkeley County Public Defender represents indigent persons in serious criminal, mental health, juvenile, and abuse/neglect cases within Berkeley County to ensure each client receives cost effective and ethical legal representation.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	7.5	7.50	7.50	-	0.0
Intergovernmental	\$ -	\$ 661,828	\$ 529,101	\$ 528,808	\$ (293)	(0.1)
Interest	-	1,476	-	-	-	0.0
Charges and Fees	-	45,583	39,000	50,000	11,000	28.2
Miscellaneous	-	95,000	-	-	-	0.0
TOTAL REVENUES	<u>\$ -</u>	<u>\$ 803,887</u>	<u>\$ 568,101</u>	<u>\$ 578,808</u>	<u>\$ 10,707</u>	1.9
Personnel	\$ -	\$ 502,670	\$ 564,069	\$ 516,606	\$ (47,463)	(8.4)
Operating	-	130,083	171,194	136,407	(34,787)	(20.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 632,753</u>	<u>\$ 735,263</u>	<u>\$ 653,013</u>	<u>\$ (82,250)</u>	(11.2)

Funding Adjustments for FY 2011 Include:

- Revenues reflect State appropriations and fees to fund the Public Defender's operations in Berkeley County.
- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Personnel costs also include an anticipated vacancy for an Investigator position in FY 2011.
- Operating expenditures reflect a decrease in contracted services due to budget constraints.

PUBLIC DEFENDER (continued)

SPECIAL REVENUE FUND

JUDICIAL

DIVISION – Charleston County

Mission: The Public Defender provides competent, effective and ethical defense for each client whose representation has been entrusted to the office; conducts that representation in a manner that promotes fairness in the administration of justice; and provides all mandated legal services in a cost effective and efficient manner.

DIVISION SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	44.50	44.50	44.50	-	0.0
Intergovernmental	\$ -	\$ 981,919	\$ 620,224	\$ 579,838	\$ (40,386)	(6.5)
Interest	-	6,422	-	-	-	0.0
Service Charges	-	156,292	117,500	117,500	-	0.0
Miscellaneous	-	622,665	-	-	-	0.0
TOTAL REVENUES	-	1,767,298	737,724	697,338	(40,386)	(5.5)
Interfund Transfer In	-	2,697,794	2,697,794	2,832,489	134,695	5.0
TOTAL SOURCES	<u>\$ -</u>	<u>\$ 4,465,092</u>	<u>\$ 3,435,518</u>	<u>\$ 3,529,827</u>	<u>\$ 94,309</u>	2.7
Personnel	\$ -	\$ 3,432,858	\$ 3,434,323	\$ 3,412,577	\$ (21,746)	(0.6)
Operating	-	353,107	421,780	350,239	(71,541)	(17.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 3,785,965</u>	<u>\$ 3,856,103</u>	<u>\$ 3,762,816</u>	<u>\$ (93,287)</u>	(2.4)

Funding Adjustments for FY 2011 Include:

- Revenues reflect State appropriations and fees to fund the Public Defender's operations in Charleston County. The decrease in revenues reflects the projected amount of funds cut by the State for FY 2011.
- Interfund Transfer In reflects the amount of funding from the General Fund to support the Public Defender's function in Charleston County. Interfund Transfer In also includes an increase of \$135,000 which reflects the funding needed to maintain a fund balance of \$100,000.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect a decrease for reimbursable litigation and nonreimbursable litigation due to the agreement with the SC Commission on Indigent Defense to reimburse the polygraph expenses in FY 2011. Operating expenditures also reflect decreases made in parking coupons, noncapital IT purchases, and training and conferences due to budget constraints.

PUBLIC DEFENDER (continued)

SPECIAL REVENUE FUND

JUDICIAL

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: To provide quality legal representation of indigent citizens of Charleston County charged with crimes.

Objective 1(a): Participation in court sponsored initiatives towards swifter case management.

Objective 1(b): Reduce percent of cases in which Public Defender staff attorneys make motions for continuance on the day of trial which are based on grounds that should have been foreseeable during discovery by defense counsel.

Objective 1(c): Address Adult/Juvenile Detention Center overcrowding by monitoring number of Adult/Juvenile Detention Center case dispositions handled by public defenders.

Objective 1(d): Reduce the number of repeat offenders by making recommendations for treatment or counseling to clients or tailored sentence recommendations for the court.

Objective 1(e): Increase the Public Defenders' role in reducing recidivism and assist in discouraging indigent involvement with criminal activity by having a greater presence in community activities that support our schools, corrections, and initiatives to assist clients to avoid future criminal conduct.

MEASURES:

	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Jail cases pending per attorney per month	1(a)(d)	40	42	42
Output:				
Case law meetings and in-house training per attorney	1(a)(b)(c)(d)	40	40	40
In-house training sessions for paralegals	1(a)(b)(d)	12	12	12
Community and school activities attended	1(e)	110	100	100
Efficiency:				
Hours spent per case law meeting per attorney	1(a)(b)(c)(d)	2	2	2
Hours spent per in-house training session per paralegal	1(a)(b)(d)	1	1	1
Average number of cases per attorney	1(a)(d)	175	166	166
Hours spent per community/school activities per staff	1(e)	2	2	2
Outcome:				
Cases disposed of annually by:	1(a)(b)(c)(d)			
<u>General Sessions (jail & non-jail)</u> ¹				
Trials (clients)		18	14	14
Guilty Pleas (clients)		2,461	2,284	2,284
Probation Violations (warrants)		692	740	740
<u>Family Court/Juveniles (jail & non-jail)</u> ¹				
Trials		4	6	6
Total petitions disposed		1,249	1,642	1,642
<u>Magistrate Court (jail & non-jail)</u> ¹				
Clients disposed		726	656	656

¹ Totals are subject to change when periodic audits of cases are conducted.

2011 ACTION STEPS

Department Goal 1

➤ Continue to provide quality legal representation of indigent citizens of Charleston County charged with crimes.

PUBLIC DEFENDER (continued)

GENERAL FUND

JUDICIAL

PROGRAM – Public Defender

Mission: The Public Defender is mandated to defend in the State court system all persons within Charleston County who are required by statute or State or Federal Constitution to be provided with legal counsel at public expense.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	2,365,000	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	2,365,000	-	-	-	-	0.0
Interfund Transfer Out	-	2,697,794	2,697,794	2,832,489	134,695	5.0
TOTAL DISBURSEMENTS	<u>\$ 2,365,000</u>	<u>\$ 2,697,794</u>	<u>\$ 2,697,794</u>	<u>\$ 2,832,489</u>	<u>\$ 134,695</u>	5.0

Funding Adjustments for FY 2011 Include:

- Interfund Transfer Out represents an increase to the General Fund's support of the operating budget of the Public Defender in Charleston County so that department can maintain a fund balance of \$100,000.

VETERANS AFFAIRS

GENERAL FUND

HEALTH AND WELFARE

Mission: The Veterans Affairs Office serves as a local contact to assist veterans and their dependents in applying for VA benefits from the State and Federal governments. These benefits include but are not limited to: VA compensation, pension, insurance, burial, hospitalization and education benefits, discharge review, military and civil service widows' annuities, State dependents educational benefits, and disabled veterans State tax exemption. The office also assists veterans in need of employment, refers indigent veterans to those agencies funded to address the problem, and intercedes on behalf of veterans experiencing problems at the Veterans Administration Medical Center Charleston and in residential or nursing homes within the Trident area (Charleston, Berkeley, and Dorchester Counties).

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	4.00	4.00	4.00	-	0.0
Intergovernmental	\$ 15,436	\$ 14,209	\$ 13,720	\$ 10,000	\$ (3,720)	(27.1)
TOTAL REVENUES	<u>\$ 15,436</u>	<u>\$ 14,209</u>	<u>\$ 13,720</u>	<u>\$ 10,000</u>	<u>\$ (3,720)</u>	<u>(27.1)</u>
Personnel	\$ 260,245	\$ 287,834	\$ 259,684	\$ 261,996	\$ 2,312	0.9
Operating	10,890	12,808	14,925	16,564	1,639	11.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 271,135</u>	<u>\$ 300,642</u>	<u>\$ 274,609</u>	<u>\$ 278,560</u>	<u>\$ 3,951</u>	<u>1.4</u>

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease based on anticipated State appropriations.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect higher costs for office expenses and local mileage reimbursement due to current demand levels for our service support that are 70% greater than the end of FY 2009.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Maximize services to the veterans of Charleston County.

Objective 1(a): Counsel veterans as to their eligibility for Federal and State veterans benefits and ascertain the nature of walk-in client's inquiries within five minutes.

Objective 1(b): Assist veterans and their families in the preparation, filing, prosecution, and appeal of claims with the U.S. Department of Veterans Affairs and submit completed claims to the VA Regional Office within two business days.

VETERANS AFFAIRS (continued)

GENERAL FUND

HEALTH AND WELFARE

MEASURES:		FY 2009	FY 2010	FY 2011
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
Output:				
Office contacts	1(a)	22,335	29,149	36,549
Claims filed	1(b)	10,254	10,668	11,168
Outcome:				
Percent of walk-ins served in five minutes	1(a)	99.0%	99.0%	99.0%
Percent of claims submitted within two business days	1(b)	99.0%	99.0%	99.0%

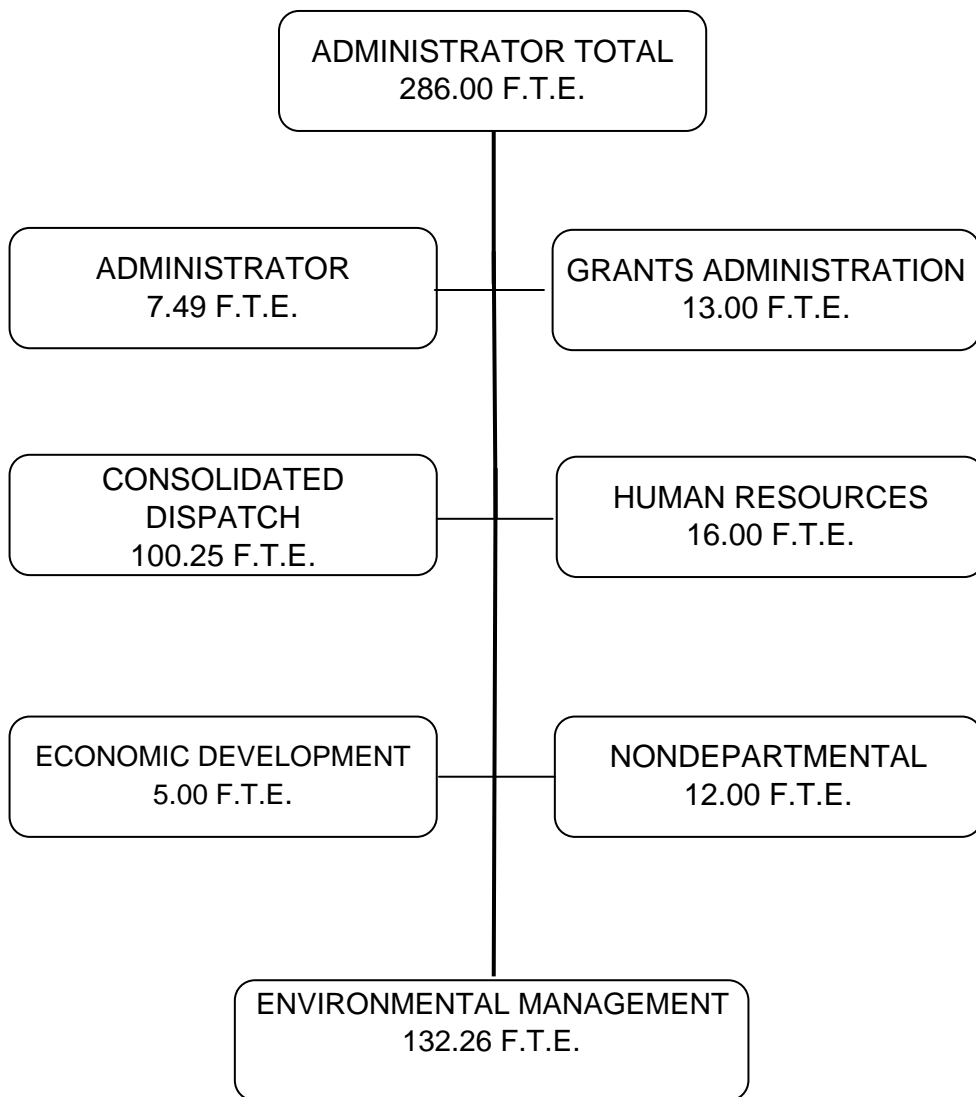
2011 ACTION STEPS

Department Goal 1

- Identify and retire inactive files with the objective of reducing required storage space.
- Utilization of County surplus material and equipment when applicable.
- Practice daily cost reduction when applicable.



COUNTY ADMINISTRATOR



COUNTY ADMINISTRATOR

GENERAL FUND

GENERAL GOVERNMENT

DEPARTMENT – Administrator

Mission: The County Administrator provides full disclosure of all significant issues to County Council and ensures that all legislative actions, policy statements, and other directives of Council are enacted.

DEPARTMENTAL SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.00	6.31	7.31	6.80	(0.51)	(7.0)
Personnel	\$ 718,911	\$ 733,693	\$ 895,417	\$ 825,208	\$ (70,209)	(7.8)
Operating	60,232	31,277	43,590	35,812	(7,778)	(17.8)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 779,143</u>	<u>\$ 764,970</u>	<u>\$ 939,007</u>	<u>\$ 861,020</u>	<u>\$ (77,987)</u>	<u>(8.3)</u>

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Personnel expenses decrease due to the reallocation of salaries to the E911 Communications Division and the Environmental Management Department.
- Operating expenditures decrease due to reductions in vehicle expenses, office expenses, and training and conferences.

ADMINISTRATOR (continued)

SPECIAL REVENUE FUND

PUBLIC WORKS

DIVISION – Public Information: Transportation Sales Tax

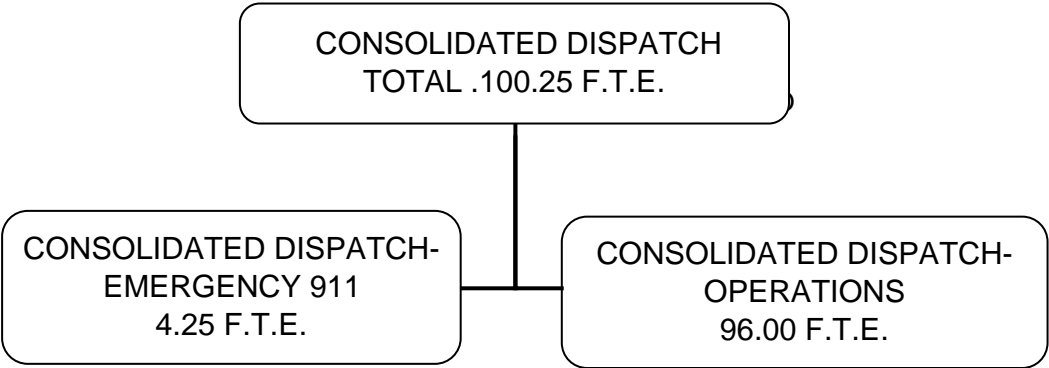
Mission: The Public Information Division is responsible for the public relations requirements related to the Half-Cent Transportation Sales Tax. This includes both the roads and greenbelts projects.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	0.69	0.69	0.69	-	0.0
Personnel	\$ 3,778	\$ 72,851	\$ 71,591	\$ 71,591	\$ -	0.0
Operating	-	-	311	-	(311)	(100.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 3,778</u>	<u>\$ 72,851</u>	<u>\$ 71,902</u>	<u>\$ 71,591</u>	<u>\$ (311)</u>	<u>(0.4)</u>

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect a decrease due to the allocation of costs shifting to the Administrator's budget.

CONSOLIDATED DISPATCH



CONSOLIDATED DISPATCH

GENERAL FUND

PUBLIC SAFETY

DIVISION – Consolidated Dispatch

Mission: Consolidated Dispatch provides communications system, dispatch, and/or records support for 10 different 911 emergency dispatch operations for public safety/government entities within the County under nine jurisdictions. A Consolidated Dispatch Center eliminates the need for 911 calls to be transferred to other centers within Charleston County which takes up valuable time. The transition to a Consolidated Dispatch Center is being done through the assistance of a cooperative, multi-jurisdictional Consolidated Dispatch Committee which consists of law enforcement, fire and EMS leaders from within Charleston County.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	48.50	98.50	96.00	(2.50)	(2.5)
Intergovernmental	\$ -	\$ 1,400	\$ 500,000	\$ 2,660,538	\$ 2,160,538	432.1
Charges and Fees	-	175	-	-	-	0.0
TOTAL REVENUES	\$ -	\$ 1,575	\$ 500,000	\$ 2,660,538	\$ 2,160,538	432.1
Personnel	\$ -	\$ 2,790,551	\$ 2,854,564	\$ 4,981,630	\$ 2,127,066	74.5
Operating	7,055	245,236	221,540	323,664	102,124	46.1
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	\$ 7,055	\$ 3,035,787	\$ 3,076,104	\$ 5,305,294	\$ 2,229,190	72.5

Funding Adjustments for FY 2011 Include:

- Revenues reflect a reimbursement from member agencies such as St. Andrews Fire Department, the City of North Charleston, Folly Beach, St. John's Fire Department, and the City of Charleston Fire Department for dispatchers switching over to the Consolidated Dispatch Center.
- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Personnel costs also include the costs of 26 dispatchers coming from member agencies. The department moved half of an IT System Specialist FTE and a full GIS Analyst FTE to the E911 Communications budget and a full 911 System Technician FTE to the EMS budget. The overall increase will be offset by the member agencies reimbursement of \$2,660,538 for transitioning to the Consolidated Dispatch Center. This reimbursement appears as the Intergovernmental revenues shown above.
- Operating expenditures represent an increase to consultant fees, noncapital IT purchases, and training and conferences.

CONSOLIDATED DISPATCH (continued)

ENTERPRISE FUND

PUBLIC SAFETY

DIVISION – Emergency 911 Communications

Mission: The Emergency 911 Communications (E911) Division maintains the 911 database, acts as a liaison between local police and fire departments, provides public education and 911 awareness programs, ensures that the disaster recovery plan is current and tested, recovers costs from the State for E911, and activates the alternate Public Safety Answering Point located at the emergency operations center.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	4.25	2.25	112.5
Charges and Fees	\$ 1,365,183	\$ 1,429,854	\$ 1,250,000	\$ 1,470,000	\$ 220,000	17.3
Interest	<u>137,047</u>	<u>45,034</u>	<u>25,000</u>	<u>25,000</u>	<u>-</u>	0.0
TOTAL REVENUES	<u>\$ 1,502,230</u>	<u>\$ 1,474,888</u>	<u>\$ 1,275,000</u>	<u>\$ 1,495,000</u>	<u>\$ 220,000</u>	17.3
Personnel	\$ 90,489	\$ 120,794	\$ 115,357	\$ 283,389	\$ 168,032	145.7
Operating	1,035,084	1,081,859	954,843	1,211,611	256,768	26.9
Capital	<u>-</u>	<u>-</u>	<u>125,421</u>	<u>-</u>	<u>(125,421)</u>	(100.0)
TOTAL EXPENDITURES	1,125,573	1,202,653	1,195,621	1,495,000	299,379	25.0
Interfund Transfers Out	<u>-</u>	<u>1,683</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL DISBURSEMENTS	<u>\$ 1,125,573</u>	<u>\$ 1,204,336</u>	<u>\$ 1,195,621</u>	<u>\$ 1,495,000</u>	<u>\$ 299,379</u>	24.9

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increase in E911 fees.
- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Personnel costs also include the total costs of an IT System Specialist and a GIS Analyst from Consolidated Dispatch Division and 0.25 FTE of a Public Information Specialist from the Administrator's budget.
- Operating expenditures reflect the establishment of a contingency account to balance the budget.

ECONOMIC DEVELOPMENT – MULTI-COUNTY PARKS

SPECIAL REVENUE FUND

ECONOMIC DEVELOPMENT

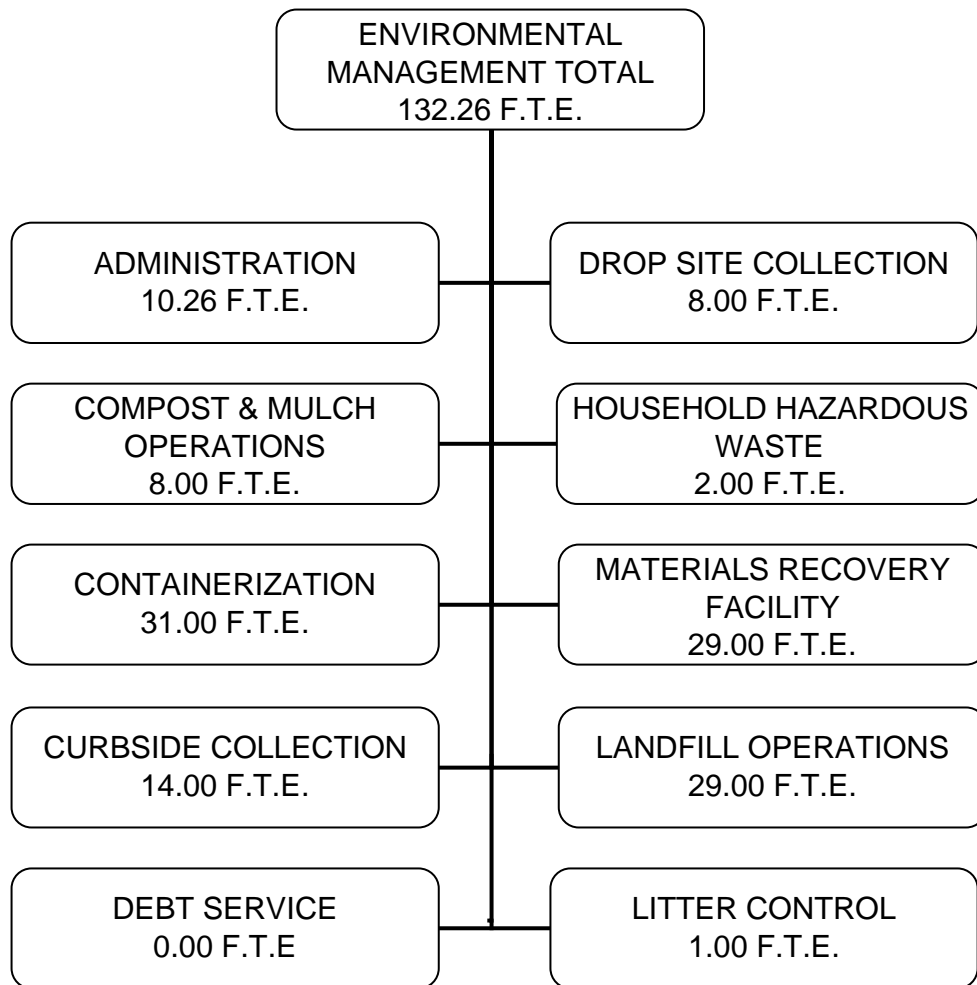
Mission: The Multi-County Parks Program recruits new businesses, improves the business climate, helps existing companies stay healthy and grow in order to continuously improve an ever-expanding number of high-paying jobs, and attracts companies to the area by establishing multi-county industrial parks for the County.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	3.00	4.00	5.00	1.00	25.0
Taxes	\$ 811,650	\$ 822,042	\$ 645,000	\$ 1,121,593	\$ 476,593	73.9
TOTAL REVENUES	811,650	822,042	645,000	1,121,593	476,593	73.9
Interfund Transfer In	9,215	-	46,000	-	(46,000)	(100.0)
TOTAL SOURCES	<u>\$ 820,865</u>	<u>\$ 822,042</u>	<u>\$ 691,000</u>	<u>\$ 1,121,593</u>	<u>\$ 430,593</u>	62.3
Personnel	\$ 92,516	\$ 229,418	\$ 303,183	\$ 484,469	\$ 181,286	59.8
Operating	454,366	512,649	759,363	771,947	12,584	1.7
Capital	-	-	46,000	21,000	(25,000)	(54.3)
TOTAL EXPENDITURES	546,882	742,067	1,108,546	1,277,416	168,870	15.2
Interfund Transfer Out	-	19,496	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 546,882</u>	<u>\$ 761,563</u>	<u>\$ 1,108,546</u>	<u>\$ 1,277,416</u>	<u>\$ 168,870</u>	15.2

Funding Adjustments for FY 2011 Include:

- Revenues represent an increase in the allocation of property taxes in the multi-county parks from 5% to 7.5%.
- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Personnel expenses also include the annualization of a position change in FY 2010 and the addition of an Economic Development Specialist in FY 2011.
- Operating expenditures represent increases for the County contribution to the Charleston Regional Development Alliance, a building lease, and the contingency budget to fund expansion costs for increased services for Boeing.
- Capital expenditures include the addition of a mid-sized utility vehicle.

ENVIRONMENTAL MANAGEMENT



ENVIRONMENTAL MANAGEMENT

ENTERPRISE FUND

PUBLIC WORKS

DIVISION - Administration

Mission: The Environmental Management Administration Division maintains support for the Environmental Management Department and provides community education to encourage participation in the Department's various programs and activities.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	9.00	9.20	10.00	10.26	0.26	2.6
Charges and Fees	\$ 26,413,515	\$ 26,849,807	\$ 26,725,000	\$ 26,725,000	\$ -	0.0
Interest	419,801	263,855	100,000	100,000	-	0.0
Miscellaneous	160,739	40,796	-	-	-	0.0
TOTAL REVENUES	<u>\$ 26,994,055</u>	<u>\$ 27,154,458</u>	<u>\$ 26,825,000</u>	<u>\$ 26,825,000</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 684,313	\$ 832,818	\$ 799,006	\$ 786,112	\$ (12,894)	(1.6)
Operating	3,038,410	2,852,717	2,516,812	2,688,492	171,680	6.8
Capital	-	-	-	-	-	0.0
TOTAL EXPENSES	<u>\$ 3,722,723</u>	<u>\$ 3,685,535</u>	<u>\$ 3,315,818</u>	<u>\$ 3,474,604</u>	<u>\$ 158,786</u>	<u>4.8</u>

Funding Adjustments for FY 2011 Include:

- Revenues are principally derived from Environmental Management user fees collected by the Revenue Collections Enterprise Fund as a service to the Environmental Management Department.
- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Even with the increase of a partial FTE, Personnel costs decreased due to reducing the hiring salary for a vacant position.
- Operating expenditures increased due to a 104% increase (\$115,000) for advertising to encourage citizens to recycle. In addition, a new cost of \$64,000 has been included for Special Legal Services which was moved from the Legal Department.

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Ensure all solid waste created in Charleston County is disposed of in an environmentally safe manner, with an emphasis on efficiency and effectiveness.

Objective 1(a): Initiate single stream recycling program for approximately 4,000 homes.

Objective 1(b): Initiate food waste compost pilot program with 10 tons processed through the trial period. After permitting is completed, an estimate of several hundred tons a week may be processed.¹

Department Goal 2: Increase citizen involvement in the curbside recycling program.

Objective 2: Achieve a 40% recycling rate in Charleston County's recycling program.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Total number of eligible households	2	104,428	110,269	110,307
Output:				
Total tons of incinerated waste ²	1(a)	188,626	69,215	n/a
Total tons disposed of MSW ^{3&4} at the Landfill	1(a)	147,479	146,244	300,000
Total neighborhood recycling improvement programs	2	129	315	327
Efficiency:				
Total cost of incinerator operations ^{2&5}	1(a)	\$22,417,450	n/a	n/a
Total cost of curbside recycling program	2	\$1,478,844	\$2,377,792	\$1,777,774
Outcome:				
Percent of households participating in curbside recycling	2	30.96%	33.46%	35.0%

¹ The department will begin measuring performance against this objective in FY 2011.

² Incinerator ceased operation in January 2010.

³ Municipal Solid Waste

⁴ FY 2010 reflects total MSW for Charleston County which includes 83,505 tons disposed outside the Bees Ferry Landfill.

⁵ FY 2010 data not available at time of publication.

2011 ACTION STEPS

Department Goal 1

- Complete a department wide study that will review current methods for reducing, reusing, and recycling.
- Increase composting by 50% by the end of FY 2011.

Department Goal 2

- Expand the neighborhood marketing initiative to improve neighborhood recycling participation by adding a minimum of 12 new neighborhood studies each year.
- Implement a single-stream recycling pilot program to increase citizen involvement.

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

DIVISION – Compost and Mulch Operations

Mission: The Environmental Management Compost and Mulch Operations Division provides for the processing of natural wood waste in volumes delivered by municipalities, public service districts, and private haulers and turning that waste into mulch and screened compost for sale to the public or wholesale operations.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	8.00	8.00	-	0.0
Charges and Fees	\$ 49,750	\$ 50,663	\$ 45,000	\$ 45,000	\$ -	0.0
TOTAL REVENUES	<u>\$ 49,750</u>	<u>\$ 50,663</u>	<u>\$ 45,000</u>	<u>\$ 45,000</u>	<u>\$ -</u>	0.0
Personnel	\$ 422,547	\$ 466,835	\$ 452,793	\$ 457,339	\$ 4,546	1.0
Operating	535,954	588,636	420,900	474,149	53,249	12.7
Capital	-	-	200,000	200,000	-	0.0
TOTAL EXPENSES	<u>\$ 958,501</u>	<u>\$ 1,055,471</u>	<u>\$ 1,073,693</u>	<u>\$ 1,131,488</u>	<u>\$ 57,795</u>	5.4

Funding Adjustments for FY 2011 Include:

- Revenues reflect no change for Fiscal Year 2011.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect an increase in gravel and fill material which is partially offset by an increase in vehicle fleet charges.
- The Capital expense represents the cost for one Wheel Loader for \$200,000.

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

DIVISION - Containerization

Mission: The Environmental Management Containerization Division collects and segregates trash, garbage, and recyclables from strategically located County-maintained convenience centers throughout the rural areas of the County for recycling or composting.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	33.00	32.00	31.00	31.00	-	0.0
Personnel	\$ 1,318,286	\$ 1,361,857	\$ 1,339,839	\$ 1,316,140	\$ (23,699)	(1.8)
Operating	721,156	635,407	616,974	498,917	(118,057)	(19.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENSES	<u>\$ 2,039,442</u>	<u>\$ 1,997,264</u>	<u>\$ 1,956,813</u>	<u>\$ 1,815,057</u>	<u>\$ (141,756)</u>	<u>(7.2)</u>

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expense decrease is caused by lower vehicle fleet expenditures.

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

DIVISION – Curbside Collection

Mission: The Environmental Management Curbside Collection Division provides curbside collection of recyclables to all urban areas of Charleston County and to urban schools.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	12.00	11.00	14.00	14.00	-	0.0
Personnel	\$ 598,521	\$ 597,174	\$ 641,275	\$ 934,600	\$ 293,325	45.7
Operating	858,503	890,670	643,407	651,304	7,897	1.2
Capital	-	-	190,000	190,000	-	0.0
TOTAL EXPENSES	<u>\$ 1,457,024</u>	<u>\$ 1,487,844</u>	<u>\$ 1,474,682</u>	<u>\$ 1,775,904</u>	<u>\$ 301,222</u>	20.4

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). The large increase is for full year funding of two positions moved from the Incinerator operation as well adding four new temporary positions.
- Operating expenditures reflect a small increase in vehicle fleet expenses.
- The Capital expense represents the cost of one large recycling truck as recommended by the Fleet Review Committee.

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

PROGRAM – Debt Service

Mission: The Debt Service Program accounts for servicing of the 2004 Environmental Management Revenue Bonds which refinanced the 1994 Environmental Management Revenue Bonds. This program records the principal, interest, and other costs related to the repayment of that debt issuance.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
Debt Service	595,185	518,575	1,922,252	1,923,252	1,000	0.1
TOTAL EXPENSES	<u>\$ 595,185</u>	<u>\$ 518,575</u>	<u>\$ 1,922,252</u>	<u>\$ 1,923,252</u>	<u>\$ 1,000</u>	0.1

Funding Adjustments for FY 2011 Include:

- Debt Service reflects the scheduled principal and interest payments on the 2004 Revenue Bond.

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

DIVISION – Drop Site Collection

Mission: The Environmental Management Drop Site Collection Division provides drop site containers located throughout the County to collect commingled materials and paper products to remove litter and overflow waste.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	8.00	8.00	-	0.0
Personnel	\$ 449,250	\$ 442,193	\$ 440,465	\$ 446,759	\$ 6,294	1.4
Operating	176,027	163,887	139,333	168,125	28,792	20.7
Capital	-	-	-	60,000	60,000	100.0
TOTAL EXPENSES	<u>\$ 625,277</u>	<u>\$ 606,080</u>	<u>\$ 579,798</u>	<u>\$ 674,884</u>	<u>\$ 95,086</u>	16.4

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenses represent an increase in vehicle fleet expenditures.
- The Capital expense represents the cost of one small roll-off truck as recommended by the Fleet Review Committee.

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

DIVISION – Household Hazardous Waste

Mission: The Environmental Management Household Hazardous Waste Division provides for proper disposal of residential household hazardous wastes such as paint, gasoline, pool chemicals, and insecticides at the Bees Ferry Landfill.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	2.00	2.00	-	0.0
Charges and Fees	<u>\$ 44,570</u>	<u>\$ 46,626</u>	<u>\$ 25,000</u>	<u>\$ 32,000</u>	<u>\$ 7,000</u>	28.0
TOTAL REVENUES	<u><u>\$ 44,570</u></u>	<u><u>\$ 46,626</u></u>	<u><u>\$ 25,000</u></u>	<u><u>\$ 32,000</u></u>	<u><u>\$ 7,000</u></u>	28.0
Personnel	\$ 218,370	\$ 184,319	\$ 214,333	\$ 151,774	\$ (62,559)	(29.2)
Operating	138,329	131,081	131,878	134,896	3,018	2.3
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENSES	<u><u>\$ 356,699</u></u>	<u><u>\$ 315,400</u></u>	<u><u>\$ 346,211</u></u>	<u><u>\$ 286,670</u></u>	<u><u>\$ (59,541)</u></u>	(17.2)

Funding Adjustments for FY 2011 Include:

- Revenues reflect a predicted increase based on FY 2010 revenues.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). The decrease is due to the full year savings of one less FTE.
- Operating expenses represent only a slight increase for vehicle fleet expenditures.

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

DIVISION – Incinerator Operations

Mission: The Environmental Management Incinerator Operations Division provided for the disposal of garbage at the Montenay Charleston Resource Facility. The contract for this operation ended January 1, 2010.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	-	(2.00)	(100.0)
Charges and Fees	\$ 11,603,638	\$ 10,350,854	\$ 4,800,000	\$ -	\$ (4,800,000)	(100.0)
Interest	1,519,361	303,985	250,000	-	(250,000)	(100.0)
TOTAL REVENUES	<u>\$ 13,122,999</u>	<u>\$ 10,654,839</u>	<u>\$ 5,050,000</u>	<u>\$ -</u>	<u>\$ (5,050,000)</u>	(100.0)
Personnel	\$ 79,572	\$ 82,200	\$ 40,246	\$ -	\$ (40,246)	(100.0)
Operating	22,815,930	22,335,251	24,009,527	-	(24,009,527)	(100.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENSES	<u>\$ 22,895,502</u>	<u>\$ 22,417,451</u>	<u>\$ 24,049,773</u>	<u>\$ -</u>	<u>\$ (24,049,773)</u>	(100.0)

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

DIVISION – Landfill Operations

Mission: The Environmental Management Landfill Operations Division provides a disposal site for Environmental Management and construction debris to Charleston County customers including residents, municipalities, public service districts, other government contractors, and private haulers.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	22.00	22.00	29.00	29.00	-	0.0
Intergovernmental	\$ 142,085	\$ 121,449	\$ 130,000	\$ 120,000	\$ (10,000)	(7.7)
Charges and Fees	2,829,319	488,894	200,000	175,000	(25,000)	(12.5)
Miscellaneous	200,500	-	-	-	-	0.0
TOTAL REVENUES	\$ 3,171,904	\$ 610,343	\$ 330,000	\$ 295,000	\$ (35,000)	(10.6)
Personnel	\$ 1,207,431	\$ 1,332,400	\$ 1,296,310	\$ 1,781,661	\$ 485,351	37.4
Operating	6,090,167	9,948,987	5,788,070	8,644,022	2,855,952	49.3
Capital	-	-	-	1,185,000	1,185,000	100.0
TOTAL EXPENSES	\$ 7,297,598	\$ 11,281,387	\$ 7,084,380	\$ 11,610,683	\$ 4,526,303	63.9

Funding Adjustments for FY 2011 Include:

- Revenues are projected to decrease due to less State Shared Revenues and landfill fees.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Seven FTEs were added from the incinerator contractor on January 1, 2010; the increase in Fiscal Year 2011 is for the full year costs of those positions.
- Operating expenses represent an increase due to the incinerator contract ending on January 1, 2010, which requires an increase for waste disposal services.
- Capital expenses include a 4x4 vehicle, a compactor, a bulldozer, and alternative daily cover equipment.

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

DIVISION – Litter Control

Mission: The Environmental Management Litter Control Division provides education and enforcement of the various litter codes and ordinances of Charleston County in order to provide its citizens with a clean and healthy environment in which to live.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	1.00	1.00	-	0.0
Personnel	\$ 112,958	\$ 58,433	\$ 106,146	\$ 59,498	\$ (46,648)	(43.9)
Operating	11,562	11,006	26,015	21,586	(4,429)	(17.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENSES	\$ 124,520	\$ 69,439	\$ 132,161	\$ 81,084	\$ (51,077)	(38.6)

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbent and no provision for a Cost of Living Adjustment (COLA). The decrease is due to deleting the full year funding for one FTE.
- Operating expenses reflect a decrease in vehicle fleet expenditures.

ENVIRONMENTAL MANAGEMENT (continued)

ENTERPRISE FUND

PUBLIC WORKS

DIVISION – Materials Recovery Facility

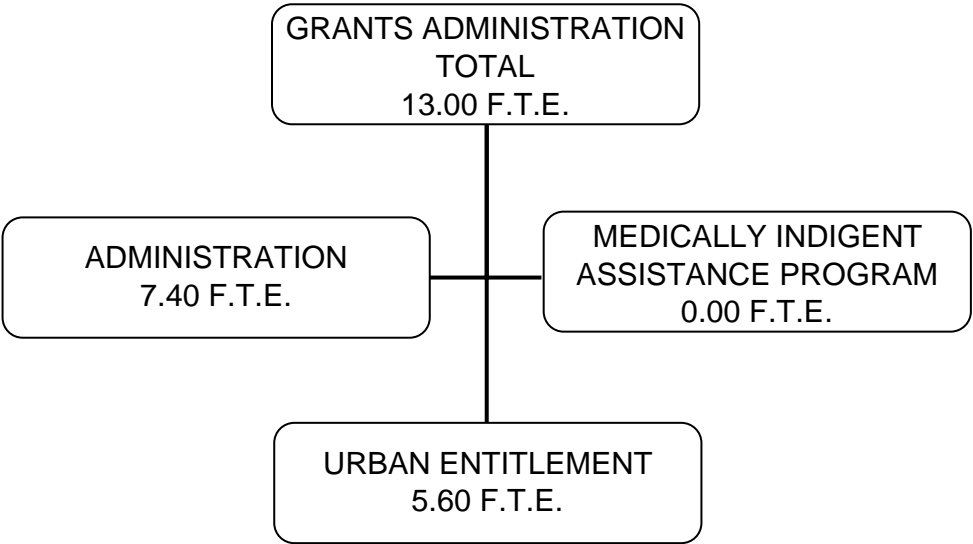
Mission: The Environmental Management Materials Recovery Facility provides for the processing and marketing of recyclable material collected in Charleston County and the processing of materials received from Dorchester County.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	29.00	29.00	29.00	29.00	-	0.0
Intergovernmental	\$ 57,839	\$ 138,670	\$ -	\$ -	\$ -	0.0
Charges and Fees	2,994,279	1,469,850	659,000	1,077,000	418,000	63.4
Interest	24,981	-	-	-	-	0.0
Miscellaneous	(295,998)	5,129	-	-	-	0.0
TOTAL REVENUES	2,781,101	1,613,649	659,000	1,077,000	418,000	63.4
Interfund Transfer In	-	1,617	-	-	-	0.0
TOTAL SOURCES	<u>\$ 2,781,101</u>	<u>\$ 1,615,266</u>	<u>\$ 659,000</u>	<u>\$ 1,077,000</u>	<u>\$ 418,000</u>	63.4
Personnel	\$ 1,147,706	\$ 1,136,014	\$ 1,193,013	\$ 1,293,843	\$ 100,830	8.5
Operating	466,871	554,318	231,267	234,057	2,790	1.2
Capital	-	-	-	720,000	720,000	100.0
TOTAL EXPENSES	<u>\$ 1,614,577</u>	<u>\$ 1,690,332</u>	<u>\$ 1,424,280</u>	<u>\$ 2,247,900</u>	<u>\$ 823,620</u>	57.8

Funding Adjustments for FY 2011 Include:

- Revenues are projected to increase based on current commodity prices for recyclable materials.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). The increase also covers the cost of five temporary positions and some overtime.
- Operating expenses reflect a decrease in vehicle fleet expenditures offset by an increase for other operating supplies.
- Capital expenses include a two-ram baler, a conveyor system, a plastic conveyor system, and a liquid propane gas forklift

GRANTS ADMINISTRATION



GRANTS ADMINISTRATION

GENERAL FUND

GENERAL GOVERNMENT

DIVISION - Administration

Mission: The Grants Administration Division actively seeks available grant funding and administers Community Development Block Grants that are designed to improve housing and neighborhoods in economically disadvantaged areas.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	9.75	8.75	8.15	7.40	(0.75)	(9.2)
Personnel	\$ 676,169	\$ 554,091	\$ 591,067	\$ 533,844	\$ (57,223)	(9.7)
Operating	17,363	7,680	13,260	10,362	(2,898)	(21.9)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	693,532	561,771	604,327	544,206	(60,121)	(9.9)
Interfund Transfer Out	175,000	62,500	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 868,532</u>	<u>\$ 624,271</u>	<u>\$ 604,327</u>	<u>\$ 544,206</u>	<u>\$ (60,121)</u>	(9.9)

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect an increase due to the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). The decrease in personnel expenditures includes an increase in personnel reimbursement from the Workforce Investment Act and Urban Entitlement programs.
- Operating expenditures reflect a decrease in training and travel, wireless technology, and vehicle costs.

Performance Measures:

Initiative III: Long-Term Financial Planning

Department Goal 1: Secure funds to support and enhance departmental, County, and community services.

Objective 1(a): Apply for thirty new grants to support/enhance County services.

Objective 1(b): Obtain eight new grant awards.

Objective 1(c): Show a 3:1 gain on dollars invested in personnel versus grant dollars obtained.

Objective 1(d): Show a Return on Investment (ROI) of 300% or greater.

GRANTS ADMINISTRATION (continued)

GENERAL FUND

GENERAL GOVERNMENT

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Competitive applications ¹	1(a)	24	19	n/a
Output:				
Competitive awards ¹	1(b)	4	6	n/a
Competitive dollars awarded ¹	1(b)	\$68,000	\$828,313	n/a
Efficiency:				
Investment Gain ¹	1(c)	n/a	\$798,313	n/a
Return on Investment ¹	1(d)	n/a	2,661%	n/a
Outcome:				
Percent increase (decrease) of competitive grant applications ¹	1(a)	(8.5%)	(20.0%)	n/a
Percent increase of competitive awards ¹	1(b)	33.0%	33.0%	n/a

¹ FY 2011 reflects a position currently vacant. This function will be analyzed to determine the most appropriate resource for the future.

2011 ACTION STEPS

Department Goal 1

- Identify and communicate to departments, community groups, and other interested parties potential grant opportunities through federal recovery funds, ongoing cyclical grant announcements, and creative avenues to submit proposals to generate dollars to fund county operations.
- Perform projects to strengthen Grants Administration's varied program and functions through ongoing analysis, process management, and the development and refinement of internal policies and procedures.

GRANTS ADMINISTRATION (continued)

GENERAL FUND

HEALTH AND WELFARE

PROGRAM –Medically Indigent Assistance Program (MIAP)

Mission: The Medically Indigent Assistance Program (MIAP) administers the eligibility determinations for inpatient hospital services for residents that meet the financial requirement of Federal poverty to ensure that medical care is available to these citizens.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ 18,096	\$ 18,096	100.0
Operating	1,195,491	1,361,649	1,335,975	1,369,622	33,647	2.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	\$ 1,195,491	\$ 1,361,649	\$ 1,335,975	\$ 1,387,718	\$ 51,743	3.9

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the transition of the program being previously administered by MUSC to being currently administered by a temporary employee.
- Operating expenditures reflect contribution requirements paid to the South Carolina Department of Health and Human Services based on the formula set by the State.

Performance Measures:

Initiative IV: Workflow Analysis Process Management

Department Goal 1: Ensure a positive return on investment of the County's contribution for inpatient hospital services to indigent citizens.

Objective 1(a): Maintain administrative expenses shared with Medical University Hospital at 25% not to exceed \$20,000 per year.

Objective 1(b): Reconsideration designee responses not to exceed 30 days from receiving the request for reconsideration.

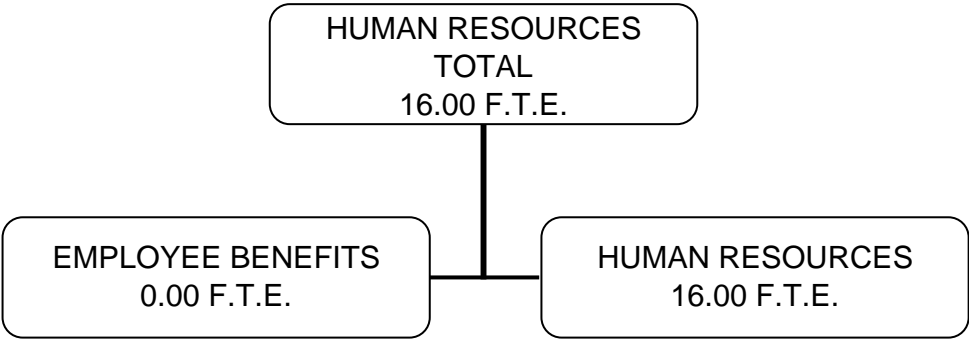
MEASURES:	Objective	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Projected</u>
Input:				
Denial notices requesting reconsideration for eligibility	1(b)	40	57	57
Outcome:				
Percent of annual administrative charges	1(a)	94.0%	100%	100%
Percent of reconsideration requests approved for MIAP inpatient services	1(b)	38.0%	73.0%	73.0%

2011 ACTION STEPS

Department Goal 1

- Provide more information on Charleston County's Web site to include links to the MIAP brochures.
- Attend training on the State's MIAP requirements and the formula used to assess the County, as offered.

HUMAN RESOURCES



HUMAN RESOURCES

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

PROGRAM – Employee Benefits

Mission: The Employee Benefits program tracks fringe benefit rate needs by category of purpose (health, dental, life, and disability insurances). Premiums for health-related insurance, professional medical services and wellness-related consultant fees are paid by this program to maintain service contracts benefiting the Charleston County government workforce. Wellness programs are also funded through this program.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Intergovernmental	\$ -	\$ 801	\$ -	\$ -	\$ -	0.0
Charges and Fees	22,149,005	22,988,036	22,214,672	22,593,000	378,328	1.7
Interest	43,425	76,731	-	75,000	75,000	100.0
TOTAL REVENUES	22,192,430	23,065,568	22,214,672	22,668,000	453,328	2.0
Interfund Transfer In	1,000,000	-	-	-	-	0.0
TOTAL SOURCES	<u>\$ 23,192,430</u>	<u>\$ 23,065,568</u>	<u>\$ 22,214,672</u>	<u>\$ 22,668,000</u>	<u>\$ 453,328</u>	2.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	23,120,756	23,525,085	23,064,672	22,768,000	(296,672)	(1.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	23,120,756	23,525,085	23,064,672	22,768,000	(296,672)	(1.3)
Interfund Transfer Out	-	828,567	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 23,120,756</u>	<u>\$ 24,353,652</u>	<u>\$ 23,064,672</u>	<u>\$ 22,768,000</u>	<u>\$ (296,672)</u>	(1.3)

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increase due to the employees paying a higher share of health insurance premiums. Revenues also represent an increase from the County's new employee vision plan and a smoking surcharge.
- Operating expenditures reflect a decrease in employee health care costs offset by an increase in Other Post Retirement Benefits (OPEB).

HUMAN RESOURCES

GENERAL FUND

GENERAL GOVERNMENT

DIVISION – Human Resources

Mission: The Human Resources Division supports the management staff of Charleston County toward its goal of effectively utilizing our most valuable resource—our employees. This includes administering benefit and compensation programs, providing training, facilitating employee relations and interventions, providing performance counseling, conducting wellness programs and benefits education programs, and coordinating awards and recognition programs.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	17.00	17.00	16.00	16.00	-	0.0
Personnel	\$ 995,018	\$ 1,093,773	\$ 1,187,493	\$ 1,209,051	\$ 21,558	1.8
Operating	292,999	140,046	114,188	282,272	168,084	147.2
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,288,017</u>	<u>\$ 1,233,819</u>	<u>\$ 1,301,681</u>	<u>\$ 1,491,323</u>	<u>\$ 189,642</u>	<u>14.6</u>

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Personnel expenses show an increase due to two new hires during FY 2010.
- Operating expenditures represent a decrease in all on-going operating costs; however, this decrease was offset by an increase of \$200,000 in one-time Consultant Fees to complete a Compensation Study.

Performance Measures:

Initiative II: Human Resources & Resource Management

Department Goal 1: Improve customer service.

Objective 1(a): Forward applications of qualified candidates to departments within 3 business days of closing the position.

Objective 1(b): Achieve “good” to “excellent” ratings in overall customer satisfaction from 95% of respondents based upon completion of Human Resources offered training program evaluations.

Department Goal 2: Develop and maintain a diverse workforce.

Objective 2(a): Continue offering Diversity related training programs to all County employees.

Objective 2(b): Continue to train all managers, supervisors, and employees (under direction of the County Administrator) who participate in the interview process in “Behavioral Interviewing/Team Interviewing”.

Objective 2(c): Continue to offer exit interviews to identify problem areas.

HUMAN RESOURCES (continued)

GENERAL FUND

GENERAL GOVERNMENT

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Output:				
Number of applications processed ¹	1(a)	6,657	9,090	6,000
Employees attending training sessions ^{2&3}	1(b)	2,335	3,546	2,000
Number of training hours provided ²	1(b)	423.5	158	150
Number of employees trained in Diversity related topics	2(a)	191	177	150
Number of managers/supervisors trained in "Behavioral/Team Interviewing"	2(b)	13	41	50
Number of positions filled using "Behavioral/Team Interviewing" process ⁴	2(b)	115	85	75
Number of exit interviews conducted online	2(c)	27	33	25
Outcome:				
Turnaround of applications of qualified candidates within 3 business days of job close	1(a)	93.5%	95.0%	95.0%
Overall Countywide Training Program evaluations achieving "good" to "excellent" satisfaction rating	1(b)	90.0%	98.0%	95.0%
Percentage of full-time positions filled using the "Behavioral/Team Interviewing" process ⁴	2(b)	46.0%	36.0%	30.0%
Percentage of online exit interviews conducted to total terminations	2(c)	7.0%	8.9%	9.0%

¹ Reflects several applicants applied for more than one position.

² Includes Open Enrollment meetings.

³ Includes Ethics training required for all employees in departments reporting to County Administrator.

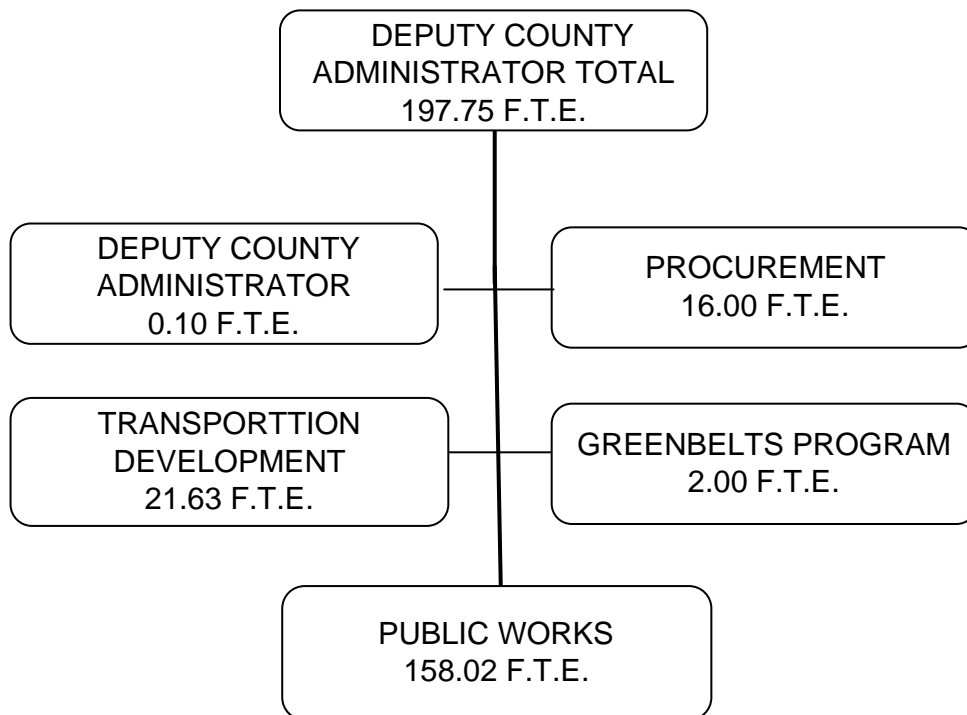
⁴ Elected and Appointed Officials do not utilize Human Resources in Team Interviewing.

2011 ACTION STEPS

Department Goal 1

- Increase efficiencies through:
 - Updating the Standard Operating Procedures (SOP) manual for major HR processes.
 - Streamline and map Human Resources processes to be more efficient.
 - Continue implementing an employee online information system.
 - Increase data entry accuracy in the area of benefits and new hire information.

DEPUTY COUNTY ADMINISTRATOR



DEPUTY COUNTY ADMINISTRATOR

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Deputy County Administrator provides oversight, coordination, strategic planning, and direction for the Greenbelt Programs, Procurement, Public Works, Transportation Development, and the Roads programs of the Transportation Sales Tax.

DEPARTMENTAL SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	0.25	0.00	0.10	0.10	-	0.0
Personnel	\$ 25,429	\$ -	\$ 20,429	\$ 20,355	\$ (74)	(0.4)
Operating	-	-	1,000	1,000	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 25,429</u>	<u>\$ -</u>	<u>\$ 21,429</u>	<u>\$ 21,355</u>	<u>\$ (74)</u>	<u>(0.3)</u>

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the actual grade and step of the incumbent with no provision for a Cost of Living Adjustment (COLA). The majority of the personnel expenses for this position are charged to the Special Revenue Fund for Transportation Sales Tax.
- Operating expenditures show no change for FY2011.

GREENBELT PROGRAMS

SPECIAL REVENUE FUND

CULTURE & RECREATION

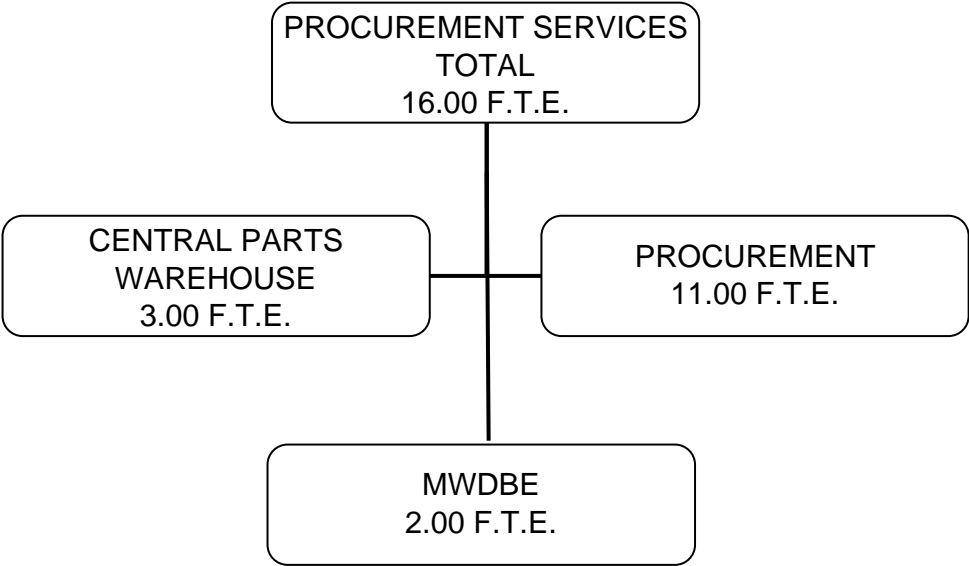
Mission: The Greenbelt Programs provide coordination, strategic planning, and direction for the Half-Cent Transportation Sales Tax Greenbelt Program in Charleston County in addition to implementing the Comprehensive Greenbelt Plan through the Urban and Rural Grants Program.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	1.80	2.00	2.00	-	0.0
Sales Tax	\$ 6,816,503	\$ 6,369,868	\$ 5,950,000	\$ 5,950,000	\$ -	0.0
Interest	313,404	212,527	250,000	125,000	(125,000)	(50.0)
TOTAL REVENUES	7,129,907	6,582,395	6,200,000	6,075,000	(125,000)	(2.0)
Interfund Transfer In	3,808,033	4,330,851	-	-	-	0.0
TOTAL SOURCES	<u>\$ 10,937,940</u>	<u>\$ 10,913,246</u>	<u>\$ 6,200,000</u>	<u>\$ 6,075,000</u>	<u>\$ (125,000)</u>	(2.0)
Personnel	\$ 179,505	\$ 146,503	\$ 152,508	\$ 159,398	\$ 6,890	4.5
Operating	31,739	78,153	127,743	94,535	(33,208)	(26.0)
Capital	-	-	-	-	-	0.0
Debt Service	3,808,165	5,554,888	6,393,105	6,522,160	129,055	2.0
TOTAL EXPENDITURES	<u>\$ 4,019,409</u>	<u>\$ 5,779,544</u>	<u>\$ 6,673,356</u>	<u>\$ 6,776,093</u>	<u>\$ 102,737</u>	1.5

Funding Adjustments for FY 2011 Include:

- Revenues show a projected decrease in interest with collections for the half-cent Transportation Sales Tax remaining constant.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect reductions in administrative costs and consulting fees.
- Debt Service is increased due to normal bond payment schedules.

PROCUREMENT SERVICES



PROCUREMENT

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

DIVISION – Central Parts Warehouse

Mission: The Central Parts Warehouse is responsible for purchasing vehicle parts, tires, and accessories for the entire County fleet, ensuring that the procured products are of high quality and the best value for the tax dollar.

DIVISION SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.00	3.00	(1.00)	(25.0)
Charges and Fees	\$ 1,875,264	\$ 1,663,845	\$ 1,799,600	\$ 1,800,000	\$ 400	0.0
TOTAL REVENUES	<u>\$ 1,875,264</u>	<u>\$ 1,663,845</u>	<u>\$ 1,799,600</u>	<u>\$ 1,800,000</u>	<u>\$ 400</u>	0.0
Personnel	\$ 239,588	\$ 227,588	\$ 214,604	\$ 200,146	\$ (14,458)	(6.7)
Operating	1,576,367	1,422,575	1,584,996	1,599,854	14,858	0.9
Capital	-	-	-	-	-	0.0
TOTAL EXPENSES	<u>\$ 1,815,955</u>	<u>\$ 1,650,163</u>	<u>\$ 1,799,600</u>	<u>\$ 1,800,000</u>	<u>\$ 400</u>	0.0

Funding Adjustments for FY 2011 Include:

- Revenues reflect a minimal change.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel expenditures reflect the elimination of a vacant Inventory Control Specialist I position.
- Operating expenses represent an increase in Parts Warehouse inventory due to anticipated requests by Fleet Operations.

Performance Measures:

Initiative IV: Workflow Analysis-Process Management

Department Goal 1: Provide quality parts in an effective and cost efficient manner.

- Objective 1(a): Establish base-line data for the on-line stocking and inventory control program for Fleet Operations.
Objective 1(b): Process and/or store 90% of items received within 2 hours of receipt.
Objective 1(c): Maintain stock turnover with a quarterly ratio of 4 to 1 to comply with national standard.

PROCUREMENT (continued)

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

MEASURES:

	<u>Objective</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Projected</u>
Output:				
Inventory line items	1(a)	1,783	1,698	1,700
Supplies issued monthly	1(b)	4,581	4,279	4,800
Received and stored items processed monthly	1(b)	4,360	3,850	4,200
Efficiency:				
Average error rate on issuing supplies	1(c)	1.2%	2.1%	2.0%
Outcome:				
Percent of stored items processed within 2 hours of receipt	1(b)	94.0%	89.0%	88.0%
Annual ratio of stock turnover	1(c)	5.3:1	6.7:1	6:1

PROCUREMENT SERVICES

GENERAL FUND

GENERAL GOVERNMENT

DIVISION - Procurement

Mission: The Procurement Division ensures the most efficient use of resources in the procurement of goods and services to effectively meet organizational goals while protecting the public's interest.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	11.00	11.00	11.00	-	0.0
Intergovernmental	\$ 7,768	\$ 32,624	\$ 37,285	\$ 37,285	\$ -	0.0
Charges and Fees	4,306	1,138	1,000	500	(500)	(50.0)
TOTAL REVENUES	<u>\$ 12,074</u>	<u>\$ 33,762</u>	<u>\$ 38,285</u>	<u>\$ 37,785</u>	<u>\$ (500)</u>	<u>(1.3)</u>
Personnel	\$ 860,780	\$ 781,410	\$ 798,500	\$ 810,970	\$ 12,470	1.6
Operating	81,016	40,224	49,283	46,980	(2,303)	(4.7)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 941,796</u>	<u>\$ 821,634</u>	<u>\$ 847,783</u>	<u>\$ 857,950</u>	<u>\$ 10,167</u>	<u>1.2</u>

Funding Adjustments for FY 2011 Include:

- Revenues reflect a minimal decrease.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures represent decreases in telephone and office services expenses offset by an increase in vehicle costs.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Maintain a high level of customer service.

Objective 1(a): Ensure 85% of internal customers rank customer service Good or Excellent.

Objective 1(b): Provide on-going training opportunities for procurement staff.

Initiative IV: Workflow Analysis Process Management

Department Goal 2: Provide goods and services in a timely and cost-efficient manner.

Objective 2(a): Ensure 90% of informal solicitations are processed within 3 business days.

Objective 2(b): Ensure 65% of formal solicitations are issued within 60 business days.

PROCUREMENT SERVICES (continued)

GENERAL FUND

GENERAL GOVERNMENT

Initiative V: Quality Control

Department Goal 3: Procure goods and services within the law.

Objective 3(a): Ensure 100% of Purchase Orders audited are in compliance with the Procurement Ordinance and Regulations.

Objective 3(b): Award 99% of purchases without written protest.

Department Goal 4: Seek Fair and Open Competition.

Objective 4: Ensure 100% of informal solicitations have three quotes.

MEASURES:		FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:	Objective			
Purchase Card purchases	2(a)	15,216	17,685	19,000
Purchase orders	2(a)(b),4	2,188	2,288	2,200
Output:				
Percent of user departments responding to responsive survey ¹	1(a)	n/a	n/a	20
Number of staff attending training	1(b)	2	4	5
Purchase orders processed ≤ \$25,000	2(a),3(a)(b),4	1,977	1,972	1,975
Solicitations processed	2(b),3(a)(b)	98	71	65
Purchase orders ≥ \$25,000 processed	3(a)(b)	311	316	325
Departments with Procurement Card Program implemented	3(a)	45	45	45
Number of Purchase Orders audited	3(a)	250	300	250
Efficiency:				
Cost per purchase order processed	2(a)(b)	\$89	\$89	\$93
Outcome:				
Percent of responding departments rating satisfactory or higher on customer service survey ¹	1(a)	n/a	n/a	5
Percent of staff receiving at least 2 CEUs per fiscal year	1(b)	20.0%	16.0%	25.0%
Percent of purchase orders ≤ \$25,000 processed within 3 business days	2(a)	50.5%	54.7%	60.0%
Percent of purchase orders ≥ \$25,000 processed within 60 business days ¹	2(b)	67.8%	55.1%	65.0%
Percent of audited purchase orders in compliance	3(a)	100%	100%	100%
Percent of purchases awarded without protest	3(b)	100%	100%	100%
Percent of informal solicitations having three quotes	4	90.0%	100%	100%

¹ Due to new leadership within the department, the survey was being revised and was not issued.

2011 ACTION STEPS

Department Goal 1

- Provide training sessions on procurement procedures to 50% of departments.

Department Goal 2

- Set aspirational goals for Small Business Enterprise firms for particular goods and services comparing the number of firms versus the number of firms we certify to include MGT of America, Inc.'s recommendations.
- Increase the number of SBE partnerships with other agencies to five.
- Implement process to pay water service utility bills through procurement card.

PROCUREMENT (continued)

SPECIAL REVENUE FUND

PUBLIC WORKS

DIVISION – MWDBE: Transportation Sales Tax

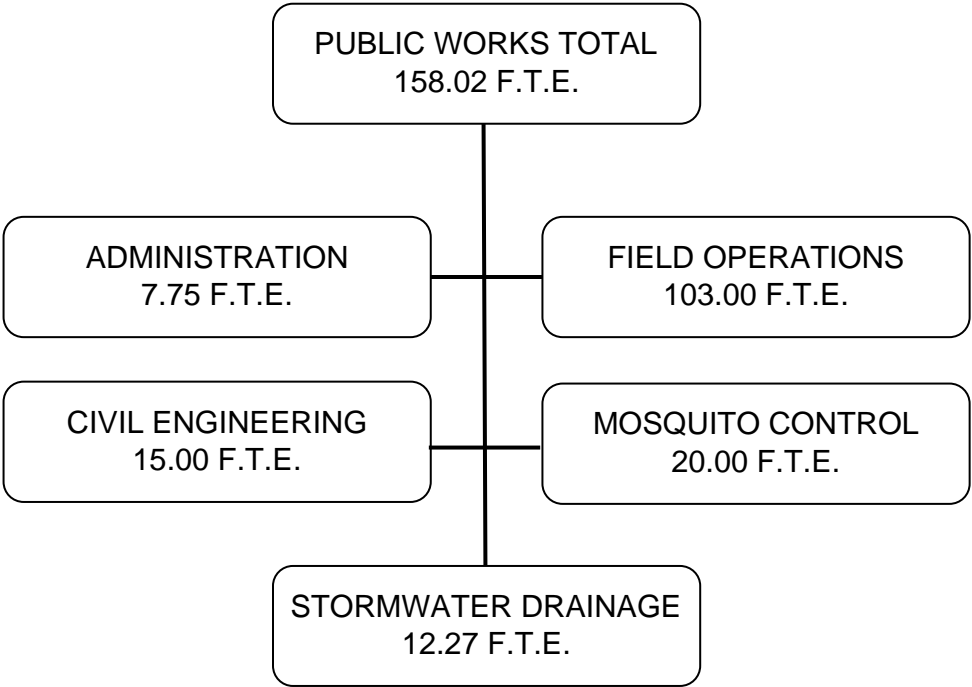
Mission: The Procurement Department is responsible for the Minority Women Disadvantaged Business Enterprise (MWDBE) Program for the Transportation Sales Tax funds. This effort should provide greater participation and representation of minorities and women in procurement and contracting opportunities within the County.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	1.65	2.00	2.00	-	0.0
Personnel	\$ 23,517	\$ 140,056	\$ 139,370	\$ 188,596	\$ 49,226	35.3
Operating	<u>2,770</u>	<u>4,490</u>	<u>8,926</u>	<u>7,314</u>	<u>(1,612)</u>	(18.1)
TOTAL EXPENDITURES	<u>\$ 26,287</u>	<u>\$ 144,546</u>	<u>\$ 148,296</u>	<u>\$ 195,910</u>	<u>\$ 47,614</u>	32.1

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel expenditures increased due to the reorganization of the division.
- Operating expenditures reflects a decrease related to the reorganization of the division.

PUBLIC WORKS



PUBLIC WORKS

GENERAL FUND

PUBLIC WORKS

DIVISION - Administration

Mission: The Administration Division of Public Works manages and coordinates the activities of Public Works' four other operating divisions to ensure efficient and consistent delivery of the Department's service activities to the citizens of Charleston County.

DIVISION SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	10.75	8.75	7.75	1.00	11.4
Charges and Fees	\$ 123	\$ -	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 123</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 853,545	\$ 676,329	\$ 541,087	\$ 574,884	\$ 33,797	6.2
Operating	123,899	(46,178)	39,829	35,275	(4,554)	(11.4)
Capital	-	74,484	-	-	-	0.0
TOTAL EXPENDITURES	977,444	704,635	580,916	610,159	29,243	5.0
Interfund Transfer Out	-	2,392	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 977,444</u>	<u>\$ 707,027</u>	<u>\$ 580,916</u>	<u>\$ 610,159</u>	<u>\$ 29,243</u>	5.0

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). The increase in personnel costs reflects a combination of the elimination of a County Services Representative I position due to Public Works reorganization during Fiscal Year 2010 and the implementation of a personnel reimbursement to the Public Works Stormwater Division for the section 208 waste water initiative.
- Operating expenditures reflect a decrease due to efficiency improvements.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Maintain a safe and quality secondary and rural roadway network for the citizens of Charleston County.

Objective 1(a): Maintain a paved roadway Overall Condition Index (OCI) of 73 or more.

Objective 1(b): Maintain public sign inventory meeting current MUTCD standards.

Department Goal 2: Regulate and manage the mosquito population in Charleston County to protect the public from nuisance and disease bearing mosquitoes.

Objective 2: Maintain an Adult Density Index (ADI) of 3.5 or less.

PUBLIC WORKS (continued)

GENERAL FUND

PUBLIC WORKS

Department Goal 3: Ensure the citizens of Charleston County are provided a safe and functional locally maintained drainage system.

Objective 3(a): Annually devegetate 100% of County maintained drainage systems.

Objective 3(b): Excavate to grade 20% of mechanically cleaned drainage systems once each year.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Paved road expenditures ¹	1(a)	\$2,003,907	\$7,402,961	n/a
Number of signs maintained by Public Works Division ³	1(b)	n/a	3,078	3,318
Mosquito Control expenditures	2	\$1,817,003	\$1,756,504	\$1,658,462
Vegetation control expenditures ^{2&3}	3(a)	n/a	\$149,481	\$149,481
Mechanically maintained drainage way expenditures ^{2&3}	3(b)	n/a	\$61,304	\$61,304
Output:				
Signs to replace next fiscal year ³	1(b)	n/a	337	240
Light trap collection count	2	8.7	8.2	8.5
Landing rate count	2	10.4	9.8	9.9
Two day service request average	2	13.8	12.4	12.5
Drainage system inventory (vegetation control, miles)	3(a)	220.4	210.46	210.46
Drainage system inventory (mechanical maintenance, miles)	3(b)	82.1	82.60	82.60
Efficiency:				
Cost per OCI unit ^{1&4}	1(a)	\$26,367	\$97,407	n/a
Percentage of sign inventory replaced ³	1(b)	n/a	10.9%	7.2%
Cost per ADI unit ⁵	2	\$534,413	\$548,903	\$502,564
Cost per mile vegetation control ³	3(a)	n/a	\$3,463	\$3,463
Cost per mile mechanically cleaned drainage ways ³	3(b)	n/a	\$1,420	\$1,420
Outcome:				
Condition of paved road network (OCI) ¹	1(a)	76	76	n/a
Percentage of sign inventory MUTCD compliant ³	1(b)	n/a	26.0%	31.0%
Level of mosquito control (ADI)	2	3.4	3.2	3.3
Percentage of drainage system devegetated ³	3(a)	n/a	38	40
Percentage of drainage system mechanically cleaned ³	3(b)	n/a	60	60

¹ Transportation Development Department will assume responsibility in FY 2011.

² Includes only sections of drainage ways actively maintained by the Public Works Department.

³ This department began measuring performance against this objective in FY 2010.

⁴ Overall Condition Index (OCI) is a measure of the deterioration of the paved roadway network. A newly constructed or resurfaced roadway will have an OCI of 100.

⁵ Adult Density Index (ADI) is an indicator of the average density of biting mosquitoes as a function of actual counts and service requests.

2011 ACTION STEPS

Department Goal 1

- Develop and implement County earth road evaluation rating system.
- Seek alternate resources or strategies necessary to achieve a 20% annual inspection threshold of the County's road system.
- Develop and implement maintained rating system.

Department Goal 2

- Fabricate and install a high-pressure spray system for controlling adult mosquitoes by helicopter. The system will be purchased and placed into service during FY 2011.
- Convert VCMS to CarteGraph.

Department Goal 3

- Expand implementation of CarteGraph work order program will allow the department to accurately track assets, resources, and expenditures.
- Develop and implement a maintained based drainage rating system.

PUBLIC WORKS (continued)

GENERAL FUND

PUBLIC WORKS

DIVISION – Civil Engineering

Mission: The Civil Engineering Division is charged with designing and providing field engineering assistance for the construction of road and drainage system projects, aiding subdivision development review, and facilitating the County's compliance with National Pollutant Discharge Elimination System (NPDES) Phase II regulations.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	12.00	14.00	15.00	1.00	7.1
Intergovernmental	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	100.0
Charges and Fees	326	13	-	-	-	0.0
TOTAL REVENUES	<u>\$ 326</u>	<u>\$ 13</u>	<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	100.0
Personnel	\$ 779,035	\$ 773,413	\$ 897,015	\$ 967,256	\$ 70,241	7.8
Operating	97,997	41,370	162,397	158,677	(3,720)	(2.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 877,032</u>	<u>\$ 814,783</u>	<u>\$ 1,059,412</u>	<u>\$ 1,125,933</u>	<u>\$ 66,521</u>	6.3

Funding Adjustments for FY 2011 Include:

- Revenues increased due to reimbursements for municipal government work orders.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). The change in FTEs is due to the addition of a Database Manager position.
- Operating expenditures reflect a decrease due to efficiency improvements.

PUBLIC WORKS (continued)

GENERAL FUND

PUBLIC WORKS

DIVISION – Field Operations

Mission: The Field Operations Division provides for the operation and transportation of all Public Works' heavy equipment; canal cleaning and clearing; bridge maintenance and replacement, pavement maintenance, rocking and paving of roads, streets, driveways, and parking areas; traffic-control sign installation and maintenance; road and drainage construction/maintenance; and special construction projects to ensure that the citizens of Charleston County are provided a safe and effective locally maintained road and drainage system.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	121.00	114.00	103.00	103.00	-	0.0
Intergovernmental	\$ 7,560	\$ 4,104	\$ -	\$ -	\$ -	0.0
Miscellaneous Revenues	-	3,191	-	-	-	0.0
TOTAL REVENUES	\$ 7,560	\$ 7,295	\$ -	\$ -	\$ -	0.0
Personnel	\$ 5,059,548	\$ 5,010,213	\$ 5,003,490	\$ 4,230,020	\$ (773,470)	(15.5)
Operating	2,066,143	1,373,610	1,620,816	1,282,351	(338,465)	(20.9)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	7,125,691	6,383,823	6,624,306	5,512,371	(1,111,935)	(16.8)
Interfund Transfer Out	500,000	-	-	-	-	0.0
TOTAL DISBURSEMENTS	\$ 7,625,691	\$ 6,383,823	\$ 6,624,306	\$ 5,512,371	\$ (1,111,935)	(16.8)

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA) and a \$700,000 personnel reimbursement from the Transportation Sales Tax allocation.
- Operating expenditures include a large decrease for vehicle costs and a decrease in gravel and fill materials. These decreases are partially offset by an increase for drainage piping supplies and uniforms.

PUBLIC WORKS (continued)

SPECIAL REVENUE FUND

PUBLIC WORKS

DIVISION – Mosquito Control

Mission: The Mosquito Control Division protects the health and well-being of the citizens of Charleston County through an integrated program consisting of suppression of mosquitoes with safe, effective and economical control products, source elimination, and public education.

DIVISION SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	24.00	23.00	20.00	20.00	0.00	0.0
Charges and Fees	<u>\$ 154,072</u>	<u>\$ 151,606</u>	<u>\$ 150,000</u>	<u>\$ 100,000</u>	<u>\$ (50,000)</u>	(33.3)
TOTAL REVENUES	<u>\$ 154,072</u>	<u>\$ 151,606</u>	<u>\$ 150,000</u>	<u>\$ 100,000</u>	<u>\$ (50,000)</u>	(33.3)
Personnel	\$ 1,139,790	\$ 1,048,469	\$ 877,618	\$ 805,071	\$ (72,547)	(8.3)
Operating	906,334	828,727	856,349	829,391	(26,958)	(3.1)
Capital	-	-	-	24,000	24,000	100.0
TOTAL EXPENDITURES	<u>\$ 2,046,124</u>	<u>\$ 1,877,196</u>	<u>\$ 1,733,967</u>	<u>\$ 1,658,462</u>	<u>\$ (75,505)</u>	(4.4)

Funding Adjustments for FY 2011 Include:

- Revenues are derived from contracts to service dredged material disposal sites managed by Federal, State, and local officials. There has been a reduction in the volume of these sites causing a reduction in these contracts.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). The decrease is due to a reduction in temporary services, and a personnel reimbursement in from the Local Accommodations Tax.
- Operating expenditures include higher pesticide costs, increased fleet costs and an increase in costs in contracted services related to the aerial application of pesticides. These are offset by an operating reimbursement in from the Local Accommodations Tax.
- Capital expense is for an Adulticide Spray Rig for the Helicopter which should reduce the cost of contracted winged aircraft spraying needed.

PUBLIC WORKS (continued)

SPECIAL REVENUE FUND

PUBLIC WORKS

DIVISION – Stormwater Drainage

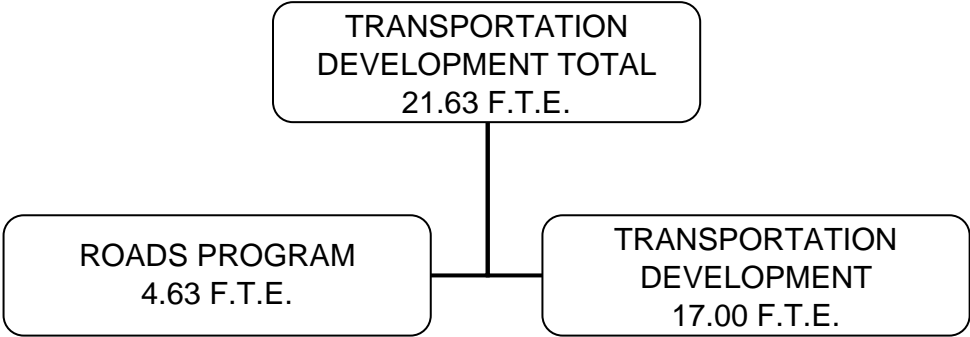
Mission: The Stormwater Drainage Division implements a storm water management program to address water quality issues for the citizens of Charleston County. The Division will do this by testing, surveying, and monitoring water quality in all areas of the County and taking the necessary measures to improve the quality of water run off for all the citizens of Charleston County.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	11.25	11.27	12.27	1.00	8.9
Intergovernmental	\$ 248,281	\$ 564,533	\$ 658,500	\$ 658,500	\$ -	0.0
Charges and Fees	1,211,847	1,172,085	1,190,000	1,190,000	-	0.0
TOTAL REVENUES	<u>\$ 1,460,128</u>	<u>\$ 1,736,618</u>	<u>\$ 1,848,500</u>	<u>\$ 1,848,500</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 444,613	\$ 716,143	\$ 765,592	\$ 1,132,119	\$ 366,527	47.9
Operating	514,110	260,552	1,071,066	716,381	(354,685)	(33.1)
Capital	110,561	-	-	-	-	0.0
TOTAL EXPENDITURES	1,069,284	976,695	1,836,658	1,848,500	11,842	0.6
Interfund Transfer Out	154,291	-	11,842	-	(11,842)	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 1,223,575</u>	<u>\$ 976,695</u>	<u>\$ 1,848,500</u>	<u>\$ 1,848,500</u>	<u>\$ -</u>	<u>0.0</u>

Funding Adjustments for FY 2011 Include:

- Revenues are generated by the collection of a stormwater fee for services provided in unincorporated areas of the County. Revenues also include receipts from several municipalities to enact a program within the municipalities.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). These costs also include the implementation of an additional drainage crew consisting of a foreman and nine part time employees.
- Operating expenditures have decreased due to a reduction in drainage project costs which is offset by an increase in consulting fees and vehicle/liability insurance.

TRANSPORTATION DEVELOPMENT



TRANSPORTATION DEVELOPMENT

GENERAL FUND

PUBLIC WORKS

DIVISION – Transportation Development

Mission: Transportation Development provides consolidated services for construction management, quality control, design and materials testing on multi-jurisdictional infrastructure projects that span federal, state, county and municipal roads, streets, bridges, sidewalks and other transportation-related projects to ensure that funding is expended in an economical and efficient manner.

DIVISION SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	9.00	8.52	16.00	17.00	1.00	6.3
Personnel	\$ 426,043	\$ 560,870	\$ 1,079,261	\$ 1,326,683	\$ 247,422	22.9
Operating	(16,030)	(248,869)	(570,391)	(966,999)	(396,608)	69.5
Capital	<u>31,354</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 441,367</u>	<u>\$ 312,001</u>	<u>\$ 508,870</u>	<u>\$ 359,684</u>	<u>\$ (149,186)</u>	(29.3)

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). The increase also reflects annualized costs associated with the consolidation of positions from Public Works Engineering, and the addition of one Construction Project Manager.
- Operating expenditures are offset by reimbursements to this Division for costs associated with services provided to programs with funding sources outside the General Fund such as the Charleston Transportation Committee and the Transportation Sales Tax program.

TRANSPORTATION DEVELOPMENT (continued)

SPECIAL REVENUE FUND

PUBLIC WORKS

DIVISION - Roads Program

Mission: The Transportation Development Roads Program provides coordination, strategic planning, and direction for the Half-Cent Transportation Sales Tax Roads Program in Charleston County.

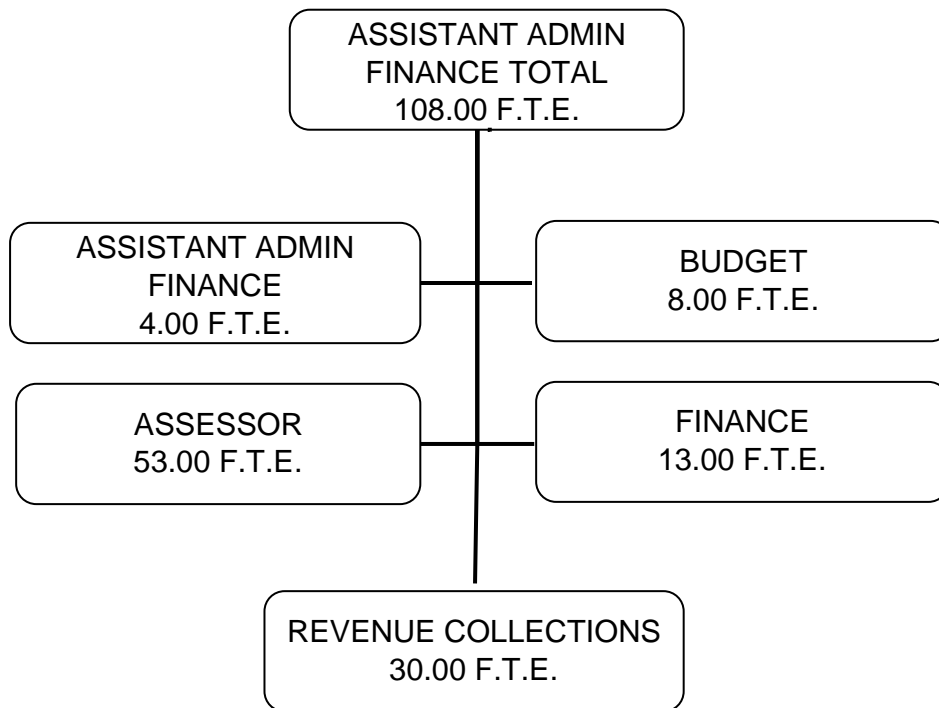
PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.75	7.00	4.63	4.63	-	0.0
Sales Tax	\$ 26,063,098	\$ 24,355,378	\$ 22,750,000	\$ 22,750,000	\$ -	0.0
Intergovernmental	12,715	20	-	-	-	0.0
Charges and Fees	-	241	-	-	-	0.0
Interest	<u>757,560</u>	<u>422,095</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL REVENUES	26,833,373	24,777,734	22,750,000	22,750,000	-	0.0
Interfund Transfer In	<u>3,821,160</u>	<u>5,077,306</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL SOURCES	<u>\$ 30,654,533</u>	<u>\$ 29,855,040</u>	<u>\$ 22,750,000</u>	<u>\$ 22,750,000</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 505,179	\$ 850,625	\$ 539,395	\$ 544,842	\$ 5,447	1.0
Operating	6,475,781	10,233,493	15,181,641	4,240,773	(10,940,868)	(72.1)
Capital	-	-	-	-	-	0.0
Debt Service	<u>3,821,268</u>	<u>6,441,840</u>	<u>7,703,109</u>	<u>7,898,560</u>	<u>195,451</u>	<u>2.5</u>
TOTAL EXPENDITURES	10,802,228	17,525,958	23,424,145	12,684,175	(10,739,970)	(45.8)
Interfund Transfer Out	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>13,500,000</u>	<u>10,500,000</u>	<u>350.0</u>
TOTAL DISBURSEMENTS	<u>\$ 13,802,228</u>	<u>\$ 20,525,958</u>	<u>\$ 26,424,145</u>	<u>\$ 26,184,175</u>	<u>\$ (239,970)</u>	<u>(0.9)</u>

Funding Adjustments for FY 2011 Include:

- Revenues are expected to remain constant through the next fiscal year.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures represent decreases in office services costs, funds set aside for contingencies, and a significant reduction in contractual services. In addition, the expenditures related to the transportation roads program projects funded by the Transportation Sales Tax are no longer recognized in this division. (See the comment under Interfund Transfer Out below.)
- The Debt Service increases are due to normal Bond payments.
- The Interfund Transfer Out increase is for the transportation roads program projects that are funded by Transportation Sales Tax revenues and which had previously been charged to Operating expenditures shown above.



ASSISTANT ADMINISTRATOR FINANCE



ASSISTANT ADMINISTRATOR FINANCE

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Assistant Administrator Finance provides administrative oversight and project direction to four departments which include Assessor, Budget, Finance, and Revenue Collections.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	4.00	4.00	4.00	4.00	-	0.0
Personnel	\$ 442,133	\$ 462,559	\$ 454,649	\$ 452,996	(1,653)	(0.4)
Operating	11,747	10,480	7,578	7,428	(150)	(2.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 453,880</u>	<u>\$ 473,039</u>	<u>\$ 462,227</u>	<u>\$ 460,424</u>	<u>\$ (1,803)</u>	(0.4)

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect no significant changes.

ASSESSOR

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Assessor's Office appraises and assesses all real estate and mobile homes within the County Assessor's jurisdiction. Appraisals and assessments are done in accordance with State law to ensure all properties are appraised fairly and equitably.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	53.00	54.00	51.00	53.00	2.00	3.9
Licenses and Permits	\$ 3,595	\$ 3,115	\$ 3,000	\$ 3,000	\$ -	0.0
Charges and Fees	8,918	4,901	4,000	5,000	1,000	25.0
TOTAL REVENUES	<u>\$ 12,513</u>	<u>\$ 8,016</u>	<u>\$ 7,000</u>	<u>\$ 8,000</u>	<u>\$ 1,000</u>	14.3
Personnel	\$ 2,774,712	\$ 2,987,492	\$ 3,017,638	\$ 3,300,432	\$ 282,794	9.4
Operating	209,598	196,666	226,319	239,025	12,706	5.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 2,984,310</u>	<u>\$ 3,184,158</u>	<u>\$ 3,243,957</u>	<u>\$ 3,539,457</u>	<u>\$ 295,500</u>	9.1

Funding Adjustments for FY 2011 Include:

- Revenues represent an increase in the fees due to an increase in charges.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include two Appraiser III positions and an increase in overtime due to the additional workload required for reassessment.
- Operating expenditures reflect increases in the cost of printing and sending mailers, office expenses, and vehicle fuel due to increased requirements for reassessment.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Continue to incorporate the valuation of ATIs (Assessable Transfer of Interest) into the existing workload, increase proficiency in the production of assessments for ad valorem taxes, and improve turnaround in the classification of properties.

- Objective 1(a): Incorporate the additional appraisal responsibility for ATIs annually, which includes the inspection of up to 8,000 additional ATI properties if not inspected in the last year.
- Objective 1(b): Increase property inspections over a five year period (Tax Year 2010 to Tax Year 2015) to an average of 26,000 annually to bring the County into compliance with the standard of one visit to each property between reassessments.
- Objective 1(c): Maintain processing time for legal residence applications to within three weeks of receipt after tax bills are mailed ensuring new bills within one month of receipt. Process applications received near deadline of January 15 within one month to minimize number handled as refunds. Process an average of 1,000 applications within one month of receipt at peak times and an average of 500 applications within one month of receipt at non-peak times.
- Objective 1(d): Incorporate non-reassessment year appeals into annual workload. Complete Tax Year 2010 appeals at initial level no later than March 2011 and process within 30 days of receipt.

ASSESSOR (continued)

GENERAL FUND

GENERAL GOVERNMENT

MEASURES:		FY 2009	FY 2010	FY 2011
	Objective	Actual	Actual	Projected
Input:				
Number of ATI appraisals	1(a)	14,962	11,937	10,000
Number of new construction appraisals	1(a)	8,983	5,271	5,300
Number of property inspections ¹	1(b)	22,791	20,378	20,000
Average number of pending peak time Legal Residence Applications ²	1(c)	787	442	500
Output:				
Percent of time spent on ATI appraisals	1(a)	10.5%	3.15%	5.0%
Percent of time spent on new construction	1(a)	16.00%	11.00%	11.00%
Average date of inspection for improved properties	1(b)	2001	2003	n/a
Number of Appeals Initialized	1(d)	3,600	5,800	6,000
Percent of time spend on Appeals	1(d)	20.0%	35.0%	40.0%
Efficiency:				
Total annual appraisal count	1(a)	29,346	21,024	159,000
Appraisals per appraiser ³	1(a)	1,544	1,106	7,571
Inspections per appraiser ³	1(b)	1,133	1,072	952
Peak time Pending LR applications	1(c)	9,962	442	450
Peak time LR processing	1(c)	981	872	900
Outcome:				
Increase in valuation tax base due to ATIs ⁴	1(a)	94,084,392	12,129,530	11,000,000
Compliance with appraisal standards, improved data base ⁵	1(b)	30.0%	40.0%	40.0%
Better estimation of tax base for preliminary roll certification	1(c)	Feb 09	Feb 10	Mar 11
Reduced number of refunds for legal residence approvals ⁶	1(c)	(38.0%)	(43.0%)	Stable
Number of Appeals Finalized ⁷	1(d)	2,094	3,555	4,000
Appeal Drop Rate	1(d)	33.0%	14.0%	10.0%

¹ FY 2009 and FY 2010 does not include mobile home sweeps inspection of 9,000 mobile homes.

² Legal Residence applications are tracked and approved by tax year. FY 2009 is TY 2008, FY 2010 is TY 2009, and FY 2011 is TY 2010.

³ Appraiser count based on 19 between FY 2009 and TY 2010 reflected in counts per appraiser.

⁴ Change in Assessed value due to ATI appraisals without consideration of growth. TY 2009 (FY 2010) is anticipated to see a substantial decrease in sales and in dollars per sale.

⁵ Tied to inspection date compliance. FY 2010 inspections fell due to fewer ATIs, new construction, and Manatron training.

⁶ TY 2008 (FY 2009) pending applications at close of year totaled 183. TY 2009 (FY 2010) pending applications at close of application year totaled 105. Peak processing has less variance and shorter taxpayer waits.

⁷ Total finalized excludes appeals dropped.

2011 ACTION STEPS

Department Goal 1

- Resolve any Tax Year 2009 or prior appeals to the Board of Assessment Appeals by March 2010. Begin BAA review of Tax Year 2010 appeals by March 2011.
- Continue to schedule BAA conferences twice monthly.
- Resolve all ATI appeals at the initial review level by an average of 30 days after receipt of Protest.
- Complete assessment of Tax Year 2011 new construction and measurement changes by September 2011 prior to roll certification.
- Complete Tax Year 2011 appraisals due to Assessable Transfers of Interest and notify owners of the changes prior to the certification of the roll in mid-September 2011.
- Complete reassessment valuation and send to DOR for approval no later February 2011.
- Process and mail ATI certifications on non-deed transfers by end of March 2011.
- Validate and mail details of trust, family, will, life estate and legal entity deed transfers on an on-going quarterly basis beginning October 2010 for completion by March 2011.
- Perform inspections of known ATIs for the Tax Year 2011 on an on-going basis beginning July 2010 and achieve an inspection lag of no more than 60 days from sale date to assist in-field review for reassessment and for accurate verification of condition at sale.

BUDGET

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Budget Department provides financial services and assists departments with the administration of grant awards for the County of Charleston in order to maintain the County's financial integrity and accountability and to support effective decision-making.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	8.00	8.00	-	0.0
Personnel	\$ 590,177	\$ 565,338	\$ 605,125	\$ 651,223	\$ 46,098	7.6
Operating	21,412	15,289	12,691	15,021	2,330	18.4
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 611,589</u>	<u>\$ 580,627</u>	<u>\$ 617,816</u>	<u>\$ 666,244</u>	<u>\$ 48,428</u>	7.8

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include the full year cost of a Budget Analyst III position that was deleted and later added back during FY 2010.
- Operating expenditures reflect an increase for office supplies as well as training and travel expenditures required for professional development.

Performance Measures:

Initiative IV: Workflow Analysis-Process Management

Department Goal 1: Determine financial resources necessary for the County's functions.

Objective 1(a): Annually update a five-year plan for the General Fund and Debt Service Fund that incorporates the Capital Improvement Plan and equipment replacement program.

Objective 1(b): Estimate General Fund budgeted revenues within 2% of actuals.

Initiative V: Quality Control

Department Goal 2: Ensure compliance with grant terms and conditions.

Objective 2: Work with departments to ensure zero audit findings and/or questioned costs in the Single Audit.

BUDGET (continued)

GENERAL FUND

GENERAL GOVERNMENT

MEASURES:		FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Projected</u>
Input:	<u>Objective</u>			
Number of Federal Awards	2	76	90	75
Output:				
Budgeted General Fund revenues	1(a)	165,978,151	160,962,916	159,951,454
Actual General Fund revenues ¹	1(a)	156,587,245	n/a	n/a
Efficiency:				
Dollar amount of Single Audit questioned costs	2	\$0.00	\$0.00	\$0.00
Outcome:				
Five-year plan prepared	1(b)	Yes	Yes	Yes
Percent of revenue variance ¹	1(a)	(6.49%)	n/a	+/-2.0%
Single Audit findings	2	0.0	0.0	0.0
Percent of Single Audit questioned costs	2	0.0%	0.0%	0.0%

¹ FY 2010 and FY 2011 data unavailable at time of publication.

2011 ACTION STEPS

Department Goal 1

- Develop ability to submit budget transfers electronically.
- Develop electronic submission of budget requests.

FINANCE

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Finance Department is responsible for maintaining accurate records of the County's financial transactions and reporting the results through the Comprehensive Annual Financial Report (CAFR) to all interested parties including taxpayers, other governmental entities, creditors, and management.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	15.00	14.00	13.00	13.00	-	0.0
Charges and Fees	\$ 4,691	\$ 5,004	\$ 5,000	\$ 5,200	\$ 200	4.0
TOTAL REVENUES	<u>\$ 4,691</u>	<u>\$ 5,004</u>	<u>\$ 5,000</u>	<u>\$ 5,200</u>	<u>\$ 200</u>	4.0
Personnel	\$ 1,004,697	\$ 990,367	\$ 991,737	\$ 978,762	\$ (12,975)	(1.3)
Operating	91,555	47,718	53,951	46,149	(7,802)	(14.5)
Capital	-	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 1,096,252</u>	<u>\$ 1,038,085</u>	<u>\$ 1,045,688</u>	<u>\$ 1,024,911</u>	<u>\$ (20,777)</u>	(2.0)

Funding Adjustments for FY 2011 Include:

- Revenues reflect no significant change from the previous fiscal year.
- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect decreases due to the reduction of records services and postal costs.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Keep management and public informed of the County's financial status.

Objective 1(a): Submit 100% of regulatory filings (State and Federal) by the prescribed deadline to avoid penalties and receive maximum benefits allowed.

Objective 1(b): Prepare the Comprehensive Annual Financial Report (CAFR) within 180 days after fiscal year end incorporating all new GASB pronouncements.

Department Goal 2: Provide quality service to vendors and employees.

Objective 2: Accurately prepare all payrolls as scheduled by County Policy.

FINANCE (continued)

GENERAL FUND

GENERAL GOVERNMENT

Initiative V: Quality Control

Department Goal 3: Safeguard the County's assets.

Objective 3(a): Maintain or improve the County's bond rating from the major rating agencies.

Objective 3(b): Submit 100% of regulatory filings as required by the bond covenants.

MEASURES:

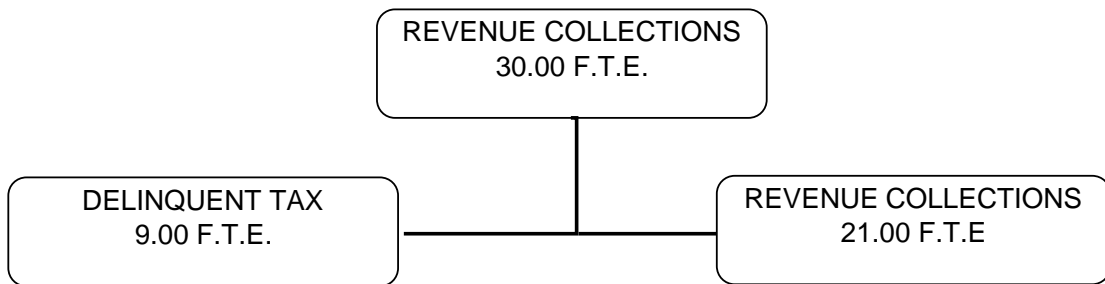
	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Output:				
Number of deadlines missed	1(a),2	0	0	0
Number of days to prepare the CAFR	1(b)	178	175	170
Outcome:				
<u>General Obligation Bond</u>	3(a)			
Standards & Poor's		AAA	AAA	AAA
Moody's Investors Service		Aa1	AAA	AAA
Fitch IBCA, Duff & Phelps		AA	AA	AA
Regulatory filing deadlines missed	1(a),3(b)	0	0	0
<u>CAFR Preparation</u>	1(b)			
External auditor proposed adjustments		0	0	0
Days to close fiscal year end		40	40	40
Journal entries required after year end		94	100	100
Management letter comments/material weaknesses		0	0	0

2011 ACTION STEPS

Department Goal 1

- Publish a popular annual report which would be more easily understood by the citizens of the County.

REVENUE COLLECTIONS



REVENUE COLLECTIONS

GENERAL FUND

GENERAL GOVERNMENT

DIVISION – Delinquent Tax

Mission: The Delinquent Tax Division investigates and collects delinquent real and personal ad valorem property taxes, penalties, and levy costs; and locates and notifies delinquent taxpayers of taxes owed.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	10.00	10.00	8.00	9.00	1.00	12.5
Charges and Fees	\$ 1,063,195	\$ 1,160,665	\$ 1,050,000	\$ 1,100,000	\$ 50,000	4.8
Interest	652,118	127,088	150,000	100,000	(50,000)	(33.3)
Miscellaneous	8,931	12,130	-	5,000	5,000	100.0
TOTAL REVENUES	<u>\$ 1,724,244</u>	<u>\$ 1,299,883</u>	<u>\$ 1,200,000</u>	<u>\$ 1,205,000</u>	<u>\$ 5,000</u>	0.4
Personnel	\$ 550,791	\$ 670,802	\$ 666,618	\$ 677,993	\$ 11,375	1.7
Operating	291,243	336,899	350,026	463,912	113,886	32.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 842,034</u>	<u>\$ 1,007,701</u>	<u>\$ 1,016,644</u>	<u>\$ 1,141,905</u>	<u>\$ 125,261</u>	12.4

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease in interest earnings, which will be offset by an increase in levy costs.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). A Revenue Specialist I position was transferred from Revenue Collections. As an offset from this additional FTE, Personnel expenditures decreased due to a reduction in temporary employees and the elimination of overtime.
- Operating expenditures increased for advertising, postage, and special legal services.

Performance Measures:

Initiative IV: Workflow Analysis-Process Management

Department Goal 1: Increase the amount of County revenue by collecting delinquent taxes in an efficient and timely manner.

Objective 1(a): Attain collection rates of 95% for valid delinquent real property taxes.

Objective 1(b): Reduce the number of Business Personal Property receipts by at least 50% between April 1 and March 31.¹

Objective 1(c): Reduce the number of Department of Revenue Business Personal Property receipts by at least 50% between April 1 and March 31.

REVENUE COLLECTIONS (continued)

GENERAL FUND

GENERAL GOVERNMENT

MEASURES:		FY 2009	FY 2010	FY 2011
	Objective	Actual	Actual	Projected
Output:				
Total reduction in real property receivables	1(a)	\$17,537,982	\$25,872,702	\$25,872,702
Total reduction in Business Personal Property receivables	1(b)	\$513,263	\$585,023	\$585,023
Total reduction in Department of Revenue Business Personal Property receivables	1(c)	\$2,990,163	\$2,872,623	\$2,872,623
Efficiency:				
Cost per collection	1(a)(b)(c)	\$31.22	\$32.82	\$32.82
Outcome:				
Closure rate for Real property	1(a)	96.1%	96.0%	96.0%
Closure rate for business personal property	1(b)	50.5%	51.4%	51.4%
Closure rate for Department of Revenue Business Personal Property	1(c)	47.8%	43.3%	43.3%

¹ Execution notices are received from the Treasurer on all unpaid items on March 17 for the previous tax year.

2011 ACTION STEPS

Department Goal 1

- Implement the Delinquent Tax portion of the new County tax system.

REVENUE COLLECTIONS (continued)

ENTERPRISE FUND

GENERAL GOVERNMENT

Mission: Revenue Collections administers on a fee basis the collection of accommodations taxes, business license fees, hazardous material fees, stormwater fees, and the solid waste user fee for the County and municipalities. Also included are franchise fees, hospitality fees, 800 MHz fees, bankruptcy fees, and municipal improvement district taxes.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	22.00	22.00	22.00	21.00	(1.00)	(4.5)
Charges and Fees	\$ 2,679,076	\$ 1,756,164	\$ 2,132,062	\$ 2,097,835	\$ (34,227)	(1.6)
Interest	(129,320)	36,867	-	-	-	0.0
Miscellaneous	(4,008)	(2,039)	-	-	-	0.0
TOTAL REVENUES	\$ 2,545,748	\$ 1,790,992	\$ 2,132,062	\$ 2,097,835	\$ (34,227)	(1.6)
Personnel	\$ 1,404,772	\$ 1,443,151	\$ 1,486,671	\$ 1,416,921	\$ (69,750)	(4.7)
Operating	606,414	578,176	635,844	602,604	(33,240)	(5.2)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	2,011,186	2,021,327	2,122,515	2,019,525	(102,990)	(4.9)
Interfund Transfer Out	75,000	89,949	89,187	50,000	(39,187)	(43.9)
TOTAL DISBURSEMENTS	\$ 2,086,186	\$ 2,111,276	\$ 2,211,702	\$ 2,069,525	\$ (142,177)	(6.4)

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease in accommodations and hospitality tax revenues due to current economic conditions.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel expenditures declined due to the transfer of a Revenue Specialist I position to Delinquent Tax.
- Operating expenditures decreased due to the elimination of expensive mailers and office expense. All in one mailers were created which included residential storm water bills.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: To increase revenues by identifying businesses operating without a license or outside of the applicable rate classification.

Objective 1(a): Increase business license field inspections by 2%.

Objective 1(b): Locate 2% more businesses operating illegally.

Objective 1(c): Increase audits conducted by 2%.

REVENUE COLLECTIONS (continued)

ENTERPRISE FUND

GENERAL GOVERNMENT

MEASURES:		FY 2009	FY 2010	FY 2011
	Objective	Actual	Actual	Projected
Output:				
Field inspections	1(a)	12,278	11,819	12,000
Illegal businesses located	1(b)	86	117	120
Audits conducted	1(c)	794	1,048	1,000
Efficiency:				
Average chargeback per audit ¹	1(c)	\$711	\$491	\$700
Outcome:				
Percent increase of business license inspections ²	1(a)	(13.0%)	(6.0%)	2.0%
Percent increase of locating businesses operating illegally	1(b)	(75.0%)	(30.0%)	2.0%
Percent increase of audits conducted	1(c)	(19.4%)	29.0%	2.0%
Collections from audit charge backs ¹	1(c)	\$564,430	\$515,032	\$700,000

¹ FY 2010 audit reduction was due to a large \$300,000 audit refund.

² FY 2010 reflects employee transferred to assist in Delinquent Tax to compensate for reduction of employees in that Division.

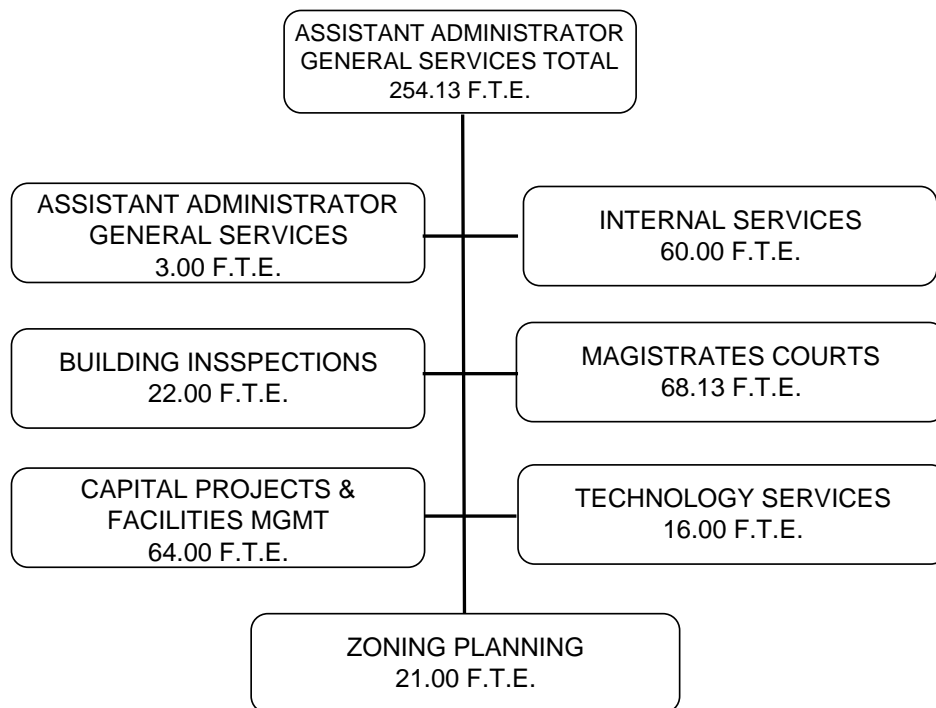
2011 ACTION STEPS

Department Goal 1

- Complete additional online bill payment processes.
- Migrate user fee system off the mainframe.
- Attract additional municipalities into our consolidated programs.



ASSISTANT ADMINISTRATOR GENERAL SERVICES



ASSISTANT ADMINISTRATOR GENERAL SERVICES

GENERAL FUND

GENERAL GOVERNMENT

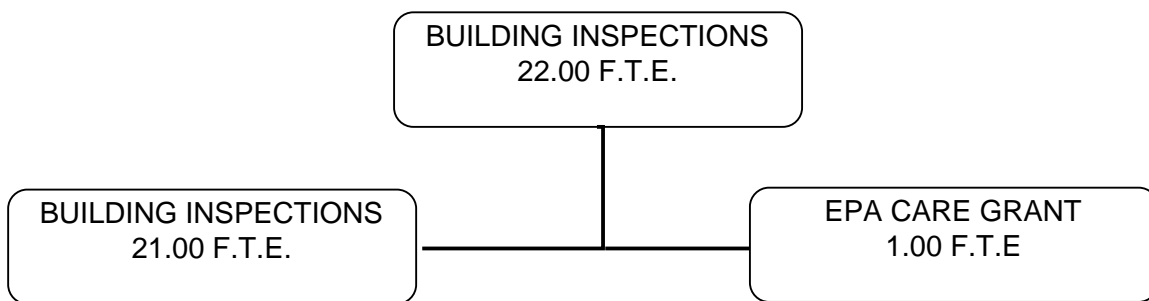
Mission: The Assistant Administrator General Services provides administrative oversight and project direction to six departments which include Building Inspections, Capital Projects & Facilities Management, Technology Services, Internal Services, Magistrate Courts, and Zoning/Planning.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Personnel	\$ 320,771	\$ 335,366	\$ 338,302	\$ 339,489	\$ 1,187	0.4
Operating	14,069	9,085	6,677	6,470	(207)	(3.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 334,840</u>	<u>\$ 344,451</u>	<u>\$ 344,979</u>	<u>\$ 345,959</u>	<u>\$ 980</u>	0.3

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect no significant changes.

BUILDING INSPECTIONS



BUILDING INSPECTIONS

GENERAL FUND

PUBLIC SAFETY

Mission: Building Inspections assures compliance with the International Building Codes to assure the safety, health, public welfare, and quality of property for residents. This Department also administers the County's Project Impact Program which promotes hazard resistance in the Charleston area through the Federal Management Agency's Community Rating System (CRS).

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	22.00	23.00	21.00	21.00	-	0.0
Licenses and Permits	\$ 1,477,277	\$ 937,157	\$ 1,075,000	\$ 1,015,000	\$ (60,000)	(5.6)
Charges and Fees	517,064	251,649	269,000	237,000	(32,000)	(11.9)
Miscellaneous	962	1,573	10,000	15,000	5,000	50.0
TOTAL REVENUES	\$ 1,995,303	\$ 1,190,379	\$ 1,354,000	\$ 1,267,000	\$ (87,000)	(6.4)
Personnel	\$ 1,193,055	\$ 1,243,977	\$ 1,258,449	\$ 1,268,889	\$ 10,440	0.8
Operating	133,168	130,964	117,937	102,523	(15,414)	(13.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	\$ 1,326,223	\$ 1,374,941	\$ 1,376,386	\$ 1,371,412	\$ (4,974)	(0.4)

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease due to a reduction in new permits and collection of fees.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect decreases in printing and postage costs.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Expand departmental operational systems to Internet Web site usage.

Objective 1(a): Continue educational program for community and industry on new automated permitting system.

Department Goal 2: Expand the community educational program of building a hazard resistance community through Project Impact and related programs.

Objective 2(a): Promote hazard preparation through public attendance at expositions, speaking events, public school functions, and other areas of public education.

Objective 2(b): Provide educational seminars for design professionals, contractors, code officials, and other interested parties relating to hazard subjects.

Objective 2(c): Provide community air and water quality Public Service Announcements (PSA) projects through additional grants.

BUILDING INSPECTIONS (continued)

GENERAL FUND

PUBLIC SAFETY

Initiative IV: Workflow Analysis-Process Management

Department Goal 3: Maintain Class ratings for reduction in flood insurance premiums for our citizens.

Objective 3(a): Maintain Class 4 rating with FEMA resulting in a 30% reduction in flood insurance premiums for our citizens and work towards an additional 5% reduction.

Objective 3(b): Maintain Class 2 rating with the private insurance industry which results in selective rate reductions in property insurance.

Objective 3(c): Maintain educational program for continuing education for Code Enforcement Officers to keep current with all federal, state, and local code modifications.

MEASURES:		FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:	Objective			
Permit revenue	1(a)	\$1,249,826	\$1,136,422	\$1,261,665
Output:				
Permits issued	1(a)	4,653	5,489	6,500
Inspections performed	1(a)	15,472	12,577	16,000
Commercial plans approved	1(a)	140	131	620
Residential plans approved	1(a)	633	574	1,800
Number of contractor's licenses issued/renewed	1(a)	1,937	1,469	1,700
Number of Certificates of Occupancy issued	1(a)	404	212	310
Number of people serviced by E-commerce system	1(a)	4,316	2,341	3,700
Number impacted by public education programs	2(a)	221,846	1,062,278	1,000,000
Number attending educational seminars	2(b)	524	662	650
Number attending EPA educational programs for air & water quality	2(c)	7,177	1,076,927	800,000
Hours of Codes Enforcement Officers training	3(c)	252	315	300
Efficiency:				
Average number of days per commercial plan review	1(a)	20	10	10
Average number of days per residential plan review	1(a)	20	10	10
Outcome:				
Web-based requests satisfied	1(a)	100%	100%	100%
Percentage of auto system training program completed	1(a)	100%	100%	100%
Percentage of outreach programs completed	2(a)	100%	100%	100%
Percentage of educational seminars completed	2(b)	100%	100%	100%
Percentage of environmental programs completed	2(c)	100%	100%	100%
Community Rating System rating	3(a)	Class 5	Class 4	Class 4
Insurance Services Office rating	3(b)	Class 2	Class 2	Class 2
Percentage of Code Enforcement Officers training completed	3(c)	100%	100%	100%

2011 ACTION STEPS

Department Goal 1

- Expand software system to improve service delivery with expanding Internet service access capability.
- Improve mobile office for inspectors and improve semi-automated software.
- Update all systems required to network with other users for day-to-day and emergency operating models.

Department Goal 2

- Expand Project Impact environmental educational programs to continue EPA CARE grant program activities past grant funding.

Department Goal 3

- Continue analyzing changes in program requirements and implement/adjust programs as required.

CAPITAL PROJECTS & FACILITIES MANAGEMENT

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Capital Projects Section plans, designs, constructs, renovates and estimates the costs of building or remodeling County facilities. An in-house design staff is used for small to medium-sized projects. The Facilities Section delivers building maintenance and repair support to other divisions and agencies within Charleston County Government.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	76.00	73.00	67.00	62.00	(5.00)	(7.5)
Rents and Leases	\$ 668,705	\$ 580,707	\$ 605,000	\$ 595,000	\$ (10,000)	(1.7)
Miscellaneous	-	2,262.00	-	-	-	0.0
TOTAL REVENUES	<u>\$ 668,705</u>	<u>\$ 582,969</u>	<u>\$ 605,000</u>	<u>\$ 595,000</u>	<u>\$ (10,000)</u>	<u>(1.7)</u>
Personnel	\$ 4,315,109	\$ 4,193,623	\$ 4,224,088	\$ 3,856,783	\$ (367,305)	(8.7)
Operating	7,268,786	6,966,710	7,618,285	8,605,735	987,450	13.0
Capital	-	-	-	105,000	105,000	100.0
TOTAL EXPENDITURES	<u>11,583,895</u>	<u>11,160,333</u>	<u>11,842,373</u>	<u>12,567,518</u>	<u>725,145</u>	<u>6.1</u>
Interfund Transfer Out	398,119	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 11,982,014</u>	<u>\$ 11,160,333</u>	<u>\$ 11,842,373</u>	<u>\$ 12,567,518</u>	<u>\$ 725,145</u>	<u>6.1</u>

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). In addition, full time positions were reduced by five by eliminating two Construction Projects Manager I positions, two Trades Technician II positions, and one custodian.
- Operating expenditures reflect an increase in maintenance and repair projects due to the moving of non-capital construction projects to the General Fund and the increased project needs resulting from the opening of the Detention Center.

CAPITAL PROJECTS & FACILITIES MANAGEMENT (continued)

GENERAL FUND

GENERAL GOVERNMENT

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Design, review, and manage projects to meet financial and schedule constraints to minimize changes during construction.

Objective 1(a): Ensure projects are constructed within budgeted resources.

Objective 1(b): Complete projects within 30 days of approved contract days.

Objective 1(c): Provide construction estimates within 10% of contract award amounts.

Objective 1(d): Manage projects to achieve Change Orders of 6% or less of total construction cost.

Department Goal 2: Ensure County government and supported agencies have an effective working environment to achieve mission responsibilities.

Objective 2(a): Maintain 95% documented completion rate of total work orders received versus work orders completed.

Objective 2(b): Complete 95% of budgeted projects scheduled.

Objective 2(c): Maintain 100% documented completion rate of total programmed maintenance required versus programmed maintenance completed.

Initiative III: Long-Term Financial Planning

Department Goal 3: Provide long-term funding for infrastructure repairs/upgrades and improve budget to actual efficiencies.

Objective 3(a): Budgeted special project cost estimates shall not exceed 15% of the actual expended costs.

Objective 3(b): Contracted services shall not exceed budgeted amount.

Objective 3(c): Actual utility expenditures shall not exceed budgeted estimates.

Objective 3(d): Maintain 85% total department operating budget effectiveness.

Initiative V: Quality Control

Department Goal 4: Develop a fully integrated Facilities Management Information System to track County facility assets and reports.

Objective 4: Inventory variance shall not exceed a tolerance range of 10% in warehouse stock inventory.

MEASURES:

	<u>Objective</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Projected</u>
Input:				
Capital Projects:				
Total number of active construction contracts	1(a)	6	4	n/a ¹
Value of completed construction contracts designed by A&E	1(a)	4	5	n/a ¹
Total value of active contracts	1(a)	\$120.89M	\$120M	n/a ¹
Dollar value of contracts awarded	1(b)	\$2.5M	\$2.4M	n/a ¹
Facilities:				
Budgeted amount ²	3(a)	\$222,110	n/a ¹	\$0.00
Output:				
Capital Projects:				
Number of contracts awarded (design & construction)	1(a)	18	32	n/a ¹
Design estimate for awarded contracts	1(c)	\$3.85M	n/a ¹	n/a ¹
Number of change orders negotiated	1(d)	8	14	n/a ¹
Dollar value of negotiated change orders	1(d)	\$223,622	\$326,362	n/a ¹
Total resources approved at construction award	1(d)	\$120.89M	\$120M	n/a ¹
Facilities:				
Work orders issued	2(a)	8,292	7,309	7,100
Projects schedules	2(b)	108	37	59
Programmed maintenance work orders issued	2(c)	2,949	3,294	3,500
Total contracted services budgeted	3(b)	\$3,136,704	\$2,602,167	\$2,440,029
Utilities budgeted	3(c)	\$3,101,068	\$4,267,550	\$5,435,656
Department operating budget	3(d)	\$10,841,100	\$11,995,754	\$12,567,518

CAPITAL PROJECTS & FACILITIES MANAGEMENT

GENERAL FUND

GENERAL GOVERNMENT

	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Efficiency:				
Capital Projects:				
Percent of awarded value to estimate	1(a)	65.0%	69.0%	n/a ¹
Average number of days from "substantial completion" to completion of "punch list"	1(b)	30	30	n/a ¹
Facilities:				
Percent of work orders completed	2(a)	98.70%	96.35%	95.00%
Percent of projects completed	2(b)	54.63%	86.49%	75.00%
Programmed maintenance compliance	2(c)	95.25%	95.51%	95.00%
Budgeting effectiveness percent – Contracts	3(b)	96.80%	95.58%	98.00%
Budgeting effectiveness percent – Utilities	3(c)	100.72%	81.98%	98.00%
Department operating budget effectiveness percent	3(d)	101.03%	90.67%	97.00%
Outcome:				
Capital Projects:				
Number of contracts completed (design & construction)	1(a)	20	24	n/a ¹
Dollar value of construction completed (WIP)	1(a)	\$45,527,683	\$36,864,880	n/a ¹
Total number of construction contracts closed out	1(a)	2	5	n/a ¹
Total number of projects completed	1(a)	4	5	n/a ¹
Total final cost of projects completed	1(a)	\$9,489,416	\$84,090,731	n/a ¹
Number of projects completed within approved resources	1(a)	4	3	n/a ¹
Number of contracts within 15% design estimate	1(c)	4	3	n/a ¹
Total amount saved through negotiations	1(c)	\$31,669	\$13,400	n/a ¹
Facilities:				
Work orders completed	2(a)	8,134	7,296	7,000
Projects completed	2(b)	59	33	44
Programmed maintenance work orders completed	2(c)	2,809	3,136	3,400
Actual expended costs of special projects	3(a)	\$141,460	\$200,335	\$1,700,000
Total contracted services actual expenses	3(b)	\$3,136,701	\$2,487,336	\$2,440,029
Utilities actual expenditures	3(c)	\$3,123,382	\$3,498,871	\$5,435,518
Department operating budget effectiveness	3(d)	\$10,417,292	\$10,876,236	\$12,567,518
December Inventory variance	4	3.36%	2.40%	2.88%
June Inventory variance	4	2.80%	3.00%	2.90%
Average variance	4	3.08%	2.70%	2.89%

¹ To be determined.

² FY 2011 reflects no new projects.

2011 ACTION STEPS

Department Goal 1

- Award contracts for the design of the Consolidated Dispatch Center.
- Complete design and construction contracts for Phase II and Phase III of the County Garage Repairs.
- Continue Phase 1 and Phase 2 for the Adult Detention Facility Expansion.
- Install a back-up cooling tower at the Public Services Building.
- Replace the Main Library cooling tower.
- Repair the critical portions of the Main Library roof system.
- Complete Judicial Center Repairs.

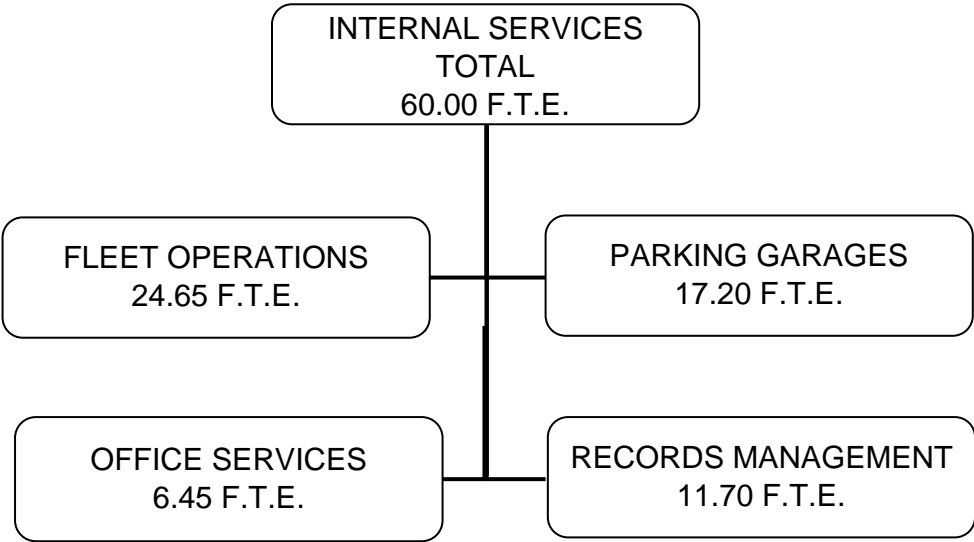
Department Goal 2

- Complete window replacement and exterior painting of the Clemson Extension/Senior Citizens building.

Department Goal 4

- Upgrade the portability of QBIC to other Microsoft software programs.
- Complete the QBIC utility module by the end of the fiscal year.

INTERNAL SERVICES



INTERNAL SERVICES

GENERAL FUND

GENERAL GOVERNMENT

DIVISION - Administration

Mission: The Internal Services Administration Division provided oversight and administrative support to the Fleet Operations, Office Services, Parking Garages, and Records Management Divisions.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.00	-	(4.00)	(100.0)
Personnel	\$ 379,012	\$ 380,472	\$ 338,533	\$ -	\$ (338,533)	(100.0)
Operating	16,927	14,316	16,328	-	(16,328)	(100.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 395,939</u>	<u>\$ 394,788</u>	<u>\$ 354,861</u>	<u>\$ -</u>	<u>\$ (354,861)</u>	(100.0)

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the allocation of costs to the four divisions supervised by the Internal Services Director.
- Operating expenditures reflect the allocation of costs to the four divisions supervised by the Internal Services Director.

INTERNAL SERVICES

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

DIVISION – Fleet Operations

Mission: Fleet Operations establishes efficient and effective delivery of the Charleston County vehicle fleet by providing customer agencies with safe, reliable, economical and environmentally-sound transportation and by performing related support services that are responsive to the needs of customer departments and that conserve vehicle value and equipment investment.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	27.00	26.00	24.00	24.65	0.65	2.7
Charges and Fees	\$ 8,145,187	\$ 7,251,201	\$ 8,281,836	\$ 7,535,424	\$ (746,412)	(9.0)
Miscellaneous	<u>322,377</u>	<u>308,490</u>	<u>150,000</u>	<u>150,000</u>	<u>-</u>	0.0
TOTAL REVENUES	8,467,564	7,559,691	8,431,836	7,685,424	(746,412)	(8.9)
Interfund Transfer In	<u>3,501,767</u>	<u>2,521,194</u>	<u>1,183,001</u>	<u>2,698,001</u>	<u>1,515,000</u>	128.1
TOTAL SOURCES	<u>\$ 11,969,331</u>	<u>\$ 10,080,885</u>	<u>\$ 9,614,837</u>	<u>\$ 10,383,425</u>	<u>\$ 768,588</u>	8.0
Personnel	\$ 1,683,931	\$ 1,689,296	\$ 1,614,151	\$ 1,716,848	\$ 102,697	6.4
Operating	9,247,779	8,357,245	6,817,685	5,968,576	(849,109)	(12.5)
Capital	-	-	1,103,000	2,618,000	1,515,000	137.4
Debt Service	<u>24,981</u>	<u>21,584</u>	<u>80,001</u>	<u>80,001</u>	<u>-</u>	0.0
TOTAL EXPENSES	10,956,691	10,068,125	9,614,837	10,383,425	768,588	8.0
Interfund Transfer Out	<u>418,873</u>	<u>802,485</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL DISBURSEMENTS	<u>\$ 11,375,564</u>	<u>\$ 10,870,610</u>	<u>\$ 9,614,837</u>	<u>\$ 10,383,425</u>	<u>\$ 768,588</u>	8.0

Funding Adjustments for FY 2011 Include:

- Revenues represent a decrease in charges applied to fleet customers both inside and outside of the County. The decrease is due to fuel savings measures and a significant reduction in maintenance costs that are expected due to replacement of vehicles.
- Interfund Transfer In represents a significant increase from other County funds to offset capital expenditure costs and to pay the \$80,001 debt service.
- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). The increase includes an allocation to partially pay the salaries and benefits for the staff formerly assigned to the Internal Services Administration Division.
- Operating expenses represent a decrease in vehicle fuel, maintenance and repair costs expected from the replacement of aging fleet assets.
- Capital expenses represent a significant increase to replace 6 ambulances, 58 police cruisers, and the top 9 other vehicles on the County replacement criteria list (7 pickups, 1 cargo van, and 1 sedan).

INTERNAL SERVICES (continued)

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

Performance Measures:

Initiative III: Long-Term Financial Planning

Department Goal 1: Ensure fiscal accountability in managing and “Right-Sizing” Fleet assets.

Objective 1: Establish optimal size of fleet.

Initiative IV: Workflow Analysis-Process Management

Department Goal 2: Provide cost effective maintenance promoting the useful life and availability of Fleet equipment.

Objective 2(a): Minimize breakdown repairs through an effective Preventative Maintenance (PM) Program.

Objective 2(b): Achieve optimal fleet availability through an effective PM Program and by performing efficient and timely repairs.

Objective 2(c): Monitor cost per mile to operate support vehicles.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Number of support vehicles	1	596	584	584
Total number of work orders	2(a)	7,659	7,378	7,400
Output:				
Availability of fleet units	2(b)	95.37%	96.27%	95.0%
Average total expenses versus budgeted total expenses	2(c)	92.8%	90.0%	95.0%
Efficiency:				
Average cost per mile to operate a support vehicle	1,2(c)	\$0.31	\$0.31	\$0.31
Average cost per work order	2(a)	\$574	\$631	\$600
Average number of units out of service per day ¹	2(b)	23	20	20
Outcome:				
Number of vehicles added to departments from surplus	1	2	3	0
Number of vehicles turned in	1	36	15	0
Savings per reduction of support vehicles ²	1	\$36,000	\$15,000	\$0
Percent of “repair” work order to total work orders (≤45%) ¹	2(a)	38.0%	48.0%	40.0%
Percent of scheduled maintenance to unscheduled repairs (≥60%) ¹	2(b)	76.9%	68.1%	72.0%
Fleet availability (≥90%) ¹	2(b)	95.37%	96.27%	95.0%
Percent of actual total expenses to budgeted total expenses (≤100%) ¹	2(a)(b)(c)	92.8%	90.0%	95.0%

¹ Based on automated FASTER Fleet Management System information retrieval.

² Data includes capital savings and excludes operating costs

2011 ACTION STEPS

Department Goal 1

- Review and establish charge-back rates for services provided to include, but not limited to, hourly labor, fuel, contracted work, and motor pool usage.
- Explore cost effective fleet unit replacements, i.e., fuel economy, emission control advances, etc.
- Apply for grant funding to improve fuel economy and alternative energy solutions for the County’s fleet equipment.
- Continue efforts to “Right-Size” the County’s fleet through aggressive equipment utilization reporting.
- Identify under-utilized equipment items and target their reduction from the fleet.

Department Goal 2

- Continue efforts toward fuel conservation through effective monitoring of the Fuel Allocation Program.
- Continue to generate utilization reports for senior management decision making.
- Continue to explore and enhance Fleet’s use of alternative fuel vehicles.

INTERNAL SERVICES (continued)

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

DIVISION – Office Services

Mission: Office Services provides photocopy, postal services, and specialized printing applications for County government departments delivering services to County citizens.

DIVISION SUMMARY:	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change	Percent Change
Positions/FTE	7.00	6.00	6.00	6.45	0.45	7.5
Charges and Fees	\$ 1,130,327	\$ 922,597	\$ 1,137,278	\$ 1,120,278	\$ (17,000)	(1.5)
TOTAL REVENUES	1,130,327	922,597	1,137,278	1,120,278	(17,000)	(1.5)
Interfund Transfer In	-	210,996	188,796	230,692	41,896	22.2
TOTAL SOURCES	<u>\$ 1,130,327</u>	<u>\$ 1,133,593</u>	<u>\$ 1,326,074</u>	<u>\$ 1,350,970</u>	<u>\$ 24,896</u>	1.9
Personnel	\$ 317,555	\$ 319,924	\$ 296,120	\$ 346,981	\$ 50,861	17.2
Operating	833,661	865,379	1,025,154	1,018,989	(6,165)	(0.6)
Capital	-	-	-	-	-	0.0
TOTAL EXPENSES	<u>\$ 1,151,216</u>	<u>\$ 1,185,303</u>	<u>\$ 1,321,274</u>	<u>\$ 1,365,970</u>	<u>\$ 44,696</u>	3.4

Funding Adjustments for FY 2011 Include:

- Revenues represent a decrease in copier leases and postage requested by departments.
- Interfund Transfer In involves moving funds from the Debt Service Fund to pay the copier lease cost.
- Personnel expenses reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). The increase includes an allocation to partially pay the salaries and benefits for the staff formerly assigned to the Internal Services Administration Division.
- Operating expenses reflect a decrease in postage due to fewer requests for services from departments. In addition, copy supplies were reduced largely because the Division no longer operates a centralized color printer.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Promote mail management efficiencies to achieve improved customer service and value.

Objective 1(a): Increase mail that meets automation criteria for all outgoing U.S. mail.

Objective 1(b): Reduce man-hours to prepare mail by promoting the use of mail preparation equipment.

Objective 1(c): Reduce undeliverable mail by updating mailing addresses.

INTERNAL SERVICES (continued)

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

Initiative III: Long-Term Financial Planning

Department Goal 2: Pursue responsive and cost effective privatization initiatives (service providers) that improve our business services.

Objective 2(a): Reduce mailing expenditures by sending all applicable mailers to outside print contractor and in-house metered mail to presort vendor.

Objective 2(b): Maintain monthly postage and copier charge-backs and compare with budgeted amount.

Initiative V: Quality Control

Department Goal 3: Report customer usage indicators to improve service delivery and quality.

Objective 3(a): Track network copier usage and promote the use of copiers to print.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Budgeted for postage	2(b)	\$506,651	\$485,648	\$588,599
Budgeted for copying	2(b)	\$594,078	\$544,595	\$551,845
Output:				
Mail pieces processed in-house ¹	1(a),3(a)	470,448	422,655	455,000
Mail pieces sent to outside contractor ²	2(a)	914,657	917,975	920,000
Number of copiers maintained	3(a)	194	194	194
Copies produced	3(a)	11,641,079	10,565,050	11,000,000
Efficiency:				
Percent of mail that meets automation criteria ³	1(a)	83.0%	85.0%	89.0%
Man hours saved using mail preparation equipment	1(b)	425	412	415
Number of copiers networked ⁴	3(a)	189	189	182
Outcome:				
Amount saved due to presorting flats	1(a)	\$1,495	\$3,032	\$3,300
Amount saved due to postal discounts and combining mail	1(a),2(a)	\$106,239	\$104,750	\$105,000
Amount saved due to updating addresses ⁵	1(c)	n/a	\$1,445	\$1,600
Amount saved due to using Electronic Return Receipts	1(c)	\$702	\$829	\$850
Ratio of actual postal expenses to budgeted postal expenses	2(c)	77.0%	74.0%	79.0%
Ratio of actual copier expenses to budgeted copier expenses	2(c)	98.0%	93.0%	95.0%

¹ Due to Office Services' new activity of validating department's mailing lists, eliminating the undeliverable addresses will offset any increases produced by departments.

² Includes Auditor and Delinquent Tax departments.

³ Due to various types of mail (special services, packages, flats), not all mail pieces meet the automation criteria and qualify for postal discounts. If compared against first class mail only, the percent of mail meeting the automation criteria would be higher.

⁴ FY 2009 reflects all copiers networked due to the new copier contract.

⁵ This department began measuring performance against this objective during FY 2010.

2011 ACTION STEPS

Department Goal 1

- Update mailing list(s) for County departments, which includes validating delivery addresses and using Move Update information.

Department Goal 2

- Consolidate outside printing services.

INTERNAL SERVICES (continued)

ENTERPRISE FUND

GENERAL GOVERNMENT

DIVISION – Parking Garages

Mission: The Cumberland Street parking garage provides parking spaces for County employees, the general public, and contracted parking for agencies in the downtown Charleston peninsula. The parking garage at King and Queen Streets provides parking spaces for various governmental agencies, hotel guests, County employees, and the general public.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	17.60	16.80	16.00	17.20	1.20	7.5
Charges and Fees	\$ 2,409,744	\$ 2,617,359	\$ 2,876,896	\$ 2,502,658	\$ (374,238)	(13.0)
Interest	167,898	55,766	60,000	60,000	-	0.0
Leases and Rentals	91,747	92,277	73,476	73,476	-	0.0
Miscellaneous	1,087	(12,547)	(13,668)	(13,668)	-	0.0
TOTAL REVENUES	2,670,476	2,752,855	2,996,704	2,622,466	(374,238)	(12.5)
Interfund Transfer In	-	-	1,500,000	-	(1,500,000)	(100.0)
TOTAL SOURCES	<u>\$ 2,670,476</u>	<u>\$ 2,752,855</u>	<u>\$ 4,496,704</u>	<u>\$ 2,622,466</u>	<u>\$ (1,874,238)</u>	(41.7)
Personnel	\$ 762,614	\$ 864,481	\$ 881,951	\$ 974,046	\$ 92,095	10.4
Operating	944,816	992,766	687,376	652,029	(35,347)	(5.1)
Capital	-	-	10,000	-	(10,000)	(100.0)
Debt Service	313,828	283,174	830,792	882,036	51,244	6.2
TOTAL EXPENSES	2,021,258	2,140,421	2,410,119	2,508,111	97,992	4.1
Interfund Transfer Out	154,958	121,292	629,690	129,690	(500,000)	(79.4)
TOTAL DISBURSEMENTS	<u>\$ 2,176,216</u>	<u>\$ 2,261,713</u>	<u>\$ 3,039,809</u>	<u>\$ 2,637,801</u>	<u>\$ (402,008)</u>	(13.2)

Funding Adjustments for FY 2011 Include:

- Revenues represent a decrease in Parking Garage Fees.
- Interfund Transfer In shows that the funds from the General Fund for repairs to the garages will not be repeated for FY 2011.
- Personnel expenses reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). The increase includes an allocation to partially pay the salaries and benefits for the staff formerly assigned to the Internal Services Administration Division.
- Operating expenses reflect decreases in property taxes and contingency funds offset by an increase in utility costs.
- Debt Service reflects the debt repayment for the Cumberland Street parking garage.

INTERNAL SERVICES (continued)

ENTERPRISE FUND

GENERAL GOVERNMENT

- Interfund Transfer Out represents \$129,690 to provide free parking for County employees working at the DAODAS building and parking in the garage now owned by the Medical University of South Carolina. In FY 2010, \$500,000 was shifted to the Debt Service Fund for the construction of the Detention Center.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Maintain a customer service oriented parking facility by pursuing customer-focused initiatives while employing innovative methods to track and improve revenues.

Objective 1(a): Maintain annual itemized parking revenues for accurate budgeting.

Objective 1(b): Maintain statistics on annual vehicle utilization.

Objective 1(c): Record number of formal customer service surveys.

Initiative II: Human Resources & Resource Management

Department Goal 2: Maintain a safe environment for our visitors, customers, and employees by enhancing our training and improving employee awareness of our systems within the parking facilities.

Objective 2(a): Record number of audits for conducting training initiatives.

Objective 2(b): Record number of reportable safety related incidents to Risk Management.

Initiative III: Long-Term Financial Planning

Department Goal 3: Maintain a financial management plan that provides our financial position while tracking our operating expenditures and receivable revenues.

Objective 3(a): Determine annual revenue per space.

Objective 3(b): Determine annual operating expense per space.

MEASURES:

	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Output:				
Cumberland Parking Garage:				
<u>Parking Revenue</u>	1(a)			
Transient revenue		\$659,630	\$683,387	\$834,626
Vouchers ¹		\$34,026	\$28,410	\$30,000
City reimbursement		\$263,032	\$241,555	\$243,000
Contracts		\$491,135	\$443,274	\$338,552
Commercial space leases (shops) ²		\$92,277	\$73,365	\$73,476
Free parking cost		\$157,706	\$177,604	\$149,000
<u>Transaction Volume</u>	1(b)			
Number of transactions		114,141	111,168	115,000
Free transactions		19,274	18,188	19,000
Annual number of safety training initiatives conducted	2(a)	12	12	12
Recordable incidents	2(b)	28	27	26

INTERNAL SERVICES (continued)

ENTERPRISE FUND

GENERAL GOVERNMENT

	<u>Objective</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Projected</u>
King and Queen Parking Garage:				
<u>Parking Revenue</u>	1(a)			
Transient revenue		\$1,046,666	\$987,701	\$1,014,500
Vouchers ¹		\$42,991	\$34,661	\$35,500
Contracts		\$43,481	\$42,312	\$42,480
Free parking cost		\$155,598	\$141,903	\$143,000
<u>Transaction Volume</u>	1(b)			
Number of transactions		184,088	175,725	180,000
Free transactions		16,245	15,633	16,000
Annual number of audits for conducting training initiatives	2(a)	12	12	12
Recordable incidents	2(b)	13	11	10
Efficiency:				
Annual operating expense per space – combined garage costs	3(b)	\$3,704	\$3,335	\$3,400
Outcome:				
Annual revenue per space:	3(a)			
Cumberland Parking Garage		\$1,511	\$1,534	\$1,586
King and Queen Parking Garage		\$2,717	\$2,553	\$2,620

¹ Chargebacks made to departments and government agencies as payment for parking.

² Due to economic conditions, County Council voted in April 2009 to reduce the annual retail lease at the Cumberland Garage retail shops by \$21,024.

2011 ACTION STEPS

Department Goal 1

- Dedicate efforts toward the successful completion of Phase II of the garage repair work and preparation for Phase III. This extensive project includes:
 - Repair and re-pavement of spalled surface concrete
 - Improved signage in the Cumberland garage
 - Pay-On-Foot kiosks for improved customer service
 - Enhanced drainage
 - Waterproof concrete coatings
 - Exterior painting of the garages
- Require all parking personnel to attend customer service classes.

Department Goal 2

- Continue to upgrade garage lighting in the King and Queen garage with energy efficient fluorescent fixtures and to install additional surveillance equipment.
- Continue to provide additional security at the facilities during late night hours.

Department Goal 3

- Seek additional revenue-generating opportunities focusing on local businesses and tourism.
- Expand revenue base.

INTERNAL SERVICES (continued)

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

DIVISION – Records Management

Mission: Records Management provides County departments, elected officials, and several external organizations with storage, retrieval, imaging, and disposition of government records while maintaining the historical and archival significance of vital records for the citizens of the County.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	11.00	11.00	11.70	0.70	6.4
Charges and Fees	\$ 647,014	\$ 618,907	\$ 629,697	\$ 613,095	\$ (16,602)	(2.6)
Miscellaneous	<u>6,689</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL REVENUES	653,703	618,907	629,697	613,095	(16,602)	(2.6)
Interfund Transfer In	<u>-</u>	<u>-</u>	<u>-</u>	<u>59,791</u>	<u>59,791</u>	100.0
TOTAL SOURCES	<u>\$ 653,703</u>	<u>\$ 618,907</u>	<u>\$ 629,697</u>	<u>\$ 672,886</u>	<u>\$ 43,189</u>	6.9
Personnel	\$ 475,192	\$ 476,065	\$ 485,965	\$ 560,765	\$ 74,800	15.4
Operating	160,047	139,933	128,757	127,122	(1,635)	(1.3)
Capital	<u>4,339</u>	<u>-</u>	<u>34,975</u>	<u>-</u>	<u>(34,975)</u>	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 639,578</u>	<u>\$ 615,998</u>	<u>\$ 649,697</u>	<u>\$ 687,887</u>	<u>\$ 38,190</u>	5.9

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease due to a reduction in requests for services from County offices.
- Interfund Transfer In includes funds from the Elections and Voter Registration Department (in the General Fund) to complete a major project.
- Personnel expenses reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). The increase includes an allocation to partially pay the salaries for the staff formerly assigned to the Internal Services Administration Division.
- Operating expenditures reflect a decrease due to reductions in a machinery maintenance contract and in training and conferences. These are offset by increases in microfilm supplies and boxes for storage.

Performance Measures:

Initiative IV: Workflow Analysis-Process Management

Department Goal 1: Maintain a financial management process that tracks customer operating expenditures and accurately records revenues while providing valuable competitive services to our customers.

Objective 1: Increase the quantity of service units while lowering or maintaining costs to County departments.

INTERNAL SERVICES (continued)

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

MEASURES:		FY 2009	FY 2010	FY 2011
	Objective	Actual	Actual	Projected
Output:				
Warehouse service units provided ¹	1	271,047	288,553	288,553
Microfilm service units provided ²	1	1,193,083	372,716	372,716
Laboratory service units provided ³	1	3,223	4,547	4,547
Digital imaging service units provided ⁴	1	3,661,551	4,770,470	4,770,470
Preservation services units provided ⁵	1	168,966	5,037	5,037
Efficiency:				
Services Provided per Dollar Expended by County Depts:	1			
Warehouse service units per dollar ¹		.48	.49	.49
Microfilm service units per dollar ²		.07	.10	.10
Laboratory service units per dollar ³		3.47	3.30	3.30
Digital imaging service units per dollar ⁴		.05	.04	.04
Preservation service units per dollar ⁵		.32	6.76	6.58
Outcome:				
Cost of Services Provided to County Depts:	1			
<u>Warehouse Services</u>				
Monthly box storage		\$0.45	\$0.45	\$0.45
Document in-transfers		\$4.25	\$4.25	\$4.25
File destructions		\$4.25	\$4.25	\$4.25
Fire retrievals		\$4.25	\$4.25	\$4.25
Transports		\$18.00	\$18.00	\$18.00
<u>Microfilm Services</u>				
Planetary photography per frame		\$0.10	\$0.10	\$0.10
Rotary photography per frame		\$0.08	\$0.08	\$0.08
Jacketing per fiche jacket		\$1.25	\$1.25	\$1.25
Fiche titling		\$1.00	\$1.00	\$1.00
Quality checking by page ⁶		\$0.04	\$0.04	\$0.04
<u>Laboratory Services</u>				
Standard processing per 100 ft roll		\$6.60	\$6.60	\$6.60
Silver processing per 1000 ft roll		\$20.00	\$20.00	\$20.00
Diazo duplication per 100 ft roll		\$2.00	\$2.00	\$2.00
Silver duplication per 100 ft roll		\$2.00	\$2.00	\$2.00
Quality inspection per roll		\$5.00	\$5.00	\$5.00
<u>Digital Imaging Services</u>				
Document scan		\$0.08	\$0.08	\$0.08
Convert microfilm to image per frame		\$0.10	\$0.10	\$0.10
Convert image to microfilm per frame		\$0.02	\$0.02	\$0.02
Indexing per image		\$0.05	\$0.05	\$0.05
Media production (CD/DVD)		\$15/\$28	\$15/\$28	\$15/\$28
<u>Preservation Services</u>				
Repairs		\$2.95	\$2.95	\$2.95
Dry Cleaning (RMC)		\$0.28	\$0.28	\$0.28
Records Processing (per hour)		\$23.75	\$23.75	\$23.75
Cutting books		\$0.03	\$0.03	\$0.03

¹ Warehouse services include monthly box storage units, transports, document in-transfers, file destructions, and file retrievals.

² Microfilm services include planetary frames shot, rotary frames shot, fiche jacketed, and fiche titled. Quality checking no longer performed AFTER film is processed in the lab. It is more efficient to correct documents by computer BEFORE the film is run and processed.

³ Laboratory services include rolls processed, silver duplicated and processed, diazo duplicated, and quality inspected.

⁴ Digital imaging services include scanning, digital image to film conversion, film to digital image conversion, indexing, and media production.

⁵ Preservation services include repairing, cleaning, and hourly processing of files.

⁶ Service moved from laboratory services to microfilm services and replaced with archival quality checking per roll.

INTERNAL SERVICES (continued)

INTERNAL SERVICE FUND

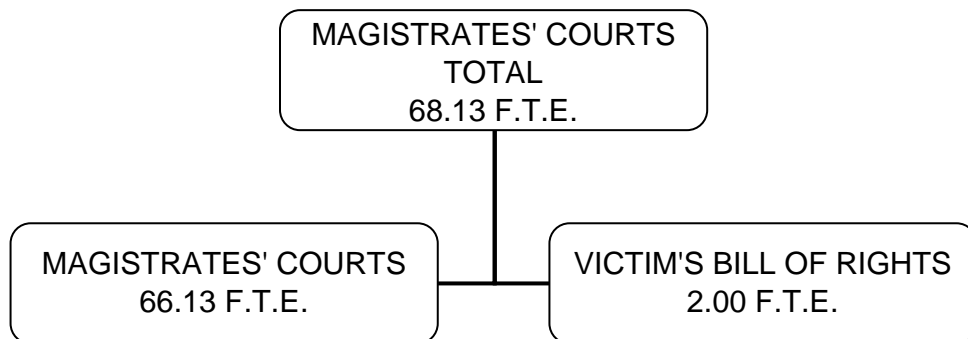
GENERAL GOVERNMENT

2011 ACTION STEPS

Department Goal 1

- Continue implementing imaging projects for County Departments.
- Continue work on adjusting retention schedules to reduce the need for additional physical storage (warehouse) space.
- Implement Optical Character Recognition (OCR) indexing system to increase efficiencies and productivity. The cost per unit should decrease as the system is fully implemented. The actual amount will be determined once the actual level of success is gauged.
- Improve productivity and continue to measure staff performance levels to ensure the division achieves budget goals.

MAGISTRATES' COURTS



MAGISTRATE COURTS

GENERAL FUND

JUDICIAL

DIVISION – Magistrate Courts

Mission: The Magistrate Courts provides quality service and assistance to the general public, law enforcement, and attorneys in conjunction with providing support to the Magistrates of Charleston County in a manner which preserves the integrity of the judicial system. The Division handles various issues, including restraining orders, traffic violations and criminal cases with punishments of a fine not exceeding \$500 plus assessments or imprisonment not exceeding 30 days or both as mandated by State statute.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	66.41	65.39	66.13	66.13	-	0.0
Charges and Fees	\$ 944,334	\$ 1,015,192	\$ 1,054,000	\$ 1,052,500	\$ (1,500)	(0.1)
Fines and Forfeitures	1,656,006	1,477,984	1,700,000	1,499,500	(200,500)	(11.8)
Interest	(968)	14,272	-	1,000	1,000	100.0
TOTAL REVENUES	\$ 2,599,372	\$ 2,507,448	\$ 2,754,000	\$ 2,553,000	\$ (201,000)	(7.3)
Personnel	\$ 4,151,607	\$ 4,171,163	\$ 4,287,322	\$ 4,180,449	\$ (106,873)	(2.5)
Operating	449,964	427,513	402,963	391,877	(11,086)	(2.8)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	\$ 4,601,571	\$ 4,598,676	\$ 4,690,285	\$ 4,572,326	\$ (117,959)	(2.5)

Funding Adjustments for FY 2011 Include:

- Revenues represent a decrease in civil fee and fine collections based on current trends.
- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). In addition, expenditures were decreased due to the reduction of temporary employees.
- Operating expenditures reflect a decrease in local mileage reimbursement as well as records services. These were offset by an increase in office expenses.

Performance Measures:

Initiative IV: Workflow Analysis-Process Management

Department Goal 1: Ensure efficient use of time management in order to expedite cases.

Objective 1: Reduce the average age of Small Claims court cases by increasing the number of disposed cases.

MAGISTRATE COURTS (continued)

GENERAL FUND

JUDICIAL

MEASURES:		FY 2009	FY 2010	FY 2011
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
Input:				
Cases filed	1	4,807	5,252	5,477
Efficiency:				
Average case age in days	1	87	88	88
Cost per case	1	\$80.00	\$80.00	\$80.00
Outcome:				
Disposed cases	1	4,491	4,857	5,040
Percent of cases disposed	1	94.0%	93.0%	92.0%

2011 ACTION STEPS

Department Goal 1

- Implement the Statewide Court Case Management System by November 2010.
- Implement procedure allowing the Courts to accept fines and fees through debit and credit cards by November 2010.
- Implement procedures that would allow the acceptance of payment of fines and fees using the Internet by November 2010.
- Link to the Department of Public Safety's database to allow exchange of license suspensions and disposition information.

MAGISTRATE COURTS (continued)

SPECIAL REVENUE FUND

JUDICIAL

PROGRAM – Victim’s Bill of Rights

Mission: The Victim’s Bill of Rights program provides responsive services to meet the critical needs of crime victims as mandated by federal and state law.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	3.00	2.00	(1.00)	(33.3)
Intergovernmental	\$ 3,802	\$ 3,183	\$ 2,500	\$ 3,400	\$ 900	36.0
Charges and Fees	<u>302,294</u>	<u>271,519</u>	<u>280,000</u>	<u>245,000</u>	<u>(35,000)</u>	(12.5)
TOTAL REVENUES	<u>\$ 306,096</u>	<u>\$ 274,702</u>	<u>\$ 282,500</u>	<u>\$ 248,400</u>	<u>\$ (34,100)</u>	(12.1)
Personnel	\$ 209,677	\$ 185,005	\$ 146,664	\$ 92,012	\$ (54,652)	(37.3)
Operating	17,281	7,890	4,266	3,060	(1,206)	(28.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 226,958</u>	<u>\$ 192,895</u>	<u>\$ 150,930</u>	<u>\$ 95,072</u>	<u>\$ (55,858)</u>	(37.0)

Funding Adjustments for FY 2011 Include:

- Revenues are reduced based upon historical analysis and current trends.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). In addition, expenditures were decreased due to the reduction of overtime costs and the transfer of a Summary Court Specialist position to the Magistrate Courts Division.
- Operating expenditures reflect reduced training and computer equipment upgrade costs.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Provide notification, service, and guidance to victims.

Objective 1(a): Increase service to all eligible victims as mandated by State statutes.

Objective 1(b): Ensure that 80% of the victims are satisfied with the court system.

MAGISTRATE COURTS (continued)

SPECIAL REVENUE FUND

JUDICIAL

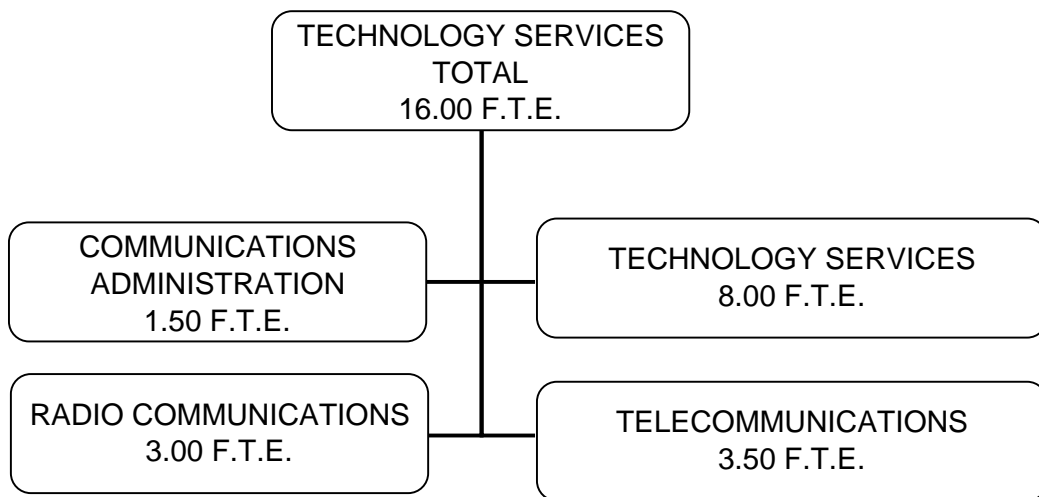
MEASURES:	<u>Objective</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Projected</u>
Output:				
Percent of victims requesting and receiving service in accordance with Victim's Bill of Rights	1(a)(b)	98.0%	98.0%	98.0%
Percent of victims who appear before the court without undue hardship or inconvenience	1(a)(b)	98.0%	98.0%	98.0%
Efficiency:				
Average hours per service	1(a)	2.0	2.0	2.0
Outcome:				
Percent of victims who perceive that the judges and court personnel were courteous and responsive to them	1(b)	98.0%	98.0%	98.0%

2011 ACTION STEPS

Department Goal 1

- Improve fluidity of victim services on general session offenses.

INFORMATION SERVICES



INFORMATION TECHNOLOGY

GENERAL FUND

GENERAL GOVERNMENT

DIVISION – Communications Administration

Mission: The Communications Administration Division provides management to the Emergency 911, Radio Communications, and Telecommunications Divisions.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.50	1.50	1.50	-	0.0
Personnel	\$ 150,938	\$ 159,030	\$ 156,691	\$ 157,904	\$ 1,213	0.8
Operating	7,787	2,336	5,039	4,394	(645)	(12.8)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	158,725	161,366	161,730	162,298	568	0.4
Interfund Transfer Out	2,478,825	1,889,571	1,631,523	1,604,465	(27,058)	(1.7)
TOTAL DISBURSEMENTS	<u>\$ 2,637,550</u>	<u>\$ 2,050,937</u>	<u>\$ 1,793,253</u>	<u>\$ 1,766,763</u>	<u>\$ (26,490)</u>	(1.5)

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect no significant change.
- Interfund Transfer Out represents the amount transferred to the Radio Communications Enterprise Fund to support ongoing operations. This amount is decreased due to higher revenues available in the Radio Communications Division.

INFORMATION TECHNOLOGY (continued)

ENTERPRISE FUND

GENERAL GOVERNMENT

DIVISION - Radio Communications

Mission: The Radio Communications Division provides comprehensive communications support to Charleston County agencies and neighboring external public safety agencies, including management of the 800 MHz Public Safety Radio System, operation of the Communications Electronics Maintenance Facility, and management of the command post's emergency equipment and vehicles for response to emergencies and natural disasters.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Intergovernmental	\$ 74,537	\$ 74,710	\$ -	\$ -	\$ -	0.0
Charges and Fees	450,589	1,024,545	1,379,200	1,426,100	46,900	3.4
Interest	5,271	(1,777)	-	-	-	0.0
TOTAL REVENUES	530,397	1,097,478	1,379,200	1,426,100	46,900	3.4
Interfund Transfer In	2,479,325	1,889,571	1,631,523	1,604,465	(27,058)	(1.7)
TOTAL SOURCES	<u>\$ 3,009,722</u>	<u>\$ 2,987,049</u>	<u>\$ 3,010,723</u>	<u>\$ 3,030,565</u>	<u>\$ 19,842</u>	0.7
Personnel	\$ 256,884	\$ 217,639	\$ 190,605	\$ 247,185	\$ 56,580	29.7
Operating	2,543,133	2,736,630	2,819,568	2,754,380	(65,188)	(2.3)
Capital	-	-	60,500	29,000	(31,500)	(52.1)
TOTAL EXPENDITURES	<u>\$ 2,800,017</u>	<u>\$ 2,954,269</u>	<u>\$ 3,070,673</u>	<u>\$ 3,030,565</u>	<u>\$ (40,108)</u>	(1.3)

Funding Adjustments for FY 2011 Include:

- Revenues reflect the second phase of the radio user fee initiated by the County in FY 2007 to cover the operational costs of connecting digital radios to the new 800 MHz system. Additionally, revenue has been increased due to the City of Charleston becoming part of the system.
- Interfund Transfer In from the General Fund supports the ongoing cost of operations of the Radio Communications Division and decreases as the radio user fee revenue stream increases.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Also included are funds for hiring temporary employees to help with the workload of adding the City of Charleston to the program.
- Operating expenditures reflect a reduction for the maintenance contract of the County radio system, telephone charges, and equipment upgrades.
- Capital expenses are for two mobile radio repeaters for use at fire scenes.

INFORMATION TECHNOLOGY (continued)

ENTERPRISE FUND

GENERAL GOVERNMENT

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: To provide efficient and cost effective equipment to decrease response time for local public emergency operations.

- Objective 1(a): Repair of defective radio equipment tracked through service reports with 72% of the communications/electronic equipment turned around in 2 days or less.
- Objective 1(b): Optimize radio resource usage by reducing system downtime to less than 2 minutes each year, an average busy signal not to exceed 1second, and less than 5 busy signals for talk groups each day.
- Objective 1(c): Decrease Mobile Communications vehicle downtime to not more than 5 days per year and 800 MHz departmental response time to less than 60 minutes per mission for emergencies and disasters through plan review and update, simulations, tests, and drills.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Total number of work tickets	1(a)	1,720	1,950	2,000
Efficiency:				
Average hours of work tickets per month	1(a)	1,325	1,350	1,375
Outcome:				
<u>Repair of Defective Radio Equipment</u>	1(a)			
Acceptable <2 days		69.0%	71.0%	72.0%
Marginal 2-5 days		22.0%	22.0%	22.0%
Unacceptable >5 days		9.0%	7.0%	6.0%
<u>Radio Resource Usage</u>	1(b)(c)			
System downtime (unplanned)		2 min	0 min	0 min
Average busy signal		.05 sec	.05 sec	.05 sec
Average talk group busy signals		0/day	0/day	0/day
COMM-1 downtime		7 days	3 days	2.5 days
Average departmental response		50 min	47 min	45 min

2011 ACTION STEPS

Department Goal 1

- Implement solutions for configuration and software enhancement of the radio network throughout the summer of 2010.
- Install the necessary towers and tower radio equipment to resolve the problems of voice quality and dropped radio transmissions, especially in coastal areas of the County.
- Obtain user acceptance of the Motorola complete system solution that will resolve coverage and audio quality in many of the populous areas of Charleston County.

INFORMATION TECHNOLOGY (continued)

GENERAL FUND

GENERAL GOVERNMENT

DIVISION – Technology Services

Mission: Technology Services provides value-added technical services and solutions to Charleston County which enhances or enables better service to our citizens. This division is responsible for the operation of information systems and monitors computer hardware and software standardization; computer systems' performance, maintenance, operations and capacity planning; and equipment procurement and installation.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	9.00	8.00	8.00	8.00	-	0.0
Charges and Fees	\$ 12,964	\$ 12,990	\$ 10,000	\$ 13,000	\$ 3,000	30.0
TOTAL REVENUES	\$ 12,964	\$ 12,990	\$ 10,000	\$ 13,000	\$ 3,000	30.0
Personnel	\$ 861,659	\$ 795,013	\$ 877,757	\$ 652,146	\$ (225,611)	(25.7)
Operating	6,744,227	6,749,921	7,250,106	7,349,740	99,634	1.4
Capital	-	-	234,440	764,000	529,560	225.9
TOTAL EXPENDITURES	7,605,886	7,544,934	8,362,303	8,765,886	403,583	4.8
Interfund Transfer Out	1,930,000	492,792	-	-	-	0.0
TOTAL DISBURSEMENTS	\$ 9,535,886	\$ 8,037,726	\$ 8,362,303	\$ 8,765,886	\$ 403,583	4.8

Funding Adjustments for FY 2011 Include:

- Revenues represent an increase in the sale of ortho photos.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). In addition, personnel costs reflect the full-year funding of a Project Officer II position from Organizational Development and the elimination of an IT Contract Manager position.
- Operating expenditures represent an increase for the software maintenance contract for network equipment in Consolidated Dispatch and the new Detention Center. Also included are higher anticipated costs for data lines using newly installed high-bandwidth circuits.
- Capital represents the purchase of Information Technology hardware and software requirements of General Fund departments.

INFORMATION TECHNOLOGY (continued)

GENERAL FUND

GENERAL GOVERNMENT

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Ensure the availability and security of the County's network.

Objective 1(a): Resolve 90% of hardware and software problems within 2 days and 80% within 1 day.

Objective 1(b): Complete all work orders within 10% of schedule and budget.

Objective 1(c): Maintain all hardware and software at currently supported and commercially available release levels.

Objective 1(d): Maintain 98% or better availability of implemented computer systems.

Department Goal 2: Enable ease of obtaining and sharing of data.

Objective 2: Maintain an acceptable rating on an annual Customer Service Satisfaction Survey.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Output:				
Number of computer system hardware/software problems ¹	1(a)(c)	6,082	4,690	4,500
Number of service requests	1(a)(c)	2,263	2,706	2,500
Number of approved work orders	1(b)	62	37	45
Available and reliable systems >98%	1(d)	99.89%	99.87%	>98.0%
Availability of Internet connectivity	1(d)	99.93%	99.97%	>99.0%
Efficiency:				
Service requests handled in satisfactory manner	1(a)	100%	100%	>98.0%
Work orders completed within 10% of schedule and budget ²	1(b)	100%	100%	>98.0%
Outcome:				
Percent of Help Desk Calls resolved within 1 day	1(a)	88.6%	92.0%	>80.0%
Percent of Help Desk Calls resolved within 2 days	1(a)	94.8%	96.0%	>90.0%
Percent of system platform availability >98%	1(d)	99.89%	99.87%	>98.0%
Customer Service Satisfaction survey acceptable or better	2	8.33	8.28	>8.0%

¹ Break-Fix.

² Scope changes and customer wait time considered.

2011 ACTION STEPS

Department Goal 1

- Implement State Judicial Case Management System for Magistrates and Clerk of Court.
- Enhance perimeter security with the help of improved IT security suites.
- Continue efforts towards implementation of Manatron's GRM Tax and Pro-Val CAMA applications.
- Expand upon the Technology Services Business Continuity Plan.

Department Goal 2

- Implement Pictometry 2011 Imagery and Change Finder.
- Implement ArcGIS 10 upgrade.
- Implement new storage disk that will facilitate implementation of electronic records retention policy.
- Maintain Server, Network and PC Refresh.

INFORMATION TECHNOLOGY (continued)

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

DIVISION - Telecommunications

Mission: Telecommunications provides maintenance and service for the telephone systems of the departments and agencies within Charleston County facilities, as well as administration of all pagers and cellular phone accounts for departments of Charleston County Government.

DIVISION SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.50	3.50	3.50	3.50	-	0.0
Charges and Fees	<u>\$ 1,712,438</u>	<u>\$ 1,566,819</u>	<u>\$ 1,692,353</u>	<u>\$ 1,600,483</u>	<u>\$ (91,870)</u>	<u>(5.4)</u>
TOTAL REVENUES	<u>\$ 1,712,438</u>	<u>\$ 1,566,819</u>	<u>1,692,353</u>	<u>\$ 1,600,483</u>	<u>\$ (91,870)</u>	<u>(5.4)</u>
Personnel	\$ 268,835	\$ 280,420	\$ 285,832	\$ 294,877	\$ 9,045	3.2
Operating	1,346,220	1,293,228	1,404,521	1,305,606	(98,915)	(7.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,615,055</u>	<u>\$ 1,573,648</u>	<u>\$ 1,690,353</u>	<u>\$ 1,600,483</u>	<u>\$ (89,870)</u>	<u>(5.3)</u>

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease in the amount charged to user departments for telecommunications services based on projections of usage.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures represent a decrease due to departments using cost saving measures to become more efficient with pagers and cellular phones.

Performance Measures:

Initiative IV: Workflow Analysis-Process Management

Department Goal 1: Maintain a financial management process that tracks customer operating expenditures and accurately records revenues while providing valuable competitive services to our customers.

Objective 1(a): Maintain monthly and cumulative charge-back dollar amounts on telephones.

Objective 1(b): Maintain monthly and cumulative charge-back amounts on pagers.

Objective 1(c): Secure the best rate for long distance, cellular air-time, and pager usage.

INFORMATION TECHNOLOGY (continued)

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Number of telephones	1(a)	2,800	2,950	2,950
Number of cellular phones	1(a)	550	600	630
Number of pagers	1(b)	460	390	390
Output:				
Average monthly cellular charges	1(a)	\$23,500	\$23,000	\$25,000
Average monthly pager charges	1(b)	\$4,708	\$4,500	\$4,480
Average monthly telephone charges	1(a)	\$70,720	\$68,000	\$71,000
Average monthly long distance charges	1(a)	\$2,800	\$2,000	\$2,000
Average monthly maintenance/work orders	1(c)	70	80	85
Efficiency:				
Cost per minute of long distance	1(c)	\$0.045	\$0.045	\$0.045
Cost per minute of cellular air-time	1(c)	\$0.09	\$0.09	\$0.09
Outcome:				
Savings percent of long distance rate	1(c)	10.0%	0.0%	0.0%
Savings percent of cellular air-time rate	1(c)	10.0%	0.0%	0.0%

2011 ACTION STEPS

Department Goal 1

- Complete the installation and implementation of the technology contract for the new Detention Center.
- Participate in designing, bidding, and beginning construction of the new Consolidated Dispatch Center.
- Actively participate in Consolidated Dispatch issues, including the Technical Sub-Committee.
- Assist in designing and refurbishing the new location of the CCSO Headquarters scheduled for summer 2011.
- Participate in the redesign and refurbishment of the front section of the old Detention Center.
- Continue to maintain older telephone systems as efficiently and inexpensively as possible while installing newer IP Telephony systems in new construction and major renovation sites.

ZONING/PLANNING

GENERAL FUND

GENERAL GOVERNMENT

Mission: The Zoning/Planning Department administers the County's Zoning and Land Development Regulations and prepares various studies and plans related to the current and future use of land in Charleston County with planning and zoning jurisdiction over all unincorporated areas within Charleston County and within the Towns of Kiawah, Meggett, and Rockville.

DEPARTMENTAL SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	24.00	23.00	22.00	21.00	(1.00)	(4.3)
Licenses and Permits	\$ 82,980	\$ 73,721	\$ 60,000	\$ 70,000	\$ 10,000	16.7
Charges and Fees	73,255	57,078	57,000	48,500	(8,500)	(14.9)
Miscellaneous	480	180	-	-	-	0.0
TOTAL REVENUES	\$ 156,715	\$ 130,979	\$ 117,000	\$ 118,500	\$ 1,500	1.3
Personnel	\$ 1,382,413	\$ 1,422,281	\$ 1,414,908	\$ 1,370,550	\$ (44,358)	(3.1)
Operating	400,882	172,437	175,453	133,934	(41,519)	(23.7)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	1,783,295	1,594,718	1,590,361	1,504,484	(85,877)	(5.4)
Interfund Transfer Out	38,000	-	-	-	-	0.0
TOTAL DISBURSEMENTS	\$ 1,821,295	\$ 1,594,718	\$ 1,590,361	\$ 1,504,484	\$ (85,877)	(5.4)

Funding Adjustments for FY 2011 Include:

- Revenues reflect an anticipated increase for zoning permits.
- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA). Personnel expenses decrease due to the deletion of an administrative FTE position.
- Operating expenditures reflect a decrease due mainly to reductions in printing and binding, vehicle, and postage costs.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Provide a high level of planning services to a diverse population base.

Objective 1(a): Reduce staff errors regarding zoning applications to <0.5%.

Objective 1(b): Process 95% of site plan review applications within 30 days.

Objective 1(c): Review 100% of subdivision applications within 10 days.

Objective 1(d): Complete 100% of graphic zoning requests within 30 days.

Objective 1(e): Resolve 100% of street numbering/naming inquiries and distribution of new streets within 3 days.

ZONING/PLANNING (continued)

GENERAL FUND

GENERAL GOVERNMENT

MEASURES:		FY 2009	FY 2010	FY 2011
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
Input:				
Subdivision applications submitted	1(c)	319	232	225
Graphic zoning requests received	1(d)	271	307	290
Number of new streets	1(e)	227	64	75
Output:				
Zoning applications processed ¹	1(a)	2,846	2,500	2,500
Site plans reviewed	1(b)	49	49	50
Outcome:				
Percent of zoning applications processed error free	1(a)	99.4%	99.5%	99.5%
Percent of site plan review applications processed within 30 days	1(b)	90.0%	90.0%	90.0%
Percent of subdivision applications reviewed within 10 days	1(c)	100%	100%	100%
Percent of graphic zoning requests completed within 30 days	1(d)	100%	100%	100%
Percent of street inquiries resolved within 3 days	1(e)	98.6%	99.0%	99.0%
Percent of new streets distributed to emergency services	1(e)	100%	100%	100%

¹ Excludes zoning change applications

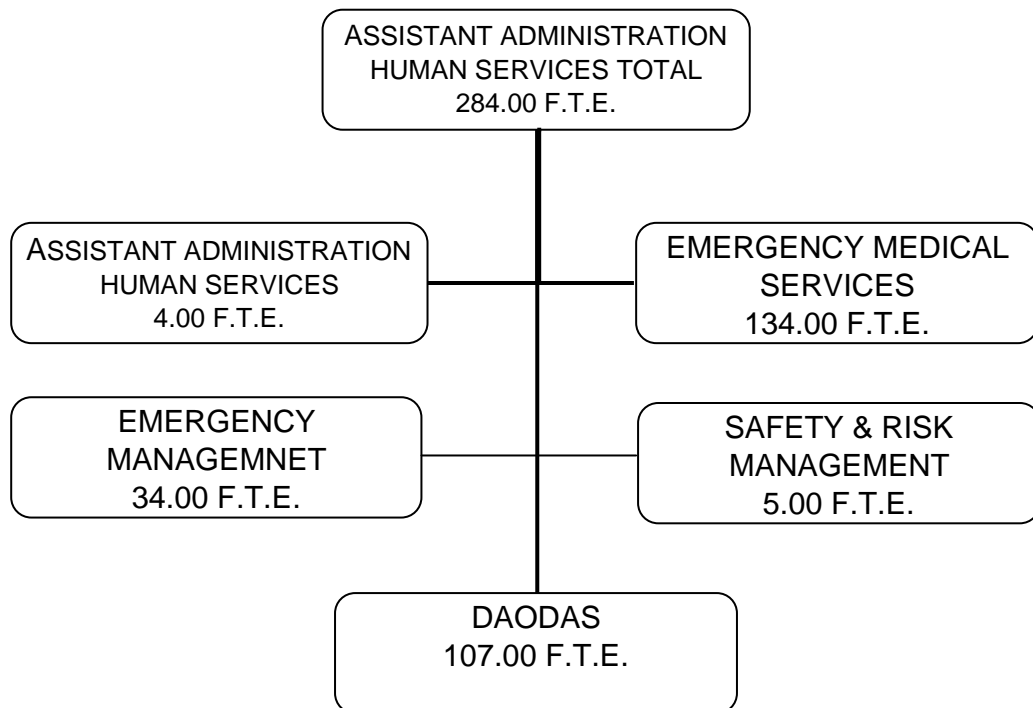
2011 ACTION STEPS

Department Goal 1

- Implement the first and initiate the second year work program projects included in the County's ten year update of the Comprehensive Plan.
- Prepare proposed text amendments to the Zoning & Land Development Regulations Ordinance to address issues including, but not limited to, affordable housing, mixed use development, highway corridor overlay districts, Developments of County Significance, and Form Based Codes.
- Provide support staff for the Planning Section in the Emergency Operations Center (EOC).



ASSISTANT ADMINISTRATOR HUMAN SERVICES



ASSISTANT ADMINISTRATOR HUMAN SERVICES

GENERAL FUND

GENERAL GOVERNMENT

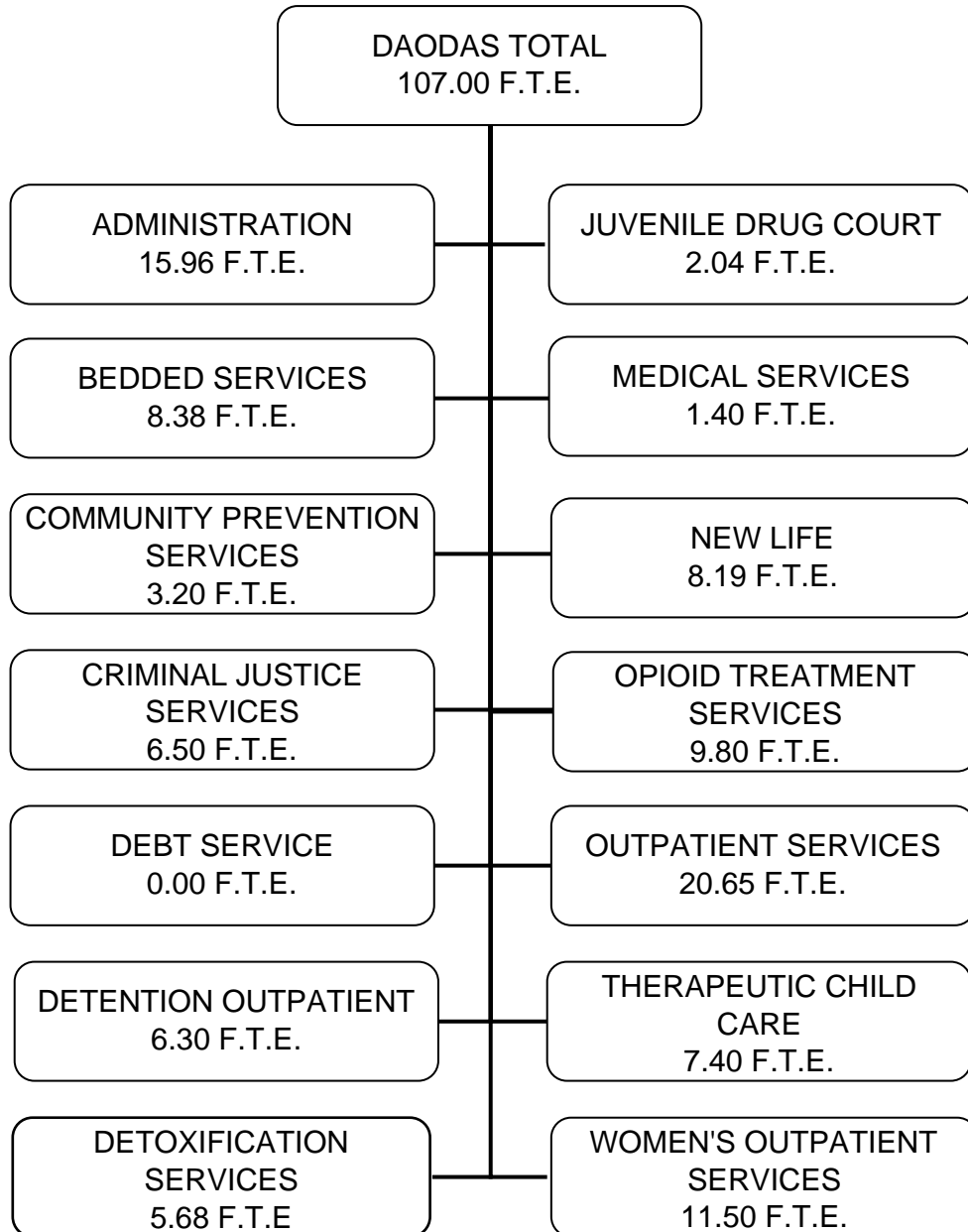
Mission: The Assistant Administrator Human Services provides administrative oversight and project direction to four departments which include DAODAS, Emergency Medical Services, Emergency Management, and Safety and Risk Management.

DEPARTMENTAL SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.00	4.00	-	0.0
Personnel	\$ 471,175	\$ 495,297	\$ 452,613	\$ 450,967	\$ (1,646)	(0.4)
Operating	14,531	8,972	10,945	8,248	(2,697)	(24.6)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 485,706</u>	<u>\$ 504,269</u>	<u>\$ 463,558</u>	<u>\$ 459,215</u>	<u>\$ (4,343)</u>	<u>(0.9)</u>

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents with no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect decreases in telephone and copier costs, and the elimination of wireless expenses.

DAODAS



DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION - Administration

Mission: DAODAS operates a comprehensive array of inpatient, outpatient, and education and prevention programs to help the residents of Charleston County live productive lives free from the impact of alcohol, other drugs, and addictive behaviors and to promote active recovery for people whose lives have been impacted by addiction.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	20.18	17.43	15.38	15.96	0.58	3.8
Taxes	\$ 4	\$ -	\$ -	\$ -	\$ -	0.0
Intergovernmental	100,832	100,832	99,000	97,500	(1,500)	(1.5)
Charges and Fees	148,803	194,456	130,000	130,000	-	0.0
Interest	171,723	42,328	75,000	25,000	(50,000)	(66.7)
Leases and Rentals	55,035	35,388	90,000	99,000	9,000	10.0
Miscellaneous	2,622	5,162	-	-	-	0.0
TOTAL REVENUES	479,019	378,166	394,000	351,500	(42,500)	(10.8)
Interfund Transfer In	1,436,306	1,533,242	1,556,770	1,297,822	(258,948)	(16.6)
TOTAL SOURCES	<u>\$ 1,915,325</u>	<u>\$ 1,911,408</u>	<u>\$ 1,950,770</u>	<u>\$ 1,649,322</u>	<u>\$ (301,448)</u>	(15.5)
Personnel	\$ 42,818	\$ 1,091,572	\$ 1,063,332	\$ 845,808	\$ (217,524)	(20.5)
Operating	1,856,416	786,441	467,123	528,667	61,544	13.2
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	1,899,234	1,878,013	1,530,455	1,374,475	(155,980)	(10.2)
Interfund Transfer Out	1,500,000	-	867,815	-	(867,815)	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 3,399,234</u>	<u>\$ 1,878,013</u>	<u>\$ 2,398,270</u>	<u>\$ 1,374,475</u>	<u>\$ (1,023,795)</u>	(42.7)

Funding Adjustments for FY 2011 Include:

- Revenues reflect projected decreases in funding from the State DAODAS office and interest income.
- Interfund Transfer In from the General Fund will fund indirect costs for support services. Funds are also transferred in from the Parking Garages to fund employee and client parking fees.
- Personnel expenses represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also reflect an offset for anticipated vacancies.
- Operating expenses reflect an increase in allocated administrative cost.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Increase the number of clients served.

Objective 1(a): Increase total intakes.

Objective 1(b): Increase group attendance in outpatient groups with the maximum allowable of 12.

Initiative III: Long-Term Financial Planning

Department Goal 2: Minimize the General Fund discretionary cost of operating DAODAS.

Objective 2(a): Improve the collection rate of billable accounts receivable by 10% and reduce the percentage of discretionary tax dollars that make up our total budget.

Objective 2(b): Increase average cost of intake by less than rise in consumer price index.

Initiative V: Quality Control

Department Goal 3: Reduce the negative impact of addiction on the residents of Charleston County.

Objective 3(a): Maintain percentage of successful tobacco buys by minors to less than 10%.

Objective 3(b): Improve the post-discharge outcome evaluation of residents attending treatment.

Objective 3(c): Maintain a 90% satisfaction rating of persons served.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Total client intakes	1(a)	3,978	4,082	4,490
Output:				
Average outpatient group attendance	1(b)	6.57	5.66	7.00
Collections of accounts receivable	2(a)	\$1,646,560	\$1,711,570	\$1,900,000
Efficiency:				
Average cost of intake	2(b)	\$1,710	\$1,544	\$1,600
Outcome:				
Percentage increase of collection rate	2(a)	5.6%	4.0%	5.0%
Percentage of successful tobacco buys to minors ¹	3(a)	27.0%	0%	2.0%
Ratio comparison of successful to unsuccessful completions of treatment	3(a)	1.61	1.84	1.70
Employment increase	3(b)	3.9%	1.1%	3.0%
Reductions in emergency room visits	3(b)	93.0%	56.9%	50.0%
Reductions in arrests	3(b)	62.8%	97.4%	75.0%
Decreased use of illegal drugs	3(b)	94.0%	95.8%	95.0%
Decreased drinking to intoxication	3(b)	89.4%	89.4%	90.0%
Number of drug-free births	3(b)	12	12	15
Percentage of drug-free births	3(b)	100%	100%	100%
Client satisfaction rating for all applicable programs combined	3(c)	91.5%	95.0%	90.0%

¹FY 2009 data sample too small for statistical validity.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

2011 ACTION STEPS

Department Goal 1

- Continue implementation of “walk-in assessment”.
- Increase public awareness of services through implementation of marketing plan to include increased public relations, enhanced website, and individual marketing outreach by program administrators.
- Increase group attendance by regular monitoring and adjustment of group census and by overbooking groups to compensate for high rates of “no shows”.

Department Goal 2

- Increase frequency of follow-up collection efforts.
- Increase pursuit of grants both individually and in collaboration with other agencies.
- Continue reduction of General Fund transfer to zero.

Department Goal 3

- Dedicate Continuous Quality Improvement (CQI) staff to do stronger outcome statistics and make therapeutic post-discharge calls.
- Develop more active alumni and aftercare activities to maintain connection with clients after treatment.
- Change the way we monitor successful outcomes to better reflect the realities of a chronic illness.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – Bedded Services

Mission: The Bedded Services Division, which includes the Family Care Unit and Nursing Services, provides healthcare through cost-effective methods for the benefit of the patient and community.

DIVISION SUMMARY:	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change	Percent Change
Positions/FTE	11.04	9.63	7.46	8.38	0.92	12.3
Intergovernmental	\$ 1,570,477	\$ 1,211,924	\$ 1,357,616	\$ 1,221,626	\$ (135,990)	(10.0)
Charges and Fees	<u>248,798</u>	<u>32,510</u>	<u>43,200</u>	<u>19,350</u>	<u>(23,850)</u>	(55.2)
TOTAL REVENUES	1,819,275	1,244,434	1,400,816	1,240,976	(159,840)	(11.4)
Interfund Transfer In	<u>22,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL SOURCES	<u>\$ 1,841,275</u>	<u>\$ 1,244,434</u>	<u>\$ 1,400,816</u>	<u>\$ 1,240,976</u>	<u>\$ (159,840)</u>	(11.4)
Personnel	\$ 1,046,315	\$ 558,090	\$ 629,573	\$ 583,651	\$ (45,922)	(7.3)
Operating	796,536	381,892	391,765	389,469	(2,296)	(0.6)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 1,842,851</u>	<u>\$ 939,982</u>	<u>\$ 1,021,338</u>	<u>\$ 973,120</u>	<u>\$ (48,218)</u>	(4.7)

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease based upon lower State funding and insurance reimbursements.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). In addition, personnel expenditures decreased due to reprogramming personnel in other areas. Offsetting this is an increase for temporary positions.
- Operating expenditures reflect decreases in telephone and copier costs. This decrease is offset by an increase in the Medical Services allocated costs and the facility costs.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – Community Prevention Services

Mission: The Community Prevention Services Division reduces the harmful effects of alcohol, tobacco, other drug abuse, violence and other high-risk behavior through the identification of factors which place individuals at increased risk; and implements prevention, education and referral services for the residents of Charleston County.

DIVISION SUMMARY:	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change	Percent Change
Positions/FTE	3.85	4.00	3.00	3.20	0.20	6.7
Intergovernmental	\$ 226,606	\$ 233,087	\$ 226,606	\$ 243,087	\$ 16,481	7.3
Charges and Fees	37,600	40,150	10,000	50,000	40,000	400.0
Miscellaneous	10,802	2,780	1,000	-	(1,000)	(100.0)
TOTAL REVENUES	\$ 275,008	\$ 276,017	\$ 237,606	\$ 293,087	\$ 55,481	23.3
Personnel	\$ 176,516	\$ 177,019	\$ 153,730	\$ 181,620	\$ 27,890	18.1
Operating	76,744	75,362	71,661	82,293	10,632	14.8
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	\$ 253,260	\$ 252,381	\$ 225,391	\$ 263,913	\$ 38,522	17.1

Funding Adjustments for FY 2011 Include:

- Revenues are increased to represent additional federal funding and client fees. This increase also reflects a higher demand in Alcohol and Drug Awareness Groups.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). In addition, personnel expenditures include reprogramming of personnel.
- Operating expenditures reflect an increase due to the administrative and facility cost allocations.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – Criminal Justice Services

Mission: The Criminal Justice Services Division provides a wide range of specialized, community-based substance abuse programs. Services include treatment and coordination services to local drug courts, conducting alcohol and drug awareness classes, and jail based treatment services for the inmates of Charleston County Detention Center.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.00	6.50	6.50	6.50	-	0.0
Intergovernmental	\$ 38,884	\$ 32,891	\$ 32,403	\$ 35,323	\$ 2,920	9.0
Charges and Fees	<u>490,441</u>	<u>377,677</u>	<u>460,500</u>	<u>591,200</u>	<u>130,700</u>	28.4
TOTAL REVENUES	<u>\$ 529,325</u>	<u>\$ 410,568</u>	<u>\$ 492,903</u>	<u>\$ 626,523</u>	<u>\$ 133,620</u>	27.1
Personnel	\$ 423,819	\$ 389,408	\$ 407,577	\$ 405,783	\$ (1,794)	(0.4)
Operating	174,772	173,877	199,270	216,372	17,102	8.6
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 598,591</u>	<u>\$ 563,285</u>	<u>\$ 606,847</u>	<u>\$ 622,155</u>	<u>\$ 15,308</u>	2.5

Funding Adjustments for FY 2011 Include:

- Revenues reflect an anticipated increase in client fees due to changes in the Driving Under the Influence (DUI) laws.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect an increase to the allocation of administrative and facility costs. Also, a higher bad debt provision contributes to this increase.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

PROGRAM – Debt Service

Mission: The Debt Service Program budgets and records the annual interest and principal payments on the outstanding Certificates of Participation (COPS) issued in 1994, 2004, and 2005.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	-
Interfund Transfer In	\$ 680,321	\$ 681,323	\$ 681,076	\$ 723,369	\$ 42,293	6.2
TOTAL SOURCES	<u>\$ 680,321</u>	<u>\$ 681,323</u>	<u>\$ 681,076</u>	<u>\$ 723,369</u>	<u>\$ 42,293</u>	6.2
Debt Service	\$ 324,652	\$ 295,585	\$ 688,764	\$ 731,057	\$ 42,293	6.1
TOTAL EXPENDITURES	<u>\$ 324,652</u>	<u>\$ 295,585</u>	<u>\$ 688,764</u>	<u>\$ 731,057</u>	<u>\$ 42,293</u>	6.1

Funding Adjustments for FY 2011 Include:

- Interfund Transfer In from the Debt Service Fund has increased due to the amortization schedule for debt repayment on DAODAS facilities.
- Debt Service expense reflects the amortization schedule for debt repayment.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – Detention Outpatient

Mission: The Detention Center Intensive Outpatient Program provides continuum care through addiction treatment services, which include assessments and screening, traditional and intensive levels of care, and post release support for continued recovery, to reduce the recidivism of Charleston County Detention Center prisoners who are chemically dependant.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.00	6.30	6.30	6.30	-	0.0
Intergovernmental	\$ (28)	\$ -	\$ -	\$ -	\$ -	0.0
Charges and Fees	59,299	25,924	77,031	60,220	(16,811)	(21.8)
TOTAL REVENUES	59,271	25,924	77,031	60,220	(16,811)	(21.8)
Interfund Transfer In	275,000	283,250	271,920	271,920	-	0.0
TOTAL SOURCES	<u>\$ 334,271</u>	<u>\$ 309,174</u>	<u>\$ 348,951</u>	<u>\$ 332,140</u>	<u>\$ (16,811)</u>	(4.8)
Personnel	\$ 272,933	\$ 300,522	\$ 270,599	\$ 299,859	\$ 29,260	10.8
Operating	71,425	111,343	110,034	103,325	(6,709)	(6.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 344,358</u>	<u>\$ 411,865</u>	<u>\$ 380,633</u>	<u>\$ 403,184</u>	<u>\$ 22,551</u>	5.9

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease based on estimates of client fees.
- Interfund Transfer In reflects funding from the Detention Center in the General Fund.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenses reflect a reduction in the provision for bad debts offset by an increase in the administrative allocated cost. In addition, reduced office expenses and public education supplies based on projected usage contribute to this decrease.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – Detoxification Services

Mission: The Detoxification Services Division is an entry level treatment facility that provides inpatient rehabilitation services to Charleston County residents who are experiencing withdrawal symptoms of alcohol and other drugs.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	9.29	5.93	6.26	5.68	(0.58)	(9.3)
Intergovernmental	\$ -	\$ 431,874	\$ 344,970	\$ 409,068	\$ 64,098	18.6
Charges and Fees	-	159,245	74,100	189,800	115,700	156.1
TOTAL REVENUES	<u>\$ -</u>	<u>\$ 591,119</u>	<u>\$ 419,070</u>	<u>\$ 598,868</u>	<u>\$ 179,798</u>	42.9
Personnel	\$ -	\$ 439,292	\$ 447,364	\$ 406,764	\$ (40,600)	(9.1)
Operating	-	335,832	431,177	470,253	39,076	9.1
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 775,124</u>	<u>\$ 878,541</u>	<u>\$ 877,017</u>	<u>\$ (1,524)</u>	(0.2)

Funding Adjustments for FY 2011 Include:

- Revenues reflect increases for funding from the State and in client fees.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). In addition, personnel expenditures decreased due to reprogramming personnel in other areas.
- Operating expenditures reflect an increase in the provision for bad debts offset by a decrease in the administrative allocated cost. This amount also reflects the higher costs of medical supplies.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – Intensive Family Services

Mission: The Intensive Family Services Division provides outpatient healthcare to families through cost-effective methods for the benefit of the patients, community, and staff.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	9.75	7.20	7.20	-	(7.20)	(100.0)
Intergovernmental	\$ 480,589	\$ 492,226	\$ 513,705	\$ -	\$ (513,705)	(100.0)
Charges and Fees	<u>1,645</u>	<u>5,099</u>	<u></u>	<u></u>	<u>-</u>	0.0
TOTAL REVENUES	<u>\$ 482,234</u>	<u>\$ 497,325</u>	<u>\$ 513,705</u>	<u>\$ -</u>	<u>\$ (513,705)</u>	(100.0)
Personnel	\$ 452,487	\$ 425,181	\$ 396,353	\$ -	\$ (396,353)	(100.0)
Operating	230,826	215,811	202,677	-	(202,677)	(100.0)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 683,313</u>	<u>\$ 640,992</u>	<u>\$ 599,030</u>	<u>\$ -</u>	<u>\$ (599,030)</u>	(100.0)

Funding Adjustments for FY 2011 Include:

- Revenues represent the reorganization of the Intensive Family Services Division.
- Personnel expenditures reflect a decrease due to the reorganization of Intensive Family Services into Outpatient Services and Women's Outpatient Services Divisions. This includes the reallocation of personnel expenditures to the appropriate new divisions and the elimination of a vacant Program Administrator position.
- Operating expenditures represent the allocation of operating costs to the appropriate new divisions due to the reorganization of Intensive Family Services.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

PROGRAM – Juvenile Drug Court

Mission: The Juvenile Drug Court provides an intensive rehabilitation treatment program that creates an environment with definite rules and consequences for violations based on the performance of juveniles in an effort to address their substance abuse problem.

PROGRAM SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.50	3.45	2.50	2.04	(0.46)	(18.4)
Interfund Transfer In	<u>\$ 182,495</u>	<u>\$ 161,473</u>	<u>\$ 180,511</u>	<u>\$ 165,801</u>	<u>\$ (14,710)</u>	(8.1)
TOTAL SOURCES	<u>\$ 182,495</u>	<u>\$ 161,473</u>	<u>\$ 180,511</u>	<u>\$ 165,801</u>	<u>\$ (14,710)</u>	(8.1)
Personnel	\$ 99,800	\$ 114,593	\$ 114,341	\$ 103,676	\$ (10,665)	(9.3)
Operating	55,689	57,433	60,805	62,125	1,320	2.2
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 155,489</u>	<u>\$ 172,026</u>	<u>\$ 175,146</u>	<u>\$ 165,801</u>	<u>\$ (9,345)</u>	(5.3)

Funding Adjustments for FY 2011 Include:

- Interfund Transfer In includes funding from the General Fund.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also reflect the reprogramming of personnel needs in other areas.
- Operating expenditures reflect an increase for fleet maintenance costs. This amount is offset by reductions in telephone and administrative costs

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – Medical Services

Mission: The Medical Services Division provides inpatient services (Detoxification Services, Family Care, and New Life) and provides care services to the women and children of the Sojourner Center for Women.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.40	2.40	2.40	1.40	(1.00)	(41.7)
Intergovernmental	\$ 51,122	\$ 35,283	\$ 51,000	\$ 26,850	\$ (24,150)	(47.4)
Charges and Fees	99,514	179,479	143,600	155,200	11,600	8.1
Miscellaneous	215	327	-	-	-	0.0
TOTAL REVENUES	<u>\$ 150,851</u>	<u>\$ 215,089</u>	<u>\$ 194,600</u>	<u>\$ 182,050</u>	<u>\$ (12,550)</u>	<u>(6.4)</u>
Personnel	\$ 22,870	\$ 154,226	\$ 112,861	\$ 62,213	\$ (50,648)	(44.9)
Operating	127,980	60,777	107,802	119,837	12,035	11.2
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 150,850</u>	<u>\$ 215,003</u>	<u>\$ 220,663</u>	<u>\$ 182,050</u>	<u>\$ (38,613)</u>	<u>(17.5)</u>

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease in Medicaid insurance reimbursements. This decrease is offset by an increase in insurance fee revenues.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include the elimination of a vacant Physician Assistant position.
- Operating expenditures reflect an increase in medical service contracts due to the conversion from the Physician's Assistant FTE to a contractual agreement. This amount is offset by a decrease in the allocation of administrative costs.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – New Life

Mission: The New Life Division reduces the harmful effects of alcohol and drug dependency on pregnant and parenting age women and their children.

DIVISION SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	9.62	10.44	8.78	8.19	(0.59)	(6.7)
Intergovernmental	\$ 1,103,833	\$ 1,159,761	\$ 1,413,627	\$ 1,246,127	\$ (167,500)	(11.8)
Charges and Fees	7,482	14,929	-	2,500	2,500	100.0
TOTAL REVENUES	\$ 1,111,315	\$ 1,174,690	\$ 1,413,627	\$ 1,248,627	\$ (165,000)	(11.7)
Personnel	\$ 166,560	\$ 138,303	\$ 181,101	\$ 235,143	\$ 54,042	29.8
Operating	318,432	351,469	391,776	369,053	(22,723)	(5.8)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	\$ 484,992	\$ 489,772	\$ 572,877	\$ 604,196	\$ 31,319	5.5

Funding Adjustments for FY 2011 Include:

- Revenues reflect an anticipated decrease in Medicaid reimbursements.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). In addition, personnel expenditures represent the reprogramming of personnel in other areas.
- Operating expenditures reflect decreases in the facility and administrative allocated costs.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – Opioid Treatment Services

Mission: The Opioid Treatment Services Division through intake, assessment, counseling, nursing services, medical services, and extensive case management reduces the impact that opiate based drug use has on the individual and the community.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.90	8.80	10.80	9.80	(1.00)	(9.3)
Intergovernmental	\$ 75,709	\$ 75,481	\$ 75,600	\$ 75,600	\$ -	0.0
Charges and Fees	<u>922,525</u>	<u>906,166</u>	<u>979,000</u>	<u>915,150</u>	<u>(63,850)</u>	<u>(6.5)</u>
TOTAL REVENUES	<u>\$ 998,234</u>	<u>\$ 981,647</u>	<u>\$ 1,054,600</u>	<u>\$ 990,750</u>	<u>\$ (63,850)</u>	<u>(6.1)</u>
Personnel	\$ 509,521	\$ 517,672	\$ 537,233	\$ 566,635	\$ 29,402	5.5
Operating	<u>486,125</u>	<u>430,126</u>	<u>498,085</u>	<u>533,130</u>	<u>35,045</u>	<u>7.0</u>
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 995,646</u>	<u>\$ 947,798</u>	<u>\$ 1,035,318</u>	<u>\$ 1,099,765</u>	<u>\$ 64,447</u>	<u>6.2</u>

Funding Adjustments for FY 2011 Include:

- Revenues reflect a decrease in client fees.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). In addition, personnel costs reflect an increase to support additional temporary staff. This amount is offset by the elimination of a vacant Counselor II position.
- Operating expenditures reflect an increase due to the allocation formula for administrative cost and facility costs.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – Outpatient Services

Mission: The Outpatient Services Division provides healthcare through cost-effective methods for the benefit of the patient, community, and staff.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	19.50	20.90	18.65	20.65	2.00	10.7
Intergovernmental	\$ 541,499	\$ 502,473	\$ 570,058	\$ 645,120	\$ 75,062	13.2
Charges and Fees	130,903	170,053	249,440	289,321	39,881	16.0
Miscellaneous	-	26	-	-	-	0.0
TOTAL REVENUES	672,402	672,552	819,498	934,441	114,943	14.0
Interfund Transfer In	294,693	-	-	-	-	0.0
TOTAL SOURCES	\$ 967,095	\$ 672,552	\$ 819,498	\$ 934,441	\$ 114,943	14.0
Personnel	\$ 930,050	\$ 1,001,494	\$ 1,085,341	\$ 1,025,223	\$ (60,118)	(5.5)
Operating	460,142	417,880	427,826	474,594	46,768	10.9
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	\$ 1,390,192	\$ 1,419,374	\$ 1,513,167	\$ 1,499,817	\$ (13,350)	(0.9)

Funding Adjustments for FY 2011 Include:

- Revenues represent the reorganization of Intensive Family Services. The associated revenues have been appropriately allocated to the divisions.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include the transfer in of two Counselor II positions and a Counselor I position from Intensive Family Services. This amount is offset by the elimination of a vacant Counselor III position.
- Operating expenditures reflect an increase in the local mileage costs and the allocation of administrative and facility costs related to the reorganization of Intensive Family Services.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

GRANT – Therapeutic Child Care

Mission: Charleston Center will provide safe, developmentally appropriate, and reasonably priced child care for children of clients in order to assist in the client's recovery, the child's developmental growth, and the reintegration into the community for clients and their children.

GRANT SUMMARY:	FY 2008 Actual	FY 2009 Actual	FY 2010 Adjusted	FY 2011 Approved	Change	Percent Change
Positions/FTE	9.60	7.40	7.40	7.40	-	0.0
Intergovernmental	\$ 255,798	\$ 288,142	\$ 335,946	\$ 297,542	\$ (38,404)	(11.4)
Charges and Fees	1,016	1,920	-	-	-	0.0
TOTAL REVENUES	256,814	290,062	335,946	297,542	(38,404)	(11.4)
Interfund Transfer In	124,938	-	-	-	-	0.0
TOTAL SOURCES	<u>\$ 381,752</u>	<u>\$ 290,062</u>	<u>\$ 335,946</u>	<u>\$ 297,542</u>	<u>\$ (38,404)</u>	(11.4)
Personnel	\$ 359,068	\$ 328,768	\$ 319,587	\$ 327,385	\$ 7,798	2.4
Operating	162,150	161,002	174,956	178,565	3,609	2.1
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 521,218</u>	<u>\$ 489,770</u>	<u>\$ 494,543</u>	<u>\$ 505,950</u>	<u>\$ 11,407</u>	2.3

Funding Adjustments for FY 2011 Include:

- Revenues reflect an anticipated decrease in Medicaid reimbursements.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect an increase in the allocation of administrative and facility costs offset by the provision for bad debts.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

DIVISION – Women’s Outpatient Services

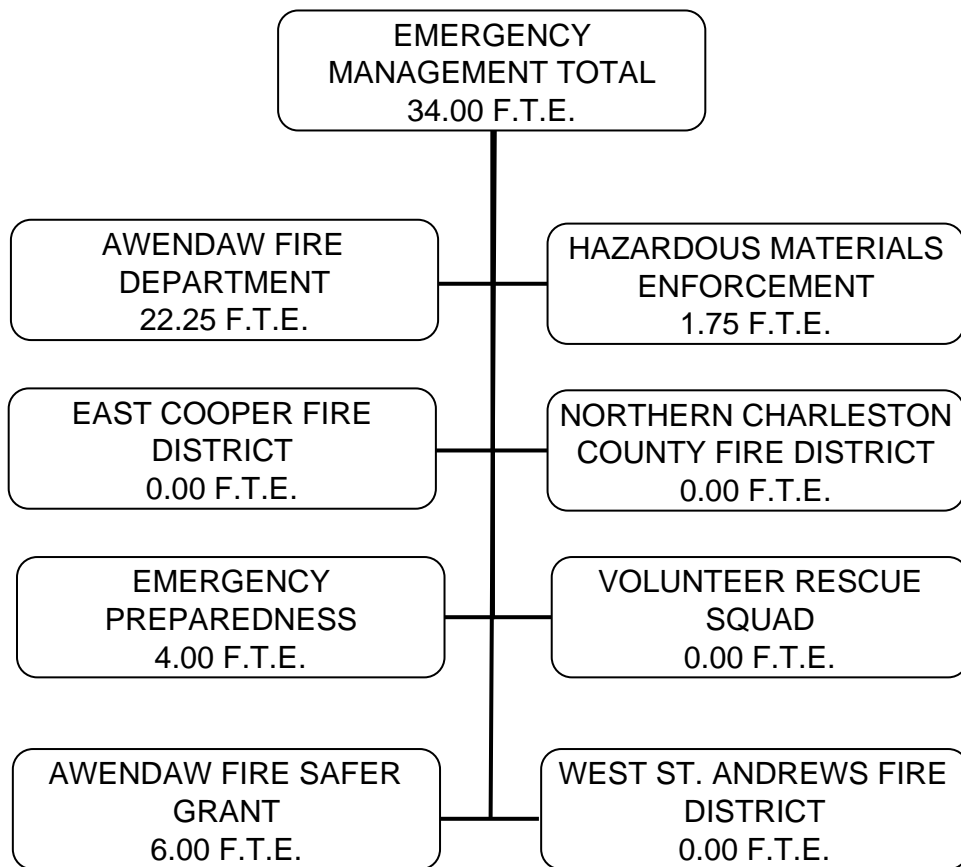
Mission: The Women’s Outpatient Services Division provides outpatient healthcare through cost-effective methods for the benefit of the patient, community, and staff.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	9	8.50	8.25	11.50	3.25	39.4
Intergovernmental	\$ 497,763	\$ 534,521	\$ 534,550	\$ 688,779	\$ 154,229	28.9
Charges and Fees	46,192	72,146	24,507	69,200	44,693	182.4
TOTAL REVENUES	543,955	606,667	559,057	757,979	198,922	35.6
Interfund Transfer In	115,914	-	-	-	-	0.0
TOTAL SOURCES	<u>\$ 659,869</u>	<u>\$ 606,667</u>	<u>\$ 559,057</u>	<u>\$ 757,979</u>	<u>\$ 198,922</u>	35.6
Personnel	\$ 386,488	\$ 447,306	\$ 491,059	\$ 600,856	\$ 109,797	22.4
Operating	187,370	193,419	212,678	295,601	82,923	39.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 573,858</u>	<u>\$ 640,725</u>	<u>\$ 703,737</u>	<u>\$ 896,457</u>	<u>\$ 192,720</u>	27.4

Funding Adjustments for FY 2011 Include:

- Revenues represent the reorganization of Intensive Family Services. The associated revenues have been appropriately allocated to the divisions.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include the transfer in of three Counselor II positions from Intensive Family Services.
- Operating expenditures reflect an increase in the local mileage costs and the allocation of administrative and facility costs related to the reorganization of Intensive Family Services.

EMERGENCY MANAGEMENT



EMERGENCY MANAGEMENT

SPECIAL REVENUE FUND

PUBLIC SAFETY

DIVISION – Awendaw Fire Department

Mission: The Awendaw Fire Department provides fire protection, educational services, auto extrication, and medical first response to the citizens of northeastern Charleston County to mitigate loss of life and property.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	22.00	22.00	22.00	22.25	0.25	1.1
Property Tax	\$ 1,272,739	\$ 1,258,956	\$ 1,278,000	\$ 1,273,000	\$ (5,000)	(0.4)
Intergovernmental	576,758	558,457	516,861	492,463	(24,398)	(4.7)
Miscellaneous	<u>40,522</u>	<u>4,685</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL REVENUES	<u>\$ 1,890,019</u>	<u>\$ 1,822,098</u>	<u>\$ 1,794,861</u>	<u>\$ 1,765,463</u>	<u>\$ (29,398)</u>	(1.6)
Personnel	\$ 1,274,479	\$ 1,331,681	\$ 1,353,890	\$ 1,247,521	\$ (106,369)	(7.9)
Operating	605,728	379,359	462,418	481,270	18,852	4.1
Capital	<u>63,014</u>	<u>-</u>	<u>87,200</u>	<u>-</u>	<u>(87,200)</u>	(100.0)
TOTAL EXPENDITURES	1,943,221	1,711,040	1,903,508	1,728,791	(174,717)	(9.2)
Interfund Transfer Out	<u>-</u>	<u>-</u>	<u>14,213</u>	<u>36,672</u>	<u>22,459</u>	158.0
TOTAL DISBURSEMENTS	<u>\$ 1,943,221</u>	<u>\$ 1,711,040</u>	<u>\$ 1,917,721</u>	<u>\$ 1,765,463</u>	<u>\$ (152,258)</u>	(7.9)

Funding Adjustments for FY 2011 Include:

- Revenues reflect declines in the property tax base and in local government contributions.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include a decrease in holiday pay and the suspension of skill base pay.
- Operating expenditures reflect the establishment of a contingency account to balance the budget.

EMERGENCY MANAGEMENT (continued)

SPECIAL REVENUE FUND

PUBLIC SAFETY

Performance Measures:

Initiative IV: Workflow Analysis-Process Management

Department Goal 1: Increase service to the community.

Objective 1(a): Comply 100% with Federal OSHA regulations of 2 in 2 out at structural fires within 15 minutes of initial alarm.¹

Objective 1(b): Respond to 100% of emergency incidents in East Cooper unincorporated areas within 7 minutes of notification.

Objective 1(c): Maintain fire loss at .05% or less of appraised property value.

Objective 1(d): Maintain emergency fire suppression apparatus that meets National Fire Protection Association (NFPA) standards of less than 10 years old for first out response.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Number of First Responder medical calls (EMS assisted, auto accidents) ²	1(b)	986	928	1,000
Number of residential structural fire responses (working) ²	1(b)	22	19	15
Number of other fire responses (woods, brush, vehicle, trash, push ups) ²	1(b)	98	102	75
Number of residential structural fire responses (non-working/false alarm) ²	1(b)	52	59	50
Appraised property values	1(c)	\$1,340,662,439	\$1,340,662,439	\$1,340,662,439
Number of emergency fire suppression apparatus	1(d)	12	12	12
Output:				
Total responses of calls for service	1(b)	1,343	1,306	1,400
Dollars of fire loss ³	1(c)	\$1,012,724	\$266,125	\$75,000
Percent that meets NFPA standards	1(d)	59.4%	59.4%	59.4%
Percent of apparatus less than 10 years old	1(d)	58.0%	58.0%	58.0%
Efficiency:				
Average cost per structure fire incident	1(b)	\$1,110.00	\$1,110.00	\$1,110.00
Average time at working structure fire	1(b)	3.00 hrs	3.00 hrs	2.30 hrs
Average cost per EMS incident	1(b)	\$185.00	\$185.00	\$185.00
Outcome:				
Federal OSHA regulations complied	1(a)	100%	100%	100%
<u>Unincorporated</u>	<u>Minutes:Seconds</u>			
Acceptable	<6:59	55.1%	52.0%	52.0%
Marginal	7:00-14:00	39.1%	41.0%	41.0%
Unacceptable	>15:00	5.8%	7.0%	7.0%
Fire death rate of occupants in dwelling fires/structures	1(b)	0	0	0
Percent of fire loss of appraised property value	1(c)	0.075%	0.019%	0.019%
Percent of emergency fire suppression apparatus in need of replacement	1(d)	41.0%	50.0%	50.0%

¹ 2 inside a burning structure and 2 outside a burning structure to enable a rescue operation.

² Based on 10,734 population.

³ Includes South Santee/Germantown in the St. James Santee Tax District. Awendaw Consolidated Fire District contracts with Towns of Awendaw and McClellanville.

2011 ACTION STEPS

Department Goal 1

- Increase number of staff to meet expanded needs of the community.
- Continue discussions with the Mt. Pleasant Fire Department concerning closest fire station for Automatic Response to incidents within each defined jurisdiction.

EMERGENCY MANAGEMENT (continued)

SPECIAL REVENUE FUND

PUBLIC SAFETY

DIVISION – East Cooper Fire District

Mission: The East Cooper Fire District provides fire protection services through a contract with the Town of Mt. Pleasant.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 156,151	\$ 135,441	\$ 143,000	\$ 141,000	\$ (2,000)	(1.4)
Intergovernmental	2,616	2,714	150	-	(150)	(100.0)
TOTAL REVENUES	<u>\$ 158,767</u>	<u>\$ 138,155</u>	<u>\$ 143,150</u>	<u>\$ 141,000</u>	<u>\$ (2,150)</u>	<u>(1.5)</u>
Personnel	\$ -	\$ -	\$ -	\$ -	-	0.0
Operating	145,000	145,002	145,000	145,000	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 145,000</u>	<u>\$ 145,002</u>	<u>\$ 145,000</u>	<u>\$ 145,000</u>	<u>\$ -</u>	<u>0.0</u>

Funding Adjustments for FY 2011 Include:

- Revenues reflect a small decrease in property tax collections to fund the ongoing contract amount.
- Operating expenditures reflect no change from FY 2010.

EMERGENCY MANAGEMENT (continued)

GENERAL FUND

PUBLIC SAFETY

DIVISION – Emergency Preparedness

Mission: The Emergency Preparedness Division provides leadership and assistance to reduce the loss of life and property in Charleston County from various hazards through an effective emergency management program.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.00	4.00	-	0.0
Personnel	\$ 268,634	\$ 286,999	\$ 283,962	\$ 283,972	\$ 10	0.0
Operating	60,213	37,998	46,903	36,901	(10,002)	(21.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 328,847</u>	<u>\$ 324,997</u>	<u>\$ 330,865</u>	<u>\$ 320,873</u>	<u>\$ (9,992)</u>	<u>(3.0)</u>

Funding Adjustments for FY 2011 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA).
- Operating expenditures reflect a decrease for copier and vehicle expenses.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Increase County response capability and community awareness.

Objective 1(a): Conduct bi-annual Red Book training for telecommunicators in the community and participate in operational checks of communication equipment.

Objective 1(b): Participate in community education and awareness programs.

Objective 1(c): Increase trained Citizens Emergency Response Team (CERT) members by 35 persons per year and conduct a minimum of 2 classes per year.

Objective 1(d): Conduct bi-annual training for Rural Search and Rescue team members.

Objective 1(e): Maintain readiness of responder notification through an annual Call-Out drill.

Objective 1(f): Complete EPD staff National Interagency Incident Management System (NIIMS) training courses.

EMERGENCY MANAGEMENT (continued)

GENERAL FUND

PUBLIC SAFETY

Initiative V: Quality Control

Department Goal 2: Conduct annual training and/or exercises.

Objective 2(a): Configure Emergency Support Function's (ESF) related plans in conjunction with SC Emergency Management Division and Federal Emergency Management Administration designations.

Objective 2(b): Provide incident tracking and messaging training through WebEOC.

Objective 2(c): Exercise Alert Notification and Warning systems and procedures.

Objective 2(d): Conduct EOC training to ensure readiness of the operation.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Output:				
Number of people trained	1(a)(c),2(d)	345	520	300
Number of exercises conducted ¹	1(a)(e),3(a)	7	9	7
Number of CERT trainers recruited	1(c)	0	0	5
Number of training classes conducted	1(c)(d),2(a)(c)(d)	34	30	25
Efficiency:				
Average hours per month spent per test of communications systems	1(a)	1	4	4
Average hours per month spent per event in community education	1(b)	6	6	5
Average hours spent up-dating plans and procedures	2(a)(c)	185	200	175
Average hours spent per test exercise	2(a)(c)	5	5	5
Outcome:				
Percent of staff and volunteers trained in NIIMS	1(f)	100%	99.0%	100%
Percent of tracking and messaging system in place	2(b)	100%	100%	100%
Percent of alternate EOC readiness	2(c)	50.0%	50.0%	50.0%

¹ There is constant training in cycles throughout the year in a variety of training/exercise programs.

2011 ACTION STEPS

Department Goal 1

- Continue to update EOP in accordance with State and Federal updates.
- Continue to update EOP/SOPs in accordance with joint assessment requirements.
- Determine what is needed to accomplish the accreditation process through the Emergency Management Accreditation Program.

Department Goal 2

- Continue to expand Citizen Corps programs to include Fire Corps and Medical Reserve Corps in addition to increasing the number of citizens trained through the Citizen Emergency Response Team (CERT).
- Continue to increase the number of citizens trained through the Citizen Emergency Response Team (CERT).
- Continue to expand the CERT program to include a Disaster Animal Response Team (DART) with additional training for those citizens interested in helping with animal response in a disaster.

EMERGENCY MANAGEMENT (continued)

SPECIAL REVENUE FUND

PUBLIC SAFETY

DIVISION - Hazardous Materials Enforcement

Mission: The Hazardous Materials Enforcement Division serves as a liaison between the private sector and local emergency agencies to provide an accurate inventory and record of hazardous materials in the community.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	1.50	1.50	1.75	0.25	16.7
Licenses and Permits	\$ 144,300	\$ 164,975	\$ 155,000	\$ 200,000	\$ 45,000	29.0
Fines and Forfeitures	24,519	12,098	10,000	-	(10,000)	(100.0)
TOTAL REVENUES	168,819	177,073	165,000	200,000	35,000	21.2
Interfund Transfer In	158,055	-	-	-	-	0.0
TOTAL SOURCES	<u>\$ 326,874</u>	<u>\$ 177,073</u>	<u>\$ 165,000</u>	<u>\$ 200,000</u>	<u>\$ 35,000</u>	21.2
Personnel	\$ 266,124	\$ 112,228	\$ 117,002	\$ 160,636	\$ 43,634	37.3
Operating	107,915	101,073	104,340	94,485	(9,855)	(9.4)
TOTAL EXPENDITURES	374,039	213,301	221,342	255,121	33,779	15.3
Interfund Transfer Out	-	13,785	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 374,039</u>	<u>\$ 227,086</u>	<u>\$ 221,342</u>	<u>\$ 255,121</u>	<u>\$ 33,779</u>	15.3

Funding Adjustments for FY 2011 Include:

- Revenues reflect growth in Hazardous Materials Permits due to an increase to the fee in FY 2011.
- Personnel expenditures represent the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs also include partial positions shifted from the General Fund.
- Operating expenditures reflect decreases for training and conferences, public safety supplies, and other operating supplies.

EMERGENCY MANAGEMENT (continued)

SPECIAL REVENUE FUND

PUBLIC SAFETY

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Maintain and increase response capabilities.

Objective 1(a): Provide advanced training to at least 24 hazardous materials response team members each year to decrease the need for hazardous materials responses.

Objective 1(b): Provide guidance and instruction to organizations and individuals outside of Charleston County and generate \$10,000 per year in revenue.

Objective 1(c): Produce hazardous materials incidents cost recovery invoices for emergency response agencies in the County with a 100% cost recovery rate.

MEASURES:

	<u>Objective</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Projected</u>
Input:				
Reported HazMat incidents	1(a)	16	284	284
Requests for out-of-town guidance and instruction	1(b)	1	11	10
Output:				
Team members attending advanced training	1(a)	154	9	120
Students trained	1(b)	1,444	697	1,000
HazMat incidents invoiced	1(c)	0	0	0
Efficiency:				
Average cost of clean up per incident ¹	1(a)	\$0	0	0
Outcome:				
Office staff responses to HazMat incidents	1(a)	6	1	0
Anti-Terrorism training revenue generated ²	1(b)	\$0	\$0	\$0
Percent of HazMat billed invoices recovered	1(c)	n/a	n/a	n/a

¹ Reflects requests from Fire Departments for reimbursement of spill cleanup costs.

² Reflects no external requests for anti-terrorism training.

2011 ACTION STEPS

Department Goal 1

- Provide advanced training in Hazardous Materials, Terrorism, and Marine Fire Fighting to the emergency responders of Charleston County.

EMERGENCY MANAGEMENT (continued)

SPECIAL REVENUE FUND

PUBLIC SAFETY

DIVISION – Northern Charleston County Fire District

Mission: The Northern Charleston County Fire District provides fire protection services through contracts with several fire departments in the northwest portion of the County.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 147,379	\$ 185,697	\$ 177,100	\$ 202,600	\$ 25,500	14.4
Intergovernmental	3,885	3,884	-	-	-	0.0
TOTAL REVENUES	\$ 151,264	\$ 189,581	\$ 177,100	\$ 202,600	\$ 25,500	14.4
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	149,931	190,914	177,100	202,600	25,500	14.4
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	\$ 149,931	\$ 190,914	\$ 177,100	\$ 202,600	\$ 25,500	14.4

Funding Adjustments for FY 2011 Include:

- Revenues reflect a 12.0 mill tax rate to fund contracts for fire protection within the northwest area of the County.
- Operating expenditures represent the full-year funding of the fire contracts.

EMERGENCY MANAGEMENT (continued)

GENERAL FUND

PUBLIC SAFETY

DIVISION – Volunteer Rescue Squad

Mission: The Charleston County Volunteer Rescue Squad provides land and water search and rescue operations, emergency extrications, and recovery operations through public-minded citizens who contribute their money and volunteer their time to mitigate loss of life.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	352,681	352,262	352,262	297,262	(55,000)	(15.6)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 352,681</u>	<u>\$ 352,262</u>	<u>\$ 352,262</u>	<u>\$ 297,262</u>	<u>\$ (55,000)</u>	<u>(15.6)</u>

Funding Adjustments for FY 2011 Include:

- Operating expenditures show a decrease in funding from FY 2010 due to eliminating funding for capital purchases.

EMERGENCY MANAGEMENT (continued)

SPECIAL REVENUE FUND

PUBLIC SAFETY

DIVISION – West St. Andrew’s Fire District

Mission: The West St. Andrew’s Fire District provides fire protection services through a contract with the St. Andrew’s Public Service District.

DIVISION SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 6,564	\$ 9,464	\$ 7,511	\$ 6,400	\$ (1,111)	(14.8)
Intergovernmental	19	24	-	-	-	0.0
TOTAL REVENUES	<u>\$ 6,583</u>	<u>\$ 9,488</u>	<u>\$ 7,511</u>	<u>\$ 6,400</u>	<u>\$ (1,111)</u>	<u>(14.8)</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	3,225	8,000	8,000	8,000	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 3,225</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ -</u>	<u>0.0</u>

Funding Adjustments for FY 2011 Include:

- Revenues reflect the property tax that is anticipated to be collected and used to fund the District’s ongoing contract amount and deficit fund balance.
- Operating expenditures reflect no change from FY 2010.

EMERGENCY MEDICAL SERVICES

GENERAL FUND

PUBLIC SAFETY

DIVISION – Emergency Medical Services

Mission: Emergency Medical Services provides prompt, efficient, and effective emergency medical care and transportation to the citizens of and visitors to the County of Charleston.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	147.00	139.50	139.50	134.00	(5.50)	(3.9)
Charges and Fees	\$ 7,423,238	\$ 5,942,221	\$ 6,402,000	\$ 6,501,000	\$ 99,000	1.5
Miscellaneous	-	(9,409)	-	-	-	0.0
TOTAL REVENUES	<u>\$ 7,423,238</u>	<u>\$ 5,932,812</u>	<u>\$ 6,402,000</u>	<u>\$ 6,501,000</u>	<u>\$ 99,000</u>	1.5
Personnel	\$ 9,474,535	\$ 9,867,917	\$ 8,070,236	\$ 7,765,520	\$ (304,716)	(3.8)
Operating	2,141,170	2,317,939	2,093,284	2,059,901	(33,383)	(1.6)
Capital	81,807	78,041	203,200	107,908	(95,292)	(46.9)
TOTAL EXPENDITURES	11,697,512	12,263,897	10,366,720	9,933,329	(433,391)	(4.2)
Interfund Transfer Out	2,558	2,241	5,000	5,000	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 11,700,070</u>	<u>\$ 12,266,138</u>	<u>\$ 10,371,720</u>	<u>\$ 9,938,329</u>	<u>\$ (433,391)</u>	(4.2)

Funding Adjustments for FY 2011 Include:

- Revenues reflect an increased amount from EMS charges based on current and projected usage of the service.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel costs are decreased due to the elimination of four vacant Crew Chief positions associated with the Alpha/Quick Response Units, a vacant Emergency Medical Technician position, and a vacant Emergency Medical Trainee position.
- Operating expenditures are decreased due to contracted services for billing patients and vehicle maintenance. This decrease is offset by higher costs for drugs and medical supplies.
- Capital expenditures include five cardiac monitors (to replace five units that are past their life expectancy), four ambulance stretchers to prevent back injuries to personnel, and two auto pulse units to prevent damage to existing units that are shared between ambulances.
- Interfund Transfer Out reflects no change. Funding will support required anticipated grant matches for State and DUI Grants.

EMERGENCY MEDICAL SERVICES (continued)

GENERAL FUND

PUBLIC SAFETY

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Provide prompt, efficient, and effective emergency medical services to the citizens and visitors of Charleston County.

Objective 1(a): Response time goals for all 911 calls will be monitored for all time-critical emergency responses; 80% of Dispatch Priority Code 1 and 2 calls will be answered within 8 minutes in urban areas, 12 minutes in suburban areas, and within 15 minutes in rural areas.

Objective 1(b): Manpower utilization will be 30% or less to provide adequate availability of response to time critical emergencies.

Initiative III: Long-Term Financial Planning

Department Goal 2: Maximize revenue collected within the fee for service guidelines established by County Administration.

Objective 2(a): Increase annual revenue collections to meet or exceed 60% of total billed.

Objective 2(b): Medicare and Medicaid will be billed 100% electronically with a rejection rate of $\leq 25\%$ which will result in a 10% increase in revenue.

Initiative IV: Work Flow Analysis – Process Management

Department Goal 3: Engage all areas of emergency medical services in continuous quality improvement.

Objective 3: Review of all EMS patient reports by first line supervisor; secondary review of all calls as specified by medical director.

Initiative V: Quality Control

Department Goal 4: Monitor efficiency and effectiveness of emergency medical service delivery.

Objective 4(a): Maintain certification of all field operations personnel through in-service training (IST) program.

Objective 4(b): Conduct patient satisfaction survey with a satisfaction rating to exceed 90%.

EMERGENCY MEDICAL SERVICES (continued)

GENERAL FUND

PUBLIC SAFETY

MEASURES:		FY 2009	FY 2010	FY 2011
	Objective	Actual	Actual	Projected
Input:				
Available manpower	1(b)	144	139	140
Output:				
Patients transported	1(a)	31,561	33,706	33,706
Incidents responded to	1(a)	50,233	50,480	50,480
Total billed	2(a)	\$11,520,366	\$12,458,137	\$12,458,137
Percentage of Medicare/Medicaid billed electronically	2(b)	100%	100%	100%
Efficiency:				
Cost per incident	1(a)(b),2	\$234.90	\$224.37	\$224.37
Total received	2(a)(b)	\$6,395,812	\$6,667,469	\$6,667,469
Outcome:				
Rural Response Time ¹	Minutes:Seconds	1(a)(b)		
Acceptable	<14:59	61.08%	n/a	n/a
Marginal	15:00-29:59	35.92%	n/a	n/a
Unacceptable	>30:00	2.67%	n/a	n/a
Urban	Minutes: Seconds	1(a)(b)		
Acceptable	<07:59	30.51%	n/a	n/a
Marginal	08:00-14:59	56.99%	n/a	n/a
Unacceptable	>15:00	12.35%	n/a	n/a
Call Volume (Priority Code 1, 2, and 3)		41,579	n/a	n/a
Manpower Utilization ¹		1(a)(b)		
Countywide		32.69%	n/a	n/a
Metro units		43.48%	n/a	n/a
Rural units		15.60%	n/a	n/a
Collection	2(a)	\$6,395,812	\$6,667,469	\$6,667,469
Collections less refunds and adjustments	2(a)	\$4,750,323	\$19,412	\$19,412
Percent of rejection rate	2(a)(b)	9.00%	7.05%	7.05%
Percent of revenue increased	2(a)(b)	25.0%	4520%	4520%
Percent of reviewed reports	3	100%	100%	100%
Percent of Field Operations personnel certified	4(a)	100%	100%	100%
Survey rating of satisfaction >90%	4(b)	95.0%	96.1%	96.1%

¹ FY 2010 and FY 2011 data unavailable at time of publication due to the Custom Access Report Server (under control of the CDC CAD Administrator) "crashed" with a "Conficker Virus" and no back-up file was maintained. Attempts will continue to retrieve loss of data by working with the new CAD Administrator.

2011 ACTION STEPS

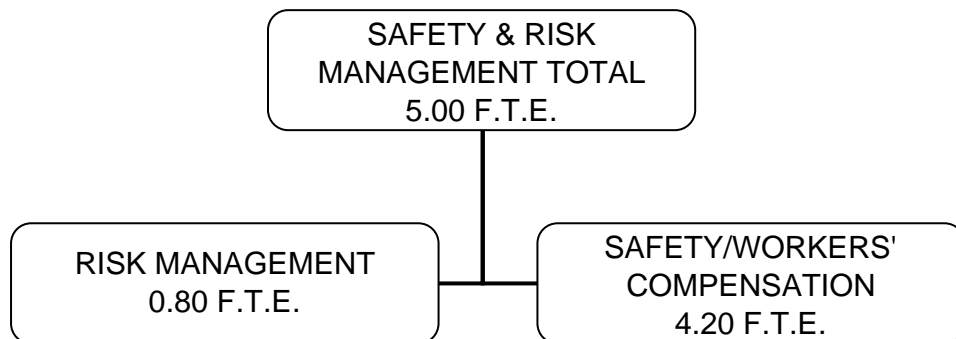
Department Goal 1

- Upgrade EMS Pro to Tablet PC and implement in the field.

Department Goal 3

- Continue to monitor billing and collection rates.

SAFETY & RISK MANAGEMENT



SAFETY & RISK MANAGEMENT

GENERAL FUND

GENERAL GOVERNMENT

DIVISION – Risk Management

Mission: Risk Management ensures that adequate insurance is obtained to cover the County's assets, liabilities, and employees.

DIVISION SUMMARY:	<u>FY 2008 Actual</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adjusted</u>	<u>FY 2011 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.15	1.15	1.15	0.80	(0.35)	(30.4)
Miscellaneous	\$ 411,628	\$ -	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 411,628</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 109,647	\$ 113,714	\$ 113,178	\$ 74,784	\$ (38,394)	(33.9)
Operating	1,991,025	1,789,132	1,791,195	1,939,254	148,059	8.3
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 2,100,672</u>	<u>\$ 1,902,846</u>	<u>\$ 1,904,373</u>	<u>\$ 2,014,038</u>	<u>\$ 109,665</u>	5.8

Funding Adjustments for FY 2011 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). The decrease is due to the reclassification of the assistant director position.
- Operating expenditures increased due to the purchase of additional insurance required to cover new employees hired to staff the Consolidated Dispatch Center and the expanded Detention Center.

Performance Measures:

Initiative II: Human Resources and Resource Management

Department Goal 1: Provide safety training to all new and existing employees.

Objective 1: Develop files documenting orientation training completed of all new hires within 10 working days of orientation.

Department Goal 2: Respond to Americans with Disabilities Act (ADA) issues on a timely basis.

Objective 2: Respond to all Americans with Disabilities Act complaints within two (2) business days.

Initiative I: Service Delivery

Department Goal 3: Protect the County's assets, liabilities, and employees by securing the necessary insurance or risk financing technique on a timely basis.

Objective 3(a): Review and approve insurance certificates required of contractors performing work for the County, with a turnaround of 100%, within two business days.

Objective 3(b): Submit insurance renewal applications to insurance carriers 30 days prior to renewal date.

SAFETY & RISK MANAGEMENT (continued)

GENERAL FUND

GENERAL GOVERNMENT

Objective 3(c): Administer and maintain all property, liability, vehicle, equipment, bonds, and aviation insurance policies and claim files for the County, with 100% of the claims being reported within two business days. Claims will be submitted by the prescribed deadlines to avoid all fines.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Number of ADA complaints ¹	2(b)	2	n/a	n/a
Tort and property claims ¹	3(c)	125	n/a	n/a
Output:				
Training completed (Defensive Driver – DDC-4) ¹	1	283	n/a	n/a
County vehicle accidents ¹	1	140	n/a	n/a
Efficiency:				
Average staff trained per month (drivers) ¹	1	24	n/a	n/a
Outcome:				
Percent of vehicle accidents (down) ¹	1	8.0%	n/a	n/a
Percent of orientation training filed within 10 working days ¹	1	98.0%	n/a	n/a
Two business days response on ADA complaints. ¹	2(b)	100%	n/a	n/a
Two business days turnaround on approving insurance certificates for contractors ¹	3(a)	98.0%	n/a	n/a
Submitting insurance renewal applications to insurance carriers 30 days prior to renewal date ¹	3(b)	94.0%	n/a	n/a
Two business days turnaround on reporting insurance claims to carriers ¹	3(c)	95.0%	n/a	n/a

¹ FY 2010 and FY 2011 were unavailable at time of publication due to a change in staff.

2011 ACTION STEPS

Department Goal 1

- Reduce Workers Compensation Insurance Experience Modifier
- Utilizing accident/injury analysis available through the Risk Management Claims Tracking Software, identify injury trends by departments and implement initiatives to respond to identified problem areas.
- Implement the Federal Trade Commission *Red Flag Rule* and S.C. *Identify Theft Protection Act – 190*.
- Train County representatives on the Federal Trade Commission *Red Flag Rule* and S.C. *Identify Theft Protection Act – 190*.
- Implement an Audit and Oversight Program to verify County departments are adhering to the regulations.

SAFETY & RISK MANAGEMENT (continued)

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

DIVISION – Safety/Workers’ Compensation

Mission: The Safety/Workers’ Compensation Division reduces the impact of worker related accidents through specialized training to minimize the cost of injury to the County’s total workforce.

DIVISION SUMMARY:	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Adjusted</u>	FY 2011 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.85	4.85	4.85	4.20	(0.65)	(13.4)
Charges and Fees	\$ 5,045,983	\$ 3,918,759	\$ 3,434,966	\$ 3,421,635	\$ (13,331)	(0.4)
Interest	222,912	67,701	30,000	35,000	5,000	16.7
Miscellaneous	3,260	2,798	-	15,000	15,000	100.0
TOTAL REVENUES	<u>\$ 5,272,155</u>	<u>\$ 3,989,258</u>	<u>\$ 3,464,966</u>	<u>\$ 3,471,635</u>	<u>\$ 6,669</u>	0.2
Personnel	\$ 407,438	\$ 442,452	\$ 448,768	\$ 392,349	\$ (56,419)	(12.6)
Operating	3,480,105	3,839,315	3,968,198	4,079,286	111,088	2.8
Capital	-	-	47,000	-	(47,000)	(100.0)
TOTAL EXPENSES	3,887,543	4,281,767	4,463,966	4,471,635	7,669	0.2
Interfund Transfers Out	<u>1,000,000</u>	<u>4,977</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL DISBURSEMENTS	<u>\$ 4,887,543</u>	<u>\$ 4,286,744</u>	<u>\$ 4,463,966</u>	<u>\$ 4,471,635</u>	<u>\$ 7,669</u>	0.2

Funding Adjustments for FY 2011 Include:

- Revenues increased slightly due to allocated interest earnings and miscellaneous revenues.
- Personnel expenditures reflect the actual grades and steps of the incumbents and no provision for a Cost of Living Adjustment (COLA). Personnel expenditures decreased due to the retirement of the department’s director and the reclassification of the assistant director.
- Operating expenses increased due to a higher estimate for the worker’s compensation accrual for potential claims.

Performance Measures:

Initiative I: Service Delivery

Department Goal 1: Respond to safety issues on a timely basis.

Objective 1: Investigate all on-the-job injuries within 10 working days to determine cause and corrective measures for prevention of similar injuries in the future.

SAFETY & RISK MANAGEMENT (continued)

INTERNAL SERVICE FUND

GENERAL GOVERNMENT

Initiative IV: Workflow Analysis-Process Management

Department Goal 2: Adhere to all State and Federal safety guidelines.

- Objective 2(a): Immediate completion of the Occupational Safety and Health (OSHA) record keeping logs, with a turnaround of 100%, within two business days. Reports will be submitted to OSHA by the prescribed deadlines.
- Objective 2(b): Administer and maintain all workers' compensation policies and claim files for the County, with 100% of the claims being reported within two business days. Claims will be submitted by the prescribed deadlines to avoid all fines.
- Objective 2(c): Work with Department of Health and Environmental Control (DHEC) to ensure annual compliance with environmental laws and regulations with regard to the County's underground storage tanks.

Initiative V: Quality Control

Department Goal 3: Provide defensive driver training to all County drivers.

- Objective 3(a): Respond to employee complaints for safety hazards and IAQ¹ problems within 2 working days.
- Objective 3(b): Offer the DDC-4² classes (VCRB³ directed) to all new drivers two months after the hire date.

MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
Input:				
Number of strain injuries ⁴	1	20	n/a	n/a
Number of fall injuries ⁴	1	28	n/a	n/a
Workers' compensation claims/on-the-job injuries ⁴	1,2(b)	227	n/a	n/a
Employee safety hazard complaints received ⁴	3(a)	19	n/a	n/a
Output:				
New drivers trained in DDC-4 ⁴	3(b)	283	n/a	n/a
Percent of new drivers trained in DDC-4 ⁴	3(b)	100%	n/a	n/a
Efficiency:				
Lost work days ⁴	1	1,268	n/a	n/a
Lost work days due to falls ⁴	1	273	n/a	n/a
Outcome:				
Percent of strain injury reduction ⁴	1	23.0%	n/a	n/a
Percent of fall injury reduction ⁴	1	12.0%	n/a	n/a
Workers' compensation fines assessed and paid ⁴	1,2(b)	None	n/a	n/a
Two business day completion of OSHA log ⁴	2(a)	100%	n/a	n/a
Submission of OSHA reports by the prescribed deadline ⁴	2(a)	100%	n/a	n/a
Two business days turnaround on reporting insurance claims to carriers ⁴	2(a)(b)	95.0%	n/a	n/a
Environmental liabilities incurred per the audited financial statements ⁴	2(c)	0	n/a	n/a
Percent of safety hazard complaints responded to within 2 working days ⁴	3(a)	100%	n/a	n/a

¹ Indoor Air Quality

² Defensive Driving Course

³ Vehicle Collision Review Board

⁴ FY 2010 and FY 2011 were unavailable at time of publication due to a change in staff.

2011 ACTION STEPS

Department Goal 1

- Revamp the Confined Space Program at the Materials Recovery Facility focusing on combustible dust issues, cleaning, and welding/cutting issues.

Department Goal 2

- Enhance the Defensive Driving Program and conduct remedial driver training.

Department Goal 3

- Finalize and implement a safety policy and program for drivers of 15 passenger vans.



Capital Projects - General

Charleston County

The FY 2011 – FY 2015 Adopted Capital Improvement Plan (CIP) includes an overview and a CIP General Project Detail section. The overview outlines the County's policies guiding capital investment and provides highlights of the CIP. The CIP General Project Detail section provides detailed information about individual projects, including expenditures, start/end dates, and operating and maintenance costs.

In previous years, the total CIP consisted of projects from the General Fund and the Environmental Management - Enterprise Fund. The FY 2011 – FY 2015 CIP does not include the Environmental Management – Enterprise Fund. Charleston County's consultant, Kessler Consultant, Inc., is exploring new technologies and opportunities for helping the County reach an increase from 10% to a 40% recycling goal. In addition, Charleston County has closed the County's incinerator and is pursuing alternative environmentally friendly options for disposal of garbage. Charleston County, along with Kessler Consultant will develop a revised Environmental Management CIP during FY 2011.

The FY 2011 – FY 2015 Adopted CIP totals \$86.9 million and includes eighteen projects.

Overview

The County defines a capital asset as major assets that benefit more than a single fiscal period. Typical examples are land, improvements to land, easements, buildings, vehicles, machinery equipment, computer software, and infrastructure that meet the County capitalization threshold. The capitalization threshold for various assets is as stated in the following table.

Asset Category	Items to be Capitalized
Land	All, regardless of cost.
Non-Depreciable Land Improvements	All, regardless of cost.
Depreciable Land Improvements	Any costing more than \$100,000.
Buildings and Building Improvements	Any costing more than \$100,000.
Infrastructure	Any costing more than \$100,000.
Machinery, Equipment & Vehicles	Any costing more than \$5,000.

Some capital expenditures are included within the operating budget since they are recurring or affordable on a pay-as-you-go basis. Examples of capital expenditures included in the operating budget are vehicles and equipment purchases. Following is a table summarizing capital expenditures in the operating budget.

Capital Expenditures	
General Fund	\$1,126,200
Special Revenue Funds	21,000
Enterprise Funds	2,384,000
Internal Service Funds	2,618,000
Grand Total	\$6,149,200

Charleston County's CIP is a financial management tool that assists in facility maintenance and capital development. Implementing a multi-year CIP promotes better use of the County's limited financial resources and assists in the coordination of public and private development. As a financial tool, a multi-year CIP provides early indications of major outlays and assures timely

Capital Projects - General

Charleston County

facility maintenance or replacement. In addition, five-year capital improvement plans are an integral part of long-range planning and are viewed positively by bond rating agencies.

The multi-year CIP covers a five-year planning period and is updated each year to reflect ongoing changes and additions. The CIP is submitted to County Council by the Administrator for adoption along with the County's annual budget. The five-year CIP does not appropriate funds, but it supports the actual appropriations that are made through adoption of the budget.

Facility Planning Committee

Early in 2003, the County Administrator established the Facility Planning Committee. The Committee is composed of representatives from the Building Services and the Capital Projects / Facilities Management Departments. The purpose of the Committee was to develop a five-year plan to address existing and future facility and capital needs.

The initial phase of development was to evaluate existing County-owned and rented facilities and land. The Committee found that the County's facilities were generally in good condition with 76 percent of the square footage having an effective age of ten years or less. The effective age was determined from original construction date or the date of major renovations. The Committee did determine that the County owned some unused buildings and land and leased some facilities.

The Committee sent a survey to all department heads and elected officials requesting information about current and future service delivery and space needs. In addition, the Committee looked at demographic trends determining that the population is becoming older, more affluent, and better educated.

Based on the facilities evaluations, the departments' anticipated needs, and the demographic information, the Committee prioritized projects. The main goals of the CIP was to more effectively utilize County facilities and invest in technology to better serve the County's citizens.

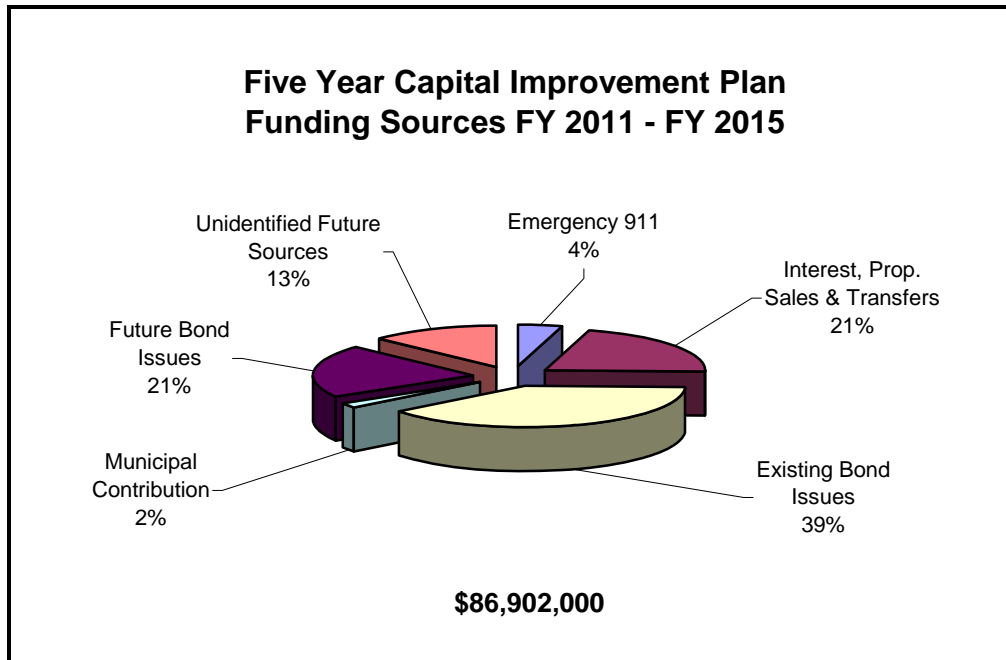
With assistance from the Finance and Budget Offices, the Committee balanced the identified projects with current and future financing capabilities. After identifying the projects, the committee developed the five-year plan by identifying the total cost of each selected project and the associated operating and maintenance costs. The projects were then scheduled and budgeted for the FY 2004 – FY 2008 Capital Improvement Plan. This Committee continues to review and update facilities needs and provides input to the CIP plan annually.

Five Year Capital Improvement Plan

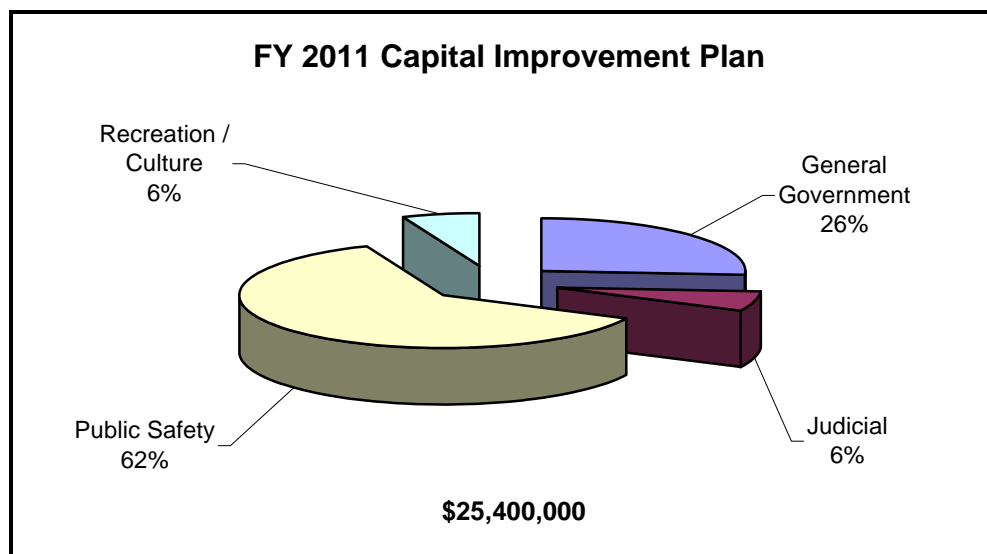
The County updates the CIP annually. The most recent update was in the spring of 2010 to reflect minor revisions to ongoing projects. The FY 2011 – FY 2015 Capital Improvement Plan reflects the current estimated schedule for approved projects. During the 2010 plan update, the County decided to expand the projects listed in the plan to include all projects that meet the county capitalization threshold. This added capital software and building improvements to the five year plan which increased the number of projects on the plan from four to eighteen. This plan expansion provides a more detailed analysis of the County's Capital needs.

Capital Projects - General

Charleston County



Fifteen of the eighteen projects listed in the CIP have funds appropriated for use in FY 2011. The following graph shows the proposed projects that are scheduled to be worked on during FY 2011. See the Project Summary on page K-5 for details.



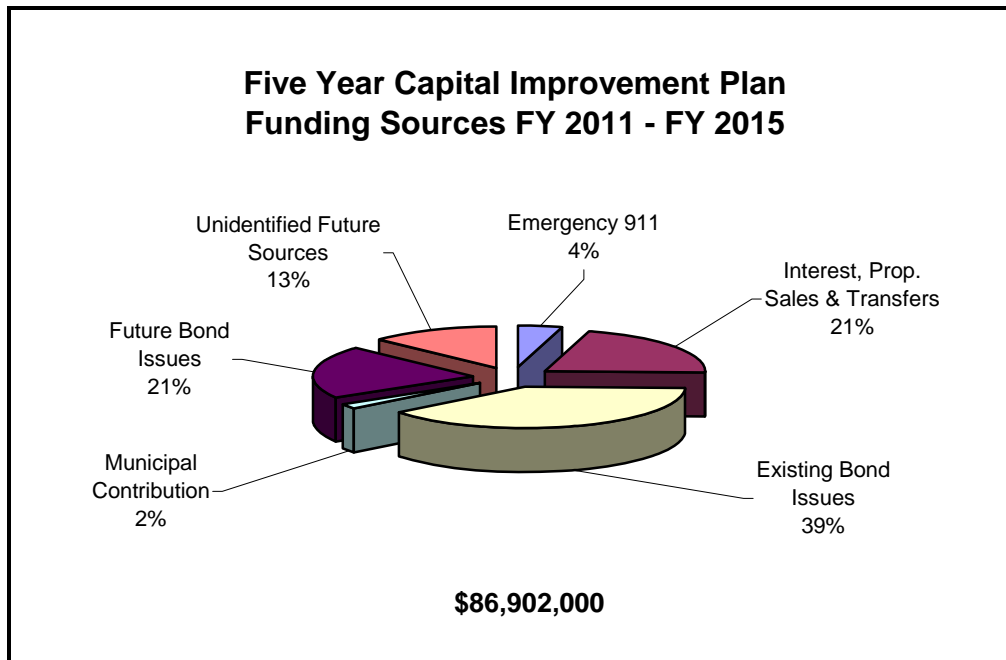
Council and staff will continue to review the program, its direction, progress, and financing requirements annually.

Capital Projects - General

Charleston County

Financing the CIP

The funding for this plan will come from existing funds, Emergency 911 Fees, Municipal Contributions and future bond issues. In addition, all revenues from the sale of real estate must be used for capital projects per the County Budget Ordinance and Financial Policies.



Impact on the Operating Budget

The capital program directly impacts current and future operating budgets. Charleston County has identified costs required to operate and maintain completed capital projects. In some cases, the operating costs of the project are either insignificant or are offset by cost savings.

The operating and maintenance cost is calculated on each individual project. The Facilities Department estimates the increased cost for administrative costs, building maintenance, utilities and security. The Safety and Risk Management Department calculates the increased insurance costs. The Technology Services Department determines the ongoing operating and update costs associated with capital management information systems. If applicable, the operating and maintenance costs are displayed in current dollars.

Capital Projects - General

Charleston County

General Project Cost Summary *

Project Title	Prior	2011	2012	2013	2014	2015	Beyond	Total
GENERAL GOVERNMENT								
Tax Software System	\$ 1,400	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
Parking Garages	230	4,970	-	-	-	-	-	5,200
Electronic Storage	-	842	-	-	-	-	-	842
PSB Redundant Cooling Tower	-	250	-	-	-	-	-	250
Judicial Total	1,630	6,662	-	-	-	-	-	8,292
JUDICIAL								
Judicial Center Repairs	5,260	700	-	-	-	-	-	5,960
Judicial Case Mgmt System	200	800	-	-	-	-	-	1,000
Judicial Total	5,460	1,500	-	-	-	-	-	6,960
PUBLIC SAFETY								
Law Enforce Software System	1,025	475	-	-	-	-	-	1,500
Consolidated Dispatch Center	1,700	1,100	10,800	11,900	-	-	-	25,500
Detention Center Phase II	750	1,750	-	-	-	-	-	2,500
Radio Sys Expansion Phs I & II	-	12,100	-	-	-	-	-	12,100
Backup Emerg Operation Center	-	140	-	-	-	-	-	140
Detention Ctr Admin Renovation	-	100	1,400	-	-	-	-	1,500
Law Enforcement Center	-	-	9,500	-	-	-	-	9,500
EMS Warehouse	-	-	150	-	-	-	-	150
Public Safety Total	3,475	15,665	21,850	11,900	-	-	-	52,890
RECREATION/CULTURE								
Chas Sr Citizen Center Repairs	-	555	-	-	-	-	-	555
Main Library Cooling Tower	-	105	-	-	-	-	-	105
Main Library Roof Repairs	-	100	-	-	-	-	-	100
Trident Nursing Building	-	813	6,091	11,096	-	-	-	18,000
Recreation/Culture Total	-	1,573	6,091	11,096	-	-	-	18,760
GRAND TOTAL	\$10,565	\$25,400	\$27,941	\$22,996	\$ -	\$ -	\$ -	\$ 86,902

General Project Source Summary *

Funding Source	Prior	2011	2012	2013	2014	2015	Beyond	Total
Emergency 911	\$ -	\$ -	\$ -	\$ 3,750	\$ -	\$ -	\$ -	\$ 3,750
Interest, Prop. Sales & Transfers	2,855	15,559	-	-	-	-	-	18,414
Existing Bond Issues	7,710	7,288	10,800	8,150	-	-	-	33,948
Municipal Contribution	-	1,500	-	-	-	-	-	1,500
Future Bond Issues	-	813	6,091	11,096	-	-	-	18,000
Unidentified Future Sources	-	240	11,050	-	-	-	-	11,290
GRAND TOTAL	\$10,565	\$25,400	\$27,941	\$22,996	\$ -	\$ -	\$ -	\$ 86,902

* Amounts in thousands of dollars

Capital Projects

Charleston County

General Government Projects

TAX SOFTWARE SYSTEM*

The new application will provide the County Tax Departments (Auditor, Treasurer, Assessor and Delinquent Tax Collector) a comprehensive Commercial off the Shelf tax system that will satisfy the South Carolina statutory requirements of issuing and collecting real and personal property taxes. Furthermore, the County will also be implementing with the tax application a new CAMA system for the Assessor's Office that will improve the ability to reassess real property.

Function: General Government		Start Date: 2008		End Date: 2011				
I. Expenditures:	Prior	2011	2012	2013	2014	2015	Beyond	Total
	1,400	600	-	-	-	-	-	2,000
II. Fund Source:	Prior	2011	2012	2013	2014	2015	Beyond	Total
Existing Funds	1,400	600	-	-	-	-	-	2,000
III. O&M Costs (Savings):		2011	2012	2013	2014	2015		
Personnel		-	-	-	-	-		-
Operating		-	-	-	-	-		-
IV. O&M Impacts:	There are no significant additional operating or maintenance costs or savings due to this project.							

PARKING GARAGES*

This project will address necessary repairs, outstanding maintenance issues, and upgrades in the Cumberland and King & Queen Parking Garages required for their continued use. Repairs include localized repair of cracks in concrete, application of corrosion inhibitor, and surface coating of the upper decks of the King & Queen Garage.

Function: General Government		Start Date: 2009		End Date: 2011				
I. Expenditures:	Prior	2011	2012	2013	2014	2015	Beyond	Total
	230	4,970	-	-	-	-	-	5,200
II. Fund Source:	Prior	2011	2012	2013	2014	2015	Beyond	Total
Existing Funds	230	4,970	-	-	-	-	-	5,200
III. O&M Costs (Savings):		2011	2012	2013	2014	2015		
Personnel		-	-	-	-	-		-
Operating		-	-	-	-	-		-
IV. O&M Impacts:	There are no significant additional operating or maintenance costs or savings due to this project.							

*Amounts in thousands of dollars

Capital Projects

Charleston County

ELECTRONIC STORAGE*

Current EMC external storage device is more than 4 years old and can't be expanded to accommodate the increasing data storage requirements. The proposed new device will not only provide additional capacity for the next 4-5 year period but will also make faster and reliable disk available for new systems, such as Judicial Case Management System and Child Support System that are being implemented over next 2 year period. The new disk is faster, more reliable and provides multiple intra-day checkpoints and thus improves the data recoverability.

Function:		General Government		Start Date:		2011		End Date:		2011	
		Prior	2011	2012	2013	2014	2015	Beyond	Total		
I. Expenditures:		-	842	-	-	-	-	-	842		
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total		
Existing Funds		-	842	-	-	-	-	-	842		
III. O&M Costs (Savings):			2011	2012	2013	2014	2015				
Personnel			-	-	-	-	-				
Operating			-	25	25	25	25				
IV. O&M Impacts:		5 year support included in the initial price; shown amount is for any incidentals to keep up with technology advancements.									

PUBLIC SERVICE BUILDING REDUNDANT COOLING TOWER*

This project will provide redundancy in mechanical cooling in the Public Services Building and ensure that the facility is able to meet the demands of 24/7 operation. Included in the project are the cooling tower itself, modifications to the cooling tower enclosure, and related mechanical and electrical work.

Function:		General Government		Start Date:		2011		End Date:		2011	
		Prior	2011	2012	2013	2014	2015	Beyond	Total		
I. Expenditures:		-	250	-	-	-	-	-	250		
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total		
Existing Funds		-	250	-	-	-	-	-	250		
III. O&M Costs (Savings):			2011	2012	2013	2014	2015				
Personnel			-	-	-	-	-	-			
Operating			-	-	-	-	-	-			
IV. O&M Impacts:		There are no significant additional operating or maintenance costs or savings due to this project.									

*Amounts in thousands of dollars

Capital Projects

Charleston County

Judicial Projects

JUDICIAL CENTER REPAIRS*

These projects will correct moisture issues which are detrimental to the facility. The Terrazzo Repair project will remove existing terrazzo, apply moisture mitigation products to the existing concrete slab, and reinstall epoxy terrazzo flooring material. Several minor water leaks in the basement will be repaired utilizing an epoxy injection method.

Function:		Judicial	Start Date:			2007	End Date:		2011
		Prior	2011	2012	2013	2014	2015	Beyond	Total
I. Expenditures:		5,260	700	-	-	-	-	-	5,960
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total
Existing Funds		5,260	700	-	-	-	-	-	5,960
III. O&M Costs (Savings):			2011	2012	2013	2014	2015		
Personnel			-	-	-	-	-		-
Operating			-	-	-	-	-		-
IV. O&M Impacts:		There are no significant additional operating or maintenance costs or savings due to this project.							

JUDICIAL CASE MANAGEMENT SYSTEM*

The South Carolina Judicial Department (SCJD) offers the statewide Court Case Management System (CMS) to all of the counties of South Carolina. The statewide Court Case Management System is an application that is developed, maintained, trained and supported by the South Carolina Judicial Department to serve the operational needs of the Summary and Circuit Courts of South Carolina. SCJD has an in-house Court CMS application and support staff that work full-time on the Court CMS.

Function:		Judicial	Start Date:			2010	End Date:		2011
		Prior	2011	2012	2013	2014	2015	Beyond	Total
I. Expenditures:		200	800	-	-	-	-	-	1,000
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total
Existing Funds		200	800	-	-	-	-	-	1,000
III. O&M Costs (Savings):			2011	2012	2013	2014	2015		
Personnel			-	-	-	-	-		-
Operating			-	-	-	-	-		-
IV. O&M Impacts:		There are no significant additional operating or maintenance costs or savings due to this project.							

*Amounts in thousands of dollars

Capital Projects

Charleston County

Public Safety Projects

LAW ENFORCEMENT SOFTWARE SYSTEM*

The Charleston County Sheriff's Office has acquired an integrated Total Law Enforcement System (TLES) that includes the following four major functions; Computer Aided Dispatch, Records Management System (RMS), Jail Management System (JMS), and Mobile Data Computer (MDC) system. This system will provide for the entry, query, and storage of all data pertinent to all aspects of Law Enforcement Public Safety, from the initial call into a call center, through case reports, supplements, warrants, collection of property and evidence, intake and booking of a suspects, and sentencing, and finally through the court disposition.

Function:		Public Safety	Start Date:		2009	End Date:		2011	
		Prior	2011	2012	2013	2014	2015	Beyond	Total
I. Expenditures:		1,025	475	-	-	-	-	-	1,500
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total
Existing Funds		1,025	475	-	-	-	-	-	1,500
III. O&M Costs (Savings):			2011	2012	2013	2014	2015		
Personnel			-	-	-	-	-		-
Operating			-	-	-	-	-		-
IV. O&M Impacts:		There are no significant additional operating or maintenance costs or savings due to this project.							

CONSOLIDATED DISPATCH CENTER*

This project will provide facilities for full implementation of the Charleston County Consolidated 9-1-1 Center which will result in faster emergency response times along with enhanced interoperability and coordination among responding agencies. Transition to the Consolidated 9-1-1 Center will provide County-wide emergency dispatch for law enforcement, fire and emergency medical services.

Function:		Public Safety		Start Date:		2009		End Date:		2013	
		Prior	2011	2012	2013	2014	2015	Beyond	Total		
I. Expenditures:		1,700	1,100	10,800	11,900	-	-	-	25,500		
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total		
Existing Funds		1,700	1,100	10,800	8,150	-	-	-	20,250		
Municipal Contribution		-	1,500	-	-	-	-	-	1,500		
Emergency 911		-	-	-	3,750	-	-	-	3,750		
III. O&M Costs (Savings):			2011	2012	2013	2014	2015				
Personnel			-	-	5,259	-	-				
Operating			-	-	200	-	-				
IV. O&M Impacts:		Additional operating costs include between 120 and 150 new employees to staff the new facility. Annual operating costs of the facility, excluding personnel, are estimated to begin at \$200,000.									

*Amounts in thousands of dollars

Capital Projects

Charleston County

DETENTION CENTER PHASE II*

This is second phase of Charleston County Detention Center Expansion project consisting of interior renovations to the existing housing tower. The work includes retrofit of integrated security system components and a man-down system, and renovation to re-purpose support facilities.

Function:		Public Safety		Start Date:		2009		End Date:		2011	
		Prior	2011	2012	2013	2014	2015	Beyond	Total		
I. Expenditures:		750	1,750	-	-	-	-	-	2,500		
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total		
Existing Funds		750	1,750	-	-	-	-	-	2,500		
III. O&M Costs (Savings):			2011	2012	2013	2014	2015				
Personnel			-	-	-	-	-				
Operating			-	-	-	-	-				
IV. O&M Impacts:		There are no significant additional operating or maintenance costs or savings due to this project.									

RADIO SYSTEM EXPANSION PHASES I & II*

The current digital radio system suffers from sporadic lost and inaudible transmissions, primarily due to radio frequency interference which is severe during the summer months. There are a total of five new and two upgraded towers in the system (in phases 1 and 2) to provide more RF power on the ground to resolve the issues identified above, and provide a higher grade of service and coverage where there was none previously. **Phase 1:** Focuses on East of the Cooper and Coastal areas. **Phase 2:** Focuses on John's, James, Edisto Islands, Ravenel and Hollywood areas.

Function:		Public Safety		Start Date:		2011		End Date:		2011	
		Prior	2011	2012	2013	2014	2015	Beyond	Total		
I. Expenditures:		-	9,700	2,400	-	-	-	-	12,100		
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total		
Existing Funds		-	9,700	2,400	-	-	-	-	12,100		
III. O&M Costs (Savings):			2011	2012	2013	2014	2015				
Personnel			-	-	-	-	-				
Operating			130	655	677	701	725				
IV. O&M Impacts:		Operating costs include the lease of six new communication towers, T1 circuit backhauls to each site and Motorola service for the new radio tower infrastructure at these new tower sites. We anticipate being able to manage the implementation and ongoing operation of the new tower infrastructure with existing County staff. Note we will begin receiving about \$300,000 per year revenue when the City of Charleston transitions to the County radio system in FY11.									

*Amounts in thousands of dollars

Capital Projects

Charleston County

BACKUP EMERGENCY OPERATIONS CENTER*

This project will provide back up electrical power for the Emergency Operations Center (EOC). In case of failure of the primary EOC, presently located in the Public Services Building, a back up EOC would have to be established. During recovery from a major event, the back up EOC could not always count on the availability of commercial power sources.

Function: Public Safety **Start Date:** 2011 **End Date:** 2011

	Prior	2011	2012	2013	2014	2015	Beyond	Total
I. Expenditures:	-	140	-	-	-	-	-	140
II. Fund Source:	Prior	2011	2012	2013	2014	2015	Beyond	Total
Unidentified Future Sources	-	140	-	-	-	-	-	140
III. O&M Costs (Savings):		2011	2012	2013	2014	2015		
Personnel	-	-	-	-	-	-		
Operating	-	-	-	-	-	-		

IV. O&M Impacts: There are no significant additional operating or maintenance costs or savings due to this project.

DETENTION CENTER ADMINISTRATION BUILDING RENOVATIONS*

This project includes renovation of the existing one-story administration building to provide courtrooms and office space for the bond hearing and preliminary hearing courts, and suites for juvenile detention, logistics, and sheriff's training. The north housing wing will be demolished and additional parking will be added.

Function: Public Safety **Start Date:** 2011 **End Date:** 2011

	Prior	2011	2012	2013	2014	2015	Beyond	Total
I. Expenditures:	-	100	1,400	-	-	-	-	1,500
II. Fund Source:	Prior	2011	2012	2013	2014	2015	Beyond	Total
Unidentified Future Sources	-	100	1,400	-	-	-	-	1,500
III. O&M Costs (Savings):		2011	2012	2013	2014	2015		
Personnel	-	-	-	-	-	-		
Operating	-	-	-	-	-	-		

IV. O&M Impacts: There are no significant additional operating or maintenance costs or savings due to this project.

*Amounts in thousands of dollars

Capital Projects

Charleston County

LAW ENFORCEMENT CENTER*

This project will relocate and consolidate the Sheriff's Office personnel from multiple locations to a single centrally located facility. The project consists of interior renovations to the existing main SCE&G building and two outbuildings on the Leeds Avenue site to house Sheriff's staff. A office suite for the Coroner will be included.

Function:		Public Safety		Start Date:		2012		End Date:		2012	
		Prior	2011	2012	2013	2014	2015	Beyond	Total		
I. Expenditures:		-	-	9,500	-	-	-	-	9,500		
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total		
Unidentified Future Sources		-	-	9,500	-	-	-	-	9,500		
III. O&M Costs (Savings):			2011	2012	2013	2014	2015				
Personnel			-	99	-	-	-				
Operating			-	318	-	-	-				
IV. O&M Impacts:		O&M increases will be needed to cover the recurring cost of 2 additional maintenance personnel, maintenance contracts for HVAC systems, and other services. There will also be a projected increase in utility cost.									

EMERGENCY MEDICAL SERVICES WAREHOUSE*

This project is retrofit/renovation of the existing Sheriff's Logistics facility located in the rear of the Elections warehouse for Emergency Medical Services department. It will house a central supply facility for EMS for resupply of outlying EMS stations.

Function:		Public Safety		Start Date:		2012		End Date:		2012	
		Prior	2011	2012	2013	2014	2015	Beyond	Total		
I. Expenditures:		-	-	150	-	-	-	-	150		
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total		
Unidentified Future Sources		-	-	150	-	-	-	-	150		
III. O&M Costs (Savings):			2011	2012	2013	2014	2015				
Personnel			-	-	-	-	-				
Operating			-	-	-	-	-				
IV. O&M Impacts:		There are no significant additional operating or maintenance costs or savings due to this project.									

*Amounts in thousands of dollars

Capital Projects

Charleston County

Recreation / Culture Projects

CHARLESTON SENIOR CITIZEN CENTER REPAIRS*

This project is an exterior renovation to address and correct existing safety and maintenance issues with the building located at 259 Meeting Street. The work includes replacement of failed structural lintels, repair and replacement of masonry and stucco, replacement of failing steel windows, and repainting.

Function:		Public Safety		Start Date:		2011		End Date:		2011	
		Prior	2011	2012	2013	2014	2015	Beyond	Total		
I. Expenditures:		-	555	-	-	-	-	-	555		
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total		
Existing Funds		-	555	-	-	-	-	-	555		
III. O&M Costs (Savings):			2011	2012	2013	2014	2015				
Personnel		-	-	-	-	-	-				
Operating		-	-	-	-	-	-				
IV. O&M Impacts:		There are no additional operating or maintenance costs due to this project.									

MAIN LIBRARY COOLING TOWER*

This project provides for the replacement of the Main Library Cooling Tower. The salty sea air in Charleston has badly deteriorated this cooling tower and it could fail at any time. Without cooling the Main Library would not be available to the public during the hot spring, summer and fall days in Charleston. The new tower will be replaced by a stainless steel structure to avoid repeating this problem.

Function:		Public Safety		Start Date:		2011		End Date:		2011	
		Prior	2011	2012	2013	2014	2015	Beyond	Total		
I. Expenditures:		-	105	-	-	-	-	-	105		
II. Fund Source:		Prior	2011	2012	2013	2014	2015	Beyond	Total		
Existing Funds		-	105	-	-	-	-	-	105		
III. O&M Costs (Savings):			2011	2012	2013	2014	2015				
Personnel			-	-	-	-	-				
Operating			-	-	-	-	-				
IV. O&M Impacts:		There are no significant additional operating or maintenance costs or savings due to this project.									

*Amounts in thousands of dollars

Capital Projects

Charleston County

MAIN LIBRARY ROOF REPAIRS*

This project provides for needed repairs to the roofing system at the Main Library. Without these repairs the Library's collection will remain at risk of water damage during the frequent Charleston rain storms.

Function:	Public Safety	Start Date:	2011	End Date:	2011			
I. Expenditures:	Prior	2011	2012	2013	2014	2015	Beyond	Total
	-	100	-	-	-	-	-	100
II. Fund Source:	Prior	2011	2012	2013	2014	2015	Beyond	Total
Existing Funds	-	100	-	-	-	-	-	100
III. O&M Costs (Savings):		2011	2012	2013	2014	2015		
Personnel		-	-	-	-	-		
Operating		-	-	-	-	-		
IV. O&M Impacts:	There are no significant additional operating or maintenance costs or savings due to this project.							

TRIDENT NURSING BUILDING*

This project will construct an approximately 90,000 square foot building on the main campus of Trident Technical College. The County is providing a portion of the funding required for construction. The building will provide classrooms for nursing and science labs. Other classrooms and space for student study will also be provided. The project addresses the tri-county area's current shortage of nursing and allied health workers.

Function:	Public Safety	Start Date:	2011	End Date:	2013			
I. Expenditures:	Prior	2011	2012	2013	2014	2015	Beyond	Total
	-	813	6,091	11,096	-	-	-	18,000
II. Fund Source:	Prior	2011	2012	2013	2014	2015	Beyond	Total
Future Bond Issues	-	813	6,091	11,096	-	-	-	18,000
III. O&M Costs (Savings):		2011	2012	2013	2014	2015		
Personnel		-	-	-	-	-		
Operating		-	-	-	-	-		
IV. O&M Impacts:	Charleston County will not own or operate this facility. There will be no operating or maintenance costs associated with this project.							

*Amounts in thousands of dollars

Debt Service

Charleston County

General Overview

The County's Debt Service Fund reports current financial resources restricted for the payment of principal and interest on long-term debt. The County confines its long-term borrowing to those projects or capital improvements that cannot be funded with current revenues. The County does not issue long-term debt to finance current operating expenditures or any recurring costs. The County utilizes a variety of debt instruments including:

General Obligation Bonds (GOBs) - GOBs are written promises to repay a stated sum of principal at a specified future date along with periodic interest at a specified rate. The County issues GOBs to obtain funding for the acquisition and construction of major capital facilities. These bonds are considered direct obligations and are backed by the full faith, credit, and taxing power of the County.

Certificates of Participation (COPs) - COPs are contractual arrangements that permit a governmental entity to acquire capital assets through yearly lease payments, which are appropriated in the entity's annual budget. The County issues COPs through the Charleston Public Facilities Corporation in order to finance the acquisition of essential government facilities. COPs are treated as capital lease obligations.

Revenue Bonds - Revenue bonds are supported by the revenue generated from a specific project or source. The County issues revenue bonds to construct or expand a variety of revenue generating entities. Principal and interest associated with these bonds are paid at specified future dates and interest rates from project revenues, not other general tax sources. Because of this, these bonds are not subject to the current legislated debt limits (see further discussion below).

Intergovernmental Payable – The County entered into an intergovernmental loan agreement for the purpose of financing a portion of the cost of the Arthur Ravenel, Jr. Bridge. The County has agreed to pay an annual amount of \$3,000,000 from a dedicated revenue source.

Capital Leases - The County uses capital leases to fund the acquisition of various pieces of equipment. Capital leases provide the County with the ability to fund smaller capital needs without issuing GOBs.

All major types of debt are authorized by resolution of County Council and outline the associated dollar amounts, purpose, and repayment terms. Where advantageous, the County issues debt that can be repaid from sources other than taxes, such as special assessment, revenue, or other self-supporting bonds.

Debt Policy

The Debt Policy, endorsed by County Council, is designed to allow for the most efficient use of resources to accomplish capital improvements. The Debt Policy, in its entirety, is in the Appendix of this document.

Debt Service

Charleston County

Legal Debt Service Limit

The South Carolina State Constitution limits the debt capacity of all governmental entities, seeking capital through securities exchanges, to eight percent of the assessed value of the property base. Revenue Bonds, GOBs approved by voter referendum, and COPs issued prior to January 1, 1996, are not currently subject to this limitation. However, during its 1995 session, the South Carolina legislature passed legislation making COPs issued after January 1, 1996, subject to the eight percent limit.

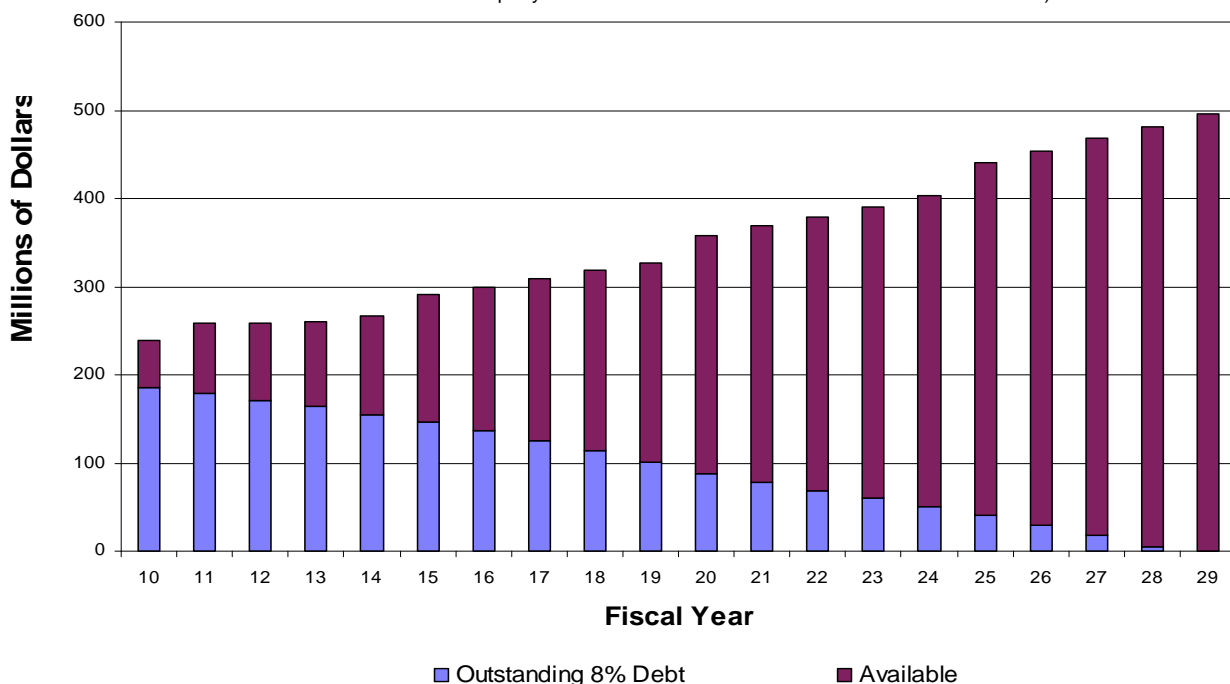
The County's outstanding debt subject to the eight percent limit is \$184.6 million as of June 30, 2010, and its capacity to issue new debt is approximately \$53.9 million. The County's last issue of new debt was during FY 2010 when GOB's were issued to fund the completion of the Detention Center, completion of the Consolidated Dispatch Center and other projects. The following table and graph outline components of the County's eight percent debt limit.

Current Constitutional 8% Debt (in Millions of Dollars)

Total Assessment at June 30, 2010	\$2,982.0
Constitutional Debt Limit (8% of Assessment)	\$238.5
Outstanding 8% Debt	\$184.6
Available Capacity	\$53.9

Current Constitutional 8% Debt

(Assumptions: No Additional Debt Issued, Minimal Growth for 5 Years then 3 Percent Annual Growth in Property Base and 10 Percent Reassessment at 5 Year Intervals)



Debt Service

Charleston County

Bond Ratings

During May 2010, Moody's Investors Service recalibrated its long-term U.S. municipal bond ratings in an effort designed to remove the separate municipal ratings scale and convert all ratings to their global rating scale system. This effort resulted in the Charleston County bond rating being changed from Aa1, Moody's second highest rating available to AAA, Moody's highest rating available. In April 2006, Charleston County's municipal bond rating for General Obligation debt was upgraded from AA+ to AAA by Standard and Poor's Corporation. These upgrades are a direct result of the County's continued strong financial performance and emphasis on conservative fiscal management. Other factors contributing to the AAA rating include the County's stable and diverse tax base, a growing and diversified economic base, and a low debt burden combined with reasonable capital needs. In order to maintain strong bond ratings, the County employs several general strategies including maintaining two months of undesignated fund balance reserves, implementing five-year budget projections, and consistently matching recurring revenues with recurring expenses. The County also strives to maintain open lines of communication with its rating agencies, while providing full disclosure on all financial reports and bond prospectuses.

Debt Schedule

The County's annual debt service obligation includes principal and interest payments on tax and fee supported debt. As of July 1, 2010, outstanding debt for the next 20 fiscal years is \$702.5 million (principal payments of \$480.7 million and interest payments of \$221.8 million).

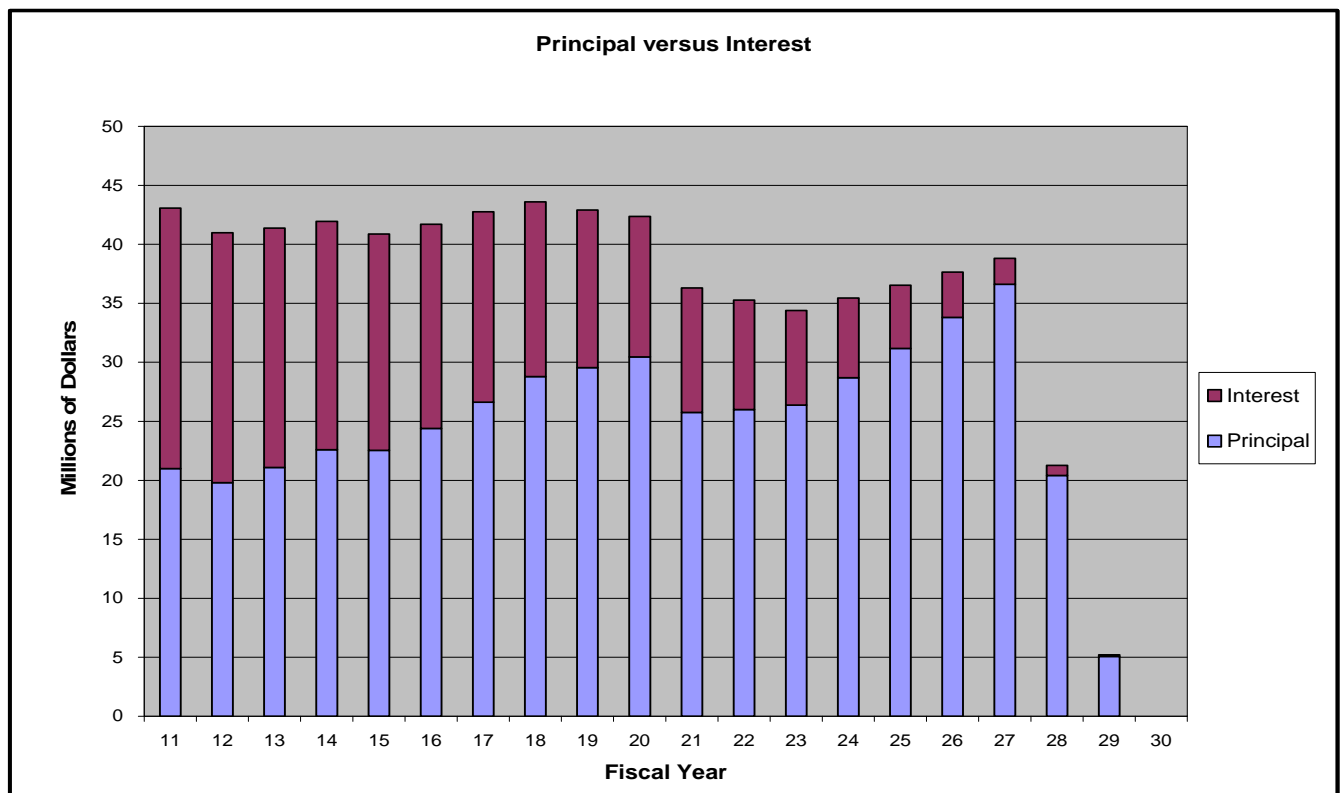
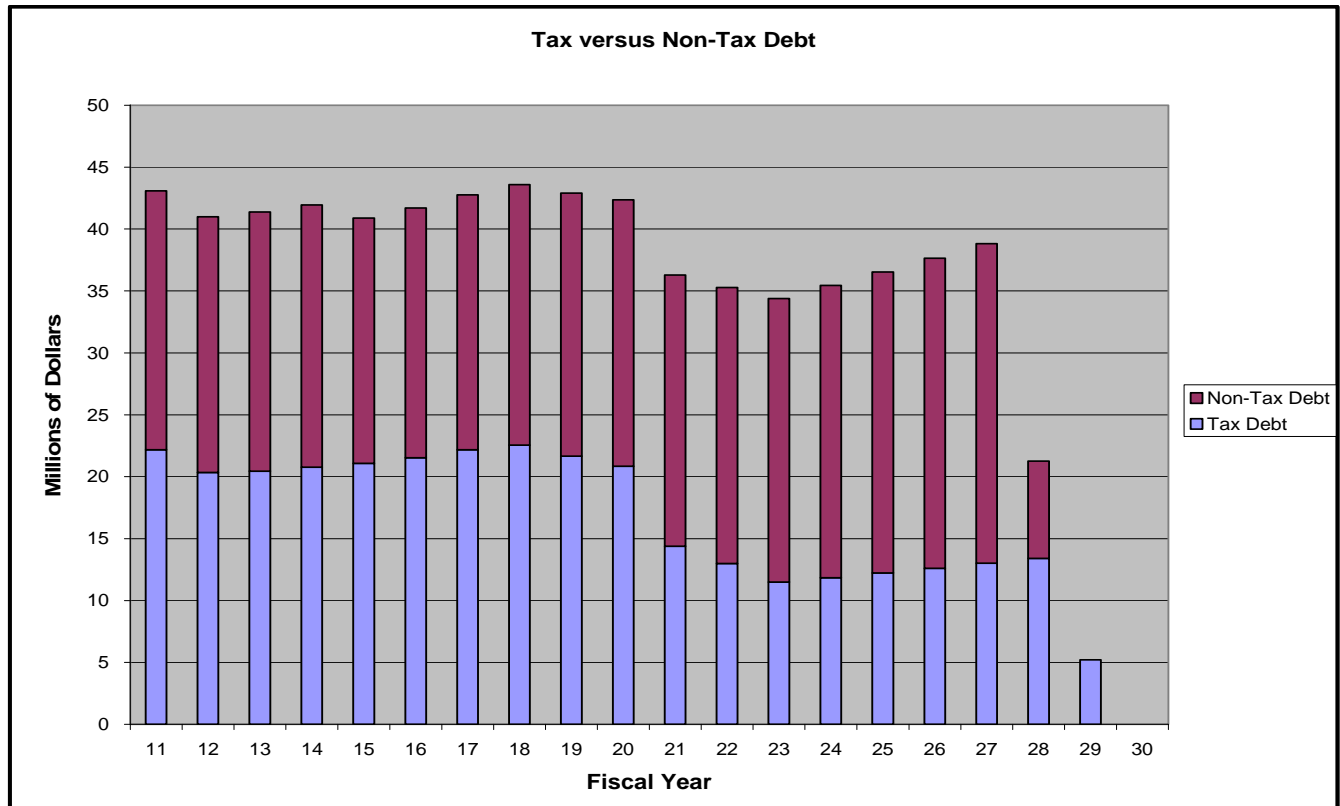
The table below and the graphs on the following page show the level of debt funded by taxes or revenues/fees over the course of the next 20 fiscal years.

Charleston County
20 Year Schedule of Debt Service
(in Millions of Dollars)

Fiscal Year	11	12	13	14	15	16-20	21-25	26-30	TOTAL
Tax Supported									
Principal	\$ 12.3	\$ 11.0	\$ 11.5	\$ 12.2	\$ 13.0	\$ 78.1	\$ 47.6	\$ 40.7	\$ 226.4
Interest	9.8	9.4	9.0	8.5	8.1	30.6	15.4	3.6	94.4
Subtotal	22.1	20.4	20.5	20.7	21.1	108.7	63.0	44.3	320.8
Revenue/Fee Supported									
Principal	8.6	8.8	9.6	10.3	9.5	61.7	90.4	55.4	254.3
Interest	12.2	11.8	11.3	10.8	10.3	42.9	24.6	3.5	127.4
Subtotal	20.8	20.6	20.9	21.1	19.8	104.6	115.0	58.9	381.7
Total									
Principal	20.9	19.8	21.1	22.5	22.5	139.8	138.0	96.1	480.7
Interest	22.0	21.2	20.3	19.3	18.4	73.5	40.0	7.1	221.8
TOTAL ANNUAL DEBT	\$ 42.9	\$ 41.0	\$ 41.4	\$ 41.8	\$ 40.9	\$ 213.3	\$ 178.0	\$ 103.2	\$ 702.5

Debt Service

Charleston County



Debt Service

Charleston County

Future Debt Service

Looking forward, the County does not anticipate borrowing additional funds in FY 2011. However, the County anticipates issuing additional General Obligation Bonds in FY 2012 as part of the revenues necessary for funding the Capital Improvement Plan. The current plan estimates issuing approximately \$18 million to be used in cooperation with Berkeley and Dorchester County to help fund the construction of a new nursing education building at Trident Technical College.

One of the major advantages of having a detailed Capital Improvement Plan is that it is viewed positively by bond rating agencies and will help the County maintain its AAA bond rating. For a complete summary of the details and projects included in the County's Capital Improvement Plan, see the Capital section of this document. The table below and the graphs on the following page show the effect that the planned issuance of new debt will have on the levels of existing County debt and revenues as well as on the Debt Service Fund balance.

Charleston County
Schedule of Debt Associated with Implementation of Capital Improvement Plan
(in Millions of Dollars)

	Fiscal Year					TOTAL
	FY11	FY12	FY13	FY14	FY15	
Revenues						
Existing Sources	21.6	21.5	21.1	21.4	22.2	107.8
Additional Revenues	2.1	2.2	2.1	4.0	4.1	14.5
Subtotal	23.7	23.7	23.2	25.4	26.3	122.3
Disbursements						
Existing Disbursements	28.2	23.1	23.5	24.9	26.7	126.4
Subtotal	28.2	23.1	23.5	24.9	26.7	126.4
Increase (use) of Fund Balance	(4.5)	0.6	(0.3)	0.5	(0.4)	(4.1)



Community Profile

Charleston County

Charleston County is located along the scenic southeastern coast of South Carolina. It has a land territory of 919 square miles and a 97-mile coastline along the Atlantic Ocean. Charleston County is South Carolina's largest and third most populated county with approximately 355,000 residents. The population of the entire Charleston metro area has increased by over 8% from 1990 to 2000. It is estimated that from 2000 to 2008, the metro area grew by more than 17% to a population of 644,506.



The City of Charleston is one of America's most historic and beautiful cities. It is known to its visitors as the “*Holy City*” offering tours of the city's historic sights by horse-drawn carriage. Charleston is a medium-size city which offers big city attractions such as the world renowned Spoleto Festival USA. The Spoleto Festival is an annual two-week celebration of opera, jazz, dance, and visual arts. The Charleston area also offers a vibrant sports scene with a minor league baseball team called the Charleston RiverDogs, a professional soccer team known as the Charleston Battery, and a professional hockey team known as the South Carolina Stingrays. The Charleston region's tourism success is largely due to its geographic location providing a natural beauty, moderate climate, and a coveted quality of life which has been deliberately and

carefully preserved in an effort to keep a small town feel. The region's coastal location along the Atlantic Seaboard, at the junction of two rivers, provides immense advantages for the seaport. The flat landscape is accented by numerous rivers, tidal creeks, vast expanses of pristine salt marshes, and hallmark live oaks. The scenic backdrop is the perfect setting for the stunning eighteenth and nineteenth-century architecture of Old Charleston. Charleston County also offers urban and suburban communities that lie beyond the old city hosting businesses, industries, and residences alike. The region's charm is evident in the “slow pace and friendly environment” despite the growth in population over the past few years. Residents and tourists alike can enjoy the area's charm by visiting restaurants, shops, parks, resorts, golf courses, beaches, or the numerous cultural festivals the region hosts throughout the year. Restaurants continue to multiply and flourish with a constant flow of aspiring chefs and affluent visitors. Charleston restaurants have been featured in *Bon Appetit*, *The New York Times*, *Southern Living*, and *Wine Spectator* highlighting their Southern cuisine.

The Lowcountry has a competitive posture and a diverse economic base due to its quality of life aspects. The region's economic base includes the Port of Charleston, which in 2007 was fourth in container volume in the United States and sixth in the nation with cargo values of \$55 billion. The Port of Charleston has earned distinction for Port designation by *Port Development International* and is considered the most efficient port in the world for its cargo handling systems. Port activity is expected to rise over the next decade, largely due to the new container terminal currently under construction on the former Navy base. The new 280-acre terminal is expected to open in 2014 and will increase Charleston's total container capacity by 50%. Tourism has long been an economic mainstay in this historic eighteenth century setting and continues to grow in importance. The region's visitor industry has expanded rapidly over the past few years experiencing 4.12 million visitors in 2008. The tourism industry contributes more than \$3 billion annually to the area's economy



Community Profile

Charleston County

and provides approximately 50,000 jobs. The region's growing international operations, stable businesses, and industrial bases have contributed to a diverse economy. The area has a



busy port, modern airport, and good rail access and is committed to the constant upgrading of its highways. Road improvements consist of improving the intersection of Glenn McConnell and I-526 in West Ashley, Bee Street and Courtney Drive in Downtown Charleston, and Johnnie Dodds Boulevard in Mt. Pleasant. There are 26 colleges and universities

offering a range of certification programs and associate, bachelor, and master degrees. In addition, the Medical University of South Carolina offers advanced medical degrees at the State's largest teaching hospital, and Trident Technical College provides a diverse range of industrial training programs. In 2004, the area's post-secondary educational offerings were bolstered by the creation of the Charleston School of Law which is one of only two law schools in South Carolina.

The military has continued to be a significant presence in the area even after the closure of much of the Charleston Naval Complex. The U.S. Navy remains the single largest employer in the region employing over 22,000 uniformed, civilian, and reservist personnel located within the Naval Weapons Station, the Navy Nuclear Power Training School, the Space and Air Warfare Systems Center (SPAWAR), and the Naval Hospital. The Charleston Air Force Base is another prominent employer with 6,150 uniformed, civilian, and reserve employees. The Charleston Air Force Base is home to the 437th Airlift Wing and its squadrons of C-17 transport planes. These planes play a vital role of carrying supplies to active duty troops stationed all over the world. In 2004, the Federal Law Enforcement Training Facility was opened on the former Naval Base. The U.S. Coast Guard also operates a station in Charleston. A Chamber of Commerce study in 2003 highlighted the significant concentration of 19,000 military retirees residing in the Charleston area. Since the closure of the Naval Base, civilian labor in the Charleston region has grown by 28.8%. The Chamber of Commerce's Economic Outlook Board reported that total employment grew by 789 jobs in 2008 for an increase of 0.3%, while national total employment declined by 7.5%. As of May 2009, the Charleston region is experiencing 9.4% unemployment, compared to the state of South Carolina at a 12.1% unemployment rate.

Economic development has increased dramatically in the past few years even with the national slowdown in 2008 and 2009. The increase is thought to be largely due to the fact that the Charleston region offers assistance with relocation and has expanded such services as expedited permitting, infrastructure grants, financial incentives, and the Center for Accelerated Technology Training also known as CATT. CATT is considered the national gold standard among state sponsored labor training programs. In 2004, Verizon Wireless opened its \$25 million customer call center in Charleston County. In 2005, Vought Aircraft and Alenia Aeronautica began construction on their \$560 million plant which is being used for fabricating the fuselage of the Boeing 787 aircraft. Daimler Chrysler built a \$400 million plant in North Charleston to build Sprinter vans. GenPhar, a biotech firm, is building a new facility which will employ 133 researchers. In 2009, Boeing



Community Profile

Charleston County

announced plans to expand its 787 Dreamliner program with a new production facility in the County, which is expected to create over 3,800 jobs and boost our local economy almost \$5.9 billion a year. Numerous other expansions of local businesses also added hundreds of new jobs in the area.

Tourism continues to be strong, and the region still capitalizes on its assets. In 2008, tourism revenues were estimated at around \$3.05 billion, with tourism generating approximately 50,000 jobs in the area both directly and indirectly. Annual events such as the Southeastern Wildlife Expo, Flowertown Festival, Cooper River Bridge Run, Family Circle Cup Tennis Tournament, Spoleto Festival USA, Piccolo Spoleto, and the MOJA Arts Festival have continued to attract tourism to the area. Charleston also plays host to many high-profile sporting events throughout the year. The Annual Family Circle Cup Tennis Tournament, a WTA Tier I event was held at the Family Circle Tennis Center on Daniel Island in 2008. The tournament was attended by 90,473 people with a \$25 million economic impact. The Annual Cooper River Bridge Run 10K was also hosted in Charleston April of 2009 with the participation of 40,000. Upcoming, Charleston plans to host the 94th Annual PGA Championship tour in 2012. Many new hotels have been built to expand the room capacity in the area for the annual events that bring large numbers of tourists to Charleston. In 2004, the emergence of the cruise ship industry hit the Charleston area. A new agreement in 2007 with the Norwegian Cruise Line brings 36 ships a year to Charleston with a guaranteed minimum of 105,000 passengers. The growth in visitors is projected to continue, and with the historic sites, beautiful gardens, beaches, shopping, fine dining, and numerous cultural attractions, it is clear why people travel to this area. Charleston County, South Carolina is literally the preeminent Southeastern "Gateway to the World."



Statistics

Charleston County

Assessed Property Values

<u>FISCAL YEAR</u>	<u>PERSONAL AND VEHICLE</u>	<u>REAL</u>	<u>TOTAL</u>
2009	\$392,720,676	\$2,567,170,930	\$2,959,891,606
2008	390,990,249	2,525,310,042	2,916,300,291
2007	369,530,347	2,308,701,112	2,678,231,459
2006	347,956,687	2,197,536,874	2,545,493,561
2005	377,880,220	2,041,172,452	2,419,052,672
2004	383,502,710	1,394,103,212	1,777,605,902
2003	378,438,773	1,347,982,940	1,726,421,713
2002	374,138,469	1,297,211,547	1,671,350,016
2001	373,384,918	1,145,417,703	1,518,802,621
2000	357,339,477	766,283,307	1,123,622,784

NOTE: This information was provided by the Charleston County Assessor's and Auditor's Offices.

Construction

<u>FISCAL YEAR</u>	<u>NUMBER OF PERMITS</u>	<u>COMMERCIAL VALUE</u>	<u>RESIDENTIAL VALUE</u>
2009	4,653	\$ 22,624,569	\$ 139,674,375
2008	6,027	43,078,148	290,968,195
2007	6,724	50,317,887	290,667,299
2006	7,036	41,121,669	298,504,572
2005	6,538	44,571,910	222,391,075
2004	5,500	31,880,979	192,838,892
2003	4,873	67,783,866	118,014,137
2002	5,645	18,564,007	179,773,595
2001	5,474	31,330,023	124,903,732
2000	5,682	56,104,750	154,253,928

NOTE: This information was provided by Charleston County's Building Inspections Department.

Statistics

Charleston County

Demographics

<u>CALENDAR YEAR</u>	<u>COUNTY POPULATION</u>	<u>PER CAPITA INCOME</u>	<u>MEDIAN AGE</u>	<u>UNEMPLOYMENT RATE</u>
2009	348,046	38,199	36.0	5.3%
2008	342,973	\$36,097	36.0	4.5%
2007	331,917	32,088	36.0	5.2%
2006	329,482	32,973	36.2	5.0%
2005	324,224	34,712	35.5	4.7%
2004	321,014	32,817	35.3	4.4%
2003	316,611	30,837	34.5	4.2%
2002	312,365	30,251	33.9	3.8%
2001	309,969	29,746	31.9	3.2%
2000	319,921	27,895	31.8	3.0%

NOTE: This information was obtained from the Charleston Metro Chamber of Commerce.

Principal Taxpayers

<u>NAME</u>	<u>ASSESSED VALUE</u>	<u>BUSINESS</u>
S.C. Electric & Gas	\$37,950,400	Electric and Gas Utility
BellSouth	19,096,780	Telecommunications
Mead/Westvaco	15,246,957	Paper and Chemicals
Kiawah Real Estate Company	7,581,360	Real Estate
Berkeley Electric Co-op	5,490, 940	Electric and Gas Utility
Charleston Place LLC	5,380,080	Hotels and Convention Center
Cellco	5,343,430	Telecommunications
North Charleston Joint Venture II	4,897,680	Retail
Cummins Engine	4,554, 020	Engine Fabrication
IMI Mt. Pleasant	4,048,260	Retail

NOTE: This information was provided by the Charleston County Auditor's and Treasurer's Offices.

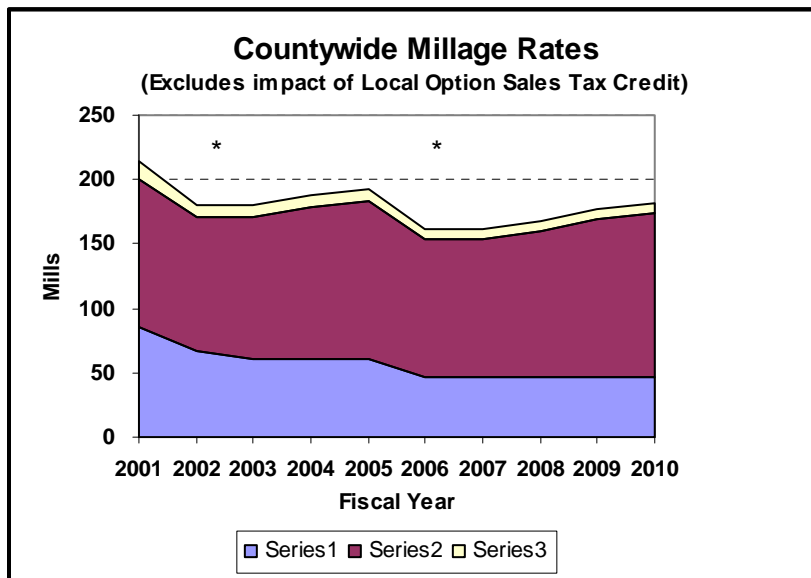
Statistics

Charleston County

Employment by Sector 2008

<u>EMPLOYER</u>	<u>NUMBER OF EMPLOYEES</u>	<u>RANK</u>	<u>TOTAL COUNTY EMPLOYMENT</u>
Medical University of South Carolina (MUSC)	7,528	1	4.67%
Charleston Air Force Base	6,971	2	4.32%
Charleston County School District	5,321	3	3.18%
Roper St. Francis Healthcare	3,800	4	2.36%
JEM Restaurant Group	3,000	5	1.86%
Charleston County	2,150	6	1.33%
Trident Medical Center (Trident Health System)	2,000	7	1.24%
Piggly Wiggly Carolina Co. Inc.	1,891	8	1.17%
Force Protection, Inc.	1,800	9	1.12%
City of Charleston	1,700	10	1.05%

NOTE: This information was obtained from the Charleston Metro Chamber of Commerce.



Fiscal Year	County	School	Other	Total
2001	85.8	115.2	12.9	213.9
2002	66.8	103.4	9.8	180.0
2003	61.2	109.7	9.3	180.2
2004	61.2	117.2	9.3	187.7
2005	61.2	121.4	9.3	191.9
2006	46.8	106.9	7.6	161.3
2007	46.8	106.4	7.6	160.8
2008	46.8	113.6	7.6	168.0
2009	46.8	122.6	7.6	177.0
2010	46.8	126.6	7.6	181.0

* Reassessment

Other includes the Charleston County Park and Recreation Commission and Trident Technical College.

Budget Process

Charleston County

Charleston County's Budget Process is divided into five phases: Planning, Development, Approval, Compliance Monitoring, and External Audit. See page M-7 for a chart of the budget process.

PLANNING

The budget process begins in October of each year when the Budget Office develops a Budget Preparation Manual that provides specific guidelines as well as computations and projection methodologies. The Manual also includes the Administrator's letter of guidance for the preparation of the budget. A workshop is held in October to discuss the Manual and gives detailed instructions and guidance to budget preparers. Budget calls for departments that provide services to other departments are issued in November.

DEVELOPMENT

The departments prepare their overall requests and submit them to the Budget Office starting in late January. Acting on preliminary recommendations resulting from the Budget Office's review and analysis, the County Administrator finalizes his proposed budget in April.

APPROVAL

The Finance Committee, which includes all members of County Council, reviews the proposed budget through a series of meetings in April and May; County Council makes adjustments as deemed necessary. The Approved Budget for the upcoming fiscal year is adopted in early June. South Carolina law requires three separate readings (votes) of the budget ordinance. South Carolina law now limits any millage increase to the growth in the Consumer Price Index (CPI) and the percentage change in the population of the County. An increase above this limit must meet specific reasons as listed in the law, can exist only until that specific problem/reason is resolved, and requires a two-thirds vote of Council to approve.

Citizen involvement is provided through a public hearing to solicit constituent input. A public notice of this hearing is printed in local newspapers.

COMPLIANCE MONITORING

During the fiscal year, the Budget Office prepares monthly status reports which are provided to Council and provides ongoing departmental reviews.

FIRST QUARTER REVIEW

After the first quarter of the year, the Budget and Finance Offices conduct a review of revenues, expenditures, and transfers.

MID-YEAR REVIEW

During February of each year, a mid-year review is conducted by the Budget and Finance Offices and presented to the Finance Committee. At that time, adjustments to the budget may be made as Council deems necessary.

Budget Process

Charleston County

THIRD QUARTER REVIEW

In April, the Budget and Finance Offices perform a third quarter review. This review is the basis for the projection of ending fund balances for the current year. The projection is then incorporated into the available funding for the following budget year.

EXTERNAL AUDIT

From July through December, the County's financial records for the year ended are audited by an external auditor. The external audit allows for independent verification of the activity the County recorded in its records.

BUDGET TRANSFERS AND AMENDMENTS

If budget transfers are necessary, the department director may transfer funds that are less than \$10,000 within the "Personnel," "Operating," or "Capital" categories. In addition, the County Administrator (or his designated representative) may approve budget transfers that exceed \$10,000, that are between the categories in an organizational unit or that are between organizational units. If revisions require a change to the total disbursements in the General Fund, Council may consider supplemental appropriations, which require three separate readings of an ordinance and a public hearing. By resolution, Council may also generate transfers from Council's contingency to organizational units. These budget transfer guidelines are specified in Section 17 of the County Budget Ordinance.

In all instances, grant funds are not included in the Council Approved budget. To provide for the receipt of grant funds, Section 19 of the County Budget Ordinance authorizes the necessary Special Revenue Funds, Capital Projects Funds, and Proprietary Funds to be created to provide a mechanism for the expenditures of these monies. Grant funds must be approved by Council, generally at the time of application, before any monies can be expended.

BUDGET BASIS

Except as noted below, the basis of budgeting is the same as the basis of accounting. The County budgets for Governmental Funds using the flow of current financial resource measurement focus and the modified accrual basis of accounting. The flow of current financial resource measurement focus includes only current assets and liabilities; long-term assets and liabilities are reported separately. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they are "measurable" and "available"). "Measurable" means that the amount of the transaction can be determined, and "available" means that the amount is collectible within the current period or soon enough thereafter to pay liabilities of the current period. The County considers property tax revenues to be available if collected within 60 days after year end; the County considers other revenues to be available if collected within one year after year end. Expenditures are recorded when the liability is incurred except for certain compensated absences, claims, and judgments that are recorded when the obligations are expected to be liquidated with current financial resources.

The County budgets for Proprietary Funds using the flow of economic resources measurement focus and the accrual basis of accounting. The economic resources measurement focus includes current and long-term assets and liabilities. Under the accrual basis of accounting, revenues are recorded when earned, and expenses are recorded when liabilities are incurred.

Budget Process

Charleston County

The County departs from the above basis of accounting for budgeting capital expenses, principal payments for debt service, and depreciation. To better manage spending, capital items and principal payments for debt service are budgeted as expenses. Depreciation expense is not budgeted, since it affects the Invested in Capital Asset portion of fund balance rather than spendable fund balance.

BALANCED BUDGET

The County's budgets are balanced budgets. A balanced budget means that disbursements (expenditures and transfers out) are not planned unless there are available resources from revenues, transfers in, and/or fund balance. The operating budgets are not balanced by borrowing funds and obligating future resources. (See the Glossary on pages M-30 to M-35 for definitions of disbursements, expenditures, transfers in/out, revenues, and beginning fund balance.)

LONG RANGE CAPITAL PLANNING (5 YEAR CIP)

The Facilities Planning Committee consists of members from the Facilities Management and the Budget Departments, along with the Assistant Administrator for Finance and the Assistant Administrator for General Services. This committee annually prepares and updates the five-year Capital Improvements Program (CIP). The CIP specifies those capital improvements and construction projects which are scheduled for development over the next five years in order to maintain or enhance the County's capital assets and delivery of services. The CIP was expanded to include Environmental Management in Fiscal Year 2006.

The Capital Improvements Program also identifies the facility operating and maintenance costs and the staffing costs. Funding for the staffing, operating, and maintenance requirements is included in the operating budgets where applicable. In addition, the CIP describes financing mechanisms for those projects.

The primary type of operating expenditure included in the budget relating to the CIP is funding to cover debt service payments for general obligation bonds or other types of debt required to fund specific CIP projects. The Debt section provides detailed information on debt management.

The County Administrator reviews the Facilities Planning Committee's prioritized list of proposed capital improvement projects, operational impacts of those projects, and funding sources during the review of the operating budget. The final five-year CIP is presented to Council during budget deliberations. County Council adopts the five-year CIP along with the County's annual operating budgets in June.

Budget Process

Charleston County

Budget Calendar

October - December
Planning

Budget Department conducts Budget Workshop/Departments submit information for the Capital Improvement Program (5 year projection)

Departments submit requests to Program Managers for employee, vehicle, data processing, facility and other internal service needs

January - April
Development

Administrator develops Proposed Budget

Departments submit budgets to Budget Office

Budget Office compiles and reviews requests for recommendations to the Administrator

Administrator finalizes budget

May - June
Approval

Council reviews and adopts Budget

- Council reviews budget
- Two readings of the budget ordinance

Council holds a public hearing for citizen participation

Council adopts budget with 3rd reading of ordinance

July

Fiscal Year begins July 1st

July - June
Compliance Monitoring

Budget monitoring

Monthly reports and quarterly reviews

Mid-year and 3rd quarter projections of ending fund balances

Budget Transfers

Budget Amendments

the following **July - Dec**
External Audit

Independent Audit for compliance with Council's Approved Budget

Ordinance

Charleston County

CHARLESTON COUNTY ORDINANCE NO. 1646

TO PROVIDE FOR THE LEVY OF TAXES FOR CORPORATE PURPOSES OF CHARLESTON COUNTY FOR THE FISCAL YEAR BEGINNING JULY 1, 2010 AND ENDING JUNE 30, 2011, HEREINAFTER REFERRED TO AS FISCAL YEAR 2011; TO MAKE APPROPRIATIONS FROM THE GENERAL FUND AND OTHER FUNDS OF SAID COUNTY FOR SUCH PURPOSES; AND TO FURTHER PROVIDE FOR THE LEVY OF TAXES FOR CORPORATE PURPOSES OF CHARLESTON COUNTY INCLUDING THE AWENDAW CONSOLIDATED FIRE DISTRICT, EAST COOPER FIRE DISTRICT, NORTHERN CHARLESTON COUNTY FIRE DISTRICT, WEST ST. ANDREW'S FIRE DISTRICT, AND TRIDENT TECHNICAL COLLEGE FOR FISCAL YEAR 2011; TO PROVIDE FOR APPROPRIATIONS FROM SUCH SPECIAL FUNDS CREATED FOR THE PURPOSES OF THE AWENDAW CONSOLIDATED FIRE DISTRICT, EAST COOPER FIRE DISTRICT, NORTHERN CHARLESTON COUNTY FIRE DISTRICT, WEST ST. ANDREW'S FIRE DISTRICT, AND TRIDENT TECHNICAL COLLEGE IN ORDER TO SUPPLY THE NECESSARY FUNCTIONS OF SAID UNITS; TO PROVIDE FOR BUDGET CONTROL OF SAID APPROPRIATIONS BY THE COUNTY COUNCIL AND THE COUNTY ADMINISTRATOR; TO MAKE PROVISIONS FOR THE FISCAL AFFAIRS OF SAID COUNTY; AND TO PROVIDE FOR THE ISSUANCE OF TAX ANTICIPATION NOTES IN AN AMOUNT UP TO \$25,000,000 FOR CHARLESTON COUNTY AND UP TO \$200,000 FOR AWENDAW CONSOLIDATED FIRE DISTRICT.

BE IT ORDAINED by the County Council of Charleston County:

SECTION 1: As set by County Council, the Charleston County Auditor shall levy in the year 2010 and the Charleston County Treasurer shall collect 40.2 mills for General Fund Purposes and 6.6 mills for the Debt Service Fund.

Proceeds of the levy upon all taxable property in Charleston County shall be collected by the Charleston County Treasurer as provided by law for the collection of County ad valorem taxes, the proceeds thereof to be placed in the appropriate funds of the said County together with all revenues and income accruing to the County of Charleston during the Fiscal Year 2011, and regardless of sources, shall be paid out from time to time by the said County Treasurer in accordance with the provisions of this ordinance and other appropriation ordinances hereafter passed by the County Council of Charleston, except as follows: 1. welfare funds received by the Charleston County Department of Social Services from the State of South Carolina or the United States; and 2. Proprietary and Special Revenue Funds shall accrue to the benefit of those funds and shall not be deposited in the General Fund of the County of Charleston, except as provided for in SECTION 14 of this ordinance.

SECTION 2: There is hereby appropriated from the General, Proprietary, Special Revenue, and Capital Projects Funds referred to in SECTION 1 hereof the following amounts of money for the following respective corporate purposes of Charleston County for and during the period beginning July 1, 2010, and ending June 30, 2011, to wit:

Organization Units:	General Fund	Debt Service Fund	Proprietary Funds	Special Revenue Funds
COUNCIL AGENCIES				
County Council	\$ 1,089,582	\$ -	\$ -	\$ -
Accommodations Tax - Local	-	-	-	8,320,981
Accommodations Tax - State	-	-	-	19,000
Internal Auditor	211,887	-	-	-
Legal	1,020,690	-	-	17,200
Nondepartmental Personnel	(847,500)	-	-	-
Nondepartmental Operating	(300,595)	27,154,153	-	-
State Agencies	329,859	-	-	-
ELECTED OFFICIALS				
Auditor	1,968,183	-	-	-
Clerk of Court	3,353,451	-	-	621,973
Coroner	1,043,010	-	-	-
Legislative Delegation	178,207	-	-	-
Probate Courts	1,963,221	-	-	-
Register of Mesne Conveyance	1,822,881	-	-	-
Sheriff	56,068,293	-	-	996,835
Solicitor	4,983,594	-	-	1,841,680
Treasurer	1,596,685	-	-	-
APPOINTED OFFICIALS				
Elections and Voter Registration	1,411,953	-	-	-
Library	13,674,355	-	-	-
Master-In-Equity	568,283	-	-	-
Public Defender	-	-	-	4,415,829
Veterans Affairs	278,560	-	-	-
ADMINISTRATOR				
Administrator	861,020	-	-	-
Consolidated Dispatch	5,305,294	-	1,495,000	-
Economic Development	-	-	-	1,277,416
Environmental Management	-	-	25,021,526	-
Grants Administration	1,931,924	-	-	45,246
Human Resources	1,491,323	-	22,768,000	-
DEPUTY COUNTY				
Deputy County Administrator	21,355	-	-	-
Procurement	857,950	-	1,800,000	-
Public Works: Administration	610,159	-	-	-
Public Works: Civil Engineering	1,125,933	-	-	-
Public Works: Field Operations	5,512,371	-	-	-
Public Works: Mosquito Control	1,658,462	-	-	-
Public Works: Stormwater Drainage	-	-	-	1,848,500
Transportation Development	359,684	-	-	-

Organization Units:	General Fund	Debt Service Fund	Proprietary Funds	Special Revenue Funds
ASSISTANT ADMINISTRATOR				
Assistant Administrator Finance	\$ 460,424	\$ -	\$ -	\$ -
Assessor	3,539,457	-	-	-
Budget	666,244	-	-	-
Finance	1,024,911	-	-	-
Revenue Collections	1,141,905	-	2,019,525	-
ASSISTANT ADMIN GENERAL				
Assistant Administrator General	345,959	-	-	-
Building Inspections	1,371,412	-	-	-
Capital Projects & Facilities	12,567,518	-	-	-
Internal Services	-	-	14,945,392	-
Magistrates' Courts	4,572,326	-	-	95,072
Technology Services	8,928,184	-	4,631,048	-
Zoning/Planning	1,504,484	-	-	-
ASSISTANT ADMIN HUMAN SERVICES				
Assistant Administrator Human	459,215	-	-	-
Department of Alcohol & Other Drug Abuse Services	-	-	10,198,957	-
Emergency Management	618,135	-	-	255,121
Emergency Medical Services	9,933,329	-	-	-
Safety & Risk Management	2,014,038	-	4,471,635	-
INTERFUND TRANSFERS OUT	<u>9,686,452</u>	<u>1,007,157</u>	<u>179,690</u>	<u>507,795</u>
TOTAL	<u>\$ 168,984,067</u>	<u>\$ 28,161,310</u>	<u>\$ 87,530,773</u>	<u>\$ 20,262,648</u>

SECTION 3: Unless covered by SECTION 14 of this ordinance, all of the foregoing appropriations are maximum and conditional, and are subject to reduction by action of County Council in the event that the County's revenues accruing to its General, Proprietary, Special Revenue, and Capital Projects Funds, as provided in SECTION 1 hereof, shall fail to be sufficient to pay the same, to the end that the cost of operation of the County government shall remain at all times within its income.

SECTION 4: The Charleston County Auditor is hereby authorized and directed to levy 29.1 mills in the year 2010 on all of the taxable property in the area located within Charleston County known as the Awendaw Consolidated Fire District to be deposited in the Awendaw Consolidated Fire District Special Revenue Fund. Proceeds of the levy upon all taxable property located within the Awendaw Consolidated Fire District shall be collected by the Charleston County Treasurer as provided by the law for the collection of County ad valorem taxes, the proceeds thereof to be placed in separate fund to be held and administered by the County Treasurer, including all monies collected, earned, donated, proceeds of the tax anticipation borrowing or otherwise accruing from the operation of the Awendaw Consolidated Fire District. Such funds shall be paid out from time to time by the County Treasurer in accordance with the provisions of this ordinance and other ordinances hereafter passed by the County Council of Charleston County.

SECTION 5: There is hereby appropriated \$1,728,791 from the funds referred to in SECTION 4 hereof and from such other funds as may be generated by the Awendaw Consolidated Fire District for the corporate purposes of the District for and during the period beginning July 1, 2010, and ending June 30, 2011. The foregoing appropriation is for the operation of a Special Revenue Fund and is subject to the expenditure limitations embodied in SECTION 14 of this ordinance.

SECTION 6: The Charleston County Auditor is hereby authorized and directed to levy 18.2 mills in the year 2010 on all of the taxable property in the area located within Charleston County known as the East Cooper Fire District to be deposited in the East Cooper Fire District Special Revenue Fund. Proceeds of the levy upon all taxable property in the area located within Charleston County known as the East Cooper Fire District shall be collected by the Charleston County Treasurer as provided by law for the collection of County ad valorem taxes, the proceeds thereof to be placed in a separate fund to be held and administered by the County Treasurer, including all monies collected, earned, donated, or otherwise accruing from the operation of the East Cooper Fire District. Such funds shall be paid out from time to time by the County Treasurer in accordance with the provisions of this ordinance and other ordinances hereafter passed by the County Council of Charleston County.

SECTION 7: There is hereby appropriated \$145,000 from the funds referred to in SECTION 6 hereof and from such other funds as may be generated by the East Cooper Fire District for the corporate purposes of the District for and during the period beginning July 1, 2010, and ending June 30, 2011. The foregoing appropriation is for the operation of a Special Revenue Fund and is subject to the expenditure limitations embodied in SECTION 14 of this ordinance.

SECTION 8: The Charleston County Auditor is hereby authorized and directed to levy 12.0 mills in the year 2010 on all of the taxable property in the area located within Charleston County known as the Northern Charleston County Fire District to be deposited in the Northern Charleston County Fire District Special Revenue Fund. Proceeds of the levy upon all taxable property in the area located within Charleston County known as the Northern Charleston County Fire District shall be collected by the Charleston County Treasurer as provided by law for the collection of County ad valorem taxes, the proceeds thereof to be placed in a separate fund to be held and administered by the County Treasurer, including all monies collected, earned, donated, or otherwise accruing from the operation of the Northern Charleston County Fire District. Such funds shall be paid out from time to time by the County Treasurer in accordance with the provisions of this ordinance and other ordinances hereafter passed by the County Council of Charleston County.

SECTION 9: There is hereby appropriated \$202,600 from the funds referred to in SECTION 8 hereof and from such other funds as may be generated by the Northern Charleston County Fire District for the corporate purposes of the District for and during the period beginning July 1, 2010, and ending June 30, 2011. The foregoing appropriation is for the operation of a Special Revenue Fund and is subject to the expenditure limitations embodied in SECTION 14 of this ordinance.

SECTION 10: The Charleston County Auditor is hereby authorized and directed to levy 5.2 mills (3.1 mills for baseline operations and 2.1 mills to eliminate the Fiscal Year 2010 deficit) in the year 2010 on all of the taxable property in the area located within Charleston County known as the West St. Andrew's Fire District to be deposited in the West St. Andrew's Fire District Special Revenue Fund. Proceeds of the levy upon all taxable property in the area located within Charleston County known as the West St. Andrew's Fire District shall be collected by the Charleston County Treasurer as provided by law for the collection of County ad valorem taxes, the proceeds thereof to be placed in a separate fund to be held and administered by the County Treasurer, including all monies collected, earned, donated, or otherwise accruing from the operation of the West St. Andrew's Fire District. Such funds shall be paid out from time to time by the County Treasurer in accordance with the provisions of this ordinance and other ordinances hereafter passed by the County Council of Charleston County.

SECTION 11: There is hereby appropriated \$8,000 from the funds referred to in SECTION 10 hereof and from such other funds as may be generated by the West St. Andrew's Fire District for the corporate purposes of the District for and during the period beginning July 1, 2010, and ending June 30, 2011. The foregoing appropriation is for the operation of a Special Revenue Fund and is subject to the expenditure limitations embodied in SECTION 14 of this ordinance.

SECTION 12: The Charleston County Auditor is hereby authorized and directed to levy 2.0 mills in the year 2010 on all taxable property in Charleston County to be deposited in the Trident Technical College Special Revenue Fund. Proceeds of the levy upon all taxable property shall be collected by the Charleston County Treasurer as provided by law for the collection of County ad valorem taxes, the proceeds thereof to be placed in a separate fund to be held and administered by the County Treasurer. Such funds shall be paid out from time to time by the County Treasurer in accordance with the provisions of this ordinance and other ordinances hereafter passed by the County Council of Charleston County.

SECTION 13: There is hereby appropriated \$5,700,000 from the funds referred to in SECTION 12 hereof and from such other funds as may be generated by the Trident Technical College for the corporate purposes of the College for and during the period beginning July 1, 2010, and ending June 30, 2011. The foregoing appropriation is for the operation of a Special Revenue Fund and is subject to the expenditure limitations embodied in SECTION 14 of this ordinance.

SECTION 14: The Charleston County Approved Operating Budget, with the detail and the provisos as so stated in the Charleston County Budget Detail FY 2011 document, hereby incorporated by reference as part of this Ordinance as fully as if set forth verbatim herein, is hereby adopted as the detailed Budget for Charleston County.

The Charleston County Approved Operating Budget and the Charleston County Solid Waste Recycling and Disposal Fee Ordinance for Fiscal Year 2010-2011 also provides for a twenty-five dollar credit against all annual solid waste disposal user fee accounts to be applied as a one-time credit against all annual solid waste disposal user fee bills generated pursuant to the Solid Waste Recycling and Disposal fee as provided in Charleston County Ordinance for Fiscal Year 2010-2011 thereby reducing Solid Waste revenues by \$3,500,000.

SECTION 15: Anticipated revenues accruing to all Proprietary and Special Revenue Funds are stated in this Budget Ordinance. Should actual funding sources for any such fund be less than projected, the Administrator shall reduce budgeted expenditures attributable to said fund. Should actual funding sources be greater than projected in this Ordinance, the Administrator may revise budgeted expenditures or direct the increase to be held for future years= expenditures.

SECTION 16: All monies properly encumbered as of June 30, 2010, shall be added to the applicable organizational unit's budget for Fiscal Year 2011. These encumbered monies may be expended only as set forth in their encumbrance except as authorized by the Administrator. Unencumbered appropriations shall remain in the respective funds as unrestricted reserves whose subsequent appropriation shall be determined by Ordinance.

SECTION 17: All monies designated by Council as of June 30, 2010, shall be added to the applicable organizational unit's budget for Fiscal Year 2011. These designated monies may be expended only as set forth in their authorization by Council. Unencumbered appropriations shall remain in the respective funds as unrestricted reserves whose subsequent appropriation shall be determined by Ordinance.

SECTION 18: For the purpose of paying in cash for the foregoing and all other general ordinary County expenses for Fiscal Year 2011 as authorized by this ordinance or by any other appropriation ordinance hereafter passed in and for said fiscal year, the County Treasurer for the said County of Charleston is hereby authorized and directed to use such cash as may from time to time be on hand or in the process of collection, and to borrow from time to time as may be necessary on his official note or notes, or other evidence or evidences of indebtedness in anticipation of the collection of the taxes herein levied, provided that all loans made from private persons, firms, or corporations shall be made only after three days' notice by advertising once in some newspaper in the County of Charleston and on the best terms possible, a sum or sums not exceeding in the aggregate \$25,000,000, for the use of the County of Charleston and a sum not exceeding in the aggregate \$200,000 for the use of the Awendaw Consolidated Fire District and the sum or sums so borrowed for the operation of the County of Charleston shall constitute a valid and prior claim against the said taxes herein levied and against the County of Charleston and the sum or sums so borrowed for the operation of the Awendaw Consolidated Fire District shall constitute a valid and prior claim only against the said taxes herein levied for the use of the Awendaw Consolidated Fire District; provided further that the said County Treasurer shall be authorized in his discretion to make any such loans from special fund or funds, including sinking funds, in his hands as County Treasurer, repayment of which shall be secured in the same manner as if made from private persons, firms, or corporations as aforesaid; and provided further that if the net interest cost is less than eight (8) percent, the Chairman is authorized to award the loan to the bidder or bidders offering to purchase the notes at the lowest net interest cost to the County (calculated by computing the total dollar interest cost from the date of issuance to the date of maturity and deducting there from the amount of the premium offered if any, over and above the premium amount).

SECTION 19: Organization units are bound to the appropriated expenditures as defined in SECTION 2 and delineated in the Approved Budget Narrative FY 2011 document as "major expenditure categories" i.e., (1) personnel; (2) operating; and (3) capital.

For "State Agencies" and "Outside Agencies" the organizational budgets are bound by subaccount.

The County Administrator, or his designated representative, is hereby authorized to effect transfers between major expenditure categories within an organizational unit. The County Administrator is authorized to transfer funds between organizational units. The County Administrator is also authorized to further restrict budget transfers within major expenditure categories.

By resolution Council may affect transfers from Council's contingency to organizational units.

By amendment to this ordinance, Council may adjust appropriation transactions affecting fund totals, other than those authorized elsewhere within this ordinance.

SECTION 20: In order that Council may be assured that monies appropriated to the agencies funded in "County Council" and "Local Accommodations Tax" in SECTION 2 of this Ordinance are properly expended for a public purpose, the above agencies receiving monies shall supply all documents and information required in the County policy for funding outside agencies, adopted August 22, 2006, as may be amended from time to time.

SECTION 21:

(a) Monies received from governmental grants shall accrue only to Special Revenue, Capital Projects, and Proprietary Funds as set forth in this Budget Ordinance. Should grant funds be applied for or received after the beginning of the budget year and thereby not be stated in this Budget Ordinance, then, by passage of Council's resolution authorizing the grant application and expenditures, the necessary Special Revenue, Capital Projects, and Proprietary Funds shall be created to provide a mechanism for the expenditures of these monies.

(b) Funds derived from the sale of real property shall be placed in the Capital Proceeds Capital Projects Fund, and these funds shall be expended only for capital outlays after specific resolution of Council.

SECTION 22: A Rainy Day Fund is established to provide emergency funds for use in the event of a major calamity. This fund will be maintained at no less than four percent of General Fund disbursements. Expenditures from this fund shall be authorized by amending this Budget Ordinance.

At June 30, 2011, if the total revenue for General Fund purposes generated by current and delinquent ad valorem taxes and Local Option Sales Tax revenue is greater than \$113,886,000, then the first \$500,000 of excess shall be placed in Charleston County=s Rainy Day Fund.

SECTION 23: Contracts necessary to expend monies appropriated in this budget when not specifically permitted by the Charleston County Procurement Code are hereby authorized and said contracts shall be approved by a Resolution of County Council. Awards of bids on capital items, when less than the amount specified in the Charleston County Approved Operating Budget, are hereby authorized and shall be purchased in accordance with the provisions of the Charleston County Procurement Code.

SECTION 24: The salaries or compensation shall be determined and paid in accordance with the provisions of the Personnel Policies and Procedures adopted by County Council. Travel and expense allowances shall be paid only upon proper documentation as prescribed by the County Administrator. The per diem rates adopted by the State of South Carolina and the mileage reimbursement rates adopted by the Internal Revenue Service shall apply.

SECTION 25: The classification and grades of all positions shown in the Charleston County Approved Operating Budget are only provisional and are subject to audit by the Human Resources Department to determine the appropriate grade and classification. All salary changes shall take effect on the first day of the first full payroll of Fiscal Year 2011, July 2, 2010.

SECTION 26: The County Administrator, or his designated representative, is hereby authorized to transfer positions (Full Time Equivalents - FTEs) among organizational units and fund types.

SECTION 27: If any provision of this ordinance or its applications to any circumstance is held by a court of competent jurisdiction to be invalid for any reason, this holding shall not affect other provisions or applications of this ordinance which can be given effect without the invalid provision or application, and to this end, the provisions of this ordinance are declared by Council to be severable.

SECTION 28: This ordinance shall take effect following approval of third reading.

First Reading: May 18, 2010
Second Reading: June 1, 2010
Third Reading: June 15, 2010

Financial Systems

Charleston County

The Assistant Administrator for Finance is responsible for providing many County financial services, including budgeting, financial accounting and reporting, payroll, accounts payable disbursement, and special financial policy analyses for County management. These functions are performed by the Budget and Finance Departments. In addition, the Treasurer, an elected position, is responsible for cash receipts, debt management, and cash and investment management.

The County utilizes a computerized financial accounting system (IFAS – Integrated Fund Accounting System) which incorporates a system of internal accounting controls. The system has been designed to safeguard assets against loss from unauthorized use and to provide reliable financial records for preparing financial statements. The system was implemented during FY 1998 and FY 1999. During FY 2008, the County completed the upgrade of IFAS to the latest version (7.7). In addition, online applicant tracking for the Human Resources Department was implemented in FY 2005. The maintenance and continual upgrade of the County's financial systems remain a priority of the Technology Services Department.

Financial records are maintained according to generally accepted accounting principles (GAAP). Accounting records for governmental fund types and similar trust funds are maintained on a modified accrual basis, with revenues being recorded when available and measurable and expenditures being recorded when services or goods are received and liabilities are incurred. Accounting records for proprietary fund types and similar trust funds are maintained on the accrual basis. The accrual basis recognizes revenues when they are earned and expenses when they are incurred.

The County prepares its audited financial statements in accordance with the financial reporting model required by the Government Accounting Standards Board (GASB) Statement Number 34. This model provides a government-wide perspective which presents the County in its entirety. The main features of this model are the inclusion of infrastructure assets, the depreciation of all assets, and the elimination of interfund transactions to avoid doubling of revenues and expenditures. This model more closely follows corporate accounting to allow the reader to more easily understand the financial status and activity of the County.

The Procurement Department, who serves under the Deputy Administrator, is responsible for procurement.

Financial Policies

Charleston County

Adopted by Council on August 14, 2007

The County's mission is to promote and protect the quality of life in Charleston County by delivering services of value to the community. As part of accomplishing this mission, the County strives to make informed choices about service provisions, while safeguarding the County's resources. The County addresses its responsibility to its citizens through the wise management of finances, which includes adequately funding County services and maintaining public facilities. The County also desires to maintain its strong financial position, while protecting the County's credit rating and preventing default on any debts.

The objectives of these policies are:

1. To provide guidelines for operational and strategic decision making related to financial matters.
2. To assist management and Council by providing accurate and timely information about financial matters.
3. To preserve Council's policy-making ability by ensuring that important policy decisions are not controlled by financial condition.
4. To ensure the proper use of all County funds through a good system of financial security and internal controls.
5. To provide a standard against which the County's fiscal performance can be evaluated.

The County has developed financial policies in the following areas:

1. Operating budget
2. Revenue and expenditures
3. Financial reserve
4. Capital improvements
5. Debt management
6. Investments
7. Accounting, auditing, and financial reporting
8. Procurement
9. Risk management
10. Human resources

Operating Budget Policies

1. The budget process will follow a calendar established by the Administrator.

Financial Policies

Charleston County

2. The budget will:
 - a. Be prepared annually.
 - b. Include operating and capital budgets.
 - c. Be adopted by Council before July 1.
3. The budget will ensure disbursements (expenditures and transfers out) are equal or less than the funding available (revenues, transfers in and fund balance).
4. The basis of budgeting will follow generally accepted accounting principles (GAAP) with the following exceptions:
 - a. For Proprietary Funds, capital items are budgeted to manage spending.
 - b. For Proprietary Funds, depreciation is not budgeted since it does not affect spendable fund balance.
5. The Budget Director will maintain a budgetary control system to ensure adherence to the adopted budget.
6. Where practical, County departments will develop and employ performance measures and/or benchmarks that support the County's mission. Selected performance measures will be included in the budget document.

Revenue and Expenditure Policies

Combined

1. The County will strive to pay for all recurring expenditures with recurring revenues.
2. A five-year forecast will be prepared that includes estimated operating revenues and costs.
 - a. Operating costs of future capital improvements from the capital improvement plan will be included.
 - b. The forecast will be updated on an annual basis.
3. The County will evaluate the need to issue a Tax Anticipation Note:
 - a. If a cash flow analysis indicates expenditures exceed revenues before the majority of tax collections are received.
 - b. If a catastrophic event occurs.

Financial Policies

Charleston County

Revenue Policies

1. The County will strive to maintain a diversified and stable revenue system to aid in sheltering it from the impact of short-term fluctuations in any one revenue source.
 - a. Revenues will be evaluated to determine short-term and long-term stability.
 - b. The Budget Office will develop and maintain a Revenue Manual.
2. Revenue estimates will be based on reasonable expectations and be as realistic as possible.
3. An aggressive policy of collecting revenues will be followed.
4. The County shall aggressively pursue relevant grant opportunities. All potential grants shall be carefully evaluated for:
 - a. Consistency with the County mission.
 - b. Matching requirements, to include both dollar and level-of-effort matches.
 - c. The impact on services due to termination or reduction in grant funding.
5. The County will not solicit donations of any kind from current or prospective vendors.
6. Gifts, donations, and bequests shall be evaluated for their benefit to the County and accepted only by Council approval.
7. Restricted revenue (e.g. grants and gifts) shall only be used for the purpose intended and shall be avoided if the County would be adversely impacted.
8. Interest income will be allocated among the major funds or restricted funds that provided cash to earn the interest income.
9. Except for Proprietary Funds or other restricted funds, the sale of personal property will be deposited into a Non-recurring Expenses Fund for the purpose of replacing or purchasing equipment or funding other projects that are non-recurring.

Expenditure Policies

1. The County will strive to provide sufficient funding for adequate maintenance of equipment and facilities at a level that protects capital investment and minimizes future maintenance and replacement costs.
2. An indirect cost plan will be conducted annually. Indirect costs will be reimbursed to the General Fund by the Enterprise Funds and other non-General Funds as appropriate.

Financial Policies

Charleston County

3. General Fund transfers to other funds shall be defined as payments to support specific programs or services. Transfer amounts not expended by the other funds may revert to the General Fund's fund balance at the end of the fiscal year subject to annual review.
4. When a fund is closed, all assets of the fund shall revert to the General Fund unless contrary to applicable Federal, State or local regulations.

Financial Reserve Policies

1. At the end of each fiscal year, the County will strive to maintain a minimum unreserved, undesignated fund balance in the General Fund between 1½ and 2 months of the subsequent year's General Fund disbursements. If the County falls below the minimum level, the Administrator will submit a plan to Council to restore fund balance to the minimum level.
2. The County will review the fund balance in other funds for adequacy on an annual basis
3. The County will maintain a Rainy Day fund to provide emergency funds for use in the event of a major calamity. The County will strive to maintain this fund at no less than four percent of General Fund disbursements. The Administrator will submit a plan to restore the fund to the minimum level.
4. Should there be an excess unreserved, undesignated fund balance the excess may be used to fund one-time capital expenditures or other one-time costs.

Capital Improvement Policies

1. A five-year Capital Improvement Plan shall be developed and updated annually. This plan shall contain all capital improvements from all funds and agencies of County government. Each item submitted for the Capital Improvement Plan shall include a summary of the proposed project, cost estimates including future operating costs, a time schedule and potential funding sources.
 - a. A committee will be formed by the Administrator to develop the plan to be proposed to Council.
 - b. The County will maintain an inventory of all real property owned by the County that includes an assessment of the condition of the property.
 - c. A high priority shall be placed on replacement of facilities before they deteriorate to the point of becoming hazardous, incur high maintenance costs, negatively affect property values, and/or no longer functionally serve their intended purposes.
 - d. Council will approve the Capital Improvement Plan.

Financial Policies

Charleston County

2. Council will approve the use of funds for the Capital Improvement Plan.
 - a. Should funds remain after the completion of a project, the Administrator will propose a plan to Council to reprogram the funds.
 - b. Except for Proprietary Funds or other restricted funds, should the County receive proceeds from the sale of real property, the funds will be used for capital improvements or the reduction of debt related to capital improvements.
3. The County shall strive to maintain and replace existing infrastructure (i.e. roads and bridges) as needed.
4. When constructing capital improvements, the County shall follow all appropriate standard and codes, shall follow best construction practices, and shall minimize construction costs; while assuring an appropriate useful life and acceptable maintenance costs.

Debt Management Policies

1. The County shall only use long-term debt for capital projects or equipment.
 - a. When current revenues are not sufficient to use pay-as-you-go funding.
 - b. When the useful life of the project or equipment equals or exceeds the term of financing.
2. Debt financing shall not be considered appropriate for current operating expenditures or any recurring purpose.
3. A five-year Debt Management Plan shall be developed annually.
 - a. This plan shall contain all outstanding debt from all funds.
 - b. The plan shall provide for the issuance of new debt at reasonable intervals.
 - c. The plan shall show the impact on the ad valorem tax rate. The plan will strive to avoid erratic fluctuations in the ad valorem tax rate.
4. In accordance with Article X of the South Carolina Constitution, the County's General Obligation debt will not exceed eight percent of the assessed value of all taxable property within the county, except as authorized through referendum.
5. The County will maintain an adequate cushion in its constitutional debt limit margin referenced in item 4 above.
6. At the end of each fiscal year, the County will designate a portion of the Debt Service Fund's fund balance equal to the pro-rata share of debt service payments to be made in the next fiscal year.

Financial Policies

Charleston County

7. The County will employ municipal finance professionals to assist in developing a bond issuance strategy, preparing bond documents, and marketing bonds to investors.
8. The County will select a method of sale that is the most appropriate in light of the financial market, transaction-specific conditions, County-related conditions, and in accordance with State law.
9. Bonds issued by the County shall not exceed a repayment period of 25 years, and the terms must be in compliance with applicable tax law requirements governing tax exempt financing.
10. Where advantageous, the County will use special assessment, revenue, other self-supporting bonds, or other financing instruments instead of General Obligation Bonds.
11. Prior to the issuance of new General Obligation (GO) debt, consideration shall be given to forecasted tax rate requirements, ratio of net GO debt to assessed taxable value, net GO debt per capita, and debt service payments to General Fund operating budget.
12. Debt structures that result in significant “back loading” of debt will be avoided.
13. Capital leases may be considered:
 - a. When the useful life equals or exceeds the length of the lease.
 - b. When the cost benefit analysis is more favorable than purchasing.
14. The Chief Financial Officer (CFO) will maintain good communication with bond rating agencies.
 - a. The CFO will provide periodic updates on the County’s financial condition.
 - b. Required disclosure on every financial report and bond prospectus will be followed.
 - c. The County may request ratings prior to the sale of securities from the major rating agencies for municipal bond issues.
15. The County will strive to achieve and maintain the highest credit rating awarded by the municipal bond rating agencies.
16. The Chief Financial Officer shall comply with general financial reporting and certification requirements embodied in bond covenants.

Financial Policies

Charleston County

17. The County may undertake refinancing of outstanding debt:
 - a. When such refinancing allows the County to realize significant debt service savings (net present value savings equal to at least 2.5 percent of the refunded par amount) without lengthening the term of refinanced debt and without increasing debt service in any subsequent year.
 - b. When the public policy benefits outweigh the costs associated with the issuance of new debt and any increase in annual debt service.
 - c. When a restrictive covenant is removed to the benefit of the County.
18. Interest earnings on the proceeds from General Obligation Bond issues and other capital financing sources will be used solely to fund capital projects in the Capital Improvement Plan, debt service, or a reserve for capital contingencies.
19. The Controller, under the direction of the Chief Financial Officer, shall maintain a system of record keeping and reporting to meet the arbitrage rebate compliance requirements for the federal tax code.

Investment Policies

1. The County will comply with the South Carolina Code of Laws regarding investment activities as may be amended from time to time. The State statutes further allow the County to invest in:
 - a. Obligations of the United States and agencies thereof.
 - b. General obligations of the State of South Carolina or any of its political units.
 - c. Savings and Loan Associations to the extent that the same are insured by an agency of the federal government.
 - d. Certificates of deposit where the certificates are collaterally secured by securities of the type described in a and b above held by a third party as escrow agent or custodian, of a market value not less than the amount of the certificates of deposit and repurchase agreements so secured, including interest.
 - e. No load open-end or closed-end portfolios of certain investment companies with issues of the US Government.
 - f. South Carolina Local Government Investment Pool.
2. The investment policies apply to cash related assets which are included within the scope of the County's Comprehensive Annual Financial Report except for those belonging to County's component units.
3. The County Treasurer is authorized by Council to invest County funds. The Treasurer, acting in accordance with this investment policy and exercising due diligence, shall be relieved of personal responsibility for a specific security's credit risk or market price change, provided these deviations are reported immediately and that appropriate action is taken to control adverse developments.

Financial Policies

Charleston County

4. Investments shall be made with judgment and care, considering prevailing circumstances, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. The “prudent investor” rule will be applied in managing the overall portfolio.
5. The County will use interest bearing accounts unless they are prohibited or evaluated and found to be cost ineffective.
6. Agencies will notify the Treasurer when a bank account is opened or closed.
7. The Treasurer will ensure that adequate collateral is maintained on all deposits exceeding Federal Deposit Insurance Corporation (FDIC) coverage.
8. Investment securities purchased by the County will be held in third-party safekeeping by an institution designated as a primary agent and shall be appropriately collateralized.
9. The Treasurer will attempt to match the maturity of investments with anticipated cash flow requirements.

Accounting, Auditing, and Financial Reporting Policies

1. The County’s accounting system shall be maintained in such a way so as to conform to generally accepted accounting principles established by the Governmental Accounting Standards Board with the objective of obtaining an unqualified opinion from the County’s independent auditor.
2. The County’s accounting system shall be maintained in such a way so as to conform with the following characteristics:
 - a. Reliability
 - b. Accuracy
 - c. Consistency
 - d. Readability
 - e. Timeliness
 - f. Responsiveness
 - g. Conformity with all legal requirements
3. County will maintain an inventory of personal property.
4. The County will develop and maintain an appropriate system of internal controls over its financial resources. An Internal Auditor position that reports to Council will review the County’s internal controls.

Financial Policies

Charleston County

5. Operational (program) audits will be performed as deemed necessary by the Administrator.
6. The County will develop and maintain an emergency plan to assure the continuity of the County's financial operations.
7. Budget to actual reports will be prepared by the Budget Office and provided to Council on a monthly basis for all major funds (defined as annual budgets greater than \$500,000). Corrective action by the Administrator will be pursued for items projected to exceed budget by the end of the fiscal year.
8. A mid-year review will be performed by the Budget and Controller's Offices based on financial information through December. A report to Council will be made in February.
9. The County shall contract with an independent audit firm to perform an annual audit of the County's financial statements.
10. The County shall annually prepare and publish, within 180 days after the end of the fiscal year, a Comprehensive Annual Financial Report prepared in conformity with generally accepted accounting principles.
11. The Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award shall be pursued annually.
12. The County will annually publish a Citizens Guide which summarizes the County's budget.

Procurement Policies

1. The Procurement Department will provide for the fair and equitable treatment of all persons involved in public purchasing by the County, to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of quality and integrity.
2. The County shall follow a procurement ordinance which shall be reviewed on a regular basis.

Risk Management Policies

1. The Risk Manager will strive to protect the County against the financial consequences of accidental losses which are catastrophic in nature and to preserve County assets and service capabilities from destruction or depletion.
2. The Risk Manager will minimize the costs of risk management activities.

Financial Policies

Charleston County

3. The Risk Manager will provide a safe environment to the extent possible for the County's employees and citizens.

Human Resources Policies

1. The Administrator will review the organization structure at regular intervals to assure that the County is responsive to current conditions and that services are delivered in the most efficient manner.
2. The County will provide adequate funding to stabilize the County employment force and minimize uncertainty about the continuity of services.
 - a. A compensation study should be conducted every five years to evaluate the competitiveness of County salaries.
 - b. A compensation philosophy should be followed that adjusts salaries based on the results of the compensation study and that allows for annual adjustments.
3. Long-term costs of salary or benefit changes shall be estimated and fully disclosed to Council before approval and implementation.

Glossary

Charleston County

Accrual Basis of Accounting - Method of accounting where revenues are recorded when earned (regardless of when cash is received), and expenses are recorded when liabilities are incurred (regardless of when payment is made). This method is used for the County's Proprietary Funds.

Adopt - In the context of this budget book, the process by which Council approves the budget through a public hearing and three readings of an ordinance.

Ad Valorem Tax - A property tax computed as a percentage of the property's assessed value.

Appraised Value - A property's appraised value is an approximation of fair market value as determined by the Assessor's Office (real property) or the Auditor's Office (motor vehicle and personal property).

Appropriation – Funds set aside by a formal action of County Council for approved purposes.

Assessed Value - A property's assessed value is the taxable value of a property based on a percentage of appraised value. The percentage for an owner-occupied residence is 4 percent; commercial property is 6 percent; a commercial motor vehicle is 10.5 percent; and a personal motor vehicle is 6 percent.

Available - In the context of this budget book, the total of the beginning fund balance, annual revenues, and transfers in which can be used to support disbursements.

Beginning Fund Balance - Unexpended funds from the previous fiscal year. A use of beginning fund balance reflects the amount budgeted from unreserved fund balance to finance expenditures during the current fiscal year.

Bond - A written promise to pay a specified borrowed sum of money (principal) at a specified date or dates in the future, together with periodic interest at a specified rate. See also General Obligation Bond and Revenue Bond.

Bond Anticipation Note (BAN) - A financial instrument used to provide cash flow until bond proceeds are received. A BAN is usually payable within twelve months of issue.

Budget - A financial plan of operation which includes estimates of expenditures and revenues for a given period. It provides a basis for planning, controlling, and evaluating the County's activities.

Budget Transfer – This is a budgetary transaction which can increase or decrease the adopted line item appropriations within a budget.

C Funds - State-shared revenue driven by a formula based upon the sale of gasoline in the County. These revenues are earmarked for the improvement of State and local roads.

Capital Expenditures (Expenses) - Major objects of expenditure which covers three types of purchases. These purchases include vehicles and equipment (per unit cost of more than \$5,000); land and all land improvements (all, regardless of cost); and depreciable land improvements, buildings and building improvements, and infrastructure (per unit cost of more than \$100,000).

Glossary

Charleston County

Capital Project - A major improvement or acquisition of equipment or property.

Capital Projects Funds - Funds established to account for the acquisition of fixed assets or the construction of major capital projects not financed by Enterprise or Internal Service funds.

Certificate of Participation (COP) - A contractual arrangement that permits a government to acquire a capital asset by yearly lease payments appropriated in the government's annual budget. Failure to appropriate money for payment of the lease in any year terminates the contract.

Community Development Block Grants (CDBG) - These grants originate with the U.S. Department of Housing and Urban Development and are passed through the State to the County. These grants focus on improving housing and neighborhoods of lower-income individuals and communities.

Contingency - An appropriation of funds held in reserve to cover unbudgeted events that occur during the fiscal year, such as State or federal mandates, shortfalls in revenues, or unanticipated expenditures.

Cost of Living Adjustment (COLA) - A pay increase which adjusts the salary schedule for most employee classes and is usually based upon increases in the Consumer Price Index.

Debt Service Fund - Fund established to account for the payment of general long-term debt not financed by Enterprise Funds.

Department (Dept.) - The primary organizational unit within the County. Each department performs a specific function.

Department of Alcohol and Other Drug Abuse Services (DAODAS) - One of the County's departments and an Enterprise Fund operating under the name Charleston Center.

Depreciation - The periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary type funds, such as Enterprise and Internal Service Funds.

Designations - The portions of fund balance established by County ordinance or Council directive for specific purposes (i.e., Rainy Day or equipment reserve).

Disbursements - In the context of this budget book, the total of expenses/expenditures and transfers out.

Division - A subdivision of a department, a division is a unit or organization in the County with a more specific set of work responsibilities.

E-Government - A means of conducting government transactions electronically.

Efficiency Measures - Performance measures that quantify the relationship between input and output measures.

Glossary

Charleston County

Emergency 911 (E911) - This program is funded with fees charged to countywide telephone subscribers for the availability of the Emergency 911 system. It is one of the County's Enterprise Funds.

Encumbrances - Commitments made to vendors which involve goods that have not been received or services that have not been completed at year end. Encumbrances are a reservation of fund balance since they are legally obligated.

Ending Fund Balance - Unexpended funds at the end of the fiscal year. The ending fund balance increases when sources exceed disbursements or decreases when disbursements exceed sources.

Enterprise Funds - Funds established to account for those operations that are financed and operated in a manner similar to private business or where the County has decided that the determination of revenues earned, costs incurred, and/or net income is necessary for management accountability.

Expenditures - Reductions in financial resources or an increase in claims (liabilities) at the end of the period that will be paid using current financial resources. The General Fund, Special Revenue Funds, Capital Projects Funds, and Debt Service Fund recognize expenditures rather than expenses because these funds utilize the modified accrual basis of accounting.

Expenses - Outflows or other using up of assets or incurring of liabilities during a period resulting from carrying out the County's ongoing operations. The Enterprise Funds and Internal Service Funds recognize expenses because these funds utilize the accrual basis of accounting.

Fiscal Year (FY) - The twelve-month period to which the annual budget applies. The County's fiscal year begins July 1 and ends June 30. The year is represented by the date on which it ends (e.g., July 1, 2010 to June 30, 2011 will be Fiscal Year 2011).

Fringe Benefits - Terminology for benefits paid or matched by the County on behalf of employees. These benefits include mandatory payroll taxes (FICA, Unemployment, and Worker's Compensation), South Carolina Retirement System contributions, and contributions for health, dental, and life insurance.

Full-time Equivalent (FTE) - A value expressing a percentage of time and of funds related to a permanent position authorized by County Council through annual appropriations. For example: 1.00 FTE would represent a position that works the department's declared full-time work schedule; 0.50 FTE would represent a position that works half of the department's full-time work schedule.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The County maintains the minimum number of funds consistent with legal and managerial requirements.

Fund Balance - Reflects the cumulative total over time of revenues in excess of expenses in any established fund.

Glossary

Charleston County

General Fund - The primary operating fund of the County government. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

General Obligation Bond (GOB) - A written promise to repay a stated sum of money (principal) at a specified date or dates in the future, together with periodic interest at a specified rate. This type of bond is backed by the full faith and credit of the County.

Generally Accepted Accounting Principles (GAAP) - The common set of authoritative standards and procedures adopted by the accounting profession. GAAP requires the use of accrual accounting, where revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Goals - Goals are statements of outcomes for departments or divisions that directly link to the County's strategic goals.

Governmental Accounting Standards Board (GASB) - Established to set standards of financial accounting and reporting for state and local governmental entities.

Government Finance Officers' Association (GFOA) - The professional association for public finance professionals. The GFOA develops the criteria for professional management of governmental financial resources.

Governmental Funds - The governmental funds account for general governmental activities. The governmental funds include the General Fund, the Debt Service Fund, the Special Revenue Funds, and the Capital Projects Funds.

Grants - Projects subsidized either partially or wholly through the Federal government, State government or other outside funding source with specific guidelines and reporting requirements.

Homestead Exemption - The first \$50,000 of the value of an owner-occupied residence is tax exempt for all legal residents of South Carolina that have resided in the State for at least one year on or before December 31 of the year prior to exemption and who are 65 years old, disabled, blind, or have an eligible spouse.

Infrastructure - Basic public investments such as streets, storm drainage, water and sewer lines, streetlights, and sidewalks.

Input Measures – Performance measures that represent the resources available to provide services or the level of service or the number of activities/items the department is expected to service.

Interfund Transfer - A financial transaction in which money is moved from one fund (transfer out) to another (transfer in). This results in the recording of a disbursement and a source.

Intergovernmental - Existing or occurring between two or more governments or levels of government.

Glossary

Charleston County

Internal Service Funds - Funds established to account for operations that provide services to other departments or agencies within the County or to other governments on a cost reimbursement basis.

Invested in Capital Assets - The portion of fund balance in Proprietary Funds that accumulates capital expenses less the related depreciation.

Line Item - A specific expenditure category such as office supplies within a departmental budget. Line items are further grouped into major objects of expenditure (i.e., personnel, operating, or capital).

Local Option Sales Tax (LOST) - An additional one percent sales tax levied in Charleston County on top of the State's sales tax and the County's Transportation Sales Tax. By State law, approximately three-fourths of the receipts must be used to reduce property taxes through property tax credits.

Mandate - A requirement by a higher level of government, i.e. the State or federal government, to provide a service or to perform a function.

Mill - One one-thousandth of a dollar of assessed property value.

Millage Rate - The number of mills necessary to generate a specific amount of ad valorem taxes based on the assessed property value.

Modified Accrual Basis of Accounting - Basis of accounting that recognizes revenues when they are available and measurable and that records expenditures when the related fund liability is incurred.

Objectives - Objectives are measurable targets that describe the end results that a service or program is expected to accomplish in a given time period.

Operating Expenditures (Expenses) - A major object of expenditure other than personnel and capital costs. For example, expenditures necessary to maintain facilities, collect revenues, provide services and otherwise carry out the department's goals.

Ordinance (Budget) - Legal document adopted annually by County Council, which appropriates funding for the operating budgets and which establishes the millage rates for these operating budgets.

Outcome Measures - Performance measures that measure the extent to which a service has achieved its goals or objectives, and, as defined, met the needs of its clientele or met commonly accepted professional standards.

Output Measures - Performance measures that measure the number of units produced, services provided, or people served by an agency or its programs.

Glossary

Charleston County

Performance Measures - Performance measures are quantitative or qualitative indicators of the extent to which objectives are being achieved. Four types of performance measures are input measures, output measures, efficiency measures, and outcome measures.

Personnel Expenditures (Expenses) - A major object of expenditure which includes salaries, overtime payments made to County employees, and fringe benefit costs.

Proprietary Funds - The proprietary funds account for activities that operate as a business. The proprietary funds include the Enterprise Funds and the Internal Service Funds.

Rainy Day Funds - These fund are designations of the General Fund or Environmental Management fund balance set aside per County Ordinance. These funds are intended to provide emergency funds in the event of a calamity and are to be maintained at no less than four percent of the current General Fund budget.

Reimbursement - Repayment of actual expenditures/expenses by another department or entity.

Reservations - The portions of fund balance set aside for specific purposes according to generally accepted accounting principles. These monies are used by agencies/organizations outside of County government.

Revenues - Amount received from taxes, fees, permits, licenses, fines, interest, and other governmental entities during the fiscal year.

Revenue Bond - A written promise to pay a specified sum of money (principal) at a specified date or dates in the future, together with periodic interest at a specified rate. This type of bond is backed by the revenue earned from a specific project or service.

Sources - In the context of this budget book, the total of revenues and transfers in.

Special Revenue Funds - Funds established to account for revenue sources that are legally restricted to expenditure for specific purposes (not including expendable trusts or major capital projects).

Tax Anticipation Note (TAN) - A financial instrument used to provide cash flow until current property taxes are received. A TAN is usually repaid within a few months of issue.

Transfer In/Transfer Out - See Interfund Transfer.

Transportation Sales Tax – An additional one half of one percent sales tax levied in Charleston County on top of the State's sales tax and the County's Local Option Sales Tax. The tax is to be collected from May 2005 and will end either after 25 years or whenever \$1.3 billion is collected (whichever occurs first).

Uses - In the context of this budget book, the total of expenditures/expenses, transfers out, and the increase in ending fund balance.

Acronyms

Charleston County

ADA – Americans with Disabilities Act

ADI - Adult Density Index (used for mosquito control)

BCDCOG - Berkeley, Charleston, Dorchester Council of Governments

BEVR - Board of Elections and Voter Registration

CAFR - Comprehensive Annual Financial Report

CAMA - Computer Assisted Mass Appraisal System

CARTA - Charleston Area Regional Transportation Authority

CCDC - Charleston County Detention Center

CCTC - Charleston County Transportation Committee

CDBG - Community Development Block Grant

CDCA – Charleston Defense Contractors Association

CERT - Citizens Emergency Response Team

CIP - Capital Improvement Plan

CPI - Consumer Price Index

COLA - Cost of Living Adjustment

COP - Certificate of Participation

CRS - Community Rating System

DAODAS - Department of Alcohol and Other Drug Abuse Services

DART - Disaster Animal Response Team

DDC - Defensive Driving Class

DHEC - Department of Health and Environmental Control

DSS - Department of Social Services

DUI - Driving Under the Influence (of Alcohol or Drugs)

DUS - Driving Under Suspension

E911 - Emergency 911 Division

EKG - Electrocardiogram

EMS - Emergency Medical Services Department

EOC - Emergency Operations Center

EPCRA - Emergency Planning and Community Right-to-Know Act

EPD - Emergency Preparedness Division

ESF - Emergency Support Functions

ETA - Employment Training Administration

EVRL - Electronic Voter Registration List

FEMA - Federal Emergency Management Administration

FTE - Full-Time Equivalent

FTO - Field Training Officer

FY - Fiscal Year

GAB - Greenbelt Advisory Board

GASB - Governmental Accounting Standards Board

GFOA - Government Finance Officers Association

GIS - Geographic Information System

GOB - General Obligation Bond

GPS - Global Positioning System

Haz Mat - Hazardous Materials Enforcement Division

Acronyms

Charleston County

HMEP - Hazardous Materials Emergency Preparedness
HUD - The U.S. Department of Housing and Urban Development

IFAS - Integrated Fund Accounting System
ISF - Internal Service Fund
IST - In Service Training
ITS - Information Technology Services

JAG - Justice Assistance Grant

LMI - Low to Moderate Income
LOST - Local Option Sales Tax

MIAP - Medically Indigent Assistance Program
MRF - Materials Recovery Facility
MUSC - Medical University of South Carolina

NFPA - National Fire Protection Association
NIDA - National Institute on Drug Abuse
NIIMS - National Interagency Incident Management System
NPDES - National Pollutant Discharge Elimination System

OPEB - Other Post Employment Benefits
OSHA - Occupational Safety and Health Act

PAIRS - Partners in Achieving Independence through Self-Sufficiency
PIER - Public Information, Education, and Relations
PILOT - Payment In Lieu Of Taxes
PM - Preventative Maintenance
PRC - Park and Recreation Commission
PTI - Pretrial Intervention

RMC - Register of Mesne Conveyance
RTMA - Rural Transportation Management Association

SOP - Standard Operating Procedure
SPAWAR - Space and Air Warfare Systems Center
SRO - School Resource Officer

TAB - Transportation Advisory Board
TOSCC - Trident One Stop Career Center

VA - Veterans Affairs

WIA - Workforce Investment Act
WIP - Work In Progress

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