

# Charleston County

## Approved Budget Narrative FY 2012



# **COUNTY OF CHARLESTON SOUTH CAROLINA**



**APPROVED BUDGET FOR FISCAL YEAR 2012**

## **BUDGET NARRATIVE**

### ***COUNTY COUNCIL***

**TEDDIE E. PRYOR, SR., CHAIRMAN  
J. ELLIOTT SUMMEY, VICE CHAIRMAN  
COLLEEN T. CONDON  
HENRY DARBY  
ANNA B. JOHNSON  
JOSEPH K. QUALEY  
A. VICTOR RAWL  
HERBERT RAVENEL SASS, III  
DICKIE SCHWEERS**

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

**CHARLESTON  
COUNTY  
SOUTH CAROLINA**

## Distinguished Budget Presentation Award

### Budget Office:

Mack Gile, Budget Director  
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Catherine Ksenzak, Auditor II  
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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, 2010, for the 22nd 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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# Letter from the Administrator

Allen O'Neal  
County Administrator



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Citizens of Charleston County:

I am pleased to present to you the Fiscal Year (FY) 2012 Charleston County Operating Budget, as adopted by Charleston County Council on June 16, 2011. The budget maintains critical services, continues sensitivity to the taxpayer, and protects the quality of life that we value in Charleston County. This budget is a continuation of the financially sound practices Charleston County government has established and embraced.

For another year, the County balanced its budget without a millage increase by carefully balancing a mix of cost reductions, organizational efficiencies, and revenue enhancements, while responsibly meeting the needs of citizens, staffing and capital. The FY 2012 budget is balanced and meets the following budget objectives:

- ❖ **Limit financial impact on taxpayer.** As citizens continue to recover from the effects of the lingering national recession, County Council conscientiously sought to maintain a consistent level of taxation for our residents and business. The County's millage, Local Option Sales Tax credit, and the Solid Waste Recycling and Disposal User Fee for FY 2012 remain unchanged.
- ❖ **Protect the County's level of financial security.** The County endeavors to maintain its strong AAA bond rating with Fitch, Moody's and Standard and Poor's. The Rainy Day funds, adopted fund balance policies, and five-year financial forecasts are all signs of solid fiscal management.
- ❖ **Carefully manage existing levels of basic services to the community.** During the FY 2012 budget process, the County strived to provide basic services in the face of increasing demands and declining revenues. Charleston County was able to maintain existing level of services in FY 2012 by streamlining and finding efficiencies to lower the cost of providing services to citizens.
- ❖ **Maintain a qualified and highly motivated work force.** The FY 2012 budget is not balanced by any changes to the current compensation and benefit packages. In addition, the County implemented Phase II of 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.

## HIGHLIGHTS

- *No Tax Increase*
- *Maintains AAA Bond Ratings*
- *Maintains Strong Fund Balance and Rainy Day Fund*
- *Maintains Existing Service Levels*
- *No Reductions in Force, Mandatory Furlough or Unpaid Holidays for Employees*

## THE BUDGET IN BRIEF

During the FY 2012 budget process, the staff spent many hours reviewing current service levels and budgets, with an emphasis on increased efficiencies, cost reductions and realigning resources. Due to the uncertainty of today's economic environment at both the national and state level, Charleston County has taken several steps to pare its budgets. The first step used by Charleston County to reduce costs was to utilize "status quo" budgeting. In this process, each department was asked to develop a budget with no additional resources than the previous year's budget, incorporating any increased personnel and/or operating costs and offsetting these by an equal reduction in other departmental costs. In addition, Charleston County reduced the overall number of employees as a result of the voluntary early retirement programs. Although there was a small reduction in revenue and a slight increase in cost in some areas of the budget, the savings that resulted from the "status quo" budget and the reduction in staff helped the County avoid a tax millage increase in FY 2012.

Current revenues and transfers in for all operating funds<sup>1</sup> total \$346.9 million for FY 2012, an increase of \$12.5 million from the previous fiscal year. The largest increase reflects a \$4.6 million increase in the Solid Waste Recycling and Disposal User Fee collected by Environmental Management. During FY 2011, County Council voted to provide a \$25 one-time credit to the Solid Waste User Fee. The increase in Charges and Fees for Environmental Management represents the planned elimination of the one-time credit. In addition, budgeted amounts are up by \$2.6 million for property taxes and \$1.5 million for charges for federal prisoners. Finally, sales tax receipts are anticipated to increase \$2.3 million although State Aid is expected to decline by \$1.5 million.

Expenditures and other uses for all operating funds total \$368.6 million for FY 2012, a \$5.3 million decrease from the previous year. The largest decrease in expenditures reflects a \$15.1 million decrease in transfers out. The decrease is a result of the County's decision to use the unanticipated fund balance from FY 2010 for pay-as-you-go capital items that were previously deferred during the national recession. The decrease to expenditures is slightly offset by additional costs for implementing a more robust recycling program in the County and increased debt service for the Transportation Sales Tax Greenbelt and Roads Programs.

The beginning fund balance for all operating funds for FY 2012 is projected at \$183.5 million. The General Fund's beginning fund balance is \$37.8 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 2012. In addition, a Designated Reserve is maintained according to a County financial policy that would cover two months of disbursements. For FY 2012, \$6.1 million from the General Fund's fund balance is being used for pay-as-you-go capital equipment.

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<sup>1</sup> 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**

Most counties in South Carolina are facing significant budgetary challenges as a result of the national and state economy. Although Charleston County is not immune to the resulting fiscal pressure, the County is positioned to deal with the impact of the recent national recession due to solid fiscal planning, strong financial management and conservative budgeting during the past several years. Even though Charleston County has been able to manage in a fiscally sound manner during the recent economic uncertainties experienced across the world, Charleston County encountered the following policy issue which affected the development of this year's budget. South Carolina State Law requires that counties reassess properties every five years. As a result, the County anticipated a reduction in revenue of over \$2.0 million due to the State's formula for adjusting the tax millage rate. In FY 2011, management began looking at alternatives to manage the impact of the reassessment on the County's revenue. During the budget process, the County implemented a plan to alleviate the negative impacts of the potential reduction. The FY 2012 budget adopted by County Council is based on a before-rollback 1.2 mill increase to maintain the after-rollback millage at the same 40.2 mill level as the previous year. The net impact would not increase the revenue received by the County, but will allow the County to generate the same revenue from property tax for FY 2012.

A local government is only as strong as the surrounding economy, and by that measure Charleston County's economy has not been severely impacted by the national economy. 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 tourism. Management will continue monitoring the local economy and address policy issues associated with political and economic changes on the national and state level of governments.

## **LOOKING AHEAD - CHALLENGES IN FY 2013 AND BEYOND**

Although Charleston County did not face significant challenges in developing the FY 2012 budget, several challenges have been identified for FY 2013 and beyond.

### **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 continue to analyze the best approaches and their costs to improving the overall Environment Management program.

### **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 all of the funding for the projects in the CIP, including funding from the issuance of approximately \$197 million of General Obligation Bonds in FY 2013 for Transportation Sales Tax Roads and Greenbelts projects, the Sheriff Law Enforcement Center, and the Trident Technical College's Nursing Facility. Charleston County expects the impact on the operating funds associated with the Transportation Sales Tax Greenbelt and Roads projects and the Sheriff Law Enforcement Center to be minimal. The Trident Technical College's Nursing Facility will be maintained by the college.

Construction of the Consolidated Dispatch Center to improve the service and efficiency of the Emergency 911 function in the County began in FY 2011. 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 \$7.0 million for personnel and maintenance is anticipated with the majority occurring in FY 2014.

In addition, the County will continue construction of a Radio System Expansion in FY 2012 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 legislators 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. During the 2011 legislative session, State legislators added a three-year look back window for this calculation. 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.

In addition to the changes to the parameters for calculating an increase in local tax millage, the State of South Carolina, facing a budget crisis of its own, cut funding to the municipalities and counties as a means to balance the State's budgets. Continued underperformance in the economy could mean additional reductions in the revenues used to fund state mandated operations for FY 2013.

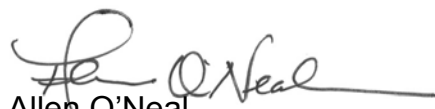
### **Implementation of Projects Related to the Transportation Sales Tax**

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.

### **CONCLUSION**

The FY 2012 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,



Allen O'Neal  
Charleston County Administrator

# Charleston County Mission and Values

## ***Mission***

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



(The Arthur Ravenel Jr. Bridge is a cable-stayed bridge over the Cooper River in Charleston County.)

## ***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.

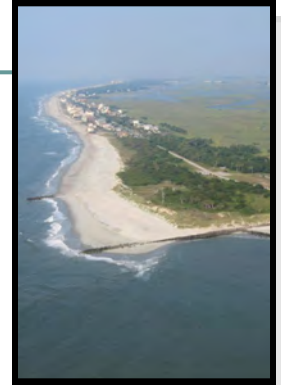


# Charleston County at a Glance

## The Land

Charleston County is located along the southeastern coast of South Carolina. It encompasses approximately 919 square miles of land, marshes, rivers and wetlands with a coastline that stretches nearly 100 miles along the Atlantic Ocean.

Charleston County contains vital protected areas, including the Francis Marion National Forest, Cape Romain National Wildlife Refuge, and ACE Basin National Wildlife Refuge.

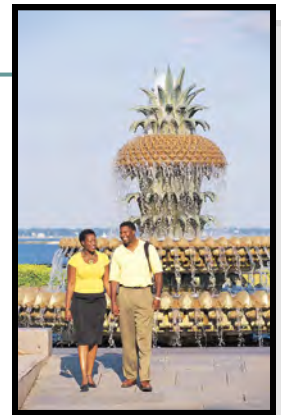


## The People

Charleston County's population has grown 1.3 percent since 2007 to an estimated 2010 population of 355,276, with a median age of 36 (most up to date information available from the federal government). The labor force consists of around 176,000 workers, with a per capita income of approximately \$28,649.

Around 87.3 percent of Charleston County residents have a high school degree or higher level of education, while 36.5 percent hold a bachelor's degree or higher.

*Source: U.S. Census Bureau and U.S. Bureau of Economic Analysis*

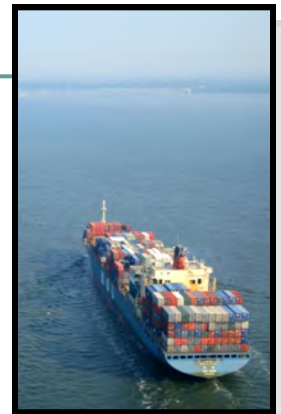


## The Industry

Charleston County has a wide range of industry, including shipping, tourism and manufacturing. Total gross retail sales in the county for calendar year 2009 reached almost \$11 billion.

The top 10 major employers in the County are: the Medical University of South Carolina (MUSC), Charleston Air Force Base, Charleston County School District, Roper St. Francis Healthcare, Boeing, Piggly Wiggly Carolina Co Inc., Charleston County Government, City of Charleston, Trident Health System, and Force Protection Inc.

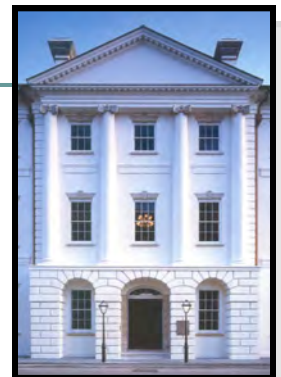
*Source: Charleston Metro Chamber of Commerce, Center for Business Research*



## The Government

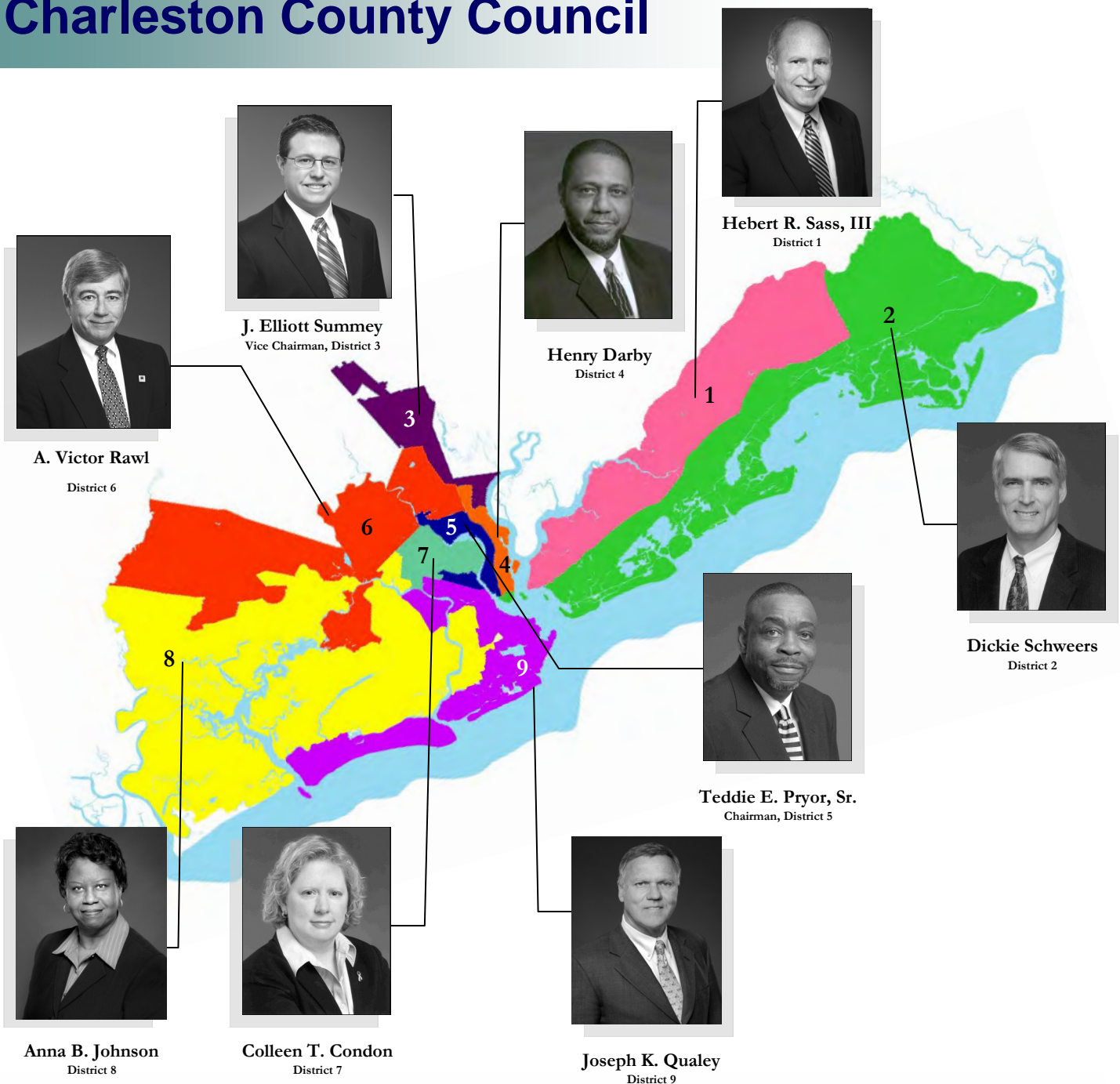
Charleston County Government comprises 45 departments and offices. A full-time staff of 2,293 serves the citizens of Charleston County.

Charleston County also includes the municipalities of the City of Charleston; City of Folly Beach; City of Isle of Palms; City of North Charleston; Town of Awendaw; Town of Hollywood; Town of Kiawah Island; Town of Lincolnville; Town of McClellanville; Town of Meggett; Town of Mount Pleasant; Town of Rockville; Town of Seabrook Island; and Town of Sullivan's Island.





# Charleston County Council



Charleston County Council serves as the legislative, policy-making body of county government through the adoption of ordinances and resolutions. Council members represent nine single-member districts, and each January, the members elect a Chairman and Vice Chairman to represent Council for that calendar year.

Council annually approves budgets for the County's general fund, environmental management fund and several special revenue funds. Council also has budgetary oversight of several special purpose districts that provide services within Charleston County.

Charleston County operates under the Council-Administrator form of government. The Administrator is hired by the Council to serve as the County's Chief Administrative Officer. In addition to carrying out the directives and policies of Council, the Administrator oversees the day-to-day operations of county government.

# Elected Officials



## **Auditor - Peggy Moseley**

The Auditor sets millage rates to satisfy annual budget requirements for Charleston County, including 33 municipalities and other taxing authorities. Her office also calculates and mails tax bills for all real and personal property.



## **Coroner - Rae Wooten**

The Coroner conducts independent investigations of deaths in Charleston County. An investigation's purpose is to determine the cause of death and the circumstances surrounding it.



## **Register of Mesne Conveyance - Charlie Lybrand**

The Register of Mesne Conveyance Office records deeds, mortgages, liens and other documents related to property transactions in Charleston County.



## **Solicitor - Scarlett Wilson**

The Solicitor serves the 9th Circuit Court in Charleston and Berkeley Counties by providing prosecution services to the Court of General Sessions and Family Court.



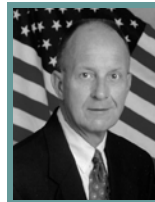
## **Clerk of Court - Julie Armstrong**

The Clerk of Court provides administrative support for civil, criminal and family court. Her office also maintains court dockets and records and receives and disburses child support fees, fines and costs.



## **Probate Court Judge - Judge Irv Condon**

The Probate Court probates estates; handles involuntary commitments for alcohol and drug abuse and/or mental illness; issues marriage licenses; appoints legal guardians; and approves minor and wrongful death settlements.



## **Sheriff - Al Cannon**

The Sheriff's Office provides public safety to the entire county through community programs, court security, law enforcement and detention.



## **Treasurer - Andy Smith**

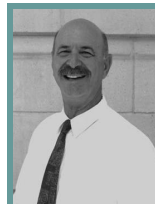
The Treasurer collects real property, personal property, motor vehicle and other taxes and oversees their disbursement to county government, municipalities, schools and special taxing districts in Charleston County.

# Appointed Officials



## **Board of Elections & Voter Registration- Executive Director Marilyn Bowers**

The Board of Elections & Voter Registration conducts elections for all elected positions representing Charleston County residents. The Executive Director is appointed by the Board.



## **Library Board of Directors - Acting Director Cynthia Bledsoe**

The Charleston County Library System maintains 16 branches throughout Charleston County to service over 300,000 library card-holders. The Director is appointed by the Library Board of Trustees.



## **Magistrate Courts - Chief Judge David W. Coker**

Magistrate Courts make traffic and criminal case rulings; issue restraining orders and arrest and search warrants; and handle landlord-tenant disputes. The Chief Magistrate is appointed by the governor.



## **Master-In-Equity - Mikell Scarborough**

The Master-in-Equity facilitates litigation resolution for foreclosure cases and a substantial number of civil, non-jury cases that are assigned by the S.C. Circuit Court. The Master-In-Equity is appointed by the governor.



## **Veterans Affairs - Director Donald Morillo**

The Veterans Affairs (VA) Office assists veterans and their dependents with filing eligibility applications for benefit entitlements from the U.S. Department of Veterans Affairs. The Director is appointed by the Charleston County Legislative Delegation.

# Organizational Chart

## Charleston County, South Carolina Organizational Chart County Departments

Effective 4/04/2011

### ELECTED

Auditor - Puggy Moseley  
Clerk of Court - Julie Armstrong

Coroner - Rae Wooten

Probate Court - Judge Ivy Condon

RMC - Charlie Lybrand

Sheriff - Al Cannon

Solicitor - Scarlett Wilson

Treasurer - Andy Smith

### APPOINTED

Elections/Voter Registration - Joseph Debnay

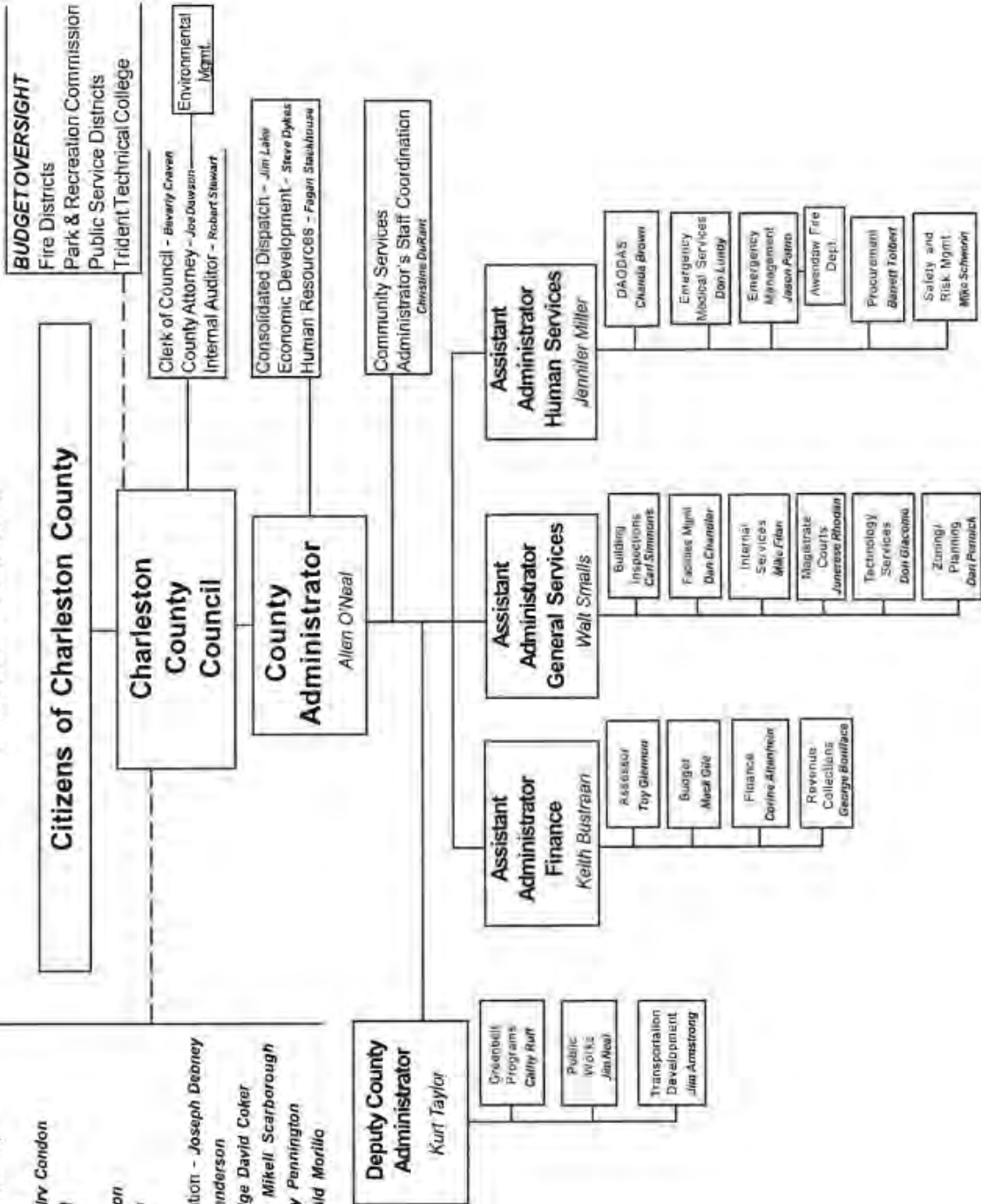
Library Board - Doug Henderson

Magistrate Courts - Judge David Coker

Master-in-Equity-Judge Mikell Scarborough

Public Defender - Ashley Pennington

Veterans Affairs - Donald Morillo





# Charleston County Budget Highlights

## Overview:

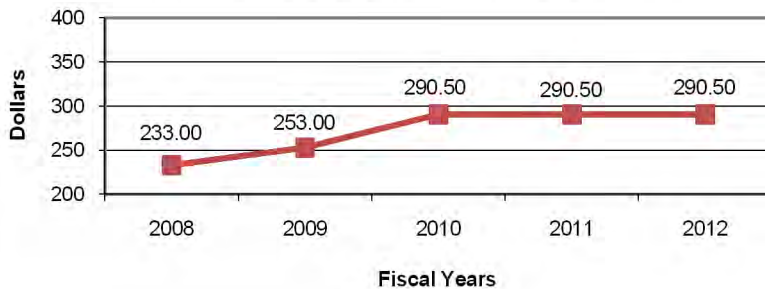
The General Fund operating budget is \$171.1 million, which is down \$5.6 million or 3.2 percent. The FY 2012 Charleston County budget is balanced. The operating millage remains the same at 40.2 mills.

Debt Service millage remains constant at 6.6 mills.

The Local Option Sales Tax (LOST) credit remains constant at \$177.50 for the homeowner whose property is appraised at \$250,000. The LOST credit reduces the amount of taxes owed by a homeowner.

The Solid Waste, Recycling & Disposal Fee remains unchanged at \$99 per residential property. This reflects the removal of a \$25 one-time credit applied against the annual Solid Waste disposal user fee bills in FY 2011.

**County Taxes (includes LOST credit) FY 2008-2012  
(\$250,000 Owner-Occupied Home)**



The graph reflects the tax due on a \$250,000 Owner-Occupied home after the Sales Tax credit for FY 2008 through FY 2012.

The chart illustrates the overall tax and fee bill for a \$250,000 home (four percent assessed property) for FY 2011 and FY 2012.

**County Tax and Fee Bill  
(\$250,000 Owner-Occupied Home)**

	FY 2011	FY 2012
Taxes with LOST credit	\$ 290.50	\$ 290.50
Recycling/Disposal Fee	99.00	99.00
Recycling/Disposal Fee Credit	(25.00)	0.00
<b>Total Tax Bill</b>	<b>\$ 364.50</b>	<b>\$ 389.50</b>

## Projects

### Initiatives/Projects During Fiscal Year 2012

- Begin renovations of the Detention Center Administration Building
- Continue construction of Consolidated Dispatch Center
- Begin renovations of the Law Enforcement Center
- Complete Radio System Expansion Phases I & II



# Charleston County Budget Highlights

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

<u>WITH HOMESTEAD</u>		<u>WITHOUT HOMESTEAD</u>
\$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 2011 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
\$ 295.90	Total Amount Due	\$ 364.50

*\*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.*

# Performance Measures

## Fiscal Year 2011 Notable Results

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

*To* promote pre-literacy and encourage families to come to the library, **Charleston County Public Library** created a new PLAY (Public Libraries and You) initiative with programs held in the evenings and on Saturdays so working families would have the opportunity to visit the library together. Each month, more than 100 PLAY programs were held for children at the library's 16 branch locations.

The library increased its program and events, averaging more than 500 programs every month. Programs included: computer classes, jazz, blues and opera music, puppet shows, book discussions, business counseling, crafts and gaming, movies, story times, crafts, resume and cover letter workshops, legal assistance presentations, and much more.



### New at the Library

- WiFi at all 16 branches
- Small branches have extended hours
- Self-checkout and self-pick up are available at several branches
- PayPal payments



An increase of 50,000 children attended children's programming.

*To* better serve the public, the Charleston County Council Committee and regular meetings were offered on television and live on the Internet through the County's website. The **County Council Department** maintains a DVD collection of past meetings for anyone who does not have a computer. In addition, for real-time emergency information, the public can follow "ChasCountyGov" on Twitter or access the County's **Emergency Management Department** on Facebook.

*The* **Environmental Management Department** in conjunction with the Town of Mt. Pleasant located 70 recycling bins at ten recreational facilities. The department has also partnered with rural fire stations to offer more drop-off locations for recyclable materials. With the additional locations, rural residents can drop off their recycling at locations along major routes without having to drive to one of the eight regular county convenience centers.

*The* **Transportation Sales Tax's** weekly local program, *Charleston County RoadWise*, was launched to discuss the goals, challenges, and successes of the Transportation Sales Tax Program. Viewers are taken to the various project sites, see the progress taking place, and hear from the people responsible for construction. Guests with varied areas of expertise are interviewed each week.

### Future Show Topics

- Completed and ongoing projects
- Citizens' involvement in the construction phase of the projects
- Discussion on traffic issues and how the Transportation Sales Tax Program is helping
- Addressing drainage problems through the Transportation Sales Tax Program

# Performance Measures

## Fiscal Year 2011 Notable Results



*The* **Elections & Voter Registration Office** received federal grant funds from the Help America Vote Act enabling the use of the Curbside Ballot Call Bell System. The system improved the voting process for individuals with disabilities who required curbside voting and reduced the wait time for assistance to voters. Also, improved wheelchair-marked parking spaces, entrance ramps, and entrance rails were offered at more precinct locations.

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

*The* **Charleston County Council** authorized the employment of up to 75 students for a Summer Youth Work Program. The goal is for students to obtain summer employment and explore the various career opportunities that exist within County departments while gaining critical workforce skills. All students were screened in advance, providing them with interview training skills, professional behavior training, and an orientation.



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

*With* the efforts of the **Economic Development Department**, Charleston County celebrated the addition of Southwest Airlines to Charleston International Airport. Southwest is the nation's largest and most profitable low-fare carrier. The airline's arrival is credited with helping lower fares on other carriers and encouraging more passengers to fly through Charleston. Passenger activity increased 21 percent from January-June 2011 compared to January-June 2010.



*Earlier* efforts of the **Economic Development Department** to secure the Boeing production facility in FY 2010 has resulted in Boeing selecting a site for the 787 Dreamliner interiors fabrication facility as part of the company's plan to create an independent production line in Charleston. The venture, called Interiors Responsibility Center South Carolina, will service the plane-maker's 787 Dreamliner plant currently under construction. The building will measure nearly 250,000 square feet.

#### Production Interior Parts for the 787 Dreamliner

- Multiple types of stow bin
- Closets
- Partitions
- Class dividers
- Overhead flight-crew rests
- Overhead sleep areas used by flight crew and attendants

*"The selected location for our new interiors facility will provide us with the continued flexibility we need to leverage our production capability and meet the needs of our 787 customers."*

*Ray Conner*

*Vice President & General Manager of  
Supply Chain Management &  
Operations*



# Performance Measures

## Fiscal Year 2011 Notable Results

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

*Through* the receipt of federal grant funds, **Charleston County** completed the installation of solar panels at the **Detention Center** to save energy costs. Power generated by the solar power system is fed directly into the building power system eliminating the need for an energy storage system. This further reduces the effect on the environment as batteries require replacement and disposal. The system was installed with an estimated savings of \$888,372 over the 30 year life of the solar panels. In the brief time the solar panels have been installed, the amount of carbon dioxide going into the atmosphere has been reduced by 17,710 pounds, which is equivalent to what 1,226 average trees remove from the atmosphere each year. The average production by the solar panel system per day is enough to run six average sized houses per day.



*The* **Emergency Medical Services Department** was named EMS magazine's National Paid EMS Service of the Year. This honor is given to one paid EMS system in the United States each year. The department was chosen based on various criteria that included its innovation in pre-hospital care, program upgrades, the high certification level of its personnel, worker safety and well-being, education and training program, involvement in the medical community, illness and injury prevention project, and public education initiatives. Charleston County EMS was established by County Council in 1973 as the first Countywide EMS service in the State of South Carolina. It serves every municipality in the County.

### Additional Achievements Cited

- Developed an EMS trainee program to improve recruitment and diversity.
- Secured funding for an EKG transmission program.
- Interfaced with a GIS agency and new GPS system to improve response times.
- Developed a student exchange program in which paramedic students from England train in the U.S.
- Created an employee wellness program that provides free comprehensive health screenings to its employees.

*"Charleston County impressed us with the number of programs they have, their involvement in the community and their dedication. They're just an up-and-coming, progressive service."*

*Marie Nordbert  
Associate Editor of EMS*

*The* **Environmental Management Department** received the 2011 Outstanding Composting Program Award for developing and initiating a plan to maximize productivity, expand the operations and materials, and enhance the end product quality of the compost program. This resulted in doubling the County's recycling rate in less than a year. Criteria for the award selection included measurable waste reduction, an education component, full compliance with all applicable federal, state, and local regulators and documented end-use of compost accompanied by laboratory analysis of components.





# Performance Measures

## Fiscal Year 2011 Notable Results

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

*Moving* towards full consolidation, four more dispatch operations were added into the County's **Consolidated 911 Center**. New efficiencies obtained from the consolidation efforts allow a call taker to remain on the line with the caller, gather more information, and provide additional safety at the scene and/or medical instructions while responders are simultaneously being sent by a separate dispatcher. The ability for dispatchers to talk directly to each other as they are handling emergency calls requiring multi-jurisdictional response has already proven to reduce time spent in getting the appropriate responders.



*The* **Environmental Management Department** announced a new effort to increase curbside participation in recycling through a Single-Stream Recycling Residential Pilot Program. Approximately 4,600 homes are participating in the pilot program throughout selected neighborhoods with both low and high recycling participation rates. The process, known as single-stream recycling, commingles paper products with containers of plastics, glass, and steel in a roll-cart. The goal is to encourage non-recyclers to participate in the curbside program and for current participants to recycle even more.

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# Budget User's Guide

## Charleston County

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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) 2009 actual figures; FY 2010 actual figures; FY 2011 adjusted budget figures; and FY 2012 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 2011 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 2012 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 2012 and what are the sources of this funding?"; and "What is the County's total FY 2012 expenditure budget?".

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# Budget User's Guide

## Charleston County

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Each budget narrative is generally divided into four sections: Mission, Department or Division Summary, Funding Adjustments for FY 2012, 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 2012 budget. In addition, the dollar and percentage change from FY 2011 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 2012** 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 2011. 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-21 to A-24.

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 2012 Budget Ordinances; a glossary of terms and concepts; a listing of acronyms; and an index.

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# Performance Measures Guide

## Charleston County

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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.

Fiscal Year 2011 Notable Results for each County Initiative are listed on pages A-21 to A-24. 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.

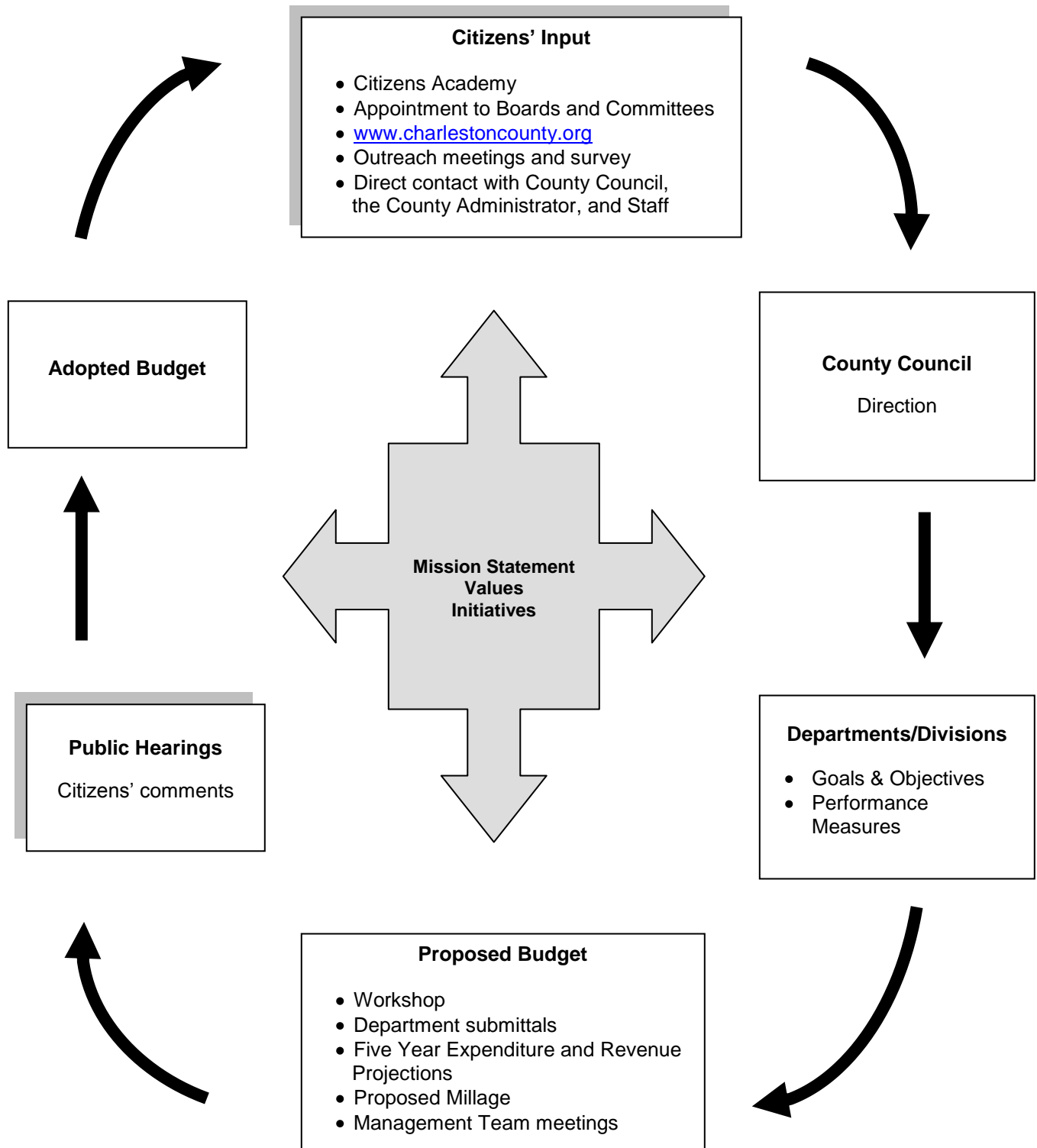
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# Performance Measures Guide

## Charleston County

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### Identifying the Goals of Charleston County



# Description of Funds

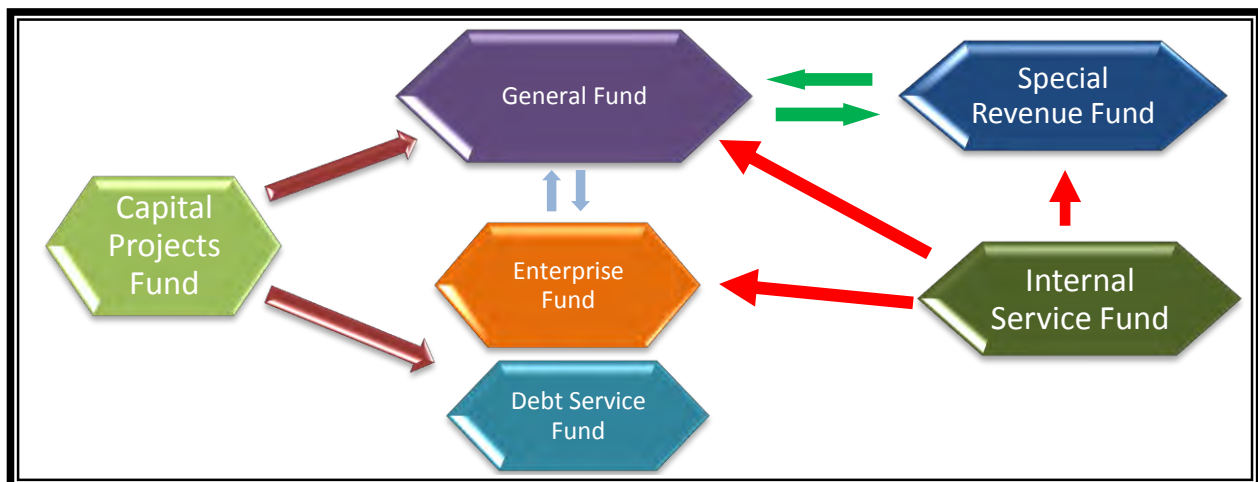
## Charleston County

Charleston County employs fund accounting to maintain its financial records. A fund is an independent fiscal entity with assets, liability, reserves, residual balance, revenues and expenditures for undertaking various activities. The County's funds are divided into government and proprietary fund types, which are defined below.

- **Governmental Funds are used to provide public services.**
  - **General Fund** provides services primarily through tax revenue and is used to account for all financial resources of the government except for those required to be accounted for in another fund.
  - **Debt Service Fund** repays the principal and interest on the County's long-term debt.
  - **Special Revenue Funds** accounts for revenues legally restricted for particular purposes. Often Special Revenue Funds are associated with grants.
  - **Capital Project Funds** are used to acquire equipment and construct facilities.
- **Proprietary Funds are operated similar to private industry (business).**
  - **Enterprise Funds** provide services outside of the County and is supported primarily by service charges.
  - **Internal Service Funds** provide services within the County and is supported primarily by fees to County departments and agencies.

Although each of the above funds can stand alone, there are also on-going financial relationships between governmental and proprietary funds.

- Amounts required for the **Capital Project Fund** are used to determine the funding level for **Debt Service Fund**. Once a capital project is complete, the operating and maintenance associated with the project influence the **General Fund**.
- Services provided by **Internal Service Funds** impact operating costs for the **General Fund**, **Enterprise Funds** and **Special Revenue Funds**.
- **Enterprise Funds** and **Special Revenue Funds** often rely on the **General Fund** for supplemental funding. In addition, the **Enterprise Funds** and **Special Revenue Funds** reimburse the **General Fund** for costs associated with the funds operations.



The table above illustrates the relationships between Governmental and Proprietary Fund.

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# Description of Funds

## Charleston County

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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 : \$368,606,564<sup>1</sup>**

**GOVERNMENTAL FUND TYPES : \$274,600,556<sup>2</sup>**

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

**GENERAL FUND : \$171,081,129**

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 : \$25,953,948**

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

**SPECIAL REVENUE FUNDS : \$77,565,479<sup>2</sup>**

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 : \$94,006,008<sup>3</sup>**

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

**ENTERPRISE FUNDS : \$48,518,055<sup>3</sup>**

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 : \$45,487,953**

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.

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<sup>1</sup> Does not reflect \$1,080,863 in budgeted increases in ending fund balances.

<sup>2</sup> Does not reflect \$263,415 in budgeted increases in ending fund balances of several funds.

<sup>3</sup> Does not reflect \$817,448 in budgeted increase in ending fund balance of Revenue Collections Fund.

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# Description of Funds

## Charleston County

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### **GOVERNMENTAL FUND TYPES**

#### **SPECIAL REVENUE FUNDS : \$77,565,479<sup>4</sup>**

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

#### **Accommodations Tax - Local : \$10,140,890**

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 : \$79,000**

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.

#### **Building Inspections – Project Impact : \$46,297**

This fund accounts for monies received to educate the County's citizens related to addressing natural and man-made hazards of the area.

#### **Clerk of Court - IV-D Child Support Enforcement : \$1,055,000**

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

#### **Economic Development - Multi-County Parks : \$1,240,083**

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 : \$2,338,768**

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 : \$229,360**

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.

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<sup>4</sup> Does not reflect \$263,415 in budgeted increases in ending fund balances of several funds.



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# Description of Funds

## Charleston County

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### **Emergency Management - Northern Charleston County Fire District : \$203,900**

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.

### **Emergency Management - West St. Andrew's Fire District : \$8,000<sup>5</sup>**

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 : \$227,874**

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

### **Public Defender - Berkeley County : \$626,606**

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

### **Public Defender - Charleston County : \$3,821,111**

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

### **Public Works – Stormwater Drainage : \$3,746,043**

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 : \$180,312**

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 : \$489,130<sup>6</sup>**

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 : \$110,000**

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

### **Solicitor - Alcohol Education Program : \$48,373<sup>7</sup>**

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 - Drug Court : \$257,434**

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

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<sup>5</sup> Does not reflect \$1,037 in budgeted increases in ending fund balances of several funds.

<sup>6</sup> Does not reflect \$195,377 in budgeted increase in ending fund balance.

<sup>7</sup> Does not reflect \$44,627 in budgeted increase in ending fund balance.

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# Description of Funds

## Charleston County

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**Solicitor - Estreatment : \$3,500<sup>8</sup>**

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

**Solicitor - Expungement : \$357,028**

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

**Solicitor - Juvenile Education : \$118,126<sup>9</sup>**

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

**Solicitor - Pretrial Intervention : \$451,852**

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 : \$811,776**

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

**Solicitor - Traffic Education Program : \$0<sup>10</sup>**

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 : \$131,402**

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 : \$153,525**

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 : \$7,316,543**

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

**Transportation Sales Tax - Roads : \$29,367,254**

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

**Transportation Sales Tax - Transit : \$7,521,750**

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

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<sup>8</sup> Does not reflect \$500 in budgeted increase in ending fund balance.

<sup>9</sup> Does not reflect \$6,874 in budgeted increase in ending fund balance.

<sup>10</sup> Does not reflect \$15,000 in budgeted increase in ending fund balance.

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# Description of Funds

## Charleston County

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### **Trident Technical College : \$5,739,913**

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 : \$439,629**

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.

### **Zoning/Planning – Tree Fund : \$160,000**

This fund accounts for the collection of fines for improper tree removal to be used for the public beautification through the planting of trees in Charleston County.

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# Description of Funds

## Charleston County

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### **PROPRIETARY FUND TYPES**

#### **ENTERPRISE FUNDS : \$48,518,055<sup>11</sup>**

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 : \$1,685,000**

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) : \$10,255,815**

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 : \$28,557,552<sup>12</sup>**

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 : \$2,557,802**

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

#### **Revenue Collections : \$2,078,459**

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 : \$3,383,427**

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

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<sup>11</sup> Does not reflect \$817,448 in budgeted increase in ending fund balance.

<sup>12</sup> Does not reflect \$817,448 in budgeted increase in ending fund balance.

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# Description of Funds

## Charleston County

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### **INTERNAL SERVICE FUNDS : \$45,487,953**

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 : \$24,305,000**

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 : \$12,869,000**

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 : \$2,038,502**

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 : \$4,627,320**

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 : \$1,648,131**

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

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# Fund Balance Changes

## Charleston County

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Charleston County uses the quantitative criteria established in GASB Statement No. 34 to identify major funds: total assets, liabilities, revenues, or expected expenditures/expenses of that individual fund are at least 10% of the corresponding total for all funds of that category and at least 5% of the corresponding element for all funds combined. The County's major funds per the last completed audit in FY 2010 were as follows:

Governmental	Proprietary (Enterprise)
General Fund	Environmental Management
Debt Service Fund	Parking Garages
Transportation Sales Tax Special Revenue Fund	
G.O.B. Capital Projects Fund *	

\* The FY 2012 operating budget does not include the G.O.B. Capital Projects Fund which is a project length budget.

The **General Fund** is projected to use \$6.1 million or 16% of the \$37.8 million beginning fund balance. The County's financial policies state that additional funds "may be used to fund one-time capital expenditures or other one-time costs." The additional funds are determined after designating two months of the subsequent year's disbursements and the General Fund's share of the Rainy Day Fund. For the FY 2012 budget, \$6.1 million is used for one-time costs and the replacement of equipment which was partially deferred due to the recession.

The **Debt Service Fund** is projected to use \$2.2 million or 12% of the \$19.1 million beginning fund balance. The County's financial policies state that a portion of the "debt service payments to be made in the next fiscal year" will be designated in the Debt Service Fund's fund balance. After considering the restricted funds held by trustees and the designated funds, the excess is used to fund the difference between revenues and expenditures in the FY 2012 budget. The use of fund balance is anticipated to allow debt service millage to remain level until FY 2014.

The operating portion of the **Transportation Sales Tax Special Revenue Fund** is projected to use \$8.4 million or 32% of the \$25.9 million beginning fund balance. The Transportation Sales Tax generated a fund balance in the earlier years of the program when revenues were received while the program's expenditures were still ramping up. During FY 2012, fund balance is being used largely for road projects. The Transportation Sales Tax Special Revenue Fund will continue to use fund balance in the future for road projects.

The **non-major funds** are projected to use \$4.9 million or 14% of the \$34.4 million beginning fund balance. The most significant changes are in the Awendaw Fire Department Special Revenue Fund, the Stormwater Special Revenue Fund and the Department of Alcohol and Other Drug Abuse Services (DAODAS) Enterprise Fund. The Awendaw Fire Department is using \$0.6 million for equipment replacement. Stormwater is similar to the Transportation Sales Tax in that revenues were received while the program's expenditures were ramping up; the Stormwater Fund is largely using fund balance for drainage-related projects. DAODAS is resizing its fund balance and is working to balance its revenues and expenses in the future.

The spreadsheet on pages C4-C5 provides an overall picture of the County's finances including the net increase/decrease in fund balance and the beginning and ending fund balance.

# Budget Analysis

## Charleston County

### OVERVIEW

During the preparation of the Fiscal Year (FY) 2012 budget, the County Administrator provided guidance for assembling an operational budget that included the following items:

- Manage the existing levels of basic services to the community
- Maintain a compensation and benefit package sufficient for attracting and retaining a qualified and highly motivated work force
- Borrow \$197 million for various capital projects
- Eliminate a one-time \$25 credit for all user fee accounts charged the Annual Solid Waste Recycling and Disposal Fee
- Limit the impact of the property reassessment on taxpayers

The budget presented to County Council met these directives.

The FY 2012 Council Approved budget has available funds and disbursements (including budgeted changes in fund balance) for all operating funds which total \$369.7 million and reflect a \$4.5 million or 1.2 percent decrease from the FY 2011 budget. The FY 2012 operating budget is summarized in Figure 1. Additionally, graphs are presented on pages C-2 and C-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 2012 Operating Budget**  
(Expressed in Millions of Dollars)

<u>Description</u>		
Available Funds (Including Beginning Fund Balance)	\$	530.4
Less Budgeted Disbursements		<u>368.6</u>
Invested in Capital Assets	39.5	
Reserved (Obligated) for External Parties	7.3	
Designated Internally for Specific Purpose	85.1	
Unreserved and Undesignated	<u>29.9</u>	
Ending Fund Balance	\$	<u>161.8</u>

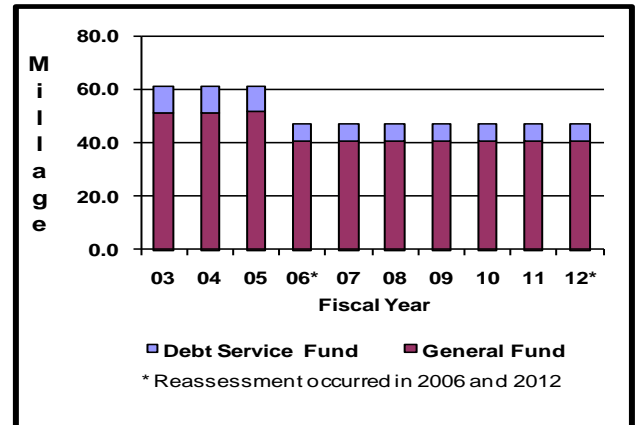
The millage rate for the County is comprised of the General Fund millage and the Debt Service millage. The General Fund millage is anticipated to remain constant for FY 2012 at 40.2 mills, after the adjustment for reassessment. The Debt Service levy, used to pay interest and principal on funds borrowed for capital projects, also is anticipated to remain constant from the FY 2012 rate at 6.6 mills. The combined operating and debt service levy is anticipated to remain unchanged at 46.8 mills.

# Budget Analysis

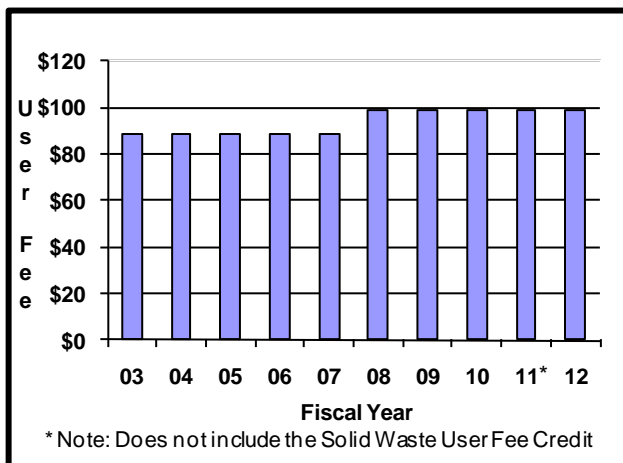
## Charleston County

Figure 2 presents a summary of the County's millage rates for FY 2012 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 2012 is \$177.50 for the \$250,000 homeowner, and remains unchanged from the current tax 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**



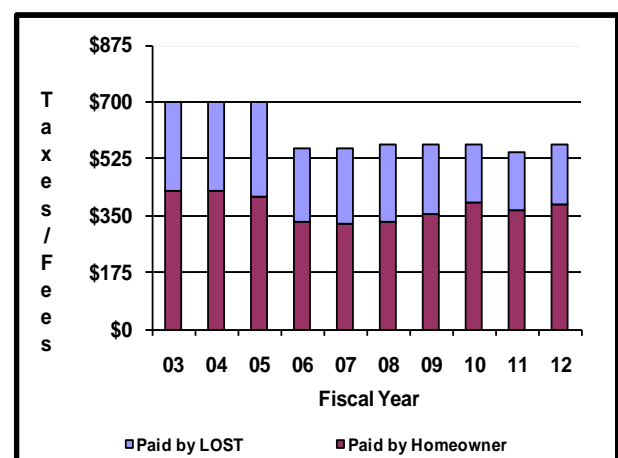
**Figure 3 - Solid Waste User Fee**



The Solid Waste Recycling and Disposal Fee of \$99 for a single-family residence remains unchanged from FY 2011. In FY 2011, user fee accounts charged the Annual Solid Waste Recycling and Disposal Fee received a \$25 one-time credit to be applied to the user fee bill. The one-time credit was not extended into FY 2012. 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 \$382.00 representing a \$25.00 increase from the current tax 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**





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# Budget Analysis

## Charleston County

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There were 10 Full-Time Equivalents (FTEs) reduced in FY 2012, bringing the total number of FTEs employed by Charleston County to 2,293. The major reductions in FTEs resulted from eliminating eight positions due to an early retirement incentive program. In addition, two vacant positions were eliminated to achieve efficiencies and savings.

### GENERAL FUND

#### SUMMARY

The FY 2012 Council approved budgeted disbursements for the General Fund total \$171.1 million, a \$5.6 million or 3.2 percent decrease from the FY 2011 budget. Budgeted funds available for the FY 2012 budget also total \$171.1 million. The General Fund millage is anticipated to be 40.2 mills.

Page C-32 shows a graphical representation of the County's General Fund budget. Page C-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 2012 is \$37.8 million. This fund balance consists of a portion of the "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 2012 General Fund Beginning Balance**  
(Expressed in Thousands of Dollars)

Rainy Day Fund	\$ 2,189
Reserved for Inventory	942
Designated for PAYGO projects in FY 2012	6,130
Designated Reserve of two months operating expenditures	<u>28,517</u>
Total	<u>\$ 37,778</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. 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 \$164.1 million reflect an increase of \$4.2 million or 2.6 percent from FY 2011. 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 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Detention Center: Federal Prisoners	\$2,600	\$4,100	\$1,500	57.7%
Local Option Sales Tax	39,000	40,290	1,290	3.3%
Property Tax Revenue	72,333	73,113	780	1.1%
State Aid to Local Governments	12,180	10,640	(1,540)	-12.6%

The increase of \$1.5 million in the Detention Center: Federal Prisoners revenue reflects the amount of per diem reimbursement from the federal government for “holding” federal prisoners in the recently expanded detention center. The County’s largest revenue sources, the Property Tax and the Local Option Sales Tax, reflect a net increase of \$2.1 million. The net budget increase is due to the County bringing the FY 2012 property tax budget in sync with the amount of tax collected in previous years. The increase in the revenue from the Local Option Sales Tax, which is used to offset the amount property owners pay on their tax bill, reflects improvements in the local economy.

Another change to General Fund revenues is a budgeted decrease of \$1.5 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 2010). However, due to the poor economy, the State Legislature did not use the formula for FY 2010, FY 2011, or FY 2012; and instead, reduced the statewide amount available to local governments by \$50 million each year.

### INTERFUND TRANSFERS IN

Approximately \$0.8 million is transferred to the General Fund from other funds. The transfers are increased \$0.4 million or 94.7 percent over the prior year to reflect additional funds coming from the Revenue Collections department due to savings from the Voluntary Retirement Incentive Program.

### EXPENDITURES

The FY 2012 approved budgeted expenditures for the General Fund total \$160.9 million, which represents an increase of \$0.2 million or 0.1 percent from the FY 2011 budget. Figure 7 shows the significant budget changes in expenditures for FY 2012.

# 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 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Technology Services	\$8,766	\$9,335	\$569	6.5%
Library	13,674	13,323	(351)	-2.6%

The \$0.6 million increase in the Technology Services' operating expenditures represents the County's commitment to maintaining an up-to-date computer system by upgrading Information Technology hardware and software requirements as the technology becomes dated or more advanced systems become available.

The increases in the General Fund are partially offset by a decrease to the County's appropriation to fund Library operations and staffing due to savings from the Voluntary Retirement Incentive Program.

### **INTERFUND TRANSFERS OUT**

Approximately \$10.1 million is transferred from the General Fund to various other funds. The transfers are decreased \$5.8 million or 36.5 percent from the prior year. The decrease is a result of the County's decision to use the unanticipated fund balance from FY 2010 for pay-as-you-go capital equipment in FY 2011.

### **FUND BALANCE**

The County's policy is to use carry-forward to fund one-time expenditures. In FY 2012, Council authorized, in total, the use of \$6.1 million from fund balance for pay-as-you-go capital equipment and other one-time expenditures. In addition, a portion of the fund balance is for contracting a consultant for Consolidated Dispatch.

The FY 2012 ending fund balance is projected to be \$31.6 million. Of this amount, \$28.5 million is designated in an effort to maintain a two month buffer and is in addition to the \$2.2 million Rainy Day Fund for unexpected events.

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# Budget Analysis

## Charleston County

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### DEBT SERVICE FUND

#### SUMMARY

The FY 2012 approved budgeted disbursements for the Debt Service Fund total \$26.0 million which is a \$2.2 million or 7.8 percent decrease from the FY 2011 budget. Budgeted funds available for FY 2011 also total \$26.0 million. The Debt Service Fund millage is anticipated to be 6.6 mills and represents no change from FY 2011.

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

#### REVENUES

Debt Service Fund revenues total \$20.2 million and reflect a \$1.7 million or 8.9 percent increase from FY 2011. The increase is due to a 0.5 mill increase on behalf of Trident Technical College for their nursing facility.

#### INTERFUND TRANSFERS IN

Approximately \$3.5 million is transferred to the Debt Service Fund from other funds. The transfers decreased \$1.4 million as a result of lower expenditures and a corresponding reduction in General Fund support.

#### EXPENDITURES

The FY 2012 budgeted expenditures for the Debt Service Fund total \$25.3 million. This amount is a \$1.9 million or 7.0 percent decrease from FY 2011 and reflects the final payment for the 1995 Certificate of Participation during FY 2011.

#### INTERFUND TRANSFERS OUT

Approximately \$0.7 million is transferred from the Debt Service Fund to proprietary funds for debt service payments.

### SPECIAL REVENUE FUNDS

#### SUMMARY

The FY 2012 approved budgeted disbursements for the Special Revenue Funds total \$77.6 million (including budgeted increases in fund balance), a \$3.1 million or a 3.8 percent decrease from the FY 2011 budget. Budgeted funds available for FY 2012 also total \$77.6 million.

Page C-36 shows a graphical representation of the County's Special Revenue Fund budgets, while pages C-37 to C-69 contain fund statements reflecting numerical summaries of the budgets.

# Budget Analysis

## Charleston County

### REVENUES

The revenues for the Special Revenue Funds total \$62.0 million and reflect a \$0.8 million or 1.4 percent increase from the FY 2011 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 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Transportation Development: Roads Program	\$22,750	\$23,205	\$455	2.0%
Accommodations Tax: Local	9,775	10,065	290	3.0%

The Special Revenue Funds reflect an increase in Transportation Development: Roads Program and Accommodations Tax: Local. The budgeted increases for the two sales tax funded revenues are tied to improvements in the local economy through increased consumer spending and tourism in the area.

### INTERFUND TRANSFERS IN

In total, approximately \$3.1 million is transferred into Special Revenue Funds from various other funds. The overall transfers are increased \$0.2 million from the FY 2011 budget.

### EXPENDITURES

The FY 2012 budgeted expenditures for the Special Revenue Funds total \$63.1 million which is a \$6.5 million or 11.5 percent increase from FY 2011. 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 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Transportation Sales Tax: Roads	\$12,905	\$15,531	\$2,626	20.3%
Public Works: Stormwater Drainage	1,849	3,746	1,897	102.6%

The budgeted increase in Transportation Sales Tax: Roads is due to the anticipated first debt service payment for the bonds to be issued in the summer of 2011. The operating expenditure increase for Public Works: Stormwater Drainage is due to an increase in the budgeted amount for drainage projects.

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# Budget Analysis

## Charleston County

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### INTERFUND TRANSFERS OUT

Approximately \$14.5 million is transferred from the Special Revenue Funds to various other funds. The transfers are decreased \$9.6 million from the FY 2011 budget. The decrease in the interfund transfers out represents the County's decision in FY 2011 to fund Greenbelts projects out of existing funds on a pay-as-you-go basis instead of using debt funding.

### FUND BALANCE

The FY 2012 ending fund balance is projected to be \$23.2 million.

## ENTERPRISE FUNDS

### SUMMARY

The FY 2012 approved budgeted disbursements for the Enterprise Funds total \$48.5 million (including budgeted increases in fund balance). This is a \$4.0 million or 8.9 percent increase from the FY 2011 budget. Funds available for FY 2012 also total \$48.5 million.

Page C-70 displays a graphical representation of the County's Enterprise Funds budgets, while pages C-71 to C-76 contain fund statements reflecting numerical summaries of the budgets.

### REVENUES

Revenues for the Enterprise Funds total \$44.6 million and reflect a \$4.7 million or 11.7 percent increase from the FY 2011 budget. Figure 10 provides information on 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 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Environmental Management	\$24,774	\$29,375	\$4,601	18.6%

The revenue increase in Environmental Management reflects not extending the one-time \$25 credit to the Solid Waste User Fee, which was provided in FY 2011.

### EXPENSES

The FY 2012 budgeted expenses for the Enterprise Funds total \$47.8 million which is an \$3.4 million or 7.7 percent increase from FY 2011. Figure 11 shows the significant budget change in expenditures.

# Budget Analysis

## Charleston County

**Figure 11 - Major Changes in Expenditures for the Enterprise Funds**  
(Expressed in Thousands of Dollars)

<u>Department/Division</u>	<u>FY 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Environmental Management	\$25,040	\$28,558	\$3,518	14.0%

The \$3.5 million increase in Environmental Management reflects an increase in contingency to fund improvements aimed toward helping the County reach the 40% recycling goal established by Council.

### 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 2012 combined ending fund balance is projected to be \$79.3 million.

## INTERNAL SERVICE FUNDS

### SUMMARY

The FY 2012 approved budgeted disbursements for the Internal Service Funds total \$45.5 million, which is a \$1.7 million or 3.8 percent increase from the FY 2011 budget. Funds available for FY 2011 also total \$45.5 million.

Page C-77 shows a graphical representation of the County's Internal Service Funds budgets, while pages C-78 to C-82 contain fund statements reflecting numerical summaries of the budgets.

### REVENUES

Internal Service Funds revenues total \$41.0 million, a \$1.6 million or 4.0 percent increase from the FY 2011. Figure 12 provides information on significant budgeted revenue changes.

# Budget Analysis

## Charleston County

**Figure 12 - Major Changes in Revenues for the Internal Service Funds**  
(Expressed in Thousands of Dollars)

<u>Department/Division</u>	<u>FY 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Human Resources: Employee Benefits	\$23,095	\$23,770	\$675	2.9%
Safety & Risk: Safety/Workers' Compensation	3,472	4,127	655	18.9%

The revenues for the Human Resources: Employee Benefits reflect an increase due to the higher costs of health insurance for the employer and employees. In addition, the revenues include an increase in Safety & Risk: Safety/Worker's Compensation to recover the anticipated cost of the worker's compensation and the safety programs from user departments.

### INTERFUND TRANSFERS IN

Approximately \$3.6 million is transferred to the Internal Service Funds from other funds. The transfer increased \$0.5 million from the FY 2011 budget to reflect a significant increase from other County funds to offset the increased cost for employee benefits.

### EXPENSES

Internal Service Funds expenses total \$45.4 million which is a \$1.6 million or 3.6 percent increase from the FY 2011 budget. Figure 13 shows the significant budget change in expenditures.

**Figure 13 - Major Changes in Expenditures for the Special Revenue Funds**  
(Expressed in Thousands of Dollars)

<u>Department/Division</u>	<u>FY 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Human Resources: Employee Benefits	\$23,389	\$24,305	\$916	3.9%
Internal Services: Fleet Operations	10,462	11,009	547	5.2%

The increase in Human Resources: Employee Benefits reflects the higher costs of various employee insurances as passed through by the State. The increase in Internal Services: Fleet Operations represents increases for costs associated with the ramped-up recycling program in Environmental Management and funding for capital purchases in Fleet Operations. In addition, the increase represents paying off an intra-government loan three years earlier.

### FUND BALANCE

The FY 2012 ending fund balance is projected to be \$10.8 million.



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# Major Revenue Sources

## Charleston County

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The County's revenue policies (pages N-23 to N-24) seek to reduce the impact of governmental cost on the taxpayer, to provide for relatively stable and diversified revenue, and to equate the cost of services to revenue received. The revenue that Charleston County uses to fund its services and programs is generated from a balanced revenue stream, which consists of three main parts: property taxes, sales taxes and other revenue sources.

- Property Taxes
- Sales Taxes
- Intergovernmental
- Fines and Forfeitures
- Leases and Rentals
- Licenses and Permits
- Charges and Fees
- Interest
- Miscellaneous

The major revenue sources for Charleston County account for 75.7% of the \$331.9 million in total revenues.

	<b>FY 2012 Approved</b>	<b>Percentage of Total Revenue</b>
General Fund: Ad Valorem Taxes	\$108,860,000	32.8%
General Fund: Local Option Sales Tax	40,290,000	12.1%
General Fund: Aid to Local Subdivisions	10,640,000	3.2%
Debt Service Fund: Ad Valorem Taxes	18,473,000	5.6%
Special Revenue Fund: Transportation Sales Tax	35,700,000	10.8%
Special Revenue Fund: Accommodations Tax - Local	10,040,000	3.0%
Enterprise Fund: User Fee	27,100,000	8.2%

The following pages include an analysis of major revenue sources approved through the annual budget process, including a trend analysis and explanation of the revenue estimation process for each. This analysis includes revenue sources from the General Fund, Debt Service Fund, Special Revenue Funds and Enterprise Funds.

A detailed schedule of the County's revenues is on page C-6 to C-13.

# Major Revenue Sources

## Charleston County

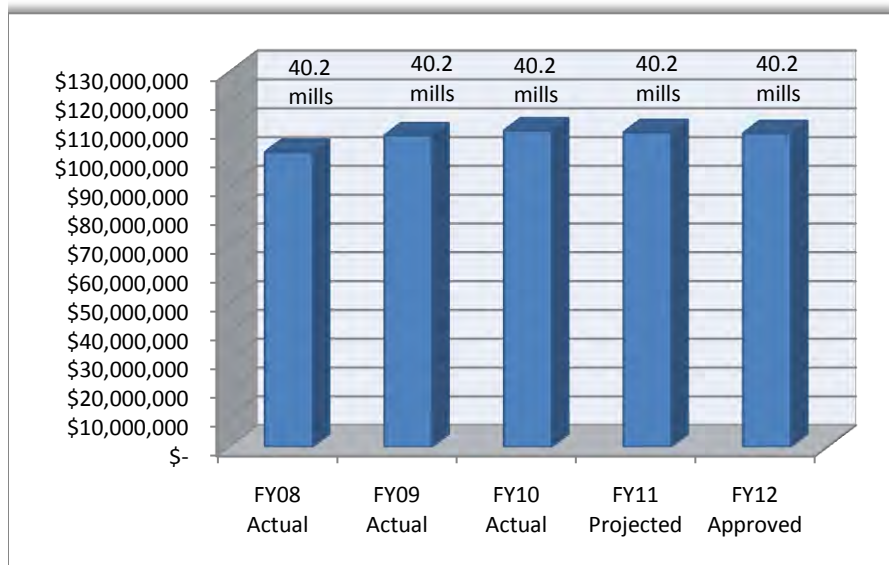
### General Fund Ad Valorem Taxes

#### 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 and FY 2012 due to a decline in motor vehicle replacements. This trend is expected to continue as the national economy has caused a reduction in the purchase of new vehicles.



FY 2008	\$ 102,312,579
FY 2009	108,104,529
FY 2010	109,796,929
FY 2011	109,170,000
FY 2012	108,860,000

#### Revenue Estimate

The tax base for FY 2012 is estimated to decline slightly from the FY 2011 projections due to a decline in motor vehicle replacement.

# Major Revenue Sources

## Charleston County

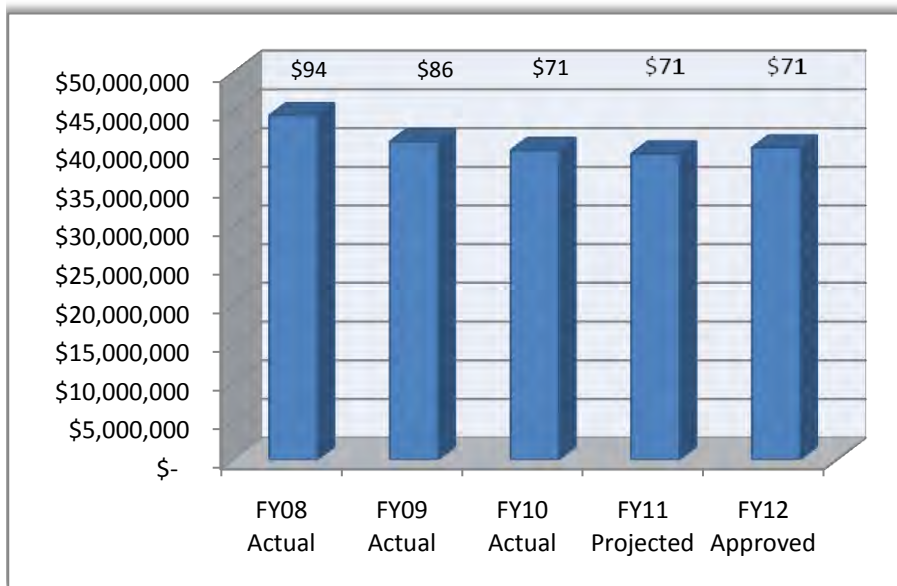
### General Fund Local Option Sales Tax

#### 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 Local Option Sales Tax is directly tied to the level of consumer spending in Charleston County. The revenue from the Local Option Sales Tax showed an increasing trend until the beginning of the recession in FY 2009. The local economy remains stable in FY 2010 and FY 2011 resulting in a consistent revenue trend for those two years. The economy is expected to show slight signs of improvements in FY12 resulting in increased revenue for Local Option Sales Tax revenue.



FY 2008	\$ 44,458,297
FY 2009	41,085,569
FY 2010	39,955,809
FY 2011	39,500,000
FY 2012	40,290,000

#### Revenue Estimate

The budgeted revenues from the Local Option Sales Tax reflect an increase from FY 2011. The revenue for FY 2012 equates to a credit of \$71 per \$100,000 of a home's appraised value.

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# Major Revenue Sources

## Charleston County

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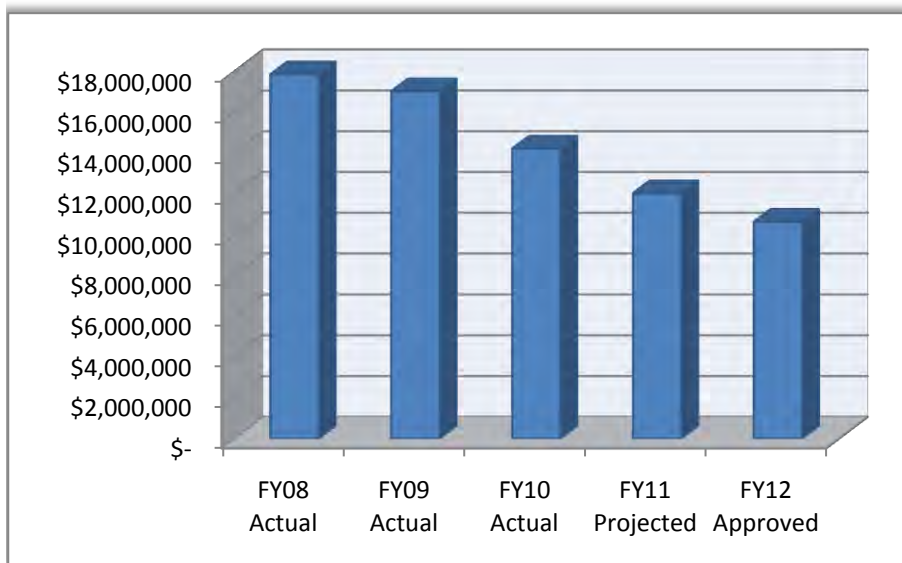
### General Fund Aid to Local Subdivisions

#### 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 a decreasing trend beginning in FY 2009 as the economic downturn began to affect the State's revenue collections and the State's budget. More severe decreases were experienced in FY 2010 and FY 2011 due to the continued effects of the recession and continued state budgetary pressures. Although the State and local economy are beginning to see signs of improvement, the State's budget is not expected to see any improvements in FY 2012. As a result, the Aid to Local Subdivisions revenue is expected to continue a downward trend in FY 2012.



FY 2008	\$ 17,864,865
FY 2009	17,036,681
FY 2010	14,223,422
FY 2011	12,040,000
FY 2012	10,640,000

#### Revenue Estimate

As a result of an economic decline within the State, the budgeted Aid to Local Subdivisions reflects an estimated 12 percent decrease from FY 2011.

# Major Revenue Sources

## Charleston County

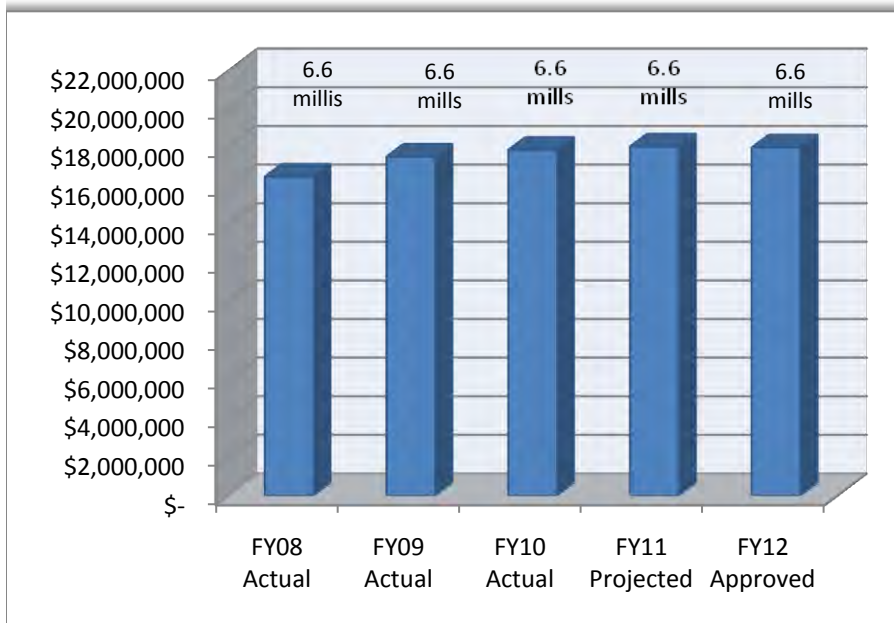
### Debt Service Fund Ad Valorem Taxes

#### 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 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 and FY 2012 due to a decline in motor vehicle replacements. This trend is expected to continue as the national economy has caused a reduction in the purchase of new vehicles.



FY 2008	\$ 16,515,462
FY 2009	17,553,075
FY 2010	17,897,706
FY 2011	18,075,000
FY 2012	18,025,000

#### Revenue Estimate

The tax base for FY 2012 is estimated to decline slightly from FY 2011 projections due to a decline in motor vehicle replacements.

# Major Revenue Sources

## Charleston County

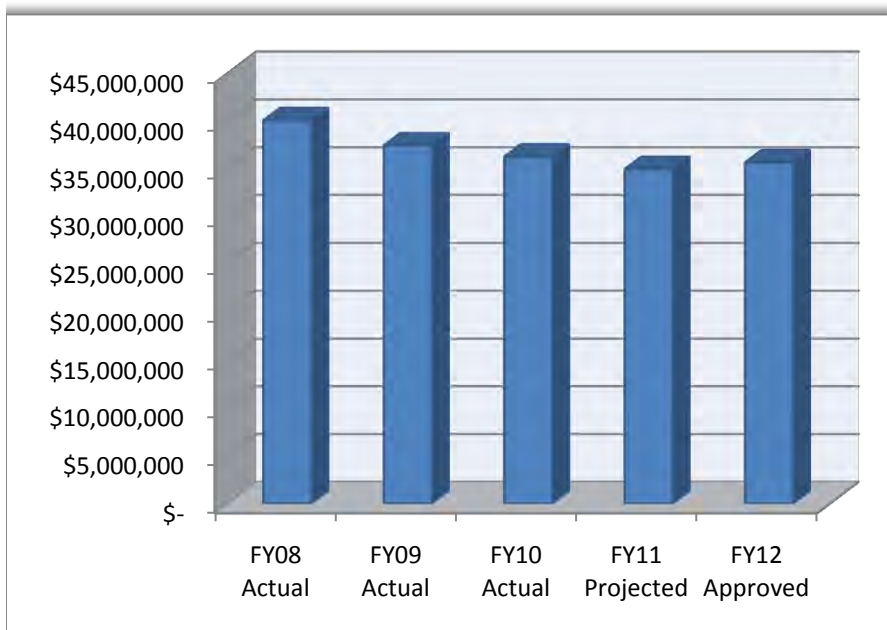
### Special Revenue Fund Transportation Sales Tax

#### 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 will 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 in the County is projected to stabilize in FY 2011 and begin improving into FY 2012. The Transportation Sales Tax is directly tied to the level of consumer spending in Charleston County.



FY 2008	\$ 40,097,074
FY 2009	37,469,812
FY 2010	36,292,922
FY 2011	35,000,000
FY 2012	35,700,000

#### Revenue Estimate

The Transportation Sales Tax shows a 2 percent increase from the FY 2011 projection reflecting a slight improvement in the local economy.

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# Major Revenue Sources

## Charleston County

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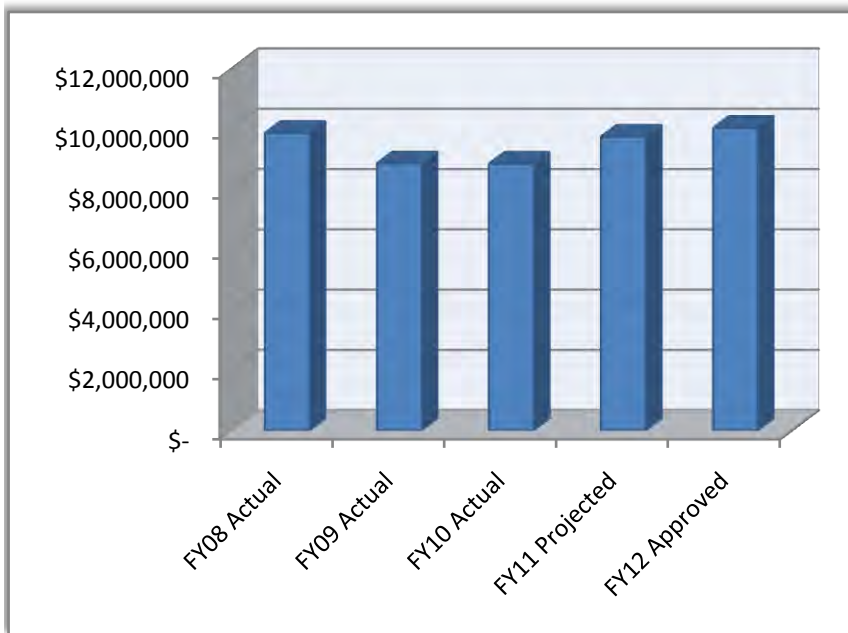
### Special Revenue Fund Accommodations Tax - Local

#### 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 2009 when the recession impacted tourism. The downward trend continued through FY 2010, but began showing a slight improvement in FY 2011. The upward trend is expected to remain constant as tourism continues to improve in the Charleston area.



FY 2008	\$ 9,872,302
FY 2009	8,864,365
FY 2010	8,851,895
FY 2011	9,750,000
FY 2012	10,040,000

#### Revenue Estimate

The budgeted Accommodations Tax - Local reflects an estimated 3% increase from the FY 2011 projection. This is a result of increased tourism in the Charleston area.



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# Major Revenue Sources

## Charleston County

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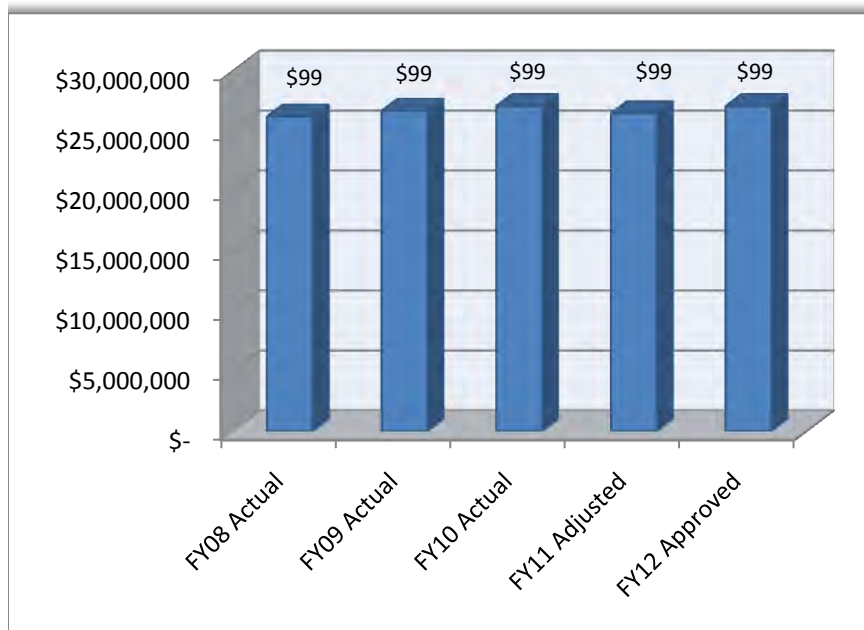
### Enterprise Fund User Fee

#### Description

The County charges a user fee to real property owners, as well as 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 User Fee revenues remains constant due to no significant change in the number of residents and businesses in the County.



FY 2008	\$ 26,229,892
FY 2009	26,708,365
FY 2010	27,111,689
FY 2011	26,500,000
FY 2012	27,100,000

#### Revenue Estimate

The User Fee has remained constant at \$99 for the last five years. Each \$1 of the User Fee generates approximately \$274,000 in revenue.





**End Section**

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# Schedules

## Charleston County

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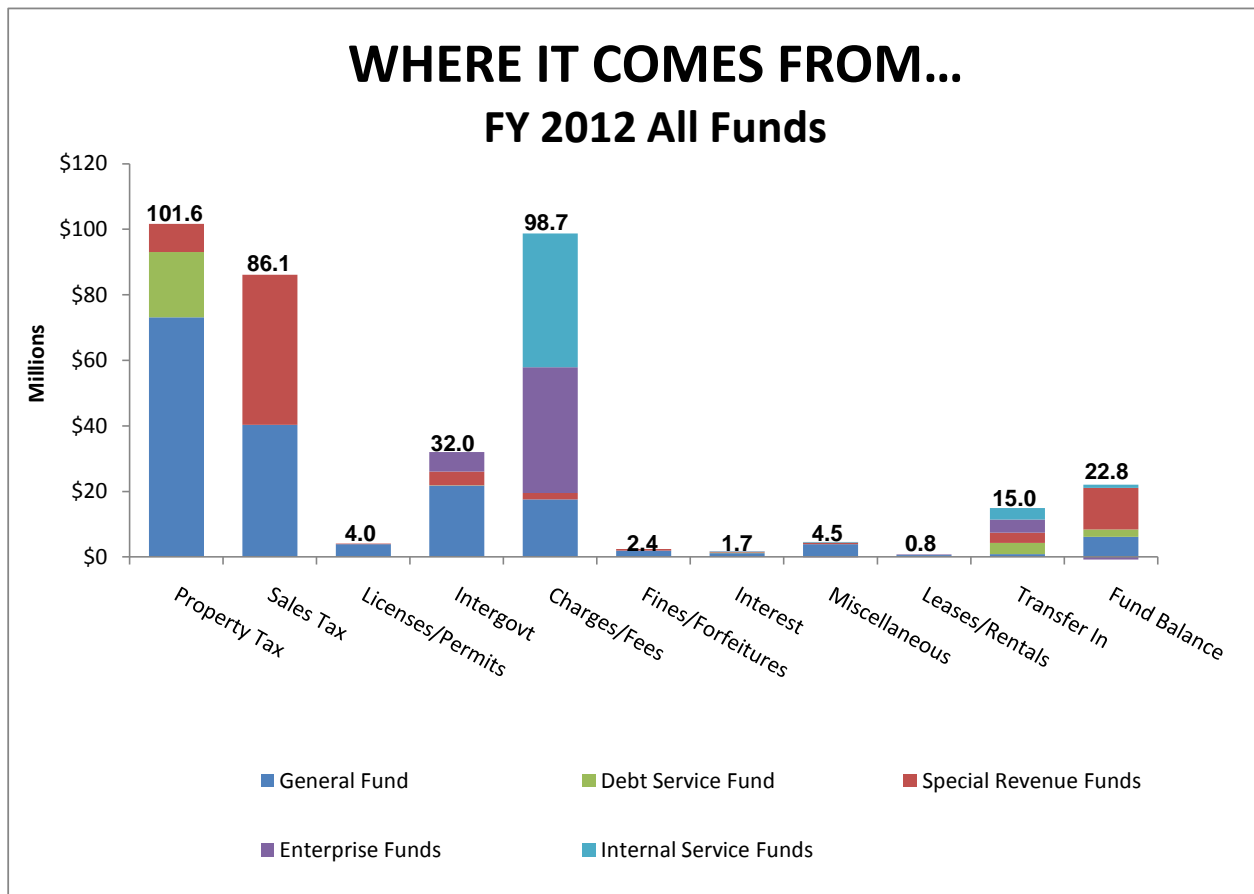
The Schedules section illustrates the County's annual operating budgets. Charleston County budgets annually for Governmental Funds and Proprietary Funds. The Governmental Funds include the General Fund, the Debt Service Fund, and the Special Revenue Funds. The Proprietary Funds include the Enterprise Funds and the Internal Service Funds. Refer to the **Glossary** on pages N-33 to N-38 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 N-8 to N-11 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 2012 All Funds** graph, the **Where It Goes. . . FY 2012 All Funds** graph, and the **Budget Summary All Funds** on pages C-4 to C-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 C-6 to C-13. The expenditures are on pages C-14 to C-19. The interfund transfers are on page C-20. This is followed by a summary of County authorized positions on pages C-21 to C-29.

The last portion of the Schedules section (pages C-30 to C-82) 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 C-30 shows a combined fund statement for all funds for Fiscal Years 2009, 2010, 2011, and 2012. Page C-31 provides a summary by fund type of the County's Fiscal Year 2012 budget. Individual fund statements start on page C-33 with the General Fund. Note that the FY 2011 Projected column on the fund statements includes the estimated amounts from the FY 2011 Adjusted column (i.e., the current budget) and the estimated amounts from encumbrances and designations carried forward from previous years. Refer to the **Glossary** on pages N-33 to N-38 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.

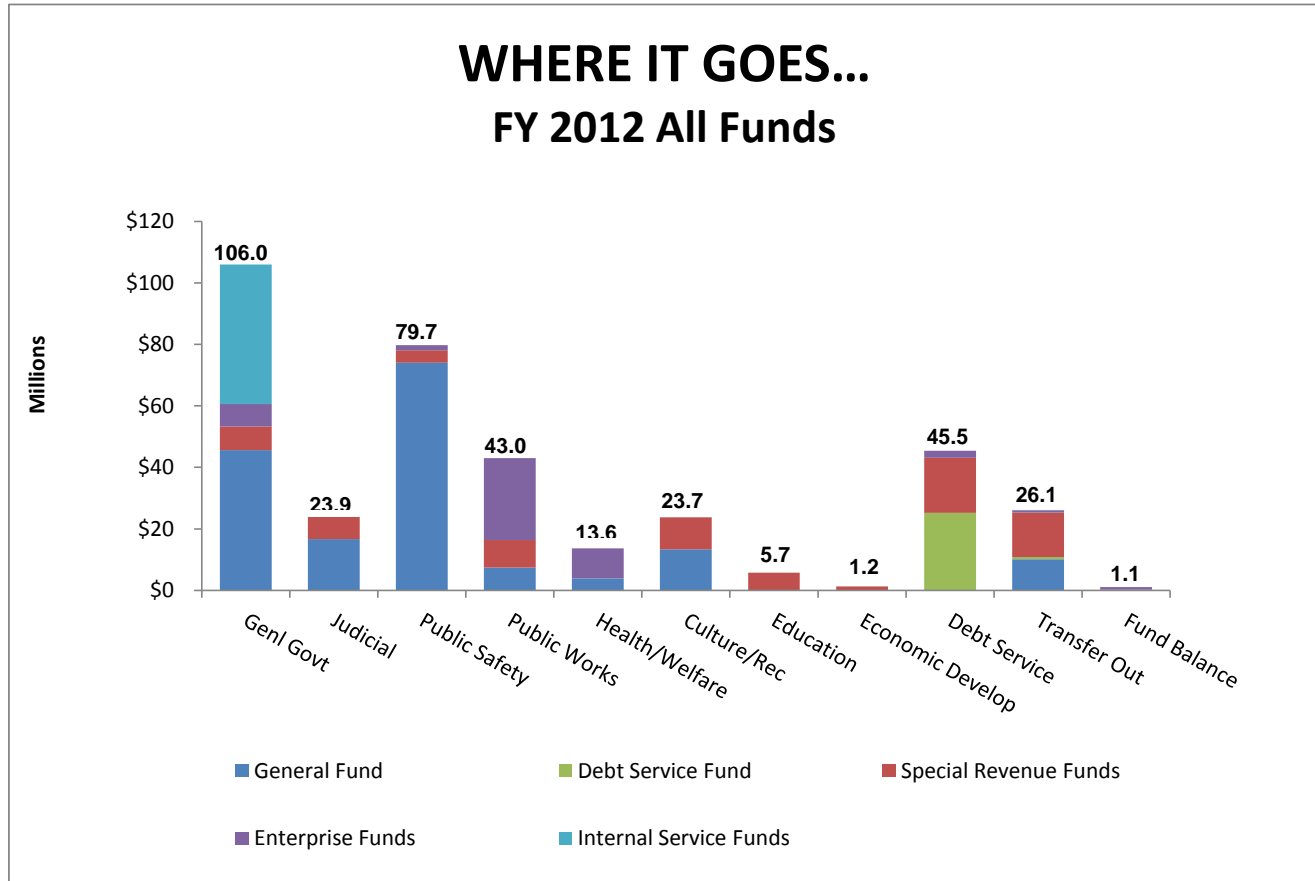
The County receives funding from several sources which comprise its operating budget. The following graph and table summarize the total available budgeted by source and/or fund type for FY 2012.



**Total Available Budgeted: \$369,687,427**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Change	Percent Change
Property Tax	\$ 94,147,422	\$ 102,001,511	\$ 98,985,593	\$ 101,630,633	\$ 2,645,040	2.7
Sales Tax	87,464,634	85,180,083	83,795,000	86,109,000	2,314,000	2.8
Licenses & Permits	4,604,718	4,143,536	4,019,850	4,049,950	30,100	0.7
Intergovernmental	34,426,964	32,951,635	31,438,447	31,971,679	533,232	1.7
Charges & Fees	104,215,521	97,796,558	91,408,823	98,670,292	7,261,469	7.9
Fines & Forfeitures	4,151,289	3,045,033	2,949,761	2,424,782	(524,979)	(17.8)
Interest	3,022,572	2,339,286	1,342,000	1,701,500	359,500	26.8
Miscellaneous	1,781,059	4,713,952	4,288,484	4,546,469	257,985	6.0
Leases & Rentals	708,372	693,004	767,476	796,714	29,238	3.8
<b>Total Revenues</b>	<b>334,522,551</b>	<b>332,864,598</b>	<b>318,995,434</b>	<b>331,901,019</b>	<b>12,905,585</b>	<b>4.0</b>
Transfer In	30,335,211	22,881,429	15,398,868	14,966,256	(432,612)	(2.8)
Use of Fund Balance	13,587,807	11,672,381	39,825,008	22,820,152	(17,004,856)	(42.7)
<b>Total Avail. Budgeted</b>	<b>\$ 378,445,569</b>	<b>\$ 367,418,408</b>	<b>\$ 374,219,310</b>	<b>\$ 369,687,427</b>	<b>\$ (4,531,883)</b>	<b>(1.2)</b>

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 2012.



**Total Uses: \$369,687,427**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Change	Percent Change
General Govt.	\$ 97,115,486	\$ 96,857,687	\$ 104,391,764	\$ 106,032,135	\$ 1,640,371	1.6
Judicial	23,116,133	22,592,444	23,670,354	23,899,678	229,324	1.0
Public Safety	75,154,163	73,410,125	78,624,619	79,738,256	1,113,637	1.4
Public Works	65,107,068	59,917,115	37,820,945	43,015,632	5,194,687	13.7
Health/Welfare	14,200,893	13,021,451	13,291,780	13,642,772	350,992	2.6
Culture/Recreation	20,287,929	22,239,777	23,662,709	23,711,034	48,325	0.2
Education	5,651,921	5,719,553	5,700,000	5,739,913	39,913	0.7
Economic Develop.	742,067	971,263	1,277,416	1,240,083	(37,333)	(2.9)
Debt Service	38,688,821	38,954,833	44,234,182	45,464,514	1,230,332	2.8
Total Expenditures	340,064,481	333,684,248	332,673,769	342,484,017	9,810,248	2.9
Transfer Out	19,794,403	18,717,113	41,231,522	26,122,547	(15,108,975)	(36.6)
Total Disbursements	359,858,884	352,401,361	373,905,291	368,606,564	(5,298,727)	(1.4)
Increase in Fund Bal.	18,586,685	15,017,047	314,019	1,080,863	766,844	244
Total Uses	\$ 378,445,569	\$ 367,418,408	\$ 374,219,310	\$ 369,687,427	\$ (4,531,883)	(1.2)

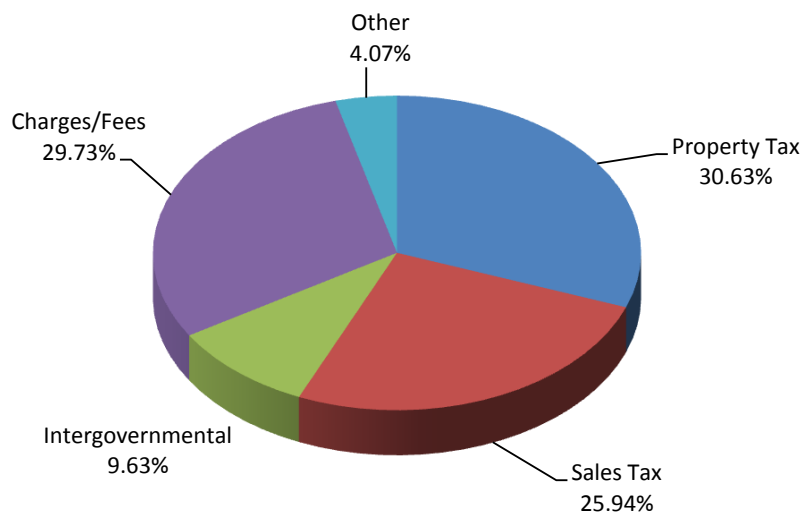
Charleston County, South Carolina  
Budget Summary - All Funds  
Fiscal Year 2012

	Fund Statement Page Number	Revenues (C-6 to C-13)	Transfers In (Page C-20)	Sources
<b>GENERAL FUND</b>	C-32	164,111,942	839,187	\$164,951,129
<b>DEBT SERVICE FUND</b>	C-34	20,241,977	3,473,271	23,715,248
<b>SPECIAL REVENUE FUNDS</b>	C-36			
Accommodations Tax: Local	C-37	10,065,000	-	10,065,000
Accommodations Tax: State	C-38	79,000	-	79,000
Building Inspections: Project Impact	C-39	-	-	-
Clerk of Court: IV-D Child Support Enf	C-40	1,055,000	-	1,055,000
Economic Dev: Multi-County Parks	C-41	1,240,083	-	1,240,083
Emergency Mgmt: Awendaw Fire Department	C-42	1,738,768	-	1,738,768
Emergency Mgmt: East Cooper Fire District	C-43	142,900	-	142,900
Emergency Mgmt: Hazard Materials Enforce	C-44	180,000	-	180,000
Emergency Mgmt: Northern Chas Co Fire Dist	C-45	203,900	-	203,900
Emergency Mgmt: West St. Andrew's Fire Dist	C-46	9,037	-	9,037
Legal: Seized Assets	C-47	17,200	-	17,200
Public Defender: Berkeley County	C-48	543,270	-	543,270
Public Defender: Charleston County	C-49	734,402	2,832,489	3,566,891
Public Works: Stormwater Drainage	C-50	1,646,250	-	1,646,250
Sheriff: Asset Forfeiture	C-51	92,710	-	92,710
Sheriff: Grants and Programs	C-52	596,800	87,707	684,507
Sheriff: IV-D Child Support Enforcement	C-53	110,000	-	110,000
Solicitor: Alcohol Education Program	C-54	93,000	-	93,000
Solicitor: Drug Court	C-55	160,000	-	160,000
Solicitor: Estreatment	C-56	4,000	-	4,000
Solicitor: Expungement	C-57	125,000	-	125,000
Solicitor: Juvenile Education Program	C-58	125,000	-	125,000
Solicitor: Pretrial Intervention	C-59	400,000	-	400,000
Solicitor: State Appropriation	C-60	473,094	157,812	630,906
Solicitor: Traffic Education	C-61	15,000	-	15,000
Solicitor: Victim-Witness State Approp	C-62	40,000	-	40,000
Solicitor: Worthless Check Unit	C-63	95,000	58,525	153,525
Transportation Sales Tax: Greenbelts	C-64	6,194,000	-	6,194,000
Transportation Sales Tax: Roads	C-65	23,205,000	-	23,205,000
Transportation Sales Tax: Transit	C-66	6,426,000	-	6,426,000
Trident Technical College	C-67	5,739,913	-	5,739,913
Victim's Bill of Rights	C-68	398,000	-	398,000
Zoning/Planning Tree Fund	C-69	10,000	-	10,000
Subtotal		61,957,327	3,136,533	65,093,860
<b>ENTERPRISE FUNDS</b>	C-70			
Consolidated Dispatch: Emergency 911 Comm	C-71	1,685,000	-	1,685,000
Dept of Alcohol & Other Drug Abuse Service	C-72	7,350,330	2,092,042	9,442,372
Environmental Management	C-73	29,375,000	-	29,375,000
Internal Services: Parking Garages	C-74	2,557,802	-	2,557,802
Revenue Collections	C-75	2,078,459	-	2,078,459
Technology Services: Radio Communications	C-76	1,541,900	1,841,527	3,383,427
Subtotal		44,588,491	3,933,569	48,522,060
<b>INTERNAL SERVICE FUNDS</b>	C-77			
Human Resources: Employee Benefits	C-78	23,770,000	450,000	24,220,000
Internal Services: Fleet/Parts Warehouse	C-79	9,718,025	2,833,000	12,551,025
Internal Services: Office Support Services	C-80	1,737,806	300,696	2,038,502
Safety & Risk Mgt: Safety/Workers' Comp	C-81	4,127,320	-	4,127,320
Technology Services: Telecommunications	C-82	1,648,131	-	1,648,131
Subtotal		41,001,282	3,583,696	44,584,978
Total of All Funds		\$331,901,019	\$14,966,256	\$346,867,275

Expenditures/ Expenses (C-14 to C-19)	Transfers Out (Page C-20)	Disbursements	Net Increase (Decrease) in Fund Balance	Beginning Fund Balance	Ending Fund Balance
160,945,983	10,135,146	\$171,081,129	(\$6,130,000)	\$ 37,778,160	\$31,648,160
25,265,993	687,955	25,953,948	(2,238,700)	19,091,222	16,852,522
10,140,890	-	10,140,890	(75,890)	877,808	801,918
51,300	27,700	79,000	-	-	-
46,297	-	46,297	(46,297)	46,297	-
662,425	392,575	1,055,000	-	-	-
1,240,083	-	1,240,083	-	511,277	511,277
2,247,117	91,651	2,338,768	(600,000)	881,342	281,342
145,000	-	145,000	(2,100)	2,839	739
229,360	-	229,360	(49,360)	217,554	168,194
203,900	-	203,900	-	-	-
8,000	-	8,000	1,037	(4,637)	(3,600)
227,874	-	227,874	(210,674)	210,674	-
626,606	-	626,606	(83,336)	83,336	-
3,821,111	-	3,821,111	(254,220)	608,028	353,808
3,746,043	-	3,746,043	(2,099,793)	2,099,793	-
180,312	-	180,312	(87,602)	647,349	559,747
489,130	-	489,130	195,377	1,159,332	1,354,709
75,991	34,009	110,000	-	-	-
48,373	-	48,373	44,627	255,667	300,294
150,234	107,200	257,434	(97,434)	302,608	205,174
3,500	-	3,500	500	53,217	53,717
140,691	216,337	357,028	(232,028)	402,135	170,107
118,126	-	118,126	6,874	103,803	110,677
451,852	-	451,852	(51,852)	632,573	580,721
741,136	70,640	811,776	(180,870)	180,870	-
-	-	-	15,000	28,260	43,260
81,402	50,000	131,402	(91,402)	174,825	83,423
153,525	-	153,525	-	-	-
7,316,543	-	7,316,543	(1,122,543)	15,392,134	14,269,591
15,867,254	13,500,000	29,367,254	(6,162,254)	16,900,861	10,738,607
7,521,750	-	7,521,750	(1,095,750)	(6,370,664)	(7,466,414)
5,739,913	-	5,739,913	-	-	-
439,629	-	439,629	(41,629)	47,612	5,983
160,000	-	160,000	(150,000)	197,366	47,366
63,075,367	14,490,112	77,565,479	(12,471,619)	35,642,259	23,170,640
1,685,000	-	1,685,000	-	5,969,247	5,969,247
10,255,815	-	10,255,815	(813,443)	5,720,771	4,907,328
28,557,552	-	28,557,552	817,448	54,660,691	55,478,139
2,090,951	466,851	2,557,802	-	12,719,508	12,719,508
1,822,253	256,206	2,078,459	-	74,854	74,854
3,383,427	-	3,383,427	-	183,593	183,593
47,794,998	723,057	48,518,055	4,005	79,328,664	79,332,669
24,305,000	-	24,305,000	(85,000)	566,602	481,602
12,809,303	59,697	12,869,000	(317,975)	9,578,620	9,260,645
2,038,502	-	2,038,502	-	148,546	148,546
4,627,320	-	4,627,320	(500,000)	1,263,875	763,875
1,621,551	26,580	1,648,131	-	97,945	97,945
45,401,676	86,277	45,487,953	(902,975)	11,655,588	10,752,613
\$342,484,017	\$26,122,547	\$368,606,564	(21,739,289)	\$183,495,893	\$161,756,604
Total Increase in Ending Fund Balance			1,080,863		
Total Use of Beginning Fund Balance			(22,820,152)		

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 \$331,901,019 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 C-7 to C-13.

## Revenues by Source FY 2012 Charleston County All Funds



**Total Revenues: \$331,901,019**

Source	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Change	Percent Change
Property Tax	\$ 94,147,422	\$ 102,001,511	\$ 98,985,593	\$101,630,633	\$ 2,645,040	2.7
Sales Tax	87,464,634	85,180,083	83,795,000	86,109,000	2,314,000	2.8
Licenses & Permits	4,604,718	4,143,536	4,019,850	4,049,950	30,100	0.7
Intergovernmental	34,426,964	32,951,635	31,438,447	31,971,679	533,232	1.7
Charges & Fees	104,215,521	97,796,558	91,408,823	98,670,292	7,261,469	7.9
Fines & Forfeitures	4,151,289	3,045,033	2,949,761	2,424,782	(524,979)	(17.8)
Interest	3,022,572	2,339,286	1,342,000	1,701,500	359,500	26.8
Miscellaneous	1,781,059	4,713,952	4,288,484	4,546,469	257,985	6.0
Leases & Rentals	708,372	693,004	767,476	796,714	29,238	3.8
<b>Total Revenues</b>	<b>\$334,522,551</b>	<b>\$332,864,598</b>	<b>\$318,995,434</b>	<b>\$331,901,019</b>	<b>\$12,905,585</b>	<b>4.0</b>

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b>GENERAL FUND</b>					
TAXES					
Ad Valorem Taxes:					
Current: Motor Vehicle Taxes	\$ 6,922,485	\$ 6,708,741	\$ 6,080,000	\$ 5,890,000	(3.1)
Current: Real Property Taxes	103,806,215	106,289,377	105,400,000	106,500,000	1.0
Current: Refunds	(322)	-	-	-	na
Refunds for Reassessment Cap	(277)	(1,625)	-	-	na
Current: TIF Refunds	(2,623,572)	(3,199,564)	(3,530,000)	(3,530,000)	0.0
Subtotal	108,104,529	109,796,929	107,950,000	108,860,000	0.8
Less: Sales Tax Credit	(44,870,067)	(38,495,845)	(39,000,000)	(40,290,000)	3.3
Less: Homestead	(1,607,868)	(1,670,694)	(1,750,000)	(1,800,000)	
Net: Current- Real & Motor Veh	61,626,594	69,630,390	67,200,000	66,770,000	(0.6)
Delinquent: Real Property Taxes	3,941,383	4,058,298	3,180,000	4,020,000	26.4
Other: Adds to Adds	(35,826)	(202,549)	-	-	na
Other Taxes:					
FILOT Rebate	4,280	3,853	3,000	2,500	(16.7)
Multi-County Parks	2,242,413	1,937,157	1,750,000	2,120,000	21.1
Payments in Lieu of Taxes	214,622	195,835	200,000	200,000	0.0
Sales Tax	41,085,569	39,955,809	39,000,000	40,290,000	3.3
Subtotal	109,079,035	115,578,793	111,333,000	113,402,500	1.9
LICENSES AND PERMITS					
Assessor: Mobile Home Dealer Fee	-	-	-	600	100.0
Assessor: Mobile Home Decals	3,115	3,085	3,000	3,000	0.0
Assessor: Mobile Home Moving Fee	-	-	-	3,000	100.0
Auditor: Temporary Vehicle License	355	340	250	250	0.0
Building Inspections: Building Permits	577,760	712,170	850,000	730,000	(14.1)
Building Inspections: Contractor Decal Fee	10,329	-	-	-	na
Building Inspections: Contractor Licensing Fee	139,106	117,833	125,000	143,000	14.4
Building Inspections: Electrical Permits	66,477	-	-	-	na
Building Inspections: Gas Permits	12,541	-	-	-	na
Building Inspections: Mechanical Permits	48,914	-	-	-	na
Building Inspections: Other Construction Permits	14,453	-	-	-	na
Building Inspections: Plumbing Permits	47,565	-	-	-	na
Building Inspections: Roofing Permits	17,187	-	-	-	na
Building Inspections: Trade Permits	2,825	25,387	40,000	35,000	(12.5)
Business Licenses	3,182,353	2,795,241	2,500,000	2,650,000	6.0
Coroner: Cremation Permits	26,700	30,260	24,500	25,000	2.0
Probate Courts: Marriage Licenses	211,197	208,894	205,000	200,000	(2.4)
Sheriff: Chauffeur Licenses	2,370	1,770	2,000	-	(100.0)
Sheriff: Gold Permits	200	100	100	100	0.0
Zoning/Planning: Zoning Permits	73,721	78,116	70,000	80,000	14.3
Subtotal	4,437,168	3,973,196	3,819,850	3,869,950	1.3
INTERGOVERNMENTAL					
Auditor: State Operating Supplement	10,732	-	-	-	na
Clerk of Court: State Salary Supp	1,575	1,575	1,575	1,575	0.0
Consolidated Dispatch: Local Gov Contribution	1,400	169,153	2,660,538	2,766,960	4.0
Coroner: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Detention Center: Federal Prisoners	1,817,636	3,050,885	2,600,000	4,100,000	57.7
Detention Center: Illegal Alien Assistance	-	-	200,000	200,000	0.0
Detention Center: Social Security Reimb	43,200	46,200	45,000	55,000	22.2
Election/Voter Registration: Local Government	15,801	58,170	25,026	105,000	319.6



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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
Election/Voter Registration: State Oper Supp	\$ 148,766	\$ 177,214	\$ 146,210	\$ 185,000	26.5
Election/Voter Registration: State Salary Supp	9,029	11,369	-	-	na
Election/VoterRegistration: State Reimb	-	-	-	140,000	100.0
Emergency Preparedness: Disaster Grant	-	13,196	-	-	na
Homestead Direct	1,607,868	1,670,694	1,750,000	1,800,000	2.9
Probate Courts: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Procurement: Local Reimbursement	32,624	35,731	37,285	-	(100.0)
Public Works: Local Govt Reimbursement	4,104	4,043	8,809	300,000	3,305.6
Public Works: Civil Eng. Local Govt Reimb	-	3,281	1,191	-	(100.0)
RMC: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Sheriff: Federal Reimbursement	31,771	48,602	30,000	40,000	33.3
Sheriff: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Solicitor: Victim/Witness Grant	11,787	9,760	7,800	8,000	2.6
State: Aid to Sub- Local Government Fund	17,036,681	14,223,422	12,180,000	10,640,000	(12.6)
State: Manufacturers Depreciation	350,375	165,797	275,000	165,000	(40.0)
State: Merchants Inventory Tax	1,101,298	1,101,298	1,101,298	1,101,298	0.0
State: Motor Carrier	112,414	97,939	110,000	90,000	(18.2)
State: Sunday Liquor Permits	87,052	83,100	75,000	80,000	6.7
Veterans Affairs: State Op Supplement	14,209	11,163	10,000	11,000	10.0
Subtotal	22,444,622	20,988,892	21,271,032	21,795,133	2.5
<b>CHARGES AND FEES</b>					
Assessor: Sale of Maps & Publ	4,901	6,190	5,000	4,500	(10.0)
Auditor: Copy Charges	295	300	250	100	(60.0)
Building Inspections: Contracted Bldg Services	-	5,000	7,000	5,000	(28.6)
Building Inspections: Flood Plain Fees	17,030	26,975	20,000	33,000	65.0
Building Inspections: Plan Review Fees	233,173	217,933	210,000	235,000	11.9
Building Inspections: Sale of Code Books	1,446	436	-	-	na
Business License Appeals Fee	1,002	-	-	-	na
Cable TV Franchise Fees	793,067	825,465	800,000	700,000	(12.5)
Clerk of Court: CP Co. \$100 Out St. Subp.	-	896	1,000	1,000	0.0
Clerk of Court: CP Copy Charges	-	322	500	300	(40.0)
Clerk of Court: CP Co. 56%/ \$200 Rein	-	88	-	200	100.0
Clerk of Court: CP St 44%/ \$200 Rein	-	112	-	150	100.0
Clerk of Court: FC Co. 56%/5% Support Fee	-	797,797	750,000	795,000	6.0
Clerk of Court: FC Copy Charges	-	15,679	15,000	12,500	(16.7)
Clerk of Court: FC Co. 100%/\$35 Expunge Fee	-	-	-	600	100.0
Clerk of Court: GS Co. 100%/\$35 Expunge Fee	22,470	29,960	27,500	27,500	0.0
Clerk of Court: GS Copy Charges	-	11,708	11,000	11,000	0.0
Consolidated Dispatch: Copy Charges	175	-	-	-	na
Coroner: Copy Charges	11,302	5,498	3,900	4,500	15.4
Delinquent Tax: Levy Costs	1,160,665	1,318,951	1,100,000	1,000,000	(9.1)
Detention Center: Concealed Weapons	9,636	11,675	11,000	3,000	(72.7)
Detention Center: Copy Charges	-	-	-	300	100.0
Detention Center: Pay Telephone Comm	291,139	275,641	295,000	300,000	1.7
Detention Center: Records Check	-	-	-	10,000	100.0
Election/Voter Registration: Copy Charges	110	574	-	-	na
EMS: Charges	5,756,714	6,088,383	6,100,000	6,380,000	4.6
EMS: Copy Charges	1,365	300	1,000	1,000	0.0
EMS: Debt Set Aside	184,142	498,663	400,000	400,000	0.0
Finance: Child Support Fee	5,004	5,466	5,200	5,200	0.0
Health Department: Vital Statistics Fee	133,453	126,153	120,000	120,000	0.0
Magistrates' Courts: Civil Fees	1,013,529	1,017,285	1,050,000	1,030,000	(1.9)

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
Magistrates' Courts: Copy Charges	\$ 1,663	\$ 2,079	\$ 2,000	\$ 2,000	0.0
Magistrates' Courts: St. Boating Under Influence	-	50	500	-	(100.0)
Magistrates' Courts: Worthless Check Fee	-	450	-	-	na
Master-In-Equity: Advertising Discount	146,362	274,552	175,000	200,000	14.3
Master-In-Equity: Fees	606,070	1,687,096	675,000	1,000,000	48.1
Probate Courts: Advertising Discount	66,531	66,003	60,000	60,000	0.0
Probate Courts: Copy Charges	9,785	16,877	10,000	13,000	30.0
Probate Courts: Fees	988,252	1,107,449	950,000	850,000	(10.5)
Probate Courts: Marriage Ceremonies	-	-	10,000	-	(100.0)
Probate Courts: Non-Profit Reimbursement	14,000	14,000	14,000	14,000	0.0
Probate: Adult Court: Client Fee	40,126	41,678	40,000	40,000	0.0
Procurement: Copy Charges	1,138	403	500	500	0.0
Public Works: Civil Engineering Copy Charges	13	-	-	-	na
Public Works: Mosquito Abatement Services	151,606	53,095	100,000	150,000	50.0
RMC: Discount Documentary Stamps	174,178	179,128	140,000	182,000	30.0
RMC: Documentary Stamps	2,456,612	2,458,094	2,000,000	2,600,000	30.0
RMC: Fees	1,112,214	1,106,921	1,000,000	1,075,000	7.5
Sheriff: Animal Shelter Fees	26,399	23,015	23,000	35,000	52.2
Sheriff: Civil Fees	95,557	66,888	80,000	80,000	0.0
Sheriff: Copy Charges	1,074	988	1,100	800	(27.3)
Sheriff: Escort Fees	5,840	22,240	10,000	5,000	(50.0)
Sheriff: Off Duty Vehicle Use	-	-	-	5,000	100.0
Sheriff: Records Check Fees	5,224	5,318	5,000	5,000	0.0
Tech. Svcs: Orthophoto Sales	12,990	16,703	13,000	14,000	7.7
Treasurer: Copy Charges	-	13	-	-	na
Treasurer: Duplicate Tax Receipt Fee	555	2,324	2,000	1,000	(50.0)
Worthless Check Fee	-	58,507	50,000	70,000	40.0
Zoning/Planning: Sale of Maps & Publications	1,712	1,026	1,000	500	(50.0)
Zoning/Planning: Subdivision Fees	22,528	19,850	17,500	20,000	14.3
Zoning/Planning: Zoning Fees	32,838	32,882	30,000	30,000	0.0
Subtotal	15,613,885	18,545,079	16,342,950	17,532,650	7.3
<b>FINES AND FORFEITURES</b>					
Clerk of Court: GS Co. 44% \$100 Filing Fee	1,742,538	-	-	-	na
Clerk of Court: GS St. 56% \$100 Filing Fee	769,801	-	-	-	na
Clerk of Court: GS Fine/Fee/Filing State Remit	(1,213,462)	(50,275)	(46,000)	(46,000)	0.0
Clerk of Court: GS St. 44% Fines	108,249	46,275	40,000	44,000	10.0
Clerk of Court: GS Co. 56% Fines	600	57,206	50,000	57,000	14.0
Clerk of Court: GS DUI/DUS/BUI State Remit	(52,079)	(16,963)	(15,350)	(14,450)	(5.9)
Clerk of Court: GS Co. 100% 3% Collection Fee	60,800	11,357	10,000	10,000	0.0
Clerk of Court: GS Co. 100% Court Costs	187,222	-	-	-	na
Clerk of Court: GS St. 100% \$25 Law Enf Surg	42,680	41,447	40,000	40,000	0.0
Clerk of Court: GS \$100 Drug Surcharge	59,187	54,383	55,000	60,000	9.1
Clerk of Court: GS Surcharges State Rebate	-	(102,674)	(99,000)	(106,000)	7.1
Clerk of Court: GS St. 25% Bond Estreatments	-	4,000	6,000	1,500	(75.0)
Clerk of Court: GS Co. 50%/25% Bond Estreat	-	6,063	10,000	750	(92.5)
Clerk of Court: GS Co. 100%/4% BE Handling	-	280	500	-	(100.0)
Clerk of Court: GS Assessments State Remit	-	(63,968)	(60,000)	(60,000)	0.0
Clerk of Court: GS St. Cr. Justice Academy \$5	4,065	6,843	4,000	6,000	50.0
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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
Clerk of Court: GS St. 100% \$50 Filing Fee	\$ 208,140	\$ -	\$ -	\$ -	na
Clerk of Court: GS St. DUS/DPS \$100 Pull Hwy	-	160	150	100	(33.3)
Clerk of Court: GS St. DUI 100% \$12 per case	-	1,126	1,000	1,000	0.0
Clerk of Court: GS St. 100% \$100 DUI Surch	-	8,760	8,000	8,100	1.3
Clerk of Court: GS St. DUI/DPS \$100 Pull Hwy	-	6,643	6,000	5,000	(16.7)
Clerk of Court: GS St. DUI SLED \$100 Pullout	-	50	100	50	(50.0)
Clerk of Court: GS St. 64.65 Assessment	-	63,968	60,000	60,000	0.0
Clerk of Court: GS St. DUI/DUAC Breath Test	-	223	100	200	100.0
Clerk of Court: GS St. 100% Condition Discharge	-	-	-	500	100.0
Clerk of Court: FC Co. 44% \$100 Filing Fee	-	141,504	145,000	150,000	3.4
Clerk of Court: FC St. 56% \$100 Filing Fee	-	180,096	180,000	190,000	5.6
Clerk of Court: FC St. 44%/5% Support Fee	-	626,840	600,000	620,000	3.3
Clerk of Court: FC Fine/Fee/Filing State Remit	-	(1,040,292)	(991,000)	(1,051,000)	6.1
Clerk of Court: FC St. 44% Fines	-	1,331	1,000	1,000	0.0
Clerk of Court: FC Co. 56% Fines	-	1,694	1,000	1,272	27.2
Clerk of Court: FC Co. 100% Court Costs	-	218,405	200,000	200,000	0.0
Clerk of Court: FC St. 100% Motion Fee Judicial	-	71,275	50,000	70,000	40.0
Clerk of Court: FC St. 100% \$50 Filing Fee	-	160,750	160,000	170,000	6.3
Clerk of Court: CP Co. 44% \$100 Filing Fee	-	336,204	325,000	350,000	7.7
Clerk of Court: CP St. 56% \$100 Filing Fee	-	427,896	550,000	435,000	(20.9)
Clerk of Court: CP Fine/Fee/Filing State Remit	-	(1,100,448)	(1,100,000)	(1,095,850)	(0.4)
Clerk of Court: CP St. 100% Motion Fee Judicial	-	289,710	250,000	280,000	12.0
Clerk of Court: CP St. 100% \$50 Filing Fee	-	382,050	300,000	380,000	26.7
Clerk of Court: CP St. 44% \$100 OUT	-	704	-	700	100.0
Sheriff: Family Court Fees	6,790	17,240	5,500	5,500	0.0
Sheriff: DUI/DUS	3,041	6,180	4,000	4,000	0.0
Pollution Control Fines	12,098	28,288	20,000	20,000	0.0
Magistrates' Courts: Fine/Fee/Filing State Remit	-	(330,550)	(347,000)	(345,000)	(0.6)
Magistrates' Courts: Fines	3,043,659	1,451,240	1,500,000	1,150,000	(23.3)
Magistrates' Courts: DUI/DUS/BUI State Remit	(1,463,809)	(117,446)	(72,100)	(100,000)	38.7
Magistrates' Courts: St. 100% \$25 Law Surch.	547,265	444,528	480,000	360,000	(25.0)
Magistrates' Courts: St. \$100 Drug Surcharge	21,718	23,858	24,000	35,000	45.8
Magistrates' Courts: Surcharges State Rebate	(670,849)	(551,691)	(595,000)	(475,000)	(20.2)
Magistrates' Courts: Civil State Assessment	323,060	-	-	-	na
Magistrates' Courts: Civil St Assess Rebate	(323,060)	(1,195,657)	(1,275,000)	(1,000,000)	(21.6)
Magistrates' Courts: St. Crim Just Acad. Surch	90,470	83,305	91,000	80,000	(12.1)
Magistrates' Courts: Crim Just Acad. Rebate	(90,470)	-	-	-	na
Magistrates' Courts: Filing Assessment \$25	-	128,200	132,000	120,000	(9.1)
Magistrates' Courts: Filing Assessment \$10	-	202,585	215,000	210,000	(2.3)
Magistrates' Courts: St. DUS/DPS \$100 Hwy	-	35,799	36,000	30,000	(16.7)
Magistrates' Courts: St. DUI 100% \$12 Per Case	-	2,036	2,000	2,000	0.0
Magistrates' Courts: St. 100% \$100 DUI Surch	-	17,018	17,000	14,000	(17.6)
Magistrates' Courts: St. DUI/DPS \$100 Hwy	-	15,247	16,000	13,000	(18.8)
Magistrates' Courts: St. DUI/DUAC Breath Test	-	600	600	1,000	66.7
Magistrates' Courts: St. 88.84% Assessment	-	1,195,657	1,275,000	1,000,000	(21.6)
Subtotal	3,247,074	2,229,060	2,270,500	1,893,372	(16.6)
<b>INTEREST</b>					
Clerk of Court: GS Interest Income	2,932	834	-	-	na
Clerk of Court: CP Interest Income	-	1,228	1,000	1,000	0.0
Delinquent Tax: Interest Income	127,088	(31,607)	100,000	100,000	0.0
Magistrates' Courts: Interest Income	14,272	1,951	1,000	1,000	0.0
Master-In-Equity: Interest Income	5,898	4,283	4,000	4,000	0.0

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
RMC: Interest Income	\$ 2,648	\$ 490	\$ 1,000	\$ 500	(50.0)
Treasurer: Allocated Interest	(3,405,761)	(1,443,154)	(1,960,000)	(1,000,000)	(49.0)
Treasurer: Interest Income	4,297,544	2,710,991	2,450,000	2,000,000	(18.4)
Subtotal	1,044,621	1,245,016	597,000	1,106,500	85.3
MISCELLANEOUS					
Credit Card Costs	(35,522)	(23,136)	(40,000)	(25,000)	(37.5)
EMS Credit Card Costs	(15,599)	(195)	-	-	na
Indirect Costs Reimbursement	-	3,704,150	3,682,022	3,846,157	4.5
Miscellaneous: Miscellaneous Revenue	191,254	184,003	87,630	80,680	(7.9)
Safety & Risk Management: Ins Prm Rebates	-	16,869	-	-	na
Subtotal	140,133	3,881,691	3,729,652	3,901,837	4.6
LEASES AND RENTALS					
Cap. Proj./Facilities: Rents & Leases	580,707	619,639	595,000	610,000	2.5
Subtotal	580,707	619,639	595,000	610,000	2.5
<b>Total GENERAL FUND</b>	<b>156,587,245</b>	<b>167,061,366</b>	<b>159,958,984</b>	<b>164,111,942</b>	<b>2.6</b>
<b>DEBT SERVICE FUND</b>					
Debt Service Fund	18,998,136	19,076,065	18,581,977	20,241,977	8.9
<b>Total DEBT SERVICE FUND</b>	<b>18,998,136</b>	<b>19,076,065</b>	<b>18,581,977</b>	<b>20,241,977</b>	<b>8.9</b>
<b>SPECIAL REVENUE FUNDS</b>					
COUNCIL AGENCIES					
Accommodations Tax: Local	8,911,714	8,866,637	9,775,000	10,065,000	3.0
Accommodations Tax: State	44,888	79,579	45,000	79,000	75.6
Legal: Seized Assets	37,938	47,625	17,200	17,200	0.0
Transportation Sales Tax: Transit	6,744,566	6,532,726	6,300,000	6,426,000	2.0
Trident Technical College	5,651,921	5,719,553	5,700,000	5,739,913	0.7
Subtotal	21,391,027	21,246,120	21,837,200	22,327,113	2.2
APPOINTED OFFICIALS					
Public Defender: Berkeley County	803,887	653,063	543,270	543,270	0.0
Public Defender: Charleston County	1,767,298	986,842	734,402	734,402	0.0
Subtotal	2,571,185	1,639,905	1,277,672	1,277,672	0.0
ELECTED OFFICIALS					
Clerk of Court: IV-D Child Support Enf	782,055	845,188	892,000	1,055,000	18.3
Clerk of Court: Victim Bill of Rights	195,727	191,862	192,500	192,500	0.0
Sheriff: Asset Forfeiture	451,452	364,540	185,321	92,710	(50.0)
Sheriff: Grants and Programs	509,608	561,673	511,000	596,800	16.8
Sheriff: IV-D Child Support Enforcement	86,839	103,488	100,000	110,000	10.0
Solicitor: Alcohol Education Program	86,095	94,204	102,000	93,000	(8.8)
Solicitor: Bond Estreatment	31,399	8,461	30,000	4,000	(86.7)
Solicitor: Drug Court	165,424	133,562	140,000	160,000	14.3
Solicitor: Expungements	315,116	168,983	225,000	125,000	(44.4)

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

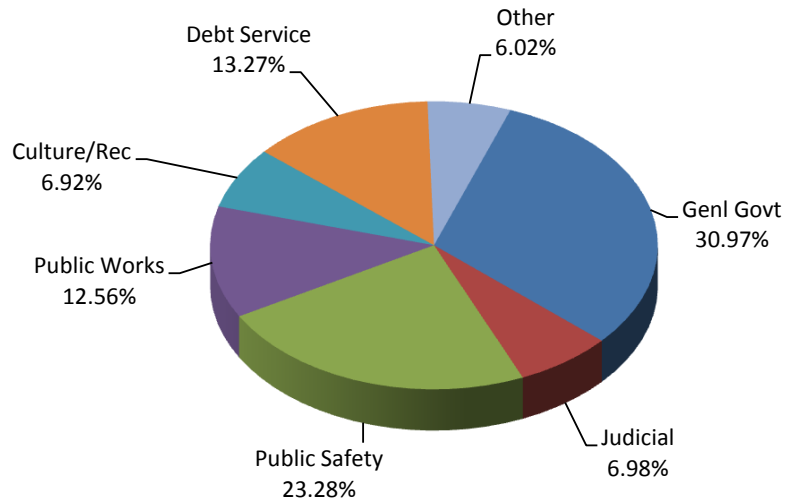
	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b><u>SPECIAL REVENUE FUNDS (continued)</u></b>					
Solicitor: Juvenile Education Program	\$ 141,228	\$ 143,793	\$ 120,000	\$ 125,000	4.2
Solicitor: Pretrial Intervention	408,368	389,826	400,000	400,000	0.0
Solicitor: State Appropriation	609,059	627,186	577,500	473,094	(18.1)
Solicitor: Traffic Diversion	9,210	9,810	9,240	15,000	62.3
Solicitor: Victim-Witness State Appropriation	144,856	42,189	25,000	40,000	60.0
Solicitor: Worthless Check	-	85,550	171,918	95,000	(44.7)
Subtotal	3,936,436	3,770,315	3,681,479	3,577,104	(2.8)
<b>ADMINISTRATOR</b>					
Economic Development	822,042	749,879	1,121,593	1,240,083	10.6
Subtotal	822,042	749,879	1,121,593	1,240,083	10.6
<b>DEPUTY COUNTY ADMINISTRATOR</b>					
Greenbelt Programs	6,582,395	6,282,324	6,075,000	6,194,000	2.0
Public Works: Stormwater Drainage	1,736,619	1,870,653	1,848,500	1,646,250	(10.9)
Transportation Development: Roads Program	24,777,734	23,771,145	22,750,000	23,205,000	2.0
Subtotal	33,096,748	31,924,122	30,673,500	31,045,250	1.2
<b>ASSISTANT ADMINISTRATOR GENERAL SERVICES</b>					
Building Inspections: Project Impact	9,385	15,444	-	-	na
Magistrates' Courts: Victim Bill of Rights	274,702	234,075	248,400	205,500	(17.3)
Zoning/Planning: Tree Fund	59,800	4,278	-	10,000	100.0
Subtotal	343,887	253,797	248,400	215,500	(13.2)
<b>ASSISTANT ADMINISTRATOR HUMAN SERVICES</b>					
Emergency Mgmt: Awendaw Fire Department	1,822,098	1,810,428	1,724,463	1,738,768	0.8
Emergency Mgmt: Charleston Co. Northern Fire	189,581	230,559	202,600	203,900	0.6
Emergency Mgmt: East Cooper Fire District	138,155	140,496	141,000	142,900	1.3
Emergency Mgmt: Haz-Mat Enforcement	177,073	157,840	200,000	180,000	(10.0)
Emergency Mgmt: West St. Andrew's Fire Dist.	9,488	7,438	6,400	9,037	41.2
Subtotal	2,336,395	2,346,761	2,274,463	2,274,605	0.0
<b>Total SPECIAL REVENUE FUNDS</b>	<b>64,497,720</b>	<b>61,930,899</b>	<b>61,114,307</b>	<b>61,957,327</b>	<b>1.4</b>
<b><u>ENTERPRISE FUNDS</u></b>					
<b>ADMINISTRATOR</b>					
Consolidated Dispatch: Emergency 911	1,474,888	2,499,716	1,495,000	1,685,000	12.7
Environmental Management	40,130,578	31,398,909	24,774,000	29,375,000	18.6
Subtotal	41,605,466	33,898,625	26,269,000	31,060,000	18.2
<b>ASSISTANT ADMINISTRATOR FINANCE</b>					
Revenue Collections	1,790,992	1,872,773	2,097,835	2,078,459	(0.9)
Subtotal	1,790,992	1,872,773	2,097,835	2,078,459	(0.9)
<b>ASSISTANT ADMINISTRATOR GENERAL SERVICES</b>					
Internal Services: Parking Garages	2,752,855	2,580,072	2,622,466	2,557,802	(2.5)
Tech Services: Radio Communications	1,097,478	1,283,975	1,426,100	1,541,900	8.1
Subtotal	3,850,333	3,864,047	4,048,566	4,099,702	1.3

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b>ENTERPRISE FUNDS (continued)</b>					
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
DAODAS	\$ 7,805,973	\$ 6,831,508	\$ 7,506,844	\$ 7,350,330	(2.1)
Subtotal	7,805,973	6,831,508	7,506,844	7,350,330	(2.1)
<b>Total ENTERPRISE FUNDS</b>	<b>55,052,764</b>	<b>46,466,953</b>	<b>39,922,245</b>	<b>44,588,491</b>	<b>11.7</b>
<b>INTERNAL SERVICE FUNDS</b>					
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Internal Services: Fleet Operations	7,559,691	7,597,410	7,685,424	7,918,025	3.0
Internal Services: Office Services	922,597	925,673	1,149,084	1,148,975	(0.0)
Internal Services: Records Management	618,907	566,528	613,395	588,831	(4.0)
Tech Services: Telecommunications	1,566,819	1,551,266	1,603,383	1,648,131	2.8
Subtotal	10,668,014	10,640,877	11,051,286	11,303,962	2.3
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
Human Resources: Employee Benefits	23,065,568	22,424,151	23,095,000	23,770,000	2.9
Procurement: Central Warehouse	1,663,845	1,755,231	1,800,000	1,800,000	0.0
Safety & Risk: Safety/Workers' Compensation	3,989,258	3,509,056	3,471,635	4,127,320	18.9
Subtotal	28,718,671	27,688,438	28,366,635	29,697,320	4.7
<b>Total INTERNAL SERVICE FUNDS</b>	<b>39,386,685</b>	<b>38,329,315</b>	<b>39,417,921</b>	<b>41,001,282</b>	<b>4.0</b>
<b>Total GENERAL FUND</b>	<b>156,587,245</b>	<b>167,061,366</b>	<b>159,958,984</b>	<b>164,111,942</b>	<b>2.6</b>
<b>Total OTHER FUNDS</b>	<b>177,935,305</b>	<b>165,803,232</b>	<b>159,036,450</b>	<b>167,789,077</b>	<b>5.5</b>
<b>Total REVENUES</b>	<b>\$334,522,550</b>	<b>\$332,864,598</b>	<b>\$318,995,434</b>	<b>\$331,901,019</b>	<b>4.0</b>

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 \$342,484,017 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 C-15 to C-19 and by Major Expenditure Category on page C-30

## Expenditures by Function FY 2012 Charleston County All Funds



**Total Expenditures: \$342,484,017**

Function	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Change	Percent Change
General Govt.	\$ 97,115,486	\$ 96,857,687	\$ 104,391,764	\$ 106,032,135	\$ 1,640,371	1.6
Judicial	23,116,133	22,592,444	23,670,354	23,899,678	229,324	1.0
Public Safety	75,154,163	73,410,125	78,624,619	79,738,256	1,113,637	1.4
Public Works	65,107,068	59,917,115	37,820,945	43,015,632	5,194,687	13.7
Health/Welfare	14,200,893	13,021,451	13,291,780	13,642,772	350,992	2.6
Culture/Recreation	20,287,929	22,239,777	23,662,709	23,711,034	48,325	0.2
Education	5,651,921	5,719,553	5,700,000	5,739,913	39,913	0.7
Economic Develop.	742,067	971,263	1,277,416	1,240,083	(37,333)	(2.9)
Debt Service	38,688,821	38,954,833	44,234,182	45,464,514	1,230,332	2.8
<b>Total Expenditures</b>	<b>\$ 340,064,481</b>	<b>\$ 333,684,248</b>	<b>\$ 332,673,769</b>	<b>\$ 342,484,017</b>	<b>\$ 9,810,248</b>	<b>2.9</b>

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b>GENERAL FUND</b>					
<b>COUNCIL AGENCIES</b>					
County Council	\$ 1,068,200	\$ 963,874	\$ 1,089,582	\$ 1,153,549	5.9
Internal Auditor	216,241	210,699	211,887	214,112	1.1
Legal	1,054,032	1,003,095	1,020,690	1,045,201	2.4
State Agencies	311,406	358,339	329,859	377,106	14.3
Subtotal	2,649,879	2,536,007	2,652,018	2,789,968	5.2
<b>ELECTED OFFICIALS</b>					
Auditor	1,777,838	1,805,712	1,968,183	2,010,059	2.1
Clerk of Court	3,029,941	2,984,592	3,353,451	3,310,724	(1.3)
Coroner	963,344	1,024,916	1,104,536	1,161,750	5.2
Legislative Delegation	172,596	170,465	178,207	179,755	0.9
Probate Courts	1,555,820	1,539,393	1,584,856	1,634,904	3.2
Probate Courts: Adult Drug Court	186,222	186,007	202,898	207,986	2.5
Probate Courts: Juvenile Drug Court	-	-	165,801	44,750	(73.0)
Probate Courts: Mental Health Court	176,683	169,042	175,467	183,517	4.6
Register Mesne Conveyance	1,813,451	1,751,611	1,822,881	1,794,065	(1.6)
Sheriff: Detention Centers	29,063,891	29,664,370	31,808,001	31,808,001	0.0
Sheriff: Law Enforcement	23,404,261	23,215,204	23,797,573	23,993,978	0.8
Sheriff: School Crossing Guards	635,829	608,282	662,719	662,719	0.0
Solicitor	4,746,642	4,651,417	4,983,594	4,997,578	0.3
Treasurer	1,593,959	1,562,620	1,596,685	1,596,685	0.0
Subtotal	69,120,477	69,333,631	73,404,852	73,586,471	0.2
<b>APPOINTED OFFICIALS</b>					
Elections and Voter Registration	1,364,880	1,294,065	1,411,953	1,551,953	9.9
Library	14,232,540	13,824,355	13,674,355	13,322,999	(2.6)
Master-In-Equity	529,586	540,131	572,083	571,866	(0.0)
Veterans Affairs	300,642	273,083	278,560	287,876	3.3
Subtotal	16,427,648	15,931,634	15,936,951	15,734,694	(1.3)
<b>ADMINISTRATOR</b>					
Administrator	764,970	765,150	768,220	786,243	2.3
Consolidated Dispatch	3,035,787	2,468,446	5,305,294	5,603,832	5.6
Community Services: Administration	561,771	444,884	482,680	473,924	(1.8)
Community Services: Change a Life Hire a Kid	36,406	-	-	-	na
Community Serv: Medical Indigent Assistance	1,361,649	1,335,869	1,387,718	1,399,829	0.9
Community Services: Senior Tax Program	43,228	-	-	-	na
Human Resources	1,233,819	1,102,742	1,491,323	1,291,323	(13.4)
Nondepartmental Personnel	-	-	387,500	-	(100.0)
Nondepartmental Operating	(3,937,211)	163,109	(395,595)	38,793	(109.8)
Organizational Development	307,314	190,236	-	-	na
Subtotal	3,407,733	6,470,436	9,427,140	9,593,944	1.8



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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
DEPUTY COUNTY ADMINISTRATOR					
Deputy County Administrator	\$ -	\$ 454	\$ 20,355	\$ 21,257	4.4
Public Works: Administration	704,635	522,221	610,159	633,601	3.8
Public Works: Civil Engineering	814,783	1,140,202	970,924	813,242	(16.2)
Public Works: Field Operations	6,383,823	5,984,972	5,572,380	5,656,655	1.5
Public Works: Mosquito Control	1,877,196	1,545,892	1,743,462	1,781,570	2.2
Transportation Development	312,001	250,033	359,684	359,684	0.0
Subtotal	10,092,438	9,443,774	9,276,964	9,266,009	(0.1)
ASSISTANT ADMINISTRATOR FINANCE					
Assistant Administrator Finance	473,039	456,059	460,424	460,442	0.0
Assessor	3,184,158	3,055,450	3,539,457	3,634,944	2.7
Budget	580,627	592,573	631,243	629,988	(0.2)
Finance	1,038,085	972,301	1,024,911	912,612	(11.0)
Revenue Collections: Delinquent Tax	1,007,701	977,627	1,141,905	1,086,744	(4.8)
Subtotal	6,283,610	6,054,010	6,797,940	6,724,730	(1.1)
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Assistant Administrator General Services	344,451	341,362	345,959	349,241	0.9
Building Inspections	1,374,941	1,323,166	1,366,824	1,365,183	(0.1)
Capital Projects & Facilities Management	11,160,333	10,587,324	12,462,518	12,503,976	0.3
Internal Services: Administration	394,788	364,278	-	-	na
Magistrates' Courts	4,598,676	4,453,088	4,576,914	4,539,312	(0.8)
Technology Services	7,544,934	7,107,611	8,765,886	9,335,048	6.5
Tech Services: Communications Administration	161,366	160,964	162,298	131,092	(19.2)
Zoning/Planning	1,594,718	1,460,324	1,679,484	1,502,843	(10.5)
Subtotal	27,174,207	25,798,117	29,359,883	29,726,695	1.2
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
Assistant Administrator Human Services	504,269	457,600	459,215	378,708	(17.5)
Emergency Management: Administration	166,521	49,309	-	-	na
Emerg Mgmt: Emergency Preparedness	324,997	317,513	320,873	348,728	8.7
Emerg Mgmt: Volunteer Rescue Squad	352,262	352,262	297,262	297,255	(0.0)
Emergency Medical Services	12,263,897	10,058,676	9,936,769	9,929,260	(0.1)
Procurement	821,634	799,265	857,951	806,487	(6.0)
Safety & Risk Mgmt: Risk Management	1,902,846	1,782,060	2,014,038	1,763,034	(12.5)
Subtotal	16,336,426	13,816,685	13,886,108	13,523,472	(2.6)
<b>Total GENERAL FUND</b>	<b>151,492,418</b>	<b>149,384,294</b>	<b>160,741,856</b>	<b>160,945,983</b>	<b>0.1</b>
<b>DEBT SERVICE FUNDS</b>					
COUNCIL AGENCIES					
Capital Leases	875,690	888,495	1,336,000	1,122,000	(16.0)
Certificates of Participation	7,893,887	7,890,571	8,323,203	5,463,088	(34.4)
General Obligation Bonds	14,106,871	12,375,844	14,494,950	15,680,905	8.2
Loan Payable (Bridge)	3,000,000	3,000,000	3,000,000	3,000,000	0.0
<b>Total DEBT SERVICE FUNDS</b>	<b>25,876,448</b>	<b>24,154,910</b>	<b>27,154,153</b>	<b>25,265,993</b>	<b>(7.0)</b>

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b>SPECIAL REVENUE FUNDS</b>					
<b>COUNCIL AGENCIES</b>					
Accommodations Tax: Local	\$ 5,813,324	\$ 8,156,778	\$ 9,720,421	\$ 10,140,890	4.3
Accommodations Tax: State	18,894	51,850	19,000	51,300	170.0
Legal: Seized Assets	14,280	11,769	227,874	227,874	0.0
Transportation Sales Tax Agencies	8,384,570	7,395,170	7,395,570	7,521,750	1.7
Trident Technical College	5,651,921	5,719,553	5,700,000	5,739,913	0.7
Subtotal	19,882,989	21,335,120	23,062,865	23,681,727	2.7
<b>APPOINTED OFFICIALS</b>					
Public Defender: Berkeley County	632,753	677,098	653,013	626,606	(4.0)
Public Defender: Charleston County	3,785,966	3,761,513	3,762,816	3,821,111	1.5
Subtotal	4,418,719	4,438,611	4,415,829	4,447,717	0.7
<b>ELECTED OFFICIALS</b>					
Clerk of Ct: IV-D Child Support Enforcement	639,129	689,857	621,973	662,425	6.5
Sheriff: Asset Forfeiture	133,179	132,665	190,100	180,312	(5.1)
Sheriff: Community Services and Programs	479,376	361,293	492,852	489,130	(0.8)
Sheriff: IV-D Child Support Enforcement	75,179	75,718	77,451	75,991	(1.9)
Sheriff: Victim's Bill of Rights	351,011	283,208	239,220	191,319	(20.0)
Solicitor: Alcohol Ed Prog	42,106	45,030	47,322	48,373	2.2
Solicitor: Bond Estreat	16,804	12,589	-	3,500	100.0
Solicitor: Drug Court	15,209	23,771	47,846	150,234	214.0
Solicitor: Expungements	281,444	146,648	212,835	140,691	(33.9)
Solicitor: Juvenile Education Program	128,339	114,072	114,134	118,126	3.5
Solicitor: Pretrial Intervention	300,926	337,585	393,068	451,852	15.0
Solicitor: State Appropriation	952,563	750,414	610,993	741,136	21.3
Solicitor: Victim's Bill of Rights	133,567	134,278	138,525	148,538	7.2
Solicitor: Victim-Witness State	182,383	102,649	81,239	81,402	0.2
Solicitor: Worthless Check	24,291	133,351	171,918	153,525	(10.7)
Subtotal	3,755,506	3,343,128	3,439,476	3,636,554	5.7
<b>ADMINISTRATOR</b>					
Administrator: Public Information: Sales Tax	72,851	71,140	71,591	35,069	(51.0)
Economic Development	742,067	971,263	1,277,416	1,240,083	(2.9)
Subtotal	814,918	1,042,403	1,349,007	1,275,152	(5.5)
<b>DEPUTY COUNTY ADMINISTRATOR</b>					
Greenbelt Programs	5,779,544	6,596,384	6,776,093	7,316,543	8.0
Public Works: Stormwater Drainage	976,697	1,250,242	1,848,500	3,746,043	102.7
Transportation Development: Roads Program	17,525,958	23,084,177	12,905,107	15,531,314	20.4
Subtotal	24,282,199	30,930,803	21,529,700	26,593,900	23.5
<b>ASSISTANT ADMINISTRATOR GENERAL SERVICES</b>					
Building Inspections: Project Impact	7,842	26,389	51,295	46,297	(9.7)
Magistrates: Victim's Bill of Rights	192,895	115,003	95,072	99,772	4.9
Zoning/Planning: Tree Fund	10,000	-	6,940	160,000	2,205.5
Subtotal	210,737	141,392	153,307	306,069	99.6

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b><u>SPECIAL REVENUE FUND (continued)</u></b>					
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
Emergency Mgmt: Awendaw Fire Department	\$ 1,711,040	\$ 2,173,156	\$ 1,744,791	\$ 2,247,117	28.8
Emergency Mgmt: East Cooper Fire District	145,002	145,000	145,000	145,000	0.0
Emergency Mgmt: Hazardous Materials	213,301	193,873	255,121	229,360	(10.1)
Emergency Mgmt: Northern Fire District	190,914	228,078	202,600	203,900	0.6
Emerg Mgmt: West St. Andrew's Fire District	8,000	12,775	8,000	8,000	0.0
Procurement: MWDDBE Sales Tax	144,546	157,024	264,885	300,871	13.6
Subtotal	2,412,803	2,909,906	2,620,397	3,134,248	19.6
<b>Total SPECIAL REVENUE FUNDS</b>	<b>55,777,871</b>	<b>64,141,363</b>	<b>56,570,581</b>	<b>63,075,367</b>	<b>11.5</b>
<b><u>ENTERPRISE FUNDS</u></b>					
ADMINISTRATOR					
Consolidated Dispatch: Emergency 911	1,202,653	1,708,973	1,495,000	1,685,000	12.7
Environmental Mgmt: Administration	3,685,535	3,372,239	3,619,952	6,669,089	84.2
Environmental Mgmt: Ash Disposal	7,412	7,412	-	-	na
Environ Mgmt: Bees Ferry Landfill Convenience C	315,400	243,335	384,665	370,817	(3.6)
Environ Mgmt: Compost/Mulch Operations	1,055,471	1,272,799	1,031,759	2,476,239	140.0
Environmental Mgmt: Containerization	1,997,264	2,024,284	1,844,795	2,471,975	34.0
Environmental Mgmt: Curbside Collection	1,487,844	1,498,615	2,548,614	3,143,691	23.3
Environmental Mgmt: Debt Service	518,575	450,474	1,923,252	1,923,602	0.0
Environmental Mgmt: Drop Site Collection	606,080	608,837	645,146	843,338	30.7
Environmental Mgmt: Incinerator Operations	22,417,451	15,397,790	-	-	na
Environmental Mgmt: Landfill Operations	11,281,387	9,146,556	11,527,556	10,424,955	(9.6)
Environmental Mgmt: Litter Control	69,439	82,046	81,084	23,846	(70.6)
Environ Mgmt: Materials Recovery Facility	1,690,332	1,496,409	1,432,704	210,000	(85.3)
Subtotal	46,334,843	37,309,769	26,534,527	30,242,552	14.0
	45,132,190				
ASSISTANT ADMINISTRATOR FINANCE					
Revenue Collections	2,021,327	2,076,320	2,019,525	1,822,253	(9.8)
Subtotal	2,021,327	2,076,320	2,019,525	1,822,253	(9.8)
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Internal Services: Parking Garages	2,140,420	1,961,198	2,508,111	2,090,951	(16.6)
Tech Services: Radio Communications	2,954,269	2,984,806	3,030,565	3,383,427	11.6
Subtotal	5,094,689	4,946,004	5,538,676	5,474,378	(1.2)
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
DAODAS: Administration	1,877,872	1,866,113	1,548,023	1,745,923	12.8
DAODAS: Adolescent Services	-	-	-	610,962	100.0
DAODAS: Adult Services	1,419,374	1,311,529	1,490,371	1,853,980	24.4
DAODAS: Bedded Services	939,982	758,828	968,199	-	(100.0)
DAODAS: Community Prevention Services	252,381	239,252	262,997	296,897	12.9
DAODAS: Criminal Justice	563,285	558,118	613,354	680,092	10.9
DAODAS: Debt Service	295,585	266,643	731,057	459,424	(37.2)
DAODAS: Detention Outpatient	411,865	370,025	398,681	575,912	44.5
DAODAS: Detoxification Services	775,124	833,038	843,931	-	(100.0)

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Percent Change
<b>ENTERPRISE FUNDS (continued)</b>					
DAODAS: Intensive Family Services	\$ 640,992	\$ 493,541	\$ -	\$ -	na
DAODAS: Juvenile Drug Court	172,026	136,470	165,277	-	(100.0)
DAODAS: Medical Services	215,003	139,162	168,092	106,613	(36.6)
DAODAS: New Life	489,772	448,619	601,372	-	(100.0)
DAODAS: NIDA Community Services	23,671	6,929	-	-	na
DAODAS: Opioid Treatment Services	947,798	958,004	1,107,809	1,133,701	2.3
DAODAS: PAIRS	409,922	346,064	-	-	na
DAODAS: Support Services	-	-	-	347,560	100.0
DAODAS: Therapeutic Child Care	489,770	465,259	496,050	494,348	(0.3)
DAODAS: Wando Grant	1,648	-	-	-	na
DAODAS: Women's Services	640,725	577,317	888,025	1,950,403	119.6
Subtotal	10,566,795	9,774,911	10,283,238	10,255,815	(0.3)
<b>Total ENTERPRISE FUNDS</b>	<b>64,017,654</b>	<b>54,107,004</b>	<b>44,375,966</b>	<b>47,794,998</b>	<b>7.7</b>
<b>INTERNAL SERVICE FUNDS</b>					
ADMINISTRATOR					
Human Resources: Employee Benefits	23,525,085	22,570,934	23,388,778	24,305,000	3.9
Subtotal	23,525,085	22,570,934	23,388,778	24,305,000	3.9
ASSISTANT ADMINISTRATOR GENERAL SERVICES					
Internal Services: Fleet Operations	10,068,125	9,982,486	10,462,455	11,009,303	5.2
Internal Services: Office Services	1,185,303	1,229,966	1,394,776	1,410,008	1.1
Internal Services: Records Mgmt	615,998	636,884	688,186	628,494	(8.7)
Technology Services: Telecommunications	1,573,648	1,493,323	1,625,383	1,621,551	(0.2)
Subtotal	13,443,074	13,342,659	14,170,800	14,669,356	3.5
ASSISTANT ADMINISTRATOR HUMAN SERVICES					
Procurement: Central Parts Warehouse	1,650,163	1,706,640	1,800,000	1,800,000	0.0
Safety & Risk: Safety/Workers' Compensation	4,281,767	4,276,444	4,471,635	4,627,320	3.5
Subtotal	5,931,930	5,983,084	6,271,635	6,427,320	2.5
<b>Total INTERNAL SERVICE FUND</b>	<b>42,900,089</b>	<b>41,896,677</b>	<b>43,831,213</b>	<b>45,401,676</b>	<b>3.6</b>
<b>Total GENERAL FUND</b>	<b>151,492,418</b>	<b>149,384,294</b>	<b>160,741,856</b>	<b>160,945,983</b>	<b>0.1</b>
<b>Total OTHER FUNDS</b>	<b>188,572,062</b>	<b>184,299,954</b>	<b>171,931,913</b>	<b>181,538,034</b>	<b>5.6</b>
<b>Total EXPENDITURES</b>	<b>\$340,064,480</b>	<b>\$333,684,248</b>	<b>\$332,673,769</b>	<b>\$342,484,017</b>	<b>2.9</b>

**Charleston County, South Carolina**  
**Interfund Transfers**  
**Fiscal Year 2012**  
**(In Thousands of Dollars)**

**TRANSFER TO**

FUND	General	Debt Service	Capital Projects	Awendaw SAFER Grant	Employee Benefits	Public Defender Programs	Sheriff: Grants and Programs	Solicitor: State Approp.	Solicitor: Grants and Programs	Transportation Sales Tax Projects	DAODAS	Radio Communication	Internal Services: Fleet	Internal Services: Office	Internal Services: Records	Total Out
General	584		584		450	2,832	88				1,506	1,842	2,833			10,135
Debt Service											452			236		688
Capital Projects		140														140
Awendaw Fire Dept				92												92
Accom. Tax State	28															28
Clerk of Ct Title IV-D	393															393
Internal Services: Fleet	21													25	13	59
Parking Garages		333									134					467
Sheriff Title IVD	34								121							34
Solicitor: State Appropriation																121
Solicitor: State Drug Court	107															107
Solicitor: Expungement								158	58							216
Telecommunications															27	27
Trans Sales Tax: Roads		3,000								10,500						13,500
Revenue Collections	256															256
Total In	839	3,473	584	92	450	2,832	88	158	179	10,500	2,092	1,842	2,833	261	40	26,263

Notes;

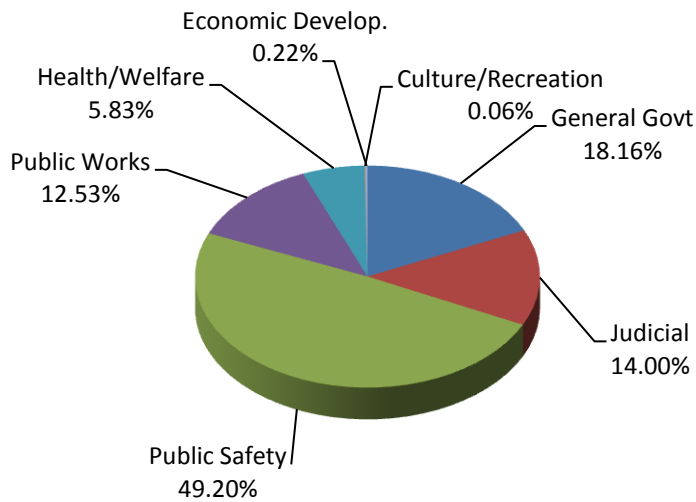
The transfer in side for the Capital Improvement Plan Projects (\$370,000), the Equipment Replacement Fund (\$214,000), the Awendaw SAFER Grant (\$91,651), the Solicitor's City of Charleston Drug Prosecution Grant (\$26,640), the Solicitor's Violent Drug Crime Grant (\$39,000), the Solicitor's Prosecution: Criminal Domestic Violence Grant (\$5,000), the Solicitor's Violence Against Women program grant (\$50,000), and the Transportation Sales Tax Roads Program project allocation (\$10,500,000) are not reflected in the FY 2012 budget.

The transfer out side for the IT Computer Refresh Lease Debt Service payment of \$140,000 is not reflected in the FY 2012 budget.

Reconciliation	(Total Out)	Total In
Per Matrix	26,263	26,263
Unbudgeted Per Notes	(140)	(11,446)
FY 2012 Budgeted	26,123	14,817

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 2,292.59 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 2012 Charleston County All Funds



**Total FTEs: 2,292.59**

Source	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Change	Percent Change
General Govt	501.15	441.29	424.22	416.22	(8.00)	(1.9)
Judicial	307.69	325.43	317.93	320.93	3.00	0.9
Public Safety	1,019.61	1,126.11	1,128.24	1,128.24	0.00	0.0
Public Works	295.54	292.34	287.30	287.30	0.00	0.0
Health/Welfare	183.85	170.85	138.60	133.60	(5.00)	(3.6)
Culture/Recreation	1.80	2.00	1.30	1.30	0.00	0.0
Economic Develop.	3.00	4.00	5.00	5.00	0.00	0.0
<b>Total FTEs</b>	<b>2,312.64</b>	<b>2,362.02</b>	<b>2,302.59</b>	<b>2,292.59</b>	<b>(10.00)</b>	<b>(0.4)</b>

Charleston County, South Carolina  
Summary of Authorized Positions or Full-time Equivalents (FTEs) by Function and Organization  
Fiscal Year 2012

Organization	General Govt.	Judicial	Public Safety	Public Works	Health/ Welfare	Culture/ Rec.	Econ. Develop.	Total
County Council	11.00							11.00
Administrator	6.20			0.30				6.50
Assessor	53.00							53.00
Asst Admin Finance	4.00							4.00
Asst Admin General Svs	3.00							3.00
Asst Admin Human Svs	3.00							3.00
Auditor	31.00							31.00
Budget	7.00							7.00
Building Inspections			22.00					22.00
Capital Projects/Facilities	58.00				2.00			60.00
Clerk of Court		57.00						57.00
Community Services	6.40				5.60			12.00
Consolidated Dispatch			107.00					107.00
Coroner		9.00						9.00
DAODAS					102.00			102.00
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			135.50					135.50
Environmental Mgmt				130.40				130.40
Finance	12.00							12.00
Greenbelts						1.30		1.30
Human Resources	16.00							16.00
Internal Auditor	2.00							2.00
Internal Services	57.00							57.00
Legal	6.92							6.92
Legislative Delegation	3.00							3.00
Magistrates Courts		67.63						67.63
Master-In-Equity		7.00						7.00
Probate Courts		19.30						19.30
Procurement Services	14.00			3.00				17.00
Public Defender		52.00						52.00
Public Works				132.02	20.00			152.02
Register Mesne Conv.	27.00							27.00
Revenue Collections	25.00							25.00
Safety & Risk Mgmt.	5.00							5.00
Sheriff			829.74					829.74
Solicitor		109.00						109.00
Technology Services	15.00							15.00
Transp Development				21.58				21.58
Treasurer	20.00							20.00
Veterans Affairs					4.00			4.00
Zoning/Planning	20.60							20.60
Total FTEs	<u>416.22</u>	<u>320.93</u>	<u>1,128.24</u>	<u>287.30</u>	<u>133.60</u>	<u>1.30</u>	<u>5.00</u>	<u>2,292.59</u>

Charleston County, South Carolina  
Summary of Authorized Positions or Full-time Equivalents (FTEs) by Fund Type and Organization  
Fiscal Year 2012

Organization	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total
County Council	11.00				11.00
Administrator	6.20	0.30			6.50
Assessor	53.00				53.00
Asst Admin Finance	4.00				4.00
Asst Admin General Services	3.00				3.00
Asst Admin Human Services	3.00				3.00
Auditor	31.00				31.00
Budget	7.00				7.00
Building Inspections	21.00	1.00			22.00
Capital Projects/Facilities	58.00		2.00		60.00
Clerk of Court	50.92	6.08			57.00
Community Services	6.40	5.60			12.00
Consolidated Dispatch	100.50		6.50		107.00
Coroner	9.00				9.00
DAODAS			102.00		102.00
Deputy County Administrator	0.10				0.10
Economic Development		5.00			5.00
Elections/ Voter Registration	10.00				10.00
Emergency Management	4.25	29.75			34.00
Emergency Medical Service	135.50				135.50
Environmental Management			130.40		130.40
Finance	12.00				12.00
Greenbelts		1.30			1.30
Human Resources	16.00				16.00
Internal Auditor	2.00				2.00
Internal Services			16.45	40.55	57.00
Legal	6.92				6.92
Legislative Delegation	3.00				3.00
Magistrates Courts	65.63	2.00			67.63
Master-In-Equity	7.00				7.00
Probate Courts	19.30				19.30
Procurement Services	10.00	3.00		4.00	17.00
Public Defender		52.00			52.00
Public Works	139.75	12.27			152.02
Register Mesne Conveyance	27.00				27.00
Revenue Collections	7.00		18.00		25.00
Safety & Risk Management	0.80			4.20	5.00
Sheriff	819.74	10.00			829.74
Solicitor	61.57	47.43			109.00
Technology Services	10.00		2.00	3.00	15.00
Transportation Development	17.00	4.58			21.58
Treasurer	20.00				20.00
Veterans Affairs	4.00				4.00
Zoning/Planning	20.60				20.60
Total FTEs	<u>1,783.18</u>	<u>180.31</u>	<u>277.35</u>	<u>51.75</u>	<u>2,292.59</u>



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

<b>GENERAL FUND</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>COUNCIL AGENCIES</b>					
County Council	11.00	11.00	11.00	11.00	-
Internal Auditor	2.00	2.00	2.00	2.00	-
Legal	7.42	6.67	6.92	6.92	-
Subtotal	20.42	19.67	19.92	19.92	-
<b>ELECTED OFFICIALS</b>					
Auditor	30.00	30.00	31.00	31.00	-
Clerk of Court	48.92	49.92	50.92	50.92	-
Coroner	8.00	8.00	9.00	9.00	-
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	17.30	17.30	17.30	17.30	-
Register Mesne Conveyance	27.00	27.00	27.00	27.00	-
Sheriff: Detention Center	407.00	461.00	460.00	460.00	-
Sheriff: Law Enforcement	305.00	305.00	307.00	307.00	-
Sheriff: School Crossing Guards	54.11	54.11	52.74	52.74	-
Solicitor	61.58	61.80	61.80	61.57	(0.23)
Treasurer	18.00	19.00	20.00	20.00	-
Subtotal	981.91	1,038.13	1,041.76	1,041.53	(0.23)
<b>APPOINTED OFFICIALS</b>					
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	-
<b>ADMINISTRATOR</b>					
Administrator	6.31	7.31	6.20	6.20	-
Administrator: Nondepartmental	36.02	1.06	8.00	-	(8.00)
Consolidated Dispatch	48.50	98.50	100.50	100.50	-
Community Services: Administration	8.75	8.15	6.40	6.40	-
Human Resources	17.00	16.00	16.00	16.00	-
Organizational Development	3.35	-	-	-	-
Subtotal	119.93	131.02	137.10	129.10	(8.00)

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

<b>GENERAL FUND (continued)</b>	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Change
<b>DEPUTY COUNTY ADMINISTRATOR</b>					
Deputy County Administrator	-	0.10	0.10	0.10	-
Public Works: Administration	10.75	8.75	7.75	7.75	-
Public Works: Civil Engineering	12.00	14.00	11.00	11.00	-
Public Works: Field Operations	114.00	103.00	101.00	101.00	-
Public Works: Mosquito Control	23.00	20.00	20.00	20.00	-
Transportation Development	8.52	16.00	17.00	17.00	-
Subtotal	168.27	161.85	156.85	156.85	-
<b>ASSISTANT ADMINISTRATOR FINANCE</b>					
Assistant Administrator Finance	4.00	4.00	4.00	4.00	-
Assessor	54.00	51.00	53.00	53.00	-
Budget	8.00	8.00	7.00	7.00	-
Finance	14.00	13.00	12.00	12.00	-
Revenue Collections: Delinquent Tax	10.00	8.00	7.00	7.00	-
Subtotal	90.00	84.00	83.00	83.00	-
<b>ASSIST ADMIN GENERAL SERVICES</b>					
Assistant Admin General Services	3.00	3.00	3.00	3.00	-
Building Inspections	23.00	21.00	21.00	21.00	-
Capital Projects & Facilities Management	73.00	67.00	58.00	58.00	-
Internal Services: Administration	4.00	4.00	-	-	-
Magistrates' Courts	65.39	66.13	65.63	65.63	-
Technology Services	8.00	8.00	9.00	9.00	-
Tech Services: Communications Admin.	1.50	1.50	1.00	1.00	-
Zoning/Planning	23.00	22.00	20.60	20.60	-
Subtotal	200.89	192.63	178.23	178.23	-
<b>ASSIST ADMIN HUMAN SERVICES</b>					
Assistant Admin for Human Services	4.00	4.00	3.00	3.00	-
Emergency Mgmt: Administration	1.50	1.50	-	-	-
Emergency Mgmt: Emergency Prep.	4.00	4.00	4.25	4.25	-
Emergency Medical Services	139.50	139.50	135.50	135.50	-
Procurement Services: Procurement	11.00	11.00	10.00	10.00	-
Safety & Risk Management: Risk Mgmt.	1.15	1.15	0.80	0.80	-
Subtotal	161.15	161.15	153.55	153.55	-
<b>Total GENERAL FUND</b>	<b>1,763.57</b>	<b>1,809.45</b>	<b>1,791.41</b>	<b>1,783.18</b>	<b>(8.23)</b>

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

<b>SPECIAL REVENUE FUNDS</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>ELECTED OFFICIALS</b>					
Clerk of Court: IV-D Child Support Enf.	6.08	6.08	6.08	6.08	-
Sheriff: Grants and Programs	8.00	3.00	5.00	4.00	(1.00)
Sheriff: Intelligence Analyst	-	-	-	1.00	1.00
Sheriff: IV-D Child Support Enforcement	1.00	1.00	1.00	1.00	-
Sheriff: Victim's Bill of Rights	7.00	5.00	4.00	4.00	-
Solicitor: Alcohol Education Program	1.00	1.00	1.00	1.00	-
Solicitor: CCR Domestic Violence Grant	-	3.00	3.00	3.00	-
Solicitor: Criminal Domestic Viol. Grant	1.00	2.00	1.00	1.00	-
Solicitor: Domestic & Violence Grant	-	5.00	-	-	-
Solicitor: Drug Court	0.20	0.17	0.42	0.65	0.23
Solicitor: Drug Crime Prosecutor Grant	-	1.00	1.00	1.00	-
Solicitor: Drug Prosecutor Grant	-	-	5.00	5.00	-
Solicitor: DUI Appropriation	2.00	-	-	-	-
Solicitor: DUI Drug Prosecution Grant	-	-	1.00	1.00	-
Solicitor: Expungement	5.00	4.04	3.00	3.00	-
Solicitor: Highway Safety Grant	-	2.00	-	-	-
Solicitor: Justice Assistance Grant	-	2.00	2.00	2.00	-
Solicitor: Formula Justice Assistant Grant	-	-	1.00	1.00	-
Solicitor: Juvenile Education Program	2.00	2.00	2.00	2.00	-
Solicitor: North Charleston CDV Grant	-	-	1.00	1.00	-
Solicitor: Pretrial Intervention	6.00	7.00	8.00	7.66	(0.34)
Solicitor: State Appropriation	10.22	10.99	7.78	8.12	0.34
Solicitor: Victim Advocate Grant	-	2.00	1.00	1.00	-
Solicitor: Victim's Bill of Rights	2.00	2.00	2.00	2.00	-
Solicitor: Victim-Witness State Approp.	4.00	2.00	1.00	1.00	-
Solicitor: Violence Against Women Grant	-	4.00	3.00	3.00	-
Solicitor: Worthless Check	2.00	2.00	3.00	3.00	-
Subtotal	57.50	67.28	63.28	63.51	0.23
<b>APPOINTED OFFICIALS</b>					
Public Defender: Berkeley County	7.50	7.50	7.50	7.50	-
Public Defender: Charleston County	44.50	44.50	44.50	44.50	-
Subtotal	52.00	52.00	52.00	52.00	-
<b>ADMINISTRATOR</b>					
Admin: Public Information - Sales Tax	0.69	0.69	0.30	0.30	-
Economic Development	3.00	4.00	5.00	5.00	-
Community Services: CARTA Contract	1.00	1.00	-	-	-
Community Services: Urban Entitlement Funds	4.50	4.85	5.60	5.60	-
Community Services: WIA Title II-B	28.35	28.00	-	-	-
Subtotal	37.54	38.54	10.90	10.90	-

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

<b>SPECIAL REVENUE FUNDS (continued)</b>	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2012 Approved	Change
<b>DEPUTY COUNTY ADMINISTRATOR</b>					
Greenbelts Program	1.80	2.00	1.30	1.30	-
Transportation Development - Roads Program	7.00	4.63	4.58	4.58	-
Roads Program: CEI	3.48	-	-	-	-
Public Works: Stormwater Drainage	11.25	11.27	12.27	12.27	-
Subtotal	23.53	17.90	18.15	18.15	-
<b>ASSIST ADMIN GENERAL SERVICES</b>					
Building Inspections: EPA CARE Grant	-	1.00	1.00	1.00	-
Magistrates' Courts: Vict. Bill of Rights	4.00	3.00	2.00	2.00	-
Subtotal	4.00	4.00	3.00	3.00	-
<b>ASSIST ADMIN HUMAN SERVICES</b>					
Emergency Mgmt: Awendaw Fire Dept.	22.00	22.00	22.25	22.25	-
Emerg Mgmt: Awendaw Fire SAFER Grant	-	6.00	6.00	6.00	-
Emergency Mgmt: Emergency Prep.	1.00	-	-	-	-
Emergency Mgmt: Hazardous Materials	1.50	1.50	1.50	1.50	-
Procurement: MWDBE	1.65	2.00	3.00	3.00	-
Subtotal	26.15	31.50	32.75	32.75	-
<b>Total SPECIAL REVENUE FUNDS</b>	<b>200.72</b>	<b>211.22</b>	<b>180.08</b>	<b>180.31</b>	<b>0.23</b>
<b>ENTERPRISE FUNDS</b>					
<b>ADMINISTRATOR</b>					
Consolidated Dispatch: Emergency 911	2.00	2.00	6.50	6.50	-
Environ Mgmt: Administration	9.20	10.00	13.00	13.00	-
Environ Mgmt: Bees Ferry Landfill Conv Ctr	-	-	6.00	6.00	-
Environ Mgmt: Compost & Mulch Operations	8.00	8.00	11.00	11.00	-
Environ Mgmt: Containerization	32.00	31.00	28.00	28.00	-
Environ Mgmt: Curbside Collection	11.00	14.00	19.00	19.00	-
Environ Mgmt: Drop Site Collection	8.00	8.00	8.00	8.00	-
Environ Mgmt: Household Hazardous Waste	3.00	2.00	-	-	-
Environ Mgmt: Incinerator Operations	2.00	-	-	-	-
Environ Mgmt: Landfill Operations	22.00	29.00	24.00	24.00	-
Environ Mgmt: Litter Control	2.00	1.00	0.40	0.40	-
Environ Mgmt: Materials Recovery Facility	29.00	29.00	21.00	21.00	-
Subtotal	128.20	134.00	136.90	136.90	-

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

<b>ENTERPRISE FUNDS (continued)</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>ASSISTANT ADMINISTRATOR FINANCE</b>					
Revenue Collections (formerly BL/UF)	22.00	22.00	18.00	18.00	-
Subtotal	22.00	22.00	18.00	18.00	-
<b>ASSIST ADMIN GENERAL SERVICES</b>					
Facilities Management: DAODAS	2.00	2.00	2.00	2.00	-
Internal Services: Parking Garages	16.80	16.00	17.20	16.45	(0.75)
Tech Services: Radio Communications	3.00	3.00	2.00	2.00	-
Subtotal	21.80	21.00	21.20	20.45	(0.75)
<b>ASSIST ADMIN HUMAN SERVICES</b>					
DAODAS: Administration	17.43	15.38	13.95	14.95	1.00
DAODAS: Adolescent Services	-	-	-	7.80	7.80
DAODAS: Adult Services	20.90	18.65	19.30	13.85	(5.45)
DAODAS: Bedded Services	9.63	7.46	8.21	-	(8.21)
DAODAS: Comm Prevention Services	4.00	3.00	3.25	3.45	0.20
DAODAS: Criminal Justice	6.50	6.50	7.00	6.80	(0.20)
DAODAS: Detention Outpatient	6.30	6.30	5.60	7.80	2.20
DAODAS: Detoxification Services	5.93	6.26	6.01	-	(6.01)
DAODAS: Intensive Family Services	7.20	7.20	-	-	-
DAODAS: Juvenile Drug Court	3.45	2.50	-	-	-
DAODAS: Medical Services	2.40	2.40	1.40	1.90	0.50
DAODAS: New Life	10.44	8.78	8.83	-	(8.83)
DAODAS: NIDA Grants	0.12	0.12	-	-	-
DAODAS: Opioid Treatment Services	8.80	10.80	9.80	9.20	(0.60)
DAODAS: PAIRS	2.00	-	-	-	-
DAODAS: Support Services	-	-	-	12.80	12.80
DAODAS: Therapeutic Child Care	7.40	7.40	7.40	7.20	(0.20)
DAODAS: Women's Services	8.50	8.25	11.25	16.25	5.00
Subtotal	121.00	111.00	102.00	102.00	-
<b>Total ENTERPRISE FUNDS</b>	<b>293.00</b>	<b>288.00</b>	<b>278.10</b>	<b>277.35</b>	<b>(0.75)</b>

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

<b>INTERNAL SERVICE FUNDS</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>ASSIST ADMIN GENERAL SERVICES</b>					
Internal Services: Fleet Operations	26.00	24.00	23.65	23.65	-
Internal Services: Office Services	6.00	6.00	6.45	6.45	-
Internal Services: Records Management	11.00	11.00	11.70	10.45	(1.25)
Tech Services: Telecommunications	3.50	3.50	3.00	3.00	-
Subtotal	46.50	44.50	44.80	43.55	(1.25)
<b>ASSIST ADMIN HUMAN SERVICES</b>					
Procure Serv: Central Parts Warehouse	4.00	4.00	4.00	4.00	-
Safety & Risk: Safety/Workers' Comp.	4.85	4.85	4.20	4.20	-
Subtotal	8.85	8.85	8.20	8.20	-
<b>Total INTERNAL SERVICE FUNDS</b>	<b>55.35</b>	<b>53.35</b>	<b>53.00</b>	<b>51.75</b>	<b>(1.25)</b>
<b>Total Positions GENERAL FUND</b>	<b>1,763.57</b>	<b>1,809.45</b>	<b>1,791.41</b>	<b>1,783.18</b>	<b>(8.23)</b>
<b>Total Positions OTHER FUNDS</b>	<b>549.07</b>	<b>552.57</b>	<b>511.18</b>	<b>509.41</b>	<b>(1.77)</b>
<b>Total Positions ALL FUNDS</b>	<b>2,312.64</b>	<b>2,362.02</b>	<b>2,302.59</b>	<b>2,292.59</b>	<b>(10.00)</b>

Charleston County, South Carolina  
All Funds  
Fund Statement

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2011 Projected</u>	<u>FY 2012 Approved</u>
Beginning Balance, July 1	\$243,046,996	\$248,045,874	\$251,390,540	\$251,390,540	\$183,495,893
Revenues:					
Property Tax	94,147,422	102,001,511	98,985,593	101,224,009	101,630,633
Sales Tax	87,464,634	85,180,083	83,795,000	84,329,000	86,109,000
Licenses and Permits	4,604,718	4,143,536	4,019,850	3,986,550	4,049,950
Intergovernmental	34,426,964	32,951,635	31,438,447	31,932,663	31,971,679
Charges and Fees	104,215,521	97,796,558	91,408,823	92,330,425	98,670,292
Fines and Forfeitures	4,151,289	3,045,033	2,949,761	2,522,633	2,424,782
Interest	3,022,572	2,339,286	1,342,000	1,881,500	1,701,500
Miscellaneous	1,781,059	4,713,952	4,288,484	4,317,859	4,546,469
Leases and Rent	708,372	693,004	767,476	744,472	796,714
Subtotal	<u>334,522,551</u>	<u>332,864,598</u>	<u>318,995,434</u>	<u>323,269,111</u>	<u>331,901,019</u>
Interfund Transfer In	<u>30,335,211</u>	<u>22,881,429</u>	<u>15,398,868</u>	<u>16,713,526</u>	<u>14,966,256</u>
Total Available	<u>607,904,758</u>	<u>603,791,901</u>	<u>585,784,842</u>	<u>591,373,177</u>	<u>530,363,168</u>
Expenditures:					
Personnel	131,803,195	128,050,219	136,598,884	135,428,765	136,592,818
Operating	168,881,886	165,134,825	144,429,769	149,566,658	150,293,222
Capital	233,983	540,760	6,143,688	7,529,644	9,052,000
Debt Service	<u>39,145,417</u>	<u>39,958,444</u>	<u>45,501,428</u>	<u>42,863,362</u>	<u>46,545,977</u>
Subtotal	<u>340,064,481</u>	<u>333,684,248</u>	<u>332,673,769</u>	<u>335,388,429</u>	<u>342,484,017</u>
Interfund Transfer Out	<u>19,794,403</u>	<u>18,717,113</u>	<u>41,231,522</u>	<u>72,488,855</u>	<u>26,122,547</u>
Total Disbursements	<u>359,858,884</u>	<u>352,401,361</u>	<u>373,905,291</u>	<u>407,877,284</u>	<u>368,606,564</u>
Invested in Capital Assets	37,316,200	39,430,994	39,430,994	39,430,994	39,430,994
Reserved	11,435,313	11,091,179	11,091,179	8,436,263	7,274,644
Unreserved/Designated	114,289,270	135,999,079	122,516,166	104,009,301	85,123,182
Unreserved/Undesignated	<u>85,005,091</u>	<u>64,869,288</u>	<u>38,841,212</u>	<u>31,619,335</u>	<u>29,927,784</u>
Ending Balance, June 30	<u><u>\$248,045,874</u></u>	<u><u>\$251,390,540</u></u>	<u><u>\$211,879,551</u></u>	<u><u>\$183,495,893</u></u>	<u><u>\$161,756,604</u></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	\$ 37,778,160	\$ 19,091,222	\$ 35,642,259	\$ 79,328,664	\$ 11,655,588	\$ 183,495,893
Revenues:						
Property Tax	73,112,500	19,893,000	8,625,133	-	-	101,630,633
Sales Tax	40,290,000	-	45,819,000	-	-	86,109,000
Licenses and Permits	3,869,950	-	180,000	-	-	4,049,950
Intergovernmental	21,795,133	73,977	4,162,984	5,939,585	-	31,971,679
Charges and Fees	17,532,650	-	1,995,500	38,385,860	40,756,282	98,670,292
Fines and Forfeitures	1,893,372	-	531,410	-	-	2,424,782
Interest	1,106,500	275,000	150,000	90,000	80,000	1,701,500
Miscellaneous	3,901,837	-	493,300	(13,668)	165,000	4,546,469
Leases and Rent	610,000	-	-	186,714	-	796,714
Subtotal	164,111,942	20,241,977	61,957,327	44,588,491	41,001,282	331,901,019
Interfund Transfer In	839,187	3,473,271	3,136,533	3,933,569	3,583,696	14,966,256
Total Available	202,729,289	42,806,470	100,736,119	127,850,724	56,240,566	530,363,168
Expenditures:						
General Government	45,652,078	-	7,681,750	7,296,631	45,401,676	106,032,135
Judicial	16,652,387	-	7,247,291	-	-	23,899,678
Public Safety	74,008,956	-	4,044,300	1,685,000	-	79,738,256
Public Works	7,463,182	-	8,918,500	26,633,950	-	43,015,632
Health/Welfare	3,846,381	-	-	9,796,391	-	13,642,772
Culture/Recreation	13,322,999	-	10,388,035	-	-	23,711,034
Education	-	-	5,739,913	-	-	5,739,913
Economic Development	-	-	1,240,083	-	-	1,240,083
Debt Service	-	25,265,993	17,815,495	2,383,026	-	45,464,514
Subtotal	160,945,983	25,265,993	63,075,367	47,794,998	45,401,676	342,484,017
Interfund Transfer Out	10,135,146	687,955	14,490,112	723,057	86,277	26,122,547
Total Disbursements	171,081,129	25,953,948	77,565,479	48,518,055	45,487,953	368,606,564
Invested in Capital Assets	-	-	-	30,486,244	8,944,750	39,430,994
Reserved	942,674	6,040,508	-	-	291,462	7,274,644
Unreserved/Designated	30,705,486	10,487,592	25,515,243	18,414,861	-	85,123,182
Unreserved/Undesignated	-	324,422	(2,344,603)	30,431,564	1,516,401	29,927,784
Ending Balance, June 30	\$ 31,648,160	\$ 16,852,522	\$ 23,170,640	\$ 79,332,669	\$ 10,752,613	\$ 161,756,604

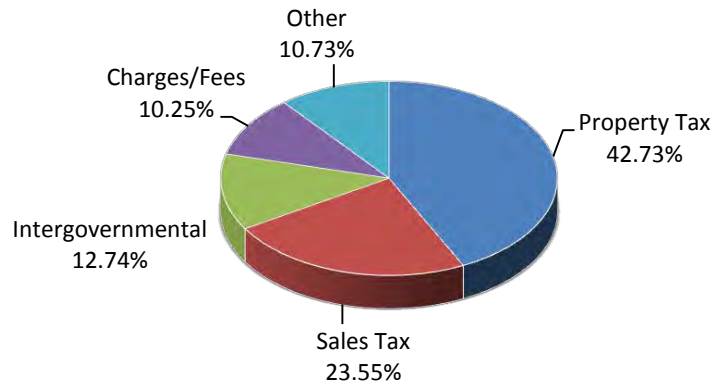


# General Fund

## Charleston County

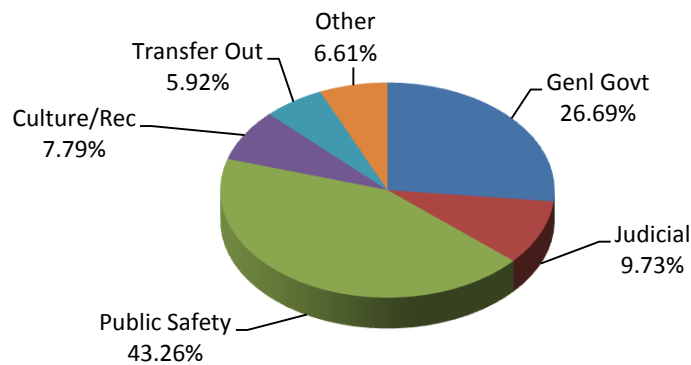
The General Fund is the general operating fund of the County and accounts for all financial resources except those required to be accounted for in other funds. The graphs below present an overall summary of the General Fund budget. The following page displays the fund statement for this fund.

### WHERE IT COMES FROM... FY 2012 Charleston County General Fund



**Total Available Budgeted: \$171,081,129**

### WHERE IT GOES... FY 2012 Charleston County General Fund



**Total Uses: \$171,081,129**

Charleston County, South Carolina  
General Fund  
Fund Statement

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 44,728,376	\$ 45,711,846	\$ 52,596,024	\$ 52,596,024	\$ 37,778,160
Revenues:					
Property Tax	67,993,466	75,622,984	72,333,000	74,183,000	73,112,500
Sales Tax	41,085,569	39,955,809	39,000,000	39,500,000	40,290,000
Licenses and Permits	4,437,168	3,973,196	3,819,850	3,806,550	3,869,950
Intergovernmental	22,444,622	20,988,892	21,271,032	22,226,888	21,795,133
Charges and Fees	15,613,885	18,545,079	16,342,950	17,634,427	17,532,650
Fines and Forfeitures	3,247,074	2,229,060	2,270,500	1,893,372	1,893,372
Interest	1,044,621	1,245,016	597,000	1,206,500	1,106,500
Miscellaneous	140,133	3,881,691	3,729,652	3,752,024	3,901,837
Leases and Rentals	580,707	619,639	595,000	595,000	610,000
Subtotal	156,587,245	167,061,366	159,958,984	164,797,761	164,111,942
Interfund Transfer In	4,866,530	1,844,146	431,046	616,576	839,187
Total Available	206,182,151	214,617,358	212,986,054	218,010,361	202,729,289
Expenditures:					
Personnel	102,367,560	97,702,599	104,664,487	104,664,865	104,890,944
Operating	48,926,839	51,284,038	55,181,461	58,673,567	54,691,246
Capital	198,019	397,657	895,908	936,558	1,363,793
Subtotal	151,492,418	149,384,294	160,741,856	164,274,990	160,945,983
Interfund Transfer Out	8,977,887	12,637,040	15,957,211	15,957,211	10,135,146
Total Disbursements	160,470,305	162,021,334	176,699,067	180,232,201	171,081,129
Reserved	2,035,197	2,727,154	2,727,154	942,674	942,674
Unreserved/Designated	41,264,712	40,195,398	31,601,361	36,835,486	30,705,486
Unreserved/Undesignated	2,411,937	9,673,472	1,958,472	-	-
Ending Balance, June 30	\$ 45,711,846	\$ 52,596,024	\$ 36,286,987	\$ 37,778,160	\$ 31,648,160

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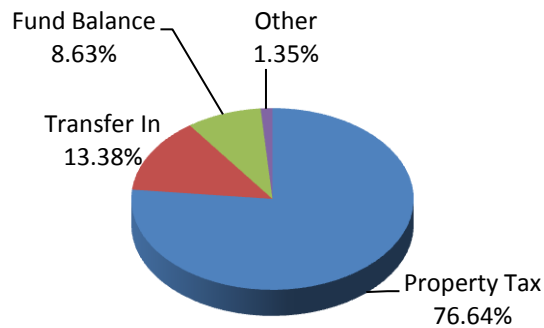
# Debt Service Fund

## Charleston County

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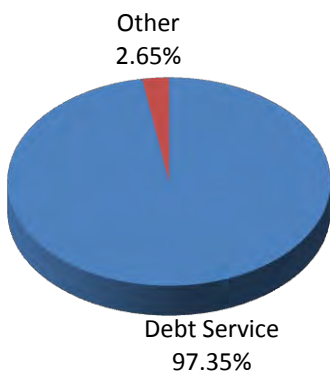
The Debt Service Fund collects resources to service the County's General Obligation Bonds, Certificates of Participation, notes payable, and capital leases. The graphs below present an overall summary of the Debt Service Fund budget. The following page displays the fund statement for this fund.

### WHERE IT COMES FROM... FY 2012 Charleston County Debt Service Funds



**Total Available Budgeted: \$25,953,948**

### WHERE IT GOES... FY 2012 Charleston County Debt Service Funds



**Total Uses: \$25,953,948**

Charleston County, South Carolina  
Debt Service Fund  
Fund Statement

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 19,702,506	\$ 17,263,879	\$ 20,672,652	\$ 20,672,652	\$ 19,091,222
Revenues:					
Property Tax	18,247,604	18,433,246	18,208,000	18,553,000	19,893,000
Intergovernmental	366,238	346,869	98,977	73,977	73,977
Interest	384,294	295,950	275,000	275,000	275,000
Subtotal	18,998,136	19,076,065	18,581,977	18,901,977	20,241,977
Interfund Transfer In	5,412,005	9,168,694	4,899,837	5,039,837	3,473,271
Total Available	44,112,647	45,508,638	44,154,466	44,614,466	42,806,470
Expenditures:					
Debt Service	25,876,448	24,154,910	27,154,153	24,516,087	25,265,993
Subtotal	25,876,448	24,154,910	27,154,153	24,516,087	25,265,993
Interfund Transfer Out	972,320	681,076	1,007,157	1,007,157	687,955
Total Disbursements	26,848,768	24,835,986	28,161,310	25,523,244	25,953,948
Reserved	4,780,478	5,841,478	5,841,478	7,202,127	6,040,508
Unreserved/Designated	8,346,783	12,636,153	7,956,657	9,985,155	10,487,592
Unreserved/Undesignated	4,136,618	2,195,021	2,195,021	1,903,940	324,422
Ending Balance, June 30	<u>\$ 17,263,879</u>	<u>\$ 20,672,652</u>	<u>\$ 15,993,156</u>	<u>\$ 19,091,222</u>	<u>\$ 16,852,522</u>

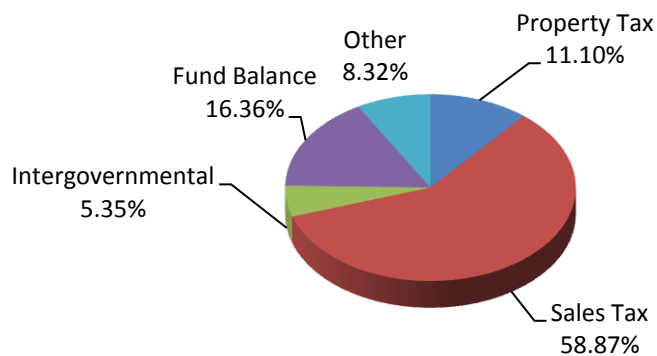
# Special Revenue Funds

## 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...

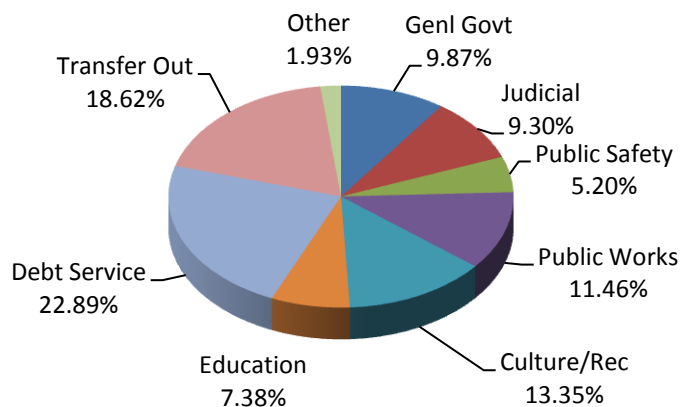
#### FY 2012 Charleston County Special Revenue Funds



**Total Available Budgeted: \$77,828,894**

### WHERE IT GOES...

#### FY 2012 Charleston County Special Revenue Funds



**Total Uses: \$77,828,894**

**\*Includes \$263,415 in budgeted increases in ending balances.**

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

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2011 Projected</u>	<u>FY 2012 Approved</u>
Beginning Balance, July 1	\$ 1,125,882	\$ 74,272	\$ 823,229	\$ 823,229	\$ 877,808
Revenues:					
Sales Tax	8,864,365	8,851,895	9,750,000	9,750,000	10,040,000
Interest	<u>47,349</u>	<u>14,742</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Subtotal	<u>8,911,714</u>	<u>8,866,637</u>	<u>9,775,000</u>	<u>9,775,000</u>	<u>10,065,000</u>
Interfund Transfer In	<u>200,000</u>	<u>39,098</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Available	<u>10,237,596</u>	<u>8,980,007</u>	<u>10,598,229</u>	<u>10,598,229</u>	<u>10,942,808</u>
Expenditures:					
Personnel	-	2,177,128	2,056,706	2,056,706	2,104,785
Operating	5,813,324	5,979,650	7,538,423	7,538,423	7,709,898
Capital	<u>-</u>	<u>-</u>	<u>125,292</u>	<u>125,292</u>	<u>326,207</u>
Subtotal	<u>5,813,324</u>	<u>8,156,778</u>	<u>9,720,421</u>	<u>9,720,421</u>	<u>10,140,890</u>
Interfund Transfer Out	<u>4,350,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Disbursements	<u>10,163,324</u>	<u>8,156,778</u>	<u>9,720,421</u>	<u>9,720,421</u>	<u>10,140,890</u>
Unreserved/Designated	-	195,981	411,999	487,889	507,045
Unreserved/Undesignated	<u>74,272</u>	<u>627,248</u>	<u>465,809</u>	<u>389,919</u>	<u>294,873</u>
Ending Balance, June 30	<u>\$ 74,272</u>	<u>\$ 823,229</u>	<u>\$ 877,808</u>	<u>\$ 877,808</u>	<u>\$ 801,918</u>

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Sales Tax	44,888	79,457	45,000	79,000	79,000
Interest	-	122	-	-	-
Subtotal	44,888	79,579	45,000	79,000	79,000
Total Available	44,888	79,579	45,000	79,000	79,000
Expenditures:					
Personnel	-	-	-	-	-
Operating	18,894	51,850	19,000	51,300	51,300
Capital	-	-	-	-	-
Subtotal	18,894	51,850	19,000	51,300	51,300
Interfund Transfer Out	25,994	27,729	26,000	27,700	27,700
Total Disbursements	44,888	79,579	45,000	79,000	79,000
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ -	\$ -

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

Charleston County, South Carolina  
Special Revenue Fund  
Building Inspections: Project Impact  
Fund Statement

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 60,697	\$ 62,240	\$ 51,295	\$ 51,295	\$ 46,297
Revenues:					
Licenses and Permits	2,575	12,500	-	-	-
Miscellaneous	6,810	2,944	-	110	-
Subtotal	9,385	15,444	-	110	-
Total Available	70,082	77,684	51,295	51,405	46,297
Expenditures:					
Personnel	-	-	-	-	-
Operating	7,842	26,389	51,295	5,108	46,297
Capital	-	-	-	-	-
Subtotal	7,842	26,389	51,295	5,108	46,297
Total Disbursements	7,842	26,389	51,295	5,108	46,297
Unreserved/Designated	-	-	-	46,297	-
Unreserved/Undesignated	62,240	51,295	-	-	-
Ending Balance, June 30	\$ 62,240	\$ 51,295	\$ -	\$ 46,297	\$ -

Note: Refer to page J-6 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 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 1,796	\$ 8,949	\$ 24,329	\$ 24,329	\$ -
Revenues:					
Intergovernmental	782,055	845,188	892,000	1,055,000	1,055,000
Subtotal	782,055	845,188	892,000	1,055,000	1,055,000
Total Available	783,851	854,137	916,329	1,079,329	1,055,000
Expenditures:					
Personnel	386,863	421,853	366,036	366,036	408,336
Operating	252,266	253,865	255,937	259,335	254,089
Capital	-	14,139	-	20,931	-
Subtotal	639,129	689,857	621,973	646,302	662,425
Interfund Transfer Out	135,773	139,951	270,027	433,027	392,575
Total Disbursements	774,902	829,808	892,000	1,079,329	1,055,000
Reserved	8,949	24,329	24,329	-	-
Ending Balance, June 30	\$ 8,949	\$ 24,329	\$ 24,329	\$ -	\$ -

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

Charleston County, South Carolina  
Special Revenue Fund  
Economic Development  
Fund Statement

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 653,622	\$ 714,101	\$ 538,627	\$ 538,627	\$ 511,277
Revenues:					
Property Tax	822,042	749,879	1,121,593	1,135,109	1,240,083
Subtotal	822,042	749,879	1,121,593	1,135,109	1,240,083
Interfund Transfer In	-	45,910	-	-	-
Total Available	1,475,664	1,509,890	1,660,220	1,673,736	1,751,360
Expenditures:					
Personnel	229,418	281,395	484,469	390,750	463,956
Operating	512,649	644,758	758,307	737,069	776,127
Capital	-	45,110	34,640	34,640	-
Subtotal	742,067	971,263	1,277,416	1,162,459	1,240,083
Interfund Transfer Out	19,496	-	-	-	-
Total Disbursements	761,563	971,263	1,277,416	1,162,459	1,240,083
Reserved	-	38,762	38,762	-	-
Unreserved/Designated	118,346	155,823	-	-	-
Unreserved/Undesignated	595,755	344,042	344,042	511,277	511,277
Ending Balance, June 30	<u>\$ 714,101</u>	<u>\$ 538,627</u>	<u>\$ 382,804</u>	<u>\$ 511,277</u>	<u>\$ 511,277</u>

Note: Refer to page G-11 for budget narrative related to this fund.

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 1,176,066	\$ 1,287,124	\$ 910,183	\$ 910,183	\$ 881,342
Revenues:					
Property Tax	1,258,956	1,254,470	1,273,000	1,303,000	1,289,300
Intergovernmental	558,457	550,525	451,463	451,463	449,468
Miscellaneous	4,685	5,433	-	-	-
Subtotal	1,822,098	1,810,428	1,724,463	1,754,463	1,738,768
Total Available	2,998,164	3,097,552	2,634,646	2,664,646	2,620,110
Expenditures:					
Personnel	1,331,681	1,229,556	1,308,005	1,321,005	1,316,398
Operating	234,702	276,225	436,786	388,657	330,719
Capital	-	-	-	-	600,000
Debt Service	144,657	667,375	-	-	-
Subtotal	1,711,040	2,173,156	1,744,791	1,709,662	2,247,117
Interfund Transfer Out	-	14,213	36,672	73,642	91,651
Total Disbursements	1,711,040	2,187,369	1,781,463	1,783,304	2,338,768
Reserved	41,484	1,871	1,871	-	-
Unreserved/Designated	109,397	-	-	600,000	-
Unreserved/Undesignated	1,136,243	908,312	851,312	281,342	281,342
Ending Balance, June 30	\$ 1,287,124	\$ 910,183	\$ 853,183	\$ 881,342	\$ 281,342

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 19,190	\$ 12,343	\$ 7,839	\$ 7,839	\$ 2,839
Revenues:					
Property Tax	135,441	137,569	141,000	140,000	142,900
Intergovernmental	2,714	2,927	-	-	-
Subtotal	138,155	140,496	141,000	140,000	142,900
Total Available	157,345	152,839	148,839	147,839	145,739
Expenditures:					
Personnel	-	-	-	-	-
Operating	145,002	145,000	145,000	145,000	145,000
Capital	-	-	-	-	-
Subtotal	145,002	145,000	145,000	145,000	145,000
Total Disbursements	145,002	145,000	145,000	145,000	145,000
Unreserved/Designated	1,850	4,000	-	-	-
Unreserved/Undesignated	10,493	3,839	3,839	2,839	739
Ending Balance, June 30	\$ 12,343	\$ 7,839	\$ 3,839	\$ 2,839	\$ 739

Note: Refer to page K-21 for budget narrative related to this fund.

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 316,427	\$ 266,414	\$ 230,381	\$ 230,381	\$ 217,554
Revenues:					
Licenses and Permits	164,975	157,840	200,000	180,000	180,000
Fines and Forfeitures	12,098	-	-	-	-
Subtotal	177,073	157,840	200,000	180,000	180,000
Total Available	493,500	424,254	430,381	410,381	397,554
Expenditures:					
Personnel	112,228	124,698	160,636	129,318	136,405
Operating	101,073	69,175	94,485	63,509	92,955
Capital	-	-	-	-	-
Subtotal	213,301	193,873	255,121	192,827	229,360
Interfund Transfer Out	13,785	-	-	-	-
Total Disbursements	227,086	193,873	255,121	192,827	229,360
Reserved	-	9,024	9,024	-	-
Unreserved/Designated	56,842	55,121	-	49,360	-
Unreserved/Undesignated	209,572	166,236	166,236	168,194	168,194
Ending Balance, June 30	\$ 266,414	\$ 230,381	\$ 175,260	\$ 217,554	\$ 168,194

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 1,333	\$ -	\$ 2,481	\$ 2,481	\$ -
Revenues:					
Property Tax	185,697	226,418	202,600	202,600	203,900
Intergovernmental	3,884	4,141	-	-	-
Subtotal	189,581	230,559	202,600	202,600	203,900
Total Available	190,914	230,559	205,081	205,081	203,900
Expenditures:					
Personnel	-	-	-	-	-
Operating	190,914	228,078	202,600	205,081	203,900
Capital	-	-	-	-	-
Subtotal	190,914	228,078	202,600	205,081	203,900
Total Disbursements	190,914	228,078	202,600	205,081	203,900
Unreserved/Undesignated	-	2,481	2,481	-	-
Ending Balance, June 30	\$ -	\$ 2,481	\$ 2,481	\$ -	\$ -

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ (88)	\$ 1,400	\$ (3,937)	\$ (3,937)	\$ (4,637)
Revenues:					
Property Tax	9,464	7,429	6,400	7,300	9,037
Intergovernmental	24	9	-	-	-
Subtotal	9,488	7,438	6,400	7,300	9,037
Total Available	9,400	8,838	2,463	3,363	4,400
Expenditures:					
Personnel	-	-	-	-	-
Operating	8,000	12,775	8,000	8,000	8,000
Capital	-	-	-	-	-
Subtotal	8,000	12,775	8,000	8,000	8,000
Total Disbursements	8,000	12,775	8,000	8,000	8,000
Unreserved/Designated	489	-	-	-	-
Unreserved/Undesignated	911	(3,937)	(5,537)	(4,637)	(3,600)
Ending Balance, June 30	\$ 1,400	\$ (3,937)	\$ (5,537)	\$ (4,637)	\$ (3,600)

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 151,160	\$ 174,818	\$ 210,674	\$ 210,674	\$ 210,674
Revenues:					
Fines and Forfeitures	36,002	46,695	17,200	17,200	17,200
Interest	1,936	930	-	-	-
Subtotal	37,938	47,625	17,200	17,200	17,200
Total Available	189,098	222,443	227,874	227,874	227,874
Expenditures:					
Personnel	48	-	-	-	-
Operating	14,232	11,769	227,874	17,200	227,874
Capital	-	-	-	-	-
Subtotal	14,280	11,769	227,874	17,200	227,874
Total Disbursements	14,280	11,769	227,874	17,200	227,874
Reserved	25	-	-	-	-
Unreserved/Designated	14,200	-	-	210,674	-
Unreserved/Undesignated	160,593	210,674	-	-	-
Ending Balance, June 30	\$ 174,818	\$ 210,674	\$ -	\$ 210,674	\$ -

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



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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ -	\$ 171,134	\$ 147,099	\$ 147,099	\$ 83,336
Revenues:					
Intergovernmental	661,828	577,398	493,270	539,270	493,270
Charges and Fees	45,583	74,789	50,000	50,000	50,000
Interest	1,476	876	-	-	-
Miscellaneous	95,000	-	-	-	-
Subtotal	803,887	653,063	543,270	589,270	543,270
Total Available	803,887	824,197	690,369	736,369	626,606
Expenditures:					
Personnel	502,670	507,819	516,606	516,606	489,465
Operating	130,083	169,279	136,407	136,427	137,141
Capital	-	-	-	-	-
Subtotal	632,753	677,098	653,013	653,033	626,606
Total Disbursements	632,753	677,098	653,013	653,033	626,606
Reserved	-	900	900	-	-
Unreserved/Designated	102,603	74,205	-	83,336	-
Unreserved/Undesignated	68,531	71,994	36,456	-	-
Ending Balance, June 30	\$ 171,134	\$ 147,099	\$ 37,356	\$ 83,336	\$ -

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

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

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2011 Projected</u>	<u>FY 2012 Approved</u>
Beginning Balance, July 1	\$ -	\$ 679,126	\$ 602,249	\$ 602,249	\$ 608,028
Revenues:					
Intergovernmental	981,919	825,842	616,902	717,902	616,902
Charges and Fees	156,293	186,670	117,500	117,500	117,500
Fines and Forfeitures	-	(29,343)	-	-	-
Interest	6,422	3,673	-	-	-
Miscellaneous	622,665	-	-	-	-
Subtotal	<u>1,767,299</u>	<u>986,842</u>	<u>734,402</u>	<u>835,402</u>	<u>734,402</u>
Interfund Transfer In	<u>2,697,794</u>	<u>2,697,794</u>	<u>2,832,489</u>	<u>2,832,489</u>	<u>2,832,489</u>
Total Available	<u>4,465,093</u>	<u>4,363,762</u>	<u>4,169,140</u>	<u>4,270,140</u>	<u>4,174,919</u>
Expenditures:					
Personnel	3,432,858	3,369,030	3,412,577	3,332,121	3,468,742
Operating	353,109	392,483	350,239	329,991	352,369
Capital	-	-	-	-	-
Subtotal	<u>3,785,967</u>	<u>3,761,513</u>	<u>3,762,816</u>	<u>3,662,112</u>	<u>3,821,111</u>
Total Disbursements	<u>3,785,967</u>	<u>3,761,513</u>	<u>3,762,816</u>	<u>3,662,112</u>	<u>3,821,111</u>
Reserved	325	2,140	2,140	-	-
Unreserved/Designated	276,760	232,989	-	254,220	-
Unreserved/Undesignated	<u>402,041</u>	<u>367,120</u>	<u>404,184</u>	<u>353,808</u>	<u>353,808</u>
Ending Balance, June 30	<u>\$ 679,126</u>	<u>\$ 602,249</u>	<u>\$ 406,324</u>	<u>\$ 608,028</u>	<u>\$ 353,808</u>

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 1,293,699	\$ 2,053,621	\$ 2,662,190	\$ 2,662,190	\$ 2,099,793
Revenues:					
Intergovernmental	564,533	703,101	658,500	658,500	596,250
Charges and Fees	1,172,086	1,159,421	1,190,000	1,190,000	1,050,000
Interest	-	8,131	-	-	-
Subtotal	1,736,619	1,870,653	1,848,500	1,848,500	1,646,250
Total Available	3,030,318	3,924,274	4,510,690	4,510,690	3,746,043
Expenditures:					
Personnel	716,141	802,049	1,132,120	1,132,120	1,440,255
Operating	260,556	429,029	716,380	1,194,730	2,305,788
Capital	-	19,164	-	84,047	-
Subtotal	976,697	1,250,242	1,848,500	2,410,897	3,746,043
Interfund Transfer Out	-	11,842	-	-	-
Total Disbursements	976,697	1,262,084	1,848,500	2,410,897	3,746,043
Reserved	141,990	562,397	562,397	-	-
Unreserved/Designated	267,337	367,177	515,362	2,099,793	-
Unreserved/Undesignated	1,644,294	1,732,616	1,584,431	-	-
Ending Balance, June 30	\$ 2,053,621	\$ 2,662,190	\$ 2,662,190	\$ 2,099,793	\$ -

Note: Refer to page H-11 for budget narrative related to this fund.

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 126,403	\$ 419,676	\$ 652,128	\$ 652,128	\$ 647,349
Revenues:					
Fines and Forfeitures	291,922	356,999	185,321	185,321	92,710
Interest	3,316	2,130	-	-	-
Miscellaneous	156,214	5,411	-	-	-
Subtotal	451,452	364,540	185,321	185,321	92,710
Interfund Transfer In	-	577	-	-	-
Total Available	577,855	784,793	837,449	837,449	740,059
Expenditures:					
Personnel	-	-	-	-	-
Operating	114,289	67,975	183,112	183,112	180,312
Capital	18,890	64,690	6,988	6,988	-
Subtotal	133,179	132,665	190,100	190,100	180,312
Interfund Transfer Out	25,000	-	-	-	-
Total Disbursements	158,179	132,665	190,100	190,100	180,312
Reserved	27,790	-	-	-	-
Unreserved/Designated	-	4,779	-	87,602	-
Unreserved/Undesignated	391,886	647,349	647,349	559,747	559,747
Ending Balance, June 30	\$ 419,676	\$ 652,128	\$ 647,349	\$ 647,349	\$ 559,747

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

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

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2011 Projected</u>	<u>FY 2012 Approved</u>
Beginning Balance, July 1	\$ 681,055	\$ 786,383	\$ 1,070,968	\$ 1,070,968	\$ 1,159,332
Revenues:					
Intergovernmental	107,168	103,500	103,500	103,500	103,500
Miscellaneous	<u>402,440</u>	<u>458,173</u>	<u>407,500</u>	<u>407,500</u>	<u>493,300</u>
Subtotal	<u>509,608</u>	<u>561,673</u>	<u>511,000</u>	<u>511,000</u>	<u>596,800</u>
Interfund Transfer In	<u>75,096</u>	<u>84,205</u>	<u>84,112</u>	<u>84,112</u>	<u>87,707</u>
Total Available	<u>1,265,759</u>	<u>1,432,261</u>	<u>1,666,080</u>	<u>1,666,080</u>	<u>1,843,839</u>
Expenditures:					
Personnel	216,951	221,943	221,206	221,206	239,910
Operating	245,351	139,350	271,646	285,542	249,220
Capital	<u>17,074</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>479,376</u>	<u>361,293</u>	<u>492,852</u>	<u>506,748</u>	<u>489,130</u>
Total Disbursements	<u>479,376</u>	<u>361,293</u>	<u>492,852</u>	<u>506,748</u>	<u>489,130</u>
Reserved	-	11,108	11,108	-	-
Unreserved/Undesignated	<u>786,383</u>	<u>1,059,860</u>	<u>1,162,120</u>	<u>1,159,332</u>	<u>1,354,709</u>
Ending Balance, June 30	<u>\$ 786,383</u>	<u>\$ 1,070,968</u>	<u>\$ 1,173,228</u>	<u>\$ 1,159,332</u>	<u>\$ 1,354,709</u>

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

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

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2011 Projected</u>	<u>FY 2012 Approved</u>
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	85,289	103,488	100,000	105,000	110,000
Miscellaneous	<u>1,550</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>86,839</u>	<u>103,488</u>	<u>100,000</u>	<u>105,000</u>	<u>110,000</u>
Total Available	<u>86,839</u>	<u>103,488</u>	<u>100,000</u>	<u>105,000</u>	<u>110,000</u>
Expenditures:					
Personnel	68,036	69,023	68,152	68,152	68,650
Operating	7,143	6,695	9,299	9,299	7,341
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>75,179</u>	<u>75,718</u>	<u>77,451</u>	<u>77,451</u>	<u>75,991</u>
Interfund Transfer Out	<u>11,660</u>	<u>27,770</u>	<u>22,549</u>	<u>27,549</u>	<u>34,009</u>
Total Disbursements	<u>86,839</u>	<u>103,488</u>	<u>100,000</u>	<u>105,000</u>	<u>110,000</u>
Ending Balance, June 30	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 114,016	\$ 158,005	\$ 207,179	\$ 207,179	\$ 255,667
Revenues:					
Charges and Fees	86,095	93,681	102,000	93,000	93,000
Interest	-	523	-	-	-
Subtotal	86,095	94,204	102,000	93,000	93,000
Total Available	200,111	252,209	309,179	300,179	348,667
Expenditures:					
Personnel	42,106	43,497	44,644	44,034	45,695
Operating	-	1,533	2,678	478	2,678
Capital	-	-	-	-	-
Subtotal	42,106	45,030	47,322	44,512	48,373
Total Disbursements	42,106	45,030	47,322	44,512	48,373
Unreserved/Undesignated	158,005	207,179	261,857	255,667	300,294
Ending Balance, June 30	<u>\$ 158,005</u>	<u>\$ 207,179</u>	<u>\$ 261,857</u>	<u>\$ 255,667</u>	<u>\$ 300,294</u>

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 234,845	\$ 301,867	\$ 280,156	\$ 280,156	\$ 302,608
Revenues:					
Intergovernmental	165,424	133,562	140,000	160,000	160,000
Subtotal	165,424	133,562	140,000	160,000	160,000
Total Available	400,269	435,429	420,156	440,156	462,608
Expenditures:					
Personnel	15,209	17,338	17,846	26,699	63,923
Operating	-	6,433	30,000	30,849	86,311
Capital	-	-	-	-	-
Subtotal	15,209	23,771	47,846	57,548	150,234
Interfund Transfer Out	83,193	131,502	70,000	80,000	107,200
Total Disbursements	98,402	155,273	117,846	137,548	257,434
Unreserved/Designated	62,525	-	-	97,434	-
Unreserved/Undesignated	239,342	280,156	302,310	205,174	205,174
Ending Balance, June 30	\$ 301,867	\$ 280,156	\$ 302,310	\$ 302,608	\$ 205,174

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



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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 366,720	\$ 75,388	\$ 49,217	\$ 49,217	\$ 53,217
Revenues:					
Fines and Forfeitures	27,937	7,037	30,000	4,000	4,000
Interest	3,462	1,424	-	-	-
Subtotal	31,399	8,461	30,000	4,000	4,000
Total Available	398,119	83,849	79,217	53,217	57,217
Expenditures:					
Personnel	-	-	-	-	-
Operating	16,804	12,589	-	-	3,500
Capital	-	-	-	-	-
Subtotal	16,804	12,589	-	-	3,500
Interfund Transfer Out	305,927	22,043	-	-	-
Total Disbursements	322,731	34,632	-	-	3,500
Unreserved/Undesignated	75,388	49,217	79,217	53,217	53,717
Ending Balance, June 30	\$ 75,388	\$ 49,217	\$ 79,217	\$ 53,217	\$ 53,717

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 525,884	\$ 559,556	\$ 559,488	\$ 559,488	\$ 402,135
Revenues:					
Charges and Fees	312,505	160,205	225,000	125,000	125,000
Interest	2,611	8,778	-	-	-
Subtotal	315,116	168,983	225,000	125,000	125,000
Total Available	841,000	728,539	784,488	684,488	527,135
Expenditures:					
Personnel	268,473	139,766	206,924	136,955	132,279
Operating	12,971	6,882	5,911	7,922	8,412
Capital	-	-	-	-	-
Subtotal	281,444	146,648	212,835	144,877	140,691
Interfund Transfer Out	-	22,403	82,547	137,476	216,337
Total Disbursements	281,444	169,051	295,382	282,353	357,028
Unreserved/Designated	493,811	70,382	-	232,028	-
Unreserved/Undesignated	65,745	489,106	489,106	170,107	170,107
Ending Balance, June 30	\$ 559,556	\$ 559,488	\$ 489,106	\$ 402,135	\$ 170,107

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 48,814	\$ 61,703	\$ 91,424	\$ 91,424	\$ 103,803
Revenues:					
Intergovernmental	69,000	60,000	60,000	60,000	60,000
Charges and Fees	72,228	71,449	60,000	65,000	65,000
Interest	-	12,344	-	-	-
Subtotal	141,228	143,793	120,000	125,000	125,000
Total Available	190,042	205,496	211,424	216,424	228,803
Expenditures:					
Personnel	112,935	112,252	112,853	111,535	116,345
Operating	15,404	1,820	1,281	1,086	1,781
Capital	-	-	-	-	-
Subtotal	128,339	114,072	114,134	112,621	118,126
Total Disbursements	128,339	114,072	114,134	112,621	118,126
Unreserved/Designated	90	-	-	-	-
Unreserved/Undesignated	61,613	91,424	97,290	103,803	110,677
Ending Balance, June 30	\$ 61,703	\$ 91,424	\$ 97,290	\$ 103,803	\$ 110,677

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 485,649	\$ 593,091	\$ 645,332	\$ 645,332	\$ 632,573
Revenues:					
Charges and Fees	406,395	385,653	400,000	400,000	400,000
Interest	1,973	4,173	-	-	-
Subtotal	408,368	389,826	400,000	400,000	400,000
Total Available	894,017	982,917	1,045,332	1,045,332	1,032,573
Expenditures:					
Personnel	274,748	297,839	362,703	385,313	421,269
Operating	26,178	39,746	30,365	27,446	30,583
Capital	-	-	-	-	-
Subtotal	300,926	337,585	393,068	412,759	451,852
Total Disbursements	300,926	337,585	393,068	412,759	451,852
Unreserved/Designated	-	-	-	51,852	-
Unreserved/Undesignated	593,091	645,332	652,264	580,721	580,721
Ending Balance, June 30	\$ 593,091	\$ 645,332	\$ 652,264	\$ 632,573	\$ 580,721

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ -	\$ 13,002	\$ 90,126	\$ 90,126	\$ 180,870
Revenues:					
Intergovernmental	609,059	627,186	577,500	619,224	473,094
Subtotal	609,059	627,186	577,500	619,224	473,094
Interfund Transfer In	356,506	200,352	33,493	133,493	157,812
Total Available	965,565	840,540	701,119	842,843	811,776
Expenditures:					
Personnel	929,211	729,469	595,258	616,114	716,305
Operating	23,352	20,945	15,735	16,190	24,831
Capital	-	-	-	-	-
Subtotal	952,563	750,414	610,993	632,304	741,136
Interfund Transfer Out	-	-	29,669	29,669	70,640
Total Disbursements	952,563	750,414	640,662	661,973	811,776
Unreserved/Designated	-	-	-	180,870	-
Unreserved/Undesignated	13,002	90,126	60,457	-	-
Ending Balance, June 30	\$ 13,002	\$ 90,126	\$ 60,457	\$ 180,870	\$ -

Note: Refer to page E-34 for budget narrative related to this fund.

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ -	\$ 9,210	\$ 19,020	\$ 19,020	\$ 28,260
Revenues:					
Intergovernmental	-	10	-	-	-
Fines and Forfeitures	9,210	9,800	9,240	9,240	15,000
Subtotal	9,210	9,810	9,240	9,240	15,000
Total Available	9,210	19,020	28,260	28,260	43,260
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Subtotal	-	-	-	-	-
Total Disbursements	-	-	-	-	-
Unreserved/Undesignated	9,210	19,020	28,260	28,260	43,260
Ending Balance, June 30	<u>\$ 9,210</u>	<u>\$ 19,020</u>	<u>\$ 28,260</u>	<u>\$ 28,260</u>	<u>\$ 43,260</u>

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 407,329	\$ 345,387	\$ 231,998	\$ 231,998	\$ 174,825
Revenues:					
Intergovernmental	144,856	42,189	25,000	40,000	40,000
Subtotal	144,856	42,189	25,000	40,000	40,000
Total Available	552,185	387,576	256,998	271,998	214,825
Expenditures:					
Personnel	182,096	100,095	79,228	45,262	80,824
Operating	287	2,554	2,011	1,911	578
Capital	-	-	-	-	-
Subtotal	182,383	102,649	81,239	47,173	81,402
Interfund Transfer Out	24,415	52,929	50,000	50,000	50,000
Total Disbursements	206,798	155,578	131,239	97,173	131,402
Unreserved/Designated	189,935	56,239	-	91,402	-
Unreserved/Undesignated	155,452	175,759	125,759	83,423	83,423
Ending Balance, June 30	\$ 345,387	\$ 231,998	\$ 125,759	\$ 174,825	\$ 83,423

Note: Refer to page E-37 for budget narrative related to this fund.

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

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2011 Projected</u>	<u>FY 2012 Approved</u>
Beginning Balance, July 1	\$ -	\$ 12,166	\$ (50)	\$ (50)	\$ -
Revenues:					
Charges and Fees	<u>-</u>	<u>85,550</u>	<u>171,918</u>	<u>95,000</u>	<u>95,000</u>
Subtotal	<u>-</u>	<u>85,550</u>	<u>171,918</u>	<u>95,000</u>	<u>95,000</u>
Interfund Transfer In	<u>36,457</u>	<u>35,585</u>	<u>-</u>	<u>54,929</u>	<u>58,525</u>
Total Available	<u>36,457</u>	<u>133,301</u>	<u>171,868</u>	<u>149,879</u>	<u>153,525</u>
Expenditures:					
Personnel	14,232	114,853	149,453	126,801	129,546
Operating	10,059	18,498	22,465	23,078	23,979
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>24,291</u>	<u>133,351</u>	<u>171,918</u>	<u>149,879</u>	<u>153,525</u>
Total Disbursements	<u>24,291</u>	<u>133,351</u>	<u>171,918</u>	<u>149,879</u>	<u>153,525</u>
Unreserved/Undesignated	<u>12,166</u>	<u>(50)</u>	<u>(50)</u>	<u>-</u>	<u>-</u>
Ending Balance, June 30	<u>\$ 12,166</u>	<u>\$ (50)</u>	<u>\$ (50)</u>	<u>\$ -</u>	<u>\$ -</u>

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



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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 21,149,144	\$ 26,282,846	\$ 26,093,227	\$ 26,093,227	\$ 15,392,134
Revenues:					
Sales Tax	6,369,868	6,169,797	5,950,000	5,950,000	6,069,000
Interest	212,527	112,527	125,000	125,000	125,000
Subtotal	6,582,395	6,282,324	6,075,000	6,075,000	6,194,000
Interfund Transfer In	4,330,851	124,441	-	-	-
Total Available	32,062,390	32,689,611	32,168,227	32,168,227	21,586,134
Expenditures:					
Personnel	146,503	158,924	159,398	159,398	112,070
Operating	76,668	47,870	89,535	89,535	83,775
Capital	-	-	-	-	-
Debt Service	5,556,373	6,389,590	6,527,160	6,527,160	7,120,698
Subtotal	5,779,544	6,596,384	6,776,093	6,776,093	7,316,543
Interfund Transfer Out	-	-	10,000,000	10,000,000	-
Total Disbursements	5,779,544	6,596,384	16,776,093	16,776,093	7,316,543
Unreserved/Designated	473,356	16,093,227	15,392,134	15,392,134	14,269,591
Unreserved/Undesignated	25,809,490	10,000,000	-	-	-
Ending Balance, June 30	\$ 26,282,846	\$ 26,093,227	\$ 15,392,134	\$ 15,392,134	\$ 14,269,591

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

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 44,349,643	\$ 53,461,328	\$ 51,854,349	\$ 51,854,349	\$ 16,900,861
Revenues:					
Sales Tax	24,355,378	23,590,399	22,750,000	22,750,000	23,205,000
Intergovernmental	20	-	-	-	-
Charges and Fees	241	681	-	-	-
Interest	422,095	180,065	-	-	-
Subtotal	<u>24,777,734</u>	<u>23,771,145</u>	<u>22,750,000</u>	<u>22,750,000</u>	<u>23,205,000</u>
Interfund Transfer In	<u>5,077,306</u>	<u>934,217</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Available	<u>74,204,683</u>	<u>78,166,690</u>	<u>74,604,349</u>	<u>74,604,349</u>	<u>40,105,861</u>
Expenditures:					
Personnel	1,063,532	789,243	805,029	805,029	815,286
Operating	10,237,983	14,829,881	4,537,994	4,544,165	4,357,171
Capital	-	-	-	-	-
Debt Service	6,441,840	7,693,217	7,898,560	7,898,560	10,694,797
Subtotal	<u>17,743,355</u>	<u>23,312,341</u>	<u>13,241,583</u>	<u>13,247,754</u>	<u>15,867,254</u>
Interfund Transfer Out	<u>3,000,000</u>	<u>3,000,000</u>	<u>13,500,000</u>	<u>44,455,734</u>	<u>13,500,000</u>
Total Disbursements	<u>20,743,355</u>	<u>26,312,341</u>	<u>26,741,583</u>	<u>57,703,488</u>	<u>29,367,254</u>
Reserved	1,023	6,171	6,171	-	-
Unreserved/Designated	37,611,356	51,848,178	47,856,595	16,900,861	10,738,607
Unreserved/Undesignated	<u>15,848,949</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Ending Balance, June 30	<u>\$ 53,461,328</u>	<u>\$ 51,854,349</u>	<u>\$ 47,862,766</u>	<u>\$ 16,900,861</u>	<u>\$ 10,738,607</u>

Note: Refer to page H-13 for budget narrative related to this fund.

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ (2,772,246)	\$ (4,412,250)	\$ (5,274,694)	\$ (5,274,694)	\$ (6,370,664)
Revenues:					
Sales Tax	6,744,566	6,532,726	6,300,000	6,300,000	6,426,000
Subtotal	6,744,566	6,532,726	6,300,000	6,300,000	6,426,000
Total Available	3,972,320	2,120,476	1,025,306	1,025,306	55,336
Expenditures:					
Operating	8,384,570	7,395,170	7,395,570	7,395,970	7,521,750
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Subtotal	8,384,570	7,395,170	7,395,570	7,395,970	7,521,750
Total Disbursements	8,384,570	7,395,170	7,395,570	7,395,970	7,521,750
Unreserved/Undesignated	(4,412,250)	(5,274,694)	(6,370,264)	(6,370,664)	(7,466,414)
Ending Balance, June 30	\$ (4,412,250)	\$ (5,274,694)	\$ (6,370,264)	\$ (6,370,664)	\$ (7,466,414)

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

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

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2011 Projected</u>	<u>FY 2012 Approved</u>
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Property Tax	5,494,752	5,569,516	5,700,000	5,700,000	5,739,913
Intergovernmental	<u>157,169</u>	<u>150,037</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>5,651,921</u>	<u>5,719,553</u>	<u>5,700,000</u>	<u>5,700,000</u>	<u>5,739,913</u>
Total Available	<u>5,651,921</u>	<u>5,719,553</u>	<u>5,700,000</u>	<u>5,700,000</u>	<u>5,739,913</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	5,651,921	5,719,553	5,700,000	5,700,000	5,739,913
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>5,651,921</u>	<u>5,719,553</u>	<u>5,700,000</u>	<u>5,700,000</u>	<u>5,739,913</u>
Total Disbursements	<u>5,651,921</u>	<u>5,719,553</u>	<u>5,700,000</u>	<u>5,700,000</u>	<u>5,739,913</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 394,628	\$ 187,584	\$ 81,032	\$ 81,032	\$ 47,612
Revenues:					
Intergovernmental	3,183	5,430	3,400	5,500	5,500
Fines and Forfeitures	<u>467,246</u>	<u>420,507</u>	<u>437,500</u>	<u>392,500</u>	<u>392,500</u>
Subtotal	<u>470,429</u>	<u>425,937</u>	<u>440,900</u>	<u>398,000</u>	<u>398,000</u>
Total Available	<u>865,057</u>	<u>613,521</u>	<u>521,932</u>	<u>479,032</u>	<u>445,612</u>
Expenditures:					
Personnel	602,783	464,229	400,990	404,543	401,195
Operating	74,690	68,260	71,827	26,877	38,434
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>677,473</u>	<u>532,489</u>	<u>472,817</u>	<u>431,420</u>	<u>439,629</u>
Total Disbursements	<u>677,473</u>	<u>532,489</u>	<u>472,817</u>	<u>431,420</u>	<u>439,629</u>
Reserved	1,270	-	-	-	-
Unreserved/Designated	127,490	31,917	-	41,629	-
Unreserved/Undesignated	<u>58,824</u>	<u>49,115</u>	<u>49,115</u>	<u>5,983</u>	<u>5,983</u>
Ending Balance, June 30	<u>\$ 187,584</u>	<u>\$ 81,032</u>	<u>\$ 49,115</u>	<u>\$ 47,612</u>	<u>\$ 5,983</u>

Note: This fund consists of three separate divisions: Sheriff Victim's Bill of Rights (page E-24), Solicitor Victim's Bill of Rights (page E-36) and Magistrates' Courts Victim's Bill of Rights (page J-25).

Charleston County, South Carolina  
Special Revenue Fund  
Zoning/Planning: Tree Fund  
Fund Statement

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 150,228	\$ 200,028	\$ 204,306	\$ 204,306	\$ 197,366
Revenues:					
Fines and Forfeitures	59,800	4,278	-	21,000	10,000
Subtotal	59,800	4,278	-	21,000	10,000
Total Available	210,028	204,306	204,306	225,306	207,366
Expenditures:					
Personnel	-	-	-	-	-
Operating	10,000	-	6,940	27,940	160,000
Capital	-	-	-	-	-
Subtotal	10,000	-	6,940	27,940	160,000
Total Disbursements	10,000	-	6,940	27,940	160,000
Unreserved/Designated	-	-	-	150,000	-
Unreserved/Undesignated	200,028	204,306	197,366	47,366	47,366
Ending Balance, June 30	\$ 200,028	\$ 204,306	\$ 197,366	\$ 197,366	\$ 47,366

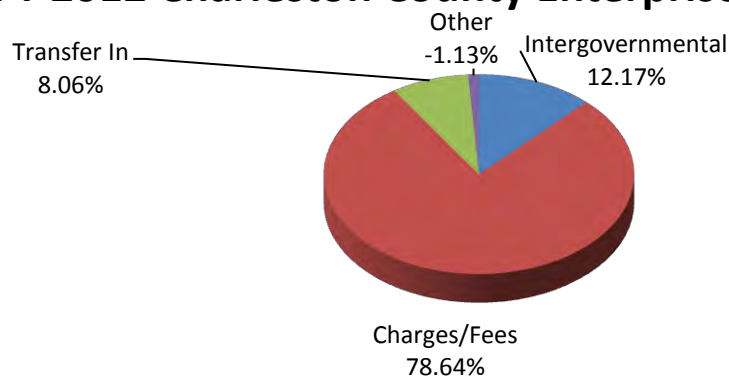
Note: Refer to page J-36 for budget narrative related to this fund.

# Enterprise Funds

## Charleston County

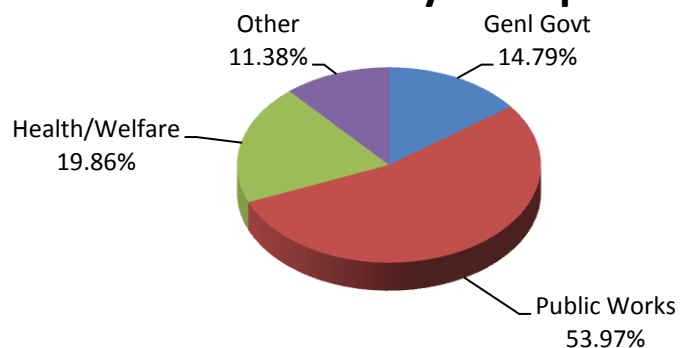
The Enterprise Funds account for those operations that are financed and operated in a manner similar to private business or where the County has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability. The County operates six Enterprise 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 2012 Charleston County Enterprise Funds



**Total Available Budgeted: \$49,335,503**

### WHERE IT GOES... FY 2012 Charleston County Enterprise Funds



**Total Uses: \$49,335,503**

**\*Includes \$817,448 in budgeted increases in ending balances.**

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

	FY 2009 Actual	FY 2010 Actual	FY2011 Adjusted	FY2011 Projected	FY2012 Approved
	\$ 4,918,084	\$ 5,188,636	\$ 5,979,379	\$ 5,979,379	\$ 5,969,247
Revenues:					
Intergovernmental	843,638	1,859,196	916,000	916,000	1,106,000
Charges and Fees	586,216	621,842	554,000	554,000	554,000
Interest	45,034	20,678	25,000	25,000	25,000
Miscellaneous	-	(2,000)	-	-	-
Subtotal	1,474,888	2,499,716	1,495,000	1,495,000	1,685,000
Total Available	6,392,972	7,688,352	7,474,379	7,474,379	7,654,247
Expenditures:					
Personnel	120,794	131,519	283,389	283,389	412,405
Operating	1,081,859	1,577,454	1,195,281	1,205,413	1,272,595
Capital	-	-	16,330	16,330	-
Subtotal	1,202,653	1,708,973	1,495,000	1,505,132	1,685,000
Interfund Transfer Out	1,683	-	-	-	-
Total Disbursements	1,204,336	1,708,973	1,495,000	1,505,132	1,685,000
Invested in capital assets	889,862	820,389	820,389	820,389	820,389
Reserved	132,713	10,132	10,132	-	-
Unreserved/Designated	3,000,000	3,750,000	3,750,000	3,750,000	3,750,000
Unreserved/Undesignated	1,166,061	1,398,858	1,398,858	1,398,858	1,398,858
Ending Balance, June 30	\$ 5,188,636	\$ 5,979,379	\$ 5,979,379	\$ 5,969,247	\$ 5,969,247

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



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

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2011 Projected</u>	<u>FY 2012 Approved</u>
Beginning Balance, July 1	\$ 7,757,641	\$ 7,656,107	\$ 6,529,392	\$ 6,529,392	\$ 5,720,771
Revenues:					
Intergovernmental	5,540,254	4,869,349	4,910,903	4,080,439	4,713,585
Charges and Fees	2,179,708	1,938,970	2,471,941	2,113,575	2,510,711
Interest	42,328	13,382	25,000	15,000	15,000
Miscellaneous	8,295	9,807	-	6,893	-
Leases and Rentals	35,388	-	99,000	75,996	111,034
Subtotal	<u>7,805,973</u>	<u>6,831,508</u>	<u>7,506,844</u>	<u>6,291,903</u>	<u>7,350,330</u>
Interfund Transfer In	<u>2,659,288</u>	<u>2,684,503</u>	<u>2,458,912</u>	<u>2,293,111</u>	<u>2,092,042</u>
Total Available	<u>18,222,902</u>	<u>17,172,118</u>	<u>16,495,148</u>	<u>15,114,406</u>	<u>15,163,143</u>
Expenditures:					
Personnel	6,210,860	6,142,461	5,901,082	5,017,721	6,308,545
Operating	4,060,350	3,365,806	3,651,099	3,644,857	3,487,846
Capital	-	-	-	-	-
Debt Service	<u>295,585</u>	<u>266,644</u>	<u>731,057</u>	<u>731,057</u>	<u>459,424</u>
Subtotal	<u>10,566,795</u>	<u>9,774,911</u>	<u>10,283,238</u>	<u>9,393,635</u>	<u>10,255,815</u>
Interfund Transfer Out	<u>-</u>	<u>867,815</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Disbursements	<u>10,566,795</u>	<u>10,642,726</u>	<u>10,283,238</u>	<u>9,393,635</u>	<u>10,255,815</u>
Invested in capital assets	3,647,385	3,810,041	3,810,041	3,810,041	3,810,041
Reserved	39,976	10,373	10,373	-	-
Unreserved/Designated	844,624	157,481	-	813,443	-
Unreserved/Undesignated	<u>3,124,122</u>	<u>2,551,497</u>	<u>2,391,496</u>	<u>1,097,287</u>	<u>1,097,287</u>
Ending Balance, June 30	<u>\$ 7,656,107</u>	<u>\$ 6,529,392</u>	<u>\$ 6,211,910</u>	<u>\$ 5,720,771</u>	<u>\$ 4,907,328</u>

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

Charleston County, South Carolina  
Enterprise Fund  
Environmental Management  
Fund Statement

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 65,664,233	\$ 60,664,239	\$ 56,462,354	\$ 56,462,354	\$ 54,660,691
Revenues:					
Intergovernmental	260,119	148,009	120,000	120,000	120,000
Charges and Fees	39,256,694	30,899,585	24,554,000	24,554,000	29,230,000
Interest	567,840	300,663	100,000	100,000	25,000
Miscellaneous	45,925	50,652	-	-	-
Subtotal	40,130,578	31,398,909	24,774,000	24,774,000	29,375,000
Interfund Transfer In	1,617	-	-	-	-
Total Available	105,796,428	92,063,148	81,236,354	81,236,354	84,035,691
Expenditures:					
Personnel	6,494,243	6,073,511	6,901,968	6,901,968	6,164,912
Operating	38,119,371	29,076,809	13,859,307	14,279,244	16,685,038
Capital	-	-	2,355,000	3,471,199	3,784,000
Debt Service	518,575	450,474	1,923,252	1,923,252	1,923,602
Subtotal	45,132,189	35,600,794	25,039,527	26,575,663	28,557,552
Total Disbursements	45,132,189	35,600,794	25,039,527	26,575,663	28,557,552
Invested in capital assets	16,629,119	18,646,065	18,646,065	18,646,065	18,646,065
Reserved	2,692,498	1,198,939	1,198,939	-	-
Unreserved/Designated	14,853,890	3,503,360	9,610,724	9,273,527	9,273,527
Unreserved/Undesignated	26,488,732	33,113,990	26,741,099	26,741,099	27,558,547
Ending Balance, June 30	\$ 60,664,239	\$ 56,462,354	\$ 56,196,827	\$ 54,660,691	\$ 55,478,139

Note: Refer to page G-13 for budget narrative related to this fund.

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 10,534,706	\$ 11,025,848	\$ 12,765,356	\$ 12,765,356	\$ 12,719,508
Revenues:					
Charges and Fees	2,617,269	2,498,863	2,502,658	2,502,658	2,470,790
Interest	55,766	21,870	60,000	25,000	25,000
Miscellaneous	(12,457)	(14,026)	(13,668)	(13,668)	(13,668)
Leases and Rentals	92,277	73,365	73,476	73,476	75,680
Subtotal	2,752,855	2,580,072	2,622,466	2,587,466	2,557,802
Interfund Transfer In	-	1,500,000	-	-	-
Total Available	13,287,561	15,105,920	15,387,822	15,352,822	15,277,310
Expenditures:					
Personnel	864,481	841,011	974,047	974,047	915,330
Operating	992,766	867,727	652,028	617,541	621,204
Capital	-	-	-	-	-
Debt Service	283,174	252,462	882,036	882,036	554,417
Subtotal	2,140,421	1,961,200	2,508,111	2,473,624	2,090,951
Interfund Transfer Out	121,292	379,364	129,690	159,690	466,851
Total Disbursements	2,261,713	2,340,564	2,637,801	2,633,314	2,557,802
Invested in capital assets	6,597,730	7,079,352	7,079,352	7,079,352	7,079,352
Reserved	25,914	15,513	15,513	-	-
Unreserved/Designated	4,205,332	5,436,669	5,421,334	5,391,334	5,391,334
Unreserved/Undesignated	196,872	233,822	233,822	248,822	248,822
Ending Balance, June 30	<u>\$ 11,025,848</u>	<u>\$ 12,765,356</u>	<u>\$ 12,750,021</u>	<u>\$ 12,719,508</u>	<u>\$ 12,719,508</u>

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

Charleston County, South Carolina  
Enterprise Fund  
Revenue Collections  
Fund Statement

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 459,562	\$ 139,278	\$ 46,544	\$ 46,544	\$ 74,854
Revenues:					
Charges and Fees	1,756,164	1,855,427	2,097,835	2,097,835	2,078,459
Interest	36,867	17,248	-	-	-
Miscellaneous	(2,039)	98	-	-	-
Subtotal	<u>1,790,992</u>	<u>1,872,773</u>	<u>2,097,835</u>	<u>2,097,835</u>	<u>2,078,459</u>
Interfund Transfer In	<u>-</u>	<u>200,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Available	<u>2,250,554</u>	<u>2,212,051</u>	<u>2,144,379</u>	<u>2,144,379</u>	<u>2,153,313</u>
Expenditures:					
Personnel	1,443,151	1,481,334	1,416,921	1,416,921	1,185,749
Operating	578,176	594,986	602,604	602,604	636,504
Capital	-	-	-	-	-
Subtotal	<u>2,021,327</u>	<u>2,076,320</u>	<u>2,019,525</u>	<u>2,019,525</u>	<u>1,822,253</u>
Interfund Transfer Out	<u>89,949</u>	<u>89,187</u>	<u>50,000</u>	<u>50,000</u>	<u>256,206</u>
Total Disbursements	<u>2,111,276</u>	<u>2,165,507</u>	<u>2,069,525</u>	<u>2,069,525</u>	<u>2,078,459</u>
Reserved	26,143	-	-	-	-
Unreserved/Designated	87,585	-	-	-	-
Unreserved/Undesignated	<u>25,550</u>	<u>46,544</u>	<u>74,854</u>	<u>74,854</u>	<u>74,854</u>
Ending Balance, June 30	<u>\$ 139,278</u>	<u>\$ 46,544</u>	<u>\$ 74,854</u>	<u>\$ 74,854</u>	<u>\$ 74,854</u>

Note: Refer to page I-13 for budget narrative related to this fund.

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 465,880	\$ 498,660	\$ 242,940	\$ 242,940	\$ 183,593
Revenues:					
Intergovernmental	74,710	-	-	-	-
Charges and Fees	1,024,545	1,283,425	1,426,100	1,426,100	1,541,900
Interest	(1,777)	550	-	-	-
Subtotal	<u>1,097,478</u>	<u>1,283,975</u>	<u>1,426,100</u>	<u>1,426,100</u>	<u>1,541,900</u>
Interfund Transfer In	<u>1,889,571</u>	<u>1,445,111</u>	<u>1,604,465</u>	<u>1,604,465</u>	<u>1,841,527</u>
Total Available	<u>3,452,929</u>	<u>3,227,746</u>	<u>3,273,505</u>	<u>3,273,505</u>	<u>3,567,020</u>
Expenditures:					
Personnel	217,639	162,413	247,185	247,185	134,798
Operating	2,736,630	2,822,393	2,754,380	2,807,954	3,198,629
Capital	-	-	29,000	34,773	50,000
Subtotal	<u>2,954,269</u>	<u>2,984,806</u>	<u>3,030,565</u>	<u>3,089,912</u>	<u>3,383,427</u>
Total Disbursements	<u>2,954,269</u>	<u>2,984,806</u>	<u>3,030,565</u>	<u>3,089,912</u>	<u>3,383,427</u>
Invested in capital assets	26,262	130,397	130,397	130,397	130,397
Reserved	148,733	59,347	59,347	-	-
Unreserved/Designated	60,500	-	-	-	-
Unreserved/Undesignated	<u>263,165</u>	<u>53,196</u>	<u>53,196</u>	<u>53,196</u>	<u>53,196</u>
Ending Balance, June 30	<u>\$ 498,660</u>	<u>\$ 242,940</u>	<u>\$ 242,940</u>	<u>\$ 183,593</u>	<u>\$ 183,593</u>

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

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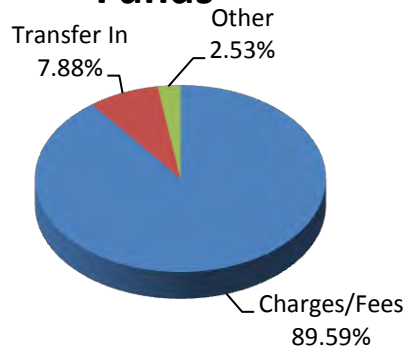
# Internal Service Funds

## Charleston County

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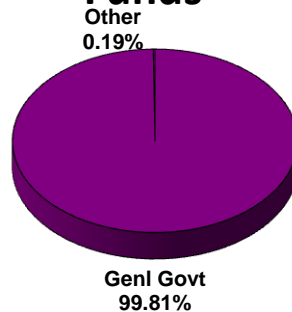
The Internal Service Funds account for operations that provide services to other departments or agencies of the County, or to other governments, on a cost reimbursement basis. The County operates five Internal Service Funds. The graphs below present an overall summary of the Internal Service Funds budgets.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

### WHERE IT COMES FROM... FY 2012 Charleston County Internal Service Funds



**Total Available Budgeted: \$45,487,953**

### WHERE IT GOES... FY 2012 Charleston County Internal Service Funds



**Total Uses: \$45,487,953**

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 2,038,693	\$ 750,609	\$ 793,826	\$ 793,826	\$ 566,602
Revenues:					
Intergovernmental	801	4,787	-	-	-
Charges and Fees	22,988,036	22,372,436	23,020,000	23,085,947	23,720,000
Interest	76,731	46,928	75,000	50,000	50,000
Subtotal	<u>23,065,568</u>	<u>22,424,151</u>	<u>23,095,000</u>	<u>23,135,947</u>	<u>23,770,000</u>
Interfund Transfer In	<u>-</u>	<u>190,000</u>	<u>-</u>	<u>-</u>	<u>450,000</u>
Total Available	<u>25,104,261</u>	<u>23,364,760</u>	<u>23,888,826</u>	<u>23,929,773</u>	<u>24,786,602</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	23,525,085	22,570,934	23,388,778	23,363,171	24,305,000
Capital	-	-	-	-	-
Subtotal	<u>23,525,085</u>	<u>22,570,934</u>	<u>23,388,778</u>	<u>23,363,171</u>	<u>24,305,000</u>
Interfund Transfer Out	<u>828,567</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Disbursements	<u>24,353,652</u>	<u>22,570,934</u>	<u>23,388,778</u>	<u>23,363,171</u>	<u>24,305,000</u>
Reserved	51,152	1,383	1,383	-	-
Unreserved/Designated	699,457	100,000	-	85,000	-
Unreserved/Undesignated	<u>0</u>	<u>692,443</u>	<u>498,665</u>	<u>481,602</u>	<u>481,602</u>
Ending Balance, June 30	<u>\$ 750,609</u>	<u>\$ 793,826</u>	<u>\$ 500,048</u>	<u>\$ 566,602</u>	<u>\$ 481,602</u>

Note: Refer to page G-25 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 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Proposed
Beginning Balance, July 1	\$ 11,721,311	\$ 10,945,268	\$ 9,684,534	\$ 9,684,534	\$ 9,578,620
Revenues:					
Charges and Fees	8,915,046	9,057,799	9,335,424	9,335,424	9,568,025
Miscellaneous	308,490	294,842	150,000	150,000	150,000
Subtotal	9,223,536	9,352,641	9,485,424	9,485,424	9,718,025
Interfund Transfer In	2,521,194	1,378,000	2,764,031	2,764,031	2,833,000
Total Available	23,466,041	21,675,909	21,933,989	21,933,989	22,129,645
Expenditures:					
Personnel	1,916,884	1,819,002	1,931,994	1,931,994	1,907,527
Operating	9,779,820	9,852,147	7,569,930	7,621,833	7,750,801
Capital	-	-	2,680,530	2,721,541	2,928,000
Debt Service	21,584	17,977	80,001	80,001	222,975
Subtotal	11,718,288	11,689,126	12,262,455	12,355,369	12,809,303
Interfund Transfer Out	802,485	302,249	-	-	59,697
Total Disbursements	12,520,773	11,991,375	12,262,455	12,355,369	12,869,000
Invested in capital assets	9,212,830	8,728,061	8,728,061	8,728,061	8,728,061
Reserved	1,204,961	384,376	384,376	291,462	291,462
Unreserved/Designated	-	-	-	317,975	-
Unreserved/Undesignated	527,477	572,097	559,097	241,122	241,122
Ending Balance, June 30	\$ 10,945,268	\$ 9,684,534	\$ 9,671,534	\$ 9,578,620	\$ 9,260,645

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 J-12 and K-33 for budget narratives related to this fund.



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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 404,548	\$ 355,747	\$ 289,894	\$ 289,894	\$ 148,546
Revenues:					
Charges and Fees	1,540,954	1,491,340	1,762,479	1,762,479	1,737,806
Miscellaneous	550	861	-	-	-
Subtotal	1,541,504	1,492,201	1,762,479	1,762,479	1,737,806
Interfund Transfer In	210,996	308,796	290,483	290,483	300,696
Total Available	2,157,048	2,156,744	2,342,856	2,342,856	2,187,048
Expenditures:					
Personnel	795,989	795,410	907,746	907,746	837,242
Operating	998,131	1,005,645	870,007	935,469	897,189
Capital	-	-	-	45,886	-
Debt Service	7,181	65,795	305,209	305,209	304,071
Subtotal	1,801,301	1,866,850	2,082,962	2,194,310	2,038,502
Total Disbursements	1,801,301	1,866,850	2,082,962	2,194,310	2,038,502
Invested in capital assets	158,492	133,994	133,994	133,994	133,994
Reserved	59,404	111,348	111,348	-	-
Unreserved/Designated	20,000	30,000	-	-	-
Unreserved/Undesignated	117,851	14,552	14,552	14,552	14,552
Ending Balance, June 30	\$ 355,747	\$ 289,894	\$ 259,894	\$ 148,546	\$ 148,546

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

Note: Refer to pages J-14 and J-19 for budget narratives related to this fund.

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 3,358,004	\$ 3,060,518	\$ 2,103,130	\$ 2,103,130	\$ 1,263,875
Revenues:					
Charges and Fees	3,918,759	3,462,427	3,421,635	3,525,097	4,082,320
Interest	67,701	26,563	35,000	35,000	30,000
Miscellaneous	2,798	20,066	15,000	15,000	15,000
Subtotal	3,989,258	3,509,056	3,471,635	3,575,097	4,127,320
Interfund Transfer In	-	-	-	1,000,000	-
Total Available	7,347,262	6,569,574	5,574,765	6,678,227	5,391,195
Expenditures:					
Personnel	442,452	449,490	392,349	392,349	390,756
Operating	3,839,315	3,826,954	4,079,286	4,990,544	4,236,564
Capital	-	-	-	31,459	-
Subtotal	4,281,767	4,276,444	4,471,635	5,414,352	4,627,320
Interfund Transfer Out	4,977	190,000	-	-	-
Total Disbursements	4,286,744	4,466,444	4,471,635	5,414,352	4,627,320
Invested in capital assets	71,097	38,048	38,048	38,048	38,048
Reserved	5,766	31,709	31,709	-	-
Unreserved/Designated	1,000,000	1,000,000	-	500,000	-
Unreserved/Undesignated	1,983,655	1,033,373	1,033,373	725,827	725,827
Ending Balance, June 30	\$ 3,060,518	\$ 2,103,130	\$ 1,103,130	\$ 1,263,875	\$ 763,875

Note: Refer to page K-41 for budget narrative related to this fund.

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adjusted	FY 2011 Projected	FY 2012 Approved
Beginning Balance, July 1	\$ 231,556	\$ 224,727	\$ 162,670	\$ 162,670	\$ 97,945
Revenues:					
Charges and Fees	1,566,819	1,551,266	1,603,383	1,603,383	1,648,131
Subtotal	1,566,819	1,551,266	1,603,383	1,603,383	1,648,131
Total Available	1,798,375	1,775,993	1,766,053	1,766,053	1,746,076
Expenditures:					
Personnel	280,420	279,470	316,877	294,877	272,971
Operating	1,293,228	1,213,853	1,308,506	1,373,231	1,348,580
Capital	-	-	-	-	-
Subtotal	1,573,648	1,493,323	1,625,383	1,668,108	1,621,551
Interfund Transfer Out	-	120,000	-	-	26,580
Total Disbursements	1,573,648	1,613,323	1,625,383	1,668,108	1,648,131
Invested in capital assets	83,423	44,647	44,647	44,647	44,647
Reserved	9,522	42,725	42,725	-	-
Unreserved/Undesignated	131,782	75,298	53,298	53,298	53,298
Ending Balance, June 30	\$ 224,727	\$ 162,670	\$ 140,670	\$ 97,945	\$ 97,945

Note: Refer to page J-33 for budget narrative related to this fund.

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## COUNTY COUNCIL

### GENERAL FUND

### GENERAL GOVERNMENT

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**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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	11.00	11.00	11.00	11.00	-	0.0
Personnel	\$ 339,661	\$ 328,632	\$ 339,780	\$ 336,465	\$ (3,315)	(1.0)
Operating	728,539	635,242	649,802	608,960	(40,842)	(6.3)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>1,068,200</b>	<b>963,874</b>	<b>989,582</b>	<b>945,425</b>	<b>(44,157)</b>	<b>(4.5)</b>
Contingency	891,088	250,000	100,000	208,124	108,124	108.1
Less: Appropriations to Depts.	(759,002)	(130,000)	-	-	-	0.0
Less: Lapsed at Fiscal Year-end	(132,086)	(120,000)	-	-	-	0.0
Contingency Balance	-	-	100,000	208,124	108,124	108.1
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 1,068,200</b>	<b>\$ 963,874</b>	<b>\$ 1,089,582</b>	<b>\$ 1,153,549</b>	<b>\$ 63,967</b>	<b>5.9</b>

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect no funding for the Charleston Housing Trust, Inc. in FY 2012.
- Council's contingency contains budgeted funding of \$208,124. During budget deliberations, Council increased the contingency by \$150,000 by reducing funding for the Senior Citizen Centers in the Capital Improvement Plan. Council also provided \$47,247 of funding to the Mental Health Center.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 8,864,365	\$ 8,851,895	\$ 9,750,000	\$ 10,040,000	\$ 290,000	3.0
Interest	47,349	14,742	25,000	25,000	-	0.0
TOTAL REVENUES	8,911,714	8,866,637	9,775,000	10,065,000	290,000	3.0
Interfund Transfer In	200,000	39,098	-	-	-	0.0
TOTAL SOURCES	<u>\$ 9,111,714</u>	<u>\$ 8,905,735</u>	<u>\$ 9,775,000</u>	<u>\$ 10,065,000</u>	<u>\$ 290,000</u>	3.0
Personnel	\$ -	\$ 2,177,128	\$ 2,056,706	\$ 2,104,785	\$ 48,079	2.3
Operating	5,813,324	5,979,650	7,538,423	7,709,898	171,475	2.3
Capital	-	-	125,292	326,207	200,915	160.4
TOTAL EXPENDITURES	5,813,324	8,156,778	9,720,421	10,140,890	420,469	4.3
Interfund Transfer Out	4,350,000	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 10,163,324</u>	<u>\$ 8,156,778</u>	<u>\$ 9,720,421</u>	<u>\$ 10,140,890</u>	<u>\$ 420,469</u>	4.3

### Funding Adjustments for FY 2012 Include:

- Revenues reflect an anticipated increase due to the improving tourism industry.
- Personnel expenses reflect a reimbursement to the General Fund for services provided to support tourists visiting the County.
- Operating expenditures reflect an increase in allocations based on the Council established formulas.
- Capital expenses represent a reimbursement to the General Fund 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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 44,888	\$ 79,457	\$ 45,000	\$ 79,000	\$ 34,000	75.6
Interest	-	122	-	-	-	0.0
TOTAL REVENUES	<u>\$ 44,888</u>	<u>\$ 79,579</u>	<u>\$ 45,000</u>	<u>\$ 79,000</u>	<u>\$ 34,000</u>	75.6
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	18,894	51,850	19,000	51,300	32,300	170.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	18,894	51,850	19,000	51,300	32,300	170.0
Interfund Transfer Out	<u>25,994</u>	<u>27,729</u>	<u>26,000</u>	<u>27,700</u>	<u>1,700</u>	6.5
TOTAL DISBURSEMENTS	<u>\$ 44,888</u>	<u>\$ 79,579</u>	<u>\$ 45,000</u>	<u>\$ 79,000</u>	<u>\$ 34,000</u>	75.6

### Funding Adjustments for FY 2012 Include:

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

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## INTERNAL AUDITOR

### GENERAL FUND

### GENERAL GOVERNMENT

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**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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	2.00	2.00	2.00	2.00	-	0.0
Personnel	\$ 206,008	\$ 203,110	\$ 204,059	\$ 206,404	\$ 2,345	1.1
Operating	10,233	7,589	7,828	7,708	(120)	(1.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 216,241</u>	<u>\$ 210,699</u>	<u>\$ 211,887</u>	<u>\$ 214,112</u>	<u>\$ 2,225</u>	1.1

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- 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.

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## INTERNAL AUDITOR (continued)

### GENERAL FUND

### GENERAL GOVERNMENT

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#### MEASURES:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Output:</b>				
Council audit reports	1(a)	14	18	16
Periodic monitoring reports	1(a)	7	7	6
Integrity services investigations	1(a)	4	1	3
Recommendations in audit reports <sup>1</sup>	2(b)	15	23	15
<b>Efficiency:</b>				
Cost per audit hour	1(b)	\$65.85	\$65.97	\$66.91
<b>Outcome:</b>				
Completion percent of Annual Audit Plan	1(a)	100%	104%	100%
Surveys returned	2(a)	71.4%	75.0%	70.0%
Average evaluation score	2(a)	88	92	80
Recommendations accepted and implemented	2(b)	15	23	15
Percent of recommendations accepted and implemented	2(b)	100%	100%	100%

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

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#### 2012 ACTION STEPS

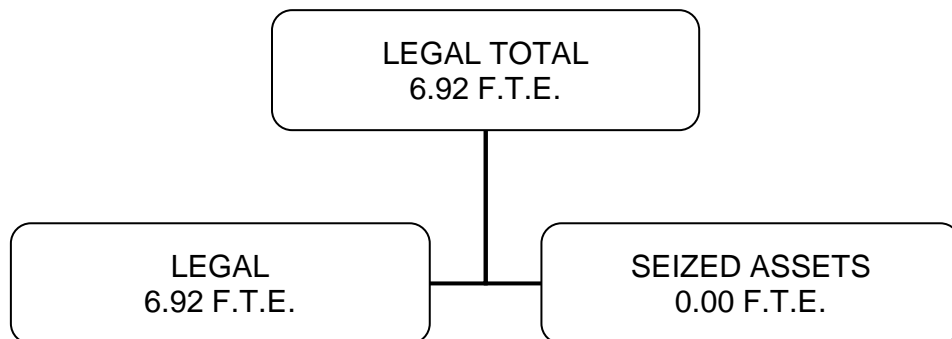
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##### Department Goal 2

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



## LEGAL



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## LEGAL

### GENERAL FUND

### GENERAL GOVERNMENT

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#### 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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.67	6.67	6.92	6.92	-	0.0
Personnel	\$ 616,409	\$ 612,070	\$ 661,008	\$ 630,304	\$ (30,704)	(4.6)
Operating	437,623	391,025	359,682	414,897	55,215	15.4
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,054,032</u>	<u>\$ 1,003,095</u>	<u>\$ 1,020,690</u>	<u>\$ 1,045,201</u>	<u>\$ 24,511</u>	2.4

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings from the voluntary retirement program.
- Operating expenditures reflect an increase in Special Legal Services.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 36,002	\$ 46,695	\$ 17,200	\$ 17,200	\$ -	0.0
Interest	1,936	930	-	-	-	0.0
TOTAL REVENUES	<u>\$ 37,938</u>	<u>\$ 47,625</u>	<u>\$ 17,200</u>	<u>\$ 17,200</u>	<u>\$ -</u>	0.0
Personnel	\$ 48	\$ -	\$ -	\$ -	\$ -	0.0
Operating	14,232	11,769	227,874	227,874	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 14,280</u>	<u>\$ 11,769</u>	<u>\$ 227,874</u>	<u>\$ 227,874</u>	<u>\$ -</u>	0.0

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures reflect no 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Charges and Fees	\$ 133,453	\$ 126,153	\$ 120,000	\$ 120,000	\$ -	0.0
TOTAL REVENUES	<u>\$ 133,453</u>	<u>\$ 126,153</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ -</u>	0.0
						0.0
Department of Social Services	\$ 75,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0
Health Department	182,562	235,459	257,859	257,859	-	0.0
Mental Health Center	53,000	50,880	-	47,247	47,247	100.0
State Probation and Parole	<u>844</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 311,406</u>	<u>\$ 358,339</u>	<u>\$ 329,859</u>	<u>\$ 377,106</u>	<u>\$ 47,247</u>	14.3

### Funding Adjustments for FY 2012 Include:

- Revenues reflect no changes.
- In FY 2012, the Administrator proposed operating expenditures would remain the same. However, Council funded the Mental health Center during budget deliberations.

# TRANSPORTATION SALES TAX TRANSIT 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 6,744,566	\$ 6,532,726	\$ 6,300,000	\$ 6,426,000	\$ 126,000	2.0
TOTAL REVENUES	<u>\$ 6,744,566</u>	<u>\$ 6,532,726</u>	<u>\$ 6,300,000</u>	<u>\$ 6,426,000</u>	<u>\$ 126,000</u>	2.0
Transportation - CARTA	\$ 7,940,570	\$ 7,006,170	\$ 7,007,570	\$ 7,126,750	\$ 119,180	1.7
Transportation - LINK	404,000	349,000	348,000	355,000	7,000	2.0
Transportation - ITN	30,000	30,000	30,000	30,000	-	0.0
Indirect Cost	10,000	10,000	10,000	10,000	-	0.0
TOTAL EXPENDITURES	<u>\$ 8,384,570</u>	<u>\$ 7,395,170</u>	<u>\$ 7,395,570</u>	<u>\$ 7,521,750</u>	<u>\$ 126,180</u>	1.7

### Funding Adjustments for FY 2012 Include:

- Revenue collections of the half cent Transportation Sales Tax are expected to increase.
- 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	30.00	30.00	31.00	31.00	-	0.0
Licenses and Permits	\$ 355	\$ 340	\$ 250	\$ 250	\$ -	0.0
Intergovernmental	10,732	-	-	-	-	0.0
Charges and Fees	295	300	250	100	(150)	(60.0)
TOTAL REVENUES	<u>\$ 11,382</u>	<u>\$ 640</u>	<u>\$ 500</u>	<u>\$ 350</u>	<u>\$ (150)</u>	<u>(30.0)</u>
Personnel	\$ 1,584,636	\$ 1,625,081	\$ 1,760,431	\$ 1,795,426	\$ 34,995	2.0
Operating	193,202	180,631	207,752	214,633	6,881	3.3
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,777,838</u>	<u>\$ 1,805,712</u>	<u>\$ 1,968,183</u>	<u>\$ 2,010,059</u>	<u>\$ 41,876</u>	<u>2.1</u>

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. During budget deliberations, Council shifted \$5,371 of personnel savings to Council contingency.
- Operating expenditures represent an increase in various office expenses, fleet vehicle expenditures, and records services fees.

### 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.

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## AUDITOR (continued)

### GENERAL FUND

### GENERAL GOVERNMENT

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#### 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:**

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Output:</b>				
Refunds processed	1(b),2(b)	2,303	3,717	3,800
Property record cards accessed	1(b)	160,000	250,000	250,000
Set millage/projected revenue for taxing authorities	1(c)	36	37	37
Tax notices processed	2(a)	575,000	585,470	587,000
Deed transfers processed	2(b)	31,018	21,318	22,000
Measurement changes processed	2(b)	3,200	3,000	3,000
Homestead Exemptions/Property Tax Relief processed	2(c)	1,500	1,500	1,500
<b>Efficiency:</b>				
Average time in days per deed transfer to process	2(b)	2	2	2
<b>Outcome:</b>				
Fair Market Value accuracy rate	1(a)	98.0%	98.0%	98.5%
Set millage accuracy rate	1(c)	100%	100%	100%
Percent of returned mail	2(a)	2.0%	2.0%	3.5%
Deed transfer accuracy rate	1(b),2(b)	98.0%	98.0%	98.5%
Measurement change accuracy rate	2(b)	100%	100%	100%
Homestead Exemptions/Property Tax Relief accuracy rate	2(c)	100%	100%	100%

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#### 2012 ACTION STEPS

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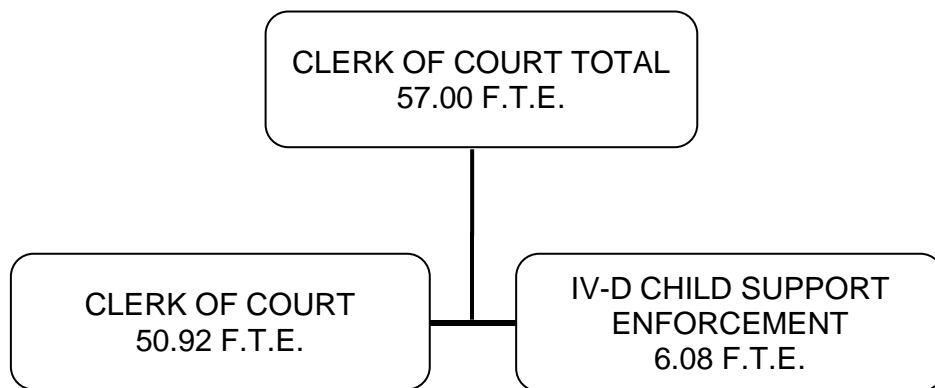
**Department Goal 1**

- Continue to work with the County's Tax Team and Manatron for the successful installation of the new tax system. The system is scheduled for satisfactory use when the 2011 tax bills are issued.

**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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	48.92	49.92	50.92	50.92	-	0.0
Intergovernmental	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575	\$ -	0.0
Charges and Fees	22,470	856,562	805,000	848,250	43,250	5.4
Fines and Forfeitures	1,747,161	772,623	741,500	768,872	27,372	3.7
Interest	2,932	2,062	1,000	1,000	-	0.0
Miscellaneous	71,940	25,882	39,030	29,300	(9,730)	(24.9)
TOTAL REVENUES	1,846,078	1,658,704	1,588,105	1,648,997	60,892	3.8
Interfund Transfer In	135,773	172,515	262,497	392,575	130,078	49.6
TOTAL SOURCES	<u>\$ 1,981,851</u>	<u>\$ 1,831,219</u>	<u>\$ 1,850,602</u>	<u>\$ 2,041,572</u>	<u>\$ 190,970</u>	10.3
Personnel	\$ 2,516,379	\$ 2,493,954	\$ 2,812,930	\$ 2,771,806	\$ (41,124)	(1.5)
Operating	513,562	490,638	540,521	538,918	(1,603)	(0.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 3,029,941</u>	<u>\$ 2,984,592</u>	<u>\$ 3,353,451</u>	<u>\$ 3,310,724</u>	<u>\$ (42,727)</u>	(1.3)

### Funding Adjustments for FY 2012 Include:

- Revenues are projected to increase mostly due to increases in filing fees and support collection fees.
- 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 represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also represent savings from the reallocation of personnel within the Clerk of Court.
- Operating expenditures reflect no significant changes.

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## CLERK OF COURT (continued)

### SPECIAL REVENUE FUND

### JUDICIAL

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	6.08	6.08	6.08	6.08	-	0.0
Intergovernmental	<u>\$ 782,055</u>	<u>\$ 845,188</u>	<u>\$ 892,000</u>	<u>\$ 1,055,000</u>	<u>\$ 163,000</u>	18.3
TOTAL REVENUES	<u>\$ 782,055</u>	<u>\$ 845,188</u>	<u>\$ 892,000</u>	<u>\$ 1,055,000</u>	<u>\$ 163,000</u>	18.3
Personnel	\$ 386,863	\$ 421,853	\$ 366,036	\$ 408,336	\$ 42,300	11.6
Operating	252,266	253,865	255,937	254,089	(1,848)	(0.7)
Capital	<u>-</u>	<u>14,139</u>	<u>-</u>	<u>-</u>	<u>(14,139)</u>	0.0
TOTAL EXPENDITURES	639,129	689,857	621,973	662,425	40,452	6.5
Interfund Transfer Out	<u>135,773</u>	<u>139,951</u>	<u>270,027</u>	<u>392,575</u>	<u>122,548</u>	45.4
TOTAL DISBURSEMENTS	<u>\$ 774,902</u>	<u>\$ 829,808</u>	<u>\$ 892,000</u>	<u>\$ 1,055,000</u>	<u>\$ 163,000</u>	18.3

#### Funding Adjustments for FY 2011 Include:

- Revenues reflect an anticipated reimbursement increase from the Department of Social Services.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. The expenditure increase is due to adding three temporary Bailiffs to this court.
- Operating expenditures reflect no significant changes.
- 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	9.00	9.00	1.00	11.1
Licenses and Permits	\$ 26,700	\$ 30,260	\$ 24,500	\$ 25,000	\$ 500	2.0
Intergovernmental	1,575	1,575	1,575	1,575	-	0.0
Charges and Fees	11,302	5,498	3,900	4,500	600	15.4
Miscellaneous	-	81	100	-	(100)	(100.0)
TOTAL REVENUES	<u>\$ 39,577</u>	<u>\$ 37,414</u>	<u>\$ 30,075</u>	<u>\$ 31,075</u>	<u>\$ 1,000</u>	3.3
Personnel	\$ 582,252	\$ 581,708	\$ 651,138	\$ 648,608	\$ (2,530)	(0.4)
Operating	381,092	443,208	453,398	513,142	59,744	13.2
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 963,344</u>	<u>\$ 1,024,916</u>	<u>\$ 1,104,536</u>	<u>\$ 1,161,750</u>	<u>\$ 57,214</u>	5.2

### Funding Adjustments for FY 2012 Include:

- Revenues reflect slight increases in projected cremation requests and copy charges.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect an increase in autopsy and toxicology services.

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## LEGISLATIVE DELEGATION

### GENERAL FUND

### GENERAL GOVERNMENT

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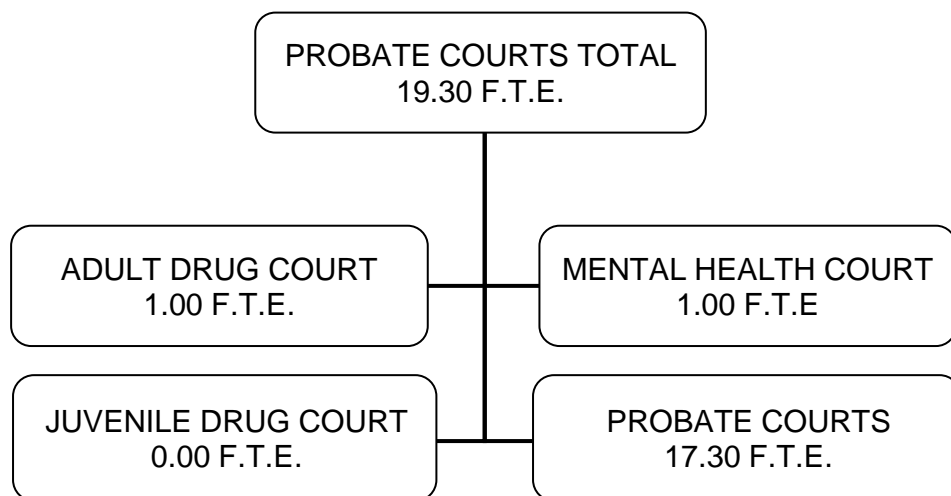
**Mission:** The Legislative Delegation serves as a liaison between the public, governmental agencies, and the elected state legislators that represent Charleston County.

DEPARTMENTAL SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Personnel	\$ 155,029	\$ 154,266	\$ 159,406	\$ 160,927	\$ 1,521	1.0
Operating	17,567	16,199	18,801	18,828	27	0.1
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 172,596</u>	<u>\$ 170,465</u>	<u>\$ 178,207</u>	<u>\$ 179,755</u>	<u>\$ 1,548</u>	0.9

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect no significant changes.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <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	\$ 40,126	\$ 41,678	\$ 40,000	\$ 40,000	\$ -	0.0
TOTAL REVENUES	40,126	41,678	40,000	40,000	-	0.0
Interfund Transfer In	41,597	65,751	70,000	53,600	(16,400)	(23.4)
TOTAL SOURCES	<u>\$ 81,723</u>	<u>\$ 107,429</u>	<u>\$ 110,000</u>	<u>\$ 93,600</u>	<u>\$ (16,400)</u>	<u>(14.9)</u>
Personnel	\$ 52,830	\$ 37,006	\$ 52,577	\$ 57,665	\$ 5,088	9.7
Operating	133,392	149,001	150,321	150,321	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 186,222</u>	<u>\$ 186,007</u>	<u>\$ 202,898</u>	<u>\$ 207,986</u>	<u>\$ 5,088</u>	<u>2.5</u>

### Funding Adjustments for FY 2012 Include:

- Revenues reflect no change 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-third of the State contribution for drug courts to fund the Adult Drug Court. The decrease in the Interfund Transfer In represents a reallocation of the contribution to include Juvenile Drug court.
- Personnel expenditures reflect the actual grade and step of the incumbent and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect no change.

## PROBATE COURTS (continued)

**GENERAL FUND**

**JUDICIAL**

### PROGRAM - Juvenile 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.

<b>PROGRAM SUMMARY:</b>	<b>FY 2009 <u>Actual</u></b>	<b>FY 2010 <u>Actual</u></b>	<b>FY 2011 <u>Adjusted</u></b>	<b>FY 2012 <u>Approved</u></b>	<b><u>Change</u></b>	<b><u>Percent Change</u></b>
Positions/FTE	-	-	-	-	-	0.0
Interfund Transfers In	\$ -	\$ -	\$ -	\$ 53,600	\$ 53,600	100.0
<b>TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 53,600</b>	<b>\$ 53,600</b>	<b>100.0</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	165,801	44,750	(121,051)	(73.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 165,801</b>	<b>\$ 44,750</b>	<b>\$ (121,051)</b>	<b>(73.0)</b>

### Funding Adjustments for FY 2012 Include:

- Interfund Transfer In reflects a contribution from the State to support program costs. The Solicitor has allowed one-third of the State contribution for drug courts to fund the Juvenile Drug Court. The program was previously administered by the Department of Alcohol and Other Drug Abuse Services.
- Operating expenditures support the program toxicology services and training costs. The decrease is due to cost savings achieved by transferring Juvenile Court to Probate Courts.

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## PROBATE COURTS (continued)

GENERAL FUND

JUDICIAL

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### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Personnel	\$ 50,018	\$ 49,303	\$ 49,516	\$ 57,666	\$ 8,150	16.5
Operating	126,665	119,739	125,951	125,851	(100)	(0.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 176,683</u>	<u>\$ 169,042</u>	<u>\$ 175,467</u>	<u>\$ 183,517</u>	<u>\$ 8,050</u>	4.6

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures reflect the actual grade and step of the incumbent and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures represent no significant changes.



## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	17.30	17.30	17.30	17.30	-	0.0
Licenses and Permits	\$ 211,197	\$ 208,894	\$ 205,000	\$ 200,000	\$ (5,000)	(2.4)
Intergovernmental	1,575	1,575	1,575	1,575	-	0.0
Charges and Fees	<u>1,078,568</u>	<u>1,204,329</u>	<u>1,044,000</u>	<u>937,000</u>	<u>(107,000)</u>	(10.2)
TOTAL REVENUES	<u>\$ 1,291,340</u>	<u>\$ 1,414,798</u>	<u>\$ 1,250,575</u>	<u>\$ 1,138,575</u>	<u>\$ (112,000)</u>	(9.0)
Personnel	\$ 1,224,491	\$ 1,237,365	\$ 1,262,219	\$ 1,318,009	\$ 55,790	4.4
Operating	331,329	302,028	322,637	316,895	(5,742)	(1.8)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 1,555,820</u>	<u>\$ 1,539,393</u>	<u>\$ 1,584,856</u>	<u>\$ 1,634,904</u>	<u>\$ 50,048</u>	3.2

### Funding Adjustments for FY 2012 Include:

- Revenues reflect a decrease in Probate Court Fees based on current and prior year collections.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect a decrease in advertising costs associated with publication fees for estate files due to public request for less costly publications. This decrease is offset by an increase in parking coupon 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 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Input:</b>				
Number of conservatorships and guardianships	1(a)	228	212	250
Number of court cases filed	1(b)	2,381	2,091	2,200
<b>Output:</b>				
Certified copies issued	1(c)	3,843	4,211	4,400
Cases scheduled for litigation	1(b)(d)	971	1,057	1,100
Estates opened <sup>1</sup>	1(d)	1,922	2,208	2,300
Speaking engagements	1(e)(f)	57	61	60
Number of accountings and guardianship reports	2	750	792	810
Marriage licenses issued	3(a)	3,764	4,000	4,050
Mandatory probate forms completed	3(b)	2,500	3,000	3,000
<b>Efficiency:</b>				
Average cases per clerk	1(b)(d)	496	480	500
<b>Outcome:</b>				
Estates Open:	1(e)(f)			
366 days to 455 days		269	322	322
456 days to 540 days		188	201	201
541 days to 720 days		167	250	250
721 days or more		369	442	442
Percentage of delinquent accountings and guardianships <sup>2</sup>	2	3.0%	2.0%	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%

<sup>1</sup> Annualized based on a calendar year.

<sup>2</sup> Reflects a calendar year.

### 2012 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	27.00	27.00	27.00	27.00	-	0.0
Intergovernmental	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575	\$ -	0.0
Charges and Fees	3,743,004	3,744,143	3,140,000	3,857,000	717,000	22.8
Interest	2,648	490	1,000	500	(500)	(50.0)
TOTAL REVENUES	<u>\$3,747,227</u>	<u>\$3,746,208</u>	<u>\$3,142,575</u>	<u>\$3,859,075</u>	<u>\$ 716,500</u>	22.8
Personnel	\$1,655,860	\$1,615,627	\$1,665,776	\$1,651,341	\$ (14,435)	(0.9)
Operating	157,591	135,984	157,105	142,724	(14,381)	(9.2)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$1,813,451</u>	<u>\$1,751,611</u>	<u>\$1,822,881</u>	<u>\$1,794,065</u>	<u>\$ (28,816)</u>	(1.6)

### Funding Adjustments for FY 2012 Include:

- Revenues represent an increase in fee collections for Documentary Stamps based on a higher volume of mortgages recorded.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect a decrease in contracted delivery services and records management costs.

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## REGISTER OF MESNE CONVEYANCE (continued)

### GENERAL FUND

### GENERAL GOVERNMENT

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#### 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:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Output:</b>				
Percent of office computerization for public use	1	100%	100%	100%
Documents recorded	2(a)	90,890	87,894	87,894
Percent of Point of Sales software/hardware implementation	2(c)	100%	100%	100%
<b>Efficiency:</b>				
Average number of documents processed per staff	2(a)	4,544	3,995	3,995
<b>Outcome:</b>				
Revenue above budget	2(a)	\$352,040	\$201,943	\$201,943
Document turn around time	2(a)	2 weeks	1 week	1 week
Percent decrease in turn around time	2(a)	100%	100%	100%
Percent of Plats scanned	2(b)	100%	100%	100%
Percent of improved recorder efficiency	2(c)	100%	100%	100%

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#### 2012 ACTION STEPS

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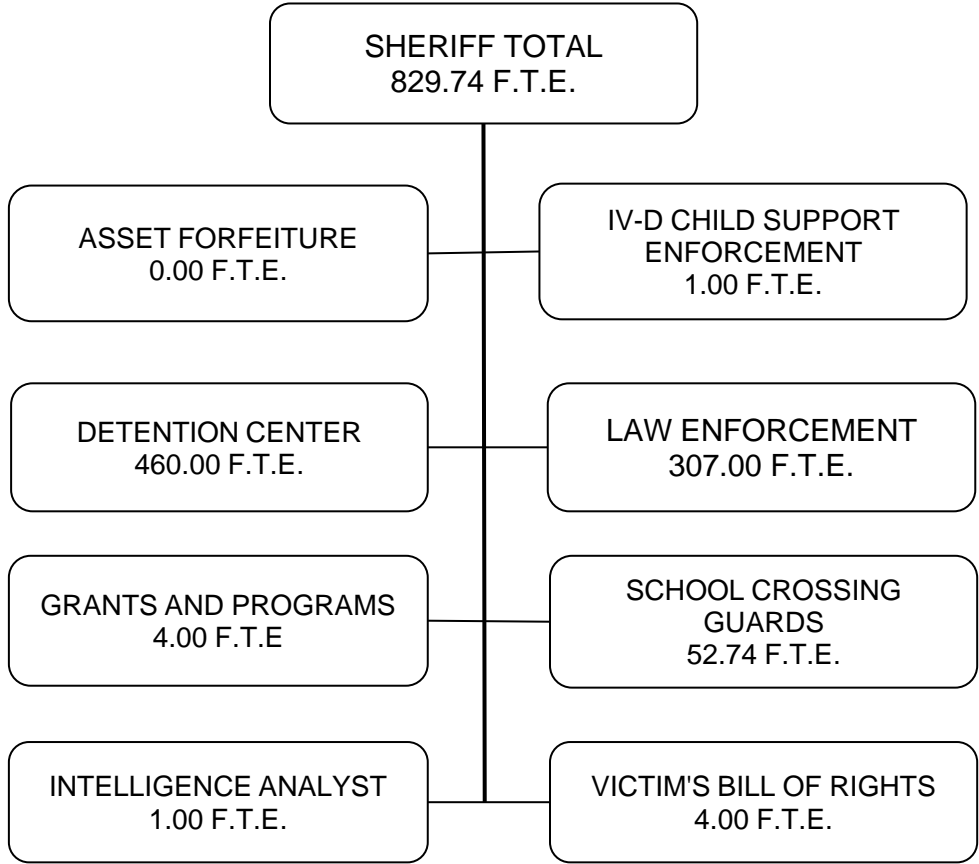
##### Department Goal 1

- Work in partnership with Records Management to preserve deteriorated historical plats using the newly purchased encapsulation material.

##### Department Goal 2

- Continue scanning historic books for electronic use with estimated completion within seven years.
- Complete conversion of County main frame to RMC imaging 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 291,922	\$ 356,999	\$ 185,321	\$ 92,710	\$ (92,611)	(50.0)
Interest	3,316	2,130	-	-	-	0.0
Miscellaneous	156,214	5,411	-	-	-	0.0
TOTAL REVENUES	<u>\$ 451,452</u>	<u>\$ 364,540</u>	<u>\$ 185,321</u>	<u>\$ 92,710</u>	<u>\$ (92,611)</u>	(50.0)
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	114,289	67,975	183,112	180,312	(2,800)	(1.5)
Capital	18,890	64,690	6,988	-	(6,988)	(100.0)
TOTAL EXPENDITURES	133,179	132,665	190,100	180,312	(9,788)	(5.1)
Interfund Transfer Out	25,000	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 158,179</u>	<u>\$ 132,665</u>	<u>\$ 190,100</u>	<u>\$ 180,312</u>	<u>\$ (9,788)</u>	(5.1)

### Funding Adjustments for FY 2012 Include:

- Revenues reflect projections based on the current rate of seized asset forfeitures.
- Operating expenditures reflect a decrease in the Operating Reimbursement Out to Safety and Risk Management for vehicle insurance for confiscated vehicles.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	407.00	461.00	460.00	460.00	-	0.0
Intergovernmental	\$ 1,860,836	\$ 3,097,085	\$ 2,845,000	\$ 4,355,000	\$ 1,510,000	53.1
Charges and Fees	300,775	287,316	306,000	313,300	7,300	2.4
Miscellaneous	12,108	7,275	1,000	-	(1,000)	(100.0)
<b>TOTAL REVENUES</b>	<b>\$ 2,173,719</b>	<b>\$ 3,391,676</b>	<b>\$ 3,152,000</b>	<b>\$ 4,668,300</b>	<b>\$ 1,516,300</b>	<b>48.1</b>
Personnel	\$ 22,235,772	\$ 22,522,142	\$ 24,497,757	\$ 24,540,311	\$ 42,554	0.2
Operating	6,782,625	7,079,878	7,310,244	7,267,690	(42,554)	(0.6)
Capital	45,494	62,350	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>29,063,891</b>	<b>29,664,370</b>	<b>31,808,001</b>	<b>31,808,001</b>	<b>-</b>	<b>0.0</b>
Interfund Transfer Out	283,250	271,920	271,920	271,920	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 29,347,141</b>	<b>\$ 29,936,290</b>	<b>\$ 32,079,921</b>	<b>\$ 32,079,921</b>	<b>\$ -</b>	<b>0.0</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase in the amount of per diem reimbursement from the federal government for "holding" federal prisoners in the recently expanded detention center.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures include a decrease to meet available funding.
- Interfund Transfer Out represents funding for services administered by the Charleston Center (Department of Alcohol and Other Drug Abuse Services) for inmates. Interfund Transfer Out reflects no change.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE *	8.00	3.00	5.00	5.00	-	0.0
Citadel Day Camp	\$ 1,500	\$ -	\$ 1,500	\$ -	\$ (1,500)	(100.0)
Inmate Welfare Fund	400,940	458,173	406,000	493,300	87,300	21.5
School Resource Officer Program	107,168	103,500	103,500	103,500	-	0.0
TOTAL REVENUES	509,608	561,673	511,000	596,800	85,800	16.8
Interfund Transfer In	75,096	84,205	84,112	87,707	3,595	4.3
TOTAL SOURCES	<u>\$ 584,704</u>	<u>\$ 645,878</u>	<u>\$ 595,112</u>	<u>\$ 684,507</u>	<u>\$ 89,395</u>	15.0
Personnel	\$ 216,951	\$ 221,943	\$ 221,206	\$ 239,910	\$ 18,704	8.5
Operating	245,351	139,350	271,646	249,220	(22,426)	(8.3)
Capital	17,074	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 479,376</u>	<u>\$ 361,293</u>	<u>\$ 492,852</u>	<u>\$ 489,130</u>	<u>\$ (3,722)</u>	(0.8)

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase from vending machine commissions (Inmate Welfare Fund) due to the re-integration of Federal immigration inmates and their increased use of the canteen.
- 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 represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect the elimination of one-time start up costs for 25 additional network users in the previous fiscal year.



## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	\$ 85,289	\$ 103,488	\$ 100,000	\$ 110,000	\$ 10,000	10.0
Miscellaneous	<u>1,550</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL REVENUES	<u>\$ 86,839</u>	<u>\$ 103,488</u>	<u>\$ 100,000</u>	<u>\$ 110,000</u>	<u>\$ 10,000</u>	10.0
Personnel	\$ 68,036	\$ 69,023	\$ 68,152	\$ 68,650	\$ 498	0.7
Operating	7,143	6,695	9,299	7,341	(1,958)	(21.1)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	75,179	75,718	77,451	75,991	(1,460)	(1.9)
Interfund Transfer Out	<u>11,660</u>	<u>27,770</u>	<u>22,549</u>	<u>34,009</u>	<u>11,460</u>	50.8
TOTAL DISBURSEMENTS	<u>\$ 86,839</u>	<u>\$ 103,488</u>	<u>\$ 100,000</u>	<u>\$ 110,000</u>	<u>\$ 10,000</u>	10.0

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase in the estimate for reimbursement from the Department of Social Services (DSS) for serving warrants.
- Personnel expenditures represent the actual grades and steps of the incumbent and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures show a decrease in contingency to meet available funding.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	305.00	305.00	307.00	307.00	-	0.0
Licenses and Permits	\$ 2,570	\$ 1,870	\$ 2,100	\$ 100	\$ (2,000)	(95.2)
Intergovernmental	33,346	50,177	31,575	41,575	10,000	31.7
Charges and Fees	134,094	118,449	119,100	130,800	11,700	9.8
Fines and Forfeitures	9,831	23,420	9,500	9,500	-	0.0
Miscellaneous	8,943	81,755	-	-	-	0.0
TOTAL REVENUES	188,784	275,671	162,275	181,975	19,700	12.1
Interfund Transfer In	11,660	27,770	22,549	34,009	11,460	50.8
TOTAL SOURCES	<u>\$ 200,444</u>	<u>\$ 303,441</u>	<u>\$ 184,824</u>	<u>\$ 215,984</u>	<u>\$ 31,160</u>	16.9
Personnel	\$ 19,292,813	\$ 18,908,495	\$ 19,347,972	\$ 19,469,262	\$ 121,290	0.6
Operating	4,111,448	4,264,470	4,449,601	4,524,716	75,115	1.7
Capital	-	42,239	-	-	-	0.0
TOTAL EXPENDITURES	23,404,261	23,215,204	23,797,573	23,993,978	196,405	0.8
Interfund Transfer Out	75,096	84,205	84,112	87,707	3,595	4.3
TOTAL DISBURSEMENTS	<u>\$ 23,479,357</u>	<u>\$ 23,299,409</u>	<u>\$ 23,881,685</u>	<u>\$ 24,081,685</u>	<u>\$ 200,000</u>	0.8

#### Funding Adjustments for FY 2012 Include:

- Revenues indicate a projected increase from animal shelter fees due to an increase in shelter charges and an increase in federal reimbursement for actual costs, which was previously capped at \$1,000.
- Interfund Transfer In reflects an increased transfer of available funds from the Sheriff's IV-D Child Support Enforcement Program.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. This increase is offset by a decrease in Flight Differential Pay, Non-Exempt Overtime Pay, Holiday Pay, and Anticipated Vacancies.
- Operating expenditures include an increase for vehicle expenses. This increase is offset by a decrease in uniform purchases to meet available funding.
- Interfund Transfer Out expenditures reflect no significant changes.

# 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): Reduce the backlog of bad check warrants by serving a minimum of 66% of bad check warrants 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:		FY 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Input:</b>	<b>Objective</b>			
Detention operating expenditures	2(a)	\$6,970,465	\$6,781,695	\$7,353,322
Federal prisoner per diem revenues	2(a)	\$3,050,885	\$3,514,491	\$4,100,000
<b>Output:</b>				
Value of property stolen due to crime	1(a)	\$21,555,247	\$21,529,492	\$21,542,370
Bad check warrants received <sup>1</sup>	1(b)	10,804	n/a	n/a
Bad check warrants served <sup>1</sup>	1(b)	9,107	n/a	n/a
Grant monies awarded no-match	2(b)	980,379	1,160,479	1,070,429
<b>Efficiency:</b>				
Value of property recovered	1(a)	\$2,567,486	\$4,691,548	\$3,629,517
Daily cost per prisoner	2(a)	\$55	\$55	\$55
Actual cost of grant personnel and purchased equipment	2(b)	\$320,346	\$483,583	\$401,964
<b>Outcome:</b>				
Value of property recovered as a percent of property reported stolen	1(a)	11.91%	21.79%	16.85%
Percent of bad check warrants served <sup>1</sup>	1(b)	84.29%	n/a	n/a
Percent of federal prisoner per diem revenues to expenditures	2(a)	43.77%	51.82%	55.76%
Personnel, equipment purchased using non-general fund dollars	2(b)	33.0%	42.0%	38.0%
Actual civil fees received	2(c)	66,888	75,054	80,000

<sup>1</sup> FY 2011 and FY 2012 data unavailable at time of publication.

### 2012 ACTION STEPS

#### Department Goal 1

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

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## SHERIFF (continued)

### GENERAL FUND

### PUBLIC SAFETY

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	54.11	54.11	52.74	52.74	-	0.0
Personnel	\$ 631,578	\$ 604,298	\$ 654,719	\$ 654,719	\$ -	0.0
Operating	4,251	3,984	8,000	8,000	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 635,829</u>	<u>\$ 608,282</u>	<u>\$ 662,719</u>	<u>\$ 662,719</u>	<u>\$ -</u>	0.0

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflects no change.

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## SHERIFF (continued)

### SPECIAL REVENUE FUND

### PUBLIC SAFETY

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#### PROGRAM – Victim’s Bill of Rights

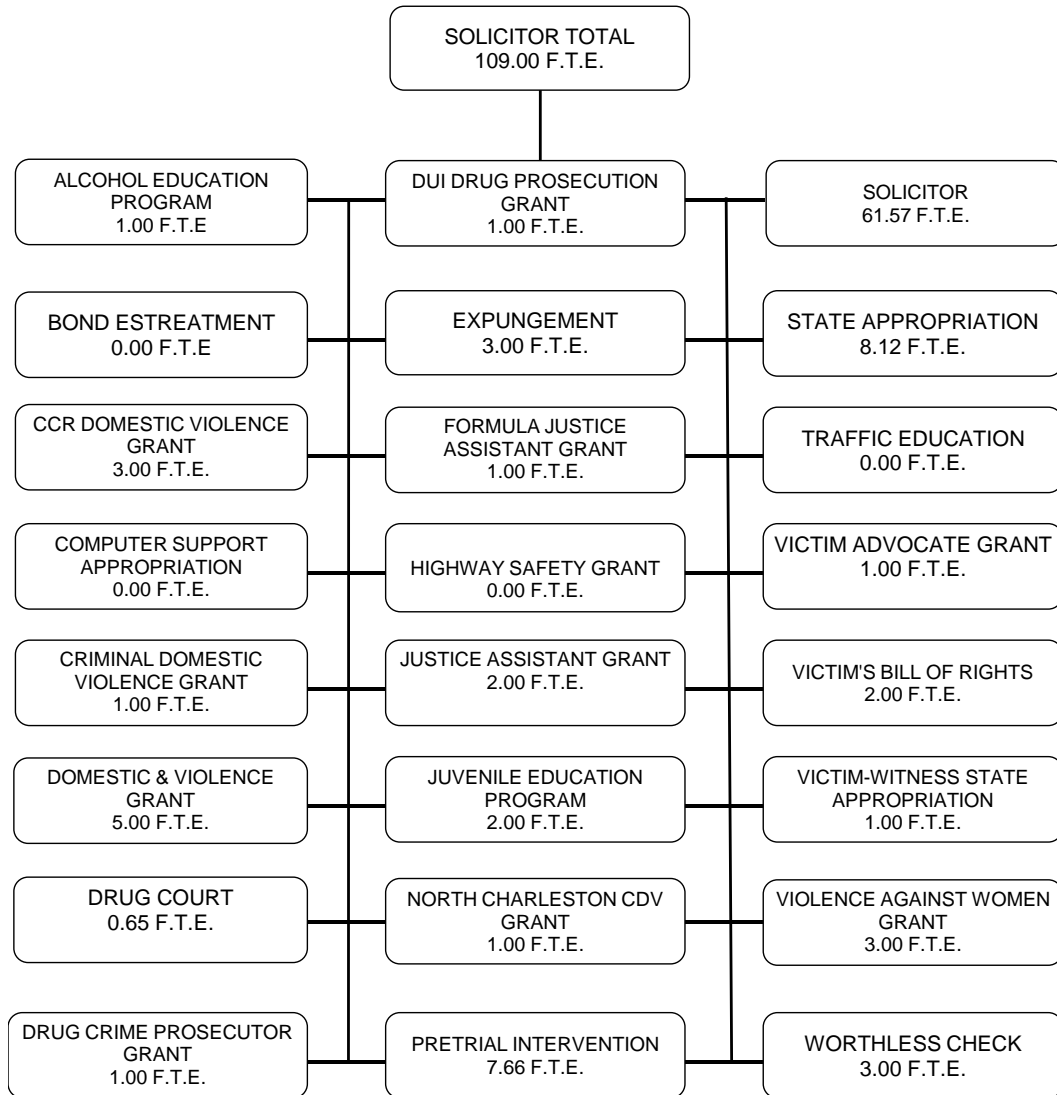
**Mission:** The Victim’s Bill of Rights Program provides information to victims regarding current case status and recommends follow-up services available to them and their families.

PROGRAM SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.00	5.00	4.00	4.00	-	0.0
Personnel	\$ 304,244	\$ 240,410	\$ 195,774	\$ 189,609	\$ (6,165)	(3.1)
Operating	46,767	42,798	43,446	1,710	(41,736)	(96.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 351,011</u>	<u>\$ 283,208</u>	<u>\$ 239,220</u>	<u>\$ 191,319</u>	<u>\$ (47,901)</u>	(20.0)

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect the State assuming the cost for notification of victims when a convicted inmate is released, transfers, or escapes.

## SOLICITOR



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## SOLICITOR

### SPECIAL REVENUE FUND

### JUDICIAL

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#### 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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <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	\$ 86,095	\$ 93,681	\$ 102,000	\$ 93,000	\$ (9,000)	(8.8)
Interest	-	523			-	0.0
TOTAL REVENUES	<u>\$ 86,095</u>	<u>\$ 94,204</u>	<u>\$ 102,000</u>	<u>\$ 93,000</u>	<u>\$ (9,000)</u>	<u>(8.8)</u>
Personnel	\$ 42,106	\$ 43,497	\$ 44,644	\$ 45,695	\$ 1,051	2.4
Operating	-	1,533	2,678	2,678	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 42,106</u>	<u>\$ 45,030</u>	<u>\$ 47,322</u>	<u>\$ 48,373</u>	<u>\$ 1,051</u>	<u>2.2</u>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect a decrease in alcohol education fees based on current and historical trends.
- Personnel expenditures reflect the actual grades and steps of the incumbent and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect no change.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 27,937	\$ 7,037	\$ 30,000	\$ 4,000	\$ (26,000)	(86.7)
Interest	3,462	1,424	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 31,399</b>	<b>\$ 8,461</b>	<b>\$ 30,000</b>	<b>\$ 4,000</b>	<b>\$ (26,000)</b>	<b>(86.7)</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	16,804	12,589	-	3,500	3,500	100.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>16,804</b>	<b>12,589</b>	<b>-</b>	<b>3,500</b>	<b>3,500</b>	<b>100.0</b>
Interfund Transfer Out	305,927	22,043	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 322,731</b>	<b>\$ 34,632</b>	<b>\$ -</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>	<b>100.0</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues are reflective of estreatment fees based on current and historical trends.
- Operating expenditures reflect the addition of office expenses and training costs.



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## SOLICITOR (continued)

### SPECIAL REVENUE FUND

### JUDICIAL

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	0.20	0.17	0.42	0.65	0.23	54.8
Intergovernmental	<u>\$ 165,424</u>	<u>\$ 133,562</u>	<u>\$ 140,000</u>	<u>\$ 160,000</u>	<u>\$ 20,000</u>	14.3
TOTAL REVENUES	<u>\$ 165,424</u>	<u>\$ 133,562</u>	<u>\$ 140,000</u>	<u>\$ 160,000</u>	<u>\$ 20,000</u>	14.3
Personnel	\$ 15,209	\$ 17,338	\$ 17,846	\$ 63,923	\$ 46,077	258.2
Operating	-	6,433	30,000	86,311	56,311	187.7
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>15,209</u>	<u>23,771</u>	<u>47,846</u>	<u>150,234</u>	<u>102,388</u>	214.0
Interfund Transfer Out	<u>83,193</u>	<u>131,502</u>	<u>70,000</u>	<u>107,200</u>	<u>37,200</u>	53.1
TOTAL DISBURSEMENTS	<u>\$ 98,402</u>	<u>\$ 155,273</u>	<u>\$ 117,846</u>	<u>\$ 257,434</u>	<u>\$ 139,588</u>	118.4

#### Funding Adjustments for FY 2012 Include:

- Revenues are reflective of an increase in the anticipated State funding.
- Personnel expenditures reflect the actual grade and step of the incumbent and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also represent the reallocation of personnel within the Solicitor's Office.
- Operating expenditures reflect an increase due to the anticipation of an expansion of the Berkeley County Drug Court.
- Interfund Transfer Out represents the distribution of State contributions to the Probate Adult Drug Court and the Probate Juvenile 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.

<b>PROGRAM SUMMARY:</b>	<b><u>FY 2009 Actual</u></b>	<b><u>FY 2010 Actual</u></b>	<b><u>FY 2011 Adjusted</u></b>	<b><u>FY 2012 Approved</u></b>	<b><u>Change</u></b>	<b><u>Percent Change</u></b>
Positions/FTE	5.00	4.04	3.00	3.00	-	0.0
Charges and Fees	\$ 312,505	\$ 160,205	\$ 225,000	\$ 125,000	\$ (100,000)	(44.4)
Interest	2,611	8,778	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 315,116</b>	<b>\$ 168,983</b>	<b>\$ 225,000</b>	<b>\$ 125,000</b>	<b>\$ (100,000)</b>	<b>(44.4)</b>
Personnel	\$ 268,473	\$ 139,766	\$ 206,924	\$ 132,279	\$ (74,645)	(36.1)
Operating	12,971	6,882	5,911	8,412	2,501	42.3
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>281,444</b>	<b>146,648</b>	<b>212,835</b>	<b>140,691</b>	<b>(72,144)</b>	<b>(33.9)</b>
Interfund Transfer Out	-	22,403	82,547	216,337	133,790	162.1
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 281,444</b>	<b>\$ 169,051</b>	<b>\$ 295,382</b>	<b>\$ 357,028</b>	<b>\$ 61,646</b>	<b>20.9</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect a decrease in expungement fees based on current and historical trends.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel expenditures also represent savings from the reallocation of personnel within the Solicitor's Office.
- Operating expenditures reflect an increase in office expenses and printer purchase costs.
- Interfund Transfer Out represents increased support to the Solicitor's State Appropriation and Worthless Check Program 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	2.00	-	0.0
Intergovernmental	\$ 69,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.0
Charges and Fees	72,228	71,449	60,000	65,000	5,000	8.3
Interest	-	12,344	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 141,228</b>	<b>\$ 143,793</b>	<b>\$ 120,000</b>	<b>\$ 125,000</b>	<b>\$ 5,000</b>	<b>4.2</b>
Personnel	\$ 112,935	\$ 112,252	\$ 112,853	\$ 116,345	\$ 3,492	3.1
Operating	15,404	1,820	1,281	1,781	500	39.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 128,339</b>	<b>\$ 114,072</b>	<b>\$ 114,134</b>	<b>\$ 118,126</b>	<b>\$ 3,992</b>	<b>3.5</b>

#### Funding Adjustments for FY 2012 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 an adjustment in the fringe benefits rate from 37% to 38% of salary.
- 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.00	7.00	8.00	7.66	(0.34)	(4.3)
Charges and Fees	\$ 406,395	\$ 385,653	\$ 400,000	\$ 400,000	\$ -	0.0
Interest	1,973	4,173	-	-	-	0.0
TOTAL REVENUES	<u>\$ 408,368</u>	<u>\$ 389,826</u>	<u>\$ 400,000</u>	<u>\$ 400,000</u>	<u>\$ -</u>	0.0
Personnel	\$ 274,748	\$ 297,839	\$ 362,703	\$ 421,269	\$ 58,566	16.1
Operating	26,178	39,746	30,365	30,583	218	0.7
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 300,926</u>	<u>\$ 337,585</u>	<u>\$ 393,068</u>	<u>\$ 451,852</u>	<u>\$ 58,784</u>	15.0

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect no changes in intervention fees.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also represent the reallocation of personnel within the Solicitor's Office.
- Operating expenditures reflect no significant changes.

## SOLICITOR (continued)

### SPECIAL REVENUE 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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	61.58	61.80	61.80	61.57	(0.23)	(0.4)
Intergovernmental	<u>\$ 11,787</u>	<u>\$ 9,760</u>	<u>\$ 7,800</u>	<u>\$ 8,000</u>	<u>\$ 200</u>	2.6
TOTAL REVENUES	<u>\$ 11,787</u>	<u>\$ 9,760</u>	<u>\$ 7,800</u>	<u>\$ 8,000</u>	<u>\$ 200</u>	2.6
Personnel	\$4,422,887	\$4,347,013	\$4,674,702	\$4,659,312	\$ (15,390)	(0.3)
Operating	323,755	304,404	308,892	338,266	29,374	9.5
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	4,746,642	4,651,417	4,983,594	4,997,578	13,984	0.3
Interfund Transfer Out	<u>110,874</u>	<u>204,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL DISBURSEMENTS	<u>\$4,857,516</u>	<u>\$4,855,417</u>	<u>\$4,983,594</u>	<u>\$4,997,578</u>	<u>\$ 13,984</u>	0.3

#### Funding Adjustments for FY 2012 Include:

- Revenues represent no significant change in State funding.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also represent savings from the reallocation of personnel within the Solicitor's Office.
- Operating expenditures reflect an increase in office expenses, publications and subscriptions, and court investigative costs. The increase also reflects higher court reporter fees for transcription of police interviews.

#### 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.

##### 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.

# SOLICITOR (continued)

## SPECIAL REVENUE FUND

## JUDICIAL

MEASURES:		FY 2010	FY 2011	FY 2012
	Objective	Actual	Actual	Projected
<b>Input:</b>				
<b>Court of General Sessions:</b>				
Number of open cases beginning of fiscal year	1	9,752	9,738	8,867
Average number of open cases per attorney	1	361	375	341
<b>Family Court:</b>				
Number of open cases beginning of fiscal year	1	1,732	1,203	932
Average number of open cases per attorney	1	433	301	233
<b>Output:</b>				
<b>Court of General Sessions:</b>				
Number of arrest warrants issued	2(b)(d)	9,897	8,407	7,990
Number of cases disposed	2(d)	11,164	10,304	9,790
<b>Family Court:</b>				
Number of new cases	2(c)(d)	2,885	2,199	2,090
Number of cases disposed	2(d)	3,272	2,401	2,280
<b>Efficiency:</b>				
<b>Court of General Sessions:</b>				
Average number of new cases added per attorney ( $\leq 400$ ) <sup>1</sup>	2(b)	347	323	307
Average number of disposed cases added per attorney <sup>1</sup>	2(d)	392	396	376
<b>Family Court:</b>				
Average number of new cases added per attorney ( $\leq 600$ )	2(c)	721	550	523
Average number of disposed cases per attorney	2(d)	818	600	570
<b>Outcome:</b>				
<b>Court of General Sessions:</b>				
Percent of cases pending over 180 days ( $\leq 40\%$ )	1	58.0%	58.0%	54.0%
Percent of cases available for plea or trial <sup>2</sup>	2(a)	90.0%	91.0%	90.0%
<b>Dispositions:</b>				
Percent of convictions ( $\geq 50\%$ )	2(a)	44.0%	46.0%	48.0%
Percent of NP/Dismissal		56.0%	54.0%	52.2%
Percent found not guilty		<1.0%	<1.0%	<1.0%
Diversion program cases		7.0%	3.0%	3.0%
Completion rate of warrants added (100%)	2(d)	113%	123.0%	123.0%
<b>Family Court:</b>				
Percent of cases available for adjudication <sup>2</sup>	2(a)	77.0%	87.0%	87.0%
<b>Dispositions:</b>				
Percent adjudicated ( $\geq 50\%$ )	2(a)	71.0%	86.0%	86.0%
Percent NP/Dismissal		29.0%	24.0%	24.0%
Percent found not guilty		<1.0%	0.0%	<1.0%
Percent of adjudicated cases referred to arbitration		41.0%	39.0%	39.0%
Percent of cases referred to diversion		12.0%	12.0%	12.0%
Completion rate of cases added (100%)	2(d)	113%	109.0%	109.0%

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

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

## 2012 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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	10.22	10.99	7.78	8.12	0.34	4.4
Intergovernmental	<u>\$ 609,059</u>	<u>\$ 627,186</u>	<u>\$ 577,500</u>	<u>\$ 473,094</u>	<u>\$ (104,406)</u>	(18.1)
TOTAL REVENUES	609,059	627,186	577,500	473,094	(104,406)	(18.1)
Interfund Transfer In	<u>356,506</u>	<u>200,352</u>	<u>33,493</u>	<u>157,812</u>	<u>124,319</u>	371.2
TOTAL SOURCES	<u><u>\$ 965,565</u></u>	<u><u>\$ 827,538</u></u>	<u><u>\$ 610,993</u></u>	<u><u>\$ 630,906</u></u>	<u><u>\$ 19,913</u></u>	3.3
Personnel	<u>\$ 929,211</u>	<u>\$ 729,469</u>	<u>\$ 595,258</u>	<u>\$ 716,305</u>	<u>\$ 121,047</u>	20.3
Operating	<u>23,352</u>	<u>20,945</u>	<u>15,735</u>	<u>24,831</u>	<u>9,096</u>	57.8
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>952,563</u>	<u>750,414</u>	<u>610,993</u>	<u>741,136</u>	<u>130,143</u>	21.3
Interfund Transfer Out	<u>-</u>	<u>-</u>	<u>29,669</u>	<u>70,640</u>	<u>40,971</u>	138.1
TOTAL DISBURSEMENTS	<u><u>\$ 952,563</u></u>	<u><u>\$ 750,414</u></u>	<u><u>\$ 640,662</u></u>	<u><u>\$ 811,776</u></u>	<u><u>\$ 171,114</u></u>	26.7

#### Funding Adjustments for FY 2012 Include:

- Revenues are reflective of decreased State funding for County prosecutions.
- Interfund Transfer In represents increased support from the Expungement Division to balance the budget.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also include an increase due to interdepartmental staffing changes.
- Operating expenditures reflect an increase in office expenses and in data processing costs related to the computer refresh program.
- Interfund Transfer Out represents increased support to the Solicitor's City of Charleston Drug Crime Prosecutor Grant, Drug and Violent Crime Prosecutors Grant, and SC Prosecution Commission CDV Grant to balance those budgets.

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## SOLICITOR (continued)

### SPECIAL REVENUE FUND

### JUDICIAL

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#### 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:	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Intergovernmental	\$ -	\$ 10	\$ -	\$ -	\$ -	0.0
Fines and Forfeitures	<u>9,210</u>	<u>9,800</u>	<u>9,240</u>	<u>15,000</u>	<u>5,760</u>	62.3
TOTAL REVENUES	<u>\$ 9,210</u>	<u>\$ 9,810</u>	<u>\$ 9,240</u>	<u>\$ 15,000</u>	<u>\$ 5,760</u>	62.3
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 2012 Include:

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



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## SOLICITOR (continued)

### SPECIAL REVENUE FUND

### JUDICIAL

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	2.00	-	0.0
Personnel	\$ 113,534	\$ 112,349	\$ 113,204	\$ 115,204	\$ 2,000	1.8
Operating	20,033	21,929	25,321	33,334	8,013	31.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 133,567</u>	<u>\$ 134,278</u>	<u>\$ 138,525</u>	<u>\$ 148,538</u>	<u>\$ 10,013</u>	7.2

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect an increase in parking coupons and victim's support services.

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## SOLICITOR (continued)

### SPECIAL REVENUE FUND

### JUDICIAL

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	2.00	1.00	1.00	-	0.0
Intergovernmental	\$ 144,856	\$ 42,189	\$ 25,000	\$ 40,000	\$ 15,000	60.0
TOTAL REVENUES	<u>\$ 144,856</u>	<u>\$ 42,189</u>	<u>\$ 25,000</u>	<u>\$ 40,000</u>	<u>\$ 15,000</u>	60.0
Personnel	\$ 182,096	\$ 100,095	\$ 79,228	\$ 80,824	\$ 1,596	2.0
Operating	287	2,554	2,011	578	(1,433)	(71.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>182,383</u>	<u>102,649</u>	<u>81,239</u>	<u>81,402</u>	<u>163</u>	0.2
Interfund Transfer Out	<u>24,415</u>	<u>52,929</u>	<u>50,000</u>	<u>50,000</u>	<u>-</u>	0.0
TOTAL DISBURSEMENTS	<u>\$ 206,798</u>	<u>\$ 155,578</u>	<u>\$ 131,239</u>	<u>\$ 131,402</u>	<u>\$ 163</u>	0.1

#### Funding Adjustments for FY 2012 Include:

- Revenues are based on anticipated State funding.
- Personnel expenditures reflect the actual grade and step of the incumbent and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect a decrease in computer refresh costs.
- Interfund Transfer Out represents support to the Solicitor's Violence Against Women Grant to balance the budget.

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## SOLICITOR (continued)

### SPECIAL REVENUE FUND

### JUDICIAL

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#### 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 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	3.00	3.00	-	0.0
Charges and Fees	\$ -	\$ 85,550	\$ 171,918	\$ 95,000	\$ (76,918)	(44.7)
TOTAL REVENUES	-	85,550	171,918	95,000	(76,918)	(44.7)
Interfund Transfer In	36,457	35,585	-	58,525	58,525	100.0
TOTAL SOURCES	<u>\$ 36,457</u>	<u>\$ 121,135</u>	<u>\$ 171,918</u>	<u>\$ 153,525</u>	<u>\$ (18,393)</u>	(10.7)
Personnel	\$ 14,232	\$ 114,853	\$ 149,453	\$ 129,546	\$ (19,907)	(13.3)
Operating	10,059	18,498	22,465	23,979	1,514	6.7
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 24,291</u>	<u>\$ 133,351</u>	<u>\$ 171,918</u>	<u>\$ 153,525</u>	<u>\$ (18,393)</u>	(10.7)

#### Funding Adjustments for FY 2012 Include:

- Revenues are reflective of anticipated State funding.
- Interfund Transfer In represents increased support from the Expungement Division to balance the budget.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings due to budgeted anticipated vacancies.
- Operating expenditures reflect an increase in postage and telephone charges. This increase is offset by a reduction in office expenses and printing 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	18.00	18.00	20.00	20.00	-	0.0
Charges and Fees	\$ 555	\$ 2,337	\$ 2,000	\$ 1,000	\$ (1,000)	(50.0)
Interest	891,783	1,267,837	490,000	1,000,000	510,000	104.1
Miscellaneous	250	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 892,588</b>	<b>\$ 1,270,174</b>	<b>\$ 492,000</b>	<b>\$ 1,001,000</b>	<b>\$ 509,000</b>	<b>103.5</b>
Personnel	\$ 1,202,342	\$ 1,133,336	\$ 1,160,189	\$ 1,158,022	\$ (2,167)	(0.2)
Operating	391,617	429,284	436,496	438,663	2,167	0.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,593,959</b>	<b>\$ 1,562,620</b>	<b>\$ 1,596,685</b>	<b>\$ 1,596,685</b>	<b>\$ -</b>	<b>0.0</b>

### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase in interest earnings.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect an increase in postage expenses and security patrol services.

### 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 2010	FY 2011	FY 2012
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
Interest revenue <sup>1</sup>	2(a)	\$2,684,302	\$1,639,887	\$1,750,000
<b>Output:</b>				
Internet payments	1	\$10,681,014	\$11,896,705	\$12,000,000
Total real and other taxes billed	2(b)	\$644,781,243	\$650,678,746	\$665,000,000
<b>Efficiency:</b>				
Average Internet payments per month	1	\$890,084	\$991,392	\$1,000,000
Average monthly interest rate	2(a)	0.48%	0.38%	0.30%
Average collections per month	2(b)	\$46,505,368	\$47,232,008	\$50,000,000
<b>Outcome:</b>				
Rate of increase in Internet payments	1	(13.0%)	10.0%	1.0%
Increase in interest revenue	2(a)	23.0%	(38.91%)	6.71%
Total real and other taxes collected	2(b)	\$558,064,425	\$564,483,046	\$575,000,000
Collection rate of real and other taxes	2(b)	94.67%	94.91%	95.00%

<sup>1</sup> Although FY 2011 interest rates have dropped dramatically, the County has invested in safe longer term bonds that will yield higher rates than the current state investment pool rate.

### 2012 ACTION STEPS

#### 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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	10.00	10.00	10.00	10.00	-	0.0
Intergovernmental	\$ 173,596	\$ 246,753	\$ 171,236	\$ 430,000	\$ 258,764	151.1
Charges and Fees	110	574	-	-	-	0.0
Miscellaneous		1,283			-	0.0
TOTAL REVENUES	<u>\$ 173,706</u>	<u>\$ 248,610</u>	<u>\$ 171,236</u>	<u>\$ 430,000</u>	<u>\$ 258,764</u>	151.1
Personnel	\$ 1,095,292	\$ 1,010,774	\$ 1,029,613	\$ 1,105,966	\$ 76,353	7.4
Operating	269,588	283,291	382,340	445,987	63,647	16.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,364,880</u>	<u>\$ 1,294,065</u>	<u>\$ 1,411,953</u>	<u>\$ 1,551,953</u>	<u>\$ 140,000</u>	9.9

### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase in local government contributions to offset the additional cost of the Presidential Preference Election in February 2012 and the National Primary in June 2012.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38%. Personnel costs also include a supplement for poll workers for the Presidential Preference Primary in February 2012 and the National Primary in June 2012.
- Operating expenditures reflect an increase in election costs to support the Presidential Preference Primary, National Primary, and some municipal elections in FY 2012. This increase is offset by a decrease in postage 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 2010	FY 2011	FY 2012
	Objective	Actual	Actual	Projected
<b>Output:</b>				
Number of active voters	1	212,774	222,770	232,000
Number of voters using iVotronic	1	44,365	119,262	148,000
Number of poll workers attending one or more required training sessions	1	1,200	1,369	1,500
Average number of classes conducted	1	29	37	45
<b>Efficiency:</b>				
Total cost per training class	1	\$110	\$130	\$150
Total hours to train	1	160	175	202
<b>Outcome:</b>				
Poll Managers issued passing score upon completion of training sessions.	1	990	1,350	1,485
Percent of poll managers with passing score	1	97.0%	98.0%	99.0%
Percent of precincts utilizing electronic poll books	1	33.0%	75.0%	80.0%

### 2012 ACTION STEPS

#### Department Goal 1

- Increase the number of poll workers using the On-Line Poll Manager Training Program.
- Schedule an Open House to improve public perception and increase voter confidence in voting machines and awareness of the election process.
- Secure off-site facility to handle walk-in absentee voters for June 2012 Primary and November 2012 General Election.
- Create a telephone bank to handle massive volumes of incoming calls prior to and on election day.
- Conduct a physical inventory of voting equipment.
- Implement redistricting precinct changes and mail new voter registration cards.
- Increase voter outreach in the civic and church organizations and the communities.
- Develop and implement contingency planning.
- Develop research process for background checks on poll workers.
- Consult with county officials on timeline for activation and installing new telephone system.
- Improve asset management process on voting equipment.

# 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
County appropriation	\$ 14,232,540	\$ 13,824,355	\$ 13,674,355	\$ 13,322,999	\$ (351,356)	(2.6)
Plus: other sources	<u>1,165,405</u>	<u>1,221,243</u>	<u>985,953</u>	<u>653,450</u>	<u>(332,503)</u>	<u>(33.7)</u>
Expenditures	<u>\$ 15,397,945</u>	<u>\$ 15,045,598</u>	<u>\$ 14,660,308</u>	<u>\$ 13,976,449</u>	<u>\$ (683,859)</u>	<u>(4.7)</u>

### Funding Adjustments for FY 2012 Include:

- The County appropriation reflects a decrease to fund Library operations and staffing due to savings from the Voluntary Retirement Program.
- 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 slightly offset 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 2012 by increasing the number of registered users by 1% by June 30, 2012.
- 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 2012.
- Objective 1(c): Increase circulation of all materials by 1% and increase the items circulated per capita from 11.05 items to 11.16 items toward a target of 12 items borrowed per registered borrower per year.



# LIBRARY (continued)

## GENERAL FUND

## CULTURE AND RECREATION

MEASURES:		FY 2010	FY 2011	FY 2012
	Objective	Actual	Actual	Projected
<b>Input:</b>				
Library visits	1(a)	2,174,079	2,102,944	2,123,973
Hours open <sup>1</sup>	1(a)	37,607	37,499	38,625
Program attendees	1(a)	116,575	155,980	157,540
Electronic use	1(a)	1,629,004	1,645,094	1,661,545
Materials in collection	1(c)	1,906,484	1,784,911	1,802,760
<b>Output:</b>				
Registered cardholders <sup>2</sup>	1(a)	326,600	284,617	287,463
Programs held	1(a)	3,782	5,632	5,688
Reference questions answered	1(b)	1,929,178	2,000,845	2,020,853
<b>Efficiency:</b>				
Library visits per capita	1(a)	7.01	6.05	6.12
Cost per library visit	1(a)	\$6.36	\$6.50	\$6.28
Cost per registered cardholder	1(a)	\$42.33	\$48.05	\$46.35
Reference questions answered per hour of service	1(b)	51.30	53.36	52.32
Reference questions answered per capita	1(b)	6.22	5.71	5.77
Percent change in circulation per capita	1(c)	0.81%	0.99%	1.99%
Items catalogued per capita	1(c)	6.15	5.10	5.15
Circulation of all materials per year <sup>1</sup>	1(c)	3,834,143	3,870,623	3,909,329
<b>Outcome:</b>				
New registrations added annually	1(a)	34,745	35,796	36,154
Registered users as percentage of population <sup>2</sup>	1(a)	105.30%	81.27%	82.08%
Percent change in registrations as percent of population	1(a)	9.5%	-24.03%	0.81%
Customer user satisfaction <sup>3</sup>	1(a)(b)(c)	n/a	n/a	n/a
Peer review overall rating based on S.C. State Library Annual Statistical Survey <sup>4&amp;5</sup>	1(a)(b)(c)	#2	n/a	n/a
Percentage increase of questions answered	1(b)	(5.76%)	3.71%	1.00%
Circulation per capita	1(c)	12.37	11.05	11.16

<sup>1</sup> Regional branches closed on Sunday beginning April 1, 2010 and all small branches, with the exception of one, increased hours April, 2011.

<sup>2</sup> System was purged of old, unused accounts in FY 2011. Additionally, new 2010 census population figures were used for FY 2011.

<sup>3</sup> Survey conducted every three years.

<sup>4</sup> FY 2011 data is unavailable at time of publication.

<sup>5</sup> Number 2 of 41 counties Statewide.

## 2012 ACTION STEPS

### Department Goal 1

- Implement the new strategic/long range plan after adopted by the Library Board of Trustees.
- Continue to implement self check-out at more library branches, update the library web page and make downloadable books available to patrons from their home computer.

# 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.00	7.00	7.00	7.00	-	0.0
Charges and Fees	\$ 752,432	\$ 1,961,648	\$ 850,000	\$ 1,200,000	\$ 350,000	41.2
Interest	5,898	4,283	4,000	4,000	-	0.0
TOTAL REVENUES	<u>\$ 758,330</u>	<u>\$ 1,965,931</u>	<u>\$ 854,000</u>	<u>\$ 1,204,000</u>	<u>\$ 350,000</u>	41.0
Personnel	\$ 508,711	\$ 522,723	\$ 548,299	\$ 546,670	\$ (1,629)	(0.3)
Operating	20,875	17,408	23,784	25,196	1,412	5.9
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 529,586</u>	<u>\$ 540,131</u>	<u>\$ 572,083</u>	<u>\$ 571,866</u>	<u>\$ (217)</u>	(0.0)

### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase in Master-In-Equity fees due to an increase in foreclosures.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures represent increases in publications and subscriptions, and wireless technology.

### 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:	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Input:</b>				
Cases referred	1	4,085	5,099	5,000
<b>Output:</b>				
Disposed cases	1	3,560	3,459	3,750
Percent of disposed cases	1	87.15%	67.90%	75.00%
<b>Efficiency:</b>				
Cost per case	1	\$154.23	\$158.04	\$145.78
<b>Outcome:</b>				
Average case length in days	1	360	360	360

<sup>1</sup> The Master-In-Equity has been hampered in its efficiency of disposing of cases by the Administrative Order of Chief Justice Jean Toal dated May 1, 2011, in which the mortgage company is now ordered to participate in modifying owner-occupied mortgages for a minimum of 90 days prior to any judicial hearing by the Court.

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## MASTER-IN-EQUITY (continued)

GENERAL FUND

JUDICIAL

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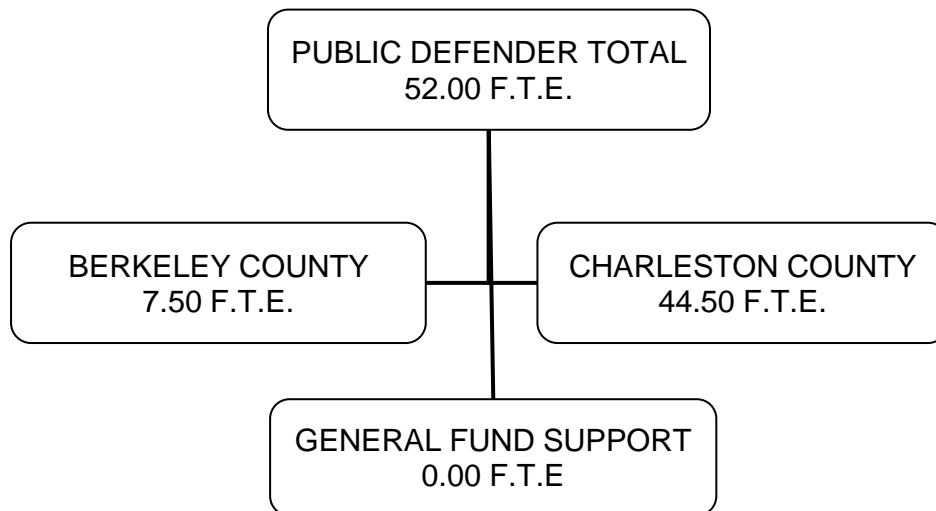
### 2012 ACTION STEPS

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#### 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



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## PUBLIC DEFENDER

### SPECIAL REVENUE FUND

### JUDICIAL

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.50	7.50	7.50	7.50	-	0.0
Intergovernmental	\$ 661,828	\$ 577,398	\$ 493,270	\$ 493,270	\$ -	0.0
Interest	1,476	876	-	-	-	0.0
Charges and Fees	45,583	74,789	50,000	50,000	-	0.0
Miscellaneous	95,000	-	-	-	-	0.0
TOTAL REVENUES	<u>\$ 803,887</u>	<u>\$ 653,063</u>	<u>\$ 543,270</u>	<u>\$ 543,270</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 502,670	\$ 507,819	\$ 516,606	\$ 489,465	\$ (27,141)	(5.3)
Operating	130,083	169,279	136,407	137,141	734	0.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 632,753</u>	<u>\$ 677,098</u>	<u>\$ 653,013</u>	<u>\$ 626,606</u>	<u>\$ (26,407)</u>	<u>(4.0)</u>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect State appropriations and fees to fund the Public Defender's operations in Berkeley County. The budgeted revenue is anticipated to remain the same in FY 2012.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect a decrease due to a budgeted increase in anticipated vacancies.
- Operating expenditures reflect no significant changes.

## 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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	44.50	44.50	44.50	44.50	-	0.0
Intergovernmental	\$ 981,919	\$ 825,842	\$ 616,902	\$ 616,902	\$ -	0.0
Fines and Forfeitures	-	(29,343)	-	-	-	0.0
Interest	6,422	3,673	-	-	-	0.0
Service Charges	156,292	186,670	117,500	117,500	-	0.0
Miscellaneous	622,665	-	-	-	-	0.0
TOTAL REVENUES	1,767,298	986,842	734,402	734,402	-	0.0
Interfund Transfer In	2,697,794	2,697,794	2,832,489	2,832,489	-	0.0
TOTAL SOURCES	<u>\$ 4,465,092</u>	<u>\$ 3,684,636</u>	<u>\$ 3,566,891</u>	<u>\$ 3,566,891</u>	<u>\$ -</u>	0.0
Personnel	\$ 3,432,859	\$ 3,369,030	\$ 3,412,577	\$ 3,468,742	\$ 56,165	1.6
Operating	353,107	392,483	350,239	352,369	2,130	0.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 3,785,966</u>	<u>\$ 3,761,513</u>	<u>\$ 3,762,816</u>	<u>\$ 3,821,111</u>	<u>\$ 58,295</u>	1.5

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect State appropriations and fees to fund the Public Defender's operations in Charleston County.
- Interfund Transfer In reflects the amount of funding from the General Fund to support the Public Defender's function in Charleston County.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Also, personnel costs reflect the elimination of a reimbursement from the Justice Assistant Grant that ended in FY 2011.
- Operating expenditures reflect higher training costs and a rate increase for contracted services. This increase is offset by a reduction in publications due to a change in providers for law books.

## 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:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Input:</b>				
Jail cases pending per attorney per month	1(a)(d)	42	37	37
<b>Output:</b>				
Case law meetings and in-house training per attorney	1(a)(b)(c)(d)	40	35	35
In-house training sessions for paralegals	1(a)(b)(d)	12	6	6
Community and school activities attended	1(e)	100	80	80
<b>Efficiency:</b>				
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)	166	171	171
Hours spent per community/school activities per staff	1(e)	2	2	2
<b>Outcome:</b>				
Cases disposed of annually by:	1(a)(b)(c)(d)			
<u>General Sessions (jail &amp; non-jail)</u> <sup>1</sup>				
Trials (clients)		14	20	20
Guilty Pleas (clients)		2,284	2,137	2,137
Probation Violations (warrants)		740	470	470
<u>Family Court/Juveniles (jail &amp; non-jail)</u> <sup>1</sup>				
Trials		6	1	1
Total petitions disposed		1,642	1,117	1,117
<u>Magistrate Court (jail &amp; non-jail)</u> <sup>1</sup>				
Clients disposed		656	680	680

<sup>1</sup> Totals are subject to change when periodic audits of cases are conducted.

#### 2012 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.

<b>PROGRAM SUMMARY:</b>	<b>FY 2009 <u>Actual</u></b>	<b>FY 2010 <u>Actual</u></b>	<b>FY 2011 <u>Adjusted</u></b>	<b>FY 2012 <u>Approved</u></b>	<b><u>Change</u></b>	<b><u>Percent Change</u></b>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	-	-	-	-	-	0.0
Interfund Transfer Out	<u>2,697,794</u>	<u>2,697,794</u>	<u>2,832,489</u>	<u>2,832,489</u>	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u><u>\$ 2,697,794</u></u>	<u><u>\$ 2,697,794</u></u>	<u><u>\$ 2,832,489</u></u>	<u><u>\$ 2,832,489</u></u>	<u><u>\$ -</u></u>	0.0

### Funding Adjustments for FY 2012 Include:

- Interfund Transfer Out represents the General Fund's support of the Public Defender in Charleston County.



# 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.00	4.00	-	0.0
Intergovernmental	\$ 14,209	\$ 11,163	\$ 10,000	\$ 11,000	\$ 1,000	10.0
TOTAL REVENUES	<u>\$ 14,209</u>	<u>\$ 11,163</u>	<u>\$ 10,000</u>	<u>\$ 11,000</u>	<u>\$ 1,000</u>	10.0
Personnel	\$ 287,834	\$ 259,684	\$ 261,996	\$ 271,312	\$ 9,316	3.6
Operating	12,808	13,919	16,564	16,564	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 300,642</u>	<u>\$ 273,603</u>	<u>\$ 278,560</u>	<u>\$ 287,876</u>	<u>\$ 9,316</u>	3.3

### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase based on anticipated State appropriations.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect no changes.

### 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.

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## VETERANS AFFAIRS (continued)

### GENERAL FUND

### HEALTH AND WELFARE

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#### MEASURES:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Output:</b>				
Office contacts <sup>1</sup>	1(a)	6,814	7,431	7,500
Claims filed <sup>1</sup>	1(b)	414	522	650
<b>Outcome:</b>				
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%

<sup>1</sup> Actual data is based on a calendar year provided to the South Carolina Governor's Office of Veterans' Affairs.

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### 2012 ACTION STEPS

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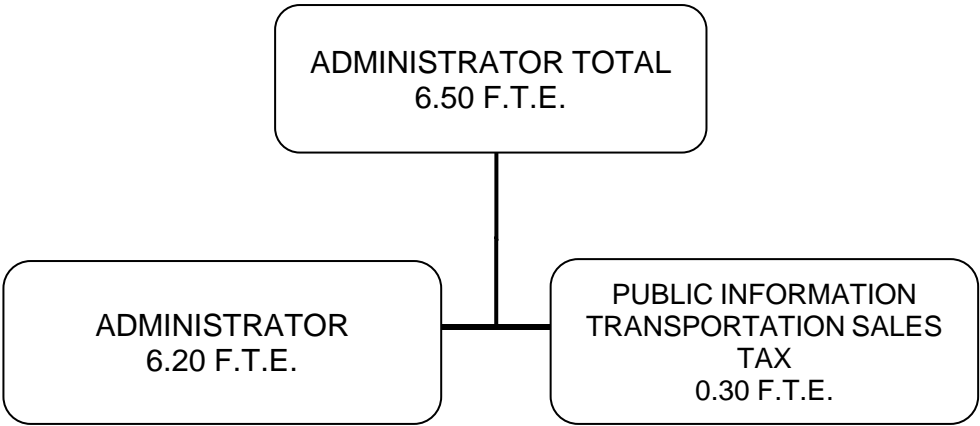
#### Department Goal 1

- 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.



**End Section**

# ADMINISTRATOR



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## COUNTY ADMINISTRATOR

### GENERAL FUND

### GENERAL GOVERNMENT

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#### 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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.31	7.31	6.20	6.20	-	0.0
Personnel	\$ 733,693	\$ 743,590	\$ 735,208	\$ 760,079	\$ 24,871	3.4
Operating	31,277	21,560	33,012	26,164	(6,848)	(20.7)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 764,970</u>	<u>\$ 765,150</u>	<u>\$ 768,220</u>	<u>\$ 786,243</u>	<u>\$ 18,023</u>	2.3

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect the reallocation of personnel within the department.
- Operating expenditures decrease due to reductions in vehicle expenses, office expenses, training and conferences, and over \$3,400 decrease in postage expenditures.

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**ADMINISTRATOR (continued)****SPECIAL REVENUE FUND****PUBLIC WORKS**

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**DIVISION – Public Information: Transportation Sales Tax**

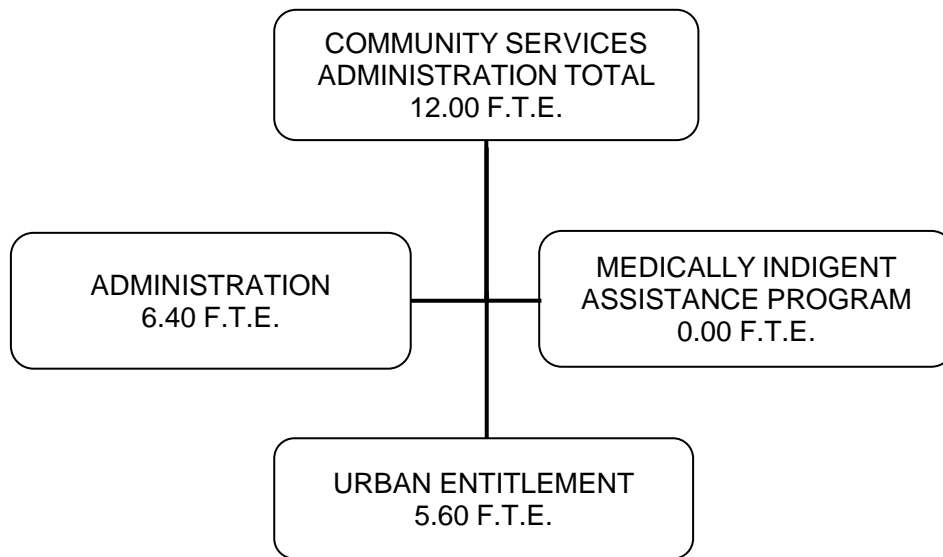
**Mission:** The Public Information Division is responsible for the public relations requirements related to the Half-Cent Transportation Sales Tax. This includes both the roads and greenbelts projects.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 <u>Actual</u></b>	<b>FY 2010 <u>Actual</u></b>	<b>FY 2011 <u>Adjusted</u></b>	<b>FY 2012 <u>Approved</u></b>	<b><u>Change</u></b>	<b><u>Percent Change</u></b>
Positions/FTE	0.69	0.69	0.69	0.30	(0.39)	(56.5)
Personnel	\$ 72,851	\$ 71,140	\$ 71,591	\$ 35,069	\$ (36,522)	(51.0)
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 72,851</b>	<b>\$ 71,140</b>	<b>\$ 71,591</b>	<b>\$ 35,069</b>	<b>\$ (36,522)</b>	<b>(51.0)</b>

**Funding Adjustments for FY 2012 Include:**

- Personnel expenditures represent the actual grades and steps of the incumbent and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings from the elimination of a vacant position in the department.

## COMMUNITY SERVICES ADMINISTRATION



# COMMUNITY SERVICES

## GENERAL FUND

## GENERAL GOVERNMENT

### DIVISION - Administration

**Mission:** The Community Services Department administers Community Development Block Grant funds, Home Investment Partnership funds, and Emergency Shelter Grant funds. These funds are designed to improve the quality of life for low-to-moderate income citizens through improved affordable housing and revitalization of the physical and economic infrastructure. In addition, the department manages financial monitoring, compliance, environmental clearances, special projects benefitting the community, and the well and septic upgrade program.

DIVISION SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.75	8.15	6.40	6.40	-	0.0
Personnel	\$ 554,091	\$ 433,662	\$ 472,318	\$ 462,846	\$ (9,472)	(2.0)
Operating	7,680	11,222	10,362	11,078	716	6.9
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	561,771	444,884	482,680	473,924	(8,756)	(1.8)
Interfund Transfer Out	62,500	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 624,271</u>	<u>\$ 444,884</u>	<u>\$ 482,680</u>	<u>\$ 473,924</u>	<u>\$ (8,756)</u>	(1.8)

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings from the reallocation of personnel within the department and the transfer of a vacant position to the Coroner's Office.
- Operating expenditures reflect no significant change.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Expand affordable housing stock for low-to-moderate (LMI) families.

- Objective 1(a): Address homeownership needs by issuing /managing contracts related to housing rehabilitation, creating affordable housing, and providing down payment assistance for low-to-moderate (LMI) individuals.
- Objective 1(b): Ensure more citizens have clean drinking water and non-hazardous septic systems by issuing/managing contracts related to household infrastructure improvements.
- Objective 1(c): Continue to serve the homeless and those at-risk of becoming homeless by issuing and managing one-time emergency financial assistance and funding local homeless shelter operations and expansions.



## COMMUNITY SERVICES (continued)

### GENERAL FUND

### GENERAL GOVERNMENT

#### MEASURES:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Input:</b>				
Housing-related contracts issued/managed	1(a)	5	9	10
Household infrastructure contracts issued/managed	1(b)	3	2	6
Contracts issued/managed for homeless services	1(c)	4	5	5
<b>Output:</b>				
LMI individuals provided housing assistance	1(a)	50	66	47
LMI households provided infrastructure service	1(b)	33	35	65
Homeless individuals served	1(c)	621	937	1,392
<b>Efficiency:</b>				
LMI individuals served for housing needs per contract issued/managed	1(a)	10	7.3	4.7
LMI households served per contract issued/managed	1(b)	11	17.5	10.8
Homeless individuals served per contract issued/managed	1(c)	155	187	278
<b>Outcome:</b>				
Percent increase of individuals served for housing-related needs <sup>1</sup>	1(a)	n/a	32.0%	(27.0%)
Percent increase of individuals served for infrastructure-needs <sup>1</sup>	1(b)	n/a	6.0%	86.0%
Percent increase of homeless individuals <sup>1</sup>	1(c)	n/a	51.0%	48.0%

<sup>1</sup> FY 2010 data incongruent.

### 2012 ACTION STEPS

#### Department Goal 1

- Increase the number of households that are provided clean water and properly working septic systems by providing septic and well upgrade programs.
- Develop an online photo gallery that illustrates the various community projects that are conducted throughout Charleston County.

## COMMUNITY SERVICES (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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ 11,023	\$ 18,096	\$ 26,955	\$ 8,859	49.0
Operating	1,361,649	1,324,846	1,369,622	1,372,874	3,252	0.2
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,361,649</b>	<b>\$ 1,335,869</b>	<b>\$ 1,387,718</b>	<b>\$ 1,399,829</b>	<b>\$ 12,111</b>	<b>0.9</b>

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent an increase due to the transfer of administrative services from the Medical University of South Carolina to the County. These additional services will be provided 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): Process MIAP denial notices and reconsider for patient eligibility.

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

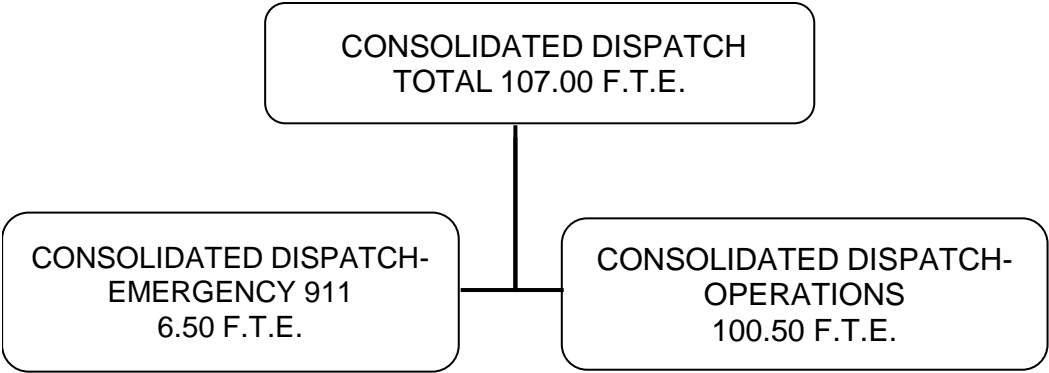
MEASURES:		FY 2010 <u>Actual</u>	FY 2011 <u>Actual</u>	FY 2012 <u>Projected</u>
<b>Input:</b>	<b>Objective</b>			
Denial notices requesting reconsideration for eligibility	1(a)	57	86	86
<b>Output:</b>				
Days required for reconsideration process	1(b)	47	25	30
<b>Outcome:</b>				
Percent of reconsideration requests approved for MIAP inpatient services	1(a)	73.0%	65.0%	65.0%
Percent of reconsiderations at or under 30 days	1(b)	n/a	100%	100%

#### 2012 ACTION STEPS

##### Department Goal 1

- Provide more information on Charleston County's Website to include links to the MIAP brochures.

**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.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 <u>Actual</u></b>	<b>FY 2010 <u>Actual</u></b>	<b>FY 2011 <u>Adjusted</u></b>	<b>FY 2012 <u>Approved</u></b>	<b><u>Change</u></b>	<b><u>Percent Change</u></b>
Positions/FTE	48.50	98.50	100.50	100.50	-	0.0
Intergovernmental	\$ -	\$ 169,153	\$ 2,660,538	\$ 2,766,960	\$ 106,422	4.0
Charges and Fees	175	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 175</b>	<b>\$ 169,153</b>	<b>\$ 2,660,538</b>	<b>\$ 2,766,960</b>	<b>\$ 106,422</b>	<b>4.0</b>
Personnel	\$ 2,790,551	\$ 2,253,179	\$ 4,981,630	\$ 5,201,992	\$ 220,362	4.4
Operating	245,236	215,267	323,664	401,840	78,176	24.2
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,035,787</b>	<b>\$ 2,468,446</b>	<b>\$ 5,305,294</b>	<b>\$ 5,603,832</b>	<b>\$ 298,538</b>	<b>5.6</b>

### Funding Adjustments for FY 2012 Include:

- Revenues reflect reimbursements 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 and an adjustment in the fringe rate from 37% to 38% of salary. Personnel costs also include an increase due to the annualization of positions added in FY 2011. These positions are related to the transition of costs from the municipalities to Charleston County.
- Operating expenditures represent an increase to the Technology Services IT Department for the annual upkeep and maintenance of the dispatch servers.

## 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.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	2.00	2.00	6.50	6.50	-	0.0
Intergovernmental	\$ 843,638	\$ 1,859,196	\$ 916,000	\$ 1,106,000	\$ 190,000	20.7
Charges and Fees	586,216	621,842	554,000	554,000	-	17.3
Interest	45,034	20,678	25,000	25,000	-	0.0
Miscellaneous	-	(2,000)	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 1,474,888</b>	<b>\$ 2,499,716</b>	<b>\$ 1,495,000</b>	<b>\$ 1,685,000</b>	<b>\$ 190,000</b>	<b>12.7</b>
Personnel	\$ 120,794	\$ 131,519	\$ 283,389	\$ 412,405	\$ 129,016	45.5
Operating	1,081,859	1,577,454	1,195,281	1,272,595	77,314	6.5
Capital	-	-	16,330	-	(16,330)	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>1,202,653</b>	<b>1,708,973</b>	<b>1,495,000</b>	<b>1,685,000</b>	<b>190,000</b>	<b>12.7</b>
Interfund Transfers Out	1,683	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 1,204,336</b>	<b>\$ 1,708,973</b>	<b>\$ 1,495,000</b>	<b>\$ 1,685,000</b>	<b>\$ 190,000</b>	<b>11.1</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase in E911 fees.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe rate from 37% to 38% of salary. Personnel costs also include an increase due to interdepartmental staffing changes.
- Operating expenditures reflect the establishment of a reimbursement out to the County IT Department for the TriTech CAD State CMRS Cost Recovery program.

## ECONOMIC DEVELOPMENT

### SPECIAL REVENUE FUND

### ECONOMIC DEVELOPMENT

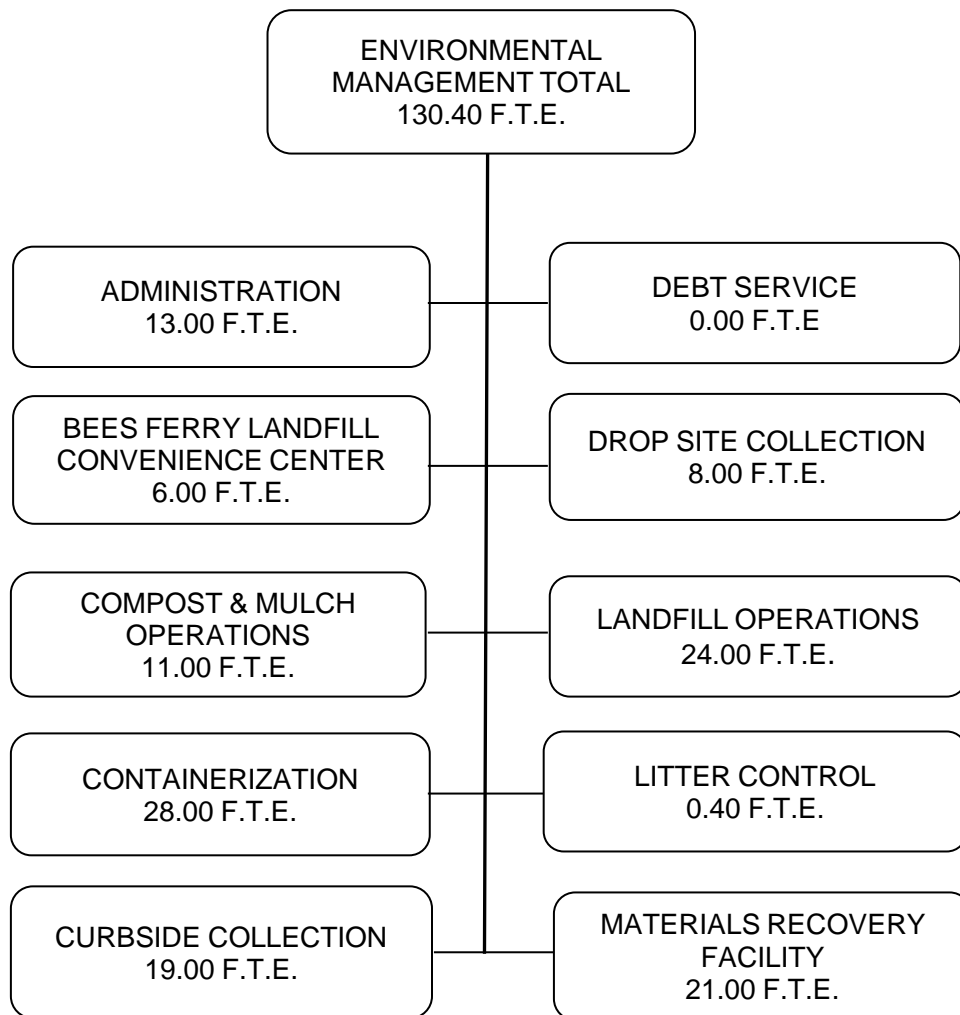
**Mission:** Economic Development recruits new businesses, improves the business climate, helps existing companies stay healthy and grow in order to continuously improve an ever-expanding number of high-paying jobs, and attracts companies to the area by establishing multi-county industrial parks for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

PROGRAM SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	4.00	5.00	5.00	-	0.0
Taxes	<u>\$ 822,042</u>	<u>\$ 749,879</u>	<u>\$ 1,121,593</u>	<u>\$ 1,240,083</u>	<u>\$ 118,490</u>	10.6
TOTAL REVENUES	822,042	749,879	1,121,593	1,240,083	118,490	10.6
Interfund Transfer In	<u>-</u>	<u>45,910</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL SOURCES	<u><u>\$ 822,042</u></u>	<u><u>\$ 795,789</u></u>	<u><u>\$ 1,121,593</u></u>	<u><u>\$ 1,240,083</u></u>	<u><u>\$ 118,490</u></u>	10.6
Personnel	\$ 229,418	\$ 281,395	\$ 484,469	\$ 463,956	\$ (20,513)	(4.2)
Operating	512,649	644,758	758,307	776,127	17,820	2.3
Capital	<u>-</u>	<u>45,110</u>	<u>34,640</u>	<u>-</u>	<u>(34,640)</u>	(100.0)
TOTAL EXPENDITURES	742,067	971,263	1,277,416	1,240,083	(37,333)	(2.9)
Interfund Transfer Out	<u>19,496</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL DISBURSEMENTS	<u><u>\$ 761,563</u></u>	<u><u>\$ 971,263</u></u>	<u><u>\$ 1,277,416</u></u>	<u><u>\$ 1,240,083</u></u>	<u><u>\$ (37,333)</u></u>	(2.9)

#### Funding Adjustments for FY 2012 Include:

- Revenues represent an increase due to higher fees from Multi-County Park accounts.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures represent increases for the annualization of the building lease and a 4% rental increase. The increases are offset by decreased operating expenditures resulting from the elimination of costs associated with the one-time expansion of the department. Operating expenditures include a contingency to fund Economic Development project incentives.

## 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.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	9.20	10.00	13.00	13.00	-	0.0
Charges and Fees	\$ 26,849,807	\$ 27,394,748	\$ 23,225,000	\$ 27,250,000	\$ 4,025,000	17.3
Interest	263,855	28,463	100,000	25,000	(75,000)	(75.0)
Miscellaneous	40,796	40,836	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 27,154,458</b>	<b>\$ 27,464,047</b>	<b>\$ 23,325,000</b>	<b>\$ 27,275,000</b>	<b>\$ 3,950,000</b>	<b>16.9</b>
Personnel	\$ 832,818	\$ 621,181	\$ 841,460	\$ 1,042,973	\$ 201,513	23.9
Operating	2,852,717	2,751,058	2,778,492	5,626,116	2,847,624	102.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENSES</b>	<b>\$ 3,685,535</b>	<b>\$ 3,372,239</b>	<b>\$ 3,619,952</b>	<b>\$ 6,669,089</b>	<b>\$ 3,049,137</b>	<b>84.2</b>

### Funding Adjustments for FY 2012 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. During FY 2011, County Council voted to provide a \$25 one-time credit to the Solid Waste User Fee. The increase in Charges and Fees represents the reversal of the one-time credit. The increase is offset by a decline in interest earnings resulting from current financial market conditions.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. The large increase is for full-year funding of two positions moved from Landfill Operations. Personnel costs also reflect a small savings from the voluntary retirement program.
- Operating expenditures reflect an increase in contingency to fund improvements in Environmental Management programs.



# 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: Increase the expected life of the Bee's Ferry Landfill by diverting more waste each fiscal year through increased recycling programs.

**Department Goal 2:** Increase citizen involvement in recycling programs.

Objective 2(a): Increase the current recycling rate from 24% to 40%.

Objective 2(b): Increase educational outreach to all sectors through aggressive community programs.

MEASURES:		FY 2010 Actual	FY 2011 Actual	FY 2012 Projected
	Objective			
<b>Input:</b>				
Annual MSW Tonnage <sup>1</sup>	1	374,708	351,769	320,000
Total dollars spent for services	1	\$35,600,794	\$24,200,568	\$28,557,552
Total County Population	1	357,127	357,127	357,127
Number of Residential Customers	2(a)(b)	169,000	169,000	170,000
Number of Commercial Customers	2(a)(b)	10,000	8,500	9,000
<b>Output:</b>				
Total tons landfilled	1	298,459	266,542	225,000
Total residential participants	2(a)(b)	112,000	115,000	140,000
Total commercial participants	2(a)(b)	300	600	900
Total Educational Outreach participants	2(a)(b)	60,000	200,000	300,000
<b>Efficiency:</b>				
Total tons composted	1	54,180	63,057	70,000
Total tons recycled	2	22,069	22,171	25,000
<b>Outcome:</b>				
Total tons diverted from landfill	1	76,249	85,228	95,000
Total cost per capita	1	\$124	\$68	\$80
Percentage of recycling rate	1,2(a)(b)	20.0%	24.0%	30.0%

<sup>1</sup> Municipal Solid Waste

### 2012 ACTION STEPS

#### Department Goal 1

- Continue development and implementation of a department wide study that will review current methods for reducing, reusing, and recycling.
- Reduce volume of yard debris presented for composting through education to disclose *Best Practices* and better technologies.
- Create local market for High-grade compost and mulch.

#### Department Goal 2

- Incremental expansion of current Single Stream Pilot program from 5,000 residences to countywide by FY 2014.
- Increase department's community presence through advertising and partnering opportunities at all local events.
- Growing sustainable services to the commercial sector.

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## ENVIRONMENTAL MANAGEMENT (continued)

### ENTERPRISE FUND

### PUBLIC WORKS

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#### DIVISION – Bees Ferry Landfill Convenience Center

**Mission:** The Environmental Management Bees Ferry Landfill Convenience Center Division provides for proper disposal of residential garbage, trash, recyclables, electronics and household hazardous wastes such as paint, oil, gasoline, batteries, fluorescent light bulbs, pool chemicals, and insecticides at the Bees Ferry Landfill.

DIVISION SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	2.00	6.00	6.00	-	0.0
Charges and Fees	\$ 46,626	\$ 41,624	\$ 32,000	\$ 33,000	\$ 1,000	3.1
TOTAL REVENUES	<u>\$ 46,626</u>	<u>\$ 41,624</u>	<u>\$ 32,000</u>	<u>\$ 33,000</u>	<u>\$ 1,000</u>	3.1
Personnel	\$ 184,319	\$ 157,210	\$ 249,769	\$ 256,806	\$ 7,037	2.8
Operating	131,081	86,125	134,896	114,011	(20,885)	(15.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENSES	<u>\$ 315,400</u>	<u>\$ 243,335</u>	<u>\$ 384,665</u>	<u>\$ 370,817</u>	<u>\$ (13,848)</u>	(3.6)

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase based on projected FY 2011 revenues.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures represent a slight decrease for waste disposal services because the County no longer pays for the disposal of e-waste and paint buckets. The decrease is offset by an increase in public works projects.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	10.00	10.00	-	0.0
Charges and Fees	\$ 50,663	\$ 54,854	\$ 45,000	\$ 45,000	\$ -	0.0
TOTAL REVENUES	<u>\$ 50,663</u>	<u>\$ 54,854</u>	<u>\$ 45,000</u>	<u>\$ 45,000</u>	<u>\$ -</u>	0.0
Personnel	\$ 466,835	\$ 429,526	\$ 353,410	\$ 680,880	\$ 327,470	92.7
Operating	588,636	843,273	474,149	775,359	301,210	63.5
Capital	-	-	204,200	1,020,000	815,800	399.5
TOTAL EXPENSES	<u>\$ 1,055,471</u>	<u>\$ 1,272,799</u>	<u>\$ 1,031,759</u>	<u>\$ 2,476,239</u>	<u>\$ 1,444,480</u>	140.0

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect no change for Fiscal Year 2012.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. The large increase is for full-year funding of two positions moved from Landfill Operations. Personnel costs also reflect an increase in overtime charges for regular employees.
- Operating expenditures reflect an increase in the cost to lease machinery and equipment and vehicle fleet charges.
- Capital expenditures represents the cost for the replacement of one Debris Grinder for \$600,000 and one Bull Dozer for \$350,000. Capital costs also include the purchase of one new Yard Waste Mixer Bucket.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	32.00	31.00	28.00	28.00	-	0.0
Misscelaneous	\$ -	\$ 439	\$ -	\$ -	\$ -	0.0
TOTAL Revenues	<u>\$ -</u>	<u>\$ 439</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 1,361,857	\$ 1,287,608	\$ 1,345,878	\$ 1,274,935	\$ (70,943)	(5.3)
Operating	635,407	736,676	498,917	573,040	74,123	14.9
Capital	-	-	-	624,000	624,000	100.0
TOTAL EXPENSES	<u>\$ 1,997,264</u>	<u>\$ 2,024,284</u>	<u>\$ 1,844,795</u>	<u>\$ 2,471,975</u>	<u>\$ 627,180</u>	34.0

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs reflect a reallocation of personnel within the department.
- The operating expenditures reflect an increase in vehicle fleet expenditures.
- The Capital expense represents the cost for the replacement of one Front End Loader for \$280,000, two Roll-Off Containers for \$320,000, and one Pickup Truck for \$24,000.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	11.00	14.00	19.00	19.00	-	0.0
Miscellaneous	\$ -	\$ 3,217	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ -</u>	<u>\$ 3,217</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 597,174	\$ 624,782	\$ 1,083,659	\$ 1,089,735	\$ 6,076	0.6
Operating	890,670	873,833	995,063	863,956	(131,107)	(13.2)
Capital	-	-	469,892	1,190,000	720,108	153.2
TOTAL EXPENSES	<u>\$ 1,487,844</u>	<u>\$ 1,498,615</u>	<u>\$ 2,548,614</u>	<u>\$ 3,143,691</u>	<u>\$ 595,077</u>	23.3

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect a decrease in curbside bin purchases. This decrease is slightly offset by an increase in vehicle fleet expenses.
- The Capital expense represents the cost of four recycling trucks for \$1,190,000.

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## ENVIRONMENTAL MANAGEMENT (continued)

### ENTERPRISE FUND

### PUBLIC WORKS

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
Debt Service	<u>518,575</u>	<u>450,474</u>	<u>1,923,252</u>	<u>1,923,602</u>	<u>350</u>	0.0
TOTAL EXPENSES	<u>\$ 518,575</u>	<u>\$ 450,474</u>	<u>\$ 1,923,252</u>	<u>\$ 1,923,602</u>	<u>\$ 350</u>	0.0

#### Funding Adjustments for FY 2012 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.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 <u>Actual</u></b>	<b>FY 2010 <u>Actual</u></b>	<b>FY 2011 <u>Adjusted</u></b>	<b>FY 2012 <u>Approved</u></b>	<b><u>Change</u></b>	<b><u>Percent Change</u></b>
Positions/FTE	8.00	8.00	8.00	8.00	-	0.0
Miscellaneous	\$ -	\$ 6,028	\$ -	\$ -	\$ -	0.0
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 6,028</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ 442,193	\$ 430,585	\$ 417,021	\$ 474,973	\$ 57,952	13.9
Operating	163,887	178,252	168,125	168,365	240	0.1
Capital	-	-	60,000	200,000	140,000	233.3
<b>TOTAL EXPENSES</b>	<b>\$ 606,080</b>	<b>\$ 608,837</b>	<b>\$ 645,146</b>	<b>\$ 843,338</b>	<b>\$ 198,192</b>	<b>30.7</b>

### **Funding Adjustments for FY 2012 Include:**

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. The increase also represents the reallocation of personnel within the department.
- Operating expenditures reflect no significant changes.
- The Capital expense represents the cost of one \$200,000 Drop Site Truck.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	22.00	29.00	24.00	24.00	-	0.0
Intergovernmental	\$ 121,449	\$ 131,199	\$ 120,000	\$ 120,000	\$ -	0.0
Charges and Fees	488,894	221,336	175,000	160,000	(15,000)	(8.6)
Miscellaneous	-	132	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 610,343</b>	<b>\$ 352,667</b>	<b>\$ 295,000</b>	<b>\$ 280,000</b>	<b>\$ (15,000)</b>	<b>(5.1)</b>
Personnel	\$ 1,332,400	\$ 1,288,635	\$ 1,698,534	\$ 1,320,764	\$ (377,770)	(22.2)
Operating	9,948,987	7,857,921	8,644,022	8,434,191	(209,831)	(2.4)
Capital	-	-	1,185,000	670,000	(515,000)	(43.5)
<b>TOTAL EXPENSES</b>	<b>\$ 11,281,387</b>	<b>\$ 9,146,556</b>	<b>\$ 11,527,556</b>	<b>\$ 10,424,955</b>	<b>\$ (1,102,601)</b>	<b>(9.6)</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues are projected to decrease due to a reduction in the amount of landfill fees collected.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. The increase is offset by a reduction in personal costs resulting from re-aligning five positions to different Environmental Management Divisions.
- Operating expenditures represent a decrease due to a reduction in gravel and fill materials, engineering consultant work for environmental studies, and fees associated with waste disposal services. This decrease is slightly offset by an increase in vehicle fleet expenses.
- Capital expenditures include replacement of a Lowboy trailer, pickup truck, dozer, mowing tractor, and a pressure washer. Capital costs also include the purchase of one new backhoe.



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## ENVIRONMENTAL MANAGEMENT (continued)

### ENTERPRISE FUND

### PUBLIC WORKS

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	2.00	1.00	0.40	0.40	-	0.0
Personnel	\$ 58,433	\$ 58,970	\$ 59,498	\$ 23,846	\$ (35,652)	(59.9)
Operating	11,006	23,076	21,586	-	(21,586)	(100.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENSES	<u>\$ 69,439</u>	<u>\$ 82,046</u>	<u>\$ 81,084</u>	<u>\$ 23,846</u>	<u>\$ (57,238)</u>	<u>(70.6)</u>

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent a decrease due to the re-alignment of staff with the Planning Department. The salary reflects 40% of the personnel costs in Litter Control and 60% of the personnel costs in the Planning Department. The decrease is offset by a small increase in the actual grades and steps of the incumbent and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect the transfer of all operating costs to the Planning department.

## ENVIRONMENTAL MANAGEMENT (continued)

### ENTERPRISE FUND

### PUBLIC WORKS

#### DIVISION – Materials Recovery Facility

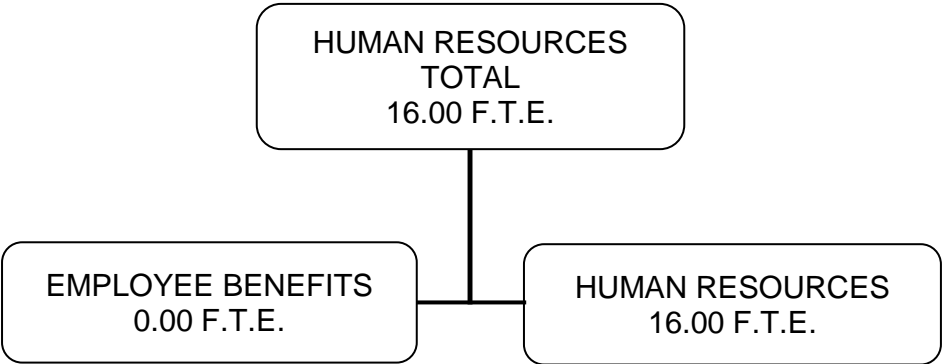
**Mission:** The Environmental Management Materials Recovery Facility provides for the processing and marketing of recyclable material collected in Charleston County and the processing of materials received from Dorchester County.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	29.00	29.00	21.00	21.00	-	0.0
Intergovernmental	\$ 138,670	\$ 16,810	\$ -	\$ -	\$ -	0.0
Charges and Fees	1,469,850	1,973,100	1,077,000	1,742,000	665,000	61.7
Miscellaneous	5,129	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>1,613,649</b>	<b>1,989,910</b>	<b>1,077,000</b>	<b>1,742,000</b>	<b>665,000</b>	<b>61.7</b>
Interfund Transfer In	1,617	-	-	-	-	0.0
<b>TOTAL SOURCES</b>	<b>\$ 1,615,266</b>	<b>\$ 1,989,910</b>	<b>\$ 1,077,000</b>	<b>\$ 1,742,000</b>	<b>\$ 665,000</b>	<b>61.7</b>
Personnel	\$ 1,136,014	\$ 1,088,406	\$ 852,739	\$ -	\$ (852,739)	(100.0)
Operating	554,318	408,003	144,057	130,000	(14,057)	(9.8)
Capital	-	-	435,908	80,000	(355,908)	(81.6)
<b>TOTAL EXPENSES</b>	<b>\$ 1,690,332</b>	<b>\$ 1,496,409</b>	<b>\$ 1,432,704</b>	<b>\$ 210,000</b>	<b>\$ (1,222,704)</b>	<b>(85.3)</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues are projected to increase due to Charleston County's goal to increase county-wide recycling to 40% by expanding the recycling program to accept all paper and plastics.
- Personnel expenditures reflect the County's decision to privatize the operations at the Materials Recovery Facility.
- Operating expenses reflect a decrease due to the privatization of operations.
- Capital expenses include replacement of a dump truck and fork lift.

**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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Intergovernmental	\$ 801	\$ 4,787	\$ -	\$ -	\$ -	0.0
Charges and Fees	22,988,036	22,372,436	23,020,000	23,720,000	700,000	3.0
Interest	76,731	46,928	75,000	50,000	(25,000)	(33.3)
TOTAL REVENUES	23,065,568	22,424,151	23,095,000	23,770,000	675,000	2.9
Interfund Transfer In	-	190,000	-	450,000	450,000	100.0
TOTAL SOURCES	<u>\$ 23,065,568</u>	<u>\$ 22,614,151</u>	<u>\$ 23,095,000</u>	<u>\$ 24,220,000</u>	<u>\$ 1,125,000</u>	4.9
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	23,525,085	22,570,934	23,388,778	24,305,000	916,222	3.9
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	23,525,085	22,570,934	23,388,778	24,305,000	916,222	3.9
Interfund Transfer Out	828,567	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 24,353,652</u>	<u>\$ 22,570,934</u>	<u>\$ 23,388,778</u>	<u>\$ 24,305,000</u>	<u>\$ 916,222</u>	3.9

### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase due to the higher costs of health insurance for the employer and employees.
- Interfund Transfer In from the General Fund offsets the increased employer costs. Due to timing differences, the transfer in was used in place of an additional increase in the fringe rate.
- Operating expenditures reflect the higher costs of various employee insurances as passed through by the State.

# 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	17.00	16.00	16.00	16.00	-	0.0
Personnel	\$ 1,093,773	\$ 975,585	\$ 1,209,051	\$ 1,203,610	\$ (5,441)	(0.5)
Operating	140,046	117,341	282,272	87,713	(194,559)	(68.9)
Capital	-	9,816	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,233,819</u>	<u>\$ 1,102,742</u>	<u>\$ 1,491,323</u>	<u>\$ 1,291,323</u>	<u>\$ (200,000)</u>	<u>(13.4)</u>

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures represent a decrease of \$200,000 in one-time Consultant Fees to complete a Compensation Study.

### Performance Measures:

#### Initiative II: Human Resources & Resource Management

**Department Goal 1:** Provide effective customer service.

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

Objective 1(b): Achieve 90% or better in overall customer satisfaction from recipients of Human Resources offered training.

**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:		FY 2010 <u>Actual</u>	FY 2011 <u>Actual</u>	FY 2012 <u>Projected</u>
<b>Output:</b>	<b>Objective</b>			
Number of applications processed <sup>1</sup>	1(a)	9,090	11,665	13,000
Employees attending training sessions <sup>2</sup>	1(b)	3,546	2,094	2,500
Number of training hours provided <sup>2</sup>	1(b)	158	85	120
Number of employees trained in Diversity related topics	2(a)	177	185	200
Number of managers/supervisors trained in "Behavioral/Team Interviewing"	2(b)	41	20	30
Number of positions filled using "Behavioral/Team Interviewing" process <sup>3</sup>	2(b)	85	135	100
Number of exit interviews conducted online	2(c)	33	22	25
<b>Outcome:</b>				
Turnaround of applications of qualified candidates within 3 business days of job close	1(a)	95.0%	98.0%	98.0%
Overall Countywide Training Program evaluations achieving "good" to "excellent" satisfaction rating	1(b)	98.0%	90.0%	90.0%
Percentage of full-time positions filled using the "Behavioral/Team Interviewing" process <sup>3</sup>	2(b)	36.0%	60.0%	50.0%
Percentage of online exit interviews conducted to total terminations	2(c)	8.9%	14.0%	14.0%

<sup>1</sup> Reflects several applicants applied for more than one position.

<sup>2</sup> Includes Open Enrollment meetings.

<sup>3</sup> Elected and Appointed Officials do not utilize Human Resources in Team Interviewing.

### 2012 ACTION STEPS

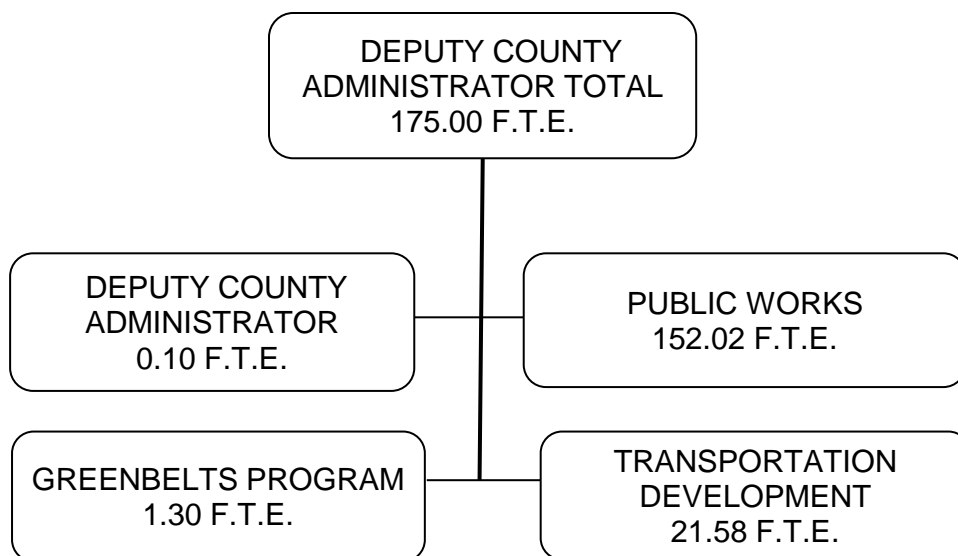
#### Department Goal 1

- 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.



**End Section**

## DEPUTY COUNTY ADMINISTRATOR





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## DEPUTY COUNTY ADMINISTRATOR

### GENERAL FUND

### GENERAL GOVERNMENT

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

DEPARTMENTAL SUMMARY:	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	0.10	0.10	0.10	-	0.0
Personnel	\$ -	\$ -	\$ 20,355	\$ 21,257	\$ 902	4.4
Operating	-	454	-	-	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 454</u>	<u>\$ 20,355</u>	<u>\$ 21,257</u>	<u>\$ 902</u>	4.4

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures reflect the actual grade and step of the incumbent and an adjustment to the fringe benefits rate from 37% to 38% of salary. The majority of the personnel expenses for this position are charged to the Special Revenue Fund for Transportation Sales Tax.

# GREENBELT PROGRAMS

## SPECIAL REVENUE FUND

## CULTURE & RECREATION

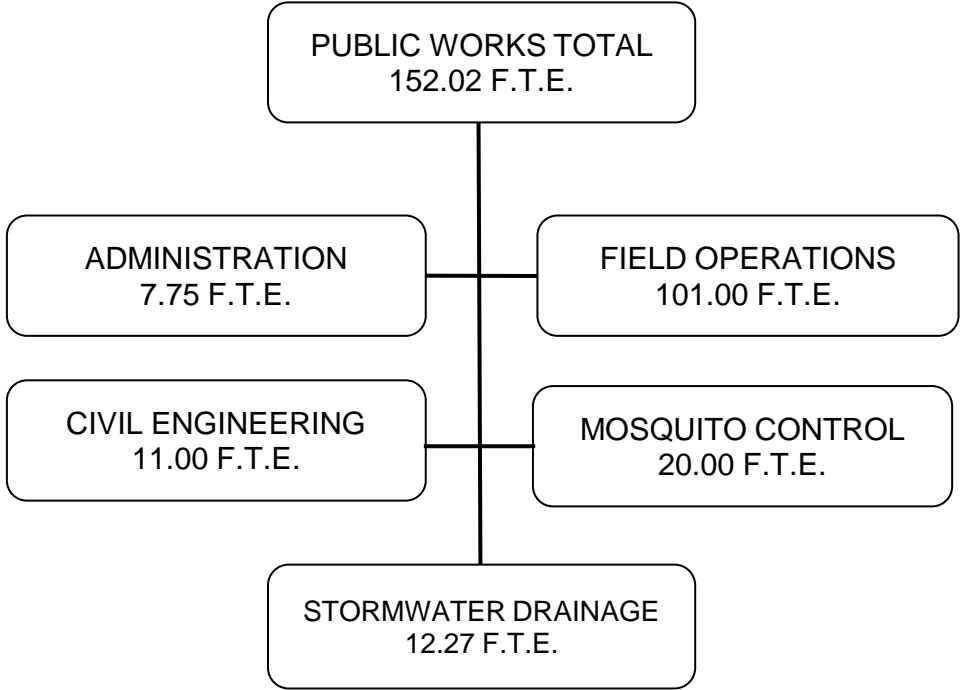
**Mission:** The Greenbelt Programs provide coordination, strategic planning, and direction for the Half-Cent Transportation Sales Tax Greenbelt Program in Charleston County in addition to implementing the Comprehensive Greenbelt Plan through the Urban and Rural Grants Program.

PROGRAM SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.80	2.00	1.30	1.30	-	0.0
Sales Tax	\$ 6,369,868	\$ 6,169,797	\$ 5,950,000	\$ 6,069,000	\$ 119,000	2.0
Interest	212,527	112,527	125,000	125,000	-	0.0
TOTAL REVENUES	6,582,395	6,282,324	6,075,000	6,194,000	119,000	2.0
Interfund Transfer In	4,330,851	124,441	-	-	-	0.0
TOTAL SOURCES	<u>\$10,913,246</u>	<u>\$ 6,406,765</u>	<u>\$ 6,075,000</u>	<u>\$ 6,194,000</u>	<u>\$ 119,000</u>	2.0
Personnel	\$ 146,503	\$ 158,924	\$ 159,398	\$ 112,070	\$ (47,328)	(29.7)
Operating	76,668	47,870	89,535	83,775	(5,760)	(6.4)
Capital	-	-	-	-	-	0.0
Debt Service	5,556,373	6,389,590	6,527,160	7,120,698	593,538	9.1
TOTAL EXPENDITURES	5,779,544	6,596,384	6,776,093	7,316,543	540,450	8.0
Interfund Transfers Out	-	-	10,000,000	-	10,000,000	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 5,779,544</u>	<u>\$ 6,596,384</u>	<u>\$16,776,093</u>	<u>\$ 7,316,543</u>	<u>\$ (9,459,550)</u>	(56.4)

### Funding Adjustments for FY 2012 Include:

- Revenues show a projected increase in collections for the half-cent Transportation Sales Tax.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment to the fringe rate from 37% to 38% of salary. Personnel costs were reduced by eliminating a position and reprogramming personnel within the program.
- Operating expenditures reflect reductions in administrative costs and consulting fees.
- Debt Service is increased due to normal bond payment schedules.
- The Interfund Transfer Out of \$10 Million in FY 2011 was for funding Greenbelts projects out of existing funds on a pay as you go basis instead of using debt funding.

**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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	10.75	8.75	7.75	7.75	-	0.0
Personnel	\$ 676,329	\$ 549,827	\$ 574,884	\$ 593,558	\$ 18,674	3.2
Operating	(46,178)	(78,897)	35,275	40,043	4,768	13.5
Capital	74,484	51,291	-	-	-	0.0
TOTAL EXPENDITURES	704,635	522,221	610,159	633,601	23,442	3.8
Interfund Transfer Out	2,392	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 707,027</u>	<u>\$ 522,221</u>	<u>\$ 610,159</u>	<u>\$ 633,601</u>	<u>\$ 23,442</u>	3.8

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits from 37% to 38% of salary. Personnel cost also represent an increase due to interdepartmental staffing changes.
- Operating expenditures reflect an increase due to higher copier and postage cost, an increase in training related costs and the inclusion of biennial registration fees.

### 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): Complete evaluation of 50% of the County's earth road system.<sup>1</sup>

Objective 1(b): Maintain a 20% annual inspection threshold for the County's roadway network.<sup>1</sup>

Objective 1(c): Replace 11% of sign inventory annually.<sup>2&3</sup>

Objective 1(d): Maintain a minimum network rating of 60 or higher.<sup>1&4</sup>

**Department Goal 2:** Regulate and manage the mosquito population in Charleston County to protect the public from nuisance and disease bearing mosquitoes.

Objective 2(a): Maintain an Adult Density Index (ADI) of 3.5 or less.<sup>5</sup>

Objective 2(b): Increase ground larviciding levels by 50% based on pesticide application levels.<sup>1</sup>

Objective 2(c): Increase Citizen Awareness Program efforts by 10%.<sup>1</sup>

Objective 2(d): Respond and clear all requests for service within 36 business hours of receipt.<sup>1</sup>

## 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.<sup>6</sup>

Objective 3(b): Excavate to grade 20% of mechanically cleaned drainage systems once each year.<sup>6</sup>

**Department Goal 4:** Achieve accreditation through the American Public Works Association by end of fiscal year 2015.

Objective 4: Complete self-assessment phase for all practices during fiscal year 2012.<sup>1&7</sup>

#### MEASURES:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Input:</b>				
Roadway miles maintained by Public Works:				
Earth	1(a)(b)	n/a	n/a	84.7
Paved/rocked	1(b)	n/a	n/a	93.5
Number of maintained signs	1(c)	3,078	3,086	3,086
Total dollars spent for sign replacements	1(c)	\$97,036	\$122,760	\$125,000
Road (rating) maintenance expenses	1(d)	n/a	n/a	\$4,458,284
Mosquito Control expenditures	2(a)	\$1,756,504	\$1,971,315	\$2,180,209
Number of requests for Mosquito Control services	2(d)	n/a	n/a	1,500
Vegetation control expenditures	3(a)	\$149,481	\$993,715	\$1,242,144
Drainage inventory subject to devegetation (miles)	3(a)	21.46	158.16	197.70
Mechanically maintained drainageway expenditures	3(b)	\$61,304	\$565,199	\$706,499
Drainage inventory mechanically maintained (miles)	3(b)	82.60	118.30	147.88
Number of APWA accreditation practices	4	n/a	n/a	594
<b>Output:</b>				
Earth roads evaluated (miles)	1(a)	n/a	n/a	42.4
Roads inspected (miles)	1(b)	n/a	n/a	35.6
Number of signs to replace	1(c)	337	337	343
Light trap collection count	2(a)	8.2	6.1	7.0
Landing rate count	2(a)	9.8	6.8	7.0
Two day service request average	2(a)	12.4	20.3	20.0
Pesticide level applied (gallons)	2(b)	n/a	n/a	15,000
Number of households visited (Mosquito Control)	2(c)	n/a	n/a	1,000
Service requests cleared within 36 business hours	2(d)	n/a	n/a	1,450
Drainage system inventory devegetated (miles)	3(a)	21.5	158.2	197.7
Drainage system inventory mechanical excavated to grade (miles)	3(b)	82.6	118.3	147.9
Self-assessment practices completed	4	n/a	n/a	594
<b>Efficiency:</b>				
Cost per sign replacement	1(c)	\$288	\$364	\$364
Cost per road rating unit	1(d)	n/a	n/a	\$74,305
Cost per ADI unit	2(a)	\$540,463	\$579,799	\$726,736
Cost per mile vegetation control	3(a)	\$6,966	\$6,283	\$6,283
Cost per mile mechanically cleaned drainageways	3(b)	\$742	\$4,778	\$4,778
<b>Outcome:</b>				
Percentage of earth roads evaluated	1(a)	n/a	n/a	50.1%
Percentage of roadway network inspected	1(b)	n/a	n/a	20.0%
Percentage of signs replaced	1(c)	10.9%	10.9%	11.1%
Roadway network rating (overall)	1(d)	n/a	n/a	60.0%
Level of mosquito control (ADI)	2(a)	3.3	3.4	3.0
Percentage change in pesticide application	2(b)	n/a	n/a	50.0%
Citizen Awareness Program change	2(c)	n/a	n/a	10.0%
Percentage of service requests cleared within 36 business hours	2(d)	n/a	n/a	96.7%
Percentage of drainage system devegetated	3(a)	100%	100%	100%
Percentage of drainage system mechanically cleaned	3(b)	100%	100%	100%
Accreditation self-assessment status	4	n/a	n/a	100%

<sup>1</sup> This department will begin measuring performance against this objective in FY 2012.

<sup>2</sup> Represents a change in scope for measuring performance against this objective element beginning in FY 2012.

<sup>3</sup> Traffic control signs are replaced on a 9 year cycle as a safety factor based on materials manufacturer's life cycle ratings of 10 years. Highest priority is given to signs not in compliance with the Manual of Uniform Traffic Control (MUTC) devices standards. All signs must be in compliance with MUTC standards by close of calendar year 2018.

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## PUBLIC WORKS (continued)

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### GENERAL FUND

### PUBLIC WORKS

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<sup>4</sup> Road ratings are based on an analysis of the severity of seven fault factors. A newly constructed road will have a rating of 100.

<sup>5</sup> Adult Density Index (ADI) is an indicator of the average density of biting mosquitoes as a statistical function of actual counts and service requests.

<sup>6</sup> Includes only sections of drainage ways actively maintained by the Public Works Department.

<sup>7</sup> Practices are outlined in the APWA Public Works Practices Manual's latest edition.

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### 2012 ACTION STEPS

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#### Department Goal 1

- Implement Maintenance Rating Process (MRP) for Charleston County to include all County roads, signs, and drainage systems.
- Implement an Asset Management Program.
- Develop and implement an inspection program for guide rails and bridges.
- Inspect 10% of County roadway inventory three times per year beginning in FY 2013.

#### Department Goal 2

- Develop GIS maps for mosquito control treatment areas.
- Integrate CarteGraph with Vector Control Management System (VCMS).

#### Department Goal 3

- Expand implementation of work order program to allow the department to accurately track assets, resources, and expenditures.
- Implement a maintained based drainage rating system.

#### Department Goal 4

- Identify areas requiring improvement to reach APWA accreditation standards for full or substantial compliance.
- Apply for commencement of APWA accreditation by start of FY 2013.
- Develop and implement self-improvement strategies for practices not meeting full or substantial compliance levels.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	14.00	11.00	11.00	-	0.0
Intergovernmental	\$ -	\$ 3,281	\$ 1,191	\$ -	\$ (1,191)	(100.0)
Charges and Fees	13	-	-	-	-	0.0
TOTAL REVENUES	<u>\$ 13</u>	<u>\$ 3,281</u>	<u>\$ 1,191</u>	<u>\$ -</u>	<u>\$ (1,191)</u>	(100.0)
Personnel	\$ 773,413	\$ 1,018,119	\$ 856,326	\$ 724,521	\$ (131,805)	(15.4)
Operating	41,370	122,083	114,598	88,721	(25,877)	(22.6)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 814,783</u>	<u>\$ 1,140,202</u>	<u>\$ 970,924</u>	<u>\$ 813,242</u>	<u>\$ (157,682)</u>	(16.2)

#### Funding Adjustments for FY 2012 Include:

- Revenues decreased due to not budgeting reimbursements for municipal government work orders because of their unpredictable nature.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. The decrease in personnel costs is due to Civil Engineering transferring four individuals to the Field Operations Division.
- Operating expenditures reflect a decrease due to transferring the sign shop activities to the field operations division and through the elimination of consulting fees.

## PUBLIC WORKS (continued)

### GENERAL FUND

### PUBLIC WORKS

#### DIVISION – Field Operations

**Mission:** The Field Operations Division of Public Works provides clearing, cleaning, construction and improvement for drainageway systems; bridge maintenance and replacement; construction and maintenance of earth, rock and paved roads, streets, driveways, and parking areas; and a selected grounds maintenance program. The Field Operations Division ensures that Charleston County citizens and tourists are provided safe, effective and locally maintained road and drainage systems.

DIVISION SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	114.00	103.00	101.00	101.00	-	0.0
Intergovernmental	\$ 4,104	\$ 4,043	\$ 8,809	\$ 300,000	\$ 291,191	3305.6
Miscellaneous Revenues	3,191	5,302	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 7,295</b>	<b>\$ 9,345</b>	<b>\$ 8,809</b>	<b>\$ 300,000</b>	<b>\$ 291,191</b>	<b>3305.6</b>
Personnel	\$ 5,010,213	\$ 4,599,989	\$ 4,245,950	\$ 4,446,387	\$ 200,437	4.7
Operating	1,373,610	1,384,983	1,326,430	1,210,268	(116,162)	(8.8)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,383,823</b>	<b>\$ 5,984,972</b>	<b>\$ 5,572,380</b>	<b>\$ 5,656,655</b>	<b>\$ 84,275</b>	<b>1.5</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues increased due to a \$300,000 intergovernmental agreement with James Island Public Service District to provide stormwater project work.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs include an increase due to the transfer of four positions from the Civil Engineering Division. There is also a significant increase in the temporary work crews, but these are offset by significant increases in reimbursements from the stormwater division.
- Operating expenditures include a large decrease due to a much larger operating reimbursement expected for the Vacuum Truck use on projects for the stormwater division.



## 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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	23.00	20.00	20.00	20.00	0.00	0.0
Charges and Fees	<u>\$ 151,606</u>	<u>\$ 53,095</u>	<u>\$ 100,000</u>	<u>\$ 150,000</u>	<u>\$ 50,000</u>	50.0
TOTAL REVENUES	<u><u>\$ 151,606</u></u>	<u><u>\$ 53,095</u></u>	<u><u>\$ 100,000</u></u>	<u><u>\$ 150,000</u></u>	<u><u>\$ 50,000</u></u>	50.0
Personnel	\$ 1,048,469	\$ 762,346	\$ 805,071	\$ 921,985	\$ 116,914	14.5
Operating	828,727	679,527	914,391	859,585	(54,806)	(6.0)
Capital	<u>-</u>	<u>104,019</u>	<u>24,000</u>	<u>-</u>	<u>(24,000)</u>	(100.0)
TOTAL EXPENDITURES	<u><u>\$ 1,877,196</u></u>	<u><u>\$ 1,545,892</u></u>	<u><u>\$ 1,743,462</u></u>	<u><u>\$ 1,781,570</u></u>	<u><u>\$ 38,108</u></u>	2.2

#### Funding Adjustments for FY 2012 Include:

- Revenues are derived from contracts to service dredged material disposal sites managed by Federal, State, and local officials. The increased revenue projection represents an expected return to historical levels of service.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. It also includes an increase in temporary workers to augment the ground larvaciding and drainage crew.
- Operating expenditures include a decrease attributable to a decrease in aviation parts.

## PUBLIC WORKS (continued)

### GENERAL FUND

### HEALTH AND WELFARE

#### DIVISION – Stormwater Drainage

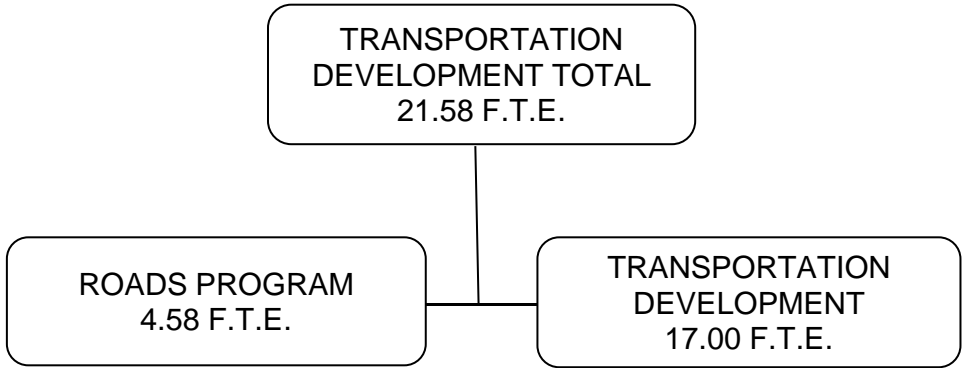
**Mission:** The Stormwater Drainage Division implements a storm water management program to address water quality issues for the citizens of Charleston County. The Division will do this by testing, surveying, and monitoring water quality in all areas of the County and taking the necessary measures to improve the quality of water run off for all the citizens of Charleston County. The Stormwater Division also manages the storm water management program for five other municipalities.

DIVISION SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	11.25	11.27	12.27	12.27	-	0.0
Intergovernmental	\$ 564,533	\$ 703,101	\$ 658,500	\$ 596,250	\$ (62,250)	(9.5)
Charges and Fees	1,172,086	1,159,421	1,190,000	1,050,000	(140,000)	(11.8)
Interest	-	8,131	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 1,736,619</b>	<b>\$ 1,870,653</b>	<b>\$ 1,848,500</b>	<b>\$ 1,646,250</b>	<b>\$ (202,250)</b>	<b>(10.9)</b>
Personnel	\$ 716,141	\$ 802,049	\$ 1,132,120	\$ 1,440,255	\$ 308,135	27.2
Operating	260,556	429,029	716,380	2,305,788	1,589,408	221.9
Capital	-	19,164	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>976,697</b>	<b>1,250,242</b>	<b>1,848,500</b>	<b>3,746,043</b>	<b>1,897,543</b>	<b>102.7</b>
Interfund Transfer Out	-	11,842	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 976,697</b>	<b>\$ 1,262,084</b>	<b>\$ 1,848,500</b>	<b>\$ 3,746,043</b>	<b>\$ 1,897,543</b>	<b>102.7</b>

#### Funding Adjustments for FY 2012 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. The reduction is due to a change in allocation which reduces budgeted revenue from stormwater fees by 10% for delinquent collections.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe rate from 37% to 38% of salary. The increase is due to personnel cost reimbursements from Unincorporated Charleston County and Folly Beach to Field Operations for Vacuum Truck Use and from Unincorporated Charleston County to Field Operations for temporary crews to help with stormwater projects.
- Operating expenditures increase is due to reimbursements from Unincorporated Charleston County and Folly Beach to Field Operations for Vacuum Truck Use, and a change where the amount of fund balance remaining at the end of each fiscal year is designated as available for use and budgeted for stormwater projects in the following year for Unincorporated Charleston County and the other municipalities in the program.

# TRANSPORTATION DEVELOPMENT



## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.00	4.63	4.58	4.58	-	0.0
Sales Tax	\$ 24,355,378	\$ 23,590,399	\$ 22,750,000	\$ 23,205,000	\$ 455,000	2.0
Intergovernmental	20	-	-	-	-	0.0
Charges and Fees	241	681	-	-	-	0.0
Interest	422,095	180,065	-	-	-	0.0
TOTAL REVENUES	24,777,734	23,771,145	22,750,000	23,205,000	455,000	2.0
Interfund Transfer In	5,077,306	934,217	-	-	-	0.0
TOTAL SOURCES	<u>\$ 29,855,040</u>	<u>\$ 24,705,362</u>	<u>\$ 22,750,000</u>	<u>\$ 23,205,000</u>	<u>\$ 455,000</u>	2.0
Personnel	\$ 850,625	\$ 564,336	\$ 513,867	\$ 536,044	\$ 22,177	4.3
Operating	10,115,104	13,449,484	4,492,680	4,300,473	(192,207)	(4.3)
Capital	-	-	-	-	-	0.0
Debt Service	6,441,840	7,693,217	7,898,560	10,694,797	2,796,237	35.4
TOTAL EXPENDITURES	17,407,569	21,707,037	12,905,107	15,531,314	2,626,207	20.4
Interfund Transfer Out	3,000,000	3,000,000	13,500,000	13,500,000	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 20,407,569</u>	<u>\$ 24,707,037</u>	<u>\$ 26,405,107</u>	<u>\$ 29,031,314</u>	<u>\$ 2,626,207</u>	9.9

#### Funding Adjustments for FY 2012 Include:

- Sales Tax revenues are expected to increase through the next fiscal year.
- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% in Salary.
- Operating expenditures represent decreases in office services costs and a significant reduction in consultant fees.
- The Debt Service increase is due to the normal bond payments and the inclusion of the anticipated first debt service payment for the bond to be issued in the fall of 2011.
- Interfund Transfer Out represents \$3 million annually for the Cooper River Bridge and \$10.5 million allocation to Transportation Sales Tax project.

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## TRANSPORTATION DEVELOPMENT

### GENERAL FUND

### PUBLIC WORKS

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#### DIVISION – Transportation Development

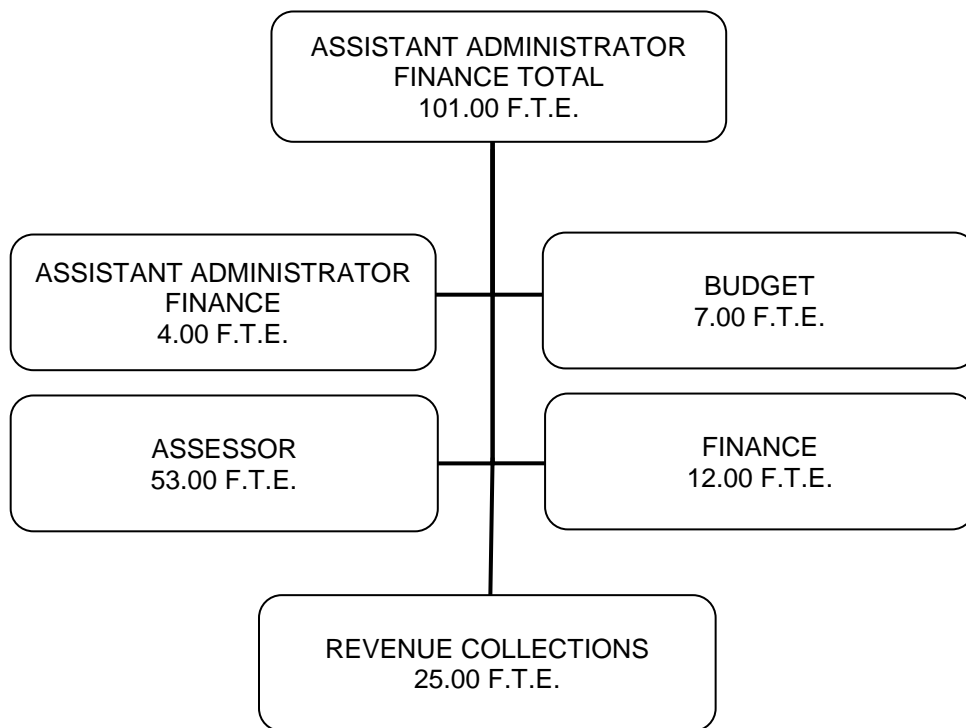
**Mission:** Transportation Development provides consolidated services for construction management, quality control, design and materials testing on multi-jurisdictional infrastructure projects that span federal, state, county and municipal roads, streets, bridges, sidewalks and other transportation-related projects to ensure that funding is expended in an economical and efficient manner.

DIVISION SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.52	16.00	17.00	17.00	-	0.0
Personnel	\$ 560,870	\$ 923,886	\$ 1,326,683	\$ 1,388,103	\$ 61,420	4.6
Operating	(248,869)	(679,621)	(966,999)	(1,028,419)	(61,420)	6.4
Capital	-	5,768	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 312,001</u>	<u>\$ 250,033</u>	<u>\$ 359,684</u>	<u>\$ 359,684</u>	<u>\$ -</u>	0.0

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures reflect the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- 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. The decrease in operating costs offsets the increase in personnel costs.

## ASSISTANT ADMINISTRATOR FINANCE



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## ASSISTANT ADMINISTRATOR FINANCE

### GENERAL FUND

### GENERAL GOVERNMENT

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**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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	4.00	4.00	4.00	4.00	-	0.0
Personnel	\$ 462,559	\$ 448,727	\$ 452,996	\$ 451,114	(1,882)	(0.4)
Operating	10,480	7,332	7,428	9,328	1,900	25.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 473,039</u>	<u>\$ 456,059</u>	<u>\$ 460,424</u>	<u>\$ 460,442</u>	<u>\$ 18</u>	0.0

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures increased slightly due to consultant fees.

# 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	54.00	51.00	53.00	53.00	-	0.0
Licenses and Permits	\$ 3,115	\$ 3,085	\$ 3,000	\$ 6,600	\$ 3,600	120.0
Charges and Fees	4,901	6,190	5,000	4,500	(500)	(10.0)
Miscellaneous	-	3,163	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 8,016</b>	<b>\$ 12,438</b>	<b>\$ 8,000</b>	<b>\$ 11,100</b>	<b>\$ 3,100</b>	<b>38.8</b>
Personnel	\$ 2,987,492	\$ 2,886,734	\$ 3,300,432	\$ 3,327,364	\$ 26,932	0.8
Operating	196,666	168,716	239,025	307,580	68,555	28.7
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,184,158</b>	<b>\$ 3,055,450</b>	<b>\$ 3,539,457</b>	<b>\$ 3,634,944</b>	<b>\$ 95,487</b>	<b>2.7</b>

### Funding Adjustments for FY 2012 Include:

- Revenues increased due to changes in the County ordinance for mobile home sales and moving permits.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect an increase in temporary positions due to the additional workload required for reassessment.
- Operating expenditures reflect increases in consultant fees and printing and sending mailers.

### 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 and implement statutory change to apply exemption to 6% ATIs.
- 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. Achieved when date lag is 3 years based on average inspection date.
- Objective 1(c): Maintain processing time for legal residence applications to within three weeks of receipt after tax bills are mailed. 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. Integrate backlog of LR applications post conversion into workload.
- Objective 1(d): Incorporate reassessment year appeals into annual workload. Complete Tax Year 2011 protests at initial level no later than end of March 2012 and process within 60 days of protest.



## ASSESSOR (continued)

### GENERAL FUND

### GENERAL GOVERNMENT

MEASURES:		FY 2010	FY 2011	FY 2012
	Objective	Actual	Actual	Projected
<b>Input:</b>				
Number of ATI appraisals	1(a)	11,937	10,686	8,000
Number of new construction appraisals	1(a)	9,324	6,438	6,000
Number of property inspections <sup>1</sup>	1(b)	20,378	33,729	26,500
Average number of pending peak time Legal Residence Applications <sup>2</sup>	1(c)	442	525	600
Number of Reassessment Appraisals	1(d)	n/a	n/a	154,000
<b>Output:</b>				
Percent of time spent on ATI appraisals	1(a)	3.15%	5.30%	5.00%
Percent of time spent on new construction	1(a)	11.00%	11.25%	11.00%
Average date of inspection for improved properties	1(b)	2003	2005	2007
Number of Appeals Initialized	1(d)	5,800	6,907	16,800
Percent of time spend on Appeals	1(d)	35.0%	34.7%	40.0%
Percent of time spent on Reassessment	1(d)	n/a	5.45%	7.00%
<b>Efficiency:</b>				
Total annual appraisal count	1(a)	21,024	23,175	12,500
Appraisals per appraiser <sup>3</sup>	1(a)	1,106	1,008	543
Inspections per appraiser <sup>3</sup>	1(b)	1,072	1,466	1,150
Peak time Pending LR applications	1(c)	442	525	500
Peak time LR processing	1(c)	872	968	1,000
Reassessment Appraisals per appraiser	1(d)	n/a	n/a	6,695
<b>Outcome:</b>				
Increase in valuation tax base due to ATIs <sup>4</sup>	1(a)	30,244,360	12,129,530	(7,765,240)
Compliance with appraisal standards, improved data base <sup>5</sup>	1(b)	40.0%	60.0%	70.0%
Better estimation of tax base for preliminary roll certification	1(c)	Feb 10	April 11	April 11
Reduced number of refunds for legal residence approvals <sup>6</sup>	1(c)	(43.0%)	+11.0%	Flat
Number of Appeals Finalized <sup>7</sup>	1(d)	3,555	5,473	14,300
Appeal Drop Rate	1(d)	14.0%	21.0%	15.0%

<sup>1</sup> FY 2010 does not include mobile home sweeps. Inspections increased due to hiring one Data Collector in October 2010 and a Data Collector in FY 2011 for field work.

<sup>2</sup> Legal Residence applications are tracked and approved by tax year. FY 2010 is TY 2009, FY 2011 is TY 2010, and FY 2012 is TY 2011.

<sup>3</sup> Appraiser count based on 23 reflected in counts per appraiser for TY 2010 (FY 2011). TY 11 (FY 2012) projections do not include reassessment appraisals.

<sup>4</sup> Change in Assessed value due to ATI appraisals without consideration of growth. TY 2011 (FY 2012) is anticipated to see a continued decrease in sales and in dollars per sale. FY 2012 is based on April budget estimate.

<sup>5</sup> Tied to inspection date compliance. FY 2011 (TY 2010) inspections increased due to new hirers and temporary usage combined with reassessment.

<sup>6</sup> TY 2009 (FY 2010) pending applications at close of application year totaled 105 with 59 prior year refunds for a total of 164 pending. Peak processing rose due to new edits resulting in more applications. Peak time processing rose to compensate.

<sup>7</sup> Total finalized excludes appeals dropped.

### 2012 ACTION STEPS

#### Department Goal 1

- Resolve any Tax Year 2010 or prior appeals to the Board of Assessment Appeals (BAA) by March 2011. Begin BAA review of Tax Year 2011 appeals by April 2012.
- Continue to schedule BAA conferences twice monthly beginning in September 2011.
- Hold conferences on objections within 60 days of receipt. Resolve all protests at the initial review level by an average of 60 days after receipt of Protest.
- Complete Tax Year 2012 new construction and measurement changes by September 2012 prior to roll certification.
- Complete Tax Year 2012 ATI re-appraisals prior to the certification of the roll in late September 2012.
- Process and mail ATI certifications on non-deed transfers by end of Tax Year 2012.
- Monitor returned reassessment mail for 4% compliance via returns without forwards or forwarding expired. Remove 4% from no forwarding address and change to 6% within 2 weeks of return.
- Perform inspections of known ATIs for the Tax Year 2012 on an on-going basis beginning July 2011 and maintain overall inspection lag of no more than 60 days from sale date 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	8.00	8.00	7.00	7.00	-	0.0
Personnel	\$ 565,338	\$ 582,142	\$ 614,722	\$ 614,743	\$ 21	0.0
Operating	15,289	10,431	16,521	15,245	(1,276)	(7.7)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 580,627</u>	<u>\$ 592,573</u>	<u>\$ 631,243</u>	<u>\$ 629,988</u>	<u>\$ (1,255)</u>	<u>(0.2)</u>

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect no significant changes.

### 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:	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Input:</b>				
Number of Federal Awards	2	90	83	85
<b>Output:</b>				
Budgeted General Fund revenues	1(a)	160,962,916	159,958,984	164,111,942
Actual General Fund revenues <sup>1&amp;2</sup>	1(a)	167,061,366	164,797,761	164,111,942
<b>Efficiency:</b>				
Dollar amount of Single Audit questioned costs	2	\$0.00	\$0.00	\$0.00
<b>Outcome:</b>				
Five-year plan prepared	1(b)	Yes	Yes	Yes
Percent of revenue variance	1(a)	3.8%	3.0%	+/-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%

<sup>1</sup> FY 2011 Actual reflects the projection at time of budget preparation.

<sup>2</sup> FY 2012 reflects 100% of the revenue amount.

### 2012 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	14.00	13.00	12.00	12.00	-	0.0
Charges and Fees	\$ 5,004	\$ 5,466	\$ 5,200	\$ 5,200	\$ -	0.0
TOTAL REVENUES	<u>\$ 5,004</u>	<u>\$ 5,466</u>	<u>\$ 5,200</u>	<u>\$ 5,200</u>	<u>\$ -</u>	0.0
Personnel	\$ 990,367	\$ 932,048	\$ 978,762	\$ 870,067	\$ (108,695)	(11.1)
Operating	47,718	40,253	46,149	42,545	(3,604)	(7.8)
Capital	-	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 1,038,085</u>	<u>\$ 972,301</u>	<u>\$ 1,024,911</u>	<u>\$ 912,612</u>	<u>\$ (112,299)</u>	(11.0)

### Funding Adjustments for FY 2012 Include:

- Revenues reflect no change from the previous fiscal year.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings from the voluntary retirement program.
- Operating expenditures reflect decreases due to the reduction of office expenses and printing and binding services.

### 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.

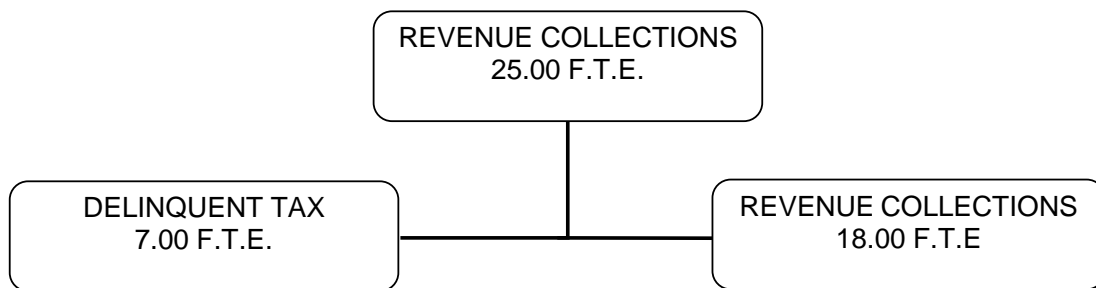
Objective 3(a): Maintain or improve the County's bond rating from the major rating agencies.

Objective 3(b): Submit 100% of regulatory filings as required by the bond covenants.

#### MEASURES:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Output:</b>				
Number of deadlines missed	1(a),2	0	0	0
Number of days to prepare the CAFR	1(b)	175	170	180
<b>Outcome:</b>				
<u>General Obligation Bond</u>	3(a)			
Standards & Poor's		AAA	AAA	AAA
Moody's Investors Service		AAA	AAA	AAA
Fitch IBCA, Duff & Phelps		AA	AA	AAA
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	48	45
Journal entries required after year end		100	110	110
Management letter comments/material weaknesses		0	0	0

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	10.00	8.00	7.00	7.00	-	0.0
Charges and Fees	\$ 1,160,665	\$ 1,318,951	\$ 1,100,000	\$ 1,000,000	\$ (100,000)	(9.1)
Interest	127,088	(31,607)	100,000	100,000	-	0.0
Miscellaneous	12,130	8,428	5,000	5,000	-	0.0
TOTAL REVENUES	<u>\$ 1,299,883</u>	<u>\$ 1,295,772</u>	<u>\$ 1,205,000</u>	<u>\$ 1,105,000</u>	<u>\$ (100,000)</u>	<u>(8.3)</u>
Personnel	\$ 670,802	\$ 619,428	\$ 677,993	\$ 652,839	\$ (25,154)	(3.7)
Operating	336,899	358,199	463,912	433,905	(30,007)	(6.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,007,701</u>	<u>\$ 977,627</u>	<u>\$ 1,141,905</u>	<u>\$ 1,086,744</u>	<u>\$ (55,161)</u>	<u>(4.8)</u>

### Funding Adjustments for FY 2012 Include:

- Revenues reflect a decrease in levy costs.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings from the voluntary retirement program and the transfer of a position to the Treasurer.
- Operating expenditures decreased due to a reduction in advertising fees 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.<sup>1</sup>

Objective 1(c): Reduce the number of Department of Revenue Business Personal Property receipts by at least 50% between April 1 and March 31.

Objective 1(d): Attain collection rates of 60% for valid delinquent mobile home taxes.<sup>2</sup>

## REVENUE COLLECTIONS (continued)

### ENTERPRISE FUND

### GENERAL GOVERNMENT

MEASURES:		FY 2010	FY 2011	FY 2012
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Output:</b>				
Field inspections	1(a)	11,819	8,044	8,500
Illegal businesses located	1(b)	117	172	176
Audits conducted	1(c)	1,048	1,051	1,250
<b>Efficiency:</b>				
Average chargeback per audit <sup>1</sup>	1(c)	\$491	\$704	\$704
<b>Outcome:</b>				
Percent increase of business license inspections <sup>2</sup>	1(a)	(6.0%)	(32.0%)	(5.0%)
Percent increase of locating businesses operating illegally	1(b)	(30.0%)	(32.0%)	(1.0%)
Percent increase of audits conducted	1(c)	29.0%	1.0%	16.0%
Collections from audit charge backs <sup>1</sup>	1(c)	\$515,032	\$641,594	\$650,000

<sup>1</sup> FY 2011 reflects no increase in audits due to 10 week medical leave by auditor.

<sup>2</sup> FY 2011 reflects decrease in field inspections due to loss of inspector position.

### 2012 ACTION STEPS

#### Department Goal 1

- Complete additional online bill payment processes. This is expected when user fee goes to Manatron.
- Migrate user fee system off the mainframe.
- Attract additional municipalities into our consolidated programs.



## REVENUE COLLECTIONS (continued)

### ENTERPRISE FUND

### GENERAL GOVERNMENT

#### DIVISION - Revenue Collections

**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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	22.00	22.00	18.00	18.00	-	0.0
Charges and Fees	\$ 1,756,164	\$ 1,855,427	\$ 2,097,835	\$ 2,078,459	\$ (19,376)	(0.9)
Interest	36,867	17,248	-	-	-	0.0
Miscellaneous	(2,039)	98	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 1,790,992</b>	<b>\$ 1,872,773</b>	<b>\$ 2,097,835</b>	<b>\$ 2,078,459</b>	<b>\$ (19,376)</b>	<b>(0.9)</b>
Personnel	\$ 1,443,151	\$ 1,481,334	\$ 1,416,921	\$ 1,185,749	\$ (231,172)	(16.3)
Operating	578,176	594,986	602,604	636,504	33,900	5.6
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>2,021,327</b>	<b>2,076,320</b>	<b>2,019,525</b>	<b>1,822,253</b>	<b>(197,272)</b>	<b>(9.8)</b>
Interfund Transfer Out	89,949	89,187	50,000	256,206	206,206	412.4
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 2,111,276</b>	<b>\$ 2,165,507</b>	<b>\$ 2,069,525</b>	<b>\$ 2,078,459</b>	<b>\$ 8,934</b>	<b>0.4</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect a decrease in collection fees due to current economic conditions.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings from the voluntary retirement program.
- Operating expenditures increased due to court filing fees and County Administrative charges.
- Interfund Transfer Out represents increased funding to the General Fund due to savings from the voluntary retirement program.

#### 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 5%.
- Objective 1(b): Locate 2% more businesses operating illegally.
- Objective 1(c): Increase audits conducted by 16%.

## REVENUE COLLECTIONS (continued)

### ENTERPRISE FUND

### GENERAL GOVERNMENT

MEASURES:		FY 2010	FY 2011	FY 2012
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Output:</b>				
Field inspections	1(a)	11,819	8,044	8,500
Illegal businesses located	1(b)	117	172	176
Audits conducted	1(c)	1,048	1,051	1,250
<b>Efficiency:</b>				
Average chargeback per audit <sup>1</sup>	1(c)	\$491	\$704	\$704
<b>Outcome:</b>				
Percent increase of business license inspections <sup>2</sup>	1(a)	(6.0%)	(32.0%)	(5.0%)
Percent increase of locating businesses operating illegally	1(b)	(30.0%)	(32.0%)	(1.0%)
Percent increase of audits conducted	1(c)	29.0%	1.0%	16.0%
Collections from audit charge backs <sup>1</sup>	1(c)	\$515,032	\$641,594	\$650,000

<sup>1</sup> FY 2011 reflects no increase in audits due to 10 week medical leave by auditor.

<sup>2</sup> FY 2011 reflects decrease in field inspections due to loss of inspector position.

### 2012 ACTION STEPS

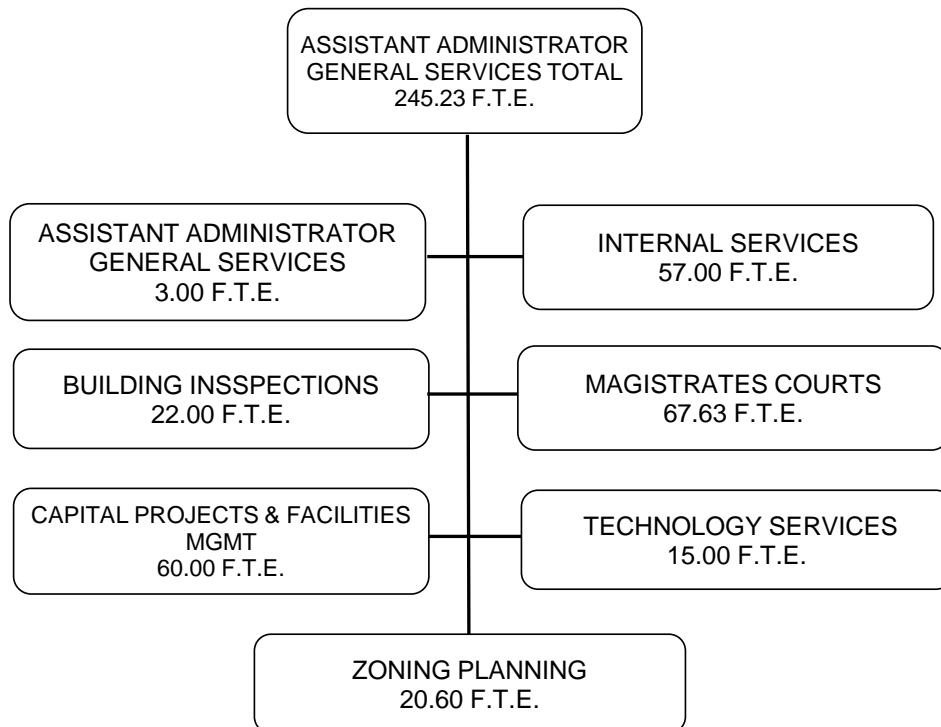
#### Department Goal 1

- Complete additional online bill payment processes. This is expected when user fee goes to Manatron.
- Migrate user fee system off the mainframe.
- Attract additional municipalities into our consolidated programs.



**End Section**

## ASSISTANT ADMINISTRATOR GENERAL SERVICES



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## ASSISTANT ADMINISTRATOR GENERAL SERVICES

### GENERAL FUND

### GENERAL GOVERNMENT

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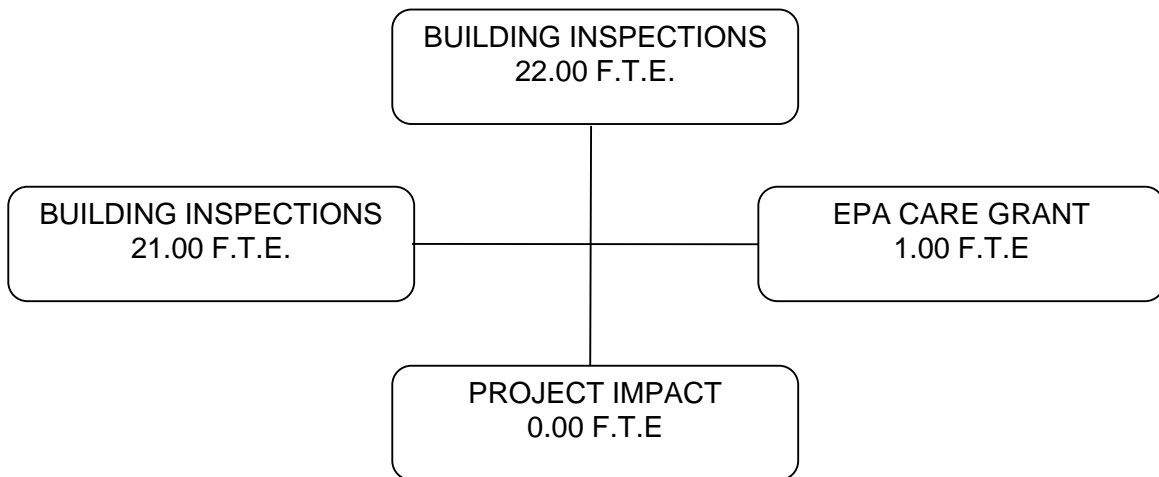
**Mission:** The Assistant Administrator General Services provides administrative oversight and project direction to six departments which include Building Inspections, Facilities Management, Technology Services, Internal Services, Magistrate Courts, and Zoning/Planning.

DEPARTMENTAL SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Personnel	\$ 335,366	\$ 334,646	\$ 339,489	\$ 342,916	\$ 3,427	1.0
Operating	9,085	6,716	6,470	6,325	(145)	(2.2)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 344,451</u>	<u>\$ 341,362</u>	<u>\$ 345,959</u>	<u>\$ 349,241</u>	<u>\$ 3,282</u>	0.9

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents with an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect no significant changes.

## BUILDING INSPECTIONS



# BUILDING INSPECTIONS

## GENERAL FUND

## PUBLIC SAFETY

**Mission:** Building Inspections assures compliance with the Construction Codes adopted by the South Carolina Building Codes Council to provide for the safety, health, public welfare and structural stability of property for the residents of Charleston County and to provide for the issuance of permits to ensure that structures are safe, sanitary and fit for occupancy.

DEPARTMENTAL SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	23.00	21.00	21.00	21.00	-	0.0
Licenses and Permits	\$ 937,157	\$ 855,390	\$ 1,015,000	\$ 908,000	\$ (107,000)	(10.5)
Charges and Fees	251,649	250,344	237,000	273,000	36,000	15.2
Miscellaneous	1,573	17,025	15,000	20,000	5,000	33.3
<b>TOTAL REVENUES</b>	<b>\$ 1,190,379</b>	<b>\$ 1,122,759</b>	<b>\$ 1,267,000</b>	<b>\$ 1,201,000</b>	<b>\$ (66,000)</b>	<b>(5.2)</b>
Personnel	\$ 1,243,977	\$ 1,233,116	\$ 1,264,301	\$ 1,265,500	\$ 1,199	0.1
Operating	130,964	90,050	102,523	99,683	(2,840)	(2.8)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,374,941</b>	<b>\$ 1,323,166</b>	<b>\$ 1,366,824</b>	<b>\$ 1,365,183</b>	<b>\$ (1,641)</b>	<b>(0.1)</b>

### Funding Adjustments for FY 2012 Include:

- Revenues are reflective of decreased construction activity based on current trends. The decrease is slightly offset by an increase in the collection of fees.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect a decrease in printing costs to meet available funds.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Expand departmental operational systems to Internet Website usage.

Objective 1(a): Continue educational program for community and industry on automated permitting system.  
Objective 1(b): Work towards being able to receive/store plan set digitally.

**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.

# 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:	Objective	FY 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Input:</b>				
Permit revenue	1(a)	\$1,136,422	\$1,282,217	\$1,201,000
<b>Output:</b>				
Permits issued	1(a)	5,489	7,047	8,200
Inspections performed	1(a)	12,577	12,593	15,000
Commercial plans approved	1(a)	131	124	240
Residential plans approved	1(a)	574	584	700
Number of contractor's licenses issued/renewed	1(a)	1,469	2,022	2,500
Number of Certificates of Occupancy issued	1(a)	212	204	285
Number of people serviced by E-commerce system	1(a)(b)	2,341	12,476	15,000
Number impacted by public education programs	2(a)	1,062,278	72,390	80,000
Number attending educational seminars	2(b)	662	103	250
Hours of Codes Enforcement Officers training	3(c)	315	236.5	360
<b>Efficiency:</b>				
Average number of days per commercial plan review	1(a)	10	14	10
Average number of days per residential plan review	1(a)	10	14	10
<b>Outcome:</b>				
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%
Community Rating System rating	3(a)	Class 4	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%

### 2012 ACTION STEPS

#### Department Goal 1

- Expand software system to improve service delivery with expanding Internet service access capability.
- Request funding to activate digital plan acceptance/storage capability.
- Update all systems required to network with other users for day-to-day and emergency operating models.
- Integrate Assessor's new software system with Department needs and train employees on the new system.

#### Department Goal 2

- Expand Project Impact environmental educational programs.

#### Department Goal 3

- Continue analyzing changes in program requirements and implement/adjust programs as required.



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## BUILDING INSPECTIONS (continued)

### SPECIAL REVENUE FUND

### PUBLIC SAFETY

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#### PROGRAM – Project Impact

**Mission:** Project Impact educates the community and its citizens to address the natural and man-made hazards of the area and satisfies the requirements of the community outreach criteria of the private insurance industry, Building Effectiveness Grading System, and FEMA's Community Rating System.

DEPARTMENTAL SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	0.00	0.00	0.00	0.00	-	0.0
Intergovernmental	\$ 9,385	\$ 15,444	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 9,385</u>	<u>\$ 15,444</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	7,842	26,389	51,295	46,297	(4,998)	(9.7)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 7,842</u>	<u>\$ 26,389</u>	<u>\$ 51,295</u>	<u>\$ 46,297</u>	<u>\$ (4,998)</u>	(9.7)

#### Funding Adjustments for FY 2012 Include:

- Revenues are not budgeted for this grant because the grant period has ended. The County will not receive any additional funds from the federal government.
- Operating expenditures reflect a decrease as the department depletes the remaining available grant funds.

# 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	73.00	67.00	58.00	58.00	-	0.0
Rents and Leases	\$ 580,707	\$ 619,639	\$ 595,000	\$ 610,000	\$ 15,000	2.5
Miscellaneous	2,262	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 582,969</b>	<b>\$ 619,639</b>	<b>\$ 595,000</b>	<b>\$ 610,000</b>	<b>\$ 15,000</b>	<b>2.5</b>
Personnel	\$ 4,193,623	\$ 3,940,018	\$ 3,856,783	\$ 3,739,221	\$ (117,562)	(3.0)
Operating	6,966,710	6,647,306	8,605,735	8,764,755	159,020	1.8
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>11,160,333</b>	<b>10,587,324</b>	<b>12,462,518</b>	<b>12,503,976</b>	<b>41,458</b>	<b>0.3</b>
Interfund Transfer Out	-	426,723	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 11,160,333</b>	<b>\$ 11,014,047</b>	<b>\$ 12,462,518</b>	<b>\$ 12,503,976</b>	<b>\$ 41,458</b>	<b>0.3</b>

### Funding Adjustments for FY 2012 Include:

- Revenue increases are due to changes and additions to radio tower lease agreements.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe rate from 37% to 38% of salary. Personnel costs also reflect savings from the voluntary retirement program.
- 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. The increases were offset by a significant decrease in the water and sewer utilities being paid at 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.

#### MEASURES:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Input:</b>				
<b>Capital Projects:</b>				
Total number of active construction contracts	1(a)	4	10	6
Value of completed construction contracts designed by A&E	1(a)	5	4	5
Total value of active contracts	1(a)	\$120M	\$122M	\$107M
Dollar value of contracts awarded	1(b)	\$2.4M	\$16.5M	n/a <sup>1</sup>
<b>Output:</b>				
<b>Capital Projects:</b>				
Number of contracts awarded (design & construction)	1(a)	32	30	n/a <sup>1</sup>
Design estimate for awarded contracts	1(c)	n/a <sup>1</sup>	\$28M	n/a <sup>1</sup>
Number of change orders negotiated	1(d)	14	10	n/a <sup>1</sup>
Dollar value of negotiated change orders	1(d)	\$326,362	\$454,736	n/a <sup>1</sup>
Total resources approved at construction award	1(d)	\$120M	\$122M	n/a <sup>1</sup>
<b>Facilities:</b>				
Work orders issued	2(a)	7,309	7,552	7,500
Projects schedules	2(b)	37	67	35
Programmed maintenance work orders issued	2(c)	3,294	5,055	5,000
Total contracted services budgeted	3(b)	\$2,602,167	\$2,440,029	\$2,825,393
Utilities budgeted	3(c)	\$4,267,550	\$5,435,656	\$4,918,171
Department operating budget	3(d)	\$11,995,754	\$12,567,518	\$12,459,715

# CAPITAL PROJECTS & FACILITIES MANAGEMENT (continued)

## GENERAL FUND

## GENERAL GOVERNMENT

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Efficiency:</b>				
<b>Capital Projects:</b>				
Percent of awarded value to estimate	1(a)	69.0%	59.0%	n/a <sup>1</sup>
Average number of days from "substantial completion" to completion of "punch list"	1(b)	30	30	n/a <sup>1</sup>
<b>Facilities:</b>				
Percent of work orders completed	2(a)	96.35%	98.87%	95.00%
Percent of projects completed	2(b)	86.49%	100%	100%
Programmed maintenance compliance	2(c)	95.51%	88.64%	95.00%
Budgeting effectiveness percent – Contracts	3(b)	95.58%	92.77%	98.00%
Budgeting effectiveness percent – Utilities	3(c)	81.98%	73.64%	95.00%
Department operating budget effectiveness percent	3(d)	90.67%	91.72%	95.00%
<b>Outcome:</b>				
<b>Capital Projects:</b>				
Number of contracts completed (design & construction)	1(a)	24	17	n/a <sup>1</sup>
Dollar value of construction completed (WIP)	1(a)	\$36,864,880	\$7,221,108	n/a <sup>1</sup>
Total number of construction contracts closed out	1(a)	5	4	n/a <sup>1</sup>
Total number of projects completed	1(a)	5	4	n/a <sup>1</sup>
Total final cost of projects completed	1(a)	\$84,090,731	\$1,889,770	n/a <sup>1</sup>
Number of projects completed within approved resources	1(a)	3	4	n/a <sup>1</sup>
Number of contracts within 15% design estimate	1(c)	3	4	n/a <sup>1</sup>
Total amount saved through negotiations	1(c)	\$13,400	\$13,160	n/a <sup>1</sup>
<b>Facilities:</b>				
Work orders completed	2(a)	7,296	7,467	7,500
Projects completed	2(b)	33	35	40
Programmed maintenance work orders completed	2(c)	3,136	4,481	5,000
Actual expended costs of special projects	3(a)	\$200,335	\$333,848	\$500,000
Total contracted services actual expenses	3(b)	\$2,487,336	\$2,263,833	\$2,825,393
Utilities actual expenditures	3(c)	\$3,498,871	\$4,003,039	\$4,918,171
Department operating budget effectiveness	3(d)	\$10,876,236	\$11,527,265	\$12,459,715

<sup>1</sup> To be determined.

## 2012 ACTION STEPS

### Department Goal 1

- Construction of the Consolidated Dispatch Center.
- Complete design and construction contracts for Phase III of the County Garage Repairs.
- Close out of the Adult Detention Facility Expansion.
- Completion of back-up cooling tower at the Public Services Building.
- Repair the critical portions of the Main Library roof system.

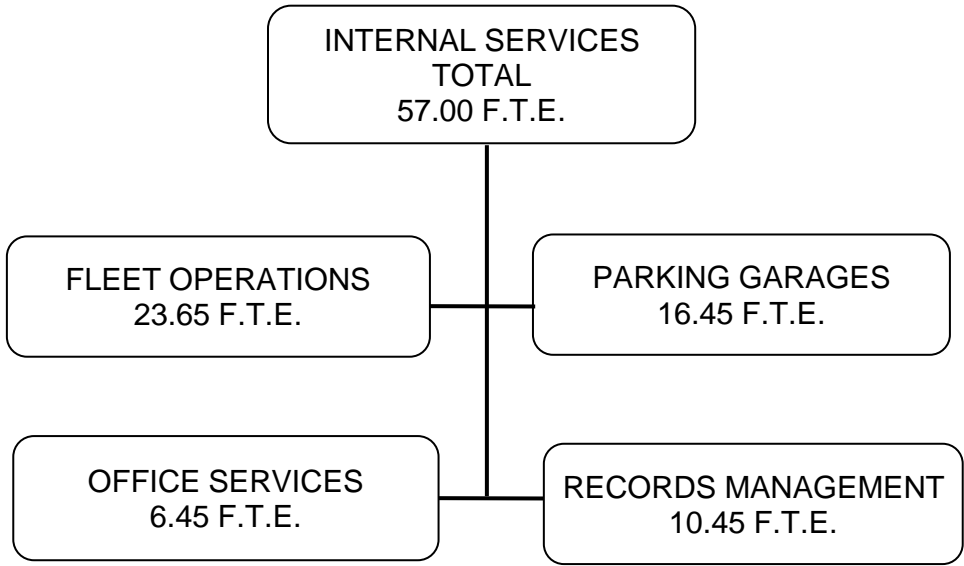
### Department Goal 2

- Complete window replacement and exterior painting of the Clemson Extension/Senior Citizens building.

### Department Goal 3

- Upgrade the portability of QBIC to other Microsoft software programs.

# INTERNAL SERVICES



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## INTERNAL SERVICES

### GENERAL FUND

### GENERAL GOVERNMENT

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	4.00	4.00	0.00	0.00	-	0.0
Personnel	\$ 380,472	\$ 355,073	\$ -	\$ -	\$ -	0.0
Operating	14,316	9,205	-	-	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 394,788</u>	<u>\$ 364,278</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0

#### Funding Adjustments for FY 2012 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 (continued)

### 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.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	26.00	24.00	23.65	23.65	-	0.0
Charges and Fees	\$ 7,251,201	\$ 7,302,568	\$ 7,535,424	\$ 7,768,025	\$ 232,601	3.1
Miscellaneous	308,490	294,842	150,000	150,000	-	0.0
<b>TOTAL REVENUES</b>	<b>7,559,691</b>	<b>7,597,410</b>	<b>7,685,424</b>	<b>7,918,025</b>	<b>232,601</b>	<b>3.0</b>
Interfund Transfer In	2,521,194	1,378,000	2,764,031	2,833,000	68,969	2.5
<b>TOTAL SOURCES</b>	<b>\$ 10,080,885</b>	<b>\$ 8,975,410</b>	<b>\$ 10,449,455</b>	<b>\$ 10,751,025</b>	<b>\$ 301,570</b>	<b>2.9</b>
Personnel	\$ 1,689,296	\$ 1,632,469	\$ 1,731,848	\$ 1,682,474	\$ (49,374)	(2.9)
Operating	8,357,245	8,332,040	5,970,076	6,175,854	205,778	3.4
Capital	-	-	2,680,530	2,928,000	247,470	9.2
Debt Service	21,584	17,977	80,001	222,975	142,974	178.7
<b>TOTAL EXPENSES</b>	<b>10,068,125</b>	<b>9,982,486</b>	<b>10,462,455</b>	<b>11,009,303</b>	<b>546,848</b>	<b>5.2</b>
Interfund Transfer Out	802,485	302,249	-	59,697	59,697	100.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 10,870,610</b>	<b>\$ 10,284,735</b>	<b>\$ 10,462,455</b>	<b>\$ 11,069,000</b>	<b>\$ 606,545</b>	<b>5.8</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues represent an increase in charges applied to the Environmental Management Department due to increased operations and an increase in vehicle usage by the Auditor's Office due to the reassessment process.
- Interfund Transfer In represents a significant increase from other County funds to offset capital expenditure costs.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefit rate from 37% to 38% of salary. Personnel costs also reflect a savings from the voluntary retirement program.
- Operating expenses represent an increase in use by the Environmental Management division.
- Capital expenses represent a significant increase to replace ambulances, police vehicles, public works heavy equipment, and various other vehicles on the County replacement list.
- Debt Service expenditures increase is due to paying off a loan three 3 years early.
- The Interfund Transfer Out represents an increase to the General Fund due to the savings from the voluntary retirement program.

# 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 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Input:</b>				
Number of support vehicles	1	584	586	586
Total number of work orders	2(a)	7,378	7,426	7,500
<b>Output:</b>				
Availability of fleet units	2(b)	96.27%	95.24%	96.00%
Average total expenses versus budgeted total expenses	2(c)	90.0%	112%	100%
<b>Efficiency:</b>				
Average cost per mile to operate a support vehicle	1,2(c)	\$0.31	\$0.34	\$0.34
Average cost per work order	2(a)	\$631	\$597	\$605
Average number of units out of service per day <sup>1</sup>	2(b)	20	26	20
<b>Outcome:</b>				
Number of vehicles added to departments from surplus	1	3	0	0
Number of vehicles turned in	1	15	1	0
Savings per reduction of support vehicles <sup>2</sup>	1	\$15,000	\$500	\$0
Percent of “repair” work order to total work orders (≤45%) <sup>1</sup>	2(a)	48.0%	44.0%	48.0%
Percent of scheduled maintenance to unscheduled repairs (≥60%) <sup>1</sup>	2(b)	68.1%	61.3%	65.1%
Fleet availability (≥90%) <sup>1</sup>	2(b)	96.27%	95.24%	96.00%
Percent of actual total expenses to budgeted total expenses (≤100%) <sup>1</sup>	2(a)(b)(c)	90.0%	112%	100%

<sup>1</sup> Based on automated FASTER Fleet Management System information retrieval.

<sup>2</sup> Data includes capital savings and excludes operating costs

### 2012 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.
- Pursue and encourage 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 consumption awareness and conservation through effective Intranet access to fuel accounts and reports.
- Continue to generate utilization reports for senior management decision making.
- Continue to explore and enhance Fleet's use of flexible and 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.00	6.00	6.45	6.45	-	0.0
Charges and Fees	\$ 922,597	\$ 925,673	\$ 1,149,084	\$ 1,148,975	\$ (109)	(0.0)
TOTAL REVENUES	922,597	925,673	1,149,084	1,148,975	(109)	(0.0)
Interfund Transfer In	210,996	308,796	230,692	261,033	30,341	13.2
TOTAL SOURCES	<u>\$ 1,133,593</u>	<u>\$ 1,234,469</u>	<u>\$ 1,379,776</u>	<u>\$ 1,410,008</u>	<u>\$ 30,232</u>	2.2
Personnel	\$ 319,924	\$ 297,575	\$ 346,981	\$ 332,830	\$ (14,151)	(4.1)
Operating	865,379	932,391	1,047,795	1,077,178	29,383	2.8
Capital	-	-	-	-	-	0.0
TOTAL EXPENSES	<u>\$ 1,185,303</u>	<u>\$ 1,229,966</u>	<u>\$ 1,394,776</u>	<u>\$ 1,410,008</u>	<u>\$ 15,232</u>	1.1

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect no significant changes.
- Interfund Transfer In includes the cost of copiers for the General Fund. The increase is due to the addition of new copier leases and a recalculation of property taxes for all copier leases in the General Fund.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs decreased due to the reallocation of personnel within the department.
- Operating expenses increased due to property taxes on copiers and machinery maintenance contracts.

#### 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 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Input:</b>				
Budgeted for postage	2(b)	\$485,648	\$558,349	\$582,784
Budgeted for copying	2(b)	\$544,595	\$409,807	\$462,697
<b>Output:</b>				
Mail pieces processed in-house <sup>1</sup>	1(a),3(a)	422,655	409,942	405,050
Mail pieces sent to outside contractor <sup>2</sup>	2(a)	917,975	942,675	905,025
Number of copiers maintained	3(a)	194	194	194
Copies produced	3(a)	10,565,050	12,297,729	12,744,500
<b>Efficiency:</b>				
Percent of mail that meets automation criteria <sup>3</sup>	1(a)	85.0%	87.0%	90.0%
Man hours saved using mail preparation equipment	1(b)	412	350	300
Number of copiers networked	3(a)	189	189	194
<b>Outcome:</b>				
Amount saved due to presorting flats	1(a)	\$3,032	\$3,751	\$3,500
Amount saved due to postal discounts and combining mail	1(a),2(a)	\$104,750	\$102,685	\$103,650
Amount saved due to updating addresses	1(c)	\$1,445	\$50	\$50
Amount saved due to using Electronic Return Receipts	1(c)	\$829	\$550	\$600
Ratio of actual postal expenses to budgeted postal expenses	2(c)	74.0%	95.0%	95.0%
Ratio of actual copier expenses to budgeted copier expenses	2(c)	93.0%	91.0%	95.0%

<sup>1</sup> Due to Office Services' new activity of validating department's mailing lists, eliminating the undeliverable addresses will offset any increases produced by departments.

<sup>2</sup> Includes Auditor and Delinquent Tax departments.

<sup>3</sup> 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.

#### 2012 ACTION STEPS

##### Department Goal 1

- Assist County departments in validating and updating their address databases to better utilize machineable mailing rates and eliminate returned mail.

##### Department Goal 2

- Encourage the migration of printing to multi-functional copiers while reducing the dependency on stand-alone printers.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	16.80	16.00	17.20	16.45	(0.75)	(4.4)
Charges and Fees	\$ 2,617,269	\$ 2,498,863	\$ 2,502,658	\$ 2,470,790	\$ (31,868)	(1.3)
Interest	55,766	21,870	60,000	25,000	(35,000)	(58.3)
Leases and Rentals	92,277	73,365	73,476	75,680	2,204	3.0
Miscellaneous	<u>(12,457)</u>	<u>(14,026)</u>	<u>(13,668)</u>	<u>(13,668)</u>	-	0.0
TOTAL REVENUES	2,752,855	2,580,072	2,622,466	2,557,802	(64,664)	(2.5)
Interfund Transfer In	<u>-</u>	<u>1,500,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL SOURCES	<u>\$ 2,752,855</u>	<u>\$ 4,080,072</u>	<u>\$ 2,622,466</u>	<u>\$ 2,557,802</u>	<u>\$ (64,664)</u>	(2.5)
Personnel	\$ 864,481	\$ 841,011	\$ 974,047	\$ 915,330	\$ (58,717)	(6.0)
Operating	992,766	867,727	652,028	621,204	(30,824)	(4.7)
Capital	-	-	-	-	-	0.0
Debt Service	<u>283,174</u>	<u>252,462</u>	<u>882,036</u>	<u>554,417</u>	<u>(327,619)</u>	(37.1)
TOTAL EXPENSES	2,140,421	1,961,200	2,508,111	2,090,951	(417,160)	(16.6)
Interfund Transfer Out	<u>121,292</u>	<u>379,364</u>	<u>129,690</u>	<u>466,851</u>	<u>337,161</u>	260.0
TOTAL DISBURSEMENTS	<u>\$ 2,261,713</u>	<u>\$ 2,340,564</u>	<u>\$ 2,637,801</u>	<u>\$ 2,557,802</u>	<u>\$ (79,999)</u>	(3.0)

#### Funding Adjustments for FY 2012 Include:

- Revenues represent a decrease in interest income, transient parking fees and the revenue from parking contracts.
- Personnel expenditures represent the actual grades and steps of the incumbents and an Adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings due to the elimination of a vacant position.
- Operating expenses reflect a reduction in supplies, security services, and contracted services.
- Debt Service reflects a decrease in the scheduled debt payment for the Cumberland Street parking garage.
- Interfund Transfer Out represents a payment to the Medical University of South Carolina (MUSC) to provide free parking for County employees working at the DAODAS building and parking in the MUSC garage. In addition, the savings from the debt payment for the Cumberland Street parking garage is shifted to the Debt Service Fund to provide additional resources for debt service payments.

# INTERNAL SERVICES (continued)

## ENTERPRISE FUND

## GENERAL GOVERNMENT

### 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:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Output:</b>				
<b>Cumberland Parking Garage:</b>				
<u>Parking Revenue</u>	1(a)			
Transient revenue		\$683,387	\$823,002	\$788,060
Vouchers <sup>1</sup>		\$28,410	\$33,540	\$31,250
City reimbursement		\$241,555	\$251,861	\$245,000
Contracts		\$443,274	\$359,337	\$350,000
Commercial space leases (shops)		\$73,365	\$75,566	\$75,680
Free parking cost		\$177,604	\$183,773	\$180,000
<u>Transaction Volume</u>	1(b)			
Number of transactions		111,168	134,014	122,400
Free transactions		18,188	20,036	19,100
Annual number of safety training initiatives conducted	2(a)	12	12	12
Recordable incidents	2(b)	27	41	32

## INTERNAL SERVICES (continued)

### ENTERPRISE FUND

### GENERAL GOVERNMENT

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>King and Queen Parking Garage:</b>				
<u>Parking Revenue</u>	1(a)			
Transient revenue		\$987,701	\$1,155,435	\$979,280
Vouchers <sup>1</sup>		\$34,661	\$35,702	\$34,700
Contracts		\$42,312	\$43,909	\$42,500
Free parking cost		\$141,903	\$145,113	\$144,000
<u>Transaction Volume</u>	1(b)			
Number of transactions		175,725	199,348	196,000
Free transactions		15,633	17,553	16,500
Annual number of audits for conducting training initiatives	2(a)	12	12	12
Recordable incidents	2(b)	11	12	12
<b>Efficiency:</b>				
Annual operating expense per space – combined garage costs <sup>2</sup>	3(b)	\$3,335	\$1,824	\$1,521
<b>Outcome:</b>				
<b>Annual revenue per space:</b>	3(a)			
Cumberland Parking Garage		\$1,534	\$1,611	\$1,555
King and Queen Parking Garage		\$2,553	\$2,962	\$2,534

<sup>1</sup> Chargebacks made to departments and government agencies as payment for parking.

<sup>2</sup> Total expenditures divided by total available garage spaces of 1,375.

### 2012 ACTION STEPS

#### Department Goal 1

- Dedicate efforts toward the successful completion of Phase III of the garage repair work with anticipated completion August 2011. This extensive project includes:
  - Repair and re-pavement of spalled surface concrete
  - Paint stairwells at the King & Queen Garage
  - Install thermoplastic pavement markings at both garages
  - Shot blast all decks at both garages and apply corrosion inhibitor
  - Remove and replace the traffic bearing membrane on the 8<sup>th</sup> and 9<sup>th</sup> Level of the King & Queen Garage
- Begin installation of pay-on-foot kiosks at the Cumberland Street Garage.

#### 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.
- Upgrade and add additional CCTV cameras and surveillance equipment at both garages.

#### Department Goal 3

- Seek additional revenue-generating opportunities focusing on local businesses and tourism.
- Expand revenue base.
- Require all parking personnel to attend the annual customer service classes offered in November.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	11.00	11.00	11.70	10.45	(1.25)	(10.7)
Charges and Fees	\$ 618,907	\$ 566,528	\$ 613,395	\$ 588,831	\$ (24,564)	(4.0)
TOTAL REVENUES	618,907	566,528	613,395	588,831	(24,564)	(4.0)
Interfund Transfer In	-	-	59,791	39,663	(20,128)	(33.7)
TOTAL SOURCES	<u>\$ 618,907</u>	<u>\$ 566,528</u>	<u>\$ 673,186</u>	<u>\$ 628,494</u>	<u>\$ (44,692)</u>	(6.6)
Personnel	\$ 476,065	\$ 497,835	\$ 560,765	\$ 504,412	\$ (56,353)	(10.0)
Operating	139,933	139,049	127,421	124,082	(3,339)	(2.6)
Capital	-	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 615,998</u>	<u>\$ 636,884</u>	<u>\$ 688,186</u>	<u>\$ 628,494</u>	<u>\$ (59,692)</u>	(8.7)

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect a decrease due to a reduction in requests for services from County offices.
- Interfund Transfer In also decreased due to the reduction in the number of service requests.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings due to the elimination of one and a quarter FTEs.
- Operating expenditures reflect a decrease due to reductions in a machinery maintenance contract and microfilm supplies.

#### 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 2010	FY 2011	FY 2012
	Objective	Actual	Actual	Projected
<b>Output:</b>				
Warehouse service units provided <sup>1</sup>	1	288,553	297,394	285,000
Microfilm service units provided <sup>2</sup>	1	372,716	247,705	220,000
Laboratory service units provided <sup>3</sup>	1	4,547	1,611	3,100
Digital imaging service units provided <sup>4</sup>	1	4,770,470	4,646,269	5,300,000
Preservation services units provided <sup>5</sup>	1	5,037	12,998	13,000
<b>Efficiency:</b>				
<b>Services Provided per Dollar Expended by County Depts:</b>				
	1			
Warehouse service units per dollar <sup>1</sup>		1.56	1.66	1.70
Microfilm service units per dollar <sup>2</sup>		6.70	4.22	5.00
Laboratory service units per dollar <sup>3</sup>		.16	.05	.15
Digital imaging service units per dollar <sup>4</sup>		16.77	15.46	16.95
Preservation service units per dollar <sup>5</sup>		.33	.83	.83
<b>Outcome:</b>				
<b>Cost of Services Provided to County Depts:</b>				
	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 <sup>6</sup>		\$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 <sup>7</sup>		\$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

<sup>1</sup> Warehouse services include monthly box storage units, transports, document in-transfers, file destructions, and file retrievals. Destruction handling expected to decrease due to anticipated requirement to change secure destruction vendors.

<sup>2</sup> 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.

<sup>3</sup> Laboratory services include rolls processed, silver duplicated and processed, diazo duplicated, and quality inspected. FY 2011 decrease due to delays in expected workload requested by Clerk of Court which should be realized in FY 2012.

<sup>4</sup> Digital imaging services include scanning, digital image to film conversion, film to digital image conversion, indexing, and media production.

<sup>5</sup> Preservation services include repairing, cleaning, and hourly processing of files.

<sup>6</sup> Substantial price increase due to anticipated requirement to contract with an alternate vendor for secure destruction services.

<sup>7</sup> Service moved from laboratory services to microfilm services and replaced with archival quality checking per roll.

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## INTERNAL SERVICES (continued)

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### INTERNAL SERVICE FUND

### GENERAL GOVERNMENT

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#### 2012 ACTION STEPS

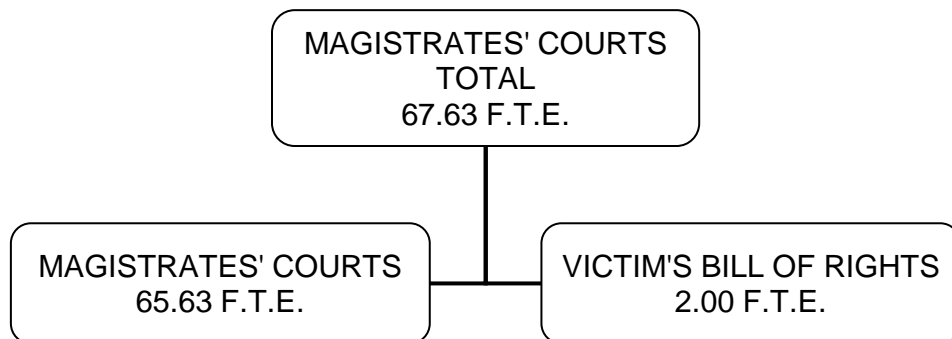
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##### Department Goal 1

- 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.
- Improve productivity and continue to measure staff performance levels to ensure the division achieves budget goals.
- Continue to identify and enhance efficiencies in production.
- Implement and deploy the new warehouse inventory management system focusing on identifying critical retention schedules and reducing obsolete records storage practices.



## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	65.39	66.13	65.63	65.63	-	0.0
Charges and Fees	\$ 1,015,192	\$ 1,019,864	\$ 1,052,500	\$ 1,032,000	\$ (20,500)	(1.9)
Fines and Forfeitures	1,477,984	1,404,729	1,499,500	1,095,000	(404,500)	(27.0)
Interest	14,272	1,951	1,000	1,000	-	0.0
Miscellaneous	-	6,103	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 2,507,448</b>	<b>\$ 2,432,647</b>	<b>\$ 2,553,000</b>	<b>\$ 2,128,000</b>	<b>\$ (425,000)</b>	<b>(16.6)</b>
Personnel	\$ 4,171,163	\$ 4,088,817	\$ 4,185,037	\$ 4,153,973	\$ (31,064)	(0.7)
Operating	427,513	364,271	391,877	385,339	(6,538)	(1.7)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,598,676</b>	<b>\$ 4,453,088</b>	<b>\$ 4,576,914</b>	<b>\$ 4,539,312</b>	<b>\$ (37,602)</b>	<b>(0.8)</b>

### Funding Adjustments for FY 2012 Include:

- Revenues represent a decrease in civil fee and fine collections based on current trends.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings from the voluntary retirement program and a reduction in overtime.
- Operating expenditures reflect a decrease in local mileage reimbursement as well as records services.

### Performance Measures:

#### Initiative IV: Workflow Analysis-Process Management

**Department Goal 1:** Ensure efficient use of time management in order to expedite cases.

- Objective 1(a): Reduce the average age of Small Claims court cases by increasing the number of disposed cases.  
 Objective 1(b): Reduce the average age of Driving Under the Influence (DUI) related traffic cases to within 120 days.

## MAGISTRATE COURTS (continued)

### GENERAL FUND

### JUDICIAL

#### MEASURES:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Input:</b>				
Small Claims cases filed	1(a)	5,252	4,582	4,800
DUI cases filed	1(b)	n/a	1,247	1,200
<b>Efficiency:</b>				
Average Small Claims case age in days	1(a)	88	98	80
Cost per case	1(a)	\$80.00	\$80.00	\$80.00
Average DUI case age in days	1(b)	n/a	108	100
<b>Outcome:</b>				
Disposed Small Claims cases	1(a)	4,857	5,064	5,176
Percent of Small Claims cases disposed	1(a)	93.0%	111%	98.0%
Disposed DUI cases	1(b)	n/a	1,305	1,300
Percent of DUI cases disposed	1(b)	n/a	105%	108%
DUI cases pending	1(b)	n/a	304	200

### 2012 ACTION STEPS

#### Department Goal 1

- Link to the Department of Public Safety's database to allow exchange of license suspensions and disposition information.
- Implement procedure that would allow the defendant's photo on file with the Department of Public Safety to be imported onto arrest warrants when created in CMS.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	3.00	2.00	2.00	-	0.0
Intergovernmental	\$ 3,183	\$ 5,430	\$ 3,400	\$ 5,500	\$ 2,100	61.8
Charges and Fees	271,519	228,645	245,000	200,000	(45,000)	(18.4)
TOTAL REVENUES	<u>\$ 274,702</u>	<u>\$ 234,075</u>	<u>\$ 248,400</u>	<u>\$ 205,500</u>	<u>\$ (42,900)</u>	<u>(17.3)</u>
Personnel	\$ 185,005	\$ 111,470	\$ 92,012	\$ 96,382	\$ 4,370	4.7
Operating	7,890	3,533	3,060	3,390	330	10.8
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 192,895</u>	<u>\$ 115,003</u>	<u>\$ 95,072</u>	<u>\$ 99,772</u>	<u>\$ 4,700</u>	<u>4.9</u>

#### Funding Adjustments for FY 2012 Include:

- Revenues are reduced based upon historical analysis and current trends.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect no significant change.

#### 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.

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## MAGISTRATE COURTS (continued)

### SPECIAL REVENUE FUND

### JUDICIAL

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MEASURES:	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Output:</b>				
Percent of victims requesting and receiving service in accordance with Victim's Bill of Rights	1(a)(b)	98.0%	99.0%	99.0%
Percent of victims who appear before the court without undue hardship or inconvenience	1(a)(b)	98.0%	98.0%	99.0%
<b>Efficiency:</b>				
Average hours per service	1(a)	2.0	2.0	1.0
<b>Outcome:</b>				
Percent of victims who perceive that the judges and court personnel were courteous and responsive to them	1(b)	98.0%	99.0%	99.0%

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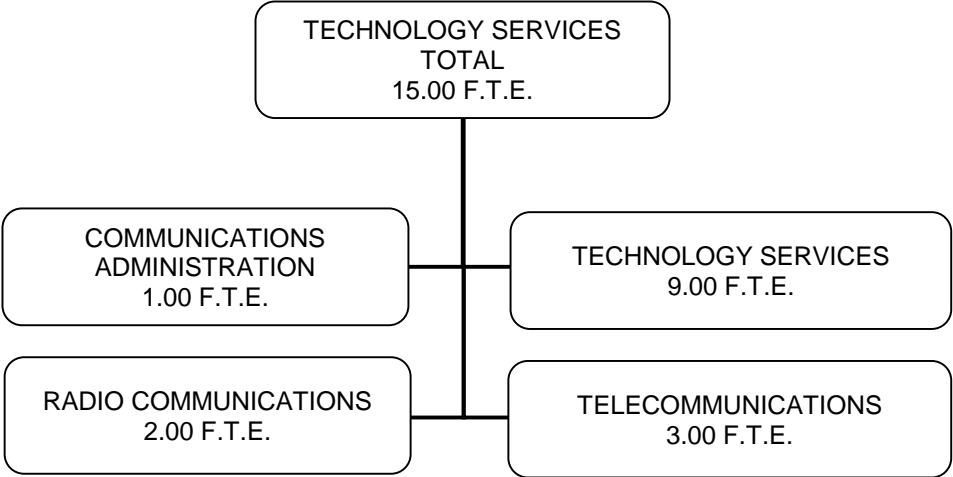
### 2012 ACTION STEPS

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#### Department Goal 1

- Improve fluidity of victim services on general session offenses.

# TECHNOLOGY SERVICES



# TECHNOLOGY SERVICES

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.50	1.50	1.00	1.00	-	0.0
Personnel	\$ 159,030	\$ 158,745	\$ 157,904	\$ 126,582	\$ (31,322)	(19.8)
Operating	2,336	2,219	4,394	4,510	116	2.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	161,366	160,964	162,298	131,092	(31,206)	(19.2)
Interfund Transfer Out	1,889,571	1,631,523	1,604,465	1,841,527	237,062	14.8
TOTAL DISBURSEMENTS	<u>\$ 2,050,937</u>	<u>\$ 1,792,487</u>	<u>\$ 1,766,763</u>	<u>\$ 1,972,619</u>	<u>\$ 205,856</u>	11.7

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grade and step of the incumbent and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings from the voluntary retirement program.
- 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 reflects an increase due to the establishment of a radio replacement fund in Radio Communications.

## TECHNOLOGY SERVICES (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.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	3.00	3.00	2.00	2.00	-	0.0
Intergovernmental	\$ 74,710	\$ -	\$ -	\$ -	\$ -	0.0
Charges and Fees	1,024,545	1,283,425	1,426,100	1,541,900	115,800	8.1
Interest	(1,777)	550	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>1,097,478</b>	<b>1,283,975</b>	<b>1,426,100</b>	<b>1,541,900</b>	<b>115,800</b>	<b>8.1</b>
Interfund Transfer In	1,889,571	1,445,111	1,604,465	1,841,527	237,062	14.8
<b>TOTAL SOURCES</b>	<b>\$ 2,987,049</b>	<b>\$ 2,729,086</b>	<b>\$ 3,030,565</b>	<b>\$ 3,383,427</b>	<b>\$ 352,862</b>	<b>11.6</b>
Personnel	\$ 217,639	\$ 162,413	\$ 247,185	\$ 134,798	\$ (112,387)	(45.5)
Operating	2,736,630	2,822,393	2,754,380	3,198,629	444,249	16.1
Capital	-	-	29,000	50,000	21,000	72.4
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,954,269</b>	<b>\$ 2,984,806</b>	<b>\$ 3,030,565</b>	<b>\$ 3,383,427</b>	<b>\$ 352,862</b>	<b>11.6</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect the City of Charleston becoming part of the County radio system for the full year.
- Interfund Transfer In from the General Fund supports the ongoing cost of operations of the Radio Communications Division. The transfer from the General Fund will decrease as the radio user fee revenue stream increases.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings resulting from the elimination of vacant full-time and temporary positions.
- Operating expenditures reflect an increase for the operation of five new public safety communication towers in the County system.
- Capital expenses reflect the establishment of a radio replacement fund.



## TECHNOLOGY SERVICES (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 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Input:</b>				
Total number of work tickets	1(a)	1,950	2,150	2,150
<b>Efficiency:</b>				
Average hours of work tickets per month	1(a)	1,350	1,475	1,475
<b>Outcome:</b>				
<u>Repair of Defective Radio Equipment</u>	1(a)			
Acceptable <2 days		72.0%	72.0%	72.0%
Marginal 2-5 days		22.0%	22.0%	22.0%
Unacceptable >5 days		6.0%	6.0%	6.0%
<u>Radio Resource Usage</u>	1(b)(c)			
System downtime (unplanned)		0 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		3 days	2 days	2 days
Average departmental response		47 min	35 min	35 min

#### 2012 ACTION STEPS

##### Department Goal 1

- Complete Phase I and II Motorola radio tower upgrade/build-out and pass system and coverage acceptance tests in the Summer 2012.
- Ensure complete and stable operation of the new radio towers with 99.99% up time after conditional acceptance.
- Begin implementation of Phase III of Motorola radio tower upgrade/build-out with contract signing and initial equipment deliveries.

## TECHNOLOGY SERVICES (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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	9.00	9.00	-	0.0
Charges and Fees	\$ 12,990	\$ 16,703	\$ 13,000	\$ 14,000	\$ 1,000	7.7
TOTAL REVENUES	<u>\$ 12,990</u>	<u>\$ 16,703</u>	<u>\$ 13,000</u>	<u>\$ 14,000</u>	<u>\$ 1,000</u>	7.7
Personnel	\$ 795,013	\$ 624,608	\$ 652,146	\$ 713,449	\$ 61,303	9.4
Operating	6,749,921	6,483,003	7,349,740	7,131,599	(218,141)	(3.0)
Capital	-	-	764,000	1,490,000	726,000	95.0
TOTAL EXPENDITURES	<u>7,544,934</u>	<u>7,107,611</u>	<u>8,765,886</u>	<u>9,335,048</u>	<u>569,162</u>	6.5
Interfund Transfer Out	<u>492,792</u>	<u>73,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL DISBURSEMENTS	<u>\$ 8,037,726</u>	<u>\$ 7,180,611</u>	<u>\$ 8,765,886</u>	<u>\$ 9,335,048</u>	<u>\$ 569,162</u>	6.5

#### Funding Adjustments for FY 2012 Include:

- Revenues represent an increase in the sale of ortho photos.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. In addition, personnel costs reflect the reallocation of personnel from the Zoning/Planning Department in FY 2011.
- Operating expenditures represent a decrease due to the completion of lease extensions and a reduction in the software maintenance contract. This decrease is partially offset by higher anticipated costs for extended support of the Tax and User Fee system due to the delay of the implementation of the Manatron system.
- Capital represents the purchase of Information Technology hardware and software requirements of General Fund departments.

# TECHNOLOGY SERVICES (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 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Output:</b>				
Number of computer system hardware/software problems <sup>1</sup>	1(a)(c)	4,690	3,424	4,000
Number of service requests	1(a)(c)	2,706	3,129	3,000
Number of approved work orders	1(b)	37	46	45
Available and reliable systems >98%	1(d)	99.87%	99.97%	>98.0%
Availability of Internet connectivity	1(d)	99.97%	99.98%	>99.0%
<b>Efficiency:</b>				
Service requests handled in satisfactory manner	1(a)	100%	100%	>98.0%
Work orders completed within 10% of schedule and budget <sup>2</sup>	1(b)	100%	100%	>98.0%
<b>Outcome:</b>				
Percent of Help Desk Calls resolved within 1 day	1(a)	92.0%	90.1%	>80.0%
Percent of Help Desk Calls resolved within 2 days	1(a)	96.0%	96.2%	>90.0%
Percent of system platform availability >98%	1(d)	99.87%	99.980%	>98.0%
Customer Service Satisfaction survey acceptable or better	2	8.28	8.80	>8.00

<sup>1</sup> Break-Fix.

<sup>2</sup> Scope changes and customer wait time considered.

### 2012 ACTION STEPS

#### Department Goal 1

- Implement new Probate Court System.
- Upgrade Email System – Migrate to Exchange or Cloud Computing.
- Enhance Virtualization Efforts at Datacenter.
- 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.
- Refine IT inventory processes to ensure higher accuracy.
- Maintain Server, Network and PC Refresh.

## TECHNOLOGY SERVICES (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.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	3.50	3.50	3.00	3.00	-	0.0
Charges and Fees	\$ 1,566,819	\$ 1,551,266	\$ 1,603,383	\$ 1,648,131	\$ 44,748	2.8
<b>TOTAL REVENUES</b>	<b>\$ 1,566,819</b>	<b>1,551,266</b>	<b>\$ 1,603,383</b>	<b>\$ 1,648,131</b>	<b>\$ 44,748</b>	<b>2.8</b>
Personnel	\$ 280,420	\$ 279,470	\$ 316,877	\$ 272,971	\$ (43,906)	(13.9)
Operating	1,293,228	1,213,853	1,308,506	1,348,580	40,074	3.1
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>1,573,648</b>	<b>1,493,323</b>	<b>1,625,383</b>	<b>1,621,551</b>	<b>(3,832)</b>	<b>(0.2)</b>
Interfund Transfers Out	-	120,000	-	26,580	26,580	100.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 1,573,648</b>	<b>\$ 1,613,323</b>	<b>\$ 1,625,383</b>	<b>\$ 1,648,131</b>	<b>\$ 22,748</b>	<b>1.4</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase 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 an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect the elimination of a position due to the voluntary retirement program implemented in FY 2011.
- Operating expenditures represent an increase to support the T-1 circuits needed for the Motorola Radio Tower Expansion.
- Interfund Transfer Out represents support to Records Management.

#### 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.

## TECHNOLOGY SERVICES (continued)

### INTERNAL SERVICE FUND

### GENERAL GOVERNMENT

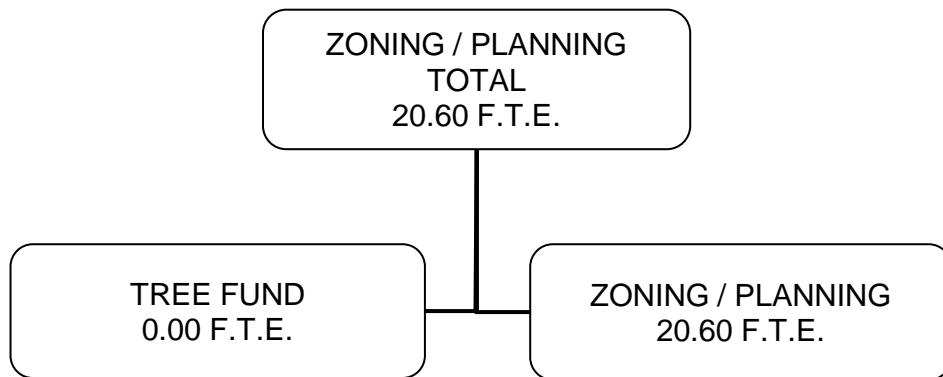
MEASURES:	Objective	FY 2009 Actual	FY 2010 Actual	FY 2011 Projected
<b>Input:</b>				
Number of telephones	1(a)	2,800	2,950	2,950
Number of cellular phones	1(a)	550	625	750
Number of pagers	1(b)	460	390	240
<b>Output:</b>				
Average monthly cellular charges	1(a)	\$23,500	\$25,166	\$27,500
Average monthly pager charges	1(b)	\$4,708	\$4,500	\$4,100
Average monthly telephone charges	1(a)	\$70,720	\$68,000	\$69,000
Average monthly long distance charges	1(a)	\$2,800	\$2,000	\$2,000
Average monthly maintenance/work orders	1(c)	70	80	75
<b>Efficiency:</b>				
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
<b>Outcome:</b>				
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%

### 2012 ACTION STEPS

#### Department Goal 1

- Act as IT Project Manager for the construction of the Consolidated Dispatch/EOC building.
- Continue to serve on the Consolidated Dispatch Technology Committees.
- 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.
- Install Shore Tel IP telephone systems where applicable. Continue to train staff on this system to lessen dependence on outside vendors.
- Continue to look for ways to reduce monthly costs of phone circuits, long distance, pagers, and cell phones.
- Implement TigerPaw CRM software to better manage work orders, equipment, circuits, and hardware.

## ZONING/PLANNING



## ZONING/PLANNING

### SPECIAL REVENUE FUND

### GENERAL GOVERNMENT

#### PROGRAM – Tree Fund

**Mission:** The Tree Fund receives funds exacted from tree removal violation fines and places the funds in an account established exclusively for public beautification through the planting of trees in Charleston County.

DEPARTMENTAL SUMMARY:	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Adjusted</u>	<u>FY 2012 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	0.00	0.00	0.00	0.00	-	0.0
Fines and Forfeitures	\$ 59,800	\$ 4,278	\$ -	\$ 10,000	\$ 10,000	100.0
TOTAL REVENUES	<u>\$ 59,800</u>	<u>\$ 4,278</u>	<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	100.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	10,000	-	6,940	160,000	153,060	2205.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ 6,940</u>	<u>\$ 160,000</u>	<u>\$ 153,060</u>	2,205.5

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect a budgeted increase in the collection of fines for improper tree removal.
- Operating expenditures reflect an increase for “public beautification” related to road projects in the Transportation Sales Tax Fund. A portion of the allocation will be used to replace trees along Bohicket Road for an ongoing project with the South Carolina Department of Transportation.

## ZONING/PLANNING (continued)

### GENERAL FUND

### GENERAL GOVERNMENT

#### DIVISION – Zoning/Planning

**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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	23.00	22.00	20.60	20.60	0.00	0.0
Licenses and Permits	\$ 73,721	\$ 78,116	\$ 70,000	\$ 80,000	\$ 10,000	14.3
Charges and Fees	57,078	53,758	48,500	50,500	2,000	4.1
Miscellaneous	180	210	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 130,979</b>	<b>\$ 132,084</b>	<b>\$ 118,500</b>	<b>\$ 130,500</b>	<b>\$ 12,000</b>	<b>10.1</b>
Personnel	\$ 1,422,281	\$ 1,359,925	\$ 1,370,550	\$ 1,379,562	\$ 9,012	0.7
Operating	172,437	100,399	308,934	123,281	(185,653)	(60.1)
Capital	-	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 1,594,718</b>	<b>\$ 1,460,324</b>	<b>\$ 1,679,484</b>	<b>\$ 1,502,843</b>	<b>\$ (176,641)</b>	<b>(10.5)</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect an anticipated increase for zoning permits.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect a decrease due mainly to the elimination of the one-time consultant fee for the Mead Westvaco project.

#### 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:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Input:</b>				
Subdivision applications submitted	1(c)	232	264	240
Graphic zoning requests received	1(d)	307	250	250
Number of new streets	1(e)	64	28	45
<b>Output:</b>				
Zoning applications processed <sup>1</sup>	1(a)	2,500	1,206	1,700
Site plans reviewed	1(b)	49	58	50
<b>Outcome:</b>				
Percent of zoning applications processed error free	1(a)	99.5%	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)	99.0%	99.0%	99.0%
Percent of new streets distributed to emergency services	1(e)	100%	100%	100%

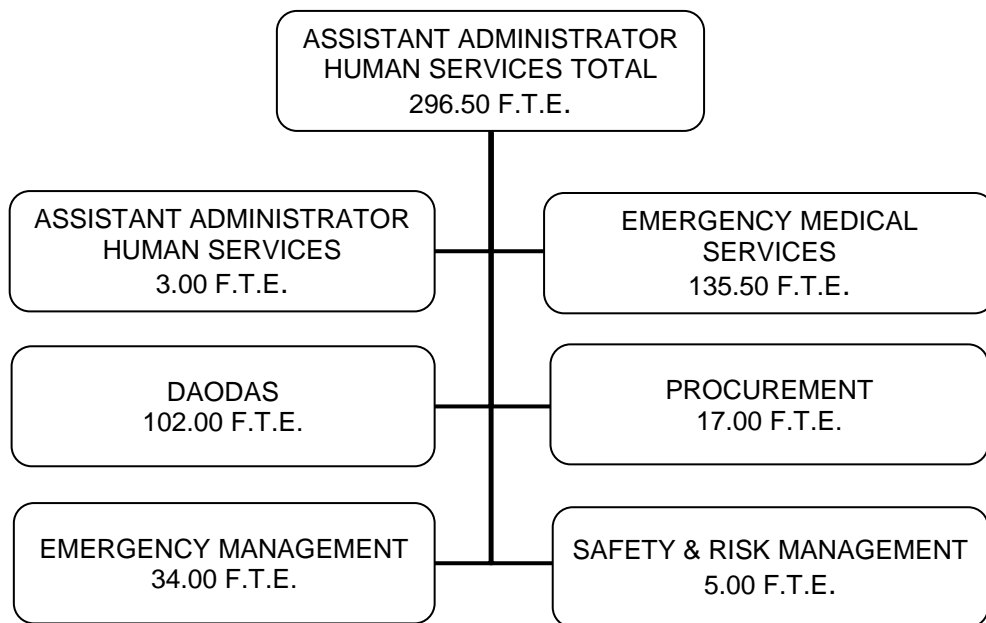
<sup>1</sup> FY 2011 decrease in Zoning Permits is a direct result of lower demand and changes to the permitting process.

### 2012 ACTION STEPS

#### Department Goal 1

- Continue implementation of the first and 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.
- Continue to provide support staff for the Planning Section in the Emergency Operations Center (EOC).

## ASSISTANT ADMINISTRATOR HUMAN SERVICES



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## ASSISTANT ADMINISTRATOR HUMAN SERVICES

### GENERAL FUND

### GENERAL GOVERNMENT

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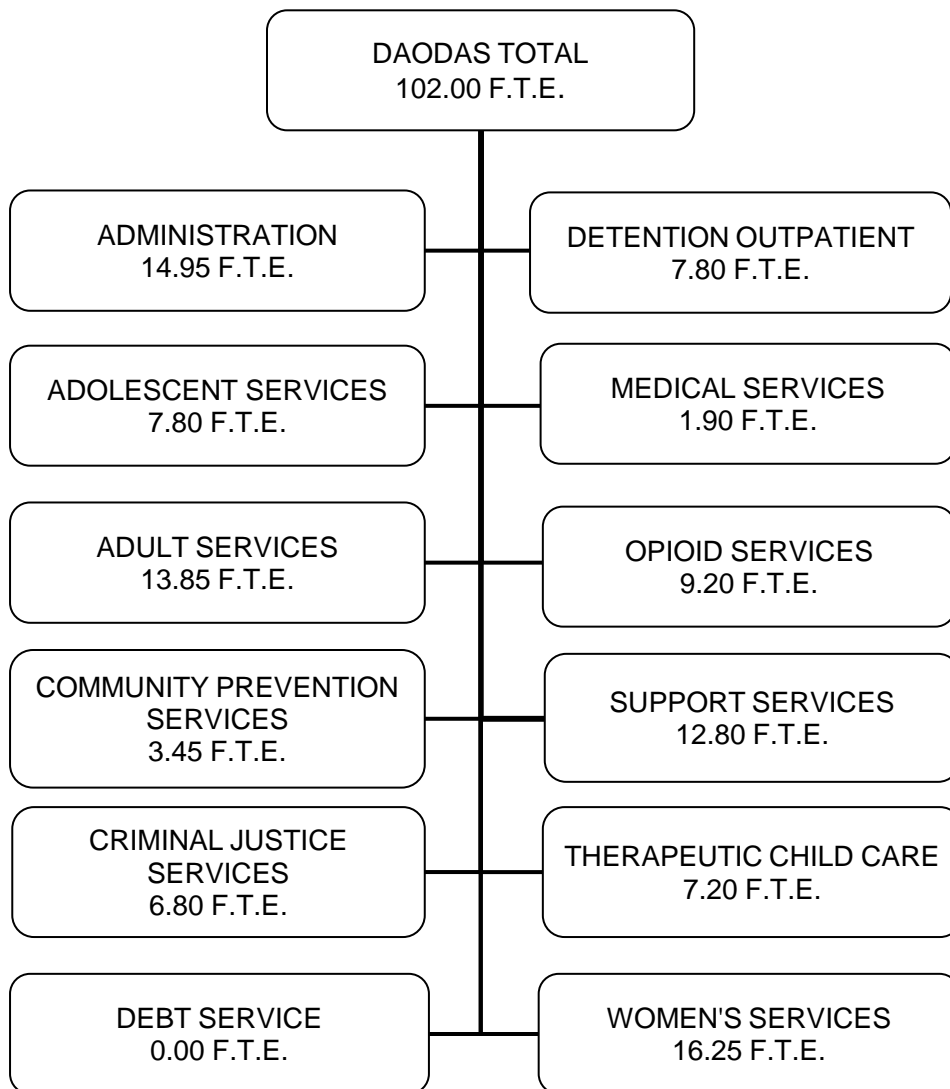
**Mission:** The Assistant Administrator Human Services provides administrative oversight and project direction to four departments which include DAODAS, Emergency Medical Services, Emergency Management, and Safety and Risk Management.

DEPARTMENTAL SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	3.00	3.00	-	0.0
Personnel	\$ 495,297	\$ 448,612	\$ 450,967	\$ 370,982	\$ (79,985)	(17.7)
Operating	8,972	8,988	8,248	7,726	(522)	(6.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 504,269</u>	<u>\$ 457,600</u>	<u>\$ 459,215</u>	<u>\$ 378,708</u>	<u>\$ (80,507)</u>	(17.5)

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect the elimination of a position due to the voluntary retirement program implemented in FY 2011.
- Operating expenditures reflect no significant changes.

# DAODAS



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# DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES

## ENTERPRISE FUND

## PUBLIC WORKS

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### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	17.43	15.38	13.95	14.95	1.00	7.2
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Intergovernmental	100,832	107,598	97,500	92,500	(5,000)	(5.1)
Charges and Fees	194,456	212,790	130,000	197,500	67,500	51.9
Interest	42,328	13,382	25,000	15,000	(10,000)	(40.0)
Leases and Rentals	35,388	-	99,000	111,034	12,034	12.2
Miscellaneous	5,162	3,390	-	-	-	0.0
TOTAL REVENUES	378,166	337,160	351,500	416,034	64,534	18.4
Interfund Transfer In	1,533,242	1,545,880	1,297,822	1,368,083	70,261	5.4
TOTAL SOURCES	<u>\$ 1,911,408</u>	<u>\$ 1,883,040</u>	<u>\$ 1,649,322</u>	<u>\$ 1,784,117</u>	<u>\$ 134,795</u>	8.2
Personnel	\$ 1,091,543	\$ 1,055,637	\$ 1,005,808	\$ 1,102,344	\$ 96,536	9.6
Operating	776,613	802,206	489,373	484,437	(4,936)	(1.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	1,868,156	1,857,843	1,495,181	1,586,781	91,600	6.1
Interfund Transfer Out	-	867,815	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 1,868,156</u>	<u>\$ 2,725,658</u>	<u>\$ 1,495,181</u>	<u>\$ 1,586,781</u>	<u>\$ 91,600</u>	6.1

### Funding Adjustments for FY 2012 Include:

- Revenues reflect projected increases in funding from charges and fees and rental 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 an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect the elimination of two positions due to the voluntary retirement program in FY 2011 and the transfer of a position from the New Life Division.
- Operating expenses reflect a decrease in allocated administrative cost.

# DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

PUBLIC WORKS

## 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 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Input:</b>				
Total client intakes	1(a)	4,082	3,470	3,817
<b>Output:</b>				
Average outpatient group attendance	1(b)	5.66	5.53	6.00
Collections of accounts receivable	2(a)	\$1,711,570	\$1,694,404	\$1,850,000
<b>Efficiency:</b>				
Average cost of intake	2(b)	\$1,544	\$1,833	\$1,650
<b>Outcome:</b>				
Percentage increase of collection rate	2(a)	4.0%	(1.0%)	5.0%
Percentage of successful tobacco buys to minors <sup>1</sup>	3(a)	0%	2.2%	2.0%
Ratio comparison of successful to unsuccessful completions of treatment	3(a)	1.84	1.88	2.10
Employment increase	3(b)	1.1%	11.5%	12.6%
Reductions in emergency room visits	3(b)	56.9%	79.4%	80.0%
Reductions in arrests	3(b)	97.4%	60.0%	66.0%
Decreased use of illegal drugs	3(b)	95.8%	89.9%	90.0%
Decreased drinking to intoxication	3(b)	89.4%	94.9%	95.0%
Number of drug-free births	3(b)	12	18	20
Percentage of drug-free births	3(b)	100%	95.0%	100%
Client satisfaction rating for all applicable programs combined	3(c)	95.0%	93.0%	95.0%

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# DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

PUBLIC WORKS

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## 2012 ACTION STEPS

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### Department Goal 1

- Continue improvement to access to services on demand.
- 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 the number served by providing additional sites for services within the community to help alleviate barriers of transportation.

### 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 develop and provide meaningful outcome statistics that measure effectiveness, efficiency, and long-term recovery.
- Develop more active alumni and aftercare activities to maintain connection with clients after treatment.

# DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

## DIVISION – Adolescent Services

**Mission:** The Adolescent Services Division reduces the harmful effects of alcohol and drug dependency on adolescents and their families.

DIVISION SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	7.80	7.80	100.0
Intergovernmental	\$ -	\$ -	\$ -	\$ 215,306	\$ 215,306	100.0
Charges and Fees	-	-	-	38,672	38,672	100.0
TOTAL REVENUES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 253,978</u>	<u>\$ 253,978</u>	100.0
Personnel	\$ -	\$ -	\$ -	\$ 416,131	\$ 416,131	100.0
Operating	-	-	-	194,831	194,831	100.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 610,962</u>	<u>\$ 610,962</u>	100.0

## Funding Adjustments for FY 2012 Include:

- Revenues reflect the reorganization of Outpatient Services into a total of two divisions: Adolescent Services and Adult Services. The associated revenues have been appropriately allocated to the new divisions.
- Personnel expenditures reflect the reorganization of Outpatient Services into a total of two divisions: Adolescent Services and Adult Services. The associated personnel expenses have been appropriately allocated to the new divisions.
- Operating expenditures reflect the reorganization of Outpatient Services into a total of two divisions: Adolescent Services and Adult Services. The associated operating expenses have been appropriately allocated to the new divisions.



# DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**ENTERPRISE FUND**

**HEALTH AND WELFARE**

## **DIVISION – Adult Services**

**Mission:** The Adult Services Division provides healthcare through cost-effective methods for the benefit of the patient, community, and staff.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 <u>Actual</u></b>	<b>FY 2010 <u>Actual</u></b>	<b>FY 2011 <u>Adjusted</u></b>	<b>FY 2012 <u>Approved</u></b>	<b><u>Change</u></b>	<b><u>Percent Change</u></b>
Positions/FTE	20.90	18.65	19.30	13.85	(5.45)	(28.2)
Intergovernmental	\$ 502,473	\$ 443,422	\$ 627,871	\$ 1,595,753	\$ 967,882	154.2
Charges and Fees	170,053	78,604	289,321	236,202	(53,119)	(18.4)
Miscellaneous	26	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 672,552</b>	<b>\$ 522,026</b>	<b>\$ 917,192</b>	<b>\$ 1,831,955</b>	<b>\$ 914,763</b>	<b>99.7</b>
Personnel	\$ 1,001,494	\$ 943,740	\$ 1,025,223	\$ 738,107	\$ (287,116)	(28.0)
Operating	417,880	367,789	465,148	1,115,873	650,725	139.9
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,419,374</b>	<b>\$ 1,311,529</b>	<b>\$ 1,490,371</b>	<b>\$ 1,853,980</b>	<b>\$ 363,609</b>	<b>24.4</b>

### **Funding Adjustments for FY 2012 Include:**

- Revenues represent the reorganization of inpatient programs into Adult Services. This includes the reallocation of adolescent programs into Adolescent Services and the Adult Drug Court program into Detention Outpatient.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs include the transfer of three positions to Adolescent Services and one position to Support Services.
- Operating expenditures reflect an increase in the allocation of medical services and support services related to the reorganization of programs. This increase is offset by a reduction in the local mileage 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	3.00	3.25	3.45	0.20	6.2
Intergovernmental	\$ 233,087	\$ 240,978	\$ 243,087	\$ 243,087	\$ -	0.0
Charges and Fees	40,150	37,850	50,000	50,000	-	0.0
Miscellaneous	2,780	1,953	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 276,017</b>	<b>\$ 280,781</b>	<b>\$ 293,087</b>	<b>\$ 293,087</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ 177,019	\$ 165,203	\$ 181,620	\$ 201,069	\$ 19,449	10.7
Operating	75,362	74,049	81,377	95,828	14,451	17.8
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 252,381</b>	<b>\$ 239,252</b>	<b>\$ 262,997</b>	<b>\$ 296,897</b>	<b>\$ 33,900</b>	<b>12.9</b>

### Funding Adjustments for FY 2012 Include:

- Revenues represent no change.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect the elimination of a position due to the voluntary retirement program in FY 2011 and the transfer of a position from the Bedded Services Division.
- 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.50	6.50	7.00	6.80	(0.20)	(2.9)
Intergovernmental	\$ 32,891	\$ 36,218	\$ 35,323	\$ 38,908	\$ 3,585	10.1
Charges and Fees	<u>377,677</u>	<u>414,677</u>	<u>591,200</u>	<u>545,734</u>	<u>(45,466)</u>	<u>(7.7)</u>
TOTAL REVENUES	<u>\$ 410,568</u>	<u>\$ 450,895</u>	<u>\$ 626,523</u>	<u>\$ 584,642</u>	<u>\$ (41,881)</u>	<u>(6.7)</u>
Personnel	\$ 389,408	\$ 396,240	\$ 405,783	\$ 424,434	\$ 18,651	4.6
Operating	173,877	161,878	207,571	255,658	48,087	23.2
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 563,285</u>	<u>\$ 558,118</u>	<u>\$ 613,354</u>	<u>\$ 680,092</u>	<u>\$ 66,738</u>	<u>10.9</u>

### Funding Adjustments for FY 2012 Include:

- Revenues reflect an anticipated decrease in client fees.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel expenditures also represent an increase due to the reprogramming of personnel from other areas. The increase is slightly offset by the elimination of a position as a result of the voluntary retirement program in FY 2011.
- 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	-
Interfund Transfer In	\$ 681,323	\$ 681,076	\$ 723,369	\$ 452,039	\$ (271,330)	(37.5)
TOTAL SOURCES	<u>\$ 681,323</u>	<u>\$ 681,076</u>	<u>\$ 723,369</u>	<u>\$ 452,039</u>	<u>\$ (271,330)</u>	(37.5)
Debt Service	\$ 295,585	\$ 266,643	\$ 731,057	\$ 459,424	\$ (271,633)	(37.2)
TOTAL EXPENDITURES	<u>\$ 295,585</u>	<u>\$ 266,643</u>	<u>\$ 731,057</u>	<u>\$ 459,424</u>	<u>\$ (271,633)</u>	(37.2)

### Funding Adjustments for FY 2012 Include:

- Interfund Transfer In from the Debt Service Fund has decreased 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.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	6.30	6.30	5.60	7.80	2.20	39.3
Charges and Fees	\$ 25,924	\$ 76,577	\$ 60,220	\$ 119,737	\$ 59,517	98.8
TOTAL REVENUES	25,924	76,577	60,220	119,737	59,517	98.8
Interfund Transfer In	283,250	271,920	271,920	271,920	-	0.0
TOTAL SOURCES	<u>\$ 309,174</u>	<u>\$ 348,497</u>	<u>\$ 332,140</u>	<u>\$ 391,657</u>	<u>\$ 59,517</u>	17.9
Personnel	\$ 300,522	\$ 295,494	\$ 299,859	\$ 443,464	\$ 143,605	47.9
Operating	111,343	74,531	98,822	132,448	33,626	34.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 411,865</u>	<u>\$ 370,025</u>	<u>\$ 398,681</u>	<u>\$ 575,912</u>	<u>\$ 177,231</u>	44.5

### Funding Adjustments for FY 2012 Include:

- Revenues reflect the reorganization of the Adult Drug Court program into Detention Outpatient.
- 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 an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also include the transfer of positions from Adult Services.
- Operating expenses reflect an increase in the administrative allocated cost offset by a decrease in the provision for bad debts.

# 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.40	2.40	1.40	1.90	0.50	35.7
Intergovernmental	\$ 35,283	\$ 28,302	\$ 26,850	\$ 10,210	\$ (16,640)	(62.0)
Charges and Fees	179,479	49,342	155,200	96,403	(58,797)	(37.9)
Miscellaneous	327	391	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 215,089</b>	<b>\$ 78,035</b>	<b>\$ 182,050</b>	<b>\$ 106,613</b>	<b>\$ (75,437)</b>	<b>(41.4)</b>
Personnel	\$ 154,226	\$ 98,963	\$ 62,213	\$ 102,040	\$ 39,827	64.0
Operating	60,777	40,199	105,879	4,573	(101,306)	(95.7)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 215,003</b>	<b>\$ 139,162</b>	<b>\$ 168,092</b>	<b>\$ 106,613</b>	<b>\$ (61,479)</b>	<b>(36.6)</b>

### Funding Adjustments for FY 2012 Include:

- Revenues reflect a decrease due to changes in billing and are represented in the corresponding programs for FY 2012.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also include the transfer of two positions from the New Life Division.
- Operating expenditures reflect a decrease in the allocation of medical services costs due to changes in billing to the programs.

# 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.80	10.80	9.80	9.20	(0.60)	(6.1)
Intergovernmental	\$ 75,481	\$ 75,529	\$ 75,600	\$ 75,600	\$ -	0.0
Charges and Fees	906,166	946,115	915,150	1,050,000	134,850	14.7
Miscellaneous	-	548	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 981,647</b>	<b>\$ 1,022,192</b>	<b>\$ 990,750</b>	<b>\$ 1,125,600</b>	<b>\$ 134,850</b>	<b>13.6</b>
Personnel	\$ 517,672	\$ 502,470	\$ 566,635	\$ 545,244	\$ (21,391)	(3.8)
Operating	430,126	455,534	541,174	588,457	47,283	8.7
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 947,798</b>	<b>\$ 958,004</b>	<b>\$ 1,107,809</b>	<b>\$ 1,133,701</b>	<b>\$ 25,892</b>	<b>2.3</b>

### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase in client fees.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. In addition, personnel costs reflect the transfer of a position to the Women's Services Division.
- Operating expenditures reflect an increase due to the allocation formula for administrative costs and medical services.

# DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

## DIVISION – Support Services

**Mission:** The Support Services Division provides infrastructure support for room/board, nursing, and residential needs of the patients in our inpatient programs at the Charleston Center.

DIVISION SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	12.80	12.80	100.0
Intergovernmental	\$ -	\$ -	\$ -	\$ 253,118	\$ 253,118	100.0
Charges and Fees	-	-	-	100,680	100,680	100.0
TOTAL REVENUES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 353,798</u>	<u>\$ 353,798</u>	100.0
Personnel	\$ -	\$ -	\$ -	\$ 1,130,212	\$ 1,130,212	100.0
Operating	-	-	-	(782,652)	(782,652)	100.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 347,560</u>	<u>\$ 347,560</u>	100.0

## Funding Adjustments for FY 2012 Include:

- Revenues reflect the reorganization of inpatient services for Bedded Services, Detoxification Services, and New Life. The two new reorganized areas of service include support services and clinical counseling services. The associated revenues have been appropriately allocated to the new divisions.
- Personnel expenditures reflect the reorganization of Bedded Services, Detoxification Services, and New Life. The two new reorganized areas of service include support services and clinical counseling services. This includes the reallocation of personnel expenditures to the appropriate new divisions and the elimination of a Program Administrator position due to the voluntary retirement program in FY 2011.
- Operating expenditures reflect the reorganization of Bedded Services, Detoxification Services, and New Life. The two new reorganized areas of service include support services and clinical counseling services. The associated operating expenses have been appropriately allocated to the new divisions.



# DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

## DIVISION – 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.

DIVISION SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.40	7.40	7.40	7.20	(0.20)	(2.7)
Intergovernmental	\$ 288,142	\$ 242,960	\$ 289,292	\$ 251,697	\$ (37,595)	(13.0)
Charges and Fees	1,920	321	-	-	-	0.0
TOTAL REVENUES	<u>\$ 290,062</u>	<u>\$ 243,281</u>	<u>\$ 289,292</u>	<u>\$ 251,697</u>	<u>\$ (37,595)</u>	(13.0)
Personnel	\$ 328,768	\$ 319,721	\$ 327,385	\$ 310,642	\$ (16,743)	(5.1)
Operating	161,002	145,538	168,665	183,706	15,041	8.9
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 489,770</u>	<u>\$ 465,259</u>	<u>\$ 496,050</u>	<u>\$ 494,348</u>	<u>\$ (1,702)</u>	(0.3)

### Funding Adjustments for FY 2012 Include:

- Revenues reflect an anticipated decrease in Medicaid reimbursements.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. In addition, personnel expenditures decreased due to reprogramming personnel in other areas.
- Operating expenditures reflect an increase in the allocation of administrative costs and medical services. This amount also reflects an increase in the provision for bad debts.

# DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

ENTERPRISE FUND

HEALTH AND WELFARE

## DIVISION – Women’s Services

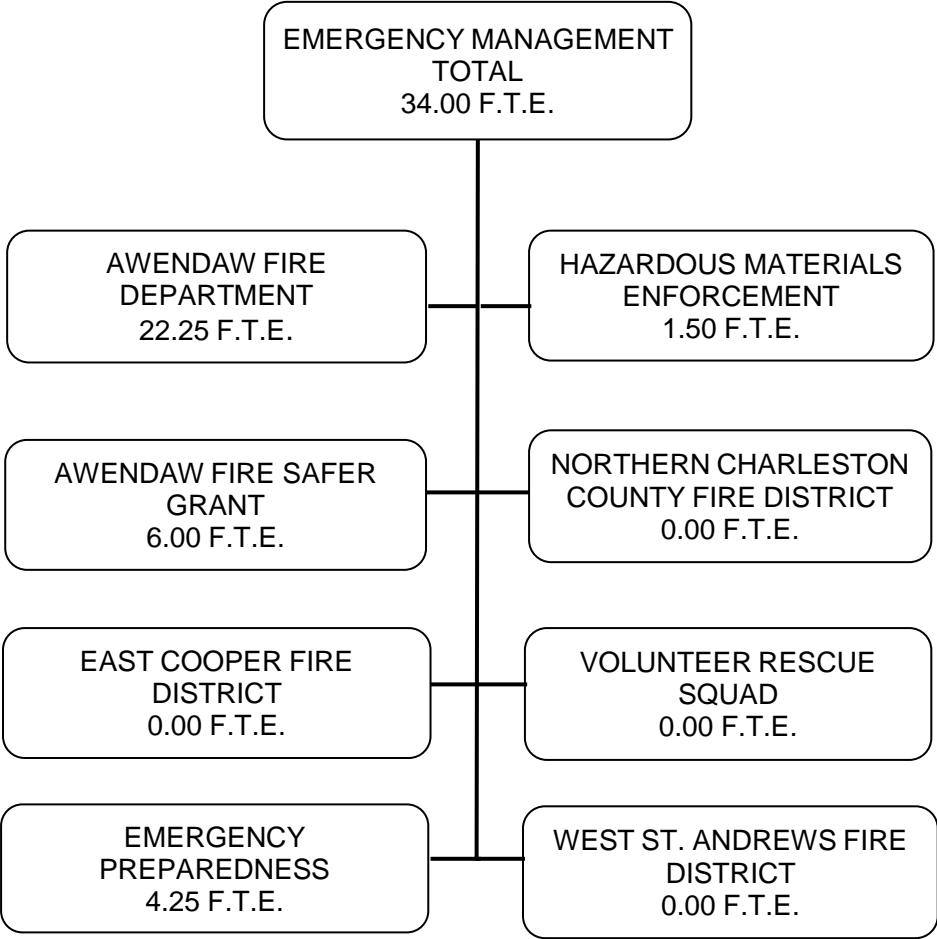
**Mission:** The Women’s Services Division provides outpatient healthcare through cost-effective methods for the benefit of the patient, community, and staff.

DIVISION SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.50	8.25	11.25	16.25	5.00	44.4
Intergovernmental	\$ 534,521	\$ 520,474	\$ 680,635	\$ 1,937,406	\$ 1,256,771	184.6
Charges and Fees	72,146	21,540	69,200	75,783	6,583	9.5
TOTAL REVENUES	<u>\$ 606,667</u>	<u>\$ 542,014</u>	<u>\$ 749,835</u>	<u>\$ 2,013,189</u>	<u>\$ 1,263,354</u>	168.5
Personnel	\$ 447,306	\$ 412,724	\$ 600,856	\$ 840,312	\$ 239,456	39.9
Operating	193,419	164,593	287,169	1,110,091	822,922	286.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 640,725</u>	<u>\$ 577,317</u>	<u>\$ 888,025</u>	<u>\$ 1,950,403</u>	<u>\$ 1,062,378</u>	119.6

### Funding Adjustments for FY 2012 Include:

- Revenues represent the reorganization of New Life. The associated revenues have been appropriately allocated to the divisions.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect an increase due to transferring personnel from the New Life and the Criminal Justice Divisions.
- Operating expenditures reflect an increase in the allocation of administrative costs and support services related to the reorganization of New Life.

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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	22.00	22.00	22.25	22.25	-	0.0
Property Tax	\$ 1,258,956	\$ 1,254,470	\$ 1,273,000	\$ 1,289,300	\$ 16,300	1.3
Intergovernmental	558,457	550,525	451,463	449,468	(1,995)	(0.4)
Miscellaneous	4,685	5,433	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 1,822,098</b>	<b>\$ 1,810,428</b>	<b>\$ 1,724,463</b>	<b>\$ 1,738,768</b>	<b>\$ 14,305</b>	<b>0.8</b>
Personnel	\$ 1,331,681	\$ 1,229,556	\$ 1,308,005	\$ 1,316,398	\$ 8,393	0.6
Operating	379,359	943,600	436,786	330,719	(106,067)	(24.3)
Capital	-	-	-	600,000	600,000	100.0
<b>TOTAL EXPENDITURES</b>	<b>1,711,040</b>	<b>2,173,156</b>	<b>1,744,791</b>	<b>2,247,117</b>	<b>502,326</b>	<b>28.8</b>
Interfund Transfer Out	-	14,213	36,672	91,651	54,979	149.9
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 1,711,040</b>	<b>\$ 2,187,369</b>	<b>\$ 1,781,463</b>	<b>\$ 2,338,768</b>	<b>\$ 557,305</b>	<b>31.3</b>

### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase in the budgeted property tax revenues.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect the elimination of the contingency account.
- Capital expenditures represent the replacement of two water tenders.
- Interfund Transfer Out reflects the increasing required match for the five-year SAFER grant.

# 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.<sup>1</sup>

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 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Input:</b>				
Number of First Responder medical calls (EMS assisted, auto accidents) <sup>2</sup>	1(b)	928	949	949
Number of residential structural fire responses (working) <sup>2</sup>	1(b)	19	13	13
Number of other fire responses (woods, brush, vehicle, trash, push ups) <sup>2</sup>	1(b)	102	126	126
Number of residential structural fire responses (non-working/false alarm) <sup>2</sup>	1(b)	59	75	75
Appraised property values	1(c)	\$1,340,662,439	n/a <sup>3</sup>	n/a <sup>3</sup>
Number of emergency fire suppression apparatus	1(d)	12	12	12
<b>Output:</b>				
Total responses of calls for service	1(b)	1,306	1,459	1,459
Dollars of fire loss <sup>4</sup>	1(c)	\$266,125	\$370,143	\$370,143
Percent that meets NFPA standards	1(d)	59.40%	43.75%	43.75%
Percent of apparatus less than 10 years old	1(d)	58.00%	56.25%	56.25%
<b>Efficiency:</b>				
Average cost per structure fire incident	1(b)	\$1,110.00	\$1,150.00	\$1,150.00
Average time at working structure fire	1(b)	3.00 hrs	3.00 hrs	3.00 hrs
Average cost per EMS incident	1(b)	\$185.00	\$195.00	\$195.00
<b>Outcome:</b>				
Federal OSHA regulations complied	1(a)	100%	100%	100%
<u>Unincorporated</u> <u>Minutes:Seconds</u>				
Acceptable      <6:59		52.0%	8.2%	8.2%
Marginal      7:00-14:00		41.0%	n/a <sup>3</sup>	n/a <sup>3</sup>
Unacceptable      >15:00		7.0%	n/a <sup>3</sup>	n/a <sup>3</sup>
Fire death rate of occupants in dwelling fires/structures	1(b)	0	0	0
Percent of fire loss of appraised property value	1(c)	0.019%	28.0%	28.0%
Percent of emergency fire suppression apparatus in need of replacement	1(d)	50.0%	43.75	43.75

<sup>1</sup> 2 inside a burning structure and 2 outside a burning structure to enable a rescue operation.

<sup>2</sup> Based on 10,734 population.

<sup>3</sup> Data unavailable at time of publication.

<sup>4</sup> Includes South Santee/Germantown in the St. James Santee Tax District. Awendaw Consolidated Fire District contracts with Towns of Awendaw and McClellanville.

### 2012 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.

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## EMERGENCY MANAGEMENT (continued)

### SPECIAL REVENUE FUND

### PUBLIC SAFETY

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 135,441	\$ 137,569	\$ 141,000	\$ 142,900	\$ 1,900	1.3
Intergovernmental	<u>2,714</u>	<u>2,927</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL REVENUES	<u>\$ 138,155</u>	<u>\$ 140,496</u>	<u>\$ 141,000</u>	<u>\$ 142,900</u>	<u>\$ 1,900</u>	1.3
Personnel	\$ -	\$ -	\$ -	\$ -	-	0.0
Operating	145,002	145,000	145,000	145,000	-	0.0
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 145,002</u>	<u>\$ 145,000</u>	<u>\$ 145,000</u>	<u>\$ 145,000</u>	<u>\$ -</u>	0.0

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect an increase in property tax collections due to a millage increase.
- Operating expenditures reflect no change from FY 2011.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.25	4.25	-	0.0
Intergovernmental	\$ -	\$ 13,196	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ -</u>	<u>\$ 13,196</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 286,999	\$ 275,380	\$ 283,972	\$ 311,827	\$ 27,855	9.8
Operating	37,998	42,133	36,901	36,901	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 324,997</u>	<u>\$ 317,513</u>	<u>\$ 320,873</u>	<u>\$ 348,728</u>	<u>\$ 27,855</u>	8.7

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures reflect no change.

#### 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 (CDC) and responders in the community.

Objective 1(b): Participate in operational checks of communication equipment.

Objective 1(c): Participate in community education and awareness programs.

Objective 1(d): Increase trained Citizens Emergency Response Team (CERT) members by 35 persons per year.

Objective 1(e): Conduct bi-annual training for Rural Search and Rescue team members.

Objective 1(f): Maintain readiness of responder notification through an annual Emergency Operations Center (EOC) Call-Out drill.

Objective 1(g): Conduct National Interagency Incident Management System (NIIMS) training courses.

Objective 1(h): Conduct Emergency Operations Center training and educational programs.

# 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 annual EOC seminars.

Objective 2(c): Exercise Alert Notification and Warning systems and procedures.

#### MEASURES:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Output:</b>				
Number of people trained	1(a)(d)(g)(h)	520	513	300
Number of exercises conducted <sup>1</sup>	1(f)(h),2(b)	9	5	5
Number of training classes conducted	1(d)(f),2(a)(c)	30	40	25
<b>Efficiency:</b>				
Average hours spent per test of communications systems	1(b)	4	1	1
Average hours spent per event in community education	1(c)	6	4	1
Average hours spent up-dating plans and procedures	2(a)(c)	200	185	150
Average hours spent per test exercise	1(f)(h),2(b)	5	5	5
<b>Outcome:</b>				
Percent of staff and volunteers trained in NIIMS	1(g)	99.0%	90.0%	100%
Percent of tracking and messaging system in place	2(b)	100%	90.0%	100%
Percent of alternate EOC readiness	2(c)	50.0%	50.0%	50.0%

<sup>1</sup> There is constant training in cycles throughout the year in a variety of training/exercise programs.

### 2012 ACTION STEPS

#### Department Goal 1

- Update EOP in accordance with State and Federal updates.
- Update EOP/SOPs in accordance with joint assessment requirements.

#### Department Goal 2

- 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 promote NIMS training to EOC and County Emergency Responders.



## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.50	1.50	1.50	1.50	-	0.0
Licenses and Permits	\$ 164,975	\$ 157,840	\$ 200,000	\$ 180,000	\$ (20,000)	(10.0)
Fines and Forfeitures	12,098	-	-	-	-	0.0
TOTAL REVENUES	<u>177,073</u>	<u>157,840</u>	<u>200,000</u>	<u>180,000</u>	<u>(20,000)</u>	<u>(10.0)</u>
Personnel	\$ 112,228	\$ 124,698	\$ 160,636	\$ 136,405	\$ (24,231)	(15.1)
Operating	101,073	69,175	94,485	92,955	(1,530)	(1.6)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>213,301</u>	<u>193,873</u>	<u>255,121</u>	<u>229,360</u>	<u>(25,761)</u>	<u>(10.1)</u>
Interfund Transfer Out	13,785	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 227,086</u>	<u>\$ 193,873</u>	<u>\$ 255,121</u>	<u>\$ 229,360</u>	<u>\$ (25,761)</u>	<u>(10.1)</u>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect a decrease based on projected collections during FY 2011.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. The personnel costs reflect savings due to reallocation of personnel within the department.
- Operating expenditures reflect a decrease in Revenue Collections costs based on declining revenues.

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## EMERGENCY MANAGEMENT (continued)

### SPECIAL REVENUE FUND

### PUBLIC SAFETY

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#### Performance Measures:

##### Initiative I: Service Delivery

**Department Goal 1:** Maintain and increase response capabilities.

Objective 1(a): Provide advanced training to hazardous materials response team members each year to decrease the need for hazardous materials responses.

Objective 1(b): Provide guidance to business and industry in response to hazardous materials.

Objective 1(c): Produce public awareness to community members and business and industry on how to properly prepare for the unintentional release of hazardous materials.

#### MEASURES:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Input:</b>				
Reported HazMat incidents	1(a)	284	217	217
Requests for guidance and instruction	1(b)	11	8	8
<b>Output:</b>				
Team members attending advanced training	1(a)	9	62	62
Students trained	1(b)	697	469	469
HazMat incidents invoiced	1(c)	0	0	0
<b>Efficiency:</b>				
Average cost of clean up per incident <sup>1</sup>	1(a)	0	0	0
<b>Outcome:</b>				
Office staff responses to HazMat incidents	1(a)	2	3	2
Training revenue generated	1(b)	\$157,839	\$192,599	\$180,000
Percent of HazMat billed invoices recovered	1(c)	n/a	n/a	n/a

<sup>1</sup> Reflects requests from Fire Departments for reimbursement of spill cleanup costs.

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#### 2012 ACTION STEPS

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##### Department Goal 1

- Provide advanced training in Hazardous Materials, Terrorism, and Marine Fire Fighting to the emergency responders of Charleston County.

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## EMERGENCY MANAGEMENT (continued)

### SPECIAL REVENUE FUND

### PUBLIC SAFETY

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 185,697	\$ 226,418	\$ 202,600	\$ 203,900	\$ 1,300	0.6
Intergovernmental	3,884	4,141	-	-	-	0.0
TOTAL REVENUES	<u>\$ 189,581</u>	<u>\$ 230,559</u>	<u>\$ 202,600</u>	<u>\$ 203,900</u>	<u>\$ 1,300</u>	0.6
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	190,914	228,078	202,600	203,900	1,300	0.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 190,914</u>	<u>\$ 228,078</u>	<u>\$ 202,600</u>	<u>\$ 203,900</u>	<u>\$ 1,300</u>	0.6

#### Funding Adjustments for FY 2012 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.

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## EMERGENCY MANAGEMENT (continued)

### GENERAL FUND

### PUBLIC SAFETY

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#### 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	Percent <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	352,262	352,262	297,262	297,255	(7.00)	(0.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 352,262</u>	<u>\$ 352,262</u>	<u>\$ 297,262</u>	<u>\$ 297,255</u>	<u>\$ (7.00)</u>	<u>(0.0)</u>

#### Funding Adjustments for FY 2012 Include:

- Operating expenditures reflect no significant changes.

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## EMERGENCY MANAGEMENT (continued)

### SPECIAL REVENUE FUND

### PUBLIC SAFETY

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#### 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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 9,464	\$ 7,429	\$ 6,400	\$ 9,037	\$ 2,637	41.2
Intergovernmental	24	9	-	-	-	0.0
TOTAL REVENUES	<u>\$ 9,488</u>	<u>\$ 7,438</u>	<u>\$ 6,400</u>	<u>\$ 9,037</u>	<u>\$ 2,637</u>	41.2
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	8,000	12,775	8,000	8,000	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 8,000</u>	<u>\$ 12,775</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ -</u>	0.0

#### Funding Adjustments for FY 2012 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 2011.

# 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	139.50	139.50	135.50	135.50	-	0.0
Charges and Fees	\$ 5,942,221	\$ 6,587,346	\$ 6,501,000	\$ 6,781,000	\$ 280,000	4.3
Miscellaneous	(9,409)	9,844	-	-	-	0.0
TOTAL REVENUES	<u>\$ 5,932,812</u>	<u>\$ 6,597,190</u>	<u>\$ 6,501,000</u>	<u>\$ 6,781,000</u>	<u>\$ 280,000</u>	4.3
Personnel	\$ 9,867,917	\$ 7,778,252	\$ 7,765,520	\$ 7,933,217	\$ 167,697	2.2
Operating	2,317,939	2,158,250	2,063,341	1,996,043	(67,298)	(3.3)
Capital	78,041	122,174	107,908	-	(107,908)	(100.0)
TOTAL EXPENDITURES	12,263,897	10,058,676	9,936,769	9,929,260	(7,509)	(0.1)
Interfund Transfer Out	2,241	2,133	1,560	-	(1,560)	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 12,266,138</u>	<u>\$ 10,060,809</u>	<u>\$ 9,938,329</u>	<u>\$ 9,929,260</u>	<u>\$ (9,069)</u>	(0.1)

### Funding Adjustments for FY 2012 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 an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect an increase in overtime and holiday costs.
- Operating expenditures are decreased due to radio communication fee and vehicle maintenance. This decrease is offset by higher costs for cellular charges and an increase in medical supplies due to newly implemented life saving disposable supplies used in cardiac arrests.

# 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: Response time goals for all 911 calls will be monitored for time-critical emergency responses with 90% of Dispatch Priority Code 1 and 2 calls will be answered within 8 minutes countywide.

#### 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 ≤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%.

#### MEASURES:

	<u>Objective</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Output:</b>				
Patients transported	1	33,706	37,169	38,160
Incidents responded to	1	50,480	49,820	50,100
Total billed	2(a)	\$12,458,137	\$13,386,461	\$14,500,000
Percentage of Medicare/Medicaid billed electronically	2(b)	100%	100%	100%
<b>Efficiency:</b>				
Cost per incident	1(a),2	\$224.37	\$188.47	\$197.25
Total received	2(a)(b)	\$6,667,469	\$7,517,215	\$7,000,000
<b>Outcome:</b>				
<u>Response Time Standard</u> <sup>1&amp;2</sup>	<u>Minutes: Seconds</u>			
Average	<7:59	n/a	n/a	n/a
Average Response Time		n/a	n/a	n/a
Percentage of Compliance		n/a	n/a	n/a
Collection	2(a)	\$6,667,469	\$7,190,628	\$7,190,628
Collections less refunds and adjustments	2(a)	\$19,412	\$5,204,864	\$5,204,864
Percent of rejection rate	2(a)(b)	7.05%	6.76%	6.76%
Percent of revenue increased	2(a)(b)	4.2%	%	%
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)	96.1%	95.8%	95.8%

<sup>1</sup> This department will begin measuring performance against this objective in FY 2012.

<sup>2</sup> Based on Time Assigned to Time Staged/Time Arrived At Scene for units on calls. Priorities include Bravo, Charlie, Delta, and Echo. Exclusions include test calls, calls not placed in the CAD, unneeded spawned calls, reopened for case number calls, duplicate call, and calls with priorities 0, Alpha, and Omega.

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## EMERGENCY MEDICAL SERVICES (continued)

GENERAL FUND

PUBLIC SAFETY

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### 2012 ACTION STEPS

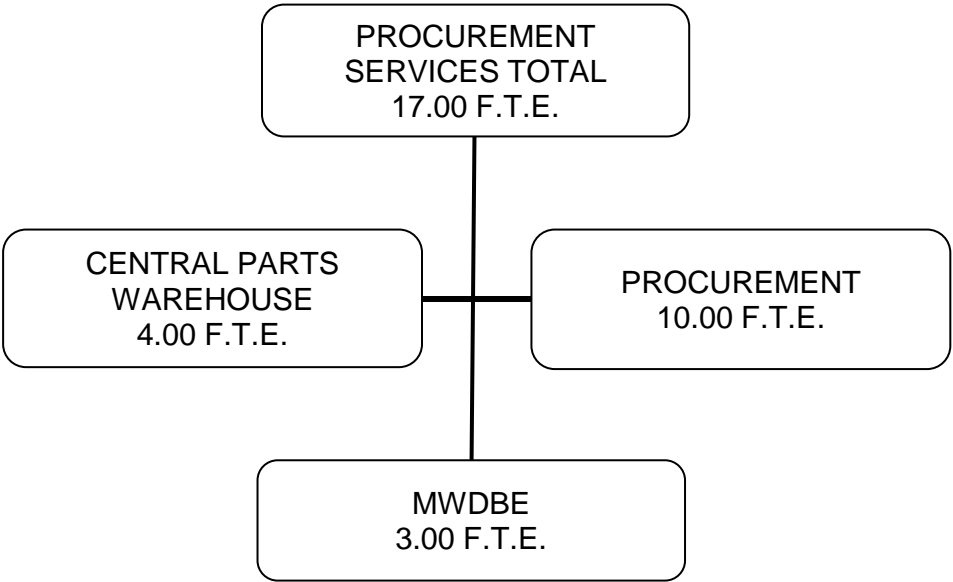
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#### Department Goal 3

- Implement Mutual Aid Agreement policies with other ambulance/EMS organizations in our immediate or neighboring service area.
- Enhance capabilities of EMS Special Operations by standing teams back up through a phased-in process to handle local scenarios requiring special precautions due to the presence of hazardous materials, high angle and trench rescues, large crowds, dignitaries needing protection, or other unusual circumstances presenting the possibility of a threat to life.



**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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.00	4.00	-	0.0
Charges and Fees	\$ 1,663,845	\$ 1,755,231	\$ 1,800,000	\$ 1,800,000	\$ -	0.0
TOTAL REVENUES	<u>\$ 1,663,845</u>	<u>\$ 1,755,231</u>	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>	<u>\$ -</u>	0.0
Personnel	\$ 227,588	\$ 186,533	\$ 200,146	\$ 225,053	\$ 24,907	12.4
Operating	1,422,575	1,520,107	1,599,854	1,574,947	(24,907)	(1.6)
Capital	-	-	-	-	-	0.0
TOTAL EXPENSES	<u>\$ 1,650,163</u>	<u>\$ 1,706,640</u>	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>	<u>\$ -</u>	0.0

### Funding Adjustments for FY 2012 Include:

- Revenues reflect no change.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe rate from 37% to 38% of salary.
- Operating expenses represent a decrease in Parts Warehouse inventory used to offset the increases in personnel costs.

### 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 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Projected</u>
<b>Output:</b>				
Inventory line items	1(a)	1,698	1,702	1,700
Supplies issued monthly	1(b)	4,279	3,683	4,000
Received and stored items processed monthly	1(b)	3,850	3,474	3,800
<b>Efficiency:</b>				
Average error rate on issuing supplies	1(c)	2.1%	3.0%	<1.0%
<b>Outcome:</b>				
Percent of stored items processed within 2 hours of receipt	1(b)	89.0%	87.0%	90.0%
Annual ratio of stock turnover	1(c)	6.7:1	6.3:1	6.0:1

## PROCUREMENT SERVICES (continued)

### 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.

<b>DIVISION SUMMARY:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adjusted</b>	<b>FY 2012 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	11.00	11.00	10.00	10.00	-	0.0
Intergovernmental	\$ 32,624	\$ 35,731	\$ 37,285	\$ -	\$ (37,285)	(100.0)
Charges and Fees	1,138	403	500	500	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 33,762</b>	<b>\$ 36,134</b>	<b>\$ 37,785</b>	<b>\$ 500</b>	<b>\$ (37,285)</b>	<b>(98.7)</b>
Personnel	\$ 781,410	\$ 763,895	\$ 810,970	\$ 771,631	\$ (39,339)	(4.9)
Operating	40,224	35,370	46,981	34,856	(12,125)	(25.8)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 821,634</b>	<b>\$ 799,265</b>	<b>\$ 857,951</b>	<b>\$ 806,487</b>	<b>\$ (51,464)</b>	<b>(6.0)</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues reflect a decrease due to the termination of the Charleston Area Regional Transportation Authority (CARTA) contract for provision of the Small Business Enterprise (SBE) program services.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also reflect savings due to the elimination of a position.
- Operating expenditures have been decreased due to a reduction in the marketing and seminars associated with the SBE program.

#### 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:

	Objective	FY 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Input:</b>				
Purchase Card purchases	2(a)	17,685	15,826	17,000
Purchase orders	2(a)(b),4	2,288	2,125	2,200
<b>Output:</b>				
Percent of user departments responding to responsive survey <sup>1</sup>	1(a)	n/a	n/a	98.0%
Number of staff attending training	1(b)	4	13	13
Purchase orders processed ≤ \$25,000	2(a),3(a)(b),4	1,972	1,739	1,800
Solicitations processed	2(b),3(a)(b)	71	99	105
Purchase orders ≥ \$25,000 processed	3(a)(b)	316	386	400
Departments with Procurement Card Program implemented	3(a)	45	45	45
Number of Purchase Orders audited	3(a)	300	250	275
<b>Efficiency:</b>				
Cost per purchase order processed	2(a)(b)	\$89	\$89	\$89
<b>Outcome:</b>				
Percent of responding departments rating satisfactory or higher on customer service survey <sup>1</sup>	1(a)	n/a	n/a	98.0%
Percent of staff receiving at least 2 CEUs per fiscal year	1(b)	16.0%	<1.0%	10.0%
Percent of purchase orders ≤ \$25,000 processed within 3 business days	2(a)	54.7%	40.8%	60.0%
Percent of purchase orders ≥ \$25,000 processed within 60 business days <sup>1</sup>	2(b)	55.1%	72.3%	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	100%	21.5%	25.0%

<sup>1</sup> The survey process is currently being revised.

### 2012 ACTION STEPS

#### Department Goal 1

- Provide training sessions on procurement procedures to 50% of remaining departments.

#### Department Goal 2

- Establish aspirational goals for the Small Business Enterprise (SBE) program which are more in line with the County's demographics.
- Increase the number of SBE partnerships with other agencies to two.
- Implement e-Payables payment process to electronically pay vendors.

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## PROCUREMENT (continued)

### SPECIAL REVENUE FUND

### PUBLIC WORKS

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#### DIVISION – MWDBE: Transportation Sales Tax

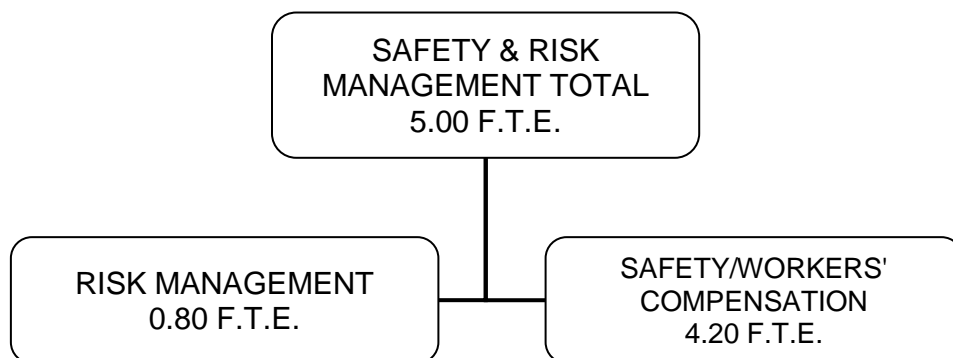
**Mission:** The Procurement Department is responsible for the Minority Women Disadvantaged Business Enterprise (MWDBE) Program for the Transportation Sales Tax funds. This effort should provide greater participation and representation of minorities and women in procurement and contracting opportunities within the County.

DIVISION SUMMARY:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.65	2.00	3.00	3.00	-	0.0
Personnel	\$ 140,056	\$ 153,767	\$ 219,571	\$ 244,173	\$ 24,602	11.2
Operating	<u>4,490</u>	<u>3,257</u>	<u>45,314</u>	<u>56,698</u>	<u>11,384</u>	25.1
TOTAL EXPENDITURES	<u>\$ 144,546</u>	<u>\$ 157,024</u>	<u>\$ 264,885</u>	<u>\$ 300,871</u>	<u>\$ 35,986</u>	13.6

#### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary. Personnel costs also represent the reallocation of personnel within the department.
- Operating expenditures reflects an increase due to the additional consultant costs associated with the MWDBE program.

## **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:	FY 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.15	1.15	0.80	0.80	-	0.0
Miscellaneous	\$ -	\$ 16,869	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ -</u>	<u>\$ 16,869</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 113,714	\$ 120,071	\$ 74,784	\$ 74,469	\$ (315)	(0.4)
Operating	1,789,132	1,661,989	1,939,254	1,688,565	(250,689)	(12.9)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,902,846</u>	<u>\$ 1,782,060</u>	<u>\$ 2,014,038</u>	<u>\$ 1,763,034</u>	<u>\$ (251,004)</u>	(12.5)

### Funding Adjustments for FY 2012 Include:

- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenditures decreased due to the County's decision to reduce the insured value on buildings from 100% to 85% and reappraise all County buildings during FY 2011. In addition, the County is experiencing a reduction in the cost for professional medical service and insurance costs due to excellent loss experience and a favorable insurance market.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Protect the County's assets, liabilities, and employees by securing the necessary insurance or risk financing technique on a timely basis.

- Objective 1(a): Review and approve insurance certificates required of contractors performing work for the County, with a turnaround of 100%, within two business days.
- Objective 1(b): Submit insurance renewal applications to insurance carriers 30 days prior to renewal date.
- Objective 1(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.



## SAFETY & RISK MANAGEMENT (continued)

### GENERAL FUND

### GENERAL GOVERNMENT

MEASURES:		FY 2010	FY 2011	FY 2012
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
Tort and property claims <sup>1</sup>	1(c)	n/a	n/a	n/a
<b>Outcome:</b>				
Two business days turnaround on approving insurance certificates for contractors	1(a)	100%	100%	100%
Submitting insurance renewal applications to insurance carriers 30 days prior to renewal date	1(b)	100%	100%	100%
Two business days turnaround on reporting insurance claims to carriers	1(c)	100%	100%	100%

<sup>1</sup> FY 2010, FY 2011, and FY 2012 were unavailable at time of publication.

### 2012 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.

## 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 2009 <u>Actual</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Adjusted</u>	FY 2012 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.85	4.85	4.20	4.20	-	0.0
Charges and Fees	\$ 3,918,759	\$ 3,462,427	\$ 3,421,635	\$ 4,082,320	\$ 660,685	19.3
Interest	67,701	26,563	35,000	30,000	(5,000)	(14.3)
Miscellaneous	2,798	20,066	15,000	15,000	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 3,989,258</b>	<b>\$ 3,509,056</b>	<b>\$ 3,471,635</b>	<b>\$ 4,127,320</b>	<b>\$ 655,685</b>	<b>18.9</b>
Personnel	\$ 442,452	\$ 449,490	\$ 392,349	\$ 390,756	\$ (1,593)	(0.4)
Operating	3,839,315	3,826,954	4,079,286	4,236,564	157,278	3.9
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENSES</b>	<b>4,281,767</b>	<b>4,276,444</b>	<b>4,471,635</b>	<b>4,627,320</b>	<b>155,685</b>	<b>3.5</b>
Interfund Transfers Out	4,977	190,000	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 4,286,744</b>	<b>\$ 4,466,444</b>	<b>\$ 4,471,635</b>	<b>\$ 4,627,320</b>	<b>\$ 155,685</b>	<b>3.5</b>

#### Funding Adjustments for FY 2012 Include:

- Revenues are increased to recover the anticipated cost of the worker’s compensation and the safety programs from user departments. Higher revenues are necessary due to less available one-time funds.
- Personnel expenditures represent the actual grades and steps of the incumbents and an adjustment in the fringe benefits rate from 37% to 38% of salary.
- Operating expenses increased due to a higher estimate for worker’s compensation 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: Offer the DDC-4<sup>2</sup> classes (VCRB<sup>3</sup> directed) to all new drivers two months after the hire date.

#### MEASURES:

	Objective	FY 2010 Actual	FY 2011 Actual	FY 2012 Projected
<b>Input:</b>				
Number of strain injuries	1	49	70	60
Workers' compensation claims/on-the-job injuries	1,2(b)	290	304	300
Employee safety hazard complaints received <sup>4</sup>	3(a)	n/a	n/a	n/a
<b>Output:</b>				
New drivers trained in DDC-4	3(b)	242	149	150
Percent of new drivers trained in DDC-4 <sup>4</sup>	3(b)	n/a	n/a	n/a
<b>Efficiency:</b>				
Lost work days	1	1,799	3,701	3,500
<b>Outcome:</b>				
Percent of strain injury reduction <sup>4</sup>	1	n/a	n/a	n/a
Workers' compensation fines assessed and paid	1,2(b)	None	None	None
Two business day completion of OSHA log	2(a)	100%	100%	100%
Submission of OSHA reports by the prescribed deadline	2(a)	100%	100%	100%
Two business days turnaround on reporting insurance claims to carriers	2(a)(b)	100%	100%	100%
Environmental liabilities incurred per the audited financial statements	2(c)	0	0	0

<sup>1</sup> Indoor Air Quality

<sup>2</sup> Defensive Driving Course

<sup>3</sup> Vehicle Collision Review Board

<sup>4</sup> FY 2010 and FY 2011 were unavailable at time of publication due to a change in staff.

### 2012 ACTION STEPS

#### Department Goal 1

- Conduct comprehensive safety inspections of owned and leased Charleston County buildings.

#### Department Goal 2

- Implement training programs to prevent and reduce injuries with special emphasis on strain injuries.

#### Department Goal 3

- Reinstitute quarterly Safety Committee meetings. Use committee members in training opportunities and inspections.

# Capital Projects - General

## Charleston County

### Overview

The FY 2012 – FY 2016 Adopted five year Capital Improvement Plan contains three separately approved plans including the General Capital Improvement Plan, the Transportation Sales Tax Comprehensive Plan of Expenditures, and the Environmental Management Enterprise Fund Capital Improvement Plan. Each plan is developed separately from the other and provides detailed information about the individual projects within each plans' realm of responsibility.

The three FY 2012 – 2016 Adopted CIPs total \$617 million for five years and includes \$88.4 million or 14 percent of this amount allocated to the General Capital Improvement Plan, \$499.8 million or 81 percent allocated to the Transportation Sales Tax Comprehensive Plan of Expenditures, and \$28.8 million or 5 percent allocated to the Environmental Management Enterprise Fund Capital Improvement Plan.

The County defines capital assets 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.

<b>Asset Category</b>	<b>Items to be Capitalized</b>
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.

<b>Capital Expenditures</b>	
General Fund	\$1,690,000
Special Revenue Funds	600,000
Enterprise Funds	50,000
Internal Service Funds	3,834,000
Environmental Management Enterprise Fund	3,784,000
<b>Grand Total</b>	<b>\$9,052,000</b>

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 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.

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# Capital Projects - General

## Charleston County

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Each multi-year plan covers a five-year planning period and is updated annually to reflect ongoing changes and additions. These plans are submitted to County Council for adoption along with the County's annual budget. The five-year plans do not appropriate funds; they support 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 determined that the County owned some unused buildings and land. Council voted to lease portions of the unused facilities and property.

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 General CIP plan annually.

### **Capital Improvement Plan – General**

The County updates the CIP annually. The most recent update was in the spring of 2011 to reflect minor revisions to ongoing projects. The FY 2012 – FY 2016 General Capital Improvement Plan reflects the current estimated schedule for approved projects. During the FY 2010 planning process, 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 and provides a more detailed analysis of the County's Capital needs.

# Capital Projects - General

## Charleston County

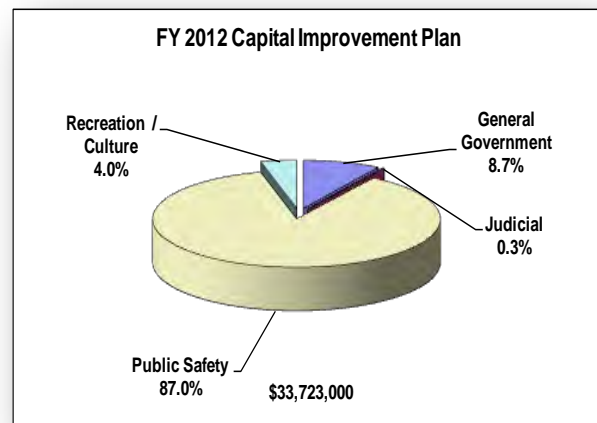
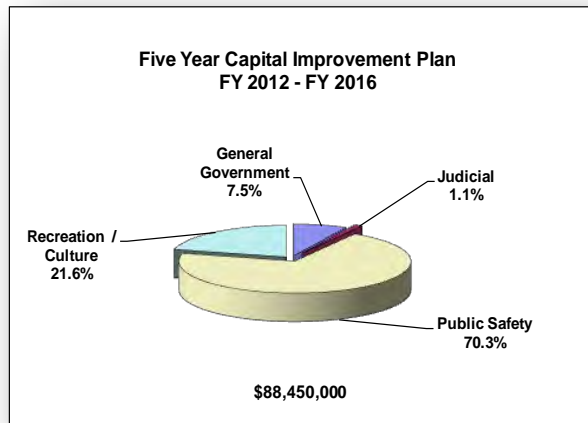
### General Project Cost Summary \*

Project Title	Prior	2012	2013	2014	2015	2016	Total
<b>GENERAL GOVERNMENT</b>							
Banov - Replace HVAC Sys.	\$ -	\$ 260	\$ -	\$ -	\$ -	\$ -	\$ 260
Parking Garages	2,000	1,800	-	-	-	-	3,800
Perimeter Ctr - Install Generator	-	180	-	-	-	-	180
PSB Redundant Cooling Tower	300	95	-	-	-	-	395
Tax Software System	1,400	600	-	-	-	-	2,000
<b>Judicial Total</b>	<b>3,700</b>	<b>2,935</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,635</b>
<b>JUDICIAL</b>							
Judicial Case Mgmt System	900	100	-	-	-	-	1,000
<b>Judicial Total</b>	<b>900</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000</b>
<b>PUBLIC SAFETY</b>							
Backup Emerg Operation Center	70	70	-	-	-	-	140
Consolidated Dispatch Center	2,800	12,170	11,900	-	-	-	26,870
Detention Ctr Admin Renovation	-	150	1,350	-	-	-	1,500
EMS Warehouse	10	-	140	-	-	-	150
Law Enforcement Center	100	5,500	6,900	-	-	-	12,500
Law Enforce Software System	1,065	435	-	-	-	-	1,500
Radio Sys Expansion Phs I & II	1,500	11,000	-	-	-	-	12,500
Radio Sys Expansion Phs III	-	-	7,000	-	-	-	7,000
<b>Public Safety Total</b>	<b>5,545</b>	<b>29,325</b>	<b>27,290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>62,160</b>
<b>RECREATION/CULTURE</b>							
Chas Sr Citizen Center Repairs	105	350	-	-	-	-	455
Main Library Replace Carpet	-	200	-	-	-	-	200
Trident Nursing Building	-	813	6,091	11,096	-	-	18,000
<b>Recreation/Culture Total</b>	<b>105</b>	<b>1,363</b>	<b>6,091</b>	<b>11,096</b>	<b>-</b>	<b>-</b>	<b>18,655</b>
<b>GRAND TOTAL</b>	<b>\$ 10,250</b>	<b>\$ 33,723</b>	<b>\$ 33,381</b>	<b>\$ 11,096</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 88,450</b>

# Capital Projects – General

## Charleston County

Fifteen of the seventeen projects listed in the CIP have funds appropriated for use in FY 2012. The following graphs show the proposed projects scheduled during the five year CIP and the individual projects scheduled for FY 2012. See the Project Summary pages for project details.



Council and staff will continue to review the program, its direction, progress, and financing requirements annually.

### 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.

<b>General Project Source Summary *</b>							
<b>Funding Source</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total</b>
Emergency 911	\$ -	\$ -	\$ 3,750	\$ -	\$ -	\$ -	\$ 3,750
Existing Bond Issues	2,800	23,170	8,150	-	-	-	34,120
Interest, Sales, Transfer & Other	5,950	4,640	8,490	-	-	-	19,080
Future Bond Issues	-	5,913	12,991	11,096	-	-	30,000
Municipal Contribution	1,500	-	-	-	-	-	1,500
<b>GRAND TOTAL</b>	<b>\$ 10,250</b>	<b>\$ 33,723</b>	<b>\$ 33,381</b>	<b>\$ 11,096</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 88,450</b>

\* Amounts in Thousands

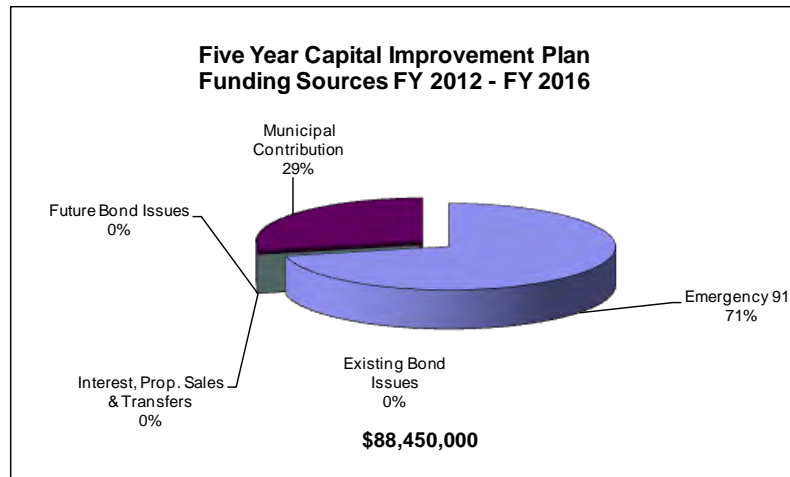
Thirty-eight percent of the funding associated with the five year General Capital Improvement Plan is scheduled to be applied to projects in Fiscal Year 2012.

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# Capital Projects - General

## Charleston County

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### 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.



Groundbreaking ceremony for  
the Consolidated 9-1-1 Center



# Capital Projects - General

## Charleston County

### General Capital Improvement Plan

#### General Government Projects

##### BANOV – REPLACE HVAC SYSTEM\*

This project will replace the existing HVAC system with a more energy efficient system. The existing system has exceeded its life expectancy and has become costly to maintain. Without replacement, the system will soon become un-maintainable with a high probability of failure resulting in unacceptable working conditions within the facility.

Function:	General Government			Start Date:	2012	End Date:	2012	
	Prior	2012	2013	2014	2015	2016	Beyond	Total
I. Expenditures:	-	260	-	-	-	-	-	260
II. Fund Source:	Prior	2012	2013	2014	2015	2016	Beyond	Total
Existing Funds	-	260	-	-	-	-	-	260
III. O&M Costs (Savings):		2012	2013	2014	2015	2016		
Personnel		-	-	-	-	-		
Operating		-	-	-	-	-		
IV. O&M Impacts:	There are no significant additional operating or maintenance costs due to this project, and there are minor utility savings expected from the more efficient unit.							

##### 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 patching of cracks in concrete, application of corrosion inhibitor, and surface coating of the upper decks of the King & Queen Garage.

<b>Function:</b>		General Government			<b>Start Date:</b>		2009	<b>End Date:</b>		2012
		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>	
<b>I. Expenditures:</b>		2,000	1,800	-	-	-	-	-	3,800	
<b>II. Fund Source:</b>		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>	
Existing Funds		2,000	1,800	-	-	-	-	-	3,800	
<b>III. O&amp;M Costs (Savings):</b>			<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>			
Personnel			-	-	-	-	-			
Operating			-	-	-	-	-			
<b>IV. O&amp;M Impacts:</b>		There are no significant additional operating or maintenance costs or savings due to this project.								

\*Amounts in thousands of dollars

# Capital Projects - General

## Charleston County

### PERIMETER CENTER – INSTALL GENERATOR\*

This project provides for a back-up generator installation at the Perimeter Center. This facility houses essential Facilities response personnel and will allow continuous operation in the event of long term power outages.

Function:	General Government			Start Date:	2012	End Date:	2012	
I. Expenditures:	Prior	2012	2013	2014	2015	2016	Beyond	Total
	-	180	-	-	-	-	-	180
II. Fund Source:	Prior	2012	2013	2014	2015	2016	Beyond	Total
Existing Funds	-	180	-	-	-	-	-	180
III. O&M Costs (Savings):		2012	2013	2014	2015	2016		
Personnel		-	-	-	-	-		
Operating		-	-	-	-	-		
IV. O&M Impacts:	There are no significant additional operating or maintenance costs or savings due to this project.							

### 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.

<b>Function:</b>		General Government			<b>Start Date:</b>		2011	<b>End Date:</b>		2012
<b>I. Expenditures:</b>		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>	
		300	95	-	-	-	-	-	395	
<b>II. Fund Source:</b>		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>	
	Existing Funds	300	95	-	-	-	-	-	395	
<b>III. O&amp;M Costs (Savings):</b>			<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>			
	Personnel		-	-	-	-	-			
	Operating		-	-	-	-	-			
<b>IV. O&amp;M Impacts:</b>	There are no significant additional operating or maintenance costs or savings due to this project.									

\*Amounts in thousands of dollars

# Capital Projects - General

## Charleston County

### 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, with the tax application, the County will implement a new CAMA system for the Assessor's Office that will improve the ability to reassess real property.

<b>Function:</b> General Government		<b>Start Date:</b> 2008		<b>End Date:</b> 2012				
<b>I. Expenditures:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
	1,400	600	-	-	-	-	-	2,000
<b>II. Fund Source:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
Existing Funds	1,400	600	-	-	-	-	-	2,000
<b>III. O&amp;M Costs (Savings):</b>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>		
Personnel		-	-	-	-	-		
Operating		-	-	-	-	-		

**IV. O&M Impacts:** This software is being migrated from the mainframe system to the Open System environment. Since mainframe has some other applications that will be there for 2 more years, in short term, this system will increase operating and maintenance costs. Once the mainframe system is shutdown (estimated 2013), the costs will come down substantially.

### Judicial Projects

#### JUDICIAL CASE MANAGEMENT SYSTEM\*

The South Carolina Judicial Department (SCJD) offers the statewide Court Case Management System (CMS) to all of the counties in 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.

<b>Function:</b> Judicial		<b>Start Date:</b> 2010		<b>End Date:</b> 2012				
<b>I. Expenditures:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
	900	100	-	-	-	-	-	1,000
<b>II. Fund Source:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
Existing Funds	900	100	-	-	-	-	-	1,000
<b>III. O&amp;M Costs (Savings):</b>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>		
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 - General

## Charleston County

### Public Safety Projects

#### 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 backup EOC would have to be established. During recovery from a major event, the backup EOC could not always count on the availability of commercial power sources.

<b>Function:</b>		Public Safety			<b>Start Date:</b>		2011	<b>End Date:</b>		2012
		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>	
<b>I. Expenditures:</b>		70	70	-	-	-	-	-	140	
<b>II. Fund Source:</b>		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>	
Existing Funds		70	70	-	-	-	-	-	140	
<b>III. O&amp;M Costs (Savings):</b>			<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>			
Personnel			-	-	-	-	-			
Operating			-	-	-	-	-			
<b>IV. O&amp;M Impacts:</b>		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.

<b>Function:</b>		Public Safety		<b>Start Date:</b>		2009		<b>End Date:</b>		2013	
		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>		
<b>I. Expenditures:</b>		2,800	12,170	11,900	-	-	-	-	26,870		
<b>II. Fund Source:</b>		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>		
Existing Funds		-	-	5,732	-	-	-	-	5,732		
Emergency 911		-	-	3,750	-	-	-	-	3,750		
Existing Bond Funds		2,800	12,170	2,418	-	-	-	-	17,388		
<b>III. O&amp;M Costs (Savings):</b>			<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>				
Personnel			-	-	5,259	-	-				
Operating			-	-	200	-	-				
<b>IV. O&amp;M Impacts:</b>		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 - General

## Charleston County

### 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.

<b>Function:</b> Public Safety		<b>Start Date:</b> 2012		<b>End Date:</b> 2013				
<b>I. Expenditures:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
	-	150	1,350	-	-	-	-	1,500
<b>II. Fund Source:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
Existing Funds	-	150	1,350	-	-	-	-	1,500
<b>III. O&amp;M Costs (Savings):</b>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>		
Personnel		-	-	-	-	-		
Operating		-	-	-	-	-		

**IV. O&M Impacts:** There are no significant additional operating or maintenance costs or savings due to this project. Renovations to this building may avoid constructing a new Juvenile Detention Center and may eliminate some lease costs associated with the courts.

### 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 the Emergency Medical Services department. It will house a central supply facility for EMS for resupply of outlying EMS stations.

<b>Function:</b> Public Safety		<b>Start Date:</b> 2011		<b>End Date:</b> 2013				
<b>I. Expenditures:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
	10	-	140	-	-	-	-	150
<b>II. Fund Source:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
Existing Funds	10	-	140	-	-	-	-	150
<b>III. O&amp;M Costs (Savings):</b>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>		
Personnel		-	-	-	-	-		
Operating		-	-	-	-	-		

**IV. O&M Impacts:** There are no significant additional operating or maintenance costs or savings due to this project. Retrofitting this space may avoid the need to lease space at another location.

\*Amounts in thousands of dollars

# Capital Projects - General

## 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.

<b>Function:</b> Public Safety		<b>Start Date:</b> 2011		<b>End Date:</b> 2013				
<b>I. Expenditures:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
	100	5,500	6,900	-	-	-	-	12,500
<b>II. Fund Source:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
Existing Funds	100	400	-	-	-	-	-	500
Future Bond Issue	-	5,100	6,900	-	-	-	-	12,000
<b>III. O&amp;M Costs (Savings):</b>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>		
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. Some of this cost will be offset with the sale of excess properties and the reduced cost of operating the facilities that are vacated.

### 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.

<b>Function:</b> Public Safety		<b>Start Date:</b> 2009		<b>End Date:</b> 2012				
<b>I. Expenditures:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
	1,065	435	-	-	-	-	-	1,500
<b>II. Fund Source:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
Existing Funds	1,065	435	-	-	-	-	-	1,500
<b>III. O&amp;M Costs (Savings):</b>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>		
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 - General

## Charleston County

### 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 radio frequency power on the ground and provide a higher grade of service and coverage. **Phase 1:** Focuses on East of the Cooper and Coastal areas. **Phase 2:** Focuses on John's, James, and Edisto Islands, as well as the Ravenel and Hollywood areas.

Function:		Public Safety		Start Date:		2011		End Date:		2012	
		Prior	2012	2013	2014	2015	2016	Beyond	Total		
I. Expenditures:		1,500	11,000	-	-	-	-	-	12,500		
II. Fund Source:		Prior	2012	2013	2014	2015	2016	Beyond	Total		
Existing Bond Funds		-	11,000	-	-	-	-	-	11,000		
Municipal Contribute		1,500	-	-	-	-	-	-	1,500		
III. O&M Costs (Savings):			2012	2013	2014	2015	2016				
Personnel			-	-	-	-	-				
Operating			655	-	-	-	-				
IV. O&M Impacts:		Operating costs include the lease of six new communication towers, T1 circuit backhauled to each site and Motorola service for the new radio tower infrastructure at these new tower sites.									

### RADIO SYSTEM EXPANSION PHASES III\*

Phase III of the radio system expansion project provides needed coverage and capacity in the McClellanville and Awendaw areas, a tower near Summerville to help cover the expansion of North Charleston into Dorchester County, and a tower to cover the areas West and North of Highway 17 (on Highway 165) adjacent to the Mead Westvaco Tract. The Highway 165 tower will cover areas that currently have little or no 800 MHz coverage.

<b>Function:</b>		Public Safety			<b>Start Date:</b>		2013		<b>End Date:</b>		2013	
		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>			
<b>I. Expenditures:</b>		-	-	7,000	-	-	-	-	7,000			
<b>II. Fund Source:</b>		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>			
Existing Funds		-	-	7,000	-	-	-	-	7,000			
<b>III. O&amp;M Costs (Savings):</b>			<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>					
Personnel			-	65	-	-	-					
Operating			-	160	125	-	-					
<b>IV. O&amp;M Impacts:</b>		Operating costs include the lease of three new communication towers, T1 circuit backhauled to each site and Motorola service for the new radio tower infrastructure at these new tower sites. Implementation and ongoing operation of the new tower and tower infrastructure will need one new County staff member.										

\*Amounts in thousands of dollars

# Capital Projects - General

## 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:		Recreation / Culture			Start Date:		2011	End Date:		2012
I. Expenditures:		Prior	2012	2013	2014	2015	2016	Beyond	Total	
		105	350	-	-	-	-	-	455	
II. Fund Source:		Prior	2012	2013	2014	2015	2016	Beyond	Total	
Existing Funds		105	350	-	-	-	-	-	455	
III. O&M Costs (Savings):			2012	2013	2014	2015	2016			
Personnel			-	-	-	-	-			
Operating			-	-	-	-	-			
IV. O&M Impacts:	There are no additional operating or maintenance costs due to this project.									

#### MAIN LIBRARY REPLACE CARPET\*

This project will replace the carpeting in the public areas of the Main Library. The carpet has exceeded its life expectancy and without constant and costly repairs the carpeting will become a safety problem.

Function:		Recreation / Culture			Start Date:		2012	End Date:		2012
I. Expenditures:		Prior	2012	2013	2014	2015	2016	Beyond	Total	
		-	200	-	-	-	-	-	200	
II. Fund Source:		Prior	2012	2013	2014	2015	2016	Beyond	Total	
	Existing Funds	-	200	-	-	-	-	-	200	
III. O&M Costs (Savings):			2012	2013	2014	2015	2016			
	Personnel		-	-	-	-	-			
	Operating		-	-	-	-	-			
IV. O&M Impacts:		There are no additional operating or maintenance costs due to this project.								

\*Amounts in thousands of dollars



# Capital Projects - General

## Charleston County

### 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:** Recreation / Culture

**Start Date:** 2012

**End Date:** 2014

	Prior	2012	2013	2014	2015	2016	Beyond	Total
<b>I. Expenditures:</b>	-	813	6,091	11,096	-	-	-	18,000
<b>II. Fund Source:</b>	Prior	2012	2013	2014	2015	2016	Beyond	Total
Future Bond Issues	-	813	6,091	11,096	-	-	-	18,000
<b>III. O&amp;M Costs (Savings):</b>		2012	2013	2014	2015	2016		
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



# Capital Projects – Transportation Sales Tax

## Charleston County

### Five Year Comprehensive Plan of Expenditures – Transportation Sales Tax

The Transportation Sales Tax program was developed after a referendum to provide specific additional tax funds for road, mass transit and green space projects was passed by the voters of Charleston County in the November 2004 countywide election. The staff of the Charleston County Transportation Development Department, under the guidance of the Transportation Advisory Board, manages the transportation project portion of the Half Cent Sales Tax program.

There are two types of projects, Allocation and Bonded. The Allocation projects generally fall within the areas of resurfacing, small paving, bike and pedestrian, and drainage improvements as well as an annual contribution to the Charleston County Public Works Department. Selection is based on several criteria including, but not limited to, current road condition, community need and expected future traffic improvements. Also, there are several large scale projects, referred to as Bonded projects, that are funded through the two bond referendums passed in 2004 and 2006 which provided immediate funds for use on the larger projects to be paid through future half cent sales tax revenues. All project selections are to fit within the goals of the Council approved 2006 Charleston County Comprehensive Transportation Plan.

The Greenbelt program is funded through half cent sales tax revenue as well and is administered by Charleston County Staff under the guidance of the Greenbelt Advisory Board and the Greenbelt Bank Board. The Greenbelt purchases are funded through the proceeds of the 2004 and 2006 bond referendums that will be paid for with future half cent sales tax revenue. The purchases made by Charleston County to protect green spaces are selected based on submissions by landowners to County Staff and recommendations of the Greenbelt Boards, with final approval coming from Charleston County Council.

### Transportation Sales Tax Project Cost Summary \*

Project Title	Prior	2012	2013	2014	2015	2016	Project Total
<b>Public Works</b>							
PRC Purchases	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,000
Greenbelt Purchases	60,000	15,000	10,000	-	-	-	85,000
Initial Referendum Projects	86,200	31,400	28,200	2,300	-	-	148,100
2nd Referendum Projects	36,400	38,500	35,300	13,500	2,700	700	127,100
Roads Projects Allocations	63,100	10,500	10,500	7,600	5,700	6,200	103,600
<b>GRAND TOTAL</b>	<b>\$ 281,700</b>	<b>\$ 95,400</b>	<b>\$ 84,000</b>	<b>\$ 23,400</b>	<b>\$ 8,400</b>	<b>\$ 6,900</b>	<b>\$ 499,800</b>

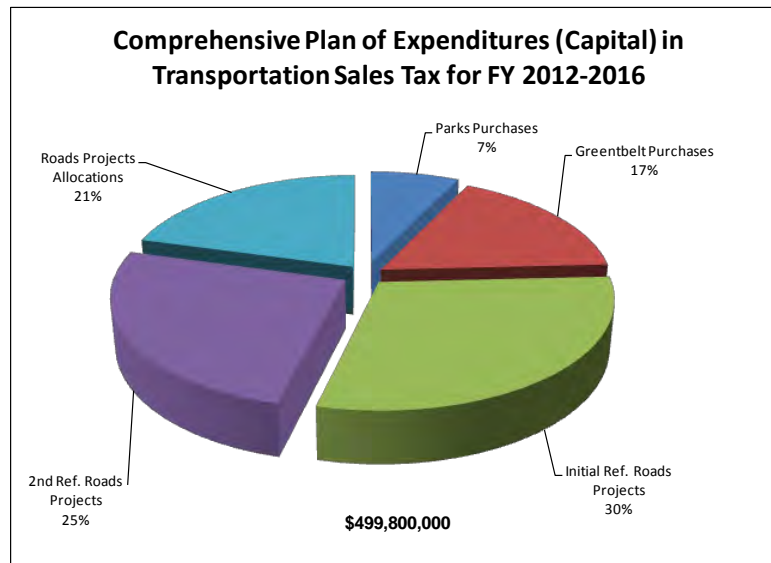
\*Amounts in thousands of dollars

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# Capital Projects – Transportation Sales Tax

## Charleston County

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### Financing the CIP

The funding plan for the Transportation Development Department capital projects is developed based on projected half cent sales tax receipts, the remainder of the proceeds from the bonds issued in 2006, 2007 and 2009, and future bond funds. The collected sales tax also services the debt on the bonds that have already been issued.

Funds not generated through sales tax receipts include federal or state grants and municipal contributions and are project specific. As such, they are not included in capital funding plans until secured by an actual agreement with the entity that is providing them. Depending on how the agreement is structured and which entity is managing the project, project funds that come available through partnerships with municipalities will either be disbursed to or collected from the municipality by Charleston County.



*Towne of Mt. Pleasant Mayor Swails, City of Charleston Mayor Riley and County Council Chairman Pryor attend a RoadWise groundbreaking ceremony.*

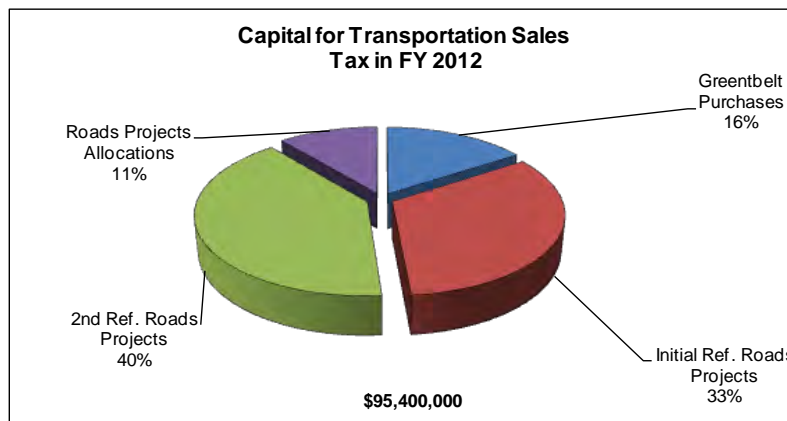
# Capital Projects – Transportation Sales Tax

## Charleston County

### Transportation Sales Tax Source Summary \*

Funding Source	Prior	2012	2013	2014	2015	2016	Total
SCDOT/CHATS/Earmark	\$2,600	\$10,300	\$5,800	\$ -	\$ -	\$ -	\$18,700
Existing Bond Funds	215,000	80,100	67,700	15,800	2,700	700	382,000
Trans. Sales Tax	64,100	5,000	10,500	7,600	5,700	6,200	99,100
<b>GRAND TOTAL</b>	<b>\$281,700</b>	<b>\$95,400</b>	<b>\$84,000</b>	<b>\$23,400</b>	<b>\$8,400</b>	<b>\$6,900</b>	<b>\$499,800</b>

\*Amounts in thousands of dollars



### Impact on the Operating Budget

Charleston County expects the impact on the operating funds associated with the capital portion of the Transportation Sales Tax Comprehensive Plan of Expenditures to be minimal. The majority of the funds are being used for infrastructure repairs and improvements. There is a significant savings to the County's General CIP due to this program's existence.



*Artist's rendition of improvements to Johnnie Dodds Boulevard.*

# Capital Projects - Environmental Management

## Charleston County

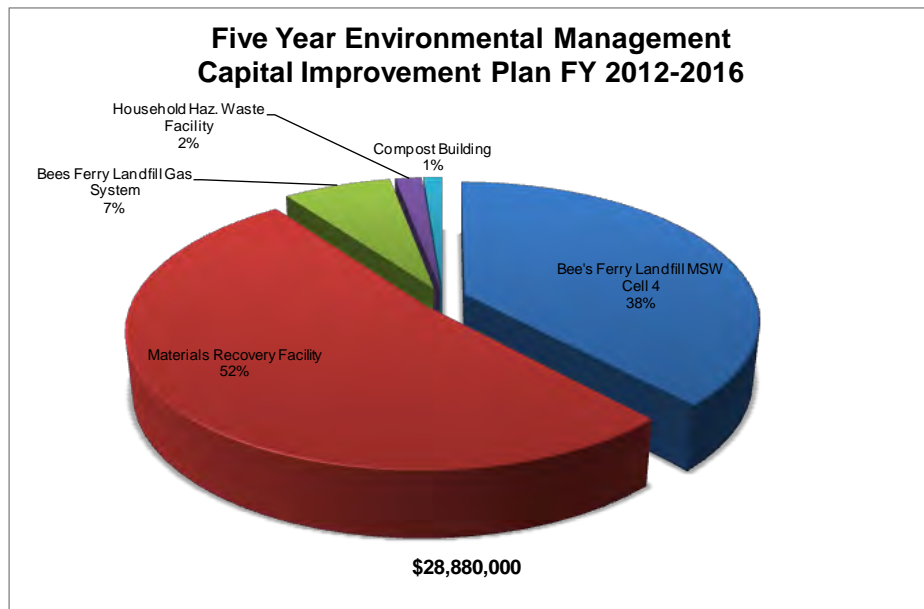
### Environmental Management Capital Improvement Plan

The Environmental Management Department's Five Year Capital Improvement Plan provides long-range plans to continue advancing the County's 40% recycling goal and becoming the premier solid waste program in the southeastern United States as directed by County Council on September 1, 2009. To achieve these goals, Kessler Consulting Inc. was hired to design and implement the Green Integrated Solid Waste Management Plan. The five-year capital improvement plan submitted provides a structured approach to system-wide needs.

### Environmental Management Project Cost Summary \*

Project Title	Prior	2012	2013	2014	2015	2016	Project Total
<b>Public Works</b>							
Bee's Ferry Landfill - MSW Cell 4	\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ 11,000
Bees Ferry Landfill Gas System	30	-	-	2,000	-	-	2,030
Compost Building	-	350	-	-	-	-	350
Household Haz. Waste Facility	-	500	-	-	-	-	500
Materials Recovery Facility	-	-	15,000	-	-	-	15,000
<b>GRAND TOTAL</b>	<b>\$ 30</b>	<b>\$ 850</b>	<b>\$ 15,000</b>	<b>\$ 13,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,880</b>

\*Amounts in thousands of dollars



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# Capital Projects - Environmental Management

## Charleston County

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### Financing the CIP

The funding for this plan will come from the use of existing funds. Environmental Management intends to fund the projects with future revenues if necessary.

### Impact on the Operating Budget

Environmental Management expects the impact on the operating funds associated with the current CIP to be minimal. Savings in both maintenance and upkeep should offset the increased utility costs expected with the new buildings.



# Capital Projects - Environmental Management

## Charleston County

### Environmental Management Capital Improvement Plan

#### Public Works Projects

##### BEE'S FERRY LANDFILL- CONSTRUCTION OF CELL 4 FOR MSW\*

It is projected that the municipal solid waste landfill cell in which we are currently operating will be at capacity in 2014. A new cell will need to be constructed and operational prior to 2014. Funding will support design and construction of the new cell.

Function:		Public Works			Start Date:		2014	End Date:		2014
		Prior	2012	2013	2014	2015	2016	Beyond	Total	
I. Expenditures:		-	-	-	11,000	-	-	-	11,000	
II. Fund Source:		Prior	2012	2013	2014	2015	2016	Beyond	Total	
Existing Funds		-	-	-	11,000	-	-	-	11,000	
III. O&M Costs (Savings):			2012	2013	2014	2015	2016			
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

##### BEE'S FERRY LANDFILL GAS SYSTEM\*

Bee's Ferry Landfill currently has a passive gas collection system in the closed cells of the landfill. The potential exists to construct an active system to flare the gas or to capture it in exchange for carbon credits or power sales if an active gas collection system is viable. Funding will support design and construction of an active gas collection system.

<b>Function:</b>		Public Works			<b>Start Date:</b>	2011	<b>End Date:</b>	2014	
		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
<b>I. Expenditures:</b>		30	-	-	2,000	-	-	-	2,030
<b>II. Fund Source:</b>		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
Existing Funds		30	-	-	2,000	-	-	-	2,030
<b>III. O&amp;M Costs (Savings):</b>			<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>		
Personnel			-	-	-	-	-		
Operating			-	-	-	-	-		
<b>IV. O&amp;M Impacts:</b>		There are no significant additional operating or maintenance costs or savings due to this project except for potential revenue if carbon credits or a power sales contract are viable.							

# Capital Projects - Environmental Management

## Charleston County

### NEW COMPOST BUILDING\*

The Compost facility accepts food waste as part of a pilot program. The food waste is currently mixed with wood chips in an open environment. A new building is required to mix materials if the compost facility and program are expanded permanently to accept other organic feedstocks. Funds will support design and construction costs.

<b>Function:</b> Public Works		<b>Start Date:</b> 2012		<b>End Date:</b> 2012				
<b>I. Expenditures:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
	-	350	-	-	-	-	-	350
<b>II. Fund Source:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
Existing Funds	-	350	-	-	-	-	-	350
<b>III. O&amp;M Costs (Savings):</b>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>		
Personnel		-	-	-	-	-		
Operating		-	-	-	-	-		

**IV. O&M Impacts:** This is a new facility so there will be additional utility and maintenance cost at the Compost cell. It is anticipated that this will enable the County to produce a high-grade compost product that could add to the revenue stream.

\*Amounts in thousands of dollars

### NEW HOUSEHOLD HAZARDOUS WASTE FACILITY\*

A replacement facility is required to process discarded electronics, paints and other chemicals for proper disposal. The current facility consists of numerous buildings and sheds housing different elements of the operation. This facility will consolidate most of the operation under one roof. Funds will support design and construction costs.

<b>Function:</b> Public Works		<b>Start Date:</b> 2012		<b>End Date:</b> 2012				
<b>I. Expenditures:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
	-	500	-	-	-	-	-	500
<b>II. Fund Source:</b>	<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>
Existing Funds	-	500	-	-	-	-	-	500
<b>III. O&amp;M Costs (Savings):</b>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>		
Personnel		-	-	-	-	-		
Operating		-	-	-	-	-		

**IV. O&M Impacts:** There are no significant additional operating or maintenance costs or savings due to this project.



# Capital Projects - Environmental Management

## Charleston County

### NEW MATERIALS RECOVERY FACILITY\*

The Materials Recovery Facility at 13 Romney Street in Downtown Charleston is 20 years old, utilizes out-dated equipment and has limited acreage for program expansion. Funding will support the acquisition of a new facility and plant equipment for a new processing facility.

<b>Function:</b>		Public Works			<b>Start Date:</b>		2013	<b>End Date:</b>		2013
		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>	
<b>I. Expenditures:</b>		-	-	-	15,000	-	-	-	15,000	
<b>II. Fund Source:</b>		<b>Prior</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Beyond</b>	<b>Total</b>	
Existing Funds		-	-	-	15,000	-	-	-	15,000	
<b>III. O&amp;M Costs (Savings):</b>			<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>			
Personnel			-	-	-	-	-			
Operating			-	-	-	-	-			
<b>IV. O&amp;M Impacts:</b>		There are no significant additional operating or maintenance costs or savings due to this project that can be quantified at this time.								

\*Amounts in thousands of dollars



The Compost Facility covers 36 acres and processes nearly 59,000 tons a year. Charleston County will build a new compost building in FY 2012.

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# Debt Service

## Charleston County

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### 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

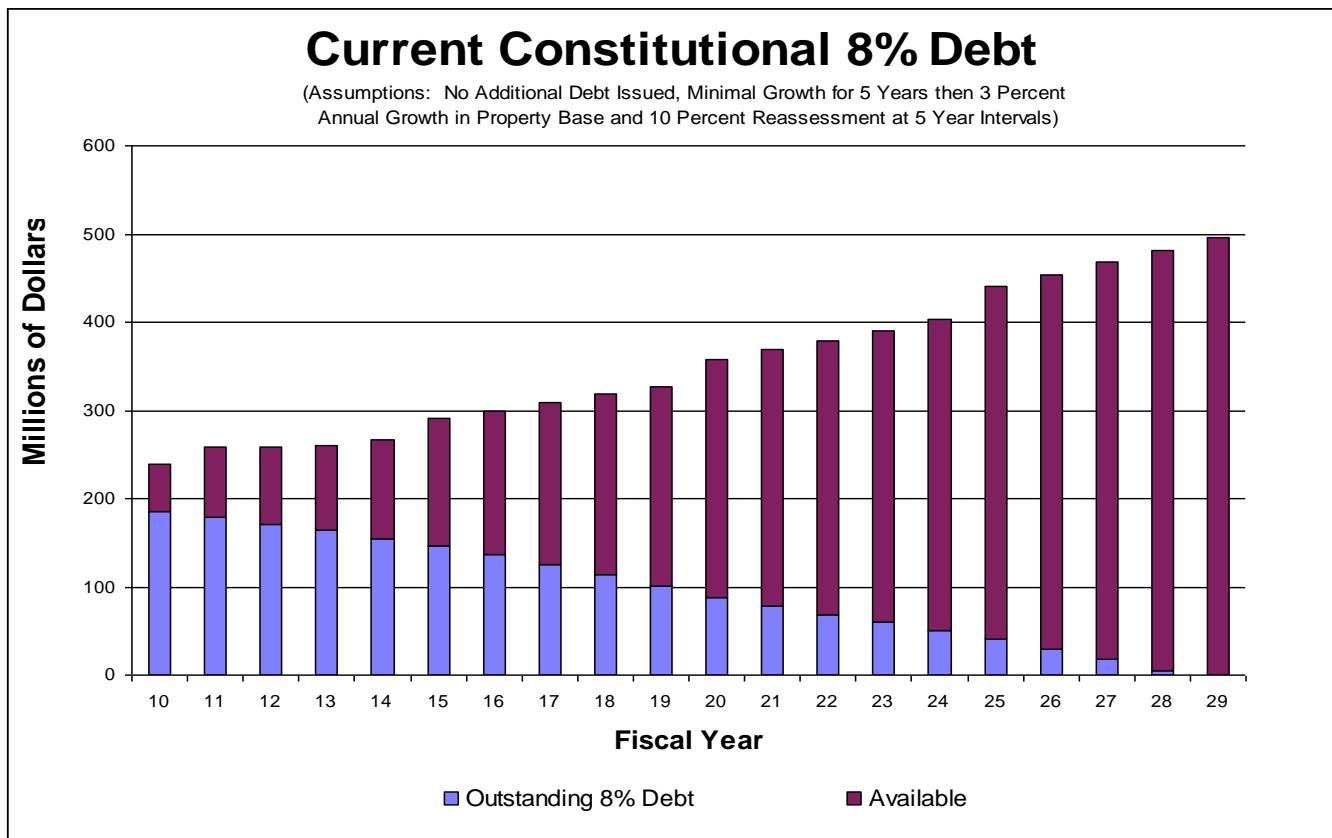
### Legal Debt Service Limit

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 \$173.8 million as of June 30, 2011, and its capacity to issue new debt is approximately \$62.0 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, 2011	\$2,947.6
Constitutional Debt Limit (8% of Assessment)	\$235.8
Outstanding 8% Debt	\$173.8
Available Capacity	\$62.0



# Debt Service

## Charleston County

### Bond Ratings

Charleston County's municipal bond ratings are AAA from Fitch IBCA, Duff and Phelps (August 2011), AAA from Moody's Investors Service (May 2010), and AAA from Standard's and Poor's (April 2006). These ratings are a direct result of the County's continued strong financial performance and emphasis on conservative fiscal management. Other factors contributing to the AAA ratings 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, 2011, outstanding debt for the next 20 fiscal years is \$659.4 million (principal payments of \$459.7 million and interest payments of \$199.7 million).

Debt Issues		
	Original	Outstanding
2004 GOB Refunding	\$ 63.7	\$ 38.5
2006 GOB Transportation Sales Tax Referendum	65.0	56.9
2007 GOB	75.0	72.5
2007 GOB Transportation Sales Tax Referendum	150.0	145.2
2009 GOB	50.0	50.0
2009 GOB Refunding	20.8	17.8
2004 Certificates of Participation, Refunding	44.2	23.7
2005 Certificates of Participation, Refunding	19.9	18.0
2004 Solid Waste User Fee Revenue Bond, Refunding	14.5	5.0
2001 SC Transportation Infrastructure Bank Loan	75.0	32.1
<b>TOTAL</b>	<b>\$ 578.1</b>	<b>\$ 459.7</b>

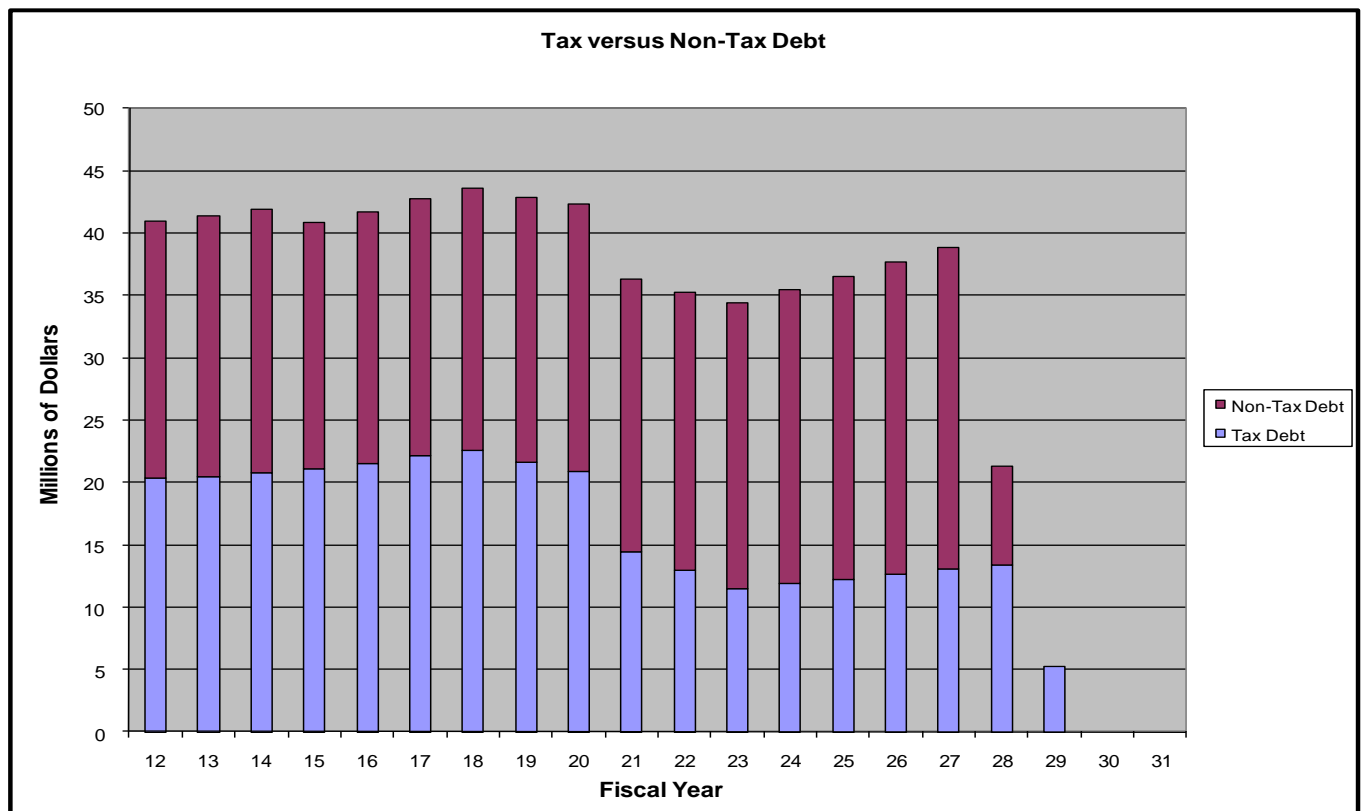
The table and the graphs on the following pages show the level of debt funded by taxes or revenues/fees over the course of the next 20 fiscal years.

# Debt Service

## Charleston County

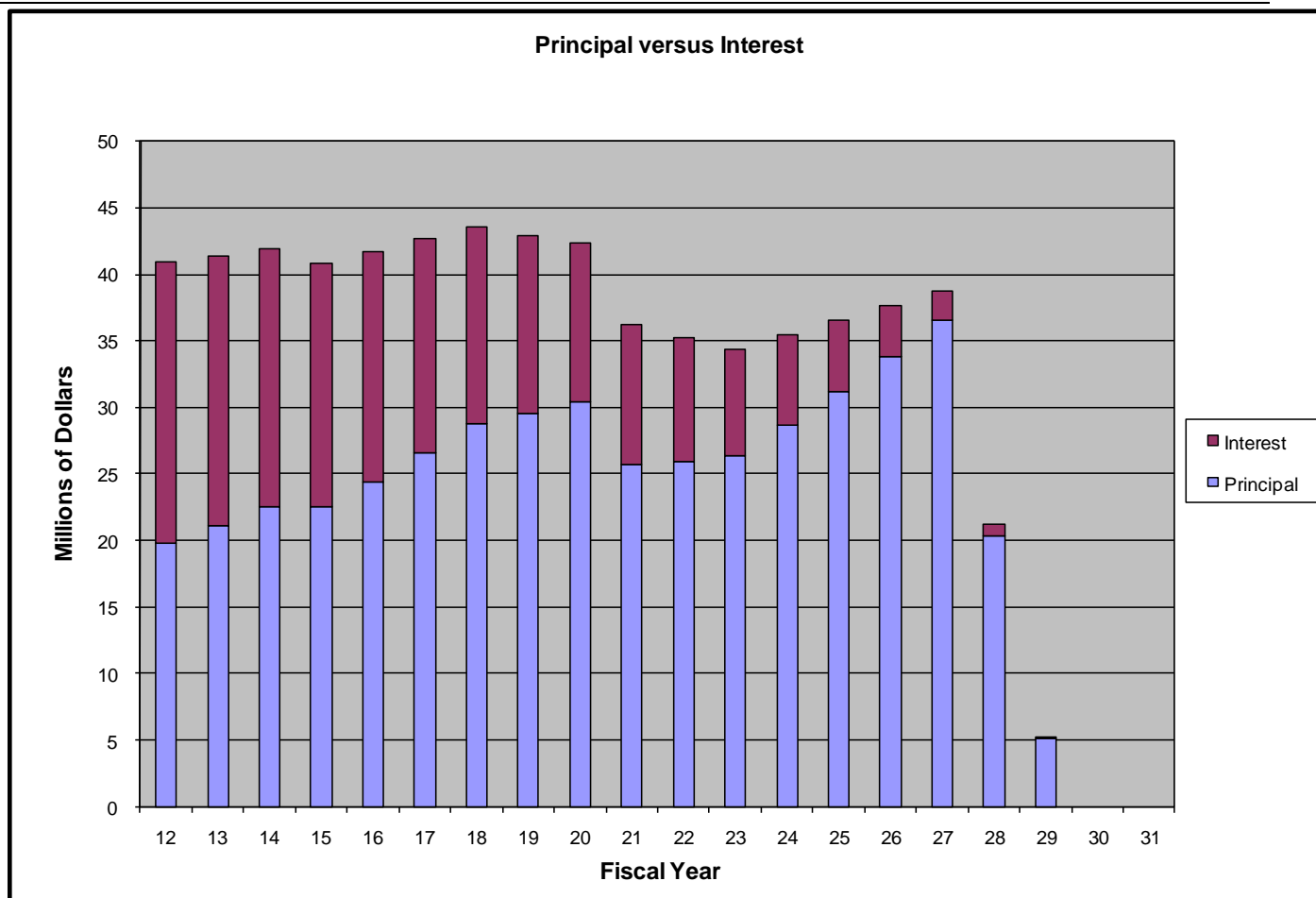
### Charleston County 20 Year Schedule of Debt Service (in Millions of Dollars)

Fiscal Year	12	13	14	15	16	17-21	22-26	27-31	TOTAL
<b>Tax Supported</b>									
Principal	\$11.0	\$11.5	\$12.2	\$13.0	\$14.0	\$74.5	\$48.1	\$29.8	\$214.1
Interest	9.4	9.0	8.5	8.1	7.5	27.1	13.1	1.8	84.5
Subtotal	20.4	20.5	20.7	21.1	21.5	101.6	61.2	31.6	298.6
<b>Revenue/Fee Supported</b>									
Principal	8.8	9.6	10.3	9.5	10.4	66.6	98.0	32.4	245.6
Interest	11.8	11.3	10.8	10.3	9.8	39.7	20.2	1.3	115.2
Subtotal	20.6	20.9	21.1	19.8	20.2	106.3	118.2	33.7	360.8
<b>Total</b>									
Principal	19.8	21.1	22.5	22.5	24.4	141.1	146.1	62.2	459.7
Interest	21.2	20.3	19.3	18.4	17.3	66.8	33.3	3.1	199.7
<b>TOTAL ANNUAL DEBT</b>	<b>\$41.0</b>	<b>\$41.4</b>	<b>\$41.8</b>	<b>\$40.9</b>	<b>\$41.7</b>	<b>\$207.9</b>	<b>\$179.4</b>	<b>\$65.3</b>	<b>\$659.4</b>



# Debt Service

## Charleston County



### Future Debt Service

Looking forward, the County anticipates borrowing additional funds in FY 2012 as part of the revenues necessary for funding the Capital Improvement Plan (CIP). The current plan estimates issuing approximately \$30 million to fund two projects:

- \$12 million for a replacement Law Enforcement Center and

- \$18 million for Charleston County's share of a new nursing education building at Trident Technical College to be funded in cooperation with Berkeley and Dorchester County.

One of the major advantages of having a detailed CIP is that it is viewed positively by bond rating agencies and will help the County maintain its AAA bond ratings. For a complete summary of the details and projects included in the County's CIP, see the Capital section of this document. To fund the CIP, the County has developed a Debt Management Plan which is adopted by County Council as part of the annual budget process. The table below shows the effect that the planned issuance of new debt in FY 2012 will have on the levels of existing County debt service, revenue requirements and the Debt Service Fund's fund balance.

# Debt Service

## Charleston County

Debt Management Plan						
	Fiscal Year					
(millions)	FY12	FY13	FY14	FY15	FY16	TOTAL
<b>Revenues</b>						
Existing Sources	22.4	22.4	22.7	22.6	22.7	112.8
Additional Revenues Resulting from Property Tax Increases *	1.3	1.4	5.4	5.5	5.5	19.1
<b>Subtotal</b>	23.7	23.8	28.1	28.1	28.2	131.9
<b>Disbursements</b>						
Existing Disbursements	24.0	22.7	23.0	24.8	25.2	119.7
Additional Disbursements Resulting from New Debt	2.0	3.7	3.7	3.7	3.7	16.8
<b>Subtotal</b>	26.0	26.4	26.7	28.5	28.9	136.5
<b>Increase (use) of Fund Balance</b>	(2.3)	(2.6)	1.4	(0.4)	(0.7)	(4.6)

\* Note: A debt service millage increase of 0.5 mills was approved in the FY 2012 budget for the County's share of the Trident Technical College's nursing education building. In addition, Charleston County anticipates an estimated increase of 1.5 mills in FY 2014 to pay debt service on amounts previously borrowed.

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# Community Profile

## Charleston County

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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. It is estimated that from 2000 to 2010, the metro area grew by more than 18% to a population of 649,093.

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 is the fourth in container volume along the east and Gulf Coasts and eight in the nation with cargo values of \$50 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 2018 and will increase Charleston's total container capacity by





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# Community Profile

## Charleston County

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50%. The SC State Ports Authority also plans to deepen the harbor to 50 feet. Shipping volume through South Carolina ports increased across all business segments in fiscal year 2011. Container volume through the Port of Charleston rose 8.3 percent in the fiscal year that ended June 30, 2011, with 1.38 million 20 foot equivalent units (TEUs) handled. The Ports Authority has a \$7.1 billion economic impact for the region and provides 50,700 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. Charleston County celebrated the completion of two road projects in FY 2011: Bee Street and Courtenay Drive and Glenn McConnell Parkway/I-526. The County's total cost of project was 9.5 million. Johnnie Dodds Boulevard in Mt. Pleasant Improvement Project is still under construction and is scheduled to be complete December 2012. 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 437<sup>th</sup> 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%. As of July 2011, the Charleston region is experiencing 9.5% unemployment rate, compared to the State of South Carolina at a 10.9% 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

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# Community Profile

## Charleston County

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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. On June 10, 2011, Boeing opened doors for their new \$750 million, 584,000 square foot assembly plant, which is expected to create over 3,800 jobs and boost our local economy almost \$5.9 billion a year. The plant will provide three 787 Dreamliners a month. Boeing suppliers have already begun construction on nearby facilities and more announcements are expected. While the addition of Boeing to the manufacturing sector strengthens the local economy, other elements of the diverse Charleston economy remain robust: two new hospitals have opened in the county, the community celebrated the arrival of low-cost Southwest Airlines, and the US Navy's nuclear power school is increasing its enrollment by one third.



Tourism has long been an economic mainstay in this historic eighteenth century setting and continues to grow in importance. The Conde' Nast Traveler Reader's Choice Award ranked Charleston 2<sup>nd</sup> (behind San Francisco) as a favorite US city. The regions' visitor industry has expanded rapidly over the past few years experiencing 4.2 million visitors in 2010. The tourism industry contributes more than 3 billion annually to the area's economy. 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 94<sup>th</sup> 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."

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# Community Statistics

## Charleston County

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The following represents the assessed property values for personal and vehicle property and real property for each of the last ten years. A property's assessed value is the taxable value of a property based on a percentage of appraised value.

<b><u>ASSESSED PROPERTY VALUES</u></b>			
<b><u>Fiscal Year</u></b>	<b><u>Personal &amp; Vehicle</u></b>	<b><u>Real Property</u></b>	<b><u>Total</u></b>
2010	\$393,200,238	\$2,530,782,359	\$2,923,982,597
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	1,777,605,922
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
<i>NOTE: This information was provided by the Assessor's and Auditor's Offices.</i>			

The following represents the number of new commercial and residential permits issued in the County and the values of the construction permits issued for each of the last ten years.

<b><u>CONSTRUCTION</u></b>			
<b><u>Fiscal Year</u></b>	<b><u>Number of Permits</u></b>	<b><u>Commercial Value</u></b>	<b><u>Residential Value</u></b>
2010	5,489	\$ 17,626,075	\$ 129,759,084
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
<i>NOTE: This information was provided by the Building Inspections' Department.</i>			

# Community Statistics

## Charleston County

The ten largest taxpayers as of December 2010 are set forth below.

<b><u>PRINCIPAL TAXPAYERS</u></b>		
<b><u>Name</u></b>	<b><u>Assessed Value</u></b>	<b><u>Business</u></b>
S.C. Electric & Gas	\$41,072,860	Public Utility
BellSouth	16,923,860	Public Utility
Cellco	6,928,696	Public Utility/FILOT
Kapstone Kraft *	6,155,824	Manufacturing/Chemicals
Charleston Place LLC	5,380,080	Hotel
Voight Aircraft	4,770,549	Manufacturing
Kiawah Resort Associates	4,737,140	Development
North Charleston Joint Venture	4,728,780	Retail
Kinder Morgan	4,536,693	Manufacturing/FILOT
Cummins	4,240,800	Manufacturing/FILOT
* In 2009, Westvaco sold its power generation plant and the paper mill to Kapstone Kraft.		
NOTE: This information was provided by the Charleston County Auditor's and Treasurer's Offices.		

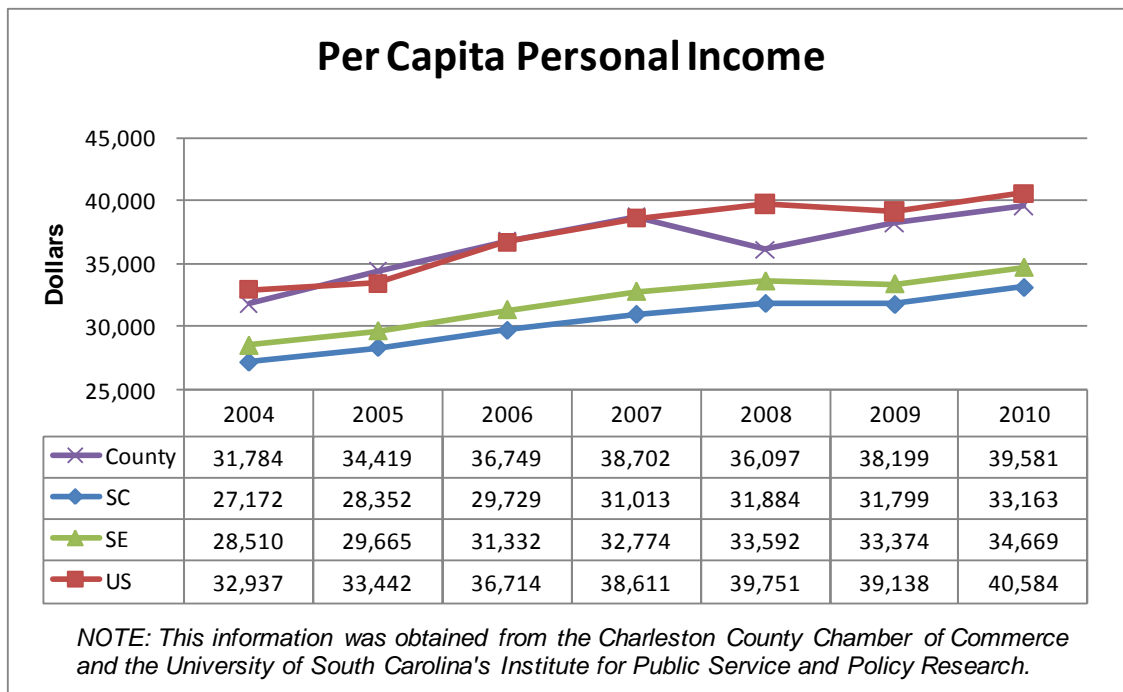
The following represents the ten largest employers within the County, their approximate number of employees, and the percentage of total county employment as of December 2010.

<b><u>EMPLOYER</u></b>	<b><u>NUMBER OF EMPLOYEES</u></b>	<b><u>TOTAL COUNTY EMPLOYMENT</u></b>
Medical University of South Carolina (MUSC)	11,000	6.71%
Charleston Air Force Base	7,000	4.27%
Charleston County School District	5,150	3.14%
Roper St. Francis Healthcare	3,800	2.32%
JEM Restaurant Group Inc.	3,000	1.83%
Trident Medical Center (Trident Health System)	2,500	1.52%
Charleston County	2,150	1.31%
Piggly Wiggly Carolina Co. Inc.	1,900	1.16%
City of Charleston	1,700	1.04%
Kiawah Island Golf Resort	1,600	0.98%

# Community Statistics

## Charleston County

The per capita personal income represents the total personal income of the residents of a state divided by the resident population of the state. According to experts, per capita personal income is often used as an important indicator of the quality of consumer markets and of the economic well-being of the residents of an area. The following represents the per capita personal income for Charleston County, South Carolina, the Southeast, and the United States.



The following represents the County population, median age, and unemployment rate for each of the last ten years.

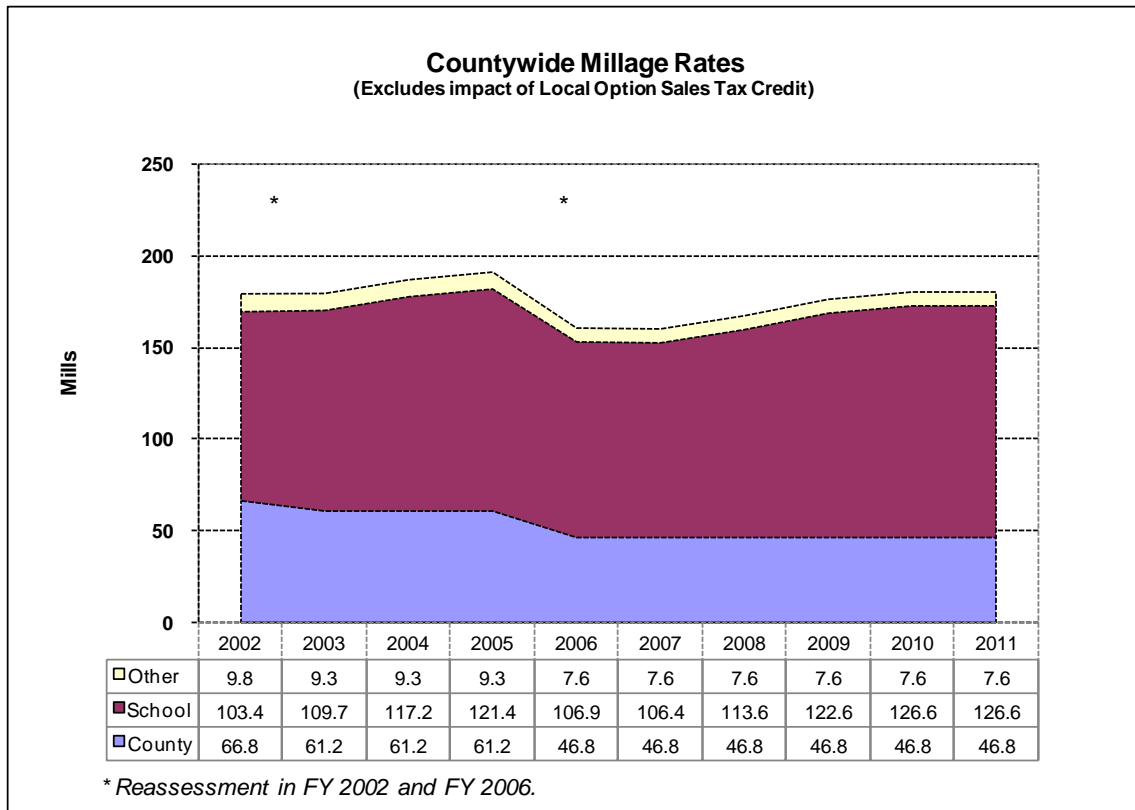
<b>DEMOGRAPHICS</b>			
<b>Calendar Year</b>	<b>County Population</b>	<b>Median Age</b>	<b>Unemployment Rate</b>
2010	355,276	36.9	8.6%
2009	348,046	36.0	5.3%
2008	342,973	36.0	4.5%
2007	343,522	36.0	5.0%
2006	340,625	36.2	5.0%
2005	336,865	35.5	4.7%
2004	332,561	35.3	4.4%
2003	324,900	34.5	4.2%
2002	319,723	33.9	3.8%
2001	314,279	31.9	3.2%

*NOTE: This information was obtained from the Charleston Metro Chamber of Commerce.*

# Community Statistics

## Charleston County

The following table represents the millage rates (the number of mills necessary to generate a specific amount of ad valorem taxes based on the assessed property value) for Charleston County, Charleston County School District and Other, which includes the Charleston County Park & Recreation Commission and Trident Technical College. The millage rate for the County is comprised of the General Fund millage and the Debt Service millage.



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# Budget Process

## Charleston County

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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.

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# Budget Process

## Charleston County

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### 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.



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# Budget Process

## Charleston County

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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 N-33 to N-38 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 3<sup>rd</sup> reading of ordinance

**July**

Fiscal Year begins July 1st

**July - June**  
Compliance Monitoring

Budget monitoring

Monthly reports and quarterly reviews

Mid-year and 3<sup>rd</sup> 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

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# Budget Ordinance

## Charleston County

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### CHARLESTON COUNTY ORDINANCE NO. 1684

TO PROVIDE FOR THE LEVY OF TAXES FOR CORPORATE PURPOSES OF CHARLESTON COUNTY FOR THE FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012, HEREINAFTER REFERRED TO AS FISCAL YEAR 2012; 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 2012; 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 2011 41.4 mills before adjustment for reassessment (not to exceed 40.2 mills after adjustment for reassessment) for General Fund Purposes.

The Charleston County Auditor shall levy the necessary millage in the year 2011, a total not to exceed \$18,025,000 for the debt service of the County.

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 2012, 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 welfare funds received by the Charleston County Department of Social Services from the State of South Carolina or the United States.

SECTION 2: There is hereby appropriated from the General, Debt Service, Proprietary, and Special Revenue 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, 2011, and ending June 30, 2012, to wit:

# Budget Ordinance

## Charleston County

Organization Units:	General	Debt Service	Proprietary	Special Revenue
<b>COUNCIL AGENCIES</b>				
County Council	\$ 1,153,549	\$ -	\$ -	\$ -
Accommodations Tax - Local	-	-	-	10,140,890
Accommodations Tax - State	-	-	-	79,000
Internal Auditor	214,112	-	-	-
Legal	1,045,201	-	-	227,874
State Agencies	377,106	-	-	-
<b>ELECTED OFFICIALS</b>				
Auditor	2,010,059	-	-	-
Clerk of Court	3,310,724	-	-	1,055,000
Coroner	1,161,750	-	-	-
Legislative Delegation	179,755	-	-	-
Probate Courts	2,071,157	-	-	-
Register of Mesne Conveyance	1,794,065	-	-	-
Sheriff	56,824,325	-	-	970,761
Solicitor	4,997,578	-	-	2,481,554
Treasurer	1,596,685	-	-	-
<b>APPOINTED OFFICIALS</b>				
Elections and Voter Registration	1,551,953	-	-	-
Library	13,322,999	-	-	-
Master-In-Equity	571,866	-	-	-
Public Defender	2,832,489	-	-	4,447,717
Veterans Affairs	287,876	-	-	-
<b>ADMINISTRATOR</b>	786,243	-	-	-
Community Services	1,873,753	-	-	-
Consolidated Dispatch	5,603,832	-	1,685,000	-
Economic Development	-	-	-	1,240,083
Environmental Management	-	-	28,557,552	-
Human Resources	1,291,323	-	24,305,000	-
Nondepartmental	5,140,296	24,623,948	-	-
<b>DEPUTY COUNTY ADMINISTRATOR</b>	21,257	-	-	-
Public Works	8,885,068	-	-	3,746,043
Transportation Development	359,684	-	-	-
<b>ASST ADMINISTRATOR FINANCE</b>	460,442	-	-	-
Assessor	3,634,944	-	-	-
Budget	629,988	-	-	-
Finance	912,612	-	-	-
Revenue Collections	1,086,744	-	2,078,459	-
<b>ASST ADMIN GENERAL SERVICES</b>	349,241	-	-	-
Building Inspections	1,365,183	-	-	46,297
Facilities Management	12,503,976	-	-	-
Internal Services	-	-	15,198,453	-
Magistrates' Courts	4,539,312	-	-	99,772
Technology Services	11,307,667	-	5,498,409	-
Zoning/Planning	1,502,843	-	-	160,000
<b>ASST ADMIN HUMAN SERVICES</b>	378,708	-	-	-
Dept of Alcohol & Other Drug Abuse	-	-	10,255,815	-
Emergency Management	645,983	-	-	229,360
Emergency Medical Services	9,929,260	-	-	-
Procurement	806,487	-	1,800,000	-
Safety & Risk Management	1,763,034	-	4,627,320	-
<b>TOTAL</b>	<b>\$ 171,081,129</b>	<b>\$ 24,623,948</b>	<b>\$ 94,006,008</b>	<b>\$ 24,924,351</b>

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# Budget Ordinance

## Charleston County

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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, Debt Service, Proprietary, Special Revenue 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 in the year 2011 29.9 mills before adjustment for reassessment (not to exceed 29.1 mills after adjustment for reassessment) 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 \$2,338,768 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, 2011, and ending June 30, 2012. The foregoing appropriation is for the operation of a Special Revenue Fund and is subject to the disbursement limitations embodied in SECTION 15 of this ordinance.

SECTION 6: The Charleston County Auditor is hereby authorized and directed to levy in the year 2011 18.7 mills before adjustment for reassessment 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, 2011, and ending June 30, 2012. The foregoing appropriation is for the operation of a Special Revenue Fund and is subject to the disbursement limitations embodied in SECTION 15 of this ordinance.

SECTION 8: The Charleston County Auditor is hereby authorized and directed to levy in the year 2011 12.3 mills before adjustment for reassessment (not to exceed 12.0 mills after adjustment for reassessment) 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

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# Budget Ordinance

## Charleston County

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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 \$203,900 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, 2011, and ending June 30, 2012. The foregoing appropriation is for the operation of a Special Revenue Fund and is subject to the disbursement limitations embodied in SECTION 15 of this ordinance.

SECTION 10: The Charleston County Auditor is hereby authorized and directed to levy in the year 2011 3.1 mills before adjustment for reassessment for baseline operations 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.

The Charleston County Auditor shall levy the necessary millage in the year 2011, a total not to exceed \$4,637 for the Fiscal Year 2011 deficit of the West St. Andrew's Fire District.

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, 2011, and ending June 30, 2012. The foregoing appropriation is for the operation of a Special Revenue Fund and is subject to the disbursement limitations embodied in SECTION 15 of this ordinance.

SECTION 12: The Charleston County Auditor is hereby authorized and directed to levy in the year 2011 2.0 mills before adjustment for reassessment on all taxable property in Charleston County to be deposited in the Trident Technical College Special Revenue Fund.

The Charleston County Auditor shall levy the necessary millage in the year 2011, a total not to exceed \$1,330,000 for the debt service of the Trident Technical College.

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 separate funds 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 \$5,739,913 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 operating purposes of the College for and during the period beginning July 1, 2011, and ending June 30, 2012. The foregoing appropriation is for the operation of a Special Revenue Fund and is subject to the disbursement limitations embodied in SECTION 15 of this ordinance.

There is hereby appropriated \$1,330,000 from the funds referred to in SECTION 12 hereof and from such other funds as may be generated by the Trident Technical College for debt service of the College for and during the period beginning July 1, 2011, and ending June 30, 2012. The foregoing

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# Budget Ordinance

## Charleston County

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appropriation is for the operation of a Debt Service 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 2012 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.

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 disbursements attributable to said fund. Should actual funding sources be greater than projected in this Ordinance, the Administrator may revise budgeted disbursements or direct the increase to be held for future years' disbursements.

SECTION 16: All monies properly encumbered as of June 30, 2011, shall be added to the applicable organizational unit's budget for Fiscal Year 2012. 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, 2011, shall be added to the applicable organizational unit's budget for Fiscal Year 2012. 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 2012 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 disbursements as defined in SECTION 2 and delineated in the FY2012 Approved Budget Detail document.

For "State Agencies" and "Outside Agencies" the organizational budgets are bound by "object code."

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# Budget Ordinance

## Charleston County

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The County Administrator, or his designated representative, is hereby authorized to effect transfers 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, 2012, 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 \$113,402,500, 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. .

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.



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# Budget Ordinance

## Charleston County

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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: June 2, 2011

Second Reading: June 7, 2011

Third Reading: June 16, 2011

# Budget Ordinance

## Charleston County

### CHARLESTON COUNTY ORDINANCE NO. 1686

**TO ESTABLISH AND MAKE APPROPRIATIONS FOR FISCAL YEAR 2012 FROM THE TRANSPORTATION SALES TAX SPECIAL REVENUE FUND FOR PROJECTS AND PURPOSES PERMITTED BY LAW; TO PROVIDE FOR BUDGET CONTROL OF SAID APPROPRIATIONS BY THE COUNTY COUNCIL AND THE COUNTY ADMINISTRATOR; AND OTHER MATTERS RELATED THERETO**

**WHEREAS**, County Council, by Ordinance No. 1324, duly enacted on August 10, 2004 (the "Sales Tax Ordinance"), provided for the imposition of a ½ of one percent sales and use tax (the "Sales Tax") in Charleston County pursuant to the provisions of S.C. Code Section 4-37-10 et seq. (the "Act"), subject to the results of a referendum to be held on the imposition of the sales tax on November 2, 2004 (the "Referendum"); and

**WHEREAS**, the Referendum was approved by a majority of the qualified electors of the County, and

**WHEREAS**, pursuant to applicable law, rules and regulations, the sales tax will be collected starting May 1, 2005, and

**WHEREAS**, there is a need to provide funds for greenbelts, mass transit, administration and other transportation-related projects before the beginning of the next County fiscal year, and

**WHEREAS**, pursuant to the Sales Tax Ordinance, a budget for expenditures of sales and use tax revenues from this source must be approved by County Council,

NOW, THEREFORE, BE IT ORDAINED by the County Council of Charleston County:

County Council hereby adopts the above recitals as findings of fact.

**SECTION 1:** Revenues and income accruing to the County of Charleston during Fiscal Year 2012 from the proceeds of the Sales Tax shall be deposited into the Transportation Sales Tax Special Revenue

Fund, and paid out from time to time by the County Treasurer in accordance with the provisions of this ordinance.

**SECTION 2:** There is hereby appropriated from the Transportation Sales Tax Special Revenue Fund the following amounts for the following respective corporate purposes of Charleston County for and during the period beginning July 1, 2011, and ending June 30, 2012, to wit:

<u>Organization Units:</u>	<u>Mass Transit</u>	<u>Greenbelts</u>	<u>Transportation Related Projects</u>
CARTA	\$ 7,126,750	\$ -	\$ -
RTMA - Tri-County Link	355,000	-	-
ITN Charleston Trident	30,000	-	-
Greenbelts - Operating	-	190,845	-
MWDBE Program	-	-	300,871
Public Information Office	-	-	35,069
Roads Program	-	-	18,176,517
Debt Service	-	7,120,698	10,694,797
County Indirect Cost	10,000	5,000	160,000
<b>TOTAL</b>	<b>\$ 7,521,750</b>	<b>\$ 7,316,543</b>	<b>\$ 29,367,254</b>

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# Budget Ordinance

## Charleston County

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SECTION 3: Unless covered by SECTION 5 or 6 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 Transportation Sales Tax Special Revenue Fund 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: For internal County organizational units, the salaries or compensation of positions funded in whole or in part through this budget 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. Positions funded in whole or in part through this budget shall only be those in support of expenditures of funds authorized by the Act and the Sales Tax Ordinance. Positions not solely providing administrative support to projects and purposes under the Act and the Sales Tax Ordinance shall be funded in part from other sources.

SECTION 5: Anticipated revenues accruing to the Transportation Sales Tax Special Revenue Fund are stated in this Budget Ordinance. Should actual funding sources for said 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 a) revise budgeted expenditures or b) direct the increase to be held for future years' expenditures. Any such actions shall be periodically reported to County Council.

SECTION 6: Internal County organizational units are bound to the appropriated disbursements as defined in SECTION 2 as delineated in the FY 2012 Approved Budget Detail document prepared in support of this ordinance.

The County Administrator, or his designated representative, is hereby authorized to effect transfers between County organizational units. By amendment to this ordinance, County Council may also adjust appropriations and make supplemental appropriations from the proceeds of the Sales Tax.

SECTION 7: Agencies outside the County which receive funds from the Transportation Sales Tax Special Revenue Fund shall enter into an intergovernmental agreement in a form approved by the County Administrator and County Attorney. Such agreements shall include, provisions set forth herein, as well as other provisions necessary or helpful in administering the distribution of funds hereunder pursuant to the Act, the Sales Tax Ordinance, and other applicable laws, rules, regulations and County policies.

SECTION 8: In order that Council may be assured that monies appropriated to the outside agencies funded from the proceeds of the Sales Tax are properly expended for projects and purposes permissible under the Act and the Sales Tax Ordinance, such agencies receiving funds shall submit requests for funding in accordance with procedures and schedules established by the County Administrator. Such procedures and schedules shall require, *inter alia*, a statement of the particular purpose(s) for which the money is intended to be spent. Except as specifically authorized by County Council, any outside agency or organization receiving an appropriation of Sales Tax funds must provide to County Council an independent annual audit of such agency's or organization's financial records and transactions and such other and more frequent financial information as required by County Council, all in form satisfactory to County Council.

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# Budget Ordinance

## Charleston County

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SECTION 9: Contracts necessary for County organizational units 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 are hereby authorized and shall be conducted in accordance with the provisions of the Charleston County Procurement Code.

SECTION 10: The Charleston County Administrator is hereby authorized to prepare and administer the detailed operating budget in support of and not inconsistent with the provisions of this ordinance as the detailed transportation sales tax budget for Charleston County.

SECTION 11: The classification and grades of all positions shown in the detailed budget are only provisional and are subject to audit by the Human Resources Department to recommend the appropriate grade and classification.

SECTION 12: The County Administrator, or his designated representative, is hereby authorized to transfer positions (Full Time Equivalents – FTEs) among organizational units and fund types.

SECTION 13: 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 14: All provisions of the Charleston County Fiscal Year 2012 operating budget which are complementary hereto and not inconsistent herewith are hereby incorporated by reference and shall govern expenditures from the Transportation Sales Tax Special Revenue Fund.

SECTION 15: This ordinance shall be effective following approval of third reading.

First Reading: June 2, 2011

Second Reading: June 7, 2011

Third Reading: June 16, 2011

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# Financial Systems

## Charleston County

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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 Assistant Administrator of Human Services, is responsible for procurement.

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# Financial Policies

## Charleston County

Adopted by Council on August 14, 2007

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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.

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# Financial Policies

## Charleston County

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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.

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# Financial Policies

## Charleston County

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### **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.



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# Financial Policies

## Charleston County

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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.

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# Financial Policies

## Charleston County

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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.

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# Financial Policies

## Charleston County

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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.

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# Financial Policies

## Charleston County

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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.

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# Financial Policies

## Charleston County

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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.

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# Financial Policies

## Charleston County

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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.

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# Financial Policies

## Charleston County

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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.

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# Glossary

## Charleston County

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**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).



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# Glossary

## Charleston County

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**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.

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# Glossary

## Charleston County

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**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.

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# Glossary

## Charleston County

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**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.

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# Glossary

## Charleston County

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**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.

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# Glossary

## Charleston County

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**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.

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# Acronyms

## Charleston County

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**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

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# Acronyms

## Charleston County

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**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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