

# Charleston County Fiscal Year 2020 Approved Narrative



Distinguished Budget  
Presentation Award





# **COUNTY OF CHARLESTON SOUTH CAROLINA**

**APPROVED BUDGET FOR FISCAL YEAR 2020**

## **BUDGET NARRATIVE**

### **COUNTY COUNCIL**

**J. ELLIOTT SUMMEY, CHAIRMAN**

**HERBERT SASS, VICE CHAIRMAN**

**HENRY DARBY**

**ANNA B. JOHNSON**

**C. BRANTLEY MOODY**

**TEDDIE E. PRYOR, SR**

**JENNY COSTA HONEYCUTT**

**A. VICTOR RAWL**

**DICKIE SCHWEERS**

### **COUNTY ADMINISTRATOR**

**JENNIFER J. MILLER**

**CHARLESTON  
COUNTY  
SOUTH CAROLINA**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Charleston County  
South Carolina**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morrell*

Executive Director

**Budget Department:**

Mack Gile, Budget Director  
LoElla Smalls, Assistant Budget Director  
Gail Marion, Grants Manager  
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**Picture Cover:** The picturesque bridge is located at Magnolia Plantation and Gardens, a historic house with gardens located on the Ashley River, west of Charleston County, South Carolina. It is one of the oldest and most visited plantations in the South, and is listed on the National Register of Historic Places.

**Distinguished Budget Presentation Award**

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, 2019, for the 30<sup>th</sup> 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

Jennifer J. Miller  
County Administrator



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Fax: 843.958.4004

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Lonnie Hamilton, III Public Services Building  
4045 Bridge View Drive

Citizens of Charleston County:

I am pleased to present to you the Fiscal Year (FY) 2020 Charleston County Operating Budget, as adopted by Charleston County Council on June 18, 2019. Charleston County has received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the past thirty years. We are proud of this recognition, and we work hard each year to improve upon the budget from the previous year. We believe that this budget document conforms to the award program requirements, and we are submitting it to GFOA for consideration.

### HIGHLIGHTS

- *Addresses Growth in Charleston County*
- *Preserves County Resources*
- *Maintains Financial Fundamentals*
  - *Matches Recurring Revenue with Recurring Expenditures*
  - *Maintains Prudent Fund Balance*
  - *Five –Year Long Range Planning*
- *Includes No Tax Increase*

The FY 2020 budget is balanced and addresses the following budgetary challenges:

➤ **Diversification of the Population** ~ Based on the 2018 numbers released from the U.S. Census Bureau, the net number of new arrivals into the Charleston metro area is 26 people a day, which is three times the national average. While this unprecedented growth over the last decade is beginning to decline, the growth of citizens from different areas of the country has changed the dynamics for the types and levels of service demands required from the County by our new citizens. One expectation of increased service is a \$6.9 million increase in the County's General Fund budget for the library expansion approved by voters in 2016. Another expectation of increased service is a \$12.8 million increase in the Transportation Sales Tax (TST) budget for greenbelts, transportation and transit. Voters passed the first TST in a referendum in 2004 and the second TST in 2016.



➤ **Maintaining a qualified and highly motivated workforce** ~ Vacancies are a challenge from coast to coast and across government agencies. For Charleston County government, the complexities of an extremely competitive job market are more evident because companies like Boeing, Google, and Volvo have moved in the area. This aggressive job market has made it difficult for the County to retain and

recruit employees. The approved budget addresses employee retention by continuing the merit and longevity programs. In addition, the County will continue employee development and leadership training with the goal of promoting from within whenever possible. Finally, the County strives to maintain a competitive compensation package for existing and new employees.

During the FY 2020 budget process, the staff tackled the challenges currently facing the County while meeting the budget directives endorsed by Council:

➤ **Maintaining Financial Health** ~ This budget follows the County's financial policies, which include maintaining the Rainy Day Fund and prudent fund balance levels, matching recurring costs with recurring revenue and performing five-year financial forecasts for the County's major funds.

**County Initiative: Long-Term Financial Planning** – Ensure sound fiscal term planning.

➤ **No net increase in taxes for the homeowner** ~ County Council conscientiously sought to maintain a consistent level of taxation for our residents and businesses. The County's tax millage, Local Option Sales Tax Credit and the Solid Waste User Fee for FY 2020 remain constant.

## THE BUDGET IN BRIEF



The County maintains its strong AAA bond rating. The Rainy Day funds, adopted fund balance policies and five-year financial forecasts are all signs of solid fiscal management. While the growth in the County provides additional revenues, this growth also represents a transition to a more competitive employment market, to increased services from a growing and

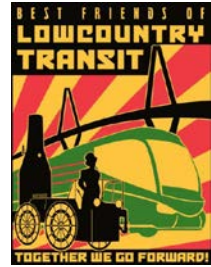
diverse population, to higher costs related to aging and expanded facilities, and to increased demands for drainage and road infrastructures. While preparing the FY 2020 budget, the County recognized the need to remain flexible to respond to the changes in the dynamics of Charleston County AND stay committed to the financial security and health of the County. **The Mission is Possible** became the County's theme for staff to rally together to find innovative approaches to reducing costs while maximizing the level and quality of service provided to citizens.

Revenues and other sources for all operating funds<sup>1</sup> total \$613.7 million for FY 2020, which is an increase of \$14.5 million over the previous fiscal year. Property taxes, sales taxes, and anticipated property sales represent the largest increases. For property taxes, a \$3.8 million net increase in the General Fund is due to growth in the property tax base, and a \$3.9 million increase in fees-in-lieu-of property taxes in the Special Revenue Fund is due to new and enhanced economic development. Sales taxes reflect the next largest revenue increase of \$4.8 million in the Special Revenue Funds for the first and second TST funds for roads, mass transit and green space projects. Another \$3.0 million increase is budgeted in the Environmental Management Fund for the anticipated sale of property.

<sup>1</sup> The operating funds include all funds appropriated on an annual basis but exclude project-length budgets, e.g., Capital Projects Funds and grants.



Expenditures and other uses for all operating funds<sup>1</sup> total \$612.7 million for FY 2020, an \$8.9 million increase from the previous year. The largest increases include \$12.5 million to the Berkeley Charleston Dorchester Council of Governments for the design phase of the Bus Rapid Transit project in the second TST and an allocation of \$6.9 million for the Library expansion. There was also an increase of \$8.2 million across all funds for personnel costs, including a net of three new FTEs, the continued merit and longevity programs, and higher retirement costs. These increases are offset by a \$7.0 million decrease in General Fund: Facilities Management representing lower maintenance and project funding for County buildings because of budgetary constraints and the re-establishment of a reimbursement from the Library. The decrease also includes a \$3.6 million reduction in Special Revenue Fund: Technical Program Stormwater due to historical usage and current trends in spending.



The beginning fund balance was projected to be \$86.5 million. The largest change in the fund balance is related to the first and second TST Special Revenue Funds, which increased \$15.7 million to accumulate funds for future pay-as-you-go roads projects. The fund balance was reduced by \$4.5 million in the General Fund and by \$4.9 million in the Environmental Management Enterprise Fund for one-time costs. As a result, the ending fund balance is projected to be \$87.6 million, which is a \$1.1 million increase.

## **MAJOR POLICY ISSUES**

National and global events continue to present challenges that affect the development of the County's budget. During the FY 2020 budget process, the County continues to address policies/practices/ procedures concerning recovery from natural disasters. The nation has experienced increasing frequency of natural disasters, and the County has experienced its share with hurricanes in four consecutive years. The County is currently working with FEMA to receive reimbursement for past damage and funding for projects to mitigate future damage. As a result of the recent natural calamities, the County has gained experience in response and recovery. From a financial perspective, the County has become more aware of the financial alternatives for recovery and has confirmed the need for many of our financial policies. For smaller events, the Rainy Day Fund, the two-month General Fund reserve, and utilizing non-General Fund funds remain the prudent short-term solution. For larger events, the County maintains the ability to borrow funds, and seeks to maintain the lowest borrowing cost through our AAA credit ratings.

By using sound long-term financial planning, the County positions itself to remain stable following the financial shock of large public safety events, natural calamities, and economic downturns, while providing excellent service to citizens.

## **LOOKING AHEAD - CHALLENGES IN FY 2020 AND BEYOND**

The County has identified several challenges for FY 2021 and beyond. The following section discusses the challenges and how the County will align successful resolution of these issues with the County's mission and initiatives.

**Building Meaningful Partnerships** – As one of the largest non-Federal governments in the metropolitan area, Charleston County is experiencing an increase in requests for assistance from smaller local governments and non-profit agencies. The County is acutely aware of the service demands for our growing population and realizes a cost effective approach to solving some of these challenges is by collaborating with other agencies. The FY 2020 budget included funding for the following partnerships (please refer to pages 30 and 31 to see partnerships the County formed during FY 2019).

- **Affordable Housing** ~ The County continues to experience growing population, thriving business development, and increasing tourism. As the economy continues to grow, the housing market is also expanding expeditiously and is minimizing the availability of affordable homes. Several local governments and non-profit agencies are examining ways to expand the supply of available housing and stimulate the construction and rehabilitation of housing for persons of very low, low and moderate incomes in Charleston's neighborhoods. Charleston County allocated \$0.3 million in FY 2020 and committed to \$0.3 million in FY 2021 and FY 2022 to the Charleston Housing Authority to assist with renovating existing housing in the non-profit agency.
- **Public Safety** ~ In recent years, the United States has seen an alarming increase in school shootings. During the FY 2019 budget deliberations, County Council took a positive step towards protecting the County's students and teachers by increasing the number of School Resource Officers in each elementary school within the County's law enforcement jurisdiction by funding ten School Resources Officer positions. During the FY 2020 budget deliberations, Council approved the allocation of \$0.6 million to the City of Charleston to assist with the cost of placing School Resource Officers in all of the schools within the City's jurisdiction for six months. This represents a partnership between the Charleston County School District, the City of Charleston, and the Charleston County School District. All three governments joined together to fund the safety of students in our schools.

**Preserving and Constructing County Infrastructure** – The County considers our assets the second most valuable resource, after our employees. As a result, we are dedicated to preserving our current infrastructure and constructing quality buildings for future needs.

- **Asset Management** ~ The County is continually challenged with increased facility maintenance costs due to the age and expansion of the County's facilities. The County will continue a comprehensive study to determine the condition of County facilities and development of an annual work plan. Moving forward, the County intends to fund the appropriate ongoing funding level to implement the work plan.
- **Construction Management** ~ The County anticipates funding infrastructure from bond issues, Enterprise Funds, and Special Revenue Funds in the future. The major challenges in construction involve the following projects:



- The original Library plan included building five new libraries (three serving as replacements for existing facilities), renovating 13 existing branches, moving the library's support staff out of the Main Library to make more space available for public use, and upgrading the technology in all buildings. The County opened the Wando Mt. Pleasant Library in FY 2019. During FY 2020, the County anticipates completing the Baxter-Patrick James Island, Bees Ferry West Ashley and St. Paul-Hollywood libraries.
- Currently, staff is working on design and construction of a building for a social services hub, construction of a new Juvenile Corrections Facility and a major redesign and reconfiguration of the Public Works complex. The County intends to fund these projects by issuing debt.
- The County is also planning to construct the next lined landfill cell and a recycling center that is cost efficient and meets the needs of the growing population. In addition to setting aside funds for the construction, the County prudently strives to maintain an appropriate level in the Environmental Management Enterprise Fund fund balance.
- Finally, the citizens of Charleston County passed, by referendum, an additional one-half of one percent sales and use tax that took effect May 1, 2017 and will continue for 25 years or until \$2.1 billion is collected. According to the referendum, the sales tax revenues provide funds for transportation-related projects, mass transit, and greenbelts. The County strives to prudently manage projects and spending for the Second TST. Staff is currently reviewing plans to fund designing large road projects, designing a bus rapid transit system, and prioritizing greenbelt projects.



## CONCLUSION

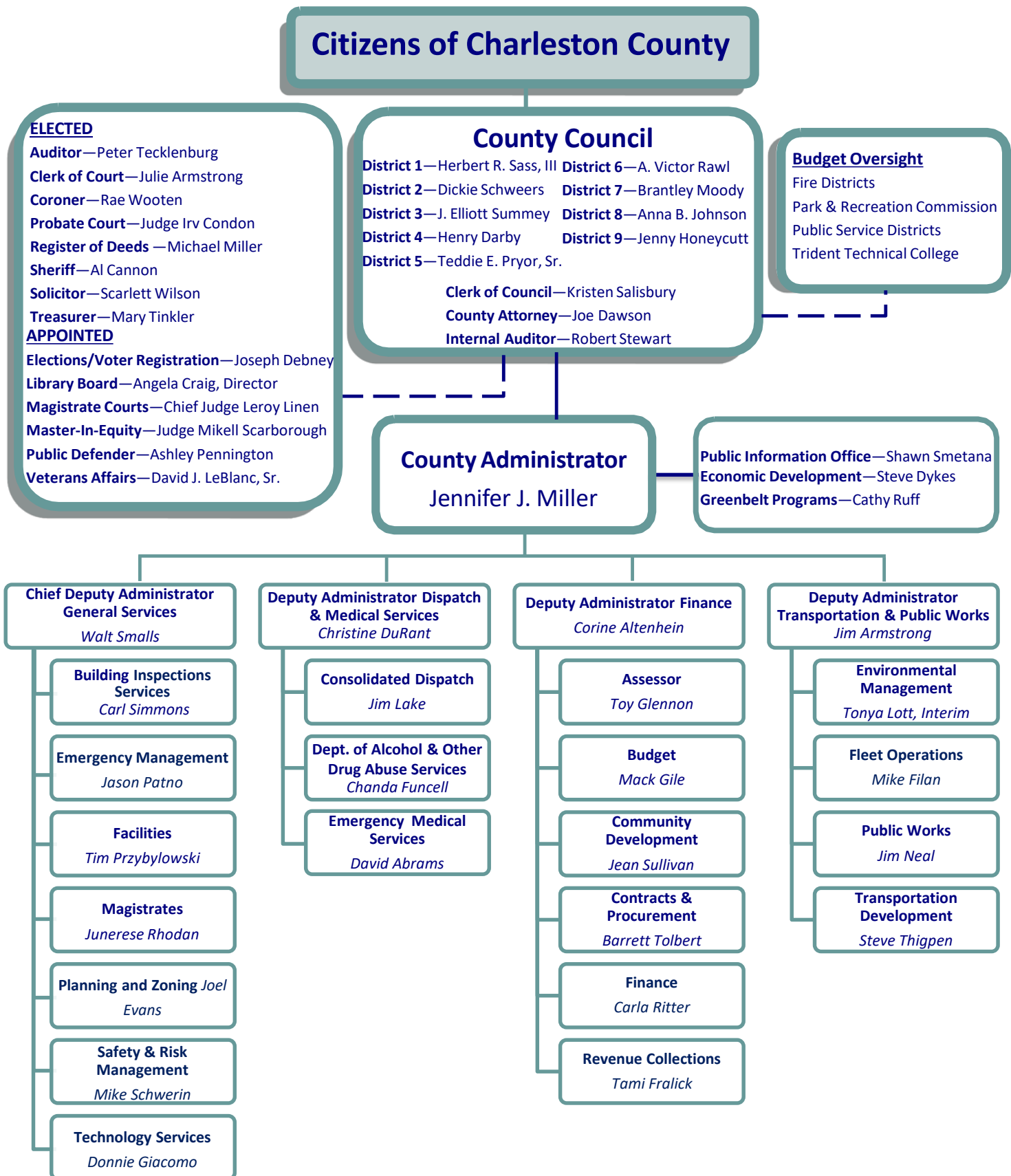
The FY 2020 Charleston County Operating Budget meets the County's budget objectives and addresses the major policy issues that face the County. As the County enters a new year and looks forward to future years, we will continue to strive to efficiently and effectively meet the needs of Charleston County's citizens.

Respectfully submitted,

Handwritten signature of Jennifer J. Miller in blue ink.

Jennifer J. Miller  
Charleston County Administrator

# Organizational Chart



Effective May 2019

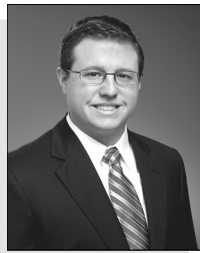
# CHARLESTON COUNTY COUNCIL



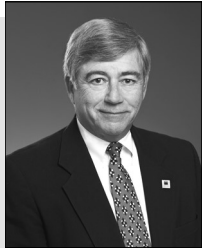
**Herbert R. Sass, III**  
Vice Chairman,  
District 1



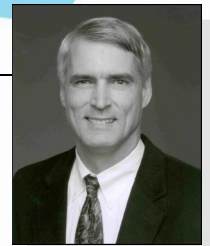
**Henry Darby**  
District 4



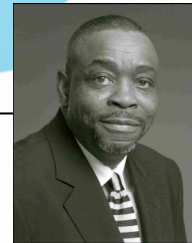
**J. Elliott Summey**  
Chairman, District 3



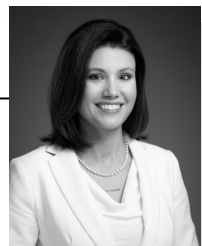
**A. Victor Rawl**  
District 6



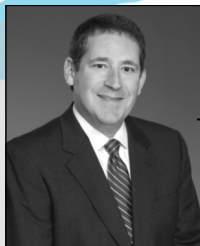
**Dickie Schweers**  
District 2



**Teddie E. Pryor, Sr.**  
District 5



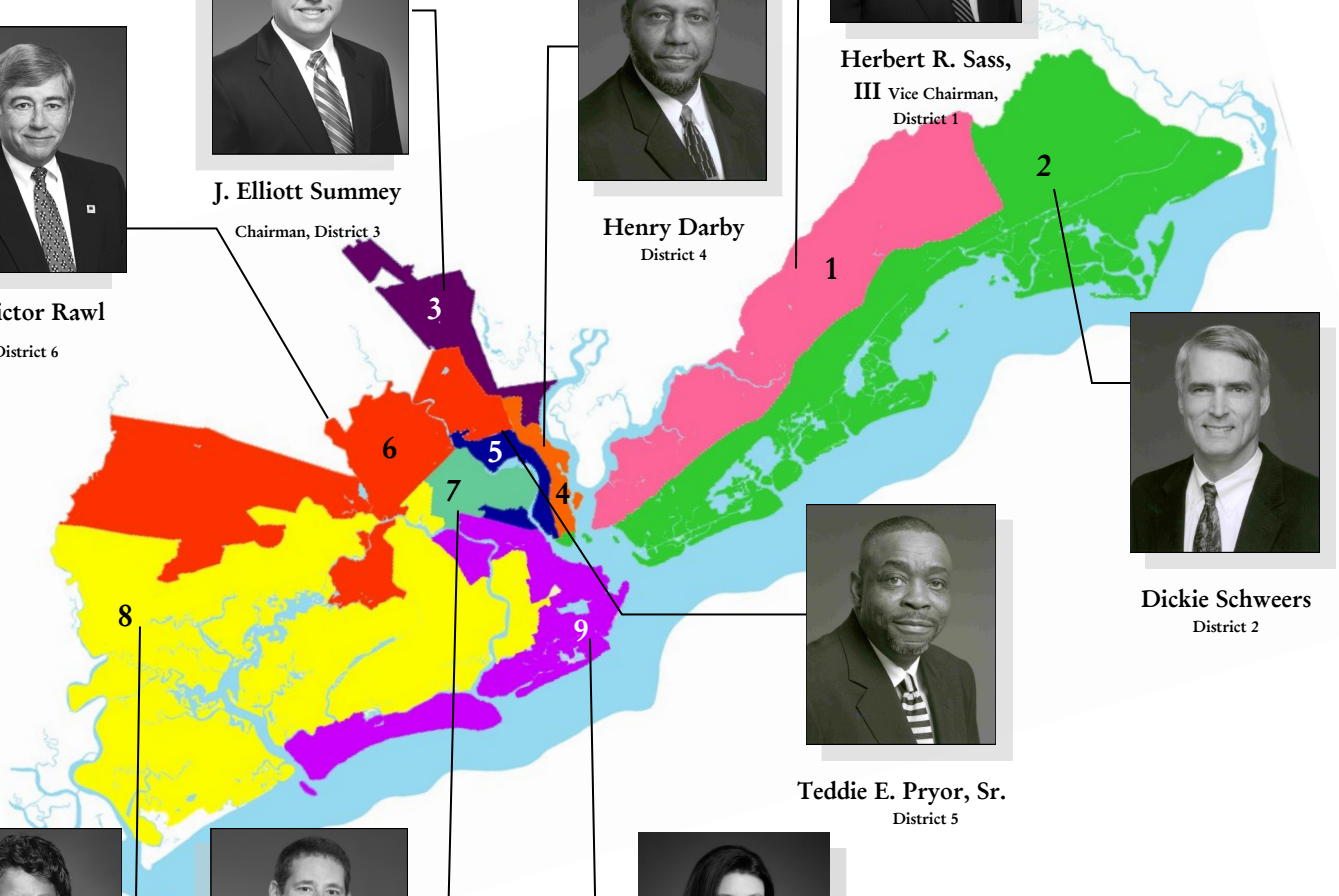
**Jenny C. Honeycutt**  
District 9



**C. Brantley Moody**  
District 7



**Anna B. Johnson**  
District 8

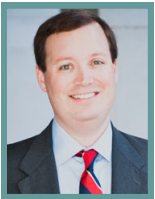


**Charleston County Council serves as the legislative, policy-making body of county government through the adoption of ordinances and resolutions. Council members represent nine single-member districts, and each January, the members elect a Chairman and Vice Chairman to represent Council for that calendar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

The Auditor sets millage rates to satisfy annual budget requirements for Charleston County, including 33 municipalities and other taxing authorities. His 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 Deeds - Michael Miller

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



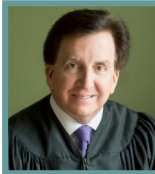
### Solicitor - Scarlett Wilson

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 - Mary Tinkler

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 Joseph Debney

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 - Executive Director Angela Craig

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 Leroy Linen

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.



### Public Defender - Ashley Pennington

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 manner.



### Veterans Affairs - David J. LeBlanc, Sr.

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.



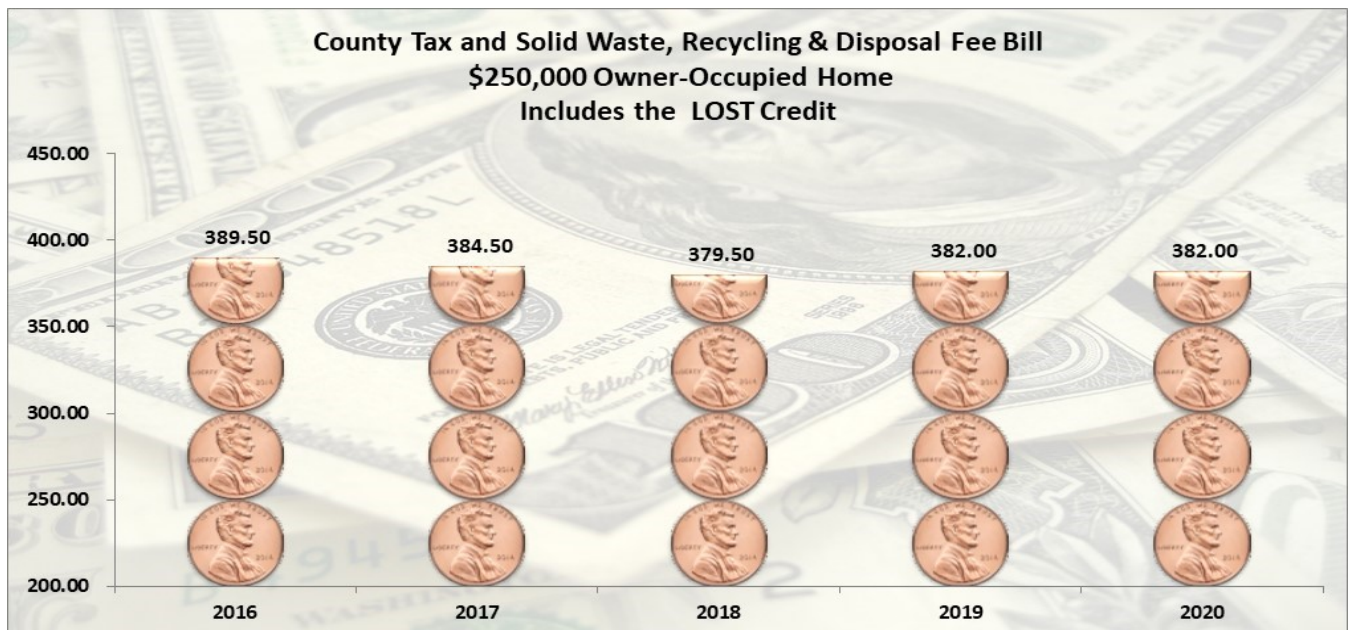
## BUDGET HIGHLIGHTS



The LOST credit reduces the amount of taxes owed by a homeowner.

The General Fund operating budget is \$251.2 million, which is up \$10.5 million or 4.4 percent. The FY 2020 Charleston County budget is balanced.

- Operating millage remains unchanged at 44.7 mills.



## Projects

### Initiatives/Projects During Fiscal Year 2020

- Continue construction and renovation of Charleston County Libraries
- Begin construction of a new Material Recovery Facility (MRF)
- Complete an Asset Reserve Study for maintenance of County facilities
- Begin design of Community Services Hub, Public Works Complex and Juvenile Detention Center



## 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 2020 adopted County millage rate *	
0.0508		0.0508
406.40	Total Property Tax Due for Charleston County Before Sales Tax Credit	508.00
- 180.00	Less: County Sales Tax Credit x Adjusted Appraised Value (.00090 x 200,000 or 250,000)	-225.00
226.40	Tax Due After Sales Tax Credit	283.00
99.00	Plus: Environmental Management Recycling and Disposal Fee	99.00
\$ 325.40	Total Amount Due	\$ 382.00

*\*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.*

# The County

Charleston has continued to be an award winning destination. Some of the rewards received in FY 2018 and FY 2019 include:

- No. 1 City in the U.S. for six consecutive years by Travel + Leisure Magazine. Charleston is home to award winning hotels and restaurants.
- No. 1 Best Small U.S. City for the eighth consecutive year in the Conde Nast Traveler Readers' Choice Awards.
- Ranked as the South's Best City by Southern Living.
- No. 10 Best City in the World by Travel + Leisure. Charleston is the only U.S. city to be awarded in 2018.
- Charleston ranked No. 12 as the Best Place to Start a Career by WalletHub.
- Ranked the No. 1 City in America for Economic Opportunity by Yelp Local Economic Outlook. In recent years, the Charleston region's economy has grown faster than the national average.
- Charleston ranked No. 16 Best Performing Cities by the Milken Institute in 2018. The Index is based on a U.S. metropolitan area's ability to create and sustain jobs and economic growth.
- Ranked No. 4 America's Biggest Boomtowns by Magnify Money. Charleston ranks high in attracting workers, business growth, and workforce and earnings.



## The Industry



**\$202 Million**

Residential value of construction permits in 2018

**\$42.7 Billion**

Gross Metro Product in the Charleston Region



## The People



**35,000**

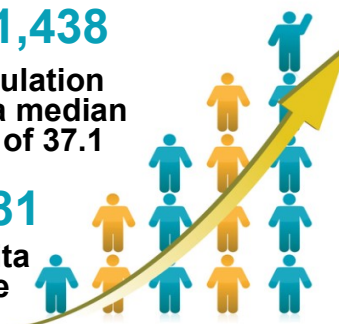
2017—2022  
Job Creation Forecast in the Charleston region

**401,438**

Population with a median age of 37.1

**\$57,281**

Per capita income



**90.2%**

- Percent of people with high school degree or higher—25 or older

**41.1%**

- Percent of people with bachelor's degree or higher—25 or older

**Median Sales Price in 2018**

**\$377,193**  
5.1%

Average new residents moving to tri-county area daily on a net basis

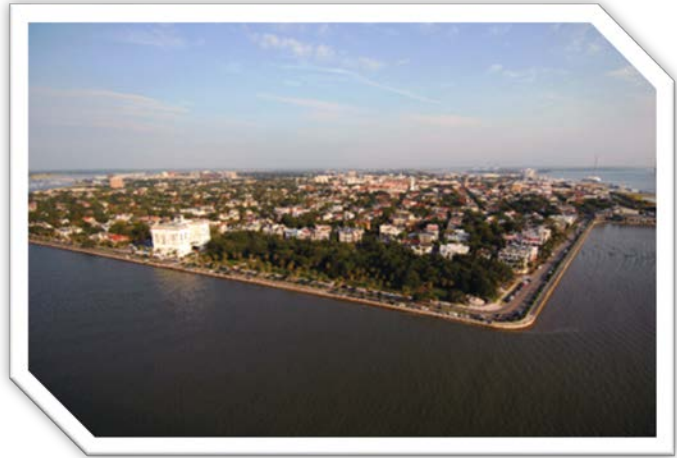




## COMMUNITY PROFILE

Charleston County is located along the scenic southeastern coast of South Carolina. It has a land territory of 916 square miles and a 97-mile coastline along the Atlantic Ocean. Charleston County is South Carolina's third most populated county with approximately 405,905 residents according to the latest U.S. Census annual population estimates.

The region's coastal location along the Atlantic Seaboard, at the junction of the Ashley and Cooper 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 historic Charleston. Charleston County also offers urban and suburban communities that lie beyond the bustling city hosting businesses, industries, and residences alike. The region's charm is evident in the "slow pace and friendly environment" despite major growth in population over the past decade.



*Downtown Charleston*

### Tourism and Lowcountry Living

This city of enchantment and charm, fascinating beauty, history and culture makes it easy to fall in love with and impossible to forget. Tourism has long been an economic mainstay in this historic eighteenth century setting and continues to grow in importance. Charleston is not only an international vacation destination, it is a cosmopolitan city whose residents absolutely cherish the past and excitedly embrace the future.

Charleston is medium in size but offers big city attractions like the world-renowned Spoleto Festival, Southeastern Wildlife Exposition, Wine & Food Festival, Cooper River Bridge Run and Volvo Car Open tennis tournament. The Volvo Car Open tennis tournament is the preeminent all-women's professional competition. It is held each year at the Volvo Car Stadium at the Family



*Riverfront Park - North Charleston*

Circle Tennis Center on Daniel Island. It averages 90,000 attendees and in previous years generated an estimated direct economic impact of \$30 million. The annual Cooper River Bridge Run 10K has an estimated direct economic impact of \$30 million. In 2019, with 60 percent of attendees from out of town, the race was recognized as the top tourism event by the State of South Carolina, garnering the prestigious Governor's Cup.

## COMMUNITY PROFILE

The USGA 2019 U.S. Women's Open was hosted at the Country Club of Charleston, S.C. The USGA estimates that the event drew 100,000 spectators and direct economic impact of \$25 million in the Charleston region. The region is looking forward to hosting another prestigious golf event in 2021. In April 2015, PGA officials announced that the 2021 PGA Championship will be hosted at the Ocean Course at Kiawah Island, SC. The Championship was previously held there in 2012 with great success; bringing with it a \$23.6 million economic impact felt throughout the Charleston region.

Charleston provides natural beauty, moderate climate, and unmatched quality of life that has been deliberately and carefully preserved. Charleston has become a coveted destination for travel. Readers of leading travel magazines have placed Charleston at the top of the list of favorite domestic and world travel destinations. Charleston was named the "No. 1 City in the U.S. and Canada" by *Travel + Leisure World's Best Awards* for seven consecutive years (2013 through 2019). Charleston has received the similar designation of "Best Small City in the U.S." from *Condé Nast Traveler Reader's Choice Awards* eight years straight (2011 through 2018). *Travel + Leisure* magazine readers also designated Charleston as the No. 12 City in the world.

The region's visitor industry has expanded rapidly over the past few years, experiencing nearly 7.3 million visitors in 2018. The tourism industry contributes more than \$8 billion annually to the area's economy. 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."

Restaurants continue to multiply and flourish with a constant flow of aspiring chefs and affluent visitors. Several Charleston area restaurants were given the 'Star Diamond Award' by The American Academy of Hospitality Sciences; landed on Forbes 4 Star Restaurants list; featured in *Wine Enthusiast* magazine's 'America's 100 Best'; and recognized by the James Beard Foundation Awards.

### Economic Diversity

The Lowcountry has a competitive posture and a diverse economic base due to its high quality of life. The region's economic base includes the Port of Charleston, which is the fourth in container volume along the east and Gulf Coasts. The Port is considered among the most efficient in the nation for its cargo handling systems. Activity is expected to rise over the next decade due to a \$2.6 billion infrastructure improvement campaign, which includes the construction of the new Hugh K. Leatherman Sr. Terminal on the former Naval Base, deepening the harbor to 52 feet, and other road/rail access and terminal



Port of Charleston

## COMMUNITY PROFILE

modernization projects. The new 280-acre terminal is expected to open in 2021 (first phase completion – 171 acres) and will increase Charleston's total container capacity by 50%. South Carolina Ports Authority (SCPA) reports that the \$351 million terminal modernization project underway at Wando Terminal will increase capacity by the end of 2019.

Shipping volume through South Carolina ports increased by 9.7 percent in Fiscal Year-to-Date 2019, moving 2.2 million twenty-foot equivalent units. The Ports Authority economic impact for the Lowcountry region is estimated at \$6.3 billion and generates 1 out of every 20 jobs in the eight-county region.



### Military Presence

The military has continued to be a significant presence in the area even after the 1995 closure of much of the Charleston Naval Complex. A 2017 statewide study conducted by the University of South Carolina and the South Carolina Military Base Task Force estimated the annual economic impact to be nearly \$11 billion with more than 68,000 jobs supported. Joint Base Charleston remains the single largest employer in the region, employing more than 22,000 uniformed, civilian, and reservist personnel located within the Naval Weapons Station, the Navy Nuclear Power Training School, and the Naval Information Warfare Center (NIWC). Joint Base Charleston is home to the 437<sup>th</sup> Airlift Wing and its squadrons of C-17 transport planes, the 628<sup>th</sup> Air Base Wing and the 315<sup>th</sup> Airlift Wing (the reserve unit). These

planes play a vital role of carrying supplies to active duty troops stationed all over the world. The U.S. Coast Guard operates a station in Charleston, as well.

### Economic Development

Economic development has increased dramatically over the past five years. The Mercedes-Benz Vans, LLC (previously known as Daimler Vans Manufacturing) celebrated the grand opening of its \$500 million van assembly facility for the NAFTA territory in North Charleston. The company moved through the process of hiring an additional 1,300 workers. The facility includes a completely new body shop, a paint shop and an assembly line. The new facility is designed to build Sprinter vans from start to finish, MBV formerly re-assembled the vans at their original facility inside Palmetto Commerce Park.-



Sprinter van featuring the Amazon brand for the 2018 Mercedes-Benz Vans plant dedication.

The 787-10 Dreamliner or "Dash 10", the newest and largest member of Boeing's 787 family of wide-body, fuel efficient planes is exclusively built at Boeing's North Charleston campus. Boeing



## COMMUNITY PROFILE

South Carolina currently employs nearly 7,300. The company now has a total of six facilities and business units; Boeing Final Assembly and delivery site for the 787 Dreamliner, Boeing Interior Responsibility Center, Propulsion South Carolina, Boeing Research & Technology, and two Centers of Excellence – Information Technology and Engineering.

Other elements of the diverse Charleston economy also remain robust. In 2018, Charleston County announced the expansion of 11 existing companies and the locating of five new companies to the county. These economic development announcements represent more than 880 new jobs and \$105.9 million in capital investment.



*The arrival of the inaugural British Airways nonstop flight from London Heathrow Airport*

### Infrastructure

The region's growing international operations, stable businesses and industrial bases have contributed to a diverse economy. The area also benefits from modern airports like Charleston International Airport, superior rail and port access. These valuable assets will continue to benefit the community as leaders strategically implement infrastructure upgrades. The airport completed a four-year long, \$200 million major renovation in the fall of 2016. Recent improvements include four construction projects; a five-level parking

garage and three projects to support the addition of the new nonstop transatlantic flight to London, Heathrow airport via British Airways. The airport has announced nonstop service to additional destinations bringing the total to 31 airports in 27 cities in the U.S. and Great Britain. Passenger volume is expected to surpass 5 million this year.

The South Carolina Ports Authority is in the process of completing a \$2.6 billion port and port-related capital plan (detailed earlier) that improves port access and wharf conditions. The county is committed to the continual upgrading of highways and completion of major roads.

### Industry

Palmetto Commerce Parkway, the epicenter of major industrial growth, continues to house a growing number of world-class businesses such as The Boeing Company, Mercedes-Benz Vans, Thyssenkrupp, Cummins Turbo, Shimano, AHT Cooling, TIGHITCO, Safran Electrical & Power Systems, Kuehne + Nagel, Inc. and The Intertech Group. The area surrounding the Palmetto Commerce Park is rapidly developing. The park is bound to the east by I-26, to the north by Ladson Road and to the south by Ashley Phosphate



*Palmetto Commerce Parkway*



## COMMUNITY PROFILE

Road. Several industrial warehouses totaling more than 2.3 million square feet have recently delivered to market, are under construction or are proposed for development over the period of 2018 to 2020. Many of these projects are speculative in nature in response to strong demand for commercial real estate and historically low vacancy rates.

### Education

Nearly 50,000 students pursued higher education degrees in various Charleston regional colleges, universities and technical schools. The Medical University of South Carolina offers advanced medical degrees at the State's largest teaching hospital. The College of Charleston offers new degree programs in Engineering and Data Science. Trident Technical College provides a diverse range of industrial training programs. Trident Technical College has built a new nursing school (opened in 2016) and an aeronautical training facility (opened in 2019). Other higher education opportunities include the College of Charleston, The Citadel, and Charleston Southern University. Nearly 15,000 high school students are enrolled in "Career Academies." During the 2017/18 school year, 75 students participated in the Youth Apprenticeship Program through Apprenticeship Carolina, a division of the SC Technical College System. A recently developed engineering youth apprenticeship pilot program (the collaboration among the Charleston Regional Youth Apprenticeship Program, the Labor Department and Project Lead the Way, Inc.) will be used as a nationwide model.

### Unemployment Rate

As of May 2019, Charleston County continues to experience a low unemployment rate at 2.8 percent. This rate compares to 2.9 percent for the three-county region, 3.6 percent for the State of South Carolina and 3.4 percent for the nation.





## 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.*

### *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.

***Customer Service Excellence*** – Our internal (coworkers) and external (citizens) customers are at the heart of all that we do. We are committed to demonstrating professionalism, timeliness, empathy, competency, reliability, and responsiveness to accomplish the Charleston County Mission.

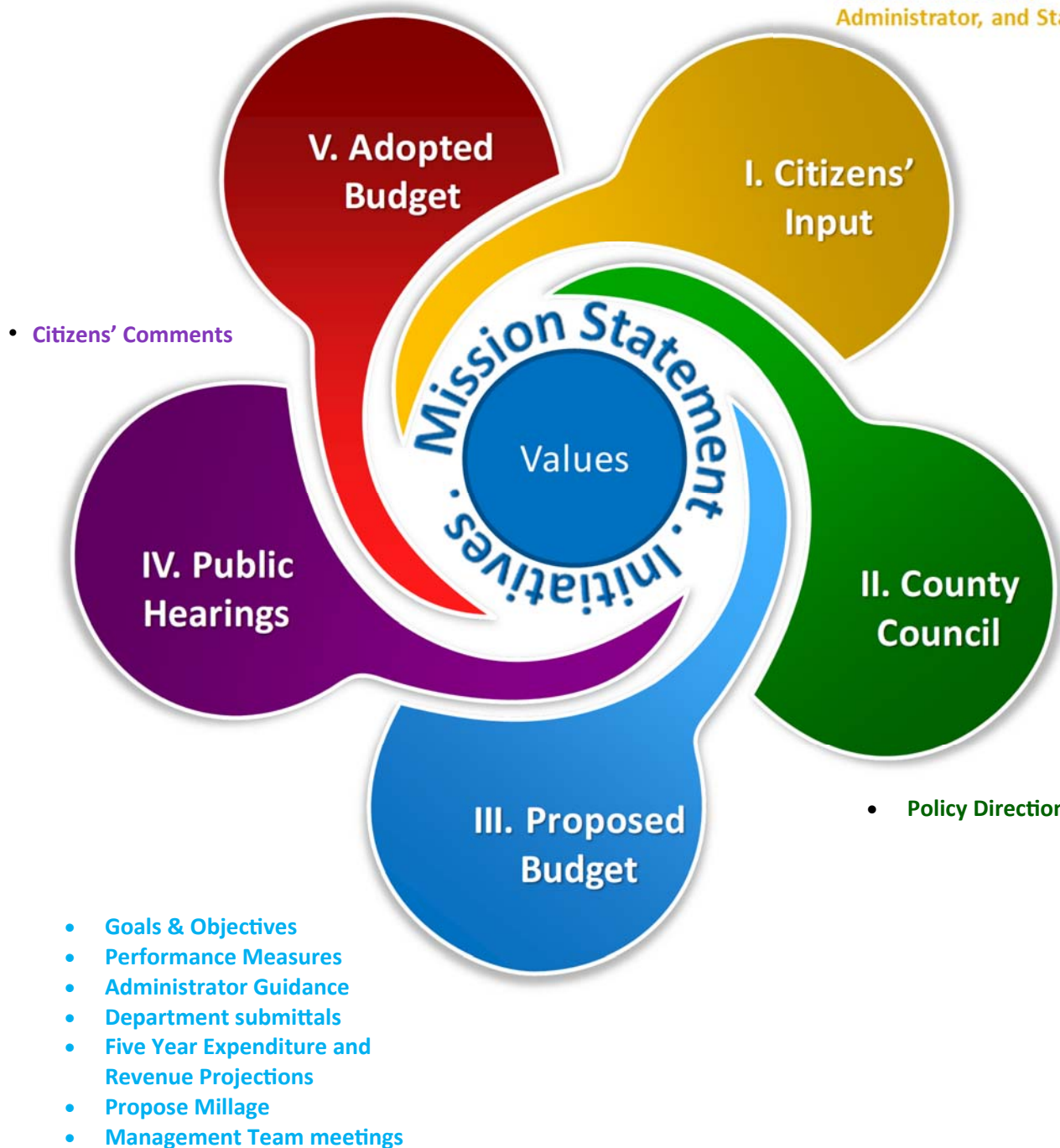


# PERFORMANCE MEASURES GUIDE

## Identifying the Goals of Charleston County

- Requires three readings of the ordinance

- Appointment to Boards and Committees
- Outreach meetings and surveys
- Direct contact with County Council, the County Administrator, and Staff





## PERFORMANCE MEASURES GUIDE

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.

### Financial Policies

- *Operating Budget Policy #6: ...develop and employ performance measures and/or benchmarks that support the County's mission. Selected performance measures will be included in the budget document.*

The **Initiatives** refer to the five County goals that set the direction of departments in fulfilling the mission and values of Charleston County.

- **Initiative I: Service Delivery** - Provide a level of service that the customer recognizes as high in quality and value.
- **Initiative II: Human Resources & Resource Management** - Develop and maintain a flexible organization that is knowledgeable, productive and committed.
- **Initiative III: Long-Term Financial Planning** - Ensure sound fiscal long-term planning.
- **Initiative IV: Workflow Analysis-Process Management** - Ensure all new and existing processes and workflow are reviewed for efficiency of resources and utilized funding.
- **Initiative V: Quality Control** -Track progress of county development and use the information to make educated decisions for the future of the 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.

**Performance Measures Results** for each **County Initiative** are listed on pages 32-36 **Department Goals, Objectives, Measures** and **Action Steps** 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 Initiatives.

**C**harleston County seeks to forge partnerships that uplift the community and our environment in many different ways. Check out a few of the partnerships Charleston County has taken on this year.

## Educator Café Series! ~ Winter



Charleston County's Transportation Development and Public Works' staff, in partnership with the LowCountry STEM Collaborative, participated in the Educator Winter Science Café Series. Educators and leading professionals switched tables every 20 minutes and talked about sustainability, infrastructure, and flooding in Charleston County.

"The question has to be asked—can we really make a difference? I believe we can. Making a difference starts right where we are in our homes and in our jobs here at the County."

**Jennifer Miller**  
**Charleston County Administrator**

## Citizen Science - Empowering Everyone to Protect Water, Wildlife and Wild Places



This project enables citizens to monitor and report storm drain issues directly to the County through the SC Aquarium Citizen Science App.

County Council allocated \$150,000 for the Community Investment Fund. Local non-profit organizations will apply to receive funding from this allocation to assist with providing social service programs to the community.



## Build a Shed

Facilities staff mentored Burke High School students at the Build a Shed event hosted by the Metro Chamber of Commerce. Preparing the students over several months taught them new skills and introduced them to career opportunities.



Hosted by Charleston County and in partnership with NASA, approximately 1,000 Charleston County School District students from over 20 schools attended the *STEM Career Fair*. It allowed students to explore STEM-related businesses, participate in hands on learning experiences, and interact with NASA.



In partnership with NASA, Charleston County sponsored a small business forum event. The forum engaged small businesses in our region to learn how their businesses can contract with NASA in order to develop Nasa's mission to build the Space Launch System, the most powerful rocket ever built by America.

## Natural Hazards Awareness

Building Inspections Services, in collaboration with the National Weather Service and insurance experts, held an expo to educate the public about natural hazards, importance of flood insurance, flood maps, and disaster preparedness.



Here are just a few more of the many partners the County works with to provide services to the community.

- ♦ **Citadel Military College** ~ Charleston County hosted 28 Citadel cadets for the annual Citadel Leadership Day. Speakers covered a variety of topics that included the county's operations and how their education translates to today's workplace.
- ♦ **Trident United Way's Day of Caring** ~ Charleston County staff participate annually in the Tri-County community Event.
- ♦ **Habitat for Humanity** ~ Twice a year staff volunteer to build housing for low income families.
- ♦ **Mitchell Elementary School** ~ Many County staff serve as mentors to Mitchell Math and Science Elementary School students through the *Lunch Buddies Program*.



## PERFORMANCE MEASURES RESULTS

### Initiative I: Service Delivery

#### National Association of Counties



Charleston County Government was recognized with an Achievement Award from the National Association of Counties (NACo). The awards honor innovative, effective county government programs that strengthen services for residents. NACo recognized the Launch with NASA Program in the category of Community and Economic Development. The event included a small business forum and a Launch Your School Year event for County students. Students were exposed to NASA science, technology, engineering and math expo. The business forum engaged small businesses in our region to learn how to contract as a NASA supplier, subcontractor or service provider in NASA's mission to build the Space Launch System.

Charleston County partnered with the South Carolina Aquarium to offer a new feature on the Aquarium's app. This project encourages citizens to monitor and report storm drain issues directly to the county through the app. The app is available in the app store by searching SC Aquarium.



**8:55 minutes**

Average Response Time for County EMS (national average is 12 to 15 minutes)

**30**

Well/septic upgrades or connections were provided to Households in rural Charleston for access to clean water and/or sewer.



**49**

Substandard houses repaired and rehabilitated in partnership with local non-profit groups.



**1,450**

Acres Added to the Francis Marion National Forest in FY 2019

**> 9,300**

Acres Purchased for Public Parks and Greenspaces to Date

**Greenbelt Program  
Goal Met — Preserve  
30% Land**

The County partners with the City of North Charleston to manage U.S. Housing and Urban Development (HUD) funds. This funding provides clean, suitable and decent living conditions for the area's low-to-moderate income populations.



## PERFORMANCE MEASURES RESULTS

### Initiative II: Human Resources and Resource Management



In January 2019 Human Resources rolled out the NEOGOV applicant tracking system.

#### Benefits for Applicants:

- ◆ Ability to create and store multiple application versions that can be edited for future use.
- ◆ Automatic Updates—Applicants will receive on screen and email notifications EACH time they apply for a position.
- ◆ Applicants can also submit job interest cards to receive alerts when new positions have been posted.

#### Benefits for Hiring Departments/Offices:

- ◆ Expedited access to applicant's applications and resumes.

### Initiative III: Long-Term Financial Planning



September 2017—August 2018

5 + 14 = 19

NEW COMPANIES

EXPANDED COMPANIES

TOTAL BUSINESS GROWTH

ECONOMIC  
GROWTH

948  
TOTAL JOBS

\$123.7M  
TOTAL CAPITAL INVESTMENT

\$35.5M  
NEW ANNUAL PAYROLL

AAA

Exceptionally  
Strong

Fitch

Aaa

Exceptional

Moody's

AAA

Exceptionally  
Strong

Standard  
& Poor's

15

Number of years Charleston County has maintained the highest financial rating a government can achieve from the financial rating agencies.

## PERFORMANCE MEASURES RESULTS

### Initiative IV: Workflow Analysis & Process Management



In the ongoing effort to reduce the negative impact of drugs and alcohol on the community, the Charleston Center added the following services:

- ◆ Medicaid began covering Medication Assisted Treatment and services in Opioid Treatment Programs; thus, allowing the admission of more patients.
- ◆ Designated as a Community Distributor for the life-saving medication Naloxone and distributed over 600 Narcan kits to the community since November 2018.
- ◆ Received the Empowering Communities for Health Outcomes grant, which allowed the addition of a Prevention Coordinator to address drug abuse/misuse and community issues in response to the opioid epidemic in our community.
- ◆ Certified Support Specialists provided recovery coaching to patients with opioid use disorder.



### Improving Medical Care Systems

Charleston County's Emergency Medical Services received the American Heart Association's Mission: Lifeline EMS Gold Plus Award for implementing quality improvement measures for the treatment of patients who experience severe heart attacks.



### Initiative V: Quality Control



**18%**

Reduction in the  
Detention Center population  
(goal is 25%)

Charleston County's Criminal Justice Coordinating Council (CJCC) joined the White House's Data Driven Justice initiative to implement reforms to safely reduce the jail population and create a more effective local criminal justice system. This national initiative is a bipartisan coalition of 67 communities – the only one in South Carolina - who have committed to using data-driven strategies to provide alternatives to jail for low-level offenders with mental health and substance use disorders and to enhance the pretrial process.

## PERFORMANCE MEASURES RESULTS

### Initiative I: Service Delivery

Provide a level of service that the customer recognizes as high in quality and value.

Measures	FY 2018 Actual	FY 2019 Projected	FY 2019 Actual	Proj Status ✓ if met	FY 2020 Projected
Number of active voters	269,445	280,222	286,390	✓	297,560
Library registered users as percentage of population	60.40%	61.00%	58.00%		58.58%
Circulation of all library materials per year	2,639,170	2,665,562	2,633,719		2,660,056
Claims filed by Veterans	2,324	2,516	2,876	✓	3,020
DAODAS total client intakes	3,466	3,500	3,530	✓	3,600
Incidents EMS responded to	60,326	60,000	62,327	✓	63,000
Average EMS Response Time	8:39	8:08	8:55		9:00
Number of improved property inspections per fiscal year	53,317	53,000	64,521	✓	50,000
IT Customer Service Satisfaction survey acceptable or better	8.86	8.00	9.28	✓	8.00
Percent of site plan review applications processed within 30 days	99.0%	100%	99.0%		99%
Total tons of waste diverted from landfill	100,081	103,000	105,062	✓	100,000
Total tons of waste composted	82,169	85,000	75,718		60,000
Increase percentage of recycling rate to 40%	24.00%	24.00%	22.00%		20.00%
Condition of paved road network (deterioration) based on Overall Condition Index of 100	63	60	63	✓	63
Average number of cases (charges) per Public Defender attorney	266	266	337	✓	337
Percent of Solicitor General Session cases pending over 365 days (≤40%)	42.0%	45.0%	42.0%		43.0%
Percent of Solicitor Family Court cases pending over 180 days (≤30%)	17.0%	17.0%	31.0%	✓	24.0%

### Initiative II: Human Resources and Resource Management

Develop and maintain a flexible organization that is knowledgeable, productive, and committed.

Measures	FY 2018 Actual	FY 2019 Projected	FY 2019 Actual	Proj Status ✓ if met	FY 2020 Projected
Number of new hires under the Administrator trained in Customer Service Excellence	360	550	319		350
Number of Health Assessments performed	650	1300	522		500
Overall Countywide Human Resources Training Program evaluations achieving "good" to "excellent" satisfaction rating on average	100%	100%	100%	✓	100%
Participants attending training sessions	1,930	3,500	2,464		3,015

## PERFORMANCE MEASURES RESULTS

### Initiative III: Long-Term Financial Planning

Ensure sound fiscal long-term planning.

Measures	FY 2018 <u>Actual</u>	FY 2019 <u>Projected</u>	FY 2019 <u>Actual</u>	Proj Status <u>√ if met</u>	FY 2020 <u>Projected</u>
Collection rate of real and other taxes	96.30%	96.30%	96.12%		96.00%
Rating from all 3 financial agencies (Moody, Standard & Poor's, Fitch)	Yes	Yes	Yes	✓	Yes
GFOA Certificate Achievement for Excellence in Financial Report	Yes	Yes	Yes	✓	Yes
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	✓	Yes

### Initiative IV: Workflow Analysis-Process Management

Ensure all new and existing processes and workflow are reviewed for efficiency of resources and utilized funding.

Measures	FY 2018 <u>Actual</u>	FY 2019 <u>Projected</u>	FY 2019 <u>Actual</u>	Proj Status <u>√ if met</u>	FY 2020 <u>Projected</u>
Homestead Exemptions/Property Tax Relief processed	1,775	1,800	3,879	✓	2,000
Average time it takes to place four Awendaw Fire personnel on scene	12 min	12 min	12 min	✓	12 min
Closure (collection) rate for delinquent real property accounts ≥ 95	96.53%	95.90%	95.90%	✓	95.90%
Community Rating System rating (FEMA) – results in 30% reduction in flood insurance	Class 4	Class 3	Class 4		Class 3
Workers' compensation claims/on-the-job injuries	216	225	187		187
Average cost per mile to operate a support vehicle	\$0.46	\$0.45	\$0.39	✓	\$0.45
Fleet availability (≥90%)	92.00%	95.00%	93.00%	✓	92.00%

### Initiative V: Quality Control

Track progress of County development and use the information to make educated decisions for the future of the County.

Measures	FY 2018 <u>Actual</u>	FY 2019 <u>Projected</u>	FY 2019 <u>Actual</u>	Proj Status <u>√ if met</u>	FY 2020 <u>Projected</u>
Emergency Preparedness average hours spent updating plans and procedures	500	400	500	✓	500
DAODAS client satisfaction rating for all applicable programs combined	93.45%	95.00%	96.30%	✓	95.00%
EMS survey rating of satisfaction >90%	99.00%	95.00%	95.00%	✓	95.00%
Percent of victims who perceive that the judges and court personnel were courteous and responsive to them	99.00%	99.00%	99.00%	✓	99.00%



## BUDGET USER'S GUIDE

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 full-time employees by position and pay grade; and copies of the County's line item budget. 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 Budget Narrative Book is divided into sixteen sections: Performance Measures, Overview, Schedules, Council Agencies, Elected Officials, Appointed Officials, County Administrator, Chief Deputy Administrator General Services, Deputy Administrator Dispatch and Medical Services, Deputy Administrator Finance, Deputy Administrator Transportation & Public Works, Capital, Debt, Long Term Financial Plans, and Appendix.

Following the **Table of Contents**, **Charleston County At A Glance**, the **Community Profile**, and the **County Administrator's Letter to Citizens**, which discusses the contents of the Approved Budget, major policy issues impacting the current budget, and anticipated challenges for future budgets. The introduction to the narrative book also includes the **Organizational Chart** and information about **County Council and Elected and Appointed Officials**. The **Budget Highlights** points out the approved budget's significant elements, addressing frequently asked questions like: "How much is the County's current fiscal year operating budget?" and "Is there a tax increase?".

The first section, **Performance Measures**, provides an overview of the County's performance measures program. The section opens with the **County's Mission and Values**. In the **Performance Measures' Guide**, the County's Initiatives (goals) and the process used to develop measures from the initiatives are described. **Notable Results** in meeting these measures during the current fiscal year are highlighted. Additional department measures are outlined in the budget narrative sections.

The **Overview** provides a **User's Guide** and an analysis of the various funds. The **Description of Funds** and **Fund Balance Changes** provide a brief explanation of various fund types included in this document, and a total budget of expenditures for each fund type and fund and changes from the previous year. 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 budget questions as "How many permanent employees does the County have and what divisions do they work in?"; "How much revenue is budgeted for the current fiscal year and what are the sources of this funding?"; and "What is the County's total current fiscal year expenditure budget?"

## BUDGET USER'S GUIDE

The County's operating budgets are divided into eight major directorates: ***Council Agencies, Elected Officials, Appointed Officials, County Administrator, Chief Deputy Administrator General Services, Deputy Administrator Dispatch and Medical Services, Deputy Administrator Finance, and Deputy Administrator Transportation & Public Works.*** Individual departmental budgets and narratives are listed alphabetically within each section. Each budget narrative is generally divided into four sections: Mission, Department or Division Summary, Funding Adjustments and Performance Measures. Where appropriate, a departmental organizational chart is included. A detailed discussion of the budget narrative is outlined below.

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 sources.

The County's outstanding debt and repayment schedule is included in the ***Debt*** section. The section outlines the County's Debt Policy and the Debt Management Plan, and the State's Constitutional limit on debt capacity for all governmental agencies and information about the County's rating with the three rating agencies.

The ***Long Term Financial Plans*** section is used to identify future financial challenges and opportunities through financial forecasting and analysis. Based on that information, strategies are devised to achieve financial sustainability.

Finally, the ***Appendix*** section contains a general **Community Statistics**, a description of the County's overall **Budget Process** and **Financial System**; the **Financial Policies**; the **Budget Ordinances**; a **Glossary** of terms and concepts; a listing of **Acronyms**; and an **Index**.

### A GUIDE TO UNDERSTANDING THE BUDGET NARRATIVE SECTION

1. **Department** – The primary organizational unit within the County. Each department performs a specific function.
2. **Division / Program** – A smaller component of a department organized to easily track resources and related expenditures.
3. **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.
4. **Function** – A list of activities used to classify resources in broad service areas.
5. **Mission** – A concise statement that defines the purpose of the department or division.
6. **Services Provided** – A short overview and explanation of the services provided to the organization and/or citizens by the departments.

## BUDGET USER'S GUIDE

7. **Department, Division or Program Summary** – A recap of financial information for four fiscal years, two years of the most recent audited figures, the previous year's adjusted budget and Council's approved current year. In addition, the dollar and percentage change from the previous fiscal year is computed. The financial information is broken down by major categories of revenue and objects of expenditure (i.e., personnel, operating, and capital expenditures).
8. **Funding Adjustment** – This section is broken down into several categories: revenues, major objects of expenditure and other relevant categories. This section reflects significant changes in funding from the previous fiscal year.

**BUDGET**

**Department:** Budget  
**Fund:** General Fund  
**Function:** General Government

**Mission:** The Budget Department provides financial services and assists departments with the administration of grant awards in order to maintain the County's financial integrity and accountability and to support effective decision-making.

**Services Provided:**

- Develop and monitor annual operating and capital budgets
- Formulate financial strategies including multi-year financial plans
- Assist in management of state and federal grants

**Departmental Summary:**

	FY 2017 <u>Actual</u>	FY 2018 <u>Actual</u>	FY 2019 <u>Adjusted</u>	FY 2020 <u>Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	7.00	7.00	-	0.0
Personnel	\$ 702,772	\$ 767,955	\$ 754,139	\$ 735,901	\$ (18,238)	(2.4)
Operating	23,968	23,457	21,357	28,521	7,164	33.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 726,740</b>	<b>\$ 791,412</b>	<b>\$ 775,496</b>	<b>\$ 764,422</b>	<b>\$ (11,074)</b>	<b>(1.4)</b>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The expenditures reflect a decrease due to the transfer out of a vacant position during FY 2019.
- Operating expenditures include an increase in training to provide expanded opportunities for staff development. The increase also reflects the increased costs associated with printing the budget document in-house.

## BUDGET USER'S GUIDE

### 9. Performance Measures – This section is divided into five sections:

- **County Initiatives** – The five County goals that set the direction of departments in fulfilling the mission and values of Charleston County. Departments state their department goals based on the County initiatives.
- **Department Goals** – Accomplishments grouped based on how they meet the County Initiatives.
- **Objectives** – Well-defined and measurable targets that describe how the department will reach their goals within an achievable time frame.
- **Measures** – The objective accomplished through delivery of products, services, or processes, measured in the previous years and planned for the current year.
- **Action Steps** – These short-term and long-term projects for departments are used as the method of accomplishing goals.

Additional information pertaining to performance measures can be referenced in the Performance Measures section on pages 28 to 29.

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#### 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, the Debt Service Fund, the Transportation Sales Tax Special Revenue Fund, and the Environmental Management Enterprise 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.

MEASURES:	Objective	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
<b>Input:</b>				
Number of Federal Awards	2	74	77	75
<b>Output:</b>				
Budgeted General Fund revenue	1(a)	226,879,329	231,024,355	242,232,055
Actual General Fund revenues <sup>1</sup>	1(a)	227,669,859	233,874,265	243,442,055
<b>Efficiency:</b>				
Dollar amount of Single Audit questioned costs	2	\$0	\$0	\$0
<b>Outcome:</b>				
Five-year plans prepared	1(b)	100%	100%	100%
Percent of revenue variance <sup>1</sup>	1(a)	0.3%	1.2%	0.5%
Single Audit findings	2	0	0	0
Percent of Single Audit questioned costs	2	0.0%	0.0%	0.0%

<sup>1</sup> FY 2019 Actual & FY20 Projected reflect the projection at time of budget preparation.

#### 2020 ACTION STEPS

##### Department Goal 1

➤ Assist with the upgrade of the County's financial system.



## BUDGET USER'S GUIDE

### A GUIDE TO UNDERSTANDING THE CAPITAL IMPROVEMENT PLAN SECTION

1. **Capital Improvement Plan (CIP)** – Indicates which of the three plans the capital project belongs to: the General Capital Improvement Plan, the Transportation Sales Tax Comprehensive Plan of Expenditures, or the Environmental Management Enterprise Fund.
2. **Project Name** – The name of the particular capital project being described.
3. **Initiative** – This section indicates which of the five County Initiatives the project aims to serve. County Initiatives are listed in the Performance Measures Guide section of this Budget document.
4. **Function** – The capital asset will be utilized to serve a vital function of Charleston County; general government, judicial, public safety, public works, health/welfare, culture/recreation, education, or economic development.
5. **Type** – The type of project indicates whether it will be a new capital asset, a new replacement of an old capital asset, or a renovation/upgrade of an existing capital asset.
6. **Management** – Department in Charleston County that is overseeing the capital project.
7. **Duration** – Time span over which the project is expected to last.
8. **Total Project Cost** – Total cost during the project, excluding impacts on the operating budget.
9. **Project Description** – Explanation of the project including important key points.
10. **Expenditures** – Breakdown of the expected dollar amount of spending allocated to the project per year over the course of the five year CIP.
11. **Funding Source** – Breakdown of the expected sources of funding, per year, to align with the expenditures allocated to the project each year over the course of the five year CIP. Projects are normally funded by either existing bond issues; revenue from interest, sales, transfers, and other sources; future bond issues; or future sources to be identified later.
12. **Operating and Maintenance Costs (Savings)** – The expected dollar amount of impact on the operating budget once the project is completed and in operation. The impact includes the increase or savings in personnel costs associated with the capital asset once the project is completed. The impact also quantifies the expected increases or savings in operating spending associated with the particular project.
13. **Operations and Maintenance Impacts** – This section describes why and/or how the correlating costs or savings in section 12 were determined.

# BUDGET USER'S GUIDE

**CAPITAL PROJECTS - GENERAL**


**Library Facilities**

Wando Mt. Pleasant Library was first to open in FY 2019 as part of the extensive library CIP approved by the 2014 referendum

**Project Highlights**

**Initiative:** Service Delivery  
**Function:** Culture/Recreation  
**Type:** New and Replacement  
**Management:** Facilities Management  
**Duration:** 2016-2022

Total Project Cost:  
\$108,500,000



**DESCRIPTION**

In November of 2014, a referendum to approve \$108.5 million in financing to build and renovate libraries across Charleston County was approved by voters at the ballot. The planning phase, site selection, and initial actions to carry out the plans began in FY 2016.

Construction started at multiple new library sites in FY 2017. The CIP also includes renovation of 13 existing library facilities and renovation of a building purchased to house library administration and support functions. The project utilizes a pay as you go funding strategy assisted by bond issuances in FY 2017 and in FY 2020.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$39,605	\$43,895	\$8,000	\$17,000	\$0	\$0	\$0	\$108,500

FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$13,307	\$0	\$0	\$0	\$0	\$0	\$0	\$13,307
Existing Bonds	70,193	0	0	0	0	0	0	70,193
Future Bond Issues	0	25,000	0	0	0	0	0	25,000
GRAND TOTAL	\$83,500	\$25,000	\$0	\$0	\$0	\$0	\$0	\$108,500

O&M Costs (Savings)	2020	2021	2022	2023	2024
Personnel	\$6,097	\$8,050	\$8,372	\$8,706	\$9,055
Operating	2,424	3,285	3,409	3,538	3,671
Grand Total	\$8,521	\$11,335	\$11,781	\$12,244	\$12,726

\*Amounts in thousands of dollars

**Operation & Maintenance Impacts**

O&M costs include the addition of 115 positions for Library operations, facilities maintenance and grounds maintenance. In addition, O&M costs include Library materials, insurance and technology maintenance. The O&M costs are anticipated to be funded from the General Fund millage increase in FY 2016 after utilizing the funds on a pay-as-you-go basis for the capital costs.

## DESCRIPTION OF FUNDS

Charleston County utilizes fund accounting to maintain its financial records. A fund is an independent fiscal entity with assets, liabilities, reserves, residual balances, revenues and expenditures for undertaking various activities. The County's funds are divided into governmental 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** account for revenues legally restricted for particular purposes. Often Special Revenue Funds are associated with grants.
- **Capital Projects Funds** account for major spending on equipment and facilities.

Legally Adopted

YES

YES

YES  
(NO For Grants)

NO

➤ **Proprietary Funds are operated similar to private industry (business).**

- **Enterprise Funds** provide services outside of the County and are supported primarily by service charges.
- **Internal Service Funds** provide services within the County and are supported primarily by fees charged to County departments and agencies.

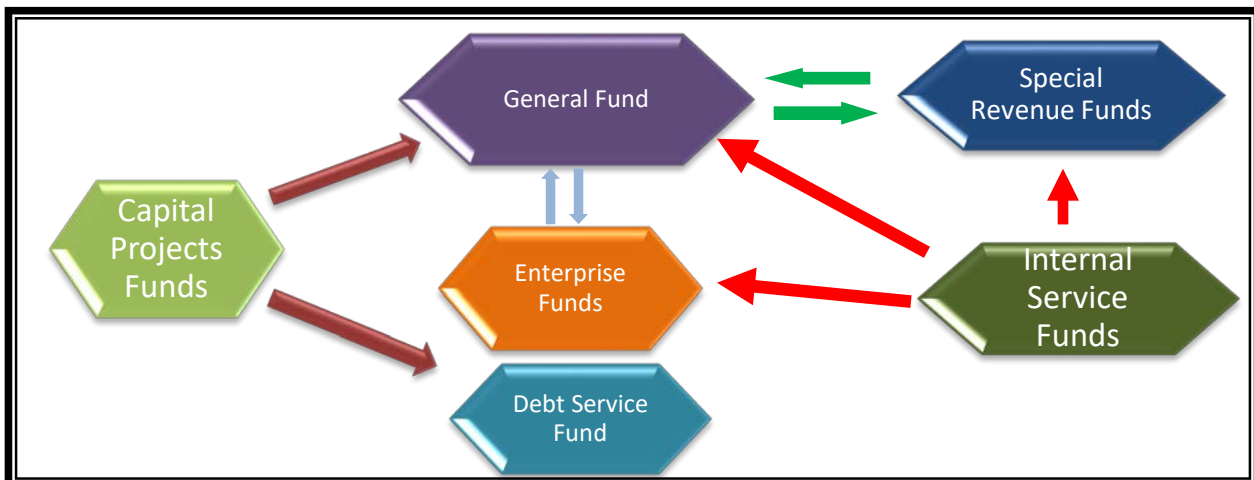
Legally Adopted

YES

YES

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 Projects Funds** are used to determine the funding level for the **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.

## DESCRIPTION OF FUNDS

The following table presents the County's organizational structure by fund type.

Organization	General Fund	Debt Service Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total
County Council	3,359,855					3,359,855
Accommodations Tax: Local			18,335,309			18,335,309
Accommodations Tax: State			125,000			125,000
Administrator	1,146,195					1,146,195
Assessor	4,985,573					4,985,573
Auditor	2,476,399					2,476,399
Budget	764,422					764,422
Building Inspections Services	2,567,911		13,660			2,581,571
Chief Deputy Admin General Services	454,575					454,575
Clerk of Court	4,820,419		1,465,008			6,285,427
Community Development	1,933,445					1,933,445
Consolidated Dispatch	8,020,840			4,465,085		12,485,925
Contracts and Procurement	1,516,033				2,900,000	4,416,033
Coroner	2,540,037					2,540,037
DAODAS				11,175,635		11,175,635
Deputy Admin Finance	682,316					682,316
Deputy Admin Dispatch and Medical Svs	410,919					410,919
Deputy Admins Transportation & PW	522,929					522,929
Economic Development			4,121,616			4,121,616
Elections/Voter Registration	1,871,420					1,871,420
Emergency Management	957,666		3,821,533			4,779,199
Emergency Medical Services	18,283,559					18,283,559
Environmental Management				40,808,199		40,808,199
Facilities Management	20,771,610			4,188,203	2,240,963	27,200,776
Finance	1,074,893					1,074,893
Fleet Operations					15,067,759	15,067,759
Greenbelt Programs	30,050		17,055,028			17,085,078
Human Resources	2,163,527		100,000		32,093,245	34,356,772
Internal Auditor	257,696					257,696
Legal	1,658,880		100,000			1,758,880
Legislative Delegation	313,775					313,775
Library	24,258,824					24,258,824
Magistrate Courts	5,300,306		76,361			5,376,667
Master-In-Equity	693,270					693,270
Nondepartmental	3,792,097	38,082,033				41,874,130
Planning and Zoning	2,152,905		250,000			2,402,905
Probate Courts	3,043,186					3,043,186
Public Defender	3,379,200		6,848,281			10,227,481
Public Works	13,875,699		3,871,922			17,747,621
Register of Deeds	2,130,594					2,130,594
Revenue Collections	1,096,288			2,468,170		3,564,458
Safety & Risk Management	2,738,020				5,618,908	8,356,928
Sheriff	79,321,427		1,450,459			80,771,886
Solicitor	6,495,206		3,057,063			9,552,269
State Agencies	329,859					329,859
Technology Services	15,350,026			3,610,106	2,042,730	21,002,862
Transit Agencies			34,013,000			34,013,000
Transportation Development	1,080,592		90,351,963			91,432,555
Treasurer	2,163,280					2,163,280
Trident Technical College			11,667,122			11,667,122
Veterans Affairs	414,865					414,865
Total Disbursements	<u>251,200,588</u>	<u>38,082,033</u>	<u>196,723,325</u>	<u>66,715,398</u>	<u>59,963,605</u>	<u>612,684,949</u>



## DESCRIPTION OF FUNDS

The following table presents the County's organizational structure by function

Organization	General Govt.	Judicial	Public Safety	Public Works	Health/ Welfare	Culture/ Rec.	Education	Econ. Develop.	Debt Service	Total
County Council	3,359,855									3,359,855
Accommodations Tax: Local						18,335,309				18,335,309
Accommodations Tax: State						125,000				125,000
Administrator	1,146,195									1,146,195
Assessor	4,985,573									4,985,573
Auditor	2,476,399									2,476,399
Budget	764,422									764,422
Building Inspections Services			2,581,571							2,581,571
Chief Deputy Admin General Svs	454,575									454,575
Clerk of Court		6,285,427								6,285,427
Community Development	551,192				1,382,253					1,933,445
Consolidated Dispatch			12,485,925							12,485,925
Contracts and Procurement	4,416,033									4,416,033
Coroner	2,540,037									2,540,037
DAODAS					11,175,635					11,175,635
Deputy Admin Finance	682,316									682,316
Deputy Admin Dispatch & Med Svs	410,919									410,919
Deputy Admin Transportation & PW	522,929									522,929
Economic Development								4,121,616		4,121,616
Elections/Voter Registration	1,871,420									1,871,420
Emergency Management			4,221,533						557,666	4,779,199
Emergency Medical Services			18,283,559							18,283,559
Environmental Management				40,808,199						40,808,199
Facilities Management	27,200,776									27,200,776
Finance	1,074,893									1,074,893
Fleet Operations	15,067,759									15,067,759
Greenbelt Programs						30,050			17,055,028	17,085,078
Human Resources	34,356,772									34,356,772
Internal Auditor	257,696									257,696
Legal	1,658,880		100,000							1,758,880
Legislative Delegation	313,775									313,775
Library						24,258,824				24,258,824
Magistrate Courts		5,376,667								5,376,667
Master-In-Equity		693,270								693,270
Nondepartmental	3,792,097								38,082,033	41,874,130
Planning and Zoning	2,402,905									2,402,905
Probate Courts		3,043,186								3,043,186
Public Defender		10,227,481								10,227,481
Public Works				13,875,699	3,871,922					17,747,621
Register of Deeds	2,130,594									2,130,594
Revenue Collections	3,564,458									3,564,458
Safety & Risk Management	8,356,928									8,356,928
Sheriff			80,771,886							80,771,886
Solicitor		9,552,269								9,552,269
State Agencies					329,859					329,859
Technology Services	21,002,862									21,002,862
Transit Agencies	34,013,000									34,013,000
Transportation Development				1,080,592					90,351,963	91,432,555
Treasurer	2,163,280									2,163,280
Trident Technical College							11,667,122			11,667,122
Veterans Affairs	414,865									414,865
<b>Total Disbursements</b>	<b>181,953,405</b>	<b>35,178,300</b>	<b>118,444,474</b>	<b>55,764,490</b>	<b>16,759,669</b>	<b>42,749,183</b>	<b>11,667,122</b>	<b>4,121,616</b>	<b>146,046,690</b>	<b>612,684,949</b>

## DESCRIPTION OF FUNDS

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: \$612,684,949<sup>1</sup>**

**GOVERNMENTAL FUND TYPES: \$486,055,946<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: \$251,200,588**

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: \$38,082,033**

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

**SPECIAL REVENUE FUNDS: \$196,723,325<sup>2</sup>**

These funds account for revenue sources that are legally restricted to expenditure for specific purposes. Although legally restricted, Grant Funds are not included in the annual operating budget due to their project-length budgeting basis.

**CAPITAL PROJECTS FUNDS**

These funds account for equipment and facilities that are financed from the County's General Obligation Bonds, 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: \$126,679,003<sup>3</sup>**

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

**ENTERPRISE FUNDS: \$66,715,398**

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: \$59,963,605**

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

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<sup>1</sup> Does not reflect \$23,287,278 in budgeted increases in the ending fund balances.

<sup>2</sup> Does not include grants and does not reflect \$23,236,191 in budget increases in the ending fund balance.

<sup>3</sup> Does not include grants and does not reflect \$51,087 in budget increases in the ending fund balance.

## DESCRIPTION OF FUNDS

### **GOVERNMENTAL FUND TYPES**

#### **SPECIAL REVENUE FUNDS: \$196,723,325<sup>4</sup>**

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

#### **Accommodations Tax - Local: \$18,335,309**

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: \$125,000**

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 Services – Project Impact: \$13,660**

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: \$1,130,000**

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

#### **Economic Development: \$4,121,616**

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. This fund is also used to accelerate growth and development of sizable minority businesses and the entrepreneurial community by building strong relationships and making successful, sustainable connections.

#### **Emergency Management - Awendaw McClellanville Fire Department: \$2,906,768**

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

#### **Emergency Management – Awendaw Fire Debt Service: \$264,000<sup>5</sup>**

This fund accounts for the revenues generated by ad valorem taxes in the Awendaw Consolidated Fire District. The County uses the funds to repay the principal and interest on existing debt issued for the benefit of the Awendaw Fire District.

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<sup>4</sup> Does not include grants or reflect \$23,236,191 in budgeted increase in the ending fund balance of several Special Revenue Funds.

<sup>5</sup> Does not reflect \$7,855 in budgeted increase in the ending fund balance.

## DESCRIPTION OF FUNDS

### **Emergency Management - East Cooper Fire District: \$156,150**

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: \$236,115**

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

### **Emergency Management - Northern Charleston County Fire District: \$250,500**

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**

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.

### **Greenbelt Programs (1<sup>st</sup> TST): \$10,539,028**

This fund accounts for revenues generated by the half-cent sales tax for greenbelts beginning May 2005 and ending April 2030 or when \$1.3 billion is generated (which occurs first).

### **Greenbelt Programs (2<sup>nd</sup> TST): \$6,516,000**

This fund accounts for revenues generated by the half-cent sales tax for greenbelts beginning May 2017 and ending April 2042 or when \$2.1 billion is generated (which occurs first).

### **Human Resources – Summer Youth Program: \$100,000**

This fund is used to provide job opportunities for high school and college students to explore possible careers, have a meaningful employment experience, and develop essential work readiness skills.

### **Legal - Seized Assets: \$100,000**

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

### **Planning and Zoning – Tree Fund: \$250,000**

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.

### **Public Defender - Berkeley County: \$1,498,279**

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

### **Public Defender - Charleston County: \$5,350,002**

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

### **Public Works – Stormwater Drainage: \$3,871,922**

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



## DESCRIPTION OF FUNDS

**Sheriff - Asset Forfeiture: \$442,529**

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 - IV-D Child Support Enforcement: \$90,988**

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

**Sheriff - Programs: \$916,942**

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

**Solicitor - Alcohol Education Program: \$102,788**

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 – Bond Estreatment: \$16,000**

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

**Solicitor – Criminal Domestic Violence Appropriation: \$109,096**

This fund receives funding from the State to reduce domestic violence and its impact on our community.

**Solicitor - Drug Court: \$310,000**

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

**Solicitor – DUI Appropriation: \$114,455**

This fund is used to process magisterial DUI cases and assists and/or prosecutes general session cases to relieve the burden on law enforcement officers who prosecute their own cases.

**Solicitor - Expungement: \$202,142**

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

**Solicitor - Juvenile Education Program: \$124,171**

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

**Solicitor - Pretrial Intervention: \$338,831**

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: \$1,354,315**

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

## DESCRIPTION OF FUNDS

### **Solicitor - Traffic Education Program: \$151,608**

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 – Victims’ Unclaimed Restitution: \$4,500**

This fund accounts for unclaimed restitution from individuals in the Pretrial Intervention Program. These funds are used exclusively for services to victims.

### **Solicitor - Victim-Witness State Appropriation: \$74,498**

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

### **Solicitor – Violent Crime Prosecution: \$99,152<sup>6</sup>**

This fund receives funding from the State to accelerate the prosecution of offenders of violent crimes; consequently, the acceleration will reduce the detention center population and the number of violent offenders on bond.

### **Solicitor - Worthless Check: \$55,509**

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

### **Transportation Development – Revenue Bond Debt Service: \$30,335,414<sup>7</sup>**

This fund accounts for revenues generated by multi-county industrial park fees. The County uses a portion of the funds received to repay the principal and interest on debt issues for road projects. The balance of the funds received are disbursed to taxing entities.

### **Transportation Development - Roads Program (1<sup>st</sup> TST): \$40,904,549<sup>8</sup>**

This fund accounts for revenues generated by the half-cent sales tax for roads beginning May 2005 and ending April 2030 or when \$1.3 billion is generated (which occurs first).

### **Transportation Development - Roads Program (2<sup>nd</sup> TST): \$19,112,000<sup>9</sup>**

This fund accounts for revenues generated by the half-cent sales tax for roads beginning May 2017 and ending April 2042 or when \$1.3 billion is generated (which occurs first).

### **Transportation Sales Tax - Transit Agencies (1<sup>st</sup> TST): \$10,771,000<sup>10</sup>**

This fund accounts for revenues generated by the half-cent sales tax for public transportation beginning May 2005 and ending April 2030 or when \$1.3 billion is generated (which occurs first).

### **Transportation Sales Tax - Transit Agencies (2<sup>nd</sup> TST): \$23,242,000**

This fund accounts for revenues generated by the half-cent sales tax for public transportation beginning May 2017 and ending April 2042 or when \$1.3 billion is generated (which occurs first).

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<sup>6</sup> Does not reflect \$848 in budgeted increase in the ending fund balance.

<sup>7</sup> Does not reflect \$2,349,065 in budgeted increase in the ending fund balance.

<sup>8</sup> Does not reflect \$768,451 in budgeted increase in the ending fund balance.

<sup>9</sup> Does not reflect \$19,520,000 in budgeted increase in the ending fund balance.

<sup>10</sup> Does not reflect \$455,000 in budgeted increase in the ending fund balance.

## DESCRIPTION OF FUNDS

### **Trident Technical College: \$7,691,878**

This fund accounts for revenues generated by countywide ad valorem taxes. The County remits the entire amount collected to Trident Technical College to fund operation and maintenance of facilities.

### **Trident Technical College – Debt Service: \$3,975,244**

This fund accounts for revenues generated by countywide ad valorem taxes. The County uses the funds to repay the principal and interest on debt issued for the benefit of Trident Technical College.

### **Victim's Bill of Rights: \$411,367**

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

## **PROPRIETARY FUND TYPES**

### **ENTERPRISE FUNDS: \$66,715,398<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: \$3,679,065**

This fund records revenues from the State and fees levied countywide through telephone bills to support the Emergency 911 system.

### **Consolidated Dispatch – Fire and Agency Costs: \$786,020<sup>12</sup>**

This fund accounts for fees charged to recover the software maintenance costs shared amount local public safety agencies.

### **Department of Alcohol and Other Drug Abuse Services (DAODAS): \$11,175,635<sup>13</sup>**

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, and other funding sources support these programs.

### **Environmental Management: \$40,808,199**

This fund records the operations of the County's solid waste disposal services 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 countywide user fee, tipping fees, sale of recyclables, grants, and other revenues.

### **Facilities Management - Parking Garages: \$4,188,203**

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

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<sup>11</sup> Does not reflect \$51,087 in budgeted increase in the ending fund balance.

<sup>12</sup> Does not reflect \$22,386 in budgeted increase in the ending fund balance.

<sup>13</sup> Does not reflect \$28,701 in budgeted increase in the ending fund balance.

## DESCRIPTION OF FUNDS

**Revenue Collections: \$2,468,170**

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

**Technology Services - Radio Communications: \$3,610,106**

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

**INTERNAL SERVICE FUNDS: \$59,963,605**

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.

**Facilities - Office Services/Technology Services – Records Management: \$2,240,963**

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

**Fleet Operations/Contracts and Procurement - Parts Warehouse: \$17,967,759**

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

**Human Resources - Employee Benefits: \$32,093,245**

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

**Safety & Risk Management - Safety/Workers' Compensation: \$5,618,908**

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: \$2,042,730**

This fund accounts for the maintenance and service of telephone systems and wireless devices for the County.



## FUND BALANCE CHANGES

Charleston County defines fund balance as the cumulative total over time of revenues in excess of expenses in any established fund. The adequacy of the fund balance in all funds is reviewed on an annual basis. The table below summarizes the fund balance changes occurring in FY 2020.

Fund	Beginning Fund Balance	Ending Fund Balance	Net Change
General Fund	\$76.5	\$72.0	\$(4.5)
Debt Service Fund	25.8	23.8	(2.0)
Special Revenue Funds	112.4	127.4	15.0
Enterprise Funds	64.9	58.5	(6.3)
Internal Service Funds	(193.1)	(194.2)	(1.1)
<b>Total</b>	<b><u>\$86.5</u></b>	<b><u>\$87.6</u></b>	<b><u>\$1.1</u></b>

AMOUNTS IN MILLIONS

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 fund type and at least 5% of funds combined. The County's major funds per the last completed audit in FY 2018 were as follows:

Governmental	Proprietary (Enterprise)
General Fund	Environmental Management
Debt Service Fund	Parking Garages
Transportation Development: Revenue Bond *	
Transportation Sales Tax Special Revenue Funds**	

\* The FY 2020 operating budget does not include the capital expenditures in the Transportation Development: Revenue Bond, which is a project length budget.

\*\* The first and second Transportation Sales Tax Special Revenue Funds are included.

The following discussion outlines the changes in the major funds and the non-major funds.

### **Major Fund Balance Changes**

#### ***Financial Policies***

- Financial Reserve Policy 4: Should there be available fund balance, it may be used to fund one-time capital expenditures or other one-time costs.*

The **General Fund** is projected to use \$4.5 million or 5.9 percent of the 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 setting aside two months of the subsequent year's recurring disbursements and the Rainy Day Fund. The FY 2020 General Fund balance is used for facility projects, technology projects and equipment.

## FUND BALANCE CHANGES

### Financial Policies

- *Debt Management Policy 6: ... designate a portion of the Debt Service Fund's fund balance equal to the proportion of debt service payments due in the next fiscal year to ensure sufficient cash flows in the following year.*

The **Debt Service Fund** is projected to use \$2.0 million or 7.6 percent of the \$25.8 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 set aside in the Debt Service Fund's fund balance. After considering the externally restricted funds and the set aside funds, the excess may be used to fund the difference between revenues and expenditures. Some of the excess will be used in FY 2020 and future years to level the debt service payments through FY 2024 without a tax increase.

The Transportation Sales Tax: Special Revenue Funds are comprised of three components: Greenbelts, Roads, and Transit.

- **Transportation Sales Tax: Greenbelts Funds**
  - The first sales tax is projected to add \$0.1 million or 3.1 percent to the beginning \$4.4 million fund balance. The increase in the fund balance results from using revenue generated in earlier years for pay-as-you-go Greenbelts projects.
  - The second sales tax for greenbelt projects is projected to use \$0.3 million or 10.3 percent to the beginning \$2.8 million fund balance.
- **Transportation Sales Tax: Roads Funds**
  - The first sales tax is projected to add \$0.8 million or 5.8 percent to the beginning \$13.3 million fund balance. The Transportation Sales Tax: Roads Fund generated additional funds in the fund balance in FY 2020 because of improvements in revenues. (The road projects are scheduled through the end of the 25-year tax, and the additional revenue does not change the current schedule for road projects.)
  - The second sales tax for road projects, projected to add \$19.5 million or 46.8 percent to the beginning \$41.7 million fund balance, is accumulating fund balance for pay-as-you-go funding for road projects.
- **Transportation Sales Tax: Transit Funds**
  - The first sales tax is projected to add \$0.5 million or 12.2 percent to the beginning \$3.7 million fund balance because of improvements in revenue. The expenditures are scheduled through the end of the 25-year tax and are not accelerated when tax collections improve.
  - The second sales tax for transit projects, projected to use \$4.9 million or 21.0 percent of the beginning \$23.4 million fund balance, includes initial funding for Bus Rapid Transit, and is accumulating fund balance for pay-as-you-go funding for this project.

## FUND BALANCE CHANGES

The **Transportation Development: Revenue Bond Debt Service** is projected to use \$2.3 million or 20.9 percent of the beginning \$11.3 million fund balance. The debt service was funded from borrowed funds, while the revenues from the Fee-In-Lieu of Taxes incentives were being accumulated until completion of the economic development projects. This is the second year the revenues were used to service the debt, and the fund balance is utilized to transition the debt payment from fund balance to revenues.

The operating portion of the **Environmental Management Fund** is projected to use \$4.9 million or 8.4 percent of the beginning \$57.8 million fund balance for construction of the Material Recycling Center and the next Lined Landfill cell.

The operating portion of the **Parking Garages Fund** is projected to use \$0.5 million or 4.5 percent of the beginning \$11.2 million fund balance. During FY 2020, the fund balance is being used for one-time purposes, including upgrades to elevators and credit card readers to enhance anti-credit card fraud capability.

### **Non-major Fund Balance Changes**

The non-major funds reflect a negative fund balance due to reporting of \$271.2 million in retirement benefits in the Enterprise and Internal Services Funds. If the retirement benefits are excluded, the **non-major funds** are projected to use \$5.0 million or 5.8 percent of the \$85.8 million beginning fund balance. Public Works: Stormwater Drainage and Consolidated Dispatch: Emergency 911 Funds have the most significant fund balance changes in the non-major funds.

The **Awendaw McClellanville Fire Department** is projected to spend \$0.5 million or 44.6 percent of the \$1.2 million beginning balance for a new fire station.

The **Consolidated Dispatch: Emergency 911 Communication Fund** is projected to use \$0.8 million or 48.2 percent of the \$1.7 million beginning balance to upgrade the County to a customer premises equipment phone system and recorder.

The **Human Resources: Employee Benefits** is projected to use \$0.8 million of the beginning balance to help stabilize charges to offices and departments throughout the county.

The spreadsheet on pages 84-85 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

### OVERVIEW

During the preparation of the Fiscal Year (FY) 2020 budget, the County Administrator provided guidance for assembling an operational budget that included the following directives:

- ❖ Seek opportunities to improve efficiency and reduce costs.
- ❖ Protect the County's level of financial security.
- ❖ Maintain a qualified and highly motivated work force.
- ❖ Preserve County assets.
- ❖ Limit financial impact on taxpayer.

The budget presented to County Council met these directives.

The FY 2020 Council Approved budget has available funds and disbursements (including budgeted changes in fund balance) for all operating funds which total \$636.0 million and reflect no significant change from the FY 2019 budget. The FY 2020 operating budget is summarized in Figure 1. Additionally, graphs are presented on pages 82 and 83 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 2020 Operating Budget**  
(Expressed in Millions of Dollars)

<u>Description</u>		
Available Funds (Including Beginning Fund Balance)	\$	700.2
Less Budgeted Disbursements		<u>612.7</u>
Nonspendable	76.9	
Restricted: External	(272.3)	
Restricted: Internal	229.6	
Available	<u>53.4</u>	
Ending Fund Balance	\$	<u>87.6</u>

The millage rate for the County is comprised of the General Fund millage and the Debt Service millage. The General Fund millage for FY 2020 is 44.7 mills and remains constant from the previous year. The Debt Service levy, used to pay interest and principal on funds borrowed for capital projects, is anticipated to remain constant from the FY 2020 rate at 6.1 mills. The combined operating and debt service levy is 50.8 mills.



## BUDGET ANALYSIS

**Figure 2 – County Millage Rates**

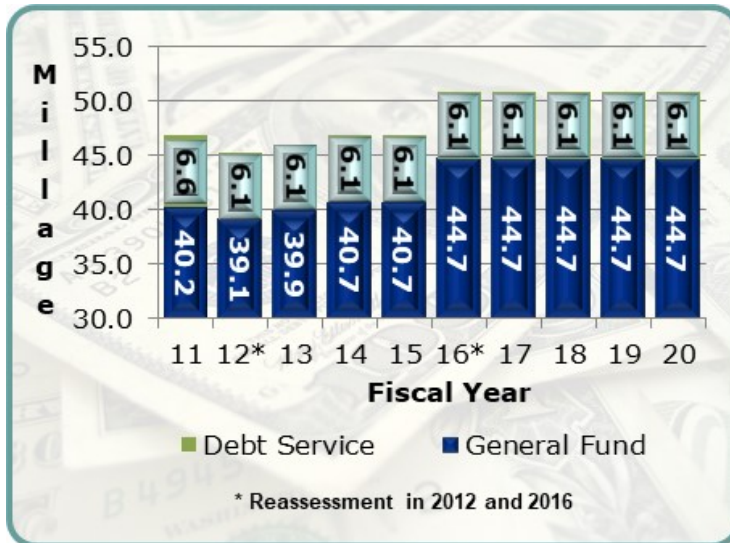


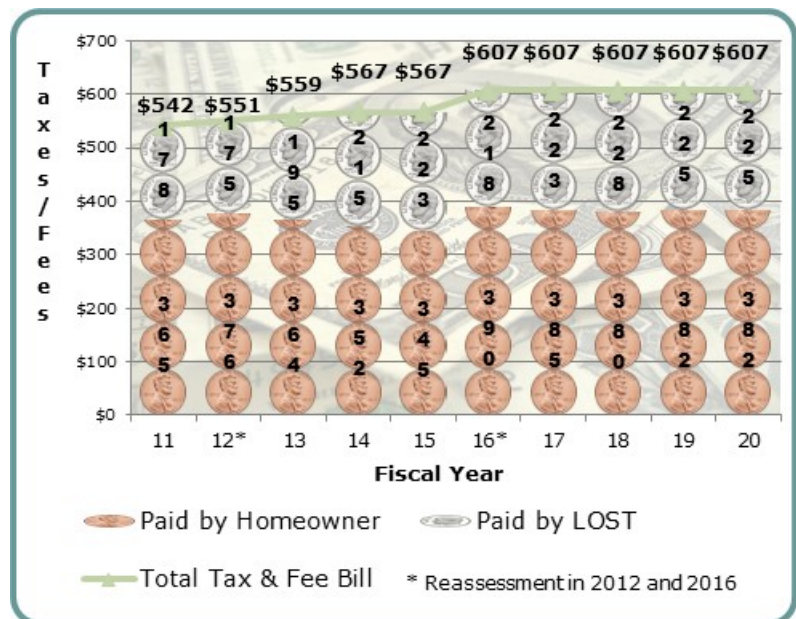
Figure 2 presents a summary of the County's millage rates for FY 2020 and the prior nine years. For the owner of a \$250,000 home (four percent assessed property) the 50.8 mills equate to a tax of \$508.00 which remains constant to the current tax year for the \$250,000 homeowner. As allowed under State 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 2020 remains constant at \$225.00 for the \$250,000 homeowner. After applying the Sales Tax credit, the net tax is \$283.00, representing no change from the current year for the \$250,000 homeowner.



The Solid Waste Recycling and Disposal Fee of \$99 for a single-family residence remained unchanged since FY 2008. 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 past FY 2011.

**Figure 3 – Tax and Fee Bill**

When the Solid Waste Recycling and Disposal Fee is included, the overall tax and fee bill for the owner of a \$250,000 home (four percent assessed property) amounts to \$382.00 representing no change from the current tax year. Figure 3 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.



## BUDGET ANALYSIS

Seven Full-Time Equivalents (FTEs) were added during FY 2020 to respond to population growth and increased customer service demands in the County. Three FTEs were added to Coroner's office, and one FTEs was added to Building Inspections Services, Human Resources, Legal and Technology Services respectively. The increase in FTEs were offset by the elimination of four unfilled FTEs, bringing the total number of FTEs employed by Charleston County to 2,695.68.

**Figure 4 – Full-Time Equivalents**

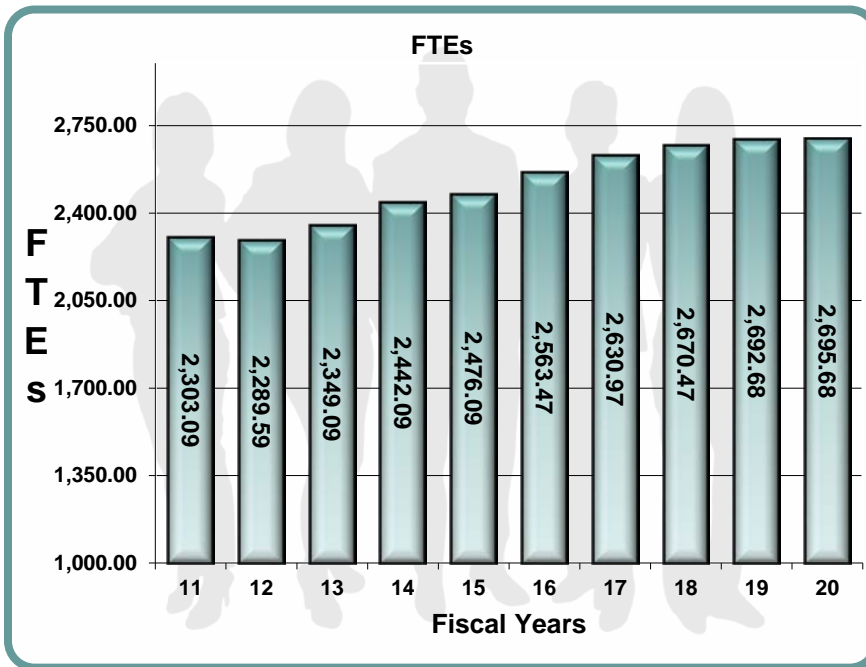


Figure 4 presents a summary of the County's FTEs for FY 2020 and the prior nine years. The FTEs for Charleston County had a steady increasing trend until FY 2010. The major reductions in FTEs in FY 2011 and FY 2012 resulted from cost saving actions during the recession, including voluntary retirement incentives, and transferring positions to the Council of Governments, a tri-county agency that provides assistance to local governments. The current trend is experiencing an increase as a result of the transition of employees from various outside governmental entities to Charleston County for

Consolidated Dispatch, conversion of part-time personnel working more than 32 hours a week to full-time positions, and on-going pressure to maintain existing service levels in a community with a growing population.

## GENERAL FUND

### SUMMARY

The FY 2020 Council approved budgeted disbursements for the General Fund total \$251.2 million, a \$10.5 million or 4.4 percent increase from the FY 2019 budget. Budgeted funds available for the FY 2020 budget also total \$251.2 million. The General Fund millage is anticipated to remain constant at 44.7 mills.

Page 108 shows a graphical representation of the County's General Fund budget. Page 109 shows a fund statement that depicts the numerical summary of the General Fund budget.

### BEGINNING BALANCE

The General Fund beginning fund balance for FY 2020 is \$76.5 million. This fund balance includes the "Rainy Day Fund" which is an amount established and maintained by County Ordinance for catastrophes and two months of recurring disbursements. (See Figure 5 for additional detail.)

## BUDGET ANALYSIS

**Figure 5 - FY 2020 General Fund Beginning Balance**  
(Expressed in Thousands of Dollars)

Nonspendable (Inventory)	\$707
Restricted: Internal	
Encumbrances	3,000
Designated for PAYGO projects in FY 2020	7,500
Rainy Day Fund	10,425
Two months of Operating Expenditures	41,909
Available	<u>12,942</u>
Total	<u>\$ 76,485</u>

The Rainy Day fund was established in FY 1992 to strengthen the County's balance sheet and the County's disaster preparedness position. The fund is intended to equal no less than four percent of the General Fund disbursements as required by the Budget Ordinance. In addition, an internal restriction of fund balance has been established to equal two months of the following fiscal year's General Fund operating budget.

### **Financial Policies**

- *Financial Reserve Policy 1: ...strive to maintain a minimum ... fund balance in the General Fund of 2 months of the subsequent year's...operating expenditures.*
- *Financial Reserve Policy 3: ...maintain a Rainy Day fund... at no less than four percent of the General Fund disbursements.*

## REVENUES

General Fund budgeted revenues of \$242.2 million reflect an increase of \$11.2 million or 4.9 percent from FY 2019. Figure 6 shows the significant budget changes in revenues.

## BUDGET ANALYSIS

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

<u>Department/Division</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Property Tax Revenue	\$166,685	\$173,839	\$7,154	4.3%
Local Option Sales Tax	65,750	69,100	3,350	5.1%
State: Aid to Sub - Local Government Fund	13,330	14,046	716	5.4%
EMS: Insurance Billing CSM	5,000	5,710	710	14.2%
Sheriff: Local Government Contribution	366	1,043	677	185.0%
Register of Deeds: Documentary Stamps	7,400	8,000	600	8.1%
Lost: Sales Tax Credit	(65,260)	(68,580)	(3,320)	5.1%

The County's largest revenue sources, the Property Tax and the Local Option Sales Tax, reflect a net increase of \$3.8 million. The net increase is due to an increased projection of property value from new construction and improvement in the local economy resulting in increased sales tax projections. The increase in the revenue from the Local Option Sales Tax Credit, which is used to offset the amount property owners pay on their tax bill, also reflects improvements in the local economy. The increase in the Local Option Sales Tax resulted in a higher credit of \$3.4 million or 5.1 percent to taxpayers.

The State: Aid to Sub-Local Government represents an increase of \$0.7 million or 5.4 percent based on a change to the State's allocation formula. Another change is the increase of \$0.7 million or 14.2 percent in EMS: Insurance Billings and reflects increased usage of service due to growing population and tourism. In addition, Sheriff: Local Government Contribution increased \$0.7 million or 185 percent due to projected reimbursements from the Town of Kiawah Island for 4 Deputy Sheriff positions. Finally, the \$0.6 million or 8.1 percent increase to Register of Deeds: Documentary Stamps represents an increase in fee collections based on a higher volume of recorded real estate transactions.

### INTERFUND TRANSFERS IN

Approximately \$4.5 million is transferred to the General Fund from other funds, representing a decrease of \$0.9 million or 16.9 percent from the FY 2019 budget. This most significant change represents a decrease to the discretionary transfer of unspent revenue from the Clerk of Court: IV-D Child Support Enforcement Fund and a decrease in support from the Parking Garage Enterprise Fund.

### EXPENDITURES

The FY 2020 approved budgeted expenditures for the General Fund total \$243.3 million, which represents an increase of \$11.4 million or 4.9 percent from the FY 2019 budget. Figure 7 shows the significant budget changes in expenditures for FY 2020.



## BUDGET ANALYSIS

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

<u>Department/Division</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Library	\$17,401	\$24,258	\$6,857	39.4%
Sheriff: Law Enforcement	36,268	38,140	1,872	5.2%
Technology Services	12,785	14,463	1,678	13.1%
County Council	1,742	3,359	1,617	92.8%
Facilities Management	27,769	20,771	(6,998)	-25.2%

The largest increase in County General Fund expenditures represents \$6.9 million or 39.4 percent for the Library due to the library expansion approved by voters in 2016. The increase also includes the re-establishment of reimbursements for facilities maintenance costs and insurance costs. In addition, the \$1.9 million or 5.2 percent increase in Sheriff: Law Enforcement represents funding for four new Deputy Sheriff positions for the Town of Kiawah and increased funding for the Charleston Animal Society.

The budget for Technology Services increased \$1.7 million or 13.1 percent due to the anticipation of additional costs for the new technology service contract. The \$1.6 million or 92.9 percent increase for County Council reflects allocations made during budget deliberations. Council allocated \$1,042,249 for contingency, \$150,000 for Community Investment and \$600,000 to the City of Charleston to provide School Resource Officers for the schools within the city limits.

These increases are offset by a \$7.0 million or 25.2 percent decrease in Facilities Management representing lower maintenance and project funding for County buildings as a result of budgetary constraints and the re-establishment of a reimbursement from the Library.

### INTERFUND TRANSFERS OUT

Approximately \$7.9 million is transferred from the General Fund to various other funds. The transfers decrease \$0.9 million or 10.2 percent from the prior fiscal year primarily due to lower support of the Radio Communications and Debt Service Funds.

### FUND BALANCE

The FY 2020 ending fund balance is projected to be \$72.0 million. Of this amount, \$44.4 million is set aside in an effort to maintain a two-month buffer and is in addition to the \$10.7 million Rainy Day Fund for unexpected events. Another \$6.0 million reflects estimated on-going purchases and projects at the end of FY 2020.

## DEBT SERVICE FUND

### SUMMARY

The FY 2020 approved budgeted disbursements for the Debt Service Fund total \$38.1 million, which is a \$10.4 million or 2.2 percent decrease from the FY 2019 budget. Budgeted funds available for FY 2020 also total \$38.1 million. The Debt Service Fund millage is anticipated to be 6.1 mills and represents no change from FY 2019.

## BUDGET ANALYSIS

Page 110 displays a graphical representation of the County's Debt Service Fund budget. Page 111 contains a fund statement which is a numerical summary of the Debt Service Fund.

### REVENUES

Debt Service Fund revenues total \$25.8 million and reflect a decrease of \$1.3 million or 4.8 percent from FY 2019. The majority of the decrease reflects a reduction in the premium from the issuance of debt. The decrease is slightly offset by higher property tax revenues.

### INTERFUND TRANSFERS IN

Approximately \$10.3 million is transferred to the Debt Service Fund from other funds. The transfers decreased \$8.4 million or 44.9 percent, which reflects the use of a premium from the 2017 bond issuance during FY 2019.

### EXPENDITURES

The FY 2020 budgeted expenditures for the Debt Service Fund total \$36.1 million. This amount is a \$2.1 million or 5.5 percent represents a decrease from FY 2019 due to the repayment of a short-term borrowing to purchase public works equipment.

### INTERFUND TRANSFER OUT

Approximately \$2.0 million is transferred within the Debt Service Fund. The transfers decrease by \$8.3 million or 80.6 percent reflects lower availability of premiums from the 2017 bond issuance.

### FUND BALANCE

The FY 2020 ending fund balance is projected to be \$23.8 million, which represents a \$2.0 million or 7.6 percent decrease from the projected FY 2019 beginning balance. The ending fund balance reflects the use of the remaining premium from the 2017 bond issuance.

## SPECIAL REVENUE FUNDS

### SUMMARY

The FY 2020 approved budgeted disbursements for the Special Revenue Funds total \$196.7 million, an \$8.2 million or 4.3 percent increase from the FY 2019 budget. Budgeted funds available for FY 2020 also total \$196.7 million.

Page 112 shows a graphical representation of the County's Special Revenue Fund budgets, while pages 113 to 156 contain fund statements reflecting numerical summaries of the budgets.

### REVENUES

The revenues for the Special Revenue Funds total \$198.4 million and reflect an \$8.4 million or 4.4 percent increase from the FY 2019 budget. Figure 8 provides information on significant budgeted revenue changes.

## BUDGET ANALYSIS

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

<u>Department/Division</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Transp. Sales Tax: Revenue Bond Debt Service	\$20,669	\$24,554	\$3,885	18.8%
Transportation Developmnt: Roads Program (2nd)	36,846	38,632	1,786	4.8%
Transportation Developmnt: Roads Program (1st)	39,142	40,525	1,383	3.5%

There is a \$3.9 million or 18.8 percent increase in the Transportation Sales Tax: Revenue Bond Debt Service. Revenues of \$24.6 million reflect fees-in-lieu of property taxes that were designated by County Council as security for the repayment of the debt service. After the verification of sufficient revenues to service the current year's debt, the fees-in-lieu of property taxes are distributed to taxing entities. The increase in revenue represents additional fees collected for new and enhanced developments in the county.

The major changes in the Special Revenue Funds are seen in the Transportation Sales Tax (TST) funds. The first TST was passed by the voters in a referendum in November 2004 and the second TST was passed by referendum in November 2016. The FY 2020 budget for the first TST Roads Program is \$40.5 million. FY 2019 represented the first year collection of the second TST Roads Program revenues. The budget for the second TST Roads Program is \$38.6 million. Collectively, the budgeted increase for the TST Roads Program is \$3.2 million or 8.3 percent. The budgeted increases for the sales tax funded revenues are tied to improvements in the local economy through increased consumer spending.

### INTERFUND TRANSFERS IN

Transfers into the Special Revenue Funds from various other funds are approximately \$13.2 million, which is a \$1.2 million or 9.6 percent increase. The most significant increase is the payment for the 2013 and 2017 Special Source Revenue Bonds and represents the projected increase in debt service on the bond.

### EXPENSES

The FY 2020 budgeted expenses for the Special Revenue Funds total \$113.0 million, which is a \$4.4 million or 3.7 percent decrease from FY 2019. Figure 9 shows the significant budget change in expenses.

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

<u>Department/Division</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Economic Development	\$5,819	\$4,122	(\$1,697)	-29.2%
Public Works: Technical Program Stormwater	7,490	3,872	(3,618)	-48.3%

## BUDGET ANALYSIS

The primary reduction in FY 2020 budgeted expenses is \$1.7 million or 29.2 percent decrease in Economic Development and represents the completion of a one-time road expansion project in FY 2019. Another change to the Special Revenue Fund expenses is a \$3.6 million or 48.3 percent budgeted decrease to Public Works: Technical Program Stormwater for consultant fees and drainage services based on historical usage and current trends.

### INTERFUND TRANSFERS OUT

Approximately \$83.7 million is transferred from the Special Revenue Funds to various other funds. The transfers increase by \$12.6 million or 17.7 percent represents a higher transfer to the Bus Rapid Transit project for project design.

### FUND BALANCE

The FY 2020 ending fund balance is projected to be \$127.4 million, which reflects a 15.0 million or 13.3 percent change from the estimated FY 2019 beginning balance. The increase reflects planned savings in the second Transportation Sales Tax to fund roads on a pay-as-you-go basis.

## ENTERPRISE FUNDS

### SUMMARY

The FY 2020 approved budgeted disbursements for the Enterprise Funds total \$66.7 million. This is a \$1.9 million or 2.8 percent decrease from the FY 2019 budget. Funds available for FY 2020 also total \$66.7 million.

Page 157 displays a graphical representation of the County's Enterprise Funds budgets, while pages 158 to 164 contain fund statements reflecting numerical summaries of the budgets.

### REVENUES

Revenues for the Enterprise Funds total \$59.1 million and reflect a \$2.7 million or 4.9 percent increase from the FY 2019 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 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Environmental Management	\$31,231	\$35,941	\$4,710	15.1%
Consolidated Dispatch: Emergency 911	4,994	2,844	(2,150)	-43.1%

The most significant budgeted increase of \$4.7 million or 15.1 percent in the Environmental Management fund reflects estimated proceeds from the sale of real property. This increase is slightly offset by a \$2.2 million or 43.1 percent decrease in Consolidated Dispatch: Emergency 911 representing lower reimbursable costs from the State.



## BUDGET ANALYSIS

### INTERFUND TRANSFERS IN

In total, approximately \$1.3 million is transferred into Enterprise Funds from various other funds, which reflects a \$0.3 million or 18.0 percent decrease from the FY 2019 budget. The majority of the decrease is due to a reduction in the amount of funds transferred from the General Fund to support the Radio Communication Fund.

### EXPENSES

The FY 2020 budgeted expenses for the Enterprise Funds total \$54.4 million which is a \$2.3 million or 4.1 percent decrease from FY 2019. Figure 11 shows the significant budget change in expenses.

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

<u>Department/Division</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Consolidates Dispatch: Emergency 911	\$6,062	\$3,679	(\$2,383)	-39.3%

The budgeted decrease of \$2.4 million or 39.3 percent in Consolidated Dispatch: Emergency 911 reflects the purchase in FY 2019 of a customer premise equipment phone system, recorder, and auxiliary hardware.

### INTERFUND TRANSFERS OUT

The transfers out from the Enterprise Fund to other funds is approximately \$12.3 million, which is a \$0.4 million or 3.4 percent increase. The increase reflects transfers in the Environmental Management fund of \$0.8 million for the Capital Projects Fund.

### FUND BALANCE

The FY 2020 combined ending fund balance is projected to be \$58.5 million which reflects a \$6.3 million or 9.8 percent decrease from the beginning fund balance. The majority of the decrease reflects the use of the Environmental Management fund balance for transfers to the Capital Projects Fund.

## INTERNAL SERVICE FUNDS

### SUMMARY

The FY 2020 approved budgeted disbursements for the Internal Service Funds total \$60.0 million. This is a \$2.6 million or 4.5 percent increase from the FY 2019 budget. Funds available for FY 2020 also total \$60.0 million.

Page 165 shows a graphical representation of the County's Internal Service Funds budgets, while pages 166 to 170 contain fund statements reflecting numerical summaries of the budgets.

### REVENUES

Internal Service Funds revenues total \$55.1 million, a \$1.1 million or 2.1 percent increase from FY 2019. Figure 12 provides information on significant budgeted revenue changes.

## BUDGET ANALYSIS

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

<u>Department/Division</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Fleet Operations	\$10,844	\$11,332	\$488	4.5%
Human Resources: Employee Benefits	30,914	31,343	429	1.4%

There is a \$0.5 million or 4.5 percent increase to Fleet Operations due to additional revenue generated from the increased costs associated with repair contracts. Human Resources: Employee Benefits reflects an increase by the State of South Carolina to the health insurance rate for employers and employees. The impact of the increase is \$0.4 million or 1.4 percent to the fund.

### INTERFUND TRANSFERS IN

Approximately \$3.7 million is transferred to the Internal Service Funds from other funds. The majority of the \$0.7 million or 24.6 percent increase in transfers represents a reduction in the transfer from the General Fund to Fleet Operations to purchase vehicles and heavy equipment for General Fund offices/departments.

### EXPENSES

The FY 2020 budgeted expenses for the Internal Service Funds total \$60.0 million which is a \$4.0 million or 7.1 percent increase from FY 2019. Figure 13 shows the significant budget change in expenses.

**Figure 13 - Major Changes in Expenses for the Internal Service Funds**  
(Expressed in Thousands of Dollars)

<u>Department/Division</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Fleet Operations	\$12,479	\$15,067	\$2,588	20.7%
Human Resources: Employee Benefits	30,914	32,093	1,179	3.8%

The primary increase of \$2.6 million or 20.7 percent is in Fleet Operations and represents higher costs for contracted repairs and maintenance for the county's fleet. The \$1.2 million or 3.8 percent increase in the Human Resources: Employee Benefits Fund is due to higher costs of various employee insurances as passed through by the State.

### FUND BALANCE

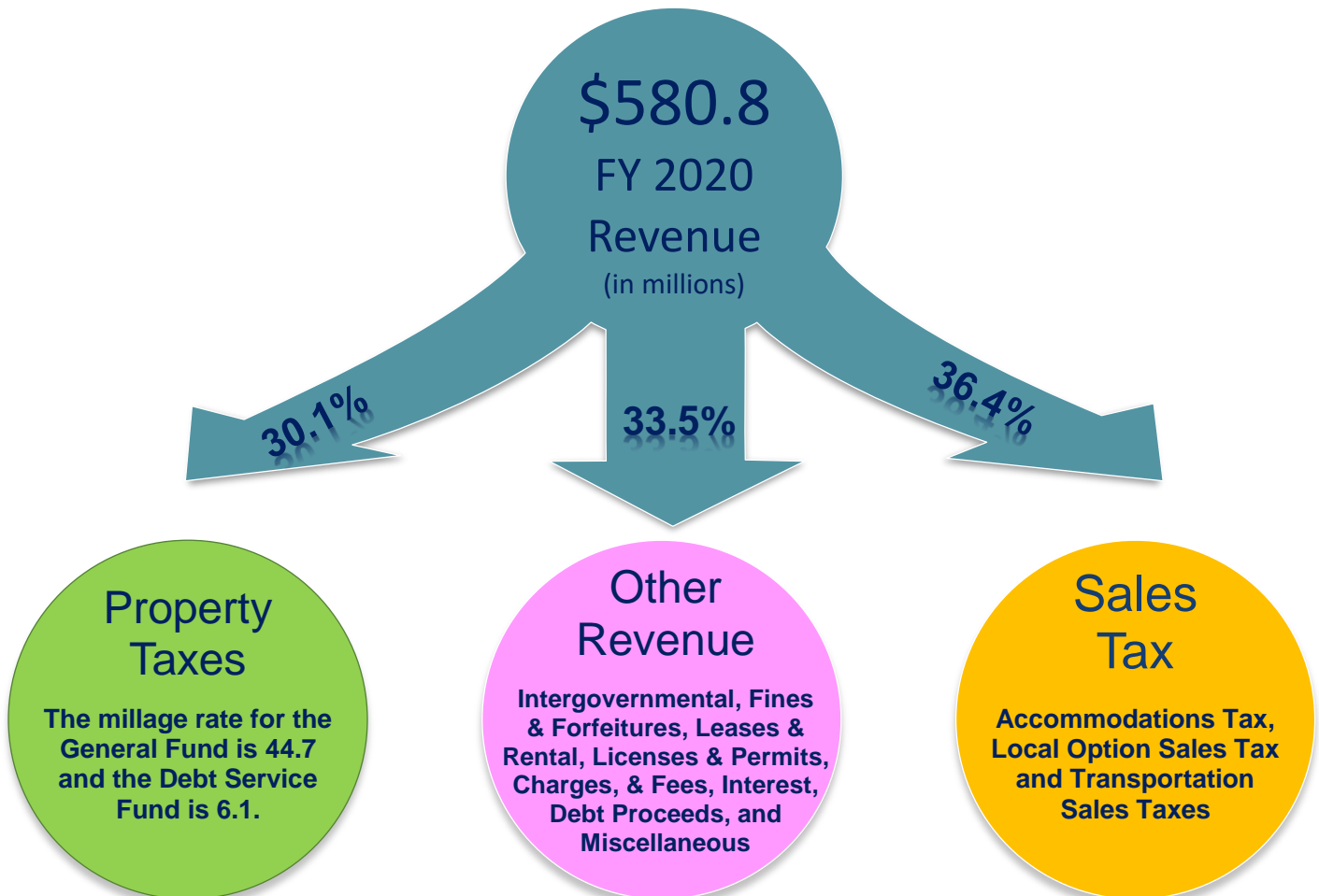
The FY 2020 ending fund balance is projected to be (\$194.2) million, which represents a \$1.1 million or less than one percent decrease from the estimated FY 2019 beginning balance. The negative fund balance is due to reporting \$271.2 million in retirement benefits in the Human Resources: Employee Benefits Fund. The increase is due to higher costs of various employee insurances as passed through by the State.

## MAJOR REVENUE SOURCES

### Financial Policies

- *Revenue Policy #1: ...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.*

Charleston County seeks 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. The revenue is considered structurally balanced because approximately one-third of the revenue is generated by each of the three main parts. Consequently, the County does not rely solely on any one type of revenue.



The major revenue sources for Charleston County account for 82.8% of the \$580.8 million in total revenues for FY 2020. The table below identifies external revenues that are greater than \$10 million.

## MAJOR REVENUE SOURCES

	FY 2020 Approved	Percentage of Total Revenue
General Fund: Ad Valorem Taxes	177,120	30.5%
General Fund: Local Option Sales Tax	69,100	11.9%
General Fund: Local Government Fund	13,947	2.4%
Debt Service Fund: Ad Valorem Taxes	23,700	4.1%
Special Revenue Fund: Transportation Sales Tax (1 <sup>st</sup> )	62,114	10.7%
Special Revenue Fund: Transportation Sales Tax (2 <sup>nd</sup> )	62,114	10.7%
Special Revenue Fund: Revenue Bond Debt Service	24,554	4.2%
Special Revenue Fund: Accommodations Tax – Local	18,105	3.1%
Enterprise Fund: User Fee	30,000	5.2%

*Amounts in the thousands*

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 pages 86 to 93.



## MAJOR REVENUE SOURCES

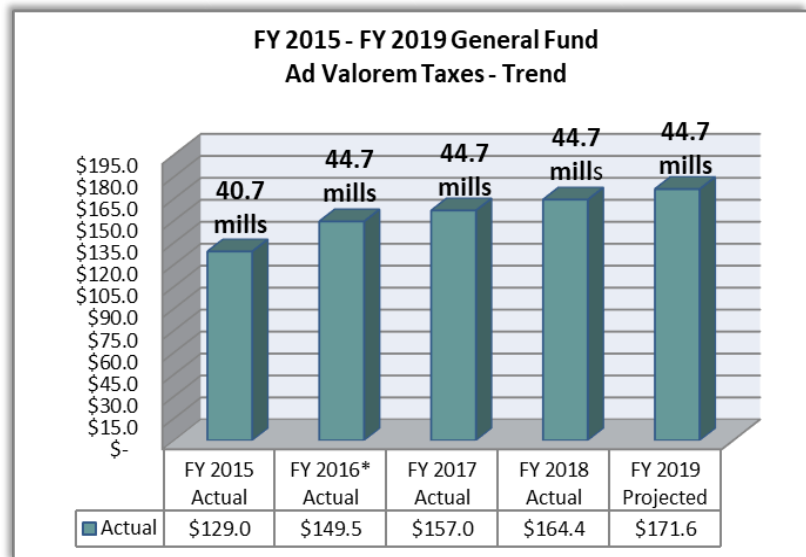
### General Fund Ad Valorem Taxes

#### 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.

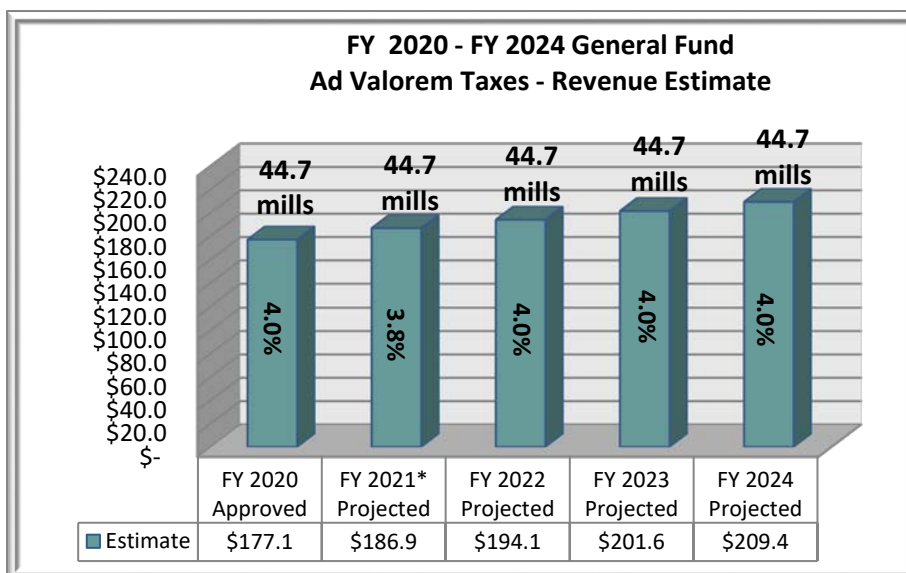
#### Trend

The County's portion of ad valorem taxes for the General Fund shows a consistent increasing trend, which reflects continued growth in the County's tax base. South Carolina Law requires that counties reassess properties every five years, which typically adjusts the millage rate downward. However, the County raised the millage in FY 2016 for expansion of the library and public safety services. The County expects the growth seen in FY 2015 through FY 2019 to continue in the future.



Amounts in the millions

\* Reassessment Year



Amounts in the millions

\* Reassessment Year

#### Revenue Estimates

The FY 2020 General Fund Ad Valorem Taxes estimate is based on the projection of appraised property value, review of Charleston County and national economic indicators, actual FY 2018 receipts, and FY 2019 year-to-date collection trends. The 44.7 millage rate reflects no change from the previous year. The millage equates to \$178.80 per \$100,000 of appraised value for the homeowner. Also projected is an additional \$6.4 million from an increase in the tax base.

## MAJOR REVENUE SOURCES

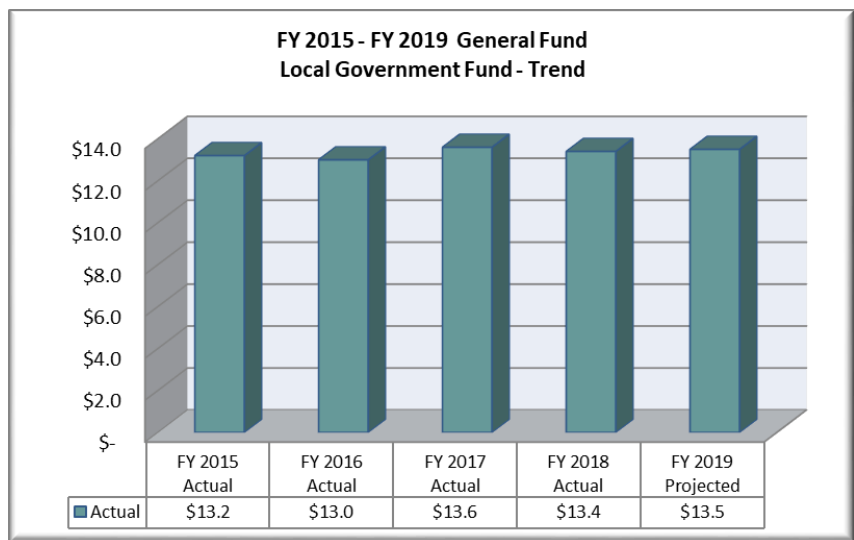
### General Fund Local Government Fund

#### Description

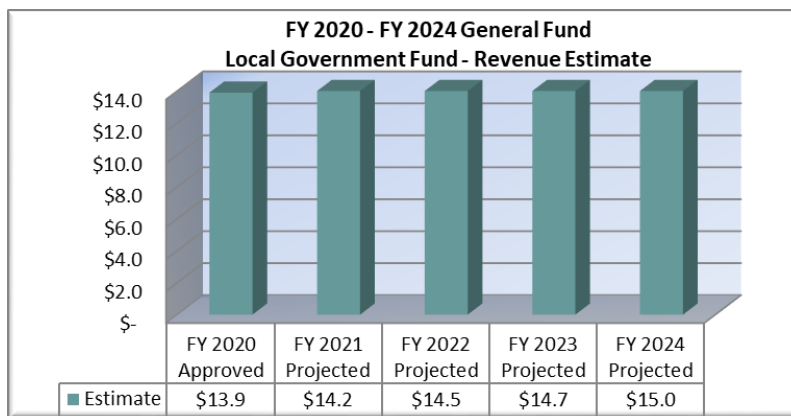
The County receives funds from the State of South Carolina to subsidize its operations. This funding was created to reduce the pressure on property taxes and to provide a predictable source of revenue for county and municipal budgeting. In FY 1992, the Local Government Fund replaced and consolidated many other taxes allocated by the State, and the State set a formula that based the Local Government Fund on 4.5 percent of the State's General Fund revenues for the State's last completed fiscal year. Beginning in FY 2020, the State began utilizing the same percentage increase as the State's General Fund (not to exceed 5.0 percent). However, the State has the authority to change the percentage used to calculate the aid provided to the County.

#### Trend

Revenues from the Local Government Fund showed a relatively flat trend from FY 2015 through FY 2019 as the State prioritized other functions.



Amounts in the millions



Amounts in millions

#### Revenue Estimate

The budgeted revenues for the Local Government Fund reflects a conservative 2.0 percent increase for FY 2020 and future years. The amount of the increase is projected to be available in mid-February for the following year's budget beginning July 1.

## MAJOR REVENUE SOURCES

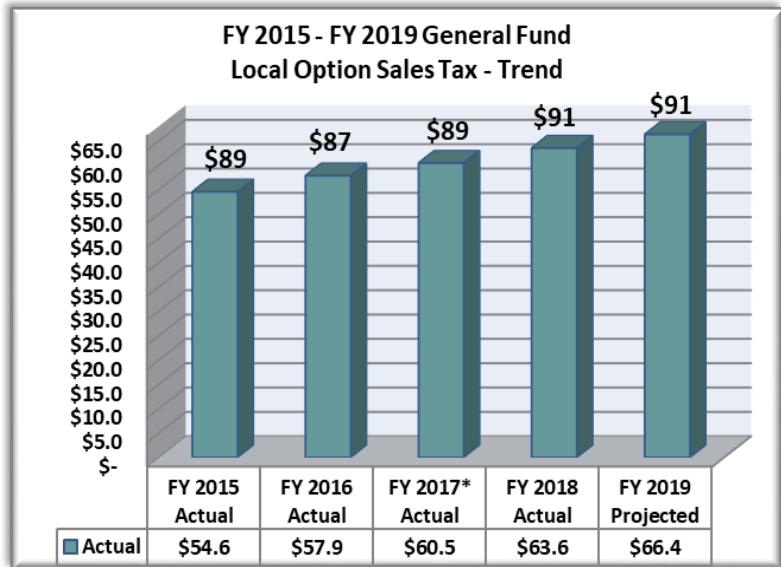
### General Fund Local Option Sales Tax

#### 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.

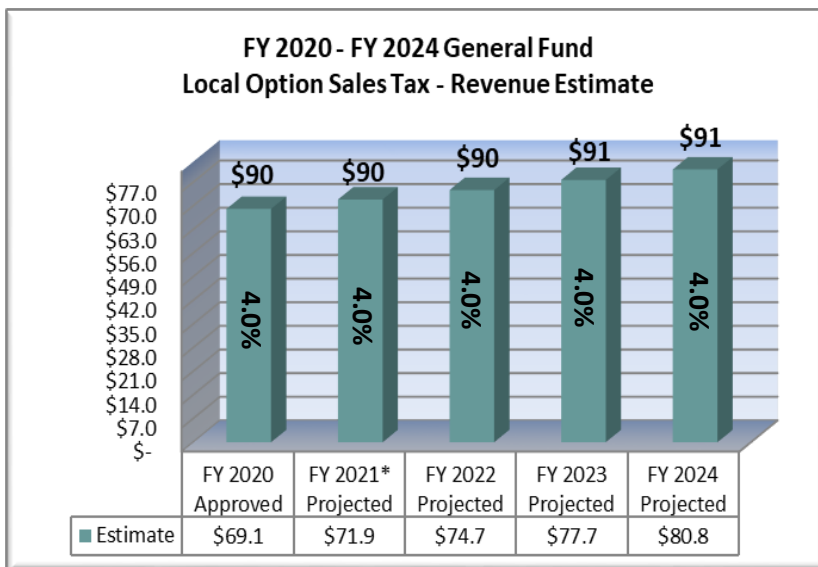
#### Trend

The Local Option Sales Tax (LOST) is directly tied to the level of consumer spending in Charleston County. During the years of the recession, FY 2009 to FY 2012, the Local Options Sales Tax experienced a declining trend. The economy began improving in FY 2013, resulting in increased revenue for Local Option Sales Tax fund. The FY 2019 projection reflects a continued level of increased consumer spending and population growth in Charleston County.



Amounts in the millions

\* Reassessment Year



Amounts in the millions

\* Reassessment Year

#### Revenue Estimate

The budgeted revenues from the Local Option Sales Tax represent growth of 4.0 percent over the FY 2019 projection. The credit is determined by dividing the LOST revenue by the appraised property base. The revenue for FY 2020 equates to a credit of \$90 per \$100,000 of appraised value; this amount is constant from FY 2019. The FY 2020 LOST estimate is based on a review of Charleston County and national economic indicators, actual FY 2018 receipts, and FY 2019 year-to-date collection trends. Sales tax

receipts are expected to continue to rise, reflecting improved economic conditions in Charleston County due to increased tourism and new industries in the area. As the economy continues to improve, the growth in the LOST revenue is expected to grow at a slightly higher pace than property taxes. As a result, the LOST credit is anticipated to increase in future years.

## MAJOR REVENUE SOURCES

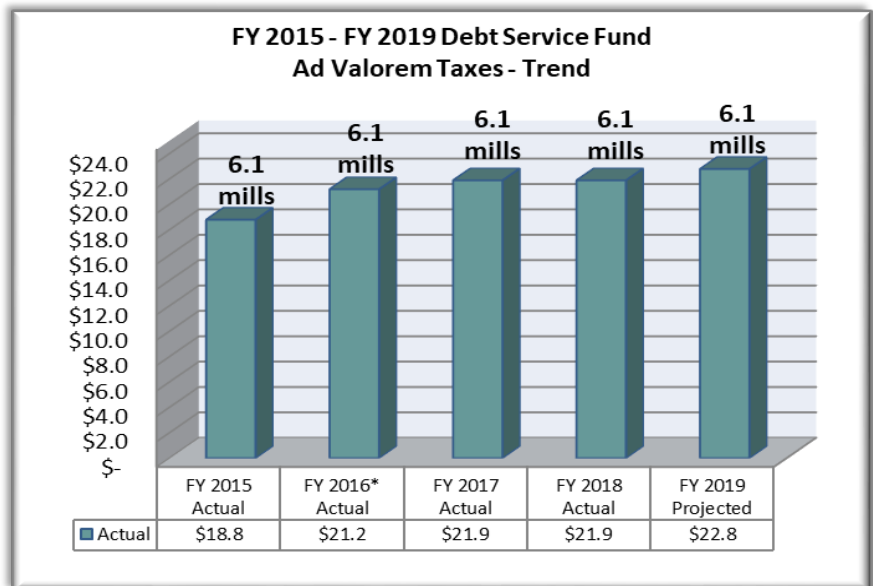
### Debt Service Fund Ad Valorem Taxes

#### Description

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

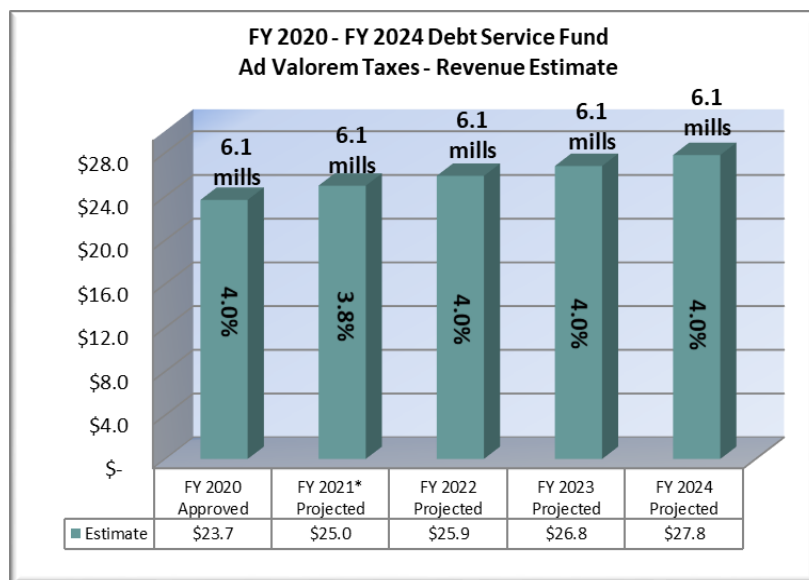
#### Trend

The County's portion of ad valorem taxes for its Debt Service Fund remained steady, reflecting growth in the County's tax base. South Carolina Law requires that counties reassess properties every five years, but Debt Service millage is not required to be adjusted. The County expects the growth seen in FY 2015 through FY 2019 to continue in the future.



Amount in the millions

\*Reassessment Year



Amount in the millions

\*Reassessment Year

#### Revenue Estimate

The FY 2020 Debt Service Fund Ad Valorem Taxes estimate is based on a projection of the appraised property value, a review of Charleston County and national economic indicators, actual FY 2018 receipts, and FY 2019 year-to-date collection trends. The millage rate used in the estimate remains constant from the previous year and equates to \$24.40 per \$100,000 of appraised value for the homeowner. The estimate includes an approximate 4.0 percent increase in the tax base. The County expects the millage rate to remain constant through FY 2024.



## MAJOR REVENUE SOURCES

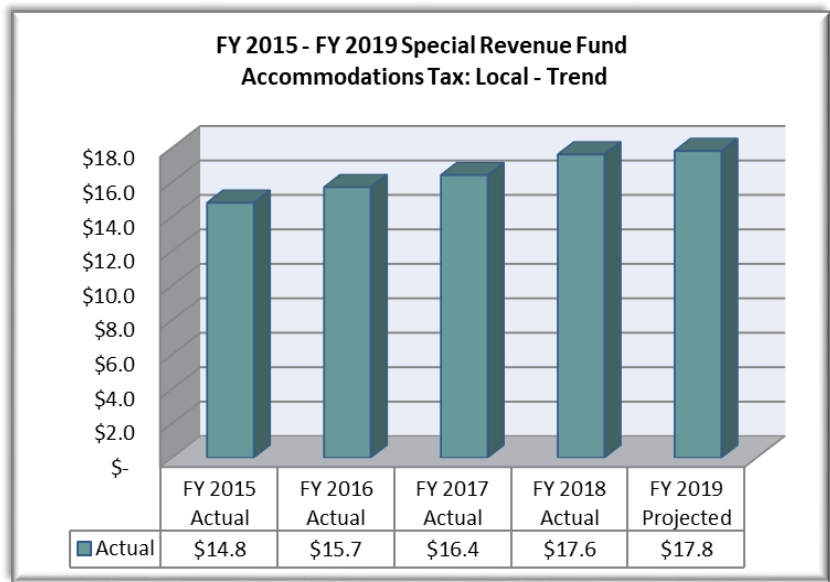
### Special Revenue Fund Accommodations Tax - Local

#### 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.

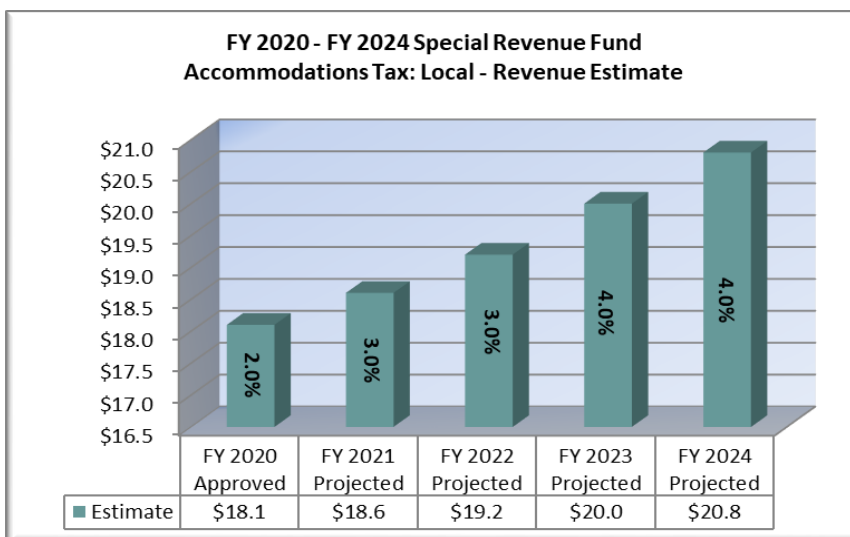
#### Trend

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 2012, but began showing improvement in FY 2013. Beginning in FY 2016, catastrophic flooding in October of 2015, Hurricane Matthew in October 2016, Hurricane Irma of 2017 and Hurricane Florence in 2018 have impacted the growth of this revenue. While the upward trend is expected to continue as tourism continues to grow in the Charleston area, the growth isn't expected to be as strong as it was in FY 2013 and FY 2014.



Amounts in the millions

#### Revenue Estimate



Amounts in the millions

The budgeted Accommodations Tax - Local reflects an estimated 2.0 percent increase from the FY 2019 projection. The Accommodations Tax - Local revenue estimate is based on a review of actual FY 2018 receipts, FY 2019 year-to-date collection trends and tourism information received from the Office of Tourism at the College of Charleston's Business School. Looking into the future, the revenue is projected to increase at a rate of approximately 3.0 to 4.0 percent per year.

## MAJOR REVENUE SOURCES

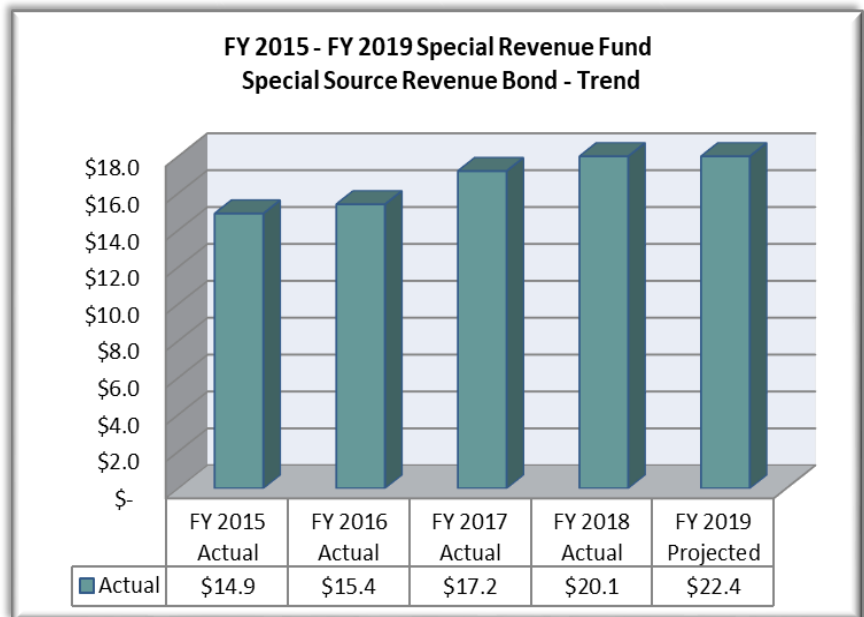
### Special Revenue Fund Special Source Revenue Bond

#### Description

During 2013, County Council designated fees-in-lieu of property taxes as security for the repayment of the special source revenue bond issued in 2013. After the verification of sufficient revenues to service the current year's debt, the fees-in-lieu of property taxes are distributed to taxing entities. A second revenue bond was issued in 2017.

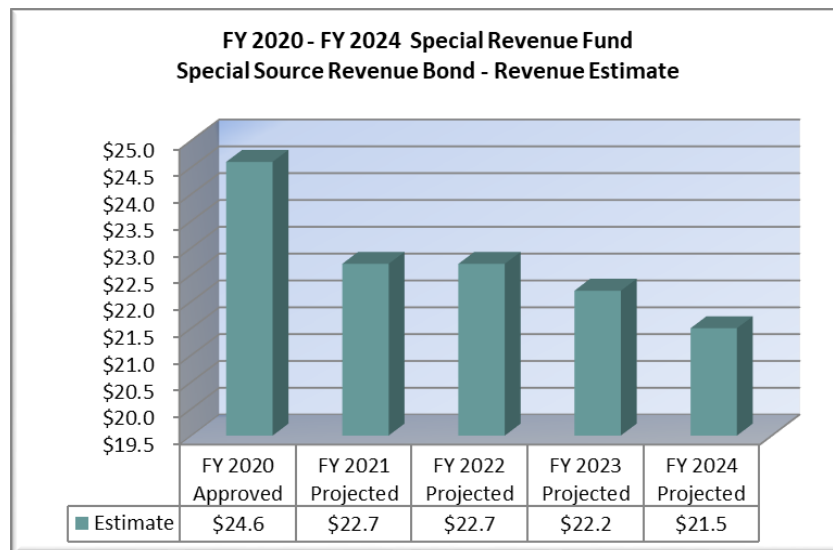
#### Trend

The revenues from the Special Source Revenue Bond began in FY 2014. The fees-in-lieu of taxes increased in FY 2015 and FY 2016 based on the addition of new development in the County including the Boeing expansion. As personal property related to the fees-in-lieu of taxes is depreciated, the revenues decrease from the various deals. However, new development has more than offset the decrease. As a result, this revenue shows growth from FY 2017 through FY 2019.



Amounts in the millions

#### Revenue Estimate



Amounts in the millions

The budget for the fees-in-lieu of taxes pledged as security for the Special Source Revenue Bond reflects an estimated ten percent increase from the FY 2019 projection due to new development. The revenue estimate is based on a review of actual FY 2018 receipts, FY 2019 year-to-date collection trends and information received from the Economic Development Department. Looking into the future, the revenue is projected to initially increase for a Mercedes deal and then decrease as the personnel property for the Mercedes deal depreciates.

## MAJOR REVENUE SOURCES

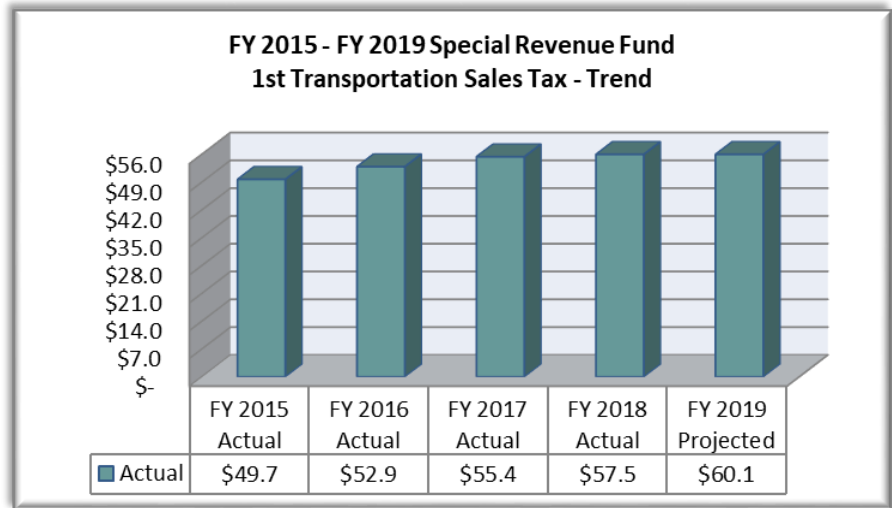
### Special Revenue Fund Transportation Sales Tax (1<sup>st</sup>)

#### 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.

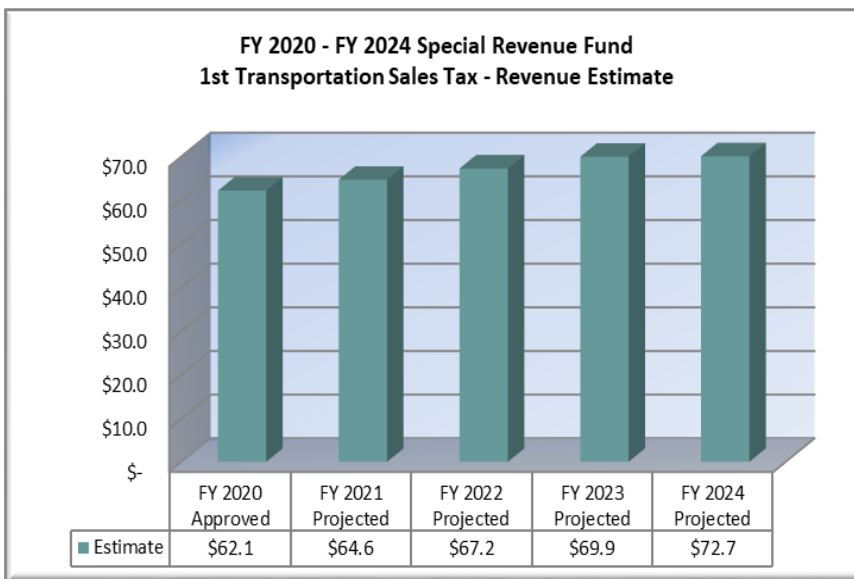
#### Trend

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 began improving in FY 2011. The upward revenue trend after FY 2011 is expected to continue. The revenue is expected to reach the \$1.3 billion limit before the end of the 25-year authorization.



Amounts in the millions

#### Revenue Estimate



Amounts in the millions

The Transportation Sales Tax revenue estimate is based on a review of Charleston County and national economic indicators, actual FY 2018 receipts, and FY 2019 year-to-date collection trends. The Transportation Sales Tax shows approximately a 4.0 percent increase from the FY 2019 projection reflecting population growth and higher consumer spending (including tourism) in our local economy. This upward trend of 4.0 percent growth is expected to continue as the tax is directly tied to the level of consumer spending in Charleston County.

## MAJOR REVENUE SOURCES

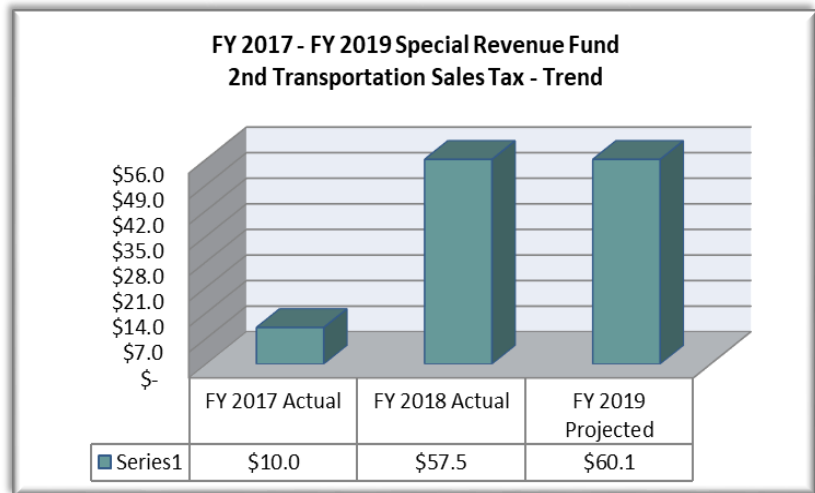
### Special Revenue Fund Transportation Sales Tax (2<sup>nd</sup>)

#### 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, 2017 and will continue for 25 years or until \$2.1 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

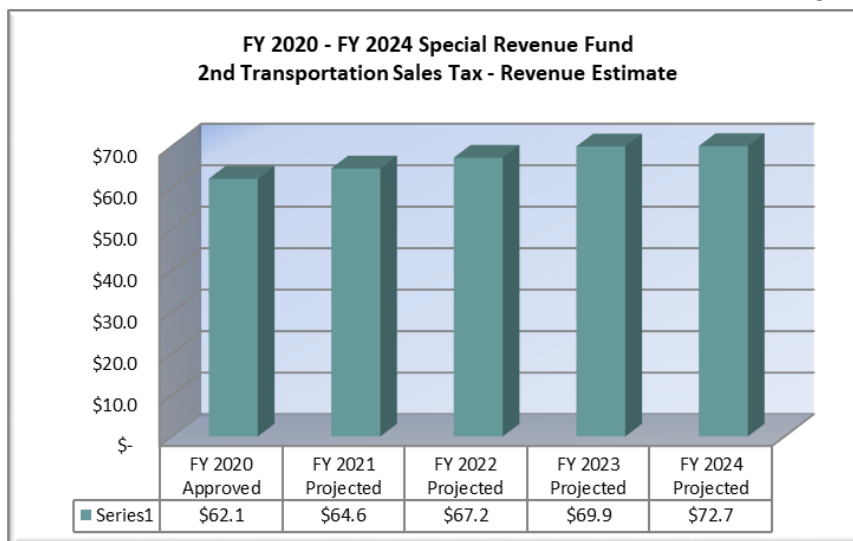
The revenues from the Transportation Sales Tax (1<sup>st</sup>) had a general trend of increasing through FY 2008. As a result of the nationwide recession, the revenue from the Transportation Sales Tax declined in FY 2009 and FY 2010. Consumer spending in the County began improving in FY 2011. The upward revenue trend is expected to be the same for the Transportation Sales Tax (2<sup>nd</sup>).



Amount in the millions

#### Revenue Estimate

The Transportation Sales Tax (2<sup>nd</sup>) revenue estimate is based on a review of Charleston County and national economic indicators, actual 2018 receipts, and FY 2019 year-to-date collection trends for the Transportation Sales Tax (1<sup>st</sup>). The Transportation Sales Tax (2<sup>nd</sup>) is expected to have an upward trend of 4.0 percent growth, which reflects strong consumer and tourist spending in our local economy.



Amount in the millions



## MAJOR REVENUE SOURCES

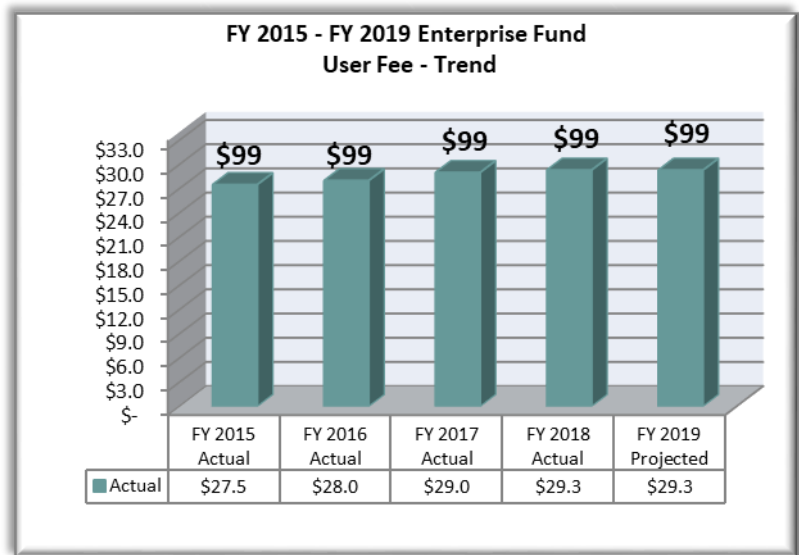
### Enterprise Fund User Fee

#### Description

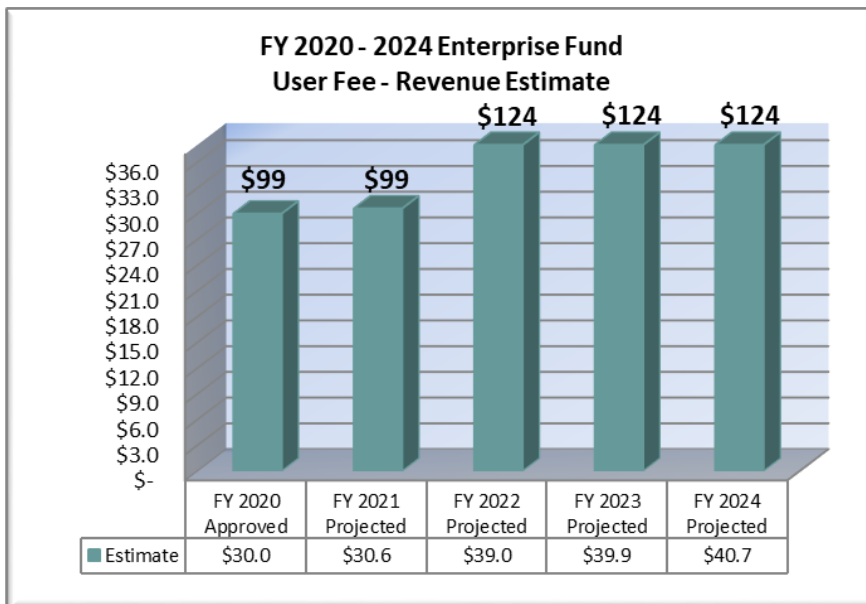
In 1989, Charleston County began charging a user fee to real property owners, as well as certain commercial and governmental entities to provide funding for the County's recycling, solid waste, and disposal efforts. The User Fee for residential property owners is included in the annual tax bill. The Revenue Collections Department calculates and bills for the commercial entities on an annual basis.

#### Trend

The revenues from the User Fee reflected moderate growth between FY 2015 and FY 2019 as the number of residents and businesses in the County grew.



Amount in the millions



Amount in the millions

#### Revenue Estimate

The FY 2020 User Fee estimate is based on actual FY 2018 receipts and FY 2019 year-to-date collection trends. The User Fee charge for residential properties has remained constant at \$99 since FY 2008. The County projects a 2.0 percent annual increase as the growth in population continues. In addition, the County projects a \$25 increase in FY 2022.



**End Section**

## SCHEDULES

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 495 to 501 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 465 to 468 for a description of the budgeting process.

The Schedules section begins with a guide to understanding fund statements. In addition, the section provides an overall summary of the County's annual operating budgets with the **Where It Comes From . . . FY 2020 All Funds** graph on page 82, the **Where It Goes. . . . FY 2020 All Funds** graph on page 83, and the **Budget Summary All Funds** on pages 84 to 85. 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 86 to 93. The expenditures are on pages 94 to 99. The interfund transfers are on page 100. This is followed by a summary of County authorized positions on pages 101 to 109.

The last portion of the Schedules section (pages 112 to 174) 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 110 shows a combined fund statement for all funds for Fiscal Years 2017, 2018, 2019, and 2020. Page 113 provides a summary by fund type of the County's Fiscal Year 2020 budget. Individual fund statements start on page 112 with the General Fund. Note that the FY 2020 Projected column on the fund statements includes the estimated amounts from the FY 2019 Adjusted column (i.e., the current budget) and the estimated amounts from encumbrances and designations carried forward from previous years.

## SCHEDULES

### A GUIDE TO UNDERSTANDING FUND STATEMENTS

1. **Beginning Fund Balance** – Unexpended funds from the previous year.
2. **Revenues** - Amounts received from taxes, fees, permits, licenses, fines, interest, and other governmental entities.
3. **Interfund Transfer In** - Flow of assets from one fund within the County to another fund without requiring repayment or return of an asset.
4. **Available** – The amount is the total Beginning Fund Balance, Revenues and Interfund Transfer In.
5. **Expenses/Expenditures** - Amounts paid for goods and services. Expenditures are utilized by governmental funds (General Fund, Debt Service Funds and Special Revenue Funds) and expenses are utilized by proprietary funds (Internal Service Funds and Enterprise Funds).
6. **Interfund Transfer Out** - Flow of assets to a different fund within the County without requiring repayment or return of the asset.
7. **Disbursements** – The amount is the total of Expenses/Expenditures and Interfund Transfer Out.
8. **Fund Balance: Nonspendable**– The portion of the ending fund balance which include inventory, prepaid expenses, long-term accounts receivable and capital assets.
9. **Fund Balance: Restricted External** – The portion of the ending fund balance set aside to meet the criteria of an external organization, and is usually related to legal requirements.
10. **Fund Balance: Restricted Internal** - The portion of the ending fund balance which is assigned (encumbered) or reserved by financial policy.
11. **Fund Balance: Available** – The portion of the ending fund balance available for use in future years.
12. **Ending Fund Balance** – Unexpended funds at the end of fiscal year. These funds become the beginning fund balance for the next year.

# SCHEDULES

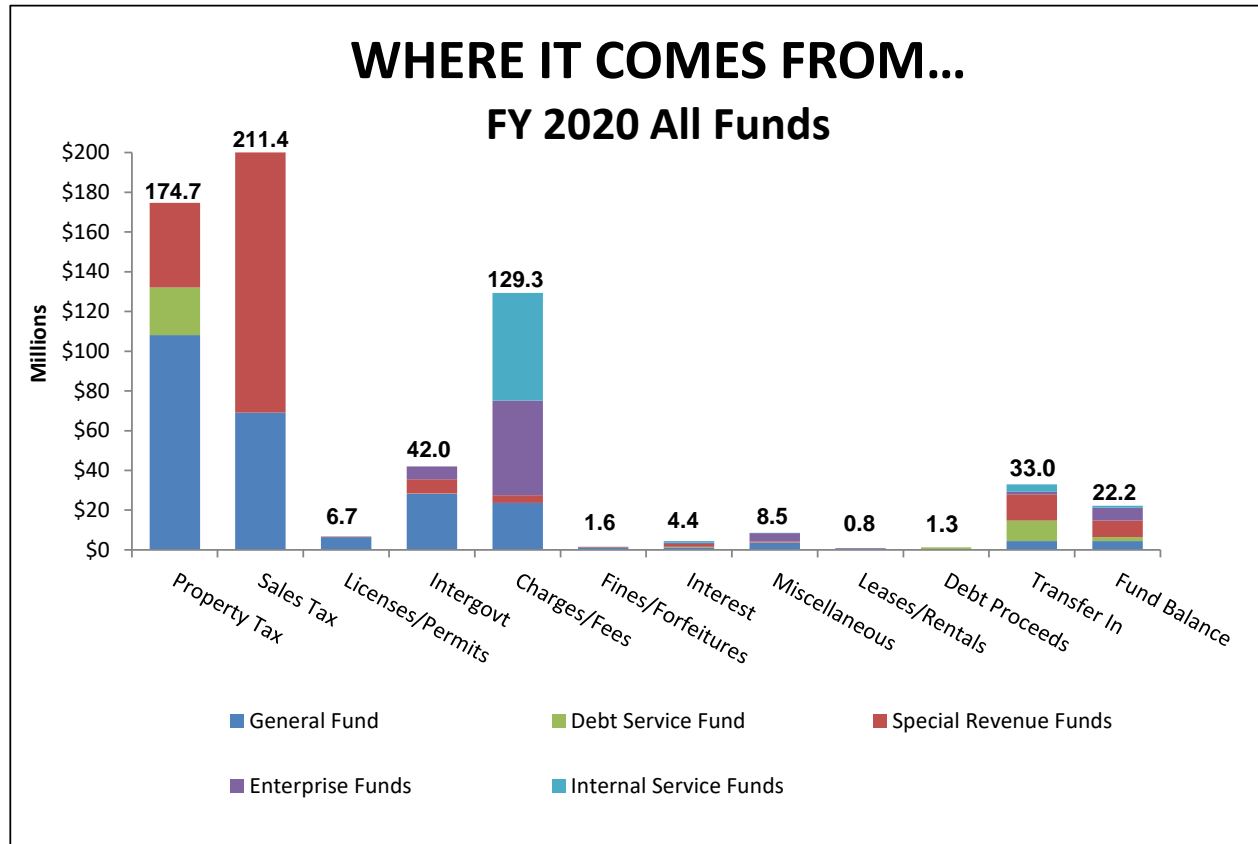
## Charleston County, South Carolina All Funds Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
1 Beginning Balance, July 1	\$ 52,548,595	\$ 41,676,795	\$ 96,392,223	\$ 96,392,223	\$ 86,507,827
2 Revenues:					
Property Tax	148,714,359	159,543,641	165,082,115	167,770,217	174,727,656
Sales Tax	142,254,208	196,128,653	203,900,000	203,600,000	211,428,000
Licenses and Permits	6,793,797	6,106,252	6,183,650	6,456,850	6,657,850
Intergovernmental	40,377,280	40,107,617	42,792,899	40,902,190	41,987,659
Charges and Fees	135,429,138	137,013,313	126,733,335	126,980,567	129,327,793
Fines and Forfeitures	1,896,378	2,032,774	1,726,928	2,059,439	1,600,500
Interest	2,222,555	4,339,217	3,619,500	4,038,250	4,416,194
Miscellaneous	7,639,467	7,403,444	4,233,758	4,381,733	8,471,157
Leases and Rent	415,716	688,484	723,723	690,233	827,028
Debt Proceeds	-	14,474,159	3,610,771	-	1,300,000
3 Subtotal	485,742,898	567,837,554	558,606,679	556,879,479	580,743,837
4 Interfund Transfer In	34,380,129	32,698,259	40,681,693	39,794,437	32,996,625
5 Total Available	520,123,027	600,535,813	599,288,372	596,673,916	613,740,462
6 Expenditures:					
Personnel	164,352,879	173,228,405	188,629,483	184,184,063	196,807,087
Operating	218,435,548	236,528,265	222,676,601	220,065,244	223,587,776
Capital	3,636,746	6,184,870	12,992,019	21,458,337	11,671,134
Debt Service	62,310,571	65,061,417	75,870,136	75,683,787	74,665,791
7 Subtotal	448,735,744	481,002,957	500,168,239	501,391,431	506,731,788
8 Interfund Transfer Out	46,648,301	64,817,428	103,604,771	105,166,881	105,953,161
9 Total Disbursements	495,384,045	545,820,385	603,773,010	606,558,312	612,684,949
10 Nonspendable	71,485,548	76,948,541	76,948,541	76,948,541	76,948,541
11 Restricted: External	(191,605,634)	(263,045,135)	(273,398,485)	(272,642,432)	(272,304,290)
12 Restricted: Internal	136,398,433	221,417,826	223,204,216	217,842,110	229,564,396
Available	61,009,230	61,070,991	65,153,313	64,359,608	53,354,693
Ending Balance, June 30	\$ 77,287,577	\$ 96,392,223	\$ 91,907,585	\$ 86,507,827	\$ 87,563,340



## ALL FUNDS

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 2020.

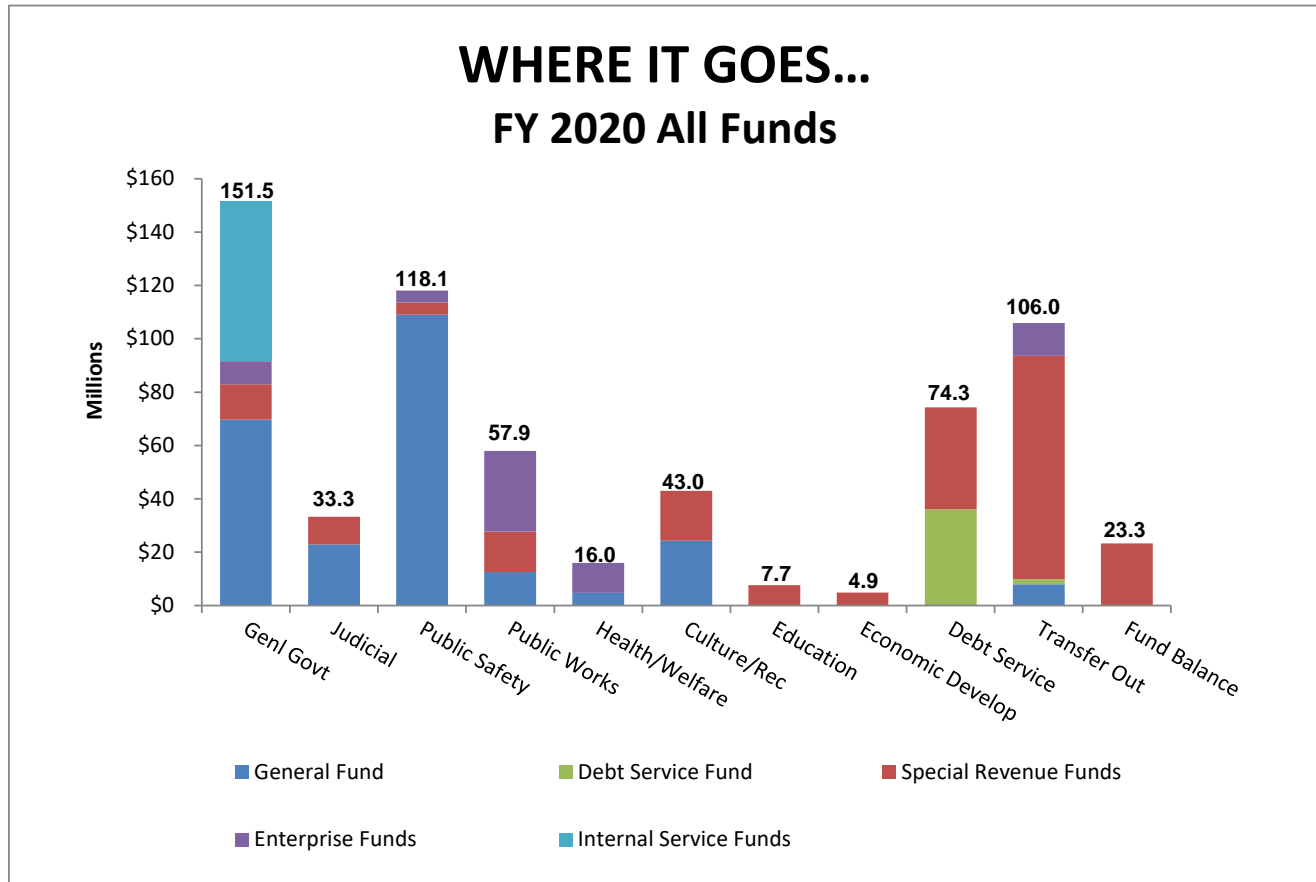


**Total Available Budgeted: \$635,972,227**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Change	Percent Change
Property Tax	\$ 148,714,359	\$ 159,543,641	\$ 165,082,115	\$ 174,727,656	\$ 9,645,541	5.8
Sales Tax	142,254,208	196,128,653	203,900,000	211,428,000	7,528,000	3.7
Licenses & Permits	6,793,797	6,106,252	6,183,650	6,657,850	474,200	7.7
Intergovernmental	40,377,280	40,107,617	42,792,899	41,987,659	(805,240)	(1.9)
Charges & Fees	135,429,138	137,013,313	126,733,335	129,327,793	2,594,458	2.0
Fines & Forfeitures	1,896,378	2,032,774	1,726,928	1,600,500	(126,428)	(7.3)
Interest	2,222,555	4,339,217	3,619,500	4,416,194	796,694	22.0
Miscellaneous	7,639,467	7,403,444	4,233,758	8,471,157	4,237,399	100.1
Leases & Rentals	415,716	688,484	723,723	827,028	103,305	14.3
Debt Proceeds	-	14,474,159	3,610,771	1,300,000	(2,310,771)	(64.0)
<b>Total Revenues</b>	<b>485,742,898</b>	<b>567,837,554</b>	<b>558,606,679</b>	<b>580,743,837</b>	<b>22,137,158</b>	<b>4.0</b>
Transfer In	34,380,129	32,698,259	40,681,693	32,996,625	(7,685,068)	(18.9)
Use of Fund Balance	9,088,125	14,967,010	36,682,227	22,231,765	(14,450,462)	(39.4)
<b>Total Avail. Budgeted</b>	<b>\$ 529,211,152</b>	<b>\$ 615,502,823</b>	<b>\$ 635,970,599</b>	<b>\$ 635,972,227</b>	<b>\$ 1,628</b>	<b>0.0</b>

## ALL FUNDS

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 2020.



**Total Uses: \$635,972,227**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Change	Percent Change
General Govt.	\$ 148,513,570	\$ 167,837,577	\$ 149,923,673	\$ 151,525,571	\$ 1,601,898	1.1
Judicial	28,672,266	30,175,498	32,449,487	33,309,215	859,728	2.6
Public Safety	97,909,427	104,323,697	116,815,688	118,123,787	1,308,099	1.1
Public Works	53,948,392	55,060,857	60,235,242	57,911,121	(2,324,121)	(3.9)
Health/Welfare	15,076,523	15,716,091	15,121,864	15,974,048	852,184	5.6
Culture/Recreation	32,987,052	33,154,753	36,246,255	42,965,230	6,718,975	18.5
Education	6,749,658	7,139,713	7,425,432	7,691,878	266,446	3.6
Economic Develop.	2,518,453	2,474,814	6,408,123	4,889,048	(1,519,075)	(23.7)
Debt Service	62,360,403	65,119,957	75,542,475	74,341,890	(1,200,585)	(1.6)
<b>Total Expenditures</b>	<b>448,735,744</b>	<b>481,002,957</b>	<b>500,168,239</b>	<b>506,731,788</b>	<b>6,563,549</b>	<b>1.3</b>
Transfer Out	46,648,301	64,817,428	103,604,771	105,953,161	2,348,390	2.3
<b>Total Disbursements</b>	<b>495,384,045</b>	<b>545,820,385</b>	<b>603,773,010</b>	<b>612,684,949</b>	<b>8,911,939</b>	<b>1.5</b>
Increase in Fund Bal.	33,827,107	69,682,438	32,197,589	23,287,278	(8,910,311)	(27.7)
<b>Total Uses</b>	<b>\$ 529,211,152</b>	<b>\$ 615,502,823</b>	<b>\$ 635,970,599</b>	<b>\$ 635,972,227</b>	<b>\$ 1,628</b>	<b>0.0</b>

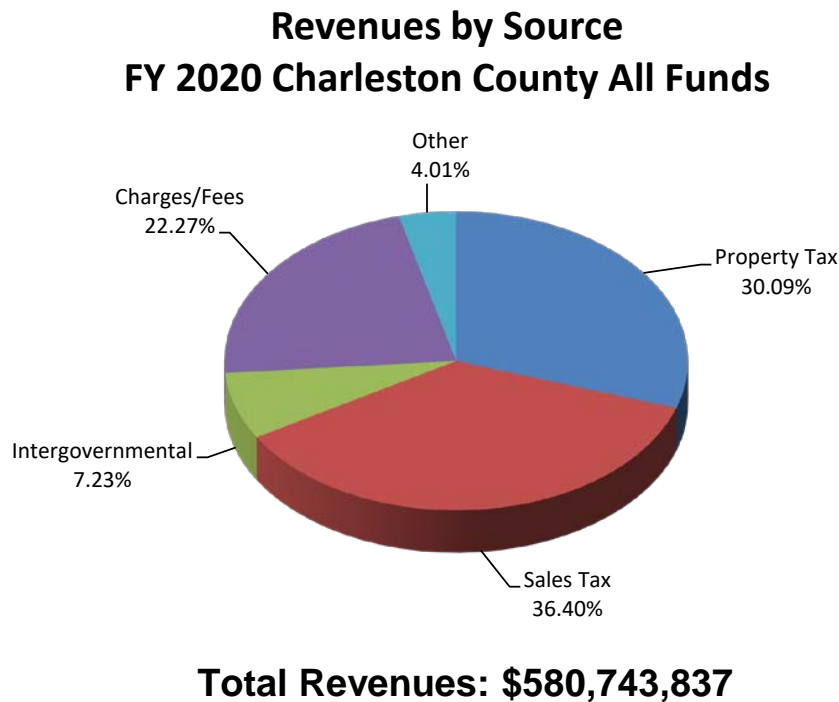
Charleston County, South Carolina  
Budget Summary - All Funds  
Fiscal Year 2020

	Fund Statement Page Number	Revenues (D-8 to D-15)	Transfers In (Page D-22)	Sources
<b>GENERAL FUND</b>	<b>113</b>	<b>\$ 242,232,055</b>	<b>\$ 4,468,533</b>	<b>\$246,700,588</b>
<b>DEBT SERVICE FUND</b>	<b>115</b>	<b>25,818,555</b>	<b>10,288,798</b>	<b>36,107,353</b>
Accommodations Tax: Local	117	18,105,000	-	18,105,000
Accommodations Tax: State	118	125,000	-	125,000
Building Inspections Services: Project Impact	119	-	-	-
Clerk of Court: IV-D Child Support Enf	120	1,130,000	-	1,130,000
Economic Development	121	3,730,193	-	3,730,193
Emer Mgmt: Awendaw McClellanville Fire	122	2,368,778	-	2,368,778
Emer Mgmt: Awendaw McClellanville Fire Debt	123	271,855	-	271,855
Emergency Mgmt: East Cooper Fire District	124	143,100	-	143,100
Emergency Mgmt: Hazard Materials Enforce	125	230,000	-	230,000
Emergency Mgmt: Northern Chas Co Fire Dist	126	250,500	-	250,500
Emergency Mgmt: West St. Andrew's Fire Dist	127	8,000	-	8,000
Greenbelt Programs 1st TST	128	10,674,000	-	10,674,000
Greenbelt Programs 2nd TST	129	6,234,000	-	6,234,000
Human Resources: Summer Youth Program	130	-	-	-
Legal: Seized Assets	131	25,000	-	25,000
Planning/Zoning: Tree Fund	132	-	-	-
Public Defender: Berkeley County	133	1,445,726	-	1,445,726
Public Defender: Charleston County	134	1,818,589	3,379,200	5,197,789
Public Works: Stormwater Drainage	135	3,660,500	-	3,660,500
Sheriff: Asset Forfeiture	136	-	-	-
Sheriff: IV-D Child Support Enforcement	137	41,145	49,843	90,988
Sheriff: Programs	138	613,000	-	613,000
Solicitor: Alcohol Education Program	139	45,000	19,974	64,974
Solicitor :Bond Estreatment	140	-	-	-
Solicitor: Criminal Domestic Violence Approp	141	100,000	-	100,000
Solicitor: Drug Court	142	310,000	-	310,000
Solicitor: DUI Appropriation	143	73,690	40,765	114,455
Solicitor: Expungement	144	140,000	-	140,000
Solicitor: Juvenile Education Program	145	80,000	44,171	124,171
Solicitor: Pretrial Intervention	146	200,000	106,489	306,489
Solicitor: State Appropriation	147	1,310,000	-	1,310,000
Solicitor: Traffic Education Program	148	50,000	-	50,000
Solicitor: Victims' Unclaimed Restitution	149	-	-	-
Solicitor: Victim-Witness State Approp	150	40,625	33,873	74,498
Solicitor: Violent Crime Prosecution	151	100,000	-	100,000
Solicitor: Worthless Check	152	35,000	20,509	55,509
Trans Dev: Revenue Bond Debt Service	153	24,553,658	8,130,821	32,684,479
Transportation Development: Roads Program 1st TST	154	40,525,000	1,148,000	41,673,000
Transportation Development: Roads Program 2nd TST	155	38,632,000	-	38,632,000
Transportation Sales Tax: Transit Agencies 1st TST	156	11,226,000	-	11,226,000
Transportation Sales Tax: Transit Agencies 2nd TST	157	18,331,000	-	18,331,000
Trident Technical College	158	7,582,452	109,426	7,691,878
Trident Technical College: Debt Service	159	3,962,553	12,691	3,975,244
Victim's Bill of Rights	160	276,500	134,867	411,367
<b>SPECIAL REVENUE FUNDS</b>		<b>198,447,864</b>	<b>13,230,629</b>	<b>211,678,493</b>
Consolidated Dispatch: Emergency 911 Comm	162	2,843,863	-	2,843,863
Consolidated Dispatch: Fire & Agency Costs	163	808,406	-	808,406
Dept of Alcohol & Other Drug Abuse Services	164	10,660,232	544,104	11,204,336
Environmental Management	165	35,940,550	-	35,940,550
Facilities Management: Parking Garages	166	3,688,203	-	3,688,203
Revenue Collections	167	2,303,170	-	2,303,170
Technology Services: Radio Communications	168	2,855,665	729,441	3,585,106
<b>ENTERPRISE FUNDS</b>		<b>59,100,089</b>	<b>1,273,545</b>	<b>60,373,634</b>
Fac Mgt: Office Svcs/Tech Svcs: Records Mgt	170	2,227,752	-	2,227,752
Fleet Mgt/Procurement: Central Parts Warehouse	171	14,232,639	3,735,120	17,967,759
Human Resources: Employee Benefits	172	31,343,245	-	31,343,245
Safety & Risk Mgt: Safety/Workers' Comp	173	5,318,908	-	5,318,908
Technology Services: Telecommunications	174	2,022,730	-	2,022,730
<b>INTERNAL SERVICE FUNDS</b>		<b>55,145,274</b>	<b>3,735,120</b>	<b>58,880,394</b>
Total of All Funds		<b>\$580,743,837</b>	<b>\$32,996,625</b>	<b>\$613,740,462</b>

Expenditures/ Expenses (D-16 to D-21)	Transfers Out (Page D-22)	Disbursements	Net Increase (Decrease) in Fund Balance	Beginning Fund Balance	Ending Fund Balance
\$ 243,285,459	\$ 7,915,129	\$251,200,588	(\$4,500,000)	\$ 76,485,015	\$ 71,985,015
36,071,110	2,010,923	38,082,033	(1,974,680)	25,818,688	23,844,008
18,335,309	-	18,335,309	(230,309)	1,126,662	896,353
95,000	30,000	125,000	-	-	-
-	13,660	13,660	(13,660)	13,660	-
711,737	418,263	1,130,000	-	-	-
4,121,616	-	4,121,616	(391,423)	3,043,984	2,652,561
2,306,768	600,000	2,906,768	(537,990)	1,205,067	667,077
264,000	-	264,000	7,855	127,144	134,999
156,150	-	156,150	(13,050)	25,216	12,166
236,115	-	236,115	(6,115)	187,944	181,829
250,500	-	250,500	-	-	-
8,000	-	8,000	-	2,652	2,652
9,536,028	1,003,000	10,539,028	134,972	4,410,551	4,545,523
-	6,516,000	6,516,000	(282,000)	2,751,198	2,469,198
100,000	-	100,000	(100,000)	138,319	38,319
100,000	-	100,000	(75,000)	75,000	-
250,000	-	250,000	(250,000)	505,590	255,590
1,498,279	-	1,498,279	(52,553)	380,771	328,218
5,350,002	-	5,350,002	(152,213)	865,902	713,689
3,871,922	-	3,871,922	(211,422)	607,350	395,928
442,529	-	442,529	(442,529)	722,929	280,400
90,988	-	90,988	-	-	-
916,942	-	916,942	(303,942)	1,311,561	1,007,619
102,788	-	102,788	(37,814)	37,814	-
16,000	-	16,000	(16,000)	168,226	152,226
109,096	-	109,096	(9,096)	34,171	25,075
145,139	164,861	310,000	-	369,881	369,881
114,455	-	114,455	-	-	-
202,142	-	202,142	(62,142)	324,106	261,964
124,171	-	124,171	-	-	-
338,831	-	338,831	(32,342)	32,342	-
1,162,678	191,637	1,354,315	(44,315)	244,315	200,000
35,145	116,463	151,608	(101,608)	228,170	126,562
4,500	-	4,500	(4,500)	4,591	91
74,498	-	74,498	-	-	-
99,152	-	99,152	848	68,768	69,616
55,509	-	55,509	-	-	-
19,894,187	10,441,227	30,335,414	2,349,065	11,258,414	13,607,479
20,886,189	20,018,360	40,904,549	768,451	13,345,520	14,113,971
-	19,112,000	19,112,000	19,520,000	41,672,759	61,192,759
9,623,000	1,148,000	10,771,000	455,000	3,719,867	4,174,867
3,242,000	20,000,000	23,242,000	(4,911,000)	23,390,918	18,479,918
7,691,878	-	7,691,878	-	-	-
-	3,975,244	3,975,244	-	-	-
411,367	-	411,367	-	25,000	25,000
112,974,610	83,748,715	196,723,325	14,955,168	112,426,362	127,381,530
3,679,065	-	3,679,065	(835,202)	1,731,195	895,993
786,020	-	786,020	22,386	204,665	227,051
11,175,635	-	11,175,635	28,701	(3,889,910)	(3,861,209)
30,158,199	10,650,000	40,808,199	(4,867,649)	57,774,206	52,906,557
2,957,191	1,231,012	4,188,203	(500,000)	11,204,691	10,704,691
2,070,788	397,382	2,468,170	(165,000)	(2,270,646)	(2,435,646)
3,610,106	-	3,610,106	(25,000)	136,354	111,354
54,437,004	12,278,394	66,715,398	(6,341,764)	64,890,555	58,548,791
2,240,963	-	2,240,963	(13,211)	339,844	326,633
17,967,759	-	17,967,759	-	14,893,267	14,893,267
32,093,245	-	32,093,245	(750,000)	(210,954,836)	(211,704,836)
5,618,908	-	5,618,908	(300,000)	1,859,599	1,559,599
2,042,730	-	2,042,730	(20,000)	749,333	729,333
59,963,605	-	59,963,605	(1,083,211)	(193,112,793)	(194,196,004)
\$ 506,731,788	\$105,953,161	\$612,684,949	\$1,055,513	\$86,507,827	\$ 87,563,340
Total Increase in Ending Fund Balance			23,287,278		
Total Use of Beginning Fund Balance			(22,231,765)		

## REVENUES

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 \$580,743,837 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 page 87.



Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Change	Percent Change
Property Tax	\$ 148,714,359	\$ 159,543,641	\$ 165,082,115	\$174,727,656	\$ 9,645,541	5.8
Sales Tax	142,254,208	196,128,653	203,900,000	211,428,000	7,528,000	3.7
Licenses & Permits	6,793,797	6,106,252	6,183,650	6,657,850	474,200	7.7
Intergovernmental	40,377,280	40,107,617	42,792,899	41,987,659	(805,240)	(1.9)
Charges & Fees	135,429,138	137,013,313	126,733,335	129,327,793	2,594,458	2.0
Fines & Forfeitures	1,896,378	2,032,774	1,726,928	1,600,500	(126,428)	(7.3)
Interest	2,222,555	4,339,217	3,619,500	4,416,194	796,694	22.0
Miscellaneous	7,639,467	7,403,444	4,233,758	8,471,157	4,237,399	100.1
Leases & Rentals	415,716	688,484	723,723	827,028	103,305	14.3
Debt Proceeds	-	14,474,159	3,610,771	1,300,000	(2,310,771)	(64.0)
<b>Total Revenues</b>	<b>\$ 485,742,898</b>	<b>\$ 567,837,554</b>	<b>\$ 558,606,679</b>	<b>\$ 580,743,837</b>	<b>\$ 22,137,158</b>	<b>4.0</b>



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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>GENERAL FUND</b>					
TAXES					
Ad Valorem Taxes:					
Current: Motor Vehicle Taxes	\$ 10,889,964	\$ 11,121,753	\$ 11,380,000	\$ 11,610,000	2.0
Current: Real Property Taxes	146,135,353	152,450,129	157,950,000	165,510,000	4.8
Current: TIF Refunds	(5,126,550)	(2,711,267)	(2,645,000)	(3,281,000)	24.0
Subtotal	151,898,767	160,860,615	166,685,000	173,839,000	4.3
Less: Sales Tax Credit	(59,017,441)	(63,131,443)	(65,260,000)	(68,580,000)	5.1
Less: Homestead	(2,132,325)	(2,158,897)	(2,150,000)	(2,200,000)	2.3
Net: Current- Real & Motor Vehicles	90,749,001	95,570,275	99,275,000	103,059,000	3.8
Delinquent: Real Property Taxes	3,039,776	3,670,096	3,290,000	3,530,000	7.3
Other Taxes:					
FILOT Rebate	1,084	125	1,000	-	(100.0)
Multi-County Parks	899,639	1,166,067	1,055,000	1,210,000	14.7
Multi-County Parks: Delinquent	87,063	59,365	-	-	na
Payments in Lieu of Taxes	375,159	370,203	375,000	375,000	0.0
Sales Tax	60,509,008	63,570,674	65,750,000	69,100,000	5.1
Subtotal	155,660,730	164,406,805	169,746,000	177,274,000	4.4
LICENSES AND PERMITS					
Assessor: Mobile Home Dealer Fee	300	-	300	300	0.0
Assessor: Mobile Home Decals	2,990	3,280	3,000	3,250	8.3
Assessor: Mobile Home Moving Fee	2,810	2,500	2,000	3,200	60.0
Auditor: Temporary Vehicle License	-	90	-	-	na
Building Inspections Services: Building Permits	1,631,719	1,769,482	1,950,000	2,250,000	15.4
Building Inspections Svs: Contractor Licensing Fee	169,083	168,703	170,000	170,000	0.0
Coroner: Cremation Permits	47,416	64,245	48,000	61,000	27.1
Non-Departmental: Business Licenses	4,381,121	3,538,608	3,450,000	3,600,000	4.3
Planning & Zoning: Zoning Permits	53,050	56,175	50,000	55,000	10.0
Probate Courts: Marriage Licenses	266,888	281,657	280,000	285,000	1.8
Sheriff: Gold Permits	150	100	150	100	(33.3)
Sheriff: Non Ferrous Metals Permit	-	600	200	-	(100.0)
Subtotal	6,555,527	5,885,440	5,953,650	6,427,850	8.0
INTERGOVERNMENTAL					
Clerk of Court: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Consolidated Dispatch: Local Govt Contribution	53,393	96,782	61,000	214,348	251.4
Coroner: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Detention Center: Federal Prisoners	3,719,449	3,823,962	3,580,000	4,000,000	11.7
Detention Center: Illegal Alien Assistance	113,775	-	114,000	161,055	41.3
Detention Center: Juveniles	76,050	125,260	86,000	125,000	45.3
Detention Center: Local Government Reimb	4,509	-	-	-	na
Detention Center: Social Security Reimb	33,400	36,200	46,000	15,000	(67.4)
Election/Voter Registration: Local Government	1,649	111,017	3,000	100,000	3,233.3
Election/Voter Registration: State Oper Supp	147,661	185,299	140,000	165,000	17.9
Election/Voter Registration: State Salary Supp	12,225	12,000	12,500	12,000	(4.0)
Emergency Preparedness: Local Govt Reimb	-	-	-	-	na
EMS: Medicaid Billings - CSM	182,754	139,447	190,000	130,000	(31.6)
EMS: Medicare Receipts	4,517,114	3,454,022	4,440,000	4,200,000	(5.4)
Facilities: Local Government Reimbursement	-	1,060	-	-	na
Facilities: State Reimbursement	180,243	90,093	165,000	140,000	(15.2)
Non-Departmental: Homestead Direct	2,132,325	2,158,897	2,150,000	2,200,000	2.3
Planning & Zoning: Local Govt Contrib- Operating	27,795	32,870	-	-	na

Charleston County, South Carolina  
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	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
Probate Courts: State Salary Supplement	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575	0.0
Public Works: Local Govt Contributions	-	37,567	-	-	na
Public Works: Local Govt Reimbursement	7,290	-	-	-	na
Register of Deeds: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Sheriff: Federal Reimbursement	23,303	39,993	25,000	30,000	20.0
Sheriff: Local Govt Contribution	-	-	366,010	1,043,300	185.0
Sheriff: Local Govt Reimbursement	3,839	-	-	-	na
Sheriff: State Salary Supplement	1,575	1,575	1,575	1,575	0.0
Solicitor: Local Government Contributions	-	6,000	7,500	7,500	0.0
Solicitor: State Non-Grant Appropriation	8,294	8,294	8,294	8,294	0.0
State: Aid to Sub- Local Government Fund	13,586,104	13,352,291	13,330,000	14,046,852	5.4
State: Manufacturers Depreciation	237,606	321,027	225,000	275,000	22.2
State: Merchants Inventory Tax	1,101,298	1,101,298	1,101,298	1,107,650	0.6
State: Motor Carrier	142,165	153,229	140,000	160,000	14.3
State: Sunday Liquor Permits	112,700	77,645	110,000	75,000	(31.8)
Technology Services: Local Govt Contrib-Oper	32,676	64,981	35,000	35,000	0.0
Trans Network State Assess	8,528	8,846	12,000	12,000	0.0
Veterans Affairs: State Non-Grant Appropriation	11,383	11,383	11,384	11,384	0.0
Veterans Affairs: State Op Supplement	-	-	-	-	na
Subtotal	26,485,403	25,457,338	26,366,861	28,282,258	7.3
<b>CHARGES AND FEES</b>					
Assessor: Sale of Maps & Publications	2,329	424	1,000	300	(70.0)
Building Inspections Svs: Contracted Building Svs	-	3,234	-	-	na
Building Inspections Services: Flood Plain Fees	6,970	7,615	8,000	-	(100.0)
Building Inspections Services: Plan Review Fees	503,763	501,572	475,000	500,000	5.3
Clerk of Court: Client Fees	1,170	560	1,000	1,000	0.0
Clerk of Court: CP Co 56% / \$100 Out St. Subp.	1,120	1,568	1,200	1,200	0.0
Clerk of Court: CP Copy Charges	484	258	100	100	0.0
Clerk of Court: CP St 56%/ \$200 Rein	550	50	200	200	0.0
Clerk of Court: CP Co. 56%/ \$100 FJ Filing Fee	4,600	5,000	5,000	5,000	0.0
Clerk of Court: FC Co. 56%/5% Support Fee	780,125	776,826	780,000	770,000	(1.3)
Clerk of Court: FC Copy Charges	13,666	10,127	13,000	13,000	0.0
Clerk of Court: FC Co. 100%/ \$35 Expunge Fee	715	480	300	300	0.0
Clerk of Court: GS Co. 100%/ \$35 Expunge Fee	25,410	21,245	25,000	25,000	0.0
Clerk of Court: GS Copy Charges	5,702	3,732	6,000	6,000	0.0
Contracts and Procurement: Copy Charges	449	-	-	-	na
Coroner: Copy Charges	13,349	9,091	13,000	10,000	(23.1)
County Council: Industrial Bond Processing	-	7,500	-	-	na
Delinquent Tax: Levy Costs	1,212,228	1,269,706	1,126,500	1,086,288	(3.6)
Detention Center: Concealed Weapons	7,695	4,380	4,300	4,000	(7.0)
Detention Center: Copy Charges	76	36	-	-	na
Detention Center: Pay Telephone Commission	97,427	128,947	127,000	125,000	(1.6)
Detention Center: Records Check	7,223	8,160	8,500	8,000	(5.9)
EMS: Charges	(852)	-	-	-	na
EMS: Debt Set Aside	941,106	1,299,731	950,000	1,100,000	15.8
EMS: Event Fees	11,600	5,750	-	-	na
EMS: Insurance Billings - CSM	4,671,210	5,074,144	5,000,000	5,710,000	14.2
EMS: Self-Pay Bilings - CSM	888,696	520,208	610,000	550,000	(9.8)
EMS: Veteran's Admin Fees	117,531	264,880	230,000	400,000	73.9
Finance: Child Support Fee	4,881	4,926	4,800	4,400	(8.3)
Magistrate Courts: Civil Fees	797,878	801,336	850,000	820,000	(3.5)
Magistrate Courts: Copy Charges	902	1,372	1,200	1,400	16.7
Magistrate Courts: St. Boating Under Influence	50	100	50	100	100.0
Master-In-Equity: Advertising Discount	-	-	-	-	na
Master-In-Equity: Fees	550,707	438,766	500,000	450,000	(10.0)
Non-Departmental: Cable TV Franchise Fees	893,135	873,401	930,000	835,000	(10.2)
Non-Departmental: Heavy Equipment Fee	14,672	28,477	8,000	30,000	275.0
Non-Departmental: Worthless Check Fee	2,413	1,851	3,000	3,000	0.0

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
Planning & Zoning: Sale of Maps & Publications	\$ 1,468	\$ 1,813	\$ 1,000	\$ 1,000	0.0
Planning & Zoning: Subdivision Fees	25,160	27,760	25,000	26,000	4.0
Planning & Zoning: Zoning Fees	54,714	69,639	54,000	56,000	3.7
Probate Adult Drug Court Berkeley: Client Fees	-	14,191	15,000	27,000	80.0
Probate Adult Drug Court Charleston: Client Fee	41,030	43,245	25,000	25,000	0.0
Probate Courts: Advertising Discount	55,367	61,249	55,000	60,000	9.1
Probate Courts: Copy Charges	11,468	11,961	12,000	11,700	(2.5)
Probate Courts: Fees	1,037,255	1,057,278	950,000	1,000,000	5.3
Probate Courts: Marriage Ceremonies	27,060	29,280	26,000	30,000	15.4
Public Works: Civil Engineering Permit/Insp Fees	3,535	3,010	-	-	na
Public Works: Mosquito Abatement Services	241,946	233,216	100,000	50,000	(50.0)
Register of Deeds: Discount Documentary Stamps	518,728	533,828	518,000	560,000	8.1
Register of Deeds: Documentary Stamps	7,312,222	7,528,279	7,400,000	8,000,000	8.1
Register of Deeds: Fees	1,340,642	1,267,472	1,275,000	1,275,000	0.0
Public Works: Right of Way Abandonment Fees	500	-	-	-	na
Sheriff: Civil Fees	53,597	43,514	15,000	50,000	233.3
Sheriff: Copy Charges	2,113	1,981	2,500	1,416	(43.4)
Sheriff: Off Duty Vehicle Use	40,315	1,810	30,000	20,000	(33.3)
Sheriff: Public Safety Event Fees	-	-	-	15,000	100.0
Sheriff: Records Check Fees	3,886	2,662	4,000	2,064	(48.4)
Treasurer: Duplicate Tax Receipt Fee	391	744	-	-	na
Subtotal	22,350,377	23,008,385	22,189,650	23,669,468	6.7
<b>FINES AND FORFEITURES</b>					
Clerk of Court: GS Co. 44% \$100 Filing Fee	-	-	-	-	na
Clerk of Court: GS St. 56% \$100 Filing Fee	-	-	-	-	na
Clerk of Court: CP Co. 44% \$100 Filing Fee	194,676	208,742	200,000	200,000	0.0
Clerk of Court: CP Fine/Fee/Filing State Remit	(669,586)	(701,335)	(686,080)	(723,124)	5.4
Clerk of Court: CP St. 100% \$50 Filing Fee	220,803	236,757	220,400	238,302	8.1
Clerk of Court: CP St. 100% Motion Fee Judicial	200,133	197,675	211,680	209,934	(0.8)
Clerk of Court: CP St. 44% \$100 OUT	880	1,232	1,000	1,000	0.0
Clerk of Court: CP St. 56% \$100 Filing Fee	247,770	265,671	253,000	273,888	8.3
Clerk of Court: FC Co. 44% \$100 Filing Fee	158,807	141,493	150,000	150,000	0.0
Clerk of Court: FC Co. 56% Court Costs	15,716	16,089	20,000	20,000	0.0
Clerk of Court: FC Co. 56% Fines	784	308	500	500	0.0
Clerk of Court: FC Fine/Fee/Filing State Remit	(1,072,638)	(1,029,953)	(1,056,126)	(1,018,651)	(3.5)
Clerk of Court: FC St. 100% \$50 Filing Fee	180,025	160,650	179,600	161,698	(10.0)
Clerk of Court: FC St. 100% Motion Fee Judicial	64,575	65,975	68,320	70,066	2.6
Clerk of Court: FC St. 44% Court Cost	12,349	12,641	15,000	15,000	0.0
Clerk of Court: FC St. 44% Fines	616	242	666	235	(64.7)
Clerk of Court: FC St. 44%/5% Support Fee	612,955	610,363	600,000	600,000	0.0
Clerk of Court: FC St. 56% \$100 Filing Fee	202,118	180,082	206,540	185,652	(10.1)
Clerk of Court: GS \$100 Drug Surcharge	63,671	58,602	55,000	55,000	0.0
Clerk of Court: GS Assessments State Remit	(88,839)	(101,999)	(90,000)	(90,000)	0.0
Clerk of Court: GS Co. 100% 3% Collection Fee	9,493	10,074	10,000	10,000	0.0
Clerk of Court: GS Co. 50%/25% Bond Estreat	4,500	43,198	25,000	25,000	0.0
Clerk of Court: GS Co. 56% Fines	74,236	81,688	85,000	85,000	0.0
Clerk of Court: GS DUI/DUS/BUI State Remit	(10,971)	(11,140)	(12,800)	(12,000)	(6.3)
Clerk of Court: GS Fine/Fee/Filing State Remit	(91,873)	(136,772)	(114,835)	(119,266)	3.9
Clerk of Court: GS St. 100% \$100 DUI Surcharge	4,902	4,947	6,000	5,000	(16.7)
Clerk of Court: GS St. 100% \$25 Law Enf Surchg	32,981	33,073	30,000	30,000	0.0
Clerk of Court: GS St. 100% Condition Discharge	32,994	34,640	30,000	34,000	13.3
Clerk of Court: GS St. 25% Bond Estreatments	4,250	40,166	25,000	25,000	0.0
Clerk of Court: GS St. 44% Fines	54,629	61,966	59,835	60,266	0.7

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	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
Clerk of Court: GS St. 64.65 Assessment	\$ 88,839	\$ 101,999	\$ 90,000	\$ 90,000	0.0
Clerk of Court: GS St. Cr. Justice Academy \$5	3,062	2,358	4,500	2,500	(44.4)
Clerk of Court: GS St. DUI 100% \$12 per case	602	588	700	700	0.0
Clerk of Court: GS St. DUI/DPS \$100 Pull Hwy	4,473	4,296	5,000	5,000	0.0
Clerk of Court: GS St. DUI/DUAC Breath Test	250	450	500	500	0.0
Clerk of Court: GS St. DUS/DPS \$100 Pull Hwy	715	506	500	500	0.0
Clerk of Court: GS St. DUI SLED Pullout \$200	29	352	100	300	200.0
Clerk of Court: GS Surcharges State Rebate	(99,714)	(94,033)	(89,500)	(87,500)	(2.2)
Magistrate Courts: Civil St Assess Rebate	(863,206)	(757,757)	(765,000)	(702,000)	(8.2)
Magistrate Courts: DUI/DUS/BUI State Remit	(94,166)	(74,812)	(87,000)	(56,500)	(35.1)
Magistrate Courts: Filing Assessment \$10	173,530	176,360	184,000	170,000	(7.6)
Magistrate Courts: Filing Assessment \$25	82,750	88,175	82,000	110,000	34.1
Magistrate Courts: Fine/Fee/Filing State Remit	(256,290)	(264,535)	(266,000)	(280,000)	5.3
Magistrate Courts: Fines	948,092	871,633	875,000	815,000	(6.9)
Magistrate Courts: St. \$100 Drug Surcharge	46,904	45,594	46,000	47,500	3.3
Magistrate Courts: St. 100% \$100 DUI Surch	10,671	9,106	9,500	5,000	(47.4)
Magistrate Courts: St. 100% \$25 Law Surch.	320,481	303,516	280,000	300,000	7.1
Magistrate Courts: St. 88.84% Assessment	863,206	755,086	765,000	702,000	(8.2)
Magistrate Courts: St. Crim Just Acad. Surch	8,961	2,158	3,000	1,000	(66.7)
Magistrate Courts: St. DUI 100% \$12 Per Case	1,562	1,762	1,700	1,000	(41.2)
Magistrate Courts: St. DUI/DPS \$100 Hwy	9,368	11,402	10,000	6,000	(40.0)
Magistrate Courts: St. DUI/DUAC Breath Test	3,109	3,596	3,400	2,000	(41.2)
Magistrate Courts: St. DUS/DPS \$100 Hwy	39,919	26,104	35,000	20,500	(41.4)
Magistrate Courts: Surcharges State Rebate	(377,345)	(351,274)	(329,000)	(348,500)	5.9
Non-Departmental: Pollution Control Fines	51,048	33,935	-	-	na
Probate-Estates: Lic \$20 Dom Violence	91,460	95,200	90,000	95,000	5.6
Probate-Estates: Fines/Fees/Filing State	(90,960)	(95,200)	(90,000)	(95,000)	5.6
Sheriff: Family Court Fees	9,175	9,133	8,000	8,500	6.3
Sheriff: DUI/DUS	636	100	400	500	25.0
Sheriff: Vice Squad Enforcement	-	-	10,000	-	(100.0)
Subtotal	1,437,117	1,390,873	1,370,500	1,306,500	(4.7)
<b>INTEREST</b>					
Clerk of Court: CP Interest Income	1,085	1,627	1,000	1,500	50.0
Magistrate Courts: Interest Income	(107)	(664)	-	-	na
Master-In-Equity: Interest Income	4,343	4,896	5,000	5,000	0.0
Probate Courts: Estates Interest Income	5	8	-	-	na
Register of Deeds: Interest Income	560	603	500	750	50.0
Treasurer: Interest Income	2,589,263	4,947,983	3,500,000	5,000,000	42.9
Treasurer: Allocated Interest	(1,938,950)	(3,792,217)	(2,100,000)	(3,750,000)	78.6
Subtotal	656,199	1,162,236	1,406,500	1,257,250	(10.6)
<b>MISCELLANEOUS</b>					
Delinquent Tax: Bidder Default Fee	3,000	3,500	3,500	4,000	14.3
Facilities Management: Insurance Proceeds	462	-	-	-	na
Miscellaneous: Miscellaneous Revenue	882,072	479,031	119,500	141,000	18.0
Non-Departmental: Costs Reimbursement	5,169,727	5,512,814	3,439,194	3,394,729	(1.3)
Non-Departmental: Credit Card Costs	(89,306)	(104,668)	(110,000)	(135,000)	22.7
Non-Departmental: Prop Tax Collections Contra	(14,911)	(13,205)	(10,000)	(15,000)	50.0
Procurement: Procurement Card Reimbursement	151,856	153,165	155,000	155,000	0.0
Subtotal	6,102,900	6,030,637	3,597,194	3,544,729	(1.5)

Charleston County, South Carolina  
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	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
LEASES AND RENTALS					
Facilities Management: Rents & Leases	\$ 100,687	\$ 328,145	\$ 394,000	\$ 470,000	19.3
Subtotal	100,687	328,145	394,000	470,000	19.3
<b>Total GENERAL FUND</b>	<b>219,348,940</b>	<b>227,669,859</b>	<b>231,024,355</b>	<b>242,232,055</b>	4.9
<b>DEBT SERVICE FUND</b>					
Debt Service Fund	21,211,884	37,182,177	27,117,176	25,818,555	(4.8)
<b>Total DEBT SERVICE FUND</b>	<b>21,211,884</b>	<b>37,182,177</b>	<b>27,117,176</b>	<b>25,818,555</b>	<b>(4.8)</b>
<b>SPECIAL REVENUE FUNDS</b>					
COUNCIL AGENCIES					
Accommodations Tax: Local	16,393,743	17,634,223	18,710,000	18,105,000	(3.2)
Accommodations Tax: State	349,799	123,855	125,000	125,000	0.0
Legal: Seized Assets	26,796	44,102	23,428	25,000	6.7
Transportation Sales Tax: Transit (1st TST)	9,970,968	10,343,821	10,785,000	11,226,000	4.1
Transportation Sales Tax: Transit (2nd TST)	2,890,731	16,782,187	17,374,000	18,331,000	5.5
Trident Technical College	6,635,804	7,033,604	7,315,500	7,582,452	3.6
Trident Technical College: Debt Service	3,452,283	3,668,778	3,820,300	3,962,553	3.7
Subtotal	39,720,124	55,630,570	58,153,228	59,357,005	2.1
ELECTED OFFICIALS					
Clerk of Court: IV-D Child Support Enf	720,257	1,497,801	1,485,000	1,130,000	(23.9)
Clerk of Court: Victim's Bill of Rights	195,572	198,885	190,000	145,000	(23.7)
Sheriff: Asset Forfeiture	105,550	253,875	-	-	na
Sheriff: IV-D Child Support Enforcement	49,088	43,709	45,000	41,145	(8.6)
Sheriff: Programs	530,878	613,047	587,136	613,000	4.4
Solicitor: Alcohol Education Program	51,616	37,905	60,000	45,000	(25.0)
Solicitor: Bond Estreatment	4,250	40,191	5,000	-	(100.0)
Solicitor: Criminal Domestic Violence Approp	100,000	100,000	100,000	100,000	0.0
Solicitor: Drug Court	336,174	346,670	335,000	310,000	(7.5)
Solicitor: DUI Appropriation	73,690	73,690	73,690	73,690	0.0
Solicitor: Expungement	151,450	137,800	155,000	140,000	(9.7)
Solicitor: Juvenile Education Program	82,657	78,850	85,000	80,000	(5.9)
Solicitor: Pretrial Intervention	260,955	240,714	260,000	200,000	(23.1)
Solicitor: State Appropriation	1,495,673	1,334,477	1,297,582	1,310,000	1.0
Solicitor: Traffic Education Program	28,700	74,272	45,000	50,000	11.1
Solicitor: Victim's Bill of Rights	4,398	20,118	5,500	5,500	0.0
Solicitor: Victim's Unclaimed Restitution	300	3,853	500	-	(100.0)
Solicitor: Victim-Witness State Appropriation	40,625	40,625	40,625	40,625	0.0
Solicitor: Violent Crime Prosecution	100,000	100,000	100,000	100,000	0.0
Solicitor: Worthless Check	33,222	33,664	35,000	35,000	0.0
Subtotal	4,365,055	5,270,146	4,905,033	4,418,960	(9.9)



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	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b><u>SPECIAL REVENUE FUNDS (continued)</u></b>					
APPOINTED OFFICIALS					
Public Defender: Berkeley County	\$ 1,252,524	\$ 1,340,657	\$ 1,436,576	\$ 1,445,726	0.6
Public Defender: Charleston County	1,913,542	1,915,628	1,635,589	1,818,589	11.2
Subtotal	3,166,066	3,256,285	3,072,165	3,264,315	6.3
ADMINISTRATOR					
Economic Development	2,990,864	3,360,358	3,459,964	3,730,193	7.8
Greenbelt Programs (1st TST)	9,522,887	9,964,736	10,260,000	10,674,000	4.0
Greenbelt Programs (2nd TST)	996,804	5,794,394	5,992,000	6,234,000	4.0
Minority Business Development	-	-	-	-	na
Subtotal	13,510,555	19,119,488	19,711,964	20,638,193	4.7
CHIEF DEPUTY ADMIN GENERAL SERVICES					
Magistrate Courts: Victim's Bill of Rights	151,771	130,732	139,000	126,000	(9.4)
Emerg Mgmt: Awendaw McClellanville Debt Svc	266,594	218,149	215,176	271,855	26.3
Emerg Mgmt: Awendaw McClellanville Fire Dept	2,313,668	2,323,590	2,373,288	2,368,778	(0.2)
Emergency Mgmt: Charleston Co. Northern Fire	251,100	254,878	253,700	250,500	(1.3)
Emergency Mgmt: East Cooper Fire District	141,021	149,066	141,400	143,100	1.2
Emergency Mgmt: Hazardous Materials	238,270	220,812	230,000	230,000	0.0
Emergency Mgmt: West St. Andrew's Fire Dist.	8,677	10,278	9,100	8,000	(12.1)
Planning & Zoning: Tree Fund	1,125	3,664	-	-	na
Subtotal	3,372,226	3,311,169	3,361,664	3,398,233	1.1
DEPUTY ADMIN TRANS & PUBLIC WORKS					
Public Works: Technical Program Stormwater	3,894,637	3,901,372	4,205,000	3,660,500	(12.9)
Revenue Bond Debt Service	17,247,413	20,074,165	20,669,151	24,553,658	18.8
Trans Development: Roads Program (1st TST)	36,305,538	37,916,997	39,142,000	40,525,000	3.5
Trans Development: Roads Program (2nd TST)	6,080,502	35,326,257	36,846,000	38,632,000	4.8
Subtotal	63,528,090	97,218,791	100,862,151	107,371,158	6.5
<b>Total SPECIAL REVENUE FUNDS</b>	<b>127,662,116</b>	<b>183,806,449</b>	<b>190,066,205</b>	<b>198,447,864</b>	<b>4.4</b>
<b><u>ENTERPRISE FUNDS</u></b>					
CHIEF DEPUTY ADMIN GENERAL SERVICES					
Facilities Management: Parking Garages	3,797,166	3,826,131	3,823,399	3,688,203	(3.5)
Tech Services: Radio Communications	2,767,078	2,864,039	2,714,513	2,855,665	5.2
Subtotal	6,564,244	6,690,170	6,537,912	6,543,868	0.1
DEPUTY ADMIN DISPATCH & MEDICAL SERVICES					
Consolidated Dispatch: Emergency 911	2,603,544	2,647,090	4,993,828	2,843,863	(43.1)
Consolidated Dispatch: Fire and Agency Costs	689,419	598,693	1,116,071	808,406	(27.6)
Dept of Alcohol and Other Drug Abuse Serv	7,938,829	8,481,221	10,120,051	10,660,232	5.3
Subtotal	11,231,792	11,727,004	16,229,950	14,312,501	(11.8)

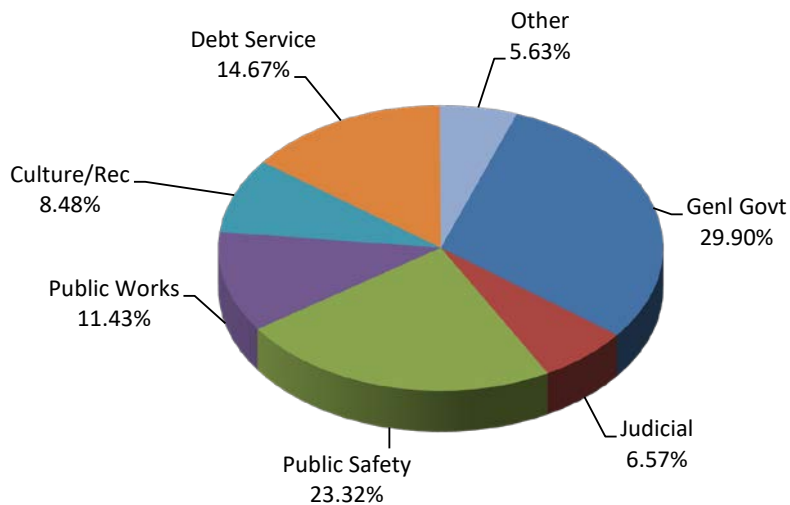
Charleston County, South Carolina  
All Funds Revenues by Fund Type and Organization

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>ENTERPRISE FUNDS (continued)</b>					
DEPUTY ADMINISTRATOR FINANCE					
Revenue Collections	\$ 2,354,566	\$ 2,165,309	\$ 2,365,000	\$ 2,303,170	(2.6)
Subtotal	2,354,566	2,165,309	2,365,000	2,303,170	(2.6)
DEPUTY ADMIN TRANS & PUBLIC WORKS					
Environmental Management	31,015,572	31,077,244	31,230,500	35,940,550	15.1
Subtotal	31,015,572	31,077,244	31,230,500	35,940,550	15.1
<b>Total ENTERPRISE FUNDS</b>	<b>51,166,174</b>	<b>51,659,727</b>	<b>56,363,362</b>	<b>59,100,089</b>	<b>4.9</b>
<b>INTERNAL SERVICE FUNDS</b>					
ADMINISTRATOR					
Human Resources: Employee Benefits	44,412,440	44,792,604	30,914,000	31,343,245	1.4
Subtotal	44,412,440	44,792,604	30,914,000	31,343,245	
CHIEF DEPUTY ADMIN GENERAL SERVICES					
Facilities Management: Office Services	1,523,921	1,449,481	1,615,359	1,610,759	(0.3)
Safety & Risk: Safety/Workers' Compensation	5,047,738	5,206,813	5,158,734	5,318,908	3.1
Technology Services: Records Management	507,443	493,896	567,562	616,993	8.7
Technology Services: Telecommunications	2,020,126	2,083,474	2,035,324	2,022,730	(0.6)
Subtotal	9,099,228	9,233,664	9,376,979	9,569,390	2.1
DEPUTY ADMINISTRATOR FINANCE					
Contracts and Procurement: Central Warehouse	2,662,161	2,655,458	2,900,000	2,900,000	0.0
Subtotal	2,662,161	2,655,458	2,900,000	2,900,000	0.0
DEPUTY ADMIN TRANS & PUBLIC WORKS					
Fleet Operations	10,179,955	10,837,616	10,844,602	11,332,639	4.5
Subtotal	10,179,955	10,837,616	10,844,602	11,332,639	4.5
<b>Total INTERNAL SERVICE FUNDS</b>	<b>66,353,784</b>	<b>67,519,342</b>	<b>54,035,581</b>	<b>55,145,274</b>	<b>2.1</b>
<b>Total GENERAL FUND</b>	<b>219,348,940</b>	<b>227,669,859</b>	<b>231,024,355</b>	<b>242,232,055</b>	<b>4.9</b>
<b>Total OTHER FUNDS</b>	<b>266,393,958</b>	<b>340,167,695</b>	<b>327,582,324</b>	<b>338,511,782</b>	<b>3.3</b>
<b>Total REVENUES</b>	<b>\$ 485,742,898</b>	<b>\$ 567,837,554</b>	<b>\$ 558,606,679</b>	<b>\$ 580,743,837</b>	<b>4.0</b>

## EXPENDITURES

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 \$506,731,788 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 95 to 99 and by Major Expenditure Category on page 110.

### Expenditures by Function FY 2020 Charleston County All Funds



**Total Expenditures: \$506,731,788**

Function	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Change	Percent Change
General Govt.	\$ 148,513,570	\$ 167,837,577	\$ 149,923,673	\$ 151,525,571	\$ 1,601,898	1.1
Judicial	28,672,266	30,175,498	32,449,487	33,309,215	859,728	2.6
Public Safety	97,909,427	104,323,697	116,815,688	118,123,787	1,308,099	1.1
Public Works	53,948,392	55,060,857	60,235,242	57,911,121	(2,324,121)	(3.9)
Health/Welfare	15,076,523	15,716,091	15,121,864	15,974,048	852,184	5.6
Culture/Recreation	32,987,052	33,154,753	36,246,255	42,965,230	6,718,975	18.5
Education	6,749,658	7,139,713	7,425,432	7,691,878	266,446	3.6
Economic Develop.	2,518,453	2,474,814	6,408,123	4,889,048	(1,519,075)	(23.7)
Debt Service	62,360,403	65,119,957	75,542,475	74,341,890	(1,200,585)	(1.6)
<b>Total Expenditures</b>	<b>\$ 448,735,744</b>	<b>\$ 481,002,957</b>	<b>\$ 500,168,239</b>	<b>\$ 506,731,788</b>	<b>\$ 6,563,549</b>	<b>1.3</b>

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>GENERAL FUND</b>					
<b>COUNCIL AGENCIES</b>					
County Council	\$ 1,646,488	\$ 1,599,325	\$ 1,742,936	\$ 3,359,855	92.8
Internal Auditor	232,197	239,508	250,043	257,696	3.1
Legal	1,661,475	1,372,063	1,600,570	1,658,880	3.6
State Agencies	230,439	284,473	329,859	329,859	0.0
Subtotal	3,770,599	3,495,369	3,923,408	5,606,290	42.9
<b>ELECTED OFFICIALS</b>					
Auditor	2,224,856	2,338,638	2,441,990	2,476,399	1.4
Clerk of Court	3,793,197	3,942,793	4,533,292	4,820,419	6.3
Coroner	1,744,087	1,905,123	2,074,655	2,540,037	22.4
Legislative Delegation	243,284	274,694	302,209	313,775	3.8
Probate Courts	2,616,687	2,799,168	2,926,161	3,043,186	4.0
Register of Deeds	1,878,803	1,822,873	2,090,646	2,130,594	1.9
Sheriff: Detention Center	34,848,151	37,448,190	39,469,799	40,393,618	2.3
Sheriff: Law Enforcement	30,822,503	32,378,465	36,268,783	38,140,313	5.2
Sheriff: School Crossing Guards	623,330	632,314	645,397	658,105	2.0
Solicitor	5,799,059	5,885,211	6,300,497	6,485,206	2.9
Treasurer	1,961,303	1,924,375	2,129,868	2,163,280	1.6
Subtotal	86,555,260	91,351,844	99,183,297	103,164,932	4.0
<b>APPOINTED OFFICIALS</b>					
Elections and Voter Registration	1,774,670	1,696,358	1,938,981	1,871,420	(3.5)
Library	15,495,938	15,726,146	17,401,586	24,258,824	39.4
Master-In-Equity	650,551	661,826	700,002	693,270	(1.0)
Veterans Affairs	359,088	364,637	399,468	414,865	3.9
Subtotal	18,280,247	18,448,967	20,440,037	27,238,379	33.3
<b>ADMINISTRATOR</b>					
County Administrator	1,052,978	1,123,655	1,089,259	1,146,195	5.2
Greenbelts Administration	-	-	29,501	30,050	1.9
Human Resources	1,686,964	1,841,527	2,068,642	2,163,527	4.6
Nondepartmental	155,158	111,752	249,116	125,000	(49.8)
Subtotal	2,895,100	3,076,934	3,436,518	3,464,772	0.8
<b>CHIEF DEPUTY ADMIN GENERAL SERVICES</b>					
Chief Deputy Administrator General Services	402,148	422,379	436,551	454,575	4.1
Building Inspections Services	1,682,501	2,033,588	2,279,863	2,567,911	12.6
Emerg Mgmt: Emergency Preparedness	546,056	519,851	552,515	557,666	0.9
Emerg Mgmt: Volunteer Rescue Squad	360,000	300,000	375,000	400,000	6.7
Facilities Management	15,505,125	22,195,884	27,769,087	20,771,610	(25.2)
Magistrates' Courts	4,830,321	4,995,941	5,265,578	5,300,306	0.7
Planning & Zoning	1,841,518	2,028,063	2,096,704	2,152,905	2.7
Safety & Risk Mgmt: Risk Management	2,100,723	2,097,856	2,449,413	2,738,020	11.8
Technology Services	11,552,221	12,983,673	12,785,346	14,463,044	13.1
Tech Services: Communications Administration	145,484	147,884	151,867	157,541	3.7
Subtotal	38,966,097	47,725,119	54,161,924	49,563,578	(8.5)

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
DEPUTY ADMIN DISPATCH & MEDICAL SERVICES					
Deputy Admin Dispatch & Medical Services	\$ -	\$ 372,152	\$ 402,457	\$ 410,919	2.1
Community Services	513,893	-	-	-	na
Consolidated Dispatch	6,495,023	7,059,206	7,731,238	8,020,840	3.7
Emergency Medical Services	15,824,769	16,564,803	17,255,537	18,283,559	6.0
Subtotal	22,833,685	23,996,161	25,389,232	26,715,318	5.2
DEPUTY ADMINISTRATOR FINANCE					
Deputy Administrator Finance	477,345	485,777	501,301	682,316	36.1
Assessor	3,988,501	4,294,257	4,689,729	4,985,573	6.3
Budget	726,740	791,412	775,496	764,422	(1.4)
Community Development: Administration	-	225,017	239,562	551,192	130.1
Community Dev: Medical Indigent Assistance	1,481,266	1,469,547	1,406,082	1,382,253	(1.7)
Contracts and Procurement	1,101,087	1,420,283	1,531,478	1,516,033	(1.0)
Finance	980,599	1,011,541	1,047,426	1,074,893	2.6
Revenue Collections: Delinquent Tax	948,823	970,146	1,136,500	1,096,288	(3.5)
Subtotal	9,704,361	10,667,980	11,327,574	12,052,970	6.4
DEPUTY ADMINISTRATOR HUMAN SERVICES					
Deputy Administrator Human Services	431,002	-	-	-	na
Subtotal	431,002	-	-	-	na
DEPUTY ADMIN TRANSPORTATION & PW					
Dep Admin Transportation & Public Works	-	462,473	576,345	522,929	(9.3)
Public Works: Operations Field	6,111,179	6,204,796	8,095,157	8,828,036	9.1
Public Works: Operations Mosquito Control	1,970,161	1,709,223	2,345,196	2,371,436	1.1
Public Works: Operations Support	343,471	255,691	443,573	530,603	19.6
Public Works: Service/Support	845,974	1,011,364	1,024,234	1,082,999	5.7
Public Works: Technical Program Engineering	735,932	668,106	995,514	1,062,625	6.7
Transportation Development	412,839	347,912	524,090	1,080,592	106.2
Subtotal	10,419,556	10,659,565	14,004,109	15,479,220	10.5
<b>Total GENERAL FUND</b>	<b>193,855,907</b>	<b>209,421,939</b>	<b>231,866,099</b>	<b>243,285,459</b>	<b>4.9</b>
<b>DEBT SERVICE FUNDS</b>					
ADMINISTRATOR					
Capital Leases	689,348	735,564	1,002,239	860,000	(14.2)
General Obligation Bonds	25,422,479	27,605,905	34,164,317	32,211,110	(5.7)
Loan Payable (Bridge)	3,000,000	3,000,000	3,000,000	3,000,000	0.0
<b>Total DEBT SERVICE FUNDS</b>	<b>29,111,827</b>	<b>31,341,469</b>	<b>38,166,556</b>	<b>36,071,110</b>	<b>(5.5)</b>



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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>SPECIAL REVENUE FUNDS</b>					
COUNCIL AGENCIES					
Accommodations Tax: Local	\$ 16,996,449	\$ 17,017,309	\$ 18,456,920	\$ 18,335,309	(0.7)
Accommodations Tax: State	308,559	94,140	95,000	95,000	0.0
Legal: Seized Assets	47,207	19,727	123,428	100,000	(19.0)
Transportation Sales Tax Agencies (1st TST)	8,671,000	9,023,000	9,277,000	9,623,000	3.7
Transportation Sales Tax Agencies (2nd TST)	-	3,065,000	3,147,000	3,242,000	3.0
Trident Technical College	6,749,658	7,139,713	7,425,432	7,691,878	3.6
Subtotal	32,772,873	36,358,889	38,524,780	39,087,187	1.5
ELECTED OFFICIALS					
Clerk of Ct: IV-D Child Support Enforcement	657,004	682,191	948,511	711,737	(25.0)
Sheriff: Asset Forfeiture	127,876	495,268	384,803	442,529	15.0
Sheriff: IV-D Child Support Enforcement	88,008	85,737	87,530	90,988	4.0
Sheriff: Programs	473,288	407,907	1,121,753	916,942	(18.3)
Sheriff: Victim's Bill of Rights	211,367	237,503	247,105	128,698	(47.9)
Solicitor: Alcohol Education Program	103,875	89,045	100,833	102,788	1.9
Solicitor: Bond Estreatment	22,122	20,299	16,000	16,000	0.0
Solicitor: Criminal Domestic Violence Approp	92,675	98,678	102,847	109,096	6.1
Solicitor: Drug Court	168,334	183,215	132,283	145,139	9.7
Solicitor: DUI Appropriation	105,455	107,862	111,612	114,455	2.5
Solicitor: Expungement	140,067	115,408	198,375	202,142	1.9
Solicitor: Juvenile Education Program	108,909	112,295	117,650	124,171	5.5
Solicitor: Pretrial Intervention	310,297	322,586	335,010	338,831	1.1
Solicitor: Seized Assets	32,456	-	3,965	-	(100.0)
Solicitor: State Appropriation	1,078,313	1,391,875	1,289,030	1,162,678	(9.8)
Solicitor: Traffic Education Program	11,593	30,442	30,027	35,145	17.0
Solicitor: Victim's Bill of Rights	183,142	190,676	202,156	206,308	2.1
Solicitor: Victim's Unclaimed Restitution	586	3,853	5,000	4,500	(10.0)
Solicitor: Victim-Witness State Appropriation	59,728	65,400	69,599	74,498	7.0
Solicitor: Violent Crime Prosecution	85,276	90,781	96,117	99,152	3.2
Solicitor: Worthless Check	49,363	49,267	56,258	55,509	(1.3)
Subtotal	4,109,734	4,780,288	5,656,464	5,081,306	(10.2)
APPOINTED OFFICIALS					
Public Defender: Berkeley County	1,151,335	1,294,759	1,460,196	1,498,279	2.6
Public Defender: Charleston County	4,810,358	5,068,467	5,297,783	5,350,002	1.0
Subtotal	5,961,693	6,363,226	6,757,979	6,848,281	1.3
ADMINISTRATOR					
Economic Development	2,391,628	2,474,814	5,819,057	4,121,616	(29.2)
Greenbelt Programs (1st TST)	9,237,489	9,878,033	9,292,274	9,536,028	2.6
Greenbelt Programs (2nd TST)	-	10,000	-	-	na
Human Resources: Summer Youth Program	85,730	93,314	196,244	100,000	(49.0)
Minority Business Development	126,825	-	-	-	na
Subtotal	11,841,672	12,456,161	15,307,575	13,757,644	(10.1)
CHIEF DEPUTY ADMIN GENERAL SERVICES					
Building Inspections Services: Project Impact	1,500	463	13,660	-	(100.0)
Planning & Zoning: Tree Fund	-	-	153,296	250,000	63.1
Emerg Mgmt: Awendaw McClellanville Debt Svs	207,650	208,650	205,350	264,000	28.6
Emerg Mgmt: Awendaw McClellanville Fire Dept	1,836,475	2,165,343	2,428,252	2,306,768	(5.0)

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>SPECIAL REVENUE FUND (continued)</b>					
Emergency Mgmt: East Cooper Fire District	\$ 145,000	\$ 148,625	\$ 152,341	\$ 156,150	2.5
Emergency Mgmt: Hazardous Materials	232,268	173,555	210,008	236,115	12.4
Emergency Mgmt: Northern Fire District	243,900	263,814	253,700	250,500	(1.3)
Emerg Mgmt: West St. Andrew's Fire District	8,000	8,000	8,000	8,000	0.0
Magistrates: Victim's Bill of Rights	67,476	68,337	76,050	76,361	0.4
Subtotal	2,742,269	3,036,787	3,500,657	3,547,894	1.3
DEPUTY ADMIN TRANSPORTATION & PW					
Public Works: Technical Program Stormwater	2,953,194	3,076,852	7,490,330	3,871,922	(48.3)
Revenue Bond Debt Service	15,223,694	15,152,478	19,712,840	19,894,187	0.9
Trans Develop: Roads Program (1st TST)	20,941,647	20,065,566	20,405,551	20,886,189	2.4
Trans Develop: Roads Program (2nd TST)	-	220,000	-	-	na
Subtotal	39,118,535	38,514,896	47,608,721	44,652,298	(6.2)
<b>Total SPECIAL REVENUE FUNDS</b>	<b>96,546,776</b>	<b>101,510,247</b>	<b>117,356,176</b>	<b>112,974,610</b>	<b>(3.7)</b>
<b>ENTERPRISE FUNDS</b>					
CHIEF DEPUTY ADMIN GENERAL SERVICES					
Facilities Management: Parking Garages	2,437,881	2,728,273	3,047,562	2,957,191	(3.0)
Tech Services: Radio Communications	4,700,243	4,602,746	3,684,967	3,610,106	(2.0)
Subtotal	7,138,124	7,331,019	6,732,529	6,567,297	(2.5)
DEPUTY ADMIN DISPATCH & MEDICAL SERVICES					
Consolidated Dispatch: Emergency 911	2,613,805	2,806,643	6,061,799	3,679,065	(39.3)
Con. Dispatch: Fire and Agency Costs	678,400	574,695	1,145,177	786,020	(31.4)
DAODAS: Administration	3,514,781	3,946,267	1,118,441	1,187,662	6.2
DAODAS: Adolescent Services	329,442	271,883	371,058	357,041	(3.8)
DAODAS: Adult Services	775,047	810,391	641,056	640,551	(0.1)
DAODAS: Bedded Services	674,842	815,825	1,094,502	993,198	(9.3)
DAODAS: Community Prevention Services	177,470	194,693	202,472	247,177	22.1
DAODAS: Criminal Justice	706,274	732,205	910,568	870,873	(4.4)
DAODAS: Detention Outpatient	383,281	326,699	465,751	419,520	(9.9)
DAODAS: Drug Courts	-	-	366,018	352,357	(3.7)
DAODAS: Grants	315,759	437,494	-	-	na
DAODAS: Medical Services	(1,324)	5,811	4,000	5,600	40.0
DAODAS: New Life	711,432	879,491	1,163,254	1,248,178	7.3
DAODAS: Opioid Treatment Services	1,379,181	1,556,668	1,731,500	1,904,653	10.0
DAODAS: Sober Center	-	3,533	201,757	448,726	122.4
DAODAS: Support Services	1,371,283	1,288,263	1,632,076	1,801,675	10.4
DAODAS: Therapeutic Child Care	289,403	182,986	261,531	211,670	(19.1)
DAODAS: Women's Services	383,697	436,002	477,275	486,754	2.0
DAODAS: Workforce Development	25,000	-	-	-	na
Subtotal	14,327,773	15,269,549	17,848,235	15,640,720	(12.4)

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Percent Change
<b>ENTERPRISE FUNDS (continued)</b>					
DEPUTY ADMINISTRATOR FINANCE					
Revenue Collections	\$ 2,316,361	\$ 2,519,134	\$ 1,916,202	\$ 2,070,788	8.1
Subtotal	2,316,361	2,519,134	1,916,202	2,070,788	8.1
DEPUTY ADMIN TRANSPORTATION & PW					
Environmental Management (EM)- Admin	6,308,713	6,397,462	4,771,074	4,894,585	2.6
EM - Bees Ferry Landfill Conven. Center	621,044	819,980	818,445	782,194	(4.4)
EM - Commercial Collections	645,487	608,413	703,003	714,605	1.7
EM - Compost/Mulch Operations	2,104,083	1,986,950	1,755,910	3,144,303	79.1
EM - Convenience Centers	2,527,922	2,431,325	2,396,788	2,137,546	(10.8)
EM - Curbside Collection	3,915,508	4,238,333	4,873,633	3,984,794	(18.2)
EM - Landfill Operations	4,908,536	5,149,595	4,662,038	4,097,310	(12.1)
EM - Litter Control	58,717	76,145	129,795	122,241	(5.8)
EM - Materials Recovery Facility	2,657,579	3,163,293	2,763,876	2,580,621	(6.6)
EM - Transfer Station Projects	6,622,416	7,185,559	7,400,000	7,700,000	4.1
Subtotal	30,370,005	32,057,055	30,274,562	30,158,199	(0.4)
<b>Total ENTERPRISE FUNDS</b>	<b>54,152,263</b>	<b>57,176,757</b>	<b>56,771,528</b>	<b>54,437,004</b>	<b>(4.1)</b>
<b>INTERNAL SERVICE FUNDS</b>					
ADMINISTRATOR					
Human Resources: Employee Benefits	48,994,563	54,887,931	30,914,000	32,093,245	3.8
Subtotal	48,994,563	54,887,931	30,914,000	32,093,245	
CHIEF DEPUTY ADMIN GENERAL SERVICES					
Facilities Management: Office Services	1,644,785	1,469,263	1,615,359	1,623,970	0.5
Safety & Risk: Safety/Workers' Compensation	5,339,657	5,725,838	5,458,734	5,618,908	2.9
Technology Services: Records Mgmt	540,262	586,098	586,962	616,993	5.1
Technology Services: Telecommunications	1,963,643	1,995,617	2,053,424	2,042,730	(0.5)
Subtotal	9,488,347	9,776,816	9,714,479	9,902,601	1.9
DEPUTY ADMINISTRATOR FINANCE					
Contract and Procurement: Central Parts Warehouse	2,648,363	2,626,854	2,900,000	2,900,000	0.0
Subtotal	2,648,363	2,626,854	2,900,000	2,900,000	0.0
DEPUTY ADMIN TRANSPORTATION & PW					
Fleet Operations	13,937,698	14,260,944	12,479,401	15,067,759	20.7
Subtotal	13,937,698	14,260,944	12,479,401	15,067,759	20.7
<b>Total INTERNAL SERVICE FUND</b>	<b>75,068,971</b>	<b>81,552,545</b>	<b>56,007,880</b>	<b>59,963,605</b>	<b>7.1</b>
<b>Total GENERAL FUND</b>	<b>193,855,907</b>	<b>209,421,939</b>	<b>231,866,099</b>	<b>243,285,459</b>	<b>4.9</b>
<b>Total OTHER FUNDS</b>	<b>254,879,837</b>	<b>271,581,018</b>	<b>268,302,140</b>	<b>263,446,329</b>	<b>(1.8)</b>
<b>Total EXPENDITURES</b>	<b>\$ 448,735,744</b>	<b>\$ 481,002,957</b>	<b>\$ 500,168,239</b>	<b>\$ 506,731,788</b>	<b>1.3</b>

**Charleston County, South Carolina**  
**Interfund Transfers**  
**Fiscal Year 2020**  
**(In Thousands of Dollars)**

TRANSFER TO:

FUND	General	Debt Service	Awendaw McClellanville Fire Project	Public Defender: Chas	Sheriff: Programs	Sheriff Detention: Victim Bill of Rights	Solicitor: Programs	Special Source Revenue Bond: Debt	Trans. Sales Tax: Greenbelts Projects (1st)	Trans. Sales Tax: Greenbelts Projects (2nd)	Trans. Sales Tax: Roads Projects (1st)	Trans. Sales Tax: Roads Projects (2nd)	Trident Tech: Debt	Trident Tech: Operating	Victim Bill of Rights	DAODAS	Environmental Mgmt: Projects	Tech Serv: Radio Communication	Fleet Mgmt.	Total Out	
General		617		3,379	50	80	13								412		729	2,635	7,915		
Debt Service		2,011																	2,011		
Capital Projects		243																1,100	1,343		
Accom. Tax State	30																		30		
Awendaw McClellanville Fire			600																600		
Family Court IVD	418																		418		
Project Impact Projects	14																		14		
Solicitor-Programs	165					253								55					473		
Special Source: Revenue Fund	2,346	443					7,586					13	109						10,497		
Special Source: Projects							545												545		
Trans. Sales Tax Greenbelts (1st)								1,003											1,003		
Trans. Sales Tax Greenbelts (2nd)									6,516										6,516		
Trans. Sales Tax Roads (1st)		3,000								17,018									20,018		
Trans. Sales Tax Roads (2nd)											19,112								19,112		
Trans. Sales Tax Transit (1st)										1,148									1,148		
Trans. Sales Tax Transit (2nd)												20,000							20,000		
TTC Debt Service		3,975																	3,975		
Environmental Management																10,650			10,650		
Parking Garages	1,099														132				1,231		
Revenue Collections	397																		397		
Total In	4,469	10,289	600	3,379	50	80	266	8,131	1,003	6,516	18,166	19,112	20,000	13	109	55	544	10,650	729	3,735	107,896

Notes:

The transfer out side of \$1,100 for Capital Projects: Equipment, \$243 for Capital Projects: Leases, and \$600 for Special Source Revenue Bond: Projects is not reflected in the FY 2020 budget.

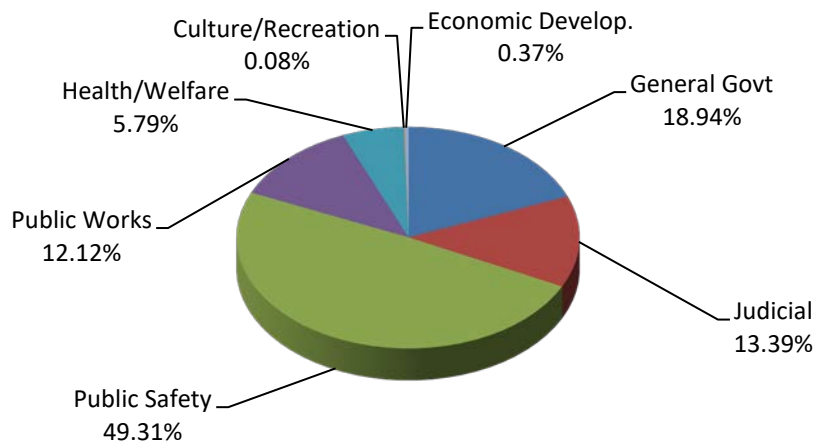
The transfer in side of \$600 for the Awendaw McClellanville Fire Project, \$1,003 for Greenbelts Projects (1st), \$6,516 for Greenbelts Projects (2nd), \$17,018 for Transportation Sales Tax: Roads Projects (1st), \$19,112 for Transportation Sales Tax: Roads Projects (2nd), \$20,000 for Transportation Sales Tax: Transit (2nd), and \$10,650 for Environmental Management: Projects is not reflected in the FY 2020 budget.

Reconciliation	(Total Out)	Total In
Per Matrix	107,896	107,896
Unbudgeted Per Notes	(1,943)	(74,899)
FY 2020 Budgeted	105,953	32,997

## FTEs BY FUNCTION

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 2,695.68 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 2020 Charleston County All Funds



**Total FTEs: 2,695.68**

Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Approved	Change	Percent Change
General Govt	480.11	501.01	508.52	510.52	2.00	0.4
Judicial	350.31	351.31	360.01	361.01	1.00	0.3
Public Safety	1,323.24	1,329.24	1,328.25	1,329.25	1.00	0.1
Public Works	313.61	318.86	327.35	326.75	(0.60)	(0.2)
Health/Welfare	152.50	156.35	156.35	155.95	(0.40)	(0.3)
Culture/Recreation	1.20	2.20	2.20	2.20	0.00	0.0
Economic Develop.	10.00	10.00	10.00	10.00	0.00	0.0
<b>Total FTEs</b>	<b>2,630.97</b>	<b>2,668.97</b>	<b>2,692.68</b>	<b>2,695.68</b>	<b>3.00</b>	<b>0.1</b>



Charleston County, South Carolina  
Summary of Authorized Positions or Full-time Equivalents (FTEs) by Function and Organization  
Fiscal Year 2020 Approved

Organization	General Govt.	Judicial	Public Safety	Public Works	Health/ Welfare	Culture/ Rec.	Econ. Develop.	Total
County Council	12.00							12.00
Administrator	7.80							7.80
Assessor	62.00							62.00
Auditor	32.00							32.00
Budget	7.00							7.00
Building Inspections Services			30.00					30.00
Chief Dep Admin General Svs	3.00							3.00
Clerk of Court		63.00						63.00
Community Development	1.90				5.10			7.00
Consolidated Dispatch			173.00					173.00
Contracts & Procurement	19.00							19.00
Coroner		19.00						19.00
DAODAS					119.00			119.00
Deputy Admin Disp & Med	3.00							3.00
Deputy Admin Finance	5.00							5.00
Deputy Admin Transp & PW	4.00							4.00
Economic Development							10.00	10.00
Elections/Voter Registration	14.00							14.00
Emergency Management			36.00					36.00
Emergency Medical Svs			216.00					216.00
Environmental Management				112.60				112.60
Facilities Management	121.75				2.00			123.75
Finance	12.00							12.00
Fleet Operations	29.25							29.25
Greenbelt Programs						2.20		2.20
Human Resources	22.00							22.00
Internal Auditor	2.00							2.00
Legal	9.42							9.42
Legislative Delegation	3.00							3.00
Magistrate Courts		72.51						72.51
Master-In-Equity		7.00						7.00
Nondepartmental	4.00							4.00
Planning and Zoning	24.40							24.40
Probate Courts		22.50						22.50
Public Defender		65.00						65.00
Public Works				187.15	24.85			212.00
Register of Deeds	27.00							27.00
Revenue Collections	26.00							26.00
Safety and Risk Management	6.00							6.00
Sheriff			874.25					874.25
Solicitor		112.00						112.00
Technology Services	29.00							29.00
Transp Development				27.00				27.00
Treasurer	24.00							24.00
Veterans Affairs					5.00			5.00
Total FTEs	510.52	361.01	1,329.25	326.75	155.95	2.20	10.00	2,695.68

Charleston County, South Carolina  
Summary of Authorized Positions or Full-time Equivalents (FTEs) by Fund Type and Organization  
Fiscal Year 2020 Approved

Organization	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
County Council	12.00					12.00
Administrator	7.80					7.80
Assessor	62.00					62.00
Auditor	32.00					32.00
Budget	7.00					7.00
Building Inspections Services	30.00					30.00
Chief Deputy Admin General Services	3.00					3.00
Clerk of Court	56.92	6.08				63.00
Community Development	1.90	5.10				7.00
Consolidated Dispatch	160.75			12.25		173.00
Contracts & Procurement	15.00				4.00	19.00
Coroner	18.00	1.00				19.00
DAODAS				119.00		119.00
Deputy Admin Dispatch & Medical Svs	3.00					3.00
Deputy Admin Finance	5.00					5.00
Deputy Admin Transportation & PW	4.00					4.00
Economic Development		10.00				10.00
Elections/Voter Registration	14.00					14.00
Emergency Management	5.37	30.63				36.00
Emergency Medical Service	216.00					216.00
Environmental Management				112.60		112.60
Facilities Management	95.20		3.00	19.80	5.75	123.75
Finance	12.00					12.00
Fleet Operations					29.25	29.25
Greenbelt Programs	0.25	1.95				2.20
Human Resources	21.00				1.00	22.00
Internal Auditor	2.00					2.00
Legal	9.42					9.42
Legislative Delegation	3.00					3.00
Magistrate Courts	71.51	1.00				72.51
Master-In-Equity	7.00					7.00
Nondepartmental	4.00					4.00
Planning and Zoning	24.40					24.40
Probate Courts	22.50					22.50
Public Defender		65.00				65.00
Public Works	187.15	24.85				212.00
Register of Deeds	27.00					27.00
Revenue Collections	6.00			20.00		26.00
Safety and Risk Management	1.25				4.75	6.00
Sheriff	848.25	26.00				874.25
Solicitor	69.27	42.73				112.00
Technology Services	13.00			2.50	13.50	29.00
Transportation Development	23.40	3.60				27.00
Treasurer	24.00					24.00
Veterans Affairs	5.00					5.00
Total FTEs	<u>2,130.34</u>	<u>217.94</u>	<u>3.00</u>	<u>286.15</u>	<u>58.25</u>	<u>2,695.68</u>

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

<b>GENERAL FUND</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adjusted</b>	<b>FY 2020 Approved</b>	<b>Change</b>
<b>COUNCIL AGENCIES</b>					
County Council	12.00	12.00	12.00	12.00	-
Internal Auditor	2.00	2.00	2.00	2.00	-
Legal	7.11	7.11	8.42	9.42	1.00
Subtotal	21.11	21.11	22.42	23.42	1.00
<b>ELECTED OFFICIALS</b>					
Auditor	31.00	32.00	32.00	32.00	-
Clerk of Court	50.92	52.92	56.92	56.92	-
Coroner	13.00	15.00	15.00	18.00	3.00
Legislative Delegation	3.00	3.00	3.00	3.00	-
Probate Courts	21.80	21.80	22.50	22.50	-
Register of Deeds	27.00	27.00	27.00	27.00	-
Sheriff: Detention Center	446.00	439.00	431.00	433.00	2.00
Sheriff: Law Enforcement	354.00	359.00	373.00	373.00	-
Sheriff: School Crossing Guards	49.74	49.74	42.25	42.25	-
Solicitor	68.71	70.14	70.27	69.27	(1.00)
Treasurer	24.00	24.00	24.00	24.00	-
Subtotal	1,089.17	1,093.60	1,096.94	1,100.94	4.00
<b>APPOINTED OFFICIALS</b>					
Elections and Voter Registration	14.00	14.00	14.00	14.00	-
Master-In-Equity	8.00	8.00	8.00	7.00	(1.00)
Veterans Affairs	5.00	5.00	5.00	5.00	-
Subtotal	27.00	27.00	27.00	26.00	(1.00)
<b>COUNTY ADMINISTRATOR</b>					
County Administrator	7.80	8.80	7.80	7.80	-
Greenbelt Programs	-	-	0.25	0.25	-
Human Resources	17.00	20.00	20.00	21.00	1.00
Non-Departmental	-	1.00	2.00	4.00	2.00
Subtotal	24.80	29.80	30.05	33.05	3.00
<b>CHIEF DEPUTY ADMIN GENERAL SERVICES</b>					
Chief Deputy Administrator General Services	3.00	3.00	3.00	3.00	-
Building Inspections Services	25.00	27.00	29.00	30.00	1.00
Emergency Mgmt: Emergency Prep.	5.37	5.62	5.37	5.37	-
Facilities Management	79.70	92.70	98.20	95.20	(3.00)
Magistrate Courts	70.51	71.51	71.51	71.51	-
Planning & Zoning	24.20	24.20	24.40	24.40	-
Safety & Risk Management: Risk Mgmt.	0.80	0.80	1.25	1.25	-
Technology Services	12.00	13.00	11.00	12.00	1.00
Tech Services: Communications Admin.	1.00	1.00	1.00	1.00	-
Subtotal	221.58	238.83	244.73	243.73	(1.00)

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

<b>GENERAL FUND (continued)</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adjusted</b>	<b>FY 2020 Approved</b>	<b>Change</b>
<b>DEPUTY ADMIN DISPATCH &amp; MEDICAL SVS</b>					
Deputy Admin Dispatch & Medical Services	-	3.00	3.00	3.00	-
Community Services	4.90	-	-	-	-
Consolidated Dispatch	155.50	160.75	161.25	160.75	(0.50)
Emergency Medical Services	217.50	216.00	216.00	216.00	-
Subtotal	377.90	379.75	380.25	379.75	(0.50)
<b>DEPUTY ADMINISTRATOR FINANCE</b>					
Deputy Administrator Finance	4.00	4.00	5.00	5.00	-
Assessor	62.00	62.00	62.00	62.00	-
Budget	8.00	8.00	7.00	7.00	-
Community Development: Administration	-	1.90	1.90	1.90	-
Community Dev: Medical Indigent Assist	0.10	-	-	-	-
Contracts & Procurement	15.00	16.00	15.00	15.00	-
Finance	12.00	12.00	12.00	12.00	-
Revenue Collections: Delinquent Tax	6.00	6.00	6.00	6.00	-
Subtotal	107.10	109.90	108.90	108.90	-
<b>DEPUTY ADMIN HUMAN SERVICES</b>					
Deputy Administrator Human Services	3.00	-	-	-	-
Subtotal	3.00	-	-	-	-
<b>DEPUTY ADMIN TRANS &amp; PUBLIC WORKS</b>					
Deputy Admin Transportation & Public Works	-	4.00	4.00	4.00	-
Public Works: Operation Field	124.50	128.50	128.50	128.50	-
Public Works: Operations Mosquito Control	27.50	28.50	28.00	28.00	-
Public Works: Operations Support	2.00	2.00	5.50	5.50	-
Public Works: Service/Support	11.10	11.00	11.00	11.40	0.40
Public Works: Technical Prog Engineering	12.75	12.75	13.75	13.75	-
Transportation Development	19.00	21.95	23.40	23.40	-
Subtotal	196.85	208.70	214.15	214.55	0.40
<b>Total GENERAL FUND</b>	<b>2,068.51</b>	<b>2,108.69</b>	<b>2,124.44</b>	<b>2,130.34</b>	<b>5.90</b>

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

<b>SPECIAL REVENUE FUNDS</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adjusted</b>	<b>FY 2020 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	-
Coroner: Forensic Improvement Grant	-	-	1.00	1.00	-
Sheriff: Domestic Violence Grant	1.00	1.00	1.00	1.00	-
Sheriff: DUI Enforcement Team Grant	1.00	-	-	-	-
Sheriff: IV-D Child Support Enforcement	1.00	1.00	1.00	1.00	-
Sheriff: Programs	5.00	4.00	2.00	2.00	-
Sheriff: MacArthur Foundation Grant	14.00	15.00	14.00	14.00	-
Sheriff: Traffic Svs/Speed Enforce Grant	-	2.00	2.00	2.00	-
Sheriff: Victim Advocate Grant	4.00	4.00	4.00	4.00	-
Sheriff: Victim's Bill of Rights	4.00	4.00	4.00	2.00	(2.00)
Solicitor: Alcohol Education Program	1.50	1.50	1.50	1.50	-
Solicitor: Criminal Domestic Violence Approp	1.00	1.00	1.00	1.00	-
Solicitor: Drug Court	0.40	0.65	0.65	0.65	-
Solicitor: DUI State Appropriation	1.00	1.00	1.00	1.00	-
Solicitor: Expungement	3.17	3.17	3.17	3.17	-
Solicitor: Formula Justice Assistant Grant	1.00	1.00	1.00	1.00	-
Solicitor: Juvenile Education Program	2.00	2.00	2.00	2.00	-
Solicitor: Pretrial Intervention	5.30	4.30	4.30	4.30	-
Solicitor: State Appropriation	16.72	12.04	12.91	12.91	-
Solicitor: Traffic Education Program	0.20	0.20	0.20	0.20	-
Solicitor: Victim's Bill of Rights	2.00	2.00	2.00	2.00	-
Solicitor: Victim's Bill of Rights: Local Govts	1.00	1.00	1.00	1.00	-
Solicitor: Victims of Crime Act Grant	7.00	7.00	8.00	8.00	-
Solicitor: Victim-Witness State Approp	1.00	1.00	1.00	1.00	-
Solicitor: Violence Against Women Grant	1.00	1.00	1.00	1.00	-
Solicitor: Violent Crime Prosecution	1.00	1.00	1.00	1.00	-
Solicitor: Worthless Check	1.00	1.00	1.00	1.00	-
Subtotal	82.37	77.94	77.81	75.81	(2.00)
<b>APPOINTED OFFICIALS</b>					
Public Defender: Berkeley County	13.00	13.00	14.00	14.00	-
Public Defender: Charleston County	51.00	51.00	51.00	51.00	-
Subtotal	64.00	64.00	65.00	65.00	-
<b>COUNTY ADMINISTRATOR</b>					
Economic Development	10.00	10.00	10.00	10.00	-
Greenbelt Programs (1st TST)	1.20	2.20	1.95	1.95	-
Subtotal	11.20	12.20	11.95	11.95	-

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

<b>SPECIAL REVENUE FUNDS (continued)</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adjusted</b>	<b>FY 2020 Approved</b>	<b>Change</b>
CHIEF DEPUTY ADMIN GENERAL SERVICES					
Emerg Mgmt: Awendaw McClellanville Fire	29.13	29.13	29.13	29.13	-
Emergency Mgmt: Hazardous Materials	1.50	1.25	1.50	1.50	-
Magistrate Courts: Vict. Bill of Rights	1.00	1.00	1.00	1.00	-
Subtotal	31.63	31.38	31.63	31.63	-
DEPUTY ADMINISTRATOR FINANCE					
Community Dev: Urban Entitlement Funds	5.00	5.10	5.10	5.10	-
Subtotal	5.00	5.10	5.10	5.10	-
DEPUTY ADMIN TRANS & PUBLIC WORKS					
Public Works: Allocation Projects (1st TST)	2.00	2.00	-	-	-
Public Works: Technical Prog Stormwater	23.25	23.25	25.25	24.85	(0.40)
Trans Development - Roads Program (1st TST)	6.21	6.36	3.60	3.60	-
Subtotal	31.46	31.61	28.85	28.45	(0.40)
<b>Total SPECIAL REVENUE FUNDS</b>	<b>225.66</b>	<b>222.23</b>	<b>220.34</b>	<b>217.94</b>	<b>(2.40)</b>
<b>CAPITAL PROJECT FUNDS</b>					
CHIEF DEPUTY ADMIN GENERAL SERVICES					
Facilities Management: Project Management	3.00	3.00	3.00	3.00	-
Subtotal	3.00	3.00	3.00	3.00	-
<b>Total CAPITAL PROJECT FUNDS</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>
<b>ENTERPRISE FUNDS</b>					
CHIEF DEPUTY ADMIN GENERAL SERVICES					
Facilities Management: DAODAS	1.00	1.00	2.00	2.00	-
Facilities Management: Parking Garages	17.30	17.30	17.80	17.80	-
Tech Services: Radio Communications	2.50	2.50	2.50	2.50	-
Subtotal	20.80	20.80	22.30	22.30	-



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

<b>ENTERPRISE FUNDS (continued)</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adjusted</b>	<b>FY 2020 Approved</b>	<b>Change</b>
Consolidated Dispatch: Emergency 911	8.00	9.25	9.75	10.25	0.50
Consolidated Dispatch: Fire & Agency Costs	1.50	2.00	2.00	2.00	-
DAODAS: Administration	16.50	15.80	15.80	15.80	-
DAODAS: Adolescent Services	5.40	3.60	2.90	3.20	0.30
DAODAS: Adult Services	10.30	11.40	6.40	6.40	-
DAODAS: Bedded Services	4.50	4.50	4.50	4.50	-
DAODAS: Comm Prevention Services	3.00	2.25	2.75	2.70	(0.05)
DAODAS: Criminal Justice	8.80	8.80	8.80	8.45	(0.35)
DAODAS: Detention Outpatient	5.40	5.40	5.40	5.40	-
DAODAS: Drug Court Services	-	-	4.00	4.00	-
DAODAS: Medical Services	2.25	3.00	2.25	2.25	-
DAODAS: MUSC Mat Accessed Ed Grant	-	2.25	3.00	2.00	(1.00)
DAODAS: New Life Unit	7.50	5.65	5.65	5.50	(0.15)
DAODAS: Opioid Response Grant	-	-	1.00	1.00	-
DAODAS: Opioid Treatment Services	11.25	10.65	11.65	12.65	1.00
DAODAS: SBIRT Grant	-	3.00	-	-	-
DAODAS: Sobering Services	-	5.00	5.00	5.00	-
DAODAS: Sobering Services Grant	-	3.00	2.00	2.00	-
DAODAS: Support Services	25.40	26.50	28.70	28.75	0.05
DAODAS: Therapeutic Child Care	7.25	3.50	3.50	3.50	-
DAODAS: Women's Services	5.45	5.70	5.70	5.90	0.20
Subtotal	122.50	131.25	130.75	131.25	0.50
<b>DEPUTY ADMINISTRATOR FINANCE</b>					
Revenue Collections	20.00	20.00	20.00	20.00	-
Subtotal	20.00	20.00	20.00	20.00	-
<b>DEPUTY ADMIN TRANS &amp; PUBLIC WORKS</b>					
Environ Mgmt (EM) - Administration	15.00	12.00	12.00	11.00	(1.00)
EM - Bees Ferry Landfill Conv Ctr	7.00	7.00	9.00	9.00	-
EM - Commercial Collections	8.00	8.00	8.00	8.00	-
EM - Compost & Mulch Operations	11.00	10.00	10.00	10.00	-
EM - Convenience Centers	26.00	24.00	24.00	24.00	-
EM - Curbside Collection	23.00	22.00	26.00	26.00	-
EM - Landfill Operations	17.00	16.00	15.00	15.00	-
EM - Litter Control	0.80	0.80	1.60	1.60	-
EM - Materials Recovery Facility	6.00	8.00	8.00	8.00	-
Subtotal	113.80	107.80	113.60	112.60	(1.00)
<b>Total ENTERPRISE FUNDS</b>	<b>277.10</b>	<b>279.85</b>	<b>286.65</b>	<b>286.15</b>	<b>(0.50)</b>

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

<b>INTERNAL SERVICE FUNDS</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adjusted</b>	<b>FY 2020 Approved</b>	<b>Change</b>
<b>COUNTY ADMINISTRATOR</b>					
Human Resources: Employee Benefits	1.00	1.00	1.00	1.00	-
Subtotal	1.00	1.00	1.00	1.00	-
<b>CHIEF DEPUTY ADMIN GENERAL SERVICES</b>					
Facilities Management: Office Services	6.00	6.00	5.75	5.75	-
Safety & Risk: Safety/Workers' Comp.	4.20	4.20	4.75	4.75	-
Technology Services: Records Management	8.00	8.00	9.00	9.00	-
Technology Services: Telecommunications	4.50	4.50	4.50	4.50	-
Subtotal	22.70	22.70	24.00	24.00	-
<b>DEPUTY ADMINISTRATOR FINANCE</b>					
Contracts & Procurement: Central Parts Whs	4.00	4.00	4.00	4.00	-
Subtotal	4.00	4.00	4.00	4.00	-
<b>DEPUTY ADMIN TRANS &amp; PUBLIC WORKS</b>					
Fleet Operations	29.00	29.00	29.25	29.25	-
Subtotal	29.00	29.00	29.25	29.25	-
<b>Total INTERNAL SERVICE FUNDS</b>	<b>56.70</b>	<b>56.70</b>	<b>58.25</b>	<b>58.25</b>	<b>-</b>
<b>Total Positions GENERAL FUND</b>	<b>2,068.51</b>	<b>2,108.69</b>	<b>2,124.44</b>	<b>2,130.34</b>	<b>5.90</b>
<b>Total Positions OTHER FUNDS</b>	<b>562.46</b>	<b>561.78</b>	<b>568.24</b>	<b>565.34</b>	<b>(2.90)</b>
<b>Total Positions ALL FUNDS</b>	<b>2,630.97</b>	<b>2,670.47</b>	<b>2,692.68</b>	<b>2,695.68</b>	<b>3.00</b>

Charleston County, South Carolina  
All Funds  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 52,548,595	\$ 41,676,795	\$ 96,392,223	\$ 96,392,223	\$ 86,507,827
Revenues:					
Property Tax	148,714,359	159,543,641	165,082,115	167,770,217	174,727,656
Sales Tax	142,254,208	196,128,653	203,900,000	203,600,000	211,428,000
Licenses and Permits	6,793,797	6,106,252	6,183,650	6,456,850	6,657,850
Intergovernmental	40,377,280	40,107,617	42,792,899	40,902,190	41,987,659
Charges and Fees	135,429,138	137,013,313	126,733,335	126,980,567	129,327,793
Fines and Forfeitures	1,896,378	2,032,774	1,726,928	2,059,439	1,600,500
Interest	2,222,555	4,339,217	3,619,500	4,038,250	4,416,194
Miscellaneous	7,639,467	7,403,444	4,233,758	4,381,733	8,471,157
Leases and Rent	415,716	688,484	723,723	690,233	827,028
Debt Proceeds	-	14,474,159	3,610,771	-	1,300,000
Subtotal	485,742,898	567,837,554	558,606,679	556,879,479	580,743,837
Interfund Transfer In	34,380,129	32,698,259	40,681,693	39,794,437	32,996,625
Total Available	572,671,622	642,212,608	695,680,595	693,066,139	700,248,289
Expenditures:					
Personnel	164,352,879	173,228,405	188,629,483	184,184,063	196,807,087
Operating	218,435,548	236,528,265	222,676,601	220,065,244	223,587,776
Capital	3,636,746	6,184,870	12,992,019	21,458,337	11,671,134
Debt Service	62,310,571	65,061,417	75,870,136	75,683,787	74,665,791
Subtotal	448,735,744	481,002,957	500,168,239	501,391,431	506,731,788
Interfund Transfer Out	46,648,301	64,817,428	103,604,771	105,166,881	105,953,161
Total Disbursements	495,384,045	545,820,385	603,773,010	606,558,312	612,684,949
Nonspendable	71,485,548	76,948,541	76,948,541	76,948,541	76,948,541
Restricted: External	(191,605,634)	(263,045,135)	(273,398,485)	(272,642,432)	(272,304,290)
Restricted: Internal	136,398,433	221,417,826	223,204,216	217,842,110	229,564,396
Available	61,009,230	61,070,991	65,153,313	64,359,608	53,354,693
Ending Balance, June 30	\$ 77,287,577	\$ 96,392,223	\$ 91,907,585	\$ 86,507,827	\$ 87,563,340

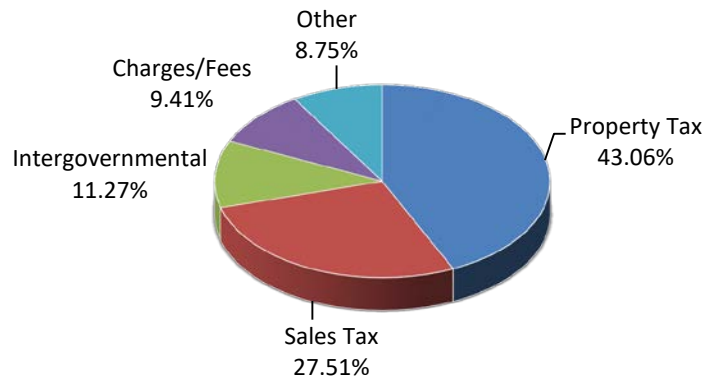
Charleston County, South Carolina  
Fund Statement by Fund Type

	General Fund	Debt Service Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total
Beginning Balance, July 1	\$ 76,485,015	\$ 25,818,688	\$ 112,426,362	\$ 64,890,555	\$ (193,112,793)	\$ 86,507,827
Revenues:						
Property Tax	108,174,000	23,963,000	42,590,656	-	-	174,727,656
Sales Tax	69,100,000	-	142,328,000	-	-	211,428,000
Licenses and Permits	6,427,850	-	230,000	-	-	6,657,850
Intergovernmental	28,312,258	84,127	7,186,208	6,405,066	-	41,987,659
Charges and Fees	23,639,468	-	3,815,000	47,647,995	54,225,330	129,327,793
Fines and Forfeitures	1,306,500	-	294,000	-	-	1,600,500
Interest	1,257,250	300,000	1,419,000	535,000	904,944	4,416,194
Miscellaneous	3,544,729	171,428	585,000	4,155,000	15,000	8,471,157
Leases and Rent	470,000	-	-	357,028	-	827,028
Debt Proceeds	-	1,300,000	-	-	-	1,300,000
Subtotal	242,232,055	25,818,555	198,447,864	59,100,089	55,145,274	580,743,837
Interfund Transfer In	4,468,533	10,288,798	13,230,629	1,273,545	3,735,120	32,996,625
Total Available	323,185,603	61,926,041	324,104,855	125,264,189	(134,232,399)	700,248,289
Expenditures:						
General Government	69,708,881	-	13,215,000	8,638,085	59,963,605	151,525,571
Judicial	22,882,424	-	10,426,791	-	-	33,309,215
Public Safety	109,022,012	-	4,636,690	4,465,085	-	118,123,787
Public Works	12,584,855	-	15,168,067	30,158,199	-	57,911,121
Health/Welfare	4,798,413	-	-	11,175,635	-	15,974,048
Culture/Recreation	24,288,874	-	18,676,356	-	-	42,965,230
Education	-	-	7,691,878	-	-	7,691,878
Economic Development	-	-	4,889,048	-	-	4,889,048
Debt Service	-	36,071,110	38,270,780	-	-	74,341,890
Subtotal	243,285,459	36,071,110	112,974,610	54,437,004	59,963,605	506,731,788
Interfund Transfer Out	7,915,129	2,010,923	83,748,715	12,278,394	-	105,953,161
Total Disbursements	251,200,588	38,082,033	196,723,325	66,715,398	59,963,605	612,684,949
Nonspendable	707,665	-	395,928	61,331,683	14,513,265	76,948,541
Restricted: External	-	-	13,609,479	(33,571,933)	(252,341,836)	(272,304,290)
Restricted: Internal	65,264,594	22,338,701	84,019,897	19,190,916	38,750,288	229,564,396
Available	6,012,756	1,505,307	29,356,226	11,598,125	4,882,279	53,354,693
Ending Balance, June 30	\$ 71,985,015	\$ 23,844,008	\$ 127,381,530	\$ 58,548,791	\$ (194,196,004)	\$ 87,563,340

## GENERAL FUND

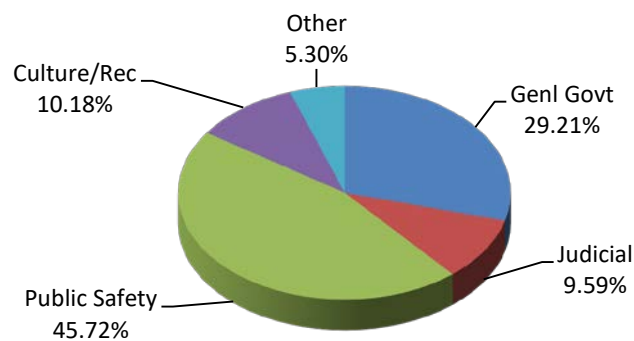
The General Fund is the general operating fund of the County and accounts for all financial resources except those required to be accounted for in other funds. The graphs below present an overall summary of the General Fund budget. The following page displays the fund statement for this fund.

### WHERE IT COMES FROM... FY 2020 Charleston County General Fund



**Total Available Budgeted: \$251,200,588**

### WHERE IT GOES... FY 2020 Charleston County General Fund



**Total Uses: \$251,200,588**

Charleston County, South Carolina  
General Fund  
Fund Statement

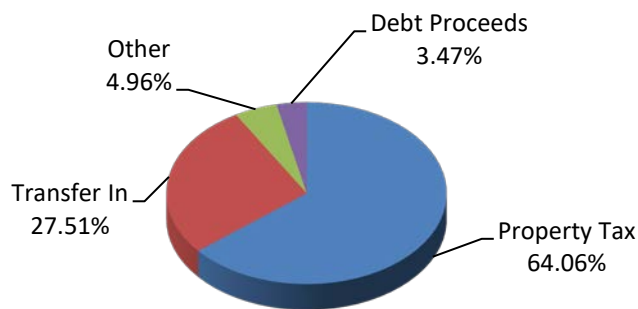
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 60,226,826	\$ 73,463,223	\$ 83,119,146	\$ 83,119,146	\$ 76,485,015
Revenues:					
Property Tax	95,151,722	100,836,131	103,996,000	104,732,000	108,174,000
Sales Tax	60,509,008	63,570,674	65,750,000	66,400,000	69,100,000
Licenses and Permits	6,555,527	5,885,440	5,953,650	6,226,850	6,427,850
Intergovernmental	26,500,075	25,485,815	26,374,861	26,489,073	28,312,258
Charges and Fees	22,335,705	22,979,908	22,181,650	23,341,201	23,639,468
Fines and Forfeitures	1,437,117	1,390,873	1,370,500	1,359,301	1,306,500
Interest	656,199	1,162,236	1,406,500	1,257,250	1,257,250
Miscellaneous	6,102,900	6,030,637	3,597,194	3,753,590	3,544,729
Leases and Rentals	100,687	328,145	394,000	315,000	470,000
Subtotal	219,348,940	227,669,859	231,024,355	233,874,265	242,232,055
Interfund Transfer In	4,450,828	3,977,761	5,377,203	4,792,795	4,468,533
Total Available	284,026,594	305,110,843	319,520,704	321,786,206	323,185,603
Expenditures:					
Personnel	125,363,717	132,775,772	144,103,261	141,718,054	151,066,789
Operating	65,657,787	71,310,013	83,928,829	82,280,185	88,732,747
Capital	2,834,403	5,336,154	3,834,009	11,062,117	3,485,923
Subtotal	193,855,907	209,421,939	231,866,099	235,060,356	243,285,459
Interfund Transfer Out	16,707,464	12,569,758	8,817,459	10,240,835	7,915,129
Total Disbursements	210,563,371	221,991,697	240,683,558	245,301,191	251,200,588
Nonspendable	627,876	707,665	707,665	707,665	707,665
Restricted: Internal	61,253,618	68,874,732	66,685,492	62,835,007	65,264,594
Available	11,581,729	13,536,749	11,443,989	12,942,343	6,012,756
Ending Balance, June 30	\$ 73,463,223	\$ 83,119,146	\$ 78,837,146	\$ 76,485,015	\$ 71,985,015



## DEBT SERVICE FUND

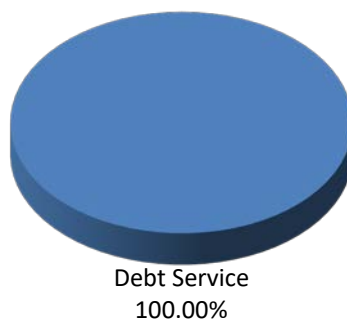
The Debt Service Fund collects resources to service the County's General Obligation Bonds, Certificates of Participation, notes payable, and capital leases. The graphs below present an overall summary of the Debt Service Fund budget. The following page displays the fund statement for this fund.

### WHERE IT COMES FROM... FY 2020 Charleston County Debt Service Funds



**Total Available Budgeted: \$38,082,033**

### WHERE IT GOES... FY 2020 Charleston County Debt Service Funds



**Total Uses: \$38,082,033**

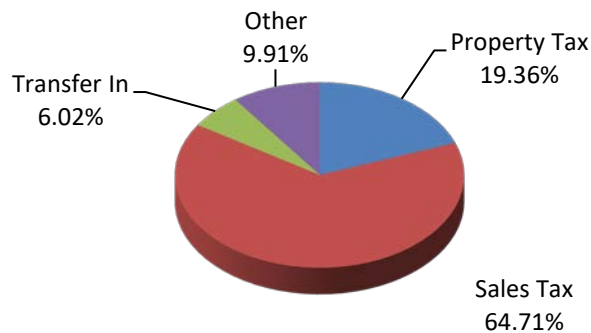
Charleston County, South Carolina  
Debt Service Fund  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 18,084,594	\$ 18,067,985	\$ 31,798,957	\$ 31,798,957	\$ 25,818,688
Revenues:					
Property Tax	20,716,387	22,010,170	23,059,000	23,087,000	23,963,000
Intergovernmental	360,336	376,552	75,977	84,577	84,127
Interest	137,653	323,502	200,000	450,000	300,000
Miscellaneous	(2,492)	(2,206)	171,428	171,428	171,428
Debt Proceeds	-	14,474,159	3,610,771	-	1,300,000
Subtotal	21,211,884	37,182,177	27,117,176	23,793,005	25,818,555
Interfund Transfer In	14,423,536	10,061,905	18,678,784	18,566,154	10,288,798
Total Available	53,720,014	65,312,067	77,594,917	74,158,116	61,926,041
Expenditures:					
Personnel	-	-	-	-	-
Operating	89,705	77,842	77,000	84,111	82,000
Capital	-	-	-	-	-
Debt Service	29,022,122	31,263,627	38,089,556	37,901,967	35,989,110
Subtotal	29,111,827	31,341,469	38,166,556	37,986,078	36,071,110
Interfund Transfer Out	6,540,202	2,171,641	10,353,350	10,353,350	2,010,923
Total Disbursements	35,652,029	33,513,110	48,519,906	48,339,428	38,082,033
Restricted: External	-	12,364,273	2,010,923	2,010,923	-
Restricted: Internal	17,418,842	18,789,050	21,718,046	15,277,917	22,338,701
Available	649,143	645,634	5,346,042	8,529,848	1,505,307
Ending Balance, June 30	\$ 18,067,985	\$ 31,798,957	\$ 29,075,011	\$ 25,818,688	\$ 23,844,008

## SPECIAL REVENUE FUNDS

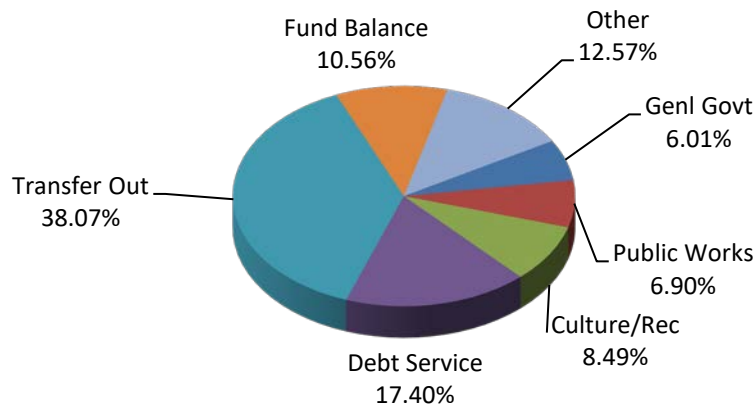
The Special Revenue Funds account for revenue sources that are legally restricted to expenditure for specific purposes. The graphs below present an overall summary of the Special Revenue Funds budgets. The following pages display fund statements for these funds.

### WHERE IT COMES FROM... FY 2020 Charleston County Special Revenue Funds



**Total Available Budgeted: \$219,959,516**

### WHERE IT GOES... FY 2020 Charleston County Special Revenue Funds



**Total Uses: \$219,959,516\***

\* Includes \$23,236,191 in budgeted increases in fund balance.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 790,840	\$ 188,134	\$ 805,048	\$ 805,048	\$ 1,126,662
Revenues:					
Sales Tax	16,382,897	17,628,572	18,700,000	17,750,000	18,100,000
Interest	10,846	5,651	10,000	5,000	5,000
Subtotal	16,393,743	17,634,223	18,710,000	17,755,000	18,105,000
Total Available	17,184,583	17,822,357	19,515,048	18,560,048	19,231,662
Expenditures:					
Personnel	6,212,073	5,975,003	6,278,022	6,269,758	6,558,101
Operating	10,784,376	11,042,306	12,178,898	11,163,628	11,777,208
Capital	-	-	-	-	-
Subtotal	16,996,449	17,017,309	18,456,920	17,433,386	18,335,309
Total Disbursements	16,996,449	17,017,309	18,456,920	17,433,386	18,335,309
Restricted: Internal	188,134	805,048	935,500	1,126,662	896,353
Available	-	-	122,628	-	-
Ending Balance, June 30	\$ 188,134	\$ 805,048	\$ 1,058,128	\$ 1,126,662	\$ 896,353

Note: Refer to page 176 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	345,959	119,307	125,000	125,000	125,000
Interest	3,840	4,548	-	-	-
Subtotal	349,799	123,855	125,000	125,000	125,000
Total Available	349,799	123,855	125,000	125,000	125,000
Expenditures:					
Personnel	-	-	-	-	-
Operating	308,559	94,140	95,000	95,000	95,000
Capital	-	-	-	-	-
Subtotal	308,559	94,140	95,000	95,000	95,000
Interfund Transfer Out	41,240	29,715	30,000	30,000	30,000
Total Disbursements	349,799	123,855	125,000	125,000	125,000
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Refer to page 177 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 15,623	\$ 14,123	\$ 13,660	\$ 13,660	\$ 13,660
Total Available	15,623	14,123	13,660	13,660	13,660
Expenditures:					
Personnel	-	-	-	-	-
Operating	1,500	463	13,660	-	-
Capital	-	-	-	-	-
Subtotal	1,500	463	13,660	-	-
Interfund Transfer Out	-	-	-	-	13,660
Total Disbursements	1,500	463	13,660	-	13,660
Restricted: Internal Available	463 13,660	13,660 -	- -	13,660 -	- -
Ending Balance, June 30	\$ 14,123	\$ 13,660	\$ -	\$ 13,660	\$ -

Note: Refer to page 273 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 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 1,422	\$ -	\$ 200,000	\$ 200,000	\$ -
Revenues:					
Intergovernmental	720,257	1,497,801	1,485,000	1,130,000	1,130,000
Subtotal	720,257	1,497,801	1,485,000	1,130,000	1,130,000
Total Available	721,679	1,497,801	1,685,000	1,330,000	1,130,000
Expenditures:					
Personnel	384,257	423,408	476,229	455,863	472,931
Operating	272,747	258,783	472,282	462,282	238,806
Capital	-	-	-	-	-
Subtotal	657,004	682,191	948,511	918,145	711,737
Interfund Transfer Out	64,675	615,610	736,489	411,855	418,263
Total Disbursements	721,679	1,297,801	1,685,000	1,330,000	1,130,000
Restricted: Internal	-	200,000	-	-	-
Ending Balance, June 30	\$ -	\$ 200,000	\$ -	\$ -	\$ -

Note: Refer to page 194 for budget narrative related to this fund.

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

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2019 Projected</u>	<u>FY 2020 Approved</u>
Beginning Balance, July 1	\$ 2,849,078	\$ 3,321,489	\$ 4,209,033	\$ 4,209,033	\$ 3,043,984
Revenues:					
Property Tax	2,982,464	3,348,858	3,454,964	3,609,381	3,725,193
Miscellaneous	<u>8,400</u>	<u>11,500</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
Subtotal	<u>2,990,864</u>	<u>3,360,358</u>	<u>3,459,964</u>	<u>3,614,381</u>	<u>3,730,193</u>
Interfund Transfer In	<u>-</u>	<u>2,000</u>	<u>-</u>	<u>217,283</u>	<u>-</u>
Total Available	<u>5,839,942</u>	<u>6,683,847</u>	<u>7,668,997</u>	<u>8,040,697</u>	<u>6,774,177</u>
Expenditures:					
Personnel	1,098,881	1,074,655	1,147,375	1,117,000	1,166,489
Operating	1,374,143	1,400,159	4,596,682	3,823,879	2,955,127
Capital	<u>45,429</u>	<u>-</u>	<u>75,000</u>	<u>55,834</u>	<u>-</u>
Subtotal	<u>2,518,453</u>	<u>2,474,814</u>	<u>5,819,057</u>	<u>4,996,713</u>	<u>4,121,616</u>
Total Disbursements	<u>2,518,453</u>	<u>2,474,814</u>	<u>5,819,057</u>	<u>4,996,713</u>	<u>4,121,616</u>
Restricted: Internal	883,228	1,096,290	227,197	391,423	-
Available	<u>2,438,261</u>	<u>3,112,743</u>	<u>1,622,743</u>	<u>2,652,561</u>	<u>2,652,561</u>
Ending Balance, June 30	<u>\$ 3,321,489</u>	<u>\$ 4,209,033</u>	<u>\$ 1,849,940</u>	<u>\$ 3,043,984</u>	<u>\$ 2,652,561</u>

Note: Refer to page 255 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 1,244,246	\$ 1,335,360	\$ 1,493,607	\$ 1,493,607	\$ 1,205,067
Revenues:					
Property Tax	2,128,389	2,197,495	2,237,900	2,208,900	2,191,000
Intergovernmental	184,101	125,375	135,388	207,651	177,778
Miscellaneous	1,178	720	-	-	-
Subtotal	2,313,668	2,323,590	2,373,288	2,416,551	2,368,778
Total Available	3,557,914	3,658,950	3,866,895	3,910,158	3,573,845
Expenditures:					
Personnel	1,518,845	1,579,336	1,781,565	1,615,000	1,710,717
Operating	317,630	307,309	646,687	792,091	596,051
Capital	-	278,698	-	-	-
Subtotal	1,836,475	2,165,343	2,428,252	2,407,091	2,306,768
Interfund Transfer Out	386,079	-	298,000	298,000	600,000
Total Disbursements	2,222,554	2,165,343	2,726,252	2,705,091	2,906,768
Restricted: Internal	239,600	568,368	215,404	537,990	-
Available	1,095,760	925,239	925,239	667,077	667,077
Ending Balance, June 30	\$ 1,335,360	\$ 1,493,607	\$ 1,140,643	\$ 1,205,067	\$ 667,077

Note: Refer to page 275 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 39,012	\$ 102,495	\$ 111,994	\$ 111,994	\$ 127,144
Revenues:					
Property Tax	249,976	203,186	203,100	205,618	255,300
Intergovernmental	16,633	14,978	12,076	14,882	16,555
Miscellaneous	(15)	(15)	-	-	-
Subtotal	266,594	218,149	215,176	220,500	271,855
Interfund Transfer In	4,539	-	-	-	-
Total Available	310,145	320,644	327,170	332,494	398,999
Expenditures:					
Debt Service	207,650	208,650	205,350	205,350	264,000
Subtotal	207,650	208,650	205,350	205,350	264,000
Total Disbursements	207,650	208,650	205,350	205,350	264,000
Restricted: Internal	5,027	-	-	-	-
Available	97,468	111,994	121,820	127,144	134,999
Ending Balance, June 30	\$ 102,495	\$ 111,994	\$ 121,820	\$ 127,144	\$ 134,999

Note: Refer to page 277 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 40,995	\$ 37,016	\$ 37,457	\$ 37,457	\$ 25,216
Revenues:					
Property Tax	138,827	147,220	141,400	140,000	143,000
Intergovernmental	2,194	1,846	-	100	100
Subtotal	141,021	149,066	141,400	140,100	143,100
Total Available	182,016	186,082	178,857	177,557	168,316
Expenditures:					
Personnel	-	-	-	-	-
Operating	145,000	148,625	152,341	152,341	156,150
Capital	-	-	-	-	-
Subtotal	145,000	148,625	152,341	152,341	156,150
Total Disbursements	145,000	148,625	152,341	152,341	156,150
Restricted: Internal	13,625	10,941	-	13,050	-
Available	23,391	26,516	26,516	12,166	12,166
Ending Balance, June 30	\$ 37,016	\$ 37,457	\$ 26,516	\$ 25,216	\$ 12,166

Note: Refer to page 278 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 114,693	\$ 120,695	\$ 167,952	\$ 167,952	\$ 187,944
Revenues:					
Licenses and Permits	238,270	220,812	230,000	230,000	230,000
Subtotal	238,270	220,812	230,000	230,000	230,000
Total Available	352,963	341,507	397,952	397,952	417,944
Expenditures:					
Personnel	176,966	128,250	163,276	163,276	178,508
Operating	55,302	45,305	46,732	46,732	57,607
Capital	-	-	-	-	-
Subtotal	232,268	173,555	210,008	210,008	236,115
Total Disbursements	232,268	173,555	210,008	210,008	236,115
Restricted: Internal	-	-	-	6,115	-
Available	120,695	167,952	187,944	181,829	181,829
Ending Balance, June 30	\$ 120,695	\$ 167,952	\$ 187,944	\$ 187,944	\$ 181,829

Note: Refer to page 281 for budget narrative related to this fund.



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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 1,311	\$ 8,511	\$ (425)	\$ (425)	\$ -
Revenues:					
Property Tax	246,347	250,063	253,700	251,200	250,500
Intergovernmental	4,753	4,815	-	-	-
Subtotal	251,100	254,878	253,700	251,200	250,500
Total Available	252,411	263,389	253,275	250,775	250,500
Expenditures:					
Personnel	-	-	-	-	-
Operating	243,900	263,814	253,700	250,775	250,500
Capital	-	-	-	-	-
Subtotal	243,900	263,814	253,700	250,775	250,500
Total Disbursements	243,900	263,814	253,700	250,775	250,500
Available	8,511	(425)	(425)	-	-
Ending Balance, June 30	\$ 8,511	\$ (425)	\$ (425)	\$ -	\$ -

Note: Refer to page 283 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 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ (1,403)	\$ (726)	\$ 1,552	\$ 1,552	\$ 2,652
Revenues:					
Property Tax	8,657	10,260	9,100	9,100	8,000
Intergovernmental	20	18	-	-	-
Subtotal	8,677	10,278	9,100	9,100	8,000
Total Available	7,274	9,552	10,652	10,652	10,652
Expenditures:					
Personnel	-	-	-	-	-
Operating	8,000	8,000	8,000	8,000	8,000
Capital	-	-	-	-	-
Subtotal	8,000	8,000	8,000	8,000	8,000
Total Disbursements	8,000	8,000	8,000	8,000	8,000
Available	(726)	1,552	2,652	2,652	2,652
Ending Balance, June 30	<u>\$ (726)</u>	<u>\$ 1,552</u>	<u>\$ 2,652</u>	<u>\$ 2,652</u>	<u>\$ 2,652</u>

Note: Refer to page 285 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Greenbelt Programs (1st TST)  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 13,405,009	\$ 13,690,407	\$ 13,437,045	\$ 13,437,045	\$ 4,410,551
Revenues:					
Sales Tax	9,417,025	9,769,000	10,153,000	10,153,000	10,559,000
Interest	102,062	195,736	107,000	138,000	115,000
Miscellaneous	3,800	-	-	-	-
Subtotal	9,522,887	9,964,736	10,260,000	10,291,000	10,674,000
Total Available	22,927,896	23,655,143	23,697,045	23,728,045	15,084,551
Expenditures:					
Personnel	141,359	242,861	223,781	223,781	230,818
Operating	44,747	64,647	44,467	44,687	20,229
Capital	-	-	-	-	-
Debt Service	9,051,383	9,570,525	9,024,026	9,024,026	9,284,981
Subtotal	9,237,489	9,878,033	9,292,274	9,292,494	9,536,028
Interfund Transfer Out	-	340,065	10,025,000	10,025,000	1,003,000
Total Disbursements	9,237,489	10,218,098	19,317,274	19,317,494	10,539,028
Restricted: Internal Available	253,362 13,437,045	9,096,994 4,340,051	220 4,379,551	- 4,410,551	- 4,545,523
Ending Balance, June 30	\$ 13,690,407	\$ 13,437,045	\$ 4,379,771	\$ 4,410,551	\$ 4,545,523

Note: Refer to page 258 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Greenbelt Programs (2nd TST)  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ -	\$ 996,804	\$ 1,781,198	\$ 1,781,198	\$ 2,751,198
Revenues:					
Sales Tax	996,804	5,746,470	5,973,000	5,973,000	6,211,000
Interest	-	47,924	19,000	22,000	23,000
Subtotal	996,804	5,794,394	5,992,000	5,995,000	6,234,000
Total Available	996,804	6,791,198	7,773,198	7,776,198	8,985,198
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	10,000	-	-	-
Capital	-	-	-	-	-
Subtotal	-	10,000	-	-	-
Interfund Transfer Out	-	5,000,000	5,025,000	5,025,000	6,516,000
Total Disbursements	-	5,010,000	5,025,000	5,025,000	6,516,000
Restricted: Internal	-	-	-	282,000	-
Available	996,804	1,781,198	2,748,198	2,469,198	2,469,198
Ending Balance, June 30	\$ 996,804	\$ 1,781,198	\$ 2,748,198	\$ 2,751,198	\$ 2,469,198

Note: Refer to page 259 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Human Resources: Summer Youth Program  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 165,388	\$ 146,633	\$ 138,319	\$ 138,319	\$ 138,319
Interfund Transfer In	66,975	85,000	100,000	100,000	-
Total Available	232,363	231,633	238,319	238,319	138,319
Expenditures:					
Personnel	55,228	48,994	180,263	84,019	98,000
Operating	30,502	44,320	15,981	15,981	2,000
Capital	-	-	-	-	-
Subtotal	85,730	93,314	196,244	100,000	100,000
Total Disbursements	85,730	93,314	196,244	100,000	100,000
Restricted: External	42,075	42,075	42,075	-	-
Restricted: Internal	8,314	30,000	-	100,000	-
Available	96,244	66,244	-	38,319	38,319
Ending Balance, June 30	<u>\$ 146,633</u>	<u>\$ 138,319</u>	<u>\$ 42,075</u>	<u>\$ 138,319</u>	<u>\$ 38,319</u>

Note: Refer to page 266 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 132,457	\$ 79,590	\$ 103,965	\$ 103,965	\$ 75,000
Revenues:					
Fines and Forfeitures	25,888	42,834	23,428	23,428	24,000
Interest	908	1,268	-	1,000	1,000
Subtotal	26,796	44,102	23,428	24,428	25,000
Total Available	159,253	123,692	127,393	128,393	100,000
Expenditures:					
Personnel	32,456	-	3,965	28,965	-
Operating	47,207	19,727	123,428	24,428	100,000
Capital	-	-	-	-	-
Subtotal	79,663	19,727	127,393	53,393	100,000
Total Disbursements	79,663	19,727	127,393	53,393	100,000
Restricted: Internal	78,000	103,965	-	75,000	-
Available	1,590	-	-	-	-
Ending Balance, June 30	\$ 79,590	\$ 103,965	\$ -	\$ 75,000	\$ -

Note: Refer to page 182 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 152,171	\$ 153,296	\$ 156,960	\$ 156,960	\$ 505,590
Revenues:					
Fines and Forfeitures	1,125	3,664	-	348,630	-
Subtotal	1,125	3,664	-	348,630	-
Total Available	153,296	156,960	156,960	505,590	505,590
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	153,296	-	250,000
Capital	-	-	-	-	-
Subtotal	-	-	153,296	-	250,000
Total Disbursements	-	-	153,296	-	250,000
Restricted: Internal	-	153,296	-	250,000	-
Available	153,296	3,664	3,664	255,590	255,590
Ending Balance, June 30	\$ 153,296	\$ 156,960	\$ 3,664	\$ 505,590	\$ 255,590

Note: Refer to page 304 for budget narrative related to this fund.



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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 242,373	\$ 343,562	\$ 389,460	\$ 389,460	\$ 380,771
Revenues:					
Intergovernmental	1,207,603	1,255,555	1,334,576	1,334,576	1,355,726
Charges and Fees	42,233	79,932	100,000	85,000	85,000
Fines and Forfeitures	(40)	(194)	-	-	-
Interest	2,728	5,364	2,000	5,000	5,000
Subtotal	1,252,524	1,340,657	1,436,576	1,424,576	1,445,726
Total Available	1,494,897	1,684,219	1,826,036	1,814,036	1,826,497
Expenditures:					
Personnel	922,196	1,058,725	1,203,682	1,191,751	1,257,143
Operating	229,139	215,962	256,514	241,514	241,136
Capital	-	20,072	-	-	-
Subtotal	1,151,335	1,294,759	1,460,196	1,433,265	1,498,279
Total Disbursements	1,151,335	1,294,759	1,460,196	1,433,265	1,498,279
Restricted: Internal	20,000	88,116	-	52,553	-
Available	323,562	301,344	365,840	328,218	328,218
Ending Balance, June 30	\$ 343,562	\$ 389,460	\$ 365,840	\$ 380,771	\$ 328,218

Note: Refer to page 245 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 866,581	\$ 1,099,765	\$ 1,167,392	\$ 1,167,392	\$ 865,902
Revenues:					
Intergovernmental	1,491,444	1,479,952	1,379,589	1,394,589	1,379,589
Charges and Fees	425,576	427,519	250,000	420,000	425,000
Fines and Forfeitures	(13,400)	(12,040)	-	-	-
Interest	9,922	17,309	6,000	14,000	14,000
Miscellaneous		2,888	-	-	-
Subtotal	1,913,542	1,915,628	1,635,589	1,828,589	1,818,589
Interfund Transfer In	3,130,000	3,220,466	3,379,200	3,379,200	3,379,200
Total Available	5,910,123	6,235,859	6,182,181	6,375,181	6,063,691
Expenditures:					
Personnel	4,079,060	4,355,876	4,481,804	4,548,000	4,590,350
Operating	731,298	712,591	565,979	745,979	759,652
Capital	-	-	250,000	215,300	-
Subtotal	4,810,358	5,068,467	5,297,783	5,509,279	5,350,002
Total Disbursements	4,810,358	5,068,467	5,297,783	5,509,279	5,350,002
Restricted: Internal	109,791	112,194	-	152,213	-
Available	989,974	1,055,198	884,398	713,689	713,689
Ending Balance, June 30	\$ 1,099,765	\$ 1,167,392	\$ 884,398	\$ 865,902	\$ 713,689

Note: Refer to page 246 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 2,133,989	\$ 3,068,160	\$ 3,892,680	\$ 3,892,680	\$ 607,350
Revenues:					
Intergovernmental	869,377	882,699	895,000	895,000	878,500
Charges and Fees	3,004,820	2,974,309	3,310,000	3,310,000	2,782,000
Interest	20,440	44,364	-	-	-
Subtotal	3,894,637	3,901,372	4,205,000	4,205,000	3,660,500
Total Available	6,028,626	6,969,532	8,097,680	8,097,680	4,267,850
Expenditures:					
Personnel	1,298,590	1,791,206	2,032,262	2,032,262	2,008,185
Operating	973,327	832,015	5,438,068	5,438,068	1,863,737
Capital	681,277	453,631	20,000	20,000	-
Subtotal	2,953,194	3,076,852	7,490,330	7,490,330	3,871,922
Interfund Transfer Out	7,272	-	-	-	-
Total Disbursements	2,960,466	3,076,852	7,490,330	7,490,330	3,871,922
Nonspendable	533,709	395,928	395,928	395,928	395,928
Restricted: Internal	2,534,451	3,496,752	211,422	211,422	-
Ending Balance, June 30	\$ 3,068,160	\$ 3,892,680	\$ 607,350	\$ 607,350	\$ 395,928

Note: Refer to page 402 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 1,315,090	\$ 1,292,764	\$ 1,005,922	\$ 1,005,922	\$ 722,929
Revenues:					
Fines and Forfeitures	95,104	238,760	-	45,493	-
Interest	10,446	15,115	-	-	-
Subtotal	105,550	253,875	-	45,493	-
Total Available	1,420,640	1,546,639	1,005,922	1,051,415	722,929
Expenditures:					
Personnel	-	-	-	-	-
Operating	119,738	409,616	364,093	304,276	421,529
Capital	8,138	85,652	20,710	20,710	21,000
Subtotal	127,876	495,268	384,803	324,986	442,529
Interfund Transfer Out	-	45,449	3,500	3,500	-
Total Disbursements	127,876	540,717	388,303	328,486	442,529
Restricted: Internal	148,088	565,004	183	442,529	-
Available	1,144,676	440,918	617,436	280,400	280,400
Ending Balance, June 30	\$ 1,292,764	\$ 1,005,922	\$ 617,619	\$ 722,929	\$ 280,400

Note: Refer to page 206 for budget narrative related to this fund.

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

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2019 Projected</u>	<u>FY 2020 Approved</u>
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	<u>49,088</u>	<u>43,709</u>	<u>45,000</u>	<u>40,000</u>	<u>41,145</u>
Subtotal	<u>49,088</u>	<u>43,709</u>	<u>45,000</u>	<u>40,000</u>	<u>41,145</u>
Interfund Transfer In	<u>38,920</u>	<u>42,028</u>	<u>42,530</u>	<u>48,378</u>	<u>49,843</u>
Total Available	<u>88,008</u>	<u>85,737</u>	<u>87,530</u>	<u>88,378</u>	<u>90,988</u>
Expenditures:					
Personnel	84,472	82,201	84,152	85,000	87,610
Operating	3,536	3,536	3,378	3,378	3,378
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>88,008</u>	<u>85,737</u>	<u>87,530</u>	<u>88,378</u>	<u>90,988</u>
Total Disbursements	<u>88,008</u>	<u>85,737</u>	<u>87,530</u>	<u>88,378</u>	<u>90,988</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Refer to page 208 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 1,369,599	\$ 1,427,189	\$ 1,632,329	\$ 1,632,329	\$ 1,311,561
Revenues:					
Charges and Fees	33,000	31,000	37,500	33,000	33,000
Miscellaneous	<u>497,878</u>	<u>582,047</u>	<u>549,636</u>	<u>589,000</u>	<u>580,000</u>
Subtotal	<u>530,878</u>	<u>613,047</u>	<u>587,136</u>	<u>622,000</u>	<u>613,000</u>
Total Available	<u>1,900,477</u>	<u>2,040,236</u>	<u>2,219,465</u>	<u>2,254,329</u>	<u>1,924,561</u>
Expenditures:					
Personnel	203,369	222,440	226,563	244,000	265,312
Operating	242,630	174,804	792,422	596,000	651,630
Capital	<u>27,289</u>	<u>10,663</u>	<u>102,768</u>	<u>102,768</u>	<u>-</u>
Subtotal	<u>473,288</u>	<u>407,907</u>	<u>1,121,753</u>	<u>942,768</u>	<u>916,942</u>
Total Disbursements	<u>473,288</u>	<u>407,907</u>	<u>1,121,753</u>	<u>942,768</u>	<u>916,942</u>
Restricted: Internal	194,588	534,617	-	303,942	-
Available	<u>1,232,601</u>	<u>1,097,712</u>	<u>1,097,712</u>	<u>1,007,619</u>	<u>1,007,619</u>
Ending Balance, June 30	<u>\$ 1,427,189</u>	<u>\$ 1,632,329</u>	<u>\$ 1,097,712</u>	<u>\$ 1,311,561</u>	<u>\$ 1,007,619</u>

Note: Refer to page 212 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 203,486	\$ 151,227	\$ 100,087	\$ 100,087	\$ 37,814
Revenues:					
Intergovernmental	26	-	-	-	-
Charges and Fees	51,590	37,905	60,000	42,000	45,000
Subtotal	51,616	37,905	60,000	42,000	45,000
Interfund Transfer In	-	-	-	-	19,974
Total Available	255,102	189,132	160,087	142,087	102,788
Expenditures:					
Personnel	101,588	86,282	97,560	101,000	100,505
Operating	2,287	2,763	3,273	3,273	2,283
Capital	-	-	-	-	-
Subtotal	103,875	89,045	100,833	104,273	102,788
Total Disbursements	103,875	89,045	100,833	104,273	102,788
Restricted: Internal	51,140	40,833	-	37,814	-
Available	100,087	59,254	59,254	-	-
Ending Balance, June 30	\$ 151,227	\$ 100,087	\$ 59,254	\$ 37,814	\$ -

Note: Refer to page 216 for budget narrative related to this fund.



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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 182,206	\$ 164,334	\$ 184,226	\$ 184,226	\$ 168,226
Revenues:					
Fines and Forfeitures	4,250	40,191	5,000	-	-
Subtotal	4,250	40,191	5,000	-	-
Total Available	186,456	204,525	189,226	184,226	168,226
Expenditures:					
Personnel	-	-	-	-	-
Operating	22,122	20,299	16,000	16,000	16,000
Capital	-	-	-	-	-
Subtotal	22,122	20,299	16,000	16,000	16,000
Total Disbursements	22,122	20,299	16,000	16,000	16,000
Restricted: Internal	-	11,000	-	16,000	-
Available	164,334	173,226	173,226	152,226	152,226
Ending Balance, June 30	\$ 164,334	\$ 184,226	\$ 173,226	\$ 168,226	\$ 152,226

Note: Refer to page 217 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Solicitor: Criminal Domestic Violence Appropriation  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 31,140	\$ 38,465	\$ 39,787	\$ 39,787	\$ 34,171
Revenues:					
Intergovernmental	100,000	100,000	100,000	100,000	100,000
Subtotal	100,000	100,000	100,000	100,000	100,000
Total Available	131,140	138,465	139,787	139,787	134,171
Expenditures:					
Personnel	92,735	98,678	102,231	105,000	108,440
Operating	(60)	-	616	616	656
Capital	-	-	-	-	-
Subtotal	92,675	98,678	102,847	105,616	109,096
Total Disbursements	92,675	98,678	102,847	105,616	109,096
Restricted: Internal	-	2,847	-	9,096	-
Available	38,465	36,940	36,940	25,075	25,075
Ending Balance, June 30	\$ 38,465	\$ 39,787	\$ 36,940	\$ 34,171	\$ 25,075

Note: Refer to page 218 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 352,242	\$ 333,437	\$ 354,490	\$ 354,490	\$ 369,881
Revenues:					
Intergovernmental	336,174	346,670	335,000	310,000	310,000
Subtotal	336,174	346,670	335,000	310,000	310,000
Total Available	688,416	680,107	689,490	664,490	679,881
Expenditures:					
Personnel	80,488	83,036	84,883	87,683	92,513
Operating	87,846	100,179	47,400	47,400	52,626
Capital	-	-	-	-	-
Subtotal	168,334	183,215	132,283	135,083	145,139
Interfund Transfer Out	186,645	142,402	159,526	159,526	164,861
Total Disbursements	354,979	325,617	291,809	294,609	310,000
Restricted: Internal	-	-	-	-	-
Available	333,437	354,490	397,681	369,881	369,881
Ending Balance, June 30	\$ 333,437	\$ 354,490	\$ 397,681	\$ 369,881	\$ 369,881

Note: Refer to page 219 for budget narrative related to this fund.

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

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2019 Projected</u>	<u>FY 2020 Approved</u>
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	<u>73,690</u>	<u>73,690</u>	<u>73,690</u>	<u>73,690</u>	<u>73,690</u>
Subtotal	<u>73,690</u>	<u>73,690</u>	<u>73,690</u>	<u>73,690</u>	<u>73,690</u>
Interfund Transfer In	<u>31,765</u>	<u>34,172</u>	<u>37,922</u>	<u>38,025</u>	<u>40,765</u>
Total Available	<u>105,455</u>	<u>107,862</u>	<u>111,612</u>	<u>111,715</u>	<u>114,455</u>
Expenditures:					
Personnel	103,579	106,526	109,397	109,500	112,799
Operating	1,876	1,336	2,215	2,215	1,656
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>105,455</u>	<u>107,862</u>	<u>111,612</u>	<u>111,715</u>	<u>114,455</u>
Total Disbursements	<u>105,455</u>	<u>107,862</u>	<u>111,612</u>	<u>111,715</u>	<u>114,455</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Refer to page 220 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 295,281	\$ 306,664	\$ 329,056	\$ 329,056	\$ 324,106
Revenues:					
Charges and Fees	151,450	137,800	155,000	140,000	140,000
Subtotal	151,450	137,800	155,000	140,000	140,000
Total Available	446,731	444,464	484,056	469,056	464,106
Expenditures:					
Personnel	131,094	103,012	188,425	138,000	194,094
Operating	8,973	12,396	9,950	6,950	8,048
Capital	-	-	-	-	-
Subtotal	140,067	115,408	198,375	144,950	202,142
Total Disbursements	140,067	115,408	198,375	144,950	202,142
Restricted: Internal	-	43,375	-	62,142	-
Available	306,664	285,681	285,681	261,964	261,964
Ending Balance, June 30	\$ 306,664	\$ 329,056	\$ 285,681	\$ 324,106	\$ 261,964

Note: Refer to page 221 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	60,000	60,000	60,000	60,000	60,000
Charges and Fees	<u>22,657</u>	<u>18,850</u>	<u>25,000</u>	<u>20,000</u>	<u>20,000</u>
Subtotal	<u>82,657</u>	<u>78,850</u>	<u>85,000</u>	<u>80,000</u>	<u>80,000</u>
Interfund Transfer In	<u>26,252</u>	<u>33,445</u>	<u>32,650</u>	<u>37,650</u>	<u>44,171</u>
Total Available	<u>108,909</u>	<u>112,295</u>	<u>117,650</u>	<u>117,650</u>	<u>124,171</u>
Expenditures:					
Personnel	106,527	109,829	114,066	114,066	120,607
Operating	2,382	2,466	3,584	3,584	3,564
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>108,909</u>	<u>112,295</u>	<u>117,650</u>	<u>117,650</u>	<u>124,171</u>
Total Disbursements	<u>108,909</u>	<u>112,295</u>	<u>117,650</u>	<u>117,650</u>	<u>124,171</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Refer to page 222 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 233,191	\$ 183,849	\$ 101,977	\$ 101,977	\$ 32,342
Revenues:					
Charges and Fees	260,955	240,714	260,000	220,000	200,000
Subtotal	260,955	240,714	260,000	220,000	200,000
Interfund Transfer In	-	-	-	-	106,489
Total Available	494,146	424,563	361,977	321,977	338,831
Expenditures:					
Personnel	284,825	297,424	301,589	262,589	312,853
Operating	25,472	25,162	33,421	27,046	25,978
Capital	-	-	-	-	-
Subtotal	310,297	322,586	335,010	289,635	338,831
Total Disbursements	310,297	322,586	335,010	289,635	338,831
Restricted: Internal	81,872	75,010	-	32,342	-
Available	101,977	26,967	26,967	-	-
Ending Balance, June 30	<u>\$ 183,849</u>	<u>\$ 101,977</u>	<u>\$ 26,967</u>	<u>\$ 32,342</u>	<u>\$ -</u>

Note: Refer to page 223 for budget narrative related to this fund.



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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 231,674	\$ 550,621	\$ 342,214	\$ 342,214	\$ 244,315
Revenues:					
Intergovernmental	1,495,673	1,334,477	1,297,582	1,293,000	1,310,000
Subtotal	1,495,673	1,334,477	1,297,582	1,293,000	1,310,000
Total Available	1,727,347	1,885,098	1,639,796	1,635,214	1,554,315
Expenditures:					
Personnel	1,020,478	1,361,757	1,258,057	1,194,000	1,131,849
Operating	57,835	30,118	30,973	26,973	30,829
Capital	-	-	-	-	-
Subtotal	1,078,313	1,391,875	1,289,030	1,220,973	1,162,678
Interfund Transfer Out	98,413	151,009	171,343	169,926	191,637
Total Disbursements	1,176,726	1,542,884	1,460,373	1,390,899	1,354,315
Restricted: Internal	36,588	162,791	-	44,315	-
Available	514,033	179,423	179,423	200,000	200,000
Ending Balance, June 30	\$ 550,621	\$ 342,214	\$ 179,423	\$ 244,315	\$ 200,000

Note: Refer to page 227 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 157,333	\$ 174,440	\$ 218,270	\$ 218,270	\$ 228,170
Revenues:					
Intergovernmental	-	4,597	5,000	-	-
Charges and Fees	28,700	69,675	40,000	40,000	50,000
Subtotal	28,700	74,272	45,000	40,000	50,000
Total Available	186,033	248,712	263,270	258,270	278,170
Expenditures:					
Personnel	11,218	7,594	10,027	10,100	10,145
Operating	375	22,848	20,000	20,000	25,000
Capital	-	-	-	-	-
Subtotal	11,593	30,442	30,027	30,100	35,145
Interfund Transfer Out	-	-	-	-	116,463
Total Disbursements	11,593	30,442	30,027	30,100	151,608
Restricted: Internal	-	-	-	101,608	-
Available	174,440	218,270	233,243	126,562	126,562
Ending Balance, June 30	\$ 174,440	\$ 218,270	\$ 233,243	\$ 228,170	\$ 126,562

Note: Refer to page 228 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Solicitor: Victims' Unclaimed Restitution  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 9,877	\$ 9,591	\$ 9,591	\$ 9,591	\$ 4,591
Revenues:					
Miscellaneous	300	3,853	500	-	-
Subtotal	300	3,853	500	-	-
Total Available	10,177	13,444	10,091	9,591	4,591
Expenditures:					
Personnel	-	-	-	-	-
Operating	586	3,853	5,000	5,000	4,500
Capital	-	-	-	-	-
Subtotal	586	3,853	5,000	5,000	4,500
Total Disbursements	586	3,853	5,000	5,000	4,500
Restricted: Internal	-	4,500	-	4,500	-
Available	9,591	5,091	5,091	91	91
Ending Balance, June 30	\$ 9,591	\$ 9,591	\$ 5,091	\$ 4,591	\$ 91

Note: Refer to page 229 for budget narrative related to this fund.

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

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2019 Projected</u>	<u>FY 2020 Approved</u>
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>
Subtotal	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>
Interfund Transfer In	<u>19,103</u>	<u>24,775</u>	<u>28,974</u>	<u>29,290</u>	<u>33,873</u>
Total Available	<u>59,728</u>	<u>65,400</u>	<u>69,599</u>	<u>69,915</u>	<u>74,498</u>
Expenditures:					
Personnel	59,303	64,830	68,984	69,300	73,842
Operating	425	570	615	615	656
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>59,728</u>	<u>65,400</u>	<u>69,599</u>	<u>69,915</u>	<u>74,498</u>
Total Disbursements	<u>59,728</u>	<u>65,400</u>	<u>69,599</u>	<u>69,915</u>	<u>74,498</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 231 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Solicitor: Violent Crime Prosecution  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 41,140	\$ 55,864	\$ 65,083	\$ 65,083	\$ 68,768
Revenues:					
Intergovernmental	100,000	100,000	100,000	100,000	100,000
Subtotal	100,000	100,000	100,000	100,000	100,000
Total Available	141,140	155,864	165,083	165,083	168,768
Expenditures:					
Personnel	85,276	90,781	95,502	95,700	98,496
Operating	-	-	615	615	656
Capital	-	-	-	-	-
Subtotal	85,276	90,781	96,117	96,315	99,152
Total Disbursements	85,276	90,781	96,117	96,315	99,152
Available	55,864	65,083	68,966	68,768	69,616
Ending Balance, June 30	\$ 55,864	\$ 65,083	\$ 68,966	\$ 68,768	\$ 69,616

Note: Refer to page 232 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 3,676	\$ -	\$ -	\$ -	\$ -
Revenues:					
Charges and Fees	33,222	33,664	35,000	33,000	35,000
Subtotal	33,222	33,664	35,000	33,000	35,000
Interfund Transfer In	12,465	15,603	21,258	18,546	20,509
Total Available	49,363	49,267	56,258	51,546	55,509
Expenditures:					
Personnel	41,090	41,733	46,637	43,000	47,140
Operating	8,273	7,534	9,621	8,546	8,369
Capital	-	-	-	-	-
Subtotal	49,363	49,267	56,258	51,546	55,509
Total Disbursements	49,363	49,267	56,258	51,546	55,509
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Refer to page 233 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Transportation Development: Revenue Bond Debt Service  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 3,303,327	\$ 6,458,353	\$ 11,724,203	\$ 11,724,203	\$ 11,258,414
Revenues:					
Property Tax	17,216,233	20,059,181	20,669,151	22,389,132	24,553,658
Interest	31,180	14,984	-	-	-
Subtotal	17,247,413	20,074,165	20,669,151	22,389,132	24,553,658
Interfund Transfer In	4,241,989	6,477,915	7,569,869	7,569,869	8,130,821
Total Available	24,792,729	33,010,433	39,963,223	41,683,204	43,942,893
Expenditures:					
Personnel	-	-	-	-	-
Operating	10,951,325	10,329,354	11,049,566	11,914,919	11,213,663
Capital	-	-	-	-	-
Debt Service	4,272,369	4,823,124	8,663,274	8,664,274	8,680,524
Subtotal	15,223,694	15,152,478	19,712,840	20,579,193	19,894,187
Interfund Transfer Out	3,110,682	6,133,752	9,788,097	9,845,597	10,441,227
Total Disbursements	18,334,376	21,286,230	29,500,937	30,424,790	30,335,414
Restricted: External	6,458,353	10,462,286	10,462,286	11,260,414	13,609,479
Restricted: Internal	-	1,261,917	-	-	-
Ending Balance, June 30	\$ 6,458,353	\$ 11,724,203	\$ 10,462,286	\$ 11,258,414	\$ 13,607,479

Note: Refer to page 404 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Transportation Development: Roads Program (1st TST)  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 4,661,382	\$ 6,525,273	\$ 11,999,711	\$ 11,999,711	\$ 13,345,520
Revenues:					
Sales Tax	36,006,273	37,352,057	38,821,000	38,821,000	40,374,000
Interest	299,265	564,940	321,000	146,000	151,000
Subtotal	36,305,538	37,916,997	39,142,000	38,967,000	40,525,000
Interfund Transfer In	-	-	621,000	621,000	1,148,000
Total Available	40,966,920	44,442,270	51,762,711	51,587,711	55,018,520
Expenditures:					
Personnel	606,945	530,633	561,663	561,663	442,824
Operating	578,818	360,244	331,619	311,619	412,090
Capital	40,210	-	40,000	40,000	-
Debt Service	19,715,674	19,174,689	19,472,269	19,472,269	20,031,275
Subtotal	20,941,647	20,065,566	20,405,551	20,385,551	20,886,189
Interfund Transfer Out	13,500,000	12,376,993	16,656,640	17,856,640	20,018,360
Total Disbursements	34,441,647	32,442,559	37,062,191	38,242,191	40,904,549
Restricted: Internal Available	6,131,000 394,273	1,386,363 10,613,348	1,386,363 13,314,157	1,200,000 12,145,520	1,325,000 12,788,971
Ending Balance, June 30	\$ 6,525,273	\$ 11,999,711	\$ 14,700,520	\$ 13,345,520	\$ 14,113,971

Note: Refer to page 406 for budget narrative related to this fund.



Charleston County, South Carolina  
Special Revenue Fund  
Transportation Development: Roads Program (2nd TST)  
Fund Statement

	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2019</u> <u>Projected</u>	<u>FY 2020</u> <u>Approved</u>
Beginning Balance, July 1	\$ -	\$ 6,080,502	\$ 21,060,759	\$ 21,060,759	\$ 41,672,759
Revenues:					
Sales Tax	6,080,502	35,053,469	36,432,000	36,432,000	37,890,000
Interest	-	272,788	414,000	437,000	742,000
Subtotal	<u>6,080,502</u>	<u>35,326,257</u>	<u>36,846,000</u>	<u>36,869,000</u>	<u>38,632,000</u>
Total Available	<u>6,080,502</u>	<u>41,406,759</u>	<u>57,906,759</u>	<u>57,929,759</u>	<u>80,304,759</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	220,000	-	-	-
Capital	-	-	-	-	-
Subtotal	<u>-</u>	<u>220,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Interfund Transfer Out	<u>-</u>	<u>20,126,000</u>	<u>16,257,000</u>	<u>16,257,000</u>	<u>19,112,000</u>
Total Disbursements	<u>-</u>	<u>20,346,000</u>	<u>16,257,000</u>	<u>16,257,000</u>	<u>19,112,000</u>
Restricted: Internal	<u>6,080,502</u>	<u>21,060,759</u>	<u>41,649,759</u>	<u>41,734,759</u>	<u>59,018,759</u>
Ending Balance, June 30	<u>\$ 6,080,502</u>	<u>\$ 21,060,759</u>	<u>\$ 41,649,759</u>	<u>\$ 41,672,759</u>	<u>\$ 61,192,759</u>

Note: Refer to page 407 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Transportation Sales Tax: Transit Agencies (1st TST)  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 212,078	\$ 1,512,046	\$ 2,832,867	\$ 2,832,867	\$ 3,719,867
Revenues:					
Sales Tax	9,970,968	10,343,647	10,751,000	10,751,000	11,181,000
Interest	-	174	34,000	34,000	45,000
Subtotal	9,970,968	10,343,821	10,785,000	10,785,000	11,226,000
Total Available	10,183,046	11,855,867	13,617,867	13,617,867	14,945,867
Expenditures:					
Personnel	-	-	-	-	-
Operating	8,671,000	9,023,000	9,277,000	9,277,000	9,623,000
Capital	-	-	-	-	-
Subtotal	8,671,000	9,023,000	9,277,000	9,277,000	9,623,000
Interfund Transfer Out	-	-	621,000	621,000	1,148,000
Total Disbursements	8,671,000	9,023,000	9,898,000	9,898,000	10,771,000
Restricted: Internal	1,512,046	2,832,867	3,719,867	3,719,867	4,174,867
Ending Balance, June 30	\$ 1,512,046	\$ 2,832,867	\$ 3,719,867	\$ 3,719,867	\$ 4,174,867

Note: Refer to page 184 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Transportation Sales Tax: Transit Agencies (2nd TST)  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ -	\$ 2,890,731	\$ 16,607,918	\$ 16,607,918	\$ 23,390,918
Revenues:					
Sales Tax	2,890,731	16,664,764	17,320,000	17,320,000	18,013,000
Interest	-	117,423	54,000	190,000	318,000
Subtotal	2,890,731	16,782,187	17,374,000	17,510,000	18,331,000
Total Available	2,890,731	19,672,918	33,981,918	34,117,918	41,721,918
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	3,065,000	3,147,000	3,147,000	3,242,000
Capital	-	-	-	-	-
Subtotal	-	3,065,000	3,147,000	3,147,000	3,242,000
Interfund Transfer Out	-	-	7,580,000	7,580,000	20,000,000
Total Disbursements	-	3,065,000	10,727,000	10,727,000	23,242,000
Restricted: Internal	2,890,731	16,607,918	23,254,918	23,390,918	18,604,918
Ending Balance, June 30	<u>\$ 2,890,731</u>	<u>\$ 16,607,918</u>	<u>\$ 23,254,918</u>	<u>\$ 23,390,918</u>	<u>\$ 18,479,918</u>

Note: Refer to page 185 for budget narrative related to this fund.

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

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2019 Projected</u>	<u>FY 2020 Approved</u>
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Property Tax	6,477,955	6,870,229	7,245,500	7,298,029	7,510,452
Intergovernmental	158,617	164,056	70,000	72,000	72,000
Miscellaneous	<u>(768)</u>	<u>(681)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>6,635,804</u>	<u>7,033,604</u>	<u>7,315,500</u>	<u>7,370,029</u>	<u>7,582,452</u>
Interfund Transfer In	<u>113,854</u>	<u>106,109</u>	<u>109,932</u>	<u>117,000</u>	<u>109,426</u>
Total Available	<u>6,749,658</u>	<u>7,139,713</u>	<u>7,425,432</u>	<u>7,487,029</u>	<u>7,691,878</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	6,749,658	7,139,713	7,425,432	7,487,029	7,691,878
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>6,749,658</u>	<u>7,139,713</u>	<u>7,425,432</u>	<u>7,487,029</u>	<u>7,691,878</u>
Total Disbursements	<u>6,749,658</u>	<u>7,139,713</u>	<u>7,425,432</u>	<u>7,487,029</u>	<u>7,691,878</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Refer to page 186 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Property Tax	3,397,402	3,610,848	3,812,300	3,839,857	3,953,553
Intergovernmental	55,126	58,148	8,000	8,000	9,000
Miscellaneous	(245)	(218)	-	-	-
Subtotal	<u>3,452,283</u>	<u>3,668,778</u>	<u>3,820,300</u>	<u>3,847,857</u>	<u>3,962,553</u>
Interfund Transfer In	<u>4,166</u>	<u>7,395</u>	<u>10,298</u>	<u>10,000</u>	<u>12,691</u>
Total Available	<u>3,456,449</u>	<u>3,676,173</u>	<u>3,830,598</u>	<u>3,857,857</u>	<u>3,975,244</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Subtotal	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Interfund Transfer Out	<u>3,456,449</u>	<u>3,676,173</u>	<u>3,830,598</u>	<u>3,857,857</u>	<u>3,975,244</u>
Total Disbursements	<u>3,456,449</u>	<u>3,676,173</u>	<u>3,830,598</u>	<u>3,857,857</u>	<u>3,975,244</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Refer to page 187 for budget narrative related to this fund.

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

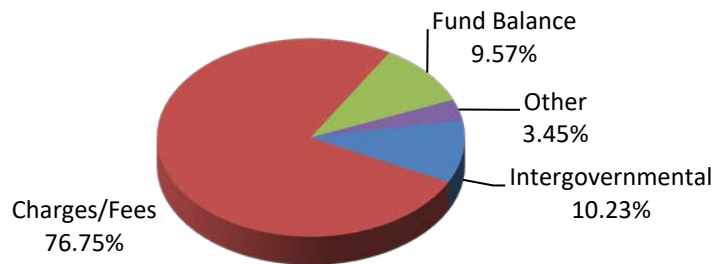
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 255,376	\$ 145,132	\$ 118,216	\$ 118,216	\$ 25,000
Revenues:					
Intergovernmental	5,125	20,779	6,500	11,000	6,500
Charges and Fees	282	270	-	350	-
Fines and Forfeitures	346,334	328,686	328,000	282,587	270,000
Subtotal	351,741	349,735	334,500	293,937	276,500
Interfund Transfer In	-	119,865	120,977	128,529	134,867
Total Available	607,117	614,732	573,693	540,682	436,367
Expenditures:					
Personnel	444,051	483,737	508,899	500,768	398,966
Operating	17,934	12,779	16,412	14,914	12,401
Capital	-	-	-	-	-
Subtotal	461,985	496,516	525,311	515,682	411,367
Total Disbursements	461,985	496,516	525,311	515,682	411,367
Restricted: Internal	-	62,272	-	-	-
Available	145,132	55,944	48,382	25,000	25,000
Ending Balance, June 30	\$ 145,132	\$ 118,216	\$ 48,382	\$ 25,000	\$ 25,000

Note: This fund consists of four separate divisions: Clerk of Court Victim's Bill of Rights (page 195), Sheriff Victim's Bill of Rights (page 214), Solicitor Victim's Bill of Rights (page 230) and Magistrates' Courts Victim's Bill of Rights (page 299).

## ENTERPRISE FUNDS

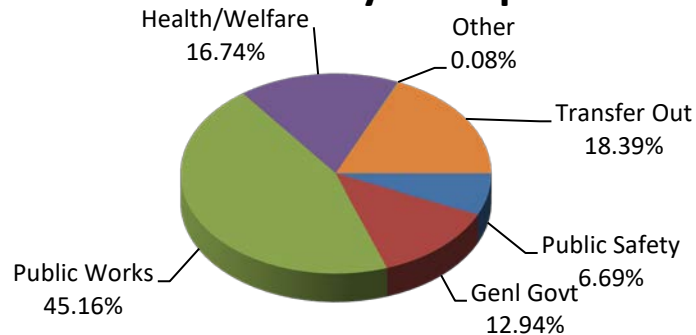
The Enterprise Funds account for those operations that are financed and operated in a manner similar to private business or where the County has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability. The County operates seven Enterprise 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 2020 Charleston County Enterprise Funds



**Total Available Budgeted: \$66,766,485**

### WHERE IT GOES... FY 2020 Charleston County Enterprise Funds



**Total Uses: \$66,766,485\***

\* Includes \$51,087 in budgeted increases in fund balance.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
	\$ 3,296,215	\$ 3,151,238	\$ 2,991,685	\$ 2,991,685	\$ 1,731,195
		* Prior period			
Revenues:					
Intergovernmental	1,771,240	1,848,356	4,153,828	2,153,828	2,078,863
Charges and Fees	802,327	750,559	800,000	725,000	725,000
Interest	29,977	48,175	40,000	40,000	40,000
Subtotal	2,603,544	2,647,090	4,993,828	2,918,828	2,843,863
Total Available	5,899,759	5,798,328	7,985,513	5,910,513	4,575,058
Expenditures:					
Personnel	899,455	830,141	929,693	805,000	1,211,307
Operating	1,714,350	1,976,502	1,839,450	1,931,234	1,927,758
Capital	-	-	3,292,656	1,443,084	540,000
Subtotal	2,613,805	2,806,643	6,061,799	4,179,318	3,679,065
Total Disbursements	2,613,805	2,806,643	6,061,799	4,179,318	3,679,065
Nonspendable	333,156	324,216	324,216	324,216	324,216
Restricted: External	(677,857)	(986,185)	(986,185)	(986,185)	(986,185)
Restricted: Internal	880,464	1,310,183	242,212	835,202	-
Available	2,750,191	2,343,471	2,343,471	1,557,962	1,557,962
Ending Balance, June 30	\$ 3,285,954	\$ 2,991,685	\$ 1,923,714	\$ 1,731,195	\$ 895,993

Note: Refer to page 327 for budget narrative related to this fund.



Charleston County, South Carolina  
Enterprise Fund  
Consolidated Dispatch: Fire and Agency Costs  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 176,414	\$ 183,193 * Prior period	\$ 207,191	\$ 207,191	\$ 204,665
Revenues:					
Intergovernmental	488,933	475,735	877,590	627,590	549,739
Charges and Fees	198,041	118,823	238,481	238,481	258,667
Interest	2,445	4,135	-	-	-
Subtotal	689,419	598,693	1,116,071	866,071	808,406
Total Available	865,833	781,886	1,323,262	1,073,262	1,013,071
Expenditures:					
Personnel	43,482	92,016	133,369	157,000	133,719
Operating	634,918	482,679	1,011,808	698,518	652,301
Capital	-	-	-	13,079	-
Subtotal	678,400	574,695	1,145,177	868,597	786,020
Total Disbursements	678,400	574,695	1,145,177	868,597	786,020
Restricted: External	(94,649)	(109,873)	(109,873)	(109,873)	(109,873)
Restricted: Internal	55,173	42,185	13,079	-	-
Available	226,909	274,879	274,879	314,538	336,924
Ending Balance, June 30	\$ 187,433	\$ 207,191	\$ 178,085	\$ 204,665	\$ 227,051

Note: Refer to page 328 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 326,208	\$ (2,322,511) * Prior period	\$ (4,153,184)	\$ (4,153,184)	\$ (3,889,910)
Revenues:					
Intergovernmental	3,332,171	3,479,983	3,241,941	3,842,009	3,241,464
Charges and Fees	4,401,177	4,789,790	6,657,110	5,893,734	7,168,768
Interest	10,988	12,328	11,000	14,000	15,000
Miscellaneous	12,424	277	20,000	2,000	20,000
Leases and Rentals	182,069	198,843	190,000	215,650	215,000
Subtotal	7,938,829	8,481,221	10,120,051	9,967,393	10,660,232
Interfund Transfer In	1,639,705	1,576,317	581,943	581,943	544,104
Total Available	9,904,742	7,735,027	6,548,810	6,396,152	7,314,426
Expenditures:					
Personnel	5,325,899	5,453,284	6,892,880	5,907,382	7,386,867
Operating	5,709,670	6,434,927	3,748,379	4,378,680	3,788,768
Capital	-	-	-	-	-
Subtotal	11,035,569	11,888,211	10,641,259	10,286,062	11,175,635
Total Disbursements	11,035,569	11,888,211	10,641,259	10,286,062	11,175,635
Nonspendable	6,039,215	5,636,956	5,636,956	5,636,956	5,636,956
Restricted: External	(9,700,257)	(12,353,967)	(12,353,967)	(12,353,967)	(12,353,967)
Restricted: Internal	231	9,629	-	-	-
Available	2,529,984	2,554,198	2,624,562	2,827,101	2,855,802
Ending Balance, June 30	\$ (1,130,827)	\$ (4,153,184)	\$ (4,092,449)	\$ (3,889,910)	\$ (3,861,209)

Note: Refer to page 330 for budget narrative related to this fund

Charleston County, South Carolina  
Enterprise Fund  
Environmental Management  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 65,664,715	\$ 64,781,102 * Prior period	\$ 63,836,080	\$ 63,836,080	\$ 57,774,206
Revenues:					
Intergovernmental	328,165	400,069	150,000	150,000	150,000
Charges and Fees	29,897,816	29,769,373	30,780,500	30,062,500	31,090,550
Interest	430,824	684,904	300,000	400,000	400,000
Miscellaneous	358,767	222,898	-	2,575	4,300,000
Subtotal	31,015,572	31,077,244	31,230,500	30,615,075	35,940,550
Total Available	96,680,287	95,858,346	95,066,580	94,451,155	93,714,756
Expenditures:					
Personnel	6,796,515	6,731,452	7,563,780	7,059,860	7,649,922
Operating	23,573,490	25,325,603	20,510,782	19,350,956	20,158,277
Capital	-	-	2,200,000	743,733	2,350,000
Subtotal	30,370,005	32,057,055	30,274,562	27,154,549	30,158,199
Interfund Transfer Out	39,829	(34,789)	9,872,400	9,522,400	10,650,000
Total Disbursements	30,409,834	32,022,266	40,146,962	36,676,949	40,808,199
Nonspendable	35,985,895	42,579,162	42,579,162	42,579,162	42,579,162
Restricted: External	(11,421,003)	(14,810,958)	(14,810,958)	(14,810,958)	(14,810,958)
Restricted: Internal	31,695,523	27,420,796	19,504,334	24,058,565	19,190,916
Available	10,010,038	8,647,080	7,647,080	5,947,437	5,947,437
Ending Balance, June 30	\$ 66,270,453	\$ 63,836,080	\$ 54,919,618	\$ 57,774,206	\$ 52,906,557

Note: Refer to page 378 for budget narrative related to this fund.

Charleston County, South Carolina  
Enterprise Fund  
Facilities Management: Parking Garages  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 12,410,647	\$ 12,206,058 * Prior period	\$ 12,324,707	\$ 12,324,707	\$ 11,204,691
Revenues:					
Intergovernmental	279,875	312,010	410,676	345,000	385,000
Charges and Fees	3,521,080	3,506,007	3,412,000	3,347,000	3,347,000
Interest	19,449	24,084	30,000	25,000	25,000
Miscellaneous	(113,468)	(108,907)	(125,000)	(156,860)	(165,000)
Leases and Rentals	90,230	92,937	95,723	95,723	96,203
Subtotal	3,797,166	3,826,131	3,823,399	3,655,863	3,688,203
Total Available	16,207,813	16,032,189	16,148,106	15,980,570	14,892,894
Expenditures:					
Personnel	990,852	1,026,773	1,113,799	1,076,538	1,170,290
Operating	1,447,028	1,701,500	1,039,763	1,059,400	986,901
Capital	-	-	894,000	1,373,250	800,000
Subtotal	2,437,880	2,728,273	3,047,562	3,509,188	2,957,191
Interfund Transfer Out	1,364,112	979,209	1,528,671	1,266,691	1,231,012
Total Disbursements	3,801,992	3,707,482	4,576,233	4,775,879	4,188,203
Nonspendable	12,330,975	12,441,104	12,441,104	12,441,104	12,441,104
Restricted: External	(1,678,118)	(2,136,413)	(2,136,413)	(2,136,413)	(2,136,413)
Restricted: Internal	1,414,797	1,285,274	532,440	500,000	-
Available	338,167	734,742	734,742	400,000	400,000
Ending Balance, June 30	\$ 12,405,821	\$ 12,324,707	\$ 11,571,873	\$ 11,204,691	\$ 10,704,691

Note: Refer to page 293 for budget narrative related to this fund.

Charleston County, South Carolina  
Enterprise Fund  
Revenue Collections  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ (1,342,815)	\$ (2,041,631) * Prior period	\$ (2,435,646)	\$ (2,435,646)	\$ (2,270,646)
Revenues:					
Charges and Fees	2,319,060	2,128,906	2,325,000	2,245,500	2,258,170
Interest	34,849	34,682	40,000	40,000	45,000
Miscellaneous	657	1,721	-	-	-
Subtotal	<u>2,354,566</u>	<u>2,165,309</u>	<u>2,365,000</u>	<u>2,285,500</u>	<u>2,303,170</u>
Total Available	<u>1,011,751</u>	<u>123,678</u>	<u>(70,646)</u>	<u>(150,146)</u>	<u>32,524</u>
Expenditures:					
Personnel	1,423,301	1,499,790	1,547,767	1,492,767	1,586,331
Operating	893,060	1,019,344	343,435	337,435	319,457
Capital	-	-	25,000	24,494	165,000
Subtotal	<u>2,316,361</u>	<u>2,519,134</u>	<u>1,916,202</u>	<u>1,854,696</u>	<u>2,070,788</u>
Interfund Transfer Out	<u>457,500</u>	<u>40,190</u>	<u>473,798</u>	<u>265,804</u>	<u>397,382</u>
Total Disbursements	<u>2,773,861</u>	<u>2,559,324</u>	<u>2,390,000</u>	<u>2,120,500</u>	<u>2,468,170</u>
Nonspendable	66,853	50,645	50,645	50,645	50,645
Restricted: External	(2,078,964)	(2,736,291)	(2,736,291)	(2,736,291)	(2,736,291)
Restricted: Internal	-	-	-	165,000	-
Available	<u>250,001</u>	<u>250,000</u>	<u>225,000</u>	<u>250,000</u>	<u>250,000</u>
Ending Balance, June 30	<u><u>\$ (1,762,110)</u></u>	<u><u>\$ (2,435,646)</u></u>	<u><u>\$ (2,460,646)</u></u>	<u><u>\$ (2,270,646)</u></u>	<u><u>\$ (2,435,646)</u></u>

Note: Refer to page 373 for budget narrative related to this fund.

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

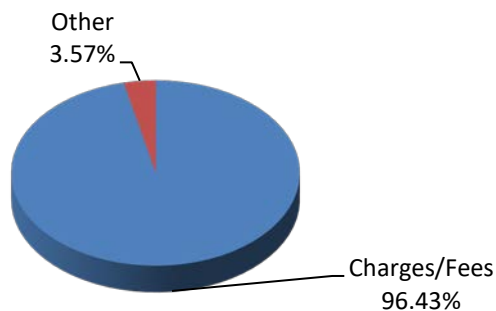
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 479,443	\$ 1,479,195 * Prior period	\$ 1,685,241	\$ 1,685,241	\$ 136,354
Revenues:					
Charges and Fees	2,720,887	2,773,506	2,670,513	2,780,000	2,799,840
Interest	3,461	21,974	-	20,000	10,000
Leases and Rentals	42,730	68,559	44,000	63,860	45,825
Subtotal	2,767,078	2,864,039	2,714,513	2,863,860	2,855,665
Interfund Transfer In	2,975,849	1,944,753	970,454	540,076	729,441
Total Available	6,222,370	6,287,987	5,370,208	5,089,177	3,721,460
Expenditures:					
Personnel	195,697	200,925	208,395	211,400	215,905
Operating	4,504,546	4,401,821	3,476,572	3,595,570	3,394,201
Capital	-	-	-	1,145,853	-
Subtotal	4,700,243	4,602,746	3,684,967	4,952,823	3,610,106
Total Disbursements	4,700,243	4,602,746	3,684,967	4,952,823	3,610,106
Nonspendable	207,368	299,600	299,600	299,600	299,600
Restricted: External	(340,648)	(438,246)	(438,246)	(438,246)	(438,246)
Restricted: Internal	205,407	1,264,851	1,264,851	25,000	-
Available	1,450,000	559,036	559,036	250,000	250,000
Ending Balance, June 30	\$ 1,522,127	\$ 1,685,241	\$ 1,685,241	\$ 136,354	\$ 111,354

Note: Refer to page 312 for budget narrative related to this fund.

## INTERNAL SERVICE FUNDS

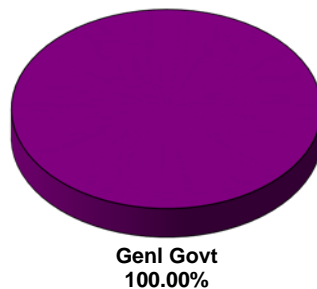
The Internal Service Funds account for operations that provide services to other departments or agencies of the County, or to other governments, on a cost reimbursement basis. The County operates five Internal Service Funds. The graphs below present an overall summary of the Internal Service Funds budgets.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

### WHERE IT COMES FROM... FY 2020 Charleston County Internal Service Funds



**Total Available Budgeted: \$59,963,605**

### WHERE IT GOES... FY 2020 Charleston County Internal Service Funds



**Total Uses: \$59,963,605**

Charleston County, South Carolina  
Internal Service Fund  
Facilities Management: Office Services / Technology Services: Records Management  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 295,307	\$ 316,624	\$ 389,640	\$ 389,640	\$ 339,844
Revenues:					
Charges and Fees	2,026,998	1,939,855	2,182,921	2,183,684	2,227,752
Interest	1,879	3,522	-	-	-
Miscellaneous	2,487	-	-	-	-
Subtotal	<u>2,031,364</u>	<u>1,943,377</u>	<u>2,182,921</u>	<u>2,183,684</u>	<u>2,227,752</u>
Interfund Transfer In	<u>175,000</u>	<u>185,000</u>	<u>1,900</u>	<u>1,900</u>	<u>-</u>
Total Available	<u>2,501,671</u>	<u>2,445,001</u>	<u>2,574,461</u>	<u>2,575,224</u>	<u>2,567,596</u>
Expenditures:					
Personnel	718,967	732,874	750,924	780,220	794,087
Operating	1,424,707	1,301,685	1,016,336	1,019,859	1,017,764
Capital	-	-	19,400	19,400	13,211
Debt Service	41,373	20,802	415,661	415,901	415,901
Subtotal	<u>2,185,047</u>	<u>2,055,361</u>	<u>2,202,321</u>	<u>2,235,380</u>	<u>2,240,963</u>
Total Disbursements	<u>2,185,047</u>	<u>2,055,361</u>	<u>2,202,321</u>	<u>2,235,380</u>	<u>2,240,963</u>
Nonspendable	177,293	244,488	244,488	244,488	244,488
Restricted: Internal	-	17,500	-	13,211	-
Available	<u>139,331</u>	<u>127,652</u>	<u>127,652</u>	<u>82,145</u>	<u>82,145</u>
Ending Balance, June 30	<u>\$ 316,624</u>	<u>\$ 389,640</u>	<u>\$ 372,140</u>	<u>\$ 339,844</u>	<u>\$ 326,633</u>

Note: Refer to pages 291 and 314 for budget narratives related to this fund.



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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 17,911,779	\$ 16,680,278	\$ 17,800,053	\$ 17,800,053	\$ 14,893,267
Revenues:					
Charges and Fees	12,034,875	12,813,915	13,744,602	13,744,602	14,202,695
Interest	22,845	56,929	-	25,000	29,944
Miscellaneous	784,396	622,230	-	-	-
Subtotal	12,842,116	13,493,074	13,744,602	13,769,602	14,232,639
Interfund Transfer In	3,025,183	4,783,750	2,996,799	2,996,799	3,735,120
Total Available	33,779,078	34,957,102	34,541,454	34,566,454	32,861,026
Expenditures:					
Personnel	2,306,026	2,500,611	2,584,504	2,544,000	2,685,955
Operating	14,280,035	14,387,187	10,687,421	10,687,421	11,092,804
Capital	-	-	2,107,476	5,066,766	4,189,000
Subtotal	16,586,061	16,887,798	15,379,401	18,298,187	17,967,759
Interfund Transfer Out	512,739	269,251	1,375,000	1,375,000	-
Total Disbursements	17,098,800	17,157,049	16,754,401	19,673,187	17,967,759
Nonspendable	14,504,795	13,554,940	13,554,940	13,554,940	13,554,940
Restricted: Internal	1,459,912	3,141,764	3,128,764	239,655	239,655
Available	715,571	1,103,349	1,103,349	1,098,672	1,098,672
Ending Balance, June 30	<u>\$ 16,680,278</u>	<u>\$ 17,800,053</u>	<u>\$ 17,787,053</u>	<u>\$ 14,893,267</u>	<u>\$ 14,893,267</u>

Note: Refer to pages 389 and 364 for budget narratives related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	(163,936,235)	(200,786,933) * Prior period	(210,882,260)	(210,882,260)	(210,954,836)
Revenues:					
Charges and Fees	44,086,959	44,222,963	30,364,000	30,873,040	30,543,245
Interest	325,481	569,641	550,000	700,000	800,000
Subtotal	44,412,440	44,792,604	30,914,000	31,573,040	31,343,245
Total Available	(119,523,795)	(155,994,329)	(179,968,260)	(179,309,220)	(179,611,591)
Expenditures:					
Personnel	104,497	106,217	107,269	107,269	112,245
Operating	48,890,066	54,781,714	30,806,731	31,538,347	31,981,000
Capital	-	-	-	-	-
Subtotal	48,994,563	54,887,931	30,914,000	31,645,616	32,093,245
Total Disbursements	48,994,563	54,887,931	30,914,000	31,645,616	32,093,245
Restricted: External	(172,239,566)	(252,466,836)	(252,466,836)	(252,466,836)	(252,466,836)
Restricted: Internal	100,000	38,510,633	38,510,633	39,260,633	38,510,633
Available	3,621,208	3,073,943	3,073,943	2,251,367	2,251,367
Ending Balance, June 30	<u>(168,518,358)</u>	<u>(210,882,260)</u>	<u>(210,882,260)</u>	<u>(210,954,836)</u>	<u>(211,704,836)</u>

\* Prior period adjustment for pension

Note: Refer to page 261 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 2,900,141	\$ 2,608,222	\$ 2,089,197	\$ 2,089,197	\$ 1,859,599
Revenues:					
Charges and Fees	4,985,332	5,091,473	5,068,734	5,167,151	5,228,908
Interest	49,898	78,640	75,000	75,000	75,000
Miscellaneous	12,508	36,700	15,000	15,000	15,000
Subtotal	5,047,738	5,206,813	5,158,734	5,257,151	5,318,908
Total Available	7,947,879	7,815,035	7,247,931	7,346,348	7,178,507
Expenditures:					
Personnel	437,951	441,795	459,931	455,529	490,814
Operating	4,901,706	5,284,043	4,907,803	4,942,803	5,041,094
Capital	-	-	91,000	88,417	87,000
Subtotal	5,339,657	5,725,838	5,458,734	5,486,749	5,618,908
Total Disbursements	5,339,657	5,725,838	5,458,734	5,486,749	5,618,908
Nonspendable	107,211	116,947	116,947	116,947	116,947
Restricted: External	125,000	125,000	125,000	125,000	125,000
Restricted: Internal	300,000	300,000	-	300,000	-
Available	2,076,011	1,547,250	1,547,250	1,317,652	1,317,652
Ending Balance, June 30	\$ 2,608,222	\$ 2,089,197	\$ 1,789,197	\$ 1,859,599	\$ 1,559,599

Note: Refer to page 308 for budget narrative related to this fund.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Approved
Beginning Balance, July 1	\$ 1,003,473	\$ 884,956	\$ 787,813	\$ 787,813	\$ 749,333
Revenues:					
Charges and Fees	2,044,396	2,076,597	2,035,324	2,035,324	2,022,730
Interest	4,970	6,877	-	-	-
Miscellaneous	(29,240)	-	-	-	-
Subtotal	2,020,126	2,083,474	2,035,324	2,035,324	2,022,730
Total Available	3,023,599	2,968,430	2,823,137	2,823,137	2,772,063
Expenditures:					
Personnel	369,571	387,948	403,052	418,000	433,619
Operating	1,594,072	1,607,669	1,630,372	1,630,372	1,589,111
Capital	-	-	20,000	23,532	20,000
Subtotal	1,963,643	1,995,617	2,053,424	2,071,904	2,042,730
Interfund Transfer Out	175,000	185,000	1,900	1,900	-
Total Disbursements	2,138,643	2,180,617	2,055,324	2,073,804	2,042,730
Nonspendable	571,202	596,890	596,890	596,890	596,890
Restricted: Internal	153,916	23,532	3,532	20,000	-
Available	159,838	167,391	167,391	132,443	132,443
Ending Balance, June 30	\$ 884,956	\$ 787,813	\$ 767,813	\$ 749,333	\$ 729,333

Note: Refer to page 319 for budget narrative related to this fund.

## COUNTY COUNCIL

**Fund:** General Fund  
**Function:** General Government

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

**Services Provided:**

- Serve as a link between County government and the citizens, municipalities and agencies located within its boundaries
- Represent the area's concerns and interests when dealing with other local, state, federal or international governments
- Responsible for approving an annual budget to fund County operations, including the determination of any necessary taxes or fees

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	12.00	12.00	12.00	-	0.0
Charges and Fees	\$ -	\$ 7,500	\$ -	\$ -	\$ -	0.0
Miscellaneous	2,688	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 2,688</u>	<u>\$ 7,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 627,656	\$ 607,893	\$ 599,573	\$ 579,582	\$ (19,991)	(3.3)
Operating	1,018,832	991,432	1,143,363	2,780,273	1,636,910	143.2
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>1,646,488</u>	<u>1,599,325</u>	<u>1,742,936</u>	<u>3,359,855</u>	<u>1,616,919</u>	92.8
Interfund Transfer Out	-	2,000	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 1,646,488</u>	<u>\$ 1,601,325</u>	<u>\$ 1,742,936</u>	<u>\$ 3,359,855</u>	<u>\$ 1,616,919</u>	92.8

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease to the Community Investments program due to budget constraints. During budget deliberations, Council allocated \$1,042,249 for contingency, \$150,000 for Community Investment and \$600,000 to the City of Charleston to provide school resource officers for the schools within the city.

## ACCOMMODATIONS TAX- LOCAL

**Program:** Local Accommodations Tax  
**Fund:** Special Revenue Fund  
**Function:** 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.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$16,382,897	\$17,628,572	\$18,700,000	\$18,100,000	\$ (600,000)	(3.2)
Interest	10,846	5,651	10,000	5,000	(5,000)	(50.0)
<b>TOTAL REVENUES</b>	<u>\$16,393,743</u>	<u>\$17,634,223</u>	<u>\$18,710,000</u>	<u>\$18,105,000</u>	<u>\$ (605,000)</u>	<u>(3.2)</u>
Personnel	\$ 6,212,073	\$ 5,975,003	\$ 6,278,022	\$ 6,558,101	\$ 280,079	4.5
Operating	10,784,376	11,042,306	12,178,898	11,777,208	(401,690)	(3.3)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$16,996,449</u>	<u>\$17,017,309</u>	<u>\$18,456,920</u>	<u>\$18,335,309</u>	<u>\$ (121,611)</u>	<u>(0.7)</u>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a budgeted decrease due to current economic signals in the local tourism industry.
- Personnel expenses reflect a higher reimbursement to the General Fund for services provided to support tourists visiting the County. The higher reimbursement is due to increased personnel cost in the General Fund related to projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses include increased funding to the Citadel, the International African American Museum and the Medal of Honor projects. The decrease in expenses reflect a lower reimbursement to the General Fund for services provided to support tourists visiting the County. Operating costs also include a decreased allocation to municipalities and the Convention and Visitors Bureau based on lower revenues.

## ACCOMMODATIONS TAX - STATE

**Program:** State Accommodations Tax  
**Fund:** Special Revenue Fund  
**Function:** Culture and Recreation

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

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Intergovernmental	\$ 345,959	\$ 119,307	\$ 125,000	\$ 125,000	-	0.0
Interest	3,840	4,548	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u><u>\$ 349,799</u></u>	<u><u>\$ 123,855</u></u>	<u><u>\$ 125,000</u></u>	<u><u>\$ 125,000</u></u>	<u><u>-</u></u>	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	-	0.0
Operating	308,559	94,140	95,000	95,000	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	308,559	94,140	95,000	95,000	-	0.0
Interfund Transfer Out	41,240	29,715	30,000	30,000	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u><u>\$ 349,799</u></u>	<u><u>\$ 123,855</u></u>	<u><u>\$ 125,000</u></u>	<u><u>\$ 125,000</u></u>	<u><u>-</u></u>	0.0

### Funding Adjustments for FY 2020 Include:

- Revenues are based on the State's formula for calculating accommodations tax for County governments.
- Operating expenditures represent funding to the Charleston Area Convention and Visitors Bureau to promote tourism and reflect no significant changes.
- Interfund Transfer Out represents the amount transferred to the General Fund as determined by State law and availability of funds.

## INTERNAL AUDITOR

**Fund:** General Fund  
**Function:** General Government

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

**Services Provided:**

- Provide independent financial and operational audits
- Provide integrity services investigations and recommendations
- Provide assistance with special projects
- Furnish analyses, appraisals, recommendations and comments resulting from operational and financial reviews

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	2.00	-	0.0
Personnel	\$ 218,534	\$ 227,501	\$ 237,148	\$ 245,244	\$ 8,096	3.4
Operating	13,663	12,007	12,895	12,452	(443)	(3.4)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 232,197</b>	<b>\$ 239,508</b>	<b>\$ 250,043</b>	<b>\$ 257,696</b>	<b>\$ 7,653</b>	<b>3.1</b>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant changes.

**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, 80% or higher of scheduled or substituted audits and activities will be completed.

Objective 1(b): Cost per audit hour will not exceed the outside rate of \$125.00 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 80 or higher on a scale of 1-100.

Objective 2(b): Based on completed audits, 80% or higher of audit recommendations will be accepted and implemented within 12 months of audit report date.



## INTERNAL AUDITOR (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Council audit reports	1(a)	8	11	12
Periodic monitoring reports and projects	1(a)	7	7	7
Integrity services investigations	1(a)	4	1	1
Recommendations in audit reports <sup>1</sup>	2(b)	7	13	10
<b>Efficiency:</b>				
Cost per audit hour	1(b)	\$71.61	\$77.65	\$80.00
<b>Outcome:</b>				
Completion percent of Annual Audit Plan	1(a)	100%	100%	80.0%
Surveys returned	2(a)	80.0%	40.0%	50.0%
Average evaluation score	2(a)	95	100	80
Recommendations accepted and implemented	2(b)	7	13	10
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, Integrity Services Investigations, and some requested audits.

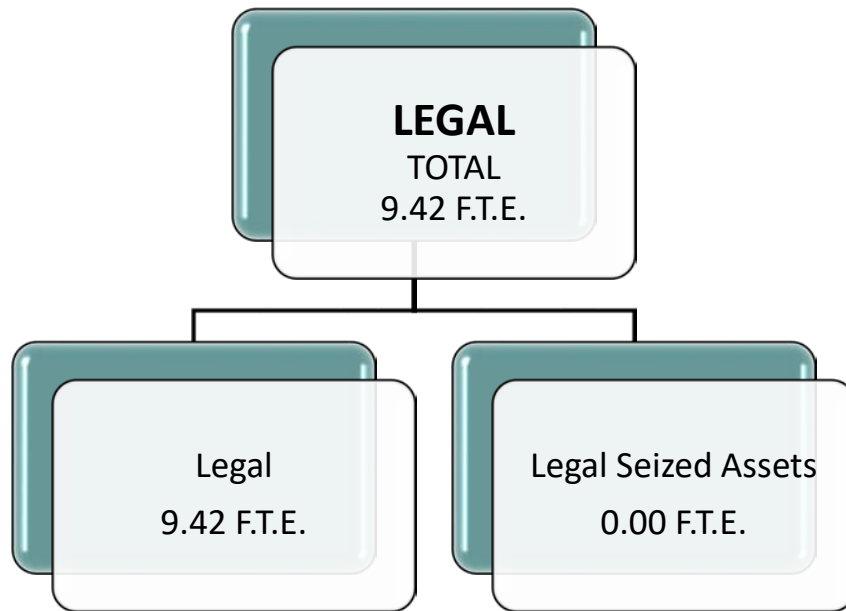
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### 2020 ACTION STEPS

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#### Department Goal 2

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



## LEGAL

**Division:** Legal  
**Fund:** General Fund  
**Function:** General Government

**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.

**Services Provided:**

- Provide legal services relating to County real estate transactions, bond issues, procurement, contracts, taxes, and personnel

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.11	7.11	8.42	9.42	1.00	11.9
Personnel	\$ 902,773	\$ 829,902	\$ 1,052,888	\$ 1,116,772	\$ 63,884	6.1
Operating	758,702	542,161	547,682	542,108	(5,574)	(1.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 1,661,475</u></u>	<u><u>\$ 1,372,063</u></u>	<u><u>\$ 1,600,570</u></u>	<u><u>\$ 1,658,880</u></u>	<u><u>\$ 58,310</u></u>	<u><u>3.6</u></u>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect funding for one new Assistant County Attorney in FY 2020.
- Operating expenditures reflect a decrease in judgements and damage costs based on historical usage.

## LEGAL (continued)

**Program:** Seized Assets  
**Fund:** Special Revenue Fund  
**Function:** General Government

**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.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 25,888	\$ 42,834	\$ 23,428	\$ 24,000	\$ 572	2.4
Interest	908	1,268	-	1,000	1,000	100.0
<b>TOTAL REVENUES</b>	<u>\$ 26,796</u>	<u>\$ 44,102</u>	<u>\$ 23,428</u>	<u>\$ 25,000</u>	<u>\$ 1,572</u>	6.7
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	47,207	19,727	123,428	100,000	(23,428)	(19.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 47,207</u>	<u>\$ 19,727</u>	<u>\$ 123,428</u>	<u>\$ 100,000</u>	<u>\$ (23,428)</u>	(19.0)

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a budget for interest income in FY 2020.
- Operating expenditures represent a decrease in contingency due to budget constraints.

## STATE AGENCIES

**Program:** State Agencies  
**Fund:** General Fund  
**Function:** 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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	230,439	284,473	329,859	329,859	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 230,439</b>	<b>\$ 284,473</b>	<b>\$ 329,859</b>	<b>\$ 329,859</b>	<b>\$ -</b>	<b>0.0</b>

### Funding Adjustments for FY 2020 Include:

- Operating expenditures will remain the same.

## TRANSPORTATION SALES TAX (1<sup>ST</sup>) TRANSIT AGENCIES

**Program:** 1<sup>st</sup> Transit Sales Tax  
**Fund:** Special Revenue Fund  
**Function:** 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 and the Tricounty Link to provide transit solutions to the urban and rural areas of the County.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 9,970,968	\$10,343,647	\$10,751,000	\$11,181,000	\$ 430,000	4.0
Interest	-	174	34,000	45,000	11,000	32.4
<b>TOTAL REVENUES</b>	<u><u>\$ 9,970,968</u></u>	<u><u>\$10,343,821</u></u>	<u><u>\$10,785,000</u></u>	<u><u>\$11,226,000</u></u>	<u><u>\$ 441,000</u></u>	<u><u>4.1</u></u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	8,671,000	9,023,000	9,277,000	9,623,000	346,000	3.7
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>8,671,000</u></u>	<u><u>9,023,000</u></u>	<u><u>9,277,000</u></u>	<u><u>9,623,000</u></u>	<u><u>346,000</u></u>	<u><u>3.7</u></u>
Interfund Transfer Out	-	-	621,000	1,148,000	527,000	84.9
<b>TOTAL DISBURSEMENTS</b>	<u><u>\$ 8,671,000</u></u>	<u><u>\$ 9,023,000</u></u>	<u><u>\$ 9,898,000</u></u>	<u><u>\$10,771,000</u></u>	<u><u>\$ 873,000</u></u>	<u><u>8.8</u></u>

### Funding Adjustments for FY 2020 Include:

- Revenue collections of the first half cent Transportation Sales Tax are expected to increase based on recent trends.
- Contributions to the Charleston Area Regional Transportation Authority provide for ongoing services.
- Contributions to the Tricounty Link reflect funding to provide services in the rural areas of Charleston County.
- Interfund Transfer Out represents a repayment to the Transportation Sales Tax Roads program.

## TRANSPORTATION SALES TAX (2<sup>ND</sup>) TRANSIT AGENCIES

**Program:** 2<sup>nd</sup> Transit Sales Tax  
**Fund:** Special Revenue Fund  
**Function:** General Government

**Mission:** Charleston County's citizens authorized a half cent sales tax by referendum in November 2016; part of this tax is used to provide transportation alternatives in the County. Funds are allocated to the Charleston Area Regional Transportation Authority (CARTA).

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 2,890,731	\$16,664,764	\$17,320,000	\$18,013,000	\$ 693,000	4.0
Interest	-	117,423	54,000	318,000	264,000	488.9
<b>TOTAL REVENUES</b>	<u>\$ 2,890,731</u>	<u>\$16,782,187</u>	<u>\$17,374,000</u>	<u>\$18,331,000</u>	<u>\$ 957,000</u>	<u>5.5</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	3,065,000	3,147,000	3,242,000	95,000	3.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>-</u>	<u>3,065,000</u>	<u>3,147,000</u>	<u>3,242,000</u>	<u>95,000</u>	<u>3.0</u>
Interfund Transfer Out	-	-	7,580,000	20,000,000	12,420,000	163.9
<b>TOTAL DISBURSEMENTS</b>	<u>\$ -</u>	<u>\$ 3,065,000</u>	<u>\$10,727,000</u>	<u>\$23,242,000</u>	<u>\$12,515,000</u>	<u>116.7</u>

### Funding Adjustments for FY 2020 Include:

- Revenue collections of the second half cent Transportation Sales Tax are expected to increase based on recent trends. A growing fund balance and projected increases in interest rates are expected to yield additional interest revenues.
- Contributions to the Charleston Area Regional Transportation Authority (CARTA) provide funding for operation costs and bus replacement.
- Interfund Transfer Out represents funds to be transferred to the Bus Rapid Transit project for project design.

## TRIDENT TECHNICAL COLLEGE

**Program:** Operating  
**Fund:** Special Revenue Fund  
**Function:** Education

**Mission:** Trident Technical College serves as a catalyst for personal, community and economic development by empowering individuals through education and training.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 6,477,955	\$ 6,870,229	\$ 7,245,500	\$ 7,510,452	\$ 264,952	3.7
Intergovernmental	158,617	164,056	70,000	72,000	2,000	2.9
Miscellaneous	(768)	(681)	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>6,635,804</b>	<b>7,033,604</b>	<b>7,315,500</b>	<b>7,582,452</b>	<b>266,952</b>	<b>3.6</b>
Interfund Transfer In	113,854	106,109	109,932	109,426	(506)	(0.5)
<b>TOTAL SOURCES</b>	<b>\$ 6,749,658</b>	<b>\$ 7,139,713</b>	<b>\$ 7,425,432</b>	<b>\$ 7,691,878</b>	<b>\$ 266,446</b>	<b>3.6</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	6,749,658	7,139,713	7,425,432	7,691,878	266,446	3.6
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,749,658</b>	<b>\$ 7,139,713</b>	<b>\$ 7,425,432</b>	<b>\$ 7,691,878</b>	<b>\$ 266,446</b>	<b>3.6</b>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a consistent 1.9 tax mill rate. The increase in revenues represents growth in the tax base for both real property and motor vehicles.
- Interfund Transfer In reflects multi-county park revenues which serve as a security for the Special Source Revenue Bond. If sufficient revenues are available in multi-county park revenues dedicated to repay the bond, the remaining multi-county park revenues are released to the various taxing entities.
- Operating expenditures represent the estimated appropriation to the Trident Technical College for the maintenance and operation of the College's facilities.



## TRIDENT TECHNICAL COLLEGE (continued)

**Program:** Debt Service  
**Fund:** Special Revenue Fund  
**Function:** Education

**Mission:** Trident Technical College serves as a catalyst for personal, community and economic development by empowering individuals through education and training.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 3,397,402	\$ 3,610,848	\$ 3,812,300	\$ 3,953,553	\$ 141,253	3.7
Intergovernmental	55,126	58,148	8,000	9,000	1,000	12.5
Miscellaneous	(245)	(218)	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>3,452,283</b>	<b>3,668,778</b>	<b>3,820,300</b>	<b>3,962,553</b>	<b>142,253</b>	<b>3.7</b>
Interfund Transfer In	4,166	7,395	10,298	12,691	2,393	23.2
<b>TOTAL SOURCES</b>	<b>\$ 3,456,449</b>	<b>\$ 3,676,173</b>	<b>\$ 3,830,598</b>	<b>\$ 3,975,244</b>	<b>\$ 144,646</b>	<b>3.8</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0</b>
Interfund Transfer Out	3,456,449	3,676,173	3,830,598	3,975,244	144,646	3.8
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 3,456,449</b>	<b>\$ 3,676,173</b>	<b>\$ 3,830,598</b>	<b>\$ 3,975,244</b>	<b>\$ 144,646</b>	<b>3.8</b>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect property taxes at a consistent 1.0 mill tax rate. The increase represents increases in the tax base for both real property and motor vehicles.
- Interfund Transfer In reflects multi-county park revenues which serve as a security for the Special Source Revenue Bond. If sufficient revenues are available in multi-county park revenues dedicated to repay the bond, the remaining multi-county park revenues are released to the various taxing entities.
- Interfund Transfer Out reflects an increase in the amount transferred to the Debt Service Fund to repay general obligation bonds borrowed for Trident Technical College's Nursing and Science Building and Aeronautical Training Center.



**End Section**

## AUDITOR

**Fund:** General Fund  
**Function:** 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.

**Services Provided:**

- Calculate and set millage for all taxing authorities within Charleston County and provide all exemptions as mandated
- Calculate and mail tax bills for real estate, mobile homes, motor vehicles, watercraft, aircraft and business-owned personal property

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	31.00	32.00	32.00	32.00	-	0.0
Licenses and Permits	\$ -	\$ 90	\$ -	\$ -	\$ -	0.0
<b>TOTAL REVENUES</b>	<u>\$ -</u>	<u>\$ 90</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 2,053,122	\$ 2,182,770	\$ 2,244,975	\$ 2,296,808	\$ 51,833	2.3
Operating	171,734	155,868	197,015	179,591	(17,424)	(8.8)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 2,224,856</u>	<u>\$ 2,338,638</u>	<u>\$ 2,441,990</u>	<u>\$ 2,476,399</u>	<u>\$ 34,409</u>	<u>1.4</u>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in tax supplies and records services due to historical trends and usage.

## AUDITOR (continued)

### 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.

#### 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 is administered with 100% accuracy.

#### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Refunds processed	1(b),2(b)	13,752	17,111	14,000
Set millage/projected revenue for taxing authorities	1(c)	37	37	37
Tax notices processed	2(a)	666,692	648,191	650,000
Deed transfers processed	2(b)	21,878	21,687	21,500
Measurement changes processed	2(b)	358	484	400
Homestead Exemptions/Property Tax Relief processed	2(c)	1,775	3,879	2,000
<b>Efficiency:</b>				
Average time in days per deed transfer to process	2(b)	12	12.27	12
<b>Outcome:</b>				
Fair Market Value accuracy rate	1(a)	98.0%	98%	98%
Set millage accuracy rate	1(c)	100%	100%	100%
Percent of returned mail	2(a)	3.0%	3.0%	3.0%
Deed transfer accuracy rate	1(b),2(b)	98.0%	98%	98%
Measurement change accuracy rate	2(b)	100%	100%	100%
Homestead Exemptions/Property Tax Relief accuracy rate	2(c)	100%	100%	100%

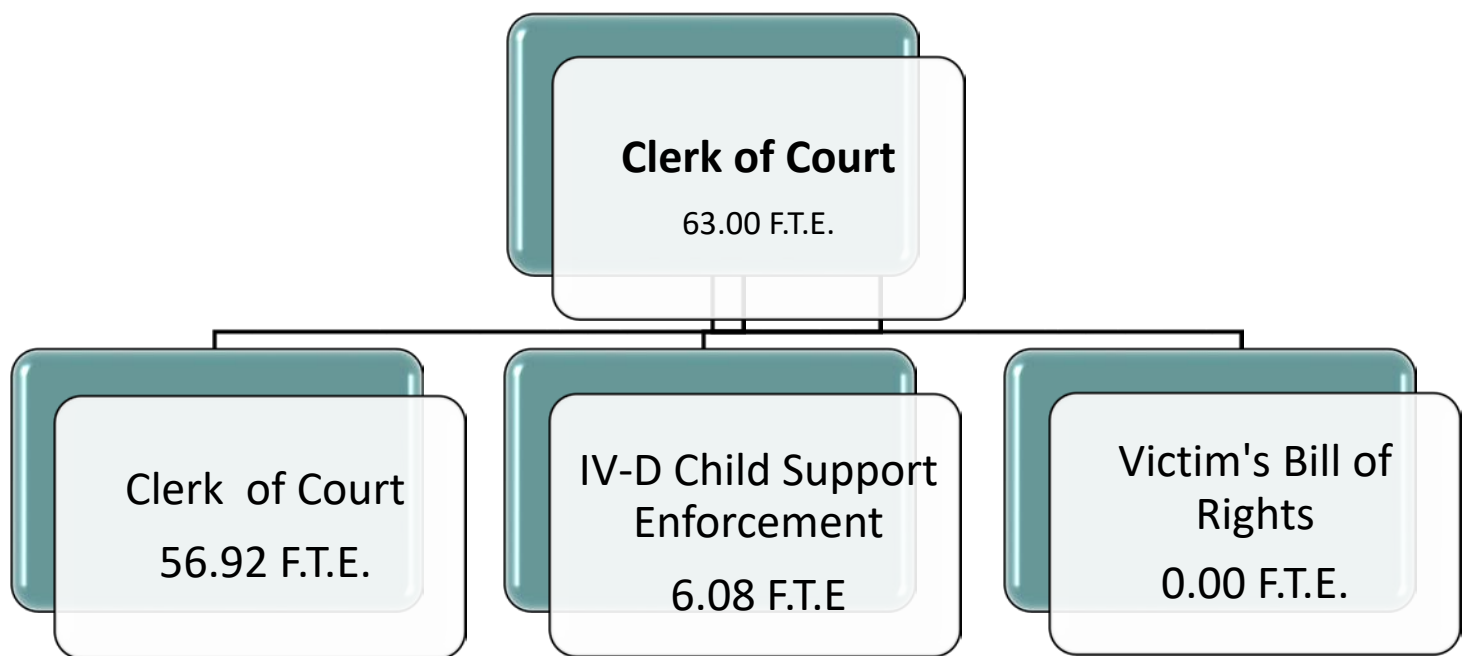
#### 2020 ACTION STEPS

##### Department Goal 1

- Continue to work with County Technology Services, computer personnel, and other counties in the State using the Aumentum tax system and strengthen relationships with departments within the County.

##### Department Goal 2

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



## CLERK OF COURT

**Division:** Clerk of Court  
**Fund:** General Fund  
**Function:** Judicial

**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.

**Services Provided:**

- Provide records of cases heard in the Court of Common Pleas, which involve civil disputes between two or more parties
- Provide records of criminal cases heard in the Court of General Sessions
- Provide records of Family Court, which includes juvenile, domestic relations, child support, interstate custody, abuse and neglect, domestic abuse, adoption and Uniform Reciprocal Enforcement of Support Act cases

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	50.92	52.92	56.92	56.92	-	0.0
Intergovernmental	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575	\$ -	0.0
Charges and Fees	833,542	819,846	831,800	821,800	(10,000)	(1.2)
Fines and Forfeitures	458,212	501,591	504,500	504,500	-	0.0
Interest	1,085	1,627	1,000	1,500	500	50.0
Miscellaneous	167,128	(12,907)	21,000	21,000	-	0.0
<b>TOTAL REVENUES</b>	<b>1,461,542</b>	<b>1,311,732</b>	<b>1,359,875</b>	<b>1,350,375</b>	<b>(9,500)</b>	<b>(0.7)</b>
Interfund Transfer In	64,675	615,610	736,489	418,263	(318,226)	(43.2)
<b>TOTAL SOURCES</b>	<b>\$ 1,526,217</b>	<b>\$ 1,927,342</b>	<b>\$ 2,096,364</b>	<b>\$ 1,768,638</b>	<b>\$ (327,726)</b>	<b>(15.6)</b>
Personnel	\$ 3,247,027	\$ 3,331,346	\$ 3,873,789	\$ 4,182,254	\$ 308,465	8.0
Operating	546,170	611,447	659,503	638,165	(21,338)	(3.2)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,793,197</b>	<b>\$ 3,942,793</b>	<b>\$ 4,533,292</b>	<b>\$ 4,820,419</b>	<b>\$ 287,127</b>	<b>6.3</b>

**Funding Adjustments for FY 2020 Include:**

- Revenues represent a decrease in support collection fees based on current revenue trends.
- 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.

## CLERK OF COURT (continued)

- Personnel costs reflect projected compensation, including the continuation of the longevity program and the addition of a merit pay program. Personnel costs also reflect the transfer of an IT Assistant Manager position and a Computer Support Specialist III position from the Technology Services Division in FY 2019.
- Operating expenditures reflect a decrease due to reductions in jury fees and records management costs. The decrease is offset by higher consultant fees and wireless technology costs based on historical and projected usage.

## CLERK OF COURT (continued)

**Program:** IV-D Child Support Enforcement  
**Fund:** Special Revenue Fund  
**Function:** Judicial

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

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.08	6.08	6.08	6.08	-	0.0
Intergovernmental	<u>\$ 720,257</u>	<u>\$ 1,497,801</u>	<u>\$ 1,485,000</u>	<u>\$ 1,130,000</u>	<u>\$ (355,000)</u>	(23.9)
TOTAL REVENUES	<u>\$ 720,257</u>	<u>\$ 1,497,801</u>	<u>\$ 1,485,000</u>	<u>\$ 1,130,000</u>	<u>\$ (355,000)</u>	(23.9)
Personnel	\$ 384,257	\$ 423,408	\$ 476,229	\$ 472,931	\$ (3,298)	(0.7)
Operating	272,747	258,783	472,282	238,806	(233,476)	(49.4)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	657,004	682,191	948,511	711,737	(236,774)	(25.0)
Interfund Transfer Out	<u>64,675</u>	<u>615,610</u>	<u>736,489</u>	<u>418,263</u>	<u>(318,226)</u>	(43.2)
TOTAL DISBURSEMENTS	<u>\$ 721,679</u>	<u>\$ 1,297,801</u>	<u>\$ 1,685,000</u>	<u>\$ 1,130,000</u>	<u>\$ (555,000)</u>	(32.9)

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an anticipated decrease in the reimbursement from the Department of Social Services based on current year projections.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect a decrease in temporary costs.
- Operating expenditures represent a decrease due to one-time funding in fiscal year 2019 to address facilities and equipment costs for the Judicial Center Complex.
- Interfund Transfer Out reflects the transfer of unspent revenues to the General Fund at the discretion of the Clerk of Court.



## CLERK OF COURT (continued)

**Program:** Victim's Bill of Rights  
**Fund:** Special Revenue Fund  
**Function:** Judicial

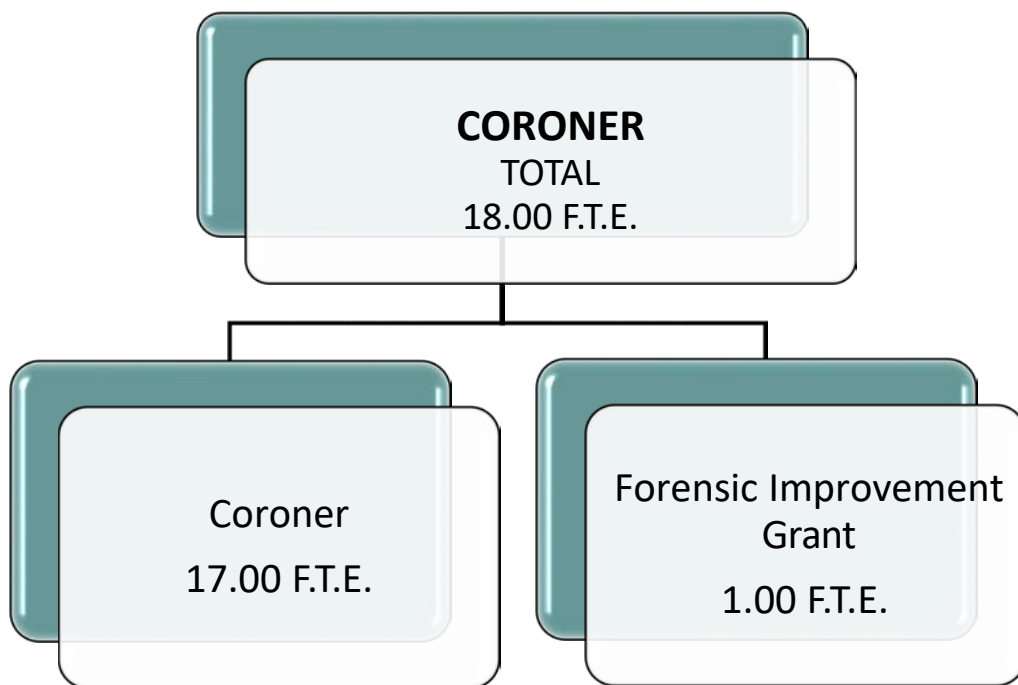
**Mission:** The Victim's Bill of Rights program provides funding assistance to meet the critical needs of crime victims as mandated by federal and state law.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 195,572	\$ 198,885	\$ 190,000	\$ 145,000	\$ (45,000)	(23.7)
TOTAL REVENUES	<u>\$ 195,572</u>	<u>\$ 198,885</u>	<u>\$ 190,000</u>	<u>\$ 145,000</u>	<u>\$ (45,000)</u>	<u>(23.7)</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0.0</u>

### Funding Adjustments for FY 2020 Include:

- Revenues are expected to decrease based upon historical analysis and current trends.



## CORONER

**Fund:** General Fund

**Function:** 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.

**Services Provided:**

- Conduct independent investigations into all deaths that are traumatic, violent, suspicious, unexpected or unexplained, as well as all deaths that occur outside a hospital or nursing home
- Conduct investigations when deaths occur within 24 hours of admission to a hospital or within 24 hours of an invasive procedure
- Determine the cause and manner of death and ensure that the circumstances surrounding a death are thoroughly understood
- Identify decedents and make notification to next-of-kin
- Review all requests for cremation in Charleston County and provide authorization, as appropriate, to proceed
- Develop plans for, and manage, mass fatality incidents
- Conduct inquests as needed

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	13.00	15.00	15.00	18.00	3.00	20.0
Licenses and Permits	\$ 47,416	\$ 64,245	\$ 48,000	\$ 61,000	\$ 13,000	27.1
Intergovernmental	1,575	1,575	1,575	1,575	-	0.0
Charges and Fees	13,349	9,091	13,000	10,000	(3,000)	(23.1)
Miscellaneous	-	37	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 62,340</b>	<b>\$ 74,948</b>	<b>\$ 62,575</b>	<b>\$ 72,575</b>	<b>\$ 10,000</b>	<b>16.0</b>
Personnel	\$ 991,589	\$ 1,097,514	\$ 1,252,490	\$ 1,561,814	\$ 309,324	24.7
Operating	752,498	795,918	822,165	900,223	78,058	9.5
Capital	-	11,691	-	78,000	78,000	100.0
<b>TOTAL EXPENDITURES</b>	<b>1,744,087</b>	<b>1,905,123</b>	<b>2,074,655</b>	<b>2,540,037</b>	<b>465,382</b>	<b>22.4</b>
Interfund Transfer Out	46,000	46,000	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 1,790,087</b>	<b>\$ 1,951,123</b>	<b>\$ 2,074,655</b>	<b>\$ 2,540,037</b>	<b>\$ 465,382</b>	<b>22.4</b>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect an increase in cremation permits based on current trends and projections.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel also reflects an increase due to the addition of two new Deputy Coroner positions and one Administrative Assistant I position in FY 2020.

## **CORONER (continued)**

- Operating expenditures reflect an increase in autopsy services due to the increasing demand for services. Operating expenditures also reflect increases due to additional supplies and equipment needed for the two new Deputy Coroners.
- Capital expenditure include the cost of one new utility vehicle for new personnel.

## LEGISLATIVE DELEGATION

**Fund:** General Fund  
**Function:** General Government

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

**Services Provided:**

- Provide public information on the status of South Carolina legislation
- Provide constituent services
- Manage all Notary Public applications for Charleston County residents
- Provide support for delegation members

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Personnel	\$ 226,540	\$ 259,346	\$ 280,542	\$ 293,197	\$ 12,655	4.5
Operating	16,744	15,348	21,667	20,578	(1,089)	(5.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 243,284</u></u>	<u><u>\$ 274,694</u></u>	<u><u>\$ 302,209</u></u>	<u><u>\$ 313,775</u></u>	<u><u>\$ 11,566</u></u>	3.8

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant changes.

## PROBATE COURTS

**Fund:** General Fund

**Function:** Judicial

**Mission:** The Probate Courts provide 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 their assets.

**Services Provided:**

- Provide support for family members/attorneys to handle deceased person's affairs
- Approve minor settlements and wrongful death settlements

**Departmental Summary:**

	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	21.80	21.80	22.50	22.50	-	0.0
Licenses and Permits	\$ 266,888	\$ 281,657	\$ 280,000	\$ 285,000	\$ 5,000	1.8
Intergovernmental	1,575	1,575	1,575	1,575	-	0.0
Charges and Fees	1,172,180	1,217,204	1,083,000	1,153,700	70,700	6.5
Fines and Forfeitures	500	-	-	-	-	0.0
Interest	5	8	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>1,441,148</b>	<b>1,500,444</b>	<b>1,364,575</b>	<b>1,440,275</b>	<b>75,700</b>	<b>5.5</b>
Interfund Transfer In	186,646	142,402	159,526	164,861	5,335	3.3
<b>TOTAL SOURCES</b>	<b>\$ 1,627,794</b>	<b>\$ 1,642,846</b>	<b>\$ 1,524,101</b>	<b>\$ 1,605,136</b>	<b>\$ 81,035</b>	<b>5.3</b>
Personnel	\$ 1,972,157	\$ 2,127,629	\$ 2,208,142	\$ 2,359,234	\$ 151,092	6.8
Operating	644,530	671,539	718,019	683,952	(34,067)	(4.7)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,616,687</b>	<b>\$ 2,799,168</b>	<b>\$ 2,926,161</b>	<b>\$ 3,043,186</b>	<b>\$ 117,025</b>	<b>4.0</b>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect an increase in Marriage Licenses and Probate Court Fees based on current and prior year collections.
- Interfund Transfer In reflects a contribution from the Solicitor Drug Court Division to support the Adult Drug Courts (Berkeley and Charleston) and the Juvenile Drug Court.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also include additional hours for a part-time Special Associate Judge in FY 2019.
- Operating expenditures reflect a decrease in contractual services based on current trends.

## PROBATE COURT (continued)

### Performance Measures:

#### Initiative I: Service Delivery

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

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.

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:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Number of conservatorships and guardianships filed	1(a)	222	197	210
Number of court cases filed	1(b)	2,770	2,735	2,750
<b>Output:</b>				
Certified copies issued	1(c)	8,729	9,388	9,300
Cases scheduled for litigation	1(b)(d)	953	1,317	1,300
Estates opened <sup>1</sup>	1(d)	2,278	2,735	2,700
Speaking engagements	1(e)(f)	60	75	90
Number of accountings and guardianship reports	2	862	905	915
Marriage licenses issued	3(a)	4,760	4,750	4,800
Marriage ceremonies performed	3(a)	488	561	570
Mandatory probate forms completed	3(b)	12,000	12,000	12,000
<b>Efficiency:</b>				
Average cases per clerk	1(b)(d)	739	720	700
<b>Outcome:</b>				
Estates Open:	1(e)(f)			
366 days to 455 days		378	336	300
456 days to 540 days		302	268	250
541 days to 720 days		393	248	200
721 days or more		615	2,951	2,970
Percentage of delinquent accountings and guardianships <sup>2</sup>	2	2.0%	4.0%	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%

## PROBATE COURT (continued)

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

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

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### 2020 ACTION STEPS

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#### Department Goal 1

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



## REGISTER OF DEEDS

**Fund:** General Fund  
**Function:** General Government

**Mission:** The Register of Deeds (ROD) 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.

**Services Provided:**

- Document archival
- Plat maintenance
- Public Records maintenance
- Real Property transaction recording

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 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	9,171,592	9,329,579	9,193,000	9,835,000	642,000	7.0
Interest	560	603	500	750	250	50.0
Miscellaneous	1,611	8,591	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 9,175,338</u>	<u>\$ 9,340,348</u>	<u>\$ 9,195,075</u>	<u>\$ 9,837,325</u>	<u>\$ 642,250</u>	7.0
Personnel	\$ 1,710,756	\$ 1,704,477	\$ 1,905,891	\$ 1,954,573	\$ 48,682	2.6
Operating	143,940	93,707	159,755	151,021	(8,734)	(5.5)
Capital	24,107	24,689	25,000	25,000	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 1,878,803</u>	<u>\$ 1,822,873</u>	<u>\$ 2,090,646</u>	<u>\$ 2,130,594</u>	<u>\$ 39,948</u>	1.9

**Funding Adjustments for FY 2020 Include:**

- Revenues represent an increase in fee collections based on a higher volume of recorded real estate transactions.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in microfilm supplies, printing and copy supplies due to historical and usage trends.
- Capital costs represent the final year of microfilm replacement.

## REGISTER OF DEEDS (continued)

### 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% each year.

#### Initiative IV: Workflow Analysis-Process Management

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

Objective 2(a): Maintain document turnaround time to a minimum of two weeks.

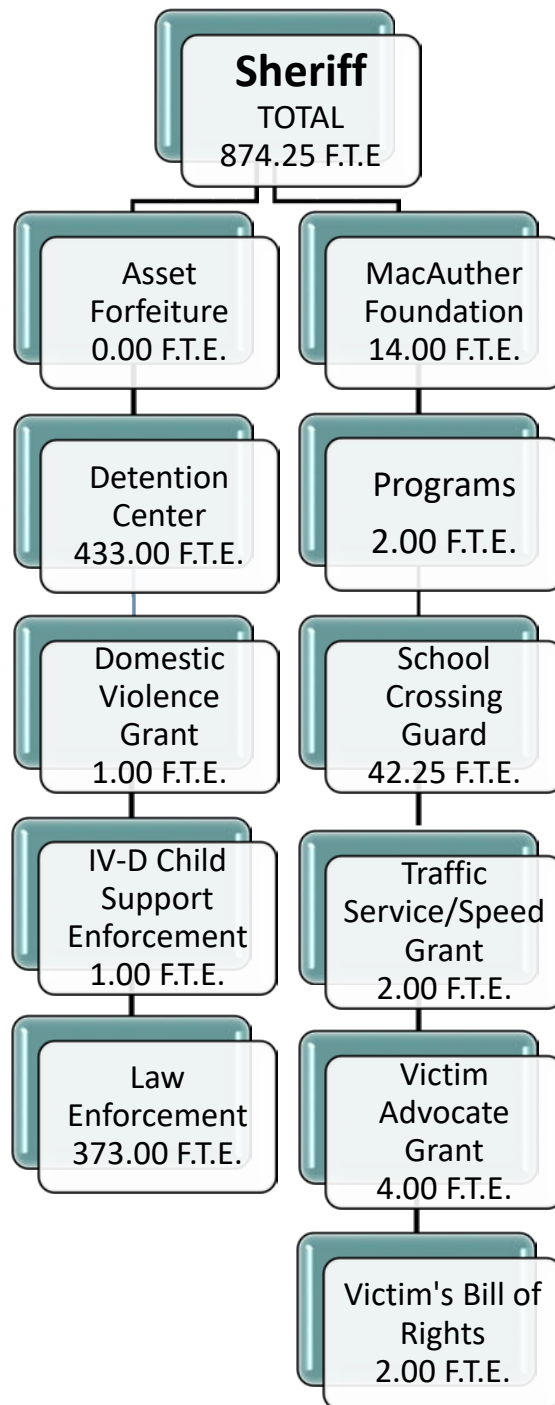
Objective 2(b): Scan 100% of Plats for website.

MEASURES:		FY 2018	FY 2019	FY 2020
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Output:</b>				
Percent of office computerization for public use	1	100%	100%	100%
Documents recorded	2(a)	99,135	93,188	93,188
<b>Efficiency:</b>				
Average number of documents processed per staff	2(a)	4,956	4,236	4,236
<b>Outcome:</b>				
Revenue above budget	2(a)	\$7,288,799	7,333,451	7,333,451
Document turnaround time	2(a)	2 weeks	2 weeks	2 weeks
Percent decrease in turnaround time	2(a)	0%	0%	0%
Percent of Plats scanned	2(b)	100%	100%	100%

### 2020 ACTION STEPS

#### Department Goal 2

- Continue scanning historic books for electronic use with estimated completion within four years.
- Continue preservation of deteriorated historical plats.
- Catalog and index maps and plats donated to Register of Deeds but exclude on County public records.
- Implement a new payment structure.
- Implement the process of e-recording and e-filing.
- Identify Grants, and will address the preservation, digitization, and scanning of all documents.



## SHERIFF

**Division:** Asset Forfeiture  
**Fund:** Special Revenue Fun  
**Function:** Public Safety

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 95,104	\$ 238,760	\$ -	\$ -	\$ -	0.0
Interest	<u>10,446</u>	<u>15,115</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
<b>TOTAL REVENUES</b>	<b><u>\$ 105,550</u></b>	<b><u>\$ 253,875</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b>0.0</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	119,738	409,616	364,093	421,529	57,436	15.8
Capital	<u>8,138</u>	<u>85,652</u>	<u>20,710</u>	<u>21,000</u>	<u>290</u>	1.4
<b>TOTAL EXPENDITURES</b>	<b>127,876</b>	<b>495,268</b>	<b>384,803</b>	<b>442,529</b>	<b>57,726</b>	<b>15.0</b>
Interfund Transfer Out	<u>-</u>	<u>45,449</u>	<u>3,500</u>	<u>-</u>	<u>(3,500)</u>	<b>(100.0)</b>
<b>TOTAL DISBURSEMENTS</b>	<b><u>\$ 127,876</u></b>	<b><u>\$ 540,717</u></b>	<b><u>\$ 388,303</u></b>	<b><u>\$ 442,529</u></b>	<b><u>\$ 54,226</u></b>	<b>14.0</b>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a change in federal law that states revenue from "anticipated shared property should not be budgeted."
- Operating expenditures represents the transfer of grant match funding from the General Fund due to budget constraints. This increase also reflects higher costs for vehicle auxiliary equipment and maintenance supplies based on current trends.
- Capital expenditures reflect the planned purchase of two narcotic patrol canines.

## SHERIFF (continued)

**Division:** Detention Center  
**Fund:** General Fund  
**Function:** Public Safety

**Mission:** The Detention Center is responsible for the custody and control of individuals lawfully incarcerated by local, state, and federal law enforcement agencies.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	446.00	439.00	431.00	433.00	2.00	0.5
Intergovernmental	\$ 3,947,183	3,985,422	3,826,000	4,301,055	475,055	12.4
Charges and Fees	112,421	141,523	139,800	137,000	(2,800)	(2.0)
Miscellaneous	31,444	27,511	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 4,091,048</u>	<u>\$ 4,154,456</u>	<u>\$ 3,965,800</u>	<u>\$ 4,438,055</u>	<u>\$ 472,255</u>	11.9
Personnel	\$26,643,088	\$28,456,083	\$29,724,834	\$30,677,896	\$ 953,062	3.2
Operating	8,205,063	8,992,107	9,744,965	9,715,722	(29,243)	(0.3)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>34,848,151</u>	<u>37,448,190</u>	<u>39,469,799</u>	<u>40,393,618</u>	<u>923,819</u>	2.3
Interfund Transfer Out	-	75,000	75,000	79,548	4,548	6.1
<b>TOTAL DISBURSEMENTS</b>	<u>\$34,848,151</u>	<u>\$37,523,190</u>	<u>\$39,544,799</u>	<u>\$40,473,166</u>	<u>\$ 928,367</u>	2.3

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an increase in the amount of per diem reimbursement from the federal government for "holding" federal prisoners due to an anticipated rate increase.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increases also include the transfer of two Victim Witness Advocate positions from the Special Revenue Fund: Victim's Bill of Rights program due to a reduction in available funds in the program. The increase also reflects anticipated vacancies for 84 positions and the related overtime to maintain the current level of service.
- Operating expenditures reflect a decrease in the contracted food service costs for inmates based on current trends. The decrease is offset by an increase in the medical services costs based on the current contract.
- Interfund Transfer Out represents the General Fund's support of the Victim's Bill of Rights program due to declining fines in the program.

## SHERIFF (continued)

**Program:** IV-D Child Support Enforcement  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

**Mission:** The Sheriff's IV-D Child Support Enforcement Program 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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	\$ 49,088	\$ 43,709	\$ 45,000	\$ 41,145	\$ (3,855)	(8.6)
TOTAL REVENUES	49,088	43,709	45,000	41,145	(3,855)	(8.6)
Interfund Transfer In	38,920	42,028	42,530	49,843	7,313	17.2
TOTAL SOURCES	<u>\$ 88,008</u>	<u>\$ 85,737</u>	<u>\$ 87,530</u>	<u>\$ 90,988</u>	<u>\$ 3,458</u>	4.0
Personnel	\$ 84,472	\$ 82,201	\$ 84,152	\$ 87,610	\$ 3,458	4.1
Operating	3,536	3,536	3,378	3,378	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 88,008</u>	<u>\$ 85,737</u>	<u>\$ 87,530</u>	<u>\$ 90,988</u>	<u>\$ 3,458</u>	4.0

### Funding Adjustments for FY 2020 Include:

- Revenues are reflective of an anticipated reduction in funding from the State.
- Interfund Transfer In represents an increase in the General Fund's portion to fund the difference between expenditures and the reimbursement received from the Department of Social Services.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant changes.

## SHERIFF (continued)

**Division:** Law Enforcement  
**Fund:** General Fund  
**Function:** Public Safety

**Mission:** The Sheriff is elected to provide law enforcement services to the citizens of Charleston County.

### Services Provided:

- Provide 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
- Provide food, clothing, shelter, limited exercise, recreation, and medical care, and victim services in accordance with the South Carolina Victim's Bill of Rights

### Division Summary:

	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	354.00	359.00	373.00	373.00	-	0.0
Licenses and Permits	\$ 150	\$ 700	\$ 350	\$ 100	\$ (250)	(71.4)
Intergovernmental	28,717	41,568	392,585	1,074,875	682,290	173.8
Charges and Fees	99,911	49,967	51,500	88,480	36,980	71.8
Fines and Forfeitures	9,811	9,233	18,400	9,000	(9,400)	(51.1)
Miscellaneous	54,016	67,483	25,000	40,000	15,000	60.0
<b>TOTAL REVENUES</b>	<b>192,605</b>	<b>168,951</b>	<b>487,835</b>	<b>1,212,455</b>	<b>724,620</b>	<b>148.5</b>
Interfund Transfer In	-	-	180,018	-	(180,018)	(100.0)
<b>TOTAL SOURCES</b>	<b>\$ 192,605</b>	<b>\$ 168,951</b>	<b>\$ 667,853</b>	<b>\$ 1,212,455</b>	<b>\$ 544,602</b>	<b>81.5</b>
Personnel	\$ 25,002,534	\$ 26,561,105	\$ 29,170,086	\$ 30,429,001	\$ 1,258,915	4.3
Operating	5,797,096	5,737,632	6,701,287	7,146,887	445,600	6.6
Capital	22,873	79,728	397,410	564,425	167,015	42.0
<b>TOTAL EXPENDITURES</b>	<b>30,822,503</b>	<b>32,378,465</b>	<b>36,268,783</b>	<b>38,140,313</b>	<b>1,871,530</b>	<b>5.2</b>
Interfund Transfer Out	107,204	157,997	103,890	49,843	(54,047)	(52.0)
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 30,929,707</b>	<b>\$ 32,536,462</b>	<b>\$ 36,372,673</b>	<b>\$ 38,190,156</b>	<b>\$ 1,817,483</b>	<b>5.0</b>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect additional funding for projected reimbursements from the Town of Kiawah Island for four Deputy Sheriff positions. These increases also include additional Federal reimbursement for services provided by the County.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase also represents funding for four Deputy Sheriff positions added during FY 2019. Personnel costs also reflect anticipated vacancies for eight positions and the related overtime to maintain the current level of service.

## SHERIFF (continued)

- Operating expenditures represent an increase due to a higher appropriation for the Charleston Animal Society. The expenditures also represent increased costs due to the addition of four new personnel in FY 2019. During budget deliberations, Council disapproved replacing six vehicles and re-allocated \$30,000 to Fleet maintenance for these vehicles.
- Capital expenditures include funding for four pursuit utility vehicles and four mobile radio for new personnel, an upgrade door for a containment vessel, and floating dock sections for marine patrol. The cost also include phase two of in-car camera system upgrades.
- Interfund Transfer Out represents the General Fund's portion of the cost to support the IV-D program. The transfer is decreased due to transferring funds to Radio Communications for the one-time purchase of radios for eight School Resource Officers added in FY 2019.

### 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 10%.

#### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Detention operating expenditures	2(a)	\$7,358,197	\$8,269,105	\$9,610,289
Federal prisoner per diem revenues	2(a)	\$3,231,923	\$3,823,962	\$4,000,000
<b>Output:</b>				
Value of property stolen due to crime	1(a)	\$4,333,361	\$5,397,248	\$4,865,304
Bad check warrants received	1(b)	164	159	162
Bad check warrants served	1(b)	62	135	99
Grant monies awarded no-match	2(b)	\$2,803,780	\$896,088	\$1,849,934
<b>Efficiency:</b>				
Value of property recovered	1(a)	\$253,517	\$935,425	\$594,471
Daily cost per prisoner	2(a)	\$55	\$55	\$55
Actual cost of grant personnel and purchased equipment	2(b)	\$1,773,785	\$1,686,192	\$1,729,988
<b>Outcome:</b>				
Value of property recovered as a percent of property reported stolen	1(a)	5.85%	17.33%	12.22%
Percent of bad check warrants served	1(b)	37.80%	84.91%	60.99%
Percent of federal prisoner per diem revenues to expenditures	2(a)	43.92%	46.24%	41.62%
Personnel, equipment purchased using non-general fund dollars	2(b)	63.0%	188%	94.0%
Actual civil fees received	2(c)	\$43,514	\$22,180	\$50,000



## SHERIFF (continued)

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### 2020 ACTION STEPS

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#### Department Goal 1

- Build a Firearms Center with gun range for required practice, qualifications and training.
- Reduce the vacancy rate of the Detention Center population by 25%.
- Develop a strategy in dealing with Fentanyl and car Fentanyl.

## SHERIFF (continued)

**Program:** Programs  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

**Mission:** The Sheriff's Office Programs utilize 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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.00	4.00	2.00	2.00	-	0.0
Charges and Fees	\$ 33,000	\$ 31,000	\$ 37,500	\$ 33,000	\$ (4,500)	(12.0)
Miscellaneous	<u>497,878</u>	<u>582,047</u>	<u>549,636</u>	<u>580,000</u>	<u>30,364</u>	5.5
TOTAL REVENUES	<u>\$ 530,878</u>	<u>\$ 613,047</u>	<u>\$ 587,136</u>	<u>\$ 613,000</u>	<u>\$ 25,864</u>	4.4
Personnel	\$ 203,369	\$ 222,440	\$ 226,563	\$ 265,312	\$ 38,749	17.1
Operating	242,630	174,804	792,422	651,630	(140,792)	(17.8)
Capital	<u>27,289</u>	<u>10,663</u>	<u>102,768</u>	<u>-</u>	<u>(102,768)</u>	(100.0)
TOTAL EXPENDITURES	<u>\$ 473,288</u>	<u>\$ 407,907</u>	<u>\$ 1,121,753</u>	<u>\$ 916,942</u>	<u>\$ (204,811)</u>	(18.3)

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an increase in commissions from vending sales of items sold to inmates based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase also represents additional temporary labor hours for the Sex Offender Registry program based on current trends.
- Operating expenditures reflect a reduction in cost to the Inmate Welfare program for the counseling service program offered by DOADAS to detainees. The decrease also represents lower costs associated with bank charges and other operating supplies based on historic usage and current trends.

## SHERIFF (continued)

**Division:** School Crossing Guards  
**Fund:** General Fund  
**Function:** Public Safety

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	49.74	49.74	42.25	42.25	-	0.0
Personnel	\$ 620,564	\$ 620,833	\$ 635,397	\$ 648,397	\$ 13,000	2.0
Operating	2,766	11,481	10,000	9,708	(292)	(2.9)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 623,330</u></u>	<u><u>\$ 632,314</u></u>	<u><u>\$ 645,397</u></u>	<u><u>\$ 658,105</u></u>	<u><u>\$ 12,708</u></u>	<u><u>2.0</u></u>

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity program.
- Operating expenditures reflect a slight decrease in costs associated with purchasing uniforms.

## SHERIFF (continued)

**Program:** Victim's Bill of Rights  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

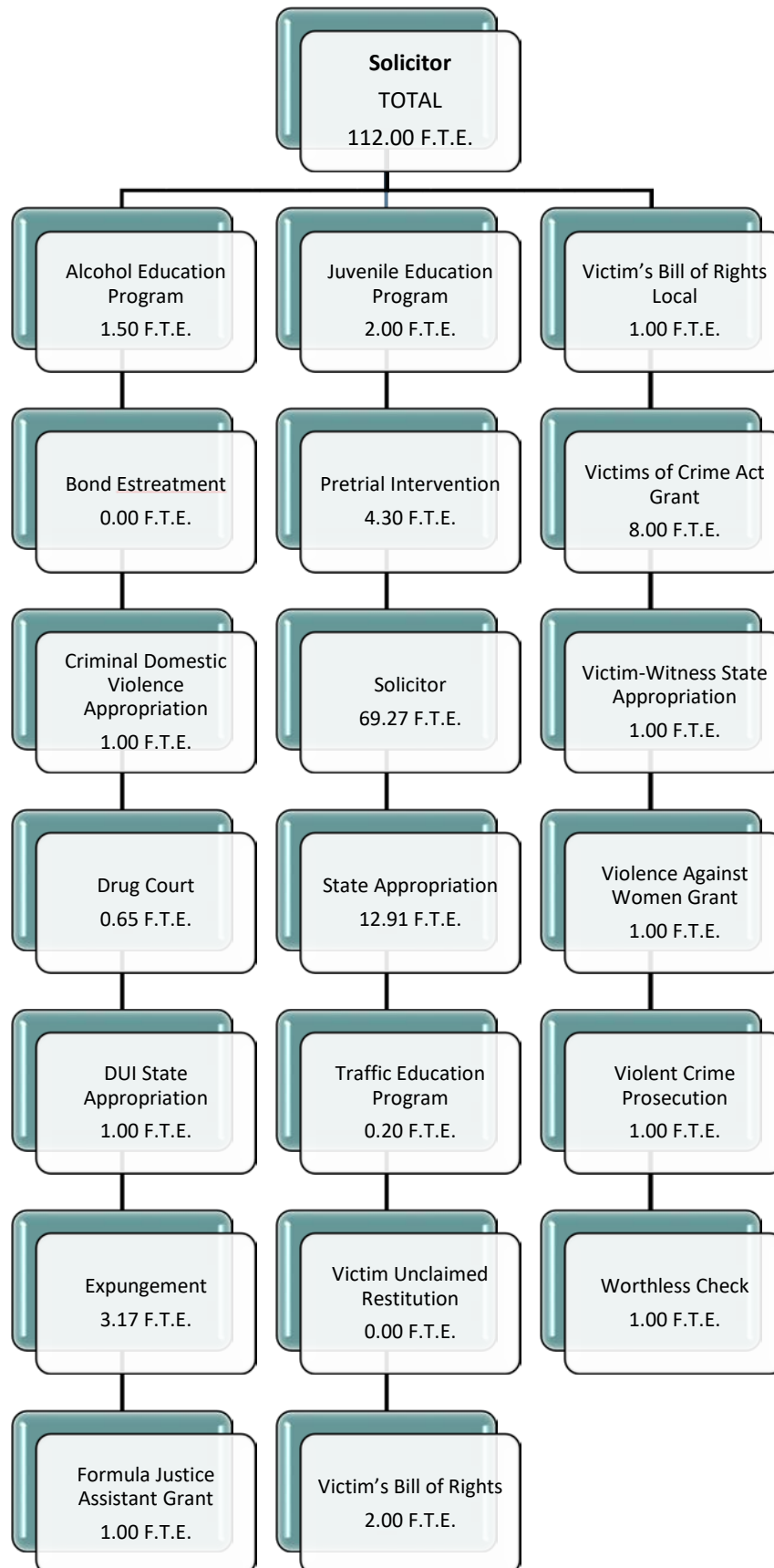
**Mission:** The Victim's Bill of Rights Program provides information to victims regarding current case status and recommends follow-up services available to them and their families.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.00	2.00	(2.00)	(50.0)
Interfund Transfer In	\$ -	\$ -	\$ 75,000	\$ 79,548	\$ 4,548	6.1
<b>TOTAL SOURCES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>	<u>\$ 79,548</u>	<u>\$ 4,548</u>	6.1
Personnel	\$ 209,185	\$ 235,191	\$ 244,754	\$ 126,218	\$ (118,536)	(48.4)
Operating	2,182	2,312	2,351	2,480	129	5.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 211,367</u>	<u>\$ 237,503</u>	<u>\$ 247,105</u>	<u>\$ 128,698</u>	<u>\$ (118,407)</u>	(47.9)

### Funding Adjustments for FY 2020 Include:

- Interfund Transfer In reflects a transfer of funds from the Sheriff Detention Center in the General Fund.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also represent the transfer of two Victim Witness Advocate II positions to the Sheriff's Detention Center Division.
- Operating expenditures reflect no significant changes.



## SOLICITOR

**Program:** Alcohol Education Program  
**Fund:** Special Revenue Fund  
**Function:** Judicial

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

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.50	1.50	1.50	1.50	-	0.0
Intergovernmental	\$ 26	\$ -	\$ -	\$ -	\$ -	0.0
Charges and Fees	<u>51,590</u>	<u>37,905</u>	<u>60,000</u>	<u>45,000</u>	<u>(15,000)</u>	<u>(25.0)</u>
TOTAL REVENUES	51,616	37,905	60,000	45,000	(15,000)	(25.0)
Interfund Transfer In	<u>-</u>	<u>-</u>	<u>-</u>	<u>19,974</u>	<u>19,974</u>	<u>100.0</u>
TOTAL SOURCES	<u>\$ 51,616</u>	<u>\$ 37,905</u>	<u>\$ 60,000</u>	<u>\$ 64,974</u>	<u>\$ 4,974</u>	<u>8.3</u>
Personnel	\$ 101,588	\$ 86,282	\$ 97,560	\$ 100,505	\$ 2,945	3.0
Operating	2,287	2,763	3,273	2,283	(990)	(30.2)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 103,875</u>	<u>\$ 89,045</u>	<u>\$ 100,833</u>	<u>\$ 102,788</u>	<u>\$ 1,955</u>	<u>1.9</u>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a decrease based on historical trends.
- Interfund Transfer In reflects support from the Traffic Education program.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures represent a decrease in office expenses and training costs.

## SOLICITOR (continued)

**Program:** Bond Estreatment  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 4,250	\$ 40,191	\$ 5,000	\$ -	\$ (5,000)	(100.0)
TOTAL REVENUES	<u>\$ 4,250</u>	<u>\$ 40,191</u>	<u>\$ 5,000</u>	<u>\$ -</u>	<u>\$ (5,000)</u>	<u>(100.0)</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	22,122	20,299	16,000	16,000	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 22,122</u>	<u>\$ 20,299</u>	<u>\$ 16,000</u>	<u>\$ 16,000</u>	<u>\$ -</u>	<u>0.0</u>

### Funding Adjustments for FY 2020 Include:

- Revenues are not budgeted for estreatment fees due to the volatility of the collection rate.
- Operating expenditures reflect no significant changes.

## SOLICITOR (continued)

**Program:** Criminal Domestic Violence Appropriation  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**Mission:** The Criminal Domestic Violence Appropriation Program is committed to reducing domestic violence and its impact on our community by helping to build and maintain a comprehensive system of prevention and intervention by involving law enforcement, the courts, victim's advocacy groups and other human service providers.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ -</u>	0.0
TOTAL REVENUES	<u><u>\$ 100,000</u></u>	<u><u>\$ 100,000</u></u>	<u><u>\$ 100,000</u></u>	<u><u>\$ 100,000</u></u>	<u><u>\$ -</u></u>	0.0
Personnel	\$ 92,735	\$ 98,678	\$ 102,231	\$ 108,440	\$ 6,209	6.1
Operating	(60)	-	616	656	40	6.5
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u><u>\$ 92,675</u></u>	<u><u>\$ 98,678</u></u>	<u><u>\$ 102,847</u></u>	<u><u>\$ 109,096</u></u>	<u><u>\$ 6,249</u></u>	6.1

### Funding Adjustments for FY 2020 Include:

- Revenues are reflective of anticipated State funding.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect no significant changes.



## SOLICITOR (continued)

**Program:** Drug Court  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	0.40	0.65	0.65	0.65	-	0.0
Intergovernmental	<u>\$ 336,174</u>	<u>\$ 346,670</u>	<u>\$ 335,000</u>	<u>\$ 310,000</u>	<u>\$ (25,000)</u>	(7.5)
TOTAL REVENUES	<u>\$ 336,174</u>	<u>\$ 346,670</u>	<u>\$ 335,000</u>	<u>\$ 310,000</u>	<u>\$ (25,000)</u>	(7.5)
Personnel	\$ 80,488	\$ 83,036	\$ 84,883	\$ 92,513	\$ 7,630	9.0
Operating	87,846	100,179	47,400	52,626	5,226	11.0
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>168,334</u>	<u>183,215</u>	<u>132,283</u>	<u>145,139</u>	<u>12,856</u>	9.7
Interfund Transfer Out	<u>186,645</u>	<u>142,402</u>	<u>159,526</u>	<u>164,861</u>	<u>5,335</u>	3.3
TOTAL DISBURSEMENTS	<u>\$ 354,979</u>	<u>\$ 325,617</u>	<u>\$ 291,809</u>	<u>\$ 310,000</u>	<u>\$ 18,191</u>	6.2

### Funding Adjustments for FY 2020 Include:

- Revenues are reflective of a decrease in the anticipated State funding based on historical trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase in training expenses and the costs for counseling services based on current trends.
- Interfund Transfer Out represents the distribution of State contributions to the Probate Adult Drug Courts (Berkeley and Charleston) and the Probate Juvenile Drug Court.

## SOLICITOR (continued)

**Program:** DUI Appropriation  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**Mission:** DUI Appropriation processes magisterial DUI cases and assists and/or prosecutes general sessions cases to relieve the burden on law enforcement officers who prosecute their own cases.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	\$ 73,690	\$ 73,690	\$ 73,690	\$ 73,690	\$ -	0.0
TOTAL REVENUES	73,690	73,690	73,690	73,690	-	0.0
Interfund Transfer In	31,765	34,172	37,922	40,765	2,843	7.5
TOTAL SOURCES	<u>\$ 105,455</u>	<u>\$ 107,862</u>	<u>\$ 111,612</u>	<u>\$ 114,455</u>	<u>\$ 2,843</u>	2.5
Personnel	\$ 103,579	\$ 106,526	\$ 109,397	\$ 112,799	\$ 3,402	3.1
Operating	1,876	1,336	2,215	1,656	(559)	(25.2)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 105,455</u>	<u>\$ 107,862</u>	<u>\$ 111,612</u>	<u>\$ 114,455</u>	<u>\$ 2,843</u>	2.5

### Funding Adjustments for FY 2020 Include:

- Revenues are reflective of anticipated State funding and represents no change.
- Interfund Transfer In represents support from State Appropriations.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflects a reduction in local mileage reimbursement based on current trends.

## SOLICITOR (continued)

**Program:** Expungement  
**Fund:** Special Revenue Fund  
**Function:** Judicial

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

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.17	3.17	3.17	3.17	-	0.0
Charges and Fees	<u>\$ 151,450</u>	<u>\$ 137,800</u>	<u>\$ 155,000</u>	<u>\$ 140,000</u>	<u>\$ (15,000)</u>	(9.7)
TOTAL REVENUES	<u>\$ 151,450</u>	<u>\$ 137,800</u>	<u>\$ 155,000</u>	<u>\$ 140,000</u>	<u>\$ (15,000)</u>	(9.7)
Personnel	\$ 131,094	\$ 103,012	\$ 188,425	\$ 194,094	\$ 5,669	3.0
Operating	8,973	12,396	9,950	8,048	(1,902)	(19.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 140,067</u>	<u>\$ 115,408</u>	<u>\$ 198,375</u>	<u>\$ 202,142</u>	<u>\$ 3,767</u>	1.9

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a decrease in expungement fees based on current and historical trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a slight decrease in office expenses based on anticipated needs.

## SOLICITOR (continued)

**Program:** Juvenile Education Program  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	2.00	-	0.0
Intergovernmental	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.0
Charges and Fees	<u>22,657</u>	<u>18,850</u>	<u>25,000</u>	<u>20,000</u>	<u>(5,000)</u>	<u>(20.0)</u>
TOTAL REVENUES	82,657	78,850	85,000	80,000	(5,000)	(5.9)
Interfund Transfer In	<u>26,252</u>	<u>33,445</u>	<u>32,650</u>	<u>44,171</u>	<u>11,521</u>	<u>35.3</u>
TOTAL SOURCES	<u>\$ 108,909</u>	<u>\$ 112,295</u>	<u>\$ 117,650</u>	<u>\$ 124,171</u>	<u>\$ 6,521</u>	<u>5.5</u>
Personnel	\$ 106,527	\$ 109,829	\$ 114,066	\$ 120,607	\$ 6,541	5.7
Operating	2,382	2,466	3,584	3,564	(20)	(0.6)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 108,909</u>	<u>\$ 112,295</u>	<u>\$ 117,650</u>	<u>\$ 124,171</u>	<u>\$ 6,521</u>	<u>5.5</u>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a decrease in juvenile arbitration fees based on current and historical trends. State non-grant Funds are expected to remain the same.
- Interfund Transfer In represents support from State Appropriations. The increase is representative of the additional support needed due to the reduction in revenues and increased costs.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant changes.

## SOLICITOR (continued)

**Program:** Pretrial Intervention  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.30	4.30	4.30	4.30	-	0.0
Charges and Fees	<u>\$ 260,955</u>	<u>\$ 240,714</u>	<u>\$ 260,000</u>	<u>\$ 200,000</u>	<u>\$ (60,000)</u>	(23.1)
TOTAL REVENUES	260,955	240,714	260,000	200,000	(60,000)	(23.1)
Interfund Transfer In	<u>-</u>	<u>-</u>	<u>-</u>	<u>106,489</u>	<u>106,489</u>	100.0
TOTAL SOURCES	<u><u>\$ 260,955</u></u>	<u><u>\$ 240,714</u></u>	<u><u>\$ 260,000</u></u>	<u><u>\$ 306,489</u></u>	<u><u>\$ 46,489</u></u>	17.9
Personnel	<u>\$ 284,825</u>	<u>\$ 297,424</u>	<u>\$ 301,589</u>	<u>\$ 312,853</u>	<u>\$ 11,264</u>	3.7
Operating	<u>25,472</u>	<u>25,162</u>	<u>33,421</u>	<u>25,978</u>	<u>(7,443)</u>	(22.3)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u><u>\$ 310,297</u></u>	<u><u>\$ 322,586</u></u>	<u><u>\$ 335,010</u></u>	<u><u>\$ 338,831</u></u>	<u><u>\$ 3,821</u></u>	1.1

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a decrease based on historical trends.
- Interfund Transfer In represents the first year the fund has required support from the General Fund and the Special Revenue Fund: Traffic Education.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in office expenses and staff training due to the reduction in available grant funds.

## SOLICITOR (continued)

**Division:** Solicitor  
**Fund:** General Fund  
**Function:** Judicial

**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.

### Services Provided:

- Prosecute Criminal Court cases
- Adjudicate criminal cases in Family Court (Juvenile)
- Administer the Pre-Trial Intervention Program
- Administer the Victim-Witness Assistance Program

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	68.71	70.14	70.27	69.27	(1.00)	(1.4)
Intergovernmental	\$ 8,294	\$ 14,294	\$ 15,794	\$ 15,794	\$ -	0.0
Miscellaneous	-	4,128	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 8,294</u>	<u>\$ 18,422</u>	<u>\$ 15,794</u>	<u>\$ 15,794</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 5,395,118	\$ 5,478,602	\$ 5,884,684	\$ 6,080,506	\$ 195,822	3.3
Operating	403,941	406,609	415,813	404,700	(11,113)	(2.7)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>5,799,059</u>	<u>5,885,211</u>	<u>6,300,497</u>	<u>6,485,206</u>	<u>184,709</u>	<u>2.9</u>
Interfund Transfer Out	-	-	-	10,000	10,000	100.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 5,799,059</u>	<u>\$ 5,885,211</u>	<u>\$ 6,300,497</u>	<u>\$ 6,495,206</u>	<u>\$ 194,709</u>	<u>3.1</u>

### Funding Adjustments for FY 2020 Include:

- Revenues remain constant.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs include a lower reimbursement from State Appropriation due to the availability of funds. The increase is partially offset by the elimination of the vacant Director of Administrative Services position.
- Operating expenditures reflect a reduction in fleet costs based on projected usage.
- Interfund Transfer Out represents increased support from the General Fund to the Pretrial Intervention program for indigent participants.

## SOLICITOR (continued)

### Performance Measures:

#### Initiative I: Service Delivery

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

Objective 1(a): Reduce Court of General Sessions' cases over 365 days to less than 40% of cases pending. The Court of General Sessions is taking over the Docket process and the change in business practice will have a direct effect on the total disposed cases for the fiscal year.

Objective 1(b): Reduce Family Court cases over 180 days to less than 30% 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 60% of cases completed.

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

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

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

MEASURES:		FY 2018	FY 2018	FY 2020
	Objective	Actual	Actual	Projected
<b>Input:</b>				
<b>Court of General Sessions:</b>				
Number of open cases beginning of fiscal year	1(a)	9,586	11,132	11,650
Average number of open cases per attorney	1(a)	309	337	353
<b>Family Court:</b>				
Number of open cases beginning of fiscal year	1(b)	739	710	599
Average number of open cases per attorney	1(b)	185	178	150
<b>Output:</b>				
<b>Court of General Sessions:</b>				
Number of arrest warrants issued	2(b)(d)	8,894	8,414	8,200
Number of cases disposed	2(d)	7,719	8,110	8,452
<b>Family Court:</b>				
Number of new cases	2(c)(d)	1,645	1,359	1,600
Number of cases disposed	2(d)	1,766	1,520	1,550
<b>Efficiency:</b>				
<b>Court of General Sessions:</b>				
Average number of new cases added per attorney (≤400)	2(b)	287	255	248
Average number of disposed cases added per attorney	2(d)	249	246	256
<b>Family Court:</b>				
Average number of new cases added per attorney (≤600)	2(c)	411	340	533
Average number of disposed cases per attorney	2(d)	442	380	516
<b>Outcome:</b>				
<b>Court of General Sessions:</b>				
Percent of cases pending over 365 days (≤40%)	1(a)	42.0%	42.0%	43.0%
Percent of cases available for plea or trial <sup>1</sup>	2(a)	92.0%	92.0%	90.0%
<b>Dispositions:</b>				
Percent of convictions (≥50%)	2(a)	54.0%	55.0%	55.0%
Percent of NP/Dismissal		43.0%	45.0%	45.0%
Percent found not guilty		<1.0%	<1.0%	<1.0%
Diversion program cases		>0.50%	>0.50%	>1.0%
Completion rate of warrants added (100%) <sup>2</sup>	2(d)	87.0%	96.0%	90.0%

## SOLICITOR (continued)

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Family Court:</b>				
Percent of cases pending over 180 days ( $\leq 30\%$ )	1(b)	17.0%	31.0%	24.0%
Percent of cases available for adjudication <sup>3</sup>	2(a)	99.0%	81.0%	85.0%
<u>Dispositions:</u>	2(a)			
Percent adjudicated ( $\geq 50\%$ )		55.0%	71.0%	55.0%
Percent NP/Dismissal		30.0%	29.0%	25.0%
Percent found not guilty		<1.0%	<0.50%	<1.0%
Percent of adjudicated cases referred to arbitration		17.0%	19.0%	20.0%
Percent of cases referred to diversion		4.0%	9.0%	5.0%
Completion rate of cases added (100%)	2(d)	107%	128%	>105%

<sup>1</sup> Failure to Appear, Remand, No Bill, and Prelim Dismiss cases are not available for trial or plea.

<sup>2</sup> The Circuit Court's 2017 Administrative Order, through which the Court of General Sessions' assumed exclusive control of the docketing process, has had an adverse effect on the overall reduction of pending cases in the Solicitor's Office in FY 2018.

<sup>3</sup> Juvenile Custody Orders, Transfer of Jurisdictions, and Competency Cases are not available for trial or plea.

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### 2020 ACTION STEPS

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#### Department Goal 1

- Continue to implement our new advanced case management system utilizing the latest technology in order to prosecute criminal cases in a more efficient and timely manner.



## SOLICITOR (continued)

**Program:** State Appropriation  
**Fund:** Special Revenue Fund  
**Function:** Judicial

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

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	16.72	12.04	12.91	12.91	-	0.0
Intergovernmental	<u>\$ 1,495,673</u>	<u>\$ 1,334,477</u>	<u>\$ 1,297,582</u>	<u>\$ 1,310,000</u>	<u>\$ 12,418</u>	1.0
TOTAL REVENUES	<u>\$ 1,495,673</u>	<u>\$ 1,334,477</u>	<u>\$ 1,297,582</u>	<u>\$ 1,310,000</u>	<u>\$ 12,418</u>	1.0
Personnel	\$ 1,020,478	\$ 1,361,757	\$ 1,258,057	\$ 1,131,849	\$ (126,208)	(10.0)
Operating	57,835	30,118	30,973	30,829	(144)	(0.5)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	1,078,313	1,391,875	1,289,030	1,162,678	(126,352)	(9.8)
Interfund Transfer Out	<u>98,413</u>	<u>151,009</u>	<u>171,343</u>	<u>191,637</u>	<u>20,294</u>	11.8
TOTAL DISBURSEMENTS	<u>\$ 1,176,726</u>	<u>\$ 1,542,884</u>	<u>\$ 1,460,373</u>	<u>\$ 1,354,315</u>	<u>\$ (106,058)</u>	(7.3)

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an increase in the estimated funding for the Berkeley County Solicitor and in State non-grant funding. These increases are slightly offset by a decrease in State law enforcement fees based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The expenditure also includes a reduction in the Reimbursement Out to the General Fund due to the availability of funds.
- Operating expenditures reflect no significant changes.
- Interfund Transfer Out reflects increased support for DUI State Appropriations, Juvenile Education, Local Victim Bill of Rights, Victim Witness Appropriation, and Worthless Checks Programs.

## SOLICITOR (continued)

**Program:** Traffic Education  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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. This program offers training to drivers with minor traffic tickets. This is a one-time opportunity to improve participant driving skills, clear their driving records, avoid increased insurance premiums, and improve overall road safety.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	0.20	0.20	0.20	0.20	-	0.0
Intergovernmental	\$ -	4,597	5,000	-	(5,000)	(100.0)
Charges and Fees	28,700	69,675	40,000	50,000	10,000	25.0
<b>TOTAL REVENUES</b>	<b>\$ 28,700</b>	<b>\$ 74,272</b>	<b>\$ 45,000</b>	<b>\$ 50,000</b>	<b>\$ 5,000</b>	<b>11.1</b>
Personnel	\$ 11,218	\$ 7,594	\$ 10,027	\$ 10,145	\$ 118	1.2
Operating	375	22,848	20,000	25,000	5,000	25.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>11,593</b>	<b>30,442</b>	<b>30,027</b>	<b>35,145</b>	<b>5,118</b>	<b>17.0</b>
Interfund Transfer Out	-	-	-	116,463	116,463	100.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 11,593</b>	<b>\$ 30,442</b>	<b>\$ 30,027</b>	<b>\$ 151,608</b>	<b>\$ 121,581</b>	<b>404.9</b>

### Funding Adjustments for FY 2020 Include:

- Revenues are reflective of the elimination of traffic education fees due to the unreliability of the funding source.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures are reflective of lower payments allocated to the state and municipalities as required by state statute.
- Interfund Transfer Out reflects support for Adult Education and Pretrial Intervention programs.

## SOLICITOR (continued)

**Program:** Victim Unclaimed Restitution  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**Mission:** The Victim Unclaimed Restitution Program, in accordance with State standards, prompts the Solicitor to make multiple attempts to disburse all restitution to victims of clients through the Pretrial Intervention Program for a period of one year. During this one year period, if the victim is located, restitution payments are made from this account; otherwise, the funds are moved to a department account to be expended exclusively for services to victims.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Miscellaneous	\$ 300	\$ 3,853	\$ 500	\$ -	\$ (500)	(100.0)
<b>TOTAL REVENUES</b>	<u>\$ 300</u>	<u>\$ 3,853</u>	<u>\$ 500</u>	<u>\$ -</u>	<u>\$ (500)</u>	<u>(100.0)</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	586	3,853	5,000	4,500	(500)	(10.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 586</u>	<u>\$ 3,853</u>	<u>\$ 5,000</u>	<u>\$ 4,500</u>	<u>\$ (500)</u>	<u>(10.0)</u>

### Funding Adjustments for FY 2020 Include:

- Revenues are not budgeted due to the volatility of the collection rate.
- Operating expenditures reflect a decrease based on current and historical trends.

## SOLICITOR (continued)

**Program:** Victim's Bill of Rights  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Intergovernmental	\$ 4,116	\$ 19,848	\$ 5,500	\$ 5,500	\$ -	0.0
Charges and Fees	282	270	-	-	-	0.0
TOTAL REVENUES	4,398	20,118	5,500	5,500	-	0.0
Interfund Transfer In	-	119,865	45,977	55,319	9,342	20.3
TOTAL SOURCES	<u>\$ 4,398</u>	<u>\$ 139,983</u>	<u>\$ 51,477</u>	<u>\$ 60,819</u>	<u>\$ 9,342</u>	18.1
Personnel	\$ 175,204	\$ 184,427	\$ 192,736	\$ 200,857	\$ 8,121	4.2
Operating	7,938	6,249	9,420	5,451	(3,969)	(42.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 183,142</u>	<u>\$ 190,676</u>	<u>\$ 202,156</u>	<u>\$ 206,308</u>	<u>\$ 4,152</u>	2.1

### Funding Adjustments for FY 2020 Include:

- Revenues reflect no changes in the projections for local government contributions.
- Interfund Transfer In represents an increase in support from State Appropriations.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease to office expenses and training costs based on historical spending trends.

## SOLICITOR (continued)

**Program:** Victim-Witness State Appropriation  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	\$ 40,625	\$ 40,625	\$ 40,625	\$ 40,625	\$ -	0.0
TOTAL REVENUES	40,625	40,625	40,625	40,625	-	0.0
Interfund Transfer In	19,103	24,775	28,974	33,873	4,899	16.9
TOTAL SOURCES	<u>\$ 59,728</u>	<u>\$ 65,400</u>	<u>\$ 69,599</u>	<u>\$ 74,498</u>	<u>\$ 4,899</u>	7.0
Personnel	\$ 59,303	\$ 64,830	\$ 68,984	\$ 73,842	\$ 4,858	7.0
Operating	425	570	615	656	41	6.7
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 59,728</u>	<u>\$ 65,400</u>	<u>\$ 69,599</u>	<u>\$ 74,498</u>	<u>\$ 4,899</u>	7.0

### Funding Adjustments for FY 2020 Include:

- Revenues are based on anticipated State funding.
- Interfund Transfer In reflect an increase in support from State Appropriations.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant changes.

## SOLICITOR (continued)

**Program:** Violent Crime Prosecution  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**Mission:** The Violent Crime Prosecution Program prosecutes offenders of violent crimes by assisting with backlogs and delays in prosecuting victims' cases to reduce the number of inmates detained in the detention center and the re-release of violent offenders on bond.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0
TOTAL REVENUES	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ -</u>	0.0
Personnel	\$ 85,276	\$ 90,781	\$ 95,502	\$ 98,496	\$ 2,994	3.1
Operating	-	-	615	656	41	6.7
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 85,276</u>	<u>\$ 90,781</u>	<u>\$ 96,117</u>	<u>\$ 99,152</u>	<u>\$ 3,035</u>	3.2

### Funding Adjustments for FY 2020 Include:

- Revenues reflect no change in State funding.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect no significant changes.

## SOLICITOR (continued)

**Program:** Worthless Check  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Charges and Fees	\$ 33,222	\$ 33,664	\$ 35,000	\$ 35,000	\$ -	0.0
TOTAL REVENUES	33,222	33,664	35,000	35,000	-	0.0
Interfund Transfer In	12,465	15,603	21,258	20,509	(749)	(3.5)
TOTAL SOURCES	<u>\$ 45,687</u>	<u>\$ 49,267</u>	<u>\$ 56,258</u>	<u>\$ 55,509</u>	<u>\$ (749)</u>	<u>(1.3)</u>
Personnel	\$ 41,090	\$ 41,733	\$ 46,637	\$ 47,140	\$ 503	1.1
Operating	8,273	7,534	9,621	8,369	(1,252)	(13.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 49,363</u>	<u>\$ 49,267</u>	<u>\$ 56,258</u>	<u>\$ 55,509</u>	<u>\$ (749)</u>	<u>(1.3)</u>

### Funding Adjustments for FY 2020 Include:

- Revenues, reflective of projected client fees, remain constant.
- Interfund Transfer In represents reduced support from the General Fund and State Appropriations.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in office expenses and postage usage based on historical trends and usage.

## TREASURER

**Fund:** General Fund  
**Function:** General Government

**Mission:** The Treasurer's Office develop sound fiscal management practices to effectively collect and disburse tax revenues, invest idle money and perform other Treasurer's functions required by law.

**Services Provided:**

- Collection and investment of funds
- Tax notification
- Issuance of tax refunds

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	24.00	24.00	24.00	24.00	-	0.0
Charges and Fees	\$ 391	\$ 744	\$ -	\$ -	\$ -	0.0
Interest	650,313	1,155,766	1,400,000	1,250,000	(150,000)	(10.7)
Miscellaneous	373	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 651,077</b>	<b>\$ 1,156,510</b>	<b>\$ 1,400,000</b>	<b>\$ 1,250,000</b>	<b>\$ (150,000)</b>	<b>(10.7)</b>
Personnel	\$ 1,472,090	\$ 1,475,826	\$ 1,676,952	\$ 1,723,547	\$ 46,595	2.8
Operating	489,213	448,549	452,916	439,733	(13,183)	(2.9)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,961,303</b>	<b>\$ 1,924,375</b>	<b>\$ 2,129,868</b>	<b>\$ 2,163,280</b>	<b>\$ 33,412</b>	<b>1.6</b>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect a decrease based on lower interest earning projections.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in mailers, training and office expenses due to historical and usage trends.



## TREASURER (continued)

### Performance Measures:

#### Initiative I: Service Delivery

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

Objective 1(a): Increase Internet payments by 2%.

Objective 1(b): Enroll 250 taxpayers in the Advance Installment Program.

Objective 1(c): Decrease the overage/shortage average by 20%.

#### 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.

MEASURES:	Objective	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
<b>Input:</b>				
Overage/shortage per cashier <sup>1</sup>	1(c)	n/a	\$20.44	\$17.00
Interest revenue	2(a)	\$5,976,864	\$8,625,946	\$8,657,272
<b>Output:</b>				
Total debit/credit card payments	1(a)	\$38,815,874	\$44,603,800	\$49,064,180
Advance Tax Installment Applications received <sup>1</sup>	1(b)	n/a	1,121	1,371
Total real and other taxes billed	2(b)	\$920,134,873	\$986,436,421	\$986,436,500
<b>Efficiency:</b>				
Average debit/credit and online payments per month	1(a)	\$3,243,915	\$3,716,983	\$4,088,681
Average monthly interest rate	2(a)	1.42%	2.33%	2.33%
Average collections per month	2(b)	\$66,536,164	\$71,376,986	\$76,217,808
<b>Outcome:</b>				
Rate of increase in debit/credit card payments	1(a)	19.00%	15.00%	10.00%
Rate of decrease in overages/shortages <sup>1</sup>	1(c)	n/a	0%	20%
Total taxpayers enrolled in Advance Installment Program <sup>1</sup>	1(b)	n/a	1,121	1,371
Rate of increase in interest revenue	2(a)	61.00%	45.00%	.5%
Total real and other taxes collected	2(b)	\$798,433,970	\$856,523,835	\$914,613,700
Collection rate of real and other taxes	2(b)	96.30%	96.12%	96.00%

<sup>1</sup> This department began measuring performance against this objective during FY 2019.

### 2020 ACTION STEPS

#### Department Goal 1

- Implement new online merchant service provider.
- Continue marketing efforts for Advance Installment Program throughout the county.
- Implement new training initiative.
- Implement decal program in collaboration with SCDMV

#### Department Goal 2

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



**End Section**

## ELECTIONS & VOTER REGISTRATION

**Fund:** General Fund  
**Function:** 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.

**Services Provided:**

- Register eligible Charleston County citizens
- Serve as Absentee Precinct for all elections
- Provide petition verification
- Educate civic groups, students, and public groups about election procedures and political process

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	14.00	14.00	14.00	14.00	-	0.0
Intergovernmental	\$ 161,535	\$ 308,316	\$ 155,500	\$ 277,000	\$ 121,500	78.1
Miscellaneous	500	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 162,035</u>	<u>\$ 308,316</u>	<u>\$ 155,500</u>	<u>\$ 277,000</u>	<u>\$ 121,500</u>	78.1
Personnel	\$ 1,341,635	\$ 1,376,718	\$ 1,433,873	\$ 1,474,612	\$ 40,739	2.8
Operating	433,035	319,640	415,108	396,808	(18,300)	(4.4)
Capital	-	-	90,000	-	(90,000)	(100.0)
<b>TOTAL EXPENDITURES</b>	<u>\$ 1,774,670</u>	<u>\$ 1,696,358</u>	<u>\$ 1,938,981</u>	<u>\$ 1,871,420</u>	<u>\$ (67,561)</u>	(3.5)

**Funding Adjustments for FY 2020 Include:**

- Revenues represent local and state government contributions which supplement operating costs for scheduled local and national elections.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect an increase in temporary costs for the Presidential Preference Primary in January 2020 and the National Primary in June 2020.
- Operating expenditures reflect a decrease in maintenance and repairs of voting equipment due to the anticipated implementation of a new voting system. The decrease also includes a reduction in lease and rental cost based on current usage. This decrease is offset by higher election costs associated with the municipal elections in FY 2020.

## ELECTIONS & VOTER REGISTRATION (continued)

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Provide voter education to the citizens of Charleston County by fostering partnerships with organizations, schools, and community based organizations, by conducting voter outreach, and the *Your Vote, Our Veterans* program.

Objective 1: Conduct and participate in training programs and public outreach events to educate the citizens of Charleston County.

#### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Number of active voters	1	269,445	286,390	297,560
Number of voters using iVotronic	1	269,445	154,650	160,682
Number of poll workers attending one or more training sessions	1	924	610	1,200
Average number of classes conducted	1	44	16	75
Number of poll workers training on-line	1	417	290	350
<b>Efficiency:</b>				
Total cost per training class	1	\$250	\$250	\$500
Total hours to train	1	131	43	375
<b>Outcome:</b>				
Poll Managers issued passing score upon completion of training sessions.	1	924	610	1,200
Percent of poll managers with passing score	1	100%	100%	100%
Percent of precincts utilizing electronic poll books	1	100%	100%	100%

### 2020 ACTION STEPS

#### Department Goal 1

- Administration:
  - Obtain national certification in elections and registration for Director and Deputy Director.
  - Implement new statewide voting system.
  - Research new poll book solution for Election Day and absentee voting.
  - Research viability of using a 'chat' feature for helping with answering voters' questions.
- Training:
  - Implement EasyVote Poll Worker module.
  - Develop new training materials to assist with the new statewide voting system.
  - Develop "Adopt a Polling Location" program for local organizations.
  - Develop and implement a Poll Manager recruitment program.
- Voting System:
  - Develop more robust internal procedures related to physical and cybersecurity.
  - Implement EasyVote Inventory Management module.
- Absentee Voting:
  - Secure off-site locations for November 2020.
  - Increase in-person absentee voting by meeting with civic groups and partner with local community members.
  - Continue relationship with existing nursing homes and assisted living facilities and add two more locations.
- Voter Outreach:
  - Create event to celebrate National Voter Registration Day in September 2019.
  - *Your Vote, Our Veterans* – create promotional video. Expand program to two additional schools. Raise \$5,000 for scholarship. Award scholarship in May 2020.
  - Update outreach equipment and provide technical support when needed.

## LIBRARY

**Program:** Library  
**Fund:** General Fund  
**Function:** Culture and Recreation

**Mission:** Charleston County Public Library connects our diverse community to information, fosters lifelong learning and enriches lives.

**Services Provided:**

- Provide events, classes, lectures, exhibits, and reading programs
- Provide downloadable e-Books, audio books, and music
- Promote pre-literacy programs

**Program Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Interfund Transfer In	<u>112,320</u>	<u>156,000</u>	<u>146,625</u>	<u>128,250</u>	<u>(18,375)</u>	<u>(12.5)</u>
TOTAL SOURCES	<u>\$ 112,320</u>	<u>\$ 156,000</u>	<u>\$ 146,625</u>	<u>\$ 128,250</u>	<u>\$ (18,375)</u>	<u>(12.5)</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	15,495,938	15,726,146	17,401,586	24,258,824	6,857,238	39.4
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$15,495,938</u>	<u>\$15,726,146</u>	<u>\$17,401,586</u>	<u>\$24,258,824</u>	<u>\$ 6,857,238</u>	<u>39.4</u>

**Funding Adjustments for FY 2020 Include:**

- The Interfund Transfer In represents parking fees for library staff paid to the City of Charleston. The decrease reflects a reduction in the County's need for paid parking spaces with the opening of the new Library administrative building.
- Operating expenditures represent an increase in the appropriation to fund the majority of the Library's budget. During budget deliberations, Council reduced the Library's appropriation by \$437,000. The Library's budget includes the following changes:
  - Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also increase for the voter-approved expansion of the library system, which includes full-year funding for the Wando Mt. Pleasant and Baxter Patrick James Island libraries, and partial-year funding for the Bees Ferry West Ashley and St. Paul's Hollywood libraries.
  - Operating costs represent an increase related to the library expansion. The increase also includes the re-establishment of reimbursements for facilities maintenance costs to Facilities Management and for insurance costs to Safety and Risk.

## LIBRARY (continued)

### 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 2020 by increasing the number of registered users by 1% by June 30, 2020.

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 2020.

Objective 1(c): Increase the reach of the library by increasing the number of educational, informational and enrichment programs and attendees by 1%.

#### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Library visits <sup>1</sup>	1(a)	1,543,027	1,491,407	1,506,321
Hours open <sup>1</sup>	1(a)	38,488	39,480	39,875
Program attendees	1(a)	234,511	241,411	243,825
PC use <sup>1</sup>	1(a)	526,703	616,801	622,969
<b>Output:</b>				
Registered cardholders <sup>3</sup>	1(a)	211,521	203,106	205,137
Programs held	1(a)	6,407	6,426	6,490
Reference questions answered <sup>1,2</sup>	1(b)	541,900	522,220	527,442
<b>Efficiency:</b>				
Library visits per capita	1(a)	4.41	4.26	4.30
Cost per library visit	1(a)	\$10.23	\$12.71	\$12.83
Cost per registered cardholder <sup>4</sup>	1(a)	\$74.60	\$93.30	\$94.23
Reference questions answered per capita <sup>2</sup>	1(b)	1.55	1.49	1.51
Percent change in circulation per capita	1(c)	(5.80%)	(0.21%)	1.00%
Items catalogued per capita <sup>4</sup>	1(c)	3.45	2.15	2.17
Circulation of all materials per year	1(c)	2,639,170	2,633,719	2,660,056
<b>Outcome:</b>				
New registrations added annually <sup>3&amp;4</sup>	1(a)	17,634	20,332	20,535
Registered users as percentage of population <sup>3</sup>	1(a)	60.40%	58.00%	58.58%
Percent change in registrations as percent of population <sup>3&amp;4</sup>	1(a)	(20.05%)	(3.98%)	1.00%
Percentage increase of questions answered <sup>2</sup>	1(b)	(0.98%)	(3.63%)	1.00%
Circulation per capita	1(c)	7.54	7.52	7.60

<sup>1</sup> The Dart Library was closed 56 days due to repairs and renovations. The library system was closed for six days due to Hurricane Florence and one day due to Hurricane Michael. Various branches experienced closures due to repairs, emergency severe weather and flooding. This effected circulation, user visits, and computer use and reference questions answered.

<sup>2</sup> The library uses the standards set up by the State Library for counting reference statistics.

<sup>3</sup> Inactive cardholders are removed from the system periodically.

<sup>4</sup> The opening of the Wando Mount Pleasant Library in FY 2019 contributed to an increase in library card registrations and items added to the catalogue.

## LIBRARY (continued)

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### 2020 ACTION STEPS

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#### **Department Goal 1**

- Implement Core Four focus areas of Literacy, Workforce Development, Educational Success, and Community Engagement.
- Open three new libraries.
- Complete systemwide adoption of automated handling/self-checkout model.
- Launch professional development channels for library employees.
- Implement a Staff Diversity and Inclusion Initiative.
- Launch new bookmobile and community outreach strategies.
- Implement library resource officers and a new security protocol.

## MASTER-IN-EQUITY

**Fund:** General Fund  
**Function:** 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.

**Services Provided:**

- Hears specialized non-jury cases
- Serves as general trial court for backlogged civil cases

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	8.00	7.00	(1.00)	(12.5)
Charges and Fees	\$ 550,707	\$ 438,766	\$ 500,000	\$ 450,000	\$ (50,000)	(10.0)
Interest	4,343	4,896	5,000	5,000	-	0.0
<b>TOTAL REVENUES</b>	<u><u>\$ 555,050</u></u>	<u><u>\$ 443,662</u></u>	<u><u>\$ 505,000</u></u>	<u><u>\$ 455,000</u></u>	<u><u>\$ (50,000)</u></u>	<u><u>(9.9)</u></u>
Personnel	\$ 620,764	\$ 634,413	\$ 669,790	\$ 663,046	\$ (6,744)	(1.0)
Operating	29,787	27,413	30,212	30,224	12	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 650,551</u></u>	<u><u>\$ 661,826</u></u>	<u><u>\$ 700,002</u></u>	<u><u>\$ 693,270</u></u>	<u><u>\$ (6,732)</u></u>	<u><u>(1.0)</u></u>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect a decrease in Master-In-Equity Fees based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect a decrease due to the elimination of a County Service Representative III position, which was partially funded in FY 2019.
- Operating expenditures reflect no significant changes.



## MASTER-IN-EQUITY (continued)

### 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:		FY 2018	FY 2019	FY 2020
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
Cases referred	1	704	699	700
<b>Output:</b>				
Disposed cases	1	777	694	690
Percent of disposed cases	1	110.0%	99.0%	99.0%
<b>Efficiency:</b>				
Cost per case	1	\$668.97	\$674.78	\$718.00
<b>Outcome:</b>				
Average case length in days	1	275	280	275

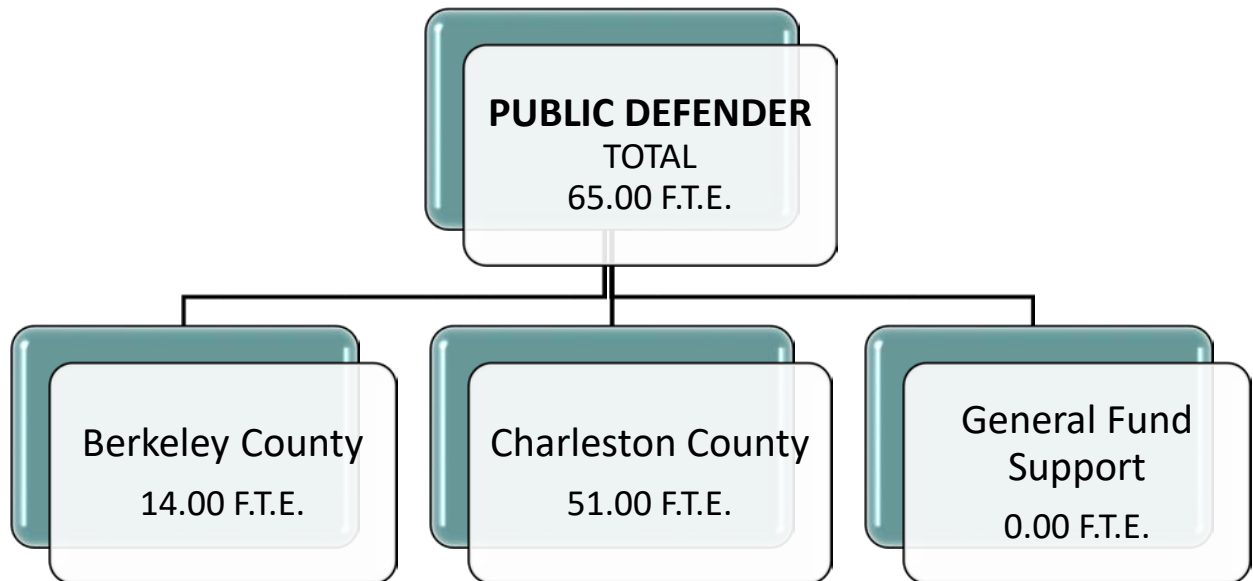
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#### 2020 ACTION STEPS

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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.
- Assist with more Circuit Court work to help with the flow of cases not referred to Master in Equity Court
- Implement E-filing of court documents in September of 2019.



## PUBLIC DEFENDER

**Division:** Berkeley County  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	13.00	13.00	14.00	14.00	-	0.0
Intergovernmental	\$ 1,207,603	\$ 1,255,555	\$ 1,334,576	\$ 1,355,726	\$ 21,150	1.6
Charges and Fees	42,233	79,932	100,000	85,000	(15,000)	(15.0)
Fines and Forfeitures	(40)	(194)	-	-	-	0.0
Interest	2,728	5,364	2,000	5,000	3,000	150.0
<b>TOTAL REVENUES</b>	<u><u>\$ 1,252,524</u></u>	<u><u>\$ 1,340,657</u></u>	<u><u>\$ 1,436,576</u></u>	<u><u>\$ 1,445,726</u></u>	<u><u>\$ 9,150</u></u>	<u><u>0.6</u></u>
Personnel	\$ 922,196	\$ 1,058,725	\$ 1,203,682	\$ 1,257,143	\$ 53,461	4.4
Operating	229,139	215,962	256,514	241,136	(15,378)	(6.0)
Capital	-	20,072	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 1,151,335</u></u>	<u><u>\$ 1,294,759</u></u>	<u><u>\$ 1,460,196</u></u>	<u><u>\$ 1,498,279</u></u>	<u><u>\$ 38,083</u></u>	<u><u>2.6</u></u>

### Funding Adjustments for FY 2020 Include:

- Revenues represent State appropriations and fees to fund the Public Defender's operations in Berkeley County. The revenues reflect an increase in supplemental funding received from the State for legal representation of the indigent, and is offset by a decrease in court fees based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase represents full-year funding for an Assistant Public Defender position added in FY 2019.
- Operating expenditures reflect a decrease in reimbursable litigation costs based on current trends.

## PUBLIC DEFENDER (continued)

**Division:** Charleston County  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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.

### Services Provided:

- Provide criminal defense legal representation at trial for low income adults and juveniles
- Handles cases in state court, to include Charleston County Bond and Preliminary Hearing Courts, Charleston County Magistrates Courts, General Sessions Court, Transfer Court, Probation Violation Court, and North Charleston Municipal Court

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	51.00	51.00	51.00	51.00	-	0.0
Intergovernmental	\$ 1,491,444	\$ 1,479,952	\$ 1,379,589	\$ 1,379,589	\$ -	0.0
Charges and Fees	425,576	427,519	250,000	425,000	175,000	70.0
Fines and Forfeitures	(13,400)	(12,040)	-	-	-	0.0
Interest	9,922	17,309	6,000	14,000	8,000	133.3
Miscellaneous	-	2,888	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>1,913,542</b>	<b>1,915,628</b>	<b>1,635,589</b>	<b>1,818,589</b>	<b>183,000</b>	<b>11.2</b>
Interfund Transfer In	3,130,000	3,220,466	3,379,200	3,379,200	-	0.0
<b>TOTAL SOURCES</b>	<b>\$ 5,043,542</b>	<b>\$ 5,136,094</b>	<b>\$ 5,014,789</b>	<b>\$ 5,197,789</b>	<b>\$ 183,000</b>	<b>3.6</b>
Personnel	\$ 4,079,060	\$ 4,355,876	\$ 4,481,804	\$ 4,590,350	\$ 108,546	2.4
Operating	731,298	712,591	565,979	759,652	193,673	34.2
Capital	-	-	250,000	-	(250,000)	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,810,358</b>	<b>\$ 5,068,467</b>	<b>\$ 5,297,783</b>	<b>\$ 5,350,002</b>	<b>\$ 52,219</b>	<b>1.0</b>

### Funding Adjustments for FY 2020 Include:

- Revenues represent State appropriations and fees to fund the Public Defender's operations in Charleston County. The increase in revenues reflects an increase in court fees based on current trends.
- Interfund Transfer In reflects an increase in the amount of funding from the General Fund to support the Public Defender's function in Charleston County.
- Personnel costs reflect projected benefits and compensation, the continuation of the longevity and merit programs.

## PUBLIC DEFENDER (continued)

- Operating expenditures reflect an increase in reimbursable litigation fees, contracted services and training based on historical usages.

### 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 toward swifter case management.
- Objective 1(b): Reduce percent of cases in which Public Defender staff attorneys make motions for continuances 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 Defender's 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:

	<b>Objective</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>
<b>Input:</b>				
Jail cases pending per attorney per month	1(a)(d)	26.5	27	27
<b>Output:</b>				
Case law meetings and in-house training per attorney	1(a)(b)(c)(d)	35	35	35
In-house training sessions for paralegals	1(a)(b)(d)	4	4	4
Community and school activities attended	1(e)	60	60	60
<b>Efficiency:</b>				
Hours spent per case law meeting per attorney	1(a)(b)(c)(d)	2	2	0
Hours spent per in-house training session per paralegal	1(a)(b)(d)	2	2	0
Average number of cases (charges) per attorney	1(a)(d)	266	337	337
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) <sup>1</sup></u>				
Trials (clients)		19	19	19
Guilty Pleas (clients)		1,529	1580	1580
Probation Violations (warrants)		407	443	443
<u>Family Court/Juveniles (jail &amp; non-jail) <sup>1</sup></u>				
Trials		3	1	1
Total petitions disposed		1,092	961	961
<u>Magistrate Court (jail &amp; non-jail)</u>				
Clients disposed		257	268	268
<u>Sentencing Specialist</u>				
Clients assisted		238	409	409
<u>Initial Bond Court Representation</u>				
Clients represented		1,510	1193	1193

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

## PUBLIC DEFENDER (continued)

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### 2020 ACTION STEPS

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#### Department Goal 1

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

## PUBLIC DEFENDER (continued)

**Program:** General Fund Support  
**Fund:** General Fund  
**Function:** Judicial

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

### Program Summary:

	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	-	-	-	-	-	0.0
Interfund Transfer Out	<u>3,130,000</u>	<u>3,220,466</u>	<u>3,379,200</u>	<u>3,379,200</u>	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 3,130,000</u>	<u>\$ 3,220,466</u>	<u>\$ 3,379,200</u>	<u>\$ 3,379,200</u>	<u>\$ -</u>	0.0

### Funding Adjustments for FY 2020 Include:

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

## VETERANS AFFAIRS

**Fund:** General Fund  
**Function:** 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.

**Services Provided:**

- Assist in the preparation of benefit applications that 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
- Assist veterans in need of employment
- Refer indigent veterans to agencies funded to address the problem
- Intercede on behalf of veterans experiencing problems at the Veterans Administration Medical Center Charleston and in residential or nursing homes
- Provide rebuttal documentation where an Appeal Action has been executed to the BVA
- Assist with enrollment in outreach counseling and mental health programs
- Coordinate with other local and state agencies to render advice and assistance with Veterans, their dependents and survivors.

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.00	5.00	5.00	5.00	-	0.0
Intergovernmental	\$ 11,383	\$ 11,383	\$ 11,384	\$ 11,384	\$ -	0.0
TOTAL REVENUES	<u>\$ 11,383</u>	<u>\$ 11,383</u>	<u>\$ 11,384</u>	<u>\$ 11,384</u>	<u>\$ -</u>	0.0
Personnel	\$ 340,921	\$ 342,757	\$ 378,463	\$ 394,276	\$ 15,813	4.2
Operating	18,167	21,880	21,005	20,589	(416)	(2.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 359,088</u>	<u>\$ 364,637</u>	<u>\$ 399,468</u>	<u>\$ 414,865</u>	<u>\$ 15,397</u>	3.9

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect no change.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant changes.



## VETERANS AFFAIRS (continued)

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Maximize services to the veterans of Charleston County. Provide outreach to other Veterans Service Organizations to ensure the Charleston county Veterans Affairs Office is well known throughout the Local veteran community.

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.

MEASURES:		FY 2018	FY 2019	FY 2020
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Output:</b>				
Office contacts <sup>1</sup>	1(a)	42,566	29,826	31,317
Claims filed <sup>1</sup>	1(b)	2,324	2,876	3,020
<b>Outcome:</b>				
Percent of walk-ins served in five minutes	1(a)	100%	100%	100%
Percent of claims submitted within two business days	1(b)	99.0%	99.0%	99.0%

<sup>1</sup> Actual data is as documented on two Semi-Annual Reports submitted to the South Carolina Division of Veterans Affairs (SCDVA). These figures have increased significantly from FY 17 numbers due to the resignation in mid-February of the SCDVA provided Veterans Service Officer located on the 2<sup>nd</sup> floor of the Charleston VAMC. Although this position has recently been filled, it will be several months before this replacement has the necessary training and experience to handle the previous workload.

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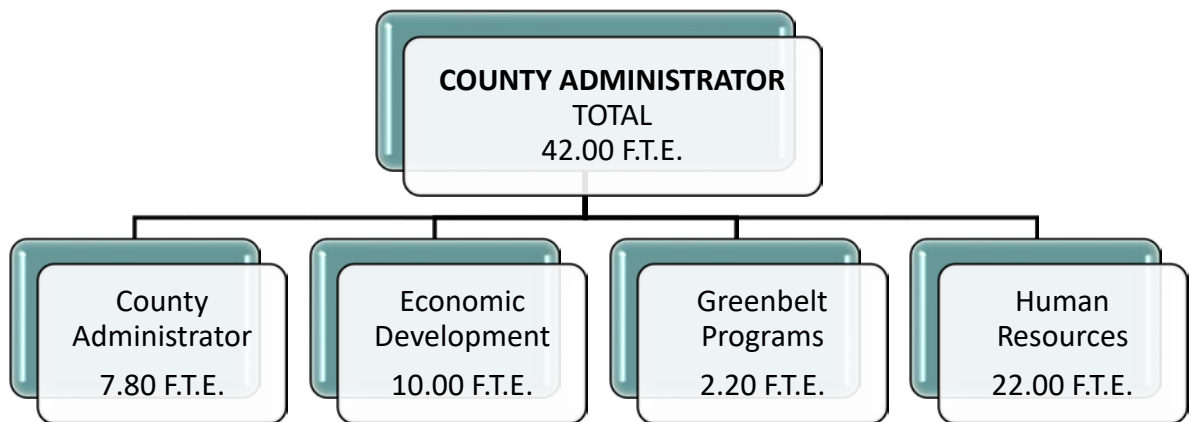
### 2020 ACTION STEPS

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#### Department Goal 1

- Continue providing assistance to veterans filing VA claims.
- Continue serving as an advocate for all Charleston County veterans and their families.
- Continue networking with other local veteran and community service organizations to keep them informed regarding the services this office can provide to veterans and their families.
- Continue using veterans claims management software programs to reduce storage and paper files. These programs include: Veterans Benefits Management System (VBMS), Veteran Information Management System (VIMS) & VetraSpec.
- Initiate the process of reviewing and scanning existing paper claim files into the County provided enterprise content management software, OnBase, to reduce storage space.
- Continue utilizing County surplus material and equipment when applicable.
- Continue practicing daily cost reduction whenever possible.





## COUNTY ADMINISTRATOR

**Fund:** General Fund  
**Function:** General Government

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

### Departmental Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.80	8.80	7.80	7.80	-	0.0
Personnel	\$ 996,387	\$ 1,082,054	\$ 1,035,088	\$ 1,100,679	\$ 65,591	6.3
Operating	56,591	41,601	54,171	45,516	(8,655)	(16.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	1,052,978	1,123,655	1,089,259	1,146,195	56,936	5.2
Interfund Transfer Out	65,000	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 1,117,978</u>	<u>\$ 1,123,655</u>	<u>\$ 1,089,259</u>	<u>\$ 1,146,195</u>	<u>\$ 56,936</u>	5.2

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in advertising, dues, membership and accreditation based on historical usage.

## ECONOMIC DEVELOPMENT

**Fund:** Special Revenue Fund  
**Function:** 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.

**Services Provided:**

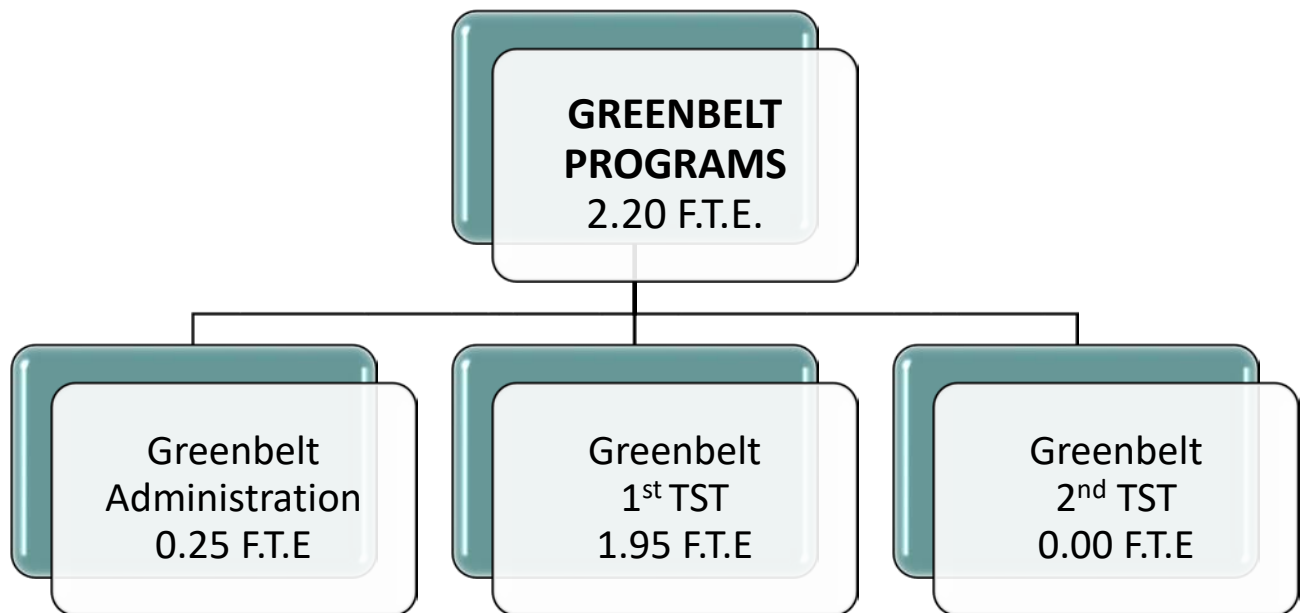
- Target key employment opportunities in manufacturing, distribution, corporate headquarters, software-makers, and research and development facilities
- Build new and existing businesses with strong business assistance programs

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	10.00	10.00	10.00	10.00	-	0.0
Property Tax	\$ 2,982,464	\$ 3,348,858	\$ 3,454,964	\$ 3,725,193	\$ 270,229	7.8
Miscellaneous	8,400	11,500	5,000	5,000	-	0.0
<b>TOTAL REVENUES</b>	<b>2,990,864</b>	<b>3,360,358</b>	<b>3,459,964</b>	<b>3,730,193</b>	<b>270,229</b>	<b>7.8</b>
Interfund Transfer In	-	2,000	-	-	-	0.0
<b>TOTAL SOURCES</b>	<b>\$ 2,990,864</b>	<b>\$ 3,362,358</b>	<b>\$ 3,459,964</b>	<b>\$ 3,730,193</b>	<b>\$ 270,229</b>	<b>7.8</b>
Personnel	\$ 1,024,747	\$ 1,074,655	\$ 1,147,375	\$ 1,166,489	\$ 19,114	1.7
Operating	1,321,452	1,400,159	4,596,682	2,955,127	(1,641,555)	(35.7)
Capital	45,429	-	75,000	-	(75,000)	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,391,628</b>	<b>\$ 2,474,814</b>	<b>\$ 5,819,057</b>	<b>\$ 4,121,616</b>	<b>\$ (1,697,441)</b>	<b>(29.2)</b>

**Funding Adjustments for FY 2020 Include:**

- Revenues represent an increase due to higher taxes from the expanding number of multi-county parks.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent completion of a one-time road expansion project in FY 2019. The decrease is offset by an increase in incentive funding for the recruitment of British Airways, road expansions and other infrastructure projects that are used to promote and expand business in Charleston.



## GREENBELT ADMINISTRATION

**Fund:** General Fund  
**Function:** Culture & Recreation

**Mission:** The Greenbelt Administration provides the 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.

**Services Provided:**

- Prepare and deliver to County Council findings, recommendations, and comments regarding the Comprehensive Greenbelt Plan
- Review Rural and Urban Program applications and present the Greenbelt boards' recommendations regarding Greenbelt projects to County Council
- Conduct annual and as-needed monitoring of all completed Greenbelt projects

**Departmental Summary:**

	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	-	-	0.25	0.25	-	0.0
Personnel	\$ -	\$ -	\$ 27,501	\$ 28,383	\$ 882	3.2
Operating	-	-	2,000	1,667	(333)	(16.7)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 29,501</u>	<u>\$ 30,050</u>	<u>\$ 549</u>	<u>1.9</u>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant change.

## GREENBELT PROGRAMS (1<sup>ST</sup> TRANSPORTATION SALES TAX)

**Fund:** Special Revenue Fund  
**Function:** 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.

**Services Provided:**

- Prepare and deliver to County Council findings, recommendations, and comments regarding the Comprehensive Greenbelt Plan
- Review Rural and Urban Program applications and present the Greenbelt boards' recommendations regarding Greenbelt projects to County Council
- Conduct annual and as-needed monitoring of all completed Greenbelt projects

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.20	2.20	1.95	1.95	-	0.0
Sales Tax	\$ 9,417,025	\$ 9,769,000	\$10,153,000	\$10,559,000	\$ 406,000	4.0
Interest	102,062	195,736	107,000	115,000	8,000	7.5
Miscellaneous	3,800	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 9,522,887</u>	<u>\$ 9,964,736</u>	<u>\$10,260,000</u>	<u>\$10,674,000</u>	<u>\$ 414,000</u>	<u>4.0</u>
Personnel	\$ 141,359	\$ 242,861	\$ 223,781	\$ 230,818	\$ 7,037	3.1
Operating	44,747	64,647	44,467	20,229	(24,238)	(54.5)
Capital	-	-	-	-	-	0.0
Debt Service	9,051,383	9,570,525	9,024,026	9,284,981	260,955	2.9
<b>TOTAL EXPENDITURES</b>	<u>9,237,489</u>	<u>9,878,033</u>	<u>9,292,274</u>	<u>9,536,028</u>	<u>243,754</u>	<u>2.6</u>
Interfund Transfer Out	-	340,065	10,025,000	1,003,000	(9,022,000)	(90.0)
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 9,237,489</u>	<u>\$10,218,098</u>	<u>\$19,317,274</u>	<u>\$10,539,028</u>	<u>\$ (8,778,246)</u>	<u>(45.4)</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues show a projected increase based on current trends for sales tax collections.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures represent a decrease in consultant fees due to the completion of work during FY 2019.
- Debt Service increased due to scheduled bond payments.
- Interfund Transfer Out represents a transfer to fund pay-as-you-go Greenbelt projects.



## GREENBELT PROGRAMS (2<sup>ND</sup> TRANSPORTATION SALES TAX)

**Fund:** Special Revenues Fund  
**Function:** 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.

**Services Provided:**

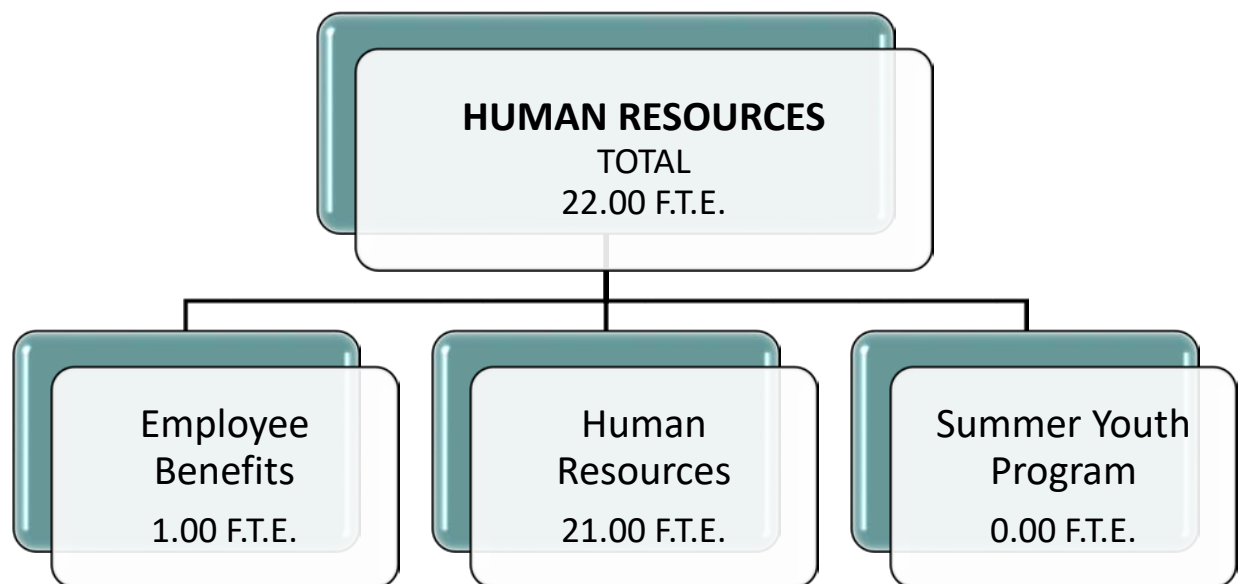
- Prepare and deliver to County Council findings, recommendations, and comments regarding the Comprehensive Greenbelt Plan
- Review Rural and Urban Program applications and present the Greenbelt boards' recommendations regarding Greenbelt projects to County Council
- Conduct annual and as-needed monitoring of all completed Greenbelt projects

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 996,804	\$ 5,746,470	\$ 5,973,000	\$ 6,211,000	\$ 238,000	4.0
Interest	-	47,924	19,000	23,000	4,000	21.1
<b>TOTAL REVENUES</b>	<u>\$ 996,804</u>	<u>\$ 5,794,394</u>	<u>\$ 5,992,000</u>	<u>\$ 6,234,000</u>	<u>\$ 242,000</u>	4.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	10,000	-	-	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	-	10,000	-	-	-	0.0
Interfund Transfer Out	-	5,000,000	5,025,000	6,516,000	1,491,000	29.7
<b>TOTAL DISBURSEMENTS</b>	<u>\$ -</u>	<u>\$ 5,010,000</u>	<u>\$ 5,025,000</u>	<u>\$ 6,516,000</u>	<u>\$ 1,491,000</u>	29.7

**Funding Adjustments for FY 2020 Include:**

- Revenues show a projected increase based on current trends for sales tax collections.
- Interfund Transfer Out represents a transfer to fund pay-as-you-go Greenbelt projects.



## HUMAN RESOURCES

**Program:** Employee Benefits  
**Fund:** Internal Service Fund  
**Function:** General Government

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Charges and Fees	\$44,086,959	\$44,222,963	\$30,364,000	\$30,543,245	\$ 179,245	0.6
Interest	325,481	569,641	550,000	800,000	250,000	45.5
<b>TOTAL REVENUES</b>	<u>\$44,412,440</u>	<u>\$44,792,604</u>	<u>\$30,914,000</u>	<u>\$31,343,245</u>	<u>\$ 429,245</u>	<u>1.4</u>
Personnel	\$ 104,497	\$ 106,217	\$ 107,269	\$ 112,245	\$ 4,976	4.6
Operating	48,890,066	54,781,714	30,806,731	31,981,000	1,174,269	3.8
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$48,994,563</u>	<u>\$54,887,931</u>	<u>\$30,914,000</u>	<u>\$32,093,245</u>	<u>\$ 1,179,245</u>	<u>3.8</u>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an increase due to growth in the size of the workforce receiving health insurance and higher interest earnings projections.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect the higher costs of various insurances as determined by the State.

## HUMAN RESOURCES (continued)

**Division:** Human Resources  
**Fund:** General Fund  
**Function:** General Government

**Mission:** The Human Resources Division collaborates with all County employees to create and sustain a positive, inviting and responsive culture of learning and doing which promotes the County's mission of excellent service delivery and outcomes for our citizens.

**Services Provided:**

- Administer benefit, classification and compensation programs
- Conduct benefits education and wellness programs
- Coordinate awards and recognition programs
- Provide staff development training
- Facilitate employee relations
- Facilitate the performance management program and provide performance counseling
- Conduct internal investigations of harassment and/or discrimination complaints
- Facilitate diversity management, employee engagement and customer service programs
- Coordinate Americans with Disabilities Act (ADA) and Disabilities Management programs
- Coordinate Employee Assistance Programs (EAP)
- Develop and facilitate organization-wide talent management/workforce development

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	17.00	20.00	20.00	21.00	1.00	5.0
Miscellaneous	\$ -	\$ 78	\$ -	\$ -	\$ -	0.0
<b>TOTAL REVENUES</b>	<u>\$ -</u>	<u>\$ 78</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 1,480,975	\$ 1,612,922	\$ 1,839,972	\$ 1,959,069	\$ 119,097	6.5
Operating	205,989	228,605	228,670	204,458	(24,212)	(10.6)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>1,686,964</u>	<u>1,841,527</u>	<u>2,068,642</u>	<u>2,163,527</u>	<u>94,885</u>	<u>4.6</u>
Interfund Transfer Out	-	85,000	100,000	-	(100,000)	(100.0)
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 1,686,964</u>	<u>\$ 1,926,527</u>	<u>\$ 2,168,642</u>	<u>\$ 2,163,527</u>	<u>\$ (5,115)</u>	<u>(0.2)</u>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase reflects the addition of a Human Resources Technician position in lieu of temporary funding.
- Operating expenditures represent a decrease in contracted temporary employees in exchange for the additional position.

## HUMAN RESOURCES (continued)

### Performance Measures:

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

**Department Goal 1:** Use best practices to develop and manage existing and new talent.

- Objective 1(a): Forward applications of qualified candidates to departments within 3 business days of closing the position.
- Objective 1(b): Achieve a score of "4" or better in overall customer satisfaction from recipients of Human Resources offered training.
- Objective 1(c): Provide Customer Service Excellence training to all employees.
- Objective 1(d): Achieve a score of "4" or better in overall customer satisfaction from recipients of Well-Being offered training/workshops/events.
- Objective 1(e): Continue to elevate the importance of employee's health and well-being by achieving local recognition and awards for having one of the top Well-Being Programs in the Low Country.

**Department Goal 2:** Ensure Human Resources efforts are focused on service efficiencies, metrics and workonomics (people focused, not capital focused).

- Objective 2(a): Process I-9 forms within 3 business days of hires requiring an I-9 form.
- Objective 2(b): Enhance employee knowledge of benefit programs through information sessions.
- Objective 2(c): Develop a healthier, more productive workforce through continued promotion of the Six Dimensions of Well-Being that encompasses comprehensive health, work/life balance tools, and resources for employees.

**Department Goal 3:** Create a richly diverse and inclusive workforce.

- Objective 3(a): Continue offering Diversity related training programs to all County employees.
- Objective 3(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".

#### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Number of applications processed <sup>1</sup>	1(a)	11,854	16,157	17,770
Participants attending training sessions	1(b)	1,930	2,464	3,015
Number of training hours provided	1(b)	361	383	665
Number of Administrator's new hires trained in Customer Service Excellence	1(c)	360	319	350
Number of participants attending Harassment Training Sessions	1(d)	n/a	266	2,300
Number of Supervisors attending Harassment Training for Supervisors	1(d)	n/a	n/a	250
Number of participants attended Well-Being Workshop/sessions/trainings	1(d)	1,300	1760	800
Number of Well-Being Workshops/Sessions/Events/Trainings	1(d)	42	55	25
Number of awards/recognitions received for Well-Being Program	1(e)	8	14	10
Number of employees hired requiring an I-9 form	2(a)	526	663	730
Number of benefit information sessions	2(b)	158	43	50
Number of Health Assessments performed	2(c)	650	522	500
Number of SME presentations for Well-Being	2(c)	24	55	25
Number of participants trained in Diversity related topics	3(a)	355	623	405
Number of managers/supervisors trained in "Behavioral/Team Interviewing"	3(b)	8	7	10
Number of positions filled on the administrator's side using "Behavioral/Team Interviewing" process <sup>2</sup>	3(b)	242	255	280

## HUMAN RESOURCES (continued)

MEASURES:		FY 2018 <u>Actual</u>	FY 2019 <u>Actual</u>	FY 2020 <u>Projected</u>
Outcome:	<u>Objective</u>			
Turnaround of applications of qualified candidates within 3 business days of job close	1(a)	95%	95%	97%
Overall Countywide Training Program evaluations achieving "good" to "excellent" satisfaction rating on average	1(b)	100%	100%	100%
Percentage of Administrator's new hires trained in Customer Service Excellence	1(c)	100%	100%	100%
Percentage of participants attending Harassment Training Sessions <sup>3</sup>	1(c)	n/a	n/a	n/a
Percentage of Supervisors attending Harassment Training for Supervisors <sup>3</sup>	1(c)	n/a	n/a	n/a
Percentage of employees attended Well-Being Workshop/sessions/trainings	1(d)	n/a	35%	(54%)
Percentage change of Well-Being Workshop/Sessions/Events/Trainings	1(d)	n/a	30%	(55%)
Percentage of awards/recognitions received for Well-Being Program	1(e)	n/a	75%	(29%)
Percentage of employees hired requiring an I-9 form that was processed within 3 business days	2(a)	95%	93%	95%
Percentage increase in the number of benefit information sessions offered to employees <sup>4</sup>	2(b)	15%	(73%)	16%
Percentage increase in the number of Health Assessments performed	2(c)	18%	(19%)	(4%)
Percentage of SME presentations of Well-Being	2(c)	n/a	131%	(55%)
Percentage of employees trained in Diversity related topics <sup>5</sup>	3(a)	13.14%	24%	16%
Percentage of new managers/supervisors trained using the "Behavioral/Team Interviewing" process <sup>3</sup>	3(b)	24%	3%	10%
Percentage of full-time positions on the administrator's side filled using the "Behavioral/Team Interviewing" process <sup>3</sup>	3(b)	95%	97%	99%

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

<sup>2</sup> This department will begin measuring performance against this objective during FY 2020.

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

<sup>4</sup> Open enrollment and more employees.

<sup>5</sup> Significant increase due to initiative to complete mandatory EEO training for all County employees.

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### 2020 ACTION STEPS

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#### Department Goal 1

- Merit pay administration.
- Pay analytics (detailed analysis of merit pay, longevity increases, additional duty pay reclassifications, promotions, etc.).
- Talent Management (best practices)/Workforce Planning and Development:
  - Emerging Leader Program
  - Simultaneously facilitating two programs in various stages and planning third program
  - Knowledge Management/Knowledge Transfer
  - Career Mapping/Career Development (includes a Career Coaching Program)
  - Planning Executive Leadership Development program
- Implement On-Boarding module of NEOGOV.
- Customize talent strategy development with departments (assessments, development and delivery).

## HUMAN RESOURCES (continued)

### **Department Goal 2**

- Monitor merit increases to ensure that the County is maintaining a “bell-shaped” curve as it related to awarded increases.
- Review and analyze staff summary sheet process in order to recommend improvement, efficiency and effectiveness.
- Wellness program expansion initiatives.
- Capitalize on the benefits program features (PEBA Perks, RALLY, etc.) to advance the well-being of employees.

### **Department Goal 3**

- Ensure diversity representation in Workforce Planning and Development efforts.
- Update Diversity Plan.
- New and updated Diversity training for all County employees.
- New and updated Harassment training for all County employees.

## HUMAN RESOURCES (continued)

**Program:** Summer Youth Program  
**Fund:** Special Revenue Fund  
**Function:** General Government

**Mission:** The Summer Youth Program provides job opportunities for high school and college students to explore possible careers, have a meaningful employment experience, and develop essential work readiness skills.

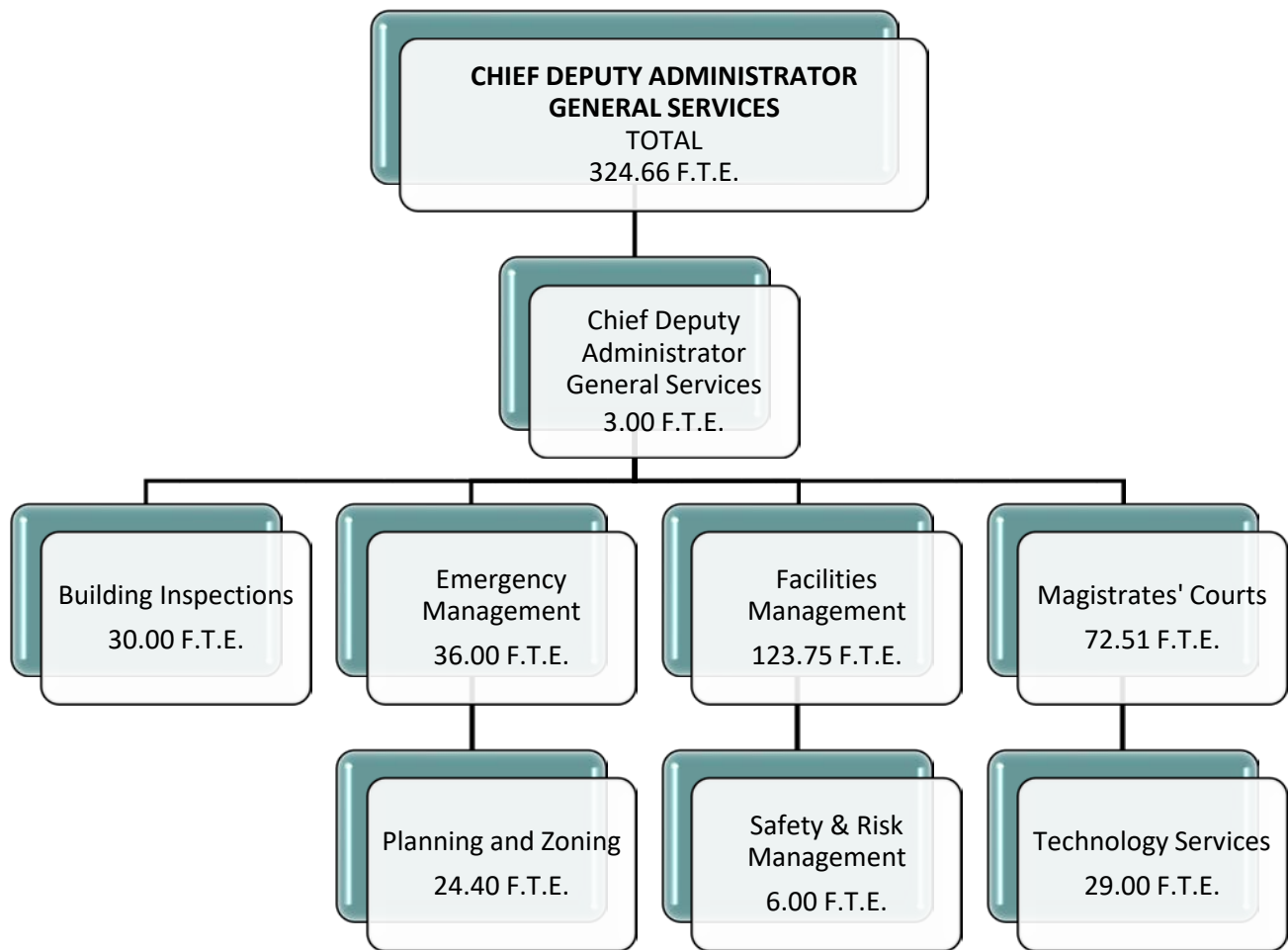
### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Interfund Transfer In	66,975	85,000	100,000	-	(100,000)	(100.0)
TOTAL SOURCES	<u>\$ 66,975</u>	<u>\$ 85,000</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ (100,000)</u>	(100.0)
Personnel	\$ 55,228	\$ 48,994	\$ 180,263	\$ 98,000	\$ (82,263)	(45.6)
Operating	30,502	44,320	15,981	2,000	(13,981)	(87.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 85,730</u>	<u>\$ 93,314</u>	<u>\$ 196,244</u>	<u>\$ 100,000</u>	<u>\$ (96,244)</u>	(49.0)

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected compensation for the temporary employees participating in the program. The costs represent a decrease based on historical spending levels in the program.
- Operating costs reflect a decrease based on historical spending levels in the program.





## CHIEF DEPUTY ADMINISTRATOR GENERAL SERVICES

**Fund:** General Fund  
**Function:** General Government

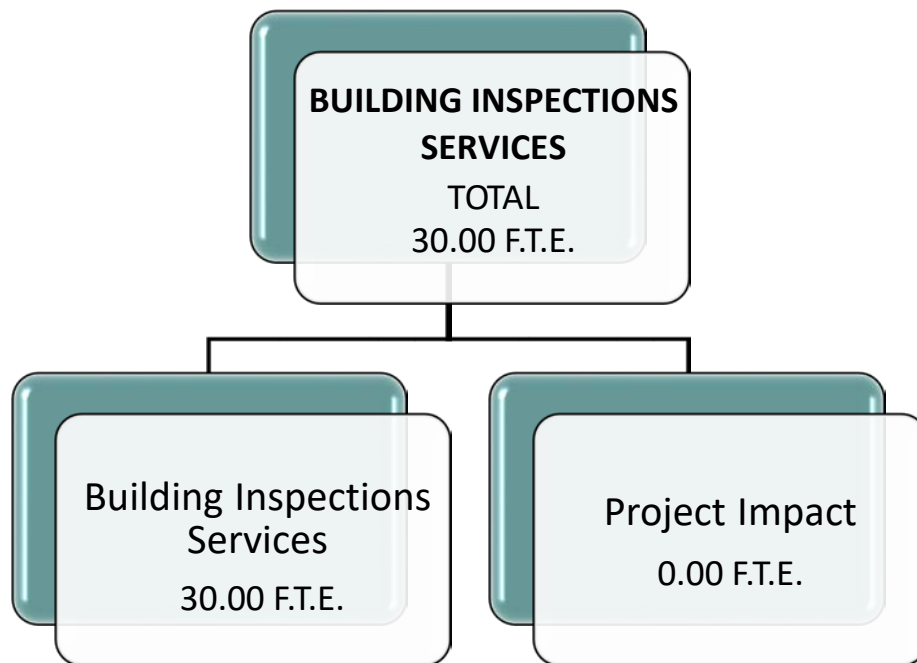
**Mission:** The Chief Deputy Administrator General Services provides administrative oversight and project direction to seven departments which include Building Inspections Services, Emergency Management, Facilities Management, Magistrates' Courts, Planning and Zoning, Safety and Risk Management and Technology Services.

### Departmental Summary

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Personnel	\$ 392,836	\$ 411,855	\$ 425,124	\$ 441,084	\$ 15,960	3.8
Operating	9,312	10,524	11,427	13,491	2,064	18.1
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 402,148</u></u>	<u><u>\$ 422,379</u></u>	<u><u>\$ 436,551</u></u>	<u><u>\$ 454,575</u></u>	<u><u>\$ 18,024</u></u>	<u><u>4.1</u></u>

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase in training for various certification programs and professional development.



## BUILDING INSPECTIONS SERVICES

**Division:** Building Inspections Services  
**Fund:** General Fund  
**Function:** Public Safety

**Mission:** Building Inspections Services 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.

**Services Provided:**

- Issue contractor licenses
- Provide pre-construction building plan reviews
- Issue construction-related permits
- Inspect property to ensure building structures are constructed or maintained in accordance with standards, codes, regulations, ordinances, and construction requirements

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	25.00	27.00	29.00	30.00	1.00	3.4
Licenses and Permits	\$ 1,800,802	\$ 1,938,185	\$ 2,120,000	\$ 2,420,000	\$ 300,000	14.2
Charges and Fees	510,733	512,421	483,000	500,000	17,000	3.5
Miscellaneous	13,527	15,963	5,000	5,000	-	0.0
<b>TOTAL REVENUES</b>	<b>2,325,062</b>	<b>2,466,569</b>	<b>2,608,000</b>	<b>2,925,000</b>	<b>317,000</b>	<b>12.2</b>
Interfund Transfer In	-	-	-	13,660	13,660	100.0
<b>TOTAL SOURCES</b>	<b>\$ 2,325,062</b>	<b>\$ 2,466,569</b>	<b>\$ 2,608,000</b>	<b>\$ 2,938,660</b>	<b>\$ 330,660</b>	<b>12.7</b>
Personnel	\$ 1,451,641	\$ 1,776,406	\$ 2,048,290	\$ 2,199,557	\$ 151,267	7.4
Operating	230,860	257,182	231,573	343,354	111,781	48.3
Capital	-	-	-	25,000	25,000	100.0
<b>TOTAL EXPENDITURES</b>	<b>1,682,501</b>	<b>2,033,588</b>	<b>2,279,863</b>	<b>2,567,911</b>	<b>288,048</b>	<b>12.6</b>
Interfund Transfer Out	1,975	35,000	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 1,684,476</b>	<b>\$ 2,068,588</b>	<b>\$ 2,279,863</b>	<b>\$ 2,567,911</b>	<b>\$ 288,048</b>	<b>12.6</b>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect an increase in building permit fees and flood plain fees due to increased construction in the County. During budget deliberations, Council disapproved the increase in flood plain fees.
- Interfund Transfer In represents the transfer of the Project Impact program from the Special Revenue Fund to the General Fund.

## BUILDING INSPECTIONS SERVICES (continued)

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect funding for one new Civil Engineer position in FY 2020.
- Operating expenditures reflect an increase in contracted services to provide assistance with updating the County Watershed Plan.
- Capital costs include a new ½ ton pickup truck for the new Civil Engineer position.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Expand departmental operational systems using IAS Accreditation suggestions to include system upgrades, website usage, SOP additions and updates, and department specific audits.

Objective 1(a): Continue educational program for community and industry on automated permitting system.

Objective 1(a): Continue working towards being able to receive/store plan set digitally and develop administration to implement digital plans including storing of old sets from our retention plan.

Objective 1(c): Meet or exceed IAS service goals with favorable results of semi-annual Department Internal Quality Assurance Review.

**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.

#### 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 a Class 3 for an additional 5% reduction.

Objective 3(b): Maintain Class 4/2 rating with the private insurance industry which results in selective rate reductions in property insurance work toward a class 2/2 rating.

Objective 3(c): Maintain educational program for continuing education for staff members to keep current with all federal, state, and local code modification expansions as changes are required in the floodplain regulations.

#### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Permit revenue	1(a)	\$1,757,174	\$2,194,535	\$2,250,000
<b>Output:</b>				
Permits issued	1(a)	11,853	13,393	13,500
Inspections performed	1(a)	28,199	31,652	32,000
Commercial plans approved	1(a)	142	72	75
Residential plans approved	1(a)	753	628	650
Number of contractor's licenses issued/renewed	1(a)	1,843	1,849	1,850
Number of Certificates of Occupancy issued	1(a)	401	451	425
Number of people serviced by web-based system	1(a)(b)	39,844	41,603	50,000
Number impacted by public education programs	2(a)	193,813	208,453	210,000
Number attending educational seminars	2(b)	3,274	5,452	5,000
Hours of Code Enforcement Officers training	3(c)	585	696	550

## BUILDING INSPECTIONS SERVICES (continued)

### Efficiency:

Average number of days per commercial plan review	1(a)(c)	19	15	15
Average number of days per residential plan review	1(a)(c)	17	15	15

### Outcome:

Web-based requests satisfied	1(a)	100%	100%	100%
Percentage of auto system training program completed	1(a)	100%	100%	100%
Percentage of Met or Exceeded Department Service Goals	1(c)	92%	90%	90%
Favorable Rating achieved during Semi-Annual Internal Audit	1(c)	Yes	Yes	Yes
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 3
Insurance Services Office rating	3(b)	Class 4/2	Class 4/2	Class 3/2
Percentage of Code Enforcement Officers training completed	3(c)	100%	100%	100%

## 2020 ACTION STEPS

### Department Goal 1

- Continue moving the entire plan documentation system to be full digital. All paper plan sets are in process of being scanned and allow customers to upload plans electronically. Maintain the system patches and updates.
- Integrate and overcome difficulties within the Assessor's and EnerGov upgrades with department needs and by training employees on each system.
- Utilize FY 2019 added staff to realign staff focus and enhance the online portions of the department responsibilities and integration of electronic plans.
- Present the training program for contractors, surveyors, architects, engineers, etc. on upgrades to Energov and eReview system.

### Department Goal 2

- Expand Project Impact environmental education programs.

### Department Goal 3

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

## BUILDING INSPECTIONS SERVICES (continued)

**Program:** Project Impact  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

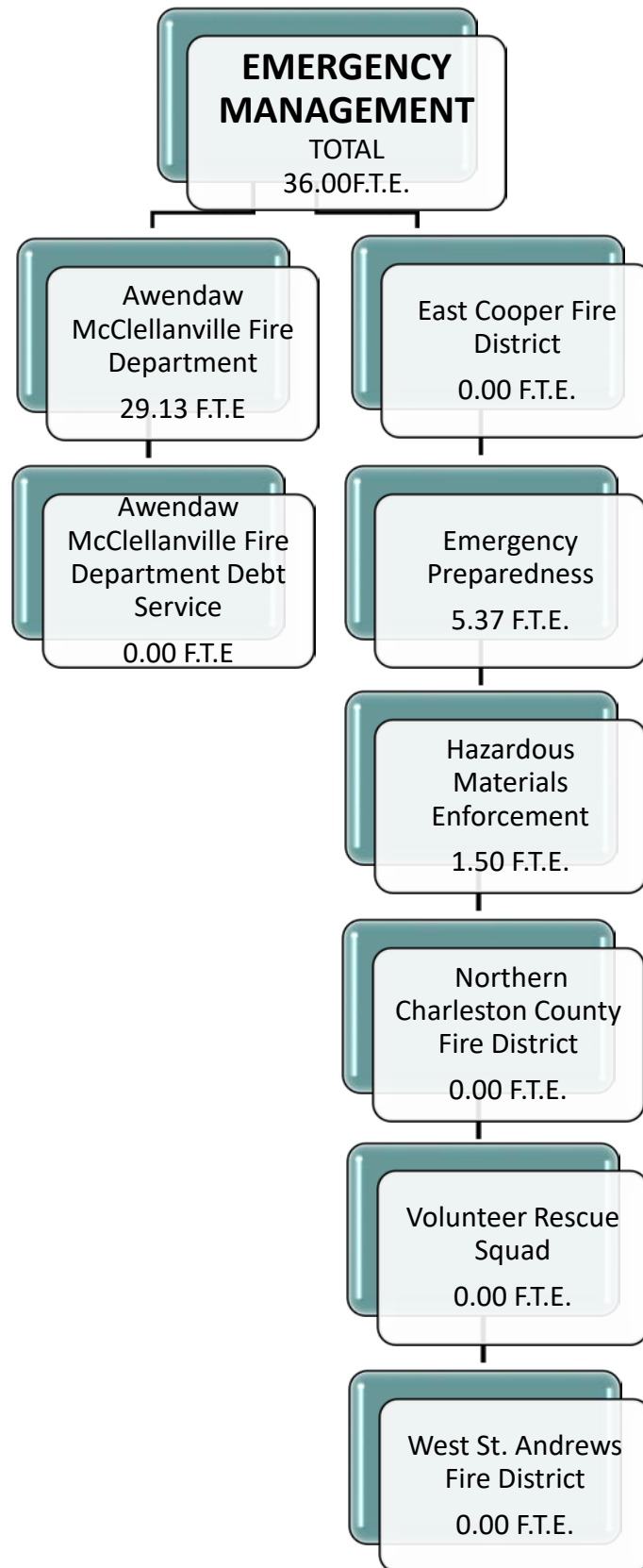
**Mission:** Project Impact educates the community and its citizens to address the natural and man-made hazards of the area and satisfies the requirements of the community outreach criteria of the private insurance industry, Building Effectiveness Grading System, and FEMA's Community Rating System.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	1,500	463	13,660	-	(13,660)	(100.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>1,500</b>	<b>463</b>	<b>13,660</b>	<b>-</b>	<b>(13,660)</b>	<b>(100.0)</b>
Interfund Transfer Out	-	-	-	13,660	13,660	100.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 1,500</b>	<b>\$ 463</b>	<b>\$ 13,660</b>	<b>\$ 13,660</b>	<b>\$ -</b>	<b>0.0</b>

### Funding Adjustments for FY 2020 Include:

- Interfund Transfer Out represents the transfer of the Project Impact program from the Special Revenue Fund to the General Fund.





## EMERGENCY MANAGEMENT

**Division:** Awendaw McClellanville Fire Department  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

**Mission:** The Awendaw McClellanville 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.

**Services Provided:**

- Provide fire prevention, medical first response, wildland fire suppression, structural fire suppression, and rescue

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	29.13	29.13	29.13	29.13	-	0.0
Property Tax	\$ 2,128,389	\$ 2,197,495	\$ 2,237,900	\$ 2,191,000	\$ (46,900)	(2.1)
Intergovernmental	184,101	125,375	135,388	177,778	42,390	31.3
Miscellaneous	1,178	720	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u><u>\$ 2,313,668</u></u>	<u><u>\$ 2,323,590</u></u>	<u><u>\$ 2,373,288</u></u>	<u><u>\$ 2,368,778</u></u>	<u><u>\$ (4,510)</u></u>	<u><u>(0.2)</u></u>
Personnel	\$ 1,518,845	\$ 1,579,336	\$ 1,781,565	\$ 1,710,717	\$ (70,848)	(4.0)
Operating	317,630	307,309	646,687	596,051	(50,636)	(7.8)
Capital	-	278,698	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>1,836,475</u></u>	<u><u>2,165,343</u></u>	<u><u>2,428,252</u></u>	<u><u>2,306,768</u></u>	<u><u>(121,484)</u></u>	<u><u>(5.0)</u></u>
Interfund Transfer Out	386,079	-	298,000	600,000	302,000	101.3
<b>TOTAL DISBURSEMENTS</b>	<u><u>\$ 2,222,554</u></u>	<u><u>\$ 2,165,343</u></u>	<u><u>\$ 2,726,252</u></u>	<u><u>\$ 2,906,768</u></u>	<u><u>\$ 180,516</u></u>	<u><u>6.6</u></u>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect property taxes at a consistent 33.9 mill tax rate. The decrease in revenues is due to annexations of the property base to the Town of Mt. Pleasant. Intergovernmental revenues reflect the shift of revenues in the form of payments from the Town of Mt. Pleasant for annexations.
- Personnel costs reflect projected compensation, including the continuation of the longevity and merit programs. The decrease represents a reduction in budgeted overtime related to modification of shift schedules implemented in FY 2018.
- Operating expenditures represent a decrease due to the one-time replacement of radios in FY 2019. The decrease is partially offset by costs associated with replacing public safety supplies.
- Interfund Transfer Out reflects additional funding for a new fire station.

## EMERGENCY MANAGEMENT (continued)

### 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): Maintain emergency fire suppression apparatus that meets National Fire Protection Association (NFPA) standards of less than 10 years old for first out response.
- Objective 1(c): Provide adequate and age appropriate fire prevention education to those within the District.
- Objective 1(d): Implement a smoke detector program to provide and install smoke detectors in homes of citizens who cannot afford them.

MEASURES:		FY 2018	FY 2019	FY 2020
	Objective	Actual	Actual	Projected
<b>Input:</b>				
Number of structural fire responses (working) <sup>1 &amp; 2</sup>	1(a)	12	18	18
Number of emergency fire suppression apparatus	1(b)	11	11	11
Number of Fire Prevention Programs	1(c)	5	3	3
<b>Output:</b>				
Number of personnel arriving on scene in 15 minutes	1(a)	5	5	5
Apparatus determined more than 10 years old	1(b)	4	3	3
Citizens educated for the year	1(c)	300	450	450
Number of household detectors installed	1(d)	25	96	96
<b>Efficiency:</b>				
Average time it takes to place four personnel on scene	1(a)	12min	12min	12min
<b>Outcome:</b>				
Federal OSHA regulations complied	1(a)	100%	100%	100%
Percent of apparatus more than 10 years old	1(b)	30.0%	30.0%	30.0%
Percent of fires where a smoke detector alerted residents	1(d)	0%	0%	0%

<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.

### 2020 ACTION STEPS

#### Department Goal 1

- Increase number of staff to meet expanded needs of the community.
- Continue a comprehensive Fire Prevention program for schools and senior centers.
- Continue a smoke detector program to include forms to measure distribution of detectors and number of occupants per household.
- Create and implement performance metric system for tracking detailed fire related information.
- Work on recruitment and Retention for our employees.
- Improve on training with neighboring Fire Departments.

## EMERGENCY MANAGEMENT (continued)

**Division:** Awendaw McClellanville Debt Service  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

**Mission:** The Awendaw McClellanville Debt Service Program accounts for the principal, interest, and other costs related to the repayment of that debt issuance.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 249,976	\$ 203,186	\$ 203,100	\$ 255,300	\$ 52,200	25.7
Intergovernmental	16,633	14,978	12,076	16,555	4,479	37.1
Miscellaneous	(15)	(15)	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>266,594</b>	<b>218,149</b>	<b>215,176</b>	<b>271,855</b>	<b>56,679</b>	<b>26.3</b>
Interfund Transfer In	4,539	-	-	-	-	0.0
<b>TOTAL SOURCES</b>	<b>\$ 271,133</b>	<b>\$ 218,149</b>	<b>\$ 215,176</b>	<b>\$ 271,855</b>	<b>\$ 56,679</b>	<b>26.3</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	57,000	57,000	100.0
Capital	-	-	-	-	-	0.0
Debt Service	207,650	208,650	205,350	207,000	1,650	0.8
<b>TOTAL EXPENDITURES</b>	<b>\$ 207,650</b>	<b>\$ 208,650</b>	<b>\$ 205,350</b>	<b>\$ 264,000</b>	<b>\$ 58,650</b>	<b>28.6</b>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an increase due to a rising property tax base and due to the millage rate increasing from 3.1 to 4.0 mills, which was the millage rate in FY 2017. Intergovernmental revenues reflect payments from the Town of Mt. Pleasant for annexations.
- Operating expenses reflect a reimbursement out to an obligation bond for future payments.
- Debt Service reflects the anticipated principal and interest payments.

## EMERGENCY MANAGEMENT (continued)

**Division:** East Cooper Fire District  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

**Mission:** The East Cooper Fire District provides fire protection services through a contract with the Town of Mt. Pleasant.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 138,827	\$ 147,220	\$ 141,400	\$ 143,000	\$ 1,600	1.1
Intergovernmental	2,194	1,846	-	100	100	100.0
<b>TOTAL REVENUES</b>	<b>\$ 141,021</b>	<b>\$ 149,066</b>	<b>\$ 141,400</b>	<b>\$ 143,100</b>	<b>\$ 1,700</b>	<b>1.2</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	145,000	148,625	152,341	156,150	3,809	2.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 145,000</b>	<b>\$ 148,625</b>	<b>\$ 152,341</b>	<b>\$ 156,150</b>	<b>\$ 3,809</b>	<b>2.5</b>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect property taxes generated from a millage rate of 16.6 based on current projections. The rate increases from 16.2 to 16.6 mills in FY 2020.
- Operating expenditures reflect an increase based on the contract with the Town of Mt. Pleasant to provide fire services in the unincorporated areas near the town.

## EMERGENCY MANAGEMENT (continued)

**Division:** Emergency Preparedness  
**Fund:** General Fund  
**Function:** Public Safety

**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.

**Services Provided:**

- Activate the Emergency Operation Center during an emergency
- Coordinate the Local Emergency Planning Committee for hazardous materials planning and emergency response
- Conduct programs for the public, emergency responders and industry professionals

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.37	5.62	5.37	5.37	-	0.0
Personnel	\$ 445,237	\$ 416,602	\$ 443,761	\$ 448,969	\$ 5,208	1.2
Operating	100,819	103,249	108,754	108,697	(57)	(0.1)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 546,056</b>	<b>\$ 519,851</b>	<b>\$ 552,515</b>	<b>\$ 557,666</b>	<b>\$ 5,151</b>	<b>0.9</b>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant changes.

**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 Responder education and awareness programs.
- Objective 1(d): Increase trained Citizens Emergency Response Team (CERT) and Teen CERT members by 50 persons per year.
- Objective 1(e): Maintain readiness of responder notification through an annual Emergency Operations Center (EOC) Call-Out drill
- Objective 1(f): Conduct National Interagency Incident Management System (NIIMS) training courses.
- Objective 1(g): Conduct Emergency Operations Center training and educational programs.
- Objective 1(h): Develop Disaster Recovery Training to support Points of Distribution (POD) and Neighborhood Distribution and Information Points (NDIP).
- Objective 1(i): Participate, attend, or conduct public events to educate the public.

## EMERGENCY MANAGEMENT (continued)

### Initiative V: Quality Control

**Department Goal 2:** Conduct annual training and/or exercises.

Objective 2(a): Configure Emergency Support Function's (ESF), Recovery Support Functions (RSFs), and 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 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Number of people trained	1(a)(d)(f)(g)(h)	764	774	750
Number of exercises conducted <sup>1</sup>	1(e)(g)(h),2(b)	1	2	2
Number of training classes conducted	1(d)(e),2(a)(c)	27	29	28
Number of public speaking events	1(i)	23	27	30
<b>Efficiency:</b>				
Average hours spent per test of communications systems	1(b)	1	5	5
Average hours spent per event in community education	1(c)	3	3	3
Average hours spent updating plans and procedures	2(a)(c)	500	500	500
Average hours spent per test exercise	1(e)(g)(i),2(b)	6	6	6
<b>Outcome:</b>				
Percent of staff and volunteers trained in NIIMS	1(f)	90.0%	90.0%	90.0%
Percent of tracking and messaging system in place	2(b)	90.0%	90.0%	90.0%
Percent of alternate EOC readiness	2(c)	90.0%	90.0%	90.0%

<sup>1</sup> There is constant training in cycles throughout the year in a variety of training/exercise programs.

### 2020 ACTION STEPS

#### Department Goal 1

- Update Emergency Operations Plan/Standard Operating Procedures (EOP/SOP) in accordance with joint assessment requirements.
- Update EOP in accordance with State and Federal updates.

#### Department Goal 2

- Continue to increase the number of citizens trained through the Citizen Emergency Response Team (CERT).
- Continue to increase the number of Responders trained through the EMD programs and state and federal programs.
- Develop Recovery Planning programs to include PODs, Mobile Points of Distribution (MoPOD) and NDIPs with assistance from Charleston, Mt. Pleasant, and North Charleston as well as other County agencies.
- Continue to promote NIMS training to EOC and County Emergency Responders.
- Continue to educate the public of potential community hazards, notification procedures and preparedness activities.
- Continue to meet EMAP Accreditation standards.

## EMERGENCY MANAGEMENT (continued)

**Division:** Hazardous Materials  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

**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.

**Services Provided:**

- Coordinate the training and deployment of the Maritime Incident Response Team for firefighting on the water and at waterfront facilities
- Coordinate the Lowcountry Regional Weapons of Mass Destruction Response Team, part of the State's homeland security initiative
- Coordinate organized efforts among emergency responders and industries if hazardous materials are released to lessen the impact of any incident on communities
- Provide training and equipment to public safety agencies charged with responding to incidents involving the release of hazardous materials.

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.50	1.25	1.50	1.50	-	0.0
Licenses and Permits	\$ 238,270	\$ 220,812	\$ 230,000	\$ 230,000	\$ -	0.0
<b>TOTAL REVENUES</b>	<u>\$ 238,270</u>	<u>\$ 220,812</u>	<u>\$ 230,000</u>	<u>\$ 230,000</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 176,966	\$ 128,250	\$ 163,276	\$ 178,508	\$ 15,232	9.3
Operating	55,302	45,305	46,732	57,607	10,875	23.3
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 232,268</u>	<u>\$ 173,555</u>	<u>\$ 210,008</u>	<u>\$ 236,115</u>	<u>\$ 26,107</u>	<u>12.4</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues remain constant.
- Personnel cost reflect projected benefits and compensation, including the continuation of longevity and merit programs.
- Operating expenditures reflect an increase in public safety supplies, fleet maintenance and fuel costs based on historical usage.

## EMERGENCY MANAGEMENT (continued)

### 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:		FY 2018	FY 2019	FY 2020
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
Reported HazMat incidents	1(a)	18	25	21
Requests for guidance and instruction	1(b)	9	19	12
<b>Output:</b>				
Team members attending advanced training	1(a)	48	47	47
Students trained	1(b)	105	120	112
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	6	4
Training revenue generated	1(b)	\$249,000	\$221,000	\$230,000
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.

#### 2020 ACTION STEPS

##### Department Goal 1

- Continue to provide advanced training in Hazardous Materials, Terrorism, and Marine Fire Fighting to the Emergency Responders of Charleston County.
- Continue to send WMD-HAZMAT Regional Response Team-Charleston members to specialized training.
- Hold an annual exercise for WMD-HAZMAT Regional Response Team-Charleston members meeting HSEEP requirements.
- Continue to sustain current inventory of equipment and purchase new hazardous materials equipment in an effort to assist local Hazardous Materials Teams meet a FEMA Type 1 typing standard.



## EMERGENCY MANAGEMENT (continued)

**Division:** Northern Charleston County Fire District  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 246,347	\$ 250,063	\$ 253,700	\$ 250,500	\$ (3,200)	(1.3)
Intergovernmental	4,753	4,815	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 251,100</u>	<u>\$ 254,878</u>	<u>\$ 253,700</u>	<u>\$ 250,500</u>	<u>\$ (3,200)</u>	<u>(1.3)</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	243,900	263,814	253,700	250,500	(3,200)	(1.3)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 243,900</u>	<u>\$ 263,814</u>	<u>\$ 253,700</u>	<u>\$ 250,500</u>	<u>\$ (3,200)</u>	<u>(1.3)</u>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a consistent 12.0 mill tax rate applied to the assessed property tax base to fund contracts for fire protection within the northwest area of the County.
- Operating expenditures represent funding of the fire contracts.

## EMERGENCY MANAGEMENT (continued)

**Division:** Volunteer Rescue Squad  
**Fund:** General Fund  
**Function:** Public Safety

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	360,000	300,000	375,000	400,000	25,000	6.7
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 360,000</u>	<u>\$ 300,000</u>	<u>\$ 375,000</u>	<u>\$ 400,000</u>	<u>\$ 25,000</u>	6.7

### Funding Adjustments for FY 2020 Include:

- Operating expenditures reflect an increase based on historical and current trends.

## EMERGENCY MANAGEMENT (continued)

**Division:** West St. Andrew's Fire District  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

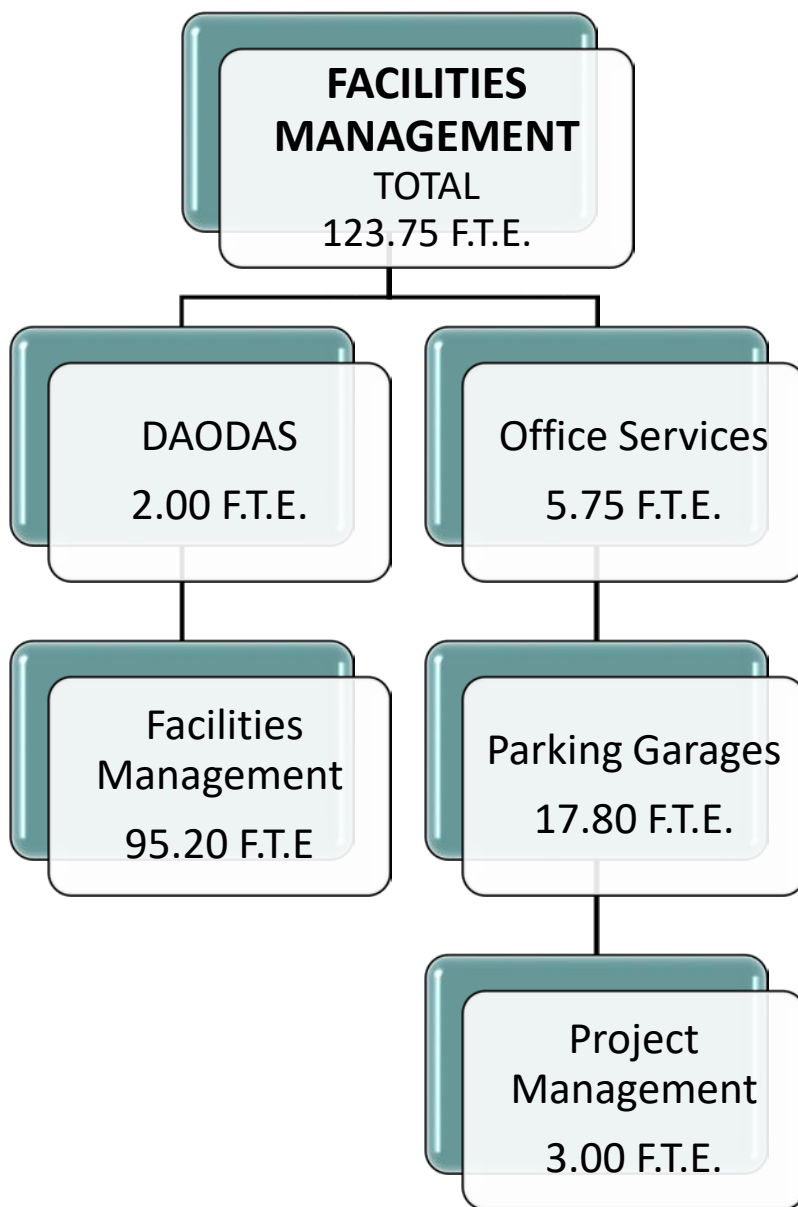
**Mission:** The West St. Andrew's Fire District provides fire protection services through a contract with the St. Andrew's Public Service District.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 8,657	\$ 10,260	\$ 9,100	\$ 8,000	\$ (1,100)	(12.1)
Intergovernmental	20	18	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u><u>\$ 8,677</u></u>	<u><u>\$ 10,278</u></u>	<u><u>\$ 9,100</u></u>	<u><u>\$ 8,000</u></u>	<u><u>\$ (1,100)</u></u>	<u><u>(12.1)</u></u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	8,000	8,000	8,000	8,000	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 8,000</u></u>	<u><u>\$ 8,000</u></u>	<u><u>\$ 8,000</u></u>	<u><u>\$ 8,000</u></u>	<u><u>\$ -</u></u>	<u><u>0.0</u></u>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect the property tax that is anticipated to be collected and used to fund the District's ongoing contract amount. Revenues reflect the reduction in the overall millage from 4.8 to 4.3 mills.
- Operating expenditures reflect no change.



## FACILITIES MANAGEMENT

**Division:** Facilities Management  
**Fund:** General Fund  
**Function:** General Government

**Mission:** Facilities Management master plans, designs, constructs the physical spaces, and acquires Real Property needed by the County. Once constructed or acquired, Facilities Management repairs, maintains, and renders operational support to preserve and renew all facility assets over their useful life.

**Services Provided:**

- Master planning, design and construction services for asset management projects and the five-year Capital Improvement Plan
- Maintain and repair all County-owned and leased facilities using predictive maintenance and asset management strategies with both in-house technicians and contracted services
- Facilitate, interpret and coordinate all real estate agreements and transactions for leased space involving the County
- Facilitate and oversee all facility service contracts such as security, custodial and maintenance
- Develop and maintain asset management, space utilization, and the capital improvement reserve programs
- Forecast capital improvement and repair expenses and identify excess Real Property for disposition

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	79.70	92.70	98.20	95.20	(3.00)	(3.1)
Intergovernmental	\$ 180,243	\$ 91,153	\$ 165,000	\$ 140,000	\$ (25,000)	(15.2)
Miscellaneous	17,233	1,836	-	-	-	0.0
Leases and Rentals	<u>100,687</u>	<u>328,145</u>	<u>394,000</u>	<u>470,000</u>	<u>76,000</u>	19.3
TOTAL REVENUES	<u>\$ 298,163</u>	<u>\$ 421,134</u>	<u>\$ 559,000</u>	<u>\$ 610,000</u>	<u>\$ 51,000</u>	9.1
Personnel	\$ 4,223,889	\$ 4,786,087	\$ 5,952,931	\$ 6,344,246	\$ 391,315	6.6
Operating	10,724,488	14,987,113	21,311,156	13,977,364	(7,333,792)	(34.4)
Capital	<u>556,748</u>	<u>2,422,684</u>	<u>505,000</u>	<u>450,000</u>	<u>(55,000)</u>	(10.9)
TOTAL EXPENDITURES	15,505,125	22,195,884	27,769,087	20,771,610	(6,997,477)	(25.2)
Interfund Transfer Out	<u>62,523</u>	<u>230,958</u>	<u>19,519</u>	<u>-</u>	<u>(19,519)</u>	(100.0)
TOTAL DISBURSEMENTS	<u>\$15,567,648</u>	<u>\$22,426,842</u>	<u>\$27,788,606</u>	<u>\$20,771,610</u>	<u>\$ (7,016,996)</u>	(25.3)

**Funding Adjustments for FY 2020 Include:**

- Revenues represent the rental or lease of County facilities by external entities and a reimbursement for the facilities provided to the Department of Social Services. The increase represents the new rental revenue from the recently acquired Remount Road property.

## FACILITIES MANAGEMENT (continued)

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase includes full-year funding for six positions added during FY 2019. The increase is partially offset by the transfer out of three positions, which were not needed to maintain the property at 3600 Rivers Avenue.
- Operating expenditures reflect a decrease primarily related to lower project funding, the re-establishment of a reimbursement from the Library, and lower costs to maintain the property at 3600 Rivers Avenue. These decreases are partially offset by higher costs due to the voter-approved Library expansion. During budget deliberations, Council reduced the budgeted maintenance for multi-year projects by \$810,000.
- Capital expenditures include HVAC equipment costs for the County Office Building and Consolidated Dispatch Center.

### 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.

**Department Goal 3 :** Ensure County government and supported agencies have an effective working environment to achieve mission responsibilities.

Objective (3a): Maintain 100% completion rate of performing all due diligence items on or before the due diligence time period in real estate contracts.

Objective (3b): Maintain all lease agreements and amendments in current status, no lapse in agreement terms.

Objective (3c): Complete all facilities service contract renewals and/or solicitations to ensure there is no gap in provided services.

Objective (3d): Build and maintain a complete facilities asset inventory lists and warranty lists to ensure asset inventory accuracy.

#### Initiative III: Long-Term Financial Planning

**Department Goal 4:** Provide long-term funding for infrastructure repairs/upgrades and improve budget to actual efficiencies.

Objective 4(a): Budgeted special project cost estimates shall not exceed 15% of the actual expended costs.

Objective 4(b): Contracted services shall not exceed budgeted amount.

Objective 4(c): Actual utility expenditures shall not exceed budgeted estimates.

Objective 4(d): Maintain 85% total department operating budget effectiveness.

## FACILITIES MANAGEMENT (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
<b>Design and Construction:</b>				
Total number of active construction contracts	1(a)	5	12	8
Percent of completed construction contracts designed by A&E	1(a)	98%	91%	90%
Total value of active contracts	1(a)	\$53.1M	\$70.1M	\$60.0M
Dollar value of contracts awarded	1(b)	\$53.1M	\$70.1M	\$60.0M
<b>Real Property:</b>				
Total number of acquisitions/dispositions <sup>1</sup>	3(a)	n/a	n/a	n/a
Total number of lease agreements <sup>1</sup>	3(b)	n/a	n/a	n/a
Total number of County Contracts <sup>1</sup>	3(c)	n/a	n/a	n/a
<b>Output:</b>				
<b>Design and Construction:</b>				
Number of contracts awarded (design & construction)	1(a)	52	89	75
Design estimate for awarded contracts	1(c)	\$4.02M	\$2.1M	\$1.8M
Number of change orders negotiated	1(d)	17	12	10
Dollar value of negotiated change orders	1(d)	\$1.3M	\$358K	\$1.0M
Total resources approved at construction award	1(d)	\$53.1M	\$70.1M	\$60.0M
<b>Operations:</b>				
Work orders issued	2(a)	8,344	8,886	10,218
Projects schedules	2(b)	258	283	293
Programmed maintenance work orders issued	2(c)	7,176	7,814	8,986
Total contracted services budgeted	4(b)	\$6,541,391	\$7,252,782	\$6,896,728
Utilities budgeted	4(c)	\$4,616,524	\$4,729,052	\$5,755,815
Department operating budget	4(d)	\$16,613,559	\$18,981,392	\$17,910,022
<b>Real Property:</b>				
Percent of due diligence requests <sup>1</sup>	3(a)	n/a	n/a	n/a
Percent of lease renewals/amendments due FY <sup>1</sup>	3(b)	n/a	n/a	n/a
Percent of renewed/resolicited contracts <sup>1</sup>	3(c)	n/a	n/a	n/a
Percent of multi-department compiled asset /warranty inventory lists requested <sup>1</sup>	3(d)	n/a	n/a	n/a
<b>Efficiency:</b>				
<b>Design and Construction:</b>				
Percent of awarded value to estimate	1(a)	61%	61%	70%
Average number of days from "substantial completion" to completion of "punch list"	1(b)	30	30	30
<b>Operations:</b>				
Percent of work orders completed	2(a)	88.37%	87.39%	93.50%
Percent of projects completed	2(b)	81.78%	71.37%	73.37%
Programmed maintenance compliance	2(c)	92.35%	97.78%	97.00%
Budgeting effectiveness percent – Contracts	3(b)	90.49%	77.32%	92.00%
Budgeting effectiveness percent – Utilities	3(c)	99.25%	93.78%	97.00%
Department operating budget effectiveness percent	3(d)	98.62%	89.28%	98.00%
<b>Real Property:</b>				
Percent of closings completed per all contract terms <sup>1</sup>	3(a)	n/a	n/a	n/a
Percent of leases renewed/amended prior to lease end <sup>1</sup>	3(b)	n/a	n/a	n/a
Percent of contracts budget effectiveness <sup>1</sup>	3(c)	n/a	n/a	n/a
Percent of asset/warranty lists data base completed <sup>1</sup>	3(d)	98.62%	89.28%	98.00%

## FACILITIES MANAGEMENT (continued)

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Outcome:</b>				
<b>Design and Construction:</b>				
Number of contracts completed (design & construction)	1(a)	19	37	40
Dollar value of construction completed (WIP)	1(a)	\$1.04M	\$1.09M	\$1.5M
Total number of construction contracts closed out	1(a)	0	3	5
Total number of projects completed	1(a)	19	21	25
Total final cost of projects completed	1(a)	\$1.04M	\$1.9M	\$2.5M
Number of projects completed within approved resources	1(a)	19	21	25
Number of contracts within 15% design estimate	1(c)	19	21	25
Total amount saved through negotiations	1(c)	0	0	150K
<b>Operations:</b>				
Work orders completed	2(a)	7,374	7,814	9,553
Projects completed	2(b)	100	202	215
Programmed maintenance work orders completed	2(c)	6,766	7,017	8,716
Actual expended costs of special projects	4(a)	\$3.36M	\$5.4M	\$2.24M
Total contracted services actual expenses	4(b)	\$5,463,441	\$5,607,749	\$6,344,989
Utilities actual expenditures	4(c)	\$4,582,112	\$4,435,113	\$5,583,140
Department operating budget effectiveness	4(d)	\$16,613,559	\$16,947,184	\$17,551,821
<b>Real Property:</b>				
Number of completed real estate closings <sup>1</sup>	3(a)	n/a	n/a	n/a
Dollar Value of Acquisitions <sup>1</sup>	3(a)	n/a	n/a	n/a
Dollar Value of Dispositions <sup>1</sup>	3(a)	n/a	n/a	n/a
Dollar Value of Active Facilities Contracts <sup>1</sup>	3(c)	n/a	n/a	n/a

<sup>1</sup> This department will begin measuring performance against this objective during FY 2020.

### 2020 ACTION STEPS

#### Department Goal 1

- Finalize Gross Maximum Prices (GMP) for fifth Library, North Charleston, and proceed into construction phase on each.
- Complete modifications in DC Administration Building for Clerk of Court COOP and Pet-Friendly Shelter.
- Achieve Energy Star rating for County facilities.

#### Department Goal 2

- Continue Implementation of new Integrated Workplace Management System (IWMS).
  - Continue working with ECS-CADFM to support our efforts to produce/prepare the necessary drawings for buildings (in conjunction with our team's existing files) required by FM Systems.
  - Implementation will continue to roll out incrementally over the course of 4 - 6 months, estimated completion of all six modules November 2019.
- Continue installation of new Access Control and Surveillance equipment and conversion of software to the Avigilon AC Software solution.
- Implementation of the new Avigilon Software System for Public Service Building/outlying buildings and JCC estimated to be July 31, 2019.

#### Department Goal 3

- Complete a Countywide Reserve Study and recommend a sustainable funding strategy for asset renewal and preservation.



## FACILITIES MANAGEMENT (continued)

**Division:** Office Services  
**Fund:** Internal Service Fund  
**Function:** General Government

**Mission:** Office Services provides photocopy, postal services, and specialized printing applications for County government departments delivering services to County citizens.

**Services Provided:**

- Provide the most cost efficient methods to process County mail
- Provide office equipment support and repair service

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.00	6.00	5.75	5.75	-	0.0
Charges and Fees	\$ 1,519,555	\$ 1,445,959	\$ 1,615,359	\$ 1,610,759	\$ (4,600)	(0.3)
Interest	1,879	3,522	-	-	-	0.0
Miscellaneous	2,487	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>1,523,921</b>	<b>1,449,481</b>	<b>1,615,359</b>	<b>1,610,759</b>	<b>(4,600)</b>	<b>(0.3)</b>
Interfund Transfer In	175,000	70,000	-	-	-	0.0
<b>TOTAL SOURCES</b>	<b>\$ 1,698,921</b>	<b>\$ 1,519,481</b>	<b>\$ 1,615,359</b>	<b>\$ 1,610,759</b>	<b>\$ (4,600)</b>	<b>(0.3)</b>
Personnel	\$ 325,554	\$ 339,580	\$ 327,961	\$ 340,609	\$ 12,648	3.9
Operating	1,277,858	1,108,881	871,737	854,249	(17,488)	(2.0)
Capital	-	-	-	13,211	13,211	100.0
Debt Service	41,373	20,802	415,661	415,901	240	0.1
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,644,785</b>	<b>\$ 1,469,263</b>	<b>\$ 1,615,359</b>	<b>\$ 1,623,970</b>	<b>\$ 8,611</b>	<b>0.5</b>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect a decrease in copier costs based on current usage by departments.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent a decrease in postage due to a change in departmental contracting. The decrease is offset by higher fleet maintenance costs based on current trends.
- Capital expenses include the replacement of a mail inserter.
- Debt Service represents the lease for copiers throughout the County.

## FACILITIES MANAGEMENT (continued)

### 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.

#### 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:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Budgeted for postage	2(b)	\$456,213	\$480,000	\$461,474
Budgeted for copying	2(b)	\$662,680	\$768,532	\$754,103
<b>Output:</b>				
Mail pieces processed in-house	1(a),3(a)	320,311	327,600	330,000
Mail pieces sent to outside contractor	2(a)	1,182,445	1,197,562	1,200,000
Number of copiers maintained	3(a)	217	239	240
Copies produced	3(a)	13,703,725	13,673,082	13,690,000
<b>Efficiency:</b>				
Percent of mail that meets automation criteria <sup>1</sup>	1(a)	96.0%	97.0%	95.0%
Man hours saved using mail preparation equipment	1(b)	50	0	100
Number of copiers networked	3(a)	206	222	223
<b>Outcome:</b>				
Amount saved due to presorting flats	1(a)	\$1,500	\$789	\$1,000
Amount saved due to postal discounts and combining mail	1(a),2(a)	\$89,212	\$91,234	\$90,000
Ratio of actual postal expenses to budgeted postal expenses	2(c)	93.0%	90.0%	100%
Ratio of actual copier expenses to budgeted copier expenses	2(c)	98.0%	93.0%	100%

<sup>1</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.

### 2020 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.

## FACILITIES MANAGEMENT (continued)

**Division:** Parking Garage  
**Fund:** Enterprise Fund  
**Function:** General Government

**Mission:** The Parking Garage provide a quality parking experience by ensuring a safe, customer friendly, and efficient parking environment for citizens and visitors.

**Services Provided:**

- Provide tourists, citizens, and other visitors with daily transient parking.
- Provide attorneys, banks, hotels, and other local businesses with Monthly Access Parking Accounts and Parking Coupons for their customers/clients
- Provide “Free” parking to the following:
  - Handicap patrons (72 hour max)
  - Local churches on Sunday and St. Phillips church functions per lease agreement
  - Juror parking at the Cumberland Street Garage / King & Queen Garage
  - Law Enforcement parking at the Cumberland Street Garage and King & Queen Garage on occasion
  - Special Holiday Patrons in conjunction with the City’s Initiative
  - County Employees
  - State Employees

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	17.30	17.30	17.80	17.80	-	0.0
Intergovernmental	\$ 279,875	\$ 312,010	\$ 410,676	\$ 385,000	\$ (25,676)	(6.3)
Charges and Fees	3,521,080	3,506,007	3,412,000	3,347,000	(65,000)	(1.9)
Interest	19,449	24,084	30,000	25,000	(5,000)	(16.7)
Miscellaneous	(113,468)	(108,907)	(125,000)	(165,000)	(40,000)	32.0
Leases and Rentals	90,230	92,937	95,723	96,203	480	0.5
<b>TOTAL REVENUES</b>	<u>\$ 3,797,166</u>	<u>\$ 3,826,131</u>	<u>\$ 3,823,399</u>	<u>\$ 3,688,203</u>	<u>\$ (135,196)</u>	<u>(3.5)</u>
Personnel	\$ 990,852	\$ 1,026,773	\$ 1,113,799	\$ 1,170,290	\$ 56,491	5.1
Operating	1,447,028	1,701,500	1,039,763	986,901	(52,862)	(5.1)
Capital	-	-	894,000	800,000	(94,000)	(10.5)
<b>TOTAL EXPENDITURES</b>	<u>2,437,880</u>	<u>2,728,273</u>	<u>3,047,562</u>	<u>2,957,191</u>	<u>(90,371)</u>	<u>(3.0)</u>
Interfund Transfer Out	<u>1,364,112</u>	<u>979,209</u>	<u>1,528,671</u>	<u>1,231,012</u>	<u>(297,659)</u>	<u>(19.5)</u>
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 3,801,992</u>	<u>\$ 3,707,482</u>	<u>\$ 4,576,233</u>	<u>\$ 4,188,203</u>	<u>\$ (388,030)</u>	<u>(8.5)</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues represent a decrease in fees for monthly parking and transient parking. This decrease is offset by an increase in credit card usage.

## FACILITIES MANAGEMENT (continued)

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel expenses also reflect the full-year funding of a Trades Technician II position in FY 2019.
- Operating expenses reflect a decrease due to carpentry, electrical and county administrative costs based on current usage. This decrease is offset by higher consultant service costs due to current trends.
- Capital expenses include repairs and maintenance for the parking garages. Capital also represents upgrades to credit card readers to enhance anti-credit card fraud capability.
- Interfund Transfer Out represents a transfer to the General Fund for an appropriation to the library for library employee parking. In addition, the profit from the parking garages is shifted to the General Fund to provide additional resources for General Fund costs.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Maintain a customer service oriented parking facility by pursuing customer-focused initiatives.

Objective 1(a): Conduct customer service employee training sessions.

Objective 1(b): Reduce customer time spent paying and exiting the garage.

Objective 1(c): Evaluate Command Center incoming calls from patrons needing assists to improve customer service/end user experience.

#### Initiative III: Long-Term Financial Planning

**Department Goal 2:** Maintain a financial management plan that provides our financial position while tracking our operating expenditures and receivable revenues.

Objective 2(a): Institute cost saving measures for utilities and other expenses.

Objective 2(b): Maximize revenue.

#### Initiative IV: Workflow Analysis-Process Management

**Department Goal 3:** Maintain a safe environment for our visitors, customers, and employees by reducing and mitigating theft, accidents, and hazards in the County garages.

Objective 3(a): Maintain the annual goal of less than 28 recorded incident reports.

Objective 3(b): Conduct safety inspections on a monthly basis, which include call boxes, lights, extinguishers, emergency exit lighting, trip-hazards, spalling concrete, electrical, expansion joints, camera issues, and signage.

Objective 3(c): Conduct security rounds of the garage eight times per night.

## FACILITIES MANAGEMENT (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Employee customer service training sessions conducted	1(a)	1	1	1
Customer time spent paying and exiting the garage	1(b)	5.14 sec	4.51 sec	5.00 sec
Command Center average yearly incoming call volume	1(c)	n/a	44,268	44,000
<b>Cumberland Parking Garage:</b>				
<u>Parking Revenue</u>	2(b)			
Transient revenue		\$1,111,303	\$1,010,470	\$1,022,720
City reimbursement		\$175,973	\$315,852	\$385,000
Contracts		\$861,880	\$944,280	\$944,280
Commercial space leases (shops)		\$90,230	\$95,725	\$85,394
<b>King and Queen Parking Garage:</b>				
<u>Parking Revenue</u>	2(b)			
Transient revenue		\$1,410,427	\$1,438,753	\$1,304,340
Contracts		\$79,740	\$75,660	\$75,660
Recorded incidents of theft, accidents, and hazards	3(a)	24	52	40
Annual number of safety training initiatives conducted	3(b)	12	12	12
Number of safety inspections conducted	3(b)	24	24	24
Number of security rounds conducted annually	3(c)	n/a	0	5,000
<b>Efficiency:</b>				
Annual operating expense per space – combined garage costs <sup>1</sup>	2(a)	\$1,571	\$1,558	\$1,757
<b>Outcome:</b>				
<b>Annual revenue per space:</b>	2(b)			
Cumberland Parking Garage <sup>2</sup>		\$2,719	\$2,615	\$2,693
King and Queen Parking Garage <sup>2</sup>		\$3,447	\$3,632	\$3,309

<sup>1</sup> Annual Operating Costs is the sum of total actual expenses, existing encumbrance, and credit card costs divided by number of total spaces, i.e. 1,322. (Actual Expenses are minus Debt Service and Capital)

<sup>2</sup> Annual revenue per space is the sum of total revenue divided by number of spaces.

### 2020 ACTION STEPS

#### Department Goal 1

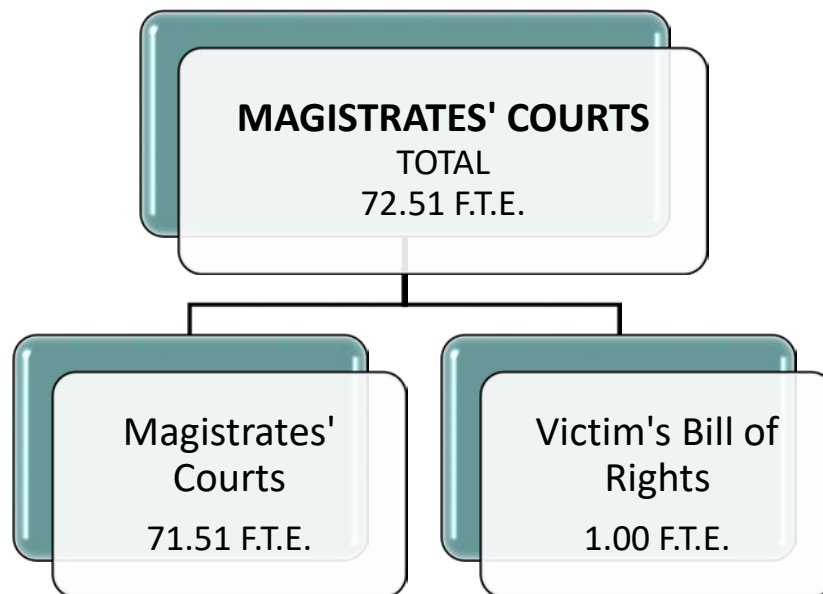
- Add additional office space to maximize the customer service experience in May 2020.
- Electric charging stations.
- Develop a Customer Services Satisfaction survey.
- Reduce vehicle exit time.
- Conduct safety inspections on a monthly basis.
- Assist local law enforcement investigations by producing CCTV videos.

#### Department Goal 2

- Seek additional revenue-generating opportunities focusing on local businesses and tourism.
- Utilize Dynamic Pricing within the garages.
- Invest in emerging means and methods of payment to include apps, QR code, near field communications, and web validations.
- Market Survey once per year.
- Reduce personnel costs by converting Full-Time Employee positions to Temporary Employees by attrition.

#### Department Goal 3

- Work with current security contractor to implement new procedures and technology to conduct verifiable shift rounds.



## MAGISTRATES' COURTS

**Division:** Magistrates' Courts  
**Fund:** General Fund  
**Function:** Judicial

**Mission:** The Magistrates' 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.

**Services Provided:**

- Process restraining orders for people being stalked or harassed
- Process 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
- Jurisdiction over civil complaints of \$7,500 or less
- Provide efficient Centralized Courts such as Bond Hearing, Preliminary Hearing, Criminal Domestic Violence and Fraudulent Checks

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	70.51	71.51	71.51	71.51	-	0.0
Charges and Fees	\$ 798,830	\$ 802,808	\$ 851,250	\$ 821,500	\$ (29,750)	(3.5)
Fines and Forfeitures	917,546	846,114	847,600	793,000	(54,600)	(6.4)
Interest	(107)	(664)	-	-	-	0.0
Miscellaneous	9,511	7,915	6,000	13,000	7,000	116.7
<b>TOTAL REVENUES</b>	<u>\$ 1,725,780</u>	<u>\$ 1,656,173</u>	<u>\$ 1,704,850</u>	<u>\$ 1,627,500</u>	<u>\$ (77,350)</u>	<u>(4.5)</u>
Personnel	\$ 4,440,026	\$ 4,622,117	\$ 4,887,069	\$ 4,924,208	\$ 37,139	0.8
Operating	390,295	373,824	378,509	376,098	(2,411)	(0.6)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 4,830,321</u>	<u>\$ 4,995,941</u>	<u>\$ 5,265,578</u>	<u>\$ 5,300,306</u>	<u>\$ 34,728</u>	<u>0.7</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues represent a decrease in civil fees and fine collections based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in records services based on projected usage.

## MAGISTRATES' COURTS (continued)

### 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.

#### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Small Claims cases filed	1(a)	3,560	4,678	4,711
DUI cases filed	1(b)	472	477	460
<b>Efficiency:</b>				
Average Small Claims case age in days	1(a)	75	72	75
Cost per case	1(a)	\$80.00	\$80.00	\$80.00
Average DUI case age in days	1(b)	162	189	170
<b>Outcome:</b>				
Disposed Small Claims cases	1(a)	3,658	4,407	4,600
Percent of Small Claims cases disposed	1(a)	100%	94.0%	98.0%
Disposed DUI cases	1(b)	485	389	425
Percent of DUI cases disposed	1(b)	58.0%	82.0%	92.0%
DUI cases pending	1(b)	354	460	400

#### 2020 ACTION STEPS

##### Department Goal 1

- 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.



## MAGISTRATES' COURTS (continued)

**Program:** Victim's Bill of Rights  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	\$ 1,009	\$ 931	\$ 1,000	\$ 1,000	\$ -	0.0
Fines and Forfeitures	150,762	129,801	138,000	125,000	(13,000)	(9.4)
<b>TOTAL REVENUES</b>	<b>\$ 151,771</b>	<b>\$ 130,732</b>	<b>\$ 139,000</b>	<b>\$ 126,000</b>	<b>\$ (13,000)</b>	<b>(9.4)</b>
Personnel	\$ 59,662	\$ 64,119	\$ 71,409	\$ 71,891	\$ 482	0.7
Operating	7,814	4,218	4,641	4,470	(171)	(3.7)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 67,476</b>	<b>\$ 68,337</b>	<b>\$ 76,050</b>	<b>\$ 76,361</b>	<b>\$ 311</b>	<b>0.4</b>

### Funding Adjustments for FY 2020 Include:

- Revenues are reduced based upon historical analysis and current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant changes.

### 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.

## MAGISTRATES' COURTS (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Percent of victims requesting and receiving service in accordance with Victim's Bill of Rights	1(a)(b)	100%	100%	100%
Percent of victims who appear before the court without undue hardship or inconvenience	1(a)(b)	100%	100%	100%
<b>Efficiency:</b>				
Average hours per service	1(a)	2.0	2.0	2.0
<b>Outcome:</b>				
Percent of victims who perceive that the judges and court personnel were courteous and responsive to them	1(b)	99.0%	99.0%	99.0%

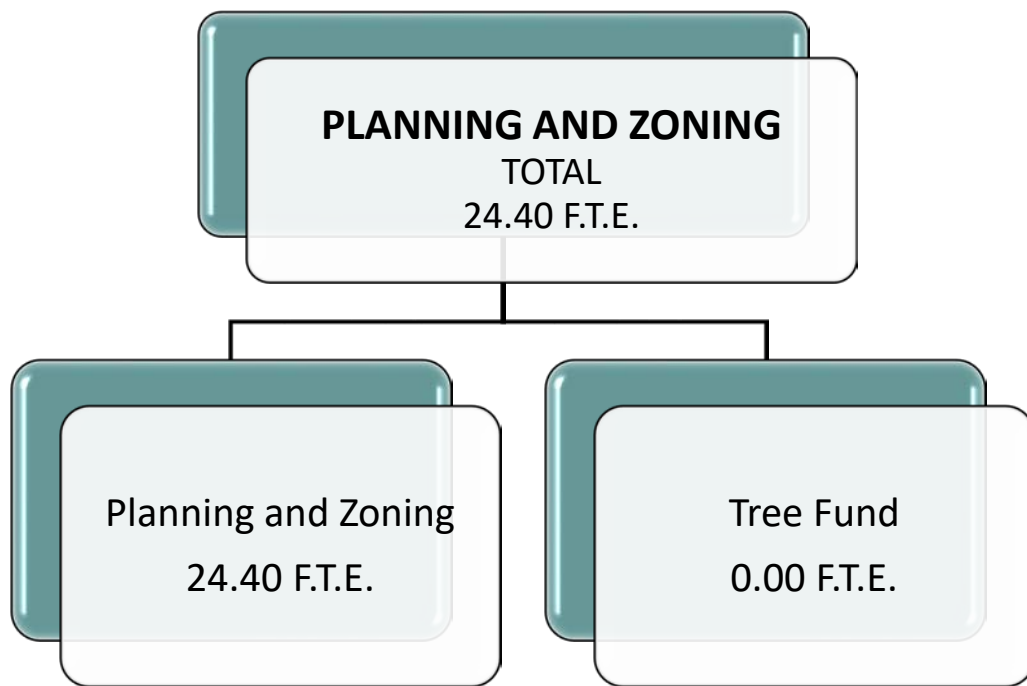
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### 2020 ACTION STEPS

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#### Department Goal 1

- Improve fluidity of victim services on general session offenses.



## PLANNING AND ZONING

**Division:** Planning and Zoning  
**Fund:** General Fund  
**Function:** General Government

**Mission:** The Planning and Zoning Department administers the County's Comprehensive Plan and the Zoning and Land Development Regulations ordinances; and prepares various studies and plans related to the current and future use of land in Charleston County; and provides planning staff services to the Town Rockville.

**Services Provided:**

- Issuance of zoning permits and zoning code enforcement
- Plan for the future development of Charleston County
- Provide staff support to the County Planning Commission and Board of Zoning Appeals
- Provide technical planning services to the Town Rockville
- Coordinate with the Consolidated Dispatch Center and GIS departments to ensure accuracy and consistency of addresses and street names for use by the 911 emergency providers
- Provide staff support to the Emergency Operations Center as the Planning Section

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	24.20	24.20	24.40	24.40	-	0.0
Licenses and Permits	\$ 53,050	\$ 56,175	\$ 50,000	\$ 55,000	\$ 5,000	10.0
Intergovernmental	27,795	32,870	-	-	-	0.0
Charges and Fees	<u>81,342</u>	<u>99,212</u>	<u>80,000</u>	<u>83,000</u>	<u>3,000</u>	3.8
TOTAL REVENUES	162,187	188,257	130,000	138,000	8,000	6.2
Interfund Transfer In	<u>1,716</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL SOURCES	<u>\$ 163,903</u>	<u>\$ 188,257</u>	<u>\$ 130,000</u>	<u>\$ 138,000</u>	<u>\$ 8,000</u>	6.2
Personnel	\$ 1,638,135	\$ 1,734,746	\$ 1,771,451	\$ 1,824,963	\$ 53,512	3.0
Operating	203,383	293,317	325,253	327,942	2,689	0.8
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 1,841,518</u>	<u>\$ 2,028,063</u>	<u>\$ 2,096,704</u>	<u>\$ 2,152,905</u>	<u>\$ 56,201</u>	2.7

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect an anticipated increase to zoning permits and fees based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase also represents full-year funding of two Code Enforcement Officer positions added in FY 2019.

## PLANNING AND ZONING (continued)

- Operating expenditures represent an increase in training, dues and membership based on current trends. The increase is slightly offset by a decrease to wireless charges based on current usage.

### 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): Schedule pre-application conferences within 14 days of request.

Objective 1(e): Resolve 100% of street numbering/naming inquiries and distribution of new streets within 3 days.

#### MEASURES:

	Objective	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
<b>Input:</b>				
Subdivision applications submitted	1(c)	312	254	275
Pre-application conferences	1(d)	280	322	300
Number of new streets	1(e)	19	14	15
<b>Output:</b>				
Zoning/Building Permits processed <sup>1</sup>	1(a)	1,751	2,151	2,000
Site plans reviewed	1(b)	109	100	100
<b>Outcome:</b>				
Percent of zoning permits processed error free	1(a)	99.0%	99%	99%
Percent of site plan review applications processed within 30 days	1(b)	99.0%	99%	99%
Percent of subdivision applications reviewed within 10 days	1(c)	100%	100%	100%
Percent of pre-application conference schedules within 14 days	1(d)	100%	100%	100%
Percent of street inquiries resolved within 3 days	1(e)	100%	100%	100%
Percent of new streets distributed to emergency services	1(e)	100%	100%	100%

<sup>1</sup> This department no longer processes building permits that do not require a zoning permit. Building Inspections began processing these permits exclusively.

#### 2020 ACTION STEPS

##### Department Goal 1

- Continue implementation of the Comprehensive Plan and specific Planning Work Programs.
- Staff level preparation of minor amendments and clarifications to the Zoning & Land Development Regulations Ordinance.
- Continue to work with professional consultant to prepare major amendments to the Zoning and Land Development Regulations Ordinance for improvements in standards and processing of land development applications.
- Continue to provide support staff for the Planning Section in the Emergency Operations Center (EOC).
- Coordinate addressing functions with Consolidated Dispatch.

## PLANNING and ZONING (continued)

**Program:** Tree Fund  
**Fund:** General Fund  
**Function:** General Government

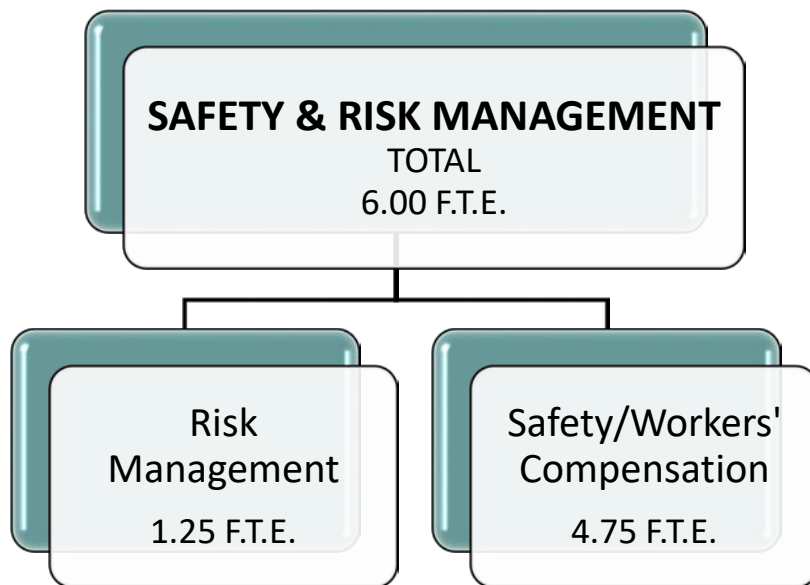
**Mission:** The Tree Fund receives funds exacted from tree removal violation fines and places the funds in an account established exclusively for public beautification through the planting of trees in Charleston County.

### Program Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 1,125	\$ 3,664	\$ -	\$ -	\$ -	0.0
<b>TOTAL REVENUES</b>	<u>\$ 1,125</u>	<u>\$ 3,664</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	153,296	250,000	96,704	63.1
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 153,296</u>	<u>\$ 250,000</u>	<u>\$ 96,704</u>	63.1

### Funding Adjustments for FY 2020 Include:

- Operating expenditures reflect an increase in contracted services due to an increase in ongoing projects.



## SAFETY AND RISK MANAGEMENT

**Division:** Risk Management  
**Fund:** General Fund  
**Function:** General Government

**Mission:** Risk Management ensures that adequate insurance is obtained to cover the County's assets, liabilities, and employees.

**Services Provided:**

- Maintain all workers' compensation, property, vehicle, equipment, aviation, liability, fidelity, and crime insurance claim files for the County

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	0.80	0.80	1.25	1.25	-	0.0
Personnel	\$ 97,071	\$ 99,462	\$ 107,788	\$ 128,450	\$ 20,662	19.2
Operating	2,003,652	1,998,394	2,341,625	2,609,570	267,945	11.4
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,100,723</b>	<b>\$ 2,097,856</b>	<b>\$ 2,449,413</b>	<b>\$ 2,738,020</b>	<b>\$ 288,607</b>	<b>11.8</b>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect higher cost of auto liability, tort liability, and auto collision insurance based on industry rates. The increase also represents higher fire insurance costs.

**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)

### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Tort and property claims	1(c)	22	25	23
<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)	90%	90%	90%
Two business days turnaround on reporting insurance claims to carriers	1(c)	100%	98%	100%

### 2020 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 AND RISK MANAGEMENT (continued)

**Division:** Safety/Workers' Compensation  
**Fund:** Internal Service Fund  
**Function:** General Government

**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.

**Services Provided:**

- Coordinate and administer the Blood Borne Pathogen Program
- Conduct job site inspections to comply with applicable regulations
- Provide training in general safety awareness, hazardous communications, blood-borne pathogens, and defensive driving

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.20	4.20	4.75	4.75	-	0.0
Charges and Fees	\$ 4,985,332	\$ 5,091,473	\$ 5,068,734	\$ 5,228,908	\$ 160,174	3.2
Interest	49,898	78,640	75,000	75,000	-	0.0
Miscellaneous	12,508	36,700	15,000	15,000	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 5,047,738</u>	<u>\$ 5,206,813</u>	<u>\$ 5,158,734</u>	<u>\$ 5,318,908</u>	<u>\$ 160,174</u>	3.1
Personnel	\$ 437,951	\$ 441,795	\$ 459,931	\$ 490,814	\$ 30,883	6.7
Operating	4,901,706	5,284,043	4,907,803	5,041,094	133,291	2.7
Capital	-	-	91,000	87,000	(4,000)	(4.4)
<b>TOTAL EXPENDITURES</b>	<u>\$ 5,339,657</u>	<u>\$ 5,725,838</u>	<u>\$ 5,458,734</u>	<u>\$ 5,618,908</u>	<u>\$ 160,174</u>	2.9

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect a larger portion of cost recovery of the worker's compensation and the safety programs from user departments.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent an increase due to a higher estimate for anticipated worker's compensation claims based on historical analysis and current trends.
- Capital expenses include the replacement of a half-ton pickup truck and a security scanner.

## SAFETY & RISK MANAGEMENT (continued)

### 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.

#### 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 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>1</sup> classes (VCRB<sup>2</sup> directed) to all new drivers two months after the hire date.

#### MEASURES:

	Objective	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
<b>Input:</b>				
Number of strain injuries	1	55	45	45
Workers' compensation claims/on-the-job injuries	1,2(b)	216	187	187
<b>Output:</b>				
New drivers trained in DDC-4	3	150	155	150
Percent of new drivers trained in DDC-4	3	95%	95%	95%
<b>Efficiency:</b>				
Lost work days	1	3,158	3,014	3,000
<b>Outcome:</b>				
Percent of strain injury reduction	1	(21.4%)	(10.5%)	(15%)
Workers' compensation fines assessed and paid	1,2(b)	None	None	None
Two business day completion of OSHA log	2(a)	90%	90%	95%
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)	90%	90%	95%
Environmental liabilities incurred per the audited financial statements	2(c)	1	1	0

<sup>1</sup> Defensive Driving Course

<sup>2</sup> Vehicle Collision Review Board

### 2020 ACTION STEPS

#### Department Goal 1

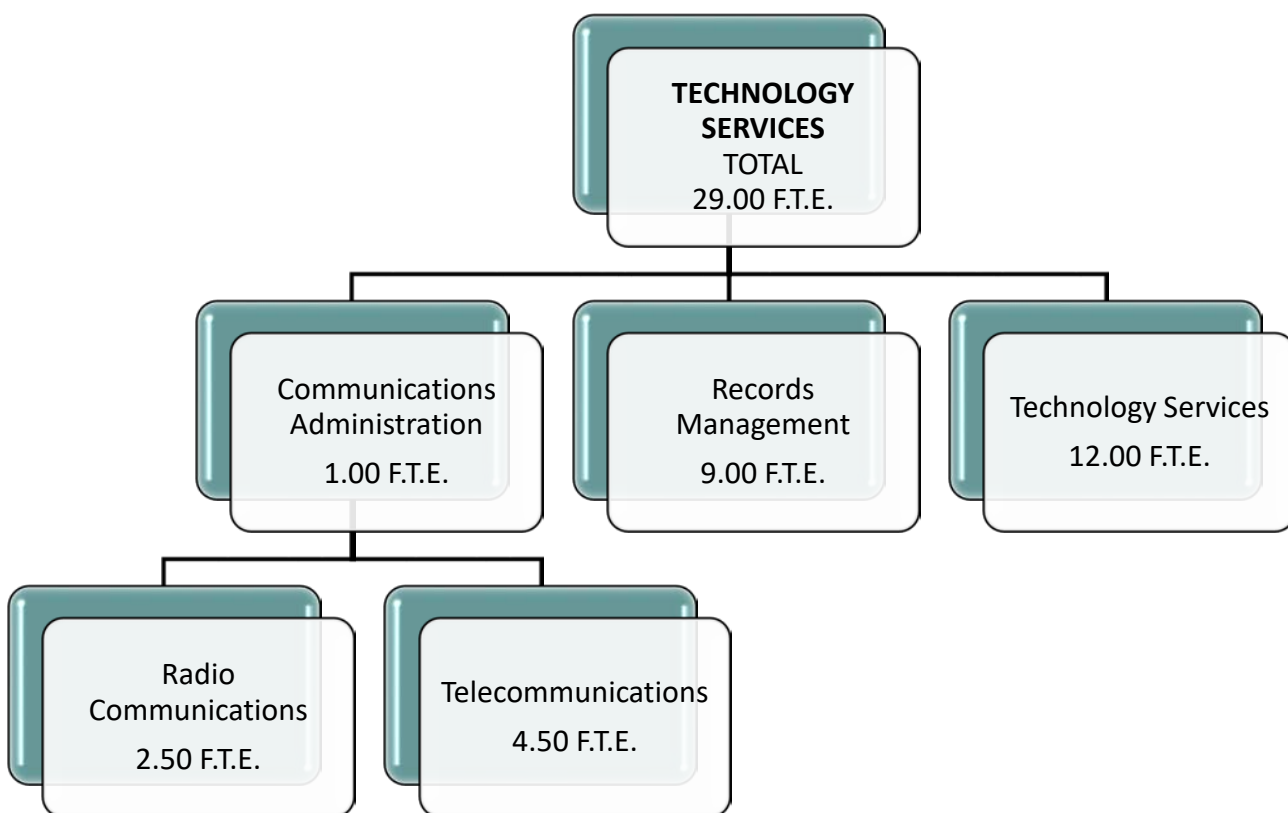
- Conduct comprehensive safety inspections of owned and leased Charleston County buildings.

#### 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.



## TECHNOLOGY SERVICES

**Division:** Communications Administration  
**Fund:** General Fund  
**Function:** General Government

**Mission:** The Communications Administration Division provides management to the Radio Communications and Telecommunications Divisions.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Personnel	\$ 142,400	\$ 145,679	\$ 148,340	\$ 154,460	\$ 6,120	4.1
Operating	3,084	2,205	3,527	3,081	(446)	(12.6)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	145,484	147,884	151,867	157,541	5,674	3.7
Interfund Transfer Out	1,896,113	1,934,753	918,454	729,441	(189,013)	(20.6)
TOTAL DISBURSEMENTS	<u>\$ 2,041,597</u>	<u>\$ 2,082,637</u>	<u>\$ 1,070,321</u>	<u>\$ 886,982</u>	<u>\$ (183,339)</u>	(17.1)

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant changes.
- Interfund Transfer Out represents a lower amount transferred to the Radio Communications Enterprise Fund to support ongoing operations.

## TECHNOLOGY SERVICES (continued)

**Division:** Radio Communications  
**Fund:** Enterprise Fund  
**Function:** General Government

**Mission:** The Radio Communications Division provides comprehensive communications support to Charleston County agencies and municipal public safety agencies, including management of the 800 MHz Public Safety Radio System, operation of the Communications Electronics Maintenance Facility, The Larry Britton Radio Shop and installation of electronics in vehicles for law enforcement, fire, and Emergency Medical Services.

**Services Provided:**

- Provide operations and maintenance of the 800 MHz Public Safety Radio System including technology upgrades, system process improvements, and overall system management and maintenance
- Provide efficient and cost effective equipment to decrease local public emergency operations' response time

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.50	2.50	2.50	2.50	-	0.0
Charges and Fees	\$ 2,720,887	\$ 2,773,506	\$ 2,670,513	\$ 2,799,840	\$ 129,327	4.8
Interest	3,461	21,974	-	10,000	10,000	100.0
Leases and Rentals	42,730	68,559	44,000	45,825	1,825	4.1
TOTAL REVENUES	2,767,078	2,864,039	2,714,513	2,855,665	141,152	5.2
Interfund Transfer In	2,975,849	1,944,753	970,454	729,441	(241,013)	(24.8)
TOTAL SOURCES	<u>\$ 5,742,927</u>	<u>\$ 4,808,792</u>	<u>\$ 3,684,967</u>	<u>\$ 3,585,106</u>	<u>\$ (99,861)</u>	(2.7)
Personnel	\$ 195,697	\$ 200,925	\$ 208,395	\$ 215,905	\$ 7,510	3.6
Operating	4,504,546	4,401,821	3,476,572	3,394,201	(82,371)	(2.4)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 4,700,243</u>	<u>\$ 4,602,746</u>	<u>\$ 3,684,967</u>	<u>\$ 3,610,106</u>	<u>\$ (74,861)</u>	(2.0)

**Funding Adjustments for FY 2020 Include:**

- Revenues are from Charleston County agencies and neighboring external public safety agencies throughout the County, including all municipal based public safety agencies. Growth in charges and fees correlates to increased usage of radios among these agencies.
- Interfund Transfer In reflects the amount of funding from the General Fund to support the on-going operations of the Radio Communications Division.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.

## TECHNOLOGY SERVICES (continued)

- Operating expenses represent a decrease due to a one-time purchase of equipment during FY 2019. This is partially offset by an increase to County administrative costs.

### 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): Remain up-to-date with demands for new vehicle radio and electronics installations, which include repair tickets.
- Objective 1(b): Maintain a 99.9995% call completion rate during normal operations and a 99.999% overall radio network availability.
- Objective 1(c): Ensure the Fire Station Alerting System maintains the high demands of Fire and EMS dispatches and unit relocations.

MEASURES:		FY 2018	FY 2019	FY 2020
	Objective	Actual	Actual	Projected
<b>Input:</b>				
Number of vehicle installs <sup>1</sup>	1(a)	n/a	28	48
Number of vehicle strips <sup>1</sup>	1(a)	n/a	36	36
Number of tower site checks/repairs <sup>1</sup>	1(a)	n/a	454	460
Number of vehicle repair tickets <sup>1</sup>	1(a)	n/a	653	660
Number of portable radio repairs <sup>1</sup>	1(a)	n/a	154	100
Number of radio calls/PTTs <sup>1</sup>	1(b)	n/a	28,817,000	29,500,000
Number of system buses <sup>1</sup>	1(b)	n/a	12	12
<b>Outcome:</b>				
Percent of radio call completion <sup>1</sup>	1(b)	n/a	99.99996%	99.99996%
Radio network availability <sup>1</sup>	1(b)	n/a	99.998%	99.999%
Wide area network availability <sup>1</sup>	1(b)	n/a	99.954%	99.990%
Fire station alerting dispatches and unit relocations <sup>1</sup>	1(c)	n/a	289,000	296,000

<sup>1</sup> This department began measuring performance against this objective during FY 2019.

#### 2020 ACTION STEPS

##### Department Goal 1

- Complete the replacement – swap and drop – of the Adam's Run and Awendaw towers at or under budget.
- Upgrade a critical component – the AC inverter – at the Prime Site Radio Tower with minimal or no disruption in radio network traffic.
- Upgrade the radio network to the new Motorola release 19.1 and make the necessary hardware swap-outs with minimal disruption in radio network operation.
- Complete the entire radio subscriber upgrades for Charleston County by completing the Detention Center.

## TECHNOLOGY SERVICES (continued)

**Division:** Records Management  
**Fund:** Internal Service Fund  
**Function:** General Government

**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.

**Services Provided:**

- Support the development of records retention schedules

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	9.00	9.00	-	0.0
Charges and Fees	<u>\$ 507,443</u>	<u>\$ 493,896</u>	<u>\$ 567,562</u>	<u>\$ 616,993</u>	<u>\$ 49,431</u>	8.7
TOTAL REVENUES	507,443	493,896	567,562	616,993	49,431	8.7
Interfund Transfer In	<u>-</u>	<u>115,000</u>	<u>1,900</u>	<u>-</u>	<u>(1,900)</u>	(100.0)
TOTAL SOURCES	<u><u>\$ 507,443</u></u>	<u><u>\$ 608,896</u></u>	<u><u>\$ 569,462</u></u>	<u><u>\$ 616,993</u></u>	<u><u>\$ 47,531</u></u>	8.3
Personnel	\$ 393,413	\$ 393,294	\$ 422,963	\$ 453,478	\$ 30,515	7.2
Operating	146,849	192,804	144,599	163,515	18,916	13.1
Capital	<u>-</u>	<u>-</u>	<u>19,400</u>	<u>-</u>	<u>(19,400)</u>	(100.0)
TOTAL EXPENDITURES	<u><u>\$ 540,262</u></u>	<u><u>\$ 586,098</u></u>	<u><u>\$ 586,962</u></u>	<u><u>\$ 616,993</u></u>	<u><u>\$ 30,031</u></u>	5.1

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect an increase in the amount charged to user departments for microfilm services based on projected usage.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs include the addition of temporary staffing. The cost for additional staffing is offset by the costs associated with anticipated vacancies.
- Operating expenses reflect an increase due to a contingency match for the National Historical Publication and Records Commission Archival Grant.



## TECHNOLOGY SERVICES (continued)

### 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.

MEASURES:		FY 2018 <u>Actual</u>	FY 2019 <u>Actual</u>	FY 2020 <u>Projected</u>
	<u>Objective</u>			
<b>Output:</b>				
Warehouse service units provided <sup>1</sup>	1	343,819	327,816	340,000
Microfilm service units provided <sup>2</sup>	1	1,750,139	2,202,361	2,000,000
Laboratory service units provided <sup>3</sup>	1	1,470	2,183	2,000
Digital imaging service units provided <sup>4</sup>	1	1,952,573	1,916,599	1,900,000
Preservation services units provided <sup>5</sup>	1	281	191	200
<b>Efficiency:</b>				
<b>Services Provided per Dollar Expended by County Depts:</b>	1			
Warehouse service units per dollar <sup>1</sup>		2.22	2.19	2.20
Microfilm service units per dollar <sup>2</sup>		24.17	25.45	25.00
Laboratory service units per dollar <sup>3</sup>		0.13	0.13	0.13
Digital imaging service units per dollar <sup>4</sup>		12.9	12.69	12.75
Preservation service units per dollar <sup>5</sup>		0.04	0.04	0.04
<b>Outcome:</b>				
<b>Cost of Services Provided to County Depts: <sup>6</sup></b>	1			
<u>Warehouse Services <sup>1</sup></u>				
Monthly box storage		\$0.46	\$0.46	\$0.47
Document in-transfers		\$4.26	\$4.33	\$4.38
File destructions		\$4.26	\$4.33	\$4.38
Fire retrievals		\$4.26	\$4.33	\$4.38
Transports		\$18.18	\$18.36	\$18.55
<u>Microfilm Services <sup>2</sup></u>				
Archive Writer Image processing per hour		\$25.00	\$25.25	\$25.50
Archive Writer Images converted per image		\$0.03	\$0.03	\$0.03
Jacketing per fiche jacket		\$2.04	\$2.04	\$2.06
Fiche titling		\$1.77	\$1.79	\$1.81
Quality checking by page		\$0.05	\$0.05	\$0.05
Cartridge loading		\$2.04	\$2.06	\$2.08
Cartridge labeling		\$0.77	\$0.77	\$0.78
<u>Laboratory Services <sup>3</sup></u>				
Standard processing per 100 ft roll		\$6.74	\$6.81	\$6.88
Diazo duplication per 100 ft roll		\$3.06	\$3.09	\$3.12
Quality inspection per roll		\$5.10	\$5.15	\$5.20
<u>Digital Imaging Services <sup>4</sup></u>				
Document scan per page		\$0.09	\$0.09	\$0.09
Document book scan per page		\$0.57	\$0.61	\$0.61
Convert microfilm to image per frame		\$0.11	\$0.11	\$0.11
Convert image to microfilm per frame		\$0.03	\$0.03	\$0.03
Indexing per image		\$0.06	\$0.06	\$0.06

## TECHNOLOGY SERVICES (continued)

<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<u>Preservation Services</u> <sup>5</sup>			
Repairs	\$2.98	\$3.04	\$3.07
Records Processing (per hour)	\$23.99	\$24.23	\$24.47
Cutting books	\$0.04	\$0.04	\$0.04

<sup>1</sup> Warehouse services include monthly box storage units, transports, document in-transfers, file destructions, and file retrievals.

<sup>2</sup> Microfilm services include Archive Writer processing and conversion, cartridge loading, cartridge labels. All documents are scanned with standard document scanners or the book scanner in Digital Imaging Services charges.

<sup>3</sup> Laboratory services include rolls processed, silver duplicated and processed, diazo duplicated, and quality inspected.

<sup>4</sup> Digital imaging services include standard scanning, book scanning, film to digital image conversion, indexing, running pages through the OCR, and media production.

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

<sup>6</sup> Costs of Services Provided to County Departments were raised by 1% in FY 19 to reflect an increase in operating and supply costs.

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### 2020 ACTION STEPS

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#### Department Goal 1

- Continue implementing imaging projects for County Departments.
- Continue work on adjusting retention schedules to follow South Carolina Department of Archives and History Guidelines.
- Improve productivity and continue to measure staff performance levels to ensure the division achieves budget goals.
- Continue to identify and enhance efficiencies in production.
- Utilize warehouse inventory management system focusing on identifying critical retention schedules and reducing obsolete records storage practices.
- Encourage departments to destroy expired boxes. This will increase destruction revenue as well as revenue for the transfer of boxes to the newly available space.
- Encourage departments to utilize the First Friday destruction service. In FY 2020, will continue a per pound charge for this service.
- Improve storage retrieval productivity in Records warehouse.

## TECHNOLOGY SERVICES (continued)

**Division:** Technology Services  
**Fund:** General Fund  
**Function:** General Government

**Mission:** Technology Services provides value-added technical services and solutions to Charleston County which enhances or enables better service to our citizens.

### Services Provided:

- Ensure the operation of information systems and monitor computer hardware and software standardization
- Responsible for computer systems' performance, maintenance, operations and capacity planning
- Responsible for equipment procurement and installation
- Application business requirements analysis, design, development, testing, training, implementation and support
- Monitor technology and recommend newer technologies to County departments
- IT Security systems implementation, monitoring and upgrades
- IT Project Management

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	13.00	11.00	12.00	1.00	9.1
Intergovernmental	\$ 32,676	\$ 64,981	\$ 35,000	\$ 35,000	\$ -	0.0
Miscellaneous	2,790	9,727	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 35,466</b>	<b>\$ 74,708</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ 1,005,276	\$ 1,172,888	\$ 1,290,196	\$ 1,312,959	\$ 22,763	1.8
Operating	9,060,200	9,419,482	9,691,074	11,250,085	1,559,011	16.1
Capital	1,486,745	2,391,303	1,804,076	1,900,000	95,924	5.3
<b>TOTAL EXPENDITURES</b>	<b>\$11,552,221</b>	<b>\$12,983,673</b>	<b>\$12,785,346</b>	<b>\$14,463,044</b>	<b>\$ 1,677,698</b>	<b>13.1</b>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect payments from Berkeley County for the maintenance of computers used by the Solicitor.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase reflects the addition of a Computer Support Specialist III position for IT security.
- Operating expenditures represent an increase in the on-site contractor costs for three months to transition to a new vendor. These additional costs are in anticipation of a new bid for services beginning in FY 2021.

## TECHNOLOGY SERVICES (continued)

- Capital expenditures represent the purchase of hardware and software requirements for General Fund departments. In addition, capital costs include upgrades of network servers and storage infrastructure. During budget deliberations, Council reduced capital outlays by \$100,000.

### 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:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Number of computer system hardware/software problems <sup>1</sup>	1(a)(c)	3,315	4,551	5,000
Number of service requests	1(a)(c)	4,543	4,138	5,000
Number of approved work orders	1(b)	38	31	40
Available and reliable systems >98%	1(d)	99.995%	99.998%	>98.00%
Availability of Internet connectivity	1(d)	99.996%	99.990%	>99.00%
<b>Efficiency:</b>				
Service requests handled in satisfactory manner	1(a)	99.5%	99.5%	>99.00%
Work orders completed within 10% of schedule and budget <sup>2</sup>	1(b)	100%	100%	100%
<b>Outcome:</b>				
Percent of Help Desk Calls resolved within 1 day	1(a)	96%	98%	>90%
Percent of Help Desk Calls resolved within 2 days	1(a)	99%	99%	>95%
Percent of system platform availability >98% <sup>2</sup>	1(d)	99.985%	99.998%	>98%
Customer Service Satisfaction survey acceptable or better	2	8.86	9.28	>8.0

<sup>1</sup> Break-Fix.

<sup>2</sup> Scope changes and customer wait time considered.

#### 2020 ACTION STEPS

##### Department Goal 1

- External Network Vulnerability Test.
- Implement Vulnerability Check Tool for Periodic Internal Evaluation.
- 2 Factor Authentication for VPN Users.
- Windows 10 Upgrade.
- Network and Server Refresh.
- Enhance DR Site Processing Capability.

##### Department Goal 2

- Clerk of Court – Sentencing sheet project.
- County Council – Agenda Management Software Implementation.
- AnyDoc Implementation – Automated Indexing for Record Center and Finance.
- Pictometry – Building Outline Module.
- Parcel Mapper – Replacement Solution.
- Revenue Collections – New Business License System Selection.

## TECHNOLOGY SERVICES (continued)

**Division:** Telecommunications  
**Fund:** Internal Service Fund  
**Function:** General Government

**Mission:** Telecommunications provides maintenance and service for the telephone systems of the departments and agencies within Charleston County facilities, as well as administration and management of cellular phone devices and lines for departments of Charleston County Government.

**Services Provided:**

- Operate and maintain the County's telephone infrastructure and circuitry to ensure maximum reliability
- Secure most cost effective telecom services for the County
- Obtain optimal service and rates for cellular wireless communications

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.50	4.50	4.50	4.50	-	0.0
Charges and Fees	\$ 2,044,396	\$ 2,076,597	\$ 2,035,324	\$ 2,022,730	\$ (12,594)	(0.6)
Interest	4,970	6,877	-	-	-	0.0
Miscellaneous	(29,240)	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 2,020,126</u>	<u>\$ 2,083,474</u>	<u>\$ 2,035,324</u>	<u>\$ 2,022,730</u>	<u>\$ (12,594)</u>	<u>(0.6)</u>
Personnel	\$ 369,571	\$ 387,948	\$ 403,052	\$ 433,619	\$ 30,567	7.6
Operating	1,594,072	1,607,669	1,630,372	1,589,111	(41,261)	(2.5)
Capital	-	-	20,000	20,000	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>1,963,643</u>	<u>1,995,617</u>	<u>2,053,424</u>	<u>2,042,730</u>	<u>(10,694)</u>	<u>(0.5)</u>
Interfund Transfer Out	<u>175,000</u>	<u>185,000</u>	<u>1,900</u>	<u>-</u>	<u>(1,900)</u>	<u>(100.0)</u>
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 2,138,643</u>	<u>\$ 2,180,617</u>	<u>\$ 2,055,324</u>	<u>\$ 2,042,730</u>	<u>\$ (12,594)</u>	<u>(0.6)</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect a decrease in the amount charged to user departments for telecommunications services based on historical trends and current usage.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect cost savings resulting from the countywide upgrade to new fiber based technologies for the central phone system and savings from the new AT&T service plan.
- Capital expenses represent funds allocated toward communication infrastructure.

## TECHNOLOGY SERVICES (continued)

### Performance Measures:

#### Initiative IV: Workflow Analysis-Process Management

**Department Goal 1:** Maintain a financial management process that tracks operating expenditures and accurately records revenues while providing valuable services to our customers.

Objective 1(a): Maintain monthly and cumulative charge-back dollar amounts on telephones.

Objective 1(b): Secure the best rate for long distance, and cellular air-time.

MEASURES:	Objective	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
<b>Input:</b>				
Number of telephones	1(a)	2,735	2,738	2,,750
Number of cellular phones	1(a)	1,104	1,080	1,050
<b>Output:</b>				
Average monthly cellular charges	1(a)	40,969	41,006	41,,000
Average monthly telephone charges <sup>1 &amp; 2</sup>	1(a)	90,943	94,198	91000
Average monthly long distance charges	1(a)	2,418	2,514	2,500
Average monthly maintenance/work orders	1(b)	63	78	70
<b>Efficiency:</b>				
Cost per minute of long distance	1(b)	\$0.02	\$0.02	\$0.02
Average cost per line of service	1(b)	\$33.25	\$34.40	\$33.09
<b>Outcome:</b>				
Cellular cost per line	1(b)	\$39.63	\$37.96	\$38.00
Cellular cost per MB of cellular data	1(b)	\$0.0188	\$0.0147	\$0.0145

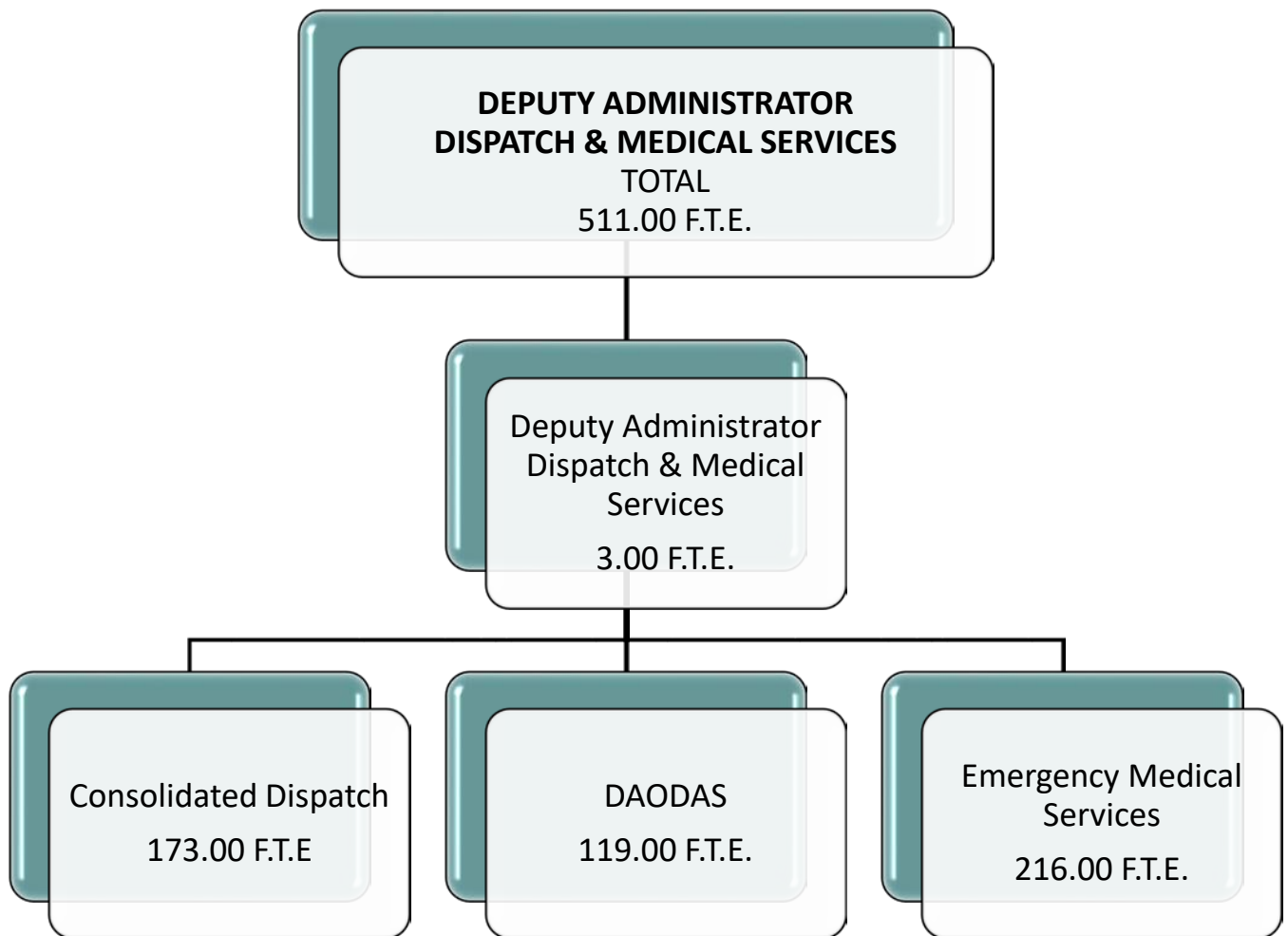
<sup>1</sup> Includes interpolation of telephones based on capacity of radio T1 circuits.

<sup>2</sup> FY 2018 and FY 2019 are not fully loaded (No personal or overhead included).

### 2020 ACTION STEPS

#### Department Goal 1

- Upgrade Wireless Microphones at Magistrates
- Migrate Radio network from T1 to Ethernet.
- Continue to look for ways to reduce monthly costs of phone circuits, long distance, and cellular devices.
- Reduce AT&T cost by replacing the AT&T Sonet ring and moving to AT&T ASE.
- Continue migration off of T1 infrastructure.



## DEPUTY ADMINISTRATOR DISPATCH AND MEDICAL SERVICES

**Fund:** General Fund  
**Function:** General Government

**Mission:** The Deputy Administrator Dispatch and Medical Services provides administrative oversight and project direction to three departments that include Consolidated Dispatch, DAODAS, and EMS.

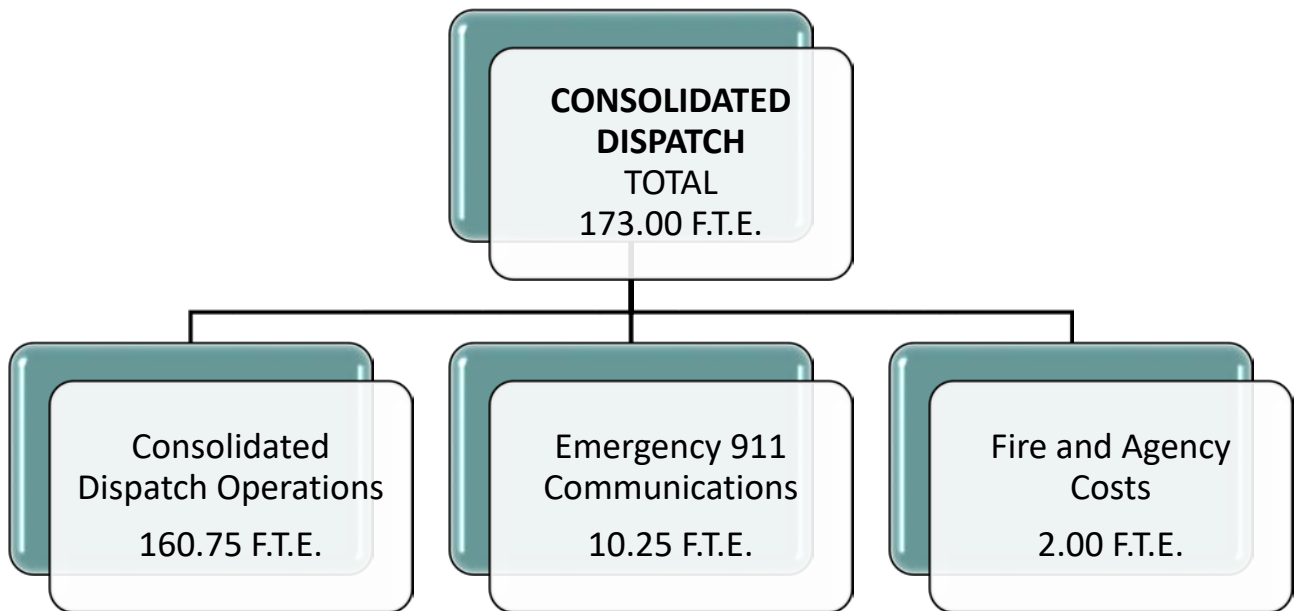
### Departmental Summary:

	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	-	3.00	3.00	3.00	-	0.0
Personnel	\$ -	\$ 350,933	\$ 393,736	\$ 403,496	\$ 9,760	2.5
Operating	-	21,219	8,721	7,423	(1,298)	(14.9)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ -</u>	<u>\$ 372,152</u>	<u>\$ 402,457</u>	<u>\$ 410,919</u>	<u>\$ 8,462</u>	<u>2.1</u>

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in telephone charges and messenger services due to projected usage.





## CONSOLIDATED DISPATCH

**Division:** Consolidated Dispatch Operations  
**Fund:** General Fund  
**Function:** Public Safety

**Mission:** To enhance the quality of life for every person in our service area by processing all calls for service and dispatching the appropriate response in an efficient and professional manner that aids in the protection of life and property.

**Services Provided:**

- Answer 911 calls, seven-digit emergency calls and seven-digit non-emergency calls for service
- Provide support for life-threatening emergencies, crimes in progress and other emergency situations that require immediate response
- Provide support to public safety officials during non-emergent calls for service
- Provide the hearing and speech impaired with access to public safety services through Text Telephone (TDD/TTY)
- Provide foreign language callers with access to public safety services through a telephone interpreter service specializing in over 175 languages

**Division Summary:**

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adjusted</b>	<b>FY 2020 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	155.50	160.25	161.25	160.75	(0.50)	(0.3)
Intergovernmental	\$ 53,393	96,782	61,000	214,348	153,348	251.4
Miscellaneous	6,440	7,119	6,000	6,000	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 59,833</b>	<b>\$ 103,901</b>	<b>\$ 67,000</b>	<b>\$ 220,348</b>	<b>\$ 153,348</b>	<b>228.9</b>
Personnel	\$ 5,724,327	\$ 6,530,691	\$ 6,883,624	\$ 7,353,640	\$ 470,016	6.8
Operating	718,036	528,515	589,444	632,200	42,756	7.3
Capital	52,660	-	258,170	35,000	(223,170)	(86.4)
<b>TOTAL EXPENDITURES</b>	<b>6,495,023</b>	<b>7,059,206</b>	<b>7,731,238</b>	<b>8,020,840</b>	<b>289,602</b>	<b>3.7</b>
Interfund Transfer Out	-	24,000	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 6,495,023</b>	<b>\$ 7,083,206</b>	<b>\$ 7,731,238</b>	<b>\$ 8,020,840</b>	<b>\$ 289,602</b>	<b>3.7</b>

**Funding Adjustments for FY 2020 Include:**

- Revenues represent funds from local municipalities and reflect the consolidation of dispatch services. The increase in revenues is due to the out of County costs for North Charleston in FY 2020.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. These increases are partially offset by transferring out the remaining portion of the Director position to the Emergency 911 Communications Fund and by a higher reimbursement from the Local Accommodations Tax. The increase also includes anticipated vacancies for 30 positions and the related overtime to maintain the current level of service.

## CONSOLIDATED DISPATCH (continued)

- Operating expenditures decrease primarily due to a reduction in consulting fees for technology projects. This decrease is partially offset by an increase in software licensing and technology costs.
- Capital expenditures include an audio and video system.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Enhance efficiencies through technology.

Objective 1(a): Answer 90% of events received at PSAP on emergency lines within 15 seconds. State standard measurement of calls shall answer 80% of calls within ten (10) seconds.

Objective 1(b): Conduct citizen satisfaction survey with a satisfaction rating to exceed 80%.

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

**Department Goal 2:** Enhance staffing and workforce development.

Objective 2(a): Maintain Huddle and In-service training for new hires and continuing education for all staff.

#### Initiative III: Long Term Financial Planning

**Department Goal 3:** Enhance effective resource management.

Objective 3(a): Optimize financial opportunities to offset costs to the general fund.

Objective 3(b): Secure grants that serve the mission of 911 and Public Safety for the County and its citizens.

#### Initiative IV: Workflow analysis- Process Management

**Department Goal 4:** Ensure all new and current methods of 911 call handling, technology, compliance and recording fall under national i3 standards.

Objective 4(a): Maintain compliance within the ACE Accreditation standards for EMS and Fire greater than 93%.

Objective 4(b): Enhance ATC program to review how call taking methods relieve call answer times and efficiency.

#### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Total number of 911 calls	1(a)	314,948	n/a <sup>1</sup>	300,000
<b>Output:</b>				
Citizen Satisfaction Survey results received	1(b)	28	90	150
Percentage of Huddle and In-service staff training completed	2(a)	90%	85%	100%
Fire and Agency fund / 911 Funds relief to the general fund	3(a)	\$292,025	\$383,369	\$339,519
Grant funds awarded	3(b)	\$0	\$282,896	\$200,000
<b>Outcome:</b>				
911 Call Performance answered within 10 seconds	1(a)	87%	86%	87%
911 Call Performance answered within 20 seconds	1(a)	98%	90%	92%
Survey rating of satisfaction >80% <sup>2</sup>	1(b)	n/a	n/a	>80%
Percentage IAED Compliance rate > 93% for Fire	4(a)	96%	96%	97%
Percentage IAED Compliance rate > 93% for EMS	4(a)	95%	96%	98%
ATC employees relieving work load from 911 Call Takers	4(b)	10	11	15

<sup>1</sup> Data unavailable at time of publication.

<sup>1</sup> This department will begin measuring performance against this objective during FY 2020.

## CONSOLIDATED DISPATCH (continued)

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### 2020 ACTION STEPS

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#### Department Goal 1

- Increase outreach to citizens to mitigate problems.
- Create practices/protocols for data access to user agencies to reduce impact on CDC employees/staff.
- Continue to research emerging technologies to ensure effectiveness and efficiency of the CDC, which include NG911 functionality.
- Create more efficiencies for 911 call processing times for the Administrative Call Taker program.

#### Department Goal 2

- Increase situational awareness for Telecommunicators.
- Develop a training program to allow employees to take training on their own time.

#### Department Goal 3

- Continue to grow/maintain fund balance to cover Fire and Agency costs, which offsets the General Fund.
- Complete, update, and refresh IT systems throughout the building to create greater efficiency and protection measures to prevent cybersecurity shortfalls.
- Increase Remote Access to increase the mobility of the CDC workforce while maintaining the integrity and security of data.
- Increase funding opportunities to create more enhanced NG911 services.
- Continue relationships with County agencies, USAF, and local colleges to share technology and costs.

#### Department Goal 4

- Enhance search engine allowing for better scene awareness during a response by collecting publicly available data prior to units arriving on-scene.
- Maintain our CALEA accreditation by constant updating and improvement throughout the assessment cycles.

## CONSOLIDATED DISPATCH (continued)

**Division:** Emergency 911 Communications  
**Fund:** Enterprise Fund  
**Function:** Public Safety

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

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	9.25	9.75	10.25	0.50	5.1
Intergovernmental	\$ 1,771,240	1,848,356	4,153,828	2,078,863	(2,074,965)	(50.0)
Charges and Fees	802,327	750,559	800,000	725,000	(75,000)	(9.4)
Interest	29,977	48,175	40,000	40,000	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 2,603,544</b>	<b>\$ 2,647,090</b>	<b>\$ 4,993,828</b>	<b>\$ 2,843,863</b>	<b>\$ (2,149,965)</b>	<b>(43.1)</b>
Personnel	\$ 899,455	\$ 830,141	\$ 929,693	\$ 1,211,307	\$ 281,614	30.3
Operating	1,714,350	1,976,502	1,839,450	1,927,758	88,308	4.8
Capital	-	-	3,292,656	540,000	(2,752,656)	(83.6)
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,613,805</b>	<b>\$ 2,806,643</b>	<b>\$ 6,061,799</b>	<b>\$ 3,679,065</b>	<b>\$ (2,382,734)</b>	<b>(39.3)</b>

### Funding Adjustments for FY 2020 Include:

- Revenues represent a decrease due to a lesser amount of reimbursable costs from the State.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase reflects a reallocation of a portion of the Director's salary to the E-911 fund and an additional training reimbursement to Consolidated Dispatch.
- Operating expenses represent an increase in technology and consulting costs which was offset by a reduction in software licensing due to fewer licenses.
- Capital expenses include the replacement of the current computer aided dispatch software.

## CONSOLIDATED DISPATCH (continued)

**Division:** Fire and Agency Costs  
**Fund:** Enterprise Fund  
**Function:** Public Safety

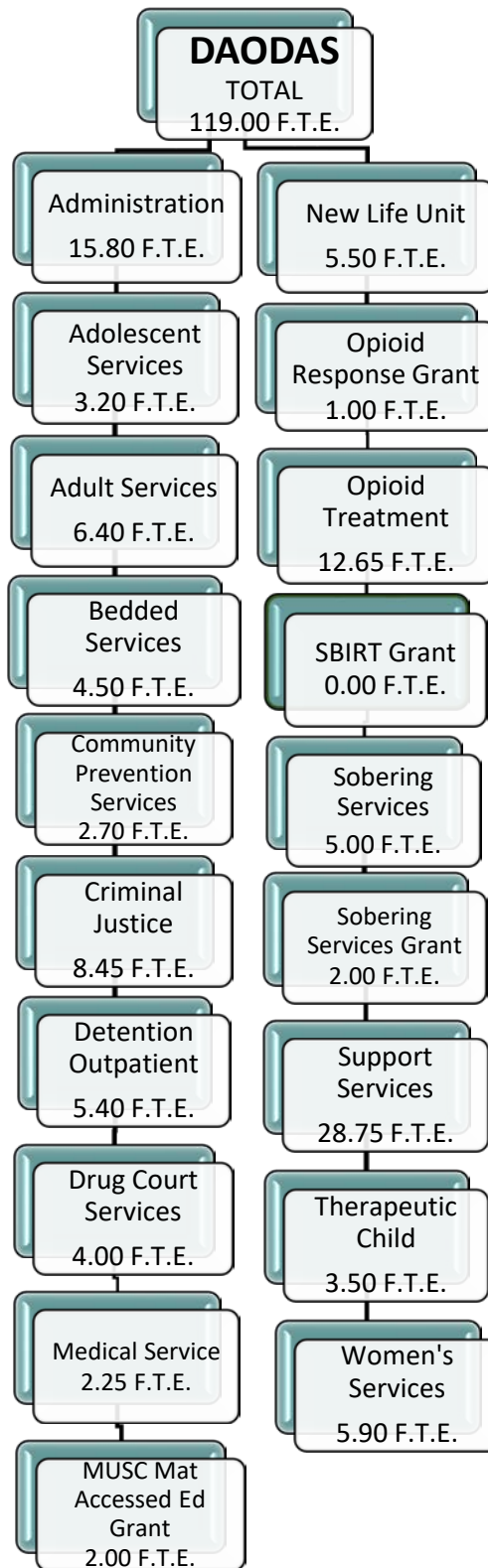
**Mission:** The Fire and Agency Costs Division administers the upgrade and maintenance of the Firehouse Software and the CAD Mobile Data and AVL annual maintenance for the Detention Center, the Sheriff's Law Enforcement and other public safety entities.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.50	2.00	2.00	2.00	-	0.0
Intergovernmental	\$ 488,933	475,735	877,590	549,739	(327,851)	(37.4)
Charges and Fees	198,041	118,823	238,481	258,667	20,186	8.5
Interest	2,445	4,135	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 689,419</b>	<b>\$ 598,693</b>	<b>\$ 1,116,071</b>	<b>\$ 808,406</b>	<b>\$ (307,665)</b>	<b>(27.6)</b>
Personnel	\$ 43,482	\$ 92,016	\$ 133,369	\$ 133,719	\$ 350	0.3
Operating	634,918	482,679	1,011,808	652,301	(359,507)	(35.5)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 678,400</b>	<b>\$ 574,695</b>	<b>\$ 1,145,177</b>	<b>\$ 786,020</b>	<b>\$ (359,157)</b>	<b>(31.4)</b>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a decrease to the agencies' share of the costs of the program. This includes intergovernmental fees collected from the public safety entities served by the Charleston County Consolidated Dispatch Center. The revenues from within the organization, categorized as Charges and Fees, reflect an increase in the departments' share of annual maintenance costs.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent a decrease in annual maintenance costs for various public safety software licenses based on current usage.



## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES

**Division:** Administration  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**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.

### Services Provided:

- Provide medically monitored and clinically managed treatment for adults who are withdrawing from alcohol or other drugs
- Provide medically monitored care for pregnant and parenting women who are chemically dependent
- Provide individual and group counseling to adults and adolescents through Outpatient Services
- Offer medication replacement therapy through the Opioid Treatment Program
- Provide therapeutic behavioral services for children newborn through five years of age
- Provide prevention and education programs

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	16.50	15.80	15.80	15.80	-	0.0
Intergovernmental	\$ 10,832	\$ 10,832	\$ -	\$ -	\$ -	0.0
Charges and Fees	240,314	265,021	240,000	250,000	10,000	4.2
Interest	10,988	12,328	11,000	15,000	4,000	36.4
Miscellaneous	12,424	40	20,000	20,000	-	0.0
Leases and Rentals	182,069	198,843	190,000	215,000	25,000	13.2
<b>TOTAL REVENUES</b>	<b>456,627</b>	<b>487,064</b>	<b>461,000</b>	<b>500,000</b>	<b>39,000</b>	<b>8.5</b>
Interfund Transfer In	1,639,705	1,576,317	581,943	544,104	(37,839)	(6.5)
<b>TOTAL SOURCES</b>	<b>\$ 2,096,332</b>	<b>\$ 2,063,381</b>	<b>\$ 1,042,943</b>	<b>\$ 1,044,104</b>	<b>\$ 1,161</b>	<b>0.1</b>
Personnel	\$ 919,917	\$ 985,697	\$ 1,126,947	\$ 1,197,350	\$ 70,403	6.2
Operating	2,594,864	2,960,570	(8,506)	(9,688)	(1,182)	13.9
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,514,781</b>	<b>\$ 3,946,267</b>	<b>\$ 1,118,441</b>	<b>\$ 1,187,662</b>	<b>\$ 69,221</b>	<b>6.2</b>

### Funding Adjustments for FY 2020 Include:

- Revenues include an anticipated increase in debt set aside and projected rental income based on current trends.
- 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. The decrease is due to a reduction of funding from the General Fund.



## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICE (continued)

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent a decrease in contracted temporary services. This decrease is offset by higher allocated administrative and facility costs. Operation expenses also reflect an increase in county administrative charges.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Increase the number of clients served.

Objective 1(a): Increase total intakes.

Objective 1(b): Assure 75% attendance in groups of scheduled clients.

Objective 1(c): Increase clinical staff's weekly direct client contact hours to 42.5%.

#### Initiative III: Long-Term Financial Planning

**Department Goal 2:** Reduce use of and rebuild fund balance.

Objective 2(a): Improve the collection rate of billable accounts receivable by 5%.

Objective 2(b): Increase overall agency billing by 5%.

#### 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 20%.

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:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Total client intakes	1(a)	3,466	3,530	3,600
Number of drug free births	3(b)	8	6	10
<b>Output:</b>				
Percentage attendance of scheduled patients	1(b)	73.3%	73.0%	74.0%
Percentage direct client contact hours	1(c)	44.5%	47.0%	45.0%
Collections of accounts receivable	2(a)	4,175,218	4,435,201	4,500,000
Overall department billing	2(b)	4,474,695	5,104,207	5,359,417
<b>Outcome:</b>				
Percentage increase of collection rate	2(a)	1.0%	1.0%	2.5%
Percentage increase of billing rate	2(b)	2.80%	1.41%	2.5%
Percentage of successful tobacco buys to minors	3(a)	0.0%	7.0%	0.0%
Percentage Increase of post discharge contacts	3(b)	9.52%	21.9%	20.0%
Percentage of drug-free births	3(b)	100%	100%	100%
Client satisfaction rating for all applicable programs combined	3(c)	93.45%	96.3%	95.0%

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICE (continued)

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### 2020 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 flexibility of services and service hours to meet the demands of the public.

#### **Department Goal 2**

- Increase frequency of follow-up collection efforts.
- Diversify client payer mix.
- Continue growth of Fund Balance.

#### **Department Goal 3**

- Train and supervise clinical staff to be more competent with holistic care and evidenced based treatment models.
- Increase patient awareness to multiple pathways of recovery services available in the community post-discharge.
- Feedback received from quarterly patient focus groups will be used to improve program services.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Adolescent Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**Mission:** The Adolescent Services Division reduces the harmful effects of alcohol and drug dependency on adolescents and their families.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.40	3.60	2.90	3.20	0.30	10.3
Intergovernmental	\$ 154,664	\$ 156,356	\$ 165,740	\$ 168,319	\$ 2,579	1.6
Charges and Fees	102,740	107,002	63,500	79,500	16,000	25.2
<b>TOTAL REVENUES</b>	<b>\$ 257,404</b>	<b>\$ 263,358</b>	<b>\$ 229,240</b>	<b>\$ 247,819</b>	<b>\$ 18,579</b>	<b>8.1</b>
Personnel	\$ 215,812	\$ 173,322	\$ 252,197	\$ 242,956	\$ (9,241)	(3.7)
Operating	113,630	98,561	118,861	114,085	(4,776)	(4.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 329,442</b>	<b>\$ 271,883</b>	<b>\$ 371,058</b>	<b>\$ 357,041</b>	<b>\$ (14,017)</b>	<b>(3.8)</b>

### Funding Adjustments for FY 2020 Include:

- Revenues represent an increase in client fees, insurance fees, and in managed care fees based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also represent interdepartmental staffing changes.
- Operating expenses reflect a decrease in the allocation formula for administrative and facility costs.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Adult Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**Mission:** The Adult Services Division provides healthcare through cost-effective methods for the benefit of the patient, community, and staff.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	10.30	11.40	6.40	6.40	-	0.0
Intergovernmental	\$ 596,473	\$ 630,342	\$ 609,518	\$ 670,748	\$ 61,230	10.0
Charges and Fees	<u>447,786</u>	<u>390,116</u>	<u>433,000</u>	<u>535,000</u>	<u>102,000</u>	<u>23.6</u>
TOTAL REVENUES	<u>\$ 1,044,259</u>	<u>\$ 1,020,458</u>	<u>\$ 1,042,518</u>	<u>\$ 1,205,748</u>	<u>\$ 163,230</u>	<u>15.7</u>
Personnel	\$ 515,757	\$ 512,943	\$ 417,349	\$ 417,736	\$ 387	0.1
Operating	259,290	297,448	223,707	222,815	(892)	(0.4)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 775,047</u>	<u>\$ 810,391</u>	<u>\$ 641,056</u>	<u>\$ 640,551</u>	<u>\$ (505)</u>	<u>(0.1)</u>

### Funding Adjustments for FY 2020 Include:

- Revenues represent an anticipated increase in Medicaid reimbursements and the taxes imposed on the sale of alcohol based on historical trends. Revenues also reflect an increase in insurance fees.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease in the allocation of administrative cost offset by higher wireless technology charges.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Bedded Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**Mission:** The Bedded Services Division, which includes the Family Care Unit, provides healthcare through cost-effective methods for the benefit of the patient and community.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.50	4.50	4.50	4.50	-	0.0
Intergovernmental	\$ 418,811	\$ 481,054	\$ 483,301	\$ 494,004	\$ 10,703	2.2
Charges and Fees	345,840	367,049	604,500	669,500	65,000	10.8
<b>TOTAL REVENUES</b>	<u>\$ 764,651</u>	<u>\$ 848,103</u>	<u>\$ 1,087,801</u>	<u>\$ 1,163,504</u>	<u>\$ 75,703</u>	<u>7.0</u>
Personnel	\$ 261,385	\$ 244,546	\$ 270,425	\$ 281,615	\$ 11,190	4.1
Operating	413,457	571,279	824,077	711,583	(112,494)	(13.7)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 674,842</u>	<u>\$ 815,825</u>	<u>\$ 1,094,502</u>	<u>\$ 993,198</u>	<u>\$ (101,304)</u>	<u>(9.3)</u>

### Funding Adjustments for FY 2020 Include:

- Revenues represent an increase in insurance fees and generated taxes imposed on the sale of alcohol.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease in the allocation of medical services cost offset by higher support services cost. In addition, a reduction in anticipated bad debt provisions contribute to this decrease.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Community Prevention Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	2.25	2.75	2.70	(0.05)	(1.8)
Intergovernmental	\$ 173,313	\$ 164,695	\$ 164,356	\$ 164,356	\$ -	0.0
Charges and Fees	950	450	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 174,263</u>	<u>\$ 165,145</u>	<u>\$ 164,356</u>	<u>\$ 164,356</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 114,831	\$ 122,021	\$ 135,482	\$ 166,618	\$ 31,136	23.0
Operating	62,639	72,672	66,990	80,559	13,569	20.3
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 177,470</u>	<u>\$ 194,693</u>	<u>\$ 202,472</u>	<u>\$ 247,177</u>	<u>\$ 44,705</u>	<u>22.1</u>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect no change in client fees and federal funding.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also represent interdepartmental staffing changes.
- Operating expenses reflect an increase in the allocation of administrative and facility costs.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Criminal Justice Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.80	8.80	8.80	8.45	(0.35)	(4.0)
Intergovernmental	\$ 41,756	\$ 38,185	\$ 47,403	\$ 47,403	\$ -	0.0
Charges and Fees	<u>419,469</u>	<u>437,402</u>	<u>710,000</u>	<u>710,000</u>	<u>-</u>	<u>0.0</u>
TOTAL REVENUES	<u>\$ 461,225</u>	<u>\$ 475,587</u>	<u>\$ 757,403</u>	<u>\$ 757,403</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 442,927	\$ 487,023	\$ 590,216	\$ 558,764	\$ (31,452)	(5.3)
Operating	263,347	245,182	320,352	312,109	(8,243)	(2.6)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 706,274</u>	<u>\$ 732,205</u>	<u>\$ 910,568</u>	<u>\$ 870,873</u>	<u>\$ (39,695)</u>	<u>(4.4)</u>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect no change client fees and federal funding.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel expenditures also reflect interdepartmental staffing changes.
- Operating expenses reflect a decrease in the allocation of administrative and facilities cost. This decrease is offset by an anticipated increase in the provision for bad debts.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Detention Outpatient  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**Mission:** The Detention Center Intensive Outpatient Division 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 dependent.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.40	5.40	5.40	5.40	-	0.0
Charges and Fees	<u>\$ 303,235</u>	<u>\$ 282,913</u>	<u>\$ 379,670</u>	<u>\$ 329,700</u>	<u>\$ (49,970)</u>	(13.2)
TOTAL REVENUES	<u>\$ 303,235</u>	<u>\$ 282,913</u>	<u>\$ 379,670</u>	<u>\$ 329,700</u>	<u>\$ (49,970)</u>	(13.2)
Personnel	\$ 293,032	\$ 243,721	\$ 318,042	\$ 321,364	\$ 3,322	1.0
Operating	90,249	82,978	147,709	98,156	(49,553)	(33.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 383,281</u>	<u>\$ 326,699</u>	<u>\$ 465,751</u>	<u>\$ 419,520</u>	<u>\$ (46,231)</u>	(9.9)

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a decrease in fees for services provided to the Detention Center and the Probate Adult Drug Court.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect an anticipated decrease in the provision for bad debts based on historical data and changes in client fee revenue.



## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Drug Court Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**Mission:** The Drug Court Services Division provides clients with an intensive rehabilitation treatment program that creates an environment with definite rules and consequences for violations based on their performance in an effort to address their substance use disorders.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	4.00	4.00	-	0.0
Charges and Fees	\$ -	\$ -	\$ 195,440	\$ 112,468	\$ (82,972)	(42.5)
TOTAL REVENUES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 195,440</u>	<u>\$ 112,468</u>	<u>\$ (82,972)</u>	<u>(42.5)</u>
Personnel	\$ -	\$ -	\$ 252,696	\$ 247,052	\$ (5,644)	(2.2)
Operating	-	-	113,322	105,305	(8,017)	(7.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 366,018</u>	<u>\$ 352,357</u>	<u>\$ (13,661)</u>	<u>(3.7)</u>

### Funding Adjustments for FY 2020 Include:

- Revenues represent a decrease in the reimbursements from the Solicitor Drug Court programs.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease in the allocation of administrative and facilities costs.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Medical Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.25	3.00	2.25	2.25	-	0.0
Charges and Fees	\$ (1,325)	\$ 5,810	\$ 4,000	\$ 5,600	\$ 1,600	40.0
TOTAL REVENUES	<u>\$ (1,325)</u>	<u>\$ 5,810</u>	<u>\$ 4,000</u>	<u>\$ 5,600</u>	<u>\$ 1,600</u>	40.0
Personnel	\$ 114,866	\$ 125,103	\$ 133,936	\$ 135,934	\$ 1,998	1.5
Operating	(116,190)	(119,292)	(129,936)	(130,334)	(398)	0.3
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ (1,324)</u>	<u>\$ 5,811</u>	<u>\$ 4,000</u>	<u>\$ 5,600</u>	<u>\$ 1,600</u>	40.0

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an increase in client fees based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease in the allocation of medical cost. The decrease is offset by an increase in professional medical services due to the Opioid Use Disorder epidemic.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** New Life Unit  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**Mission:** The New Life Unit Division reduces the harmful effects of alcohol and drug dependency on pregnant and parenting-age women and their children.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.50	5.65	5.65	5.50	(0.15)	(2.7)
Intergovernmental	\$ 564,406	\$ 516,401	\$ 586,317	\$ 591,681	\$ 5,364	0.9
Charges and Fees	621,865	604,133	935,000	965,000	30,000	3.2
<b>TOTAL REVENUES</b>	<u>\$ 1,186,271</u>	<u>\$ 1,120,534</u>	<u>\$ 1,521,317</u>	<u>\$ 1,556,681</u>	<u>\$ 35,364</u>	<u>2.3</u>
Personnel	\$ 203,400	\$ 210,866	\$ 321,077	\$ 326,229	\$ 5,152	1.6
Operating	508,032	668,625	842,177	921,949	79,772	9.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 711,432</u>	<u>\$ 879,491</u>	<u>\$ 1,163,254</u>	<u>\$ 1,248,178</u>	<u>\$ 84,924</u>	<u>7.3</u>

### Funding Adjustments for FY 2020 Include:

- Revenues represent an increase in insurance fees and generated taxes imposed by the sale of alcohol.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect interdepartmental staffing changes.
- Operating expenses reflect an increase in the allocation of medical and support services. The increase is offset by a decrease due to reduced bad debt provisions.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Opioid Treatment Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	11.25	10.65	11.65	12.65	1.00	8.6
Intergovernmental	\$ 162,732	174,363	109,321	29,355	(79,966)	(73.1)
Charges and Fees	<u>1,298,773</u>	<u>1,566,181</u>	<u>1,661,000</u>	<u>1,884,000</u>	<u>223,000</u>	13.4
TOTAL REVENUES	<u>\$ 1,461,505</u>	<u>\$ 1,740,544</u>	<u>\$ 1,770,321</u>	<u>\$ 1,913,355</u>	<u>\$ 143,034</u>	8.1
Personnel	\$ 616,760	\$ 672,573	\$ 717,003	\$ 815,097	\$ 98,094	13.7
Operating	762,421	884,095	1,014,497	1,089,556	75,059	7.4
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 1,379,181</u>	<u>\$ 1,556,668</u>	<u>\$ 1,731,500</u>	<u>\$ 1,904,653</u>	<u>\$ 173,153</u>	10.0

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a decrease in state funding and client fees offset by higher insurance fees.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel expenses also include the addition of a Counselor I position.
- Operating expenses reflect an increase in the allocation of administrative, facilities, and medical services cost and offset by a decrease in contracted services.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Sobering Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**Mission:** The Sobering Services Division provides monitoring for individuals who are acutely intoxicated and in need of sobering, stabilization and referral to treatment.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	5.00	5.00	5.00	-	0.0
Personnel	\$ -	\$ -	\$ 185,684	\$ 347,699	\$ 162,015	87.3
Operating	-	3,533	16,073	101,027	84,954	528.6
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ -</u>	<u>\$ 3,533</u>	<u>\$ 201,757</u>	<u>\$ 448,726</u>	<u>\$ 246,969</u>	<u>122.4</u>

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect an increase in temporary staffing cost and the full-year funding of previous vacant positions.
- Operating expenses reflect an increase in the allocation of administrative cost.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Support Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	25.40	26.50	28.70	28.75	0.05	0.2
Intergovernmental	\$ 272,563	\$ 288,726	\$ 491,849	\$ 492,471	\$ 622	0.1
Charges and Fees	382,454	567,739	1,181,000	1,308,000	127,000	10.8
Miscellaneous	-	237	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 655,017</b>	<b>\$ 856,702</b>	<b>\$ 1,672,849</b>	<b>\$ 1,800,471</b>	<b>\$ 127,622</b>	<b>7.6</b>
Personnel	\$ 1,080,368	\$ 1,017,446	\$ 1,621,829	\$ 1,757,280	\$ 135,451	8.4
Operating	290,915	270,817	10,247	44,395	34,148	333.2
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,371,283</b>	<b>\$ 1,288,263</b>	<b>\$ 1,632,076</b>	<b>\$ 1,801,675</b>	<b>\$ 169,599</b>	<b>10.4</b>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an increase in insurance fees and in managed care fees.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect interdepartmental staffing changes. This increase includes the support of additional temporary staffing.
- Operating expenses reflect an increase in administrative, facilities, and medical services cost offset by a reduction in the provision for bad debts.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Therapeutic Child Care  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.25	3.50	3.50	3.50	-	0.0
Intergovernmental	\$ 91,470	\$ 87,532	\$ 88,958	\$ 83,765	\$ (5,193)	(5.8)
Charges and Fees	<u>54,925</u>	<u>35,345</u>	<u>30,000</u>	<u>100,000</u>	<u>70,000</u>	233.3
TOTAL REVENUES	<u>\$ 146,395</u>	<u>\$ 122,877</u>	<u>\$ 118,958</u>	<u>\$ 183,765</u>	<u>\$ 64,807</u>	54.5
Personnel	\$ 177,053	\$ 110,636	\$ 125,849	\$ 129,299	\$ 3,450	2.7
Operating	112,350	72,350	135,682	82,371	(53,311)	(39.3)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 289,403</u>	<u>\$ 182,986</u>	<u>\$ 261,531</u>	<u>\$ 211,670</u>	<u>\$ (49,861)</u>	(19.1)

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an increase in fees received from managed care organizations. The increase is offset by a decrease in Medicaid reimbursements.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease in bad debt provision and the allocation formula for medical services cost.

## DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

**Division:** Women's Services  
**Fund:** Enterprise Fund  
**Function:** Health and Welfare

**Mission:** The Women's Services Division provides outpatient healthcare through cost-effective methods for the benefit of the patient, community, and staff.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.45	5.70	5.70	5.90	0.20	3.5
Intergovernmental	\$ 506,683	\$ 492,356	\$ 495,178	\$ 499,362	\$ 4,184	0.8
Charges and Fees	184,151	160,629	220,000	220,000	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 690,834</u>	<u>\$ 652,985</u>	<u>\$ 715,178</u>	<u>\$ 719,362</u>	<u>\$ 4,184</u>	<u>0.6</u>
Personnel	\$ 257,609	\$ 293,143	\$ 315,676	\$ 332,443	\$ 16,767	5.3
Operating	126,088	142,859	161,599	154,311	(7,288)	(4.5)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 383,697</u>	<u>\$ 436,002</u>	<u>\$ 477,275</u>	<u>\$ 486,754</u>	<u>\$ 9,479</u>	<u>2.0</u>

### Funding Adjustments for FY 2020 Include:

- Revenues represent an increase generated from the taxes imposed on the sale of alcohol.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel expenditures also reflect interdepartmental staffing changes.
- Operating expenses reflect a decrease in the provision for bad debts.



## EMERGENCY MEDICAL SERVICES

**Fund:** General Fund  
**Function:** Public Safety

**Mission:** Emergency Medical Services (EMS) provides prompt, efficient, and effective emergency medical care and transportation to the citizens of and visitors to the County of Charleston.

**Services Provided:**

- Provide field emergency medical support services which require specialized training and equipment
- Provide support to hazardous materials response teams and hazardous materials clean-up operations throughout the County
- Provide assistance to area law enforcement agencies through the nationally recognized Special Weapons and Tactics Medic program
- Provide a variety of educational programs to the public on many safety issues
- Partner with community resources to enhance patient outcomes

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	217.50	216.00	216.00	216.00	-	0.0
Intergovernmental	\$ 4,699,868	\$ 3,593,469	\$ 4,630,000	\$ 4,330,000	\$ (300,000)	(6.5)
Charges and Fees	6,629,291	7,164,713	6,790,000	7,760,000	970,000	14.3
Miscellaneous	4,883	45,848	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$11,334,042</u>	<u>\$10,804,030</u>	<u>\$11,420,000</u>	<u>\$12,090,000</u>	<u>\$ 670,000</u>	<u>5.9</u>
Personnel	\$12,250,023	\$12,621,461	\$13,341,720	\$14,125,133	\$ 783,413	5.9
Operating	3,069,410	3,647,235	3,436,907	3,860,448	423,541	12.3
Capital	505,336	296,107	476,910	297,978	(178,932)	(37.5)
<b>TOTAL EXPENDITURES</b>	<u>15,824,769</u>	<u>16,564,803</u>	<u>17,255,537</u>	<u>18,283,559</u>	<u>1,028,022</u>	<u>6.0</u>
Interfund Transfer Out	<u>1,731</u>	<u>1,503</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
<b>TOTAL DISBURSEMENTS</b>	<u>\$15,826,500</u>	<u>\$16,566,306</u>	<u>\$17,255,537</u>	<u>\$18,283,559</u>	<u>\$ 1,028,022</u>	<u>6.0</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect an increase in services provided based on current and projected usage of the service.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. In addition, personnel costs reflect an increase in overtime cost. The increase also reflects anticipated vacancies for fifteen positions and the related overtime to maintain the current level of service.

## EMERGENCY MEDICAL SERVICES (continued)

- Operating expenditures reflect an increase in costs of drugs and medical supplies. In addition, higher projected reimbursement from the Local Accommodations Tax for servicing tourist areas contributes to this increase.
- Capital expenditures represent six cardiac monitors to replace units past their life expectancy and four ambulance stretchers to prevent back injuries to personnel.

### 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 Bravo to Echo calls will be answered within 9 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  $\leq 25\%$  which will result in a 10% increase in revenue.

#### Initiative IV: Work Flow Analysis – Process Management

**Department Goal 3:** Engage all areas of emergency medical services in continuous quality improvement.

Objective 3: Review 10 EMS patient reports in detail per shift by Division Chief per shift; clinical review of all high acuity 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 Continuing Education Program (CEP).

Objective 4(b): Conduct patient satisfaction survey with a satisfaction rating to exceed 90%.

## EMERGENCY MEDICAL SERVICES (continued)

### MEASURES:

		FY 2018	FY 2019	FY 2020
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Output:</b>				
Patients transported	1	42,863	44,566	45,000
Incidents responded to	1	60,326	62,327	63,000
Total billed	2(a)	\$18,935,520	\$21,607,188	\$21,000,000
Percentage of Medicare/Medicaid billed electronically	2(b)	100%	100%	100%
<b>Efficiency:</b>				
Cost per incident	1(a),2(a)	\$313.88	\$346.67	\$350
Total received per incident	2(a)(b)	\$250.33	\$282.82	\$285
<b>Outcome:</b>				
<u>Response Time Standard</u> <sup>1</sup>	<u>Minutes: Seconds</u>			
Average	<8:59			
Average Response Time		08:39	08:55	09:00
Percentage of Compliance		67.9%	64.7%	70.0%
Collection	2(a)	\$11,158,555	12,922,290	13,000,000
Collections less refunds	2(a)	\$10,730,292	12,604,521	12,500,000
Percent of rejection rate	2(a)(b)	3.8%	2.3%	4.0%
Percent of revenue increased	2(a)(b)	23.80%	15.9%	10%
Percent of reviewed reports – 100% critical	3	100%	100%	100%
Percent of Field Operations personnel certified	4(a)	100%	100%	100%
Survey rating of satisfaction >90% <sup>2</sup>	4(b)	99.0%	n/a	95.0%

<sup>1</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.

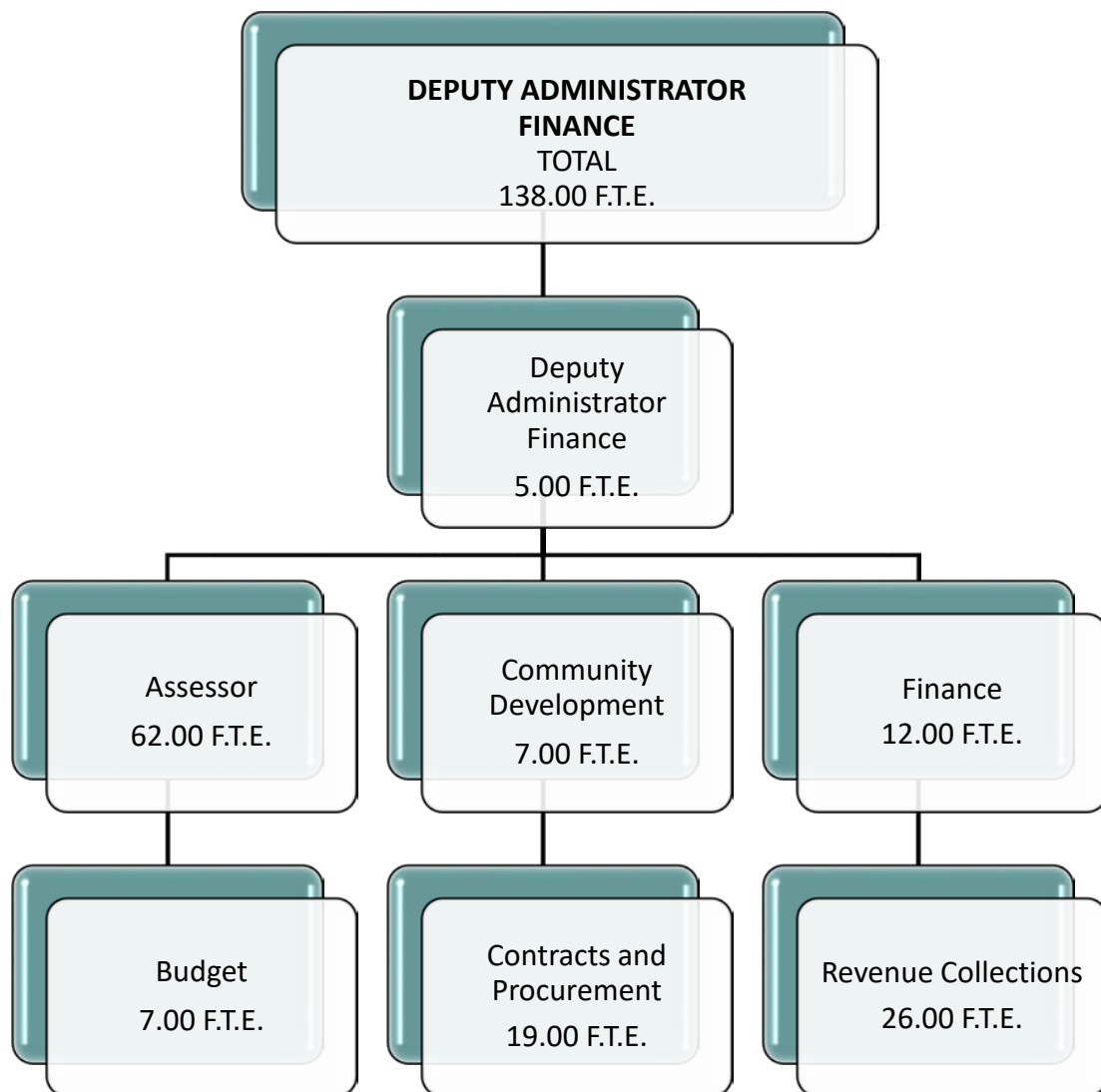
<sup>2</sup> Paper surveys were replaced in FY 2019 with change in billing vendor and moving to online submission process.

### 2020 ACTION STEPS

#### Department Goal 3

- Implement enhanced inventory control process/automated ordering of routine items.
- Address staffing and retention/promotion path for current staff.
- Implementation of online survey through new billing vendor.
- Comply with Ambulance Cost Data Collection and Payment Reform, which will be enacted in FY 2020.





## DEPUTY ADMINISTRATOR FINANCE

**Fund:** General Fund  
**Function:** General Government

**Mission:** The Deputy Administrator Finance provides administrative oversight and project direction to six departments which include Assessor, Budget, Community Development, Contracts and Procurement, Finance, and Revenue Collections.

### Departmental Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	5.00	5.00	-	0.0
Personnel	\$ 463,736	\$ 472,106	\$ 487,916	\$ 659,638	\$ 171,722	35.2
Operating	13,609	13,671	13,385	22,678	9,293	69.4
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 477,345</u>	<u>\$ 485,777</u>	<u>\$ 501,301</u>	<u>\$ 682,316</u>	<u>\$ 181,015</u>	36.1

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflects an increase due to the transfer of an Executive Assistant position.
- Operating expenditures include an increase in training to provide expanded opportunities for staff development and support of the financial system.

## ASSESSOR

**Fund:** General Fund  
**Function:** 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.

**Services Provided:**

- Locate, list and appraise the value of real property parcels and all mobile homes for ad valorem tax purposes
- Conduct countywide cyclical reassessment of real property every five years
- Address appeals of other discounts, exemptions and special assessments, and address appeals of a legal nature

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	62.00	62.00	62.00	62.00	-	0.0
Licenses and Permits	\$ 6,100	\$ 5,780	\$ 5,300	\$ 6,750	\$ 1,450	27.4
Charges and Fees	2,329	424	1,000	300	(700)	(70.0)
<b>TOTAL REVENUES</b>	<u>\$ 8,429</u>	<u>\$ 6,204</u>	<u>\$ 6,300</u>	<u>\$ 7,050</u>	<u>\$ 750</u>	<u>11.9</u>
Personnel	\$ 3,739,044	\$ 4,015,042	\$ 4,265,474	\$ 4,473,281	\$ 207,807	4.9
Operating	249,457	279,215	424,255	512,292	88,037	20.8
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 3,988,501</u>	<u>\$ 4,294,257</u>	<u>\$ 4,689,729</u>	<u>\$ 4,985,573</u>	<u>\$ 295,844</u>	<u>6.3</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect an increase in mobile home moving permits based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The costs also include an increase in funding for overtime associated with the next reassessment.
- Operating expenditures represent an increase in mailers and contracted services to complete the next reassessment.

## ASSESSOR (continued)

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Improve completion dates for appraisal activities (new construction, ATIs and appeals) with goal of restoring non-reassessment year completion deadlines by end of Fiscal Year 2019.

Objective 1(a): Complete 95% of Tax Year (TY) 2017 new construction by July 31, 2017; complete 95% TY 2018 new construction by May 30, 2018; complete 98% TY 2019 new construction by June 15, 2019; and complete 98% TY 2020 new construction by September 30, 2020.

Objective 1(b): Complete 90% TY 2018 ATIs by July 15, 2018; complete 90% TY 2019 ATIs by August 1, 2019; and complete 90% TY 2020 ATIs by September 30, 2020.

Objective 1(c): Complete 100% of prior reassessment BAAs appeals by December 2019.

**Department Goal 2:** Inspect each improved property once between reassessments (five year goal).

Objective 2(a): Median date inspected to trail Tax Year by no more than 2-3 years.

Objective 2(b): Median date inspected to trail current Tax Year by no more than 2-3 years.

Objective 2(c): Maintain appraiser field time a minimum of 16% each year.

#### MEASURES:

	Objective	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
<b>Input:</b>				
Number of New Construction appraisals completed during FY <sup>1</sup>	1(a)	4,420	7,502	5,000
Number of ATI appraisals completed during fiscal year <sup>2</sup>	1(b)	10,576	16,674	13,000
Inspections per fiscal year <sup>3</sup>	2(a)(b)(c)	53,317	64,521	50,000
<b>Output:</b>				
Percent of time spent on new construction <sup>4</sup>	1(a)	34.21%	37.2%	35.0%
Percent of time spent on new ATI appraisals <sup>5</sup>	1(b)	8.60%	13.6%	10%
Percent of time spent on objections and reviews <sup>6</sup>	1(c)	4.60%	4.8%	5.0%
Average date of inspection for improved properties	2(a)	1/01/15	n/a	n/a
Median date of inspection for improved properties	2(b)	8/17/16	12/09/16	01/01/17
Lag in inspection date average versus Tax Year	2(a)	3.0 yrs	n/a	n/a
Lag in inspection date median versus Tax Year	2(b)	1.83 yrs	3.1 yrs.	3.0 yrs.
Percent of appraiser time spent in field	2(c)	17.52%	16.1%	16%
<b>Efficiency:</b>				
Avg Rate per day new construction appraisals (per appraiser) <sup>7</sup>	1(a)	0.74/day	1.265	1.25
Avg Rate per day ATI appraisals (per appraiser) <sup>5</sup>	1(a)	20.81/day	20.75	20
Avg Rate per day objections (per appraiser) <sup>6</sup>	1(b)	2.09/day	2.24	2.25
<b>Outcome:</b>				
Date new construction 98% completed <sup>1</sup>	1(a)	6/27/18	7/12/19	9/30/20
New construction appraisals completed for Fiscal Year <sup>8</sup>	1(a)	4,890	7502	5000
Change in valuation tax base due to new construction <sup>9</sup>	1(a)	1.93%	2.0%	2.0%
Date ATIs completed <sup>5</sup>	1(b)	8/10/18 est	8/02/19	9/30/20
Change in valuation tax base due to ATIs <sup>8</sup>	1(b)	2.57%	2.0%	2.0%
Percentage reassessment BAAs completed (occurs every five years) <sup>10</sup>	1(c)	99.0%	99.0%	100%
Date annual objections completed for prior tax year <sup>11</sup>	1(c)	2/28/18	03/30/19	03/30/20
Increase in percentage of field time per year <sup>12</sup>	2(a)(b)(c)	10.40%	(8.00)%	0%



## ASSESSOR (continued)

- <sup>1</sup> Reflects July 1, 2018 – June 30, 2019. Due to the number of new houses, new constructions overlap ATIs. FY 19 count increased due to backlogged permits provided in Spring of 2019 that was required to be evaluated as new construction for impact on tax base.
- <sup>2</sup> FY 19 reflects increased numbers of ATIs completed prior to June of 2019 due to the earlier completion goal.
- <sup>3</sup> Annual inspections expected to stabilize around 50,000 – 53,000.
- <sup>4</sup> TY 18 New Construction – 99% complete June 30, 2018; TY 17 New Construction – 96% complete June 30, 2017; TY 16 New Construction – 63% complete June 30, 2016. TY 2019 – New Construction - 95% complete June 30, 2019. New Construction goal – GY 19 estimate July 19, 2019.
- <sup>5</sup> Many ATIs are new construction and separating these categories is difficult.
- <sup>6</sup> Objections and reviews for TY 2018 are complete. FY 2019 objections and reviews received to date are 47% complete up from 42% this time last year. Few have been received. Most will be received after notices are sent in July and after tax bills are mailed in October.
- <sup>7</sup> FY 2018 was miscalculated and corrected. Additionally, new hires for FY 2018 will increase field time due to field supervision requirements. FY 2019 saw a reduction in the requirement.
- <sup>8</sup> Tax year equates to tax base information.
- <sup>9</sup> Changes in tax base estimated as a percent. FY 2018 = TY 17 for reporting and is actual. FY 2019 = TY 18 for reporting and is actual. FY 2020 = TY 19 is estimated
- <sup>10</sup> Reassessment BAAs began July 2016 are essentially complete. Five TY 15 BAA are pending due to ongoing Supreme Court litigation.
- <sup>11</sup> Reflects a change in timeliness due to a change in processes and dates of appeals.
- <sup>12</sup> FY 19 reflects no increase due the elimination of field supervision requirements as the apprentices currently have the required number of appraisal hours to inspect properties independently.

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### 2020 ACTION STEPS

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#### Department Goal 1

- Complete reassessment work including ATI's, new construction and field review in time to mail notices by September 30, 2020 as the statute requires.

#### Department Goal 2

- Continue to inspect each improved property once between reassessments by ensuring that median inspection date for improved properties lags the current tax year by no more than 2.5 to 3 years.
- Continue to inspect 50,000-55,000 properties per year and stabilize field time by appraisers at 16% of available time; thus increasing inspection frequency by appraisers as opposed to data collectors.

## BUDGET

**Department:** Budget  
**Fund:** General Fund  
**Function:** General Government

**Mission:** The Budget Department provides financial services and assists departments with the administration of grant awards in order to maintain the County's financial integrity and accountability and to support effective decision-making.

**Services Provided:**

- Develop and monitor annual operating and capital budgets
- Formulate financial strategies including multi-year financial plans
- Assist in management of state and federal grants

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	7.00	7.00	-	0.0
Personnel	\$ 702,772	\$ 767,955	\$ 754,139	\$ 735,901	\$ (18,238)	(2.4)
Operating	23,968	23,457	21,357	28,521	7,164	33.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 726,740</b>	<b>\$ 791,412</b>	<b>\$ 775,496</b>	<b>\$ 764,422</b>	<b>\$ (11,074)</b>	<b>(1.4)</b>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The expenditures reflect a decrease due to the transfer out of a vacant position during FY 2019.
- Operating expenditures include an increase in training to provide expanded opportunities for staff development. The increase also reflects the increased costs associated with printing the budget document in-house.

**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, the Debt Service Fund, the Transportation Sales Tax Special Revenue Fund, and the Environmental Management Enterprise 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)

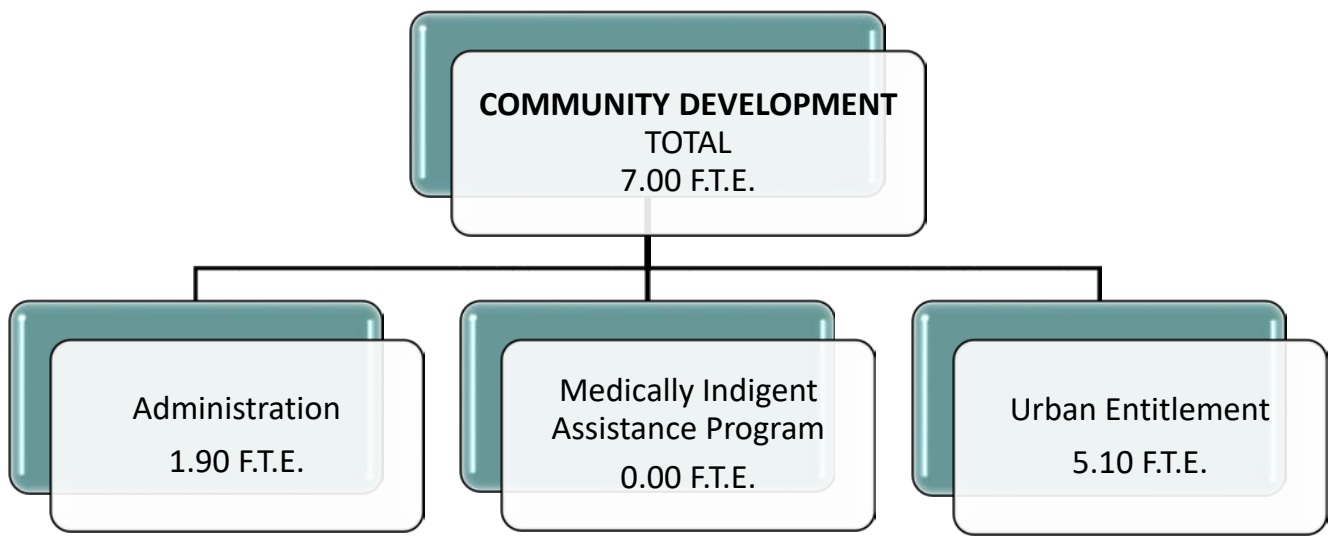
MEASURES:		FY 2018	FY 2019	FY 2020
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
Number of Federal Awards	2	74	77	75
<b>Output:</b>				
Budgeted General Fund revenue	1(a)	226,879,329	231,024,355	242,232,055
Actual General Fund revenues <sup>1</sup>	1(a)	227,669,859	233,874,265	243,442,055
<b>Efficiency:</b>				
Dollar amount of Single Audit questioned costs	2	\$0	\$0	\$0
<b>Outcome:</b>				
Five-year plans prepared	1(b)	100%	100%	100%
Percent of revenue variance <sup>1</sup>	1(a)	0.3%	1.2%	0.5%
Single Audit findings	2	0	0	0
Percent of Single Audit questioned costs	2	0.0%	0.0%	0.0%

<sup>1</sup> FY 2019 Actual & FY20 Projected reflect the projection at time of budget preparation.

### 2020 ACTION STEPS

#### Department Goal 1

- Assist with the upgrade of the County's financial system.



## COMMUNITY DEVELOPMENT

**Program:** Administration  
**Fund:** General Fund  
**Function:** General Government

**Mission:** The Community Development Department administers Community Development Block Grant funds, Home Investment Partnership funds, and Emergency Shelter Grant funds to improve the quality of life for low-to-moderate income citizens through improved affordable housing and revitalization of the physical and economic infrastructure.

**Services Provided:**

- Manages financial monitoring, compliance, environmental clearances, and special projects benefitting the community
- Manages the well/septic upgrade, connection, and maintenance program

**Program Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	1.90	1.90	1.90	-	0.0
Personnel	\$ -	\$ 219,835	\$ 235,637	\$ 245,199	\$ 9,562	4.1
Operating	-	5,182	3,925	305,993	302,068	7696.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 225,017</b>	<b>\$ 239,562</b>	<b>\$ 551,192</b>	<b>\$ 311,630</b>	<b>130.1</b>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase in copier costs based on historical usage and current trends. During budget deliberations, Council appropriated \$300,000 to the Charleston County Housing Authority.

**Performance Measures:**

**Initiative I: Service Delivery**

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

- Objective 1(a): Address homeownership needs by issuing /managing contracts related to housing rehabilitation, creating of affordable housing, and emergency repairs.
- Objective 1(b): Ensure more citizens have clean drinking water and non-hazardous septic systems by issuing/managing contracts related to household infrastructure improvements to include well and septic upgrades as well as water/sewer connections.
- Objective 1(c): Continue to serve the homeless and those at risk of becoming homeless by funding local homeless shelter operations and rapid re-housing program.

## COMMUNITY DEVELOPMENT (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Housing-related contracts issued/managed	1(a)	9	11	11
Infrastructure contracts issued/managed (well/septic program)	1(b)	1	1	2
Contracts issued/managed for homeless services <sup>1</sup>	1(c)	3	3	4
<b>Output:</b>				
LMI individuals provided housing assistance <sup>2</sup>	1(a)	64	46	53
LMI households provided infrastructure service <sup>2</sup>	1(b)	71	30	47
Homeless individuals served	1(c)	910	845	300
<b>Efficiency:</b>				
LMI individuals served for housing needs per contract issued/managed	1(a)	7	4	5
LMI households served per contract issued/managed infrastructure	1(b)	71	30	24
Homeless individuals served per contract issued/managed	1(c)	303	282	75
<b>Outcome:</b>				
Percent increase of individuals served - housing-related needs	1(a)	60.0%	(28.0%)	15.0%
Percent increase of individuals served - infrastructure-needs <sup>3</sup>	1(b)	87.0%	(58.0%)	57.0%
Percent increase of homeless individuals <sup>4</sup>	1(c)	54.0%	(7.0%)	(64.0%)

<sup>1</sup> Emergency Solutions Grant regulations implemented for programs assisting homeless individuals/families through shelter operations and rapid re-housing services.

<sup>2</sup> Output reflects outcomes for several years of funding. Some housing and infrastructure projects take 2-3 years to have fully actualized outcomes.

<sup>3</sup> There was an increase in allocated funds for this category in FY 2017, which caused the outcomes to increase substantially for FY 2018.

<sup>4</sup> The projected number of homeless individuals served for FY 2020 is decreasing due to the distribution of the majority of the Emergency Solutions Grant funds to rapid re-housing instead of shelter operations. There are more outcomes associated with shelter operation.

### 2020 ACTION STEPS

#### Department Goal 1

- By working with the Lowcountry Continuum of Care, coordinate shelter and rapid re-housing activities to ensure HUD's homeless (HESG) funding is reaching those individuals/families most at-risk for homelessness.
- Continue to refine the County's well/septic/connection program to expedite service and lower costs.

## COMMUNITY DEVELOPMENT (continued)

**Program:** Medically Indigent Assistance Program (MIAP)  
**Fund:** General Fund  
**Function:** Health and Welfare

**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.

**Services Provided:**

- Process MIAP applications for the County's uninsured citizens to determine eligibility for state benefits.

**Program Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	0.10	-	-	-	-	0.0
Personnel	\$ 5,423	\$ 23,350	\$ 27,079	\$ 28,063	\$ 984	3.6
Operating	1,475,843	1,446,197	1,379,003	1,354,190	(24,813)	(1.8)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 1,481,266</u></u>	<u><u>\$ 1,469,547</u></u>	<u><u>\$ 1,406,082</u></u>	<u><u>\$ 1,382,253</u></u>	<u><u>\$ (23,829)</u></u>	<u><u>(1.7)</u></u>

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures represent contribution requirements paid to the South Carolina Department of Health and Human Services based on the formula set by the State. Operating expenditures reflect a decrease in the Medically Indigent Assistance Program Payment based on the State's estimated projection.

**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: Process MIAP applications for patient eligibility using required criteria from South Carolina Department of Health and Human Services.

## COMMUNITY DEVELOPMENT (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Number of applications received	1	51	67	50
<b>Output:</b>				
Number of approved applications	1	11	11	10
<b>Outcome:</b>				
Percent of approved applications	1	21.5%	16.4%	20.0%

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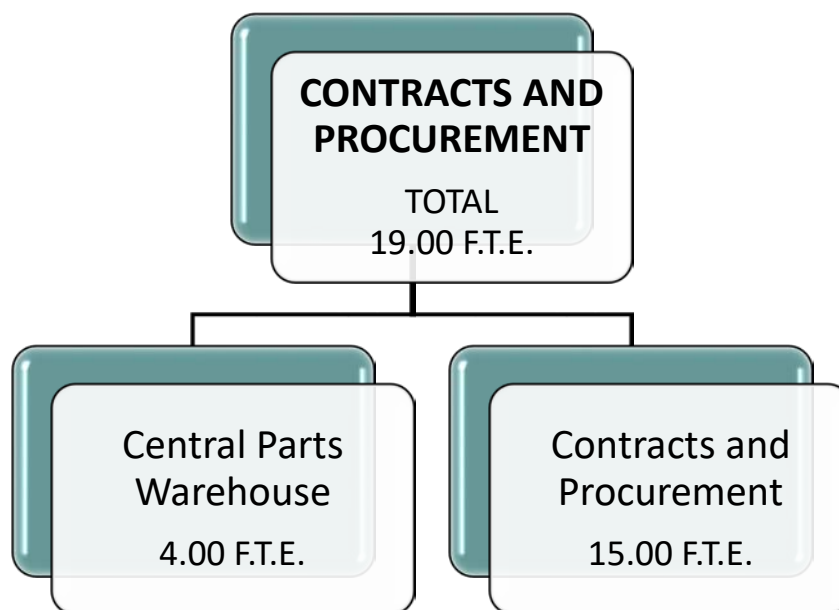
### 2020 ACTION STEPS

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#### Department Goal 1

- Continue to ensure a positive return on investment of the County's contribution for inpatient hospital services to indigent citizens.





## CONTRACTS AND PROCUREMENT

**Division:** Central Parts Warehouse  
**Fund:** Internal Service Fund  
**Function:** General Government

**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.

**Services Provided:**

- Ensure parts are readily available to maintain operational readiness of the County's fleet

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.00	4.00	-	0.0
Charges and Fees	<u>\$ 2,662,161</u>	<u>\$ 2,655,458</u>	<u>\$ 2,900,000</u>	<u>\$ 2,900,000</u>	<u>\$ -</u>	<u>0.0</u>
TOTAL REVENUES	<u>\$ 2,662,161</u>	<u>\$ 2,655,458</u>	<u>\$ 2,900,000</u>	<u>\$ 2,900,000</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 236,405	\$ 248,086	\$ 257,653	\$ 264,391	\$ 6,738	2.6
Operating	2,411,958	2,378,768	2,642,347	2,635,609	(6,738)	(0.3)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 2,648,363</u>	<u>\$ 2,626,854</u>	<u>\$ 2,900,000</u>	<u>\$ 2,900,000</u>	<u>\$ -</u>	<u>0.0</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect the cost and usage of parts for maintenance of vehicles by Fleet Operations.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent a decrease to the inventory of parts used to maintain vehicles and heavy machinery by Fleet Operations.

**Performance Measures:**

**Initiative IV: Workflow Analysis-Process Management**

**Department Goal 1:** Provide quality parts in an effective and cost efficient manner.

Objective 1(a): Establish base-line data for the on-line stocking and inventory control program for Fleet Operations.

Objective 1(b): Process and/or store 90% of items received within 2 hours of receipt.

Objective 1(c): Maintain stock turnover with a quarterly ratio of 4 to 1 to comply with national standard.

## CONTRACTS AND PROCUREMENT (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Inventory line items	1(a)	1,621	1,564	1,600
Supplies issued monthly	1(b)	4,461	4,469	4,500
Received and stored items processed monthly	1(b)	4,183	4,189	4,200
<b>Efficiency:</b>				
Average error rate on issuing supplies	1(c)	2.0%	2.0%	2.0%
<b>Outcome:</b>				
Percent of stored items processed within 2 hours of receipt	1(b)	95.0%	93.0%	95.0%
Annual ratio of stock turnover	1(c)	6.25:1	9.32:1	6:1

## CONTRACTS AND PROCUREMENT (continued)

**Division:** Contracts and Procurement  
**Fund:** General Fund  
**Function:** General Government

**Mission:** The Contracts and 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.

### Serviced Provided:

- Provide transparency in the procurement of goods, services, and construction
- Provide citizens with maximum exposure to the Small Business Enterprise Program

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	15.00	15.00	15.00	15.00	-	0.0
Charges and Fees	\$ 449	\$ -	\$ -	\$ -	\$ -	0.0
Miscellaneous	151,856	153,165	155,000	155,000	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 152,305</b>	<b>\$ 153,165</b>	<b>\$ 155,000</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ 1,082,087	\$ 1,294,273	\$ 1,352,485	\$ 1,442,276	\$ 89,791	6.6
Operating	19,000	126,010	178,993	73,757	(105,236)	(58.8)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>1,101,087</b>	<b>1,420,283</b>	<b>1,531,478</b>	<b>1,516,033</b>	<b>(15,445)</b>	<b>(1.0)</b>
Interfund Transfer Out	34,901	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 1,135,988</b>	<b>\$ 1,420,283</b>	<b>\$ 1,531,478</b>	<b>\$ 1,516,033</b>	<b>\$ (15,445)</b>	<b>(1.0)</b>

### Funding Adjustments for FY 2020 Include:

- Revenues consist of procurement card rebates and the revenue source will remain constant in FY 2020.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in consulting fees based on current trends.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Maintain a high level of customer service.

Objective 1(a): Provide on-going training opportunities for Charleston County employees.

## CONTRACTS AND PROCUREMENT (continued)

### 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 8 business days.

Objective 2(b): Ensure 65% of formal solicitations are issued within 72 business days.

### Initiative V: Quality Control

**Department Goal 3:** Procure goods and services within the law.

Objective 3(a): Ensure 100% of Purchase Orders audited are in compliance with the Procurement Ordinance and Regulations.

Objective 3(b): Award 99% of purchases without written protest.

**Department Goal 4:** Seek Fair and Open Competition.

Objective 4: Ensure 100% of informal solicitations have three quotes.

MEASURES:		FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
	<u>Objective</u>			
<b>Input:</b>				
Purchase Card purchases	2(a)	24,466	22,839	23,200
Purchase orders	2(a)(b),4	1,466	1,363	1,450
<b>Output:</b>				
Number of staff attending training	1(a)	9	11	9
Purchase orders processed ≤ \$25,000	2(a),3(a)(b),4	1,028	898	1,000
Solicitations processed	2(b),3(a)(b)	86	108	100
Purchase orders ≥ \$25,000 processed	3(a)(b)	438	465	450
Number of Purchase Orders audited	3(a)	300	300	300
<b>Efficiency:</b>				
Cost per purchase order processed	2(a)(b)	\$100	\$100	\$100
<b>Outcome:</b>				
Percent of staff receiving at least 2 CEUs per fiscal year	1(a)	52.9%	73.3%	60.0%
Percent of purchase orders ≤ \$25,000 processed within 8 business days	2(a)	72.4%	84.0%	58.0%
Percent of purchase orders ≥ \$25,000 processed within 72 business day	2(b)	72.4%	92.0%	75.0%
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%	100%	100%

### 2020 ACTION STEPS

#### Department Goal 1

- Provide training sessions on procurement procedures to all departments.

#### Department Goal 2

- Establish guidelines and monitor purchases to ensure goals are being met.

#### Department Goal 3

- Perform audits on purchases to ensure Procurement Ordinance and Regulations are being followed.

#### Department Goal 4

- Increase potential bidders on projects by increasing the number of vendors in IFAS vendor database.

## FINANCE

**Department:** Finance  
**Fund:** General Fund  
**Function:** 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.

**Services Provided:**

- Monitor the stewardship of public funds
- Ensure the ability of the County to meet financial obligations
- Monitor compliance with legal and regulatory provisions applicable to the expenditure of public funds

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	12.00	12.00	12.00	-	0.0
Charges and Fees	\$ 4,881	\$ 4,926	\$ 4,800	\$ 4,400	\$ (400)	(8.3)
TOTAL REVENUES	<u>\$ 4,881</u>	<u>\$ 4,926</u>	<u>\$ 4,800</u>	<u>\$ 4,400</u>	<u>\$ (400)</u>	<u>(8.3)</u>
Personnel	\$ 931,705	\$ 963,172	\$ 995,480	\$ 1,024,280	\$ 28,800	2.9
Operating	48,894	48,369	51,946	50,613	(1,333)	(2.6)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 980,599</u>	<u>\$ 1,011,541</u>	<u>\$ 1,047,426</u>	<u>\$ 1,074,893</u>	<u>\$ 27,467</u>	<u>2.6</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect no significant change.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit program.
- Operating expenditures reflect a decrease in office expense based on historical usage.

**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.

## FINANCE (continued)

**Department Goal 2:** Provide quality service to vendors and employees.

Objective 2: Accurately prepare all payrolls as scheduled by County Policy.

### Initiative V: Quality Control

**Department Goal 3:** Safeguard the County's assets.

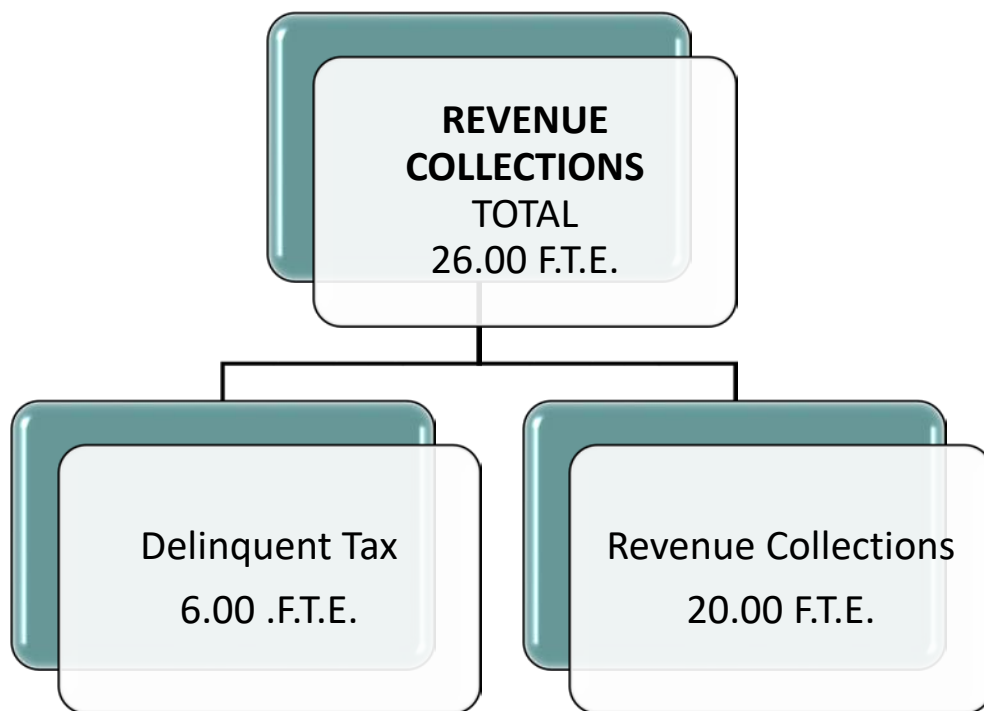
Objective 3(a): Maintain or improve the County's bond rating from the major rating agencies.

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

#### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u> <sup>1</sup>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Number of deadlines missed	1(a),2	0	0	0
Number of days to prepare the CAFR	1(b)	168	167	167
<b>Outcome:</b>				
<u>General Obligation Bond</u>	3(a)			
Standards & Poor's Corporation		AAA	AAA	AAA
Moody's Investors Service		Aaa	Aaa	Aaa
Fitch Ratings, Inc.		AAA	AAA	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		60	62	68
Journal entries required after year end		60	72	75
Management letter comments/material weaknesses		0	0	0

<sup>1</sup> FY 2018 reflects data before the finalized audit.





## REVENUE COLLECTIONS

**Division:** Delinquent Tax  
**Fund:** General Fund  
**Function:** General Government

**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.

**Services Provided:**

- Plan, conduct, and manage tax sales
- Perform post-sale title and mortgage research and deed creation
- Seize property for non-payment in accordance with S.C. Code of Laws, Title 12

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.00	6.00	6.00	6.00	-	0.0
Charges and Fees	\$ 1,212,228	\$ 1,269,706	\$ 1,126,500	\$ 1,086,288	\$ (40,212)	(3.6)
Miscellaneous	8,515	10,053	10,000	10,000	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 1,220,743</u>	<u>\$ 1,279,759</u>	<u>\$ 1,136,500</u>	<u>\$ 1,096,288</u>	<u>\$ (40,212)</u>	<u>(3.5)</u>
Personnel	\$ 607,142	\$ 645,056	\$ 681,895	\$ 721,626	\$ 39,731	5.8
Operating	341,681	325,090	454,605	374,662	(79,943)	(17.6)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 948,823</u>	<u>\$ 970,146</u>	<u>\$ 1,136,500</u>	<u>\$ 1,096,288</u>	<u>\$ (40,212)</u>	<u>(3.5)</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect a decrease in levy costs due to a new formula being implemented that would collect revenue closer to the expenditure incurred in FY 2020.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also include a reimbursement to the Treasurer's Office for the use of services provided by the department.
- Operating expenditures reflect a decrease in postage direct, contracted services and contracted temporaries based on projected usage.

**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 97% for valid delinquent real property taxed accounts.<sup>1</sup>

## REVENUE COLLECTIONS (continued)

Objective 1(b): Attain collection rates of 70% existing mobile home taxed accounts.<sup>1</sup>

Objective 1(c): Attain collection rates of 60% of existing personal property accounts in Watercraft, Business Personal State/County, Aircraft and Rental Residential.<sup>1</sup>

MEASURES:	Objective	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
<b>Output:</b>				
Total accounts collected in real property <sup>2 &amp; 3</sup>	1(a)	10,335 - 359	11340 – 465	9558 – n/a <sup>4</sup>
Total accounts collected in mobile homes <sup>2 &amp; 3</sup>	1(b)	3,153 - 868	2879 - 787	2828 – n/a <sup>4</sup>
Total accounts collected in personal property <sup>2 &amp; 3</sup>	1(c)	31,739 – 12,688	30966 - 12935	33224 – n/a <sup>4</sup>
<b>Efficiency:</b>				
Cost per collection <sup>4</sup>	1(a)(b)(c)	\$58.28	\$50.40	n/a <sup>4</sup>
<b>Outcome:</b>				
Closure rate for real property accounts <sup>2 &amp; 3</sup>	1(a)	96.53%	95.90%	n/a <sup>4</sup>
Closure rate for mobile home accounts	1(b)	72.47%	72.66%	n/a <sup>4</sup>
Closure rate for personal property accounts (BPS, BPC, RRES, WC, AC)	1(c)	60.02%	58.23%	n/a <sup>4</sup>

<sup>1</sup> All beginning account balances are based on the statutory date of March 17, placing the complete 15% on the current bill and officially shifting the accounts into delinquency pursuant to SC Code of Laws, Title 12, Section 12-45-180 *et seq.* "When the taxes and assessments or any portion of the taxes...are not paid before the seventeenth day of March, the county treasurer shall issue his tax execution to the officer authorized and directed to collect delinquent taxes".

<sup>2</sup> FY 2018 continued to show an increase for Real Property by 1.53% above the goal of 95%. Mobile Home collections increased as projected by 3.58% due to the property type being included in the Setoff Debt program. The program continued to assist Personal Property collections by improving their collections by 3.41% over the previous year. The use of new collection practices directly influenced the Cost per collection <sup>4</sup>. Efforts addressing this will begin in FY 2019 to work on lowering the Cost per collection <sup>4</sup> accordingly.

<sup>3</sup> FY 2019 showed declines in closure rates listed for Real Property and Personal Property. The Debt Setoff program declined in Personal Property collections by 1.79%. This is due to the increased effort to determine the viability of certain accounts and their subsequent "write off" since they were unable to be collected. There were 1799 accounts of this type, which was nearly double the FY 2018 total of 822. Mobile Homes still showed an increase by 0.09% from the previous year

<sup>4</sup> Cost per Collection = (Total Actual Expenditures for the Fiscal Year) / (Sum of Accounts Paid, Abatements, and *Nulla Bona* Accounts) FY 2018 shows \$970,146 in actual expenditures. The Delinquent Tax Office continued efforts to lower the cost per collection resulted in the cost decreasing by \$7.88 per collection.

### 2020 ACTION STEPS

#### Department Goal 1

- Recognize staffing levels to directly impact collection rates through increased collections of personal property account types to 60% or higher. Currently the delinquent tax office is running 1 FTE short since FY 2016 and our increased efforts in collections will require improved staffing to sustain and improve collection totals.
- Address collection levels within Personal Properties by continuing use of the Debt Setoff program, Advertisements, and increased enforcement of collections through seizures and postings.
- Continue to determine collectability of taxes by analyzing data trends and improving mass communication efforts to defaulting taxpayers. Actual collectability versus redundant uncollected accounts that are continually compounding each year will be the main target.
- Increase collections through parallel enforcement within Revenue Collections' business licensing department.
- Develop an action plan that will continue to decrease the Cost per allocation <sup>4</sup> and continue to work on lowering the amount for the upcoming year.
- In FY 2020, Watercraft will begin changing their licensing from a three-year renewal schedule to a one-year renewal schedule. The collection of this property type is similar to Motor Vehicles. Due to the change, the Delinquent Tax office has begun monitoring the impact to the yearly collections and budget on this property type.

## REVENUE COLLECTIONS (continued)

**Division:** Revenue Collections  
**Fund:** Enterprise Fund  
**Function:** General Government

**Mission:** Revenue Collections administers on a fee basis the collection of accommodations taxes, business license fees, hazardous material fees, stormwater fees, and the solid waste user fee for the County and municipalities. Also included are franchise fees, hospitality fees, 800 MHz fees, bankruptcy fees, and municipal improvement district taxes.

**Services Provided:**

- File legal actions against delinquent accounts and for non-compliance to collect unpaid fees owed to Charleston County
- Work with the Planning Department on zoning issues
- Collect fees for other County departments as requested

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	20.00	20.00	20.00	20.00	-	0.0
Charges and Fees	\$ 2,319,060	\$ 2,128,906	\$ 2,325,000	\$ 2,258,170	\$ (66,830)	(2.9)
Interest	34,849	34,682	40,000	45,000	5,000	12.5
Miscellaneous	657	1,721	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 2,354,566</u>	<u>\$ 2,165,309</u>	<u>\$ 2,365,000</u>	<u>\$ 2,303,170</u>	<u>\$ (61,830)</u>	<u>(2.6)</u>
Personnel	\$ 1,423,301	\$ 1,499,790	\$ 1,547,767	\$ 1,586,331	\$ 38,564	2.5
Operating	893,060	1,019,344	343,435	319,457	(23,978)	(7.0)
Capital	-	-	25,000	165,000	140,000	560.0
<b>TOTAL EXPENDITURES</b>	<u>2,316,361</u>	<u>2,519,134</u>	<u>1,916,202</u>	<u>2,070,788</u>	<u>154,586</u>	<u>8.1</u>
Interfund Transfer Out	<u>457,500</u>	<u>40,190</u>	<u>473,798</u>	<u>397,382</u>	<u>(76,416)</u>	<u>(16.1)</u>
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 2,773,861</u>	<u>\$ 2,559,324</u>	<u>\$ 2,390,000</u>	<u>\$ 2,468,170</u>	<u>\$ 78,170</u>	<u>3.3</u>

**Funding Adjustments for FY 2020 Include:**

- Revenues represent charges to collect municipal and county revenues. Collections are projected to decrease based on projected fees charged to the municipalities.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also include a reimbursement to Sheriff Law Enforcement for the use of a Deputy Sheriff.
- Operating expenses represent a significant reduction due to a re-evaluation of the calculation of County administrative costs.
- Capital expenses include funding for upgraded software for processing business license permits and other fees.

## REVENUE COLLECTION (continued)

- Interfund Transfer Out represents a decrease of profits to the General Fund for the difference between revenues and expenses.

### 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 30.

Objective 1(b): Locate 70% more businesses operating illegally.

Objective 1(c): Increase audits conducted by 7%.

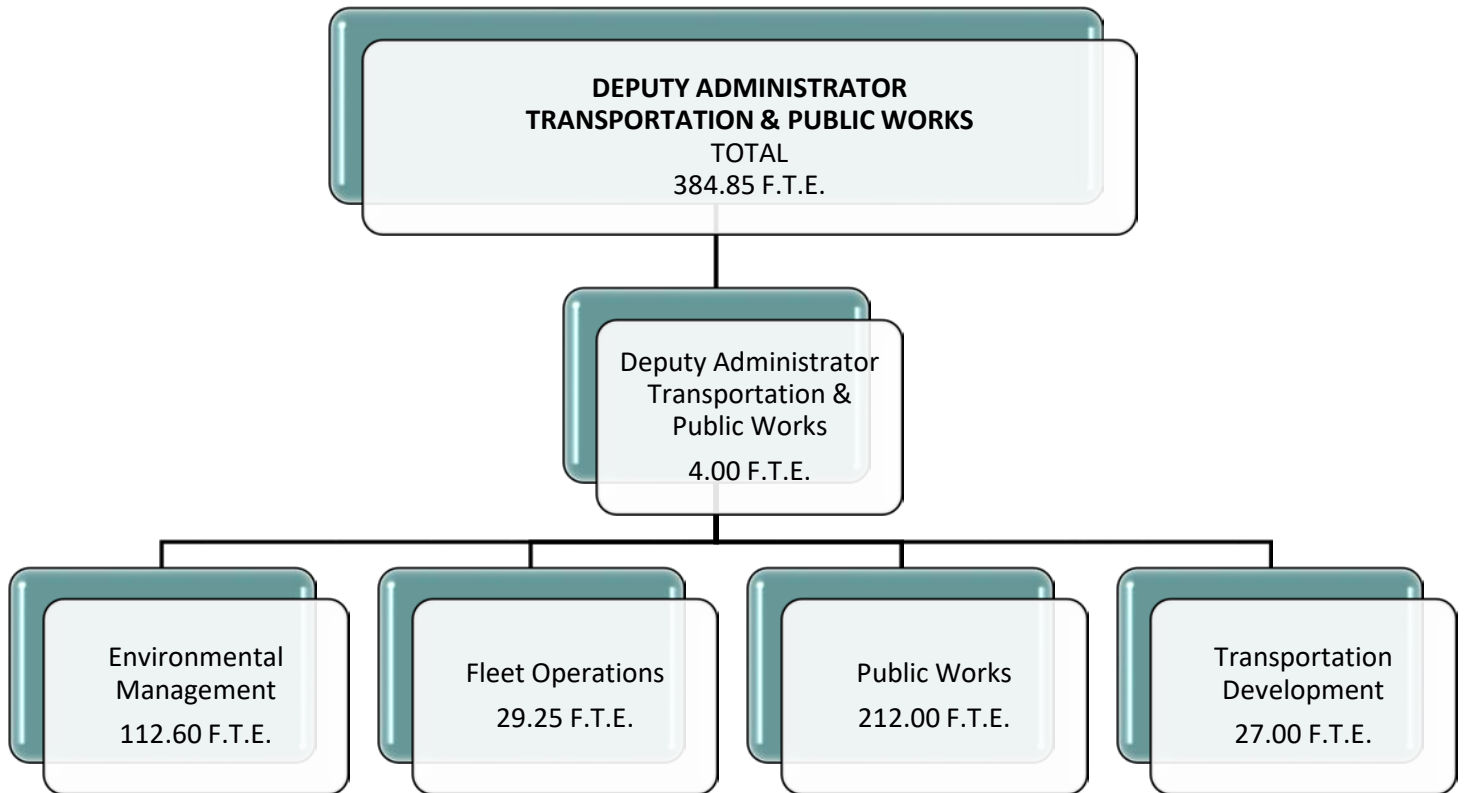
MEASURES:		FY 2018	FY 2019	FY 2020
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Output:</b>				
Field inspections/calls/emails	1(a)	8,100	5,500	9,000
Illegal businesses located – businesses noncompliant	1(b)	29	42	150
Audits conducted	1(c)	1,164	1,177	1,200
<b>Efficiency:</b>				
Average chargeback per audit	1(c)	382	595	550
<b>Outcome:</b>				
Percent increase of business license inspections <sup>1</sup>	1(a)	(26.0%)	(33.0%)	39.0%
Percent increase of locating businesses operating illegally <sup>1</sup>	1(b)	(53.0%)	31.0%	71.0%
Percent increase of audits conducted	1(c)	(7.0%)	2.0%	5.0%
Collections from audit chargebacks	1(c)	\$444,232	\$424,131	400,000

<sup>1</sup> FY 2018 reflects a decrease in inspections and noncompliant businesses due to staffing issues.

#### 2020 ACTION STEPS

##### Department Goal 1

- Choose new software and implement said software. Hope to have in place by January renewal.
- Update business license ordinance to current NAICS as well as revenue neutral rate change as needed.
- Increase compliance and registration of STRs (short-term rentals). Partnered with Visitor's Bureau to identify more short-term rentals. Expect numbers to increase significantly in FY 2020, due to identification of properties.



## DEPUTY ADMINISTRATOR TRANSPORTATION DEVELOPMENT AND PUBLIC WORKS

**Fund:** General Fund  
**Function:** General Government

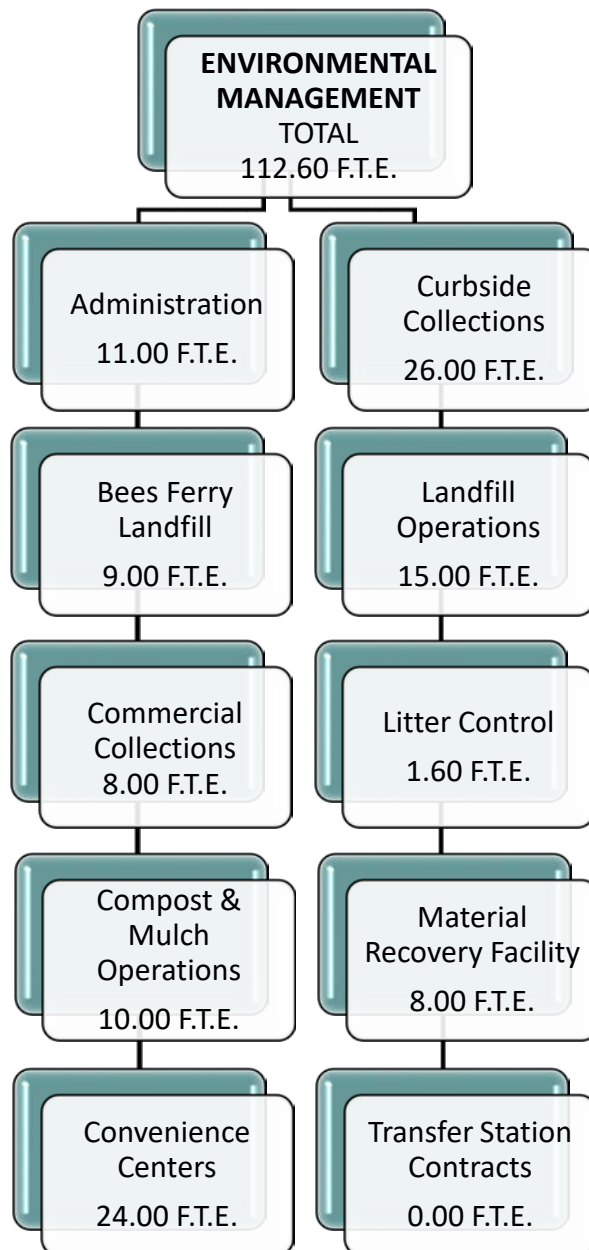
**Mission:** The Office of the Deputy Administrator of Transportation and Public Works provides support and oversight to four Charleston County departments, which include Environmental Management, Fleet Operations, Public Works, and Transportation Development. This office engages in outreach and partnership activities to promote the County's mission of excellent service delivery and outcomes for our citizens.

### Departmental Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	4.00	4.00	4.00	-	0.0
Personnel	\$ -	\$ 438,878	\$ 552,612	\$ 494,836	\$ (57,776)	(10.5)
Operating	-	23,595	23,733	28,093	4,360	18.4
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 462,473</b>	<b>\$ 576,345</b>	<b>\$ 522,929</b>	<b>\$ (53,416)</b>	<b>(9.3)</b>

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel also reflects a decrease due to the transfer of a Project Officer II position to Public Works in FY 2019.
- Operating expenditures reflect an increase in training costs for the operations of the newly established cost center.



## ENVIRONMENTAL MANAGEMENT

**Division:** Administration  
**Fund:** Enterprise Fund  
**Function:** Public Works

**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.

**Services Provided:**

- Manage the disposal of solid waste
- Ensure environmental enforcement of County Ordinances pertaining to beautification, illegal dumping, and scavenging
- Develop educational and operational programs to inform communities about disposal practices and procedures

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	15.00	12.00	12.00	11.00	(1.00)	(8.3)
Charges and Fees	\$29,117,812	\$29,025,670	\$30,110,000	\$30,120,000	\$ 10,000	0.0
Interest	430,824	684,904	300,000	400,000	100,000	33.3
Miscellaneous	<u>(57,067)</u>	<u>123,934</u>	<u>-</u>	<u>1,300,000</u>	<u>1,300,000</u>	<u>100.0</u>
TOTAL REVENUES	<u>\$29,491,569</u>	<u>\$29,834,508</u>	<u>\$30,410,000</u>	<u>\$31,820,000</u>	<u>\$ 1,410,000</u>	<u>4.6</u>
Personnel	\$ 1,315,329	\$ 939,066	\$ 1,124,665	\$ 1,045,942	\$ (78,723)	(7.0)
Operating	4,993,384	5,458,396	3,646,409	3,848,643	202,234	5.5
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 6,308,713</u>	<u>\$ 6,397,462</u>	<u>\$ 4,771,074</u>	<u>\$ 4,894,585</u>	<u>\$ 123,511</u>	<u>2.6</u>

**Funding Adjustments for FY 2020 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. The largest increase is due to the anticipated proceeds from the sale of property. In addition, interest income is budgeted to increase during FY 2020.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The decrease represents the elimination of an Account Supervisor position.
- Operating expenses represent an increase to the county administrative charge due to an overall increase in the department's expenses.



## ENVIRONMENTAL MANAGEMENT (continued)

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** As directed by County Council, design and construction of a new Materials Recovery Facility (MRF) to process recyclables utilizing modern technologies. The new MRF will 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 2018	FY 2019	FY 2020
	Objective	Actual	Actual	Projected
<b>Input:</b>				
Annual MSW Tonnage <sup>2</sup>	1	410,396	476,438	505,024
Total dollars spent for services	1	\$26,719,493	\$25,468,507	\$30,158,199
Total County Population – 2010 US Census 350,209	1	401,438	401,438	401,438
Number of Residential Customers	2(a)(b)	187,442	193,066	196,926
Number of Commercial Customers	2(a)(b)	13,997	14,400	14,500
<b>Output:</b>				
Total tons landfilled	1	310,314	370,679	392,919
Total residential participants	2(a)(b)	121,942	125,000	126,250
Total commercial participants	2(a)(b)	4,609	4,750	4,845
Total Educational Outreach participants	2(a)(b)	225,000	229,000	230,000
<b>Efficiency:</b>				
Total tons composted	1	82,169	75,718	60,000
Total tons recycled	2	38,276	29,344	40,000
<b>Outcome:</b>				
Total tons diverted from landfill	1	100,081	105,062	100,000
Total cost per capita	1	\$67	\$63	\$75
Percentage of recycling rate	1,2(a)(b)	24%	22%	20%

<sup>1</sup> FY 2019 Actual reflects the unaudited total available at time of budget preparation.

<sup>2</sup> Municipal Solid Waste

#### 2020 ACTION STEPS

##### Department Goal 1

- Continue to divert more waste each fiscal year through increased recycling programs.
- Reduce volume of yard debris presented for composting.
- Create local market for High-grade compost.

##### Department Goal 2

- Increase department's community presence through advertising and partnering opportunities at all local events.
- Increase commercial sector recycling and food waste composting participation.

## ENVIRONMENTAL MANAGEMENT (continued)

**Division:** Bees Ferry Landfill Convenience Center  
**Fund:** Enterprise Fund  
**Function:** Public Works

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.00	7.00	9.00	9.00	-	0.0
Charges and Fees	\$ 24,255	\$ 15,128	\$ 25,500	\$ 6,000	\$ (19,500)	(76.5)
<b>TOTAL REVENUES</b>	<u>\$ 24,255</u>	<u>\$ 15,128</u>	<u>\$ 25,500</u>	<u>\$ 6,000</u>	<u>\$ (19,500)</u>	<u>(76.5)</u>
Personnel	\$ 227,960	\$ 230,865	\$ 351,420	\$ 347,394	\$ (4,026)	(1.1)
Operating	393,084	589,115	467,025	434,800	(32,225)	(6.9)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 621,044</u>	<u>\$ 819,980</u>	<u>\$ 818,445</u>	<u>\$ 782,194</u>	<u>\$ (36,251)</u>	<u>(4.4)</u>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a decrease due to a lower resale value of recyclable products.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease in the cost for contracted temporaries due to historical trends and current usage.

## ENVIRONMENTAL MANAGEMENT (continued)

**Division:** Commercial Collections  
**Fund:** Enterprise Fund  
**Function:** Public Works

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

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	8.00	8.00	-	0.0
Miscellaneous	\$ 7,438	\$ -	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 7,438</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 503,827	\$ 479,550	\$ 591,453	\$ 623,555	\$ 32,102	5.4
Operating	141,660	128,863	111,550	91,050	(20,500)	(18.4)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 645,487</u>	<u>\$ 608,413</u>	<u>\$ 703,003</u>	<u>\$ 714,605</u>	<u>\$ 11,602</u>	1.7

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase also represents a higher amount allocated to overtime based on current trends.
- Operating expenses reflect a decrease due to the elimination of a service contract used for the collection of recyclable glass.

## ENVIRONMENTAL MANAGEMENT (continued)

**Division:** Compost and Mulch Operations  
**Fund:** Enterprise Fund  
**Function:** Public Works

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	11.00	10.00	10.00	10.00	-	0.0
Charges and Fees	<u>\$ 286,892</u>	<u>\$ 314,883</u>	<u>\$ 245,000</u>	<u>\$ 295,000</u>	<u>\$ 50,000</u>	20.4
TOTAL REVENUES	<u>\$ 286,892</u>	<u>\$ 314,883</u>	<u>\$ 245,000</u>	<u>\$ 295,000</u>	<u>\$ 50,000</u>	20.4
Personnel	\$ 566,829	\$ 565,279	\$ 644,911	\$ 678,327	\$ 33,416	5.2
Operating	1,537,254	1,421,671	1,075,999	975,126	(100,873)	(9.4)
Capital	<u>-</u>	<u>-</u>	<u>35,000</u>	<u>1,490,850</u>	<u>1,455,850</u>	4159.6
TOTAL EXPENDITURES	<u>2,104,083</u>	<u>1,986,950</u>	<u>1,755,910</u>	<u>3,144,303</u>	<u>1,388,393</u>	79.1
Interfund Transfer Out	<u>-</u>	<u>-</u>	<u>200,000</u>	<u>-</u>	<u>(200,000)</u>	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 2,104,083</u>	<u>\$ 1,986,950</u>	<u>\$ 1,955,910</u>	<u>\$ 3,144,303</u>	<u>\$ 1,188,393</u>	60.8

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an increase in tipping fees for yard waste debris based on current trends. The increase is slightly offset by a reduction in the volume of compost sales based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase also represents a higher amount allocated to overtime due to the growing volume of compost and yard debris received from citizens.
- Operating expenses reflect a decrease in fleet maintenance, fuel costs and leased machinery and equipment based on historical usage.
- Capital expenses represent the cost for the replacement of a utility vehicle and two bull dozers.

## ENVIRONMENTAL MANAGEMENT (continued)

**Division:** Convenience Center  
**Fund:** Enterprise Fund  
**Function:** Public Works

**Mission:** The Environmental Management Convenience Center 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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	26.00	24.00	24.00	24.00	-	0.0
Miscellaneous	\$ 137,635	\$ 744	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 137,635</u>	<u>\$ 744</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 1,373,966	\$ 1,166,307	\$ 1,278,039	\$ 1,297,142	\$ 19,103	1.5
Operating	1,153,956	1,265,018	873,749	840,404	(33,345)	(3.8)
Capital	-	-	245,000	-	(245,000)	(100.0)
TOTAL EXPENDITURES	<u>2,527,922</u>	<u>2,431,325</u>	<u>2,396,788</u>	<u>2,137,546</u>	<u>(259,242)</u>	<u>(10.8)</u>
Interfund Transfer Out	-	-	350,000	-	(350,000)	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 2,527,922</u>	<u>\$ 2,431,325</u>	<u>\$ 2,746,788</u>	<u>\$ 2,137,546</u>	<u>\$ (609,242)</u>	<u>(22.2)</u>

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease in the use of contracted temporaries based on historical trends and current usage. The decrease is slightly offset by a reduction in fleet fuel cost.

## ENVIRONMENTAL MANAGEMENT (continued)

**Division:** Curbside Collection  
**Fund:** Enterprise Fund  
**Function:** Public Works

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	23.00	22.00	26.00	26.00	-	0.0
Charges and Fees	\$ -	\$ 5,988	\$ -	\$ -	\$ -	0.0
Miscellaneous	193,308	2,543	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 193,308</u>	<u>\$ 8,531</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 1,324,245	\$ 1,580,480	\$ 1,763,941	\$ 1,818,012	\$ 54,071	3.1
Operating	2,591,263	2,657,853	1,934,692	1,816,782	(117,910)	(6.1)
Capital	-	-	1,175,000	350,000	(825,000)	(70.2)
<b>TOTAL EXPENDITURES</b>	<u>\$ 3,915,508</u>	<u>\$ 4,238,333</u>	<u>\$ 4,873,633</u>	<u>\$ 3,984,794</u>	<u>\$ (888,839)</u>	<u>(18.2)</u>

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase also represents the elimination of anticipated vacancies.
- Operating expenses reflect a decrease due to one-time radio system upgrades in FY 2019.
- Capital expenses include the replacement of an automated recycling truck.

## ENVIRONMENTAL MANAGEMENT (continued)

**Division:** Landfill Operations  
**Fund:** Enterprise Fund  
**Function:** Public Works

**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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	17.00	16.00	15.00	15.00	-	0.0
Intergovernmental	\$ 152,398	\$ 167,974	\$ 150,000	\$ 150,000	\$ -	0.0
Charges and Fees	233,150	314,258	270,000	240,000	(30,000)	(11.1)
Miscellaneous	-	92,015	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 385,548</u>	<u>\$ 574,247</u>	<u>\$ 420,000</u>	<u>\$ 390,000</u>	<u>\$ (30,000)</u>	<u>(7.1)</u>
Personnel	\$ 1,113,015	\$ 1,172,471	\$ 1,234,031	\$ 1,241,788	\$ 7,757	0.6
Operating	3,795,521	3,977,124	2,843,007	2,820,522	(22,485)	(0.8)
Capital	-	-	585,000	35,000	(550,000)	(94.0)
<b>TOTAL EXPENDITURES</b>	<u>4,908,536</u>	<u>5,149,595</u>	<u>4,662,038</u>	<u>4,097,310</u>	<u>(564,728)</u>	<u>(12.1)</u>
Interfund Transfer Out	<u>37,046</u>	<u>(32,006)</u>	<u>6,000,000</u>	<u>3,000,000</u>	<u>(3,000,000)</u>	<u>(50.0)</u>
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 4,945,582</u>	<u>\$ 5,117,589</u>	<u>\$10,662,038</u>	<u>\$ 7,097,310</u>	<u>\$ (3,564,728)</u>	<u>(33.4)</u>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect a decrease in steel recycling revenues based on recent collections.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease in leachate disposal costs and compliance-related contracted services based on historical usage and trends. The decrease is offset by an increase in landfill closure costs based on current trends.
- Capital expenses include replacement of a pickup truck.
- Interfund Transfer Out represents the transfer of \$3 million to the Environmental Management Projects Fund for lined landfill construction.

## ENVIRONMENTAL MANAGEMENT (continued)

**Division:** Litter Control  
**Fund:** Enterprise Fund  
**Function:** Public Works

**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:

	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	0.80	0.80	1.60	1.60	-	0.0
Personnel	\$ 37,005	\$ 47,293	\$ 95,345	\$ 92,791	\$ (2,554)	(2.7)
Operating	21,712	28,852	34,450	29,450	(5,000)	(14.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	58,717	76,145	129,795	122,241	(7,554)	(5.8)
Interfund Transfer Out	-	-	22,400	-	(22,400)	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 58,717</u>	<u>\$ 76,145</u>	<u>\$ 152,195</u>	<u>\$ 122,241</u>	<u>\$ (29,954)</u>	<u>(19.7)</u>

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses include \$16,450 to the Clemson Extension Service for the Community Pride Program. The decrease in expenses represents a reduction in the costs associated with providing litter removal to other jurisdictions.



## ENVIRONMENTAL MANAGEMENT (continued)

**Division:** Materials Recovery Facility  
**Fund:** Enterprise Fund  
**Function:** Public works

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

### Division Summary:

	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	6.00	8.00	8.00	8.00	-	0.0
Intergovernmental	\$ 175,767	\$ 232,095	\$ -	\$ -	\$ -	0.0
Charges and Fees	235,707	93,446	130,000	429,550	299,550	230.4
Miscellaneous	77,453	3,662	-	3,000,000	3,000,000	100.0
<b>TOTAL REVENUES</b>	<u><u>\$ 488,927</u></u>	<u><u>\$ 329,203</u></u>	<u><u>\$ 130,000</u></u>	<u><u>\$ 3,429,550</u></u>	<u><u>\$ 3,299,550</u></u>	2538.1
Personnel	\$ 334,339	\$ 550,141	\$ 744,975	\$ 504,971	\$ (240,004)	(32.2)
Operating	2,323,240	2,613,152	1,858,901	1,601,500	(257,401)	(13.8)
Capital	-	-	160,000	474,150	314,150	196.3
<b>TOTAL EXPENDITURES</b>	<u><u>2,657,579</u></u>	<u><u>3,163,293</u></u>	<u><u>2,763,876</u></u>	<u><u>2,580,621</u></u>	<u><u>(183,255)</u></u>	<u><u>(6.6)</u></u>
Interfund Transfer Out	-	-	3,300,000	7,650,000	4,350,000	131.8
<b>TOTAL DISBURSEMENTS</b>	<u><u>\$ 2,657,579</u></u>	<u><u>\$ 3,163,293</u></u>	<u><u>\$ 6,063,876</u></u>	<u><u>\$10,230,621</u></u>	<u><u>\$ 4,166,745</u></u>	68.7

### Funding Adjustments for FY 2020 Include:

- Revenues reflect an increase due to the anticipated proceeds from the sale of property. The increase in recyclable materials sales is due to Charleston County resuming the direct sale of recyclable products.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease in the costs associated with transferring and processing recyclables by Horry County. The decrease is offset by an increase in contracted temporary costs due to processing recyclables in Charleston County.
- Capital expenses represent the cost for a walking floor trailer and an articulated rubber wheel loader.
- Interfund Transfer Out represents additional funding for the new Materials Recovery Facility.

## ENVIRONMENTAL MANAGEMENT (continued)

**Division:** Transfer Station Contracts  
**Fund:** Enterprise Fund  
**Function:** Public Works

**Mission:** The Environmental Management Transfer Station Contracts Division provides for the costs to transfer solid waste materials outside the county to extend the life of the Charleston County landfill.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	6,622,416	7,185,559	7,400,000	7,700,000	300,000	4.1
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 6,622,416</u></u>	<u><u>\$ 7,185,559</u></u>	<u><u>\$ 7,400,000</u></u>	<u><u>\$ 7,700,000</u></u>	<u><u>\$ 300,000</u></u>	4.1

### Funding Adjustments for FY 2020 Include:

- Operating expenses represent the contracts associated with off-site disposal of municipal solid waste moved from the Transfer Station to the Oakbridge Landfill in Dorchester County. The increase represents the growth in the volume of municipal solid waste transferred out of the County for disposal this fiscal year.

## FLEET OPERATIONS (continued)

**Fund:** Internal Services Fund  
**Function:** General Government

**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.

**Services Provided:**

- Provide, repair and maintain the County's vehicles and heavy equipment, including 24-hour service for Emergency First Responders
- Maintain automated and manual fueling sites throughout the County

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	29.00	29.00	29.25	29.25	-	0.0
Charges and Fees	\$ 9,372,714	\$10,158,457	\$10,844,602	\$11,332,695	\$ 488,093	4.5
Interest	22,845	56,929	-	29,944	29,944	100.0
Miscellaneous	784,396	622,230	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>10,179,955</b>	<b>10,837,616</b>	<b>10,844,602</b>	<b>11,362,639</b>	<b>518,037</b>	<b>4.8</b>
Interfund Transfer In	3,025,183	4,783,750	2,996,799	3,975,120	978,321	32.6
<b>TOTAL SOURCES</b>	<b>\$13,205,138</b>	<b>\$15,621,366</b>	<b>\$13,841,401</b>	<b>\$15,337,759</b>	<b>\$ 1,496,358</b>	<b>10.8</b>
Personnel	\$ 2,069,621	\$ 2,252,525	\$ 2,326,851	\$ 2,421,564	\$ 94,713	4.1
Operating	11,868,077	12,008,419	8,045,074	8,457,195	412,121	5.1
Capital	-	-	2,107,476	4,189,000	2,081,524	98.8
<b>TOTAL EXPENDITURES</b>	<b>13,937,698</b>	<b>14,260,944</b>	<b>12,479,401</b>	<b>15,067,759</b>	<b>2,588,358</b>	<b>20.7</b>
Interfund Transfer Out	512,739	269,251	1,375,000	-	(1,375,000)	(100.0)
<b>TOTAL DISBURSEMENTS</b>	<b>\$14,450,437</b>	<b>\$14,530,195</b>	<b>\$13,854,401</b>	<b>\$15,067,759</b>	<b>\$ 1,213,358</b>	<b>8.8</b>

**Funding Adjustments for FY 2020 Include:**

- Revenues represent an increase in repair contracts and allocated interest. During budget deliberations, Council increased revenue by \$30,000 to correspond with an equal increase to vehicle repairs and maintenance.
- Interfund Transfer In reflects the amount from the General Fund to purchase vehicles and heavy equipment for General Fund offices/departments. During budget deliberations, Council decreased the interfund transfer in by \$240,000 to reflect less replacement vehicles for the Sheriff.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.

## FLEET OPERATIONS (continued)

- Operating expenses include higher costs for contracted repairs and maintenance. During budget deliberations, Council increased vehicle repairs and maintenance by \$30,000 for higher anticipated maintenance costs of retaining six Sheriff vehicles.
- Capital expenses include the replacement cost of ambulances, law enforcement vehicles, Public Works heavy equipment, and various other vehicles. During budget deliberations, Council decreased the capital expenses by \$240,000 for the replacement of six Sheriff pursuit sedans.

### 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 through the review process of the Fleet Equipment Review Committee (ERC).

#### 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:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Number of support vehicles	1	689	693	695
Total number of work orders	2(a)	9,467	8,704	9,000
<b>Output:</b>				
Availability of fleet units	2(b)	92.00%	93.00%	92.00%
Average total expenses versus budgeted total expenses	2(c)	96.00%	97.00%	100%
<b>Efficiency:</b>				
Average cost per mile to operate a support vehicle	1,2(c)	\$0.46	\$0.39	\$0.45
Average cost per work order	2(a)	\$451	\$878	\$850
Average number of units out of service per day <sup>1</sup>	2(b)	30	42	40
<b>Outcome:</b>				
Number of vehicles added to departments from surplus	1	0	0	0
Number of vehicles turned in	1	0	0	0
Savings per reduction of support vehicles <sup>2</sup>	1	\$0	\$0	\$0
Percent of “repair” work order to total work orders ( $\leq 45\%$ ) <sup>1</sup>	2(a)	69.00%	63.00%	65.00%
Percent of scheduled maintenance to unscheduled repairs ( $\geq 60\%$ ) <sup>1</sup>	2(b)	37.37%	35.50%	35.00%
Fleet availability ( $\geq 90\%$ ) <sup>1</sup>	2(b)	92.00%	93.00%	95.00%
Percent of actual total expenses to budgeted total expenses ( $\leq 100\%$ ) <sup>1</sup>	2(a)(b)(c)	95.76%	97.14%	100%

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

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

## FLEET OPERATIONS (continued)

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### 2020 ACTION STEPS

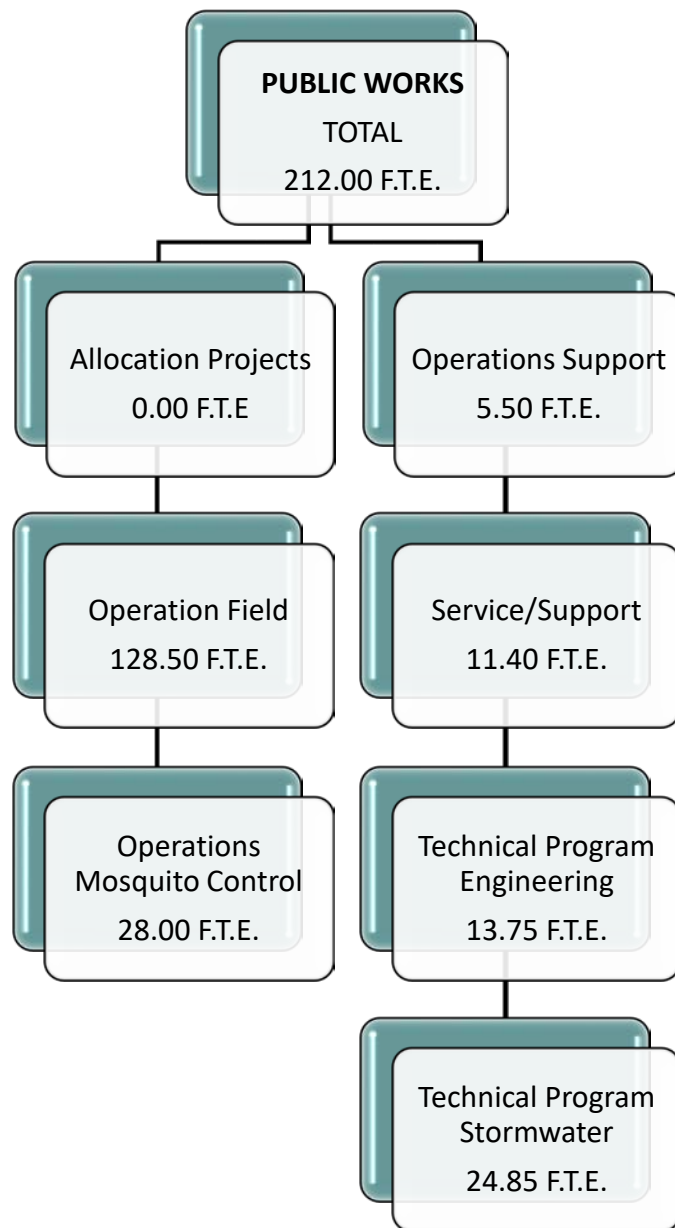
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#### Department Goal 1

- Seek cooperative purchasing agreements and programs to acquire vehicles and equipment taking advantage of volume purchasing power, which increases competition and stimulates reduced prices.
- Guide County agencies in the development of specifications on cost effective solutions for acquiring construction and specialized equipment focuses on meeting the mission requirements of the County agency.
- Procure a standardized law enforcement pursuit vehicle to promote economies of scale on reutilizing up-fit equipment upon the unit's replacement to reduce costs.
- Seek a standardized light utility work truck (pickup) replacement option for County users for cost efficiency.
- Utilize professional memberships in trade organizations to maintain knowledge of innovative technology and products (vehicles and equipment) to bolster and enhance the County's mission.
- Maintain timely and efficient methods to charge-back rates for Fleet services provided County customers to include, but not limited to, hourly labor, fuel, contracted (sublet) work, and motor pool usage
- Research cost effective fleet unit replacements, i.e., fuel economy, emission control advances, etc.
- Pursue and encourage alternative funding for General Fund capital expenditures.
- Seek replacement of the Fleet fuel management system Countywide.
- Maintain stewardship and active participation in the Azalea Compound development for fueling site development and addition of vehicle washing facilities.
- Monitor the development of the Material Recovery Facility (MRF) for fuel and heavy truck repair facilities.
- 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.
- Insure each grant funded and specially funded equipment items are properly identified in the Fleet information management system so appropriate financial actions are followed as the item comes up for replacement.

#### Department Goal 2

- Furnish County agencies life cycle costs to date of equipment items over 18 FASTER points in the fleet information management system to make informed decisions for retention or disposal of the vehicle.
- Streamline procedures for the "remounting" of ambulance medical boxes onto new chassis to promote cost effectiveness and reduce capital outlays for ambulance replacements.
- Empower Field Mechanics to redirect heavy equipment field repairs to the maintenance shops in an effort to perform closer maintenance and repairs in an effort to promote the useful life of equipment.
- Recognize and reward our Fleet staff for their accomplishments. *Catch People Doing Things Right.*
- Continue efforts toward fuel consumption awareness and conservation through providing effective Intranet access for County Fleet users to monitor and control their fuel accounts and maintenance reports.
- Continue to generate utilization reports for senior management decision making.
- Continue to promote the development of mechanic capabilities and certification through the Institute of Automotive Service Excellence (ASE) certification. Promote and reward skills development for testing and certification in multiple skills categories.
- Seek funding for the replacement and modernization of Fleet fueling site infrastructure as part of the Azalea Compound Master Plan meeting the needs of the County for years to come.
- Emphasize quality and customer service excellence in all that Fleet does.
- Manage for customer results.
- Foster a climate of continuous improvement through training our Fleet personnel in delivering quality products and services to our customers.



## PUBLIC WORKS

**Division:** Operations Field  
**Fund:** General Fund  
**Function:** Public Works

**Mission:** The Operations Field 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 Operations Field Division ensures that Charleston County citizens and tourists are provided safe, effective and locally maintained road and drainage systems.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	124.50	128.50	128.50	128.50	-	0.0
Intergovernmental	\$ 7,290	37,567	-	-	-	0.0
Miscellaneous	609	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 7,899</b>	<b>\$ 37,567</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ 4,853,783	\$ 4,716,463	\$ 5,628,488	\$ 5,969,788	\$ 341,300	6.1
Operating	1,257,396	1,488,333	2,418,669	2,858,248	439,579	18.2
Capital	-	-	48,000	-	(48,000)	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>6,111,179</b>	<b>6,204,796</b>	<b>8,095,157</b>	<b>8,828,036</b>	<b>732,879</b>	<b>9.1</b>
Interfund Transfer Out	241,583	2,308,916	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 6,352,762</b>	<b>\$ 8,513,712</b>	<b>\$ 8,095,157</b>	<b>\$ 8,828,036</b>	<b>\$ 732,879</b>	<b>9.1</b>

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect a lower reimbursement from transportation sales tax road projects.
- Operating expenditures reflect increased funding for uniforms and operating supplies based on current trends. These costs also include higher fleet maintenance and fuel costs based on projected usage. In addition, funds allocated for a Borrow Pit lease also contribute to the increase.

## PUBLIC WORKS (continued)

**Division:** Operations Mosquito Control  
**Fund:** General Fund  
**Function:** Health and Welfare

**Mission:** The Operations Mosquito Control Division protects the health and well-being of the citizens of Charleston County through an integrated program consisting of suppression of mosquitoes with safe, effective and economical control products, source elimination, and public education.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	27.50	28.50	28.00	28.00	-	0.0
Charges and Fees	<u>\$ 241,946</u>	<u>\$ 233,216</u>	<u>\$ 100,000</u>	<u>\$ 50,000</u>	<u>\$ (50,000)</u>	(50.0)
TOTAL REVENUES	<u>\$ 241,946</u>	<u>\$ 233,216</u>	<u>\$ 100,000</u>	<u>\$ 50,000</u>	<u>\$ (50,000)</u>	(50.0)
Personnel	\$ 1,050,478	\$ 1,018,858	\$ 1,087,181	\$ 1,218,579	\$ 131,398	12.1
Operating	733,749	580,413	1,064,164	1,052,337	(11,827)	(1.1)
Capital	<u>185,934</u>	<u>109,952</u>	<u>193,851</u>	<u>100,520</u>	<u>(93,331)</u>	(48.1)
TOTAL EXPENDITURES	<u>\$ 1,970,161</u>	<u>\$ 1,709,223</u>	<u>\$ 2,345,196</u>	<u>\$ 2,371,436</u>	<u>\$ 26,240</u>	1.1

### Funding Adjustments for FY 2020 Include:

- Revenues are derived from contracts to service dredged material disposal sites managed by Federal, State, and local governments. The decrease in revenues represents a reduction in reimbursements from the Federal government.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The costs also include an increase in temporary and overtime costs due to increased workloads.
- Operating expenditures represent a decrease in flying contracts for the spraying of mosquitoes. The reduction of fleet maintenance and fuel costs based on projected usage also contribute to this decrease. These decreases are offset by higher aviation cost due to the expansion of growth requiring additional flight time for helicopters. The costs also include a reduced reimbursement from the Local Accommodations Tax for servicing the tourist areas.
- Capital expenditures include a helicopter granular conveyor system and a monitor 5 spray control system to identify No Spray locations that include pollinating bees and citizens with allergies.



## PUBLIC WORKS (continued)

**Division:** Operations Support  
**Fund:** General Fund  
**Function:** Public works

**Mission:** The Operations Support Division provides quality assurance, quality control, and accountability for Public Works' assets to ensure efficient delivery of services to the citizens of Charleston County.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	5.50	5.50	-	0.0
Personnel	\$ 283,160	\$ 182,723	\$ 344,658	\$ 436,016	\$ 91,358	26.5
Operating	60,311	72,968	98,915	94,587	(4,328)	(4.4)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 343,471</u></u>	<u><u>\$ 255,691</u></u>	<u><u>\$ 443,573</u></u>	<u><u>\$ 530,603</u></u>	<u><u>\$ 87,030</u></u>	19.6

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also include the transfer of a Project Officer II position from the Deputy Administrator Transportation and Public Works Department in FY 2019.
- Operating expenditures reflect a decrease in contingency and copier cost based on projected usage. In addition, a reduction in fleet maintenance and fuel costs also contribute to this decrease. These decreases are offset by a higher tool cost to replace power tools past their life expectancy.

## PUBLIC WORKS (continued)

**Division:** Service/Support  
**Fund:** General Fund  
**Function:** Public Works

**Mission:** The Service/Support 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.

**Services Provided:**

- Provide efficient, effective, responsive, and responsible County road and drainage infrastructure management
- Provide maintenance, engineering, stormwater, and mosquito control services

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	11.10	11.00	11.00	11.40	0.40	3.6
Miscellaneous	\$ 36	\$ 19	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 36</u>	<u>\$ 19</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 750,727	\$ 948,353	\$ 960,464	\$ 1,019,000	\$ 58,536	6.1
Operating	95,247	63,011	63,770	63,999	229	0.4
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 845,974</u>	<u>\$ 1,011,364</u>	<u>\$ 1,024,234</u>	<u>\$ 1,082,999</u>	<u>\$ 58,765</u>	5.7

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect an increase due to interdepartmental staffing changes.
- Operating expenditures reflect no significant changes.

**Performance Measures:**

**Initiative I: Service Delivery**

**Department Goal 1:** Maintain a safe and quality secondary and rural roadway network for the citizens of Charleston County.

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

Objective 1(b): Maintain a minimum pass/fail per roadway rating of 70 or higher.<sup>1</sup>

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

## PUBLIC WORKS (continued)

**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 3.0 or less.<sup>3</sup>

Objective 2(b): Increase Citizen Awareness Program to match Charleston County population growth.<sup>4</sup>

Objective 2(c): Clear all new requests for service within 32 business hours of receipt.

**Department Goal 3:** Ensure the citizens of Charleston County are provided a safe and functional locally maintained drainage system.<sup>5</sup>

Objective 3(a): Treat 100% of County maintained drainage systems vegetation using chemical controls.

Objective 3(b): Maintain to grade 20% of mechanically cleaned drainage systems annually.

Objective 3(c): Inspect 100% of open drainage systems annually.

**Department Goal 4:** Protect the waterways of Charleston County through implementation of Charleston County's Stormwater Management Program.<sup>6</sup>

Objective 4(a): Review all submitted plans for permitting within 20 working days for approval, denial or request of additional information from the applicant.

Objective 4(b): Inspect all permitted sites at least twice during the open permit status of the project.

### Initiative IV: Workflow Analysis-Process Management

**Department Goal 5:** Maintain all American Public Works Association (APWA) accreditation practices.<sup>7</sup>

Objective 5(a): Revisit all practices, review current procedures, and develop/implement improved standards.

**Department Goal 6:** Manage Countywide Debris Management Plan to coordinate disaster-related debris removal operations in the event of a major emergency or disaster in Charleston County.

Objective 6(a): Execute an Intergovernmental Agreement (IGA) with 80% municipality participation.

#### MEASURES:

	Objective	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
<b>Input:</b>				
Total roadway inventory (earth/rock/paved/platted CNSR - each)	1(a)(b)	454	360	360
Total number of maintained signs (each)	1(c)	3,900	4,640	4,640
Mosquito Control expenditures <sup>8</sup>	2(a)	\$1,930,397	\$1,446,031	\$2,371,436
Charleston County population (from online U.S. Census data) <sup>9</sup>	2(b)	406,366	405,905	410,465
Number of requests for service	2(c)	1,738	1,750	2,000
Drainage inventory subject to treatment (miles)	3(a)	202	205	205
Drainage inventory mechanically maintained (miles)	3(b)	102	86	102
Open drainage system to be inspected (each)	3(c)	1,285	1,292	1,292
Plans submitted for stormwater permits	4(a)	813	900	1,190
Stormwater permitted sites inspected	4(b)	6,139	6,518	8,232
APWA accreditation practices to be reviewed	5(a)	150	598	598
Municipalities in Charleston County	6(a)	17	17	17

## PUBLIC WORKS (continued)

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Output:</b>				
Roads inspected (each)	1(a)	69	120	120
Inspected roads with passing rating (each)	1(b)	69	78	86
Number of signs replaced	1(c)	429	694	765
Cost of sign replacements	1(c)	\$44,079	\$81,579	\$81,579
Light trap collection count (statistical mean, calendar based) <sup>10</sup>	2(a)	2.9	0.95	3.0
Landing rate count (statistical mean, calendar based) <sup>10</sup>	2(a)	3.5	1.11	3.0
Two-day service request (statistical mean, calendar based) <sup>10</sup>	2(a)	8.9	5.83	5.15
Charleston County population growth (from online U.S. Census data) <sup>9</sup>	2(b)	1.23%	1.18%	1.04%
Number of households visited (Mosquito Control) <sup>11</sup>	2(b)	1,837	2,253	2,478
Service requests cleared within 36 business hours <sup>12</sup>	2(c)	1,132	1,213	1,600
Drainage system inventory treated (miles)	3(a)	54	82.01	100
Vegetation control expenditures	3(a)	\$32,823	\$47,341	\$90,000
Drainage system inventory mechanically excavated to grade (miles)	3(b)	77	47	77
Mechanically maintained drainageway expenditures	3(b)	\$699,640	\$897,620	\$897,620
Open drainage system inspected (each)	3(c)	1,285	144	1,285
Stormwater permits reviewed within 20 working days	4(a)	795	1,263	1,400
Stormwater permit review expenses	4(a)	\$360,000	\$486,908	\$657,325
Stormwater permitted sites inspected at least twice	4(b)	5,336	6,518	8,232
Stormwater permit site inspection expenses	4(b)	\$219,450	\$333,600	\$450,000
APWA accreditation practices reviewed	5(a)	150	598	598
Municipalities with executed IGA	6(a)	1	4	8
<b>Efficiency:</b>				
Cost per sign replacement	1(c)	\$103	\$117.55	\$150.00
Cost per ADI unit <sup>10</sup>	2(a)	\$914,043	\$1,047,848	\$790,478
Cost per mile vegetation control	3(a)	\$608	\$577.27	\$600.00
Cost per mile mechanically cleaned drainageways <sup>13</sup>	3(b)	\$9,086	\$19,098.30	\$19,000
Cost per stormwater permit processed	4(a)	\$453	\$385	\$469
Cost per site for stormwater inspection services	4(b)	\$42	\$51	\$54
<b>Outcome:</b>				
Percentage of roadway network inspected	1(a)	5.1%	33.0%	33%
Percentage of inspected roadways with passing rating <sup>14</sup>	1(b)	n/a	n/a	n/a
Percentage of signs replaced	1(c)	11%	14%	16%
Level of mosquito control (ADI) <sup>10</sup>	2(a)	2.5	1.38	3.0
Citizen Awareness Program change	2(b)	4.39%	22.64%	10.0%
Percentage of service requests cleared within 36 business hours	2(c)	62.0%	89.65%	80.00%
Percentage of drainage system treated	3(a)	27.0%	40%	48.78%
Percentage of drainage system mechanically cleaned	3(b)	94.0%	54%	75%
Percentage of open drainage systems inspected	3(c)	100%	11%	100%
Percentage of APWA accreditation practices reviewed	5(a)	100%	100%	100%
Complete Disaster Debris Management Plan (FEMA Approval)	6(a)	100%	100%	100%

## PUBLIC WORKS (continued)

- <sup>1</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>2</sup> Traffic control signs are replaced on a 9 year cycle as a safety factor based on material manufacturer's life cycle ratings of 10 years. Highest priority is given to signs not in compliance with the Manual of Uniform Traffic Control Devices (MUTCD) standards. All signs must comply with MUTCD standards by close of calendar year 2019; missed deadline due to increase fabrication of private road signs and evacuation road signs.
- <sup>3</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>4</sup> The department's goal of increasing education program outreach by 20% per annum reached its sustainable level during FY 2015. This is now a maintenance statistic for the mosquito control program. County population growth of 2.1% calculated from U.S. Census population estimates 2011 - 2014.
- <sup>5</sup> Includes only sections of drainage ways actively maintained by the Public Works Department.
- <sup>6</sup> Includes only unincorporated Charleston County and municipalities covered under an Intergovernmental Agreement (IGA).
- <sup>7</sup> Accreditation is in compliance with the current edition of the *Public Works Practices Manual* administered by the American Public Works Association. Re-accreditation is on a quadrennial basis. Public Works is the coordinating agency for four departments (Public Works, Transportation Development, Facilities and Fleet Operations). Mid-term reports are required at the biennial mark to document progressive improvement. Reviewed practices reflect those attributable to Public Works and does not equal the total number of practices in the current Manual.
- <sup>8</sup> Columns represent, from left to right: closed book figures, end-of-fiscal-year figures, budgeted amount.
- <sup>9</sup> U.S. Census data projections are as of July 1 each year. First column represents data taken from the FactFinder website ([https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?\\_afpt=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_afpt=table)). Second column projection conservatively projected using previous year growth. Third column projection is trend-line from range of data available on FactFinder website (2010 – 2016 for this report).
- <sup>10</sup> FY 2019 reflects January – July 2019. ADI has been projected to represent a full year based on available empirical data.
- <sup>11</sup> Significant reduction in households visited in FY 2019 due to absence of interns to carry out the program for the year.
- <sup>12</sup> Measurement threshold changed to 36 calendar hours.
- <sup>13</sup> FY 2019 and FY 2020 reflects an increase in mechanically cleaned drainage ways due to storm damages and cost increases due to repairs from previous storms. Force labor has increased by 30% to maintain adequate labor or service.
- <sup>14</sup> FY 2019 inspection of roadways was not performed due to the ongoing FEMA recovery efforts of three major storms.

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### 2020 ACTION STEPS

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#### Department Goal 1

- Develop improved maintenance rating program for evaluation of maintenance efforts/effects on County Roads.

#### Department Goal 2

- Hire two Field Inspectors to facilitate quicker service requests response to growing population.
- Continue to test new pesticides by ground and air for next season.
- Complete adulticide spray rig for use by helicopter.
- Reduce the impact of "Do Not Spray" on ULV truck operations.
- Increase CAP (Citizen Awareness Program) by 10% in FY2020.

#### Department Goal 3

- Implement a maintenance based drainage rating system.
- Implement a maintenance based County Facility Pavements.
- Implement specific Stormwater regulatory requirements based on geographic location.
- Implement a program to protect rural unsurfaced roads utilizing level of service criteria.

#### Department Goal 4

- Continue progress toward integration of Stormwater GIS database with Asset Management.

## **PUBLIC WORKS (continued)**

### **Department Goal 5**

- Continue Weekly Reaccreditation Practice Review Meetings.
- Develop, implement and utilize Public Works Department Operations Manual to confirm policies, practices and procedures required for re-accreditations.

### **Department Goal 6**

- Seek pre-approval from FEMA for Charleston County Debris Management Plan.
- Implement multi-year scalable all-hazards debris management contract for Charleston County and other local governmental entities

## PUBLIC WORKS (continued)

**Division:** Technical Program Engineering  
**Fund:** General Fund  
**Function:** Public Works

**Mission:** The Technical Program 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:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.75	12.75	13.75	13.75	-	0.0
Charges and Fees	\$ 4,035	\$ 3,010	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 4,035</u>	<u>\$ 3,010</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 688,752	\$ 629,983	\$ 868,704	\$ 1,002,910	\$ 134,206	15.4
Operating	47,180	38,123	91,218	49,715	(41,503)	(45.5)
Capital	-	-	35,592	10,000	(25,592)	(71.9)
TOTAL EXPENDITURES	<u>\$ 735,932</u>	<u>\$ 668,106</u>	<u>\$ 995,514</u>	<u>\$ 1,062,625</u>	<u>\$ 67,111</u>	6.7

### Funding Adjustments for FY 2020 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect a lower reimbursement from transportation sales tax road projects.
- Operating expenditures reflect a decrease in consultant fees and fuel costs based on current usage.
- Capital represents the replacement of a survey plotter.

## PUBLIC WORKS (continued)

**Division:** Technical Program Stormwater  
**Fund:** Special Revenue Fund  
**Function:** Public Works

**Mission:** The Technical Program Stormwater Division implements a stormwater 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 Technical Program Stormwater Division also manages the stormwater management program for five other municipalities.

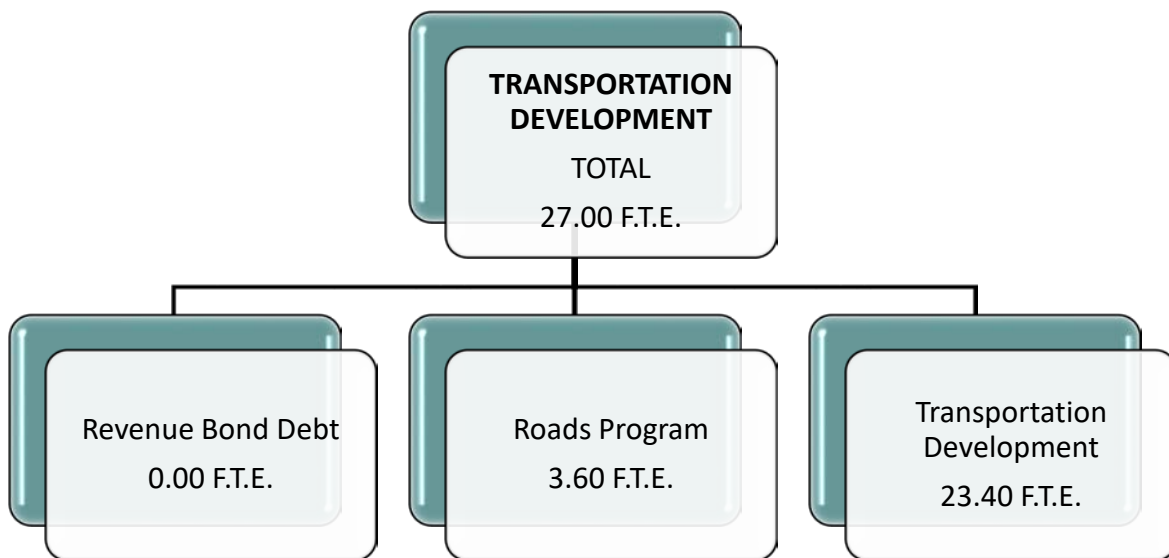
### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	23.25	23.25	25.25	24.85	(0.40)	(1.6)
Intergovernmental	\$ 869,377	\$ 882,699	\$ 895,000	\$ 878,500	\$ (16,500)	(1.8)
Charges and Fees	3,004,820	2,974,309	3,310,000	2,782,000	(528,000)	(16.0)
Interest	20,440	44,364	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 3,894,637</b>	<b>\$ 3,901,372</b>	<b>\$ 4,205,000</b>	<b>\$ 3,660,500</b>	<b>\$ (544,500)</b>	<b>(12.9)</b>
Personnel	\$ 1,298,590	\$ 1,791,206	\$ 2,032,262	\$ 2,008,185	\$ (24,077)	(1.2)
Operating	973,327	832,015	5,438,068	1,863,737	(3,574,331)	(65.7)
Capital	681,277	453,631	20,000	-	(20,000)	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>2,953,194</b>	<b>3,076,852</b>	<b>7,490,330</b>	<b>3,871,922</b>	<b>(3,618,408)</b>	<b>(48.3)</b>
Interfund Transfer Out	7,272	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 2,960,466</b>	<b>\$ 3,076,852</b>	<b>\$ 7,490,330</b>	<b>\$ 3,871,922</b>	<b>\$ (3,618,408)</b>	<b>(48.3)</b>

### Funding Adjustments for FY 2020 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 projected revenue estimate is decreased due to lower current year billings.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect a decrease in temporary staffing and overtime cost offset by an increase due to interdepartmental staffing changes.
- Operating expenditures reflect a decrease in consultant fees and drainage services based on current usage.





## TRANSPORTATION DEVELOPMENT

**Division:** Revenue Bond Debt Service  
**Fund:** Special Revenue Fund  
**Function:** Public Works

**Mission:** The Debt Service Division accounts for servicing the Special Source Revenue Bonds issued to fund \$80 million for the South Aviation Road Project and to fund \$33 million for the Mercedes Plant. This program records the principal, interest, and other costs related to the repayment of that debt issuance.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$17,216,233	\$20,059,181	\$20,669,151	\$24,553,658	\$ 3,884,507	18.8
Interest	31,180	14,984	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>17,247,413</b>	<b>20,074,165</b>	<b>20,669,151</b>	<b>24,553,658</b>	<b>3,884,507</b>	<b>18.8</b>
Interfund Transfer In	4,241,989	6,477,915	7,569,869	8,130,821	560,952	7.4
<b>TOTAL SOURCES</b>	<b>\$21,489,402</b>	<b>\$26,552,080</b>	<b>\$28,239,020</b>	<b>\$32,684,479</b>	<b>\$ 4,445,459</b>	<b>15.7</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	10,951,325	10,329,354	11,049,566	11,214,663	165,097	1.5
Capital	-	-	-	-	-	0.0
Debt Service	4,272,369	4,823,124	8,663,274	8,679,524	16,250	0.2
<b>TOTAL EXPENDITURES</b>	<b>15,223,694</b>	<b>15,152,478</b>	<b>19,712,840</b>	<b>19,894,187</b>	<b>181,347</b>	<b>0.9</b>
Interfund Transfer Out	3,110,682	6,133,752	9,788,097	10,441,227	653,130	6.7
<b>TOTAL DISBURSEMENTS</b>	<b>\$18,334,376</b>	<b>\$21,286,230</b>	<b>\$29,500,937</b>	<b>\$30,335,414</b>	<b>\$ 834,477</b>	<b>2.8</b>

### Funding Adjustments for FY 2020 Include:

- Revenues reflect fees-in-lieu-of property taxes that were designated by County Council as security for the repayment of the debt service. After the verification of sufficient revenues to service the current year's debt, the fees-in-lieu-of property taxes are distributed to taxing entities. The increase in revenue represents additional fees collected for new and enhanced developments in the county.
- The Interfund Transfer In represents transfers from the revenue fund to service the debt.
- Operating costs reflect the disbursement of multi-county revenues to taxing entities outside of County government. The increase represents additional revenues applied to debt service.
- Debt Service reflects the scheduled principal and interest payments on the 2013 Special Source Revenue Bond and the 2017 Special Source Revenue Bond.

## TRANSPORTATION DEVELOPMENT

- The Interfund Transfer Out represents transfers of multi-county parks revenues to the General Fund, Debt Service Fund, and Trident Technical College Operating and Debt Funds. Another portion of the interfund transfer out reflects transfers from the revenue fund to the debt fund for the Special Source Revenue Bonds.

## TRANSPORTATION DEVELOPMENT (continued)

**Division:** Roads Program (1<sup>st</sup> Transportation Sales Tax)  
**Fund:** Special Revenue Fund  
**Function:** Public Works

**Mission:** The Transportation Development Roads Division provides coordination, strategic planning, and direction for the Half-Cent Transportation Sales Tax Roads Program in Charleston County.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.21	6.36	3.60	3.60	-	0.0
Sales Tax	\$36,006,273	\$37,352,057	\$38,821,000	\$40,374,000	\$ 1,553,000	4.0
Interest	299,265	564,940	321,000	151,000	(170,000)	(53.0)
<b>TOTAL REVENUES</b>	<b>36,305,538</b>	<b>37,916,997</b>	<b>39,142,000</b>	<b>40,525,000</b>	<b>1,383,000</b>	<b>3.5</b>
Interfund Transfer In	-	-	621,000	1,148,000	527,000	84.9
<b>TOTAL SOURCES</b>	<b>\$36,305,538</b>	<b>\$37,916,997</b>	<b>\$39,763,000</b>	<b>\$41,673,000</b>	<b>\$ 1,910,000</b>	<b>4.8</b>
Personnel	\$ 606,945	\$ 530,633	\$ 561,663	\$ 442,824	\$ (118,839)	(21.2)
Operating	578,818	360,244	331,619	412,090	80,471	24.3
Capital	40,210	-	40,000	-	(40,000)	(100.0)
Debt Service	19,715,674	19,174,689	19,472,269	20,031,275	559,006	2.9
<b>TOTAL EXPENDITURES</b>	<b>20,941,647</b>	<b>20,065,566</b>	<b>20,405,551</b>	<b>20,886,189</b>	<b>480,638</b>	<b>2.4</b>
Interfund Transfer Out	13,500,000	12,376,993	16,656,640	20,018,360	3,361,720	20.2
<b>TOTAL DISBURSEMENTS</b>	<b>\$34,441,647</b>	<b>\$32,442,559</b>	<b>\$37,062,191</b>	<b>\$40,904,549</b>	<b>\$ 3,842,358</b>	<b>10.4</b>

### Funding Adjustments for FY 2020 Include:

- Revenues are expected to increase based on current trends for sales tax collections.
- Interfund Transfer In represents repayment from Transportation Sales Tax – Transit.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs decrease due to reallocation of positions to the General Fund during FY 2019.
- Operating expenditures represent an increase in consultant fees to assist with large projects.
- The Debt Service increase is due to the scheduled bond payments.
- Interfund Transfer Out represents \$3 million annually for the Ravenel Bridge and \$9 million for annual allocations of Transportation Sales Tax projects. In addition, the transfer out includes \$8 million for the Mark Clark project.

## TRANSPORTATION DEVELOPMENT (continued)

**Division:** Roads Program (2<sup>nd</sup> Transportation Sales Tax)  
**Fund:** Special Revenue Fund  
**Function:** Public Works

**Mission:** The Transportation Development Roads Division provides coordination, strategic planning, and direction for the Half-Cent Transportation Sales Tax Roads Program in Charleston County.

### Division Summary:

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 6,080,502	\$35,053,469	\$36,432,000	\$37,890,000	\$ 1,458,000	4.0
Interest	-	272,788	414,000	742,000	328,000	79.2
<b>TOTAL REVENUES</b>	<u>\$ 6,080,502</u>	<u>\$35,326,257</u>	<u>\$36,846,000</u>	<u>\$38,632,000</u>	<u>\$ 1,786,000</u>	<u>4.8</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	220,000	-	-	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>-</u>	<u>220,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
Interfund Transfer Out	-	20,126,000	16,257,000	19,112,000	2,855,000	17.6
<b>TOTAL DISBURSEMENTS</b>	<u>\$ -</u>	<u>\$20,346,000</u>	<u>\$16,257,000</u>	<u>\$19,112,000</u>	<u>\$ 2,855,000</u>	<u>17.6</u>

### Funding Adjustments for FY 2020 Include:

- Revenues are expected to increase based on current trends for sales tax collections and interest earnings.
- Interfund Transfer Out represents approximately \$17.1 million for regional and municipal projects and \$2 million for improvements to rural county roads.

## TRANSPORTATION DEVELOPMENT (continued)

**Division:** Transportation Development  
**Fund:** General Fund  
**Function:** Public Works

**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.

**Services Provided:**

- Manage the construction of roads, highways, paving and drainage projects funded by the Charleston County Transportation Half-Cent Sales Tax
- Maintain a comprehensive pavement management database of 1,650 centerline road miles of county, state and local roads to provide an effective management tool that facilitates improvement contracts based on their conditions

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	19.00	21.95	23.40	23.40	-	0.0
Personnel	\$ 1,606,258	\$ 1,766,857	\$ 1,935,825	\$ 2,165,341	\$ 229,516	11.9
Operating	(1,193,419)	(1,418,945)	(1,411,735)	(1,084,749)	326,986	(23.2)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	412,839	347,912	524,090	1,080,592	556,502	106.2
Interfund Transfer Out	-	30,000	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 412,839</u>	<u>\$ 377,912</u>	<u>\$ 524,090</u>	<u>\$ 1,080,592</u>	<u>\$ 556,502</u>	106.2

**Funding Adjustments for FY 2020 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also include the reallocation of positions from TST – Roads in FY 2019.
- Operating expenditures are offset by lower 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 Roads Program.

## TRANSPORTATION DEVELOPMENT (continued)

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Maintain a safe and quality paved roadway network for the citizens of Charleston County.

Objective 1: Maintain a paved roadway Overall Condition Index (OCI) of 70 or more.

#### MEASURES:

	<u>Objective</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Projected</u>
<b>Input:</b>				
Paved road expenditures <sup>1</sup>	1	\$3,367,844	\$2,979,170	\$3,500,000
<b>Outcome:</b>				
Condition of paved road network (OCI) <sup>1</sup>	1	63	63	63

<sup>1</sup> Overall Condition Index (OCI) is a measure of the deterioration of the paved roadway network. A newly constructed or resurfaced roadway will have an OCI of 100.

#### 2020 ACTION STEPS

##### Department Goal 1

- Develop and implement a multi-year strategy in an effort to maintain or improve the Overall Condition Index (OCI) of the network.
- Develop and implement a pavement preservation program to assist with the multi-year strategy and reduce the life cycle cost of maintaining paved roads in the County.



**End Section**

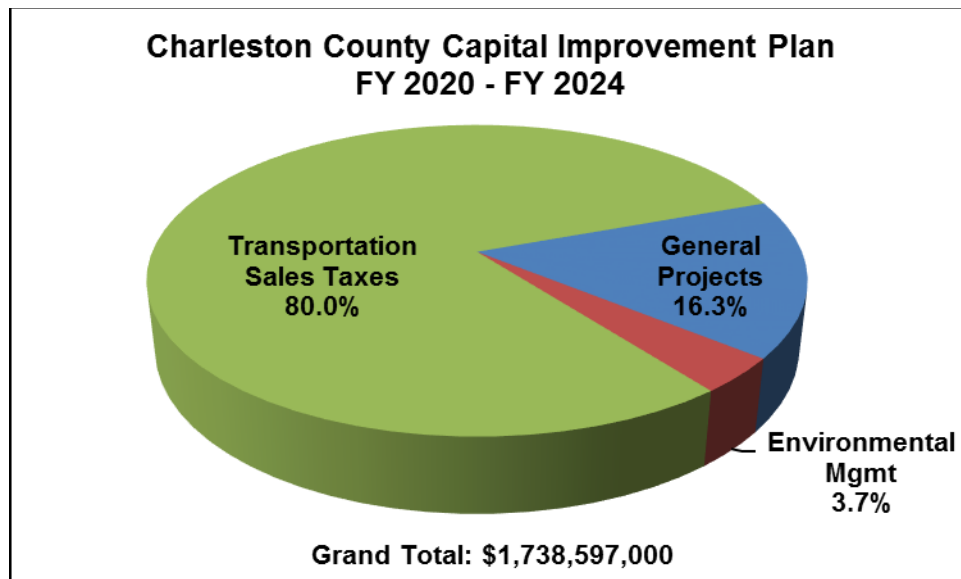


## CAPITAL PROJECTS – OVERVIEW

### Overview

The FY 2020 – FY 2024 Adopted five-year Capital Improvement Plan (CIP) contains three separately approved plans: 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 Adopted CIPs total \$1,738.6 million and include \$284.3 million allocated to the General Capital Improvement Plan, \$1,390.5 million allocated to the Transportation Sales Tax Comprehensive Plans of Expenditures, and \$63.8 million 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.

Asset Category	Items to be Capitalized
Land	All, regardless of cost.
Non-Depreciable Land Improvements	All, regardless of cost.
Depreciable Land Improvements	Any costing more than \$100,000.
Buildings and Building Improvements	Any costing more than \$100,000.
Infrastructure	Any costing more than \$100,000.
Machinery, Equipment & Vehicles	Any costing more than \$5,000.

## CAPITAL PROJECTS – OVERVIEW

Some capital expenditures are included within the operating budget since they are recurring or affordable on a pay-as-you-go basis. Examples of capital expenditures included in the operating budget are vehicles and equipment purchases. Following is a table summarizing capital expenditures in the operating budget.

Capital Expenditures	
General Fund	\$3,485,923
Special Revenue Funds	21,000
Enterprise Funds	3,855,000
Internal Service Funds	4,309,211
<b>Grand Total</b>	<b>\$11,671,134</b>

Charleston County's CIP is a financial management tool that assists in facility replacement 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.

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.

### Financial Policies

- *Capital Improvement Policy #1: A five-year Capital Improvement Plan shall be developed and updated annually.*

### Facility Planning Committee

Early in 2003, the County Administrator established a Facility Planning Committee composed of representatives from the Building Inspections and 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 and appointed officials requesting information about current and future service delivery and space needs. Based on the facilities evaluations and the departments' anticipated needs, 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.

## CAPITAL PROJECTS – OVERVIEW

With assistance from the Finance and Budget Departments, 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 has changed over the years to consist of the Facilities Management and Budget Departments. Input is received from Technology Services, the Transportation Sales Tax departments and committees, and the Enterprise Funds (i.e. Environmental Management). In addition to developing the CIPs, the Committee monitors the status of existing projects and emerging needs through periodic updates.

Since the original Committee's formation, several of the County's large facilities have aged and are requiring more extensive maintenance. The maintenance of these facilities was transitioned from the Capital Projects Funds to the General Fund during FY 2017 to reflect the recurring nature of these costs.

During FY 2020, the Facilities Management Department will begin an evaluation of the County's facilities. When the evaluation is completed, the plan will estimate an annual funding amount for maintenance.

## CAPITAL PROJECTS – GENERAL

### Capital Improvement Plan – General

The County updates the Capital Improvement Plan (CIP) annually. The FY2020–FY2024 General CIP reflects the current estimated schedule for approved projects. The CIP includes the construction of new facilities, major renovations of existing facilities, and large software implementations or upgrades.

#### General Project Cost Summary \*

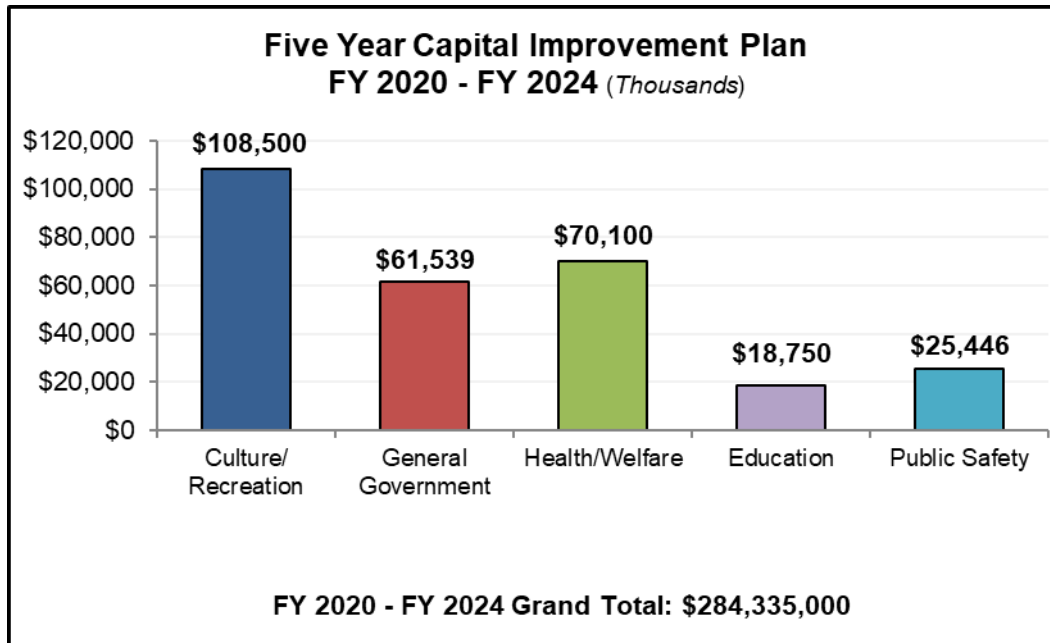
Project Title	Prior	2020	2021	2022	2023	2024	Beyond	Total
<b>CULTURE/RECREATION</b>								
Library Facilities	\$ 39,605	\$ 43,895	\$ 8,000	\$17,000	\$ -	\$ -	\$ -	\$ 108,500
<b>Culture/Recreation Total</b>	<b>39,605</b>	<b>43,895</b>	<b>8,000</b>	<b>17,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>108,500</b>
<b>EDUCATION</b>								
Trident Aeronautical Training Facil	15,069	3,681	-	-	-	-	-	18,750
<b>Education Total</b>	<b>15,069</b>	<b>3,681</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,750</b>
<b>GENERAL GOVERNMENT</b>								
Assessor Relocation	-	-	100	-	400	-	-	500
Azalea Complex	4,331	7,342	774	31,201	673	13,627	-	57,948
County Office Building Renovations	-	1,801	-	-	-	-	-	1,801
Radio Tower Replacements	131	1,159	-	-	-	-	-	1,290
<b>General Government Total</b>	<b>4,462</b>	<b>10,302</b>	<b>874</b>	<b>31,201</b>	<b>1,073</b>	<b>13,627</b>	<b>-</b>	<b>61,539</b>
<b>HEALTH/WELFARE</b>								
Community Services Hub	-	4,890	10,710	50,400	-	-	-	66,000
Disabilities Board	4,053	47	-	-	-	-	-	4,100
<b>Health/Welfare Total</b>	<b>4,053</b>	<b>4,937</b>	<b>10,710</b>	<b>50,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70,100</b>
<b>PUBLIC SAFETY</b>								
Awendaw Fire Station	560	2,840	-	-	-	-	-	3,400
Corrections Campus	342	5,499	14,120	-	-	-	-	19,961
Sheriff's Ranges	71	2,014	-	-	-	-	-	2,085
<b>Public Safety Total</b>	<b>973</b>	<b>10,353</b>	<b>14,120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,446</b>
<b>GRAND TOTAL</b>	<b>\$ 64,162</b>	<b>\$ 73,168</b>	<b>\$33,704</b>	<b>\$98,601</b>	<b>\$ 1,073</b>	<b>\$13,627</b>	<b>\$ -</b>	<b>\$ 284,335</b>

\* Amounts in thousands of dollars

## CAPITAL PROJECTS – GENERAL

Ten of the eleven projects listed in the CIP have funds appropriated for use in FY 2020.

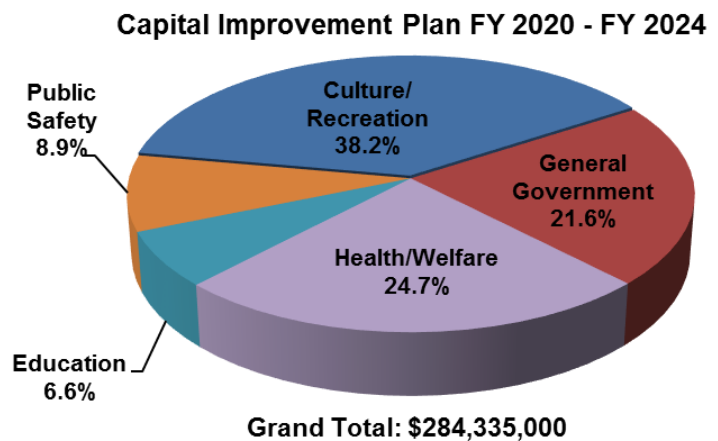
The following graph shows the proposed projects scheduled during the five year CIP. See the Project Summary pages for project details.



Council and staff will continue to review the program, its direction, progress, and financing requirements annually.

### Funding the CIP

The funding for this plan will come from existing bond issues, transfers from the General Fund, 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.



### Financial Policies

- *Capital Improvement Policy #2b: ...proceeds from the sale of real property...will be used for capital improvements...*

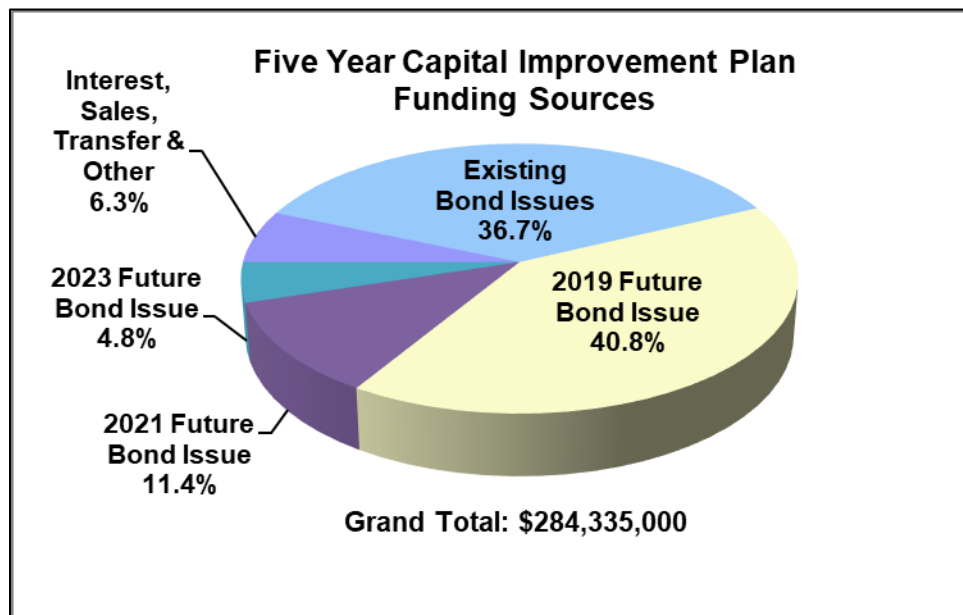
## CAPITAL PROJECTS – GENERAL

### General Project Source Summary \*

Funding Source	Prior	2020	2021	2022	2023	2024	Beyond	Total
Interest, Sales, Transfer & Other	\$ 17,930	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,930
Existing Bond Issues	104,282	-	-	-	-	-	-	104,282
2019 Future Bond Issue	-	116,222	-	-	-	-	-	116,222
2021 Future Bond Issue	-	-	-	32,274	-	-	-	32,274
2023 Future Bond Issue	-	-	-	-	-	13,627	-	13,627
<b>GRAND TOTAL</b>	<b>\$ 122,212</b>	<b>\$ 116,222</b>	<b>\$ -</b>	<b>\$ 32,274</b>	<b>\$ -</b>	<b>\$ 13,627</b>	<b>\$ -</b>	<b>\$ 284,335</b>

\* Amounts in thousands of dollars

40.9 percent of the funding associated with the five year General Capital Improvement Plan is scheduled to be applied to projects in FY 2020.



### Impact on the Operating Budget

The capital program directly impacts current and future operating budgets. The County's Financial Policies requires the County to estimate the operating revenues and costs as well as the operating costs of future capital improvements included in the Capital Improvement Plan. 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 Management Department estimates the increased cost for administrative costs, building maintenance, utilities and security. The Safety and Risk Management Department calculates the increased insurance costs. The Technology Services Department determines the ongoing operating and update costs associated with capital management information systems. If applicable, the operating and maintenance costs are displayed in current dollars.

## CAPITAL PROJECTS - GENERAL

### Library Facilities

Wando Mt. Pleasant Library was first to open in FY 2019 as part of the extensive library CIP approved by the 2014 referendum



### Project Highlights

**Initiative:** Service Delivery  
**Function:** Culture/Recreation  
**Type:** New and Replacement  
**Management:** Facilities Management  
**Duration:** 2016-2022

**Total Project Cost:**  
**\$108,500,000**

### DESCRIPTION

In November of 2014, a referendum to approve \$108.5 million in financing to build and renovate libraries across Charleston County was approved by voters at the ballot. The planning phase, site selection, and initial actions to carry out the plans began in FY 2016.

Construction started at multiple new library sites in FY 2017. The CIP also includes renovation of 13 existing library facilities and renovation of a building purchased to house library administration and support functions. The project utilizes a pay as you go funding strategy assisted by bond issuances in FY 2017 and in FY 2020.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$39,605	\$43,895	\$8,000	\$17,000	\$0	\$0	\$0	\$108,500

FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$13,307	\$0	\$0	\$0	\$0	\$0	\$0	\$13,307
Existing Bonds	70,193	0	0	0	0	0	0	70,193
Future Bond Issues	0	25,000	0	0	0	0	0	25,000
<b>GRAND TOTAL</b>	<b>\$83,500</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$108,500</b>

O&M Costs (Savings)	2020	2021	2022	2023	2024
Personnel	\$6,097	\$8,050	\$8,372	\$8,706	\$9,055
Operating	2,424	3,285	3,409	3,538	3,671
<b>Grand Total</b>	<b>\$8,521</b>	<b>\$11,335</b>	<b>\$11,781</b>	<b>\$12,244</b>	<b>\$12,726</b>

\*Amounts in thousands of dollars

<b>Operation &amp; Maintenance Impacts</b>	O&M costs include the addition of 115 positions for Library operations, facilities maintenance and grounds maintenance. In addition, O&M costs include Library materials, insurance and technology maintenance. The O&M costs are anticipated to be funded from the General Fund millage increase in FY 2016 after utilizing the funds on a pay-as-you-go basis for the capital costs.
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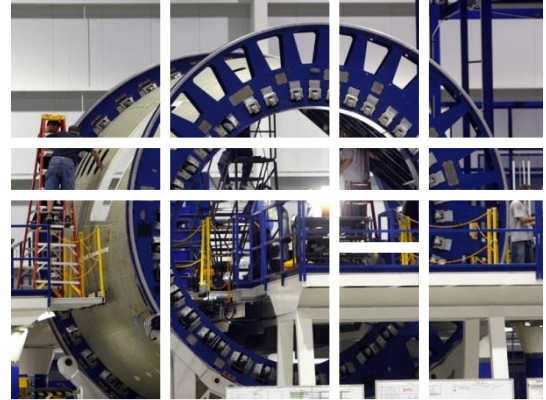


## CAPITAL PROJECTS - GENERAL

### Trident Aeronautical Training Facility

Boeing South Carolina 787 plant Trident Technical College utilized to train employees

(Photo from Post & Courier)



### Project Highlights

**Initiative:** Service Delivery

**Function:** Education

**Type:** New

**Management:** Trident Technical College

**Duration:** 2018-2020

**Total Project Cost:**  
**\$18,750,000**

### DESCRIPTION

This project will construct a building on the main campus of Trident Technical College with over 200,000 square feet of space. The County is providing a portion of the \$79 million in funding required for construction, with the largest portion coming from the State. This building will provide classrooms for aeronautical studies including aircraft maintenance, aircraft assembly, avionics maintenance, and basic industrial work skills.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$15,069	\$3,681	\$0	\$0	\$0	\$0	\$0	\$18,750

FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Existing Bond Issues	\$18,750	\$0	\$0	\$0	\$0	\$0	\$0	\$18,750
<b>GRAND TOTAL</b>	\$18,750	\$0	\$0	\$0	\$0	\$0	\$0	\$18,750

O&M Costs (Savings)	2020	2021	2022	2023	2024
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	0	0	0	0
<b>Grand Total</b>	\$0	\$0	\$0	\$0	\$0

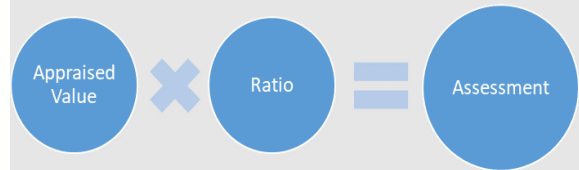
\*Amounts in thousands of dollars

<b>Operation &amp; Maintenance Impacts</b>	Charleston County will not own or operate this facility; however, the County provides for Trident Technical College's maintenance of facilities through a dedicated property tax millage.
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## CAPITAL PROJECTS - GENERAL

### Assessor Relocation



### Project Highlights

**Initiative:** Service Delivery  
**Function:** General  
**Type:** Renovation  
**Management:** Finance  
**Duration:** 2021-2023

**Total Project Cost:**  
**\$500,000**

### DESCRIPTION

The County Assessor currently leases space. The County plans to move the location of the Assessor's Department to the Charleston County Public Service Building pending the completion of the Azalea Complex Project. The relocation will save the County the annual costs of leasing space from a third party.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$0	\$0	\$100	\$0	\$400	\$0	\$0	\$500

FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Future Bond Issues	0	100	0	400	0	0	0	500
<b>GRAND TOTAL</b>	\$0	\$100	\$0	\$400	\$0	\$0	\$0	\$500

O&M Costs (Savings)	2020	2021	2022	2023	2024
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	0	0	(377)	(516)
<b>Grand Total</b>	\$0	\$0	\$0	(377)	(516)

\*Amounts in thousands of dollars

### Operation & Maintenance Impacts

The relocation of the Assessor's Department to the County PSB is expected to decrease the operating cost of the annual lease the County currently pays to a third party.

## CAPITAL PROJECTS - GENERAL

### Azalea Complex

Existing complex located on  
Azalea Drive



### Project Highlights

**Initiative:** Service Delivery

**Function:** General Government

**Type:** New

**Management:** Facilities  
Management

**Duration:** 2017-2025

**Total Project Cost:**  
**\$57,948,000**

### DESCRIPTION

County Facilities Management is planning a multi-year project to redevelop the Azalea Complex to house offices and equipment for Public Works, Facilities Management, Fleet Management, Transportation Development, Emergency Medical Services, and the Board of Elections and Voter Registration. The redevelopment was initiated with acquisition of land in 2017, 2018, and 2019. The plan reorganizes the site to provide a more practical circulation pattern including separation of areas accessed by the public and staff. Fueling facilities will be consolidated and upgraded. A new administration building will be constructed along with right-sized shops, garages, warehouse and yards.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$4,331	\$7,342	\$774	\$31,201	\$673	\$13,627	\$0	\$57,948
FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$1,125	\$0	\$0	\$0	\$0	\$0	\$0	\$1,125
Existing Bonds	3,623	0	0	0	0	0	0	3,623
Future Bond Issues	0	7,699	0	31,874	0	13,627	0	53,200
GRAND TOTAL	\$4,748	\$7,699	\$0	\$31,874	\$0	\$13,627	\$0	\$57,948
O&M Costs (Savings)		2020	2021	2022	2023	2024	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	0	0		
Grand Total		\$0	\$0	\$0	\$0	\$0		
Operation & Maintenance Impacts	The County expects additional O&M costs in 2023 and beyond as the new facilities are placed into service. At this stage of planning, the annual operating costs are unknown.							

## CAPITAL PROJECTS - GENERAL

### Charleston County Office Building Renovations

Photo of COB



#### Project Highlights

**Initiative:** Service Delivery  
**Function:** General Government  
**Type:** Renovation  
**Management:** Facilities Management  
**Duration:** 2020-2021

**Total Project Cost:**  
**\$1,801,000**

#### DESCRIPTION

Charleston County Facilities performed a space utilization study for the County Office Building to re-evaluate the most efficient use of space after the departure of the Assessor's Department. Renovations will occur on the 1<sup>st</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> floors and include renovations to office space, a conference room, as well as sufficient storage. Renovations will also include the relocation of a Magistrate's Office from 995 Morrison Drive to the 3<sup>rd</sup> floor.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$0	\$1,801	\$0	\$0	\$0	\$0	\$0	\$1,801
FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Future Bonds	\$0	\$1,801	\$0	\$0	\$0	\$0	\$0	\$1,801
<b>GRAND TOTAL</b>	\$0	\$1,801	\$0	\$0	\$0	\$0	\$0	\$1,801
O&M Costs (Savings)		2020	2021	2022	2023	2024	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	(25)	(50)	(50)	(50)		
<b>Grand Total</b>		\$0	(\$25)	(\$50)	(\$50)	(\$50)		

#### Operation & Maintenance Impacts

The County expects savings in operating costs due to the elimination of a Magistrate's Court and office space at 995 Morrison Drive.

## CAPITAL PROJECTS - GENERAL

### Radio Tower Replacements



Radio Tower

#### Project Highlights

**Initiative:** Public Safety

**Function:** General

**Type:** Replacement

**Management:** Financial Services

**Duration:** 2019-2020

**Total Project Cost:**  
**\$1,290,000**

#### DESCRIPTION

This project involves replacement of two radio control towers used by public safety departments and other third parties in the area. The replacement includes turnkey construction of two new towers and demolition of the two old towers. One tower is located at Adams Run and the other one in a remote section of Awendaw.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$131	\$1,159	\$0	\$0	\$0	\$0	\$0	\$1,290
FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$1,290	\$0	\$0	\$0	\$0	\$0	\$0	\$1,290
<b>GRAND TOTAL</b>	\$1,290	\$0	\$0	\$0	\$0	\$0	\$0	\$1,290
O&M Costs (Savings)		2020	2021	2022	2023	2024	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	0	0		
<b>Grand Total</b>		\$0	\$0	\$0	\$0	\$0		

<b>Operation &amp; Maintenance Impacts</b>	No increases in annual operating and maintenance costs are expected at this time.
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## CAPITAL PROJECTS - GENERAL

### Community Services Hub

No rendering or design  
currently available

#### Project Highlights

**Initiative:** Service Delivery  
**Function:** Health / Welfare  
**Type:** New  
**Management:** Facilities  
**Duration:** 2020-2022

**Total Project Cost:**  
**\$66,000,000**

#### DESCRIPTION

The County plans to create a community services hub that would house the current County tenants of the Department of Alcohol and Other Drug Abuse Services (DAODAS), State Department of Health, State Department of Social Services, State Department of Health and Human Services, and Vital Records. The site and size of the facility has yet to be determined. The consolidation of these multiple departments and agencies is expected to improve access to services.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$0	\$4,890	\$10,710	\$50,400	\$0	\$0	\$0	\$66,000
FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$824	\$0	\$0	\$0	\$0	\$0	\$0	\$824
Existing Bond Issues	6,000	0	0	0	0	0	0	6,000
Future Bond Issues	0	59,176	0	0	0	0	0	59,176
<b>GRAND TOTAL</b>	<b>\$6,824</b>	<b>\$59,176</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$66,000</b>
O&M Costs (Savings)		2020	2021	2022	2023	2024	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	0	0		
<b>Grand Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		

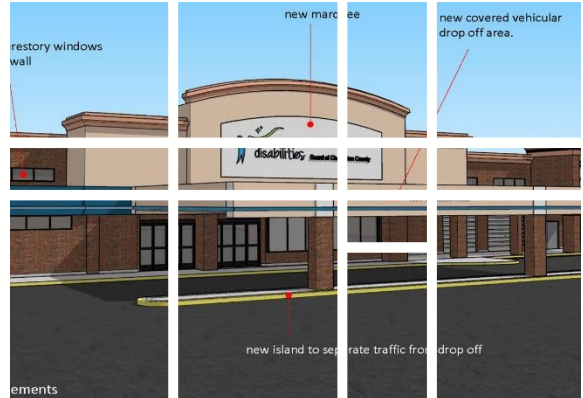
#### Operation & Maintenance Impacts

The operating costs are not expected to significantly change because of the similar amount of space utilized by these functions. However, savings are anticipated for large maintenance projects at the previous locations.

## CAPITAL PROJECTS - GENERAL

### Disabilities Board

*Rendering of renovated facility located at Remount Road.*



### Project Highlights

**Initiative:** Service Delivery  
**Function:** General Government  
**Type:** Replacement  
**Management:** Facilities Management  
**Duration:** 2019-2020

**Total Project Cost:**  
**\$4,100,000**

### DESCRIPTION

The Disabilities Board is currently located at 995 Morrison Drive and occupies approximately 35,000 square feet under long-term lease. The existing facility is in need of extensive work, including a new roof. Rather than spend significant funds to repair the existing building with no financial recovery, the County is relocating the Disabilities Board to 1357 Remount Road. In lieu of continuing to pay operating and maintenance costs associated with another long-term lease, the County is creating a horizontal property regime that the Disabilities Board will own and and be responsible for all maintenance and costs.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$4,053	\$47	\$0	\$0	\$0	\$0	\$0	\$4,100

FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$100
Existing Bond Issues	4,000	0	0	0	0	0	0	4,000
<b>GRAND TOTAL</b>	<b>\$4,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,100</b>

O&M Costs (Savings)	2020	2021	2022	2023	2024
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	0	20	21	22
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20</b>	<b>\$21</b>	<b>\$22</b>

*\*Amounts in thousands of dollars*

<b>Operation &amp; Maintenance Impacts</b>	<i>The operating and maintenance costs are expected to be reduced due to the elimination of office and and program space at 995 Morrison and reassignment of all O&amp;M expenses to the Disabilities Board.</i>
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## CAPITAL PROJECTS - GENERAL

### Awendaw Fire Station

Awendaw Fire Station #7  
Rendering



#### Project Highlights

**Initiative:** Service Delivery

**Function:** Public Safety

**Type:** New

**Management:** Facilities  
Management

**Duration:** 2015-2020

**Total Project Cost:**  
**\$3,400,000**

#### DESCRIPTION

This project was initiated to purchase property and build a new fire station in the rural area of Awendaw/McClellanville. In FY 2017, site selection took place and construction began in FY 2019. The project includes public water extensions and roadway access. The cost was increased due to market construction costs and to accommodate Emergency Medical Services staff and vehicles.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$560	\$2,840	\$0	\$0	\$0	\$0	\$0	\$3,400

FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$1,284	\$0	\$0	\$0	\$0	\$0	\$0	\$1,284
Existing Bond Issues	1,416	0	0	0	0	0	0	1,416
Future Bond Issues	0	700	0	0	0	0	0	700
<b>GRAND TOTAL</b>	<b>\$2,700</b>	<b>\$700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,400</b>

O&M Costs (Savings)	2020	2021	2022	2023	2024
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	20	25	26	27
<b>Grand Total</b>	<b>\$0</b>	<b>\$20</b>	<b>\$25</b>	<b>\$26</b>	<b>\$27</b>

\*Amounts in thousands of dollars

**Operation & Maintenance Impacts** Using current trends for our smaller stations, the projected yearly cost to operate the station would be \$20,000 per year.

## CAPITAL PROJECTS - GENERAL

### Corrections Campus

Existing site plan of  
Corrections Campus



### Project Highlights

Initiative: Service Delivery

Function: Public Safety

Type: Replacement

Management: Facilities  
Management

Duration: 2018-2021

**Total Project Cost:**  
**\$19,961,000**

### DESCRIPTION

This project will re-purpose two buildings on Leeds Avenue to accommodate the relocation of the State Department of Juvenile Justice and State Probation and Parole.

A new Juvenile Detention Center will be constructed on Leeds Avenue and replace the existing facility at Headquarters Road. The project began design in FY 2018 and is estimated to complete construction in FY 2021. When completed, the new Juvenile Detention Center will have capacity to house 72 juveniles, include an outdoor recreation space, administration and medical space, classrooms, and public visitation space.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$342	\$5,499	\$14,120	\$0	\$0	\$0	\$0	\$19,961

FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Existing Bond Issues	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$300
Future Bond Issues	0	19,661	0	0	0	0	0	19,661
<b>GRAND TOTAL</b>	<b>\$300</b>	<b>\$19,661</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,961</b>

O&M Costs (Savings)	2020	2021	2022	2023	2024
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	0	100	103	106
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>	<b>\$103</b>	<b>\$106</b>

\*Amounts in thousands  
of dollars

### Operation & Maintenance Impacts

The new Juvenile Detention Center will have increased square footage and the County expects an increase in annual operating and maintenance costs.



## CAPITAL PROJECTS - GENERAL

### Sheriff Ranges

*Charleston County Sheriff's  
Department personnel  
conducting S.W.A.T. team  
exercises*



### Project Highlights

**Initiative:** Service Delivery

**Function:** Public Safety

**Type:** New

**Management:** Facilities  
Management

**Duration:** 2017-2020

**Total Project Cost:**  
**\$2,085,000**

### DESCRIPTION

This project will create a consolidated range complex to support training operations. Specifically, the project will include a 50-yard pistol range, a 800-yard rifle range, explosive range, and support areas to include an administrative building with classrooms, restroom facilities, and a parking lot.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$71	\$2,014	\$0	\$0	\$0	\$0	\$0	\$2,085

FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Future Bond Issues	\$0	\$2,085	\$0	\$0	\$0	\$0	\$0	\$2,085
<b>GRAND TOTAL</b>	\$0	\$2,085	\$0	\$0	\$0	\$0	\$0	\$2,085

O&M Costs (Savings)	2020	2021	2022	2023	2024
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	10	11	12	13
<b>Grand Total</b>	\$0	\$10	\$11	\$12	\$13

*\*Amounts in thousands  
of dollars*

<b>Operation &amp; Maintenance Impacts</b>	<i>The new Training Center will require maintenance, utilities, and insurance.</i>
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## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

### Overview of the 1<sup>st</sup> Transportation Sales Tax

The 1<sup>st</sup> Transportation Sales Tax (TST) program was developed after the voters of Charleston County passed a referendum in November 2004 to provide additional funds for green space, transportation and mass transit. The Greenbelt Department manages the green space portion of the Half Cent Sales Tax program and implements the Comprehensive Greenbelt Plan through the Urban and Rural Grants Program. The Transportation Development Department manages the transportation project portion of the Half Cent Sales Tax program. Charleston County allocates funds to the Charleston Area Regional Transportation Authority (CARTA) and Tri-County Link to provide mass transit solutions to the urban and rural areas of the County.

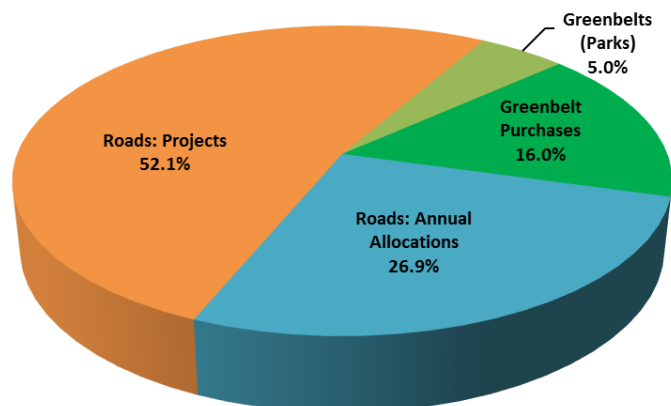
Collection of the Transportation Sales Tax funds began in May 2005, and will continue for 25 years or until \$1.3 billion is collected for green space, transportation and transit. County Council approves a Comprehensive Plan of Expenditures (five-year plan) for the Transportation Sales Tax each year in June. The FY 2020 – FY 2024 plan includes the capital projects projections for two components of the Transportation Sales Tax: green space and roads. The plan does not include any capital projects for mass transit from the 1<sup>st</sup> TST.

#### 1st Transportation Sales Tax Cost Summary

(in thousands)

	Prior	2020	2021	2022	2023	2024	Total
<b>CULTURE/RECREATION</b>							
Greenbelts (Parks)	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,000
Greenbelt Purchases	107,600	1,000	1,500	1,500	1,300	1,300	114,200
<b>Culture/Recreation Total</b>	<b>143,600</b>	<b>1,000</b>	<b>1,500</b>	<b>1,500</b>	<b>1,300</b>	<b>1,300</b>	<b>150,200</b>
<b>PUBLIC WORKS</b>							
Roads: Annual Allocations	147,000	9,000	9,000	9,000	9,000	9,000	192,000
Roads: Projects	336,500	8,000	100	100	100	27,000	371,800
<b>Public Works Total</b>	<b>483,500</b>	<b>17,000</b>	<b>9,100</b>	<b>9,100</b>	<b>9,100</b>	<b>36,000</b>	<b>563,800</b>
<b>GRAND TOTAL</b>	<b>\$ 627,100</b>	<b>\$ 18,000</b>	<b>\$ 10,600</b>	<b>\$ 10,600</b>	<b>\$ 10,400</b>	<b>\$ 37,300</b>	<b>\$ 714,000</b>

The total cost of the FY 2020 – FY 2024 plan of capital expenditures in the first Transportation Sales Tax program total \$714.0 million.



**Grand Total \$714,000,000**

## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

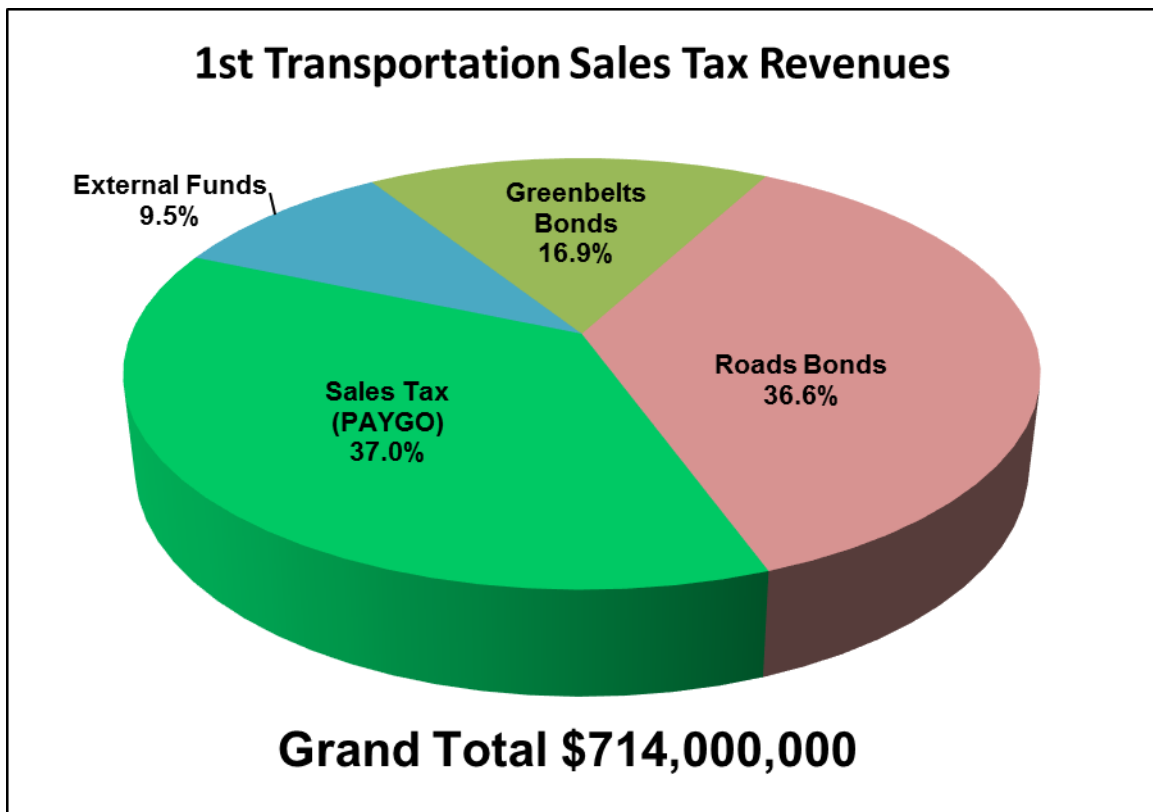
### Funding the CIP

The projects are funded with sales tax revenues on a (PAYGO) basis, with bonds that borrow against future revenues, with external funds which are mostly intergovernmental, and with interest earnings. The intergovernmental funding includes federal grants, state grants and municipal contributions. Since the intergovernmental funds are project specific, they are not included in capital funding plans until secured by an actual agreement with the entity that is providing them. The County issued bonds in 2006, 2007, 2009, and 2011 as approved through referendums in 2004 and in 2006.

### 1st Transportation Sales Tax Sources

(in thousands)

	Prior	2020	2021	2022	2023	2024	Total
Sales Tax (PAYGO)	\$ 177,100	\$ 18,000	\$ 10,600	\$ 10,600	\$ 10,400	\$ 37,300	\$ 264,000
External Funds	68,000	-	-	-	-	-	68,000
Greenbelts Bonds	121,000	-	-	-	-	-	121,000
Roads Bonds	261,000	-	-	-	-	-	261,000
<b>GRAND TOTAL</b>	<b>\$ 627,100</b>	<b>\$ 18,000</b>	<b>\$ 10,600</b>	<b>\$ 10,600</b>	<b>\$ 10,400</b>	<b>\$ 37,300</b>	<b>\$ 714,000</b>



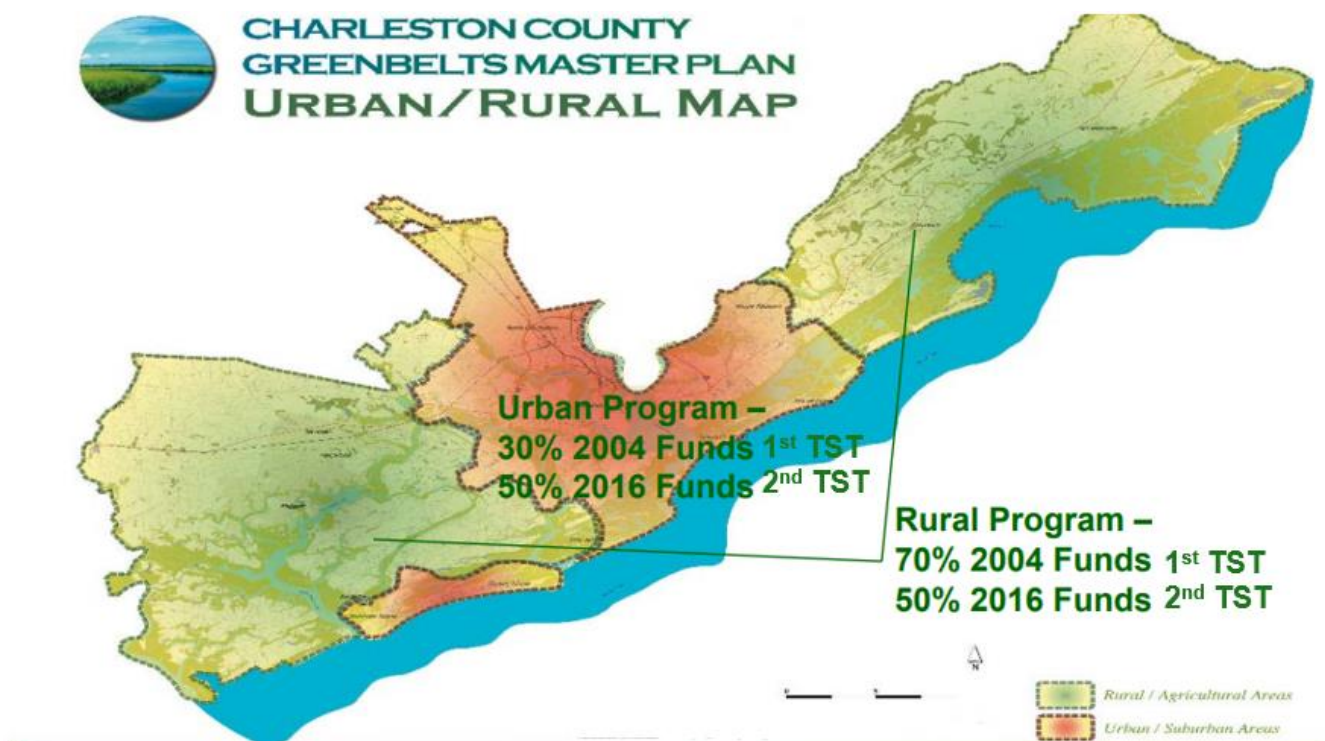
## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

### 1<sup>st</sup> Transportation Sales Tax - Greenbelts Program

The capital portion of the Greenbelt program is funded from Pay-As-You-GO (PAYGO) funds and existing bond issues and is administered by the Greenbelt Programs Department.

### 2<sup>nd</sup> Transportation Sales Tax - Greenbelts Program

A referendum for a second transportation sales tax passed in 2016. The Greenbelts Program is provided an extra \$210 million in funding. Whereas the first TST provides the majority of the funding to the protection of rural greenspace, the second TST splits the funding 50/50 between urban and rural greenspace protection. Program information is updated at <https://greenbelt.charlestoncounty.org>



## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

### **Greenbelt Advisory Board**

The Greenbelt Advisory Board was established by Charleston County Council to make recommendations on the greenbelt portion of the Transportation Sales Tax. The initial role of the Board was to prepare and deliver recommendations and comments on the Comprehensive Greenbelt Plan, which was adopted by County Council on June 6, 2006. The Board continues to garner public input while advocating for the implementation of the Greenbelt Plan. The Greenbelt Advisory Board consists of 14 members as follows: nine members appointed by County Council; one member, each, appointed by Charleston City Council, North Charleston City Council, Mount Pleasant Town Council; one member appointed by the County Council Chair from the unincorporated area of the Southern portion of the County; and one member appointed by the County Council Chair from the unincorporated area of the Northern portion of the County.

As part of the mandatory 5-year review of the Comprehensive Greenbelt Plan completed in 2018, County Council increased the Greenbelt Advisory Board's role to include the review of all Rural and Urban Greenbelt project applications and to make funding recommendations on the projects to County Council.

### **Rural Greenbelt Program**

The rural areas of the County are unincorporated lands and municipalities located outside the County's Urban Growth Boundary. Rural greenbelt lands generally encompass undeveloped lands used for timber production, wildlife habitat, recreational and commercial fishing, and limited agriculture. In Charleston County, the rural areas also encompass significant acreage of fresh, brackish, and saltwater tidal marshes, as well as important habitat for nongame and endangered species. The Rural Grants Program promotes rural land conservation, wetlands protection, historic and cultural preservation, parkland acquisition, greenway and trail acquisition, and waterway access acquisition.

### **Urban Greenbelt Program**

The urban area of the County consists of the municipalities and unincorporated areas lying inside the County's Urban Growth Boundary. Greenbelt urban funds are allocated to urban municipalities and the unincorporated urban area based on their percentage of population in Charleston County. Urban greenbelt lands contain the greatest population density and intensity of development, as well as the greatest concentration of jobs and economic activity. Conservation of greenspace for various uses will be crucial in offsetting the negative impacts of increased density. Typical uses for urban greenbelt lands include urban parks cultural/historic sites, reclaimed greenspace, and water access.

The Rural and Urban Grants are primarily for the conservation of land; however, some grant funds can support the development of related minor improvements that in essence provide for public access and use of conservation lands. These allowable minor improvements are limited to boardwalks, footbridges, unpaved trails, unpaved roadways, and unpaved small parking areas.

## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

The diagram below highlights the accomplishments of the Greenbelt Program:



### Impact on the Operating Budget

Although entities receiving the greenbelt funds are responsible for operating and maintaining the Greenbelt properties, the County is responsible for monitoring each project to ensure the land uses comply with the Greenbelt deed restrictions. The monitoring cost is funded from the General Fund.



## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

### **1<sup>st</sup> Transportation Sales Tax: Roads Program**

The Comprehensive Plan of Expenditures for the roads program consists of two types of projects, allocation projects and large-scale projects. The allocation projects generally fall within the areas of resurfacing, small paving, bike and pedestrian, intersection improvements, drainage improvements and contributions to the Charleston County Public Works Department. Selection criteria factors in road condition and community need.

In addition, there are several large-scale projects that were primarily funded through bond funds approved by referendums passed in 2004 and 2006. The bond funds provided immediate funds for use on the larger projects to be repaid through future half-cent sales tax revenues. The projects are financed by PAYGO funds, past bonds and other external funding. The projects are included in the capital portion of the Comprehensive Plan of Expenditures.

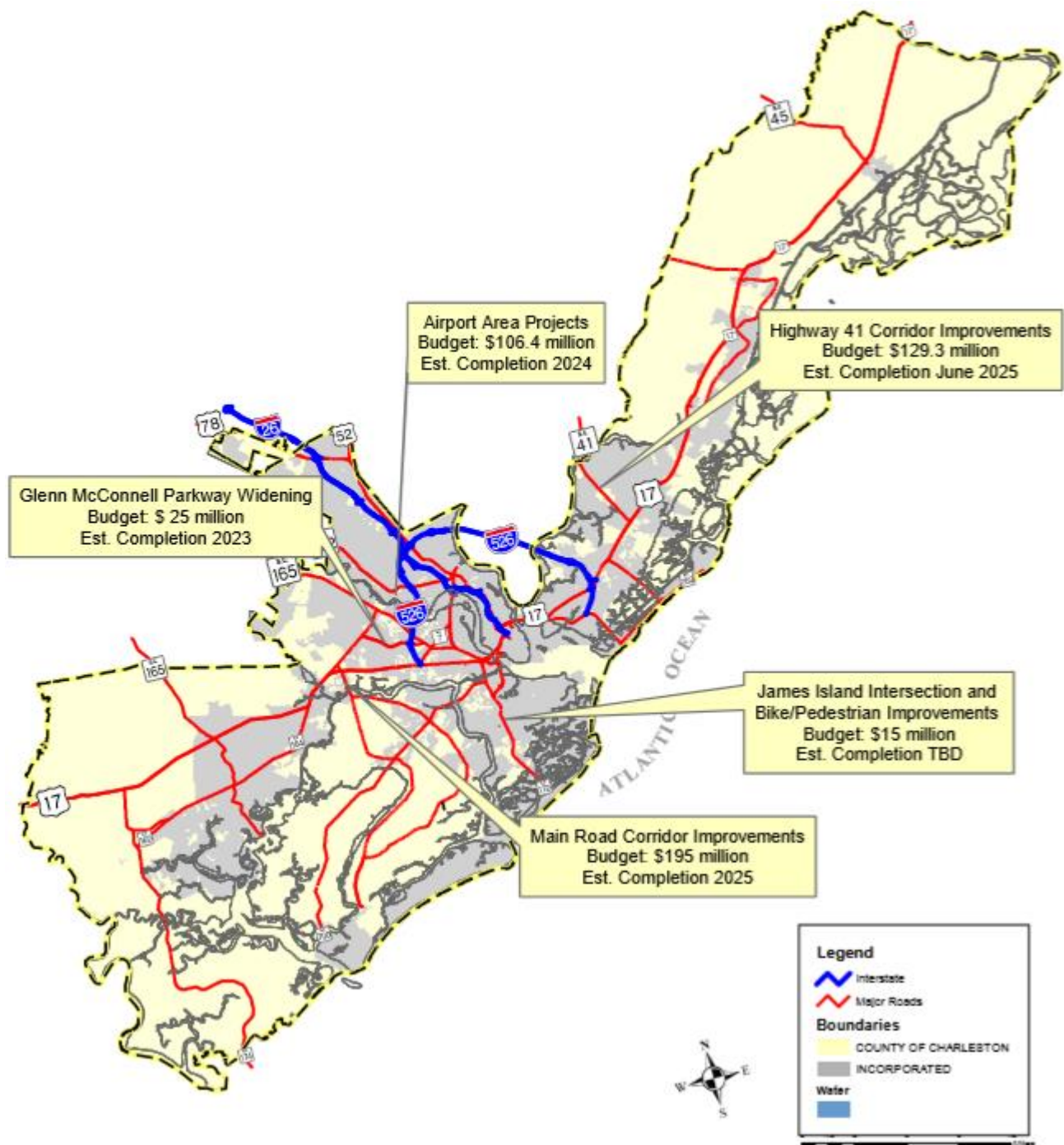
The map on the next page provides a project outline of the major transportation projects that are in progress during FY 2020. The map highlights the location, the budget, the length of the road and the estimated completion date.

### **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 for the roads program to be minimal.

## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

### Transportation Sales Tax (1<sup>st</sup> & 2<sup>nd</sup>) - FY 2020 Major Projects





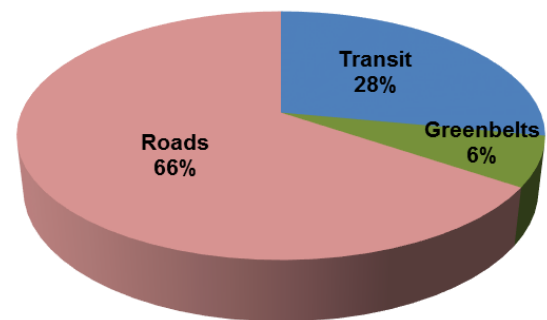
## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

### Overview of the 2<sup>nd</sup> Transportation Sales Tax

A 2<sup>nd</sup> TST program was developed and approved by voters of Charleston County via a referendum in November 2016 to provide additional funds for green space, transportation and mass transit. The 2<sup>nd</sup> TST lasts for 25 years or until the projected \$2.1 billion is collected – whichever comes first, and the 2<sup>nd</sup> TST overlaps the 1<sup>st</sup> TST for 13 years from FY 2018 to FY 2030. Revenues from the 2<sup>nd</sup> TST are allocated among the same three programs as the 1<sup>st</sup> TST with 10 percent to greenbelt, 61 percent to transportation, and 29 percent to transit. The Greenbelt Department manages the green space portion of the Half Cent Sales Tax program and implements the Comprehensive Greenbelt Plan through the Urban and Rural Grants Program. The Transportation Development Department manages the transportation project portion of the Half Cent Sales Tax program. Charleston County allocates funds to the Charleston Area Regional Transportation Authority (CARTA), and the Berkeley Charleston Dorchester Council of Governments to provide mass transit solutions to the urban and rural areas of the County.

County Council approves a Comprehensive Plan of Expenditures (five-year plan) for the Transportation Sales Tax each year in June. The FY 2020 – FY 2024 plan includes \$676.5 million in capital projects for the components of the Transportation Sales Tax: greenbelts, roads, and transit.

### 2nd Transportation Sales Tax Expenditures by Category



### 2nd Transportation Sales Tax Cost Summary

(in thousands)

	Prior	2020	2021	2022	2023	2024	Total
<b>CULTURE/RECREATION</b>							
Greenbelt Purchases	\$ 10,000	\$ 6,500	\$ 6,300	\$ 6,500	\$ 7,000	\$ 7,500	\$ 43,800
<b>Culture/Recreation Total</b>	<b>10,000</b>	<b>6,500</b>	<b>6,300</b>	<b>6,500</b>	<b>7,000</b>	<b>7,500</b>	<b>43,800</b>
<b>GENERAL GOVERNMENT</b>							
Bus Rapid Transit	7,600	20,000	11,800	25,900	52,600	71,400	189,300
<b>General Total</b>	<b>7,600</b>	<b>20,000</b>	<b>11,800</b>	<b>25,900</b>	<b>52,600</b>	<b>71,400</b>	<b>189,300</b>
<b>PUBLIC WORKS</b>							
Roads: Rural Allocation	4,000	2,000	2,000	2,000	2,000	2,000	14,000
Roads: Projects	32,400	17,100	40,300	54,300	132,700	152,600	429,400
<b>Public Works Total</b>	<b>36,400</b>	<b>19,100</b>	<b>42,300</b>	<b>56,300</b>	<b>134,700</b>	<b>154,600</b>	<b>443,400</b>
<b>GRAND TOTAL</b>	<b>\$ 54,000</b>	<b>\$ 45,600</b>	<b>\$ 60,400</b>	<b>\$ 88,700</b>	<b>\$ 194,300</b>	<b>\$ 233,500</b>	<b>\$ 676,500</b>

## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

### Funding the Projects

For the 2<sup>nd</sup> TST, the County is attempting to maximize the Pay-As-You-Go funding for projects during the early phases of the projects. When the projects enter the construction phase, the County plans to use a combination of Pay-As-You-Go funding and future bond issues.

### 2<sup>nd</sup> Transportation Sales Tax Sources

(in thousands)

	Prior	2020	2021	2022	2023	2024	Total
REVENUES							
Sales Tax (PAYGO)	\$ 54,000	\$45,600	\$ 60,400	\$ 62,800	\$ 7,000	\$ 126,700	\$ 356,500
Bonds	-	-	-	100,000	220,000	-	320,000
<b>GRAND TOTAL</b>	<b>\$ 54,000</b>	<b>\$45,600</b>	<b>\$ 60,400</b>	<b>\$ 162,800</b>	<b>\$227,000</b>	<b>\$ 126,700</b>	<b>\$ 676,500</b>

The following sections of the Capital Projects: Transportation Sales Tax includes detailed discussion of the 2<sup>nd</sup> TST: Greenbelts Program, 2<sup>nd</sup> TST: Roads Program and 2<sup>nd</sup> TST: Transit.

### 2<sup>nd</sup> Transportation Sales Tax - Greenbelts Program

The Greenbelt Advisory Board completed a 5-year plan review before determining a Comprehensive Plan of Expenditures for the 2<sup>nd</sup> Transportation Sales Tax funds. This process required an inventory of green space, a determination of public need, a determination of available resources, and a board recommendation to County Council. Nearly 1,500 local citizens participated in a survey to indicate their use of greenspace, their favored landscapes for the program, and critical areas of need for the County. The study indicated combined efforts of Charleston County and partners since 2006 had met 94% of the original target to protect 40,000 acres. Changes to the use of the 2<sup>nd</sup> Transportation Sales Tax Greenbelts Program funds included a 50% equal division of funds between rural and urban areas of the County. Municipalities will get a proportional share of the urban funds based on population. Rural funds are distributed on a competitive, merit basis. An updated criterion will be used to evaluate potential projects for funding.

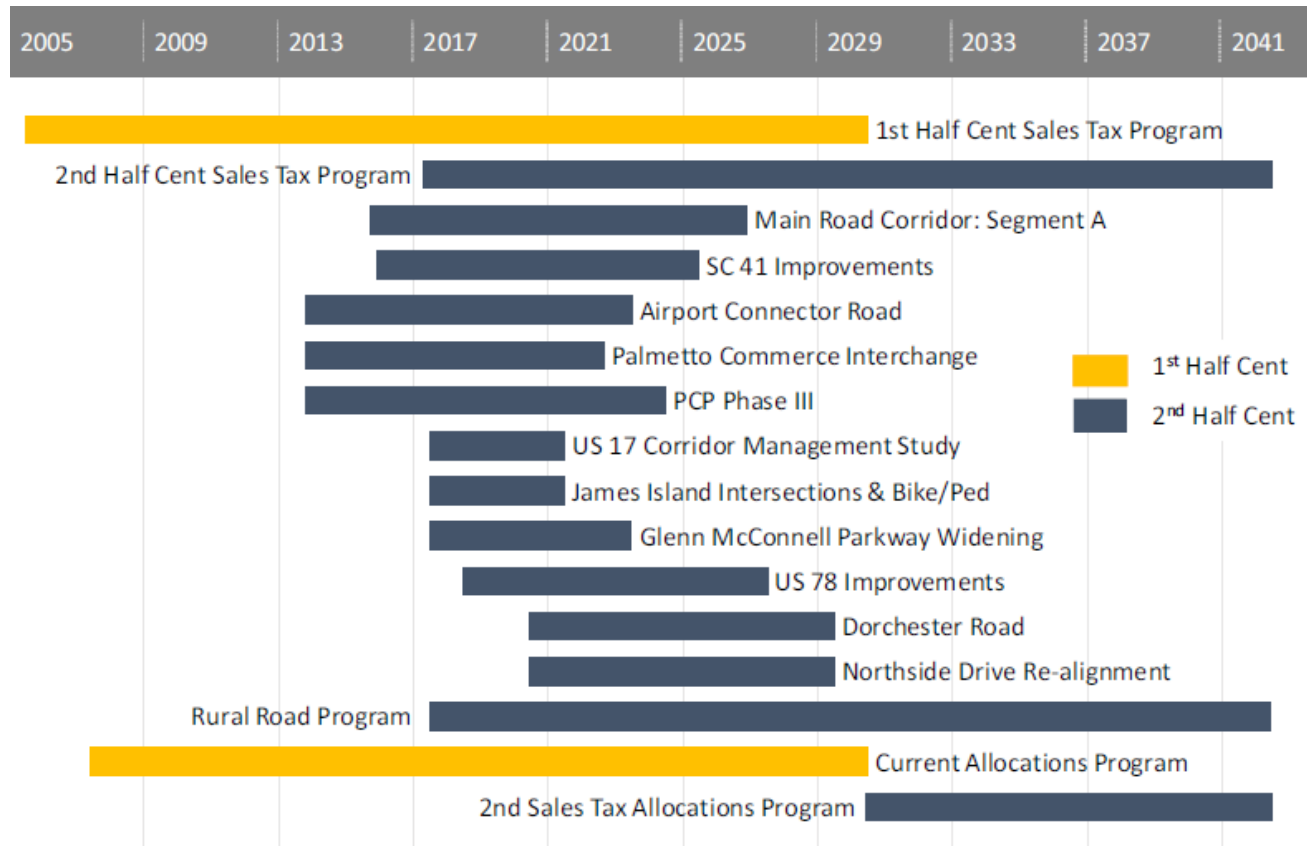
### 2<sup>nd</sup> Transportation Sales Tax – Roads Program

The Comprehensive Transportation Plan consists of two types of projects, annual allocations and large-scale projects. Initially, the allocation projects are for rural roads which are funded through Pay-As-You-Go funding. After the 1<sup>st</sup> TST ends in FY 2030, the allocations will expand to include resurfacing, small paving, bike and pedestrian, and intersection improvements. Selection criteria incorporates road condition and community need.

In addition, there are several large-scale projects that are funded through Pay-As-You-Go funding and future bonds approved by referendums passed in 2016. The bond funds will provide additional funding over the Pay-As-You-Go funding when the construction phase of the larger projects begin.

## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

The graph below provides a summary of the major transportation projects with a related timeline.



### 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 for the roads program to be minimal.

## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

### 2<sup>nd</sup> Transportation Sales Tax - Transit Program

The County plans to allocate up to \$189.3 million to the Berkeley Charleston Dorchester Council of Governments (BCDCOG) for a Rapid Bus Transit system, a system of rubber tired buses that operate like a conventional rail in its own dedicated guideway or in mixed traffic. The BCDCOG conducted a study to identify a transit alternative that will improve transit service and enhance regional mobility along the 22-mile I-26 corridor connecting Summerville, North Charleston, and Charleston. As a result of the study, the US 78/US 52 (Rivers Avenue) route was recommended to move forward into planning and design. The recommendation includes 16 hybrid-electric articulated vehicles operating in a semi-exclusive guideway with transit signal priority. The planned service originates in Summerville and ends in downtown Charleston at Line Street. The plan calls for 18 stations with park & rides, transit hubs, and neighborhood stops serving major activity centers such as Summerville, Trident Health/CSU, Northwoods Mall, North Charleston, the Amtrak Station, and downtown Charleston. With a 60-minute travel time and service every 10 minutes in the peak and 20 minutes in the off peak, the BRT line will provide a fast and reliable alternative to sitting in traffic.

Following is a summary of the Bus Rapid Transit (BRT) recommendation:

<b>Corridor Length:</b>	23.1 Miles (Semi Exclusive Guideway & Mixed Traffic)
<b>Number of Stations:</b>	18 (Park & Rides, Transit Hubs, & Neighborhood Stations)
<b>One-Way Travel Time:</b>	60 Minutes (Includes Station Delay Time)
<b>Number of Vehicles:</b>	16 Articulated/Hybrid Electric (or other clean fuel)
<b>Planning Level Estimated Capital Construction Costs:</b>	\$360 Million (\$15.5M per Mile) Up to 80% can be funded with federal funds (typically 50%)
<b>Planning Level Annual Operating Costs:</b>	\$5.9 Million / Year
<b>Total Annual BRT Transit Trips/Systemwide Transit Trips:</b>	2 Million BRT Trips/6.5 Million Systemwide
<b>Total Daily Trips/"New" Transit Trips:</b>	6,874 Daily BRT Trips/3,772 "New" Transit Trips (from other modes)

### Impact on the Operating Budget

The Council of Governments has estimated that the annual operating costs are \$5.9 million. The 2<sup>nd</sup> TST estimated that the local match for operating the BRT would start at \$2.5 million in FY 2026 and increase to \$5.3 million in FY 2028.



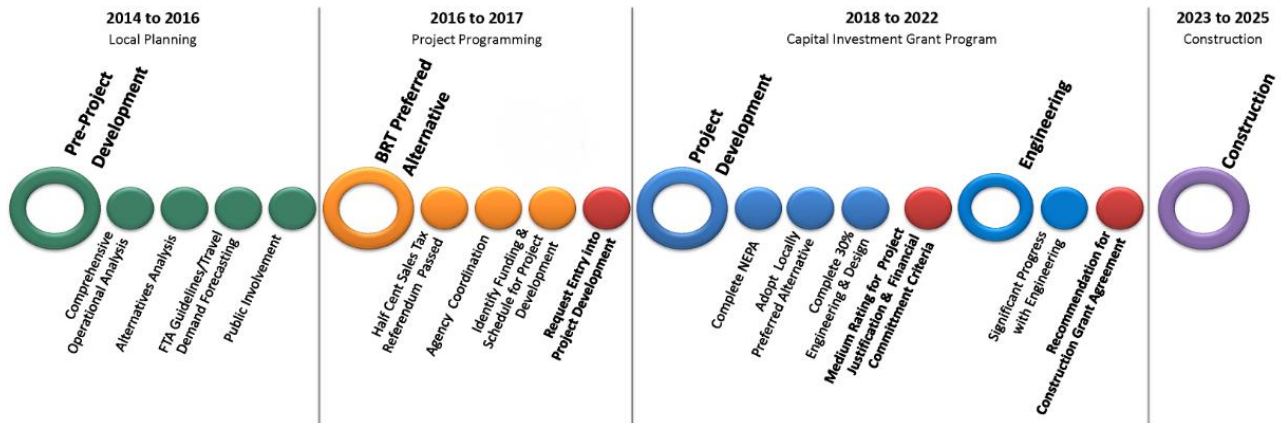
# CAPITAL PROJECTS – TRANSPORTATION SALES TAX

The timeline for the Bus Rapid Transit (BRT):

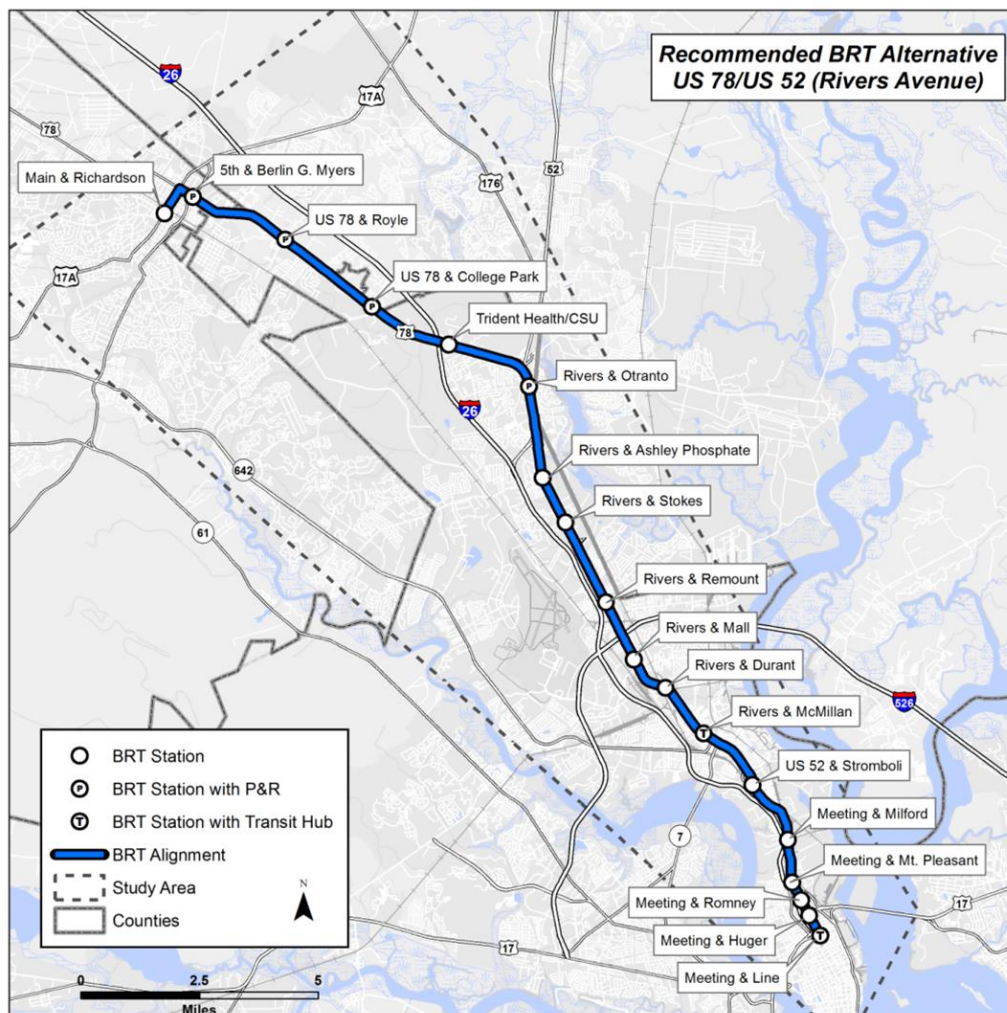


i26ALT

I-26ALT Bus Rapid Transit Project Timeline



The proposed route for the Bus Rapid Transit (BRT):



## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

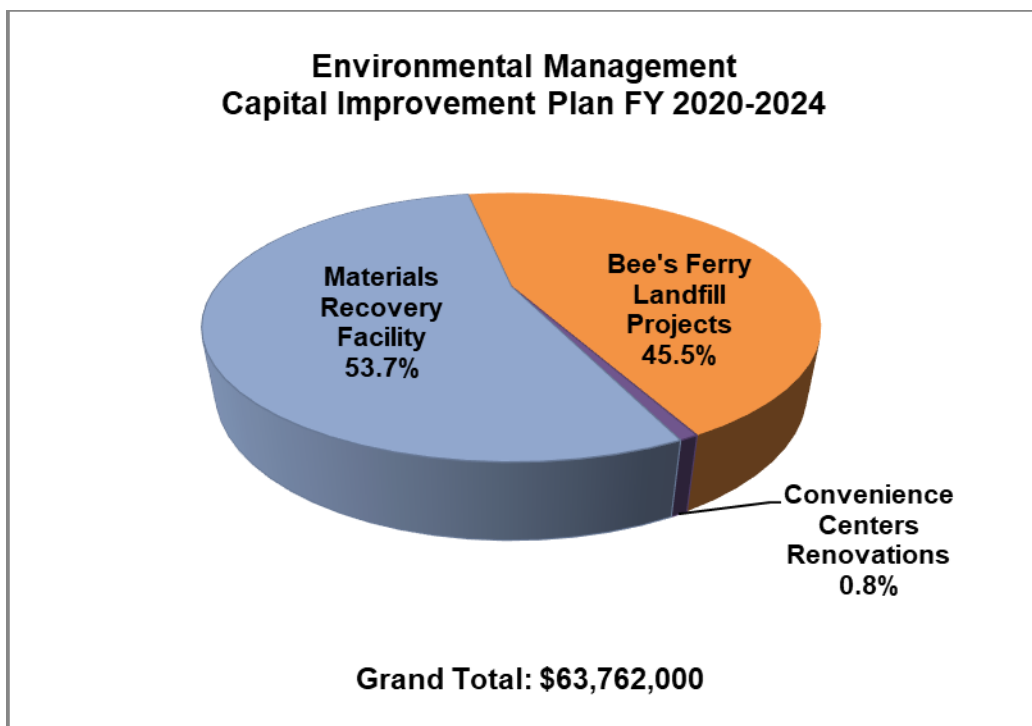
### Environmental Management Capital Improvement Plan

The Environmental Management Department's Five Year Capital Improvement Plan provides long-range plans to dispose of the County's waste stream. The five-year capital improvement plan provides a structured approach to support these goals.

### Environmental Management Project Cost Summary \*

Project Title	Prior	2020	2021	2022	2023	2024	Beyond	Project Total
<b>Public Works</b>								
Bee's Ferry Landfill-Lined Cells	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ 24,000
Bee's Ferry Landfill-Infrastructure	-	1,000	1,000	2,000	1,000	-	-	5,000
Convenience Centers Renovations	-	-	500	-	-	-	-	500
Materials Recovery Facility	4,262	30,200	-	-	-	-	-	34,462
<b>GRAND TOTAL</b>	<b>\$ 10,262</b>	<b>\$ 37,200</b>	<b>\$ 1,500</b>	<b>\$ 2,000</b>	<b>\$ 13,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,962</b>

\* Amounts in thousands of dollars



## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Funding the CIP

The funding for this plan will come from the use of existing funds or from future operating revenues as necessary.

### Environmental Management Source Summary \*

Funding Source	Prior	2020	2021	2022	2023	2024	Beyond	Total
Existing Funds	\$ 10,262	\$ 17,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,462
Future Bond Issues	-	20,000	-	-	-	-	-	20,000
Future Sources	-	-	1,500	2,000	13,000	-	-	16,500
<b>GRAND TOTAL</b>	<b>\$ 10,262</b>	<b>\$ 37,200</b>	<b>\$ 1,500</b>	<b>\$ 2,000</b>	<b>\$ 13,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,962</b>

\* Amounts in thousands of dollars

### Impact on the Operating Budget

Environmental Management expects additional utilities and maintenance costs associated with the new and expanded facilities in the current CIP. These costs, and in some instances savings, are detailed for each project.

## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Bee's Ferry Landfill – Lined Cells

Cell 4 prepared for solid waste



#### Project Highlights

Initiative: Service Delivery

Function: Public Works

Type: New

Management: Environmental  
Management

Duration: 2019-2023

**Total Project Cost:**  
**\$24,000,000**

#### DESCRIPTION

The next cell will need to be constructed and operational prior to the previous cell reaching capacity. Funding will support the design and construction of the next cell in two phases during FY 2019 and FY 2020. A future cell is anticipated in FY 2023.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$6,000	\$6,000	\$0	\$0	\$12,000	\$0	\$0	\$24,000
FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Existing Funds	\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$0	\$12,000
Future Sources	0	0	0	0	12,000	0	0	12,000
<b>GRAND TOTAL</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,000</b>
O&M Costs (Savings)		2020	2021	2022	2023	2024	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	0	0		
<b>Grand Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		

<b>Operation &amp; Maintenance Impacts</b>	<p>There are no immediate additional operating or maintenance costs or savings due to this project. However, there are substantial costs related to constructing the final cover and post-closure care when all of the lined landfill cells are closed. In accordance with governmental accounting standards, the County records a proportion of the estimated \$23 million in closure costs as the landfill is utilized.</p>
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## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Bee's Ferry Landfill – Infrastructure



Truck scales at Bee's Ferry

#### Project Highlights

Initiative: Service Delivery

Function: Public Works

Type: New

Management: Environmental  
Management

Duration: 2020-2023

**Total Project Cost:  
\$5,000,000**

#### DESCRIPTION

Improvements will be made to the Bee's Ferry Landfill over a two-year period to increase operational efficiencies. Phase I will include funds to pave approximately 1 mile of existing roads. Future phases will include funds to replace a scale house and scales, a Household Hazardous Waste (HHW) Center and an administrative building.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$0	\$1,000	\$1,000	\$2,000	\$1,000	\$0	\$0	\$5,000

FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Existing Funds	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$1,000
Future Sources	0	0	1,000	2,000	1,000	0	0	4,000
<b>GRAND TOTAL</b>	\$0	\$1,000	\$1,000	\$2,000	\$1,000	\$0	\$0	\$5,000

O&M Costs (Savings)	2020	2021	2022	2023	2024
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	0	0	0	0
<b>Grand Total</b>	\$0	\$0	\$0	\$0	\$0

\*Amounts in thousands of dollars

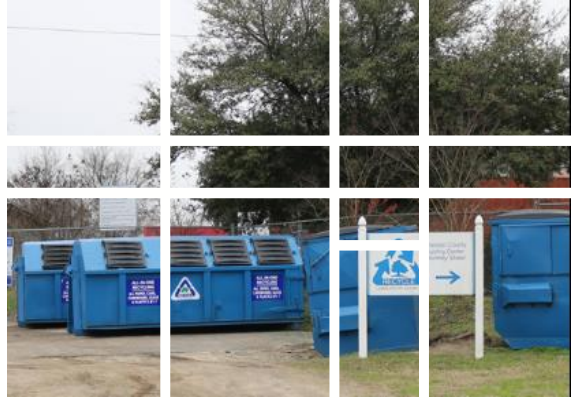
#### Operation & Maintenance Impacts

The County does not expect any additional operating costs because the replacement facilities will be of similar size and function to the existing facilities.

## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Convenience Centers Renovations

*One of many convenience centers located throughout Charleston County*



### Project Highlights

**Initiative:** Service Delivery

**Function:** Public Works

**Type:** Replacement

**Management:** Environmental Management

**Duration:** 2021

**Total Project Cost:**  
**\$500,000**

### DESCRIPTION

Charleston County currently operates nine manned convenience centers, which are in need of modernization. Funds will be used to renovate existing site attendant offices, install plumbing and restrooms, and provide additional security and the re-assignment of existing staff. Plans are included for the establishment of one additional site required for constituents of the Ladson area or District 3.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$0	\$0	\$500	\$0	\$0	\$0	\$0	\$500

FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Future Sources	\$0	\$0	\$500	\$0	\$0	\$0	\$0	\$500
<b>GRAND TOTAL</b>	\$0	\$0	\$500	\$0	\$0	\$0	\$0	\$500

O&M Costs (Savings)	2020	2021	2022	2023	2024
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	0	10	10	10
<b>Grand Total</b>	\$0	\$0	\$10	\$10	\$10

*\*Amounts in thousands of dollars*

### Operation & Maintenance Impacts

*There will be no increase in personnel costs due to reassignment of current staff. Operating costs will increase to support higher utilities and expenditures required for the new site.*

## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Materials Recovery Facility

*Conceptual exterior rendering of new facility near Palmetto Commerce Parkway in North Charleston, SC*



### Project Highlights

**Initiative:** Service Delivery

**Function:** Public Works

**Type:** Replacement

**Management:** Facilities Management

**Duration:** 2015-2020

**Total Project Cost:**  
**\$34,462,000**

### DESCRIPTION

The Materials Recovery Facility (MRF) at 13 Romney Street in Downtown Charleston is over 20 years old, utilized outdated equipment and had limited acreage for program expansion. A new state-of-the-art Materials Recovery Facility will be constructed at Palmetto Commerce Parkway. It will measure approximately 80,000 square feet. The MRF will have the capacity to process 25 tons of recyclables per hour. All recyclable processing will be contained inside the facility. The MRF will receive, sort and compact recyclable materials into bales for outbound shipment; and then manufacturing facilities will use the recyclables to make new products. The new facility will be completed by the end of 2020.

EXPENDITURES	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
	\$4,262	\$30,200	\$0	\$0	\$0	\$0	\$0	\$34,462
FUNDING SOURCE	PRIOR	2020	2021	2022	2023	2024	BEYOND	TOTAL
Existing Funds	\$4,262	\$10,200	\$0	\$0	\$0	\$0	\$0	\$14,462
Existing Bond Issues	0	20,000	0	0	0	0	0	20,000
<b>GRAND TOTAL</b>	<b>\$4,262</b>	<b>\$30,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$34,462</b>
O&M Costs (Savings)		2020	2021	2022	2023	2024	*Amounts in thousands of dollars	
New Revenues		\$0	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)		
Personnel		0	0	0	0	0		
Operating		0	1,800	1,800	1,800	1,800		
<b>Grand Total</b>		<b>\$0</b>	<b>(\$200)</b>	<b>(\$200)</b>	<b>(\$200)</b>	<b>(\$200)</b>		

### Operation & Maintenance Impacts

*The County reopened the MRF on Romney Street during FY 2019 for operations during the construction phase of the new MRF. Due to the larger capacity of the future MRF, additional revenues and expenditures are anticipated.*



## DEBT SERVICE

### 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.

#### Financial Policies

- *Debt Management Policy #1: The County shall only use long-term debt for capital projects or equipment.*
  - *When current revenues are not sufficient to use pay-as-you-go funding.*
  - *When the useful life of the project or equipment equals or exceeds the term of financing.*

All major types of debt are authorized by resolution of County Council. 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. 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. Except for bonds approved by voter referendum, GOBs are subject to the legislated debt limits.

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 enterprises. 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.

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 the Transportation Sales Tax. This debt is not subject to the legislated debt limit.

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. Capital leases are not subject to the legislated debt limit.

## DEBT SERVICE

### Debt Schedule

The County's annual debt service obligation includes principal and interest payments on tax and fee supported debt. As of July 1, 2019, outstanding debt is \$830.3 million (principal payments of \$629.1 million and interest payments of \$201.2 million).

<b>Debt Issues</b>			
	<b>Type</b>	<b>Original</b>	<b>Outstanding</b>
2009 GOB	GOB	\$ 50.0	\$ 2.5
2009 GOB Refunding	GOB	\$ 20.8	\$ 0.8
2011 GOB (Sales Tax)	Revenue	\$ 167.0	\$ 25.2
2011 GOB	GOB	\$ 27.1	\$ 3.6
2012 GOB (Sales Tax) Refunding	Revenue	\$ 32.1	\$ 22.1
2013 GOB (Sales Tax) Refunding	Revenue	\$ 70.1	\$ 70.1
2013 GOB Refunding	GOB	\$ 30.7	\$ 9.9
2013 GOB Refunding (Taxable)	GOB	\$ 28.9	\$ 28.9
2014 GOB	GOB	\$ 15.0	\$ 3.5
2015 GOB	GOB	\$ 18.8	\$ 16.8
2015 GOB Awendaw McClellanville Fire District	Revenue	\$ 2.1	\$ 1.6
2015 GOB Refunding	GOB	\$ 56.7	\$ 54.0
2015 GOB (Sales Tax) Refunding	Revenue	\$ 46.3	\$ 39.4
2001 SC Transportation Infrastructure Bank Loan	Revenue	\$ 39.4	\$ 20.6
2013 Special Source Revenue Bond	Revenue	\$ 86.4	\$ 83.0
2017 Special Source Revenue Bond	Revenue	\$ 35.8	\$ 35.8
2017 GOB	GOB	\$ 103.2	\$ 97.3
2017 GOB Refunding	GOB	\$ 16.4	\$ 16.4
2017 GOB (Sales Tax) Refunding	Revenue	\$ 97.6	\$ 97.6
<b>TOTAL</b>		<b>\$ 944.4</b>	<b>\$ 629.1</b>

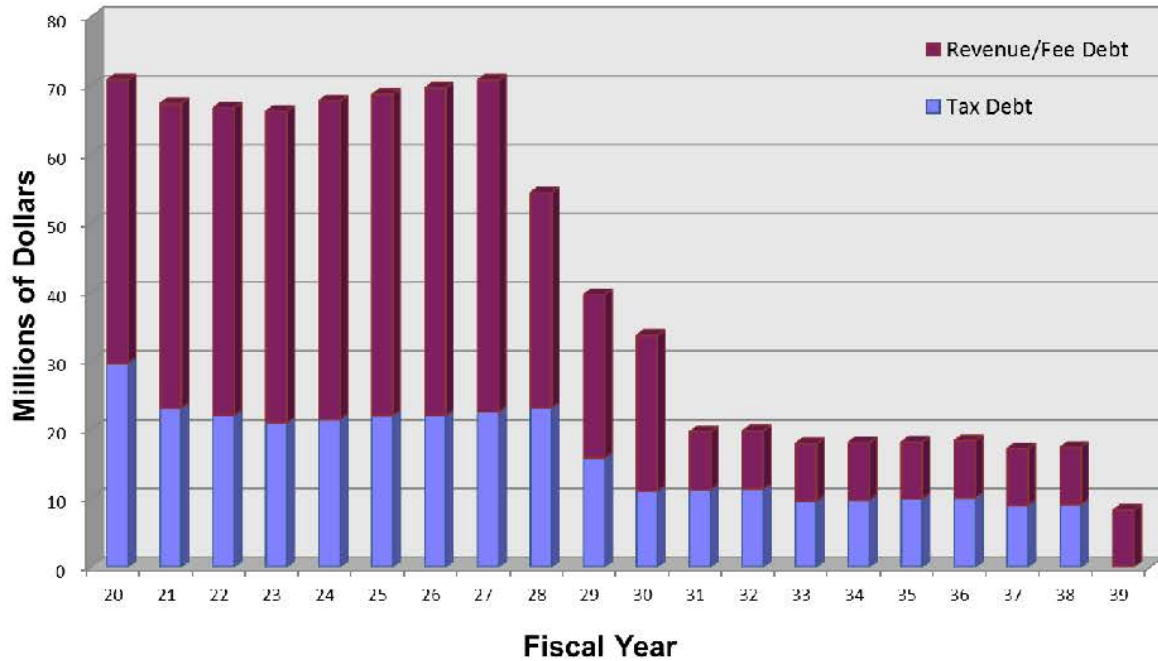
The table and the graphs on the following pages show the level of debt funded by taxes or revenues/fees over the course of the next 20 fiscal years.

### 20 Year Schedule of Debt Service

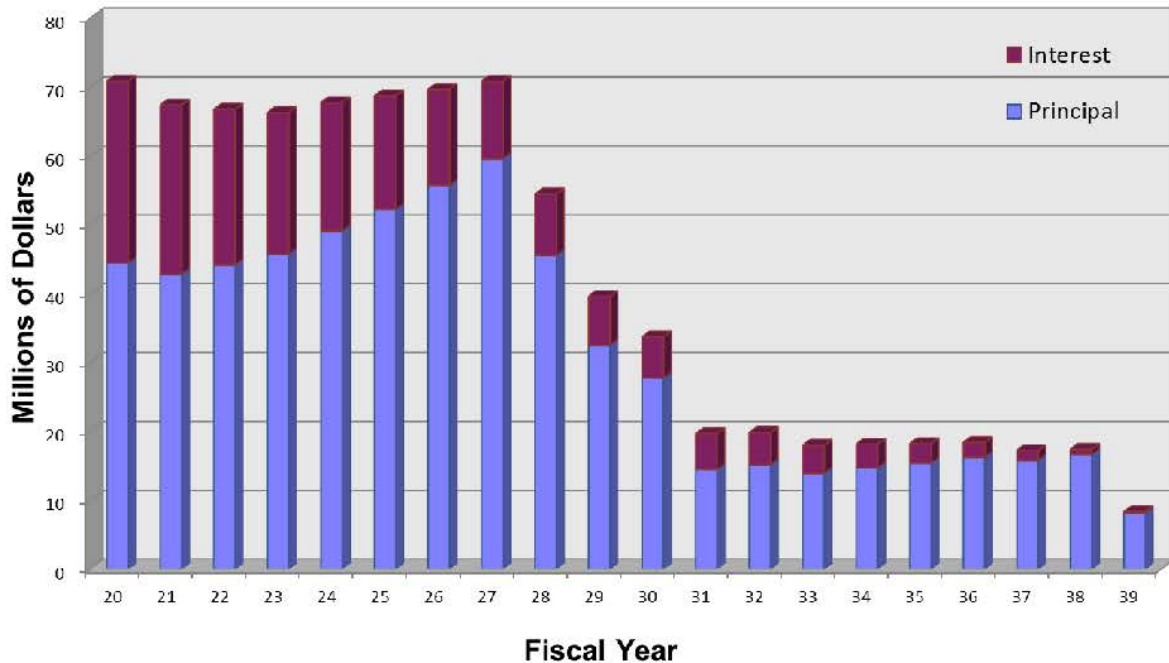
<b>Fiscal Year</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25-29</b>	<b>30-34</b>	<b>35-39</b>	<b>Beyond</b>	<b>TOTAL</b>
<b>Tax Supported (GOB)</b>										
<b>Principal</b>	\$ 20.0	\$ 14.0	\$ 13.6	\$ 13.2	\$ 14.4	\$ 81.5	\$ 41.9	\$ 35.1	\$ -	\$ 233.7
<b>Interest</b>	9.6	9.0	8.4	7.8	7.1	23.9	10.9	2.8	-	79.5
<b>Subtotal</b>	29.6	23.0	22.0	21.0	21.5	105.4	52.8	37.9	-	313.2
<b>Revenue/Fee Supported</b>										
<b>Principal</b>	24.4	28.7	30.5	32.5	34.7	163.9	43.9	36.8	-	395.4
<b>Interest</b>	16.8	15.6	14.2	12.8	11.6	33.7	12.5	4.5	-	121.7
<b>Subtotal</b>	41.2	44.3	44.7	45.3	46.3	197.6	56.4	41.3	-	517.1
<b>Total</b>										
<b>Principal</b>	44.4	42.7	44.1	45.7	49.1	245.4	85.8	71.9	-	629.1
<b>Interest</b>	26.4	24.6	22.6	20.6	18.7	57.6	23.4	7.3	-	201.2
<b>TOTAL ANNUAL DEBT</b>	<b>\$ 70.8</b>	<b>\$ 67.3</b>	<b>\$ 66.7</b>	<b>\$ 66.3</b>	<b>\$ 67.8</b>	<b>\$ 303.0</b>	<b>\$ 109.2</b>	<b>\$ 79.2</b>	<b>\$ -</b>	<b>\$ 830.3</b>

## DEBT SERVICE

### Tax versus Revenue Debt



### Principal versus Interest



## DEBT SERVICE

### Future Debt Service

Looking forward, the County anticipates issuing \$146 million for public safety equipment (short-term borrowing), the Community Services Hub, the Corrections Campus, the Charleston County Libraries, the Materials Recovery Facility and other facilities in FY 2020. In addition, the County anticipates issuing \$36 million for Public Works equipment (short-term borrowing) and the Azalea Complex (Public Works) in FY 2022. Finally, the County anticipates issuing \$17 million for Public Works equipment (short-term borrowing) and the Azalea Complex (Public Works) in FY 2024.

For a complete summary of the details and projects included in the County's Capital Improvement Plan (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.

#### Financial Policies

- *Debt Management Policy #3: ... [develop] five-year Debt Management Plan ... annually*

The table below shows the levels of existing and anticipated County debt service, revenue requirements, and the changes in the Debt Service Fund's fund balance. Premiums are anticipated in FY 2020, FY 2022 and FY 2023 from the issuance of new debt. When the premiums and existing sources are combined with the use of fund balance, the result is no millage increase for the Debt Service Fund through FY 2024.

Debt Management Plan						
Tax Supported (GOB)						
	Fiscal Year					
	FY20	FY21	FY22	FY23	FY24	TOTAL
<b>Revenues</b>						
Existing Sources	\$ 32.8	\$ 34.3	\$ 35.4	\$ 36.6	\$ 38.4	\$ 177.5
Additional Revenues	12.1	0.0	2.9	1.3	0.0	16.3
<b>Subtotal</b>	<b>44.9</b>	<b>34.3</b>	<b>38.3</b>	<b>37.9</b>	<b>38.4</b>	<b>193.8</b>
<b>Disbursements</b>						
Existing Disbursements	33.5	25.8	24.7	23.7	24.2	131.9
Additional Disbursements Resulting from New Debt	2.9	26.0	9.6	16.0	15.9	70.4
<b>Subtotal</b>	<b>36.4</b>	<b>51.8</b>	<b>34.3</b>	<b>39.7</b>	<b>40.1</b>	<b>202.3</b>
<b>Increase (use) of Fund Balance</b>	<b>\$ 8.5</b>	<b>\$ (17.5)</b>	<b>\$ 4.0</b>	<b>\$ (1.8)</b>	<b>\$ (1.7)</b>	<b>\$ (8.5)</b>



## DEBT SERVICE

### Legal Debt Service Limit

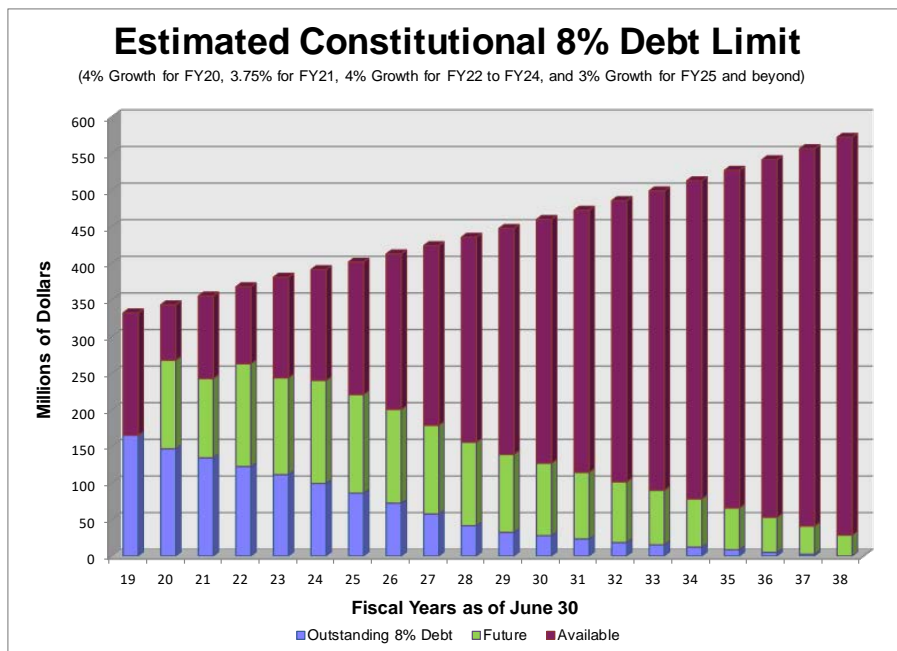
The South Carolina State Constitution limits the debt capacity of all governmental entities, seeking capital through securities exchanges, to eight percent of the assessed value of the property base. Revenue Bonds and GOBs approved by voter referendum are not currently subject to this limitation.

The County can borrow up to \$332.0 million or 8% of the assessed property value. The County has borrowed \$164.9 million of the limit, as of June 30, 2019; and the County has the capacity to borrow \$167.1 million more. 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, 2019	\$4,150.5
Constitutional Debt Limit (8% of Assessment)	\$332.0
Outstanding 8% Debt	\$164.9
Available Capacity	\$167.1

Based on the County's Capital Improvement Plan, future debt issuances are expected in FY 2020, FY 2022, and FY 2024. The impact of these future debt issuances are reflected in the 20 year estimated constitutional 8% Debt Limit below.



#### **Financial Policies**

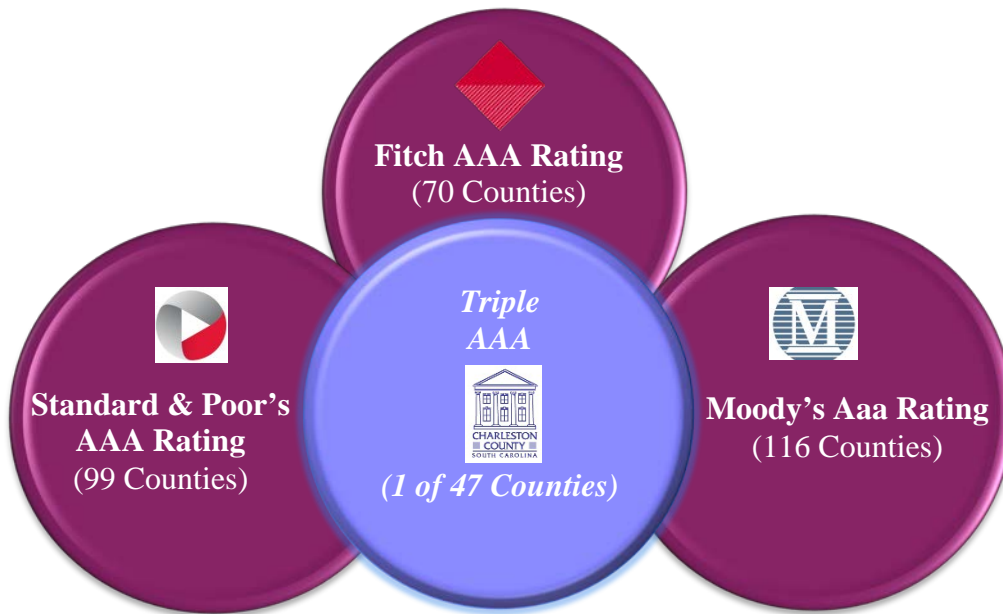
- *Debt Management Policy #5: ... maintain an adequate cushion in its constitutional debt limit margin...*

## DEBT SERVICE

### 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 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 fund balance as a reserve, 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.

#### AAA Bond Ratings for Counties in the Nation



Of the 3,007 Counties in the Nation

116 have an Aaa rating from Moody's Investors Service

99 have an AAA rating from Standards and Poor's Rating Services

70 have an AAA rating from Fitch Ratings.

**ONLY 47 COUNTIES IN THE NATION HAVE A TRIPLE AAA RATING**

## LONG-TERM FINANCIAL PLANNING

### Overview

The Budget Department prepares several long-term financial plans for review by County Council as part of the budget process. The focus for these plans is the major operating funds of the County. These plans comprise \$441.2 million or 72% of the County's operating funds and include the following:

	Amount (in millions)
General Fund	\$251.2
Debt Service Fund	38.1
Transportation Sales Tax Special Revenue Fund (1 <sup>st</sup> )	62.2
Transportation Sales Tax Special Revenue Fund (2 <sup>nd</sup> )	48.9
Environmental Management Enterprise Fund	40.8

General Fund Five-year Plan – This five-year forecast is required by the County's Financial Policies to be updated annually. The plan is also required by the County's Financial Policies to include estimated operating revenues and costs as well as the operating costs of future capital improvements included in the Capital Improvement Plan (CIP).

#### *Financial Policies*

- *Revenue and Expenditure Policy #2: A five-year forecast will be prepared that includes estimated operating revenues and costs.*
  - ... [Include] operating costs of future capital improvements from the capital improvement plan ...
  - ... Update on an annual basis

Debt Management Plan – This five-year plan is required by the County's Financial Policies to be developed annually. The Debt Section of this budget document includes this plan and other information on the County's debt obligations.

#### *Financial Policies*

- *Debt Management Policy #3: A five-year Debt Management Plan shall be developed annually.*

Transportation Sales Tax Comprehensive Plan of Expenditures – These five-year plans are required by the County ordinances that established the Transportation Sales Taxes. These plans include the operating expenditures for the Greenbelts Program, the Roads Program, and the Transit Program. The capital portion of the Transportation Sales Tax programs is discussed in the Capital Section of this budget document.

Environmental Management Five-year Plan – Although not required by the County's Financial Policies, the County prepares this plan because of the Environmental Management Fund's significance as a major Enterprise Fund.

## LONG-TERM FINANCIAL PLANNING

### General Fund Five-year Forecast

#### Assumptions:

- Revenues

- |    |
|----|
| #1 |
|----|

 ○ Property tax base is estimated to grow 4% for FY 2020; 3.75% for FY 2021; and 4% for FY 2022 through FY 2024.
- |    |
|----|
| #2 |
|----|

 ○ Sales taxes are estimated to grow at 4% annually.
- |    |
|----|
| #3 |
|----|

 ○ Based on historical performance, an additional 0.5% of overall revenues is anticipated over budget.
- |    |
|----|
| #4 |
|----|

 ○ In addition to growth in the property tax base, an additional 1.5 mill tax increase is estimated to balance the budget in FY 2021.

- Expenditures

- |    |
|----|
| #5 |
|----|

 ○ Personnel costs are projected to increase at 4% per year to cover compensation (merit and longevity) and benefit (retirement) increases.
- |    |
|----|
| #6 |
|----|

 ○ Operating expenditures are projected to increase at 2% per year to cover inflationary increases and smaller programmatic initiatives. Operating costs for the remainder of the library expansion are included in the FY 2021 projections. In addition, operating costs for facilities maintenance are increased from \$2.2 million in FY 2020 to \$6 million in FY 2021 pending the completion of an asset reserve study.
- |    |
|----|
| #7 |
|----|

 ○ Capital expenditures are projected to increase at 2% per year to cover inflationary increases and smaller programmatic initiatives.
- |    |
|----|
| #8 |
|----|

 ○ Based on historical performance, 1% of the personnel, operating and capital expenditure budget is anticipated to be unspent.
- |    |
|----|
| #9 |
|----|

 ○ Based on previous years, \$3+ million is estimated for outstanding encumbrances at year end, and another \$3+ million is projected for ongoing projects (designations). These amounts are included in the Restricted: Internal category of fund balance.
- |     |
|-----|
| #10 |
|-----|

 ○ Budget cuts are projected to be necessary to balance the FY 2021 budget.

#### Challenges:

- Additional revenues may be needed to fund the rising operating costs for facilities maintenance.
- As Charleston County's population continues to grow, the cost to maintain or improve the quality of services will continue to rise.
- Due to competition in the area for qualified employees as the economy continues to grow, Charleston County is struggling to fill and maintain positions.

# LONG-TERM FINANCIAL PLANNING

## General Fund Five-year Forecast (continued)

		FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance, July 1		\$76,485,015	\$76,965,015	\$78,968,632	\$80,669,933	\$82,063,910
Revenues:						
Property Tax	#1	108,174,000	115,026,000	119,164,000	123,948,000	131,756,000
Sales Tax	#2	69,100,000	71,860,000	74,730,000	77,720,000	80,830,000
Licenses and Permits		6,427,850	6,428,850	6,429,850	6,430,850	6,431,850
Intergovernmental		28,312,258	28,366,289	28,815,782	28,968,204	29,430,675
Charges and Fees		23,639,468	23,871,180	23,928,180	23,986,180	24,069,180
Fines and Forfeitures		1,306,500	1,306,500	1,306,500	1,306,500	1,306,500
Interest		1,257,250	1,257,250	1,257,250	1,257,250	1,257,250
Miscellaneous		3,544,729	3,598,000	3,652,000	3,708,000	3,765,000
Leases and Rentals		470,000	115,000	117,000	119,000	121,000
Unanticipated: 0.5%	#3	1,210,000	1,290,000	1,330,000	1,370,000	1,430,000
Additional prop tax	#4	-	6,750,000	7,010,000	7,290,000	7,680,000
Interfund Transfer In		4,468,533	4,202,657	4,253,000	4,233,000	4,175,000
Total Available		324,395,603	341,036,741	350,962,194	361,006,917	374,316,365
Expenditures:						
Personnel	#5	151,066,789	157,136,501	163,421,961	169,958,839	176,757,193
Operating	#6	94,732,747	104,201,668	106,285,301	108,410,167	110,579,051
Capital	#7	3,485,923	3,923,940	4,002,000	4,082,000	4,164,000
Lapse: 1.0%	#8	(3,650,000)	(3,890,000)	(4,010,000)	(4,140,000)	(4,280,000)
Lapse: Enc & Desig	#9	(6,120,000)	(6,242,000)	(6,366,000)	(6,494,000)	(6,624,000)
Budget Cuts	#10	-	(2,510,000)	(2,690,000)	(2,740,000)	(2,790,000)
Interfund Transfer Out		7,915,129	9,448,000	9,649,000	9,866,000	10,089,000
Total Disbursements		247,430,588	262,068,109	270,292,262	278,943,006	287,895,243
Nonspendable		722,000	736,000	751,000	766,000	781,000
Restricted: Internal		64,690,241	67,167,583	69,737,029	69,119,502	70,653,446
Available		11,552,774	11,065,050	10,181,903	12,178,408	14,986,676
Ending Balance, June 30		\$76,965,015	\$78,968,632	\$80,669,933	\$82,063,910	\$86,421,122

# LONG-TERM FINANCIAL PLANNING

## Debt Management Plan

### Assumptions:

- Revenues

#1

- Property tax base is estimated to grow 4% for FY 2020; 3.75% for FY 2021; and 4% for FY 2022 through FY 2024.

#2

- Debt proceeds reflect anticipated premiums from the issuance of debt. These proceeds are required to offset the debt service of the particular bond that created the premiums.

- Expenditures

#3

- Debt service includes scheduled payments for existing debt and for estimated future debt issues. A \$146 million issue for public safety equipment (short-term borrowing), the Community Services Hub, the Corrections Campus, the Charleston County Libraries, the Materials Recovery Facility and other facilities is planned in FY 2020. A \$36 million issue for Public Works equipment (short-term borrowing) and the Azalea Complex (Public Works) is planned in FY 2022. A \$17 million issue for Public Works equipment (short-term borrowing) and the Azalea Complex (Public Works) is planned in FY 2024.

### Challenges:

- There are no significant challenges for the Debt Service Fund.

	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance, July 1	\$ 25,818,688	\$ 34,195,871	\$ 16,659,451	\$ 20,686,381	\$ 18,854,791
Property Tax #1	23,963,000	25,238,000	26,091,000	27,047,000	28,699,000
Intergovernmental	84,127	84,127	84,127	84,127	84,127
Interest	300,000	300,000	300,000	300,000	300,000
Miscellaneous	171,428	171,428	171,428	171,428	171,428
Debt Proceeds #2	12,054,185	-	2,925,392	1,289,764	-
Interfund Transfer In	13,221,158	17,648,456	9,461,326	11,150,328	10,463,395
Total Available	75,612,586	77,637,882	55,692,724	60,729,028	58,572,741
Expenditures:					
Operating	82,000	74,000	66,000	68,000	70,000
Debt Service #3	36,391,433	51,782,606	34,213,648	39,607,540	40,046,483
Interfund Transfer Out	4,943,282	9,121,825	726,695	2,198,697	1,289,764
Total Disbursements	41,416,715	60,978,431	35,006,343	41,874,237	41,406,247
Restricted: External	9,121,825	-	2,198,697	1,289,764	-
Restricted: Internal	25,074,046	16,325,127	18,153,360	17,043,201	16,644,668
Available	-	334,324	334,324	521,826	521,826
Ending Balance, June 30	\$ 34,195,871	\$ 16,659,451	\$ 20,686,381	\$ 18,854,791	\$ 17,166,494

# LONG-TERM FINANCIAL PLANNING

## 1<sup>st</sup> Transportation Sales Tax Comprehensive Plan of Expenditures

### Assumptions:

- Revenues

- #1 The first ½ percent Transportation Sales Tax is estimated to grow at 4% annually and reach the \$1.3 billion limit before the end of the 25-year authorization.

- Expenditures

- #2 Personnel costs are projected to increase at 3% per year to cover compensation (merit and longevity) and benefit increases.
- #3 Operating expenditures are projected to increase at 3% per year to cover inflationary increases and smaller programmatic initiatives.
- #4 Interfund transfer Out is projected to be higher in FY 2020 and FY 2024 to fund additional road projects.

### Challenges:

- Undertaking new projects that were not anticipated in the 25-year plan may reduce, delay, or eliminate planned projects.

		FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance, July 1		\$ 21,475,938	\$ 22,835,000	\$ 32,723,000	\$ 44,113,000	\$ 57,093,000
Sales Tax	#1	62,114,000	64,599,000	67,183,000	69,870,000	72,665,000
Interest		311,000	412,000	567,000	522,000	362,000
Interfund Transfer In		1,148,000	-	-	-	-
Total Available		85,048,938	87,846,000	100,473,000	114,505,000	130,120,000
Expenditures:						
Personnel	#2	673,642	694,000	715,000	736,000	758,000
Operating	#3	10,054,680	10,419,000	10,794,000	11,182,000	11,580,000
Capital		-	-	-	-	-
Debt Service		29,316,256	30,381,000	31,222,000	32,166,000	33,133,000
Interfund Transfer Out	#4	22,169,360	13,629,000	13,629,000	13,328,000	40,253,000
Total Disbursements		62,213,938	55,123,000	56,360,000	57,412,000	85,724,000
Restricted: External		125,000	125,000	75,000	27,000,000	16,980,000
Restricted: Internal		1,200,000	-	-	-	-
Available		21,510,000	32,598,000	44,038,000	30,093,000	27,416,000
Ending Balance, June 30		\$ 22,835,000	\$ 32,723,000	\$ 44,113,000	\$ 57,093,000	\$ 44,396,000

## LONG-TERM FINANCIAL PLANNING

### 2<sup>nd</sup> Transportation Sales Tax Comprehensive Plan of Expenditures

#### Assumptions:

- Revenues

#1      ○ The second ½ percent Transportation Sales Tax is estimated to grow at 4% annually and reach the \$2.1 billion limit before the end of the 25-year authorization.

#2      ○ Borrowings are anticipated in FY 2022 and FY 2023 although a Pay-As-You-Go approach is being utilized before borrowing.

- Expenditures

#3      ○ Operating expenditures reflect transit operating and capital costs for fleet replacement and bus rapid transit. The County contributes these funds to a separate regional transit entity.

#4      ○ Interfund Transfer Out reflects Pay-As-You-Go greenspace, road and transit projects.

#### Challenges:

- The County is monitoring the cash flow needs for the road projects and the bus rapid transit project to ensure that the debt service is affordable within the available revenues.
- Undertaking new projects that were not anticipated in the 25-year plan may reduce, delay, or eliminate planned projects.

		FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance, July 1		\$ 67,814,875	\$ 82,142,000	\$ 84,047,000	\$ 159,619,000	\$ 251,140,000
Sales Tax	#1	62,114,000	64,599,000	67,183,000	69,870,000	72,665,000
Interest		1,083,000	1,192,000	1,777,000	2,987,000	2,072,000
Debt Proceeds	#2	-	-	100,000,000	220,000,000	-
Revenues		63,197,000	65,791,000	168,960,000	292,857,000	74,737,000
Total Available		131,011,875	147,933,000	253,007,000	452,476,000	325,877,000
Expenditures:						
Personnel		-	-	-	-	-
Operating	#3	3,241,875	3,340,000	3,441,000	3,545,000	3,651,000
Capital		-	-	-	-	-
Debt Service		-	-	1,295,000	3,468,000	18,823,000
Interfund Transfer Out	#4	45,628,000	60,546,000	88,652,000	194,323,000	233,504,000
Total Disbursements		48,869,875	63,886,000	93,388,000	201,336,000	255,978,000
Restricted: External		-	-	-	2,000,000	35,020,000
Available		82,142,000	84,047,000	159,619,000	249,140,000	34,879,000
Ending Balance, June 30		\$ 82,142,000	\$ 84,047,000	\$ 159,619,000	\$ 251,140,000	\$ 69,899,000



## LONG-TERM FINANCIAL PLANNING

### Environmental Management Five-year Forecast

#### Assumptions:

- Revenues

#1

- Charges and Fees are anticipated to increase in FY 2021 when the County begins operating a larger recycling facility. In addition, the Charges and Fees reflect an estimated \$25 User Fee increase in FY 2022 to fund operating and capital costs. Prior to a user fee increase, the various programs in Environmental Management and their capital needs will be analyzed for the path forward.

#2

- Miscellaneous revenues reflect the anticipated sale of excess property.

#3

- Debt Proceeds reflect the issuance of \$20 million of debt in FY 2020 to construct a new Material Recycling Facility.

#4

- Interfund Transfer In reflects the re-allocation of capital project funds from the Material Recovery Facility to other costs.

- Expenditures

#5

- Personnel costs are projected to increase at 4% per year to cover compensation (merit and longevity) and benefit increases.

#6

- Operating and capital expenditures are projected to increase at 2% per year to cover inflationary increases and smaller programmatic initiatives. Operating expenditures are anticipated to increase in FY 2021 when the County begins operating a larger recycling facility.

#7

- Debt service reflects the estimated amount to repay the \$20 million borrowing in FY 2020.

#8

- Based on historical performance, 2% of the personnel, operating and capital expenditure budget is anticipated to be unspent.

#9

- Interfund Transfer Out reflects the use of fund balance and/or recurring funds for the Environmental Management Capital Improvement Plan with the largest portions for lined landfill cell construction.

#### Challenges:

- Fund operations and capital from recurring funds while maintaining the available portion of fund balance at no less than two months of disbursements or approximately \$7 million.

## LONG-TERM FINANCIAL PLANNING

		FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance, July 1		\$ 62,247,737	\$ 83,880,490	\$ 74,702,504	\$ 74,715,115	\$ 72,247,526
Revenues:						
Intergovernmental		150,000	153,000	156,000	159,000	162,000
Charges and Fees	#1	30,090,550	32,804,000	41,036,000	41,857,000	42,694,000
Interest		400,000	408,000	416,000	424,000	432,000
Miscellaneous	#2	1,300,000	-	2,900,000	-	3,000,000
Debt Proceeds	#3	20,000,000	-	-	-	-
Interfund Transfer In	#4	9,000,000	-	-	-	-
Total Available		<u>123,188,287</u>	<u>117,245,490</u>	<u>119,210,504</u>	<u>117,155,115</u>	<u>118,535,526</u>
Expenditures:						
Personnel	#5	7,992,455	8,312,153	8,644,639	8,990,425	9,350,042
Operating	#6	22,833,136	25,105,043	25,607,144	26,119,286	26,641,672
Capital		2,579,206	3,140,790	3,713,606	4,297,878	4,383,836
Debt Service	#7	-	1,215,000	1,290,000	1,290,000	1,290,000
Lapse	#8	(670,000)	(730,000)	(760,000)	(790,000)	(810,000)
Interfund Transfer Out	#9	6,573,000	5,500,000	6,000,000	5,000,000	3,000,000
Total Disbursements		<u>39,307,797</u>	<u>42,542,986</u>	<u>44,495,389</u>	<u>44,907,589</u>	<u>43,855,550</u>
Nonspendable		42,579,162	42,579,162	42,579,162	42,579,162	42,579,162
Restricted: External		(14,810,958)	(14,810,958)	(14,810,958)	(14,810,958)	(14,810,958)
Restricted: Internal		52,382,175	43,204,189	45,671,778	43,204,189	43,880,251
Available		<u>3,730,111</u>	<u>3,730,111</u>	<u>1,275,133</u>	<u>1,275,133</u>	<u>3,031,521</u>
Ending Balance, June 30		<u><u>\$ 83,880,490</u></u>	<u><u>\$ 74,702,504</u></u>	<u><u>\$ 74,715,115</u></u>	<u><u>\$ 72,247,526</u></u>	<u><u>\$ 74,679,976</u></u>

## COMMUNITY STATISTICS

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>
2018	\$539,724,041	\$3,395,023,184	\$3,934,747,225
2017	542,561,078	3,244,302,523	3,786,863,601
2016	510,041,407	3,104,605,470	3,614,646,877
2015	469,641,701	3,008,285,095	3,477,926,796
2014	417,227,863	2,817,056,508	3,234,284,371
2013	405,407,260	2,834,713,312	3,240,120,572
2012	382,850,480	2,748,065,264	3,130,915,744
2011	389,747,922	2,729,144,416	3,118,892,338
2010	393,200,238	2,530,782,359	2,923,982,597
2009	392,720,676	2,567,170,930	2,959,891,606
<i>NOTE: This information was provided by the Charleston County Auditor.</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>
2018	11,853	46,120,900	202,422,484
2017	11,928	15,287,584	191,121,351
2016	11,046	41,682,718	172,879,227
2015	8,858	23,678,811	130,954,462
2014	7,405	23,090,032	169,064,413
2013	8,154	29,847,333	155,231,949
2012	8,934	27,954,751	143,853,399
2011	7,262	31,870,422	126,390,397
2010	5,489	17,626,075	129,759,084
2009	4,653	22,624,569	139,674,375
<i>NOTE: This information was provided by the Building Inspections Department.</i>			

## COMMUNITY STATISTICS

The ten largest taxpayers as of December 2018 are set forth below.

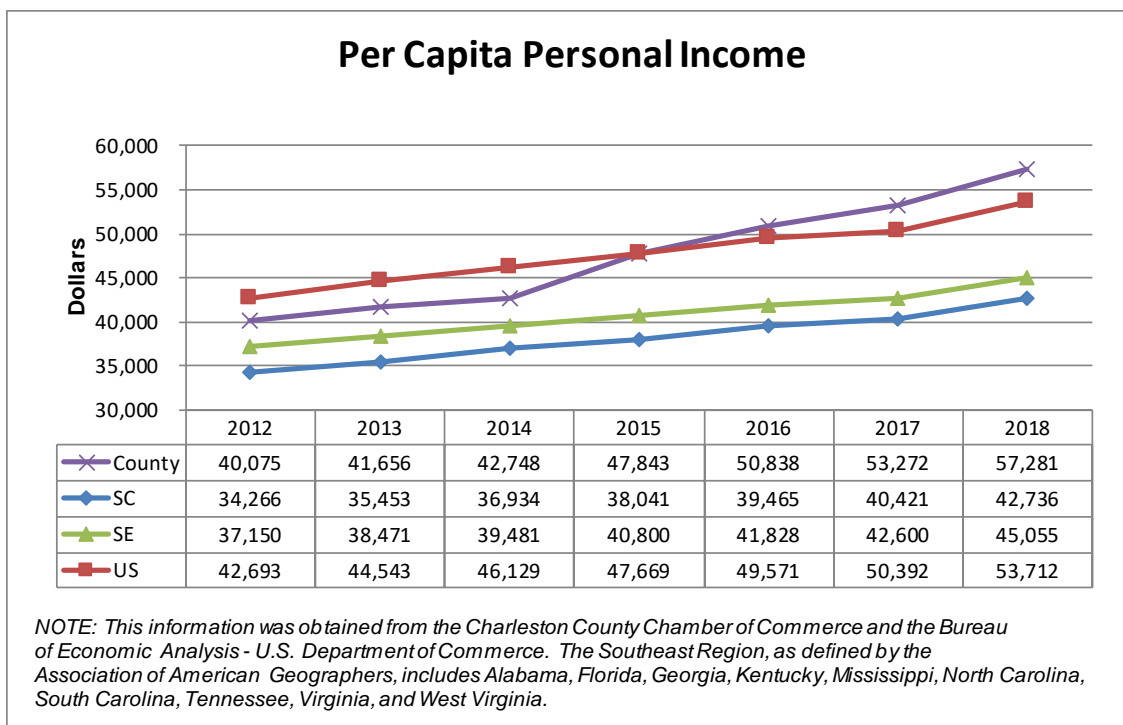
<b><u>PRINCIPAL TAXPAYERS</u></b>		
<b><u>Name</u></b>	<b><u>Assessed Value</u></b>	<b><u>Business Type</u></b>
S.C. Electric & Gas	\$77,537,160	Public Utility
Boeing	70,741,530	Manufacturing
Kapstone Kraft	19,051,304	Manufacturing/Chemical
Kiawah Real Estate Company	9,058,050	Real Estate
Bell South	8,590,980	Public Utility
Charleston/North Charleston MSA	8,049,120	Retail
Mid-America Apartments LP	7,962,930	Apartment
Ingevity Corp	6,747,538	Chemical Production
Berkeley Electric Co-Op	6,414,330	Public Utility
Northwoods Mall CMBS	5,915,360	Retail
<i>NOTE: This information was provided by the Charleston County Auditor.</i>		

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 2018.

<b><u>EMPLOYER</u></b>	<b><u>NUMBER OF EMPLOYEES</u></b>	<b><u>TOTAL COUNTY EMPLOYMENT</u></b>
Joint Base Charleston	20,000	9.91%
Medical University of South Carolina (MUSC)	13,000	6.44%
Boeing Charleston	7,000	3.47%
Charleston County School District	6,500	3.22%
Roper St. Francis Healthcare	5,500	2.73%
County of Charleston	2,600	1.29%
Walmart	2,300	1.14%
College of Charleston	2,000	0.99%
City of Charleston	1,700	0.84%
Kiawah Island Golf Resort/The Sanctuary	1,500	0.74%
<i>Note: This information was provided by the Charleston Metro Chamber of Commerce Center for Business Research.</i>		

## COMMUNITY STATISTICS

The per capita personal income represents the total personal income of the residents divided by the resident population. 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.



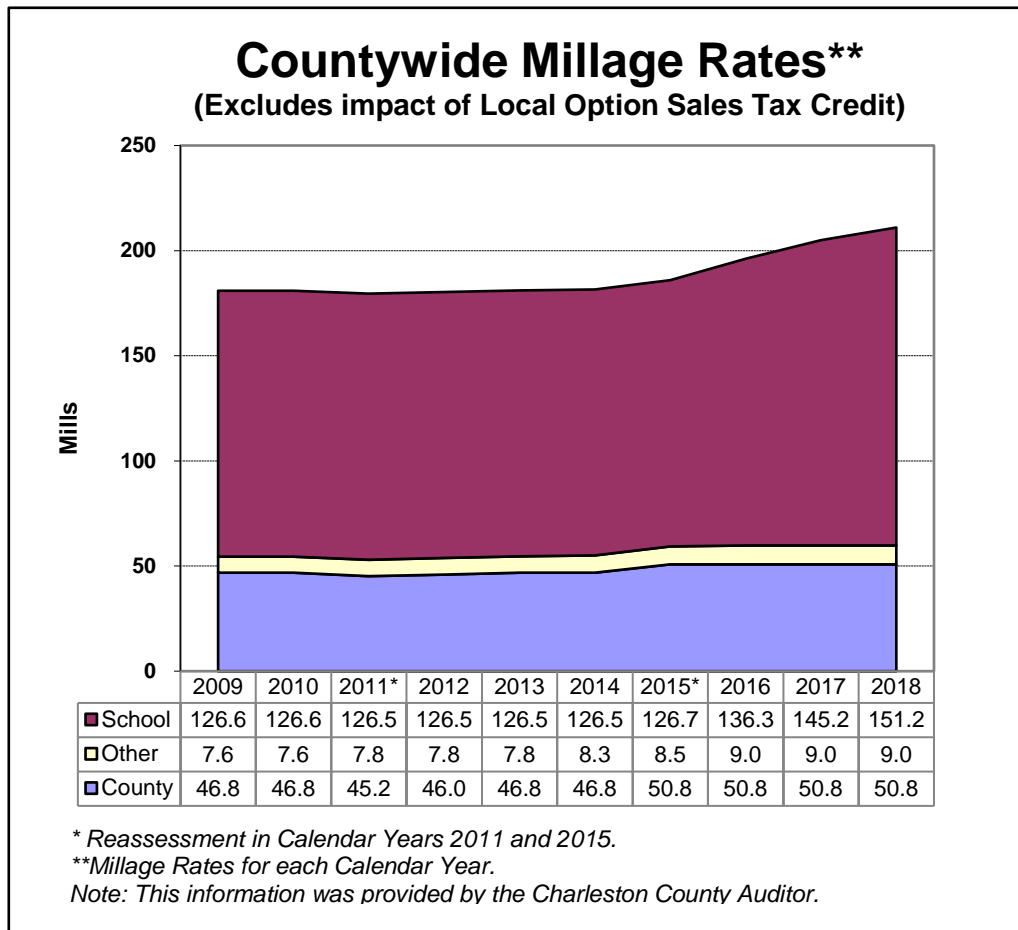
The following represents the County population, median age, and unemployment rate for each of the last ten years.

<b>DEMOGRAPHICS</b>			
<b>Calendar Year</b>	<b>County Population</b>	<b>Median Age</b>	<b>Unemployment Rate</b>
2018	401,438	37.1	3.0%
2017	396,484	36.0	3.9%
2016	389,262	35.8	4.8%
2015	381,015	35.8	5.1%
2014	372,803	35.7	6.3%
2013	365,162	35.7	7.2%
2012	351,336	35.0	7.8%
2011	350,209	36.0	9.4%
2010	355,276	36.9	8.6%
2009	348,046	36.0	5.3%

*NOTE: This information was obtained from the Bureau of Economic Analysis, the South Carolina Office of Research and Statistics, and the Bureau of Labor Statistics - South Carolina Department of Employment and Workforce.*

## COMMUNITY STATISTICS

The following table represents the operating and debt service 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.



## **DESCRIPTION OF BUDGET PROCESS**

Charleston County's Budget Process is divided into five phases: Planning, Development, Approval, Compliance Monitoring, and External Audit. See page 468 for a chart of the budget process.

### **PLANNING**

The budget process begins in October of each year when the Budget Department 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 Department starting in late January. Acting on preliminary recommendations resulting from the Budget Department's review and analysis, the County Administrator finalizes a 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 May and June; County Council makes adjustments as deemed necessary. The Approved Budget for the upcoming fiscal year is adopted in June. South Carolina law requires three separate readings (votes) of the budget ordinance. South Carolina law 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 and can exist only until that specific problem/reason is resolved.

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 Finance Department 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 Departments 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 Departments and presented to the Finance Committee. At that time, adjustments to the budget may be made as Council deems necessary.

## DESCRIPTION OF BUDGET PROCESS

### THIRD QUARTER REVIEW

In April, the Budget and Finance Departments 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 AMENDMENTS AND TRANSFERS

#### BUDGET AMENDMENTS

The highest-level revision to a budget ordinance is a budget amendment. A budget amendment is required to change the total disbursements in the General Fund and may be used to change disbursement in other funds. If a budget amendment is necessary, Council holds a public hearing and three separate readings of an ordinance. These guidelines are specified in Section 19 of the County Budget Ordinance.

#### BUDGET TRANSFERS

The total disbursements in other funds can be increased or decreased by a budget transfer as authorized by Section 15 of the County Budget Ordinance. If actual funding sources are greater than budgeted in non-general funds, the Administrator may increase the budget in the respective fund. If actual funding sources are lower than budgeted, the Administrator is required to decrease the budget in the respective fund.

A budget transfer is also used to receive grant funds per Section 21(a) of the County Budget Ordinance, which 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 before any monies can be expended. In all instances, grant funds are not included in the Council Approved budget.

In addition, budgets may be modified by Council or the Administrator as authorized in Section 19 of the County Budget Ordinance. By resolution, Council may generate transfers from Council's contingency to organizational units. The ordinance also allows the County Administrator (or a designated representative) to transfer funds between organization units.

### 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").



## DESCRIPTION OF BUDGET PROCESS

“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.

For Proprietary Funds, 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 Nonspendable (Invested in Capital Asset) portion of fund balance rather than Available fund balance.

### **BALANCED BUDGET**

The County’s budgets are balanced budgets. A balanced budget means that disbursements (expenditures and transfers out) are less than or equal to available resources from revenues, transfers in, and/or fund balance. (See the Glossary on pages 475 to 481 for definitions of disbursements, expenditures, transfers in/out, revenues, and beginning fund balance.)

### **LONG RANGE CAPITAL PLANNING (5 YEAR CIP)**

The Facility Planning Committee consists of members from the Facilities Management and the Budget Departments, along with the Deputy Administrator for Finance and the Chief Deputy 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.

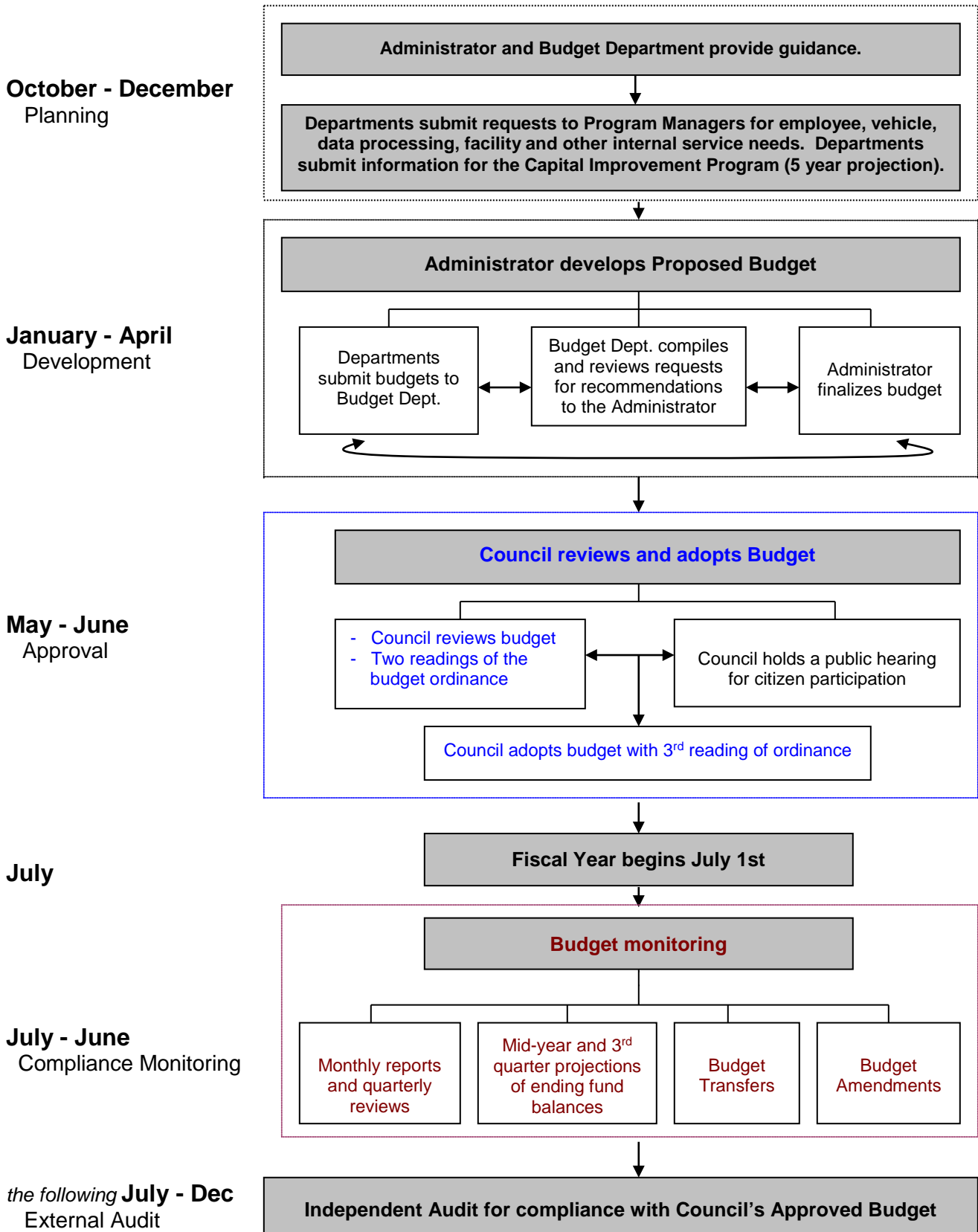
The Capital Improvements Program also identifies the facility operating and maintenance costs and the staffing costs. Funding for the staffing, operating, and maintenance requirements is included in the operating budgets where applicable. In addition, the CIP describes financing mechanisms for those projects.

The primary type of operating expenditure included in the budget relating to the CIP is funding to cover debt service payments for specific CIP projects. The Debt section provides detailed information on debt management.

The County Administrator reviews the Facility 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.

# DESCRIPTION OF BUDGET PROCESS

## Budget Calendar



PROVIDING FOR THE LEVY OF TAXES FOR CORPORATE PURPOSES OF CHARLESTON COUNTY FOR THE FISCAL YEAR BEGINNING JULY 1, 2019 AND ENDING JUNE 30, 2020, HEREINAFTER REFERRED TO AS FISCAL YEAR 2020; MAKING APPROPRIATIONS FROM THE GENERAL FUND AND OTHER FUNDS OF CHARLESTON COUNTY FOR SUCH PURPOSES; AND FURTHER PROVIDING FOR THE LEVY OF TAXES FOR CORPORATE PURPOSES OF CHARLESTON COUNTY, INCLUDING THE AWENDAW MCCLELLANVILLE CONSOLIDATED FIRE PROTECTION DISTRICT, EAST COOPER FIRE DISTRICT, NORTHERN CHARLESTON COUNTY FIRE DISTRICT, WEST ST. ANDREW'S FIRE DISTRICT, AND TRIDENT TECHNICAL COLLEGE FOR FISCAL YEAR 2020; PROVIDING FOR APPROPRIATIONS FROM SUCH SPECIAL FUNDS CREATED FOR THE PURPOSES OF THE AWENDAW MCCLELLANVILLE CONSOLIDATED FIRE PROTECTION 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 THE UNITS; PROVIDING FOR BUDGET CONTROL OF THE APPROPRIATIONS BY THE CHARLESTON COUNTY COUNCIL AND THE COUNTY ADMINISTRATOR; MAKING PROVISIONS FOR THE FISCAL AFFAIRS OF CHARLESTON COUNTY; AND PROVIDING FOR THE ISSUANCE OF TAX ANTICIPATION NOTES IN AN AMOUNT UP TO \$25,000,000 FOR CHARLESTON COUNTY AND UP TO \$400,000 FOR THE AWENDAW MCCLELLANVILLE CONSOLIDATED FIRE PROTECTION DISTRICT.

NOW, THEREFORE, be ordained by Charleston County Council, in meeting duly assembled, finds as follows:

SECTION 1: As set by Charleston County Council ("County Council"), the Charleston County Auditor (the "Auditor") shall levy 44.7 mills for General Fund Purposes and 6.1 mills for the Debt Service of Charleston County (the "County") in the year 2019.

Proceeds of the levy upon all taxable property in the County shall be collected by the Charleston County Treasurer (the "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 County together with all revenues and income accruing to the County during the Fiscal Year 2020, and regardless of sources, shall be paid out from time to time by the Treasurer in accordance with the provisions of this Budget Ordinance (the "Ordinance") and other appropriation ordinances hereafter passed by County Council, except welfare funds received by the Charleston County Department of Social Services from the State of South Carolina or the United States.

SECTION 2: It is hereby appropriated from the General, Debt Service, Proprietary, and Special Revenue Funds referred to in SECTION 1, the following amounts of money for the following respective corporate purposes of Charleston County for and during the period beginning July 1, 2019, and ending June 30, 2020, to wit:

Organization Units:	General	Debt Service	Special Revenue	Proprietary	TOTAL
<b>COUNCIL AGENCIES</b>					
County Council	\$ 3,359,855	\$ -	\$ -	\$ -	\$ 3,359,855
Accommodations Tax - Local	-	-	18,335,309	-	18,335,309
Accommodations Tax - State	-	-	125,000	-	125,000
Internal Auditor	257,696	-	-	-	257,696
Legal	1,658,880	-	100,000	-	1,758,880
State Agencies	329,859	-	-	-	329,859
<b>ELECTED OFFICIALS</b>					-
Auditor	2,476,399	-	-	-	2,476,399
Clerk of Court	4,820,419	-	1,130,000	-	5,950,419
Coroner	2,540,037	-	-	-	2,540,037
Legislative Delegation	313,775	-	-	-	313,775
Probate Courts	3,043,186	-	-	-	3,043,186
Register of Deeds	2,130,594	-	-	-	2,130,594
Sheriff	79,321,427	-	1,579,157	-	80,900,584
Solicitor	6,495,206	-	3,263,373	-	9,758,579
Treasurer	2,163,280	-	-	-	2,163,280
<b>APPOINTED OFFICIALS</b>					-
Elections and Voter Registration	1,871,420	-	-	-	1,871,420
Library	24,258,824	-	-	-	24,258,824
Master-In-Equity	693,270	-	-	-	693,270
Public Defender	3,379,200	-	6,848,281	-	10,227,481
Veterans Affairs	414,865	-	-	-	414,865
<b>ADMINISTRATOR</b>	1,146,195	-	-	-	1,146,195
Economic Development	-	-	4,121,616	-	4,121,616
Human Resources	2,163,527	-	100,000	32,093,245	34,356,772
Nondepartmental	3,792,097	38,082,033	-	-	41,874,130
<b>DEPUTY DISPATCH &amp; MEDICAL</b>	410,919	-	-	-	410,919
Consolidated Dispatch	8,020,840	-	-	4,465,085	12,485,925
Dept of Alcohol & Other Drug Abuse	-	-	-	11,175,635	11,175,635
Emergency Medical Services	18,283,559	-	-	-	18,283,559
<b>DEPUTY ADMINISTRATOR FINANCE</b>	682,316	-	-	-	682,316
Assessor	4,985,573	-	-	-	4,985,573
Budget	764,422	-	-	-	764,422
Community Development	1,933,445	-	-	-	1,933,445
Finance	1,074,893	-	-	-	1,074,893
Procurement	1,516,033	-	-	2,900,000	4,416,033
Revenue Collections	1,096,288	-	-	2,468,170	3,564,458
<b>DEPUTY ADMIN GENERAL SERVICES</b>	454,575	-	-	-	454,575
Building Inspections Services	2,567,911	-	13,660	-	2,581,571
Emergency Management	957,666	-	236,115	-	1,193,781
Facilities Management	20,771,610	-	-	5,812,173	26,583,783
Magistrates' Courts	5,300,306	-	76,361	-	5,376,667
Safety & Risk Management	2,738,020	-	-	5,618,908	8,356,928
Technology Services	15,350,026	-	-	6,269,829	21,619,855
Zoning/Planning	2,152,905	-	250,000	-	2,402,905
<b>DEPUTY TRANS &amp; PUBLIC WORKS</b>	552,979	-	-	-	552,979
Environmental Management	-	-	-	40,808,199	40,808,199
Fleet Management	-	-	-	15,067,759	15,067,759
Public Works	13,875,699	-	3,871,922	-	17,747,621
Transportation Development	1,080,592	-	30,335,414	-	31,416,006
<b>TOTAL</b>	<b>\$ 251,200,588</b>	<b>\$ 38,082,033</b>	<b>\$ 70,386,208</b>	<b>\$ 126,679,003</b>	<b>\$ 486,347,832</b>

SECTION 3: Unless covered by SECTION 14 of this Ordinance, all of the foregoing appropriations are maximum and conditional, and subject to reduction by action of County Council in the event that the County's revenues accruing to its General, Debt Service, Proprietary, and Special Revenue Funds, as provided in SECTION 1, shall be insufficient 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 Auditor is hereby authorized and directed to levy 33.9 mills for operating purposes and 4.0 mills for debt service in the year 2019 on all of the taxable property in the area located within Charleston County known as the Awendaw McClellanville Consolidated Fire Protection District to be deposited in the Awendaw McClellanville Consolidated Fire Protection District Special Revenue Fund.

Proceeds of the levy upon all taxable property located within the Awendaw McClellanville Consolidated Fire Protection District shall be collected by the Treasurer as provided by the 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 Treasurer, including all monies collected, earned, donated, proceeds of the tax anticipation borrowing or otherwise accruing from the operation of the Awendaw McClellanville Consolidated Fire Protection District. Such funds shall be paid out from time to time by the Treasurer in accordance with the provisions of this Ordinance and other ordinances hereafter ratified by County Council.

SECTION 5: It is hereby appropriated \$2,906,768 for operating purposes of the Awendaw McClellanville Consolidated Fire Protection District and \$264,000 for debt service from the funds referred to in SECTION 4 and from such other funds as may be generated by the Awendaw McClellanville Consolidated Fire Protection District for the corporate purposes of the District for and during the period beginning July 1, 2019, and ending June 30, 2020. The appropriation is for the operation of a Special Revenue Fund and subject to the limitations of disbursement referred to in SECTION 15 of this Ordinance.

SECTION 6: The Auditor is hereby authorized and directed to levy 16.6 mills in the year 2019 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 the County known as the East Cooper Fire District shall be collected by the 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 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 Treasurer in accordance with the provisions of this Ordinance and other ordinances hereafter ratified by County Council.



SECTION 7: It is hereby appropriated \$156,150 from the funds referred to in SECTION 6 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, 2019, and ending June 30, 2020. The appropriation is for the operation of a Special Revenue Fund and subject to the limitations of disbursement referred to in SECTION 15 of this Ordinance.

SECTION 8: The Auditor is hereby authorized and directed to levy 12.0 mills in the year 2019 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 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 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 Treasurer in accordance with the provisions of this Ordinance and other ordinances hereafter ratified by County Council.

SECTION 9: It is hereby appropriated \$250,500 from the funds referred to in SECTION 8 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, 2019, and ending June 30, 2020. The appropriation is for the operation of a Special Revenue Fund and subject to the limitations of disbursement referred to in SECTION 15 of this Ordinance.

SECTION 10: The Auditor is hereby authorized and directed to levy 4.3 mills in the year 2019 on all of the taxable property in the area located within Charleston County known as the West St. Andrew's Fire District to be deposited in the West St. Andrew's Fire District Special Revenue Fund.

Proceeds of the levy upon all taxable property in the area located within Charleston County known as the West St. Andrew's Fire District shall be collected by the 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 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 ratified by County Council.

SECTION 11: It is hereby appropriated \$8,000 from the funds referred to in SECTION 10 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, 2019, and ending June 30, 2020. The appropriation is for the operation of a Special Revenue Fund and subject to the limitations of disbursement referred to in SECTION 15 of this Ordinance.

SECTION 12: The Auditor is hereby authorized and directed to levy 1.9 mills for operating purposes and 1.0 mill for debt service in the year 2019 on all taxable property in Charleston County to be deposited in the Trident Technical College Special Revenue Funds.

Proceeds of the levy upon all taxable property shall be collected by the 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 Treasurer. Such funds shall be paid out from time to time by the Treasurer in accordance with the provisions of this Ordinance and other ordinances hereafter ratified by County Council.

SECTION 13: It is hereby appropriated \$7,691,878 for operating purposes of Trident Technical College ("TTC") and \$3,975,244 for debt service of TTC from the funds referred to in SECTION 12 and from such other funds as may be generated by TTC for and during the period beginning July 1, 2019, and ending June 30, 2020. The appropriations are for the operation of Special Revenue Funds and subject to the limitations of disbursement referred to in SECTION 15 of this Ordinance.

SECTION 14: The Charleston County Approved Operating Budget, with the detail and provisos as so stated in the document titled Charleston County Budget Detail Fiscal Year 2020, which is hereby incorporated by reference as part of this Ordinance as if fully set forth herein, is hereby adopted as the detailed Budget for Charleston County.

SECTION 15: The 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 County Administrator (the "Administrator"), or her designated representative, shall reduce budgeted disbursements attributable to the fund. Should actual funding sources be greater than projected in this Ordinance, the Administrator, or her designated representative, 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, 2019, shall be added to the applicable organizational unit's budget for Fiscal Year 2020. 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 County Council as of June 30, 2019, shall be added to the applicable organizational unit's budget for Fiscal Year 2020. These designated monies may be expended only as set forth in their authorization by County 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 2020 as authorized by this Ordinance or by any other appropriation ordinance hereafter ratified by County Council in and for the fiscal year, the Treasurer 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 her official note or notes, or other evidence(s) 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 and on the best terms possible, a sum or sums not exceeding in the aggregate \$25,000,000 for the use of the County and a sum not exceeding in the aggregate \$400,000 for the use of the Awendaw McClellanville Consolidated Fire Protection District, and the sum or sums so borrowed for the operation of the County shall constitute a valid and prior claim against the taxes levied herein and against the County and the sum or sums so borrowed for the operation of the Awendaw McClellanville Consolidated Fire Protection District shall constitute a valid and prior claim only against the taxes levied herein for the use of the Awendaw McClellanville Consolidated Fire Protection District; provided further that the Treasurer shall be authorized in her discretion to make any such loans from special fund or funds, including sinking funds, in her hands as 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 percent (8%), the Chairman of County Council 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 Fiscal Year 2020 Approved Budget Detail document.

For contributions, the organizational budgets are bound by "object code."

The County Administrator, or her 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.

County Council may by resolution effect transfers from Council's contingency to organizational units.



County Council may by amendment to this Ordinance adjust appropriation transactions affecting fund totals, other than those authorized elsewhere within this Ordinance.

SECTION 20: In order that County Council may be assured that monies appropriated for contributions in SECTION 2 of this ordinance are properly expended for a public purpose, the above agencies receiving monies shall provide all documents and information required.

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 County 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. Any expenditure from the Rainy Day Fund shall be authorized by amendment to this Budget Ordinance by County Council

On June 30, 2020, 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 \$177,274,000, then the first \$500,000 of excess shall be placed in the Rainy Day Fund.

SECTION 23: Contracts necessary to expend monies appropriated for contributions in the budget are hereby authorized.

SECTION 24:

(a) The salaries or compensation shall be determined and paid in accordance with the provisions of the Personnel Policies and Procedures adopted by County Council.

(b) Merit Pay is established for Fiscal Year 2020 at

- (1) 1.0% for Meets Standards performance outcome
- (2) 2.0% for Exceeds Standards performance outcome
- (3) 3.0% for Outstanding performance outcome

(c) Pursuant to Chapter 9, Title 4 of the South Carolina Code of Laws, salaries for the following Elected Offices, exclusive of any Cost of Living Adjustment or Merit increases pertaining to the incumbent officials, and exclusive of any State supplement, are set at:

Auditor .....	\$116,584.00
Clerk of Court.....	141,044.80
Coroner .....	120,619.20
Probate Judge.....	162,364.80
Register of Deeds ..	122,948.80
Sheriff .....	166,420.80
Treasurer .....	130,457.60

(d) Travel and expense allowances shall be paid only upon proper documentation as prescribed by the 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. The Administrator may allow for a special exception to use the General Services Administration (GSA) per diem rates, or the United States Department of State, as appropriate.

SECTION 25: The classification and grades of all positions shown in the Charleston County Approved Operating Budget are only provisional and subject to audit by the Human Resources Department to determine the appropriate grade and classification.

SECTION 26: The Administrator, or her designated representative, is hereby authorized to transfer positions (Full Time Equivalents - FTEs) among organizational units and fund types.

SECTION 27: If for any reason any provision of this Ordinance, or its applications to any circumstance, is invalidated by a court of competent jurisdiction, the remaining portions of this Ordinance shall remain in full force and effect.

SECTION 28: This Ordinance shall become effective upon approval of County Council following third reading.

ADOPTED and APPROVED in meeting duly assembled this 25th day of June, 2019.

CHARLESTON COUNTY, SOUTH CAROLINA



By: J. Elliott Summey  
J. Elliott Summey  
Chairman of Charleston County Council

ATTEST

By: Kristen Salisbury  
Kristen Salisbury  
Clerk to Charleston County Council

First Reading: May 30, 2019  
Second Reading: June 4, 2019  
Third Reading: June 25, 2019

**TO ESTABLISH AND MAKE APPROPRIATIONS FOR FISCAL YEAR 2020 FROM THE  
TRANSPORTATION SALES TAX (1<sup>st</sup>) 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 2020 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, 2019, and ending June 30, 2020, to wit:

<u>Organization Units:</u>	<u>Mass Transit</u>	<u>Greenbelt</u>	<u>Transportation Related Projects</u>
CARTA	\$ 9,088,000	\$ -	\$ -
RTMA - Tri-County Link	535,000	-	-
Transit Repayment to Roads	1,148,000	-	-
Greenbelt Program	-	1,254,047	-
Roads Program	-	-	20,873,274
Debt Service	-	9,284,981	20,031,275
<b>TOTAL</b>	<b>\$ 10,771,000</b>	<b>\$ 10,539,028</b>	<b>\$ 40,904,549</b>

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 year's 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 2020 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 a form satisfactory to County Council.

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 2020 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.

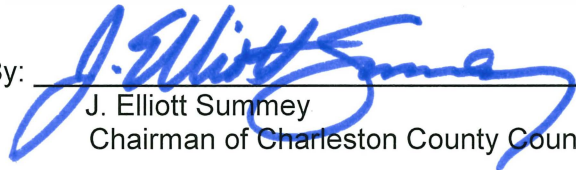
SECTION 15: This ordinance shall be effective following approval of third reading.

ADOPTED and APPROVED in meeting duly assembled this 25th day of June, 2019.



CHARLESTON COUNTY, SOUTH CAROLINA

By:

  
J. Elliott Summey  
Chairman of Charleston County Council

ATTEST:

By:

  
Kristen Salisbury  
Clerk to Charleston County Council

First Reading: May 30, 2019

Second Reading: June 4, 2019

Third Reading: June 25, 2019

**TO ESTABLISH AND MAKE APPROPRIATIONS FOR FISCAL YEAR 2020 FROM THE  
TRANSPORTATION SALES TAX (2<sup>nd</sup>) 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. 1907, duly enacted on August 9, 2016 (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 8, 2016 (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, 2017, 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 2020 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, 2019, and ending June 30, 2020, to wit:

<u>Organization Units:</u>	<u>Mass Transit</u>	<u>Greenbelt</u>	<u>Transportation Related Projects</u>
CARTA	\$ 3,242,000	\$ -	\$ -
Rapid Bus Transit	20,000,000	-	-
Greenbelt Program	-	6,516,000	-
Roads Program	-	-	19,112,000
<b>TOTAL</b>	<b>\$ 23,242,000</b>	<b>\$ 6,516,000</b>	<b>\$ 19,112,000</b>

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 year's 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 2020 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 a form satisfactory to County Council.

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 2020 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.

ADOPTED and APPROVED in meeting duly assembled this 25th day of June, 2019.



CHARLESTON COUNTY, SOUTH CAROLINA

By:   
J. Elliott Summey  
Chairman of Charleston County Council

ATTEST:

By:   
Kristen Salisbury  
Clerk to Charleston County Council

First Reading: May 30, 2019  
Second Reading: June 4, 2019  
Third Reading: June 25, 2019

## DESCRIPTION OF FINANCIAL SYSTEM

The Deputy Administrator for Finance is responsible for providing many County financial services, including budgeting, financial accounting and reporting, payroll, accounts payable disbursement, and financial 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 Financial and Administrative Solution) 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. The maintenance and continual upgrade of the County's financial systems remain a priority of the Technology Services Department. The County is expected to complete the next major upgrade to IFAS (which has been rebranded as OneSolution) in summer 2019.

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 Contracts and Procurement Department, which serves under the Deputy Administrator for Finance, is responsible for procurement.

## FINANCIAL POLICIES

**Adopted by Council on October 21, 2014**

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

## FINANCIAL POLICIES

### **Operating Budget Policies**

1. The budget process will follow a calendar established by the Administrator.
2. The budget will:
  - a. Be prepared annually.
  - b. Include operating and capital budgets.
  - c. Be adopted by Council before July 1.
3. The budgets will be balanced, meaning the 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 for at least the County's major funds that include estimated operating revenues and costs. A major fund comprises at least 10 percent of its fund type and at least 5 percent of all funds.
  - a. Operating costs of future capital improvements from the capital improvement plan will be included.
  - b. The forecast will be updated on an annual basis.
3. The County will evaluate the need to issue a Tax Anticipation Note:
  - a. If a cash flow analysis indicates expenditures exceed revenues before the majority of tax collections are received.
  - b. If a catastrophic event occurs.

## FINANCIAL POLICIES

### **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. Revenues will be evaluated at least annually to determine stability.
2. Revenue estimates will be based on available information to provide reasonable expectations of projected revenue.
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. Meeting the financial and service related requirements stipulated by the grant.
  - c. The impact on services due to renewal/continuation, termination, or reduction in grant funding.
5. The appropriation of all revenues will be approved by Council, either by ordinance or by Council directive.
6. Prior to acceptance of all revenue (including but not limited to, gifts, donations, and bequests), the revenue shall be evaluated for the benefit to the County and accepted only by Council approval.
7. Restricted revenue shall only be used for the purpose intended.
8. Interest income will be allocated among the major funds or restricted funds that provided cash to earn the interest income.
9. Except for Enterprise Funds or other restricted funds, the sale of personal property will be deposited into the Equipment Replacement 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. The allocation of indirect costs will be reviewed annually as part of the budget process. Indirect costs will be reimbursed to the General Fund by the Enterprise Funds and other non-General Funds as appropriate.

## FINANCIAL POLICIES

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 Stability Policies**

1. At the end of each fiscal year, the County will strive to maintain a minimum unrestricted fund balance in the General Fund of two (2) months of the subsequent year's General Fund operating expenditures. If the County falls below the minimum level, the Administrator will submit a plan to Council to restore fund balance to the minimum level. (The level is based upon the GFOA recommendation that states, regardless of size of government, "maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures.") GFOA Best Practice *Appropriate Level of Unrestricted Fund Balance in the General Fund (2002 & 2009)* (Budget & CAFR)
2. The County will review the fund balance in other funds for reasonability 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 available fund balance, it may be used to fund one-time capital expenditures or other one-time costs.

### **Capital Improvement Policies**

1. A five-year Capital Improvement Plan shall be developed and updated annually. This plan shall contain all capital improvements from all funds and agencies of County government. Each item submitted for the Capital Improvement Plan shall include a summary of the proposed project, cost estimates including future operating costs, a time schedule and potential funding sources.
  - a. A committee will be formed by the Administrator to develop the plan to be proposed to Council.
  - b. The County will maintain an inventory of all real property owned by the County that includes an assessment of the condition of the property.
  - c. A high priority shall be placed on replacement of facilities before they deteriorate to the point of becoming hazardous, incur high maintenance costs, negatively affect property values, and/or no longer functionally serve their intended purposes.
  - d. Council will approve the Capital Improvement Plan.

## FINANCIAL POLICIES

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 standards 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 if the following criteria are met:
  - a. When current revenues or one-time funds 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 strive to maintain at least 20 percent of its constitutional debt limit margin referenced in item 4 above for use in the event of a major calamity.
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 proportion of debt service payments due in the next fiscal year to ensure sufficient cash flows in the following year.



## FINANCIAL POLICIES

7. The County will employ municipal finance professionals to assist in developing a bond issuance strategy, preparing bond documents, and marketing bonds to investors.
8. The County will select a method of sale that is the most appropriate in light of the financial market, transaction-specific conditions, County-related conditions, and in accordance with State law.
9. Bonds issued by the County shall not exceed a repayment period of 25 years, and the terms must be in compliance with applicable tax law requirements governing tax exempt financing.
10. Where advantageous, the County will use special assessment, revenue, other self-supporting bonds, or other financing instruments instead of General Obligation Bonds.
11. Prior to the issuance of new General Obligation (GO) debt, consideration shall be given to forecasted tax rate requirements, ratio of net GO debt to assessed taxable value, net GO debt per capita, and debt service payments to General Fund operating budget.
12. Debt structures that result in significant “back loading” of debt will be avoided.
13. Capital leases may be considered:
  - a. When the useful life equals or exceeds the length of the lease.
  - b. When the cost benefit analysis is more favorable than purchasing.
14. The Chief Financial Officer (CFO) will maintain good communication with bond rating agencies.
  - a. The CFO will provide periodic updates on the County’s financial condition.
  - b. Required disclosure on every financial report and bond prospectus will be followed.
  - c. The County may request ratings prior to the sale of securities from the major rating agencies for municipal bond issues.
15. The County will strive to achieve and maintain the highest credit rating awarded by the municipal bond rating agencies.
16. The Chief Financial Officer shall comply with general financial reporting and certification requirements embodied in bond covenants.



## FINANCIAL POLICIES

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; or
- 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 Finance Director, 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; and
  - f. South Carolina Local Government Investment Pool.
2. The investment policies apply to cash-related assets that are included within the scope of the County's Comprehensive Annual Financial Report except for those belonging to the County's component units.
3. The County Treasurer is authorized by Council to invest County funds. The Treasurer, acting in accordance with this investment policy and exercising due diligence, shall be relieved of personal responsibility for a specific security's credit risk or market price change, provided these deviations are reported immediately and that appropriate action is taken to control adverse developments.

## FINANCIAL POLICIES

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 the best available opinion from the County’s independent auditor.
2. The County’s accounting system shall be maintained in such a way so as to conform to the following characteristics:
  - a. Reliability
  - b. Accuracy
  - c. Consistency
  - d. Readability
  - e. Timeliness
  - f. Responsiveness
  - g. Conformity with all legal requirements
3. The 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.
5. Operational (program) audits will be performed as deemed necessary by the Administrator.

## FINANCIAL POLICIES

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 Finance Department and provided to Council on a monthly basis for operating funds with 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 Finance Departments based on financial information through December. A report to Council will be made to Council upon completion.
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 each fiscal year, a Comprehensive Annual Financial Report (CAFR) 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.

### **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 Director of Safety & Risk Management 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 Director of Safety & Risk Management will minimize the costs of risk management activities.

## FINANCIAL POLICIES

3. The Director of Safety & Risk Management 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.
  - c. Long-term costs shall be estimated and fully disclosed to Council before approval and implementation.

## GLOSSARY

**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.

**Audit**- A methodical examination of the use of resources that concludes in a written report. The audit tests management's accounting system to determine the extent to which internal accounting controls are both available and utilized.

**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.

**Balanced Budget** – Disbursements (expenditures and transfers out) in the budget are equal to or less than the funding available (revenues, transfers in, and fund balance).

**Beginning Fund Balance** - Unexpended funds from the previous fiscal year. A use of beginning fund balance reflects the amount budgeted from 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.

## GLOSSARY

**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 Assets** – Accumulates capital expenses depreciation. (Part of fund balance in the Nonspendable category.)

**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).

**Capital Improvement Plan** – A financial management tool that provides a multi-year perspective of all capital projects along with project funding.

**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.

## GLOSSARY

**Designations** - The portions of fund balance established by County ordinance or Council directive for specific purposes. (Part of fund balance in the Restricted: Internal category.)

**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.

**Efficiency Measures** - Performance measures that quantify the relationship between input and output measures.

**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. (Part of fund balance in the Restricted: Internal category.)

**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, 2014 to June 30, 2015 will be Fiscal Year 2015).

**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.



## GLOSSARY

**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 and interfund transfers in that are in excess of disbursements (expenditures/expenses and interfund transfers out) in any established fund. Fund balance categories include Nonspendable, Restricted: External, Restricted: Internal, and Available (balance after other three categories).

**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.



## GLOSSARY

**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 without requiring a repayment or an asset in return). This results in the recording of a disbursement and a source.

**Intergovernmental** - Existing or occurring between two or more governments or levels of government.

**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.

**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.

**Major Fund** – A fund in which the 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 fund type and at least 5% of all funds combined.

**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.

**Nonspendable** - The portion of fund balance that reflects amounts not available for spending (i.e. inventory, prepaid expenses, long-term receivables and capital assets).

## GLOSSARY

**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.

**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 funds are amounts set aside in the General Fund or Environmental Management fund balance 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.

**Restricted: External** – Part of fund balance set aside to meet criteria of external organizations usually related to legal requirements.

**Restricted: Internal** – Part of fund balance set aside for encumbrances, designations, or reservations by financial policy.

**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.

## GLOSSARY

**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** –Charleston County levies additional sales tax on top of the State's sales tax and the County's Local Option Sales Tax for roads, mass transit and green space projects. Beginning in May 2005, an additional one half of one percent sales tax began to generate \$1.3 billion and end when the amount is collected or after 25 years (whichever occurs first). Beginning in May 2017, another one half of one percent sales tax began to generate \$2.1 billion and end when the amount is collected or after 25 years (whichever occurs first).

**Uses** - In the context of this budget book, the total of expenditures/expenses, transfers out, and the increase in ending fund balance.

## ACRONYMS

**ADA** - Americans with Disabilities Act  
**ADI** - Adult Density Index (used for mosquito control)  
**APWA** - American Public Works Association  
**ASE** - Institutes of Automotive Service Excellence  
**ATI** - Assessable Transfer of Interest  
**AVL** - Automatic Vehicle Locator

**BAA** - Board of Assessment Appeals  
**BAN** - Bond Anticipation Note  
**BCDCOG** - Berkeley, Charleston, Dorchester Council of Governments  
**BEVR** - Board of Elections and Voter Registration  
**BRT** - Bus Rapid Transit  
**BUI** - Boating Under the Influence (of Alcohol or Drugs)  
**BVA** - Board of Veterans Affairs

**CAD** - Computer Aided Dispatch  
**CAFR** - Comprehensive Annual Financial Report  
**CAMA** - Computer Assisted Mass Appraisal System  
**CAP** - Citizen Awareness Program  
**CAPES** - Committee for Auditing Performance and Evaluation Standards  
**CARTA** - Charleston Area Regional Transportation Authority  
**CCPL** - Charleston County Public Library  
**CCSO** - Charleston County Sheriff's Office  
**CCTV** - Closed Circuit Television Camera  
**CDBG** - Community Development Block Grant  
**CDC** - Charleston County Dispatch  
**CEP** - Continuing Education Program  
**CERT** - Citizens Emergency Response Team  
**CEU** - Continuing Education Unit  
**CFO** - Chief Financial Officer  
**CHDO** - Community Housing Development Organization  
**CIP** - Capital Improvement Plan  
**CJCC** - Criminal Justice Coordinating Committee  
**CNG** - Compressed Natural Gas  
**CNSR** - County Non-Standard Roads  
**COLA** - Cost of Living Adjustment  
**COP** - Certificate of Participation  
**CPE** - Customer Premises Equipment  
**CPI** - Consumer Price Index  
**CQI** - Continuous Quality Improvement  
**CSU** - Charleston Southern University

**DAODAS** - Department of Alcohol and Other Drug Abuse Services  
**DDC** - Defensive Driving Class  
**DHEC** - Department of Health and Environmental Control  
**DPS** - Department of Public Safety  
**DSS** - Department of Social Services  
**DUAC** - Driving with Unlawful Alcohol Concentration  
**DUI** - Driving Under the Influence (of Alcohol or Drugs)  
**DUS** - Driving Under Suspension

**E911** - Emergency 911 Division  
**EAP** - Employee Assistance Program  
**EEO** - Equal Employment Opportunity  
**EHR** - Electronic Health Records  
**EMD** - Emergency Medical Dispatch  
**EMS** - Emergency Medical Services  
**EOC** - Emergency Operations Center  
**EOP** - Emergency Operations Plan

## ACRONYMS

**EPD** - Emergency Preparedness Division  
**ERC** - Equipment Review Committee  
**ESF** - Emergency Support Functions

**FEMA** - Federal Emergency Management Administration  
**FDIC** - Federal Deposit Insurance Corporation  
**FICA** - Federal Deposit Insurance Contributions Act  
**FILOT** - Fee In Lieu Of Tax  
**FTE** - Full-Time Equivalent  
**FY** - Fiscal Year

**GAAP** - Generally Accepted Accounting Principles  
**GAB** - Greenbelt Advisory Board  
**GASB** - Governmental Accounting Standards Board  
**GFOA** - Government Finance Officers Association  
**GIS** - Geographic Information System  
**GMP** - Gross Maximum Price  
**GOB** - General Obligation Bond  
**GSF** - Gross Square Footage

**Haz Mat** - Hazardous Materials Enforcement Division  
**HESG** - Homeless Emergency Shelter Grant  
**HHW** - Hazardous Household Waste  
**HSEEP** - Homeland Security Exercise and Evaluation Program  
**HUD** - The U.S. Department of Housing and Urban Development  
**HVAC** - Heating Ventilation Air Conditioning

**IAS** - International Accreditation Service  
**IGA** - Intergovernmental Agreements  
**IFAS** - Integrated Fund Accounting System  
**ISF** - Internal Service Fund  
**IST** - In Service Training  
**ITN** - Independent Transportation Network  
**ITS** - Information Technology Services  
**IVD** - Title IV Section D of Social Security Act  
**IWMS** - Integrated Workplace Management System

**JAG** - Justice Assistance Grant  
**JCC** - Judicial Center Complex

**LLC** - Limited Liability Company  
**LMI** - Low to Moderate Income  
**LOST** - Local Option Sales Tax

**MBV** - Mercedes-Benz Vans  
**MIAP** - Medically Indigent Assistance Program  
**MoPOD** - Mobile Points of Distribution  
**MRF** - Materials Recovery Facility  
**MSW** - Municipal Solid Waste  
**MUSC** - Medical University of South Carolina  
**MUTCD** - Manual of Uniform Traffic Control Devices  
**MWDBE** - Minority Women Disadvantaged Business Enterprise

**NACo** - National Association of Counties  
**NAFTA** - North American Free Trade Agreement  
**NAICS** - North American Industry Classification System  
**NDIP** - Neighborhood Distribution and Information Points  
**NFPA** - National Fire Protection Association  
**NIDA** - National Institute on Drug Abuse

## ACRONYMS

**NIIMS** - National Interagency Incident Management System

**NIWC** - Naval Information Warfare Center

**NPDES** - National Pollutant Discharge Elimination System

**O&M** – Operating and Maintenance

**OCI** - Overall Condition Index

**OCR** - Optical Character Recognition

**OPEB** - Other Post-Employment Benefits

**OSHA** - Occupational Safety and Health Act

**PAIRS** - Partners in Achieving Independence through Self-Sufficiency

**PARCS** - Parking Access Revenue Control System

**PAYGO** - Pay As You Go

**PGA** - Professional Golfers Association

**PM** - Preventative Maintenance

**POD**- Points of Distribution

**PRC** - Park and Recreation Commission

**PSB**- Public Service Building

**PTI** - Pretrial Intervention

**PTT** - Push To Talk

**QR Code** – Quick Response Code

**RFP**- Request for Proposal

**RFQ** - Request for Qualification

**RMS**- Records Management Software

**ROD** - Register of Deeds

**RSF**- Recovery Support Functions

**RTMA** - Rural Transportation Management Authority

**SBIRT** - Screening, Brief Intervention, and Referral to Treatment

**SCDVA** - South Carolina Division of Veterans Affairs

**SCPA** - South Carolina Ports Authority

**SLED** - South Carolina Law Enforcement Division

**SME** - Small and Medium Enterprise

**SOP** - Standard Operating Procedure

**SOW** - Statement of Work

**SPAWAR** - Space and Air Warfare Systems Center

**SRO** - School Resource Officer

**STR** - Short Term Rental

**TAB** - Transportation Advisory Board

**TAN** - Tax Anticipation Note

**TEU** - Twenty-foot Equivalent Unit

**TIF** - Tax Increment Financing

**TST** - Transportation Sales Tax

**TTC** - Trident Technical College

**TTY** - Text Telephone

**ULV** - Ultra-Low Volume

**USGA** - United States Golf Association

**VA** - Veterans Affairs

**VAMC** - Veterans Affairs Medical Center

**VBMS** - Veterans Benefits Management System

**VIMS** - Veterans Information Management System

**VPN** - Virtual Private Network

**WIP** - Work In Progress

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