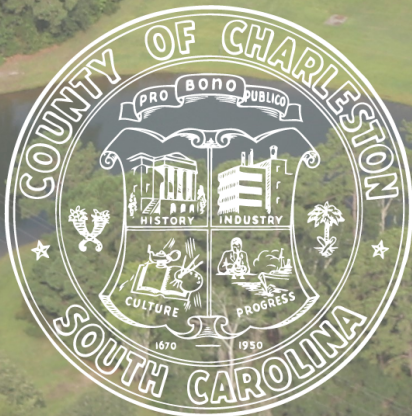


# Charleston County South Carolina



## Approved Budget Narrative Fiscal Year 2022





# **COUNTY OF CHARLESTON SOUTH CAROLINA**

**APPROVED BUDGET FOR FISCAL YEAR 2022  
EFFECTIVE July 1, 2021 - June 30, 2022**

## **BUDGET NARRATIVE**

**COUNTY COUNCIL  
TEDDIE E. PRYOR, SR., CHAIRMAN  
ANNA B. JOHNSON, VICE CHAIRWOMAN  
HENRY DARBY  
JENNY COSTA HONEYCUTT  
KYLE JEROME MIDDLETON  
C. BRANTLEY MOODY  
HERBERT SASS  
DICKIE SCHWEERS  
ROBERT L. WEHRMAN**

**COUNTY ADMINISTRATOR  
WILLIAM L. TUTEN**

**CHARLESTON  
COUNTY  
SOUTH CAROLINA**

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## About the Cover Picture:

### Lonnie Hamilton, III Public Services Building

Lonnie Hamilton, III was a Lowcountry icon, as a musician, educator, and community leader. Notably, Mr. Hamilton was the first African American to serve on Charleston County Council, serving twice as Council Chair. Elected in 1970, Mr. Hamilton served for more than 20 years as a Charleston County Council Member.

Among his proudest achievements were his efforts to bring recycling to Charleston and a Triage Unit to the County Hospital during his tenure.

In 1978, Mr. Hamilton was inducted to the Burke Hall of Fame. Other recognition includes the naming of the interchange of Interstate 26 and Interstate 526 in his honor, as well as the Charleston County office building (pictured here). In 2003, former students of Bonds-Wilson High School joined together to form the charitable Lonnie Hamilton, III Foundation, which focuses on educational achievement.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**Charleston County  
South Carolina**

For the Fiscal Year Beginning

July 1, 2021

*Christopher P. Morrell*

Executive Director

## 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, 2021, for the 32<sup>nd</sup> consecutive year. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



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**End Section**



## LETTER FROM THE ADMINISTRATOR



**William L. Tuten**  
County Administrator

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1.800.524.7832  
Fax: 843.958.4004

btuten@charlestoncounty.org  
Lonnie Hamilton, III Public Services Building  
4045 Bridge View Drive  
North Charleston, SC 29405-7464

Citizens of Charleston County:

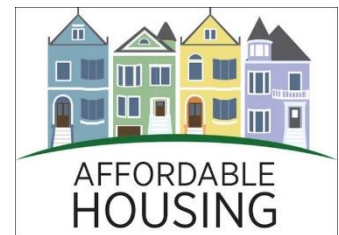
I am pleased to present the Fiscal Year (FY) 2022 Charleston County Operating Budget, as adopted by Charleston County Council on June 22, 2021. Charleston County has received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the past thirty-one years and Triple AAA ratings from the bond rating agencies for the past eleven years. We are proud of these recognitions, and we work hard each year to improve upon the budget from the previous year. We believe that this budget document conforms to the award program requirements, and we are submitting it to GFOA for consideration.

### HIGHLIGHTS

- *Addresses the Financial Impact (positive and negative) to the County and Citizens from the Interminable Pandemic*
- *Addresses Growth in Charleston County*
- *Maintains Financial Fundamentals*
  - *Matches Recurring Revenue with Recurring Expenditures*
- *Return Excess Revenue from Local Option Sales Tax to Homeowners*

Charleston County is experiencing a strong rebound after the initial impacts of the 2021 worldwide pandemic. Property values are increasing. Sales tax growth is unprecedented. Home sales in the region are rising. Population growth continues. The financial safety measures implemented in the FY 2021 approved budget as a safeguard for the financial uncertainties associated with the pandemic laid a solid foundation for the development of the FY 2022 budget. The FY 2022 budget is balanced and addresses the following budgetary challenges:

➤ **Affordable Housing** ~ The County continues to experience growing population, thriving business development, and increasing tourism. While the pandemic slowed growth in 2020 through early 2021, the County is seeing improvements in the area's economy, and we do not anticipate this growth ending soon. As a result, the housing market continues to expand, and the demand for affordable homes continues to be a challenge. Addressing affordable housing in the County is one of the major focuses of the FY 2022 budget. The budget provides approximately \$0.5 million for a Community Revitalization and Housing Affordability department; charged with the goal of improving affordable housing and revitalization of the physical and economic infrastructure.



➤ **Recovering from the initial financial impacts of COVID-19** ~ Implementation of stop gap measures, increased revenue, and temporarily closing the court system and other programs to control the spread of the virus increased the General Fund fund balance at the end of FY 2021. The second major focus of the FY 2022 budget is to establish a prudent spending plan for the allocation of the fund balance for one-time costs. Early in the budget process, staff prioritized one-time costs by re-evaluating new spending and initiatives/projects requests and the purchase of new or replacement equipment delayed from FY 2021. Prioritizing one-time costs was vital to the success of the FY 2022 budget.

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

➤ **No net increase in taxes for the homeowner** ~ County Council conscientiously sought to maintain a consistent level of taxation for our residents and businesses. The County's tax millage and the Solid Waste User Fee for FY 2022 remain constant. The Local Option Sales Tax, used to offset property tax costs, increases this year; and therefore, reduces net taxes.

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

## THE BUDGET IN BRIEF



Revenues and other sources for all operating funds<sup>1</sup> total \$645.2 million for FY 2022, which is a budgeted increase of \$43.1 million from the previous fiscal year. The County's largest revenue sources, the Property Tax and Local Option Sales tax, reflect an increase of \$25.6 million. The Transportation Sales tax, the next largest revenue and directly tied to the local economy and online consumer spending, increases by \$25.0 million in the Special Revenue Funds for the Transportation Sales Tax funds for roads, mass transit, and greenbelt projects.

Expenditures and other uses for all operating funds<sup>1</sup> total \$678.3 million for FY 2022, a \$1.1 million increase from the previous year. Council adopted a conservative budget in FY 2021 in response to the uncertainties of the world-wide pandemic. The strong tourism industry recovery in FY 2021 and projected for FY 2022 result in a \$4.8 million increase in the local Accommodations Tax and a \$3.5 million increase in Air Service Development. The additional funding represents restoration of expenditures to pre-pandemic levels in support of tourism in the County. The largest increase of \$54.0 million, a 282.1 percent increase, represents the progression of road projects into the construction phase in FY 2022. Road projects continue through the end of the 25-year tax. Finally, personnel costs across all funds increase 6.4 percent and include reprogramming 36 FTEs in response to community growth and customer demands in the County. The expenditure increases are offset by lower debt service due to a one-time expenditure in FY 2021 of \$18.6 million for the re-payment of a short-term borrowing.



The projected beginning fund balance is \$103.6 million. The largest change in the fund balance, the Transportation Sales Tax Special Revenue Funds, represents a \$7.6 million reduction to fund the planned pay-as-you-go roads and greenbelts projects. The County also budgeted \$11.8 million in the General Fund to restore facility projects, technology projects, and vehicle/equipment expenditures to pre-pandemic levels. Council increased the Local Option Sales Tax Credit by \$3.0 million based on increased revenue collected in FY 2020 and FY 2021 due to increased consumer sales locally and online. To provide the flexibility needed to address the unknown future demands in the FY 2021 budget, Council implemented a two percent stop gap measure and limited one-time costs to public safety requirements only. The elimination of the short-term budget constraints is also reflected in the \$33.1 million decrease to the fund balance. The projected ending fund balance is \$70.5 million.

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



## MAJOR POLICY ISSUE



The Local Option Sales Tax (LOST), under SC State Law Chapter 10 of Title 4, allows a county, upon referendum approval, to levy a sales and use tax of one percent on the gross proceeds of sales. Counties must use the largest portion of

the levied tax as a credit against a taxpayer's county ad valorem tax liability and may use the smaller portion for the purpose of funding County operations. Charleston County's policy is to annually budget 100 percent of the estimated revenue as a credit. Historically, there are years the revenue exceeds budget and years the revenue is below budget. Overall, there is only a slight difference between the budgeted projections and the actual revenue generated. The difference began to increase after a Supreme Court decision gave States the ability to access sales tax on out-of-state online retailers. Staff calculated an approximate \$6 million difference in budgeted projections and actuals in FYs 2020 and 2021.

Council's intent for the referendum passed in 1990 is to return 100 percent of the revenue generated to taxpayers as a credit on their annual tax bill. In addition, Council's goal is to limit fluctuations in tax bills when consumer spending decreases. During budget deliberations, Council voted to pass a budget that allocates \$3 million of the LOST revenue from FYs 2020 and 2021 as an additional credit in FY 2022, with plans to distribute the remaining \$3 million in FY 2023. Allocating the \$6.0 million credit over two years protects the taxpayers from short-term increases in the net property tax bill.

Council and I are proud to offer County taxpayers a decrease in their County taxes in a year where many citizens are recovering from the negative financial impacts of the world-wide pandemic and the fast-paced growth in property value in the County.

## LOOKING AHEAD - CHALLENGES IN FY 2022 AND BEYOND

The County has identified several challenges for FY 2022 and beyond. The following section discusses the challenges and how the County will align successful resolution of these issues with the County's mission and initiatives.

- **Managing the County Growth While Mitigating Increased Costs** ~ The rebound from the pandemic was swift in Charleston County; however, the cost associated with the growth seen in the County is unprecedented. The County continues to see an increase in the types and amounts of infrastructure (improved drainage infrastructure, enhanced roads, additional libraries, parks and recreational facilities, etc.) and service needs (increased building permits, documentary stamps for home purchases, etc.) for our growing population. In addition to increased demands from our citizens, costs of goods and services are increasing. The greatest challenge to the County is increasing vacancy rates and salary issues for the County's workforce. As we enter the new fiscal year and moving beyond, staff will continue to efficiently and effectively monitor the County's fiscal health and to make decisions that best align with the needs of the great citizens of Charleston County.
- **Preserving and Constructing County Infrastructure** ~ After our employees, the County considers our assets the most valuable resource. As a result, we are dedicated to preserving our current infrastructure and constructing quality buildings for future needs.



- **Asset Management** ~ The County is continually challenged with increased facility maintenance costs due to the age and expansion of the County's facilities. The County conducted a comprehensive study to determine the condition of County facilities and to develop an annual work plan. Moving forward, the County intends to fund the appropriate level to implement the work plan.
- **Construction Management** ~ The County anticipates funding infrastructure from bond proceeds, Enterprise Funds, and Special Revenue Funds in the future. The major challenges in construction involve the following projects:
  - The original Library Plan included building five new libraries (three serving as replacements for existing facilities), renovating 13 existing branches, moving the library's support staff out of the Main Library to make more space available for public use, and upgrading the technology in all buildings. The County has opened four of the five new libraries and the administrative building. Staff continues to work on constructing the last new library and renovating the remaining libraries.
  - The County is continuing the construction of a social services hub and a replacement Juvenile Detention Center. In addition, the County also plans to begin the redesign and construction of the Public Works complex. The County intends to fund these projects from bond proceeds.
  - The County is continuing improvements to the recycling convenience centers and infrastructure at the landfill to meet the needs of the growing population. In addition to setting aside funds for construction, the County prudently strives to maintain an appropriate level in the Environmental Management Enterprise Fund fund balance.
  - Finally, the citizens of Charleston County passed, by referendum, an additional one-half of one percent sales and use tax that took effect May 1, 2017 and will continue for 25 years or until \$2.1 billion is collected. According to the referendum, the sales tax revenues provide funds for transportation-related projects, mass transit, and greenbelt projects. Staff is currently reviewing plans to fund designing large road projects, designing a bus rapid transit system, and prioritizing greenbelt projects.

## CONCLUSION

Preparation and adoption of the budget takes a dedicated team. Thank you to our staff who are committed to providing excellent service while making the most of the taxpayers' dollars. Thanks especially to the Budget Department for their hard work in developing and presenting the FY 2023 budget. Finally, thank you to County Council for their leadership during the early stages of the pandemic and continued leadership as we navigate through the uncharted waters as the Country moves beyond the pandemic years. By working together cooperatively, we can ensure the County will continue to provide excellent service to our community.

Sincerely submitted,



William L. Tuten  
Charleston County Administrator



# Organizational Chart

## Citizens of Charleston County

### County Council

#### ELECTED

**Auditor**—Peter Tecklenburg  
**Clerk of Court**—Julie Armstrong  
**Coroner**—Bobbi Jo O’Neal  
**Probate Court**—Judge Irv Condon  
**Register of Deeds**— Michael Miller  
**Sheriff**—Kristin Graziano  
**Solicitor**—Scarlett Wilson  
**Treasurer**—Mary Tinkler

#### APPOINTED

**Elections/Voter Registration**—Isaac Cramer  
**Library Board Director**—Angela Craig  
**Magistrate Courts**—Judge JoAnna Summey  
**Master-In-Equity**—Judge Mikell Scarborough  
**Public Defender**—Ashley Pennington  
**Veterans Affairs**—David J. LeBlanc, Sr.

**District 1**—Herbert R. Sass, III  
**District 2**—Dickie Schweers  
**District 3**—Robert Wehrman  
**District 4**—Henry Darby  
**District 5**—Teddie E. Pryor, Sr., Chairman  
**District 6**—Kylon J. Middleton  
**District 7**—C. Brantley Moody  
**District 8**—Anna B. Johnson, Vice Chairwoman  
**District 9**—Jenny Costa Honeycutt

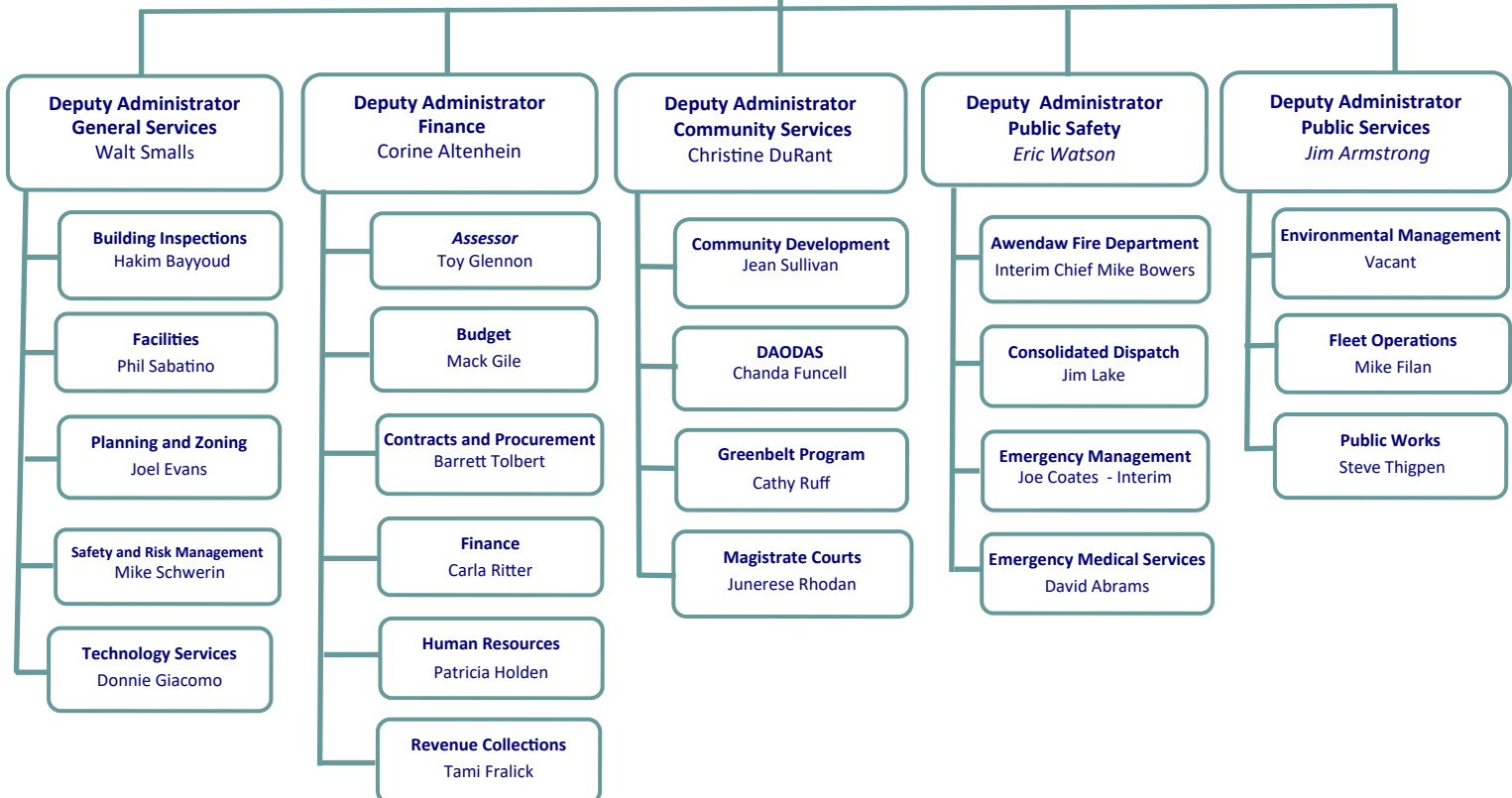
**Clerk of Council**—Kristen Salisbury  
**County Attorney**—Natalie Ham  
**Internal Auditor**—Robert Stewart

#### Budget Oversight

Fire Districts  
 Park & Recreation Commission  
 Public Service Districts  
 Trident Technical College

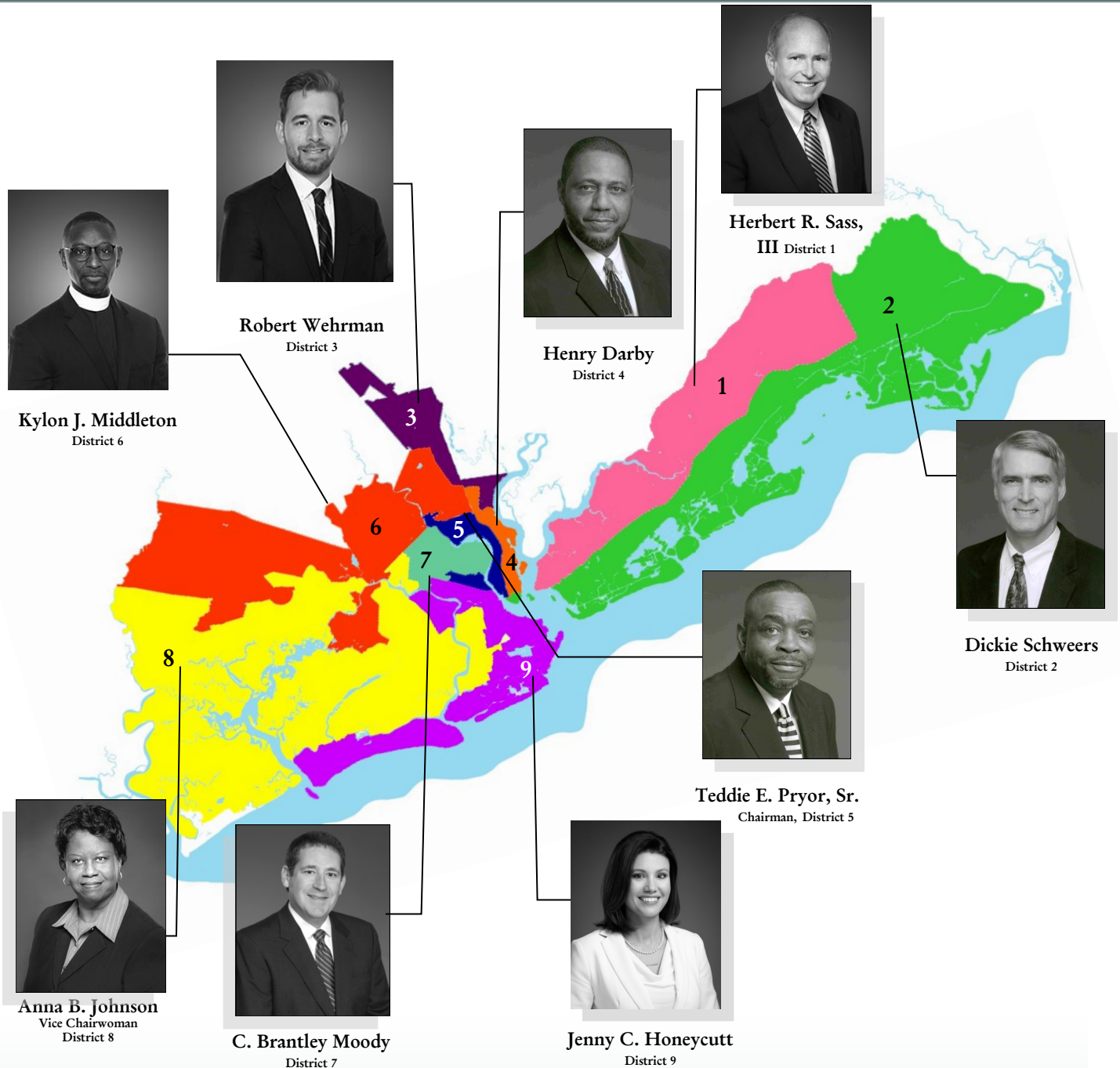
**County Administrator**  
*William L. Tuten*

**Capital Projects**—John Williams  
**Economic Development**—Steve Dykes  
**Public Information Officer**— Kelsey Barlow



Effective July 01, 2021

# CHARLESTON COUNTY COUNCIL

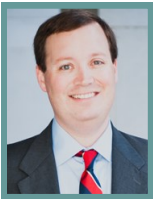


Charleston County Council serves as the legislative, policy-making body of county government through the adoption of ordinances and resolutions. Council members represent nine single-member districts, and each January, the members elect a Chairman and Vice Chairman to represent Council for that calendar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

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

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

## ELECTED OFFICIALS



### Auditor - Peter J. Tecklenburg

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



### Coroner - Bobbi Jo O'Neal

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



### Register of Deeds - Michael Miller

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



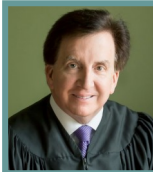
### Solicitor - Scarlett Wilson

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



### Clerk of Court - Julie Armstrong

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



### Probate Court Judge - Judge Irv Condon

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



### Sheriff - Kristin Graziano

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



### Treasurer - Mary Tinkler

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

## APPOINTED OFFICIALS



### Board of Elections & Voter Registration- Executive Director Isaac Cramer

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



### Library Board of Directors - Executive Director Angela Craig

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



### Magistrate Courts - Chief Judge JoAnna Summey

Magistrate Courts make traffic and criminal case rulings; issue restraining orders and arrest and search warrants; and handle landlord/tenant disputes. The Chief Magistrate is appointed by the Chief Supreme Court Justice to a term of six months. Magistrates are appointed by the Governor to a four-year term.



### Master-In-Equity - Mikell Scarborough

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



### Public Defender - Ashley Pennington

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



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

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



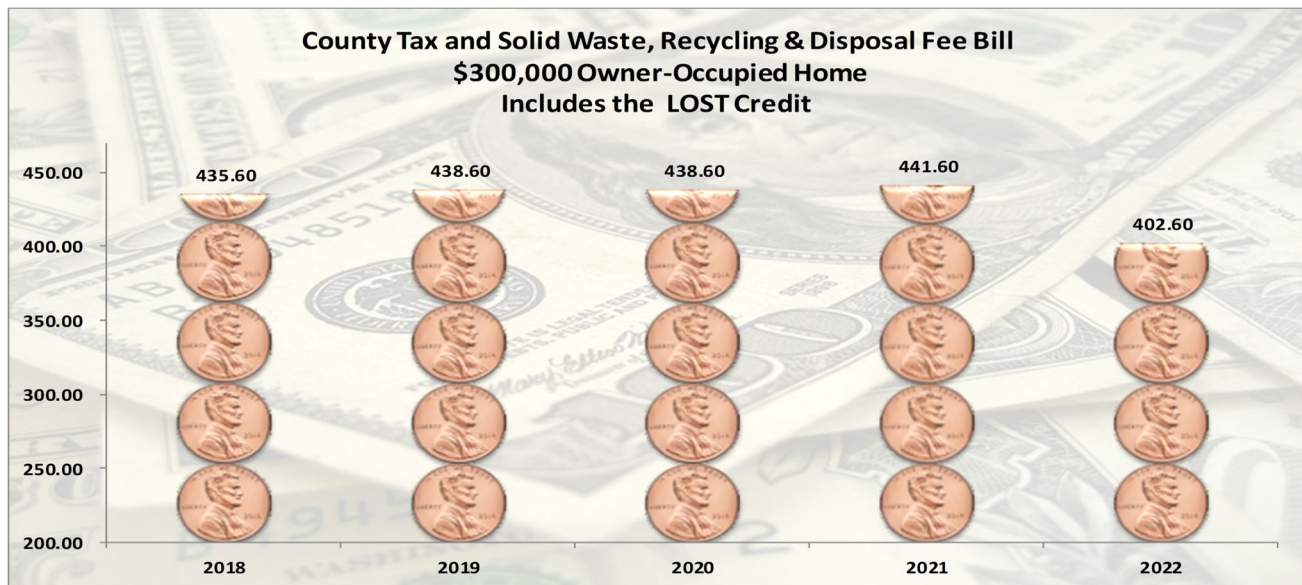
## BUDGET HIGHLIGHTS



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

The General Fund operating budget is \$271.6 million, which is down \$21.7 million or 7.9 percent. The FY 2022 Charleston County budget is balanced.

- Operating millage changed from the previous year to 41.2 mills.
- Debt Service millage remains unchanged at 6.1 mills.



## Projects

### Initiatives/Projects During Fiscal Year 2022

- Continue construction and renovation of Charleston County Libraries
- Continue construction of Social Services Hub
- Continue design and construction of Public Works Complex
- Complete construction of the Juvenile Detention Center





## BUDGET HIGHLIGHTS

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

### EXEMPTIONS

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

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

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

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

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

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

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

### COMPUTING REAL PROPERTY TAXES

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

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

<u>WITH HOMESTEAD</u>		<u>WITHOUT HOMESTEAD</u>
\$300,000	Appraised Property Value	\$300,000
- 50,000	Less Homestead Exemption	- 0
250,000	Adjusted Appraised Property Value	300,000
.04	Multiplied by the Legal Residence Assessment Ratio	.04
10,000	Total Assessment	12,000
	Multiplied by the combined millage, for example, using the FY 2022 adopted County millage rate *	
0.0473		0.0473
473.00	Total Property Tax Due for Charleston County Before Sales Tax Credit	567.60
- 220.00	Less: County Sales Tax Credit (.00088) x Adjusted Appraised Value (300,000 or 250,000)	- 264.00
253.00	Tax Due After Sales Tax Credit	303.60
99.00	Plus: Environmental Management Recycling and Disposal Fee	99.00
\$ 352.00	Total Amount Due	\$ 402.60

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

# The County

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Charleston has continued to be an award winning destination. Some of the rewards received in FY 2020 and FY 2021 include:

- No.1 City in the U.S. for eight consecutive year by Travel + Leisure Magazine. Charleston is home to award winning hotels and restaurants.
- Charleston named the South's Best City by Southern Living magazine.
- No. 1 Best Small U.S. City for the tenth consecutive year in the Conde Nast Traveler Readers' Choice Awards.
- Charleston ranked third for the Best Cities for Job Opportunities by WalletHub.
- Charleston ranked No. 13 Best Performing Cities by the Milken Institute in 2020. The Index is based on a U.S. metropolitan area's ability to create and sustain jobs and economic growth.
- Charleston ranked as the Top Stem City in the state by Insurify by demonstrating exceptional dedication to advancements in STEM: Science, Technology, Engineering, and Math.
- Charleston ranked No. 10 in the U.S for gaining jobs in innovative industries by The New York Times.



## The Industry



**\$217 Million**

Residential value of construction permits in 2020

**\$44.9 Billion**

Gross Metro Product in the Charleston Region



## The People



**35,000**

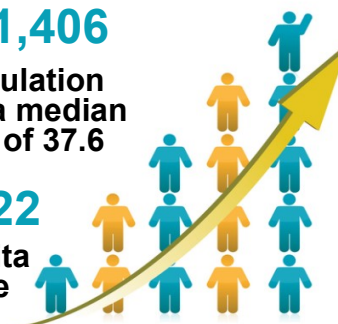
2017—2022  
Job Creation Forecast in the Charleston region

**411,406**

Population with a median age of 37.6

**\$64,022**

Per capita income



**90.7%**

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

**35.6%**

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

**Median Sales Price in 2021**

**\$284,479**



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



## COMMUNITY PROFILE



**Downtown Charleston**

Charleston County is located along the scenic southeastern coast of South Carolina. It has a land territory of 916 square miles and a 97-mile coastline along the Atlantic Ocean. Charleston County is South Carolina's third most populated county with 417,981 residents according to the latest U.S. Census annual population estimates.

The region's coastal location along the Atlantic Seaboard, at the junction of the Ashley and Cooper rivers, provides immense

advantages for the seaport. Numerous rivers, tidal creeks, vast expanses of pristine salt marshes, and hallmark live oaks accent the flat landscape. The scenic backdrop is the perfect setting for the stunning eighteenth and nineteenth-century architecture of historic Charleston. Charleston County also offers urban and suburban communities that lie beyond the bustling city hosting businesses, industries, and residences alike. The region's charm is evident in the "slow pace and friendly environment" despite major growth in population over the past decade.

### Recovering from the Impacts of COVID-19

The national, state and local economies have experienced a significant rebound from the pandemic-inspired lows witnessed in 2020. As of May 2021, the Charleston County unemployment rate is 3.2 percent, more than nine percentage points lower than the peak witnessed in May 2020 (12.3 percent). Charleston County's unemployment rate is lower than both the state and the nation at 3.6 percent and 5.5 percent, respectively. Charleston's rebound can be attributed to diversity of industries within the Charleston economy as well as the presence of key industries that were somewhat insulated from pandemic-related shocks. In addition, industries including construction, manufacturing, logistics, IT/high tech and life sciences benefitted from prevailing trends only intensified by the pandemic. Finally, the underlying fundamentals of the Charleston County region, including its strategic location along the Eastern Seaboard, logistical port and rail access, a growing population and a skilled workforce, ensures that it will remain an economic bellwether in the Southeast.



While many industry-sectors have experienced a rebound from pandemic-related lows, the leisure and hospitality sector which experienced the sharpest economic impact from the COVID-19 pandemic is still working to recover. The industry witnessed a loss of jobs in the midst of the



## COMMUNITY PROFILE

pandemic and now, during the recovery phase, is experiencing a tight labor force. Despite major headwinds, employment in the industry-sector has increased 77 percent from lows witnessed in April 2020 (As of December 2020). Restored demand for travel-related products has sparked an increase in in-bound passenger volume, hotel occupancy and restaurant patronage. Trends in other economic factors impacting county residents including the amount of housing stock available at various price points and other supply-related market developments are also at key inflection points.

Throughout the impact of the COVID-19 pandemic event and as a matter of course, Charleston County has worked to support existing industry. These efforts include serving as a clearinghouse for vital information including the availability of local, state and federal aid and programs; updates on executive orders governing business operation; assisting with access to personal protective equipment and other items necessary for safe business operation. Finally, Charleston County government serves and collaborates with regional and state leadership in multiple business reopening advisory groups including One Region Ready and accelerateSC. These initiatives have helped to create economic revitalization plans to expedite the economic recovery from the pandemic and to ensure that our existing industry will be able to sustain in the case of future impacts from major economic events.



### Tourism and Lowcountry Living

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

Charleston is medium in size but offers big city attractions like the world-renowned Spoleto Festival, Southeastern Wildlife Exposition, Charleston Wine + Food Festival, Cooper River Bridge Run and Volvo Car Open tennis tournament. Annual events were significantly impacted by the pandemic, resulting in multiple cancellations or the reorganization of the event's format to reduce crowd size or exclude spectators. The Volvo Car Open tennis tournament is the preeminent all-women's professional competition. It is held each year at the Volvo Car Stadium at the Family Circle Tennis Center on Daniel Island. It averages 90,000 attendees and in previous years generated an estimated direct economic impact of \$30 million. The 2020 tournament was cancelled due to the uptick in COVID-19 cases. Event organizers hosted the 2021 event without spectators as well but benefited from having a broader viewing audience (televised footage in 170 countries for two weeks). The annual Cooper River Bridge Run 10K has an estimated direct economic impact of \$30 million. In 2019, with 60 percent of attendees from out of town, the race was recognized as the top tourism event by the State of South Carolina, garnering the prestigious Governor's Cup. Although the 2020 race was cancelled, the 2021 race was rescheduled to occur in September, a time projected to be safe for the thousands of runners to convene.

## COMMUNITY PROFILE

The 2021 PGA Championship was hosted at the Ocean Course at Kiawah Island, SC. Even with in-person attendance limited to 50%, the Championship was expected to exceed \$100 million economic impact to the Charleston region. The Championship was previously held there in 2012 with great success, bringing with it a \$23.6 million economic impact.



Charleston provides natural beauty, moderate climate, and unmatched quality of life that has been deliberately and carefully preserved. Charleston has become a coveted destination for travel. Readers of leading travel magazines have placed Charleston at the top of the list of favorite domestic and world travel destinations. Charleston was named the “No. 1 City in the U.S. and Canada” by *Travel + Leisure World’s Best Awards* for eight consecutive years (2013 through 2020). Charleston has received the similar designation of “Best Small City in the U.S.” from *Condé Nast Traveler Reader’s Choice Awards* ten years straight (2011 through 2020). *Travel + Leisure* magazine readers also designated Charleston as the No. 12 City in the world.

The region’s visitor industry was defined by the COVID-19 pandemic in 2020. Despite the unique challenges that were faced, the Charleston region attracted 5.12 million overnight visitors, who generated \$6.15 billion in total economic impact throughout the region. Condé Nast Traveler reports that the overwhelming response (at 97 percent) of respondents to their annual reader’s survey who visited Charleston said they would like to return. These results are significant. In addition, Explore Charleston’s Travel Council reports early signs of growth in air travel. Charleston County, South Carolina is literally the preeminent Southeastern “Gateway to the World.”



Previous to the COVID-19 pandemic, Charleston area restaurants were multiplying and flourished with a constant flow of aspiring chefs and affluent visitors. Several Charleston area restaurants were given the ‘Star Diamond Award’ by The American Academy of Hospitality Sciences; landed on Forbes 4 Star Restaurants list; featured in *Wine Enthusiast* magazine’s ‘America’s 100 Best’; and recognized by the James Beard Foundation Awards.

More recently, the Gullah food scene has been featured on a nationally syndicated food program.



## COMMUNITY PROFILE

### Economic Diversity

The Lowcountry has a competitive posture and a diverse economic base due to its high quality of life. The region's economic base includes the Port of Charleston, which is the fifth largest port in dollar value of goods handled along the east and Gulf Coasts and sixth among all seaport districts in the United States. The Port is considered among the most efficient in the nation for its cargo handling systems. In December 2019, the Port was recognized by the Journal of Commerce (JOC) as the "No. 1 for overall productivity in the midsize ports category for North American ports." In addition, the "Wando Welch Terminal

was named No. 1 for overall productivity in the midsize terminals category." (S.C. Ports Authority) The Port has worked to position itself for growth with a six-year, multi-billion-dollar capital improvement plan. The list of major capital improvement projects includes the construction of the new Hugh K. Leatherman Sr. Terminal on the former Naval Base, deepening the harbor to 52 feet, and other road/rail access and terminal modernization projects. Phase I of the new 280-acre terminal opened in March of 2021, marking history as the nation's newest container terminal in over 10 years. At completion, the terminal is expected to double Charleston's total container capacity. The new terminal, coupled with multiple rail enhancements including the planned Navy Base Intermodal Container Transfer Facility, will help to augment the success of the new port terminal.



**Port of Charleston**

The Port of Charleston handled 2.55 million twenty-foot equivalent units for the first time in its history of operation in fiscal year 2021 (ending on June 30, 2021). At the beginning of FY21, container volumes were negatively impacted by pandemic-related supply-chain disruptions, however, a positive shift in consumer spending on retail and home goods prompted a surge in imports. SCPA continues to trust that "great fundamentals" should support future growth. The

SCPA economic impact for the Lowcountry region is estimated at \$7.8 billion and supports nearly 28,000 jobs and \$1.5 billion in labor income in the eight-county region.



### Military Presence

The military has continued to be a significant presence in the area even after the 1995 closure of much of the Charleston Naval Complex. A 2017 statewide study conducted by the University of South Carolina and the South Carolina Military Base Task

## COMMUNITY PROFILE

Force estimated the annual economic impact to be nearly \$11 billion with more than 68,000 jobs supported. Joint Base Charleston remains the single largest employer in the region, employing 22,000 uniformed, civilian, and reservist personnel located within the Naval Weapons Station, the Navy Nuclear Power Training School, and the Naval Information Warfare Center (NIWC). Joint Base Charleston is home to the 437<sup>th</sup> Airlift Wing and its squadrons of C-17 transport planes, the 628<sup>th</sup> Air Base Wing and the 315<sup>th</sup> Airlift Wing (the reserve unit). These planes play a vital role of carrying supplies to active duty troops stationed all over the world.

The U.S. Coast Guard operates a station in Charleston, as well. At the 2020 annual “State of the Coast Guard” address, Charleston was identified as a “future Coast Guard operational center of gravity.” The Admiral indicated the Coast Guard plans to make Charleston a base for new assets and infrastructure including the first Offshore Patrol Cutter that “will comprise almost seventy percent of the [Coast Guard’s] offshore presence.” This announcement comes on the heels of a 2019 announcement that five National Security Cutters are located at a new “superbase” located in Charleston by 2024.

### Economic Development

Economic development has increased dramatically over the past five years. The Mercedes-Benz Vans, LLC (Previously known as Daimler Vans Manufacturing) celebrated the grand opening of its \$500 million van assembly facility for the NAFTA territory in North Charleston. The company moved through the process of hiring an additional 1,300 workers. The facility includes a new body shop, a paint shop and an assembly line. The new facilities are designed to build Sprinter Vans from start to finish. MBV formerly re-assembled the vans at their original facility inside Palmetto Commerce Park. Boeing’s 787 family of wide-body, fuel efficient planes, is exclusively built at Boeing’s North Charleston campus. Boeing announced in late 2020 that it would no longer split production of 787 Dreamliner (also called the “Dash 10”) between North Charleston, SC and Everett, Washington. The announcement underpinned a continued commitment by Boeing to invest in its local operations. The consolidation was implemented in March 2021. Boeing South Carolina currently employs 5,700 workers. The company has a total of six facilities and business units: Boeing Final Assembly and delivery site for the 787 Dreamliner, Boeing Interior Responsibility Center, Propulsion South Carolina, Boeing Research & Technology, and two Centers of Excellence – Information Technology and Engineering. Other elements of the diverse Charleston economy also remain robust despite significant impacts from the pandemic. In 2020, Charleston County announced the expansion of 8 existing companies and the locating of four new companies to the county. These economic development announcements represent more than 1,100 new jobs, \$186.4 million in capital investment, and \$50.6 million in payroll increase. All three indicators represent an increase over 2019, with capital investment up more than 180 percent.





## COMMUNITY PROFILE



### Infrastructure

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

projects include a five-level parking garage (completed in late 2020) and projects that supported the addition of the new nonstop transatlantic flight to London, Heathrow airport via British Airways in 2019 (International service is on hold due to the pandemic). The airport has announced multiple new nonstop service options to additional destinations bringing the total to 45 cities in the U.S. and Great Britain (temporarily on hold). At the conclusion of 2019, CHS announced its fifth consecutive year of record-breaking passenger growth with nearly 4.9 million passengers flying in and out of the airport. While 2020 passenger volume was impacted by disruptions due to the COVID-19 pandemic, passenger traffic began to experience a significant rebound in the second part of the year.

The South Carolina Ports Authority is in the process of completing a multi-billion-dollar capital plan (detailed earlier) that increases capacity, improves port access and wharf conditions. The county remains committed to the continual upgrading of highways and completion of major roads. Multiple road infrastructure projects in the pipeline address traffic congestion issues that impact quality of life for local residents and economic activity.

### Industry

Palmetto Commerce Parkway, the epicenter of major industrial growth, continues to house a growing number of world-class businesses such as The Boeing Company, Mercedes-Benz Vans, ThyssenKrupp, Cummins Turbo, Shimano, AHT Cooling, TIGHITCO, Safran Electrical & Power Systems, Kuehne + Nagel, Inc. and The Intertech Group.

The area surrounding the Palmetto Commerce Park is rapidly developing. The park is bound to the east by I-26, to the north by Ladson Road and to the south by Ashley Phosphate Road. Several industrial warehouses totaling more than 1 million square feet are under construction or proposed for development over the period of 2021 to 2022.



## COMMUNITY PROFILE

Many of these projects are speculative in nature in response to strong demand for commercial real estate to support warehousing, distribution and logistics trends. The “Class A” industrial park is poised for continued growth even in the face of the COVID-19 pandemic. The need for “last-mile” industrial facilities with amenities is an emerging trend sparked by the pandemic. These facilities are necessary to serve as warehouse and distribution space close to major population centers. Charleston County has the fundamental components of a trained workforce, new industrial facilities and comprehensive logistical options to benefit from the emerging trends.

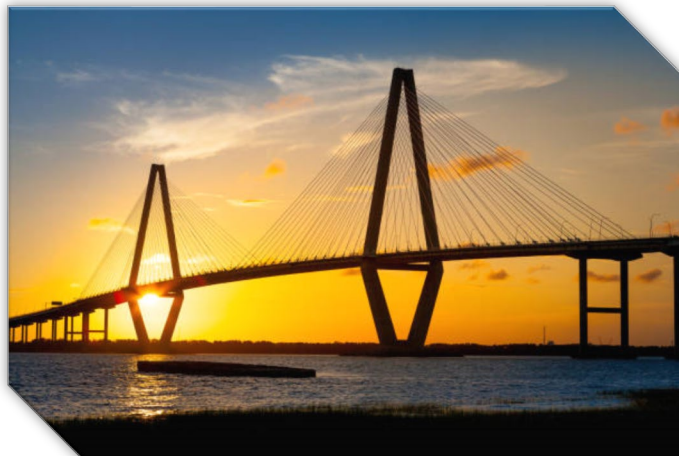


### Education

Nearly 48,000 students pursued higher education degrees in various Charleston regional colleges, universities and technical schools. The Medical University of South Carolina offers advanced medical degrees at the State’s largest teaching hospital. The College of Charleston offers new degree programs in Engineering and Data Science. Trident Technical College provides a diverse range of industrial training programs. Trident Technical College has built a new nursing school

(opened in 2016) and an aeronautical training facility (opened in 2019). Other higher education opportunities include the College of Charleston, The Citadel, and Charleston Southern University. Nearly 14,000 high school students are enrolled in “Career Academies.”

The COVID-19 pandemic has definitely impacted education given the mandates of social distancing. Area colleges and universities and the Charleston County School District implemented distance learning in the spring of 2020. Going forward, the education community has researched strategies to continue to provide quality education through a number of different safe and effective learning formats. This research was conducted with the help of regional and statewide collaboration initiatives that include experts from multiple industries including healthcare. Various emergency relief funding initiatives at the federal and state level were implemented to address a range of needs for elementary and secondary education. Planning for distributions of additional relief funding is currently underway and will provide impacts for later 2021/early 2022.



## COMMUNITY STATISTICS

The following represents the assessed property values for personal and vehicle property and real property for each of the last ten years. A property's assessed value is the taxable value of a property based on a percentage of appraised value.

<b><u>ASSESSED PROPERTY VALUES</u></b>			
<b><u>Fiscal Year</u></b>	<b><u>Personal &amp; Vehicle</u></b>	<b><u>Real Property</u></b>	<b><u>Total</u></b>
2020	\$570,090,704	\$4,068,129,129	\$4,638,219,833
2019	561,502,711	3,587,084,114	4,148,586,825
2018	539,724,041	3,395,023,184	3,934,747,225
2017	542,561,078	3,244,302,523	3,786,863,601
2016	510,041,407	3,104,605,470	3,614,646,877
2015	469,641,701	3,008,285,095	3,477,926,796
2014	417,227,863	2,817,056,508	3,234,284,371
2013	405,407,260	2,834,713,312	3,240,120,572
2012	382,850,480	2,748,065,264	3,130,915,744
2011	389,747,922	2,729,144,416	3,118,892,338
<i>NOTE: This information was provided by the Charleston County Auditor.</i>			

The following represents the number of new commercial and residential permits issued in the County and the values of the construction permits issued for each of the last ten years.

<b><u>CONSTRUCTION</u></b>			
<b><u>Fiscal Year</u></b>	<b><u>Number of Permits</u></b>	<b><u>Commercial Value</u></b>	<b><u>Residential Value</u></b>
2020	12,131	43,518,572	216,785,776
2019	13,393	68,291,882	209,973,351
2018	11,853	46,120,900	202,422,484
2017	11,928	15,287,584	191,121,351
2016	11,046	41,682,718	172,879,227
2015	8,858	23,678,811	130,954,462
2014	7,405	23,090,032	169,064,413
2013	8,154	29,847,333	155,231,949
2012	8,934	27,954,751	143,853,399
2011	7,262	31,870,422	126,390,397
<i>NOTE: This information was provided by the Building Inspections Department.</i>			

## COMMUNITY STATISTICS

The ten largest taxpayers as of December 2020 are set forth below.

<b><u>PRINCIPAL TAXPAYERS</u></b>		
<b><u>Name</u></b>	<b><u>Assessed Value</u></b>	<b><u>Business Type</u></b>
Dominion Energy	\$76,381,740	Public Utility
Boeing	70,941,146	Manufacturing
Mercedes Benz Vans LLC	19,500,831	Automobile Manufacturing
Kapstone Kraft	17,445,325	Manufacturing/Chemical
Trident Medical Center LLC	9,777,630	Medical Center
Mid-America Apartments LP	9,497,100	Apartment
Kiawah Real Estate Co.	9,058,050	Real Estate
Bell South	7,681,000	Public Utility
Berkeley Electric Co-Op	7,248,090	Public Utility
Northwoods Mall CMBS	5,915,360	Retail
<i>NOTE: This information was provided by the Charleston County Auditor.</i>		

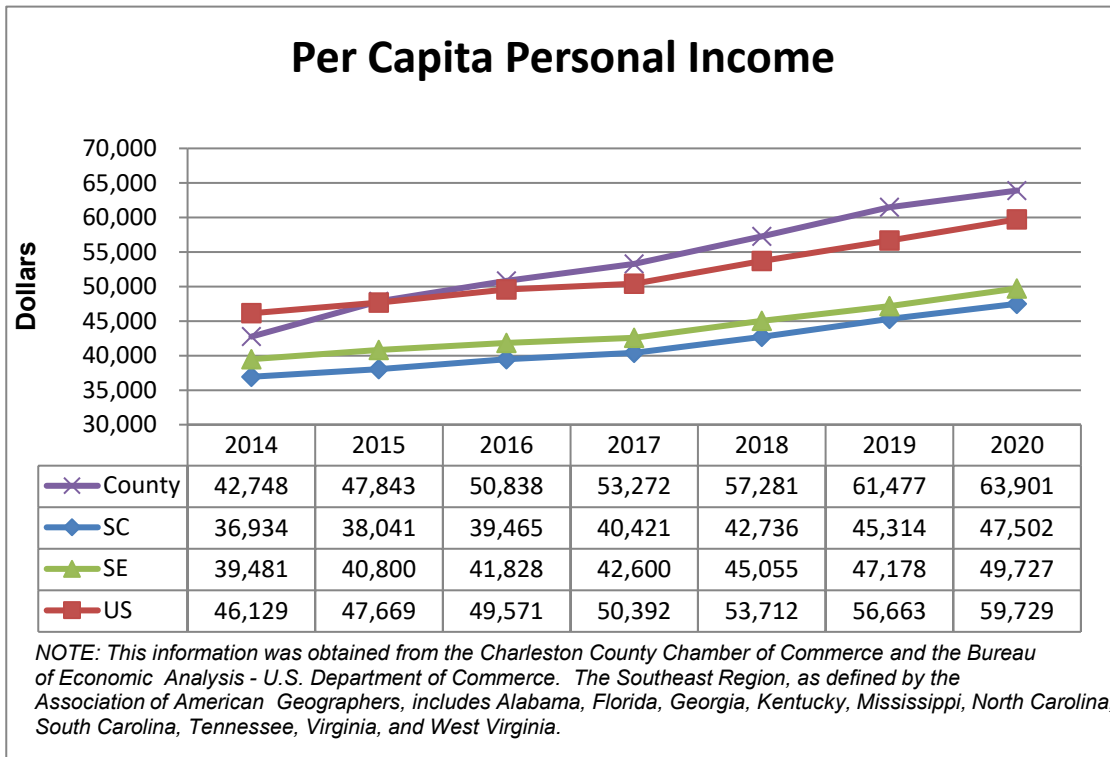
The following represents the ten largest employers within the County, their approximate number of employees, and the percentage of total county employment as of December 2020.

<b><u>EMPLOYER</u></b>	<b><u>NUMBER OF EMPLOYEES</u></b>	<b><u>TOTAL COUNTY EMPLOYMENT</u></b>
Joint Base Charleston	22,000	11.06%
Medical University of South Carolina (MUSC)	16,000	8.04%
Boeing Charleston	6,869	3.45%
Charleston County School District	5,900	2.97%
Roper St. Francis Healthcare	5,700	2.87%
County of Charleston	2,700	1.36%
Walmart	2,300	1.16%
College of Charleston	2,000	1.01%
City of Charleston	1,700	0.85%
Mercedes-Benz Vans, LLC	1,600	0.80%
<i>Note: This information was provided by the Charleston Metro Chamber of Commerce Center for Business Research.</i>		



## COMMUNITY STATISTICS

The per capita personal income represents the total personal income of the residents divided by the resident population. According to experts, per capita personal income is used often as an important indicator of the quality of consumer markets and of the economic well-being of the residents of an area. The following represents the per capita personal income for Charleston County, South Carolina, the Southeast, and the United States.



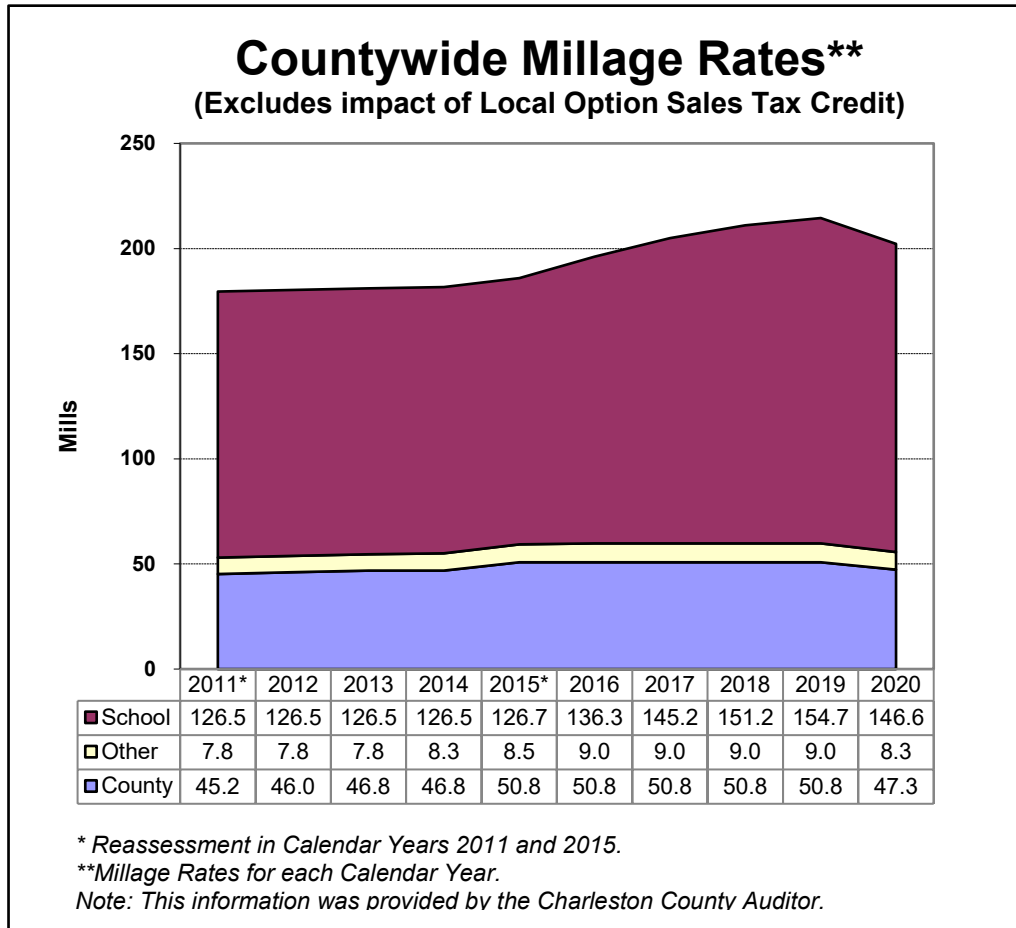
The following represents the County population, median age, and unemployment rate for each of the last ten years.

<b>DEMOGRAPHICS</b>			
<b>Calendar Year</b>	<b>County Population</b>	<b>Median Age</b>	<b>Unemployment Rate</b>
2020	411,406	37.6	9.5%
2019	405,905	37.2	2.9%
2018	401,438	37.1	3.0%
2017	396,484	36.0	3.9%
2016	389,262	35.8	4.8%
2015	381,015	35.8	5.1%
2014	372,803	35.7	6.3%
2013	365,162	35.7	7.2%
2012	351,336	35.0	7.8%
2011	350,209	36.0	9.4%

*NOTE: This information was obtained from the Bureau of Economic Analysis, the South Carolina Office of Research and Statistics, and the Bureau of Labor Statistics - South Carolina Department of Employment and Workforce.*

## COMMUNITY STATISTICS

The following table represents the operating and debt service millage rates (the number of mills necessary to generate a specific amount of ad valorem taxes based on the assessed property value) for Charleston County, Charleston County School District and Other, which includes the Charleston County Park & Recreation Commission and Trident Technical College.



## CHARLESTON COUNTY MISSION AND VALUES

### *Mission*

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

### *Values*

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

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

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

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

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

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

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

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

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

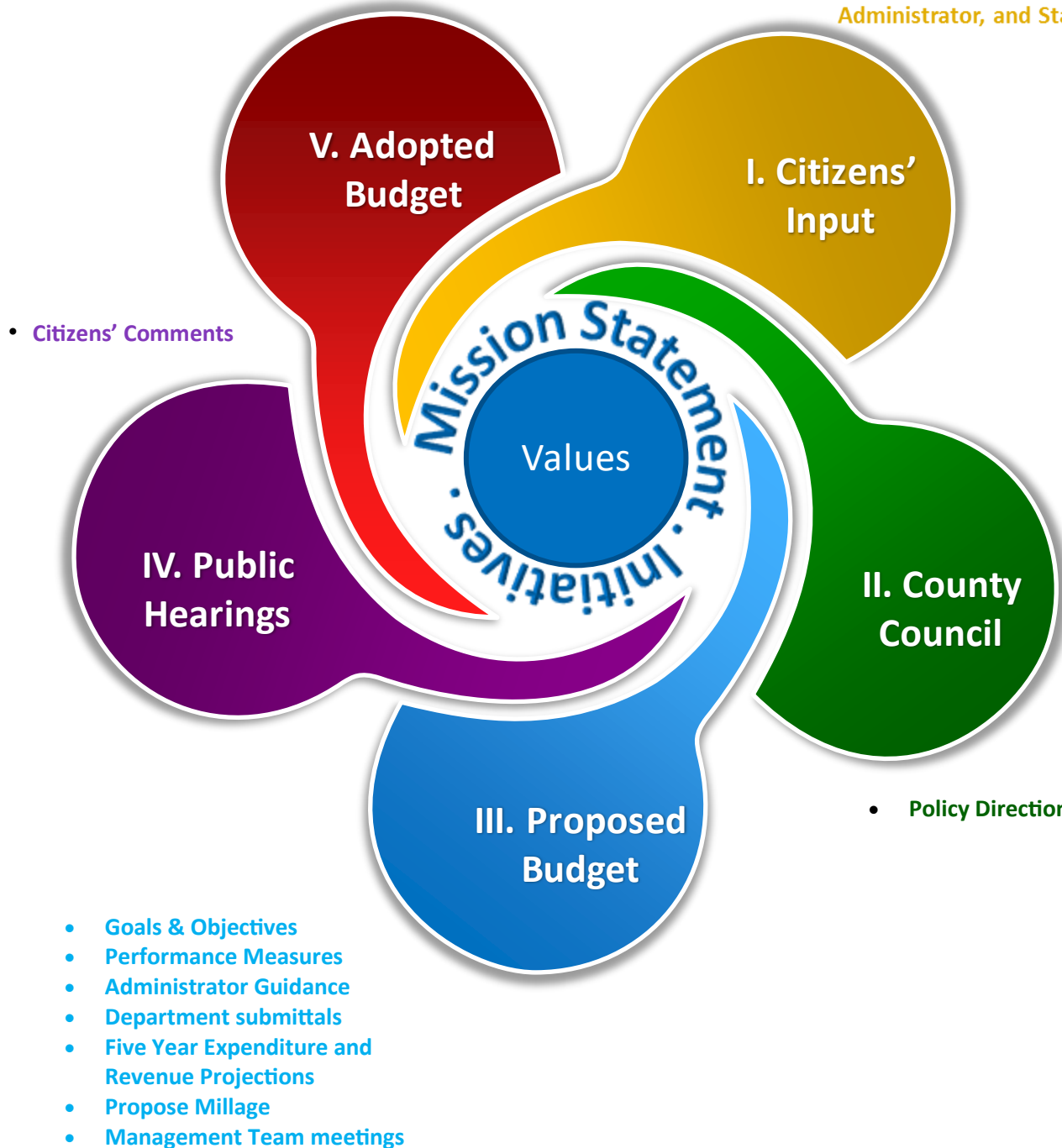
Picture: The Arthur Ravenel Jr. Bridge is a cable-stayed bridge over the Cooper River in Charleston

## PERFORMANCE MEASURES GUIDE

### Identifying the Goals of Charleston County

- Requires three readings of the ordinance

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





## PERFORMANCE MEASURES GUIDE

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

### Financial Policies

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

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

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

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

**Performance Measures Results** for each **County Initiative** are listed on pages 35 - 37. **Department Goals, Objectives, Measures** and **Action Steps** can be found in the individual department/division narratives, where the reader of this document will be able to cross refer-ence a Departmental Goal to one of the County Initiatives.

Charleston County seeks to forge partnerships that uplift the community and our environment in many different ways. Below are a few of the partnerships Charleston County has taken on this year.

## Vaccines To Our Rural Communities



Charleston County Emergency Management and Fetter Health Care Network vaccinated 564 citizens at the St. Paul's/Hollywood Library. Vaccines were available for citizens in phase 1a, which includes those 65 and older. This is the first of several planned vaccine clinics in Charleston County's rural communities.

*"We would like to thank the Fetter Health Care Network for their continued partnership and assisting us in making vaccines available to our rural communities. We would also like to thank Charleston County Library for not only providing a location for this clinic, but for offering staff to assist with registrations."*

*- Jason Patno*

*Charleston County Emergency Management Director*



## SC Aquarium Litter Sweep

Charleston County Environmental Management and Public Works Stormwater partnered with the South Carolina Aquarium and South Carolina Floodwater Commission for a litter sweep. Recycling Program Coordinator, Christina Moskos and Civil Engineer of Stormwater, Ashley Gerillo, encouraged volunteers to recycle right and keep litter and trash off our streets.

## Countdown to Success Supplier Summit



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

## PERFORMANCE MEASURES RESULTS

### Initiative I: Service Delivery

#### Brilliant Ideas at Work



The South Carolina Association of Counties recognized Board of Elections & Voter Registration staff. The Satellite Voting Unit received an Honorable Mention for the J. Mitchell Graham Award for counties with a population over 150,000. This mobile precinct will make absentee voting more convenient for citizens living in rural communities as well as other municipalities located far from the Board of Elections headquarters in North Charleston.



In continued response to COVID-19, the Charleston Center added the following services:

- ◆ Telehealth services to citizens, reducing transportation and childcare barriers.
- ◆ Pilot Site for Nicotine Replacement Therapy (NRT).
- ◆ Virtual and In-person Narcan training to address the opioid epidemic.



**9:29 minutes**

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

**84**

Well/septic upgrades, maintenance, and connections were provided to households in Charleston County for access to clean water and/ or sewer.



#### Fire Safe South Carolina

Awendaw-McClellanville Consolidated Fire District obtained the Fire Safe South Carolina Community Designation for the second year in a row! They promote consistent fire safety messaging and stress the importance of providing all relative data collected at fire scenes. Despite challenges associated with the pandemic, the Awendaw-McClellanville Fire District continued to provide fire and life safety information to citizens.



**57**

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

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



## PERFORMANCE MEASURES RESULTS

### Initiative II: Human Resources and Resource Management



Charleston County recognizes the importance of investing in their employees. With restrictions due to the pandemic, Human Resources made the decision to go paperless by offering the following alternatives:

- ◆ Learning Management System (LMS) - NeoGov Learn for remote learning
- ◆ Onboarding for new hires remotely
- ◆ Document Management System – OnBase for unemployment claims

### Initiative III: Long-Term Financial Planning



January 2020 — December 2020

**4** + **8** = **12**  
NEW COMPANIES    EXPANDED COMPANIES    TOTAL BUSINESS GROWTH

ECONOMIC  
GROWTH



**10**

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



## Initiative IV: Workflow Analysis & Process Management



Charleston County Public Works was awarded the American Public Works Association, South Carolina Chapter Transportation Project of the Year Award for their efforts on a paved North Charleston project. This award recognizes Excellence in the Management and Administration of Public Works Projects. The purpose of the paving project was to improve the safety and condition of the road.

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## Initiative V: Quality Control



Charleston County Criminal Justice Coordinating Council developed a Strategic Plan to better inform and involve the community in improving the local criminal justice system. The Strategic Plan consists of four initiatives:

- ♦ Community Engagement & Addressing Inequity
- ♦ Strengthening Jail Diversion & Deflection from the Criminal Justice System
- ♦ Focusing on Fairness & Reentry
- ♦ Case Processing Advancements

Reduction in the Detention Center Population - Goal met.

For more details on the progress of this Strategic plan, visit:

<https://cjcc.charlestoncounty.org/files/FINAL-2021-MIDYEAR-REPORT.pdf>

## PERFORMANCE MEASURES RESULTS

### Initiative I: Service Delivery

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

Measures	FY 2020 Actual	FY 2021 Projected	FY 2021 Actual	Proj Status √ if met	FY 2022 Projected
Number of active voters	298,859	300,000	312,374	✓	330,000
Library registered users as percentage of population	57.83%	58.40%	58.40%	✓	58.40%
Circulation of all library materials per year	2,522,051	2,547,272	2,547,272	✓	2,547,272
Claims filed by Veterans	2,445	2,200	3,159	✓	2,934
DAODAS total client intakes	2,735	3,000	2,487		2,600
Incidents EMS responded to	61,568	63,000	60,930		62,500
Average EMS Response Time	9:03	9:05	9:29		8:59
Number of improved property inspections per fiscal year	33,110	33,839	33,588		35,267
IT Customer Service Satisfaction survey acceptable or better	9.39	8.00	9.40	✓	8.00
Percent of site plan review applications processed within 30 days	100.0%	100%	100.0%	✓	100%
Total tons of waste diverted from landfill	110,979	111,000	118,634	✓	124,500
Total tons of waste composted	63,336	65,000	68,049	✓	69,500
Increase percentage of recycling rate to 40%	23.00%	23.00%	23.00%	✓	23.00%
Condition of paved road network (deterioration) based on Overall Condition Index of 100	63	62	63	✓	63
Average number of cases (charges) per Public Defender attorney	342	342	347	✓	340
Percent of Solicitor General Session cases pending over 365 days (≤40%)	48.0%	48.0%	69.0%		60.0%
Percent of Solicitor Family Court cases pending over 180 days (≤30%)	29.0%	31.0%	62.0%		50.0%

### Initiative II: Human Resources and Resource Management

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

Measures	FY 2020 Actual	FY 2021 Projected	FY 2021 Actual	Proj Status √ if met	FY 2022 Projected
Number of New Retirees Processed <sup>1</sup>	n/a	n/a	98		100
Total Number of Claims Paid <sup>1</sup>	n/a	n/a	294		300
Percentage of Remote Training Completed by Employees <sup>1</sup>	n/a	n/a	100%		100%
Number of Benefits Eligible New Hires Onboarded Remotely <sup>1</sup>	n/a	n/a	365		375

<sup>1</sup> The Department began tracking this measure in FY 2022.

## PERFORMANCE MEASURES RESULTS

### Initiative III: Long-Term Financial Planning

Ensure sound fiscal long-term planning.

Measures	FY 2020 Actual	FY 2021 Projected	FY 2021 Actual	Proj Status √ if met	FY 2022 Projected
Collection rate of real and other taxes	96.42%	96.00%	96.40%	✓	96.40%
Rating from all 3 financial agencies (Moody, Standard & Poor's, Fitch)	Yes	Yes	Yes	✓	Yes
GFOA Certificate Achievement for Excellence in Financial Report	Yes	Yes	Yes	✓	Yes
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	✓	Yes

### Initiative IV: Workflow Analysis-Process Management

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

Measures	FY 2020 Actual	FY 2021 Projected	FY 2021 Actual	Proj Status √ if met	FY 2022 Projected
Homestead Exemptions/Property Tax Relief processed	2,528	2,500	2,100		2,200
Average time it takes to place four Awendaw Fire personnel on scene	10 min	10 min	12 min		12 min
Closure (collection) rate for delinquent real property accounts ≥ 95	97.20%	95.90%	94.20%		N/A
Community Rating System rating (FEMA) – results in 30% reduction in flood insurance	Class 3	Class 3	Class 3	✓	Class 3
Workers' compensation claims/on-the-job injuries	173	170	161	✓	160
Average cost per mile to operate a support vehicle	\$0.41	\$0.43	\$0.42	✓	\$0.45
Fleet availability (≥90%)	90.00%	91.50%	94.00%	✓	95.00%

### Initiative V: Quality Control

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

	2020 Actual	2021 Projected	2021 Actual	Status √ if met	2022 Projected
Emergency Preparedness average hours spent updating plans and procedures	500	500	500	✓	500
DAODAS client satisfaction rating for all applicable programs combined	95.30%	95.00%	95.00%	✓	95.00%
EMS survey rating of satisfaction >90%	100.00%	100.00%	100.00%	✓	100.00%
Percent of victims who perceive that the judges and court personnel were courteous and responsive to them	99.00%	99.00%	99.00%	✓	99.00%

See Charleston County's Interactive Results for more details  
<https://www.charlestoncounty.org/departments/budget/FY20-budget-interactive.php>



**End Section**



## BUDGET USER'S GUIDE

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

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

The Budget Narrative Book is divided into sixteen sections: Performance Measures, Overview, Schedules, Council Agencies, Elected Officials, Appointed Officials, County Administrator, Deputy Administrator Community Services, Deputy Administrator Finance, Deputy Administrator General Services, Deputy Administrator Public Safety, Deputy Administrator Public Services, Capital, Debt, Long term Financial Plans, and Appendix.

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

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

The **Overview** provides a **User's Guide** and an analysis of the various funds. The **Description of Funds** and **Fund Balance Changes** provide a brief explanation of various fund types included in this document, and a total budget of expenditures for each fund type and fund and changes from the previous year. The **Budget Analysis** portion highlights major changes in the County's budgets and decisions made during Council's deliberations. This section also outlines financial policies, short and long-term goals, new activities and programs, and provides an explanation of revenue assumptions. The **Major Revenue Sources** section indicates the County's largest revenue sources and addresses trends to determine revenue estimates.

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

## BUDGET USER'S GUIDE

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

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

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

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

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

### A GUIDE TO UNDERSTANDING THE BUDGET NARRATIVE SECTION

1. **Department** – The primary organizational unit within the County. Each department performs a specific function.
2. **Division / Program** – A smaller component of a department organized to easily track resources and related expenditures.
3. **Fund** – An independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The County maintains the minimum number of funds consistent with legal and managerial requirements.
4. **Function** – A list of activities used to classify resources in broad service areas.
5. **Mission** – A concise statement that defines the purpose of the department or division.
6. **Services Provided** – A short overview and explanation of the services provided to the organization and/or citizens by the departments.

## BUDGET USER'S GUIDE

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

**BUDGET**

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

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

**Services Provided:**

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

**Departmental Summary:**

	FY 20XX Actual	FY 20XX Actual	FY 20XX Adjusted	FY 20XX Approved	Change	Percent Change
Positions/FTE	7.00	7.00	8.00	8.00	-	0.0
Personnel	\$ 715,455	\$ 731,733	\$ 722,707	\$ 814,198	\$ 91,491	12.7
Operating	20,795	24,965	23,073	23,189	116	0.5
Capital	8,008	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 744,258</b>	<b>\$ 756,698</b>	<b>\$ 745,780</b>	<b>\$ 837,387</b>	<b>\$ 91,607</b>	<b>12.3</b>

**Funding Adjustments for FY 20XX Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase includes full-year funding for a Budget Analyst I added in FY 20XX to assist with the increased workload associated with grant management of federal funds.
- Operating expenditures represent no significant changes.

## BUDGET USER'S GUIDE

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

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

Additional information pertaining to performance measures can be referenced in the Performance Measures section on pages 32 to 33.



#### Performance Measures:

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

**Department Goal 1:** Determine financial resources necessary for the County's functions.

Objective 1(a): Annually update a five-year plan for the General Fund, the Debt Service Fund, the Transportation Sales Tax Special Revenue Fund, and the Environmental Management Enterprise Fund that incorporates the Capital Improvement Plan and equipment replacement program.

Objective 1(b): Estimate General Fund budgeted revenues within 2% of actuals.

##### Initiative V: Quality Control

**Department Goal 2:** Ensure compliance with grant terms and conditions.

Objective 2: Work with departments to ensure zero audit findings and/or questioned costs in the Single Audit.

#### MEASURES:

	Objective	FY 20XX Actual	FY 20XX Actual	FY 20XX Projected
<b>Input:</b>				
Number of Federal Awards	2	92	107	100
<b>Output:</b>				
Budgeted General Fund revenue	1(a)	\$242,232,055	\$241,771,215	\$252,385,894
Actual General Fund revenues <sup>1</sup>	1(a)	\$246,588,549	\$253,661,999	\$252,385,894
<b>Efficiency:</b>				
Dollar amount of Single Audit questioned costs	2	\$0	\$0	\$0
<b>Outcome:</b>				
Five-year plans prepared	1(b)	100%	50%	100%
Percent of revenue variance <sup>1</sup>	1(a)	1.8%	4.9%	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 20XX Actual & FY 20XX Projected reflect the projection at time of budget preparation.

#### 20XX ACTION STEPS

##### Department Goal 1

➤ Re-establish development of five-year plans for General Fund and Environmental Management Fund.



## BUDGET USER'S GUIDE

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

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

# BUDGET USER'S GUIDE

1
CAPITAL PROJECTS - GENERAL

2
County Facilities


3
Project Highlights

Initiative: Service Delivery  
 Function: Culture/Recreation  
 Type: New and Replacement  
 Management: Facilities Management  
 Duration: 20XX-20XX

**Total Project Cost:**  
**\$108,500,000**

4
DESCRIPTION

Explanation of the project including important key points.



5
Initiative: Service Delivery

6
Function: Culture/Recreation

7
Type: New and Replacement

8
Management: Facilities Management

9
Duration: 20XX-20XX

10
EXPENDITURES

	PRIOR	20XX	20XX	20XX	20XX	20XX	BEYOND	TOTAL
	\$39,505	\$43,895	\$8,000	\$17,000	\$0	\$0	\$0	\$108,500

11
FUNDING SOURCE

	PRIOR	20XX	20XX	20XX	20XX	20XX	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$13,307	\$0	\$0	\$0	\$0	\$0	\$0	\$13,307
Existing Bonds	70,193	0	0	0	0	0	0	70,193
Future Bond Issues	0	25,000	0	0	0	0	0	25,000
<b>GRAND TOTAL</b>	<b>\$83,500</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$108,500</b>

12
O&M Costs (Savings)

	20XX	20XX	20XX	20XX	20XX
Personnel	\$6,097	\$8,050	\$8,372	\$8,706	\$9,055
Operating	2,424	3,285	3,409	3,538	3,671
<b>Grand Total</b>	<b>\$8,521</b>	<b>\$11,335</b>	<b>\$11,781</b>	<b>\$12,244</b>	<b>\$12,726</b>

13
Operation & Maintenance Impacts

O&M costs include the expected dollar amount of impact on the operating budget once the project is completed and in operation. The impact includes the increase or savings in personnel costs associated with the capital asset once the project is completed. The impact also quantifies the expected increases or savings in operating spending associated with the particular project.

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## DESCRIPTION OF FUNDS

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

➤ **Governmental Funds are used to provide public services.**

- **General Fund** provides services primarily through tax revenue and is used to account for all financial resources of the government except for those required to be accounted for in another fund.
- **Debt Service Fund** repays the principal and interest on the County's long-term debt.
- **Special Revenue Funds** account for revenues legally restricted for particular purposes. Often Special Revenue Funds are associated with grants.
- **Capital Projects Funds** account for major spending on equipment and facilities.

Legally Adopted

YES

YES

YES  
(NO For Grants)

NO

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

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

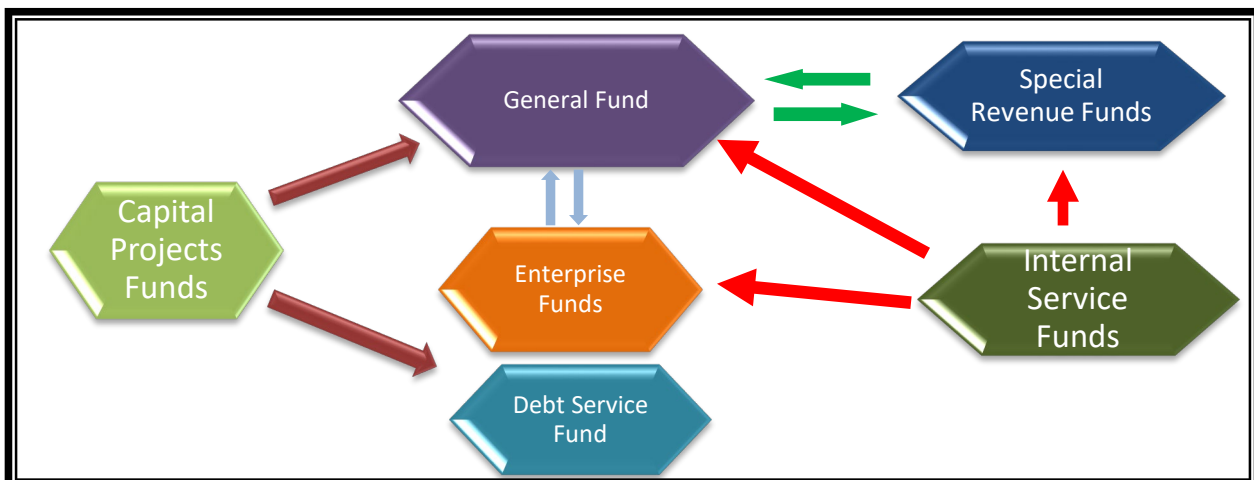
Legally Adopted

YES

YES

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

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



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

## DESCRIPTION OF FUNDS

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

Organization	General Fund	Debt Service Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total
County Council	2,160,419					2,160,419
Accommodations Tax: Local			15,485,694			15,485,694
Accommodations Tax: State			452,504			452,504
Air Service Development			5,332,500			5,332,500
Administrator	1,125,688					1,125,688
Assessor	4,917,985					4,917,985
Auditor	2,659,236					2,659,236
Awendaw McClellanville Fire			2,825,947			2,825,947
Budget	837,387					837,387
Building Inspections Services	2,545,073					2,545,073
Clerk of Court	4,674,748		1,430,000			6,104,748
Community Development	1,638,120					1,638,120
Community Revitalization & Housing Affor	484,656					484,656
Consolidated Dispatch	9,593,141			4,655,330		14,248,471
Contracts and Procurement	1,418,180				3,000,000	4,418,180
Coroner	2,996,138					2,996,138
DAODAS				11,801,765		11,801,765
Deputy Admin Community Services	442,057					442,057
Deputy Admin Finance	820,436					820,436
Deputy Admin General Services	728,062					728,062
Deputy Admin Public Safety	789,769					789,769
Deputy Admin Public Services	470,247					470,247
Economic Development			41,674,922			41,674,922
Elections/Voter Registration	2,345,503					2,345,503
Emergency Management	1,150,765		222,419			1,373,184
Emergency Medical Services	23,223,026					23,223,026
Environmental Management				40,159,658		40,159,658
Facilities Management	21,037,301			3,399,105	2,269,653	26,706,059
Finance	1,115,759					1,115,759
Fire Districts			514,055			514,055
Fleet Operations					16,562,716	16,562,716
Greenbelt Programs	28,630		19,622,914			19,651,544
Human Resources	2,822,176		60,000		31,459,385	34,341,561
Internal Auditor	353,450					353,450
Legal	1,773,902		87,400			1,861,302
Legislative Delegation	419,953					419,953
Library	25,913,679					25,913,679
Magistrate Courts	5,451,426		392,442			5,843,868
Master-In-Equity	794,596					794,596
Nondepartmental	6,390,550	33,288,635				39,679,185
Planning and Zoning	2,137,848		250,000			2,387,848
Probate Courts	3,266,010					3,266,010
Public Defender	3,653,007		7,113,637			10,766,644
Public Works	17,354,787		101,674,022			119,028,809
Register of Deeds	2,663,663					2,663,663
Revenue Collections	1,029,265			2,368,898		3,398,163
Safety & Risk Management	3,392,805				5,761,903	9,154,708
Sheriff	81,208,280		1,159,654			82,367,934
Solicitor	7,312,078		2,908,715			10,220,793
State Agencies	329,859					329,859
Technology Services	15,505,829			4,555,935	2,152,030	22,213,794
Transit Agencies			32,414,000			32,414,000
Treasurer	2,227,121					2,227,121
Trident Technical College			11,646,879			11,646,879
Veterans Affairs	429,734					429,734
<b>Total Disbursements</b>	<b>271,632,344</b>	<b>33,288,635</b>	<b>245,267,704</b>	<b>66,940,691</b>	<b>61,205,687</b>	<b>678,335,061</b>



## DESCRIPTION OF FUNDS

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

Organization	General Govt.	Judicial	Public Safety	Public Works	Health/ Welfare	Culture/ Rec.	Education	Econ. Develop.	Debt Service	Total
County Council	2,160,419									2,160,419
Accommodations Tax: Local						15,485,694				15,485,694
Accommodations Tax: State						452,504				452,504
Air Service Development	5,332,500									5,332,500
Administrator	1,125,688									1,125,688
Assessor	4,917,985									4,917,985
Auditor	2,659,236									2,659,236
Awendaw McClellanville Fire			2,825,947							2,825,947
Budget	837,387									837,387
Building Inspections Services			2,545,073							2,545,073
Clerk of Court		6,104,748								6,104,748
Community Development	275,687				1,362,433					1,638,120
Community Revitalization & Housing	484,656									484,656
Consolidated Dispatch			14,248,471							14,248,471
Contracts and Procurement	4,418,180									4,418,180
Coroner		2,996,138								2,996,138
DAODAS					11,801,765					11,801,765
Deputy Admin Community Svs	442,057									442,057
Deputy Admin Finance	820,436									820,436
Deputy Admin General Services	728,062									728,062
Deputy Admin Public Safety	789,769									789,769
Deputy Admin Public Services	470,247									470,247
Economic Development								41,674,922		41,674,922
Elections/Voter Registration	2,345,503									2,345,503
Emergency Management			1,373,184							1,373,184
Emergency Medical Services			23,223,026							23,223,026
Environmental Management				40,159,658						40,159,658
Facilities Management	26,706,059									26,706,059
Finance	1,115,759									1,115,759
Fire Districts			514,055							514,055
Fleet Operations	16,562,716									16,562,716
Greenbelt Programs						19,651,544				19,651,544
Human Resources	34,341,561									34,341,561
Internal Auditor	353,450									353,450
Legal	1,861,302									1,861,302
Legislative Delegation	419,953									419,953
Library						25,913,679				25,913,679
Magistrate Courts			5,843,868							5,843,868
Master-In-Equity			794,596							794,596
Nondepartmental	6,390,550								33,288,635	39,679,185
Planning and Zoning	2,387,848									2,387,848
Probate Courts		3,266,010								3,266,010
Public Defender		10,766,644								10,766,644
Public Works				101,674,022	17,354,787					119,028,809
Register of Deeds	2,663,663									2,663,663
Revenue Collections	3,398,163									3,398,163
Safety & Risk Management	9,154,708									9,154,708
Sheriff			82,367,934							82,367,934
Solicitor		10,220,793								10,220,793
State Agencies	329,859									329,859
Technology Services	22,213,794									22,213,794
Transit Agencies	32,414,000									32,414,000
Treasurer	2,227,121									2,227,121
Trident Technical College							11,646,879			11,646,879
Veterans Affairs					429,734					429,734
<b>Total Disbursements</b>	<b>190,348,318</b>	<b>33,354,333</b>	<b>133,736,154</b>	<b>141,833,680</b>	<b>30,948,719</b>	<b>61,503,421</b>	<b>11,646,879</b>	<b>41,674,922</b>	<b>33,288,635</b>	<b>678,335,061</b>

## DESCRIPTION OF FUNDS

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

**ALL FUND TYPES:** \$678,335,061<sup>1</sup>

**GOVERNMENTAL FUND TYPES:** \$550,188,683<sup>2</sup>

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

**GENERAL FUND:** \$271,632,344

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

**DEBT SERVICE FUND:** \$33,288,635<sup>3</sup>

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

**SPECIAL REVENUE FUNDS:** \$245,267,704<sup>4</sup>

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

**CAPITAL PROJECTS FUNDS**

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

**PROPRIETARY FUND TYPES:** \$128,146,378<sup>5</sup>

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

**ENTERPRISE FUNDS:** \$66,940,691<sup>5</sup>

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

**INTERNAL SERVICE FUNDS:** \$61,205,687

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

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<sup>1</sup> Does not reflect \$6,737,655 in budgeted increases in the ending fund balances.

<sup>2</sup> Does not include grants and does not reflect \$5,676,133 in budget increases in the ending fund balance.

<sup>3</sup> Does not include grants and does not reflect \$2,442,552 in budget increases in the ending fund balance.

<sup>4</sup> Does not include grants and does not reflect \$3,233,581 in budget increases in the ending fund balance.

<sup>5</sup> Does not include grants and does not reflect \$1,061,522 in budget increases in the ending fund balance.

## DESCRIPTION OF FUNDS

### **GOVERNMENTAL FUND TYPES**

#### **SPECIAL REVENUE FUNDS: \$245,267,704<sup>6</sup>**

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

#### **Accommodations Tax - Local: \$15,485,694<sup>7</sup>**

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

#### **Accommodations Tax - State: \$452,504**

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

#### **Air Service Development: \$5,332,500**

This fund is used to support capital improvement projects within the Airport District and transportation infrastructure to promote air services and economic development.

#### **Awendaw McClellanville Fire Department: \$2,571,761**

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

#### **Awendaw McClellanville Fire Department - Debt Service: \$254,186<sup>8</sup>**

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

#### **Clerk of Court - IV-D Child Support Enforcement: \$1,430,000**

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

#### **Economic Development: \$3,729,024**

This fund records revenues from the multi-county industrial park fees assessed in lieu of property taxes. These revenues fund economic development activities among local governments. This fund is also used to accelerate growth and development of sizable minority businesses and the entrepreneurial community by building strong relationships and making successful, sustainable connections.

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<sup>6</sup> Does not include grants or reflect \$3,233,581 in budgeted increase in the ending fund balance of several Special Revenue Funds.

<sup>7</sup> Does not reflect \$816,806 in budgeted increase in the ending fund balance.

<sup>8</sup> Does not reflect \$49,397 in budgeted increase in the ending fund balance.

## DESCRIPTION OF FUNDS

### **Economic Development - Revenue Bond Debt Service: \$37,945,898**

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

### **Emergency Management - Hazardous Materials Enforcement: \$222,419**

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

### **Fire Districts - East Cooper Fire District: \$164,055**

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

### **Fire Districts - Northern Charleston County Fire District: \$342,000**

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

### **Fire Districts - West St. Andrew's Fire District: \$8,000**

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

### **Greenbelt Programs (1<sup>st</sup> TST): \$12,103,914**

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

### **Greenbelt Programs (2<sup>nd</sup> TST): \$7,519,000**

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

### **Human Resources – Summer Youth Program: \$60,000**

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

### **Legal - Seized Assets: \$87,400**

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

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

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

### **Public Defender - Berkeley County: \$1,580,116**

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



## DESCRIPTION OF FUNDS

**Public Defender - Charleston County: \$5,533,521**

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

**Public Works - Roads Program (1<sup>st</sup> TST): \$48,384,168**

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

**Public Works - Roads Program (2<sup>nd</sup> TST): \$44,535,000**

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

**Public Works – Stormwater Drainage: \$8,754,854**

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

**Sheriff – Federal Asset Forfeiture: \$190,866**

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

**Sheriff – Inmate Welfare Program: \$746,513**

This fund accounts for various outside sources to provide social programs and to improve facilities and services for the inmates.

**Sheriff - IV-D Child Support Enforcement: \$96,775**

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

**Sheriff – Sex Offender Registry: \$58,500**

This fund accounts for revenues generated by sex offenders required to register by State law in support of the Statewide Sex Offender Registry.

**Sheriff – State Asset Forfeiture: \$67,000**

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

**Solicitor - Alcohol Education Program: \$82,255**

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

**Solicitor – Bond Estreatment: \$13,000**

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

**Solicitor – Criminal Domestic Violence Appropriation: \$100,546**

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

**Solicitor - Drug Court: \$344,512**

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

## DESCRIPTION OF FUNDS

### **Solicitor – DUI Appropriation: \$125,699**

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

### **Solicitor - Expungement: \$172,734**

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

### **Solicitor - Juvenile Education Program: \$116,623**

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

### **Solicitor - Pretrial Intervention: \$246,682**

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

### **Solicitor - State Appropriation: \$1,373,379**

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

### **Solicitor - Traffic Education Program: \$152,502**

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

### **Solicitor – Victims' Unclaimed Restitution: \$5,000**

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

### **Solicitor - Victim-Witness State Appropriation: \$77,161**

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

### **Solicitor – Violent Crime Prosecution: \$98,622<sup>9</sup>**

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

### **Transportation Sales Tax - Transit Agencies (1<sup>st</sup> TST): \$9,982,000<sup>10</sup>**

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

### **Transportation Sales Tax - Transit Agencies (2<sup>nd</sup> TST): \$22,432,000**

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

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<sup>9</sup> Does not reflect \$1,378 in budgeted increase in the ending fund balance.

<sup>10</sup> Does not reflect \$2,366,000 in budgeted increase in the ending fund balance.

## DESCRIPTION OF FUNDS

### **Trident Technical College: \$8,465,879**

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

### **Trident Technical College – Debt Service: \$3,181,000**

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

### **Victim's Bill of Rights: \$392,442**

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

## **PROPRIETARY FUND TYPES**

### **ENTERPRISE FUNDS: \$66,940,691<sup>11</sup>**

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

### **Consolidated Dispatch - Emergency 911 Wire Line: \$1,024,345**

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

### **Consolidated Dispatch – Emergency 911 Wireless: \$2,646,578<sup>12</sup>**

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

### **Consolidated Dispatch – Fire and Agency Costs: \$984,407<sup>13</sup>**

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

### **Department of Alcohol and Other Drug Abuse Services (DAODAS): \$11,801,765**

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

### **Environmental Management: \$40,159,658**

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

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<sup>11</sup> Does not reflect \$1,061,522 in budgeted increase in the ending fund balance.

<sup>12</sup> Does not reflect \$887,488 in budgeted increase in the ending fund balance.

<sup>13</sup> Does not reflect \$174,034 in budgeted increase in the ending fund balance.

## DESCRIPTION OF FUNDS

### **Facilities Management - Parking Garages: \$3,399,105**

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

### **Revenue Collections: \$2,368,898**

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

### **Technology Services - Radio Communications: \$4,555,935**

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

### **INTERNAL SERVICE FUNDS: \$61,205,687**

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

### **Facilities - Office Services/Technology Services – Records Management: \$2,269,653**

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

### **Fleet Operations/Contracts and Procurement - Parts Warehouse: \$19,562,716**

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

### **Human Resources - Employee Benefits: \$31,459,385**

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

### **Safety & Risk Management - Safety/Workers' Compensation: \$5,761,903**

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

### **Technology Services - Telecommunications: \$2,152,030**

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



## FUND BALANCE CHANGES

Charleston County defines fund balance as the cumulative total over time of revenues in excess of expenses in any established fund. The adequacy of the fund balance in all funds is reviewed on an annual basis. The table below summarizes the fund balance changes occurring in FY 2022.

Fund	Beginning Fund Balance	Ending Fund Balance	Net Change
General Fund	\$98.7	\$83.9	(\$14.8)
Debt Service Fund	20.6	23.1	2.4
Special Revenue Funds	126.1	110.7	(15.5)
Enterprise Funds	67.2	63.7	(3.5)
Internal Service Funds	(209.1)	(210.8)	(1.7)
<b>Total</b>	<b><u>\$103.6</u></b>	<b><u>\$70.5</u></b>	<b><u>(\$33.1)</u></b>

AMOUNTS IN MILLIONS

Charleston County uses the quantitative criteria established in GASB Statement No. 34 to identify major funds: total assets, liabilities, revenues, or expected expenditures/expenses of that individual fund are at least 10% of the corresponding total for all funds of that fund type and at least 5% of funds combined. The County's major funds per the last completed audit in FY 2020 were as follows:

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

\* The FY 2022 operating budget does not include the capital expenditures in the Economic Development: Revenue Bond, which is a project length budget.

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

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

### **Major Fund Balance Changes**

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

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

The **General Fund** is projected to use \$14.8 million or 15.0 percent of the beginning fund balance. The County's financial policies state that additional funds "may be used to fund one-time capital expenditures or other one-time costs." The additional funds are determined after setting aside two months of the subsequent year's recurring disbursements and the Rainy Day Fund. The FY 2022 General Fund balance is used for facility projects, technology projects and equipment. In addition, the use of General Fund balance represents an increase to the Local Option Sales Tax which provides taxpayers with a higher credit of \$3.0 million to offset the amount property owners pay on their tax bill.

## FUND BALANCE CHANGES

### Financial Policies

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

The **Debt Service Fund** is projected to add \$2.4 million or 11.8 percent to the \$20.6 million to the beginning fund balance. The County's financial policies state that a portion of the "debt service payments to be made in the next fiscal year" will be set aside in the Debt Service Fund's fund balance. After considering the externally restricted funds and the set aside funds, the excess may be used to fund the difference between revenues and expenditures. Some of the excess will be used in future years to level the debt service payments through FY 2026 without a tax increase.

The Transportation Sales Tax: Special Revenue Funds are comprised of three components: Greenbelts, Roads, and Transit. The Transportation Sales Tax Special Revenue Funds are projected to continue stabilizing from the impacts of the FY 2021 pandemic by the end of FY 2022.

- **Transportation Sales Tax: Greenbelts Funds**

- The first sales tax is projected to use \$0.4 million or 7.4 percent of the beginning \$5.8 million fund balance. The decrease in the fund balance results from using revenue generated in earlier years for pay-as-you-go Greenbelts projects.
- The second sales tax for greenbelt projects is projected to use \$0.6 million or 16.8 percent of the beginning \$3.9 million fund balance for pay-as-you-go Greenbelt projects.

- **Transportation Sales Tax: Roads Funds**

- The first sales tax is projected to use \$3.8 million or 13.7 percent of the beginning \$27.4 million fund balance. The decrease in the fund balance results from using revenue generated in earlier years for pay-as-you-go road projects.
- The second sales tax for road projects, projected to use \$2.6 million or 9.0 percent of the beginning \$29.4 million fund balance, is utilizing fund balance for pay-as-you-go funding for road projects.

- **Transportation Sales Tax: Transit Funds**

- The first sales tax is projected to add \$2.4 million or 37.7 percent to the beginning \$6.3 million fund balance because the County is accumulating fund balance to ensure continuity of operations through the end of the 25-year tax. Expenditures are not accelerated when tax collections improve.
- The second sales tax for transit projects, projected to use \$2.6 million or 12.1 percent of the beginning \$21.1 million fund balance, includes initial funding for Bus Rapid Transit, and is utilizing fund balance for pay-as-you-go funding for this project.

## FUND BALANCE CHANGES

The **Economic Development: Revenue Bond Debt Service** is projected to use \$1.3 million or 9.1 percent of the beginning \$14.8 million fund balance. The debt service was funded from borrowed funds, while the revenues from the Fee-In-Lieu of Taxes incentives were being accumulated until completion of the economic development projects. This is the fifth year the revenues were used to service the debt, and the fund balance is utilized to transition the debt payment from fund balance to revenues.

The operating portion of the **Environmental Management Fund** is projected to use \$3.8 million or 6.2 percent of the beginning \$60.7 million fund balance for one-time expenditures.

The operating portion of the **Parking Garages Fund** is projected to use \$0.5 million or 4.4 percent of the beginning \$10.9 million fund balance for maintenance projects in FY 2022.

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

The non-major funds reflect a negative fund balance due to reporting of \$297.8 million in retirement benefits in the Enterprise and Internal Services Funds. If the retirement benefits are excluded, the **non-major funds** are projected to use \$7.5 million or 7.4 percent of the \$101.8 million beginning fund balance. Accommodation Tax: Local Fund, Public Works: Stormwater Drainage, and Consolidated Dispatch: Emergency 911 Wireless Funds have the most significant fund balance changes in the non-major funds.

The **Accommodation Tax: Local Fund** is projected to add \$0.8 million or 125.5 percent to the \$0.7 million beginning balance for services provided to support tourists visiting the County. The fund balance increase is due to an upturn in revenues as the tourism industry returns to pre-pandemic levels.

The **Public Works: Stormwater Fund** is projected to use \$5.1 million or 81.1 percent of the \$6.3 million beginning balance for drainage projects.

The **Consolidated Dispatch: Emergency 911 Wireless** is projected to add \$0.9 million or 22.5 percent to the \$4.0 million beginning balance because the County is accumulating fund balance for future projects.

The spreadsheet on pages 86 - 87 provides an overall picture of the County's finances including the net increase/decrease in fund balance and the beginning and ending fund balance.

## BUDGET ANALYSIS

### OVERVIEW

During the preparation of the Fiscal Year (FY) 2022 budget, the County Administrator provided guidance for assembling an operational budget that included the following directives:

- ❖ Protect the County's level of financial security.
- ❖ Maintain a qualified and highly motivated work force.
- ❖ Preserve County assets.
- ❖ Limit financial impact on taxpayer.

The FY 2022 Council Approved budget has available funds and disbursements (including budgeted changes in fund balance) for all operating funds, which total \$685.1 million and reflect a \$4.9 million or 0.7 percent change from the FY 2021 budget. Figure 1 summarizes the FY 2022 operating budget. Additionally, the graphs presented on pages 84 and 85 represent the total available funds and the total disbursements for the County's annually appropriated operating funds. This budget does not include project-length budgets (i.e., Capital Projects Funds or grants) appropriated in previous years.

**Figure 1 - Summary of FY 2022 Operating Budget**  
(Expressed in Millions of Dollars)

<u>Description</u>		
Available Funds (Including Beginning Fund Balance)	\$	748.8
Less Budgeted Disbursements		<u>678.3</u>
Nonspendable	89.9	
Restricted: External	(294.5)	
Restricted: Internal	208.3	
Available	<u>66.8</u>	
Ending Fund Balance	\$	<u>70.5</u>

The millage rate for the County is comprised of the General Fund millage and the Debt Service millage. The General Fund millage for FY 2022 is 41.2 mills and remains constant from the previous year. The Debt Service levy, used to pay interest and principal on funds borrowed for capital projects, is anticipated to remain constant from the FY 2022 rate at 6.1 mills. The combined operating and debt service levy is 47.3 mills.



## BUDGET ANALYSIS

**Figure 2 – County Millage Rates**

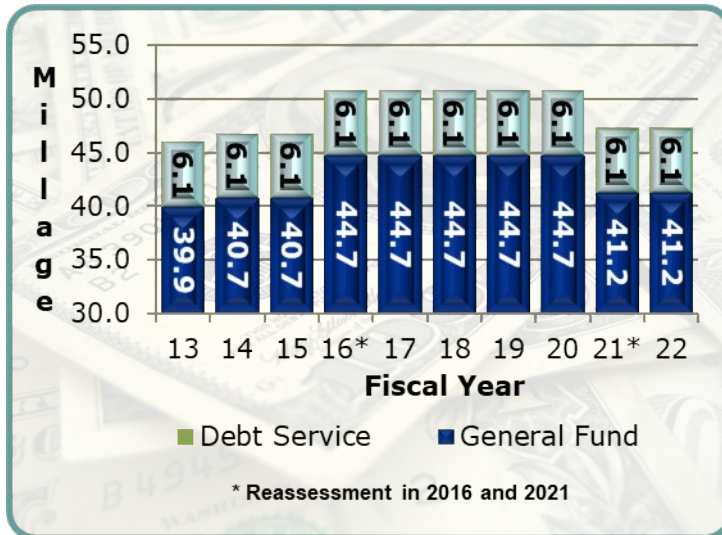


Figure 2 presents a summary of the County's millage rates for FY 2022 and the prior nine years. For the owner of a \$300,000 home (four percent assessed property) the 47.3 mills equate to a tax of \$567.60 which remains constant to the current tax year for the \$300,000 homeowner. As allowed under State law, the County elected beginning in FY 1991 to reduce property taxes by levying a one percent Local Option Sales Tax (LOST). The Sales Tax credit for FY 2022 reflects an increase of \$13.00 or 17.3 percent, which equates to \$264.00 for the \$300,000 homeowner. The LOST increase is due the State's ability to enforce sales tax collection on online

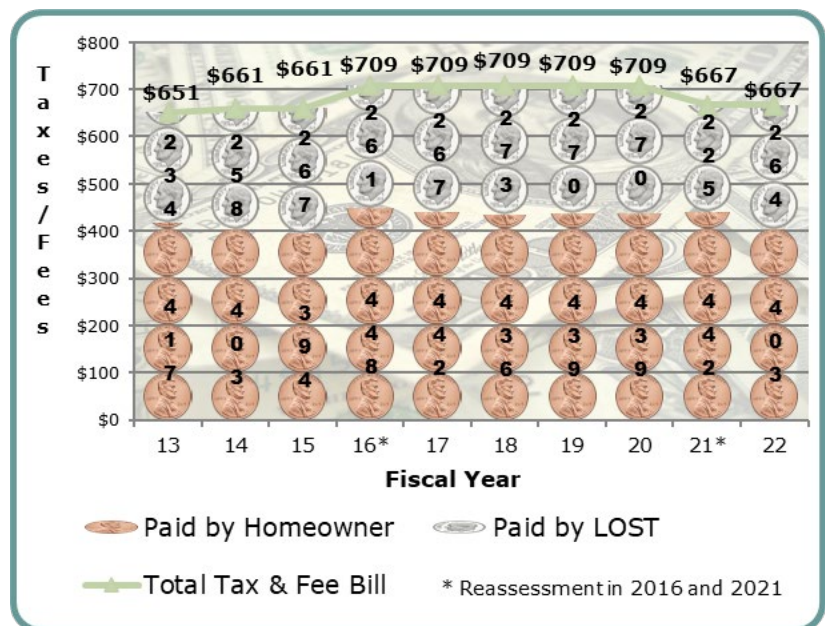
purchases and a strong economy in FY 2022. After applying the Sales Tax credit, the net tax is \$303.60, representing a \$39.00 decrease from the current year for the \$300,000 homeowner.



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

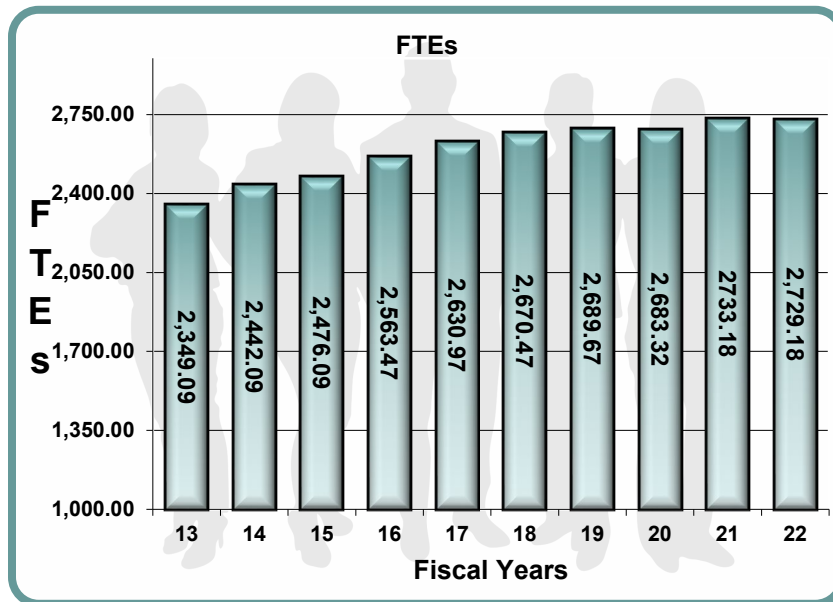
**Figure 3 – Tax and Fee Bill**

When the Solid Waste Recycling and Disposal Fee is included, the overall tax and fee bill for the owner of a \$300,000 home (four percent assessed property) amounts to \$402.60 representing a \$39.00 decrease from the current tax year. Figure 3 illustrates these amounts, as well as provides a ten-year history of the County's tax and fee bill paid by the homeowner, the LOST credit and by the Solid Waste User Fee credit.



## BUDGET ANALYSIS

There are 36 new Full-Time Equivalents (FTEs) added and 40 unfunded, unfilled FTEs eliminated in FY 2022, bringing the total number of FTEs employed by Charleston County to 2,729. To respond to community growth and customer service demands in the County, 20 FTEs were added to Emergency Medical Services (EMS); three FTEs to the Solicitor and the Board of Elections and Registration, respectively; two FTEs were added to Register of Deeds and Public Works: Mosquito Control, respectively; and one FTE to Coroner, Probate Courts, Treasurer, Greenbelts, Human Resources and Capital Projects, respectively.



**Figure 4 – Full-Time Equivalents**

Figure 4 presents a summary of the County's FTEs for FY 2022 and the prior nine years. The FTEs for Charleston County reflected a steady increasing trend thru FY 2018. The growth in FTEs began stabilizing in FY 2019 as the number of employees became sufficient for the current service demand levels.

## GENERAL FUND

### SUMMARY

The FY 2022 Council approved budgeted disbursements for the General Fund total \$271.6 million, a \$21.7 million or 8.7 percent increase from the FY 2021 budget. Budgeted funds available for the FY 2022 budget also total \$271.6 million. The General Fund millage is 41.2 mills.

Page 114 shows a graphical representation of the County's General Fund budget. Page 115 shows a fund statement that depicts the numerical summary of the General Fund budget.

### BEGINNING BALANCE

The General Fund beginning fund balance for FY 2022 is \$98.7 million. This fund balance includes the "Rainy Day Fund" which is an amount established and maintained by County Ordinance for catastrophes and two months of recurring disbursements. (See Figure 5 for additional detail.)

## BUDGET ANALYSIS

**Figure 5 – FY 2022 General Fund Beginning Balance**  
(Expressed in Thousands of Dollars)

Nonspendable (Inventory)	\$ 6,538
Restricted: Internal	
Encumbrances	2,500
Designated for PAYGO projects in FY 2022	11,829
Rainy Day Fund	10,000
Two months of Operating Expenditures	41,663
Additional LOST Credit for FYs 2022 and 2023	6,000
Available	<u>20,186</u>
Total	<u>\$ 98,716</u>

The Rainy Day Fund was established in FY 1992 to strengthen the County's balance sheet and the County's disaster preparedness position. The fund is intended to equal no less than four percent of the General Fund disbursements as required by the Budget Ordinance. An internal restriction of fund balance has been established to equal two months of the following fiscal year's General Fund operating budget. In addition, the Local Option Sales Tax (LOST) Credit was added to the fund balance in FY 2022 because the LOST revenue generated in FY 2020 and FY 2021 was higher than estimated. The County strives to use all the LOST revenue budgeted to offset the amount property owners pay on their tax bill. Council increased the credit to taxpayers in FY 2022 because the revenue generated in FYs 2020 and 2021 were significantly higher than the amount budgeted.

### **Financial Policies**

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

## REVENUES

General Fund budgeted revenues of \$252.4 million reflect an increase of \$10.6 million or 4.4 percent from FY 2021. Figure 6 shows the significant budget changes in revenues.

## BUDGET ANALYSIS

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

<u>Department/Division</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Local Option Sales Tax	\$61,100	\$75,300	\$14,200	23.2%
Property Tax Revenue	174,360	185,740	11,380	6.5%
Register of Deeds: Documentary Stamps	6,000	9,500	3,500	58.3%
Non Departmental: Business Licenses	2,700	3,800	1,100	40.7%
Detention Center: Federal Prisoners	4,200	3,000	(1,200)	(28.6%)
Lost: Sales Tax Credit	(60,640)	(77,740)	(17,100)	(28.2%)

While many areas in the country experienced negative economic impacts resulting from the pandemic, Charleston County experienced a net increase of \$25.6 million or 10.9 percent in the largest revenue sources, the Property Tax and the Local Option Sales Tax (LOST). The LOST: Sales Tax Credit, which is used to offset the amount property owners pay on their tax bill, increased \$17.1 million or 28.2 percent due to a consumer driven local economy and online sales. The increase also reflects Council's decision to return \$3 million in excess revenue, generated in previous years from the Local Option Sales Tax, to the taxpayers as a credit on their tax bills.

The strong economy in Charleston County resulted in growth in the housing market and new businesses development in the community. The \$3.5 million or 58.3 percent increase to Register of Deeds: Documentary Stamps revenue represents an increase in estimated fee collection based on the number of anticipated real estate transactions occurring in FY 2022. In addition, the \$1.1 million or 40.7 percent increase in Non-Departmental: Business Licenses reflects a thriving business economy in the area. These increases were offset slightly by a \$1.2 million or 28.6 percent reduction in the Detention Center: Federal Prisoners due to a decrease in the projected amount of per diem reimbursement from the federal government for detaining federal prisoners.

### INTERFUND TRANSFERS IN

Approximately \$4.4 million is transferred to the General Fund from other funds, representing an increase of \$0.5 million or 11.6 percent from the FY 2021 budget. The most significant increases represent the one-time transfer of funds from the HOME grant matches, which were no longer needed due to the availability of in-kind matches; and an increase to the discretionary transfer of unspent revenue transferred from the Clerk of Court: IV-D Child Support Enforcement Fund.

### EXPENDITURES

The FY 2022 approved budgeted expenditures for the General Fund total \$259.6 million, which represents an increase of \$15.2 million or 6.2 percent from the FY 2021 budget. Figure 7 shows the significant budget changes in expenditures for FY 2022.



## BUDGET ANALYSIS

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

<u>Department/Division</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Emergency Medical Services	\$17,935	\$23,223	\$5,287	29.5%
Technology Services	12,293	14,742	2,449	19.9%
County Council	6,999	2,160	(4,839)	(69.1%)

The most significant increase in the General Fund expenditures is a \$5.3 million or 29.5 percent increase to Emergency Medical Services for full-year funding of forty-two positions added in FY 2021 and partial-year funding of twenty positions added in FY 2022. In addition, the change also represents a \$2.4 million or 19.9 percent increase to Technology Services for the purchase of hardware and software requirements and increased contract costs due to price inflation and new applications.

These increases are offset by a \$4.8 million, or 69.1 percent decrease in the County Council budget due to the elimination of the budgeted Stop Gap mechanism used in FY 2022 to give the County the flexibility needed to address unknown issues resulting from the pandemic in FY 2021.

### INTERFUND TRANSFERS OUT

Approximately \$12.1 million is transferred from the General Fund to various other funds. The transfers increased \$6.5 million or 116.3 percent from the prior fiscal year primarily resulting from the elimination of funding to purchase vehicles in FY 2021 due to pandemic imposed budget constraints. In addition, the General Fund increased support of the DAODAS Fund in FY 2022.

### FUND BALANCE

The FY 2022 ending fund balance is projected to be \$83.9 million. Of this amount, \$46.6 million is set aside in an effort to maintain a two-month buffer and \$11.2 million is set aside in the Rainy Day Fund for unexpected events. The fund balance also includes an allocation of \$11.8 million for future one-time purchases and projects and \$3.0 million in LOST credit applied to homeowners in Charleston County.

## DEBT SERVICE FUND

### SUMMARY

The FY 2022 approved budgeted disbursements for the Debt Service Fund total \$33.3 million, which is a \$32.9 million or 49.7 percent, increase from the FY 2021 budget. Budgeted funds available for FY 2022 also total \$33.3 million. The Debt Service Fund millage is anticipated to be 6.1 mills and represents no change from FY 2021.

Page 116 displays a graphical representation of the County's Debt Service Fund budget. Page 117 contains the fund statement, a numerical summary, of the Debt Service Fund.

## BUDGET ANALYSIS

### REVENUES

Debt Service Fund revenues total \$28.1 million and reflect an increase of \$1.3 million or 4.8 percent from FY 2021. The increase represents additional property tax revenues from a growing property tax base.

### INTERFUND TRANSFERS IN

Approximately \$7.6 million is transferred to the Debt Service Fund from other funds. The transfers decreased \$11.0 million or 59.2 percent from the FY 2021 budget, which reflects the use of a premium from the 2019 General Obligation Bond issuance during FY 2021.

### EXPENDITURES

The FY 2022 budgeted expenditures for the Debt Service Fund total \$33.3 million. This amount represents an \$21.4 million or 39.2 percent decrease from FY 2021 due to the one-time repayment of a short-term borrowing to purchase equipment and due to accelerated debt retirement in FY 2021 due to the use of 2019 bond premium.

### INTERFUND TRANSFER OUT

The County will not transfer funds out of the Debt Service Fund in FY 2022.

### FUND BALANCE

The FY 2022 ending fund balance is projected to be \$23.1 million, which represents a \$2.4 million or 11.8 percent increase from the estimated FY 2021 ending balance.

## SPECIAL REVENUE FUNDS

### SUMMARY

The FY 2022 approved budgeted disbursements for the Special Revenue Funds total \$245.3 million, a \$5.8 million or 2.4 percent increase from the FY 2021 budget. Budgeted funds available for FY 2022 also total \$245.3 million.

Page 118 shows a graphical representation of the County's Special Revenue Fund budgets, while pages 119 to 163 contain fund statements reflecting numerical summaries of the budgets.

### REVENUES

The revenues for the Special Revenue Funds total \$215.2 million and reflect a \$37.8 million or 21.3 percent increase from the FY 2021 budget. Figure 8 provides information on significant budgeted revenue changes.

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

<u>Department/Division</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Transportation Sales Tax	\$112,286	\$137,302	\$25,016	22.3%
Accommodations Tax: Local	10,112	16,302	6,190	61.2%
Air Services Development	1,750	5,000	3,250	185.7%

## BUDGET ANALYSIS

As one of the County's major revenue sources, the Transportation Sales Tax Funds (TST) have the largest impact on the Special Revenue Funds. Voters passed the first TST in a referendum in November 2004 and passed the second TST by referendum in November 2016 for roads, greenbelts and transit programs. The FY 2022 budget for all three of the TST Programs is \$137.3 million. Collectively, the estimated increase for the Transportation Sales Tax program is \$25.0 million or 22.3 percent. Collection of transportation sales tax is tied directly to the strong local economy.

There is also a \$6.2 million or 61.2 percent increase in the Accommodations Tax: Local due to the County's strong recovery projected in FY 2022 for local tourism industry. In addition, there is a \$3.3 million or 185.7 percent increase in the Air Service Development fund due to full-year collections of the Rental Car Fee.

### INTERFUND TRANSFERS IN

Transfers into the Special Revenue Funds from various other funds are approximately \$14.6 million, which is a \$0.9 million or 5.8 percent decrease. The most significant decrease is in the Economic Development: Revenue Bond Debt Service Fund due to more utilization of Special Source Revenue Bond fund balance in FY 2022. This decrease is offset by an increase in the amount of funding from the General Fund to support the Public Defender function in Charleston.

### EXPENSES

The FY 2022 budgeted expenses for the Special Revenue Funds total \$127.7 million, which is a \$14.1 million or 12.4 percent increase from FY 2021. Figure 9 shows the significant budget change in expenses.

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

<u>Department/Division</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Accommodations Tax: Local	\$10,683	\$15,485	\$4,802	44.9%
Air Service Development	1,750	5,332	3,582	204.7%
Transportation Sales Tax	42,016	45,431	3,414	8.1%

The primary change in the FY 2022 budgeted expenses in the Special Revenue Fund expenses is a \$4.8 million or 44.9 percent budgeted increase to Accommodations Tax: Local to restore contributions to local municipalities. Another \$3.6 million or 204.7 percent increase in Air Service Development reflects a full-year contribution to the Airport Authority. Collectively, the estimated increase for the Transportation Sales Tax program is \$3.4 million or 8.1 percent, which includes the restoration of funding to the Charleston Area Regional Transportation Authority for equipment replacement.

### INTERFUND TRANSFERS OUT

Approximately \$117.6 million is transferred from the Special Revenue Funds to various other funds. The decrease of \$8.3 million or 6.6 percent relates to cash flows for the planned road, greenbelt and transit projects under the Transportation Sales Tax program.

## BUDGET ANALYSIS

### FUND BALANCE

The FY 2022 ending fund balance is projected to be \$110.7 million, which reflects a 15.5 million or 12.3 percent decrease from the estimated FY 2021 ending balance. The decrease reflects the utilization of fund balance primarily for pay-as-you-go funding for transportation projects.

### ENTERPRISE FUNDS

#### SUMMARY

The FY 2022 approved budgeted disbursements for the Enterprise Funds total \$66.9 million. This is a \$2.2 million or 3.3 percent increase from the FY 2021 budget. Funds available for FY 2022 also total \$66.9 million.

Page 164 displays a graphical representation of the County's Enterprise Funds budgets, while pages 165 to 172 contain fund statements reflecting numerical summaries of the budgets.

#### REVENUES

Revenues for the Enterprise Funds total \$60.4 million and reflect a \$0.6 million or 1.0 percent increase from the FY 2021 budget. Figure 10 provides information on significant budgeted revenue changes.

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

<u>Department/Division</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Environmental Management	\$34,484	\$36,403	\$1,919	5.6%
DAODAS	11,492	10,113	(1,378)	(12.0%)

The most significant budgeted increase is \$1.9 million or 5.6 percent in the Environmental Management Fund due to the anticipated proceeds from the sale of property and an anticipated increase in the 70 percent revenue share with the new Material Recovery Facility partnership. These increases are offset by a decrease in client and insurance fees for the Department of Alcohol & Other Drug Abuse services based on current trends.

#### INTERFUND TRANSFERS IN

Approximately \$3.0 million is transferred into the Enterprise Funds, which reflects a \$0.5 million or 19.8 percent increase from the FY 2021 budget. The \$1.7 million or 100 percent increase in DAODAS: Administration reflects restored and increased support from the General Fund. The increase is offset by a decrease due to the use of a premium from the 2019 issuance of debt for the construction of the new Materials Recycling Facility for Environmental Management in FY 2021.

#### EXPENSES

The FY 2022 budgeted expenses for the Enterprise Funds total \$61.4 million, which is a \$2.6 million or 4.1 percent decrease from FY 2021. Figure 11 shows the significant budget change in expenses.



## BUDGET ANALYSIS

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

<u>Department/Division</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Facilities: Parking Garages	\$2,533	\$3,399	\$865	34.2%
Tech Services Radio Communications	3,708	4,555	847	22.9%
Environmental Management	38,867	34,809	(4,057)	(10.4)%

The most significant budgeted decrease in the Enterprise Funds is a \$4.1 million or 10.4 percent decrease in Environmental Management due to a reduction in the contingency and a scheduled principal and interest payment for the General Obligation Bond paid in FY 2021. This decrease is offset by an increase of \$0.9 million or 34.2 percent in Facilities: Parking Garage due to one-time costs to upgrade the parking control systems. The increases also include \$0.8 million or 22.9 percent for Technology Services: Radio Communications for the replacement of the Awendaw radio tower.

### INTERFUND TRANSFERS OUT

The transfers out from the Enterprise Fund to other funds is approximately \$5.6 million, which is a \$4.8 million or 598.3 percent increase. The increase reflects one-time transfers in FY 2022 from the Environmental Management Fund for one-time projects in Compost and Mulch Operations and Landfill Operations.

### FUND BALANCE

The FY 2022 combined ending fund balance is projected to be \$63.7 million, which reflects a \$3.5 million or 5.3 percent decrease from the estimated FY 2021 ending fund balance. The major decrease reflects the use of the Environmental Management Fund balance for one-time expenditures.

## INTERNAL SERVICE FUNDS

### SUMMARY

The FY 2022 approved budgeted disbursements for the Internal Service Funds total \$61.2 million. This is a \$4.3 million or 7.6 percent increase from the FY 2021 budget. Funds available for FY 2022 also total \$61.2 million.

Page 173 shows a graphical representation of the County's Internal Service Funds budgets, while pages 174 to 178 contain fund statements reflecting numerical summaries of the budgets.

### REVENUES

Internal Service Funds revenues total \$55.5 million and does not represent a significant change from FY 2021. Figure 12 provides information on significant budgeted revenue changes.

## BUDGET ANALYSIS

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

<u>Department/Division</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Fleet Operations	\$10,508	\$12,050	\$1,542	14.7%
Human Resources: Employee Benefits	32,415	30,709	(1,706)	(5.3%)

The primary change in the Internal Service Funds is a \$1.5 million or 14.7 percent increase in Fleet Operations for fuel based on projected fuel prices. This increase is offset by \$1.7 million or 5.3 percent decrease to Human Resources: Employee Benefits due to the elimination of short-term disability coverage for retirees and a lower estimate of post-employment benefits.

### INTERFUND TRANSFERS IN

Approximately \$4.0 million is transferred into the Special Revenue Funds, which reflects a \$3.6 million increase from the FY 2021 budget. The \$3.9 million in transfers represent an increase in the transfer from the General Fund to Fleet Operations Fund to purchase vehicles and heavy equipment.

### EXPENSES

The FY 2022 budgeted expenses for the Internal Service Funds total \$61.2 million, which is a \$4.3 million or 7.6 percent increase from FY 2021. Figure 13 shows the significant budget change in expenses.

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

<u>Department/Division</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Amount Change</u>	<u>Percent Change</u>
Fleet Operations	\$11,276	\$16,562	\$5,286	46.9%

The primary increase of \$5.3 million or 46.9 percent in Fleet Operations represents the re-instatement of the County's vehicle replacement program which was discontinued during FY 2021 due to concern about the economic impact of the pandemic.

### FUND BALANCE

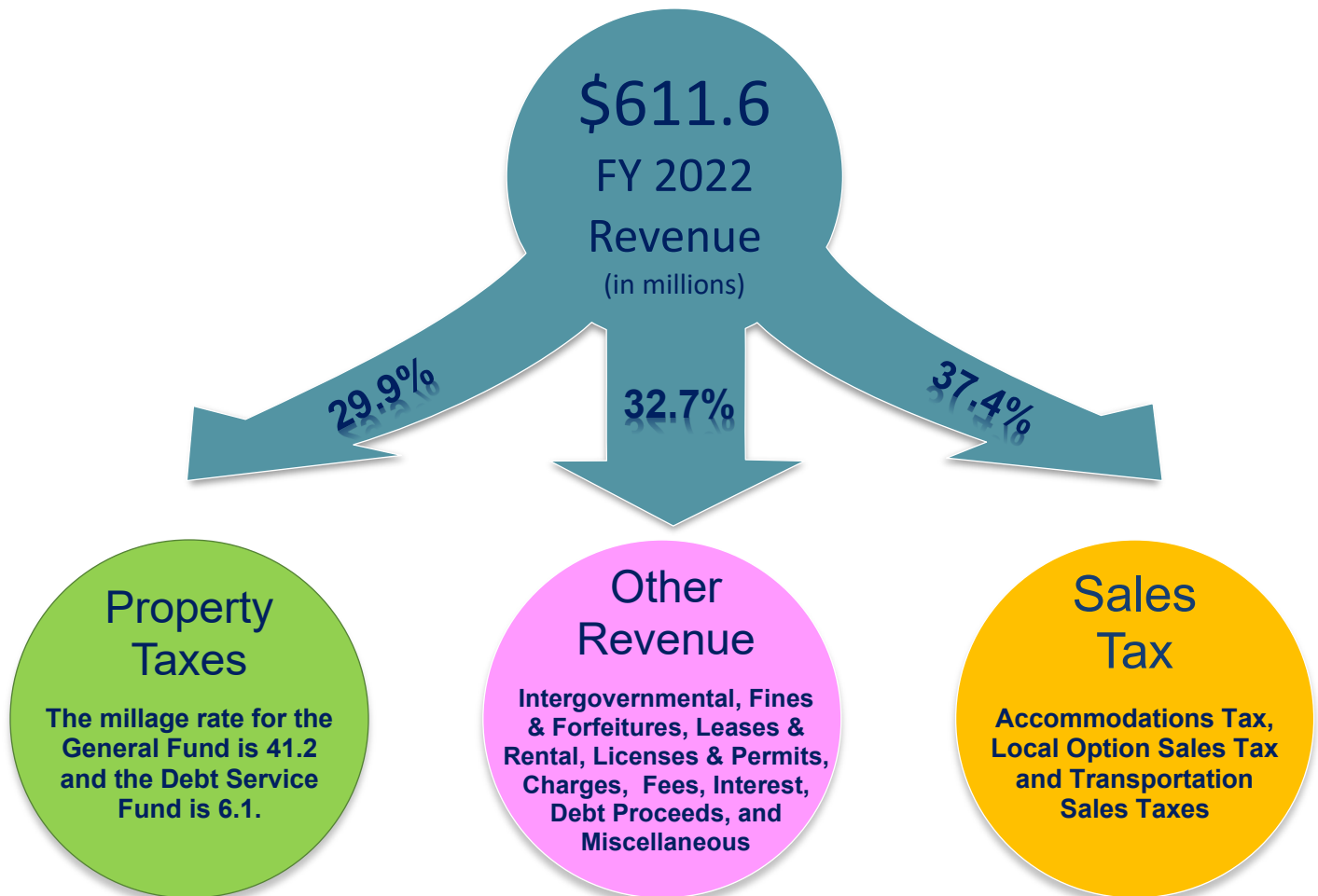
The FY 2022 ending fund balance is projected to be (\$210.8) million, which represents a \$1.7 million or 0.8 percent decrease from the FY 2021 ending balance. The negative fund balance is due to reporting \$299.7 million in retirement benefits in the Human Resources: Employee Benefits Fund. The decrease reflects the use of fund balance for Fleet projects and retirement benefits.

## MAJOR REVENUE SOURCES

### Financial Policies

- *Revenue Policy #1: ...strive to maintain a diversified and stable revenue system to aid in sheltering it from the impact of short-term fluctuations in any one revenue source.*

Charleston County seeks to reduce the impact of governmental cost on the taxpayer, to provide for relatively stable and diversified revenue, and to equate the cost of services to revenue received. The revenue that Charleston County uses to fund its services and programs is generated from a balanced revenue stream, which consists of three main parts: property taxes, sales taxes and other revenue sources. The revenue is considered structurally balanced because approximately one-third of the revenue is generated by each of the three main parts. Consequently, the County does not rely solely on any one type of revenue.



The major revenue sources for Charleston County account for 84.8 of \$611.6 million in total revenues for FY 2022. The table below identifies external revenues that are greater than \$10 million.

## MAJOR REVENUE SOURCES

	FY 2022 Approved	Percentage of Total Revenue
General Fund: Ad Valorem Taxes	190,740	31.2%
General Fund: Local Option Sales Tax	75,300	12.3%
General Fund: Local Government Fund	15,180	2.5%
Debt Service Fund: Ad Valorem Taxes	27,800	4.5%
Special Revenue Fund: Transportation Sales Tax	137,000	22.4%
Special Revenue Fund: Fees-In-lieu of Property Taxes	26,323	4.3%
Special Revenue Fund: Accommodations Tax – Local	16,300	2.7%
Enterprise Fund: User Fee	30,000	4.9%

*Amounts in the thousands*

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

A detailed schedule of the County's revenues is on pages 88 to 95.

## MAJOR REVENUE SOURCES

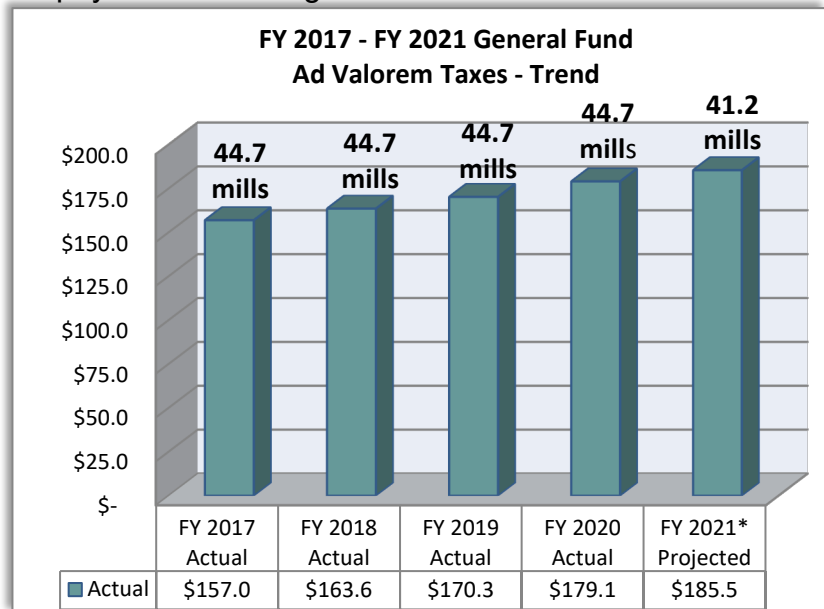
### General Fund Ad Valorem Taxes

#### Description

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

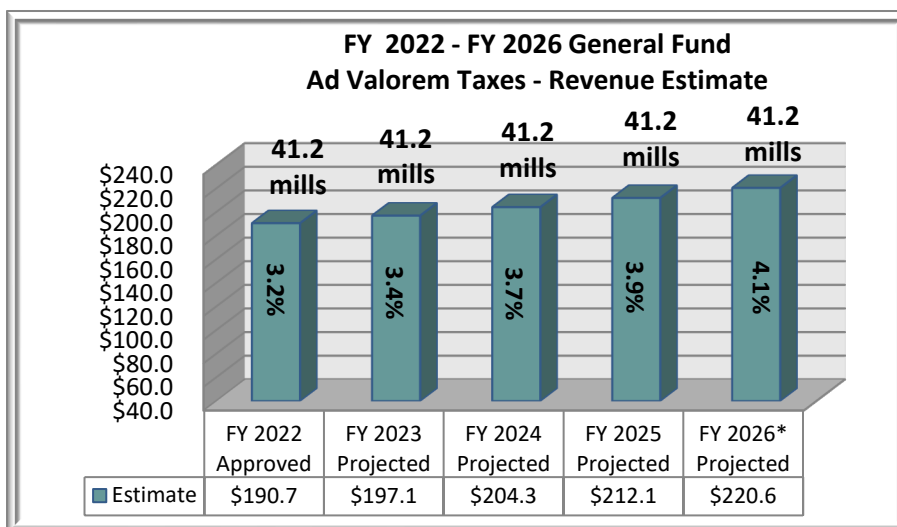
#### Trend

The County's portion of ad valorem taxes for the General Fund shows a consistent increasing trend, which reflects continued growth in the County's tax base. South Carolina Law requires that counties reassess properties every five years, which typically adjusts the mills downward. Reducing the mills in FY 2021 did not result in a reduction in revenue due to growth in the property tax base. The County expects the growth seen in FY 2021 to continue.



Amounts in the millions

\* Reassessment Year



Amounts in the millions

\* Reassessment Year

#### Revenue Estimates

The FY 2022 General Fund Ad Valorem Taxes estimate is based on the projection of appraised property value, review of Charleston County and national economic indicators, actual FY 2020 receipts, and FY 2021 year-to-date collection trends. In addition, the estimate includes new construction and fair market value changes for properties that change ownership. The 41.2 millage rate reflects no

change from the previous year and is expected to remain constant through FY 2026. The millage equates to \$164.80 per \$100,000 of appraised value for the homeowner.



## MAJOR REVENUE SOURCES

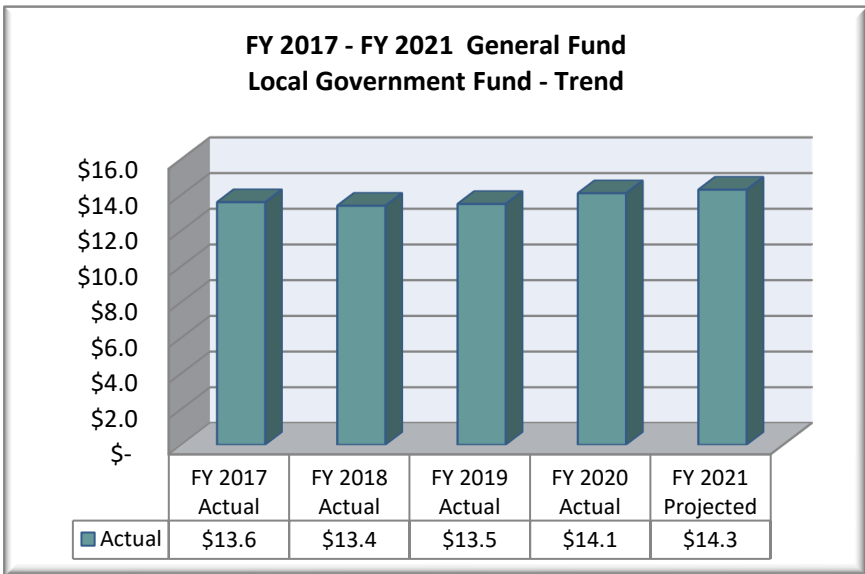
### General Fund Local Government Fund

#### Description

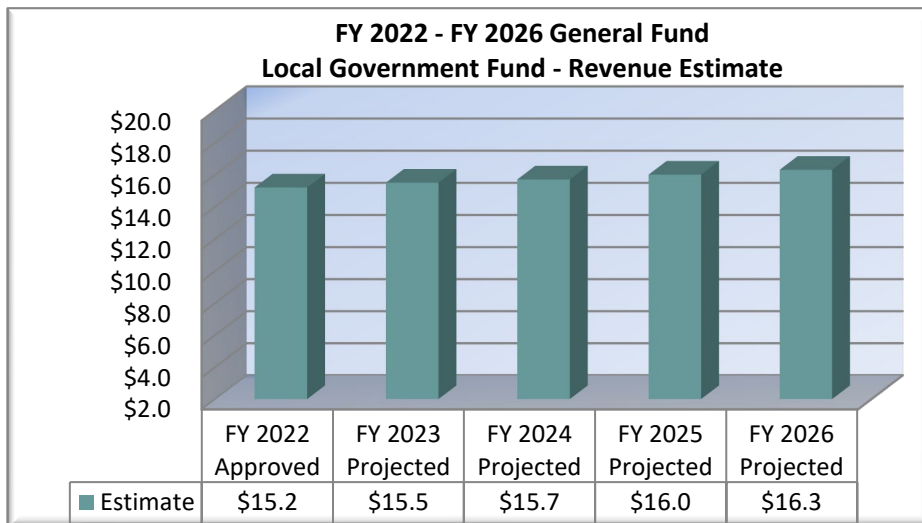
The County receives funds from the State of South Carolina to subsidize its operations. This funding was created to reduce the pressure on property taxes and to provide a predictable source of revenue for county and municipal budgeting. In FY 1992, the Local Government Fund replaced and consolidated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

#### Trend

Revenues from the Local Government Fund showed a relatively flat trend from FY 2017 through FY 2019 as the State prioritized other functions. The change in the State's funding formula in FY 2020 generated additional revenue for the County. In response to the financial uncertainties caused by the 2020 pandemic, the State passed a continuing resolution for their FY 2021 budget, resulting in a flat trend between FY 2020 and FY 2021.



Amounts in millions



Amounts in millions

#### Revenue Estimate

For county and municipal governments, the State passed a 2.5 percent increase for FY 2021 and a 5.0 percent increase for FY 2022, resulting in a 7.5 percent total increase in FY 2022. The budgeted revenues for the Local Government Fund reflect a conservative 2.0 percent increase for FY 2023 and future years due to the flexibility in the State's formula.

## MAJOR REVENUE SOURCES

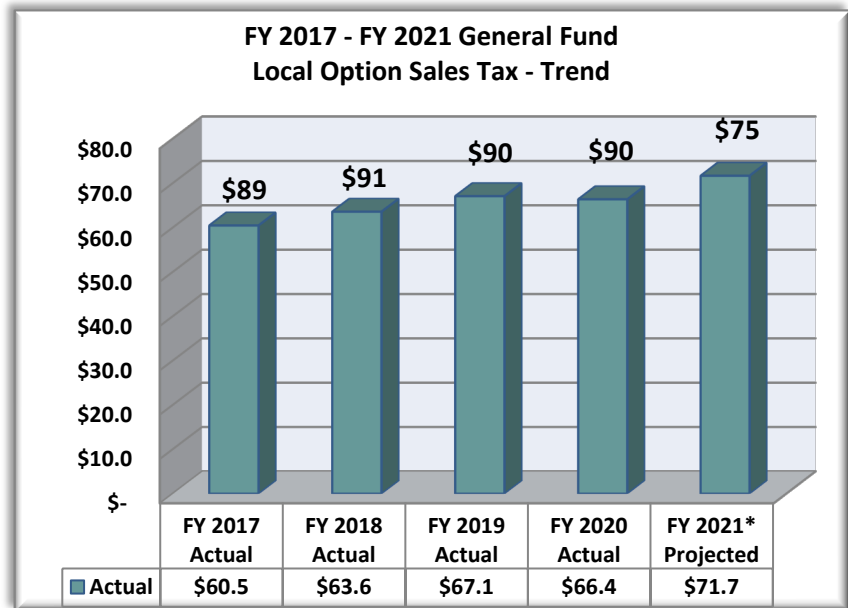
### General Fund Local Option Sales Tax

#### Description

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

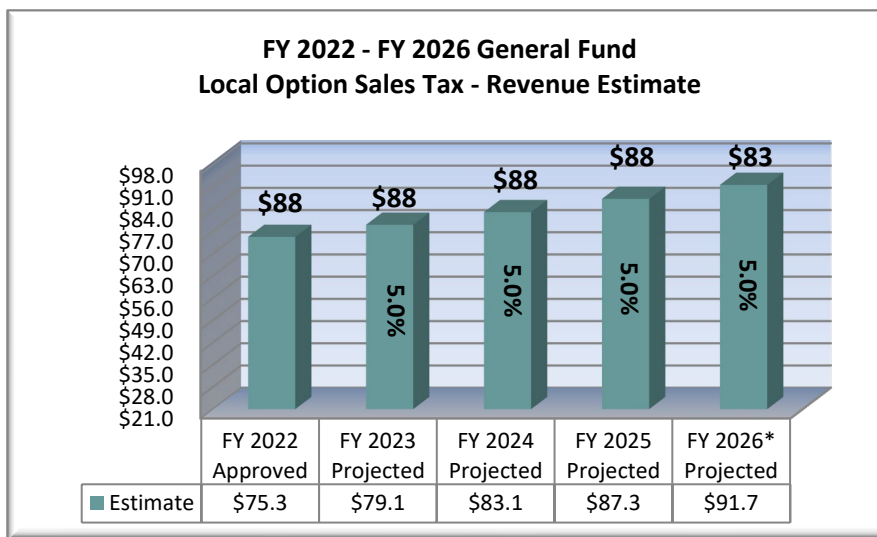
#### Trend

The Local Option Sales Tax (LOST) is directly tied to the level of consumer spending in Charleston County. The LOST revenue experienced an increasing trend between FY 2016 and FY 2019. A June 2018 U.S. Supreme Court decision gave states the ability to access sales tax to out-of-state online retailers. The full-year collection from on-line sales provided additional revenue which offset a portion of the decline in sales tax due to the pandemic in FY 2020. The County experienced an eight percent growth in FY 2021 as the nation rebounded from the pandemic and consumer spending increased. Excluding the noted fluctuations, the County's trend is approximately five percent growth per year.



Amounts in the millions

\*Reassessment Year



Amounts in the millions

\* Reassessment Year

#### Revenue Estimate

The credit is determined by dividing the LOST revenue by the appraised property base. The revenue for FY 2021 equates to a credit of \$88 per \$100,000 of appraised value; this amount is an increase from FY 2021. Sales tax receipts are expected to continue to rise five percent per year between FY 2022 and FY 2026, reflecting improved economic conditions in Charleston County due to increased consumer spending

in the area and online sales. The LOST credit is anticipated to decrease in FY 2026 due to reassessment.

## MAJOR REVENUE SOURCES

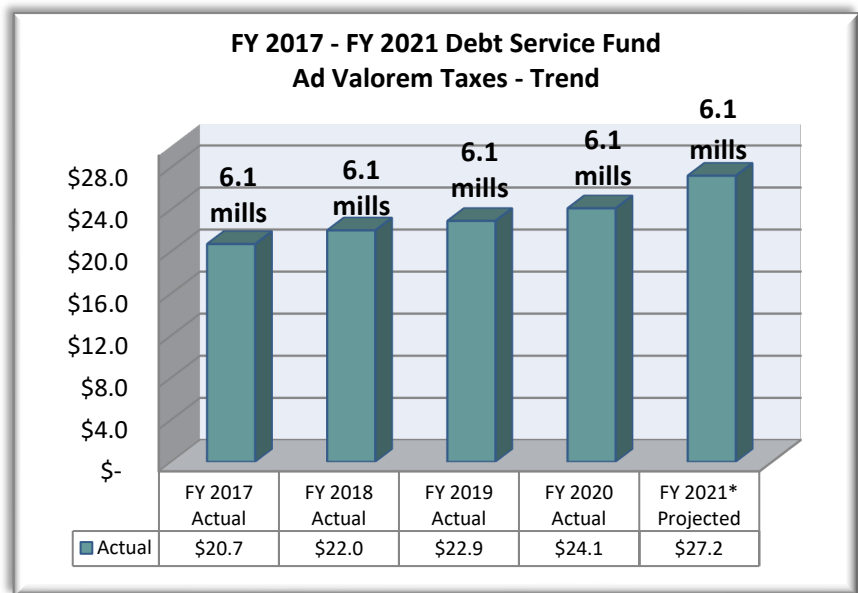
### Debt Service Fund Ad Valorem Taxes

#### Description

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

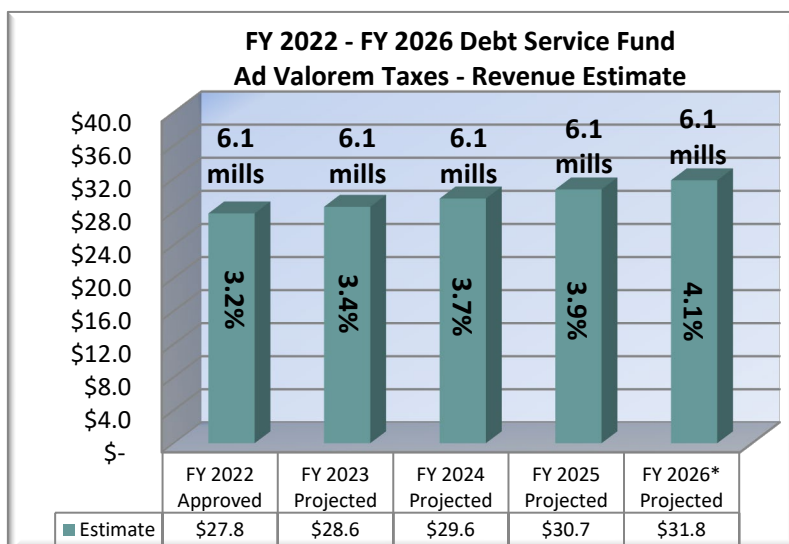
#### Trend

The County's portion of ad valorem taxes for its Debt Service Fund remained steady, reflecting growth in the County's tax base. South Carolina Law requires that counties reassess properties every five years, but Debt Service millage is not required to be adjusted. The County experienced growth from FY 2017 through FY 2021, which is expected to continue based on the growth in the property base.



Amount in the millions

\*Reassessment Year



Amount in the millions

\*Reassessment Year

\$100,000 of appraised value for the homeowner.

#### Revenue Estimate

The FY 2022 Debt Service Fund Ad Valorem Taxes estimate is based on a projection of the appraised property value, a review of Charleston County and national economic indicators, actual FY 2020 receipts, and FY 2021 year-to-date collection trends. In addition, the estimates include new construction and fair market value changes for properties that change ownership. The 6.1 millage rate reflects no change from the previous year and is expected to remain constant through FY 2026. The millage equates to \$24.40 per

## MAJOR REVENUE SOURCES

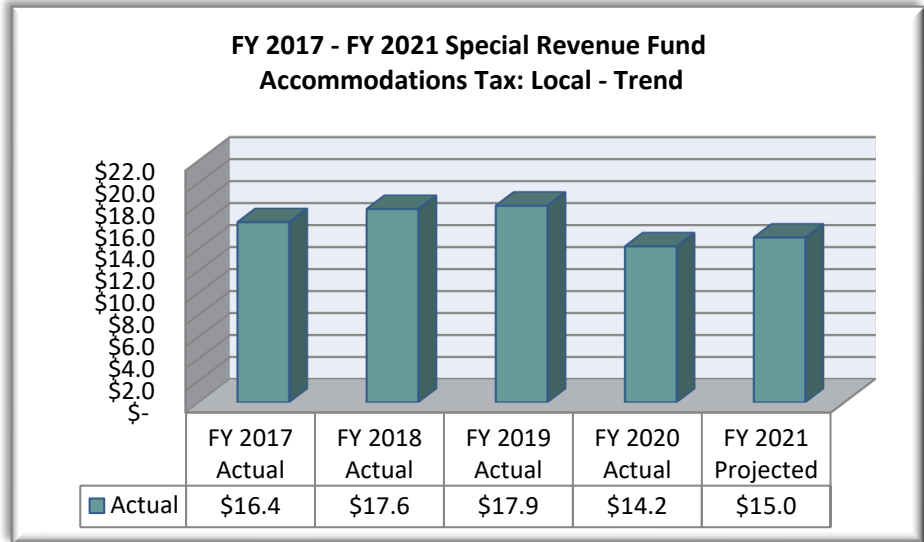
### Special Revenue Fund Accommodations Tax - Local

#### Description

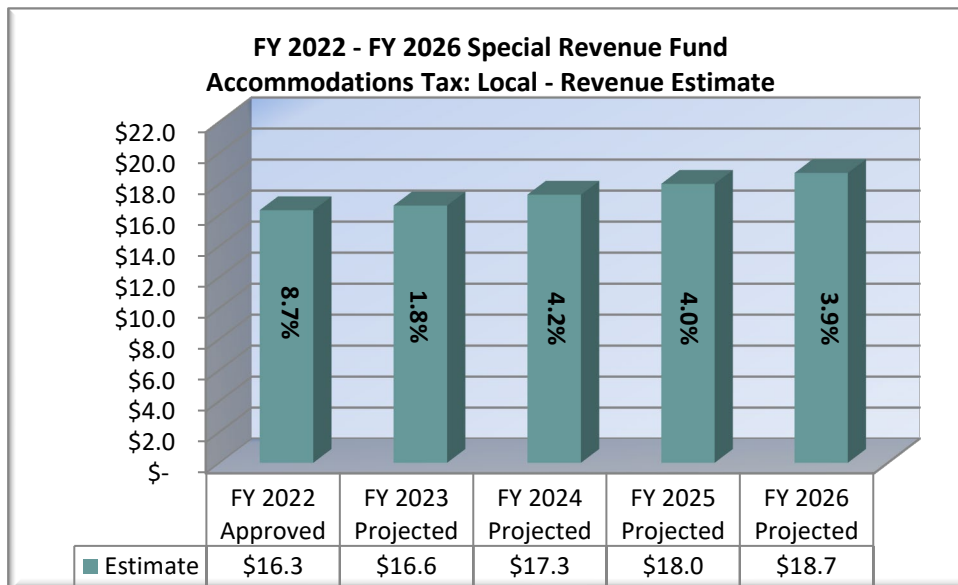
The Accommodations Tax - Local is a two percent charge for transient room rentals throughout the County. County Council enacted the Accommodations Tax - Local in FY 1994 to encourage and support area tourism. Collections of the Accommodations Tax - Local began on April 1, 1994, upon which its legitimacy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

#### Trend

The revenues from the Accommodations Tax - Local had steady growth through FY 2019. The pandemic reduced the revenue as tourism declined in the Charleston area in FY 2020. However, the revenue began improving at the end of FY 2020 and is expected to continue to grow, and return to pre-pandemic levels, as travel restrictions are lifted, vaccinations percentages increase and citizens become more comfortable with travel. Charleston County continues to rank as a top travel destination area in the world.



Amounts in the millions



Amounts in the millions

#### Revenue Estimate

The Accommodations Tax - Local revenue estimate is based on a review of actual FY 2020 receipts, FY 2021 year-to-date collection trends and tourism information received from the Office of Tourism at the College of Charleston's Business School. The tourism industry in Charleston County continues to rebound after the negative impacts of the pandemic. The budgeted Accommodations Tax -

Local reflects an estimated 8.7 percent increase from the FY 2021 projection. Looking into the future, the revenue is projected to increase at a rate of two percent in FY 2023 and four percent thereafter.

## MAJOR REVENUE SOURCES

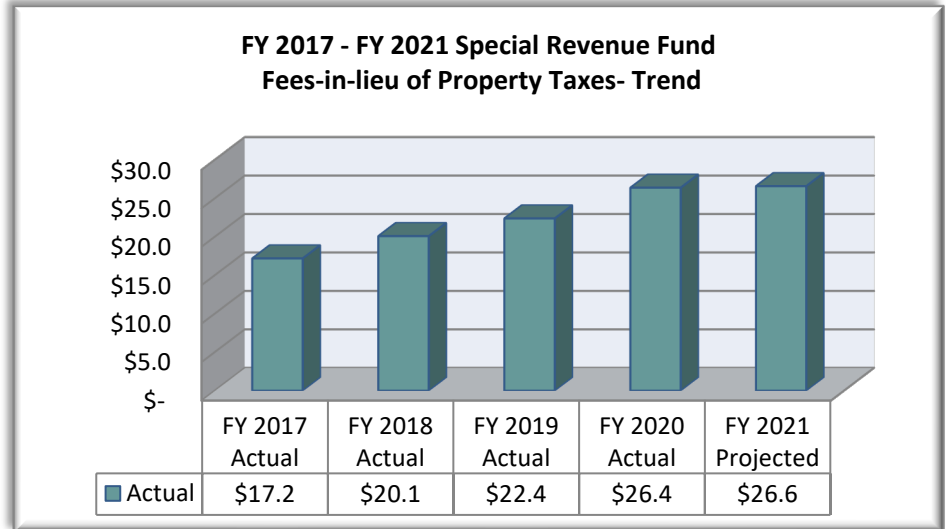
### Special Revenue Fund Fees-in-lieu of Property Taxes

#### Description

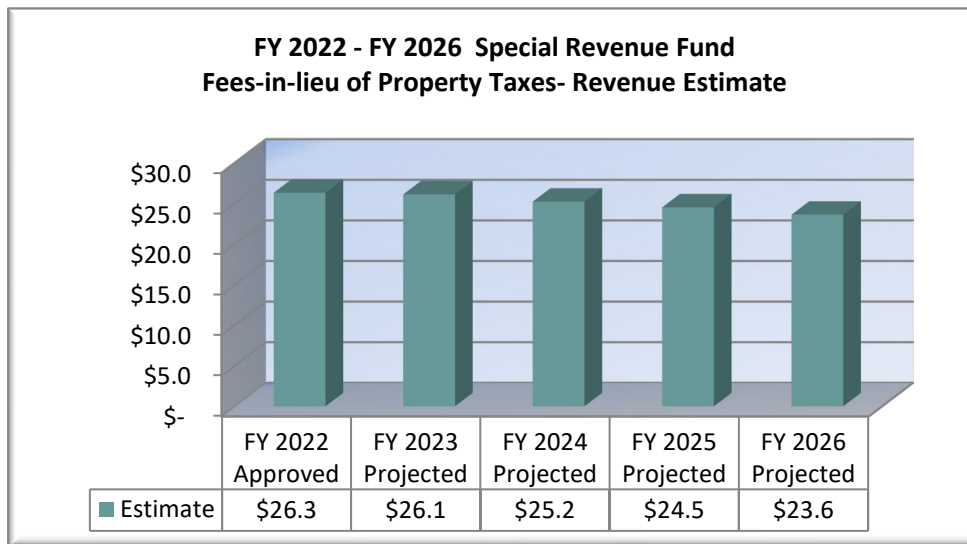
During 2013, County Council designated fees-in-lieu of property taxes as security for the repayment of the special source revenue bond issued in 2013. After the verification of sufficient revenues to service the current year's debt, the fees-in-lieu of property taxes are distributed to taxing entities.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

#### Trend

The revenues from the Special Source Revenue Bond began in FY 2014. The fees-in-lieu of taxes increased in FY 2018 through FY 2020 based on the addition of new development in the County, including the Mercedes expansion. As a result, this revenue shows growth from FY 2017 through FY 2021.



Amounts in the millions



Amounts in the millions

#### Revenue Estimate

As personal property related to the fees-in-lieu of taxes is depreciated, the revenues decrease from the various deals. The budget for the fees-in-lieu of taxes pledged as security for the Special Source Revenue Bond reflects a slight decrease from the FY 2021 projection due to the depreciation. The revenue estimate

is based on a review of actual FY 2020 receipts, FY 2021 year-to-date collection trends and information received from the Economic Development Department. The projections for FY 2022 through FY 2026 are decreasing because the County does not include any new developments in these years that typically offsets the decline due to depreciation.



## MAJOR REVENUE SOURCES

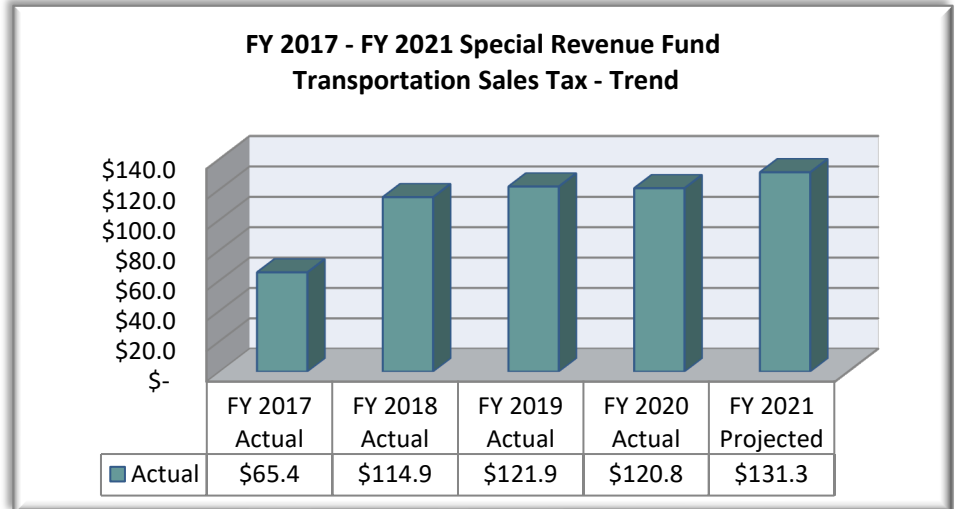
### Special Revenue Fund Transportation Sales Tax

#### Description

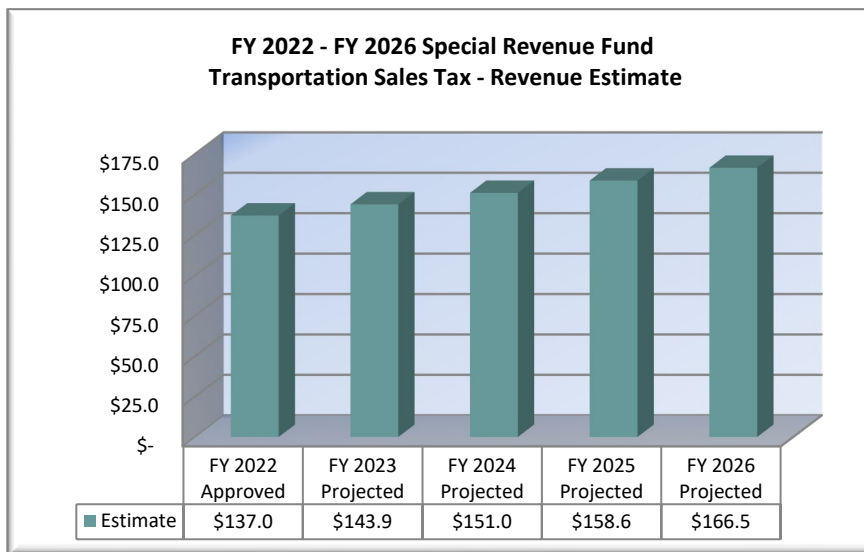
The citizens of Charleston County passed, by referendum, two additional one-half of one percent sales and use taxes that took effect May 1, 2005 and May 1, 2017. Both Transportation Sales Tax will continue for 25 years or until \$1.3 billion and \$2.1 billion is collected, respectively. According to the referendums, the sales tax revenues are designated to provide funds for transportation-related projects, mass transit, and greenbelts.

#### Trend

The revenues from the Transportation Sales Tax had a general trend of increasing through FY 2019 due to robust consumer spending. A June 2018 U.S. Supreme Court decision gave states the ability to access sales tax to out-of-state online retailers. In FY 2020, the additional revenue from out-of-state sales offset a portion of the decline in sales tax due to the pandemic. The County experienced a 9 percent growth rate in FY 2021 as the nation rebounded from the pandemic and consumer spending and on-line purchases increased in Charleston County. Excluding the noted fluctuations, the County's trend is approximately five percent growth per year.



Amounts in the millions



Amounts in the millions

#### Revenue Estimate

The Transportation Sales Tax revenue estimate is based on a review of Charleston County and national economic indicators, actual FY 2020 receipts, and FY 2021 year-to-date collection trends. The Transportation Sales Tax is estimated to stabilize by the end of FY 2023 and then grow 5.0 percent annually to reach the \$1.3 billion and \$2.1 billion limits before the end of the 25-year authorization.

## MAJOR REVENUE SOURCES

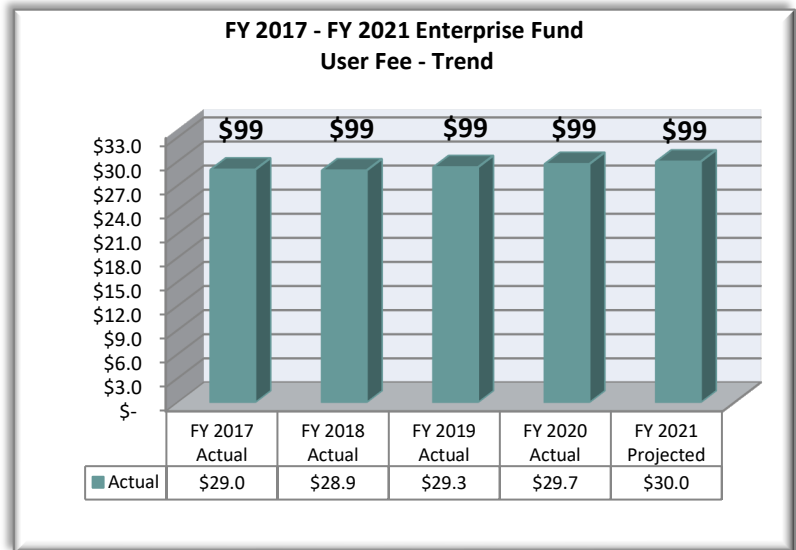
### Enterprise Fund User Fee

#### Description

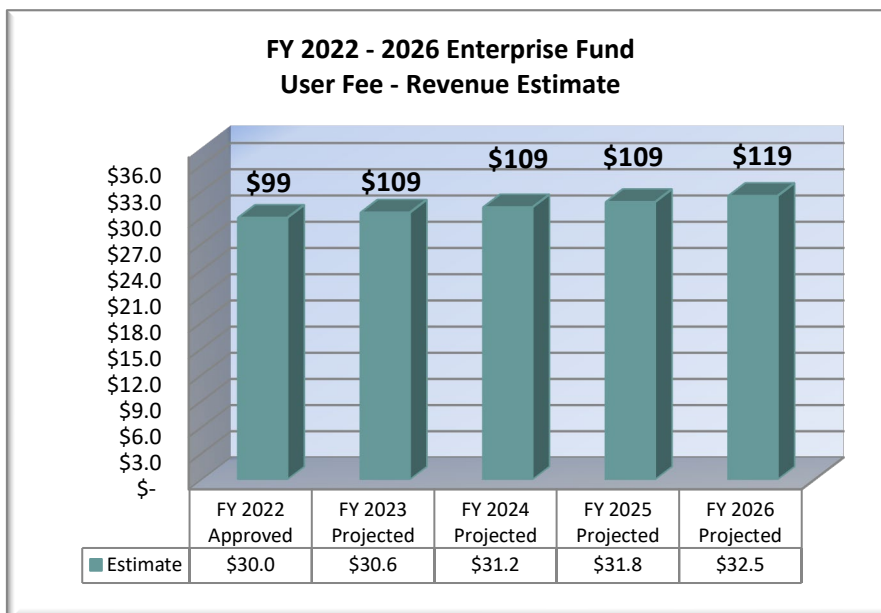
In 1989, Charleston County began charging a user fee to real property owners, as well as certain commercial and governmental entities to provide funding for the County's recycling, solid waste, and disposal efforts. The User Fee for residential property owners is included in the annual tax bill. The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

#### Trend

The revenues from the User Fee remained relatively flat between FY 2017 and FY 2021 because the growth in the number of residents and businesses is offset by the growth in recycling. The User Fee charge for residential properties has remained constant at \$99 since FY 2008.



Amount in the millions



Amount in the millions

#### Revenue Estimate

The FY 2022 User Fee estimate is based on actual FY 2020 receipts and FY 2021 year-to-date collection trends. Looking into the future, the revenue is projected to grow by two percent per year between FY 2023 and FY 2026.

## SCHEDULES

The Schedules section illustrates the County's annual operating budgets. Charleston County budgets annually for Governmental Funds and Proprietary Funds. The Governmental Funds include the General Fund, the Debt Service Fund, and the Special Revenue Funds. The Proprietary Funds include the Enterprise Funds and the Internal Service Funds. Refer to the **Glossary** on pages 489 to 495 for definitions of Governmental Funds, Proprietary Funds, the General Fund, the Debt Service Fund, Special Revenue Funds, Enterprise Funds, and Internal Service Funds. Refer to the **Budget Process** on pages 463 to 466 for a description of the budgeting process.

The Schedules section begins with a guide to understanding fund statements. In addition, the section provides an overall summary of the County's annual operating budgets with the **Where It Comes From . . . FY 2022 All Funds** graph on page 84, the **Where It Goes. . . . FY 2022 All Funds** graph on page 85, and the **Budget Summary All Funds** on pages 86 to 87. Note that these graphs and schedules include interfund transfers as well as revenues and expenditures.

The next part of the Schedules provides a detailed perspective of revenues, expenditures, and interfund transfers of all funds. The revenues are on pages 88 to 95. The expenditures are on pages 96 to 101. The interfund transfers are on page 102. This is followed by a summary of County authorized positions on pages 103 to 111.

The last portion of the Schedules section (pages 114 to 178) displays graphical summaries for each of the fund types budgeted by the County as well as tabular representations for the individual funds making up these fund types. Page 112 shows a combined fund statement for all funds for Fiscal Years 2019, 2020, 2021, and 2022. Page 113 provides a summary by fund type of the County's Fiscal Year 2022 budget. Individual fund statements start on page 115 with the General Fund. Note that the FY 2022 Projected column on the fund statements includes the estimated amounts from the FY 2021 Adjusted column (i.e., the current budget) and the estimated amounts from encumbrances and designations carried forward from previous years.

## SCHEDULES

### A GUIDE TO UNDERSTANDING FUND STATEMENTS

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

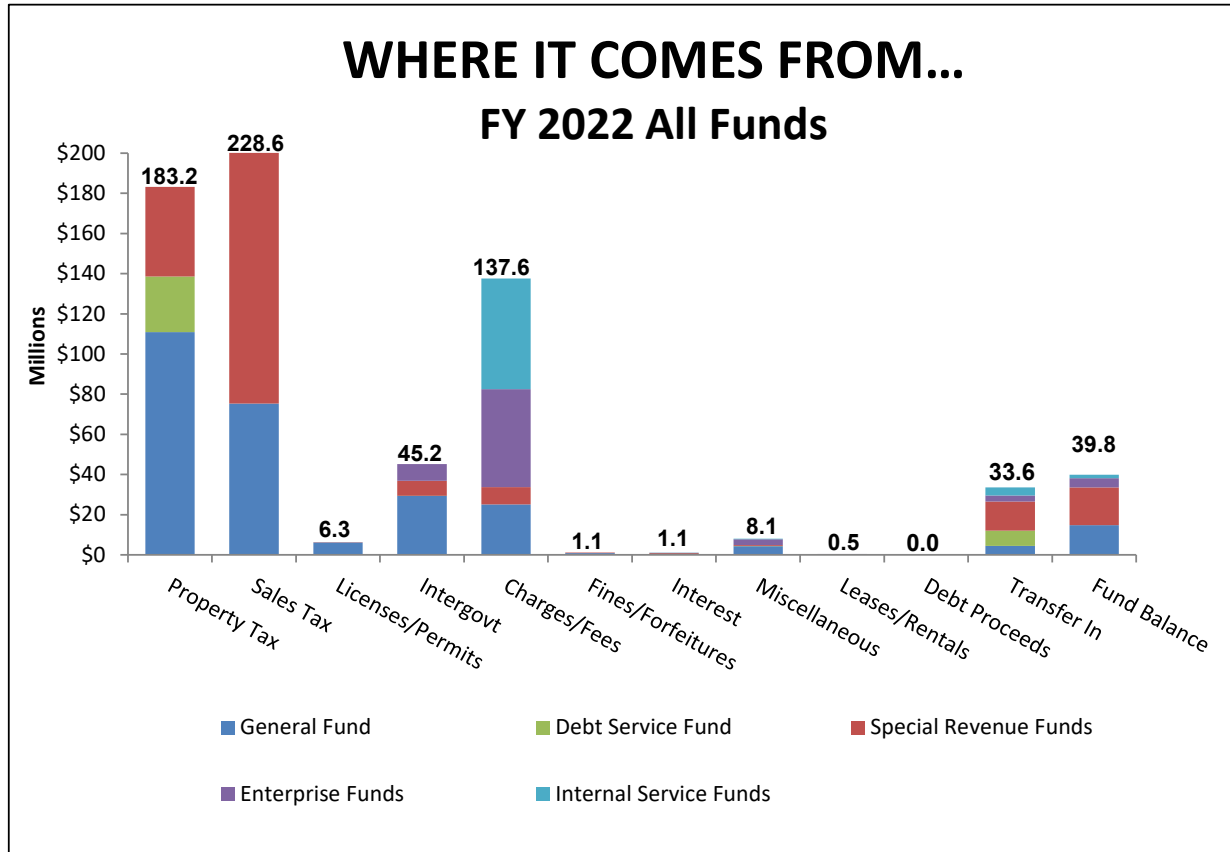
# SCHEDULES

Charleston County, South Carolina All Funds Fund Statement					
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adjusted	FY 2020 Projected	FY 2021 Approved
1 Beginning Balance, July 1	\$ 41,662,672	\$ 96,378,563	\$125,744,383	\$125,744,383	\$116,115,316
2 Revenues:					
Property Tax	159,543,641	168,132,378	174,727,656	176,540,356	188,567,307
Sales Tax	196,128,653	206,872,022	211,428,000	191,700,000	183,210,000
Licenses and Permits	6,106,252	7,042,144	6,657,850	6,184,650	5,186,000
Intergovernmental	40,107,617	44,686,474	42,037,541	42,195,822	44,843,197
Charges and Fees	137,013,313	145,270,254	129,476,960	123,908,362	127,540,359
Fines and Forfeitures	2,032,774	2,032,863	1,600,500	1,310,711	1,362,500
Interest	4,339,217	8,712,196	4,416,194	4,307,300	853,500
Miscellaneous	7,403,444	4,505,264	5,454,163	8,342,535	7,779,760
Leases and Rent	688,484	841,999	827,028	730,981	702,949
Debt Proceeds	14,474,159	-	2,556,694	13,875,047	-
Subtotal	567,837,554	588,095,594	579,182,586	569,095,764	560,045,572
3 Interfund Transfer In	32,698,259	41,384,127	37,251,584	37,929,407	40,472,117
4 Total Available	642,198,485	725,858,284	742,178,553	732,769,554	716,633,005
5 Expenditures:					
Personnel	173,228,405	182,912,890	195,845,033	195,380,357	199,180,808
Operating	236,527,802	242,746,062	224,169,106	217,286,281	231,814,983
Capital	6,184,870	5,930,713	15,483,047	23,868,457	2,616,265
Debt Service	65,061,417	75,276,657	75,102,467	75,059,737	98,509,965
Subtotal	481,002,494	506,866,322	510,599,653	511,594,832	532,122,021
6 Interfund Transfer Out	64,817,428	93,247,579	107,305,811	105,059,406	143,477,408
7 Total Disbursements	545,819,922	600,113,901	617,905,464	616,654,238	675,599,429
8 Nonspendable	76,881,346	77,997,462	77,997,462	77,997,462	77,997,462
9 Restricted: External	(261,783,218)	(284,469,217)	(284,131,075)	(272,546,058)	(284,371,883)
Restricted: Internal	219,376,813	257,134,331	256,826,859	248,326,095	193,725,744
Available	61,903,622	75,081,807	73,579,843	62,337,817	53,682,253
10 Ending Balance, June 30	\$ 96,378,563	\$125,744,383	\$124,273,089	\$116,115,316	\$ 41,033,576
11					
12					



## ALL FUNDS

The County receives funding from several sources which comprise its operating budget. The following graph and table summarize the total available budgeted by source and/or fund type for FY 2022.

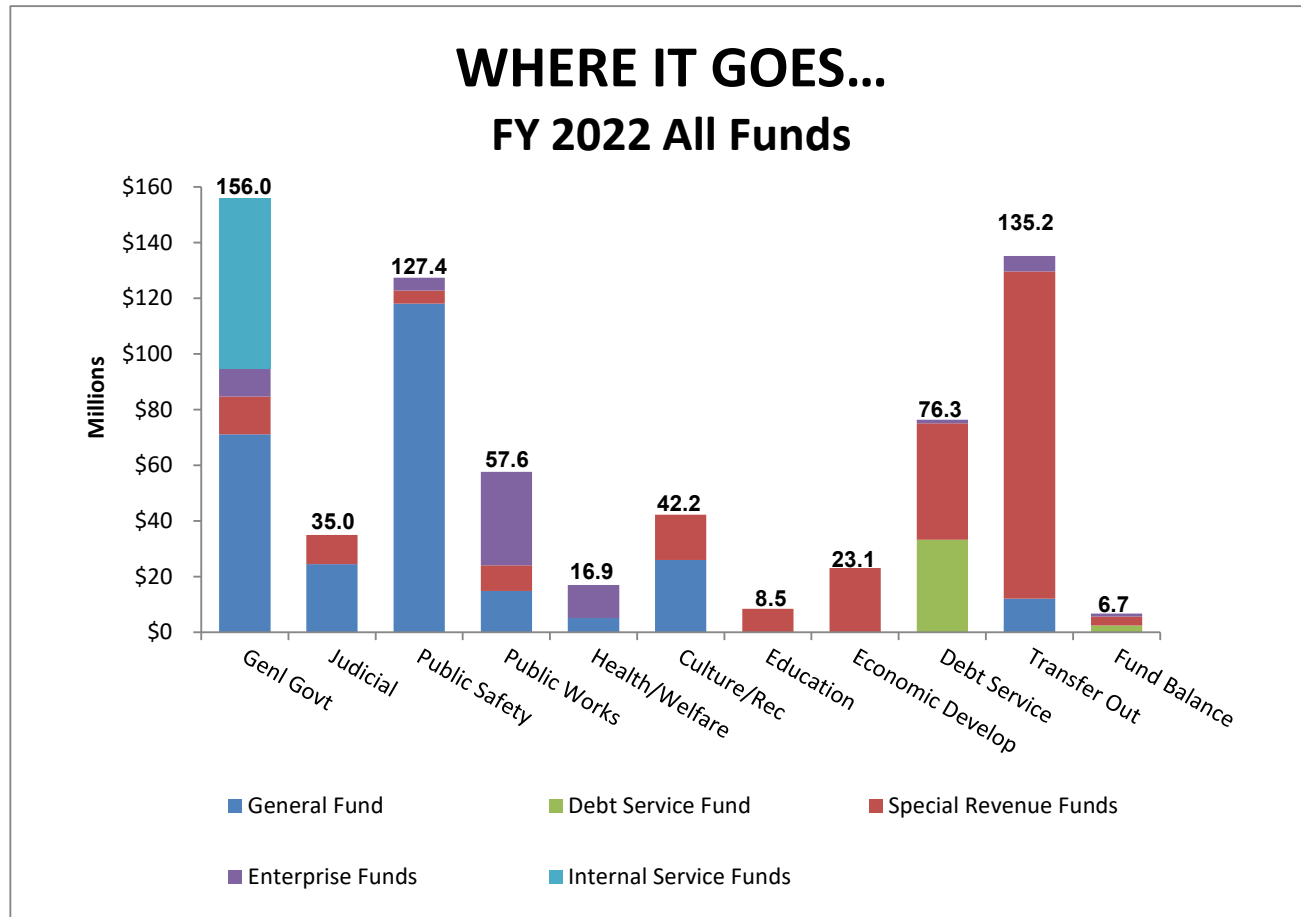


**Total Available Budgeted: \$685,072,716**

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Change	Percent Change
Property Tax	\$ 168,132,378	\$ 178,274,964	\$ 188,567,306	\$ 183,173,363	\$ (5,393,943)	(2.9)
Sales Tax	206,872,022	201,517,547	183,210,000	228,600,000	45,390,000	24.8
Licenses & Permits	7,042,144	6,241,702	5,196,000	6,327,400	1,131,400	21.8
Intergovernmental	44,686,474	46,465,341	44,859,059	45,170,469	311,410	0.7
Charges & Fees	145,250,270	146,094,630	128,684,971	137,585,624	8,900,653	6.9
Fines & Forfeitures	2,032,862	1,469,064	1,362,500	1,148,500	(214,000)	(15.7)
Interest	8,712,197	9,552,080	852,500	1,054,750	202,250	23.7
Miscellaneous	4,505,264	6,420,488	7,769,760	8,096,045	326,285	4.2
Leases & Rentals	841,999	741,528	702,949	453,648	(249,301)	(35.5)
Debt Proceeds	-	13,875,048	-	-	-	0.0
<b>Total Revenues</b>	<b>588,075,610</b>	<b>610,652,393</b>	<b>561,205,045</b>	<b>611,609,799</b>	<b>50,404,754</b>	<b>9.0</b>
Transfer In	41,353,581	42,674,412	40,943,399	33,621,599	(7,321,800)	(17.9)
Use of Fund Balance	27,010,252	26,990,737	78,009,574	39,841,318	(38,168,256)	(48.9)
<b>Total Avail. Budgeted</b>	<b>\$ 656,439,443</b>	<b>\$ 680,317,542</b>	<b>\$ 680,158,018</b>	<b>\$ 685,072,716</b>	<b>\$ 4,914,698</b>	<b>0.7</b>

## ALL FUNDS

The County disburses funds according to functional areas. The following graph and table summarize the total uses by function and/or fund type for FY 2022.



**Total Uses: \$685,072,716**

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Change	Percent Change
General Govt.	\$ 170,653,504	\$ 178,116,362	\$ 146,835,792	\$ 156,033,038	\$ 9,197,246	6.3
Judicial	31,216,582	31,992,509	33,381,618	34,974,927	1,593,309	4.8
Public Safety	110,709,661	116,096,586	118,948,702	127,422,788	8,474,086	7.1
Public Works	46,514,418	51,456,320	57,778,110	57,593,145	(184,965)	(0.3)
Health/Welfare	14,174,043	15,146,751	16,249,590	16,948,518	698,928	4.3
Culture/Recreation	34,522,775	41,393,772	35,567,305	42,247,198	6,679,893	18.8
Education	7,451,651	7,825,695	7,822,303	8,465,879	643,576	8.2
Economic Develop.	16,225,700	16,255,066	17,482,963	23,115,794	5,632,831	32.2
Debt Service	75,347,459	74,832,941	99,450,195	76,313,656	(23,136,539)	(23.3)
<b>Total Expenditures</b>	<b>506,815,793</b>	<b>533,116,002</b>	<b>533,516,578</b>	<b>543,114,943</b>	<b>9,598,365</b>	<b>1.8</b>
Transfer Out	93,247,579	101,474,076	143,695,865	135,220,118	(8,475,747)	(5.9)
<b>Total Disbursements</b>	<b>600,063,372</b>	<b>634,590,078</b>	<b>677,212,443</b>	<b>678,335,061</b>	<b>1,122,618</b>	<b>0.2</b>
Increase in Fund Bal.	56,376,071	45,727,464	2,945,575	6,737,655	3,792,080	128.7
<b>Total Uses</b>	<b>\$ 656,439,443</b>	<b>\$ 680,317,542</b>	<b>\$ 680,158,018</b>	<b>\$ 685,072,716</b>	<b>\$ 4,914,698</b>	<b>0.7</b>

Charleston County, South Carolina  
Budget Summary - All Funds  
Fiscal Year 2022

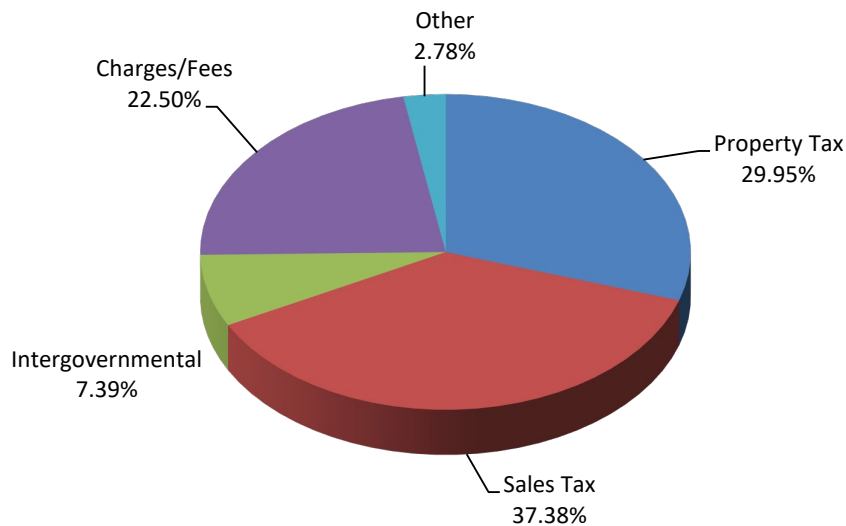
	Fund Statement Page Number	Revenues (D-8 to D-15)	Transfers In (Page D-22)	Sources
<b>GENERAL FUND</b>	<b>115</b>	<b>\$ 252,385,894</b>	<b>\$ 4,417,010</b>	<b>\$256,802,904</b>
<b>DEBT SERVICE FUND</b>	<b>117</b>	<b>28,132,555</b>	<b>7,598,632</b>	<b>35,731,187</b>
Accommodations Tax: Local	119	16,302,500	-	16,302,500
Accommodations Tax: State	120	235,000	-	235,000
Air Service Development	121	5,000,000	-	5,000,000
Awendaw McClellanville Fire	122	2,421,839	-	2,421,839
Awendaw McClellanville Fire Debt	123	303,583	-	303,583
Clerk of Court: IV-D Child Support Enf	124	1,330,000	-	1,330,000
Economic Development	125	3,729,024	-	3,729,024
Economic Development: Revenue Bond Debt Service	126	26,323,617	10,277,361	36,600,978
Emergency Management: Hazard Materials Enforce	127	215,000	-	215,000
Fire Districts: East Cooper Fire District	128	158,200	-	158,200
Fire Districts: Northern Chas Co Fire Dist	129	342,000	-	342,000
Fire Districts: West St. Andrew's Fire Dist	130	7,400	-	7,400
Greenbelt Programs 1st TST	131	11,677,000	-	11,677,000
Greenbelt Programs 2nd TST	132	6,871,000	-	6,871,000
Human Resources: Summer Youth Program	133	-	-	-
Legal: Seized Assets	134	15,250	-	15,250
Planning/Zoning: Tree Fund	135	-	-	-
Public Defender: Berkeley County	136	1,470,273	-	1,470,273
Public Defender: Charleston County	137	1,757,089	3,653,007	5,410,096
Public Works: Roads Program 1st TST	138	44,626,000	-	44,626,000
Public Works: Roads Program 2nd TST	139	41,903,000	-	41,903,000
Public Works: Stormwater Drainage	140	3,664,900	-	3,664,900
Sheriff: Federal Asset Forfeiture	141	-	-	-
Sheriff: Inmate Welfare	143	500,000	-	500,000
Sheriff: IV-D Child Support Enforcement	144	30,000	66,775	96,775
Sheriff: Sex Offender Registry	145	27,000	-	27,000
Sheriff: State Asset Forfeiture	142	-	-	-
Solicitor: Alcohol Education Program	146	36,000	46,255	82,255
Solicitor: Bond Estreatment	147	-	-	-
Solicitor: Criminal Domestic Violence Approp	148	100,000	-	100,000
Solicitor: Drug Court	149	280,000	-	280,000
Solicitor: DUI Appropriation	150	73,690	52,009	125,699
Solicitor: Expungement	151	105,000	-	105,000
Solicitor: Juvenile Education Program	152	74,000	42,623	116,623
Solicitor: Pretrial Intervention	153	150,000	96,682	246,682
Solicitor: State Appropriation	154	1,299,000	-	1,299,000
Solicitor: Traffic Education Program	155	90,000	-	90,000
Solicitor: Victims' Unclaimed Restitution	156	-	-	-
Solicitor: Victim-Witness State Approp	157	40,625	36,536	77,161
Solicitor: Violent Crime Prosecution	158	100,000	-	100,000
Transportation Sales Tax: Transit Agencies 1st TST	159	12,348,000	-	12,348,000
Transportation Sales Tax: Transit Agencies 2nd TST	160	19,877,000	-	19,877,000
Trident Technical College	161	8,330,762	135,117	8,465,879
Trident Technical College: Debt Service	162	3,162,000	19,000	3,181,000
Victim's Bill of Rights	163	220,500	171,942	392,442
<b>SPECIAL REVENUE FUNDS</b>		<b>215,196,252</b>	<b>14,597,307</b>	<b>229,793,559</b>
Consolidated Dispatch: Emergency 911 Wire Line	165	702,500	-	702,500
Consolidated Dispatch: Emergency 911 Wireless	166	3,534,066	-	3,534,066
Consolidated Dispatch: Fire & Agency Costs	167	1,158,441	-	1,158,441
Dept of Alcohol & Other Drug Abuse Services	168	10,113,720	1,688,045	11,801,765
Environmental Management	169	36,403,000	-	36,403,000
Facilities Management: Parking Garages	170	2,917,366	-	2,917,366
Revenue Collections	171	2,368,898	-	2,368,898
Technology Services: Radio Communications	172	3,179,160	1,326,775	4,505,935
<b>ENTERPRISE FUNDS</b>		<b>60,377,151</b>	<b>3,014,820</b>	<b>63,391,971</b>
Fac Mgt: Office Svcs/Tech Svcs: Records Mgt	174	2,220,212	-	2,220,212
Fleet Operations/Procurement: Central Parts	175	15,050,886	3,993,830	19,044,716
Human Resources: Employee Benefits	176	30,709,385	-	30,709,385
Safety & Risk Mgt: Safety/Workers' Comp	177	5,411,903	-	5,411,903
Technology Services: Telecommunications	178	2,125,561	-	2,125,561
<b>INTERNAL SERVICE FUNDS</b>		<b>55,517,947</b>	<b>3,993,830</b>	<b>59,511,777</b>
<b>Total of All Funds</b>		<b>\$ 611,609,799</b>	<b>\$33,621,599</b>	<b>\$645,231,398</b>

Expenditures/ Expenses (D-16 to D-21)	Transfers Out (Page D-22)	Disbursements	Net Increase (Decrease) in Fund Balance	Beginning Fund Balance	Ending Fund Balance
\$ 259,582,241	\$ 12,050,103	\$271,632,344	(\$14,829,440)	\$ 98,716,314	\$ 83,886,874
33,288,635	-	33,288,635	2,442,552	20,624,786	23,067,338
15,485,694	-	15,485,694	816,806	651,021	1,467,827
417,504	35,000	452,504	(217,504)	217,504	-
5,332,500	-	5,332,500	(332,500)	332,500	-
2,571,761	-	2,571,761	(149,922)	1,136,390	986,468
254,186	-	254,186	49,397	242,444	291,841
680,123	749,877	1,430,000	(100,000)	100,000	-
3,729,024	-	3,729,024	-	4,325,779	4,325,779
24,331,631	13,614,267	37,945,898	(1,344,920)	14,830,764	13,485,844
222,419	-	222,419	(7,419)	75,215	67,796
164,055	-	164,055	(5,855)	12,481	6,626
342,000	-	342,000	-	-	-
8,000	-	8,000	(600)	5,304	4,704
10,599,914	1,504,000	12,103,914	(426,914)	5,777,915	5,351,001
-	7,519,000	7,519,000	(648,000)	3,864,766	3,216,766
60,000	-	60,000	(60,000)	130,392	70,392
87,400	-	87,400	(72,150)	72,150	-
250,000	-	250,000	(250,000)	517,491	267,491
1,580,116	-	1,580,116	(109,843)	378,460	268,617
5,533,521	-	5,533,521	(123,425)	583,425	460,000
21,509,168	26,875,000	48,384,168	(3,758,168)	27,363,040	23,604,872
-	44,535,000	44,535,000	(2,632,000)	29,405,480	26,773,480
8,754,854	-	8,754,854	(5,089,954)	6,278,036	1,188,082
190,866	-	190,866	(190,866)	284,718	93,852
746,513	-	746,513	(246,513)	1,006,822	760,309
96,775	-	96,775	-	-	-
58,500	-	58,500	(31,500)	199,175	167,675
67,000	-	67,000	(67,000)	99,461	32,461
82,255	-	82,255	-	-	-
13,000	-	13,000	(13,000)	121,814	108,814
100,546	-	100,546	(546)	21,422	20,876
194,463	150,049	344,512	(64,512)	176,186	111,674
125,699	-	125,699	-	-	-
172,734	-	172,734	(67,734)	99,315	31,581
116,623	-	116,623	-	-	-
246,682	-	246,682	-	-	-
1,137,010	236,369	1,373,379	(74,379)	253,227	178,848
55,820	96,682	152,502	(62,502)	141,706	79,204
5,000	-	5,000	(5,000)	8,305	3,305
77,161	-	77,161	-	-	-
98,622	-	98,622	1,378	54,979	56,357
9,982,000	-	9,982,000	2,366,000	6,271,248	8,637,248
3,340,000	19,092,000	22,432,000	(2,555,000)	21,097,134	18,542,134
8,465,879	-	8,465,879	-	-	-
-	3,181,000	3,181,000	-	-	-
392,442	-	392,442	-	-	-
127,679,460	117,588,244	245,267,704	(15,474,145)	126,136,069	110,661,924
1,024,345	-	1,024,345	(321,845)	108,414	(213,431)
2,646,578	-	2,646,578	887,488	3,951,225	4,838,713
984,407	-	984,407	174,034	124,701	298,735
11,801,765	-	11,801,765	-	(6,559,567)	(6,559,567)
34,809,658	5,350,000	40,159,658	(3,756,658)	60,742,287	56,985,629
3,399,105	-	3,399,105	(481,739)	10,869,850	10,388,111
2,137,127	231,771	2,368,898	-	(2,780,850)	(2,780,850)
4,555,935	-	4,555,935	(50,000)	779,160	729,160
61,358,920	5,581,771	66,940,691	(3,548,720)	67,235,220	63,686,500
2,269,653	-	2,269,653	(49,441)	271,625	222,184
19,562,716	-	19,562,716	(518,000)	15,933,150	15,415,150
31,459,385	-	31,459,385	(750,000)	(227,940,609)	(228,690,609)
5,761,903	-	5,761,903	(350,000)	2,016,315	1,666,315
2,152,030	-	2,152,030	(26,469)	570,980	544,511
61,205,687	-	61,205,687	(1,693,910)	(209,148,539)	(210,842,449)
\$ 543,114,943	\$135,220,118	\$678,335,061	(\$33,103,663)	\$103,563,850	\$ 70,460,187
Total Increase in Ending Fund Balance			6,737,655		
Total Use of Beginning Fund Balance			(39,841,318)		

## REVENUES

Throughout the budget document, revenues are presented in several different ways: by Source; by Fund Type; and by Organization - governmental authority. Each format shows the \$611,910,799 in revenues, but each format organizes the revenues by different categories. The County's Revenue are presented below by Source. The County's Revenues are presented by Fund Type and Organization on page 89.

### Revenues by Source FY 2022 Charleston County All Funds



**Total Revenues: \$611,609,799**

Source	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Change	Percent Change
Property Tax	\$ 168,132,378	\$ 178,274,964	\$ 188,567,306	\$183,173,363	\$ (5,393,943)	(2.9)
Sales Tax	206,872,022	201,517,547	183,210,000	228,600,000	45,390,000	24.8
Licenses & Permits	7,042,144	6,241,702	5,196,000	6,327,400	1,131,400	21.8
Intergovernmental	44,686,474	46,465,341	44,859,059	45,170,469	311,410	0.7
Charges & Fees	145,250,270	146,094,630	128,684,971	137,585,624	8,900,653	6.9
Fines & Forfeitures	2,032,862	1,469,064	1,362,500	1,148,500	(214,000)	(15.7)
Interest	8,712,197	9,552,080	852,500	1,054,750	202,250	23.7
Miscellaneous	4,505,264	6,420,488	7,769,760	8,096,045	326,285	4.2
Leases & Rentals	841,999	741,528	702,949	453,648	(249,301)	(35.5)
Debt Proceeds	-	13,875,048	-	-	-	0.0
<b>Total Revenues</b>	<b>\$ 588,075,610</b>	<b>\$ 610,652,392</b>	<b>\$ 561,205,045</b>	<b>\$ 611,609,799</b>	<b>\$ 50,404,754</b>	<b>9.0</b>



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>GENERAL FUND</b>					
TAXES					
Ad Valorem Taxes:					
Current: Motor Vehicle Taxes	\$ 11,485,290	\$ 11,203,455	\$ 10,230,000	\$ 10,440,000	2.1
Current: Real Property Taxes	158,854,733	167,876,157	167,930,000	180,300,000	7.4
Current: TIF Refunds	(3,140,093)	(3,779,093)	(3,800,000)	(5,000,000)	31.6
Subtotal	167,199,930	175,300,519	174,360,000	185,740,000	6.5
Less: Sales Tax Credit	(65,345,091)	(68,459,696)	(60,640,000)	(77,740,000)	28.2
Less: Homestead	(2,219,489)	(2,547,483)	(2,300,000)	(2,650,000)	15.2
Net: Current- Real & Motor Vehicles	99,635,350	104,293,340	111,420,000	105,350,000	(5.4)
Delinquent: Real Property Taxes	3,439,847	3,550,112	7,620,000	3,810,000	(50.0)
Other Taxes:					
Multi-County Parks	1,040,514	1,305,005	1,327,000	1,273,000	(4.1)
Payments in Lieu of Taxes	381,315	433,815	375,000	425,000	13.3
Sales Tax	67,064,286	66,432,619	61,100,000	75,300,000	23.2
Subtotal	171,561,312	176,014,891	181,842,000	186,158,000	2.4
LICENSES AND PERMITS					
Assessor: Mobile Home Dealer Fee	175	450	300	450	50.0
Assessor: Mobile Home Decals	4,255	2,705	3,100	3,100	0.0
Assessor: Mobile Home Moving Fee	2,975	1,700	2,600	1,750	(32.7)
Building Inspections: Building Permits	2,199,366	1,705,754	1,700,000	1,700,000	0.0
Building Inspections: Contractor Licensing Fee	174,098	175,517	160,000	160,000	0.0
Coroner: Cremation Permits	64,610	64,495	65,000	90,000	38.5
Non-Departmental: Business Licenses	4,012,105	3,760,541	2,700,000	3,800,000	40.7
Planning & Zoning: Zoning Permits	70,200	62,250	50,000	65,000	30.0
Probate Courts: Marriage Licenses	284,471	248,190	285,000	260,000	(8.8)
Sheriff: Gold Permits	200	100	-	100	100.0
Sheriff: Non Ferrous Metals Permit	-	200	-	-	na
Treasurer: Motor Vehicle Decals	-	-	10,000	32,000	220.0
Subtotal	6,812,455	6,021,902	4,976,000	6,112,400	22.8
INTERGOVERNMENTAL					
Clerk of Court: State Salary Supplement	1,574	1,576	1,575	1,575	0.0
Consolidated Dispatch: Local Govt Contribution	62,038	58,818	66,000	60,000	(9.1)
Coroner: State Salary Supplement	1,574	1,576	1,575	1,575	0.0
Coroner: Local Government Contribution	-	-	-	10,000	100.0
Detention Center: Federal Prisoners	5,315,796	4,006,524	4,200,000	3,000,000	(28.6)
Detention Center: Illegal Alien Assistance	161,055	-	161,055	100,000	(37.9)
Detention Center: Juveniles	146,920	235,186	240,000	240,000	0.0
Detention Center: Social Security Reimb	11,000	5,200	7,000	4,000	(42.9)
Elections/Voter Registration: Local Government	5,363	151,580	3,000	165,000	5,400.0
Elections/Voter Registration: State Oper Supp	108,280	315,856	154,500	200,000	29.4
Elections/Voter Registration: State Salary Supp	10,773	11,603	12,500	13,500	8.0
EMS: Medicaid Billings - CSM	171,282	209,412	171,000	184,000	7.6
EMS: Medicare Receipts	4,330,349	4,010,725	3,890,000	4,120,000	5.9
Facilities: Local Government Reimbursement	543	-	-	-	na
Facilities: State Reimbursement	322,158	144,017	160,000	220,000	37.5
Non-Departmental: Homestead Direct	2,219,489	2,547,483	2,300,000	2,650,000	15.2
Non-Departmental: State Heavy Equipment	25,066	23,431	20,000	18,000	(10.0)
Probate Courts: State Salary Supplement	1,574	1,576	1,575	1,575	0.0
Public Works: Local Govt Contributions	8,810	13,482	10,000	20,000	100.0
Register of Deeds: State Salary Supplement	1,574	1,576	1,575	1,575	0.0
Sheriff: Federal Reimbursement	23,294	99,223	25,000	63,000	152.0

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
Sheriff: Local Govt Contribution	\$ 439,212	\$ 1,502,641	\$ 1,273,019	\$ 1,100,000	(13.6)
Sheriff: Local Govt Reimbursement	1,924	1,625	-	1,000	100.0
Sheriff: State Salary Supplement	1,574	1,576	1,575	1,575	0.0
Solicitor: Local Government Contributions	-	7,500	4,500	7,500	66.7
Solicitor: State Non-Grant Appropriation	8,294	8,294	8,294	8,294	0.0
State: Aid to Sub- Local Government Fund	13,482,048	14,079,824	14,345,000	15,180,000	5.8
State: Manufacturers Depreciation	362,505	414,064	350,000	450,000	28.6
State: Merchants Inventory Tax	1,126,708	1,107,651	1,107,650	1,107,650	0.0
State: Motor Carrier	175,111	100,116	160,000	250,000	56.3
State: Sunday Liquor Permits	115,550	109,500	110,000	110,000	0.0
Technology Services: Local Govt Contrib-Oper	35,568	47,568	37,000	37,000	0.0
Non Dept:Trans Network State Assess	16,249	8,162	18,000	10,000	(44.4)
Veterans Affairs: State Non-Grant Appropriation	11,383	11,611	11,384	11,611	2.0
Subtotal	28,704,638	29,238,976	28,852,777	29,348,430	1.7
<b>CHARGES AND FEES</b>					
Assessor: Sale of Maps & Publications	313	511	250	200	(20.0)
Building Inspections: Flood Plain Fees	2,560	4,310	-	2,000	100.0
Building Inspections: Plan Review Fees	528,707	455,915	450,000	475,000	5.6
Clerk of Court: Client Fees	720	1,280	1,000	1,500	50.0
Clerk of Court: CP Co 56% / \$100 Out St. Subp.	1,176	1,036	1,200	1,200	0.0
Clerk of Court: CP Copy Charges	82	124	100	100	0.0
Clerk of Court: CP St 56%/ \$200 Rein	200	-	200	-	(100.0)
Clerk of Court: CP Co. 56%/ \$100 FJ Filing Fee	3,600	4,200	5,000	4,000	(20.0)
Clerk of Court: FC Co. 56%/5% Support Fee	736,312	678,376	670,000	680,000	1.5
Clerk of Court: FC Copy Charges	5,658	5,556	7,000	4,000	(42.9)
Clerk of Court: FC Co. 100%/ \$35 Expunge Fee	525	455	300	-	(100.0)
Clerk of Court: GS Co. 100%/ \$35 Expunge Fee	19,215	15,540	20,000	18,000	(10.0)
Clerk of Court: GS Copy Charges	2,299	2,814	3,000	2,000	(33.3)
Coroner: Copy Charges	12,061	12,128	10,000	10,000	0.0
County Council: Industrial Bond Processing	3,000	2,250	2,500	2,500	0.0
Delinquent Tax: Levy Costs	1,115,921	986,505	1,026,457	1,017,265	(0.9)
Detention Center: Concealed Weapons	4,015	7,428	4,000	10,000	150.0
Detention Center: Copy Charges	57	29	-	-	na
Detention Center: Pay Telephone Commission	130,890	154,182	150,000	175,000	16.7
Detention Center: Records Check	7,631	7,446	7,500	7,500	0.0
EMS: Debt Set Aside	957,790	821,968	900,000	800,000	(11.1)
EMS: External Lecture Fees	-	6,281	-	-	na
EMS: Insurance Billings - CSM	5,975,173	6,563,928	5,220,000	6,000,000	14.9
EMS: Self-Pay Bilings - CSM	3,617,698	4,428,872	810,000	880,000	8.6
EMS: Veteran's Admin Fees	324,305	103,100	230,000	100,000	(56.5)
Finance: Child Support Fee	4,320	4,050	4,200	3,400	(19.0)
Magistrates Courts: Civil Fees	857,649	537,767	760,000	475,000	(37.5)
Magistrates Courts: Copy Charges	1,271	690	1,000	1,000	0.0
Magistrates Courts: St. Boating Under Influence	50	200	-	-	na
Master-In-Equity: Fees	377,422	295,758	200,000	200,000	0.0
Non-Departmental: Cable TV Franchise Fees	842,899	853,482	860,000	825,000	(4.1)
Non-Departmental: Worthless Check Fee	6,437	4,469	6,000	-	(100.0)
Planning & Zoning: Restitution	-	-	-	3,000	100.0
Planning & Zoning: Sale of Maps & Publications	683	534	500	500	0.0
Planning & Zoning: Subdivision Fees	25,740	22,800	21,000	25,000	19.0
Planning & Zoning: Zoning Fees	59,559	66,973	67,000	55,000	(17.9)
Probate Adult Drug Court Berkeley: Client Fees	32,615	8,280	-	-	na
Probate Adult Drug Court Charleston: Client Fee	43,610	32,153	46,000	33,000	(28.3)
Probate Courts: Advertising Discount	60,224	53,794	55,000	70,000	27.3
Probate Courts: Copy Charges	11,686	10,952	10,000	13,000	30.0

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
Probate Courts: Fees	\$ 1,122,318	\$ 1,061,231	\$ 1,125,000	\$ 900,000	(20.0)
Probate Courts: Marriage Ceremonies	33,660	23,700	35,000	10,000	(71.4)
Probate Courts: Veterans Court	-	-	-	11,000	100.0
Public Works: Engineering Permit/Insp Fees	4,780	3,185	2,000	4,000	100.0
Public Works: Mosquito Control Services	12,307	12,853	5,000	80,000	1,500.0
Register of Deeds: Discount Documentary Stamps	523,702	523,377	420,000	665,000	58.3
Register of Deeds: Documentary Stamps	7,385,545	7,330,960	6,000,000	9,500,000	58.3
Register of Deeds: Fees	1,246,851	1,781,824	1,315,000	1,950,000	48.3
Sheriff: Civil Fees	51,370	21,946	50,000	30,000	(40.0)
Sheriff: Copy Charges	1,886	1,921	2,000	2,000	0.0
Sheriff: Off Duty Vehicle Use	24,773	55,550	45,000	30,000	(33.3)
Sheriff: Public Safety Event Fees	16,753	-	20,000	8,000	(60.0)
Sheriff: Records Check Fees	2,750	2,623	3,000	2,500	(16.7)
Treasurer: Duplicate Tax Receipt Fee	489	260	-	-	na
Subtotal	26,201,257	26,975,566	20,571,207	25,086,665	22.0
<b>FINES AND FORFEITURES</b>					
Clerk of Court: CP Co. 44% \$100 Filing Fee	191,614	180,690	200,000	170,000	(15.0)
Clerk of Court: CP Fine/Fee/Filing State Remit	(653,174)	(624,229)	(692,729)	(577,000)	(16.7)
Clerk of Court: CP St. 100% \$50 Filing Fee	217,198	204,844	224,260	190,000	(15.3)
Clerk of Court: CP St. 100% Motion Fee Judicial	191,180	188,602	209,657	170,000	(18.9)
Clerk of Court: CP St. 44% \$100 OUT	924	814	1,000	1,000	0.0
Clerk of Court: CP St. 56% \$100 Filing Fee	243,872	229,969	257,812	216,000	(16.2)
Clerk of Court: FC Co. 44% \$100 Filing Fee	149,930	128,260	143,000	120,000	(16.1)
Clerk of Court: FC Co. 56% Court Costs	18,987	14,239	20,000	10,000	(50.0)
Clerk of Court: FC Co. 56% Fines	854	2,360	1,000	500	(50.0)
Clerk of Court: FC Fine/Fee/Filing State Remit	(1,019,290)	(916,490)	(1,013,777)	(900,300)	(11.2)
Clerk of Court: FC St. 100% \$50 Filing Fee	170,206	145,556	175,740	140,000	(20.3)
Clerk of Court: FC St. 100% Motion Fee Judicial	64,144	61,669	70,343	65,000	(7.6)
Clerk of Court: FC St. 44% Court Cost	14,918	11,161	15,000	7,900	(47.3)
Clerk of Court: FC St. 44% Fines	671	1,855	966	400	(58.6)
Clerk of Court: FC St. 44%/5% Support Fee	578,531	533,010	550,000	534,000	(2.9)
Clerk of Court: FC St. 56% \$100 Filing Fee	190,820	163,240	201,728	153,000	(24.2)
Clerk of Court: GS \$100 Drug Surcharge	55,310	64,807	55,000	35,000	(36.4)
Clerk of Court: GS Assessments State Remit	(68,451)	(59,608)	(68,000)	(45,000)	(33.8)
Clerk of Court: GS Co. 100% 3% Collection Fee	9,889	11,944	10,000	7,000	(30.0)
Clerk of Court: GS Co. 50%/25% Bond Estreat	13,700	-	12,000	-	(100.0)
Clerk of Court: GS Co. 56% Fines	55,634	46,406	50,000	25,000	(50.0)
Clerk of Court: GS DUI/DUS/BUI State Remit	(9,677)	(11,325)	(12,000)	(9,200)	(23.3)
Clerk of Court: GS Fine/Fee/Filing State Remit	(90,091)	(66,267)	(105,522)	(40,000)	(62.1)
Clerk of Court: GS St. 100% \$100 DUI Surcharge	4,600	5,731	5,000	4,500	(10.0)
Clerk of Court: GS St. 100% \$25 Law Enf Surchg	31,592	36,053	30,000	20,000	(33.3)
Clerk of Court: GS St. 100% Condition Discharge	36,400	30,720	34,000	20,000	(41.2)
Clerk of Court: GS St. 25% Bond Estreatments	12,350	-	12,000	-	(100.0)
Clerk of Court: GS St. 44% Fines	41,341	35,547	59,522	20,000	(66.4)
Clerk of Court: GS St. 64.65 Assessment	68,451	59,608	68,000	45,000	(33.8)
Clerk of Court: GS St. Cr. Justice Academy \$5	2,484	2,962	2,500	1,250	(50.0)
Clerk of Court: GS St. DUI 100% \$12 per case	569	705	700	700	0.0
Clerk of Court: GS St. DUI/DPS \$100 Pull Hwy	3,689	4,315	5,000	3,500	(30.0)
Clerk of Court: GS St. DUI/DUAC Breath Test	356	469	500	500	0.0
Clerk of Court: GS St. DUS/DPS \$100 Pull Hwy	120	105	500	-	(100.0)
Clerk of Court: GS St. DUI SLED Pullout \$200	343	-	300	-	(100.0)
Clerk of Court: GS Surcharges State Rebate	(89,387)	(103,822)	(87,500)	(56,250)	(35.7)
Magistrates Courts: Civil St Assess Rebate	(716,757)	(558,222)	(605,000)	(525,000)	(13.2)
Magistrates Courts: Disorderly Conduct	-	-	-	1,000	100.0
Magistrates Courts: DUI/DUS/BUI State Remit	(64,498)	(71,399)	(70,000)	(38,000)	(45.7)
Magistrates Courts: Filing Assessment \$10	161,810	125,520	163,400	80,000	(51.0)
Magistrates Courts: Filing Assessment \$25	116,125	98,685	119,500	95,000	(20.5)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
Magistrates Courts: Fine/Fee/Filing State Remit	\$ (277,935)	\$ (224,205)	\$ (282,900)	\$ (175,000)	(38.1)
Magistrates Courts: Fines	724,936	711,884	675,000	575,000	(14.8)
Magistrates Courts: St. \$100 Drug Surcharge	46,337	23,936	35,000	20,000	(42.9)
Magistrates Courts: St. 100% \$100 DUI Surch	5,638	5,415	6,000	6,000	0.0
Magistrates Courts: St. 100% \$25 Law Surch.	285,932	200,805	245,000	175,000	(28.6)
Magistrates Courts: St. 88.84% Assessment	712,308	558,222	605,000	525,000	(13.2)
Magistrates Courts: St. Crim Just Acad. Surch	1,195	1,086	1,000	1,000	0.0
Magistrates Courts: St. DUI 100% \$12 Per Case	1,053	1,075	1,200	1,000	(16.7)
Magistrates Courts: St. DUI/DPS \$100 Hwy	7,095	7,126	7,000	5,000	(28.6)
Magistrates Courts: St. DUI/DUAC Breath Test	2,118	2,158	2,300	2,000	(13.0)
Magistrates Courts: St. DUS/DPS \$100 Hwy	22,988	27,349	20,000	24,000	20.0
Magistrates Courts: Surcharges State Rebate	(333,463)	(225,827)	(281,000)	(197,000)	(29.9)
Non-Departmental: Pollution Control Fines	26,088	9,962	-	5,000	100.0
Probate-Estates: Lic \$20 Dom Violence	95,000	81,360	92,000	90,000	(2.2)
Probate-Estates: Fines/Fees/Filing State	(95,000)	(81,360)	(92,000)	(90,000)	(2.2)
Sheriff: Family Court Fees	9,474	7,005	9,000	7,000	(22.2)
Sheriff: DUI/DUS	-	957	1,000	-	(100.0)
Sheriff: Vice Squad Enforcement	52,679	-	-	-	na
Subtotal	1,223,730	1,085,432	1,087,500	919,500	(15.4)
<b>INTEREST</b>					
Clerk of Court: CP Interest Income	(1,267)	985	-	500	100.0
Magistrates Courts: Interest Income	686	(777)	-	-	na
Master-In-Equity: Interest Income	14,586	6,049	1,000	1,000	0.0
Probate Courts: Estates Interest Income	16	7	-	-	na
Register of Deeds: Interest Income	612	(67,360)	-	-	na
Treasurer: Interest Income	9,845,700	10,566,114	1,000,000	1,750,000	75.0
Treasurer: Allocated Interest	(7,421,539)	(7,238,396)	(750,000)	(1,312,500)	75.0
Subtotal	2,438,794	3,266,622	251,000	439,000	74.9
<b>MISCELLANEOUS</b>					
Delinquent Tax: Bidder Default Fee	4,000	4,000	4,000	4,000	0.0
Miscellaneous: Miscellaneous Revenue	813,063	391,645	329,000	346,000	5.2
Non-Departmental: Costs Reimbursement	2,959,194	3,394,729	3,770,832	3,724,617	(1.2)
Non-Departmental: Credit Card Costs	(147,465)	(190,412)	(200,000)	(300,000)	50.0
Non-Departmental: Escheat Delinquent Taxes	871,736	-	-	300,000	100.0
Non-Departmental: Prop Tax Collections Contra	(773,500)	-	-	-	na
Contract & Procurement: P-Card Reimbursement	154,570	160,434	150,000	170,000	13.3
Subtotal	3,881,598	3,760,396	4,053,832	4,244,617	4.7
<b>LEASES AND RENTALS</b>					
Facilities: Rents & Leases	478,586	234,764	136,899	77,282	(43.5)
Subtotal	478,586	234,764	136,899	77,282	(43.5)
<b>Total GENERAL FUND</b>	<b>241,302,370</b>	<b>246,598,549</b>	<b>241,771,215</b>	<b>252,385,894</b>	<b>4.4</b>
<b>DEBT SERVICE FUND</b>					
Debt Service Fund	23,931,367	39,081,356	26,833,555	28,132,555	4.8
<b>Total DEBT SERVICE FUND</b>	<b>23,931,367</b>	<b>39,081,356</b>	<b>26,833,555</b>	<b>28,132,555</b>	<b>4.8</b>

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>SPECIAL REVENUE FUNDS</b>					
COUNCIL AGENCIES					
Accommodations Tax: Local	\$ 17,930,022	\$ 14,245,989	\$ 10,112,500	\$ 16,302,500	61.2
Accommodations Tax: State	210,888	175,672	43,000	235,000	446.5
Air Service Development	-	-	1,750,000	5,000,000	185.7
Legal: Seized Assets	27,021	17,186	25,000	15,250	(39.0)
Transportation Sales Tax: Transit (1st TST)	10,990,913	10,915,468	10,086,000	12,348,000	22.4
Transportation Sales Tax: Transit (2nd TST)	18,075,578	18,022,638	16,250,000	19,877,000	22.3
Trident Technical College	7,329,558	7,700,269	7,707,877	8,330,762	8.1
Trident Technical College: Debt Service	3,829,857	4,023,389	2,803,600	3,162,000	12.8
Subtotal	58,393,837	55,100,611	48,777,977	65,270,512	33.8
ELECTED OFFICIALS					
Clerk of Court: IV-D Child Support Enf	1,151,827	1,224,184	1,110,000	1,330,000	19.8
Clerk of Court: Victim's Bill of Rights	175,773	187,587	156,000	120,000	(23.1)
Sheriff: Federal Asset Forfeiture	40,040	33,231	-	-	na
Sheriff: State Asset Forfeiture	107,084	64,440	-	-	na
Sheriff: IV-D Child Support Enforcement	39,452	32,538	34,000	30,000	(11.8)
Sheriff: Inmate Welfare Program	646,823	621,713	628,000	500,000	(20.4)
Sheriff: Sex Offender Registry	32,000	29,000	32,000	27,000	(15.6)
Solicitor: Alcohol Education Program	36,850	33,160	43,000	36,000	(16.3)
Solicitor: Bond Estreatment	11,725	625	-	-	na
Solicitor: Criminal Domestic Violence Approp	100,000	100,000	100,000	100,000	0.0
Solicitor: Drug Court	324,670	240,684	286,500	280,000	(2.3)
Solicitor: DUI Appropriation	73,690	73,690	73,690	73,690	0.0
Solicitor: Expungement	118,700	98,950	86,000	105,000	22.1
Solicitor: Juvenile Education Program	76,727	72,630	74,000	74,000	0.0
Solicitor: Pretrial Intervention	203,865	196,955	160,000	150,000	(6.3)
Solicitor: State Appropriation	1,349,186	1,322,941	1,266,000	1,299,000	2.6
Solicitor: Traffic Education Program	99,605	94,900	85,000	90,000	5.9
Solicitor: Victim's Bill of Rights	9,623	5,152	5,500	5,500	0.0
Solicitor: Victim's Unclaimed Restitution	2,790	-	2,500	-	(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
Subtotal	4,741,055	4,573,005	4,282,815	4,360,815	1.8
APPOINTED OFFICIALS					
Public Defender: Berkeley County	1,401,090	1,446,919	1,486,076	1,470,273	(1.1)
Public Defender: Charleston County	1,767,718	1,731,819	1,804,089	1,757,089	(2.6)
Subtotal	3,168,808	3,178,738	3,290,165	3,227,362	(1.9)
ADMINISTRATOR					
Economic Development	3,808,982	3,929,959	3,750,000	3,729,024	(0.6)
Economic Dev: Revenue Bond Debt Service	22,417,820	26,644,178	24,283,006	26,323,617	8.4
Subtotal	26,226,802	30,574,137	28,033,006	30,052,641	7.2
DEPUTY ADMIN COMMUNITY SERVICES					
Greenbelt Programs (1st TST)	10,673,435	10,476,760	9,552,000	11,677,000	22.2
Greenbelt Programs (2nd TST)	6,292,253	6,262,315	5,621,000	6,871,000	22.2
Magistrates Courts: Victim's Bill of Rights	122,777	97,999	96,000	95,000	(1.0)
Subtotal	17,088,465	16,837,074	15,269,000	18,643,000	22.1
DEPUTY ADMIN GENERAL SERVICES					
Planning & Zoning: Tree Fund	358,236	2,295	-	-	na
Subtotal	358,236	2,295	-	-	na



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>SPECIAL REVENUE FUNDS (continued)</b>					
DEPUTY ADMIN PUBLIC SAFETY					
Awendaw McClellanville Fire Dept	\$ 2,388,393	\$ 2,398,872	\$ 2,328,943	\$ 2,421,839	4.0
Awendaw McClellanville Fire Dept: Debt Svc	220,990	278,560	263,225	303,583	15.3
Emergency Mgmt: Hazardous Materials	229,689	219,800	220,000	215,000	(2.3)
Fire Districts: Charleston Co. Northern Fire	261,930	276,473	268,300	342,000	27.5
Fire Districts: East Cooper Fire District	133,610	153,734	150,100	158,200	5.4
Fire Districts: West St. Andrew's Fire Dist.	10,804	8,398	7,000	7,400	5.7
Subtotal	3,245,416	3,335,837	3,237,568	3,448,022	6.5
DEPUTY ADMIN PUBLIC SERVICES					
Public Works: Roads Program (1st TST)	40,531,977	40,149,347	36,496,000	44,626,000	22.3
Public Works: Roads Program (2nd TST)	38,272,770	38,314,951	34,281,000	41,903,000	22.2
Public Works: Stormwater	4,003,302	3,994,742	3,744,500	3,664,900	(2.1)
Subtotal	82,808,049	82,459,040	74,521,500	90,193,900	21.0
<b>Total SPECIAL REVENUE FUNDS</b>	<b>196,030,668</b>	<b>196,060,737</b>	<b>177,412,031</b>	<b>215,196,252</b>	<b>21.3</b>
<b>ENTERPRISE FUNDS</b>					
DEPUTY ADMIN COMMUNITY SERVICES					
Dept of Alcohol and Other Drug Abuse Serv	9,180,885	6,351,267	11,492,455	10,113,720	(12.0)
Subtotal	9,180,885	6,351,267	11,492,455	10,113,720	(12.0)
DEPUTY ADMIN GENERAL SERVICES					
Facilities: Parking Garages	3,814,827	3,028,405	2,927,040	2,917,366	(0.3)
Tech Services: Radio Communications	3,039,673	3,079,437	3,061,370	3,179,160	3.8
Subtotal	6,854,500	6,107,842	5,988,410	6,096,526	1.8
DEPUTY ADMIN PUBLIC SAFETY					
Consolidated Dispatch: Emergency 911 Wire Line	739,091	1,213,844	702,500	702,500	0.0
Consolidated Dispatch: Emergency 911 Wireless	1,955,190	3,614,235	4,254,547	3,534,066	(16.9)
Consolidated Dispatch: Fire and Agency Costs	861,439	945,643	823,988	1,158,441	40.6
Subtotal	3,555,720	5,773,722	5,781,035	5,395,007	(6.7)
DEPUTY ADMINISTRATOR FINANCE					
Revenue Collections	2,377,463	2,231,375	2,016,790	2,368,898	17.5
Subtotal	2,377,463	2,231,375	2,016,790	2,368,898	17.5
DEPUTY ADMIN PUBLIC SERVICES					
Environmental Management	31,815,539	33,034,497	34,484,000	36,403,000	5.6
Subtotal	31,815,539	33,034,497	34,484,000	36,403,000	5.6
<b>Total ENTERPRISE FUNDS</b>	<b>53,784,107</b>	<b>53,498,703</b>	<b>59,762,690</b>	<b>60,377,151</b>	<b>1.0</b>

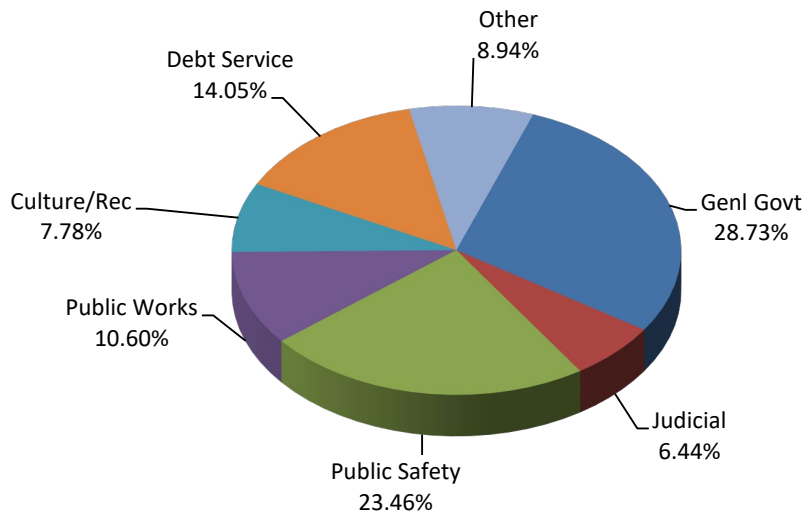
Charleston County, South Carolina  
All Funds Revenues by Fund Type and Organization

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>INTERNAL SERVICE FUNDS</b>					
DEPUTY ADMINISTRATOR FINANCE					
Contracts and Procurement: Central Warehouse	\$ 2,853,806	\$ 2,819,558	\$ 2,950,000	\$ 3,000,000	1.7
Human Resources: Employee Benefits	49,390,789	51,696,441	32,415,403	30,709,385	(5.3)
Subtotal	52,244,595	54,515,999	35,365,403	33,709,385	(4.7)
DEPUTY ADMIN GENERAL SERVICES					
Facilities: Office Services	1,523,495	1,496,014	1,562,536	1,571,627	0.6
Safety & Risk: Safety/Workers' Compensation	5,332,839	5,407,021	5,260,375	5,411,903	2.9
Technology Services: Records Management	462,297	548,465	618,559	648,585	4.9
Technology Services: Telecommunications	2,019,454	2,046,776	2,109,996	2,125,561	0.7
Subtotal	9,338,085	9,498,276	9,551,466	9,757,676	2.2
DEPUTY ADMIN PUBLIC SERVICES					
Fleet Operations	11,444,418	11,398,774	10,508,685	12,050,886	14.7
Subtotal	11,444,418	11,398,774	10,508,685	12,050,886	14.7
<b>Total INTERNAL SERVICE FUNDS</b>	<b>73,027,098</b>	<b>75,413,049</b>	<b>55,425,554</b>	<b>55,517,947</b>	<b>0.2</b>
<b>Total GENERAL FUND</b>	<b>241,302,370</b>	<b>246,598,549</b>	<b>241,771,215</b>	<b>252,385,894</b>	<b>4.4</b>
<b>Total OTHER FUNDS</b>	<b>346,773,240</b>	<b>364,053,845</b>	<b>319,433,830</b>	<b>359,223,905</b>	<b>12.5</b>
<b>Total REVENUES</b>	<b>\$ 588,075,610</b>	<b>\$ 610,652,394</b>	<b>\$ 561,205,045</b>	<b>\$ 611,609,799</b>	<b>9.0</b>

## EXPENDITURES

Throughout this budget book, expenditures are presented in several different ways: by Function - programmatic area of government; by Organization - governmental authority; and by Object - type of expenditure. Each format shows the \$543,114,943 in expenditures, but each format organizes the expenditures by different categories. The County's Expenditures are presented below by Function. The expenditures are presented by Organization on pages 97 to 101 and by Major Expenditure Category on page 86.

### Expenditures by Function FY 2022 Charleston County All Funds



**Total Expenditures: \$543,114,943**

Function	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Change	Percent Change
General Govt.	\$ 170,653,504	\$ 178,116,362	\$ 146,835,792	\$ 156,033,038	\$ 9,197,246	6.3
Judicial	31,216,582	31,992,509	33,381,618	34,974,927	1,593,309	4.8
Public Safety	110,709,661	116,096,586	118,948,702	127,422,788	8,474,086	7.1
Public Works	46,514,418	51,456,320	57,778,110	57,593,145	(184,965)	(0.3)
Health/Welfare	14,174,043	15,146,751	16,249,590	16,948,518	698,928	4.3
Culture/Recreation	34,522,775	41,393,772	35,567,305	42,247,198	6,679,893	18.8
Education	7,451,651	7,825,695	7,822,303	8,465,879	643,576	8.2
Economic Develop.	16,225,700	16,255,066	17,482,963	23,115,794	5,632,831	32.2
Debt Service	75,347,459	74,832,941	99,450,195	76,313,656	(23,136,539)	(23.3)
<b>Total Expenditures</b>	<b>\$ 506,815,793</b>	<b>\$ 533,116,002</b>	<b>\$ 533,516,578</b>	<b>\$ 543,114,943</b>	<b>\$ 9,598,365</b>	<b>1.8</b>

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>GENERAL FUND</b>					
<b>COUNCIL AGENCIES</b>					
County Council	\$ 1,768,053	\$ 1,728,563	\$ 6,999,714	\$ 2,160,419	(69.1)
Internal Auditor	250,770	257,580	352,308	353,450	0.3
Legal	1,537,620	1,617,655	1,661,667	1,773,902	6.8
State Agencies	311,376	311,644	329,859	329,859	0.0
Subtotal	3,867,819	3,915,442	9,343,548	4,617,630	(50.6)
<b>ELECTED OFFICIALS</b>					
Auditor	2,392,232	2,477,970	2,490,011	2,659,236	6.8
Clerk of Court	4,105,314	4,232,206	4,518,589	4,674,748	3.5
Coroner	2,123,413	2,430,777	2,531,775	2,996,138	18.3
Legislative Delegation	296,101	311,500	383,108	419,953	9.6
Probate Courts	2,969,871	2,992,510	3,067,674	3,266,010	6.5
Register of Deeds	1,858,197	2,111,563	2,057,524	2,663,663	29.5
Sheriff: Detention Center	38,964,658	39,284,675	40,081,245	42,009,510	4.8
Sheriff: Law Enforcement	36,065,799	38,370,336	37,588,706	38,439,659	2.3
Sheriff: School Crossing Guards	612,520	623,936	632,526	634,340	0.3
Solicitor	6,145,829	6,444,351	6,774,102	7,007,078	3.4
Treasurer	1,986,224	2,104,573	2,077,428	2,227,121	7.2
Subtotal	97,520,158	101,384,397	102,202,688	106,997,456	4.7
<b>APPOINTED OFFICIALS</b>					
Elections and Voter Registration	1,765,109	2,086,970	2,046,969	2,342,503	14.4
Library	17,409,086	24,258,824	24,551,065	25,913,679	5.6
Master-In-Equity	669,610	742,907	775,234	794,596	2.5
Public Defender GF	-	-	(34,130)	-	(100.0)
Veterans Affairs	408,458	411,366	414,389	429,734	3.7
Subtotal	20,252,263	27,500,067	27,753,527	29,480,512	6.2
<b>ADMINISTRATOR</b>					
County Administrator	1,040,597	1,462,093	1,127,532	1,125,688	(0.2)
Nondepartmental	128,157	1,460,706	95,000	100,000	5.3
Subtotal	1,168,754	2,922,799	1,222,532	1,225,688	0.3
<b>DEPUTY ADMINISTRATOR COMMUNITY SERVICES</b>					
Deputy Administrator Community Services	399,712	410,217	429,348	442,057	3.0
Community Development: Administration	230,949	244,438	251,110	275,687	9.8
Community Dev: Medical Indigent Assistance	1,409,998	1,385,210	1,369,167	1,362,433	(0.5)
Community Revitalization & Housing Affordability	-	300,000	-	484,656	100.0
Greenbelt Administration	28,040	29,930	27,395	28,630	4.5
Magistrates' Courts	5,065,179	5,230,627	5,224,681	5,451,426	4.3
Subtotal	7,133,878	7,600,422	7,301,701	8,044,889	10.2
<b>DEPUTY ADMINISTRATOR FINANCE</b>					
Deputy Administrator Finance	570,989	757,855	795,581	820,436	3.1
Assessor	4,392,655	4,493,249	4,858,486	4,917,985	1.2
Budget	744,258	756,698	745,780	837,387	12.3
Contracts and Procurement	1,415,075	1,316,963	1,474,584	1,418,180	(3.8)
Finance	975,013	1,041,706	1,070,944	1,115,759	4.2
Human Resources	2,045,439	1,970,009	2,439,897	2,822,176	15.7
Revenue Collections: Delinquent Tax	921,974	936,552	1,013,271	1,029,265	1.6
Subtotal	11,065,403	11,273,032	12,398,543	12,961,188	4.5

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>GENERAL FUND (continued)</b>					
DEPUTY ADMINISTRATOR GENERAL SERVICES					
Deputy Administrator General Services	\$ 436,756	\$ 502,470	\$ 621,582	\$ 728,062	17.1
Building Inspections	1,975,520	2,218,259	2,399,097	2,545,073	6.1
Facilities Management	23,112,591	20,876,155	19,731,311	19,962,301	1.2
Planning & Zoning	1,987,784	1,905,654	1,995,313	2,137,848	7.1
Safety & Risk Mgmt: Risk Management	2,416,441	2,786,536	3,077,824	3,392,805	10.2
Technology Services	12,515,969	12,553,802	12,293,191	14,742,791	19.9
Tech Services: Communications Administration	153,946	159,040	150,194	164,263	9.4
Subtotal	42,599,007	41,001,916	40,268,512	43,673,143	8.5
DEPUTY ADMINISTRATOR PUBLIC SAFETY					
Deputy Administrator Public Safety	-	124,164	443,443	789,769	78.1
Consolidated Dispatch	7,652,204	8,473,058	8,906,474	9,593,141	7.7
Emerg Mgmt: Emergency Preparedness	479,527	531,579	598,928	760,765	27.0
Emerg Mgmt: Volunteer Rescue Squad	375,000	400,000	294,000	390,000	32.7
Emergency Medical Services	17,085,027	17,876,515	17,935,444	23,223,026	29.5
Subtotal	25,591,758	27,405,316	28,178,289	34,756,701	23.3
DEPUTY ADMINISTRATOR PUBLIC SERVICES					
Dep Administrator Public Services	566,740	453,615	444,024	470,247	5.9
Public Works: Administration	936,849	950,978	1,396,222	1,432,149	2.6
Public Works: Asset Management	298,753	567,097	1,018,755	1,085,992	6.6
Public Works: Engineering	1,036,550	1,498,727	1,609,925	1,614,202	0.3
Public Works: Field Operations	8,021,543	7,956,524	9,053,753	10,682,373	18.0
Public Works: Mosquito Control	1,484,279	2,218,238	2,213,874	2,540,071	14.7
Transportation Development	971,115	439,289	-	-	na
Subtotal	13,315,829	14,084,468	15,736,553	17,825,034	13.3
<b>Total GENERAL FUND</b>	<b>222,514,869</b>	<b>237,087,859</b>	<b>244,405,893</b>	<b>259,582,241</b>	<b>6.2</b>
<b>DEBT SERVICE FUNDS</b>					
ADMINISTRATOR					
Capital Leases	819,022	811,537	892,000	880,000	(1.3)
General Obligation Bonds	34,161,969	32,247,418	50,814,460	29,408,635	(42.1)
Loan Payable (Bridge)	3,000,000	3,000,000	3,000,000	3,000,000	0.0
<b>Total DEBT SERVICE FUNDS</b>	<b>37,980,991</b>	<b>36,058,955</b>	<b>54,706,460</b>	<b>33,288,635</b>	<b>(39.2)</b>
<b>SPECIAL REVENUE FUNDS</b>					
COUNCIL AGENCIES					
Accommodations Tax: Local	16,671,968	16,816,068	10,683,602	15,485,694	44.9
Accommodations Tax: State	176,741	44,501	40,050	417,504	942.5
Air Service Development	-	-	1,750,000	5,332,500	204.7
Legal: Seized Assets	15,816	8,392	100,000	87,400	(12.6)
Transportation Sales Tax Agencies (1st TST)	9,277,000	9,623,000	9,623,000	9,982,000	3.7
Transportation Sales Tax Agencies (2nd TST)	3,147,000	3,242,000	1,120,000	3,340,000	198.2
Trident Technical College	7,451,651	7,825,695	7,822,303	8,465,879	8.2
Subtotal	36,740,176	37,559,656	31,138,955	43,110,977	38.4



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>ELECTED OFFICIALS</b>					
Clerk of Ct: IV-D Child Support Enforcement	\$ 634,381	\$ 527,401	\$ 664,350	\$ 680,123	2.4
Sheriff: Federal Asset Forfeiture	30,485	6,739	136,590	190,866	39.7
Sheriff: State Asset Forfeiture	225,632	295,466	266,400	67,000	(74.8)
Sheriff: IV-D Child Support Enforcement	88,154	92,470	94,648	96,775	2.2
Sheriff: Inmate Welfare Program	813,381	695,909	876,165	746,513	(14.8)
Sheriff: Sex Offender Registry	16,103	23,769	84,675	58,500	(30.9)
Sheriff: Victim's Bill of Rights	238,295	135,482	128,961	131,886	2.3
Solicitor: Alcohol Education Program	102,141	78,632	79,375	82,255	3.6
Solicitor: Bond Estreatment	16,658	47,604	15,500	13,000	(16.1)
Solicitor: Criminal Domestic Violence Approp	105,970	110,814	115,228	100,546	(12.7)
Solicitor: Drug Court	141,965	163,406	183,297	194,463	6.1
Solicitor: DUI Appropriation	115,251	121,814	124,347	125,699	1.1
Solicitor: Expungement	107,060	234,388	214,610	172,734	(19.5)
Solicitor: Juvenile Education Program	111,212	105,621	115,531	116,623	0.9
Solicitor: Pretrial Intervention	302,096	263,097	368,378	246,682	(33.0)
Solicitor: Seized Assets	28,965	11,206	8,793	-	(100.0)
Solicitor: State Appropriation	1,205,036	1,092,431	1,196,102	1,137,010	(4.9)
Solicitor: Traffic Education Program	42,830	60,678	52,967	55,820	5.4
Solicitor: Victim's Bill of Rights	196,870	183,543	189,289	192,604	1.8
Solicitor: Victim's Unclaimed Restitution	1,087	489	5,000	5,000	0.0
Solicitor: Victim-Witness State Appropriation	69,876	74,664	76,111	77,161	1.4
Solicitor: Violent Crime Prosecution	97,625	106,683	113,937	98,622	(13.4)
Subtotal	4,691,073	4,432,306	5,110,254	4,589,882	(10.2)
<b>APPOINTED OFFICIALS</b>					
Public Defender: Berkeley County	1,392,064	1,439,085	1,568,444	1,580,116	0.7
Public Defender: Charleston County	5,394,908	5,226,341	5,360,928	5,533,521	3.2
Subtotal	6,786,972	6,665,426	6,929,372	7,113,637	2.7
<b>ADMINISTRATOR</b>					
Economic Development	4,311,622	3,799,385	4,490,689	3,729,024	(17.0)
Economic Dev: Revenue Bond Debt Service	20,575,652	21,130,005	21,984,073	24,331,631	10.7
Subtotal	24,887,274	24,929,390	26,474,762	28,060,655	6.0
<b>DEPUTY ADMINISTRATOR COMMUNITY SERVICES</b>					
Greenbelt Programs (1st TST)	9,260,972	9,530,434	10,180,722	10,599,914	4.1
Magistrates: Victim's Bill of Rights	71,371	71,234	71,506	67,952	(5.0)
Subtotal	9,332,343	9,601,668	10,252,228	10,667,866	(0.9)
<b>DEPUTY ADMINISTRATOR FINANCE</b>					
Human Resources: Summer Youth Program	50,991	58,136	60,500	60,000	(0.8)
Subtotal	50,991	58,136	60,500	60,000	(0.8)
<b>DEPUTY ADMINISTRATOR GENERAL SERVICES</b>					
Planning & Zoning: Tree Fund	-	-	250,000	250,000	0.0
Subtotal	-	-	250,000	250,000	0.0

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b><u>SPECIAL REVENUE FUND (continued)</u></b>					
DEPUTY ADMINISTRATOR PUBLIC SAFETY					
Awendaw McClellanville Fire Dept Operations	\$ 2,059,726	\$ 2,361,272	\$ 2,759,630	\$ 2,571,761	(6.8)
Awendaw McClellanville Fire Dept Debt	204,350	221,270	323,642	254,186	(21.5)
Emergency Mgmt: Hazardous Materials	203,593	228,975	226,036	222,419	(1.6)
Fire Districts: East Cooper Fire District	152,341	156,150	160,054	164,055	2.5
Fire Districts: Northern Fire District	261,505	276,473	268,300	342,000	27.5
Fire Districts: West St. Andrew's Fire District	8,000	8,000	8,000	8,000	0.0
Subtotal	2,889,515	3,252,140	3,745,662	3,562,421	28.4
DEPUTY ADMINISTRATOR PUBLIC SERVICES					
Public Works: Roads Program (1st TST)	20,031,527	20,602,432	21,093,165	21,509,168	2.0
Public Works: Stormwater	2,691,254	2,397,938	8,501,631	8,754,854	3.0
Subtotal	22,722,781	23,000,370	29,594,796	30,264,022	2.3
<b>Total SPECIAL REVENUE FUNDS</b>	<b>108,101,125</b>	<b>109,499,092</b>	<b>113,556,529</b>	<b>127,679,460</b>	<b>12.4</b>
<b><u>ENTERPRISE FUNDS</u></b>					
DEPUTY ADMINISTRATOR COMMUNITY SERVICES					
DAODAS: Administration	2,030,307	2,290,094	986,182	1,745,224	77.0
DAODAS: Adolescent Services	304,868	355,570	390,099	377,949	(3.1)
DAODAS: Adult Services	459,881	556,843	720,166	645,028	(10.4)
DAODAS: Bedded Services	867,207	826,233	1,149,150	1,356,467	18.0
DAODAS: Community Prevention Services	218,899	252,530	270,585	257,536	(4.8)
DAODAS: Criminal Justice	742,416	769,510	1,025,790	936,102	(8.7)
DAODAS: Detention Outpatient	393,740	338,648	418,896	387,192	(7.6)
DAODAS: Drug Courts	330,940	287,306	287,801	276,478	(3.9)
DAODAS: Grants	600,435	538,477	-	-	na
DAODAS: Medical Services	5,159	4,226	4,520	7,412	64.0
DAODAS: New Life	1,002,833	1,091,398	1,325,310	1,639,398	23.7
DAODAS: Opioid Treatment Services	1,586,513	1,673,042	2,206,075	2,031,588	(7.9)
DAODAS: Sobering Services	482	482	370,843	256,855	(30.7)
DAODAS: Support Services	1,390,820	913,535	1,966,206	1,147,845	(41.6)
DAODAS: Therapeutic Child Care	211,616	183,274	258,620	244,823	(5.3)
DAODAS: Women's Services	413,816	439,125	542,058	491,868	(9.3)
Subtotal	10,559,932	10,520,293	11,922,301	11,801,765	49.2
DEPUTY ADMINISTRATOR GENERAL SERVICES					
Facilities: Parking Garages	2,720,149	2,751,209	2,533,609	3,399,105	34.2
Tech Services: Radio Communications	3,802,266	3,722,849	3,708,292	4,555,935	22.9
Subtotal	6,522,415	6,474,058	6,241,901	7,955,040	27.4
DEPUTY ADMINISTRATOR PUBLIC SAFETY					
Consolidated Dispatch: Emergency 911 Wire Line	964,534	1,295,222	1,049,123	1,024,345	(2.4)
Consolidated Dispatch: Emergency 911 Wireless	1,537,587	1,838,560	3,128,122	2,646,578	(15.4)
Con. Dispatch: Fire and Agency Costs	884,254	771,185	782,135	984,407	25.9
Subtotal	3,386,375	3,904,967	4,959,380	4,655,330	(6.1)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Percent Change
<b>ENTERPRISE FUNDS (continued)</b>					
DEPUTY ADMINISTRATOR FINANCE					
Revenue Collections	\$ 2,046,738	\$ 2,449,004	\$ 1,988,763	\$ 2,137,127	7.5
Subtotal	2,046,738	2,449,004	1,988,763	2,137,127	7.5
DEPUTY ADMINISTRATOR PUBLIC SERVICES					
Environmental Management (EM)- Admin	5,559,281	6,465,661	9,748,064	6,215,109	(36.2)
EM - Bees Ferry Landfill Conven. Center	799,032	737,830	793,987	908,039	14.4
EM - Commercial Collections	699,628	695,501	669,816	735,696	9.8
EM - Compost/Mulch Operations	2,041,564	2,065,333	1,856,473	1,526,400	(17.8)
EM - Convenience Centers	2,462,848	2,604,544	2,124,154	3,122,996	47.0
EM - Curbside Collection	4,651,186	4,909,674	3,831,147	3,751,727	(2.1)
EM - Debt Service	-	557,885	3,288,224	1,262,405	(61.6)
EM - Landfill Operations	5,219,295	6,818,871	5,067,657	6,039,042	19.2
EM - Litter Control	100,587	100,226	120,503	122,051	1.3
EM - Materials Recovery Facility	3,004,773	5,731,632	3,667,399	3,876,193	(56.4)
EM - Transfer Station Projects	7,465,145	6,948,585	7,700,000	7,250,000	(5.8)
Subtotal	32,003,339	37,635,742	38,867,424	34,809,658	(10.4)
<b>Total ENTERPRISE FUNDS</b>	<b>54,518,799</b>	<b>60,984,064</b>	<b>63,979,769</b>	<b>61,358,920</b>	<b>(4.1)</b>
<b>INTERNAL SERVICE FUNDS</b>					
DEPUTY ADMINISTRATOR GENERAL SERVICES					
Facilities: Office Services	1,386,505	1,567,522	1,562,536	1,599,627	2.4
Safety & Risk: Safety/Workers' Compensation	5,065,168	5,496,205	5,885,375	5,761,903	(2.1)
Technology Services: Records Management	608,851	681,939	632,203	670,026	6.0
Technology Services: Telecommunications	2,092,858	2,182,840	2,146,384	2,152,030	0.3
Subtotal	9,153,382	9,928,506	10,226,498	10,183,586	(0.4)
DEPUTY ADMINISTRATOR FINANCE					
Contract & Procurement: Central Parts Warehouse	2,863,664	2,811,878	2,950,000	3,000,000	1.7
Human Resources: Employee Benefits	56,960,024	61,892,842	32,415,403	31,459,385	(2.9)
Subtotal	59,823,688	64,704,720	35,365,403	34,459,385	(2.6)
DEPUTY ADMINISTRATOR PUBLIC SERVICES					
Fleet Operations	14,722,939	14,852,806	11,276,026	16,562,716	46.9
Subtotal	14,722,939	14,852,806	11,276,026	16,562,716	46.9
<b>Total INTERNAL SERVICE FUND</b>	<b>83,700,009</b>	<b>89,486,032</b>	<b>56,867,927</b>	<b>61,205,687</b>	<b>7.6</b>
<b>Total GENERAL FUND</b>	<b>222,514,869</b>	<b>237,087,859</b>	<b>244,405,893</b>	<b>259,582,241</b>	<b>6.2</b>
<b>Total OTHER FUNDS</b>	<b>284,300,924</b>	<b>296,028,143</b>	<b>289,110,685</b>	<b>283,532,702</b>	<b>(1.9)</b>
<b>Total EXPENDITURES</b>	<b>\$ 506,815,793</b>	<b>\$ 533,116,002</b>	<b>\$ 533,516,578</b>	<b>\$ 543,114,943</b>	<b>1.8</b>

**TRANSFER FROM**  
**102**

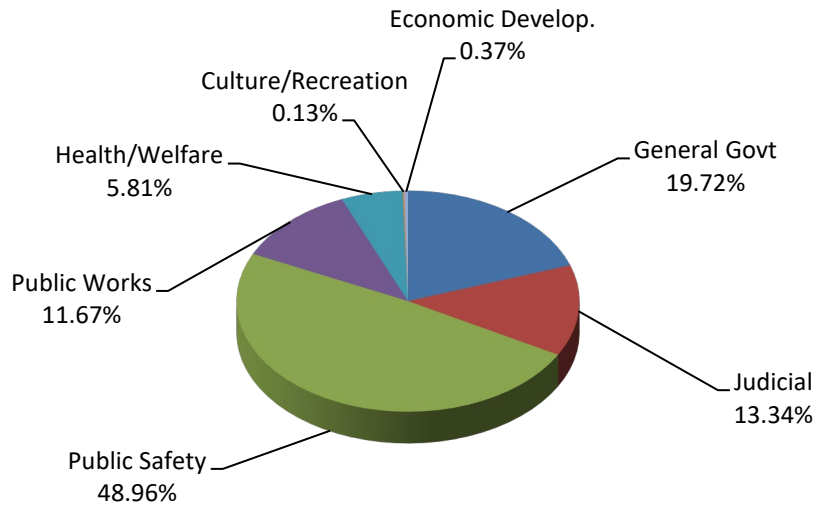
Reconciliation	(Total Out)	Total In
Per Matrix	136,822	136,822
Unbudgeted Per Notes	(1,602)	(103,200)
FY 2022 Budgeted	135,220	33,622

The transfer in side of \$1,504 for Greenbelts Projects (1st), \$7,519 for Greenbelts Projects (2nd), \$250 for Public Safety: Grants, \$1,075 for Facilities Preservation Fund, \$23,875 for Transportation Sales Tax: Roads Projects (1st), \$44,535 for Transportation Sales Tax: Roads Projects (2nd), and \$5,350 for Environmental Management: Projects is not reflected in the FY 2022 budget.

## FTEs BY FUNCTION

Throughout the budget document, the authorized positions or full-time equivalents (FTEs) are presented in several different ways: by Function - programmatic area of government; by Fund Type; and by Organization - governmental authority. Each format shows the 2,729.18 authorized positions, but each format organizes the FTEs by different categories. The County's authorized positions are presented below by Function. The following pages present the authorized positions by Function and by Fund Type and Organization.

### Authorized Positions (FTEs) By Function FY 2022 Charleston County All Funds



**Total FTEs: 2,729.18**

Source	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Approved	Change	Percent Change
General Govt	508.52	516.06	529.42	538.32	8.90	1.7
Judicial	360.00	358.01	359.01	364.01	5.00	1.4
Public Safety	1,327.26	1,315.25	1,357.25	1,336.25	(21.00)	(1.5)
Public Works	326.35	325.95	316.60	318.60	2.00	0.6
Health/Welfare	155.35	155.75	158.60	158.50	(0.10)	(0.1)
Culture/Recreation	2.20	2.30	2.30	3.50	1.20	52.2
Economic Develop.	10.00	10.00	10.00	10.00	0.00	0.0
<b>Total FTEs</b>	<b>2,689.67</b>	<b>2,683.32</b>	<b>2,733.18</b>	<b>2,729.18</b>	<b>(4.00)</b>	<b>(0.1)</b>



Charleston County, South Carolina  
Summary of Authorized Positions or Full-time Equivalents (FTEs) by Fund Type and Organization  
Fiscal Year 2022 Approved

Organization	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
County Council	14.00					14.00
Administrator	7.50					7.50
Assessor	62.00					62.00
Auditor	32.00					32.00
Awendaw McClellanville Fire Department		29.00				29.00
Budget	8.00					8.00
Building Inspections	30.00					30.00
Clerk of Court	54.92	5.08				60.00
Community Development	2.00	4.00				6.00
Comm Revitalization & Housing Afford	1.00					1.00
Consolidated Dispatch	154.75			12.25		167.00
Contracts & Procurement	14.00				4.00	18.00
Coroner	21.00					21.00
DAODAS				119.50		119.50
Deputy Admin Community Services	3.00					3.00
Deputy Admin Finance	6.00					6.00
Deputy Admin General Services	5.00					5.00
Deputy Admin Public Safety	4.00	14.00				18.00
Deputy Admin Public Services	3.00					3.00
Economic Development		10.00				10.00
Elections/Voter Registration	19.00					19.00
Emergency Management	5.50	1.50				7.00
Emergency Medical Service	280.00					280.00
Environmental Management				104.60		104.60
Facilities Management	95.10		4.00	20.05	5.60	124.75
Finance	12.00					12.00
Fleet Operations					32.25	32.25
Greenbelt Programs	0.25	3.25				3.50
Human Resources	26.00				1.00	27.00
Internal Auditor	3.00					3.00
Legal	10.42					10.42
Legislative Delegation	3.00					3.00
Magistrate Courts	71.51	1.00				72.51
Master-In-Equity	7.00					7.00
Nondepartmental	0.00					0.00
Planning and Zoning	24.40					24.40
Probate Courts	23.50					23.50
Public Defender		65.00				65.00
Public Works	214.00	28.00				242.00
Register of Deeds	33.00					33.00
Revenue Collections	6.00			20.00		26.00
Safety and Risk Management	1.25				4.75	6.00
Sheriff	798.25	11.00				809.25
Solicitor	75.35	39.65				115.00
Technology Services	13.00			2.50	13.50	29.00
Treasurer	25.00					25.00
Veterans Affairs	5.00					5.00
Total FTEs	<u>2,173.70</u>	<u>211.48</u>	<u>4.00</u>	<u>278.90</u>	<u>61.10</u>	<u>2,729.18</u>

Charleston County, South Carolina  
Summary of Authorized Positions or Full-time Equivalents (FTEs) by Function and Organization  
Fiscal Year 2022 Approved

Organization	General Govt.	Judicial	Public Safety	Public Works	Health/ Welfare	Culture/ Rec.	Econ. Develop.	Total
County Council	14.00							14.00
Administrator	7.50							7.50
Assessor	62.00							62.00
Auditor	32.00							32.00
Awendaw McClellanville Fire			29.00					29.00
Budget	8.00							8.00
Building Inspections			30.00					30.00
Clerk of Court		60.00						60.00
Community Development	2.00				4.00			6.00
Comm Revital & Housing Afford	1.00							1.00
Consolidated Dispatch			167.00					167.00
Contracts & Procurement	18.00							18.00
Coroner		21.00						21.00
DAODAS					119.50			119.50
Deputy Admin Comm Svs	3.00							3.00
Deputy Admin Finance	6.00							6.00
Deputy Admin General Svs	5.00							5.00
Deputy Admin Public Safety	4.00		14.00					18.00
Deputy Admin Public Svs	3.00							3.00
Economic Development							10.00	10.00
Elections/Voter Registration	19.00							19.00
Emergency Management			7.00					7.00
Emergency Medical Svs			280.00					280.00
Environmental Management				104.60				104.60
Facilities Management	122.75				2.00			124.75
Finance	12.00							12.00
Fleet Operations	32.25							32.25
Greenbelt Programs						3.50		3.50
Human Resources	27.00							27.00
Internal Auditor	3.00							3.00
Legal	10.42							10.42
Legislative Delegation	3.00							3.00
Magistrate Courts		72.51						72.51
Master-In-Equity		7.00						7.00
Nondepartmental	0.00							0.00
Planning and Zoning	24.40							24.40
Probate Courts		23.50						23.50
Public Defender		65.00						65.00
Public Works				214.00	28.00			242.00
Register of Deeds	33.00							33.00
Revenue Collections	26.00							26.00
Safety and Risk Management	6.00							6.00
Sheriff			809.25					809.25
Solicitor		115.00						115.00
Technology Services	29.00							29.00
Treasurer	25.00							25.00
Veterans Affairs					5.00			5.00
Total FTEs	538.32	364.01	1,336.25	318.60	158.50	3.50	10.00	2,729.18

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

<b>GENERAL FUND</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adjusted</b>	<b>FY 2022 Approved</b>	<b>Change</b>
<b>COUNCIL AGENCIES</b>					
County Council	12.00	14.00	14.00	14.00	-
Internal Auditor	2.00	2.00	3.00	3.00	-
Legal	8.42	9.56	10.42	10.42	-
Subtotal	22.42	25.56	27.42	27.42	-
<b>ELECTED OFFICIALS</b>					
Auditor	32.00	32.00	32.00	32.00	-
Clerk of Court	56.92	54.92	54.92	54.92	-
Coroner	15.00	18.00	20.00	21.00	1.00
Legislative Delegation	3.00	3.00	3.00	3.00	-
Probate Courts	22.50	22.50	22.50	23.50	1.00
Register of Deeds	27.00	27.00	31.00	33.00	2.00
Sheriff: Detention Center	430.00	421.00	421.00	380.00	(41.00)
Sheriff: Law Enforcement	374.00	375.00	376.00	376.00	-
Sheriff: School Crossing Guards	42.25	42.25	42.25	42.25	-
Solicitor	70.23	70.35	71.35	75.35	4.00
Treasurer	24.00	24.00	24.00	25.00	1.00
Subtotal	1,096.90	1,090.02	1,098.02	1,066.02	(32.00)
<b>APPOINTED OFFICIALS</b>					
Elections and Voter Registration	14.00	14.00	16.00	19.00	3.00
Master-In-Equity	8.00	7.00	7.00	7.00	-
Veterans Affairs	5.00	5.00	5.00	5.00	-
Subtotal	27.00	26.00	28.00	31.00	3.00
<b>COUNTY ADMINISTRATOR</b>					
County Administrator	7.74	7.20	7.70	7.50	(0.20)
Non-Departmental	2.00	1.00	-	-	-
Subtotal	9.74	8.20	7.70	7.50	(0.20)
<b>DEPUTY ADMIN COMMUNITY SERVICES</b>					
Deputy Administrator Community Services	3.00	3.00	3.00	3.00	-
Community Development: Administration	1.90	1.90	1.90	2.00	0.10
Comm. Revitalization & Housing Affordability	-	-	1.00	1.00	-
Greenbelt Programs	0.25	0.25	0.25	0.25	-
Magistrate Courts	71.51	71.51	71.51	71.51	-
Subtotal	76.66	76.66	77.66	77.76	0.10

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

<b>GENERAL FUND (continued)</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adjusted</b>	<b>FY 2022 Approved</b>	<b>Change</b>
<b>DEPUTY ADMINISTRATOR FINANCE</b>					
Deputy Administrator Finance	5.00	6.00	6.00	6.00	-
Assessor	62.00	62.00	62.00	62.00	-
Budget	7.00	7.00	8.00	8.00	-
Contracts & Procurement	15.00	15.00	14.00	14.00	-
Finance	12.00	12.00	12.00	12.00	-
Human Resources	20.06	24.00	25.00	26.00	1.00
Revenue Collections: Delinquent Tax	6.00	6.00	6.00	6.00	-
Subtotal	127.06	132.00	133.00	134.00	1.00
<b>DEPUTY ADMIN GENERAL SERVICES</b>					
Deputy Administrator General Services	3.00	4.00	5.00	5.00	-
Building Inspections	29.00	30.00	30.00	30.00	-
Facilities Management	97.20	94.95	94.95	95.10	0.15
Planning & Zoning	24.40	24.40	24.40	24.40	-
Safety & Risk Management: Risk Mgmt.	1.25	1.25	1.25	1.25	-
Technology Services	12.00	12.00	12.00	12.00	-
Tech Services: Communications Admin.	1.00	1.00	1.00	1.00	-
Subtotal	167.85	167.60	168.60	168.75	0.15
<b>DEPUTY ADMIN PUBLIC SAFETY</b>					
Deputy Administrator Public Safety	-	3.00	3.00	4.00	1.00
Consolidated Dispatch	161.25	157.75	154.75	154.75	-
Emergency Mgmt: Emergency Prep.	5.38	5.50	5.50	5.50	-
Emergency Medical Services	216.00	216.00	260.00	280.00	20.00
Subtotal	382.63	382.25	423.25	444.25	21.00
<b>DEPUTY ADMIN PUBLIC SERVICES</b>					
Deputy Administrator Public Services	4.00	3.00	3.00	3.00	-
Public Works: Administration	11.00	13.50	13.50	13.50	-
Public Works: Asset Management	5.00	11.00	11.00	11.00	-
Public Works: Engineering	13.75	31.50	30.50	30.50	-
Public Works: Field Operations	128.70	128.00	129.00	129.00	-
Public Works: Mosquito Control	28.30	28.00	28.00	30.00	2.00
Transportation Development	23.40	-	-	-	-
Subtotal	214.15	215.00	215.00	217.00	2.00
<b>Total GENERAL FUND</b>	<b>2,124.40</b>	<b>2,123.29</b>	<b>2,178.65</b>	<b>2,173.70</b>	<b>(4.95)</b>

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

<b>SPECIAL REVENUE FUNDS</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adjusted</b>	<b>FY 2022 Approved</b>	<b>Change</b>
<b>ELECTED OFFICIALS</b>					
Clerk of Court: IV-D Child Support Enf.	6.08	5.08	5.08	5.08	-
Coroner: Forensic Improvement Grant	1.00	1.00	-	-	-
Sheriff: Domestic Violence Grant	1.00	-	-	-	-
Sheriff: IV-D Child Support Enforcement	1.00	1.00	1.00	1.00	-
Sheriff: Inmate Welfare Program	2.00	2.00	2.00	2.00	-
Sheriff: MacArthur Foundation Grant	13.00	14.00	14.00	-	(14.00)
Sheriff: Traffic Svs/Speed Enforce Grant	2.00	2.00	2.00	2.00	-
Sheriff: Victim Advocate Grant	4.00	4.00	4.00	4.00	-
Sheriff: Victim's Bill of Rights	4.00	2.00	2.00	2.00	-
Solicitor: Alcohol Education Program	1.50	1.30	1.30	1.30	-
Solicitor: Criminal Domestic Violence Approp	1.00	1.00	1.00	1.00	-
Solicitor: Drug Court	0.65	0.65	0.65	0.65	-
Solicitor: DUI State Appropriation	1.00	1.00	1.00	1.00	-
Solicitor: Expungement	3.09	2.09	2.09	2.09	-
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	4.30	4.50	4.50	3.50	(1.00)
Solicitor: State Appropriation	13.04	12.91	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	8.00	8.00	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	-	-	-
Subtotal	76.85	72.73	70.73	55.73	(15.00)
<b>APPOINTED OFFICIALS</b>					
Public Defender: Berkeley County	14.00	14.00	14.00	14.00	-
Public Defender: Charleston County	51.00	51.00	51.00	51.00	-
Subtotal	65.00	65.00	65.00	65.00	-
<b>COUNTY ADMINISTRATOR</b>					
Economic Development	10.00	10.00	10.00	10.00	-
Subtotal	10.00	10.00	10.00	10.00	-

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

<b>SPECIAL REVENUE FUNDS (continued)</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adjusted</b>	<b>FY 2022 Approved</b>	<b>Change</b>
DEPUTY ADMIN COMMUNITY SERVICES					
Community Dev: Urban Entitlement Funds	5.10	4.10	4.10	4.00	(0.10)
Greenbelt Programs (1st TST)	1.95	2.05	2.05	3.25	1.20
Magistrate Courts: Vict. Bill of Rights	1.00	1.00	1.00	1.00	-
Subtotal	8.05	7.15	7.15	8.25	1.10
DEPUTY ADMIN PUBLIC SAFETY					
Awendaw McClellanville Fire Department	29.13	29.00	29.00	29.00	-
Emergency Mgmt: Hazardous Materials	1.50	1.50	1.50	1.50	-
MacArthur Foundation Grant	-	-	-	14.00	14.00
Subtotal	30.63	30.50	30.50	44.50	14.00
DEPUTY ADMIN PUBLIC SERVICES					
Public Works - Roads Program (1st TST)	3.60	2.85	2.85	2.85	-
Public Works: Stormwater	25.25	24.15	25.15	25.15	-
Subtotal	28.85	27.00	28.00	28.00	-
<b>Total SPECIAL REVENUE FUNDS</b>	<b>219.37</b>	<b>212.38</b>	<b>211.38</b>	<b>211.48</b>	<b>0.10</b>
<b>CAPITAL PROJECT FUNDS</b>					
DEPUTY ADMIN GENERAL SERVICES					
Facilities Management: Project Management	3.00	3.00	3.00	4.00	1.00
Subtotal	3.00	3.00	3.00	4.00	1.00
<b>Total CAPITAL PROJECT FUNDS</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>



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

<b>ENTERPRISE FUNDS</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adjusted</b>	<b>FY 2022 Approved</b>	<b>Change</b>
<b>DEPUTY ADMIN COMMUNITY SERVICES</b>					
DAODAS: Administration	16.80	15.80	16.80	16.80	-
DAODAS: Adolescent Services	3.20	3.20	3.20	3.20	-
DAODAS: Adult Services	6.40	6.33	6.33	6.33	-
DAODAS: BCBS of SC Foundation Grant	-	1.00	1.00	1.00	-
DAODAS: Bedded Services	4.50	5.00	5.00	5.00	-
DAODAS: Comm Prevention Services	2.75	2.60	2.60	2.60	-
DAODAS: Criminal Justice	8.80	8.38	8.38	8.38	-
DAODAS: Detention Outpatient	5.20	5.13	5.13	5.13	-
DAODAS: Drug Court Services	3.20	3.10	3.10	3.20	0.10
DAODAS: ECHO Opioid Response Grant	-	1.00	-	-	-
DAODAS: Medical Asst/Nurse Prac Grant	-	1.50	1.50	1.50	-
DAODAS: Medical Services	2.25	2.35	2.35	2.35	-
DAODAS: MUSC Mat Accessed Ed Grant	3.00	1.00	-	-	-
DAODAS: New Life Unit	5.50	6.00	6.00	6.00	-
DAODAS: Opioid Treatment Services	12.65	13.78	14.28	14.28	-
DAODAS: Sobering Services	5.00	5.00	4.00	4.00	-
DAODAS: Sobering Services Grant	2.00	2.00	2.00	2.00	-
DAODAS: Support Services	27.70	27.75	28.25	28.25	-
DAODAS: Therapeutic Child Care	3.50	3.65	3.65	3.65	-
DAODAS: Women's Services	5.55	5.93	5.93	5.83	(0.10)
Subtotal	118.00	120.50	119.50	119.50	-
<b>DEPUTY ADMINISTRATOR FINANCE</b>					
Revenue Collections	20.00	20.00	20.00	20.00	-
Subtotal	20.00	20.00	20.00	20.00	-
<b>DEPUTY ADMIN GENERAL SERVICES</b>					
Facilities Management: DAODAS	2.00	2.00	2.00	2.00	-
Facilities Management: Parking Garages	17.80	18.05	18.05	18.05	-
Tech Services: Radio Communications	2.50	2.50	2.50	2.50	-
Subtotal	22.30	22.55	22.55	22.55	-
<b>DEPUTY ADMIN PUBLIC SAFETY</b>					
Consolidated Disp: Emergency 911 Wire Line	4.75	5.00	5.00	5.00	-
Consolidated Disp: Emergency 911 Wireless	5.00	5.25	5.25	5.25	-
Consolidated Dispatch: Fire & Agency Costs	2.00	2.00	2.00	2.00	-
Subtotal	11.75	12.25	12.25	12.25	-

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

<b>ENTERPRISE FUNDS (continued)</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adjusted</b>	<b>FY 2022 Approved</b>	<b>Change</b>
<b>DEPUTY ADMIN PUBLIC SERVICES</b>					
Environ Mgmt (EM) - Administration	12.00	11.50	10.00	10.00	-
EM - Bees Ferry Landfill Conv Ctr	9.00	9.00	9.00	9.00	-
EM - Commercial Collections	8.00	8.00	8.00	8.00	-
EM - Compost & Mulch Operations	10.00	8.00	-	-	-
EM - Convenience Centers	24.00	26.00	28.00	28.00	-
EM - Curbside Collection	26.00	24.00	24.00	24.00	-
EM - Landfill Operations	15.00	14.00	15.00	15.00	-
EM - Litter Control	1.60	1.60	1.60	1.60	-
EM - Materials Recovery Facility	7.00	9.00	9.00	9.00	-
Subtotal	112.60	111.10	104.60	104.60	-
<b>Total ENTERPRISE FUNDS</b>	<b>284.65</b>	<b>286.40</b>	<b>278.90</b>	<b>278.90</b>	<b>-</b>
<b>INTERNAL SERVICE FUNDS</b>					
<b>DEPUTY ADMINISTRATOR FINANCE</b>					
Contracts & Procurement: Central Parts Whs	4.00	4.00	4.00	4.00	-
Human Resources: Employee Benefits	1.00	1.00	1.00	1.00	-
Subtotal	5.00	5.00	5.00	5.00	-
<b>DEPUTY ADMIN GENERAL SERVICES</b>					
Facilities Management: Office Services	5.75	5.75	5.75	5.60	(0.15)
Safety & Risk: Safety/Workers' Comp.	4.75	4.75	4.75	4.75	-
Technology Services: Records Management	9.00	9.00	9.00	9.00	-
Technology Services: Telecommunications	4.50	4.50	4.50	4.50	-
Subtotal	24.00	24.00	24.00	23.85	(0.15)
<b>DEPUTY ADMIN PUBLIC SERVICES</b>					
Fleet Operations	29.25	29.25	32.25	32.25	-
Subtotal	29.25	29.25	32.25	32.25	-
<b>Total INTERNAL SERVICE FUNDS</b>	<b>58.25</b>	<b>58.25</b>	<b>61.25</b>	<b>61.10</b>	<b>(0.15)</b>
<b>Total Positions GENERAL FUND</b>	<b>2,124.40</b>	<b>2,123.29</b>	<b>2,178.65</b>	<b>2,173.70</b>	<b>(4.95)</b>
<b>Total Positions OTHER FUNDS</b>	<b>565.27</b>	<b>560.03</b>	<b>554.53</b>	<b>555.48</b>	<b>0.95</b>
<b>Total Positions ALL FUNDS</b>	<b>2,689.67</b>	<b>2,683.32</b>	<b>2,733.18</b>	<b>2,729.18</b>	<b>(4.00)</b>

Charleston County, South Carolina  
All Funds  
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 96,378,563	\$125,744,382	\$144,481,109	\$144,481,109	\$103,563,850
Revenues:					
Property Tax	168,132,378	178,274,964	188,567,306	191,219,113	183,173,363
Sales Tax	206,872,022	201,517,547	183,210,000	217,950,000	228,600,000
Licenses and Permits	7,042,144	6,241,702	5,196,000	6,360,400	6,327,400
Intergovernmental	44,684,792	46,465,341	44,859,059	42,396,410	45,170,469
Charges and Fees	145,250,270	146,094,631	128,684,971	127,587,414	137,585,624
Fines and Forfeitures	2,032,862	1,469,064	1,362,500	1,076,428	1,148,500
Interest	8,712,197	9,552,080	852,500	981,250	1,054,750
Miscellaneous	4,505,264	6,420,489	7,769,760	7,933,862	8,096,045
Leases and Rent	841,999	741,528	702,949	638,457	453,648
Debt Proceeds	-	13,875,048	-	-	-
Subtotal	588,073,928	610,652,394	561,205,045	596,143,334	611,609,799
Interfund Transfer In	41,353,581	42,674,412	40,943,399	45,517,216	33,621,599
Total Available	725,806,072	779,071,188	746,629,553	786,141,659	748,795,248
Expenditures:					
Personnel	182,869,788	191,111,315	198,636,130	193,091,329	211,436,823
Operating	242,738,635	263,748,217	231,326,478	224,891,582	243,628,406
Capital	5,930,713	3,508,633	3,784,846	14,836,320	11,421,076
Debt Service	75,276,657	74,747,838	99,769,124	99,767,124	76,628,638
Subtotal	506,815,793	533,116,003	533,516,578	532,586,355	543,114,943
Interfund Transfer Out	93,247,579	101,474,076	143,695,865	149,991,454	135,220,118
Total Disbursements	600,063,372	634,590,079	677,212,443	682,577,809	678,335,061
Nonspendable	88,466,881	92,912,714	92,912,714	89,912,714	89,912,714
Restricted: External	(276,489,324)	(279,893,542)	(293,379,113)	(294,461,724)	(294,511,724)
Restricted: Internal	260,750,600	276,173,933	213,967,404	239,203,772	229,490,403
Available	53,016,225	55,288,004	55,916,105	68,909,088	45,568,794
Ending Balance, June 30	\$125,742,700	\$144,481,109	\$ 69,417,110	\$103,563,850	\$ 70,460,187

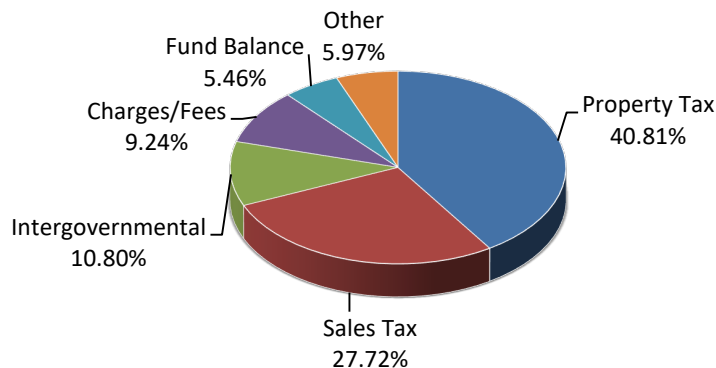
Charleston County, South Carolina  
Fund Statement by Fund Type

	General Fund	Debt Service Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total
Beginning Balance, July 1	\$ 98,716,314	\$ 20,624,786	\$ 126,136,069	\$ 67,235,220	\$ (209,148,539)	\$ 103,563,850
Revenues:						
Property Tax	110,858,000	27,800,000	44,515,363	-	-	183,173,363
Sales Tax	75,300,000	-	153,300,000	-	-	228,600,000
Licenses and Permits	6,112,400	-	215,000	-	-	6,327,400
Intergovernmental	29,348,430	115,127	7,468,639	8,238,273	-	45,170,469
Charges and Fees	25,086,665	-	8,644,000	48,761,012	55,093,947	137,585,624
Fines and Forfeitures	919,500	-	229,000	-	-	1,148,500
Interest	439,000	46,000	319,250	126,500	124,000	1,054,750
Miscellaneous	4,244,617	171,428	505,000	2,875,000	300,000	8,096,045
Leases and Rent	77,282	-	-	376,366	-	453,648
Debt Proceeds	-	-	-	-	-	-
Subtotal	252,385,894	28,132,555	215,196,252	60,377,151	55,517,947	611,609,799
Interfund Transfer In	4,417,010	7,598,632	14,597,307	3,014,820	3,993,830	33,621,599
Total Available	355,519,218	56,355,973	355,929,628	130,627,191	(149,636,762)	748,795,248
Expenditures:						
General Government	71,103,184	-	13,632,000	10,092,167	61,205,687	156,033,038
Judicial	24,494,996	-	10,479,931	-	-	34,974,927
Public Safety	118,080,283	-	4,687,175	4,655,330	-	127,422,788
Public Works	14,814,716	-	9,231,176	33,547,253	-	57,593,145
Health/Welfare	5,146,753	-	-	11,801,765	-	16,948,518
Culture/Recreation	25,942,309	-	16,304,889	-	-	42,247,198
Education	-	-	8,465,879	-	-	8,465,879
Economic Development	-	-	23,115,794	-	-	23,115,794
Debt Service	-	33,288,635	41,762,616	1,262,405	-	76,313,656
Subtotal	259,582,241	33,288,635	127,679,460	61,358,920	61,205,687	543,114,943
Interfund Transfer Out	12,050,103	-	117,588,244	5,581,771	-	135,220,118
Total Disbursements	271,632,344	33,288,635	245,267,704	66,940,691	61,205,687	678,335,061
Nonspendable	6,537,781	-	583,099	68,632,367	14,159,467	89,912,714
Restricted: External	-	-	13,560,844	(32,269,145)	(275,803,423)	(294,511,724)
Restricted: Internal	77,349,093	20,051,967	69,450,469	18,073,737	44,565,137	229,490,403
Available	-	3,015,371	27,067,512	9,249,541	6,236,370	45,568,794
Ending Balance, June 30	\$ 83,886,874	\$ 23,067,338	\$ 110,661,924	\$ 63,686,500	\$ (210,842,449)	\$ 70,460,187

## GENERAL FUNDS

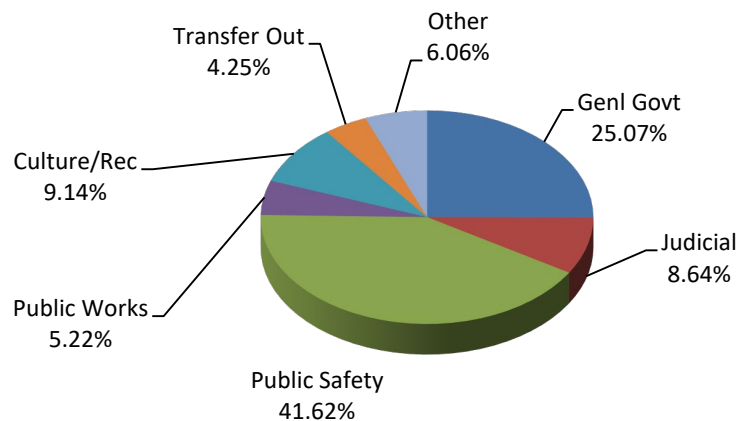
The General Fund is the general operating fund of the County and accounts for all financial resources except those required to be accounted for in other funds. The graphs below present an overall summary of the General Fund budget. The following page displays the fund statement for this fund.

### WHERE IT COMES FROM... FY 2022 Charleston County General Fund



**Total Available Budgeted: \$271,632,344**

### WHERE IT GOES... FY 2022 Charleston County General Fund



**Total Uses: \$271,632,344**

Charleston County, South Carolina  
General Fund  
Fund Statement

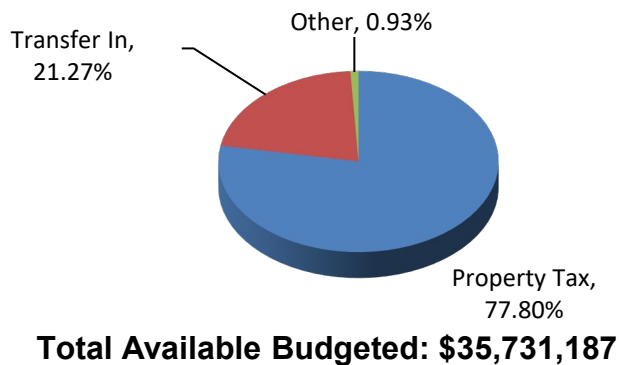
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 83,119,146	\$ 96,419,681	\$ 99,203,375	\$ 99,203,375	\$ 98,716,314
Revenues:					
Property Tax	105,368,762	109,582,272	120,742,000	119,425,747	110,858,000
Sales Tax	67,064,286	66,432,619	61,100,000	71,700,000	75,300,000
Licenses and Permits	6,812,455	6,021,902	4,976,000	6,144,400	6,112,400
Intergovernmental	28,704,638	29,238,976	28,852,777	28,493,680	29,348,430
Charges and Fees	26,201,257	26,975,566	20,571,207	21,670,553	25,086,665
Fines and Forfeitures	1,223,730	1,085,432	1,087,500	832,000	919,500
Interest	2,438,794	3,266,622	251,000	376,500	439,000
Miscellaneous	3,009,862	3,760,396	4,053,832	4,892,220	4,244,617
Leases and Rentals	478,586	234,764	136,899	126,899	77,282
Subtotal	241,302,370	246,598,549	241,771,215	253,661,999	252,385,894
Interfund Transfer In	5,399,380	4,737,268	3,958,911	4,096,523	4,417,010
Total Available	329,820,896	347,755,498	344,933,501	356,961,897	355,519,218
Expenditures:					
Personnel	140,775,357	147,728,746	153,499,780	150,350,171	164,969,597
Operating	76,381,439	85,926,373	89,349,321	91,357,911	91,144,068
Capital	5,358,073	3,432,740	1,556,792	5,269,513	3,468,576
Subtotal	222,514,869	237,087,859	244,405,893	246,977,595	259,582,241
Interfund Transfer Out	10,886,346	11,464,264	5,570,355	11,267,988	12,050,103
Total Disbursements	233,401,215	248,552,123	249,976,248	258,245,583	271,632,344
Nonspendable	6,022,788	9,537,781	9,537,781	6,537,781	6,537,781
Restricted: Internal	71,149,524	68,466,421	68,591,069	71,992,148	77,349,093
Available	19,247,369	21,199,173	16,828,403	20,186,385	-
Ending Balance, June 30	\$ 96,419,681	\$ 99,203,375	\$ 94,957,253	\$ 98,716,314	\$ 83,886,874



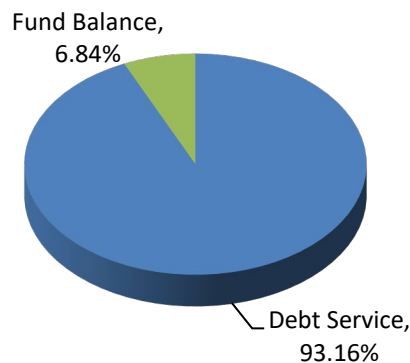
## DEBT SERVICE FUNDS

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

### WHERE IT COMES FROM... FY 2022 Charleston County Debt Service Funds



### WHERE IT GOES... FY 2022 Charleston County Debt Service Funds



**Total Uses: \$35,731,187\***

\* Includes \$2,442,552 in budgeted increases in fund balance.

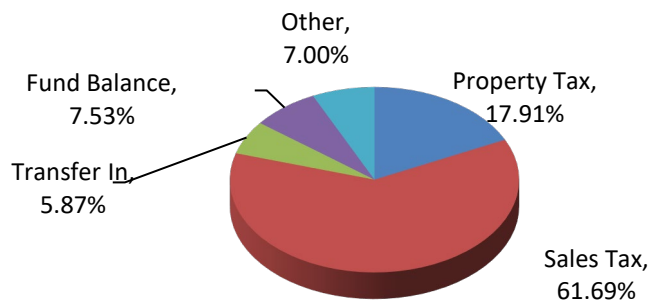
Charleston County, South Carolina  
Debt Service Fund  
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 31,798,957	\$ 26,196,819	\$ 40,264,993	\$ 40,264,993	\$ 20,624,786
Revenues:					
Property Tax	22,915,294	24,056,306	26,519,000	27,230,000	27,800,000
Intergovernmental	389,353	443,640	97,127	128,127	115,127
Interest	455,692	534,933	46,000	46,000	46,000
Miscellaneous	171,028	171,428	171,428	171,428	171,428
Debt Proceeds	-	13,875,048	-	-	-
Subtotal	23,931,367	39,081,355	26,833,555	27,575,555	28,132,555
Interfund Transfer In	18,800,836	15,624,065	18,617,682	18,947,082	7,598,632
Total Available	74,531,160	80,902,239	85,716,230	86,787,630	56,355,973
Expenditures:					
Personnel	-	-	-	-	-
Operating	86,514	82,102	90,000	108,625	102,000
Capital	-	-	-	-	-
Debt Service	37,894,477	35,976,853	54,616,460	54,614,460	33,186,635
Subtotal	37,980,991	36,058,955	54,706,460	54,723,085	33,288,635
Interfund Transfer Out	10,353,350	4,578,291	11,439,759	11,439,759	-
Total Disbursements	48,334,341	40,637,246	66,146,219	66,162,844	33,288,635
Restricted: External	2,010,923	11,439,760	-	-	-
Restricted: Internal	24,185,896	26,570,043	14,017,061	14,017,061	13,740,678
Available	-	2,255,190	5,552,950	6,607,725	9,326,660
Ending Balance, June 30	\$ 26,196,819	\$ 40,264,993	\$ 19,570,011	\$ 20,624,786	\$ 23,067,338

## SPECIAL REVENUE FUNDS

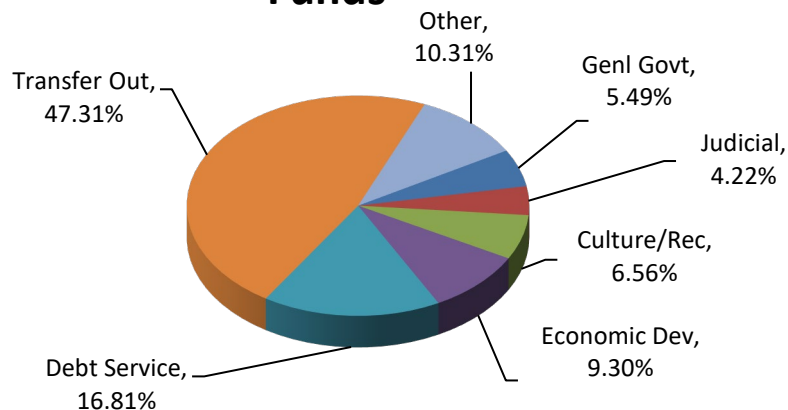
The Special Revenue Funds account for revenue sources that are legally restricted to expenditure for specific purposes. The graphs below present an overall summary of the Special Revenue Funds budgets. The following pages display fund statements for these funds.

### WHERE IT COMES FROM... FY 2022 Charleston County Special Revenue Funds



**Total Available Budgeted: \$248,501,285**

### WHERE IT GOES... FY 2022 Charleston County Special Revenue Funds



**Total Uses: \$248,501,285\***

\* Includes \$3,233,581 in budgeted increases in fund balance.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 805,048	\$ 2,063,102	\$ (506,977)	\$ (506,977)	\$ 651,021
Revenues:					
Sales Tax	17,898,770	14,245,777	10,110,000	15,000,000	16,300,000
Interest	31,252	212	2,500	2,500	2,500
Subtotal	17,930,022	14,245,989	10,112,500	15,002,500	16,302,500
Interfund Transfer In	-	-	571,102	-	-
Total Available	18,735,070	16,309,091	10,176,625	14,495,523	16,953,521
Expenditures:					
Personnel	5,832,550	5,745,009	5,749,511	5,749,511	6,624,963
Operating	10,839,418	11,071,059	4,934,091	8,094,991	8,860,731
Capital	-	-	-	-	-
Subtotal	16,671,968	16,816,068	10,683,602	13,844,502	15,485,694
Total Disbursements	16,671,968	16,816,068	10,683,602	13,844,502	15,485,694
Restricted: Internal	1,165,809	-	-	-	-
Available	897,293	(506,977)	(506,977)	651,021	1,467,827
Ending Balance, June 30	\$ 2,063,102	\$ (506,977)	\$ (506,977)	\$ 651,021	\$ 1,467,827

Note: Refer to page 181 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ 98,754	\$ 98,754	\$ 217,504
Revenues:					
Intergovernmental	207,942	173,338	43,000	200,000	225,000
Interest	2,946	2,334	-	5,000	10,000
Subtotal	210,888	175,672	43,000	205,000	235,000
Total Available	210,888	175,672	141,754	303,754	452,504
Expenditures:					
Personnel	-	-	-	-	-
Operating	176,741	44,501	40,050	52,500	417,504
Capital	-	-	-	-	-
Subtotal	176,741	44,501	40,050	52,500	417,504
Interfund Transfer Out	34,147	32,417	25,900	33,750	35,000
Total Disbursements	210,888	76,918	65,950	86,250	452,504
Restricted: Internal Available	-	22,950	-	217,504	-
	-	75,804	75,804	-	-
Ending Balance, June 30	\$ -	\$ 98,754	\$ 75,804	\$ 217,504	\$ -

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

Charleston County, South Carolina  
Special Revenue Fund  
Air Service Development Fund  
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ 332,500
Revenues:					
Charges and Fees	-	-	1,750,000	1,750,000	5,000,000
Subtotal	-	-	1,750,000	1,750,000	5,000,000
Total Available	-	-	1,750,000	1,750,000	5,332,500
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	1,750,000	1,417,500	5,332,500
Capital	-	-	-	-	-
Subtotal	-	-	1,750,000	1,417,500	5,332,500
Total Disbursements	-	-	1,750,000	1,417,500	5,332,500
Restricted: Internal	-	-		332,500	
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ 332,500	\$ -

Note: Refer to page 180 for budget narrative related to this fund.



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 1,493,607	\$ 1,524,274	\$ 1,155,201	\$ 1,155,201	\$ 1,136,390
Revenues:					
Property Tax	2,173,969	2,196,339	2,182,000	2,278,000	2,276,000
Intergovernmental	214,424	202,533	146,943	102,943	145,839
Miscellaneous	-	-	-	79	-
Subtotal	2,388,393	2,398,872	2,328,943	2,381,022	2,421,839
Interfund Transfer In	-	-	-	20,414	-
Total Available	3,882,000	3,923,146	3,484,144	3,556,637	3,558,229
Expenditures:					
Personnel	1,621,904	1,772,786	1,817,391	1,700,501	1,787,821
Operating	323,116	523,063	942,239	719,746	443,940
Capital	114,706	65,423	-	-	340,000
Subtotal	2,059,726	2,361,272	2,759,630	2,420,247	2,571,761
Interfund Transfer Out	298,000	406,673	-	-	-
Total Disbursements	2,357,726	2,767,945	2,759,630	2,420,247	2,571,761
Restricted: Internal	775,401	440,804	10,117	149,922	-
Available	748,873	714,397	714,397	986,468	986,468
Ending Balance, June 30	\$ 1,524,274	\$ 1,155,201	\$ 724,514	\$ 1,136,390	\$ 986,468

Note: Refer to page 360 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 111,994	\$ 128,634	\$ 200,129	\$ 200,129	\$ 242,444
Revenues:					
Property Tax	199,271	254,791	249,000	278,000	288,000
Intergovernmental	19,128	21,050	14,225	16,225	15,583
Interest	2,591	2,719	-	-	-
Subtotal	220,990	278,560	263,225	294,225	303,583
Interfund Transfer In	-	14,270	71,732	71,732	-
Total Available	332,984	421,464	535,086	566,086	546,027
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt Service	204,350	221,270	323,642	323,642	254,186
Subtotal	204,350	221,270	323,642	323,642	254,186
Interfund Transfer Out	-	65	-	-	-
Total Disbursements	204,350	221,335	323,642	323,642	254,186
Available	128,634	200,129	211,444	242,444	291,841
Ending Balance, June 30	\$ 128,634	\$ 200,129	\$ 211,444	\$ 242,444	\$ 291,841

Note: Refer to page 362 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 200,000	\$ 123,000	\$ 123,000	\$ 123,000	\$ 100,000
Revenues:					
Intergovernmental	1,151,827	1,224,184	1,110,000	1,328,000	1,330,000
Subtotal	1,151,827	1,224,184	1,110,000	1,328,000	1,330,000
Total Available	1,351,827	1,347,184	1,233,000	1,451,000	1,430,000
Expenditures:					
Personnel	429,120	393,907	435,134	405,374	453,008
Operating	205,261	123,024	229,216	114,677	227,115
Capital	-	10,470	-	80,479	-
Subtotal	634,381	527,401	664,350	600,530	680,123
Interfund Transfer Out	594,446	696,783	445,650	750,470	749,877
Total Disbursements	1,228,827	1,224,184	1,110,000	1,351,000	1,430,000
Restricted: Internal	123,000	-	-	-	-
Available	-	123,000	123,000	100,000	-
Ending Balance, June 30	\$ 123,000	\$ 123,000	\$ 123,000	\$ 100,000	\$ -

Note: Refer to page 198 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 4,209,033	\$ 3,443,709	\$ 3,574,283	\$ 3,574,283	\$ 4,325,779
Revenues:					
Property Tax	3,756,483	3,906,366	3,745,000	3,874,000	3,724,024
Miscellaneous	52,499	23,593	5,000	(10,000)	5,000
Subtotal	3,808,982	3,929,959	3,750,000	3,864,000	3,729,024
Total Available	8,018,015	7,373,668	7,324,283	7,438,283	8,054,803
Expenditures:					
Personnel	1,107,629	1,166,574	1,178,460	1,085,533	1,184,033
Operating	3,148,159	2,632,811	3,312,229	2,026,971	2,544,991
Capital	55,834	-	-	-	-
Subtotal	4,311,622	3,799,385	4,490,689	3,112,504	3,729,024
Interfund Transfer Out	262,684	-	-	-	-
Total Disbursements	4,574,306	3,799,385	4,490,689	3,112,504	3,729,024
Restricted: Internal	572,628	792,166	51,477	-	-
Available	2,871,081	2,782,117	2,782,117	4,325,779	4,325,779
Ending Balance, June 30	\$ 3,443,709	\$ 3,574,283	\$ 2,833,594	\$ 4,325,779	\$ 4,325,779

Note: Refer to page 257 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 11,724,203	\$ 11,942,808	\$ 15,182,927	\$ 15,182,927	\$ 14,830,764
Revenues:					
Property Tax	22,389,133	26,378,341	24,283,006	26,630,374	26,323,617
Interest	28,687	265,837	-	-	-
Subtotal	22,417,820	26,644,178	24,283,006	26,630,374	26,323,617
Interfund Transfer In	7,568,669	8,083,978	10,741,799	10,741,799	10,277,361
Total Available	41,710,692	46,670,964	50,207,732	52,555,100	51,431,742
Expenditures:					
Personnel	-	-	-	-	-
Operating	11,914,878	12,456,481	11,243,274	12,914,689	14,055,270
Capital	-	-	-	-	-
Debt Service	8,660,774	8,673,524	10,740,799	10,740,799	10,276,361
Subtotal	20,575,652	21,130,005	21,984,073	23,655,488	24,331,631
Interfund Transfer Out	9,192,232	10,358,032	13,655,205	14,068,848	13,614,267
Total Disbursements	29,767,884	31,488,037	35,639,278	37,724,336	37,945,898
Restricted: External	11,942,808	14,568,455	14,568,455	13,485,844	13,485,844
Restricted: Internal	-	614,472	-	1,344,920	-
Ending Balance, June 30	\$ 11,942,808	\$ 15,182,927	\$ 14,568,454	\$ 14,830,764	\$ 13,485,844

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

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 167,952	\$ 194,048	\$ 63,623	\$ 63,623	\$ 75,215
Revenues:					
Licenses and Permits	229,689	219,800	220,000	216,000	215,000
Subtotal	229,689	219,800	220,000	216,000	215,000
Total Available	397,641	413,848	283,623	279,623	290,215
Expenditures:					
Personnel	158,707	176,107	178,591	158,011	181,621
Operating	44,886	52,868	47,445	46,397	40,798
Capital	-	-	-	-	-
Subtotal	203,593	228,975	226,036	204,408	222,419
Interfund Transfer Out	-	121,250	-	-	-
Total Disbursements	203,593	350,225	226,036	204,408	222,419
Restricted: Internal	6,115	6,568	532	7,419	-
Available	187,933	57,055	57,055	67,796	67,796
Ending Balance, June 30	\$ 194,048	\$ 63,623	\$ 57,587	\$ 75,215	\$ 67,796

Note: Refer to page 375 for budget narrative related to this fund.



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 37,457	\$ 18,726	\$ 16,310	\$ 16,310	\$ 12,481
Revenues:					
Property Tax	131,587	151,452	150,000	156,000	158,000
Intergovernmental	<u>2,023</u>	<u>2,282</u>	<u>100</u>	<u>225</u>	<u>200</u>
Subtotal	<u>133,610</u>	<u>153,734</u>	<u>150,100</u>	<u>156,225</u>	<u>158,200</u>
Total Available	<u>171,067</u>	<u>172,460</u>	<u>166,410</u>	<u>172,535</u>	<u>170,681</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	152,341	156,150	160,054	160,054	164,055
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>152,341</u>	<u>156,150</u>	<u>160,054</u>	<u>160,054</u>	<u>164,055</u>
Total Disbursements	<u>152,341</u>	<u>156,150</u>	<u>160,054</u>	<u>160,054</u>	<u>164,055</u>
Restricted: Internal	13,050	9,954	-	5,855	-
Available	<u>5,676</u>	<u>6,356</u>	<u>6,356</u>	<u>6,626</u>	<u>6,626</u>
Ending Balance, June 30	<u>\$ 18,726</u>	<u>\$ 16,310</u>	<u>\$ 6,356</u>	<u>\$ 12,481</u>	<u>\$ 6,626</u>

Note: Refer to page 382 for budget narrative related to this fund.

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

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2021 Projected</u>	<u>FY 2022 Approved</u>
Beginning Balance, July 1	\$ (425)	\$ -	\$ -	\$ -	\$ -
Revenues:					
Property Tax	257,009	270,430	268,300	270,300	342,000
Intergovernmental	<u>4,921</u>	<u>6,043</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>261,930</u>	<u>276,473</u>	<u>268,300</u>	<u>270,300</u>	<u>342,000</u>
Total Available	<u>261,505</u>	<u>276,473</u>	<u>268,300</u>	<u>270,300</u>	<u>342,000</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	261,505	276,473	268,300	270,300	342,000
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>261,505</u>	<u>276,473</u>	<u>268,300</u>	<u>270,300</u>	<u>342,000</u>
Total Disbursements	<u>261,505</u>	<u>276,473</u>	<u>268,300</u>	<u>270,300</u>	<u>342,000</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Refer to page 383 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 1,552	\$ 4,356	\$ 4,754	\$ 4,754	\$ 5,304
Revenues:					
Property Tax	10,786	8,373	7,000	8,550	7,400
Intergovernmental	18	25	-	-	-
Subtotal	10,804	8,398	7,000	8,550	7,400
Total Available	12,356	12,754	11,754	13,304	12,704
Expenditures:					
Personnel	-	-	-	-	-
Operating	8,000	8,000	8,000	8,000	8,000
Capital	-	-	-	-	-
Subtotal	8,000	8,000	8,000	8,000	8,000
Total Disbursements	8,000	8,000	8,000	8,000	8,000
Restricted: Internal Available	- 4,356	1,000 3,754	- 3,754	600 4,704	- 4,704
Ending Balance, June 30	\$ 4,356	\$ 4,754	\$ 3,754	\$ 5,304	\$ 4,704

Note: Refer to page 384 for budget narrative related to this fund.

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

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2021 Projected</u>	<u>FY 2022 Approved</u>
Beginning Balance, July 1	\$ 13,437,045	\$ 4,824,508	\$ 4,767,834	\$ 4,767,834	\$ 5,777,915
Revenues:					
Sales Tax	10,362,262	10,271,328	9,520,000	11,156,000	11,645,000
Intergovernmental	3,493	-	-	-	-
Interest	<u>307,680</u>	<u>205,432</u>	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>
Subtotal	<u>10,673,435</u>	<u>10,476,760</u>	<u>9,552,000</u>	<u>11,188,000</u>	<u>11,677,000</u>
Total Available	<u>24,110,480</u>	<u>15,301,268</u>	<u>14,319,834</u>	<u>15,955,834</u>	<u>17,454,915</u>
Expenditures:					
Personnel	225,505	233,268	251,587	253,384	389,081
Operating	11,435	11,181	18,606	14,006	17,610
Capital	-	-	-	-	-
Debt Service	<u>9,024,032</u>	<u>9,285,985</u>	<u>9,910,529</u>	<u>9,910,529</u>	<u>10,193,223</u>
Subtotal	<u>9,260,972</u>	<u>9,530,434</u>	<u>10,180,722</u>	<u>10,177,919</u>	<u>10,599,914</u>
Interfund Transfer Out	<u>10,025,000</u>	<u>1,003,000</u>	<u>-</u>	<u>-</u>	<u>1,504,000</u>
Total Disbursements	<u>19,285,972</u>	<u>10,533,434</u>	<u>10,180,722</u>	<u>10,177,919</u>	<u>12,103,914</u>
Restricted: Internal	-	628,722	-	426,914	-
Available	<u>4,824,508</u>	<u>4,139,112</u>	<u>4,139,112</u>	<u>5,351,001</u>	<u>5,351,001</u>
Ending Balance, June 30	<u>\$ 4,824,508</u>	<u>\$ 4,767,834</u>	<u>\$ 4,139,112</u>	<u>\$ 5,777,915</u>	<u>\$ 5,351,001</u>

Note: Refer to page 287 for budget narrative related to this fund.

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

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2021 Projected</u>	<u>FY 2022 Approved</u>
Beginning Balance, July 1	\$ 1,781,198	\$ 3,048,451	\$ 2,794,766	\$ 2,794,766	\$ 3,864,766
Revenues:					
Sales Tax	6,095,448	6,041,958	5,600,000	6,563,000	6,850,000
Interest	<u>196,805</u>	<u>220,357</u>	<u>21,000</u>	<u>21,000</u>	<u>21,000</u>
Subtotal	<u>6,292,253</u>	<u>6,262,315</u>	<u>5,621,000</u>	<u>6,584,000</u>	<u>6,871,000</u>
Total Available	<u>8,073,451</u>	<u>9,310,766</u>	<u>8,415,766</u>	<u>9,378,766</u>	<u>10,735,766</u>
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Interfund Transfer Out	<u>5,025,000</u>	<u>6,516,000</u>	<u>5,514,000</u>	<u>5,514,000</u>	<u>7,519,000</u>
Total Disbursements	<u>5,025,000</u>	<u>6,516,000</u>	<u>5,514,000</u>	<u>5,514,000</u>	<u>7,519,000</u>
Restricted: Internal	282,000	-	-	648,000	-
Available	<u>2,766,451</u>	<u>2,794,766</u>	<u>2,901,766</u>	<u>3,216,766</u>	<u>3,216,766</u>
Ending Balance, June 30	<u>\$ 3,048,451</u>	<u>\$ 2,794,766</u>	<u>\$ 2,901,766</u>	<u>\$ 3,864,766</u>	<u>\$ 3,216,766</u>

Note: Refer to page 288 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 138,319	\$ 188,528	\$ 130,392	\$ 130,392	\$ 130,392
Interfund Transfer In	101,200	-	-	-	-
Total Available	239,519	188,528	130,392	130,392	130,392
Expenditures:					
Personnel	33,392	44,079	60,000	-	45,000
Operating	17,599	14,057	500	-	15,000
Capital	-	-	-	-	-
Subtotal	50,991	58,136	60,500	-	60,000
Total Disbursements	50,991	58,136	60,500	-	60,000
Restricted: Internal	100,000	60,500	-	60,000	-
Available	88,528	69,892	69,892	70,392	70,392
Ending Balance, June 30	\$ 188,528	\$ 130,392	\$ 69,892	\$ 130,392	\$ 70,392

Note: Refer to page 314 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 103,965	\$ 86,205	\$ 83,793	\$ 83,793	\$ 72,150
Revenues:					
Fines and Forfeitures	24,923	15,709	24,000	6,000	15,000
Interest	<u>2,098</u>	<u>1,477</u>	<u>1,000</u>	<u>250</u>	<u>250</u>
Subtotal	<u>27,021</u>	<u>17,186</u>	<u>25,000</u>	<u>6,250</u>	<u>15,250</u>
Total Available	<u>130,986</u>	<u>103,391</u>	<u>108,793</u>	<u>90,043</u>	<u>87,400</u>
Expenditures:					
Personnel	28,965	11,206	8,793	8,793	-
Operating	15,816	8,392	100,000	9,100	87,400
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>44,781</u>	<u>19,598</u>	<u>108,793</u>	<u>17,893</u>	<u>87,400</u>
Total Disbursements	<u>44,781</u>	<u>19,598</u>	<u>108,793</u>	<u>17,893</u>	<u>87,400</u>
Restricted: Internal	75,000	75,000	-	72,150	-
Available	<u>11,205</u>	<u>8,793</u>	<u>-</u>	<u>-</u>	<u>-</u>
Ending Balance, June 30	<u>\$ 86,205</u>	<u>\$ 83,793</u>	<u>\$ -</u>	<u>\$ 72,150</u>	<u>\$ -</u>

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



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 156,960	\$ 515,196	\$ 517,491	\$ 517,491	\$ 517,491
Revenues:					
Fines and Forfeitures	358,236	2,295	-	-	-
Subtotal	358,236	2,295	-	-	-
Total Available	515,196	517,491	517,491	517,491	517,491
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	250,000	-	250,000
Capital	-	-	-	-	-
Subtotal	-	-	250,000	-	250,000
Total Disbursements	-	-	250,000	-	250,000
Restricted: Internal	250,000	250,000	-	250,000	-
Available	265,196	267,491	267,491	267,491	267,491
Ending Balance, June 30	<u>\$ 515,196</u>	<u>\$ 517,491</u>	<u>\$ 267,491</u>	<u>\$ 517,491</u>	<u>\$ 267,491</u>

Note: Refer to page 339 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 389,460	\$ 398,486	\$ 406,320	\$ 406,320	\$ 378,460
Revenues:					
Intergovernmental	1,330,362	1,351,546	1,400,076	1,373,476	1,378,273
Charges and Fees	61,599	88,740	85,000	32,000	90,000
Fines and Forfeitures	(40)	(80)	-	-	-
Interest	9,169	6,713	1,000	1,000	2,000
Subtotal	1,401,090	1,446,919	1,486,076	1,406,476	1,470,273
Total Available	1,790,550	1,845,405	1,892,396	1,812,796	1,848,733
Expenditures:					
Personnel	1,189,959	1,210,844	1,276,082	1,264,413	1,339,613
Operating	202,105	228,241	292,362	169,923	240,503
Capital	-	-	-	-	-
Subtotal	1,392,064	1,439,085	1,568,444	1,434,336	1,580,116
Total Disbursements	1,392,064	1,439,085	1,568,444	1,434,336	1,580,116
Restricted: Internal	52,553	98,230	-	109,843	-
Available	345,933	308,090	323,952	268,617	268,617
Ending Balance, June 30	\$ 398,486	\$ 406,320	\$ 323,952	\$ 378,460	\$ 268,617

Note: Refer to page 249 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 1,167,392	\$ 919,402	\$ 804,080	\$ 804,080	\$ 583,425
Revenues:					
Intergovernmental	1,376,561	1,312,282	1,376,589	1,319,589	1,339,589
Charges and Fees	374,445	408,079	425,000	200,000	415,000
Fines and Forfeitures	(9,480)	(5,360)	-	-	-
Interest	26,192	16,818	2,500	2,500	2,500
Subtotal	1,767,718	1,731,819	1,804,089	1,522,089	1,757,089
Interfund Transfer In	3,379,200	3,379,200	3,412,992	3,412,992	3,653,007
Total Available	6,314,310	6,030,421	6,021,161	5,739,161	5,993,521
Expenditures:					
Personnel	4,499,538	4,592,418	4,628,297	4,629,503	4,784,578
Operating	671,287	633,923	732,631	526,233	748,943
Capital	224,083	-	-	-	-
Subtotal	5,394,908	5,226,341	5,360,928	5,155,736	5,533,521
Total Disbursements	5,394,908	5,226,341	5,360,928	5,155,736	5,533,521
Restricted: Internal	152,213	143,847	-	123,425	-
Available	767,189	660,233	660,233	460,000	460,000
Ending Balance, June 30	\$ 919,402	\$ 804,080	\$ 660,233	\$ 583,425	\$ 460,000

Note: Refer to page 250 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 11,999,711	\$ 19,123,321	\$ 19,799,886	\$ 19,799,886	\$ 27,363,040
Revenues:					
Sales Tax	39,620,414	39,272,724	36,400,000	42,656,000	44,525,000
Interest	911,563	876,623	96,000	96,000	101,000
Subtotal	40,531,977	40,149,347	36,496,000	42,752,000	44,626,000
Interfund Transfer In	621,000	1,148,000	-	-	-
Total Available	53,152,688	60,420,668	56,295,886	62,551,886	71,989,040
Expenditures:					
Personnel	431,245	435,696	321,259	293,976	330,656
Operating	93,599	132,214	302,365	260,329	150,666
Capital	30,171	-	-	-	-
Debt Service	19,476,512	20,034,522	20,469,541	20,469,541	21,027,846
Subtotal	20,031,527	20,602,432	21,093,165	21,023,846	21,509,168
Interfund Transfer Out	13,997,840	20,018,350	14,165,000	14,165,000	26,875,000
Total Disbursements	34,029,367	40,620,782	35,258,165	35,188,846	48,384,168
Restricted: External	8,018,000	125,000	125,000	125,000	75,000
Restricted: Internal	11,105,321	19,674,886	20,912,721	27,238,040	23,529,872
Ending Balance, June 30	\$ 19,123,321	\$ 19,799,886	\$ 21,037,721	\$ 27,363,040	\$ 23,604,872

Note: Refer to page 413 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 21,060,759	\$ 43,076,529	\$ 62,279,480	\$ 62,279,480	\$ 29,405,480
Revenues:					
Sales Tax	37,182,235	36,855,940	34,160,000	40,031,000	41,785,000
Interest	1,090,535	1,459,011	121,000	125,000	118,000
Subtotal	38,272,770	38,314,951	34,281,000	40,156,000	41,903,000
Total Available	59,333,529	81,391,480	96,560,480	102,435,480	71,308,480
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Subtotal	-	-	-	-	-
Interfund Transfer Out	16,257,000	19,112,000	73,030,000	73,030,000	44,535,000
Total Disbursements	16,257,000	19,112,000	73,030,000	73,030,000	44,535,000
Restricted: Internal	43,076,529	62,279,480	23,530,480	29,405,480	26,773,480
Ending Balance, June 30	\$ 43,076,529	\$ 62,279,480	\$ 23,530,480	\$ 29,405,480	\$ 26,773,480

Note: Refer to page 414 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 3,892,680	\$ 5,167,931	\$ 6,764,735	\$ 6,764,735	\$ 6,278,036
Revenues:					
Intergovernmental	883,715	1,020,927	1,008,500	1,008,500	977,900
Charges and Fees	3,017,915	2,875,198	2,736,000	2,736,000	2,687,000
Interest	101,672	98,617		-	
Subtotal	4,003,302	3,994,742	3,744,500	3,744,500	3,664,900
Total Available	7,895,982	9,162,673	10,509,235	10,509,235	9,942,936
Expenditures:					
Personnel	1,767,272	1,845,348	1,912,597	1,912,597	2,109,089
Operating	923,982	552,590	6,589,034	2,318,602	6,573,765
Capital	-	-	-	-	72,000
Subtotal	2,691,254	2,397,938	8,501,631	4,231,199	8,754,854
Interfund Transfer Out	36,797	-	-	-	
Total Disbursements	2,728,051	2,397,938	8,501,631	4,231,199	8,754,854
Nonspendable	382,970	583,099	583,099	583,099	583,099
Restricted: Internal	3,528,602	5,655,121	897,990	5,694,937	604,983
Available	1,256,359	526,515	526,515	-	-
Ending Balance, June 30	\$ 5,167,931	\$ 6,764,735	\$ 2,007,604	\$ 6,278,036	\$ 1,188,082

Note: Refer to page 415 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 381,764	\$ 390,073	\$ 376,995	\$ 376,995	\$ 284,718
Revenues:					
Fines and Forfeitures	32,514	27,549	-	22,151	-
Interest	7,526	5,682	-	-	-
Subtotal	40,040	33,231	-	22,151	-
Total Available	421,804	423,304	376,995	399,146	284,718
Expenditures:					
Personnel	-	-	-	-	-
Operating	30,485	6,739	126,590	104,428	190,866
Capital	-	-	10,000	10,000	-
Subtotal	30,485	6,739	136,590	114,428	190,866
Interfund Transfer Out	1,246	39,570	-	-	-
Total Disbursements	31,731	46,309	136,590	114,428	190,866
Restricted: Internal	96,588	106,636	-	190,866	-
Available	293,485	270,359	240,405	93,852	93,852
Ending Balance, June 30	\$ 390,073	\$ 376,995	\$ 240,405	\$ 284,718	\$ 93,852

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



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 624,158	\$ 505,610	\$ 274,584	\$ 274,584	\$ 99,461
Revenues:					
Fines and Forfeitures	94,491	58,322	-	11,277	-
Interest	12,593	6,118	-	-	-
Subtotal	107,084	64,440	-	11,277	-
Total Available	731,242	570,050	274,584	285,861	99,461
Expenditures:					
Personnel	-	-	-	-	-
Operating	180,554	295,466	255,500	175,500	35,500
Capital	45,078	-	10,900	10,900	31,500
Subtotal	225,632	295,466	266,400	186,400	67,000
Total Disbursements	225,632	295,466	266,400	186,400	67,000
Restricted: Internal	345,941	274,584	-	67,000	-
Available	159,669	-	8,184	32,461	32,461
Ending Balance, June 30	\$ 505,610	\$ 274,584	\$ 8,184	\$ 99,461	\$ 32,461

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

Charleston County, South Carolina  
Special Revenue Fund  
Sheriff: Inmate Welfare  
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 1,475,930	\$ 1,309,372	\$ 1,235,176	\$ 1,235,176	\$ 1,006,822
Revenues:					
Interest	32,372	-	3,000	-	-
Miscellaneous	614,451	621,713	625,000	500,000	500,000
Subtotal	646,823	621,713	628,000	500,000	500,000
Total Available	2,122,753	1,931,085	1,863,176	1,735,176	1,506,822
Expenditures:					
Personnel	234,272	231,499	247,025	200,646	179,436
Operating	476,341	464,410	606,904	499,229	567,077
Capital	102,768	-	22,236	28,479	-
Subtotal	813,381	695,909	876,165	728,354	746,513
Total Disbursements	813,381	695,909	876,165	728,354	746,513
Restricted: Internal	245,537	272,539	24,374	246,513	-
Available	1,063,835	962,637	962,637	760,309	760,309
Ending Balance, June 30	\$ 1,309,372	\$ 1,235,176	\$ 987,011	\$ 1,006,822	\$ 760,309

Note: Refer to page 213 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	39,452	32,538	34,000	11,000	30,000
Subtotal	39,452	32,538	34,000	11,000	30,000
Interfund Transfer In	48,702	59,932	60,648	83,648	66,775
Total Available	88,154	92,470	94,648	94,648	96,775
Expenditures:					
Personnel	84,776	89,092	91,206	91,206	93,380
Operating	3,378	3,378	3,442	3,442	3,395
Capital	-	-	-	-	-
Subtotal	88,154	92,470	94,648	94,648	96,775
Total Disbursements	88,154	92,470	94,648	94,648	96,775
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Refer to page 214 for budget narrative related to this fund.

Charleston County, South Carolina  
Special Revenue Fund  
Sheriff: Sex Offender Registry  
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 156,399	\$ 172,296	\$ 177,527	\$ 177,527	\$ 199,175
Revenues:					
Charges and Fees	32,000	29,000	32,000	27,000	27,000
Subtotal	32,000	29,000	32,000	27,000	27,000
Total Available	188,399	201,296	209,527	204,527	226,175
Expenditures:					
Personnel	14,596	21,864	26,175	1,062	-
Operating	1,507	1,905	58,500	4,290	58,500
Capital	-	-	-	-	-
Subtotal	16,103	23,769	84,675	5,352	58,500
Total Disbursements	16,103	23,769	84,675	5,352	58,500
Restricted: Internal	58,405	52,675	-	31,500	-
Available	113,891	124,852	124,852	167,675	167,675
Ending Balance, June 30	\$ 172,296	\$ 177,527	\$ 124,852	\$ 199,175	\$ 167,675

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

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 100,087	\$ 37,814	\$ -	\$ -	\$ -
Revenues:					
Charges and Fees	36,850	33,160	43,000	15,150	36,000
Subtotal	36,850	33,160	43,000	15,150	36,000
Interfund Transfer In	3,018	7,658	36,375	63,675	46,255
Total Available	139,955	78,632	79,375	78,825	82,255
Expenditures:					
Personnel	100,214	76,517	78,375	78,375	80,853
Operating	1,927	2,115	1,000	450	1,402
Capital	-	-	-	-	-
Subtotal	102,141	78,632	79,375	78,825	82,255
Total Disbursements	102,141	78,632	79,375	78,825	82,255
Restricted: Internal	37,814	-	-	-	-
Ending Balance, June 30	\$ 37,814	\$ -	\$ -	\$ -	\$ -

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

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 184,226	\$ 179,293	\$ 132,314	\$ 132,314	\$ 121,814
Revenues:					
Fines and Forfeitures	11,725	625	-	-	-
Subtotal	11,725	625	-	-	-
Total Available	195,951	179,918	132,314	132,314	121,814
Expenditures:					
Personnel	-	-	-	-	-
Operating	16,658	47,604	15,500	10,500	13,000
Capital	-	-	-	-	-
Subtotal	16,658	47,604	15,500	10,500	13,000
Total Disbursements	16,658	47,604	15,500	10,500	13,000
Restricted: Internal	16,000	15,500	-	13,000	-
Available	163,293	116,814	116,814	108,814	108,814
Ending Balance, June 30	\$ 179,293	\$ 132,314	\$ 116,814	\$ 121,814	\$ 108,814

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

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 39,787	\$ 33,817	\$ 23,003	\$ 23,003	\$ 21,422
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	139,787	133,817	123,003	123,003	121,422
Expenditures:					
Personnel	105,354	110,158	114,572	100,925	99,890
Operating	616	656	656	656	656
Capital	-	-	-	-	-
Subtotal	105,970	110,814	115,228	101,581	100,546
Total Disbursements	105,970	110,814	115,228	101,581	100,546
Restricted: Internal	9,096	15,228	-	546	-
Available	24,721	7,775	7,775	20,876	20,876
Ending Balance, June 30	\$ 33,817	\$ 23,003	\$ 7,775	\$ 21,422	\$ 20,876

Note: Refer to page 224 for budget narrative related to this fund.



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 354,490	\$ 377,669	\$ 305,832	\$ 305,832	\$ 176,186
Revenues:					
Intergovernmental	324,670	240,684	256,500	187,000	250,000
Charges and Fees	-	-	30,000	20,000	30,000
Subtotal	324,670	240,684	286,500	207,000	280,000
Total Available	679,160	618,353	592,332	512,832	456,186
Expenditures:					
Personnel	88,559	93,212	95,671	98,239	109,837
Operating	53,406	70,194	87,626	78,026	84,626
Capital	-	-	-	-	-
Subtotal	141,965	163,406	183,297	176,265	194,463
Interfund Transfer Out	159,526	149,115	221,360	160,381	150,049
Total Disbursements	301,491	312,521	404,657	336,646	344,512
Restricted: Internal	-	118,157	-	64,512	-
Available	377,669	187,675	187,675	111,674	111,674
Ending Balance, June 30	\$ 377,669	\$ 305,832	\$ 187,675	\$ 176,186	\$ 111,674

Note: Refer to page 225 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
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	41,561	48,124	50,657	49,957	52,009
Total Available	115,251	121,814	124,347	123,647	125,699
Expenditures:					
Personnel	113,535	120,534	122,691	122,691	124,743
Operating	1,716	1,280	1,656	956	956
Capital	-	-	-	-	-
Subtotal	115,251	121,814	124,347	123,647	125,699
Total Disbursements	115,251	121,814	124,347	123,647	125,699
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Refer to page 226 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 329,056	\$ 340,696	\$ 205,258	\$ 205,258	\$ 99,315
Revenues:					
Charges and Fees	118,700	98,950	86,000	86,000	105,000
Subtotal	118,700	98,950	86,000	86,000	105,000
Total Available	447,756	439,646	291,258	291,258	204,315
Expenditures:					
Personnel	101,045	230,187	207,298	187,631	165,364
Operating	6,015	4,201	7,312	4,312	7,370
Capital	-	-	-	-	-
Subtotal	107,060	234,388	214,610	191,943	172,734
Total Disbursements	107,060	234,388	214,610	191,943	172,734
Restricted: Internal	62,142	128,610	-	67,734	-
Available	278,554	76,648	76,648	31,581	31,581
Ending Balance, June 30	\$ 340,696	\$ 205,258	\$ 76,648	\$ 99,315	\$ 31,581

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

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	60,000	60,000	60,000	60,000	60,000
Charges and Fees	<u>16,727</u>	<u>12,630</u>	<u>14,000</u>	<u>10,000</u>	<u>14,000</u>
Subtotal	<u>76,727</u>	<u>72,630</u>	<u>74,000</u>	<u>70,000</u>	<u>74,000</u>
Interfund Transfer In	<u>34,485</u>	<u>32,991</u>	<u>41,531</u>	<u>44,503</u>	<u>42,623</u>
Total Available	<u>111,212</u>	<u>105,621</u>	<u>115,531</u>	<u>114,503</u>	<u>116,623</u>
Expenditures:					
Personnel	108,455	102,606	112,617	112,617	113,658
Operating	2,757	3,015	2,914	1,886	2,965
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>111,212</u>	<u>105,621</u>	<u>115,531</u>	<u>114,503</u>	<u>116,623</u>
Total Disbursements	<u>111,212</u>	<u>105,621</u>	<u>115,531</u>	<u>114,503</u>	<u>116,623</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 101,977	\$ 32,342	\$ -	\$ -	\$ -
Revenues:					
Charges and Fees	203,865	180,473	160,000	98,000	150,000
Miscellaneous	-	16,482	-	-	-
Subtotal	203,865	196,955	160,000	98,000	150,000
Interfund Transfer In	28,596	33,800	208,378	159,434	96,682
Total Available	334,438	263,097	368,378	257,434	246,682
Expenditures:					
Personnel	277,976	238,352	343,910	235,866	223,996
Operating	24,120	24,745	24,468	21,568	22,686
Capital	-	-	-	-	-
Subtotal	302,096	263,097	368,378	257,434	246,682
Total Disbursements	302,096	263,097	368,378	257,434	246,682
Restricted: Internal	32,342	-	-	-	-
Ending Balance, June 30	\$ 32,342	\$ -	\$ -	\$ -	\$ -

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

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 342,214	\$ 303,705	\$ 331,230	\$ 331,230	\$ 253,227
Revenues:					
Intergovernmental	1,349,186	1,322,941	1,266,000	1,264,500	1,299,000
Subtotal	1,349,186	1,322,941	1,266,000	1,264,500	1,299,000
Total Available	1,691,400	1,626,646	1,597,230	1,595,730	1,552,227
Expenditures:					
Personnel	1,184,636	1,063,717	1,172,407	1,075,352	1,113,727
Operating	20,400	28,714	23,695	16,320	23,283
Capital	-	-	-	-	-
Subtotal	1,205,036	1,092,431	1,196,102	1,091,672	1,137,010
Interfund Transfer Out	182,659	202,985	256,895	250,831	236,369
Total Disbursements	1,387,695	1,295,416	1,452,997	1,342,503	1,373,379
Restricted: Internal	44,315	186,997	-	74,379	-
Available	259,390	144,233	144,233	178,848	178,848
Ending Balance, June 30	\$ 303,705	\$ 331,230	\$ 144,233	\$ 253,227	\$ 178,848

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

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 218,270	\$ 243,431	\$ 246,195	\$ 246,195	\$ 141,706
Revenues:					
Intergovernmental	-	-	-	3,140	-
Charges and Fees	99,605	94,900	85,000	90,000	90,000
Subtotal	99,605	94,900	85,000	93,140	90,000
Total Available	317,875	338,331	331,195	339,335	231,706
Expenditures:					
Personnel	10,060	10,138	10,467	10,467	10,820
Operating	32,770	50,540	42,500	45,000	45,000
Capital	-	-	-	-	-
Subtotal	42,830	60,678	52,967	55,467	55,820
Interfund Transfer Out	31,614	31,458	191,106	142,162	96,682
Total Disbursements	74,444	92,136	244,073	197,629	152,502
Restricted: Internal	101,608	159,073	-	62,502	-
Available	141,823	87,122	87,122	79,204	79,204
Ending Balance, June 30	\$ 243,431	\$ 246,195	\$ 87,122	\$ 141,706	\$ 79,204

Note: Refer to page 234 for budget narrative related to this fund.



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 9,591	\$ 11,294	\$ 10,805	\$ 10,805	\$ 8,305
Revenues:					
Miscellaneous	2,790	-	2,500	-	-
Subtotal	2,790	-	2,500	-	-
Total Available	12,381	11,294	13,305	10,805	8,305
Expenditures:					
Personnel	-	-	-	-	-
Operating	1,087	489	5,000	2,500	5,000
Capital	-	-	-	-	-
Subtotal	1,087	489	5,000	2,500	5,000
Total Disbursements	1,087	489	5,000	2,500	5,000
Restricted: Internal	4,500	2,500	-	5,000	-
Available	6,794	8,305	8,305	3,305	3,305
Ending Balance, June 30	\$ 11,294	\$ 10,805	\$ 8,305	\$ 8,305	\$ 3,305

Note: Refer to page 235 for budget narrative related to this fund.

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

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2021 Projected</u>	<u>FY 2022 Approved</u>
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>
Subtotal	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>	<u>40,625</u>
Interfund Transfer In	<u>29,251</u>	<u>34,039</u>	<u>35,486</u>	<u>35,486</u>	<u>36,536</u>
Total Available	<u>69,876</u>	<u>74,664</u>	<u>76,111</u>	<u>76,111</u>	<u>77,161</u>
Expenditures:					
Personnel	69,261	74,008	75,455	75,455	76,505
Operating	615	656	656	656	656
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	<u>69,876</u>	<u>74,664</u>	<u>76,111</u>	<u>76,111</u>	<u>77,161</u>
Total Disbursements	<u>69,876</u>	<u>74,664</u>	<u>76,111</u>	<u>76,111</u>	<u>77,161</u>
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Refer to page 237 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 65,083	\$ 67,458	\$ 60,775	\$ 60,775	\$ 54,979
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	165,083	167,458	160,775	160,775	154,979
Expenditures:					
Personnel	97,010	106,027	113,281	105,140	97,966
Operating	615	656	656	656	656
Capital	-	-	-	-	-
Subtotal	97,625	106,683	113,937	105,796	98,622
Total Disbursements	97,625	106,683	113,937	105,796	98,622
Restricted: Internal	-	13,937	-	-	-
Available	67,458	46,838	46,838	54,979	56,357
Ending Balance, June 30	\$ 67,458	\$ 60,775	\$ 46,838	\$ 54,979	\$ 56,357

Note: Refer to page 238 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 2,832,867	\$ 3,925,780	\$ 4,070,248	\$ 4,070,248	\$ 6,271,248
Revenues:					
Sales Tax	10,971,807	10,875,524	10,080,000	11,813,000	12,330,000
Interest	19,106	39,944	6,000	11,000	18,000
Subtotal	10,990,913	10,915,468	10,086,000	11,824,000	12,348,000
Total Available	13,823,780	14,841,248	14,156,248	15,894,248	18,619,248
Expenditures:					
Personnel	-	-	-	-	-
Operating	9,277,000	9,623,000	9,623,000	9,623,000	9,982,000
Capital	-	-	-	-	-
Subtotal	9,277,000	9,623,000	9,623,000	9,623,000	9,982,000
Interfund Transfer Out	621,000	1,148,000	-	-	-
Total Disbursements	9,898,000	10,771,000	9,623,000	9,623,000	9,982,000
Available	3,925,780	4,070,248	4,533,248	6,271,248	8,637,248
Ending Balance, June 30	\$ 3,925,780	\$ 4,070,248	\$ 4,533,248	\$ 6,271,248	\$ 8,637,248

Note: Refer to page 189 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 16,607,918	\$ 23,956,496	\$ 18,737,134	\$ 18,737,134	\$ 21,097,134
Revenues:					
Sales Tax	17,676,800	17,521,677	16,240,000	19,031,000	19,865,000
Interest	398,778	500,961	10,000	12,000	12,000
Subtotal	18,075,578	18,022,638	16,250,000	19,043,000	19,877,000
Total Available	34,683,496	41,979,134	34,987,134	37,780,134	40,974,134
Expenditures:					
Personnel	-	-	-	-	-
Operating	3,147,000	3,242,000	1,120,000	1,120,000	3,340,000
Capital	-	-	-	-	-
Subtotal	3,147,000	3,242,000	1,120,000	1,120,000	3,340,000
Interfund Transfer Out	7,580,000	20,000,000	15,563,000	15,563,000	19,092,000
Total Disbursements	10,727,000	23,242,000	16,683,000	16,683,000	22,432,000
Restricted: Internal	23,956,496	18,737,134	18,304,134	21,097,134	18,542,134
Ending Balance, June 30	\$ 23,956,496	\$ 18,737,134	\$ 18,304,134	\$ 21,097,134	\$ 18,542,134

Note: Refer to page 190 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Property Tax	7,160,413	7,515,565	7,630,000	8,041,142	8,247,322
Intergovernmental	169,145	184,704	77,877	87,440	83,440
Subtotal	7,329,558	7,700,269	7,707,877	8,128,582	8,330,762
Interfund Transfer In	122,093	125,426	114,426	130,117	135,117
Total Available	7,451,651	7,825,695	7,822,303	8,258,699	8,465,879
Expenditures:					
Personnel	-	-	-	-	-
Operating	7,451,651	7,825,695	7,822,303	8,258,699	8,465,879
Capital	-	-	-	-	-
Subtotal	7,451,651	7,825,695	7,822,303	8,258,699	8,465,879
Total Disbursements	7,451,651	7,825,695	7,822,303	8,258,699	8,465,879
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Refer to page 191 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Property Tax	3,769,671	3,954,729	2,792,000	3,027,000	3,149,000
Intergovernmental	60,186	68,660	11,600	16,000	13,000
Subtotal	3,829,857	4,023,389	2,803,600	3,043,000	3,162,000
Interfund Transfer In	11,585	14,691	14,691	15,000	19,000
Total Available	3,841,442	4,038,080	2,818,291	3,058,000	3,181,000
Expenditures:					
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Subtotal	-	-	-	-	-
Interfund Transfer Out	3,841,442	4,038,080	2,818,291	3,058,000	3,181,000
Total Disbursements	3,841,442	4,038,080	2,818,291	3,058,000	3,181,000
Ending Balance, June 30	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Refer to page 192 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 118,216	\$ 39,158	\$ 29,693	\$ 29,693	\$ -
Revenues:					
Intergovernmental	10,870	5,832	6,500	6,500	6,500
Charges and Fees	540	334	-	200	-
Fines and Forfeitures	296,763	284,572	251,000	205,000	214,000
Subtotal	308,173	290,738	257,500	211,700	220,500
Interfund Transfer In	119,305	90,056	132,256	140,489	171,942
Total Available	545,694	419,952	419,449	381,882	392,442
Expenditures:					
Personnel	494,261	381,064	381,438	374,364	383,920
Operating	12,275	9,195	8,318	7,518	8,522
Capital	-	-	-	-	-
Subtotal	506,536	390,259	389,756	381,882	392,442
Total Disbursements	506,536	390,259	389,756	381,882	392,442
Available	39,158	29,693	29,693	-	-
Ending Balance, June 30	\$ 39,158	\$ 29,693	\$ 29,693	\$ -	\$ -

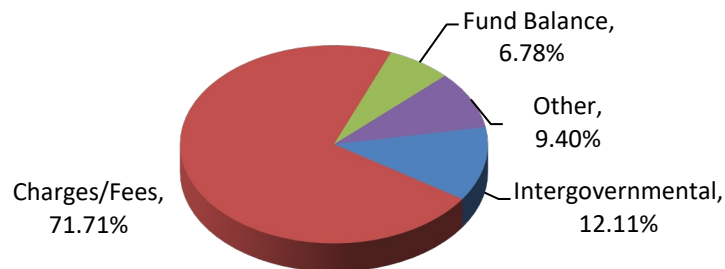
Note: This fund consists of four separate divisions: Clerk of Court Victim's Bill of Rights (page 199), Sheriff Victim's Bill of Rights (page 220), Solicitor Victim's Bill of Rights (page 236) and Magistrates' Courts Victim's Bill of Rights (page 292).



## ENTERPRISE FUNDS

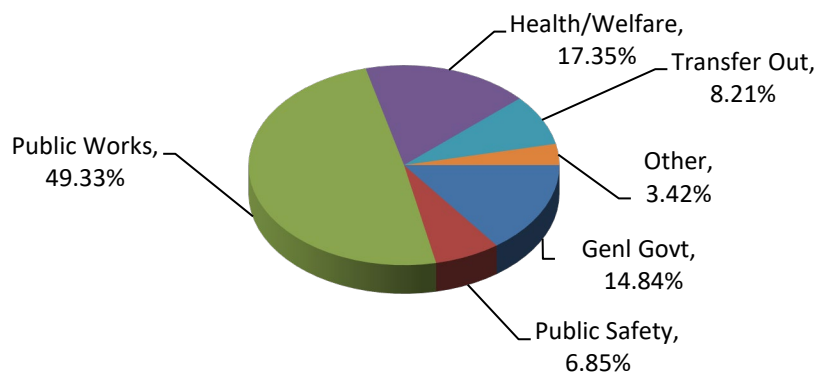
The Enterprise Funds account for those operations that are financed and operated in a manner similar to private business or where the County has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability. The County operates seven Enterprise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

### WHERE IT COMES FROM... FY 2022 Charleston County Enterprise Funds



**Total Available Budgeted: \$68,002,213**

### WHERE IT GOES... FY 2022 Charleston County Enterprise Funds



**Total Uses: \$68,002,213\***

\* Includes \$1,061,522 in budgeted increases in fund balance.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
	\$ 896,961	\$ 671,518	\$ 590,140	\$ 590,140	\$ 108,414
Revenues:					
Intergovernmental	-	658	-	-	-
Charges and Fees	715,029	671,018	700,000	700,000	700,000
Interest	24,062	18,124	2,500	2,500	2,500
Miscellaneous	-	524,044	-	-	-
Subtotal	739,091	1,213,844	702,500	702,500	702,500
Total Available	1,636,052	1,885,362	1,292,640	1,292,640	810,914
Expenditures:					
Personnel	420,791	753,975	592,631	399,438	405,893
Operating	543,743	541,247	456,492	516,142	618,452
Capital	-	-	-	268,646	-
Subtotal	964,534	1,295,222	1,049,123	1,184,226	1,024,345
Total Disbursements	964,534	1,295,222	1,049,123	1,184,226	1,024,345
Nonspendable	137,424	134,031	134,031	134,031	134,031
Restricted: External	(342,802)	(350,683)	(350,683)	(350,683)	(350,683)
Restricted: Internal	876,896	626,221	279,598	321,845	-
Available	-	180,571	180,571	3,221	3,221
Ending Balance, June 30	\$ 671,518	\$ 590,140	\$ 243,517	\$ 108,414	\$ (213,431)

Note: Refer to page 367 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
	\$ 2,094,724	\$ 2,512,327	\$ 4,288,002	\$ 4,288,002	\$ 3,951,225
Revenues:					
Intergovernmental	1,902,485	3,573,122	4,249,547	2,430,760	3,529,066
Interest	52,705	41,113	5,000	5,000	5,000
Subtotal	1,955,190	3,614,235	4,254,547	2,435,760	3,534,066
Total Available	4,049,914	6,126,562	8,542,549	6,723,762	7,485,291
Expenditures:					
Personnel	412,984	475,256	537,078	443,948	493,912
Operating	1,124,603	1,363,304	1,432,544	1,586,528	2,152,666
Capital	-	-	1,158,500	742,061	-
Subtotal	1,537,587	1,838,560	3,128,122	2,772,537	2,646,578
Total Disbursements	1,537,587	1,838,560	3,128,122	2,772,537	2,646,578
Nonspendable	544,261	2,477,776	2,477,776	2,477,776	2,477,776
Restricted: External	(727,609)	(807,643)	(807,643)	(807,643)	(807,643)
Restricted: Internal	2,695,675	958,323	958,323	-	-
Available	-	1,659,546	2,785,971	2,281,092	3,168,580
Ending Balance, June 30	\$ 2,512,327	\$ 4,288,002	\$ 5,414,427	\$ 3,951,225	\$ 4,838,713

Note: Refer to page 369 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 207,191	\$ 184,376	\$ 358,834	\$ 358,834	\$ 124,701
Revenues:					
Intergovernmental	634,736	685,330	572,782	572,782	913,131
Charges and Fees	219,596	252,811	251,206	251,206	245,310
Interest	7,107	7,502	-	-	-
Subtotal	861,439	945,643	823,988	823,988	1,158,441
Total Available	1,068,630	1,130,019	1,182,822	1,182,822	1,283,142
Expenditures:					
Personnel	165,716	152,213	144,910	144,910	152,371
Operating	718,538	618,972	637,225	635,325	832,036
Capital	-	-	-	-	-
Subtotal	884,254	771,185	782,135	780,235	984,407
Interfund Transfer Out	-	-	277,886	277,886	-
Total Disbursements	884,254	771,185	1,060,021	1,058,121	984,407
Nonspendable	9,446	5,086	5,086	5,086	5,086
Restricted: External	(121,905)	(147,428)	(147,428)	(147,428)	(147,428)
Restricted: Internal	36,600	236,033	-	-	-
Available	260,235	265,143	265,143	267,043	441,077
Ending Balance, June 30	\$ 184,376	\$ 358,834	\$ 122,801	\$ 124,701	\$ 298,735

Note: Refer to page 371 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ (4,153,184)	\$ (4,952,141)	\$ (6,577,063)	\$ (6,577,063)	\$ (6,559,567)
Revenues:					
Intergovernmental	3,769,874	3,018,686	3,425,601	2,875,108	3,206,076
Charges and Fees	5,197,097	3,127,378	7,830,854	4,978,543	6,700,644
Interest	9,057	(4,189)	1,000	1,000	1,000
Miscellaneous	901	1,622	20,000	1,580	20,000
Leases and Rentals	203,956	207,770	215,000	160,270	186,000
Subtotal	9,180,885	6,351,267	11,492,455	8,016,501	10,113,720
Interfund Transfer In	580,090	2,544,104	-	1,860,000	1,688,045
Total Available	5,607,791	3,943,230	4,915,392	3,299,438	5,242,198
Expenditures:					
Personnel	6,000,012	6,254,735	7,604,263	6,080,540	7,491,829
Operating	4,559,920	4,265,558	4,318,038	3,732,609	4,309,936
Capital	-	-	-	45,856	-
Subtotal	10,559,932	10,520,293	11,922,301	9,859,005	11,801,765
Total Disbursements	10,559,932	10,520,293	11,922,301	9,859,005	11,801,765
Nonspendable	8,018,883	6,391,025	6,391,025	6,391,025	6,391,025
Restricted: External	(13,090,342)	(14,012,023)	(14,012,023)	(14,012,023)	(14,012,023)
Restricted: Internal	37,210	509,278	79,432	-	-
Available	82,108	534,657	534,657	1,061,431	1,061,431
Ending Balance, June 30	<u>\$ (4,952,141)</u>	<u>\$ (6,577,063)</u>	<u>\$ (7,006,909)</u>	<u>\$ (6,559,567)</u>	<u>\$ (6,559,567)</u>

Note: Refer to page 268-284 for budget narrative related to this fund

Charleston County, South Carolina  
Enterprise Fund  
Environmental Management  
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 63,836,080	\$ 63,620,840	\$ 59,264,595	\$ 59,264,595	\$ 60,742,287
Revenues:					
Intergovernmental	265,235	417,658	150,000	207,100	200,000
Charges and Fees	30,292,172	30,795,083	30,984,000	32,302,400	33,043,000
Interest	1,095,590	836,737	110,000	100,000	100,000
Miscellaneous	162,542	813,406	3,000,000	1,961,698	3,000,000
Leases and Rentals	-	171,613	240,000	240,000	60,000
Subtotal	31,815,539	33,034,497	34,484,000	34,811,198	36,403,000
Interfund Transfer In	-	245,000	2,045,811	2,045,811	-
Total Available	95,651,619	96,900,337	95,794,406	96,121,604	97,145,287
Expenditures:					
Personnel	7,572,419	7,752,981	7,310,215	7,639,803	7,681,276
Operating	24,430,920	29,475,071	28,118,567	23,330,495	25,125,977
Capital	-	-	150,418	1,120,795	740,000
Debt Service	-	407,690	3,288,224	3,288,224	1,262,405
Subtotal	32,003,339	37,635,742	38,867,424	35,379,317	34,809,658
Interfund Transfer Out	27,440	-	-	-	5,350,000
Total Disbursements	32,030,779	37,635,742	38,867,424	35,379,317	40,159,658
Nonspendable	47,106,328	46,091,767	46,091,767	46,091,767	46,091,767
Restricted: External	(15,744,661)	(8,821,567)	(10,867,378)	(10,867,378)	(10,867,378)
Restricted: Internal	28,272,870	18,769,934	18,410,059	18,073,737	18,073,737
Available	3,986,303	3,224,461	3,292,534	7,444,161	3,687,503
Ending Balance, June 30	<u>\$ 63,620,840</u>	<u>\$ 59,264,595</u>	<u>\$ 56,926,982</u>	<u>\$ 60,742,287</u>	<u>\$ 56,985,629</u>

Note: Refer to page 388-399 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 12,324,707	\$ 12,002,237	\$ 11,048,421	\$ 11,048,421	\$ 10,869,850
Revenues:					
Intergovernmental	349,880	383,288	385,000	390,000	390,000
Charges and Fees	3,464,009	2,666,130	2,600,000	2,350,000	2,602,000
Interest	50,994	31,066	5,000	5,000	5,000
Miscellaneous	(145,781)	(124,201)	(128,000)	(110,000)	(145,000)
Leases and Rentals	95,725	72,122	65,040	65,040	65,366
Subtotal	3,814,827	3,028,405	2,927,040	2,700,040	2,917,366
Total Available	16,139,534	15,030,642	13,975,461	13,748,461	13,787,216
Expenditures:					
Personnel	1,075,087	1,107,088	1,231,448	1,227,957	1,251,752
Operating	1,645,062	1,644,121	902,161	983,032	1,187,353
Capital	-	-	400,000	667,622	960,000
Subtotal	2,720,149	2,751,209	2,533,609	2,878,611	3,399,105
Interfund Transfer Out	1,417,148	1,231,012	393,431	-	-
Total Disbursements	4,137,297	3,982,221	2,927,040	2,878,611	3,399,105
Nonspendable	11,926,025	12,493,605	12,493,605	12,493,605	12,493,605
Restricted: External	(2,271,174)	(2,429,988)	(2,429,988)	(2,429,988)	(2,429,988)
Restricted: Internal	1,894,311	270,178	270,178	481,739	-
Available	453,075	714,626	714,626	324,494	324,494
Ending Balance, June 30	\$ 12,002,237	\$ 11,048,421	\$ 11,048,421	\$ 10,869,850	\$ 10,388,111

Note: Refer to page 333 for budget narrative related to this fund.

Charleston County, South Carolina  
Enterprise Fund  
Revenue Collections  
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ (2,435,646)	\$ (2,441,298)	\$ (2,292,621)	\$ (2,292,621)	\$ (2,780,850)
Revenues:					
Charges and Fees	2,284,267	2,143,905	2,007,790	2,144,110	2,359,898
Interest	92,162	85,854	9,000	9,000	9,000
Miscellaneous	1,034	1,616	-	-	-
Subtotal	2,377,463	2,231,375	2,016,790	2,153,110	2,368,898
Interfund Transfer In	-	366,306	-	-	-
Total Available	(58,183)	156,383	(275,831)	(139,511)	(411,952)
Expenditures:					
Personnel	1,504,125	1,614,256	1,631,457	1,631,457	1,651,394
Operating	542,613	834,748	357,306	493,003	485,733
Capital	-	-	-	447,500	-
Subtotal	2,046,738	2,449,004	1,988,763	2,571,960	2,137,127
Interfund Transfer Out	336,377	-	128,027	69,379	231,771
Total Disbursements	2,383,115	2,449,004	2,116,790	2,641,339	2,368,898
Nonspendable	58,074	124,401	124,401	124,401	124,401
Restricted: External	(2,931,214)	(3,155,254)	(3,155,254)	(3,155,254)	(3,155,254)
Restricted: Internal	165,000	547,500	447,500	-	-
Available	266,842	190,732	190,732	250,003	250,003
Ending Balance, June 30	<u>\$ (2,441,298)</u>	<u>\$ (2,292,621)</u>	<u>\$ (2,392,621)</u>	<u>\$ (2,780,850)</u>	<u>\$ (2,780,850)</u>

Note: Refer to page 318 for budget narrative related to this fund.



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

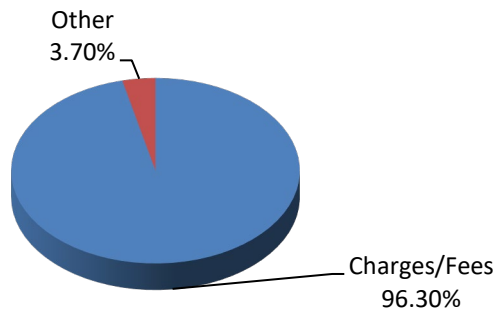
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 1,685,241	\$ 1,893,102	\$ 2,090,899	\$ 2,090,899	\$ 779,160
Revenues:					
Intergovernmental	-	10,150	-	-	-
Charges and Fees	2,933,106	2,983,044	3,011,360	3,013,106	3,110,160
Interest	42,835	30,984	4,000	4,000	4,000
Leases and Rentals	63,732	55,259	46,010	46,248	65,000
Subtotal	3,039,673	3,079,437	3,061,370	3,063,354	3,179,160
Interfund Transfer In	970,454	841,209	470,922	470,922	1,326,775
Total Available	5,695,368	5,813,748	5,623,191	5,625,175	5,285,095
Expenditures:					
Personnel	214,593	209,885	231,086	234,415	238,482
Operating	3,587,673	3,512,964	3,439,206	3,449,174	3,542,453
Capital	-	-	38,000	1,162,426	775,000
Subtotal	3,802,266	3,722,849	3,708,292	4,846,015	4,555,935
Total Disbursements	3,802,266	3,722,849	3,708,292	4,846,015	4,555,935
Nonspendable	376,821	914,676	914,676	914,676	914,676
Restricted: External	(464,717)	(498,748)	(498,748)	(498,748)	(498,748)
Restricted: Internal	1,040,976	1,376,179	1,200,179	50,000	-
Available	940,022	298,792	298,792	313,232	313,232
Ending Balance, June 30	\$ 1,893,102	\$ 2,090,899	\$ 1,914,899	\$ 779,160	\$ 729,160

Note: Refer to page 347 for budget narrative related to this fund.

## INTERNAL SERVICE FUNDS

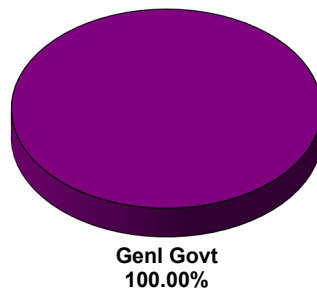
The Internal Service Funds account for operations that provide services to other departments or agencies of the County, or to other governments, on a cost reimbursement basis. The County operates five Internal Service Funds. The graphs below present an overall summary of the Internal Service Funds budgets.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

### WHERE IT COMES FROM... FY 2022 Charleston County Internal Service Funds



**Total Available Budgeted: \$61,205,687**

### WHERE IT GOES... FY 2022 Charleston County Internal Service Funds



**Total Uses: \$61,205,687**

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 389,640	\$ 381,976	\$ 276,994	\$ 276,994	\$ 271,625
Revenues:					
Intergovernmental	1,682	-	-	-	-
Charges and Fees	2,016,938	2,041,299	2,181,095	2,098,870	2,220,212
Interest	6,175	3,115	-	-	-
Miscellaneous	(39,003)	65	-	-	-
Subtotal	1,985,792	2,044,479	2,181,095	2,098,870	2,220,212
Interfund Transfer In	1,900	100,000	-	-	-
Total Available	2,377,332	2,526,455	2,458,089	2,375,864	2,491,837
Expenditures:					
Personnel	760,958	843,908	850,375	841,375	840,825
Operating	1,217,886	1,257,559	924,435	842,935	957,846
Capital	-	-	-	-	43,000
Debt Service	16,512	147,994	419,929	419,929	427,982
Subtotal	1,995,356	2,249,461	2,194,739	2,104,239	2,269,653
Total Disbursements	1,995,356	2,249,461	2,194,739	2,104,239	2,269,653
Nonspendable	250,251	146,860	146,860	146,860	146,860
Restricted: Internal	13,211	13,644	-	49,441	-
Available	118,514	116,490	116,490	75,324	75,324
Ending Balance, June 30	\$ 381,976	\$ 276,994	\$ 263,350	\$ 271,625	\$ 222,184

Note: Refer to pages 331 and 349 for budget narratives related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 17,800,053	\$ 15,919,545	\$ 17,290,757	\$ 17,290,757	\$ 15,933,150
Revenues:					
Charges and Fees	13,544,615	13,551,302	13,448,685	13,386,272	14,760,886
Interest	103,989	75,565	10,000	10,000	10,000
Miscellaneous	649,620	591,465	-	506,857	280,000
Subtotal	14,298,224	14,218,332	13,458,685	13,903,129	15,050,886
Interfund Transfer In	3,492,256	5,144,295	358,000	3,127,632	3,993,830
Total Available	35,590,533	35,282,172	31,107,442	34,321,518	34,977,866
Expenditures:					
Personnel	2,563,175	2,567,269	2,923,626	2,735,785	3,046,810
Operating	15,023,428	15,097,415	10,884,400	10,522,665	11,557,906
Capital	-	-	418,000	4,929,918	4,958,000
Subtotal	17,586,603	17,664,684	14,226,026	18,188,368	19,562,716
Interfund Transfer Out	2,084,385	326,731	-	200,000	-
Total Disbursements	19,670,988	17,991,415	14,226,026	18,388,368	19,562,716
Nonspendable	12,987,718	13,442,313	13,442,313	13,442,313	13,442,313
Restricted: Internal	1,414,706	1,734,259	1,384,918	518,000	-
Available	1,517,121	2,114,185	2,054,185	1,972,837	1,972,837
Ending Balance, June 30	<u>\$ 15,919,545</u>	<u>\$ 17,290,757</u>	<u>\$ 16,881,416</u>	<u>\$ 15,933,150</u>	<u>\$ 15,415,150</u>

Note: Refer to pages 303 and 400 for budget narratives related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	(210,882,260)	(218,451,495)	(228,647,896)	(228,647,896)	(227,940,609)
Revenues:					
Intergovernmental	1,146,353	1,149,949	-	-	-
Charges and Fees	47,231,825	49,734,011	32,315,403	32,154,000	30,609,385
Interest	1,012,611	812,482	100,000	100,000	100,000
Subtotal	49,390,789	51,696,442	32,415,403	32,254,000	30,709,385
Total Available	(161,491,471)	(166,755,053)	(196,232,493)	(196,393,896)	(197,231,224)
Expenditures:					
Personnel	105,897	116,166	116,403	112,464	117,985
Operating	56,854,127	61,776,677	32,299,000	31,434,249	31,341,400
Capital	-	-	-	-	-
Subtotal	56,960,024	61,892,843	32,415,403	31,546,713	31,459,385
Total Disbursements	56,960,024	61,892,843	32,415,403	31,546,713	31,459,385
Restricted: External	(262,891,631)	(275,928,423)	(275,928,423)	(275,928,423)	(275,928,423)
Restricted: Internal	42,315,137	44,565,137	44,565,137	45,315,137	44,565,137
Available	2,124,999	2,715,390	2,715,390	2,672,677	2,672,677
Ending Balance, June 30	(218,451,495)	(228,647,896)	(228,647,896)	(227,940,609)	(228,690,609)

Note: Refer to page 310 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 2,089,197	\$ 2,356,868	\$ 2,267,684	\$ 2,267,684	\$ 2,016,315
Revenues:					
Charges and Fees	5,178,039	5,291,286	5,227,375	5,364,008	5,378,903
Interest	129,479	96,875	13,000	13,000	13,000
Miscellaneous	25,321	18,860	20,000	20,000	20,000
Subtotal	5,332,839	5,407,021	5,260,375	5,397,008	5,411,903
Total Available	7,422,036	7,763,889	7,528,059	7,664,692	7,428,218
Expenditures:					
Personnel	465,446	510,364	509,558	494,424	555,128
Operating	4,599,722	4,985,841	5,375,817	5,121,828	5,173,775
Capital	-	-	-	32,125	33,000
Subtotal	5,065,168	5,496,205	5,885,375	5,648,377	5,761,903
Total Disbursements	5,065,168	5,496,205	5,885,375	5,648,377	5,761,903
Nonspendable	137,023	115,798	115,798	115,798	115,798
Restricted: External	125,000	125,000	125,000	125,000	125,000
Restricted: Internal	300,000	657,125	32,125	350,000	-
Available	1,794,845	1,369,761	1,369,761	1,425,517	1,425,517
Ending Balance, June 30	\$ 2,356,868	\$ 2,267,684	\$ 1,642,684	\$ 2,016,315	\$ 1,666,315

Note: Refer to page 343 for budget narrative related to this fund.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Approved
Beginning Balance, July 1	\$ 787,813	\$ 712,509	\$ 576,445	\$ 576,445	\$ 570,980
Revenues:					
Charges and Fees	2,010,074	2,040,334	2,109,996	2,109,996	2,124,561
Interest	9,380	6,442	-	1,000	1,000
Subtotal	2,019,454	2,046,776	2,109,996	2,110,996	2,125,561
Total Available	2,807,267	2,759,285	2,686,441	2,687,441	2,696,541
Expenditures:					
Personnel	423,432	448,256	443,010	423,010	436,011
Operating	1,669,426	1,734,584	1,683,374	1,673,451	1,716,019
Capital	-	-	20,000	20,000	-
Subtotal	2,092,858	2,182,840	2,146,384	2,116,461	2,152,030
Interfund Transfer Out	1,900	-	-	-	-
Total Disbursements	2,094,758	2,182,840	2,146,384	2,116,461	2,152,030
Nonspendable	508,869	454,496	454,496	454,496	454,496
Restricted: Internal	63,583	36,388	-	26,469	-
Available	140,057	85,561	85,561	90,015	90,015
Ending Balance, June 30	\$ 712,509	\$ 576,445	\$ 540,057	\$ 570,980	\$ 544,511

Note: Refer to page 354 for budget narrative related to this fund.

## COUNTY COUNCIL

**Division:** Air Service Development  
**Fund:** General Fund  
**Function:** General Government

**Mission:** The Air Service Development Division supports capital improvement projects within the Airport District and transportation infrastructure to promote air services and economic development.

### Division Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Charges and Fees	\$ -	\$ -	\$ 1,750,000	\$ 5,000,000	\$ 3,250,000	185.7
<b>TOTAL REVENUES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,750,000</u>	<u>\$ 5,000,000</u>	<u>\$ 3,250,000</u>	185.7
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	1,750,000	5,332,500	3,582,500	204.7
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,750,000</u>	<u>\$ 5,332,500</u>	<u>\$ 3,582,500</u>	204.7

### Funding Adjustments for FY 2022 Include:

- Revenues reflect the first full-year of the new Rental Car User Fee.
- Operating expenditures include funding for the Charleston County Aviation Authority and the County for air service development.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## COUNTY COUNCIL (continued)

**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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	14.00	14.00	14.00	-	0.0
Charges and Fees	\$ 3,000	\$ 2,250	\$ 2,500	\$ 2,500	\$ -	0.0
Miscellaneous	135	47	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 3,135</u>	<u>\$ 2,297</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 571,722	\$ 587,169	\$ 914,987	\$ 851,077	\$ (63,910)	(7.0)
Operating	1,196,331	1,141,394	6,084,727	1,309,342	(4,775,385)	(78.5)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 1,768,053</u>	<u>\$ 1,728,563</u>	<u>\$ 6,999,714</u>	<u>\$ 2,160,419</u>	<u>\$ (4,839,295)</u>	<u>(69.1)</u>

**Funding Adjustments for FY 2022 Include:**

- Revenue costs reflect no significant change.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in the Stop Gap budgeting mechanism, which is allocated to Offices/Departments in FY 2022.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$17,898,770	\$14,245,777	\$10,110,000	\$16,300,000	\$ 6,190,000	61.2
Interest	31,252	212	2,500	2,500	-	0.0
<b>TOTAL REVENUES</b>	<b>17,930,022</b>	<b>14,245,989</b>	<b>10,112,500</b>	<b>16,302,500</b>	<b>6,190,000</b>	<b>61.2</b>
Interfund Transfer In	-	-	571,102	-	(571,102)	(100.0)
<b>TOTAL SOURCES</b>	<b>\$17,930,022</b>	<b>\$14,245,989</b>	<b>\$10,683,602</b>	<b>\$16,302,500</b>	<b>\$ 5,618,898</b>	<b>52.6</b>
Personnel	\$ 5,832,550	\$ 5,745,009	\$ 5,749,511	\$ 6,624,963	\$ 875,452	15.2
Operating	10,839,418	11,071,059	4,934,091	8,860,731	3,926,640	79.6
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$16,671,968</b>	<b>\$16,816,068</b>	<b>\$10,683,602</b>	<b>\$15,485,694</b>	<b>\$ 4,802,092</b>	<b>44.9</b>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a budgeted increase due to the projected recovery in the local tourism industry.
- Personnel expenses reflect an increased reimbursement to the General Fund for services provided to support tourists visiting the County.
- Operating expenses include funding to the International African American Museum, Charleston Museum Facility, North Charleston Convention Center and the Charleston Area Convention and Visitors' Bureau. The increase in expenses reflect a larger reimbursement to the General Fund for services provided to support tourists visiting the County and to local governments due to the recovery in the local tourism industry. The increase represents the restoration of revenue sharing with the municipalities to pre-COVID 19 pandemic levels.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Intergovernmental	\$ 207,942	\$ 173,338	\$ 43,000	\$ 225,000	\$ 182,000	423.3
Interest	2,946	2,334	-	10,000	10,000	100.0
<b>TOTAL REVENUES</b>	<b>\$ 210,888</b>	<b>\$ 175,672</b>	<b>\$ 43,000</b>	<b>\$ 235,000</b>	<b>\$ 192,000</b>	<b>446.5</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	176,741	44,501	40,050	417,504	377,454	942.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>176,741</b>	<b>44,501</b>	<b>40,050</b>	<b>417,504</b>	<b>377,454</b>	<b>942.5</b>
Interfund Transfer Out	34,147	32,417	25,900	35,000	9,100	35.1
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 210,888</b>	<b>\$ 76,918</b>	<b>\$ 65,950</b>	<b>\$ 452,504</b>	<b>\$ 386,554</b>	<b>586.1</b>

### Funding Adjustments for FY 2022 Include:

- Revenues are based on the State's formula for calculating accommodations tax for County governments. Revenues represent an increase due to current trends.
- Operating expenditures represent funding to the Charleston Area Convention and Visitors Bureau to promote tourism. Operating costs also include funding for the County's Accommodations Tax Committee to make recommendations to County Council.
- Interfund Transfer Out represents the amount transferred to the General Fund as determined by State law and availability of funds.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	3.00	3.00	-	0.0
Personnel	\$ 238,047	\$ 245,530	\$ 335,756	\$ 340,536	\$ 4,780	1.4
Operating	12,723	12,050	16,552	12,914	(3,638)	(22.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 250,770</b>	<b>\$ 257,580</b>	<b>\$ 352,308</b>	<b>\$ 353,450</b>	<b>\$ 1,142</b>	<b>0.3</b>

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase based on historical trends.

**Performance Measures:**

**Initiative I: Service Delivery**

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

Objective 1(a) Based on an Annual Audit Plan approved by County Council, 80% or higher of scheduled or substituted audits and activities will be completed.

Objective 1(b): Cost per audit hour will not exceed the outside rate of \$125.00 per hour.

**Initiative V: Quality Control**

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

Objective 2(a): Survey departments regarding the value received from the audit with an average score of 80 or higher on a scale of 1-100.

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

## INTERNAL AUDITOR (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Output:</b>				
Council audit reports	1(a)	8	23	18
Periodic monitoring reports and projects	1(a)	6	3	5
Integrity services investigations	1(a)	5	1	2
Recommendations in audit reports <sup>1</sup>	2(b)	15	18	15
<b>Efficiency:</b>				
Cost per audit hour	1(b)	\$76.73	\$80.23	\$78.90
<b>Outcome:</b>				
Completion percent of Annual Audit Plan	1(a)	95.0%	108%	100%
Surveys returned	2(a)	16.7%	47.8%	50%
Average evaluation score	2(a)	100	96.4	95
Recommendations accepted and implemented	2(b)	15	14	13
Percent of recommendations accepted and implemented	2(b)	100.0%	77.8%	86.7%

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

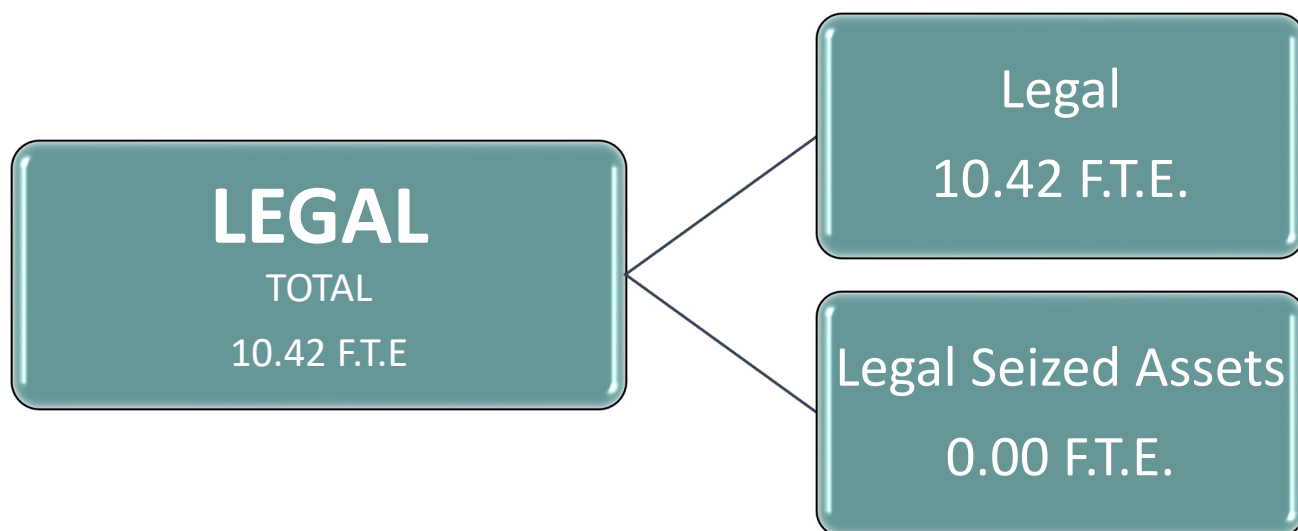
### 2022 ACTION STEPS

#### Department Goal 2

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

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.42	9.56	10.42	10.42	-	0.0
Personnel	\$ 997,801	\$ 1,142,378	\$ 1,137,857	\$ 1,554,563	\$ 416,706	36.6
Operating	539,819	475,277	523,810	219,339	(304,471)	(58.1)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 1,537,620</u></u>	<u><u>\$ 1,617,655</u></u>	<u><u>\$ 1,661,667</u></u>	<u><u>\$ 1,773,902</u></u>	<u><u>\$ 112,235</u></u>	<u><u>6.8</u></u>

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect full-year funding for the new County Attorney in FY 2021.
- Operating expenditures reflect a decrease in Special Legal Services due to a shift of a County Attorney from contracted to salaried.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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:

	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adjusted</b>	<b>FY 2022 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 24,923	\$ 15,709	\$ 24,000	\$ 15,000	\$ (9,000)	(37.5)
Interest	2,098	1,477	1,000	250	(750)	(75.0)
<b>TOTAL REVENUES</b>	<b>\$ 27,021</b>	<b>\$ 17,186</b>	<b>\$ 25,000</b>	<b>\$ 15,250</b>	<b>\$ (9,750)</b>	<b>(39.0)</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	15,816	8,392	100,000	87,400	(12,600)	(12.6)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 15,816</b>	<b>\$ 8,392</b>	<b>\$ 100,000</b>	<b>\$ 87,400</b>	<b>\$ (12,600)</b>	<b>(12.6)</b>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease in fines and interest based on current trends.
- Operating expenditures represent a decrease in contingency and judgments/damages based on current and historical trends.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	311,376	311,644	329,859	329,859	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 311,376</u></u>	<u><u>\$ 311,644</u></u>	<u><u>\$ 329,859</u></u>	<u><u>\$ 329,859</u></u>	<u><u>\$ -</u></u>	0.0

### Funding Adjustments for FY 2022 Include:

- Operating expenditures will remain the same.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$10,971,807	\$10,875,524	\$10,080,000	\$12,330,000	\$ 2,250,000	22.3
Interest	19,106	39,944	6,000	18,000	12,000	200.0
<b>TOTAL REVENUES</b>	<u>\$10,990,913</u>	<u>\$10,915,468</u>	<u>\$10,086,000</u>	<u>\$12,348,000</u>	<u>\$ 2,262,000</u>	22.4
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	9,277,000	9,623,000	9,623,000	9,982,000	359,000	3.7
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>9,277,000</u>	<u>9,623,000</u>	<u>9,623,000</u>	<u>9,982,000</u>	<u>359,000</u>	3.7
Interfund Transfer Out	621,000	1,148,000	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 9,898,000</u>	<u>\$10,771,000</u>	<u>\$ 9,623,000</u>	<u>\$ 9,982,000</u>	<u>\$ 359,000</u>	3.7

### Funding Adjustments for FY 2022 Include:

- Revenues represent an increase due to projected growth in sales tax collections.
- Operating expenses represent contributions to the Charleston Area Regional Transportation Authority and Tricounty Link to provide for ongoing services.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$17,676,800	\$17,521,677	\$16,240,000	\$19,865,000	\$ 3,625,000	22.3
Interest	398,778	500,961	10,000	12,000	2,000	20.0
<b>TOTAL REVENUES</b>	<u>\$18,075,578</u>	<u>\$18,022,638</u>	<u>\$16,250,000</u>	<u>\$19,877,000</u>	<u>\$ 3,627,000</u>	22.3
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	3,147,000	3,242,000	1,120,000	3,340,000	2,220,000	198.2
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>3,147,000</u>	<u>3,242,000</u>	<u>1,120,000</u>	<u>3,340,000</u>	<u>2,220,000</u>	198.2
Interfund Transfer Out	7,580,000	20,000,000	15,563,000	19,092,000	3,529,000	22.7
<b>TOTAL DISBURSEMENTS</b>	<u>\$10,727,000</u>	<u>\$23,242,000</u>	<u>\$16,683,000</u>	<u>\$22,432,000</u>	<u>\$ 5,749,000</u>	34.5

### Funding Adjustments for FY 2022 Include:

- Revenue collections represent an increase due to projected growth in sales tax collections and slightly higher interest earning projections.
- Operating Expenditures reflect contributions to the Charleston Area Regional Transportation Authority (CARTA) to provide funding for operation costs and bus replacement.
- Interfund Transfer Out represents funds to be transferred to the Bus Rapid Transit project based on the project timeline and cash-flow projections.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 7,160,413	\$ 7,515,565	\$ 7,630,000	\$ 8,247,322	\$ 617,322	8.1
Intergovernmental	169,145	184,704	77,877	83,440	5,563	7.1
<b>TOTAL REVENUES</b>	<b>7,329,558</b>	<b>7,700,269</b>	<b>7,707,877</b>	<b>8,330,762</b>	<b>622,885</b>	<b>8.1</b>
Interfund Transfer In	122,093	125,426	114,426	135,117	20,691	18.1
<b>TOTAL SOURCES</b>	<b>\$ 7,451,651</b>	<b>\$ 7,825,695</b>	<b>\$ 7,822,303</b>	<b>\$ 8,465,879</b>	<b>\$ 643,576</b>	<b>8.2</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	7,451,651	7,825,695	7,822,303	8,465,879	643,576	8.2
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,451,651</b>	<b>\$ 7,825,695</b>	<b>\$ 7,822,303</b>	<b>\$ 8,465,879</b>	<b>\$ 643,576</b>	<b>8.2</b>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a consistent 1.8 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.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 3,769,671	\$ 3,954,729	\$ 2,792,000	\$ 3,149,000	\$ 357,000	12.8
Intergovernmental	60,186	68,660	11,600	13,000	1,400	12.1
TOTAL REVENUES	3,829,857	4,023,389	2,803,600	3,162,000	358,400	12.8
Interfund Transfer In	11,585	14,691	14,691	19,000	4,309	29.3
TOTAL SOURCES	<u>\$ 3,841,442</u>	<u>\$ 4,038,080</u>	<u>\$ 2,818,291</u>	<u>\$ 3,181,000</u>	<u>\$ 362,709</u>	12.9
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	-	-	-	-	-	0.0
Interfund Transfer Out	3,841,442	4,038,080	2,818,291	3,181,000	362,709	12.9
TOTAL DISBURSEMENTS	<u>\$ 3,841,442</u>	<u>\$ 4,038,080</u>	<u>\$ 2,818,291</u>	<u>\$ 3,181,000</u>	<u>\$ 362,709</u>	12.9

### Funding Adjustments for FY 2022 Include:

- Revenues reflect property taxes assessed at a consistent 0.7 mills. The increase relates to growth in the tax base.
- 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.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	32.00	32.00	32.00	32.00	-	0.0
Personnel	\$ 2,236,397	\$ 2,312,175	\$ 2,325,393	\$ 2,473,181	\$ 147,788	6.4
Operating	155,835	165,795	164,618	186,055	21,437	13.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,392,232</b>	<b>\$ 2,477,970</b>	<b>\$ 2,490,011</b>	<b>\$ 2,659,236</b>	<b>\$ 169,225</b>	<b>6.8</b>

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect an increase in temporaries due to increase in workload.
- Operating expenditures reflect an increase in non-capital furniture, fixtures and equipment for an office renovation project.

**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.

## AUDITOR (continued)

### MEASURES:

	<b>Objective</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Projected</b>
<b>Output:</b>				
Refunds processed	1(b),2(b)	14,754	14,046	14,500
Set millage/projected revenue for taxing authorities	1(c)	37	37	38
Tax notices processed	2(a)	671,931	717,044	750,000
Deed transfers processed	2(b)	21,210	24,493	26,000
Measurement changes processed	2(b)	487	426	450
Homestead Exemptions/Property Tax Relief processed	2(c)	2,528	2,100	2,200
<b>Efficiency:</b>				
Average time in days per deed transfer to process	2(b)	12.27	19.24	15
<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)	3.0%	3.0%	3%
Deed transfer accuracy rate	1(b),2(b)	98.0%	98.5%	98.5%
Measurement change accuracy rate	2(b)	100%	100%	100%
Homestead Exemptions/Property Tax Relief accuracy rate	2(c)	100%	100%	100%

### 2022 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

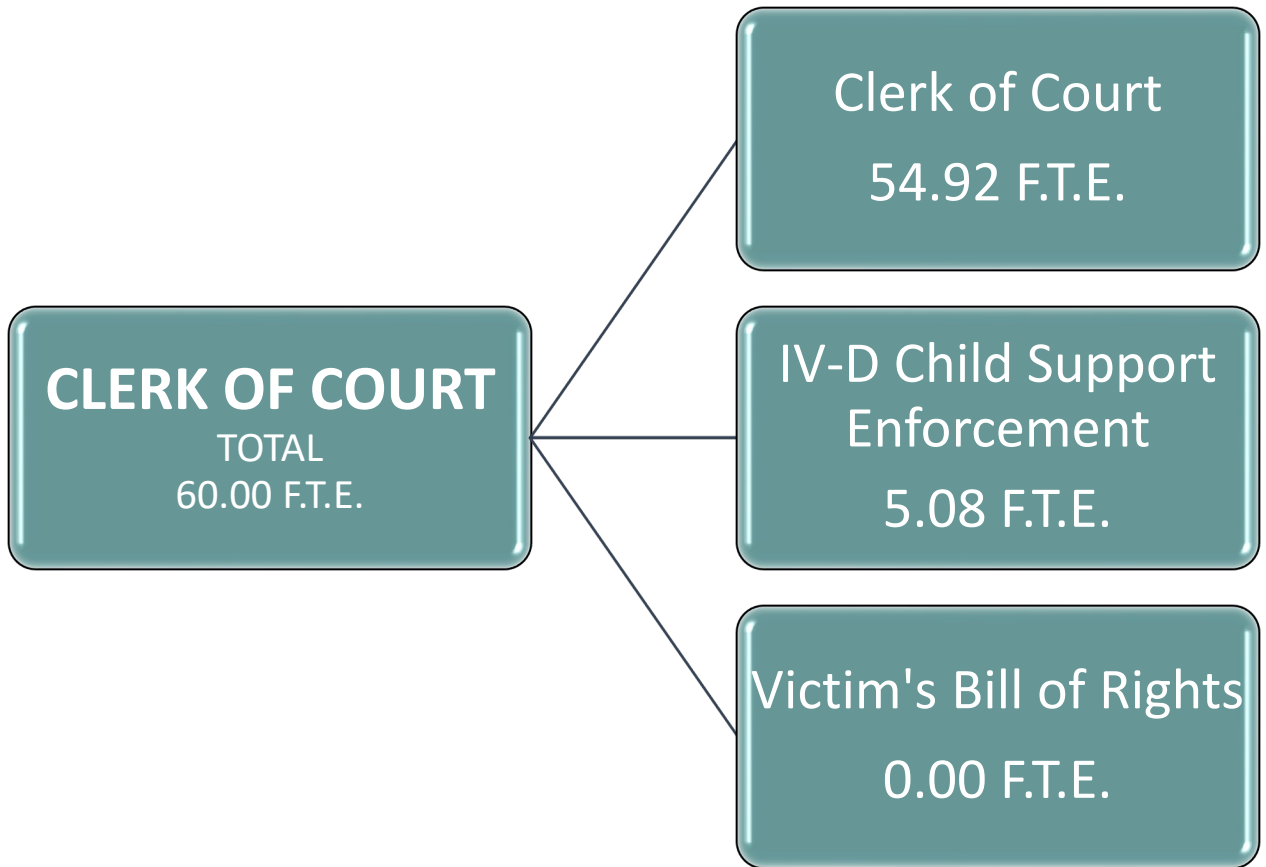
- Cross train employees in applications of property types on the Aumentum tax system.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

For more information about the Charleston County Auditor's Office, visit

<https://www.charlestoncounty.org/departments/auditor/index.php>





## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	56.92	54.92	54.92	54.92	-	0.0
Intergovernmental	\$ 1,574	\$ 1,576	\$ 1,575	\$ 1,575	\$ -	0.0
Charges and Fees	769,787	709,381	707,800	710,800	3,000	0.4
Fines and Forfeitures	440,607	383,900	436,000	332,500	(103,500)	(23.7)
Interest	(1,267)	985	-	500	500	100.0
Miscellaneous	(3,358)	40,997	22,500	60,000	37,500	166.7
<b>TOTAL REVENUES</b>	<b>1,207,343</b>	<b>1,136,839</b>	<b>1,167,875</b>	<b>1,105,375</b>	<b>(62,500)</b>	<b>(5.4)</b>
Interfund Transfer In	594,446	696,783	445,650	749,877	304,227	68.3
<b>TOTAL SOURCES</b>	<b>\$ 1,801,789</b>	<b>\$ 1,833,622</b>	<b>\$ 1,613,525</b>	<b>\$ 1,855,252</b>	<b>\$ 241,727</b>	<b>15.0</b>
Personnel	\$ 3,575,420	\$ 3,737,632	\$ 3,959,851	\$ 4,088,214	\$ 128,363	3.2
Operating	529,894	494,574	558,738	586,534	27,796	5.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,105,314</b>	<b>\$ 4,232,206</b>	<b>\$ 4,518,589</b>	<b>\$ 4,674,748</b>	<b>\$ 156,159</b>	<b>3.5</b>

**Funding Adjustments for FY 2022 Include:**

- Revenues represent a decrease due to the ongoing financial impacts resulting from the COVID-19 pandemic.
- 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.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.

## CLERK OF COURT (continued)

- Operating expenditures reflect an increase due to higher records management costs based on historical and projected usage.

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

*For more information about the Charleston County Clerk-of-Court office, visit*

<https://www.charlestoncounty.org/departments/clerk-of-court/index.php>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.08	5.08	5.08	5.08	-	0.0
Intergovernmental	<u>\$ 1,151,827</u>	<u>\$ 1,224,184</u>	<u>\$ 1,110,000</u>	<u>\$ 1,330,000</u>	<u>\$ 220,000</u>	19.8
TOTAL REVENUES	<u>\$ 1,151,827</u>	<u>\$ 1,224,184</u>	<u>\$ 1,110,000</u>	<u>\$ 1,330,000</u>	<u>\$ 220,000</u>	19.8
Personnel	\$ 429,120	\$ 393,907	\$ 435,134	\$ 453,008	\$ 17,874	4.1
Operating	205,261	123,024	229,216	227,115	(2,101)	(0.9)
Capital	-	10,470	-	-	-	0.0
TOTAL EXPENDITURES	<u>634,381</u>	<u>527,401</u>	<u>664,350</u>	<u>680,123</u>	<u>15,773</u>	2.4
Interfund Transfer Out	<u>594,446</u>	<u>696,783</u>	<u>445,650</u>	<u>749,877</u>	<u>304,227</u>	68.3
TOTAL DISBURSEMENTS	<u>\$ 1,228,827</u>	<u>\$ 1,224,184</u>	<u>\$ 1,110,000</u>	<u>\$ 1,430,000</u>	<u>\$ 320,000</u>	28.8

### Funding Adjustments for FY 2022 Include:

- Revenues reflect an anticipated increase 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.
- Operating expenditures represent a decrease in records management costs based on historical and projected usage.
- Interfund Transfer Out reflects the transfer of unspent revenues to the General Fund at the discretion of the Clerk of Court.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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:

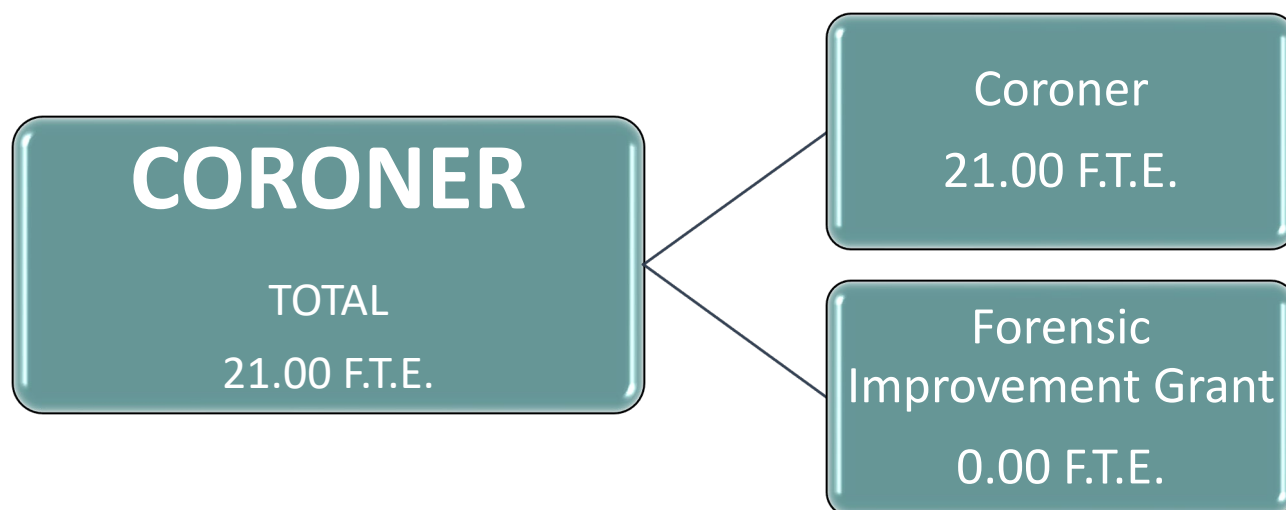
	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 175,773	\$ 187,587	\$ 156,000	\$ 120,000	\$ (36,000)	(23.1)
TOTAL REVENUES	<u>\$ 175,773</u>	<u>\$ 187,587</u>	<u>\$ 156,000</u>	<u>\$ 120,000</u>	<u>\$ (36,000)</u>	(23.1)
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0

### Funding Adjustments for FY 2022 Include:

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

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	15.00	18.00	20.00	21.00	1.00	5.0
Licenses and Permits	\$ 64,610	\$ 64,495	\$ 65,000	\$ 90,000	\$ 25,000	38.5
Intergovernmental	1,574	1,576	1,575	11,575	10,000	634.9
Charges and Fees	12,061	12,128	10,000	10,000	-	0.0
Miscellaneous	1,350	41	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 79,595</u>	<u>\$ 78,240</u>	<u>\$ 76,575</u>	<u>\$ 111,575</u>	<u>\$ 35,000</u>	<u>45.7</u>
Personnel	\$ 1,278,893	\$ 1,401,737	\$ 1,588,925	\$ 1,873,571	\$ 284,646	17.9
Operating	794,925	1,029,040	942,850	1,122,567	179,717	19.1
Capital	49,595	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>2,123,413</u>	<u>2,430,777</u>	<u>2,531,775</u>	<u>2,996,138</u>	<u>464,363</u>	<u>18.3</u>
Interfund Transfer Out	-	14,975	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 2,123,413</u>	<u>\$ 2,445,752</u>	<u>\$ 2,531,775</u>	<u>\$ 2,996,138</u>	<u>\$ 464,363</u>	<u>18.3</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect an increase in fees for cremation permits and local government contributions for use of the Coroner facilities.

## CORONER (continued)

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel cost also reflect full-year funding for interdepartmental staffing changes in FY 2021 and the addition of a new Deputy Coroner position due to increased workload.
- Operating expenditures reflect an increase in autopsy, toxicology services and contracted services due to the increased demand for services.

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

*For more information about the Charleston County Coroner's Office, visit*

<https://www.charlestoncounty.org/departments/coroner/index.php>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Personnel	\$ 283,047	\$ 299,803	\$ 320,545	\$ 323,281	\$ 2,736	0.9
Operating	13,054	11,697	62,563	96,672	34,109	54.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 296,101</u>	<u>\$ 311,500</u>	<u>\$ 383,108</u>	<u>\$ 419,953</u>	<u>\$ 36,845</u>	<u>9.6</u>

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect projected benefits and compensation, the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase in contracted services for a community coordinator to assist with flood prevention plans in the County.

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	22.50	22.50	22.50	23.50	1.00	4.4
Licenses and Permits	\$ 284,471	\$ 248,190	\$ 285,000	\$ 260,000	\$ (25,000)	(8.8)
Intergovernmental	1,574	1,576	1,575	1,575	-	0.0
Charges and Fees	1,304,113	1,190,110	1,271,000	1,037,000	(234,000)	(18.4)
Interest	16	7	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>1,590,174</b>	<b>1,439,883</b>	<b>1,557,575</b>	<b>1,298,575</b>	<b>(259,000)</b>	<b>(16.6)</b>
Interfund Transfer In	159,526	149,115	221,360	150,049	(71,311)	(32.2)
<b>TOTAL SOURCES</b>	<b>\$ 1,749,700</b>	<b>\$ 1,588,998</b>	<b>\$ 1,778,935</b>	<b>\$ 1,448,624</b>	<b>\$ (330,311)</b>	<b>(18.6)</b>
Personnel	\$ 2,235,123	\$ 2,346,884	\$ 2,411,585	\$ 2,533,636	\$ 122,051	5.1
Operating	734,748	645,626	656,089	719,830	63,741	9.7
Capital	-	-	-	12,544	12,544	100.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,969,871</b>	<b>\$ 2,992,510</b>	<b>\$ 3,067,674</b>	<b>\$ 3,266,010</b>	<b>\$ 198,336</b>	<b>6.5</b>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect a decrease in 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 Court 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 the addition of a Commitment Clerk position to the Commitment Division.
- Operating expenditures reflect an increase due to higher costs of training, advertising and the addition of a Veterans Court. In addition, higher records management costs based on historical and projected usage contribute to this increase.

## PROBATE COURT (continued)

- Capital expenditures represent a microfilm scanner to support the Commitment Division.

### 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:

	<b>Objective</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Projected</b>
<b>Input:</b>				
Number of conservatorships and guardianships filed	1(a)	168	216	200
Number of court cases filed	1(b)	2,474	2,548	2,700
<b>Output:</b>				
Certified copies issued	1(c)	10,074	9,299	9,500
Cases scheduled for litigation	1(b)(d)	827	813	850
Estates opened <sup>1</sup>	1(d)	2,306	2,332	2,500
Speaking engagements	1(e)(f)	105	50 <sup>3</sup>	100
Number of accountings and guardianship reports	2	845	809	820
Marriage licenses issued	3(a)	3,956	5,566	5,600
Marriage ceremonies performed	3(a)	394	0	0
Mandatory probate forms completed	3(b)	12,000	12,000	12,000
<b>Efficiency:</b>				
Average cases per clerk	1(b)(d)	812	753	600

## PROBATE COURT (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Outcome:</b>				
Estates Open:	1(e)(f)			
366 days to 455 days		342	295	200
456 days to 540 days		302	181	150
541 days to 720 days		385	324	250
721 days or more		1,254	113	100
Percentage of delinquent accountings and guardianships <sup>2</sup>	2	1.6%	3.5%	2%
South Carolina Law compliance	3(a)	100%	100%	100%
Certified marriage license compliance	3(a)	100%	100%	100%
Mandatory probate form compliance	3(b)	100%	100%	100%

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

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

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### 2022 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.

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

*For more information about the Charleston County Probate Courts, visit*

<https://www.charlestoncounty.org/departments/probate/index.php>

## 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:**

	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adjusted</b>	<b>FY 2022 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	27.00	27.00	31.00	33.00	2.00	6.5
Intergovernmental	\$ 1,574	\$ 1,576	\$ 1,575	\$ 1,575	\$ -	0.0
Charges and Fees	9,156,098	9,636,161	7,735,000	12,115,000	4,380,000	56.6
Interest	612	(67,360)	-	-	-	0.0
Miscellaneous	3,659	1,162	2,500	-	(2,500)	(100.0)
<b>TOTAL REVENUES</b>	<b>\$ 9,161,943</b>	<b>\$ 9,571,539</b>	<b>\$ 7,739,075</b>	<b>\$12,116,575</b>	<b>\$ 4,377,500</b>	<b>56.6</b>
Personnel	\$ 1,695,822	\$ 1,967,476	\$ 1,913,952	\$ 2,327,522	\$ 413,570	21.6
Operating	137,686	119,367	143,572	206,141	62,569	43.6
Capital	24,689	24,720	-	130,000	130,000	100.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,858,197</b>	<b>\$ 2,111,563</b>	<b>\$ 2,057,524</b>	<b>\$ 2,663,663</b>	<b>\$ 606,139</b>	<b>29.5</b>

**Funding Adjustments for FY 2022 Include:**

- Revenues represent an increase due to the high volume in real property transactions based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs reflect full-year funding for interdepartmental staffing changes in FY 2021 and the addition of Legal Instrument Examiner I and II positions in FY 2022 resulting from increased workload.
- Operating expenditures reflect an increase in consultant fees to assist with implementation of a records management system and data conversion.
- Capital expense represent a new microfilm scanner to begin automating documents.

## REGISTER OF DEEDS (continued)

### Performance Measures:

#### Initiative I: Service Delivery

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

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

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

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

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

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

MEASURES:	Objective	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Output:</b>				
Percent of office computerization for public use	1	100%	100%	100%
Documents recorded	2(a)	98,201	100,003	101,805
<b>Efficiency:</b>				
Average number of documents processed per staff	2(a)	4,676	4,762	4,847
<b>Outcome:</b>				
Revenue above budget	2(a)	9,745,554	10,935,709	12,125,864
Document turnaround time	2(a)	2 weeks	12 weeks	6 weeks
Percent decrease in turnaround time	2(a)	0%	0%	0%
Percent of Plats scanned	2(b)	100%	100%	100%

### 2022 ACTION STEPS

#### Department Goal 2

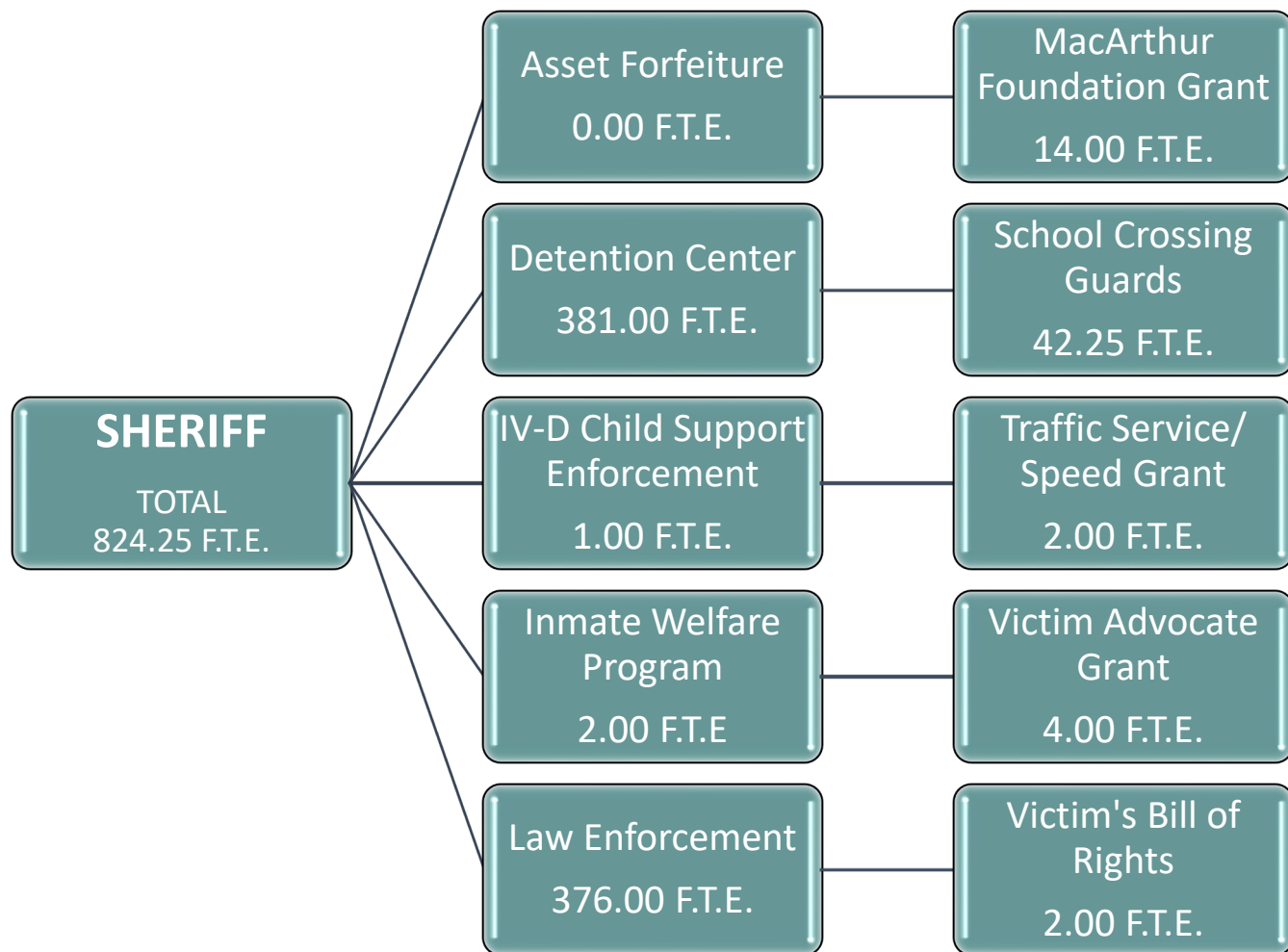
- Continue scanning historic books for electronic use with estimated completion within four years.
- Continue preservation of deteriorated historical plats.
- Catalog and index maps and plats donated to Register of Deeds but exclude on County public records.
- Implement a new payment structure.
- Implement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

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

For more information about the Charleston County Register of Deeds, visit

<https://www.charlestoncounty.org/departments/rod/index.php#deeds>



## SHERIFF (continued)

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

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

### Division Summary

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	430.00	421.00	421.00	380.00	(41.00)	(9.7)
Intergovernmental	\$ 5,634,771	\$ 4,246,910	\$ 4,608,055	\$ 3,344,000	\$ (1,264,055)	(27.4)
Charges and Fees	142,593	169,085	161,500	192,500	31,000	19.2
Miscellaneous	29,140	7,940	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 5,806,504</b>	<b>\$ 4,423,935</b>	<b>\$ 4,769,555</b>	<b>\$ 3,536,500</b>	<b>\$ (1,233,055)</b>	<b>(25.9)</b>
Personnel	\$ 29,827,261	\$ 29,741,113	\$ 29,537,255	\$ 30,878,911	\$ 1,341,656	4.5
Operating	9,137,397	9,437,251	10,493,990	10,890,599	396,609	3.8
Capital	-	106,311	50,000	185,000	135,000	270.0
<b>TOTAL EXPENDITURES</b>	<b>38,964,658</b>	<b>39,284,675</b>	<b>40,081,245</b>	<b>41,954,510</b>	<b>1,873,265</b>	<b>4.7</b>
Interfund Transfer Out	75,000	35,286	325,026	68,639	(256,387)	(78.9)
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 39,039,658</b>	<b>\$ 39,319,961</b>	<b>\$ 40,406,271</b>	<b>\$ 42,023,149</b>	<b>\$ 1,616,878</b>	<b>4.0</b>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease in the amount of per diem reimbursement from the federal government for “holding” federal prisoners based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The salary and wages reflect a decrease due to the elimination of 40 vacant Detention Officer positions, which is entirely offset by the change in anticipated vacancies. During budget deliberations, Council transferred an Administrative Assistant III for the Criminal Justice Coordinating Committee (CJCC) administration to the Deputy Administration of Public Safety.
- Operating expenditures reflect an increase in medical services costs based on the current contract. During budget deliberations, Council moved the administration of the CJCC to the Deputy Administrator of Public Safety.
- Capital expenditures represent replacement equipment for the Detention Center’s kitchen facility.

## SHERIFF (continued)

- Interfund Transfer Out represents the General Fund's support of the Victim's Bill of Rights program due to declining fines in the program. The transfer also provides support to continue the MacArthur Grant program. During budget deliberations, Council moved the support of the MacArthur Grant program to the Deputy Administrator of Public Safety.

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

*For more information about the Charleston County Sheriff's Office, visit*

<https://www.charlestoncounty.org/departments/sheriff/index.php>



## SHERIFF

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

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

### Division Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 32,514	\$ 27,549	\$ -	\$ -	\$ -	0.0
Interest	7,526	5,682	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 40,040</b>	<b>\$ 33,231</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	30,485	6,739	126,590	190,866	64,276	50.8
Capital	-	-	10,000	-	(10,000)	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>30,485</b>	<b>6,739</b>	<b>136,590</b>	<b>190,866</b>	<b>54,276</b>	<b>39.7</b>
Interfund Transfer Out	1,246	39,570	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 31,731</b>	<b>\$ 46,309</b>	<b>\$ 136,590</b>	<b>\$ 190,866</b>	<b>\$ 54,276</b>	<b>39.7</b>

### Funding Adjustments for FY 2022 Include:

- Operating expenditures reflect a grant match for the Ports Authority Grant and an increase in contingency.

## SHERIFF (continued)

**Program:** Inmate Welfare Program  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

**Mission:** The Sheriff's Inmate Welfare Program utilizes funds from various outside sources to provide social programs and to improve facilities and services for the inmates at the Detention Center.

### Program Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	2.00	-	0.0
Interest	\$ 32,372	\$ -	\$ 3,000	\$ -	\$ (3,000)	(100.0)
Miscellaneous	614,451	621,713	625,000	500,000	(125,000)	(20.0)
<b>TOTAL REVENUES</b>	<u>\$ 646,823</u>	<u>\$ 621,713</u>	<u>\$ 628,000</u>	<u>\$ 500,000</u>	<u>\$ (128,000)</u>	<u>(20.4)</u>
Personnel	\$ 234,272	\$ 231,499	\$ 247,025	\$ 179,436	\$ (67,589)	(27.4)
Operating	476,341	464,410	606,904	567,077	(39,827)	(6.6)
Capital	102,768	-	22,236	-	(22,236)	(100.0)
<b>TOTAL EXPENDITURES</b>	<u>\$ 813,381</u>	<u>\$ 695,909</u>	<u>\$ 876,165</u>	<u>\$ 746,513</u>	<u>\$ (129,652)</u>	<u>(14.8)</u>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease 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 decrease represents a reduction in overtime based on current trends.
- Operating expenditures reflect a decrease in training and conferences and inmate compensation due to the financial impacts of the COVID-19 pandemic. The decrease is partially offset by an increase in costs for professional medical services.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</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	\$ 39,452	\$ 32,538	\$ 34,000	\$ 30,000	\$ (4,000)	(11.8)
TOTAL REVENUES	39,452	32,538	34,000	30,000	(4,000)	(11.8)
Interfund Transfer In	48,702	59,932	60,648	66,775	6,127	10.1
TOTAL SOURCES	<u>\$ 88,154</u>	<u>\$ 92,470</u>	<u>\$ 94,648</u>	<u>\$ 96,775</u>	<u>\$ 2,127</u>	2.2
Personnel	\$ 84,776	\$ 89,092	\$ 91,206	\$ 93,380	\$ 2,174	2.4
Operating	3,378	3,378	3,442	3,395	(47)	(1.4)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 88,154</u>	<u>\$ 92,470</u>	<u>\$ 94,648</u>	<u>\$ 96,775</u>	<u>\$ 2,127</u>	2.2

### Funding Adjustments for FY 2022 Include:

- Revenues are reflective of an anticipated reduction in funding from the State based on current trends.
- 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.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	374.00	375.00	376.00	376.00	-	0.0
Licenses and Permits	\$ 200	\$ 300	\$ -	\$ 100	\$ 100	100.0
Intergovernmental	466,004	1,605,065	1,299,594	1,165,575	(134,019)	(10.3)
Charges and Fees	97,532	82,040	120,000	72,500	(47,500)	(39.6)
Fines and Forfeitures	62,153	7,962	10,000	7,000	(3,000)	(30.0)
Miscellaneous	41,470	30,500	3,000	20,000	17,000	566.7
<b>TOTAL REVENUES</b>	<b>667,359</b>	<b>1,725,867</b>	<b>1,432,594</b>	<b>1,265,175</b>	<b>(167,419)</b>	<b>(11.7)</b>
Interfund Transfer In	179,218	-	-	-	-	0.0
<b>TOTAL SOURCES</b>	<b>\$ 846,577</b>	<b>\$ 1,725,867</b>	<b>\$ 1,432,594</b>	<b>\$ 1,265,175</b>	<b>\$ (167,419)</b>	<b>(11.7)</b>
Personnel	\$29,016,246	\$30,879,937	\$30,697,077	\$30,978,711	\$ 281,634	0.9
Operating	7,011,139	7,393,631	6,886,229	7,460,948	574,719	8.3
Capital	38,414	96,768	5,400	-	(5,400)	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>36,065,799</b>	<b>38,370,336</b>	<b>37,588,706</b>	<b>38,439,659</b>	<b>850,953</b>	<b>2.3</b>
Interfund Transfer Out	69,970	148,311	157,699	111,132	(46,567)	(29.5)
<b>TOTAL DISBURSEMENTS</b>	<b>\$36,135,769</b>	<b>\$38,518,647</b>	<b>\$37,746,405</b>	<b>\$38,550,791</b>	<b>\$ 804,386</b>	<b>2.1</b>

**Division Summary:**

**Funding Adjustments for FY 2022 Include:**

- Revenues represents a decrease in funding for projected reimbursements from local governments for services provided by the County.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.

## SHERIFF (continued)

- Operating expenditures represent an increase in fleet maintenance based on current trends. The increase also includes a transfer of costs to the General Fund for weapons and ammunition from the Sheriff's Special Revenue Fund: State Asset Forfeiture.
- Interfund Transfer Out represents the General Fund's portion of the cost to support the Sheriff's IV-D and Law-Victim Bill of Rights programs.

### 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 Office.

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 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Input:</b>				
Detention operating expenditures	2(a)	\$9,061,860	\$10,338,969	\$10,723,726
Federal prisoner per diem revenues	2(a)	\$3,639,390	\$2,932,803	\$3,00,000
<b>Output:</b>				
Value of property stolen due to crime	1(a)	\$3,221,208	\$4,319,428	\$3,770,318
Bad check warrants received	1(b)	61	23	42
Bad check warrants served	1(b)	53	33	43
Grant monies awarded no-match	2(b)	\$1,087,012	\$353,446	\$720,229
<b>Efficiency:</b>				
Value of property recovered	1(a)	\$215,406	\$1,046,622	\$631,014
Daily cost per prisoner	2(a)	\$67	\$67	\$67
Actual cost of grant personnel and purchased equipment	2(b)	\$276,920	\$132,401	\$204,661
<b>Outcome:</b>				
Value of property recovered as a percent of property reported stolen	1(a)	6.69%	24.23%	16.74%
Percent of bad check warrants served	1(b)	86.89%	143.48%	102.38%
Percent of federal prisoner per diem revenues to expenditures	2(a)	40.16%	28.37%	27.98%
Personnel, equipment purchased using non-general fund dollars	2(b)	25%	37%	28%
Actual civil fees received	2(c)	\$7,634	\$21,964	\$21,955

#### 2022 ACTION STEPS

##### Department Goal 1

- Host a mental health summit for employees and develop a plan of action.
- Implement NICE Investigative Software to streamline investigations.
- Increase education based programs for Detention and Juvenile residents.
- Provide two mental health counselors via grant funding
- Collaborate with local agencies to design and construct a DNA Laboratory.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	42.25	42.25	42.25	42.25	-	0.0
Personnel	\$ 603,793	\$ 616,192	\$ 623,706	\$ 625,250	\$ 1,544	0.2
Operating	8,727	7,744	8,820	9,090	270	3.1
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 612,520</b>	<b>\$ 623,936</b>	<b>\$ 632,526</b>	<b>\$ 634,340</b>	<b>\$ 1,814</b>	<b>0.3</b>

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity program.
- Operating expenditures reflect an increase in training and conference as the department returns to pre-COVID spending levels. The increase is slightly offset by a reduction in uniform costs based on current trends.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## SHERIFF (continued)

**Program:** Sex Offender Registry  
**Fund:** Special Revenue Fund  
**Function:** Public Safety

**Mission:** The Sheriff's Sex Offender Registry program collects and disburses funds from sex offenders required to register by State law in support of the Statewide Sex Offender Registry.

### Program Summary:

	<u>FY 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Charges and Fees	\$ 32,000	\$ 29,000	\$ 32,000	\$ 27,000	\$ (5,000)	(15.6)
TOTAL REVENUES	<u>\$ 32,000</u>	<u>\$ 29,000</u>	<u>\$ 32,000</u>	<u>\$ 27,000</u>	<u>\$ (5,000)</u>	(15.6)
Personnel	\$ 14,596	\$ 21,864	\$ 26,175	\$ -	\$ (26,175)	(100.0)
Operating	1,507	1,905	58,500	58,500	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 16,103</u>	<u>\$ 23,769</u>	<u>\$ 84,675</u>	<u>\$ 58,500</u>	<u>\$ (26,175)</u>	(30.9)

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease in registration fees collected from sexual offenders based on current trends.
- Personnel cost reflect the elimination of temporary staffing.
- Operating expenditures remain constant.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

# SHERIFF

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

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

## Division Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 94,491	\$ 58,322	\$ -	\$ -	\$ -	0.0
Interest	12,593	6,118	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 107,084</u>	<u>\$ 64,440</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	180,554	295,466	255,500	35,500	(220,000)	(86.1)
Capital	45,078	-	10,900	31,500	20,600	189.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 225,632</u>	<u>\$ 295,466</u>	<u>\$ 266,400</u>	<u>\$ 67,000</u>	<u>\$ (199,400)</u>	(74.8)

## Funding Adjustments for FY 2022 Include:

- Operating expenditures reflect a decrease to weapons and ammunition costs due to the elimination of the funding source.
- Capital expenditures reflect the anticipated purchase of three narcotic patrol canines.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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:

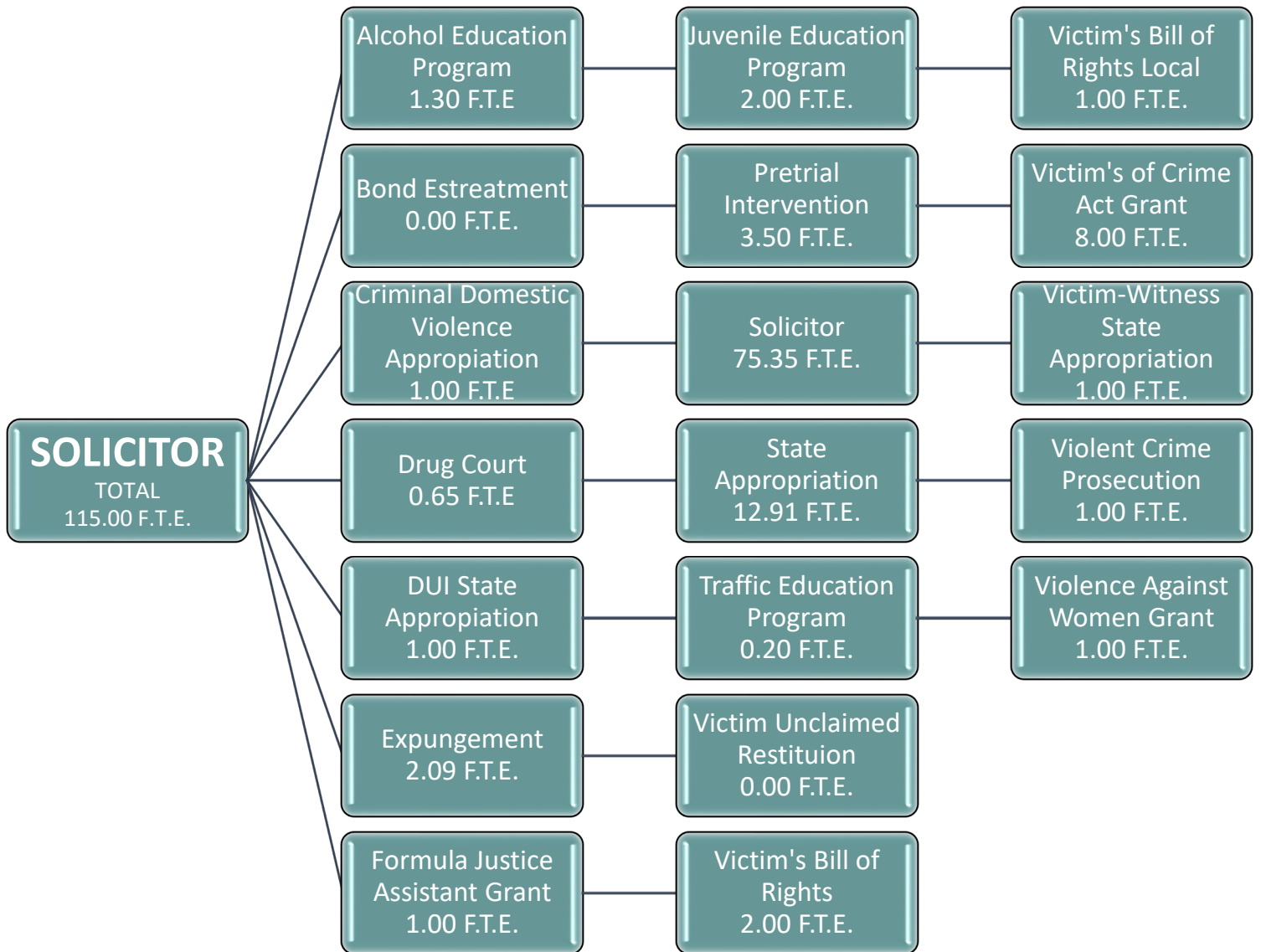
	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	2.00	2.00	2.00	-	0.0
TOTAL REVENUES	-	-	-	-	-	0.0
Interfund Transfer In	-	35,286	75,026	112,996	37,970	50.6
TOTAL SOURCES	<u>\$ -</u>	<u>\$ 35,286</u>	<u>\$ 75,026</u>	<u>\$ 112,996</u>	<u>\$ 37,970</u>	50.6
Personnel	\$ 235,944	\$ 133,002	\$ 126,481	\$ 129,406	\$ 2,925	2.3
Operating	2,351	2,480	2,480	2,480	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 238,295</u>	<u>\$ 135,482</u>	<u>\$ 128,961</u>	<u>\$ 131,886</u>	<u>\$ 2,925</u>	2.3

### Funding Adjustments for FY 2022 Include:

- Interfund Transfer In reflects an increased 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.
- Operating expenditures reflect no change.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.50	1.30	1.30	1.30	-	0.0
Charges and Fees	\$ 36,850	\$ 33,160	\$ 43,000	\$ 36,000	\$ (7,000)	(16.3)
TOTAL REVENUES	36,850	33,160	43,000	36,000	(7,000)	(16.3)
Interfund Transfer In	3,018	7,658	36,375	46,255	9,880	27.2
TOTAL SOURCES	<u>\$ 39,868</u>	<u>\$ 40,818</u>	<u>\$ 79,375</u>	<u>\$ 82,255</u>	<u>\$ 2,880</u>	3.6
Personnel	\$ 100,214	\$ 76,516	\$ 78,375	\$ 80,853	\$ 2,478	3.2
Operating	1,927	2,116	1,000	1,402	402	40.2
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 102,141</u>	<u>\$ 78,632</u>	<u>\$ 79,375</u>	<u>\$ 82,255</u>	<u>\$ 2,880</u>	3.6

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease due to the continued financial impacts resulting from the COVID-19 pandemic.
- Interfund Transfer In reflects increased support from State Appropriations due to a reduction in available revenue and fund balance.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures represent an increase in the computer refresh program due to the addition of a computer.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 11,725	\$ 625	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 11,725</u>	<u>\$ 625</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	16,658	47,604	15,500	13,000	(2,500)	(16.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 16,658</u>	<u>\$ 47,604</u>	<u>\$ 15,500</u>	<u>\$ 13,000</u>	<u>\$ (2,500)</u>	(16.1)

### Funding Adjustments for FY 2022 Include:

- Revenues are not budgeted for estreatment fees due to the volatility of the collection rate.
- Operating expenditures reflect a decrease in office expenses and contingency due to budget constraints.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 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
TOTAL REVENUES	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ -</u>	0.0
Personnel	\$ 105,354	\$ 110,158	\$ 114,572	\$ 99,890	\$ (14,682)	(12.8)
Operating	616	656	656	656	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 105,970</u>	<u>\$ 110,814</u>	<u>\$ 115,228</u>	<u>\$ 100,546</u>	<u>\$ (14,682)</u>	(12.7)

### Funding Adjustments for FY 2022 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.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	0.65	0.65	0.65	0.65	-	0.0
Intergovernmental	\$ 324,670	\$ 240,684	\$ 256,500	\$ 250,000	\$ (6,500)	(2.5)
Charges and Fees	-	-	30,000	30,000	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 324,670</b>	<b>\$ 240,684</b>	<b>\$ 286,500</b>	<b>\$ 280,000</b>	<b>\$ (6,500)</b>	<b>(2.3)</b>
Personnel	\$ 88,559	\$ 93,212	\$ 95,671	\$ 109,837	\$ 14,166	14.8
Operating	53,406	70,194	87,626	84,626	(3,000)	(3.4)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>141,965</b>	<b>163,406</b>	<b>183,297</b>	<b>194,463</b>	<b>11,166</b>	<b>6.1</b>
Interfund Transfer Out	159,526	149,115	221,360	150,049	(71,311)	(32.2)
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 301,491</b>	<b>\$ 312,521</b>	<b>\$ 404,657</b>	<b>\$ 344,512</b>	<b>\$ (60,145)</b>	<b>(14.9)</b>

### Funding Adjustments for FY 2022 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. The increase also reflects a higher allocated amount for a temporary Drug Court Attorney position.
- Operating expenditures reflect a decrease in toxicology services based on current trends. The decrease is slightly offset by an increase in training and conferences as the department returns to pre-pandemic spending levels.
- Interfund Transfer Out represents a decrease in the distribution of State contributions to the Probate Adult Drug Court and the Probate Juvenile Drug Court due to budget constraints.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## SOLICITOR (continued)

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

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

### Program Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	\$ 73,690	\$ 73,690	\$ 73,690	\$ 73,690	\$ -	0.0
TOTAL REVENUES	73,690	73,690	73,690	73,690	-	0.0
Interfund Transfer In	41,561	48,124	50,657	52,009	1,352	2.7
TOTAL SOURCES	<u>\$ 115,251</u>	<u>\$ 121,814</u>	<u>\$ 124,347</u>	<u>\$ 125,699</u>	<u>\$ 1,352</u>	1.1
Personnel	\$ 113,535	\$ 120,534	\$ 122,691	\$ 124,743	\$ 2,052	1.7
Operating	1,716	1,280	1,656	956	(700)	(42.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 115,251</u>	<u>\$ 121,814</u>	<u>\$ 124,347</u>	<u>\$ 125,699</u>	<u>\$ 1,352</u>	1.1

### Funding Adjustments for FY 2022 Include:

- Revenues are reflective of anticipated State funding and represent no change.
- Interfund Transfer In represents increased 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 travel due to restrictions resulting from the COVID-19 pandemic.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.09	2.09	2.09	2.09	-	0.0
Charges and Fees	\$ 118,700	\$ 98,950	\$ 86,000	\$ 105,000	\$ 19,000	22.1
TOTAL REVENUES	<u>\$ 118,700</u>	<u>\$ 98,950</u>	<u>\$ 86,000</u>	<u>\$ 105,000</u>	<u>\$ 19,000</u>	22.1
Personnel	\$ 101,045	\$ 230,187	\$ 207,298	\$ 165,364	\$ (41,934)	(20.2)
Operating	6,015	4,201	7,312	7,370	58	0.8
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 107,060</u>	<u>\$ 234,388</u>	<u>\$ 214,610</u>	<u>\$ 172,734</u>	<u>\$ (41,876)</u>	(19.5)

### Funding Adjustments for FY 2022 Include:

- Revenues reflect an increase 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. Personnel costs reflect a decrease in temporaries for the college internship program due to restrictions resulting from the COVID-19 pandemic.
- Operating expenditures reflect an increase in printing and binding. The increase is offset by a reduction in office supplies.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</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	16,727	12,630	14,000	14,000	-	0.0
TOTAL REVENUES	76,727	72,630	74,000	74,000	-	0.0
Interfund Transfer In	34,485	32,991	41,531	42,623	1,092	2.6
TOTAL SOURCES	<u>\$ 111,212</u>	<u>\$ 105,621</u>	<u>\$ 115,531</u>	<u>\$ 116,623</u>	<u>\$ 1,092</u>	0.9
Personnel	\$ 108,455	\$ 102,606	\$ 112,617	\$ 113,658	\$ 1,041	0.9
Operating	2,757	3,015	2,914	2,965	51	1.8
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 111,212</u>	<u>\$ 105,621</u>	<u>\$ 115,531</u>	<u>\$ 116,623</u>	<u>\$ 1,092</u>	0.9

### Funding Adjustments for FY 2022 Include:

- Revenues from the State grant and arbitration fees are expected to remain the same.
- Interfund Transfer In represents increased support from State Appropriations.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase in liability insurance for arbitration volunteers.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.30	4.50	4.50	3.50	(1.00)	(22.2)
Charges and Fees	\$ 203,865	\$ 180,473	\$ 160,000	\$ 150,000	\$ (10,000)	(6.3)
Miscellaneous	-	16,482	-	-	-	0.0
TOTAL REVENUES	203,865	196,955	160,000	150,000	(10,000)	(6.3)
Interfund Transfer In	28,596	33,800	208,378	96,682	(111,696)	(53.6)
TOTAL SOURCES	<u>\$ 232,461</u>	<u>\$ 230,755</u>	<u>\$ 368,378</u>	<u>\$ 246,682</u>	<u>\$ (121,696)</u>	(33.0)
Personnel	\$ 277,976	\$ 238,352	\$ 343,910	\$ 223,996	\$ (119,914)	(34.9)
Operating	24,120	24,745	24,468	22,686	(1,782)	(7.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 302,096</u>	<u>\$ 263,097</u>	<u>\$ 368,378</u>	<u>\$ 246,682</u>	<u>\$ (121,696)</u>	(33.0)

### Funding Adjustments for FY 2022 Include:

- Revenues represent a decrease based on current trends.
- Interfund Transfer In represents increased support from the Special Revenue Fund: Traffic Education due to declining revenue and fund balance for the program.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs reflect the transfer of a vacant position to the General Fund due to increased workload projected in FY 2022 as the court system fully re-opens after the pandemic.
- Operating expenditures reflect a decrease in postage costs based on historical trends. The decrease is slightly offset by an increase in training and conferences as the department returns to pre-COVID spending levels.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Proposed</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	70.23	70.35	71.35	75.35	4.00	5.6
Intergovernmental	\$ 8,294	\$ 15,794	\$ 12,794	\$ 15,794	\$ 3,000	23.4
TOTAL REVENUES	<u>\$ 8,294</u>	<u>\$ 15,794</u>	<u>\$ 12,794</u>	<u>\$ 15,794</u>	<u>\$ 3,000</u>	23.4
Personnel	\$ 5,719,913	\$ 6,065,246	\$ 6,390,840	\$ 6,884,344	\$ 493,504	7.7
Operating	425,916	379,105	383,262	427,734	44,472	11.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	6,145,829	6,444,351	6,774,102	7,312,078	537,976	7.9
Interfund Transfer Out	-	10,000	17,272	-	(17,272)	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 6,145,829</u>	<u>\$ 6,454,351</u>	<u>\$ 6,791,374</u>	<u>\$ 7,312,078</u>	<u>\$ 520,704</u>	7.7

### Funding Adjustments for FY 2022 Include:

- Revenues reflect an increase in contributions from local governments based on current trends.
- 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 in the program. Personnel costs also reflect the full-year funding of the transfer in of an Assistant Solicitor position from the Worthless Check Division in FY 2021. In addition, personnel expenditures include the addition of a Case Management Supervisor position, a Legal Assistant I position, and a Paralegal position. The transfer in of a Victim Advocate II position from the Pretrial Division also contributes to this increase. These increases will assist with managing the added workload projected in FY 2022 as the court system fully re-opens after the pandemic.
- Operating expenditures represent an increase due to the addition of four new positions.

## SOLICITOR (continued)

### Performance Measures:

#### Initiative I: Service Delivery

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

Objective 1(a): Reduce Court of General Sessions' cases over 365 days to less than 40% of cases pending.

Objective 1(b): Reduce Family Court cases over 180 days to less than 30% of cases pending.

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

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

Objective 2(a): Increase conviction rate to more than 60% of cases completed.

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

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

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

MEASURES:		FY 2020	FY 2021	FY 2022
	Objective	Actual	Actual	Projected
<b>Input:</b>				
<b>Court of General Sessions:</b>				
Number of open cases beginning of fiscal year <sup>5</sup>	1(a)	11,650	12,156	14,736
Average number of open cases per attorney	1(a)	333	368	447
<b>Family Court:</b>				
Number of open cases beginning of fiscal year <sup>6</sup>	1(b)	599	933	1,266
Average number of open cases per attorney	1(b)	200	311	422
<b>Output:</b>				
<b>Court of General Sessions:</b>				
Number of arrest warrants issued	2(b)(d)	7,805	7,465	7,850
Number of cases disposed <sup>1</sup>	2(d)	7,117	5,915	6,250
<b>Family Court:</b>				
Number of new cases	2(c)(d)	1,643	1,262	1,300
Number of cases disposed <sup>1</sup>	2(d)	1,392	972	1,200
<b>Efficiency:</b>				
<b>Court of General Sessions:</b>				
Average number of new cases added per attorney (≤400)	2(b)	223	226	238
Average number of disposed cases added per attorney <sup>1</sup>	2(d)	203	179	189
<b>Family Court:</b>				
Average number of new cases added per attorney (≤600)	2(c)	548	421	433
Average number of disposed cases per attorney <sup>1</sup>	2(d)	464	324	400
<b>Outcome:</b>				
<b>Court of General Sessions:</b>				
Percent of cases pending over 365 days (≤40%) <sup>1 &amp; 5</sup>	1(a)	48.0%	69.0%	60.0%
Percent of cases available for plea or trial <sup>2</sup>	2(a)	92.2%	92.5%	92.0%
<b>Dispositions:</b>				
Percent of convictions (≥50%) <sup>1</sup>		47.0%	48.0%	>50.0%
Percent of NP/Dismissal		50.0%	53.0%	<50.0%
Percent found not guilty		<1.0%	0	<1.0%
Diversion program cases		>0.40%	>0.47%	>0.40%
Completion rate of warrants added (100%) <sup>1,3</sup>	2(d)	92.0%	79.0%	>80.0%

## SOLICITOR (continued)

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Family Court:</b>				
Percent of cases pending over 180 days ( $\leq 30\%$ ) <sup>6</sup>	1(b)	29.0%	62.0%	<50.0%
Percent of cases available for adjudication <sup>4</sup>	2(a)	85.0%	85.0%	85.0%
<u>Dispositions:</u>	2(a)			
Percent adjudicated ( $\geq 50\%$ ) <sup>1</sup>		39.0%	44.0%	50.0%
Percent NP/Dismissal		30.0%	51.0%	50.0%
Percent found not guilty		<0.0%	0.0%	0.0%
Percent of adjudicated cases referred to arbitration		17.0%	21.0%	24.0%
Percent of cases referred to diversion		4.0%	0.05%	1.0%
Completion rate of cases added (100%) <sup>1</sup>	2(d)	85.0%	77.0%	92.0%

<sup>1</sup> Due to COVID-19, Court availability has been restricted in compliance with the SC Chief of Justice Order to maintain social distancing. This directive has had a significant impact on dispositioning both GSC and Family Court Criminal cases.

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

<sup>3</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>4</sup> Juvenile Custody Orders, Transfer of Jurisdictions, and Competency Cases are not available for trial or plea.

<sup>5</sup> COVID-19 pandemic had a direct effect on the high number of pending, and the low number of total disposed cases for this fiscal year. The docketing process for all General Sessions cases has moved from the Solicitor's Office jurisdiction to the Clerk of Court.

<sup>6</sup> COVID-19 pandemic had a direct effect on the high number of pending and the low number of total disposed cases for the fiscal year.

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### 2022 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.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

For more information about the Charleston County Solicitor's Office, visit

<https://www.scsolicitor9.org/>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	13.04	12.91	12.91	12.91	-	0.0
Intergovernmental	<u>\$ 1,349,186</u>	<u>\$ 1,322,941</u>	<u>\$ 1,266,000</u>	<u>\$ 1,299,000</u>	<u>\$ 33,000</u>	2.6
TOTAL REVENUES	<u>\$ 1,349,186</u>	<u>\$ 1,322,941</u>	<u>\$ 1,266,000</u>	<u>\$ 1,299,000</u>	<u>\$ 33,000</u>	2.6
Personnel	\$ 1,184,636	\$ 1,063,717	\$ 1,172,407	\$ 1,113,727	\$ (58,680)	(5.0)
Operating	20,400	28,714	23,695	23,283	(412)	(1.7)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	1,205,036	1,092,431	1,196,102	1,137,010	(59,092)	(4.9)
Interfund Transfer Out	<u>182,659</u>	<u>202,985</u>	<u>256,895</u>	<u>236,369</u>	<u>(20,526)</u>	(8.0)
TOTAL DISBURSEMENTS	<u>\$ 1,387,695</u>	<u>\$ 1,295,416</u>	<u>\$ 1,452,997</u>	<u>\$ 1,373,379</u>	<u>\$ (79,618)</u>	(5.5)

### Funding Adjustments for FY 2022 Include:

- Revenues reflect an increase due to lower estimated funding to Berkeley County based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The reduction in personnel costs represents decreased reimbursement to the General Fund based on revenue constraints.
- Operating expenditures reflect a decrease in office supplies and contingency due to budget constraints. The decrease is offset by an increase in technology expenses based on current trends.
- Interfund Transfer Out reflects overall decreased support for DUI State Appropriations, Juvenile Education, Local Victim Bill of Rights, Alcohol Education Program, and Victim Witness Appropriation due to reduced revenues and reduced availability of fund balance for the program.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	0.20	0.20	0.20	0.20	-	0.0
Charges and Fees	\$ 99,605	\$ 94,900	\$ 85,000	\$ 90,000	\$ 5,000	5.9
TOTAL REVENUES	<u>\$ 99,605</u>	<u>\$ 94,900</u>	<u>\$ 85,000</u>	<u>\$ 90,000</u>	<u>\$ 5,000</u>	5.9
Personnel	\$ 10,060	\$ 10,138	\$ 10,467	\$ 10,820	\$ 353	3.4
Operating	32,770	50,540	42,500	45,000	2,500	5.9
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	42,830	60,678	52,967	55,820	2,853	5.4
Interfund Transfer Out	<u>31,614</u>	<u>31,458</u>	<u>191,106</u>	<u>96,682</u>	<u>(94,424)</u>	(49.4)
TOTAL DISBURSEMENTS	<u>\$ 74,444</u>	<u>\$ 92,136</u>	<u>\$ 244,073</u>	<u>\$ 152,502</u>	<u>\$ (91,571)</u>	(37.5)

### Funding Adjustments for FY 2022 Include:

- Revenues reflect an increase based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures are reflective of higher payments allocated to the state and municipalities as required by state statute.
- Interfund Transfer Out reflects decreased support for the Pretrial Intervention program due to shifting a program position to the General Fund.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Miscellaneous	\$ 2,790	\$ -	\$ 2,500	\$ -	\$ (2,500)	(100.0)
TOTAL REVENUES	<u>\$ 2,790</u>	<u>\$ -</u>	<u>\$ 2,500</u>	<u>\$ -</u>	<u>\$ (2,500)</u>	(100.0)
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	1,087	489	5,000	5,000	-	0.0
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 1,087</u>	<u>\$ 489</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>\$ -</u>	0.0

### Funding Adjustments for FY 2021 Include:

- Revenues are not budgeted due to the volatility of the collection rate.
- Operating expenditures remain constant.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Intergovernmental	\$ 9,083	\$ 4,818	\$ 5,500	\$ 5,500	\$ -	0.0
Charges and Fees	540	334	-	-	-	0.0
TOTAL REVENUES	9,623	5,152	5,500	5,500	-	0.0
Interfund Transfer In	119,305	54,770	57,230	58,946	1,716	3.0
TOTAL SOURCES	<u>\$ 128,928</u>	<u>\$ 59,922</u>	<u>\$ 62,730</u>	<u>\$ 64,446</u>	<u>\$ 1,716</u>	2.7
Personnel	\$ 190,587	\$ 180,298	\$ 183,946	\$ 187,057	\$ 3,111	1.7
Operating	6,283	3,245	5,343	5,547	204	3.8
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 196,870</u>	<u>\$ 183,543</u>	<u>\$ 189,289</u>	<u>\$ 192,604</u>	<u>\$ 3,315</u>	1.8

### Funding Adjustments for FY 2022 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 an increase in training and conferences as the department returns to pre-COVID spending levels.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</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	\$ 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	29,251	34,039	35,486	36,536	1,050	3.0
TOTAL SOURCES	<u>\$ 69,876</u>	<u>\$ 74,664</u>	<u>\$ 76,111</u>	<u>\$ 77,161</u>	<u>\$ 1,050</u>	1.4
Personnel	\$ 69,261	\$ 74,008	\$ 75,455	\$ 76,505	\$ 1,050	1.4
Operating	615	656	656	656	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 69,876</u>	<u>\$ 74,664</u>	<u>\$ 76,111</u>	<u>\$ 77,161</u>	<u>\$ 1,050</u>	1.4

### Funding Adjustments for FY 2022 Include:

- Revenues are based on anticipated State funding and remain constant.
- 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 change.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ -</u>	0.0
TOTAL REVENUES	<u><u>\$ 100,000</u></u>	<u><u>\$ 100,000</u></u>	<u><u>\$ 100,000</u></u>	<u><u>\$ 100,000</u></u>	<u><u>\$ -</u></u>	0.0
Personnel	\$ 97,010	\$ 106,027	\$ 113,281	\$ 97,966	\$ (15,315)	(13.5)
Operating	615	656	656	656	-	0.0
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u><u>\$ 97,625</u></u>	<u><u>\$ 106,683</u></u>	<u><u>\$ 113,937</u></u>	<u><u>\$ 98,622</u></u>	<u><u>\$ (15,315)</u></u>	(13.4)

### Funding Adjustments for FY 2022 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 reflects no change.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	24.00	24.00	24.00	25.00	1.00	4.2
Licenses and Permits	\$ -	\$ -	\$ 10,000	\$ 32,000	\$ 22,000	220.0
Charges and Fees	489	260	-	-	-	0.0
Interest	2,424,161	3,327,718	250,000	437,500	187,500	75.0
Miscellaneous	353	200	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 2,425,003</b>	<b>\$ 3,328,178</b>	<b>\$ 260,000</b>	<b>\$ 469,500</b>	<b>\$ 209,500</b>	<b>80.6</b>
Personnel	\$ 1,618,021	\$ 1,716,397	\$ 1,710,922	\$ 1,824,068	\$ 113,146	6.6
Operating	368,203	388,176	366,506	403,053	36,547	10.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,986,224</b>	<b>\$ 2,104,573</b>	<b>\$ 2,077,428</b>	<b>\$ 2,227,121</b>	<b>\$ 149,693</b>	<b>7.2</b>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect an increase based on higher interest earning projections.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs reflect full-year funding for interdepartmental changes in FY 2021 and funding for a new County Services Representative I in FY 2022.
- Operating expenditures reflect an increase in postage due to historical and usage trends.

**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%.

Objective 1(d): Decal Issuance Program.

## TREASURER (continued)

### 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 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Input:</b>				
Overage/shortage per cashier	1(c)	\$10.21	\$7.35	\$5.90
Interest revenue	2(a)	\$8,778,230	\$1,072,099	\$1,125,700
Revenue for Decal Issuance program	1(d)	\$2,500	\$16,826	\$17,800
<b>Output:</b>				
Total debit/credit card payments	1(a)	\$92,523,447	\$168,056,861	\$171,000,000
Advance Tax Installment Applications received	1(b)	384	366	250
Total real and other taxes billed	2(b)	\$1,060,225,246	\$1,123,629,007	\$1,123,600,000
<b>Efficiency:</b>				
Average debit/credit and online payments per month	1(a)	\$7,710,287	\$14,047,738	\$14,166,666
Average monthly interest rate	2(a)	1.75%	0.89%	0.89%
Average collections per month	2(b)	\$76,980,067	\$82,505,276	\$82,500,000
<b>Outcome:</b>				
Rate of increase in debit/credit card payments	1(a)	10.8%	82%	2%
Rate of decrease in overages/shortages	1(c)	50%	28%	20%
Total taxpayers enrolled in Advance Installment Program	1(b)	1,272	1,429	1,600
Rate of increase in interest revenue	2(a)	15%	(88%)	0.5%
Total real and other taxes collected	2(b)	\$923,760,814	\$990,063,322	\$990,000,000
Collection rate of real and other taxes	2(b)	96.42%	96.40%	96.40%

### 2022 ACTION STEPS

#### Department Goal 1

- Continue marketing efforts for Advance Installment Program throughout the county.
- Implement new training initiative.
- Target various jurisdictions within Charleston County to inform the citizens of the Installment Program and options for other methods of payment.

#### Department Goal 2

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

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

For more information about the Charleston County Treasurer's Office, visit

<https://www.charlestoncounty.org/departments/treasurer/index.php>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	14.00	14.00	16.00	19.00	3.00	18.8
Intergovernmental	\$ 124,416	\$ 479,039	\$ 170,000	\$ 378,500	\$ 208,500	122.6
Miscellaneous	57	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 124,473</u>	<u>\$ 479,039</u>	<u>\$ 170,000</u>	<u>\$ 378,500</u>	<u>\$ 208,500</u>	122.6
Personnel	\$ 1,366,962	\$ 1,692,269	\$ 1,564,378	\$ 1,849,612	\$ 285,234	18.2
Operating	398,147	394,701	482,591	492,891	10,300	2.1
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>1,765,109</u>	<u>2,086,970</u>	<u>2,046,969</u>	<u>2,342,503</u>	<u>295,534</u>	14.4
Interfund Transfer Out	25,000	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 1,790,109</u>	<u>\$ 2,086,970</u>	<u>\$ 2,046,969</u>	<u>\$ 2,342,503</u>	<u>\$ 295,534</u>	14.4

### Funding Adjustments for FY 2022 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 include the addition of two County Services Representative III positions and an Elections Analyst position. The increases are slightly offset by a reduction in temporary costs to support the national, municipal, and local elections held in November 2020.
- Operating expenditures reflect an increase in municipal election expenses and is offset by a decrease in postage costs based on historical trends.

## 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:		FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
	<u>Objective</u>			
<b>Output:</b>				
Number of active voters	1	298,859	312,374	330,000
Number of voters using iVotronic	1	200,000	200,000	200,000
Number of poll workers attending one or more training sessions	1	801	1504	800
Average number of classes conducted	1	50	50	50
Number of poll workers training on-line	1	524	1504	800
<b>Efficiency:</b>				
Total cost per training class	1	\$300	\$300	\$300
Total hours to train	1	156	200	100
<b>Outcome:</b>				
Poll Managers issued passing score upon completion of training sessions.	1	772	1504	800
Percent of poll managers with passing score	1	100%	100%	100%
Percent of precincts utilizing electronic poll books	1	100%	100%	100%

#### 2022 ACTION STEPS

##### Department Goal 1

- Administration:
  - Continue national certification in elections and registration for Director and Deputy Directors.
  - Purchase online training software for Poll Managers.
  - Research new website design
  - Create video content for FAQ's on election process.
  - Conduct town hall events to answer election questions and receive feedback.
- Training:
  - Implement EasyVote Poll Worker module.
  - Develop new training methods due to COVID-19 (using more online training capabilities).
    - Regional Training Sites at the Charleston County Library
  - Develop new training materials to assist with the new statewide voting system.
  - Develop "Adopt a Polling Location" program for local organizations.
  - Develop and implement a Poll Manager recruitment program.
- Voting System:
  - Develop more robust internal procedures related to physical and cybersecurity.
  - Implement EasyVote Inventory Management module.
  - Conduct a Risk Limiting Audit in November 2021.
- Absentee Voting:
  - Secure off-site locations for November 2021 locations.
  - Increase in-person absentee voting by meeting with civic groups and partner with local community members.
  - Continue relationship with existing nursing homes and assisted living facilities and add two more locations.
  - Create "Life Cycle of a Ballot" document for website.
- Voter Outreach:
  - Create event to celebrate National Voter Registration Day in September 2021.
  - Increase partnerships with local sports teams and restaurants.
  - Update outreach equipment and provide technical support when needed.
  - Utilize the Satellite Voting Unit at the County Fair and other outdoor festivals.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
TOTAL REVENUES	-	-	-	-	-	0.0
Interfund Transfer In	146,625	128,250	-	-	-	0.0
TOTAL SOURCES	<u>\$ 146,625</u>	<u>\$ 128,250</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ -	\$ -	\$ 289,068	\$ 314,554	\$ 25,486	8.8
Operating	17,409,086	24,258,824	24,261,997	25,599,125	1,337,128	5.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$17,409,086</u>	<u>\$24,258,824</u>	<u>\$24,551,065</u>	<u>\$25,913,679</u>	<u>\$ 1,362,614</u>	5.6

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect a reimbursement to the Facilities Management Department for personnel that maintain the libraries.
- 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 Hurd Regional, Johns Island, and Otranto libraries as well as partial year funding for the Bees Ferry, Dorchester and Mt. Pleasant libraries.
  - Operating costs represent an increase in facilities cost and library materials related to the library expansion.



## LIBRARY (continued)

### Performance Measures:

#### Initiative I: Service Delivery

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

Objective 1(a): Increase the use of the Library by Charleston County residents in FY 2020 by increasing the number of registered users by 1% by June 30, 2020.

Objective 1(b): Answer Library users' information and reference questions in a timely and accurate manner by answering an additional 1% of reference questions in FY 2020.

Objective 1(c): Increase the reach of the library by increasing the number of educational, informational and enrichment programs and attendees by 1%.

MEASURES:		<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
	<u>Objective</u>			
<b>Input:</b>				
Library visits <sup>1,5</sup>	1(a)	1,144,302	529,300	534,593
Hours open <sup>1,5</sup>	1(a)	30,213	16,361	16,525
Program attendees <sup>5</sup>	1(a)	154,996	566	572
PC use <sup>1,5</sup>	1(a)	559,377	62,624	63,250
<b>Output:</b>				
Registered cardholders <sup>3,5</sup>	1(a)	202,509	285,002	287,852
Programs held <sup>5</sup>	1(a)	4,953	887	896
Reference questions answered <sup>1,2,5</sup>	1(b)	407,622	197,687	199,655
<b>Efficiency:</b>				
Library visits per capita <sup>5</sup>	1(a)	3.27	1.30	1.31
Cost per library visit <sup>5</sup>	1(a)	\$22.45	\$49.44	\$49.93
Cost per registered cardholder <sup>4,5</sup>	1(a)	\$126.83	92	\$92.73
Reference questions answered per capita <sup>2,5</sup>	1(b)	1.16	0.48	0.49
Percent change in circulation per capita <sup>5</sup>	1(c)	(4.23%)	1.37%	1.00%
Items catalogued per capita <sup>4,5</sup>	1(c)	0.28	3.63	3.67
Circulation of all materials per year <sup>5</sup>	1(c)	2,522,051	2,556,646	2,582,212
<b>Outcome:</b>				
New registrations added annually <sup>3,4,5</sup>	1(a)	15,623	9,256	9,349
Registered users as percentage of population <sup>3,5</sup>	1(a)	57.83%	69.81%	70.51%
Percent change in registrations as percent of population <sup>3,4,5</sup>	1(a)	(0.30%)	40.74%	1.00%
Percentage increase of questions answered <sup>2,5</sup>	1(b)	(21.94%)	-51.50%	1.00%
Circulation per capita <sup>5</sup>	1(c)	7.20	6.26	6.33

<sup>1</sup> The Hurd/St Andrew's, John's Island, and Otranto Road libraries closed to undergo renovations as part of the ongoing capital plan project. Several branches were closed or delayed opening due to inclement weather, and for Tropical Storm Elsa. This effected circulation, user visits, and computer use, and reference questions answered.

<sup>2</sup> The library uses the standards set up by the State Library for counting reference statistics.

<sup>3</sup> Inactive cardholders are removed from the system periodically.

<sup>4</sup> The opening of replacement branches Baxter-Patrick James Island Library, and the St. Paul's Hollywood Library, contributed to an increase in items added to the catalogue.

<sup>5</sup> Branches began a staggered reopening process in June FY20 lasting until June FY21. Small branches remained closed until June FY21 due to social distancing concerns. Branches periodically closed for sanitation after a COVID-19 positive staff was reported. This affected circulation, user visits, computer use, and reference questions. The library continued to provide e-resources, Wi-Fi use and virtual programming to patrons during the closure period.

## LIBRARY (continued)

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### 2022 ACTION STEPS

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#### Department Goal 1

- Open three new libraries.
- Implement a Staff Diversity and Inclusion Initiative.
- Implement library resource officers and a new security protocol.
- Refresh CCPL mission and vision statement
- Update the Strategic Vision for 2021-2024
- Create and implement a digital strategy for library virtual programming

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	7.00	7.00	7.00	-	0.0
Charges and Fees	\$ 377,422	\$ 295,758	\$ 200,000	\$ 200,000	\$ -	0.0
Interest	14,586	6,049	1,000	1,000	-	0.0
Miscellaneous	-	184,979	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 392,008</b>	<b>\$ 486,786</b>	<b>\$ 201,000</b>	<b>\$ 201,000</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ 640,075	\$ 718,181	\$ 751,183	\$ 771,041	\$ 19,858	2.6
Operating	29,535	24,726	24,051	23,555	(496)	(2.1)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 669,610</b>	<b>\$ 742,907</b>	<b>\$ 775,234</b>	<b>\$ 794,596</b>	<b>\$ 19,362</b>	<b>2.5</b>

**Funding Adjustments for FY 2022 Include:**

- Revenues remain the same.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures represent a decrease to office expenses due to historical trends.

**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.

## MASTER-IN-EQUITY (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
Cases referred	1	558	389	+/-500
<b>Output:</b>				
Disposed cases	1	395	471	+/-400
Percent of disposed cases	1	71.0%	121.0%	80.0%
<b>Efficiency:</b>				
Cost per case	1	\$1172.27	\$1170.24	\$1377.96
<b>Outcome:</b>				
Average case length in days	1	n/a <sup>1</sup>	n/a	n/a

<sup>1</sup> Data unavailable at time of publication due to COVID-19. The Court ceased operations in mid-March 2020. The Court seeks to resume operation at a "new normal" pace to accommodate the current pandemic guidelines. The Courts anticipate returning to the courtroom in fall of 2021 will exceed workflow prior to the pandemic.

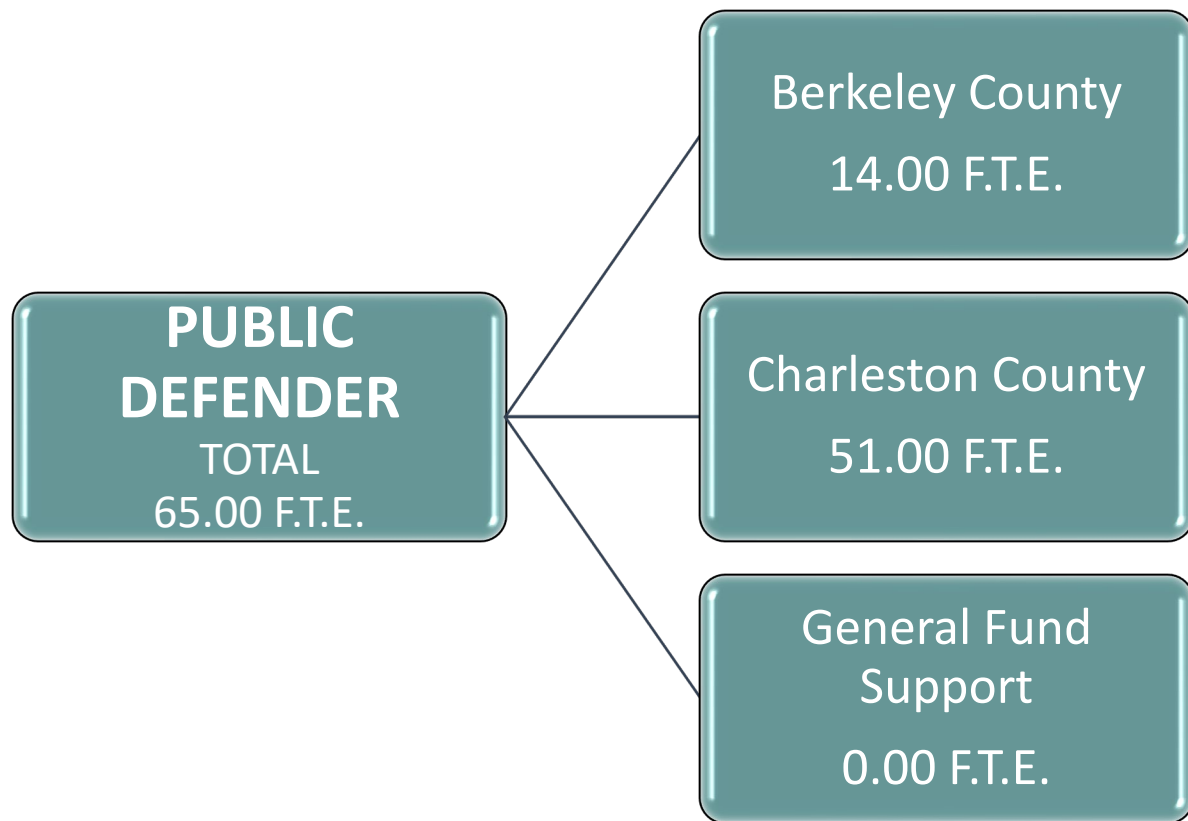
### 2022 ACTION STEPS

#### Department Goal 1

- Improve Internet information base to assist the public in accessing information needed to participate in the monthly foreclosure auctions.
- Actively participate in the Charleston School of Law Extern Program by sponsoring part-time law students seeking invaluable on-the-job experience.
- Assist with more Circuit Court work to help with the flow of cases not referred to Master in Equity Court.
- Assist as the acting Special Circuit Court Judge hearing Confirmation of Minor Settlements and Wrongful Death lawsuits as per the SC Code.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	14.00	14.00	14.00	14.00	-	0.0
Intergovernmental	\$ 1,330,362	\$ 1,351,546	\$ 1,400,076	\$ 1,378,273	\$ (21,803)	(1.6)
Charges and Fees	61,599	88,740	85,000	90,000	5,000	5.9
Fines and Forfeitures	(40)	(80)	-	-	-	0.0
Interest	9,169	6,713	1,000	2,000	1,000	100.0
<b>TOTAL REVENUES</b>	<u><u>\$ 1,401,090</u></u>	<u><u>\$ 1,446,919</u></u>	<u><u>\$ 1,486,076</u></u>	<u><u>\$ 1,470,273</u></u>	<u><u>\$ (15,803)</u></u>	<u><u>(1.1)</u></u>
Personnel	\$ 1,189,959	\$ 1,210,843	\$ 1,276,082	\$ 1,339,613	\$ 63,531	5.0
Operating	202,105	228,242	292,362	240,503	(51,859)	(17.7)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 1,392,064</u></u>	<u><u>\$ 1,439,085</u></u>	<u><u>\$ 1,568,444</u></u>	<u><u>\$ 1,580,116</u></u>	<u><u>\$ 11,672</u></u>	<u><u>0.7</u></u>

### Funding Adjustments for FY 2022 Include:

- Revenues represent State appropriations and fees to fund the Public Defender's operations in Berkeley County. The revenues reflect a decrease in supplemental funding received from the state for legal representation of the indigent and a decrease in interest 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 operating reimbursement out for cost associated with receiving technical support from Berkeley County.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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:

	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adjusted</b>	<b>FY 2022 Approved</b>	<b>Change</b>	<b>Percent Change</b>
Positions/FTE	51.00	51.00	51.00	51.00	-	0.0
Intergovernmental	\$ 1,376,561	\$ 1,312,282	\$ 1,376,589	\$ 1,339,589	\$ (37,000)	(2.7)
Charges and Fees	374,445	408,079	425,000	415,000	(10,000)	(2.4)
Fines and Forfeitures	(9,480)	(5,360)	-	-	-	0.0
Interest	26,192	16,818	2,500	2,500	-	0.0
<b>TOTAL REVENUES</b>	<b>1,767,718</b>	<b>1,731,819</b>	<b>1,804,089</b>	<b>1,757,089</b>	<b>(47,000)</b>	<b>(2.6)</b>
Interfund Transfer In	3,379,200	3,379,200	3,412,992	3,653,007	240,015	7.0
<b>TOTAL SOURCES</b>	<b>\$ 5,146,918</b>	<b>\$ 5,111,019</b>	<b>\$ 5,217,081</b>	<b>\$ 5,410,096</b>	<b>\$ 193,015</b>	<b>3.7</b>
Personnel	\$ 4,499,538	\$ 4,592,418	\$ 4,628,297	\$ 4,784,578	\$ 156,281	3.4
Operating	671,287	633,923	732,631	748,943	16,312	2.2
Capital	224,083	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,394,908</b>	<b>\$ 5,226,341</b>	<b>\$ 5,360,928</b>	<b>\$ 5,533,521</b>	<b>\$ 172,593</b>	<b>3.2</b>

### Funding Adjustments for FY 2022 Include:

- Revenues represent a decrease in State appropriations and fees to fund the Public Defender's operations in Charleston County 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.
- Operating expenditures reflect an increase in operating reimbursement out for additional technology support services. The increase is slightly offset by a decrease to reimbursable litigation fees based on current trends.

## PUBLIC DEFENDER (continued)

### 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:

	Objective	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Input:</b>				
Jail cases pending per attorney per month	1(a)(d)	24	20	20
<b>Output:</b>				
Case law meetings and in-house training per attorney	1(a)(b)(c)(d)	35	6	35
In-house training sessions for paralegals	1(a)(b)(d)	4	2	4
Community and school activities attended	1(e)	60	40	60
<b>Efficiency:</b>				
Hours spent per case law meeting per attorney	1(a)(b)(c)(d)	2	0	10
Hours spent per in-house training session per paralegal	1(a)(b)(d)	2	1	4
Average number of cases (charges) per attorney	1(a)(d)	342	347	340
Hours spent per community/school activities per staff	1(e)	2	0	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)		18	0	12
Guilty Pleas (clients)		1,381	1,015	1,200
Probation Violations (warrants)		280	147	200
<u>Family Court/Juveniles (jail &amp; non-jail) <sup>1</sup></u>				
Trials		1	0	3
Total petitions disposed		788	370	700
<u>Magistrate Court (jail &amp; non-jail)</u>				
Clients disposed		317	544	500
<u>Sentencing Specialist</u>				
Clients assisted		468	243	500
<u>Initial Bond Court Representation</u>				
Clients represented		1,871	2,128	2,200

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

#### 2022 ACTION STEPS

##### Department Goal 1

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

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	(34,130)	-	34,130	(100.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	-	-	(34,130)	-	34,130	(100.0)
Interfund Transfer Out	<u>3,379,200</u>	<u>3,379,200</u>	<u>3,412,992</u>	<u>3,653,007</u>	<u>240,015</u>	7.0
TOTAL DISBURSEMENTS	<u>\$ 3,379,200</u>	<u>\$ 3,379,200</u>	<u>\$ 3,378,862</u>	<u>\$ 3,653,007</u>	<u>\$ 274,145</u>	8.1

### Funding Adjustments for FY 2022 Include:

- Interfund Transfer Out represents increased 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 disability 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 exemptions
- Refer indigent Veterans to agencies funded to address this problem
- Intercede on behalf of Veterans experiencing problems at the Veterans Administration Medical Center (VAMC) Charleston, as well as at local residential or nursing homes
- Assist unemployed Veterans by referring them to local Veteran employment agencies
- Assist Veterans with enrollment in outreach counseling and mental health programs
- Coordinate with other local and state agencies to render advice and assistance with Veterans, their dependents and survivors.

**Departmental Summary:**

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.00	5.00	5.00	5.00	-	0.0
Intergovernmental	<u>\$ 11,383</u>	<u>\$ 11,611</u>	<u>\$ 11,384</u>	<u>\$ 11,611</u>	<u>\$ 227</u>	2.0
TOTAL REVENUES	<u>\$ 11,383</u>	<u>\$ 11,611</u>	<u>\$ 11,384</u>	<u>\$ 11,611</u>	<u>\$ 227</u>	2.0
Personnel	\$ 387,302	\$ 389,239	\$ 395,993	\$ 411,436	\$ 15,443	3.9
Operating	21,156	22,127	18,396	18,298	(98)	(0.5)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 408,458</u>	<u>\$ 411,366</u>	<u>\$ 414,389</u>	<u>\$ 429,734</u>	<u>\$ 15,345</u>	3.7

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect an increase in the State operating grant.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant change.

## 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 State and Federal Veterans' benefits.

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:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Output:</b>				
Office contacts <sup>1</sup>	1(a)	25,168	17,076	20,383
Claims filed <sup>1</sup>	1(b)	2,445	3,159	2,934
<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%	100%	100%

<sup>1</sup> Actual data is as documented on two Semi-Annual Reports submitted to the South Carolina Division of Veterans Affairs (SCDVA).

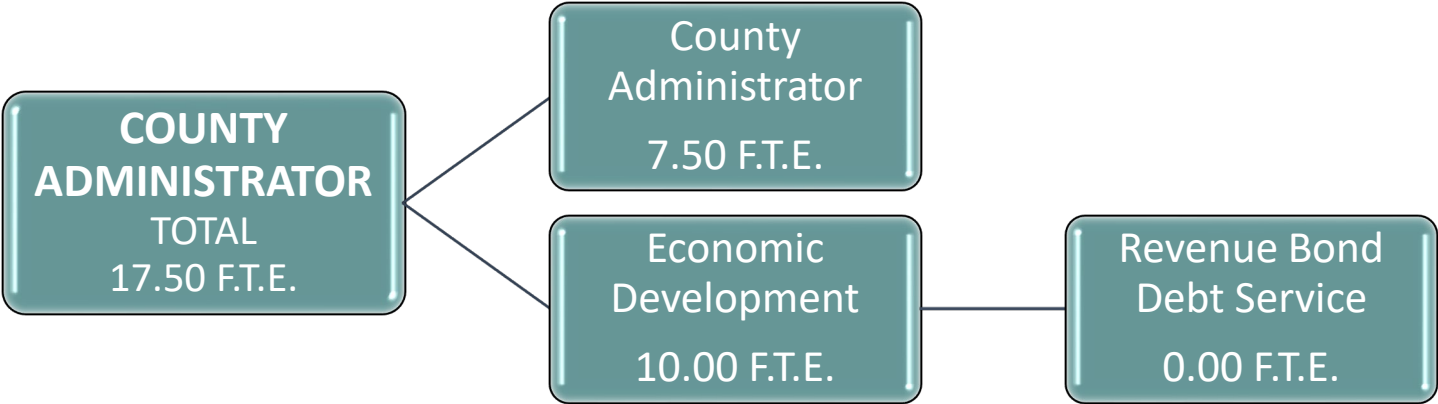
#### 2022 ACTION STEPS

##### Department Goal 1

- Continue assisting 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) & VetPro.
- Continue utilizing County surplus material and equipment when applicable.
- Continue practicing daily cost reduction whenever possible.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.74	7.20	7.70	7.50	(0.20)	(2.6)
Personnel	\$ 1,002,586	\$ 1,392,631	\$ 1,038,469	\$ 1,028,416	\$ (10,053)	(1.0)
Operating	38,011	69,462	89,063	97,272	8,209	9.2
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 1,040,597</u></u>	<u><u>\$ 1,462,093</u></u>	<u><u>\$ 1,127,532</u></u>	<u><u>\$ 1,125,688</u></u>	<u><u>\$ (1,844)</u></u>	<u><u>(0.2)</u></u>

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The decrease represents the transfer of the Sustainability Coordinator position to the Deputy Administrator General Services in FY 2021.
- Operating expenditures reflect an increase in dues and publication based on historical trends.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	10.00	10.00	10.00	10.00	-	0.0
Property Tax	\$ 3,756,483	\$ 3,906,366	\$ 3,745,000	\$ 3,724,024	\$ (20,976)	(0.6)
Miscellaneous	52,499	23,593	5,000	5,000	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 3,808,982</u>	<u>\$ 3,929,959</u>	<u>\$ 3,750,000</u>	<u>\$ 3,729,024</u>	<u>\$ (20,976)</u>	<u>(0.6)</u>
Personnel	\$ 1,107,629	\$ 1,166,574	\$ 1,178,460	\$ 1,184,033	\$ 5,573	0.5
Operating	3,148,159	2,632,811	3,312,229	2,544,991	(767,238)	(23.2)
Capital	55,834	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>4,311,622</u>	<u>3,799,385</u>	<u>4,490,689</u>	<u>3,729,024</u>	<u>(761,665)</u>	<u>(17.0)</u>
Interfund Transfer Out	262,684	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 4,574,306</u>	<u>\$ 3,799,385</u>	<u>\$ 4,490,689</u>	<u>\$ 3,729,024</u>	<u>\$ (761,665)</u>	<u>(17.0)</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues represent a decrease in the value of existing multi-county parks.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent a decrease due to a reduction in economic incentive projects and expansion efforts. The decrease also represents a decrease in marketing and promotions based on current trends. The decreases are slightly offset by an increase in allocations for contingency. During budget deliberations, Council re-established a contribution to Charleston Sister Cities.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## ECONOMIC DEVELOPMENT

**Division:** Revenue Bond Debt Service  
**Fund:** Special Revenue Fund  
**Function:** Economic Development

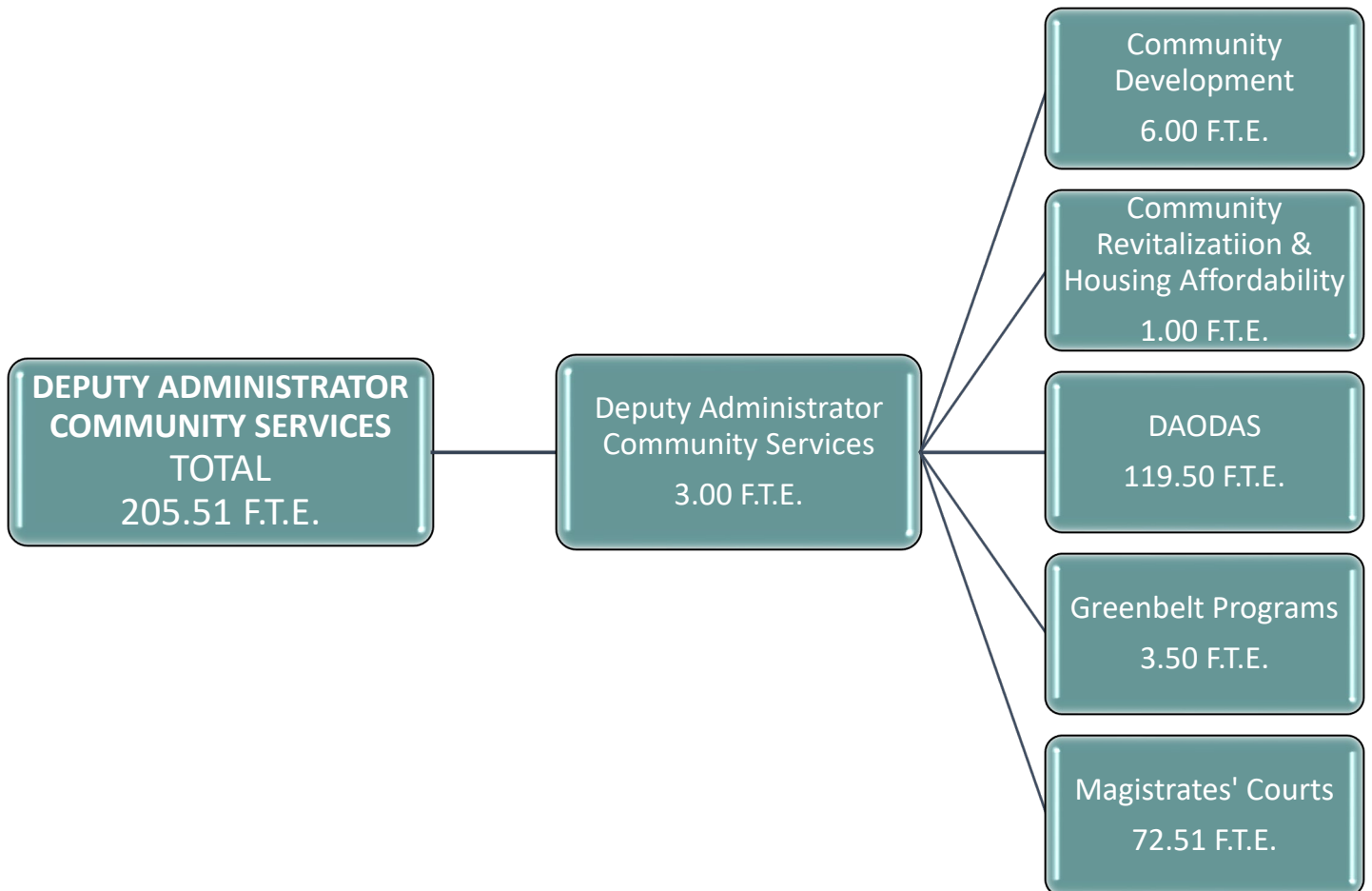
**Mission:** The Debt Service Division accounts for servicing the Special Source Revenue Bonds issued to fund \$80 million for the South Aviation Road Project and to fund \$33 million for the Mercedes Plant. This program records the principal, interest, and other costs related to the repayment of that debt issuance.

### Division Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$22,389,133	\$26,378,341	\$24,283,006	\$26,323,617	\$ 2,040,611	8.4
Interest	28,687	265,837	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>22,417,820</b>	<b>26,644,178</b>	<b>24,283,006</b>	<b>26,323,617</b>	<b>2,040,611</b>	<b>8.4</b>
Interfund Transfer In	7,568,669	8,083,978	10,741,799	10,277,361	(464,438)	(4.3)
<b>TOTAL SOURCES</b>	<b>\$29,986,489</b>	<b>\$34,728,156</b>	<b>\$35,024,805</b>	<b>\$36,600,978</b>	<b>\$ 1,576,173</b>	<b>4.5</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	20,575,652	21,130,005	21,984,073	24,331,631	2,347,558	10.7
Capital	-	-	-	-	-	0.0
Debt Service	8,660,774	8,673,524	10,740,799	10,276,361	(464,438)	(4.3)
<b>TOTAL EXPENDITURES</b>	<b>29,236,426</b>	<b>29,803,529</b>	<b>32,724,872</b>	<b>34,607,992</b>	<b>1,883,120</b>	<b>5.8</b>
Interfund Transfer Out	9,192,232	10,358,032	13,655,205	13,614,267	(40,938)	(0.3)
<b>TOTAL DISBURSEMENTS</b>	<b>\$38,428,658</b>	<b>\$40,161,561</b>	<b>\$46,380,077</b>	<b>\$48,222,259</b>	<b>\$ 1,842,182</b>	<b>4.0</b>

### Funding Adjustments for FY 2022 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.
- Debt Service reflects the scheduled principal and interest payments on the 2013 Special Source Revenue Bond and the 2017 Special Source Revenue Bond.
- 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.





## DEPUTY ADMINISTRATOR COMMUNITY SERVICES

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

**Mission:** The Deputy Administrator Community Services provides administrative oversight and project direction to four departments that include Community Development, Community Revitalization and Housing Affordability, Medically Indigent Assistance Program, Charleston Center (DAODAS), Greenbelt Programs, and Magistrates' Court.

### Departmental Summary:

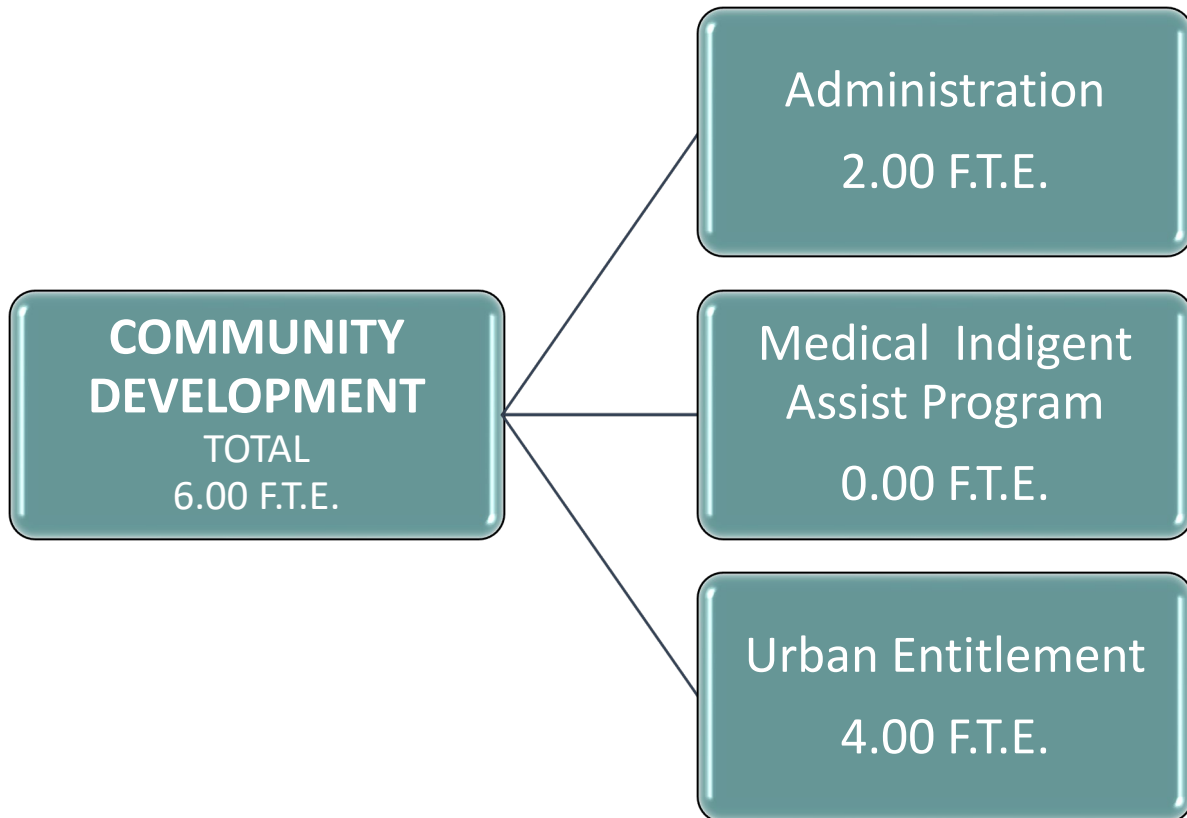
	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	3.00	3.00	3.00	-	0.0
Personnel	\$ 391,509	\$ 403,208	\$ 422,649	\$ 435,193	\$ 12,544	3.0
Operating	8,203	7,009	6,699	6,864	165	2.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 399,712</b>	<b>\$ 410,217</b>	<b>\$ 429,348</b>	<b>\$ 442,057</b>	<b>\$ 12,709</b>	<b>3.0</b>

### Funding Adjustments for FY 2022 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 staff changes in FY 2021.
- Operating expenditures reflect an increase in postage and records storage based on historical trends.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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.

**Services Provided:**

- Manages financial monitoring, compliance, environmental clearances, and special projects benefitting the community
- Manages the well/septic upgrade, connection, and maintenance program

**Program Summary:**

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.90	1.90	1.90	2.00	0.10	5.3
Personnel	\$ 225,466	\$ 239,308	\$ 244,331	\$ 266,053	\$ 21,722	8.9
Operating	5,483	305,130	6,779	9,634	2,855	42.1
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 230,949</b>	<b>\$ 544,438</b>	<b>\$ 251,110</b>	<b>\$ 275,687</b>	<b>\$ 24,577</b>	<b>9.8</b>

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel cost also reflect interdepartmental staffing changes.
- Operating expenditures reflect an increase in office expense for costs not covered by various grants.

**Performance Measures:**

**Initiative I: Service Delivery**

**Department Goal 1:** Create suitable living environments for low-to-moderate income (LMI) families.

Objective 1(a): Address housing needs by issuing/managing contracts related to housing rehabilitation, new construction, 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 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
Housing-related contracts issued/managed	1(a)	9	10	9
Infrastructure contracts issued/managed (well/septic program)	1(b)	4	4	4
Contracts issued/managed for homeless services <sup>1</sup>	1(c)	5	2	3
<b>Output:</b>				
LMI individuals provided housing assistance <sup>2</sup>	1(a)	46	52	50
LMI households provided infrastructure service <sup>2</sup>	1(b)	51	84	40
Homeless individuals served	1(c)	577	167	226
<b>Efficiency:</b>				
LMI individuals served for housing needs per contract issued/managed	1(a)	5	6	6
LMI households served per contract issued/managed infrastructure	1(b)	13	21	10
Homeless individuals served per contract issued/managed	1(c)	115	84	75
<b>Outcome:</b>				
Percent increase of individuals served - housing-related needs	1(a)	0%	28%	(15%)
Percent increase of individuals served - infrastructure-needs <sup>3</sup>	1(b)	70%	65%	(52%)
Percent increase of homeless individuals <sup>4</sup>	1(c)	(32%)	(71%)	35%

<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> Maintenance activities on well/septic systems increased in FY 2021.

<sup>4</sup> The number of homeless individuals served for FY 2021 decreased due to restrictions in the shelter due to COVID-19.

### 2022 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/maintenance program to expedite service and lower costs.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## COMMUNITY DEVELOPMENT (continued)

**Program:** Medically Indigent Assistance Program (MIAP)  
**Fund:** General Fund  
**Function:** Health and Welfare

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

**Services Provided:**

- Process MIAP applications for the County's uninsured citizens to determine eligibility for state benefits.

**Program Summary:**

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ 31,193	\$ 31,650	\$ 30,563	\$ 31,435	\$ 872	2.9
Operating	1,378,805	1,353,560	1,338,604	1,330,998	(7,606)	(0.6)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 1,409,998</u>	<u>\$ 1,385,210</u>	<u>\$ 1,369,167</u>	<u>\$ 1,362,433</u>	<u>\$ (6,734)</u>	<u>(0.5)</u>

**Funding Adjustments for FY 2022 Include:**

- Personnel expenses reflect a projected increase to benefits for temporary staffing.
- 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.

<b>MEASURES:</b>	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
Number of applications received	1	44	30	30
<b>Output:</b>				
Number of approved applications	1	10	4	6
<b>Outcome:</b>				
Percent of approved applications	1	23.0%	13%	20%

## COMMUNITY DEVELOPMENT (continued)

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### 2022 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.

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## COMMUNITY REVITALIZATION AND HOUSING AFFORDABILITY

**Program:** Community Revitalization and Housing Affordability  
**Fund:** General Fund  
**Function:** General Government

**Mission:** The Community Revitalization and Housing Affordability program administers 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.

### Program Summary:

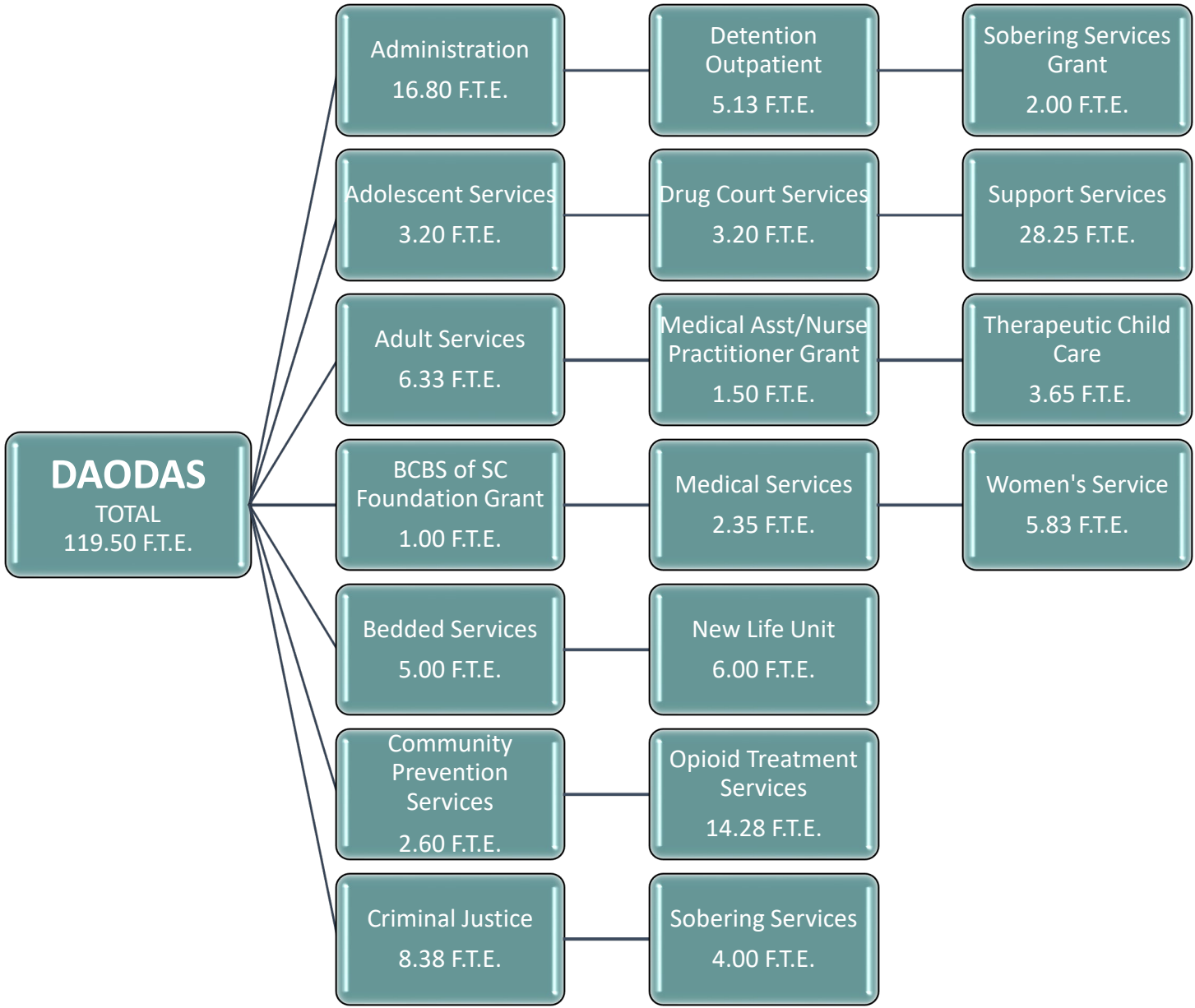
	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	1.00	1.00	-	0.0
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Interfund Transfer In	-	-	-	337,656	337,656	100.0
TOTAL SOURCES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 337,656</u>	<u>\$ 337,656</u>	100.0
Personnel	\$ -	\$ -	\$ -	\$ 142,000	\$ 142,000	100.0
Operating	-	300,000	-	342,656	342,656	100.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ 484,656</u>	<u>\$ 484,656</u>	100.0

### Funding Adjustments for FY 2022 Include:

- Interfund Transfer In reflects funds from HOME grant matches no longer needed due to the availability of in-kind matches.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs include the full-year funding for a Director of Community Revitalization and Housing Affordability position added in FY 2021.
- Operating expenditures reflect an increase in consultant fees to develop a comprehensive Affordable Housing Plan.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>





## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	16.80	15.80	16.80	16.80	-	0.0
Intergovernmental	\$ 11,082	\$ 10,895	\$ -	\$ -	\$ -	0.0
Charges and Fees	227,930	309,598	250,000	250,000	-	0.0
Interest	9,057	(4,189)	1,000	1,000	-	0.0
Miscellaneous	180	94	20,000	20,000	-	0.0
Leases and Rentals	203,956	207,770	215,000	186,000	(29,000)	(13.5)
<b>TOTAL REVENUES</b>	<b>452,205</b>	<b>524,168</b>	<b>486,000</b>	<b>457,000</b>	<b>(29,000)</b>	<b>(6.0)</b>
Interfund Transfer In	580,090	2,544,104	-	1,688,045	1,688,045	100.0
<b>TOTAL SOURCES</b>	<b>\$ 1,032,295</b>	<b>\$ 3,068,272</b>	<b>\$ 486,000</b>	<b>\$ 2,145,045</b>	<b>\$ 1,659,045</b>	<b>341.4</b>
Personnel	\$ 994,276	\$ 1,035,960	\$ 1,212,670	\$ 1,235,206	\$ 22,536	1.9
Operating	1,036,031	1,254,135	(147,056)	510,018	657,074	(446.8)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,030,307</b>	<b>\$ 2,290,095</b>	<b>\$ 1,065,614</b>	<b>\$ 1,745,224</b>	<b>\$ 679,610</b>	<b>63.8</b>

### Funding Adjustments for FY 2022 Include:

- Revenues include an anticipated decrease in rental income.
- Interfund Transfer In represents General Fund funding for indirect costs for support services. Funds are also transferred in from the Parking Garages to fund employees and client parking.

## 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 an increase in the allocation of administrative costs and facility cost.

### 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 70% attendance in groups of scheduled clients.

Objective 1(c): Increase clinical staff's weekly direct client contact hours to 42.5%.

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

**Department Goal 2:** Reduce use of and rebuild fund balance.

Objective 2(a): Improve the collection rate of billable accounts receivable by 5%.

Objective 2(b): Increase overall agency billing by 5%.

#### Initiative V: Quality Control

**Department Goal 3:** Reduce the negative impact of addiction on the residents of Charleston County.

Objective 3(a): Maintain percentage of successful tobacco buys by minors to less than 10%.

Objective 3(b): Improve the post-discharge outcome evaluation of residents attending treatment.

Objective 3(c): Maintain a 90% satisfaction rating of persons served.

#### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
Total client intakes <sup>1</sup>	1(a)	2,735	2,487	2,600
Number of drug free births	3(b)	3	3	5
<b>Output:</b>				
Percentage attendance of scheduled patients	1(b)	71.0%	75.0%	80%
Percentage direct client contact hours	1(c)	41.8%	45.0%	46.0%
Collections of accounts receivable	2(a)	4,733,866	3,631,969	4,000,000
Overall department billing <sup>1</sup>	2(b)	3,987,528	3,629,344	4,100,000
<b>Outcome:</b>				
Percentage increase of collection rate	2(a)	7.0%	(23.2%)	9.0%
Percentage increase of billing rate	2(b)	(21.8%)	(9.0%)	11.0%
Percentage of successful tobacco buys to minors <sup>2</sup>	3(a)	3.0%	25%	5%
Percentage Increase of post discharge contacts	3(b)	35.8%	19%	19%
Percentage of drug-free births	3(b)	75%	100%	100%
Client satisfaction rating for all applicable programs combined	3(c)	95.3%	95%	95%

<sup>1</sup>To ensure a safe environment for staff and patients, we have limited census and shrunk group sizes following CDC guidelines for healthcare and social distancing. A decrease in census has resulted in an overall decrease in intakes and billings.

<sup>2</sup>Youth Access to Tobacco Survey required attempted buys at 12 stores versus the usual 32, making three successful buys a higher percentage.

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

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### 2022 ACTION STEPS

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#### **Department Goal 1**

- Continue improvement to access to services on demand.
- Increase public awareness of services through community outreach and collaboration with stakeholders.
- 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**

- Increase patient awareness to multiple pathways of recovery services available in the community post-discharge.
- Feedback received from quarterly patient focus groups will be used to improve program services.
- Targeted efforts to increase awareness of opioid use and misuse within the community.

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.20	3.20	3.20	3.20	-	0.0
Intergovernmental	\$ 151,590	\$ 148,558	\$ 170,501	\$ 203,001	\$ 32,500	19.1
Charges and Fees	69,778	15,519	82,395	77,246	(5,149)	(6.2)
<b>TOTAL REVENUES</b>	<b>\$ 221,368</b>	<b>\$ 164,077</b>	<b>\$ 252,896</b>	<b>\$ 280,247</b>	<b>\$ 27,351</b>	<b>10.8</b>
Personnel	\$ 205,580	\$ 241,575	\$ 245,141	\$ 255,842	\$ 10,701	4.4
Operating	99,288	113,995	144,958	122,107	(22,851)	(15.8)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 304,868</b>	<b>\$ 355,570</b>	<b>\$ 390,099</b>	<b>\$ 377,949</b>	<b>\$ (12,150)</b>	<b>(3.1)</b>

### Funding Adjustments for FY 2022 Include:

- Revenues represent an increase in Medicaid reimbursements. Revenues also reflect a slight decrease in insurance fees and fees received from managed care organizations.
- 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 of administrative cost.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.40	6.33	6.33	6.33	-	0.0
Intergovernmental	\$ 748,677	\$ 615,901	\$ 692,367	\$ 693,271	\$ 904	0.1
Charges and Fees	<u>328,153</u>	<u>157,017</u>	<u>573,726</u>	<u>537,868</u>	<u>(35,858)</u>	<u>(6.3)</u>
TOTAL REVENUES	<u>\$ 1,076,830</u>	<u>\$ 772,918</u>	<u>\$ 1,266,093</u>	<u>\$ 1,231,139</u>	<u>\$ (34,954)</u>	<u>(2.8)</u>
Personnel	\$ 276,261	\$ 374,040	\$ 416,603	\$ 395,480	\$ (21,123)	(5.1)
Operating	183,620	182,803	303,563	249,548	(54,015)	(17.8)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 459,881</u>	<u>\$ 556,843</u>	<u>\$ 720,166</u>	<u>\$ 645,028</u>	<u>\$ (75,138)</u>	<u>(10.4)</u>

### Funding Adjustments for FY 2022 Include:

- Revenues represent decrease in Medicaid reimbursements and fees received from managed care organizations. Revenues also include a decrease in anticipated client and insurance 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 a reduction in temporary staff cost.
- Operating expenses reflect a decrease in the allocation of administrative cost.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.50	5.00	5.00	5.00	-	0.0
Intergovernmental	\$ 442,208	\$ 341,447	\$ 503,186	\$ 452,811	\$ (50,375)	(10.0)
Charges and Fees	558,660	284,470	675,894	506,921	(168,973)	(25.0)
<b>TOTAL REVENUES</b>	<b>\$ 1,000,868</b>	<b>\$ 625,917</b>	<b>\$ 1,179,080</b>	<b>\$ 959,732</b>	<b>\$ (219,348)</b>	<b>(18.6)</b>
Personnel	\$ 234,700	\$ 204,030	\$ 332,332	\$ 323,799	\$ (8,533)	(2.6)
Operating	632,507	622,203	816,818	1,032,668	215,850	26.4
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 867,207</b>	<b>\$ 826,233</b>	<b>\$ 1,149,150</b>	<b>\$ 1,356,467</b>	<b>\$ 207,317</b>	<b>18.0</b>

### Funding Adjustments for FY 2022 Include:

- Revenues represent a decrease in insurance fees and in managed care fees based on current trends. The decrease also represents a reduction in reimbursements from Medicaid for services provided.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect an increase in the allocation of support services cost.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.75	2.60	2.60	2.60	-	0.0
Intergovernmental	\$ 164,356	\$ 181,629	\$ 181,350	\$ 181,350	\$ -	0.0
Charges and Fees	300	125	12,000	11,250	(750)	(6.3)
<b>TOTAL REVENUES</b>	<b>\$ 164,656</b>	<b>\$ 181,754</b>	<b>\$ 193,350</b>	<b>\$ 192,600</b>	<b>\$ (750)</b>	<b>(0.4)</b>
Personnel	\$ 151,120	\$ 164,786	\$ 162,642	\$ 164,754	\$ 2,112	1.3
Operating	67,779	87,744	107,943	92,782	(15,161)	(14.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 218,899</b>	<b>\$ 252,530</b>	<b>\$ 270,585</b>	<b>\$ 257,536</b>	<b>\$ (13,049)</b>	<b>(4.8)</b>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease 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 administrative costs.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.80	8.38	8.38	8.38	-	0.0
Intergovernmental	\$ 39,968	\$ 35,027	\$ 47,403	\$ 46,466	\$ (937)	(2.0)
Charges and Fees	<u>420,236</u>	<u>323,998</u>	<u>710,000</u>	<u>665,625</u>	<u>(44,375)</u>	<u>(6.3)</u>
TOTAL REVENUES	<u>\$ 460,204</u>	<u>\$ 359,025</u>	<u>\$ 757,403</u>	<u>\$ 712,091</u>	<u>\$ (45,312)</u>	<u>(6.0)</u>
Personnel	\$ 483,329	\$ 517,418	\$ 573,418	\$ 555,259	\$ (18,159)	(3.2)
Operating	259,087	252,092	452,372	380,843	(71,529)	(15.8)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 742,416</u>	<u>\$ 769,510</u>	<u>\$ 1,025,790</u>	<u>\$ 936,102</u>	<u>\$ (89,688)</u>	<u>(8.7)</u>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease in fees received from managed care organizations. Revenues also represent a decrease in anticipated client and insurance fees based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel expenditures also reflect a reduction in temporary staff cost.
- Operating expenses reflect a decrease in public education supplies and the allocation of administrative cost.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.20	5.13	5.13	5.13	-	0.0
Charges and Fees	<u>\$ 397,260</u>	<u>\$ 302,170</u>	<u>\$ 398,150</u>	<u>\$ 363,177</u>	<u>\$ (34,973)</u>	(8.8)
TOTAL REVENUES	<u>\$ 397,260</u>	<u>\$ 302,170</u>	<u>\$ 398,150</u>	<u>\$ 363,177</u>	<u>\$ (34,973)</u>	(8.8)
Personnel	\$ 294,217	\$ 276,255	\$ 303,043	\$ 307,528	\$ 4,485	1.5
Operating	99,523	62,393	115,853	79,664	(36,189)	(31.2)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 393,740</u>	<u>\$ 338,648</u>	<u>\$ 418,896</u>	<u>\$ 387,192</u>	<u>\$ (31,704)</u>	(7.6)

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease in anticipated client fees based on historical collection. The decrease also includes a reduction 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 a decrease in the allocation of administrative costs based on historical trends and usage.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.20	3.10	3.10	3.20	0.10	3.2
Charges and Fees	<u>\$ 165,440</u>	<u>\$ 112,468</u>	<u>\$ 116,967</u>	<u>\$ 116,594</u>	<u>\$ (373)</u>	(0.3)
TOTAL REVENUES	<u>\$ 165,440</u>	<u>\$ 112,468</u>	<u>\$ 116,967</u>	<u>\$ 116,594</u>	<u>\$ (373)</u>	(0.3)
Personnel	\$ 236,543	\$ 195,734	\$ 188,682	\$ 195,712	\$ 7,030	3.7
Operating	94,397	91,572	99,119	80,766	(18,353)	(18.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 330,940</u>	<u>\$ 287,306</u>	<u>\$ 287,801</u>	<u>\$ 276,478</u>	<u>\$ (11,323)</u>	(3.9)

### Funding Adjustments for FY 2022 Include:

- Revenues reflect no significant changes.
- 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 of administrative costs.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.25	2.35	2.35	2.35	-	0.0
Charges and Fees	\$ 5,160	\$ 4,225	\$ 5,600	\$ 5,250	\$ (350)	(6.3)
TOTAL REVENUES	<u>\$ 5,160</u>	<u>\$ 4,225</u>	<u>\$ 5,600</u>	<u>\$ 5,250</u>	<u>\$ (350)</u>	<u>(6.3)</u>
Personnel	\$ 126,259	\$ 138,874	\$ 152,834	\$ 155,037	\$ 2,203	1.4
Operating	(121,100)	(134,648)	(148,314)	(147,625)	689	(0.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 5,159</u>	<u>\$ 4,226</u>	<u>\$ 4,520</u>	<u>\$ 7,412</u>	<u>\$ 2,892</u>	<u>64.0</u>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease 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 an increase in the allocation of UDS medical cost.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.50	6.00	6.00	6.00	-	0.0
Intergovernmental	\$ 526,251	\$ 352,323	\$ 596,463	\$ 541,463	\$ (55,000)	(9.2)
Charges and Fees	<u>769,822</u>	<u>468,157</u>	<u>1,022,860</u>	<u>767,145</u>	<u>(255,715)</u>	<u>(25.0)</u>
TOTAL REVENUES	<u>\$ 1,296,073</u>	<u>\$ 820,480</u>	<u>\$ 1,619,323</u>	<u>\$ 1,308,608</u>	<u>\$ (310,715)</u>	<u>(19.2)</u>
Personnel	\$ 216,475	\$ 266,681	\$ 306,739	\$ 312,924	\$ 6,185	2.0
Operating	786,358	824,717	1,018,571	1,326,474	307,903	30.2
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 1,002,833</u>	<u>\$ 1,091,398</u>	<u>\$ 1,325,310</u>	<u>\$ 1,639,398</u>	<u>\$ 314,088</u>	<u>23.7</u>

### Funding Adjustments for FY 2022 Include:

- Revenues represent a decrease in Medicaid reimbursements and fees received from managed care organizations. This decrease also includes a reduction in anticipated insurance fees based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect an increase in the allocation of support services cost.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.65	13.78	14.28	14.28	-	0.0
Intergovernmental	\$ 261,726	\$ 87,037	\$ 179,355	\$ 150,000	\$ (29,355)	(16.4)
Charges and Fees	<u>1,393,637</u>	<u>1,209,842</u>	<u>2,172,779</u>	<u>2,183,551</u>	<u>10,772</u>	0.5
TOTAL REVENUES	<u>\$ 1,655,363</u>	<u>\$ 1,296,879</u>	<u>\$ 2,352,134</u>	<u>\$ 2,333,551</u>	<u>\$ (18,583)</u>	(0.8)
Personnel	\$ 679,240	\$ 802,145	\$ 933,271	\$ 880,369	\$ (52,902)	(5.7)
Operating	907,273	870,897	1,272,804	1,151,219	(121,585)	(9.6)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 1,586,513</u>	<u>\$ 1,673,042</u>	<u>\$ 2,206,075</u>	<u>\$ 2,031,588</u>	<u>\$ (174,487)</u>	(7.9)

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease in state funding and offset by higher managed care fees based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel expenditures also represent a reduction in temporary cost.
- Operating expenses reflect a decrease in the allocation of administrative costs.

For more information, see the Approved Budget Detail Book

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## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.00	5.00	4.00	4.00	-	0.0
Personnel	\$ -	\$ -	\$ 273,364	\$ 202,274	\$ (71,090)	(26.0)
Operating	482	482	97,479	54,581	(42,898)	(44.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 482</u>	<u>\$ 482</u>	<u>\$ 370,843</u>	<u>\$ 256,855</u>	<u>\$ (113,988)</u>	<u>(30.7)</u>

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflects a decrease 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	27.70	27.75	28.25	28.25	-	0.0
Intergovernmental	\$ 293,146	\$ 195,433	\$ 464,290	\$ 349,715	\$ (114,575)	(24.7)
Charges and Fees	622,620	(183,231)	1,480,194	925,121	(555,073)	(37.5)
Miscellaneous	-	183	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u><u>\$ 915,766</u></u>	<u><u>\$ 12,385</u></u>	<u><u>\$ 1,944,484</u></u>	<u><u>\$ 1,274,836</u></u>	<u><u>\$ (669,648)</u></u>	<u><u>(34.4)</u></u>
Personnel	\$ 1,365,113	\$ 1,371,705	\$ 1,885,474	\$ 1,897,046	\$ 11,572	0.6
Operating	25,707	(458,170)	80,732	(749,201)	(829,933)	#####
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 1,390,820</u></u>	<u><u>\$ 913,535</u></u>	<u><u>\$ 1,966,206</u></u>	<u><u>\$ 1,147,845</u></u>	<u><u>\$ (818,361)</u></u>	<u><u>(41.6)</u></u>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease in Medicaid reimbursements and fees received from managed care organizations. This decrease also includes a reduction in anticipated client and insurance 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 an offset for anticipated vacancies and a reduction in temporary staff cost.
- Operating expenses reflect a decrease in administrative and support cost.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.50	3.65	3.65	3.65	-	0.0
Intergovernmental	\$ 89,103	\$ 85,726	\$ 90,532	\$ 90,032	\$ (500)	(0.6)
Charges and Fees	<u>78,098</u>	<u>53,573</u>	<u>100,000</u>	<u>75,000</u>	<u>(25,000)</u>	<u>(25.0)</u>
TOTAL REVENUES	<u>\$ 167,201</u>	<u>\$ 139,299</u>	<u>\$ 190,532</u>	<u>\$ 165,032</u>	<u>\$ (25,500)</u>	<u>(13.4)</u>
Personnel	\$ 123,879	\$ 124,355	\$ 154,955	\$ 156,421	\$ 1,466	0.9
Operating	87,737	58,919	103,665	88,402	(15,263)	(14.7)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 211,616</u>	<u>\$ 183,274</u>	<u>\$ 258,620</u>	<u>\$ 244,823</u>	<u>\$ (13,797)</u>	<u>(5.3)</u>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease in Medicaid reimbursements and fees received from managed care organizations.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease in the allocation formula for administrative cost.

For more information, see the Approved Budget Detail Book

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## 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:

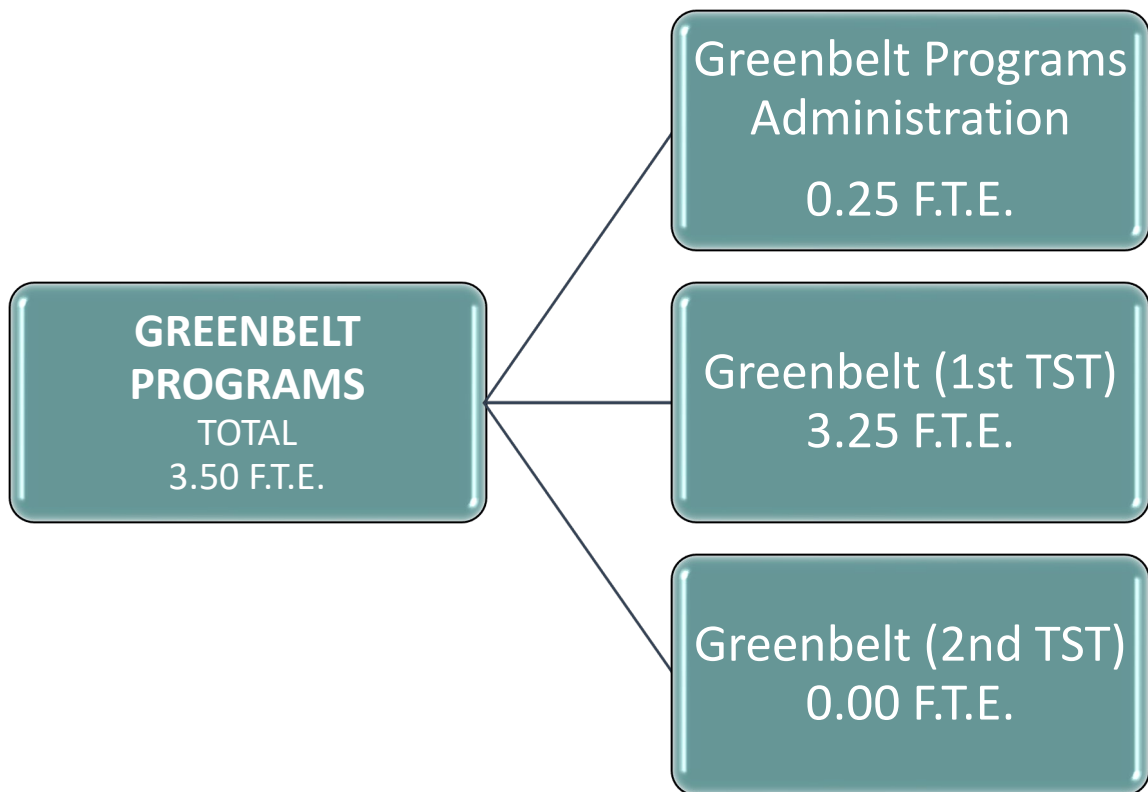
	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.55	5.93	5.93	5.83	(0.10)	(1.7)
Intergovernmental	\$ 465,242	\$ 432,803	\$ 500,154	\$ 497,967	\$ (2,187)	(0.4)
Charges and Fees	160,003	69,447	230,289	215,896	(14,393)	(6.2)
Miscellaneous	721	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 625,966</b>	<b>\$ 502,250</b>	<b>\$ 730,443</b>	<b>\$ 713,863</b>	<b>\$ (16,580)</b>	<b>(2.3)</b>
Personnel	\$ 279,806	\$ 303,030	\$ 334,164	\$ 323,958	\$ (10,206)	(3.1)
Operating	134,010	136,095	207,894	167,910	(39,984)	(19.2)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 413,816</b>	<b>\$ 439,125</b>	<b>\$ 542,058</b>	<b>\$ 491,868</b>	<b>\$ (50,190)</b>	<b>(9.3)</b>

### Funding Adjustments for FY 2022 Include:

- Revenues represent a decrease in client and insurance fees. Revenues also reflect a reduction in Medicaid reimbursements and fees received from managed care organizations.
- 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 cost.

For more information, see the Approved Budget Detail Book

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## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	0.25	0.25	0.25	0.25	-	0.0
Personnel	\$ 27,310	\$ 29,930	\$ 26,578	\$ 27,883	\$ 1,305	4.9
Operating	730	-	817	747	(70)	(8.6)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 28,040</u></u>	<u><u>\$ 29,930</u></u>	<u><u>\$ 27,395</u></u>	<u><u>\$ 28,630</u></u>	<u><u>\$ 1,235</u></u>	<u><u>4.5</u></u>

**Funding Adjustments for FY 2022 Include:**

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

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.95	2.05	2.05	3.25	1.20	58.5
Sales Tax	\$10,362,262	\$10,271,328	\$ 9,520,000	\$11,645,000	\$ 2,125,000	22.3
Intergovernmental	3,493	-	-	-	-	0.0
Interest	307,680	205,432	32,000	32,000	-	0.0
<b>TOTAL REVENUES</b>	<u>\$10,673,435</u>	<u>\$10,476,760</u>	<u>\$ 9,552,000</u>	<u>\$11,677,000</u>	<u>\$ 2,125,000</u>	<u>22.2</u>
Personnel	\$ 225,505	\$ 233,268	\$ 251,587	\$ 389,081	\$ 137,494	54.7
Operating	11,435	11,181	18,606	17,610	(996)	(5.4)
Capital	-	-	-	-	-	0.0
Debt Service	9,024,032	9,285,985	9,910,529	10,193,223	282,694	2.9
<b>TOTAL EXPENDITURES</b>	<u>9,260,972</u>	<u>9,530,434</u>	<u>10,180,722</u>	<u>10,599,914</u>	<u>419,192</u>	<u>4.1</u>
Interfund Transfer Out	10,025,000	1,003,000	-	1,504,000	1,504,000	100.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$19,285,972</u>	<u>\$10,533,434</u>	<u>\$10,180,722</u>	<u>\$12,103,914</u>	<u>\$ 1,923,192</u>	<u>18.9</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues represent an increase due to projected growth in sales tax collections.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also include the addition of a Project Officer II position and a Media Coordinator position.
- Operating expenditures reflect a decrease due to lower office expenses.
- Debt Service increased due to scheduled bond payments.
- Interfund Transfer Out represents a transfer to fund pay-as-you-go Greenbelt projects.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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:**

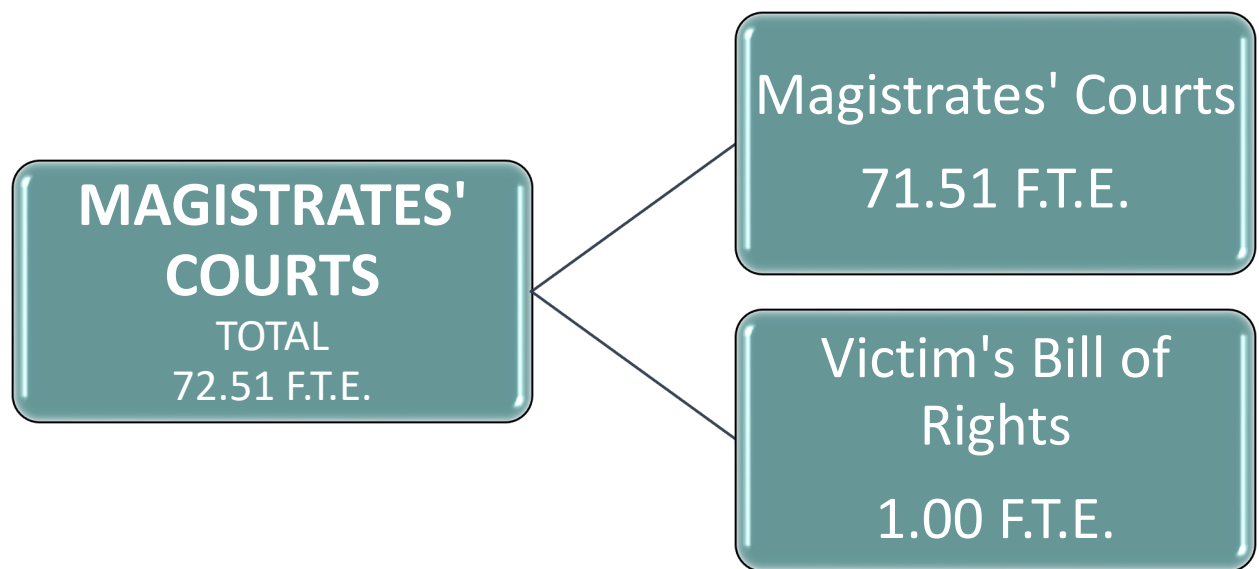
	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$ 6,095,448	\$ 6,041,958	\$ 5,600,000	\$ 6,850,000	\$ 1,250,000	22.3
Interest	196,805	220,357	21,000	21,000	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 6,292,253</u>	<u>\$ 6,262,315</u>	<u>\$ 5,621,000</u>	<u>\$ 6,871,000</u>	<u>\$ 1,250,000</u>	22.2
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	-	-	-	-	-	0.0
Interfund Transfer Out	<u>5,025,000</u>	<u>6,516,000</u>	<u>5,514,000</u>	<u>7,519,000</u>	<u>2,005,000</u>	36.4
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 5,025,000</u>	<u>\$ 6,516,000</u>	<u>\$ 5,514,000</u>	<u>\$ 7,519,000</u>	<u>\$ 2,005,000</u>	36.4

**Funding Adjustments for FY 2022 Include:**

- Revenues represent an increase due to the projected growth in sales tax collections.
- Interfund Transfer Out represents a transfer to fund pay-as-you-go Greenbelt projects. The increase correlates with the increase in revenues.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	71.51	71.51	71.51	71.51	-	0.0
Charges and Fees	\$ 858,970	\$ 538,657	\$ 761,000	\$ 476,000	\$ (285,000)	(37.5)
Fines and Forfeitures	694,882	683,608	641,500	575,000	(66,500)	(10.4)
Interest	686	(777)	-	-	-	0.0
Miscellaneous	7,216	5,623	7,500	5,000	(2,500)	(33.3)
<b>TOTAL REVENUES</b>	<b>\$ 1,561,754</b>	<b>\$ 1,227,111</b>	<b>\$ 1,410,000</b>	<b>\$ 1,056,000</b>	<b>\$ (354,000)</b>	<b>(25.1)</b>
Personnel	\$ 4,664,125	\$ 4,843,547	\$ 4,845,054	\$ 5,034,492	\$ 189,438	3.9
Operating	401,054	387,080	379,627	416,934	37,307	9.8
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,065,179</b>	<b>\$ 5,230,627</b>	<b>\$ 5,224,681</b>	<b>\$ 5,451,426</b>	<b>\$ 226,745</b>	<b>4.3</b>

**Funding Adjustments for FY 2022 Include:**

- Revenues represent a decrease in civil fees and fine collections due to the continued financial impacts resulting from the COVID-19 pandemic.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase in equipment and 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 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
Small Claims cases filed <sup>1</sup>	1(a)	3,989	3,518	4,000
DUI cases filed <sup>1</sup>	1(b)	447	398	420
<b>Efficiency:</b>				
Average Small Claims case age in days	1(a)	63	188	65
Cost per case	1(a)	\$80.00	\$80.00	\$80.00
Average DUI case age in days	1(b)	190	338	175
<b>Outcome:</b>				
Disposed Small Claims cases	1(a)	4,133	3,668	3,700
Percent of Small Claims cases disposed	1(a)	96.5%	96%	97%
Disposed DUI cases	1(b)	394	431	450
Percent of DUI cases disposed	1(b)	82.4%	96%	94%
DUI cases pending	1(b)	478	453	442

<sup>1</sup>The Cares Act, specifically the Federal Moratorium and subsequent extension of such, has greatly reduced the number of civil cases filed. Although this is applicable to landlord tenant matters it can also be reflected in the number of Summons and Complaints filed as well.

#### 2022 ACTION STEPS

##### Department Goal 1

- Implement procedure that would allow the defendant's photo on file with the Department of Public Safety to be imported onto arrest warrants when created in CMS.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	\$ 1,787	\$ 1,014	\$ 1,000	\$ 1,000	\$ -	0.0
Fines and Forfeitures	120,990	96,985	95,000	94,000	(1,000)	(1.1)
<b>TOTAL REVENUES</b>	<b>\$ 122,777</b>	<b>\$ 97,999</b>	<b>\$ 96,000</b>	<b>\$ 95,000</b>	<b>\$ (1,000)</b>	<b>(1.0)</b>
Personnel	\$ 67,730	\$ 67,764	\$ 71,011	\$ 67,457	\$ (3,554)	(5.0)
Operating	3,641	3,470	495	495	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 71,371</b>	<b>\$ 71,234</b>	<b>\$ 71,506</b>	<b>\$ 67,952</b>	<b>\$ (3,554)</b>	<b>(5.0)</b>

### Funding Adjustments for FY 2022 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. The increase in personnel costs are offset by a reduction in overtime costs.
- Operating expenditures remain constant.

### 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 2022 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Output:</b>				
Percent of victims requesting and receiving service in accordance with Victim's Bill of Rights	1(a)(b)	100%	100%	100%
Percent of victims who appear before the court without undue hardship or inconvenience	1(a)(b)	100%	100%	100%
<b>Efficiency:</b>				
Average hours per service	1(a)	2.0	1.5	1.5
<b>Outcome:</b>				
Percent of victims who perceive that the judges and court personnel were courteous and responsive to them	1(b)	99.0%	99.0%	99.0%

### 2022 ACTION STEPS

#### Department Goal 1

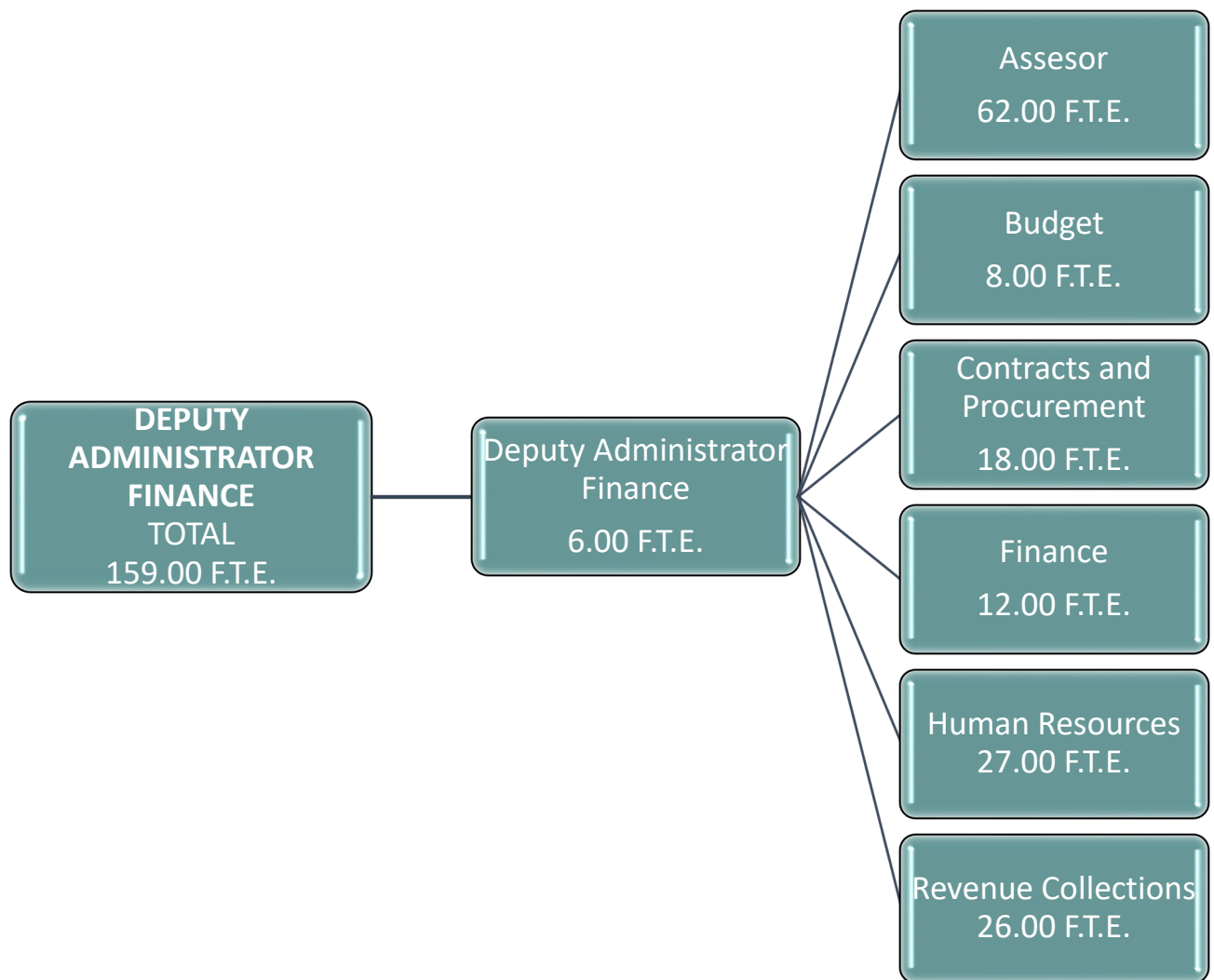
- Improve fluidity of victim services on general session offenses.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



**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, Contracts and Procurement, Finance, Human Resources, and Revenue Collections.

### Departmental Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.00	6.00	6.00	6.00	-	0.0
Personnel	\$ 553,009	\$ 747,104	\$ 779,995	\$ 803,438	\$ 23,443	3.0
Operating	17,980	10,751	15,586	16,998	1,412	9.1
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 570,989</u></u>	<u><u>\$ 757,855</u></u>	<u><u>\$ 795,581</u></u>	<u><u>\$ 820,436</u></u>	<u><u>\$ 24,855</u></u>	<u><u>3.1</u></u>

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures include an increase in consultant fees due to additional technical support for on-line distant learning.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	62.00	62.00	62.00	62.00	-	0.0
Licenses and Permits	\$ 7,405	\$ 4,855	\$ 6,000	\$ 5,300	\$ (700)	(11.7)
Charges and Fees	313	511	250	200	(50)	(20.0)
<b>TOTAL REVENUES</b>	<b>\$ 7,718</b>	<b>\$ 5,366</b>	<b>\$ 6,250</b>	<b>\$ 5,500</b>	<b>\$ (750)</b>	<b>(12.0)</b>
Personnel	\$ 4,120,334	\$ 4,211,931	\$ 4,339,060	\$ 4,531,198	\$ 192,138	4.4
Operating	272,321	281,318	519,426	386,787	(132,639)	(25.5)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,392,655</b>	<b>\$ 4,493,249</b>	<b>\$ 4,858,486</b>	<b>\$ 4,917,985</b>	<b>\$ 59,499</b>	<b>1.2</b>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect a decrease 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.
- Operating expenditures represent a decrease due to a reduction in the number of direct mailers to citizens and services provided by contracted temporaries as the County completes the current reassessment process.

## 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 pre-reassessment year completion deadlines by end of Fiscal Year 2022.

Objective 1(a): Complete 95% of Tax Year (TY) 2022 new construction by June 15, 2022. Maintain date moving forward.

Objective 1(b): Complete 95% TY 2021 ATIs by August 15, 2021: complete 95% TY 2022 ATIs by August 1, 2022. Maintain dates until next reassessment implementation.

Objective 1(c): Complete Tax Year (TY) 2020 reassessment appeals within 18 months of commencing BAA conferences (i.e. December of 2022).

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

Objective 2(a): Median date inspected to trail Tax Year by no more than 2 years.

Objective 2(b): Reduce inspection dates older than 5 years to no more than 5% of parcel count.

Objective 2(c): Maintain appraiser field time a minimum of 16% each year.

#### MEASURES:

	Objective	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Input:</b>				
Number of New Construction appraisals completed during FY <sup>1</sup>	1(a)	3,909	6,311	5,500
Number of ATI appraisals completed during fiscal year <sup>2</sup>	1(b)	6,612	13,437	10,000
Inspections per fiscal year <sup>3</sup>	2(a)(b)(c)	45,533	56,215	52,500
<b>Output:</b>				
Percent of time spent on new construction <sup>4</sup>	1(a)	27%	32%	32%
Percent of time spent on new ATI appraisals <sup>5</sup>	1(b)	5.5%	5.2%	10%
Percent of time spent on objections and reviews <sup>6</sup>	1(c)	5.5%	18.9%	5.5%
Median date of inspection for improved properties <sup>13</sup>	2(a)	06/06/18	03/20/19	01/01/20
Lag in inspection date median versus Tax Year <sup>13</sup>	2(b)	1.5 yrs.	1.75 yrs	2.0yrs
Percent of appraiser time spent in field <sup>14</sup>	2(c)	12.36%	13.6%	16%
		9.97%	9.62%	9%
<b>Efficiency:</b>				
Avg Rate per day new construction appraisals (per appraiser) <sup>7</sup>	1(a)	2.47	3.42	3.0
Avg Rate per day ATI appraisals (per appraiser) <sup>5</sup>	1(a)	20.34	44.1	20.0
Avg Rate per day objections (per appraiser) <sup>6</sup>	1(b)	2.25	3.32	2.25
<b>Outcome:</b>				
Date new construction 95% completed <sup>1</sup>	1(a)	7/31/20	06/30/21	06/15/22
New construction appraisals completed for Fiscal Year <sup>8</sup>	1(a)	3,909	6,311	5,500
Change in valuation tax base due to new construction <sup>9</sup>	1(a)	2.8%	2.5%	2.0%
Date ATIs completed <sup>5</sup>	1(b)	08/28/20	8/15/21 est	08/01/22
Change in valuation tax base due to ATIs <sup>9</sup>	1(b)	2.10%	1.9%	2.0%
Percentage reassessment BAAs completed (occurs every five years) <sup>10</sup>	1(c)	99.0%	1.4%	65%
Date annual objections completed for prior tax year <sup>11</sup>	1(c)	3/30/20	4/21/21	03/30/22
Increase in percentage of field time per year <sup>12</sup>	2(a)(b)(c)	(23.2)%	6.86%	10.0

<sup>1</sup> The FY 2022 projections include consideration of supply shortages and delays in project starts in early 21 due to COVID. Due to the number of new houses, new construction overlaps ATIs.

<sup>2</sup> Reassessment appeals were expected to delay the start of new construction work and ATI's and the completion of both. NC was 96% complete as of 06/30/2021. That more than met the 2021 goal for 95% completion on 07/31/21. ATI's expected date of completion is Aug 15th more than meeting the goal of Sept 15, 2021.

<sup>3</sup> Annual inspections should stabilize at 50,000 – 55,000. COVID 19 shut down field work for over 8 wks. in the spring of 2020. The low FY20 and higher FY21 numbers illustrate. Reassessment appeals delayed field work for 2021 somewhat.

## ASSESSOR (continued)

<sup>4</sup> Time spent on new construction cycles with reassessment every five years. Typically, low points are the reassessment year or the year after. Between 30% and 38% is normal for the other years. The FY 21 goal of 32% was met.

<sup>5</sup> Many ATIs are new construction and separating these categories is difficult, in reassessment years ATIs also overlap with reassessment activities. Time spent has ranged from 4.25% to 12.5%. 10% is considered stabilized.

<sup>6</sup> Objections/reviews for TY20 are complete- the goal was to finish by 04/15/21- the actual was 04/21/21. FY 21 has less than 30 active objections. The time spent in FY21 on objections was high due to reassessment, but the percentage finalized at the initial stage was very high, resulting in few BAA appeals.

<sup>7</sup> FY21 projections anticipated a lag in field collection and sign offs that did not occur. The rate per day was normal.

<sup>8</sup> Typical post reassessment delays in starting new construction did not occur as expected. The number projected considers supply constraints and delays on construction starts in the spring of 2021 due to COVID 19.

<sup>9</sup> ATI's will have a date closer to reassessment than in prior years, however prices have soared offsetting that smaller date constraint. New construction includes many new houses that are ATI's.

<sup>10</sup> Reassessment BAA's for TY 20 reassessment have just begun. Completion is anticipated in late 2022 – 18 months after the start. There are TY 15 BAA's pending due to ongoing Supreme Court litigation that will hopefully be decided in a year. 11 Post reassessment goal was met, the new date is considered a desired stabilized date.

<sup>12</sup> FY 2020 reflected sharp reductions in field time as COVID-19 halted all field inspections for over 8 weeks in the critical spring collection time. FY 21 has seen no such impact and is indicating a return to more normal field time.

<sup>13</sup> The tax year start date is January 1 of that year. The desired median date of inspection is no more than 2 years prior to the start of the tax year. The former goal was a 2-3-year trailing date, the new goal is to maintain no more than 2 years. A corollary goal (new for 2022) is to reduce the number of parcels with inspection dates older than 5 years from the current 9.62% to 5%. This is a five-year goal ending in FY 2026.

<sup>14</sup>Percent time spent in the field was heavily impacted by COVID-19. Restoring the prior goal performance of 15-16% will not be likely until 2022.

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### 2022 ACTION STEPS

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#### Department Goal 1

- To ensure validity of tax base calculations, complete annual work including ATI's and new construction to mail notices and provide preliminary roll certification by early August 2022. Maintain moving forward.

#### Department Goal 2

- Continue to inspect each improved property once between reassessments by ensuring the median inspection date for improved properties lags the current tax year by no more than 2 years and by reducing the number of properties with an inspection date greater than 5 years from its current 9.62% to 5% over 5 years ending in FY 2026.
- Continue to inspect 50,000-55,000 properties per year and stabilize field time by appraisers at 16% of available time; thus increasing inspection frequency by appraisers as opposed to data collectors.

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## BUDGET

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

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

**Services Provided:**

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

**Departmental Summary:**

	<u>FY 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	7.00	7.00	8.00	8.00	-	0.0
Personnel	\$ 715,455	\$ 731,733	\$ 722,707	\$ 814,198	\$ 91,491	12.7
Operating	20,795	24,965	23,073	23,189	116	0.5
Capital	8,008	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 744,258</b>	<b>\$ 756,698</b>	<b>\$ 745,780</b>	<b>\$ 837,387</b>	<b>\$ 91,607</b>	<b>12.3</b>

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase includes full-year funding for a Budget Analyst I added in FY 2021 to assist with the increased workload associated with grant management of federal funds.
- Operating expenditures represent no significant changes.

**Performance Measures:**

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

**Department Goal 1:** Determine financial resources necessary for the County's functions.

Objective 1(a): Annually update a five-year plan for the General Fund, 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 2020	FY 2021	FY 2022
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
<b>Input:</b>				
Number of Federal Awards	2	92	107	100
<b>Output:</b>				
Budgeted General Fund revenue	1(a)	\$242,232,055	\$241,771,215	\$252,385,894
Actual General Fund revenues <sup>1</sup>	1(a)	\$246,598,549	\$253,661,999	\$252,385,894
<b>Efficiency:</b>				
Dollar amount of Single Audit questioned costs	2	\$0	\$0	\$0
<b>Outcome:</b>				
Five-year plans prepared	1(b)	100%	50%	100%
Percent of revenue variance <sup>1</sup>	1(a)	1.8%	4.9%	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 2021 Actual & FY 2022 Projected reflect the projection at time of budget preparation.

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### 2022 ACTION STEPS

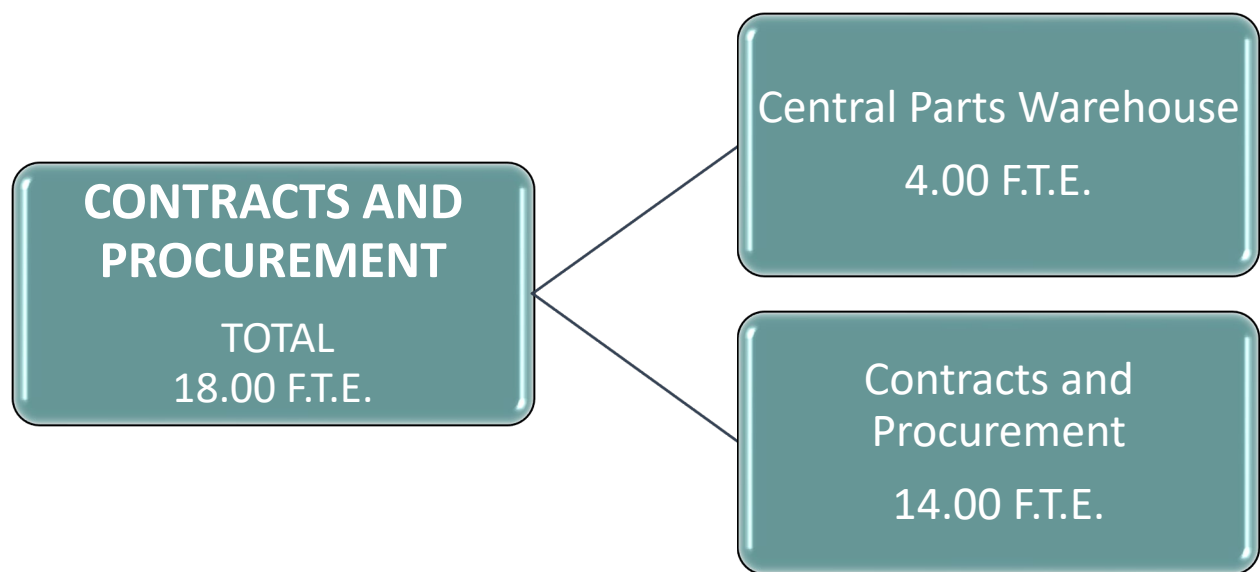
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#### Department Goal 1

- Re-establish development of five-year plans for General Fund and Environmental Management Fund.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## CONTRACTS AND PROCUREMENT

**Division:** Central Parts Warehouse  
**Fund:** Internal Service Fund  
**Function:** General Government

**Mission:** The Central Parts Warehouse is responsible for purchasing vehicle parts, tires, and accessories for the entire County fleet, ensuring that the procured products are of high quality and the best value for the tax dollar.

**Services Provided:**

- Ensure parts are readily available to maintain operational readiness of the County's fleet

**Division Summary:**

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	4.00	4.00	4.00	-	0.0
Charges and Fees	<u>\$ 2,853,806</u>	<u>\$ 2,819,558</u>	<u>\$ 2,950,000</u>	<u>\$ 3,000,000</u>	<u>\$ 50,000</u>	1.7
TOTAL REVENUES	<u>\$ 2,853,806</u>	<u>\$ 2,819,558</u>	<u>\$ 2,950,000</u>	<u>\$ 3,000,000</u>	<u>\$ 50,000</u>	1.7
Personnel	\$ 255,933	\$ 270,317	\$ 272,722	\$ 274,258	\$ 1,536	0.6
Operating	2,607,731	2,541,561	2,677,278	2,725,742	48,464	1.8
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 2,863,664</u>	<u>\$ 2,811,878</u>	<u>\$ 2,950,000</u>	<u>\$ 3,000,000</u>	<u>\$ 50,000</u>	1.7

**Funding Adjustments for FY 2022 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 an increase 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 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Output:</b>				
Inventory line items	1(a)	1,530	1,552	1,600
Supplies issued monthly	1(b)	4,361	4,196	4,300
Received and stored items processed monthly	1(b)	3,993	4,041	4,100
<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)	90.0%	92.0%	93.0%
Annual ratio of stock turnover	1(c)	7:1	6.8:1	7:1

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	15.00	15.00	14.00	14.00	-	0.0
Miscellaneous	\$ 159,120	\$ 160,434	\$ 150,000	\$ 170,000	\$ 20,000	13.3
TOTAL REVENUES	<u>\$ 159,120</u>	<u>\$ 160,434</u>	<u>\$ 150,000</u>	<u>\$ 170,000</u>	<u>\$ 20,000</u>	13.3
Personnel	\$ 1,275,811	\$ 1,261,471	\$ 1,407,569	\$ 1,350,777	\$ (56,792)	(4.0)
Operating	139,264	55,492	67,015	67,403	388	0.6
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 1,415,075</u>	<u>\$ 1,316,963</u>	<u>\$ 1,474,584</u>	<u>\$ 1,418,180</u>	<u>\$ (56,404)</u>	(3.8)

**Funding Adjustments for FY 2022 Include:**

- Revenues consist of procurement card rebates and represents an increase due to current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect no significant change from the previous year.

**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.

**Initiative IV: Workflow Analysis Process Management**

**Department Goal 2:** Provide goods and services in a timely and cost-efficient manner.

Objective 2(a): Ensure 90% of informal solicitations are processed within 8 business days.

Objective 2(b): Ensure 65% of formal solicitations are issued within 72 business days.

## CONTRACTS AND PROCUREMENT (continued)

### Initiative V: Quality Control

**Department Goal 3:** Procure goods and services within the law.

Objective 3(a): Ensure 100% of Purchase Orders audited are in compliance with the Procurement Ordinance and Regulations.

Objective 3(b): Award 99% of purchases without written protest.

**Department Goal 4:** Seek Fair and Open Competition.

Objective 4: Ensure 100% of informal solicitations have three quotes.

MEASURES:		FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Input:</b>	<b>Objective</b>			
Purchase Card purchases	2(a)	22,290	19,870	21,080
Purchase orders	2(a)(b),4	1,487	1,814	1,800
<b>Output:</b>				
Number of staff attending training	1(a)	10	15	16
Purchase orders processed ≤ \$25,000	2(a),3(a)(b),4	1,044	1,290	1300
Solicitations processed	2(b),3(a)(b)	95	56	75
Purchase orders ≥ \$25,000 processed	3(a)(b)	443	524	500
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)	75.0%	66%	75%
Percent of purchase orders ≤ \$25,000 processed within 8 business days	2(a)	92.0%	73.9%	80.0%
Percent of purchase orders ≥ \$25,000 processed within 72 business day	2(b)	93.7%	67.2%	80.0%
Percent of audited purchase orders in compliance	3(a)	100%	95%	100%
Percent of purchases awarded without protest	3(b)	99.9%	100%	100%
Percent of informal solicitations having three quotes	4	100%	95%	100%

### 2022 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.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	12.00	12.00	12.00	-	0.0
Charges and Fees	\$ 4,320	\$ 4,050	\$ 4,200	\$ 3,400	\$ (800)	(19.0)
TOTAL REVENUES	<u>\$ 4,320</u>	<u>\$ 4,050</u>	<u>\$ 4,200</u>	<u>\$ 3,400</u>	<u>\$ (800)</u>	<u>(19.0)</u>
Personnel	\$ 923,035	\$ 993,479	\$ 1,021,531	\$ 1,066,888	\$ 45,357	4.4
Operating	51,978	48,227	49,413	48,871	(542)	(1.1)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 975,013</u>	<u>\$ 1,041,706</u>	<u>\$ 1,070,944</u>	<u>\$ 1,115,759</u>	<u>\$ 44,815</u>	<u>4.2</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect a decrease in child support fees.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit program.
- Operating expenditures reflect no significant change.

**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.

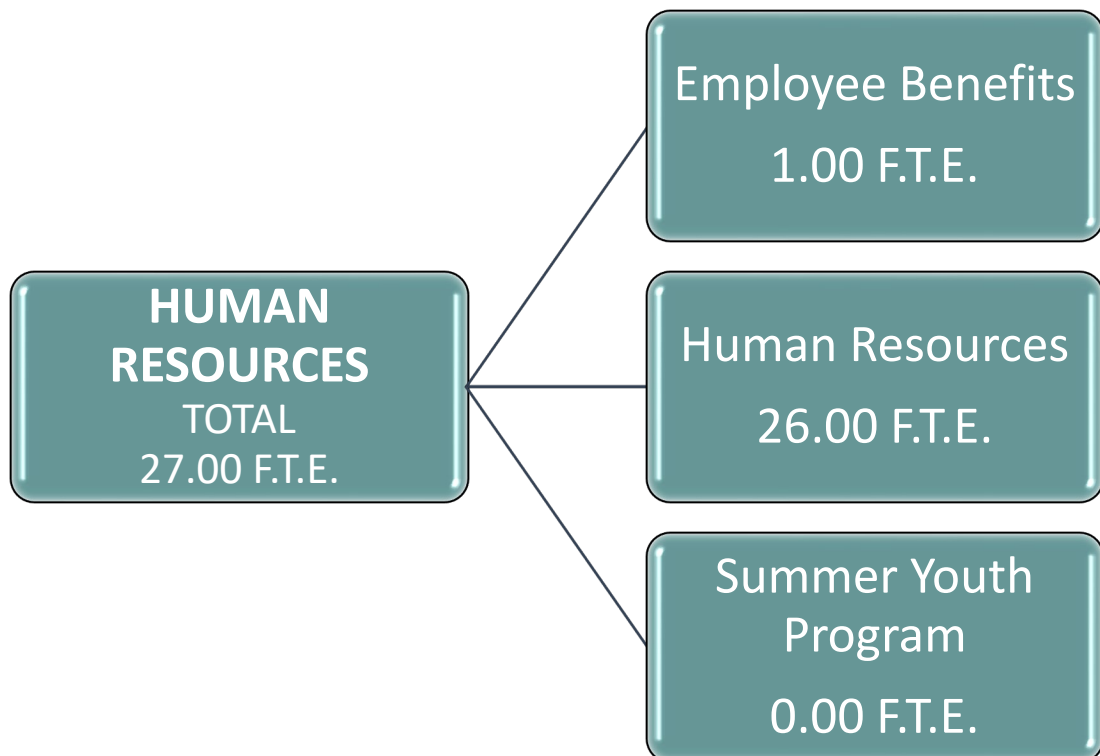
Objective 3(b): Submit 100% of regulatory filings as required by the bond covenants.

#### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Output:</b>				
Number of deadlines missed	1(a),2	0	0	0
Number of days to prepare the CAFR	1(b)	165	163	170
<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		59	60	60
Journal entries required after year end		60	60	60
Management letter comments/material weaknesses		0	0	0

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Intergovernmental	\$ 1,146,353	\$ 1,149,949	\$ -	\$ -	\$ -	0.0
Charges and Fees	47,231,825	49,734,010	32,315,403	30,609,385	(1,706,018)	(5.3)
Interest	1,012,611	812,482	100,000	100,000	-	0.0
<b>TOTAL REVENUES</b>	<u><u>\$49,390,789</u></u>	<u><u>\$51,696,441</u></u>	<u><u>\$32,415,403</u></u>	<u><u>\$30,709,385</u></u>	<u><u>\$ (1,706,018)</u></u>	<u><u>(5.3)</u></u>
Personnel	\$ 105,897	\$ 116,166	\$ 116,403	\$ 117,985	\$ 1,582	1.4
Operating	56,854,127	61,776,676	32,299,000	31,341,400	(957,600)	(3.0)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$56,960,024</u></u>	<u><u>\$61,892,842</u></u>	<u><u>\$32,415,403</u></u>	<u><u>\$31,459,385</u></u>	<u><u>\$ (956,018)</u></u>	<u><u>(2.9)</u></u>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect a decrease due to the elimination of short-term disability coverage for retirees and due to higher reliance on fund balance to cover post-employment benefits.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect a decrease from the elimination of short-term disability coverage for retirees. In addition, operating costs include lower funding for post-employment benefits based on previous funding levels.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	20.06	24.00	25.00	26.00	1.00	4.0
Personnel	\$ 1,771,548	\$ 1,736,454	\$ 2,277,952	\$ 2,495,871	\$ 217,919	9.6
Operating	273,891	233,555	161,945	326,305	164,360	101.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>2,045,439</b>	<b>1,970,009</b>	<b>2,439,897</b>	<b>2,822,176</b>	<b>382,279</b>	<b>15.7</b>
Interfund Transfer Out	100,000	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 2,145,439</b>	<b>\$ 1,970,009</b>	<b>\$ 2,439,897</b>	<b>\$ 2,822,176</b>	<b>\$ 382,279</b>	<b>15.7</b>

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase reflects the full-year annualization of positions added during FY 2021 and a new Compensation Specialist position.
- Operating expenditures represent an increase to consultant fees due to the completion of a compensation study in FY 2022. In addition, the higher pre-employment screening and training costs are based on current trends.

## HUMAN RESOURCES (continued)

### Performance Measures:

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

**Department Goal 1:** Develop a process which provides timely and accurate enrollment and updating of all new hires, incumbents and retirees into the PEBA health care and retirement systems.

Objective 1(a): Process annual benefits enrollment by the first paycheck in January.

Objective 1(b): Assist transitioning retirees and current retirees with PEBA health benefits.

Objective 1(c): Monitor and respond to all new inquiries that are reported via the portal (FreshDesk).

**Department Goal 2:** Improve efficiency in the County's Unemployment Claims Process

Objective 2(a): Continue monitoring claims and billings.

**Department Goal 3:** Provide employee development to existing and new employees.

Objective 3(a): Deliver employee development programs remotely.

Objective 3(b): Prepare qualified internal employees for promotion opportunities in the County.

**Department Goal 4:** Use best practices to recruit and retain a highly qualified and diverse staff.

Objective 4(a): Ensure all new hires are onboarded through the NeoGov applicant tracking system.

#### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual<sup>2</sup></u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Output:</b>				
<u>Benefits:</u>				
Number of days for accurate completion of benefits enrollment	1(a)	n/a	0 days	0 days
Number of new retirees processed	1(b)	n/a	98	100
Number of meetings held with employees/retirees	1(b)	n/a	91	100
Number of retirees total	1(b)	n/a	1,246	1,200
Number of new inquiries to the FreshDesk portal <sup>1</sup>	1(c)	n/a	n/a	n/a
<u>Unemployment:</u>				
Number of claims processed	2(a)	n/a	436	450
Total number of claims paid	2(a)	n/a	294	300
<u>Employee Learning &amp; Development:</u>				
Number of classes taken	3(a)	n/a	12,557	12,750
Number of Demand Classes offered	3(a)	n/a	464	500
Number of employees taking classes	3(a)	n/a	2,428	2,500
<u>Employment &amp; Compensation:</u>				
Number of internal promotions <sup>1</sup>	3(b)	n/a	n/a	n/a
<u>Onboarding:</u>				
Number of benefits eligible new hires Onboarded remotely	4(a)	n/a	365	375
Number of Mandatory Classes for New Hires	4(a)	n/a	14	14
Number of New Hires completing Mandatory Classes	4(a)	n/a	340	375
<b>Outcome:</b>				
Percentage of accurate completion of benefits enrollment	1(a)	n/a	100%	100%
Percentage of FreshDesk responses within 24 business hours	1(c)	n/a	100%	100%
Percentage of remote training completed by employees	3(a),4(a)	n/a	100%	100%

<sup>1</sup> Department began tracking this measure in FY 2022

<sup>2</sup> Data unavailable at time of publication.

## HUMAN RESOURCES (continued)

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### 2022 ACTION STEPS

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#### **Department Goal 2**

- Develop a training for supervisors on the claim process, appeal process and how to prevail in a hearing.

#### **Department Goal 3**

- Assist departments in creating succession plans and career advancement plans.

#### **Department Goal 4**

- Track applicant diversity to ensure the workforce is representative of the community we serve.
- Ensure recruitment efforts are conducive to recruiting and retaining a diverse workforce.

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## HUMAN RESOURCES (continued)

**Program:** Summer Youth Program  
**Fund:** Special Revenue Fund  
**Function:** General Government

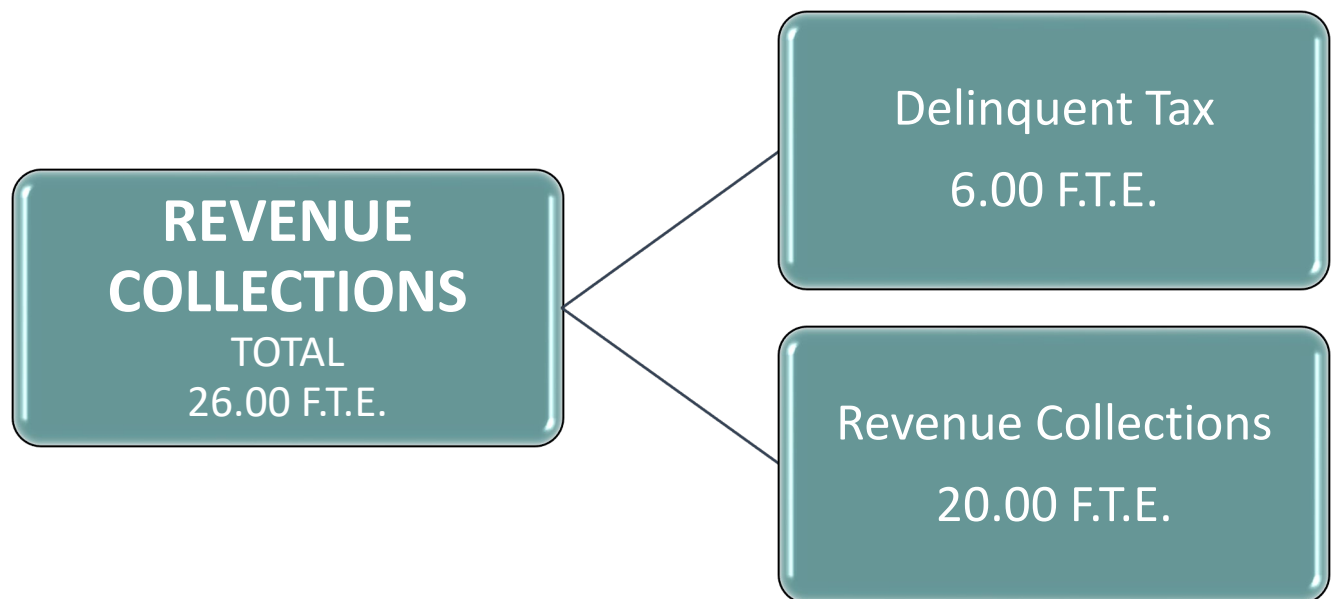
**Mission:** The Summer Youth Program provides job opportunities for high school and college students to explore possible careers, have a meaningful employment experience, and develop essential work readiness skills.

### Program Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
TOTAL REVENUES	-	-	-	-	-	0.0
Interfund Transfer In	101,200	-	-	-	-	0.0
TOTAL SOURCES	<u>\$ 101,200</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 33,392	\$ 44,079	\$ 60,000	\$ 45,000	\$ (15,000)	(25.0)
Operating	17,599	14,057	500	15,000	14,500	2900.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 50,991</u>	<u>\$ 58,136</u>	<u>\$ 60,500</u>	<u>\$ 60,000</u>	<u>\$ (500)</u>	(0.8)

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected compensation for the temporary employees participating in the program.
- Operating costs reflect an increase to reflect the libraries' participation in the program.





## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.00	6.00	6.00	6.00	-	0.0
Charges and Fees	\$ 1,115,921	\$ 986,505	\$ 1,026,457	\$ 1,017,265	\$ (9,192)	(0.9)
Miscellaneous	12,391	9,991	10,000	12,000	2,000	20.0
<b>TOTAL REVENUES</b>	<u>\$ 1,128,312</u>	<u>\$ 996,496</u>	<u>\$ 1,036,457</u>	<u>\$ 1,029,265</u>	<u>\$ (7,192)</u>	<u>(0.7)</u>
Personnel	\$ 664,540	\$ 676,431	\$ 721,543	\$ 740,802	\$ 19,259	2.7
Operating	257,434	260,121	291,728	288,463	(3,265)	(1.1)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>921,974</u>	<u>936,552</u>	<u>1,013,271</u>	<u>1,029,265</u>	<u>15,994</u>	<u>1.6</u>
Interfund Transfer Out	-	317,556	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 921,974</u>	<u>\$ 1,254,108</u>	<u>\$ 1,013,271</u>	<u>\$ 1,029,265</u>	<u>\$ 15,994</u>	<u>1.6</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect a decrease in levy costs to recover the expenditures related to the delinquent tax process.
- 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 advertising based on historical trends.

**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.

## REVENUE COLLECTIONS (continued)

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>

Objective 1(c): Attain collection rates of 60% of existing personal property accounts in Watercraft, Business Personal State/County, Aircraft and Rental Residential.<sup>1</sup>

MEASURES:	Objective	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Output:</b>				
Total accounts collected in real property <sup>2 &amp; 3</sup>	1(a)	9,558-268	8911-480	8251 – N/A <sup>4</sup>
Total accounts collected in mobile homes <sup>2 &amp; 3</sup>	1(b)	2,828-651	2827-732	2257 – N/A <sup>4</sup>
Total accounts collected in personal property <sup>2 &amp; 3</sup>	1(c)	33224-10,986	34,784-14,171	12,140 – N/A <sup>4</sup>
<b>Efficiency:</b>				
Cost per collection <sup>4</sup>	1(a)(b)(c)	\$27.35	\$30.08	N/A <sup>4</sup>
<b>Outcome:</b>				
Closure rate for real property accounts <sup>2 &amp; 3</sup>	1(a)	97.20%	94.61%	N/A <sup>4</sup>
Closure rate for mobile home accounts	1(b)	76.98%	74.11%	N/A <sup>4</sup>
Closure rate for personal property accounts (BPS, BPC, RRES, WC, AC)	1(c)	66.93%	59.26%	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 2020 showed improvement in closure rates listed for Real Property and Personal Property. The annual tax sale for delinquent Real Property and Mobile Homes directly mirrored this improvement by being the shortest sale this department has had since its creation. The Debt Setoff program showed strong returns in Personal Property collections by 8.7%. This was also evident in the addition of two strongly utilized temporary personnel, which provided a physical collection point and needed visibility with delinquent businesses and individuals. Mobile Homes continued to show an increase by 4.32% from the previous year.

<sup>3</sup>FY 2021 showed a decline in closure rates listed for Real Property and Personal Property most in part to the complications surrounding the COVID-19 pandemic. Debt Setoff continued to assist in personal property collections but due to the anticipated change in watercraft collections the office experienced a drop in personal property collections below the 60% goal set in previous years. Mobile Homes also showed a decline by 2.87% from the previous year. Although challenging, the annual tax sale for delinquent Real Property and Mobile Homes was still held which assisted in keeping their respective collections close to pre-pandemic standards. Due to the challenges involved with COVID-19, the tax team (consisting of individuals from 5 different departments) was able to come together and deliver a safe and efficient sale which had more than 400 bidders attend. Because of these efforts, the entire team received the Team of the Quarter Award for the first quarter in 2021.

<sup>4</sup>Cost per Collection = (Total Actual Expenditures for the Fiscal Year) / (Sum of Accounts Paid, Abatements, and *Nulla Bona* Accounts) FY 2020 shows \$936,552 in actual expenditures. The Delinquent Tax Office experienced a slight increase in cost per collection.

### 2022 ACTION STEPS

#### Department Goal 1

- Since 2016, the department has been running one FTE short, which was supplemented by the addition and utilization of two temporary personnel. Their work showed a definite increase in physical collections and our department will be looking to explore the transition of one of them into the vacant position if it continues to show viability. We are refocusing our efforts in the upcoming year to better structure personal property collections which will proof for the need for this additional staff member.
- As predicted for FY 2021, costs collected for delinquent Watercraft began to diminish, which the Delinquent Tax department began monitoring due to the anticipated loss of collectible revenue. The impact will be seen in FY 2022 which saw a drop of 10,526 accounts because the majority of watercraft accounts were no longer collected in arrears. Documented water vessels will continue to be collected in arrears accounting for 1153 delinquent accounts in FY 2022. This level of collections is anticipated to be the norm moving forward.
- COVID-19 was a strong influence on delinquent collections. The main goal for the upcoming year is the return to pre-pandemic standards. The delinquent tax department is monitoring the aftereffects of the impact of COVID-19 on the ability for taxpayers to pay their property taxes. In communication with surrounding counties it has been determined that there is a decline in collections; however, current collections for Charleston County show no such variance at this time. We are working to determine areas we can amplify our collection efforts so that we can mitigate the possibility of the decline in collections.

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	20.00	20.00	20.00	20.00	-	0.0
Charges and Fees	\$ 2,284,267	\$ 2,143,905	\$ 2,007,790	\$ 2,359,898	\$ 352,108	17.5
Interest	92,162	85,854	9,000	9,000	-	0.0
Miscellaneous	1,034	1,616	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>2,377,463</b>	<b>2,231,375</b>	<b>2,016,790</b>	<b>2,368,898</b>	<b>352,108</b>	<b>17.5</b>
Interfund Transfer In	-	366,306	-	-	-	0.0
<b>TOTAL SOURCES</b>	<b>\$ 2,377,463</b>	<b>\$ 2,597,681</b>	<b>\$ 2,016,790</b>	<b>\$ 2,368,898</b>	<b>\$ 352,108</b>	<b>17.5</b>
Personnel	\$ 1,504,125	\$ 1,614,256	\$ 1,631,457	\$ 1,651,394	\$ 19,937	1.2
Operating	542,613	834,748	357,306	485,733	128,427	35.9
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>2,046,738</b>	<b>2,449,004</b>	<b>1,988,763</b>	<b>2,137,127</b>	<b>148,364</b>	<b>7.5</b>
Interfund Transfer Out	336,377	-	128,027	231,771	103,744	81.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 2,383,115</b>	<b>\$ 2,449,004</b>	<b>\$ 2,116,790</b>	<b>\$ 2,368,898</b>	<b>\$ 252,108</b>	<b>11.9</b>

**Funding Adjustments for FY 2022 Include:**

- Revenues represent charges to collect municipal and county revenues. Collections are projected to increase based on projected fees charged to the municipalities.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent an increase in maintenance contract software to help administer the short-term rentals related to Accommodations Tax.

## REVENUE COLLECTION (continued)

- Interfund Transfer Out represents an increase of profits to the General Fund for the difference between revenues and expenses.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** To increase revenues by identifying businesses operating without a license or outside of the applicable rate classification.

Objective 1(a): Increase business license field inspections by 30.

Objective 1(b): Locate 70% more businesses operating illegally.

Objective 1(c): Increase audits conducted by 7%.

MEASURES:		FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
	Objective			
<b>Output:</b>				
Field inspections/calls/emails	1(a)	6,800	4,000	5,000
Illegal businesses located – businesses noncompliant	1(b)	38	19	50
Audits conducted	1(c)	676 <sup>1</sup>	476	600
<b>Efficiency:</b>				
Average chargeback per audit	1(c)	365	580	
<b>Outcome:</b>				
Percent increase of business license inspections <sup>1</sup>	1(a)	20.0%	(42%)	20%
Percent increase of locating businesses operating illegally <sup>1</sup>	1(b)	(10.0)	(50%)	38%
Percent increase of audits conducted	1(c)	(57.0%)	(30%)	21%
Collections from audit chargebacks	1(c)	\$24,023	60,146	45,000

<sup>1</sup> Audits were not scheduled from March to June 2020.

<sup>2</sup> Uncertainty of COVID-19 and future implementation of “remote audits only” render this number difficult to project at this time.

#### 2022 ACTION STEPS

##### Department Goal 1

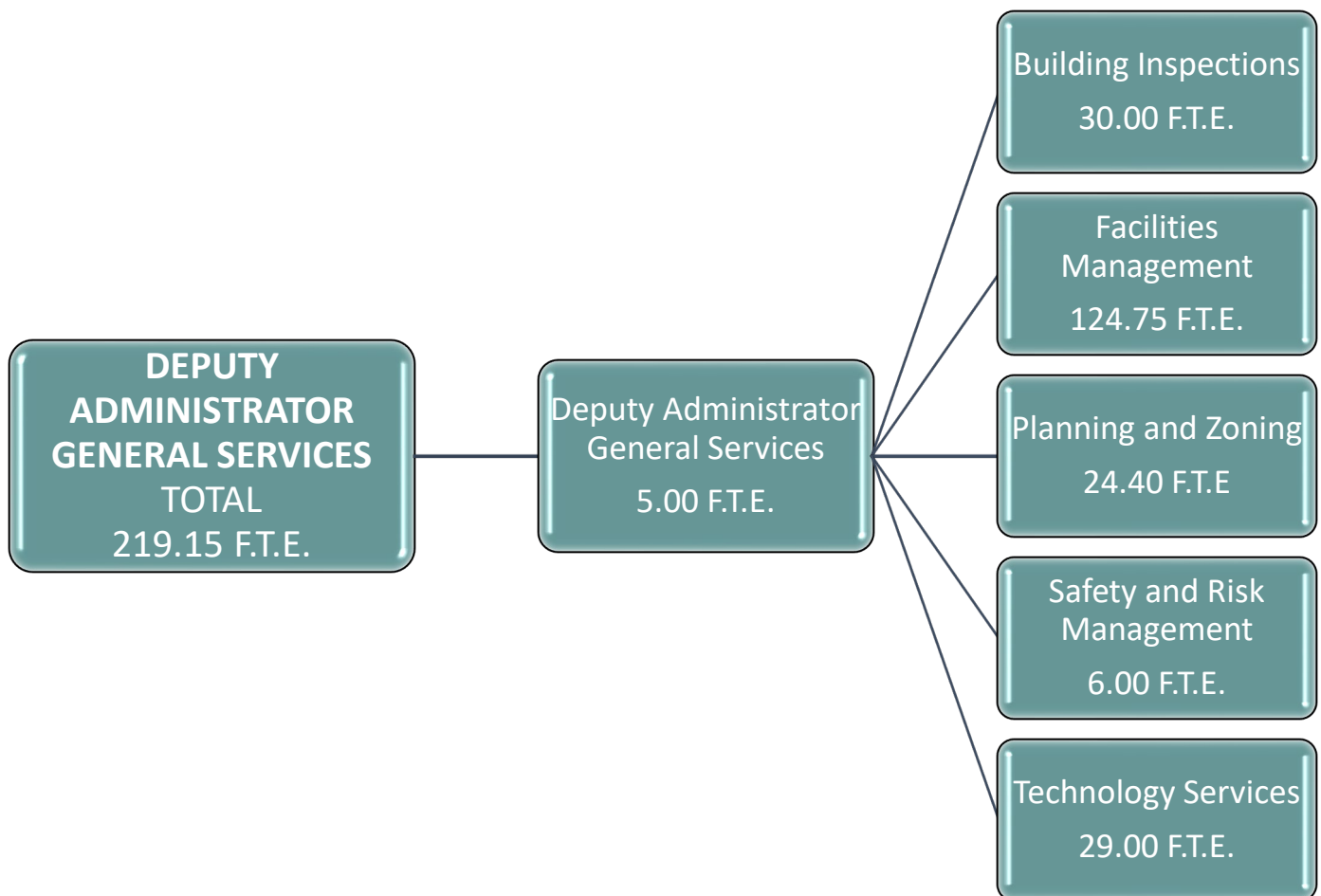
- Complete transition to new software by January renewal.
- Update business license ordinance to current NAICS as well as revenue neutral rate change as needed. This will be accomplished once software is in place.
- Continue with efforts to identify businesses not in compliance with business license.
- Move more office functions to online to decrease person-to-person contact during current pandemic.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



**End Section**



## DEPUTY ADMINISTRATOR GENERAL SERVICES

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

**Mission:** The Deputy Administrator General Services provides administrative oversight and project direction to five departments, which include Building Inspections Services, Facilities Management, Planning and Zoning, Safety and Risk Management and Technology Services.

### Departmental Summary

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.00	4.00	5.00	5.00	-	0.0
Personnel	\$ 425,892	\$ 493,936	\$ 611,064	\$ 713,776	\$ 102,712	16.8
Operating	10,864	8,534	10,518	14,286	3,768	35.8
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 436,756</u></u>	<u><u>\$ 502,470</u></u>	<u><u>\$ 621,582</u></u>	<u><u>\$ 728,062</u></u>	<u><u>\$ 106,480</u></u>	17.1

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs reflect an increase due to full-year funding for the Sustainability Coordinator position transferred to the department in FY 2021.
- Operating expenditures reflect an increase in training due to historical trend.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## BUILDING INSPECTIONS SERVICES

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

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

**Services Provided:**

- Issue contractor licenses
- Provide pre-construction building plan reviews
- Issue construction-related permits
- Inspect property to ensure building structures are constructed or maintained in accordance with standards, codes, regulations, ordinances, and construction requirements

**Division Summary:**

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	29.00	30.00	30.00	30.00	-	0.0
Licenses and Permits	\$ 2,373,464	\$ 1,881,271	\$ 1,860,000	\$ 1,860,000	\$ -	0.0
Charges and Fees	531,267	460,225	450,000	477,000	27,000	6.0
Miscellaneous	16,511	16,166	7,500	3,000	(4,500)	(60.0)
<b>TOTAL REVENUES</b>	<b>2,921,242</b>	<b>2,357,662</b>	<b>2,317,500</b>	<b>2,340,000</b>	<b>22,500</b>	<b>1.0</b>
Interfund Transfer In	-	13,660	-	-	-	0.0
<b>TOTAL SOURCES</b>	<b>\$ 2,921,242</b>	<b>\$ 2,371,322</b>	<b>\$ 2,317,500</b>	<b>\$ 2,340,000</b>	<b>\$ 22,500</b>	<b>1.0</b>
Personnel	\$ 1,759,120	\$ 1,951,131	\$ 2,173,765	\$ 2,246,022	\$ 72,257	3.3
Operating	216,400	267,128	225,332	273,051	47,719	21.2
Capital	-	-	-	26,000	26,000	100.0
<b>TOTAL EXPENDITURES</b>	<b>1,975,520</b>	<b>2,218,259</b>	<b>2,399,097</b>	<b>2,545,073</b>	<b>145,976</b>	<b>6.1</b>
Interfund Transfer Out	24,592	14,277	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 2,000,112</b>	<b>\$ 2,232,536</b>	<b>\$ 2,399,097</b>	<b>\$ 2,545,073</b>	<b>\$ 145,976</b>	<b>6.1</b>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect an increase in plan review fees based on current projections.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a grant match for pre-disaster mitigation.
- Capital expenses includes a new utility vehicle for building inspections in new development divisions.



## BUILDING INSPECTIONS SERVICES (continued)

### 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 3 rating with FEMA resulting in a 30% reduction in flood insurance premiums for our citizens.

Objective 3(b): Maintain Class 3/2 rating with the private insurance industry, which results in selective rate reductions in property insurance work toward a class 2/2 rating.

Objective 3(c): Maintain educational program for continuing education for staff members to keep current with all federal, state, and local code modification expansions as changes are required in the floodplain regulations.

#### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
Permit revenue	1(a)	\$1,664,681	\$2,163,402	\$1,700,000
<b>Output:</b>				
Permits issued	1(a)	12,130	12,893	13,537
Inspections performed	1(a)	33,110	33,588	35,267
Commercial plans approved	1(a)	239	381	88
Residential plans approved	1(a)	1,265	1,606	1,662
Number of contractor's licenses issued/renewed	1(a)	3,018	2,532	2,658
Number of Certificates of Occupancy issued	1(a)	521	786	620
Number of people serviced by web-based system	1(a)(b)	66,998	80,232	83,679
Number impacted by public education programs	2(a)	188,453	88,453	197,875
Number attending educational seminars	2(b)	5,951	5,851	6,029
Hours of Code Enforcement Officers training	3(c)	763	773	773
<b>Efficiency:</b>				
Average number of days per commercial plan review	1(a)(c)	14	14	15
Average number of days per residential plan review	1(a)(c)	14	14	15

## BUILDING INSPECTIONS SERVICES (continued)

### MEASURES:

	Objective	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
<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)	90%	98%	98%
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 3	Class 3	Class 3
Insurance Services Office rating	3(b)	Class 3/2	Class 3/2	Class 3/2
Percentage of Code Enforcement Officers training completed	3(c)	100%	100%	100%

### 2022 ACTION STEPS

#### Department Goal 1

- Continue moving the entire plan documentation system to be fully digital. All paper plan sets are in the process of being scanned and allow customers to upload plans electronically. Maintain the system patches and updates.
- Integrate the Decisions Engine self-service application into the Energov permitting system to enhance the department's services online, including integrating electronic plans/ permitting services and inspection management.
- Utilize FY 2021 added staff to realign service goals to improve efficiency and service quality.

#### Department Goal 2

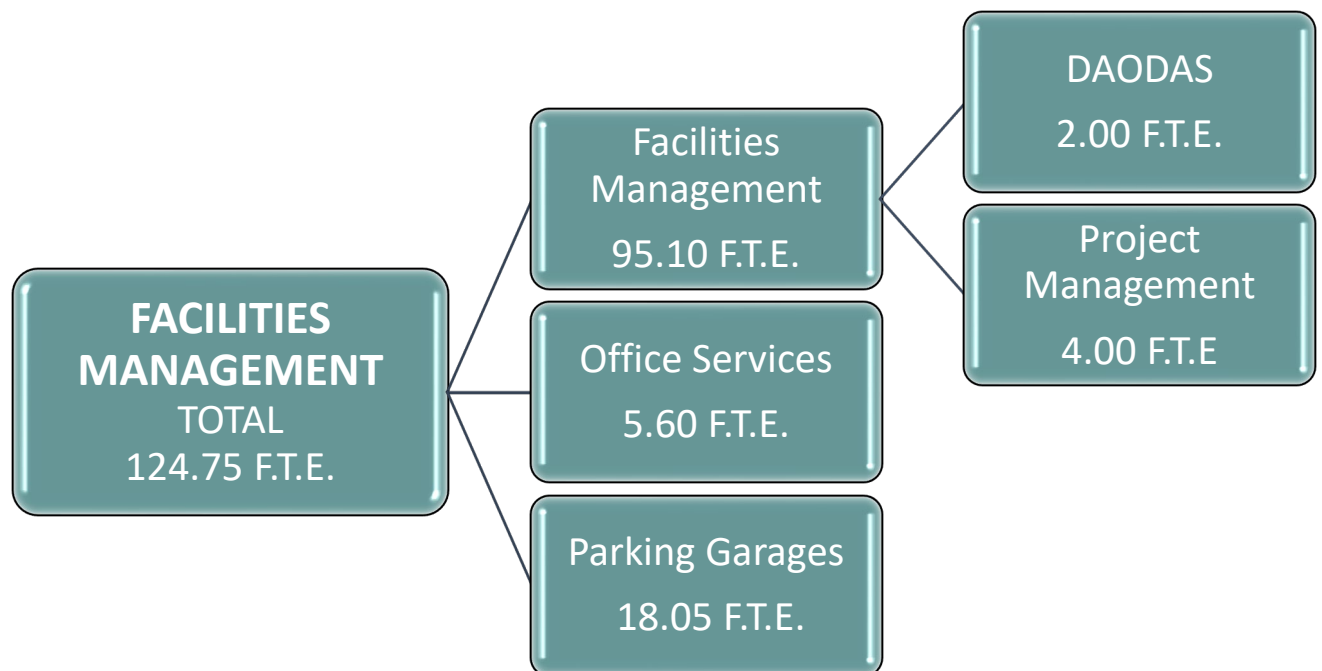
- Continue outreach education programs and Special Projects/ Grants.
- Obtain a total of 2.5 Million in Grant and Hazard Mitigation project funding.

#### Department Goal 3

- Continue analyzing changes in program requirements and implement/adjust programs as required.
- Maintain Class 3 rating with FEMA by implementing all current CRS accredited activities and look for ways to add and implement additional activities in the future to obtain a class 2 within the subsequent two audit cycles.
- Increase the department involvement with resilience and sustainability requirements.
- Educate all the staff, design professionals, contractors, and the County citizens about the code in depth.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## FACILITIES MANAGEMENT

**Division:** Facilities Management  
**Fund:** General Fund  
**Function:** General Government

**Mission:** Facilities Management master plans, designs, constructs the physical spaces, and acquires Real Property needed by the County. Once constructed or acquired, Facilities Management repairs, maintains, and renders operational support to preserve and renew all facility assets over their useful life.

### Services Provided:

- Master planning, design and construction services for asset management projects and the five-year Capital Improvement Plan
- Maintain and repair all County-owned and leased facilities using predictive maintenance and asset management strategies with both in-house technicians and contracted services
- Facilitate, interpret and coordinate all real estate agreements and transactions for leased space involving the County
- Facilitate and oversee all facility service contracts such as security, custodial and maintenance
- Develop and maintain asset management, space utilization, and the capital improvement reserve programs
- Forecast capital improvement and repair expenses and identify excess Real Property for disposition

### Division Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	97.20	94.95	94.95	95.10	0.15	0.2
Intergovernmental	\$ 322,701	\$ 144,017	\$ 160,000	\$ 220,000	\$ 60,000	37.5
Miscellaneous	11,583	1,408	-	-	-	0.0
Leases and Rentals	<u>478,586</u>	<u>234,764</u>	<u>136,899</u>	<u>77,282</u>	<u>(59,617)</u>	<u>(43.5)</u>
TOTAL REVENUES	<u>\$ 812,870</u>	<u>\$ 380,189</u>	<u>\$ 296,899</u>	<u>\$ 297,282</u>	<u>\$ 383</u>	<u>0.1</u>
Personnel	\$ 5,245,797	\$ 6,105,513	\$ 6,079,681	\$ 6,385,649	\$ 305,968	5.0
Operating	16,230,768	13,868,221	13,423,103	13,576,652	153,549	1.1
Capital	<u>1,636,026</u>	<u>902,421</u>	<u>228,527</u>	<u>-</u>	<u>(228,527)</u>	<u>(100.0)</u>
TOTAL EXPENDITURES	<u>23,112,591</u>	<u>20,876,155</u>	<u>19,731,311</u>	<u>19,962,301</u>	<u>230,990</u>	<u>1.2</u>
Interfund Transfer Out	<u>1,542,895</u>	<u>245,000</u>	<u>-</u>	<u>1,075,000</u>	<u>1,075,000</u>	<u>100.0</u>
TOTAL DISBURSEMENTS	<u>\$24,655,486</u>	<u>\$21,121,155</u>	<u>\$19,731,311</u>	<u>\$21,037,301</u>	<u>\$ 1,305,990</u>	<u>6.6</u>

### Funding Adjustments for FY 2022 Include:

- Revenues represent the rental or lease of County facilities by external entities. Revenues remain consistent, with a notable recategorization of a South Carolina Department of Motor Vehicles (SCDMV) lease from leases and rentals to intergovernmental revenue.

## FACILITIES MANAGEMENT (continued)

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Other increases in personnel relate to the annualization of the reclassification of positions.
- Operating expenditures reflect an increase due to security costs, utility costs, and maintenance costs for buildings and grounds.
- Interfund Transfer Out represents a \$1 million transfer to the Facilities Preservation Fund for the preservation of facilities related capital assets. During budget deliberations, Council reduced these projects due to lower availability of funds.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Design, review, and manage projects to meet financial and schedule constraints to minimize changes during construction.

Objective 1(a): Ensure projects are constructed within budgeted resources.

Objective 1(b): Complete projects within 30 days of approved contract days.

Objective 1(c): Provide construction estimates within 10% of contract award amounts.

Objective 1(d): Manage projects to achieve Change Orders of 6% or less of total construction cost.

**Department Goal 2:** Ensure County government and supported agencies have an effective working environment to achieve mission responsibilities.

Objective 2(a): Maintain 95% documented completion rate of total work orders received versus work orders completed.

Objective 2(b): Complete 95% of budgeted projects scheduled.

Objective 2(c): Maintain 100% documented completion rate of total programmed maintenance required versus programmed maintenance completed.

**Department Goal 3:** Ensure County government and supported agencies have an effective working environment to achieve mission responsibilities.

Objective (3a): Maintain 100% completion rate of performing all due diligence items on or before the due diligence time period in real estate contracts.

Objective (3b): Maintain all lease agreements and amendments in current status, no lapse in agreement terms.

Objective (3c): Complete all facilities service contract renewals and/or solicitations to ensure there is no gap in provided services.

Objective (3d): Build and maintain a complete facilities asset inventory lists and warranty lists to ensure asset inventory accuracy.

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

**Department Goal 4:** Provide long-term funding for infrastructure repairs/upgrades and improve budget to actual efficiencies.

Objective 4(a): Budgeted special project cost estimates shall not exceed 15% of the actual expended costs.

Objective 4(b): Contracted services shall not exceed budgeted amount.

Objective 4(c): Actual utility expenditures shall not exceed budgeted estimates.

Objective 4(d): Maintain 85% total department operating budget effectiveness.

## FACILITIES MANAGEMENT (continued)

### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
<b>Design and Construction:</b>				
Total number of active construction contracts	1(a)	15	17	20
Percent of completed construction contracts designed by A&E	1(a)	69%	76%	75%
Total value of active contracts	1(a)	\$60.0M	\$63.1M	\$52.0M
Dollar value of contracts awarded	1(b)	\$60.0M	\$63.1M	\$52.0M
<b>Real Property:</b>				
Total number of acquisitions/dispositions <sup>1</sup>	3(a)	9	15	10
Total number of lease agreements <sup>1</sup>	3(b)	88	74	76
Total number of County Contracts <sup>1</sup>	3(c)	53	63	65
<b>Output:</b>				
<b>Design and Construction:</b>				
Number of contracts awarded (design & construction)	1(a)	75	68	65
Design estimate for awarded contracts	1(c)	\$3.0M	\$2.6M	\$20.0M
Number of change orders negotiated	1(d)	14	35	10
Dollar value of negotiated change orders	1(d)	\$421K	\$1.04M	\$500K
Total resources approved at construction award	1(d)	\$60.0M	\$65.8M	\$58.0M
<b>Operations:</b>				
Work orders issued	2(a)	8,312	7,631	8,276
Projects schedules	2(b)	205	115	201
Programmed maintenance work orders issued	2(c)	8,310	8,121	8,282
Total contracted services budgeted	4(b)	\$4,877,848	7,643,997	8,368,993
Department operating budget	4(d)	\$17,670,625	17,731,149	18,762,228
<b>Real Property:</b>				
Percent of due diligence completed for acquisition/disposition <sup>1</sup>	3(a)	100%	100%	100%
Number of new leases/IGAs/easements & agreement renewals/terminations/amendments completed <sup>1</sup>	3(b)	23	85	50
Number of solicited & amended contracted service contracts <sup>1</sup>	3(c)	89	55	50
Percent of compiled asset/fuel tank inventory lists requested <sup>1</sup>	3(d)	60%	100%	100%
<b>Efficiency:</b>				
<b>Design and Construction:</b>				
Percent of awarded value to estimate	1(a)	79%	81%	75%
Average number of days from "substantial completion" to completion of "punch list"	1(b)	30	30	30
<b>Operations:</b>				
Percent of work orders completed	2(a)	90.02%	93.97%	94.50%
Percent of projects completed	2(b)	76.58%	77.39%	81.16%
Programmed maintenance compliance	2(c)	90.24%	93.87%	96.60%
Budgeting effectiveness percent – Contracts	3(b)	101.13%	99.49%	100%
Department operating budget effectiveness percent	3(d)	99.28%	94.5%	100%
<b>Real Property:</b>				
Percent of closings completed per all contract terms <sup>1</sup>	3(a)	100%	100%	100%
Percent of leases renewed/amended prior to lease end <sup>1</sup>	3(b)	100%	100%	100%
Percent of asset/warranty lists data base completed	3(d)	60.00%	100	100

## FACILITIES MANAGEMENT (continued)

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Outcome:</b>				
<b>Design and Construction:</b>				
Number of contracts completed (design & construction)	1(a)	44	42	46
Dollar value of construction completed (WIP)	1(a)	\$992K	\$26.1M	\$28.5M
Total number of construction contracts closed out	1(a)	0	3	9
Total number of projects completed	1(a)	32	38	46
Total final cost of projects completed	1(a)	\$879K	\$27.3M	\$29.5
Number of projects completed within approved resources	1(a)	32	38	46
Number of contracts within 15% design estimate	1(c)	32	38	46
Total amount saved through negotiations	1(c)	0	0	0
<b>Operations:</b>				
Work orders completed	2(a)	7,449	6,93.2	7,821
Projects completed	2(b)	157	89	164
Programmed maintenance work orders completed	2(c)	7,499	7,623	8,004
Actual expended costs of special projects	4(a)	\$1.54M	\$1,056,248	\$1.08M
Total contracted services actual expenses	4(b)	\$4,933,149	\$7,604,884	\$8,309,403
Utilities actual expenditures	4(c)	\$4,688,677	\$4,631,524	\$5,021,456
Department operating budget effectiveness	4(d)	99.28%	94.5%	100%
<b>Real Property:</b>				
Number of completed real estate closings/condemnations <sup>1</sup>	3(a)	5	6	5
Dollar Value of Acquisitions <sup>1</sup>	3(a)	\$1,319,000	\$4,634,000	\$2,100,000
Dollar Value of Dispositions <sup>1</sup>	3(a)	\$500,000	\$9,650,000	\$2,500,000
Actual cost of Active Facilities Contracts <sup>1</sup>	3(c)	\$7,035,552	\$7,139,924	\$7,500,000
Actual cost of Assets scheduled for replacement per reserve study <sup>2</sup>	3(d)	n/a	n/a	\$14,412,493

<sup>1</sup> This department began measuring performance against this objective during FY 2020.

<sup>2</sup> This department began measuring performance against this objective during FY 2022.

### 2022 ACTION STEPS

#### Department Goal 1

- Finalize Gross Maximum Prices (GMP) for fifth Library, North Charleston, and proceed into construction phase on each.
- Complete modifications in DC Administration Building for new Pet-Friendly Shelter to achieve up to a Category 4 Hurricane rating.
- Achieve Energy Star rating for County facilities.

#### Department Goal 2

- Continue vetting an analyzing air cleaning applications for use in HVAC systems to improve the air quality of County buildings.
- Continue assessments of all County HVAC systems for capability to replace air filters with higher MERV rated filters.
- Complete Implementation of the new Integrated Workplace Management System (IWMS).
  - Continue internal effort to produce/prepare the necessary drawings for buildings required by FM Systems.
  - Request proposals from ECS for select buildings to walk/measure and produce the required CAD drawings for FM Systems based on available budget.
  - Implementation will continue over the next four months with estimated completion of all five modules October 2020.

#### Department Goal 3

- Implement the completed Countywide Reserve Study results into a Reserve Program to achieve a sustainable funding strategy for asset renewal and preservation.
- Complete all required federal fuel tank filings for Countywide below and above ground, fuel storage tanks.
- Maintain SPCC plan completion prior to current SPCC plan term ending.
- New cleanliness guidelines and updated disinfection protocols to be reviewed and considered for inclusion in new solicitation of custodial service contracts for County facilities.
- Complete all Real Estate transactions to meet the County mission per the terms and guidelines set forth in each individual real estate agreement.

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.75	5.75	5.75	5.60	(0.15)	(2.6)
Charges and Fees	\$ 1,517,320	\$ 1,492,834	\$ 1,562,536	\$ 1,571,627	\$ 9,091	0.6
Interest	6,175	3,115	-	-	-	0.0
Miscellaneous	-	65	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 1,523,495</u>	<u>\$ 1,496,014</u>	<u>\$ 1,562,536</u>	<u>\$ 1,571,627</u>	<u>\$ 9,091</u>	<u>0.6</u>
Personnel	\$ 328,261	\$ 346,922	\$ 348,376	\$ 338,985	\$ (9,391)	(2.7)
Operating	1,041,732	1,072,606	794,231	804,660	10,429	1.3
Capital	-	-	-	28,000	28,000	100.0
Debt Service	16,512	147,994	419,929	427,982	8,053	1.9
<b>TOTAL EXPENDITURES</b>	<u>\$ 1,386,505</u>	<u>\$ 1,567,522</u>	<u>\$ 1,562,536</u>	<u>\$ 1,599,627</u>	<u>\$ 37,091</u>	<u>2.4</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect an increase 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. The increases in personnel costs are offset due to a partial transfer out of an Office Services Manager to Facilities Management.
- Operating expenses represent an increase in postage costs due to a higher volume of tax and election mailings. The increase is offset by a reduction in paper supply cost based on a vendor change.
- Capital expenses include the replacement of a minivan.
- 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 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
Budgeted for postage	2(b)	\$431,265	\$466,075	\$446,643
Budgeted for copying	2(b)	\$663,957	\$658,630	\$734,665
<b>Output:</b>				
Mail pieces processed in-house	1(a),3(a)	344,650	359,055	350,000
Mail pieces sent to outside contractor	2(a)	506,316	1,106,857	1,000,000
Number of copiers maintained	3(a)	242	242	248
Copies produced	3(a)	12,722,936	10,361,654	11,000,000
<b>Efficiency:</b>				
Percent of mail that meets automation criteria <sup>1</sup>	1(a)	95%	96%	95%
Man hours saved using mail preparation equipment	1(b)	25	15	20
Number of copiers networked	3(a)	227	227	233
<b>Outcome:</b>				
Amount saved due to presorting flats	1(a)	\$450	\$275	\$300
Amount saved due to postal discounts and combining mail	1(a),2(a)	\$50,631	\$35,942	\$40,000
Ratio of actual postal expenses to budgeted postal expenses	2(c)	93%	108%	100%
Ratio of actual copier expenses to budgeted copier expenses	2(c)	88%	91%	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.

### 2022 ACTION STEPS

#### Department Goal 1

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

#### Department Goal 2

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

## FACILITIES MANAGEMENT (continued)

**Division:** Parking Garage  
**Fund:** Enterprise Fund  
**Function:** General Government

**Mission:** The Parking Garage provide a quality parking experience by ensuring a safe, customer friendly, and efficient parking environment for citizens and visitors.

### Services Provided:

- Provide tourists, citizens, and other visitors with daily transient parking.
- Provide attorneys, banks, hotels, and other local businesses with Monthly Access Parking Accounts and Parking Coupons for their customers/clients
- Provide "Free" parking to the following:
  - Handicap patrons (72 hour max)
  - Local churches on Sunday and St. Phillips church functions per lease agreement
  - Juror parking at the Cumberland Street Garage / King & Queen Garage
  - Law Enforcement parking at the Cumberland Street Garage and King & Queen Garage on occasion
  - Special Holiday Patrons in conjunction with the City's Initiative
  - County Employees
  - State Employees

### Division Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	17.80	18.05	18.05	18.05	-	0.0
Intergovernmental	\$ 349,880	\$ 383,288	\$ 385,000	\$ 390,000	\$ 5,000	1.3
Charges and Fees	3,464,009	2,666,130	2,600,000	2,602,000	2,000	0.1
Interest	50,994	31,066	5,000	5,000	-	0.0
Miscellaneous	(145,781)	(124,201)	(128,000)	(145,000)	(17,000)	13.3
Leases and Rentals	95,725	72,122	65,040	65,366	326	0.5
<b>TOTAL REVENUES</b>	<b>\$ 3,814,827</b>	<b>\$ 3,028,405</b>	<b>\$ 2,927,040</b>	<b>\$ 2,917,366</b>	<b>\$ (9,674)</b>	<b>(0.3)</b>
Personnel	\$ 1,075,087	\$ 1,107,088	\$ 1,231,448	\$ 1,251,752	\$ 20,304	1.6
Operating	1,645,062	1,644,121	902,161	1,187,353	285,192	31.6
Capital	-	-	400,000	960,000	560,000	140.0
<b>TOTAL EXPENDITURES</b>	<b>2,720,149</b>	<b>2,751,209</b>	<b>2,533,609</b>	<b>3,399,105</b>	<b>865,496</b>	<b>34.2</b>
Interfund Transfer Out	1,417,148	1,231,012	393,431	-	(393,431)	(100.0)
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 4,137,297</b>	<b>\$ 3,982,221</b>	<b>\$ 2,927,040</b>	<b>\$ 3,399,105</b>	<b>\$ 472,065</b>	<b>16.1</b>

### Funding Adjustments for FY 2022 Include:

- Revenues represent a decrease in fees for monthly parking and transient parking. The decrease reflects a reduction in revenue based on credit card usage.

## FACILITIES MANAGEMENT (continued)

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect an increase in dues and membership, consultant service, and contingency costs. This increase is offset by reduced electrical costs due to the ongoing installation of LED lighting.
- Capital expenses include repairs and maintenance for the parking garages. Capital also represents upgrades to parking control systems.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Maintain a customer service oriented parking facility by pursuing customer-focused initiatives.

Objective 1(a): Conduct customer service employee training sessions.

Objective 1(b): Reduce customer time spent paying and exiting the garage.

Objective 1(c): Evaluate Command Center incoming calls from patrons needing assists to improve customer service/end user experience.

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

**Department Goal 2:** Maintain a financial management plan that provides our financial position while tracking our operating expenditures and receivable revenues.

Objective 2(a): Institute cost saving measures for utilities and other expenses.

Objective 2(b): Maximize revenue.

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

**Department Goal 3:** Maintain a safe environment for our visitors, customers, and employees by reducing and mitigating theft, accidents, and hazards in the County garages.

Objective 3(a): Maintain the annual goal of less than 28 recorded incident reports.

Objective 3(b): Conduct safety inspections on a monthly basis, which include call boxes, lights, extinguishers, emergency exit lighting, trip-hazards, spalling concrete, electrical, expansion joints, cameral issues, and signage.

Objective 3(c): Conduct security rounds of the garage eight times per night.

#### MEASURES:

	Objective	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Output:</b>				
Employee customer service training sessions conducted <sup>1</sup>	1(a)	0	0	1
Customer time spent paying and exiting the garage	1(b)	4.12 sec	5.14	5.00
Command Center average yearly incoming call volume	1(c)	34,441	31,164	33,000
<b>Cumberland Parking Garage:</b>				
<u>Parking Revenue</u>	2(b)			
Transient revenue		\$767,143	\$548,486	\$570,040
City reimbursement		\$383,288	\$393,368	\$390,000
Contracts		\$790,500	\$911,960	\$921,960
Commercial space leases (shops)		\$71,650	\$64,883	\$65,366
<b>King and Queen Parking Garage:</b>				
<u>Parking Revenue</u>	2(b)			
Transient revenue		\$998,957	\$1,030,632	\$1,043,760
Contracts		\$76,740	\$69,740	\$66,240
Recorded incidents of theft, accidents, and hazards	3(a)	12	18	20
Annual number of safety training initiatives conducted	3(b)	12	12	12
Number of safety inspections conducted	3(b)	24	24	24

## FACILITIES MANAGEMENT (continued)

Number of security rounds conducted annually	3(c)	3,136	N/A <sup>4</sup>	3,200
<b>Efficiency:</b>				
Annual operating expense per space – combined garage costs <sup>2</sup>	2(a)	\$1,532	\$1,453	\$1,774
<b>Outcome:</b>				
<b>Annual revenue per space:</b>	2(b)			
Cumberland Parking Garage <sup>3</sup>		\$2,224	\$2,120	\$2,152
King and Queen Parking Garage <sup>3</sup>		\$2,580	\$2,639	\$2,662

<sup>1</sup> Due to COVID, Parking Operations was unable to conduct detailed/parking specific training in a classroom setting.

<sup>2</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>3</sup> Annual revenue per space is the sum of total revenue divided by number of spaces.

<sup>4</sup> Insufficient data from security vendor.

### 2022 ACTION STEPS

#### Department Goal 1

- Continue to research electric charging stations.
- Develop a Customer Services Satisfaction survey.
- Reduce vehicle exit time.
- Continue to conduct safety inspections on a monthly basis.
- Continue to assist local law enforcement investigations by producing CCTV videos.

#### Department Goal 2

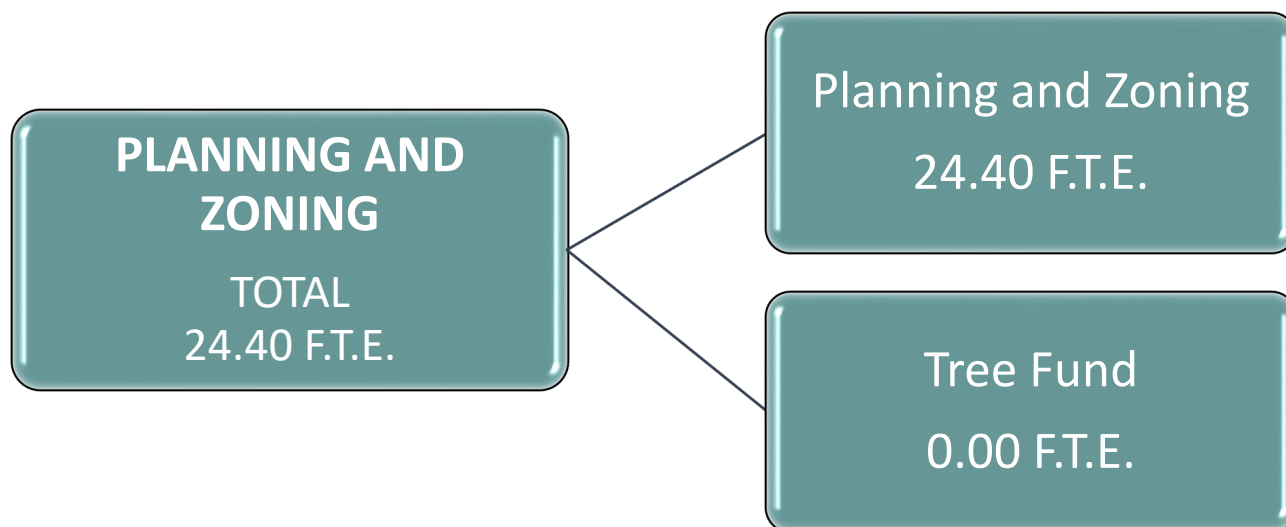
- Seek additional revenue-generating opportunities focusing on local businesses and tourism as well as investigate integrating Library Parking with Parking Operations.
- Utilize consultant to help evaluate cutting edge parking systems in order to develop an RFP for a new parking system.
- Invest in emerging means and methods of payment to include apps, QR code, near field communications, web validations, and dynamic pricing.
- Continue the Market Survey once per year.
- Continue to reduce personnel costs by converting Full-Time Employee positions to Temporary Employees by attrition.

#### Department Goal 3

- Continue to work with current security contractor to implement new procedures and technology to conduct verifiable shift rounds.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## PLANNING AND ZONING

**Division:** Planning and Zoning  
**Fund:** General Fund  
**Function:** General Government

**Mission:** The Planning and Zoning Department administers the County's Comprehensive Plan and the Zoning and Land Development Regulations ordinances; and prepares various studies and plans related to the current and future use of land in Charleston County; and provides planning staff services to the Town of Rockville and to the Town of Ravenel.

**Services Provided:**

- Process Zoning, Site Plan Review, Subdivision, Historic Preservation, Board of Zoning Appeals and Planning Commission applications
- Provide zoning code enforcement
- Administer and update the County Zoning and Land Development Regulations ordinance and Comprehensive Plan
- Plan for the future development of Charleston County
- Provide staff support to the County Planning Commission, Historic Preservation Commission, and Board of Zoning Appeals
- Provide technical planning services and code enforcement to the Town of Rockville and the Town of Ravenel
- Coordinate with the Consolidated Dispatch Center and GIS departments to ensure accuracy and consistency of addresses and street names for use by the 911 emergency providers
- Provide staff support to the Emergency Operations Center as the Planning Section

**Division Summary:**

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	24.40	24.40	24.40	24.40	-	0.0
Licenses and Permits	\$ 70,200	\$ 62,250	\$ 50,000	\$ 65,000	\$ 15,000	30.0
Charges and Fees	85,982	90,307	88,500	83,500	(5,000)	(5.6)
Miscellaneous	59	30	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 156,241</u>	<u>\$ 152,587</u>	<u>\$ 138,500</u>	<u>\$ 148,500</u>	<u>\$ 10,000</u>	<u>7.2</u>
Personnel	\$ 1,759,049	\$ 1,739,118	\$ 1,831,018	\$ 1,921,522	\$ 90,504	4.9
Operating	228,735	166,536	164,295	216,326	52,031	31.7
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>1,987,784</u>	<u>1,905,654</u>	<u>1,995,313</u>	<u>2,137,848</u>	<u>142,535</u>	<u>7.1</u>
Interfund Transfer Out	-	48,750	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 1,987,784</u>	<u>\$ 1,954,404</u>	<u>\$ 1,995,313</u>	<u>\$ 2,137,848</u>	<u>\$ 142,535</u>	<u>7.1</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect an increase in zoning fees and permits based on current projections.

## PLANNING AND ZONING (continued)

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures include a flooding and resilience consultant to assist with future ordinance and policy development.

### 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.

#### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
Subdivision applications submitted	1(c)	221	296	258
Pre-application conferences	1(d)	330	377	353
<b>Output:</b>				
Zoning/Building Permits processed	1(a)	1,831	2,598	2,214
Site plans reviewed	1(b)	104	128	116
<b>Outcome:</b>				
Percent of zoning permits processed error free	1(a)	99%	99%	99%
Percent of site plan review applications processed within 30 days	1(b)	100%	100%	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%

#### 2022 ACTION STEPS

##### Department Goal 1

- Continue implementation of the Comprehensive Plan and the Zoning & Land Development Regulations Ordinance.
- Complete the Zoning & Land Development Regulations Ordinance Review project.
- Begin planning for the Comprehensive Five-Year Review, which is due in 2023.
- Continue to improve the permitting process in coordination with Building Services and Public Works Departments.
- Coordinate with the Chief Resilience Officer and Building Services and Public Works Departments to draft amendments to County ordinances to address resilience issues.
- Work with the Town of Mount Pleasant and Settlement Communities to update the Mount Pleasant Overlay Zoning District and support the work of the Settlement Community Commission.
- Continue to provide support staff for the Planning Section in the Emergency Operations Center (EOC).

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Fines and Forfeitures	\$ 358,236	\$ 2,295	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 358,236</u>	<u>\$ 2,295</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	250,000	250,000	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>	<u>\$ -</u>	0.0

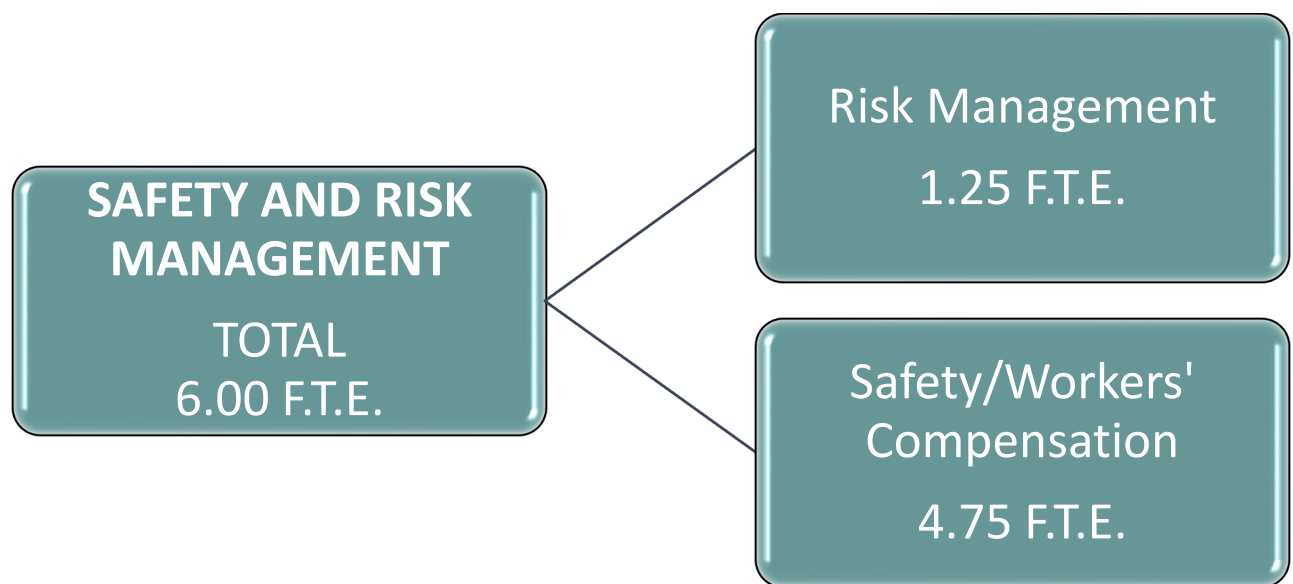
### Funding Adjustments for FY 2022 Include:

- Operating expenditures reflect no change.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>





## SAFETY AND RISK MANAGEMENT

**Division:** Risk Management  
**Fund:** General Fund  
**Function:** General Government

**Mission:** Risk Management ensures that adequate insurance is obtained to cover the County's assets, liabilities, and employees.

**Services Provided:**

- Maintain all workers' compensation, property, vehicle, equipment, aviation, liability, fidelity, and crime insurance claim files for the County

**Division Summary:**

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.25	1.25	1.25	1.25	-	0.0
Personnel	\$ 112,831	\$ 131,499	\$ 131,224	\$ 134,708	\$ 3,484	2.7
Operating	2,303,610	2,655,037	2,946,600	3,258,097	311,497	10.6
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,416,441</b>	<b>\$ 2,786,536</b>	<b>\$ 3,077,824</b>	<b>\$ 3,392,805</b>	<b>\$ 314,981</b>	<b>10.2</b>

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect higher insurance costs and an increase in the contract for professional medical services.

**Performance Measures:**

**Initiative I: Service Delivery**

**Department Goal 1:** Protect the County's assets, liabilities, and employees by securing the necessary insurance or risk financing technique on a timely basis.

Objective 1(a): Review and approve insurance certificates required of contractors performing work for the County, with a turnaround of 100%, within two business days.

Objective 1(b): Submit insurance renewal applications to insurance carriers 30 days prior to renewal date.

Objective 1(c): Administer and maintain all property, liability, vehicle, equipment, bonds, and aviation insurance policies and claim files for the County, with 100% of the claims being reported within two business days. Claims will be submitted by the prescribed deadlines to avoid all fines.

## SAFETY & RISK MANAGEMENT (continued)

MEASURES:		<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>					
Tort and property claims		1(c)	43	23	40
<b>Outcome:</b>					
Two business days turnaround on approving insurance certificates for contractors		1(a)	100%	100%	100%
Submitting insurance renewal applications to insurance carriers 30 days prior to renewal date		1(b)	90%	90%	95%
Two business days turnaround on reporting insurance claims to carriers		1(c)	99%	99%	99%

### 2022 ACTION STEPS

#### Department Goal 1

- Reduce Workers Compensation Insurance Experience Modifier.
- Continue 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.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.75	4.75	4.75	4.75	-	0.0
Charges and Fees	\$ 5,178,039	\$ 5,291,286	\$ 5,227,375	\$ 5,378,903	\$ 151,528	2.9
Interest	129,479	96,875	13,000	13,000	-	0.0
Miscellaneous	25,321	18,860	20,000	20,000	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 5,332,839</u>	<u>\$ 5,407,021</u>	<u>\$ 5,260,375</u>	<u>\$ 5,411,903</u>	<u>\$ 151,528</u>	2.9
Personnel	\$ 465,446	\$ 510,364	\$ 509,558	\$ 555,128	\$ 45,570	8.9
Operating	4,599,722	4,985,841	5,375,817	5,173,775	(202,042)	(3.8)
Capital	-	-	-	33,000	33,000	100.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 5,065,168</u>	<u>\$ 5,496,205</u>	<u>\$ 5,885,375</u>	<u>\$ 5,761,903</u>	<u>\$ (123,472)</u>	(2.1)

**Funding Adjustments for FY 2022 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. Personnel costs also include an increase in temporary staff.
- Operating expenses represent a decrease due to a reduced estimate for anticipated worker's compensation premiums and claims based on historical analysis and current trends.
- Capital expenses include the replacement of a security scanner.

## SAFETY & RISK MANAGEMENT (continued)

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Respond to safety issues on a timely basis.

Objective 1: Investigate all on-the-job injuries within 10 working days to determine cause and corrective measures for prevention of similar injuries in the future.

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

**Department Goal 2:** Adhere to all State and Federal safety guidelines.

Objective 2(a): Immediate completion of the Occupational Safety and Health (OSHA) record keeping logs, with a turnaround of 100%, within two business days. Reports will be submitted to OSHA by the prescribed deadlines.

Objective 2(b): Administer and maintain all workers' compensation policies and claim files for the County, with 100% of the claims reported within two business days. Claims will be submitted by the prescribed deadlines to avoid all fines.

Objective 2(c): Work with Department of Health and Environmental Control (DHEC) to ensure annual compliance with environmental laws and regulations with regard to the County's underground storage tanks.

#### Initiative V: Quality Control

**Department Goal 3:** Provide defensive driver training to all County drivers.

Objective 3: Offer the DDC-4<sup>1</sup> classes (VCRB<sup>2</sup> directed) to all new drivers two months after the hire date.

#### MEASURES:

	Objective	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Input:</b>				
Number of strain injuries	1	37	34	35
Workers' compensation claims/on-the-job injuries	1,2(b)	173	161	160
<b>Output:</b>				
New drivers trained in DDC-4	3	140	95	120
Percent of new drivers trained in DDC-4	3	90%	90%	90%
<b>Efficiency:</b>				
Lost work days	1	2,718	2,235	2,200
<b>Outcome:</b>				
Percent of strain injury reduction	1	(5.0%)	(8.1%)	(10.0%)
Workers' compensation fines assessed and paid	1,2(b)	None	None	None
Two business day completion of OSHA log	2(a)	100%	100%	100%
Submission of OSHA reports by the prescribed deadline	2(a)	100%	100%	100%
Two business days turnaround on reporting insurance claims to carriers	2(a)(b)	95%	95%	95%
Environmental liabilities incurred per the audited financial statements	2(c)	3	7	0

<sup>1</sup> Defensive Driving Course

<sup>2</sup> Vehicle Collision Review Board

### 2022 ACTION STEPS

#### Department Goal 1

➤ Continue to conduct comprehensive safety inspections of owned and leased Charleston County buildings.

#### Department Goal 2

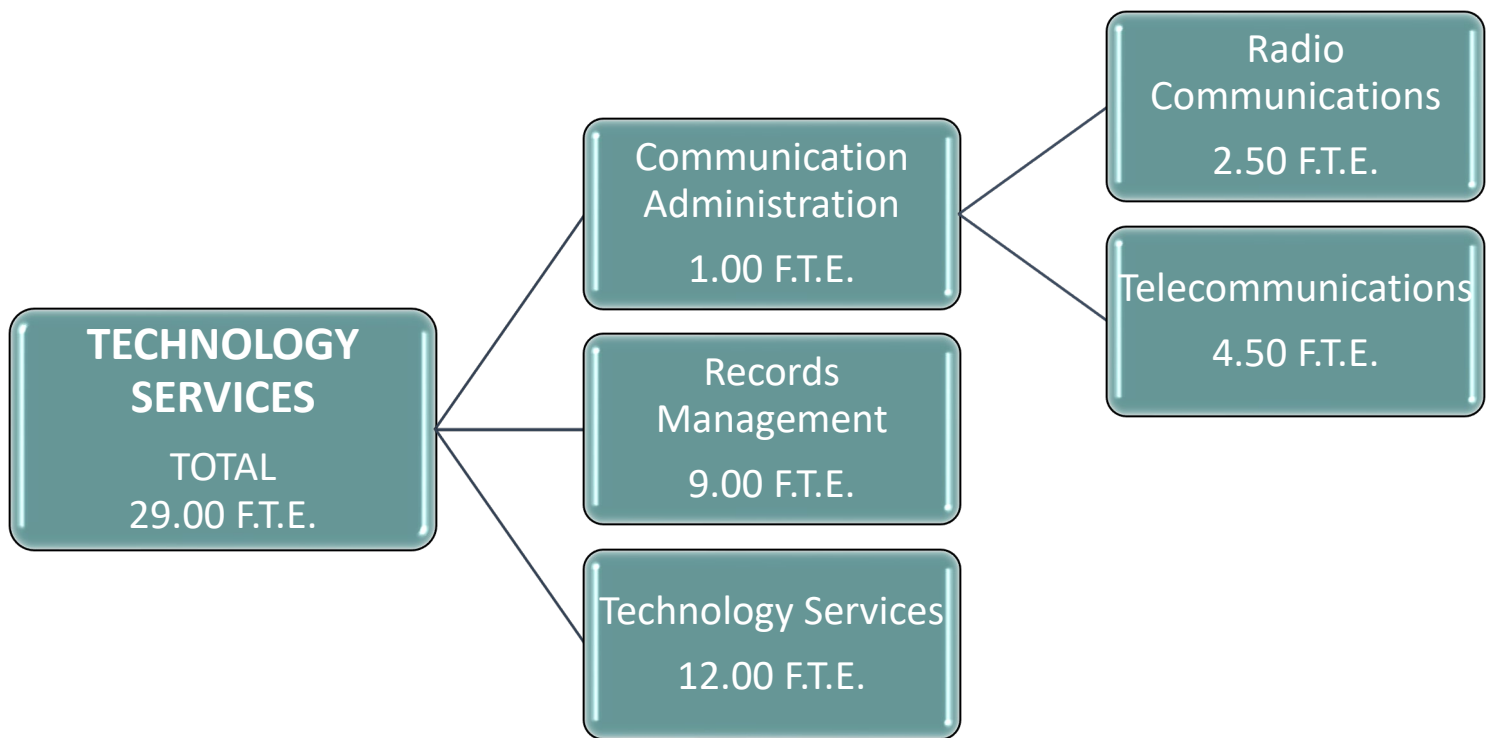
➤ Implement training programs to prevent and reduce injuries with special emphasis on strain injuries.

#### Department Goal 3

➤ Continue quarterly Safety Committee meetings. Use committee members in training opportunities and inspections.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.00	1.00	1.00	1.00	-	0.0
Personnel	\$ 151,068	\$ 156,909	\$ 156,942	\$ 161,680	\$ 4,738	3.0
Operating	2,878	2,131	(6,748)	2,583	9,331	(138.3)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	153,946	159,040	150,194	164,263	14,069	9.4
Interfund Transfer Out	918,454	793,441	458,922	601,775	142,853	31.1
TOTAL DISBURSEMENTS	<u>\$ 1,072,400</u>	<u>\$ 952,481</u>	<u>\$ 609,116</u>	<u>\$ 766,038</u>	<u>\$ 156,922</u>	25.8

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase due to the elimination of the budgeted stop gap. The increase reflects no significant change.
- Interfund Transfer Out represents a greater amount transferred to the Radio Communications Enterprise Fund to support ongoing operations.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.50	2.50	2.50	2.50	-	0.0
Intergovernmental	\$ -	\$ 10,150	\$ -	\$ -	\$ -	0.0
Charges and Fees	2,933,106	2,983,044	3,011,360	3,110,160	98,800	3.3
Interest	42,835	30,984	4,000	4,000	-	0.0
Leases and Rentals	63,732	55,259	46,010	65,000	18,990	41.3
<b>TOTAL REVENUES</b>	<b>3,039,673</b>	<b>3,079,437</b>	<b>3,061,370</b>	<b>3,179,160</b>	<b>117,790</b>	<b>3.8</b>
Interfund Transfer In	970,454	841,209	470,922	1,326,775	855,853	181.7
<b>TOTAL SOURCES</b>	<b>\$ 4,010,127</b>	<b>\$ 3,920,646</b>	<b>\$ 3,532,292</b>	<b>\$ 4,505,935</b>	<b>\$ 973,643</b>	<b>27.6</b>
Personnel	\$ 214,593	\$ 209,885	\$ 231,086	\$ 238,482	\$ 7,396	3.2
Operating	3,587,673	3,512,964	3,439,206	3,542,453	103,247	3.0
Capital	-	-	38,000	775,000	737,000	1939.5
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,802,266</b>	<b>\$ 3,722,849</b>	<b>\$ 3,708,292</b>	<b>\$ 4,555,935</b>	<b>\$ 847,643</b>	<b>22.9</b>

### Funding Adjustments for FY 2022 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 an increase in the amount of funding from the General Fund to support the on-going operations of the Radio Communications Division. The increase also includes additional funding for the construction of a replacement radio tower.



## TECHNOLOGY SERVICES (continued)

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent an increase to facilities maintenance costs.
- Capital expenses include five new radio base stations. The costs also include replacement of the Awendaw radio tower and HVAC units at the Bridgeview and Summerville radio towers.

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** To provide efficient and cost effective equipment to decrease response time for local public emergency operations.

- Objective 1(a): Remain up-to-date with demands for new vehicle radio and electronics installations, which include repair tickets.
- Objective 1(b): Maintain a 99.9995% call completion rate during normal operations and a 99.999% overall radio network availability.
- Objective 1(c): Ensure the Fire Station Alerting System maintains the high demands of Fire and EMS dispatches and unit relocations.

MEASURES:		FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
	<b>Objective</b>			
<b>Input:</b>				
Number of vehicle installs	1(a)	74	23	60
Number of vehicle strips	1(a)	37	9	35
Number of tower site checks/repairs	1(a)	575	485	500
Number of vehicle repair tickets	1(a)	456	576	475
Number of portable radio repairs	1(a)	95	46	50
Number of radio calls/PTTs	1(b)	27,550,000	27,638,000	27,750,000
Number of system busies	1(b)	5	0	2
<b>Outcome:</b>				
Percent of radio call completion	1(b)	99.9999%	100.00%	99.9999%
Radio network availability	1(b)	10.0000%	100.00%	100.00%
Wide area network availability	1(b)	99.9980%	99.999%	99.999%
Fire station alerting dispatches and unit relocations	1(c)	275,000	311,000	315,000

#### 2022 ACTION STEPS

##### Department Goal 1

- Complete the replacement – swap and drop – of the Awendaw tower.
- Assist with the migration of the Charleston County School District to our network
- Fire Ground Accountability Auto Aid Group – CFD, NCFD, SJFD, SAFD and JIFD - Roll out
- Cutover encryption for all law enforcement agencies on the Charleston County Radio System.
- Upgrade the Radio Management Server to support Astro25 over-the-air programming on multiple, concurrent radio channels.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	9.00	9.00	9.00	9.00	-	0.0
Intergovernmental	\$ 1,682	\$ -	\$ -	\$ -	\$ -	0.0
Charges and Fees	499,618	548,465	618,559	648,585	30,026	4.9
Miscellaneous	(39,003)	-	-	-	-	0.0
TOTAL REVENUES	462,297	548,465	618,559	648,585	30,026	4.9
Interfund Transfer In	1,900	100,000	-	-	-	0.0
TOTAL SOURCES	<u>\$ 464,197</u>	<u>\$ 648,465</u>	<u>\$ 618,559</u>	<u>\$ 648,585</u>	<u>\$ 30,026</u>	4.9
Personnel	\$ 432,697	\$ 496,986	\$ 501,999	\$ 501,840	\$ (159)	(0.0)
Operating	176,154	184,953	130,204	153,186	22,982	17.7
Capital	-	-	-	15,000	15,000	100.0
TOTAL EXPENDITURES	<u>\$ 608,851</u>	<u>\$ 681,939</u>	<u>\$ 632,203</u>	<u>\$ 670,026</u>	<u>\$ 37,823</u>	6.0

**Funding Adjustments for FY 2022 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.
- Operating expenses reflect an increase in maintenance contract based on current trends.
- Capital expenses include the replacement of a microfilm scanner.

## 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 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Output:</b>				
Warehouse service units provided <sup>1</sup>	1	332,103	349,164	350,000
Microfilm service units provided <sup>2</sup>	1	2,056,953	914,366	1,500,000
Laboratory service units provided <sup>3</sup>	1	1,727	1,556	1,700
Digital imaging service units provided <sup>4</sup>	1	1,891,328	1,530,058	1,600,000
Preservation services units provided <sup>5</sup>	1	328	207	325
<b>Efficiency:</b>				
<b>Services Provided per Dollar Expended by County Depts:</b>	1			
Warehouse service units per dollar <sup>1</sup>		2.13	2.12	2.13
Microfilm service units per dollar <sup>2</sup>		24.83	31.35	30.00
Laboratory service units per dollar <sup>3</sup>		0.13	0.13	0.13
Digital imaging service units per dollar <sup>4</sup>		11.20	9.55	11.00
Preservation service units per dollar <sup>5</sup>		0.04	0.04	0.04
<b>Outcome:</b>				
<b>Cost of Services Provided to County Depts: <sup>6</sup></b>	1			
<u>Warehouse Services <sup>1</sup></u>				
Monthly box storage		\$0.47	\$0.48	\$0.52
Document in-transfers		\$4.38	\$4.42	\$4.65
File destructions		\$4.38	\$4.42	\$4.65
Fire retrievals		\$4.38	\$4.42	\$4.65
Transports		\$18.55	\$18.74	\$19.58
<u>Microfilm Services <sup>2</sup></u>				
Archive Writer Image processing per hour		\$25.50	\$25.76	\$26.91
Archive Writer Images converted per image		\$0.03	\$0.03	\$0.03
Jacketing per fiche jacket		\$2.08	\$2.08	\$2.17
Fiche titling		\$1.81	\$2.66	\$3.83
Quality checking by page		\$0.052	\$0.053	\$0.055
Cartridge loading		\$2.08	\$2.10	\$2.20
Cartridge labeling		\$0.78	\$0.80	\$0.83
<u>Laboratory Services <sup>3</sup></u>				
Standard processing per 100 ft roll		\$6.88	\$6.95	\$7.26
Diazo duplication per 100 ft roll		\$3.12	\$3.15	\$3.29
Quality inspection per roll		\$5.20	\$5.25	\$5.49
<u>Digital Imaging Services <sup>4</sup></u>				
Document scan per page		\$0.093	\$0.094	\$0.098
Document book scan per page		\$0.61	\$0.62	\$0.64
Convert microfilm to image per frame		\$0.113	\$0.114	\$0.12
Convert image to microfilm per frame		\$0.03	\$0.03	\$0.031
Indexing per image		\$0.061	\$0.062	\$0.064

## TECHNOLOGY SERVICES (continued)

<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<u>Preservation Services</u> <sup>5</sup>			
Repairs	\$0	\$0	\$0
Records Processing (per hour)	\$24.47	\$24.72	\$25.83
Cutting books	0	\$0.04	\$0.042

<sup>1</sup> Warehouse services include monthly box storage units, transports, document in-transfers, file destructions, and file retrievals.

<sup>2</sup> Microfilm services include Archive Writer processing and conversion, cartridge loading, cartridge labels. All documents are scanned with standard document scanners or the book scanner in Digital Imaging Services charges.

<sup>3</sup> Laboratory services include rolls processed, silver duplicated and processed, diazo duplicated, and quality inspected.

<sup>4</sup> Digital imaging services include standard scanning, book scanning, film to digital image conversion, indexing, running pages through the OCR, and media production.

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

<sup>6</sup> Costs of Services Provided to County Departments were raised by 1% in FY 20 to reflect an increase in operating and supply costs.

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### 2022 ACTION STEPS

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#### Department Goal 1

- 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 Thursday destruction service or in office shredding bins. In FY 2021, will continue a per pound charge for this service.
- Improve storage retrieval productivity in Records warehouse.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	12.00	12.00	12.00	-	0.0
Intergovernmental	\$ 35,568	\$ 47,568	\$ 37,000	\$ 37,000	\$ -	0.0
Miscellaneous	463	3,008	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 36,031</u>	<u>\$ 50,576</u>	<u>\$ 37,000</u>	<u>\$ 37,000</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 1,246,090	\$ 1,134,057	\$ 1,323,076	\$ 1,346,039	\$ 22,963	1.7
Operating	9,216,882	9,887,206	9,697,250	11,019,102	1,321,852	13.6
Capital	2,052,997	1,532,539	1,272,865	2,377,650	1,104,785	86.8
<b>TOTAL EXPENDITURES</b>	<u>12,515,969</u>	<u>12,553,802</u>	<u>12,293,191</u>	<u>14,742,791</u>	<u>2,449,600</u>	<u>19.9</u>
Interfund Transfer Out	4,285	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$12,520,254</u>	<u>\$12,553,802</u>	<u>\$12,293,191</u>	<u>\$14,742,791</u>	<u>\$ 2,449,600</u>	<u>19.9</u>

### Funding Adjustments for FY 2022 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.
- Operating expenditures represent an increase in technology services contract costs and maintenance of software contracts due to price inflation and new applications.

## 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 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Output:</b>				
Number of computer system hardware/software problems <sup>1</sup>	1(a)(c)	4,233	3,762	4,750
Number of service requests	1(a)(c)	4,476	4,338	5,000
Number of approved work orders	1(b)	40	31	40
Available and reliable systems >98%	1(d)	99.998%	99.999%	>98.00%
Availability of Internet connectivity	1(d)	100%	100%	>99.00%
<b>Efficiency:</b>				
Service requests handled in satisfactory manner	1(a)	99.5%	99.5%	>99.00%
Work orders completed within 10% of schedule and budget <sup>2</sup>	1(b)	100%	100%	100%
<b>Outcome:</b>				
Percent of Help Desk Calls resolved within 1 day	1(a)	98%	97%	>90.00%
Percent of Help Desk Calls resolved within 2 days	1(a)	99%	99%	>95.00%
Percent of system platform availability >98% <sup>2</sup>	1(d)	99.996%	99.970%	>99.00%
Customer Service Satisfaction survey acceptable or better	2	9.39	9.4	>9

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

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

#### 2022 ACTION STEPS

##### Department Goal 1

- External Network Vulnerability Test.
- IT Security Policies and Procedures documentation
- Data encryption at rest for all laptops
- Cloud based data backup
- Enhance DR Site Processing Capability.
- Cybersecurity Training

##### Department Goal 2

- Various OnBase workflow-based automation projects
- Implementation of MS Teams as enterprise collaboration tool
- Point solutions for work from home
- IT Skillsets Online Training

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.50	4.50	4.50	4.50	-	0.0
Charges and Fees	\$ 2,010,074	\$ 2,040,334	\$ 2,109,996	\$ 2,124,561	\$ 14,565	0.7
Interest	9,380	6,442	-	1,000	1,000	100.0
<b>TOTAL REVENUES</b>	<u>\$ 2,019,454</u>	<u>\$ 2,046,776</u>	<u>\$ 2,109,996</u>	<u>\$ 2,125,561</u>	<u>\$ 15,565</u>	<u>0.7</u>
Personnel	\$ 423,432	\$ 448,256	\$ 443,010	\$ 436,011	\$ (6,999)	(1.6)
Operating	1,669,426	1,734,584	1,683,374	1,716,019	32,645	1.9
Capital	-	-	20,000	-	(20,000)	(100.0)
<b>TOTAL EXPENDITURES</b>	<u>2,092,858</u>	<u>2,182,840</u>	<u>2,146,384</u>	<u>2,152,030</u>	<u>5,646</u>	<u>0.3</u>
Interfund Transfer Out	<u>1,900</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 2,094,758</u>	<u>\$ 2,182,840</u>	<u>\$ 2,146,384</u>	<u>\$ 2,152,030</u>	<u>\$ 5,646</u>	<u>0.3</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect an increase 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 an increase due to countywide request of new technologies and cable television service.

## 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 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Input:</b>				
Number of telephones	1(a)	2,735	2738	2744
Number of cellular phones	1(a)	1,322	1381	1380
<b>Output:</b>				
Average monthly cellular charges	1(a)	49,729.34	\$50,820	\$51,000
Average monthly telephone charges <sup>1</sup>	1(a)	93,501	\$93,841	\$94,393
Average monthly long distance charges	1(a)	2,541	\$2,489	\$2,500
Average monthly maintenance/work orders	1(b)	67	66	70
<b>Efficiency:</b>				
Cost per minute of long distance	1(b)	\$0.02	\$0.02	\$0.02
Average cost per line of service	1(b)	\$34.18	\$34.27	\$34.40
<b>Outcome:</b>				
Cellular cost per line	1(b)	\$37.61	\$36.79	\$36.95
Cellular cost per MB of cellular data	1(b)	\$0.0093	\$0.00014	\$0.00012

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

### 2022 ACTION STEPS

#### Department Goal 1

- Continue to find new ways to help telework
- 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.
- Migration off PRI and move to SIP trunks

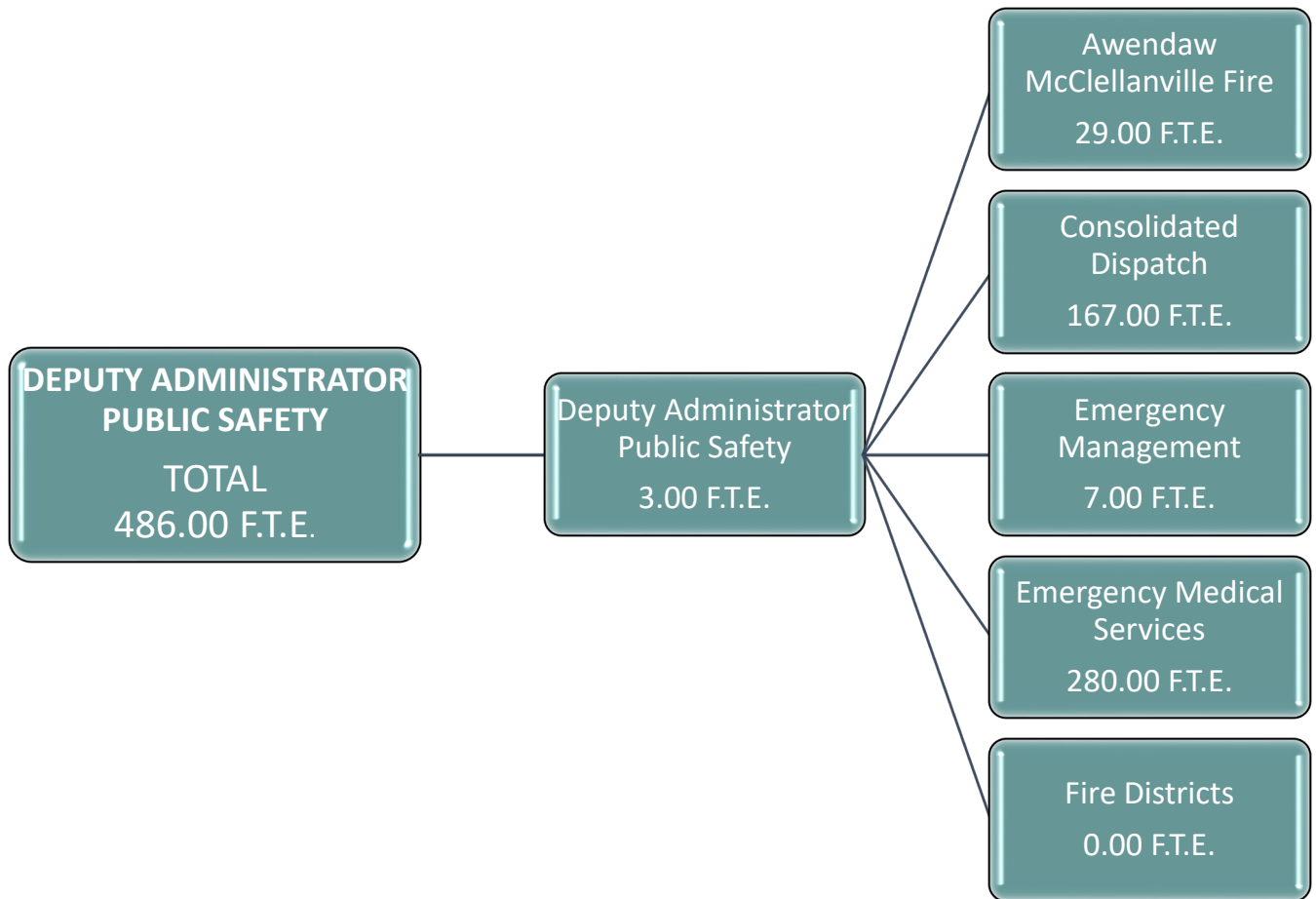
For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>





**End Section**



## DEPUTY ADMINISTRATOR PUBLIC SAFETY

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

**Mission:** The Deputy Administrator of Public Safety provides administrative oversight and policy direction to four departments, which includes Awendaw-McClellanville Fire Districts, Consolidated 9-1-1 Dispatch Center, Emergency Management, Emergency Medical Service, and serves as law enforcement and community liaison for Charleston County Government and its citizens.

### Departmental Summary

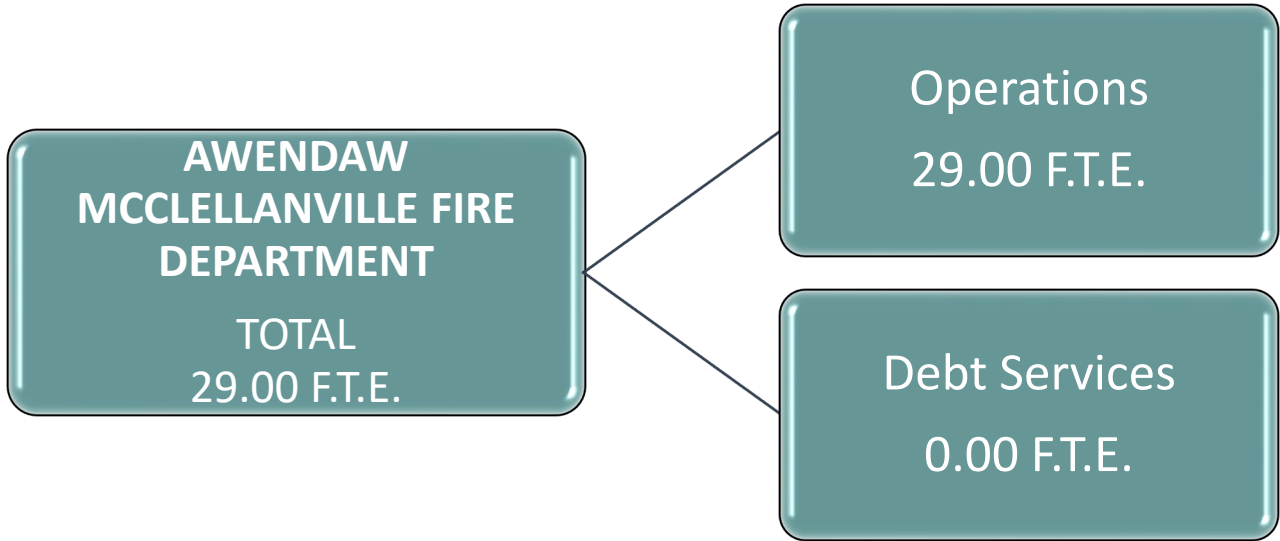
	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	3.00	3.00	4.00	1.00	33.3
Personnel	\$ -	\$ 97,562	\$ 424,599	\$ 493,599	\$ 69,000	16.3
Operating	-	26,602	18,844	46,170	27,326	145.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	-	124,164	443,443	539,769	96,326	21.7
Interfund Transfer Out	-	-	-	250,000	250,000	100.0
TOTAL DISBURSEMENTS	\$ -	\$ 124,164	\$ 443,443	\$ 789,769	\$ 346,326	78.1

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. During budget deliberations, Council transferred an Administrative Assistant III for the Criminal Justice Coordinating Committee (CJCC) administration from the Sheriff Detention Division.
- Operating expenditures reflect an increase in office expenses, wireless technology, fleet and fuel to maintain and operate the Command Bus.
- Interfund Transfer Out reflects support of the MacArthur Grant program. During budget deliberations, Council moved the support from the Sheriff Detention Division.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



# AWENDAW McCLELLANVILLE FIRE DEPARTMENT

**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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	29.13	29.00	29.00	29.00	-	0.0
Property Tax	\$ 2,173,969	\$ 2,196,339	\$ 2,182,000	\$ 2,276,000	\$ 94,000	4.3
Intergovernmental	214,424	202,533	146,943	145,839	(1,104)	(0.8)
<b>TOTAL REVENUES</b>	<u>\$ 2,388,393</u>	<u>\$ 2,398,872</u>	<u>\$ 2,328,943</u>	<u>\$ 2,421,839</u>	<u>\$ 92,896</u>	<u>4.0</u>
Personnel	\$ 1,621,904	\$ 1,772,786	\$ 1,817,391	\$ 1,787,821	\$ (29,570)	(1.6)
Operating	323,116	523,063	942,239	443,940	(498,299)	(52.9)
Capital	114,706	65,423	-	340,000	340,000	100.0
<b>TOTAL EXPENDITURES</b>	<u>2,059,726</u>	<u>2,361,272</u>	<u>2,759,630</u>	<u>2,571,761</u>	<u>(187,869)</u>	<u>(6.8)</u>
Interfund Transfer Out	298,000	406,673	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 2,357,726</u>	<u>\$ 2,767,945</u>	<u>\$ 2,759,630</u>	<u>\$ 2,571,761</u>	<u>\$ (187,869)</u>	<u>(6.8)</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect property taxes at a 31.4 mill tax rate. The increase in revenues is due to growth in the tax base, and is partially offset by a lower reimbursement for property annexations by the Town of Mt. Pleasant.
- Personnel costs reflect projected compensation, including the continuation of the longevity and merit programs.
- Operating expenditures represent a decrease due to completion of station repairs in FY 2021.
- Capital expenditures include a tender truck and a vehicle for the Battalion Chief.

# AWENDAW McCLELLANVILLE FIRE DEPARTMENT (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:

	Objective	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Input:</b>				
Number of structural fire responses (working) <sup>1 &amp; 2</sup>	1(a)	7	16	10
Number of emergency fire suppression apparatus	1(b)	11	11	11
Number of Fire Prevention Programs	1(c)	3	4	4
<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)	3	6	9
Citizens educated for the year	1(c)	450	115	350
Number of household detectors installed	1(d)	19	287	150
<b>Efficiency:</b>				
Average time it takes to place four personnel on scene	1(a)	10 min	12 min	12 min
<b>Outcome:</b>				
Federal OSHA regulations complied	1(a)	100%	100%	100%
Percent of apparatus more than 10 years old	1(b)	30.0%	33%	40%
Percent of fires where a smoke detector alerted residents	1(d)	0%	50%	50%

<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.

## 2022 ACTION STEPS

### Department Goal 1

- Increase number of staff to meet expanded needs of the community.
- Continue a comprehensive Fire Prevention program for schools and senior centers.
- Continue a smoke detector program to include forms to measure distribution of detectors and number of occupants per household.
- Create and implement performance metric system for tracking detailed fire related information.
- Work on recruitment and Retention for our employees.
- Improve on training with neighboring Fire Departments.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## AWENDAW McCLELLANVILLE DEBT SERVICE

**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 debt issuance.

### Division Summary:

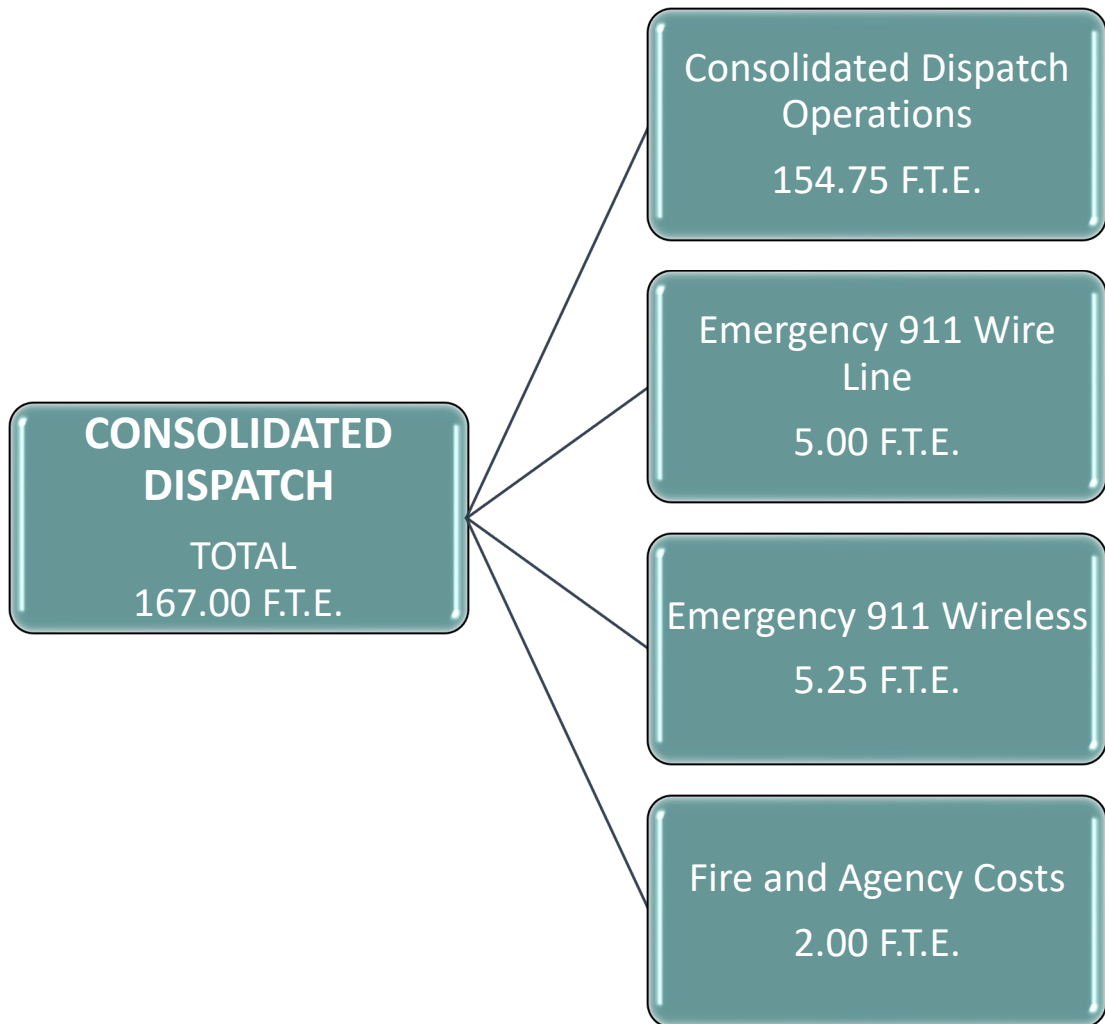
	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 199,271	\$ 254,791	\$ 249,000	\$ 288,000	\$ 39,000	15.7
Intergovernmental	19,128	21,050	14,225	15,583	1,358	9.5
Interest	2,591	2,719	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>220,990</b>	<b>278,560</b>	<b>263,225</b>	<b>303,583</b>	<b>40,358</b>	<b>15.3</b>
Interfund Transfer In	-	14,270	71,732	-	(71,732)	(100.0)
<b>TOTAL SOURCES</b>	<b>\$ 220,990</b>	<b>\$ 292,830</b>	<b>\$ 334,957</b>	<b>\$ 303,583</b>	<b>\$ (31,374)</b>	<b>(9.4)</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
Debt Service	204,350	221,270	323,642	254,186	(69,456)	(21.5)
<b>TOTAL EXPENDITURES</b>	<b>204,350</b>	<b>221,270</b>	<b>323,642</b>	<b>254,186</b>	<b>(69,456)</b>	<b>(21.5)</b>
Interfund Transfer Out	-	65	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 204,350</b>	<b>\$ 221,335</b>	<b>\$ 323,642</b>	<b>\$ 254,186</b>	<b>\$ (69,456)</b>	<b>(21.5)</b>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect property taxes generated from a millage rate of 3.1 based on current projections. Intergovernmental revenues reflect an increase in payments from the Town of Mt. Pleasant for annexations.
- Debt Service reflects a decrease in the scheduled principal and interest payments for the General Obligation Bond, which reflects the use of a premium from the 2019 bond issuance during FY 2021.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>





## CONSOLIDATED DISPATCH

**Division:** Consolidated Dispatch Operations  
**Fund:** General Fund  
**Function:** Public Safety

**Mission:** Consolidated Dispatch Operations enhances 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	161.25	157.75	154.75	154.75	-	0.0
Intergovernmental	\$ 62,038	\$ 58,818	\$ 66,000	\$ 60,000	\$ (6,000)	(9.1)
Miscellaneous	8,460	11,065	10,000	10,000	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 70,498</u>	<u>\$ 69,883</u>	<u>\$ 76,000</u>	<u>\$ 70,000</u>	<u>\$ (6,000)</u>	<u>(7.9)</u>
Personnel	\$ 6,773,949	\$ 7,802,114	\$ 8,267,533	\$ 8,810,925	\$ 543,392	6.6
Operating	625,261	670,944	638,941	701,738	62,797	9.8
Capital	252,994	-	-	80,478	80,478	100.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 7,652,204</u>	<u>\$ 8,473,058</u>	<u>\$ 8,906,474</u>	<u>\$ 9,593,141</u>	<u>\$ 686,667</u>	<u>7.7</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues represent funds from local municipalities for services outside of Charleston County. The decrease in revenues reflects current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase includes a lower reimbursement from Local Accommodations Tax for tourist-related services.
- Operating expenditures increase due to growth in the costs for maintenance software contracts and additional radio equipment for the Sharing Hub.
- Capital expenditures include a radio consoles and a portable phone for the Sharing Hub.

## CONSOLIDATED DISPATCH (continued)

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Implement Process Improvements and Enhancements.

Objective 1(a): Evaluate Protocol System: Create an assessment tool to evaluate the current Protocol System versus other protocol vendors.

Objective 1(b): Evaluate Process Automation (Artificial Intelligence). Increase in Service Level Metrics and decrease call processing times.

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

**Department Goal 2:** Enhance Staffing & Workforce Development.

Objective 2(a): Optimize Personnel Allocation by allocating the right resources to tasks based on employees' skills and availability, while adhering to Center procedures and User Agency Policy. Improvement measured by increased overall evaluation scores.

Objective 2(b): Employee Engagement: Improving the employee experience leads to better engagement, productivity and better outcomes. Measure the success of the schedule by service level metrics, reduced attrition rate and lowered absenteeism.

#### Initiative III: Long Term Financial Planning

**Department Goal 3:** Enhance partnerships. Utilize the CDC's multi-stakeholder partnerships to mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of ensuring that the highest level of emergency services are provided to all citizens.

Objective 3(a): Continue strengthening community partnerships, which will enhance the CDC's capacity for long-term cooperation and collaboration.

Objective 3(b): Optimize financial opportunities to offset costs to the general fund.

Objective 3(c): Secure grants that serve the mission of 911 and Public Safety for the County and its citizens.

#### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
Total number of 911 calls	1(b)3(a)	325,775	324,019	323,748
<b>Output:</b>				
Improved overall Personnel evaluation scores <sup>1</sup>	2(a)	n/a	2%+	2%+
Attrition Rate (FY21 =Effected by FY20 Scheduling changes)	2(b)	26.9%	25.69%	25%
Citizen Satisfaction Survey results received	3(a)	68	29	50
Fire and Agency fund / 911 Funds relief to the general fund	3(b)	\$939,141	\$2,839,396	\$3,964,362
Grant Funds Awarded	3(c)	\$277,193	\$231,778	\$93,660
<b>Outcome:</b>				
Percentage IAED Compliance rate >93% for Fire	(1a)	94.4%	96.5%	95%
Percentage IAED Compliance rate >93% for EMS	(1a)	95.2%	94.1%	94.9%
911 Call Performance answered within 10 seconds	1(b)	85.6%	81.6%	85%
911 Call Performance answered within 15 seconds	1(b)	89.0%	84.7%	90%
Survey rating of satisfaction >80% <sup>2</sup>	3(a)	82.0%	96%	90%

<sup>1</sup> This department will begin measuring performance against this objective during FY 2021.

<sup>2</sup> This department begin measuring performance against this objective during FY 2020.

#### 2022 ACTION STEPS

##### Department Goal 1

- Create an assessment tool to evaluate the current Protocol System versus other protocol vendors.
- Increase mobility of the CDC workforce while maintaining the integrity and security of data.
- Utilize data available from next generation core services. Identify the data that could be useful in improving service delivery.

## CONSOLIDATED DISPATCH (continued)

- Determine the effectiveness of the communications specialist program. Measure effectiveness of use of data available from next generation core services.
- Create a multi-location workforce.
- Evaluate training content and delivery methods by increasing the rate of employees in the first year of employment and identify training formats for enhanced adult learning.
- Enhance ATC program to review how call taking methods relieve call answer times and efficiency.
- Test and review Artificial Intelligence and Virtual Reality for GIS Training.
- Implement Summerville CAD-to CAD interface between Rapid Deploy and Summerville PD in order to view active units at a minimum with full functionality between CADs desired.
- Integrate Internet data and continue to research solutions for data across the internet for CAD integration with alarm companies as well as the Internet of Things (IoT) and medical devices that would reduce the CDC's voice call volume, which would provide a faster response.
- Utilize Artificial Intelligence for Scenario Training. Monitor IBM Watson progress and attempt implementation of advances in caller impersonation to alleviate workforce constraints during scenario training.
- System Integration: Research existing and future solutions designed to coexist on the same computer and display on the same monitor.

### Department Goal 2

- Modify Training Program. Evaluate success of changes to the Training program by surveying the trainees and the CTOs.
- Develop conclusions and recommendations for distribution and allocation of personnel (CALEA1.3.2)
- Evaluate Flexible Schedules with staff that will maintain/enhance operational services.
- Enhance Workforce Optimization. Track performance and behavior of employees to measure against their pre-hire assessments in order to determine hiring successes.

### Department Goal 3

- Continue to grow/maintain fund balance to cover Fire and Agency costs, which offsets the General Fund.
- Establish new Intergovernmental Agreement (IGA) as an update to original Consolidation IGA. Complete draft of new IGA with help of legal staff.
- Maintain partnership meetings with Tri-County Leadership, and Coastal Area Cooperative.
- Expand and Enhance shared services and increase in information sharing and situational awareness

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## CONSOLIDATED DISPATCH (continued)

**Division:** Emergency 911 Wire Line Communications  
**Fund:** Enterprise Fund  
**Function:** Public Safety

**Mission:** Emergency 911 Communications enhances 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:**

- Maintain the 911 database including geographical information
- Acts as a single point of communication between Local Police, Fire, and EMS departments
- Uses next generation 911 technology to assist departments in the performance of their duties
- Provides Public Education and 911 Awareness Programs
- Ensures that the Disaster Recovery Plan is current and tested

**Division Summary:**

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.25	5.00	5.00	5.00	-	0.0
Intergovernmental	\$ -	\$ 658	\$ -	\$ -	\$ -	0.0
Charges and Fees	715,029	671,018	700,000	700,000	-	0.0
Interest	24,062	18,124	2,500	2,500	-	0.0
Miscellaneous	-	524,044	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 739,091</u>	<u>\$ 1,213,844</u>	<u>\$ 702,500</u>	<u>\$ 702,500</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 420,791	\$ 753,975	\$ 592,631	\$ 405,893	\$ (186,738)	(31.5)
Operating	543,743	541,247	456,492	618,452	161,960	35.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 964,534</u>	<u>\$ 1,295,222</u>	<u>\$ 1,049,123</u>	<u>\$ 1,024,345</u>	<u>\$ (24,778)</u>	<u>(2.4)</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect no change from the previous fiscal year.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The decrease represents the elimination of E-911 training reimbursement costs to Consolidated Dispatch.
- Operating expenses represent an increase in software maintenance contract.

## CONSOLIDATED DISPATCH (continued)

### Performance Measures:

#### Initiative I: Service Delivery

##### Department Goal 1: Capital Improvements and Equipment Needs

- Objective 1(a): Purchase and Implement ESInet Installation of the INdigital Emergency Services IP Network (ESInet) to occur for Consolidated Dispatch Center.
- Objective 1(b): Continue connectivity through ESInet with coordinating Agencies, working towards adding four (4) originally planned neighboring counties to the advanced network.
- Objective 1(c): Review space needs plan and determine timeline for implementation.
- Objective 1(d): Purchase and implement AVTEC systems for multiple PC displays, with VMWare Suite 2 replacement completion.

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

##### Department Goal 2: Implement Process Improvements and Enhancements

- Objective 2(a): Evaluate reimbursement percentages and addition of technology to determine what expenses the 911 Funds can continue to fund through 2022 to achieve a minimum of 32% or more.
- Objective 2(b): Track and monitor Wireline funding as it is effected by the reduction of landline phone users.
- Objective 2(c): Determine additional alternate solutions for distribution of the administrative calls sent to 911 call takers to reduce the workload and personnel costs.

MEASURES:		FY 2020	FY 2021	FY 2022
	Objective	Actual	Actual	Projected
<b>Input:</b>				
911 calls received from total call volume	1(b)	37.8%	50.6%	51%
Wireline and Wireless Funds received	2(a)(b)	\$3,785,864	\$2,168,090	\$3,051,231
<b>Output:</b>				
Use of Artificial Intelligence to distribute workload of administrative calls <sup>1</sup>	2(c)	0%	0%	10%
ATC employees relieving work load from 911 Call Takers	2(c)	20	16	20
<b>Efficiency:</b>				
Current level of expense funding derived from 911 Funds	2(b)	40.2%	27.68%	34.5%
<b>Outcome:</b>				
Complete the NG911 System refresh within the 5 year schedule	1(a)(d)	95%	100%	0%
Add new office spaces for administrative personnel	1(c)	0	0	0

<sup>1</sup> This department will begin measuring performance against this objective during FY 2021.

#### 2022 ACTION STEPS

##### Department Goal 1

- Implement ESInet.Receive Session Initiated Protocol (SIP) 9-1-1 calls across the Internet Protocol-based network path. Complete Installation and migration of virtual servers. Installation of equipment with successful integration of multiple PC displays.

##### Department Goal 2

- Review and explore Artificial Intelligence options and likelihood of implementation of advances in caller impersonation to alleviate workforce constraints during scenario training and effective call handling of alarm calls.
- Continue development of Master Building Plan. Create/enhance Master Building Plan with partners to include a review and implementation schedule.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## CONSOLIDATED DISPATCH (continued)

**Division:** Emergency 911 Wireless Communications  
**Fund:** Enterprise Fund  
**Function:** Public Safety

**Mission:** Emergency 911 Communications enhances 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:**

- Maintain the 911 database including geographical information
- Acts as a single point of communication between Local Police, Fire, and EMS departments
- Uses next generation 911 technology to assist departments in the performance of their duties
- Provides Public Education and 911 Awareness Programs
- Ensures that the Disaster Recovery Plan is current and tested
- Recovers costs from the State for E911

**Division Summary:**

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.00	5.25	5.25	5.25	-	0.0
Intergovernmental	\$ 1,902,485	\$ 3,573,122	\$ 4,249,547	\$ 3,529,066	\$ (720,481)	(17.0)
Interest	<u>52,705</u>	<u>41,113</u>	<u>5,000</u>	<u>5,000</u>	<u>-</u>	<u>0.0</u>
TOTAL REVENUES	<u>\$ 1,955,190</u>	<u>\$ 3,614,235</u>	<u>\$ 4,254,547</u>	<u>\$ 3,534,066</u>	<u>\$ (720,481)</u>	<u>(16.9)</u>
Personnel	\$ 412,984	\$ 475,256	\$ 537,078	\$ 493,912	\$ (43,166)	(8.0)
Operating	1,124,603	1,363,304	1,432,544	2,152,666	720,122	50.3
Capital	<u>-</u>	<u>-</u>	<u>1,158,500</u>	<u>-</u>	<u>(1,158,500)</u>	<u>(100.0)</u>
TOTAL EXPENDITURES	<u>\$ 1,537,587</u>	<u>\$ 1,838,560</u>	<u>\$ 3,128,122</u>	<u>\$ 2,646,578</u>	<u>\$ (481,544)</u>	<u>(15.4)</u>

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect a decrease due to lower state E-911 recoveries in costs as a result of no recoverable capital expenditures budgeted in FY 2022.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent an increase in telephone landline and software contract costs. These increases relate to the addition of the ESInet system and a new CPE phone system.

## CONSOLIDATED DISPATCH (continued)

### Performance Measures:

#### Initiative I: Service Delivery

##### Department Goal 1: Capital Improvements and Equipment Needs

- Objective 1(a): Purchase and Implement ESInet. Installation of the INdigital Emergency Services IP Network (ESInet) to occur for Consolidated Dispatch Center.
- Objective 1(b): Continue connectivity through ESInet with coordinating Agencies, working towards adding four (4) originally planned neighboring counties to the advanced network.
- Objective 1(c): Review space needs plan and determine timeline for implementation.
- Objective 1(d): Purchase and implement AVTEC systems for multiple PC displays, with VMWare Suite 2 replacement completion.

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

##### Department Goal 2: Implement Process Improvements and Enhancements

- Objective 2(a): Evaluate reimbursement percentages and addition of technology to determine what expenses the 911 Funds can continue to fund through 2022 to achieve a minimum of 32% or more.
- Objective 2(b): Track and monitor Wireline funding as it is effected by the reduction of landline phone users.
- Objective 2(c): Determine additional alternate solutions for distribution of the administrative calls sent to 911 call takers to reduce the workload and personnel costs.

#### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
911 calls received from total call volume	1(b)	37.8%	50.6%	51%
Wireline and Wireless Funds Received	2(a)(b)	\$3,785,864	\$2,168,090	\$3,051,231
<b>Output:</b>				
Use of Artificial Intelligence to distribute workload of administrative calls <sup>1</sup>	2(c)	0%	0%	10%
ATC employees relieving work load from 911 Call Takers	2(c)	20	16	20
<b>Efficiency:</b>				
Current level of expense funding derived from 911 Funds	2(b)	40.2%	27.68%	34.5%
<b>Outcome:</b>				
Complete the NG911 System refresh within the 5 year schedule	1(a)(d)	95%	100%	0%
Add new office spaces for administrative personnel	1(c)	0	0	0

<sup>1</sup> This department will begin measuring performance against this objective during FY 2021.

#### 2022 ACTION STEPS

##### Department Goal 1

- Implement ESInet. Receive Session Initiated Protocol (SIP) 9-1-1 calls across the Internet Protocol-based network path. Complete Installation and migration of virtual servers. Installation of equipment with successful integration of multiple PC displays.
- Explore Next Generation 911 solutions to support advanced CAD functions and features.
- Create a hosted Disaster Recovery/Hot Standby CAD to be implemented on site to eliminate 3<sup>rd</sup> party expenses.

##### Department Goal 2

- Review and explore Artificial Intelligence options and likelihood of implementation of advances in caller impersonation to alleviate workforce constraints during scenario training and effective call handling of alarm calls.
- Continue development of Master Building Plan. Create/enhance Master Building Plan with partners to include a review and implementation schedule.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	2.00	2.00	2.00	2.00	-	0.0
Intergovernmental	\$ 634,736	\$ 685,330	\$ 572,782	\$ 913,131	\$ 340,349	59.4
Charges and Fees	219,596	252,811	251,206	245,310	(5,896)	(2.3)
Interest	7,107	7,502	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 861,439</b>	<b>\$ 945,643</b>	<b>\$ 823,988</b>	<b>\$ 1,158,441</b>	<b>\$ 334,453</b>	<b>40.6</b>
Personnel	\$ 165,716	\$ 152,213	\$ 144,910	\$ 152,371	\$ 7,461	5.1
Operating	718,538	618,972	637,225	832,036	194,811	30.6
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>884,254</b>	<b>771,185</b>	<b>782,135</b>	<b>984,407</b>	<b>202,272</b>	<b>25.9</b>
Interfund Transfer Out	-	-	277,886	-	(277,886)	(100.0)
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 884,254</b>	<b>\$ 771,185</b>	<b>\$ 1,060,021</b>	<b>\$ 984,407</b>	<b>\$ (75,614)</b>	<b>(7.1)</b>

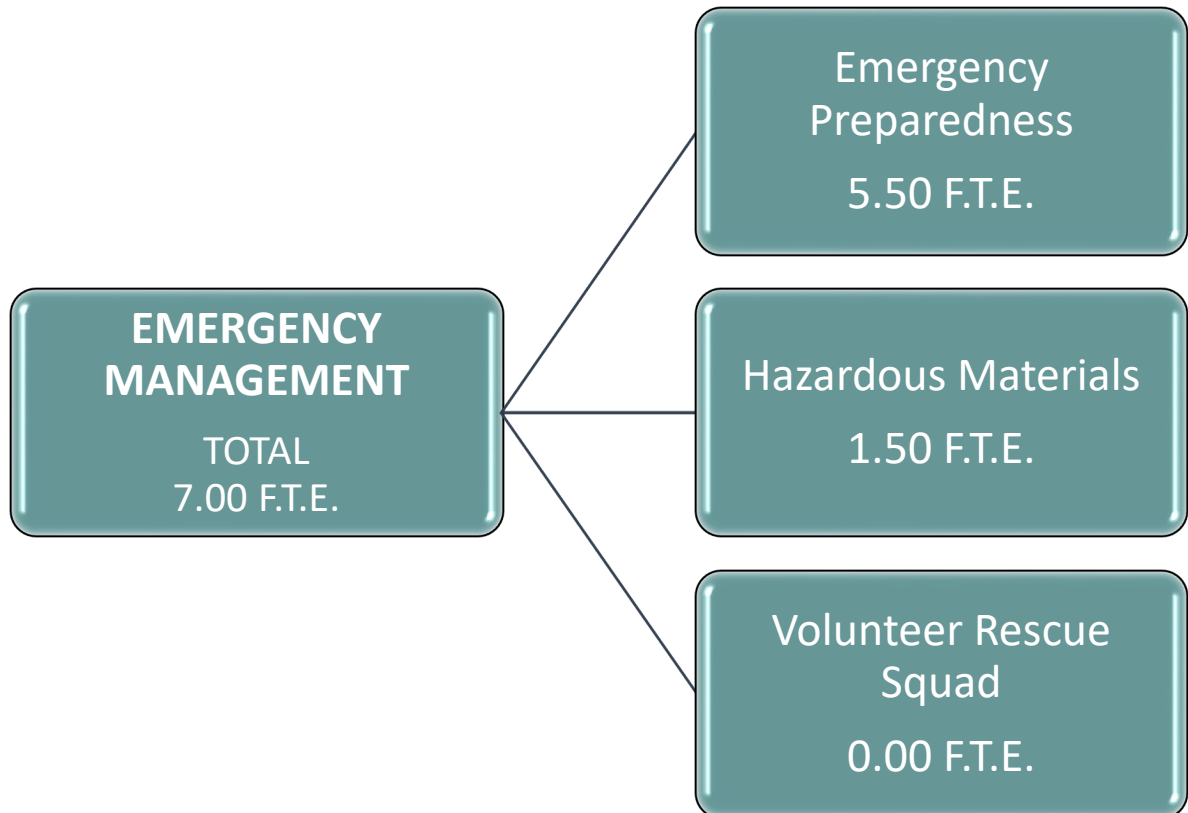
### Funding Adjustments for FY 2022 Include:

- Revenues reflect an increase in the external public safety agencies' share of the costs of the program. Revenues from within the organization, categorized as charges and fees, reflect a slight decrease 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 an increase in annual maintenance costs for various public safety software licenses based on current usage.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>





## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.38	5.50	5.50	5.50	-	0.0
Personnel	\$ 378,093	\$ 413,398	\$ 473,184	\$ 503,475	\$ 30,291	6.4
Operating	101,434	118,181	125,744	257,290	131,546	104.6
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 479,527</b>	<b>\$ 531,579</b>	<b>\$ 598,928</b>	<b>\$ 760,765</b>	<b>\$ 161,837</b>	<b>27.0</b>

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase in public safety supplies to purchase additional cots for emergency shelters.

**Performance Measures:**

**Initiative I: Service Delivery**

**Department Goal 1:** Increase County response capability and community awareness.

- Objective 1(a): Conduct bi-annual Red Book training for telecommunicators (CDC) and responders in the community.
- Objective 1(b): Participate in operational checks of communication equipment.
- Objective 1(c): Participate in Responder education and awareness programs.
- Objective 1(d): Increase trained Citizens Emergency Response Team (CERT) and Teen CERT members by 50 persons per year.
- Objective 1(e): Maintain readiness of responder notification through an annual Emergency Operations Center (EOC) Call-Out drill
- Objective 1(f): Conduct National Interagency Incident Management System (NIIMS) training courses.
- Objective 1(g): Conduct Emergency Operations Center training and educational programs.
- Objective 1(h): Develop Disaster Recovery Training to support Points of Distribution (POD) and Neighborhood Distribution and Information Points (NDIP).
- Objective 1(i): Participate, attend, or conduct public events to educate the public.

## EMERGENCY MANAGEMENT (continued)

### Initiative V: Quality Control

**Department Goal 2:** Conduct annual training and/or exercises.

Objective 2(a): Configure Emergency Support Function's (ESF), Recovery Support Functions (RSFs), and related plans in conjunction with SC Emergency Management Division and Federal Emergency Management Administration designations.

Objective 2(b): Provide incident tracking and messaging training through annual EOC seminars.

Objective 2(c): Exercise Alert Notification and Warning systems and procedures.

#### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Output:</b>				
Number of people trained	1(a)(d)(f)(g)(h)	436	92	750
Number of exercises conducted <sup>1</sup>	1(e)(g)(h),2(b)	3	1	3
Number of training classes conducted	1(d)(e),2(a)(c)	17	5	25
Number of public speaking events	1(i)	9	6	12
<b>Efficiency:</b>				
Average hours spent per test of communications systems	1(b)	5	6	6
Average hours spent per event in community education	1(c)	3	1	2-3
Average hours spent updating plans and procedures	2(a)(c)	500	500	500
Average hours spent per test exercise	1(e)(g)(i),2(b)	6	6	6
<b>Outcome:</b>				
Percent of staff and volunteers trained in NIIMS	1(f)	90.0%	90.0%	90.0%
Percent of tracking and messaging system in place	2(b)	90.0%	90.0%	90.0%
Percent of alternate EOC readiness	2(c)	90.0%	90.0%	90.0%

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

### 2022 ACTION STEPS

#### Department Goal 1

- Update Emergency Operations Plan/Standard Operating Procedures (EOP/SOP) in accordance with joint assessment requirements.
- Update EOP in accordance with State and Federal updates.

#### Department Goal 2

- Continue to increase the number of citizens trained through the Citizen Emergency Response Team (CERT).
- Continue to increase the number of Responders trained through the EMD programs and state and federal programs.
- Develop Recovery Planning programs to include PODs, Mobile Points of Distribution (MoPOD) and NDIPs with assistance from Charleston, Mt. Pleasant, and North Charleston as well as other County agencies.
- Continue to promote NIMS training to EOC and County Emergency Responders.
- Continue to educate the public of potential community hazards, notification procedures and preparedness activities.
- Continue to meet EMAP Accreditation standards.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	1.50	1.50	1.50	1.50	-	0.0
Licenses and Permits	<u>\$ 229,689</u>	<u>\$ 219,800</u>	<u>\$ 220,000</u>	<u>\$ 215,000</u>	<u>\$ (5,000)</u>	(2.3)
TOTAL REVENUES	<u>\$ 229,689</u>	<u>\$ 219,800</u>	<u>\$ 220,000</u>	<u>\$ 215,000</u>	<u>\$ (5,000)</u>	(2.3)
Personnel	\$ 158,707	\$ 176,107	\$ 178,591	\$ 181,621	\$ 3,030	1.7
Operating	44,886	52,868	47,445	40,798	(6,647)	(14.0)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>203,593</u>	<u>228,975</u>	<u>226,036</u>	<u>222,419</u>	<u>(3,617)</u>	(1.6)
Interfund Transfer Out	<u>-</u>	<u>121,250</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL DISBURSEMENTS	<u>\$ 203,593</u>	<u>\$ 350,225</u>	<u>\$ 226,036</u>	<u>\$ 222,419</u>	<u>\$ (3,617)</u>	(1.6)

**Funding Adjustments for FY 2022 Include:**

- Revenues reflect a decrease based on historical trends.
- Personnel cost reflect projected benefits and compensation, including the continuation of longevity and merit programs.
- Operating expenses reflect a decrease in public safety supplies, and training 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 in response to hazardous materials.

Objective 1(c): Produce public awareness to community members and business and industry on how to properly prepare for the unintentional release of hazardous materials.

MEASURES:		FY 2020	FY 2021	FY 2022
	Objective	Actual	Actual	Projected
<b>Input:</b>				
Reported HazMat incidents	1(a)	31	30	30
Requests for guidance and instruction	1(b)	28	30	30
<b>Output:</b>				
Team members attending advanced training	1(a)	51	14	60
Students trained	1(b)	133	31	120
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)	5	4	5
Training revenue generated	1(b)	230,000	220,000	215,000
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.

#### 2022 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 and marine firefighting equipment to assist local emergency responder in firefighting and incident mitigation on the water and at waterfront facilities and also maintain a FEMA Type 1 Team.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	375,000	400,000	294,000	390,000	96,000	32.7
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 375,000</u>	<u>\$ 400,000</u>	<u>\$ 294,000</u>	<u>\$ 390,000</u>	<u>\$ 96,000</u>	32.7

### Funding Adjustments for FY 2022 Include:

- Operating expenditures reflect higher appropriations for operating costs and capital costs to lease three new fully equipped rescue vehicles.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## EMERGENCY MEDICAL SERVICES (continued)

**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:**

	<b><u>FY 2019</u></b> <b><u>Actual</u></b>	<b><u>FY 2020</u></b> <b><u>Actual</u></b>	<b><u>FY 2021</u></b> <b><u>Adjusted</u></b>	<b><u>FY 2022</u></b> <b><u>Approved</u></b>	<b><u>Change</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Positions/FTE	216.00	216.00	260.00	280.00	20.00	7.7
Intergovernmental	\$ 4,501,631	\$ 4,220,137	\$ 4,061,000	\$ 4,304,000	\$ 243,000	6.0
Charges and Fees	10,874,966	11,924,149	7,160,000	7,780,000	620,000	8.7
Miscellaneous	160,234	229,604	220,000	190,000	(30,000)	(13.6)
<b>TOTAL REVENUES</b>	<b><u>\$15,536,831</u></b>	<b><u>\$16,373,890</u></b>	<b><u>\$11,441,000</u></b>	<b><u>\$12,274,000</u></b>	<b><u>\$ 833,000</u></b>	<b>7.3</b>
Personnel	\$12,723,680	\$12,840,557	\$14,100,368	\$18,448,782	\$ 4,348,414	30.8
Operating	3,310,175	4,740,888	3,835,076	4,333,340	498,264	13.0
Capital	1,051,172	295,070	-	440,904	440,904	100.0
<b>TOTAL EXPENDITURES</b>	<b><u>17,085,027</u></b>	<b><u>17,876,515</u></b>	<b><u>17,935,444</u></b>	<b><u>23,223,026</u></b>	<b><u>5,287,582</u></b>	<b>29.5</b>
Interfund Transfer Out	134,521	566,289	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b><u>\$17,219,548</u></b>	<b><u>\$18,442,804</u></b>	<b><u>\$17,935,444</u></b>	<b><u>\$23,223,026</u></b>	<b><u>\$ 5,287,582</u></b>	<b>29.5</b>

**Funding Adjustments for FY 2022 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. Personnel costs reflects full-year funding of twenty-two Emergency Medical Technician positions and twenty-two Paramedic positions added in FY 2021. The increase also includes the addition of ten Emergency Medical Technician positions and ten Paramedic positions. The increases are offset by a higher projected reimbursement from the Local Accommodations Tax for servicing tourist areas.

## EMERGENCY MEDICAL SERVICES (continued)

- Operating expenditures reflect an increase in costs of drugs and medical supplies. The increase is slightly offset by a higher projected reimbursement from the Local Accommodations Tax for servicing tourist areas.
- Capital expenditures represent eight cardiac monitors to replace units past their life expectancy and eight ambulances to support call volume and geographical needs.

### 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% fractile for Delta/Echo calls in 10:59 and 90% fractile with Bravo/Charlie calls in 12:59.

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

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

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

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

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

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

Objective 3: Clinical review of all high acuity calls as specified by Medical Director, including all Rapid Sequence Intubation.

#### Initiative V: Quality Control

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

Objective 4(a): Maintain certification of all field operations personnel through Continuing Education Program (CEP).

#### MEASURES:

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Output:</b>				
Patients transported	1	44,999	46,664	48,000
Incidents responded to	1	61,568	60,930	62,500
Total billed	2(a)	\$21,879,292	\$21,884,691	\$22,510,593
Percentage of Medicare/Medicaid billed electronically	2(b)	100%	100%	100%
<b>Efficiency:</b>				
Cost per incident	1(a),2(a)	\$355.37	\$359.17	\$360.17
Total received per incident	2(a)(b)	\$264.37	\$262.00	\$281.38
<b>Outcome:</b>				
<u>Response Time Standard</u> <sup>1</sup>	<u>Minutes: Seconds</u>			
Average	<8:59			
Average Response Time		09:03	09:29	08:59
Percentage of Compliance		D/E 77% B/C 82%	D/E 73% B/C 78%	D/E 80% D/E 85%
Collection	2(a)	12,844,958	12,156,831	13,168,696
Collections less refunds	2(a)	12,818,142	12,224,031	13,506,355
Percent of rejection rate	2(a)(b)	2.8%	2.4%	2.5%



## EMERGENCY MEDICAL SERVICES (continued)

Percent of revenue increased	2(a)(b)	(0.60%)	0%	0%
Percent of reviewed reports – 100% critical	3	100%	100%	100%
Percent of Field Operations personnel certified	4(a)	100%	100%	100%

<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.

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### 2022 ACTION STEPS

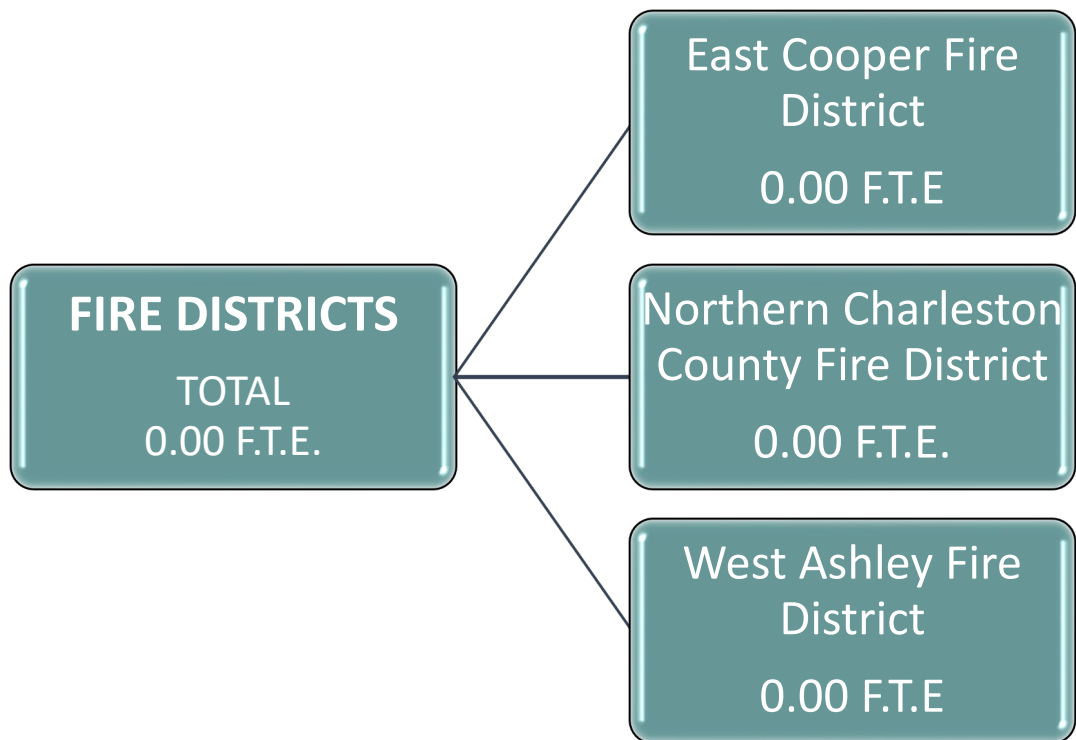
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#### Department Goal 1

- Retention through career opportunities
  - EMT classes for ICS personnel as a path to advance their career.
  - Paramedic classes for EMT's to advance their career.
- Fill vacancies to budget capacity
- Complete leadership development for all persons in leadership roles
- Increase diversity access among workforce through community connections and opportunities

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 131,587	\$ 151,452	\$ 150,000	\$ 158,000	\$ 8,000	5.3
Intergovernmental	<u>2,023</u>	<u>2,282</u>	<u>100</u>	<u>200</u>	<u>100</u>	100.0
<b>TOTAL REVENUES</b>	<u><b>\$ 133,610</b></u>	<u><b>\$ 153,734</b></u>	<u><b>\$ 150,100</b></u>	<u><b>\$ 158,200</b></u>	<u><b>\$ 8,100</b></u>	<b>5.4</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	152,341	156,150	160,054	164,055	4,001	2.5
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
<b>TOTAL EXPENDITURES</b>	<u><b>\$ 152,341</b></u>	<u><b>\$ 156,150</b></u>	<u><b>\$ 160,054</b></u>	<u><b>\$ 164,055</b></u>	<u><b>\$ 4,001</b></u>	<b>2.5</b>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect property taxes generated from a millage rate of 16.1 based on current projections.
- 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.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 257,009	\$ 270,430	\$ 268,300	\$ 342,000	\$ 73,700	27.5
Intergovernmental	4,921	6,043	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 261,930</u>	<u>\$ 276,473</u>	<u>\$ 268,300</u>	<u>\$ 342,000</u>	<u>\$ 73,700</u>	27.5
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	261,505	276,473	268,300	342,000	73,700	27.5
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 261,505</u>	<u>\$ 276,473</u>	<u>\$ 268,300</u>	<u>\$ 342,000</u>	<u>\$ 73,700</u>	27.5

### Funding Adjustments for FY 2022 Include:

- Revenues reflect an increase in the millage rate from 11.4 mills to 12.8 mills.
- Operating expenditures represent an increase based on contracts with several fire departments to provide fire services in the unincorporated areas. The operating costs include the C&B Volunteer Fire Department's request to improve service with more hours of staffing.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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:

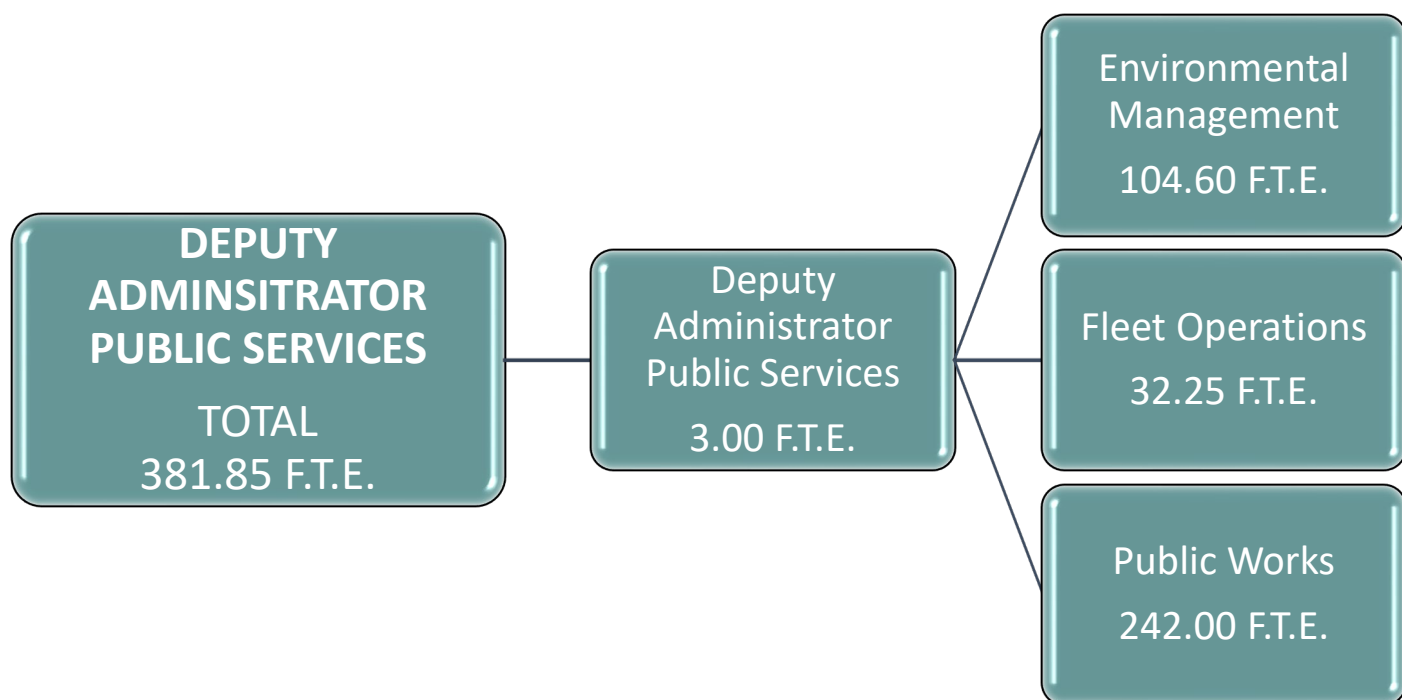
	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Property Tax	\$ 10,786	\$ 8,373	\$ 7,000	\$ 7,400	\$ 400	5.7
Intergovernmental	16	25	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u><u>\$ 10,802</u></u>	<u><u>\$ 8,398</u></u>	<u><u>\$ 7,000</u></u>	<u><u>\$ 7,400</u></u>	<u><u>\$ 400</u></u>	5.7
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	8,000	8,000	8,000	8,000	-	0.0
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 8,000</u></u>	<u><u>\$ 8,000</u></u>	<u><u>\$ 8,000</u></u>	<u><u>\$ 8,000</u></u>	<u><u>\$ -</u></u>	0.0

### Funding Adjustments for FY 2022 Include:

- Revenues reflect growth in the property base and is offset by a reduction in the millage rate from 4.0 mils to 3.8 mils.
- Operating expenditures reflect no change.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## DEPUTY ADMINISTRATOR PUBLIC SERVICE

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

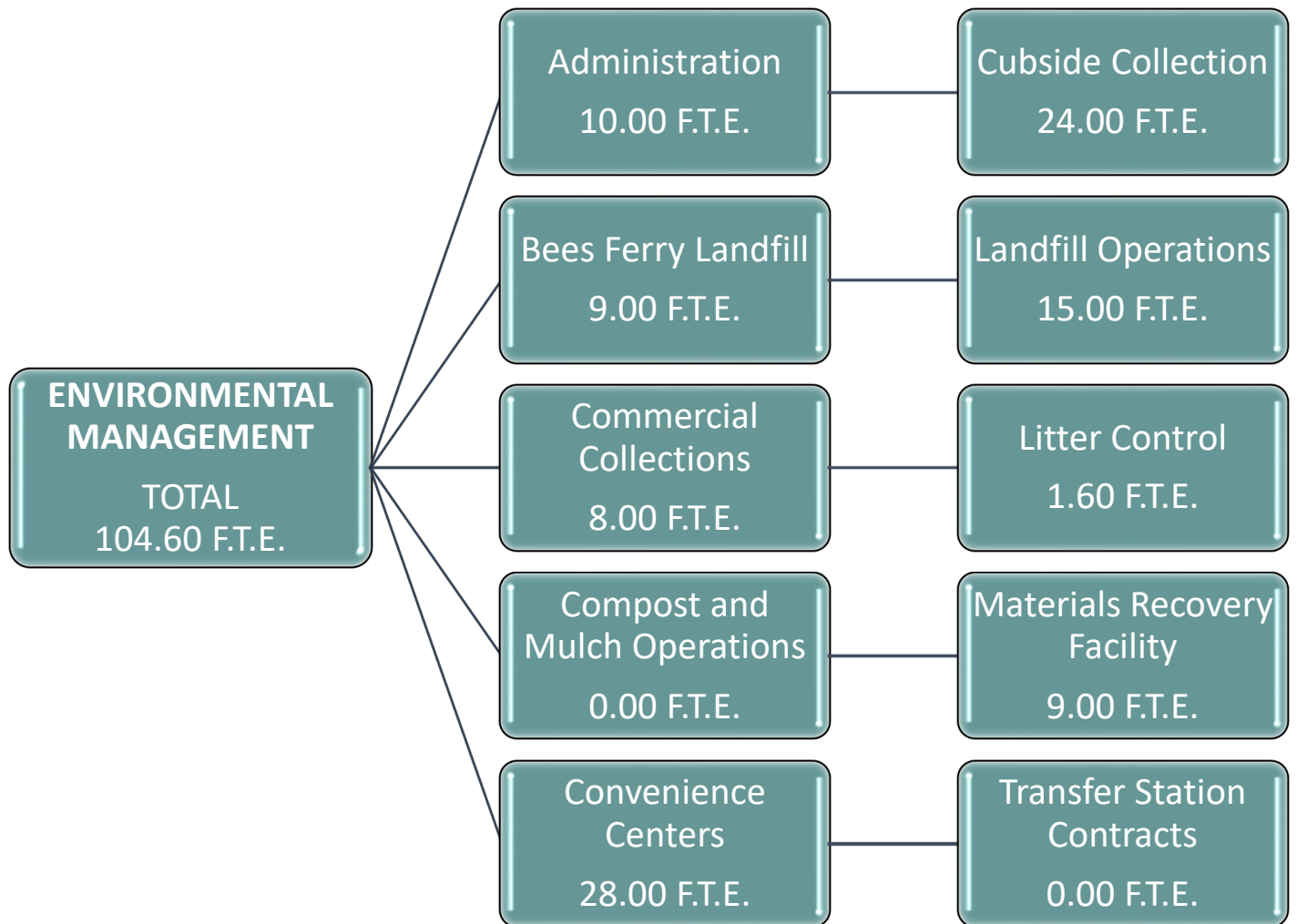
**Mission:** The Office of the Deputy Administrator of Public Services provides support and oversight to three Charleston County departments, which include Environmental Management, Fleet Operations, and Public Works. This office engages in innovative outreach and partnership activities to promote the County's mission of excellent service delivery and outcomes for our citizens.

### Departmental Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.00	3.00	3.00	3.00	-	0.0
Personnel	\$ 536,384	\$ 424,851	\$ 428,119	\$ 454,197	\$ 26,078	6.1
Operating	30,356	28,764	15,905	16,050	145	0.9
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 566,740</u>	<u>\$ 453,615</u>	<u>\$ 444,024</u>	<u>\$ 470,247</u>	<u>\$ 26,223</u>	<u>5.9</u>

### Funding Adjustments for FY 2022 Include:

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





## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	12.00	11.50	10.00	10.00	-	0.0
Intergovernmental	\$ -	\$ 182,561	\$ -	\$ -	\$ -	0.0
Charges and Fees	29,502,003	29,902,065	30,120,000	30,200,000	80,000	0.3
Interest	1,095,590	818,991	110,000	100,000	(10,000)	(9.1)
Miscellaneous	147,823	802,700	-	-	-	0.0
Leases and Rentals	-	171,613	240,000	60,000	(180,000)	(75.0)
<b>TOTAL REVENUES</b>	<u>\$ 30,745,416</u>	<u>\$ 31,877,930</u>	<u>\$ 30,470,000</u>	<u>\$ 30,360,000</u>	<u>\$ (110,000)</u>	<u>(0.4)</u>
Personnel	\$ 850,449	\$ 1,055,795	\$ 1,091,458	\$ 1,131,394	\$ 39,936	3.7
Operating	4,708,832	5,409,866	8,656,606	5,083,715	(3,572,891)	(41.3)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 5,559,281</u>	<u>\$ 6,465,661</u>	<u>\$ 9,748,064</u>	<u>\$ 6,215,109</u>	<u>\$ (3,532,955)</u>	<u>(36.2)</u>

**Funding Adjustments for FY 2022 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 decrease reflects the termination of a lease on the Shipyard Creek property.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses represent a decrease in the contingency set aside in FY 2021 to fund undefined capital costs for the department.

## ENVIRONMENTAL MANAGEMENT (continued)

### Performance Measures:

#### Initiative I: Service Delivery

**Department Goal 1:** Divert waste from the landfill by promoting the County's recycling and composting programs.

Objective 1(a): Increase and maximize the expected life of the Bee's Ferry Landfill.

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

Objective 2(a): Increase the current recycling rate from 23% to 40%.

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

MEASURES:		FY 2020 Actual	FY 2021 Actual <sup>1</sup>	FY 2022 Projected
	Objective			
<b>Input:</b>				
Annual MSW Tonnage <sup>2</sup>	1(a)	485,914	522,788	550,000
Total dollars spent for services	1(a)	\$27,421,470	\$35,379,317	\$40,159,658
Total County Population – 2010 US Census 350,209	1(a)	405,905	411,406	411,406
Number of Residential Customers	2(a)(b)	195,000	198,000	205,000
Number of Commercial Customers	2(a)(b)	15,000	15,250	15,300
<b>Output:</b>				
Total tons landfilled	1(a)	369,573	404,153	447,000
Total residential participants	2(a)(b)	126,000	140,000	150,000
Total commercial participants	2(a)(b)	5,000	5,250	5,500
Total Educational Outreach participants	2(a)(b)	230,000	235,000	240,000
<b>Efficiency:</b>				
Total tons composted	1(a)	63,336	68,049	69,500
Total tons recycled	2(a)	53,005	50,585	55,000
<b>Outcome:</b>				
Total tons diverted from landfill	1(a)	110,979	118,634	124,500
Total cost per capita	1(a)	\$67	\$86	\$98
Percentage of recycling rate	1,2(a)(b)	23%	23%	23%

<sup>1</sup> FY 2021 Actual reflects the unaudited total available at time of budget preparation.

<sup>2</sup> Municipal Solid Waste

### 2022 ACTION STEPS

#### Department Goal 1

- Continue to divert more waste each fiscal year through increased recycling programs.
- Reduce volume of yard debris presented for composting.
- Create local market for High-grade compost.

#### Department Goal 2

- Increase department's community presence through advertising and partnering opportunities at all local events.
- Increase commercial sector recycling and food waste composting participation.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	9.00	9.00	9.00	9.00	-	0.0
Charges and Fees	\$ 9,410	\$ 11,742	\$ 8,000	\$ 8,000	\$ -	0.0
TOTAL REVENUES	<u>\$ 9,410</u>	<u>\$ 11,742</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ -</u>	0.0
Personnel	\$ 273,636	\$ 267,942	\$ 377,889	\$ 460,639	\$ 82,750	21.9
Operating	525,396	469,888	416,098	447,400	31,302	7.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 799,032</u>	<u>\$ 737,830</u>	<u>\$ 793,987</u>	<u>\$ 908,039</u>	<u>\$ 114,052</u>	14.4

### Funding Adjustments for FY 2022 Include:

- Revenues represent the resale value of recyclable products and remain constant.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increases represent interdepartmental staffing changes and a higher amount allocated to overtime based on current trends.
- Operating expenses reflect an increase in the cost for waste disposal services due to historical trends and current usage.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	8.00	8.00	8.00	8.00	-	0.0
Miscellaneous	\$ 1,450	\$ -	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 1,450</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 604,938	\$ 639,470	\$ 599,508	\$ 685,496	\$ 85,988	14.3
Operating	94,690	56,031	70,308	50,200	(20,108)	(28.6)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 699,628</u>	<u>\$ 695,501</u>	<u>\$ 669,816</u>	<u>\$ 735,696</u>	<u>\$ 65,880</u>	9.8

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase represents a higher amount allocated to overtime based on current trends.
- Operating expenses reflect a decrease in operating supplies cost based on historical usage and current trends.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	10.00	8.00	-	-	-	0.0
Charges and Fees	\$ 331,949	\$ 448,897	\$ 340,000	\$ 650,000	\$ 310,000	91.2
Miscellaneous	-	9,000	-	-	-	0.0
<b>TOTAL REVENUES</b>	<u>\$ 331,949</u>	<u>\$ 457,897</u>	<u>\$ 340,000</u>	<u>\$ 650,000</u>	<u>\$ 310,000</u>	91.2
Personnel	\$ 578,969	\$ 686,850	\$ 325,768	\$ -	\$ (325,768)	(100.0)
Operating	1,462,595	1,378,483	1,530,705	1,526,400	(4,305)	(0.3)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>2,041,564</u>	<u>2,065,333</u>	<u>1,856,473</u>	<u>1,526,400</u>	<u>(330,073)</u>	<u>(17.8)</u>
Interfund Transfer Out	-	-	-	2,350,000	2,350,000	100.0
<b>TOTAL DISBURSEMENTS</b>	<u>\$ 2,041,564</u>	<u>\$ 2,065,333</u>	<u>\$ 1,856,473</u>	<u>\$ 3,876,400</u>	<u>\$ 2,019,927</u>	108.8

### Funding Adjustments for FY 2022 Include:

- Revenues reflect an increase in tipping fees for yard waste debris and compost fees based the 30% revenue share agreement with the new vendor.
- Operating expenses reflect a small decrease based on the new agreement with the vendor.
- Interfund Transfer Out reflects a transfer of funding for capital projects at the composting facilities.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	24.00	26.00	28.00	28.00	-	0.0
Charges and Fees	\$ -	\$ 1,439	\$ -	\$ -	\$ -	0.0
Miscellaneous	4,381	786	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 4,381</b>	<b>\$ 2,225</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0</b>
Personnel	\$ 1,174,230	\$ 1,198,759	\$ 1,283,791	\$ 1,437,907	\$ 154,116	12.0
Operating	1,288,618	1,405,785	840,363	945,089	104,726	12.5
Capital	-	-	-	740,000	740,000	100.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,462,848</b>	<b>\$ 2,604,544</b>	<b>\$ 2,124,154</b>	<b>\$ 3,122,996</b>	<b>\$ 998,842</b>	<b>47.0</b>

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase represents full-year funding for two positions transferred to the division in FY 2021.
- Operating expenses reflect an increase in fleet maintenance costs and other operating supplies based on historical trends and current usage.
- Capital costs include the replacement of a heavy-duty compactor and two roll-off trucks. The costs also include new heavy-duty compactors for the Bee's Ferry and Edisto Island sites.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	26.00	24.00	24.00	24.00	-	0.0
Miscellaneous	\$ -	\$ 920	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ -</u>	<u>\$ 920</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	0.0
Personnel	\$ 1,703,419	\$ 1,995,854	\$ 1,853,654	\$ 1,813,597	\$ (40,057)	(2.2)
Operating	2,947,767	2,913,820	1,977,493	1,938,130	(39,363)	(2.0)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 4,651,186</u>	<u>\$ 4,909,674</u>	<u>\$ 3,831,147</u>	<u>\$ 3,751,727</u>	<u>\$ (79,420)</u>	(2.1)

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The decrease in personnel costs represent interdepartmental staffing changes. The decrease is offset by a higher amount allocated to overtime based on current trends.
- Operating expenses reflect a decrease due to a reduction in the reliance on contracted temporaries. The decrease is offset by an increase to fuel based on current trends.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## ENVIRONMENTAL MANAGEMENT (continued)

**Division:** Debt Service  
**Fund:** Enterprise Fund  
**Function:** Public Works

**Mission:** The Debt Service Program accounts for servicing of a portion of the 2019 General Obligation Bonds (GOB) issued to fund \$20 million for construction of the new Materials Recycling Facility. This program records the interest expense and other costs related to the repayment of the borrowing.

### Division Summary:

	<u>FY 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Interest	\$ -	\$ 17,746	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	-	17,746	-	-	-	0.0
Interfund Transfer In	-	-	2,045,811	-	(2,045,811)	(100.0)
TOTAL SOURCES	<u>\$ -</u>	<u>\$ 17,746</u>	<u>\$ 2,045,811</u>	<u>\$ -</u>	<u>\$ (2,045,811)</u>	(100.0)
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	66,948	-	-	-	0.0
Capital	-	-	-	-	-	0.0
Debt Service	-	490,937	3,288,224	1,262,405	(2,025,819)	(61.6)
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 557,885</u>	<u>\$ 3,288,224</u>	<u>\$ 1,262,405</u>	<u>\$ (2,025,819)</u>	(61.6)

### Funding Adjustments for FY 2022 Include:

- Debt Service reflects a decrease in the scheduled principal and interest payments for the General Obligation Bond, which reflects the use of a premium from the 2019 bond issuance during FY 2021.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	15.00	14.00	15.00	15.00	-	0.0
Intergovernmental	\$ 226,484	\$ 224,106	\$ 150,000	\$ 200,000	\$ 50,000	33.3
Charges and Fees	279,978	117,332	65,000	85,000	20,000	30.8
Miscellaneous	8,888	-	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 515,350</b>	<b>\$ 341,438</b>	<b>\$ 215,000</b>	<b>\$ 285,000</b>	<b>\$ 70,000</b>	<b>32.6</b>
Personnel	\$ 1,240,361	\$ 1,252,608	\$ 1,093,265	\$ 1,287,449	\$ 194,184	17.8
Operating	3,978,934	5,566,263	3,974,392	4,751,593	777,201	19.6
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<b>5,219,295</b>	<b>6,818,871</b>	<b>5,067,657</b>	<b>6,039,042</b>	<b>971,385</b>	<b>19.2</b>
Interfund Transfer Out	5,040	-	-	3,000,000	3,000,000	100.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 5,224,335</b>	<b>\$ 6,818,871</b>	<b>\$ 5,067,657</b>	<b>\$ 9,039,042</b>	<b>\$ 3,971,385</b>	<b>78.4</b>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect increased state shared revenue and tire tipping fees based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase represents full-year funding for a position transferred to the division in FY 2021.
- Operating expenses reflect an increase in waste disposal services based on historical usage and trends. The increase also represents higher leachate disposal costs due to the anticipated completion of Cell 5.
- Interfund Transfer Out represents the transfer of funding for capital projects at the landfill.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	1.60	1.60	1.60	1.60	-	0.0
Personnel	\$ 71,735	\$ 71,135	\$ 91,053	\$ 92,601	\$ 1,548	1.7
Operating	28,852	29,091	29,450	29,450	-	0.0
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	100,587	100,226	120,503	122,051	1,548	1.3
Interfund Transfer Out	22,400	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 122,987</u>	<u>\$ 100,226</u>	<u>\$ 120,503</u>	<u>\$ 122,051</u>	<u>\$ 1,548</u>	1.3

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenses reflect no change.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	7.00	9.00	9.00	9.00	-	0.0
Intergovernmental	\$ 38,751	\$ 10,991	\$ -	\$ -	\$ -	0.0
Charges and Fees	168,832	313,608	451,000	2,100,000	1,649,000	365.6
Miscellaneous	-	-	3,000,000	3,000,000	-	0.0
<b>TOTAL REVENUES</b>	<b>207,583</b>	<b>324,599</b>	<b>3,451,000</b>	<b>5,100,000</b>	<b>1,649,000</b>	<b>47.8</b>
Interfund Transfer In	-	245,000	-	-	-	0.0
<b>TOTAL SOURCES</b>	<b>\$ 207,583</b>	<b>\$ 569,599</b>	<b>\$ 3,451,000</b>	<b>\$ 5,100,000</b>	<b>\$ 1,649,000</b>	<b>47.8</b>
Personnel	\$ 426,339	\$ 584,568	\$ 593,829	\$ 772,193	\$ 178,364	30.0
Operating	2,578,434	5,147,064	2,923,152	3,104,000	180,848	6.2
Capital	-	-	150,418	-	(150,418)	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,004,773</b>	<b>\$ 5,731,632</b>	<b>\$ 3,667,399</b>	<b>\$ 3,876,193</b>	<b>\$ 208,794</b>	<b>5.7</b>

### Funding Adjustments for FY 2022 Include:

- Revenues reflect an anticipated increase in the 70% revenue share with the new MRF Operator. Revenues also include \$3,000,000 for the sale of the old Materials Recovery Facility.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. The increase in personnel costs represent interdepartmental staffing changes.
- Operating expenses reflect a shift in costs for the new facility and operator.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## 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 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Adjusted</u>	<u>FY 2022</u> <u>Approved</u>	<u>Change</u>	<u>Percent</u> <u>Change</u>
Positions/FTE	-	-	-	-	-	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	7,465,145	6,948,585	7,700,000	7,250,000	(450,000)	(5.8)
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u>\$ 7,465,145</u>	<u>\$ 6,948,585</u>	<u>\$ 7,700,000</u>	<u>\$ 7,250,000</u>	<u>\$ (450,000)</u>	<u>(5.8)</u>

### Funding Adjustments for FY 2022 Include:

- Operating expenses represent a decrease to the contract based on current trends.

## FLEET OPERATIONS (continued)

**Fund:** Internal Services Fund  
**Function:** General Government

**Mission:** Fleet Operations establishes efficient and effective delivery of the Charleston County vehicle fleet by providing customer agencies with safe, reliable, economical and environmentally-sound transportation and by performing related support services that are responsive to the needs of customer departments and that conserve vehicle value and equipment investment.

**Services Provided:**

- Provide, repair and maintain the County's vehicles and heavy equipment, including 24-hour service for Emergency First Responders
- Maintain automated and manual fueling sites throughout the County

**Departmental Summary:**

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	29.25	29.25	32.25	32.25	-	0.0
Charges and Fees	\$10,690,809	\$10,731,744	\$10,498,685	\$11,760,886	\$ 1,262,201	12.0
Interest	103,989	75,565	10,000	10,000	-	0.0
Miscellaneous	649,620	591,465	-	280,000	280,000	100.0
<b>TOTAL REVENUES</b>	<b>11,444,418</b>	<b>11,398,774</b>	<b>10,508,685</b>	<b>12,050,886</b>	<b>1,542,201</b>	<b>14.7</b>
Interfund Transfer In	3,492,256	5,144,295	358,000	3,993,830	3,635,830	1015.6
<b>TOTAL SOURCES</b>	<b>\$14,936,674</b>	<b>\$16,543,069</b>	<b>\$10,866,685</b>	<b>\$16,044,716</b>	<b>\$ 5,178,031</b>	<b>47.7</b>
Personnel	\$ 2,307,242	\$ 2,296,952	\$ 2,650,904	\$ 2,772,552	\$ 121,648	4.6
Operating	12,415,697	12,555,854	8,207,122	8,832,164	625,042	7.6
Capital	-	-	418,000	4,958,000	4,540,000	1086.1
<b>TOTAL EXPENDITURES</b>	<b>14,722,939</b>	<b>14,852,806</b>	<b>11,276,026</b>	<b>16,562,716</b>	<b>5,286,690</b>	<b>46.9</b>
Interfund Transfer Out	2,084,385	326,731	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$16,807,324</b>	<b>\$15,179,537</b>	<b>\$11,276,026</b>	<b>\$16,562,716</b>	<b>\$ 5,286,690</b>	<b>46.9</b>

**Funding Adjustments for FY 2022 Include:**

- Revenues represent an increase in fuel based on projected fuel prices. The increase also represents a projected increase in insurance proceeds based on historical trends and parts and labor for aging vehicles.
- Interfund Transfer In reflects the amount from the General Fund to purchase vehicles and heavy equipment for General Fund offices/departments. During budget deliberations, Council reduced these replacements due to lower availability of funds.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.

## FLEET OPERATIONS (continued)

- Operating expenses reflect an increase due to higher projected fuel prices and costs for parts and contracted labor.
- Capital expenses include the replacement cost of ambulances, law enforcement vehicles, Public Works heavy equipment, and various other vehicles. During budget deliberations, Council focused on replacing public safety vehicles due to lower availability of funds.

### 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 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Input:</b>				
Number of support vehicles	1	736	745	750
Total number of work orders	2(a)	8,693	8,558	8,600
<b>Output:</b>				
Availability of fleet units	2(b)	90.00%	94%	95%
Average total expenses versus budgeted total expenses	2(c)	97.00%	99%	99%
<b>Efficiency:</b>				
Average cost per mile to operate a support vehicle	1,2(c)	\$0.41	\$0.42	\$0.45
Average cost per work order	2(a)	\$915	\$1,164	\$1,200
Average number of units out of service per day <sup>1</sup>	2(b)	39	29	34
<b>Outcome:</b>				
Number of vehicles added to departments from surplus	1	0	0	0
Number of vehicles turned in	1	1	0	0
Savings per reduction of support vehicles <sup>2</sup>	1	\$1,200	n/a	n/a
Percent of “repair” work order to total work orders (≤45%) <sup>1</sup>	2(a)	77.00%	73%	75%
Percent of scheduled maintenance to unscheduled repairs (≥60%) <sup>1</sup>	2(b)	38.74%	42.5%	50%
Fleet availability (≥90%) <sup>1</sup>	2(b)	90.00%	94%	95%
Percent of actual total expenses to budgeted total expenses (≤100%) <sup>1</sup>	2(a)(b)(c)	97.00%	99%	99%

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

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

#### 2022 ACTION STEPS

##### Department Goal 1

- Leverage competitive cooperative purchasing agreements to acquire vehicles and equipment as opportunities to get better competition and receive better pricing for fleet equipment.

## FLEET OPERATIONS (continued)

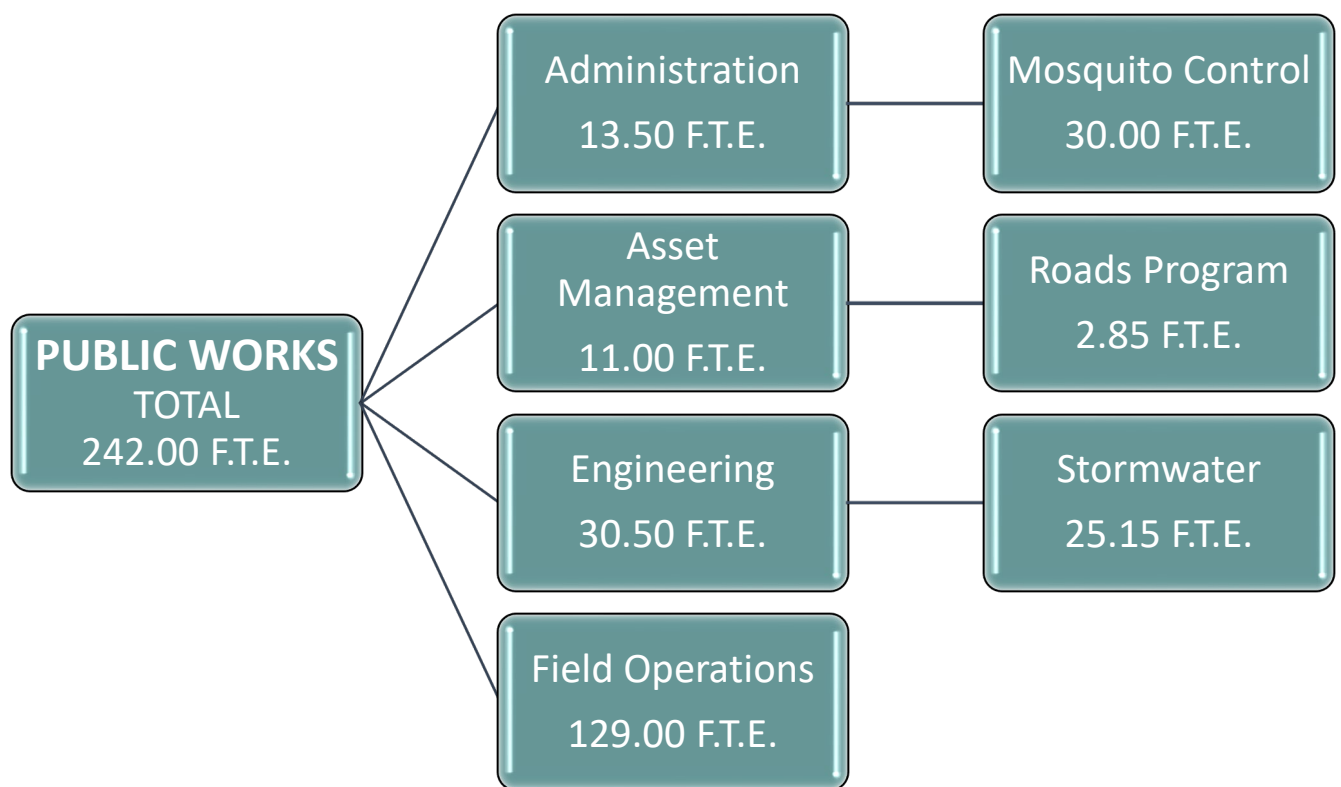
- Seek a standardized light utility work truck (pickup) replacement option for County users for cost efficiency.
- Guide County agencies in the development of specifications on cost effective solutions for acquiring construction and specialized equipment focuses on meeting their mission requirements.
- Explore every major vehicle manufacturer for a standardized law enforcement pursuit vehicle to promote economies of scale on reutilizing up-fit equipment upon the unit's replacement to reduce costs.
- Utilize professional memberships in trade organizations to maintain knowledge of innovative technology, products (vehicles and equipment) and services for certifications and to 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 (to include temporary leasing) for capital expenditures.
- Field a new Fleet fuel management system Countywide that totally interfaces with the fleet management system. Make valuable, meaningful reports available to fleet customers on-line.
- Maintain stewardship and active participation in the Azalea Compound development for fueling site development and addition of vehicle washing facilities.
- Continue efforts to "Right-Size" the County's fleet through aggressive equipment utilization reporting.
- Identify under-utilized equipment items and target their reduction from the fleet.
- Insure each grant funded and specially funded equipment items are properly identified in the Fleet information management system so appropriate financial actions are followed as the item comes up for replacement.

### Department Goal 2

- Implement a replacement fleet information management system affording County agencies capability to search fleet costs and other key vehicle data for cost effectiveness.
- Furnish County agencies life cycle costs to date of equipment items in the fleet information management system to make informed decisions for retention or disposal of the vehicle.
- Streamline procedures for the "remounting" of ambulance medical boxes onto new chassis to promote cost effectiveness and reduce capital outlays for ambulance replacements.
- Empower Field Mechanics to redirect heavy equipment field repairs to the maintenance shops in an effort to perform closer maintenance and repairs in an effort to promote the useful life of equipment.
- Recognize and reward our Fleet staff for their accomplishments. *Catch People Doing Things Right.*
- Continue efforts toward fuel consumption awareness and conservation through providing effective Intranet access for County Fleet users to monitor and control their fuel accounts and maintenance reports.
- Continue to generate utilization reports for senior management decision making.
- Continue to promote the development of mechanic capabilities and certification through the Institute of Automotive Service Excellence (ASE) certification. Promote and reward skills development for testing and certification in multiple skills categories.
- Seek funding for the replacement and modernization of Fleet fueling site infrastructure as part of the Azalea Compound Master Plan meeting the needs of the County for years to come.
- Emphasize quality and customer service excellence in all that Fleet does.
- Manage for customer results.
- Foster a climate of continuous improvement through training our Fleet personnel in delivering quality products and services to our customers.
- Continue to "remount" ambulance medical boxes onto new chassis to promote cost effectiveness and reduce capital outlays for ambulance replacements.
- Replace/upgrade the County's central fuel distribution center at Azalea Drive.
- Eliminate use of paper reports and be able to diagnose and detect fuel-dispensing problems and perform re-set functions on line.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>





## PUBLIC WORKS

**Division:** Administration  
**Fund:** General Fund  
**Function:** Public Works

**Mission:** The Administration Division of Public Works manages and coordinates the activities of Public Works' four other operating divisions to ensure efficient and consistent delivery of the Department's service activities to the citizens of Charleston County.

**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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	11.00	13.50	13.50	13.50	-	0.0
Miscellaneous	\$ 123	\$ -	\$ -	\$ -	\$ -	0.0
TOTAL REVENUES	<u>\$ 123</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0.0</u>
Personnel	\$ 884,265	\$ 900,362	\$ 1,260,131	\$ 1,314,467	\$ 54,336	4.3
Operating	52,584	50,616	136,091	117,682	(18,409)	(13.5)
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 936,849</u>	<u>\$ 950,978</u>	<u>\$ 1,396,222</u>	<u>\$ 1,432,149</u>	<u>\$ 35,927</u>	<u>2.6</u>

**Funding Adjustments for FY 2022 Include:**

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect a decrease in telephone and cellular costs based on historical and projected usage.

**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.

**Department Goal 5:** Maintain a safe and quality of the roadway network for the citizens of Charleston County.

Objective 5(a): Maintain a paved roadway overall condition Index (OCI) of 60 or more.

### Initiative IV: Workflow Analysis-Process Management

**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 90% municipality participation.

#### MEASURES:

	Objective	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
<b>Input:</b>				
Total roadway inventory (earth/rock/paved/platted CNSR - each)	1(a)(b)	364	351	<sup>14</sup> N/A
Total number of maintained signs (each)	1(c)	4,729	4,092	4,100
Mosquito Control expenditures <sup>7</sup>	2(a)	2,212,290	1,534,718	2,540,071
Charleston County population (from online U.S. Census data) <sup>8</sup>	2(b)	414,239	421,774	427,774
Number of requests for service	2(c)	2,295	1,565	2,000
Drainage inventory subject to treatment (miles)	3(a)	208	191	191
Drainage inventory mechanically maintained (miles)	3(b)	89	79	79
Open drainage system to be inspected (each)	3(c)	1,307	1,296	1,296
Plans submitted for stormwater permits	4(a)	1,382	1,982	2,180
Stormwater permitted sites inspected	4(b)	374 <sup>15</sup>	509	560
Paved road expenditures	5(a)	6,099,513	8,394,984	7,250,000
Municipalities in Charleston County	6(a)	17	17	17
Roads inspected (each)	1(a)	103	255	<sup>14</sup> N/A
Inspected roads with passing rating (each)	1(b)	61	255	<sup>14</sup> N/A
Number of signs replaced	1(c)	749	780	760
Cost of sign replacements	1(c)	\$97,405	\$114,795	\$121,600
Light trap collection count (statistical mean, calendar based) <sup>9</sup>	2(a)	2.08	1.64	2.0
Landing rate count (statistical mean, calendar based) <sup>9</sup>	2(a)	1.36	1.45	2.0
Two-day service request (statistical mean, calendar based) <sup>9</sup>	2(a)	11.94	8.01	9.0

## PUBLIC WORKS (continued)

	<u>Objective</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>	<u>FY 2022 Projected</u>
<b>Output:</b>				
Charleston County population growth (from online U.S. Census data) <sup>9</sup>	2(b)	2.05%	1.24%	2%
Number of households visited (Mosquito Control) <sup>10</sup>	2(b)	2,735	3,472	3,822
Service requests cleared within 36 business hours <sup>11</sup>	2(c)	2,165	1,537	1,900
Drainage system inventory treated (miles)	3(a)	75	94	94
Vegetation control expenditures	3(a)	\$ 39,285	\$72,755	\$72,754
Drainage system inventory mechanically excavated to grade (miles)	3(b)	32	26	26
Mechanically maintained drainageway expenditures	3(b)	\$479,093	\$525,555	\$525,555
Open drainage system inspected (each)	3(c)	177	576	590
Stormwater permits reviewed within 20 working days	4(a)	1,382	1,982	2,180
Stormwater permit review expenses	4(a)	\$403,720	\$432,000	\$475,000
Stormwater permitted sites inspected at least twice	4(b)	374 <sup>15</sup>	509	560
Stormwater permit site inspection expenses	4(b)	\$288,370	\$348,000	\$382,000
Lane Miles Treated	5(a)	61	155	155
Municipalities with executed IGA	6(a)	16	16	16
<b>Efficiency:</b>				
Cost per sign replacement	1(c)	\$130.00	\$147.00	\$160.00
Cost per ADI unit <sup>10</sup>	2(a)	\$1,242,843	\$1,382,628	\$846,690
Cost per mile vegetation control	3(a)	\$523.80	\$773.98	\$773.98
Cost per mile mechanically cleaned drainageways <sup>12</sup>	3(b)	\$14,971	\$20,214	\$20,214
Cost per stormwater permit processed	4(a)	\$292	\$218	\$218
Cost per site for stormwater inspection services	4(b)	\$771 <sup>15</sup>	\$684	\$682
<b>Outcome:</b>				
Percentage of roadway network inspected	1(a)	40%	73%	<sup>14</sup> N/A
Percentage of inspected roadways with passing rating <sup>13</sup>	1(b)	59.2 %	73%	<sup>14</sup> N/A
Percentage of signs replaced	1(c)	16%	19%	20%
Level of mosquito control (ADI) <sup>9</sup>	2(a)	1.78	1.11	3.0
Citizen Awareness Program change	2(b)	38.9%	37.8%	10.0%
Percentage of service requests cleared within 36 business hours	2(c)	94.34%	93.19%	80%
Percentage of drainage system treated	3(a)	36%	45%	45%
Percentage of drainage system mechanically cleaned	3(b)	36%	34%	38%
Percentage of open drainage systems inspected	3(c)	14%	73%	73%
Condition of paved road network (OCI)	5(a)	63	63	63
Complete Disaster Debris Management Plan (FEMA Approval)	6(a)	100%	100%	100%

<sup>1</sup> Road ratings are based on an analysis of the severity of seven fault factors. A newly constructed road will have a rating of 100.

<sup>2</sup> Traffic control signs are replaced on a 9-year cycle as a safety factor based on material manufacturer's life cycle ratings of 10 years. Highest priority is given to signs not in compliance with the Manual of Uniform Traffic Control Devices (MUTCD) standards. All signs must comply with MUTCD standards by close of calendar year 2019; missed deadline due to increase fabrication of private road signs and evacuation road signs.

<sup>3</sup> Adult Density Index (ADI) is an indicator of the average density of biting mosquitoes as a statistical function of actual counts and service requests.

<sup>4</sup> The department's goal of increasing education program outreach by 20% per annum reached its sustainable level during FY 2015. This is now a maintenance statistic for the mosquito control program. County population growth of 2.1% calculated from U.S. Census population estimates 2011 - 2014.

<sup>5</sup> Includes only sections of drainage ways actively maintained by the Public Works Department.

<sup>6</sup> Includes only unincorporated Charleston County and municipalities covered under an Intergovernmental Agreement (IGA).

<sup>7</sup> Columns represent, from left to right: closed book figures, end-of-fiscal-year figures, budgeted amount.

## PUBLIC WORKS (continued)

- <sup>8</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>9</sup> FY 2019 reflects January – July 2019. ADI has been projected to represent a full year based on available empirical data.
- <sup>10</sup> Significant reduction in households visited in FY 20120 was due to COVID 19 and restriction of door-to-door.
- <sup>11</sup> Measurement threshold changed to 36 calendar hours.
- <sup>12</sup> FY 2019 and FY 2020 reflects an increase in mechanically cleaned drainage ways due to storm damages and cost increases due to repairs from previous storms. Force labor has increased by 30% to maintain adequate labor or service.
- <sup>13</sup> FY 2020 inspection of roadways has been advertised to hire a consultant to complete a pavement survey.
- <sup>14</sup> The County no longer uses the maintenance-rating program to inspect earth roads.
- <sup>15</sup> Corrected to reflect actual FY20 sites permitted (not inspections completed) and to reflect actual FY20 Inspections cost per site.

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### 2022 ACTION STEPS

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#### Department Goal 1

- Develop an effective Rural Roads improvement program

#### Department Goal 2

- Continue to reduce the impact of “Do Not Spray” on ULV truck operations, and assist spray techs with ways to identify the areas.
- Complete new contract with aerial contractor.
- Improve educational display that is used for outreach events.
- Increase CAP (Citizen Awareness Program) by 10% in FY2022 to expand Public Education for mosquito awareness.

#### Department Goal 3

- Implement a maintenance based drainage rating system for the Maintained Canals.
- Implement an asset Management program for County Facility Pavements.
- Implement specific Stormwater regulatory requirements within Special Protection Areas.

#### Department Goal 4

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

#### Department Goal 5

- Develop and implement a multi-year strategy in an effort to maintain 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 cycle cost of maintaining paved roads in the County.

#### Department Goal 6

- Seek pre-approval from FEMA for Charleston County Debris Management Plan.
- Implement multi-year scalable all-hazards debris management contract for Charleston County and other local governmental entities

*For more information, see the Approved Budget Detail Book*

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## PUBLIC WORKS (continued)

**Division:** Asset Management  
**Fund:** General Fund  
**Function:** Public works

**Mission:** The Asset Management 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.00	11.00	11.00	11.00	-	0.0
Personnel	\$ 219,520	\$ 486,693	\$ 914,065	\$ 891,149	\$ (22,916)	(2.5)
Operating	79,233	80,404	104,690	194,843	90,153	86.1
Capital	-	-	-	-	-	0.0
<b>TOTAL EXPENDITURES</b>	<u><u>\$ 298,753</u></u>	<u><u>\$ 567,097</u></u>	<u><u>\$ 1,018,755</u></u>	<u><u>\$ 1,085,992</u></u>	<u><u>\$ 67,237</u></u>	6.6

### Funding Adjustments for FY 2022 Include:

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase in consultant fees due to the continued development of an Asset Management Program to ensure optimal utilization of Public Works assets.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## PUBLIC WORKS (continued)

**Division:** Engineering  
**Fund:** General Fund  
**Function:** Public Works

**Mission:** The 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	13.75	31.50	30.50	30.50	-	0.0
Charges and Fees	\$ 4,780	\$ 3,185	\$ 2,000	\$ 4,000	\$ 2,000	100.0
TOTAL REVENUES	<u>\$ 4,780</u>	<u>\$ 3,185</u>	<u>\$ 2,000</u>	<u>\$ 4,000</u>	<u>\$ 2,000</u>	100.0
Personnel	\$ 915,426	\$ 1,451,887	\$ 2,728,712	\$ 2,807,721	\$ 79,009	2.9
Operating	86,202	46,840	(1,118,787)	(1,193,519)	(74,732)	6.7
Capital	<u>34,922</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL EXPENDITURES	<u>\$ 1,036,550</u>	<u>\$ 1,498,727</u>	<u>\$ 1,609,925</u>	<u>\$ 1,614,202</u>	<u>\$ 4,277</u>	0.3

### Funding Adjustments for FY 2022 Include:

- Revenues represent an increase in permit and inspection fees.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures represent a budgeted reimbursement from transportation sales tax for work on road projects.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## PUBLIC WORKS (continued)

**Division:** Field Operations  
**Fund:** General Fund  
**Function:** Public Works

**Mission:** The Field Operations Division of Public Works provides clearing, cleaning, construction and improvement for drainageway systems; bridge maintenance and replacement; construction and maintenance of earth, rock and paved roads, streets, driveways, and parking areas; and a selected grounds maintenance program. The 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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	128.70	128.00	129.00	129.00	-	0.0
Intergovernmental	\$ 8,810	\$ 13,482	\$ 10,000	\$ 20,000	\$ 10,000	100.0
Miscellaneous	2,547	7,320	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>11,357</b>	<b>20,802</b>	<b>10,000</b>	<b>20,000</b>	<b>10,000</b>	<b>100.0</b>
Interfund Transfer In	197,809	11,926	-	-	-	0.0
<b>TOTAL SOURCES</b>	<b>\$ 209,166</b>	<b>\$ 32,728</b>	<b>\$ 10,000</b>	<b>\$ 20,000</b>	<b>\$ 10,000</b>	<b>100.0</b>
Personnel	\$ 5,619,484	\$ 5,751,987	\$ 6,561,985	\$ 7,196,744	\$ 634,759	9.7
Operating	2,363,107	2,165,592	2,491,768	3,390,629	898,861	36.1
Capital	-	38,150	-	95,000	95,000	100.0
<b>TOTAL EXPENDITURES</b>	<b>7,982,591</b>	<b>7,955,729</b>	<b>9,053,753</b>	<b>10,682,373</b>	<b>1,628,620</b>	<b>18.0</b>
Interfund Transfer Out	570,811	60,000	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 8,553,402</b>	<b>\$ 8,015,729</b>	<b>\$ 9,053,753</b>	<b>\$10,682,373</b>	<b>\$ 1,628,620</b>	<b>18.0</b>

### Funding Adjustments for FY 2022 Include:

- Revenues represent an increase in local government contributions based on current trends.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also reflect an offset for anticipated vacancies.
- Operating expenditures reflect an increase for restoring funds for the paving of County parking lots. These costs also include an increase in fleet maintenance based on projected usage.
- Interfund Transfer Out represents support for Steamboat Boat Landing repairs and a drainage project for the Phillips Community. During budget deliberations, Council eliminated funding for these projects due to lower availability of funds.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## PUBLIC WORKS (continued)

**Division:** Mosquito Control  
**Fund:** General Fund  
**Function:** Health and Welfare

**Mission:** The Mosquito Control Division protects the health and well-being of the citizens of Charleston County through an integrated program consisting of suppression of mosquitoes with safe, effective and economical control products, source elimination, and public education.

### Division Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	28.30	28.00	28.00	30.00	2.00	7.1
Charges and Fees	<u>\$ 12,307</u>	<u>\$ 12,853</u>	<u>\$ 5,000</u>	<u>\$ 80,000</u>	<u>\$ 75,000</u>	1500.0
TOTAL REVENUES	<u>\$ 12,307</u>	<u>\$ 12,853</u>	<u>\$ 5,000</u>	<u>\$ 80,000</u>	<u>\$ 75,000</u>	1500.0
Personnel	\$ 1,021,217	\$ 1,240,140	\$ 1,287,040	\$ 1,466,990	\$ 179,950	14.0
Operating	253,806	541,337	926,834	952,081	25,247	2.7
Capital	<u>209,256</u>	<u>436,761</u>	<u>-</u>	<u>121,000</u>	<u>121,000</u>	100.0
TOTAL EXPENDITURES	<u>\$ 1,484,279</u>	<u>\$ 2,218,238</u>	<u>\$ 2,213,874</u>	<u>\$ 2,540,071</u>	<u>\$ 326,197</u>	14.7

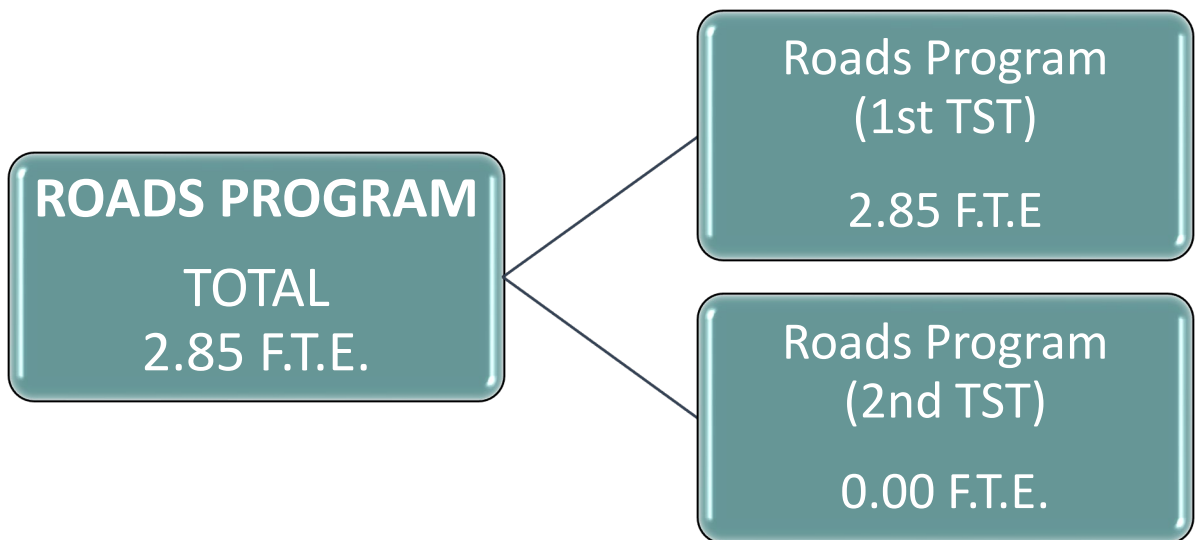
### Funding Adjustments for FY 2022 Include:

- Revenues are derived from contracts to service dredged material disposal sites managed by Federal, State, and local governments.
- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs. Personnel costs also include the addition of a Mosquito Control Assistant Manager and Mosquito Control Field Inspector I positions. The expenditures also reflect a higher reimbursement from the Accommodations Tax fund for tourist related activities.
- Operating expenditures represent an increase in vehicle costs and contract services for seasonal temporary staff. The increases are offset by a higher projected reimbursement from the Local Accommodations Tax for servicing the tourist areas.
- Capital expenditures represent a full-size pickup truck, a minivan, and a flat bottom boat.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>





## PUBLIC WORKS (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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	3.60	2.85	2.85	2.85	-	0.0
Sales Tax	\$39,620,414	\$39,272,724	\$36,400,000	\$44,525,000	\$ 8,125,000	22.3
Interest	911,563	876,623	96,000	101,000	5,000	5.2
<b>TOTAL REVENUES</b>	<b>40,531,977</b>	<b>40,149,347</b>	<b>36,496,000</b>	<b>44,626,000</b>	<b>8,130,000</b>	<b>22.3</b>
Interfund Transfer In	621,000	1,148,000	-	-	-	0.0
<b>TOTAL SOURCES</b>	<b>\$41,152,977</b>	<b>\$41,297,347</b>	<b>\$36,496,000</b>	<b>\$44,626,000</b>	<b>\$ 8,130,000</b>	<b>22.3</b>
Personnel	\$ 431,245	\$ 435,696	\$ 321,259	\$ 330,656	\$ 9,397	2.9
Operating	93,599	132,214	302,365	150,666	(151,699)	(50.2)
Capital	30,171	-	-	-	-	0.0
Debt Service	19,476,512	20,034,522	20,469,541	21,027,846	558,305	2.7
<b>TOTAL EXPENDITURES</b>	<b>20,031,527</b>	<b>20,602,432</b>	<b>21,093,165</b>	<b>21,509,168</b>	<b>416,003</b>	<b>2.0</b>
Interfund Transfer Out	13,997,840	20,018,350	14,165,000	26,875,000	12,710,000	89.7
<b>TOTAL DISBURSEMENTS</b>	<b>\$34,029,367</b>	<b>\$40,620,782</b>	<b>\$35,258,165</b>	<b>\$48,384,168</b>	<b>\$13,126,003</b>	<b>37.2</b>

### Funding Adjustments for FY 2022 Include:

- Revenues represent an increase due to projected growth in 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 the reliance on consultants for roads projects.
- The Debt Service increase is due to the scheduled bond payments.
- Interfund Transfer Out represents \$3 million annually for the Ravenel Bridge and \$23.87 million for annual allocations of Transportation Sales Tax projects. The increase reflects several transportation projects entering construction phase.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## PUBLIC WORKS (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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	-	-	-	-	0.0
Sales Tax	\$37,182,235	\$36,855,940	\$34,160,000	\$41,785,000	\$ 7,625,000	22.3
Interest	<u>1,090,535</u>	<u>1,459,011</u>	<u>121,000</u>	<u>118,000</u>	<u>(3,000)</u>	<u>(2.5)</u>
TOTAL REVENUES	<u>\$38,272,770</u>	<u>\$38,314,951</u>	<u>\$34,281,000</u>	<u>\$41,903,000</u>	<u>\$ 7,622,000</u>	<u>22.2</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	-	-	-	-	-	0.0
Interfund Transfer Out	<u>16,257,000</u>	<u>19,112,000</u>	<u>73,030,000</u>	<u>44,535,000</u>	<u>(28,495,000)</u>	<u>(39.0)</u>
TOTAL DISBURSEMENTS	<u>\$16,257,000</u>	<u>\$19,112,000</u>	<u>\$73,030,000</u>	<u>\$44,535,000</u>	<u>\$ (28,495,000)</u>	<u>(39.0)</u>

### Funding Adjustments for FY 2022 Include:

- Revenues represent an increase due to projected growth in sales tax collections.
- Interfund Transfer Out includes \$2 million for improvements to rural county roads and the balance for regional and municipal roads. The decrease relates to the cash flows for the planned road projects.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>

## PUBLIC WORKS (continued)

**Division:** Stormwater  
**Fund:** Special Revenue Fund  
**Function:** Public Works

**Mission:** The 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 Stormwater Division also manages the stormwater management program for five other municipalities.

### Division Summary:

	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Adjusted</u>	<u>FY 2022 Approved</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	25.25	24.15	25.15	25.15	-	0.0
Intergovernmental	\$ 883,715	\$ 1,020,927	\$ 1,008,500	\$ 977,900	\$ (30,600)	(3.0)
Charges and Fees	3,017,915	2,875,198	2,736,000	2,687,000	(49,000)	(1.8)
Interest	101,672	98,617	-	-	-	0.0
<b>TOTAL REVENUES</b>	<b>\$ 4,003,302</b>	<b>\$ 3,994,742</b>	<b>\$ 3,744,500</b>	<b>\$ 3,664,900</b>	<b>\$ (79,600)</b>	<b>(2.1)</b>
Personnel	\$ 1,767,272	\$ 1,845,348	\$ 1,912,597	\$ 2,109,089	\$ 196,492	10.3
Operating	923,982	552,590	6,589,034	6,573,765	(15,269)	(0.2)
Capital	-	-	-	72,000	72,000	100.0
<b>TOTAL EXPENDITURES</b>	<b>2,691,254</b>	<b>2,397,938</b>	<b>8,501,631</b>	<b>8,754,854</b>	<b>253,223</b>	<b>3.0</b>
Interfund Transfer Out	36,797	-	-	-	-	0.0
<b>TOTAL DISBURSEMENTS</b>	<b>\$ 2,728,051</b>	<b>\$ 2,397,938</b>	<b>\$ 8,501,631</b>	<b>\$ 8,754,854</b>	<b>\$ 253,223</b>	<b>3.0</b>

### Funding Adjustments for FY 2022 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 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 include the full-year funding for a vacant position from Environmental Management during FY 2021.
- Operating expenditures reflect a decrease due to planned projects and ongoing maintenance. This decrease is offset by an increase in consultant fees due to additional compliance mandates. Anticipated projects include easement acquisitions, drainage improvement projects, and specialized needs for outfall maintenance.
- Capital expenditures include the replacement of two pickup trucks.

For more information, see the Approved Budget Detail Book

<https://www.charlestoncounty.org/departments/budget/files/FY22-Approved-Budget-Line-Item.pdf>



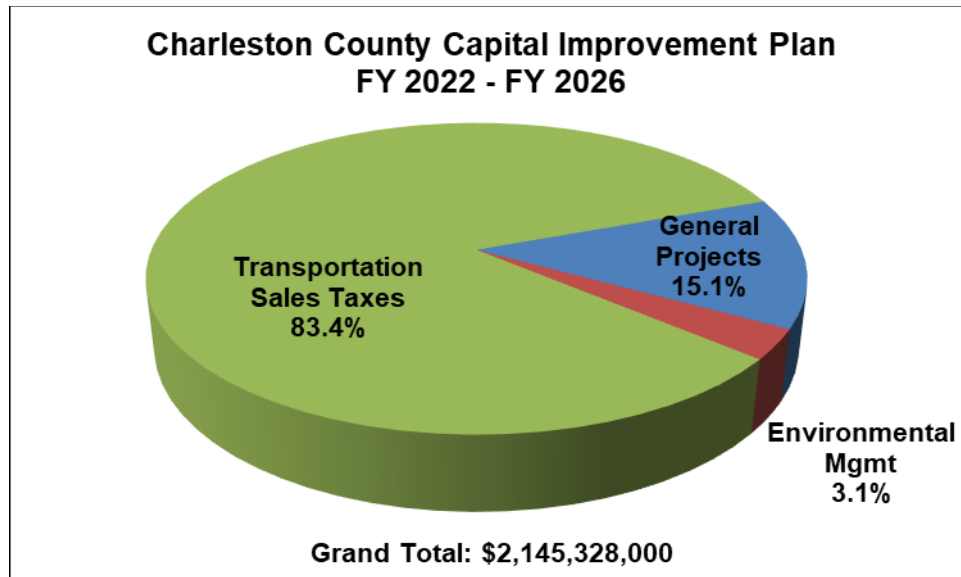
**End Section**

## CAPITAL PROJECTS – OVERVIEW

### Overview

The FY 2022 – FY 2026 Adopted five-year Capital Improvement Plan (CIP) contains three separately approved plans: the General Capital Improvement Plan, the Transportation Sales Tax Comprehensive Plan of Expenditures, and the Environmental Management Enterprise Fund Capital Improvement Plan. Each plan is developed separately from the other and provides detailed information about the individual projects within each plans' realm of responsibility.

The three Adopted CIPs total \$2,145.3 million and include \$290.7 million allocated to the General Capital Improvement Plan, \$1,788.3 million allocated to the Transportation Sales Tax Comprehensive Plans of Expenditures, and \$66.3 million allocated to the Environmental Management Enterprise Fund Capital Improvement Plan.



The County defines capital assets as major assets that benefit more than a single fiscal period. Typical examples are land, improvements to land, easements, buildings, vehicles, machinery equipment, computer software, and infrastructure that meet the County capitalization threshold. The capitalization threshold for various assets is as stated in the following table.

Asset Category	Items to be Capitalized
Land	All, regardless of cost.
Non-Depreciable Land Improvements	All, regardless of cost.
Depreciable Land Improvements	Any costing more than \$100,000.
Buildings and Building Improvements	Any costing more than \$100,000.
Infrastructure	Any costing more than \$100,000.
Machinery, Equipment & Vehicles	Any costing more than \$5,000.

## CAPITAL PROJECTS – OVERVIEW

Some capital expenditures are included within the operating budget since they are recurring or affordable on a pay-as-you-go basis. Examples of capital expenditures included in the operating budget are vehicles and equipment purchases. Following is a table summarizing capital expenditures in the operating budget.

Capital Expenditures	
General Fund	\$3,468,576
Special Revenue Funds	443,500
Enterprise Funds	2,475,000
Internal Service Funds	5,034,000
<b>Grand Total</b>	<b>\$11,421,076</b>

Charleston County's CIP is a financial management tool that assists in facility replacement and capital development. Implementing a multi-year CIP promotes better use of the County's limited financial resources and assists in the coordination of public and private development. As a financial tool, a multi-year CIP provides early indications of major outlays and assures timely facility maintenance or replacement. In addition, five-year capital improvement plans are an integral part of long-range planning and are viewed positively by bond rating agencies.

Each multi-year plan covers a five-year planning period and is updated annually to reflect ongoing changes and additions. These plans are submitted to County Council for adoption along with the County's annual budget. The five-year plans do not appropriate funds; they support the actual appropriations that are made through adoption of the budget.

### Financial Policies

- *Capital Improvement Policy #1: A five-year Capital Improvement Plan shall be developed and updated annually.*

### Facility Planning Committee

Early in 2003, the County Administrator established a Facility Planning Committee composed of representatives from the Building Inspections and Facilities Management Departments. The purpose of the Committee was to develop a five-year plan to address existing and future facility and capital needs.

The initial phase of development was to evaluate existing County-owned and rented facilities and land. The Committee found that the County's facilities were generally in good condition with 76 percent of the square footage having an effective age of ten years or less. The effective age was determined from original construction date or the date of major renovations. The Committee determined that the County owned some unused buildings and land. Council voted to lease portions of the unused facilities and property.

The Committee sent a survey to all department heads and elected and appointed officials requesting information about current and future service delivery and space needs. Based on the facilities evaluations and the departments' anticipated needs, the Committee prioritized projects. The main goals of the CIP was to more effectively utilize County facilities and invest in technology to better serve the County's citizens.

## CAPITAL PROJECTS – OVERVIEW

With assistance from the Finance and Budget Departments, the Committee balanced the identified projects with current and future financing capabilities. After identifying the projects, the committee developed the five-year plan by identifying the total cost of each selected project and the associated operating and maintenance costs. The projects were then scheduled and budgeted for the FY 2004 – FY 2008 Capital Improvement Plan.

This committee has changed over the years to consist of the Facilities Management and Budget Departments. Input is received from Technology Services, the Transportation Sales Tax departments and committees, and the Enterprise Funds (i.e. Environmental Management). In addition to developing the CIPs, the Committee monitors the status of existing projects and emerging needs through periodic updates.

Since the original Committee's formation, several of the County's large facilities have aged and are requiring more extensive maintenance. The maintenance of these facilities was transitioned from the Capital Projects Funds to the General Fund during FY 2017 to reflect the recurring nature of these costs.

During FY 2020, the Facilities Management Department began an evaluation of the County's facilities. The evaluation was completed during FY 2021, and the County established a Facilities Preservation Fund to annually fund facilities maintenance projects.



## CAPITAL PROJECTS – GENERAL

### Capital Improvement Plan – General

The County updates the Capital Improvement Plan (CIP) annually. The FY 2022 – FY 2026 General CIP reflects the current estimated schedule for approved projects. The CIP includes the construction of new facilities, major renovations of existing facilities, and large software implementations or upgrades.

#### General Project Cost Summary \*

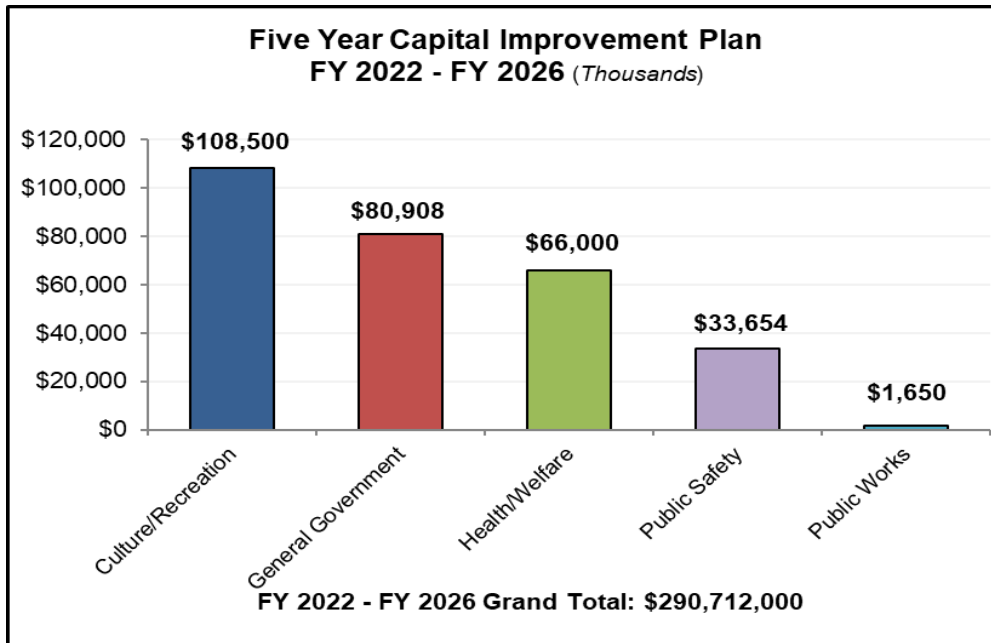
Project Title	Prior	2022	2023	2024	2025	2026	Beyond	Total
<b>CULTURE/RECREATION</b>								
Library Facilities	\$ 70,338	\$ 28,162	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 108,500
<b>Culture/Recreation Total</b>	<b>70,338</b>	<b>28,162</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>108,500</b>
<b>GENERAL GOVERNMENT</b>								
Assessor Relocation	-	-	100	400	-	-	-	500
Azalea Complex	4,521	14,967	32,734	24,450	-	-	-	76,672
County Office Building Renovations	795	1,006	-	-	-	-	-	1,801
Radio Tower Replacements	1,210	725	-	-	-	-	-	1,935
<b>General Government Total</b>	<b>6,526</b>	<b>16,698</b>	<b>32,834</b>	<b>24,850</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80,908</b>
<b>HEALTH/WELFARE</b>								
Social Services Hub	16,736	35,000	14,264	-	-	-	-	66,000
<b>Health/Welfare Total</b>	<b>16,736</b>	<b>35,000</b>	<b>14,264</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66,000</b>
<b>PUBLIC SAFETY</b>								
Corrections Campus	14,158	7,803	-	-	-	-	-	21,961
EMS Station: Edisto Island	-	-	-	1,400	-	-	-	1,400
Emergency Services Building	-	-	-	6,200	-	-	-	6,200
Sheriff's Training Facility	93	4,000	-	-	-	-	-	4,093
<b>Public Safety Total</b>	<b>14,251</b>	<b>11,803</b>	<b>-</b>	<b>7,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33,654</b>
<b>PUBLIC WORKS</b>								
Work Camps	-	550	550	550	-	-	-	1,650
<b>Public Works Total</b>	<b>-</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,650</b>
<b>GRAND TOTAL</b>	<b>\$ 107,851</b>	<b>\$ 92,213</b>	<b>\$ 57,648</b>	<b>\$ 33,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 290,712</b>

\* Amounts in thousands of dollars

## CAPITAL PROJECTS – GENERAL

Most of the projects listed in the CIP have funds appropriated for use in FY 2022.

The following graph shows the proposed projects scheduled during the five-year CIP. See the Project Summary pages for project details.

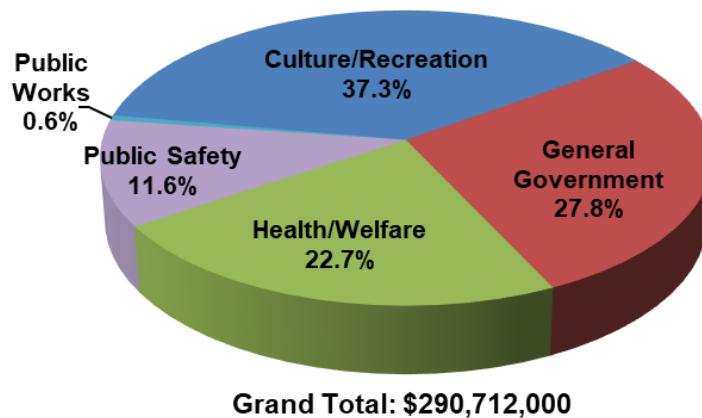


Council and staff will continue to review the program, its direction, progress, and financing requirements annually.

### Funding the CIP

The funding for this plan will come from existing bond issues, transfers from the General Fund, and future bond issues. In addition, all revenues from the sale of real estate must be used for capital projects per the County Budget Ordinance and Financial Policies.

### Capital Improvement Plan FY 2022 - FY 2026



### Financial Policies

- *Capital Improvement Policy #2b: ...proceeds from the sale of real property...will be used for capital improvements...*

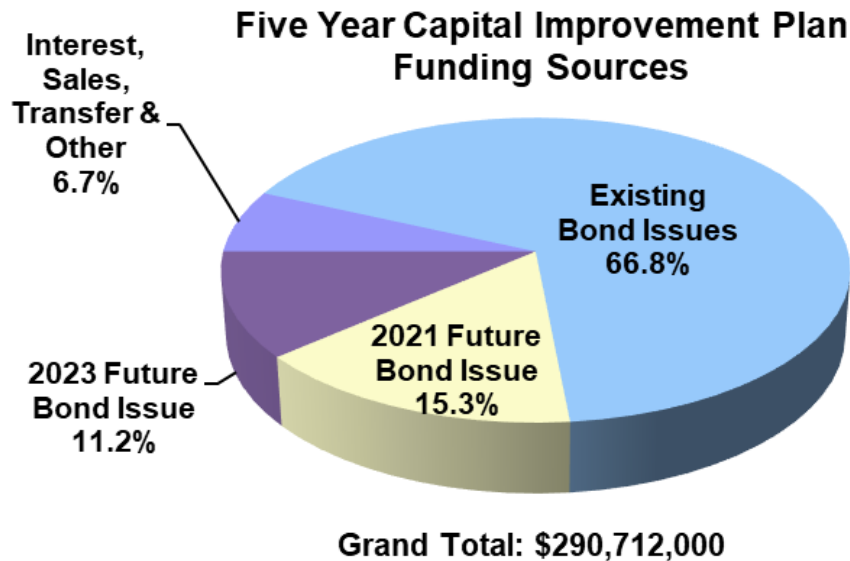
## CAPITAL PROJECTS – GENERAL

### General Project Source Summary \*

Funding Source	Prior	2022	2023	2024	2025	2026	Beyond	Total
Interest, Sales, Transfer & Other	\$ 16,466	\$ 2,943	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,409
Existing Bond Issues	194,137	-	-	-	-	-	-	194,137
2021 Future Bond Issue	-	44,566	-	-	-	-	-	44,566
2023 Future Bond Issue	-	-	-	32,600	-	-	-	32,600
<b>GRAND TOTAL</b>	<b>\$ 210,603</b>	<b>\$ 47,509</b>	<b>\$ -</b>	<b>\$ 32,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 290,712</b>

\* Amounts in thousands of dollars

16.3 percent of the funding associated with the five-year General Capital Improvement Plan is scheduled to be applied to projects in FY 2022.



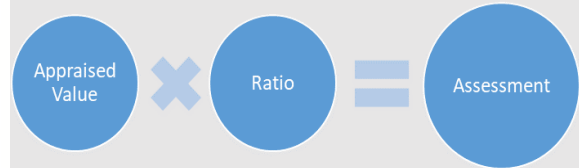
### Impact on the Operating Budget

The capital program directly impacts current and future operating budgets. The County's Financial Policies requires the County to estimate the operating revenues and costs as well as the operating costs of future capital improvements included in the Capital Improvement Plan. Charleston County has identified costs required to operate and maintain completed capital projects. In some cases, the operating costs of the project are either insignificant or are offset by cost savings.

The operating and maintenance cost is calculated on each individual project. The Facilities Management Department estimates the increased cost for administrative costs, building maintenance, utilities and security. The Safety and Risk Management Department calculates the increased insurance costs. The Technology Services Department determines the ongoing operating and update costs associated with capital management information systems. If applicable, the operating and maintenance costs are displayed in current dollars.

## CAPITAL PROJECTS - GENERAL

### Assessor Relocation



### Project Highlights

**Initiative:** Service Delivery  
**Function:** General Government  
**Type:** Renovation  
**Management:** Facilities Management  
**Duration:** 2023-2024

**Total Project Cost:**  
**\$500,000**

### DESCRIPTION

The County Assessor currently leases space. The County plans to move the location of the Assessor's Department to the Charleston County Public Service Building pending the completion of the Azalea Complex Project. The relocation will save the County the annual costs of leasing space from a third party.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$0	\$0	\$100	\$400	\$0	\$0	\$0	\$500

FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Existing Bond Issues	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$100
Future Bond Issues	0	400	0	0	0	0	0	400
<b>GRAND TOTAL</b>	\$100	\$400	\$0	\$0	\$0	\$0	\$0	\$500

O&M Costs (Savings)	2022	2023	2024	2025	2026
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	0	0	(387)	(526)
<b>Grand Total</b>	\$0	\$0	\$0	(\$387)	(\$526)

\*Amounts in thousands of dollars

### Operation & Maintenance Impacts

The relocation of the Assessor's Department to the County PSB is expected to decrease the operating cost of the annual lease the County currently pays to a third party.

## CAPITAL PROJECTS - GENERAL

### Azalea Complex

Existing complex located on  
Azalea Drive



### Project Highlights

**Initiative:** Service Delivery  
**Function:** General Government  
**Type:** New  
**Management:** Capital Projects  
**Duration:** 2017-2024

**Total Project Cost:**  
**\$76,672,000**

### DESCRIPTION

County Facilities Management is planning a multi-year project to redevelop the Azalea Complex to house offices and equipment for Public Works, Facilities Management, Fleet Management, Emergency Medical Services, and the Board of Elections and Voter Registration. The redevelopment was initiated with acquisition of land in 2017, 2018, and 2019. The plan reorganizes the site to provide a more practical circulation pattern including separation of areas accessed by the public and staff. Fueling facilities will be consolidated and upgraded. A new administration building will be constructed along with right-sized shops, garages, warehouse and yards.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$4,521	\$14,967	\$32,734	\$24,450	\$0	\$0	\$0	\$76,672
FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$2,218	\$0	\$0	\$0	\$0	\$0	\$0	\$2,218
Existing Bonds	11,322	0	0	0	0	0	0	11,322
Future Bond Issues	0	38,682	0	24,450	0	0	0	63,132
GRAND TOTAL	\$13,540	\$38,682	\$0	\$24,450	\$0	\$0	\$0	\$76,672
O&M Costs (Savings)		2022	2023	2024	2025	2026	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	0	0		
Grand Total		\$0	\$0	\$0	\$0	\$0		
Operation & Maintenance Impacts	The County expects additional O&M costs in 2022 and beyond as the new facilities are placed into service. At this stage of planning, the annual operating costs are unknown.							

## CAPITAL PROJECTS - GENERAL

### Charleston County Office Building Renovations

Photo of COB



#### Project Highlights

**Initiative:** Service Delivery  
**Function:** General Government  
**Type:** Renovation  
**Management:** Facilities Management  
**Duration:** 2020-2022

**Total Project Cost:**  
**\$1,801,000**

#### DESCRIPTION

Charleston County Facilities performed a space utilization study for the County Office Building to re-evaluate the most efficient use of space after the departure of the Assessor's Department. Renovations will occur on the 1<sup>st</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> floors and include renovations to office space, a conference room, as well as sufficient storage. Renovations will also include the relocation of a Magistrate's Office from 995 Morrison Drive to the 3<sup>rd</sup> floor.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$795	\$1,006	\$0	\$0	\$0	\$0	\$0	\$1,801
FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Transfer & Other	\$1,100	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100
Existing Bonds	\$701	\$0	\$0	\$0	\$0	\$0	\$0	\$701
<b>GRAND TOTAL</b>	<b>\$1,801</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,801</b>
O&M Costs (Savings)		2022	2023	2024	2025	2026	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		(50)	(50)	(50)	(50)	(50)		
<b>Grand Total</b>		<b>(50)</b>	<b>(50)</b>	<b>(50)</b>	<b>(50)</b>	<b>(50)</b>		

#### Operation & Maintenance Impacts

The County expects savings in operating costs due to the elimination of a Magistrate's Court and office space at 995 Morrison Drive.

## CAPITAL PROJECTS - GENERAL

### Corrections Campus

*Existing site plan of  
Corrections Campus*



### Project Highlights

**Initiative:** Service Delivery

**Function:** Public Safety

**Type:** Replacement

**Management:** Facilities  
Management

**Duration:** 2018-2022

**Total Project Cost:**  
**\$21,961,000**

### DESCRIPTION

This project will re-purpose two buildings on Leeds Avenue to accommodate the relocation of the State Department of Juvenile Justice and State Probation and Parole.

A new Juvenile Detention Center will be constructed on Leeds Avenue and replace the existing facility at Headquarters Road. The project began design in FY 2018 and is estimated to complete construction in FY 2022. When completed, the new Juvenile Detention Center will have capacity to house 72 juveniles, include an outdoor recreation space, administration and medical space, classrooms, and public visitation space.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$14,158	\$7,803	\$0	\$0	\$0	\$0	\$0	\$21,961

FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Existing Bond Issues	\$19,961	\$0	\$0	\$0	\$0	\$0	\$0	\$19,961
Future Bond Issues	0	2,000	0	0	0	0	0	2,000
<b>GRAND TOTAL</b>	<b>\$19,961</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,961</b>

O&M Costs (Savings)	2022	2023	2024	2025	2026
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	100	103	106	109
<b>Grand Total</b>	<b>\$0</b>	<b>\$100</b>	<b>\$103</b>	<b>\$106</b>	<b>\$109</b>

*\*Amounts in thousands  
of dollars*

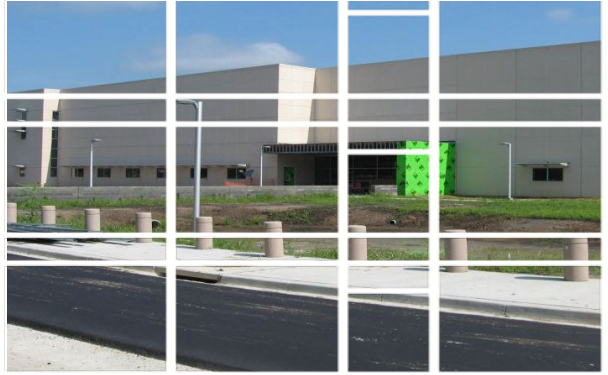
**Operation & Maintenance Impacts**

*The new Juvenile Detention Center will have increased square footage and the County expects an increase in annual operating and maintenance costs.*



## CAPITAL PROJECTS - GENERAL

### Emergency Services Building



#### Project Highlights

**Initiative:** Service Delivery

**Function:** Public Safety

**Type:** New

**Management:** Facilities  
Management

**Duration:** 2024

**Total Project Cost:**  
**\$6,200,000**

#### DESCRIPTION

Facilities is working with Emergency Management and Consolidated Dispatch to assist with developing their need and justification for expansion. Once a clear need and appropriate justification is provided to Facilities, a design firm will be used to complete the design and construction process.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$0	\$0	\$0	\$6,200	\$0	\$0	\$0	\$6,200
FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Existing Bond Issues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Future Bond Issues	0	0	0	6,200	0	0	0	6,200
<b>GRAND TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,200</b>
O&M Costs (Savings)		2022	2023	2024	2025	2026	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	250	255		
<b>Grand Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$255</b>		

**Operation & Maintenance Impacts** New Emergency Services Building will have increased square footage and County expects an increase in annual O&M costs.



## CAPITAL PROJECTS - GENERAL

### EMS Station: Edisto Island



#### Project Highlights

**Initiative:** Service Delivery

**Function:** Public Safety

**Type:** New

**Management:** Facilities  
Management

**Duration:** 2024

**Total Project Cost:**  
**\$1,400,000**

#### DESCRIPTION

This project involves replacement of existing building on current site with a new EMS Station building designed similar to the James Island EMS Station 4. The replacement includes turnkey construction of the new station and demolition of the existing current residential house being used as an EMS station.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$0	\$0	\$0	\$1,400	\$0	\$0	\$0	\$1,400
FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Existing Bond Issues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Future Bond Issues	0	0	0	1,400	0	0	0	1,400
<b>GRAND TOTAL</b>	\$0	\$0	\$0	\$1,400	\$0	\$0	\$0	\$1,400
O&M Costs (Savings)		2022	2023	2024	2025	2026	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	66	67		
<b>Grand Total</b>		\$0	\$0	\$0	\$66	\$67		

**Operation & Maintenance Impacts** New EMS Station will have increased square footage and County expects an increase in annual O&M costs.

## CAPITAL PROJECTS - GENERAL

### Library Facilities

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



### Project Highlights

**Initiative:** Service Delivery  
**Function:** Culture/Recreation  
**Type:** New and Replacement  
**Management:** Facilities Management  
**Duration:** 2016-2023

**Total Project Cost:**  
**\$108,500,000**

### DESCRIPTION

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

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

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$70,338	\$28,162	\$10,000	\$0	\$0	\$0	\$0	\$108,500

FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$13,307	\$0	\$0	\$0	\$0	\$0	\$0	\$13,307
Existing Bonds	95,193	0	0	0	0	0	0	95,193
<b>GRAND TOTAL</b>	<b>\$108,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$108,500</b>

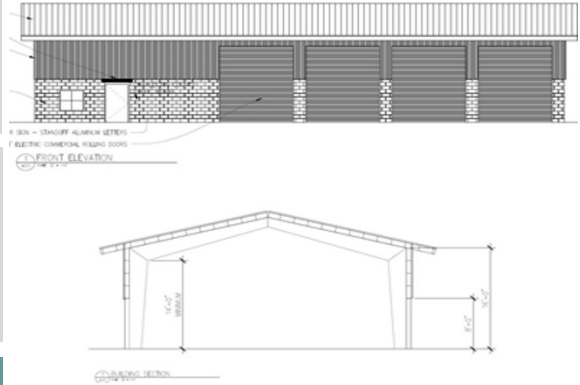
O&M Costs (Savings)	2022	2023	2024	2025	2026
Personnel	\$8,050	\$8,372	\$8,706	\$9,055	\$9,417
Operating	2,992	3,109	3,231	3,358	3,489
<b>Grand Total</b>	<b>\$11,042</b>	<b>\$11,481</b>	<b>\$11,938</b>	<b>\$12,412</b>	<b>\$12,906</b>

*\*Amounts in thousands of dollars*

<b>Operation &amp; Maintenance Impacts</b>	<p>O&amp;M costs include the addition of 115 positions for Library operations, facilities maintenance and grounds maintenance. In addition, O&amp;M costs include Library materials, insurance and technology maintenance. The O&amp;M costs are anticipated to be funded from the General Fund millage increase in FY 2016 after utilizing the funds on a pay-as-you-go basis for the capital costs.</p>
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## CAPITAL PROJECTS - GENERAL

### Public Works Work Camps



### Project Highlights

Initiative: Service Delivery

Function: Public Works

Type: New

Management: Facilities  
Management

Duration: 2022-2024

**Total Project Cost:**  
**\$1,650,000**

### DESCRIPTION

Current Sheds on three sites will be replaced with newly designed sheds.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$0	\$550	\$550	\$550	\$0	\$0	\$0	\$1,650
FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Existing Bond Issues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Future Bond Issues	0	550	550	550	0	0	0	1,650
<b>GRAND TOTAL</b>	<b>\$0</b>	<b>\$550</b>	<b>\$550</b>	<b>\$550</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,650</b>
O&M Costs (Savings)		2022	2023	2024	2025	2026	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	0	0		
<b>Grand Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		

<b>Operation &amp; Maintenance Impacts</b>	No Significant changes in O&M costs for these new sheds.
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## CAPITAL PROJECTS - GENERAL

### Sheriff's Training Facility



#### Project Highlights

**Initiative:** Services Delivery

**Function:** Public Safety

**Type:** New

**Management:** Facilities  
Management

**Duration:** 2017-2022

**Total Project Cost:**  
**\$4,093,000**

#### DESCRIPTION

This project will create a consolidated range complex to support training operations. Specifically, the project will include a 50-yard pistol range, a 800-yard rifle range, explosive range, and support areas to include an administrative building with classrooms, restroom facilities, and a parking lot.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$93	\$4,000	\$0	\$0	\$0	\$0	\$0	\$4,093
FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$750	\$0	\$0	\$0	\$0	\$0	\$0	\$750
Existing Bond Issues	\$584	\$0	\$0	\$0	\$0	\$0	\$0	\$584
Future Bond Issues	0	2,759	0	0	0	0	0	2,759
<b>GRAND TOTAL</b>	<b>\$1,334</b>	<b>\$2,759</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,093</b>
O&M Costs (Savings)		2022	2023	2024	2025	2026	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	10	11	12	13		
<b>Grand Total</b>		<b>\$0</b>	<b>\$10</b>	<b>\$11</b>	<b>\$12</b>	<b>\$13</b>		

**Operation & Maintenance Impacts**

The new Training Center will require maintenance, utilities, and insurance.

## CAPITAL PROJECTS - GENERAL

### Social Services Hub

Rendering of Social Services Hub



#### Project Highlights

**Initiative:** Service Delivery

**Function:** Health / Welfare

**Type:** New

**Management:** Capital Projects

**Duration:** 2020-2023

**Total Project Cost:**  
**\$66,000,000**

#### DESCRIPTION

The County plans to create a 175,000 square foot Social Services Hub that will consolidate the current tenants of the Department of Alcohol and Other Drug Abuse Services (DAODAS), State Department of Social Services, State Department of Health and Human Services, SC DHEC Administration Office and Clinics, and SC DHEC Vital Records. The project will be located at the corner of Rivers Avenue and McMillan Avenue. The consolidation of these multiple departments and agencies is expected to improve access to services.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$16,736	\$35,000	\$14,264	\$0	\$0	\$0	\$0	\$66,000
FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$824	\$0	\$0	\$0	\$0	\$0	\$0	\$824
Existing Bond Issues	65,176	0	0	0	0	0	0	65,176
<b>GRAND TOTAL</b>	<b>\$66,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$66,000</b>
O&M Costs (Savings)		2022	2023	2024	2025	2026	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	0	0		
<b>Grand Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		

#### Operation & Maintenance Impacts

The operating costs are not expected to significantly change because of the similar amount of space utilized by these functions. However, savings are anticipated for large maintenance projects at the previous locations.

## CAPITAL PROJECTS - GENERAL

### Radio Tower Replacements



Radio Tower

#### Project Highlights

**Initiative:** Service Delivery  
**Function:** General Government  
**Type:** Replacement  
**Management:** Facilities Management  
**Duration:** 2019-2022

**Total Project Cost:**  
**\$1,935,000**

#### DESCRIPTION

This project involves replacement of two radio control towers used by public safety departments and other third parties in the area. The replacement includes turnkey construction of two new towers and demolition of the two old towers. One tower is located at Adams Run and the other one in a remote section of Awendaw.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$1,210	\$725	\$0	\$0	\$0	\$0	\$0	\$1,935
FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Interest, Sales, Transfer & Other	\$1,210	\$0	\$0	\$0	\$0	\$0	\$0	\$1,210
Future Bond Issues	0	725	0	0	0	0	0	725
<b>GRAND TOTAL</b>	<b>\$1,210</b>	<b>\$725</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,935</b>
O&M Costs (Savings)		2022	2023	2024	2025	2026	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	0	0		
<b>Grand Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		

#### Operation & Maintenance Impacts

*No increases in annual operating and maintenance costs are expected at this time.*

# CAPITAL PROJECTS – TRANSPORTATION SALES TAX

## Overview of the 1<sup>st</sup> Transportation Sales Tax

The 1<sup>st</sup> Transportation Sales Tax (TST) program was developed after the voters of Charleston County passed a referendum in November 2004 to provide additional funds for green space, transportation and mass transit. The Greenbelt Department manages the green space portion of the Half Cent Sales Tax program and implements the Comprehensive Greenbelt Plan through the Urban and Rural Grants Program. The Public Works Department manages the transportation project portion of the Half Cent Sales Tax program. Charleston County allocates funds to the Charleston Area Regional Transportation Authority (CARTA) and Tri-County Link to provide mass transit solutions to the urban and rural areas of the County.

Collection of the Transportation Sales Tax funds began in May 2005 and will continue for 25 years or until \$1.3 billion is collected for green space, transportation and transit. County Council approves a Comprehensive Plan of Expenditures (five-year plan) for the Transportation Sales Tax each year in June. The FY 2022 – FY 2026 plan includes the capital projects projections for two components of the Transportation Sales Tax: green space and roads. The plan does not include any capital projects for mass transit from the 1<sup>st</sup> TST.

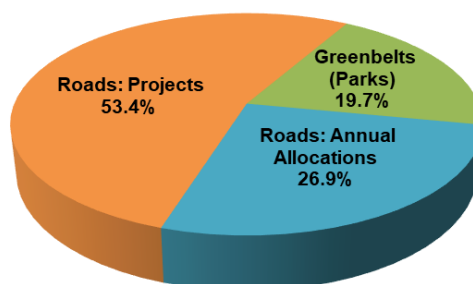
### 1st Transportation Sales Tax Cost Summary

(in thousands)

	Prior	2022	2023	2024	2025	2026	Total
<b>CULTURE/RECREATION</b>							
Greenbelts: Projects	\$ 144,651	\$ 1,500	\$ 1,800	\$ 2,000	\$ 2,500	\$ 3,000	\$155,451
<b>Culture/Recreation Total</b>	<b>144,651</b>	<b>1,500</b>	<b>1,800</b>	<b>2,000</b>	<b>2,500</b>	<b>3,000</b>	<b>155,451</b>
<b>PUBLIC WORKS</b>							
Roads: Annual Allocations	163,181	17,000	7,900	7,900	7,900	7,900	211,781
Roads: Projects	355,200	6,900	2,300	15,900	24,000	17,000	421,300
<b>Public Works Total</b>	<b>518,381</b>	<b>23,900</b>	<b>10,200</b>	<b>23,800</b>	<b>31,900</b>	<b>24,900</b>	<b>633,081</b>
<b>GRAND TOTAL</b>	<b>\$ 663,032</b>	<b>\$ 25,400</b>	<b>\$ 12,000</b>	<b>\$ 25,800</b>	<b>\$ 34,400</b>	<b>\$ 27,900</b>	<b>\$788,532</b>

The total cost of the FY 2022 – FY 2026 plan of capital expenditures in the first Transportation Sales Tax program total \$788.5 million.

**Comprehensive Plan of Expenditures (Capital) for  
1st Transportation Sales Tax for FY 2022-2026**



**Grand Total \$788,532,000**

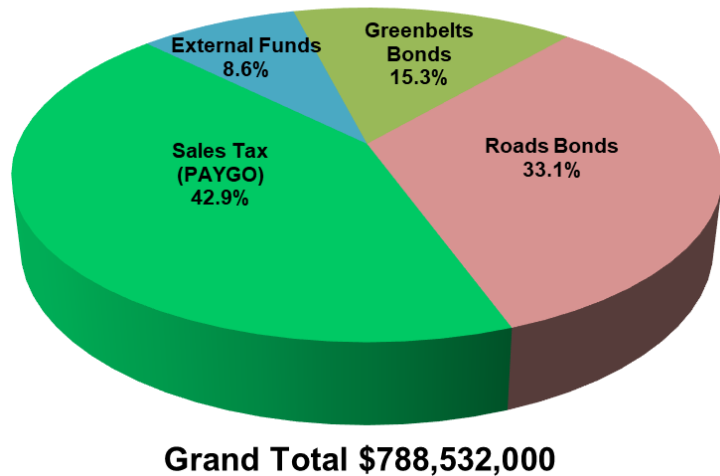


# CAPITAL PROJECTS – TRANSPORTATION SALES TAX

## Funding the CIP

The projects are funded with sales tax revenues on a (PAYGO) basis, with bonds that borrow against future revenues, with external funds which are mostly intergovernmental, and with interest earnings. The intergovernmental funding includes federal grants, state grants and municipal contributions. Since the intergovernmental funds are project specific, they are not included in capital funding plans until secured by an actual agreement with the entity that is providing them. The County issued bonds in 2006, 2007, 2009, and 2011 as approved through referendums in 2004 and in 2006.

## 1st Transportation Sales Tax Revenues



## 1st Transportation Sales Tax Sources

(in thousands)

	Prior	2022	2023	2024	2025	2026	Total
Sales Tax (PAYGO)	\$ 213,032	\$ 25,400	\$ 12,000	\$ 25,800	\$ 34,400	\$ 27,900	\$ 338,532
External Funds	68,000	-	-	-	-	-	68,000
Greenbelts Bonds	121,000	-	-	-	-	-	121,000
Roads Bonds	261,000	-	-	-	-	-	261,000
<b>GRAND TOTAL</b>	<b>\$ 663,032</b>	<b>\$ 25,400</b>	<b>\$ 12,000</b>	<b>\$ 25,800</b>	<b>\$ 34,400</b>	<b>\$ 27,900</b>	<b>\$ 788,532</b>

## Overview of the 2<sup>nd</sup> Transportation Sales Tax

A 2<sup>nd</sup> TST program was developed and approved by voters of Charleston County via a referendum in November 2016 to provide additional funds for green space, transportation and mass transit. The 2<sup>nd</sup> TST lasts for 25 years or until the projected \$2.1 billion is collected – whichever comes first, and the 2<sup>nd</sup> TST overlaps the 1<sup>st</sup> TST for 13 years from FY 2018 to FY 2030. Revenues from the 2<sup>nd</sup> TST are allocated among the same three programs as the 1<sup>st</sup> TST with 10 percent to greenbelt, 61 percent to transportation, and 29 percent to transit. The Greenbelt Department manages the green space portion of the Half Cent Sales Tax program and implements the Comprehensive Greenbelt Plan through the Urban and Rural Grants Program. The Public Works Department manages the transportation project portion of the Half Cent Sales Tax program. Charleston County allocates funds to the Charleston Area Regional Transportation Authority (CARTA), and the Berkeley Charleston Dorchester Council of Governments to provide mass transit solutions to the urban and rural areas of the County.

County Council approves a Comprehensive Plan of Expenditures (five-year plan) for the Transportation Sales Tax each year in June. The FY 2022 – FY 2026 plan includes \$999.8 million in capital projects for the components of the Transportation Sales Tax: greenbelts, roads, and transit.



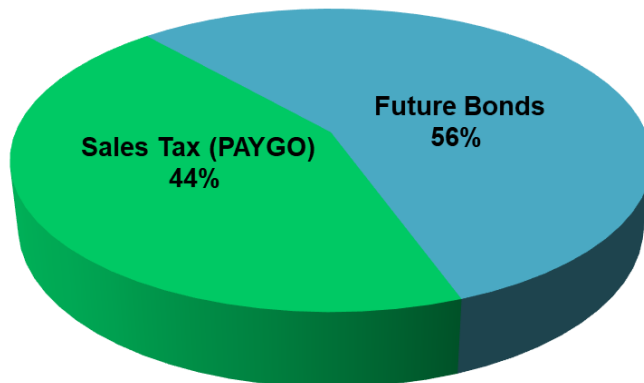
## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

### 2nd Transportation Sales Tax Cost Summary

(in thousands)

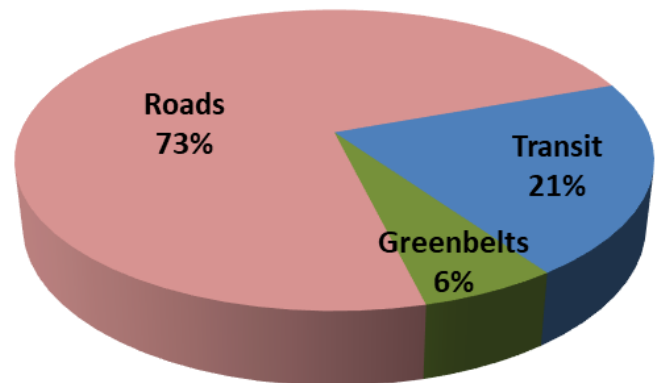
	Prior	2022	2023	2024	2025	2026	Total
<b>CULTURE/RECREATION</b>							
Greenbelt Purchases	\$ 22,055	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,300	\$ 7,000	\$ 58,855
<b>Culture/Recreation Total</b>	<b>22,055</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,300</b>	<b>7,000</b>	<b>58,855</b>
<b>GENERAL GOVERNMENT</b>							
Transit: Bus Rapid Transit	26,722	17,842	39,747	40,109	38,115	26,171	188,706
Transit: Other Projects	16,500	3,000	-	-	-	-	19,500
<b>General Total</b>	<b>43,222</b>	<b>20,842</b>	<b>39,747</b>	<b>40,109</b>	<b>38,115</b>	<b>26,171</b>	<b>208,206</b>
<b>PUBLIC WORKS</b>							
Roads: Rural Allocation	8,000	2,000	2,000	2,000	2,000	2,000	18,000
Roads: Projects	120,525	42,535	166,538	126,137	155,566	103,427	714,728
<b>Public Works Total</b>	<b>128,525</b>	<b>44,535</b>	<b>168,538</b>	<b>128,137</b>	<b>157,566</b>	<b>105,427</b>	<b>732,728</b>
<b>GRAND TOTAL</b>	<b>\$ 193,802</b>	<b>\$ 72,877</b>	<b>\$ 215,785</b>	<b>\$ 175,746</b>	<b>\$ 202,981</b>	<b>\$ 138,598</b>	<b>\$ 999,789</b>

### 2nd Transportation Sales Tax Revenues



**Grand Total \$999,789,000**

### 2nd Transportation Sales Tax Expenditures



**Grand Total \$999,789,000**

### Funding the Projects

For the 2<sup>nd</sup> TST, the County is attempting to maximize the Pay-As-You-Go funding for projects during the early phases of the projects. When the projects enter the construction phase, the County plans to use a combination of Pay-As-You-Go funding and future bond issues.

### 2nd Transportation Sales Tax Sources

(in thousands)

	Prior	2022	2023	2024	2025	2026	Total
<b>REVENUES</b>							
Sales Tax (PAYGO)	\$ 193,802	\$ 72,877	\$ 106,038	\$ 9,500	\$ 18,974	\$ 38,598	\$ 439,789
Future Bonds	-	200,000	260,000	-	100,000	-	560,000
<b>GRAND TOTAL</b>	<b>\$ 193,802</b>	<b>\$ 272,877</b>	<b>\$ 366,038</b>	<b>\$ 9,500</b>	<b>\$ 118,974</b>	<b>\$ 38,598</b>	<b>\$ 999,789</b>

## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

The following sections of the Capital Projects: Transportation Sales Tax include detailed discussion of the Greenbelts Program, the Transit Program and the Roads Program.

### **Greenbelts Program** <https://greenbelt.charlestoncounty.org/>

#### **Greenbelt Advisory Board**

The Greenbelt Advisory Board was established by Charleston County Council to make recommendations on the greenbelt portion of the Transportation Sales Tax. The initial role of the Board was to prepare and deliver recommendations and comments on the Comprehensive Greenbelt Plan, which was adopted by County Council on June 6, 2006. The Board continues to garner public input while advocating for the implementation of the Greenbelt Plan. The Greenbelt Advisory Board consists of 14 members as follows: nine members appointed by County Council; one member, each, appointed by Charleston City Council, North Charleston City Council, Mount Pleasant Town Council; one member appointed by the County Council Chair from the unincorporated area of the Southern portion of the County; and one member appointed by the County Council Chair from the unincorporated area of the Northern portion of the County.

As part of the mandatory 5-year review of the Comprehensive Greenbelt Plan completed in 2018, County Council increased the Greenbelt Advisory Board's role to include the review of all Rural and Urban Greenbelt project applications and to make funding recommendations on the projects to County Council.

#### **Rural Greenbelt Program**

The rural areas of the County are unincorporated lands and municipalities located outside the County's Urban Growth Boundary. Rural greenbelt lands generally encompass undeveloped lands used for timber production, wildlife habitat, recreational and commercial fishing, and limited agriculture. In Charleston County, the rural areas also encompass significant acreage of fresh, brackish, and saltwater tidal marshes, as well as important habitat for nongame and endangered species. The Rural Grants Program promotes rural land conservation, wetlands protection, historic and cultural preservation, parkland acquisition, greenway and trail acquisition, and waterway access acquisition.

#### **Urban Greenbelt Program**

The urban area of the County consists of the municipalities and unincorporated areas lying inside the County's Urban Growth Boundary. Greenbelt urban funds are allocated to urban municipalities and the unincorporated urban area based on their percentage of population in Charleston County. Urban greenbelt lands contain the greatest population density and intensity of development, as well as the greatest concentration of jobs and economic activity. Conservation of greenspace for various uses will be crucial in offsetting the negative impacts of increased density. Typical uses for urban greenbelt lands include urban parks cultural/historic sites, reclaimed greenspace, and water access.

The Rural and Urban Grants are primarily for the conservation of land; however, some grant funds can support the development of related minor improvements that in essence provide for public access and use of conservation lands. These allowable minor improvements are limited to boardwalks, footbridges, unpaved trails, unpaved roadways, and unpaved small parking areas.

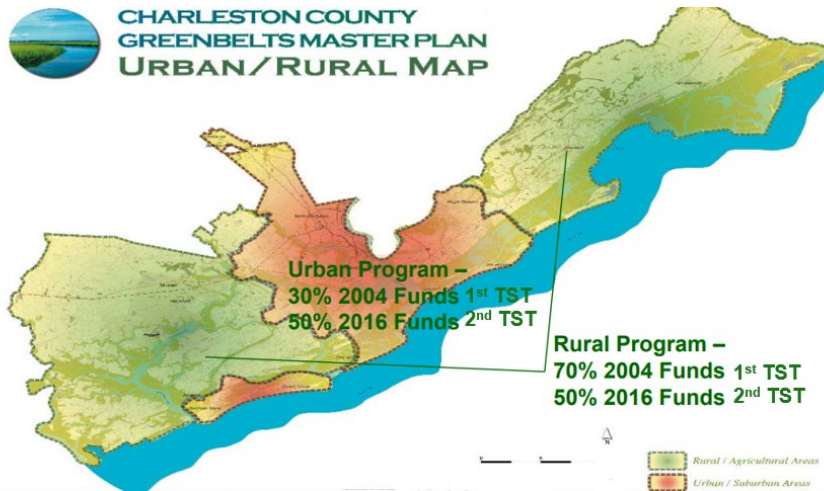
## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

The diagram below highlights the accomplishments of the Greenbelt Program:



The Greenbelt Advisory Board completed a 5-year plan review before determining a Comprehensive Plan of Expenditures for the 2nd Transportation Sales Tax funds. This process required an inventory of green space, a determination of public need, a determination of available resources, and a board recommendation to County Council. Nearly 1,500 local citizens participated in a survey to indicate their use of greenspace, their favored landscapes for the program, and critical areas of need for the County. The study indicated combined efforts of Charleston County and partners since 2006 had met 94% of the original target to protect 40,000 acres. Changes to the use of the 2<sup>nd</sup> Transportation Sales Tax Greenbelts Program funds included a 50% equal division of funds between rural and urban areas of the County. Municipalities will get a proportional share of the urban funds based on population. Rural funds are distributed on a competitive, merit basis. An updated criterion will be used to evaluate potential projects for funding. Program information is updated at <https://greenbelt.charlestoncounty.org>.

## CAPITAL PROJECTS – TRANSPORTATION SALES TAX



### Impact on the Operating Budget

Although entities receiving the greenbelt funds are responsible for operating and maintaining the Greenbelt properties, the County is responsible for monitoring each project to ensure the land uses comply with the Greenbelt deed restrictions. The monitoring cost is funded from the General Fund.

### Transit Program <https://lowcountryrapidtransit.com/>

The County plans to allocate up to \$188.7 million to the Berkeley Charleston Dorchester Council of Governments (BCDCOG) for a Rapid Bus Transit system, a system of rubber-tired buses that operate like a conventional rail in its own dedicated guideway or in mixed traffic. The BCDCOG conducted a study to identify a transit alternative that will improve transit service and enhance regional mobility along the 22-mile I-26 corridor connecting Summerville, North Charleston, and Charleston. As a result of the study, the US 78/US 52 (Rivers Avenue) route was recommended to move forward into planning and design. The recommendation includes 16 hybrid-electric articulated vehicles operating in a semi-exclusive guideway with transit signal priority. The planned service originates at the Exchange Park/Ladson Fairgrounds and ends in downtown Charleston at Line Street. The plan calls for 18 stations with park & rides, transit hubs, and neighborhood stops serving major activity centers such as Summerville, Trident Health/CSU, Northwoods Mall, North Charleston, the Amtrak Station, and downtown Charleston. With a 60-minute travel time and service every 10 minutes in the peak and 20 minutes in the off peak, the BRT line will provide a fast and reliable alternative to sitting in traffic.

Following is a summary of the initial Bus Rapid Transit (BRT) recommendation:

<b>Corridor Length:</b>	26 Miles (Semi Exclusive Guideway & Mixed Traffic)
<b>Number of Stations:</b>	18 (Park & Rides, Transit Hubs, & Neighborhood Stations)
<b>One-Way Travel Time:</b>	60 Minutes (Includes Station Delay Time)
<b>Number of Vehicles:</b>	16 Articulated / Hybrid Electric (or other clean fuel)
<b>Planning Level Estimated Capital Construction Costs:</b>	\$360 Million (\$15.5M per Mile) Up to 80% can be funded with federal funds
<b>Planning Level Annual operating Costs:</b>	\$7.8 Million / Year
<b>Total Annual BRT Transit Trips/Systemwide Transit Trips:</b>	2 Million BRT Trips / 6.5 Million Systemwide
<b>Total Daily Trips/"New" Transit Trips:</b>	6,784 Daily BRT Trips / 3,772 New Transit Trips (from other modes)

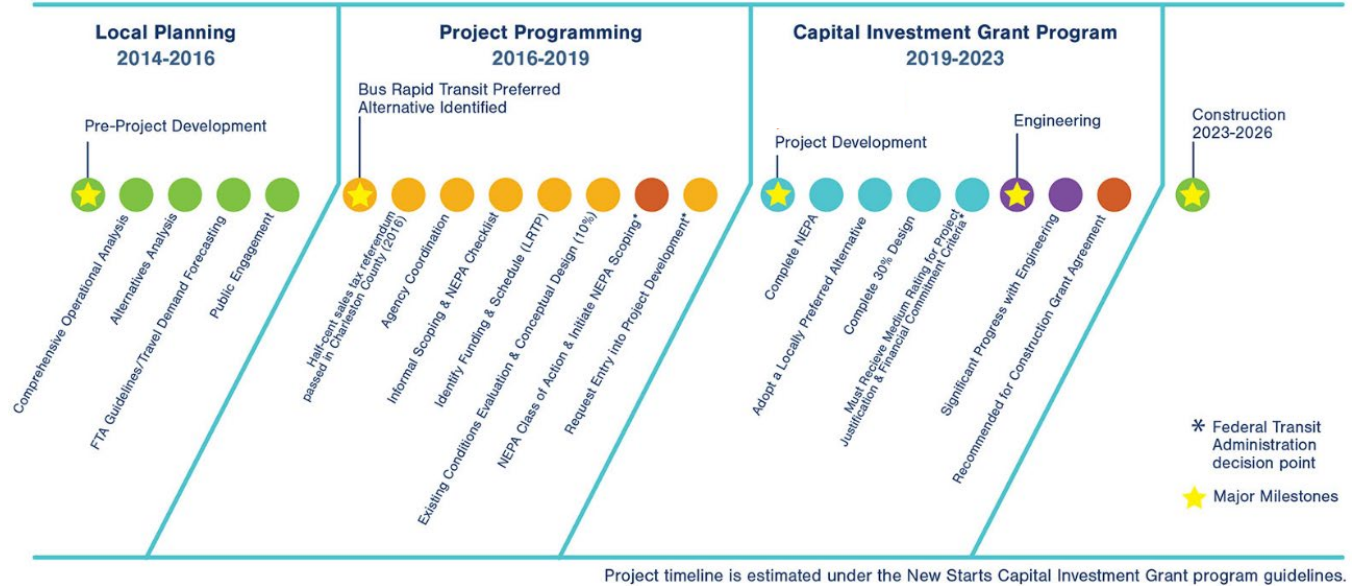
### Impact on the Operating Budget

The Council of Governments has estimated that the annual operating costs are \$7.8 million. The 2<sup>nd</sup> TST estimated that the local match for operating the BRT would start in FY 2027.



# CAPITAL PROJECTS – TRANSPORTATION SALES TAX

The timeline for the Bus Rapid Transit (BRT):



The proposed route for the Bus Rapid Transit (BRT):



**Roads Program** <https://roads.charlestoncounty.org/>

The Comprehensive Transportation Plan consists of two types of projects, annual allocations and large-scale projects. Initially, the allocation projects are for rural roads which are funded through Pay-As-You-Go funding. After the 1<sup>st</sup> TST ends in FY 2030, the allocations will expand to include resurfacing, small paving, bike and pedestrian, and intersection improvements. Selection criteria incorporates road condition and community need.

## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

In addition, there are several large-scale projects that are funded through Pay-As-You-Go funding and future bonds approved by referendums passed in 2016. The bond funds will provide additional funding over the Pay-As-You-Go funding when the construction phase of the larger projects begin.

### Projects

The Comprehensive Plan of Expenditures for the roads program consists of two types of projects, allocation projects and large-scale projects. The allocation projects generally fall within the areas of resurfacing, small paving, bike and pedestrian, and intersection improvements. Selection criteria factors in road condition and community need.

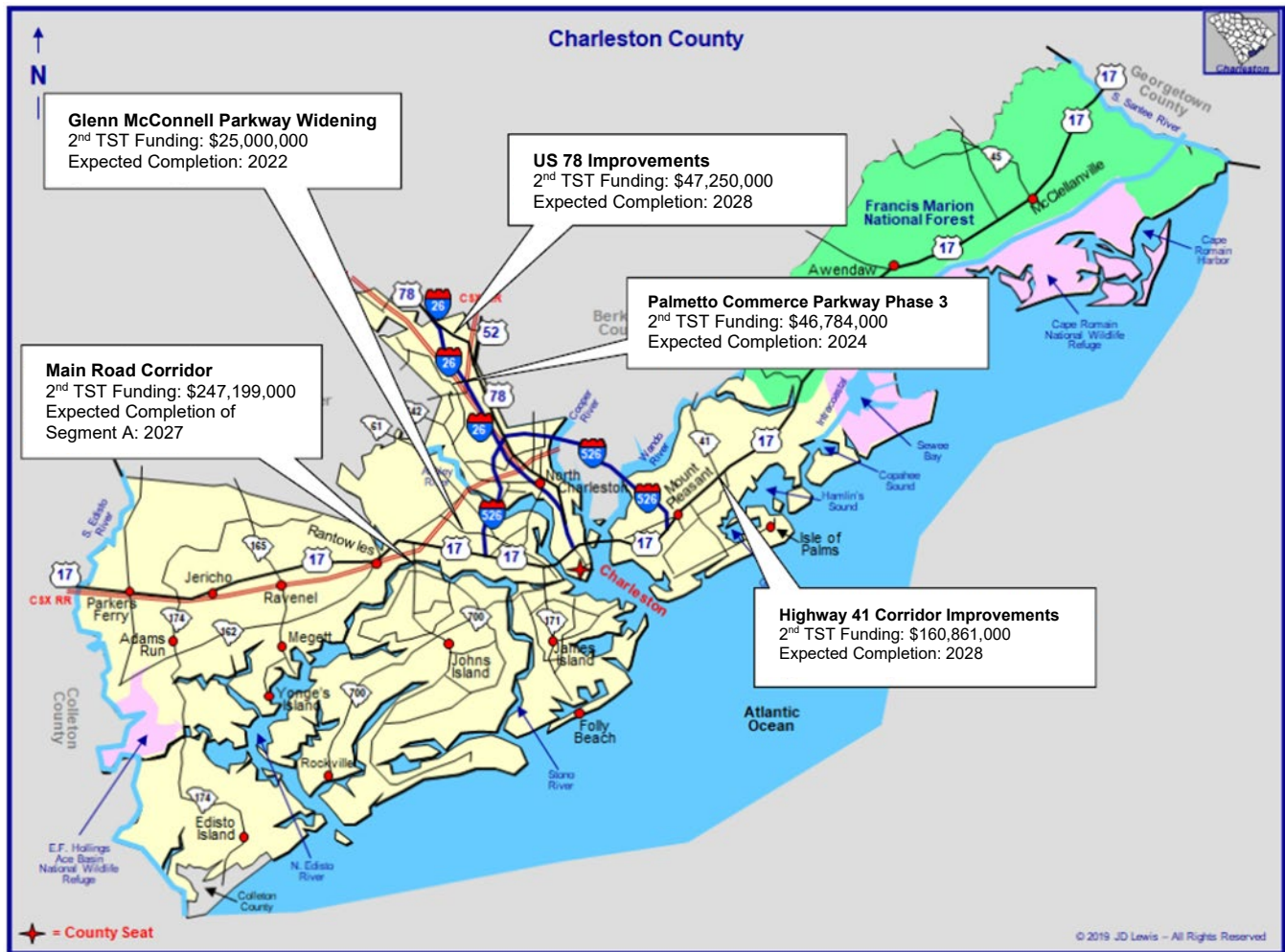
In addition, there are several large-scale projects that were primarily funded through bond funds approved by referendums passed in 2004 and 2006. The bond funds provided immediate funds for use on the larger projects to be repaid through future half-cent sales tax revenues. The projects are financed by PAYGO funds, past bonds and other external funding. The projects are included in the capital portion of the Comprehensive Plan of Expenditures.

The table below provides a summary of the major roads projects with a related timeline.

Description	2nd TST	External Funding	(millions) Total
<b>Segment A:</b> US 17 and Main Road Intersection & Main Road Improvements - Bees Ferry to River Road. <b>Segment B:</b> Main Road Improvements - River Road to Maybank Highway. <b>Segment C:</b> Bohicket Road Improvements - Maybank Highway to Betsy Kerris on Parkway. <b>Intersection Improvements:</b> Main Road at Maybank Highway.	\$247.199	\$40.000	\$287.199
Widening of Highway 41 from US 17 to Wando Bridge; including Intersection Improvemens at and along US 17.	\$160.861	\$2.000	\$162.861
Extending Palmetto Commerce Parkway form Ashley Phosphate Road to West Aviation Avenue with four-lane roadway.	\$46.800	None	\$46.800
Improvements along US 78, including intersections at the junctions of US 78, Ladson Road and College Park Road.	\$47.250	None	\$47.250
Relieve traffic Congestion on Glenn McConnell Parkway by widening road from four-to-six lanes between Bees Ferry Road and Magwood Drive.	\$25.000	None	\$25.000

## CAPITAL PROJECTS – TRANSPORTATION SALES TAX

The map below provides a project outline of the major transportation projects that are in progress during FY 2022. The map highlights the location, the budget, the length of the road and the estimated completion date.



### Transportation Sales Tax (1<sup>st</sup> & 2<sup>nd</sup>) - FY 2022 Major Road Projects

#### Impact on the Operating Budget

Charleston County expects the impact on the operating funds associated with the capital portion of the Transportation Sales Tax Comprehensive Plan of Expenditures for the roads program to be minimal.

## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Environmental Management Capital Improvement Plan

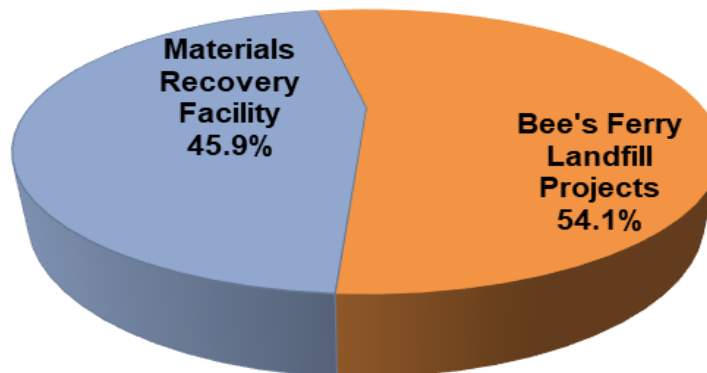
The Environmental Management Department's Five Year Capital Improvement Plan provides long-range plans to dispose of the County's waste stream. The five-year capital improvement plan provides a structured approach to support these goals.

#### Environmental Management Project Cost Summary \*

Project Title	Prior	2022	2023	2024	2025	2026	Beyond	Total
<b>Public Works</b>								
Bee's Ferry Landfill-Compost Infra	\$ 1,957	\$ 2,563	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,520
Bee's Ferry Landfill-Infrastructure	-	4,090	2,500	-	-	-	-	6,590
Bee's Ferry Landfill-Lined Cells	8,559	4,181	-	-	-	12,000	-	24,740
Materials Recovery Facility	28,791	1,654	-	-	-	-	-	30,445
<b>GRAND TOTAL</b>	<b>\$ 39,307</b>	<b>\$ 12,488</b>	<b>\$ 2,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>\$ 66,295</b>

\* Amounts in thousands of dollars

#### Environmental Management Capital Improvement Plan FY 2022-2026



**Grand Total: \$66,295,000**



## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Funding the CIP

The funding for this plan will come from the use of existing funds or from future operating revenues as necessary.

#### Environmental Management Source Summary \*

Funding Source	Prior	2022	2023	2024	2025	2026	Beyond	Total
Interest, Sales, Transfer & Other	\$ 26,445	\$ 5,350	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 36,795
Existing Bond Issues	20,000	-	-	-	-	-	-	20,000
Future Sources	-	-	2,500	-	-	7,000	-	9,500
<b>GRAND TOTAL</b>	<b>\$ 46,445</b>	<b>\$ 5,350</b>	<b>\$ 2,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>\$ 66,295</b>

\* Amounts in thousands of dollars

### Impact on the Operating Budget

Environmental Management expects additional utilities and maintenance costs associated with the new and expanded facilities in the current CIP. These costs, and in some instances savings, are detailed for each project.

## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Bee's Ferry Landfill – Compost Infrastructure



*Composting Cycle*

#### Project Highlights

**Initiative:** Service Delivery

**Function:** Public Works

**Type:** New

**Management:** Environmental  
Management

**Duration:** 2020-2022

**Total Project Cost:**  
**\$4,520,000**

#### DESCRIPTION

Improvements will be made to the Bee's Ferry Landfill over a two-year period to increase operational efficiencies. In addition, the Compost Pad will be expanded to provide additional acreage for composting operations and sales when needed. The compost contractor is currently operating on the previously closed Phase 1 landfill (where the new 10-ac compost pad was constructed, and the extension will be constructed) and future Cell 6 of the landfill.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$1,957	\$2,563	\$0	\$0	\$0	\$0	\$0	\$4,520

FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Existing Funds	\$1,957	\$2,563	\$0	\$0	\$0	\$0	\$0	\$4,520
<b>GRAND TOTAL</b>	\$1,957	\$2,563	\$0	\$0	\$0	\$0	\$0	\$4,520

O&M Costs (Savings)	2022	2023	2024	2025	2026
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	0	0	0	0
<b>Grand Total</b>	\$0	\$0	\$0	\$0	\$0

*\*Amounts in thousands of dollars*

#### Operation & Maintenance Impacts

*The County does not expect any additional operating costs. Diverting yard waste from the landfill will extend the useful life of landfill cells.*

## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Bee's Ferry Landfill – Infrastructure

Entrance to Bee's Ferry Landfill



#### Project Highlights

Initiative: Service Delivery

Function: Public Works

Type: Replacement

Management: Environmental Management

Duration: 2022-2023

**Total Project Cost:  
\$6,590,000**

#### DESCRIPTION

Improvements will be made to the Convenience Center at the Bee's Ferry Landfill to increase operational efficiencies and to improve customer service. The redesign of the Bee's Ferry Convenience center began in FY 2021. The redesigned site will include facilities to allow residents to safely and efficiently drop off municipal solid waste, construction & demolition debris, tires, white goods, recyclables, yard waste and HHW. The HHW site requires additional facility needs for covered storage, processing and shipment loading. The available site has limited area for expansion, so design and construction will be challenging to ensure sufficient area for operations and stormwater management, all while phasing construction to ensure the site can continue to operate during construction. This project will be completed during FY 2023

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$0	\$4,090	\$2,500	\$0	\$0	\$0	\$0	\$6,590

FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Existing Funds	\$0	\$4,090	\$2,500	\$0	\$0	\$0	\$0	\$6,590
<b>GRAND TOTAL</b>	\$0	\$4,090	\$2,500	\$0	\$0	\$0	\$0	\$6,590

O&M Costs (Savings)	2022	2023	2024	2025	2026
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	0	10	10	10	10
<b>Grand Total</b>	\$0	\$10	\$10	\$10	\$10

\*Amounts in thousands of dollars

#### Operation & Maintenance Impacts

The addition of a new facilities, utilities and maintenance cost will be required in the FY2023 operating budget

## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Bee's Ferry Landfill – Lined Cells

Cell 4 prepared for solid waste



#### Project Highlights

Initiative: Service Delivery

Function: Public Works

Type: New

Management: Environmental  
Management

Duration: 2019-2026

**Total Project Cost:**  
**\$24,740,000**

#### DESCRIPTION

The next cell will need to be constructed and operational prior to the previous cell reaching capacity. The next cell is anticipated for completion during FY 2022. A future cell is projected for FY 2026.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$8,559	\$4,181	\$0	\$0	\$0	\$12,000	\$0	\$24,740
FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Existing Funds	\$8,559	\$4,181	\$0	\$0	\$0	\$0	\$0	\$12,740
Future Sources	0	0	0	0	0	12,000	0	12,000
<b>GRAND TOTAL</b>	<b>\$8,559</b>	<b>\$4,181</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000</b>	<b>\$0</b>	<b>\$24,740</b>
O&M Costs (Savings)		2022	2023	2024	2025	2026	*Amounts in thousands of dollars	
Personnel		\$0	\$0	\$0	\$0	\$0		
Operating		0	0	0	0	0		
<b>Grand Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		

#### Operation & Maintenance Impacts

There are no immediate additional operating or maintenance costs or savings due to this project. However, there are substantial costs related to constructing the final cover and post-closure care when all of the lined landfill cells are closed. In accordance with governmental accounting standards, the County records a proportion of the estimated \$24 million in closure costs as the landfill is utilized.

## CAPITAL PROJECTS – ENVIRONMENTAL MANAGEMENT

### Materials Recovery Facility

*Conceptual exterior rendering of new facility near Palmetto Commerce Parkway in North Charleston, SC*



#### Project Highlights

**Initiative:** Service Delivery  
**Function:** Public Works  
**Type:** Replacement  
**Management:** Environmental Management  
**Duration:** 2015-2022

**Total Project Cost:**  
**\$30,445,000**

#### DESCRIPTION

The Materials Recovery Facility (MRF) at 13 Romney Street in Downtown Charleston is over 20 years old, utilized outdated equipment and had limited acreage for program expansion. A new state-of-the-art Materials Recovery Facility will be constructed at Palmetto Commerce Parkway. It will measure approximately 80,000 square feet. The MRF will have the capacity to process 25 tons of recyclables per hour. All recyclable processing will be contained inside the facility. The MRF will receive, sort and compact recyclable materials into bales for outbound shipment; and then manufacturing facilities will use the recyclables to make new products. The new facility will be completed by the end of 2020.

EXPENDITURES	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
	\$28,791	\$1,654	\$0	\$0	\$0	\$0	\$0	\$30,445
FUNDING SOURCE	PRIOR	2022	2023	2024	2025	2026	BEYOND	TOTAL
Existing Funds	\$10,445	\$0	\$0	\$0	\$0	\$0	\$0	\$10,445
Existing Bond Issues	20,000	0	0	0	0	0	0	20,000
<b>GRAND TOTAL</b>	<b>\$30,445</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,445</b>
O&M Costs (Savings)		2022	2023	2024	2025	2026	*Amounts in thousands of dollars	
New Revenues		(\$1,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)		
Personnel		0	0	0	0	0		
Operating		900	1,800	1,800	1,800	1,800		
<b>Grand Total</b>		<b>(\$100)</b>	<b>(\$200)</b>	<b>(\$200)</b>	<b>(\$200)</b>	<b>(\$200)</b>		

#### Operation & Maintenance Impacts

*Due to the larger capacity of the future MRF, additional revenues and expenditures are anticipated.*

## DEBT SERVICE

### General Overview

The County's Debt Service Fund reports current financial resources restricted for the payment of principal and interest on long-term debt. The County confines its long-term borrowing to those projects or capital improvements that cannot be funded with current revenues. The County does not issue long-term debt to finance current operating expenditures or any recurring costs.

#### Financial Policies

- *Debt Management Policy #1: The County shall only use long-term debt for capital projects or equipment.*
  - *When current revenues are not sufficient to use pay-as-you-go funding.*
  - *When the useful life of the project or equipment equals or exceeds the term of financing.*

All major types of debt are authorized by resolution of County Council. Where advantageous, the County issues debt that can be repaid from sources other than taxes, such as special assessment, revenue, or other self-supporting bonds. The County utilizes a variety of debt instruments including:

General Obligation Bonds (GOBs) - GOBs are written promises to repay a stated sum of principal at a specified future date along with periodic interest at a specified rate. The County issues GOBs to obtain funding for the acquisition and construction of major capital facilities. These bonds are considered direct obligations and are backed by the full faith, credit, and taxing power of the County. Except for bonds approved by voter referendum, GOBs are subject to the legislated debt limits.

Revenue Bonds - Revenue bonds are supported by the revenue generated from a specific project or source. The County issues revenue bonds to construct or expand a variety of revenue generating enterprises. Principal and interest associated with these bonds are paid at specified future dates and interest rates from project revenues, not other general tax sources. Because of this, these bonds are not subject to the current legislated debt limits.

Intergovernmental Payable – The County entered into an intergovernmental loan agreement for the purpose of financing a portion of the cost of the Arthur Ravenel, Jr. Bridge. The County has agreed to pay an annual amount of \$3,000,000 from the Transportation Sales Tax. This debt is not subject to the legislated debt limit.

Capital Leases - The County uses capital leases to fund the acquisition of various pieces of equipment. Capital leases provide the County with the ability to fund smaller capital needs without issuing GOBs. Capital leases are not subject to the legislated debt limit.

## DEBT SERVICE

### Debt Schedule

The County's annual debt service obligation includes principal and interest payments on tax and fee supported debt. As of July 1, 2021, outstanding debt is \$855.5 million (principal payments of \$661.6 million and interest payments of \$193.9 million).

<b>Debt Issues</b> (\$ millions)				
	Type	Purpose	Original	Outstanding
2001 SC Transportation Infrastructure	Revenue	State Bridge	\$ 39.4	\$ 16.9
2011 GOB (Sales Tax)	Revenue	Roads & Greenbelts	167.0	9.1
2011 GOB	GOB	Education Facility	27.1	1.3
2012 GOB (Sales Tax) Refunding	Revenue	-	32.1	15.3
2013 GOB (Sales Tax) Refunding	Revenue	-	70.1	61.2
2013 GOB Refunding	GOB	-	30.7	1.5
2013 GOB Refunding (Taxable)	GOB	-	28.9	21.1
2013 Special Source Revenue Bond	Revenue	Economic Development	86.4	76.1
2015 GOB	GOB	Education Facility	18.8	15.4
2015 GOB Awendaw McClellanville Fire	Revenue	Fire Equipment/Station	2.1	1.2
2015 GOB Refunding	GOB	-	56.7	51.2
2015 GOB (Sales Tax) Refunding	Revenue	-	46.3	31.5
2017 GOB	GOB	Libraries	103.2	92.8
2017 GOB Refunding	GOB	-	16.4	16.4
2017 GOB (Sales Tax) Refunding	Revenue	-	97.6	97.6
2017 Special Source Revenue Bond	Revenue	Economic Development	35.8	33.3
2019 GOB	GOB	Social Services, Corrections, Libraries	124.9	101.6
2019 GOB Awendaw McClellanville Fire	Revenue	Fire Station	0.7	0.6
2019 GOB Environmental Management	Revenue	Recycling Facility	20.0	17.5
<b>TOTAL</b>			<b>\$ 1,004.2</b>	<b>\$ 661.6</b>

The table and the graphs on the following pages show the level of debt funded by taxes or revenues/fees over the course of the next 20 fiscal years.

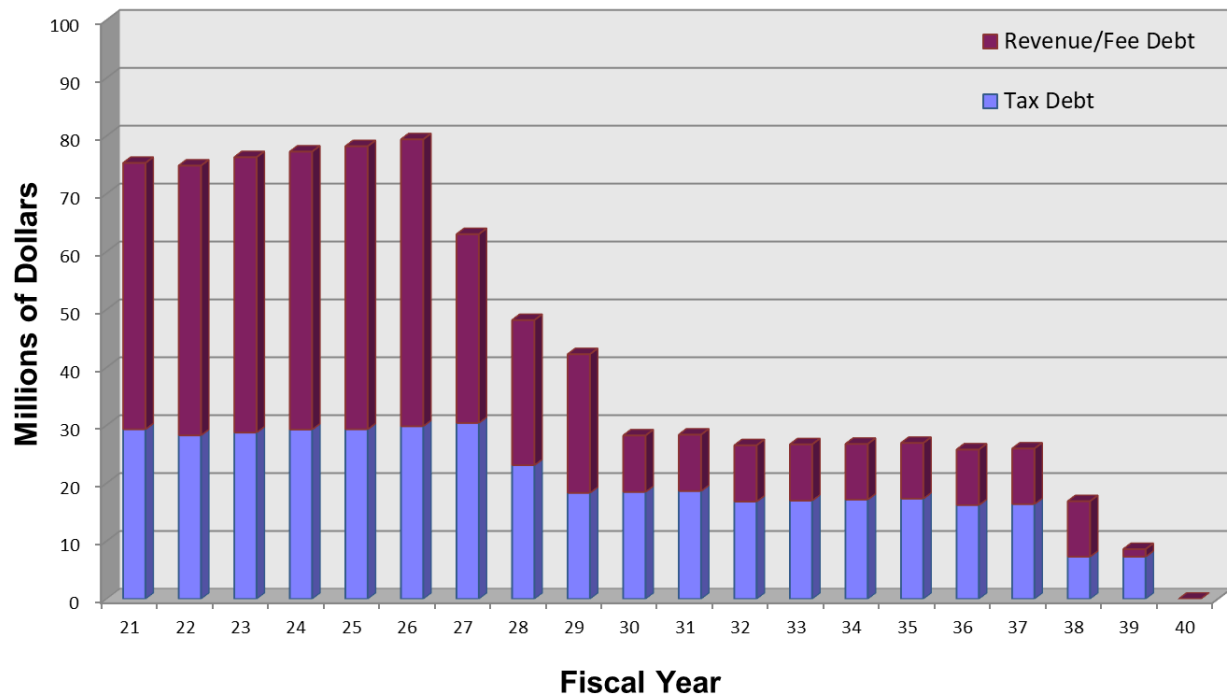
### 20 Year Schedule of Debt Service

Fiscal Year	22	23	24	25	26	27-31	32-36	37-41	TOTAL
<b>Tax Supported (GOB)</b>									
Principal	\$ 17.1	\$ 16.8	\$ 18.2	\$ 19.6	\$ 20.6	\$ 91.0	\$ 73.1	\$ 44.8	\$ 301.2
Interest	12.2	11.4	10.6	9.7	8.7	29.1	13.8	2.3	97.8
<b>Subtotal</b>	<b>29.3</b>	<b>28.2</b>	<b>28.8</b>	<b>29.3</b>	<b>29.3</b>	<b>120.1</b>	<b>86.9</b>	<b>47.1</b>	<b>399.0</b>
<b>Revenue/Fee Supported</b>									
Principal	31.2	33.1	35.4	37.3	40.0	117.6	37.7	28.1	360.4
Interest	14.9	13.5	12.2	10.7	8.9	23.3	10.7	1.9	96.1
<b>Subtotal</b>	<b>46.1</b>	<b>46.6</b>	<b>47.6</b>	<b>48.0</b>	<b>48.9</b>	<b>140.9</b>	<b>48.4</b>	<b>30.0</b>	<b>456.5</b>
<b>Total</b>									
Principal	48.3	49.9	53.6	56.9	60.6	208.6	110.8	72.9	661.6
Interest	27.1	24.9	22.8	20.4	17.6	52.4	24.5	4.2	193.9
<b>TOTAL ANNUAL DEBT</b>	<b>\$ 75.4</b>	<b>\$ 74.8</b>	<b>\$ 76.4</b>	<b>\$ 77.3</b>	<b>\$ 78.2</b>	<b>\$ 261.0</b>	<b>\$ 135.3</b>	<b>\$ 77.1</b>	<b>\$ 855.5</b>

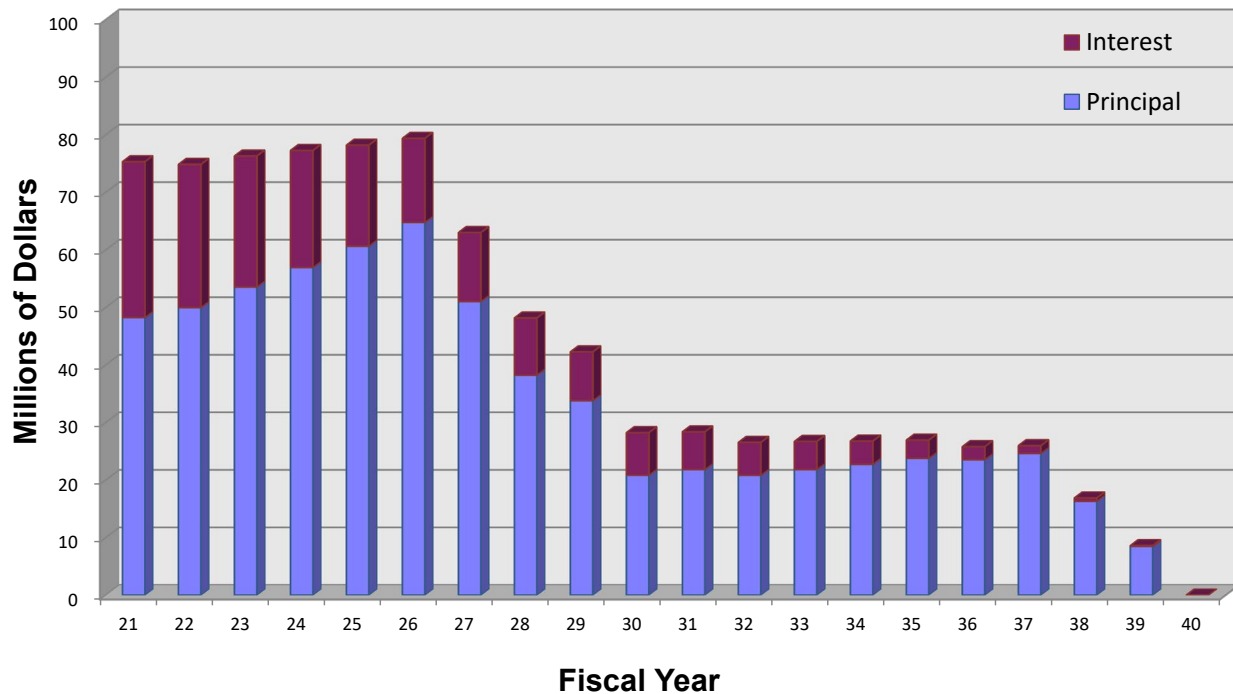


## DEBT SERVICE

### Tax versus Revenue Debt



### Principal versus Interest





## DEBT SERVICE

### Future Debt Service

Looking forward, the County anticipates issuing \$49 million for the Azalea Complex (Public Works) and other projects in FY 2022. In addition, the County anticipates issuing \$33 million for the Azalea Complex (Public Works) and other projects in FY 2024.

For a complete summary of the details and projects included in the County's Capital Improvement Plan (CIP), see the Capital section of this document. To fund the CIP, the County has developed a Debt Management Plan which is adopted by County Council as part of the annual budget process.

#### *Financial Policies*

- *Debt Management Policy #3: ... [develop] five-year Debt Management Plan ... annually*

The table below shows the levels of existing and anticipated County debt service, revenue requirements, and the changes in the Debt Service Fund's fund balance. Premiums are anticipated in FY 2022 and FY 2024 from the issuance of new debt. When the premiums and existing sources are combined with the use of fund balance, the result is no millage increase for the Debt Service Fund through FY 2026.

<b>Debt Management Plan</b>						
Tax Supported (GOB)						
	<b>Fiscal Year</b>					
(millions)	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>TOTAL</b>
Revenues						
Existing Sources	35.7	36.7	41.3	39.7	40.8	194.2
Additional Revenues from issuance premiums	4.1	0.0	2.7	0.0	0.0	6.8
Subtotal	39.8	36.7	44.0	39.7	40.8	201.0
Disbursements						
Existing Disbursements	33.3	32.3	32.8	33.4	31.9	163.7
Additional Disbursements Resulting from New Debt	1.0	10.7	9.1	4.9	6.5	32.2
Subtotal	34.3	43.0	41.9	38.3	38.4	195.9
Increase (use) of Fund Balance	\$ 5.5	\$ (6.3)	\$ 2.1	\$ 1.4	\$ 2.4	\$ 5.1

## DEBT SERVICE

### Legal Debt Service Limit

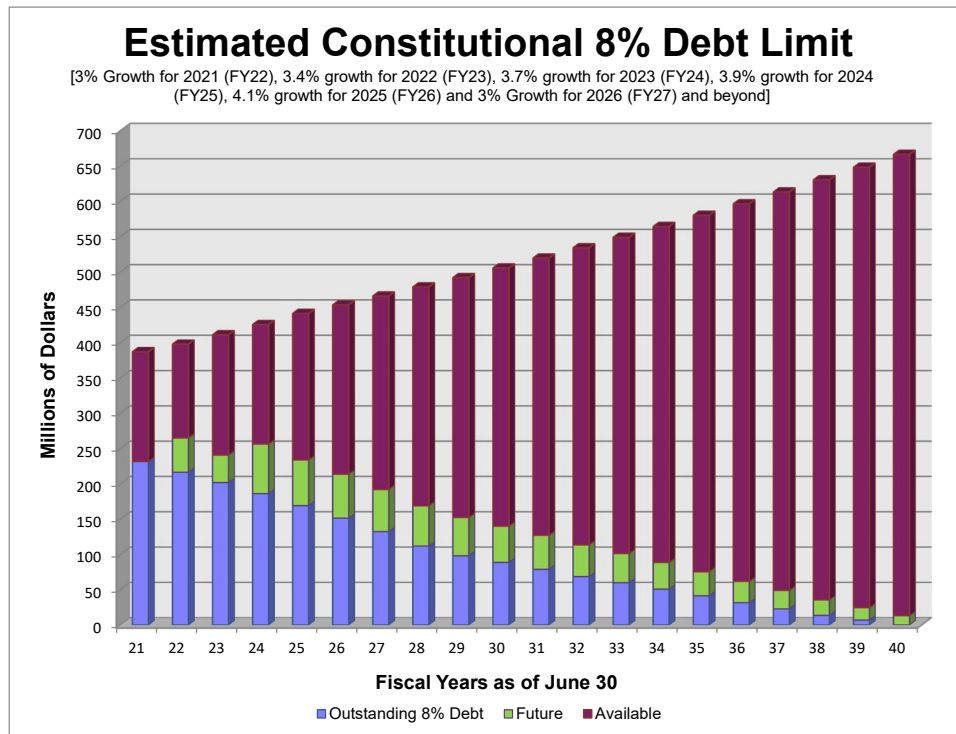
The South Carolina State Constitution limits the debt capacity of all governmental entities, seeking capital through securities exchanges, to eight percent of the assessed value of the property base. Revenue Bonds and GOBs approved by voter referendum are not currently subject to this limitation.

The County can borrow up to \$386.9 million or 8% of the assessed property value. The County has borrowed \$231.4 million of the limit, as of June 30, 2021; and the County has the capacity to borrow \$155.5 million more. The following table and graph outline components of the County's eight percent debt limit.

#### Current Constitutional 8% Debt (in Millions of Dollars)

Total Assessment at June 30, 2021	\$4,836.1
Constitutional Debt Limit (8% of Assessment)	\$386.9
Outstanding 8% Debt	\$231.4
Available Capacity	\$155.5

Based on the County's Capital Improvement Plan, future debt issuances are expected in FY 2022 and FY 2024. The impact of these future debt issuances are reflected in the 20 year estimated constitutional 8% Debt Limit below.



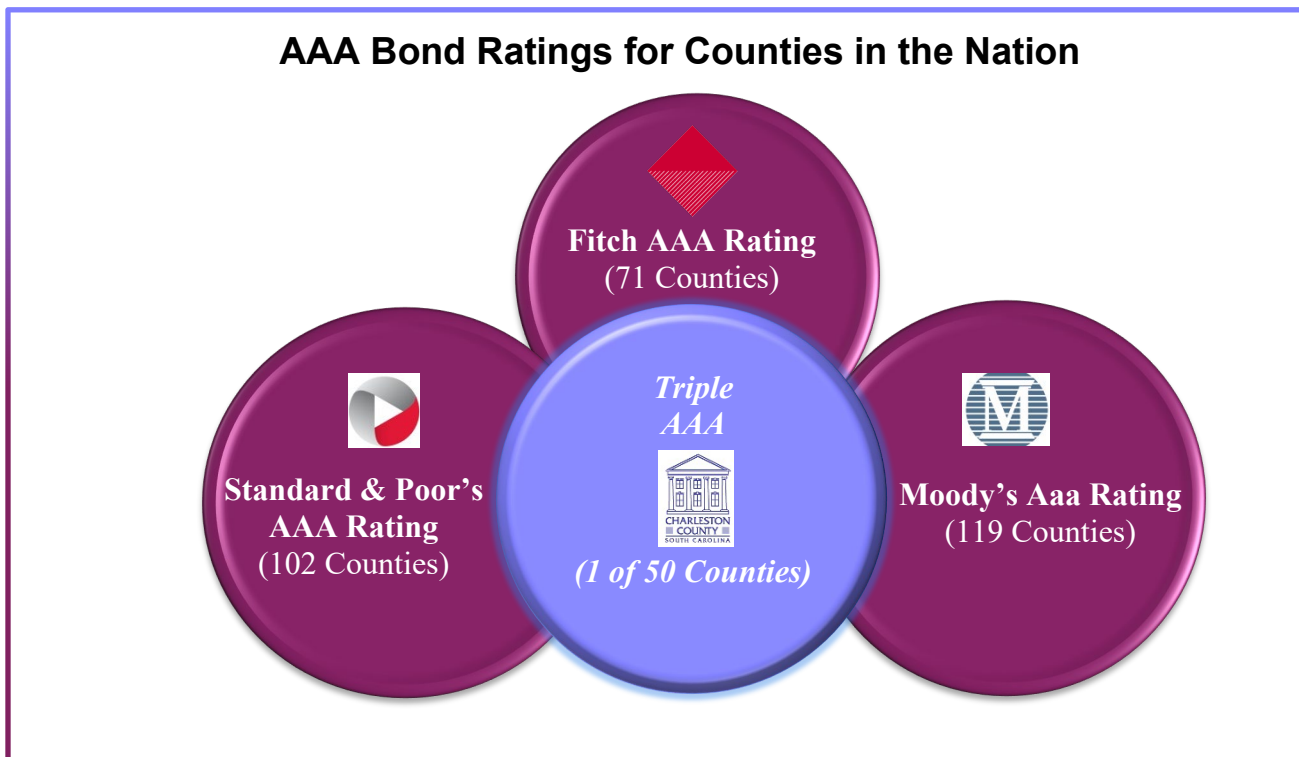
### Financial Policies

- *Debt Management Policy #5: ... maintain at least 20 percent of its constitutional debt limit margin... for use in the event of a major calamity."*

## DEBT SERVICE

### Bond Ratings

Charleston County's municipal bond ratings are AAA from Fitch IBCA, Duff and Phelps (August 2011), Aaa from Moody's Investors Service (May 2010), and AAA from Standard and Poor's (April 2006). These ratings are a direct result of the County's continued strong financial performance and emphasis on conservative fiscal management. Other factors contributing to the AAA ratings include the County's stable and diverse tax base, a growing and diversified economic base, and a low debt burden combined with reasonable capital needs. In order to maintain strong bond ratings, the County employs several general strategies including maintaining two months of fund balance as a reserve, implementing five-year budget projections, and consistently matching recurring revenues with recurring expenses. The County also strives to maintain open lines of communication with its rating agencies, while providing full disclosure on all financial reports and bond prospectuses.



Of the 3,141 Counties in the Nation

119 have an Aaa rating from Moody's Investors Service

102 have an AAA rating from Standards and Poor's Rating Services

71 have an AAA rating from Fitch Ratings.

**ONLY 50 COUNTIES IN THE NATION HAVE A TRIPLE AAA RATING**

## LONG-TERM FINANCIAL PLANNING

### Overview

The Budget Department prepares several long-term financial plans for review by County Council as part of the budget process. The focus for these plans is the major operating funds of the County. These plans comprise \$490.0 million or 72% of the County's operating funds and include the following:

	Amount (in millions)
General Fund	\$271.6
Debt Service Fund	33.3
Transportation Sales Tax Special Revenue Funds	145.0
Environmental Management Enterprise Fund	40.2

General Fund Five-year Plan – This five-year forecast is required by the County's Financial Policies to be updated annually. The plan is also required by the County's Financial Policies to include estimated operating revenues and costs as well as the operating costs of future capital improvements included in the Capital Improvement Plan (CIP).

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

- *Revenue and Expenditure Policy #2: A five-year forecast will be prepared that includes estimated operating revenues and costs.*
  - ... [Include] operating costs of future capital improvements from the capital improvement plan ...
  - ... Update on an annual basis

Debt Management Plan – This five-year plan is required by the County's Financial Policies to be developed annually. The Debt Section of this budget document includes this plan and other information on the County's debt obligations.

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

- *Debt Management Policy #3: A five-year Debt Management Plan shall be developed annually.*

Transportation Sales Tax Comprehensive Plan of Expenditures – These five-year plans are required by the County ordinances that established the Transportation Sales Taxes. These plans include the operating expenditures for the Greenbelts Program, the Roads Program, and the Transit Program. The capital portion of the Transportation Sales Tax programs is discussed in the Capital Section of this budget document.

Environmental Management Five-year Plan – Although not required by the County's Financial Policies, the County prepares this plan because of the Environmental Management Fund's significance as a major Enterprise Fund.

## LONG-TERM FINANCIAL PLANNING

### General Fund Five-year Forecast

#### Assumptions:

- Revenues

- Property tax base is estimated to grow 3.2% for FY 2022; 3.4% for FY 2023; 3.7% for FY 2024; 3.9% for FY 2025 and 4.1% for FY 2026.
- Sales taxes are estimated to grow 5% annually.
- Based on historical performance, an additional 1.0% of overall revenues is anticipated over budget.
- In addition to growth in the property tax base, an additional 1.5 mill tax increase is estimated to balance the budget in FY 2023.

- Expenditures

- Personnel costs are projected to increase at 3% per year to cover compensation (merit and longevity) and benefit (retirement) increases.
- Operating expenditures are projected to increase at 2% per year to cover inflationary increases and smaller programmatic initiatives.
- Capital expenditures are projected to increase at 2% per year to cover inflationary increases and smaller programmatic initiatives.
- Based on historical performance, 2% of the personnel, operating and capital expenditure budget is anticipated to be unspent.
- Based on previous years, \$2.5 million is estimated for outstanding encumbrances at year end. These amounts are included in the Restricted: Internal category of fund balance.

#### Challenges:

- Additional revenues may be needed to implement a compensation study in FY 2023 and maintain competitive compensation in future years.
- Additional revenues may be needed to fund the rising operating costs for facilities maintenance.
- Budget cuts may be needed to balance the FY 2023 budget.

# LONG-TERM FINANCIAL PLANNING

## General Fund Five-year Forecast (continued)

		FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance, July 1		\$ 98,716,314	\$ 91,596,874	\$ 91,394,008	\$ 93,461,538	\$ 96,656,167
Revenues:						
Property Tax	#1	110,858,000	116,482,000	122,900,000	126,398,000	130,315,000
Sales Tax	#2	75,300,000	79,100,000	83,100,000	87,300,000	91,700,000
Licenses and Permits		6,112,400	6,222,400	6,322,400	6,422,400	6,522,400
Intergovernmental		29,348,430	29,693,430	30,489,430	30,801,430	31,418,430
Charges and Fees		25,086,665	26,245,000	27,008,000	27,273,000	27,550,000
Fines and Forfeitures		919,500	890,500	858,500	832,500	807,500
Interest		439,000	501,500	751,500	1,001,500	1,001,500
Miscellaneous		4,244,617	4,297,000	4,351,000	4,408,000	4,466,000
Leases and Rentals		77,282	78,428	79,577	80,729	81,884
Unanticipated: 1.0%	#3	2,520,000	2,710,000	2,830,000	2,920,000	3,020,000
Additional prop tax	#4	-	6,990,000	7,370,000	7,640,000	7,940,000
Interfund Transfer In		4,417,010	4,014,657	3,896,000	3,802,000	3,681,000
Total Available		358,039,218	368,821,789	381,350,415	392,341,097	405,159,881
Expenditures:						
Personnel	#5	164,969,597	173,580,087	181,877,489	187,333,814	192,953,828
Operating	#6	93,644,068	95,721,949	97,636,388	99,589,116	101,580,878
Capital	#7	3,468,576	3,152,745	3,216,000	3,280,000	3,346,000
Lapse: 2.0%	#8	(5,190,000)	(5,400,000)	(5,600,000)	(5,750,000)	(5,900,000)
Lapse: Enc & Desig	#9	(2,500,000)	(2,550,000)	(2,601,000)	(2,653,000)	(2,706,000)
Budget Cuts		-	(2,720,000)	(2,860,000)	(2,920,000)	(2,980,000)
Interfund Transfer Out		12,050,103	15,643,000	16,220,000	16,805,000	17,168,000
Total Disbursements		266,442,344	277,427,781	287,888,878	295,684,930	303,462,707
Nonspendable		6,537,781	6,669,000	6,802,000	6,938,000	7,077,000
Restricted: Internal		68,654,257	67,425,768	68,793,684	68,892,815	70,682,577
Available		16,404,836	17,299,241	17,865,854	20,825,352	23,937,597
Ending Balance, June 30		\$ 91,596,874	\$ 91,394,008	\$ 93,461,538	\$ 96,656,167	\$ 101,697,174

# LONG-TERM FINANCIAL PLANNING

## Debt Management Plan

### Assumptions:

- Revenues

#1

- Property tax base is estimated to grow 3.2% for FY 2022; 3.4% for FY 2023; 3.7% for FY 2024; 3.9% for FY 2025 and 4.1% for FY 2026.

#2

- Debt proceeds reflect anticipated premiums from the issuance of debt. These proceeds are required to offset the debt service of the particular bond that created the premiums.

- Expenditures

#3

- Debt service includes scheduled payments for existing debt and for estimated future debt issues. A \$49 million issue for the Azalea Complex (Public Works) is planned in FY 2022. A \$33 million issue for the Azalea Complex (Public Works) is planned in FY 2024.

### Challenges:

- There are no significant challenges for the Debt Service Fund.

	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance, July 1	\$ 20,624,786	\$ 26,145,956	\$ 19,862,675	\$ 19,238,525	\$ 20,681,253
Property Tax #1	27,800,000	28,681,000	30,336,000	31,375,000	32,486,000
Intergovernmental	115,127	115,127	115,127	115,127	115,127
Interest	46,000	91,000	137,000	182,000	182,000
Miscellaneous	171,428	171,428	171,428	171,432	-
Debt Proceeds #2	4,070,112	-	2,728,156	-	-
Interfund Transfer In	8,606,585	10,730,791	8,420,192	9,960,228	7,991,632
Total Available	61,434,038	65,935,302	61,770,578	61,042,312	61,456,012
Expenditures:					
Operating	102,000	105,000	108,000	111,000	114,000
Debt Service #3	34,178,129	42,905,468	41,769,493	38,176,463	38,267,029
Interfund Transfer Out	1,007,953	3,062,159	654,560	2,073,596	-
Total Disbursements	35,288,082	46,072,627	42,532,053	40,361,059	38,381,029
Restricted: External	3,062,159	-	2,073,596	-	-
Restricted: Internal	22,813,936	19,592,814	16,895,068	17,476,762	18,430,756
Available	269,861	269,861	269,861	3,204,491	4,644,227
Ending Balance, June 30	\$ 26,145,956	\$ 19,862,675	\$ 19,238,525	\$ 20,681,253	\$ 23,074,983

## LONG-TERM FINANCIAL PLANNING

### Transportation Sales Tax Comprehensive Plan of Expenditures

#### Assumptions:

- Revenues

#1      ○ The Transportation Sales Tax is estimated to continue stabilizing by the end of FY 2022 and then grow 5% annually to reach the \$1.3 billion/\$2.1 billion limits before the end of the 25-year authorization.

#2      ○ Debt Proceeds are anticipated in FY 2022 (under the November 2016 referendum) and during FY 2023 and FY 2025 based on project cash flows.

- Expenditures

#3      ○ Personnel costs are projected to increase at 3% per year to cover compensation (merit and longevity) and benefit increases.

#4      ○ Operating expenditures are projected to increase at 2% per year to cover inflationary increases and smaller programmatic initiatives.

#5      ○ Interfund Transfer Out is projected to be higher in FY 2023 and FY 2025 to fund additional road and transit projects.

#### Challenges:

- The County is monitoring the cash flow needs for the road projects and the bus rapid transit project to ensure that the debt service is affordable within the available revenues.

		FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance, July 1		\$ 93,779,583	\$ 287,325,501	\$ 404,946,000	\$ 278,702,000	\$ 221,908,000
Sales Tax	#1	137,000,000	143,900,000	151,000,000	158,600,000	166,500,000
Interest		302,000	1,300,000	2,000,000	1,600,000	1,400,000
Debt Proceeds	#2	200,000,000	260,000,000	-	100,000,000	-
<b>Total Available</b>		<b>431,081,583</b>	<b>692,525,501</b>	<b>557,946,000</b>	<b>538,902,000</b>	<b>389,808,000</b>
<b>Expenditures:</b>						
Personnel	#3	719,737	979,501	1,044,000	894,000	889,000
Operating	#4	13,490,276	13,800,000	14,300,000	14,800,000	15,300,000
Capital		-	-	-	-	-
Debt Service		31,221,069	40,600,000	57,900,000	59,400,000	67,600,000
Interfund Transfer Out	#5	98,325,000	232,200,000	206,000,000	241,900,000	171,100,000
<b>Total Disbursements</b>		<b>143,756,082</b>	<b>287,579,501</b>	<b>279,244,000</b>	<b>316,994,000</b>	<b>254,889,000</b>
Restricted: External		143,948,000	213,228,000	61,192,000	17,013,000	15,000,000
Restricted: Internal		126,172,486	172,527,000	195,610,000	179,501,000	89,345,000
Available		17,205,015	19,191,000	21,900,000	25,394,000	30,574,000
<b>Ending Balance, June 30</b>		<b>\$ 287,325,501</b>	<b>\$ 404,946,000</b>	<b>\$ 278,702,000</b>	<b>\$ 221,908,000</b>	<b>\$ 134,919,000</b>



## LONG-TERM FINANCIAL PLANNING

### Environmental Management Five-year Forecast

#### Assumptions:

- Revenues

#1

- Charges and Fees are anticipated to increase at 2% per year based on increasing population and expanding businesses.

#2

- In addition, the User Fee (part of Charges and Fees) is projected to increase \$10 in FY 2023 and an additional \$10 in FY 2026 to fund operating and capital costs. Prior to a user fee increase, the various programs in Environmental Management and their capital needs will be analyzed for the path forward.

#3

- Miscellaneous revenues reflect the anticipated sale of excess property.

- Expenditures

#4

- Personnel costs are projected to increase at 3% per year to cover compensation (merit and longevity) and benefit increases. In addition, the impact of a compensation study is included in FY 2023 and FY 2024.

#5

- Operating and capital expenditures are projected to increase at 2% per year to cover inflationary increases and smaller programmatic initiatives. Operating expenditures may change based on privatization efforts.

#6

- Based on historical performance, 2% of the personnel, operating and capital expenditure budget is anticipated to be unspent.

#7

- Interfund Transfer Out reflects the use of fund balance and/or recurring funds for the Environmental Management Capital Improvement Plan with the largest portions for lined landfill cell construction.

#### Challenges:

- Fund operations and capital from recurring funds while maintaining the available portion of fund balance at no less than two months of disbursements or approximately \$7 million.

# LONG-TERM FINANCIAL PLANNING

## Environmental Management Five-year Forecast (continued)

		FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance, July 1		\$ 60,742,287	\$ 57,655,629	\$ 56,853,067	\$ 58,220,712	\$ 59,549,801
Intergovernmental		200,000	204,000	208,000	212,000	216,000
Charges and Fees	#1	33,043,000	33,704,000	34,378,000	35,066,000	35,767,000
User Fee Increase	#2	-	3,000,000	3,060,000	3,120,000	6,360,000
Interest		100,000	102,000	104,000	106,000	108,000
Miscellaneous	#3	3,000,000	-	-	-	-
Leases and Rentals		60,000	-	-	-	-
Total Available		97,145,287	94,665,629	94,603,067	96,724,712	102,000,801
Expenditures:						
Personnel	#4	7,681,276	8,149,065	8,630,889	8,889,815	9,156,510
Operating	#5	25,125,977	25,628,497	26,141,066	26,663,888	27,197,166
Capital		740,000	1,020,000	1,040,400	1,061,208	1,082,432
Debt Service		1,262,405	1,215,000	1,290,000	1,290,000	1,290,000
Lapse	#6	(670,000)	(700,000)	(720,000)	(730,000)	(750,000)
Interfund Transfer Out	#7	5,350,000	2,500,000	-	-	7,000,000
Total Disbursements		39,489,658	37,812,562	36,382,355	37,174,911	44,976,107
Nonspendable		46,091,767	46,091,767	46,091,767	46,091,767	46,091,767
Restricted: External		(10,867,378)	(10,867,378)	(10,867,378)	(10,867,378)	(10,867,378)
Restricted: Internal		18,073,737	18,073,737	18,073,737	18,073,737	18,073,737
Available		4,357,503	3,554,941	4,922,586	6,251,675	3,726,568
Ending Balance, June 30		\$ 57,655,629	\$ 56,853,067	\$ 58,220,712	\$ 59,549,801	\$ 57,024,694



**End Section**

## DESCRIPTION OF BUDGET PROCESS

Charleston County's Budget Process is divided into five phases: Planning, Development, Approval, Compliance Monitoring, and External Audit. See page 466 for a chart of the budget process.

### **PLANNING**

The budget process begins in October of each year when the Budget Department develops a Budget Preparation Manual that provides specific guidelines as well as computations and projection methodologies. The Manual also includes the Administrator's letter of guidance for the preparation of the budget. Budget Calls for departments that provide services to other departments are also issued in October. Finally, a workshop may be held in October to provide additional instructions and guidance to budget preparers if needed.

### **DEVELOPMENT**

The departments prepare their overall requests and submit them to the Budget Department starting in mid-January. Acting on preliminary recommendations resulting from the Budget Department's review and analysis, the County Administrator finalizes a proposed budget in April.

### **APPROVAL**

The Finance Committee, which includes all members of County Council, reviews the proposed budget through a series of meetings in May and June; County Council makes adjustments as deemed necessary. The Approved Budget for the upcoming fiscal year is adopted in June. South Carolina law requires three separate readings (votes) of the budget ordinance. South Carolina law limits any millage increase to the growth in the Consumer Price Index (CPI) and the percentage change in the population of the County. An increase above this limit must meet specific reasons as listed in the law and can exist only until that specific problem/reason is resolved.

Citizen involvement is provided through a public hearing to solicit constituent input. A public notice of this hearing is printed in local newspapers.

### **COMPLIANCE MONITORING**

During the fiscal year, the Finance Department prepares monthly status reports which are provided to Council and provides ongoing departmental reviews.

### **MID-YEAR REVIEW**

During January/February of each year, a mid-year review is conducted by the Budget and Finance Departments and presented to the Finance Committee. At that time, adjustments to the budget may be made as Council deems necessary.

### **EXTERNAL AUDIT**

From July through December, the County's financial records for the year ended are audited by an external auditor. The external audit allows for independent verification of the activity the County recorded in its records.

## DESCRIPTION OF BUDGET PROCESS

### BUDGET AMENDMENTS AND TRANSFERS

#### BUDGET AMENDMENTS

The highest-level revision to a budget ordinance is a budget amendment. A budget amendment is required to change the total disbursements in the General Fund and may be used to change disbursement in other funds. If a budget amendment is necessary, Council holds a public hearing and three separate readings of an ordinance. These guidelines are specified in Section 19 of the County Budget Ordinance.

#### BUDGET TRANSFERS

The total disbursements in other funds can be increased or decreased by a budget transfer as authorized by Section 15 of the County Budget Ordinance. If actual funding sources are greater than budgeted in non-general funds, the Administrator may increase the budget in the respective fund. If actual funding sources are lower than budgeted, the Administrator is required to decrease the budget in the respective fund.

A budget transfer is also used to receive grant funds per Section 21(a) of the County Budget Ordinance, which authorizes the necessary Special Revenue Funds, Capital Projects Funds, and Proprietary Funds to be created to provide a mechanism for the expenditures of these monies. Grant funds must be approved by Council before any monies can be expended. In all instances, grant funds are not included in the Council Approved budget.

In addition, budgets may be modified by Council or the Administrator as authorized in Section 19 of the County Budget Ordinance. By resolution, Council may generate transfers from Council's contingency to organizational units. The ordinance also allows the County Administrator (or a designated representative) to transfer funds between organization units.

### BUDGET BASIS

Except as noted below, the basis of budgeting is the same as the basis of accounting. The County budgets for Governmental Funds using the flow of current financial resource measurement focus and the modified accrual basis of accounting. The flow of current financial resource measurement focus includes only current assets and liabilities; long-term assets and liabilities are reported separately. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they are "measurable" and "available").

"Measurable" means that the amount of the transaction can be determined, and "available" means that the amount is collectible within the current period or soon enough thereafter to pay liabilities of the current period. The County considers property tax revenues to be available if collected within 60 days after year end; the County considers other revenues to be available if collected within one year after year end. Expenditures are recorded when the liability is incurred except for certain compensated absences, claims, and judgments that are recorded when the obligations are expected to be liquidated with current financial resources.

The County budgets for Proprietary Funds using the flow of economic resources measurement focus and the accrual basis of accounting. The economic resources measurement focus includes current and long-term assets and liabilities. Under the accrual basis of accounting, revenues are recorded when earned, and expenses are recorded when liabilities are incurred.

## DESCRIPTION OF BUDGET PROCESS

For Proprietary Funds, the County departs from the above basis of accounting for budgeting capital facilities expenses, principal payments for debt service, and depreciation. To better manage spending, capital items and principal payments for debt service are budgeted as expenses. Depreciation expense is not budgeted, since it affects the Nonspendable (Invested in Capital Asset) portion of fund balance rather than Available fund balance.

### **BALANCED BUDGET**

The County's budgets are balanced budgets. A balanced budget means that disbursements (expenditures and transfers out) are less than or equal to available resources from revenues, transfers in, and/or fund balance. (See the Glossary on pages 489 to 495 for definitions of disbursements, expenditures, transfers in/out, revenues, and beginning fund balance.)

### **LONG RANGE CAPITAL PLANNING (5 YEAR CIP)**

The Facility Planning Committee consists of members from the Facilities Management and the Budget Departments, along with the Deputy Administrator for Finance and the Chief Deputy Administrator for General Services. This committee annually prepares and updates the five-year Capital Improvements Program (CIP). The CIP specifies those capital improvements and construction projects which are scheduled for development over the next five years in order to maintain or enhance the County's facilities and delivery of services. The CIP was expanded to include Environmental Management in Fiscal Year 2006.

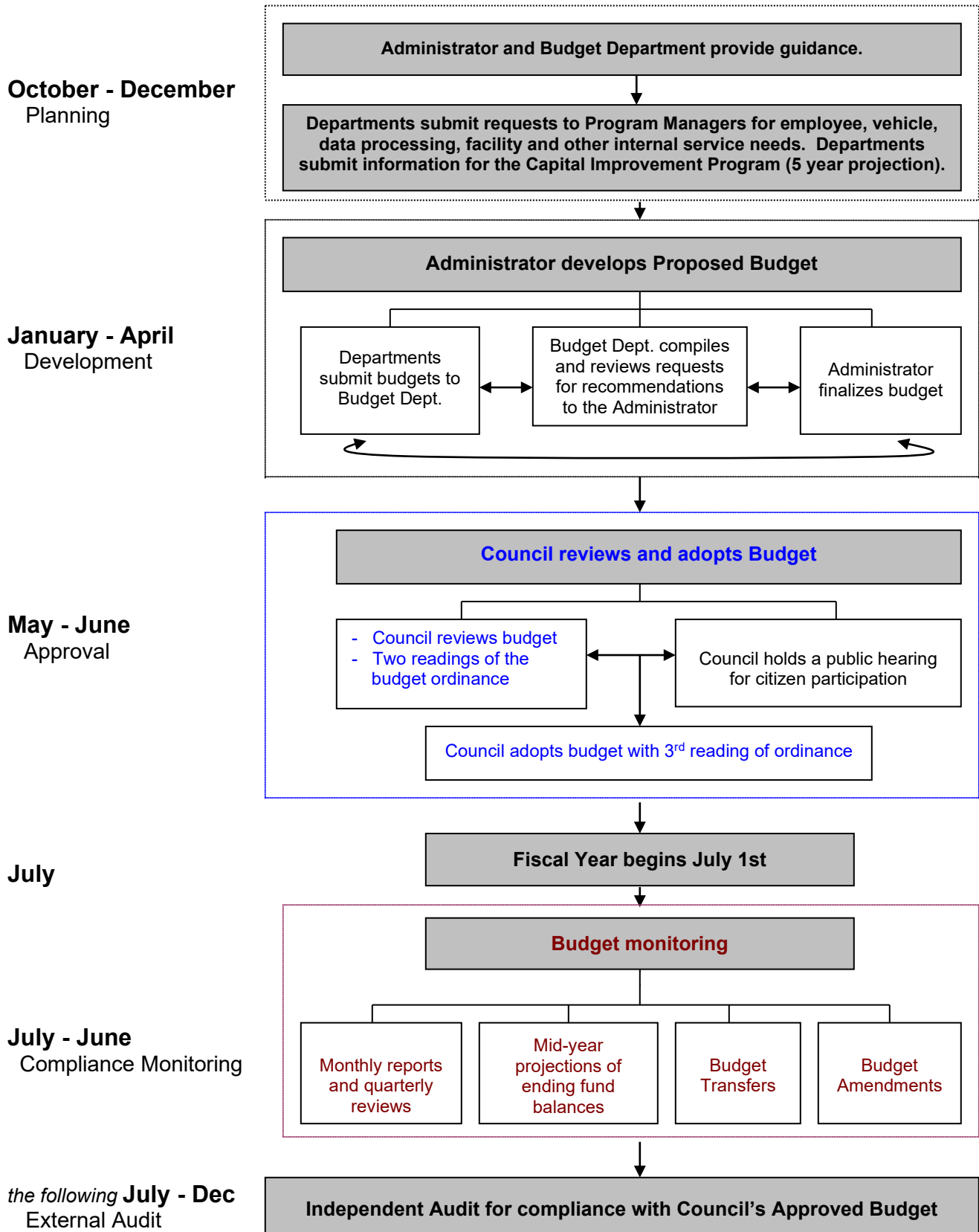
The Capital Improvements Program also identifies the facility operating and maintenance costs and the staffing costs. Funding for the staffing, operating, and maintenance requirements is included in the operating budgets where applicable. In addition, the CIP describes financing mechanisms for those projects.

The primary type of operating expenditure included in the budget relating to the CIP is funding to cover debt service payments for specific CIP projects. The Debt section provides detailed information on debt management.

The County Administrator reviews the Facility Planning Committee's prioritized list of proposed capital improvement projects, operational impacts of those projects, and funding sources during the review of the operating budget. The final five-year CIP is presented to Council during budget deliberations. County Council adopts the five-year CIP along with the County's annual operating budgets in June.

# DESCRIPTION OF BUDGET PROCESS

## Budget Calendar



**AN ORDINANCE**

**PROVIDING FOR THE LEVY OF TAXES FOR CORPORATE PURPOSES OF CHARLESTON COUNTY FOR THE FISCAL YEAR BEGINNING JULY 1, 2021 AND ENDING JUNE 30, 2022, HEREINAFTER REFERRED TO AS FISCAL YEAR 2022; MAKING APPROPRIATIONS FROM THE GENERAL FUND AND OTHER FUNDS OF CHARLESTON COUNTY FOR SUCH PURPOSES; AND FURTHER PROVIDING FOR THE LEVY OF TAXES FOR CORPORATE PURPOSES OF CHARLESTON COUNTY, INCLUDING THE AWENDAW MCCLELLANVILLE CONSOLIDATED FIRE PROTECTION DISTRICT, EAST COOPER FIRE DISTRICT, NORTHERN CHARLESTON COUNTY FIRE DISTRICT, WEST ST. ANDREW'S FIRE DISTRICT, AND TRIDENT TECHNICAL COLLEGE FOR FISCAL YEAR 2022; PROVIDING FOR APPROPRIATIONS FROM SUCH SPECIAL FUNDS CREATED FOR THE PURPOSES OF THE AWENDAW MCCLELLANVILLE CONSOLIDATED FIRE PROTECTION DISTRICT, EAST COOPER FIRE DISTRICT, NORTHERN CHARLESTON COUNTY FIRE DISTRICT, WEST ST. ANDREW'S FIRE DISTRICT, AND TRIDENT TECHNICAL COLLEGE IN ORDER TO SUPPLY THE NECESSARY FUNCTIONS OF THE UNITS; PROVIDING FOR BUDGET CONTROL OF THE APPROPRIATIONS BY THE CHARLESTON COUNTY COUNCIL AND THE COUNTY ADMINISTRATOR; MAKING PROVISIONS FOR THE FISCAL AFFAIRS OF CHARLESTON COUNTY; AND PROVIDING FOR THE ISSUANCE OF TAX ANTICIPATION NOTES IN AN AMOUNT UP TO \$25,000,000 FOR CHARLESTON COUNTY AND UP TO \$400,000 FOR THE AWENDAW MCCLELLANVILLE CONSOLIDATED FIRE PROTECTION DISTRICT.**

NOW, THEREFORE, be ordained by Charleston County Council, in meeting duly assembled, finds as follows:

SECTION 1: As set by Charleston County Council ("County Council"), the Charleston County Auditor (the "Auditor") shall levy 41.2 mills for General Fund Purposes and 6.1 mills for the Debt Service of Charleston County (the "County") in the year 2021.

Proceeds of the levy upon all taxable property in the County shall be collected by the Charleston County Treasurer (the "Treasurer") as provided by law for the collection of County ad valorem taxes, the proceeds thereof to be placed in the appropriate funds of the County together with all revenues and income accruing to the County during the Fiscal Year 2022, and regardless of sources, shall be paid out from time to time by the Treasurer in accordance with the provisions of this Budget Ordinance (the "Ordinance") and other appropriation ordinances hereafter passed by County Council, except welfare funds received by the Charleston County Department of Social Services from the State of South Carolina or the United States.

SECTION 2: It is hereby appropriated from the General, Debt Service, Proprietary, and Special Revenue Funds referred to in SECTION 1, the following amounts of money for the following respective corporate purposes of Charleston County for and during the period beginning July 1, 2021, and ending June 30, 2022, to wit:



Organization Units:	General	Debt Service	Special Revenue	A-oprietary	TOTAL
<b>COUNCIL AGENCIES</b>					
County Council	\$ 2,160,419	\$	\$	\$	\$ 2,160,419
Accommodations Tax			15,938,198		15,938,198
Air Service Development			5,332,500		5,332,500
Internal Auditor	353,450				353,450
Legal	1,773,902		87,400		1,861,302
State Agencies	329,859				329,859
<b>ELECTED OFFICIALS</b>					
Auditor	2,659,236				2,659,236
Clerk of Court	4,674,748		1,430,000		6,104,748
Coroner	2,996,138				2,996,138
Legislative Delegation	419,953				419,953
A-ocate Courts	3,266,010				3,266,010
Register of Deeds	2,663,663				2,663,663
Sheriff	81,208,280		1,291,540		82,499,820
Solicitor	7,312,078		3,101,319		10,413,397
Treasurer	2,227,121				2,227,121
<b>APPOINTED OFFICIALS</b>					
Bections and Voter Registration	2,342,503				2,342,503
Library	25,913,679				25,913,679
Master-In-Equity	794,596				794,596
Public Defender	3,653,007		7,113,637		10,766,644
Veterans Affairs	429,734				429,734
<b>ADMINISTRATOR</b>	1,125,688				1,125,688
Economic Development			41,674,922		41,674,922
Nondepartmental	6,390,550	33,288,635			39,679,185
<b>DEPUTY ADMIN COMMUNITY SVCS</b>	442,057				442,057
Comrrunity Development	1,638,120				1,638,120
Comn. Revitalization & Hous. Affordability	484,656				484,656
Dept of Alcohol & Other Drug Abuse				11,801,765	11,801,765
Greenbelt A-ograms	28,630				28,630
Magistrates' Courts	5,451,426		67,952		5,519,378
<b>DEPUTY ADMINISTRATOR FINANCE</b>	820,436				820,436
Assessor	4,917,985				4,917,985
Budget	837,387				837,387
Contracts & A-ocurement	1,418,180			3,000,000	4,418,180
Finance	1,115,759				1,115,759
Human Resources	2,822,176		60,000	31,459,385	34,341,561
Revenue Collections	1,029,265			2,368,898	3,398,163
<b>DEPUTY ADMIN GENERAL SERVICES</b>	728,062				728,062
Building Inspections	2,545,073				2,545,073
Facilities Management	21,037,301			4,998,732	26,036,033
Planning & Zoning	2,137,848		250,000		2,387,848
Safety & Risk Management	3,392,805			5,761,903	9,154,708
Technology Services	15,508,829			7,377,991	22,886,820
<b>DEPUTY ADMIN PUBLIC SAFETY</b>	789,769				789,769
Consolidated Dispatch	9,593,141			4,655,330	14,248,471
Emergency Management	1,150,765		222,419		1,373,184
Emergency Medical Services	23,223,026				23,223,026
<b>DEPUTY ADMIN PUBLIC SVCS</b>	470,247				470,247
Environmental Management				40,159,658	40,159,658
Fleet Management				16,562,716	16,562,716
Public Works	17,354,787		8,754,854		26,109,641
<b>TOTAL</b>	<b>\$ 271,632,344</b>	<b>\$ 33,288,635</b>	<b>\$ 85,324,741</b>	<b>\$ 128,146,378</b>	<b>\$ 518,392,098</b>

**SECTION 3:** Unless covered by SECTION 14 of this Ordinance, all of the foregoing appropriations are maximum and conditional, and subject to reduction by action of County Council in the event that the County's revenues accruing to its General , Debt Service, Proprietary, and Special Revenue Funds, as provided in SECTION 1, shall be insufficient to pay the same, to the end that the cost of operation of the County government shall remain at all times within its income.

**SECTION 4:** The Auditor is hereby authorized and directed to levy 31.4 mills for operating purposes and 4.0 mills for debt service in the year 2021 on all of the taxable property in the area located within Charleston County known as the Awendaw McClellanville Consolidated Fire Protection District to be deposited in the Awendaw McClellanville Consolidated Fire Protection District Special Revenue Fund.

Proceeds of the levy upon all taxable property located within the Awendaw McClellanville Consolidated Fire Protection District shall be collected by the Treasurer as provided by the law for the collection of County *ad valorem* taxes, the proceeds thereof to be placed in a separate fund to be held and administered by the Treasurer, including all monies collected, earned, donated, proceeds of the tax anticipation borrowing or otherwise accruing from the operation of the Awendaw McClellanville Consolidated Fire Protection District. Such funds shall be paid out from time to time by the Treasurer in accordance with the provisions of this Ordinance and other ordinances hereafter ratified by County Council.

**SECTION 5:** It is hereby appropriated \$2,571,761 for operating purposes of the Awendaw McClellanville Consolidated Fire Protection District and \$254,186 for debt service from the funds referred to in SECTION 4 and from such other funds as may be generated by the Awendaw McClellanville Consolidated Fire Protection District for the corporate purposes of the District for and during the period beginning July 1, 2021, and ending June 30, 2022. The appropriation is for the operation of a Special Revenue Fund and subject to the limitations of disbursement referred to in SECTION 15 of this Ordinance.

**SECTION 6:** The Auditor is hereby authorized and directed to levy 16.1 mills in the year 2021 on all of the taxable property in the area located within Charleston County known as the East Cooper Fire District to be deposited in the East Cooper Fire District Special Revenue Fund.

Proceeds of the levy upon all taxable property in the area located within the County known as the East Cooper Fire District shall be collected by the Treasurer as provided by law for the collection of County *ad valorem* taxes, the proceeds thereof to be placed in a separate fund to be held and administered by the Treasurer, including all monies collected, earned, donated, or otherwise accruing from the operation of the East Cooper Fire District. Such funds shall be paid out from time to time by the Treasurer in accordance with the provisions of this Ordinance and other ordinances hereafter ratified by County Council.

**SECTION 7:** It is hereby appropriated \$164,055 from the funds referred to in SECTION 6 and from such other funds as may be generated by the East Cooper Fire District for the corporate purposes of the District for and during the period beginning July 1, 2021, and ending June 30, 2022. The appropriation is for the operation of a Special Revenue Fund and subject to the limitations of disbursement referred to in SECTION 15 of this Ordinance.

**SECTION 8:** The Auditor is hereby authorized and directed to levy 12.8 mills in the year 2021 on all of the taxable property in the area located within Charleston County known as the Northern Charleston County Fire District to be deposited in the Northern Charleston County Fire District Special Revenue Fund.

Proceeds of the levy upon all taxable property in the area located within Charleston County known as the Northern Charleston County Fire District shall be collected by the Treasurer as provided by law for the collection of County *ad va/orem* taxes, the proceeds thereof to be placed in a separate fund to be held and administered by the Treasurer, including all monies collected, earned, donated, or otherwise accruing from the operation of the Northern Charleston County Fire District. Such funds shall be paid out from time to time by the Treasurer in accordance with the provisions of this Ordinance and other ordinances hereafter ratified by County Council.

SECTION 9: It is hereby appropriated \$342,000 from the funds referred to in SECTION 8 and from such other funds as may be generated by the Northern Charleston County Fire District for the corporate purposes of the District for and during the period beginning July 1, 2021, and ending June 30, 2022. The appropriation is for the operation of a Special Revenue Fund and subject to the limitations of disbursement referred to in SECTION 15 of this Ordinance.

SECTION 10: The Auditor is hereby authorized and directed to levy 3.8 mills in the year 2021 on all of the taxable property in the area located within Charleston County known as the West St. Andrew's Fire District to be deposited in the West St. Andrew's Fire District Special Revenue Fund.

Proceeds of the levy upon all taxable property in the area located within Charleston County known as the West St. Andrew's Fire District shall be collected by the Treasurer as provided by law for the collection of County *ad valorem* taxes, the proceeds thereof to be placed in a separate fund to be held and administered by the Treasurer, including all monies collected, earned, donated, or otherwise accruing from the operation of the West St. Andrew's Fire District. Such funds shall be paid out from time to time by the County Treasurer in accordance with the provisions of this Ordinance and other ordinances hereafter ratified by County Council.

SECTION 11: It is hereby appropriated \$8,000 from the funds referred to in SECTION 10 and from such other funds as may be generated by the West St. Andrew's Fire District for the corporate purposes of the District for and during the period beginning July 1, 2021, and ending June 30, 2022. The appropriation is for the operation of a Special Revenue Fund and subject to the limitations of disbursement referred to in SECTION 15 of this Ordinance.

SECTION 12: The Auditor is hereby authorized and directed to levy 1.8 mills for operating purposes and 0.7 mills for debt service in the year 2021 on all taxable property in Charleston County to be deposited in the Trident Technical College Special Revenue Funds.

Proceeds of the levy upon all taxable property shall be collected by the Treasurer as provided by law for the collection of County *ad valorem* taxes, the proceeds thereof to be placed in separate funds to be held and administered by the Treasurer. Such funds shall be paid out from time to time by the Treasurer in accordance with the provisions of this Ordinance and other ordinances hereafter ratified by County Council.

SECTION 13: It is hereby appropriated \$8,465,879 for operating purposes of Trident Technical College ("TTC ") and \$3,181,000 for debt service of TTC from the funds referred to in SECTION 12 and from such other funds as may be generated by TTC for and during the period beginning July 1, 2021, and ending June 30, 2022. The appropriations are for the operation of Special Revenue Funds and subject to the limitations of disbursement referred to in SECTION 15 of this Ordinance.

SECTION 14: The Charleston County Approved Operating Budget, with the detail and provisos as so stated in the document titled Charleston County Budget Detail Fiscal Year 2022, which is hereby incorporated by reference as part of this Ordinance as if fully set forth herein, is hereby adopted as the detailed Budget for Charleston County.

SECTION 15: The anticipated revenues accruing to all Proprietary and Special Revenue Funds are stated in this Budget Ordinance. Should actual funding sources for any such fund be less than projected, the County Administrator (the "Administrator"), or his designated representative, shall reduce budgeted disbursements attributable to the fund. Should actual funding sources be greater than projected in this Ordinance, the Administrator, or his designated representative, may revise budgeted disbursements or direct the increase to be held for future years' disbursements.

SECTION 16: All monies properly encumbered as of June 30, 2021, shall be added to the applicable organizational unit's budget for Fiscal Year 2022. These encumbered monies may be expended only as set forth in their encumbrance except as authorized by the Administrator. Unencumbered appropriations shall remain in the respective funds as unrestricted reserves whose subsequent appropriation shall be determined by ordinance .

SECTION 17: All monies designated by County Council as of June 30, 2021, shall be added to the applicable organizational unit's budget for Fiscal Year 2022. These designated monies may be expended only as set forth in their authorization by County Council. Unencumbered appropriations shall remain in the respective funds as unrestricted reserves whose subsequent appropriation shall be determined by ordinance.

SECTION 18: For the purpose of paying in cash for the foregoing and all other general ordinary County expenses for Fiscal Year 2022 as authorized by this Ordinance or by any other appropriation ordinance hereafter ratified by County Council in and for the fiscal year, the Treasurer is hereby authorized and directed to use such cash as may from time to time be on hand or in the process of collection, and to borrow from time to time as may be necessary on her official note or notes, or other evidence(s) of indebtedness in anticipation of the collection of the taxes herein levied, provided that all loans made from private persons, firms, or corporations shall be made only after three days' notice by advertising once in some newspaper in the County and on the best terms possible, a sum or sums not exceeding in the aggregate \$25,000,000 for the use of the County and a sum not exceeding in the aggregate \$400,000 for the use of the Awendaw McClellanville Consolidated Fire Protection District, and the sum or sums so borrowed for the operation of the County shall constitute a valid and prior claim against the taxes levied herein and against the County and the sum or sums so borrowed for the operation of the Awendaw McClellanville Consolidated Fire Protection District shall constitute a valid and prior claim only against the taxes levied herein for the use of the Awendaw McClellanville Consolidated Fire Protection District; provided further that the Treasurer shall be authorized in her discretion to make any such loans from special fund or funds, including sinking funds, in her hands as Treasurer, repayment of which shall be secured in the same manner as if made from private persons, firms, or corporations as aforesaid; and provided further that if the net interest cost is less than eight percent (8%), the Chairman of County Council is authorized to award the loan to the bidder or bidders offering to purchase the notes at the lowest net interest cost to the County (calculated by computing the total dollar interest cost from the date of issuance to the date of maturity and deducting there from the amount of the premium offered, if any, over and above the premium amount).

SECTION 19: Organization units are bound to the appropriated disbursements as defined in SECTION 2 and delineated in the Fiscal Year 2022 Approved Budget Detail document.

For contributions, the organizational budgets are bound by "object code."

The County Administrator, or his designated representative, is hereby authorized to effect transfers between organizational units. The County Administrator is also authorized to further restrict budget transfers within major expenditure categories.

County Council may by resolution effect transfers from Council's Contingency to organizational units.

County Council may by amendment to this Ordinance adjust appropriation transactions affecting fund totals, other than those authorized elsewhere within this Ordinance .

SECTION 20: In order that County Council may be assured that monies appropriated for contributions in SECTION 2 of this ordinance are properly expended for a public purpose, the above agencies receiving monies shall provide all documents and information required.

SECTION 21:

(a) Monies received from governmental grants shall accrue only to Special Revenue , Capital Projects, and Proprietary Funds as set forth in this Budget Ordinance. Should grant funds be applied for or received after the beginning of the budget year and thereby not be stated in this Budget Ordinance, then, by passage of Council's resolution authorizing the grant application and expenditures, the necessary Special Revenue, Capital Projects, and Proprietary Funds shall be created to provide a mechanism for the expenditures of these monies.

(b) Funds derived from the sale of real property shall be placed in the Capital Proceeds Capital Projects Fund, and these funds shall be expended only for capital outlays after specific resolution of County Council.

SECTION 22: A Rainy Day Fund in the General Fund is established to provide emergency funds for use in the event of a major calamity. This fund will be maintained at no less than four percent of General Fund disbursements. Any expenditure from the Rainy Day Fund shall be authorized by amendment to this Budget Ordinance by County Council. For Fiscal Year 2022, the Rainy Day Fund is established at \$11,186,000.

SECTION 23: A Two Month Reserve of fund balance in the General Fund is established to mitigate current and future risks (e.g. revenue shortfalls and unanticipated expenditures) and to ensure stable tax rates. This reserve will be maintained at exactly 2/12 of General Fund disbursements . For Fiscal Year 2022, the Two Month Reserve is established at \$46,605,391.

SECTION 24: Contracts necessary to expend monies appropriated for contributions in the budget are hereby authorized.

SECTION 25:

(a) The salaries or compensation shall be determined and paid in accordance with the provisions of the Personnel Policies and Procedures adopted by County Council.

- (b) Merit Pay is established for Fiscal Year 2022 at
- (1) 1.0% for Meets Standards performance outcome
  - (2) 2.0% for Exceeds Standards performance outcome
  - (3) 3.0% for Outstanding performance outcome

(c) Pursuant to Chapter 9, Title 4 of the South Carolina Code of Laws, salaries for the following Elected Offices, exclusive of any Cost of Living Adjustment or Merit increases pertaining to the incumbent officials, and exclusive of any State supplement, are set at:

Auditor .....	\$120,140 .80
Clerk of Court .....	145,329.60
Coroner .....	123,032.00
Probate Judge.....	167,294.40
Register of Deeds.....	126,692.80
Sheriff .....	171,475.20
Treasurer .....	137,113.60



(9) Travel and expense allowances shall be paid only upon proper documentation as prescribed by the Administrator. The per diem rates adopted by the State of South Carolina and the mileage reimbursement rates adopted by the Internal Revenue Service shall apply. The Administrator may allow for a special exception to use the General Services Administration (GSA) per diem rates, or the United States Department of State, as appropriate.

SECTION 26: The classification and grades of all positions shown in the Charleston County Approved Operating Budget are only provisional and subject to audit by the Human Resources Department to determine the appropriate grade and classification.

SECTION 27: The Administrator, or his designated representative, is hereby authorized to transfer positions (Full Time Equivalents - FTEs) among organizational units and fund types.

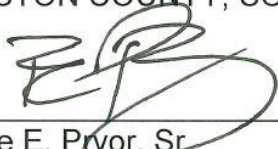
SECTION 28: If for any reason any provision of this Ordinance, or its applications to any circumstance, is invalidated by a court of competent jurisdiction, the remaining portions of this Ordinance shall remain in full force and effect.

SECTION 29: This Ordinance shall become effective upon approval of County Council following third reading.

ADOPTED and APPROVED in meeting duly assembled this 22nd day of June, 2021.



CHARLESTON COUNTY, SOUTH CAROLINA

By:   
Teddie E. Pryor, Sr.  
Chairman of Charleston County Council

ATTEST:

By:   
Kristen Salisbury  
Clerk to Charleston County Council

First Reading: May 25, 2021

Second Reading: June 8, 2021

Third Reading: June 22, 2021

**AN ORDINANCE****TO ESTABLISH AND MAKE APPROPRIATIONS FOR FISCAL YEAR 2022 FROM THE 1<sup>ST</sup> AND 2<sup>ND</sup> TRANSPORTATION SALES TAX SPECIAL REVENUE FUND FOR PROJECTS AND PURPOSES PERMITTED BY LAW; TO PROVIDE FOR BUDGET CONTROL OF SAID APPROPRIATIONS BY THE COUNTY COUNCIL AND THE COUNTY ADMINISTRATOR; AND OTHER MATTERS RELATED THERETO**

**WHEREAS**, County Council, by Ordinance No. 1324, duly enacted on August 10, 2004 (the "2004 Sales Tax Ordinance"), provided for the imposition of a  $\frac{1}{2}$  of one percent sales and use tax (the "Sales Tax") in Charleston County pursuant to the provisions of S.C. Code Section 4-37-10 et seq. (the "Act"), subject to the results of a referendum to be held on the imposition of the sales tax on November 2, 2004 (the "2004 Referendum").

**WHEREAS**, County Council, by Ordinance No. 1907, duly enacted on August 9, 2016 (the "2016 Sales Tax Ordinance"), provided for the imposition of a  $\frac{1}{2}$  of one percent sales and use tax (the "Sales Tax") in Charleston County pursuant to the provisions of S.C. Code Section 4-37-10 et seq. (the "Act"), subject to the results of a referendum to be held on the imposition of the sales tax on November 8, 2016 (the "2016 Referendum"); and

**WHEREAS**, the 2004 Referendum and the 2016 Referendum were approved by a majority of the qualified electors of the County, and

**WHEREAS**, pursuant to applicable law, rules and regulations, the 2004 Sales Tax was collected starting May 1, 2005, and pursuant to applicable law, rules and regulations, the 2016 Sales Tax was collected starting May 1, 2017, and

**WHEREAS**, there is a need to provide funds for greenbelts, mass transit, administration and other transportation-related projects before the beginning of the next County fiscal year, and

**WHEREAS**, pursuant to the 2004 Sales Tax Ordinance and the 2016 Sales Tax Ordinance, a budget for expenditures of sales and use tax revenues from this source must be approved by County Council,

NOW, THEREFORE, BE IT ORDAINED by the County Council of Charleston County:

County Council hereby adopts the above recitals as findings of fact.

**SECTION 1:** Revenues and income accruing to the County of Charleston during Fiscal Year 2022 from the proceeds of the 2004 Sales Tax and the 2016 Sales Tax shall be deposited into the Transportation Sales Tax Special Revenue Fund, and paid out from time to time by the County Treasurer in accordance with the provisions of this ordinance.

**SECTION 2:** There is hereby appropriated from the Transportation Sales Tax Special Revenue Fund the following amounts for the following respective corporate purposes of Charleston County for and during the period beginning July 1, 2021, and ending June 30, 2022, to wit:

<b><u>Organization Units:</u></b>	<b><u>Mass Transit</u></b>	<b><u>Greenbelt</u></b>	<b><u>Trans12ortation Related Projects</u></b>
<b><i>1st Transportation Sales Tax</i></b>			
CARTA	\$ 9,427,000	\$	\$
RTMA - Tri-County Link	555,000		
Greenbelt Program		1,910,691	
Roads Program			27,356,322
Debt Service		10 193 223	21 027 846
<b>TOTAL</b>	<b>\$ 9,982,000</b>	<b>\$ 12,103,914</b>	<b>\$ 48,384,168</b>

<b><u>Organization Units:</u></b>	<b><u>Mass Transit</u></b>	<b><u>Greenbelt</u></b>	<b><u>Trans11ortation Related Projects</u></b>
<b><i>2nd Transportation Sales Tax</i></b>			
CARTA	\$ 3,340,000	\$	\$
Rapid Bus Transit	19,092 ,000		
Greenbelt Program		7,519,000	
Roads Program			44,535,000
<b>TOTAL</b>	<b>\$ 22,432,000</b>	<b>\$ 7,519,000</b>	<b>\$ 44.535.000</b>

**SECTION 3:** Unless covered by SECTION 5 or 6 of this ordinance, all of the foregoing appropriations are maximum and conditional, and are subject to reduction by action of County Council in the event that the County's revenues accruing to its Transportation Sales Tax Special Revenue Fund shall fail to be sufficient to pay the same, to the end that the cost of operation of the county government shall remain at all times within its income.

**SECTION 4:** For internal County organizational units, the salaries or compensation of positions funded in whole or in part through this budget shall be determined and paid in accordance with the provisions of the Personnel Policies and Procedures adopted by County Council. Travel and expense allowances shall be paid only upon proper documentation as prescribed by the County Administrator. The per diem rates adopted by the State of South Carolina and the mileage reimbursement rates adopted by the Internal Revenue Service shall apply. Positions funded in whole or in part through this budget shall only be those in support of expenditures of funds authorized by the Acts and the 2004 Sales Tax Ordinance and the 2016 Sales Tax Ordinance. Positions not solely providing administrative support to projects and purposes under the Acts and the 2004 Sales Tax Ordinance and the 2016 Sales Tax Ordinance shall be funded in part from other sources.

**SECTION 5:** Anticipated revenues accruing to the Transportation Sales Tax Special Revenue Fund are stated in this Budget Ordinance. Should actual funding sources for said fund be less than projected, the Administrator shall reduce budgeted expenditures attributable to said fund. Should actual funding sources be greater than projected in this Ordinance, the Administrator may a) revise budgeted expenditures or b) direct the increase to be held for future year's expenditures. Any such actions shall be periodically reported to County Council.

**SECTION 6:** Internal County organizational units are bound to the appropriated disbursements as defined in SECTION 2 as delineated in the FY 2022 Approved Budget Detail document prepared in support of this ordinance.



The County Administrator, or his designated representative, is hereby authorized to effect transfers between County organizational units. By amendment to this ordinance, County Council may also adjust appropriations and make supplemental appropriations from the proceeds of the Sales Tax.

SECTION 7: Agencies outside the County which receive funds from the Transportation Sales Tax Special Revenue Fund shall enter into an intergovernmental agreement in a form approved by the County Administrator and County Attorney. Such agreements shall include, provisions set forth herein , as well as other provisions necessary or helpful in administering the distribution of funds hereunder pursuant to the Acts, the 2004 Sales Tax Ordinance and the 2016 Sales Tax Ordinance, and other applicable laws, rules, regulations and County policies.

SECTION 8: In order that Council may be assured that monies appropriated to the outside agencies funded from the proceeds of the Sales Tax are properly expended for projects and purposes permissible under the Acts and the 2004 Sales Tax Ordinance and the 2016 Sales Tax Ordinance, such agencies receiving funds shall submit requests for funding in accordance with procedures and schedules established by the County Administrator. Such procedures and schedules shall require, *inter a/ia*, a statement of the particular purpose(s) for which the money is intended to be spent. Except as specifically authorized by County Council, any outside agency or organization receiving an appropriation of Sales Tax funds must provide to County Council an independent annual audit of such agency's or organization's financial records and transactions and such other and more frequent financial information as required by County Council, all in a form satisfactory to County Council.

SECTION 9: Contracts necessary for County organizational units to expend monies appropriated in this budget when not specifically permitted by the Charleston County Procurement Code are hereby authorized and said contracts shall be approved by a resolution of County Council. Awards of bids are hereby authorized and shall be conducted in accordance with the provisions of the Charleston County Procurement Code.

SECTION 10: The Charleston County Administrator is hereby authorized to prepare and administer the detailed operating budget in support of and not inconsistent with the provisions of this ordinance as the detailed transportation sales tax budget for Charleston County .

SECTION 11: The classification and grades of all positions shown in the detailed budget are only provisional and are subject to audit by the Human Resources Department to recommend the appropriate grade and classification.

SECTION 12: The County Administrator, or his designated representative, is hereby authorized to transfer positions (Full Time Equivalents - FTEs) among organizational units and fund types.

SECTION 13: If any provision of this ordinance or its applications to any circumstance is held by a court of competent jurisdiction to be invalid for any reason , this holding shall not affect other provisions or applications of this ordinance which can be given effect without

the invalid provision or application, and to this end, the provisions of this ordinance are declared by Council to be severable.

SECTION 14: All provisions of the Charleston County Fiscal Year 2022 operating budget which are complementary hereto and not inconsistent herewith are hereby incorporated by reference and shall govern expenditures from the Transportation Sales Tax Special Revenue Fund.

SECTION 15: This ordinance shall be effective following approval of third reading.

ADOPTED and APPROVED in meeting duly assembled this 22nd day of June, 2021.



CHARLESTON COUNTY, SOUTH CAROLINA

By: \_\_\_\_\_

Teddie E. Pryor, Sr.  
Chairman of Charleston County Council

ATTEST:

By: \_\_\_\_\_

Kristen Salisbury  
Clerk to Charleston County Council

First Reading: May 25, 2021  
Second Reading: June 8, 2021  
Third Reading: June 22, 2021

## FINANCIAL SYSTEMS

The Deputy Administrator for Finance is responsible for providing many County financial services, including budgeting, financial accounting and reporting, payroll, contracts, procurement, accounts payable disbursement, and financial analyses for County management. These functions are performed by the Budget, Finance and Contracts/Procurement Departments. In addition, the Treasurer, an elected position, is responsible for cash receipts, debt management, and cash and investment management.

The County utilizes a computerized financial accounting system (OneSolution) which incorporates a system of internal accounting controls. The system has been designed to safeguard assets against loss from unauthorized use and to provide reliable financial records for preparing financial statements. The system was implemented during FY 1998 and FY 1999. The County completed a major upgrade of the software in September 2019. The maintenance and continual upgrade of the County's financial systems remain a priority of the Technology Services Department.

Financial records are maintained according to generally accepted accounting principles (GAAP). Accounting records for governmental fund types and similar trust funds are maintained on a modified accrual basis, with revenues being recorded when available and measurable and expenditures being recorded when services or goods are received and liabilities are incurred. Accounting records for proprietary fund types and similar trust funds are maintained on the accrual basis. The accrual basis recognizes revenues when they are earned and expenses when they are incurred.

The County prepares its audited financial statements in accordance with the financial reporting model required by the Government Accounting Standards Board (GASB) Statement Number 34. This model provides a government-wide perspective which presents the County in its entirety. The main features of this model are the inclusion of infrastructure assets, the depreciation of all assets, and the elimination of interfund transactions to avoid doubling of revenues and expenditures. This model more closely follows corporate accounting to allow the reader to more easily understand the financial status and activity of the County.

The Contracts and Procurement Department, which serves under the Deputy Administrator for Finance, is responsible for procurement.

## FINANCIAL POLICIES

**Adopted by Council on October 21, 2014**

The County's mission is to promote and protect the quality of life in Charleston County by delivering services of value to the community.

As part of accomplishing this mission, the County strives to make informed choices about service provisions, while safeguarding the County's resources.

The County addresses its responsibility to its citizens through the wise management of finances, which includes adequately funding County services and maintaining public facilities. The County also desires to maintain its strong financial position, while protecting the County's credit rating and preventing default on any debts.

The objectives of these policies are:

1. To provide guidelines for operational and strategic decision making related to financial matters.
2. To assist management and Council by providing accurate and timely information about financial matters.
3. To preserve Council's policy-making ability by ensuring that important policy decisions are not controlled by financial condition.
4. To ensure the proper use of all County funds through a good system of financial security and internal controls.
5. To provide a standard against which the County's fiscal performance can be evaluated.

The County has developed financial policies in the following areas:

1. Operating budget
2. Revenue and expenditures
3. Financial reserve
4. Capital improvements
5. Debt management
6. Investments
7. Accounting, auditing, and financial reporting
8. Procurement
9. Risk management
10. Human resources

## FINANCIAL POLICIES

### **Operating Budget Policies**

1. The budget process will follow a calendar established by the Administrator.
2. The budget will:
  - a. Be prepared annually.
  - b. Include operating and capital budgets.
  - c. Be adopted by Council before July 1.
3. The budgets will be balanced, meaning the disbursements (expenditures and transfers out) are equal or less than the funding available (revenues, transfers in and fund balance).
4. The basis of budgeting will follow Generally Accepted Accounting Principles (GAAP) with the following exceptions:
  - a. For Proprietary Funds, capital items are budgeted to manage spending.
  - b. For Proprietary Funds, depreciation is not budgeted since it does not affect spendable fund balance.
5. The Budget Director will maintain a budgetary control system to ensure adherence to the adopted budget.
6. Where practical, County departments will develop and employ performance measures and/or benchmarks that support the County's mission. Selected performance measures will be included in the budget document.

### **Revenue and Expenditure Policies - Combined**

1. The County will strive to pay for all recurring expenditures with recurring revenues.
2. A five-year forecast will be prepared for at least the County's major funds that include estimated operating revenues and costs. A major fund comprises at least 10 percent of its fund type and at least 5 percent of all funds.
  - a. Operating costs of future capital improvements from the capital improvement plan will be included.
  - b. The forecast will be updated on an annual basis.
3. The County will evaluate the need to issue a Tax Anticipation Note:
  - a. If a cash flow analysis indicates expenditures exceed revenues before the majority of tax collections are received.
  - b. If a catastrophic event occurs.

## FINANCIAL POLICIES

### **Revenue Policies**

1. The County will strive to maintain a diversified and stable revenue system to aid in sheltering it from the impact of short-term fluctuations in any one revenue source. Revenues will be evaluated at least annually to determine stability.
2. Revenue estimates will be based on available information to provide reasonable expectations of projected revenue.
3. An aggressive policy of collecting revenues will be followed.
4. The County shall aggressively pursue relevant grant opportunities. All potential grants shall be carefully evaluated for:
  - a. Consistency with the County mission.
  - b. Meeting the financial and service-related requirements stipulated by the grant.
  - c. The impact on services due to renewal/continuation, termination, or reduction in grant funding.
5. The appropriation of all revenues will be approved by Council, either by ordinance or by Council directive.
6. Prior to acceptance of all revenue (including but not limited to, gifts, donations, and bequests), the revenue shall be evaluated for the benefit to the County and accepted only by Council approval.
7. Restricted revenue shall only be used for the purpose intended.
8. Interest income will be allocated among the major funds or restricted funds that provided cash to earn the interest income.
9. Except for Enterprise Funds or other restricted funds, the sale of personal property will be deposited into the Equipment Replacement Fund for the purpose of replacing or purchasing equipment or funding other projects that are non-recurring.

### **Expenditure Policies**

1. The County will strive to provide sufficient funding for adequate maintenance of equipment and facilities at a level that protects capital investment and minimizes future maintenance and replacement costs.
2. The allocation of indirect costs will be reviewed annually as part of the budget process. Indirect costs will be reimbursed to the General Fund by the Enterprise Funds and other non-General Funds as appropriate.

## FINANCIAL POLICIES

3. General Fund transfers to other funds shall be defined as payments to support specific programs or services. Transfer amounts not expended by the other funds may revert to the General Fund's fund balance at the end of the fiscal year subject to annual review.
4. When a fund is closed, all assets of the fund shall revert to the General Fund unless contrary to applicable Federal, State or local regulations.

### **Financial Stability Policies**

1. At the end of each fiscal year, the County will strive to maintain a minimum unrestricted fund balance in the General Fund of two (2) months of the subsequent year's General Fund operating expenditures. If the County falls below the minimum level, the Administrator will submit a plan to Council to restore fund balance to the minimum level. (The level is based upon the GFOA recommendation that states, regardless of size of government, "maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures.") GFOA Best Practice *Appropriate Level of Unrestricted Fund Balance in the General Fund (2002 & 2009) (Budget & CAFR)*
2. The County will review the fund balance in other funds for reasonability on an annual basis.
3. The County will maintain a Rainy Day fund to provide emergency funds for use in the event of a major calamity. The County will strive to maintain this fund at no less than four percent of General Fund disbursements. The Administrator will submit a plan to restore the fund to the minimum level.
4. Should there be available fund balance, it may be used to fund one-time capital expenditures or other one-time costs.

### **Capital Improvement Policies**

1. A five-year Capital Improvement Plan shall be developed and updated annually. This plan shall contain all capital improvements from all funds and agencies of County government. Each item submitted for the Capital Improvement Plan shall include a summary of the proposed project, cost estimates including future operating costs, a time schedule and potential funding sources.
  - a. A committee will be formed by the Administrator to develop the plan to be proposed to Council.
  - b. The County will maintain an inventory of all real property owned by the County that includes an assessment of the condition of the property.
  - c. A high priority shall be placed on replacement of facilities before they deteriorate to the point of becoming hazardous, incur high maintenance costs, negatively affect property values, and/or no longer functionally serve their intended purposes.
  - d. Council will approve the Capital Improvement Plan.



## FINANCIAL POLICIES

2. Council will approve the use of funds for the Capital Improvement Plan.
  - a. Should funds remain after the completion of a project, the Administrator will propose a plan to Council to reprogram the funds.
  - b. Except for Proprietary Funds or other restricted funds, should the County receive proceeds from the sale of real property, the funds will be used for capital improvements or the reduction of debt related to capital improvements.
3. The County shall strive to maintain and replace existing infrastructure (i.e. roads and bridges) as needed.
4. When constructing capital improvements, the County shall follow all appropriate standards and codes, shall follow best construction practices, and shall minimize construction costs, while assuring an appropriate useful life and acceptable maintenance costs.

### **Debt Management Policies**

1. The County shall only use long-term debt for capital projects or equipment if the following criteria are met:
  - a. When current revenues or one-time funds are not sufficient to use pay-as-you-go funding.
  - b. When the useful life of the project or equipment equals or exceeds the term of financing.
2. Debt financing shall not be considered appropriate for current operating expenditures or any recurring purpose.
3. A five-year Debt Management Plan shall be developed annually.
  - a. This plan shall contain all outstanding debt from all funds.
  - b. The plan shall provide for the issuance of new debt at reasonable intervals.
  - c. The plan shall show the impact on the ad valorem tax rate. The plan will strive to avoid erratic fluctuations in the ad valorem tax rate.
4. In accordance with Article X of the South Carolina Constitution, the County's General Obligation debt will not exceed eight percent of the assessed value of all taxable property within the county, except as authorized through referendum.
5. The County will strive to maintain at least 20 percent of its constitutional debt limit margin referenced in item 4 above for use in the event of a major calamity.
6. At the end of each fiscal year, the County will designate a portion of the Debt Service Fund's fund balance equal to the proportion of debt service payments due in the next fiscal year to ensure sufficient cash flows in the following year.



## FINANCIAL POLICIES

7. The County will employ municipal finance professionals to assist in developing a bond issuance strategy, preparing bond documents, and marketing bonds to investors.
8. The County will select a method of sale that is the most appropriate in light of the financial market, transaction-specific conditions, County-related conditions, and in accordance with State law.
9. Bonds issued by the County shall not exceed a repayment period of 25 years, and the terms must be in compliance with applicable tax law requirements governing tax exempt financing.
10. Where advantageous, the County will use special assessment, revenue, other self-supporting bonds, or other financing instruments instead of General Obligation Bonds.
11. Prior to the issuance of new General Obligation (GO) debt, consideration shall be given to forecasted tax rate requirements, ratio of net GO debt to assessed taxable value, net GO debt per capita, and debt service payments to General Fund operating budget.
12. Debt structures that result in significant “back loading” of debt will be avoided.
13. Capital leases may be considered:
  - a. When the useful life equals or exceeds the length of the lease.
  - b. When the cost benefit analysis is more favorable than purchasing.
14. The Chief Financial Officer (CFO) will maintain good communication with bond rating agencies.
  - a. The CFO will provide periodic updates on the County’s financial condition.
  - b. Required disclosure on every financial report and bond prospectus will be followed.
  - c. The County may request ratings prior to the sale of securities from the major rating agencies for municipal bond issues.
15. The County will strive to achieve and maintain the highest credit rating awarded by the municipal bond rating agencies.
16. The Chief Financial Officer shall comply with general financial reporting and certification requirements embodied in bond covenants.

## FINANCIAL POLICIES

17. The County may undertake refinancing of outstanding debt:

- a. When such refinancing allows the County to realize significant debt service savings (net present value savings equal to at least 2.5 percent of the refunded par amount) without lengthening the term of refinanced debt and without increasing debt service in any subsequent year;
- b. When the public policy benefits outweigh the costs associated with the issuance of new debt and any increase in annual debt service; or
- c. When a restrictive covenant is removed to the benefit of the County.

18. Interest earnings on the proceeds from General Obligation Bond issues and other capital financing sources will be used solely to fund capital projects in the Capital Improvement Plan, debt service, or a reserve for capital contingencies.

19. The Finance Director, under the direction of the Chief Financial Officer, shall maintain a system of record keeping and reporting to meet the arbitrage rebate compliance requirements for the federal tax code.

### **Investment Policies**

1. The County will comply with the South Carolina Code of Laws regarding investment activities as may be amended from time to time. The State statutes further allow the County to invest in:
  - a. Obligations of the United States and agencies thereof;
  - b. General obligations of the State of South Carolina or any of its political units;
  - c. Savings and Loan Associations to the extent that the same are insured by an agency of the federal government;
  - d. Certificates of deposit where the certificates are collaterally secured by securities of the type described in (a) and (b) above held by a third party as escrow agent or custodian, of a market value not less than the amount of the certificates of deposit and repurchase agreements so secured, including interest;
  - e. No load open-end or closed-end portfolios of certain investment companies with issues of the US Government; and
  - f. South Carolina Local Government Investment Pool.
2. The investment policies apply to cash-related assets that are included within the scope of the County's Comprehensive Annual Financial Report except for those belonging to the County's component units.
3. The County Treasurer is authorized by Council to invest County funds. The Treasurer, acting in accordance with this investment policy and exercising due diligence, shall be relieved of personal responsibility for a specific security's credit risk or market price change, provided these deviations are reported immediately and that appropriate action is taken to control adverse developments.

## FINANCIAL POLICIES

4. Investments shall be made with judgment and care, considering prevailing circumstances, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. The “prudent investor” rule will be applied in managing the overall portfolio.
5. The County will use interest-bearing accounts unless they are prohibited or evaluated and found to be cost ineffective.
6. Agencies will notify the Treasurer when a bank account is opened or closed.
7. The Treasurer will ensure that adequate collateral is maintained on all deposits exceeding Federal Deposit Insurance Corporation (FDIC) coverage.
8. Investment securities purchased by the County will be held in third-party safekeeping by an institution designated as a primary agent and shall be appropriately collateralized.
9. The Treasurer will attempt to match the maturity of investments with anticipated cash flow requirements.

### **Accounting, Auditing, and Financial Reporting Policies**

1. The County’s accounting system shall be maintained in such a way so as to conform to generally accepted accounting principles established by the Governmental Accounting Standards Board with the objective of obtaining the best available opinion from the County’s independent auditor.
2. The County’s accounting system shall be maintained in such a way so as to conform to the following characteristics:
  - a. Reliability
  - b. Accuracy
  - c. Consistency
  - d. Readability
  - e. Timeliness
  - f. Responsiveness
  - g. Conformity with all legal requirements
3. The County will maintain an inventory of personal property.
4. The County will develop and maintain an appropriate system of internal controls over its financial resources. An Internal Auditor position that reports to Council will review the County’s internal controls.
5. Operational (program) audits will be performed as deemed necessary by the Administrator.

## FINANCIAL POLICIES

6. The County will develop and maintain an emergency plan to assure the continuity of the County's financial operations.
7. Budget-to-actual reports will be prepared by the Finance Department and provided to Council on a monthly basis for operating funds with annual budgets greater than \$500,000. Corrective action by the Administrator will be pursued for items projected to exceed budget by the end of the fiscal year.
8. A mid-year review will be performed by the Budget and Finance Departments based on financial information through December. A report to Council will be made to Council upon completion.
9. The County shall contract with an independent audit firm to perform an annual audit of the County's financial statements.
10. The County shall annually prepare and publish, within 180 days after the end of each fiscal year, a Comprehensive Annual Financial Report (CAFR) prepared in conformity with generally accepted accounting principles.
11. The Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award shall be pursued annually.

### **Procurement Policies**

1. The Procurement Department will provide for the fair and equitable treatment of all persons involved in public purchasing by the County, to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of quality and integrity.
2. The County shall follow a procurement ordinance which shall be reviewed on a regular basis.

### **Risk Management Policies**

1. The Director of Safety & Risk Management will strive to protect the County against the financial consequences of accidental losses which are catastrophic in nature and to preserve County assets and service capabilities from destruction or depletion.
2. The Director of Safety & Risk Management will minimize the costs of risk management activities.

## FINANCIAL POLICIES

3. The Director of Safety & Risk Management will provide a safe environment to the extent possible for the County's employees and citizens.

### **Human Resources Policies**

1. The Administrator will review the organization structure at regular intervals to assure that the County is responsive to current conditions and that services are delivered in the most efficient manner.
2. The County will provide adequate funding to stabilize the County employment force and minimize uncertainty about the continuity of services.
  - a. A compensation study should be conducted every five years to evaluate the competitiveness of County salaries.
  - b. A compensation philosophy should be followed that adjusts salaries based on the results of the compensation study and that allows for annual adjustments.
  - c. Long-term costs shall be estimated and fully disclosed to Council before approval and implementation.

## GLOSSARY

**Accrual Basis of Accounting** - Method of accounting where revenues are recorded when earned (regardless of when cash is received), and expenses are recorded when liabilities are incurred (regardless of when payment is made). This method is used for the County's Proprietary Funds.

**Adopt** - In the context of this budget book, the process by which Council approves the budget through a public hearing and three readings of an ordinance.

**Ad Valorem Tax** - A property tax computed as a percentage of the property's assessed value.

**Appraised Value** - A property's appraised value is an approximation of fair market value as determined by the Assessor's Office (real property) or the Auditor's Office (motor vehicle and personal property).

**Appropriation** – Funds set aside by a formal action of County Council for approved purposes.

**Assessed Value** - A property's assessed value is the taxable value of a property based on a percentage of appraised value. The percentage for an owner-occupied residence is 4 percent; commercial property is 6 percent; a commercial motor vehicle is 10.5 percent; and a personal motor vehicle is 6 percent.

**Audit**- A methodical examination of the use of resources that concludes in a written report. The audit tests management's accounting system to determine the extent to which internal accounting controls are both available and utilized.

**Available** - In the context of this budget book, the total of the beginning fund balance, annual revenues, and transfers in which can be used to support disbursements.

**Balanced Budget** – Disbursements (expenditures and transfers out) in the budget are equal to or less than the funding available (revenues, transfers in, and fund balance).

**Beginning Fund Balance** - Unexpended funds from the previous fiscal year. A use of beginning fund balance reflects the amount budgeted from fund balance to finance expenditures during the current fiscal year.

**Bond** - A written promise to pay a specified borrowed sum of money (principal) at a specified date or dates in the future, together with periodic interest at a specified rate. See also General Obligation Bond and Revenue Bond.

**Bond Anticipation Note (BAN)** - A financial instrument used to provide cash flow until bond proceeds are received. A BAN is usually payable within twelve months of issue.

**Budget** - A financial plan of operation which includes estimates of expenditures and revenues for a given period. It provides a basis for planning, controlling, and evaluating the County's activities.

**Budget Transfer** – This is a budgetary transaction which can increase or decrease the adopted line item appropriations within a budget.

## GLOSSARY

**C Funds** - State-shared revenue driven by a formula based upon the sale of gasoline in the County. These revenues are earmarked for the improvement of State and local roads.

**Capital Assets** – Accumulates capital expenses depreciation. (Part of fund balance in the Nonspendable category.)

**Capital Expenditures (Expenses)** - Major objects of expenditure which covers three types of purchases. These purchases include vehicles and equipment (per unit cost of more than \$5,000); land and all land improvements (all, regardless of cost); and depreciable land improvements, buildings and building improvements, and infrastructure (per unit cost of more than \$100,000).

**Capital Improvement Plan** – A financial management tool that provides a multi-year perspective of all capital projects along with project funding.

**Capital Project** - A major improvement or acquisition of equipment or property.

**Capital Projects Funds** - Funds established to account for the acquisition of fixed assets or the construction of major capital projects not financed by Enterprise or Internal Service funds.

**Certificate of Participation (COP)** - A contractual arrangement that permits a government to acquire a capital asset by yearly lease payments appropriated in the government's annual budget. Failure to appropriate money for payment of the lease in any year terminates the contract.

**Community Development Block Grants (CDBG)** - These grants originate with the U.S. Department of Housing and Urban Development and are passed through the State to the County. These grants focus on improving housing and neighborhoods of lower-income individuals and communities.

**Contingency** - An appropriation of funds held in reserve to cover unbudgeted events that occur during the fiscal year, such as State or federal mandates, shortfalls in revenues, or unanticipated expenditures.

**Cost of Living Adjustment (COLA)** - A pay increase which adjusts the salary schedule for most employee classes and is usually based upon increases in the Consumer Price Index.

**Debt Service Fund** - Fund established to account for the payment of general long-term debt not financed by Enterprise Funds.

**Department (Dept.)** - The primary organizational unit within the County. Each department performs a specific function.

**Department of Alcohol and Other Drug Abuse Services (DAODAS)** - One of the County's departments and an Enterprise Fund operating under the name Charleston Center.

**Depreciation** - The periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary type funds, such as Enterprise and Internal Service Funds.

## GLOSSARY

**Designations** - The portions of fund balance established by County ordinance or Council directive for specific purposes. (Part of fund balance in the Restricted: Internal category.)

**Disbursements** - In the context of this budget book, the total of expenses/expenditures and transfers out.

**Division** - A subdivision of a department, a division is a unit or organization in the County with a more specific set of work responsibilities.

**Efficiency Measures** - Performance measures that quantify the relationship between input and output measures.

**Emergency 911 (E911)** - This program is funded with fees charged to countywide telephone subscribers for the availability of the Emergency 911 system. It is one of the County's Enterprise Funds.

**Encumbrances** - Commitments made to vendors which involve goods that have not been received or services that have not been completed at year end. (Part of fund balance in the Restricted: Internal category.)

**Ending Fund Balance** - Unexpended funds at the end of the fiscal year. The ending fund balance increases when sources exceed disbursements or decreases when disbursements exceed sources.

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

**Expenditures** - Reductions in financial resources or an increase in claims (liabilities) at the end of the period that will be paid using current financial resources. The General Fund, Special Revenue Funds, Capital Projects Funds, and Debt Service Fund recognize expenditures rather than expenses because these funds utilize the modified accrual basis of accounting.

**Expenses** - Outflows or other using up of assets or incurring of liabilities during a period resulting from carrying out the County's ongoing operations. The Enterprise Funds and Internal Service Funds recognize expenses because these funds utilize the accrual basis of accounting.

**Fiscal Year (FY)** - The twelve-month period to which the annual budget applies. The County's fiscal year begins July 1 and ends June 30. The year is represented by the date on which it ends (e.g., July 1, 2014 to June 30, 2015 will be Fiscal Year 2015).

**Fringe Benefits** - Terminology for benefits paid or matched by the County on behalf of employees. These benefits include mandatory payroll taxes (FICA, Unemployment, and Worker's Compensation), South Carolina Retirement System contributions, and contributions for health, dental, and life insurance.



## GLOSSARY

**Full-time Equivalent (FTE)** - A value expressing a percentage of time and of funds related to a permanent position authorized by County Council through annual appropriations. For example: 1.00 FTE would represent a position that works the department's declared full-time work schedule; 0.50 FTE would represent a position that works half of the department's full-time work schedule.

**Fund** - An independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The County maintains the minimum number of funds consistent with legal and managerial requirements.

**Fund Balance** - Reflects the cumulative total over time of revenues and interfund transfers in that are in excess of disbursements (expenditures/expenses and interfund transfers out) in any established fund. Fund balance categories include Nonspendable, Restricted: External, Restricted: Internal, and Available (balance after other three categories).

**General Fund** - The primary operating fund of the County government. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

**General Obligation Bond (GOB)** - A written promise to repay a stated sum of money (principal) at a specified date or dates in the future, together with periodic interest at a specified rate. This type of bond is backed by the full faith and credit of the County.

**Generally Accepted Accounting Principles (GAAP)** - The common set of authoritative standards and procedures adopted by the accounting profession. GAAP requires the use of accrual accounting, where revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

**Goals** - Goals are statements of outcomes for departments or divisions that directly link to the County's strategic goals.

**Governmental Accounting Standards Board (GASB)** - Established to set standards of financial accounting and reporting for state and local governmental entities.

**Government Finance Officers' Association (GFOA)** - The professional association for public finance professionals. The GFOA develops the criteria for professional management of governmental financial resources.

**Governmental Funds** - The governmental funds account for general governmental activities. The governmental funds include the General Fund, the Debt Service Fund, the Special Revenue Funds, and the Capital Projects Funds.

**Grants** - Projects subsidized either partially or wholly through the Federal government, State government or other outside funding source with specific guidelines and reporting requirements.

**Homestead Exemption** - The first \$50,000 of the value of an owner-occupied residence is tax exempt for all legal residents of South Carolina that have resided in the State for at least one year on or before December 31 of the year prior to exemption and who are 65 years old, disabled, blind, or have an eligible spouse.

## GLOSSARY

**Infrastructure** - Basic public investments such as streets, storm drainage, water and sewer lines, streetlights, and sidewalks.

**Input Measures** – Performance measures that represent the resources available to provide services or the level of service or the number of activities/items the department is expected to service.

**Interfund Transfer** - A financial transaction in which money is moved from one fund (transfer out) to another (transfer in without requiring a repayment or an asset in return). This results in the recording of a disbursement and a source.

**Intergovernmental** - Existing or occurring between two or more governments or levels of government.

**Internal Service Funds** - Funds established to account for operations that provide services to other departments or agencies within the County or to other governments on a cost reimbursement basis.

**Line Item** - A specific expenditure category such as office supplies within a departmental budget. Line items are further grouped into major objects of expenditure (i.e., personnel, operating, or capital).

**Local Option Sales Tax (LOST)** - An additional one percent sales tax levied in Charleston County on top of the State's sales tax and the County's Transportation Sales Tax. By State law, approximately three-fourths of the receipts must be used to reduce property taxes through property tax credits.

**Major Fund** – A fund in which the total assets, liabilities, revenues, or expected expenditures/expenses of that individual fund are at least 10% of the corresponding total for all funds of that fund type and at least 5% of all funds combined.

**Mandate** - A requirement by a higher level of government, i.e. the State or federal government, to provide a service or to perform a function.

**Mill** - One one-thousandth of a dollar of assessed property value.

**Millage Rate** - The number of mills necessary to generate a specific amount of ad valorem taxes based on the assessed property value.

**Modified Accrual Basis of Accounting** - Basis of accounting that recognizes revenues when they are available and measurable and that records expenditures when the related fund liability is incurred.

**Nonspendable** - The portion of fund balance that reflects amounts not available for spending (i.e. inventory, prepaid expenses, long-term receivables and capital assets).

**Objectives** - Objectives are measurable targets that describe the end results that a service or program is expected to accomplish in a given time period.

## GLOSSARY

**Operating Expenditures (Expenses)** - A major object of expenditure other than personnel and capital costs. For example, expenditures necessary to maintain facilities, collect revenues, provide services and otherwise carry out the department's goals.

**Ordinance (Budget)** - Legal document adopted annually by County Council, which appropriates funding for the operating budgets and which establishes the millage rates for these operating budgets.

**Outcome Measures** - Performance measures that measure the extent to which a service has achieved its goals or objectives, and, as defined, met the needs of its clientele or met commonly accepted professional standards.

**Output Measures** - Performance measures that measure the number of units produced, services provided, or people served by an agency or its programs.

**Performance Measures** - Performance measures are quantitative or qualitative indicators of the extent to which objectives are being achieved. Four types of performance measures are input measures, output measures, efficiency measures, and outcome measures.

**Personnel Expenditures (Expenses)** - A major object of expenditure which includes salaries, overtime payments made to County employees, and fringe benefit costs.

**Proprietary Funds** - The proprietary funds account for activities that operate as a business. The proprietary funds include the Enterprise Funds and the Internal Service Funds.

**Rainy Day Funds** - These funds are amounts set aside in the General Fund or Environmental Management fund balance per County Ordinance. These funds are intended to provide emergency funds in the event of a calamity and are to be maintained at no less than four percent of the current General Fund budget.

**Reimbursement** - Repayment of actual expenditures/expenses by another department or entity.

**Restricted: External** – Part of fund balance set aside to meet criteria of external organizations usually related to legal requirements.

**Restricted: Internal** – Part of fund balance set aside for encumbrances, designations, or reservations by financial policy.

**Revenues** - Amount received from taxes, fees, permits, licenses, fines, interest, and other governmental entities during the fiscal year.

**Revenue Bond** - A written promise to pay a specified sum of money (principal) at a specified date or dates in the future, together with periodic interest at a specified rate. This type of bond is backed by the revenue earned from a specific project or service.

**Sources** - In the context of this budget book, the total of revenues and transfers in.

**Special Revenue Funds** - Funds established to account for revenue sources that are legally restricted to expenditure for specific purposes (not including expendable trusts or major capital projects).

## GLOSSARY

**Tax Anticipation Note (TAN)** - A financial instrument used to provide cash flow until current property taxes are received. A TAN is usually repaid within a few months of issue.

**Transfer In/Transfer Out** - See Interfund Transfer.

**Transportation Sales Tax** –Charleston County levies additional sales tax on top of the State's sales tax and the County's Local Option Sales Tax for roads, mass transit and green space projects. Beginning in May 2005, an additional one half of one percent sales tax began to generate \$1.3 billion and end when the amount is collected or after 25 years (whichever occurs first). Beginning in May 2017, another one half of one percent sales tax began to generate \$2.1 billion and end when the amount is collected or after 25 years (whichever occurs first).

**Uses** - In the context of this budget book, the total of expenditures/expenses, transfers out, and the increase in ending fund balance.

## ACRONYMS

**AC** - Aircraft  
**ADA** - Americans with Disabilities Act  
**ADI** - Adult Density Index (used for mosquito control)  
**APWA** - American Public Works Association  
**ASE** - Institutes of Automotive Service Excellence  
**ATC** - Administrative Telecommunicator  
**ATI** - Assessable Transfer of Interest  
**AVL** - Automatic Vehicle Locator

**BAA** - Board of Assessment Appeals  
**BAN** - Bond Anticipation Note  
**BCBS** - Blue Cross Blue Shield  
**BCDCOG** - Berkeley, Charleston, Dorchester Council of Governments  
**BEVR** - Board of Elections and Voter Registration  
**BPC** - Business Personal County  
**BPS** - Business Personal State  
**BRT** - Bus Rapid Transit  
**BUI** - Boating Under the Influence (of Alcohol or Drugs)  
**BVA** - Board of Veterans Affairs

**CAD** - Computer Aided Dispatch  
**CAFR** - Comprehensive Annual Financial Report  
**CAMA** - Computer Assisted Mass Appraisal System  
**CAP** - Citizen Awareness Program  
**CARTA** - Charleston Area Regional Transportation Authority  
**CCPL** - Charleston County Public Library  
**CCSO** - Charleston County Sheriff's Office  
**CCTV** - Closed Circuit Television Camera  
**CDBG** - Community Development Block Grant  
**CDC** - Charleston County Dispatch  
**CEP** - Continuing Education Program  
**CERT** - Citizens Emergency Response Team  
**CEU** - Continuing Education Unit  
**CFO** - Chief Financial Officer  
**CHDO** - Community Housing Development Organization  
**CHS** - Charleston  
**CIP** - Capital Improvement Plan  
**CJCC** - Criminal Justice Coordinating Committee  
**CMBS** - Commercial Mortgage-Backed Security  
**CMS** - Court Management System  
**CNSR** - County Non-Standard Roads  
**COB** - Charleston Office Building  
**COLA** - Cost of Living Adjustment  
**COP** - Certificate of Participation  
**CPE** - Customer Premises Equipment  
**CPI** - Consumer Price Index  
**CPR** - Cardiopulmonary Resuscitation  
**CQI** - Continuous Quality Improvement  
**CSU** - Charleston Southern University  
**CTO** - Communications Training Officer

**DAODAS** - Department of Alcohol and Other Drug Abuse Services  
**DDC** - Defensive Driving Class  
**DHEC** - Department of Health and Environmental Control  
**DNA** - Deoxyribonucleic Acid  
**DPS** - Department of Public Safety  
**DSS** - Department of Social Services  
**DUAC** - Driving with Unlawful Alcohol Concentration  
**DUI** - Driving Under the Influence (of Alcohol or Drugs)

## ACRONYMS

**DUS** - Driving Under Suspension

**E911** - Emergency 911 Division

**EAP** - Employee Assistance Program

**ECS** - Engineering Consulting Services

**EEO** - Equal Employment Opportunity

**EHR** - Electronic Health Records

**EMD** - Emergency Medical Dispatch

**EMS** - Emergency Medical Services

**EMT** - Emergency Medical Technician

**EOC** - Emergency Operations Center

**EOP** - Emergency Operations Plan

**EPD** - Emergency Preparedness Division

**ERC** - Equipment Review Committee

**ESF** - Emergency Support Functions

**FEMA** - Federal Emergency Management Administration

**FDIC** - Federal Deposit Insurance Corporation

**FICA** - Federal Deposit Insurance Contributions Act

**FILOT** - Fee In Lieu Of Tax

**FTE** - Full-Time Equivalent

**FY** - Fiscal Year

**GAAP** - Generally Accepted Accounting Principles

**GAB** - Greenbelt Advisory Board

**GASB** - Governmental Accounting Standards Board

**GFOA** - Government Finance Officers Association

**GIS** - Geographic Information System

**GMP** - Gross Maximum Price

**GOB** - General Obligation Bond

**GSC** - General Sessions Court

**GSF** - Gross Square Footage

**Haz Mat** - Hazardous Materials Enforcement Division

**HESG** - Homeless Emergency Shelter Grant

**HHW** - Hazardous Household Waste

**HPC** - Historic Preservation Committee

**HSEEP** - Homeland Security Exercise and Evaluation Program

**HUD** - The U.S. Department of Housing and Urban Development

**HVAC** - Heating Ventilation Air Conditioning

**IAED** - International Academies of Emergency Dispatch

**IAS** - International Accreditation Service

**IBM** - International Business Machines

**ICS** - Incident Command System

**IGA** - Intergovernmental Agreements

**IOT** - Internet Of Things

**ISF** - Internal Service Fund

**IST** - In Service Training

**ITS** - Information Technology Services

**IVD** - Title IV Section D of Social Security Act

**IWMS** - Integrated Workplace Management System

**JAG** - Justice Assistance Grant

**JOC** - Journal Of Commerce

**JCC** - Judicial Center Complex

**LLC** - Limited Liability Company

**LMI** - Low to Moderate Income

## ACRONYMS

**LOST** - Local Option Sales Tax

**MB** - Megabyte

**MERV** - Minimum Efficiency Reporting Values

**MHz** - Megahertz

**MIAP** - Medically Indigent Assistance Program

**MoPOD** - Mobile Points of Distribution

**MRF** - Materials Recovery Facility

**MSW** - Municipal Solid Waste

**MUSC** - Medical University of South Carolina

**MUTCD** - Manual of Uniform Traffic Control Devices

**MWDBE** - Minority Women Disadvantaged Business Enterprise

**NACo** - National Association of Counties

**NAFTA** - North American Free Trade Agreement

**NAICS** - North American Industry Classification System

**NDIP** - Neighborhood Distribution and Information Points

**NFPA** - National Fire Protection Association

**NIDA** - National Institute on Drug Abuse

**NIIMS** - National Interagency Incident Management System

**NIWC** - Naval Information Warfare Center

**NPDES** - National Pollutant Discharge Elimination System

**O&M** - Operating and Maintenance

**OCI** - Overall Condition Index

**OCR** - Optical Character Recognition

**OPEB** - Other Post-Employment Benefits

**OSHA** - Occupational Safety and Health Act

**PAIRS** - Partners in Achieving Independence through Self-Sufficiency

**PARCS** - Parking Access Revenue Control System

**PAYGO** - Pay As You Go

**PGA** - Professional Golfers Association

**PM** - Preventative Maintenance

**POD** - Points of Distribution

**PRC** - Park and Recreation Commission

**PSB** - Public Service Building

**PTI** - Pretrial Intervention

**QR Code** - Quick Response Code

**RFP** - Request for Proposal

**RFQ** - Request for Qualification

**RMS** - Records Management Software

**ROD** - Register of Deeds

**RSF** - Recovery Support Functions

**RTMA** - Rural Transportation Management Authority

**SBIRT** - Screening, Brief Intervention, and Referral to Treatment

**SCDMV** - South Carolina Department of Motor Vehicles

**SCDVA** - South Carolina Division of Veterans Affairs

**SCPA** - South Carolina Ports Authority

**SLED** - South Carolina Law Enforcement Division

**SME** - Small and Medium Enterprise

**SOP** - Standard Operating Procedure

**SOW** - Statement of Work

**SPAWAR** - Space and Air Warfare Systems Center

**SPCC** - Spill Prevention Control Counter Measure

**SRO** - School Resource Officer

## ACRONYMS

**STR** - Short Term Rental

**TAB** - Transportation Advisory Board

**TAN** - Tax Anticipation Note

**TIF** - Tax Increment Financing

**TST** - Transportation Sales Tax

**TTC** - Trident Technical College

**TTY** - Text Telephone

**UDS** - Urine Drug Screening

**ULV** - Ultra-Low Volume

**USGA** - United States Golf Association

**VA** - Veterans Affairs

**VAMC** - Veterans Affairs Medical Center

**VBMS** - Veterans Benefits Management System

**VIMS** - Veterans Information Management System

**WC** - Watercraft

**Wi-Fi** - Wireless Fidelity

**WIP** - Work In Progress



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