

# Charleston County Fiscal Year 2020 Proposed Narrative



CHARLESTON  
COUNTY  
SOUTH CAROLINA





# **COUNTY OF CHARLESTON SOUTH CAROLINA**

**PROPOSED 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. Morill*

Executive Director

**Budget Department:**

Mack Gile, Budget Director  
LoElla Smalls, Assistant Budget Director  
Gail Marion, Grants Manager  
Terry Douglas, Budget Analyst III  
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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.



# TABLE OF CONTENTS

Table of Contents .....	5
<b>SCHEDULES</b>	
Revenues.....	9
Expenditures.....	16
Interfund Transfers .....	21
Authorized Positions .....	22
General Fund: Fund Statement .....	28
Debt Service Fund: Fund Statement .....	29
Special Revenue Funds: Fund Statements .....	30
Enterprise Funds: Fund Statements .....	74
Internal Service Funds: Fund Statements .....	81
<b>COUNCIL AGENCIES</b>	
County Council .....	87
Accommodations Tax: Local.....	88
Accommodations Tax: State.....	89
Internal Auditor.....	90
Legal	
Legal .....	92
Seized Assets .....	93
State Agencies.....	94
Transportation Sales Tax Transit Agencies	
Transportation Sales Tax (1 <sup>st</sup> ) .....	95
Transportation Sales Tax (2 <sup>nd</sup> ).....	96
Trident Technical College	
Trident Technical College Operating .....	97
Trident Technical College Debt Service .....	98
<b>ELECTED OFFICIALS</b>	
Auditor .....	99
Clerk of Court	
Clerk of Court.....	101
IV-D Child Support Enforcement .....	103
Victim's Bill of Rights .....	104
Coroner.....	105
Legislative Delegation.....	107
Probate Courts.....	108
Register of Deeds .....	111
Sheriff	
Asset Forfeiture.....	113
Detention Center .....	114
IV-D Child Support Enforcement.....	115
Law Enforcement .....	116
Programs.....	119
School Crossing Guards .....	120
Victim's Bill of Rights.....	121
Solicitor	
Alcohol Education Program.....	122
Bond Estreatment .....	123
Criminal Domestic Violence Appropriation.....	124
Drug Court.....	125
DUI Appropriation.....	126
Expungement.....	127
Juvenile Education Program .....	128
Pretrial Intervention .....	129
Solicitor .....	130
State Appropriation .....	133
Traffic Education Program .....	134
Victim Unclaimed Restitution .....	135
Victim's Bill of Rights.....	136
Victim-Witness State Appropriation .....	137
Violent Crime Prosecution.....	138
Worthless Check.....	139
Treasurer .....	140
<b>APPOINTED OFFICIALS</b>	
Elections and Voter Registration.....	143
Library .....	145
Master-In-Equity.....	147
Public Defender	
Berkeley County.....	149
Charleston County .....	150
General Fund Support .....	153
Veterans Affairs .....	154
<b>ADMINISTRATOR</b>	
County Administrator .....	157
Economic Development.....	158
Greenbelt Programs	
Greenbelt Administration .....	159
Greenbelt (1 <sup>st</sup> TST) .....	160
Greenbelt (2 <sup>nd</sup> TST).....	161

# TABLE OF CONTENTS

<p>Human Resources              Employee Benefits ..... 162              Human Resources ..... 163              Summer Youth Program ..... 166</p> <p><b>CHIEF DEPUTY ADMINISTRATOR GENERAL SERVICES</b></p> <p>Chief Deputy Administrator General Services ..... 167</p> <p>Building Inspections              Building Inspections ..... 168              Project Impact ..... 171</p> <p>Emergency Management              Awendaw McClellanville Fire Department ..... 172              Awendaw McClellanville Fire Department:                  Debt Service ..... 174              East Cooper Fire District ..... 175              Emergency Preparedness ..... 176              Hazardous Materials ..... 178              Northern Charleston County Fire District ..... 180              Volunteer Rescue Squad ..... 181              West St. Andrew's Fire District ..... 182</p> <p>Facilities Management              Facilities Management ..... 183              Office Services ..... 187              Parking Garages ..... 189</p> <p>Magistrates' Courts              Magistrates' Courts ..... 192              Victim's Bill of Rights ..... 194</p> <p>Planning and Zoning              Planning and Zoning ..... 196              Tree Fund ..... 198</p> <p>Safety and Risk Management              Risk Management ..... 199              Safety/Workers' Compensation ..... 201</p> <p>Technology Services              Communications Administration ..... 203              Radio Communications ..... 204              Records Management ..... 206              Technology Services ..... 209              Telecommunications ..... 211</p> <p><b>DEPUTY ADMINISTRATOR DISPATCH AND MEDICAL SERVICES</b></p> <p>Deputy Administrator for Dispatch and Medical Services ..... 213</p>	<p>Consolidated Dispatch              Consolidated Dispatch ..... 214              Emergency 911 Communications ..... 216              Fire and Agency Costs ..... 217</p> <p>Department of Alcohol &amp; Other Drug Abuse Services (DAODAS)              Administration ..... 218              Adolescent Services ..... 221              Adult Services ..... 222              Bedded Service ..... 223              Community Prevention Services ..... 224              Criminal Justice Services ..... 225              Detention Outpatient ..... 226              Drug Court Services ..... 227              Medical Services ..... 228              New Life Unit ..... 229              Opioid Treatment Services ..... 230              Sobering Services ..... 231              Support Services ..... 232              Therapeutic Child Care ..... 233              Women's Services ..... 234</p> <p>Emergency Medical Services ..... 235</p> <p><b>DEPUTY ADMINISTRATOR FINANCE</b></p> <p>Deputy Administrator Finance ..... 239</p> <p>Assessor ..... 240</p> <p>Budget ..... 243</p> <p>Community Development              Administration ..... 245              Medically Indigent Assistance Program ..... 247</p> <p>Contracts and Procurement              Central Parts Warehouse ..... 249              Contracts and Procurement ..... 251</p> <p>Finance ..... 253</p> <p>Revenue Collections              Delinquent Tax ..... 255              Revenue Collections ..... 257</p> <p><b>DEPUTY ADMINISTRATOR TRANSPORTATION AND PUBLIC WORKS</b></p> <p>Deputy Administrator for Transportation and Public Works ..... 259</p>
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## TABLE OF CONTENTS

Environmental Management	
Administration .....	260
Bees Ferry Landfill Convenience Center .....	262
Commercial Collections .....	263
Compost and Mulch Operations .....	264
Convenience Center .....	265
Curbside Collections .....	266
Landfill Operations .....	267
Litter Control .....	268
Material Recovery Facility.....	269
Transfer Station Contracts.....	270
Fleet Operations .....	271
Public Works	
Operations Field .....	274
Operations Mosquito Control.....	275
Operations Support.....	276
Service/Support .....	277
Technical Program Engineering .....	281
Technical Program Stormwater .....	282
Transportation Development	
Revenue Bond Debt Service .....	283
Roads Programs	
Roads Program (1 <sup>st</sup> TST).....	285
Roads Program (2 <sup>nd</sup> TST) .....	286
Transportation Development .....	287



**End Section**



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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	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: Building Permits	1,631,719	1,769,482	1,950,000	2,250,000	15.4
Building Inspections: 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  
All Funds Revenues by Fund Type and Organization

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	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	13,946,852	4.6
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	28,182,258	6.9
<b>CHARGES AND FEES</b>					
Assessor: Sale of Maps & Publications	2,329	424	1,000	300	(70.0)
Building Inspections: Contracted Building Svcs	-	3,234	-	-	na
Building Inspections: Flood Plain Fees	6,970	7,615	8,000	150,000	1,775.0
Building Inspections: 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 Proposed	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	<u>22,350,377</u>	<u>23,008,385</u>	<u>22,189,650</u>	<u>23,819,468</u>	7.3
<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

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	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	<u>1,437,117</u>	<u>1,390,873</u>	<u>1,370,500</u>	<u>1,306,500</u>	(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	<u>656,199</u>	<u>1,162,236</u>	<u>1,406,500</u>	<u>1,257,250</u>	(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	<u>6,102,900</u>	<u>6,030,637</u>	<u>3,597,194</u>	<u>3,544,729</u>	(1.5)

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	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>242,282,055</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)

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	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	<u>3,166,066</u>	<u>3,256,285</u>	<u>3,072,165</u>	<u>3,264,315</u>	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	<u>13,510,555</u>	<u>19,119,488</u>	<u>19,711,964</u>	<u>20,638,193</u>	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	<u>3,372,226</u>	<u>3,311,169</u>	<u>3,361,664</u>	<u>3,398,233</u>	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	<u>63,528,090</u>	<u>97,218,791</u>	<u>100,862,151</u>	<u>107,371,158</u>	6.5
<b>Total SPECIAL REVENUE FUNDS</b>	<b><u>127,662,116</u></b>	<b><u>183,806,449</u></b>	<b><u>190,066,205</u></b>	<b><u>198,447,864</u></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	<u>6,564,244</u>	<u>6,690,170</u>	<u>6,537,912</u>	<u>6,543,868</u>	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	<u>11,231,792</u>	<u>11,727,004</u>	<u>16,229,950</u>	<u>14,312,501</u>	(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 Proposed	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	11,302,639	4.2
Subtotal	10,179,955	10,837,616	10,844,602	11,302,639	4.2
<b>Total INTERNAL SERVICE FUNDS</b>	<b>66,353,784</b>	<b>67,519,342</b>	<b>54,035,581</b>	<b>55,115,274</b>	<b>2.0</b>
<b>Total GENERAL FUND</b>	<b>219,348,940</b>	<b>227,669,859</b>	<b>231,024,355</b>	<b>242,282,055</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>338,481,782</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>\$ 580,763,837</b>	<b>4.0</b>

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	Percent Change
<b>GENERAL FUND</b>					
<b>COUNCIL AGENCIES</b>					
County Council	\$ 1,646,488	\$ 1,599,325	\$ 1,742,936	\$ 1,577,606	(9.5)
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	<u>3,770,599</u>	<u>3,495,369</u>	<u>3,923,408</u>	<u>3,824,041</u>	(2.5)
<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	38,110,313	5.1
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	<u>86,555,260</u>	<u>91,351,844</u>	<u>99,183,297</u>	<u>103,134,932</u>	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	24,695,824	41.9
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	<u>18,280,247</u>	<u>18,448,967</u>	<u>20,440,037</u>	<u>27,675,379</u>	35.4
<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	700,249	181.1
Subtotal	<u>2,895,100</u>	<u>3,076,934</u>	<u>3,436,518</u>	<u>4,040,021</u>	17.6
<b>CHIEF DEPUTY ADMIN GENERAL SERVICES</b>					
Chief Deputy Administrator General Services	402,148	422,379	436,551	454,575	4.1
Building Inspections	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	21,581,610	(22.3)
Magistrates' Courts	4,830,321	4,995,941	5,265,578	5,300,306	0.7
Planning and 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	14,563,044	13.9
Tech Services: Communications Administration	145,484	147,884	151,867	157,541	3.7
Subtotal	<u>38,966,097</u>	<u>47,725,119</u>	<u>54,161,924</u>	<u>50,473,578</u>	(6.8)

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	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	<u>22,833,685</u>	<u>23,996,161</u>	<u>25,389,232</u>	<u>26,715,318</u>	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	251,192	4.9
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	<u>9,704,361</u>	<u>10,667,980</u>	<u>11,327,574</u>	<u>11,752,970</u>	3.8
DEPUTY ADMINISTRATOR HUMAN SERVICES					
Deputy Administrator Human Services	431,002	-	-	-	na
Subtotal	<u>431,002</u>	<u>-</u>	<u>-</u>	<u>-</u>	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	<u>10,419,556</u>	<u>10,659,565</u>	<u>14,004,109</u>	<u>15,479,220</u>	10.5
<b>Total GENERAL FUND</b>	<b><u>193,855,907</u></b>	<b><u>209,421,939</u></b>	<b><u>231,866,099</u></b>	<b><u>243,095,459</u></b>	<b>4.8</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><u>29,111,827</u></b>	<b><u>31,341,469</u></b>	<b><u>38,166,556</u></b>	<b><u>36,071,110</u></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 Proposed	Percent Change
<b>SPECIAL REVENUE FUNDS</b>					
<b>COUNCIL AGENCIES</b>					
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	<u>32,772,873</u>	<u>36,358,889</u>	<u>38,524,780</u>	<u>39,087,187</u>	1.5
<b>ELECTED OFFICIALS</b>					
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	<u>4,109,734</u>	<u>4,780,288</u>	<u>5,656,464</u>	<u>5,081,306</u>	(10.2)
<b>APPOINTED OFFICIALS</b>					
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	<u>5,961,693</u>	<u>6,363,226</u>	<u>6,757,979</u>	<u>6,848,281</u>	1.3
<b>ADMINISTRATOR</b>					
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	<u>11,841,672</u>	<u>12,456,161</u>	<u>15,307,575</u>	<u>13,757,644</u>	(10.1)
<b>CHIEF DEPUTY ADMIN GENERAL SERVICES</b>					
Building Inspections: Project Impact	1,500	463	13,660	-	(100.0)
Planning and 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 Proposed	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	<u>2,742,269</u>	<u>3,036,787</u>	<u>3,500,657</u>	<u>3,547,894</u>	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	<u>39,118,535</u>	<u>38,514,896</u>	<u>47,608,721</u>	<u>44,652,298</u>	(6.2)
<b>Total SPECIAL REVENUE FUNDS</b>	<b><u>96,546,776</u></b>	<b><u>101,510,247</u></b>	<b><u>117,356,176</u></b>	<b><u>112,974,610</u></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	<u>7,138,124</u>	<u>7,331,019</u>	<u>6,732,529</u>	<u>6,567,297</u>	(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	<u>14,327,773</u>	<u>15,269,549</u>	<u>17,848,235</u>	<u>15,640,720</u>	(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 Proposed	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	15,277,759	22.4
Subtotal	13,937,698	14,260,944	12,479,401	15,277,759	22.4
<b>Total INTERNAL SERVICE FUND</b>	<b>75,068,971</b>	<b>81,552,545</b>	<b>56,007,880</b>	<b>60,173,605</b>	<b>7.4</b>
<b>Total GENERAL FUND</b>	<b>193,855,907</b>	<b>209,421,939</b>	<b>231,866,099</b>	<b>243,095,459</b>	<b>4.8</b>
<b>Total OTHER FUNDS</b>	<b>254,879,837</b>	<b>271,581,018</b>	<b>268,302,140</b>	<b>263,656,329</b>	<b>(1.7)</b>
<b>Total EXPENDITURES</b>	<b>\$ 448,735,744</b>	<b>\$ 481,002,957</b>	<b>\$ 500,168,239</b>	<b>\$ 506,751,788</b>	<b>1.3</b>

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

FUND	TRANSFER TO:														Total Out						
	General	Debt Service	Avondaw 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.	
General	617			3,379	50	80	13									412	729	2,875	8,155		
Debt Service	2,011																		2,011		
Capital Projects	243																	1,100	1,343		
Accom. Tax State	30																		30		
Avondaw McClellanville Fire		600																	600		
Family Court IVD	418																		418		
Project Impact Projects	14																		14		
Solicitor-Programs	165						253												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)										17,018									20,018		
Trans. Sales Tax Roads (2nd)											19,112								19,112		
Trans. Sales Tax Transit (1st)																			1,148		
Trans. Sales Tax Transit (2nd)																			20,000		
TTC Debt Service																			3,975		
Environmental Management																	10,650		10,650		
Parking Garages																			1,231		
Revenue Collections																			397		
<b>Total In</b>	<b>4,469</b>	<b>10,289</b>	<b>600</b>	<b>3,379</b>	<b>50</b>	<b>80</b>	<b>266</b>	<b>8,131</b>	<b>1,003</b>	<b>6,516</b>	<b>18,166</b>	<b>19,112</b>	<b>20,000</b>	<b>13</b>	<b>109</b>	<b>55</b>	<b>5,44</b>	<b>10,650</b>	<b>729</b>	<b>3,975</b>	<b>108,136</b>

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 Avondaw 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	108,136	108,136
Unbudgeted Per Notes	(1,943)	(74,899)
FY 2020 Budgeted	106,193	33,237

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

<b>GENERAL FUND</b>	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	Change
<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	<u>21.11</u>	<u>21.11</u>	<u>22.42</u>	<u>23.42</u>	<u>1.00</u>
<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	<u>1,089.17</u>	<u>1,093.60</u>	<u>1,096.94</u>	<u>1,100.94</u>	<u>4.00</u>
<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	<u>27.00</u>	<u>27.00</u>	<u>27.00</u>	<u>26.00</u>	<u>(1.00)</u>
<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	<u>24.80</u>	<u>29.80</u>	<u>30.05</u>	<u>33.05</u>	<u>3.00</u>
<b>CHIEF DEPUTY ADMIN GENERAL SERVICES</b>					
Chief Deputy Administrator General Services	3.00	3.00	3.00	3.00	-
Building Inspections	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 and 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	<u>221.58</u>	<u>238.83</u>	<u>244.73</u>	<u>243.73</u>	<u>(1.00)</u>



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

<b>GENERAL FUND (continued)</b>	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	Change
<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	160.25	161.25	160.75	(0.50)
Emergency Medical Services	217.50	216.00	216.00	216.00	-
Subtotal	<u>377.90</u>	<u>379.25</u>	<u>380.25</u>	<u>379.75</u>	<u>(0.50)</u>
<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	15.00	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	<u>107.10</u>	<u>108.90</u>	<u>108.90</u>	<u>108.90</u>	<u>-</u>
<b>DEPUTY ADMIN HUMAN SERVICES</b>					
Deputy Administrator Human Services	3.00	-	-	-	-
Subtotal	<u>3.00</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<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	<u>196.85</u>	<u>208.70</u>	<u>214.15</u>	<u>214.55</u>	<u>0.40</u>
<b>Total GENERAL FUND</b>	<b><u>2,068.51</u></b>	<b><u>2,107.19</u></b>	<b><u>2,124.44</u></b>	<b><u>2,130.34</u></b>	<b><u>5.90</u></b>

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

<b>SPECIAL REVENUE FUNDS</b>	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	Change
<b>ELECTED OFFICIALS</b>					
Clerk of Court: IV-D Child Support Enf.	6.08	6.08	6.08	6.08	-
Clerk of Court: MacArthur Grant	-	-	-	-	-
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: Programs	5.00	4.00	2.00	2.00	-
Sheriff: IV-D Child Support Enforcement	1.00	1.00	1.00	1.00	-
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's Bill of Rights	4.00	4.00	4.00	2.00	(2.00)
Sheriff: Victim Advocate Grant	4.00	4.00	4.00	4.00	-
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	<u>82.37</u>	<u>77.94</u>	<u>77.81</u>	<u>75.81</u>	<u>(2.00)</u>
<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	<u>64.00</u>	<u>64.00</u>	<u>65.00</u>	<u>65.00</u>	<u>-</u>
<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	<u>11.20</u>	<u>12.20</u>	<u>11.95</u>	<u>11.95</u>	<u>-</u>

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

<b>SPECIAL REVENUE FUNDS (continued)</b>	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	Change
<b>CHIEF DEPUTY ADMIN GENERAL SERVICES</b>					
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	<u>31.63</u>	<u>31.38</u>	<u>31.63</u>	<u>31.63</u>	<u>-</u>
<b>DEPUTY ADMINISTRATOR FINANCE</b>					
Community Dev: Urban Entitlement Funds	5.00	5.10	5.10	5.10	-
Subtotal	<u>5.00</u>	<u>5.10</u>	<u>5.10</u>	<u>5.10</u>	<u>-</u>
<b>DEPUTY ADMIN TRANS &amp; PUBLIC WORKS</b>					
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	<u>31.46</u>	<u>31.61</u>	<u>28.85</u>	<u>28.45</u>	<u>(0.40)</u>
<b>Total SPECIAL REVENUE FUNDS</b>	<b><u>225.66</u></b>	<b><u>222.23</u></b>	<b><u>220.34</u></b>	<b><u>217.94</u></b>	<b><u>(2.40)</u></b>
<b>CAPITAL PROJECT FUNDS</b>					
<b>CHIEF DEPUTY ADMIN GENERAL SERVICES</b>					
Facilities Management: Project Management	3.00	3.00	3.00	3.00	-
Subtotal	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>-</u>
<b>Total CAPITAL PROJECT FUNDS</b>	<b><u>3.00</u></b>	<b><u>3.00</u></b>	<b><u>3.00</u></b>	<b><u>3.00</u></b>	<b><u>-</u></b>
<b>ENTERPRISE FUNDS</b>					
<b>CHIEF DEPUTY ADMIN GENERAL SERVICES</b>					
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	<u>20.80</u>	<u>20.80</u>	<u>22.30</u>	<u>22.30</u>	<u>-</u>

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

<b>ENTERPRISE FUNDS (continued)</b>	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	Change
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 Grant	-	3.00	2.00	2.00	-
DAODAS: Sobering Services	-	5.00	5.00	5.00	-
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	<u>122.50</u>	<u>131.25</u>	<u>130.75</u>	<u>131.25</u>	<u>0.50</u>
<b>DEPUTY ADMINISTRATOR FINANCE</b>					
Revenue Collections	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>	<u>-</u>
Subtotal	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>	<u>-</u>
<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	<u>113.80</u>	<u>107.80</u>	<u>113.60</u>	<u>112.60</u>	<u>(1.00)</u>
<b>Total ENTERPRISE FUNDS</b>	<b><u>277.10</u></b>	<b><u>279.85</u></b>	<b><u>286.65</u></b>	<b><u>286.15</u></b>	<b><u>(0.50)</u></b>



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

<b>INTERNAL SERVICE FUNDS</b>	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Proposed	Change
<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>2,107.19</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>2,668.97</b>	<b>2,692.68</b>	<b>2,695.68</b>	<b>3.00</b>

Charleston County, South Carolina  
General Fund  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Proposed
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	28,212,258
Charges and Fees	22,335,705	22,979,908	22,181,650	23,341,201	23,789,468
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	<u>219,348,940</u>	<u>227,669,859</u>	<u>231,024,355</u>	<u>233,874,265</u>	<u>242,282,055</u>
Interfund Transfer In	<u>4,450,828</u>	<u>3,977,761</u>	<u>5,377,203</u>	<u>4,792,795</u>	<u>4,468,533</u>
Total Available	<u>284,026,594</u>	<u>305,110,843</u>	<u>319,520,704</u>	<u>321,786,206</u>	<u>323,235,603</u>
Expenditures:					
Personnel	125,363,717	132,775,772	144,103,261	141,718,054	151,634,538
Operating	65,657,787	71,310,013	83,928,829	82,280,185	87,874,998
Capital	<u>2,834,403</u>	<u>5,336,154</u>	<u>3,834,009</u>	<u>11,062,117</u>	<u>3,585,923</u>
Subtotal	<u>193,855,907</u>	<u>209,421,939</u>	<u>231,866,099</u>	<u>235,060,356</u>	<u>243,095,459</u>
Interfund Transfer Out	<u>16,707,464</u>	<u>12,569,758</u>	<u>8,817,459</u>	<u>10,240,835</u>	<u>8,155,129</u>
Total Disbursements	<u>210,563,371</u>	<u>221,991,697</u>	<u>240,683,558</u>	<u>245,301,191</u>	<u>251,250,588</u>
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	<u>11,581,729</u>	<u>13,536,749</u>	<u>11,443,989</u>	<u>12,942,343</u>	<u>6,012,756</u>
Ending Balance, June 30	<u><u>\$ 73,463,223</u></u>	<u><u>\$ 83,119,146</u></u>	<u><u>\$ 78,837,146</u></u>	<u><u>\$ 76,485,015</u></u>	<u><u>\$ 71,985,015</u></u>

Charleston County, South Carolina  
Debt Service Fund  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Proposed
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	<u>21,211,884</u>	<u>37,182,177</u>	<u>27,117,176</u>	<u>23,793,005</u>	<u>25,818,555</u>
Interfund Transfer In	<u>14,423,536</u>	<u>10,061,905</u>	<u>18,678,784</u>	<u>18,566,154</u>	<u>10,288,798</u>
Total Available	<u>53,720,014</u>	<u>65,312,067</u>	<u>77,594,917</u>	<u>74,158,116</u>	<u>61,926,041</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	89,705	77,842	77,000	84,111	82,000
Capital	-	-	-	-	-
Debt Service	<u>29,022,122</u>	<u>31,263,627</u>	<u>38,089,556</u>	<u>37,901,967</u>	<u>35,989,110</u>
Subtotal	<u>29,111,827</u>	<u>31,341,469</u>	<u>38,166,556</u>	<u>37,986,078</u>	<u>36,071,110</u>
Interfund Transfer Out	<u>6,540,202</u>	<u>2,171,641</u>	<u>10,353,350</u>	<u>10,353,350</u>	<u>2,010,923</u>
Total Disbursements	<u>35,652,029</u>	<u>33,513,110</u>	<u>48,519,906</u>	<u>48,339,428</u>	<u>38,082,033</u>
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	<u>649,143</u>	<u>645,634</u>	<u>5,346,042</u>	<u>8,529,848</u>	<u>1,505,307</u>
Ending Balance, June 30	<u>\$ 18,067,985</u>	<u>\$ 31,798,957</u>	<u>\$ 29,075,011</u>	<u>\$ 25,818,688</u>	<u>\$ 23,844,008</u>

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 Proposed
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	<u>16,393,743</u>	<u>17,634,223</u>	<u>18,710,000</u>	<u>17,755,000</u>	<u>18,105,000</u>
Total Available	<u>17,184,583</u>	<u>17,822,357</u>	<u>19,515,048</u>	<u>18,560,048</u>	<u>19,231,662</u>
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	<u>16,996,449</u>	<u>17,017,309</u>	<u>18,456,920</u>	<u>17,433,386</u>	<u>18,335,309</u>
Total Disbursements	<u>16,996,449</u>	<u>17,017,309</u>	<u>18,456,920</u>	<u>17,433,386</u>	<u>18,335,309</u>
Restricted: Internal Available	188,134 <u>-</u>	805,048 <u>-</u>	935,500 <u>122,628</u>	1,126,662 <u>-</u>	896,353 <u>-</u>
Ending Balance, June 30	<u><u>\$ 188,134</u></u>	<u><u>\$ 805,048</u></u>	<u><u>\$ 1,058,128</u></u>	<u><u>\$ 1,126,662</u></u>	<u><u>\$ 896,353</u></u>

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 Proposed
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	345,959	119,307	125,000	125,000	125,000
Interest	3,840	4,548	-	-	-
Subtotal	<u>349,799</u>	<u>123,855</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Total Available	<u>349,799</u>	<u>123,855</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	308,559	94,140	95,000	95,000	95,000
Capital	-	-	-	-	-
Subtotal	<u>308,559</u>	<u>94,140</u>	<u>95,000</u>	<u>95,000</u>	<u>95,000</u>
Interfund Transfer Out	<u>41,240</u>	<u>29,715</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
Total Disbursements	<u>349,799</u>	<u>123,855</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Ending Balance, June 30	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Proposed
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	\$ -



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 Proposed
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	\$ -	\$ -	\$ -

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Proposed
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	8,400	11,500	5,000	5,000	5,000
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	45,429	-	75,000	55,834	-
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 Available	883,228 <u>2,438,261</u>	1,096,290 <u>3,112,743</u>	227,197 <u>1,622,743</u>	391,423 <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>

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 Proposed
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	<u>2,313,668</u>	<u>2,323,590</u>	<u>2,373,288</u>	<u>2,416,551</u>	<u>2,368,778</u>
Total Available	<u>3,557,914</u>	<u>3,658,950</u>	<u>3,866,895</u>	<u>3,910,158</u>	<u>3,573,845</u>
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	<u>1,836,475</u>	<u>2,165,343</u>	<u>2,428,252</u>	<u>2,407,091</u>	<u>2,306,768</u>
Interfund Transfer Out	<u>386,079</u>	<u>-</u>	<u>298,000</u>	<u>298,000</u>	<u>600,000</u>
Total Disbursements	<u>2,222,554</u>	<u>2,165,343</u>	<u>2,726,252</u>	<u>2,705,091</u>	<u>2,906,768</u>
Restricted: Internal Available	239,600	568,368	215,404	537,990	-
	<u>1,095,760</u>	<u>925,239</u>	<u>925,239</u>	<u>667,077</u>	<u>667,077</u>
Ending Balance, June 30	<u>\$ 1,335,360</u>	<u>\$ 1,493,607</u>	<u>\$ 1,140,643</u>	<u>\$ 1,205,067</u>	<u>\$ 667,077</u>

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 Proposed
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	<u>266,594</u>	<u>218,149</u>	<u>215,176</u>	<u>220,500</u>	<u>271,855</u>
Interfund Transfer In	<u>4,539</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Available	<u>310,145</u>	<u>320,644</u>	<u>327,170</u>	<u>332,494</u>	<u>398,999</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt Service	<u>207,650</u>	<u>208,650</u>	<u>205,350</u>	<u>205,350</u>	<u>264,000</u>
Subtotal	<u>207,650</u>	<u>208,650</u>	<u>205,350</u>	<u>205,350</u>	<u>264,000</u>
Total Disbursements	<u>207,650</u>	<u>208,650</u>	<u>205,350</u>	<u>205,350</u>	<u>264,000</u>
Restricted: Internal Available	5,027 <u>97,468</u>	- <u>111,994</u>	- <u>121,820</u>	- <u>127,144</u>	- <u>134,999</u>
Ending Balance, June 30	<u>\$ 102,495</u>	<u>\$ 111,994</u>	<u>\$ 121,820</u>	<u>\$ 127,144</u>	<u>\$ 134,999</u>

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 Proposed
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	<u>141,021</u>	<u>149,066</u>	<u>141,400</u>	<u>140,100</u>	<u>143,100</u>
Total Available	<u>182,016</u>	<u>186,082</u>	<u>178,857</u>	<u>177,557</u>	<u>168,316</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	145,000	148,625	152,341	152,341	156,150
Capital	-	-	-	-	-
Subtotal	<u>145,000</u>	<u>148,625</u>	<u>152,341</u>	<u>152,341</u>	<u>156,150</u>
Total Disbursements	<u>145,000</u>	<u>148,625</u>	<u>152,341</u>	<u>152,341</u>	<u>156,150</u>
Restricted: Internal Available	13,625 <u>23,391</u>	10,941 <u>26,516</u>	- <u>26,516</u>	13,050 <u>12,166</u>	- <u>12,166</u>
Ending Balance, June 30	<u>\$ 37,016</u>	<u>\$ 37,457</u>	<u>\$ 26,516</u>	<u>\$ 25,216</u>	<u>\$ 12,166</u>

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 Proposed
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 Available	-	-	-	6,115	-
	120,695	167,952	187,944	181,829	181,829
Ending Balance, June 30	\$ 120,695	\$ 167,952	\$ 187,944	\$ 187,944	\$ 181,829

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 Proposed
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	<u>251,100</u>	<u>254,878</u>	<u>253,700</u>	<u>251,200</u>	<u>250,500</u>
Total Available	<u>252,411</u>	<u>263,389</u>	<u>253,275</u>	<u>250,775</u>	<u>250,500</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	243,900	263,814	253,700	250,775	250,500
Capital	-	-	-	-	-
Subtotal	<u>243,900</u>	<u>263,814</u>	<u>253,700</u>	<u>250,775</u>	<u>250,500</u>
Total Disbursements	<u>243,900</u>	<u>263,814</u>	<u>253,700</u>	<u>250,775</u>	<u>250,500</u>
Available	<u>8,511</u>	<u>(425)</u>	<u>(425)</u>	<u>-</u>	<u>-</u>
Ending Balance, June 30	<u><u>\$ 8,511</u></u>	<u><u>\$ (425)</u></u>	<u><u>\$ (425)</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

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 Proposed
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	<u>8,677</u>	<u>10,278</u>	<u>9,100</u>	<u>9,100</u>	<u>8,000</u>
Total Available	<u>7,274</u>	<u>9,552</u>	<u>10,652</u>	<u>10,652</u>	<u>10,652</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	8,000	8,000	8,000	8,000	8,000
Capital	-	-	-	-	-
Subtotal	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>
Total Disbursements	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>
Available	<u>(726)</u>	<u>1,552</u>	<u>2,652</u>	<u>2,652</u>	<u>2,652</u>
Ending Balance, June 30	<u><u>\$ (726)</u></u>	<u><u>\$ 1,552</u></u>	<u><u>\$ 2,652</u></u>	<u><u>\$ 2,652</u></u>	<u><u>\$ 2,652</u></u>



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 Proposed
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	<u>9,522,887</u>	<u>9,964,736</u>	<u>10,260,000</u>	<u>10,291,000</u>	<u>10,674,000</u>
Total Available	<u>22,927,896</u>	<u>23,655,143</u>	<u>23,697,045</u>	<u>23,728,045</u>	<u>15,084,551</u>
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	<u>9,051,383</u>	<u>9,570,525</u>	<u>9,024,026</u>	<u>9,024,026</u>	<u>9,284,981</u>
Subtotal	<u>9,237,489</u>	<u>9,878,033</u>	<u>9,292,274</u>	<u>9,292,494</u>	<u>9,536,028</u>
Interfund Transfer Out	<u>-</u>	<u>340,065</u>	<u>10,025,000</u>	<u>10,025,000</u>	<u>1,003,000</u>
Total Disbursements	<u>9,237,489</u>	<u>10,218,098</u>	<u>19,317,274</u>	<u>19,317,494</u>	<u>10,539,028</u>
Restricted: Internal Available	253,362	9,096,994	220	-	-
	<u>13,437,045</u>	<u>4,340,051</u>	<u>4,379,551</u>	<u>4,410,551</u>	<u>4,545,523</u>
Ending Balance, June 30	<u>\$ 13,690,407</u>	<u>\$ 13,437,045</u>	<u>\$ 4,379,771</u>	<u>\$ 4,410,551</u>	<u>\$ 4,545,523</u>

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 Proposed
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	<u>996,804</u>	<u>5,794,394</u>	<u>5,992,000</u>	<u>5,995,000</u>	<u>6,234,000</u>
Total Available	<u>996,804</u>	<u>6,791,198</u>	<u>7,773,198</u>	<u>7,776,198</u>	<u>8,985,198</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	10,000	-	-	-
Capital	-	-	-	-	-
Subtotal	<u>-</u>	<u>10,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Interfund Transfer Out	<u>-</u>	<u>5,000,000</u>	<u>5,025,000</u>	<u>5,025,000</u>	<u>6,516,000</u>
Total Disbursements	<u>-</u>	<u>5,010,000</u>	<u>5,025,000</u>	<u>5,025,000</u>	<u>6,516,000</u>
Restricted: Internal Available	<u>-</u> 996,804	<u>-</u> 1,781,198	<u>-</u> 2,748,198	282,000 <u>2,469,198</u>	<u>-</u> 2,469,198
Ending Balance, June 30	<u>\$ 996,804</u>	<u>\$ 1,781,198</u>	<u>\$ 2,748,198</u>	<u>\$ 2,751,198</u>	<u>\$ 2,469,198</u>

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 Proposed
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	<u>232,363</u>	<u>231,633</u>	<u>238,319</u>	<u>238,319</u>	<u>138,319</u>
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	<u>85,730</u>	<u>93,314</u>	<u>196,244</u>	<u>100,000</u>	<u>100,000</u>
Total Disbursements	<u>85,730</u>	<u>93,314</u>	<u>196,244</u>	<u>100,000</u>	<u>100,000</u>
Restricted: External	42,075	42,075	42,075	-	-
Restricted: Internal	8,314	30,000	-	100,000	-
Available	<u>96,244</u>	<u>66,244</u>	<u>-</u>	<u>38,319</u>	<u>38,319</u>
Ending Balance, June 30	<u><u>\$ 146,633</u></u>	<u><u>\$ 138,319</u></u>	<u><u>\$ 42,075</u></u>	<u><u>\$ 138,319</u></u>	<u><u>\$ 38,319</u></u>

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 Proposed
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	<u>26,796</u>	<u>44,102</u>	<u>23,428</u>	<u>24,428</u>	<u>25,000</u>
Total Available	<u>159,253</u>	<u>123,692</u>	<u>127,393</u>	<u>128,393</u>	<u>100,000</u>
Expenditures:					
Personnel	32,456	-	3,965	28,965	-
Operating	47,207	19,727	123,428	24,428	100,000
Capital	-	-	-	-	-
Subtotal	<u>79,663</u>	<u>19,727</u>	<u>127,393</u>	<u>53,393</u>	<u>100,000</u>
Total Disbursements	<u>79,663</u>	<u>19,727</u>	<u>127,393</u>	<u>53,393</u>	<u>100,000</u>
Restricted: Internal Available	78,000 <u>1,590</u>	103,965 <u>-</u>	- <u>-</u>	75,000 <u>-</u>	- <u>-</u>
Ending Balance, June 30	<u><u>\$ 79,590</u></u>	<u><u>\$ 103,965</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 75,000</u></u>	<u><u>\$ -</u></u>

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 Proposed
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 Available	-	153,296	-	250,000	-
	153,296	3,664	3,664	255,590	255,590
Ending Balance, June 30	\$ 153,296	\$ 156,960	\$ 3,664	\$ 505,590	\$ 255,590

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 Proposed
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	<u>1,252,524</u>	<u>1,340,657</u>	<u>1,436,576</u>	<u>1,424,576</u>	<u>1,445,726</u>
Total Available	<u>1,494,897</u>	<u>1,684,219</u>	<u>1,826,036</u>	<u>1,814,036</u>	<u>1,826,497</u>
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	<u>1,151,335</u>	<u>1,294,759</u>	<u>1,460,196</u>	<u>1,433,265</u>	<u>1,498,279</u>
Total Disbursements	<u>1,151,335</u>	<u>1,294,759</u>	<u>1,460,196</u>	<u>1,433,265</u>	<u>1,498,279</u>
Restricted: Internal Available	20,000 <u>323,562</u>	88,116 <u>301,344</u>	- <u>365,840</u>	52,553 <u>328,218</u>	- <u>328,218</u>
Ending Balance, June 30	<u>\$ 343,562</u>	<u>\$ 389,460</u>	<u>\$ 365,840</u>	<u>\$ 380,771</u>	<u>\$ 328,218</u>

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 Proposed
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	<u>1,913,542</u>	<u>1,915,628</u>	<u>1,635,589</u>	<u>1,828,589</u>	<u>1,818,589</u>
Interfund Transfer In	<u>3,130,000</u>	<u>3,220,466</u>	<u>3,379,200</u>	<u>3,379,200</u>	<u>3,379,200</u>
Total Available	<u>5,910,123</u>	<u>6,235,859</u>	<u>6,182,181</u>	<u>6,375,181</u>	<u>6,063,691</u>
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	<u>4,810,358</u>	<u>5,068,467</u>	<u>5,297,783</u>	<u>5,509,279</u>	<u>5,350,002</u>
Total Disbursements	<u>4,810,358</u>	<u>5,068,467</u>	<u>5,297,783</u>	<u>5,509,279</u>	<u>5,350,002</u>
Restricted: Internal Available	109,791	112,194	-	152,213	-
	<u>989,974</u>	<u>1,055,198</u>	<u>884,398</u>	<u>713,689</u>	<u>713,689</u>
Ending Balance, June 30	<u><u>\$ 1,099,765</u></u>	<u><u>\$ 1,167,392</u></u>	<u><u>\$ 884,398</u></u>	<u><u>\$ 865,902</u></u>	<u><u>\$ 713,689</u></u>

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 Proposed
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	<u>3,894,637</u>	<u>3,901,372</u>	<u>4,205,000</u>	<u>4,205,000</u>	<u>3,660,500</u>
Total Available	<u>6,028,626</u>	<u>6,969,532</u>	<u>8,097,680</u>	<u>8,097,680</u>	<u>4,267,850</u>
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	<u>2,953,194</u>	<u>3,076,852</u>	<u>7,490,330</u>	<u>7,490,330</u>	<u>3,871,922</u>
Interfund Transfer Out	<u>7,272</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Disbursements	<u>2,960,466</u>	<u>3,076,852</u>	<u>7,490,330</u>	<u>7,490,330</u>	<u>3,871,922</u>
Nonspendable	533,709	395,928	395,928	395,928	395,928
Restricted: Internal	2,534,451	3,496,752	211,422	211,422	-
Available	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Ending Balance, June 30	<u><u>\$ 3,068,160</u></u>	<u><u>\$ 3,892,680</u></u>	<u><u>\$ 607,350</u></u>	<u><u>\$ 607,350</u></u>	<u><u>\$ 395,928</u></u>



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 Proposed
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	<u>105,550</u>	<u>253,875</u>	<u>-</u>	<u>45,493</u>	<u>-</u>
Total Available	<u>1,420,640</u>	<u>1,546,639</u>	<u>1,005,922</u>	<u>1,051,415</u>	<u>722,929</u>
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	<u>127,876</u>	<u>495,268</u>	<u>384,803</u>	<u>324,986</u>	<u>442,529</u>
Interfund Transfer Out	<u>-</u>	<u>45,449</u>	<u>3,500</u>	<u>3,500</u>	<u>-</u>
Total Disbursements	<u>127,876</u>	<u>540,717</u>	<u>388,303</u>	<u>328,486</u>	<u>442,529</u>
Restricted: Internal Available	148,088 <u>1,144,676</u>	565,004 <u>440,918</u>	183 <u>617,436</u>	442,529 <u>280,400</u>	- <u>280,400</u>
Ending Balance, June 30	<u>\$ 1,292,764</u>	<u>\$ 1,005,922</u>	<u>\$ 617,619</u>	<u>\$ 722,929</u>	<u>\$ 280,400</u>

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

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

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 Proposed
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	497,878	582,047	549,636	589,000	580,000
Subtotal	530,878	613,047	587,136	622,000	613,000
Total Available	1,900,477	2,040,236	2,219,465	2,254,329	1,924,561
Expenditures:					
Personnel	203,369	222,440	226,563	244,000	265,312
Operating	242,630	174,804	792,422	596,000	651,630
Capital	27,289	10,663	102,768	102,768	-
Subtotal	473,288	407,907	1,121,753	942,768	916,942
Total Disbursements	473,288	407,907	1,121,753	942,768	916,942
Restricted: Internal Available	194,588 1,232,601	534,617 1,097,712	- 1,097,712	303,942 1,007,619	- 1,007,619
Ending Balance, June 30	\$ 1,427,189	\$ 1,632,329	\$ 1,097,712	\$ 1,311,561	\$ 1,007,619

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 Proposed
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 Available	51,140 100,087	40,833 59,254	- 59,254	37,814 -	- -
Ending Balance, June 30	\$ 151,227	\$ 100,087	\$ 59,254	\$ 37,814	\$ -

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 Proposed
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 Available	-	11,000	-	16,000	-
	164,334	173,226	173,226	152,226	152,226
Ending Balance, June 30	\$ 164,334	\$ 184,226	\$ 173,226	\$ 168,226	\$ 152,226

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 Proposed
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 Available	-	2,847	-	9,096	-
	38,465	36,940	36,940	25,075	25,075
Ending Balance, June 30	\$ 38,465	\$ 39,787	\$ 36,940	\$ 34,171	\$ 25,075

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 Proposed
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

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

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



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 Proposed
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 Available	-	43,375	-	62,142	-
	306,664	285,681	285,681	261,964	261,964
Ending Balance, June 30	\$ 306,664	\$ 329,056	\$ 285,681	\$ 324,106	\$ 261,964

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 Proposed
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>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

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 Proposed
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 Available	81,872 101,977	75,010 26,967	- 26,967	32,342 -	- -
Ending Balance, June 30	<u>\$ 183,849</u>	<u>\$ 101,977</u>	<u>\$ 26,967</u>	<u>\$ 32,342</u>	<u>\$ -</u>

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 Proposed
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 Available	36,588 514,033	162,791 179,423	- 179,423	44,315 200,000	- 200,000
Ending Balance, June 30	\$ 550,621	\$ 342,214	\$ 179,423	\$ 244,315	\$ 200,000

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 Proposed
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 Available	-	-	-	101,608	-
	174,440	218,270	233,243	126,562	126,562
Ending Balance, June 30	\$ 174,440	\$ 218,270	\$ 233,243	\$ 228,170	\$ 126,562

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 Proposed
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 Available	- 9,591	4,500 5,091	- 5,091	4,500 91	- 91
Ending Balance, June 30	\$ 9,591	\$ 9,591	\$ 5,091	\$ 4,591	\$ 91

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Proposed
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	40,625	40,625	40,625	40,625	40,625
Subtotal	40,625	40,625	40,625	40,625	40,625
Interfund Transfer In	19,103	24,775	28,974	29,290	33,873
Total Available	59,728	65,400	69,599	69,915	74,498
Expenditures:					
Personnel	59,303	64,830	68,984	69,300	73,842
Operating	425	570	615	615	656
Capital	-	-	-	-	-
Subtotal	59,728	65,400	69,599	69,915	74,498
Total Disbursements	59,728	65,400	69,599	69,915	74,498
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ -	\$ -

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 Proposed
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



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 Proposed
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	\$ -	\$ -	\$ -	\$ -	\$ -

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

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 Proposed
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	<u>36,305,538</u>	<u>37,916,997</u>	<u>39,142,000</u>	<u>38,967,000</u>	<u>40,525,000</u>
Interfund Transfer In	<u>-</u>	<u>-</u>	621,000	621,000	1,148,000
Total Available	<u>40,966,920</u>	<u>44,442,270</u>	<u>51,762,711</u>	<u>51,587,711</u>	<u>55,018,520</u>
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	<u>19,715,674</u>	<u>19,174,689</u>	<u>19,472,269</u>	<u>19,472,269</u>	<u>20,031,275</u>
Subtotal	<u>20,941,647</u>	<u>20,065,566</u>	<u>20,405,551</u>	<u>20,385,551</u>	<u>20,886,189</u>
Interfund Transfer Out	<u>13,500,000</u>	<u>12,376,993</u>	<u>16,656,640</u>	<u>17,856,640</u>	<u>20,018,360</u>
Total Disbursements	<u>34,441,647</u>	<u>32,442,559</u>	<u>37,062,191</u>	<u>38,242,191</u>	<u>40,904,549</u>
Restricted: Internal Available	6,131,000 <u>394,273</u>	1,386,363 <u>10,613,348</u>	1,386,363 <u>13,314,157</u>	1,200,000 <u>12,145,520</u>	1,325,000 <u>12,788,971</u>
Ending Balance, June 30	<u>\$ 6,525,273</u>	<u>\$ 11,999,711</u>	<u>\$ 14,700,520</u>	<u>\$ 13,345,520</u>	<u>\$ 14,113,971</u>

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

	FY 2017 <u>Actual</u>	FY 2018 <u>Actual</u>	FY 2019 <u>Adjusted</u>	FY 2019 <u>Projected</u>	FY 2020 <u>Proposed</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>

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 Proposed
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	<u>9,970,968</u>	<u>10,343,821</u>	<u>10,785,000</u>	<u>10,785,000</u>	<u>11,226,000</u>
Total Available	<u>10,183,046</u>	<u>11,855,867</u>	<u>13,617,867</u>	<u>13,617,867</u>	<u>14,945,867</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	8,671,000	9,023,000	9,277,000	9,277,000	9,623,000
Capital	-	-	-	-	-
Subtotal	<u>8,671,000</u>	<u>9,023,000</u>	<u>9,277,000</u>	<u>9,277,000</u>	<u>9,623,000</u>
Interfund Transfer Out	<u>-</u>	<u>-</u>	<u>621,000</u>	<u>621,000</u>	<u>1,148,000</u>
Total Disbursements	<u>8,671,000</u>	<u>9,023,000</u>	<u>9,898,000</u>	<u>9,898,000</u>	<u>10,771,000</u>
Restricted: Internal	<u>1,512,046</u>	<u>2,832,867</u>	<u>3,719,867</u>	<u>3,719,867</u>	<u>4,174,867</u>
Ending Balance, June 30	<u><u>\$ 1,512,046</u></u>	<u><u>\$ 2,832,867</u></u>	<u><u>\$ 3,719,867</u></u>	<u><u>\$ 3,719,867</u></u>	<u><u>\$ 4,174,867</u></u>

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 Proposed
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	<u>2,890,731</u>	<u>16,782,187</u>	<u>17,374,000</u>	<u>17,510,000</u>	<u>18,331,000</u>
Total Available	<u>2,890,731</u>	<u>19,672,918</u>	<u>33,981,918</u>	<u>34,117,918</u>	<u>41,721,918</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	3,065,000	3,147,000	3,147,000	3,242,000
Capital	-	-	-	-	-
Subtotal	<u>-</u>	<u>3,065,000</u>	<u>3,147,000</u>	<u>3,147,000</u>	<u>3,242,000</u>
Interfund Transfer Out	<u>-</u>	<u>-</u>	<u>7,580,000</u>	<u>7,580,000</u>	<u>20,000,000</u>
Total Disbursements	<u>-</u>	<u>3,065,000</u>	<u>10,727,000</u>	<u>10,727,000</u>	<u>23,242,000</u>
Restricted: Internal	<u>2,890,731</u>	<u>16,607,918</u>	<u>23,254,918</u>	<u>23,390,918</u>	<u>18,604,918</u>
Ending Balance, June 30	<u><u>\$ 2,890,731</u></u>	<u><u>\$ 16,607,918</u></u>	<u><u>\$ 23,254,918</u></u>	<u><u>\$ 23,390,918</u></u>	<u><u>\$ 18,479,918</u></u>

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Proposed
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	(768)	(681)	-	-	-
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	-	-	-	-	-
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>

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 Proposed
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>



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 Proposed
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	<u>351,741</u>	<u>349,735</u>	<u>334,500</u>	<u>293,937</u>	<u>276,500</u>
Interfund Transfer In	<u>-</u>	<u>119,865</u>	<u>120,977</u>	<u>128,529</u>	<u>134,867</u>
Total Available	<u>607,117</u>	<u>614,732</u>	<u>573,693</u>	<u>540,682</u>	<u>436,367</u>
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	<u>461,985</u>	<u>496,516</u>	<u>525,311</u>	<u>515,682</u>	<u>411,367</u>
Total Disbursements	<u>461,985</u>	<u>496,516</u>	<u>525,311</u>	<u>515,682</u>	<u>411,367</u>
Restricted: Internal Available	<u>-</u> <u>145,132</u>	<u>62,272</u> <u>55,944</u>	<u>-</u> <u>48,382</u>	<u>-</u> <u>25,000</u>	<u>-</u> <u>25,000</u>
Ending Balance, June 30	<u>\$ 145,132</u>	<u>\$ 118,216</u>	<u>\$ 48,382</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>

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 Proposed
	\$ 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	<u>2,603,544</u>	<u>2,647,090</u>	<u>4,993,828</u>	<u>2,918,828</u>	<u>2,843,863</u>
Total Available	<u>5,899,759</u>	<u>5,798,328</u>	<u>7,985,513</u>	<u>5,910,513</u>	<u>4,575,058</u>
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	<u>2,613,805</u>	<u>2,806,643</u>	<u>6,061,799</u>	<u>4,179,318</u>	<u>3,679,065</u>
Total Disbursements	<u>2,613,805</u>	<u>2,806,643</u>	<u>6,061,799</u>	<u>4,179,318</u>	<u>3,679,065</u>
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	<u>2,750,191</u>	<u>2,343,471</u>	<u>2,343,471</u>	<u>1,557,962</u>	<u>1,557,962</u>
Ending Balance, June 30	<u>\$ 3,285,954</u>	<u>\$ 2,991,685</u>	<u>\$ 1,923,714</u>	<u>\$ 1,731,195</u>	<u>\$ 895,993</u>

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 Proposed
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	<u>689,419</u>	<u>598,693</u>	<u>1,116,071</u>	<u>866,071</u>	<u>808,406</u>
Total Available	<u>865,833</u>	<u>781,886</u>	<u>1,323,262</u>	<u>1,073,262</u>	<u>1,013,071</u>
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	<u>678,400</u>	<u>574,695</u>	<u>1,145,177</u>	<u>868,597</u>	<u>786,020</u>
Total Disbursements	<u>678,400</u>	<u>574,695</u>	<u>1,145,177</u>	<u>868,597</u>	<u>786,020</u>
Restricted: External	(94,649)	(109,873)	(109,873)	(109,873)	(109,873)
Restricted: Internal	55,173	42,185	13,079	-	-
Available	<u>226,909</u>	<u>274,879</u>	<u>274,879</u>	<u>314,538</u>	<u>336,924</u>
Ending Balance, June 30	<u>\$ 187,433</u>	<u>\$ 207,191</u>	<u>\$ 178,085</u>	<u>\$ 204,665</u>	<u>\$ 227,051</u>

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 Proposed
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	<u>7,938,829</u>	<u>8,481,221</u>	<u>10,120,051</u>	<u>9,967,393</u>	<u>10,660,232</u>
Interfund Transfer In	<u>1,639,705</u>	<u>1,576,317</u>	<u>581,943</u>	<u>581,943</u>	<u>544,104</u>
Total Available	<u>9,904,742</u>	<u>7,735,027</u>	<u>6,548,810</u>	<u>6,396,152</u>	<u>7,314,426</u>
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	<u>11,035,569</u>	<u>11,888,211</u>	<u>10,641,259</u>	<u>10,286,062</u>	<u>11,175,635</u>
Total Disbursements	<u>11,035,569</u>	<u>11,888,211</u>	<u>10,641,259</u>	<u>10,286,062</u>	<u>11,175,635</u>
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	<u>2,529,984</u>	<u>2,554,198</u>	<u>2,624,562</u>	<u>2,827,101</u>	<u>2,855,802</u>
Ending Balance, June 30	<u><u>\$ (1,130,827)</u></u>	<u><u>\$ (4,153,184)</u></u>	<u><u>\$ (4,092,449)</u></u>	<u><u>\$ (3,889,910)</u></u>	<u><u>\$ (3,861,209)</u></u>

Charleston County, South Carolina  
Enterprise Fund  
Environmental Management  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Proposed
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	<u>31,015,572</u>	<u>31,077,244</u>	<u>31,230,500</u>	<u>30,615,075</u>	<u>35,940,550</u>
Total Available	<u>96,680,287</u>	<u>95,858,346</u>	<u>95,066,580</u>	<u>94,451,155</u>	<u>93,714,756</u>
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	<u>30,370,005</u>	<u>32,057,055</u>	<u>30,274,562</u>	<u>27,154,549</u>	<u>30,158,199</u>
Interfund Transfer Out	<u>39,829</u>	<u>(34,789)</u>	<u>9,872,400</u>	<u>9,522,400</u>	<u>10,650,000</u>
Total Disbursements	<u>30,409,834</u>	<u>32,022,266</u>	<u>40,146,962</u>	<u>36,676,949</u>	<u>40,808,199</u>
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	<u>10,010,038</u>	<u>8,647,080</u>	<u>7,647,080</u>	<u>5,947,437</u>	<u>5,947,437</u>
Ending Balance, June 30	<u>\$ 66,270,453</u>	<u>\$ 63,836,080</u>	<u>\$ 54,919,618</u>	<u>\$ 57,774,206</u>	<u>\$ 52,906,557</u>

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 Proposed
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	<u>3,797,166</u>	<u>3,826,131</u>	<u>3,823,399</u>	<u>3,655,863</u>	<u>3,688,203</u>
Total Available	<u>16,207,813</u>	<u>16,032,189</u>	<u>16,148,106</u>	<u>15,980,570</u>	<u>14,892,894</u>
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	<u>2,437,880</u>	<u>2,728,273</u>	<u>3,047,562</u>	<u>3,509,188</u>	<u>2,957,191</u>
Interfund Transfer Out	<u>1,364,112</u>	<u>979,209</u>	<u>1,528,671</u>	<u>1,266,691</u>	<u>1,231,012</u>
Total Disbursements	<u>3,801,992</u>	<u>3,707,482</u>	<u>4,576,233</u>	<u>4,775,879</u>	<u>4,188,203</u>
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	<u>338,167</u>	<u>734,742</u>	<u>734,742</u>	<u>400,000</u>	<u>400,000</u>
Ending Balance, June 30	<u>\$ 12,405,821</u>	<u>\$ 12,324,707</u>	<u>\$ 11,571,873</u>	<u>\$ 11,204,691</u>	<u>\$ 10,704,691</u>

Charleston County, South Carolina  
Enterprise Fund  
Revenue Collections  
Fund Statement

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Projected	FY 2020 Proposed
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>

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 Proposed
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	<u>2,767,078</u>	<u>2,864,039</u>	<u>2,714,513</u>	<u>2,863,860</u>	<u>2,855,665</u>
Interfund Transfer In	<u>2,975,849</u>	<u>1,944,753</u>	<u>970,454</u>	<u>540,076</u>	<u>729,441</u>
Total Available	<u>6,222,370</u>	<u>6,287,987</u>	<u>5,370,208</u>	<u>5,089,177</u>	<u>3,721,460</u>
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	<u>4,700,243</u>	<u>4,602,746</u>	<u>3,684,967</u>	<u>4,952,823</u>	<u>3,610,106</u>
Total Disbursements	<u>4,700,243</u>	<u>4,602,746</u>	<u>3,684,967</u>	<u>4,952,823</u>	<u>3,610,106</u>
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	<u>1,450,000</u>	<u>559,036</u>	<u>559,036</u>	<u>250,000</u>	<u>250,000</u>
Ending Balance, June 30	<u>\$ 1,522,127</u>	<u>\$ 1,685,241</u>	<u>\$ 1,685,241</u>	<u>\$ 136,354</u>	<u>\$ 111,354</u>



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 Proposed
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><u>\$ 316,624</u></u>	<u><u>\$ 389,640</u></u>	<u><u>\$ 372,140</u></u>	<u><u>\$ 339,844</u></u>	<u><u>\$ 326,633</u></u>

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 Proposed
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	14,172,695
Interest	22,845	56,929	-	25,000	29,944
Miscellaneous	784,396	622,230	-	-	-
Subtotal	<u>12,842,116</u>	<u>13,493,074</u>	<u>13,744,602</u>	<u>13,769,602</u>	<u>14,202,639</u>
Interfund Transfer In	<u>3,025,183</u>	<u>4,783,750</u>	<u>2,996,799</u>	<u>2,996,799</u>	<u>3,975,120</u>
Total Available	<u>33,779,078</u>	<u>34,957,102</u>	<u>34,541,454</u>	<u>34,566,454</u>	<u>33,071,026</u>
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	11,062,804
Capital	-	-	2,107,476	5,066,766	4,429,000
Subtotal	<u>16,586,061</u>	<u>16,887,798</u>	<u>15,379,401</u>	<u>18,298,187</u>	<u>18,177,759</u>
Interfund Transfer Out	<u>512,739</u>	<u>269,251</u>	<u>1,375,000</u>	<u>1,375,000</u>	<u>-</u>
Total Disbursements	<u>17,098,800</u>	<u>17,157,049</u>	<u>16,754,401</u>	<u>19,673,187</u>	<u>18,177,759</u>
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	<u>715,571</u>	<u>1,103,349</u>	<u>1,103,349</u>	<u>1,098,672</u>	<u>1,098,672</u>
Ending Balance, June 30	<u><u>\$ 16,680,278</u></u>	<u><u>\$ 17,800,053</u></u>	<u><u>\$ 17,787,053</u></u>	<u><u>\$ 14,893,267</u></u>	<u><u>\$ 14,893,267</u></u>

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 Proposed
Beginning Balance, July 1	(163,936,235)	(200,786,933)	(210,882,260)	(210,882,260)	(210,954,836)
		* Prior period			
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	<u>44,412,440</u>	<u>44,792,604</u>	<u>30,914,000</u>	<u>31,573,040</u>	<u>31,343,245</u>
Total Available	<u>(119,523,795)</u>	<u>(155,994,329)</u>	<u>(179,968,260)</u>	<u>(179,309,220)</u>	<u>(179,611,591)</u>
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	<u>48,994,563</u>	<u>54,887,931</u>	<u>30,914,000</u>	<u>31,645,616</u>	<u>32,093,245</u>
Total Disbursements	<u>48,994,563</u>	<u>54,887,931</u>	<u>30,914,000</u>	<u>31,645,616</u>	<u>32,093,245</u>
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	<u>3,621,208</u>	<u>3,073,943</u>	<u>3,073,943</u>	<u>2,251,367</u>	<u>2,251,367</u>
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

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 Proposed
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	<u>5,047,738</u>	<u>5,206,813</u>	<u>5,158,734</u>	<u>5,257,151</u>	<u>5,318,908</u>
Total Available	<u>7,947,879</u>	<u>7,815,035</u>	<u>7,247,931</u>	<u>7,346,348</u>	<u>7,178,507</u>
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	<u>5,339,657</u>	<u>5,725,838</u>	<u>5,458,734</u>	<u>5,486,749</u>	<u>5,618,908</u>
Total Disbursements	<u>5,339,657</u>	<u>5,725,838</u>	<u>5,458,734</u>	<u>5,486,749</u>	<u>5,618,908</u>
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	<u>2,076,011</u>	<u>1,547,250</u>	<u>1,547,250</u>	<u>1,317,652</u>	<u>1,317,652</u>
Ending Balance, June 30	<u>\$ 2,608,222</u>	<u>\$ 2,089,197</u>	<u>\$ 1,789,197</u>	<u>\$ 1,859,599</u>	<u>\$ 1,559,599</u>

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 Proposed
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	<u>2,020,126</u>	<u>2,083,474</u>	<u>2,035,324</u>	<u>2,035,324</u>	<u>2,022,730</u>
Total Available	<u>3,023,599</u>	<u>2,968,430</u>	<u>2,823,137</u>	<u>2,823,137</u>	<u>2,772,063</u>
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	<u>1,963,643</u>	<u>1,995,617</u>	<u>2,053,424</u>	<u>2,071,904</u>	<u>2,042,730</u>
Interfund Transfer Out	<u>175,000</u>	<u>185,000</u>	<u>1,900</u>	<u>1,900</u>	<u>-</u>
Total Disbursements	<u>2,138,643</u>	<u>2,180,617</u>	<u>2,055,324</u>	<u>2,073,804</u>	<u>2,042,730</u>
Nonspendable	571,202	596,890	596,890	596,890	596,890
Restricted: Internal	153,916	23,532	3,532	20,000	-
Available	<u>159,838</u>	<u>167,391</u>	<u>167,391</u>	<u>132,443</u>	<u>132,443</u>
Ending Balance, June 30	<u>\$ 884,956</u>	<u>\$ 787,813</u>	<u>\$ 767,813</u>	<u>\$ 749,333</u>	<u>\$ 729,333</u>



**End Section**

## 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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	998,024	(145,339)	(12.7)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>1,646,488</u>	<u>1,599,325</u>	<u>1,742,936</u>	<u>1,577,606</u>	<u>(165,330)</u>	(9.5)
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>\$ 1,577,606</u>	<u>\$ (165,330)</u>	(9.5)

**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.

## 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>\$ 349,799</u>	<u>\$ 123,855</u>	<u>\$ 125,000</u>	<u>\$ 125,000</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ -	\$ -	\$ -	\$ -	-	0.0
Operating	308,559	94,140	95,000	95,000	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>308,559</u>	<u>94,140</u>	<u>95,000</u>	<u>95,000</u>	<u>-</u>	<u>0.0</u>
Interfund Transfer Out	41,240	29,715	30,000	30,000	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 349,799</u>	<u>\$ 123,855</u>	<u>\$ 125,000</u>	<u>\$ 125,000</u>	<u>\$ -</u>	<u>0.0</u>

### 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 Proposed</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>	<u>\$ 232,197</u>	<u>\$ 239,508</u>	<u>\$ 250,043</u>	<u>\$ 257,696</u>	<u>\$ 7,653</u>	3.1

**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.

**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 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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Output:</b>				
Council audit reports	1(a)	10	8	10
Periodic monitoring reports and projects	1(a)	6	7	7
Integrity services investigations	1(a)	1	4	3
Recommendations in audit reports <sup>1</sup>	2(b)	11	7	10
<b>Efficiency:</b>				
Cost per audit hour	1(b)	\$76.93	\$71.61	\$75.00
<b>Outcome:</b>				
Completion percent of Annual Audit Plan	1(a)	81.0%	100%	80.0%
Surveys returned	2(a)	40.0%	80.0%	50.0%
Average evaluation score	2(a)	95	95	90
Recommendations accepted and implemented	2(b)	11	7	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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### 2019 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>\$ 1,661,475</u>	<u>\$ 1,372,063</u>	<u>\$ 1,600,570</u>	<u>\$ 1,658,880</u>	<u>\$ 58,310</u>	3.6

**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 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	<b>\$ 26,796</b>	<b>\$ 44,102</b>	<b>\$ 23,428</b>	<b>\$ 25,000</b>	<b>\$ 1,572</b>	<b>6.7</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	47,207	19,727	123,428	100,000	(23,428)	(19.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 47,207</b>	<b>\$ 19,727</b>	<b>\$ 123,428</b>	<b>\$ 100,000</b>	<b>\$ (23,428)</b>	<b>(19.0)</b>

### 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 Proposed</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>	<u>\$ 230,439</u>	<u>\$ 284,473</u>	<u>\$ 329,859</u>	<u>\$ 329,859</u>	<u>\$ -</u>	<u>0.0</u>

### 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 Proposed</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>\$ 9,970,968</u>	<u>\$10,343,821</u>	<u>\$10,785,000</u>	<u>\$11,226,000</u>	<u>\$ 441,000</u>	4.1
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>8,671,000</u>	<u>9,023,000</u>	<u>9,277,000</u>	<u>9,623,000</u>	<u>346,000</u>	3.7
Interfund Transfer Out	-	-	621,000	1,148,000	527,000	84.9
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 8,671,000</u>	<u>\$ 9,023,000</u>	<u>\$ 9,898,000</u>	<u>\$10,771,000</u>	<u>\$ 873,000</u>	8.8

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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	389,000	720.4
<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>\$ 1,082,000</u>	6.2
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>	3.0
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>	116.7

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	<u>6,635,804</u>	<u>7,033,604</u>	<u>7,315,500</u>	<u>7,582,452</u>	<u>266,952</u>	<u>3.6</u>
Interfund Transfer In	113,854	106,109	109,932	109,426	(506)	(0.5)
<b>TOTAL SOURCES</b>	<u>\$ 6,749,658</u>	<u>\$ 7,139,713</u>	<u>\$ 7,425,432</u>	<u>\$ 7,691,878</u>	<u>\$ 266,446</u>	<u>3.6</u>
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>	<u>\$ 6,749,658</u>	<u>\$ 7,139,713</u>	<u>\$ 7,425,432</u>	<u>\$ 7,691,878</u>	<u>\$ 266,446</u>	<u>3.6</u>

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	<u>3,452,283</u>	<u>3,668,778</u>	<u>3,820,300</u>	<u>3,962,553</u>	<u>142,253</u>	3.7
Interfund Transfer In	4,166	7,395	10,298	12,691	2,393	23.2
<b>TOTAL SOURCES</b>	<u>\$ 3,456,449</u>	<u>\$ 3,676,173</u>	<u>\$ 3,830,598</u>	<u>\$ 3,975,244</u>	<u>\$ 144,646</u>	3.8
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
Interfund Transfer Out	3,456,449	3,676,173	3,830,598	3,975,244	144,646	3.8
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 3,456,449</u>	<u>\$ 3,676,173</u>	<u>\$ 3,830,598</u>	<u>\$ 3,975,244</u>	<u>\$ 144,646</u>	3.8

### 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.

## 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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:

	Objective	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Output:</b>				
Refunds processed	1(b),2(b)	12,833	13,752	13,000
Set millage/projected revenue for taxing authorities	1(c)	37	37	37
Tax notices processed	2(a)	659,238	666,692	680,000
Deed transfers processed	2(b)	20,563	11,111	11,500
Measurement changes processed	2(b)	477	358	400
Homestead Exemptions/Property Tax Relief processed	2(c)	1,846	1,775	1,800
<b>Efficiency:</b>				
Average time in days per deed transfer to process	2(b)	10	12	11
<b>Outcome:</b>				
Fair Market Value accuracy rate	1(a)	98.0%	98.0%	98.0%
Set millage accuracy rate	1(c)	100%	100%	100%
Percent of returned mail	2(a)	3.3%	3.0%	3.0%
Deed transfer accuracy rate	1(b),2(b)	98.0%	98.0%	98.0%
Measurement change accuracy rate	2(b)	100%	100%	100%
Homestead Exemptions/Property Tax Relief accuracy rate	2(c)	100%	100%	100%

### 2019 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 Proposed</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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	6.08	6.08	6.08	6.08	-	0.0
Intergovernmental	\$ 720,257	\$ 1,497,801	\$ 1,485,000	\$ 1,130,000	\$ (355,000)	(23.9)
<b>TOTAL REVENUES</b>	<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
<b>TOTAL EXPENDITURES</b>	<u>657,004</u>	<u>682,191</u>	<u>948,511</u>	<u>711,737</u>	<u>(236,774)</u>	(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)
<b>TOTAL DISBURSEMENTS</b>	<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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 195,572	\$ 198,885	\$ 190,000	\$ 145,000	\$ (45,000)	(23.7)
<b>TOTAL REVENUES</b>	<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
<b>TOTAL EXPENDITURES</b>	<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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>\$ 243,284</u>	<u>\$ 274,694</u>	<u>\$ 302,209</u>	<u>\$ 313,775</u>	<u>\$ 11,566</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>Proposed</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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Number of conservatorships and guardianships filed	1(a)	271	222	235
Number of court cases filed	1(b)	2,436	2,770	2,500
<b>Output:</b>				
Certified copies issued	1(c)	7,480	8,729	8,600
Cases scheduled for litigation	1(b)(d)	935	953	950
Estates opened <sup>1</sup>	1(d)	2,165	2,278	2,400
Speaking engagements	1(e)(f)	40	60	60
Number of accountings and guardianship reports	2	954	862	910
Marriage licenses issued	3(a)	4,597	4,760	4,700
Marriage ceremonies performed	3(a)	434	488	480
Mandatory probate forms completed	3(b)	11,598	12,000	12,000
<b>Efficiency:</b>				
Average cases per clerk	1(b)(d)	669	739	600
<b>Outcome:</b>				
Estates Open:	1(e)(f)			
366 days to 455 days		300	378	300
456 days to 540 days		170	302	200
541 days to 720 days		250	393	300
721 days or more		350	615	400
Percentage of delinquent accountings and guardianships <sup>2</sup>	2	1.0%	2.0%	1.0%
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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### 2019 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 Proposed</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 percent each year.

### Initiative IV: Workflow Analysis-Process Management

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

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

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

**MEASURES:**

	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Output:</b>				
Percent of office computerization for public use	1	100%	100%	100%
Documents recorded	2(a)	107,380	99,135	99,135
<b>Efficiency:</b>				
Average number of documents processed per staff	2(a)	4,881	4,956	4956
<b>Outcome:</b>				
Revenue above budget	2(a)	\$7,335,892	\$7,288,799	\$7,288,799
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%

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## 2019 ACTION STEPS

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### 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.



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

	FY 2017 <u>Actual</u>	FY 2018 <u>Actual</u>	FY 2019 <u>Adjusted</u>	FY 2020 <u>Proposed</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>	<b><u>\$ 4,091,048</u></b>	<b><u>\$ 4,154,456</u></b>	<b><u>\$ 3,965,800</u></b>	<b><u>\$ 4,438,055</u></b>	<b><u>\$ 472,255</u></b>	<b>11.9</b>
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>	<b>34,848,151</b>	<b>37,448,190</b>	<b>39,469,799</b>	<b>40,393,618</b>	<b>923,819</b>	<b>2.3</b>
Interfund Transfer Out	-	75,000	75,000	79,548	4,548	6.1
<b>TOTAL DISBURSEMENTS</b>	<b><u>\$ 34,848,151</u></b>	<b><u>\$ 37,523,190</u></b>	<b><u>\$ 39,544,799</u></b>	<b><u>\$ 40,473,166</u></b>	<b><u>\$ 928,367</u></b>	<b>2.3</b>

### 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 80 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 Proposed</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>Proposed</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	<u>54,016</u>	<u>67,483</u>	<u>25,000</u>	<u>40,000</u>	<u>15,000</u>	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	<u>-</u>	<u>-</u>	<u>180,018</u>	<u>-</u>	<u>(180,018)</u>	<u>(100.0)</u>
<b>TOTAL SOURCES</b>	<b><u>\$ 192,605</u></b>	<b><u>\$ 168,951</u></b>	<b><u>\$ 667,853</u></b>	<b><u>\$ 1,212,455</u></b>	<b><u>\$ 544,602</u></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	7,116,887	415,600	6.2
Capital	<u>22,873</u>	<u>79,728</u>	<u>397,410</u>	<u>564,425</u>	<u>167,015</u>	42.0
<b>TOTAL EXPENDITURES</b>	<b>30,822,503</b>	<b>32,378,465</b>	<b>36,268,783</b>	<b>38,110,313</b>	<b>1,841,530</b>	<b>5.1</b>
Interfund Transfer Out	<u>107,204</u>	<u>157,997</u>	<u>103,890</u>	<u>49,843</u>	<u>(54,047)</u>	<u>(52.0)</u>
<b>TOTAL DISBURSEMENTS</b>	<b><u>\$30,929,707</u></b>	<b><u>\$32,536,462</u></b>	<b><u>\$36,372,673</u></b>	<b><u>\$38,160,156</u></b>	<b><u>\$ 1,787,483</u></b>	<b>4.9</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.
- 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:	Objective	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Input:</b>				
Detention operating expenditures	2(a)	\$8,093,852	\$7,358,197	\$9,581,569
Federal prisoner per diem revenues	2(a)	\$3,719,449	\$3,231,923	\$3,580,000
<b>Output:</b>				
Value of property stolen due to crime	1(a)	\$11,338,052	\$4,333,361	\$7,835,707
Bad check warrants received	1(b)	590	164	377
Bad check warrants served	1(b)	1,792	62	927
Grant monies awarded no-match	2(b)	\$2,938,145	\$2,803,780	\$2,870,963
<b>Efficiency:</b>				
Value of property recovered	1(a)	\$3,077,695	\$253,517	\$1,665,606
Daily cost per prisoner	2(a)	\$55	\$55	\$55
Actual cost of grant personnel and purchased equipment	2(b)	\$494,633	\$1,773,785	\$1,134,209
<b>Outcome:</b>				
Value of property recovered as a percent of property reported stolen	1(a)	27.14%	5.85%	21.26%
Percent of bad check warrants served	1(b)	303.73%	37.80%	245.89%
Percent of federal prisoner per diem revenues to expenditures	2(a)	45.95%	43.92%	37.36%
Personnel, equipment purchased using non-general fund dollars	2(b)	17.0%	63.0%	40.0%
Actual civil fees received	2(c)	\$53,597	\$26,029	\$40,000

## SHERIFF (continued)

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### 2019 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.

## 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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
<b>TOTAL REVENUES</b>	<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)
<b>TOTAL EXPENDITURES</b>	<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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>\$ 623,330</u>	<u>\$ 632,314</u>	<u>\$ 645,397</u>	<u>\$ 658,105</u>	<u>\$ 12,708</u>	2.0

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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 Proposed</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	51,590	37,905	60,000	45,000	(15,000)	(25.0)
<b>TOTAL REVENUES</b>	<b>51,616</b>	<b>37,905</b>	<b>60,000</b>	<b>45,000</b>	<b>(15,000)</b>	<b>(25.0)</b>
Interfund Transfer In	-	-	-	19,974	19,974	100.0
<b>TOTAL SOURCES</b>	<b>\$ 51,616</b>	<b>\$ 37,905</b>	<b>\$ 60,000</b>	<b>\$ 64,974</b>	<b>\$ 4,974</b>	<b>8.3</b>
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	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 103,875</b>	<b>\$ 89,045</b>	<b>\$ 100,833</b>	<b>\$ 102,788</b>	<b>\$ 1,955</b>	<b>1.9</b>

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

**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 Proposed</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
<b>TOTAL REVENUES</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ 92,735	\$ 98,678	\$ 102,231	\$ 108,440	\$ 6,209	6.1
Operating	(60)	-	616	656	40	6.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 92,675</b>	<b>\$ 98,678</b>	<b>\$ 102,847</b>	<b>\$ 109,096</b>	<b>\$ 6,249</b>	<b>6.1</b>

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	0.40	0.65	0.65	0.65	-	0.0
Intergovernmental	\$ 336,174	\$ 346,670	\$ 335,000	\$ 310,000	\$ (25,000)	(7.5)
<b>TOTAL REVENUES</b>	<b>\$ 336,174</b>	<b>\$ 346,670</b>	<b>\$ 335,000</b>	<b>\$ 310,000</b>	<b>\$ (25,000)</b>	<b>(7.5)</b>
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	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>168,334</b>	<b>183,215</b>	<b>132,283</b>	<b>145,139</b>	<b>12,856</b>	<b>9.7</b>
Interfund Transfer Out	186,645	142,402	159,526	164,861	5,335	3.3
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 354,979</b>	<b>\$ 325,617</b>	<b>\$ 291,809</b>	<b>\$ 310,000</b>	<b>\$ 18,191</b>	<b>6.2</b>

### 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 Appropriations  
**Fund:** Special Revenue Fund  
**Function:** Judicial

**Mission:** DUI Appropriations 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	3.17	3.17	3.17	3.17	-	0.0
Charges and Fees	\$ 151,450	\$ 137,800	\$ 155,000	\$ 140,000	\$ (15,000)	(9.7)
<b>TOTAL REVENUES</b>	<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
<b>TOTAL EXPENDITURES</b>	<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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	(5,000)	(20.0)
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>	11,521	35.3
TOTAL SOURCES	<u>\$ 108,909</u>	<u>\$ 112,295</u>	<u>\$ 117,650</u>	<u>\$ 124,171</u>	<u>\$ 6,521</u>	5.5
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>	0.0
TOTAL EXPENDITURES	<u>\$ 108,909</u>	<u>\$ 112,295</u>	<u>\$ 117,650</u>	<u>\$ 124,171</u>	<u>\$ 6,521</u>	5.5

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	5.30	4.30	4.30	4.30	-	0.0
Charges and Fees	\$ 260,955	\$ 240,714	\$ 260,000	\$ 200,000	\$ (60,000)	(23.1)
TOTAL REVENUES	260,955	240,714	260,000	200,000	(60,000)	(23.1)
Interfund Transfer In	-	-	-	106,489	106,489	100.0
TOTAL SOURCES	<u>\$ 260,955</u>	<u>\$ 240,714</u>	<u>\$ 260,000</u>	<u>\$ 306,489</u>	<u>\$ 46,489</u>	17.9
Personnel	\$ 284,825	\$ 297,424	\$ 301,589	\$ 312,853	\$ 11,264	3.7
Operating	25,472	25,162	33,421	25,978	(7,443)	(22.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 310,297</u>	<u>\$ 322,586</u>	<u>\$ 335,010</u>	<u>\$ 338,831</u>	<u>\$ 3,821</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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	<b>\$ 8,294</b>	<b>\$ 18,422</b>	<b>\$ 15,794</b>	<b>\$ 15,794</b>	<b>\$ -</b>	<b>0.0</b>
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>	<b>5,799,059</b>	<b>5,885,211</b>	<b>6,300,497</b>	<b>6,485,206</b>	<b>184,709</b>	<b>2.9</b>
Interfund Transfer Out	-	-	-	10,000	10,000	100.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 5,799,059</b>	<b>\$ 5,885,211</b>	<b>\$ 6,300,497</b>	<b>\$ 6,495,206</b>	<b>\$ 194,709</b>	<b>3.1</b>

### 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 30% 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 year.

Objective 1(b): Reduce Family Court cases over 180 days to less than 15% 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 2017	FY 2018	FY 2019
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
<b>Court of General Sessions:</b>				
Number of open cases beginning of fiscal year	1(a)	9,086	9,586	11,132
Average number of open cases per attorney	1(a)	293	309	359
<b>Family Court:</b>				
Number of open cases beginning of fiscal year	1(b)	820	739	710
Average number of open cases per attorney	1(b)	205	185	178
<b>Output:</b>				
<b>Court of General Sessions:</b>				
Number of arrest warrants issued	2(b)(d)	8,331	8,894	8,900
Number of cases disposed	2(d)	8,536	7,719	7,500
<b>Family Court:</b>				
Number of new cases	2(c)(d)	1,809	1,645	1,650
Number of cases disposed	2(d)	1,558	1,766	1,750
<b>Efficiency:</b>				
<b>Court of General Sessions:</b>				
Average number of new cases added per attorney ( $\leq 400$ )	2(b)	269	287	287
Average number of disposed cases added per attorney	2(d)	272	249	241
<b>Family Court:</b>				
Average number of new cases added per attorney ( $\leq 600$ )	2(c)	452	411	412
Average number of disposed cases per attorney	2(d)	390	442	437
<b>Outcome:</b>				
<b>Court of General Sessions:</b>				
Percent of cases pending over 365 days ( $\leq 30\%$ )	1(a)	34.0%	42.0%	45.0%
Percent of cases available for plea or trial <sup>1</sup>	2(a)	92.0%	92.0%	92.0%
<b>Dispositions:</b>				
Percent of convictions ( $\geq 50\%$ )	2(a)	60.0%	54.0%	50.0%
Percent of NP/Dismissal		40.0%	43.0%	45.0%
Percent found not guilty		<1.0%	<1.0%	<1.0%
Diversion program cases		1.50%	>0.50%	1.0%
Completion rate of warrants added (100%) <sup>2</sup>	2(d)	103%	87.0%	85.0%

## SOLICITOR (continued)

	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Family Court:</b>				
Percent of cases pending over 180 days ( $\leq 40\%$ )	1(b)	16.0%	17.0%	17.0%
Percent of cases available for adjudication <sup>3</sup>	2(a)	99.0%	99.0%	99.0%
<u>Dispositions:</u>	2(a)			
Percent adjudicated ( $\geq 50\%$ )		66.0%	55.0%	52.0%
Percent NP/Dismissal		34.0%	30.0%	30.0%
Percent found not guilty		$< 1.0\%$	$< 1.0\%$	$< 1.0\%$
Percent of adjudicated cases referred to arbitration		21.0%	17.0%	15.0%
Percent of cases referred to diversion		5.0%	4.0%	3.0%
Completion rate of cases added (100%)	2(d)	86.0%	107.0%	100.0%

<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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### **2019 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	16.72	12.04	12.91	12.91	-	0.0
Intergovernmental	\$ 1,495,673	\$ 1,334,477	\$ 1,297,582	\$ 1,310,000	\$ 12,418	1.0
<b>TOTAL REVENUES</b>	<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	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>1,078,313</u>	<u>1,391,875</u>	<u>1,289,030</u>	<u>1,162,678</u>	<u>(126,352)</u>	(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
<b>TOTAL DISBURSEMENTS</b>	<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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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	<u>28,700</u>	<u>69,675</u>	<u>40,000</u>	<u>50,000</u>	<u>10,000</u>	25.0
<b>TOTAL REVENUES</b>	<b><u>\$ 28,700</u></b>	<b><u>\$ 74,272</u></b>	<b><u>\$ 45,000</u></b>	<b><u>\$ 50,000</u></b>	<b><u>\$ 5,000</u></b>	11.1
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	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
<b>TOTAL EXPENDITURES</b>	11,593	30,442	30,027	35,145	5,118	17.0
Interfund Transfer Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>116,463</u>	<u>116,463</u>	100.0
<b>TOTAL DISBURSEMENTS</b>	<b><u>\$ 11,593</u></b>	<b><u>\$ 30,442</u></b>	<b><u>\$ 30,027</u></b>	<b><u>\$ 151,608</u></b>	<b><u>\$ 121,581</u></b>	404.9

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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	<u>282</u>	<u>270</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL REVENUES	4,398	20,118	5,500	5,500	-	0.0
Interfund Transfer In	<u>-</u>	<u>119,865</u>	<u>45,977</u>	<u>55,319</u>	<u>9,342</u>	<u>20.3</u>
TOTAL SOURCES	<u>\$ 4,398</u>	<u>\$ 139,983</u>	<u>\$ 51,477</u>	<u>\$ 60,819</u>	<u>\$ 9,342</u>	<u>18.1</u>
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	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 183,142</u>	<u>\$ 190,676</u>	<u>\$ 202,156</u>	<u>\$ 206,308</u>	<u>\$ 4,152</u>	<u>2.1</u>

### 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 Proposed</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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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
<b>TOTAL REVENUES</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ 85,276	\$ 90,781	\$ 95,502	\$ 98,496	\$ 2,994	3.1
Operating	-	-	615	656	41	6.7
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 85,276</b>	<b>\$ 90,781</b>	<b>\$ 96,117</b>	<b>\$ 99,152</b>	<b>\$ 3,035</b>	<b>3.2</b>

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	(1.3)
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>	(1.3)

### 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 Proposed</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 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Input:</b>				
Overage/shortage per cashier <sup>1</sup>	1(c)	0	0	15
Interest revenue	2(a)	\$2,332,396	\$5,976,864	\$3,500,000
<b>Output:</b>				
Internet payments	1(a)	\$31,280,429	\$38,815,874	\$38,900,000
Advance Installment Applications received <sup>1</sup>	1(b)	0	0	250
Total real and other taxes billed	2(b)	\$855,913,105	\$920,134,873	\$920,200,000
<b>Efficiency:</b>				
Average Internet payments per month	1(a)	\$2,606,702	\$3,243,915	\$3,300,000
Average monthly interest rate	2(a)	1.21%	1.42%	1.50%
Average collections per month	2(b)	\$61,831,365	\$66,536,164	\$66,600,000
<b>Outcome:</b>				
Rate of increase in Internet payments	1(a)	20.0%	19.00%	21.00%
Rate of decrease in overages/shortages <sup>1</sup>	1(c)	0%	0%	20.0%
Total taxpayers enrolled in Advance Installment Program <sup>1</sup>	1(b)	0	0	250
Increase in interest revenue	2(a)	(0.14%)	61.00%	61.50%
Total real and other taxes collected	2(b)	\$741,976,383	\$798,433,970	\$800,000,000
Collection rate of real and other taxes	2(b)	96.3%	96.30%	96.30%

<sup>1</sup> This department will begin measuring performance against this objective during FY 2019.

### 2019 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.

#### 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 Proposed</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>	<b><u>\$ 162,035</u></b>	<b><u>\$ 308,316</u></b>	<b><u>\$ 155,500</u></b>	<b><u>\$ 277,000</u></b>	<b><u>\$ 121,500</u></b>	<b>78.1</b>
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>	<b><u>\$ 1,774,670</u></b>	<b><u>\$ 1,696,358</u></b>	<b><u>\$ 1,938,981</u></b>	<b><u>\$ 1,871,420</u></b>	<b><u>\$ (67,561)</u></b>	<b>(3.5)</b>

**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:	Objective	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Output:</b>				
Number of active voters	1	286,008	269,445	280,222
Number of voters using iVotronic	1	159,639	269,445	280,222
Number of poll workers attending one or more training sessions	1	910	924	845
Average number of classes conducted	1	32	44	20
Number of poll workers training on-line	1	430	417	445
<b>Efficiency:</b>				
Total cost per training class	1	\$240	\$250	\$250
Total hours to train	1	100	131	32
<b>Outcome:</b>				
Poll Managers issued passing score upon completion of training sessions.	1	905	924	845
Percent of poll managers with passing score	1	96.0%	100%	100%
Percent of precincts utilizing electronic poll books	1	100%	100%	100%

## 2019 ACTION STEPS

### Department Goal 1

- Administration:
  - Obtain national certification in elections and registration for Director and Deputy Director.
  - Research the possibility of obtaining a degree in Cybersecurity for the Deputy Director.
  - Research new poll book solution for Election Day and absentee voting.
  - Research viability of using a 'chat' feature for helping with answering voters' questions.
  - Obtain in-house delivery truck.
- Training:
  - Implement EasyVote Poll Worker module.
  - Streamline training materials to aid in decreasing the number of hours needed to train.
  - Increase the number of poll managers who utilize online training by 50% or more for each election.
  - Increase the number of poll managers who receive a passing score to 100%.
  - Develop a recruitment program.
  - Decrease the number of on-site training classes.
  - Increase the utilization of on-line training for poll managers.
- Voting System:
  - Develop more robust internal procedures related to physical and cybersecurity.
  - Implement EasyVote Inventory Management module.
  - Purchasing/Leasing ballot scanner 850.
- Absentee Voting:
  - Secure off-site locations for November 2018.
  - Continue dialog with legislature on deleting witness signature on absentee ballot envelopes.
  - Continue dialog with legislature on opening absentee ballots a day earlier than law currently allows.
  - Expand outreach to assisted living facilities and nursing homes.
- Voter Outreach:
  - Create event to celebrate National Voter Registration Day in September 2019.
  - Continue *Your Vote, Our Veterans* program.
  - 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 Proposed</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>	(12.5)
TOTAL SOURCES	<u>\$ 112,320</u>	<u>\$ 156,000</u>	<u>\$ 146,625</u>	<u>\$ 128,250</u>	<u>\$ (18,375)</u>	(12.5)
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	15,495,938	15,726,146	17,401,586	24,695,824	7,294,238	41.9
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$15,495,938</u>	<u>\$15,726,146</u>	<u>\$17,401,586</u>	<u>\$24,695,824</u>	<u>\$ 7,294,238</u>	41.9

**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. 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 2019 by increasing the number of registered users by 1% by June 30, 2019.

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 2019.

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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Library visits <sup>1</sup>	1(a)	1,670,712	1,543,027	1,558,457
Hours open <sup>1</sup>	1(a)	35,658	38,488	38,873
Program attendees	1(a)	219,129	234,511	236,856
PC use <sup>1</sup>	1(a)	506,639	526,703	531,970
<b>Output:</b>				
Registered cardholders <sup>3</sup>	1(a)	264,271	211,521	213,636
Programs held	1(a)	6,412	6,407	6,471
Reference questions answered <sup>1,2</sup>	1(b)	547,267	541,900	547,319
<b>Efficiency:</b>				
Library visits per capita	1(a)	4.77	4.41	4.45
Cost per library visit	1(a)	\$9.27	\$10.23	\$10.33
Cost per registered cardholder	1(a)	\$58.64	\$74.60	\$75.34
Reference questions answered per capita <sup>2</sup>	1(b)	1.56	1.55	1.56
Percent change in circulation per capita	1(c)	(8.71%)	(5.80%)	1.00%
Items catalogued per capita	1(c)	3.85	3.45	3.48
Circulation of all materials per year	1(c)	2,800,552	2,639,170	2,665,562
<b>Outcome:</b>				
New registrations added annually <sup>3</sup>	1(a)	48,756	17,634	17,810
Registered users as percentage of population <sup>3</sup>	1(a)	75.55%	60.40%	61.00%
Percent change in registrations as percent of population <sup>3</sup>	1(a)	(0.98%)	(20.05%)	1.00%
Percentage increase of questions answered <sup>2</sup>	1(b)	5.60%	(0.98%)	1.00%
Circulation per capita	1(c)	8.00	7.54	7.61

<sup>1</sup> Thirteen of sixteen branches were closed August 21, 2017 due to the solar eclipse. The library system was closed a total of five days due to Hurricane Irma, and the West Ashley and Folly Beach branches remained closed an additional 75 and 78 days respectively due to sustained flood damage. The library system was closed a total of four days due to a snowstorm in January 2018. The Bookmobile was closed a total of 49 days throughout the FY 2018 for various repairs. 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> Registration numbers declined due to removing annual renewal requirement. In addition, inactive cardholders are removed from the system periodically.

## 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>\$ 555,050</u>	<u>\$ 443,662</u>	<u>\$ 505,000</u>	<u>\$ 455,000</u>	<u>\$ (50,000)</u>	<u>(9.9)</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>\$ 650,551</u>	<u>\$ 661,826</u>	<u>\$ 700,002</u>	<u>\$ 693,270</u>	<u>\$ (6,732)</u>	<u>(1.0)</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:	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Cases referred	1	807	704	800
<b>Output:</b>				
Disposed cases	1	841	777	850
Percent of disposed cases	1	104.6%	110.0%	106.0%
<b>Efficiency:</b>				
Cost per case	1	\$594.98	\$668.97	\$649.74
<b>Outcome:</b>				
Average case length in days	1	270	275	250

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#### 2019 ACTION STEPS

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##### Department Goal 1

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

## PUBLIC DEFENDER

**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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>\$ 1,252,524</u>	<u>\$ 1,340,657</u>	<u>\$ 1,436,576</u>	<u>\$ 1,445,726</u>	<u>\$ 9,150</u>	<u>0.6</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>\$ 1,151,335</u>	<u>\$ 1,294,759</u>	<u>\$ 1,460,196</u>	<u>\$ 1,498,279</u>	<u>\$ 38,083</u>	<u>2.6</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 of 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	<u>1,913,542</u>	<u>1,915,628</u>	<u>1,635,589</u>	<u>1,818,589</u>	<u>183,000</u>	<u>11.2</u>
Interfund Transfer In	<u>3,130,000</u>	<u>3,220,466</u>	<u>3,379,200</u>	<u>3,379,200</u>	<u>-</u>	<u>0.0</u>
<b>TOTAL SOURCES</b>	<u>\$ 5,043,542</u>	<u>\$ 5,136,094</u>	<u>\$ 5,014,789</u>	<u>\$ 5,197,789</u>	<u>\$ 183,000</u>	<u>3.6</u>
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>	<u>\$ 4,810,358</u>	<u>\$ 5,068,467</u>	<u>\$ 5,297,783</u>	<u>\$ 5,350,002</u>	<u>\$ 52,219</u>	<u>1.0</u>

**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:

	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Jail cases pending per attorney per month	1(a)(d)	26	26.5	26
<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	2
Hours spent per in-house training session per paralegal	1(a)(b)(d)	2	2	2
Average number of cases (charges) per attorney	1(a)(d)	229	266	266
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)		17	19	19
Guilty Pleas (clients)		1,807	1,529	1,529
Probation Violations (warrants)		366	407	407
<u>Family Court/Juveniles (jail &amp; non-jail) <sup>1</sup></u>				
Trials		2	3	3
Total petitions disposed		1,253	1,092	1,092
<u>Magistrate Court (jail &amp; non-jail)</u>				
Clients disposed		660	257	257
<u>Sentencing Specialist</u>				
Clients assisted		215	238	238
<u>Initial Bond Court Representation <sup>2</sup></u>				
Clients represented		364	1,510	1,510

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

<sup>2</sup> In 2017, the MacArthur Grant enabled the public defender lawyers to begin representation at a defendant's initial bond setting. This initiative provides justice for low income citizens who are arrested and cannot afford legal representation in this crucial hearing. This avoids unnecessary detention of persons who are not a danger to the community or risk of flight to avoid prosecution

## PUBLIC DEFENDER (continued)

<sup>3</sup> In 2017, the MacArthur Grant enabled the public defender lawyers to begin representation at a defendant's initial bond setting. This initiative provides justice for low income citizens who are arrested and cannot afford legal representation in this crucial hearing. This avoids unnecessary detention of persons who are not a danger to the community or risk of flight to avoid prosecution.

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### 2018 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>Proposed</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

**Departmental Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Proposed</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
<b>TOTAL REVENUES</b>	<u>\$ 11,383</u>	<u>\$ 11,383</u>	<u>\$ 11,384</u>	<u>\$ 11,384</u>	<u>\$ -</u>	<u>0.0</u>
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
<b>TOTAL EXPENDITURES</b>	<u>\$ 359,088</u>	<u>\$ 364,637</u>	<u>\$ 399,468</u>	<u>\$ 414,865</u>	<u>\$ 15,397</u>	<u>3.9</u>

**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:	Objective	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Output:</b>				
Office contacts <sup>1</sup>	1(a)	28,087	42,566	35,327
Claims filed <sup>1</sup>	1(b)	1,939	2,324	2,516
<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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### 2019 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.



**End Section**

## 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 Proposed</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
<b>TOTAL EXPENDITURES</b>	<b>1,052,978</b>	<b>1,123,655</b>	<b>1,089,259</b>	<b>1,146,195</b>	<b>56,936</b>	<b>5.2</b>
Interfund Transfer Out	65,000	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b><u>\$ 1,117,978</u></b>	<b><u>\$ 1,123,655</u></b>	<b><u>\$ 1,089,259</u></b>	<b><u>\$ 1,146,195</u></b>	<b><u>\$ 56,936</u></b>	<b>5.2</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 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 Proposed</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>Proposed</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>	1.9

**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 Proposed</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>	4.0
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>	2.6
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>	(45.4)

**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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	<u>-</u>	<u>10,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	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 Proposed</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>	1.4
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>	3.8

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	17.00	20.00	20.00	21.00	1.00	5.0
Miscellaneous	\$ -	\$ 78	\$ -	\$ -	\$ -	0.0
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 78</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0</b>
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>	<b>1,686,964</b>	<b>1,841,527</b>	<b>2,068,642</b>	<b>2,163,527</b>	<b>94,885</b>	<b>4.6</b>
Interfund Transfer Out	-	85,000	100,000	-	(100,000)	(100.0)
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 1,686,964</b>	<b>\$ 1,926,527</b>	<b>\$ 2,168,642</b>	<b>\$ 2,163,527</b>	<b>\$ (5,115)</b>	<b>(0.2)</b>

**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:		FY 2017 <u>Actual</u>	FY 2018 <u>Actual</u>	FY 2019 <u>Projected</u>
<b>Output:</b>				
Number of applications processed <sup>1</sup>	1(a)	12,220	11,854	12,500
Participants attending training sessions	1(b)	1,661	1,930	3,500
Number of training hours provided	1(b)	383	361	650
Number of Administrator’s new hires trained in Customer Service Excellence	1(c)	335	360	550
Number of participants attended Well-Being Workshop/sessions/trainings	1(d)	n/a	1,300	1,560
Number of Well-Being Workshops/Sessions/Events/Trainings	1(d)	n/a	42	50
Number of awards/recognitions received for Well-Being Program	1(e)	3	8	10
Number of employees hired requiring an I-9 form	2(a)	819	526	550
Number of benefit information sessions	2(b)	102	158	200
Number of Health Assessments performed	2(c)	550	650	1,300
Number of SME presentations for Well-Being	2(c)	n/a	24	29
Number of participants trained in Diversity related topics	3(a)	355	355	1,300
Number of managers/supervisors trained in “Behavioral/Team Interviewing”	3(b)	0	8	10
Number of positions filled on the administrator’s side using “Behavioral/Team Interviewing” process <sup>2</sup>	3(b)	251	242	250

## HUMAN RESOURCES (continued)

MEASURES:	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Outcome:</b>				
Turnaround of applications of qualified candidates within 3 business days of job close	1(a)	99.0%	95%	100%
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 employees attended Well-Being Workshop/sessions/trainings	1(d)	n/a	n/a	20%
Percentage of Well-Being Workshop/Sessions/Events/Trainings	1(d)	n/a	n/a	20%
Percentage of awards/recognitions received for Well-Being Program	1(e)	n/a	n/a	20%
Percentage of employees hired requiring an I-9 form that was processed within 3 business days	2(a)	100%	95%	99%
Percentage increase in the number of benefit information sessions offered to employees <sup>3</sup>	2(b)	408%	15%	30%
Percentage increase in the number of Health Assessments performed	2(c)	(24.7%)	18%	50%
Percentage of SME presentations of Well-Being	2(c)	n/a	n/a	20%
Percentage of employees trained in Diversity related topics <sup>4</sup>	3(a)	13.0%	13.14%	50%
Percentage of new managers/supervisors trained using the "Behavioral/Team Interviewing" process <sup>2</sup>	3(b)	0%	24%	25%
Percentage of full-time positions on the administrator's side filled using the "Behavioral/Team Interviewing" process <sup>2</sup>	3(b)	100%	95%	100%

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

<sup>2</sup> Elected and Appointed Officials do not utilize Human Resources in Team Interviewing.

<sup>3</sup> Open enrollment and more employees.

<sup>4</sup> Significant increase due to initiative to complete mandatory EEO training for all County employees.

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### 2019 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
- Continue to enhance promotional processes for specific departments.
- Upgrade applicant tracking system and related systems.
- Customize talent strategy development with departments (assessments, development and delivery).

#### 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.
- Implement actions based on FY 2018 Employee Engagement Survey results.
- Wellness program expansion initiatives.
- Wellness employee survey – needs and interests.

## 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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, Emergency Management, Facilities Management, Magistrates' Courts, Planning and Zoning, Safety and Risk Management and Technology Services.

### 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>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>\$ 402,148</u>	<u>\$ 422,379</u>	<u>\$ 436,551</u>	<u>\$ 454,575</u>	<u>\$ 18,024</u>	4.1

### 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 an increase in training for various certification programs and professional development.

## BUILDING INSPECTIONS

**Division:** Building Inspections  
**Fund:** General Fund  
**Function:** Public Safety

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

**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 Proposed</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	650,000	167,000	34.6
Miscellaneous	<u>13,527</u>	<u>15,963</u>	<u>5,000</u>	<u>5,000</u>	<u>-</u>	0.0
TOTAL REVENUES	2,325,062	2,466,569	2,608,000	3,075,000	467,000	17.9
Interfund Transfer In	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,660</u>	<u>13,660</u>	100.0
TOTAL SOURCES	<u>\$ 2,325,062</u>	<u>\$ 2,466,569</u>	<u>\$ 2,608,000</u>	<u>\$ 3,088,660</u>	<u>\$ 480,660</u>	18.4
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	<u>-</u>	<u>-</u>	<u>-</u>	<u>25,000</u>	<u>25,000</u>	100.0
TOTAL EXPENDITURES	1,682,501	2,033,588	2,279,863	2,567,911	288,048	12.6
Interfund Transfer Out	<u>1,975</u>	<u>35,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL DISBURSEMENTS	<u>\$ 1,684,476</u>	<u>\$ 2,068,588</u>	<u>\$ 2,279,863</u>	<u>\$ 2,567,911</u>	<u>\$ 288,048</u>	12.6

**Funding Adjustments for FY 2020 Include:**

- Revenues reflect an increase in building permit fees and plan review fees due to increased construction in the County.
- Interfund Transfer In represents the transfer of the Project Impact program from the Special Revenue Fund to the General Fund.



## BUILDING INSPECTIONS (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.

## BUILDING INSPECTIONS (continued)

MEASURES:		FY 2017	FY 2018	FY 2019
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
Permit revenue	1(a)	\$2,623,694	\$1,757,174	\$1,950,000
<b>Output:</b>				
Permits issued	1(a)	11,928	11,853	12,000
Inspections performed	1(a)	30,544	28,199	30,000
Commercial plans approved	1(a)	113	142	145
Residential plans approved	1(a)	604	753	800
Number of contractor's licenses issued/renewed	1(a)	2,249	1,843	2,000
Number of Certificates of Occupancy issued	1(a)	360	401	375
Number of people serviced by web-based system	1(a)(b)	38,345	39,844	45,000
Number impacted by public education programs	2(a)	190,539	193,813	200,000
Number attending educational seminars	2(b)	2,939	3,274	3,500
Hours of Code Enforcement Officers training	3(c)	528	585	600
<b>Efficiency:</b>				
Average number of days per commercial plan review	1(a)(c)	21	19	15
Average number of days per residential plan review	1(a)(c)	23	17	14
<b>Outcome:</b>				
Web-based requests satisfied	1(a)	100%	100%	100%
Percentage of auto system training program completed	1(a)	100%	100%	100%
Percentage of Met or Exceeded Department Service Goals	1(c)	94.0%	92%	95%
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 4/2
Percentage of Code Enforcement Officers training completed	3(c)	100%	100%	100%

### 2019 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 (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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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 Proposed</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>	<b><u>\$ 2,313,668</u></b>	<b><u>\$ 2,323,590</u></b>	<b><u>\$ 2,373,288</u></b>	<b><u>\$ 2,368,778</u></b>	<b><u>\$ (4,510)</u></b>	<b><u>(0.2)</u></b>
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>	<b><u>1,836,475</u></b>	<b><u>2,165,343</u></b>	<b><u>2,428,252</u></b>	<b><u>2,306,768</u></b>	<b><u>(121,484)</u></b>	<b><u>(5.0)</u></b>
Interfund Transfer Out	386,079	-	298,000	600,000	302,000	101.3
<b>TOTAL DISBURSEMENTS</b>	<b><u>\$ 2,222,554</u></b>	<b><u>\$ 2,165,343</u></b>	<b><u>\$ 2,726,252</u></b>	<b><u>\$ 2,906,768</u></b>	<b><u>\$ 180,516</u></b>	<b><u>6.6</u></b>

**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 2017	FY 2018	FY 2019
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
Number of structural fire responses (working) <sup>1 &amp; 2</sup>	1(a)	17	12	18
Number of emergency fire suppression apparatus	1(b)	16	11	11
Number of Fire Prevention Programs	1(c)	5	5	6
<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	4	4
Citizens educated for the year	1(c)	603	300	600
Number of household detectors installed	1(d)	174	25	50
<b>Efficiency:</b>				
Average time it takes to place four personnel on scene	1(a)	12 min	12min	12min
<b>Outcome:</b>				
Federal OSHA regulations complied	1(a)	100%	100%	100%
Percent of apparatus more than 10 years old	1(b)	40.0%	30.0%	30.0%
Percent of fires where a smoke detector alerted residents	1(d)	2%	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.

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### 2019 ACTION STEPS

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#### Department Goal 1

- Increase number of staff to meet expanded needs of the community.
- Improve and continue a comprehensive Fire Prevention program for schools and senior centers.
- Improve and 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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 Proposed</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>	<u>\$ 546,056</u>	<u>\$ 519,851</u>	<u>\$ 552,515</u>	<u>\$ 557,666</u>	<u>\$ 5,151</u>	0.9

**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:		FY 2017	FY 2018	FY 2019
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Output:</b>				
Number of people trained	1(a)(d)(f)(g)(h)	697	764	700
Number of exercises conducted <sup>1</sup>	1(e)(g)(h),2(b)	13	10	10
Number of training classes conducted	1(d)(e),2(a)(c)	28	27	25
Number of public speaking events	1(i)	24	23	25
<b>Efficiency:</b>				
Average hours spent per test of communications systems	1(b)	1	1	1
Average hours spent per event in community education	1(c)	4	3	4
Average hours spent updating plans and procedures	2(a)(c)	300	500	400
Average hours spent per test exercise	1(e)(g)(i),2(b)	5	6	5
<b>Outcome:</b>				
Percent of staff and volunteers trained in NIIMS	1(f)	90.0%	90.0%	92.0%
Percent of tracking and messaging system in place	2(b)	90.0%	90.0%	95.0%
Percent of alternate EOC readiness	2(c)	90.0%	90.0%	99.0%

<sup>1</sup> There is constant training in cycles throughout the year in a variety of training/exercise programs.

### 2019 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.

## 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 Proposed</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>	<b>\$ 238,270</b>	<b>\$ 220,812</b>	<b>\$ 230,000</b>	<b>\$ 230,000</b>	<b>\$ -</b>	<b>0.0</b>
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>	<b>\$ 232,268</b>	<b>\$ 173,555</b>	<b>\$ 210,008</b>	<b>\$ 236,115</b>	<b>\$ 26,107</b>	<b>12.4</b>

**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:	Objective	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Input:</b>				
Reported HazMat incidents	1(a)	18	18	18
Requests for guidance and instruction	1(b)	9	0	0
<b>Output:</b>				
Team members attending advanced training	1(a)	86	48	48
Students trained	1(b)	0	105	105
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	2	2
Training revenue generated	1(b)	\$234,570	\$249,000	\$249,000
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.

#### 2019 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 Proposed</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 Proposed</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 Proposed</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>\$ 8,677</u>	<u>\$ 10,278</u>	<u>\$ 9,100</u>	<u>\$ 8,000</u>	<u>\$ (1,100)</u>	<u>(12.1)</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	8,000	8,000	8,000	8,000	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ -</u>	<u>0.0</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, and constructs the physical spaces needed by the County. Once constructed, Facilities Management repairs, maintains, and renders operational support to preserve and renew all facility assets over their useful life.

**Services Provided:**

- Provides master planning, design and construction services for asset management projects and the five-year Capital Improvement Plan
- Manages operations, maintenance and repairs all County-owned and leased facilities
- Facilitates all real estate transactions involving the County
- Oversees recurring service contracts such as security, custodial and maintenance
- Responsible for asset management and space utilization

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Proposed</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	100,687	328,145	394,000	470,000	76,000	19.3
<b>TOTAL REVENUES</b>	<b>\$ 298,163</b>	<b>\$ 421,134</b>	<b>\$ 559,000</b>	<b>\$ 610,000</b>	<b>\$ 51,000</b>	<b>9.1</b>
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	14,787,364	(6,523,792)	(30.6)
Capital	556,748	2,422,684	505,000	450,000	(55,000)	(10.9)
<b>TOTAL EXPENDITURES</b>	<b>15,505,125</b>	<b>22,195,884</b>	<b>27,769,087</b>	<b>21,581,610</b>	<b>(6,187,477)</b>	<b>(22.3)</b>
Interfund Transfer Out	62,523	230,958	19,519	-	(19,519)	(100.0)
<b>TOTAL DISBURSEMENTS</b>	<b>\$15,567,648</b>	<b>\$22,426,842</b>	<b>\$27,788,606</b>	<b>\$21,581,610</b>	<b>\$ (6,206,996)</b>	<b>(22.3)</b>

**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.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase includes full-year funding for 6 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.

## FACILITIES MANAGEMENT (continued)

- 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.
- 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.

#### Initiative III: Long-Term Financial Planning

**Department Goal 3:** Provide long-term funding for infrastructure repairs/upgrades and improve budget to actual efficiencies.

Objective 3(a): Budgeted special project cost estimates shall not exceed 15% of the actual expended costs.

Objective 3(b): Contracted services shall not exceed budgeted amount.

Objective 3(c): Actual utility expenditures shall not exceed budgeted estimates.

Objective 3(d): Maintain 85% total department operating budget effectiveness.



## FACILITIES MANAGEMENT (continued)

MEASURES:		FY 2017	FY 2018	FY 2019
	Objective	Actual	Actual	Projected
<b>Input:</b>				
<b>Capital Projects:</b>				
Total number of active construction contracts	1(a)	8	5	14
Percent of completed construction contracts designed by A&E	1(a)	98%	98%	95%
Total value of active contracts	1(a)	\$36.0M	\$53.1M	\$151.0M
Dollar value of contracts awarded	1(b)	\$34.0M	\$53.1M	\$151.0M
<b>Output:</b>				
<b>Capital Projects:</b>				
Number of contracts awarded (design & construction)	1(a)	38	52	9
Design estimate for awarded contracts	1(c)	\$34.0M	\$4.02M	\$95.0M
Number of change orders negotiated	1(d)	10	17	8
Dollar value of negotiated change orders	1(d)	(\$7,279)	\$1.3M	\$250.000
Total resources approved at construction award	1(d)	\$34.0M	\$53.1M	\$151.0M
<b>Facilities:</b>				
Work orders issued	2(a)	8,109	8,344	8500
Projects schedules	2(b)	132	258	322
Programmed maintenance work orders issued	2(c)	7,080	7,176	8,252
Total contracted services budgeted	3(b)	\$5,499,544	\$6,541,391	\$6,916,807
Utilities budgeted	3(c)	\$4,775,698	\$5,053,524	\$5,816,957
Department operating budget	3(d)	\$15,491,354	\$16,613,559	\$19,519,958
<b>Efficiency:</b>				
<b>Capital Projects:</b>				
Percent of awarded value to estimate	1(a)	61.0%	61%	n/a <sup>1</sup>
Average number of days from "substantial completion" to completion of "punch list"	1(b)	30	30	30
<b>Facilities:</b>				
Percent of work orders completed	2(a)	90.10%	88.37%	90%
Percent of projects completed	2(b)	65.10%	81.78%	75%
Programmed maintenance compliance	2(c)	84.40%	94.29%	90%
Budgeting effectiveness percent – Contracts	3(b)	89.43%	86.84%	93.5%
Budgeting effectiveness percent – Utilities	3(c)	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>
Department operating budget effectiveness percent	3(d)	90.30%	97.41%	93.5%
<b>Outcome:</b>				
<b>Capital Projects:</b>				
Number of contracts completed (design & construction)	1(a)	12	19	6
Dollar value of construction completed (WIP)	1(a)	\$914,427	\$1.04M	\$60.0M
Total number of construction contracts closed out	1(a)	4	0	6
Total number of projects completed	1(a)	8	19	15
Total final cost of projects completed	1(a)	\$914,427	\$1.04M	\$1.0M
Number of projects completed within approved resources	1(a)	12	19	15
Number of contracts within 15% design estimate	1(c)	12	19	15
Total amount saved through negotiations	1(c)	\$3,890	0	n/a <sup>1</sup>
<b>Facilities:</b>				
Work orders completed	2(a)	7,304	7,374	n/a <sup>1</sup>
Projects completed	2(b)	86	100	n/a <sup>1</sup>
Programmed maintenance work orders completed	2(c)	5,976	6,766	n/a <sup>1</sup>
Actual expended costs of special projects	3(a)	\$846,001	\$712,143	n/a <sup>1</sup>
Total contracted services actual expenses	3(b)	\$5,499,544	\$5,680,691	\$6,467,215
Utilities actual expenditures	3(c)	n/a <sup>1</sup>	n/a <sup>1</sup>	n/a <sup>1</sup>
Department operating budget effectiveness	3(d)	\$13,982,279	\$16,183,664	\$18,551,161

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

## FACILITIES MANAGEMENT (continued)

### 2019 ACTION STEPS

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#### Department Goal 1

- Finalize Gross Maximum Prices (GMP) for fifth Library, North Charleston, and proceed into construction phase on each.
- Complete PSB modifications for Human Resources and Deputy Administrator Dispatch & Medical Services suites.
- Achieve Energy Star rating for County facilities.

#### Department Goal 2

- Begin construction on the new Materials Recovery Facility (MRF) on or before October 2018.

#### Department Goal 3

- Implement a new Integrated Workplace Management System (IWMS).
  - Contract with FM Systems to provide solution.
  - FM Systems currently configuring software based on completed Needs Analysis.
  - Continue to contract 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.
  - Projected "go live" FOR TESTING Facilities Management component using PSB building is November 2018.
  - Implementation will roll out incrementally over the course of 3 – 12 months past the November date. Timing governed by the completion of drawings.
- Implement a new Access Control Software System for PSB and JCC.
  - Continue negotiating proposals and SOW with Code Lynx to implement the Avigilon Access Control Software solution and supporting equipment.
  - Estimated completion time is end of October 2018.
- 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Budgeted for postage	2(b)	\$539,037	\$456,213	\$480,000
Budgeted for copying	2(b)	\$574,549	\$662,680	\$756,585
<b>Output:</b>				
Mail pieces processed in-house	1(a),3(a)	360,702	320,311	345,000
Mail pieces sent to outside contractor	2(a)	1,321,978	1,182,445	1,200,000
Number of copiers maintained	3(a)	217	217	230
Copies produced	3(a)	13,970,249	13,703,725	16,226,125
<b>Efficiency:</b>				
Percent of mail that meets automation criteria <sup>1</sup>	1(a)	94.0%	96.0%	96.0%
Man hours saved using mail preparation equipment	1(b)	75	50	50
Number of copiers networked	3(a)	206	206	223
<b>Outcome:</b>				
Amount saved due to presorting flats	1(a)	\$2,236	\$1,500	\$2,000
Amount saved due to postal discounts and combining mail	1(a),2(a)	\$95,653	\$89,212	\$90,000
Ratio of actual postal expenses to budgeted postal expenses	2(c)	98.00%	93.00%	100%
Ratio of actual copier expenses to budgeted copier expenses	2(c)	103%	98.00%	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.

### 2019 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
  - 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

**Division Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Proposed</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>	<b>\$ 3,797,166</b>	<b>\$ 3,826,131</b>	<b>\$ 3,823,399</b>	<b>\$ 3,688,203</b>	<b>\$ (135,196)</b>	<b>(3.5)</b>
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>	<b>2,437,880</b>	<b>2,728,273</b>	<b>3,047,562</b>	<b>2,957,191</b>	<b>(90,371)</b>	<b>(3.0)</b>
Interfund Transfer Out	1,364,112	979,209	1,528,671	1,231,012	(297,659)	(19.5)
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 3,801,992</b>	<b>\$ 3,707,482</b>	<b>\$ 4,576,233</b>	<b>\$ 4,188,203</b>	<b>\$ (388,030)</b>	<b>(8.5)</b>

**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 in FY 2019.
- Operating expenses reflect a decrease due to carpentry, electrical and county administrative costs. 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.

#### 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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Output:</b>				
Employee customer service training sessions conducted	1(a)	1	1	2
Customer time spent paying and exiting the garage	1(b)	n/a	5.14 sec	5.11 sec
<b>Cumberland Parking Garage:</b>				
<u>Parking Revenue</u>	2(b)			
Transient revenue		\$1,002,688	\$1,111,303	\$1,074,120
City reimbursement		\$267,546	\$175,973	\$270,000
Contracts		\$752,160	\$861,880	\$861,880
Commercial space leases (shops)		\$87,602	\$90,230	\$92,937
<u>Transaction Volume</u>	2(b)			
Number of transactions		115,405	127,906	123,523
<b>King and Queen Parking Garage:</b>				
<u>Parking Revenue</u>	2(b)			
Transient revenue		\$1,419,602	\$1,410,427	\$1,456,000
Contracts		\$87,780	\$79,740	\$84,000
<u>Transaction Volume</u>	2(b)			
Number of transactions		248,942	247,333	254,800
Recorded incidents of theft, accidents, and hazards	3(a)	36	24	28
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	n/a	5,840
<b>Efficiency:</b>				
Annual operating expense per space – combined garage costs <sup>1</sup>	2(a)	\$1,425	\$1,571	\$1,701
<b>Outcome:</b>				
<b>Annual revenue per space:</b>	2(b)			
Cumberland Parking Garage <sup>2</sup>		\$2,474	\$2,719	\$2,804
King and Queen Parking Garage <sup>2</sup>		\$3,574	\$3,447	\$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.

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### 2019 ACTION STEPS

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#### Department Goal 1

- Add additional office space to maximize the customer service experience.
- Electric charging stations.
- Develop a Customer Services Satisfaction survey.

#### Department Goal 2

- Seek additional revenue-generating opportunities focusing on local businesses and tourism.
- Continue to investigate solar panels, and other cost saving measures in both garages with an emphasis on obtaining Green Parking Council's Green Garage Certification.
- 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.
- Maximize uptime of existing Parking Access Revenue Control System (PARCS) by maintaining the system via contract.

## 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	<b>\$ 1,725,780</b>	<b>\$ 1,656,173</b>	<b>\$ 1,704,850</b>	<b>\$ 1,627,500</b>	<b>\$ (77,350)</b>	<b>(4.5)</b>
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>	<b>\$ 4,830,321</b>	<b>\$ 4,995,941</b>	<b>\$ 5,265,578</b>	<b>\$ 5,300,306</b>	<b>\$ 34,728</b>	<b>0.7</b>

**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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Small Claims cases filed	1(a)	3,345	3,560	4,051
DUI cases filed	1(b)	489	472	452
<b>Efficiency:</b>				
Average Small Claims case age in days	1(a)	124	75	70
Cost per case	1(a)	\$80.00	\$80.00	\$80.00
Average DUI case age in days	1(b)	275	162	160
<b>Outcome:</b>				
Disposed Small Claims cases	1(a)	3,373	3,658	4,060
Percent of Small Claims cases disposed	1(a)	100%	100%	100%
Disposed DUI cases	1(b)	393	485	460
Percent of DUI cases disposed	1(b)	53.0%	58.0%	60.0%
DUI cases pending	1(b)	361	354	340

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### 2019 ACTION STEPS

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**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 Proposed</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	<u>150,762</u>	<u>129,801</u>	<u>138,000</u>	<u>125,000</u>	<u>(13,000)</u>	(9.4)
<b>TOTAL REVENUES</b>	<u><u>\$ 151,771</u></u>	<u><u>\$ 130,732</u></u>	<u><u>\$ 139,000</u></u>	<u><u>\$ 126,000</u></u>	<u><u>\$ (13,000)</u></u>	(9.4)
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>	<u><u>\$ 67,476</u></u>	<u><u>\$ 68,337</u></u>	<u><u>\$ 76,050</u></u>	<u><u>\$ 76,361</u></u>	<u><u>\$ 311</u></u>	0.4

### 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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Output:</b>				
Percent of victims requesting and receiving service in accordance with Victim's Bill of Rights	1(a)(b)	99.0%	100%	100%
Percent of victims who appear before the court without undue hardship or inconvenience	1(a)(b)	99.0%	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)	98.0%	99.0%	99.0%

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### 2019 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 Towns of Kiawah, Meggett, and 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 Towns of Kiawah, James Island, Meggett, and 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 and the Board of Elections and Voter Registration
- Provide staff support to the Emergency Operations Center as the Planning Section
- 

**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>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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 FTEs 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 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Input:</b>				
Subdivision applications submitted	1(c)	305	312	320
Pre-application conferences	1(d)	270	280	290
Number of new streets	1(e)	38	19	25
<b>Output:</b>				
Zoning/Building Permits processed <sup>1</sup>	1(a)	1,638	1,751	1,850
Site plans reviewed	1(b)	95	109	120
<b>Outcome:</b>				
Percent of zoning permits processed error free	1(a)	99.0%	99.0%	100%
Percent of site plan review applications processed within 30 days	1(b)	98.0%	99.0%	100%
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.

### 2019 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 Proposed</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>	<b>\$ 1,125</b>	<b>\$ 3,664</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	153,296	250,000	96,704	63.1
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 153,296</b>	<b>\$ 250,000</b>	<b>\$ 96,704</b>	<b>63.1</b>

### 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:**

- o 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 Proposed</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>	<u>\$ 2,100,723</u>	<u>\$ 2,097,856</u>	<u>\$ 2,449,413</u>	<u>\$ 2,738,020</u>	<u>\$ 288,607</u>	11.8

**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 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 and RISK MANAGEMENT (continued)

**MEASURES:**

	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Tort and property claims	1(c)	23	22	22
<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)	95.0%	90%	95%
Two business days turnaround on reporting insurance claims to carriers	1(c)	100%	100%	100%

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**2019 ACTION STEPS**

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**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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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 and 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 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Input:</b>				
Number of strain injuries	1	70	55	60
Workers' compensation claims/on-the-job injuries	1,2(b)	256	216	225
<b>Output:</b>				
New drivers trained in DDC-4	3	211	150	175
Percent of new drivers trained in DDC-4	3	95.0%	95.0%	95.0%
<b>Efficiency:</b>				
Lost work days	1	4,515	3,158	3,500
<b>Outcome:</b>				
Percent of strain injury reduction	1	(7.0%)	(21.4%)	(5.0%)
Workers' compensation fines assessed and paid	1,2(b)	None	None	None
Two business day completion of OSHA log	2(a)	98.0%	90.0%	98.0%
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)	93.0%	90%	100%
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

### 2019 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

➤ Reinstigate 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 Proposed</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	<u>1,896,113</u>	<u>1,934,753</u>	<u>918,454</u>	<u>729,441</u>	<u>(189,013)</u>	(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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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
<b>TOTAL REVENUES</b>	<u>2,767,078</u>	<u>2,864,039</u>	<u>2,714,513</u>	<u>2,855,665</u>	<u>141,152</u>	<u>5.2</u>
Interfund Transfer In	2,975,849	1,944,753	970,454	729,441	(241,013)	(24.8)
<b>TOTAL SOURCES</b>	<u>\$ 5,742,927</u>	<u>\$ 4,808,792</u>	<u>\$ 3,684,967</u>	<u>\$ 3,585,106</u>	<u>\$ (99,861)</u>	<u>(2.7)</u>
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
<b>TOTAL EXPENDITURES</b>	<u>\$ 4,700,243</u>	<u>\$ 4,602,746</u>	<u>\$ 3,684,967</u>	<u>\$ 3,610,106</u>	<u>\$ (74,861)</u>	<u>(2.0)</u>

**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): Repair of defective radio equipment tracked through service reports with 90% of the communications/electronic equipment turned around in 2 days or less.
- Objective 1(b): Optimize radio resource usage by reducing system downtime to less than 2 minutes each year, an average busy signal not to exceed 0.5 second, and less than 5 busy signals for talk groups each day.
- Objective 1(c): Decrease 800 MHz departmental response time to less than 45 minutes per mission for emergencies and disasters through plan review and update, simulations, tests, and drills.

MEASURES:	Objective	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Input:</b>				
Total number of work tickets	1(a)	1,477	1,375	1,350
<b>Efficiency:</b>				
Average hours of work tickets per month	1(a)	976	850	825
<b>Outcome:</b>				
<u>Repair of Defective Radio Equipment</u>				
	1(a)			
Acceptable <2 days	90.5%	89.0%	91.0%	92.0%
Marginal 2-5 days	9.0%	10.5%	8.5%	7.5%
Unacceptable >5 days	0.5%	0.5%	0.5%	0.5%
<u>Radio Resource Usage</u>				
	1(b)(c)			
System downtime (unplanned)		0 min	0 min	0 min
Average busy signal		.03 sec	.03 sec	.03 sec
Average talk group busy signals		0/day	0/day	0/day
COMM-1 downtime		None	None	None
Average departmental response		31 min	34 min	30 min

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### 2019 ACTION STEPS

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#### Department Goal 1

- Complete the replacement – swap and drop – of the Adam’s Run and Awendaw towers at or under budget.
- Purchase new radios for the Sheriff’s Office, EMS, and County departments as the budget allows.
- Evaluate and determine the best public safety cellular network that provides priority and preemption features for first responders.
- Install radios and other electronics on 40+ new CCSO vehicles and 6+ new EMS vehicles.

## 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 Proposed</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>\$ 507,443</u>	<u>\$ 608,896</u>	<u>\$ 569,462</u>	<u>\$ 616,993</u>	<u>\$ 47,531</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>\$ 540,262</u>	<u>\$ 586,098</u>	<u>\$ 586,962</u>	<u>\$ 616,993</u>	<u>\$ 30,031</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:	Objective	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Output:</b>				
Warehouse service units provided <sup>1</sup>	1	315,927	343,819	345,000
Microfilm service units provided <sup>2</sup>	1	2,012,727	1,750,139	1,850,000
Laboratory service units provided <sup>3</sup>	1	2,059	1,470	1,700
Digital imaging service units provided <sup>4</sup>	1	1,817,246	1,952,573	1,850,000
Preservation services units provided <sup>5</sup>	1	980	281	300
<b>Efficiency:</b>				
<b>Services Provided per Dollar Expended by County Depts:</b>	1			
Warehouse service units per dollar <sup>1</sup>		2.21	2.22	2.22
Microfilm service units per dollar <sup>2</sup>		25.13	24.17	25
Laboratory service units per dollar <sup>3</sup>		0.13	0.13	0.13
Digital imaging service units per dollar <sup>4</sup>		10.98	12.9	11
Preservation service units per dollar <sup>5</sup>		0.11	0.04	0.8
<b>Outcome:</b>				
<b>Cost of Services Provided to County Depts:*</b>	1			
<u>Warehouse Services <sup>1</sup></u>				
Monthly box storage		\$0.45	\$0.46	\$0.46
Document in-transfers		\$4.25	\$4.26	\$4.26
File destructions		\$4.25	\$4.26	\$4.26
Fire retrievals		\$4.25	\$4.26	\$4.26
Transports		\$18.00	\$18.18	\$18.18
<u>Microfilm Services <sup>2</sup></u>				
Archive Writer Image processing per hour		\$24.75	\$25.00	\$25.00
Archive Writer Images converted per image		\$0.03	\$0.03	\$0.03
Jacketing per fiche jacket		\$2.00	\$2.04	\$2.04
Fiche titling		\$1.75	\$1.77	\$1.77
Quality checking by page		\$0.05	\$0.05	\$0.05
Cartridge loading		\$2.02	\$2.04	\$2.04
Cartridge labeling		\$0.76	\$0.77	\$0.77
<u>Laboratory Services <sup>3</sup></u>				
Standard processing per 100 ft roll		\$6.67	\$6.74	\$6.74
Diazo duplication per 100 ft roll		\$3.03	\$3.06	\$3.06
Quality inspection per roll		\$5.05	\$5.10	\$5.10
<u>Digital Imaging Services <sup>4</sup></u>				
Document scan per page		\$0.09	\$0.09	\$0.09
Document book scan per page		\$0.56	\$0.57	\$0.57
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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Outcome:</b>			
<u>Preservation Services</u> <sup>5</sup>			
Repairs	\$2.95	\$2.98	\$2.98
Records Processing (per hour)	\$23.75	\$23.99	\$23.99
Cutting books	\$0.04	\$0.04	\$0.04

\*Costs of Services Provided to County Departments were raised by 1% in FY 18 to reflect an increase in operating and supply costs.

<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.

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### 2019 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 2019, 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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	2,000,000	195,924	10.9
<b>TOTAL EXPENDITURES</b>	<b>\$11,552,221</b>	<b>\$12,983,673</b>	<b>\$12,785,346</b>	<b>\$14,563,044</b>	<b>\$ 1,777,698</b>	<b>13.9</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.

### 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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Output:</b>				
Number of computer system hardware/software problems <sup>1</sup>	1(a)(c)	3,264	3,315	4,000
Number of service requests	1(a)(c)	4,402	4,543	5,000
Number of approved work orders	1(b)	35	38	45
Available and reliable systems >98%	1(d)	99.99%	99.995%	>98.00%
Availability of Internet connectivity	1(d)	99.99%	99.996%	>99.00%
<b>Efficiency:</b>				
Service requests handled in satisfactory manner	1(a)	99.5%	99.5%	>98.00%
Work orders completed within 10% of schedule and budget <sup>2</sup>	1(b)	97.0%	100%	100%
<b>Outcome:</b>				
Percent of Help Desk Calls resolved within 1 day	1(a)	96.0%	96%	>80.00%
Percent of Help Desk Calls resolved within 2 days	1(a)	98.0%	99%	>90.00%
Percent of system platform availability >98% <sup>2</sup>	1(d)	99.92%	99.985%	>98%
Customer Service Satisfaction survey acceptable or better	2	8.50	8.86	>8.0

<sup>1</sup> Break-Fix.

<sup>2</sup> Scope changes and customer wait time considered.

### 2019 ACTION STEPS

#### Department Goal 1

- Detention Center Camera Refresh - Ongoing.
- County External Storage Refresh.
- Network Vulnerability Test.
- Windows 10 Upgrade.
- Network and Server Refresh.
- PC Refresh.

#### Department Goal 2

- Clerk of Court – Sentencing sheet project.
- County Council – Agenda Management Software Implementation.
- Probate Court – Icon Upgrade to Web Version.
- Sheriff's Office – EIS – Civil Processing Implementation.
- 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 Proposed</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>	(0.6)
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>	(0.5)
Interfund Transfer Out	<u>175,000</u>	<u>185,000</u>	<u>1,900</u>	-	<u>(1,900)</u>	(100.0)
<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>	(0.6)

**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 plans.
- 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 2017 Actual	FY 2018 Actual	FY 2019 Projected
<b>Input:</b>				
Number of telephones	1(a)	2,710	2,735	2,740
Number of cellular phones	1(a)	1,101	1,104	1,139
<b>Output:</b>				
Average monthly cellular charges	1(a)	41,820	40,969	50,253
Average monthly telephone charges <sup>1 &amp; 2</sup>	1(a)	83,138	90,943	\$84,200
Average monthly long distance charges	1(a)	2,718	2,418	2,400
Average monthly maintenance/work orders	1(b)	62	63	65
<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)	\$30.67	\$33.25	\$30.50
<b>Outcome:</b>				
Cellular cost per line	1(b)	\$37.98	\$39.63	\$41.70
Cellular cost per MB of cellular data	1(b)	\$0.0194	\$0.0188	\$0.0185

<sup>1</sup> Includes interpolation of telephones based on capacity of radio T1 circuits.

<sup>2</sup> FY 2017 and FY 2018 are not fully loaded (No personal or overhead included).

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### 2019 ACTION STEPS

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#### Department Goal 1

- Upgrade 3G device to 4G and deactivate devices not needed.
- Complete Phase 2 and Phase 3 of Detention Center CCTV camera Cat6 cabling.
- Migrate CCSO Detention Center to new call recorder.
- 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>Proposed</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:**

	<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>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
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

## CONSOLIDATED DISPATCH (continued)

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.

- 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.

## 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	<u>\$ 2,603,544</u>	<u>\$ 2,647,090</u>	<u>\$ 4,993,828</u>	<u>\$ 2,843,863</u>	<u>\$ (2,149,965)</u>	(43.1)
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>	<u>\$ 2,613,805</u>	<u>\$ 2,806,643</u>	<u>\$ 6,061,799</u>	<u>\$ 3,679,065</u>	<u>\$ (2,382,734)</u>	(39.3)

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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 Proposed</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 42.0%.

#### 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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Total client intakes	1(a)	3,399	3,466	3,500
Number of drug free births	3(b)	6	8	10
<b>Output:</b>				
Percentage attendance of scheduled clients	1(b)	72.0%	73.3%	74.0%
Percentage direct client contact hours	1(c)	43.0%	44.5%	45.0%
Collections of accounts receivable	2(a)	4,142,141	4,175,218	4,200,000
Overall department billing	2(b)	4,348,222	4,474,695	4,500,000
<b>Outcome:</b>				
Percentage increase of collection rate	2(a)	(1.6%)	1.0%	2.5%
Percentage increase of billing rate	2(b)	1.97%	2.80%	2.50%
Percentage of successful tobacco buys to minors	3(a)	0.0%	0.0%	0.0%
Percentage Increase of post discharge contacts	3(b)	14.71%	9.52%	15.00%
Percentage of drug-free births	3(b)	100%	100%	100%
Client satisfaction rating for all applicable programs combined	3(c)	95.60%	93.45%	95.0%

# DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICE (continued)

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## 2019 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.
- Develop more active alumni and aftercare activities to maintain connection with clients after treatment.

## 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 Proposed</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	<u>102,740</u>	<u>107,002</u>	<u>63,500</u>	<u>79,500</u>	<u>16,000</u>	25.2
<b>TOTAL REVENUES</b>	<u><u>\$ 257,404</u></u>	<u><u>\$ 263,358</u></u>	<u><u>\$ 229,240</u></u>	<u><u>\$ 247,819</u></u>	<u><u>\$ 18,579</u></u>	8.1
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>	<u><u>\$ 329,442</u></u>	<u><u>\$ 271,883</u></u>	<u><u>\$ 371,058</u></u>	<u><u>\$ 357,041</u></u>	<u><u>\$ (14,017)</u></u>	(3.8)

### 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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	10.30	11.40	6.40	6.40	-	0.0
Intergovernmental Charges and Fees	\$ 596,473 447,786	\$ 630,342 390,116	\$ 609,518 433,000	\$ 670,748 535,000	\$ 61,230 102,000	10.0 23.6
<b>TOTAL REVENUES</b>	<u>\$ 1,044,259</u>	<u>\$ 1,020,458</u>	<u>\$ 1,042,518</u>	<u>\$ 1,205,748</u>	<u>\$ 163,230</u>	15.7
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	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 775,047</u>	<u>\$ 810,391</u>	<u>\$ 641,056</u>	<u>\$ 640,551</u>	<u>\$ (505)</u>	(0.1)

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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	<u>345,840</u>	<u>367,049</u>	<u>604,500</u>	<u>669,500</u>	<u>65,000</u>	10.8
<b>TOTAL REVENUES</b>	<u><u>\$ 764,651</u></u>	<u><u>\$ 848,103</u></u>	<u><u>\$ 1,087,801</u></u>	<u><u>\$ 1,163,504</u></u>	<u><u>\$ 75,703</u></u>	7.0
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	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 674,842</u></u>	<u><u>\$ 815,825</u></u>	<u><u>\$ 1,094,502</u></u>	<u><u>\$ 993,198</u></u>	<u><u>\$ (101,304)</u></u>	(9.3)

### 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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	2.25	2.75	2.70	(0.05)	(1.8)
Intergovernmental Charges and Fees	\$ 173,313 950	\$ 164,695 450	\$ 164,356 -	\$ 164,356 -	\$ - -	0.0 0.0
<b>TOTAL REVENUES</b>	<b>\$ 174,263</b>	<b>\$ 165,145</b>	<b>\$ 164,356</b>	<b>\$ 164,356</b>	<b>\$ -</b>	<b>0.0</b>
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>	<b>\$ 177,470</b>	<b>\$ 194,693</b>	<b>\$ 202,472</b>	<b>\$ 247,177</b>	<b>\$ 44,705</b>	<b>22.1</b>

### 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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.80	8.80	8.80	8.45	(0.35)	(4.0)
Intergovernmental Charges and Fees	\$ 41,756 <u>419,469</u>	\$ 38,185 <u>437,402</u>	\$ 47,403 <u>710,000</u>	\$ 47,403 <u>710,000</u>	\$ - <u>-</u>	0.0 <u>0.0</u>
<b>TOTAL REVENUES</b>	<b>\$ 461,225</b> <u><u>          </u></u>	<b>\$ 475,587</b> <u><u>          </u></u>	<b>\$ 757,403</b> <u><u>          </u></u>	<b>\$ 757,403</b> <u><u>          </u></u>	<b>\$ -</b> <u><u>          </u></u>	<b>0.0</b> <u><u>          </u></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>
<b>TOTAL EXPENDITURES</b>	<b>\$ 706,274</b> <u><u>          </u></u>	<b>\$ 732,205</b> <u><u>          </u></u>	<b>\$ 910,568</b> <u><u>          </u></u>	<b>\$ 870,873</b> <u><u>          </u></u>	<b>\$ (39,695)</b> <u><u>          </u></u>	<b>(4.4)</b> <u><u>          </u></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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.40	5.40	5.40	5.40	-	0.0
Charges and Fees	\$ 303,235	\$ 282,913	\$ 379,670	\$ 329,700	\$ (49,970)	(13.2)
<b>TOTAL REVENUES</b>	<u>\$ 303,235</u>	<u>\$ 282,913</u>	<u>\$ 379,670</u>	<u>\$ 329,700</u>	<u>\$ (49,970)</u>	<u>(13.2)</u>
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
<b>TOTAL EXPENDITURES</b>	<u>\$ 383,281</u>	<u>\$ 326,699</u>	<u>\$ 465,751</u>	<u>\$ 419,520</u>	<u>\$ (46,231)</u>	<u>(9.9)</u>

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	-	-	4.00	4.00	-	0.0
Charges and Fees	\$ -	\$ -	\$ 195,440	\$ 112,468	\$ (82,972)	(42.5)
<b>TOTAL REVENUES</b>	<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
<b>TOTAL EXPENDITURES</b>	<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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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
<b>TOTAL REVENUES</b>	<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
<b>TOTAL EXPENDITURES</b>	<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 Proposed</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	<u>621,865</u>	<u>604,133</u>	<u>935,000</u>	<u>965,000</u>	<u>30,000</u>	3.2
<b>TOTAL REVENUES</b>	<u><b>\$ 1,186,271</b></u>	<u><b>\$ 1,120,534</b></u>	<u><b>\$ 1,521,317</b></u>	<u><b>\$ 1,556,681</b></u>	<u><b>\$ 35,364</b></u>	2.3
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><b>\$ 711,432</b></u>	<u><b>\$ 879,491</b></u>	<u><b>\$ 1,163,254</b></u>	<u><b>\$ 1,248,178</b></u>	<u><b>\$ 84,924</b></u>	7.3

### 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 Proposed</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
<b>TOTAL REVENUES</b>	<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
<b>TOTAL EXPENDITURES</b>	<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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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 Proposed</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>	<u>\$ 655,017</u>	<u>\$ 856,702</u>	<u>\$ 1,672,849</u>	<u>\$ 1,800,471</u>	<u>\$ 127,622</u>	7.6
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>	<u>\$ 1,371,283</u>	<u>\$ 1,288,263</u>	<u>\$ 1,632,076</u>	<u>\$ 1,801,675</u>	<u>\$ 169,599</u>	10.4

### 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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.25	3.50	3.50	3.50	-	0.0
Intergovernmental Charges and Fees	\$ 91,470 <u>54,925</u>	\$ 87,532 <u>35,345</u>	\$ 88,958 <u>30,000</u>	\$ 83,765 <u>100,000</u>	\$ (5,193) <u>70,000</u>	(5.8) 233.3
<b>TOTAL REVENUES</b>	<b>\$ 146,395</b>	<b>\$ 122,877</b>	<b>\$ 118,958</b>	<b>\$ 183,765</b>	<b>\$ 64,807</b>	<b>54.5</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$ 289,403</b>	<b>\$ 182,986</b>	<b>\$ 261,531</b>	<b>\$ 211,670</b>	<b>\$ (49,861)</b>	<b>(19.1)</b>

### 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 Proposed</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>	0.6
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>	2.0

### 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 Proposed</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>	5.9
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>	6.0
Interfund Transfer Out	<u>1,731</u>	<u>1,503</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
<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>	6.0

**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 Code 1 and 2 calls will be answered within 8 minutes countywide.

#### Initiative III: Long-Term Financial Planning

**Department Goal 2:** Maximize revenue collected within the fee for service guidelines established by County Administration.

Objective 2(a): Increase annual revenue collections to meet or exceed 60% of total billed.

Objective 2(b): Medicare and Medicaid will be billed 100% electronically with a rejection rate of  $\leq 25\%$  which will result in a 10% increase in revenue.

#### Initiative IV: Work Flow Analysis – Process Management

**Department Goal 3:** Engage all areas of emergency medical services in continuous quality improvement.

Objective 3: Review of all EMS patient reports by first line supervisor; secondary review of all calls as specified by medical director.

#### Initiative V: Quality Control

**Department Goal 4:** Monitor efficiency and effectiveness of emergency medical service delivery.

Objective 4(a): Maintain certification of all field operations personnel through in-service training (IST) program.

Objective 4(b): Conduct patient satisfaction survey with a satisfaction rating to exceed 90%.

## EMERGENCY MEDICAL SERVICES (continued)

MEASURES:		FY 2017	FY 2018	FY 2019
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Output:</b>				
Patients transported	1	43,027	42,863	43,000
Incidents responded to	1	57,598	60,326	60,000
Total billed	2(a)	\$20,173,002	\$18,935,520	\$20,000,000
Percentage of Medicare/Medicaid billed electronically	2(b)	100%	100%	100%
<b>Efficiency:</b>				
Cost per incident	1(a),2	\$290.73	\$313.88	\$300.00
Total received per incident	2(a)(b)	\$204.05	\$250.33	\$290.00
<b>Outcome:</b>				
<u>Response Time Standard</u> <sup>1</sup>		<u>Minutes: Seconds</u>		
Average		<7:59		
Average Response Time	1	08:39	08:15	08:08
Percentage of Compliance	1	67.9%	70.1%	70.0%
Collection	2(a)	\$11,469,134	\$11,158,555	\$11,200,000
Collections less refunds	2(a)	\$8,159,949	\$10,730,292	\$9,000,000
Percent of rejection rate	2(a)(b)	12.9%	3.8%	<10.0%
Percent of revenue increased	2(a)(b)	9.03%	23.80%	9.00%
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%	4(b)	98.0%	99.0%	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> Due to changes in review of bills, implementation of driver's license scanners, and QA/QC of patient reports.

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### 2019 ACTION STEPS

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#### Department Goal 3

- Implement enhanced inventory control process/automated ordering of routine items.
- Implement automated time keeping system and enhancing scheduling software.
- Improve revenue collection and reduce write-offs with implementation of new billing vendor in FY 19.



**End Section**

## 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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
<b>TOTAL EXPENDITURES</b>	<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 Proposed</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>	<b>\$ 8,429</b>	<b>\$ 6,204</b>	<b>\$ 6,300</b>	<b>\$ 7,050</b>	<b>\$ 750</b>	<b>11.9</b>
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>	<b>\$ 3,988,501</b>	<b>\$ 4,294,257</b>	<b>\$ 4,689,729</b>	<b>\$ 4,985,573</b>	<b>\$ 295,844</b>	<b>6.3</b>

**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) 2016 new construction by August 30, 2016; complete 95% TY 2017 new construction by July 31, 2017; complete 98% TY 2018 new construction by May 30, 2018; and complete 98% TY 2019 new construction by June 15, 2019.

Objective 1(b): Complete 90% TY 2016 ATIs by estimated September 30, 2016; complete 90% TY 2017 ATIs by August 30, 2017; complete 95% TY 2018 ATIs by July 15, 2018; and complete 90% TY 2019 ATIs by August 1, 2019.

Objective 1(c): Complete 90% of reassessment BAAs appeals by December 2017.

**Department Goal 2:** Inspect each improved property once between reassessments (five year goal).

Objective 2(a): Average 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): Increase appraiser field time by 10% each year to achieve a minimum of 16% stable over time.

#### MEASURES:

		FY 2017	FY 2018	FY 2019
	Objective	Actual	Actual	Projected
<b>Input:</b>				
Number of New Construction appraisals completed during FY <sup>1</sup>	1(a)	5,287	4,420	5,000
Number of ATI appraisals completed during fiscal year <sup>2</sup>	1(b)	15,453	10,576	11,000
Inspections per fiscal year <sup>3</sup>	2(a)(b)(c)	50,399	53,317	53,000
<b>Output:</b>				
Percent of time spent on new construction <sup>4</sup>	1(a)	38.26%	34.21%	35.00%
Percent of time spent on new ATI appraisals <sup>5</sup>	1(b)	12.49%	8.60%	10.00%
Percent of time spent on objections and reviews <sup>6</sup>	1(c)	6.43%	4.60%	5.00%
Average date of inspection for improved properties	2(a)	12/31/13	1/01/15	1/01/16
Median date of inspection for improved properties	2(b)	10/29/14	8/17/16	6/30/17
Lag in inspection date average versus Tax Year	2(a)	3.50 yrs	3.50 yrs	3.50 yrs
Lag in inspection date median versus Tax Year	2(b)	2.58 yrs	1.83 yrs	2.00 yrs
Percent of appraiser time spent in field	2(c)	19.10%	17.52%	18.00%
<b>Efficiency:</b>				
Avg Rate per day new construction appraisals (per appraiser) <sup>7</sup>	1(a)	3.14/day	1.34/day	2.25/day
Avg Rate per day ATI appraisals (per appraiser) <sup>5</sup>	1(a)	23.80/day	20.81/day	25.00/day
Avg Rate per day objections (per appraiser) <sup>6</sup>	1(b)	2.42/day	2.09/day	2.50/day
<b>Outcome:</b>				
Date new construction 98% completed <sup>1</sup>	1(a)	7/14/17	6/27/18	6/15/18
New construction appraisals completed for Fiscal Year <sup>8</sup>	1(a)	4,005	4,890	4,500
Change in valuation tax base due to new construction <sup>9</sup>	1(a)	2.20%	1.93%	2.00%
Date ATIs completed <sup>5</sup>	1(b)	8/18/17	8/10/18 est	8/15/19
Change in valuation tax base due to ATIs <sup>8</sup>	1(b)	1.50%	2.57%	1.80%
Percentage reassessment BAAs completed (occurs every five years) <sup>10</sup>	1(c)	67.0%	95.0%	100%
Date annual objections completed for prior tax year	1(c)	4/19/17	2/28/18	3/15/18
Increase in percentage of field time per year <sup>11</sup>	2(a)(b)(c)	54.14%	10.40%	0.00%

## ASSESSOR (continued)

- <sup>1</sup> Reflects July 1, 2017 – June 20, 2018. Due to the number of new houses, new constructions overlap ATIs.
- <sup>2</sup> FY 17 reflects increased numbers of ATIs completed in the late summer of 2016 due to accumulate work post reassessment.
- <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 Goal – 98% complete June 15, 2019.
- <sup>5</sup> Many ATIs are new construction and separating these categories is difficult.
- <sup>6</sup> Objections and reviews for Reassessment 2015 are complete. TY 2016 objections and reviews are complete. TY 2017 objections and reviews are complete. TY 2018 objections and reviews received to date are 42% complete. Few have been received. Most will be received after notices are sent in August and after tax bills are mailed in October.
- <sup>7</sup> FY 2017 goal has been met but stabilization is unsure. Additionally, new hires for FY 2018 will increase field time due to field supervision requirements. This will impact reporting in an unknown manner.
- <sup>8</sup> Tax year equates to tax base information.
- <sup>9</sup> Changes in tax base estimated as a percent. FY 2017 = TY 16 for reporting and is actual. FY 2018 = TY 17 for reporting and is actual.
- <sup>10</sup> Reassessment BAAs began July 2016 and are 95% complete. Five TY 15 BAA are pending due to ongoing Supreme Court litigation.
- <sup>11</sup> FY 19 reflects no increase due to new hires for FY 2018, which will increase field time due to field supervision requirements.

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### 2019 ACTION STEPS

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#### Department Goal 1

- Complete 98% of new construction before June 15 and complete 98% of ATIs before preliminary roll certification with estimated date of August 1, 2019. Reassessment will impact years thereafter.

#### Department Goal 2

- Continue to inspect each improved property once between reassessments by ensuring that median and average inspection dates for improved properties lags the current tax year by no more than 2 to 3 years.
- Continue to increase amount of time spent in field until a stable 18% of available appraiser time is reached; 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:**

	FY 2017 <u>Actual</u>	FY 2018 <u>Actual</u>	FY 2019 <u>Adjusted</u>	FY 2020 <u>Proposed</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>	<u>\$ 726,740</u>	<u>\$ 791,412</u>	<u>\$ 775,496</u>	<u>\$ 764,422</u>	<u>\$ (11,074)</u>	(1.4)

**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 2017	FY 2018	FY 2019
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
Number of Federal Awards	2	79	75	75
<b>Output:</b>				
Budgeted General Fund revenue	1(a)	212,248,859	226,879,329	231,024,355
Actual General Fund revenues <sup>1&amp;2</sup>	1(a)	219,348,940	227,021,353	231,024,355
<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)	3.3%	0.1%	0.0%
Single Audit findings	2	0	0	0
Percent of Single Audit questioned costs	2	0.0%	0.0%	0.0%

<sup>1</sup> FY 2018 Actual reflects the projection at time of budget preparation.

<sup>2</sup> FY 2019 reflects 100% of the revenue amount.

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### 2019 ACTION STEPS

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#### 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 and septic upgrade program

**Program Summary:**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adjusted</u>	<u>FY 2020 Proposed</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	5,993	2,068	52.7
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 225,017</b>	<b>\$ 239,562</b>	<b>\$ 251,192</b>	<b>\$ 11,630</b>	<b>4.9</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 an increase in copier costs based on historical usage and current trends.

**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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Housing-related contracts issued/managed	1(a)	9	9	11
Infrastructure contracts issued/managed (well/septic program)	1(b)	1	1	1
Contracts issued/managed for homeless services <sup>1</sup>	1(c)	3	2	2
<b>Output:</b>				
LMI individuals provided housing assistance <sup>2</sup>	1(a)	40	52	55
LMI households provided infrastructure service <sup>2</sup>	1(b)	38	71	48
Homeless individuals served	1(c)	592	674	500
<b>Efficiency:</b>				
LMI individuals served for housing needs per contract issued/managed	1(a)	4	5	5
LMI households served per contract issued/managed infrastructure	1(b)	38	71	48
Homeless individuals served per contract issued/managed	1(c)	197	337	250
<b>Outcome:</b>				
Percent increase of individuals served - housing-related needs	1(a)	(17.0%)	30.0%	6.0%
Percent increase of individuals served - infrastructure-needs <sup>3</sup>	1(b)	(13.0%)	87.0%	(32.0%)
Percent increase of homeless individuals <sup>4</sup>	1(c)	31.0%	14.0%	(26.0%)

<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, but the outputs will not be actualized until FY 2018.

<sup>4</sup> The projected number of homeless individuals to be served for FY 2019 appears much lower but is actually on par for projections for any given year.

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### 2019 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:**

- o 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 Proposed</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>\$ 1,481,266</u>	<u>\$ 1,469,547</u>	<u>\$ 1,406,082</u>	<u>\$ 1,382,253</u>	<u>\$ (23,829)</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.
- 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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Number of applications received	1	45	51	40
<b>Output:</b>				
Number of approved applications	1	5	11	8
<b>Outcome:</b>				
Percent of approved applications	1	11.0%	21.5%	20.0%

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**2019 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:**

- o 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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.00	4.00	-	0.0
Charges and Fees	\$ 2,662,161	\$ 2,655,458	\$ 2,900,000	\$ 2,900,000	\$ -	0.0
<b>TOTAL REVENUES</b>	<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	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Output:</b>				
Inventory line items	1(a)	1,680	1,621	1,650
Supplies issued monthly	1(b)	4,264	4,461	4,500
Received and stored items processed monthly	1(b)	4,247	4,183	4,500
<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%	95.0%	98.0%
Annual ratio of stock turnover	1(c)	6.05:1	6.25:1	4:1

## 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	15.00	15.00	15.00	15.00	-	0.0
Charges and Fees	\$ 449	\$ -	\$ -	\$ -	\$ -	0.0
Miscellaneous	<u>151,856</u>	<u>153,165</u>	<u>155,000</u>	<u>155,000</u>	<u>-</u>	<u>0.0</u>
<b>TOTAL REVENUES</b>	<u>\$ 152,305</u>	<u>\$ 153,165</u>	<u>\$ 155,000</u>	<u>\$ 155,000</u>	<u>\$ -</u>	<u>0.0</u>
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	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
<b>TOTAL EXPENDITURES</b>	<u>1,101,087</u>	<u>1,420,283</u>	<u>1,531,478</u>	<u>1,516,033</u>	<u>(15,445)</u>	<u>(1.0)</u>
Interfund Transfer Out	<u>34,901</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 1,135,988</u>	<u>\$ 1,420,283</u>	<u>\$ 1,531,478</u>	<u>\$ 1,516,033</u>	<u>\$ (15,445)</u>	<u>(1.0)</u>

**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 3 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:	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Purchase Card purchases	2(a)	23,088	24,466	25,000
Purchase orders	2(a)(b),4	1,512	1,466	1,550
<b>Output:</b>				
Number of staff attending training	1(a)	8	9	9
Purchase orders processed ≤ \$25,000	2(a),3(a)(b),4	1,049	1,028	1,100
Solicitations processed	2(b),3(a)(b)	115	86	100
Purchase orders ≥ \$25,000 processed	3(a)(b)	463	438	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)	50.0%	52.9%	52.9%
Percent of purchase orders ≤ \$25,000 processed within 3 business days	2(a)	34.7%	72.4%	80.0%
Percent of purchase orders ≥ \$25,000 processed within 72 business day	2(b)	67.2%	72.4%	75.0%
Percent of audited purchase orders in compliance	3(a)	100%	100%	100%
Percent of purchases awarded without protest	3(b)	100%	100%	99.0%
Percent of informal solicitations having three quotes	4	100%	100%	100%

### 2019 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 Proposed</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)
<b>TOTAL REVENUES</b>	<b>\$ 4,881</b>	<b>\$ 4,926</b>	<b>\$ 4,800</b>	<b>\$ 4,400</b>	<b>\$ (400)</b>	<b>(8.3)</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$ 980,599</b>	<b>\$ 1,011,541</b>	<b>\$ 1,047,426</b>	<b>\$ 1,074,893</b>	<b>\$ 27,467</b>	<b>2.6</b>

**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 2017 Actual</u>	<u>FY 2018 Actual</u> <sup>1</sup>	<u>FY 2019 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	168	168
<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		55	60	60
Journal entries required after year end		85	60	60
Management letter comments/material weaknesses		1	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 Proposed</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>	(3.5)
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>	(3.5)

**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>

Objective 1(b): Attain collection rates of 70% existing mobile home taxed accounts.<sup>1</sup>

## REVENUE COLLECTIONS (continued)

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:	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Output:</b>				
Total accounts collected in real property <sup>2 &amp; 3</sup>	1(a)	11,828 – 558	10,335 - 359	11,340 – n/a <sup>4</sup>
Total accounts collected in mobile homes <sup>2 &amp; 3</sup>	1(b)	3,180 – 989	3,153 - 868	2,879 – n/a <sup>4</sup>
Total accounts collected in personal property <sup>2 &amp; 3</sup>	1(c)	26,802 – 11,630	31,739 – 12,688	30,966 – n/a <sup>4</sup>
<b>Efficiency:</b>				
Cost per collection <sup>4</sup>	1(a)(b)(c)	\$36.03	\$58.28	n/a <sup>4</sup>
<b>Outcome:</b>				
Closure rate for real property accounts <sup>2 &amp; 3</sup>	1(a)	95.28%	96.53%	n/a <sup>4</sup>
Closure rate for mobile home accounts	1(b)	68.89%	72.47%	n/a <sup>4</sup>
Closure rate for personal property accounts (BPS, BPC, RRES, WC, AC)	1(c)	56.61%	60.02%	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 2017 showed improvements in all closure rates listed. The Debt Setoff program provided the biggest change surpassing the initial goal of 40% by more than 16.61%. Mobile Homes still showed an increase but fell 1.11% less than the intended goal. FY 2018 beginning totals show a 14.5% increase in accounts, which translates into a 19.6% increase in possible collectable revenue for the municipalities. Efforts addressing this began in FY 2017 to affect this rise in delinquency.

<sup>3</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>4</sup> Cost per Collection = (Total Actual Expenditures for the Fiscal Year) / (Sum of Accounts Paid, Abatements, and *Nulla Bona* Accounts) FY 2017 shows \$1,228,795 in actual expenditures.

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### 2019 ACTION STEPS

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#### 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.
- 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 help address the increase in Cost per allocation <sup>4</sup> and work on lowering the amount for the upcoming year.



## 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 Proposed</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	457,500	40,190	473,798	397,382	(76,416)	(16.1)
<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:	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Output:</b>				
Field inspections/calls/emails	1(a)	10,855	8,100	11,500
Illegal businesses located – businesses noncompliant	1(b)	61	29	100
Audits conducted	1(c)	1,239	1,164	1,250
<b>Efficiency:</b>				
Average chargeback per audit	1(c)	\$320	382	350
<b>Outcome:</b>				
Percent increase of business license inspections <sup>1</sup>	1(a)	6.0%	(26.0%)	30.0%
Percent increase of locating businesses operating illegally <sup>1</sup>	1(b)	19.0%	(53.0%)	71.0%
Percent increase of audits conducted	1(c)	11.0%	(7.0%)	7.0%
Collections from audit chargebacks	1(c)	\$359,675	\$444,232	\$400,000

<sup>1</sup> FY 2018 reflects a decrease in inspections and noncompliant businesses due to staffing issues.

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#### 2019 ACTION STEPS

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##### Department Goal 1

- Send RFP and purchase workable Business License system to include the capability for accommodations and hospitality to online pay.
- Incorporate a process to identify new commercial recycling customers to complement the comprehensive User Fee search of the County for new accounts and continue to verify existing accounts.
- 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.

## 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 Proposed</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>	<u>\$ -</u>	<u>\$ 462,473</u>	<u>\$ 576,345</u>	<u>\$ 522,929</u>	<u>\$ (53,416)</u>	<u>(9.3)</u>

**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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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	(57,067)	123,934	-	1,300,000	1,300,000	100.0
<b>TOTAL REVENUES</b>	<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>	4.6
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	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 6,308,713</u>	<u>\$ 6,397,462</u>	<u>\$ 4,771,074</u>	<u>\$ 4,894,585</u>	<u>\$ 123,511</u>	2.6

**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 2017	FY 2018	FY 2019
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
Annual MSW Tonnage <sup>2</sup>	1	416,308	410,396	423,000
Total dollars spent for services	1	\$28,541,175	\$26,719,493	\$30,796,962
Total County Population – 2010 US Census 350,209	1	389,202	401,438	413,000
Number of Residential Customers	2(a)(b)	173,918	187,442	193,000
Number of Commercial Customers	2(a)(b)	13,156	13,997	15,000
<b>Output:</b>				
Total tons landfilled	1	289,743	310,314	320,000
Total residential participants	2(a)(b)	119,551	121,942	124,000
Total commercial participants	2(a)(b)	3,778	4,609	5,200
Total Educational Outreach participants	2(a)(b)	225,000	225,000	230,000
<b>Efficiency:</b>				
Total tons composted	1	87,562	82,169	85,000
Total tons recycled	2	39,004	38,276	39,000
<b>Outcome:</b>				
Total tons diverted from landfill	1	126,566	100,081	103,000
Total cost per capita	1	\$73	\$67	\$75
Percentage of recycling rate	1,2(a)(b)	30.0%	24%	24%

<sup>1</sup> FY 2018 Actual reflects the unaudited total available at time of budget preparation.

<sup>2</sup> Municipal Solid Waste

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### 2019 ACTION STEPS

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#### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	8.00	8.00	8.00	8.00	-	0.0
Miscellaneous	\$ 7,438	\$ -	\$ -	\$ -	\$ -	0.0
<b>TOTAL REVENUES</b>	<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
<b>TOTAL EXPENDITURES</b>	<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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	11.00	10.00	10.00	10.00	-	0.0
Charges and Fees	\$ 286,892	\$ 314,883	\$ 245,000	\$ 295,000	\$ 50,000	20.4
<b>TOTAL REVENUES</b>	<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	-	-	35,000	1,490,850	1,455,850	4159.6
<b>TOTAL EXPENDITURES</b>	<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	-	-	200,000	-	(200,000)	(100.0)
<b>TOTAL DISBURSEMENTS</b>	<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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	26.00	24.00	24.00	24.00	-	0.0
Miscellaneous	\$ 137,635	\$ 744	\$ -	\$ -	\$ -	0.0
<b>TOTAL REVENUES</b>	<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)
<b>TOTAL EXPENDITURES</b>	<u>2,527,922</u>	<u>2,431,325</u>	<u>2,396,788</u>	<u>2,137,546</u>	<u>(259,242)</u>	(10.8)
Interfund Transfer Out	-	-	350,000	-	(350,000)	(100.0)
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 2,527,922</u>	<u>\$ 2,431,325</u>	<u>\$ 2,746,788</u>	<u>\$ 2,137,546</u>	<u>\$ (609,242)</u>	(22.2)

**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 Proposed</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>	0.0
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>	(18.2)

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>Proposed</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>	(19.7)

**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>Proposed</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	<u>77,453</u>	<u>3,662</u>	<u>-</u>	<u>3,000,000</u>	<u>3,000,000</u>	100.0
<b>TOTAL REVENUES</b>	<u>\$ 488,927</u>	<u>\$ 329,203</u>	<u>\$ 130,000</u>	<u>\$ 3,429,550</u>	<u>\$ 3,299,550</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	<u>-</u>	<u>-</u>	<u>160,000</u>	<u>474,150</u>	<u>314,150</u>	196.3
<b>TOTAL EXPENDITURES</b>	<u>2,657,579</u>	<u>3,163,293</u>	<u>2,763,876</u>	<u>2,580,621</u>	<u>(183,255)</u>	(6.6)
Interfund Transfer Out	<u>-</u>	<u>-</u>	<u>3,300,000</u>	<u>7,650,000</u>	<u>4,350,000</u>	131.8
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 2,657,579</u>	<u>\$ 3,163,293</u>	<u>\$ 6,063,876</u>	<u>\$ 10,230,621</u>	<u>\$ 4,166,745</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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>\$ 6,622,416</u>	<u>\$ 7,185,559</u>	<u>\$ 7,400,000</u>	<u>\$ 7,700,000</u>	<u>\$ 300,000</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

**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 Proposed</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	\$11,272,695	\$ 428,093	3.9
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>11,302,639</b>	<b>458,037</b>	<b>4.2</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>\$15,277,759</b>	<b>\$ 1,436,358</b>	<b>10.4</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	8,427,195	382,121	4.7
Capital	-	-	2,107,476	4,429,000	2,321,524	110.2
<b>TOTAL EXPENDITURES</b>	<b>13,937,698</b>	<b>14,260,944</b>	<b>12,479,401</b>	<b>15,277,759</b>	<b>2,798,358</b>	<b>22.4</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>\$15,277,759</b>	<b>\$ 1,423,358</b>	<b>10.3</b>

**Funding Adjustments for FY 2020 Include:**

- Revenues represent an increase in repair contracts and allocated interest.
- Interfund Transfer In reflects the amount from the General Fund to purchase vehicles and heavy equipment for General Fund offices/departments.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses include higher costs for contracted repairs and maintenance.

## FLEET OPERATIONS (continued)

- Capital expenses include the replacement cost of ambulances, law enforcement vehicles, Public Works heavy equipment, and various other vehicles.

### 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 2017 Actual</u>	<u>FY2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Number of support vehicles	1	661	689	697
Total number of work orders	2(a)	9,151	9,467	9,450
<b>Output:</b>				
Availability of fleet units	2(b)	95.80%	92.00%	96.00%
Average total expenses versus budgeted total expenses	2(c)	89.15%	96.00%	96.00%
<b>Efficiency:</b>				
Average cost per mile to operate a support vehicle	1,2(c)	\$0.32	\$0.46	\$0.45
Average cost per work order	2(a)	\$451	\$451	\$500
Average number of units out of service per day <sup>1</sup>	2(b)	28	30	32
<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)	62.04%	69.00%	65.00%
Percent of scheduled maintenance to unscheduled repairs ( $\geq 60\%$ ) <sup>1</sup>	2(b)	38.84%	37.37%	40.00%
Fleet availability ( $\geq 90\%$ ) <sup>1</sup>	2(b)	95.80%	92.00%	95.00%
Percent of actual total expenses to budgeted total expenses ( $\leq 100\%$ ) <sup>1</sup>	2(a)(b)(c)	91.30%	95.76%	95.00%

<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)

### 2019 ACTION STEPS

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#### Department Goal 1

- Utilize cooperative purchasing agreements and programs to acquire vehicles and equipment taking advantage of volume purchasing power, which increase competition and stimulate reduced prices.
- Collaborate with County agencies acquiring construction and specialized equipment for development of specifications focused on purchasing the optimal items meeting the mission requirements of the County agency
- 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 improvements in fuel economy and alternative energy solutions for the County's fleet equipment and efforts to reduce General Fund capital outlay.
- 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

- Afford 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.
- 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.
- Explore the development and application of flexible and alternative fuel vehicles to include Compressed Natural Gas (CNG).
- 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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	\$ 5,869,788	\$ 241,300	4.3
Operating	1,257,396	1,488,333	2,418,669	2,808,248	389,579	16.1
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>8,678,036</b>	<b>582,879</b>	<b>7.2</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>\$ 8,678,036</b>	<b>\$ 582,879</b>	<b>7.2</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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	27.50	28.50	28.00	28.00	-	0.0
Charges and Fees	\$ 241,946	\$ 233,216	\$ 100,000	\$ 50,000	\$ (50,000)	(50.0)
<b>TOTAL REVENUES</b>	<u>\$ 241,946</u>	<u>\$ 233,216</u>	<u>\$ 100,000</u>	<u>\$ 50,000</u>	<u>\$ (50,000)</u>	<u>(50.0)</u>
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	185,934	109,952	193,851	100,520	(93,331)	(48.1)
<b>TOTAL EXPENDITURES</b>	<u>\$ 1,970,161</u>	<u>\$ 1,709,223</u>	<u>\$ 2,345,196</u>	<u>\$ 2,371,436</u>	<u>\$ 26,240</u>	<u>1.1</u>

### 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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>\$ 343,471</u>	<u>\$ 255,691</u>	<u>\$ 443,573</u>	<u>\$ 530,603</u>	<u>\$ 87,030</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 Proposed</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
<b>TOTAL REVENUES</b>	<b>\$ 36</b>	<b>\$ 19</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$ 845,974</b>	<b>\$ 1,011,364</b>	<b>\$ 1,024,234</b>	<b>\$ 1,082,999</b>	<b>\$ 58,765</b>	<b>5.7</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 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:**

	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Total roadway inventory (earth/rock/paved/platted CNSR - each)	1(a)(b)	454	454	454
Total number of maintained signs (each)	1(c)	3,392	3,900	3,900
Mosquito Control expenditures <sup>8</sup>	2(a)	\$2,469,729	\$1,930,397	\$2,540,031
Charleston County population (from online U.S. Census data) <sup>9</sup>	2(b)	403,621	406,366	411,354
Number of requests for service	2(c)	4,221	1,738	2,650
Drainage inventory subject to treatment (miles)	3(a)	170.50	202	202
Drainage inventory mechanically maintained (miles)	3(b)	100.0	102	102
Open drainage system to be inspected (each)	3(c)	1,285	1,285	1,290
Plans submitted for stormwater permits	4(a)	660	813	950
Stormwater permitted sites inspected	4(b)	5,056	6,139	7,300
APWA accreditation practices to be reviewed	5(a)	0	150	185
Municipalities in Charleston County	6(a)	17	17	17

## PUBLIC WORKS (continued)

	<u>Objective</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Output:</b>				
Roads inspected (each)	1(a)	351	69	351
Inspected roads with passing rating (each)	1(b)	351	69	351
Number of signs replaced	1(c)	337	429	430
Cost of sign replacements	1(c)	\$21,651	\$44,079	\$48,487
Light trap collection count (statistical mean, calendar based) <sup>10</sup>	2(a)	3.9	2.9	3.4
Landing rate count (statistical mean, calendar based) <sup>10</sup>	2(a)	5.9	3.5	4.7
Two-day service request (statistical mean, calendar based) <sup>10</sup>	2(a)	9.2	8.9	9.0
Charleston County population growth (from online U.S. Census data) <sup>9</sup>	2(b)	1.8%	1.23%	1.23%
Number of households visited (Mosquito Control) <sup>11</sup>	2(b)	3,555	1,837	1,928
Service requests cleared within 36 business hours <sup>12</sup>	2(c)	2,617	1,132	2,118
Drainage system inventory treated (miles)	3(a)	170.0	54	170
Vegetation control expenditures	3(a)	\$78,583	\$32,823	\$80,000
Drainage system inventory mechanically excavated to grade (miles)	3(b)	81.4	77.0	70.0
Mechanically maintained drainageway expenditures	3(b)	\$151,677	\$699,640	\$154,000
Open drainage system inspected (each)	3(c)	1,285	1,285	1,285
Stormwater permits reviewed within 20 working days	4(a)	660	795	950
Stormwater permit review expenses	4(a)	\$202,000	\$360,000	\$430,000
Stormwater permitted sites inspected at least twice	4(b)	5,056	5,336	5,600
Stormwater permit site inspection expenses	4(b)	\$204,800	\$219,450	\$231,000
APWA accreditation practices reviewed	5(a)	0	150	185
Municipalities with executed IGA	6(a)	0	1	16
<b>Efficiency:</b>				
Cost per sign replacement	1(c)	\$64	\$103	\$113
Cost per ADI unit <sup>10</sup>	2(a)	\$977,982	\$914,043	\$748,398
Cost per mile vegetation control	3(a)	\$462	\$608	\$470
Cost per mile mechanically cleaned drainageways	3(b)	\$1,863	\$9,086	\$2,200
Cost per stormwater permit processed	4(a)	\$306	453	453
Cost per site for stormwater inspection services	4(b)	\$41	42	42
<b>Outcome:</b>				
Percentage of roadway network inspected	1(a)	77.3%	5.1%	77.3%
Percentage of inspected roadways with passing rating <sup>13</sup>	1(b)	100%	n/a	100%
Percentage of signs replaced	1(c)	7.7%	11%	11%
Level of mosquito control (ADI) <sup>10</sup>	2(a)	2.5	2.5	3.0
Citizen Awareness Program change	2(b)	(48.2%)	4.39%	5.0%
Percentage of service requests cleared within 36 business hours	2(c)	62.0%	62.0%	80.0%
Percentage of drainage system treated	3(a)	100%	27.0%	50.0%
Percentage of drainage system mechanically cleaned	3(b)	74.0%	94.0%	80.0%
Percentage of open drainage systems inspected	3(c)	100%	100%	100%
Percentage of APWA accreditation practices reviewed	5(a)	100%	100%	100%
Complete Disaster Debris Management Plan (FEMA Approval)	6(a)	0.0%	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 be in compliance with MUTCD standards by close of calendar year 2018.
- <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 Management). 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 2018 reflects January – July 2018. ADI has been projected to represent a full year based on available empirical data.
- <sup>11</sup> Significant reduction in households visited in FY 2018 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 2018 inspection of roadways was not performed due to the ongoing FEMA recovery efforts of three major storms.

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### 2019 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.
- Test products to dry system on helicopter to treat dredge disposal sites.
- Reduce the impact of "Do Not Spray" on ULV truck operations.

#### Department Goal 3

- Implement a maintenance based drainage rating system.

#### Department Goal 4

- Continue progress toward integration of Stormwater GIS database with Asset Management.

#### Department Goal 5

- Continue Weekly Reaccreditation Practice Review Meetings.
- Implement new and improved procedures identified during the Reaccreditation Practice Review meetings.

#### Department Goal 6

- Seek pre-approval from FEMA for Charleston County Debris Management Plan.
- Execute Intergovernmental Agreements with all 17 municipalities within Charleston County.



## 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 Proposed</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
<b>TOTAL REVENUES</b>	<b>\$ 4,035</b>	<b>\$ 3,010</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0</b>
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)
<b>TOTAL EXPENDITURES</b>	<b>\$ 735,932</b>	<b>\$ 668,106</b>	<b>\$ 995,514</b>	<b>\$ 1,062,625</b>	<b>\$ 67,111</b>	<b>6.7</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 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:

	FY 2017 <u>Actual</u>	FY 2018 <u>Actual</u>	FY 2019 <u>Adjusted</u>	FY 2020 <u>Proposed</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><u>\$ 3,894,637</u></b>	<b><u>\$ 3,901,372</u></b>	<b><u>\$ 4,205,000</u></b>	<b><u>\$ 3,660,500</u></b>	<b><u>\$ (544,500)</u></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><u>2,953,194</u></b>	<b><u>3,076,852</u></b>	<b><u>7,490,330</u></b>	<b><u>3,871,922</u></b>	<b><u>(3,618,408)</u></b>	<b>(48.3)</b>
Interfund Transfer Out	7,272	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b><u>\$ 2,960,466</u></b>	<b><u>\$ 3,076,852</u></b>	<b><u>\$ 7,490,330</u></b>	<b><u>\$ 3,871,922</u></b>	<b><u>\$ (3,618,408)</u></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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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><u>\$21,489,402</u></b>	<b><u>\$26,552,080</u></b>	<b><u>\$28,239,020</u></b>	<b><u>\$32,684,479</u></b>	<b><u>\$ 4,445,459</u></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><u>\$18,334,376</u></b>	<b><u>\$21,286,230</u></b>	<b><u>\$29,500,937</u></b>	<b><u>\$30,335,414</u></b>	<b><u>\$ 834,477</u></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 Proposed</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><u>\$36,305,538</u></b>	<b><u>\$37,916,997</u></b>	<b><u>\$39,763,000</u></b>	<b><u>\$41,673,000</u></b>	<b><u>\$ 1,910,000</u></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><u>\$34,441,647</u></b>	<b><u>\$32,442,559</u></b>	<b><u>\$37,062,191</u></b>	<b><u>\$40,904,549</u></b>	<b><u>\$ 3,842,358</u></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</u> <u>Actual</u>	<u>FY 2018</u> <u>Actual</u>	<u>FY 2019</u> <u>Adjusted</u>	<u>FY 2020</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>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>	4.8
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>	0.0
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>	17.6

### 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 Proposed</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
<b>TOTAL EXPENDITURES</b>	<b>412,839</b>	<b>347,912</b>	<b>524,090</b>	<b>1,080,592</b>	<b>556,502</b>	<b>106.2</b>
Interfund Transfer Out	-	30,000	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 412,839</b>	<b>\$ 377,912</b>	<b>\$ 524,090</b>	<b>\$ 1,080,592</b>	<b>\$ 556,502</b>	<b>106.2</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 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 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Projected</u>
<b>Input:</b>				
Paved road expenditures <sup>1</sup>	1	\$3,240,762	\$3,367,844	\$3,200,000
<b>Outcome:</b>				
Condition of paved road network (OCI) <sup>1 &amp; 2</sup>	1	70	63	60

<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.

<sup>2</sup> The Overall Condition Index (OCI) scoring changed in FY 2018. The scoring was derived from a more detailed scoring set of parameters, which in turn lowered the score. The decreased OCI number starting in FY 2018 is due to the change in scoring, not a change in the condition of the road.

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#### 2019 ACTION STEPS

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##### 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.