

Charleston County South Carolina



Proposed Budget Narrative Fiscal Year 2022



COUNTY OF CHARLESTON SOUTH CAROLINA



PROPOSED BUDGET FOR FISCAL YEAR 2022

BUDGET NARRATIVE

COUNTY COUNCIL

TEDDIE E. PRYOR, SR., CHAIRMAN

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Charleston County
South Carolina**

For the Fiscal Year Beginning

July 1, 2019

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 31th 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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Charleston County, South Carolina
All Funds Revenues by Fund Type and Organization

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Percent Change
GENERAL FUND					
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 Proposed	Percent Change
GENERAL FUND (continued)					
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
CHARGES AND FEES					
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 Proposed	Percent Change
GENERAL FUND (continued)					
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
FINES AND FORFEITURES					
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 Proposed	Percent Change
GENERAL FUND (continued)					
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)
INTEREST					
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
MISCELLANEOUS					
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
LEASES AND RENTALS					
Facilities: Rents & Leases	478,586	234,764	136,899	77,282	(43.5)
Subtotal	478,586	234,764	136,899	77,282	(43.5)
Total GENERAL FUND	241,302,370	246,598,549	241,771,215	252,385,894	4.4
DEBT SERVICE FUND					
Debt Service Fund	23,931,367	39,081,356	26,833,555	28,132,555	4.8
Total DEBT SERVICE FUND	23,931,367	39,081,356	26,833,555	28,132,555	4.8

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Percent Change
SPECIAL REVENUE FUNDS					
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 Proposed	Percent Change
SPECIAL REVENUE FUNDS (continued)					
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
Total SPECIAL REVENUE FUNDS	196,030,668	196,060,737	177,412,031	215,196,252	21.3
ENTERPRISE FUNDS					
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
Total ENTERPRISE FUNDS	53,784,107	53,498,703	59,762,690	60,377,151	1.0

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Percent Change
INTERNAL SERVICE FUNDS					
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
Total INTERNAL SERVICE FUNDS	73,027,098	75,413,049	55,425,554	55,517,947	0.2
Total GENERAL FUND	241,302,370	246,598,549	241,771,215	252,385,894	4.4
Total OTHER FUNDS	346,773,240	364,053,845	319,433,830	359,223,905	12.5
Total REVENUES	\$ 588,075,610	\$ 610,652,394	\$ 561,205,045	\$ 611,609,799	9.0

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Percent Change
GENERAL FUND					
COUNCIL AGENCIES					
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)
ELECTED OFFICIALS					
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	7,312,078	7.9
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	107,302,456	5.0
APPOINTED OFFICIALS					
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
ADMINISTRATOR					
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
DEPUTY ADMINISTRATOR COMMUNITY SERVICES					
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
DEPUTY ADMINISTRATOR FINANCE					
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 Proposed	Percent Change
GENERAL FUND (continued)					
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	484,769	9.3
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	34,451,701	22.3
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
Total GENERAL FUND	222,514,869	237,087,859	244,405,893	259,582,241	6.2
DEBT SERVICE FUNDS					
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
Total DEBT SERVICE FUNDS	37,980,991	36,058,955	54,706,460	33,288,635	(39.2)
SPECIAL REVENUE FUNDS					
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 Proposed	Percent Change
ELECTED OFFICIALS					
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)
APPOINTED OFFICIALS					
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
ADMINISTRATOR					
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
DEPUTY ADMINISTRATOR COMMUNITY SERVICES					
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)
DEPUTY ADMINISTRATOR FINANCE					
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)
DEPUTY ADMINISTRATOR GENERAL SERVICES					
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 Proposed	Percent Change
<u>SPECIAL REVENUE FUND (continued)</u>					
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
Total SPECIAL REVENUE FUNDS	108,101,125	109,499,092	113,556,529	127,679,460	12.4
<u>ENTERPRISE FUNDS</u>					
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 Proposed	Percent Change
ENTERPRISE FUNDS (continued)					
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)
Total ENTERPRISE FUNDS	54,518,799	60,984,064	63,979,769	61,358,920	(4.1)
INTERNAL SERVICE FUNDS					
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	18,237,716	61.7
Subtotal	14,722,939	14,852,806	11,276,026	18,237,716	61.7
Total INTERNAL SERVICE FUND	83,700,009	89,486,032	56,867,927	62,880,687	10.6
Total GENERAL FUND	222,514,869	237,087,859	244,405,893	259,582,241	6.2
Total OTHER FUNDS	284,300,924	296,028,143	289,110,685	285,207,702	(1.3)
Total EXPENDITURES	\$ 506,815,793	\$ 533,116,002	\$ 533,516,578	\$ 544,789,943	2.1

**Charleston County, South Carolina
Interfund Transfers
Fiscal Year 2022**

(In Thousands of Dollars)		TRANSFER TO:																				
		General	Debt Service	Economic Dev. Revenue Bond Debt	Public Defender: Chas	Sheriff: Programs	Solicitor: Programs	Trans. Sales Tax: Greenbelt Projects (1st)	Trans. Sales Tax: Greenbelt Projects (2nd)	Trans. Sales Tax: Roads Projects (1st)	Trans. Sales Tax: Roads Projects (2nd)	Trident Tech. Debt	Trident Tech. Operating	Victim Bill of Rights	Cap. Proj.: Facilities Preservation	Cap. Proj.: Public Works	DAODAS	Environmental Mgmt: Projects	Tech Serv: Radio Communication	Fleet Management	Total Out	
FUND																						
TRANSFER FROM	General		609		3,653	317	44							69	5,000	2,400	1,688		602	5,668	20,050	
	Economic Dev. Revenue Bond Debt	2,913	538	10,277									19	135							13,882	
	Accom. Tax State	35																			35	
	Family Court IV-D	750																			750	
	HOME Grant Match	338																			338	
	Solicitor: Programs	150					274							59							483	
	Trans. Sales Tax Greenbelt (1st)							1,504													1,504	
	Trans. Sales Tax Greenbelt (2nd)								7,519												7,519	
	Trans. Sales Tax Roads (1st)		3,000							23,875												26,875
	Trans. Sales Tax Roads (2nd)										44,535											44,535
	Trans. Sales Tax Transit (2nd)											19,092										19,092
	Trident Tech Debt Service		3,181																			3,181
	Capital Projects		271																725			996
	Environmental Management																5,350					5,350
	Revenue Collections	232																				232
	Total In	4,418	7,599	10,277	3,653	317	318	1,504	7,519	23,875	44,535	19,092	19	135	128	5,000	2,400	1,688	5,350	1,327	5,668	144,822

The transfer out side of \$996 for Capital Projects, \$268 for Economic Development Special Source Revenue Bond, and \$338 for HOME Grant Match is not reflected in the FY 2022 budget.

The transfer in side of \$1,504 for Greenbelts Projects (1st), \$7,519 for Greenbelts Projects (2nd), \$250 for Sheriff: Grants, \$2,400 for Public Works Capital Projects, \$5,000 for Facilities Preservation Fund, \$23,875 for Transportation Sales Tax: Roads Projects (1st), \$44,535 for Transportation Sales Tax: Roads Projects (2nd), \$19,092 for Transportation Sales Tax: Transit (2nd), and \$5,350 for Environmental Management: Projects is not reflected in the FY 2022 budget.

Reconciliation	(Total Out)	Total In
Per Matrix	144,822	144,822
Unbudgeted Per Notes	(1,602)	(109,525)
FY 2022 Budgeted	143,220	35,297

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

GENERAL FUND	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Change
COUNCIL AGENCIES					
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	-
ELECTED OFFICIALS					
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	381.00	(40.00)
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	1,067.02	(31.00)
APPOINTED OFFICIALS					
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
COUNTY ADMINISTRATOR					
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)
DEPUTY ADMIN COMMUNITY SERVICES					
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

GENERAL FUND (continued)	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Change
DEPUTY ADMINISTRATOR FINANCE					
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
DEPUTY ADMIN GENERAL SERVICES					
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
DEPUTY ADMIN PUBLIC SAFETY					
Deputy Administrator Public Safety	-	3.00	3.00	3.00	-
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	443.25	20.00
DEPUTY ADMIN PUBLIC SERVICES					
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
Total GENERAL FUND	2,124.40	2,123.29	2,178.65	2,173.70	(4.95)

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

SPECIAL REVENUE FUNDS	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Change
ELECTED OFFICIALS					
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	69.73	(1.00)
APPOINTED OFFICIALS					
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	-
COUNTY ADMINISTRATOR					
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

SPECIAL REVENUE FUNDS (continued)	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Change
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	-
Subtotal	30.63	30.50	30.50	30.50	-
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	-
Total SPECIAL REVENUE FUNDS	219.37	212.38	211.38	211.48	0.10
CAPITAL PROJECT FUNDS					
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
Total CAPITAL PROJECT FUNDS	3.00	3.00	3.00	4.00	1.00

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

ENTERPRISE FUNDS	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Change
DEPUTY ADMIN COMMUNITY SERVICES					
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	1.00	1.00	-	(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	119.00	120.50	120.50	119.50	(1.00)
DEPUTY ADMINISTRATOR FINANCE					
Revenue Collections	20.00	20.00	20.00	20.00	-
Subtotal	20.00	20.00	20.00	20.00	-
DEPUTY ADMIN GENERAL SERVICES					
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	-
DEPUTY ADMIN PUBLIC SAFETY					
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

ENTERPRISE FUNDS (continued)	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Change
DEPUTY ADMIN PUBLIC SERVICES					
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	-
Total ENTERPRISE FUNDS	285.65	286.40	279.90	278.90	(1.00)
INTERNAL SERVICE FUNDS					
DEPUTY ADMINISTRATOR FINANCE					
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	-
DEPUTY ADMIN GENERAL SERVICES					
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)
DEPUTY ADMIN PUBLIC SERVICES					
Fleet Operations	29.25	29.25	32.25	32.25	-
Subtotal	29.25	29.25	32.25	32.25	-
Total INTERNAL SERVICE FUNDS	58.25	58.25	61.25	61.10	(0.15)
Total Positions GENERAL FUND	2,124.40	2,123.29	2,178.65	2,173.70	(4.95)
Total Positions OTHER FUNDS	566.27	560.03	555.53	555.48	(0.05)
Total Positions ALL FUNDS	2,690.67	2,683.32	2,734.18	2,729.18	(5.00)

Charleston County, South Carolina
All Funds
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	\$ 96,378,563	\$125,744,382	\$144,481,109	\$144,481,109	\$111,563,850
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	44,686,474	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	<u>588,075,610</u>	<u>610,652,394</u>	<u>561,205,045</u>	<u>596,143,334</u>	<u>611,609,799</u>
Interfund Transfer In	<u>41,353,581</u>	<u>42,674,412</u>	<u>40,943,399</u>	<u>45,517,216</u>	<u>35,296,599</u>
Total Available	<u>725,807,754</u>	<u>779,071,188</u>	<u>746,629,553</u>	<u>786,141,659</u>	<u>758,470,248</u>
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	216,891,582	243,628,406
Capital	5,930,713	3,508,633	3,784,846	14,836,320	13,096,076
Debt Service	<u>75,276,657</u>	<u>74,747,838</u>	<u>99,769,124</u>	<u>99,767,124</u>	<u>76,628,638</u>
Subtotal	<u>506,815,793</u>	<u>533,116,003</u>	<u>533,516,578</u>	<u>524,586,355</u>	<u>544,789,943</u>
Interfund Transfer Out	<u>93,247,579</u>	<u>101,474,076</u>	<u>143,695,865</u>	<u>149,991,454</u>	<u>143,220,118</u>
Total Disbursements	<u>600,063,372</u>	<u>634,590,079</u>	<u>677,212,443</u>	<u>674,577,809</u>	<u>688,010,061</u>
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	255,053,603	260,745,104	192,788,114	226,995,148	208,286,490
Available	<u>58,713,222</u>	<u>70,716,833</u>	<u>77,095,395</u>	<u>89,117,712</u>	<u>66,772,707</u>
Ending Balance, June 30	<u>\$125,744,382</u>	<u>\$144,481,109</u>	<u>\$ 69,417,110</u>	<u>\$111,563,850</u>	<u>\$ 70,460,187</u>

Charleston County, South Carolina
General Fund
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Proposed
Beginning Balance, July 1	\$ 83,119,146	\$ 96,419,681	\$ 99,203,375	\$ 99,203,375	\$ 106,716,314
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	363,519,218
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	83,357,911	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	238,977,595	259,582,241
Interfund Transfer Out	10,886,346	11,464,264	5,570,355	11,267,988	20,050,103
Total Disbursements	233,401,215	248,552,123	249,976,248	250,245,583	279,632,344
Nonspendable	6,022,788	9,537,781	9,537,781	6,537,781	6,537,781
Restricted: Internal	71,149,524	68,466,421	63,591,069	76,992,148	77,349,093
Available	19,247,369	21,199,173	21,828,403	23,186,385	-
Ending Balance, June 30	\$ 96,419,681	\$ 99,203,375	\$ 94,957,253	\$ 106,716,314	\$ 83,886,874

Charleston County, South Carolina
Debt Service Fund
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Proposed
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

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 Proposed
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 Available	1,165,809 897,293	- (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

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 Proposed
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	\$ -

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 Proposed
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	\$ -

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 Proposed
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

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 Proposed
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

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 Proposed
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 Available	123,000	-	-	-	-
	-	123,000	123,000	100,000	-
Ending Balance, June 30	\$ 123,000	\$ 123,000	\$ 123,000	\$ 100,000	\$ -

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 Proposed
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 Available	572,628 2,871,081	792,166 2,782,117	51,477 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

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

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 Proposed
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

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 Proposed
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>

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

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

Note: Refer to page X 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 Proposed
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	-	1,000	-	600	-
Available	4,356	3,754	3,754	4,704	4,704
Ending Balance, June 30	\$ 4,356	\$ 4,754	\$ 3,754	\$ 5,304	\$ 4,704

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Proposed
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	307,680	205,432	32,000	32,000	32,000
Subtotal	10,673,435	10,476,760	9,552,000	11,188,000	11,677,000
Total Available	24,110,480	15,301,268	14,319,834	15,955,834	17,454,915
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	9,024,032	9,285,985	9,910,529	9,910,529	10,193,223
Subtotal	9,260,972	9,530,434	10,180,722	10,177,919	10,599,914
Interfund Transfer Out	10,025,000	1,003,000	-	-	1,504,000
Total Disbursements	19,285,972	10,533,434	10,180,722	10,177,919	12,103,914
Restricted: Internal	-	628,722	-	426,914	-
Available	4,824,508	4,139,112	4,139,112	5,351,001	5,351,001
Ending Balance, June 30	\$ 4,824,508	\$ 4,767,834	\$ 4,139,112	\$ 5,777,915	\$ 5,351,001

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Proposed
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>

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 Proposed
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

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 Proposed
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>

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 Proposed
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	\$ 515,196	\$ 517,491	\$ 267,491	\$ 517,491	\$ 267,491

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 Proposed
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

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 Proposed
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

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 Proposed
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	1,482,544	200,183	200,183	3,758,168	-
Available	9,622,777	19,474,703	20,712,538	23,479,872	23,529,872
Ending Balance, June 30	\$ 19,123,321	\$ 19,799,886	\$ 21,037,721	\$ 27,363,040	\$ 23,604,872

Charleston County, South Carolina
Special Revenue Fund
Public Works: Roads Program (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 Proposed</u>
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	<u>1,090,535</u>	<u>1,459,011</u>	<u>121,000</u>	<u>125,000</u>	<u>118,000</u>
Subtotal	<u>38,272,770</u>	<u>38,314,951</u>	<u>34,281,000</u>	<u>40,156,000</u>	<u>41,903,000</u>
Total Available	<u>59,333,529</u>	<u>81,391,480</u>	<u>96,560,480</u>	<u>102,435,480</u>	<u>71,308,480</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>16,257,000</u>	<u>19,112,000</u>	<u>73,030,000</u>	<u>73,030,000</u>	<u>44,535,000</u>
Total Disbursements	<u>16,257,000</u>	<u>19,112,000</u>	<u>73,030,000</u>	<u>73,030,000</u>	<u>44,535,000</u>
Restricted: Internal	<u>43,076,529</u>	<u>62,279,480</u>	<u>23,530,480</u>	<u>29,405,480</u>	<u>26,773,480</u>
Ending Balance, June 30	<u>\$ 43,076,529</u>	<u>\$ 62,279,480</u>	<u>\$ 23,530,480</u>	<u>\$ 29,405,480</u>	<u>\$ 26,773,480</u>

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 Proposed
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

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 Proposed
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 Available	96,588 293,485	106,636 270,359	- 240,405	190,866 93,852	- 93,852
Ending Balance, June 30	\$ 390,073	\$ 376,995	\$ 240,405	\$ 284,718	\$ 93,852

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 Proposed
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

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 Proposed
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	<u>614,451</u>	<u>621,713</u>	<u>625,000</u>	<u>500,000</u>	<u>500,000</u>
Subtotal	<u>646,823</u>	<u>621,713</u>	<u>628,000</u>	<u>500,000</u>	<u>500,000</u>
Total Available	<u>2,122,753</u>	<u>1,931,085</u>	<u>1,863,176</u>	<u>1,735,176</u>	<u>1,506,822</u>
Expenditures:					
Personnel	234,272	231,499	247,025	200,646	179,436
Operating	476,341	464,410	606,904	499,229	567,077
Capital	<u>102,768</u>	<u>-</u>	<u>22,236</u>	<u>28,479</u>	<u>-</u>
Subtotal	<u>813,381</u>	<u>695,909</u>	<u>876,165</u>	<u>728,354</u>	<u>746,513</u>
Total Disbursements	<u>813,381</u>	<u>695,909</u>	<u>876,165</u>	<u>728,354</u>	<u>746,513</u>
Restricted: Internal	245,537	248,165	24,374	246,513	-
Available	<u>1,063,835</u>	<u>987,011</u>	<u>962,637</u>	<u>760,309</u>	<u>760,309</u>
Ending Balance, June 30	<u>\$ 1,309,372</u>	<u>\$ 1,235,176</u>	<u>\$ 987,011</u>	<u>\$ 1,006,822</u>	<u>\$ 760,309</u>

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

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 Proposed
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

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

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 Proposed
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

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 Proposed
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

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 Proposed
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

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 Proposed
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Intergovernmental	73,690	73,690	73,690	73,690	73,690
Subtotal	73,690	73,690	73,690	73,690	73,690
Interfund Transfer In	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	\$ -	\$ -	\$ -	\$ -	\$ -

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 Proposed
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

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 Proposed
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>

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

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 Proposed
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

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 Proposed
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

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 Proposed
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

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

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

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 Proposed
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

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 Proposed
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
Restricted: Internal	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

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 Proposed
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	<u>\$ 23,956,496</u>	<u>\$ 18,737,134</u>	<u>\$ 18,304,134</u>	<u>\$ 21,097,134</u>	<u>\$ 18,542,134</u>

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

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 Proposed
Beginning Balance, July 1	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Property Tax	3,769,671	3,954,729	2,792,000	3,027,000	3,149,000
Intergovernmental	<u>60,186</u>	<u>68,660</u>	<u>11,600</u>	<u>16,000</u>	<u>13,000</u>
Subtotal	<u>3,829,857</u>	<u>4,023,389</u>	<u>2,803,600</u>	<u>3,043,000</u>	<u>3,162,000</u>
Interfund Transfer In	<u>11,585</u>	<u>14,691</u>	<u>14,691</u>	<u>15,000</u>	<u>19,000</u>
Total Available	<u>3,841,442</u>	<u>4,038,080</u>	<u>2,818,291</u>	<u>3,058,000</u>	<u>3,181,000</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>3,841,442</u>	<u>4,038,080</u>	<u>2,818,291</u>	<u>3,058,000</u>	<u>3,181,000</u>
Total Disbursements	<u>3,841,442</u>	<u>4,038,080</u>	<u>2,818,291</u>	<u>3,058,000</u>	<u>3,181,000</u>
Ending Balance, June 30	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Proposed
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	\$ -	\$ -

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 Proposed
	\$ 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)

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 Proposed
	\$ 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

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 Proposed
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

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 Proposed
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>

Charleston County, South Carolina
Enterprise Fund
Environmental Management
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Proposed
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	\$ 63,620,840	\$ 59,264,595	\$ 56,926,982	\$ 60,742,287	\$ 56,985,629

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 Proposed
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

Charleston County, South Carolina
Enterprise Fund
Revenue Collections
Fund Statement

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Projected	FY 2022 Proposed
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	<u>2,377,463</u>	<u>2,231,375</u>	<u>2,016,790</u>	<u>2,153,110</u>	<u>2,368,898</u>
Interfund Transfer In	<u>-</u>	<u>366,306</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Available	<u>(58,183)</u>	<u>156,383</u>	<u>(275,831)</u>	<u>(139,511)</u>	<u>(411,952)</u>
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	<u>2,046,738</u>	<u>2,449,004</u>	<u>1,988,763</u>	<u>2,571,960</u>	<u>2,137,127</u>
Interfund Transfer Out	<u>336,377</u>	<u>-</u>	<u>128,027</u>	<u>69,379</u>	<u>231,771</u>
Total Disbursements	<u>2,383,115</u>	<u>2,449,004</u>	<u>2,116,790</u>	<u>2,641,339</u>	<u>2,368,898</u>
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	<u>266,842</u>	<u>190,732</u>	<u>190,732</u>	<u>250,003</u>	<u>250,003</u>
Ending Balance, June 30	<u><u>\$ (2,441,298)</u></u>	<u><u>\$ (2,292,621)</u></u>	<u><u>\$ (2,392,621)</u></u>	<u><u>\$ (2,780,850)</u></u>	<u><u>\$ (2,780,850)</u></u>

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 Proposed
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

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 Proposed
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

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 Proposed
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	5,668,830
Total Available	35,590,533	35,282,172	31,107,442	34,321,518	36,652,866
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	6,633,000
Subtotal	17,586,603	17,664,684	14,226,026	18,188,368	21,237,716
Interfund Transfer Out	2,084,385	326,731	-	200,000	-
Total Disbursements	19,670,988	17,991,415	14,226,026	18,388,368	21,237,716
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>

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 Proposed
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)

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 Proposed
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

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 Proposed
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

COUNTY COUNCIL

Fund: General Fund
Function: General Government

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

Services Provided:

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

Departmental Summary:

	<u>FY 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	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
TOTAL REVENUES	\$ 3,135	\$ 2,297	\$ 2,500	\$ 2,500	\$ -	0.0
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
TOTAL EXPENDITURES	\$ 1,768,053	\$ 1,728,563	\$ 6,999,714	\$ 2,160,419	\$ (4,839,295)	(69.1)

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.

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 Proposed</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
TOTAL REVENUES	17,930,022	14,245,989	10,112,500	16,302,500	6,190,000	61.2
Interfund Transfer In	-	-	571,102	-	(571,102)	(100.0)
TOTAL SOURCES	\$17,930,022	\$14,245,989	\$10,683,602	\$16,302,500	\$ 5,618,898	52.6
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
TOTAL EXPENDITURES	\$16,671,968	\$16,816,068	\$10,683,602	\$15,485,694	\$ 4,802,092	44.9

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.

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 Proposed</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
TOTAL REVENUES	\$ 210,888	\$ 175,672	\$ 43,000	\$ 235,000	\$ 192,000	446.5
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	176,741	44,501	40,050	417,504	377,454	942.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	176,741	44,501	40,050	417,504	377,454	942.5
Interfund Transfer Out	34,147	32,417	25,900	35,000	9,100	35.1
TOTAL DISBURSEMENTS	\$ 210,888	\$ 76,918	\$ 65,950	\$ 452,504	\$ 386,554	586.1

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.

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 Proposed</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
TOTAL REVENUES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,750,000</u>	<u>\$ 5,000,000</u>	<u>\$ 3,250,000</u>	<u>185.7</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	1,750,000	5,332,500	3,582,500	204.7
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,750,000</u>	<u>\$ 5,332,500</u>	<u>\$ 3,582,500</u>	<u>204.7</u>

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.

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:

	FY 2019 <u>Actual</u>	FY 2020 <u>Actual</u>	FY 2021 <u>Adjusted</u>	FY 2022 <u>Proposed</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
TOTAL EXPENDITURES	\$ 250,770	\$ 257,580	\$ 352,308	\$ 353,450	\$ 1,142	0.3

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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Council audit reports	1(a)	11	8	10
Periodic monitoring reports and projects	1(a)	7	6	6
Integrity services investigations	1(a)	1	5	4
Recommendations in audit reports ¹	2(b)	13	15	10
Efficiency:				
Cost per audit hour	1(b)	\$77.65	\$76.73	\$77.00
Outcome:				
Completion percent of Annual Audit Plan	1(a)	100%	95.0%	90.0%
Surveys returned	2(a)	40.0%	16.7%	50.0%
Average evaluation score	2(a)	100	100	90
Recommendations accepted and implemented	2(b)	13	15	10
Percent of recommendations accepted and implemented	2(b)	100%	100.0%	100%

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

2021 ACTION STEPS

Department Goal 2

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

LEGAL

Division: Legal
Fund: General Fund
Function: General Government

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

Services Provided:

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

Division Summary:

	<u>FY 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	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
TOTAL EXPENDITURES	<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.

LEGAL (continued)

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

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

Program Summary:

	<u>FY 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	\$ 24,923	\$ 15,709	\$ 24,000	\$ 15,000	\$ (9,000)	(37.5)
Interest	<u>2,098</u>	<u>1,477</u>	<u>1,000</u>	<u>250</u>	<u>(750)</u>	<u>(75.0)</u>
TOTAL REVENUES	<u>\$ 27,021</u>	<u>\$ 17,186</u>	<u>\$ 25,000</u>	<u>\$ 15,250</u>	<u>\$ (9,750)</u>	<u>(39.0)</u>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	15,816	8,392	100,000	87,400	(12,600)	(12.6)
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 15,816</u>	<u>\$ 8,392</u>	<u>\$ 100,000</u>	<u>\$ 87,400</u>	<u>\$ (12,600)</u>	<u>(12.6)</u>

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.

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 Proposed</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
TOTAL EXPENDITURES	<u>\$ 311,376</u>	<u>\$ 311,644</u>	<u>\$ 329,859</u>	<u>\$ 329,859</u>	<u>\$ -</u>	<u>0.0</u>

Funding Adjustments for FY 2022 Include:

- Operating expenditures will remain the same.

TRANSPORTATION SALES TAX (1ST) TRANSIT AGENCIES

Program: 1st 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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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	<u>621,000</u>	<u>1,148,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
TOTAL DISBURSEMENTS	<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.

TRANSPORTATION SALES TAX (2ND) TRANSIT AGENCIES

Program: 2nd 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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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
TOTAL DISBURSEMENTS	<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.

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 Proposed</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
TOTAL REVENUES	7,329,558	7,700,269	7,707,877	8,330,762	622,885	8.1
Interfund Transfer In	122,093	125,426	114,426	135,117	20,691	18.1
TOTAL SOURCES	\$ 7,451,651	\$ 7,825,695	\$ 7,822,303	\$ 8,465,879	\$ 643,576	8.2
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	7,451,651	7,825,695	7,822,303	8,465,879	643,576	8.2
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	\$ 7,451,651	\$ 7,825,695	\$ 7,822,303	\$ 8,465,879	\$ 643,576	8.2

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.

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 Proposed</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.



End Section

AUDITOR

Fund: General Fund
Function: General Government

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

Services Provided:

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

Departmental Summary:

	<u>FY 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	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
TOTAL EXPENDITURES	<u>\$ 2,392,232</u>	<u>\$ 2,477,970</u>	<u>\$ 2,490,011</u>	<u>\$ 2,659,236</u>	<u>\$ 169,225</u>	<u>6.8</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 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:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Refunds processed	1(b),2(b)	17,111	14,754	15,000
Set millage/projected revenue for taxing authorities	1(c)	37	37	37
Tax notices processed	2(a)	648,191	671,931	660,000
Deed transfers processed	2(b)	21,687	21,210	22,000
Measurement changes processed	2(b)	484	487	485
Homestead Exemptions/Property Tax Relief processed	2(c)	3,879	2,528	2,500
Efficiency:				
Average time in days per deed transfer to process	2(b)	12.27	12.27	12.27
Outcome:				
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%	3.0%
Deed transfer accuracy rate	1(b),2(b)	98.0%	98.0%	98.0%
Measurement change accuracy rate	2(b)	100%	100%	100%
Homestead Exemptions/Property Tax Relief accuracy rate	2(c)	100%	100%	100%

2021 ACTION STEPS

Department Goal 1

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

Department Goal 2

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

CLERK OF COURT

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

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

Services Provided:

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

Division Summary:

	<u>FY 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	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
TOTAL REVENUES	1,207,343	1,136,839	1,167,875	1,105,375	(62,500)	(5.4)
Interfund Transfer In	594,446	696,783	445,650	749,877	304,227	68.3
TOTAL SOURCES	\$ 1,801,789	\$ 1,833,622	\$ 1,613,525	\$ 1,855,252	\$ 241,727	15.0
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
TOTAL EXPENDITURES	\$ 4,105,314	\$ 4,232,206	\$ 4,518,589	\$ 4,674,748	\$ 156,159	3.5

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.

CLERK OF COURT (continued)

- Personnel costs reflect projected benefits and compensation, including the continuation of the longevity and merit programs.
- Operating expenditures reflect an increase due to higher records management costs based on historical and projected usage.

CLERK OF COURT (continued)

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

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

Program Summary:

	<u>FY 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	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.

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 Proposed</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.

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 Proposed</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
TOTAL REVENUES	<u>\$ 79,595</u>	<u>\$ 78,240</u>	<u>\$ 76,575</u>	<u>\$ 111,575</u>	<u>\$ 35,000</u>	45.7
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
TOTAL EXPENDITURES	<u>2,123,413</u>	<u>2,430,777</u>	<u>2,531,775</u>	<u>2,996,138</u>	<u>464,363</u>	18.3
Interfund Transfer Out	-	14,975	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 2,123,413</u>	<u>\$ 2,445,752</u>	<u>\$ 2,531,775</u>	<u>\$ 2,996,138</u>	<u>\$ 464,363</u>	18.3

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.

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 Proposed</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
TOTAL EXPENDITURES	\$ 296,101	\$ 311,500	\$ 383,108	\$ 419,953	\$ 36,845	9.6

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.

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</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	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
TOTAL REVENUES	1,590,174	1,439,883	1,557,575	1,298,575	(259,000)	(16.6)
Interfund Transfer In	159,526	149,115	221,360	150,049	(71,311)	(32.2)
TOTAL SOURCES	\$ 1,749,700	\$ 1,588,998	\$ 1,778,935	\$ 1,448,624	\$ (330,311)	(18.6)
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
TOTAL EXPENDITURES	\$ 2,969,871	\$ 2,992,510	\$ 3,067,674	\$ 3,266,010	\$ 198,336	6.5

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.

PROBATE COURT (continued)

- 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.
- 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:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Number of conservatorships and guardianships filed	1(a)	197	168	200
Number of court cases filed	1(b)	2,735	2,474	2,600
Output:				
Certified copies issued	1(c)	9,388	10,074	10,000
Cases scheduled for litigation	1(b)(d)	1,317	827	1,300
Estates opened ¹	1(d)	2,735	2,306	2,400
Speaking engagements	1(e)(f)	75	105	100
Number of accountings and guardianship reports	2	905	845	870
Marriage licenses issued	3(a)	4,750	3,956	4,800
Marriage ceremonies performed	3(a)	561	394	560
Mandatory probate forms completed	3(b)	12,000	12,000	13,000
Efficiency:				
Average cases per clerk	1(b)(d)	720	812	700

PROBATE COURT (continued)

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Outcome:				
Estates Open:	1(e)(f)			
366 days to 455 days		336	342	300
456 days to 540 days		268	302	300
541 days to 720 days		248	385	400
721 days or more		2,951	1,254	1,100
Percentage of delinquent accountings and guardianships ²	2	4.0%	1.6%	1.5%
South Carolina Law compliance	3(a)	100%	100%	100%
Certified marriage license compliance	3(a)	100%	100%	100%
Mandatory probate form compliance	3(b)	100%	100%	100%

¹ Annualized based on a calendar year.

² Reflects a calendar year.

2021 ACTION STEPS

Department Goal 1

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

REGISTER OF DEEDS

Fund: General Fund
Function: General Government

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

Services Provided:

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

Departmental Summary:

	<u>FY 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	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)
TOTAL REVENUES	<u>\$ 9,161,943</u>	<u>\$ 9,571,539</u>	<u>\$ 7,739,075</u>	<u>\$12,116,575</u>	<u>\$ 4,377,500</u>	<u>56.6</u>
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
TOTAL EXPENDITURES	<u>\$ 1,858,197</u>	<u>\$ 2,111,563</u>	<u>\$ 2,057,524</u>	<u>\$ 2,663,663</u>	<u>\$ 606,139</u>	<u>29.5</u>

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 two weeks.

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

MEASURES:	Objective	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
Output:				
Percent of office computerization for public use	1	100%	100%	100%
Documents recorded	2(a)	93,188	98,201	99,000
Efficiency:				
Average number of documents processed per staff	2(a)	4,236	4,676	4,714
Outcome:				
Revenue above budget	2(a)	7,333,451	9,745,553	9,900,000
Document turnaround time	2(a)	2 weeks	2 weeks	2 weeks
Percent decrease in turnaround time	2(a)	0%	0%	0%
Percent of Plats scanned	2(b)	100%	100%	100%

2021 ACTION STEPS

Department Goal 2

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

SHERIFF (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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	430.00	421.00	421.00	381.00	(40.00)	(9.5)
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
TOTAL REVENUES	<u>\$ 5,806,504</u>	<u>\$ 4,423,935</u>	<u>\$ 4,769,555</u>	<u>\$ 3,536,500</u>	<u>\$ (1,233,055)</u>	(25.9)
Personnel	\$29,827,261	\$29,741,113	\$29,537,255	\$30,928,079	\$ 1,390,824	4.7
Operating	9,137,397	9,437,251	10,493,990	10,896,431	402,441	3.8
Capital	-	106,311	50,000	185,000	135,000	270.0
TOTAL EXPENDITURES	<u>38,964,658</u>	<u>39,284,675</u>	<u>40,081,245</u>	<u>42,009,510</u>	<u>1,928,265</u>	4.8
Interfund Transfer Out	<u>75,000</u>	<u>35,286</u>	<u>325,026</u>	<u>318,639</u>	<u>(6,387)</u>	(2.0)
TOTAL DISBURSEMENTS	<u>\$39,039,658</u>	<u>\$39,319,961</u>	<u>\$40,406,271</u>	<u>\$42,328,149</u>	<u>\$ 1,921,878</u>	4.8

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.
- Operating expenditures reflect an increase in medical services costs based on the current contract.
- Capital expenditures represent replacement equipment for the Detention Center’s kitchen facility.
- 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.

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
TOTAL REVENUES	\$ 40,040	\$ 33,231	\$ -	\$ -	\$ -	0.0
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	30,485	6,739	126,590	190,866	64,276	50.8
Capital	-	-	10,000	-	(10,000)	(100.0)
TOTAL EXPENDITURES	30,485	6,739	136,590	190,866	54,276	39.7
Interfund Transfer Out	1,246	39,570	-	-	-	0.0
TOTAL DISBURSEMENTS	\$ 31,731	\$ 46,309	\$ 136,590	\$ 190,866	\$ 54,276	39.7

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	<u>614,451</u>	<u>621,713</u>	<u>625,000</u>	<u>500,000</u>	<u>(125,000)</u>	<u>(20.0)</u>
TOTAL REVENUES	<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	<u>102,768</u>	<u>-</u>	<u>22,236</u>	<u>-</u>	<u>(22,236)</u>	<u>(100.0)</u>
TOTAL EXPENDITURES	<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.

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 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	\$ 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.

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 Proposed</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
TOTAL REVENUES	667,359	1,725,867	1,432,594	1,265,175	(167,419)	(11.7)
Interfund Transfer In	179,218	-	-	-	-	0.0
TOTAL SOURCES	\$ 846,577	\$ 1,725,867	\$ 1,432,594	\$ 1,265,175	\$ (167,419)	(11.7)
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)
TOTAL EXPENDITURES	36,065,799	38,370,336	37,588,706	38,439,659	850,953	2.3
Interfund Transfer Out	69,970	148,311	157,699	111,132	(46,567)	(29.5)
TOTAL DISBURSEMENTS	\$36,135,769	\$38,518,647	\$37,746,405	\$38,550,791	\$ 804,386	2.1

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 Department.

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

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

Objective 2(c): Increase the Sheriff's Civil Fees revenue by 10%.

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Detention operating expenditures	2(a)	\$9,058,811	\$9,061,860	\$9,585,090
Federal prisoner per diem revenues	2(a)	\$5,315,796	\$3,639,390	\$4,200,000
Output:				
Value of property stolen due to crime	1(a)	\$5,412,085	\$3,221,208	\$3,275,324
Bad check warrants received	1(b)	119	61	90
Bad check warrants served	1(b)	131	53	92
Grant monies awarded no-match	2(b)	\$896,088	\$1,087,012	\$991,550
Efficiency:				
Value of property recovered	1(a)	\$937,685	\$215,406	\$576,546
Daily cost per prisoner	2(a)	\$67	\$67	\$67
Actual cost of grant personnel and purchased equipment	2(b)	\$1,970,087	\$276,920	\$1,123,504
Outcome:				
Value of property recovered as a percent of property reported stolen	1(a)	17.33%	6.69%	17.60%
Percent of bad check warrants served	1(b)	111.02%	86.89%	102.79%
Percent of federal prisoner per diem revenues to expenditures	2(a)	58.68%	40.16%	43.82%
Personnel, equipment purchased using non-general fund dollars	2(b)	220%	25%	113%
Actual civil fees received	2(c)	\$61,370	\$7,634	\$50,000

2021 ACTION STEPS

Department Goal 1

- Reduce the vacancy rate of the Detention Staff by 25%
- Develop a strategy in dealing with Fentanyl and Car Fentanyl.

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
TOTAL EXPENDITURES	<u><u>\$ 612,520</u></u>	<u><u>\$ 623,936</u></u>	<u><u>\$ 632,526</u></u>	<u><u>\$ 634,340</u></u>	<u><u>\$ 1,814</u></u>	0.3

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.

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 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
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.

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
TOTAL REVENUES	<u><u>\$ 107,084</u></u>	<u><u>\$ 64,440</u></u>	<u><u>\$ -</u></u>	<u><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
TOTAL EXPENDITURES	<u><u>\$ 225,632</u></u>	<u><u>\$ 295,466</u></u>	<u><u>\$ 266,400</u></u>	<u><u>\$ 67,000</u></u>	<u><u>\$ (199,400)</u></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.

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.

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.

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	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	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.

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	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ -</u>	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	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	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.

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 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	0.65	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
TOTAL REVENUES	<u>\$ 324,670</u>	<u>\$ 240,684</u>	<u>\$ 286,500</u>	<u>\$ 280,000</u>	<u>\$ (6,500)</u>	<u>(2.3)</u>
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
TOTAL EXPENDITURES	<u>141,965</u>	<u>163,406</u>	<u>183,297</u>	<u>194,463</u>	<u>11,166</u>	<u>6.1</u>
Interfund Transfer Out	<u>159,526</u>	<u>149,115</u>	<u>221,360</u>	<u>150,049</u>	<u>(71,311)</u>	<u>(32.2)</u>
TOTAL DISBURSEMENTS	<u>\$ 301,491</u>	<u>\$ 312,521</u>	<u>\$ 404,657</u>	<u>\$ 344,512</u>	<u>\$ (60,145)</u>	<u>(14.9)</u>

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.

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.

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.

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.

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.

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. The Court of General Sessions is taking over the Docket process and the change in business practice will have a direct effect on the total disposed cases for the fiscal year.

Objective 1(b): Reduce Family Court cases over 180 days to less than 30% of cases pending.

Initiative IV: Workflow Analysis-Process Management

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

Objective 2(a): Increase conviction rate to more than 60% of cases completed.

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

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

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

MEASURES:		FY 2019	FY 2020	FY 2021
	Objective	Actual	Actual	Projected
Input:				
Court of General Sessions:				
Number of open cases beginning of fiscal year	1(a)	11,132	11,650	12,156
Average number of open cases per attorney	1(a)	337	333	347
Family Court:				
Number of open cases beginning of fiscal year	1(b)	710	599	623
Average number of open cases per attorney	1(b)	178	200	208
Output:				
Court of General Sessions:				
Number of arrest warrants issued	2(b)(d)	8,414	7,805	7,500
Number of cases disposed ¹	2(d)	8,110	7,117	6,245
Family Court:				
Number of new cases	2(c)(d)	1,359	1,643	1,650
Number of cases disposed ¹	2(d)	1,520	1,392	1,275
Efficiency:				
Court of General Sessions:				
Average number of new cases added per attorney (≤400)	2(b)	255	223	215
Average number of disposed cases added per attorney ¹	2(d)	246	203	178
Family Court:				
Average number of new cases added per attorney (≤600)	2(c)	340	548	550
Average number of disposed cases per attorney ¹	2(d)	380	464	425
Outcome:				
Court of General Sessions:				
Percent of cases pending over 365 days (≤40%) ¹	1(a)	42.0%	48.0%	>48.0%
Percent of cases available for plea or trial ²	2(a)	92.0%	92.2%	92.0%
Dispositions:				
Percent of convictions (≥50%) ¹	2(a)	55.0%	47.0%	>47.0%
Percent of NP/Dismissal		45.0%	50.0%	50.0%
Percent found not guilty		<1.0%	<1.0%	<1.0%
Diversion program cases		>0.50%	>0.40%	>0.50%
Completion rate of warrants added (100%) ^{1,3}	2(d)	96.0%	92.0%	<90.0%

SOLICITOR (continued)

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Family Court:				
Percent of cases pending over 180 days ($\leq 30\%$)	1(b)	31.0%	29.0%	31.0%
Percent of cases available for adjudication ⁴	2(a)	81.0%	85.0%	85.0%
<u>Dispositions:</u>	2(a)			
Percent adjudicated ($\geq 50\%$) ¹		71.0%	39.0%	35.0%
Percent NP/Dismissal		29.0%	30.0%	35.0%
Percent found not guilty		<0.50%	<0.0%	<0.50%
Percent of adjudicated cases referred to arbitration		19.0%	17.0%	20.0%
Percent of cases referred to diversion		9.0%	4.0%	5.0%
Completion rate of cases added (100%) ¹	2(d)	128%	85.0%	<85.0%

¹ 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.

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

³ 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.

⁴ Juvenile Custody Orders, Transfer of Jurisdictions, and Competency Cases are not available for trial or plea.

2021 ACTION STEPS

Department Goal 1

- Continue to implement our new advanced case management system utilizing the latest technology in order to prosecute criminal cases in a more efficient and timely manner.

SOLICITOR (continued)

Program: State Appropriation
Fund: Special Revenue Fund
Function: Judicial

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

Program Summary:

	<u>FY 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.

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	<u>\$ 99,605</u>	<u>\$ 94,900</u>	<u>\$ 85,000</u>	<u>\$ 90,000</u>	<u>\$ 5,000</u>	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	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	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.

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.

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</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
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.

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.

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>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</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>\$ 97,625</u>	<u>\$ 106,683</u>	<u>\$ 113,937</u>	<u>\$ 98,622</u>	<u>\$ (15,315)</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.

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 Proposed</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
TOTAL REVENUES	\$ 2,425,003	\$ 3,328,178	\$ 260,000	\$ 469,500	\$ 209,500	80.6
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
TOTAL EXPENDITURES	\$ 1,986,224	\$ 2,104,573	\$ 2,077,428	\$ 2,227,121	\$ 149,693	7.2

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:	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Overage/shortage per cashier	1(c)	\$20.44	\$10.21	\$8.20
Interest revenue	2(a)	\$8,625,946	\$8,778,230	\$4,000,000
Revenue for Decal Issuance program ¹	1(d)	0	\$2,500	\$30,000
Output:				
Total debit/credit card payments	1(a)	\$44,603,800	\$92,523,447	\$101,775,791
Advance Tax Installment Applications received	1(b)	1,121	384	250
Total real and other taxes billed	2(b)	\$986,436,421	\$1,060,225,246	\$1,060,225,300
Efficiency:				
Average debit/credit and online payments per month	1(a)	\$3,716,983	\$7,710,287	\$8,481,315
Average monthly interest rate	2(a)	2.33%	1.75%	0.75%
Average collections per month	2(b)	\$71,376,986	\$76,980,067	\$88,352,108
Outcome:				
Rate of increase in debit/credit card payments	1(a)	15.00%	10.8%	10%
Rate of decrease in overages/shortages	1(c)	0%	50%	20%
Total taxpayers enrolled in Advance Installment Program	1(b)	1,121	1,272	1,522
Rate of increase in interest revenue	2(a)	45.00%	15%	0.5%
Total real and other taxes collected	2(b)	\$856,523,835	\$923,760,814	\$988,424,070
Collection rate of real and other taxes	2(b)	96.12%	96.42%	96.00%

¹ This department began measuring performance against this objective during FY 2020.

2021 ACTION STEPS

Department Goal 1

- Continue marketing efforts for Advance Installment Program throughout the county.
- Implement new training initiative.
- Implement new payment option to pay by phone-IVR.

Department Goal 2

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



End Section

ELECTIONS & VOTER REGISTRATION

Fund: General Fund
Function: General Government

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

Services Provided:

- Register eligible Charleston County citizens
- Serve as Absentee Precinct for all elections
- Provide petition verification
- Educate civic groups, students, and public groups about election procedures and political process

Departmental Summary:

	<u>FY 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	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
TOTAL REVENUES	<u><u>\$ 124,473</u></u>	<u><u>\$ 479,039</u></u>	<u><u>\$ 170,000</u></u>	<u><u>\$ 378,500</u></u>	<u><u>\$ 208,500</u></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
TOTAL EXPENDITURES	<u><u>1,765,109</u></u>	<u><u>2,086,970</u></u>	<u><u>2,046,969</u></u>	<u><u>2,342,503</u></u>	<u><u>295,534</u></u>	14.4
Interfund Transfer Out	25,000	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u><u>\$ 1,790,109</u></u>	<u><u>\$ 2,086,970</u></u>	<u><u>\$ 2,046,969</u></u>	<u><u>\$ 2,342,503</u></u>	<u><u>\$ 295,534</u></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:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Number of active voters	1	286,390	298,859	300,000
Number of voters using iVotronic	1	154,650	200,000	100,000
Number of poll workers attending one or more training sessions	1	610	801	1,200
Average number of classes conducted	1	16	50	40
Number of poll workers training on-line	1	290	524	350
Efficiency:				
Total cost per training class	1	\$250	\$300	\$500
Total hours to train	1	43	156	160
Outcome:				
Poll Managers issued passing score upon completion of training sessions.	1	610	772	1,200
Percent of poll managers with passing score	1	100%	100%	100%
Percent of precincts utilizing electronic poll books	1	100%	100%	100%

2021 ACTION STEPS

Department Goal 1

- Administration:
 - Obtain national certification in elections and registration for Director and Deputy Director.
 - Purchase equipment for major increase in absentee by mail voting.
 - Research new poll book solution for Election Day and absentee voting.
- Training:
 - Implement EasyVote Poll Worker module.
 - Develop new training methods due to COVID-19 (using more online training capabilities).
 - Develop new training materials to assist with the new statewide voting system.
 - Develop "Adopt a Polling Location" program for local organizations.
 - Develop and implement a Poll Manager recruitment program.
- Voting System:
 - Develop more robust internal procedures related to physical and cybersecurity.
 - Implement EasyVote Inventory Management module.
- Absentee Voting:
 - Secure off-site locations for November 2020.
 - Increase in-person absentee voting by meeting with civic groups and partner with local community members.
 - Continue relationship with existing nursing homes and assisted living facilities and add two more locations.
 - Implement Ballot Scout ballot tracking for Presidential Election.
 - Implement voting portal for Overseas and Military Voters
- Voter Outreach:
 - Create event to celebrate National Voter Registration Day in September 2019.
 - *Your Vote, Our Veterans* – create promotional video. Expand program to two additional schools. Raise \$5,000 for scholarship. Award scholarship in May 2020.
 - Update outreach equipment and provide technical support when needed.

LIBRARY

Program: Library
Fund: General Fund
Function: Culture and Recreation

Mission: Charleston County Public Library connects our diverse community to information, fosters lifelong learning and enriches lives.

Services Provided:

- Provide events, classes, lectures, exhibits, and reading programs
- Provide downloadable e-Books, audio books, and music
- Promote pre-literacy programs

Program Summary:

	<u>FY 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
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:		FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
	Objective			
Input:				
Library visits ^{1,5}	1(a)	1,491,407	1,144,302	1,155,745
Hours open ^{1,5}	1(a)	39,480	30,213	30,515
Program attendees	1(a)	241,411	154,996	156,546
PC use ¹	1(a)	616,801	559,377	564,971
Output:				
Registered cardholders ^{3,5}	1(a)	203,106	202,509	204,534
Programs held	1(a)	6,426	4,953	5,003
Reference questions answered ^{1,2,5}	1(b)	522,220	407,622	411,698
Efficiency:				
Library visits per capita ⁵	1(a)	4.26	3.27	3.30
Cost per library visit ⁵	1(a)	\$12.71	\$22.45	\$22.67
Cost per registered cardholder ^{4,5}	1(a)	\$93.30	\$126.83	\$128.10
Reference questions answered per capita ^{2,5}	1(b)	1.49	1.16	1.18
Percent change in circulation per capita	1(c)	(0.21%)	(4.23%)	1.00%
Items catalogued per capita ^{4,5}	1(c)	2.15	0.28	0.28
Circulation of all materials per year ⁵	1(c)	2,633,719	2,522,051	2,547,272
Outcome:				
New registrations added annually ^{3,4,5}	1(a)	20,332	15,623	15,779
Registered users as percentage of population ^{3,5}	1(a)	58.00%	57.83%	58.40
Percent change in registrations as percent of population ^{3,4,5}	1(a)	(3.98%)	(0.30%)	1.00%
Percentage increase of questions answered ^{2,5}	1(b)	(3.63%)	(21.94%)	1.00%
Circulation per capita ⁵	1(c)	7.52	7.20	7.27

¹ The Edisto Library was closed for a partial day due to a mechanical issue. All branches were closed for 5 days due to Hurricane Dorian. The Otranto Branch was closed an additional day due to damage from Hurricane Dorian. The West Ashley Library was closed one day due to flooding. All branches were closed for a partial day due to inclement weather. The Main Library was closed one day due to the Democratic Convention at the Gilliard. West Ashley and Edisto libraries were closed for a partial day due to flooding. All branches were closed March 16 through the end of the fiscal year due to the COVID-19 pandemic. This effected circulation, user visits, and computer use and reference questions answered.

² The library uses the standards set up by the State Library for counting reference statistics.

³ Inactive cardholders are removed from the system periodically.

⁴ The opening of the replacement branches, Baxter-Patrick James Island Library and the St. Paul's Hollywood Library, contributed to an increase in items added to the catalogue.

⁵ All branches were closed to the public March 16 through the end of the fiscal year due to the COVID-19 pandemic. 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)

2021 ACTION STEPS

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

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 Proposed</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
TOTAL REVENUES	\$ 392,008	\$ 486,786	\$ 201,000	\$ 201,000	\$ -	0.0
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
TOTAL EXPENDITURES	\$ 669,610	\$ 742,907	\$ 775,234	\$ 794,596	\$ 19,362	2.5

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:		FY 2019	FY 2020	FY 2021
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
Input:				
Cases referred	1	699	558	300
Output:				
Disposed cases	1	694	395	250
Percent of disposed cases	1	99.0%	71.0%	83.0%
Efficiency:				
Cost per case	1	\$674.78	\$1172.27	\$2204.73
Outcome:				
Average case length in days	1	280	n/a ¹	n/a ¹

¹ 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.

2021 ACTION STEPS

Department Goal 1

- Improve Internet information base to assist the public in accessing information needed to participate in the bi-monthly foreclosure auctions.
- Actively participate in the Charleston School of Law Extern Program by sponsoring part-time law students seeking invaluable on-the-job experience.
- Assist with more Circuit Court work to help with the flow of cases not referred to Master in Equity Court.

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</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	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
TOTAL REVENUES	<u>\$ 1,401,090</u>	<u>\$ 1,446,919</u>	<u>\$ 1,486,076</u>	<u>\$ 1,470,273</u>	<u>\$ (15,803)</u>	<u>(1.1)</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
TOTAL EXPENDITURES	<u>\$ 1,392,064</u>	<u>\$ 1,439,085</u>	<u>\$ 1,568,444</u>	<u>\$ 1,580,116</u>	<u>\$ 11,672</u>	<u>0.7</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.

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:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Change	Percent Change
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
TOTAL REVENUES	1,767,718	1,731,819	1,804,089	1,757,089	(47,000)	(2.6)
Interfund Transfer In	3,379,200	3,379,200	3,412,992	3,653,007	240,015	7.0
TOTAL SOURCES	\$ 5,146,918	\$ 5,111,019	\$ 5,217,081	\$ 5,410,096	\$ 193,015	3.7
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
TOTAL EXPENDITURES	\$ 5,394,908	\$ 5,226,341	\$ 5,360,928	\$ 5,533,521	\$ 172,593	3.2

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 2019 Actual	FY 2020 Actual	FY 2021 Projected
Input:				
Jail cases pending per attorney per month	1(a)(d)	27	24	24
Output:				
Case law meetings and in-house training per attorney	1(a)(b)(c)(d)	35	35	34
In-house training sessions for paralegals	1(a)(b)(d)	4	4	4
Community and school activities attended	1(e)	60	60	60
Efficiency:				
Hours spent per case law meeting per attorney	1(a)(b)(c)(d)	2	2	2
Hours spent per in-house training session per paralegal	1(a)(b)(d)	2	2	2
Average number of cases (charges) per attorney	1(a)(d)	337	342	342
Hours spent per community/school activities per staff	1(e)	2	2	2
Outcome:				
Cases disposed of annually by:	1(a)(b)(c)(d)			
<u>General Sessions (jail & non-jail)</u> ¹				
Trials (clients)		19	18	18
Guilty Pleas (clients)		1,580	1,381	1,381
Probation Violations (warrants)		443	280	280
<u>Family Court/Juveniles (jail & non-jail)</u> ¹				
Trials		1	1	1
Total petitions disposed		961	788	788
<u>Magistrate Court (jail & non-jail)</u>				
Clients disposed		268	317	317
<u>Sentencing Specialist</u>				
Clients assisted		409	468	468
<u>Initial Bond Court Representation</u>				
Clients represented		1,193	1,871	1,871

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

2021 ACTION STEPS

Department Goal 1

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

PUBLIC DEFENDER (continued)

Program: General Fund Support
Fund: General Fund
Function: Judicial

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

Program Summary:

	<u>FY 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
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>	<u>7.0</u>
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>	<u>8.1</u>

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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	5.00	5.00	5.00	5.00	-	0.0
Intergovernmental	\$ 11,383	\$ 11,611	\$ 11,384	\$ 11,611	\$ 227	2.0
TOTAL REVENUES	<u>\$ 11,383</u>	<u>\$ 11,611</u>	<u>\$ 11,384</u>	<u>\$ 11,611</u>	<u>\$ 227</u>	<u>2.0</u>
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	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ 408,458</u>	<u>\$ 411,366</u>	<u>\$ 414,389</u>	<u>\$ 429,734</u>	<u>\$ 15,345</u>	<u>3.7</u>

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 and ascertain the nature of walk-in client's inquiries within five minutes.

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

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Office contacts ¹	1(a)	29,826	25,168	22,648
Claims filed ¹	1(b)	2,876	2,445	2,200
Outcome:				
Percent of walk-ins served in five minutes	1(a)	100%	100%	100%
Percent of claims submitted within two business days	1(b)	99.0%	99.0%	99.0%

¹ Actual data is as documented on two Semi-Annual Reports submitted to the South Carolina Division of Veterans Affairs (SCDVA).

2021 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), VetraSpec & VetPro.
- Continue utilizing County surplus material and equipment when applicable.
- Continue practicing daily cost reduction whenever possible.



End Section

COUNTY ADMINISTRATOR

Fund: General Fund
Function: General Government

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

Departmental Summary:

	<u>FY 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	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
TOTAL EXPENDITURES	<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.

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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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
TOTAL DISBURSEMENTS	<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.

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 Proposed</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
TOTAL REVENUES	22,417,820	26,644,178	24,283,006	26,323,617	2,040,611	8.4
Interfund Transfer In	7,568,669	8,083,978	10,741,799	10,277,361	(464,438)	(4.3)
TOTAL SOURCES	<u>\$29,986,489</u>	<u>\$34,728,156</u>	<u>\$35,024,805</u>	<u>\$36,600,978</u>	<u>\$ 1,576,173</u>	4.5
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)
TOTAL EXPENDITURES	29,236,426	29,803,529	32,724,872	34,607,992	1,883,120	5.8
Interfund Transfer Out	9,192,232	10,358,032	13,655,205	13,614,267	(40,938)	(0.3)
TOTAL DISBURSEMENTS	<u>\$38,428,658</u>	<u>\$40,161,561</u>	<u>\$46,380,077</u>	<u>\$48,222,259</u>	<u>\$ 1,842,182</u>	4.0

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.



End Section

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 Proposed</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
TOTAL EXPENDITURES	<u><u>\$ 399,712</u></u>	<u><u>\$ 410,217</u></u>	<u><u>\$ 429,348</u></u>	<u><u>\$ 442,057</u></u>	<u><u>\$ 12,709</u></u>	<u><u>3.0</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 an increase due to interdepartmental staff changes in FY 2021.
- Operating expenditures reflect an increase in postage and records storage based on historical trends.

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 Proposed</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
TOTAL EXPENDITURES	\$ 230,949	\$ 544,438	\$ 251,110	\$ 275,687	\$ 24,577	9.8

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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Housing-related contracts issued/managed	1(a)	11	9	6
Infrastructure contracts issued/managed (well/septic program)	1(b)	1	4	4
Contracts issued/managed for homeless services ¹	1(c)	3	5	5
Output:				
LMI individuals provided housing assistance ²	1(a)	46	46	49
LMI households provided infrastructure service ²	1(b)	30	51	84
Homeless individuals served	1(c)	845	577	220
Efficiency:				
LMI individuals served for housing needs per contract issued/managed	1(a)	4	5	8
LMI households served per contract issued/managed infrastructure	1(b)	30	13	21
Homeless individuals served per contract issued/managed	1(c)	282	115	44
Outcome:				
Percent increase of individuals served - housing-related needs	1(a)	(28%)	0%	7%
Percent increase of individuals served - infrastructure-needs ³	1(b)	(58%)	70%	65%
Percent increase of homeless individuals ⁴	1(c)	(7%)	(32%)	(62%)

¹ Emergency Solutions Grant regulations implemented for programs assisting homeless individuals/families through shelter operations and rapid re-housing services.

² Output reflects outcomes for several years of funding. Some housing and infrastructure projects take 2-3 years to have fully actualized outcomes.

³ Maintenance activities on well/septic systems increased in FY2020 and are anticipated to increase in FY 2021.

⁴ The projected number of homeless individuals served for FY 2020 decreased due to the distribution of the majority of the Emergency Solutions Grant funds to rapid re-housing instead of shelter operations. There are more outcomes associated with shelter operations.

2021 ACTION STEPS

Department Goal 1

- By working with the Lowcountry Continuum of Care, coordinate shelter and rapid re-housing activities to ensure HUD's homeless (HESG) funding is reaching those individuals/families most at-risk for homelessness.
- Continue to refine the County's well/septic/connection program to expedite service and lower costs.

COMMUNITY DEVELOPMENT (continued)

Program: Medically Indigent Assistance Program (MIAP)
Fund: General Fund
Function: Health and Welfare

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

Services Provided:

- Process MIAP applications for the County's uninsured citizens to determine eligibility for state benefits.

Program Summary:

	<u>FY 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
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
TOTAL EXPENDITURES	<u><u>\$ 1,409,998</u></u>	<u><u>\$ 1,385,210</u></u>	<u><u>\$ 1,369,167</u></u>	<u><u>\$ 1,362,433</u></u>	<u><u>\$ (6,734)</u></u>	(0.5)

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.

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Number of applications received	1	67	44	50
Output:				
Number of approved applications	1	11	10	10
Outcome:				
Percent of approved applications	1	16.4%	23.0%	20.0%

COMMUNITY DEVELOPMENT (continued)

2021 ACTION STEPS

Department Goal 1

- Continue to ensure a positive return on investment of the County's contribution for inpatient hospital services to indigent citizens.

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 Proposed</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.

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 Proposed</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)
TOTAL REVENUES	452,205	524,168	486,000	457,000	(29,000)	(6.0)
Interfund Transfer In	580,090	2,544,104	-	1,688,045	1,688,045	100.0
TOTAL SOURCES	\$ 1,032,295	\$ 3,068,272	\$ 486,000	\$ 2,145,045	\$ 1,659,045	341.4
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
TOTAL EXPENDITURES	\$ 2,030,307	\$ 2,290,095	\$ 1,065,614	\$ 1,745,224	\$ 679,610	63.8

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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Total client intakes	1(a)	3,530	2,735	3,000
Number of drug free births	3(b)	6	3	6
Output:				
Percentage attendance of scheduled patients	1(b)	73.0%	71.0%	70%
Percentage direct client contact hours	1(c)	47.0%	41.8%	42.5%
Collections of accounts receivable	2(a)	4,435,201	4,733,866	4,750,000
Overall department billing	2(b)	5,104,207	3,987,528	4,000,000
Outcome:				
Percentage increase of collection rate	2(a)	1.0%	7.0%	0.3%
Percentage increase of billing rate	2(b)	1.41%	(21.8%)	0.3%
Percentage of successful tobacco buys to minors	3(a)	7.0%	3.0%	0.0%
Percentage Increase of post discharge contacts	3(b)	21.9%	35.8%	35.0%
Percentage of drug-free births	3(b)	100%	75%	100%
Client satisfaction rating for all applicable programs combined	3(c)	96.3%	95.3%	95%

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICE (continued)

2021 ACTION STEPS

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.

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 Proposed</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	<u>69,778</u>	<u>15,519</u>	<u>82,395</u>	<u>77,246</u>	<u>(5,149)</u>	<u>(6.2)</u>
TOTAL REVENUES	<u>\$ 221,368</u>	<u>\$ 164,077</u>	<u>\$ 252,896</u>	<u>\$ 280,247</u>	<u>\$ 27,351</u>	<u>10.8</u>
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	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 304,868</u>	<u>\$ 355,570</u>	<u>\$ 390,099</u>	<u>\$ 377,949</u>	<u>\$ (12,150)</u>	<u>(3.1)</u>

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.

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 Proposed</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.

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 Proposed</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	<u>558,660</u>	<u>284,470</u>	<u>675,894</u>	<u>506,921</u>	<u>(168,973)</u>	<u>(25.0)</u>
TOTAL REVENUES	<u>\$ 1,000,868</u>	<u>\$ 625,917</u>	<u>\$ 1,179,080</u>	<u>\$ 959,732</u>	<u>\$ (219,348)</u>	<u>(18.6)</u>
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	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL EXPENDITURES	<u>\$ 867,207</u>	<u>\$ 826,233</u>	<u>\$ 1,149,150</u>	<u>\$ 1,356,467</u>	<u>\$ 207,317</u>	<u>18.0</u>

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.

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 Proposed</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)
TOTAL REVENUES	<u>\$ 164,656</u>	<u>\$ 181,754</u>	<u>\$ 193,350</u>	<u>\$ 192,600</u>	<u>\$ (750)</u>	<u>(0.4)</u>
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
TOTAL EXPENDITURES	<u>\$ 218,899</u>	<u>\$ 252,530</u>	<u>\$ 270,585</u>	<u>\$ 257,536</u>	<u>\$ (13,049)</u>	<u>(4.8)</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 a decrease in the allocation of administrative costs.

DEPARTMENT OF ALCOHOL & OTHER DRUG ABUSE SERVICES (continued)

Division: Criminal Justice Services
Fund: Enterprise Fund
Function: Health and Welfare

Mission: The Criminal Justice Services Division provides a wide range of specialized, community-based substance abuse programs. Services include treatment and coordination services to local drug courts, conducting alcohol and drug awareness classes, and jail-based treatment services for the inmates of Charleston County Detention Center.

Division Summary:

	<u>FY 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	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.

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 Proposed</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.

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 Proposed</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	\$ 165,440	\$ 112,468	\$ 116,967	\$ 116,594	\$ (373)	(0.3)
TOTAL REVENUES	<u>\$ 165,440</u>	<u>\$ 112,468</u>	<u>\$ 116,967</u>	<u>\$ 116,594</u>	<u>\$ (373)</u>	<u>(0.3)</u>
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>	<u>(3.9)</u>

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.

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 Proposed</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.

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 Proposed</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.

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 Proposed</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.

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</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	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
TOTAL EXPENDITURES	<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 Proposed</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
TOTAL REVENUES	\$ 915,766	\$ 12,385	\$ 1,944,484	\$ 1,274,836	\$ (669,648)	(34.4)
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
TOTAL EXPENDITURES	\$ 1,390,820	\$ 913,535	\$ 1,966,206	\$ 1,147,845	\$ (818,361)	(41.6)

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.

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 Proposed</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.

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 Proposed</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
TOTAL REVENUES	\$ 625,966	\$ 502,250	\$ 730,443	\$ 713,863	\$ (16,580)	(2.3)
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
TOTAL EXPENDITURES	\$ 413,816	\$ 439,125	\$ 542,058	\$ 491,868	\$ (50,190)	(9.3)

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.

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 Proposed</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
TOTAL EXPENDITURES	<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.

GREENBELT PROGRAMS (1ST 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 Proposed</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
TOTAL REVENUES	<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>	22.2
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
TOTAL EXPENDITURES	<u>9,260,972</u>	<u>9,530,434</u>	<u>10,180,722</u>	<u>10,599,914</u>	<u>419,192</u>	4.1
Interfund Transfer Out	10,025,000	1,003,000	-	1,504,000	1,504,000	100.0
TOTAL DISBURSEMENTS	<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>	18.9

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.

GREENBELT PROGRAMS (2ND 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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	-	-	-	-	-	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
TOTAL DISBURSEMENTS	<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.

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 Proposed</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)
TOTAL REVENUES	\$ 1,561,754	\$ 1,227,111	\$ 1,410,000	\$ 1,056,000	\$ (354,000)	(25.1)
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
TOTAL EXPENDITURES	\$ 5,065,179	\$ 5,230,627	\$ 5,224,681	\$ 5,451,426	\$ 226,745	4.3

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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Small Claims cases filed	1(a)	4,678	3,989	4,200
DUI cases filed	1(b)	477	447	450
Efficiency:				
Average Small Claims case age in days	1(a)	72	63	65
Cost per case	1(a)	\$80.00	\$80.00	\$80.00
Average DUI case age in days	1(b)	189	190	190
Outcome:				
Disposed Small Claims cases	1(a)	4,407	4,133	4,200
Percent of Small Claims cases disposed	1(a)	94.0%	96.5%	97.0%
Disposed DUI cases	1(b)	389	394	400
Percent of DUI cases disposed	1(b)	82.0%	82.4%	85.0%
DUI cases pending	1(b)	460	478	450

2021 ACTION STEPS

Department Goal 1

- Implement procedure that would allow the defendant's photo on file with the Department of Public Safety to be imported onto arrest warrants when created in CMS.

MAGISTRATES' COURTS (continued)

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

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

Program Summary:

	<u>FY 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	\$ 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)
TOTAL REVENUES	\$ 122,777	\$ 97,999	\$ 96,000	\$ 95,000	\$ (1,000)	(1.0)
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
TOTAL EXPENDITURES	\$ 71,371	\$ 71,234	\$ 71,506	\$ 67,952	\$ (3,554)	(5.0)

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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
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%
Efficiency:				
Average hours per service	1(a)	2.0	2.0	2.0
Outcome:				
Percent of victims who perceive that the judges and court personnel were courteous and responsive to them	1(b)	99.0%	99.0%	99.0%

2021 ACTION STEPS

Department Goal 1

- Improve fluidity of victim services on general session offenses.

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 Proposed</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
TOTAL EXPENDITURES	<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.

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 Proposed</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)
TOTAL REVENUES	\$ 7,718	\$ 5,366	\$ 6,250	\$ 5,500	\$ (750)	(12.0)
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
TOTAL EXPENDITURES	\$ 4,392,655	\$ 4,493,249	\$ 4,858,486	\$ 4,917,985	\$ 59,499	1.2

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 2019.

Objective 1(a): Complete 95% of Tax Year (TY) 2021 new construction by July 31, 2021; complete 95% TY 2022 new construction by June 30, 2022; complete 95% TY 2023 new construction by June 15, 2023.

Objective 1(b): Complete 95% TY 2021 ATIs by September 15, 2021; complete 95% TY 2022 ATIs by September 1, 2022; and complete 95% TY 2023 ATIs by August 15, 2023. Maintain same dates for 2024.

Objective 1(c): Complete Tax Year (TY) 2020 reassessment appeals within 18 months of commencing BAA conferences.

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

Objective 2(a): Median date inspected to trail Tax Year by no more than 2-3 years.

Objective 2(b): Median date inspected to trail current Tax Year by no more than 2-3 years.

Objective 2(c): Maintain appraiser field time a minimum of 16% each year.

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Number of New Construction appraisals completed during FY ¹	1(a)	7,502	3,909	5,800
Number of ATI appraisals completed during fiscal year ²	1(b)	16,674	6,612	10,000
Inspections per fiscal year ³	2(a)(b)(c)	64,521	45,533	50,000
Output:				
Percent of time spent on new construction ⁴	1(a)	37.2%	27%	32%
Percent of time spent on new ATI appraisals ⁵	1(b)	13.6%	5.5%	10%
Percent of time spent on objections and reviews ⁶	1(c)	4.8%	5.5%	7%
Median date of inspection for improved properties ¹³	2(a)	12/09/16	06/06/18	01/01/19
Lag in inspection date median versus Tax Year ¹³	2(b)	3.1 yrs.	1.5 yrs.	2.0 yrs.
Percent of appraiser time spent in field ¹⁴	2(c)	16.1%	12.36	13.00
Efficiency:				
Avg Rate per day new construction appraisals (per appraiser) ⁷	1(a)	3.40	2.47	3.0
Avg Rate per day ATI appraisals (per appraiser) ⁵	1(a)	20.75	20.34	20.50
Avg Rate per day objections (per appraiser) ⁶	1(b)	1.69	2.25	2.00
Outcome:				
Date new construction 95% completed ¹	1(a)	7/12/19	7/31/20	7/31/20
New construction appraisals completed for Fiscal Year ⁸	1(a)	7,502	3,909	5,700
Change in valuation tax base due to new construction ⁹	1(a)	2.0%	2.8%	2.0%
Date ATIs completed ⁵	1(b)	8/02/19	08/28/20	09/15/21
Change in valuation tax base due to ATIs ⁹	1(b)	2.0%	2.10%	2.00%
Percentage reassessment BAAs completed (occurs every five years) ¹⁰	1(c)	99.0%	99.0%	10.0%
Date annual objections completed for prior tax year ¹¹	1(c)	03/30/19	3/30/20	4/15/21
Increase in percentage of field time per year ¹²	2(a)(b)(c)	(8.0)%	(23.2)%	>5.0%

ASSESSOR (continued)

- ¹ The FY 2021 projections take into account finishing new construction late in 2020 and starting it later in 2021. It is unknown how much COVID-19 will impact permits and new construction. Due to the number of new houses, new construction overlaps ATIs.
- ² Data reflects those completed in late summer of 2019 as most appraisers were still completing new construction in June 2020. Reassessment appeals will delay the start of new construction and ATI work in summer of 2021.
- ³ Annual inspections expected to stabilize around 50,000 – 53,000. However, COVID-19 shut down field work for over eight weeks in the spring of 2020. Overall inspections and field time fell approximately 30% between 2019 and 2020.
- ⁴ TY 20 New Construction – 56% complete June 30, 2020; TY 17 New Construction – 96% complete June 30, 2017; TY 16 New Construction – 63% complete June 30, 2016. TY 2019 – New Construction - 99% complete June 30, 2019.
- ⁵ Many ATIs are new construction and separating these categories is difficult.
- ⁶ Objections and reviews for TY 2019 are complete. FY 2020 has no active review or objections. Goal is to finish 95% of all objections and reviews by April 15, 2021.
- ⁷ FY 2019 was miscalculated and corrected. FY 2021 will see a lag in field collection and sign offs.
- ⁸ Reassessment/ Appeals delayed for new construction. COVID-19 impact on the volume of new construction collected for TY 21 is unknown.
- ⁹ With reassessment setting a new date of value, the increases reflect new construction change due to the more current appraisal date and fewer ATIs at a newer date.
- ¹⁰ Reassessment BAAs began July 2016 are essentially complete. Five TY 15 BAA are pending due to ongoing Supreme Court litigation. FY 2021 reflects a decrease due to TY 2020 reassessment BAA not planned to begin until end of March 2021.
- ¹¹ Reflects a change in timeliness due to a change in processes and dates of appeals.
- ¹² FY 2020 reflects further reductions in field time as COVID-19 halted all field inspections for over eight weeks in the critical spring collection time.
- ¹³ The average date of inspections is not expected to improve by one year as collectors are usually diverted from field work post reassessment to handle some returned mail, taking them out of the field for four to six weeks.
- ¹⁴ 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.

2021 ACTION STEPS

Department Goal 1

- Complete reassessment work including ATI's, new construction and field review in time to mail notices by September 30, 2020 as the statute requires.

Department Goal 2

- Continue to inspect each improved property once between reassessments by ensuring that median inspection date for improved properties lags the current tax year by no more than 2.5 to 3 years.
- Continue to inspect 50,000-55,000 properties per year and stabilize field time by appraisers at 16% of available time; thus increasing inspection frequency by appraisers as opposed to data collectors.

BUDGET

Department: Budget
Fund: General Fund
Function: General Government

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

Services Provided:

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

Departmental Summary:

	FY 2019 <u>Actual</u>	FY 2020 <u>Actual</u>	FY 2021 <u>Adjusted</u>	FY 2022 <u>Proposed</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
TOTAL EXPENDITURES	\$ 744,258	\$ 756,698	\$ 745,780	\$ 837,387	\$ 91,607	12.3

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 2019	FY 2020	FY 2021
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
Input:				
Number of Federal Awards	2	70	92	95
Output:				
Budgeted General Fund revenue	1(a)	231,024,355	242,232,055	241,771,215
Actual General Fund revenues ¹	1(a)	241,302,370	235,171,104	241,771,215
Efficiency:				
Dollar amount of Single Audit questioned costs	2	\$0	\$0	\$0
Outcome:				
Five-year plans prepared	1(b)	100%	100%	50%
Percent of revenue variance ¹	1(a)	4.4%	(2.9%)	0.0%
Single Audit findings	2	0	0	0
Percent of Single Audit questioned costs	2	0.0%	0.0%	0.0%

¹ FY 2020 Actual & FY 2021 Projected reflect the projection at time of budget preparation.

2021 ACTION STEPS

Department Goal 1

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

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 Proposed</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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Inventory line items	1(a)	1,564	1,530	1,600
Supplies issued monthly	1(b)	4,469	4,361	4,500
Received and stored items processed monthly	1(b)	4,189	3,993	4,200
Efficiency:				
Average error rate on issuing supplies	1(c)	2.0%	2.0%	2.0%
Outcome:				
Percent of stored items processed within 2 hours of receipt	1(b)	93.0%	90.0%	95.0%
Annual ratio of stock turnover	1(c)	9.32:1	7:1	6:1

CONTRACTS AND PROCUREMENT (continued)

Division: Contracts and Procurement
Fund: General Fund
Function: General Government

Mission: The Contracts and Procurement Division ensures the most efficient use of resources in the procurement of goods and services to effectively meet organizational goals while protecting the public's interest.

Serviced Provided:

- Provide transparency in the procurement of goods, services, and construction
- Provide citizens with maximum exposure to the Small Business Enterprise Program

Division Summary:

	<u>FY 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	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:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Purchase Card purchases	2(a)	22,839	22,290	22,000
Purchase orders	2(a)(b),4	1,363	1,487	1,400
Output:				
Number of staff attending training	1(a)	11	10	10
Purchase orders processed ≤ \$25,000	2(a),3(a)(b),4	898	1,044	1,000
Solicitations processed	2(b),3(a)(b)	108	95	100
Purchase orders ≥ \$25,000 processed	3(a)(b)	465	443	400
Number of Purchase Orders audited	3(a)	300	300	300
Efficiency:				
Cost per purchase order processed	2(a)(b)	\$100	\$100	\$100
Outcome:				
Percent of staff receiving at least 2 CEUs per fiscal year	1(a)	73.3%	75.0%	75.0%
Percent of purchase orders ≤ \$25,000 processed within 8 business days	2(a)	84.0%	92.0%	90.0%
Percent of purchase orders ≥ \$25,000 processed within 72 business day	2(b)	92.0%	93.7%	90.0%
Percent of audited purchase orders in compliance	3(a)	100%	100%	100%
Percent of purchases awarded without protest	3(b)	100%	99.9%	100%
Percent of informal solicitations having three quotes	4	100%	100%	100%

2021 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.

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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	12.00	12.00	12.00	12.00	-	0.0
Charges and Fees	\$ 4,320	\$ 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:

	Objective	FY 2019 Actual ¹	FY 2020 Actual	FY 2021 Projected
Output:				
Number of deadlines missed	1(a),2	0	0	0
Number of days to prepare the CAFR	1(b)	167	165	175
Outcome:				
<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		62	58	60
Journal entries required after year end		72	70	75
Management letter comments/material weaknesses		0	0	0

¹ FY 2019 reflects data before the finalized audit.

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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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.

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 Proposed</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
TOTAL EXPENDITURES	2,045,439	1,970,009	2,439,897	2,822,176	382,279	15.7
Interfund Transfer Out	100,000	-	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$ 2,145,439</u>	<u>\$ 1,970,009</u>	<u>\$ 2,439,897</u>	<u>\$ 2,822,176</u>	<u>\$ 382,279</u>	15.7

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: Use best practices to develop and manage existing and new talent.

- Objective 1(a): Forward applications of qualified candidates to departments within 3 business days of closing the position.
- Objective 1(b): Achieve a score of "4" or better in overall customer satisfaction from recipients of Human Resources offered training.
- Objective 1(c): Provide Customer Service Excellence training to all employees.
- Objective 1(d): Achieve a score of "4" or better in overall customer satisfaction from recipients of Well-Being offered training/workshops/events.
- Objective 1(e): Continue to elevate the importance of employee's health and well-being by achieving local recognition and awards for having one of the top Well-Being Programs in the Low Country.

Department Goal 2: Ensure Human Resources efforts are focused on service efficiencies, metrics and workonomics (people focused, not capital focused).

- Objective 2(a): Process I-9 forms within 3 business days of hires requiring an I-9 form.
- Objective 2(b): Enhance employee knowledge of benefit programs through information sessions.
- Objective 2(c): Develop a healthier, more productive workforce through continued promotion of the Six Dimensions of Well-Being that encompasses comprehensive health, work/life balance tools, and resources for employees.

Department Goal 3: Create a richly diverse and inclusive workforce.

- Objective 3(a): Continue offering Diversity related training programs to all County employees.
- Objective 3(b): Continue to train all managers, supervisors, and employees (under direction of the County Administrator) who participate in the interview process in "Behavioral Interviewing/Team Interviewing".

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual³</u>	<u>FY 2021 Projected³</u>
Output:				
Number of applications processed ¹	1(a)	16,157	n/a	n/a
Participants attending training sessions	1(b)	2,464	n/a	n/a
Number of training hours provided	1(b)	383	n/a	n/a
Number of Administrator's new hires trained in Customer Service Excellence	1(c)	319	n/a	n/a
Number of participants attending Harassment Training Sessions	1(d)	266	n/a	n/a
Number of Supervisors attending Harassment Training for Supervisors	1(d)	n/a	n/a	n/a
Number of participants attended Well-Being Workshop/sessions/trainings	1(d)	1760	n/a	n/a
Number of Well-Being Workshops/Sessions/Events/Trainings	1(d)	55	n/a	n/a
Number of awards/recognitions received for Well-Being Program	1(e)	14	n/a	n/a
Number of employees hired requiring an I-9 form	2(a)	663	n/a	n/a
Number of benefit information sessions	2(b)	43	n/a	n/a
Number of Health Assessments performed	2(c)	522	n/a	n/a
Number of SME presentations for Well-Being	2(c)	55	n/a	n/a
Number of participants trained in Diversity related topics	3(a)	623	n/a	n/a
Number of managers/supervisors trained in "Behavioral/Team Interviewing"	3(b)	7	n/a	n/a
Number of positions filled on the administrator's side using "Behavioral/Team Interviewing" process ²	3(b)	255	n/a	n/a

HUMAN RESOURCES (continued)

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual³</u>	<u>FY 2021 Projected³</u>
Outcome:				
Turnaround of applications of qualified candidates within 3 business days of job close	1(a)	95%	n/a	n/a
Overall Countywide Training Program evaluations achieving "good" to "excellent" satisfaction rating on average	1(b)	100%	n/a	n/a
Percentage of Administrator's new hires trained in Customer Service Excellence	1(c)	100%	n/a	n/a
Percentage of participants attending Harassment Training Sessions ²	1(c)	n/a	n/a	n/a
Percentage of Supervisors attending Harassment Training for Supervisors ²	1(c)	n/a	n/a	n/a
Percentage of employees attended Well-Being Workshop/sessions/trainings	1(d)	35%	n/a	n/a
Percentage change of Well-Being Workshop/Sessions/Events/Trainings	1(d)	30%	n/a	n/a
Percentage of awards/recognitions received for Well-Being Program	1(e)	75%	n/a	n/a
Percentage of employees hired requiring an I-9 form that was processed within 3 business days	2(a)	93%	n/a	n/a
Percentage increase in the number of benefit information sessions offered to employees	2(b)	(73%)	n/a	n/a
Percentage increase in the number of Health Assessments performed	2(c)	(19%)	n/a	n/a
Percentage of SME presentations of Well-Being	2(c)	131%	n/a	n/a
Percentage of employees trained in Diversity related topics	3(a)	24%	n/a	n/a
Percentage of new managers/supervisors trained using the "Behavioral/Team Interviewing" process ²	3(b)	3%	n/a	n/a
Percentage of full-time positions on the administrator's side filled using the "Behavioral/Team Interviewing" process ²	3(b)	97%	n/a	n/a

¹ Reflects several applicants who applied for more than one position.

² Elected and Appointed Officials do not utilize Human Resources in Team Interviewing.

³ Data unavailable at time of publication.

2021 ACTION STEPS

Department Goal 1

- Implement virtual training programs for all County Employees.
- Develop a process that provides timely and accurate enrollment and updating for all new hires, incumbents and retirees into the PEBA health care and retirement systems.
- Review the current workflow processes of each Benefit team member by October 2020.
- Identify beneficial HR analytics.
- Improve efficiency in the County's Unemployment Claims Process.

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 Proposed</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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	6.00	6.00	6.00	6.00	-	0.0
Charges and Fees	\$ 1,115,921	\$ 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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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
TOTAL DISBURSEMENTS	<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.¹

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

Objective 1(c): Attain collection rates of 60% of existing personal property accounts in Watercraft, Business Personal State/County, Aircraft and Rental Residential.¹

MEASURES:	Objective	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
Output:				
Total accounts collected in real property ^{2 & 3}	1(a)	11,340 – 465	9,,558-268	8,911 – n/a ⁴
Total accounts collected in mobile homes ^{2 & 3}	1(b)	2,879 - 787	2,828-651	2,827 – n/a ⁴
Total accounts collected in personal property ^{2 & 3}	1(c)	30,966 – 12,935	33224-10,986	34,784 – n/a ⁴
Efficiency:				
Cost per collection ⁴	1(a)(b)(c)	\$50.40	\$27.35	n/a ⁴
Outcome:				
Closure rate for real property accounts ^{2 & 3}	1(a)	95.90%	97.20%	n/a ⁴
Closure rate for mobile home accounts	1(b)	72.66%	76.98%	n/a ⁴
Closure rate for personal property accounts (BPS, BPC, RRES, WC, AC)	1(c)	58.23%	66.93%	n/a ⁴

¹All 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”.

² FY 2019 showed declines in closure rates listed for Real Property and Personal Property. The Debt Setoff program declined in Personal Property collections by 1.79%. This is due to the increased effort to determine the viability of certain accounts and their subsequent “write off” since they were unable to be collected. There were 1,799 accounts of this type, which was nearly double the FY 2018 total of 822. Mobile Homes still showed an increase by 0.09% from the previous year

³ 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.

⁴ Cost per Collection = (Total Actual Expenditures for the Fiscal Year) / (Sum of Accounts Paid, Abatements, and *Nulla Bona* Accounts) FY 2019 shows \$921,974 in actual expenditures. The Delinquent Tax Office continued efforts to lower the cost per collection resulted in the cost decreasing by \$23.05 per collection.

2021 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. This will be defined by first implementing a more structured use for these two personnel.
- Actual collectability versus redundant uncollected accounts continually compounding each year will continue to be the main target especially concerning delinquent Watercraft, which has seen an increase of several thousand accounts surrounding the imminent transition from billing in arrears to billing similar to SCDMV.
- In FY 2021, costs collected for Watercraft will greatly diminish, and the Delinquent Tax department will begin preparing for a loss in collectible revenue due to this shift. About one-third of what is delinquent in the watercraft property type may cease to be available as the transition progresses into the future.
- Due to recent loss of time in collections surrounding the COVID-19 pandemic, the department chose to stall the collection process by several months. The department will continue to monitor the expected impact on the department's budget for the next couple fiscal periods. New avenues of collection and tax sales are now being explored since the department has had to deal with a more mobile and reactive workforce through increased telecommuting.

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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	20.00	20.00	20.00	20.00	-	0.0
Charges and Fees	\$ 2,284,267	\$ 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
TOTAL REVENUES	2,377,463	2,231,375	2,016,790	2,368,898	352,108	17.5
Interfund Transfer In	-	366,306	-	-	-	0.0
TOTAL SOURCES	\$ 2,377,463	\$ 2,597,681	\$ 2,016,790	\$ 2,368,898	\$ 352,108	17.5
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
TOTAL EXPENDITURES	2,046,738	2,449,004	1,988,763	2,137,127	148,364	7.5
Interfund Transfer Out	336,377	-	128,027	231,771	103,744	81.0
TOTAL DISBURSEMENTS	\$ 2,383,115	\$ 2,449,004	\$ 2,116,790	\$ 2,368,898	\$ 252,108	11.9

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 2019 Actual	FY 2020 Actual	FY 2021 Projected
	Objective			
Output:				
Field inspections/calls/emails	1(a)	5,500	6,800	n/a ²
Illegal businesses located – businesses noncompliant	1(b)	42	38	n/a ²
Audits conducted	1(c)	1,177	676 ¹	n/a ²
Efficiency:				
Average chargeback per audit	1(c)	595	365	n/a ²
Outcome:				
Percent increase of business license inspections ¹	1(a)	(33.0%)	20.0%	20.0%
Percent increase of locating businesses operating illegally ¹	1(b)	31.0%	(10.0)	10.0%
Percent increase of audits conducted	1(c)	2.0%	(57.0%)	n/a ²
Collections from audit chargebacks	1(c)	\$424,131	\$24,023	n/a ²

¹ Audits were not scheduled from March to June 2020.

² Uncertainty of COVID-19 and future implementation of “remote audits only” render this number difficult to project at this time.

2021 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.



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 Proposed</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
TOTAL EXPENDITURES	\$ 436,756	\$ 502,470	\$ 621,582	\$ 728,062	\$ 106,480	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.

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 Proposed</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)
TOTAL REVENUES	2,921,242	2,357,662	2,317,500	2,340,000	22,500	1.0
Interfund Transfer In	-	13,660	-	-	-	0.0
TOTAL SOURCES	\$ 2,921,242	\$ 2,371,322	\$ 2,317,500	\$ 2,340,000	\$ 22,500	1.0
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
TOTAL EXPENDITURES	1,975,520	2,218,259	2,399,097	2,545,073	145,976	6.1
Interfund Transfer Out	24,592	14,277	-	-	-	0.0
TOTAL DISBURSEMENTS	\$ 2,000,112	\$ 2,232,536	\$ 2,399,097	\$ 2,545,073	\$ 145,976	6.1

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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Permit revenue	1(a)	\$2,194,535	\$1,664,681	\$1,929,608
Output:				
Permits issued	1(a)	13,393	12,130	12,762
Inspections performed	1(a)	31,652	33,110	33,839
Commercial plans approved	1(a)	72	239	84
Residential plans approved	1(a)	628	1,265	1,583
Number of contractor's licenses issued/renewed	1(a)	1,849	3,018	3,602
Number of Certificates of Occupancy issued	1(a)	451	521	591
Number of people serviced by web-based system	1(a)(b)	41,603	66,998	79,695
Number impacted by public education programs	2(a)	208,453	188,453	207,298
Number attending educational seminars	2(b)	5,452	5,951	6,029
Hours of Code Enforcement Officers training	3(c)	696	763	773
Efficiency:				
Average number of days per commercial plan review	1(a)(c)	15	14	14
Average number of days per residential plan review	1(a)(c)	15	14	14

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Outcome:				
Web-based requests satisfied	1(a)	100%	100%	100%

BUILDING INSPECTIONS SERVICES (continued)

Percentage of auto system training program completed	1(a)	100%	100%	100%
Percentage of Met or Exceeded Department Service Goals	1(c)	90%	90%	90%
Favorable Rating achieved during Semi-Annual Internal Audit	1(c)	Yes	Yes	Yes
Percentage of outreach programs completed	2(a)	100%	100%	100%
Percentage of educational seminars completed	2(b)	100%	100%	100%
Community Rating System rating	3(a)	Class 4	Class 3	Class 3
Insurance Services Office rating	3(b)	Class 4/2	Class 3/2	Class 3/2
Percentage of Code Enforcement Officers training completed	3(c)	100%	100%	100%

2021 ACTION STEPS

Department Goal 1

- Continue moving the entire plan documentation system to be full digital. All paper plan sets are in process of being scanned and allow customers to upload plans electronically. Maintain the system patches and updates.
- Integrate and overcome difficulties within the Assessor's and EnerGov upgrades with department needs and by training employees on each system.
- Utilize FY 2020 added staff to realign staff focus and enhance the online portions of the department responsibilities and integration of electronic plans.
- Present the training program for contractors, surveyors, architects, engineers, etc. on upgrades to Energov and eReview system.
- Continue Improvements of the Community Rating System Program

Department Goal 2

- Continue outreach education programs and Special Projects/Grants.
- Insure educational compliance for continuing education and certifications for staff members to keep current with all Federal, State, and Local requirements.

Department Goal 3

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

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 Proposed</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	478,586	234,764	136,899	77,282	(59,617)	(43.5)
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	1,636,026	902,421	228,527	-	(228,527)	(100.0)
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	1,542,895	245,000	-	5,000,000	5,000,000	100.0
TOTAL DISBURSEMENTS	<u>\$24,655,486</u>	<u>\$21,121,155</u>	<u>\$19,731,311</u>	<u>\$24,962,301</u>	<u>\$ 5,230,990</u>	<u>26.5</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 \$5 million transfer to the Facilities Preservation Fund for the preservation of facilities related capital assets.

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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Design and Construction:				
Total number of active construction contracts	1(a)	12	15	17
Percent of completed construction contracts designed by A&E	1(a)	91%	69%	80%
Total value of active contracts	1(a)	\$70.1M	\$60.0M	\$56.0M
Dollar value of contracts awarded	1(b)	\$70.1M	\$60.0M	\$56.0M
Real Property:				
Total number of acquisitions/dispositions ¹	3(a)	n/a	9	10
Total number of lease agreements ¹	3(b)	n/a	88	88
Total number of County Contracts ¹	3(c)	n/a	53	53
Output:				
Design and Construction:				
Number of contracts awarded (design & construction)	1(a)	89	75	70
Design estimate for awarded contracts	1(c)	\$2.1M	\$3.0M	\$2.8M
Number of change orders negotiated	1(d)	12	14	10
Dollar value of negotiated change orders	1(d)	\$358K	\$421K	\$350K
Total resources approved at construction award	1(d)	\$70.1M	\$60.0M	\$56.0M
Operations:				
Work orders issued	2(a)	8,886	8,312	9,400
Projects schedules	2(b)	283	205	225
Programmed maintenance work orders issued	2(c)	7,814	8,310	8,900
Total contracted services budgeted	4(b)	\$7,252,782	\$4,877,848	\$4,800,000
Department operating budget	4(d)	\$18,981,392	\$17,670,625	\$17,194,813
Real Property:				
Percent of due diligence completed for acquisition/disposition ¹	3(a)	n/a	100%	100%
Number of new leases/IGAs/easements & agreement renewals/terminations/amendments completed ¹	3(b)	n/a	23	25
Number of solicited & amended contracted service contracts ¹	3(c)	n/a	89	25
Percent of compiled asset/fuel tank inventory lists requested ¹	3(d)	n/a	60%	80%
Efficiency:				
Design and Construction:				
Percent of awarded value to estimate	1(a)	61%	79%	80%
Average number of days from "substantial completion" to completion of "punch list"	1(b)	30	30	30
Operations:				
Percent of work orders completed	2(a)	87.39%	90.02%	95.00%
Percent of projects completed	2(b)	71.37%	76.58%	90.00%
Programmed maintenance compliance	2(c)	97.78%	90.24%	92.00%
Budgeting effectiveness percent – Contracts	3(b)	77.32%	101.13%	100%
Department operating budget effectiveness percent	3(d)	89.28%	99.28%	99.00%
Real Property:				
Percent of closings completed per all contract terms ¹	3(a)	n/a	100%	100%
Percent of leases renewed/amended prior to lease end ¹	3(b)	n/a	100%	100%
Percent of contracts budget effectiveness ¹	3(c)	n/a	90.00%	95.00%
Percent of asset/warranty lists data base completed	3(d)	89.28%	60.00%	75.00%

FACILITIES MANAGEMENT (continued)

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Outcome:				
Design and Construction:				
Number of contracts completed (design & construction)	1(a)	37	44	46
Dollar value of construction completed (WIP)	1(a)	\$1.09M	\$992K	\$900K
Total number of construction contracts closed out	1(a)	3	0	5
Total number of projects completed	1(a)	21	32	35
Total final cost of projects completed	1(a)	\$1.9M	\$879K	\$800K
Number of projects completed within approved resources	1(a)	21	32	30
Number of contracts within 15% design estimate	1(c)	21	32	30
Total amount saved through negotiations	1(c)	0	0	0
Operations:				
Work orders completed	2(a)	7,814	7,449	9,553
Projects completed	2(b)	202	157	215
Programmed maintenance work orders completed	2(c)	7,017	7,499	8,716
Actual expended costs of special projects	4(a)	\$5.4M	\$1.54M	\$2.24M
Total contracted services actual expenses	4(b)	\$5,607,749	\$4,933,149	\$4,975,000
Utilities actual expenditures	4(c)	\$4,435,113	\$4,688,677	\$5,109,969
Department operating budget effectiveness	4(d)	\$16,947,184	\$17,544,675	\$17,000,000
Real Property:				
Number of completed real estate closings/condemnations ¹	3(a)	n/a	5	4
Dollar Value of Acquisitions ¹	3(a)	n/a	\$1,319,000	n/a
Dollar Value of Dispositions ¹	3(a)	n/a	\$500,000	\$42,582,500
Actual cost of Active Facilities Contracts ¹	3(c)	n/a	\$7,035,552	\$8,500,000

¹ This department began measuring performance against this objective during FY 2020.

2021 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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Budgeted for postage	2(b)	\$480,000	\$431,265	\$433,184
Budgeted for copying	2(b)	\$768,532	\$663,957	\$731,113
Output:				
Mail pieces processed in-house	1(a),3(a)	327,600	344,650	365,000
Mail pieces sent to outside contractor	2(a)	1,197,562	506,316	600,00
Number of copiers maintained	3(a)	239	242	242
Copies produced	3(a)	13,673,082	12,722,936	13,000,000
Efficiency:				
Percent of mail that meets automation criteria ¹	1(a)	97%	95%	95%
Man hours saved using mail preparation equipment	1(b)	0	25	50
Number of copiers networked	3(a)	222	227	227
Outcome:				
Amount saved due to presorting flats	1(a)	\$789	\$450	\$500
Amount saved due to postal discounts and combining mail	1(a),2(a)	\$91,234	\$50,631	\$45,000
Ratio of actual postal expenses to budgeted postal expenses	2(c)	90%	93%	100%
Ratio of actual copier expenses to budgeted copier expenses	2(c)	93%	88%	100%

¹ 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.

2021 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 Proposed</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
TOTAL REVENUES	\$ 3,814,827	\$ 3,028,405	\$ 2,927,040	\$ 2,917,366	\$ (9,674)	(0.3)
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
TOTAL EXPENDITURES	2,720,149	2,751,209	2,533,609	3,399,105	865,496	34.2
Interfund Transfer Out	1,417,148	1,231,012	393,431	-	(393,431)	(100.0)
TOTAL DISBURSEMENTS	\$ 4,137,297	\$ 3,982,221	\$ 2,927,040	\$ 3,399,105	\$ 472,065	16.1

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.

FACILITIES MANAGEMENT (continued)

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Employee customer service training sessions conducted ¹	1(a)	1	0	1
Customer time spent paying and exiting the garage	1(b)	4.51 sec	4.12 sec	4.10 sec
Command Center average yearly incoming call volume	1(c)	44,268	34,441	32,000
Cumberland Parking Garage:				
<u>Parking Revenue</u>	2(b)			
Transient revenue		\$1,010,470	\$767,143	\$615,700
City reimbursement		\$315,852	\$383,288	\$385,000
Contracts		\$944,280	\$790,500	\$790,500
Commercial space leases (shops)		\$95,725	\$71,650	\$65,040
King and Queen Parking Garage:				
<u>Parking Revenue</u>	2(b)			
Transient revenue		\$1,438,753	\$998,957	\$1,117,060
Contracts		\$75,660	\$76,740	\$76,740
Recorded incidents of theft, accidents, and hazards	3(a)	52	12	20
Annual number of safety training initiatives conducted	3(b)	12	12	12
Number of safety inspections conducted	3(b)	24	24	24
Number of security rounds conducted annually	3(c)	n/a	3,136	3,200
Efficiency:				
Annual operating expense per space – combined garage costs ²	2(a)	\$1,558	\$1,532	\$1,517
Outcome:				
Annual revenue per space:	2(b)			
Cumberland Parking Garage ³		\$2,615	\$2,224	\$2,051
King and Queen Parking Garage ³		\$3,632	\$2,580	\$2,863

¹ Due to COVID, Parking Operations was unable to conduct detailed/parking specific training in a classroom setting.

² 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)

³ Annual revenue per space is the sum of total revenue divided by number of spaces.

2021 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.

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</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	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
TOTAL REVENUES	\$ 156,241	\$ 152,587	\$ 138,500	\$ 148,500	\$ 10,000	7.2
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
TOTAL EXPENDITURES	1,987,784	1,905,654	1,995,313	2,137,848	142,535	7.1
Interfund Transfer Out	-	48,750	-	-	-	0.0
TOTAL DISBURSEMENTS	\$ 1,987,784	\$ 1,954,404	\$ 1,995,313	\$ 2,137,848	\$ 142,535	7.1

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.

Objective 1(e): Resolve 100% of street numbering/naming inquiries and distribution of new streets within 3 days.

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Subdivision applications submitted	1(c)	254	221	237
Pre-application conferences	1(d)	322	330	326
Number of new streets	1(e)	14	18	16
Output:				
Zoning/Building Permits processed	1(a)	2,151	1,831	1,991
Site plans reviewed	1(b)	100	104	102
Outcome:				
Percent of zoning permits processed error free	1(a)	99%	99%	99%
Percent of site plan review applications processed within 30 days	1(b)	99%	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%
Percent of street inquiries resolved within 3 days	1(e)	100%	100%	100%
Percent of new streets distributed to emergency services	1(e)	100%	100%	100%

2021 ACTION STEPS

Department Goal 1

- Continue implementation of the Comprehensive Plan and the Zoning & Land Development Regulations Ordinance.
- Continue staff level preparation of minor amendments and clarifications to the Zoning & Land Development Regulations Ordinance.
- Conclude work with professional consultant to prepare major amendments to the Zoning and Land Development Regulations Ordinance for improvements in standards and processing of land development applications.
- Provide support to the County's Historic Preservation Committee (HPC) to conduct an oral history project about African American students who have attended the South Carolina equalization schools towards the end of segregation in the 1950s and 1960s.
- Continue to provide support staff for the Planning Section in the Emergency Operations Center (EOC).
- Coordinate addressing functions with Consolidated Dispatch and GIS.

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 Proposed</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.

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 Proposed</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
TOTAL EXPENDITURES	\$ 2,416,441	\$ 2,786,536	\$ 3,077,824	\$ 3,392,805	\$ 314,981	10.2

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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Tort and property claims	1(c)	25	43	35
Outcome:				
Two business days turnaround on approving insurance certificates for contractors	1(a)	100%	100%	100%
Submitting insurance renewal applications to insurance carriers 30 days prior to renewal date	1(b)	90%	90%	90%
Two business days turnaround on reporting insurance claims to carriers	1(c)	98%	99%	100%

2021 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.

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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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-4¹ classes (VCRB² directed) to all new drivers two months after the hire date.

MEASURES:

	Objective	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
Input:				
Number of strain injuries	1	45	37	35
Workers' compensation claims/on-the-job injuries	1,2(b)	187	173	170
Output:				
New drivers trained in DDC-4	3	155	140	140
Percent of new drivers trained in DDC-4	3	95%	90%	95%
Efficiency:				
Lost work days	1	3,014	2,718	2,600
Outcome:				
Percent of strain injury reduction	1	(10.5%)	(5.0%)	(5.0%)
Workers' compensation fines assessed and paid	1,2(b)	None	None	None
Two business day completion of OSHA log	2(a)	90%	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)	90%	95%	95%
Environmental liabilities incurred per the audited financial statements	2(c)	1	3	3

¹ Defensive Driving Course

² Vehicle Collision Review Board

2021 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.

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 Proposed</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.

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 Proposed</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
TOTAL REVENUES	3,039,673	3,079,437	3,061,370	3,179,160	117,790	3.8
Interfund Transfer In	970,454	841,209	470,922	1,326,775	855,853	181.7
TOTAL SOURCES	\$ 4,010,127	\$ 3,920,646	\$ 3,532,292	\$ 4,505,935	\$ 973,643	27.6
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
TOTAL EXPENDITURES	\$ 3,802,266	\$ 3,722,849	\$ 3,708,292	\$ 4,555,935	\$ 847,643	22.9

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:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Number of vehicle installs	1(a)	28	74	25
Number of vehicle strips	1(a)	36	37	15
Number of tower site checks/repairs	1(a)	454	575	525
Number of vehicle repair tickets	1(a)	653	456	400
Number of portable radio repairs	1(a)	154	95	50
Number of radio calls/PTTs	1(b)	28,817,000	27,550,000	29,000,000
Number of system busies	1(b)	12	5	5
Outcome:				
Percent of radio call completion	1(b)	99.99996%	99.9999%	99.9999%
Radio network availability	1(b)	99.998%	10.0000%	99.9999%
Wide area network availability	1(b)	99.954%	99.9980%	99.9980%
Fire station alerting dispatches and unit relocations	1(c)	289,000	275,000	295,000

2021 ACTION STEPS

Department Goal 1

- Complete the replacement – swap and drop – of the Adam's Run towers.
- Complete the radio network-wide Ethernet upgrade with no downtime of subscriber radios.
- 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.

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 Proposed</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	\$ 464,197	\$ 648,465	\$ 618,559	\$ 648,585	\$ 30,026	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	\$ 608,851	\$ 681,939	\$ 632,203	\$ 670,026	\$ 37,823	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:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Warehouse service units provided ¹	1	327,816	332,103	330,000
Microfilm service units provided ²	1	2,202,361	2,056,953	2,000,000
Laboratory service units provided ³	1	2,183	1,727	1,800
Digital imaging service units provided ⁴	1	1,916,599	1,891,328	1,800,000
Preservation services units provided ⁵	1	191	328	275
Efficiency:				
Services Provided per Dollar Expended by County Depts:	1			
Warehouse service units per dollar ¹		2.19	2.13	2.13
Microfilm service units per dollar ²		25.45	24.83	24.00
Laboratory service units per dollar ³		0.13	0.13	0.13
Digital imaging service units per dollar ⁴		12.69	11.20	11.20
Preservation service units per dollar ⁵		0.04	0.04	0.04
Outcome:				
Cost of Services Provided to County Depts: ⁶	1			
<u>Warehouse Services ¹</u>				
Monthly box storage		\$0.46	\$0.47	\$0.48
Document in-transfers		\$4.33	\$4.38	\$4.40
File destructions		\$4.33	\$4.38	\$4.40
Fire retrievals		\$4.33	\$4.38	\$4.40
Transports		\$18.36	\$18.55	\$18.74
<u>Microfilm Services ²</u>				
Archive Writer Image processing per hour		\$25.25	\$25.50	\$25.75
Archive Writer Images converted per image		\$0.03	\$0.03	\$0.03
Jacketing per fiche jacket		\$2.04	\$2.08	\$2.10
Fiche titling		\$1.79	\$1.81	\$1.83
Quality checking by page		\$0.05	\$0.052	\$0.053
Cartridge loading		\$2.06	\$2.08	\$2.10
Cartridge labeling		\$0.77	\$0.78	\$0.79
<u>Laboratory Services ³</u>				
Standard processing per 100 ft roll		\$6.81	\$6.88	\$6.95
Diazo duplication per 100 ft roll		\$3.09	\$3.12	\$3.15
Quality inspection per roll		\$5.15	\$5.20	\$5.25
<u>Digital Imaging Services ⁴</u>				
Document scan per page		\$0.09	\$0.093	\$0.094
Document book scan per page		\$0.61	\$0.61	\$0.62
Convert microfilm to image per frame		\$0.11	\$0.113	\$0.114
Convert image to microfilm per frame		\$0.03	\$0.03	\$0.031
Indexing per image		\$0.06	\$0.061	\$0.062

TECHNOLOGY SERVICES (continued)

<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
<u>Preservation Services</u> ⁵			
Repairs	\$3.04	\$0	\$0
Records Processing (per hour)	\$24.23	\$24.47	\$24.72
Cutting books	\$0.04	0	0

¹ Warehouse services include monthly box storage units, transports, document in-transfers, file destructions, and file retrievals.

² 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.

³ Laboratory services include rolls processed, silver duplicated and processed, diazo duplicated, and quality inspected.

⁴ Digital imaging services include standard scanning, book scanning, film to digital image conversion, indexing, running pages through the OCR, and media production.

⁵ Preservation services include repairing, cleaning, and hourly processing of files.

⁶ Costs of Services Provided to County Departments were raised by 1% in FY 19 to reflect an increase in operating and supply costs.

2021 ACTION STEPS

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.

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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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
TOTAL DISBURSEMENTS	<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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Number of computer system hardware/software problems ¹	1(a)(c)	4,551	4,233	5,000
Number of service requests	1(a)(c)	4,138	4,476	5,000
Number of approved work orders	1(b)	31	40	40
Available and reliable systems >98%	1(d)	99.998%	99.998%	>98.00%
Availability of Internet connectivity	1(d)	99.990%	100%	>99.00%
Efficiency:				
Service requests handled in satisfactory manner	1(a)	99.5%	99.5%	>99.00%
Work orders completed within 10% of schedule and budget ²	1(b)	100%	100%	100%
Outcome:				
Percent of Help Desk Calls resolved within 1 day	1(a)	98%	98%	>90.00%
Percent of Help Desk Calls resolved within 2 days	1(a)	99%	99%	>95.00%
Percent of system platform availability >98% ²	1(d)	99.998%	99.996%	>99.00%
Customer Service Satisfaction survey acceptable or better	2	9.28	9.39	>8.0

¹ Break-Fix.

² Scope changes and customer wait time considered.

2021 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 Training

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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	4.50	4.50	4.50	4.50	-	0.0
Charges and Fees	\$ 2,010,074	\$ 2,040,334	\$ 2,109,996	\$ 2,124,561	\$ 14,565	0.7
Interest	9,380	6,442	-	1,000	1,000	100.0
TOTAL REVENUES	<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)
TOTAL EXPENDITURES	<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>
TOTAL DISBURSEMENTS	<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 2019 Actual	FY 2020 Actual	FY 2021 Projected
Input:				
Number of telephones	1(a)	2,738	2,735	2,750
Number of cellular phones	1(a)	1,080	1,322	1,402
Output:				
Average monthly cellular charges	1(a)	41,006	49,729.34	52,575
Average monthly telephone charges ^{1 & 2}	1(a)	94,198	93,501	94,500
Average monthly long distance charges	1(a)	2,514	2,541	2,540
Average monthly maintenance/work orders	1(b)	78	67	75
Efficiency:				
Cost per minute of long distance	1(b)	\$0.02	\$0.02	\$0.02
Average cost per line of service	1(b)	\$34.40	\$34.18	\$34.36
Outcome:				
Cellular cost per line	1(b)	\$37.96	\$37.61	\$37.50
Cellular cost per MB of cellular data	1(b)	\$0.0147	\$0.0093	\$0.009

¹ Includes interpolation of telephones based on capacity of radio T1 circuits.

² FY 2019 are not fully loaded (No personal or overhead included).

2021 ACTION STEPS

Department Goal 1

- Upgrade backup EOC Audio Video system
- 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.
- Continue migration off T1 infrastructure.

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 Proposed</u>	<u>Change</u>	<u>Percent Change</u>
Positions/FTE	-	3.00	3.00	3.00	-	0.0
Personnel	\$ -	\$ 97,562	\$ 424,599	\$ 444,431	\$ 19,832	4.7
Operating	-	26,602	18,844	40,338	21,494	114.1
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 124,164</u>	<u>\$ 443,443</u>	<u>\$ 484,769</u>	<u>\$ 41,326</u>	<u>9.3</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 an increase in office expenses, wireless technology, fleet and fuel to maintain and operate the Command Bus.

EMERGENCY MANAGEMENT

Division: Awendaw McClellanville Fire Department
Fund: Special Revenue Fund
Function: Public Safety

Mission: The Awendaw McClellanville Fire Department provides fire protection, educational services, auto extrication, and medical first response to the citizens of northeastern Charleston County to mitigate loss of life and property.

Services Provided:

- Provide fire prevention, medical first response, wildland fire suppression, structural fire suppression, and rescue

Division Summary:

	<u>FY 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	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)
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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
TOTAL DISBURSEMENTS	<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.

EMERGENCY MANAGEMENT (continued)

Performance Measures:

Initiative IV: Workflow Analysis-Process Management

Department Goal 1: Increase service to the community.

- Objective 1(a): Comply 100% with Federal OSHA regulations of 2 in 2 out at structural fires within 15 minutes of initial alarm.¹
- Objective 1(b): Maintain emergency fire suppression apparatus that meets National Fire Protection Association (NFPA) standards of less than 10 years old for first out response.
- Objective 1(c): Provide adequate and age appropriate fire prevention education to those within the District.
- Objective 1(d): Implement a smoke detector program to provide and install smoke detectors in homes of citizens who cannot afford them.

MEASURES:		FY 2019	FY 2020	FY 2021
	Objective	Actual	Actual	Projected
Input:				
Number of structural fire responses (working) ^{1 & 2}	1(a)	18	7	10
Number of emergency fire suppression apparatus	1(b)	11	11	11
Number of Fire Prevention Programs	1(c)	3	3	5
Output:				
Number of personnel arriving on scene in 15 minutes	1(a)	5	5	5
Apparatus determined more than 10 years old	1(b)	3	3	3
Citizens educated for the year	1(c)	450	450	500
Number of household detectors installed	1(d)	171	19	200
Efficiency:				
Average time it takes to place four personnel on scene	1(a)	12 min	10 min	10 min
Outcome:				
Federal OSHA regulations complied	1(a)	100%	100%	100%
Percent of apparatus more than 10 years old	1(b)	30.0%	30.0%	30.0%
Percent of fires where a smoke detector alerted residents	1(d)	0%	0%	0%

¹ 2 inside a burning structure and 2 outside a burning structure to enable a rescue operation.

² Based on 10,734 population.

2021 ACTION STEPS

Department Goal 1

- Increase number of staff to meet expanded needs of the community.
- Continue a comprehensive Fire Prevention program for schools and senior centers.
- Continue a smoke detector program to include forms to measure distribution of detectors and number of occupants per household.
- Create and implement performance metric system for tracking detailed fire related information.
- Work on recruitment and Retention for our employees.
- Improve on training with neighboring Fire Departments.

EMERGENCY MANAGEMENT (continued)

Division: Awendaw McClellanville Debt Service
Fund: Special Revenue Fund
Function: Public Safety

Mission: The Awendaw McClellanville Debt Service Program accounts for the principal, interest, and other costs related to the repayment of debt issuance.

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
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
TOTAL REVENUES	220,990	278,560	263,225	303,583	40,358	15.3
Interfund Transfer In	-	14,270	71,732	-	(71,732)	(100.0)
TOTAL SOURCES	\$ 220,990	\$ 292,830	\$ 334,957	\$ 303,583	\$ (31,374)	(9.4)
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	-	-	-	-	-	0.0
Debt Service	204,350	221,270	323,642	254,186	(69,456)	(21.5)
TOTAL EXPENDITURES	204,350	221,270	323,642	254,186	(69,456)	(21.5)
Interfund Transfer Out	-	65	-	-	-	0.0
TOTAL DISBURSEMENTS	\$ 204,350	\$ 221,335	\$ 323,642	\$ 254,186	\$ (69,456)	(21.5)

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.

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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Total number of 911 calls	1(b)3(a)	320,816	325,775	332,000
Output:				
Improved overall Personnel evaluation scores ¹	2(a)	n/a	n/a	n/a
Attrition Rate (FY21 =Effected by FY20 Scheduling changes)	2(b)	28.8%	26.9%	20.3%
Citizen Satisfaction Survey results received	3(a)	90	68	81
Fire and Agency fund / 911 Funds relief to the general fund	3(b)	\$383,369	\$939,141	\$823,988
Grant Funds Awarded	3(c)	\$282,896	\$277,193	\$173,833
Outcome:				
Percentage IAED Compliance rate >93% for Fire	(1a)	96.0%	94.4%	95.0%
Percentage IAED Compliance rate >93% for EMS	(1a)	96.0%	95.2%	95.0%
911 Call Performance answered within 10 seconds	1(b)	86.7%	85.6%	90.0%
911 Call Performance answered within 15 seconds	1(b)	90.0%	89.0%	90.0%
Survey rating of satisfaction >80% ²	3(a)	n/a	82.0%	83.0%

¹ This department will begin measuring performance against this objective during FY 2021.

² This department begin measuring performance against this objective during FY 2020.

2021 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

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 Proposed</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
TOTAL REVENUES	\$ 739,091	\$ 1,213,844	\$ 702,500	\$ 702,500	\$ -	0.0
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
TOTAL EXPENDITURES	\$ 964,534	\$ 1,295,222	\$ 1,049,123	\$ 1,024,345	\$ (24,778)	(2.4)

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 related to the second year of the RapidDeploy CAD 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:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
911 calls received from total call volume	1(b)	36.1%	37.8%	39.5%
Wireline and Wireless Funds received	2(a)(b)	\$2,641,574	\$3,785,864	\$4,949,547
Output:				
Use of Artificial Intelligence to distribute workload of administrative calls ¹	2(c)	0%	0%	14%
ATC employees relieving work load from 911 Call Takers	2(c)	15	20	20
Efficiency:				
Current level of expense funding derived from 911 Funds	2(b)	44.3%	40.2%	31.9%
Outcome:				
Complete the NG911 System refresh within the 5 year schedule	1(a)(d)	75%	95%	100%
Add new office spaces for administrative personnel	1(c)	2	0	8

¹ This department will begin measuring performance against this objective during FY 2021.

2021 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 monitor IBM Watson progress and attempt implementation of advances in caller impersonation to alleviate workforce constraints during scenario training and effective call handling of alarm calls.
- Utilize modular building to assist with Administrative personnel overflow. Continue development of Master Building Plan. Create/enhance Master Building Plan with partners to include a review and implementation schedule.

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 Proposed</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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
911 calls received from total call volume	1(b)	36.1%	37.8%	39.5%
Wireline and Wireless Funds received	2(a)(b)	\$2,641,574	\$3,785,864	\$4,949,547
Output:				
Use of Artificial Intelligence to distribute workload of administrative calls ¹	2(c)	0%	0%	14%
ATC employees relieving work load from 911 Call Takers	2(c)	15	20	20
Efficiency:				
Current level of expense funding derived from 911 Funds	2(b)	44.3%	40.2%	31.9%
Outcome:				
Complete the NG911 System refresh within the 5 year schedule	1(a)(d)	75%	95%	100%
Add new office spaces for administrative personnel	1(c)	2	0	8

¹ This department will begin measuring performance against this objective during FY 2021.

2021 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 monitor IBM Watson progress and attempt implementation of advances in caller impersonation to alleviate workforce constraints during scenario training and effective call handling of alarm calls.
- Utilize modular building to assist with Administrative personnel overflow. Continue development of Master Building Plan. Create/enhance Master Building Plan with partners to include a review and implementation schedule.

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 Proposed</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
TOTAL REVENUES	<u>\$ 861,439</u>	<u>\$ 945,643</u>	<u>\$ 823,988</u>	<u>\$ 1,158,441</u>	<u>\$ 334,453</u>	<u>40.6</u>
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
TOTAL EXPENDITURES	<u>884,254</u>	<u>771,185</u>	<u>782,135</u>	<u>984,407</u>	<u>202,272</u>	<u>25.9</u>
Interfund Transfer Out	-	-	277,886	-	(277,886)	(100.0)
TOTAL DISBURSEMENTS	<u>\$ 884,254</u>	<u>\$ 771,185</u>	<u>\$ 1,060,021</u>	<u>\$ 984,407</u>	<u>\$ (75,614)</u>	<u>(7.1)</u>

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.

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 Proposed</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
TOTAL EXPENDITURES	\$ 479,527	\$ 531,579	\$ 598,928	\$ 760,765	\$ 161,837	27.0

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 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Number of people trained	1(a)(d)(f)(g)(h)	774	436	400
Number of exercises conducted ¹	1(e)(g)(h),2(b)	2	3	2
Number of training classes conducted	1(d)(e),2(a)(c)	29	17	15
Number of public speaking events	1(i)	27	9	12
Efficiency:				
Average hours spent per test of communications systems	1(b)	5	5	5
Average hours spent per event in community education	1(c)	3	3	3
Average hours spent updating plans and procedures	2(a)(c)	500	500	500
Average hours spent per test exercise	1(e)(g)(i),2(b)	6	6	6
Outcome:				
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%

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

2021 ACTION STEPS

Department Goal 1

- Update Emergency Operations Plan/Standard Operating Procedures (EOP/SOP) in accordance with joint assessment requirements.
- Update EOP in accordance with State and Federal updates.

Department Goal 2

- Continue to increase the number of citizens trained through the Citizen Emergency Response Team (CERT).
- Continue to increase the number of Responders trained through the EMD programs and state and federal programs.
- Develop Recovery Planning programs to include PODs, Mobile Points of Distribution (MoPOD) and NDIPs with assistance from Charleston, Mt. Pleasant, and North Charleston as well as other County agencies.
- Continue to promote NIMS training to EOC and County Emergency Responders.
- Continue to educate the public of potential community hazards, notification procedures and preparedness activities.
- Continue to meet EMAP Accreditation standards.

EMERGENCY MANAGEMENT (continued)

Division: Hazardous Materials
Fund: Special Revenue Fund
Function: Public Safety

Mission: The Hazardous Materials Enforcement Division serves as a liaison between the private sector and local emergency agencies to provide an accurate inventory and record of hazardous materials in the community.

Services Provided:

- Coordinate the training and deployment of the Maritime Incident Response Team for firefighting on the water and at waterfront facilities
- Coordinate the Lowcountry Regional Weapons of Mass Destruction Response Team, part of the State's homeland security initiative
- Coordinate organized efforts among emergency responders and industries if hazardous materials are released to lessen the impact of any incident on communities
- Provide training and equipment to public safety agencies charged with responding to incidents involving the release of hazardous materials.

Division Summary:

	<u>FY 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	1.50	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 to business and industry in response to hazardous materials.

Objective 1(c): Produce public awareness to community members and business and industry on how to properly prepare for the unintentional release of hazardous materials.

MEASURES:		FY 2019	FY 2020	FY 2021
	<u>Objective</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
Input:				
Reported HazMat incidents	1(a)	25	31	25
Requests for guidance and instruction	1(b)	19	28	20
Output:				
Team members attending advanced training	1(a)	47	51	50
Students trained	1(b)	120	133	125
HazMat incidents invoiced	1(c)	0	0	0
Efficiency:				
Average cost of clean up per incident ¹	1(a)	0	0	0
Outcome:				
Office staff responses to HazMat incidents	1(a)	6	5	5
Training revenue generated	1(b)	\$221,000	230,000	230,000
Percent of HazMat billed invoices recovered	1(c)	n/a	n/a	n/a

¹ Reflects requests from Fire Departments for reimbursement of spill cleanup costs.

2021 ACTION STEPS

Department Goal 1

- Continue to provide advanced training in Hazardous Materials, Terrorism, and Marine Fire Fighting to the Emergency Responders of Charleston County.
- Continue to send WMD-HAZMAT Regional Response Team-Charleston members to specialized training.
- Hold an annual exercise for WMD-HAZMAT Regional Response Team-Charleston members meeting HSEEP requirements.
- Continue to sustain current inventory of equipment and purchase new hazardous materials equipment in an effort to assist local Hazardous Materials Teams meet a FEMA Type 1 typing standard.

EMERGENCY MANAGEMENT (continued)

Division: 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 Proposed</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
TOTAL EXPENDITURES	<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.

EMERGENCY MEDICAL SERVICES

Fund: General Fund
Function: Public Safety

Mission: Emergency Medical Services (EMS) provides prompt, efficient, and effective emergency medical care and transportation to the citizens of and visitors to the County of Charleston.

Services Provided:

- Provide field emergency medical support services which require specialized training and equipment
- Provide support to hazardous materials response teams and hazardous materials clean-up operations throughout the County
- Provide assistance to area law enforcement agencies through the nationally recognized Special Weapons and Tactics Medic program
- Provide a variety of educational programs to the public on many safety issues
- Partner with community resources to enhance patient outcomes

Departmental Summary:

	<u>FY 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	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)
TOTAL REVENUES	<u>\$15,536,831</u>	<u>\$16,373,890</u>	<u>\$11,441,000</u>	<u>\$12,274,000</u>	<u>\$ 833,000</u>	7.3
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
TOTAL EXPENDITURES	<u>17,085,027</u>	<u>17,876,515</u>	<u>17,935,444</u>	<u>23,223,026</u>	<u>5,287,582</u>	29.5
Interfund Transfer Out	134,521	566,289	-	-	-	0.0
TOTAL DISBURSEMENTS	<u>\$17,219,548</u>	<u>\$18,442,804</u>	<u>\$17,935,444</u>	<u>\$23,223,026</u>	<u>\$ 5,287,582</u>	29.5

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).

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

EMERGENCY MEDICAL SERVICES (continued)

MEASURES:

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Patients transported	1	44,566	44,999	47,000
Incidents responded to	1	62,327	61,568	63,000
Total billed	2(a)	\$21,607,188	\$21,879,292	21,000,000
Percentage of Medicare/Medicaid billed electronically	2(b)	100%	100%	100%
Efficiency:				
Cost per incident	1(a),2(a)	\$346.67	\$355.37	\$350
Total received per incident	2(a)(b)	\$282.82	\$264.37	\$285
Outcome:				
<u>Response Time Standard</u> ¹	<u>Minutes: Seconds</u>			
Average	<8:59			
Average Response Time		08:55	09:03	09:05
Percentage of Compliance		64%	D/E 77% B/C 82%	D/E 77% B/C 85%
Collection	2(a)	12,922,290	12,844,958	13,344,597
Collections less refunds	2(a)	12,604,521	12,818,142	13,316,747
Percent of rejection rate	2(a)(b)	2.3%	2.8%	4.0%
Percent of revenue increased	2(a)(b)	15.9%	(0.60%)	3.9%
Percent of reviewed reports – 100% critical	3	100%	100%	100%
Percent of Field Operations personnel certified	4(a)	100%	100%	100%
Survey rating of satisfaction >90% ²	4(b)	n/a	100%	100%

¹ 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.

² Paper surveys were replaced in FY 2019 with change in billing vendor and moving to online submission process.

2021 ACTION STEPS

Department Goal 4

- 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

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 Proposed</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	2,023	2,282	100	200	100	100.0
TOTAL REVENUES	<u><u>\$ 133,610</u></u>	<u><u>\$ 153,734</u></u>	<u><u>\$ 150,100</u></u>	<u><u>\$ 158,200</u></u>	<u><u>\$ 8,100</u></u>	5.4
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	152,341	156,150	160,054	164,055	4,001	2.5
Capital	-	-	-	-	-	0.0
TOTAL EXPENDITURES	<u><u>\$ 152,341</u></u>	<u><u>\$ 156,150</u></u>	<u><u>\$ 160,054</u></u>	<u><u>\$ 164,055</u></u>	<u><u>\$ 4,001</u></u>	2.5

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.

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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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 from part-time to full-time staffing.

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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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.



End Section

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 Proposed</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
TOTAL EXPENDITURES	<u><u>\$ 566,740</u></u>	<u><u>\$ 453,615</u></u>	<u><u>\$ 444,024</u></u>	<u><u>\$ 470,247</u></u>	<u><u>\$ 26,223</u></u>	<u><u>5.9</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 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 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	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)
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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: As directed by County Council, design and construction of a new Materials Recovery Facility (MRF) to process recyclables utilizing modern technologies. The new MRF will ensure all solid waste created in Charleston County is disposed of in an environmentally safe manner, with an emphasis on efficiency and effectiveness.

Objective 1: Increase the expected life of the Bee's Ferry Landfill by diverting more waste each fiscal year through increased recycling programs.

Department Goal 2: Increase citizen involvement in recycling programs.

Objective 2(a): Increase the current recycling rate from 23% to 40%.

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

MEASURES:		FY 2019	FY 2020	FY 2021
	Objective	Actual	Actual ¹	Projected
Input:				
Annual MSW Tonnage ²	1	476,438	485,914	490,000
Total dollars spent for services	1	\$25,468,507	\$27,421,470	\$27,310,430
Total County Population – 2010 US Census 350,209	1	401,438	405,905	405,905
Number of Residential Customers	2(a)(b)	193,066	195,000	195,000
Number of Commercial Customers	2(a)(b)	14,400	15,000	5,000
Output:				
Total tons landfilled	1	370,679	369,573	370,000
Total residential participants	2(a)(b)	125,000	126,000	135,000
Total commercial participants	2(a)(b)	4,750	5,000	3,000
Total Educational Outreach participants	2(a)(b)	229,000	230,000	233,000
Efficiency:				
Total tons composted	1	75,718	63,336	65,000
Total tons recycled	2	29,344	53,005	46,000
Outcome:				
Total tons diverted from landfill	1	105,062	110,979	111,000
Total cost per capita	1	\$63	\$67	\$67
Percentage of recycling rate	1,2(a)(b)	22%	23%	23%

¹ FY 2019 Actual reflects the unaudited total available at time of budget preparation.

² Municipal Solid Waste

2021 ACTION STEPS

Department Goal 1

- Continue to divert more waste each fiscal year through increased recycling programs.
- Reduce volume of yard debris presented for composting.
- Create local market for High-grade compost.

Department Goal 2

- Increase department's community presence through advertising and partnering opportunities at all local events.
- Increase commercial sector recycling and food waste composting participation.

ENVIRONMENTAL MANAGEMENT (continued)

Division: Bees Ferry Landfill Convenience Center
Fund: Enterprise Fund
Function: Public Works

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

Division Summary:

	<u>FY 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	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.

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 Proposed</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.

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 Proposed</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
TOTAL REVENUES	<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
TOTAL EXPENDITURES	<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
TOTAL DISBURSEMENTS	<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.

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>Proposed</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
TOTAL REVENUES	\$ 4,381	\$ 2,225	\$ -	\$ -	\$ -	0.0
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
TOTAL EXPENDITURES	\$ 2,462,848	\$ 2,604,544	\$ 2,124,154	\$ 3,122,996	\$ 998,842	47.0

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.

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>Proposed</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.

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 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
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.

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 Proposed</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
TOTAL REVENUES	\$ 515,350	\$ 341,438	\$ 215,000	\$ 285,000	\$ 70,000	32.6
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
TOTAL EXPENDITURES	5,219,295	6,818,871	5,067,657	6,039,042	971,385	19.2
Interfund Transfer Out	5,040	-	-	3,000,000	3,000,000	100.0
TOTAL DISBURSEMENTS	\$ 5,224,335	\$ 6,818,871	\$ 5,067,657	\$ 9,039,042	\$ 3,971,385	78.4

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.

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>Proposed</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.

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 Proposed</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
TOTAL REVENUES	207,583	324,599	3,451,000	5,100,000	1,649,000	47.8
Interfund Transfer In	-	245,000	-	-	-	0.0
TOTAL SOURCES	\$ 207,583	\$ 569,599	\$ 3,451,000	\$ 5,100,000	\$ 1,649,000	47.8
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)
TOTAL EXPENDITURES	\$ 3,004,773	\$ 5,731,632	\$ 3,667,399	\$ 3,876,193	\$ 208,794	5.7

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.

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>Proposed</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
TOTAL EXPENDITURES	<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 Proposed</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
TOTAL REVENUES	11,444,418	11,398,774	10,508,685	12,050,886	1,542,201	14.7
Interfund Transfer In	3,492,256	5,144,295	358,000	5,668,830	5,310,830	1483.5
TOTAL SOURCES	\$14,936,674	\$16,543,069	\$10,866,685	\$17,719,716	\$ 6,853,031	63.1
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	6,633,000	6,215,000	1486.8
TOTAL EXPENDITURES	14,722,939	14,852,806	11,276,026	18,237,716	6,961,690	61.7
Interfund Transfer Out	2,084,385	326,731	-	-	-	0.0
TOTAL DISBURSEMENTS	\$16,807,324	\$15,179,537	\$11,276,026	\$18,237,716	\$ 6,961,690	61.7

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.
- 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.

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 2019 Actual</u>	<u>FY2020 Actual</u>	<u>FY 2021 Projected</u>
Input:				
Number of support vehicles	1	693	736	730
Total number of work orders	2(a)	8,704	8,693	8,700
Output:				
Availability of fleet units	2(b)	93.00%	90.00%	92.00%
Average total expenses versus budgeted total expenses	2(c)	97.00%	97.00%	97.00%
Efficiency:				
Average cost per mile to operate a support vehicle	1,2(c)	\$0.39	\$0.41	\$0.43
Average cost per work order	2(a)	\$878	\$915	\$920
Average number of units out of service per day ¹	2(b)	42	39	37
Outcome:				
Number of vehicles added to departments from surplus	1	0	0	0
Number of vehicles turned in	1	0	1	5
Savings per reduction of support vehicles ²	1	\$0	\$1,200	\$12,500
Percent of “repair” work order to total work orders (≤45%) ¹	2(a)	63.00%	77.00%	78.00%
Percent of scheduled maintenance to unscheduled repairs (≥60%) ¹	2(b)	35.50%	38.74%	39.50%
Fleet availability (≥90%) ¹	2(b)	93.00%	90.00%	91.50%
Percent of actual total expenses to budgeted total expenses (≤100%) ¹	2(a)(b)(c)	97.14%	97.00%	97.00%

¹ Based on automated FASTER Fleet Management System information retrieval.

² Data includes capital savings and excludes operating costs.

2021 ACTION STEPS

Department Goal 1

- Pursue professional accounting firm to review fleet vehicle utilization within larger County departments to identify under-utilized vehicles with goal of reducing Capital purchases in outyears.

FLEET OPERATIONS (continued)

- Leverage competitive cooperative purchasing agreements to acquire vehicles and equipment as opportunities to get better competition and receive better pricing for fleet equipment.
- Database fuel expenditures by County agency to enable better budgeting.
- 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.

- Empower a professional engineering management study to review cost efficiencies on County vehicle usage and study best practices of similar sized fleets to improve our equipment acquisitions and fleet size.
- 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.
- Exploit the development and management features available for decision making on the new Fleet fuel management system Countywide.
- Maintain stewardship and active participation in the Azalea Compound development for fueling site development and addition of vehicle washing facilities.
- Monitor the development of the Material Recovery Facility (MRF) for fuel and heavy truck repair facilities.
- Continue efforts to "Right-Size" the County's fleet through aggressive equipment utilization reporting.
- Identify under-utilized equipment items and target their reduction from the fleet.
- Insure each grant funded and specially funded equipment items are properly identified in the Fleet information management system so appropriate financial actions are followed as the item comes up for replacement.

Department Goal 2

- Furnish County agencies life cycle costs to date of equipment items over 18 FASTER points in the fleet information management system to make informed decisions for retention or disposal of the vehicle.
- Streamline procedures for the "remounting" of ambulance medical boxes onto new chassis to promote cost effectiveness and reduce capital outlays for ambulance replacements.
- Empower Field Mechanics to redirect heavy equipment field repairs to the maintenance shops in an effort to perform closer maintenance and repairs in an effort to promote the useful life of equipment.
- Recognize and reward our Fleet staff for their accomplishments. *Catch People Doing Things Right.*
- Continue efforts toward fuel consumption awareness and conservation through providing effective Intranet access for County Fleet users to monitor and control their fuel accounts and maintenance reports.
- Continue to generate utilization reports for senior management decision making.
- Continue to promote the development of mechanic capabilities and certification through the Institute of Automotive Service Excellence (ASE) certification. Promote and reward skills development for testing and certification in multiple skills categories.
- Seek funding for the replacement and modernization of Fleet fueling site infrastructure as part of the Azalea Compound Master Plan meeting the needs of the County for years to come.
- Emphasize quality and customer service excellence in all that Fleet does.
- Manage for customer results.
- Foster a climate of continuous improvement through training our Fleet personnel in delivering quality products and services to our customers.
- 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 fuel cost management system. Eliminate use of paper reports and be able to diagnose and detect fuel dispensing problems and perform re-set functions on line.
- Work with professional consultants to properly equip the new Material Processing Facility (MRF) fleet maintenance repair facility.

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 Proposed</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.¹

Objective 1(c): Replace 11% of sign inventory annually.²

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.³

Objective 2(b): Increase Citizen Awareness Program to match Charleston County population growth.⁴

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.⁵

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.⁶

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 2019 Actual	FY 2020 Actual	FY 2021 Projected
Input:				
Total roadway inventory (earth/rock/paved/platted CNSR - each)	1(a)(b)	360	364	364
Total number of maintained signs (each)	1(c)	4,640	4,729	4,735
Mosquito Control expenditures ⁷	2(a)	\$1,484,280	2,212,290	2,213,874
Charleston County population (from online U.S. Census data) ⁸	2(b)	405,905	414,239	422,523
Number of requests for service	2(c)	1,750	2,295	2,400
Drainage inventory subject to treatment (miles)	3(a)	205	208	208
Drainage inventory mechanically maintained (miles)	3(b)	86	89	89
Open drainage system to be inspected (each)	3(c)	1,292	1,307	1,315
Plans submitted for stormwater permits	4(a)	900	1,382	1,400
Stormwater permitted sites inspected	4(b)	6,518	6,033	6,100
Paved road expenditures	5(a)	\$2,979,170	6,099,513	7,000,000
Municipalities in Charleston County	6(a)	17	17	17

PUBLIC WORKS (continued)

	<u>Objective</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Projected</u>
Output:				
Roads inspected (each)	1(a)	120	103	150
Inspected roads with passing rating (each)	1(b)	78	61	65
Number of signs replaced	1(c)	694	749	750
Cost of sign replacements	1(c)	\$81,579	\$97,405	\$97,535
Light trap collection count (statistical mean, calendar based) ⁹	2(a)	0.95	2.08	2.5
Landing rate count (statistical mean, calendar based) ⁹	2(a)	1.11	1.36	2.3
Two-day service request (statistical mean, calendar based) ⁹	2(a)	5.83	11.94	12.5
Charleston County population growth (from online U.S. Census data) ⁹	2(b)	1.18%	2.05%	2%
Number of households visited (Mosquito Control) ¹⁰	2(b)	2,253	2,735	2,800
Service requests cleared within 36 business hours ¹¹	2(c)	1,213	2,165	1,920
Drainage system inventory treated (miles)	3(a)	82.01	75	80
Vegetation control expenditures	3(a)	\$47,341	\$ 39,285	\$41,900
Drainage system inventory mechanically excavated to grade (miles)	3(b)	47	32	50
Mechanically maintained drainageway expenditures	3(b)	\$897,620	\$479,093	\$898,500
Open drainage system inspected (each)	3(c)	144	177	180
Stormwater permits reviewed within 20 working days	4(a)	1,263	1,382	1,400
Stormwater permit review expenses	4(a)	\$486,908	\$403,720	\$500,000
Stormwater permitted sites inspected at least twice	4(b)	6,518	6,033	6,100
Stormwater permit site inspection expenses	4(b)	\$333,600	\$288,370	\$350,000
Lane Miles Treated	5(a)	136	61	264
Municipalities with executed IGA	6(a)	4	16	17
Efficiency:				
Cost per sign replacement	1(c)	\$117.55	\$130.00	135.00
Cost per ADI unit ¹⁰	2(a)	\$1,047,848	\$1,242,843	\$833,333
Cost per mile vegetation control	3(a)	\$577.27	\$523.80	\$555.00
Cost per mile mechanically cleaned drainageways ¹²	3(b)	\$19,098.30	\$14,971	\$16,500
Cost per stormwater permit processed	4(a)	\$385	\$292	\$300
Cost per site for stormwater inspection services	4(b)	\$51	\$48	\$50
Outcome:				
Percentage of roadway network inspected	1(a)	33. %	40%	45%
Percentage of inspected roadways with passing rating ¹³	1(b)	n/a	59.2 %	60%
Percentage of signs replaced	1(c)	14%	16%	15%
Level of mosquito control (ADI) ⁹	2(a)	1.38	1.78	3.0
Citizen Awareness Program change	2(b)	22.64%	38.9%	10%
Percentage of service requests cleared within 36 business hours	2(c)	89.65%	94.34%	80%
Percentage of drainage system treated	3(a)	40%	36%	50%
Percentage of drainage system mechanically cleaned	3(b)	54%	36%	40%
Percentage of open drainage systems inspected	3(c)	11%	14%	17%
Condition of paved road network (OCI)	5(a)	63	63	62
Complete Disaster Debris Management Plan (FEMA Approval)	6(a)	100%	100%	100%

PUBLIC WORKS (continued)

- ¹ Road ratings are based on an analysis of the severity of seven fault factors. A newly constructed road will have a rating of 100.
- ² 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.
- ³ Adult Density Index (ADI) is an indicator of the average density of biting mosquitoes as a statistical function of actual counts and service requests.
- ⁴ 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.
- ⁵ Includes only sections of drainage ways actively maintained by the Public Works Department.
- ⁶ Includes only unincorporated Charleston County and municipalities covered under an Intergovernmental Agreement (IGA).
- ⁷ Columns represent, from left to right: closed book figures, end-of-fiscal-year figures, budgeted amount.
- ⁸ 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). 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).
- ⁹ FY 2019 reflects January – July 2019. ADI has been projected to represent a full year based on available empirical data.
- ¹⁰ Significant reduction in households visited in FY 20120 was due to COVID 19 and restriction of door-to-door.
- ¹¹ Measurement threshold changed to 36 calendar hours.
- ¹² 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.
- ¹³ FY 2020 inspection of roadways has been advertised to hire a consultant to complete a pavement survey.

2021 ACTION STEPS

Department Goal 1

- Develop improved maintenance rating program for evaluation of maintenance efforts/effects on County Roads.

Department Goal 2

- Hire one Field Inspectors to facilitate quicker service requests response to growing population.
- Continue to test new pesticides by ground and air for next season.
- Complete adulticide spray rig for use by helicopter.
- Reduce the impact of "Do Not Spray" on ULV truck operations.
- Increase CAP (Citizen Awareness Program) by 5% in FY 2022 to expand Public Education for mosquito awareness.

Department Goal 3

- Implement a maintenance based drainage rating system for the Maintained Canals.
- Implement a maintenance based County Facility Pavements.
- Implement specific Stormwater regulatory requirements within Special Protection Areas.
- Implement a program to protect rural unsurfaced roads utilizing level of service criteria.

Department Goal 4

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

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

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 Proposed</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
TOTAL EXPENDITURES	<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.

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 Proposed</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	34,922	-	-	-	-	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.

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 Proposed</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	<u>2,547</u>	<u>7,320</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL REVENUES	11,357	20,802	10,000	20,000	10,000	100.0
Interfund Transfer In	<u>197,809</u>	<u>11,926</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0</u>
TOTAL SOURCES	<u>\$ 209,166</u>	<u>\$ 32,728</u>	<u>\$ 10,000</u>	<u>\$ 20,000</u>	<u>\$ 10,000</u>	<u>100.0</u>
Personnel	\$ 5,619,484	\$ 5,751,987	\$ 6,561,985	\$ 7,196,744	\$ 634,759	9.7
Operating	2,402,059	2,166,387	2,491,768	3,390,629	898,861	36.1
Capital	<u>-</u>	<u>38,150</u>	<u>-</u>	<u>95,000</u>	<u>95,000</u>	<u>100.0</u>
TOTAL EXPENDITURES	8,021,543	7,956,524	9,053,753	10,682,373	1,628,620	18.0
Interfund Transfer Out	<u>570,811</u>	<u>60,000</u>	<u>-</u>	<u>2,400,000</u>	<u>2,400,000</u>	<u>100.0</u>
TOTAL DISBURSEMENTS	<u>\$ 8,592,354</u>	<u>\$ 8,016,524</u>	<u>\$ 9,053,753</u>	<u>\$13,082,373</u>	<u>\$ 4,028,620</u>	<u>44.5</u>

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.

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</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	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.

PUBLIC WORKS (continued)

Division: Roads Program (1st 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:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adjusted	FY 2022 Proposed	Change	Percent Change
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
TOTAL REVENUES	40,531,977	40,149,347	36,496,000	44,626,000	8,130,000	22.3
Interfund Transfer In	621,000	1,148,000	-	-	-	0.0
TOTAL SOURCES	\$41,152,977	\$41,297,347	\$36,496,000	\$44,626,000	\$ 8,130,000	22.3
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
TOTAL EXPENDITURES	20,031,527	20,602,432	21,093,165	21,509,168	416,003	2.0
Interfund Transfer Out	13,997,840	20,018,350	14,165,000	26,875,000	12,710,000	89.7
TOTAL DISBURSEMENTS	\$34,029,367	\$40,620,782	\$35,258,165	\$48,384,168	\$13,126,003	37.2

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.

PUBLIC WORKS (continued)

Division: Roads Program (2nd 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 Proposed</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>	(2.5)
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>	22.2
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.0
Operating	-	-	-	-	-	0.0
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0
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>	(39.0)
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>	(39.0)

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.

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 Proposed</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
TOTAL REVENUES	\$ 4,003,302	\$ 3,994,742	\$ 3,744,500	\$ 3,664,900	\$ (79,600)	(2.1)
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
TOTAL EXPENDITURES	2,691,254	2,397,938	8,501,631	8,754,854	253,223	3.0
Interfund Transfer Out	36,797	-	-	-	-	0.0
TOTAL DISBURSEMENTS	\$ 2,728,051	\$ 2,397,938	\$ 8,501,631	\$ 8,754,854	\$ 253,223	3.0

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.



End Section