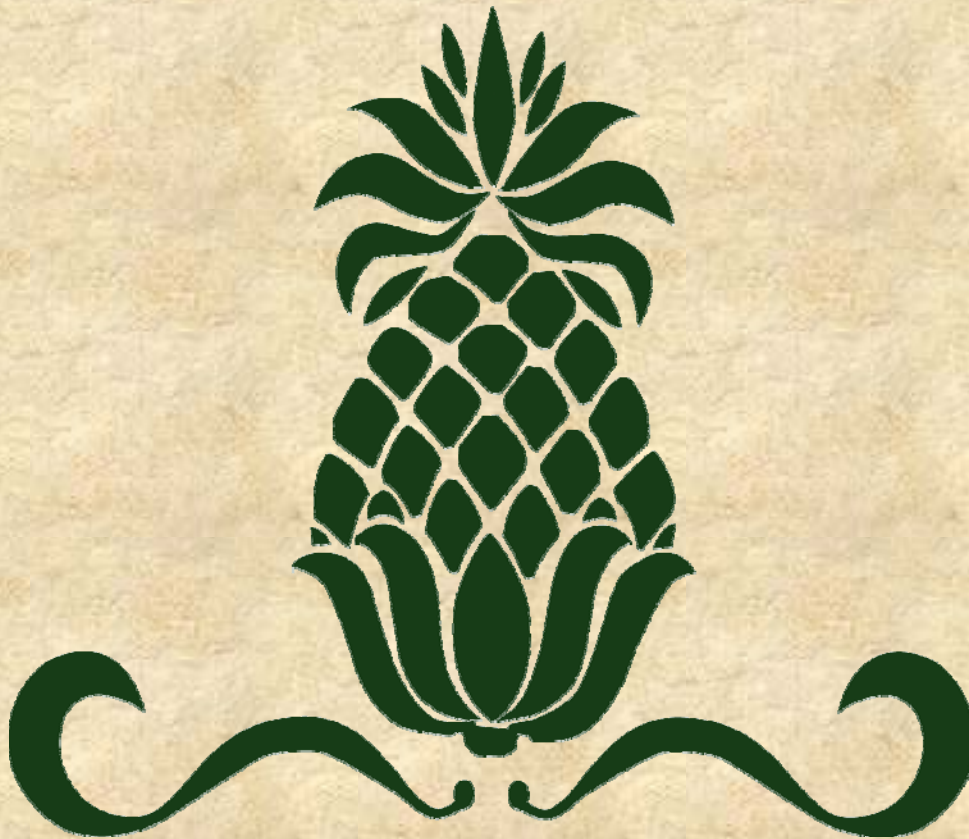


2015 BUDGET



Thank you for your interest in the City of Charleston's 2015 Budget Document. This document was designed with links to assist you in navigating through the many sections and pages. From the Table of Contents click on the item you wish to review then use the back arrows to navigate back to make another selection. (The open hand cursor becomes a pointing hand to indicate a link.)

CITY OF CHARLESTON

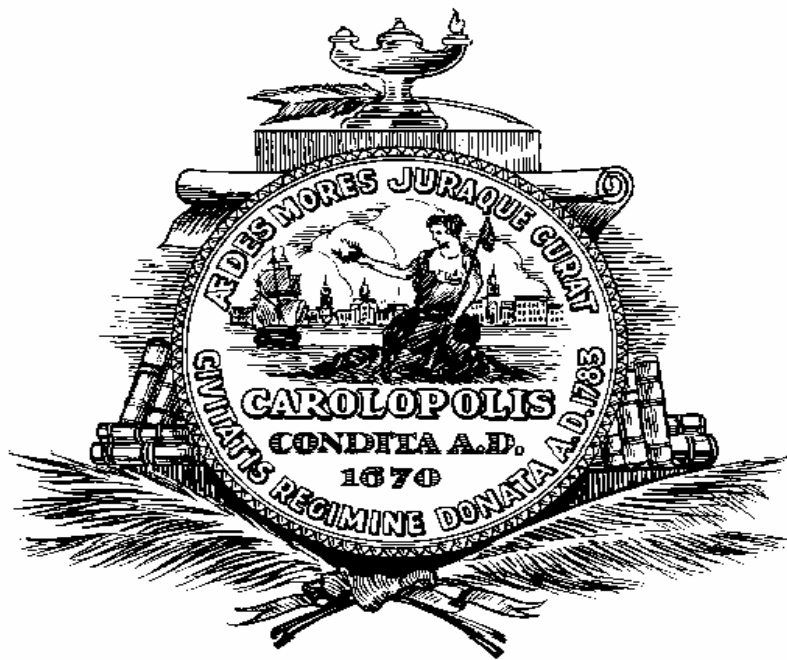
S O U T H C A R O L I N A

CITY OF CHARLESTON, SOUTH CAROLINA

2015 ANNUAL BUDGET

For the fiscal year beginning January 1, 2015

Final Adoption by City Council on December 16, 2014



MAYOR

JOSEPH P. RILEY, JR.

City Council

Aubry Alexander
William D. Gregorie
James Lewis, Jr.
Robert M. Mitchell
William A. Moody, Jr.
Dean C. Riegel

Michael S. Seekings
Marvin D. Wagner
Perry K. Waring
Gary White, Jr.
Kathleen G. Wilson
Rodney Williams



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Charleston
South Carolina**

For the Fiscal Year Beginning

January 1, 2014

A handwritten signature in cursive script, reading "Jeffrey R. Egan".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Charleston for its annual budget for the fiscal year beginning January 1, 2014.

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.

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



TABLE OF CONTENTS

<u>MISSION AND VALUES</u>	1
<u>ORGANIZATION CHART</u>	2
<u>BUDGET MESSAGE</u>	
Mayor's Budget Letter	3
Budget Message	4
Budget Highlights for 2014	19
<u>GENERAL INFORMATION</u>	
Community Profile	23
Cost of Living Overview	41
Miscellaneous Statistics	42
<u>POLICIES & GOALS</u>	
The Budget Process	45
Financial and Management Policies	49
Financial Structure	57
<u>BUDGET SUMMARIES</u>	
Budget At-A-Glance	61
Budget Summary	62
Fund Balances	65
Fund Balance Summary – All Appropriated Funds	69
Fund Balance Summary – General Fund	70
Fund Balance Summary – Enterprise Funds	71
Fund Balance Summary – Municipal Accommodations Tax Fund	72
Bonded Debt Obligations	73
Personnel Summaries	78
Personnel Detail	79
<u>REVENUES</u>	
Revenue Discussion and Analysis	83
Comparative Revenue Summary	96
Comparative Revenue Detail	97
Revenue Ordinance	104
<u>EXPENDITURES</u>	
Expenditure Trends and Issues	107
Comparative Expenditure Summary	123
Comparative Expenditure Detail	124
Expenditure Ordinance	127
<u>PERFORMANCE MEASURES</u>	
Performance Management Overview	147
Key Performance Indicators	150
Citizens	150



Public Safety	151
Quality Services	151
Physical Place	152
Regional Partnerships	153

DEPARTMENTAL BUDGETS

Department of Budget, Finance and Revenue Collections	155
Department Organizational Chart.....	155
Department Mission Statement.....	155
Departmental Overview	156
Performance Measures	157
Department Expenditure Summary	159
110000 Municipal Court.....	161
130000 Budget, Finance and Revenue Collections Administration	163
131000 Finance	165
132000 Revenue Collections	167
133000 Budget and Management	168
134000 Procurement	170
136000 Process/Service Improvement	171
137000 Permit Center	173
151000 Safety Management.....	174
171000 City Hall	175
171300 116 Meeting Street	176
171310 Gaillard Complex	177
171500 Gallery at Waterfront Park.....	178
171600 Reuben M. Greenberg Municipal Building.....	179
171700 50 Broad Street	180
518550 Charleston Maritime Center	181
531000 Dock Street Theatre	183
020010 Old Slave Mart Museum	184
021010 City Market.....	185
022005 Parking Management Services.....	186
022010 Parking Revenue Collections.....	187
022015 Parking Facilities Administration - Republic.....	188
022016 Parking Facilities Administration – ABM	189
022035 Parking Lot, B.A.M.	191
022070 Parking Lot, Market Canterbury.....	192
022075 Cumberland Street Garage.....	193
024010 Angel Oak	194
026010 Municipal Auditorium	195
027010 Charleston Visitor Center	196
Department of Clerk of Council	197
Department Organizational Chart.....	197
Department Mission Statement.....	197
Departmental Overview	198
Performance Measures	199
Department Expenditure Summary	201



TABLE OF CONTENTS

100000 City Council.....	202
101000 Records Management.....	204
600000 Tourism Management.....	206
601000 Tourism Gatekeeper.....	207
Executive Department	209
Department Organizational Chart.....	209
Department Mission Statement.....	209
Departmental Overview.....	210
Performance Measures.....	210
Department Expenditure Summary	212
120000 Mayor's Office	213
140000 Internal Auditing	214
141000 Corporation Counsel	215
142000 Prosecutor's Office.....	217
153000 Youth Programs.....	218
331000 Fleet Management	219
500000 Cultural Affairs	220
700000 Public Information.....	222
701000 Mayor's Office for Children, Youth and Families	224
810000 Business Development.....	226
Fire Department	227
Department Organizational Chart.....	227
Department Mission Statement.....	227
Departmental Overview.....	228
Performance Measures.....	229
Department Expenditure Summary	231
210000 Fire.....	232
211000 Fire Training	234
213000 Fire Marshall.....	237
Department of Housing and Community Development	239
Department Organizational Chart.....	239
Department Mission Statement.....	239
Departmental Overview.....	240
Performance Measures.....	242
Department Expenditure Summary	244
410000 Housing and Community Development	245
Department of Human Resources and Organizational Development	247
Department Organizational Chart.....	247
Department Mission Statement.....	247
Departmental Overview	248
Performance Measures	249
Department Expenditure Summary	251
150000 Human Resources	252
171100 Mailroom.....	254



Department of Information Technology	255
Department Organizational Chart	255
Department Mission Statement	255
Departmental Overview	256
Performance Measures	257
Department Expenditure Summary	259
161000 Information Systems	260
162000 Geographic Information Services (GIS)	262
163000 Telecommunications	263
171400 32 Ann Street	264
Department of Parks	265
Department Organizational Chart	265
Department Mission Statement	265
Departmental Overview	266
Performance Measures	267
Department Expenditure Summary	269
170000 Electrical	270
170100 Facilities Maintenance	271
520000 Capital Projects	272
521000 Parks Administration	273
522000 Grounds Maintenance	274
523000 Construction	276
526000 Parks Maintenance Projects	277
023010 Joseph P. Riley, Jr. Ballpark	278
Department of Planning, Preservation and Sustainability	281
Department Organizational Chart	281
Department Mission Statement	281
Departmental Overview	282
Performance Measures	283
Department Expenditure Summary	285
225000 Livability	286
415000 Planning, Preservation and Sustainability Admin.	288
420000 Preservation Division	289
421000 Design Division	291
430000 Planning and Sustainability	293
820000 Business and Neighborhood Services	294
Police Department	297
Department Organizational Chart	297
Department Mission Statement	297
Departmental Overview	298
Performance Measures	299
Department Expenditure Summary	301
200000 Police Department	302
203000 Radio Shop	304



TABLE OF CONTENTS

206000 Weed and Seed (Non–Grant)	305
207000 Victims Assistance	307
Department of Public Service	309
Department Organizational Chart.....	309
Department Mission Statement.....	309
Departmental Overview	310
Performance Measures	311
Department Expenditure Summary	313
220000 Engineering	314
221000 Inspections	315
300000 Public Service Administration	317
311000 Streets and Sidewalks Administration	318
312000 Streets and Sidewalks	319
321000 Environmental Services Administration.....	320
322000 Garbage Collection.....	321
323000 Trash Collection.....	322
324000 Street Sweeping	323
Department of Recreation.....	325
Department Organizational Chart.....	325
Department Mission Statement.....	325
Departmental Overview.....	326
Performance Measures	327
Department Expenditure Summary	330
510000 Recreation Administration	331
511000 Recreation Athletics	332
511200 Youth Sports.....	333
511300 Adult Sports.....	334
513000 Recreation Programs.....	335
513100 Environmental Programs.....	336
513300 Playgrounds.....	337
513400 Community Programs	338
515000 Recreation Facilities	339
515010 James Island Recreation Center	340
515020 St. Julian Devine Community Center.....	341
515025 Bees Landing Recreation Center	342
515030 Arthur W. Christopher Community Center	343
515035 Shaw Community Center	344
515040 West Ashley Park.....	345
515045 Daniel Island Programs.....	346
516000 Aquatics.....	347
516040 Swim Team	348
517000 Tennis	349
517010 Charleston Tennis Center	350



517020 Maybank Tennis Center	351
517030 Inner City Youth Tennis	352
518000 Gymnastics	353
518010 Gymnastics Training Center	354
028010 Municipal Golf Course	355
028015 Municipal Golf Course Construction	356
Department of Traffic and Transportation	357
Department Organizational Chart.....	357
Department Mission Statement.....	357
Departmental Overview	358
Performance Measures	360
Department Expenditure Summary	362
230000 Traffic and Transportation	363
022045 On-Street Parking Operations	365
Non-Departmental	
Department Expenditure Summary	367
180000 Pensions	368
181000 Employment Benefits.....	369
182000 General Insurance	370
183000 Emergency Fund.....	371
620000 Community Promotions	372
710000 Assistance Programs	373
900000 Non-Departmental	374
932000 General Fund Transfers Out	375
Debt Service	376
<u>MUNICIPAL ACCOMMODATIONS TAX FUND</u>	
Fund Revenue and Expenditure Summary.....	377
Municipal Accommodations Tax Ordinance (Capital Improvements)	378
901100 Capital Improvements.....	379
Municipal Accommodations Tax Ordinance (Operating Costs)	380
901200 Operating Costs	381
<u>CAPITAL IMPROVEMENT PLAN</u>	
Five Year Capital Improvement Plan	383
Capital Improvement Plan Funding Sources	386
Estimated Expenditures by Project Year	388
Project Descriptions	
General Government Projects.....	392
Public Safety Projects	393
Public Service Projects	396
Urban and Community Development Projects	399
Culture and Recreation Projects	401
Health and Welfare Projects	408
Enterprise Projects	409



TABLE OF CONTENTS

Completed Capital Projects.....412

Recurring Capital Maintenance Projects.....412

Future Capital Projects.....413

APPENDICES

Acronyms 415

Glossary of Terms.....420

Web Links 431

Index.....432

Contact Information 434



MISSION:

To preserve and enhance the quality of life of the citizens of the City of Charleston.

VALUES:

► Citizens

We value our diversity and are committed to treating every resident with respect, honesty and courtesy.

► Public Safety

We value every citizen's safety and understand that safe, public spaces and neighborhoods are essential to our quality of life.

► Quality Services

We value providing high quality municipal services at the lowest possible cost to our residents.

► Physical Place

We value our unique natural resources, our man-made environment, public realm and neighborhoods, and we understand how our physical place affects each resident's quality of life. We will work with others to increase the sustainability of our physical place.

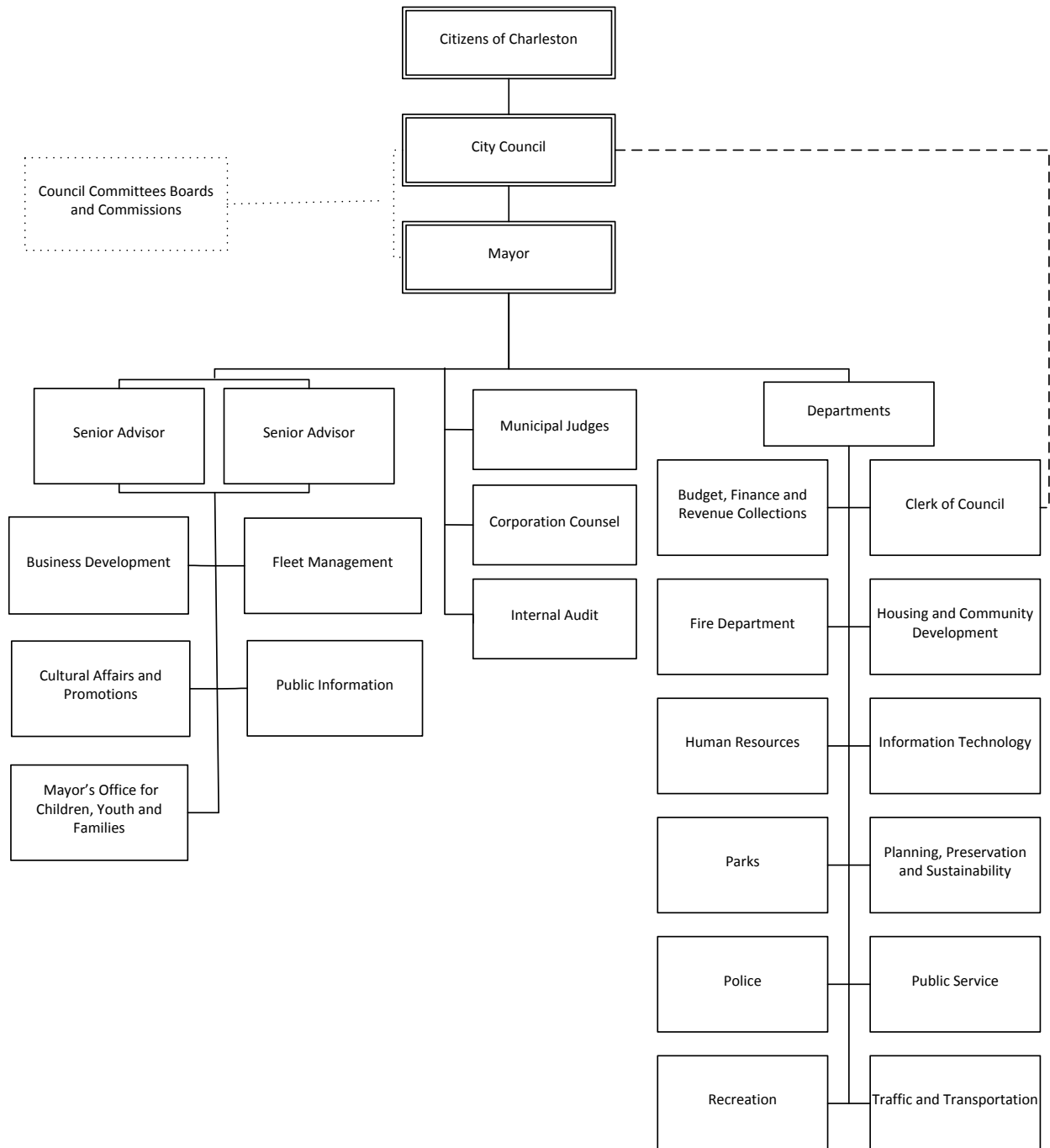
► Regional Partnerships

We value working with other government entities within our region to sustain and improve the quality of life for all citizens.



ORGANIZATION CHART

CITY OF CHARLESTON 2015 ORGANIZATION





City of Charleston
Joseph P. Riley, Jr.
Mayor

Dear Citizens of the City of Charleston:

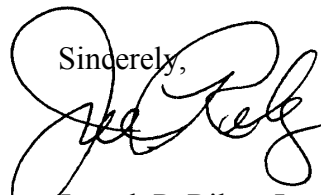
I am pleased to present the City of Charleston's 2015 Budget as adopted by Charleston City Council on December 16, 2014. In addition to presenting the approved budget itself, this formal budget document also provides the key to understanding the City's operations. It serves as a statement of the City's policies and goals, documents the City's financial plan, and provides operational guidelines. The City's budget and this document could not be completed without the hard work and dedication of many individuals from all City Departments.

The City of Charleston's mission to preserve and enhance the quality of life for our citizens provides the framework upon which the budget is built. We emphasize public safety, quality services, our physical place and regional partnerships. The City's 2015 Budget focuses on sustaining these important quality of life elements for our citizens, while considering current economic and financial issues.

During 2015, the City will maintain excellent stewardship of the public funds entrusted to us. We recognize that every dollar spent is subject to scrutiny and we will only spend the taxpayers' dollars in a responsible and respectful manner. While we expect modest growth in most revenue areas for 2015, sustained increases in healthcare costs and the fluctuating nature of fuel prices dictate that we continue every effort to save dollars wherever possible. Ensuring Public Safety remains our top priority along with investment in the City's fleet and infrastructure. In addition, we are proud to offer our hard-working employees a cost of living increase without raising or creating new taxes.

In closing, as I enter the final year of my term as mayor of this great city, I would like to thank the dedicated personnel of the Budget and Management Division for their hard work in producing this budget. The City of Charleston has received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the past fifteen years. We are proud of this recognition and we work hard each year to improve upon the budget from the previous year. We believe that this budget document conforms to the award program requirements and we are submitting it to GFOA for consideration.

Sincerely,



Joseph P. Riley, Jr.
Mayor



BUDGET MESSAGE

BUDGET MESSAGE

This document represents the 2015 City of Charleston's Operating Budget as it was adopted by City Council on December 16, 2014. This operating budget consists of the General Fund and seven Enterprise Funds. Also presented in this document is the budget for the Municipal Accommodations Tax Fund, a Special Revenue fund, which City Council also adopted on December 16, 2014. Following the City's mission statement, the 2015 budget was developed under the premise that City government exists "To preserve and enhance the quality of life of the citizens of the City of Charleston."

The City's Mission and Values provide the basic framework for the construction of the annual budget each year. The 2015 budget process presented many challenges, including balancing recovery in revenues with not only current expenditure needs, but also pent-up demand after several years of deferred maintenance and asset replacement. In 2011, revenues began to rebound in some areas after three years of no growth and decline, and have maintained a slow but steady growth since. The City continues to prepare a balanced budget with the following emphasis:

- ▶ Strengthening our Police and Fire Departments
- ▶ Continuing priority funding of core Municipal services
- ▶ Maintaining strong funding for City sponsored infrastructure improvements
- ▶ Continuing our efforts to be an employer of choice

Each of the Values that define and direct our government are discussed below.

Public Safety

The safety of our citizens and visitors continues to be our number one priority. This budget confirms our commitment to public safety by allowing our Police and Fire Departments to continue their traditions of excellence. Operating from 35 facilities throughout the City, our Police Department continues to provide superior service to our citizens, as validated by the significant decline in the violent crime rate since 2007. Fire Department Headquarters are now housed in the recently completed Fire Station 9, which is a two-story, 5 bay facility containing 19,600 square feet. The station was designed to exceed current wind and seismic codes, with the expectation that it would remain operational to serve the city in the event of a hurricane or earthquake. There are 19 fire companies located throughout the City, providing excellent area coverage and service to our neighborhoods throughout the City.

Quality Services

Local government exists to provide services that cannot, or should not, be provided by private interests. Providing quality municipal services to our citizens is therefore one of the cornerstones to fulfilling our mission statement. The City of Charleston's municipal boundaries have grown from 44 square miles in 1990 to 112 square miles (excluding water) in 2015. We are committed to ensuring that municipal services and facilities keep pace with the growth of



the City. To accomplish this, the City must manage its services to accommodate growth while maintaining or improving service in existing areas. Growth and development within the City and region requires attention, investment, and smart management.

Physical Place

We are fortunate to live in an area which is rich in history and tradition. At the same time, we share a unique and fragile setting here in the Lowcountry. We must strive to pass on this natural beauty to our children for the enjoyment of future generations. Charleston's growth must be managed to prevent undesirable urban sprawl in order to preserve our natural resources such as creeks, rivers, trees, and other vegetation. Working with our regional partners, the City's commitment to an urban growth boundary is a critical part of an integrated smart growth strategy. Redevelopment of abandoned or underused properties within the growth boundary is a key component in this effort.

Recently completed projects that have successfully shaped our city are parks and public spaces, both large and small. Northbridge Park is an ADA accessible park located at a popular fishing spot in West Ashley. This park includes a pier with a gangway to a floating canoe/kayak launching dock, picnic tables, drinking fountains, bicycle rack, and a pedestrian/bike path from West Ashley to the park. Improvements to the irrigation system at the Municipal Golf Course were completed in early 2014. The new system will require substantially less maintenance, increase water conservation, provide more precise control of areas to be irrigated, and improve safety for the golfing public. The project also included two new features: an integrated weather station to increase the efficiency of the watering system and a Lightning Audible System, an alarm to notify golfers when lightning is present in the area.

Currently under construction is Gadsdenboro Park, a 5 acre park near the South Carolina Aquarium, which will include a center lawn for activities such as soccer and football, while the perimeter will have outdoor "rooms" for playgrounds, chess tables, bocce ball, and other similar activities. Construction will also begin in 2015 on the renovation of Colonial Lake and its surrounding parklands.

Neighborhoods are the cornerstones of our daily lives. The City has a vibrant neighborhood council program that continues to grow and presently includes 109 councils. These councils serve as an important connection between their neighborhoods and City government. The City must serve as the leader to preserve the quality of our existing neighborhoods as well as to build great new ones. The City's Livability Court ensures that legal issues associated with quality of life in our neighborhoods are quickly addressed.

We must continue to build all types of housing for our diverse population, and to provide a variety of settings for commerce and jobs for both our citizens and neighboring areas. Currently in progress, Gadsdenboro Park is a multi-use development on the peninsula which includes commercial and hospitality business enterprises, affordable and fair-market value residential units, and high visibility green space with amenities. The City will develop the green space and the other elements will be sold to private developers who will build based on a plan



BUDGET MESSAGE

developed in collaboration with the City. On one parcel, the Charleston Housing Authority is building Williams Terrace, a five-story, 41-unit apartment building to provide housing for low-income senior citizens. Located in the Upper King Street area of the Charleston peninsula, the \$80 million Midtown project began construction in 2012 and will include two hotels totaling 304 rooms, a 405-space parking garage, and space for restaurants, shops, and offices. It is due to open in the late spring of 2015. Adjacent to the Midtown project, the Grand at Midtown, a complex consisting of luxury apartments, 7000 square feet of commercial space on the ground floor, and a parking structure, opened to its first tenants in late 2013. These projects are prime examples of redevelopment and repurposing underutilized properties within the existing urban boundary.

Regional Partnerships

The City of Charleston does not operate independently of other government entities and we value our regional partners. Although the City is the primary urban center of a fast growing metropolitan area, suburban corridors are essential to the region. Both the Lowcountry region and the City are expected to continue to grow for the foreseeable future. It is critical for the City to maintain a hospitable working relationship with its regional partners to plan growth intelligently and protect our environment. With teamwork, we will continue to meet future challenges.

Passed by referendum, the Charleston County half-cent sales tax that became effective May 1, 2005 is expected to bring in \$1.3 billion over a 25 year period. These funds are dedicated to road and bridge projects, acquisition of green space, and providing financial support for the Charleston Area Regional Transportation Authority (CARTA), the regional mass transit system. The addition of bike racks to all of its buses and express bus service from several outlying gathering points to the downtown Charleston business and hospital districts continues to attract more riders. Another huge success has been CARTA's free Downtown Area Shuttle (DASH) trolley service. The trolleys are outfitted with iPads providing riders with useful information about where they are and what is around them. Ridership has almost tripled, easing congestion on major traffic arteries leading into town, lowering green-house gas emissions and reducing pressure on the parking system. This free shuttle is funded by a financial partnership between the State Ports Authority, the Charleston Area Convention and Visitors' Bureau, and the City of Charleston. The replacement of the DASH trolleys, which are reaching the end of their useful life, is planned for 2016 with clean, energy efficient vans. Greenbelt funds were made available through Charleston County to purchase two parcels totaling 35 acres adjacent to the historic Angel Oak, with funds also contributed by the City of Charleston and the Lowcountry Open Land Trust.

Citizens

As stated earlier, local government exists to provide services to our citizens and our staff is committed to excellent customer service. In order to achieve this, we believe we must first have open communication, followed by a system that will track the progress of a request, and last, follow-up to ensure our citizens are satisfied with the result.



With this commitment in mind, the City of Charleston's web page, www.charleston-sc.gov, includes the Citizen Support Center, which is designed to provide citizens an online system for the submission and management of requests for City services on a real-time, 24 hours a day, 7 days a week basis. A completely redesigned website was launched during the spring of 2013, featuring a format that is more user-friendly and eye-catching for both residents and visitors.

Further increasing the City's responsiveness to citizens is *Recreation Online*. The public can now register their family members for recreation programs, activities and athletics as well as reserve various facilities throughout the city through an online portal. *Recreation Online* also allows for online payments during the registration process, a huge convenience for busy families.

The Process/Service Improvement Division's task is to monitor City services for performance and efficiency, as well as facilitate the review and improvement of City services through Process Improvement efforts including Process Improvement Teams (PITs). In 2015, this division will lead the City's move into the new one-stop Permit Center in the newly constructed Gaillard Municipal Office Building. This is the latest in a multi-step plan to simplify and streamline permitting and licensing required to conduct business in the City. The improvements to date have been very favorably received by area developers and contractors.

The City's Customer Service Initiative (CSI) has, and continues to be, a major push in our improvement efforts. All City employees complete a training course consisting of 4 modules: Mastering the Service Basics, Communicating Great Service, Dealing with the Difficult Customer, and Building a Winning Team. This training, along with the establishment of the multi-departmental CSI Blue Team, is leading the efforts to push customer service forward. Among other tasks, the CSI Blue Team selects three customer service employees for each quarter from nominees provided by input from citizens, visitors and fellow employees. At year-end, a customer service employee of the year is selected from the quarterly winners.

During 2012, Mayor Riley announced *Lighten UP Charleston!* to promote healthy lifestyles and fight the growing trend of obesity in South Carolina and the rest of the country. *Lighten UP Charleston!* is a collaborative wellness initiative for the Charleston community that provides an interactive website for people to find programs in the community to help them get healthy, track their progress, and learn ways to lose weight. The use of the website, <http://www.lightenupcharleston.org/>, is free to everyone. In November 2013, the cities of Charleston and North Charleston held a free Affordable Healthcare Information Fair to provide local residents with an opportunity to meet with certified agents, navigators and application counselors to ask questions and receive information about enrolling in health insurance through the Healthcare Marketplace. In March of 2014, the City partnered with the Palmetto Project to sponsor a "Day of Action", where citizens could meet with certified enrollment assisters to help them understand their healthcare options. These services were provided at no charge.



BUDGET MESSAGE

THE 2015 BUDGET

Strategic Process

Each budget has its own unique challenges, but the common thread in each year's budget process is to ensure that the City exercises fiscal responsibility with the taxpayers' dollars and does so with a long range outlook beyond the single budget year horizon. Balancing the service needs of the citizens and the rising costs of "doing business" with the amount of revenue available is an endeavor that is taken very seriously by the Mayor and Budget Staff each year.

Formulating the 2015 budget required careful consideration of what the effects would be on our citizens and dedicated employees. Modest revenue growth is projected in 2015, but most of this revenue growth will be needed for increases in healthcare, equipment acquisitions, employer retirement contributions, and continued funding of prior year additions. In 2014, the City budgeted to use \$1.2 million of unassigned fund balance, but revenues estimated for 2014 exceed budget in some areas and it is likely that unassigned fund balance will not decrease. At this time, the financial close-out and computation of fund balances at December 31, 2014 is not complete. The City realizes that the use of fund balance year after year is not sustainable, and therefore formulated this budget without the use of unassigned fund balance. The primary focus of this budget is our employees, public safety and infrastructure. In 2012, for the first time in 3 years, employees received a Cost of Living Adjustment (COLA). Employees also received a COLA in 2013 and 2014 and will receive a COLA in 2015. Over the past several years, the City controlled expenditure growth by deferring maintenance, postponing capital acquisitions, and general belt-tightening. Beginning in 2012, budgets were increased for backlogged rolling stock and infrastructure purchases to avoid long-term impacts on services, leading to increased debt service in subsequent years as most rolling stock is purchased through 3- and 4-year lease purchase arrangements.

Additionally, the ability to increase many City revenues is limited by state statutes. Property tax increases in any tax year are capped by a percentage factor determined by a combination of the annual CPI increase and population growth. The City strives to increase property taxes only as a last resort, but property taxes were increased in 2013 to fund critical needs in the Police and Fire departments. Accommodations and hospitality fees are at the maximum percentage allowed by law. Electric and gas franchise fees were increased to the regional average in 2010 and 2011. In 2012, recreation fees for non-residents increased slightly, so as to ensure our residents are adequately provided for and our city resources are not stretched too thin. Parking rates in the Parking Facilities Enterprise Fund were increased during 2013. The only revenue increases for 2015 are the result of natural growth in the various revenue bases.

As always, the City's goal is to provide services that meet the expectations and needs of our citizens, but this must be balanced with the amount of revenue available, a much more difficult task in the current climate of economic recovery. In order to implement revenue increases, the benefit of increased services must be tangible and readily visible to our citizens. It was a huge challenge that will not end with 2015.



Budget Brief

The City's fiscal year 2015 General Fund and Enterprise Funds operating budget of \$181,452,856 represents a 5% increase from the 2014 budget. In accordance with City policy, if the General Fund creates a deficit, any surplus generated by the Enterprise Funds must be used to offset the deficit. For 2015, this interfund transfer is expected to be \$5,117,698. As shown by the following chart, growth in the budget from year to year has varied widely over the past few years, with very little or negative growth during the recent recessionary period. The more robust growth rates for 2013, 2014 and 2015 are partially the result of pent-up demand from the periods of no growth.

Year	Total General Fund & Enterprise Funds		% Increase - Approved Budget vs. Prior Year Amended Budget
	Approved Budget	Amended Budget	
2006	126,486,578	126,486,578	6.15%
2007	131,628,766	134,336,498	4.07%
2008	143,919,961	146,950,396	7.13%
2009	147,669,270	147,669,270	0.49%
2010	146,607,302	146,607,302	-0.72%
2011	145,962,742	151,000,263	-0.44%
2012	154,842,008	154,842,008	2.54%
2013	160,045,139	163,523,017	3.36%
2014	172,788,691	172,788,691	5.67%
2015	181,452,856		5.01%

Although it appears the economy is rebounding, cautious growth is warranted. Therefore, it's important that the City positions itself in such a way to withstand the ups and downs that seem to define this new economy. Key aspects of this budget are summarized here and on the charts at the end of this section. Specific revenue projections and assumptions are discussed in greater detail in the Revenues section of this document. Expenditure trends and issues are also discussed in greater detail in the Expenditures section.

Property tax millage for 2015's approved operating budget remained the same as 2014 at 80.3 mills. Separate from this budget, a special millage of 1.5 mills was passed, beginning with the 2015 tax year, to fund public safety infrastructure, such as police and fire facilities. These funds will be segregated and will not impact the General Fund revenues. One of the City's basic goals is to minimize the impact of property tax on our citizens, but still provide the core services that are the responsibility of local government. Operating millage has only increased twice since 2000, and both times were to fund public safety needs. Of particular importance is spreading the cost of tourism services to visitors, so that our citizens do not shoulder this burden alone. As a result, our local revenue sources are diverse. Much of this strength can be traced to strategic planning. The planned diversification of revenue streams to include the local option sales tax, municipal accommodations tax, and hospitality fee have played to our strength as a



BUDGET MESSAGE

world-class tourist destination and resulted in tremendous benefit to our property owners. In 1990 property taxes were 64.5% of the City's total general fund revenues, but in 2015 that same percentage is estimated to be 43.3%.

The City has remained fiscally strong. Standard and Poor's (S&P) awarded the City's General Obligation Bond rating of **AAA**, the highest rating available, in January 2009. S&P cited the City's strong economy and very strong budget flexibility, low net debt, and rapid amortization. S&P has reaffirmed its **AAA** rating in 2011, 2013 and again in 2014. Moody's Investors Service upgraded the City's General Obligation Bond rating from **Aa¹** to **Aaa** with a "stable outlook" in October of 2014. Moody's cited "the city's solid financial position" and "manageable debt levels" in their ratings summary. In this tough economic climate when many governments are facing fiscal distress and significant budget shortfalls, the highest bond ratings the City of Charleston received from Standard & Poor's and Moody's highlights our financial strength and reflects our commitment to judicious financial management and responsible stewardship of public funds. It should be noted that Charleston is the first, and presently the only, South Carolina municipality to hold the highest rating from both S&P and Moody's.

► *Strengthening our Police and Fire Departments*

A total of \$77,179,998 in operating funds is budgeted in Public Safety; this represents 49.96% of the Total General Fund Operating Budget and 119.2% of all projected property tax revenues.

This budget supports rolling stock purchases of \$1,198,250 for the Police Department. Lease purchase funds of \$112,000 through the Information Technology (IT) Department will also fund 35 mobile data terminals (MDT) for the Police Department under a 3-year rolling replacement plan. This budget also funds the City's conversion to Charleston County's digital public safety radio system at \$513,000 for radio usage fees charged by the County. Additionally, CPD joined Charleston County's 911 Consolidated Dispatch Center in 2013, and is required to contribute funding for two years.

In October of 2013, the Police Department was awarded a COPS grant from the Department of Justice for a Community Action Team consisting of 8 officers. The Federal Share over 3 years is \$1,000,000 and the City match is \$456,000. For 2015, \$161,810 is budgeted for the 2nd year's match. Funding of tourism-related Police wages with Municipal Accommodations Tax has allowed the Police Department to address the need to serve Charleston's large transient tourist population, without sacrificing service to its citizens. In mid-2013, eight officers were added to increase police presence in the downtown tourism district and will be paid for with Municipal Accommodations Tax and Hospitality Fee funding. Parking Enforcement salaries are also funded in part with Municipal Accommodations Tax. In 2015, \$2,670,000 is budgeted in the Municipal Accommodations Tax Fund for these and other tourism-related salaries.

The City of Charleston's Fire Department continues to move forward in its quest for accreditation from the Center for Public Safety Excellence. Lease purchase funding of \$1,750,000 will purchase one replacement pumper engine, and one 5-function apparatus



(known as a quint) which will replace a ladder truck in Cainhoy and Daniel Island due to the area's relative isolation. A quint can act as a pumper engine, in addition to providing aerial capabilities. Additionally, \$12,000 is provided in 2015 for the first year of a three year project to replace all communication cables in the fire stations. This IT project will improve the reliability of communications throughout the Fire Department. New fleet maintenance software is also funded for the Fire Department at \$15,000 through IT. This budget also provides \$65,000 in matching funds for grants related to digital radio replacement and emergency generator replacement. The Fire Department has also applied for FEMA Mitigation funds for the Cannon Street Fire Station (#6) for full renovation, including seismic and hurricane retrofits. Built in the late 1800's, this station serves a critical portion of downtown, including the tourism district and nearby College of Charleston. The grant awards will be announced sometime in 2015.

► *Continuing Priority Funding of Core Municipal Services*

Maintaining excellence in the services provided to our citizens is a focus of this budget. In addition to the Public Safety amounts mentioned above, the 2015 budget funds \$1,536,500 in additional rolling stock and capital equipment acquisitions. Vehicle purchases of \$716,000 are planned for Environmental Services. Additionally, \$396,600 will be spent on vehicles and equipment for other departments, including Recreation, Parks, and Public Service. Additional funding of \$311,900 has been committed to the Information Technology Department for computer equipment purchases in 2015.

► *Maintaining Strong Funding for City Sponsored Infrastructure Improvements*

This budget maintains funding for improvements and maintenance of city-owned facilities. Keeping our sidewalks safe and attractive remains a central component of our Public Service budget in 2015, as in previous years. The City has funded \$189,800 for sidewalk repairs in 2015, plus an additional \$300,000 specifically for sidewalk upgrades in the historic district. The Facilities Maintenance Division budget includes \$563,000 for general maintenance of City-owned buildings, \$185,000 for maintenance of docks and marine structures, \$57,000 for maintenance of fountains, and \$184,801 for contracted services such as elevator maintenance and pest and termite control.

The Municipal Accommodations Tax is a major source of the funding for capital projects. One-half of the funds generated by this tax are dedicated to tourism-related capital projects, including the Gaillard Center project. Past projects funded include restorations of the historic Dock Street Theatre, City Hall and Market Head Hall, and the building of the Governor's Park Tennis Center and the South Carolina Aquarium. The 2015 budget includes \$3,000,000 of expected revenue plus \$296,800 of fund balance that is dedicated to funding current capital projects.



BUDGET MESSAGE

► *Continuing our efforts to be an Employer of Choice*

We seek to maintain a quality working environment with competitive wages and benefits that reward our employees. The 2014 COLA was 2.5% and 2015 will be 2%. The COLA percentage is roughly based on the reported increase in the Consumer Price Index for a 12 month period according to the Bureau of Labor Statistics. The funding for each year's COLA is provided in part by keeping a "soft" hiring freeze in place. In 2015, the City continues its robust funding of healthcare benefits for its employees. In addition to healthcare, several wellness programs are available that are aimed at improving the overall health of specific risk groups. These wellness programs should result in long-term savings for both employees and the City. Each full-time employee of the City enjoys 11 paid holidays, 12 paid vacation days (with increased vacation days after five years of service) and 12 paid sick leave days.

CHALLENGES FOR THE FUTURE

► *Economic Stability and Recovery*

The City of Charleston, along with every other government agency in the country, is finding its equilibrium in this new economy. Cities like Charleston that relied on the natural growth in property taxes and other revenues to cover cost increases such as the annual COLA, healthcare and energy are faced with having to find alternative methods to balance budgets. The City weathered the recession very well due to careful and prudent growth coupled with increasing focus on achieving efficiencies through cost management and outsourcing. This is the future of local government.

► *Healthcare/Workers Compensation*

High healthcare costs continue to be a challenge for the City, as well as employers nationwide. The City's goal is to provide a competitive and comprehensive insurance package to its employees, and to manage cost without sacrificing service or care. Cost-saving innovations such as "Health Reimbursement Accounts" and other consumer-based cost management incentives have been introduced, while the traditional PPO model plan has been eliminated. This initiative resulted in a revised healthcare package that is not only more consumer driven, but also includes new wellness options and reduced costs for preventative care. The City received the National Wellness Councils of America (WELCOA) Well Workplace Gold designation for 2009 for its innovations in wellness programs. Increasing Workers' Compensation costs, fueled by the cost of healthcare and by increases in the number of injuries, have been a concern for several years. Midway through 2011, a group was tasked with outlining a plan to attack the issue. The result was the development of the Safety Review Committee whose functions are to provide a mechanism for the cooperation, coordination and exchange of ideas among the group and Departments citywide, increase awareness of Health and Safety among employees, reduce or eliminate workplace injuries, and to provide a safer work environment for all employees of the City of Charleston. The Committee, which consist of 13 members from various departments, reviews safety polices, conducts workplace inspections,



and reviews and investigates workplace accidents. The Committee also instituted a Pilot Safety Incentive Program in 2012 that offers safety incentives to high-risk employees, both individually and by team. The program has been very successful and many of the eligible employees have received both quarterly and annual awards. As a result the number of injuries incurred was reduced by 48% from 2011 to 2012. The Incentive Program was expanded in 2013 to include additional departments and divisions identified as being at risk and to include additional incentives for longevity in service while demonstrating safe work habits. So far, this approach is leading to systemic changes that will result in continued savings. Since the City is self-insured, the time lag between the actual occurrence of the injury and the time the claim is paid results in a delayed budget impact, but for the first time in almost two decades, the budget for workers compensation decreased by \$319,000 for 2014. An additional decrease of \$310,000 was possible in 2015.

► *Technology Upgrades*

The City has many successful technology implementations to celebrate during recent budget years. A PC replacement plan has been implemented to replace outdated equipment. The City is investing \$222,000 to purchase 150 new desktop and 15 new laptop computers, plus additional computer hardware in 2015. Another \$89,900 will provide for improvements to IT infrastructure, such as servers and back-up data storage.

Over the past few years, the Department of Information Technology (IT) has completed several upgrades to both hardware and software to improve functionality. For the convenience of our customers, credit card capabilities have been added in several revenue collection areas, including parking garages and lots. In 2014, the City upgraded to the newest available version for our Enterprise Software, SunGard's ONESolution, which runs on the Windows 7 model, and required the City to upgrade all PC's for ONESolution users to Windows 7. Mobile computing technology has become the leading edge in the last few years, and as a result, the City has acquired various tablet computing and wireless Internet communication devices to keep key employees in contact. Satellite phones are available for use in severe emergencies, and will be replaced in 2015 to upgrade to the newest technologies.

Free Wi-Fi access is now available to the public in Marion Square, Governors Park, and Waterfront Park. The Wi-Fi access is provided in conjunction with Google and the Charleston Digital Corridor, and uses no public funds. The Charleston Digital Corridor, a non-profit technology incubator, is responsible for maintaining the network.

UPDATE ON CURRENT PROJECTS

► *Gaillard Center Project*

The Gaillard Center is a new redevelopment project that began the design phase in 2010, broke ground in 2012 and is slated for completion in 2015. It is the complete renovation of an existing 1960's auditorium into a new civic place complete with new City offices, a renovated exhibition



BUDGET MESSAGE

hall, a new banquet hall and a world-class, state-of-the-art Performance Hall. Consolidating City offices to a new central location on the Charleston peninsula adjacent to existing City offices and a City parking garage will save taxpayers money and provide citizens with a more convenient place to conduct civic business. The municipal office building will also include a state-of-the-art Municipal Emergency Operations Center (MEOC). The MEOC is considered a “designated emergency preparedness, communication and operations center” and is classified as Risk Category IV, which is the highest level. As such, building codes require the structure to be built to remain fully operational in the event of a prescribed wind or seismic event. Even though the MEOC structure is housed within the Municipal Building, the two structures are physically separate in order to allow them to move independently during an event. The MEOC has a separate emergency generator to handle its full electrical needs and separate mechanical systems so that the MEOC zone remains functional during all events. The total Gaillard Center project is estimated to cost \$143.7 million, with \$72.7 million being paid from a combination of Tax Increment Financing, Accommodations/Hospitality tax revenues, and general obligation bonds, and the balance from private contributions. A private donor who wishes to remain anonymous made a \$20 million challenge grant to lead the private funding effort of \$71 million.

► *US17 Septima Clark Parkway Transportation Improvement Project and Spring/Fishburne Drainage Improvement Project*

The US17 Spring/Fishburne Drainage Improvement Project is a five phase construction project that is designed to alleviate drainage problems along the Crosstown (US17) and adjacent roadways. This project will provide a pump station, triple-barrel outfall, a deep tunnel system ranging from 100 feet to 140 feet below grade, and extensive improvements to the surface collection and conveyance system to drain storm water from the Spring and Fishburne drainage basins into the Ashley River. Owned by the federal government and maintained by the State of South Carolina Department of Transportation (SCDOT), US17 is a vital evacuation route and access corridor for critical medical services in the hospital district.

The initial phase of the project was completed in 2013 and was funded by the American Reinvestment and Recovery Act Transportation Investment Generating Economic Recovery (TIGER) grant. Accomplished in this \$11.3 million phase were approximately 50% of the overall surface collection and conveyance system improvements required to permanently address flooding problems in these basins and consist of critical storm water collection components including drainage piping and structures such as inlets, junction boxes, and utility conflict structures. While the highway was being rebuilt for the installation of these elements, vehicular safety and pedestrian enhancements were added which will reduce the detrimental impact of this highway on surrounding neighborhoods. Additional funding of \$25 million was provided as part of a federal 50/50 match program by SCDOT and included upgrades to the transportation and surface infrastructure consisting of a new surface storm water collection and conveyance system, redesign of the roadway for increased accessibility, traffic efficiency, safety, ADA compliant sidewalks, crosswalks, and lighting. The project also encompassed some sections of intersecting cross streets. Phase 2 of the project is currently in the bidding process and will complete the installation of the new surface storm water collection and conveyance



infrastructure. During this phase, 8 shafts will be sunk to a depth of approximately 140 feet to connect to surface infrastructure with the third phase deep tunnel system. In early 2012, the South Carolina State Infrastructure Bank (SIB) approved funding of \$88 million which will fund phases three and four, the deep tunnel system and the outfall, respectively. Phase 3 will begin the bidding process in mid-2015, with construction slated to begin late 2015. This phase consists of 12-foot, 8-foot, and 6-foot diameter tunnel running for approximately 1.5 miles under the City at depths ranging from 100 to 140 feet below grade constructed at a cost of \$54 million. Phase 3 also includes one 30-foot diameter and three 20-foot diameter working and exit shafts and will be completed in late 2018 or early 2019. Phase 4 is the construction of the wet well for the large stormwater pumps and the culvert outfall into the Ashley River, and should begin in 2016 or 2017, with completion estimated in 2018. Phase 5 consists of a new pump station between the Ashley River Bridges, and the placement of 3 pumps, each capable of displacing 120,000 gallons of water per minute. Diesel engines will power the pumps, eliminating the dependence on electrical power during storm events. The pump station construction will begin at the completion of Phase 4 and be brought online sometime in 2020. The largest drainage project in the City's history will allow the Crosstown and surrounding areas to be passable in all but the very worst storm events, such as a hurricane with significant storm surge.

► *Harbor Deepening*

The U.S. Army Corps of Engineers allocated \$2.5 million in their Work Plan for 2012 for the Charleston Harbor deepening project, funding a feasibility study, a required step to meet the goal of deepening the shipping lanes in the harbor. The study was completed in October of 2014 and the draft report recommends a harbor depth of 52 feet, seven feet deeper than the current depth. The final version of the study is scheduled for release in September 2015, and is a key step in obtaining necessary federal approval. If approved, this project would maintain Charleston as the deepest harbor in the region and allow accommodation of the larger ships made possible by the Panama Canal expansion. Additionally, the extra depth would allow ships that currently call on the Port of Charleston to carry more containers. Each extra foot of depth allows a ship to carry an additional 100 to 150 fully loaded containers. This project is a critical component in the health of the local, state and regional economy. The estimated cost of \$509 million would be shared between the federal government (\$166 million) and the State of South Carolina (\$343 million). The State has already set aside \$300 million for the project.

► *Market Street Drainage Project*

Market Street is the center of the historic and tourism district and is home to the popular City Market. Division I of this project was completed in 2006 and included improving surface collection along Concord Street, upgrading the Concord Street Pump Station to allow for remote monitoring and control, and installing an additional pump to increase capacity to accommodate additional flow from the Market Street drainage basin. In October of 2012, work began on Division II of the Market Street Drainage Improvement Project. This phase of the project consisted of excavating a 20-ft diameter working shaft at the corner of Market and



BUDGET MESSAGE

Concord Streets, and a series of 54-inch drop shafts along Market Street. These shafts connect to 9-ft diameter tunnels approximately 140 feet below the surface, which in turn connect to the existing wetwell and pump station on Concord Street. The system is capable of pumping in excess of 120,000 gallons per minute from the Calhoun Street East and Market Street drainage basins. Division II of the project was completed in 2014. Division III of the project is currently in the conceptual design phase and includes completely replacing the existing collection and conveyance system on North and South Market Streets. The new system will replace the under-sized and outmoded 200-year old brick arch drains that run under the entire length of Market Street. Over the years, this brick arch system has filled with sediment and has become increasingly difficult to clean safely. Because of their historic significance, the brick arches will be left intact. Division III will be coordinated with a streetscape project for the Market area and is expected to begin in late 2015.

► *Battery Repair and Reconstruction Project*

The historic seawalls at the tip of the peninsula are a defining landmark of Charleston, but show signs of deterioration from long-term exposure to the elements. Phase 1 of the Repair and Restoration Project involved “the turn” – a 120-foot portion of the High Battery where it connects to the Low Battery along Murray Boulevard at White Point Gardens. Construction of this phase was completed in mid-2014. The most exciting aspect of this project is that the walk-up to the turn’s platform was transformed from concrete steps to a ramp that accommodates baby strollers and those with disabilities. Also completed in 2014, Phase 2 consisted of selected maintenance of the stone of the High Battery to provide a more level walking surface and more aesthetic appearance. Phase 3 will be the renovation of the nearly mile long Low Battery along Murray Boulevard from the turn to the Coast Guard Station and will be done in sections to minimize impact to the neighborhood. Late in 2014 the City selected an engineering firm to provide surveying, geotechnical services, structural analysis, planning and conceptual engineering services for Phase 3. The construction will happen in phases over the coming years and is expected to begin in early 2016.

► *Horizon District*

In 2013, the City and its partner, the Medical University of South Carolina Foundation, selected a private master developer for the Horizon District, a 20-acre research-oriented urban infill project along the Ashley River. The Horizon Area Redevelopment Project is a bold economic development and urban revitalization initiative to advance the knowledge-based sector of the Charleston regional economy, with a focus on medical and technical research. Most of the property in the area is owned by the City and MUSC, and currently consists mostly of gravel parking lots. Plans call for a mix of residential, hotel, retail, office and research buildings. The area was approved as a Tax Increment Financing (TIF) district in 2008, and borrowing against future TIF revenues will allow the City to provide the new infrastructure needs for the project, including new streets, sidewalk, parking garages and drainage. The mixed-use development concept with residential components is particularly appropriate for this location, especially since it is within easy walking or biking distance to MUSC’s main campus, which has 12,000



employees and 2,700 students. The first two buildings will begin construction in late 2015. Total build-out of the development is projected to take approximately fifteen years.

WHAT'S NEW IN 2015 AND BEYOND

► *West Ashley Business District Revitalization*

A committee of City staff and community leaders will be working to develop a plan to revitalize areas of West Ashley. A consultant has been retained and will be working with landowners in the Savannah Highway/Sam Rittenberg Boulevard retail corridors, including Citadel Mall. This 33-year old retail center has strongly performing anchor stores and a 16-screen cinema, and is recently under new ownership after experiencing financial difficulties during the recession. Other nearby West Ashley commercial districts, such as St. Andrews Shopping Center, Avondale Point, and South Windermere, have been recently renovated and are experiencing a renaissance that will spur revitalization in other areas.

► *Forest Acres Drainage Improvements*

The Forest Acres and 5th Avenue drainage basins in West Ashley experience flooding during heavy or repeated moderate rains due to the topography of the area. A new gravity system consisting of stormwater channels and box culverts along the West Ashley Bikeway will replace an outdated and undersized stormwater pump station. This system offers the same level of protection to the properties in the drainage basin as a pumped system with the added benefit of not relying on electric power. If a power outage occurs during a rain event, the system will continue to drain under force of gravity. Currently, the project has completed final design and permitting, and construction is slated to begin in 2015.

► *Colonial Lake Restoration*

Colonial Lake is set to undergo a \$5 million restoration, which will include improving the water quality and enhancing the public park space around the lake with additional trees, flower beds and benches. This public space can trace its origins to the late 1700's. Its restoration is possible through a public-private partnership with the City of Charleston, the Charleston Parks Conservancy and the Historic Charleston Foundation. \$1 million in private funds has been raised for this project. Construction will begin in early 2015 and is expected to take approximately one year.

► *Fire Station Construction and Renovation*

In 2013, City Council authorized the construction of two new fire stations to serve expanding areas of the City. Planning and design for stations in Cainhoy Peninsula and Carolina Bay are underway and construction on one station will likely begin in 2015. The City's many historic fire stations are some of the oldest continually used firehouses in the United States. They are centrally located on the peninsula where vacant land is in short supply. The City's plan is to



BUDGET MESSAGE

renovate and restore these stations using the dedicated public safety 1.5 mills of property tax and possibly FEMA Mitigation funds. The City applied for a Federal Emergency Management Agency (FEMA) Hazard Mitigation grant for Station 6 on Cannon Street.

► *International African American Museum (IAAM)*

Under the leadership of Mayor Riley and others, the Board of Directors of IAAM have been working for the past decade to plan a facility that will recount the important history of African-Americans in our City, state and nation. The IAAM will be located on the historically significant site of Gadsden's Wharf, which served as the entry point into the United States for more than 70,000 or 40% of all enslaved Africans brought to North America from 1803-1807, the final years of the international African slave trade. Architects and exhibit designers have been selected. The facility will present the impact of enslaved Africans and their descendants on American history, culture and commerce and their journey from enslaved Africans to free Americans. The Museum will also highlight Charleston's role in that journey. Included will be immersive, interactive exhibits, and multimedia experiences. A changing exhibit program will highlight various subjects such as the *Gullah Geechee Community* and *African American Spiritual, Music, and Food Ways*. Visitors will be able to explore their own personal histories through DNA testing and research at the "Family History Center," assisted by family history counselors. Construction of the Museum is anticipated to cost \$75 million, with partial funding coming from a \$12.5 million City of Charleston revenue bond funded by tourism industry revenues. Funding will also be sought from Charleston County, the State of South Carolina, and private fundraising efforts. The City's Capital Projects Division is providing construction project management support to the IAAM Board. Construction is estimated to begin in 2016 with a targeted completion date of early 2018. A National Advisory Board has been formed to support the fundraising efforts of the IAAM.

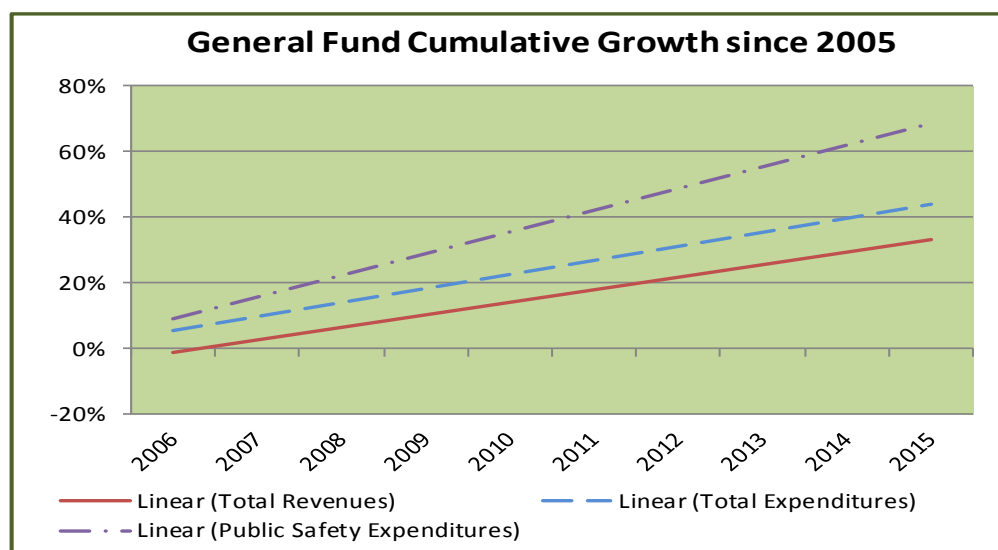
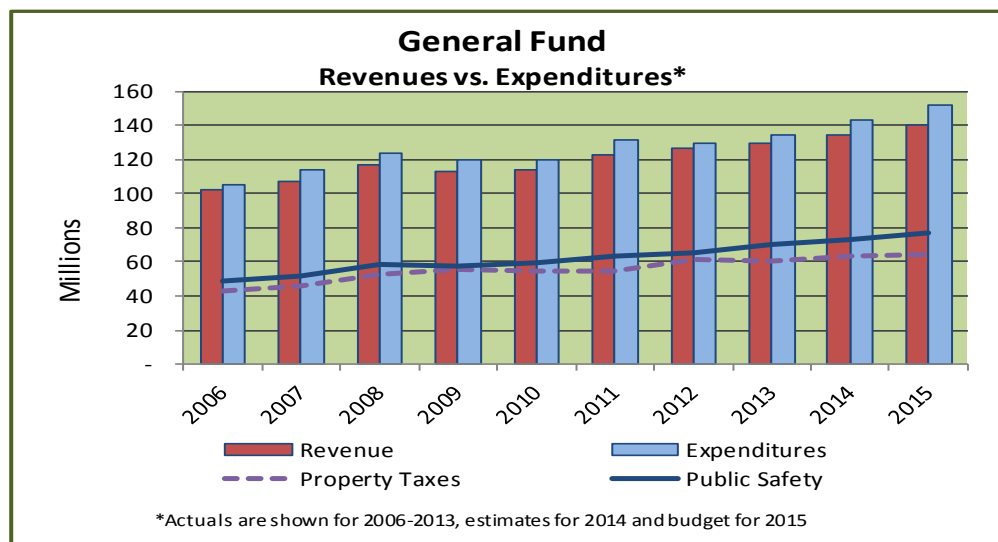
IN SUMMARY

Each year the Mayor, Council and City Staff take the responsibility very seriously to present a budget that focuses on the values of our City and meets the diverse needs of our citizens, as well as demonstrating good stewardship of public funds. An awareness of our values and their dependence on one another helps us maintain our focus on keeping the City of Charleston a premier place to live and do business. We continue to be committed to making our City an even safer, more inviting and beautiful place to live, work and visit. We believe the 2015 Budget presented herein provides us the means to accomplish these goals.



BUDGET HIGHLIGHTS FOR 2015

General Fund Budget Summary				
	2013 Actuals	2014 Budget	2014 Estimated Actuals	2015 Approved Budget
Revenues	\$ 129,906,732	\$ 133,968,801	\$ 134,436,887	\$ 139,921,988
Transfers In (including transfers from Enterprise Funds) [#]	\$ 23,270,877	\$ 14,047,336	\$ 14,233,273	\$ 14,929,914
Use of Fund Balance	\$ -	\$ 1,621,198	\$ -	\$ 151,053
Total Revenues & Other Financing Sources	\$ 153,177,609	\$ 149,637,335	\$ 148,670,160	\$ 155,002,955
Expenditures	\$ 134,706,512	\$ 146,369,950	\$ 143,621,447	\$ 152,001,058
Transfers Out (including transfers to Enterprise Funds) [#]	\$ 5,308,024	\$ 3,267,385	\$ 3,790,667	\$ 3,001,897
Total Expenditures & Other Financing Uses	\$ 140,014,536	\$ 149,637,335	\$ 147,412,114	\$ 155,002,955



[#] In accordance with City policy, if the General Fund creates a deficit, any surplus generated by the Enterprise Funds must be used to offset the deficit. See further information in Fund Balance section on pages 70 & 71.



BUDGET MESSAGE

2015 Major Revenue Changes (compared to 2014 Approved Budget):			
Property Tax	(315,000)	Same millage rate as 2014: 80.3 mills. 2015 is reassessment year for Charleston County. Rollback millage will be computed when assessment numbers are received in September of 2015. Approx 3.5% growth in real property assessments expected. Assessment numbers furnished by Charleston County in 2013 for 2014 budget preparation erroneously included tax-exempt properties, resulting in overstated budget for 2014.	
Business License	1,760,305	Growth expected: 6.7% over 2014 budget; approx 2.8% growth over 2014 as currently trending.	
Building & related Permits	677,250	Growth expected: 27% over 2014 budget. 9% over 2014 as currently trending.	
Local Option Sales Tax (LOST)	2,382,500	Growth expected: 7% over 2014 projected and 13% over 2013 actual revenue; tax credit factor is anticipated to increase.	
Transfers In	110,300	Funding from Tourism related Special Revenue funds for tourism-related personnel and operating costs incurred by General Fund, including Entertainment District Police Officers.	
Fund Balance	(1,470,145)	Undesignated Fund Balance is not budgeted.	
Franchise Fee	743,610	Growth in retail price of electricity and customer bases. Growth of 4+% over 2014 electric franchise fees received.	
Other (Net of increases & decreases)	704,521		
Total increase in Revenues[#]	4,593,341		

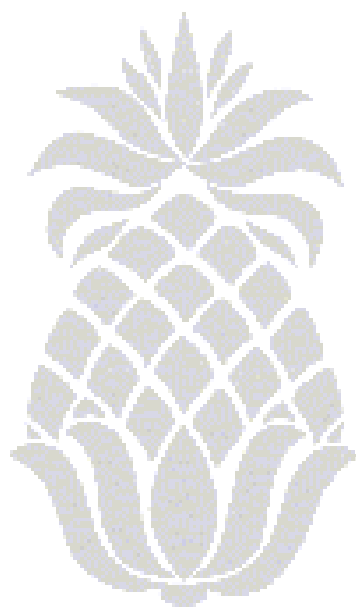
2015 Notable Expenditure Increases/Decreases (compared to 2014 Approved Budget):			
Personnel & Fringe Benefit changes:			
New Positions for 2015:			
1 Fire Inspector - Fire Marshal's office	51,500	For Reinspection Program	Public Safety
2 NCIC Operators - Police Department	73,847	To provide 24/7 coverage of NCIC (National Crime Information Center, an electronic clearinghouse of crime data) operations to meet CJIS (FBI's Criminal Justice Information Services Division) compliance standards.	Public Safety
1 Permit Center Manager (mid-year)	42,000	Manager to oversee functions of new Permit Center in Gaillard Municipal Building. Permit Center is one-stop location for all permits, licenses, etc. Other personnel & operating funds provided by Inspections, Planning, Fire Marshal, & Process Improvement divisions.	Gen Govt
1 Network System Administrator - IT Department	64,000	Primarily to provide administrative, security, and operations management for Municipal Court Case Management System (JEMS).	Gen Govt
1 position for West Ashley Economic Initiative	66,630	For Business & Neighborhood Services Division	Business Dev & Assistance
Upgrade GIS Technician to GIS Analyst/Developer	16,311	Incremental cost; consolidates GIS functions in GIS Division.	Gen Govt
6 Firefighters - Water Tender	255,000	Full year funding for personnel added 10/1/2014. For Upper Cainhoy; 3 shifts of 2 personnel each (1 Engineer & 1 Assistant Engineer per shift).	Public Safety
Aquatics - Part-Time personnel	2,666	Open 4 pools on Sunday afternoons during summer months.	Culture & Recreation
Additional Funding of Healthcare	852,000	Based on 2014 experience.	All
2.0% Cost of Living adjustment (1.2% Dept Heads)	1,489,258	Not including related fringe benefits.	Gen Govt
Step increases for Public Safety	610,840	Automatic 5% step increases plus educational increases.	Public Safety
Decrease in funding for Workers' Comp	(310,000)	Results of Safety programs (based on 2014 experience).	Gen Govt
Social Security contributions	199,019	Increased contributions due to increased salaries (COLA, step increases), and additional personnel.	All
SC Retirement Systems	605,279	Increased retirement contributions due to increased contribution rates, increased salaries (COLA, step increases), and additional personnel.	All

[#] In accordance with City policy, if the General Fund creates a deficit, any surplus generated by the Enterprise Funds must be used to offset the deficit. See further information in Fund Balance section on pages 70 & 71.



2015 Notable Expenditure Increases/Decreases (compared to 2014 Approved Budget):			
Replace NCIC system	35,000	Current NCIC system (computers) is failing due to age and capacity. Purchase all hardware and software to update system.	Public Safety
Payment to Consolidated 911 Center - Police & Fire	(1,200,000)	County will absorb operating costs gradually (0% in Year 1, 50% in Year 2 and 100% in Year 3). 2015 is Year 2 for Police; Year 3 for Fire starts 7/1/15.	Public Safety
Turning Leaf Program - Contract Services	65,000	Fund offender re-entry services program through non-profit Turning Leaf. Will provide re-entry services for 24 individuals.	Public Safety
Police Ballistic Vest funding	15,000	Increase Police Uniform account to replace discontinued Bullet Proof Vest grant program, which previously reimbursed 50% of BPV costs.	Public Safety
Fire Bunker Gear replacement program	71,900	Increase Fire Uniform account to begin replacing aging Personal Protective Equipment. PPE has a finite useful life and most PPE was purchased in 2007 or 2008.	Public Safety
Pedestrian Safety Improvement for 4 unsignalized intersections - T & T	64,000	Provides safety equipment to aid pedestrians in crossing streets at 4 of 10 intersections without traffic signals.	Public Safety
Youth Sports Uniforms	60,000	Increase Youth Sports uniform account due to increased participation. Half of increase funded by sponsorship.	Culture & Recreation
New starting blocks and lane markers for MLK Pool	30,900	Replace deteriorating starting blocks and lane markers at MLK Pool. Existing equipment is potentially a safety hazard.	Culture & Recreation
American Public Works Association accreditation application fee	21,000	Provide funding for Public Service Department to achieve accreditation.	Public Service
Increase in Contract Costs	370,500	Full year of Sanitation contract for John's Island and Outer West Ashley, plus estimated growth for JI/WA and Daniel Island contracts.	Public Service
Planning Department Studies	50,000	Provide funding to complete select studies: Tourism Management Study, West Ashley Economic Study, or Mobility/Transportation Plan Phase 2.	Urban & Community Development
Increase in GIS Professional Contract Costs	51,470	To update GIS aerial and street level imaging for use by CPD, CFD, MEOC, Inspections and Public Service (Route Smart).	Gen Govt
Information Technology projects	181,500	Government Management System implementation (net of other increases/decreases).	Gen Govt
Gaillard Center (mid-year)	450,400	To provide for utilities, copiers and insurance for Gaillard Complex which includes Municipal Office Building.	Gen Govt
Increase in Debt Service	823,400	Increased lease purchase buys in recent years, plus debt service increase per amortization schedules.	Other
Increase in Salary Savings wedge	(535,000)	Increase in estimated salary savings achievable.	Gen Govt
Decrease in lease obligations for space rental	(330,495)	Reduction in rental space cost due to completion of new Municipal Building at Gaillard Center (3 months budgeted), subsequent move other personnel to 75 Calhoun (9 months rent budgeted); net of other annual lease escalations or reductions.	Various
Miscellaneous other increases, net of other decreases	1,393,440		All
Total increase in Expenditures[#]	5,636,365		

[#] In accordance with City policy, if the General Fund creates a deficit, any surplus generated by the Enterprise Funds must be used to offset the deficit. See further information in Fund Balance section on pages 70 & 71.





Historic Charleston Waterfront

HISTORY

Founded and settled by English colonists in 1670, Charleston grew from a colonial seaport to a wealthy city by the mid-eighteenth century. Through the mid-nineteenth century, Charleston's economy prospered due to its busy seaport and the cultivation of rice, cotton, and indigo.

In April of 1861, Confederate soldiers fired on Union-occupied Fort Sumter in Charleston Harbor, thus signaling the beginning of the Civil War.

Charleston was slow to recover from the devastation of the war. However, its pace of recovery became the foundation of the City's greatest asset – its vast inventory of historically significant architecture. Short on capital after the war, Charleston was forced to repair its existing damaged buildings instead of replacing them.

After the war, the City gradually lessened its dependence on agriculture and rebuilt its economy through trade and industry. Construction of the Navy Yard in 1904, just north of the City's boundaries, pushed Charleston vigorously into the twentieth century. During the first few decades of the 1900's, industrial and port activities increased dramatically. Later, major sources of capital came from the Charleston Naval Base, the area's medical industry and the tourism industry. In 1980, an estimated 2.1 million tourists visited Charleston. Today nearly 5 million people visit our city annually, generating an estimated economic impact of over \$2.8 billion.

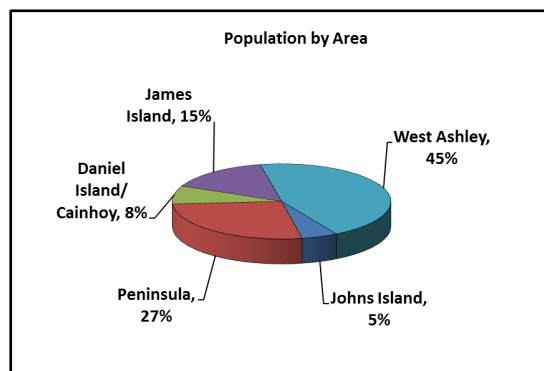
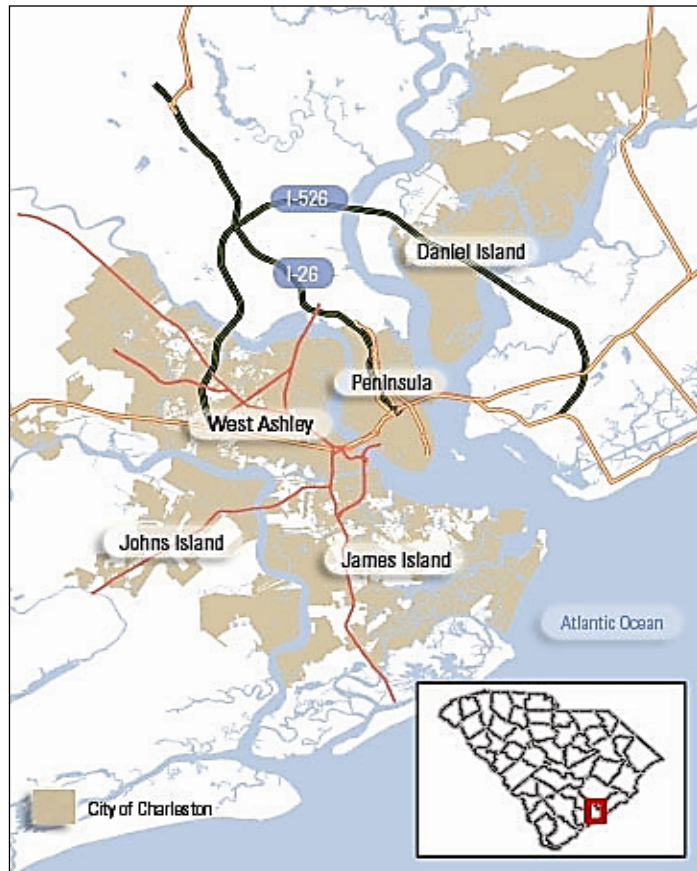


COMMUNITY PROFILE

GEOGRAPHY

The City of Charleston is located on the southeastern coast of South Carolina and is the major coastal city and principal seaport of the state. The City was located exclusively on the peninsula formed by the juncture of the Ashley and Cooper Rivers for the majority of its first 200 years and did not extend its corporate limits from 1849 through 1960. Currently, the City occupies 112 square miles spread over Charleston and Berkeley counties and has 8.0 square miles of vital, bustling downtown, which is home to the City's central business district. The Peninsula and areas west of the Peninsula are in Charleston County while Daniel Island and the Cainhoy Peninsula are in Berkeley County.

Over half of the City's population lives in the West Ashley and James Island areas that lie across the Ashley River, just west of the Peninsula.



West Ashley and James Island are a mixture of old and new architecture. Newer subdivisions and commercial centers settle in with older neighborhoods with brick homes and graceful oak trees. Johns Island, which is southwest of James Island, is more rural in character and combines an intricate network of waterways with fertile farmland, residential property and limited commercial development. Daniel Island and the Cainhoy Peninsula, formed by the juncture of the Cooper and Wando Rivers, lie east and north of the Peninsula. Daniel Island, an undeveloped, uninhabited island when annexed, reflects the thoughtfully planned, environmentally sensitive community mapped out in the Daniel Island Master Plan. An estimated 10,081 residents presently call Daniel Island home.

A LIVABLE CITY

While offering gracious accommodations to visitors, Charleston remains an undeniably livable city for those who call it home. The late Marjabelle Young Stewart, famed etiquette writer, named Charleston the nation's most "mannerly" city for thirteen consecutive years. In August



2007, Mrs. Stewart's named successor, Ms. Cindy Grosso, owner of the Charleston School of Protocol, presented the City with the Most Mannerly City Lifetime Achievement Award.

Recognized as one of the most livable and progressive cities in the United States, Charleston owes much of its success to Joseph P. Riley, Jr., its tenth-term mayor. Mayor Riley is widely considered one of the most visionary and highly effective governmental leaders in America. First elected Mayor in December 1975, he promotes an aggressive vision of sustainability along with innovative economic development strategies, which combine to position Charleston and the surrounding metro area as a leader in South Carolina's promising future. Mayor Riley has held numerous national leadership positions and received many awards and distinctions. President Barack Obama presented Mayor Riley with the 2009 National Medal of the Arts at the White House for cultivating Charleston's historic and cultural resources to enhance public spaces, and for revitalizing urban centers throughout our nation as founder of the Mayors' Institute on City Design. The American Architectural Foundation and the U. S. Conference of Mayors in February 2010 created The Joseph P. Riley, Jr. Award for Leadership in City Design in his honor. Charleston continues to be recognized as a "best place" to live, visit, and do business by *Forbes*, *U.S. News and World Report*, *Wall Street Journal* and *Conde-Nast*.

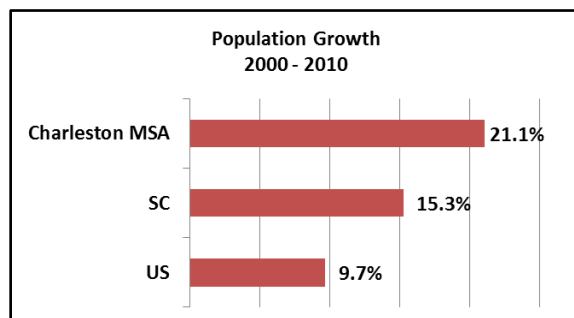


City Hall

POPULATION

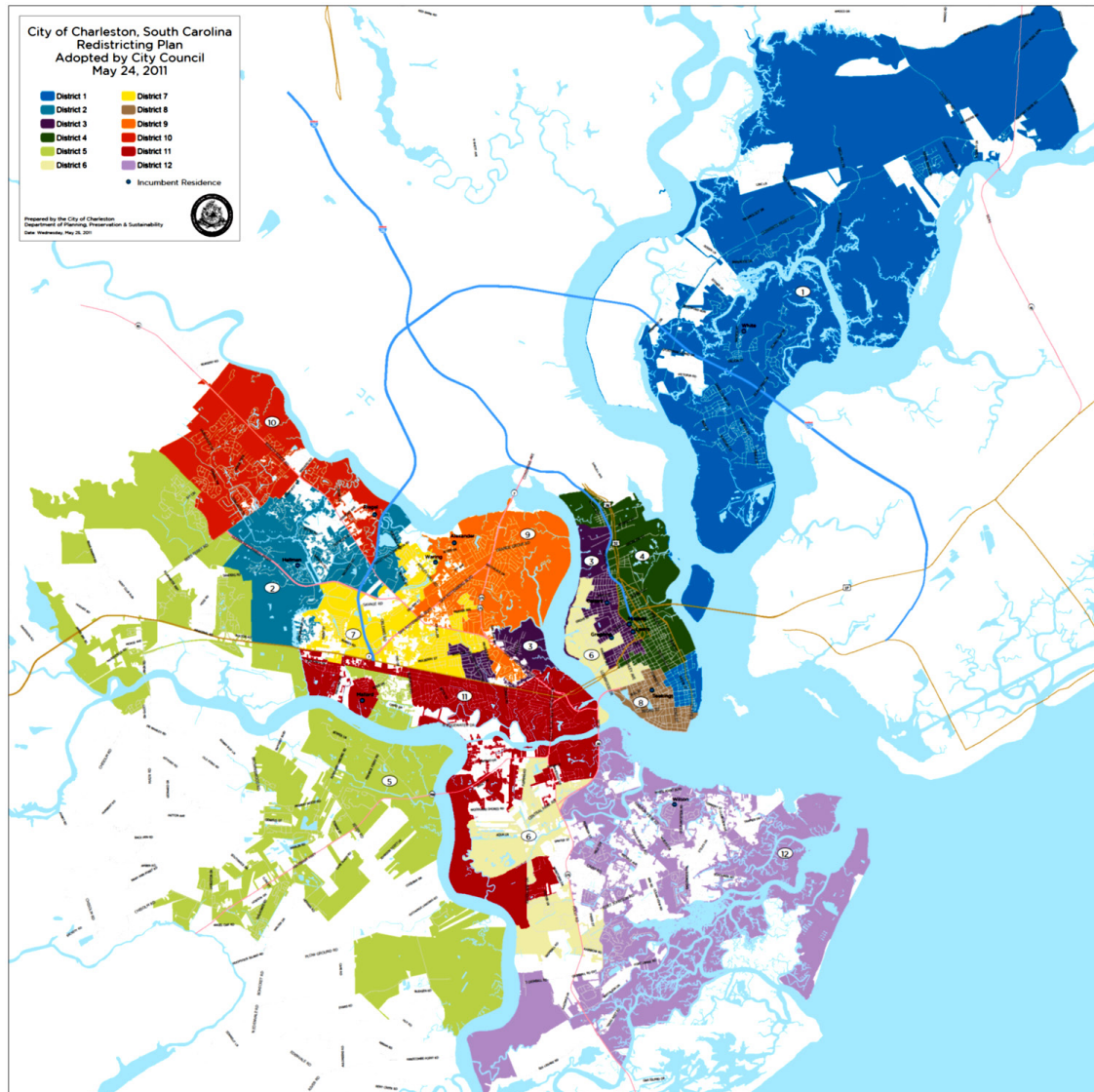
Charleston is the second largest city in South Carolina with an estimated 2015 population of 133,579. As a result of both growth within the City and annexations, there has been an 81% increase in the population since 1980. In the Charleston Metro Statistical Area (MSA), which includes Berkeley, Charleston and Dorchester counties, the estimated population is 712,220. More than ninety-five percent of the region's growth during the past ten years occurred in the Metro Charleston Area.

City Population Growth Since 1980	
Year	Population
2015	133,579
2010	120,083
2000	96,650
1990	80,414
1980	73,757





COMMUNITY PROFILE



DISTRICT	COUNCILMEMBER	DISTRICT	COUNCILMEMBER
1	Gary White, Jr.	7	Perry K. Waring
2	Rodney Williams	8	Michael S. Seekings
3	James Lewis, Jr.	9	Aubry Alexander
4	Robert M. Mitchell	10	Dean C. Riegel
5	Marvin D. Wagner	11	William A. Moody, Jr.
6	William D. Gregorie	12	Kathleen G. Wilson

CITY GOVERNMENT

Charleston is governed by a full-time mayor and a part-time city council that is composed of twelve members who are elected for staggered four-year terms from single-member districts. The Mayor is the presiding officer of City Council. He has no veto power but casts a vote similar to those cast by each member of Council. Regular meetings, open to the public, are held twice each month during the year except for the months of June, July and August, when only one meeting per month is held. The Mayor is the Chief Executive Officer of the City, which operates under a Mayor-Council form of government.



The City is divided into 12 Districts with one Councilmember elected from each district. Every 10 years when new U.S. Census information is released, the City goes through the redistricting process to balance the population among its 12 City Council Districts.

ECONOMY

Charleston is the largest business and financial center in southeastern South Carolina. The economy of the tri-county area has expanded steadily since the 1980's. In January 2015, the *Milkin Institute* ranked Charleston 4th in the U.S. for high-tech industry output over the past five years. Charleston made State Tech's list of the top twelve tech hubs in America that are "nipping on Silicon Valley's heels." Despite being the 75th largest metro area in the U.S., Charleston ranked in the top 10 fastest growing cities for software and Internet technology. *Forbes* ranked Charleston Metro Area #5 among U.S. mid-size metros and #29 overall as a best place for jobs in 2012. Combining a strong and resilient economy, rich history and breathtaking environment equals a quality of life that is second to none. Manufacturing, the medical industry, the State Ports Authority, tourism and the Charleston Digital Corridor initiative are the major engines behind continued economic growth. The region is well-positioned to weather the economic uncertainties and the effects felt have not been as severe as other regions. Other recent awards and recognition include:

- Top 10 Fastest Growing Cities for Software and Internet Technology *Fast Company* – June 2012
- Ranked #3 in the small cities category for the 30 Best Cities for Young Entrepreneurs due to its IT jobs availability, high growth rates and the Charleston Digital Corridor, Under30CEO.com – March 2013
- Fifteen Tech Scenes in Places You'd Never Think to Look. *Fast Company* – June 2012
- Top Mid-Size Cities for Jobs. *Forbes* – May 2012
- Healthiest Small Business Climates in the South. *On Numbers* – April 2012

Manufacturing

The Charleston Regional Development Alliance (CRDA), which was created to deal with the potential economic downturn created by the Navy's closing of its Charleston base and shipyard beginning in 1995, has continued recruiting a diverse mix of companies to the Charleston area. These companies, which include Boeing, Nucor Steel and Blackbaud, Inc., have infused the area with many jobs and have more than offset the economic impact of the Navy Base closure. Since inception,



the Charleston Regional Development Alliance (CRDA) has brought well over \$7.5 billion in new capital investment and 27,500 in new direct jobs to our region resulting in a higher standard of living and a better quality of life for area residents. Boeing's presence in the Charleston area began in 2004 as two companies – Vought Aircraft Industries and Global Aeronautica, both in support of the Boeing 787 Dreamliner program. Eventually, Boeing purchased both operations



COMMUNITY PROFILE

and it became a full Boeing site. The site near Charleston International Airport completed its first 787 Dreamliner on April 27, 2012. A new facility to supply 787 interior parts opened in December of 2011. Boeing's operations have created thousands of jobs, including additional people employed by suppliers and other companies that support Boeing. In November 2013, Boeing broke ground on a new 225,000-square-foot plant where engine components will be produced for the 737 MAX jet. The plant, called Propulsion South Carolina, is expected to produce its first parts in May 2015 and will eventually produce components for 47 planes per month. This is the first major Boeing investment in South Carolina not associated with the 787. This plant is part of the 2,000 new positions and \$1 billion investment Boeing plans over the next eight years. Charleston is also home to the world's largest wind turbine drivetrain testing facility. Brookings Institute's May 2012 issue stated Charleston experienced the largest growth in manufacturing jobs of any US metro area from 2010 to 2011.

Tourism

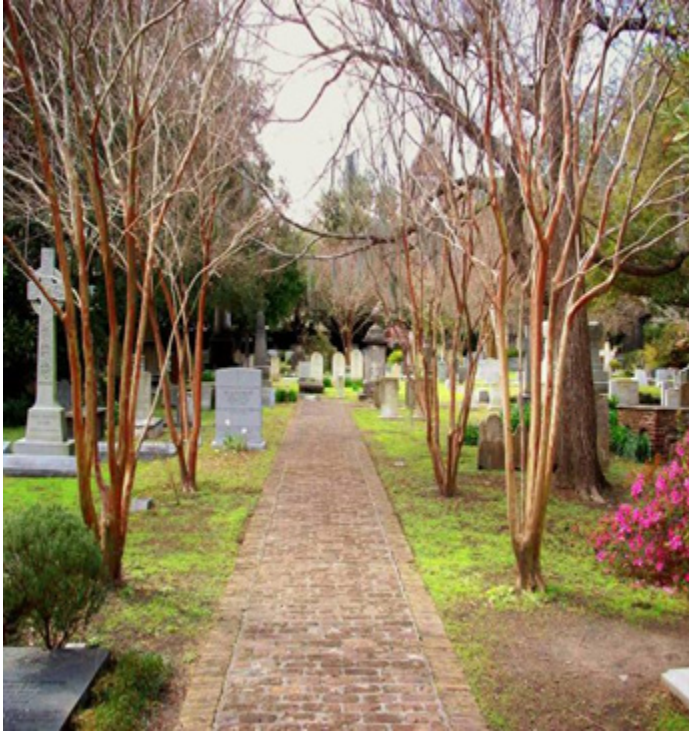
Home of Revolutionary War battles, the beginning of the Civil War, the first American theater, surrounding beaches, beautiful waterways, Charleston is a first class tourist destination. The tourism industry is vital, with approximately 4.76 million visitors to the area in 2013, the latest year for which statistics are available. Visitors spent an average of \$227 per person per day on accommodations, food and beverages, sightseeing and shopping. The total economic impact of the tourism industry to the region was estimated at over \$2.8 billion in 2013 and resulted in an estimated 56,500 direct and indirect jobs. Admissions Tax collected in the tri-county area equaled \$6.5 million and lodging sales in the area totaled approximately \$641 million for 2013.



Carriage Tour near the High Battery

Recent travel awards for Charleston include:

- *Condé Nast Traveler* – Reader voted #1 City in the United States for the fourth year in a row due to its amenities and lifestyle attributes, October 2014
- *Travel + Leisure* – voted #1 in Travel + Leisure 2014 World's Best Awards Top City in the U.S. and Canada and #2 Overall (world-wide)
- *TripAdvisor* – Ranked 13th in the Top 25 Destinations – United States for 2014
- *TripAdvisor* – 2 Charleston eateries listed in the Top 25 Favorite Fine Dining Restaurants for 2014
- *TripAdvisor* – 1 Charleston hotel ranked #2 in Top 25 Hotels, and an additional 3 Charleston hotels included in other top hotel categories.



The tourism industry is centered on Charleston's historic district, which is among the largest in the nation, with its 18th and 19th century architecture among the best preserved anywhere. *Southern Living* had these comments about Charleston: "The historic district packs a lot into a small area, so you don't need to worry about driving from place to place. Just park and walk." The Charleston Visitor Center, located within walking distance of the historic district, serves as an introduction to the City for tourists and was visited by nearly 650,000 people in 2014. Constructed in an old railroad building from the mid-1800's, the Visitor Center has three visual displays: a theatre showing *Forever Charleston*, a 36-minute movie

showcasing the history and culture of Charleston, a video wall which continuously shows a brief narration of Charleston and the sights and sounds of the City, and the "Crown Jewel" of the Visitor Center, an interactive floor display entitled *Port of Entry*. The floor display is a map allowing visitors to view many sites and attractions in the City, and then watch two to four minute video presentations of their choices. The Charleston Museum Mile, centered along Meeting Street, has the richest concentration of cultural sites open to visitors in downtown Charleston. Ticket packages are available that allow participants to choose the sites that most interest them. Visitors will find the Charleston Museum, the Gibbes Museum of Art, the Children's Museum of the Lowcountry, five historic houses, a Revolutionary War powder magazine, plus six other museums in addition to twelve historic places of worship, including some of the oldest congregations in the United States. Eight other places of interest including parks and historic government buildings are also featured.

Charleston is the home port for Carnival's *Fantasy*, with 70 departures scheduled for its 5 and 6 night cruises to the Bahamas during 2015. Several other cruises ships, including Cunard's *Queen Victoria*, have scheduled a total of 25 ports of call in Charleston as well. The South Carolina State Ports Authority's Passenger Terminal is located just one block from the center of Charleston's tourism district, the City Market, making Charleston easily accessible to passengers stopping for just a few hours. A 2010 research study stated the cruise business supported more than 400 jobs and





COMMUNITY PROFILE

contributed \$37 million to the economy, including \$16 million in wages and \$3.5 million in tax revenues. A hotel occupancy study indicates that an average of 1,158 additional room nights and \$108,000 in additional room revenue is generated each time a cruise ship is in port. Based on available port facilities and the desire to maintain a livability balance for its downtown residents, the City will not host more than one cruise ship at a time. The Port Authority has plans for a new cruise terminal. Funded by a bond issue, the new terminal will be slightly north of the existing terminal as part of the Union Pier Concept Plan, which was developed with considerable public input. Moving the cruise operation will shift cargo operations to other area terminals and free up more than 35 acres for world-class redevelopment and expanded public access to the waterfront. The plan encompasses parking, berthing, baggage handling, security screening, and all other amenities necessary for a modern cruise terminal.

State Ports Authority (SPA)

The Port of Charleston continues to be a cornerstone of the area's economic growth. The Port



of Charleston is currently the only port in the Southeastern US that can efficiently handle fully-loaded Post Panamax vessels and specialized non-container services. The Port provides access to 18 of the top 20 ocean carriers in the U.S. container trade. Cited by customers as the most productive container port in the world, and ranked first in customer satisfaction across North America by reader of *World Trade and Cargo Business News* magazines, The Port of Charleston is a powerful magnet for manufacturing and distribution companies.

The Port serves over 150 nations with the top markets being North Europe and Asia, which combine for 58% of the total volume. International trade through the SPA's ports facilitates nearly \$12 billion in wages and more than 260,800 related jobs, and an overall annual economic impact of \$45 billion.

Planning for the future is a major focus for the SPA. In early 2014, the SPA received the "Spare the Air" award from the South Carolina Department of Health and Environmental Control for its voluntary efforts to reduce emissions. Since 2005, the SPA has reduced port-related pollutants by 50%. Efforts included implementing a "Clean Truck Program" requiring all trucks entering the Port to have engines manufactured in 1994 or later and converting all ship to shore cranes and conveyors to electric power instead of diesel. Over the next decade, the SPA plans to invest nearly \$1.3 billion on capital projects at all of its facilities statewide.



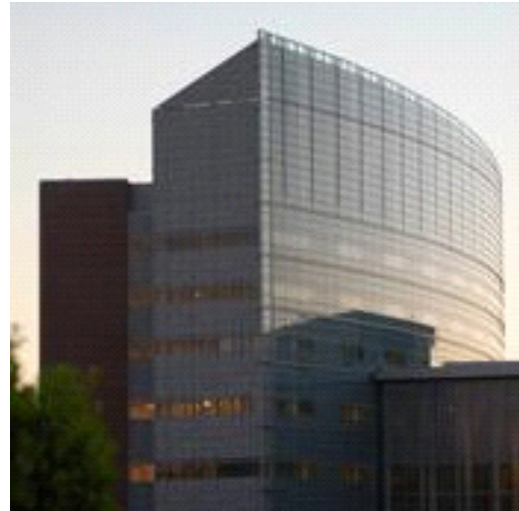
The Arthur Ravenel, Jr. Bridge



Currently at 45 feet, the Port of Charleston has the deepest water access on the South Atlantic coast. The Arthur Ravenel Bridge over the Cooper River has 186 feet of vertical clearance at mean high water, allowing Charleston to handle larger “post-Panamax” vessels under any tidal conditions. With a major expansion of the Panama Canal, these huge vessels will be able to sail between Asia and the U.S. East Coast. The U.S. Army Corps of Engineers recently released a draft study recommending a harbor depth of 52 feet, a project expected to cost \$509 million. A new three-berth, 280-acre terminal on the former Navy Base is the only permitted new container terminal on the U.S. East Coast. At full build-out, the new terminal will increase port capacity by 1.5 million TEU, or approximately 50%.

Medical Industry

Charleston has a large medical community centered at the Medical University of South Carolina (MUSC) and its hospitals. MUSC also has many satellite facilities in the region, including affiliated physician practices. MUSC’s primary medical complex occupies 76 acres in downtown Charleston. In addition to MUSC, this area also includes Roper Hospital, Charleston Memorial Hospital and the Veteran’s Administration Medical Center. Hospitals outside of the downtown area include Bon-Secours St. Francis Xavier Hospital, Trident Medical Center and East Cooper Regional Medical Center.



Ashley River Tower

MUSC employs approximately 12,200 people, and has an operating budget of \$1.6 billion and an annual economic impact of more than \$3.4 billion. MUSC is the State’s primary teaching hospital and is ranked the #1 hospital in South Carolina and the 5th most popular medical school in the U.S. by *U.S. News & World Report*. The MUSC College of Nursing’s online graduate nursing program was ranked #1 in the nation by *U.S. New and World Report*. Adult programs in nephrology, rheumatology, and otolaryngology were ranked in the top 50 in the U.S. The MUSC Children’s Hospital also ranks in the top 50 pediatric programs for cardiology and heart surgery, gastroenterology and GI surgery, and nephrology. Many more programs rank in the top 25% nationwide. More than 300 MUSC doctors were recognized by *Best Doctors in America*. In the first phase of a twenty year expansion plan, the MUSC Ashley River Tower has been voted one of the 25 Most Beautiful Hospitals in the world. This state-of-the-art 641,000 square foot facility treats patients with cardiovascular and digestive diseases. Other recent additions to the MUSC campus include a 90,000-square-foot Cancer Genomics and Bioengineering Building (CGBB) and a Drug Discovery Building (DDB). Dedicated to research in the areas of cancer prevention and control, cancer genetics, regenerative medicine and tissue engineering, the CGBB is an outgrowth of long-standing and growing statewide program in Bioengineering and Regenerative Medicine. The DDB is 114,000-square-foot state-of-the-art center, housing laboratories for programs in Pharmacy Teaching, Structural Biology, Cancer Research and Organ Failure Research. MUSC is a leading research institution with \$232 million in total external funding. Benefits of this funding are better infrastructure support, better training for



COMMUNITY PROFILE

researchers, and perhaps best of all, greater access to top clinical trials and promising new treatments for patients who need them now.

Roper St. Francis Healthcare, a 657-bed system with more than 90 facilities in seven counties, is headquartered in Charleston and employs an estimated 5,400 people. Roper St. Francis Healthcare is Charleston's largest non-governmental, private employer. Its medical staff includes nearly 800 physicians representing every medical specialty, and is ranked #41 among the Top 100 Integrated Health Networks in the nation. Roper St. Francis Healthcare recently earned 96 National Awards recognizing high levels of patient, physician and employee satisfaction.

TRANSPORTATION

The Charleston Area Regional Transit Authority (CARTA) offers express and neighborhood bus service throughout the region. CARTA began an express "park and ride" program to give commuters an alternative to driving in rush hour traffic. Curb to Curb service connects citizens with disabilities with where they need to go with CARTA's Tel-A-Ride program. CARTA also runs a free Downtown Area Shuttle (DASH) that serves the major tourism, dining and hotel areas of the peninsula, providing easy and fast access for tourists, workers and citizens alike. Amtrak provides daily rail service.



CARTA Bus on King Street

Two interstate highways (I-26 and I-526), four major U.S. highways and seven major state highways serve the area. Interstate 526, also known as the Mark Clark Expressway, is a beltway that loops through the entire metro area.

Several other large road construction projects are scheduled for the next few years in the City of Charleston and the surrounding region through RoadWise. RoadWise is Charleston County government's management program for the construction of road, highway, resurfacing, paving and drainage projects that are funded by the Charleston County Transportation Half-Cent Sales Tax. In 2004, Charleston County voters approved a half-cent sales tax on purchases made in the county for 25 years or a total investment of \$1.3 billion. The sales tax is being spent on green space acquisition (17%), roadways (65%), and mass transit (18%). Collections of sales tax funds began in May of 2005. The first referendum approved a bond issuance in the amount of \$77 million. Voters passed a second bond referendum in November, 2006, which approved an additional issuance of up to \$205 million that may be used on additional roadway projects. Upcoming funded projects scheduled for construction in the City include:

- Glenn McConnell Parkway/Bees Ferry Intersection Improvements (West Ashley Traffic Circle) – 2013-2015
- Harbor View Road Widening (James Island) – 2014-2016



Charleston International Airport provides commercial air service to the entire tri-county region. In 2014, over 3.1 million passengers arrived or departed the airport, a 7% increase since 2013. In February of 2013, Jet Blue joined Southwest Airlines, American, Delta, United and U.S. Airways in servicing Charleston. In 2015, two new carriers will begin service. Silver Airways will begin non-stop flights from Charleston to Tampa and Orlando. Porter Airlines will add non-stop service between Charleston and Toronto. Also in 2015, United and Southwest are adding more flights and additional destinations. The airport is undergoing a 24-month \$189 million renovation project scheduled to be completed in the fall of 2015. The terminal will be modernized, with the addition of 5 new gates and a new consolidated TSA checkpoint to improve security screening for passengers.

PUBLIC SAFETY

The Charleston Police Department is nationally known for its innovative law enforcement practices. The department emphasizes crime prevention and police visibility. The police force is composed of approximately 458 police officers, making it the state's largest municipal police force. These officers are split into five teams which serve specific geographic areas.

The Fire Department consists of 324 firefighters who are distributed among 20 companies. This includes 5 firefighters who are assigned to the department's training division.

Both departments are very active in the Charleston community. The Police Department, for instance, holds a free Citizens' Training Academy. The interactive class includes learning about the structure of the police department and day-to-day and emergency operations, as well as various Crime Prevention topics. A CPR class is also offered to participants. Participants are also allowed to take an on-duty ride-along with patrol officers. The goal is that with better understanding, citizens will better avail themselves, their businesses or their neighborhoods of Police services. This will serve to reduce their crime risk and support Department initiatives. The Police Department also conducts camps and events for at-risk youth populations.

The Fire Department conducts Fire Safety education events and a Smoke Detector Program, supplying and installing smoke detectors for the elderly, handicapped and low income residents of the City. The department actively engages in smoke detector outreach and fire education in neighborhoods that have recently suffered a serious fire. Community events and school programs are also a big part of the department's outreach efforts.





COMMUNITY PROFILE

EDUCATION

County school boards operate public schools in the City of Charleston. Charleston and Berkeley counties collectively operate 131 public schools and enroll approximately 75,978 students countywide. A nationally recognized Business Education Partnership Program links public schools with business leaders who help shape the schools' career education programs. A host of private and parochial schools offer additional education choices.

Recent bond referendums throughout the Charleston region have helped create a boom in new investment and construction for elementary, middle and high schools. Schools are being designed to accommodate rapid advancements in technology and to serve many learning styles. South Carolina is currently ranked 10th in the nation in terms of the number of teachers earning National Board certification.



College of Charleston

The Charleston area is also known as a site of higher education, with programs to meet a wide variety of educational needs, whether undergraduate, graduate or post-graduate, full-time or part-time. There are several traditional colleges and universities in the area, plus local campuses of institutions that serve working adults that desire to further their education. Education attainment in the greater Charleston area is higher than in the United States overall. Charleston ranks among the top 15% of all U.S. metropolitan and micropolitan areas in terms of the

proportion of residents holding advanced degrees. As of 2013, 92.6% of area adults age 25 and older had obtained a high school diploma or equivalent, 48.9% hold a bachelor's degree or higher. *The Wall Street Journal* ranked the Charleston Metro area as the top "Brain Gainer" for the most growth over the past decade in percentage of adults with college degrees.

Institutions with campuses located in the City are:

- The College of Charleston, a state-supported liberal arts college and university, offers Bachelors and Master's Degree programs.
- The Citadel, a state-supported military college, is primarily a cadet program, but evening classes at both the undergraduate and graduate level are also available to non-cadets.
- The Medical University of South Carolina (MUSC) offers Certificates, Associates, Bachelors, Master's and Doctorate degrees to its students.
- Trident Technical College, offers two-year technical and associate degree programs.
- Charleston School of Law has programs designed for both full-time and part-time students.



- American College of the Building Arts, a recently chartered school, teaches old world building techniques to its students.
- The Art Institute of Charleston, offers degrees including culinary, graphic design, web design and interactive media, interior design, filmmaking and video production, and photography.

HOUSING

For years, Charleston has made national headlines for its innovative approaches to providing affordable housing. In addition to award winning designs, achievements include the incredible rebirth of the central city and a strong revitalization movement northward on the Peninsula. Through its Department of Housing and Community Development, the City provides a range of programs that employ a multi-faceted approach for neighborhood revitalization. The Department is responsible for creating, facilitating, and implementing activities



Home offered in 1st time homeowners program

and programs, which stimulate community and economic development. The task of providing affordable housing in Charleston is truly a community effort. A variety of groups such as Habitat for Humanity, Charleston Affordable Housing, the South Carolina Community Loan Fund, the Humanities Foundation, One 80 Place and local churches offer assistance in the quest to provide all people with attractive and affordable housing, and to prevent homelessness.

CLIMATE

Charleston has a semi-tropical climate. In January the average temperature is 48.2 degrees Fahrenheit; in July the average temperature is 80.9 degrees Fahrenheit. The first frost usually occurs in December and the last frost usually occurs in February.

Average Annual Temperature	65.9° F
Average Daily High	75.7° F
Average Daily Low	56.1° F
Average Annual Rainfall	50.14"
Average Days with Sunshine	63%
Average Relative Humidity	86%

CULTURE

Throughout its history, Charleston has stood as a cultural capital of the South. The performing arts are well represented here by a symphony orchestra and several community theater groups. The Gibbes Museum of Art and numerous art galleries, along with the abundant examples of architectural excellence and craftsmanship, expose residents and tourists to the visual arts. The Charleston Museum, the oldest museum in North America, offers a captivating collection of artifacts depicting Lowcountry life from the time of the first settlers through the twentieth century.



COMMUNITY PROFILE

Each spring, Charleston hosts Spoleto Festival U.S.A., the most comprehensive arts festival in the country. For seventeen days, the world's finest dancers, musicians and actors take to the stage in a spirited homage to the arts. Simultaneously with Spoleto, the City's Office of Cultural Affairs offers a highly evolved and sophisticated festival, Piccolo Spoleto, which showcases the best of regional talent. Informal, affordable and often a little zany and off-beat, the typical Piccolo program includes sidewalk art shows, jazz, classical music, film, crafts, theater, dance and much more, including a long list of daily arts activities for children.



Ballet Flamenco de Andalucia

Other cultural events that attract visitors include the annual MOJA African-American and Caribbean Arts Festival, Charleston Fashion Week, the Charleston Wine + Food Festival, the Southeastern Wildlife Exposition and the Annual Festival of Houses and Gardens.

The City's Office of Cultural Affairs also produces several other events that attract locals as well as visitors, including the Holiday Magic in Historic Charleston Celebration in Marion Square, the Christmas Parade of Boats in Charleston Harbor, Happy New Year Charleston and the Charleston Farmer's Market.

PARKS

The City's numerous parks and recreation programs offer citizens many recreational outlets from passive park spaces for picnicking to organized league sports. *National Geographic Adventure* magazine selected Charleston as one of the 50 "Next Great Adventure Towns" for its abundance of outdoor activities. The City of Charleston is the caretaker of one of the oldest trees east of the Mississippi. The Angel Oak is a live oak tree, reported to be in excess of 1,400 years old. The tree is sixty-five (65) feet high and has a main trunk circumference of 25.5 feet.



Angel Oak

Its area of shade is 17,000 square feet, and the largest limb has a circumference of 11.5 feet, and a length of eighty-nine (89) feet. Recently, additional acreage surrounding the tree was acquired by the City to further protect this priceless natural wonder.



Waters-edge projects like the Charleston Maritime Center, the South Carolina Aquarium, Waterfront Park and the Ashley River Walk afford near total public access to the City's peninsula waterfront. The Maritime Center is a City-owned facility located near the South Carolina Aquarium and the National Park Service's Liberty Square Park on the Cooper River. It



Waterfront Park

offers both a full service deep-water marina and facilities for special events of up to 5,000 people. Recently, significant additions and improvements were made to the docks, doubling the capacity of the marina. The Maritime Center was the first of many projects planned by the City to redevelop and revitalize the historic waterfront and provide waters-edge access to citizens and visitors. The South Carolina Aquarium showcases exhibits of South Carolina's waterways from the mountains to the sea and includes thousands of animals and plants. The Ashley River Walk is a combination of bikeway and promenade that will ultimately link the City's baseball stadium on the Ashley River with the South Carolina Aquarium on the Cooper River.

The City's Waterfront Park, called "this generation's gift to the future" by Mayor Riley, is a popular destination for residents and visitors alike. This park is an eight-acre linear park and pier along the Charleston Harbor entry. The park masterfully combines spectacular fountains, spacious lawns, intimate garden "rooms," walking and jogging paths and a long pier with picnic tables and wooden swings.

SPORTS AND RECREATION

The Charleston Area is one of the fastest growing sports travel destinations in the United States. With an impressive array of professional and collegiate teams, plus numerous world-class sporting events, residents of the Charleston region enjoy spectator sports throughout the year. Sports events in the Charleston area contribute more than \$50 million annually to the local economy. Local developers work diligently to produce top-rated national and international sports events every year.



Daniel Island Tennis Center



COMMUNITY PROFILE

In 2010, Charleston was voted the United States Tennis Association's (USTA) "Best Tennis Town" in America, capturing a \$100,000 prize for local tennis programming. The second annual search, designed to identify communities, large or small, rural or urban, that best exemplify the spirit, excitement, passion, and impact that tennis brings to the local level, pitted Charleston against 81 other communities. Charleston and its surrounding communities have more than 12,000 local tennis players who take to the courts every year, including more than 7,500 who play USTA League tennis on 800 teams. In addition, the region houses more than 580 tennis courts within its 485 square mile radius, and is home to the annual Family Circle Cup (FCC) women's pro event. The Family Circle Cup, the oldest all-women's Sony Ericsson Women's Tennis Association (WTA) Tier I event, sponsored by *Family Circle* magazine, features over 90 of the world's top female players and prize money reaching \$1 million, exceeding some of the richest purses in men's sports. *Family Circle* and the City, in partnership with Berkeley County, Charleston County, Daniel Island Properties and the State of South Carolina, constructed a 32-acre state-of-the-art tennis and recreational park on Daniel Island, featuring a tennis stadium with a seating capacity of 10,200 and a racquet club with 17 tennis courts. Since the Family Circle Cup moved to Charleston, the tournament has surpassed all other events when it comes to athletes and sports celebrities visiting the Holy City. The tournament receives four days of coverage on ESPN2 and reaches approximately 25 countries and over 4 million viewers worldwide. In 2012, the Family Circle Cup reached a milestone welcoming its millionth fan. The tournament produces more than \$25 million annually in economic impact. The next FCC will be held April 4th to 12th, 2015.



The annual Cooper River Bridge Run and Walk (CRBR) has been a favorite for locals and visitors from around the world for over 30 years. Ranked the 3rd largest 10k race in the US and the 8th largest in the world, the CRBR includes close to 40,000 amateur runners and walkers from all 50 states and professional world-class runners competing for the prize money. The Run/Walk is the final main event of a three day festival. There are expositions and events for runners to enjoy in the two days preceding the big

event. *USA Today* proclaimed this event as, "One of the Top 10 Great Places to Hit the Road." *America's Best TOP 10* ranks the Bridge Run as "#3 of Best 10K Races in the US for 2009." The 2015 Bridge Run is scheduled for March 28th.

The Charleston Battery, the City's professional minor league soccer team offers another exciting option for locals and visitors. In early 2014, the Battery announced an initial one-year partnership with Major League Soccer club Vancouver Whitecaps FC, making the Battery the official USL PRO affiliate of Vancouver. The team won their fourth title in 2012, having also won



the USL PRO Championship in 1996, 2003 and 2010. The team plays in its four million-dollar state of the art soccer facility located directly off the Mark Clark Expressway on Daniel Island. The USL's 5th Annual Men's Player Combine was hosted by the Charleston Battery at Blackbaud Stadium in 2011. The event featured 102 of the top players in North America and abroad hoping to land a professional contract.

Charleston is home to the Charleston RiverDogs minor league baseball team, which plays at the Joseph P. Riley, Jr. Ball Park. "The Joe," as the locals call it, was named one of the Top 20 Minor League baseball parks in America by a leading baseball magazine and offers fans an amazing view of the Ashley River behind the outfield fences. "The Joe" is also home to many special events, such as concerts and corporate picnics.

The Charleston Classic Basketball Tournament is the newest addition to the local sports scene. This ESPN-owned and operated event brings eight men's basketball teams from across the nation to Charleston for an action-packed three-day weekend. The 7th Annual Charleston Classic is an invitational tournament to tip-off the basketball season and will be held November 19th, 20th & 22nd 2015 at the College of Charleston's TD Arena.

The Charleston area's reputation as a golfing destination continues to be enhanced by big name professional tournaments. In August of 2012, the PGA Championship played at the famed Ocean Course on Kiawah Island, located 21 miles south of Charleston. The tournament was the largest sporting and social event ever to come to South Carolina. With 210,000 spectators this was the most demanded ticket in PGA History. An estimated 154 hours of live television coverage reached 673 million households in 207 countries. Estimated economic impact was \$193 million for the state of South Carolina.



Ocean Course at Kiawah Island

The Nationwide Tour Championship was held at Daniel Island in October 2011. It is one of only three events offering a \$1 million purse and \$180,000 first prize, both of which are the largest on Tour. The Golf Channel televised all four rounds live. The Tour Championship is the final event of the tour and concludes the season-long competition to identify 25 players who earn PGA TOUR cards for the following season based on the Tour's final money list. Daniel Island, an award-winning master-planned community, is home to the private Daniel Island Club. This Club includes two nationally-ranked courses designed by Rees Jones (Ralston Creek) and Tom Fazio



COMMUNITY PROFILE

(Beresford Creek). The Nationwide Tour Championship was played on the Ralston Creek course, a par-72 layout. In 2013, the USGA U.S. Women's Amateur Championship was held at the Country Club of Charleston.

Charleston Race Week is the largest multi-class keelboat regatta in the Western Hemisphere. It attracts more than 250 boats ranging in size from 20-52 feet and 2,500 sailors from all over the United States and Canada to participate in "The World's Friendliest Regatta". These are serious racers who travel to other key locales for the best racing and most hospitable regattas in the nation. The Charleston Ocean Racing Association coordinates massive efforts on the water with four different race courses and more than 130 volunteers on the water handling the logistics of a professional regatta. Race officials and judges travel to Charleston to participate. Major sponsors also play a key role in making this event a success. In its 19th year, the 2015 Regatta will be held April 16th-19th.



The Charleston Maritime Center has both a deep-water, full-service marina and premiere special events facilities. The marina can accommodate boats up to 180' in length, and offers dockage without the restriction of any overpasses or bridges. Throughout each year, tall ships from all over the world call on Charleston, docking at the Maritime Center and offering tours and interaction with their crews. The Charleston Maritime Center served as an official port for 2009 Tall Ships® Atlantic Challenge, a 7000-mile, 7 port race. More than 12 ships from all over the world docked in Charleston and were open to the public for tours. In 2011, the start of the final leg of the VELUX 5 Oceans Race, from Charleston to La Rochelle, France, was based at the Maritime Center. This solo around the world sailing race covered 30,000 miles in 5 legs and was won by local skipper Brad Van Liew. The Maritime Center is also the site for many other events during the year.



COST OF LIVING COMPARISON – CHARLESTON METRO AREA

COST OF LIVING COMPARISONS

The Council for Community and Economic Research (C2ER), formerly known as American Chamber of Commerce Researcher's Association's (ACCRA) Cost of Living Index, is a quarterly survey that compares the relative cost of living of professional and executive households among U.S. metropolitan areas and cities. The survey is based on 57 specific items for which prices are collected quarterly by participating communities. The National average equals 100 and each participant's index reads as a percentage of the average of all places.

Index and average prices presented here are based on data gathered between Third Quarter 2013 and Third Quarter 2014, and prepared by the Center of Business Research, Charleston Metro Chamber of Commerce. www.charlestonchamber.net.

Cost of Living Comparison Index							
<u>Selected Metro Area</u>	<u>Composite Index</u>	<u>Grocery Items</u>	<u>Housing</u>	<u>Utilities</u>	<u>Transport.</u>	<u>Health Care</u>	<u>Misc. Goods</u>
Asheville, NC	105	103	109	107	99	110	103
Virginia Beach, VA	101	96	94	108	97	107	106
Myrtle Beach, SC	94	104	71	119	95	98	100
Charleston Area	100	105	89	114	96	104	104
Charlotte, NC	95	100	85	108	97	100	96
Atlanta, GA	99	104	94	91	102	101	100
Jacksonville, FL	98	101	85	108	103	89	103
Richmond, VA	100	100	89	108	97	103	105
Washington, DC	139	110	248	97	105	97	98

HOUSING COSTS

The estimated purchase price for a newly built home with 2,400 square feet of living area in the Charleston area is \$260,164. This home price is typical in neighborhoods containing primarily professional and/or executive households. Estimated purchase prices for comparable homes in selected metropolitan cities are shown in the adjacent table.

Apartment Rental

The average monthly rental cost for a two bedroom, two bathroom, unfurnished apartment in the Charleston Metro Area excluding all utilities except water is \$1,083.

Housing Index			
<u>Selected Metro Area</u>	<u>Home Price</u>	<u>Apartment Rent</u>	<u>Utilities</u>
Asheville, NC	\$ 348,038	\$ 832	\$ 176
Virginia Beach, VA	\$ 269,763	\$ 963	\$ 161
Myrtle Beach, SC	\$ 215,425	\$ 655	\$ 222
Charleston Area	\$260,164	\$ 1,083	\$ 201
Charlotte, NC	\$ 252,277	\$ 855	\$ 175
Atlanta, GA	\$ 274,886	\$ 952	\$ 154
Jacksonville, FL	\$ 228,797	\$ 1,064	\$ 170
Richmond, VA	\$ 259,875	\$ 865	\$ 164
Washington, DC	\$ 782,467	\$ 1,990	\$ 161

Utilities

South Carolina Electric and Gas (SCE&G) is the primary distributor of natural gas and electricity to the City and its citizens.



MISCELLANEOUS STATISTICS

CITY OF CHARLESTON MISCELLANEOUS STATISTICS

Date of incorporation	1783
Form of government	Mayor – Council
Area	110 sq. miles (A)
Average Daily Temperature	65.9 (C)
Residential Building permits issued - 2014	2580 (A)
Number of parks	120 (B)
Total Acreage of Parks	1806 acres (B)
Number of City employees	1713
(Includes Full-time, Part-time, Temp. and Seasonal employees, as of Jan. 1, 2015)	

Public Safety

Number of fire companies	20
Number of firefighters	324
Number of police facilities	26
Number of officers	458

Public Service

Tons of garbage collected	34,295 (D)
Tons of trash collected	20,589 (D)
Linear feet of sidewalks repaired	22,356 (D)
Linear footage of ditches cleaned	500,020 (D)
Linear footage of pipes cleaned	375,723 (D)

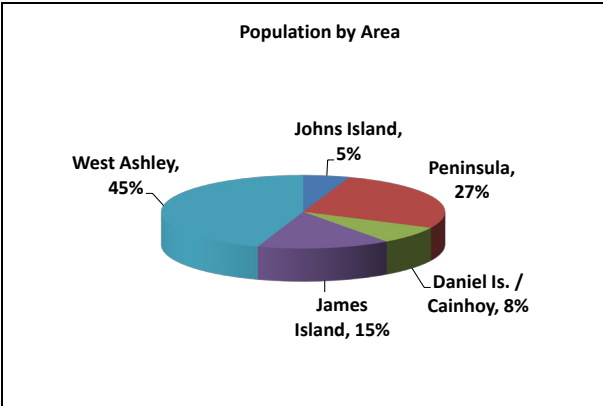
Sources: A = Department of Planning & Neighborhoods
B = Department of Parks
C = Charleston Regional Development Alliance
D = Department of Public Service
E = U.S. Bureau of Labor Statistics

TOP TEN TAXPAYERS

(Data reflects FY 2013 taxable assessed value)

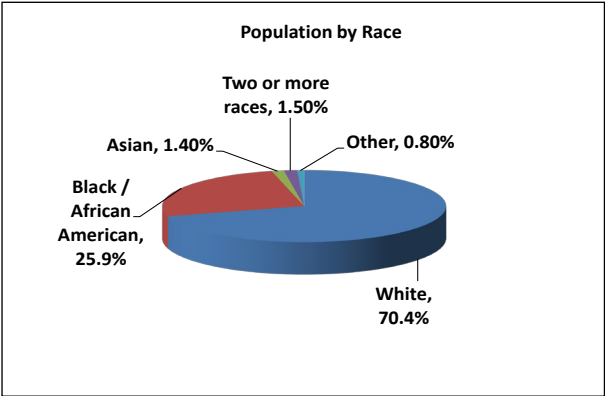
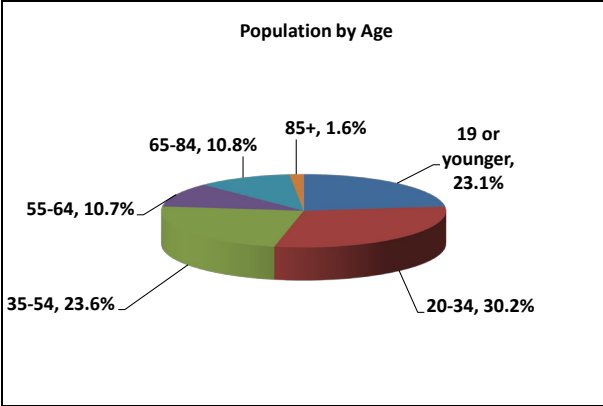
<u>Rank</u>	<u>Taxpayer</u>	<u>Taxable Assessed Value</u>	<u>Rank</u>	<u>Taxpayer</u>	<u>Taxable Assessed Value</u>
1	South Carolina Electric and Gas	\$17,289,970	6	Gildan Activewear	\$2,203,820
2	Charleston Center Hotel, LLC	\$5,008,500	7	Charleston Financial Center	\$2,053,200
3	2070 Sam Rittenberg Blvd (formerly Charleston Joint Venture /Citadel Mall)	\$3,520,870	8	Grace Hospitality	\$2,022,880
4	Kinder Morgan Operating, LP	\$3,004,552	9	Charleston Mills House Hotel	\$1,908,890
5	Rhodia (formerly Albright & Wilson)	\$2,212,820	10	Evening Post Publishing Co.	\$1,906,320

Data Provided by Charleston County and Berkeley County Treasurer's Offices.



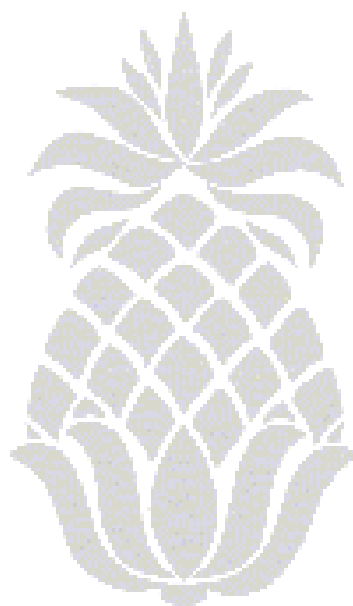
Demographics	
Population	133,579
Median Family Income	51,737
Median age	32.8
Persons per household	2.26
Unemployment	5.40%

The following demographic information was obtained from the U.S. Census Bureau’s 2013 American Community Survey 5-Year Estimates.



Education Attainment

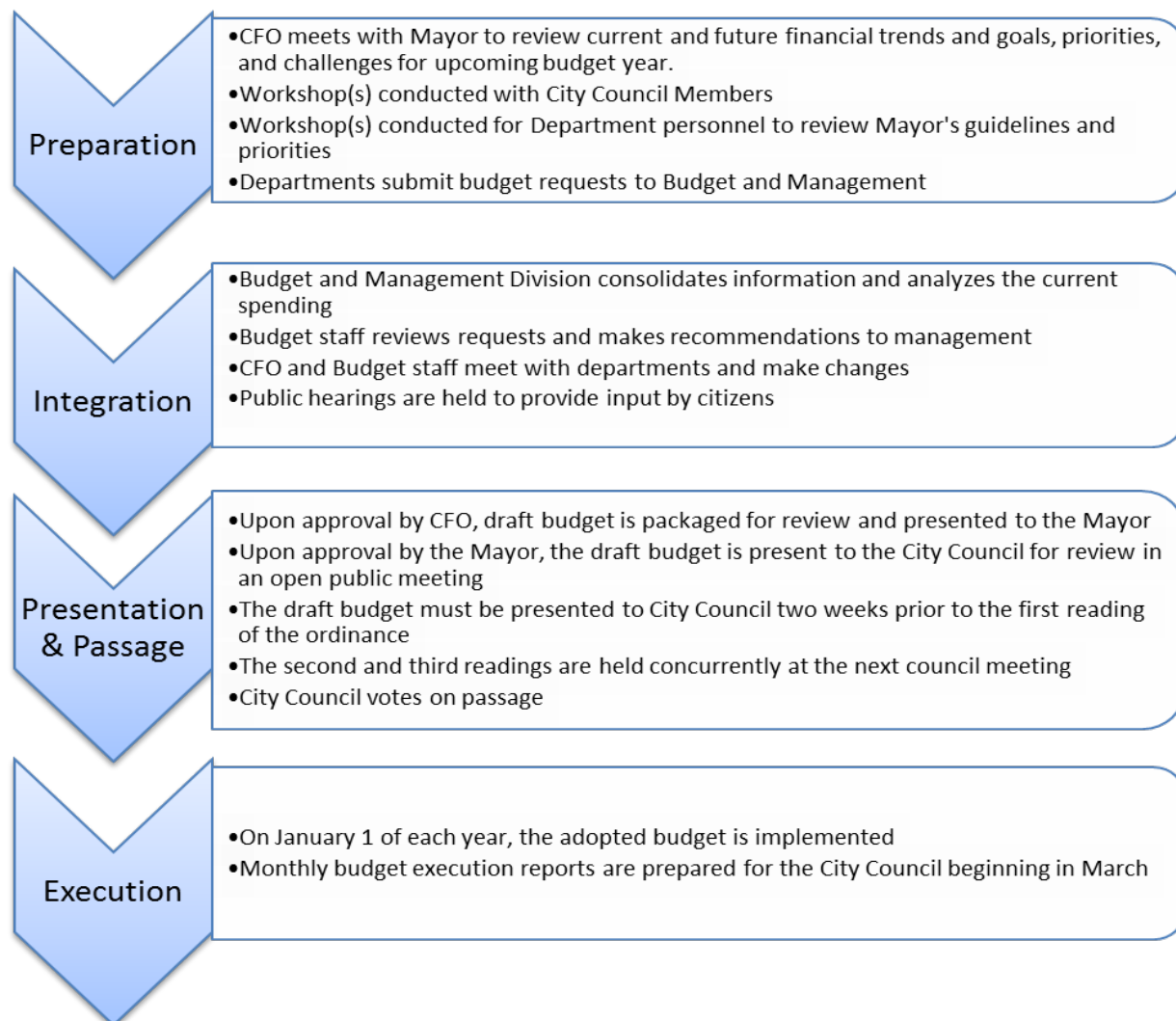
The percentage of the population that obtains a High School Diploma or its equivalent is 91.6%. 47.4% earn a Bachelor’s Degree, and 10.5% go on to earn advanced degrees.





THE BUDGET PROCESS

The annual budget is a fiscal plan, which presents the services to be provided to the community and describes the resources needed to perform these services. Each local government defines its budget to best serve its unique circumstances and therefore, each local government's budget process is unique. The City of Charleston's budget process consists of ten steps divided among four chronological phases, which help meet its unique circumstances.



Phase 1: Budget Preparation

The City of Charleston operates under a calendar year, which begins on January 1 and ends on December 31. The major steps in the preparation of the budget are outlined as follows:

1. The Chief Financial Officer meets with the Mayor to review current and future financial trends and any goals, priorities and challenges for the upcoming budget year. From these discussions evolve the financial framework and guidelines on which the budget for the upcoming fiscal year is developed.



THE BUDGET PROCESS

2. A workshop is conducted for City Council members to provide them with a current budget review and to present them with goals, priorities and challenges for the upcoming budget year. At this workshop, Council has an opportunity to provide input and suggestions for the budget of the upcoming year. These suggestions are taken under advisement by the Mayor and incorporated into the budget guidelines whenever possible.
3. A workshop is conducted for Department Heads to review the Mayor's guidelines and priorities for the upcoming budget year. Each department develops detailed expenditure requests and revenue projections based on the established guidelines.

Phase 2: Integration

The integration stage is where the Budget and Management Division staff consolidates all the gathered information and analyzes the budget requests as a whole.

1. The Budget and Management Division reviews each department's requests and makes any necessary recommendations for change to ensure compliance with the Mayor's guidelines.
2. The Chief Financial Officer and the Budget and Management Division staff meet with departments to discuss these recommendations and make changes where appropriate. Once these changes are agreed upon, they are used to prepare the draft budget, which is presented to the Mayor for review.
3. Public hearings are held that allow the public to provide input on the developing City budget. The requests and recommendations made by the public are taken under advisement by the Mayor and integrated into the draft budget whenever possible.

Phase 3: Presentation and Passage

1. Upon the Mayor's approval, the draft budget is presented to the full City Council for review. The Mayor provides an overview of the budget for City Council and answers any questions that may arise. Under the provisions of the City Code, the draft budget must be presented to City Council a minimum of two weeks before the first reading of the budget ordinance.
2. The budget must be adopted during public meetings by ordinance and requires three readings. The first reading is held a minimum of two weeks after City Council receives the draft budget. By ordinance, a minimum of six days must separate the first and second readings of the budget ordinance. The second and third readings are normally conducted concurrently, after the specified six-day period. After the third reading, City Council votes to approve the budget. The budget must be approved by December 31st for the City to remain in a normal operating mode at the beginning of the new year.

Phase 4: Budget Execution

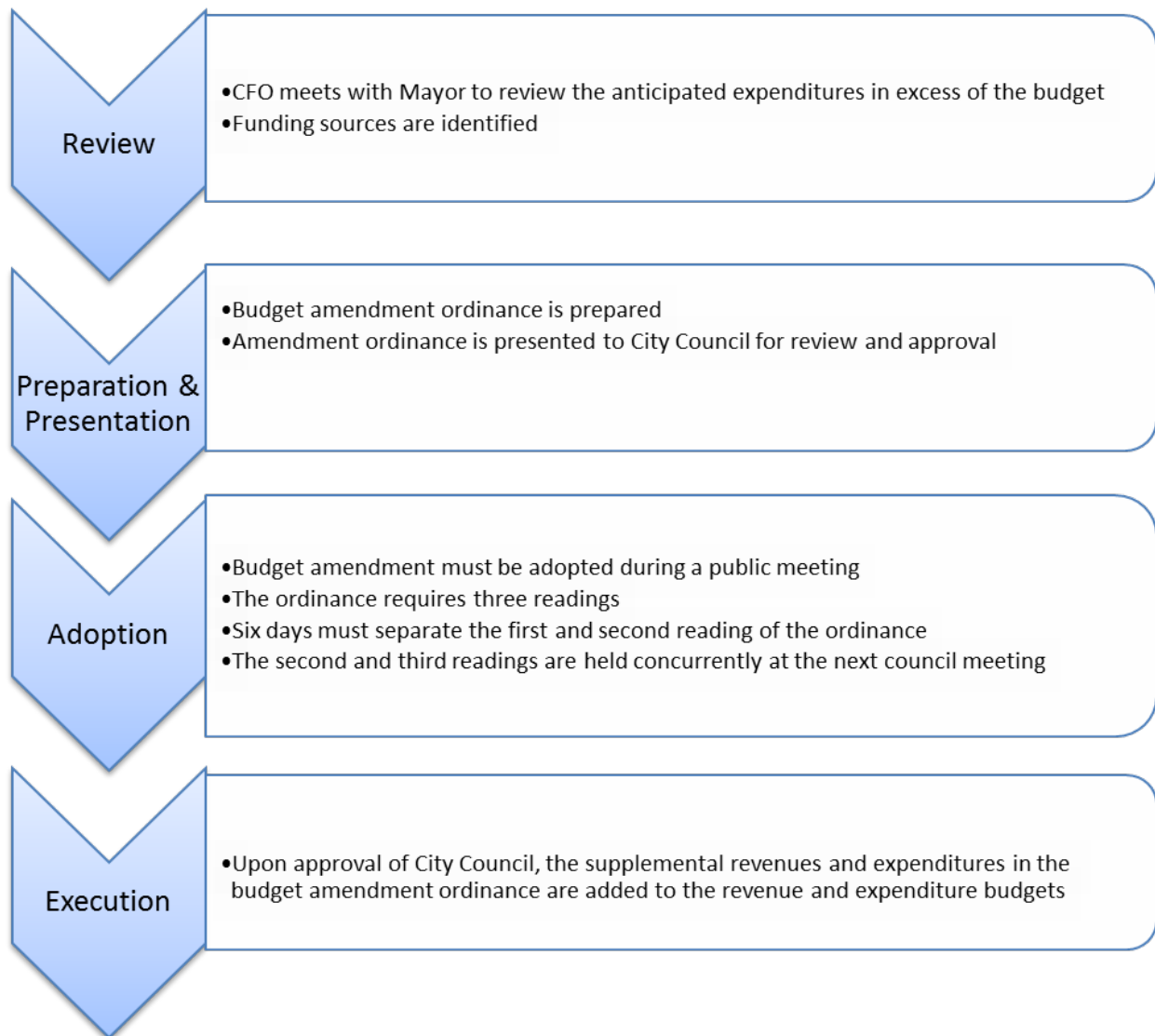
1. On January 1 of each year, the adopted budget is implemented. Throughout the fiscal year, expenditures and revenue collections are monitored, trends studied and problems



identified and corrective actions taken to ensure that the City complies with its adopted budget.

2. Monthly Budget Execution reports are prepared for Council beginning with March each year. Meetings with City Council are held quarterly (April, July, and October) to review these reports and address Council's questions.

Amendment Process



When it is anticipated that the General Fund expenditures will exceed budget at the fund level, a budget amendment is required. The major steps in the preparation of a budget amendment are as follows:



THE BUDGET PROCESS

1. The Chief Financial Officer meets with the Mayor to review the anticipated expenditures in excess of budget and the possible funding sources for these expenditures.
2. Upon the Mayor's approval, budget amendment ordinances are prepared and presented to City Council for approval.
3. The budget amendment must be adopted during public meetings by ordinance, which requires three readings. By ordinance, a minimum of six days must separate the first and second reading. The second and third readings are conducted concurrently after the specified six-day period.

Upon approval of City Council, supplemental revenues and expenditures outlined in the budget amendment ordinances are added to the original revenue and expenditure budgets.

FISCAL YEAR 2015 BUDGET CALENDAR

DATES	ACTIONS
MAY - 2014	2015 Budget process planning and preparation
JUNE - 2014	Final preparation and Citywide Kick off
6/2	Budget Workshop at 75 Calhoun 9:30am to 11am
6/5	Budget Workshop at 75 Calhoun 2pm to 4pm
6/10	Budget Workshop at 75 Calhoun 9:30am to 11am
JULY - 2014	Community Assistance/State Accommodation Tax (CASAT) grant process begins, Departments complete and return budget submissions.
7/25	All Department's Budgets due
7/29	All IT requests to CIO
7/29	All Fleet requests to Fleet Manager
7/29	All Grant requests and reports to Grants Compliance Manager
AUGUST - 2014	Analyze requests, and prepare recommendations for CFO. CASAT grant applications due.
SEPTEMBER - 2014	Budgets returned to Departments, Department meetings with CFO/Mayor if needed, Grant committee meetings commence. Workshops with Council conducted
OCTOBER - 2014	Budgets and Grants finalized and presented to the Mayor. Public Hearings on Budgets held.
NOVEMBER - 2014	Draft budget presented to the Mayor and Council.
11/25	Council Meeting - Budget question period from Council at W&M (Start at 4:15)
DECEMBER - 2014	Passing of budget ordinances, Begin book preparation
12/2	1st reading of budget ordinances - W&M start at 4pm
12/16	2nd and 3rd readings of budget ordinances
JANUARY - 2015	Begin formal budget book, Assist with PY Closeout, Set up 2015 Budget Management Reports, Select a printer.
FEBRUARY - 2015	Finalize budget document, Begin final proofing and editing.
MARCH - 2015	Budget book is printed, distributed and posted to the website. 4 copies submitted to GFOA for budget award consideration.
APRIL - 2015	Budget Execution and Reporting continues. Plan begins for 2016 budget.



FINANCIAL AND MANAGEMENT POLICIES

The City of Charleston's financial policies set forth the basic framework for the fiscal management of the City. The policies are intended to assist City Council and City staff in evaluating current activities and proposals for future programs, and in making fiscally responsible decisions in the day-to-day management of the City. These policies were developed within the provisions of the Code of Laws of the State of South Carolina, the City Code of the City of Charleston, generally accepted accounting principles as established by the Governmental Accounting Standards Board, and recommended budgeting practices. The policies are to be reviewed and modified as necessary to accommodate changing circumstances or conditions.

AUDITING AND INTERNAL CONTROL POLICIES

In developing and evaluating the City's accounting system, consideration is given to the effective implementation of financial accounting policies and, specifically, to the adequacy of internal controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets.

Internal Audit is an independent entity established within the City of Charleston's Executive Department to serve the Mayor, the Audit Committee of City Council and City staff. In order to ensure objectivity and independence, Internal Audit has no direct responsibility or authority over activities it reviews. Additionally, Internal Audit reports directly to the Mayor. Internal Audit prepares an annual audit plan, which outlines proposed audits that the Audit Committee of City Council approves.

Single Audit

As a recipient of federal and state grants, the City is responsible for ensuring that an adequate internal control structure is in place to secure compliance with applicable laws and regulations. The City's Grants Manager provides the daily management of this function and monitors grants for compliance. This internal control structure is also subject to periodic evaluation by Internal Audit.

BUDGETARY POLICIES

The Budget represents the process through which policy is made and implemented. The policies outlined below act as a framework for the City of Charleston to identify its budgetary goals and objectives as they pertain to the operating budget and the capital budget. The operating budget is prepared separately from capital projects budgets because of the different planning processes and financing sources involved. The City maintains budgetary controls to ensure compliance with legal provisions.



FINANCIAL AND MANAGEMENT POLICIES

State Law

The South Carolina Code of Laws contains several provisions relating to the local government budget process:

- Public hearings must be held before adoption of a municipality's budget. Notice must be given in a paper of general circulation not less than fifteen days in advance of the public hearing. The size, format, and content of the notice are specified by law.
- Property tax millage rates must be set according to state law. Millage rates must be rolled back in reassessment years to avoid a windfall to the municipality.
- Millage rate increases from year to year are capped at a percentage equal to the increase in the average of the twelve months consumer price index for the preceding calendar year and the percentage increase in the previous year in the population of the entity as determined by the Office of Research and Statistics of the State Budget and Control Board. For either measure that may be negative, the percentage change is deemed to be zero for that year. The millage cap is calculated by the Office of Research and Statistics for all counties and municipalities in the State. Exceptions are in response to a disaster as declared by the Governor, to offset a prior year's deficit, or to raise revenue necessary to comply with judicial mandates. This provision does not apply to millage levied to pay bonded indebtedness, purchase of real property using lease-purchase agreements, or to maintain a reserve account.
- A municipality may override the millage increase limitation by a positive majority vote by Council at a specially called meeting held solely for that purpose. Public notice and public comment provisions must also be met.
- A municipality may not impose a new tax after December 31, 1996, unless specifically authorized by the state legislature.
- A municipality may not impose or increase a business license fee unless approved by local ordinance.
- State law also governs the imposition and use of certain fees assessed by the City, such as the Hospitality Fee and the Municipal Accommodations Fee. These fees and provisions are discussed in the Revenue Discussion and Analysis section of this book.

City Policies

- **Balanced Budget** – A balanced budget must be presented. The General Fund and Enterprise Funds are presented together as one budget, with the total revenues and other financing sources from these funds equaling the total expenditures or expenses and other financing uses of these funds as a whole.
- The budget must be adopted by December 31st for the ensuing year.
- **Appropriation Limits** – Current appropriations in all funds are limited to the sum of available, unencumbered fund balances and revenues estimated to be received in the current budget year.
- **Budget Transfers** – When it becomes necessary to make a transfer within any City department, or miscellaneous appropriation above or between funds, such transfers shall be made only upon the approval of the Chief Financial Officer or the Deputy Chief Financial Officer, provided however, that the Chief Financial Officer shall refer transfers



in excess of \$40,000 to the Ways and Means Committee of City Council for authorization.

- Encumbrances – Encumbrances are considered re-appropriated in the ensuing year and are included in the overall working budget for the ensuing year.

REVENUE POLICIES

- Use of One-Time Revenues – Use of one-time revenues for ongoing expenditures is discouraged and is allowed only if future funding sources have been identified for continuing costs. One-time revenues can be used for one-time expenditures such as a major software program acquisition, if maintenance and operating costs can be accommodated by existing budgets. Continuing costs for grant funded operations or personnel additions must be identified and approved prior to acceptance of the grant. Funding sources for any local match required must also be identified prior to the acceptance of a grant award.
- Diversification of Revenues – The City strategically plans to avoid excessive reliance on one source of revenue by actively seeking new sources of revenue. The result of this planned diversification is a decrease in the percentage of total General Fund revenue provided by property taxes from 64.5% in 1990 to 43.3% in 2015. Property taxes are the most stable revenue. Other revenues such as building permits and golf course fees can be significantly affected by factors such as economic or weather conditions. Tourism-related revenues that impact this budget are also greatly susceptible to economic trends and weather events. Diversification has provided the City a wider base of revenues, but at the same time, the revenue base has become less stable and predictable.
- Use of Unpredictable Revenues – Unpredictable major revenues are budgeted very conservatively and strong fund balances are maintained to cushion against revenue shortfalls.
- Fees and Charges – New or increased fees and charges, except those required by judicial mandate, must be requested during the budget process and be approved by the cognizant City Commission or Council Committee. For instance, all Golf Course fees are presented to and approved by the Golf Course Commission. New programs are evaluated to determine if any revenues produced are intended to cover the cost of the program. New programs require approval of the Chief Financial Officer before being included in the Draft Budget for presentation to City Council.

EXPENDITURE POLICIES

- Enterprise Funds – Enterprise operations should be funded either exclusively or primarily by user fee revenues. Enterprise funds should strive to become self-supporting entities through annual review of fee structures, other revenue sources and operating policies. The annual reviews occur during the budget process. Self-sufficiency remains a long-range goal for these funds.
- Cost of Living Adjustments – It is the City's goal to include a Cost of Living Adjustment raise in the budget each year based on the Consumer Price Index for the previous twelve months as established by the U. S. Bureau of Labor Statistics.



FINANCIAL AND MANAGEMENT POLICIES

- **New Programs** – Future and current funding sources are identified for all new programs and program expansions. New programs are defined to include the addition of personnel, an addition to the vehicle/equipment fleet, or providing of new or additional services. New programs that are not self supporting through fees or charges should provide a tangible benefit to the City and its residents. The Chief Financial Officer must approve new programs before inclusion in the Draft Budget presented to the Mayor and City Council.
- **Fund Balance** – Unassigned Fund Balance in the General Fund is targeted at a minimum of 20% of General Fund budgeted expenditures. The City's diverse tourism-based revenues that are more subject to economic factors and the City's position on the Atlantic coast drive the City's conservative approach to fund balance management. City policy is to avoid unassigned fund balance dipping below 20%, except in the case of extraordinary and unexpected events, such as hurricane recovery or extraordinary economic times. Prior to 2014, the policy was 15%.
- **Budget Performance Reporting** – Monthly Management Reports are prepared to show budget to actual comparisons. These reports are analyzed in depth to detect and address any troubling trends and issues in a timely manner. The reports are reviewed by the Chief Financial Officer and provided to the Mayor and City Council with explanations of variances. Significant fluctuations in expenditures that require a budget amendment are presented to Council for approval. The budget staff works closely with departmental staff throughout the year on budget monitoring. Department Heads, along with their designated staff, have access to budget data online through the City's Integrated Financial and Administrative Solution (IFAS).

CAPITAL EXPENDITURE POLICIES

Capital Asset Policies

- **Definition of Capital Asset** – Capital assets other than infrastructure are defined as assets with an initial, individual cost of more than \$5,000 and an estimated useful life of more than one year.
- **Capital Expenditures** – Routine capital expenditures, such as equipment replacement, are included in the operating budget either in capital accounts within a department budget or, in the case of assets purchased through a lease-purchase program, in debt service for the capital lease.
- **Nonrecurring Capital Expenditures** – Capital expenditures, such as new facilities and facility improvements, are budgeted and accounted for in capital projects funds. The capital projects funds are not included in this budget. There are no significant, non-reoccurring capital expenditures included in this operating budget.
- **Inventory and Control** – Each department is required to perform an annual inventory of its capitalized assets. The Finance Division will maintain control of the capital asset listing. Establishing and maintaining adequate written controls and procedures at the department level will provide control over non-capital tangible assets.



Infrastructure Capital Asset Policies

- Definition of Infrastructure Asset – An infrastructure asset is a long-lived capital asset that is normally stationary in nature and normally can be preserved for a significantly greater number of years. Examples include roads, bridges, tunnels, drainage systems, sidewalks, parking meters, and lighting systems. Land associated with infrastructure is capitalized separately and is not included as part of the infrastructure asset. Buildings are not infrastructure. The capitalization threshold is \$500,000 and will be applied to individual items and networks.
- Network and Subsystem – Infrastructure assets may be in the form of a network where assets all provide a particular type of service for a government (i.e. roads). A subsystem is all assets that make up a similar portion or segment within a network of assets (i.e. secondary roads).

LONG-RANGE FINANCIAL PLANNING POLICIES**POLICIES**

The City has adopted long-range plans in the areas of equipment replacement, capital projects, cash management/investment, and debt. The following policies guide in assessing the long-term financial and budget implications of current decisions:

Equipment Replacement

- Equipment is considered for replacement when the expected costs of maintenance in the upcoming budget year exceed the value of the equipment or the replacement cost. The expected maintenance costs are estimated based on maintenance history, age, mileage, and function performed. Functional obsolescence is also considered in replacement decisions.
- A Five-Year Replacement Plan for the Environmental Services Fleet has been formulated based on industry standards for replacement using the above factors. The plan is updated annually.
- The Fire Department will update the Apparatus Replacement plan in 2015 to meet National Fire Protection Associations (NFPA) 1901 standards for both front line and reserve apparatus. This plan will guide the replacement schedule based on the useful life, service records, functionality, operating costs, and projected funding availability.
- Approximately 15% of the Police Department's marked and unmarked patrol cars are replaced each year.
- A replacement plan for all other City Vehicles and Equipment is currently being developed. The Fleet Management Division maintains service records for vehicles and equipment. Each year, during the budget process, Fleet generates a list by department of vehicles that currently meet some or all of the basic replacement criteria. Each department analyzes and prioritizes their list based on their anticipated needs during the budget year. The prioritized department lists are then combined and reprioritized.



FINANCIAL AND MANAGEMENT POLICIES

into a citywide list by Fleet Management based on the departmental input and Fleet personnel's knowledge of the vehicles and equipment. The extent of the replacements budgeted is a function of the funding available in the budget year. Items on the list that are not replaced roll over to the next year's replacement list.

Capital Improvement Plan

The City has prepared a Five-Year Capital Improvement Plan (CIP), which is presented in this budget book. The CIP is guided by the following policies:

- The CIP is updated annually. This plan includes anticipated funding sources.
- Capital projects financed through the issuance of bonds will be financed for a period not to exceed the useful life of the project.
- The City will preserve its assets at a level adequate to protect the capital investment and minimize future maintenance and replacement costs.
- The City will establish appropriate distribution of bonded debt and cash financing in the funding of capital projects.
- The operating impact of each project will be identified and incorporated into the annual operating budget.

Cash Management/Investment Policies

Investment of funds is the responsibility of the Finance Division of the Department of Budget, Finance and Revenue Collections as guided by the City's Chief Financial Officer.

- The primary policy objective is safety of principal. Secondary objectives include adequate liquidity to provide cash as needed and rate of return on investments.
- It is the policy of the City of Charleston to limit investments to those authorized by the South Carolina Code (Sections 6-5-10 and 6-6-10), generally as follows:
 - Obligations of the United States and its agencies;
 - General obligations of the State of South Carolina or any of its political units;
 - Savings and loan association deposits to the extent that they are insured by an agency of the federal government;
 - Certificates of deposit and repurchase agreements held by a third party as escrow agent or custodian; and
 - South Carolina Pooled Investment Fund
- To ensure liquidity and reduce market risks, investments have maturity dates at or prior to the estimated time cash will be required to meet disbursement needs.
- Collateralization is required to secure:
 - Certificates of Deposit
 - Repurchase Agreements
 - Demand deposits

Debt Policies

The City's primary objective in debt management is to maintain a debt level within available resources and within the legal debt margin as defined by State statutes, while minimizing the



costs to the taxpayer. Moody's Investors Service upgraded the City's General Obligation Bond rating from **Aa¹** to **Aaa** in October of 2014. The City's AAA bond rating from Standard and Poor's Rating Group was confirmed in December of 2013. Charleston is the only city in South Carolina with a Aaa from Moody's and a AAA rating from Standard and Poor's. The City of Charleston maintains such high standards by complying with the following policies:

- Long-term debt will not be used to finance ongoing daily operations.
- Total general obligation long-term debt will not exceed 8% of assessed valuation unless additional debt is approved by the citizens in a referendum.
- Long-term debt will only be issued to finance capital improvements too extensive in scope to be financed with current revenues.
- Long-term debt will be issued for a period not to exceed the useful life of the project.
- When possible, self-supporting long-term debt like revenue bonds and Certificates of Participation will be used instead of General Obligation bonds.

FINANCIAL FORECASTING

The Budget and Management Division, in conjunction with the Chief Financial Officer, the Finance Division and various City departments, has developed multi-year financial forecasts for select categories of expenditures including:

- Healthcare Costs
- Electricity and energy costs
- Rents and leases
- Debt service
- Information technology – software, hardware, licenses, data storage, network infrastructure, and service provider charges
- Capital projects and related operating impacts
- Lease purchase - vehicles and equipment
- Maintenance contracts, including landscaping and green space maintenance
- Public Safety and Public Service needs related to growth and new development

The policies discussed above are integrated into the financial forecasts and the result is a road map of future expenditures that will require funding. Additionally, strategic planning is done at the department level and that information is integrated into the budgeting process.

The Department of Planning, Preservation and Sustainability provides a multitude of plans and documents that identify issues such as growth in the urban boundary, annexations, and population estimates that have financial and budgetary impact. The City's Comprehensive Plan, known as the Century V City Plan, presents a picture of the City today and recommends five areas of emphasis for the future. The City Plan is regularly updated and becomes more detailed over time as the City studies specific issues and areas in more detail. Other departments use this information to project future service needs.

The 5-Year Capital Improvement Plan as mentioned above is maintained by the Parks Department and includes major capital project needs from all departments. Projects are



FINANCIAL AND MANAGEMENT POLICIES

prioritized based on need and available funding sources. Both the Fire and Police Departments have strategic plans that map out expected growth and new development so future public safety needs can be anticipated. The Fire Department plan identifies areas that will require new fire stations and/or apparatus to meet targeted response times with the necessary apparatus. Standardized “cost sheets” are maintained that identify by position and rank, the cost of staffing a new apparatus or station, including all personal protective equipment, uniforms, training and supplies. The Police Department uses sophisticated crime analysis and mapping to identify areas that may require additional police presence. Future population estimates are also used to predict when and where staffing increases will be needed. Standardized “cost sheets” are also utilized in the Police Department to compute the cost of a fully trained, outfitted and equipped police officer. The Information Technology department maintains the PC and hardware replacement plans and also works with Police and Fire to identify and plan in advance for technology additions and upgrades. Information Technology also identifies and plans for various software upgrades to maintain current and future operability of the City’s major software systems for Finance, Procurement, Human Resources, and Building Inspections among others. The Public Service Department tracks information such as tonnage of garbage and trash collected to identify and predict service impacts from development (more tonnage) and increased utilization of Charleston County’s recycling program (less tonnage). All of this information is utilized in the financial forecasting process, which also impacts the budgeting process.

The City uses various revenue forecasting techniques to look out at the one, three and five year periods. During the budget execution, the City has a cash flow projection that is updated monthly and includes inflows and outflows from all funds – operating and capital, plus grants, special revenue, and debt service. The cash flow projection currently covers one fiscal year at a time. Although the timing of major operating inflows (property taxes, business licenses, local option sales tax) normally doesn’t vary as much from year to year, outflows can vary greatly depending on the particulars of grants, equipment acquisitions, debt amortization schedules and capital projects.

Therefore the expenditure forecasts combined with revenue assumptions create the framework to identify revenue increases or expenditure decreases that may be needed to create sustainable budgets in future years. The Chief Financial Officer continually analyzes this information, and along with the applicable Department Heads, presents reports to the Mayor as needed to identify where policy decisions may be required.



FINANCIAL STRUCTURE

In accordance with Generally Accepted Accounting Principles (GAAP), the City of Charleston's accounting structure is comprised of a number of separate fiscal entities known as funds. Fund accounting is designed to demonstrate legal compliance and to aid management by segregating transactions related to certain City functions or activities. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. Such funds are established to separate specific activities or objectives of a government in conformity with special regulations, restrictions, or limitations. Each fund receives revenue from different sources that must balance with its expenditures.

There are seven fund types that are grouped into three categories; however a government is not required to use each individual fund type. The City of Charleston utilizes six fund types that are categorized as follows:

- **Governmental Funds**

Governmental funds are used to account for all or most of a government's general activities. The City of Charleston maintains General, Special Revenue, Debt Service and Capital Project Funds.

General Fund - The General Fund is the City of Charleston's general operating fund and is used to account for all financial transactions except those required to be accounted for in another fund. Principal sources of revenue are property taxes, licenses and permits. Primary expenditures are for general government, public safety, public service, traffic and transportation, parks and recreation, planning and urban development, and debt service. The General Fund budget is appropriated and presented in this document.

Special Revenue Funds - Special Revenue Funds are used to account for and report *proceeds of specific revenue sources* that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The term *proceeds of specific revenue sources* establishes that one or more specific restricted or committed revenues should be the foundation for a special revenue fund, and that revenue should be expected to continue to comprise a substantial portion of the inflows reports in the fund. Examples specific to the City of Charleston are the Accommodations Tax Fund, the Hospitality Fee Fund and the Enterprise Community Grants Fund. The Municipal Accommodations Tax Fund is reported in this document as its budget is appropriated by ordinances approved by City Council each year. This fund accounts for the 2% tax on the revenue derived from transient lodging in the City of Charleston. Both City Ordinance and the South Carolina Code of Laws limit expenditures in this fund to tourism-related capital projects and operating costs. Other Special Revenue Funds are not included in this budget document. Annual budgets for other special revenue funds are maintained, but not appropriated by City Council.



Debt Service Funds - Debt service funds account for the resources accumulated and payments made for principal and interest on long-term debt governmental funds. Examples of debt service funds maintained by the City are Governor's Park Fund, and the Tax Increment Financing Fund for the Cooper River Waterfront Redevelopment Project. Budgets for these funds are not appropriated and therefore are not included in this document.

Capital Project Funds - Capital project funds are used to account for financial resources used for the acquisition and/or construction of major capital facilities. These funds are *not* used for construction financed by a proprietary or trust fund. The primary sources of monies in these funds are proceeds of general obligation bonds and certificates of participation (COP), federal and state grants, property taxes, transfers from special revenue funds, and contributions and settlements from private sources. Examples specific to the City of Charleston include the Drainage Fund, the Capital Improvement Fund and the King Street Gateway TIF Fund. Budgets are prepared for each individual project, but are not included in this document. Information on individual capital projects can be found in the Capital Improvement Plan section of this book. Budgets for capital projects funds are not appropriated and are therefore not included in this document.

- **Proprietary Funds**

These funds are used to account for the ongoing activities of the City of Charleston that are similar to those of the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities are accounted for through proprietary funds. The City of Charleston utilizes only one type of proprietary fund as described here:

Enterprise Funds- Enterprise Funds are used to account for activities that are financed and operated in a manner similar to business enterprises wherein all costs are recovered primarily through user charges or fees. The City has seven Enterprise Funds and all are appropriated and included in this document. Examples of Enterprise Funds specific to the City include the City Market Fund, the Municipal Golf Course Fund, and the Parking Facilities Fund.

- **Fiduciary Funds**

Fiduciary Funds account for the transactions related to assets held by the City of Charleston in a trustee capacity or as an agent for individuals, private organizations, other governments or other funds. These funds, however, do not adopt budgets and are therefore not reported in this document. An example of a City fiduciary fund is the Firemen's Insurance and Inspection Fund.



Major Funds

In addition to the General Fund, the Parking Facilities Fund is the only other major fund reported in this document. Any fund whose revenues or expenditures, excluding other financing sources or uses, is more than 10% of the total revenues or expenditures of the appropriated budget is considered a major fund for budgeting purposes.

Measurement Focus and Basis of Accounting

Measurement focus refers to the types of resources that are measured and presented in financial statements. There are two different types of measurement focuses that are typically used by a single government entity. Basis of accounting refers to the timing of transactions and event recognition; two methods are the accrual basis of accounting and the modified accrual basis of accounting.

All Governmental Funds in the City of Charleston are accounted for using a current *financial* resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected with 60 days of the end of the current fiscal period; this period is extended to 120 days for grant reimbursements. Property tax revenue is recognized in the fiscal year for which the taxes are levied. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and for acquisitions under capital leases are reported as other financing sources.

All Proprietary Funds are accounted for using the *economic* resources measurement focus and the accrual basis of accounting. The goal of this measurement focus is to report whether a given fund is better or worse off *economically* as a result of transactions of the period. Therefore, financial statements prepared for Proprietary Funds report sources, uses, and balances of economic resources regardless of whether they are spendable. Under accrual basis accounting, revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

Basis of Budgeting

The basis of budgeting refers to the basis of accounting used to prepare the annual budgets. Except as noted below, the basis of budgeting is the same as the basis of accounting. The City prepares budgets for Governmental Funds (i.e. General Fund and Municipal Accommodations Tax Fund) using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Proprietary Funds (i.e. Enterprise Funds) are budgeted using the flow of economic resources measurement focus and the accrual basis of accounting. Under the



FINANCIAL STRUCTURE

accrual basis of accounting, revenues are recorded when earned and expenses are recorded when the liability is incurred. The City departs from the accrual basis of budgeting for Enterprise Funds for budgeting capital expenses, debt service, and depreciation.

To better manage spending and predict cash flows, capital items are budgeted as expenses, principal payments are budgeted as expenses, and depreciation is not budgeted. This departure from the accrual basis of accounting for budgeting purposes is considered preferable because the sum of the capital expenses and the principal payments budgeted equals or exceeds the amount of the unbudgeted depreciation. Therefore, the total appropriated budget for the Enterprise Funds is not exceeded. Additionally, for the average citizen, debt service requirements and capital expense needs are more relevant than depreciation.



BUDGET AT-A-GLANCE

	2015 ADOPTED	2014 ADOPTED	% CHANGE FROM 2014 ADOPTED
REVENUES			
GENERAL FUND	149,378,687	144,785,346	3.17%
ENTERPRISE FUNDS	32,074,169	28,003,345	14.54%
SUBTOTAL	181,452,856	172,788,691	5.01%
MUNICIPAL ACCOMMODATIONS TAX FUND	6,300,000	6,456,488	-2.42%
TOTAL	187,752,856	179,245,179	4.75%
EXPENDITURES			
GENERAL FUND	154,496,385	148,860,020	3.79%
ENTERPRISE FUNDS	26,956,471	23,928,671	12.65%
SUBTOTAL	181,452,856	172,788,691	5.01%
MUNICIPAL ACCOMMODATIONS TAX FUND	6,300,000	6,456,488	-2.42%
TOTAL	187,752,856	179,245,179	4.75%

Department/Fund Relationship									
Department	Fund								
	General	Enterprise							Municipal Accommodations Tax
		Angel Oak	Visitors Center	Market	Ballpark	Golf Course	Slave Mart	Parking	
Budget, Finance & Revenue Collections	✓	✓	✓	✓			✓	✓	#
Clerk of Council	✓								
Executive	✓								
Fire	✓								
Housing & Community Development	✓								
Human Resources	✓								
Information Technology	✓								
Parks	✓				✓				
Planning, Preservation & Sustainability	✓								
Police	✓								
Public Service	✓								
Recreation	✓					✓			
Traffic & Transportation	✓							✓	
Non-Departmental	✓								

This fund is a Special Revenue Fund that is managed by the Budget Office, but only transfers its revenues to other funds to offset tourism related operating and capital improvement expenditures. See further discussion on pages 90 and 377.



BUDGET SUMMARY

2015 BUDGET SUMMARY

DESCRIPTION	BUDGET
GENERAL FUND	
REVENUES	
PROPERTY TAXES	64,735,000
LICENSES	28,826,165
SALES & USER CHARGES	604,800
PERMITS AND FEES	4,136,315
RENTS AND CONCESSIONS	1,574,708
FINES & FOREITURES	840,000
PENALTIES AND COSTS	694,050
STATE OF SOUTH CAROLINA	20,528,824
RECREATIONAL FACILITIES	1,584,055
FRANCHISE TAX	13,665,860
CHARLESTON WATER SYSTEM	1,095,000
MISCELLANEOUS INCOME	1,392,932
INTEREST INCOME	41,761
FEDERAL PROGRAMS	202,518
OPERATING TRANSFERS IN	9,305,646
ASSIGNED FOR SUBSEQUENT YEAR APPROPRIATION	151,053
TOTAL	149,378,687
EXPENDITURES	
GENERAL GOVERNMENT	29,674,242
PUBLIC SAFETY	77,179,998
PUBLIC SERVICE	13,175,825
URBAN & COMMUNITY DEVELOPMENT	2,947,771
CULTURE & RECREATION	17,728,880
COMMUNITY PROMOTIONS	716,668
HEALTH & WELFARE	824,815
ECONOMIC DEVELOPMENT	1,205,038
OPERATING TRANSFERS OUT	2,495,327
OTHER	8,547,821
TOTAL	154,496,385
GENERAL FUND SURPLUS (DEFICIT)	(5,117,698)



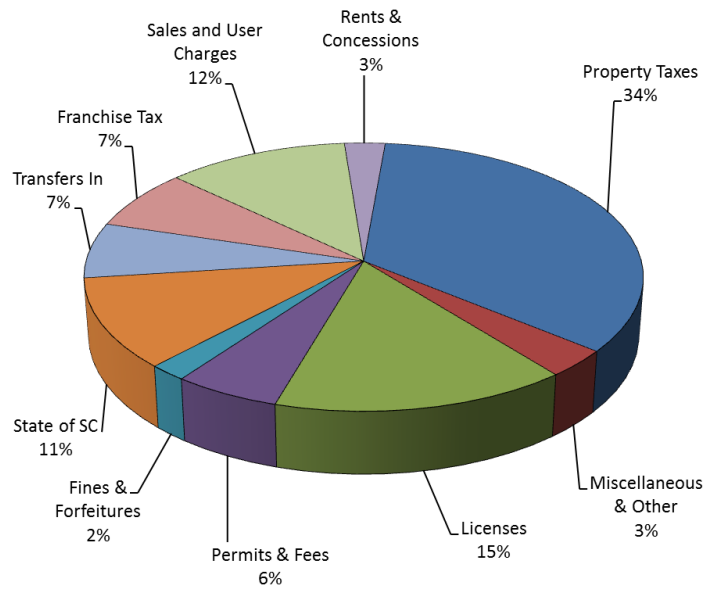
2015 BUDGET SUMMARY

DESCRIPTION	BUDGET
ENTERPRISE FUNDS	
REVENUES	
ANGEL OAK	230,000
CHARLESTON VISITOR CENTER	1,095,100
CITY MARKET	2,191,685
J.P. RILEY, JR. BASEBALL PARK	1,378,100
MUNICIPAL GOLF COURSE	1,653,000
OLD SLAVE MART MUSEUM	322,000
PARKING FACILITIES	25,204,284
TOTAL	32,074,169
EXPENSES	
ANGEL OAK	231,535
CHARLESTON VISITOR CENTER	1,105,303
CITY MARKET	2,041,177
J. P. RILEY, JR. BASEBALL PARK	1,463,876
MUNICIPAL GOLF COURSE	2,062,056
OLD SLAVE MART MUSEUM	195,784
PARKING FACILITIES	19,856,740
TOTAL	26,956,471
ENTERPRISE FUNDS SURPLUS / (DEFICIT)	5,117,698
CITYWIDE SURPLUS / (DEFICIT)	-
MUNICIPAL ACCOMMODATIONS TAX FUND	
REVENUES	
PERMITS AND FEES	6,000,000
INTEREST INCOME	3,200
FUND BALANCE	296,800
TOTAL	6,300,000
EXPENDITURES	
General Government	30,000
OPERATING TRANSFERS OUT	6,270,000
MUNICIPAL ACCOMMODATIONS TAX FUND - SURPLUS/(DEFICIT)	-



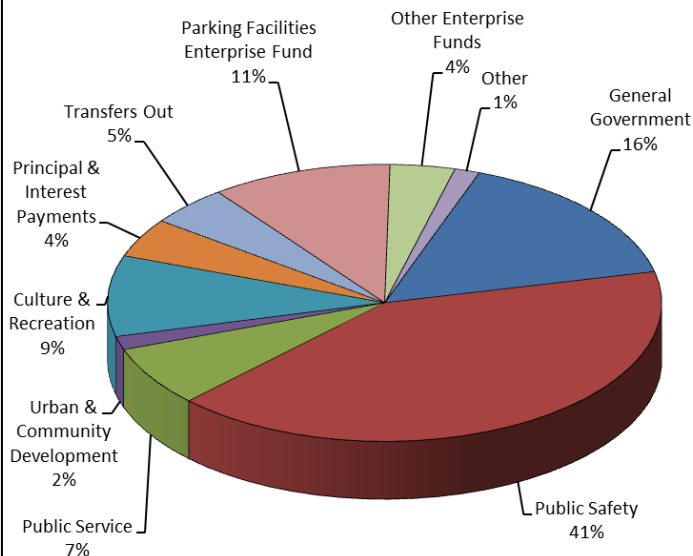
BUDGET SUMMARY

Where the Money Comes From...



2015 Revenue Summary - All Appropriated Funds	
Property Taxes	64,735,000
Miscellaneous & Other	6,272,633
Licenses	28,826,165
Permits & Fees	10,407,915
Fines & Forfeitures	3,682,525
State of SC	20,528,824
Transfers In	12,535,410
Franchise Tax	13,665,860
Sales and User Charges	22,160,031
Rents & Concessions	4,938,493
Total Revenues & Other Financing Sources	187,752,856

Where the Money Goes...



2015 Expenditure Summary - All Appropriated Funds	
General Government	29,704,242
Public Safety	77,179,998
Public Service	13,175,825
Urban & Community Development	2,947,771
Culture & Recreation	17,728,880
Principal & Interest Payments	8,547,821
Transfers Out	8,765,327
Parking Facilities Enterprise Fund	19,856,740
Other Enterprise Funds	7,099,731
Other	2,746,521
Total Expenditures & Expenses	187,752,856

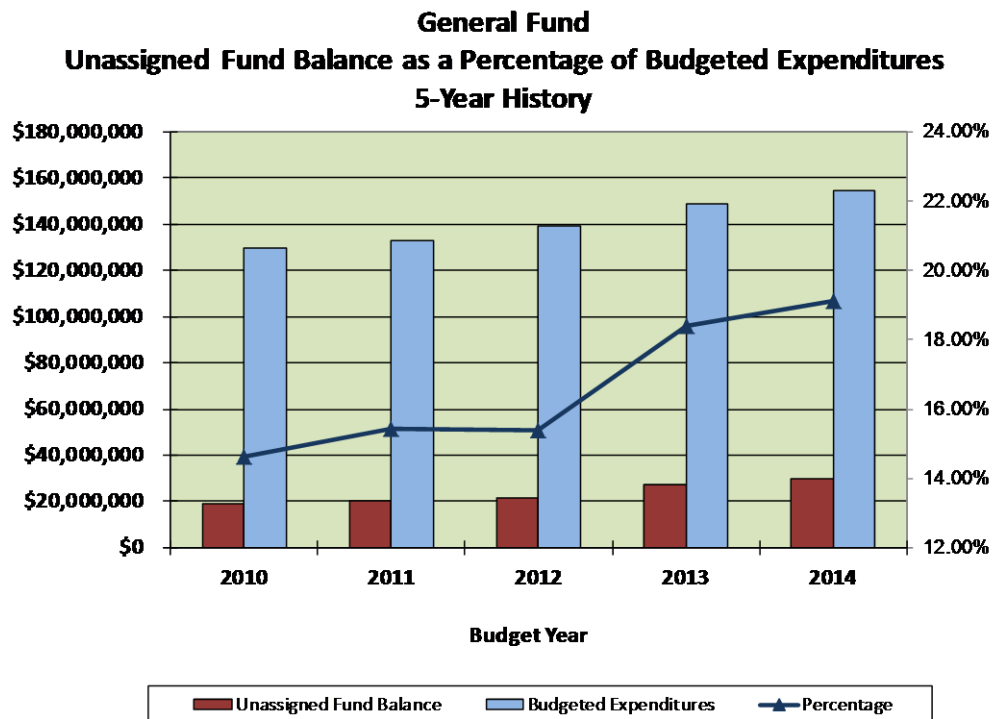


FUND BALANCE

Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, was effective for the City of Charleston for Fiscal Year 2011. Fund balance classifications in this document have been updated to the new definitions beginning in 2011, while the old terminology is still used in the narrative for 2010 and prior years.

GENERAL FUND

The General Fund is the City of Charleston's primary operating fund. In 2013, the City revised its policy to state that General Fund unassigned fund balance should be a minimum of 20% of General Fund budgeted expenditures for the subsequent year under normal operating conditions to provide funding for unforeseen contingencies. Previously, the policy was 15%. Management felt the increase was needed to protect against natural disasters and cash flow fluctuations.



Unassigned Fund Balance		Budgeted Expenditures		%	Target
12/31/2014 Est.	29,543,463	2015	154,496,385	19.12%	20%
12/31/2013	27,355,660	2014	148,860,020	18.38%	20%
12/31/2012	21,355,025	2013	138,875,264	15.38%	15%
12/31/2011	20,445,250	2012	132,550,350	15.42%	15%
12/31/2010	18,963,224	2011	129,572,781	14.64%	15%



FUND BALANCES

As shown above, undesignated fund balance was slightly below target at the end 2010, as a result of decreasing revenues due to economic conditions, and substantial expenses associated with the Fire Department during 2008. In 2011 and 2012 unassigned fund balance increased and exceeded target. This improvement is due to a rebound in revenues and continued conservative spending during 2011 and 2012. Unassigned fund balance increased significantly at the end of 2013 due to a \$10,000,000 one-time transfer to the General Fund of accumulated cash from the Parking Enterprise Fund. A slight increase is expected at the end of 2014, moving the City closer to its new target of 20%. For 2015, no change in unassigned fund balance is budgeted.

ENTERPRISE FUNDS

Net Assets of the Enterprise Funds are expected to increase slightly as a result of operations in 2014, but are expected to decrease (using the Budgetary Basis of Accounting) in the Parking Fund in 2015 due to the planned expenditure of \$712,939 for the replacement of revenue control equipment in several garages in 2015. The equipment purchases were originally budgeted in 2014, but the equipment selection process took longer than anticipated. The budgeted interfund transfers to and from the General Fund create balanced budgets within each enterprise fund, resulting in no projected change in net assets at the end of 2015 for the remaining Enterprise Funds.

SPECIAL REVENUE FUND

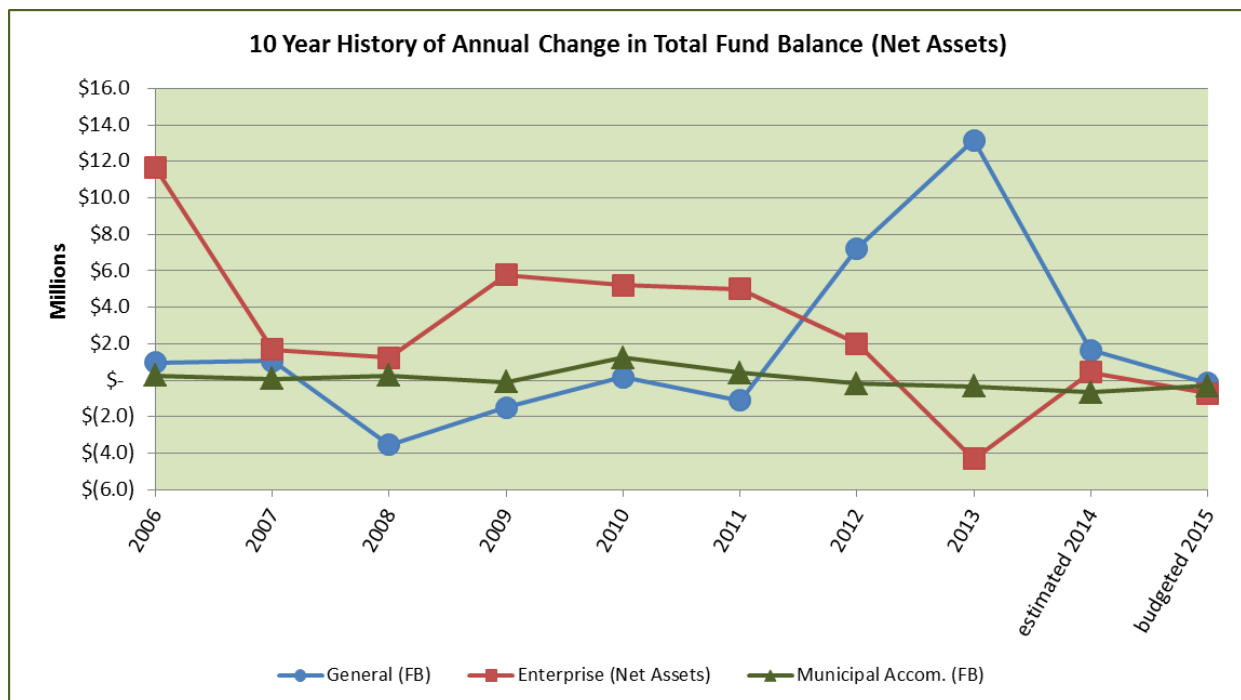
The Municipal Accommodations Tax Fund budget for 2015 includes the anticipated use of \$296,800 of beginning fund balance. Fund Balance is available to use in 2015 due to both postponed expenditures and higher than expected revenues in prior years. Fund balance is projected to equal about 35% of budgeted 2015 revenues at the end of 2014, within the four to five months (33% - 42%) of revenue considered to be a reasonable contingency for this fund. Because this revenue source is very vulnerable to weather events and economic conditions, a substantial fund balance is maintained to allow the City time to recover lost revenues without jeopardizing the funding of capital projects and tourism-related salaries. This fund balance is restricted by state law.

TEN YEAR FUND BALANCE HISTORY (2006-2015)

In the General Fund, increases in 2006 and 2007 in total fund balance result from revenues exceeding budget and judicious spending. Fund balance decreased by \$3,528,843 in 2008, as a result of decreasing revenues due to economic conditions and substantial use of 2007 year-end fund balance designations during 2008 to fund expenditures associated with the Fire Department. Although undesignated fund balance increased at 12/31/2009, total fund balance decreased due to planned expenditures of designated items. Fiscal year 2010 resulted in a slight increase in fund balance. For 2011, total fund balance decreased by \$1,101,068. Fund Balance at 12/31/2012 increased by \$7.2 million, mainly due to greater than expected



revenues. Fund Balance at 12/31/2013 increased significantly due to increased revenues and the one-time transfer from the Parking Fund. At the time this budget document was prepared, the financial close-out for 2014 was not complete, but \$421,198 of Assigned Fund Balance and \$1,200,000 of Unassigned Fund Balance was budgeted for use in 2014. However, projections indicate that fund balance may increase in the General Fund. In 2015, Assigned Fund Balance of \$151,053 is budgeted to be used, resulting in a projected decrease at the end of 2015. This projected fund balance is net of the interfund transfers between the General Fund and the Enterprise Funds.



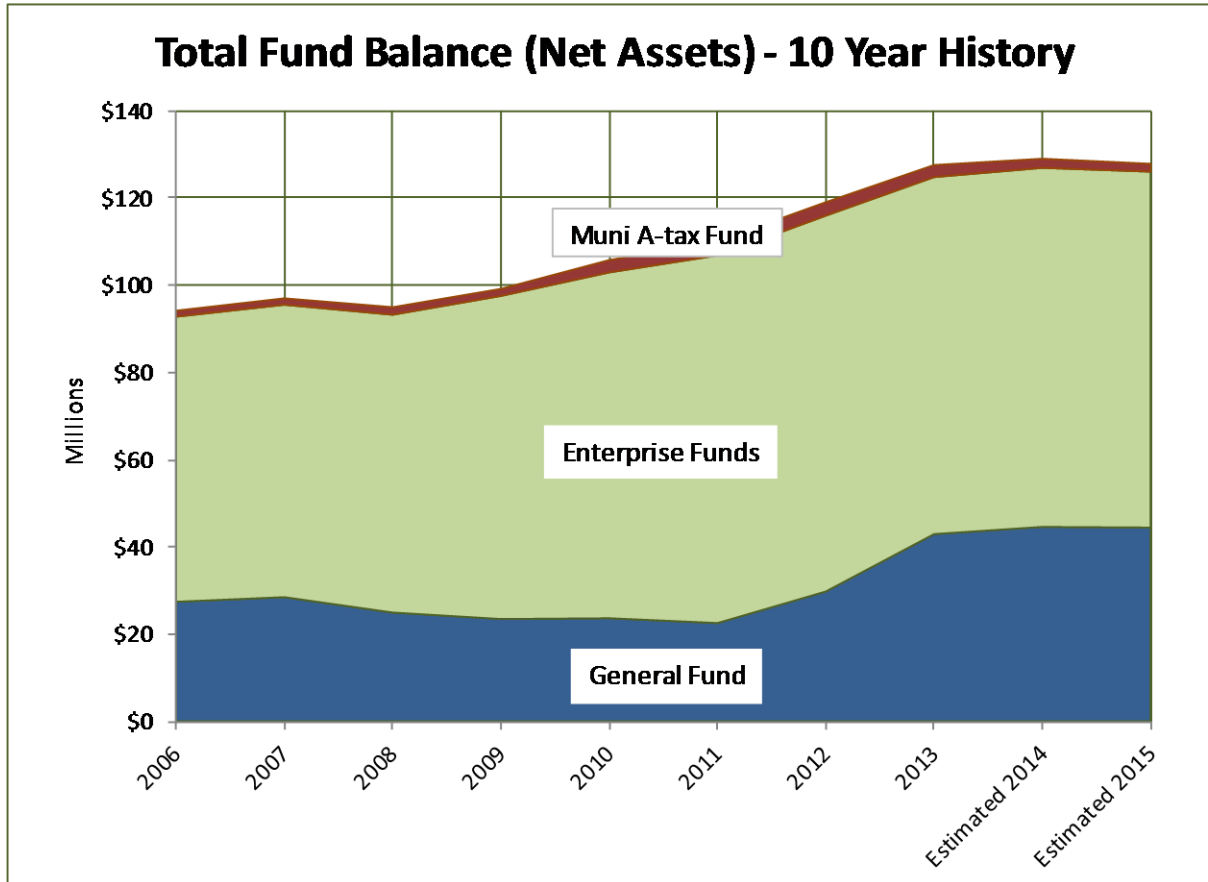
For enterprise funds, most of the increases in total net assets are attributed to the Parking Facilities Fund. In 2006, net assets increased 22%, mostly due to the gain realized on the disposition of a parking garage in the Parking Facilities Fund. Total net assets increased slightly in 2007 and 2008, and substantially in 2009, 2010, 2011 and 2012 due to increased revenues in the Parking Facilities and City Market Funds. The decrease in total net assets in 2013 is due to the transfer of cash to the General Fund, as discussed above. Unrestricted net assets total \$7,244,136 at December 31, 2013, with \$74,646,332 invested in capital assets net of related debt. For 2014, net assets are predicted to increase only slightly, as the majority of the projected surplus in Parking will be transferred to the General Fund. For 2015, total net assets are expected to remain the same, with the exception of the Parking Fund as discussed on the previous page.

Prior increases in fund balance in the Municipal Accommodations Tax Fund are due to actual revenues exceeding budgeted revenues. The decrease in 2009 is a result of decreased



FUND BALANCES

revenues, while expenditures were made as planned. The increase for 2010 is due to postponed expenditures and higher than anticipated revenues. Fund balance increased in 2011 due to increased revenues. Planned spending of fund balance for capital projects and reimbursement of tourism-related expenditures in other funds decreased fund balance in 2012 and 2013, and is expected to decrease fund balance at the end of 2014 and 2015. This fund is budgeted very conservatively due to the susceptibility of this revenue to outside variables.



	Total Fund Balance - General Fund	Net Assets - Enterprise Funds	Fund Balance - Municipal Accom.
Ending Fund Balance 12/31/2006	27,402,022	65,390,220	1,380,937
Ending Fund Balance 12/31/2007	28,463,147	67,071,736	1,463,176
Ending Fund Balance 12/31/2008	24,934,304	68,311,934	1,721,516
Ending Fund Balance 12/31/2009	23,454,824	74,101,686	1,619,295
Ending Fund Balance 12/31/2010	23,622,030	79,316,138	2,839,881
Ending Fund Balance 12/31/2011	22,520,962	84,315,433	3,267,879
Ending Fund Balance 12/31/2012	29,759,575	86,198,736	3,092,367
Ending Fund Balance 12/31/2013	42,922,648	81,890,468	2,761,567
Estimated Ending Fund Balance 12/31/2014	44,584,694	82,339,029	2,107,369
Estimated Ending Fund Balance 12/31/2015	44,433,641	81,626,090	1,810,569

FUND BALANCE SUMMARY – ALL FUNDS



2015 FUND BALANCE SUMMARY ALL APPROPRIATED FUNDS

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
<u>Revenues & Operating Transfers In</u>				
Property Taxes	60,590,750	65,050,000	63,040,408	64,735,000
Licenses	26,050,371	27,021,360	27,721,683	28,826,165
Sales and User Charges	19,976,839	20,183,365	19,952,430	22,160,031
Permits and Fees	9,499,250	8,971,578	9,825,212	10,407,915
Rents and Concessions	4,683,330	4,876,055	4,716,112	4,938,493
Fines and Forfeitures	3,537,630	3,577,336	3,730,241	3,682,525
Penalties and Costs	709,005	688,200	736,999	694,050
State of South Carolina	18,283,077	17,708,569	19,269,435	20,528,824
Recreational Facilities	1,520,503	1,539,765	1,567,787	1,604,055
Franchise Tax	12,457,086	12,922,250	12,922,250	13,665,860
Charleston Water System	1,095,000	1,095,000	1,095,000	1,095,000
Miscellaneous	1,889,941	1,362,768	1,436,942	1,461,032
Interest	62,354	85,500	51,500	55,186
Federal Programs	255,346	202,736	202,736	202,518
Operating Transfers In	10,276,935	11,270,011	11,270,011	12,535,410
Disposition of Fixed Assets	152,623	-	76,385	-
TOTAL	171,040,040	176,554,493	177,615,131	186,592,064
<u>Expenditures & Operating Transfers Out</u>				
General Government	28,738,448	31,863,761	29,429,081	29,674,242
Public Safety	69,820,923	73,899,402	73,336,590	77,179,998
Public Service	10,297,102	11,819,810	12,065,341	13,175,825
Urban and Community Development	2,529,018	2,781,112	2,925,919	2,947,771
Culture & Recreation	14,789,098	15,882,229	15,771,928	17,758,880
Community Promotions	698,183	712,605	719,165	716,668
Health & Welfare	655,531	585,360	589,730	824,815
Business Development & Assistance	961,362	1,128,133	1,087,865	1,205,038
Other	6,242,650	7,724,438	7,724,438	8,547,821
Operating Transfers Out	9,942,596	8,919,658	8,840,658	8,765,327
Enterprise Funds	17,841,122	23,928,671	23,668,007	26,956,471
TOTAL	162,516,033	179,245,179	176,158,722	187,752,856
<u>Fund Balance/Net Assets</u>				
Net Increase in Fund Balance/Net Assets	8,524,007	-	1,456,409	-
Budgeted Use of Beginning Fund Balance/Net Assets				
Assigned Fund Balance	-	(421,198)	-	(151,053)
Restricted Fund Balance	-	(1,069,488)	-	(296,800)
Unassigned Fund Balance/Net Assets	-	(1,200,000)	-	(712,939)
TOTAL INCREASE (DECREASE) IN FUND BALANCE	8,524,007	(2,690,686)	1,456,409	(1,160,792)
TOTAL BEGINNING FUND BALANCE	119,050,676	127,574,683	127,574,683	129,031,092
<u>Ending Balance</u>				
Capital Contributions	74,646,332	74,646,332	74,646,332	74,646,332
Unrestricted Net Assets	7,244,136	7,244,136	7,692,697	6,979,758
Nonspendable	85,342	85,342	-	-
Restricted	2,780,784	1,711,296	2,107,369	1,810,569
Committed	-	-	-	-
Assigned	15,462,429	15,041,231	15,041,231	14,890,178
Unassigned	27,355,660	26,155,660	29,543,463	29,543,463
TOTAL ENDING FUND BALANCE	127,574,683	124,883,997	129,031,092	127,870,300



FUND BALANCE SUMMARY - GF

2015 FUND BALANCE SUMMARY GENERAL FUND

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
<u>Revenues & Operating Transfers In</u>				
Property Taxes	60,590,750	65,050,000	63,040,408	64,735,000
Licenses	26,050,371	27,021,360	27,721,683	28,826,165
Sales and User Charges	596,385	619,800	601,600	604,800
Permits and Fees	4,075,130	3,377,798	3,837,147	4,136,315
Rents and Concessions	1,538,627	1,581,055	1,559,235	1,574,708
Fines and Forfeitures	810,711	840,000	840,000	840,000
Penalties and Costs	709,005	688,200	736,999	694,050
State of South Carolina	18,283,077	17,708,569	19,269,435	20,528,824
Recreational Facilities	1,499,889	1,519,765	1,550,087	1,584,055
Franchise Tax	12,457,086	12,922,250	12,922,250	13,665,860
Charleston Water System	1,095,000	1,095,000	1,095,000	1,095,000
Miscellaneous	1,751,033	1,282,268	1,358,942	1,392,932
Interest	41,699	60,000	30,000	41,761
Federal Programs	255,346	202,736	202,736	202,518
Operating Transfers In	7,994,143	9,195,347	9,195,347	9,305,646
Disposition of Fixed Assets	152,623	-	75,365	-
TOTAL	137,900,875	143,164,148	144,036,234	149,227,634
<u>Expenditures & Operating Transfers Out</u>				
General Government	28,738,448	31,863,761	29,429,081	29,674,242
Public Safety	69,820,923	73,899,402	73,336,590	77,179,998
Public Service	10,297,102	11,819,810	12,065,341	13,175,825
Urban and Community Development	2,529,018	2,781,112	2,897,309	2,947,771
Culture & Recreation	14,763,295	15,855,329	15,771,928	17,728,880
Community Promotions	698,183	712,605	719,165	716,668
Health & Welfare	655,531	585,360	589,730	824,815
Business Development & Assistance	961,362	1,128,133	1,087,865	1,205,038
Other	6,242,650	7,724,438	7,724,438	8,547,821
Operating Transfers Out	4,463,917	2,490,070	2,490,070	2,495,327
TOTAL	139,170,429	148,860,020	146,111,517	154,496,385
<u>Interfund Transfers</u>				
Transfers In from Enterprise Funds	15,276,734	4,851,989	5,037,926	5,624,268
Transfers Out to Enterprise Funds	(844,107)	(777,315)	(1,300,597)	(506,570)
TOTAL	14,432,627	4,074,674	3,737,329	5,117,698
<u>Fund Balance</u>				
Net Increase in Fund Balance	13,163,073	-	1,662,046	-
Budgeted Use of Beginning Fund Balance				
Assigned Fund Balance	-	(421,198)	-	(151,053)
Unassigned Fund Balance	-	(1,200,000)	-	-
TOTAL INCREASE (DECREASE) IN FUND BALANCE	13,163,073	(1,621,198)	1,662,046	(151,053)
TOTAL BEGINNING FUND BALANCE	29,759,575	42,922,648	42,922,648	44,584,694
<u>Ending Balance</u>				
Nonspendable	85,342	85,342		
Restricted	19,217	19,217		
Assigned	15,462,429	15,041,231	15,041,231	14,890,178
Unassigned	27,355,660	26,155,660	29,543,463	29,543,463
TOTAL ENDING FUND BALANCE	42,922,648	41,301,450	44,584,694	44,433,641



**2015 FUND NET ASSETS SUMMARY
ENTERPRISE FUNDS**

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
<u>Revenues & Operating Transfers In</u>				
Angel Oak	227,501	226,500	244,500	230,000
Charleston Visitor Center	968,117	1,013,000	962,000	1,095,100
City Market	2,112,553	2,100,000	2,164,754	2,191,685
J P Riley, Jr. Baseball Park	647,871	492,000	499,123	1,378,100
Municipal Auditorium	24,011	-	-	-
Municipal Golf Course	1,554,029	1,748,500	1,292,920	1,653,000
Old Slave Mart Museum	314,594	289,000	335,000	322,000
Parking Facilities	22,116,807	22,134,345	22,355,600	24,491,345
TOTAL	27,965,483	28,003,345	27,853,897	31,361,230
<u>Expenses</u>				
Angel Oak	211,602	226,325	221,782	231,535
Charleston Visitor Center	968,117	1,095,288	1,029,355	1,105,303
City Market	1,786,572	1,954,200	1,888,945	2,041,177
J P Riley, Jr. Baseball Park	1,101,322	560,837	830,415	1,463,876
Municipal Auditorium	224,263	7,783	-	-
Municipal Golf Course	1,657,947	2,366,907	2,194,870	2,062,056
Old Slave Mart Museum	174,949	187,033	199,648	195,784
Parking Facilities	11,716,350	17,530,298	17,302,992	19,856,740
TOTAL	17,841,122	23,928,671	23,668,007	26,956,471
<u>Interfund Transfers</u>				
Transfers Out to General Fund	(15,276,734)	(4,851,989)	(5,037,926)	(5,624,268)
Transfers In from General Fund	844,107	777,315	1,300,597	506,570
TOTAL	(14,432,627)	(4,074,674)	(3,737,329)	(5,117,698)
<u>Net Assets</u>				
Increase in Net Assets	(4,308,266)	-	448,561	
Budgeted Use of Beginning Net Assets	-	-	-	(712,939)
TOTAL INCREASE (DECREASE) IN NET ASSETS	(4,308,266)	-	448,561	(712,939)
<u>Beginning Balance</u>				
Invested in Capital Assets	73,521,315	74,646,332	74,646,332	74,646,332
Unrestricted Net Assets	12,677,419	7,244,136	7,244,136	7,692,697
TOTAL BEGINNING NET ASSETS	86,198,734	81,890,468	81,890,468	82,339,029
<u>Ending Balance</u>				
Invested in Capital Assets	74,646,332	74,646,332	74,646,332	74,646,332
Unrestricted Net Assets	7,244,136	7,244,136	7,692,697	6,979,758
TOTAL ENDING NET ASSETS	81,890,468	81,890,468	82,339,029	81,626,090



FUND BALANCE SUMMARY – MUNI ACCOM TAX

2015 FUND BALANCE SUMMARY MUNICIPAL ACCOMMODATIONS TAX FUND

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
<u>Revenues</u>				
Permits and Fees	5,168,854	5,380,000	5,722,000	6,000,000
Interest Income	4,828	7,000	3,000	3,200
TOTAL	5,173,682	5,387,000	5,725,000	6,003,200
<u>Expenditures</u>				
Culture & Recreation	25,803	26,900	28,610	30,000
Operating Transfers Out	5,478,679	6,429,588	6,350,588	6,270,000
TOTAL	5,504,482	6,456,488	6,379,198	6,300,000
<u>Fund Balance</u>				
Net Increase (decrease) in Fund Balance	(330,800)		(654,198)	
Budgeted Use of Beginning Fund Balance	-	(1,069,488)	-	(296,800)
TOTAL INCREASE (DECREASE) IN FUND BALANCE	(330,800)	(1,069,488)	(654,198)	(296,800)
<u>Beginning Balance</u>				
Capital Improvements - Restricted	1,906,519	1,724,088	1,724,088	1,070,696
Tourism-Related Operating - Restricted	1,185,848	1,037,478	1,037,478	1,036,673
TOTAL BEGINNING FUND BALANCE	3,092,367	2,761,567	2,761,567	2,107,369
<u>Ending Balance</u>				
Capital Improvements - Restricted	1,724,088	814,550	1,070,696	1,057,296
Tourism-Related Operating - Restricted	1,037,478	877,528	1,036,673	753,273
TOTAL ENDING FUND BALANCE	2,761,567	1,692,079	2,107,369	1,810,569



BONDED DEBT OBLIGATIONS

Debt Management

The City's primary objective in debt management is to maintain a debt level within available resources and within the legal debt margin as defined by state statutes, while minimizing the costs to the taxpayer. In December of 2013, Standard and Poor's confirmed the City's General Obligation bond rating of **AAA**, which is the highest rating available, citing Charleston's "very strong economy..., very strong budgetary flexibility..., strong budgetary performance with diverse revenue stream..., very strong liquidity" and Charleston's "very strong debt and contingent liability due to low carrying charges, low net debt, and rapid amortization." In October of 2014, Moody's Investors Service upgraded the City's General Obligation bond rating to **Aaa**, its highest rating. This rating "reflects the City's solid financial position, represented by satisfactory reserve levels, recently improved cash position and formal financial policies; solid management with conservative budgeting practices; large and diverse tax base; and manageable debt levels." Charleston is the first municipality in South Carolina history to hold the top rating from both of these prestigious organizations. In the last sixteen years, the City's bond rating has been upgraded seven times.

Bond Ratings	
Standard & Poor's	AAA
Moody's	Aaa

Computation of Legal Debt Margin

Under current state statutes, the City's non-referendum bonds issued after November 30, 1977 are subject to legal limitations based on 8% of the total assessed value of real and personal property within the City limits. Debt in excess of the limit must be authorized by a majority of qualified electors. The legal debt limit computation as of December 31, 2014 is as follows:

Assessed Value at 12/31/2014	\$ 1,043,668,218
Debt Limit - 8% of total assessed value	\$ 83,493,457
Calculation of amount applicable to debt limit:	
Total general bonded debt (excluding principal increases due to refunding)	\$ 69,710,000
Less: Referendum Bonds	\$ (8,900,000)
Net amount applicable to legal debt limit (i.e. <i>used</i> debt capacity)	\$ 60,810,000
Legal Debt Margin (i.e. <i>unused</i> capacity)	\$ 22,683,457

Outstanding Bonded Debt

As of December 31, 2014, the City had \$71,229,314 in outstanding bonded indebtedness for bonds that are to be repaid from the General Fund and Enterprise Funds.



BONDED DEBT OBLIGATIONS

- **General Obligation Bonds** – The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for both General Fund and Enterprise Fund activities. The primary sources of revenue for the repayment of these bonds are property taxes, and for the Enterprise activity bonds, parking fees. General obligation bonds are direct obligations and pledge the full faith and credit of the City.
- **Certificates of Participation (COP)** – The COP was issued by the City of Charleston Public Facilities Corporation, a non-profit corporation whose principal purpose is to facilitate the financing of public capital projects. The corporation issued certificates of participation with the proceeds being used to defray the costs of certain capital improvements, including the construction of the Joseph P. Riley, Jr. Baseball Park, construction of a parking garage, a planned renovation and expansion of the existing city police station, acquisition of land for fire stations as well as construction of these stations and various other projects. The COP was refinanced in 2003 to take advantage of lower interest rates.
- **Revenue Bonds** – The City's parking revenue bond financed the purchase of real estate and the construction of a parking garage, an Enterprise Fund activity. Revenues from parking fees are the primary source for repayment of this bond. Two revenue bonds (\$2,100,000 and \$3,400,000) for renovation of the City Market, also an Enterprise Fund activity, were issued in 2010 and pledge accommodations tax revenues if needed, although the primary source of repayment is rental income from the market stalls.

Other Debt

As of December 31, 2014, the following debt information is also applicable to the City of Charleston.

- **Mortgage Payable** – In late 2005, the City entered into an agreement to purchase the real property at 50 Broad Street. The purchase of 50 Broad Street was finalized in February of 2006 for a purchase price of \$1,500,000. The original mortgage note was refinanced in early 2011. The new mortgage note is in the amount of \$1,055,798 at 6% interest is to be repaid in 59 monthly installments of \$11,000, with a balloon payment of \$543,818 due in March of 2016. Debt payments of \$132,001 are budgeted in 2015.

2015 Budgeted Debt Payments

The 2015 General Fund and Enterprise Fund budgets provide \$6,768,540 for the payment of principal and \$2,349,439 for the payment of interest. The following table shows a breakdown by fund type and bond type, including the mortgage payable described above.

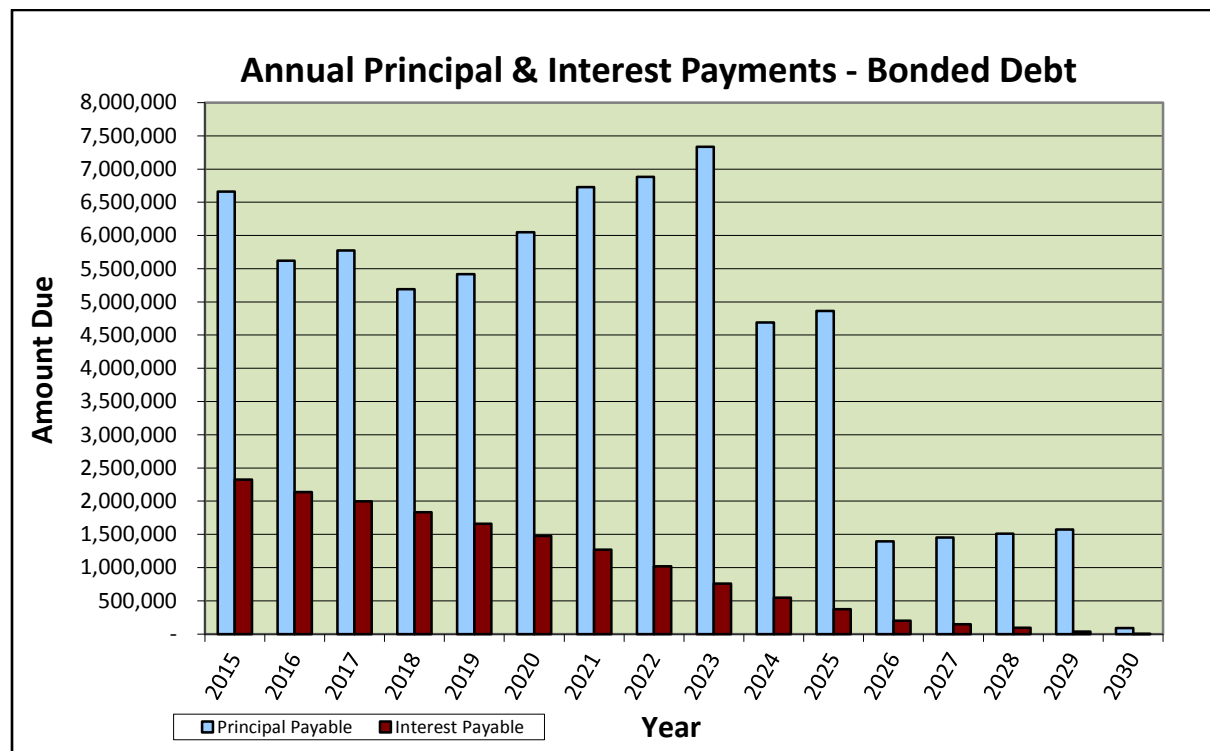
BONDED DEBT OBLIGATIONS



Debt Type	Principal	Interest	Total
General Obligation Bonds	2,290,000	1,381,109	3,671,109
Certificates of Participation	1,550,835	77,542	1,628,377
Total General Fund	3,840,835	1,458,651	5,299,486
General Obligation Bonds	800,000	543,500	1,343,500
Revenue Bonds	1,425,150	293,969	1,719,119
Certificates of Participation	594,165	29,708	623,873
Total Enterprise Funds	2,819,315	867,177	3,686,492
Total Bonded Debt Service Required in 2015	6,660,150	2,325,828	8,985,978
Mortgage Payable - General Fund	108,390	23,611	132,001
Total Budgeted	6,768,540	2,349,439	9,117,979

In the General Fund budget, the principal and interest for the Certificates of Participation is budgeted as an operating transfer to the Certificates of Participation Fund. The amount of this transfer for 2014 is \$1,628,377.

The graph and schedules below and on the following pages provide payment schedules that show the principal and interest due on bonds and certificates of participation budgeted in the General Fund and Enterprise Funds. Detailed information on each bond is also provided.





BONDED DEBT OBLIGATIONS

**Principal and Interest Due on Bonds and Certificates of Participation
Budgeted to be Repaid from the
General Fund and the Enterprise Funds
For Fiscal Year 2015**

Principal & Interest Due By Fund			
Fund	Principal Payable	Interest Payable	Total Payable
General Fund	47,325,835	10,660,351	57,986,186
Enterprise Funds	23,903,479	5,224,678	29,128,157
Totals	71,229,314	15,885,029	87,114,342

Principal & Interest Due by Year			
Year	Principal Payable	Interest Payable	Total Payable
2015	6,660,150	2,325,828	8,985,978
2016	5,617,586	2,134,996	7,752,582
2017	5,776,061	1,998,945	7,775,006
2018	5,191,051	1,834,161	7,205,212
2019	5,418,235	1,661,527	7,079,765
2020	6,050,374	1,477,641	7,528,015
2021	6,728,433	1,268,557	7,996,990
2022	6,882,462	1,018,403	7,900,865
2023	7,332,517	760,998	8,093,515
2024	4,688,654	546,911	5,235,565
2025	4,865,931	372,958	5,238,889
2026	1,392,930	198,669	1,591,599
2027	1,451,929	149,014	1,600,943
2028	1,511,494	95,542	1,607,036
2029	1,571,662	38,093	1,609,755
2030	89,842	2,786	92,628
Totals	71,229,314	15,885,029	87,114,342

BONDED DEBT OBLIGATIONS**Summary of General Fund and Enterprise Fund Long Term Bond Obligations
For Fiscal Year 2015**

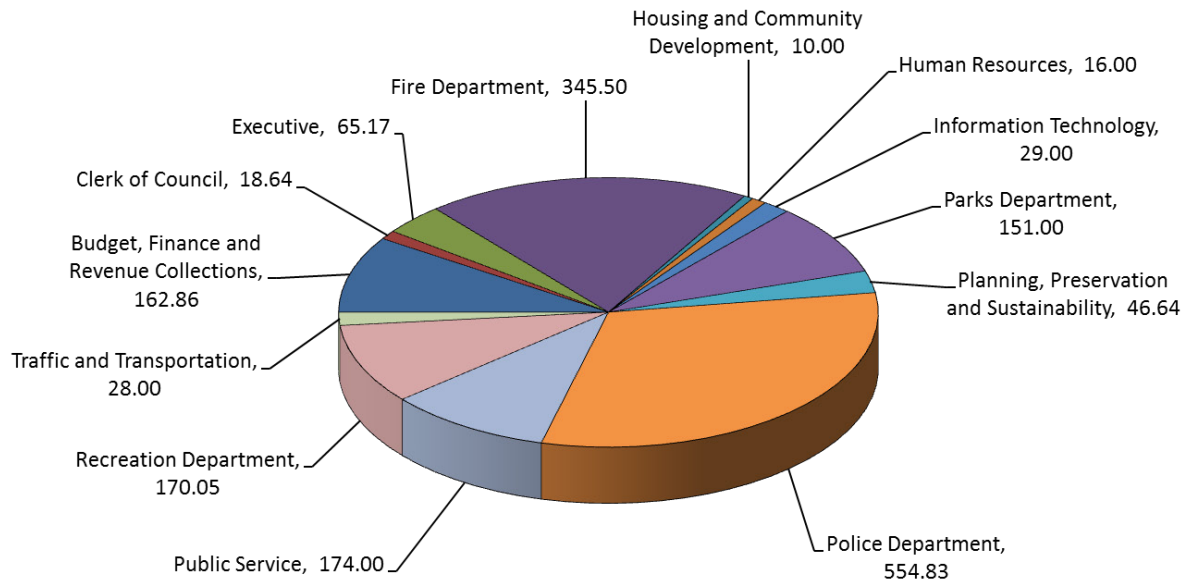
Year Issued	Primary Use of Funds	Bond Type	Maturity	Original Issue	Currently Outstanding
1997	Parking Garage	REV	2018	16,493,220	3,946,451
2003	Refunding - Ballpark, Municipal Complex	COP	2015	21,245,000	2,145,000
2009	Purchase of Parking Garage	GO	2024	18,100,000	14,850,000
2010	City Market Renovation, Ph 1	REV	2030	2,100,000	1,828,247
2010	City Market Renovation, Ph 2	REV	2025	3,400,000	2,684,616
2010	Real Property Acquisition	GO	2016	1,900,000	1,300,000
2010	Public Safety, Recreation and Public Infrastructure Capital Improvements	GO	2025	17,100,000	17,100,000
2011	Refunding - Parking Garages, Parks & Capital Projects	GO	2015	6,555,000	1,000,000
2014	Capital Projects – Municipal Offices & Fire Stations	GO	2029	22,000,000	22,000,000
2014	Recreation & Fire Facilities & City Hall Renovation	GO	2020	4,375,000	4,375,000
	Total			113,268,220	71,229,314



PERSONNEL SUMMARY

Department	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Budget, Finance and Revenue Collections	151.59	153.57	157.08	162.86
Clerk of Council	18.64	18.64	18.64	18.64
Executive	61.17	64.17	64.17	65.17
Fire Department	312.00	339.00	339.00	345.50
Housing and Community Development	10.00	10.00	10.00	10.00
Human Resources	17.65	15.80	15.80	16.00
Information Technology	25.00	26.00	26.00	29.00
Non-Departmental	-	-	-	-
Other	-	-	-	-
Parks Department	154.25	151.00	151.00	151.00
Planning, Preservation and Sustainability	42.64	42.64	45.64	46.64
Police Department	544.83	553.83	553.83	554.83
Public Service	208.00	180.00	180.00	174.00
Recreation Department	167.85	169.65	169.65	170.05
Traffic and Transportation	29.00	29.00	29.00	28.00
TOTAL	1,742.62	1,753.30	1,759.81	1,771.69

2015 Full Time Equivalent (FTE) by Department





Staffing levels are measured by Full Time Equivalent (FTE.) An FTE is a way of expressing a percentage of a position as related to a full time position. While it is easily understood that a Full Time Position would equate to 1.0 FTE, a part-time position is converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example a summer lifeguard working for four months, or 690 hours, would be equivalent to .3 FTE.

NOTABLE CHANGES IN STAFFING

Budget, Finance and Revenue Collections had several changes due to minor restructuring and additional staff.

- An additional Code Enforcement Officer was added to Revenue Collections to maintain service levels due to growth.
- An Auditor was added to the Parking Management division.
- The Budget Office took on additional tasking in both Capital Projects and Performance Management, which resulted in an increase of .7 FTE, as a part time position was converted to full time.
- The new Permit Center will add one additional FTE for a Manager. All other staff will be transferred from the Process Improvement division in BFRC and Inspections division in Public Service. The Permit Center will be operational for only a portion of 2015.

Executive Department added one FTE to the Prosecutors Office by upgrading two part time positions to full time position. Both of these additions were to cover the increased Court schedule planned for 2015.

- The part time Secretary position was upgraded to full time
- The part time Deputy Prosecutor was upgraded to full time.

The Fire Department had several changes beginning in 2014 and continuing into 2015.

- 6 Fire personnel were added to operate and maintain the Water Tender.
- A non-sworn Administrative Manager was added mid-2014, replacing one sworn Deputy Chief position.
- 1 additional position was added to the Fire Marshal division for the Re-Inspection Program.

Information Technology underwent a minor restructure in 2014, and had additional staff added as part of the 2015 budget.

- GIS division was moved from Planning, Preservation and Sustainability in 2014.
- A new GIS Analyst was added.
- The T & T GIS Technician position was moved from T&T to GIS.
- A Network System Administrator was added to support Municipal Court's network needs.

Planning, Preservation and Sustainability had several changes.

- 3 new Tourism Code Enforcement Officers were added mid- 2014.
- A new Business Development Coordinator was added to oversee West Ashley economic re-development.

Changes in all other departments are primarily due to restructuring, which were already mentioned above or were additional hours added in Recreation, to non-full time positions.



PERSONNEL DETAIL

Department	Division	Division #	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Budget, Finance and Revenue Collections						
	Municipal Court	110000	26.00	26.00	26.00	26.00
	Budget and Finance Admin.	130000	7.50	7.50	8.50	8.50
	Finance	131000	20.19	20.19	20.00	20.00
	Revenue Collections	132000	10.20	10.20	10.20	11.20
	Budget and Management	133000	6.20	6.30	7.00	7.00
	Procurement	134000	5.00	5.00	5.00	5.00
	Process/Service Improvement	136000	3.00	3.00	4.00	2.75
	Permit Center	137000	-	-	-	6.03
	Safety Management	151000	2.00	2.00	2.00	2.00
	City Hall	171000	-	-	-	-
	116 Meeting Street	171300	-	-	-	-
	288 Meeting Street	171350	-	-	-	-
	Gallery at Waterfront Park	171500	-	-	-	-
	Reuben M. Greenberg Municipal Building	171600	-	-	-	-
	50 Broad Street	171700	-	-	-	-
	Charleston Maritime Center	518550	6.28	7.00	7.00	7.00
	Dock Street Theatre	531000	8.00	8.50	8.50	8.50
	Old Slave Mart Museum	020010	4.00	4.00	4.00	4.00
	City Market	021010	-	-	-	-
	Parking Management Services	022005	30.00	30.00	31.00	31.00
	Parking Ticket Revenue Collections	022011	7.00	7.00	7.00	7.00
	Parking Facilities Admin.	022015	-	-	-	-
	Parking Lot, B. A. M.	022035	-	-	-	-
	Parking Lot, Market Canterbury	022070	-	-	-	-
	Cumberland Street Garage	022075	-	-	-	-
	Parking Lot, Morris St. Phillip	022080	-	-	-	-
	Parking Lot, Garden Theatre	022100	-	-	-	-
	Angel Oak	024010	2.88	2.88	2.88	2.88
	Municipal Auditorium	026010	-	-	-	-
	Auditorium Concessions	026020	-	-	-	-
	Charleston Visitor Center	027010	13.34	14.00	14.00	14.00
	Best Friend Museum	027020	-	-	-	-
	Sub-Total		151.59	153.57	157.08	162.86
Clerk of Council						
	City Council	100000	9.00	9.00	9.00	9.00
	Records Management	101000	2.00	2.00	2.00	2.00
	Tourism Management	600000	5.66	5.66	5.66	5.66
	Tourism Gatekeeper	601000	1.98	1.98	1.98	1.98
	Sub-Total		18.64	18.64	18.64	18.64
Executive						
	Mayor's Office	120000	7.36	7.36	7.36	7.36
	Internal Auditing	140000	2.00	2.00	2.00	2.00
	Corporation Counsel	141000	8.00	9.00	9.00	9.00
	Prosecutor's Office	142000	4.50	4.50	4.50	5.50
	Youth Programs	153000	4.14	4.14	4.14	4.14
	Fleet Management	331000	19.00	19.00	19.00	19.00
	Cultural Affairs	500000	8.00	8.00	8.00	8.00
	Special Events and Wellness	505000	-	-	-	-
	Public Information	700000	2.00	2.00	2.00	2.00
	Mayor's Office for Children, Youth and Families	701000	2.17	3.17	3.17	3.17
	Business Development	810000	4.00	5.00	5.00	5.00
	Sub-Total		61.17	64.17	64.17	65.17

PERSONNEL DETAIL



Department	Division	Division #	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Fire	Fire Department – Firefighters	210000	290.00	314.00	314.00	319.00
	Fire Department – Non-Firefighter	210000	7.50	7.50	7.50	8.00
	Fire Training Division- Firefighter	211000	6.00	5.00	5.00	5.00
	Fire Training Division- Non-Firefighter	211000	0.50	1.00	1.00	1.00
	Fire Marshall Division - Non Firefighter	213000	8.00	11.50	11.50	12.50
	Sub-Total		312.00	339.00	339.00	345.50
Housing and Community Development						
	Housing and Community Development	410000	10.00	10.00	10.00	10.00
	Sub-Total		10.00	10.00	10.00	10.00
Human Resources						
	Human Resources	150000	16.65	14.80	14.80	15.00
	Mailroom	171100	1.00	1.00	1.00	1.00
	Sub-Total		17.65	15.80	15.80	16.00
Information Technology						
	Information Systems	161000	18.00	19.00	19.00	20.00
	Geographic Information Services	162000	4.00	4.00	4.00	6.00
	Telecommunications	163000	3.00	3.00	3.00	3.00
	32 Ann Street	171400	-	-	-	-
	Sub-Total		25.00	26.00	26.00	29.00
Non-Departmental						
	Pensions	180000	-	-	-	-
	Employment Benefits	181000	-	-	-	-
	General Insurance	182000	-	-	-	-
	Emergency Fund	183000	-	-	-	-
	Community Promotions	620000	-	-	-	-
	Assistance Programs	710000	-	-	-	-
	Non-Departmental	900000	-	-	-	-
Other						
	Interest		-	-	-	-
	Bond Principal		-	-	-	-
	Sub-Total		-	-	-	-
Parks Department						
	Electrical	170000	10.00	10.00	10.00	10.00
	Facilities Maintenance	170100	15.00	12.00	12.00	12.00
	Capital Projects	520000	7.00	7.00	7.00	7.00
	Parks Administration	521000	15.25	16.00	16.00	16.00
	Grounds Maintenance	522000	68.00	93.00	93.00	93.00
	Construction	523000	12.00	12.00	12.00	12.00
	Urban Forestry	524000	15.00	-	-	-
	Horticulture	525000	11.00	-	-	-
	Parks Maintenance Projects	526000	-	-	-	-
	J. P. Riley, Jr. Ballpark	023010	1.00	1.00	1.00	1.00
	Sub-Total		154.25	151.00	151.00	151.00
Planning, Preservation and Sustainability						
	Sustainability	115000	-	-	-	-
	Livability	225000	12.00	12.00	15.00	15.00
	Planning, Preservation & Sustainability Admin.	415000	5.00	5.00	5.00	5.00
	Preservation Division	420000	12.00	13.00	13.00	13.00
	Design Division	421000	2.72	2.72	2.72	2.72
	Planning and Sustainability	430000	5.92	5.92	5.92	5.92
	Business and Neighborhoods Services	820000	5.00	4.00	4.00	5.00
	Sub-Total		42.64	42.64	45.64	46.64



PERSONNEL DETAIL

Department	Division	Division #	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Police Department						
	Police – Sworn Officers	200000	429.00	437.00	437.00	438.00
	Police – Non-Sworn	200000	109.83	109.83	109.83	109.83
	Total for Division	200000	538.83	546.83	546.83	547.83
	Universal Hiring Grant – Sworn Officers	202000	-	-	-	-
	Radio Shop – Non Sworn	203000	4.00	4.00	4.00	4.00
	Bayside Manor Patrol – Sworn Officers	204000	-	-	-	-
	Housing Authority Patrol – Sworn	205000	-	-	-	-
	Weed and Seed (Non-Grant)	206000	-	-	-	-
	Victims Advocate	207000	2.00	3.00	3.00	3.00
	Sworn Officers Sub-Total		429.00	437.00	437.00	438.00
	Non-Sworn Sub-Total		115.83	116.83	116.83	116.83
	Sub-Total		544.83	553.83	553.83	554.83
Public Service						
	Engineering	220000	9.00	9.00	9.00	9.00
	Inspections	221000	23.00	23.00	23.00	18.00
	Public Service Administration	300000	4.00	4.00	4.00	4.00
	Streets and Sidewalks Admin.	311000	4.00	4.00	4.00	4.00
	Streets and Sidewalks	312000	32.00	32.00	32.00	32.00
	Environmental Services Admin.	321000	8.00	8.00	8.00	7.00
	Garbage Collection	322000	59.00	42.00	42.00	42.00
	Trash Collection	323000	41.00	30.00	30.00	30.00
	Street Sweeping	324000	28.00	28.00	28.00	28.00
	Sub-Total		208.00	180.00	180.00	174.00
Recreation Department						
	Recreation Administration	510000	5.00	5.00	5.00	5.00
	Recreation Athletics	511000	21.24	18.81	18.81	18.81
	Youth Sports	512000	-	-	-	-
	Adult Sports	511300	-	-	-	-
	Soccer Shootout	511401	-	-	-	-
	Recreation Programs	513000	25.66	25.66	25.66	25.66
	Environmental Programs	513100	-	-	-	-
	Special Events Marketing	513200	-	-	-	-
	Playgrounds	513300	-	-	-	-
	Community Programs	513400	-	-	-	-
	Recreation Facilities	515000	2.15	2.15	2.15	2.15
	James Island Recreation Center	515010	9.35	9.35	9.35	9.35
	St. Julian Devine	515020	4.81	4.95	4.95	5.49
	Bees Landing Recreation Center	515025	12.94	12.94	12.94	12.95
	Arthur Christopher Gym	515030	8.48	8.48	8.48	8.49
	Shaw Community Center	515035	4.41	4.41	4.41	4.41
	West Ashley Park	515040	-	-	-	-
	Daniel Island Programs	515045	-	4.64	4.64	4.64
	Aquatics	516000	31.83	31.83	31.83	32.55
	Swim Team	516040	-	-	-	-
	Tennis	517000	12.85	12.85	12.85	12.99
	Charleston Tennis Center	517010	-	-	-	-
	Maybank Tennis Center	517020	-	-	-	-
	Inner City Youth Tennis	517030	-	-	-	-
	Gymnastics	518000	5.38	5.38	5.38	5.39
	Gymnastics Training Center	518010	-	-	-	-
	Municipal Golf Course	028010	23.75	23.20	23.20	22.17
	Municipal Golf Course Const.	028015	-	-	-	-
	Sub-Total		167.85	169.65	169.65	170.05
Traffic and Transportation						
	Traffic and Transportation	230000	25.00	25.00	25.00	24.00
	On Street Parking Operations	022045	4.00	4.00	4.00	4.00
	Sub-Total		29.00	29.00	29.00	28.00
	TOTAL		1,741.62	1,752.30	1,759.81	1,771.69



REVENUE DISCUSSION AND ANALYSIS

The City of Charleston's operating budget consists of the General Fund and several Enterprise Funds, all of which are subject to appropriation. This means that each budget must be presented to City Council in a draft ordinance whereupon it must be approved by majority vote. The Municipal Accommodations Tax Fund, included in this document, is also appropriated each year by ordinance.

REVENUE PROJECTIONS

Revenue estimates are derived in several ways. Initially, during the budget process, each department or division provides estimates of their current year revenues and projections for the upcoming budget year. Computations or explanations are required to be submitted when current year estimated revenues vary from budgeted revenues. Calculations, assumptions made, and explanations of methodology are also requested and submitted for the upcoming year's budget projections. The Budget & Management Division staff then reviews these estimates and the underlying data provided. The data is compared to year-to-date actual revenue for the current year, trends from past years, and integrated with knowledge obtained from other sources. These other sources include the State of South Carolina, Charleston and Berkeley counties, the Municipal Association of South Carolina, and in some cases, neighboring municipalities. For tourism related revenues, information obtained from the Charleston Area Convention and Visitors Bureau may be factored into the projections. For some revenues, the effect of statutes, ordinances, regulations, and legal contracts must also be considered. Budget staff communicate frequently with departmental personnel during this process.

Final revenue projections are compiled by the Budget & Management Division and the Chief Financial Officer, and then returned to departments for their review and comment. Certain general revenues, such as Property Taxes and Local Option Sales Taxes, are not under the purview of any particular department. The Finance Division and the Budget & Management Division project these revenues jointly, using the same methods described above.

GENERAL FUND

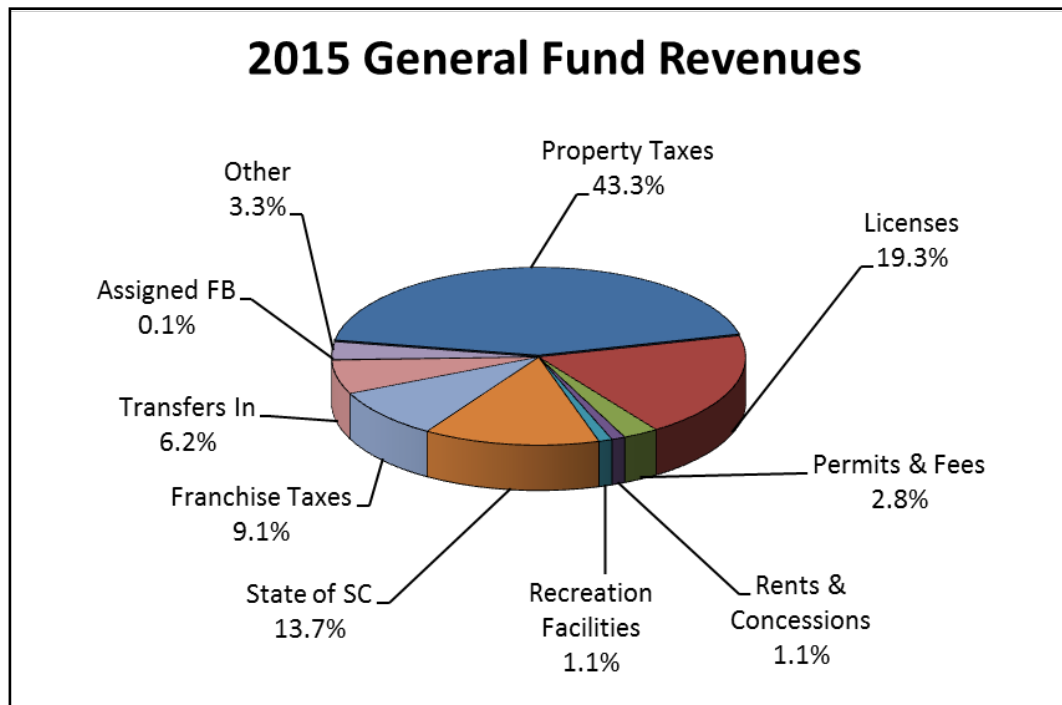
The General Fund is the City of Charleston's general operating fund and is used to account for all financial transactions except those required to be accounted for in another fund. For fiscal year 2015, the revenues generated for the General Fund are projected to be \$149,378,687, including \$151,053 of fund balance, and General Fund expenditures are projected to be \$154,496,385. In accordance with City policy, if the General Fund creates a deficit, any surplus generated by the Enterprise Funds must be used to offset the deficit. Revenues for 2015 reflect an increase of \$4,593,341 or 3.17% from the 2014 Amended Budget and expenditures for 2015 reflect an increase of \$5,636,365 or 3.79% from the 2014 Amended Budget.



REVENUE DISCUSSION AND ANALYSIS

The major revenue categories in the General Fund are as follows:

Property Taxes	\$ 64,735,000	Permits and Fees	\$ 4,136,315
Licenses	\$ 28,826,165	Recreational Facilities	\$ 1,584,055
State of South Carolina	\$ 20,528,824	Rents & Concessions	\$ 1,574,708
Franchise Taxes	\$ 13,665,860	Fund Balance	\$ 151,053
Operating Transfers In	\$ 9,305,646	Other	\$ 4,871,061



Revenue Structure

Property Taxes and Licenses represent the two major revenue sources in the General Fund. Together, they comprise 62.6% of the total General Fund revenues. In 2015, these two sources are estimated to account for \$93,561,165 of the \$149,378,687 in General Fund Revenues. **In all charts shown in this section, revenues shown are actual revenues for 2006-2013, estimated actual revenues for 2014, and budgeted revenues for 2015.**

- **Property Taxes**

General property taxes are estimated to account for 43.3% of the City's General Fund revenues in 2015. South Carolina law allows local governments to levy tax upon real and personal property valuations assessed and equalized according to statutory guidelines (Code of Laws of South Carolina, Title 12, Chapter 43, Article 3, Section 12-43-220). The City of Charleston is located in two counties: Charleston County and Berkeley County. On July 1, 1991, the Local Option Sales Tax was passed in Charleston County, and by law a portion of this tax goes toward property tax credits. Local Option Sales Tax was passed in Berkeley County in 1999. The City millage rate is required to be the same in both counties.



Property Tax Quick Facts						
	2015 Budget (Projected) ¹		2014 Actual ²		2013 Actual	
	Charleston County	Berkeley County	Charleston County	Berkeley County	Charleston County	Berkeley County
Millage Rate:						
Real & Other Property	80.3	80.3	80.3	80.3	80.3	80.3
Vehicles	80.3	80.3	80.3	80.3	76.8	76.8
Tax Credit Factor	0.00083	0.000393	0.0008	0.00039	0.00077	0.000356
Total Assessed Value: ³						
Real & Other Property	\$ 904,453,216	\$ 115,972,806	\$ 873,867,842	\$ 112,051,020	\$ 837,473,472	\$ 101,797,040
Vehicles	\$ 49,821,915	\$ 8,414,553	\$ 47,449,443	\$ 8,013,860	\$ 49,399,738	\$ 7,016,960
% of total Assessed Value	88.47%	11.53%	88.47%	11.53%	89.07%	10.93%
Increase in Total Assessed Value:						
Real & Other Property	3.50%	3.50%	4.35%	10.07%	-0.84%	-1.21%
Vehicles	5.00%	5.00%	-3.95%	14.21%	38.95%	16.86%
Collection Rate: ⁴						
Real & Other Property	95%	95%	95%	95%	95%	95%
Vehicles	95%	85%	95%	85%	95%	85%
Due Dates and Penalties:						
original	1/15/2016	1/15/2016	1/15/2015	1/15/2015	1/15/2014	1/15/2014
3% plus cost	2/1/2016	2/1/2016	2/1/2015	2/1/2015	2/1/2014	2/1/2014
10% plus cost	3/15/2016	3/15/2016	3/15/2015	3/15/2015	3/15/2014	3/15/2014
15% plus all costs including seizure and sale after	3/16/2016	3/16/2016	3/16/2015	3/16/2015	3/16/2014	3/16/2014

¹Assessed value is based on 2014 values x estimated growth rate. Final millage and Tax Credit Factor set in September of 2015.

²2014 assessment, growth and collection rates are preliminary. Final due date for 2014 taxes is March 15, 2015. Final abstract of 2014 levy and collections will not be available until April of 2015.

³As provided by county Auditor's Office.

⁴Collected before delinquency.

Projected growth in taxes is based on various factors, including historical growth, construction trends, new development, and other economic conditions. The Charleston area has seen a rebound in housing values and new construction since the credit crisis experienced in 2008 and 2009 and current trends indicate that assessed values are likely to increase in 2015. Because of the City's calendar year versus the counties' fiscal year end of June 30, the 2014 taxes are not final when the City is preparing its 2015 budget. Therefore, 2015 taxes are estimated based on 2014 preliminary appraised and assessed values provided in late 2014 by the counties for the determination of 2014 millage rates. Millage shown here does not include the two mills levied for drainage improvements or the 1.5 mills levied for public safety infrastructure improvements. Collection rates in the table above are the estimated percentage of taxes to be collected before becoming delinquent.



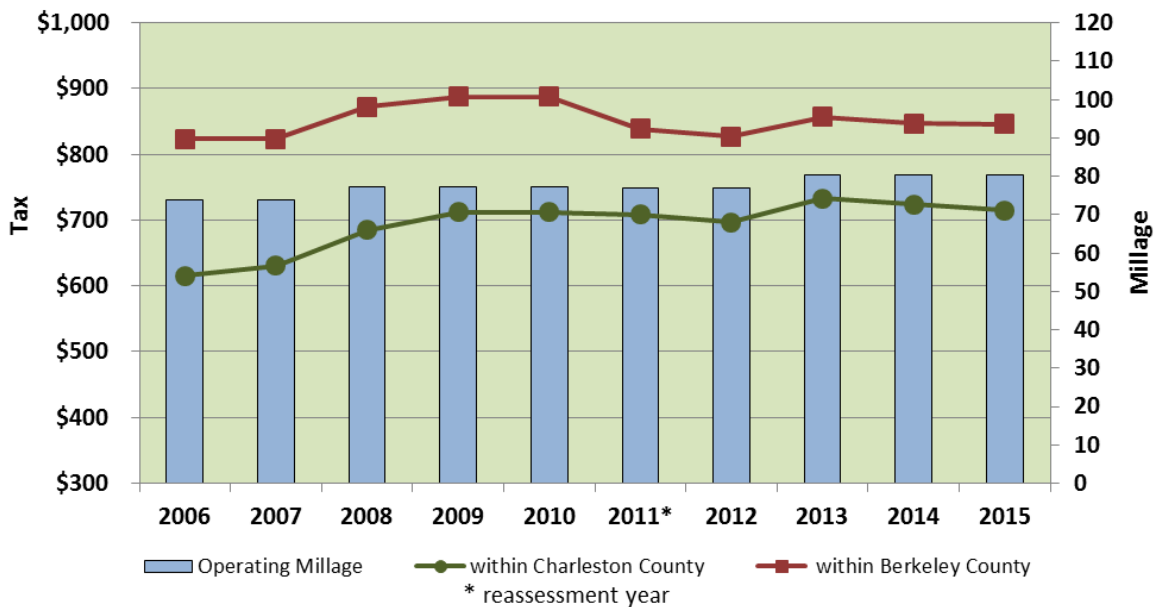
REVENUE DISCUSSION AND ANALYSIS

Property Tax Calculation for Average Home in the City of Charleston (within Charleston County)

	<u>Without Homestead</u>	<u>With Homestead</u>
Appraised Property Value	\$ 300,000	\$ 300,000
Less: Homestead Exemption (if applicable - age 65 or older, blind or disabled)	\$ -	\$ (50,000)
Adjusted Appraised Property Value	\$ 300,000	\$ 250,000
Multiplied by the Primary Legal Residence Assessment Ratio	0.04	0.04
Total Assessment	\$ 12,000	\$ 10,000
Multiplied by the 2015 Projected City of Charleston Millage Rate*	0.0803	0.0803
Total City of Charleston Property Tax due before Sales Tax Credit	\$ 963.60	\$ 803.00
Less: City of Charleston Sales Tax Credit (.00083 X \$250,000)	\$ (249.00)	\$ (249.00)
Total City of Charleston Tax Due	<u>\$ 714.60</u>	<u>\$ 554.00</u>

*Note: Does not include the City of Charleston Drainage millage, the City of Charleston Public Safety Infrastructure millage, the County of Charleston Operating or Debt Service millage, the Charleston County School District or other entities.

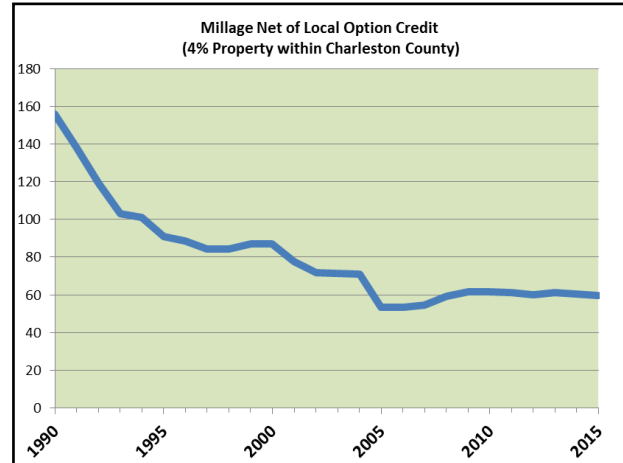
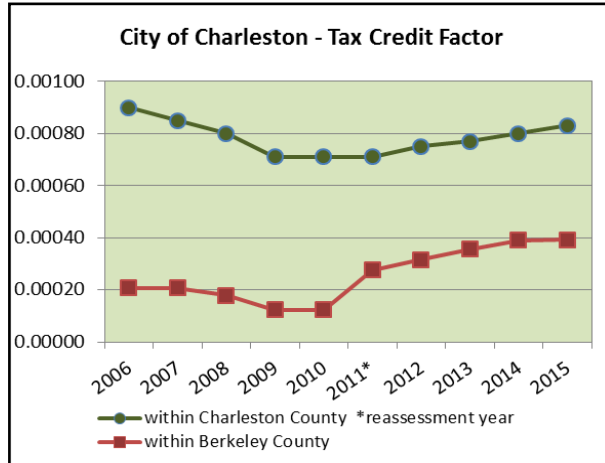
City of Charleston Property Taxes on \$300,000 Primary Residence (without Homestead Exemption)



The effective tax rate for homeowners has declined over 62% since 1990 due mainly to the Local Option Sales Tax and the City's implementation of diversified revenue sources. The effective millage rate (gross millage less Local Option Sales Tax credits) for Charleston County homeowners in 2015 is estimated at 59.6 mills. The Tax Credit Factor applied due to the Local Option Sales Tax is computed annually based on total appraised value within each county area in the City, and the amount of LOST revenue the City receives in that county area. LOST revenue is paid by the State in two portions which have different allocation factors and

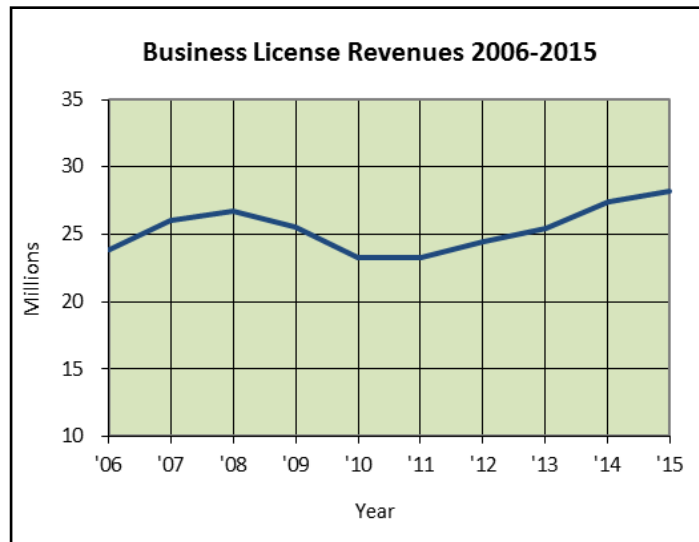


requirements: the Rollback Fund and the Revenue Fund. All funds received from the Rollback Fund must be used as a tax credit to “rollback” or reduce millage. The City also voluntarily uses almost 100% of the Revenue Fund proceeds in the Tax Credit Factor calculation to further reduce millage for our citizens.



• Licenses

Revenues in this category are primarily derived from business license fees. Licenses account for 19.3% of the General Fund revenues for 2015. Business License fees account for about 97.7% of the revenues in the Licenses category for 2015. Business License fees are imposed on any businesses, occupations or professionals that are located, in whole or part, within the City limits. This fee consists of a base rate, plus a percentage of gross income. These rates vary according to classifications. Business license revenue declined in 2009 and 2010 due to the recession, but has since rebounded and is expected to increase slightly in 2015, mainly in the restaurant/bar and building contractor segments. Business licenses are assessed on the prior year revenue of the licensee; therefore, 2015 business license fees will be based on 2014's revenues.

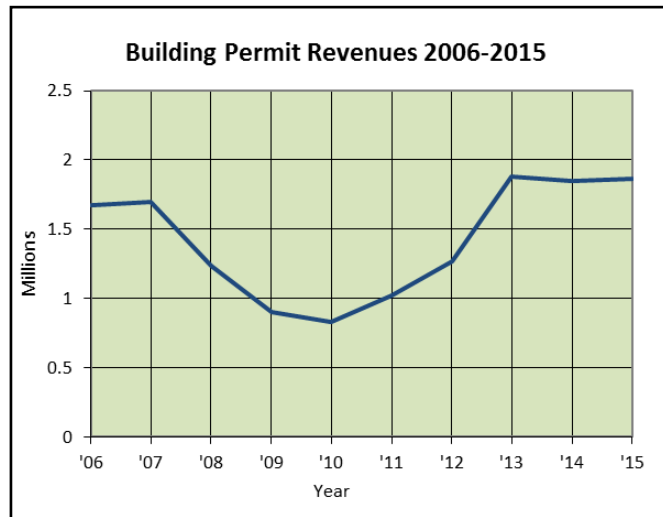


• Permits and Fees

This revenue category comprises 2.8% of the total General Fund revenues and consists of various construction permit fees collected by the Inspections Division, plus miscellaneous other permits and fees. Collections by the Inspections Division are expected to be \$3,181,000 in 2015 and account for 76.9% of this category. Other fees include various Municipal Court fees (\$148,800), and various zoning/design review fees (\$218,900).



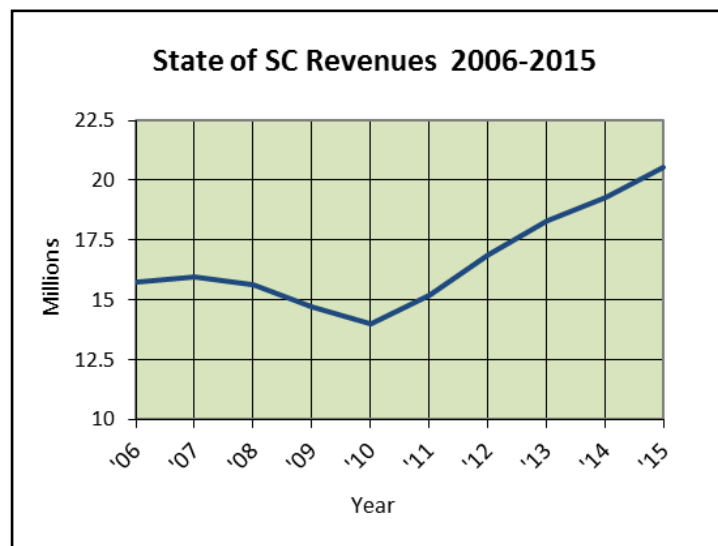
REVENUE DISCUSSION AND ANALYSIS



Building Permit fees account for 45% of the revenues in this category. Building Permit revenue began to decline in late 2006, indicating a slowing in construction starts. From 2007 through 2010, this significant downward trend continued. At the lowest point, these fees were less than half of the 2005 amount. The large increase in 2013's revenues was mainly due to the issuance of several permits totaling approximately \$350,000 for the Gaillard Center, a \$143.7 million project. The Inspections Division bases fee projections and growth estimates on trend analysis and data from Planning concerning upcoming projects.

- **State of South Carolina**

This revenue category accounts for all income received from the State of South Carolina including the Local Option Sales Tax (LOST), shared revenues and traffic signal maintenance funding, and represents about 13.7% of the total General Fund revenue for 2015. The Local Option Sales Tax (LOST) was implemented in Charleston County on July 1, 1991 and in Berkeley County in 1999, creating a new revenue source that grew consistently for several years. Collected by the State and allocated on a formula that factors in location of the sale as well as the population of the county and municipality as a share of the total state population, this revenue increased significantly in 2011 because of the adjusted population numbers from the 2010 Census. The Berkeley County area of the City experienced the most population growth, and therefore significant gains in LOST revenue, while Charleston County also experienced growth. Together with increased consumer spending as the recession lifted, this resulted in a revenue increase. The increase in these revenues is also reflected in the tax credit factor as shown in the Property Tax discussion above.



State shared revenue, known as the Local Government Fund (LGF), is appropriated by the State of South Carolina and distributed to municipalities and counties through a population-based formula, and also benefitted from the 2010 Census. The amount of this funding was reduced below the statutory level by the State during several rounds of budget cuts since 2008, in amounts ranging from 16% to 24%, in order to balance the State budget after revenues



declined. The estimated reduction for the state fiscal year 2015 is 26%. Municipalities and counties are requesting that the State restore the statutory funding formula for the Local Government Fund, giving them their full share in 2015-2016, but preliminary estimates indicate the cuts will continue. The difference in the State's June 30 fiscal year-end and the City's December 31 year-end complicates the projection of this revenue. The 2015 budget is \$2,590,000, which is the reduced amount.

- **Franchise Taxes**

This revenue category accounts for the franchise fees paid by electric companies and cable television companies and represents 9.1% of the 2015 General Fund budget. The current franchise agreements with South Carolina Electric & Gas (SCE&G) and Berkeley Electric Cooperative (BEC) establish a fee at 5% for both electric and natural gas services within the City. SCE&G covers approximately 97.5% of Charleston residents, with BEC providing service for the remaining residents. The projection for the SCE&G fee assumes a maximum contribution to the Non-Standard Service Fund as per the franchise agreement. Budgeted revenue is estimated based on approved electric and gas rate hikes and growth in the customer base.

- **Recreational Facilities**

This category of revenue includes fees and charges collected by the various programs and facilities operated by the City's Recreation Department. Programs include youth and adult sports, gymnastics, and summer day camps. Facilities include five multi-purpose complexes, four swimming pools, and two tennis centers. Revenue from Recreational Facilities accounts for \$1,584,055 of the General Fund revenue budget. These revenues are estimated based on current and projected program enrollment and facility usage levels.

- **Rents and Concessions**

Rents and Concessions include rental income from leased City-owned properties, including both long-term and short-term or transient rentals, and food and beverage concessions revenues at City recreation facilities. The rental spaces include retail, restaurant and office space, in addition to meeting and event spaces at the Charleston Maritime Center. The largest contributor to this category is the City Marina, located on the Ashley River, which is leased under a profit-sharing agreement, whereby the City receives base rent plus a percentage of the operating profit of the management company. The Charleston Maritime Center, located on the Cooper River side of Charleston Harbor, also includes transient and long-term boat slip rentals. This category also includes the rent and concessions revenue from the Dock Street Theatre. Rental income is budgeted based on lease terms for long-term agreements, and on historical trends for short-term rentals and concessions revenues. Rents & Concessions account for 1% of General Fund revenues in 2015.

- **Operating Transfers In**

This category accounts for revenues received by other funds, such as special revenue funds, that are transferred into the General Fund under various ordinances and grant agreements. Transfers In represents 6.2% of the 2015 General Fund budget. The most significant funds that transfer revenues to the General Fund are the Hospitality Fee Fund, the Tourism Ticket Fee Fund and the Municipal Accommodations Tax Fund. The revenues from these three special



REVENUE DISCUSSION AND ANALYSIS

revenue funds are all tourism-driven and very dependent on factors such as the economy, national and world events, and weather events and are therefore budgeted very conservatively. Throughout the year, month-to-month trends and growth percentages are calculated comparing current revenue, prior years' revenue and budgeted revenue. These trends are then utilized to predict future revenues, along with trend information available from the tourism industry. These three funds make up 90% of the operating transfers in.

Significant Tourism Transfers In	2015
Municipal Accommodations Tax Fund	2,670,000
Hospitality Fee Fund	5,300,708
Tourism Ticket Fee Fund	400,000
Total	8,370,708

Hospitality Fee Fund

First implemented on January 1, 1994, the Hospitality Fee Fund generates revenues from a 2% fee imposed on the gross proceeds from sales of prepared meals and beverages. By State statute, the revenues generated in this fund are restricted to tourism related expenditures such as tourism related salaries, and debt service and operating costs for tourism related facilities. Since 2010, this revenue has increased an average of 6.85% per year. 2015 revenue is estimated at \$13,807,500, an increase of over 6.5% over 2014's estimated actual revenue.

Transfers from the Hospitality Fee Fund to the General Fund are based on documented tourism related expenditures incurred by the General Fund. In 2015, transfers from this fee are also used to offset some of the operating and maintenance expenses of the Angel Oak, Joseph P. Riley, Jr. Ballpark, Charleston Visitor Center, and Parking Facilities which are Enterprise Funds. The Hospitality Fee Fund budget is not included in this document as it is not legally appropriated by City Council.

Tourism Ticket Fee Fund

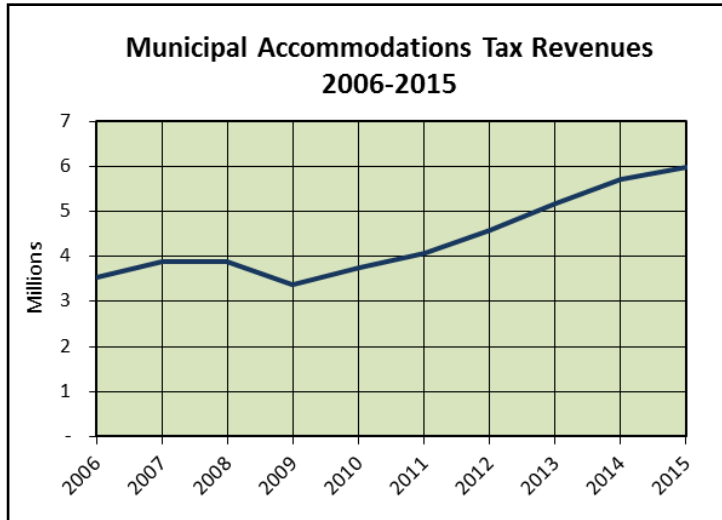
Implemented on January 1, 1994, this fund generates revenue from a fixed fee of fifty cents per person on tour-related events like walking tours and bus tours. Transfers to the General Fund from the Tourism Ticket Fee Fund are used to offset the cost of managing tourism, a function that seeks to maximize the enjoyment of visitors, while minimizing any negative impact on citizens. The 2015 transfer to the General Fund is budgeted at \$400,000. The Tourism Ticket Fee Fund budget is not included in this document as it is not approved by City Council.

Municipal Accommodations Tax Fund

The revenues in this fund are generated from a 2% tax collected by lodging establishments within City limits from guests staying in their establishments. With the exception of 2008 and 2009, Municipal accommodation taxes have been steadily increasing since inception due to Charleston's strong tourism industry. In 2012, for the first time, fees from sales by online travel agencies were collected as a result of a ruling by the South Carolina Supreme Court in 2011. Growth has also resulted from several new or newly renovated hotels that have opened in the past few years. For 2015, this revenue is budgeted at \$6 million. Prior year fund balance of \$270,000 is also budgeted to be spent in 2015.



Governed both by State statute and City Ordinance, the revenues generated from this fund are restricted to tourism related operating and capital project expenditures. The budgets for this fee are enacted by City Council by way of two ordinances each year. One ordinance specifies the Capital Projects to be funded with one-half of the fee, while the other ordinance specifies the operating expenses to be funded with the other half of the fee. The budget for this fund and the



related Ordinances are included in this document beginning on page 377. For 2015, \$2,670,000 is budgeted to support General Fund tourism-related salaries, the majority of which are Police officers who patrol the main tourism areas of the City. Additionally, \$600,000 is budgeted to be transferred to the Parking Facilities Enterprise Fund for Parking Enforcement Officers in the tourism district. Capital projects funded by this fee are overseen and approved by the Capital Projects Review Committee, and are budgeted at \$3,000,000 for 2015. Past projects funded include the restoration of Market Head Hall, Governor's Park Tennis complex (home of the Family Circle Cup) and the restoration of historic City Hall, built in 1800. This fee also funded the renovation of the Historic Dock Street Theatre, completed in early 2010. For 2015, in addition to continued funding of debt service related to Governor's Park Tennis Center, funds will be used for the Gaillard Center project, the renovation of Colonial Lake and its surrounding parklands, and the Market Street streetscape project near the historic City Market. Once funds are approved for a project, their use cannot be changed unless authorized by City Council through an ordinance amendment.

- **Use of Fund Balance**

City management occasionally assigns fund balance for future expenditures during the fiscal year close-out process. The amount of these assignments depends on total fund balance and the City's overall financial position. These assignments are possible when strong revenues and conservative spending results in Unassigned Fund Balance at December 31 exceeding the City's established policy regarding its desired level. Prior to 2014, policy dictated a target for unassigned fund balance of 15% of the subsequent year's budgeted expenditures. Beginning in 2014, the policy now specifies a target of 20%. For 2015, assigned fund balance of \$151,053 is budgeted. See the Fund Balances section beginning on page 65 for further information.

- **All Other**

Other General Fund revenue sources include Fines and Forfeitures (\$840,000), a contribution from the Charleston Water System (CWS) (\$1,095,000), Miscellaneous Income (\$1,392,932), Penalties and Costs (\$694,050), Sales & User Charges (\$604,800), Federal Programs (\$202,518) and Interest Income (\$41,761). Details of these revenues can be seen in the Comparative Revenue Detail pages at the end of this section.



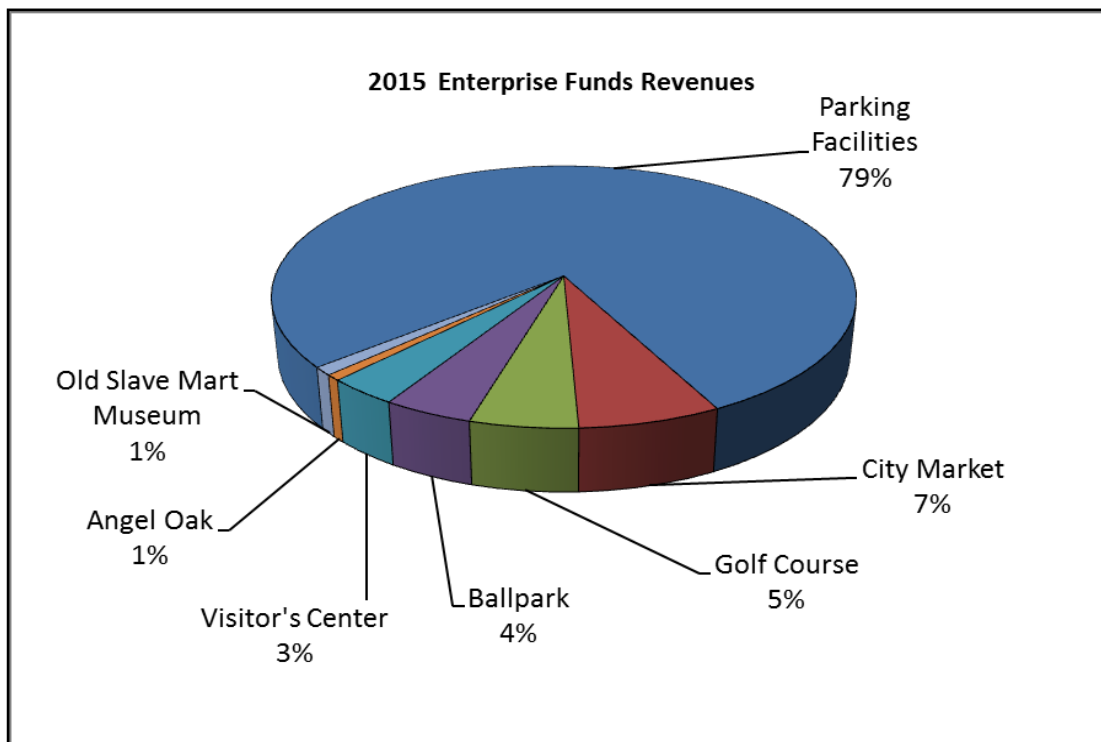
REVENUE DISCUSSION AND ANALYSIS

ENTERPRISE FUNDS

Enterprise Funds are used to account for activities that are financed and operated in a manner similar to business enterprises. An enterprise fund can be used to report an activity where fees are charged to external users for goods or services, regardless of whether the intent is to fully recover all costs through user charges. The City of Charleston utilizes eight Enterprise funds, which are the Angel Oak Fund, the Joseph P. Riley, Jr. Baseball Park Fund, the Visitors Center Fund, the City Market Fund, the Municipal Golf Course Fund, the Municipal Auditorium Fund, the Old Slave Mart Museum Fund, and the Parking Facilities Fund. For 2014, the budgeted revenues of the Enterprise Funds total \$32,074,169, and the expenditures total \$26,956,471, creating a surplus of \$5,117,698. This surplus will be used to offset the \$5,117,698 budgeted deficit in the General Fund. The Municipal Auditorium Fund was closed in 2014 due to a significant renovation project and a new operating model to be implemented upon reopening.

The Enterprise Funds and their projected revenues are:

Parking Facilities	\$ 25,204,284	Visitor Center	\$ 1,095,100
City Market	\$ 2,191,685	Angel Oak	\$ 230,000
Municipal Golf Course	\$ 1,653,000	Old Slave Mart Museum	\$ 322,000
Joseph P. Riley, Jr. Ballpark	\$ 1,378,100		



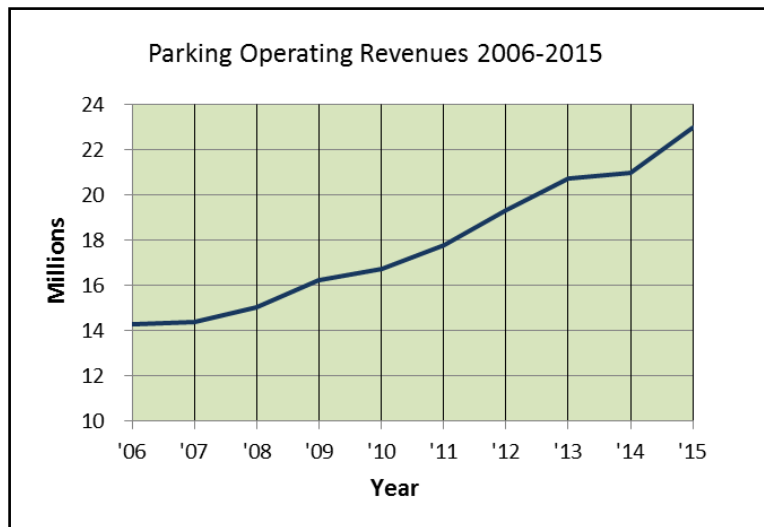


Revenue Structure

Parking Facilities and the City Market represent the two major revenue sources in the Enterprise Funds. Together, they comprise 86% of the total revenues for the Enterprise Funds. In 2015, these two sources are estimated to account for \$27,395,969 of the \$32,074,169 in Enterprise Funds revenues. **In all charts shown in this section, revenues shown are actual revenues for 2006-2013, estimated actual revenues for 2014, and budgeted revenues for 2015.**

- **Parking Facilities**

This is the City's largest enterprise activity, and represents 79% of the Enterprise Funds revenue for 2015. The revenues generated are from the 13 parking garages and 15 lots owned and/or operated by the City. This Enterprise activity also accounts for the income from parking meter collections, parking citations and parking permits.



These revenues have increased over time primarily due to additional facilities and increased demand for parking. Significant revenue growth was also experienced with the City's decision in 1998 to contract with a management company to manage most of the City's parking facilities. From 1998 through June 2013, the management company was Republic Parking Systems, Inc. The City rebid the contract in 2013 and selected ABM Parking Services

effective July 1, 2013. The management company prepares revenue projections based on the monthly parking population per facility, transient parking counts, third-party parking agreements in effect and future demand based on new construction and other factors. Revenue has also grown due to an increase in parking fines for certain violations in prior years and an increase in hourly parking rates in mid-2013. Also, a reorganization of the parking enforcement function in 2009 resulted in more focused enforcement on areas identified as problematic by citizens. Growth slowed in 2010 due to a decline in tourism as a result of the recession, but growth resumed in 2011 and has continued. For 2015, parking operating revenues (excluding transfers in) are budgeted at \$22,972,581, with \$905,000 of the increase attributable to a new garage and several new lots scheduled to open in 2015. Additionally, Transfers In to the Parking Facilities Fund are budgeted at \$1,518,764 in 2015. A transfer in from the Waterfront Tax Increment Financing (TIF) Fund is to repay the parking fund for parking garages constructed in the TIF district during a period when TIF revenues were not adequate to cover the debt service requirements. The transfers from Municipal Accommodations Tax and Hospitality Fee Fund are to reimburse for tourism-related Parking Enforcement salaries and for Parking Enforcement operating costs. Additionally, \$712,939 of parking net assets is budgeted to finance a portion of the planned upgrade of all gate and revenue control equipment over the



REVENUE DISCUSSION AND ANALYSIS

next few years. Facilities operated by ABM account for 78% of the Parking Facilities Fund's operating revenues. The contract with ABM also includes the physical collection of coins from the City's parking meters.

- **Municipal Golf Course**

The revenues generated by the Municipal Golf Course are from user fees and represent 5% of the Enterprise Fund revenues for 2015. In 2006 and 2007, record numbers of rounds were played. Good weather and non-eventful hurricane seasons factored into these record years, along with a new lighted driving range and extended evening hours. Revenues for 2008, 2009 and 2010 decreased with fewer rounds played, due to both rainier weather and economic conditions. Revenues for 2011



increased due to improvements in the economy, and 2012 showed slightly more improvement. Revenues for 2013 and 2014 were affected by the capital improvement projects that began in late 2013 and closed 9 holes of the course for a period of time. Record cold temperatures and ice storms during January and February of 2014 also negatively affected revenue. 2015 revenue is expected to increase with the completed installation of a new irrigation system improving the quality of the course.

- **City Market**

The revenues accounted for in this enterprise activity are rents paid by vendors that sell their goods in this open-air market located in the heart of Charleston's historic district and represent 7% of the Enterprise Fund revenues for 2015. This revenue source has experienced steady growth over the past decade as a result of Charleston's strong tourism industry. The Market is operated by the City Market Preservation Trust, LLC under a management agreement, with the City receiving a share of the profit. During early 2010, the Market sheds underwent substantial renovations, and reopened in time for the busy summer season. In 2011, the remaining section of the Market, which consisted of small individual shops and a few stalls, was completely redesigned and renovated and the Great Hall opened in the summer of 2011. For 2015, revenues are expected to increase only slightly, as the shops and stalls are fully rented.

- **Municipal Auditorium**

The Auditorium building closed in mid-2012 for an extensive renovation and expansion. The Gaillard Center Project will completely rehabilitate the facility, creating a world-class performing arts center with concert hall, exhibition space, and a banquet hall. Additionally, new city office space will be included in the project. The facility is expected to reopen in 2015. The performing arts space of the new facility will be managed by the non-profit Gaillard Management Corporation. Due to the change in the operating model, this fund was closed in 2014. The costs related to the office space at this location are funded in the General Fund.



- **Visitor Center**

The operating revenues generated from this enterprise activity are from movie ticket sales, merchandise sales, and facility rental fees. This facility is the embarkation point for many tourists who visit Charleston, especially those who arrive by tour bus. The revenues of the Visitor Center are affected by such factors as the number of repeat visitors versus new visitors, and the economy as well as other trends in the tourism industry as a whole. Revenues declined with the recession and have not rebounded as hoped. As more and more travelers utilize websites, smart phones and tablet technology to plan their itineraries, the Visitor Center will have to adapt and seek out new ways of attracting visitors to its physical location for revenues to remain stable. Since the mission of the Visitor Center is to serve tourists, an operating transfer in from the Hospitality Fee Fund is also budgeted to offset this fund's operating deficit. Visitor Center revenues represent 3% of the Enterprise Funds revenues for 2015. The operating revenue budget for this facility was reduced for 2015.

- **Joseph P. Riley, Jr. Ballpark**

The majority of the income at the ballpark is derived from baseball games played by the Charleston RiverDogs, a minor league team affiliated with the New York Yankees. Additionally, the Citadel, the military college of South Carolina, plays its baseball games here. Also, special events such as concerts are often held at "The Joe" as the stadium is known to locals. In 2012, a new contract with the RiverDogs for use of the facility was negotiated for a flat rental fee instead of a percentage of ticket and concession sales. The fee for 2015 is \$363,000. The large increase in the total revenue budget for this fund is due to a \$900,000 operating transfer in from the Hospitality Fund to pay for substantial maintenance projects including painting of metal stairways and structural elements.

- **All Others**

Other Enterprise Funds revenue sources are the Angel Oak Fund (\$230,000) and The Old Slave Mart Museum (\$322,000), both of which have experienced revenue increases in the past few years. The Old Slave Mart is particularly benefitting from its educational mission by booking many school field trips. Additionally, the Old Slave Mart is experiencing growth from an increasing interest in heritage tourism.



COMPARATIVE REVENUE SUMMARY

COMPARATIVE REVENUE SUMMARY 2013 – 2015

REVENUE SOURCE	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET	PERCENT CHANGE
GENERAL FUND					
PROPERTY TAXES	60,590,750	65,050,000	63,040,408	64,735,000	-0.48%
LICENSES	26,050,371	27,021,360	27,721,683	28,826,165	6.68%
SALES AND USER CHARGES	596,385	619,800	601,600	604,800	-2.42%
PERMITS AND FEES	4,075,130	3,377,798	3,837,147	4,136,315	22.46%
RENTS AND CONCESSIONS	1,538,627	1,581,055	1,559,235	1,574,708	-0.40%
FINES AND FOREITURES	810,711	840,000	840,000	840,000	0.00%
PENALTIES AND COSTS	709,005	688,200	736,999	694,050	0.85%
STATE OF SOUTH CAROLINA	18,283,077	17,708,569	19,269,435	20,528,824	15.93%
RECREATIONAL FACILITIES	1,499,889	1,519,765	1,550,087	1,584,055	4.23%
FRANCHISE TAX	12,457,086	12,922,250	12,922,250	13,665,860	5.75%
CHARLESTON WATER SYSTEM	1,095,000	1,095,000	1,095,000	1,095,000	0.00%
MISCELLANEOUS INCOME	1,751,033	1,282,268	1,358,942	1,392,932	8.63%
INTEREST INCOME	41,699	60,000	30,000	41,761	-30.40%
FEDERAL PROGRAMS	255,346	202,736	202,736	202,518	-0.11%
OPERATING TRANSFERS IN	7,994,143	9,195,347	9,195,347	9,305,646	1.20%
DISPOSITION OF FIXED ASSETS	152,623	-	75,365	-	0.00%
ASSIGNED FOR SUBSEQUENT YEAR APPROPRIATION	-	421,198	-	151,053	-64.14%
UNASSIGNED FUND BALANCE	-	1,200,000	-	-	-100.00%
GENERAL FUND TOTAL	137,900,875	144,785,346	144,036,234	149,378,687	3.17%
ENTERPRISE FUNDS					
ANGEL OAK	227,501	226,500	244,500	230,000	1.55%
CHARLESTON VISITOR CENTER	968,117	1,013,000	962,000	1,095,100	8.10%
CITY MARKET	2,112,553	2,100,000	2,164,754	2,191,685	4.37%
J.P. RILEY, JR. BASEBALL PARK	647,871	492,000	499,123	1,378,100	180.10%
MUNICIPAL AUDITORIUM	24,011	-	-	-	0.00%
MUNICIPAL GOLF COURSE	1,554,029	1,748,500	1,292,920	1,653,000	-5.46%
OLD SLAVE MART MUSEUM	314,594	289,000	335,000	322,000	11.42%
PARKING FACILITIES	22,116,807	22,134,345	22,355,600	25,204,284	13.87%
ENTERPRISE FUND TOTAL	27,965,483	28,003,345	27,853,897	32,074,169	14.54%
SPECIAL REVENUE FUND					
MUNICIPAL ACCOMMODATIONS TAX FUND	5,173,682	6,456,488	5,725,000	6,300,000	-2.42%
SPECIAL REVENUE FUND TOTAL	5,173,682	6,456,488	5,725,000	6,300,000	-2.42%
TOTAL	171,040,040	179,245,179	177,615,131	187,752,856	4.75%



COMPARATIVE REVENUE DETAIL 2013 - 2015

REVENUE SOURCE	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
GENERAL FUND				
PROPERTY TAXES				
PROPERTY TAXES	45,483,445	49,864,000	46,879,656	47,943,000
PROPERTY TAXES - BERKELEY COUNTY	6,714,990	7,158,700	7,689,252	7,945,500
PROPERTY TAXES - JAMES ISLAND PSD	569,006	852,500	827,293	860,000
PROPERTY TAXES - PRIOR YEARS - CHARLESTON COUNTY	2,642,094	3,484,000	3,134,000	3,200,000
PROPERTY TAX PAYMENTS - ST. ANDREWS PSD	71,080	-	-	-
PROPERTY TAXES - PRIOR YEARS - BERKELEY COUNTY	313,385	-	315,000	315,000
PROPERTY TAXES - REBATES	(153,000)	(210,000)	(210,000)	-
ANNEXATION PAYMENTS -ST. ANDREWS AND PSD	(239,176)	(251,000)	(281,661)	(370,000)
ANNEXATION PAYMENTS -ST. JOHNS FIRE DIST.	(31,442)	(20,000)	(20,000)	(20,000)
MOTOR VEHICLE TAXES	2,963,358	2,163,000	2,669,176	2,772,000
MOTOR VEHICLE TAXES - BERKELEY COUNTY	547,280	433,000	492,046	516,000
MOTOR VEHICLE TAXES - JAMES ISLAND	64,145	28,000	30,846	58,700
PROPERTY TAX - STATE REIMBURSEMENT	895,878	897,800	897,800	897,800
FEE IN LIEU OF TAXES	447,748	300,000	315,000	315,000
FEE IN LIEU OF TAXES - BERKELEY COUNTY	301,959	350,000	302,000	302,000
TOTAL	60,590,750	65,050,000	63,040,408	64,735,000
LICENSES				
BUSINESS LICENSES	25,428,454	26,394,760	27,080,583	28,155,065
BICYCLE LICENSES	436	500	4,500	4,000
ANIMAL LICENSES	220	100	100	100
PLUMBING & ELECTRICAL LICENSES	5,900	5,000	8,500	9,000
LICENSES FEE SUB-CONTRACTORS	58,425	56,000	63,000	63,000
CONTRIBUTION FROM UMA & OTHERS	556,936	565,000	565,000	595,000
TOTAL	26,050,371	27,021,360	27,721,683	28,826,165
SALES AND USER CHARGES				
MERCHANDISE SALES	315,039	303,300	298,100	298,300
INSTRUCTIONAL LESSONS FEES	281,346	316,500	303,500	306,500
TOTAL	596,385	619,800	601,600	604,800
PERMITS AND FEES				
MUNICIPAL COURT USER FEES	13,011	11,800	14,032	11,800
ALTERNATIVE SENTENCE FEES	25	-	-	-
MUNICIPAL COURT CONVICTION FEES	39,247	39,000	39,000	39,000
CITY RETENTION STATE ASSESS.	48,917	98,000	98,000	98,000
STREET VENDOR PERMITS	104,680	64,000	91,850	92,000
CARRIAGE MEDALLION FEES	125,625	132,858	125,625	125,625
ELECTRICAL PERMITS	153,812	130,000	130,000	150,000
BUILDING PLAN CHECKING PERMITS	806,199	615,000	615,000	775,000
PLUMB. GAS INSPECTION PERMITS	123,471	115,000	115,000	145,000
MECHANICAL PERMITS	125,872	105,000	105,000	126,900
UTILITY CUT PERMITS	48,230	37,000	37,000	48,000
FIRE PERMITS	21,820	20,000	20,000	20,000
BUILDING PERMITS	1,884,843	1,445,000	1,849,000	1,863,000
ROADWAY INSPECTION FEES	47,962	32,000	32,000	48,000



COMPARATIVE REVENUE DETAIL

COMPARATIVE REVENUE DETAIL 2013 - 2015

REVENUE SOURCE	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
GENERAL FUND				
BOARD OF ADJ. & APPEALS	650	500	500	600
ENCROACHMENT FEES	4,405	4,250	4,250	4,500
PLAN. & ZONING COMM. FEES - PZC	31,431	25,000	26,500	39,000
SITE DESIGN – BOA	14,730	17,000	19,000	25,000
ZONING BOARD OF ADJ.	28,825	35,000	31,000	32,000
BOARD OF ARCH.REVIEW - BAR	55,075	52,000	56,000	52,000
TECHNICAL DESIGN REVIEW FEES	16,900	19,000	38,500	39,000
COMMERCIAL DESIGN REVIEW	10,835	10,000	14,000	16,500
ZONING DIV - SIGN PERMITS	12,775	10,000	15,500	15,000
SIDEWALK DINING APP. FEE	200	400	400	400
TOURISM PERMITS	182,950	185,000	185,000	195,000
TOUR GUIDE RECERTIFICATION FEE	3,635	3,000	3,000	3,000
ANIMAL WASTE MANAGEMENT	169,005	171,990	171,990	171,990
TOTAL	4,075,130	3,377,798	3,837,147	4,136,315
RENTS AND CONCESSIONS				
140 EAST BAY STREET	47,026	47,026	47,026	47,026
VRTC RETAIL RENTAL	72,576	72,576	72,576	72,576
BILL BOARD SPACE RENT	12,000	12,000	12,000	12,000
RENT - MARINA VARIETY STORE	60,000	60,000	60,000	60,000
CHAS. MARINE HOLDING ASSN	16,843	15,523	15,523	15,523
RENT - RICE MILL BUILDING	59,865	59,998	59,998	56,998
RENT - CITY MARINA LEASE	359,787	355,000	355,000	355,000
RENT - CHARLESTON YACHT CLUB	31,738	31,738	31,738	31,738
RENT - SAFFRON	6,050	6,600	6,600	6,600
CANTERBURY HOUSE	1,200	1,200	1,200	1,200
RENT - SC DEPT OF MOTOR VEHICLES	40,326	40,326	40,326	37,759
RENT - FRANCIS MARION GARAGE RETAIL	45,348	45,348	45,348	45,348
REIMBURSABLE RENTS	2,400	-	-	-
RENTS, HAMPTON PARK BARN	35,334	60,000	60,000	-
RENTS, EAST SHED	-	-	-	75,000
RENT, WATER TAXI PIER	2,400	9,600	9,600	9,600
CONCESSIONS - JAMES ISLAND REC. CNTR	34,236	33,000	31,900	33,000
CONCESSIONS - BEES LANDING REC. CNTR.	29,985	28,000	30,000	28,000
CONCESSIONS - ARTHUR CHRISTOPHER COMM. CNTR.	-	5,000	-	-
CONCESSIONS – DANIEL ISLAND PROGRAMS	5,146	6,000	6,000	6,000
CONCESSIONS – MARITIME CENTER	2,304	3,000	2,000	2,500
MARITIME CENTER SLIPS RENTS	190,010	200,000	200,000	200,000
MARITIME FACILITY RENTS	77,300	75,000	75,000	80,000
MARITIME CENTER DOCK UTILITY USE	10,009	12,000	10,000	10,000
MARITIME CENTER OFFICE SPACE RENT	6,171	7,000	7,000	7,000
CONCESSIONS - DOCK STREET THEATRE	25,556	30,000	30,000	30,000
RENTS - OFFICE SPACE	13,200	15,120	14,400	15,840
RENTS - DOCK STREET THEATRE	57,965	50,000	36,000	36,000
RENTS - BUSINESS DEVELOPMENT	293,852	300,000	300,000	300,000
TOTAL	1,538,627	1,581,055	1,559,235	1,574,708
FINES AND FOREITURES				
POLICE FINES	810,711	840,000	840,000	840,000
TOTAL	810,711	840,000	840,000	840,000



COMPARATIVE REVENUE DETAIL 2013 - 2015

REVENUE SOURCE	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
GENERAL FUND				
PENALTIES AND COSTS				
PENALTY - BERKELEY COUNTY PROPERTY TAX	17,560	18,200	9,260	10,000
PENALTY ON TAXES	472,601	390,000	400,000	390,000
PENALTY ON TAXES - JAMES ISLAND	12,274	10,000	12,000	12,500
PENALTY ON TAXES - ST. ANDREWS	7,296	6,000	5,000	5,000
PENALTY ON BUSINESS LICENSES	199,274	264,000	310,739	276,550
TOTAL	709,005	688,200	736,999	694,050
STATE OF SOUTH CAROLINA				
INCOME FROM STATE	53,000	50,000	50,000	75,000
GRANT, STATE OF SC	2,553,991	2,226,200	2,575,000	2,590,000
LOCAL OPT. SALES TAX - REV. FD	6,712,530	6,500,000	7,150,000	7,865,000
LOCAL OPT. SALES TAX - ROLLBK FD	7,946,969	7,725,000	8,260,000	8,675,000
LOST ROLLBK FD BERKELEY COUNTY	515,256	550,000	560,000	577,000
LOST REV FUND BERKELEY COUNTY	292,724	335,500	365,000	376,000
STATE TRAFFIC SIGNAL	208,607	321,869	309,435	370,824
TOTAL	18,283,077	17,708,569	19,269,435	20,528,824
RECREATIONAL FACILITIES				
AAU TOURNAMENT/MEET FEES	22,965	20,000	12,000	8,000
ADULT REGISTRATION FEES	132,607	135,000	132,000	135,000
CAMP FEES - PLAYGROUND PROGRAMS	36,066	28,500	58,102	55,000
CAMP FEES - REC PROGRAMS	40,378	43,000	36,700	43,000
CAMP FEES - ST. JULIAN DEVINE	14,794	15,000	13,300	14,300
COURTING KIDS	3,772	4,400	4,000	4,400
DONATIONS, RECREATION EQUIP - ADULT SPORTS	250	1,000	-	-
DONATIONS, RECREATION EQUIP - MAYBANK TENNIS CNTR	-	-	12,000	-
DONATIONS, RECREATION EQUIP - ART. CHRIS. CNTR.	510	2,000	2,000	2,000
DONATIONS, RECREATION EQUIP - YOUTH SPORTS	114,658	85,000	119,000	115,000
DONATIONS, RECREATION EQUIPMENT - REC PROGRAMS	-	5,000	-	-
ENTERPRISE ACTIVITIES	93,702	88,800	84,000	88,800
ENTRY FEES - BEES LANDING CNTR.	11,895	12,000	16,000	12,000
ENTRY FEES - JIRC	1,756	4,000	4,000	4,000
GYMNASTICS FEES	194,966	185,000	166,000	185,000
POOL FEES - HERBERT HASELL POOL	1,391	1,500	3,100	2,440
POOL FEES - JI POOL	4,275	4,500	8,200	4,500
POOL FEES - MLK POOL	27,198	24,000	22,250	24,000
POOL FEES - WL STEPHENS POOL	22,536	29,500	27,000	29,500
RECREATION FACILITY FEES - ART. CHRIS. CNTR.	27,172	28,000	22,000	28,000
RECREATION FACILITY FEES - BEES LANDING CNTR	72,878	110,000	81,000	110,000
RECREATION FACILITY FEES - JIRC	110,285	108,000	113,000	113,000
RECREATION FACILITY FEES - SHAW COMM. CNTR.	128	-	2,500	3,000
RECREATION FACILITY FEES - ST. JULIAN DEVINE	1,844	2,000	1,000	1,000
RECREATION NATURALIST PROGRAMS	20,272	23,500	21,520	23,450
TENNIS COURT FEES - CHAS TC	39,404	42,000	42,000	42,000
TENNIS COURT FEES - MAYBANK TC	65,003	87,280	87,280	87,280
TENNIS LEAGUES AND TOURNAMENTS - CHAS TC	24,598	24,000	24,000	24,000
TENNIS LEAGUES AND TOURNAMENTS - MAYBANK TC	1,578	1,500	1,500	1,500
TOURNAMENT REVENUE - ADULT SPORTS	31,700	30,000	31,000	31,000
TOURNAMENT REVENUE - HERBERT HASELL POOL	4,458	4,485	3,545	3,545



COMPARATIVE REVENUE DETAIL

COMPARATIVE REVENUE DETAIL 2013 - 2015

REVENUE SOURCE	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
GENERAL FUND				
TOURNAMENT REVENUE - JI POOL	15,288	15,300	15,840	15,840
TOURNAMENT REVENUE - MLK POOL	2,326	4,500	6,250	4,500
TOURNAMENT REVENUE - SWIM TEAM	52,033	52,000	54,000	52,000
TOURNAMENT REVENUE - WL STEPHENS POOL	27,173	27,000	22,000	27,000
YOUTH SPORTS REGISTRATION FEES	280,030	272,000	302,000	290,000
TOTAL	1,499,889	1,519,765	1,550,087	1,584,055
FRANCHISE TAX				
ELECTRIC & GAS	10,852,603	11,147,250	11,147,250	11,963,360
CABLE TV	1,604,483	1,775,000	1,775,000	1,702,500
TOTAL	12,457,086	12,922,250	12,922,250	13,665,860
CHARLESTON WATER SYSTEM				
CHARLESTON WATER SYSTEM	1,095,000	1,095,000	1,095,000	1,095,000
TOTAL	1,095,000	1,095,000	1,095,000	1,095,000
MISCELLANEOUS INCOME				
BANNER INCOME	5,800	7,500	7,500	7,500
CONTRIBUTIONS	189,450	179,000	209,470	176,000
CONTRIBUTIONS, FIRE DEPT EQUIP	1,073	-	-	-
CONTRIBUTIONS, FIRST DAY FESTIVAL	5,900	7,000	7,000	7,000
CONTRIBUTIONS, PRIVATE SECTOR	10,050	-	-	-
CONTRIBUTIONS, PROMISE ALLIANCE	2,395	-	-	-
CONTRIBUTIONS, SPECIAL PURPOSE	(9,043)	-	-	-
COUNCIL CHAMBER REVENUE	491	1,000	1,000	1,000
DEMOLITION ASSESSMENT	1,200	25,000	25,000	25,000
DISCOUNTS	100	-	-	-
DOCK ST. THEATRE SEAT TAX	6,249	7,000	6,000	6,000
DONATIONS, HAMPTON PARK	7,218	2,500	2,500	2,500
EMPLOYEE CHRISTMAS PARTY	2,790	-	-	-
GRANTS, OTHER	4,507	-	-	-
INCOME, LEGAL RECOVERIES	113,652	100,000	100,000	100,000
INCOME, DORCHESTER COUNTY	-	-	64,528	-
INSURANCE RECOVERIES	338,263	-	70,192	-
INSURANCE, SPORTS	2,039	2,250	-	-
MISCELLANEOUS INCOME	123,542	96,500	13,650	98,500
MISCELLANEOUS INCOME, POLICE	91,345	82,000	100,000	85,000
REIMBURSEMENT, EXCESS MILEAGE	2,137	2,100	2,100	2,100
SALARY SUPPLEMENTS	99,513	90,000	95,548	220,000
SALARY SUPPLEMENTS, POLICE	626,172	586,168	586,168	593,882
SALES, HISTORIC TOUR GUIDE NOTES	14,050	12,000	12,000	12,000
STREET TREES	51,915	50,000	25,000	25,000
SURPLUS SALES	32,149	7,000	3,075	5,000
TOTER GARBAGE CAN REPLACEMENT	6,541	8,000	6,000	6,000
VEHICLE USE SURCHARGE	18,830	15,000	19,760	18,000
VENDING MACHINES	2,705	2,250	2,451	2,450
TOTAL	1,751,033	1,282,268	1,358,942	1,392,932



COMPARATIVE REVENUE DETAIL 2013 - 2015

REVENUE SOURCE	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
GENERAL FUND				
INTEREST INCOME				
INTEREST INCOME	41,699	60,000	30,000	41,761
TOTAL	41,699	60,000	30,000	41,761
FEDERAL PROGRAMS				
FEDERAL SUBSIDY, NON SEFA	208,962	202,736	202,736	202,518
FEDERAL GRANT	46,384	-	-	-
TOTAL	255,346	202,736	202,736	202,518
OPERATING TRANSFERS IN				
TRANSFER IN, MUNICIPAL ACCOM. FEE	2,122,179	2,240,000	2,240,000	2,670,000
TRANSFER IN, HOSPITALITY FEE	4,553,087	5,658,566	5,658,566	5,300,708
TRANSFER IN, COMMUNITY DEVELOPMENT	386,071	317,699	317,699	344,407
TRANSFER IN, OTHER HUD PROGRAMS	17,107	10,542	10,542	11,806
TRANSFER IN, CAPITAL PROJECTS - COP	100,611	89,797	89,797	78,383
TRANSFER IN, GATEWAY TIF	51,666	32,102	32,102	-
TRANSFER IN, CAPITAL IMPROVEMENT FUND	126,422	217,891	217,891	152,842
TRANSFER IN, STORMWATER UTILITY	25,000	25,000	25,000	25,000
TRANSFER IN, STATE ACCOM. TAX	260,416	258,750	258,750	282,500
TRANSFER IN, TOURISM	305,000	305,000	305,000	400,000
TRANSFER IN, JUSTICE GRANTS	24	-	-	-
TRANSFER IN, HOME PROGRAM	46,560	40,000	40,000	40,000
TOTAL	7,994,143	9,195,347	9,195,347	9,305,646
DISPOSITION OF FIXED ASSETS				
DISPOSITION OF FIXED ASSETS	152,623	-	75,365	-
TOTAL	152,623	-	75,365	-
ASSIGNED FOR SUBSEQUENT YEAR APPROPRIATION				
RESERVE STREET TREES	-	10,000	-	10,000
RESERVE ECONOMIC DEVELOPMENT PROJECT	-	50,000	-	-
RESERVE CAPITAL EQUIPMENT PURCHASES	-	361,198	-	-
RESERVE DESIGN AND PRESERVATION PROJECTS	-	-	-	12,000
RESERVE SOVA FUNDS	-	-	-	49,053
RESERVE OTHER IT PROJECTS	-	-	-	80,000
TOTAL	-	421,198	-	151,053
UNASSIGNED FUND BALANCE				
UNASSIGNED FUND BALANCE	-	1,200,000	-	-
	-	1,200,000	-	-
GENERAL FUND TOTAL	137,900,875	144,785,346	144,036,234	149,378,687



COMPARATIVE REVENUE DETAIL

COMPARATIVE REVENUE DETAIL 2013 - 2015

REVENUE SOURCE	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
ENTERPRISE FUNDS				
ANGEL OAK				
ANGEL OAK MERCHANDISE SALES	215,327	195,000	215,000	215,000
ANGEL OAK CONTRIBUTIONS	8,653	9,900	7,000	7,000
VENDING MACHINES	3,521	2,100	3,000	3,000
TRANSFER IN, HOSPITALITY FEE	-	19,500	19,500	5,000
TOTAL	227,501	226,500	244,500	230,000
CHARLESTON VISITOR CENTER				
MERCHANDISE SALES	376,448	395,000	351,000	351,000
TICKET SALES	13,728	21,000	17,000	17,000
VRTC RENTS	19,400	23,000	20,000	20,000
MISCELLANEOUS INCOME	1,990	2,000	2,000	1,100
TRANSFER IN, HOSPITALITY FEE	556,551	572,000	572,000	706,000
TOTAL	968,117	1,013,000	962,000	1,095,100
CITY MARKET				
MARKET RENT - SHOPS	569,380	580,000	605,000	598,685
MARKET RENT - SHEDS	1,416,197	1,400,000	1,420,754	1,465,000
MARKET RENT - NIGHT MARKET	58,915	55,000	74,000	72,000
ATM MACHINE	56,457	53,000	53,000	48,000
MISCELLANEOUS INCOME	11,604	12,000	12,000	8,000
CONTRIBUTIONS, CAPITAL	-	-	-	-
TOTAL	2,112,553	2,100,000	2,164,754	2,191,685
J.P. RILEY, JR. BASEBALL PARK				
BASEBALL PARK RENT	314,486	359,000	359,000	363,000
CITADEL HOME GAME FEES	8,077	8,000	15,123	15,100
SURPLUS SALES	308	-	-	-
TRANSFER IN, HOSPITALITY FEE	325,000	100,000	100,000	1,000,000
TRANSFER IN, ADM. TAX FUND	-	25,000	25,000	-
TOTAL	647,871	492,000	499,123	1,378,100
MUNICIPAL AUDITORIUM				
MISCELLANEOUS INCOME	24,011	-	-	-
TOTAL	24,011	-	-	-
MUNICIPAL GOLF COURSE				
CONCESSIONS	285,244	345,000	245,000	320,000
SALES, RANGE BALLS	135,188	137,000	108,000	140,000
MERCHANDISE SALES	155,490	150,000	116,000	150,000
ADMISSIONS	491,292	570,000	415,000	530,000
TOURNAMENT REVENUE	20,614	20,000	17,700	20,000
FEES, INSTRUCTIONAL LESSONS	13,955	10,000	11,200	12,000
GREENS MAINTENANCE CHARGE	137,852	150,000	120,000	130,000
ATM MACHINE	651	1,500	1,000	1,000
RENTS, GC ELECTRIC CARTS	310,604	365,000	258,000	350,000
SURPLUS SALES	3,139	-	1,020	-
TOTAL	1,554,029	1,748,500	1,292,920	1,653,000

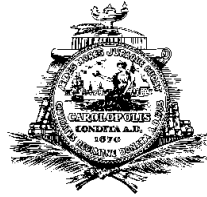


COMPARATIVE REVENUE DETAIL 2013 - 2015

REVENUE SOURCE	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
ENTERPRISE FUNDS				
OLD SLAVE MART MUSEUM				
MERCHANDISE SALES	37,893	39,000	47,000	47,000
ADMISSIONS	276,159	250,000	288,000	275,000
MISCELLANEOUS INCOME	542	-	-	-
TOTAL	314,594	289,000	335,000	322,000
PARKING FACILITIES				
RESIDENTIAL PARKING PERMITS	86,216	88,000	92,600	92,600
CONSTRUC. PERMIT BAGS	126,490	97,415	121,160	127,000
DUMPSTER PERMIT FEES	42,560	28,365	52,305	52,000
SALARY SUPPLEMENTS	999	-	-	-
DELINQ. PARK METER VIOLATIONS	1,610,082	1,642,402	1,676,340	1,592,525
PARKING VIOLATIONS	1,116,837	1,094,934	1,213,901	1,250,000
MARITIME LOT	1,448	-	-	-
INTEREST INCOME	15,827	18,500	18,500	10,225
GARDEN THEATRE LOT	129,811	52,496	52,496	145,880
EAST BAY STREET LOT	5,083	5,607	5,607	5,264
EXCHANGE STREET LOT	16,590	15,342	15,342	17,949
MARKET ST METERED LOT	19,991	20,577	20,577	21,481
CONCORD/CUMBERLAND METERED LOT	24,176	15,876	15,876	23,635
AUDITORIUM PARKING METERS	20,101	18,180	18,180	23,764
ABM PARKING FACILITIES REVENUE	8,235,552	16,039,353	16,039,353	17,902,114
RENT, RILEY BALLPARK LOT	160,000	160,000	160,000	160,000
RENT, JOHN STREET LOT	2,400	-	-	-
FIRST BAPTIST LOT	2,304	-	-	-
B.A.M. METERED LOT	21,961	21,573	21,573	21,837
METER VIOLATION CLERK INCOME	74,739	75,000	75,000	75,000
PARKING METERS	1,313,224	1,296,061	1,284,026	1,328,307
VALET PARKING	14,197	-	-	15,000
SMART CARD MINUTES	90,021	80,000	107,500	102,000
SALES, SMART CARD	7,085	6,500	7,100	6,000
REPUBLIC FACILITIES REVENUE	7,553,142	-	-	-
CONTRIBUTIONS, CAPITAL	24,730	-	-	-
TRANSFER IN, MUNICIPAL ACCOM FEE	600,000	600,000	600,000	600,000
TRANSFER IN, HOSPITALITY FEE	47,022	83,164	83,164	83,164
TRANSFER IN, MUN. AUDITORIUM	79,219	-	-	-
TRANSFER IN, WATERFRONT TIF	675,000	675,000	675,000	835,600
FUND BALANCE	-	-	-	712,939
TOTAL	22,116,807	22,134,345	22,355,600	25,204,284
ENTERPRISE FUND TOTAL	27,965,483	28,003,345	27,853,897	32,074,169
SPECIAL REVENUE FUND				
MUNICIPAL ACCOMMODATIONS TAX FUND				
MUNICIPAL ACCOMMODATIONS TAX	5,168,854	5,380,000	5,722,000	6,000,000
INTEREST INCOME	4,828	7,000	3,000	3,200
FUND BALANCE	-	1,069,488	-	296,800
SPECIAL REVENUE FUND TOTAL	5,173,682	6,456,488	5,725,000	6,300,000
TOTAL	171,040,040	179,245,179	177,615,131	187,752,856



REVENUE ORDINANCE



Ratification
Number: 2014- 161

AN ORDINANCE

To raise funds for the fiscal year ending December 31, 2015 and to meet the appropriation of \$181,452,856 authorized by ordinance 2014-160 ratified 16th day of December, 2014.

Be it ordained by the Mayor and Council members of Charleston, in the City Council assembled.

Section 1. The revenues of the City government applicable to the financing of the appropriations have been estimated and fixed as shown in the following items:

GENERAL FUND:

Item 1.	Property Taxes	\$ 80,305,000
	Less Local Option Sales Tax Credit	\$ (15,570,000)
	Total	\$ 64,735,000
Item 2.	Licenses	\$ 28,826,165
Item 3.	Sales and User Charges	\$ 604,800
Item 4.	Permits and Fees	\$ 4,136,315
Item 5.	Rents and Concessions	\$ 1,574,708
Item 6.	Fines and Forfeitures	\$ 840,000
Item 7.	Penalties and Costs	\$ 694,050
Item 8.	State of South Carolina	\$ 20,528,824
Item 9.	Recreational Facilities	\$ 1,584,055
Item 10.	Franchise Tax	\$ 13,665,860
Item 11.	Commissioners of Public Works	\$ 1,095,000
Item 12.	Miscellaneous Income	\$ 1,392,932
Item 13.	Interest Income	\$ 41,761
Item 14.	Federal Programs	\$ 202,518
	Total General Fund	\$ 139,921,988
	Total General Fund - Transfers In	\$ 9,305,646
	Total General Fund - Other Financing Sources	\$ 151,053
	Total General Fund Revenues and Financing Sources	\$ 149,378,687

ENTERPRISE FUNDS:

Item 14.	Angel Oak	\$ 230,000
Item 15.	Charleston Visitor Center	\$ 1,095,100
Item 16.	City Market	\$ 2,191,685
Item 17.	Joseph P. Riley, Jr. Ball Park	\$ 1,378,100
Item 18.	Municipal Golf Course	\$ 1,653,000
Item 19.	Parking Facilities	\$ 25,204,284
Item 20.	Old Slave Mart Museum	\$ 322,000
	Total Enterprise Funds Revenue	\$ 32,074,169

Total Revenues & Other Financing Sources **\$ 181,452,856**

Total To Be Appropriated **\$ 181,452,856**



Section 2. That for the purpose of providing the sum of \$64,735,000 for the General Fund operations set forth in Item 1 above, a tax of 80.3 mills hereby is levied upon every dollar of value of all real and personal property in the City of Charleston to be appropriated for several purposes indicated in the annual Appropriations Ordinance and for the purpose of providing funds for drainage improvements hereby is levied a tax of two (2) mills upon every dollar of value of all real and personal property in the City of Charleston, and for the purpose of providing funds for public safety capital expenditures hereby is levied a tax of one and one-half (1.5) mill upon every dollar of value of all real and personal property in the City of Charleston.

Section 3. That for the purpose of deriving the revenue estimated in Item 10 above, there is levied a fee on all amounts received by any person, firm, or corporation from the sale of electric energy used within the corporate limits of the City of Charleston, except electric energy paid for by the City Council of Charleston, and also a fee on all amounts received by any person, firm or corporation from the sale of natural or manufactured gas used within the corporate limits of the City of Charleston, except gas paid for by the City Council of Charleston, to be paid as other fees herein of the City of Charleston are paid, and to be calculated on the amounts received from the first of January of the previous year through the thirty-first of December of the previous year, which fees shall be in addition to all other taxes and assessments. The total fee shall be five percent (5%) of the retail electric and gas revenues.

Section 4. All taxes hereby levied shall be paid on or before January 15, 2016.

Section 5. That for non-payment of taxes on real estate and other personal property (not motor vehicles) hereby levied in the manner and form hereinabove set out, penalties and costs shall be added and imposed as follows:

January 16, 2016 through February 1, 2016, three percent (3%) plus cost.

February 2, 2016 through March 15, 2016, in addition to the three percent (3%) herein specified, an additional seven percent (7%) plus cost.

After March 16, 2016, in addition to the three percent (3%) and seven (7%) herein specified, an additional five percent (5%) until paid, plus all costs of levy, collections, seizure and sale.

Provided, however, that this shall in no way be construed to extend the time for payments of taxes as hereinabove set forth, and the Officers of the City of Charleston, the County of Charleston or Berkeley County are authorized to proceed with the collection and enforcement by levy, sale or otherwise at any time subsequent to the said first day of February, 2016.

Section 6. The Sheriff of Charleston County or Berkeley County shall determine the date to sell all real property upon which taxes levied under this ordinance are unpaid; provided, however, nothing herein contained shall prevent the sale upon a subsequent date of real property not sold on the above mentioned date because of error, mistake, oversight or other cause.

Section 7. That the taxes herein levied shall constitute a specific lien on the property taxed paramount to all other liens, except those for State and County taxes, from the time the liability for said taxes shall have accrued for the full term of ten (10) years after the said taxes shall have been due and payable.



REVENUE ORDINANCE

Section 8. That all funds collected under the authority of this ordinance, except as herein directed, are to be held, used and expended for expenses incurred and to be incurred for the fiscal year 2015 and all such expenses, including those represented by the issuance of tax anticipation notes shall be first paid and shall constitute a first lien upon all such funds, and also upon all to the above levy so far as may be necessary to meet the payment of the said tax anticipation notes for expenses incurred in the fiscal year 2015.

Section 9. That all the above items are to be paid as herein set forth so far as may be necessary and subject to the provisions of Section 8 of this ordinance, but any balances in any of the above items not used or specifically set aside for use, shall revert to the General Fund.

Section 10. That if any sections, item or portion of this ordinance shall be declared invalid by a court of competent jurisdiction, such invalidity shall not affect the remaining sections, items and portion hereof, which shall remain in full force and effect.

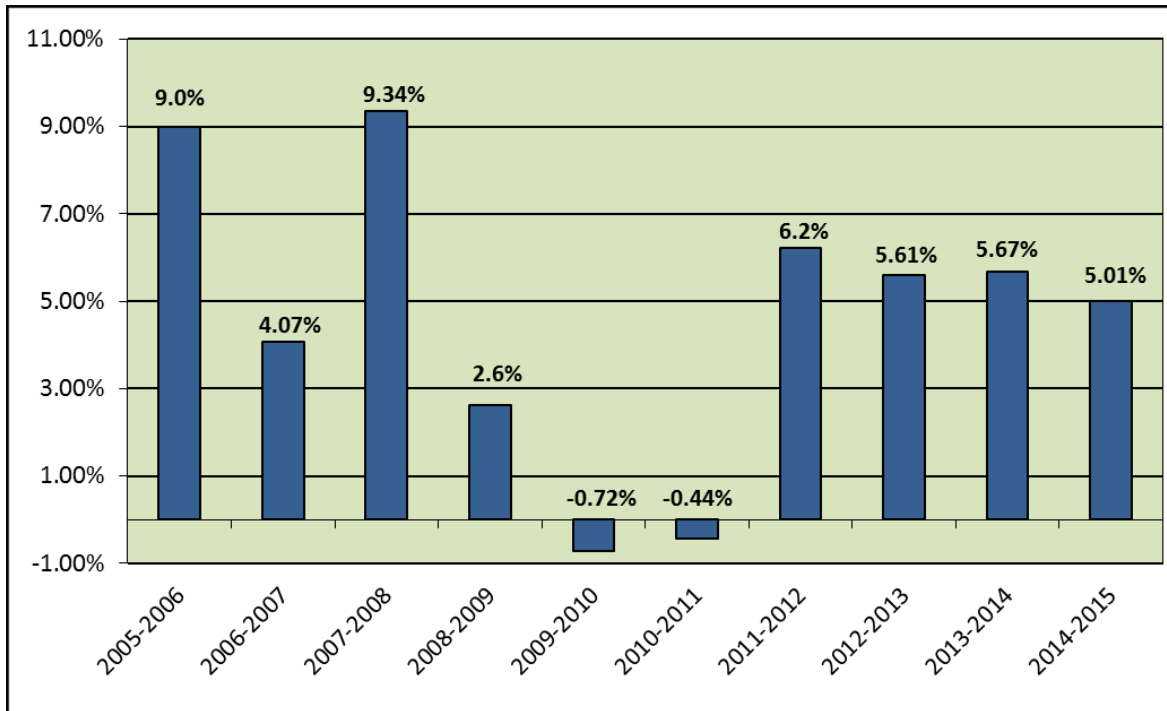
Section 11. This ordinance shall take effect January 1, 2015.

Ratified in City Council this 16th day of December, in the Year of Our Lord, 2014, and in the 239th Year of the Independence of the United States of America.



EXPENDITURE TRENDS AND ISSUES

The overall operating budget for fiscal year 2015 totals \$181,452,856. This consists of \$154,496,385 in expenditures and transfers out for the General Fund and \$26,956,471 in expenses for the Enterprise Funds. The total budget amount represents an increase of \$8,664,165 or 5.01% from the 2014 budget of \$172,788,691. The growth rates for the General Fund and Enterprise Funds adopted operating budgets for the last several years are as follows:



This budget document also includes the Municipal Accommodations Tax Fund budget, with total expenditures and transfers out of \$6,300,000 budgeted for 2015.

Healthcare increases will affect all divisional budgets with full-time personnel, as will Social Security and Retirement increases. The South Carolina Retirement System (SCRS) has increased its employer contribution rates .16% for regular employees and .33% for sworn police and fire employees effective July 1, 2015. To address underfunding issues, the rates have increased each year since 2010. The COLA and Workers' Compensation changes affect the General Fund under the General Government function, and the Enterprise Funds.

A planned move of many city offices into new office space and the shuffling of other office locations in 2015 affects the budgets of multiple divisions, whether by decreasing rent payments for current leased space, adjusting utility budgets and office equipment rentals, or merging functions into common space.

The specific increases and decreases will be discussed in greater detail throughout this section, but a summary of the notable components is shown below.



EXPENDITURE TRENDS AND ISSUES

Item	Amount of Increase (Decrease) compared to prior year
COLA (2%) & other salary increases	\$ 2,153,000
Increase in anticipated Salary Savings	\$ (535,000)
Public Safety Personnel additions	\$ 380,000
Other Personnel additions	\$ 191,000
Reduction of payments to Consolidated 911	\$ (1,200,000)
Replace NCIC System – Police	\$ 35,000
Replacement of Firefighter PPE	\$ 72,000
Capital Investment in 2015 - Parking Facilities	\$ 1,179,000
Contract staffing & supplies - new parking facilities	\$ 386,000
Maintenance project – Ballpark	\$ 900,000
Traffic & Transportation Pedestrian Safety Improvements	\$ 64,000
Information Systems & GIS projects	\$ 233,000
Planning Department Studies	\$ 50,000
Recreation Department Uniforms & Equipment	\$ 91,000
Environmental Services contracted collection agreements	\$ 370,500
Increase in Retirement & Social Security contributions	\$ 827,000
Decrease in lease obligations for rental space due to new Gaillard Municipal Office Building	\$ (334,000)
Gaillard Municipal Office Building – moving costs, utilities, insurance, office equipment	\$ 560,000
2015 Municipal Elections	\$ 100,000
Community Assistance Grant Program	\$ 311,000
General Insurance – property & liability	\$ 147,000
Workers' Compensation	\$ (324,000)
Healthcare	\$ 892,000
Debt Service - Capital Leases & Bonds	\$ 784,000

The Municipal Accommodations Tax Fund budget decreased \$156,488 overall from 2014 to 2015. For tourism capital projects, spending of fund balance in support of several capital projects during 2014 results in a decrease of \$588,038. Funding has increased by \$431,550 for tourism related expenses in the General Fund through a transfer out, partially funded by use of fund balance and increased revenues. Budgeted expenditures in this fund are determined based solely on the amount of revenue projected for the fiscal year and the amount of fund balance available for expenditure. See a discussion of this revenue in the Revenue section of this book.

EXPENDITURE PROJECTIONS

Expenditure estimates are derived in several ways. Initially, during the budget process, each department or division provides estimates of their current year expenditures and projections for the upcoming budget year. Departments are required to submit computations or explanations when current year estimated expenditures vary from budgeted expenditures. Calculations, assumptions made, and explanations of methodology are also requested and submitted for the upcoming year's budget projections. Many expenditure object lines, Professional and Service Contracts, Vendor Leases, Employee Travel and all capital expenditures, require full justification each year. The Budget and Management Division staff then review these estimates and the underlying data provided. The data is compared to year-to-date actual expenditures for the current year, trends from past years, and integrated with knowledge obtained from other sources. These other sources include information from the Procurement Division on existing contracts and lease agreements, rental and/or lease agreements from the Director of Real Estate Management, information affecting salary and



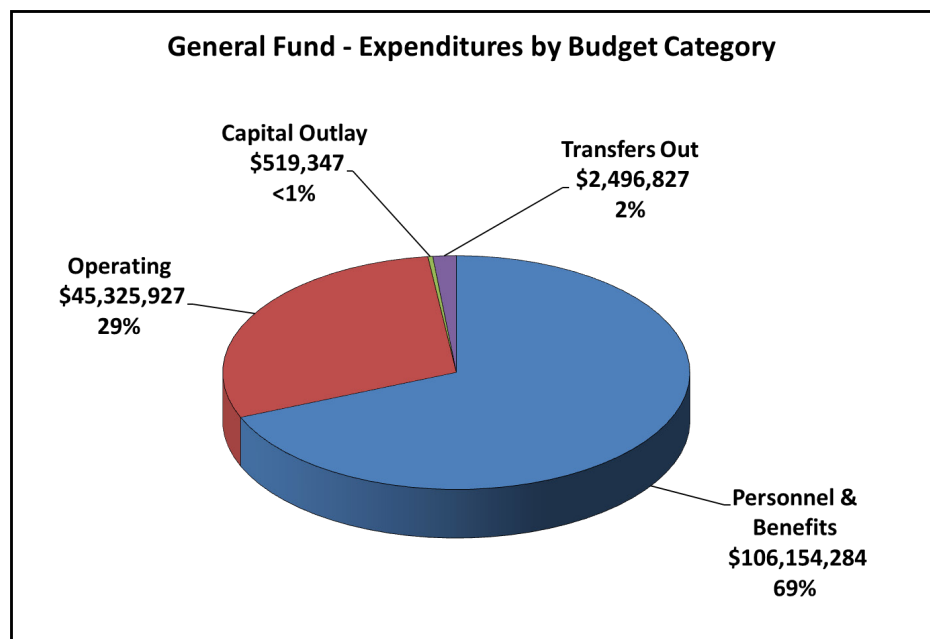
fringe benefits from the Human Resources and Organizational Development Department, the local utility companies, and in some cases, neighboring municipalities. In some areas, the effect of ordinances, statutes, and regulations must also be considered. Budget staff communicate frequently with departmental personnel during this process.

Final expenditure projections are compiled by the Budget and Management Division and the Chief Financial Officer, and then returned to departments for their review and comment. Certain general expenditures, such as healthcare, workers' compensation, debt service, and utilities, are not under the purview of any particular department. The Finance Division and the Budget and Management Division project these expenditures jointly, using the same methods described above. The Budget and Management Division also compiles personnel costs in conjunction with the Human Resources Department.

The 2015 budget addresses requests voiced by citizens and neighborhood councils. Throughout the year, information is collected from citizens primarily through Councilmembers, City staff attendance at neighborhood council meetings, and meetings directly with the Mayor at his monthly "Mayor's Night In." Information from these sessions and quarterly meetings with Neighborhood Council Presidents is gathered by the Planning, Preservation and Sustainability Department and distributed to the appropriate Department for consideration in their budget formulation. Budget Execution Review meetings are also held with City Council during the year to give Council an organized forum in which to ask questions about the current year's budget and provide input for future budgets. The public is also notified and given the opportunity to address the City's full Council at the Budget Public Hearing scheduled each year in October.

GENERAL FUND

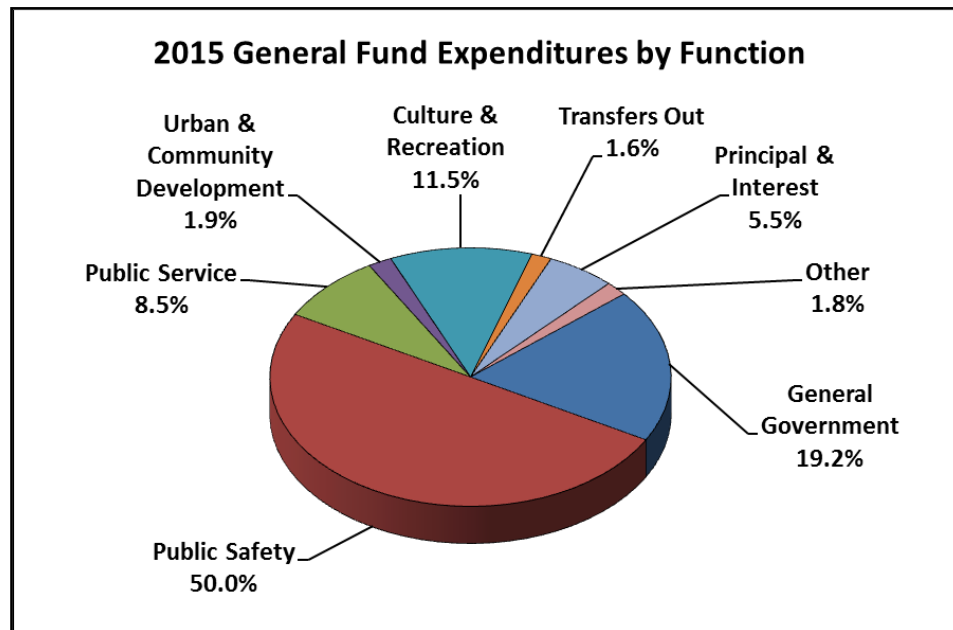
The General Fund is the City of Charleston's general operating fund and is used to account for all transactions except those required to be accounted for in another fund. The 2015 General Fund operating budget of \$154,496,385 represents an increase of \$5,636,365 or 3.79% compared to 2014.





EXPENDITURE TRENDS AND ISSUES

Although there were notable increases and decreases in various line items throughout the 2015 budget, significant areas of increase were a cost of living adjustment (COLA) for all employees, and fringe benefit cost increases in the areas of healthcare and retirement contributions. Additionally, salary savings achieved in 2014 are reflected in the 2014 amended budget numbers within the functions, and will increase the variance between 2014 and 2015 within the individual functions, but not the overall budget. The method of budgeting and accounting for salary savings is discussed in more detail under the General Government heading of this section. In relation to our estimated population of 133,579, this year's General Fund Budget equals \$1,156.59 per capita. Specific issues addressed in the budget are discussed below by function.



All 2014 budget numbers in all tables and discussions in this book reflect the 2014 Amended Budget, unless otherwise noted. The amended budget includes all budget transfers made during 2014, and any amendments made to the approved budget. Budget transfers between line items do not affect the amount of the budget in total, whereas budget amendments usually add to the total budget. There was no budget amendment in 2014.

A majority of the changes between the 2014 Approved Budget and the 2014 Amended Budget are due to the method the City uses to budget for vacant positions. Every year, the City budgets a negative amount for anticipated savings from vacant positions that occur during the year. This amount is budgeted in the Non-Departmental division which is included in the General Government function. This amount offsets the personnel budgets of all functions which are budgeted at 100% occupancy. Vacancy savings are computed monthly and budget transfers for the amount of savings are made from the applicable salary line items to the vacancy savings line item. Therefore, the Amended Budget under General Government increases as savings are transferred into the vacancy savings line in Non-Departmental, and other functional budgets decrease as the budgeted funding for vacant positions is transferred out of those budgets. This also makes it appear that the 2015 budget has increased within functions by amounts greater than the actual increase, as 2015 personnel budgets are restored to full staffing. In normal

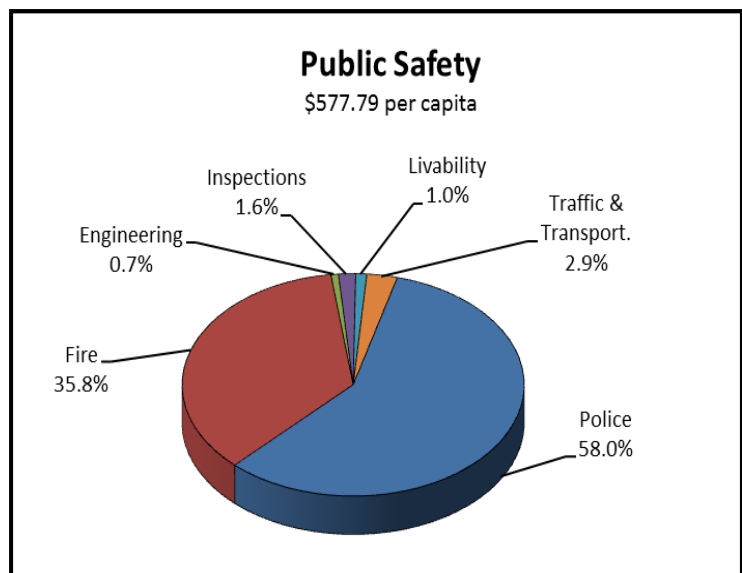


times, these fluctuations are not as significant as vacant positions are routinely filled within a short time period. However, the City's hiring freeze, which began in late 2008, has increased the amount of vacancy savings by halting automatic hiring approval for vacant non-public safety positions, instead requiring justification and authorization through the Chief Financial Officer for each personnel requisition. Below is a table that shows the various increases and decreases within functions between the 2014 Approved Budget, the 2014 Amended Budget and the 2015 Approved Budget. This table illustrates the effect of salary savings on the year-to-year budget comparisons in relation to other budget transfers.

General Fund Expenditures by Function					
	2014 Approved Budget	Budget Transfers	2014 Amended Budget	Increase (decrease) 2014 Amended to 2015	2015 Approved Budget
General Government	28,950,447	2,913,314	31,863,761	(2,189,519)	29,674,242
Public Safety	75,111,197	(1,211,795)	73,899,402	3,280,596	77,179,998
Public Service	12,578,622	(758,812)	11,819,810	1,356,015	13,175,825
Urban & Comm Dev	2,692,413	88,699	2,781,112	166,659	2,947,771
Culture & Recreation	16,896,946	(1,041,617)	15,855,329	1,873,551	17,728,880
Community Promo	706,851	5,754	712,605	4,063	716,668
Health & Welfare	601,588	(16,228)	585,360	239,455	824,815
Economic Dev	1,107,448	20,685	1,128,133	76,905	1,205,038
Other	7,724,438	-	7,724,438	823,383	8,547,821
Transfers Out	2,490,070	-	2,490,070	5,257	2,495,327
	<u>148,860,020</u>	<u>-</u>	<u>148,860,020</u>	<u>5,636,365</u>	<u>154,496,385</u>
General Government detail:					
Salary savings		4,736,040			
COLA Transfers to Departments		(1,715,414)			
Other Transfers in Gen. Gov.		(107,312)			
		<u>2,913,314</u>			

Public Safety

Public Safety remains our number one priority and accounts for 50% or \$77,179,998 of the General Fund operating budget. This represents an increase of \$3,280,596 from the 2014 amended budget. The Police and Fire Departments continue to provide superior service to our citizens. Since the Police and Fire Departments are among the largest in the City, a large portion of the increase is in fringe benefits as shown in the overall expenditure discussion and charts earlier in this section. In relation to the City's estimated population, Public Safety spending is \$577.79 per capita.





EXPENDITURE TRENDS AND ISSUES

Fire Department

For 2015, funding increased \$2,312,582 compared to the 2014 amended budget. In addition to 2014 salary savings restored in the 2015 budget, \$255,000 was added for full-year funding of 6 firefighters to staff a new water tender truck for parts of the Cainhoy area that are not served by a fire hydrant system. The overtime budget for the Fire Training Division was increased \$42,000. In the Fire Marshal's office, funding of \$71,000 was added for an Assistant Fire Marshal and a new Fire Inspector. Step increases for firefighters are funded at \$124,000. Fringe benefits costs in the Fire Department increased approximately \$361,000 which includes fringes on the personnel increases.

Overall, the operating budget decreased by \$24,385. The required payments to Charleston County for joining the Consolidated 911 Dispatch Center decline over a 3 year period until the County has fully assumed the cost, resulting in a decrease of \$330,657 in 2015, which is the final year of payment. Operating cost increases include \$72,000 to begin a rolling replacement plan for Personal Protective Equipment (PPE) for the firefighters as the current PPE reaches the end of its useful life and an increase of \$10,500 for cleaning of the PPE. Increased funding for annual and pre-employment physical examinations is \$49,000. The general maintenance budget for the fire stations increased \$47,000 due to needed repairs in 2015, along with \$12,000 for related architectural and engineering services. In the Fire Training Division, \$23,400 was added for contracted EMT training for firefighters. Additional funding of \$24,100 was also added for various supplies across all fire divisions.

Lease purchase borrowing for the Fire Department for 2015 totals \$1,750,000 for 1 pumper engine to replace Engine 117 and 1 Quint (5 function apparatus) to replace Ladder 101 on Daniel Island. Due to Daniel Island's location, the response time for back-up apparatus from other stations is longer than desired. The Quint can function as either a pumper or a ladder truck.

Police Department

The Police Department budget for 2015 shows a net increase of \$297,462 over 2014's amended budget. The largest change for the Police Department in 2015 is the reduction in the required payments to the Charleston County Consolidated 911 Center. Charleston County is absorbing the cost gradually (0% in 2014, 50% in 2015 and 100% in 2016), with the City making a payment to the County of \$1,810,758 in 2014 to cover personnel and operating costs. The corresponding payment in 2015 is \$941,594, a decrease of \$869,164.

Changes in funding for personnel includes adding 2 NCIC operators at a cost of \$58,000 and converting one part-time victim advocate to full-time at cost of \$12,000. Fringe benefits costs are budgeted to increase by \$615,000 in 2015, due to added personnel costs and increases in contribution rates for the South Carolina Retirement System.

Various increases and decreases in the Police department's operating budget resulted in an overall decrease of \$565,989, due to the 911 Center payments reductions. Some of the increases include escalation amounts in rent agreements, replacing the aging NCIC



computer network at a cost of \$35,000, increasing funding for ballistic vests at \$15,000 and in-car cameras at \$60,000. Additionally, the department will contract with a local non-profit agency to provide offender re-entry services at a cost of \$65,000. The goal of this program is to help inmates re-adjust to life after incarceration and prevent a relapse into criminal activity. Funding for employee physicals and drug tests increased \$20,000. A 2013 U.S. Department of Justice COPS grant is funding the addition of 8 officers for a Community Action Team to target high crime areas. The grant's Federal share totals \$1,000,000 over 3 years, with the City share totaling \$456,000 over the same period. The grant match for 2015 is estimated to be \$161,810, an increase of approximately \$45,000 from 2014. Additional grant matches budgeted in 2015 include \$11,868 for a criminal domestic violence investigator and \$4,020 for a forensic video analysis system. Funds totaling \$50,000 were added in 2015 for various equipment purchases.

Lease purchase funding for 2015 totals \$1,198,250 for 25 marked police pursuit vehicles, 15 unmarked police vehicles, 5 pursuit SUVs, 1 prisoner transport van, and 2 pick-up trucks for Animal Control. This is essentially the same amount of funding as 2014.

Other

Public Safety also includes the Livability Division which was formed to address quality of life issues such as various code violations. This division was created in 2010 by moving personnel from several areas such as Police, Inspections and Environmental Services to provide a cohesive and efficient unit. Funding for emergency repairs and stabilization to address the issue of severely deteriorated buildings is also included. Livability's budget increased \$152,000 compared to 2014's approved budget in order to fund three Tourism Enforcement Officers added late in 2014 based on recommendations from the City's Tourism Commission, which oversees tourism related matters affecting the economic and general welfare of the citizens of the city.

Also included in Public Safety are the Engineering and Inspections Divisions of the Public Service Department and the Department of Traffic & Transportation (T&T). The Inspections division budget decreased \$150,000 due to the anticipated transfer of permit clerks from Inspections to the new Permit Center division, which will begin operations in the new Gaillard Municipal Office building when it opens in 2015. The Permit Center will be a consolidated location for the issuance of all City permits and licenses and is thus classified under the General Government function. Pedestrian safety improvements for four non-signalized intersections are funded at a cost of \$64,000 in T & T's budget. The other divisions within this function have no significant changes in their budgets from 2014 to 2015.

Public Service

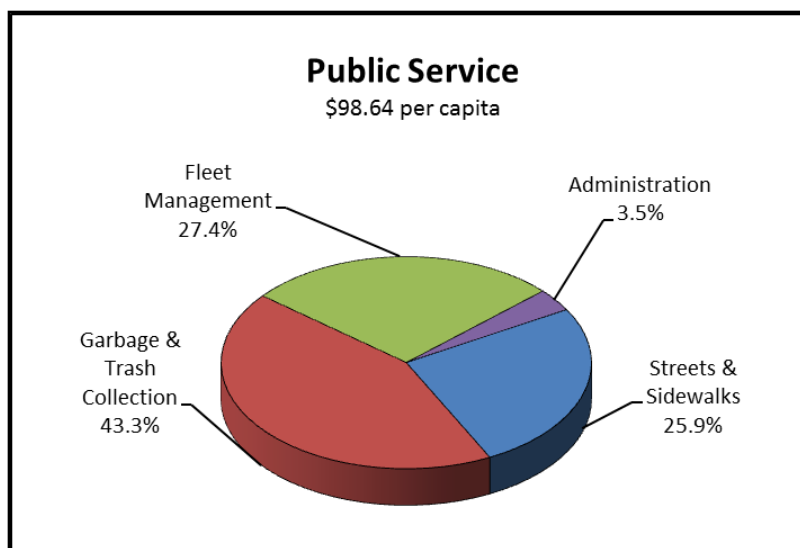
A major focus of each year's budget is the delivery of Environmental Services (garbage and trash collections) to the citizens. The 2015 Public Service function budget is \$13,175,825, a net increase of \$1,356,015 from the 2014 Amended budget. However, the change from the 2014 Approved Budget is \$597,203. The difference is because the amended budget is net of salary savings taken from Environmental Services in 2014 because of the hiring freeze in place.



EXPENDITURE TRENDS AND ISSUES

Positions for 2015 are budgeted at 100% occupancy. Salary savings of approximately \$759,000 were transferred out in 2014 for all divisions in this function.

Beginning June 1, 2014, the city contracted with a private hauler to provide garbage and trash collection to the expanding outer West Ashley and Johns Island areas, allowing the City employees to concentrate on the core service areas in older parts of the City. The cost savings were minimal in 2014 compared to the 2013 budget, but substantial savings are expected to be realized in coming years through cost avoidance. Without this contract, the City would have had to add equipment and new crews, in addition to filling all vacancies, as early as 2015. Due to growth in the area of collections and to provide a full year of funding, an additional \$370,449 was budgeted for this contract and the collection contract for Daniel Island for 2015.



As part of our continued commitment to maintaining up-to-date equipment for the sanitation crews, \$716,000 has been committed for equipment purchases in Environmental Services through lease purchase. These funds will purchase one dump truck and six front loaders/claws for Trash Collection and one rear loader truck for Garbage Collection. New funding of \$8,000 was provided for contracted E-Waste removal.

Funding of \$21,000 was included for the Public Service Department to pursue accreditation from the American Public Works Association. A strong commitment to maintaining and improving the city's sidewalks is continued in this budget. Funding of \$489,800 allows the city to focus on keeping our sidewalks safe and attractive. Of this amount, \$300,000 is funded by a transfer in from the Hospitality Fee Fund and is dedicated to sidewalks in the Historic District.

General Government

General Government consists of all of the Departments and Divisions that support the City and its infrastructure. The 2015 General Government expenditure budget is \$29,674,242 which represents a \$2,189,519 net decrease from the 2014 Amended Budget and an increase of \$723,795 over the 2014 Approved Budget. In relation to our estimated population, General Government spending equals \$222.15 per capita.

As discussed earlier, the majority of the change from 2014 Amended Budget to 2015 Budget is explained by the way the City budgets for vacant positions. The following table summarizes the various increases and decreases between the 2014 Approved, 2014 Amended, and 2015 Budgets, and shows how city-wide salary savings and Cost of Living Adjustments affect the General Government budget.



General Government Expenditures					
Description	2014 Approved Budget	Budget Transfers	2014 Amended Budget	Change	2015 Budget
Salary Savings	(3,800,000)	4,736,040	936,040	(5,271,040)	(4,335,000)
Cost of Living Adjustment	1,793,547	(1,715,414)	78,133	1,411,125	1,489,258
Personnel Services	8,646,707	(56,961)	8,589,746	846,278	9,436,024
Fringe Benefits	8,260,894	(37,800)	8,223,094	32,754	8,255,848
Operating	13,777,899	(1,862)	13,776,037	866,034	14,642,071
Capital Outlay	271,400	(10,689)	260,711	(74,670)	186,041
Total	30,956,900	(107,312)	30,849,588	1,670,396	32,519,984
Grand Total	28,950,447	2,913,314	31,863,761	(2,189,519)	29,674,242

The amount of salary savings budgeted for 2015 is \$4,335,000 and is based on achieved savings in 2013 and 2014. The 2014 Cost of Living Adjustment (COLA) was 2.5%, while the 2015 COLA is 2%. The COLA is budgeted in the Non-Departmental division of General Government and spread by budget transfer to each department at the effective date of the COLA each year. The negative change of \$5,271,040 for salary savings and the addition of the COLA account for a net \$3,859,915 decrease from the 2014 Amended Budget to the 2015 Budget, while other various increases and decreases added \$1,670,396 to the 2015 General Government budget, for total net decrease of \$2,189,519.

As shown in the above table, the budgets for personnel, fringes, operating and capital costs in General Government, not including salary savings and the COLA addition, increased \$1,670,396 from the 2014 amended budget to the 2015 budget. The major components of the \$866,034 increase in operating are \$37,100 for security for additional sessions added in the Municipal Court, \$19,000 for bank charges related to acceptance of credit cards in the Revenue Collections division, \$317,000 for Information Technology projects and initiatives, and \$152,000 in Electrical for street lighting electricity. Nearly \$288,000 of savings will result from rental space leases to be terminated as offices move into the Gaillard Municipal Office Building, but an additional \$450,413 is budgeted for the utilities, insurance and office equipment leases for the new space. Insurance budgets for auto and property in the General Insurance division increased \$88,000 due to rising premiums and an increase in the number of assets insured. As 2015 is an election year for mayor and half of City Council, \$100,000 is budgeted to cover the cost of voting machine rentals and poll workers. Approximately \$57,000 of the increase of \$846,278 in personnel is due to salary savings taken in 2014 as shown in the table above, but restored in 2015 as all positions are budgeted at 100% occupancy. The addition of the Permit Center as mentioned in the Public Service section above results in a \$190,000 increase in General Government personnel, most transferred from Inspections. A new Permit Center manager will also be hired. An increase of \$73,000 funds personnel for additional Municipal Court sessions, with a corresponding increase in the Prosecutor's Office of nearly \$59,000. A network system administrator was added to Information Systems at \$64,000, primarily to

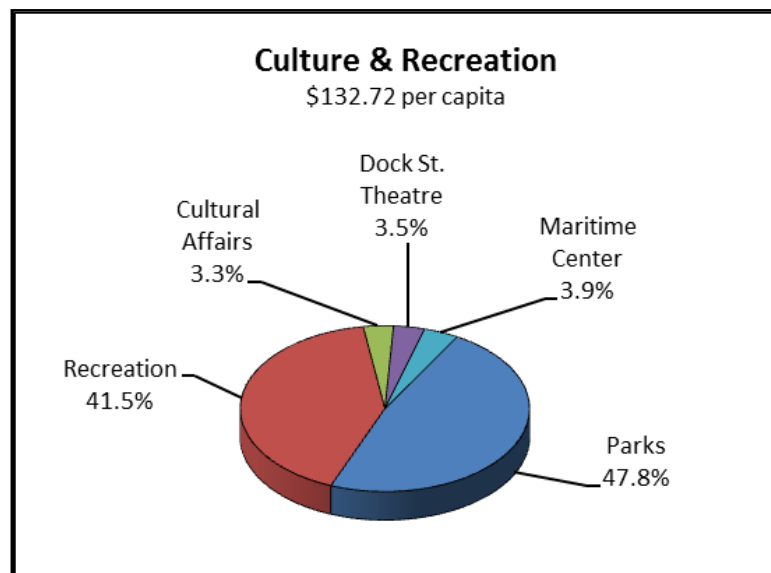


EXPENDITURE TRENDS AND ISSUES

provide administrative, security and operations management for the Municipal Court Case Management System. One GIS technician was moved from T & T to GIS to improve efficiency, adding \$50,500 and an intern for Real Estate Management was added at \$23,400. The remaining difference is from salary increases, including the COLA, and personnel turnover in 2014. Fringe Benefit increases are related to Healthcare and Retirement contributions, and the personnel changes discussed above, but are offset by a \$310,000 decrease in the Workers' Compensation budget. Capital Outlay decreased for 2015 because of capital investments made in 2014 in Information Technology.

Culture and Recreation

Quality cultural and recreational activities are some of the most important factors in providing our residents and visitors with a superior quality of life. Our streets, parks and facilities are where citizens and visitors come together to enjoy our natural surroundings or enrich their lives with culture. This function includes divisions of our Parks Department, which oversees construction and maintenance of our parks, the Recreation Department, which conducts many



award winning programs for our citizens and visitors of all ages, the Dock Street Theatre, the Maritime Center and the Division of Cultural Affairs, which produces many outstanding programs and festivals like Piccolo Spoleto and MOJA. As our city continues to grow these departments will meet the challenge and provide quality programs for our citizens and visitors alike. This budget includes \$17,728,880 for Culture and Recreation, which represents a net increase of \$1,873,551 over the 2014 amended budget. Salary savings taken in 2014 account for over \$1,000,000 of the increase as all positions are budgeted as filled in 2015. The remaining increase is due in part to the 2014 COLA, healthcare and retirement contributions. Operating expenses increased approximately \$146,000. Nearly \$31,000 is budgeted for new starting blocks and lane markers at the MLK Pool at Martin Park. The cost of uniforms for youth sports in Recreation increased \$60,000 due to increased participation in the programs, but the program also has a new sponsor that will donate funds to cover part of the uniform cost. The Grounds Maintenance operating budget increased by a total of \$52,600, including additional funds for landscaping maintenance services for City properties and along highways. Funds were reallocated among some line items to more closely match spending trends. Contracted tennis instructors at the Charleston Tennis Center will receive an estimated \$42,000 in additional compensation based on an increase in the number of lessons taught. The budget for Bees Landing Recreation Center increased \$50,000 to fund programs for senior citizens. The rent budget for the Office of Cultural Affairs decreased by \$28,000 due to their eventual move associated with the opening of the Gaillard Municipal Building.



Urban and Community Development

This function equals 1.9% of the General Fund budget and totals \$2,947,771 for 2015, a net increase from 2014's amended budget of \$166,659. Salaries increased due to the COLA, but the rent budget for the Department of Housing and Community Development (HCD) decreased by \$27,251 as this division will move into city-owned office space in 2015. The Planning, Preservation and Sustainability department's budget includes a \$50,000 increase for studies to be conducted in 2015.

Business Development and Assistance

This function consists of the Business Development Division, the Business Services Division and the Youth Programs Division. This function accounts for \$1,205,038 of the 2015 budget, and is a net increase of \$76,905 from 2014. Most of this increase is for a new position to support the West Ashley Economic Initiative, a program to spur economic growth and recovery for the many retail spaces along West Ashley's major thoroughfares.

Health and Welfare

This budget continues the City's support of our children and families, as well as outreach programs like Crisis Ministries, which helps the homeless and the Lowcountry Food Bank, which provides food staples to the needy. Funding for 29 agencies is provided in 2015 in the Assistance Programs budget. The Health and Welfare category also includes Public Information and Children's Services. In total, it accounts for \$824,815 of the General Fund Operating Budget, an increase of \$239,455 compared to the 2014 Amended Budget. Most of the increase is in the Assistance Programs budget.

Miscellaneous and Other

Budgets for Community Promotions (\$716,668) and Other (\$8,547,821) are also included in the General Fund Expenditure Budget. Community Promotions includes the Tourism Division of the Department of the Clerk of Council. This division is responsible for the logistics of dealing with a large tourist population with as little negative impact on citizens as possible. Included in the Other category is Debt Service on bonds, capital leases and notes payable. These expenditures are discussed in detail in the Budget Summaries section of this book.

Transfers Out

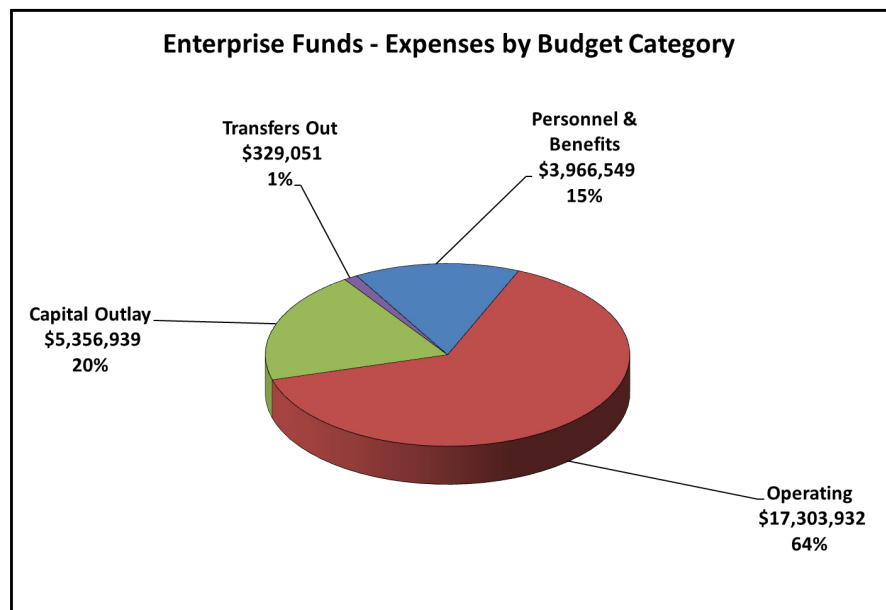
Operating Transfers Out from the General Fund to other funds is budgeted at \$2,495,327 for 2015, a slight increase from 2014. A transfer to the Energy Performance Fund of \$345,950 is budgeted in 2015. This transfer is an accumulation of savings achieved in maintenance and utility budgets under Phase II of an Energy Performance contract with Johnson Controls, Inc. The savings are transferred to the fund that pays the debt for the financing of the energy-saving renovations and upgrades to City facilities. In 2012, a transfer of \$500,000 was budgeted to the Drainage Fund for drainage projects for the first time. This transfer is funded by the increase in the electric franchise fee from 3% to 5% and was part of the agreement made by Council in voting for the permanent increase in the franchise fee. The largest transfer is for the scheduled payment for the Certificates of Participation debt instrument. This transfer is \$1,628,377 and is discussed in the Budget Summaries section of this book along with other debt obligations.



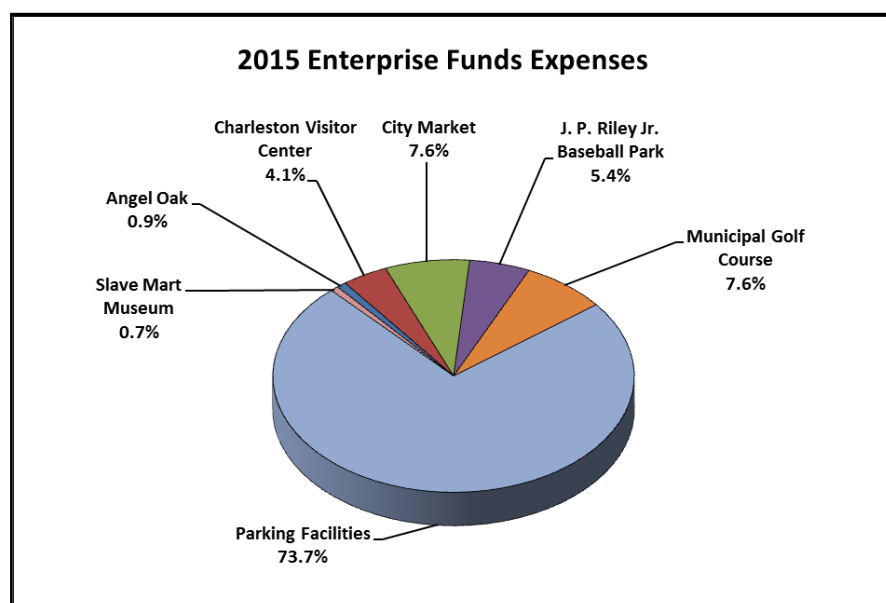
EXPENDITURE TRENDS AND ISSUES

ENTERPRISE FUNDS

The City's Enterprise Funds are used to account for activities that are financed and operated in a manner similar to business enterprises wherein all costs are recovered primarily through user charges. For 2015, the total Enterprise Funds operating budget is \$26,956,471, an increase of \$3,027,800 or 12.7% from 2014. This increase will be explained in the discussion of each enterprise fund below.



Unlike the General Fund, with expenditure reporting at a functional level, reporting for each Enterprise Fund is at the fund level, meaning that the functional variances resulting in the General Fund from salary savings, COLAs, and other budget transfers are not seen in the Enterprise Funds.



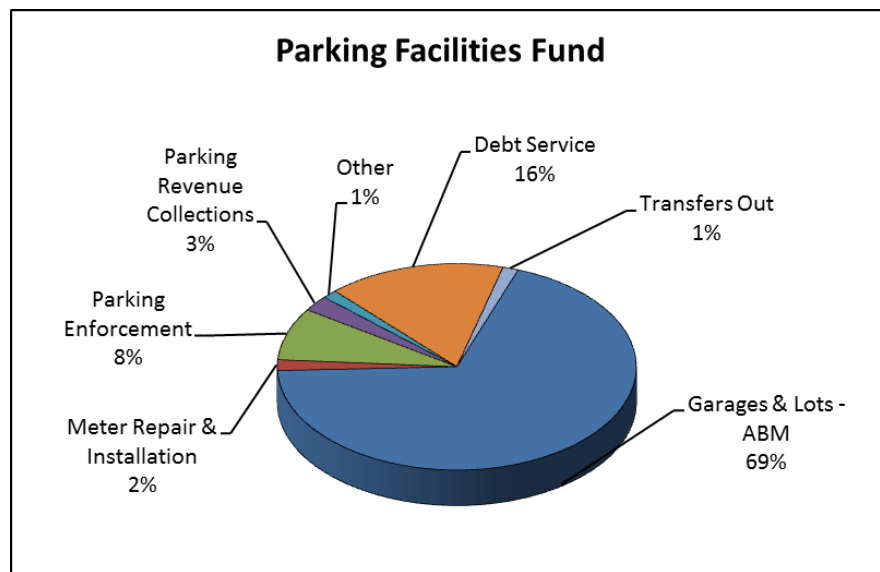


Parking Facilities Fund

The Parking Facilities enterprise fund includes all parking garages and lots owned and/or operated by the City, all parking enforcement activities, meter installation and repairs, and debt service related to parking facilities. This enterprise fund accounts for \$19,856,740 or 73.7% of all enterprise funds, and increased \$2,326,442 for 2015. The garages and lots are operated by ABM Parking Systems under a management agreement with the City.

The major increase is the addition of approximately \$1.18 million in capital outlay. As part of the Midtown hotel project, the developer is building a parking garage which the City will purchase and operate upon completion. A \$1 million cash down payment is included in the 2015 budget with bond proceeds to fund the remainder of the purchase price. The 2014 budget included \$3 million for the Midtown Garage purchase, but the developer's construction timeline was extended,

and the garage is now expected to open by May 2015. The 2014 unspent funding for Midtown was shifted to allow for construction of three new parking lots in 2015, at a cost of \$2.3 million. Additional capital outlay is budgeted to upgrade equipment in several parking garages and to equip a Command Center. The ultimate goal is a



centrally networked parking system that will link all garages and allow for system-wide management instead of management by individual location. A centrally networked system will lead to more efficient allocation of personnel resources, and eventually allow customers to locate available parking spaces through smart phone and tablet applications. The first phase of the plan is to replace outdated revenue control systems with new equipment that is compatible between garages and will provide "pay in lane" and "pay on foot" technologies. This technology will allow all garages to remain operational 24 hours a day. The opportunity to improve customer service is one of the most beneficial aspects of the equipment upgrades. Existing garage booth attendants can become mobile, moving about within garages to direct traffic, provide directions and information to patrons, and assist customers with various issues. The 2014 budget included funds for the first 4 garages at a cost of \$713,000. The equipment has been ordered and will be installed in early 2015. An additional \$900,000 was budgeted in 2015 for the next 4 garages.

Increases also occur in Healthcare and to fund the 2015 COLA. Additionally, operating costs have increased by \$1,046,000. Since the garages and lots are staffed by employees of ABM, the City budgets that cost as an operating cost instead of as a personnel cost. Various salary increases, including a COLA in 2014 and 2015, increased the ABM base salary cost by \$292,000.



EXPENDITURE TRENDS AND ISSUES

The Midtown garage will require staffing by ABM, utilities, supplies, insurance, cleaning and maintenance at a cost of \$181,000; new parking lots will add \$25,000. Bank service charges will rise with the increasing acceptance of credit and debit cards and the on-line payment system for monthly parkers, adding \$43,000 to the budget. The new Command Center will cost \$180,000 for ABM to staff 24/7. A landscape maintenance contract for garages and lots adds \$128,000 to the 2015 budget.

Municipal Golf Course

The Municipal Golf Course's budget accounts for \$2,062,056 or approximately 7.6% of all enterprise funds. Expenses for 2015 are less than 2014 due to \$330,000 of capital improvements completed in 2014. The course's irrigation system was replaced in 2014, and the HVAC system in the clubhouse is scheduled to be replaced in 2015.

City Market

In late 2008, the City entered into a new management agreement for the City Market. Effective October 1, 2008, The City Market Preservation Trust (CMPT) began operating the market and assumed responsibility for leasing the spaces in the market, upgrading the facilities, and developing a capital renovation plan to restore and preserve the historic Market Sheds. Under this agreement, CMPT receives a guaranteed minimum base fee plus 30% of the net operating income of the Market. The City retains 70% of the net income but must reserve those funds for future capital needs. The 2015 expense budget is \$2,041,177, an increase of \$87,000 from 2014. In early 2010, a \$2,100,000 revenue bond was issued for the renovation of the market sheds. In late 2010, a second revenue bond in the amount of \$3,400,000 was issued for the renovation of the remaining market buildings. All construction is complete.

J.P. Riley, Jr. Ballpark

The J.P. Riley, Jr. Ballpark budget increased \$903,036 from 2014 to 2015 and accounts for 5.4% of the total Enterprise Funds budget. In 2015, \$900,000 is budgeted for maintenance and repairs to the stadium, including replacement of a stairwell, structural steel painting, concrete deck coating, and resealing of expansion joints.

Other

The Angel Oak Fund, the Visitors Center Fund, and the Old Slave Mart Museum Fund all have very slight increases from 2014 to 2015. The Municipal Auditorium Fund was closed in 2014 due to a complete renovation of the building, scheduled to be completed in late 2015. A private non-profit will operate the facility, named the Gaillard Center, when it reopens.

SPECIAL REVENUE FUND

The Municipal Accommodations Tax Fund, a special revenue fund, has total budgeted expenditures of \$6,300,000 in 2015, a decrease of \$156,488. The decrease is due to the planned use of fund balance in 2014. Fund Balance was available for use because one project was postponed and because revenues did not decrease as much as expected during the recession. Additionally, revenue has increased even more over the last year as tourism has continued to rebound from the recession. Expenditures in this fund must adhere to City and State codes that define eligible expenditures from these local accommodations tax funds. One-



half of the funds collected must be spent on tourism-related capital projects and one-half must be spent on tourism-related operating costs. The expenditures budgeted in this fund are operating transfers out to the General Fund or various Capital Project Funds, and are budgeted solely based on the amount of revenue and fund balance anticipated to be available in each year.

Transfers to the General Fund and Parking Facilities Fund are budgeted at \$2,670,000 and \$600,000 respectively for 2015 and are to reimburse those funds for specific tourism-related salaries and benefits incurred in 2015. Most of these salaries and benefits are related to Police and Parking Enforcement activities in the Historic District, which has a high concentration of tourism.

The Capital Projects Review Committee determines funding for capital projects. All current and future projects are reviewed and approved by this committee, and funding requirements and allocations are also determined through this process. The Municipal Accommodations Tax Fund is one source of funding available, but only tourism-related projects are eligible. The transfers out for capital projects total \$3,000,000 for 2015, including transfers out to the Capital Improvement Fund of \$731,733 for the renovation of the Colonial Lake, \$1,000,000 for the Gaillard Center, and \$700,000 for Market Street Streetscape. Also budgeted are transfers out for \$280,000 to the Governor's Park Fund bond payment for the tennis complex construction, and \$288,267 to the Energy Performance Fund for debt service on tourism related projects funded through an energy performance contract with Johnson Controls.

CAPITAL EXPENDITURES

Only routine capital expenditure budgets are included in the General Fund and both routine and non-routine capital expenses are budgeted in the Enterprise Funds. All other non-routine capital expenditures are budgeted in the five-year Capital Improvement Plan (CIP) included in this document, beginning on page 383. The CIP is predominantly funded by various funding sources other than the General Fund as described in the CIP section. The General Fund budget includes \$519,347 of capital expenditures and the Enterprise Fund budgets include \$5,356,939 of capital expenses for 2015. The capital outlay for 2015 is significantly higher than 2014 as explained in the Parking Facilities discussion above. Additionally, new capital equipment acquisitions at a cost of \$4,484,750 are funded through lease purchase arrangements in 2015. More discussion of the lease purchase acquisitions for 2015 is included in the functional expenditure discussions for the General Fund above. The payments for the 2015 leases, as well as for prior years' leases, are budgeted in the Non-Departmental section of this book and are shown on page 376. The Lease Purchase Fund accounts for the receipts and disbursements of the annual borrowings but does not have a budget, as the intended borrowing and purchases each year are approved as part of the General Fund operating budget through the inclusion of the debt service payments. Therefore, the Lease Purchase Fund is not included in this document. The following table is a breakdown of the 2015 budgeted capital outlay for the funds reported in this document:



EXPENDITURE TRENDS AND ISSUES

2015 Budgeted Capital Outlay						
Fund/Department or Division	Equipment	Heavy Equipment	Automotive Equipment	Computer Software & Hardware	Buildings & Land	Total
General Fund						
Information Technology	-	-	-	186,041	-	186,041
Police	50,000	-	43,706	35,000	-	128,706
Fire	75,800	-	60,000	-	-	135,800
Fleet	15,000	-	21,300	-	-	36,300
Parks	32,500	-	-	-	-	32,500
	173,300	-	125,006	221,041	-	519,347
Enterprise Funds						
City Market	60,000	-	-	-	-	60,000
Parking Management	50,000	-	-	-	-	50,000
Parking Facilities	1,612,939	-	-	-	3,344,000	4,956,939
Golf Course	-	-	-	-	290,000	290,000
	1,722,939	-	-	-	3,634,000	5,356,939
Lease Purchase						
Environmental Services	-	716,000	-	-	-	716,000
Information Technology	-	-	-	423,900	-	423,900
Fire	-	1,750,000	-	-	-	1,750,000
Fleet	-	168,000	228,600	-	-	396,600
Police	-	-	1,198,250	-	-	1,198,250
	-	2,634,000	1,426,850	423,900	-	4,484,750
Total	1,896,239	2,634,000	1,551,856	644,941	3,634,000	10,361,036



COMPARATIVE EXPENDITURE SUMMARY 2013 - 2015

	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET	PERCENT CHANGE BUDGET TO BUDGET
GENERAL FUND					
GENERAL GOVERNMENT	28,738,448	31,863,761	29,429,081	29,674,242	-6.87%
PUBLIC SAFETY	69,820,923	73,899,402	73,336,590	77,179,998	4.44%
PUBLIC SERVICE	10,297,102	11,819,810	12,065,341	13,175,825	11.47%
URBAN & COMMUNITY DEV.	2,529,018	2,781,112	2,897,309	2,947,771	5.99%
CULTURE & RECREATION	14,763,295	15,855,329	15,771,928	17,728,880	11.82%
COMMUNITY PROMOTIONS	698,183	712,605	719,165	716,668	0.57%
HEALTH & WELFARE	655,531	585,360	589,730	824,815	40.91%
BUSINESS DEVELOPMENT AND ASSISTANCE	961,362	1,128,133	1,087,865	1,205,038	6.82%
OTHER	6,242,650	7,724,438	7,724,438	8,547,821	10.66%
OPERATING TRANSFERS OUT	4,463,917	2,490,070	2,490,070	2,495,327	0.21%
GENERAL FUND TOTAL	139,170,429	148,860,020	146,111,517	154,496,385	3.79%
ENTERPRISE FUNDS					
ANGEL OAK	211,602	226,325	221,782	231,535	2.30%
CHARLESTON VISITOR CENTER	968,117	1,095,288	1,029,355	1,105,303	0.91%
CITY MARKET	1,786,572	1,954,200	1,888,945	2,041,177	4.45%
J. P. RILEY, JR. BASEBALL PARK	1,101,322	560,837	830,415	1,463,876	161.02%
MUNICIPAL AUDITORIUM	224,263	7,783	-	-	-100.00%
MUNICIPAL GOLF COURSE	1,657,947	2,366,907	2,194,870	2,062,056	-12.88%
OLD SLAVE MART MUSEUM	174,949	187,033	199,648	195,784	4.68%
PARKING FACILITIES	11,716,350	17,530,298	17,302,992	19,856,740	13.27%
ENTERPRISE FUNDS TOTAL	17,841,122	23,928,671	23,668,007	26,956,471	12.65%
SPECIAL REVENUE FUND					
MUNICIPAL ACCOMMODATIONS TAX FUND	5,504,482	6,456,488	6,379,198	6,300,000	-2.42%
SPECIAL REVENUE FUND TOTAL	5,504,482	6,456,488	6,379,198	6,300,000	-2.42%
CITYWIDE TOTAL	162,516,033	179,245,179	176,158,722	187,752,856	4.75%



COMPARATIVE EXPENDITURE DETAIL

COMPARATIVE EXPENDITURE DETAIL 2013 – 2015

	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
GENERAL FUND				
GENERAL GOVERNMENT				
TOTAL PERSONNEL	8,171,132	9,603,919	6,733,069	6,590,282
TOTAL FRINGE BENEFITS	8,144,478	8,223,094	8,292,894	8,255,848
TOTAL OPERATING	12,317,869	13,776,037	13,617,406	14,642,071
TOTAL CAPITAL	104,969	260,711	785,712	186,041
TOTAL TRANSFERS OUT	-	-	-	-
TOTAL	28,738,448	31,863,761	29,429,081	29,674,242
PUBLIC SAFETY				
TOTAL PERSONNEL	43,382,745	45,423,176	45,182,616	48,115,517
TOTAL FRINGE BENEFITS	14,720,580	17,019,537	16,328,330	18,090,173
TOTAL OPERATING	10,233,115	11,178,248	11,439,220	10,708,302
TOTAL CAPITAL	135,227	103,660	384,924	264,506
TOTAL TRANSFERS OUT	1,349,256	174,781	1,500	1,500
TOTAL	69,820,923	73,899,402	73,336,590	77,179,998
PUBLIC SERVICE				
TOTAL PERSONNEL	4,508,277	4,323,671	4,758,085	5,551,767
TOTAL FRINGE BENEFITS	1,718,009	2,149,351	2,284,263	2,404,387
TOTAL OPERATING	4,070,816	5,328,215	5,010,106	5,183,371
TOTAL CAPITAL	-	18,573	12,887	36,300
TOTAL	10,297,102	11,819,810	12,065,341	13,175,825
URBAN & COMMUNITY DEV.				
TOTAL PERSONNEL	1,723,319	1,833,247	1,924,596	1,978,645
TOTAL FRINGE BENEFITS	528,803	582,535	584,375	634,284
TOTAL OPERATING	276,896	365,330	388,338	334,842
TOTAL CAPITAL	-	-	-	-
TOTAL	2,529,018	2,781,112	2,897,309	2,947,771
CULTURE & RECREATION				
TOTAL PERSONNEL	7,807,978	8,069,569	7,849,242	9,562,418
TOTAL FRINGE BENEFITS	2,561,083	3,113,412	3,311,262	3,492,981
TOTAL OPERATING	4,303,823	4,495,188	4,578,924	4,640,981
TOTAL CAPITAL	30,640	177,160	32,500	32,500
TOTAL TRANSFERS OUT	59,771	-	-	-
TOTAL	14,763,295	15,855,329	15,771,928	17,728,880
COMMUNITY PROMOTIONS				
TOTAL PERSONNEL	207,467	224,548	226,058	234,720
TOTAL FRINGE BENEFITS	74,693	81,712	81,712	85,250
TOTAL OPERATING	416,023	406,345	411,395	396,698
TOTAL	698,183	712,605	719,165	716,668



COMPARATIVE EXPENDITURE DETAIL 2013 – 2015

	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
GENERAL FUND				
HEALTH & WELFARE				
TOTAL PERSONNEL	223,013	247,459	244,975	259,534
TOTAL FRINGE BENEFITS	73,048	75,831	78,960	81,556
TOTAL OPERATING	353,813	262,070	265,795	483,725
TOTAL TRANSFERS OUT	5,657	-	-	-
TOTAL	655,531	585,360	589,730	824,815
BUSINESS DEVELOPMENT AND ASSISTANCE				
TOTAL PERSONNEL	424,260	570,684	504,337	615,451
TOTAL FRINGE BENEFITS	118,192	169,287	171,863	201,471
TOTAL OPERATING	417,247	388,162	411,665	388,116
TOTAL TRANSFERS OUT	1,663	-	-	-
TOTAL	961,362	1,128,133	1,087,865	1,205,038
OTHER				
TOTAL OPERATING	6,242,650	7,724,438	7,724,438	8,547,821
TOTAL	6,242,650	7,724,438	7,724,438	8,547,821
OPERATING TRANSFERS OUT				
TOTAL TRANSFERS OUT	4,463,917	2,490,070	2,490,070	2,495,327
TOTAL	4,463,917	2,490,070	2,490,070	2,495,327
GENERAL FUND TOTAL	139,170,429	148,860,020	146,111,517	154,496,385
ANGEL OAK				
TOTAL PERSONNEL	44,511	34,079	31,412	72,576
TOTAL FRINGE BENEFITS	17,087	22,393	22,393	23,406
TOTAL OPERATING	150,004	169,853	167,977	135,553
TOTAL	211,602	226,325	221,782	231,535
CHARLESTON VISITOR CENTER				
TOTAL PERSONNEL	344,442	405,795	344,762	445,207
TOTAL FRINGE BENEFITS	169,617	194,094	194,094	200,952
TOTAL OPERATING	444,931	486,402	481,502	450,024
TOTAL CAPITAL	-	-	-	-
TOTAL TRANSFERS OUT	9,127	8,997	8,997	9,120
TOTAL	968,117	1,095,288	1,029,355	1,105,303
CITY MARKET				
TOTAL PERSONNEL	-	-	-	-
TOTAL FRINGE BENEFITS	-	-	-	-
TOTAL OPERATING	1,786,572	1,894,200	1,888,945	1,981,177
TOTAL CAPITAL	-	60,000	-	60,000
TOTAL TRANSFERS OUT	-	-	-	-
TOTAL	1,786,572	1,954,200	1,888,945	2,041,177



COMPARATIVE EXPENDITURE DETAIL

COMPARATIVE EXPENDITURE DETAIL 2013 – 2015

	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
J. P. RILEY, JR. BASEBALL PARK				
TOTAL PERSONNEL	49,806	45,791	54,913	46,298
TOTAL FRINGE BENEFITS	19,007	18,114	18,114	18,525
TOTAL OPERATING	992,752	457,740	485,696	1,359,329
TOTAL CAPITAL	-	-	232,500	-
TOTAL TRANSFERS OUT	39,757	39,192	39,192	39,724
TOTAL	1,101,322	560,837	830,415	1,463,876
MUNICIPAL AUDITORIUM				
TOTAL PERSONNEL	-	-	-	-
TOTAL FRINGE BENEFITS	-	-	-	-
TOTAL OPERATING	-	7,783	-	-
TOTAL TRANSFERS OUT	224,263	-	-	-
TOTAL	224,263	7,783	-	-
MUNICIPAL GOLF COURSE				
TOTAL PERSONNEL	679,601	702,069	638,300	718,098
TOTAL FRINGE BENEFITS	262,611	284,008	284,008	289,797
TOTAL OPERATING	715,345	760,444	652,176	763,770
TOTAL CAPITAL	-	620,000	620,000	290,000
TOTAL TRANSFERS OUT	390	386	386	391
TOTAL	1,657,947	2,366,907	2,194,870	2,062,056
OLD SLAVE MART MUSEUM				
TOTAL PERSONNEL	45,879	51,032	50,018	102,993
TOTAL FRINGE BENEFITS	22,224	37,580	37,580	38,934
TOTAL OPERATING	106,846	98,421	112,050	53,857
TOTAL	174,949	187,033	199,648	195,784
PARKING FACILITIES				
TOTAL PERSONNEL	1,083,424	1,273,048	1,241,218	1,337,687
TOTAL FRINGE BENEFITS	535,649	638,048	638,048	672,076
TOTAL OPERATING	9,817,229	11,515,197	11,375,721	12,560,222
TOTAL CAPITAL	-	3,827,939	3,771,939	5,006,939
TOTAL TRANSFERS OUT	280,048	276,066	276,066	279,816
TOTAL	11,716,350	17,530,298	17,302,992	19,856,740
ENTERPRISE FUNDS TOTAL	17,841,122	23,928,671	23,668,007	26,956,471
SPECIAL REVENUE FUND				
MUNICIPAL ACCOMMODATIONS TAX FUND				
TOTAL OPERATING	25,803	26,900	28,610	30,000
TOTAL TRANSFERS OUT	5,478,679	6,429,588	6,350,588	6,270,000
TOTAL	5,504,482	6,456,488	6,379,198	6,300,000
SPECIAL REVENUE FUND TOTAL	5,504,482	6,456,488	6,379,198	6,300,000
CITYWIDE TOTAL	162,516,033	179,245,179	176,158,722	187,752,856



Ratification

Number: 2014-160

AN ORDINANCE

To make appropriations to meet the liabilities of the City of Charleston for the fiscal year ending December 31, 2015.

Be it ordained by the Mayor and City Council members of Charleston in City Council assembled:

Section 1. That the following sums of money be, and are hereby appropriated for the purposes hereinafter mentioned, to-wit:

GENERAL GOVERNMENT**Div. # Div. Name****DEPARTMENT OF CLERK OF COUNCIL**

100000	City Council	
	Personnel	546,071
	Fringe Benefits	274,286
	Operating	95,478
	Capital	-
	Total	915,835

101000	Records Management	
	Personnel	80,239
	Fringe Benefits	31,522
	Operating	40,259
	Capital	-
	Total	152,020

DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS

110000	Municipal Court	
	Personnel	1,079,633
	Fringe Benefits	432,958
	Operating	326,417
	Capital	-
	Total	1,839,008

EXECUTIVE DEPARTMENT

120000	Mayor's Office	
	Personnel	583,243
	Fringe Benefits	159,976
	Operating	13,550
	Capital	-
	Total	756,769



EXPENDITURE ORDINANCE

DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS

130000	Budget and Finance Administration	
	Personnel	623,972
	Fringe Benefits	181,172
	Operating	55,825
	Capital	-
	Total	860,969
131000	Finance	
	Personnel	907,144
	Fringe Benefits	335,267
	Operating	157,956
	Capital	-
	Total	1,400,367
132000	Revenue Collections	
	Personnel	412,329
	Fringe Benefits	159,626
	Operating	99,490
	Capital	-
	Total	671,445
133000	Budget and Management	
	Personnel	401,693
	Fringe Benefits	125,362
	Operating	15,300
	Capital	-
	Total	542,355
134000	Procurement	
	Personnel	241,863
	Fringe Benefits	86,702
	Operating	149,865
	Capital	-
	Total	478,430
136000	Process/Service Improvement	
	Personnel	148,615
	Fringe Benefits	44,004
	Operating	86,070
	Capital	-
	Total	278,689
137000	Permit Center	
	Personnel	190,617
	Fringe Benefits	60,723
	Operating	12,250
	Capital	-
	Total	263,590

**EXECUTIVE DEPARTMENT**

140000	Internal Auditing	
	Personnel	115,750
	Fringe Benefits	38,315
	Operating	15,970
	Capital	-
	Total	170,035

141000	Corporation Counsel	
	Personnel	681,468
	Fringe Benefits	203,138
	Operating	520,940
	Capital	-
	Total	1,405,546

142000	Prosecutor's Office	
	Personnel	271,148
	Fringe Benefits	84,216
	Operating	18,842
	Capital	-
	Total	374,206

DEPARTMENT OF HUMAN RESOURCES

150000	Human Resources	
	Personnel	754,054
	Fringe Benefits	257,460
	Operating	216,387
	Capital	-
	Total	1,227,901

DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS

151000	Safety Management	
	Personnel	112,073
	Fringe Benefits	37,612
	Operating	86,137
	Capital	-
	Total	235,822

DEPARTMENT OF INFORMATION TECHNOLOGY

161000	Information Technology	
	Personnel	1,049,010
	Fringe Benefits	362,402
	Operating	2,441,710
	Capital	186,041
	Total	4,039,163

162000	GIS	
	Personnel	304,920
	Fringe Benefits	98,762
	Operating	125,080
	Capital	-
	Total	528,762



EXPENDITURE ORDINANCE

163000	Telecommunications	
	Personnel	117,044
	Fringe Benefits	46,649
	Operating	870,100
	Capital	-
	Total	1,033,793

DEPARTMENT OF PARKS

170000	Electrical	
	Personnel	428,259
	Fringe Benefits	162,791
	Operating	3,364,753
	Capital	-
	Total	3,955,803

170100	Facilities Maintenance	
	Personnel	363,214
	Fringe Benefits	166,524
	Operating	1,048,721
	Capital	-
	Total	1,578,459

DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS

171000	City Hall	
	Personnel	-
	Fringe Benefits	-
	Operating	123,750
	Capital	-
	Total	123,750

DEPARTMENT OF HUMAN RESOURCES

171100	Mailroom	
	Personnel	23,665
	Fringe Benefits	12,613
	Operating	12,050
	Capital	-
	Total	48,328

DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS

171300	116 Meeting Street	
	Personnel	-
	Fringe Benefits	-
	Operating	56,250
	Capital	-
	Total	56,250

171310	Gaillard Complex	
	Personnel	-
	Fringe Benefits	-
	Operating	450,413
	Capital	-
	Total	450,413

**DEPARTMENT OF INFORMATION TECHNOLOGY**

171400	32 Ann Street		
	Personnel	-	
	Fringe Benefits	-	
	Operating	66,902	
	Capital	-	
	Total	66,902	

DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS

171500	Gallery at Waterfront Park		
	Personnel	-	
	Fringe Benefits	-	
	Operating	80,150	
	Capital	-	
	Total	80,150	

171600	Lockwood Municipal Building		
	Personnel	-	
	Fringe Benefits	-	
	Operating	255,379	
	Capital	-	
	Total	255,379	

171700	50 Broad Street		
	Personnel	-	
	Fringe Benefits	-	
	Operating	20,550	
	Capital	-	
	Total	20,550	

NON-DEPARTMENTAL

180000	Pensions		
	Personnel	-	
	Fringe Benefits	331,513	
	Operating	-	
	Capital	-	
	Total	331,513	

181000	Employee Benefits		
	Personnel	-	
	Fringe Benefits	4,497,255	
	Operating	11,000	
	Capital	-	
	Total	4,508,255	

182000	General Insurance		
	Personnel	-	
	Fringe Benefits	-	
	Operating	2,283,213	
	Capital	-	
	Total	2,283,213	



EXPENDITURE ORDINANCE

183000	Emergency Fund	
	Personnel	-
	Fringe Benefits	-
	Operating	70,000
	Capital	-
	Total	70,000
900000	Non-Departmental	
	Personnel	(2,845,742)
	Fringe Benefits	65,000
	Operating	1,451,314
	Capital	-
	Total	(1,329,428)
	Total General Government - General Fund	29,674,242

PUBLIC SAFETY

POLICE DEPARTMENT

200000	Police	
	Personnel	27,197,250
	Fringe Benefits	10,281,114
	Operating	6,068,248
	Capital	85,000
	Total	43,631,612
203000	Police Radio Shop	
	Personnel	190,934
	Fringe Benefits	68,872
	Operating	561,000
	Capital	-
	Total	820,806
206000	Weed and Seed (non-grant)	
	Transfer Out	1,500
	Personnel	-
	Fringe Benefits	-
	Operating	105,946
	Capital	-
	Total	107,446
207000	Victims Assistance	
	Personnel	102,956
	Fringe Benefits	35,869
	Operating	15,631
	Capital	43,706
	Total	198,162

FIRE DEPARTMENT

210000	Fire	
	Personnel	16,996,991
	Fringe Benefits	6,304,653
	Operating	2,263,100
	Capital	130,000
	Total	25,694,744

EXPENDITURE ORDINANCE



211000	Fire Department Training		
	Personnel	435,400	
	Fringe Benefits	142,351	
	Operating	502,865	
	Capital	5,800	
	Total	1,086,416	
213000	Fire Marshal's Office		
	Personnel	575,444	
	Fringe Benefits	198,877	
	Operating	42,450	
	Capital	-	
	Total	816,771	
DEPARTMENT OF PUBLIC SERVICE			
220000	Engineering		
	Personnel	374,037	
	Fringe Benefits	144,332	
	Operating	23,050	
	Capital	-	
	Total	541,419	
221000	Inspections		
	Personnel	839,614	
	Fringe Benefits	338,443	
	Operating	69,377	
	Capital	-	
	Total	1,247,434	
DEPARTMENT OF PLANNING, PRESERVATION & SUSTAINABILITY			
225000	Livability		
	Personnel	487,025	
	Fringe Benefits	206,379	
	Operating	118,100	
	Capital	-	
	Total	811,504	
DEPARTMENT OF TRAFFIC AND TRANSPORTATION			
230000	Traffic and Transportation		
	Personnel	915,866	
	Fringe Benefits	369,283	
	Operating	938,535	
	Capital	-	
	Total	2,223,684	
	Total Public Safety - General Fund	77,179,998	

PUBLIC SERVICE

DEPARTMENT OF PUBLIC SERVICE

300000	Public Service Administration		
	Personnel	321,693	
	Fringe Benefits	93,884	
	Operating	40,785	
	Capital	-	
	Total	456,362	



EXPENDITURE ORDINANCE

311000	Streets and Sidewalks Administration	
	Personnel	178,168
	Fringe Benefits	66,431
	Operating	500,700
	Capital	-
	Total	745,299
312000	Streets and Sidewalks	
	Personnel	936,451
	Fringe Benefits	437,918
	Operating	233,700
	Capital	-
	Total	1,608,069
321000	Environmental Services Administration	
	Personnel	282,303
	Fringe Benefits	110,610
	Operating	155,775
	Capital	-
	Total	548,688
322000	Garbage Collection	
	Personnel	1,396,019
	Fringe Benefits	606,697
	Operating	1,652,307
	Capital	-
	Total	3,655,023
323000	Trash Collection	
	Personnel	1,046,646
	Fringe Benefits	442,822
	Operating	11,150
	Capital	-
	Total	1,500,618
324000	Street Sweeping	
	Personnel	670,293
	Fringe Benefits	354,657
	Operating	32,575
	Capital	-
	Total	1,057,525
EXECUTIVE DEPARTMENT		
331000	Fleet Management	
	Personnel	720,194
	Fringe Benefits	291,368
	Operating	2,556,379
	Capital	36,300
	Total	3,604,241
	Total Public Service - General Fund	13,175,825


URBAN AND COMMUNITY DEVELOPMENT
DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

410000	Housing and Community Development	
	Personnel	485,585
	Fringe Benefits	164,069
	Operating	78,772
	Capital	-
	Total	728,426

DEPARTMENT OF PLANNING, PRESERVATION AND SUSTAINABILITY

415000	Planning, Preservation and Sustainability Admin.	
	Personnel	372,966
	Fringe Benefits	111,779
	Operating	124,205
	Capital	-
	Total	608,950

420000	Design and Preservation	
	Personnel	565,099
	Fringe Benefits	197,054
	Operating	36,905
	Capital	-
	Total	799,058

421000	Civic Design Center	
	Personnel	272,419
	Fringe Benefits	66,893
	Operating	32,012
	Capital	-
	Total	371,324

430000	Planning and Sustainability	
	Personnel	282,576
	Fringe Benefits	94,489
	Operating	62,948
	Capital	-
	Total	440,013

Total Urban and Community Development - General Fund 2,947,771

CULTURE AND RECREATION
EXECUTIVE DEPARTMENT

500000	Cultural Affairs	
	Personnel	352,833
	Fringe Benefits	132,189
	Operating	110,181
	Capital	-
	Total	595,203



EXPENDITURE ORDINANCE

DEPARTMENT OF RECREATION

510000	Recreation Administration	
	Personnel	263,110
	Fringe Benefits	90,765
	Operating	96,790
	Capital	-
	Total	450,665
511000	Recreation Athletics	
	Personnel	498,888
	Fringe Benefits	166,556
	Operating	-
	Capital	-
	Total	665,444
511200	Youth Sports	
	Personnel	-
	Fringe Benefits	-
	Operating	462,710
	Capital	-
	Total	462,710
511300	Adult Sports	
	Personnel	-
	Fringe Benefits	-
	Operating	86,860
	Capital	-
	Total	86,860
513000	Recreation Programs	
	Personnel	608,970
	Fringe Benefits	151,528
	Operating	177,975
	Capital	-
	Total	938,473
513100	Environmental Programs	
	Personnel	-
	Fringe Benefits	-
	Operating	5,790
	Capital	-
	Total	5,790
513300	Playground Programs	
	Personnel	-
	Fringe Benefits	-
	Operating	36,645
	Capital	-
	Total	36,645
513400	Community Programs	
	Personnel	-
	Fringe Benefits	-
	Operating	30,190
	Capital	-
	Total	30,190

EXPENDITURE ORDINANCE

515000	Recreation Facilities	
	Personnel	92,784
	Fringe Benefits	22,355
	Operating	2,120
	Capital	-
	Total	117,259
515010	James Island Recreation Center	
	Personnel	232,070
	Fringe Benefits	80,754
	Operating	160,400
	Capital	-
	Total	473,224
515020	St. Julian Devine	
	Personnel	123,437
	Fringe Benefits	38,182
	Operating	38,200
	Capital	-
	Total	199,819
515025	Bees Landing Recreation Center	
	Personnel	306,995
	Fringe Benefits	92,785
	Operating	226,030
	Capital	-
	Total	625,810
515030	Arthur Christopher Community Center	
	Personnel	215,889
	Fringe Benefits	70,971
	Operating	132,705
	Capital	-
	Total	419,565
515035	Shaw Community Center	
	Personnel	98,492
	Fringe Benefits	33,967
	Operating	17,000
	Capital	-
	Total	149,459
515040	West Ashley Park	
	Personnel	-
	Fringe Benefits	-
	Operating	39,465
	Capital	-
	Total	39,465
515045	Daniel Island Programs	
	Personnel	117,583
	Fringe Benefits	38,471
	Operating	52,760
	Capital	-
	Total	208,814



EXPENDITURE ORDINANCE

516000	Aquatics	
	Personnel	829,007
	Fringe Benefits	240,027
	Operating	269,047
	Capital	-
	Total	1,338,081
516010	WL Stephens Pool	
	Personnel	-
	Fringe Benefits	-
	Operating	1,000
	Capital	-
	Total	1,000
516020	MLK Pool	
	Personnel	-
	Fringe Benefits	-
	Operating	1,000
	Capital	-
	Total	1,000
516030	Herbert Hasell Pool	
	Personnel	-
	Fringe Benefits	-
	Operating	200
	Capital	-
	Total	200
516035	James Island Pool	
	Personnel	-
	Fringe Benefits	-
	Operating	750
	Capital	-
	Total	750
516040	Swim Team	
	Personnel	-
	Fringe Benefits	-
	Operating	29,760
	Capital	-
	Total	29,760
517000	Tennis	
	Personnel	468,247
	Fringe Benefits	138,644
	Operating	-
	Capital	-
	Total	606,891
517010	Charleston Tennis Center	
	Personnel	-
	Fringe Benefits	-
	Operating	168,498
	Capital	-
	Total	168,498



517020	Maybank Tennis Center	
	Personnel	-
	Fringe Benefits	-
	Operating	41,590
	Capital	-
	Total	41,590
517030	Inner City Youth Tennis	
	Personnel	-
	Fringe Benefits	-
	Operating	1,925
	Capital	-
	Total	1,925
518000	Gymnastics	
	Personnel	180,589
	Fringe Benefits	58,588
	Operating	-
	Capital	-
	Total	239,177
518010	Gymnastics Training Center	
	Personnel	-
	Fringe Benefits	-
	Operating	19,545
	Capital	-
	Total	19,545
DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS		
518550	Maritime Center	
	Personnel	205,058
	Fringe Benefits	95,835
	Operating	390,485
	Capital	-
	Total	691,378
DEPARTMENT OF PARKS		
520000	Capital Projects	
	Personnel	464,229
	Fringe Benefits	145,410
	Operating	321,008
	Capital	-
	Total	930,647
521000	Parks Administration	
	Personnel	767,350
	Fringe Benefits	275,515
	Operating	171,120
	Capital	-
	Total	1,213,985
522000	Grounds Maintenance	
	Personnel	2,991,293
	Fringe Benefits	1,324,293
	Operating	1,217,924
	Capital	32,500
	Total	5,566,010



EXPENDITURE ORDINANCE

523000	Construction		
	Personnel	418,727	
	Fringe Benefits	177,143	
	Operating	75,400	
	Capital	-	
	Total	671,270	
526000	Parks Maintenance Projects		
	Personnel	-	
	Fringe Benefits	-	
	Operating	84,585	
	Capital	-	
	Total	84,585	
DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS			
531000	Dock Street Theatre		
	Personnel	326,867	
	Fringe Benefits	119,003	
	Operating	171,323	
	Capital	-	
	Total	617,193	
	Total Culture and Recreation - General Fund	17,728,880	

COMMUNITY PROMOTIONS

DEPARTMENT OF CLERK OF COUNCIL

600000	Tourism		
	Personnel	176,326	
	Fringe Benefits	66,078	
	Operating	197,748	
	Capital	-	
	Total	440,152	
601000	Tourism Gatekeeper System		
	Personnel	58,394	
	Fringe Benefits	19,172	
	Operating	7,300	
	Capital	-	
	Total	84,866	

NON-DEPARTMENTAL

620000	Community Promotions		
	Personnel	-	
	Fringe Benefits	-	
	Operating	191,650	
	Capital	-	
	Total	191,650	
	Total Community Promotions - General Fund	716,668	



HEALTH AND WELFARE

EXECUTIVE DEPARTMENT

700000	Public Information	
	Personnel	123,262
	Fringe Benefits	39,753
	Operating	13,350
	Capital	-
	Total	176,365

701000	Mayor's Office for Children, Youth, and Families	
	Personnel	136,272
	Fringe Benefits	41,803
	Operating	17,700
	Capital	-
	Total	195,775

NON-DEPARTMENTAL

710000	Assistance Programs	
	Personnel	-
	Fringe Benefits	-
	Operating	452,675
	Capital	-
	Total	452,675

Total Health and Welfare - General Fund 824,815

BUSINESS DEVELOPMENT AND ASSISTANCE

EXECUTIVE DEPARTMENT

810000	Business Development	
	Personnel	287,086
	Fringe Benefits	95,351
	Operating	374,616
	Capital	-
	Total	757,053

DEPARTMENT OF PLANNING, PRESERVATION AND SUSTAINABILITY

820000	Business and Neighborhood Services	
	Personnel	241,439
	Fringe Benefits	86,621
	Operating	4,800
	Capital	-
	Total	332,860

EXECUTIVE DEPARTMENT

153000	Youth Programs	
	Personnel	86,926
	Fringe Benefits	19,499
	Operating	8,700
	Capital	-
	Total	115,125

Total Business Development and Assist. - General Fund 1,205,038



EXPENDITURE ORDINANCE

		OTHER
920010	Capital Leases	
	Personnel	-
	Fringe Benefits	-
	Operating	4,744,711
	Capital	-
	Total	4,744,711
920131	Bond, GO 2014 Ref 4.375M GF	
	Personnel	-
	Fringe Benefits	-
	Operating	797,596
	Capital	-
	Total	797,596
920145	Bond, GO 2010 Series A 1.9M	
	Personnel	-
	Fringe Benefits	-
	Operating	627,300
	Capital	-
	Total	627,300
920150	Bond, GO 2010 Series B 17.1M	
	Personnel	-
	Fringe Benefits	-
	Operating	624,188
	Capital	-
	Total	624,188
920155	Bond, GO REF 2011 6.555M GF	
	Personnel	-
	Fringe Benefits	-
	Operating	1,020,100
	Capital	-
	Total	1,020,100
920160	Bond, GO 2014 21.5M	
	Personnel	-
	Fringe Benefits	-
	Operating	601,925
	Capital	-
	Total	601,925
920200	Note, 50 Broad Street	
	Personnel	-
	Fringe Benefits	-
	Operating	132,001
	Capital	-
	Total	132,001
	Total Other - General Fund	8,547,821



TRANSFERS OUT

932000	General Fund Transfers Out	
	Transfers Out	2,495,327
	Personnel	-
	Fringe Benefits	-
	Operating	-
	Capital	-
	Total	2,495,327
	Total Transfers Out - General Fund	2,495,327
TOTAL GENERAL FUND APPROPRIATION:		154,496,385

ENTERPRISE FUNDS

DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS

020010	Old Slave Mart Museum	
	Personnel	102,993
	Fringe Benefits	38,934
	Operating	53,857
	Capital	-
	Total	195,784
021010	City Market	
	Personnel	-
	Fringe Benefits	-
	Operating	1,478,287
	Capital	60,000
	Total	1,538,287
021920	Bond, Revenue 2010 2.1M CM	
	Personnel	-
	Fringe Benefits	-
	Operating	185,255
	Capital	-
	Total	185,255
021930	Bond, Revenue 2010A 3.4M CM	
	Personnel	-
	Fringe Benefits	-
	Operating	317,635
	Capital	-
	Total	317,635
022005	Parking Management Services	
	Personnel	954,353
	Fringe Benefits	492,306
	Operating	135,545
	Capital	50,000
	Total	1,632,204



EXPENDITURE ORDINANCE

022010	Parking Tickets Revenue Collections	
	Personnel	210,325
	Fringe Benefits	107,990
	Operating	168,914
	Capital	-
	Total	487,229
022016	Parking Facilities Administration-ABM	
	Transfer Out	279,816
	Personnel	-
	Fringe Benefits	-
	Operating	8,714,472
	Capital	4,956,939
	Total	13,951,227
022035	Parking Lot - B.A.M.	
	Personnel	-
	Fringe Benefits	-
	Operating	3,750
	Capital	-
	Total	3,750

DEPARTMENT OF TRAFFIC AND TRANSPORTATION

022045	Parking Meters	
	Personnel	173,009
	Fringe Benefits	71,780
	Operating	88,939
	Capital	-
	Total	333,728

DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS

022075	Parking Garage - Cumberland Street	
	Personnel	-
	Fringe Benefits	-
	Operating	265,000
	Capital	-
	Total	265,000

NON-DEPARTMENTAL

022940	Bond SCE&G Revenue 1997 16.6M	
	Personnel	-
	Fringe Benefits	-
	Operating	1,216,229
	Capital	-
	Total	1,216,229
022942	Bond, GO 2009 18.1M	
	Personnel	-
	Fringe Benefits	-
	Operating	1,343,500
	Capital	-
	Total	1,343,500

EXPENDITURE ORDINANCE

022955	Bond, COP Ref 21.245M 2003 PK	
	Personnel	-
	Fringe Benefits	-
	Operating	623,873
	Capital	-
	Total	623,873

DEPARTMENT OF PARKS

023010	JPR, Jr. Ballpark	
	Transfer Out	39,724
	Personnel	46,298
	Fringe Benefits	18,525
	Operating	1,359,329
	Capital	-
	Total	1,463,876

DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS

024010	Angel Oak	
	Personnel	72,576
	Fringe Benefits	23,406
	Operating	135,553
	Capital	-
	Total	231,535

027010	Charleston Visitor Center	
	Transfer Out	9,120
	Personnel	445,207
	Fringe Benefits	200,952
	Operating	450,024
	Capital	-
	Total	1,105,303

DEPARTMENT OF RECREATION

028010	Municipal Golf Course	
	Transfer Out	391
	Personnel	718,098
	Fringe Benefits	289,797
	Operating	763,770
	Capital	-
	Total	1,772,056

028015	Municipal Golf Course Construction	
	Transfer Out	-
	Personnel	-
	Fringe Benefits	-
	Operating	-
	Capital	290,000
	Total	290,000

TOTAL ENTERPRISE FUND APPROPRIATION:	26,956,471



EXPENDITURE ORDINANCE

TOTAL APPROPRIATION:

181,452,856

Section 2. The above mentioned appropriations shall be expended according to Sections 2-269 and 2-270 of the Code of the City of Charleston and schedules approved by the Committee on Ways and Means. When it becomes necessary to make a transfer within any department, miscellaneous appropriation above or operating transfers between funds, such transfers shall be made only upon the approval of the Chief Financial Officer or Deputy Chief Financial Officer provided, however, that they shall refer transfers in excess of \$40,000 to the Ways and Means Committee for authorization. Encumbrances are considered reappropriated in the ensuing year and are inclusive in the overall budget for the ensuing year.

Section 3. The above appropriations are on a basis of twelve (12) months, and are effective as of January 1, 2015, but said appropriations for salaries and operations are subject to cancellation or amendment by City Council as any emergency may make necessary.

Section 4. The Mayor is hereby empowered in any emergency and for increased efficiency in administration of government or in the event of any vacancies in any department or division, to transfer any individual or individuals on the payroll from one department or division to another, and any funds from one department, division or administrative function to another.

Section 5. The Chief Financial Officer is hereby authorized to refer for final approval any proposed expenditures for salaries or supplies submitted by any department, board, or commission to the Mayor or the Committee on Ways and Means if, in his judgment such referral is advisable.

Section 6. That the Emergency Fund shall be allocated by the Committee on Ways and Means for improvements, adjustments and emergencies.

Section 7. That if any section, item or portion of this ordinance shall be declared invalid by a court of competent jurisdiction, such invalidity shall not affect the remaining sections, items and portions hereof, which shall remain in full force and effect.

Section 8. All Ordinances and parts of Ordinances in conflict with this Ordinance shall be, and the same hereby are repealed only so far as they are in conflict herewith.

Section 9. This Ordinance shall take effect as of January 1, 2015.

Ratified in City Council this 16th day of December, in the Year of Our Lord, 2014, and in the 239th Year of the Independence of the United States of America.



PERFORMANCE MANAGEMENT

Charleston's Accountability and Performance System (CAPS) is designed to focus each department on the cycle of *planning, budget development, service delivery, and results*. The purpose is to align department services and programs with the City's five values:

- Citizens
- Public Safety
- Quality Services
- Physical Place
- Regional Partnerships
-

The CAPS process was designed and implemented to ensure that the Mission and Values of the citizens and executive leadership were being met by day to day efforts. Adopted by the Mayor and Council with input from citizens, the City's Mission and Values are the drivers of each priority. The Mission and Values can be found on page 1 of this document.

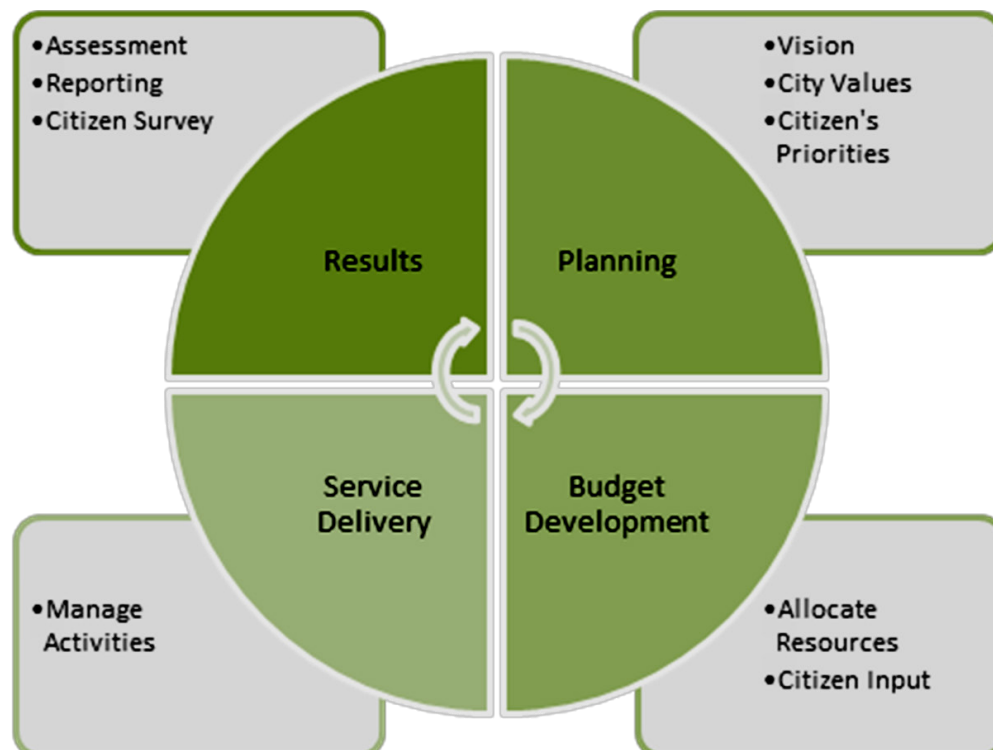


Figure - CAPS process map



PERFORMANCE MANAGEMENT OVERVIEW

Planning

Each Department has established priorities based on internal strategic planning that relate to how their function helps fulfill the City's Mission and Values. Substantiating each priority are measures which are categorized into three classifications of:

Workload – Transactional measures used to demonstrate resource requirements and numbers of units of a service produced. This measure is limited to reporting only volumes of work completed and does not measure quality or efficiency of the service.

Efficiency – Reports the relationship between resources used and services produced. The relationship may be expressed as a ratio such as average turnaround time.

Effectiveness – Measures the quality of services and the extent to which objectives are being achieved such as response time to an emergency or citizen satisfaction ratings.

The City of Charleston has adopted a total of 349 performance measures to assess results achieved through services and programs within the operating and support divisions. Of the 349 measures, 255 are Workload indicators, 55 are Efficiency indicators, and 38 are Effectiveness indicators. Each department is responsible for tracking and compilation of the data to report the accomplishments on a monthly or quarterly basis. The system is designed to enable departments to systematically measure results and make timely adjustments when results are below expected performance levels.

Key Performance Indicators (KPIs) have been established from the individual Department Performance Measures to quantify achievements in each of the City's five value areas. There are 54 KPIs which highlight the efficiency and effectiveness of the programs. Four KPI's are dependent on a *Citizen Survey* which rates responsiveness, knowledge, facilities, and service excellence. These four KPI's are not reported this year since the *Citizen Survey* was not utilized in 2014.

Budget Development

The CAPS comprehensive set of indicators allows management to track and report a unit's work process and service delivery system to determine if costs and service levels are accomplishing the unit's desired goals. The data from previous years is drawn on when Departments begin their budget planning for the following year. Additionally, funding enhancements may be provided when service levels are notably higher than anticipated or provide for resource reallocation if levels are lower.

Service Delivery

Workload measures are a primary gauge for output based activities. Number of participants in recreation programs, linear feet of sidewalks repaired, volume of permit requests, and total potholes filled are important for managers to track to ensure delivery of services to the citizens. Through the Efficiency and Effectiveness measures, the relationship between input/output and final result of activities are reported.

**Results**

Results are reported on a monthly or quarterly basis to the Executive Steering Group (ESG) which is comprised of City Department Heads. The data is used to manage and address ongoing needs, identify areas that need strengthening, and highlighting accomplishments.

In 2015, there will be an effort to refine the measures to be goal and objective based to report more outcome indicators. Benchmarking to other jurisdictions will also be a goal for 2016 and beyond. Changes to the departmental sections in this publication are described below.

Each Department's budget is separated into the following components:

- Organizational Chart – outlines the division structure within the department
- Mission Statement – the statement identifies the specific purpose for the department
- Division Overview – A brief statement of the purpose of the Department or Division
- Core Responsibilities– A listing of the functional areas of the Department and Division.
- Accomplishments*– Highlighting service levels of activities for each Department or Division
- Performance Measures – At the Department level, the performance measures provides the City Value that the Strategic Priority is tied to. The type of measurement is workload, efficiency, effectiveness or a combination. The Measures include the goal and actual for 2012, 2013, and 2014 and the goal for the budget year 2015.
- New Initiatives* – New services or services which replace existing services as related to the Department.
- Expenditures – The budget for the Department summarized by major category of expenditure and per capita cost with Division expenditures listed by General Fund or Enterprise Funds.
- Authorized Full Time Equivalents (FTE) is listed with decrease or increase in total.

* New components added to the department and division sections to highlight the accomplishments and planned activities for 2015.



PERFORMANCE MEASURES

KEY PERFORMANCE INDICATORS

Mission

To preserve and enhance the quality of life of the Citizens of the City of Charleston.

Vision

Charleston is a City that believes it can be:

- The most livable city in the world that responds creatively to change.
- Innovative while honoring its historic atmosphere, natural beauty and unique diversity of culture.
- A place where lives are transformed and there is a blend of old and new.
- A broad based economy focusing on tourism, technology, higher education, maritime activities, and small business.
- A community where, families thrive and businesses prosper and dreams are achieved.

The following organizational goals matrix provides a cross-reference of the City of Charleston Values as an entity with the management goals of each of its departments. The organizational goals matrix provides a synopsis of how each Department's management goals help the City government achieve its mission and support the City's values.

Citizens

We value our diversity and are committed to treating every resident with respect, honesty and courtesy.

Effective Public Engagement relies on developing innovative ways to make participation in local government possible for all City of Charleston stakeholders. It is imperative that we encourage, actively organized and informed citizenry that will provide us insight in the needs of the community. This requires open communication and collaboration between Charleston's residents, business owners, visitors, stakeholders, and City government. Through this system of active engagement we will cultivate ideas and solve common problems which will improve the quality of life in the City of Charleston.

Measure	FY 2013 Actual	FY 2014 Goal	FY 2014 Actual	Goal Status √ if met	FY 2015 Goal
Percentage of Customers rating employees courteous attitude as excellent or good ¹	87%	N/A	N/A		80%
Percentage of Customers rating employees responsiveness as being excellent or good ¹	83%	N/A	N/A		80%
Percentage of Customers rating employees knowledge as excellent or good ¹	89%	N/A	N/A		80%
Percentage of Customers rating the cleanliness of facilities as excellent or good ¹	90%	N/A	N/A		80%
Percentage of Customers rating service overall as excellent or good ¹	83%	N/A	N/A		80%
Percent of customers who feel that participating in summer camp program helped child maintain or improve their overall fitness and wellness	98%	98%	98%	√	98%

1. Citizen Survey was not utilized in 2014.



Public Safety

We value every citizen's safety and understand that safe public spaces and neighborhoods are essential to our quality of life.

We know that quality of life is first measured by how safe we feel. Public safety of our citizens and visitors continues to be our number one priority. Our Police and Fire Departments are committed to providing a safe environment for our citizens and our visitors.

Measure	FY 2013 Actual	FY 2014 Goal	FY 2014 Actual	Goal Status ✓ if met	FY 2015 Goal
Percent of sworn officer engaged in direct community service through patrol and investigative activities	95%	95%	95%	✓	95%
Percentage of incidents for Part One Index Violent Crimes compared to previous year	-17.07%	-5%	15.55%		-5.00%
Percentage of incidents for Part One Index Property Crimes compared to previous year	-5.70%	-5%	-2.18%		-5.00%
Percentage of Complaints reported to the Professional Standards Office per 1000 citizens	0.07%	1.5%	0.06%	✓	1.50%
Number of use of force complaints compared to the total number of arrests	0.02%	0.15%	0.04%	✓	0.15%
Average number of hours to repair traffic signal malfunctions	1.6	2.0	1.3	✓	2.0
Average number of days to repair/replace priority signage	3	2	2	✓	2
Average number of hours to repair parking meters	16	20	14	✓	15
Percentage of fire response time is less than 8 minutes within the city limits (dispatch to arrival)	91%	90%	91%	✓	90%
Total number of man-hours spent conducting training	113,257	115,411	134,883	✓	148,371
Total number of drill conducted for special teams	479	489	678	✓	746
Percentage of building inspection completed within 24 hours of request	80.7%	90%	81.5%		90.0%

Quality Services

We value providing high quality municipal services at the lowest possible cost to our residents.

Quality service is our commitment to doing the right things and keeping our promise to help our customers by providing prompt service based on public input, research, and better practices. It focuses on the most critical values for success of a government entity which is quality and cost, and considers prominently our role as steward of the community's resources. To achieve quality service, it requires us to listen to internal and external customers to ensure we are providing what is needed and desired in the most efficient manner.

Measure	FY 2013 Actual	FY 2014 Goal	FY 2014 Actual	Goal Status ✓ if met	FY 2015 Goal
Average number of days to pay an invoice	26	30	26	✓	30
Number of on the job OSHA recordable injuries	110	76	106		99
General government obligation bond rating	Aa ¹ /AAA	Aa ¹ /AAA	Aaa/AAA	✓	Aaa/AAA
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	✓	Yes
Independent auditor's unqualified opinion	Yes	Yes	Yes	✓	Yes



PERFORMANCE MEASURES

Measure Cont'd.	FY 2013 Actual	FY 2014 Goal	FY 2014 Actual	Goal Status √ if met	FY 2015 Goal
GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	√	Yes
Average number of days to obtain City Council approval of previous City Council meeting minutes	16	16	16	√	16
Average number of hours for Records Management to respond to internal inquiries from City Departments	2.58	3.0	1	√	3.0
Total percentage of IT system availability – Enterprise Resource Planning ERP System	99.7%	99.5%	99.6%	√	99.50%
Total percentage of IT system availability – Microsoft File Servers	99.7%	99.9%	98.0%		99.00%
Average days to complete a requested building maintenance work order	8	8	9		9
Average days to complete a preventative maintenance work order	9	8	8	√	8
Average cost per completed building maintenance work order	\$126.93	\$150.00	\$125.02	√	\$150.00
Average number of calendar days to complete the pre-employment process from receipt of selection paperwork to the date selection is cleared for hire	9	10	9	√	9
Annual employee turnover rate	12%	12%	13%		12%
Percent if customers who feel that the registration fee of summer camp programs is a good value	98%	98%	99%	√	98%
Percent of customers fully satisfied with Recreation Department programs	98%	98%	98%	√	98%
Percentage of garbage routes completed on time	95.8%	95%	97.3%	√	95.0%
Percentage of ditches cleaned in scheduled month.	51.2%	80%	73.7%		80.0%
Percentage of catch basins cleaned in scheduled month.	53.8%	70%	37.6%		70.0%
Percentage of drain pipes cleaned in scheduled month.	75.8%	70%	54.3%		70.0%
Percentage of manholes cleaned in the scheduled month.	79.7%	70%	50.0%		70.0
Percentage of potholes repaired within 48 hours of request	94.8%	95%	81.1%		95.0%

Physical Place

We value our unique natural resources; our man-made environment, public realm and neighborhoods, and we understand how our physical place affects each resident's quality of life. We will work with others to increase the sustainability of our physical place.

We strive for excellence in the stewardship of the City's natural resources by preserving and enhancing our historical and cultural heritage, promoting local and regional ecosystems, biological diversity, and developing sustainable infrastructure that improves access to goods and services while minimally impacting our environment. We will manage our natural resources to meet our community's existing needs while ensuring that adequate supply is available for future generations.



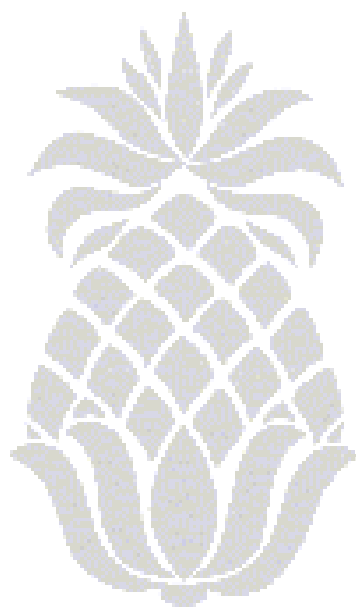
Measure	FY 2013 Actual	FY 2014 Goal	FY 2014 Actual	Goal Status ✓ if met	FY 2015 Goal
Litter index (Keep America Beautiful scale with 1.0 being the best and 4.0 being the worst)	1.28	1.80	1.32	✓	1.80
Tree City USA Award	Yes	Yes	Yes	✓	Yes
Keep America Beautiful – President’s Circle Award	Yes	Yes	Yes	✓	Yes
Number of houses sold to first-time home buyers	20	6	18	✓	14
Number of homes rehabilitated with public funds	39	24	35	✓	35
Number of homes both rental and homeownership constructed in the most recent program year	76	11	10		18
Percent of Design Review Board applications undergoing staff review	86%	88%	87%		87%
Percent of Board of Architectural Review applications undergoing staff review	81%	81%	82%	✓	82%
Percent of informational requests responded to within 24 hours – Business Services	96%	97%	97%	✓	97%
Percentage of code violation inspection completed within 24 hours of request					
Property Standard	100%	95%	100%	✓	95%
Substandard Housing	100%	95%	100%	✓	90%
Central Business District	100%	95%	100%	✓	95%
Percentage of graffiti abatements within 24 hours of request	100%	95%	95%	✓	95%
Percentage of Livability Division cases with voluntary compliance of code enforcement violation	95%	93%	95%	✓	93%

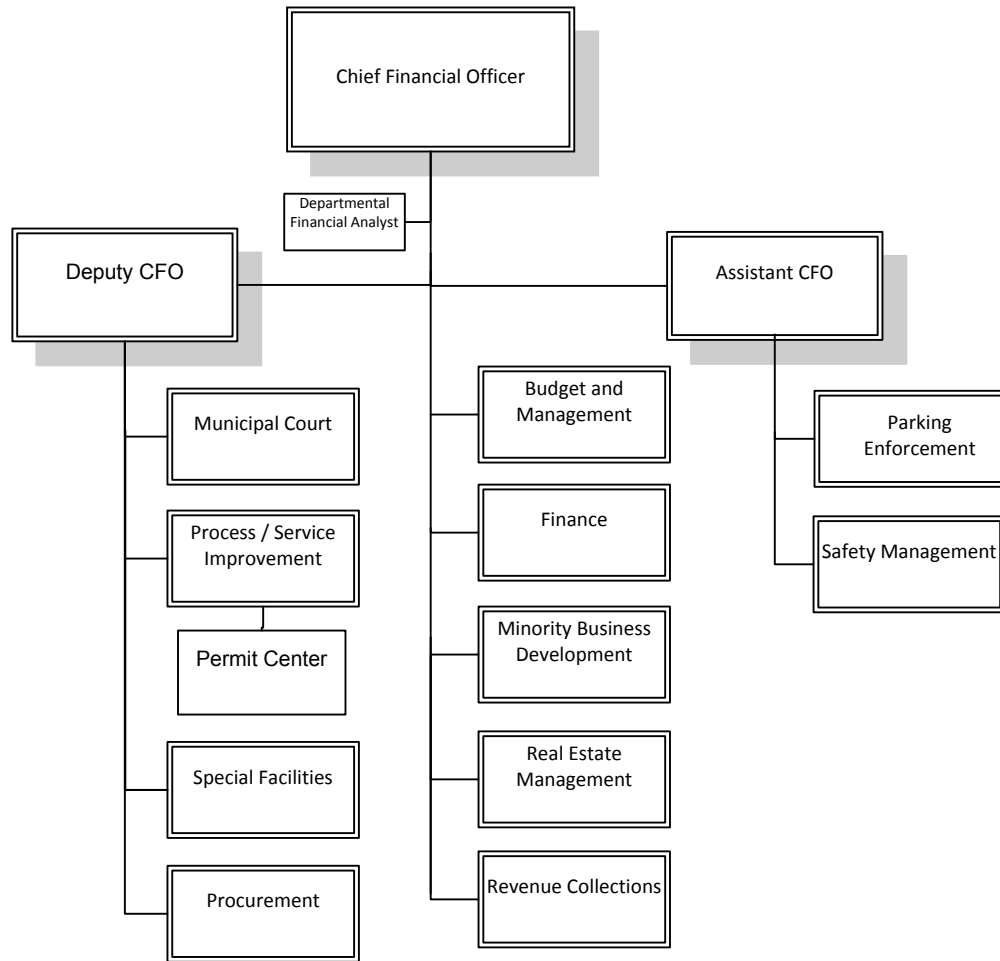
Regional Partnerships

We value working with other government entities within our region to sustain and improve the quality of life for all citizens.

The City of Charleston shares its boundaries with multiple jurisdictions. We understand that it is essential to work with other government entities within our region to sustain and improve the quality of life for all citizens. We will continue to foster our regional partnerships to minimize jurisdictional boundaries, which will allow enhanced communication and collaboration between local governments and end-users to seamlessly provide access to information and services to improve livability in our community.

Measure	FY 2013 Actual	FY 2014 Goal	FY 2014 Actual	Goal Status ✓ if met	FY 2015 Goal
Provide assistance to adjacent municipalities or other public safety organizations (both Automatic Aid and Mutual Aid)					
Aid Provided	725	740	949	✓	1044
Aid Received	881	898	1013	✓	1114



**DEPARTMENT OF BUDGET, FINANCE AND REVENUE COLLECTIONS****DEPARTMENT MISSION STATEMENT**

To provide a comprehensive financial structure that inspires trust, ensures accountability and financial discipline, and provides objective information in a user friendly way in order to promote continuous process and policy improvements for the City of Charleston.



BUDGET, FINANCE AND REVENUE COLLECTIONS

DEPARTMENT OVERVIEW

The Department of Budget, Finance and Revenue Collections (BFRC) is responsible for a diverse set of internal administrative functions that encompass budget and management, finance and accounting, revenue forecasting and collection, procurement, minority business development, parking management services, management of the City's properties, administration of the City's municipal court, safety management and process and service improvement initiatives citywide. Additionally, the department strives to provide well-maintained and user-friendly special facilities, which include the Charleston Visitor Center, Dock Street Theatre, Old Exchange Building, Maritime Center, Angel Oak and Old Slave Mart Museum that provide exceptional service and outstanding value to the City's citizens and visitors. The Chief Financial Officer (CFO) serves as the departmental director and the City's chief financial advisor.

CORE RESPONSIBILITIES

- Provides financial policy, cash management, debt management, accounting, payroll, accounts payable, purchasing and capital accounting for the City of Charleston.
- Monitor the City's financial condition and provide financial strategies to ensure fiscal solvency.
- Oversee the City's quality and process management initiatives, performance management programs and the City's Ombudsman services.
- Direct the organization's safety programs to ensure a safe, healthy, accident-free, and compliant work environment.

2014 ACCOMPLISHMENTS

- Increased Moody's rating to Aaa reflecting the strong financial position of the City.
- Achieved the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 25th Consecutive Year.
- Achieved the GFOA Distinguished Budget Presentation Award for the 15th Consecutive Year.
- Received an unqualified opinion from our independent auditor.
- Funded a 2% Cost of Living adjustment to all program staff and 1.2% to Heads of Departments.
- Upgrade of City financial system with limited business interruption.
- Implemented an on-line payment option for parking tickets.



PERFORMANCE MEASURES

City Value: Citizens

Strategic Priority: Provide superior service to internal and external clients.

Measurement Type: Workload

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of invoices processed ¹	42,000	38,014	35,000	33,469	63,000	66,563	67,000
Number of checks issued	13,000	13,257	11,000	11,045	10,000	12,659	12,000
Number of Purchase card transactions	12,000	12,303	13,000	12,873	13,000	12,978	13,000
- total dollar amount	\$1,700,000	\$1,873,282	\$1,900,000	\$1,999,660	\$2,000,000	\$1,978,025	\$2,000,000
Average number of days to process an invoice	30 days	24 days	30 days	26 days	30 days	26 days	30 days

1. In 2012 and 2013 electronically submitted invoices were not counted. Goal revised in 2014.

City Value: Quality Services

Strategic Priority: Efficiently and effectively collect fees for the City.

Measurement Type: Workload

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of new business license applications processed	2,307	2,238	2,900	2,147	2,283	2,124	2,145
Number of business license renewals processed	19,700	21,421	21,850	21,934	21,850	22,565	22,790
Number of residential parking permits processed	10,700	10,479	10,500	9,781	10,500	10,517	10,500

City Value: Quality Services

Strategic Priority: Promote a safe and positive work environment for employees of the City.

Measurement Type: Effectiveness

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of on-the-job injuries	247	179	152	195	170	165	155
Number of on-the-job OSHA recordable injuries	132	106	90	110	76	106	99
Percentage increase/(decrease) in on-the-job injuries from prior year	-10%	-34.6%	-15%	7%	-11%	-15.4%	-6%
Percentage increase/(decrease) in OSHA injuries from prior year	-10%	-27.8%	-15%	3.7%	-21%	-3.6%	-7%
Percentage of cases where injured employee and Workers Compensation Program Administrator are contacted within 24 hours	90%	93%	95%	95%	95%	93%	97%
Productivity days lost due to on-the-job injury (<i>new in 2015</i>)						1,226	<1,500
Productivity days transferred or restricted due to on-the-job injury (<i>new in 2015</i>)						1,912	<2,000



BUDGET, FINANCE AND REVENUE COLLECTIONS

City Value: Quality Services

Strategic Priority: Provide high quality, least cost municipal services through continuous process improvements and compliance monitoring.

Measurement Type: Efficiency/Effectiveness

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Citizen support center service requests received and entered into management software	3,200	3,100	3,200	4,277	4,200	4,636	4,500
Percent of support center requests responded to within 24 hours	90%	86%	90%	87%	90%	86%	90%
Number of contract compliance inspections conducted	175	140	155	266	250	262	275

City Value: Quality Services

Strategic Priority: Ensure the long-term financial success of the City through sound financial management policies and practices.

Measurement Type: Effectiveness

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
General Government Bond rating for Moody's and Standard & Poor's	AA1/AAA	Aa1/AAA	Aa1/AAA	Aa1/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA
GFOA distinguished budget presentation award	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Independent Auditor's Unqualified opinion	Yes	Yes	Yes	Yes	Yes	Yes	Yes
GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes	Yes	Yes

New Initiatives for 2015

- Maintain AAA/Aaa rating from both Standard & Poor's (AAA) and Moody's (Aaa) rating agencies.
- Achieve the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 26th Consecutive Year.
- Achieve the GFOA Distinguished Budget Presentation Award for the 16th Consecutive Year.
- Received an unqualified opinion from our independent auditor.
- Open the new customer focused Permit Center in the Gaillard Complex that will provide one-stop fee payment for customers seeking permits and licenses for land development and construction.
- Commence the integration of a centrally networked parking system that will tie together all municipal parking locations through the inclusion of upgraded revenue control systems, reliable reporting methods, and a new and improved company-wide system of communication, organization and customer service.



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	5,264,494	5,726,850	5,687,873	6,435,318
Benefits	1,986,043	2,311,758	2,325,209	2,541,852
Operating	13,050,965	12,433,504	12,302,784	13,943,012
Capital	-	3,887,939	3,771,939	5,066,939
Operating Transfers	513,438	285,063	285,063	288,936
TOTAL	20,814,940	24,645,114	24,372,868	28,276,057
Per Capita	\$ 165.60	\$ 191.49	\$ 189.38	\$ 211.68

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
110000 Municipal Court	1,590,042	1,711,994	1,750,945	1,839,008
130000 BFRC Administration	754,057	774,332	785,054	860,969
131000 Finance	1,211,234	1,331,735	1,336,232	1,400,367
132000 Revenue Collections	542,650	568,510	607,093	671,445
133000 Budget and Management	391,783	444,902	481,579	542,355
134000 Procurement	471,502	480,102	480,026	478,430
136000 Process/Service Improvement	278,425	321,503	324,576	278,689
137000 Permit Center	-	-	-	263,590
151000 Safety Management	201,665	216,119	226,033	235,822
171000 City Hall	124,845	123,750	125,790	123,750
171300 116 Meeting Street	44,159	57,181	65,111	56,250
171310 Gaillard Complex	-	-	-	450,413
171500 Gallery at Waterfront Park	76,324	76,750	74,758	80,150
171600 Reuben M. Greenberg Municipal Building	238,475	257,539	232,633	255,379
171700 50 Broad Street	16,393	22,700	14,179	20,550
518550 Charleston Maritime Center	569,711	658,447	611,710	691,378
531000 Dock Street Theatre	521,482	592,195	564,502	617,193
General Fund Subtotal	7,032,747	7,637,759	7,680,221	8,865,738



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION EXPENDITURES CONT'D		2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Enterprise Fund					
020010	Old Slave Mart Museum	174,949	187,033	199,648	195,784
021010	City Market	1,525,070	1,451,310	1,386,055	1,538,287
022005	Parking Management Services	1,157,127	1,550,491	1,456,215	1,632,204
022010	Parking Ticket Revenue Collections	404,929	541,824	452,291	487,229
022015	Parking Facilities Admin-Republic	4,646,114	-	-	-
022016	Parking Facilities Admin-ABM	4,163,337	11,643,457	11,643,457	13,951,227
022035	Parking Lot, B.A.M.	3,724	3,660	3,660	3,750
022070	Parking Lot, Market Canterbury	35,184	35,184	35,184	-
022075	Cumberland Street Garage	267,777	265,000	265,000	265,000
024010	Angel Oak	211,602	226,325	221,782	231,535
026010	Municipal Auditorium	224,263	7,783	-	-
026020	Auditorium Concessions	-	-	-	-
027010	Charleston Visitor Center	968,117	1,095,288	1,029,355	1,105,303
Enterprise Fund Subtotal		13,782,193	17,007,355	16,692,647	19,410,319
TOTAL		20,814,940	24,645,114	24,372,868	28,276,057

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	151.59	153.57	157.08	162.86
TOTAL	151.59	153.57	157.08	162.86



DIVISION: 110000 – Municipal Court
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Municipal Court is responsible for the management and administration of all facets of the City's Municipal Court operations in support of the City's Chief Municipal Judge and Associate Judges who serve the Municipal Court.

CORE RESPONSIBILITIES

Judiciary - Ensure citizens receive fair and impartial justice and services, regardless of individual circumstances and background, in order to protect each citizen's right to due process under the laws of the country and state. Docket all cases for hearings and trials resulting from offenses conducted in the jurisdiction of the City or remanded down from the Charleston County General Sessions Court. The Judiciary also conducts alternative sentence monitoring.

Administrative – Provide administrative support for the judicial arm of the court including management of all case files. Collects court fines, fees, and assessments owed to the City of Charleston Municipal Court. Preparation of case load, court fines, fees, and collections reports for submission to the State Budget and Control Board and State Court Administration.

2014 ACCOMPLISHMENTS

- Developed and implemented a new system for scanning images in the form of tickets to our case management system, which resulted in a major improvement to productivity improvements in locating documents and managing case flow.
- Managed and assisted in the transfer of case data from an older legacy database structure, which replaced the need for having older software on city servers and saved the city the cost of approximately \$7,500 per year in maintenance fees.

NEW INITIATIVES FOR 2015

- Further streamline the court schedules and use of courtrooms, processes, and procedures.
- Combine some functions of the court administration so that citizens and other users of the court can have a more effective and efficient experience when visiting the court to conduct business, serve as jurors, or have their day in court.
- Review overtime costs and other operational expenses for additional efficiencies.



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	959,004	1,020,205	1,050,146	1,079,633
Benefits	345,621	404,605	404,605	432,958
Operating	285,417	287,184	296,194	326,417
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,590,042	1,711,994	1,750,945	1,839,008
Per Capita	\$ 12.65	\$ 13.30	\$ 13.60	\$ 13.77

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Municipal Court	26.00	26.00	26.00	26.00
TOTAL	26.00	26.00	26.00	26.00



DIVISION: 130000 – Budget, Finance, and Revenue Collections Administration
FUND: General Fund
FUNCTION: General Government

Division Overview

Budget, Finance and Revenue Collections (BFRC) Administration consists of the City's Chief Financial Officer, Deputy Chief Financial Officer, Assistant Chief Financial Officer, Real Estate Management Personnel, Minority Business Enterprise Manager, and Financial Assistant. The Division provides administrative and managerial support to the City's Finance, Procurement, Minority Business Development, Budget and Management, Revenue Collections, Real Estate Management, Municipal Court Administration, Safety Management, Process and Service Improvement, Permit Center and Special Facilities Management Divisions.

Core Responsibilities

- Provide timely financial information to the Mayor, City Council and the Citizens of the City.
- Provide leadership and managerial support to all of the divisions under the Department of Budget, Finance and Revenue Collection.
- Manage all of the activities associated with the buildings and land owned or leased by or to the City.
- Provides assistance to minority and women-owned business enterprises to facilitate their participation in various contracting opportunities in the City.

2014 ACCOMPLISHMENTS

- Completed several land acquisitions and sales at the best possible price to the benefit of the City.
- Provided assistance to 32 minority and women owned businesses.

NEW INITIATIVES FOR 2015

- Relocate several City departments into the new Gaillard Complex, thereby decreasing the need to rent office space.
- Increase participation of minority and women-owned business enterprises by 10%.



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	577,355	575,961	584,913	623,972
Benefits	148,806	159,630	160,656	181,172
Operating	27,896	38,741	39,485	55,825
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	754,057	774,332	785,054	860,969
Per Capita	\$ 6.00	\$ 6.02	\$ 6.10	\$ 6.45

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Budget, Finance & Revenue Collections Admin	7.50	7.50	8.50	8.50
TOTAL	7.50	7.50	8.50	8.50



DIVISION: 131000 – Finance
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Finance Division is responsible for the accounting and reporting of all City financial transactions; these include revenue collections, expenditure disbursements, payroll, assets, liabilities and net assets. The Division maintains accurate accounting records in order to prepare financial statements in accordance with generally accepted accounting principles.

CORE RESPONSIBILITIES

Accounting/Audit – Responsible for the prompt and accurate collection of all monies owed the City, disbursement of funds pursuant to the direction of the CFO or the Ways and Means Committee, preparation of the Comprehensive Annual Financial Report (CAFR), and professional liaison with the City's independent external auditor.

Cash Management – Monitor available cash balances and provide for investment of idle funds.

Debt Management – Responsible for payment of scheduled debt interest and principal; facilitate refinancing or restructuring current debt, and ensuring debt limits are not exceeded.

Capital – Responsible for capital project accounting and reporting of capital assets.

Payroll services – Responsible for bi-weekly payroll including transfer of employee and employer contributions for taxes, pensions, and premiums.

2014 ACCOMPLISHMENTS

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 25th consecutive year.
- Achieved “Aaa” credit rating from Moody’s Investors Service for the first time and reaffirmed Standard & Poor’s “AAA” credit rating (since 2009).
- Received unqualified opinions from the external auditors on the Comprehensive Annual Financial Report and OMB A-133 Single Audit Report for federal award programs, with no findings relating to internal controls or compliance.
- Fully implemented a new electronic payment process for accounts payable, which resulted in faster and more efficient payments.

NEW INITIATIVES FOR 2015

- Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting for 2014’s CAFR.
- Maintain highest credit ratings possible.
- Receive unqualified opinions on 2014 external audit with no findings relating to internal controls or compliance.
- In conjunction with Budget & Management, develop and implement new Capital Projects policies and procedures.
- Implement Timecard Online for additional City departments/divisions that have adequate computer access.



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	812,431	858,864	868,352	907,144
Benefits	275,145	312,245	312,245	335,267
Operating	123,658	160,626	155,635	157,956
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,211,234	1,331,735	1,336,232	1,400,367
Per Capita	\$ 9.64	\$ 10.35	\$ 10.38	\$ 10.48

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Finance	20.19	20.19	20.00	20.00
TOTAL	20.19	20.19	20.00	20.00



DIVISION: 132000 – Revenue Collections
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Revenue Collections Division is responsible for the collection and deposit of fees and taxes generated by ordinance into the appropriate City accounts. Ordinances administered include Business License, Hospitality Tax, and Tourism Tax along with specialty ordinances.

CORE RESPONSIBILITIES

- Collection of Business License Fees
- Collection of Hospitality Taxes
- Collection of Tourism Fees
- Issuance of Peddlers Permits
- Issuance of Food Vendor Decals

2014 ACCOMPLISHMENTS

- Exceeded the budgeted revenue for business license fees due to growth in on-site inspections for building contractors and growth in hospitality industry.

NEW INITIATIVES FOR 2015

- Implement new government management software which will allow on-line submission of business license fees, hospitality taxes, and tourism fees.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	341,482	362,533	371,150	412,329
Benefits	124,157	135,637	140,423	159,626
Operating	77,011	70,340	95,520	99,490
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	542,650	568,510	607,093	671,445
Per Capita	\$ 4.32	\$ 4.42	\$ 4.72	\$ 5.03

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Revenue Collections	10.20	10.20	10.20	11.20
TOTAL	10.20	10.20	10.20	11.20



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 133000 – Budget and Management
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Budget and Management Division is responsible for the preparation and monitoring of the City's annual budgets for the General Fund, Enterprise Funds, and tourism-related Special Revenue Funds. This division also provides budgeting support for the City's Capital Improvement Plan. Additionally, the Grants Compliance Officer oversees all grant compliance and reporting.

CORE RESPONSIBILITIES

The Budget and Management Division provides assistance to all City departments regarding budget formulation and execution. The division also assists in cost-benefits analyses, makes recommendations for service enhancements, and assists with other budget related tasks, as well as makes recommendations to management regarding budget issues. This division prepares and publishes the City's Annual Budget Book and prepares monthly budget performance reports for the Mayor and City Council. The City's Community Assistance and Accommodations Tax Grant Programs are managed by this division. This division also oversees all phases of federal, state and other grant funding received by the City, from application through implementation and reporting.

2014 ACCOMPLISHMENTS

- The division was awarded the GFOA Distinguished Budget Presentation Award for the 2014 Annual Budget Book. This is the fifteenth straight year that the City has earned this award.
- Identified areas needing improvement and hired personnel with specific skill sets and experience in those areas.
- Assisted City Departments in securing \$1.4 million in new grant funding.

NEW INITIATIVES FOR 2015

- Implement Position Control Number management software module on budget side to complement human resources side. Work with Human Resources to increase the accuracy, reliability and functionality of the Position Control Number system.
- Develop and document new policies and procedures for Capital Projects including improved procedures for budget tracking, control and reporting.
- Implement revised and improved Performance Management program to meet GFOA standards for special recognition through Distinguished Budget Presentation Award program.

BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	293,109	334,663	373,560	401,693
Benefits	87,018	96,379	96,379	125,362
Operating	11,656	13,860	11,640	15,300
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	391,783	444,902	481,579	542,355
Per Capita	\$ 3.12	\$ 3.46	\$ 3.74	\$ 4.06

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Budget and Management	6.20	6.30	7.00	7.00
TOTAL	6.20	6.30	7.00	7.00



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 134000 – Procurement
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Procurement Division is responsible for making all City purchases of commodities, supplies, and technical services to be utilized by City departments. The Procurement Division also supervises the Procurement Card (P-card) Program. Procurement implements standard procedures to be used by City departments and agencies when ordering supplies of commodities and technical services to obtain the best value while ensuring the highest quality to protect the interests of the City's citizens. Procurement maintains an accurate accounting of orders from Departments and agencies, and is responsible for the disposition and sale of surplus equipment and supplies.

CORE RESPONSIBILITIES

The Procurement Division is committed to directly reducing the cost of government by promoting a responsible procurement process that ensures integrity, quality, and efficiency for its internal agency customers as well as its business partners.

2014 ACCOMPLISHMENTS

- Produced 41 formal bid proposals for City Departments (for items over \$20,000.)
- Processed over 7,200 purchase requests.
- Promoted fair and equal opportunities for businesses to compete for contracts, services, and goods.
- Sold 149 surplus items on GovDeals.com for income of \$129,868 which is returned back to the departments.

NEW INITIATIVES FOR 2015

- Increase number of contract compliance inspections conducted.
- Develop more relationships with minority owned businesses and local suppliers.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	233,808	241,900	241,225	241,863
Benefits	80,235	82,875	82,875	86,702
Operating	157,459	155,327	155,926	149,865
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	471,502	480,102	480,026	478,430
Per Capita	\$ 3.75	\$ 3.73	\$ 3.73	\$ 3.58

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Procurement	5.00	5.00	5.00	5.00
TOTAL	5.00	5.00	5.00	5.00



DIVISION: 136000 – Process and Service Improvement
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Process and Service Improvement Division is responsible for oversight of the City's quality and process management initiatives, key customer service relationship management programs, and the City's Ombudsman services. Division personnel facilitate the improvement of municipal services by providing advisory assistance to City officials, fostering an atmosphere for open communication and exchange of ideas, and facilitating development of innovative quality business practices or solutions for organizational improvements.

CORE RESPONSIBILITIES

Executive Steering Group (ESG) – Through coordination with the ESG the division fosters a process and quality improvement environment which focuses on the continuous improvement of the products and services the City provides to its internal and external customers.

Ombudsman Services - The primary function of the Ombudsman is to help citizens resolve problems with issues related to services provided by the City of Charleston. The ombudsman acts as a liaison or mediator between citizens and government agencies. The ombudsman is a neutral party that will aid citizens in resolving conflicts and seeking solutions to issues by fact-finding, investigating, and problem solving.

Citizen Support Center - The Citizen Support Center provides citizens with an easy to use web-based system for requesting government services. The Citizen Support Center also allows City staff to view, manage, and prioritize requests in order to ensure that services are completed promptly and accurately. Process and Service Improvement is an administrator of the system and manages the dedicated phone line where requests can be submitted to a staff member and entered into the system providing the City a singular online resource for all data related to service requests.

Permit Center – Process and Service Improvement provides administrative and managerial support to the new Permit Center which will be located in the Gaillard complex.

2014 ACCOMPLISHMENTS:

- Assisted in the development of the RFP for the City's Government Management System (GMS) and participated on the team that selected the vendor.
- Facilitated the Assess and Define stage of the implementation of the GMS.
- Coordinated an implementation plan for a customer-focused permit center that will act as the central point of contact and coordination for all land development, permitting, inspection, and revenue collection processes.
- Participated on the team that implemented online parking citation payments.

NEW INITIATIVES FOR 2015

- Facilitate the transition of the primary divisions overseeing land development, construction, and business licensing at 75 Calhoun Street to the new customer focused Permit Center in the new Gaillard Complex at 2 George Street.



BUDGET, FINANCE AND REVENUE COLLECTIONS

- Facilitate the implementation of the Government Management System which includes configuration, end user testing, end user training, and Go Live.
- Begin initial stages of the second phase of the GMS implementation which will include a Customer Relationship Management portal and Work Order Management module.
- Transition of the performance management program to the Budget and Management Office.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	144,114	175,994	183,747	148,615
Benefits	53,513	64,179	66,019	44,004
Operating	80,798	81,330	74,810	86,070
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	278,425	321,503	324,576	278,689
Per Capita	\$ 2.22	\$ 2.50	\$ 2.52	\$ 2.09

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Process/Service Improvement	3.00	3.00	4.00	2.75
TOTAL	3.00	3.00	4.00	2.75



DIVISION: 137000 – Permit Center
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Permit Center will be a key customer interface of the City of Charleston. It will be located in the new Gaillard Complex at 2 George Street and is a customer focused central point of contact for a multi-departmental operation that is responsible for the review and approval of land development and construction projects.

CORE RESPONSIBILITIES

The mission of the Permit Center is to use technology and the physical proximity of the primary divisions involved in the land development and construction process to improve communication and coordination to streamline the application, approval, permitting, inspections, and revenue collection processes while fulfilling the City's responsibility to encourage a vibrant and livable community while ensuring the safety of the public.

2014 ACCOMPLISHMENTS

- This division was established in the 2015 Budget.

NEW INITIATIVES FOR 2015

- Open the new customer focused Permit Center in the new Gaillard Complex at 2 George Street.
- Develop, re-engineer, and maintain policies, procedures, and standards relative to Permit Center operations while ensuring compliance with laws, regulations, and policies.
- Review the fee collection process as it pertains to applications, permits, and business licenses and determine options for providing a one-stop fee payment for customers.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	190,617
Benefits	-	-	-	60,723
Operating	-	-	-	12,250
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	-	-	-	263,590
Per Capita	\$ -	\$ -	\$ -	\$ 1.97

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Permit Center	-	-	-	6.03
TOTAL	-	-	-	6.03



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 151000 – Safety Management
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

Safety Management is responsible for planning, directing, and implementing the City's safety programs to ensure a safe and healthy work environment for all employees. Coordinate the workers' compensation program for injured employees ensuring compliance with the South Carolina Occupational Safety and Health standards.

CORE RESPONSIBILITIES

Create and maintain safety and health policies, procedures and training to comply with state and federal Occupational Safety and Health Administration (OSHA) rules and regulations. Inspect facilities and work sites for potential hazards, determine corrective or preventative measures to prevent employee injuries. Investigate accidents and injuries to present to the safety review committee to determine recommendations for preventability. Oversee the administration of the workers' compensation program. Working with the insurance carrier to reduce injured employees days away from work, restricted duty or job transfer. Assist legal counsel with injury hearings and lawsuits.

2014 ACCOMPLISHMENTS

- Reduced City-wide reported injuries by 15.4%.
- Reduced City-wide recordable injuries by 3.6%.
- Lowered 2014 worker's compensation budget costs by 15% below projected amount.
- Transitioned to a new Workers' Compensation Third Party Administrator.
- Selected a new Medical Provider for injured employees.

NEW INITIATIVES FOR 2015

- Reduce City-wide reported and recordable injuries by 6%.
- Update written safety programs.
- Train target employees on updated policies and procedures.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	102,284	97,323	104,186	112,073
Benefits	30,326	33,259	36,297	37,612
Operating	69,055	85,537	85,550	86,137
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	201,665	216,119	226,033	235,822
Per Capita	\$ 1.60	\$ 1.68	\$ 1.76	\$ 1.77

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Safety Management	2.00	2.00	2.00	2.00
TOTAL	2.00	2.00	2.00	2.00



DIVISION: 171000 – City Hall
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

The building located at 80 Broad Street at the central intersection in the City of Charleston known as the “Four Corners of Law,” City Hall is the center of Charleston’s city government. The design for City Hall is attributed to Charlestonian Gabriel Manigault, a gentleman architect who introduced the Adamesque style to the City of Charleston after studying abroad in Europe. The City Hall building was constructed between 1800 and 1804, and became Charleston’s City Hall in 1818. The building houses the Mayor’s Office, City Council Chambers and the offices of the Clerk of Council.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	124,845	123,750	125,790	123,750
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	124,845	123,750	125,790	123,750
Per Capita	\$ 0.99	\$ 0.96	\$ 0.98	\$ 0.93

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
City Hall	-	-	-	-
TOTAL	-	-	-	-



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 171300 – 116 Meeting Street
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

The building at 116 Meeting Street is the permanent home of the City's financial operations including the Finance, Budget & Management and Budget, Finance and Revenue Collections Administration divisions. The City's Office of Internal Audit is also located at this facility. A former fire station, this building was completely renovated in 2009 and is an excellent example of a working historical building, ensuring City employees the best possible working environment.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	44,159	57,181	65,111	56,250
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	44,159	57,181	65,111	56,250
Per Capita	\$ 0.35	\$ 0.45	\$ 0.52	\$ 0.42

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
116 Meeting Street	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 171310 – Gaillard Complex
FUND: General Fund
FUNCTION: General Government

Department Overview

The Gaillard Center is a new redevelopment project that began the design phase in 2010, broke ground in 2012 and is slated for completion in 2015. It is the complete renovation of an existing 1960's auditorium into a new civic place complete with new City offices, a renovated exhibition hall, a new banquet hall and a world-class, state-of-the-art Performance Hall. Consolidating City offices to a new central location on the Charleston peninsula adjacent to existing City offices and a City parking garage will save taxpayers money and provide citizens with a more convenient place to conduct civic business. The municipal office building will also include a state-of-the-art Municipal Emergency Operations Center (MEOC). The MEOC is considered a "designated emergency preparedness, communication and operations center" and is classified as Risk Category IV, which is the highest level.

Core Responsibilities:

The City offices will be home to 28 divisions, which include Information Technology, Tourism Management, Process Service Improvement, the new Permit Center, Police Team 2, Records Management, Parking Enforcement, Fire Marshal, Public Service, Planning, Preservation and Sustainability, and Real Estate Management. The Performance Center, and Exhibition and Banquet Hall will be managed by a professional management company.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	-	-	-	450,413
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	-	-	-	450,413
Per Capita	\$ -	\$ -	\$ -	\$ 3.37

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Gaillard Complex	-	-	-	-
TOTAL	-	-	-	-



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 171500 – Gallery at Waterfront Park
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

The Gallery at Waterfront Park is a visual arts center that provides an accessible, public setting for citizens and visitors of the City to experience contemporary fine art from artists in the local, regional, national and international arenas. The programming of the exhibition space focuses on broadening the Charleston art landscape by providing an outlet for exposing the public to, and educating the public about, artists and art that is new, vital and innovative. The Gallery at Waterfront Park is managed by the Office of Cultural Affairs.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	76,324	76,750	74,758	80,150
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	76,324	76,750	74,758	80,150
Per Capita	\$ 0.61	\$ 0.60	\$ 0.58	\$ 0.60

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Gallery at Waterfront Park	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 171600 – Reuben M. Greenberg Municipal Building
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

The Reuben M. Greenberg Municipal Building, named after the City’s former Chief of Police, houses the City’s Municipal Court Division, which includes two courtrooms, the Prosecutor’s Office Division, the Parking Revenue Collections Division, and the Department of Traffic and Transportation.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	238,475	257,539	232,633	255,379
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	238,475	257,539	232,633	255,379
Per Capita	\$ 1.90	\$ 2.00	\$ 1.81	\$ 1.91

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Reuben M. Greenberg Municipal Building	-	-	-	-
TOTAL	-	-	-	-



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 171700 – 50 Broad Street
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

The 50 Broad Street facility, located only a block away from City Hall, is the permanent home to the offices of Corporation Counsel. The building was recently dedicated as the Regan Law Center in honor of the late Bill Regan, a former Corporation Counsel.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	16,393	22,700	14,179	20,550
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	16,393	22,700	14,179	20,550
Per Capita	\$ 0.13	\$ 0.18	\$ 0.11	\$ 0.15

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
50 Broad Street	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 518550 – Charleston Maritime Center
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Maritime Center is a marina and special events facility. The marina hosts transient boaters, tour boats, and charter boats; provides marine fuel; and produces commercial ice for the fishing and shrimping fleets. The Charleston Maritime Center is also the port of choice for visiting Tall Ships, in order to educate the public about various tall ship programs. The facility hosts a wide range of events, including festivals, weddings, corporate meetings, public activities, and other festivities. Open seven days a week, the Charleston Maritime Center provides the public with the only City-owned and operated direct waterfront access from a convenient downtown location.

CORE RESPONSIBILITIES

The marina at the Maritime Center provides affordable short-term stays and fuel for local and out-of-town boaters, so that they may enjoy the Charleston area and surrounding waterways. Occupancy is at capacity during the fall and spring as boaters are moving from north to south and reverse. The commercial ice plant provides much needed ice to the shrimping and fishing fleet, to help ensure local seafood makes it to stores, homes, and restaurants. The event facility hosts between 200 to 300 events per year by providing affordable waterfront and green space areas.

2014 ACCOMPLISHMENTS

- The Maritime Center is proud to have the 2014 Employee of the Year on-staff.
- The Center hosted the Secretary of the Navy for the ship-naming ceremony for the USS Charleston.
- The Center hosted the Tall Ship Gunilla from Sweden for the 10th consecutive year.
- It is home to the newly renovated Spirit of South Carolina Tall Ship.

NEW INITIATIVES FOR 2015

- Working with College of Charleston to expand programming/educational opportunities with Tall Ship students.



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	171,324	162,469	132,828	205,058
Benefits	67,950	88,893	89,997	95,835
Operating	330,437	407,085	388,885	390,485
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	569,711	658,447	611,710	691,378
Per Capita	\$ 4.53	\$ 5.12	\$ 4.75	\$ 5.18

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Charleston Maritime Center	6.28	7.00	7.00	7.00
TOTAL	6.28	7.00	7.00	7.00



DIVISION: 531000- Dock Street Theatre
FUND: Dock Street Theatre Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW

Charleston's Historic Dock Street Theatre is one of the City's premiere performing arts venues. It operates year round to showcase a variety of productions produced by both local arts groups and touring companies. The Theatre also provides event rental space for private events and meetings. The historic building is also open on a daily basis for tourists to view.

CORE RESPONSIBILITIES

The Dock Street Theatre was the first theater buildings designed solely for theatrical performances and therefore, to preserve and maintain the historic Theatre is of utmost importance. The rich history reflects the tradition and culture of Charleston. The building is made available for lease to performing arts groups and hosts local and national productions.

2014 ACCOMPLISHMENTS

- Produced over 250 events.
- Met/Surpassed set revenue goals.
- Began a new volunteer staffing program to assist staff in serving our tourists and guests.
- Voted best historic building in Charleston.

NEW INITIATIVES FOR 2015

- Upgrade staging equipment.
- Create new interactive interpretive displays to explain the history of the Dock Street Theatre to guests.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	276,572	302,408	280,636	326,867
Benefits	94,257	111,799	113,456	119,003
Operating	150,653	177,988	170,410	171,323
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	521,482	592,195	564,502	617,193
Per Capita	\$ 4.15	\$ 4.60	\$ 4.39	\$ 4.62

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Dock Street Theatre	8.00	8.50	8.50	8.50
TOTAL	8.00	8.50	8.50	8.50



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 020010 – Old Slave Mart Museum

FUND: Old Slave Mart Museum

FUNCTION: Enterprise Fund

DIVISION OVERVIEW

The mission of the Old Slave Mart Museum is to broaden the understanding of Charleston's role as a slave trading center during the domestic slave trade, enabling us to reach out to our community, and all those whose ancestor's lives were shaped or changed here.

CORE RESPONSIBILITIES

- To provide a site specific interpretation of the unique history.
- To manage daily financial responsibilities for attendance and gift shop sales.
- To maintain a safe and professional museum facility.

2014 ACCOMPLISHMENTS

- The museum hosted over 49,000 visitors, an increase of 17 % from 2013.
- Initiated awareness of Black History Month (February).

NEW INITIATIVES FOR 2015

- Commemorate Black History Month with a lecture series and book signing.
- Rotate interpretative panels on upper level of museum.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	45,879	51,032	50,018	102,993
Benefits	22,224	37,580	37,580	38,934
Operating	106,846	98,421	112,050	53,857
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	174,949	187,033	199,648	195,784
Per Capita	\$ 1.39	\$ 1.45	\$ 1.55	\$ 1.47

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Old Slave Mart Museum	4.00	4.00	4.00	4.00
TOTAL	4.00	4.00	4.00	4.00



DIVISION: 021010 – City Market
FUND: City Market Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW

The City Market is operated under a contractual agreement as a “public market” and provides an opportunity for vendors and small shop owners to operate small businesses in spaces that rent below standard market rates.

CORE RESPONSIBILITIES

The management of the market includes the collection of rents, monitoring of businesses for compliance with state, federal and local laws, and operating the evening market and events.

2014 ACCOMPLISHMENTS

- Charleston City Market listed as a “Great Urban Weekend Escapes” by Forbes.com, July 2014.
- Charleston City Market spotlighted on The Weather Channel’s *Wake up with AI*, July 2014.

NEW INITIATIVES FOR 2015

- To promote and increase activity in the night market.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	1,525,070	1,391,310	1,386,055	1,478,287
Capital	-	60,000	-	60,000
Operating Transfers	-	-	-	-
TOTAL	1,525,070	1,451,310	1,386,055	1,538,287
Per Capita	\$ 12.13	\$ 11.28	\$ 10.77	\$ 11.52

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
City Market	-	-	-	-
TOTAL	-	-	-	-



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 022005 – Parking Management Services

FUND: Parking Facilities Enterprise Fund

FUNCTION: Enterprise Fund

DIVISION OVERVIEW

The Parking Management Services Division consists of the Parking Enforcement Unit of the City of Charleston.

CORE RESPONSIBILITIES

- The Parking Enforcement Unit identifies and issues citations to parties who violate parking enforcement regulations such as expired parking meters, residential parking ordinances, fire hydrant, handicapped or other safety related parking violations.

2014 ACCOMPLISHMENTS

- Upgraded three Parking Enforcement Officer positions to Senior Parking Enforcement Officer positions to better provide field training, as well as directly supervising daily parking enforcement operations.

NEW INITIATIVES FOR 2015

- Complete the move to the Gaillard Complex.
- Continue to improve customer services levels through field training.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	714,153	897,924	860,171	954,353
Benefits	369,545	462,994	462,994	492,306
Operating	73,429	139,573	89,050	135,545
Capital	-	50,000	44,000	50,000
Operating Transfers	-	-	-	-
TOTAL	1,157,127	1,550,491	1,456,215	1,632,204
Per Capita	\$ 9.21	\$ 12.05	\$ 11.31	\$ 12.22

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Parking Management Services	30.00	30.00	31.00	31.00
TOTAL	30.00	30.00	31.00	31.00



DIVISION: 022010 - Revenue Collections-Parking
FUND: Parking Facilities Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW

The Revenue Collections-Parking Division is responsible for the collection and deposit of parking fines, residential decal fees, and other miscellaneous parking revenues into the appropriate City accounts.

CORE RESPONSIBILITIES

- Collect parking fines.
- Collect residential decal fees.
- Collect prepaid meter fees and issue prepaid Smart Cards.
- Collect fees and issue Construction Meter Bags.
- Collect fees and issue Dumpster Permits.
- Process administrative hearing decisions for parking citations.

2014 ACCOMPLISHMENTS

- Issued over 10,500 residential decals and parking permits.

NEW INITIATIVES FOR 2015

- Implementation of the new on-line parking citation payment option.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	204,026	205,700	210,767	210,325
Benefits	100,542	105,196	105,196	107,990
Operating	100,361	165,928	121,328	168,914
Capital	-	65,000	15,000	-
Operating Transfers	-	-	-	-
TOTAL	404,929	541,824	452,291	487,229
Per Capita	\$ 3.22	\$ 4.21	\$ 3.51	\$ 3.65

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Parking Ticket Revenue Collections	7.00	7.00	7.00	7.00
TOTAL	7.00	7.00	7.00	7.00



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 022015 – Parking Facilities Administration – Republic Parking
FUND: Parking Facilities Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW:

Under the supervision of the Budget and Management and BFRC Administration, this Division accounts for the operations of the City's parking garages and lots under a contractual agreement. The City's contracted parking operator also collects revenues from the City's parking meters. Effective July 1, 2013, a new parking management company assumed responsibility for the City's parking facilities operations. See division 022016 for parking garage operations budget information that occurred after July, 2013.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	4,366,066	-	-	-
Capital	-	-	-	-
Operating Transfers	280,048	-	-	-
TOTAL	4,646,114	-	-	-
Per Capita	\$ 36.96	\$ -	\$ -	\$ -

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Parking Facilities Administration - Republic	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 022016 – Parking Facilities Administration - ABM
FUND: Parking Facilities Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW

Under the supervision of the Office of Budget and Management and BFRC Administration, this Division is responsible for the operations of the City's parking garages and lots under a contractual agreement. The City's contracted parking operator also collects revenues from the City's parking meters. Effective July 1, 2013, ABM Parking Systems was awarded the contract for the City's parking facilities operations.

CORE RESPONSIBILITIES

ABM operates 13 garages and 11 lots in accordance with City standards. They collect and deposit all transient and contract parking revenues for garages and lots, and also collect all revenues from parking meters and pay stations. ABM staffs garages and lots as appropriate and provides management supervision of all staff. ABM processes all payment requests. ABM develops the annual budget for these facilities and presents to the City. ABM develops and presents strategic plans for the on-street and off-street parking system to City management for approval and advises City management on all parking issues.

2014 ACCOMPLISHMENTS

- Implemented payment on-line system for monthly parkers.
- Reorganized management of garages into a cluster system based on geographic location.
- Instituted Motorcycle Parking in garages in accordance with State statute.
- Developed plan to fully integrate all revenue control equipment into a centrally networked parking system, including full automation of locations. Finalized and ordered equipment for Phase 1 and Command Center.
- Conducted Customer Service Training for all employees.

NEW INITIATIVES FOR 2015

- Complete installation of Phases 1 & 2 and Command Center equipment.
- Complete implementation of Credit Card processing capabilities in all locations.
- Assume management of Midtown Garage after completion by private developer.
- Implement an on-street pilot program for updated parking meter equipment.
- Develop and recommend off-street multi-space meter plan.



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	4,163,337	7,654,452	7,654,452	8,714,472
Capital	-	3,712,939	3,712,939	4,956,939
Operating Transfers	-	276,066	276,066	279,816
TOTAL	4,163,337	11,643,457	11,643,457	13,951,227
Per Capita	\$ 33.12	\$ 90.47	\$ 90.47	\$ 104.44

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Parking Facilities Administration - ABM	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 022035 – Parking Lot, B.A.M.
FUND: Parking Facilities Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW:

Expenses are budgeted in this division for the public parking lot operated by the City that is located near the intersection of Beaufain, Archdale and Market Streets.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	3,724	3,660	3,660	3,750
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	3,724	3,660	3,660	3,750
Per Capita	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Parking Lot, B.A.M.	-	-	-	-
TOTAL	-	-	-	-



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 022070 – Parking Lot, Market Canterbury
FUND: Parking Facilities Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW:

This metered parking lot is located adjacent to the Canterbury House senior living apartments. Until 2014, the revenue from the lot was used to assist the Canterbury House with financing an expansion of their facility under an agreement dating to 1997. The agreement was amended in 2014 and the City's obligation ended.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	35,184	35,184	35,184	-
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	35,184	35,184	35,184	-
Per Capita	\$ 0.28	\$ 0.27	\$ 0.27	\$ -

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Parking Lot, Market Canterbury	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 022075 – Cumberland Street Garage
FUND: Parking Facilities Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW:

The City's share of operating costs for the Charleston County garage located on Cumberland Street is budgeted in this division. The construction of the garage was a joint project between the City of Charleston and Charleston County.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	267,777	265,000	265,000	265,000
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	267,777	265,000	265,000	265,000
Per Capita	\$ 2.13	\$ 2.06	\$ 2.06	\$ 1.98

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Cumberland Street Garage	-	-	-	-
TOTAL	-	-	-	-



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 024010 – Angel Oak
FUND: Angel Oak Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW

The Angel Oak Park is located on Johns Island where you can find what is known as “A Lowcountry Treasure”. The Southern Live Oak tree is a historical site and focal point of one of the City of Charleston’s public parks. It is considered to be the largest Live Oak Tree east of the Mississippi estimated to be 300-400 years old. The Angel Oak Tree is visited by over 40,000 people each year.

CORE RESPONSIBILITIES

The Angel Oak Park provides information and showcases the largest majestic tree in Charleston which is 65 feet high with a circumference of 25.5 feet, shading area of 17,000 square feet. The public is allowed access seven days a week except for holidays. The gift shop provides information and retail merchandise including Lowcountry specialty items, as memorabilia and keepsakes.

2014 ACCOMPLISHMENTS

- The Angel Oak Park received the 2014 Trip Advisor of the Year Award.
- Angel Oak picture was featured on Google web search page.

NEW INITIATIVES FOR 2015

- To create and feature more events for the public.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	44,511	34,079	31,412	72,576
Benefits	17,087	22,393	22,393	23,406
Operating	150,004	169,853	167,977	135,553
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	211,602	226,325	221,782	231,535
Per Capita	\$ 1.68	\$ 1.76	\$ 1.72	\$ 1.73

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Angel Oak	2.88	2.88	2.88	2.88
TOTAL	2.88	2.88	2.88	2.88



DIVISION: 026010 – Municipal Auditorium
FUND: Municipal Auditorium Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW:

The Municipal Auditorium closed in 2012 for an extensive renovation and expansion project that is expected to take approximately three years. During the renovation period the only cost associated with the Enterprise Fund is for property insurance. Utilities have been transferred to the general contractor for the length of the project. All personnel have been transferred to other positions in other departments or absorbed into the Dock Street Theatre Division in the General Fund. Upon the completion of the project, the Auditorium will be operated by the Gaillard Management Corporation, a non-profit entity created to run the facility.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	-	7,783	-	-
Capital	-	-	-	-
Operating Transfers	224,263	-	-	-
TOTAL	224,263	7,783	-	-
Per Capita	\$ 1.78	\$ 0.06	\$ -	\$ -

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Municipal Auditorium	-	-	-	-
TOTAL	-	-	-	-



BUDGET, FINANCE AND REVENUE COLLECTIONS

DIVISION: 027010 – Charleston Visitor Center
FUND: Charleston Visitor Center Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW

The Charleston Visitor Center (VRTC) continues to be a first stop for many visitors, old and new. The VRTC services include attraction tickets, detailed information about the local area and events, tour tickets, and bus tour departures. Special Events are held most weekends hosting a variety of local functions.

CORE RESPONSIBILITIES

The VRTC assists both first-time and returning visitors, new resident to town and locals who have lived here all their life. Services include information on all local attractions, tour information, hotel reservation assistance, CARTA bus passes, and a full service gift shop which also shows our premier movie “Forever Charleston.” The VRTC also hosts many local events after hours including oyster roasts, wedding receptions, birthday parties, and other festivities. Almost 750,000 visitors per year utilize the facility.

2014 ACCOMPLISHMENTS

- Repointing of brickwork around the entire facility.
- Introduction of a new cash register system.

NEW INITIATIVES FOR 2015

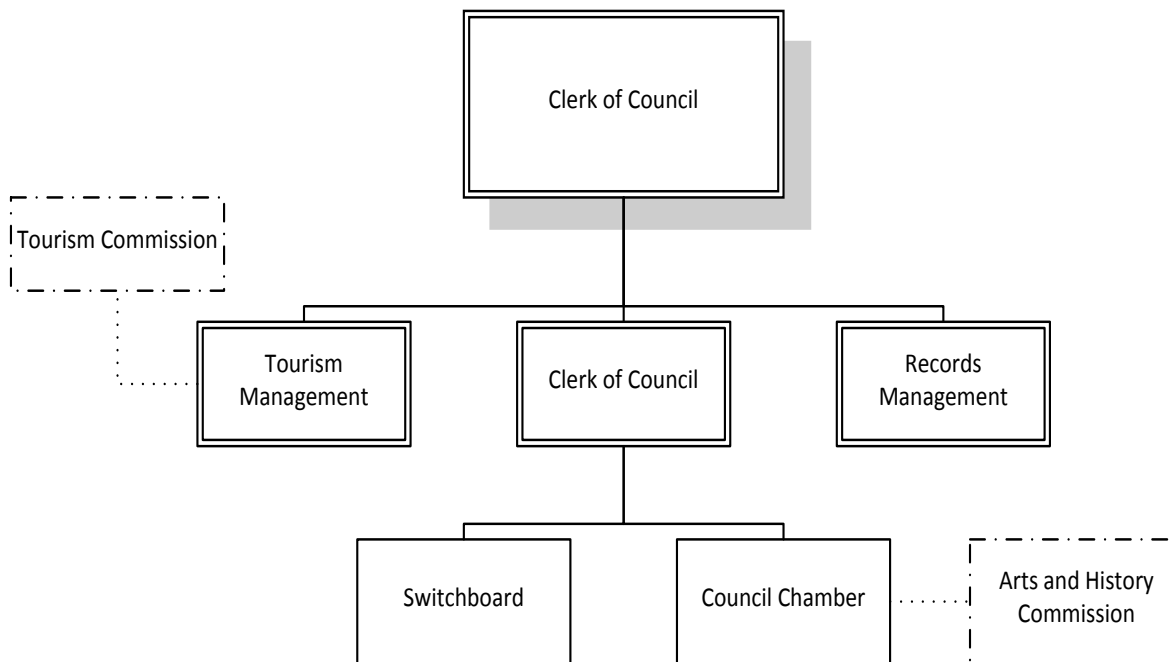
- New landscaping around the Meeting Street side of VRTC.
- Increase in special events.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	344,442	405,795	344,762	445,207
Benefits	169,617	194,094	194,094	200,952
Operating	444,931	486,402	481,502	450,024
Capital	-	-	-	-
Operating Transfers	9,127	8,997	8,997	9,120
TOTAL	968,117	1,095,288	1,029,355	1,105,303
Per Capita	\$ 7.70	\$ 8.51	\$ 8.00	\$ 8.27

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Charleston Visitor Center	13.34	14.00	14.00	14.00
TOTAL	13.34	14.00	14.00	14.00



DEPARTMENT OF CLERK OF COUNCIL



DEPARTMENT MISSION STATEMENT

To compile and maintain an ever-growing database on City government that is accessible to all so that the Mayor and City Council can carry out their duties.



DEPARTMENT OVERVIEW

The Clerk of Council Department is comprised of the Clerk of Council (including the City's Central Switchboard), Records Management and Tourism Management Divisions. The Department is responsible for maintaining the official records of the City and City Council, as well as the overall preservation of those records to be used as needed and for future generations. In addition, the Department oversees the implementation of the comprehensive Tourism Management Ordinance designed to support the economic welfare of the City's tourism industry, while ensuring that the quality of life for Charleston residents is protected.

CORE RESPONSIBILITIES

The Clerk of Council compiles and maintains an ever-growing database of all documents and records of the City of Charleston. Public notices of all meetings must be provided in the local newspaper and on the City's website. The Clerk ensures that Council Meeting minutes reflect the discussion and actions of each meeting and is the central contact for Freedom of Information Act (FOIA) requests. As the overseer of the City's Records Management Program, the office maintains, protects, retains, and disposes of City records in accordance with government regulations, legal requirements, and historical and reference needs. The office is also the overseer of the broad range of tourism related matters that directly impact the environmental, economic, and general welfare of citizens. This is a careful balancing of the needs of the citizens to perform their daily lives while ensuring visitors can enjoy the historical and cultural aspects of the City's heritage.

2014 ACCOMPLISHMENTS

- Enhanced electronic retention of ordinances, resolutions, and contracts for easier access and faster response times to FOIA requests.
- Responded to more than 696 FOIA requests relative to various City related matters.
- Upgraded the exam for licensing of tour guides with the use of electronic technology.
- Submitted 27 ARM-11 forms (Report of Records Destroyed), on 267 cubic feet and 295 megabytes of records to the South Carolina Department of Archives and History.



PERFORMANCE MEASURES

City Value: Citizens

Strategic Priority: Facilitate citizen communication with elected officials and city departments.

Measurement Type: Workload

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of citizen inquiries received through switchboard	50,000	66,871	50,000	68,677	60,000	45,290	45,000
Number of citizen inquiries requiring multiple departmental coordination	25,000	36,896	25,000	40,444	35,000	19,651	25,000
Number of special purpose board, commission, and committee meetings held	120	182	120	194	120	225	120
Number of City Council meetings held ¹	21	27	21	24	22	23	21
Number of days to obtain approval of previous City Council meeting minutes	16 days	16 days	16 days	16 days	16 days	16 days	16 days

1. Council meetings are twice monthly except for June, July, and August when only monthly meetings are held.

City Value: Quality Services

Strategic Priority: Store, protect, and manage the City's records in accordance with the archival laws and municipal records retention schedule of the State of South Carolina.

Measurement Type: Workload/Efficiency

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of inquiries received by Records Management	1,000	865	900	726	900	277	900
Number of cubic feet of records destroyed	400	454.5	450	481.0	450	268.0	480
Average number of hours for Records Management to respond to inquiries from City departments	3 hours	2.64 hours	3 hours	2.58 hours	3 hours	1 hour	3 hours



CLERK OF COUNCIL

City Value: Physical Place

Strategic Priority: Ensure enjoyment of historic and cultural aspects while preserving the quality of life for citizens through enforcement of City's Tourism Ordinance.

Measurement Type: Workload

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of licensed tour guides	550	405	400	450	400	430	430
Number of temporary tour guides	50	15	10	20	10	25	20
Number of tour guide re-certification participants	75	108	75	86	75	110	110
Number of carriage tours through the Tourism Gatekeeper System	30,000	36,813	30,000	39,260	35,000	39,568	39,500
Number of motor coach permits issued	3,500	5,428	5,000	6,652	5,000	6,135	6,000

2015 INITIATIVES

- Relocation of Records Management division to the new Gaillard Municipal Complex.
- Enhancements to the external and internal web pages of Council members.
- Digitization of permanent records as required by State Statutes from microfilms.



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	827,330	845,819	872,376	861,030
Benefits	351,717	380,811	380,811	391,058
Operating	407,552	423,823	412,720	340,785
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,586,599	1,650,453	1,665,907	1,592,873
Per Capita	\$ 12.62	\$ 12.82	\$ 12.94	\$ 11.92

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
100000 City Council	840,031	900,703	893,042	915,835
101000 Records Management	236,172	228,382	241,087	152,020
600000 Tourism Management	436,373	444,822	471,582	440,152
601000 Tourism Gatekeeper	74,023	76,546	60,196	84,866
TOTAL	1,586,599	1,650,453	1,665,907	1,592,873

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	18.64	18.64	18.64	18.64
TOTAL	18.64	18.64	18.64	18.64



CLERK OF COUNCIL

DIVISION: 100000 - City Council
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The City Council (Clerk of Council) Division serves as the custodian of the City seal and the official records of City Council. The Division provides administrative research and support to City Council in carrying out their duties. In addition, the Division interacts with various constituents in relaying their concerns to the appropriate City Councilmembers; and serves as a liaison between the Mayor, City Council, and the various City Departments.

CORE RESPONSIBILITIES

- Properly records and files all ordinances, resolutions, petitions and other legal documents.
- Provides notice to the public on a wide range of meetings, and public hearings through the local newspaper, the City website and other media.
- Supports the activities of City Council, such as arranging for attendance at professional development associations and conferences.
- Preparation and dissemination of City Council and other meeting agendas.
- Coordination of City Council and Council Committee meetings, in addition to providing staff to record and transcribe the meeting minutes.

2014 ACCOMPLISHMENTS

- Increased accessibility to agendas and minutes on the City's website, and enhanced electronic retention of ordinances, resolutions and contracts for easier access.
- Improved the turn-around time of the transcription and review of verbatim City Council minutes.
- Provided electronic agendas to City Councilmembers and made them available to the public via the City's website.
- Staff attended a total of 230 Council, Committee, and Commission meetings and transcribed minutes of the aforementioned meetings.

NEW INITIATIVES FOR 2015

- Compile records, reports and other data to assist in the production of City Council Journals.
- Develop a proposal to prepare future City Council Journals in an electronic format.
- Expand the website to include the duties and responsibilities of the various Standing Committees, Boards and Commissions that are a part of the City Council Division.
- Enhance Councilmember webpages.
- Continue professional development through the Municipal Association of South Carolina, National League of Cities, and the International Institute of Municipal Clerks.



DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	526,766	542,737	548,079	546,071
Benefits	244,957	269,308	269,308	274,286
Operating	68,308	88,658	75,655	95,478
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	840,031	900,703	893,042	915,835
Per Capita	\$ 6.68	\$ 7.00	\$ 6.94	\$ 6.86

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
City Council	9.00	9.00	9.00	9.00
TOTAL	9.00	9.00	9.00	9.00



CLERK OF COUNCIL

DIVISION: 101000 – Records Management
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Records Management Division is responsible for the establishment and maintenance of the City's records management program. The Records Management Division safeguards records of permanent or vital importance to the City, its citizens, and future generations through an active preservation duplication program and records center operation. The Records Management Division assists the City and its Departments by ensuring that proper procedures for records retention and disposition are followed in compliance with the Public Records Act of South Carolina (Title 30 of the *South Carolina Code of Laws*).

CORE RESPONSIBILITIES

The Records Management Division facilitates:

- The efficient and timely retrieval of information for City Departments;
- The fulfillment of FOIA requests in accordance with the South Carolina Public Records Act and Freedom of Information Act;
- The secure storage of records under retention schedules;
- The protection and preservation of permanent, confidential, and vital records;
- The drafting of new and revising of existing records retention schedules; and
- The proper documentation of the disposition of records that may be required for audits, investigations, or lawsuits.

2014 ACCOMPLISHMENTS

- Responded to 556 Departmental and FOIA requests and undertook extensive Departmental/Division outreach, particularly with the departments moving from 75 Calhoun Street to the Gaillard Municipal Center.
- Inventoried and processed seven mayoral collections as well as four collections of permanent departmental records, thus, this undertaking greatly improved intellectual access to some of the City's permanent records.
- Reviewed and revised division policies and procedures and updated the intranet site and external website.

NEW INITIATIVES FOR 2015:

- Records Management will formally end its microfilm program and initiate a new digitization program for the duplication of permanent records, with the initial efforts focused on reducing the backlog of permanent records that must be digitally preserved.
- Records Management will initiate efforts to significantly improve intellectual access to collections, particularly permanent record groups, through a collection processing and cataloging program.



DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	93,098	78,534	98,239	80,239
Benefits	32,067	29,791	29,791	31,522
Operating	111,007	120,057	113,057	40,259
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	236,172	228,382	241,087	152,020
Per Capita	\$ 1.88	\$ 1.77	\$ 1.87	\$ 1.14

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Records Management	2.00	2.00	2.00	2.00
TOTAL	2.00	2.00	2.00	2.00



CLERK OF COUNCIL

DIVISION: 600000 – Tourism Management
FUND: General Fund
FUNCTION: Community Promotions

DIVISION OVERVIEW

The Tourism Management Division serves as a liaison between the tourism industry on the local, state, and national level and the City's residents. Its purpose is to provide a cohesive balance between one of the City's major industries and its citizenry.

CORE RESPONSIBILITIES:

- Licensing of tour guides.
- Determination of vehicle appropriateness (buses and carriages).
- Issuance of transportation and tour permits for motor coaches.
- Overall enforcement of the City of Charleston's Tourism Ordinance.

2014 ACCOMPLISHMENTS

- Licensed 77 tour guides.
- Recertified 110 tour guides.
- Renewed licenses for 11 bus companies and 26 certified buses.
- Managed 5 carriage companies with 80 certified carriages that conducted 39,568 tours.
- Issued 6,135 permits to motor coaches.

NEW INITIATIVES FOR 2015

- Shift existing operations into the new Gaillard Municipal Complex.
- Review, evaluate and enhance tourism management processes.
- Implement changes specified by the Tourism Management Advisory Plan.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	152,931	173,059	190,419	176,326
Benefits	57,406	63,715	63,715	66,078
Operating	226,036	208,048	217,448	197,748
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	436,373	444,822	471,582	440,152
Per Capita	\$ 3.47	\$ 3.46	\$ 3.66	\$ 3.30

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Tourism Management	5.66	5.66	5.66	5.66
TOTAL	5.66	5.66	5.66	5.66



DIVISION: 601000 – Tourism Gatekeeper
FUND: General Fund
FUNCTION: Community Promotions

DIVISION OVERVIEW

The tourism gatekeeper system allows the distribution of medallions to be issued in conducting tours in the zones of operation as established in the City of Charleston Code of Ordinances. Through the lottery system or random selection, the issuance of medallions certifies equal access for the animal-drawn vehicles to provide tours for visitors to take pleasure in the Historic District of Charleston.

CORE RESPONSIBILITIES:

- Proper placement of medallions to animal-drawn vehicles through random selection.
- Monitor and record the information that's provided by tour guides for City records.
- Ensure that carriages are properly equipped before tours begin (markers, diapers, etc.).

2014 ACCOMPLISHMENTS

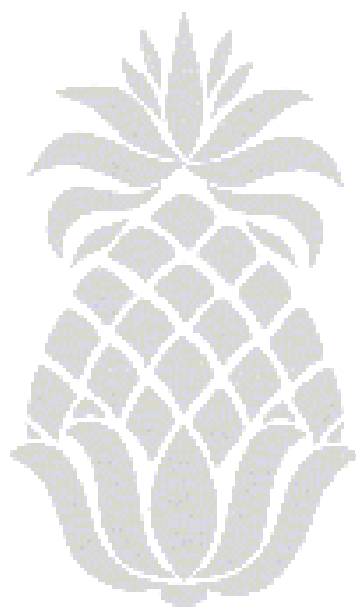
- Managed 5 carriage companies with 80 certified carriages that conducted 39,568 tours.
- Provided crucial statistics for the calculation of the monthly billing for the carriage industry.

NEW INITIATIVES FOR 2015

- Working closely with tourism enforcement officers to ensure that guidelines and ordinance regulations are followed.
- Making certain that each animal-drawn vehicle is equipped with the medallion that matches the zone in which the tour is to be conducted.

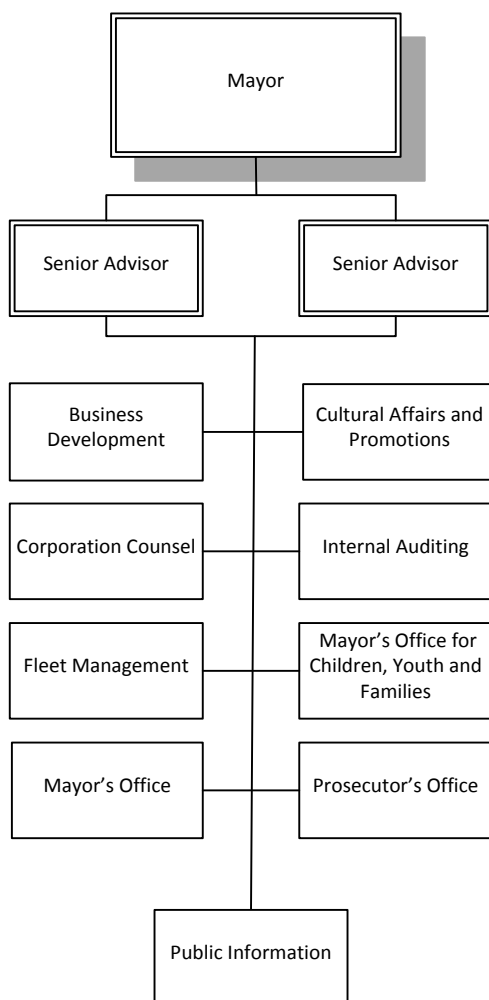
DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	54,535	51,489	35,639	58,394
Benefits	17,287	17,997	17,997	19,172
Operating	2,201	7,060	6,560	7,300
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	74,023	76,546	60,196	84,866
Per Capita	\$ 0.59	\$ 0.59	\$ 0.47	\$ 0.64

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Tourism Gatekeeper	1.98	1.98	1.98	1.98
TOTAL	1.98	1.98	1.98	1.98





EXECUTIVE DEPARTMENT



DEPARTMENT MISSION STATEMENT

To provide professional support and leadership in the implementation of City policies and the administration of the City organization to enhance the quality, efficiency, and effectiveness of the City's programs and services.



DEPARTMENT OVERVIEW

The Executive Department oversees the work and activities of the overall City government and manages a diverse array of services within the Department including Mayor's Office, Internal Audit, Corporation Counsel, Prosecutor's Office, Youth & Family, Fleet Management, Cultural Affairs, Public Information, and Business Development.

CORE RESPONSIBILITIES

Within the Executive Department, the Mayor sets the vision, goals, and objectives for the direction of the City. The focus continues to be on attracting new businesses and jobs into the city to maintain a strong economic position, while balancing the needs of the residents and tourists. Other priorities of the Executive Department include providing high quality public services, improving educational opportunities, urban design and livability, growth management, and promoting public safety.

2014 ACCOMPLISHMENTS

- 10,000 children and family members participated in "First Day Festival" receiving school supplies in preparation for the first day of school.
- 180,000 individuals attended Piccolo Spoleto, a 17-day festival presenting over 500 performing, literary, and visual arts events.
- Over 60,000 people attended MOJA Arts Festival – an annual celebration of African-American and Caribbean Arts.
- Over 100 businesses are on the Mayor's Honor Roll for committing time off for parents to participate in their child's education.
- 35 youth ages 15 to 21 participated in the Summer Youth Employment program.
- On average, 2,000 people attend the Charleston Farmer's Market weekly.

PERFORMANCE MEASURES

City Value: Quality Service

Strategic Priority: Enhance the quality, efficiency, and effectiveness of the City's programs and services.

Measurement Type: Effectiveness

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Percentage of customers rating employees courteous attitude as excellent or good.	89%	94%	90%	87%	N/A	N/A	80%
Percentage of customers rating employees responsiveness as being excellent or good	89%	93%	90%	83%	N/A	N/A	80%
Percentage of customers rating employees knowledge as excellent or good	89%	93%	90%	89%	N/A	N/A	80%
Percentage of customers rating the cleanliness of facilities as excellent or good	80%	97%	90%	90%	N/A	N/A	80%
Percentage of customers rating overall service as excellent or good	89%	93%	90%	83%	N/A	N/A	80%

N/A – Customer Survey was not utilized in 2014



City Value: Quality Service

Strategic Priority: Ensure compliance with City's policies, procedures, grants, ordinances, laws, and the State of South Carolina Constitution.

Measurement Type: Workload /Efficiency

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of internal audits and special requests made	35	25	35	19	24	34	40
Number of internal audits and special requests completed	27	18	27	23	22	27	32
Average number of days required to conduct an internal audit	60	54	60	50	60	23	50
Number of Freedom of Information Act requests	270	277	300	333	350	339	345
Percentage of FOIA requests responded to within 15 business days	90%	87%	90%	89%	90%	91%	100%
Number of tort claims	50	55	70	49	55	51	55
Number of lawsuits	35	22	25	36	40	39	40

City Value: Citizens

Strategic Priority: Continuously improve the community and municipal government partnership by establishing and maintaining community outreach and communications programs.

Measurement Type: Workload

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of volunteers and mentors recruited and placed	600	542	600	405	450	400	350
Number of students attending the leadership camps	40	32	36	14	40	33	30
Number of students attending the Youth Summit	160	155	160	140	140	150	150



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	2,994,918	3,188,046	3,162,430	3,358,182
Benefits	893,310	1,022,610	1,030,712	1,105,608
Operating	3,462,693	3,768,842	3,672,734	3,650,228
Capital	-	18,573	12,887	36,300
Operating Transfers	7,320	-	-	-
TOTAL	7,358,241	7,998,071	7,878,763	8,150,318
Per Capita	\$ 59.93	\$ 63.63	\$ 62.68	\$ 63.33

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
120000 Mayor's Office	763,127	766,433	778,983	756,769
140000 Internal Auditing	140,790	152,302	166,361	170,035
141000 Corporation Counsel	1,142,865	1,342,502	1,379,646	1,405,546
142000 Prosecutor's Office	264,557	297,946	293,490	374,206
153000 Youth Programs	110,492	120,019	116,277	115,125
331000 Fleet Management	3,353,386	3,613,785	3,485,888	3,604,241
500000 Cultural Affairs	599,426	620,114	607,185	595,203
700000 Public Information	147,278	150,813	153,971	176,365
701000 Mayor's Office for Children, Youth and Families	169,253	191,747	189,959	195,775
810000 Business Development	667,067	742,410	707,003	757,053
TOTAL	7,358,241	7,998,071	7,878,763	8,150,318

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	61.17	64.17	64.17	65.17
TOTAL	61.17	64.17	64.17	65.17



DIVISION: 120000 Mayor's Office
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Mayor's Office provides leadership in the formulation of public policies to meet the community's needs. The Mayor and professional support staff create and communicate a vision and management structure that enables all departments and employees of the City of Charleston to effectively serve the citizens of Charleston.

CORE RESPONSIBILITIES

The Mayor's Office directs, monitors, and coordinates the service delivery and work product of all City Departments. The Mayor provides direction to City Department Directors on all projects and initiatives that directly affect the Charleston community and its citizens. The Mayor's Office administrative staff helps carry out the Mayor's direction and vision through continual communication with City and community leaders, City staff, citizens, and visitors. Administrative staff acts as a liaison between the Mayor and City Departments, Divisions, members of the community, and beyond.

2014 ACCOMPLISHMENTS

- Provided leadership in the formulation of public policies to meet the community's needs.
- Provided fiscal leadership in the budgeting and budget execution of the City.
- Provided leadership in the planning and coordination of city services to meet the needs of citizens and visitors alike.
- Worked with the Board of the International African American Museum (IAAM) on conceptual program creation and fund raising.

NEW INITIATIVES FOR 2015

- Provide leadership for enhancements to Department and Division goals and objectives.
- Provide leadership in the formulation of public policies to meet the community's needs.
- Provide fiscal leadership in the budgeting and budget execution of the City.
- Provide leadership in the planning and coordination of city services to meet the needs of citizens and visitors alike.
- Work with Board of IAAM to continue fund raising and concept design of museum.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	583,187	592,396	594,961	583,243
Benefits	149,070	162,687	162,872	159,976
Operating	30,870	11,350	21,150	13,550
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	763,127	766,433	778,983	756,769
Per Capita	\$ 6.22	\$ 6.10	\$ 6.20	\$ 5.88

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Mayor's Office	7.36	7.36	7.36	7.36
TOTAL	7.36	7.36	7.36	7.36



EXECUTIVE

DIVISION: 140000 - Internal Auditing
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Office of Internal Audit conducts audits, special projects, and runs a fraud and abuse hotline. The Office provides technical, reference or research information to personnel throughout the City on an informal basis. The Office also provides independent audits that promote transparency, accountability, efficiency, and effectiveness of the City for the citizens of Charleston.

CORE RESPONSIBILITIES

The Office of Internal Audit is responsible for enhancing the quality and effectiveness of the City's programs and services. Internal Audit provides timely and relevant information to the Mayor, the Audit Committee, the Departmental managers, and the citizens of Charleston concerning the City's programs, activities, and functions to ensure accountability for the appropriate expenditure of the City's resources and compliance with the City's policies, procedures, grants, and laws.

2014 ACCOMPLISHMENTS

- Filled vacancies with qualified candidates, including the Director and Internal Auditor positions.
- Issued 11 audit reports of City departments, divisions, processes, and contracts.
- Completed 15 special requests for assistance and 1 hotline call.
- Increased the number of completed audits within the audit plan from 4 in 2013 to 11 in 2014.

NEW INITIATIVES FOR 2015

- Implement paperless software to improve audit efficiency.
- Implement a new hotline provider at significant cost savings.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	99,717	95,789	100,000	115,750
Benefits	29,621	34,377	37,691	38,315
Operating	11,452	22,136	28,670	15,970
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	140,790	152,302	166,361	170,035
Per Capita	\$ 1.15	\$ 1.21	\$ 1.32	\$ 1.32

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Internal Auditing	2.00	2.00	2.00	2.00
TOTAL	2.00	2.00	2.00	2.00



DIVISION: 141000 – Corporation Counsel
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The office of Corporation Counsel is the central location where all legal issues before the City are managed and overseen. The Americans with Disabilities Act (ADA) Coordinator is also assigned to this office. The lawyers are committed to the mission and goals of the City and work to protect the legal and financial interests of the City and its citizens to minimize adverse rulings, judgments and awards. Through their legal work, the lawyers have an opportunity to become involved in economic development, affordable housing, quality of life issues, and many other matters that impact and shape the City.

CORE RESPONSIBILITIES

- The Office of the Corporation Counsel attends all meeting of City Council, and provides the Mayor, City Council, City Departments, Boards and Committees, officials and employees with legal advice and representation on a daily basis.
- The Office handles litigation and transactional matters and enforces the City's Municipal Code.
- The lawyers handle cases in federal and state court. Their service includes ordinance research and drafting, interpretation and enforcement of local laws, and providing advice on constitutional issues and property rights.
- They are routinely involved in large scale public projects, zoning and real estate matters, and human resource issues.
- All FOIA requests and subpoenas are coordinated by the lawyers.
- The office pursues collection of unpaid debts to the City.
- The lawyers recommend to the Mayor the selection of outside counsel when needed and supervise the services of outside counsel who represent the City.
- Ensures compliance with all ADA issues.

2014 ACCOMPLISHMENTS

- Responded to 339 FOIA requests within 15 business days.
- Processed 51 TORT claims.
- Represented or oversaw the City's interests in 39 lawsuits

2015 INITIATIVES

- Respond to all FOIA requests within 15 days
- Process 90% of all TORT claims within 72 hours.



EXECUTIVE

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	617,587	637,016	652,832	681,468
Benefits	170,310	186,346	186,714	203,138
Operating	354,968	519,140	540,100	520,940
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,142,865	1,342,502	1,379,646	1,405,546
Per Capita	\$ 9.31	\$ 10.68	\$ 10.98	\$ 10.92

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Corporation Counsel	8.00	9.00	9.00	9.00
TOTAL	8.00	9.00	9.00	9.00



DIVISION: 142000 – Prosecutors Office
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The City Prosecutor's Office ensures the rights and safety of the public are protected by fairly and vigorously prosecuting violations of city ordinances and statutes. The Prosecutor's Office prosecutes criminal cases including Criminal Domestic Violence, DUI, assault, theft, and a myriad of violations in the Municipal Court including those assigned to Domestic Violence, Livability, Vice, and Traffic courts. It coordinates prosecution of cases with the 9th Circuit Solicitor's Office. The Office reviews post-trial motions and expungement orders, and represents the City in all criminal appeals filed in the Circuit Court. Meets with the Police Department, City Legal, Judges, the Public Defender and the Clerk of Court as needed to address court issues and improve the administration of justice.

CORE RESPONSIBILITIES

With the help of administrative staff, the City Prosecutor gathers and analyzes evidence in cases, interviews police officers and witnesses to ascertain facts of case. Reviews pertinent statutes, case law, policies, regulations, and other legal matters pertaining to cases; correlates findings and prepares case. Presents evidence against accused to judge or jury in all criminal proceedings. Responds to the needs of victims and coordinates cases with Victim-Witness Advocate's Office.

2014 ACCOMPLISHMENTS

- Handled a robust caseload of over 1,000 jury trials and a multitude of non-jury cases.
- Coordinated with the Courts and Police to adjust the court schedule to better accommodate our citizens and Police Officers, adding additional criminal court sessions.

NEW INITIATIVES FOR 2015

- Add 10 more jury trial terms (for a total of 38 jury terms this year) to focus on Domestic Violence and other victim related crimes.
- Increase non-jury dockets from 2 days to now 5 days per week, with a designated prosecutor and police officers assigned to each session.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	179,976	204,059	200,173	271,148
Benefits	45,848	62,945	62,945	84,216
Operating	38,733	30,942	30,372	18,842
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	264,557	297,946	293,490	374,206
Per Capita	\$ 2.15	\$ 2.37	\$ 2.34	\$ 2.91

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Prosecutor's Office	4.50	4.50	4.50	5.50
TOTAL	4.50	4.50	4.50	5.50



EXECUTIVE

DIVISION: 153000- Youth Programs
FUND: General Fund
FUNCTION: Health and Welfare

DIVISION OVERVIEW

The Division of Youth Programs is housed in the Mayor's Office for Children, Youth & Families. The Division of Youth Programs focuses on helping youth build the skills they need to succeed beyond high school. The skill building is accomplished through programs centered on leadership, communication and training.

CORE RESPONSIBILITIES

The Division helps youth of middle school, high school, and college age through various programs and opportunities. Programs including Youth Career Exploration, Summer Youth Employment, and Job Shadowing provide young citizens the opportunity to enhance educational skills which will translate into successes in the workplace. Youth Leadership Camp, the Mayor's Youth Commission, and the Youth Summit provide opportunities to grow the next generation of leaders for the community. The Division also strengthens youth-serving agencies and organizations by building and supporting partnerships and capacity in volunteerism and community service.

2014 ACCOMPLISHMENTS

- 150 CCSD Students attended the annual Charleston Youth Summit, planned and facilitated by the Mayor's Youth Commission.
- 35 students worked in the Summer Youth Employment Program.
- 30 middle and high school students attended the Summer Youth Leadership Camps.
- 25 students served as members of the Mayor's Youth Commission.

NEW INITIATIVES FOR 2015

- The Division of Youth Programs will produce an evaluation report of current programs offered to youth.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	86,720	89,259	85,517	86,926
Benefits	15,036	19,280	19,280	19,499
Operating	7,073	11,480	11,480	8,700
Capital	-	-	-	-
Operating Transfers	1,663	-	-	-
TOTAL	110,492	120,019	116,277	115,125
Per Capita	\$ 0.90	\$ 0.95	\$ 0.93	\$ 0.89

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Youth Programs	4.14	4.14	4.14	4.14
TOTAL	4.14	4.14	4.14	4.14



DIVISION: 331000 – Fleet Management
FUND: General Fund
FUNCTION: Public Service

DIVISION OVERVIEW

The Fleet Management Division provides fleet services to support vehicles, trucks, and heavy equipment in all departments of the City except the Fire Department and Police Department. Fleet Management purchases all vehicles required by various City Departments and manages the vehicle maintenance program. Fleet Management, coordinating with the Procurement Division, manages the sale or disposal of surplus vehicles and equipment. Fleet Management works with the City's insurance provider to coordinate accident claims and vehicle collision repairs. Additionally, Fleet Management conducts vehicle related training for City employees, and the Director of Fleet Management is a permanent member of the Safety Review Committee and Vehicle Accident Review Board.

CORE RESPONSIBILITIES

The Fleet Management Division is responsible for procurement, maintenance, and repair of over 600 general fleet vehicles. The Division also manages the disposition of surplus City vehicles and equipment. Coordination of insurance claims involving City vehicles and equipment is a key function provided by the division.

2014 ACCOMPLISHMENTS

- Leveraging the global reach of on-line auction sales to dispose of surplus equipment.
- Clean-up and site work at 2150 Milford Street location to create additional parking and lay-up areas.

NEW INITIATIVES FOR 2015

- Research emerging technologies and vehicles to right-size fleet vehicles and equipment based on usage criteria.
- Continue to identify areas to improve efficiency and save operating costs through proper maintenance of vehicles including removing from fleet once these costs exceed salvage value.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	659,895	679,799	710,013	720,194
Benefits	248,540	270,865	271,050	291,368
Operating	2,444,951	2,644,548	2,491,938	2,556,379
Capital	-	18,573	12,887	36,300
Operating Transfers	-	-	-	-
TOTAL	3,353,386	3,613,785	3,485,888	3,604,241
Per Capita	\$ 27.31	\$ 28.75	\$ 27.73	\$ 28.00

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Fleet Management	19.00	19.00	19.00	19.00
TOTAL	19.00	19.00	19.00	19.00



EXECUTIVE

DIVISION: 500000 – Cultural Affairs
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

Seeking to foster artistic expression and promoting access for all to the arts, the Office of Cultural Affairs produces large-scale events, facilitates citywide public celebrations, and manages ongoing initiatives that enrich the community's quality of life. The Office of Cultural Affairs additionally serves as an advocate and resource for local and regional arts constituents, and coordinates a comprehensive calendar listing of cultural attractions and events in Charleston.

CORE RESPONSIBILITIES

The Office of Cultural Affairs provides access to the arts for all citizens, advocates support of Charleston's artists and arts organizations, and in partnership with Charleston County Schools provides arts education opportunities to all children. Cultural Affairs facilitates many City sponsored activities including the Charleston Farmers Market and City Gallery at Waterfront Park along with special events like Piccolo Spoleto, MOJA Arts Festival, and Holiday Magic in Historic Charleston. Office of Cultural Affairs staff also monitor and track indicators of cultural vitality gauged to national trends in an effort to effectively anticipate and address issues impacting local artists and the broader creative sector.

2014 ACCOMPLISHMENTS

- Successful implementation and production of annual events including Piccolo Spoleto, MOJA Arts Festival, City of Charleston Tree Lighting Ceremony, Parade of Boats, Happy New Year Charleston, and through partnership the Holiday Parade, Chanukah in the Square, and Kwanzaa Kinara Lighting.
- Effective management of Charleston Farmers Market and Holiday Market at Marion Square.
- Year-round exhibition program for City Gallery at Waterfront Park and attendant educational outreach programs.

NEW INITIATIVES FOR 2015

- Increase Festival programming in conjunction with arts partners, civic and neighborhood groups based outside of the Historic District and off of the Peninsula.
- Partnership with aligned parties in the tri-county region to align and integrate cultural event listings and calendars.
- Participation in the Lowcountry Giving Day hosted by the Coastal Community Foundation.



DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	344,173	355,478	346,078	352,833
Benefits	103,219	126,782	127,703	132,189
Operating	152,034	137,854	133,404	110,181
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	599,426	620,114	607,185	595,203
Per Capita	\$ 4.88	\$ 4.93	\$ 4.83	\$ 4.62

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Cultural Affairs	8.00	8.00	8.00	8.00
TOTAL	8.00	8.00	8.00	8.00



EXECUTIVE

DIVISION: 700000 - Public Information
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Office of Media Relations/Public Information facilitates the City's internal and external communications. Public Information communicates to the general public any information that may affect or benefit them as residents and visitors in the City of Charleston and communicates to staff of the City of Charleston any information that will create a more informed employee about the city and their tasks.

The Office of Public Information acts as liaison for local, state and national media on behalf of the City and provides a spokesperson for specific issues to provide background information and clarity of issues for the media. Public Information provides coordination for specific projects that involve media participation such as the State of the City address or any other City function that will be featured by local media.

CORE RESPONSIBILITIES

- Public Information provides coordination for specific projects that involve media participation such as the State of the City address or any other city function that will be featured by local media.
- The Office of Public Information advises employees on how to address media inquiries and provides training for designated City personnel who regularly speak with reporters and answer media requests. Information and planning is also offered to departments on methods of communication about programs and events. Review of departmental brochures and handouts are done when requested.
- The Office also creates, maintains and coordinates social media on behalf of the City of Charleston.
- The Office is a component in disaster communications, participating in the MEOC when set up and coordinates communications during an emergency.

2014 ACCOMPLISHMENTS

- The City Facebook Page currently has approximately 22,500 followers which exceeds most Facebook pages in the area managed by municipalities. This is done without paid promotion.
- Increased social media communication to citizens and visitors by use Twitter.

2015 INITIATIVES

- Establish social media policies for City of Charleston
- Increase flow of information from departments to the Public Information Office to foster additional stories about city projects and plans.



DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	109,965	111,631	115,679	123,262
Benefits	34,798	35,892	35,892	39,753
Operating	2,515	3,290	2,400	13,350
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	147,278	150,813	153,971	176,365
Per Capita	\$ 1.20	\$ 1.20	\$ 1.22	\$ 1.37

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Public Information	2.00	2.00	2.00	2.00
TOTAL	2.00	2.00	2.00	2.00



EXECUTIVE

DIVISION: 701000 – Mayor’s Office for Children, Youth, and Families
FUND: General Fund
FUNCTION: Health and Welfare

DIVISION OVERVIEW

The mission of the Mayor’s Office for Children, Youth & Families (MOCYF) is to ensure the positive development of children, youth, and families by providing the fundamental resources they need to prepare them for success in life and ensure that they become productive members and future leaders of our community. The office also seeks to provide seniors with information and access to the resources and services they need as they age. MOCYF acts as a convener in the community, bringing groups of stakeholders together around key issues to address the needs of citizens and gaps in service. The office also seeks to coordinate and mobilize resources, build public/private partnerships, strengthen and enhance community capacity, pilot new initiatives and encourage community collaboration. MOCYF functions as a service enabler, not a service provider. MOCYF’s role is to provide the infrastructure that supports service providers, identifies needs, helps create programs to meet those needs, and ensures long-term sustainability of services.

MOCYF oversees the Mayor’s Office on Aging, the Division of Youth Programs, the Charleston Area Service Collaborative AmeriCorps VISTA project, and manages other national partnerships.

CORE RESPONSIBILITIES:

- To ensure that the services and resources exist in and are accessible to children, youth, families and the aging population.
- To strengthen community agencies and organizations by building and supporting partnerships, building capacity, and strengthening systems.

2014 ACCOMPLISHMENTS

- *First Day Festival* - 10,000 children and families attended this annual celebration of the start of the school year on August 17, 2014.
- *GradNation Community Summit* - Over 150 business and community leaders gathered on October 31, to discuss the graduation rate in our community and the data that can help us improve our rates among students in the region.
- *Division of Youth Programs*
 - 150 CCSD Students attended the annual Charleston Youth Summit, planned and facilitated by the Mayor’s Youth Commission.
 - 35 students worked in the Summer Youth Employment Program.
 - 30 middle and high school students attended the Summer Youth Leadership Camps.
- *AmeriCorps VISTA* - In August 2015, 25 new VISTA’s came on board with the Charleston Area Service Collaborative, which is the AmeriCorps VISTA Project sponsored by the City of Charleston. These members work to increase the capacity of agencies and organizations in the community to serve children, families, and veterans living in poverty.



NEW INITIATIVES FOR 2015

- In 2015, MOCYF seeks to continue providing resources and services to the community, and to partner on major community initiatives, including TriCounty Cradle to Career.
- The Mayor's Office on Aging will hold an informational and awareness raising event on June 13, in conjunction with World Elder Abuse Awareness Day.
- The Division of Youth Programs will produce a program evaluation report of current programs offered to youth.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	113,048	135,828	129,296	136,272
Benefits	38,251	39,939	43,068	41,803
Operating	12,297	15,980	17,595	17,700
Capital	-	-	-	-
Operating Transfers	5,657	-	-	-
TOTAL	169,253	191,747	189,959	195,775
Per Capita	\$ 1.38	\$ 1.53	\$ 1.51	\$ 1.52

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Mayor's Office for Children, Youth and Families	2.17	3.17	3.17	3.17
TOTAL	2.17	3.17	3.17	3.17



EXECUTIVE

DIVISION: 810000 – Business Development
FUND: General Fund
FUNCTION: Economic Development

DIVISION OVERVIEW

The Business Development Division is responsible for promoting and developing new business opportunities within the city along with coordinating activities related to the Charleston Digital Corridor Initiative.

CORE RESPONSIBILITIES

The Division provides support through Flagship 1 and Flagship 2, which is dedicated space providing educational and networking events, monthly leases for fully furnished offices, and conference rooms. The centers provide co-working/incubation business environments for a variety of intermediate stage, knowledge-based companies to focus on their businesses to grow. The maximum lease term is two years with flexible office configurations.

The Charleston Digital Corridor consists of four geographic sections of the city, offering a diverse range of options to meet the unique size, price, and infrastructure requirements for a variety of business sectors. The Digital Corridor serves as a portal to government, infrastructure, real estate, education, and professional resources. In partnership with regional economic development agencies, communication infrastructure providers and the private sector, the Digital Corridor is committed to facilitating an environment where technology companies thrive.

2014 ACCOMPLISHMENTS

- Updated the CharlestonWORKS portal which is a job hosting site.
- Increased CharlestonWORKS site traffic by 62%.

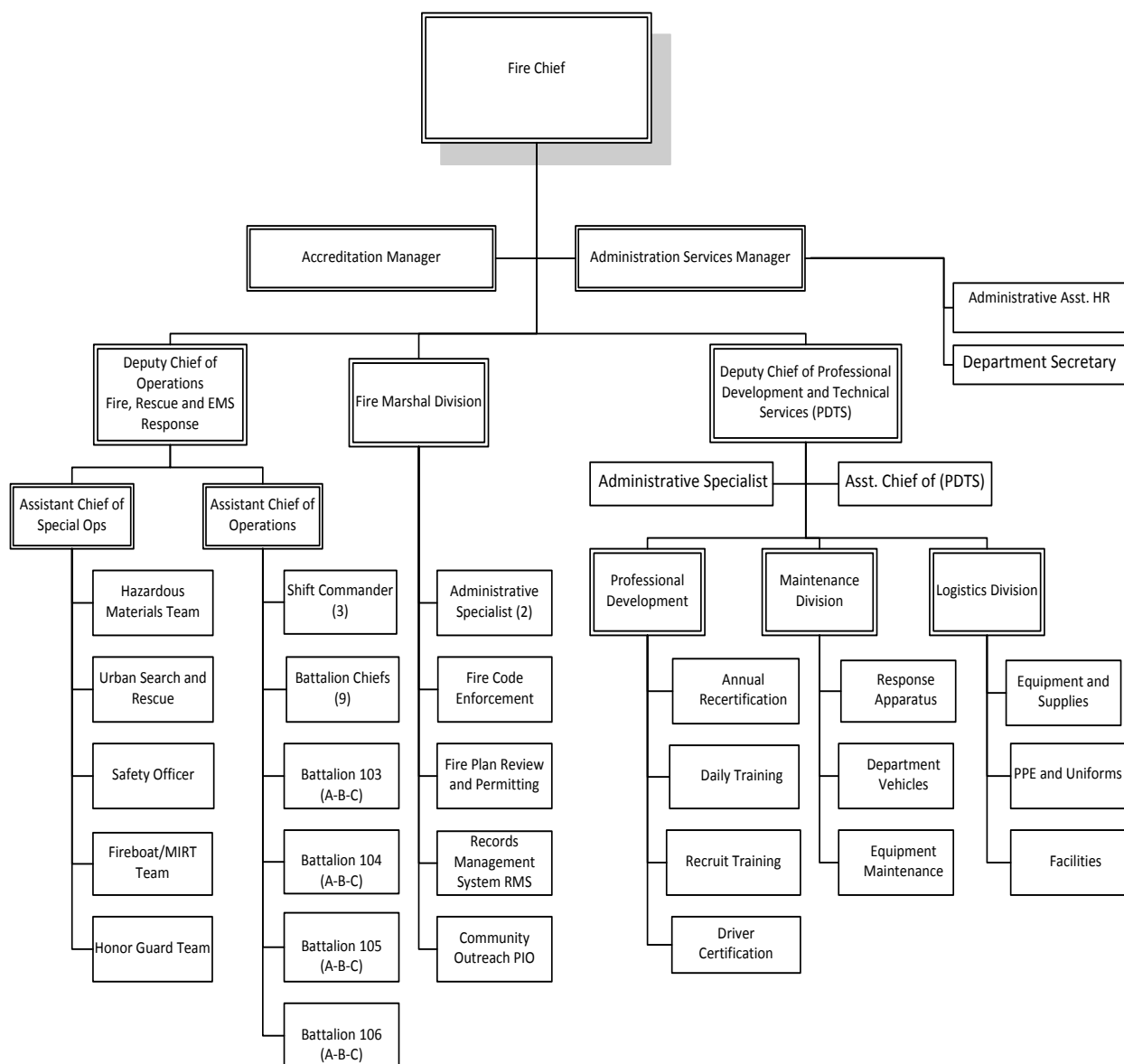
NEW INITIATIVES FOR 2015

- Host second CodeShow Conference.
- Offer summer CODEcamp Kids to elementary and middle school aged children.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	200,650	286,791	227,881	287,086
Benefits	58,617	83,497	83,497	95,351
Operating	407,800	372,122	395,625	374,616
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	667,067	742,410	707,003	757,053
Per Capita	\$ 5.43	\$ 5.91	\$ 5.62	\$ 5.88

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Business Development	4.00	5.00	5.00	5.00
TOTAL	4.00	5.00	5.00	5.00

FIRE DEPARTMENT



DEPARTMENT MISSION STATEMENT

The purpose of the Charleston Fire Department is to assure a safe community through prevention and the robust delivery of professional fire/rescue services. Our firefighters are our most precious resource—we will never put their lives in danger for unnecessary risk when human life is not in immediate peril.



DEPARTMENT OVERVIEW

The Charleston Fire Department resides in one of the United States' most desirable and frequently visited locations. The residents, visitors and real estate are protected by the men and women of the Charleston Fire Department. The department has a total of 345.5 sworn and non-sworn personnel. This workforce provides emergency services from 15 fire stations and staffs a Training Division, Fire Marshal Division, Logistics Division, four specialty teams, an apparatus repair shop and headquarters.

CORE RESPONSIBILITIES

The Charleston Fire Department provides fire suppression, rescue and emergency medical services, hazardous material mitigation, fire inspection, fire investigation and risk reduction education for the City of Charleston.

2014 ACCOMPLISHMENTS

- During 2014, the City of Charleston did not experience any fire fatalities.
- After introduction to national benchmarks as part of the accreditation process, as of November 2014 the department now meets recognized baselines for fire response and turnout times.
- Addition of a new truck company in West Ashley to ensure adequate and appropriate resources are available to meet service demands in region.
- Established a Fire Investigation Company at Engine 16 in an effort to provide initial fire origin and cause services on incident scenes until the arrival of the Fire Marshal's Division.
- Placed HazMat 101 in service, which has allowed for the consolidation of hazardous materials equipment, key personnel and state of the art operational support for Haz Mat team operations.
- Re-implementation of both the hydrant and pre-plan programs. These programs are essential in increasing situational awareness for department personnel and presenting an opportunity to identify potential hazards before an emergency response.
- Implemented a new pay plan which allows for time and a half pay for all hours worked over the Fair Labor Standards Act maximums.
- Established a Command Training Center to assist in the department's continuing efforts to provide training for future and current commanders. As part of this training, the department adopted the Blue Card Command Training System, which led to the department being recognized as a Blue Card Training Facility. Thus far, 23 officers and members have been certified in Blue Card Command and 13 additional staff are now eligible for check-off.
- Implemented the use of Target Solutions, a web-based training tool used to provide on-line training to personnel and establish ISO compliant tracking of training and certifications.
- Developed task books used to confirm core competencies for personnel training to be drivers of fire apparatuses.
- Developed electronic forms for fleet and facility maintenance in order to simplify reporting measures, nurture operational efficiency and increase communication.
- Created a multitude tracking management system that encompasses all aspects of logistical operations to include personal protective equipment ordering and repair, uniforms, supplies, work orders and purchasing.
- Initiated the use of regular inspections of fire department facilities to identify structural needs and provide updates regarding facility maintenance.
- All field personnel within the Fire Marshal's Office achieved International Code Council Certification as Fire Inspectors.

PERFORMANCE MEASURES

City Value: Public Safety

Strategic Priority: Respond effectively to fire, medical, rescue, and hazardous materials emergencies.

Measurement Type: Workload

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Maintain Fire Rescue quality standards							
- Fire calls	1,400	1,073	1,100	1,098	1,120	1,232	1,355
- EMS calls	9,800	9,821	10,500	10,038	10,239	10,548	11,603
- Rescue calls	150	81	95	100	102	126	139
- Vehicle extrication	50	50	50	46	47	41	45
- False Alarms	2,300	2,072	2,200	2,242	2,287	2,400	2,640
Total calls for service (includes miscellaneous calls & other)	15,500	16,383	18,000	17,133	17,476	19,030	20,933
Percentage of time fire response is less than 7 minutes within city limits (dispatch to arrival) ¹	90%	90%	90%	91%	90%	91%	90%

¹ Goal will change in 2015 to the Accreditation Standard of 8 minutes for first arriving unit.

City Value: Public Safety

Strategic Priority: Reduce frequency and severity of fire, medical, and hazardous materials emergencies through prevention methods.

Measurement Type: Workload

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of hours conducting building pre-plans	1,100	849	1,400	233	350	7,674	8,441
Fire prevention demonstrations conducted	200	307	350	327	334	3,294	3,623
Number of smoke detectors installed, inspected, or battery replacement	295	202	270	257	262	157	173
Number of attendees at safety programs:							
- Adults		1,979	2,500	6,172	6,295	7,780	8,558
- Children		4,146	5,000	9,068	9,249	9,911	10,902
Fire inspections for new and existing buildings	ND	5,141	6,000	3,819	3,895	4,074	4,481



City Value: Public Safety

Strategic Priority: Ensure employees are continuously trained to respond to emergency situations.

Measurement Type: Workload

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Total number of man-hours spent conducting training	24,000	30,233	35,000	113,257	115,522	134,883	148,371
Total number of drills conducted for special teams	60	50	55	479	489	678	746

City Value: Regional Partnerships

Strategic Priority: Provide assistance to adjacent municipalities or other public safety organizations.

Measurement Type: Workload

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Automatic aid provided	600	601	600	679	693	879	967
Automatic aid received	600	845	600	874	891	961	1,057
Mutual aid provided	500	130	100	46	47	70	77
Mutual aid received	500	108	100	7	7	52	57

NEW INITIATIVES FOR 2015

- Move forward in efforts to build the new Cainhoy and Carolina Bay fire stations.
- Continue efforts and plans in maintaining and refurbishing current fire department stations.
- Host and complete a Peer Review in an attempt to achieve fire service accreditation from the Commission on Fire Accreditation International (CFAI)
- Complete a formal site visit and review by ISO.
- Continue seeking resources and funding for a community para-medicine program.



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	14,964,270	15,890,677	16,132,513	18,007,835
Benefits	4,950,370	6,284,931	5,499,760	6,645,881
Operating	3,186,817	2,832,800	3,213,236	2,808,415
Capital	83,513	103,660	127,266	135,800
Operating Transfers	1,304,033	173,281	-	-
TOTAL	24,489,003	25,285,349	24,972,775	27,597,931
Per Capita	\$ 199.45	\$ 201.17	\$ 198.68	\$ 214.44

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
210000 Fire Division	22,184,157	23,216,066	22,786,825	25,694,744
211000 Fire Training Division	1,751,974	1,443,155	1,559,402	1,086,416
213000 Fire Marshal Division	552,872	626,128	626,548	816,771
TOTAL	24,489,003	25,285,349	24,972,775	27,597,931

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department - Sworn Firefighters	296.00	319.00	319.00	324.00
Total Department - Non-Sworn	16.00	20.00	20.00	21.50
TOTAL	312.00	339.00	339.00	345.50



FIRE

DIVISION: 210000 - Fire
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

The Operations Division comprises the largest personnel group in the fire department. Personnel in the Operations Division are divided into four geographic battalions and a collateral special operations command. The four battalions are comprised of sixteen engines, four ladders, and four battalion chiefs, staffed by three shifts of personnel. Special operations command is a group of Operations Division personnel who cross staff the department's hazardous materials response team, marine division (fireboat and land based marine response firefighting team), technical rescue team, and honor guard. In addition, an engine company has been dedicated as a fire investigation team to assist the Fire Marshal's Division and the department's Safety Section reports to the assistant chief of special operations.

CORE RESPONSIBILITIES

The core responsibility of the Operations Division is to efficiently and effectively deliver fire, rescue, EMT and special hazards mitigation services to the citizens and visitors of Charleston, 24 hours a day, 7 days a week, 365 days a year. In addition, the Operations Division provides support to the Fire Marshal Office's fire prevention/community outreach programs and the Training Division's training programs.

2014 ACCOMPLISHMENTS

- Placed Tower 102 in service (new ladder service to the Bees Ferry area of West Ashley).
- Placed HazMat 101 in service (new, state-of-the-art, grant funded truck that replaced two, small and outdated step vans).
- Placed five new engines in service (E103, E110, E111, E113, E116).
- Conducted two Officer Development Course training classes (22 newly promoted officers trained).
- Opened the Command Training Center at the old fire department headquarters on Wentworth Street. This center provides computer simulated strategy and tactics training to officers and firefighters and serves as the department's Blue Card Command Simulation Laboratory.
- Implemented a revised, more user-friendly pre-plan program.
- Reinstated the Hydrant Maintenance Program.
- Conducted one Blue Card Command Check-Off, certifying 8 CFD officers in Blue Card Command.
- Completed a full year of weekly Command Competency Training Fridays and quarterly Joint Command Officer Training (JCOT) sessions with auto aid response partners.
- Provided regular support to the Training Division's Recruit and Driver/Operator training programs.
- Fully participated in monthly Auto Aid training.
- Achieved full implementation of the Purvis Station Alerting System in all stations.

NEW INITIATIVES FOR 2015

- Establish a wildland firefighting specialty within the special operations command.
- Place a brush truck and water tender in service in the Cainhoy area.
- Place a brush truck and foam trailer in service at the Johns Island station to address wildland fire threat and executive airport firefighting responsibilities.
- Conduct bimonthly Blue Card Command Check Off training at the Command Training Center, open to the national fire service.
- Enhanced emphasis on turnout times to further improve service delivery.
- Place new Quint apparatus in service on Daniel Island to provide department with more flexible service delivery until new station can be built in the Cainhoy area and provide a more reliable reserve ladder to the fleet.
- Replace Engine 117 (Johns Island) as part of the department's adopted apparatus replacement plan.
- Conduct one Officer Development Course for future officers.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	13,690,599	14,659,992	14,833,395	16,996,991
Benefits	4,539,463	5,943,300	5,149,652	6,304,653
Operating	2,566,549	2,335,833	2,676,512	2,263,100
Capital	83,513	103,660	127,266	130,000
Operating Transfers	1,304,033	173,281	-	-
TOTAL	22,184,157	23,216,066	22,786,825	25,694,744
Per Capita	\$ 176.50	\$ 180.39	\$ 177.05	\$ 192.36

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Fire Division- Sworn	290.00	314.00	314.00	319.00
Fire Division- Non-Sworn	7.50	7.50	7.50	8.00
TOTAL	297.50	321.50	321.50	327.00



DIVISION: 211000 - Training
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

The Fire Department Training Division is responsible for initial Fire Fighter training, Incumbent continuing education as well as all Emergency Medical training for the 324 members of the Fire Department. The training covers all career topics and disciplines from entry level recruit to command level officer.

CORE RESPONSIBILITIES

Recruits – The Training Division is responsible for training all recruits to the level IFSAC and SCFA standards. It is the mission of our division not only to meet these standards but exceed them. During the 18 week program recruits complete 13 certificate courses along with advance fire ground tactics.

Incumbents – It is the Training Division's responsibility to ensure the operational readiness of its members. This is achieved through yearly refreshers, classroom and skill sessions, and operational readiness drills.

EMT – The Training Division conducts an eight week EMT class for all recruits that do not hold a National EMT Card. Quarterly refreshers are conducted to meet the required training hours for all EMTs.

Record Keeping – The Professional Development Division is responsible for maintaining the training records for all City of Charleston Firefighters. This is accomplished through using Target Solutions, Firehouse, and paper records.

2014 ACCOMPLISHMENTS

Training Facility and Props

- Obtained access to Archer and Frasier School to conduct both recruit and incumbent training.
- Built three more training dummies, two entanglement boxes, low wall breach prop, and block wall breach prop.
- Added 30 radios to be used for recruit training.

Recruit Program

- Graduated Two Classes of 19 and 17 members.
- Created a recruit manual that outlines everything that is expected from the recruits.
- Added a community service day to increase public relations.
- Weed and Feed Program increased our instructor base.
- Recruit program is now certified by the U.S. Department of Veterans Affairs.

Probationary Firefighter Evaluation

- Updated the Probationary Firefighter Handbook.
- Created a two-part evaluation for Probationary Firefighters where participants are evaluated on knowledge and skills. Those that do not receive a minimum passing score are eligible for reevaluation.

Incumbent Program

- Created an adjunct instructor program. All instructors attended a mandatory instructors meeting.



- Conducted 240 operational readiness evaluations to determine the department's operational preparedness. Drills consisted of hose deployment, search and rescue, fire ground survival, and Rapid Intervention Team (RIT). Detailed training reports submitted to command staff outline each company's performance and recommendations.
- Conducted department-wide Bailout, Confined Spaces, and HazMat training and refresher courses.

Drivers Program

- Conducted 5 Assistant Engineer driver classes, promoting 21 total personnel.

Auto-Aide Training

- Hosted auto-aide trainings in the spring and fall consisting of live-fire training and search and rescue drills.
- Worked with our auto-aide partners to forecast shared training for 2015. Each month has a theme and members from each department are required to drill with one of their auto aide partners. The monthly auto-aide training focuses on the monthly theme and reduces duplication of efforts.

EMS Program

- Conducted combined EMT Class with NCFD, Refresher course conducted and 36 new EMT's added to the department.
- 90% completion rate of First Responder cards.

NEW INITIATIVES FOR 2015

Training Facility & Props

- Car fire & forcible entry props will be added to the training site.
- Door will be added to each floor of the training tower to simulate apartments.

Recruit Program

- More recruit training will be conducted at the schools to give a more realistic training environment.
- Water Survival will be added to the recruit curriculum.

Incumbent Program

- 2015 Department drills will be based on the results of 2014's October drills.
- Trainings of 2015 will consist of Hose Deployment, Search & Rescue, RIT, and Fire Ground Survival.
- High-rise scenarios will be conducted at the recently vacated Sergeant Jasper building.
- 1,410 training scenarios will be conducted at the company level.
- All hose loads will be standardized in 2015.

Drivers Program

- Apparatus maintenance course has been added to Pump School. Department Lead Mechanic will serve as the instructor for the apparatus maintenance course.
- Applicants for Pump School must now have their driver hours completed before requesting to take the class.

*Auto-Aid Training*

- All companies are now required to drill with an auto-aide partner at least once a month on the common theme shared by the auto-aide group.
- The large scale auto-aide training at the end of each month will also focus on the monthly theme.

EMS Program

- We will be delivering the 16 NAEMT Pre-Hospital Trauma Life Support Class to all EMTs.
- EMT refresher course will be held quarterly instead of at the end of the year.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	893,982	779,820	858,544	435,400
Benefits	268,350	196,703	198,532	142,351
Operating	589,642	466,632	502,326	502,865
Capital	-	-	-	5,800
Operating Transfers	-	-	-	-
TOTAL	1,751,974	1,443,155	1,559,402	1,086,416
Per Capita	\$ 13.94	\$ 11.21	\$ 12.12	\$ 8.13

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Fire Training Division-Sworn	6.00	5.00	5.00	5.00
Fire Training Division- Non-Sworn	0.50	1.00	1.00	1.00
TOTAL	6.50	6.00	6.00	6.00



DIVISION: 213000 – Fire Marshal Division
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

The Fire Marshal Division, created in July of 2010, strives to build a robust fire prevention program that includes the elements of fire code enforcement, fire plan review, fire and arson investigation, and community risk reduction education. Our mission is to preserve life and property through community safety education, effective fire inspections, detailed fire plan reviews, and comprehensive fire investigations. Organizing these elements under a fire marshal allows the department to expand its community risk reduction mission and promote preventative strategies to preserve our historic community.

CORE RESPONSIBILITIES

- Code enforcement: Conduct compliance inspections of existing properties, complaint response, Business License Certificate of Occupancy (BLCO) inspections, and false alarm reduction.
- New Construction: Plan review, permitting, and inspection of new/renovated buildings from design and development to project completion.
- Risk Reduction Education: Proactive public education/outreach and life safety training. Engage the public in our prevention vision and help create one of the safest communities in our region.
- Fire/Arson Investigations: Aggressive investigations to determine origin and cause, identify and curb local fire problems, pursue fire setters and fire-related crimes.
- Public Information: Provide ongoing updates and information to the community and the media regarding department activities and events and respond to requests for public records.
- Special Projects: Provide coordination and oversight of department records management system, pre-fire planning program, and hydrant maintenance inspections.

2014 ACCOMPLISHMENTS

- Routine meetings were established with regional Chief Fire Marshals which evolved into a monthly networking meeting for Regional Fire Marshals and their staff. The group continues to provide monthly training and a discussion forum.
- Issued over 60 news releases the public/media.
- Coordinated the 2014 Holiday Parade with many noted improvements.
- Completed the initial inspection process of gas station facilities.
- Completed the initial inspection process for hotels, motels, and bed-and-breakfast facilities.
- Continuing to work through the initial inspection process for apartments.
- Conducted educational visits with restaurants to review the hazards related to commercial cooking operations, required cleaning and maintenance schedules, and fire safety.
- Conducted educational visits with bars and nightclubs to discuss fire safety and occupant loads.
- Reinitiated nightclub inspections during peak operating hours.
- Conducted multiple car seat safety check points with Safe Kids and Regional partners.
- The Fire Safety Bulletin was updated and the second edition was issued.
- The tracking and reporting of weekly and monthly business license, plan review and routine inspections programs was greatly enhanced by utilizing Firehouse data.
- Implemented the Fire Investigation Company concept at Station 16.



FIRE

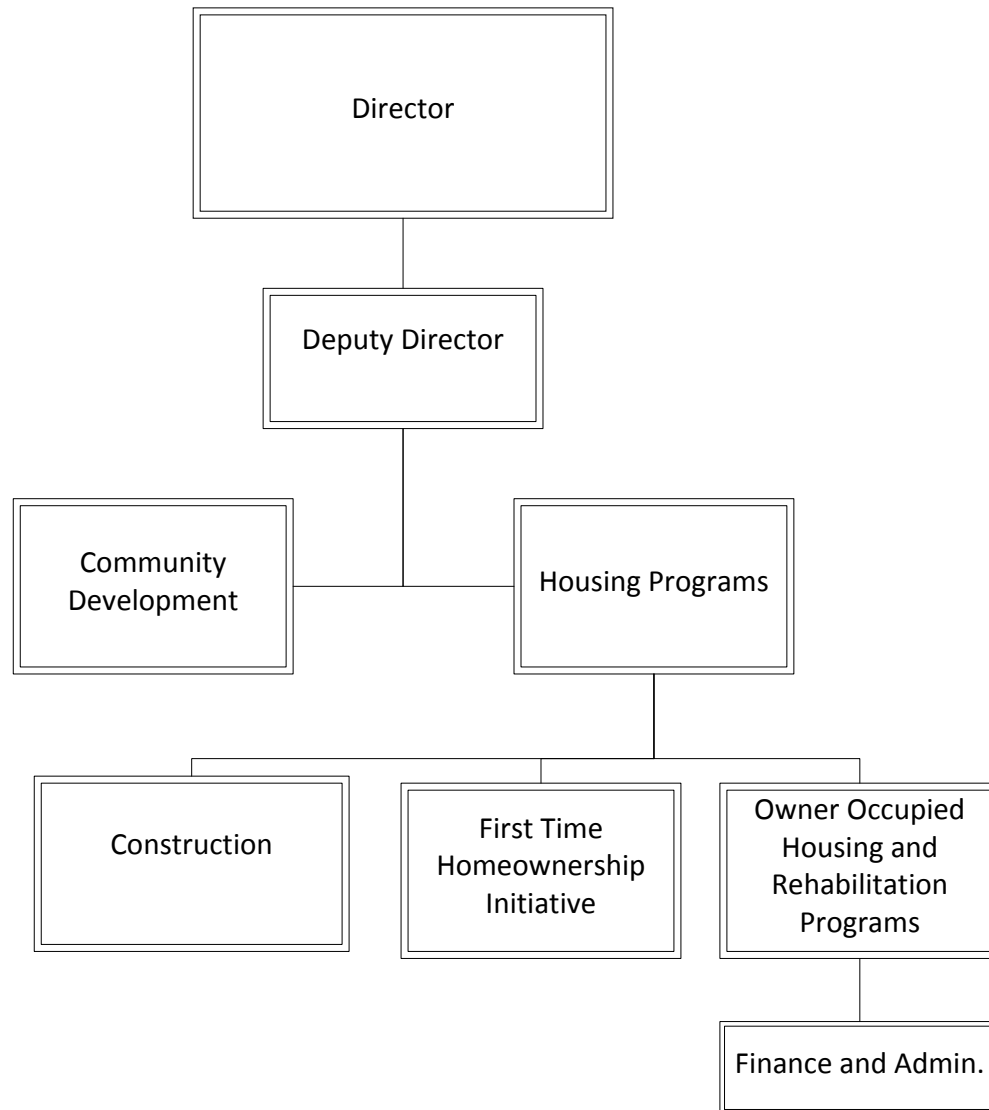
- Worked to improve construction and system plan intake, scheduling of inspections, and monitoring of projects.
- Finished implementation of new website editions while working on ongoing improvements.
- Hydrant Maintenance and Preplan programs were launched in May and improved coordinator support was put in place.

NEW INITIATIVES FOR 2015

- Complete the apartment inspection program.
- Conduct fire safety inspections of all private schools.
- Evaluate a risk assessment based inspection program and consider implementation.
- Implement quarterly peak hour inspections of bars and nightclubs.
- Increase the fire safety education material available through the website.
- Increase CFD attendance at neighborhood meetings and gatherings.
- Conduct additional fire safety outreach with restaurants and cooking facilities.
- Implement progressive quarterly investigation to prepare team members for certification.
- Improve quarterly statistical reporting for the Fire Marshal Division.
- Collect as-built building drawings and sketches of new facilities to improve data collection for preplans as facilities obtain a new business license.
- Develop a strategy for and implement a basic juvenile firesetter intervention program.
- Work with other City divisions to streamline the Business License process.
- Promote continued certification of staff.
- Continue research and promote an improved permit fee structure.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	379,689	450,865	440,574	575,444
Benefits	142,557	144,928	151,576	198,877
Operating	30,626	30,335	34,398	42,450
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	552,872	626,128	626,548	816,771
Per Capita	\$ 4.40	\$ 4.87	\$ 4.87	\$ 6.11

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Fire Marshal Division - Sworn	-	-	-	-
Fire Marshal Division- Non-Sworn	8.00	11.50	11.50	12.50
TOTAL	8.00	11.50	11.50	12.50

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT****DEPARTMENT MISSION STATEMENT**

To create, facilitate, and implement activities and programs that stimulate community and economic development, expand the supply of available housing and stimulate the construction and rehabilitation of housing for persons of very low, low, and moderate incomes in Charleston's neighborhoods in an effort to enhance their quality of life.



HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT OVERVIEW

The Department of Housing and Community Development coordinates the provision of a number of housing programs in partnership with organizations that include both non-profit and for-profit developers for persons of very low, low, and moderate incomes in Charleston's neighborhoods. Funds to support these programs are derived from a number of different federal and local resources. Through these activities, the City fulfills three national objectives of the Community Development Block Grant Program which are to:

- 1) Provide decent and affordable housing
- 2) Eliminate slums and blight
- 3) Provide economic opportunities

To ensure that every facet of the community is represented, Boards and Commissions have been established with members appointed by the Mayor and approved by the City Council representing various neighborhoods. These boards and commissions assist the staff in program implementation and assist the city in meeting the needs of citizens by helping them to improve their standard of living. The Department of Housing and Community Development is also implementing innovative strategies to provide homeownership opportunities through mixed-income development.

CORE RESPONSIBILITIES

The Department of Housing and Community Development provides a range of initiatives that employ a multi-faceted approach for neighborhood revitalization for low- to moderate-income citizens through the following programs:

Enston Homes Foundation - As designed, the program assists elderly (defined as persons 45 years of age and older), low- and moderate-income individuals and families in the Tri-County area. The primary goal of the program is to prevent homelessness. Funds are awarded as they become available to non-profit organizations providing affordable housing or related services.

Homeownership Initiative - This is a housing program overseen by the Homeownership Initiative Commission, designed to ensure that residents from diverse economic backgrounds share in the American dream of homeownership. The Department partners with non-profit and for-profit developers to implement the Homeownership Initiative. Non-profit organizations acquire property from the City of Charleston to develop affordable housing and market newly constructed homes to eligible first-time homebuyers. The Initiative aims to develop public and private partnerships that help to ensure the preservation of affordable housing and maintain the character of these diverse neighborhoods on Charleston's peninsula and in West Ashley.

Continuum of Care Shelter Plus Care Grant - The City of Charleston's Department of Housing and Community Development in partnership with the Lowcountry Homeless Coalition, Family Services Inc. and the Charleston/Dorchester Mental Health Center pursued and were awarded a five year grant of Continuum of Care funds in 2011. Grant funds are used to provide permanent housing assistance to disabled homeless persons and their families.

Housing Rehabilitation Programs - The Department of Housing and Community Development implements various housing programs which are governed by the *Redevelopment and Preservation Commission*. These programs are designed to improve housing occupied by very low-, low- and moderate-income households. Programs offered include the *Owner Occupied Substantial Rehabilitation Program* and the *Roof Replacement Program*

Community Development - Community Development is responsible for investigating and coordinating applications for new sources of funding, contract administration, environmental



reviews, labor standards administration, fair housing administration, Section 3 compliance, program monitoring and comprehensive planning. It also oversees the operation and administration of various grants received from the federal government and other sources. Collaborations between department staff, the community, and various agencies are performed to prepare comprehensive planning documents, such as the Consolidated Plan, the Consolidated Annual Performance and Evaluation Report (CAPER), the Annual Action Plan and the Analysis of Impediments to Fair Housing. These documents are prepared to ensure that programs are consistent with the needs identified in the community.

2014 ACCOMPLISHMENTS

- Over 5,600 persons benefitted from the programs and projects completed by the City and its partners. Individuals and households were impacted through homeownership opportunities and education, the creation of rental homes, newly constructed housing, fair housing activities, owner-occupied rehabilitation, tenant-based rental assistance and short-term mortgage, rent and utility assistance, youth development opportunities and economic activities.



HOUSING AND COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES

City Value: Citizens

Strategic Priority: Encourage and increase the participation of citizens in neighborhood revitalization strategies by conducting community-wide meetings and public hearings to ensure resident participation.

Measurement Type: Workload

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of community meetings and public hearings held	105	116	105	115	100	127	100
Number of Section 3 businesses supported	15	6	6	5	5	3	3

City Value: Physical Place

Strategic Priority: Collaborate with for-profit and non-profit developers to create affordable housing on vacant lots, to redevelop abandoned or dilapidated properties, and remove slums and blight.

Measurement Type: Workload

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of houses sold to first-time homebuyers	10	14	15	20	6	18	14
Number of houses constructed under the HOME Program	6	6	5	12	9	11	10
Number of housing units completed by for-profit or non-profit entities	5	6	9	20	5	18	14
Number of rental units completed by for-profit or non-profit developers	4	6	6	56	6	0	7

City Value: Quality Service

Strategic Priority: Ensure compliance with Fair Housing laws, affordability act, and environmental rules, regulations, and codes.

Measurement Type: Workload

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of City residents counseled through Fair Housing Services (Trident Urban League)	300	445	300	294	300	330	300
Number of environmental reviews conducted to support housing construction projects	14	24	14	16	13	30	23
Number of sub-recipient contracts monitored	20	21	19	23	15	15	15



City Value: Public Safety

Strategic Priority: Provide safe and affordable housing, remove slums and blight, and provide housing assistance to the City's senior population, low and very low income citizens.

Measurement Type: Workload

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of roof replacements completed	23	30	20	29	20	29	29
Number of houses completed under the Substantial Rehabilitation program	6	5	9	10	4	3	3

NEW INITIATIVES FOR 2015

- Continue to facilitate the development of workforce and affordable housing by implementing the following:
 - Providing first-time homeownership opportunities;
 - Awarding financing to acquire and construct housing;
 - Rehabilitating owner-occupied housing;
 - Creating job opportunities for low to moderate income persons through the Section 3 program;
 - Enhancing opportunities for businesses in the community; and
 - Partnering with for-profit and non-profit developers to provide housing and related services for low to moderate income citizens.



HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	466,398	484,107	479,000	485,585
Benefits	150,212	156,623	156,623	164,069
Operating	97,400	104,513	102,663	78,772
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	714,010	745,243	738,286	728,426
Per Capita	\$ 5.68	\$ 5.79	\$ 5.74	\$ 5.45

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
410000 Housing & Community Development	714,010	745,243	738,286	728,426
TOTAL	714,010	745,243	738,286	728,426

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	10.00	10.00	10.00	10.00
TOTAL	10.00	10.00	10.00	10.00



DIVISION: 410000 – Housing and community Development
FUND: General Fund
FUNCTION: Urban and Community Development

DIVISION OVERVIEW

The Department of Housing and Community Development administers several housing initiatives and oversees contract and grant administration for federal housing programs. The Department also coordinates single and multi-family housing construction, repair and rehabilitation throughout the City.

CORE RESPONSIBILITIES

Housing and Community Development provides low- to moderate-income families support and access to safe and sanitary housing, self-sufficiency, and economic development while preserving the diversity of neighborhoods within the City. The Department manages the Community Development Block Grant (CDBG), HOME Investment Partnerships Program and HOPWA federal grants, the operation of the City's housing rehabilitation program and the roof and emergency repair programs. The department also works with housing service providers to ensure access to safe, decent and affordable housing; including related services such as emergency rent, utility assistance, and employment opportunities. For over 30 years the Division has worked with the homeless population through One-Eighty Place, which has been successful in moving residents from homelessness to self-sufficiency.

2014 ACCOMPLISHMENTS

- Over 5,600 persons benefitted from the programs and projects administered by the Department of Housing and Community Development:
 - 3,270 households including persons living with HIV/AIDS received some form of mortgage, rent, or utility assistance;
 - 18 homes were sold to qualified first-time home buyers;
 - 11 homes were newly constructed;
 - 29 roof replacements were completed;
 - 107 Individuals and households were provided homeownership education through classes held by the Charleston Trident Urban League;
 - 330 households received assistance in fair housing training;
 - 1,407 youth participated in youth development programs; and
 - 463 businesses participated in economic development activities.

NEW INITIATIVES FOR 2015

- Facilitate the development of workforce and affordable housing by implementing the following:
 - Assisting with the development of a Community with a land trust in partnership with the Housing Authority of City of Charleston;
 - Providing 14 first-time homeownership opportunities to low and moderate-income families;
 - Awarding financing to acquire and construct 18 houses;
 - Rehabilitating 35 owner-occupied homes in Community Development target areas of the City of Charleston, through door-to-door canvassing and outreach events;
 - Enhancing opportunities for businesses in the community by creating job opportunities in various housing construction and repair trades for low to moderate income persons through the support of three Section 3 businesses; and



HOUSING AND COMMUNITY DEVELOPMENT

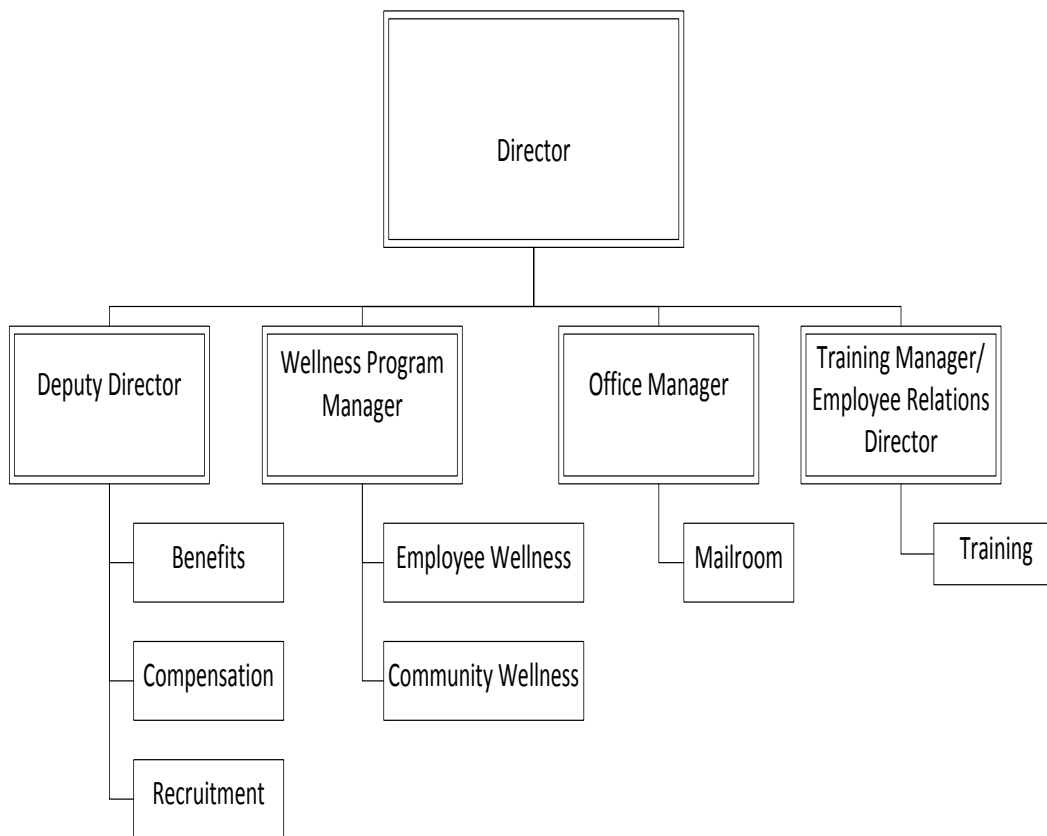
- Partnering with 15 for-profit and non-profit developers to provide housing, health education, youth development, and financial literacy for low to moderate income citizens.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	466,398	484,107	479,000	485,585
Benefits	150,212	156,623	156,623	164,069
Operating	97,400	104,513	102,663	78,772
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	714,010	745,243	738,286	728,426
Per Capita	\$ 5.68	\$ 5.79	\$ 5.74	\$ 5.45

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Division	10.00	10.00	10.00	10.00
TOTAL	10.00	10.00	10.00	10.00



HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT



DEPARTMENT MISSION STATEMENT

To provide quality services, and support in employment, training, employee relations, benefits, compensation, employee and community wellness, and mail services beyond the expectations of all employees enabling them to better serve our customers.



HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

DEPARTMENT OVERVIEW

The Human Resources Department includes Compensation, Recruitment, Benefits, Employee Training and Development, Employee Relations, Employee Wellness, Community Wellness, and City-wide mail functions. The Director of Human Resources serves as the Equal Employment Opportunity (EEO) Officer for the City.

CORE RESPONSIBILITIES:

The Human Resources & Organizational Development (HROD) Department maintains and updates the position classification plan of the City and the personnel policies and procedures including those for fringe benefits, conditions of employment, salaries, and employee grievances as may be set or amended by the Mayor and City Council from time to time. Additionally, HR advises, directs, and monitors employee and operational activities including ensuring that the workplace is free of discrimination and harassment.

2014 ACCOMPLISHMENTS

- Conducted desk audits and reviewed 18 different positions involving over 40 employees.
- Increased the City's starting minimum hourly wage to \$10.10 and implemented associated salary changes for impacted employees.
- Reviewed and updated all Job Descriptions on the intranet.
- Converted the Fire Department to an hourly pay plan and trained all employees on the new plan.
- Working closely with the City's IT department, the Benefits team developed an interface for benefits information to flow between the City's HRIS system and BenefitFocus. This has increased efficiency and helped to streamline processes.
- Supervisory training was developed, and is now being offered monthly to new and existing supervisors.
- Mail Services division streamlined mail routes in order to better serve departments' needs.
- The Wellness division took the lead in contracting with a local gym to provide a very affordable gym membership for employees.
- Recruitment implemented the City's first on-line employment application. This accomplishment has greatly improved the recruitment process by allowing applicants to apply on-line, as well as eliminated the need to print copies of applications for forwarding to departments.
- Selected a new vendor to provide a more comprehensive annual and pre-employment physical for Police and Fire.



PERFORMANCE MEASURES

City Value: Quality Services

Strategic Priority: Provide an effective, comprehensive, and customer-responsive recruitment process that fills positions with qualified applicants in a timely manner.

Measurement Type: Workload and Efficiency

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of applicants for open positions ¹	2,449	4,114	3,233	7,050	4,505	8,197	7,500
Number of requisitions processed ¹	284	350	297	328	307	367	348
New hires processed	300	327	350	374	400	391	364
Average number of calendar days to complete the pre-employment process (from selection to hire date)	10 days	11 days	10 days	9 days	10 days	9 days	9 days
Average number of calendar days to fill a position (from request to start date)	47 days	47 days	44 days	43 days	44 days	50 days	46 days
Annual employee turnover rate	12%	22%	12%	12%	12%	13%	12%

1. Does not include Police Department

City Value: Quality Service

Strategic Priority: Provide training in skills, knowledge, and personal development to meet the needs of the workforce.

Measurement Type: Workload

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of employees trained	2,160	411	2,900	1,462	2,250	2,014	2,590
Number of employees provided supervisory, management, and leadership development opportunities	120	10	50	ND	50	120	120

City Value: Citizens

Strategic Priority: Provide opportunities that support a healthy lifestyle for employees and the community.

Measurement Type: Workload

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of employees in wellness programs	753	840	904	1,970	1,970	2,051	2,353
Increase (decrease) in participants from prior year	5%	21%	8%	135%	5%	4%	5%
Number of employee wellness related events conducted	84	110	50	130	130	130	130
Number of community wellness related events conducted	25	225	350	91	100	82	110
Number of employees in Well Check program	ND	ND	1,300	1,300	1,300	1,292	1,300



HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

NEW INITIATIVES FOR 2015

- Develop a City Compensation and Salary Policy to serve as a guide for salary decisions.
- Conduct a market analysis/benchmark for certain positions with recruitment and retention difficulties.
- We plan to provide an electronic enrollment opportunity to all benefits eligible employees. Employees will have the opportunity to meet one on one with an enrollment counselor to review their current benefits, and make selections for 2016.
- As a complement to Supervisory training, we will be offering Leadership training.
- The Mail Services Division is planning to provide outreach and onsite training to divisions to illustrate proper packaging techniques that could result in savings for the City.
- The Employee Wellness Manager will continue to provide programs and outreach to all employees. A specific goal for 2015 is to assist in providing a physical fitness program for the Fire Department by incorporating Peer Fitness training techniques.
- External Wellness will promote the City of Charleston Healthy Business Challenge, which will incorporate the *Lighten Up Charleston* website to increase outreach to citizens and encourage health initiatives.
- Recruitment will review all paperwork related to the hiring process for potential enhancements.



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	624,753	717,145	744,412	777,719
Benefits	195,003	246,736	248,959	270,073
Operating	311,752	282,511	291,924	228,437
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,131,508	1,246,392	1,285,295	1,276,229
Per Capita	\$ 9.00	\$ 9.68	\$ 9.99	\$ 9.55

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
150000 Human Resources	1,097,392	1,204,069	1,238,381	1,227,901
171100 Mailroom	34,116	42,323	46,914	48,328
TOTAL	1,131,508	1,246,392	1,285,295	1,276,229

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	17.65	15.80	15.80	16.00
TOTAL	17.65	15.80	15.80	16.00



HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

DIVISION: 150000 - Human Resources
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Human Resources Division is committed to providing expertise and advice to departments in attracting, developing, and sustaining a quality workforce for the City of Charleston. The Human Resources division manages position classifications, personnel policies and procedures, conditions of employment, salary schedules, and employee grievances.

CORE RESPONSIBILITIES

Recruitment - Responds to requests from departments for recruitment of vacant or new positions.

Compensation and Classification – Supports the development and maintenance of the City's classification system and job descriptions.

Employee Training and Development – Creates and facilitates training information to enhance skills and proficiency of City employees. All new City Employees attend an orientation upon hiring. Other subjects offered include customer service, supervisory skills, management, performance appraisal, and mandatory sexual harassment training.

Wellness - Support for City Employees to access resources at work to assist them with their overall health and well-being including weight management, smoking cessation, diabetes management, and other programs.

2014 ACCOMPLISHMENTS

- Recruitment implemented the City's first on-line employment application.
- Implemented \$10.10 as minimum wage and adjusted salaries for impacted employees.
- Conducted desk audits and reviewed 18 different positions involving over 40 employees.
- Reviewed and updated all Job Descriptions on the intranet.
- Wellness led in contracting with a local gym to provide affordable gym memberships for employees.

NEW INITIATIVES FOR 2015

- Begin offering Leadership Training as a complement to Supervisory Training.
- Recruitment will review all hiring-related paperwork for increased efficiencies in current processes.

HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT



DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	613,890	696,368	722,144	754,054
Benefits	189,329	235,630	237,470	257,460
Operating	294,173	272,071	278,767	216,387
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,097,392	1,204,069	1,238,381	1,227,901
Per Capita	\$ 8.73	\$ 9.36	\$ 9.62	\$ 9.19

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Human Resources	16.65	14.80	14.80	15.00
TOTAL	16.65	14.80	14.80	15.00



HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

DIVISION: 171100 - Mailroom
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Mailroom ensures the timely collection and delivery of all types of mail throughout the City. The mailroom interacts with all departments and the United States Postal Service.

CORE RESPONSIBILITIES:

The Mailroom is responsible for sorting of incoming and outgoing interoffice and USPS mail. The courier collects and delivers the mail to department offices twice per day. The Mailroom is responsible for the calculation and metering of all outgoing mail.

2014 ACCOMPLISHMENTS

- Streamlined the courier route for better efficiency.
- Informed departments of changes in postal rates and effects of increases.

NEW INITIATIVES FOR 2015

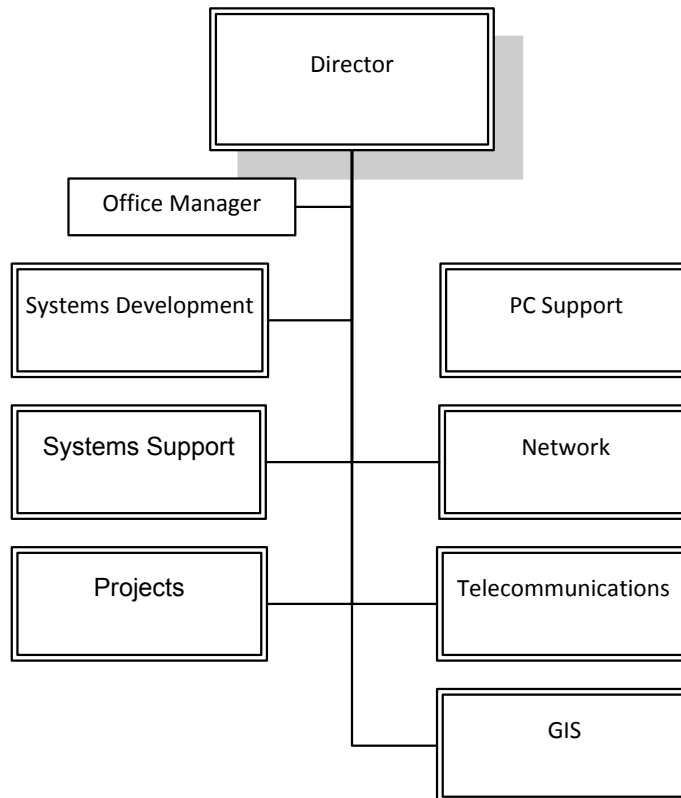
- Provide onsite training to departments on proper packaging techniques to reduce postal charges.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	10,863	20,777	22,268	23,665
Benefits	5,674	11,106	11,489	12,613
Operating	17,579	10,440	13,157	12,050
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	34,116	42,323	46,914	48,328
Per Capita	\$ 0.27	\$ 0.33	\$ 0.36	\$ 0.36

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Mailroom	1.00	1.00	1.00	1.00
TOTAL	1.00	1.00	1.00	1.00



INFORMATION TECHNOLOGY



DEPARTMENT MISSION STATEMENT

The Mission of the Department of Information Technology is to provide innovative, contemporary and accessible technology in computing, media, geographic information, and telecommunications resources and services in accordance with the City's goals and objectives, and to provide quality leadership and support in the field of information technology to facilitate City operations.



DEPARTMENT OVERVIEW

The Department of Information Technology is composed of three divisions – Information Systems, Geographical Information Systems (GIS), and Telecommunications. The Information Systems Division is composed of five workgroups – Network, PC Support, Systems Administration, Systems Development and Project Management. Each division is tasked with respective responsibilities for implementing and supporting effective information technology in support of City goals and operations.

CORE RESPONSIBILITIES

The Department of Information Technology is responsible for researching, developing, implementing, supporting, and managing the City's information technology resources and services, to include computing systems, network infrastructure, media resources, geographic information and telecommunications. The Chief Information Officer (CIO) serves as both the departmental director and the City's chief technology advisor.

2014 ACCOMPLISHMENTS

- Network and Computing advances – completed the implementation and upgrade of key core infrastructure and computing resources to improve performance, resiliency and recovery capabilities.
- Public Safety – maintained a strong focus on advancing and facilitating increased technology deployment for Police Department and Fire Department operations. This included new and upgraded mobile computing technology, mobile communications technology, and mobile and static video systems.
- Gaillard Municipal Complex – continued the technology design and build-out of the new Gaillard Municipal Complex to include all data and voice network infrastructure, audio/video technology, the new Data Center and the new Municipal Emergency Operations Center.



PERFORMANCE MEASURES

City Value: Quality Services

Strategic Priority: To provide reliable and effective information and telecommunications systems to City departments

Measurement Type: Workload

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Total number of calls to the Help Desk	3,500	3,491	3,500	4,008	4,000	4,724	4,500
- Network issues	150	193	150	150	150	160	150
- ERP system	700	500	700	510	600	752	600
- CAD/RMS/MDT	450	412	450	573	500	440	400
- Telecommunications	300	346	300	382	350	666	650
- PC's and Hardware	1,100	1,217	1,100	1,276	1,200	1,290	1,200
- Software	300	279	300	419	350	437	400
- User Accounts & password resets	150	320	150	499	400	803	600
- Website	50	70	50	66	50	77	50
- GIS (new in 2015)							100
- Other	300	154	300	133	200	98	100

City Value: Quality Services

Strategic Priority: To provide innovative and cost effective information technology solutions to support City goals and objectives

Measurement Type: Effectiveness

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of IT service orders							
- Assigned	3,500	3,491	3,500	4,008	4,000	4,724	4,500
- Closed	3,500	3,573	3,500	3,953	4,000	4,799	4,658
Percentage of system availability							
- ERP system	99.8%	99.75%	99.8%	99.7%	99.5%	99.6%	99.5%
- Microsoft File Servers	99.9%	99.94%	99.9%	99.7%	99.9%	98.0%	99.0%



NEW INITIATIVES FOR 2015

- Cyber Security – the implementation of new policies, procedures and technology to further enhance and strengthen the City’s cyber security posture. This includes user access and protocols, data transmission systems, data storage systems and mobile technology resources. This coincides with new federal Criminal Justice Information System (CJIS) requirements for law enforcement information technology resources.
- Disaster Protection and Recovery – the implementation of expanded off-site data replication services for improved and more effective data protection and recovery capabilities to facilitate continued and uninterrupted City operations in the event of a natural or man-made disaster or emergency event.
- Mobile Computing – continued implementation of advanced mobile communications and computing systems to facilitate ever expanding City field operations and public safety needs.
- Network Infrastructure – completion of significant upgrades to the City’s network infrastructure through the opening of the new Data Center in the new Gaillard Municipal Complex. This will include new core network communications and telecommunications systems that will support all City IT operations. In addition, upgrades to City facility network connections will provide for enhanced data throughput and performance, facilitating increased requirements for access to data and information resources.
- Municipal Emergency Operations Center (MEOC) – the complete technology build-out of the new MEOC as part of the new Gaillard Municipal Complex. This will include state-of-the-art network, telecom, and audio/video technology in support of public safety and emergency management operations that will work out of this facility during a man-made or natural disaster or emergency event.



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	1,251,020	1,312,880	1,328,747	1,470,974
Benefits	395,526	441,115	451,789	507,813
Operating	3,132,132	3,383,157	3,523,825	3,503,792
Capital	104,969	260,711	785,711	186,041
Operating Transfers	-	-	-	-
TOTAL	4,883,647	5,397,863	6,090,072	5,668,620
Per Capita	\$ 38.85	\$ 41.94	\$ 47.32	\$ 42.44

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
161000 Information Systems	3,348,229	3,732,837	4,432,001	4,039,163
162000 Geographic Information Services (GIS)	304,197	382,820	394,546	528,762
163000 Telecommunications	972,142	985,190	980,585	1,033,793
171400 32 Ann Street	259,079	297,016	282,940	66,902
TOTAL	4,883,647	5,397,863	6,090,072	5,668,620

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	25.00	26.00	26.00	29.00
TOTAL	25.00	26.00	26.00	29.00



INFORMATION TECHNOLOGY

DIVISION: 161000 – Information Systems
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The Information Systems division supports current information technology-based systems and new system implementations citywide in order to foster the ongoing expansion of technology for improving overall City of Charleston service delivery and response. The Division manages multiple technology-related projects each year in support of various City Department operations as prioritized in the annual budgetary process. The Division provides training and daily support assistance to approximately 1,400 users of more than 50 varied software/hardware systems used to conduct City business functions. The Division also works with users to constantly research and evaluate new technologies for applicability to core business processes. Division staff strives to provide guidance and direction in technology used by City staff in an effective and efficient direction leading to improvement in their departmental business operations.

CORE RESPONSIBILITIES

The Division is responsible for ensuring that all information technology-based systems operated by City employees remain online and functional to the highest level of capability and security, including continually evaluating systems and recommending areas for upgrade or improvement. Division staff works with all City Departments and maintains solid relationships with systems users to assist in matching functional capabilities with City business needs. Through our five key functional areas, we work to:

- Design, implement and support citywide data network capabilities to provide efficient access to system resources in the most secure manner possible.
- Provide and support effective computers (desktop, laptop, tablets, etc.) and related hardware to City staff in order to help them maximize their performance.
- Lead technology-related projects to evaluate, select, implement or expand system capabilities citywide to meet the ever-growing workload demands of our users.
- Implement and support core business systems hardware and software to maintain currency levels in terms of system capacities, security and function necessary for City operations.
- Develop system and user capabilities across various technological platforms to allow the City to continually improve overall business processing.

2014 ACCOMPLISHMENTS

- Implemented online job application through the City Website for both Human Resources and Police Departments.
- Completed upgrade to Municipal Court case management system (JEMS) software and hardware (PCs and scanners).
- Implemented Mobile Device Management system for administrative control and securing of mobile devices issued by the City.
- Upgraded Point of Sale (POS) system at Visitor Center and Municipal Golf Course.
- Upgraded City's ERP System for BFRC and HROD, including full hardware and database migration to virtual servers and SQL Server database.
- Installed a variety of technology upgrades for the Fire Department.



- Deployed 65 iPad tablet devices in IT, Public Service, Fire, Parks and PPS for improved efficiencies in field operations.
- Implemented new backup and recovery system to improve general data backup and restoration capabilities for all major systems.
- Implemented online Parking Citations payment system accessed from the City website.
- Began implementation of new Government Management System (multi-year project) to provide a complete solution and full lifecycle management for automating tasks associated with critical functions such as planning and project review, permitting, code enforcement, inspections, licensing and regulatory management, asset and work order management, citizen requests and more.

NEW INITIATIVES FOR 2015

- IT Department Office relocation to new Gaillard Municipal Complex. Include standup of new Data Center.
- Standup of new Municipal Emergency Operations Center (MEOC) to include state-of-the-art data, voice and video communications.
- Implementation of Government Management System (Phase 1). Beginning work on Phase 2 for 2016.
- Implementation of citywide Electronic Document Management System.
- Vehicle maintenance management system expansion for the Fire Department.
- ERP system upgrade and expansion (BFRC / HROD).
- Network security analysis and enhancements.
- Server upgrades to maintain efficiency and security.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	919,087	961,881	970,789	1,049,010
Benefits	295,343	322,806	328,326	362,402
Operating	2,028,830	2,187,439	2,347,175	2,441,710
Capital	104,969	260,711	785,711	186,041
Operating Transfers	-	-	-	-
TOTAL	3,348,229	3,732,837	4,432,001	4,039,163
Per Capita	\$ 26.64	\$ 29.00	\$ 34.44	\$ 30.24

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Information Systems	18.00	19.00	19.00	20.00
TOTAL	18.00	19.00	19.00	20.00



INFORMATION TECHNOLOGY

DIVISION: 162000 – Geographic Information Services

FUND: General Fund

FUNCTION: General Government

DIVISION OVERVIEW

The City of Charleston GIS Division strives to provide a high level of service to all of its customers by valuing service, excellence, collaboration, communication, commitment, and stewardship. The GIS program manages the City's enterprise GIS system, oversees the development and maintenance of the City's GIS data, supports internal and public facing web applications, and supports GIS tools and data transfer processes. The GIS program also collaborates with regional partners to maintain the quality and currency of GIS datasets and ensure cost and time effective data collection and maintenance.

CORE RESPONSIBILITIES

GIS serves as the primary resource for GIS data and provides overall GIS system administration, expertise, and guidance to City departments regarding geospatial technologies.

2014 ACCOMPLISHMENTS

- Development of a new GIS Strategic Plan.
- Implementation of an online GIS data portal.
- Implementation of mobile editing for GIS data.
- Added a new GIS Technician to support Environmental Services and Traffic & Transportation.
- Upgraded the internal Mapnet system.

NEW INITIATIVES FOR 2015

- Adding a GIS Developer position to focus on developing and maintaining GIS applications.
- Developing GIS training short course(s) for city employees.
- Developing tools and providing opportunity for efficient internal data sharing and collaboration.
- Supporting GIS data development and maintenance efforts for successful implementation of the City's new Government Management System.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	202,932	237,154	249,750	304,920
Benefits	58,814	74,346	74,346	98,762
Operating	42,451	71,320	70,450	125,080
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	304,197	382,820	394,546	528,762
Per Capita	\$ 2.42	\$ 2.97	\$ 3.07	\$ 3.96

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Geographic Information Services (GIS)	4.00	4.00	4.00	6.00
TOTAL	4.00	4.00	4.00	6.00



DIVISION: 163000 – Telecommunications
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

The City of Charleston Telecommunications Division operates within the City's Department of Information Technology. This Division employs the Telecommunications Manager, Telecommunications Services Coordinator and the Data Communications Technician. Through multiple forms of technology, this division enables City of Charleston employees to communicate effectively with the citizens of Charleston as well as visitors, business owners and surrounding local government entities.

CORE RESPONSIBILITIES

The core responsibility of the Telecommunications Division is to supply voice communications to all City employees in support of City operations. This division manages the 1,500 land line phones that City staff use daily, and performs all programming, repair, replacement, and deployment of used and new telecommunication devices. The division maintains all voice cabling via installation, repair, and replacement. The Telecommunications division is also responsible for the deployment and maintenance of up to 1,000 wireless phones, data lines and devices.

2014 ACCOMPLISHMENTS

- Successfully upgraded all mobile communications devices to iPhones or Androids.
- Installed New Cisco VoIP Communications platform as part of the new Gaillard Municipal Complex.

NEW INITIATIVES FOR 2015

- Implementation of the new Cisco Communication platform operations as Phase 2 of the new Gaillard Municipal Complex
- Replace existing Centrex voicemail with new Cisco Unity Voicemail.
- Expand Cisco VoIP platform to 10% of City facilities as part of phased, multi-year expansion for improved communication efficiencies and cost savings.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	129,001	113,845	108,208	117,044
Benefits	41,369	43,963	49,117	46,649
Operating	801,772	827,382	823,260	870,100
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	972,142	985,190	980,585	1,033,793
Per Capita	\$ 7.73	\$ 7.65	\$ 7.62	\$ 7.74

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Telecommunications	3.00	3.00	3.00	3.00
TOTAL	3.00	3.00	3.00	3.00



INFORMATION TECHNOLOGY

DIVISION: 171400 – 32 Ann Street
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

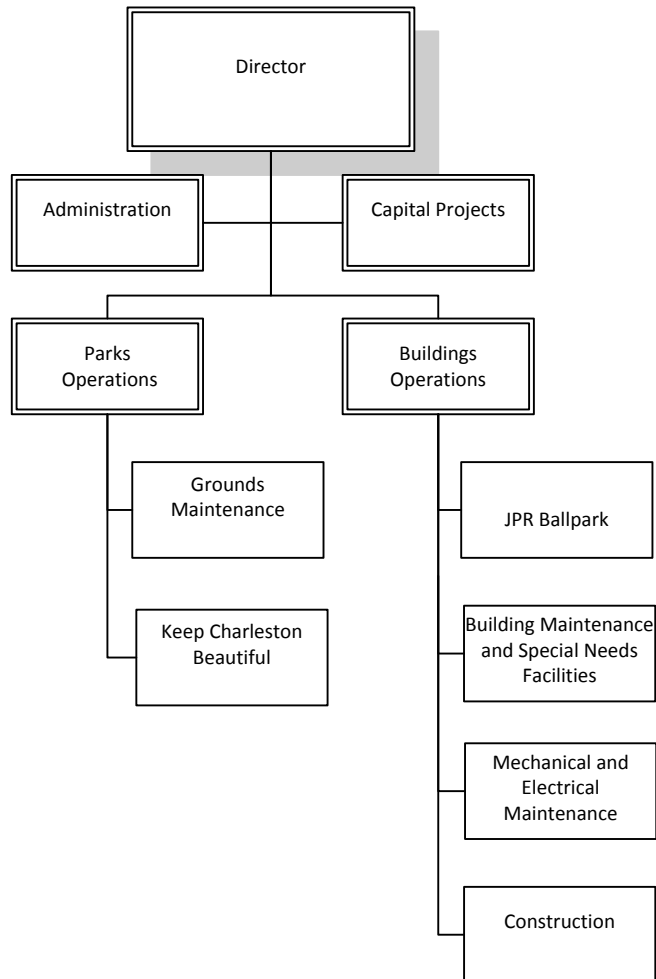
The building at 32 Ann Street houses the Information Systems and Telecommunications divisions until they move to the new Gaillard Municipal Complex. The savings reflected in 2015 are due primarily to savings in rent expense.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	259,079	297,016	282,940	66,902
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	259,079	297,016	282,940	66,902
Per Capita	\$ 2.06	\$ 2.31	\$ 2.20	\$ 0.50

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
32 Ann Street	-	-	-	-
TOTAL	-	-	-	-



PARKS DEPARTMENT



DEPARTMENT MISSION STATEMENT

To sustain and enhance the natural, architectural, and historical public resources of the City of Charleston and to protect and perpetuate the beauty of the City's real property in order to provide a higher quality of life for all citizens and visitors of Charleston.



DEPARTMENT OVERVIEW

The Department of Parks is responsible for the design, construction, maintenance and repair of new and existing parks, playgrounds, green spaces and buildings. The parks staff is successful at meeting the challenge of providing high quality public amenities in an historic port city that is comprised of one of the most architecturally and historically significant public realms in the country. This public realm not only serves the community but constitutes one of the most popular tourist destinations in the world. Understanding the historic fabric that comprises the public realm of Charleston is critical to being able to responsibly manage and maintain its historic charm. In addition to the historic district, Charleston is comprised of many evolving neighborhoods and communities that contain newer parks and recreation facilities that are also cared for in the same manner as the older parks in the city. In 2015, approximately 133,500 residents will be served by over 1,800 acres of parkland and 3.4 million square feet of building space. As population estimates grow and recreational programming increases, the need for the renovation of existing properties and the establishment of new parks and facilities will continue to increase.

CORE RESPONSIBILITIES:

Parks Operations - Maintain and manage all public green spaces and respond to emergencies 24 hours a day, 365 days a year. Support the Department of Recreation's programming needs by maintaining athletic fields year-round. Contribute to the expansion of the City's urban forest through the innovative street tree program. Promote neighborhood, City-wide, and regional clean-ups through education, promote recycling, and raise funds for tree plantings through the Keep Charleston Beautiful Division.

Building and Capital Operations - Manage and administer design and construction contracts for new construction and renovations to existing properties. The department also provides routine maintenance and repairs with in-house tradesmen or through contracted services for all City-owned and operated buildings. The department also manages an energy management contract that has resulted in energy savings through the use of LED lighting, climate control, and water conservation devices.

Key Committee Participation:

- a.) Capital Project Review Committee - Core team members prepare and authorize professional service contracts, construction contract change orders, and grant application approvals.
- b.) Design Review Committee - Chair and facilitate meetings to review and approve all construction and proposed modifications for aesthetic considerations to City property or rights-of-way.
- c.) Technical Review Committee – Review private development projects to ensure compliance with City design standards.
- d.) Special Events Committee – Integral participation in permitting and logistics for special events.

2014 ACCOMPLISHMENTS

- Initiated and developed working relationships through grant and permitting processes in conjunction with local, state and federal entities such as the SCDOT, Army Corps of Engineering, DHEC and SCDNR.
- Assisted the Charleston Police Department in development of a City-wide Emergency Response Plan.
- Worked with all City Departments to plan, develop, and implement the Capital Improvement Plan.
- Served on the Government Management System (GMS) selection committee, specifically in regards to the Work Order module portion of the new software package.



PERFORMANCE MEASURES

City Value: Public Safety

Strategic Priority: Ensure the City's facilities and physical plants are safe, adequate, and properly maintained

Measurement Type: Workload/Efficiency

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of building maintenance work orders	3,800	4,399	4,350	4,398	4,400	4,418	4,400
- Requested	3,600	4,296	4,000	4,246	4,250	4,253	4,250
- Completed							
Average number of days to complete a requested building maintenance work order	8 days	6.3 days	7 days	8 days	8 days	9 days	9 days
Number of preventative maintenance work orders	7,250	7,706	7,600	7,578	7,600	7,328	7,600
- Requested	6,815	7,023	7,000	6,958	7,000	6,603	6,700
- Completed							
Average number of days to complete preventative maintenance work order	8 days	7.7 days	8 days	9 days	8 days	8 days	8 days
Average cost per completed building maintenance work order	\$150	\$140.28	\$150	\$126.93	\$150	\$125.02	\$150
Average cost per completed contract work order	\$2,600	\$3,978.56	\$3,800	\$3,057.38	\$3,800	\$3,082.35	\$3,800

City Value: Quality Services

Strategic Priority: Support and coordinate programs that maintain the beauty, cleanliness, and safety of the City's public spaces

Measurement Type: Workload

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of trees planted by city	320	938	300	198	1,890	1,757	1,800
Number of trees catalogued in digital inventory	3,000	969	2,000	840	1,500	171	1,500
Number of requests for tree maintenance	1,668	3,886	1,700	1,575	1,800	3,488	2,750
Litter index (Keep America Beautiful scale from 1.0 being best to 4.0 worst)	2.10	1.28	2.00	1.28	1.8	1.32	1.8
Pounds of litter removed	60,000	57,436	60,000	47,137	50,000	55,467	50,000



PARKS DEPARTMENT

City Value: Regional Partnerships

Strategic Priority: Work with other state and national agencies to promote and ensure a clean and green future for all citizens and visitors

Measurement Type: Workload/Effectiveness

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015 Goal
	Goal	Actual	Goal	Actual	Goal	Actual	
Tree City USA Award	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Keep America Beautiful – President’s Circle Award	Yes	Yes	Yes	Yes	Yes	Yes	Yes

NEW INITIATIVES FOR 2015

- Open the new Gaillard Complex and assist with the transition into the new public office facility and develop a long range Operations and Maintenance Plan for the facility.
- Work with all City Departments on the development, planning and implementation of the City’s Five Year Capital Improvement Plan.
- Complete major maintenance, restoration and infrastructure repairs to the City-owned professional baseball park.



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	4,439,964	4,457,154	4,115,252	5,479,370
Benefits	1,606,979	2,019,210	2,152,531	2,270,201
Operating	6,632,497	6,609,349	6,678,421	7,642,840
Capital	30,640	169,000	265,000	32,500
Operating Transfers	99,528	39,192	39,192	39,724
TOTAL	12,809,608	13,293,905	13,250,396	15,464,635
Per Capita	\$ 101.91	\$ 103.29	\$ 102.96	\$ 115.77

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
170000 Electrical	3,623,845	3,799,475	3,830,619	3,955,803
170100 Facilities Maintenance	1,247,748	1,477,423	1,495,363	1,578,459
520000 Capital Projects	887,075	856,567	868,979	930,647
521000 Parks Administration	1,156,411	1,177,068	1,201,412	1,213,985
522000 Grounds Maintenance	3,295,301	4,609,282	4,251,645	5,566,010
523000 Construction	575,884	708,395	667,105	671,270
524000 Urban Forestry	363,922	-	-	-
525000 Horticulture	465,911	-	-	-
526000 Parks Maintenance Projects	92,189	104,858	104,858	84,585
General Fund Subtotal	11,708,286	12,733,068	12,419,981	14,000,759
Enterprise Fund				
023010 J.P. Riley, Jr. Ballpark	1,101,322	560,837	830,415	1,463,876
Enterprise Fund Subtotal	1,101,322	560,837	830,415	1,463,876
TOTAL	12,809,608	13,293,905	13,250,396	15,464,635

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	154.25	151.00	151.00	151.00
TOTAL	154.25	151.00	151.00	151.00



PARKS DEPARTMENT

DIVISION: 170000 - Electrical
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

This Division is responsible for the installation, construction, and maintenance of plumbing, heating and air conditioning, mechanical pumps, display fountains and electrical and lighting systems in all City buildings, parks, and facilities.

CORE RESPONSIBILITIES

Streetlights - Manage street light maintenance ensuring the City's 15,500 street lights are adequately maintained. In coordination with local utility companies, the division also responds to reported outages and requests for new installations and placement of street lights. Tradesmen respond to emergencies 24 hours a day, 365 days a year.

Fountains - Maintain and repair all display fountains throughout the City, including the Pineapple Fountain in Waterfront Park, one of the most photographed fountains in Charleston.

Mechanical - Oversee the installation and maintenance of all plumbing, heating, and air conditioning systems within City buildings and facilities.

2014 ACCOMPLISHMENTS

- Increased energy performance savings throughout the City through the use of energy efficient technology such as water conservation devices, replacement of HV/AC systems with higher efficiency units, installing variable speed pump systems, and replacing outdated lighting systems during routine maintenance and repairs.

NEW INITIATIVES FOR 2015

- Introduce LED technology into the City's street light management program.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	435,457	430,812	406,800	428,259
Benefits	147,596	156,205	157,061	162,791
Operating	3,040,792	3,212,458	3,266,758	3,364,753
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	3,623,845	3,799,475	3,830,619	3,955,803
Per Capita	\$ 28.83	\$ 29.52	\$ 29.76	\$ 29.61

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Electrical	10.00	10.00	10.00	10.00
TOTAL	10.00	10.00	10.00	10.00



DIVISION: 170100 – Facilities Maintenance
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW

Facilities Maintenance is responsible for in-house and contractual repair and maintenance services for all City facilities, parks, and open spaces. The Division is also responsible for the Cross Connection Program and coordinates Elevator Maintenance, Fire Protection Systems, and Pest Control Maintenance Contracts.

CORE RESPONSIBILITIES

Division is responsible for general maintenance and repair of all City-owned and operated buildings including City Hall, Police Headquarters, Police sub-stations, and Fire Stations. Custodial staff and custodial contracts are also managed under this division. Repair and maintenance of docks and floating docks is also funded through this division. Notable locations include Demetre, Brittlebank, Northbridge and Daniel Island Parks, and the Charleston Maritime Center.

2014 ACCOMPLISHMENTS

- In conjunction with Electrical staff, improved the energy efficiency of City owned facilities through the installation of energy efficient building components during routine maintenance and repairs.
- Implemented a routine marine structure maintenance inspection on all City-owned waterfront amenities.

NEW INITIATIVES FOR 2015

- Continue to work with our Energy Performance partners, Johnson Controls International, in analyzing new opportunities for expanding the City's energy conservation effort.
- Expand the marine structure inspection, repairs and replacement program and explore outsourcing services in an effort to reduce overall costs.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	295,982	310,935	288,000	363,214
Benefits	126,647	149,747	159,237	166,524
Operating	825,119	1,016,741	1,048,126	1,048,721
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,247,748	1,477,423	1,495,363	1,578,459
Per Capita	\$ 9.93	\$ 11.48	\$ 11.62	\$ 11.82

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Facilities Maintenance	15.00	12.00	12.00	12.00
TOTAL	15.00	12.00	12.00	12.00



PARKS DEPARTMENT

DIVISION: 520000 – Capital Projects
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

This division is responsible for the management and administration of capital design and construction contracts for the City. Projects range from simple renovations to complex multimillion-dollar new construction. Professional project management staff with education and experience in the fields of architecture, engineering, building construction and landscape architecture, work with the Capital Projects Review Committee to oversee all capital projects for the City.

CORE RESPONSIBILITIES

Capital projects are typically assigned to a specific project manager who manages the project through all programming, design, construction and completion phases. Project responsibilities include negotiations with vendors/contractors, site inspections, change orders, payment requests, budget and grant management, record keeping, and coordination with other local government, state, or utility entities.

2014 ACCOMPLISHMENTS

- Several capital projects were completed in 2014 including the Beaufain Street Streetscape, Best Friend Museum, Northbridge Park, several park improvements, and capital maintenance projects. A comprehensive list of completed projects is listed under the CIP section of this document.

NEW INITIATIVES FOR 2015

- Gadsdenboro Park and the Gaillard Complex are major projects set for completion in 2015.
- Other projects scheduled for completion include the Spring Cannon streetscape project and Theodora Park.
- Design is scheduled to begin for the West Ashley Senior Center and new fire stations in the Cainhoy and West Ashley areas of the City.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	483,086	435,167	402,900	464,229
Benefits	140,138	133,837	142,671	145,410
Operating	204,080	151,063	323,408	321,008
Capital	-	136,500	-	-
Operating Transfers	59,771	-	-	-
TOTAL	887,075	856,567	868,979	930,647
Per Capita	\$ 7.06	\$ 6.66	\$ 6.75	\$ 6.97

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Capital Projects	7.00	7.00	7.00	7.00
TOTAL	7.00	7.00	7.00	7.00



DIVISION: 521000 – Parks Administration
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Parks Administration Division is responsible for all basic administrative functions including budgeting, record keeping, purchasing, processing of payroll, and personnel issues pertaining to department operations. The Director of Parks supervises the administrative team and the three sections of the Department consisting of Parks, Buildings, and Capital Projects.

CORE RESPONSIBILITIES

Parks Administration handles all department budget requests, expenditure and revenue monitoring, and preparation of required budget forms. Employees in this division are responsible for initiating all purchase request documentation and managing the open purchase order report. Calls from the public are received through two main lines and one work order line. Administration responds to online requests through the GovQA web portal. Other functions handled by this division include supply receiving, equipment & supply check out, uniform requisition, vehicle maintenance requests, time clock reporting functions, and special event preparation.

2014 ACCOMPLISHMENTS

- Performed Six Minute Trainings with staff according to the City's Business Management Plan.
- Reformatted and updated the departmental Emergency Preparedness Plan.
- Improved performance reporting by including direct state tax payments in cost averages.

NEW INITIATIVES FOR 2015

- Assist Grounds Maintenance management with expenditure tracking through increased training on expenditure reports and providing greater access to a shared project drive.
- Cross-train new Administrative Specialist on Lathem Time Clock reporting and TCOL entry in OneSolution.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	752,794	746,782	767,339	767,350
Benefits	241,226	259,566	262,878	275,515
Operating	162,391	170,720	171,195	171,120
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,156,411	1,177,068	1,201,412	1,213,985
Per Capita	\$ 9.20	\$ 9.15	\$ 9.33	\$ 9.09

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Parks Administration	15.25	16.00	16.00	16.00
TOTAL	15.25	16.00	16.00	16.00



PARKS DEPARTMENT

DIVISION: 522000 – Grounds Maintenance
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Grounds Maintenance Division consists of three united branches of operations: Grounds Maintenance, Horticulture, and Urban Forestry. These branches are tasked with caring for over 1,800 acres of green space, 120 parks, 50 playgrounds, and athletic complexes. All three groups assist in supporting special events sponsored by the City of Charleston.

CORE RESPONSIBILITIES

Grounds Maintenance - Crews are responsible for routine and specialized care of all parks and green spaces, including five athletic complexes that require professional quality turf management. Care for surface parking lots, garages, and some rights-of-ways are also managed within this division.

Urban Forestry - Manages the urban forest and coordinates the street tree planting program. Accurate inventories are maintained for all City trees, including species, health condition, and maintenance records. Permitting and placement for over-the-road banners are handled by this group.

Horticulture - Responsible for the propagation, installation, and maintenance of all plant bedding displays throughout the City. This team maintains responsibility for Hampton Park and coordinates the Stewards of Hampton Park Program.

2014 ACCOMPLISHMENTS

- The Tiedemann Park renovation project was completed through a team effort with the Charleston Parks Conservancy in order to revitalize resident use of the park.
- In 2014 the City of Charleston was awarded the Tree City USA designation by the Arbor Day Foundation for the 31st consecutive year.
- Parks Grounds Maintenance was successful in meeting the increased demands created by increased athletic program participation. Responsibilities included sports field layout and painting for both youth and adult sports including football, soccer, lacrosse, baseball and softball. In the height of the season this comprises over 130 different layouts and field paintings per week.

NEW INITIATIVES FOR 2015

- Refine and improve Parks maintenance practices by educating department employees on newer horticultural methods for park maintenance.
- Continued refinement of the contracted Parks maintenance program to increase the care and quality of the City's roadway corridors in order to present attractive landscapes to citizens and visitors alike.



DIVISION EXPENDITURES	2013 ACTUAL *	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	2,053,824	2,060,422	1,811,800	2,991,293
Benefits	796,468	1,131,036	1,241,865	1,324,293
Operating	1,244,202	1,385,324	1,165,480	1,217,924
Capital	30,640	32,500	32,500	32,500
Operating Transfers	-	-	-	-
TOTAL	4,125,134	4,609,282	4,251,645	5,566,010
Per Capita	\$ 32.82	\$ 35.81	\$ 33.04	\$ 41.67

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL *	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Grounds Maintenance	94.00	93.00	93.00	93.00
TOTAL	94.00	93.00	93.00	93.00

* In 2014 a restructuring occurred that combined Urban Forestry and Horticulture Divisions into the Grounds Maintenance Division. The 2013 Actual shown here includes expenditures from Urban Forestry and Horticulture for comparison purposes.



PARKS DEPARTMENT

DIVISION: 523000 - Construction
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Construction Division is responsible for construction and maintenance on all City structures, buildings, playground equipment, fencing, park sites, and streetscapes. The Division provides close support to the Capital Projects and Parks Operations divisions by performing new construction, specializing in historic masonry.

CORE RESPONSIBILITIES

This division undertakes diverse carpentry projects encompassing everything from roofing to interior trim work. Masonry staff is responsible for various brick work, bluestone walkways, and granite curbing. In-house painters handle small interior and exterior paint jobs. Graffiti removal is performed by various staff as necessary. Staff also undertakes playground equipment maintenance and repair for 50 playgrounds throughout the City and constructs and installs park benches for placement in new and existing parks.

2014 ACCOMPLISHMENTS

- Joining in the City's efforts to promote bicycling with secure public bike parking downtown, Parks installed 94 public bike parking spaces on King Street and in the French Quarter.
- Working with support from various community groups, the Construction Division installed the new Denmark Vesey monument in Hampton Park.
- Completed the renovation of the playground and plaza areas at Tiedemann Park.

NEW INITIATIVE FOR 2015

- Develop and implement an improved site inspection check list for City playgrounds.
- Upgrade City playground sites with mulch in compliance with National Playground Safety Standards.
- Install approximately 150 public bike parking spaces in streets, sidewalks, garages and parks throughout the City.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	369,015	427,245	383,500	418,727
Benefits	135,897	170,705	170,705	177,143
Operating	70,972	110,445	112,900	75,400
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	575,884	708,395	667,105	671,270
Per Capita	\$ 4.58	\$ 5.50	\$ 5.18	\$ 5.03

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Construction	12.00	12.00	12.00	12.00
TOTAL	12.00	12.00	12.00	12.00



DIVISION: 526000 – Parks Maintenance Project
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Parks Maintenance Project Division funds the Street Tree Planting Program. This includes both trees planted and maintained in the normal course of annual plantings and those paid for through donated resources. This Division also utilizes funding allocated to design and construct small, non-capital park improvements throughout the year.

CORE RESPONSIBILITIES

The division oversees expenditures and manages tree plantings whether by Grounds Maintenance Division or by private contractor to ensure they comply with the guidelines designed for the Tree Planting and Tree Planting Donated accounts. Records are maintained by Parks Department administrative staff that tracks revenues and expenditures for Donations, Mitigation, and Street Tree Banking. Revenues collected in 2014 for Street Tree planting and maintenance totaled \$43,060.00.

2014 ACCOMPLISHMENTS

- Completed a landscape beautification project at the Visitor's Center Garage featuring new palmetto trees and landscaping.
- Replaced diseased trees within the historic core along Meeting Street with new Crape Myrtles and Chinese Elms.
- Utilized Street Tree Banking funds to complete the plantings at Bolton's Landing and Swygert's Landing.

NEW INITIATIVES FOR 2015

- Landscape renovations planned for the east side of the City's Visitor Information Center.
- Installation of 30' tall River Birch Trees at Joe Riley Ball Park.
- Plant Live Oak street trees at Ashley Park Phase 4 utilizing Street Tree Banking funds.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	92,189	104,858	104,858	84,585
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	92,189	104,858	104,858	84,585
Per Capita	\$ 0.73	\$ 0.81	\$ 0.81	\$ 0.63

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Parks Maintenance Projects	-	-	-	-
TOTAL	-	-	-	-



PARKS DEPARTMENT

DIVISION: 023010 - Joseph P. Riley, Jr. Ballpark

FUND: Joseph P. Riley, Jr. Ballpark Enterprise Fund

FUNCTION: Enterprise Fund

DIVISION OVERVIEW

The division is responsible for providing management and maintenance of the 174,000 square foot professional baseball stadium, home to the Charleston RiverDogs, the Class A affiliate of the New York Yankees. Affectionately referred to as “The Joe,” the ballpark is used by the RiverDogs from April to August but also hosts Citadel baseball games, concerts, company outings, public events, and other activities during the year.

CORE RESPONSIBILITIES

The Building Manager oversees all physical attributes of the building maintenance and repairs and remains on-call for all emergencies. Complex renovations and other capital improvements are completed through the Capital Projects and Facilities Management staff. Responsibilities include painting, plumbing, electrical, mechanical, fire protection, pumping stations, and climate control systems. Along with the physical structure, the division is responsible for ongoing maintenance of the grounds and parking area.

2014 ACCOMPLISHMENTS

- All 165 foot High-mast ball field lights were cleaned and new bulbs installed, meeting Major League Baseball’s lighting requirements.
- Replaced the Major Air Handler, Air Conditioning Unit, covering the Visitor’s Locker Room and Umpire’s Locker Room.
- Installed new roofing to cover the suite areas at a cost of \$160,000.

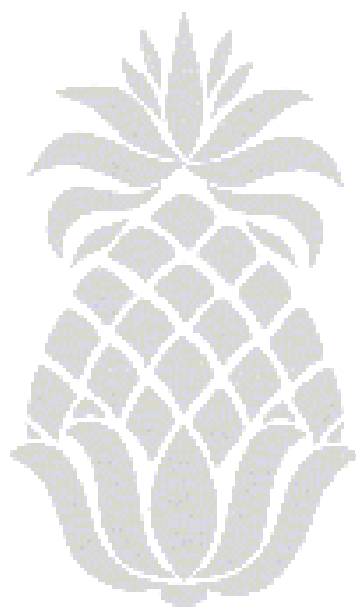
NEW INITIATIVES FOR 2015

- Design and replace emergency egress back stairwell for approximately \$350,000.
- Caulk and seal all masonry expansion joints to include the waterproofing of the concrete deck areas.



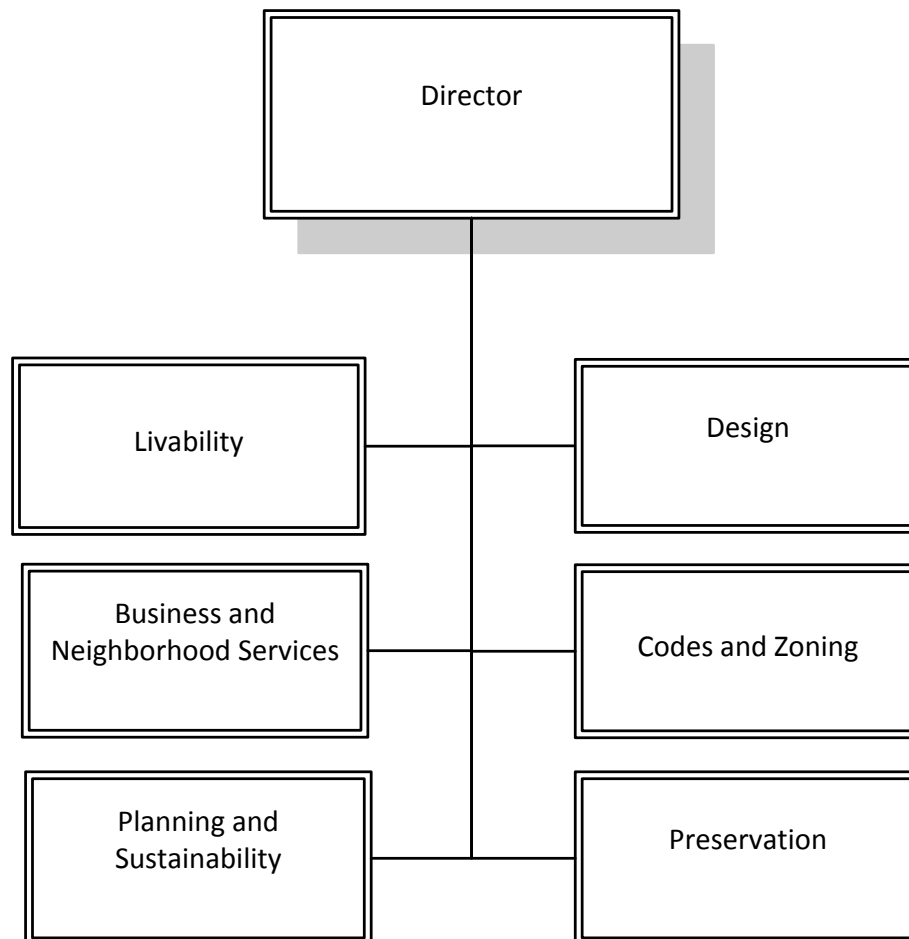
DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	49,806	45,791	54,913	46,298
Benefits	19,007	18,114	18,114	18,525
Operating	992,752	457,740	485,696	1,359,329
Capital	-	-	232,500	-
Operating Transfers	39,757	39,192	39,192	39,724
TOTAL	1,101,322	560,837	830,415	1,463,876
Per Capita	\$ 8.76	\$ 4.36	\$ 6.45	\$ 10.96

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
J. P. Riley, Jr. Ballpark	1.00	1.00	1.00	1.00
TOTAL	1.00	1.00	1.00	1.00





PLANNING, PRESERVATION AND SUSTAINABILITY



DEPARTMENT MISSION STATEMENT

To enable high quality development in keeping with the City's Comprehensive Plan and to enhance the quality of life and physical characteristics of our neighborhoods.



DEPARTMENT OVERVIEW

The Department is comprised of the following divisions: Administration, Livability, Design, Preservation, Zoning and Codes, Planning and Sustainability, and Business and Neighborhood Services.

CORE RESPONSIBILITIES

The Department is charged with developing and updating the City's comprehensive plan which prescribes the pattern of growth and development desired by the community. The plan establishes the urban growth boundary, development patterns and street network, and other critical issues regarding the physical growth within the incorporated areas. The Department is also charged with reviewing and approving development plans to ensure their conformance with the comprehensive plan along with maintaining, interpreting, and explaining the Zoning Ordinance, Subdivision Regulations, annexation, and other development rules and regulations.

Zoning regulations address the use of property including the location, sizing, and height of buildings, parking requirements, protection of trees and landscaping requirements, use of signs, and other aspects of land use. The regulations also address the preservation of structures within the historic districts and the design of new buildings within the historic districts and along major suburban corridors.

Enforcement of ordinances and nuisance complaints is the responsibility of the Livability Division. The Livability Code Enforcement Officers primarily investigate nuisance complaints on dilapidated buildings, abandoned vehicles or bicycles, illegal dumping, graffiti, overgrown properties and tourism management violations. Nuisance offenses are handled in the Livability Court. The primary goals are to ensure the health, safety, and welfare of the public and tourists while maintaining property values and encouraging economic development.

To further preserve the physical qualities of the City, sustainability initiatives protect and improve the natural resources and maintain the environment in urban and suburban areas. Planning and Sustainability leads the initiative to become more efficient with energy, transportation modes, water, waste, and recycling. The division oversees the Green Business Challenge to promote environmental sustainability while enhancing business profitability.

Fundamental to all services is attracting and retaining a diverse collection of businesses while promoting and maintaining a safe and desirable living and working environment for citizens. Additional services provided by the department include annexation, demographics tracking, data collection and analysis, neighborhood council support and the facilitation of community involvement in planning and development activities.

2014 ACCOMPLISHMENTS

- Completed an update to the Tourism Management Plan.
- Hired three tourism enforcement officers to increase tourism enforcement on the peninsula.
- Incorporated the Civic Design Center into the department operations as the Design Division.
- Completed the West Ashley Economic Development Study and Strategic Plan and the Upper Peninsula Initiative.



PERFORMANCE MEASURES

City Value: Public Safety

Strategic Priority: Enforce the environmental, housing, and nuisance codes of the City

Measurement Type: Workload/Efficiency

	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of Substandard Housing Inspections	3,000	5,863	3,000	4,746	3,000	3,192	3,000
Number of Substandard housing violation notices given	800	576	800	950	800	61	800
Number of demolitions (partial or total)	18	24	5	1	5	0	5
Number of Property Standards violation notices	5,000	4,442	5,000	7,730	5,000	6,449	6,500
Percent of code violation inspections completed within 24 hours of request: Property Substandard housing	95% 90%	100% 100%	95% 90%	100% 100%	95% 95%	100% 100%	95% 90%
Number of Late Night Entertainment Establishment (LNE) applications processed	ND	ND	30	22	60	55	10
Number of Livability Court cases	500	397	500	386	500	20	500
Livability Court convictions	300	95	300	96	300	2	300
Percentage of Livability cases with voluntary compliance of code enforcement violations	93%	97%	93%	95%	93%	95%	93%

City Value: Physical Place

Strategic Priority: Protect and preserve the City's architectural resources

Measurement Type: Workload

	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Total number of Design Review Board applications	430	404	400	205	210	247	300
Number of Design Review Board applications presented in public hearings	35	34	35	36	36	35	40
Number of general zoning complaints resolved	240	72	75	32	54	11	50
Number of applications before the Board of Architectural Review presented in public hearings	220	316	276	336	300	382	435
Number of applications – Board of Zoning Appeals, Zoning	135	144	135	170	155	246	200



PLANNING, PRESERVATION AND SUSTAINABILITY

City value: Physical Place

Strategic Priority: Promote and ensure high quality public and private development in the City

Measurement Type: Workload

	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of rezoning and zoning applications before the Planning Commission	130	185	170	68	100	91	90
Number of subdivision applications before the Planning Commission, Technical Review committee, and staff	95	113	100	123	110	235	200
Business License Certificate of Occupancy applications processed	850	796	800	764	800	861	800

NEW INITIATIVES FOR 2015

- Relocation to new Gaillard Municipal Complex with minimal business interruption.
- Implementation of the Customer Management System and centralized permit center.
- Completion of a study to review the BAR design review process and recommend strategies to improve building design in the City.
- Completion of a Peninsula Bike Plan.
- Implementation of the Upper Peninsula Zoning Ordinance.



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	1,739,565	1,922,963	2,060,916	2,221,524
Benefits	556,289	654,197	659,534	763,215
Operating	229,846	379,157	333,155	378,970
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	2,525,700	2,956,317	3,053,605	3,363,709
Per Capita	\$ 20.57	\$ 23.52	\$ 24.29	\$ 26.14

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
225000 Livability	526,889	654,744	629,997	811,504
415000 Planning, Preservation and Sustainability Administration	565,212	607,749	648,689	608,950
420000 Preservation Division	675,593	784,596	762,188	799,058
421000 Design Division	231,897	212,768	317,551	371,324
430000 Planning and Sustainability	342,306	430,756	430,595	440,013
820000 Business and Neighborhoods Services	183,803	265,704	264,585	332,860
TOTAL	2,525,700	2,956,317	3,053,605	3,363,709

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	42.64	42.64	45.64	46.64
TOTAL	42.64	42.64	45.64	46.64



PLANNING, PRESERVATION AND SUSTAINABILITY

DIVISION: 225000 – Livability
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

To create a system that effectively and efficiently enforces applicable ordinances to improve the livability and quality of life of all City of Charleston residents, while being fair and just to the accused and to promote an environment that is receptive to tourism and historic preservation.

CORE RESPONSIBILITIES

- Residential code enforcement: Officers inspect and enforce nuisance violations, i.e. litter and debris, overgrowth and abandoned vehicles on private residential properties.
- Central business district enforcement: Officers inspect and enforce sanitation violations that occur at restaurants, bars and all other commercial businesses.
- Substandard Housing Team: Officers inspect and track all vacant houses and property to ensure that owners are complying with City ordinances applicable to the minimum standards required for vacant structures.
- Tourism enforcement: Officers enforce carriage and walking tour violations, coach and tour bus violations, rickshaw violations, and palmetto artisan and vendor violations.
- Quick Response Squad: Officers are responsible for removing graffiti from public property, tagging and removing abandoned bicycles on public property, and cleaning areas where illegal dumping of debris has occurred.
- Keep Charleston Beautiful: Keep Charleston Beautiful staff involves residents and businesses in neighborhood revitalization efforts through educational programs, grant funding initiatives, and citizen volunteer recruitment.

2014 ACCOMPLISHMENTS

- Assumed the duties of tourism enforcement and hired three tourism enforcement officers.
- Conducted the College of Charleston Operation Move-Out with 100% success.
- Eradicated graffiti from more than 2,817 locations throughout the City.
- Responsible for bringing 6,449 residential and commercial property owners into compliance with the City's nuisance ordinance.

NEW INITIATIVES FOR 2015

- Strengthen relationships between the tourism industry, the community and the City through education and communication.
- Continue to foster relationships with all neighborhood associations through effective communication and by being responsive to neighborhood concerns.
- Form unified relationships with code enforcement divisions from Charleston County and the Town of James Island in an effort to resolve nuisance issues that cross over jurisdictional boundaries.



DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	345,753	379,189	424,381	487,025
Benefits	133,161	161,775	162,696	206,379
Operating	47,975	113,780	42,920	118,100
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	526,889	654,744	629,997	811,504
Per Capita	\$ 4.29	\$ 5.21	\$ 5.01	\$ 6.31

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Livability	12.00	12.00	15.00	15.00
TOTAL	12.00	12.00	15.00	15.00



PLANNING, PRESERVATION AND SUSTAINABILITY

DIVISION: 415000 – Planning, Preservation, and Sustainability Administration

FUND: General Fund

FUNCTION: Urban and Community Development

DIVISION OVERVIEW

The Administration Division provides managerial and support to all divisions within the Department.

CORE RESPONSIBILITIES

The administrative functions include all facets of management including budget request development and monitoring, purchasing requests, payroll input, and management of employees. Additionally, the Director provides direct support to the Mayor and Council on urban planning, annexation, economic vitality, and quality of life issues impacting citizens and businesses.

2014 ACCOMPLISHMENTS

- Provided assistance to over 1,000 informational requests from developers, businesses, property owners and citizens.
- Provided support to neighborhood associations.
- Assisted with facilitation of meetings with neighborhood presidents.

NEW INITIATIVES FOR 2015

- Complete relocation to new Galliard Municipal Center.
- Full implementation of Customer Management System and Permit Center.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	370,115	371,303	373,149	372,966
Benefits	103,328	106,735	106,735	111,779
Operating	91,769	129,711	168,805	124,205
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	565,212	607,749	648,689	608,950
Per Capita	\$ 4.60	\$ 4.84	\$ 5.16	\$ 4.73

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Planning, Preservation and Sustainability Admin.	5.00	5.00	5.00	5.00
TOTAL	5.00	5.00	5.00	5.00



DIVISION: 420000 – Preservation Division
FUND: General Fund
FUNCTION: Urban and Community Development

DIVISION OVERVIEW:

The Design and Preservation Division administers and enforces City of Charleston ordinances for design, historic preservation, zoning and building codes which includes 49 base zoning districts, 54 planned unit development districts, and 12 overlay zoning districts. In providing these services, staff members have considerable interaction with the public including assisting with questions, reviewing construction plans and development proposals, and reviewing Business License Certificate Occupancy applications. The division provides administration of six boards:

Board of Architectural Review (BAR) - The Board of Architectural Review is responsible for overseeing the preservation and protection of the historic and architecturally significant structures and neighborhoods in the City of Charleston.

Design Review Board (DRB) - The purpose of the Design Review Board is to protect and enhance the visual character and economic value of the City's major commercial corridors. The DRB reviews commercial and multi-family renovations, new construction, demolition and signage along these corridors.

Board of Zoning Appeals-Site Design (BZA-SD) - The Board hears requests for zoning variances and special exceptions that relate to site planning issues. Requests before the Board typically involve zoning requirements for tree protection, landscaping, parking lot design, and street design standards.

Board of Zoning Appeals-Zoning (BZA-Z) - The Board hears requests for zoning variances and special exceptions. The board also hears appeals to administrative decisions. Requests before the Board typically involve zoning regulations for the use of property, density of residential development, parking, and the height, area and location of buildings

Planning Commission - The Planning Commission makes recommendations to City Council on proposed plans, plan updates and rezoning applications. The Planning Commission is also the final decision-making authority on most applications to subdivide property.

Technical Review Committee - The Technical Review Committee (TRC) reviews site plans, subdivisions, and road construction plans for compliance with City of Charleston codes. TRC exists to help people working on development projects get them designed and permitted in the most efficient manner possible.

CORE RESPONSIBILITIES:

- Reviews approximately 2,000 permit requests annually.
- Organizes more than 40 public hearings and public meetings each year.
- Provides public notification for each public hearing in accordance with the laws of the State of South Carolina.
- Sponsors educational workshops.
- Investigates complaints and, if necessary, prosecutes violations before the City's Livability Court.



PLANNING, PRESERVATION AND SUSTAINABILITY

- Advises the Design Review Board, the Board of Architectural Review, and the City Design Review Committee.
- Conducts more than 600 site inspections annually in response to public requests, development proposals and permitting.
- Investigates complaints and, if necessary, prosecutes violations before the City's Livability Court.
- Coordinates the review of more than 300 applications to the Technical Review Committee.

2014 ACCOMPLISHMENTS

- Developed an architectural "Look Book" or portfolio of projects to illustrate good design for applicants to foster high quality public and private development in the City of Charleston.
- Increased the number of projects reviewed by 18% from the previous year.
- Completed the hiring of three new staff members to replace four former staff members with more than 35 years of combined experience.
- Revised "Rules of Procedure," submittal requirement handouts, policy statements, and other documents to improve the development review process and provide accessibility in convenient formats.

NEW INITIATIVES FOR 2015

- Accomplish the relocation/transition to the new Permit Center with no interruption in service.
- Revive the Demolition by Neglect Task Force.
- Continue to encourage the highest level of quality by presenting Excellence in Design Awards.
- Continue to improve the City web site with more public information about common zoning requests, such as zoning regulations for short term rentals.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	485,587	560,970	536,722	565,099
Benefits	160,957	187,641	189,481	197,054
Operating	29,049	35,985	35,985	36,905
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	675,593	784,596	762,188	799,058
Per Capita	\$ 5.50	\$ 6.24	\$ 6.06	\$ 6.21

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Preservation Division	12.00	13.00	13.00	13.00
TOTAL	12.00	13.00	13.00	13.00



DIVISION: 421000 - Design Division
FUND: General Fund
FUNCTION: Urban and Community Development

DIVISION OVERVIEW

The Design Division is the City of Charleston's urban design studio. The division provides expertise on matters of land development, transportation, housing, public space, urbanism and city life by producing rigorous study and guidance to City departments engaged in planning for Charleston's future. Second, the division works to cultivate design excellence within the City and in the community, to set expectations for future development at the highest possible level.

CORE RESPONSIBILITIES

- Design studio: Provide urban design, planning, landscape architecture and architectural design for City projects in various stages of development
- Development expertise: Set community and developer expectations for development and investment during this key growth period of the City
- Planning support: Assist Planning Department

2014 ACCOMPLISHMENTS

- Completed the Upper Peninsula Study for over 100 acres of peninsular Charleston, which has resulted in a new performance based, incentivized zoning, the first of its type in the state.
- Completed the Citadel Mall Design Study, which proposed redevelopment of a depressed retail property.
- Completed the Sam Rittenberg Corridor Study, which proposed public and private sector investments.
- Designed the New King Street Square proposal.
- Supported design of the City's technology incubator, Flagship 3.
- Proposed a new vision for Morrison Drive and 999 Morrison as a high-density, high value district.
- Encouraged quality development on over 220 acres of land in the City of Charleston.

NEW INITIATIVES FOR 2015

- Providing ongoing design leadership for urban design projects in planning, design and construction phases.
- Supporting upcoming study of the Board of Architectural Review with City's consultant.
- Studying bicycle usage downtown in collaboration with Charleston Moves to provide for safer cycling on the peninsula.
- Curating design exhibition at Waterfront Gallery focused on the revitalization of Charleston.



PLANNING, PRESERVATION AND SUSTAINABILITY

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	171,501	135,063	255,230	272,419
Benefits	43,502	40,024	40,024	66,893
Operating	16,894	37,681	22,297	32,012
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	231,897	212,768	317,551	371,324
Per Capita	\$ 1.89	\$ 1.69	\$ 2.53	\$ 2.89

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Design Division	2.72	2.72	2.72	2.72
TOTAL	2.72	2.72	2.72	2.72



DIVISION: 430000 – Planning and Sustainability
Fund: General Fund
Function: Urban and Community Development

DIVISION OVERVIEW

The Planning and Sustainability division is responsible for promoting a strong community and vital public realm. The division works to preserve and enhance the diverse neighborhoods while also promoting a healthy urban environment. The division collaborates with other departments, businesses, and citizens to help balance the current needs with the growth projected in the future.

CORE RESPONSIBILITIES:

The Planning and Sustainability Division prepares, maintains, and works to implement the City's Comprehensive Plan, known as the Century V City Plan, area plans, neighborhood plans, and other special planning initiatives. The division also staffs the City's Planning Commission, making recommendations on all cases before that body based on the recommendations of the above mentioned plans. The division handles all aspects of the City's annexation activities, the City's bicycle and pedestrian planning, the City's Complete Streets initiatives, and the City's Sustainability initiatives. The efforts of the City's Upper Peninsula Initiative are housed within this division as well.

2014 ACCOMPLISHMENTS

- Handled approximately 145 cases before the Planning Commission.
- Began the Upper Peninsula Initiative with extensive use of residents, property owners, and local experts as part of the team creating ideas and plans for the area.
- Brought in 39 annexations covering 983 acres and including 55 new residents.
- Provided new bike parking locations downtown to discourage damage to trees and City signage.

NEW INITIATIVES FOR 2015

- Completion of the Folly Road Complete Streets Study and Charrette (intensive multi-day design workshops).
- Development and Implementation of the Upper Peninsula Incentive-Based Zoning ordinance.
- Assistance in implementation of West Ashley Planning Initiatives.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	229,719	281,804	280,495	282,576
Benefits	70,803	91,512	91,512	94,489
Operating	41,784	57,440	58,588	62,948
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	342,306	430,756	430,595	440,013
Per Capita	\$ 2.79	\$ 3.43	\$ 3.43	\$ 3.42

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Planning and Sustainability	5.92	5.92	5.92	5.92
TOTAL	5.92	5.92	5.92	5.92



PLANNING, PRESERVATION AND SUSTAINABILITY

DIVISION: 820000 – Business and Neighborhood Services
FUND: General Fund
FUNCTION: Urban and Community Development/Economic Development

DIVISION OVERVIEW

The role of the Division of Business and Neighborhood Services is to help new and existing businesses in the City grow and succeed, especially those in the “lifestyle” sector that includes retail, tourism, hospitality, and the arts. To fulfill this mission, the division assists business owners in a wide variety of ways: navigating the City’s permitting processes, securing financing, finding and developing real estate, and identifying other resources that might help them to maintain a successful business. By virtue of its placement within the Department of Planning, Preservation, and Sustainability, Business and Neighborhood Services is intended to represent the interests of businesses and the business community in discussions of city planning, land use, neighborhood services, etc. The division also provides support to the Neighborhood Associations ensuring they are informed of city activities, assisting with their growth and development, and facilitating biannual meetings with the Mayor.

CORE RESPONSIBILITIES

- Guide businesses through City approval processes.
- Guide businesses/development community and facilitate communication with various City departments.
- Connect businesses to useful resources outside the City for issues such as finding space, financing, business planning, and marketing.
- Assist businesses with public right-of-way maintenance problems, construction impacts, and similar City-related issues.
- Periodically undertake pedestrian counts in key retail corridors.
- Serve on Peninsula Strategic Initiatives Task Force.
- Promote and facilitate retail relocation to Charleston by connecting retailers to brokers, property owners and other useful resources.
- Prepare for and facilitate twelve meetings per annum between the Mayor and groups of neighborhood presidents.
- Attend neighborhood association meetings.
- Make on-site visits to neighborhoods, answer calls for information from neighborhood presidents, board members, residents, citizens, non-profits, utility companies, businesses and submit requests for service into the citizen support system.
- Promote membership in the Neighborhood Council and maintain comprehensive database.
- Direct the Neighborhood Commission.
- Produce annual Neighborhood Roundtable event, Harold Koon Volunteer Award event, and represent the department on the Special Events and Town & Gown Committees.
- Assist City departments on their projects in neighborhoods by providing information, introduction, and advocacy.

2014 Accomplishments

- West Ashley Economic Development Study & Strategic Plan completed.
- Over 200 new and existing businesses received substantial assistance with permitting and approvals.



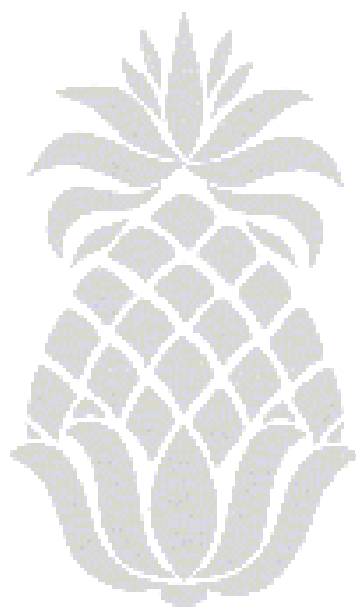
- Two neighborhoods added to street sweeping program, developed marketing materials and increased awareness of street sweeping program.
- Developed new King Street Database - introduced ability to gather statistics, reorganize, and further analyze data.
- Processed 55 Late Night Entertainment Establishment permit applications.
- Added ten new neighborhood trash baskets purchased by the associations.
- Assisted on the Tourism Management Plan Advisory Committee.
- Promoted neighborhood involvement in the Hwy. 61 Commercial Overlay Ordinance process.

New Initiatives for 2015

- Develop initiatives to realize West Ashley Strategic Plan.
- Develop Business Database for Avondale, Spring/Cannon Corridor, Market St./East Bay business district.
- Add new neighborhoods to the Complete Street sweeping Program.
- Continue extension of the King St. Garbage & Trash Collection Pilot Program.
- Continue extension of the King St. Deliveries Program.

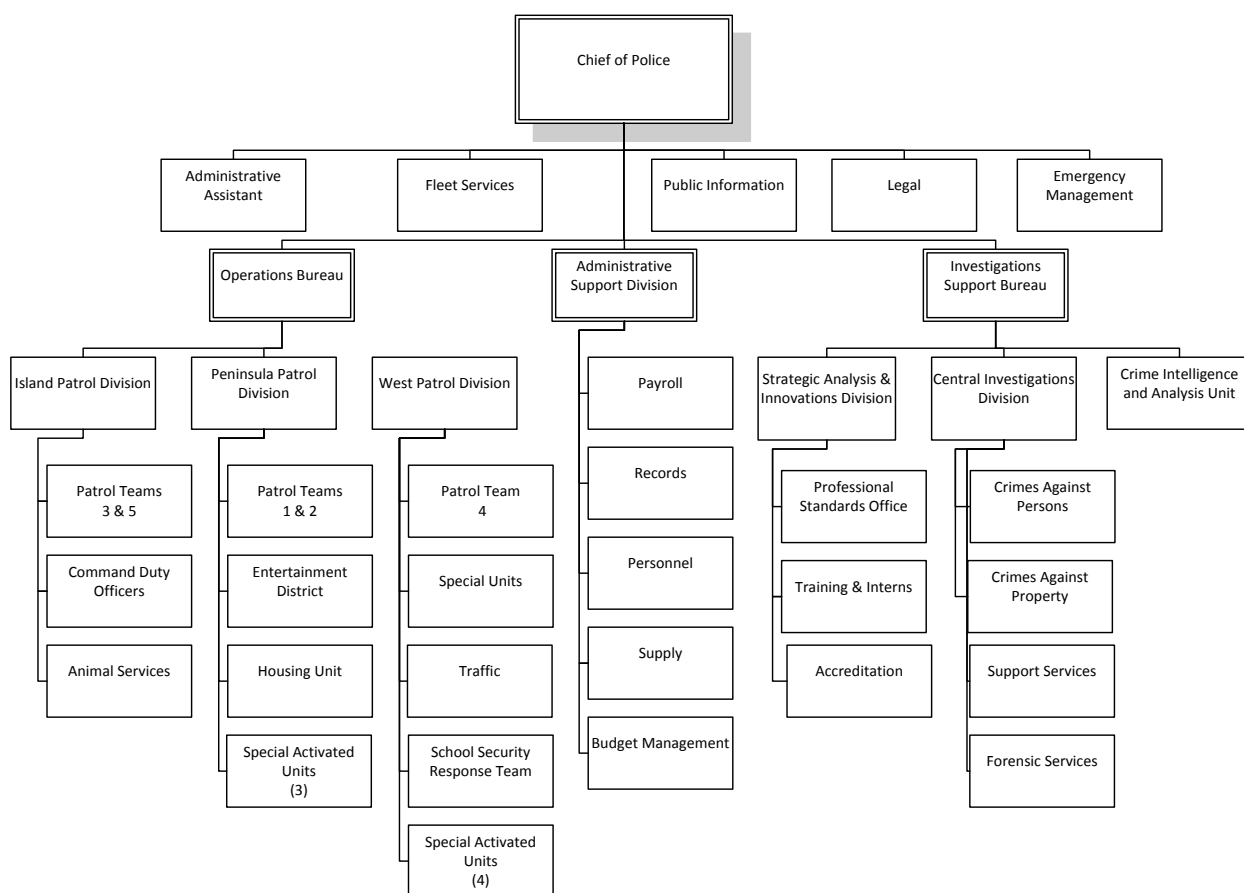
DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	136,890	194,634	190,939	241,439
Benefits	44,538	66,510	69,086	86,621
Operating	2,375	4,560	4,560	4,800
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	183,803	265,704	264,585	332,860
Per Capita	\$ 1.50	\$ 2.11	\$ 2.11	\$ 2.59

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Business and Neighborhood Services	5.00	4.00	4.00	5.00
TOTAL	5.00	4.00	4.00	5.00





POLICE DEPARTMENT



DEPARTMENT MISSION STATEMENT

To serve all people within the City of Charleston with respect, fairness, and compassion through the protection of life and property; the preservation of peace, order, and safety; vigorous enforcement of local, state, and federal laws; and the nurturing of public trust by holding ourselves to the highest standards of performance and ethics.



DEPARTMENT OVERVIEW

The City of Charleston Police Department is under the direct supervision of the Chief of Police. It is comprised of the Office of the Chief of Police, Administrative Services Division, Operations Bureau and Investigations/Support Bureau. The department is responsible for the enforcement of all laws; investigation of crimes against both persons and property; and the overall physical protection of the public at all times, including during periods of disaster or public disorder. Additional responsibilities of the department include animal control, maintenance of criminal records and files, law enforcement communications, crime prevention and community outreach efforts.

CORE RESPONSIBILITIES:

The Charleston Police Department is divided into five patrol teams that serve a population of 133,579 throughout 131.0 square miles; on both land and water. The Department works in partnership with the community, courts, political leadership, and multiple external agencies to promote individual and community responsibility. A strong commitment exists to protect and improve the quality of life for all citizens. Through these partnerships, the Charleston Police Department has continued success in the reduction of serious crime and victimizations.

The primary focus of the Department continues to be the reduction of violent crime and the resulting fear it creates. The reductions in violent crime came from two of the fundamental philosophies that represent the foundation of the Department's efforts: a continual *"sense of urgency"* and *"all in"* mentality. These foundation points sustain quick responses regarding criminal activity in both a holistic and integrated manner.

The Police Department continues its effort to maximize the use of technology to assist officers on the street. This is accomplished by providing the best and most relevant information available in real-time. This is a continuing strategy for the Department.

2014 ACCOMPLISHMENTS

- 3rd Year of CALEA assessment took place. Awarded 100% compliance with mandatory and all applicable optional standards.
- CALEA Assessors held 30+ meetings with employees and members of the community. Interviews found that the community sees policing as a community oriented action and most within the community felt a close relationship with the police department.



PERFORMANCE MEASURES

City Value: Citizens

Strategic Priority: Continuously improve the community and police partnership by establishing and maintaining community outreach programs.

Measurement Type: Workload

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of community presentations and events	150	174	150	247	150	256	150
Number of security surveys conducted	50	51	50	37	50	18	25
Number of youth engagement activities	175	176	175	257	175	294	175
Number of new neighborhood watches	10	12	10	7	10	12	10

City Value: Public Safety

Strategic Priority: Reduce frequency and severity of crimes and fear of crimes against persons and property with prevention efforts through community education and awareness programs.

Measurement Type: Workload/Effectiveness

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of incidents for Part One Index Violent Crimes ¹	450	287	450	238	450	275	450
Percentage of incidents for Part One Index Violent Crimes compared to prior year ²	-5%	-24.80%	-5%	-17.07%	-5%	15.55%	-5%
Number of incidents for Part One Index Property Crimes ³	3,600	3,405	3,600	3,211	3,600	3,141	3,600
Percentage of incidents for Part One Index Property Crimes compared to prior year ⁴	-5%	-10.10%	-5%	-5.70%	-5%	-2.18%	-5%
Number of traffic fatalities	12	12	12	10	12	9	12

1. Includes homicide, rape, robbery, and aggravated assault
2. Comparison to prior year based on SLED Executive Summary Report
3. Includes larceny, burglary, and motor vehicle theft
4. Comparison to prior year based on SLED Executive Summary Report



POLICE DEPARTMENT

City Value: Public Safety

Strategic Priority: Provide training, educational development, career enhancement opportunities to officers and civilian personnel.

Measurement Type: Effectiveness

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Percent of sworn officers who are minorities	30%	23.4%	30%	24.5%	30%	22.0%	30%
Percent of sworn officers who are women	18%	16.6%	18%	16.6%	18%	17.0%	18%
Percent of personnel with advanced degrees	16%	15.7%	16%	16.4%	16%	17.0%	16%

City Value: Public Safety

Strategic Priority: Maintain CALEA accreditation by meeting the professional standards.

Measurement Type: Effectiveness

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Percentage of complaints reported to Professional Standards Office per 1,000 citizens	1.50%	0.07%	1.50%	0.07%	1.50%	0.06%	1.50%
Number of use of force complaints compared to the total number of arrests	0.15%	0.04%	0.15%	0.02%	0.15%	0.04%	0.15%
Percentage of sworn officers engaged in direct community service through patrol and investigative activities	95%	95%	95%	95%	95%	95%	95%

New Initiatives for 2015

- Enhance community safety by reducing crime, developing trusting and productive relationships with the community, implementing non-traditional problem-solving, improving patrols and investigation techniques, and through disaster preparation.
- Expand and create new community partnerships by encouraging citizen engagement, enhancing public education on police operations, and increasing departmental involvement and interaction with the community.
- Create an exceptional workforce by encouraging and providing workforce development initiatives and by reviewing the standards for evaluation and performance of personnel.
- More effectively manage resources by increasing assets, reducing costs and better utilizing community resources.
- Advance technology efficiencies through the acquisition and upgrade of equipment and the implementation and development of new technologies for public safety (i.e. security cameras, body-worn cameras).



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	26,236,011	27,371,005	26,751,048	27,491,140
Benefits	8,988,314	9,771,245	9,771,245	10,385,855
Operating	6,060,795	7,316,814	7,133,588	6,750,825
Capital	27,176	-	257,658	128,706
Operating Transfers	45,223	1,500	1,500	1,500
TOTAL	41,357,519	44,460,564	43,915,039	44,758,026
Per Capita	\$ 329.04	\$ 345.46	\$ 341.22	\$ 335.07

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
200000 Police Department	40,069,441	43,418,278	42,918,211	43,631,612
203000 Police Radio Shop	1,127,909	804,806	795,460	820,806
206000 Weed and Seed (Non-Grant)	70,287	104,599	70,756	107,446
207000 Victims Assistance	89,882	132,881	130,612	198,162
TOTAL	41,357,519	44,460,564	43,915,039	44,758,026

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department - Sworn Officers	429.00	437.00	437.00	438.00
Total Department - Non-Sworn	115.83	116.83	116.83	116.83
TOTAL	544.83	553.83	553.83	554.83



POLICE DEPARTMENT

DIVISION: 200000 – Police
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

The Police Department is divided into three bureaus. The Office of the Chief of Police consists of Public Information, Administrative Services, Emergency Management, and Fleet Management. The Investigations/Support Bureau has two divisions: the Central Investigations Division and the Strategic Analysis and Innovations Division. The Central Investigations Division has the following sections: the Crimes against Persons Section, Crimes against Property Section, Forensic Services, Crime Intelligence and Analysis Unit, and Support Services Section. The final Bureau is the Operations Bureau, which covers the patrol divisions of the Police Department.

CORE RESPONSIBILITIES

Office of the Chief - Key responsibilities are to provide direct administrative and informational support to the Chief of Police through the following sections:

- Public Information Officer acts as spokesperson for the Department and is the liaison with the media and other interested individuals, groups and agencies.
- Administrative Services Division is headed by the Administrative Services Manager and provides support to the Operations and Investigations Bureaus of the Department. Specifically this section contains the Department's Personnel, Payroll, Budget Administration, Building Maintenance, Supply and Records Areas.
- Emergency Management Division is to protect the residents, visitors and facilities in the event of a natural disaster or other emergency event. Emergency management ensures appropriate planning, organizing, and operational support exists prior to, during, and after critical events.
- Fleet Management unit maintains a fully equipped garage and a fuel facility available on a 24-hour basis. The police vehicle inventory includes marked and unmarked patrol cars, motorcycles, boats, mobile command posts, buses, and special purpose vehicles.

Investigations/Support Bureau - Commanded by a Deputy Chief of Police with two Captains, each overseeing a particular Division providing specific investigation or support related services.

- Central Investigations Division consists of the Crimes Against Persons Units and the Crimes Against Property Units. These are specialized areas staffed with officers who investigate the most serious or complex crimes that often require team approaches with several investigators working together, or with outside agencies, to successfully solve and apprehend offenders.
- Forensic Services Section and Crime Intelligence and Analysis Section compliment the work of the Central Investigations Division.
- Strategic Analysis and Innovations Division consists of the professional standards unit and training unit. Professional Standards is charged with conducting full, fair, and objective investigations of allegations of misconduct on the part of Police Department personnel. The Training Unit is responsible for providing or coordinating training for sworn and non-sworn personnel, maintaining training records, scheduling and/or presenting specialized courses.

Operations Bureau - The Bureau is commanded by a Deputy Chief of Police with three Captains, each overseeing a particular Division based on geographic areas. Uniform Patrol personnel, as the first responders to most incidents or crime scenes, are tasked with restoring order, protecting persons and property, and writing the initial reports necessary for follow up investigation. The units in this Bureau



fall under three divisions: the Peninsula Patrol Division, the Island Patrol Division, and the West Patrol Division.

2014 ACCOMPLISHMENTS

- Expanded information sharing through joint task assignments with the Federal Bureau of Investigation (FBI) and Immigration and Customs Enforcement (ICE).
- Increased usage of Dashboard system for real-time data.
- Continued use of Community Action Teams to provide greater autonomy to different geographic areas and enable greater flexibility to responding to situations and crises.
- Implemented School Security Response Teams to create a more community oriented approach to policing by provide safe education in schools and displaying greater commitment to the community.
- Developed training protocols to enhance communication and increase understanding about the role of police officers in different communities.

NEW INITIATIVES FOR 2015

- Increase use of real-time operation center to improve effectiveness of new technologies and techniques in policing.
- Increase use of social media to share information with the public.
- Implement Body Worn Cameras program to build trust and mutual accountability with the community.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	26,027,709	27,098,498	26,495,779	27,197,250
Benefits	8,914,376	9,675,040	9,675,040	10,281,114
Operating	5,056,457	6,644,740	6,489,734	6,068,248
Capital	27,176	-	257,658	85,000
Operating Transfers	43,723	-	-	-
TOTAL	40,069,441	43,418,278	42,918,211	43,631,612
Per Capita	\$ 318.79	\$ 337.36	\$ 333.47	\$ 326.64

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Police Department - Sworn Officers	429.00	437.00	437.00	438.00
Police Department - Non-Sworn	109.83	109.83	109.83	109.83
TOTAL	538.83	546.83	546.83	547.83



POLICE DEPARTMENT

DIVISION: 203000 – Police Radio Shop
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

The Police Radio Shop Division is responsible for the maintenance and repair of all City radio equipment. This includes approximately 3,500 mobile and portable radios for the City's two-way radio communications system utilized by the Police, Fire and Public Service Departments and any other City field personnel requiring the use of radios.

CORE RESPONSIBILITIES

The Police Radio Shop maintains and repairs radios and communications equipment for CARTA and locally maintains the Motorola 800 MHz system that provides state and local radio interoperability, ensuring communications during local or state emergencies. The Radio Shop also maintains a mobile communications trailer for the Department that can provide communications to the City Police and Fire Departments, and other agencies requiring emergency communications during a disaster. The Radio Shop oversees over 5,000 pieces of equipment in inventory, including those installed in over 400 police cars, hand-held devices, mobile units, and devices within other City departments.

2014 ACCOMPLISHMENTS

- Provided School Resource Officers and students improved safety by upgrading and resolving school In-building communications issues.
- Upgraded Mobile Command Post providing improved support to Command Post Operators.
- Implemented a procurement process with radio vendor that saved thousands of dollars in the purchasing of radio equipment.

NEW INITIATIVES FOR 2015

- Working to improve the tracking and inventory of Police Grant-issued items.
- Performing communication improvements within the Gaillard Auditorium.
- Continue the communications upgrade to additional schools as needed.
- Reduce the number of radio activations which will help reduce operational budget.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	145,247	179,498	164,529	190,934
Benefits	51,741	63,808	63,808	68,872
Operating	930,921	561,500	567,123	561,000
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,127,909	804,806	795,460	820,806
Per Capita	\$ 8.97	\$ 6.25	\$ 6.18	\$ 6.14

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Police Radio Shop - Non-Sworn	4.00	4.00	4.00	4.00
TOTAL	4.00	4.00	4.00	4.00



DIVISION: 206000 – Weed & Seed
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

The Weed & Seed Program targets specific neighborhoods that are prone to criminal activity. Weed & Seed programs focus on youth and drug-related crimes, and involve residents of the targeted areas in fighting and resisting crime and revitalizing their neighborhoods.

CORE RESPONSIBILITIES

The Weed & Seed Program is responsible for the development, administration, and continual evolution of effective community outreach programs, public awareness campaigns, and education programs for the Charleston community. The Program is in charge of establishing multifaceted communication and partnership plans to use a variety of media, special events, surveys, and other direct outreach initiatives to get the community involved with local Police and City initiatives. The Program seeks to achieve this goal by identifying key stakeholders within the community and establishing strong relationships so as to create better community education and engagement activities. This is accomplished by maintaining key information outlets such as the City's Police website, creating reports and statistical analyses on proposals and surveys, and creating a comprehensive community education and outreach program.

2014 ACCOMPLISHMENTS

- Expanded the Friday Night Lights program to include more events and larger gatherings.
- Expanded Camp Hope to four sites.
- Creation of the Chief's Youth Advising Council.
- Supported various community youth programs resulting in the establishment of many positive relationships and partnerships between police officers and the community.

NEW INITIATIVES FOR 2015

- Expand the Chief's Youth Advising Council.
- Hire a new Community Outreach Coordinator to manage community events and partnerships.
- Implement Project RISEE (Responsible Inspiring Students Embracing Excellence), a school-based program that plans to challenge mindsets, change behavior, and create lasting relationships through education and service learning.



POLICE DEPARTMENT

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	68,787	103,099	69,256	105,946
Capital	-	-	-	-
Operating Transfers	1,500	1,500	1,500	1,500
TOTAL	70,287	104,599	70,756	107,446
Per Capita	\$ 0.56	\$ 0.81	\$ 0.55	\$ 0.80

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Weed and Seed (Non-Grant)	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 207000 – Victims Assistance
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

The Office of Victims Assistance provides information and aid to persons who have suffered direct physical, emotional, or monetary harm as a result of the commission of a crime. Previously part of the Police Division, the separate division was created to simplify compliance with South Carolina State Law overseeing Victims Assistance which requires regular reporting of specific expenditure and program data. The Division currently has three full-time Victim Advocates and one full-time Mental Health Professional. The Advocates retain their state certification by meeting the training requirements set out by the Office of Victim Services Education and Certification with the Office of the Governor. The Victim Advocates are committed to ensure that victims have the most up to date information and resources available.

CORE RESPONSIBILITIES

The Victim Advocates work closely with Police Detectives to ensure that the rights of victims are being protected. They also provide support for victims during interviews and other parts of the investigation process. It is essential for the Advocates to help victims understand the legal process and refer them to other agencies in the community where the victim is able to receive needed services and support. The Advocates strive to provide the highest level of support and services to victims of violent crime. These services include:

- Accompanying victims to court and advocating their rights.
- Providing assistance with obtaining Orders of Protection and Restraining Orders.
- Accompanying victims to a variety of hearings.
- Providing beneficial resources and referrals to victims.
- Participating in community outreach events and speaking to various groups about domestic violence, sexual assault, and other violent crimes.
- Assisting victims in obtaining financial assistance from the State Office of Victim Assistance.
- Assisting victims with relocating.

2014 ACCOMPLISHMENTS

- The Special Victims Unit was restructured to create the Family Violence Unit.
- A third, full-time Victims Advocate was hired to aid with children exposed to violence.
- Developed a MOU with Charleston/Dorchester Department of Mental Health to add a Mental Health Professional.
- Developed a Children Exposed to Violence policy to address the children of our community who are exposed to violence and to include follow up within 24-hours by a uniformed officer and a victims advocate/mental health professional.
- A Spanish-speaking advocate was added to the Unit.

NEW INITIATIVES FOR 2015

- Develop a Family Violence Newsletter to go out to the community quarterly to inform citizens on the impact of family violence.
- Promote our current victim services within the Hispanic Community.
- Continue with our Sweat Suit Sunday as an annual event.
- Bridge gap of services to underserved populations within our community.



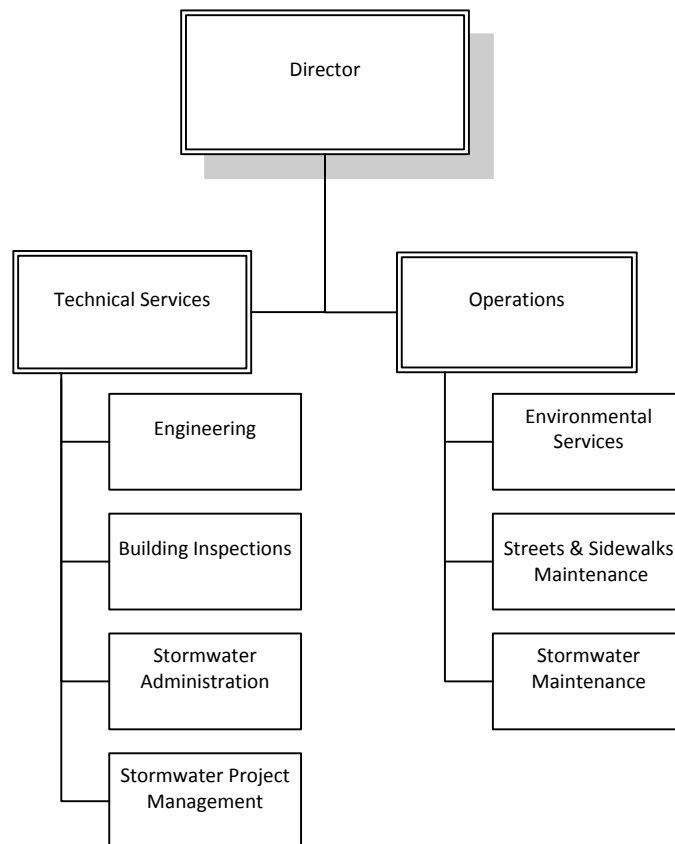
POLICE DEPARTMENT

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	63,055	93,009	90,740	102,956
Benefits	22,197	32,397	32,397	35,869
Operating	4,630	7,475	7,475	15,631
Capital	-	-	-	43,706
Operating Transfers	-	-	-	-
TOTAL	89,882	132,881	130,612	198,162
Per Capita	\$ 0.72	\$ 1.03	\$ 1.01	\$ 1.48

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Victims Assistance - Non Sworn	2.00	3.00	3.00	3.00
TOTAL	2.00	3.00	3.00	3.00



DEPARTMENT OF PUBLIC SERVICE



DEPARTMENT MISSION STATEMENT

To provide services which enhance public safety, health, and the quality of life as they are related to the maintenance of public rights of way, building construction, stormwater management, and environmental cleanliness.



DEPARTMENT OVERVIEW

The Department of Public Service provides services to citizens and other City Departments that enhance public safety, health, and the quality of life. The Department is comprised of professional, technical, and non-technical services encompassing building inspections, roadway repair, sidewalk maintenance, garbage and trash collection, and street sweeping. The Department partners with local and regional agencies to provide these core services.

CORE RESPONSIBILITIES

Building Inspections - Responsible for enforcement of the construction codes mandated by the state of South Carolina, International Codes, and Electrical Codes. This includes issuing permits and inspections of work performed.

Streets and Sidewalk Maintenance – Responsible for monitoring work conducted in public rights-of-way, pothole repairs, meeting ADA ramping requirements, sidewalk repairs, and street sweeping to reduce standing water and pollution runoff.

Garbage and Trash Collection - Responsible for City and contract crews that collect and dispose of household, commercial, and restaurant garbage along with other trash items like junk, appliances, and non-hazardous waste products. The routes are color coded by days of the week on the City's website to ensure that residents have access to the information including holiday schedule changes.

2014 ACCOMPLISHMENTS

- Initiated accreditation through the American Public Works Association (APWA).
- Reduced number of days for inspections of single-family unit lots.
- Improved efficiencies in Flood Zone reviews.
- Increased on-time completion of garbage routes.



PERFORMANCE MEASURES

City Value: Public Safety

Strategic Priority: Provide timely repair and routine maintenance for City maintained streets, sidewalks, and drainage system.

Measurement Type: Workload/Efficiency

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of potholes filled	2,300	1,182	1,200	1,229	1,200	1,923	1,500
Percentage of potholes repaired within 48 hours	95%	97.4%	95%	94.8%	95%	81.1%	95%
Linear feet of sidewalk repaired (by employees and contractors)	22,000	8,805	17,500	29,760	17,500	22,536	18,000
Number of handicap ramps repaired	20	34	40	19	40	4	25
Number of storm drain pipes repaired	100	51	100	41	100	47	50
Linear feet of storm drain pipe installed, repaired or replaced	550	502	550	679	550	537	700

City Value: Quality Service

Strategic Priority: Provide essential public works services to citizens consistently, reliably, effectively, and efficiently.

Measurement Type: Workload/Efficiency

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Average number of households served per week by Environmental Services	45,000	45,497	45,800	46,072	46,500	46,703	34,590
Tons of garbage collected	31,500	37,661	37,000	36,488	37,000	34,295	27,700
Percentage of garbage routes completed on time (by 5:00 pm)	98%	93.6%	95%	95.8%	95%	97.3%	95%
Tons of trash collected	21,480	19,207	20,000	20,819	20,000	20,589	13,000
Percentage of trash routes completed on time (by 5:00 pm)	98%	95.1%	95%	88.3%	95%	94.2%	95%
Total feet of ditches cleaned	700,000	1,185,908	700,000	440,701	700,000	919,420	500,000
Percentage of ditches cleaned in scheduled month	90%	164.2%	90%	51.2%	80%	73.7%	80%
Number of catch basins cleaned	6,200	4,243	6,000	3,295	4,500	2,064	2,500
Percentage of catch basins cleaned in scheduled month	90%	68.6%	70%	53.8%	70%	37.6%	70%
Number of manholes cleaned	1,100	740	750	672	750	495	600
Percentage of manholes cleaned in scheduled month	85%	66.8%	70%	79.7%	70%	50.0%	70%
Linear feet of drainage pipes cleaned	650,000	503,290	500,000	432,300	500,000	375,723	450,000
Percentage of drainage pipes cleaned in scheduled month	85%	87.6%	70%	75.8%	70%	54.3%	70%



PUBLIC SERVICE

City Value: Public Safety

Strategic Priority: Adopt and enforce the most applicable design and build standards for our multi-hazard area.

Measurement Type: Workload

<i>Measure</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Total number of permits issued (building, electrical, plumbing, gas, mechanical, and fire)	10,250	11,794	12,000	13,126	13,000	13,819	13,500
Number of building permits issued	4,350	4,296	3,000	4,724	4,500	4,831	4,500
Number of permits issued for Single Family Homes	570	687	700	826	825	903	900
Number of flood zones issued for Single Family New Construction	ND	ND	750	783	750	773	750
Number of lot inspections for Single Family New Construction	ND	ND	750	874	750	856	750
Number of permits issued for commercial construction	24	35	35	31	30	40	40
Number of permits issued for new multi-family units	ND	362	ND	718	1,000	1,980	1,000
Number of building inspections completed	20,880	24,234	20,880	32,044	32,000	33,512	36,800
Percentage of building inspections completed within 24 hours of request	90%	87.1%	90%	80.7%	90%	81.5%	90%

NEW INITIATIVES FOR 2015

- Expand use of routing software for other divisions in Public Service.
- Relocate regulations and permitting functions to the new Gaillard Municipal Complex.
- Achieve full implementation of enterprise application software for permits.



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	4,879,350	4,649,175	5,120,645	6,045,224
Benefits	1,834,490	2,314,020	2,506,421	2,595,794
Operating	1,712,906	2,790,666	2,637,822	2,719,419
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	8,426,746	9,753,861	10,264,888	11,360,437
Per Capita	\$ 67.04	\$ 75.79	\$ 79.76	\$ 85.05

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
220000 Engineering	386,771	425,503	450,850	541,419
221000 Inspections	1,096,259	1,122,333	1,234,585	1,247,434
300000 Public Service Administration	401,464	423,523	426,836	456,362
311000 Streets and Sidewalks Administration	573,073	759,556	698,654	745,299
312000 Streets and Sidewalks	1,026,581	1,112,790	1,317,446	1,608,069
321000 Environmental Services Administration	524,396	603,126	600,154	548,688
322000 Garbage Collection	2,427,573	3,207,398	3,158,447	3,655,023
323000 Trash Collection	1,551,946	1,483,578	1,556,362	1,500,618
324000 Street Sweeping	438,683	616,054	821,554	1,057,525
TOTAL	8,426,746	9,753,861	10,264,888	11,360,437

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	208.00	180.00	180.00	174.00
TOTAL	208.00	180.00	180.00	174.00



PUBLIC SERVICE

DIVISION: 220000 - Engineering
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

The Engineering Division is responsible for administrative and engineering services for the Department of Public Service and other departments in the City as required by Code and policy. The staff includes Professional Engineers, Engineering Technicians, field inspectors, administrative, and clerical staff.

CORE RESPONSIBILITIES

Plan Review – This section reviews proposed development plans to ensure adherence to requirements of the City Code related to stormwater management and streets and drainage issues.

Engineering Inspectors - Inspectors ensure that the approved projects and utility work in the right-of-way are constructed according to the approved plans and permits.

Project Management - This section manages drainage improvements and some right-of-way improvement projects within the City.

Engineering – Provides in-house engineering capabilities for small improvement or repair projects.

2014 ACCOMPLISHMENTS

- Issued 2,120 right-of-way permits.
- Performed 856 Single Family Lot Inspections.
- Issued Flood Zones for Single Family Homes with an average of 3 days per request.
- Conducted Single Family Lot Inspections with an average of 4 days per request.

NEW INITIATIVES FOR 2015

- Engineering Inspectors will be trained to conduct and document Storm Water Pollution Prevention Plan (SWPPP) Inspections in accordance with our National Pollutant Discharge Elimination System (NPDES) Permit in addition to regular site inspections. The goal is to reduce the amount of time to complete inspections and reduce the number of trips to a site.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	269,884	265,567	268,744	374,037
Benefits	93,083	121,376	138,104	144,332
Operating	23,804	38,560	44,002	23,050
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	386,771	425,503	450,850	541,419
Per Capita	\$ 3.08	\$ 3.31	\$ 3.50	\$ 4.05

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Engineering	9.00	9.00	9.00	9.00
TOTAL	9.00	9.00	9.00	9.00



DIVISION: 221000 - Inspections
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

The Building Inspections Division ensures that the built environment meets the minimum requirements outlined in the International Building Code. The purpose of the code is to safeguard the public health, safety, and general welfare through structural strength, means of egress facilities, stability, sanitation, adequate light and ventilation, energy conservation, and safety to life and property from fire and other hazards. The Inspections Division is involved in all phases of construction from plan review and approval, permitting, and inspections.

CORE RESPONSIBILITIES

Plan Review – Review building plans, permit applications, and associated documentation for compliance with applicable codes, ordinances, and regulations of the City.

Permitting – Issuing permits, collecting fees, and maintaining records of completed permits, inspections, and associated documentation.

Inspections – Conducting inspections during the various stages of new construction or renovation of existing structures.

Code Enforcement of Existing Structures – Code enforcement of properties posing a threat to public safety in conjunction with Planning, Preservation, and Sustainability's Livability Division.

2014 ACCOMPLISHMENTS

- City adopted a one-foot freeboard requirement for all new construction and substantial improvements. These changes have been made to better protect properties in the City of Charleston from flood damage and to assist with the reduction of the cost of flood insurance to properties in the City.
- Managed a significant increase in development activity by continuously evaluating business practices and ensuring adequate staffing levels.
- Assisted with coordination and implementation plan for a customer-focused permit center that will act as the central point of contact and coordination for all land development, permitting, inspection, and revenue collection processes.

NEW INITIATIVES FOR 2015

- Implement a Government Management System which will replace the City's legacy system and assist with project management, plan submittal and review, and inspection coordination.
- Transition existing operations into the new Permit Center in the Gaillard Municipal Complex and continuously evaluate plan review and permitting process for improvement.



PUBLIC SERVICE

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	761,086	739,736	803,829	839,614
Benefits	271,939	314,158	355,104	338,443
Operating	63,234	68,439	75,652	69,377
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,096,259	1,122,333	1,234,585	1,247,434
Per Capita	\$ 8.72	\$ 8.72	\$ 9.59	\$ 9.34

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Inspections	23.00	23.00	23.00	18.00
TOTAL	23.00	23.00	23.00	18.00



DIVISION: 300000 – Public Service Administration
FUND: General Fund
FUNCTION: Public Service

DIVISION OVERVIEW

Public Service Administration oversees three technical and three operational Divisions. The three technical divisions are Building Inspections, Engineering, and Stormwater Administration. The divisions are responsible for enforcing building codes and development of building and utility construction standards. The three operational divisions are Streets and Sidewalks, Stormwater Service, and Environmental Services. They provide road and sidewalk maintenance, storm drainage and flood control, garbage and trash collection, and street sweeping. Stormwater activities are accounted for in the Stormwater Utility Fee Fund, which is not presented in this budget document as it is not appropriated by ordinance.

CORE RESPONSIBILITIES:

Public Service Administration is responsible for overseeing and assisting with the day-to-day management of all Departmental activities, assignments or scheduling of tasks, coordination of work between divisions, tracking progress, and budget monitoring.

2014 ACCOMPLISHMENTS

- Initiated the American Public Works Association (APWA) Self-Assessment/Accreditation process.
- Completed 5-year Community Rating System (CRS) Recertification.

NEW INITIATIVES FOR 2015

- Continue the APWA Self-Assessment/Accreditation Process.
- Transition successfully to the Gaillard Municipal Complex at 2 George Street and support the new Permit Center.
- Begin implementation and integration of the new EnerGov Government Management System into the applicable operations of the Public Service Department.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	294,612	315,504	322,208	321,693
Benefits	79,860	88,943	88,943	93,884
Operating	26,992	19,076	15,685	40,785
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	401,464	423,523	426,836	456,362
Per Capita	\$ 3.19	\$ 3.29	\$ 3.32	\$ 3.42

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Public Service Administration	4.00	4.00	4.00	4.00
TOTAL	4.00	4.00	4.00	4.00



PUBLIC SERVICE

DIVISION: 311000 – Streets and Sidewalks Administration

FUND: General Fund

FUNCTION: Public Service

DIVISION OVERVIEW

The Streets and Sidewalks Administration Division provides support and overall management of the Streets and Sidewalks Division.

CORE RESPONSIBILITIES:

The Division oversees and repairs sidewalks and enhances accessibility by constructing curb cuts in accordance with ADA specifications. The Division patches and repairs minor potholes in city streets and is also capable of resurfacing small areas.

2014 ACCOMPLISHMENTS

- Inspected 100% of all work done by contractors and City crews for quality of work.

NEW INITIATIVES FOR 2015

- Continue to develop and support the APWA Accreditation effort.
- Update the procedures manual.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	135,506	163,412	164,991	178,168
Benefits	50,046	60,969	62,746	66,431
Operating	387,521	535,175	470,917	500,700
Capital	-	-		-
Operating Transfers	-	-		-
TOTAL	573,073	759,556	698,654	745,299
Per Capita	\$ 4.56	\$ 5.90	\$ 5.43	\$ 5.58

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Streets and Sidewalks Administration	4.00	4.00	4.00	4.00
TOTAL	4.00	4.00	4.00	4.00



DIVISION: 312000 – Streets and Sidewalks
FUND: General Fund
FUNCTION: Public Service

DIVISION OVERVIEW

The Streets and Sidewalks division is responsible for routine maintenance on streets and sidewalks within the City limits, ensuring compliance with the Americans with Disabilities Act (ADA) on curb ramping, reducing tripping hazards and damage to vehicles, and assisting the SCDOT on specialized repairs.

CORE RESPONSIBILITIES

Over the past four years, the division has more than doubled the linear feet of sidewalks repaired by using contractors to augment City crews. The division also maintains a crew which specializes in repair to brick, bluestone, and other unique materials that are prevalent through the historic districts in the City. The Department of Public Service is improving accessibility to those that are wheelchair dependent or who may have other physical challenges. Installing or reconstructing curb cuts for wheelchair ramps is a priority. All road re-surfacing projects include work to make the sidewalks compliant with the ADA. In addition, any citizen may request that new ramps be constructed or non-compliant ramps be modified in specific areas to meet immediate needs. Construction of the requested ramps is given priority over other non-emergency work. The division maintains a Pothole Hotline for reporting potholes on City streets. Potholes that are reported on the hotline are repaired by Public Service within two business days.

2014 ACCOMPLISHMENTS

- Filled 1,934 potholes.
- Repaired 22,536 linear feet of sidewalk.

NEW INITIATIVES FOR 2015

- Continue to develop and support the APWA Accreditation effort.
- Update the procedures manual.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	585,445	555,767	684,010	936,451
Benefits	240,421	350,040	413,915	437,918
Operating	200,715	206,983	219,521	233,700
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,026,581	1,112,790	1,317,446	1,608,069
Per Capita	\$ 8.17	\$ 8.65	\$ 10.24	\$ 12.04

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Streets and Sidewalks	32.00	32.00	32.00	32.00
TOTAL	32.00	32.00	32.00	32.00



PUBLIC SERVICE

DIVISION: 321000 – Environmental Services Administration
FUND: General Fund
FUNCTION: Public Service

DIVISION OVERVIEW

The division is responsible for the oversight and administration of the collection of garbage, trash, street sweeping, and cart issuance.

CORE RESPONSIBILITIES

The Environmental Services Administration Division is responsible for maintaining the clean, safe, and healthful environment for residents and visitors to the City. The division researches new equipment, technological enhancements to routes, and analyzes costs.

2014 ACCOMPLISHMENTS

- Contracted out collection services of over 11,000 collection points based on the cost/benefit to residents.

NEW INITIATIVES FOR 2015

- Constant improvement on the delivery of provided services through route updates and upgrades in equipment such as real-time, in-vehicle routing.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	265,841	278,424	281,763	282,303
Benefits	96,231	112,655	113,681	110,610
Operating	162,324	212,047	204,710	155,775
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	524,396	603,126	600,154	548,688
Per Capita	\$ 4.17	\$ 4.69	\$ 4.66	\$ 4.11

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Environmental Services Administration	8.00	8.00	8.00	7.00
TOTAL	8.00	8.00	8.00	7.00



DIVISION: 322000 – Garbage Collection
FUND: General Fund
FUNCTION: Public Service

DIVISION OVERVIEW

The Garbage Collection division is responsible for the timely collection of garbage from 96, 64, and 32-gallon carts using semi-automated collection equipment. Residential garbage is collected once per week while non-restaurant commercial garbage is collected six days per week. Restaurant garbage is collected seven days per week to meet public health and safety standards.

CORE RESPONSIBILITIES

The Garbage Collection division serves both residential and commercial customers within the City limits. A color coded route map with day of collection is provided on the City's website. Collection and proper disposal of these items enhances the public health and environment. Specialized equipment is used for the collection and disposal.

2014 ACCOMPLISHMENTS

- Collected 34,295 tons of garbage.
- On time completion rate of 97.3%.
- Serviced an average of 46,703 households per month.

NEW INITIATIVES FOR 2015

- Improve efficiency and on time completion of services through route updates and equipment upgrades.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	1,200,125	1,056,325	1,115,000	1,396,019
Benefits	481,134	568,587	582,272	606,697
Operating	746,314	1,582,486	1,461,175	1,652,307
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	2,427,573	3,207,398	3,158,447	3,655,023
Per Capita	\$ 19.31	\$ 24.92	\$ 24.54	\$ 27.36

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Garbage Collection	59.00	42.00	42.00	42.00
TOTAL	59.00	42.00	42.00	42.00



PUBLIC SERVICE

DIVISION: 323000 – Trash Collection
FUND: General Fund
FUNCTION: Public Service

DIVISION OVERVIEW

The Trash Collection division is responsible for the removal of non-garbage items such as limbs and brush, grass clippings, leaves, and personal construction items including wood or scrap metal. Appliances, junk, furniture, and metal items are collected on an as needed basis when customers contact the division for pick-up.

CORE RESPONSIBILITIES

The collection and proper disposal of these items enhances the public health and preserves the environment. Many trash items are recycled so they do not end up in landfills. Hazardous waste is not collected and must be disposed of separately through the County.

2014 ACCOMPLISHMENTS

- Collected 20,589 tons of trash and debris.
- On time completion rate of 94.2%.

NEW INITIATIVES FOR 2015

- Implement the routing program previously used only for garbage collection to improve the efficiency of collection routes.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	1,140,758	1,056,536	1,127,320	1,046,646
Benefits	407,461	424,892	426,732	442,822
Operating	3,727	2,150	2,310	11,150
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,551,946	1,483,578	1,556,362	1,500,618
Per Capita	\$ 12.35	\$ 11.53	\$ 12.09	\$ 11.23

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Trash Collection	41.00	30.00	30.00	30.00
TOTAL	41.00	30.00	30.00	30.00



DIVISION: 324000 – Street Sweeping
FUND: General Fund
FUNCTION: Public Service

DIVISION OVERVIEW

The Division is responsible for street sweeping through the use of mechanical sweepers. Division also places grounds custodians in assigned locations in the commercial district for cleanup of litter, cigarette butts, and emptying of litter baskets.

CORE RESPONSIBILITIES

Similar to many other local cities, the division performs street sweeping as a service to reduce the amount of contaminants and debris that reaches the storm drainage system. Removing debris from roadsides and gutters helps prevent the accumulation and blocking of storm water drains that exacerbates roadway flooding.

2014 ACCOMPLISHMENTS

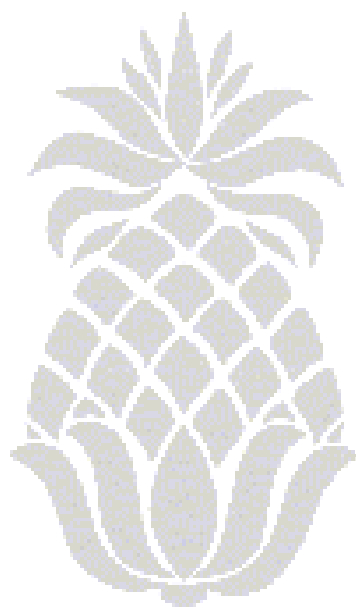
- Swept 16,048 miles of curbing.

NEW INITIATIVES FOR 2015

- Establish more efficient, optimal routes using routing software that was previously limited to garbage collection routes.

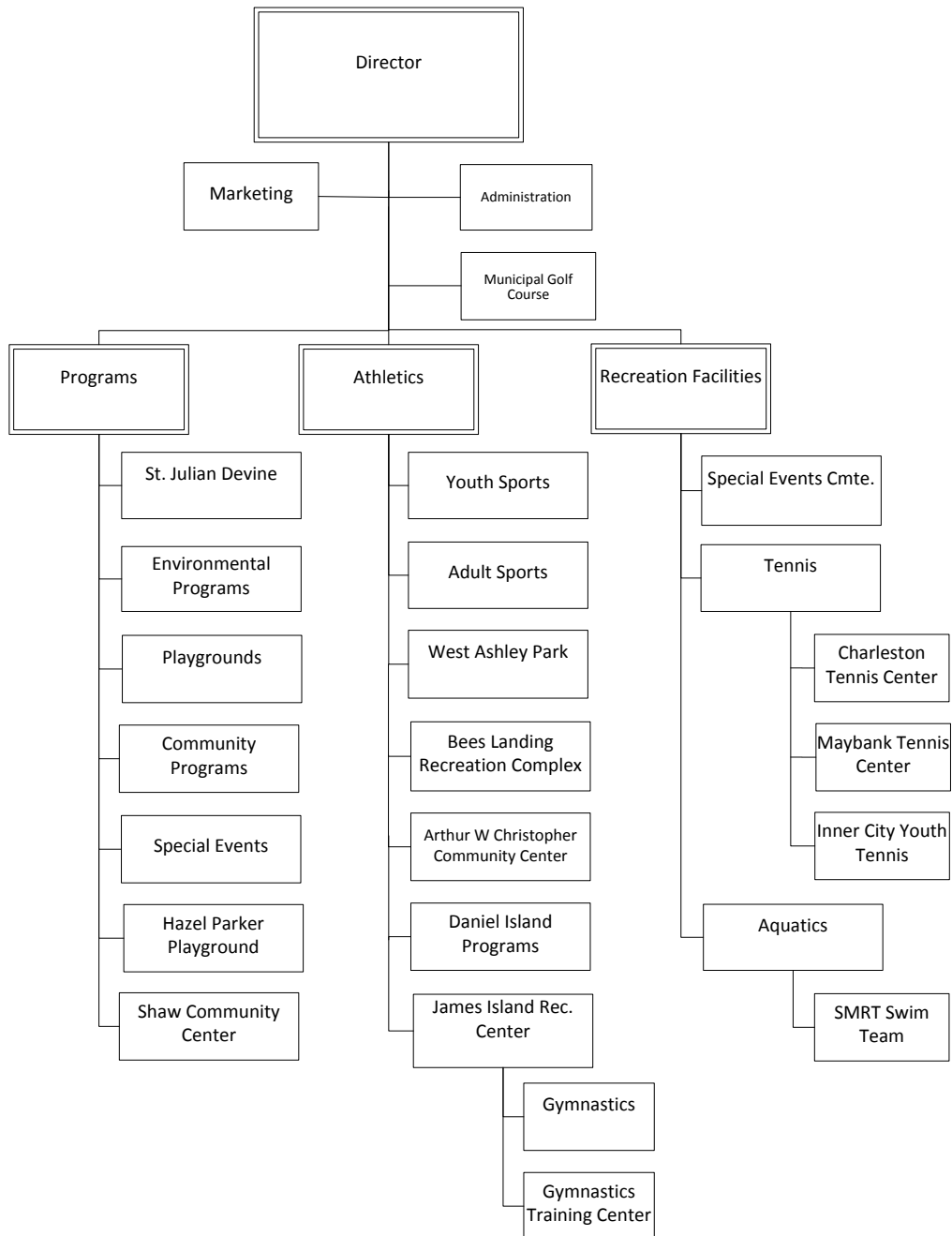
DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	226,093	217,904	352,780	670,293
Benefits	114,315	272,400	324,924	354,657
Operating	98,275	125,750	143,850	32,575
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	438,683	616,054	821,554	1,057,525
Per Capita	\$ 3.49	\$ 4.79	\$ 6.38	\$ 7.92

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Street Sweeping	28.00	28.00	28.00	28.00
TOTAL	28.00	28.00	28.00	28.00





DEPARTMENT OF RECREATION



DEPARTMENT MISSION STATEMENT

To provide and promote healthy recreational opportunities for our citizens through people, parks and programs.



DEPARTMENT OVERVIEW

The Department of Recreation utilizes a variety of resources including parks, recreation facilities, trained staff, and the environment to offer a diverse number of recreation programs and special events, along with sports and fitness opportunities at an affordable price. A full schedule of year-round youth and adult sports programs are offered. It is critical that we offer services for everyone in our community and to ensure that all citizens have the chance to connect with others, learn a skill, and learn about the city in which we live. Our department provides a valuable asset to the public and enhances the quality of life. Personnel costs are budgeted by department function where appropriate in order to increase efficiencies and eliminate duplication of efforts where possible. Operating costs are budgeted by facility or activity.

CORE RESPONSIBILITIES:

The Department manages facilities including swimming pools, athletic fields, and recreation buildings. Within each area of infrastructure, staff members are available to offer swim lessons, sports and athletic opportunities, low cost lessons, sports clinics, summer day camps, after-school programs, exercise classes, senior gatherings, artistic expression, and environmental learning. The Department continues to develop partnerships with other area recreation providers, businesses for sponsorship, and community groups. The Department is continually searching and assessing new program opportunities and different activities for adults, families, seniors, and people with disabilities to help in meeting the needs of the City's diverse communities.

2014 ACCOMPLISHMENTS

- Provided support to 373 citywide special events.
- Increased usage of athletic fields by outside groups increasing revenue from facilities.
- For the third year in a row, increased the number of volunteers in recreation programs and services.
- Reached 99% positive satisfaction rating from customers on the value of the summer camp program.
- Increased number of sponsor organizations in Youth Sports.



PERFORMANCE MEASURES

City Value: Citizens

Strategic Priority: Ensure citizens, regardless of age, religion, sex, race, or physical capabilities are satisfied with our programs and activities.

Measurement Type: Effectiveness

<i>Measures</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of members at the Lowcountry Senior Center	15,000	17,268	16,000	17,857	16,000	17,073	16,000
Number of visits at the Lowcountry Senior Center	60,000	56,006	60,000	60,600	60,000	61,539	60,000
Number of participants with disabilities	3,500	2,259	3,500	3,179	3,500	3,281	3,500
Number of seniors participating in programs	2,500	2,130	2,500	2,167	2,500	4,695	2,500
Percent of customers fully satisfied with Recreation programs	98%	99%	98%	98%	98%	98%	98%
Percent of customers fully satisfied with Recreation facilities	94%	98%	94%	90%	94%	92%	94%

City Value: Public Safety

Strategic Priority: Ensure facilities and programs are safe havens for participants by working closely with other City departments and the community, and by providing training to staff and volunteers.

Measurement Type: Workload

<i>Measures</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of training sessions held for umpires/referees, coaches, and parents	100	129	100	190	125	181	125
Number of training sessions held for employees and volunteers	75	107	100	151	100	125	100
Number of volunteers in Recreation programs and services	4,000	5,619	5,000	6,095	5,000	6,870	5,000
Number of community meetings attended	50	71	50	89	60	105	60
Number of safety related incidents	75	172	100	258	100	127	100



RECREATION

City Value: Quality Services

Strategic Priority: Provide high quality municipal services at the lowest possible cost to residents.

Measurement Type: Workload

<i>Measures</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of participants in Youth Sports	30,000	33,497	30,000	44,183	30,000	43,603	30,000
Number of sponsor organizations for Youth Sports	300	344	350	457	400	477	400
Total dollars donated by Youth Sports sponsors	\$60,000	\$85,582	\$80,000	\$114,658	\$80,000	\$119,611	\$80,000
Number of participants provided scholarship to participate (no charge)	4,000	3,165	3,500	3,513	3,500	3,314	3,500
Number of exercise and wellness programs	1,600	1,817	1,800	1,970	1,800	2,386	1,800
Number of participants in Adult Sports	22,250	13,744	15,000	14,188	15,000	15,948	15,000
Number of participants in Tennis (youth, junior, and adult)	15,050	17,674	15,550	16,997	15,550	15,181	15,550
Number of participants in aquatics programs	75,000	83,452	75,000	85,147	75,000	81,558	75,000
Number of rounds at the Golf Course	70,000	63,915	65,000	55,335	60,000	47,381	60,000
Number of children participating in summer camps	3,500	5,697	4,500	3,644	4,500	3,752	4,500
Percent of customers who feel that participating in summer camp programs helped child maintain or improve their overall fitness and wellness	98%	99%	98%	98%	98%	98%	98%
Percent of customers who feel that the registration fee of the summer camp program is a good value	98%	99%	98%	98%	98%	99%	98%



City Value: Physical Place

Strategic Priority: Provide environmental education opportunities to facilitate the understanding of our natural environment and increase the ability to be good stewards of our natural resources and public realm.

Measurement Type: Workload

<i>Measures</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of Environmental Education sessions held for school and playground groups	650	233	200	187	200	167	200
Number of participants in Environmental Education	6,500	6,497	6,500	4,817	6,500	4,870	6,500

City Value: Regional Partnerships

Strategic Priority: Work with community providers and agencies to maximize the activities for a healthier lifestyle for our citizens while they enjoy opportunities to recreate.

Measurement Type: Workload

<i>Measures</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of facilities permits approved	4,000	5,669	5,000	3,617	4,000	2,275	4,000
Number of participants in Recreation sponsored Special Events	11,000	18,785	15,000	11,853	15,000	11,404	15,000
Number of Citywide Special Events	300	343	300	414	300	373	300

NEW INITIATIVES FOR 2015

- Provide more focus on attracting girls into athletic opportunities.
- Development of additional opportunities for children in low-income areas within the City.
- Target areas for increase in sponsorship for low-income participants.
- Increase customer satisfaction with department facilities.



DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	4,036,789	4,281,667	4,362,461	4,754,159
Benefits	1,244,531	1,374,802	1,445,995	1,513,390
Operating	2,612,219	2,610,295	2,660,560	2,862,725
Capital	-	628,160	620,000	290,000
Operating Transfers	391	386	386	391
TOTAL	7,893,930	8,895,310	9,089,402	9,420,665
Per Capita	\$ 62.80	\$ 69.12	\$ 70.62	\$ 70.53

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
510000 Recreation Administration	342,989	373,874	383,822	450,665
511000 Recreation Athletics	619,258	623,228	616,455	665,444
511200 Youth Sports	498,612	389,370	488,603	462,710
511300 Adult Sports	95,382	81,540	79,069	86,860
513000 Recreation Programs	768,520	834,470	926,145	938,473
513100 Environmental Programs	4,648	5,925	6,160	5,790
513300 Playgrounds	26,175	14,165	36,175	36,645
513400 Community Programs	28,380	30,190	29,755	30,190
515000 Recreation Facilities	130,427	109,269	121,359	117,259
515010 James Island Recreation Center	420,543	437,514	445,464	473,224
515020 St. Julian Devine Community Center	138,673	141,228	145,528	199,819
515025 Bees Landing Recreation Center	460,800	479,208	563,470	625,810
515030 Arthur Christopher Community Center	339,595	382,079	374,024	419,565
515035 Shaw Community Center	115,508	131,439	132,368	149,459
515040 West Ashley Park	37,735	39,465	39,465	39,465
515045 Daniel Island Programs	32,852	174,316	160,608	208,814
516000 Aquatics	1,239,276	1,281,111	1,280,930	1,341,031
516040 Swim Team	24,633	29,760	29,525	29,760
517000 Tennis	520,407	563,572	627,218	606,891
517010 Charleston Tennis Center	128,702	131,088	149,978	168,498
517020 Maybank Tennis Center	29,179	34,540	24,635	41,590
517030 Inner City Youth Tennis	3,689	1,925	1,925	1,925
518000 Gymnastics	210,119	221,082	211,497	239,177
518010 Gymnastics Training Center	19,881	18,045	20,354	19,545
General Fund Subtotal	6,235,983	6,528,403	6,894,532	7,358,609
Enterprise Funds				
028010 Municipal Golf Course	1,657,947	1,746,907	1,574,870	1,772,056
028015 Municipal Golf Course Construction	-	620,000	620,000	290,000
Enterprise Funds Subtotal	1,657,947	2,366,907	2,194,870	2,062,056
TOTAL	7,893,930	8,895,310	9,089,402	9,420,665

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	167.85	169.65	169.65	170.05
TOTAL	167.85	169.65	169.65	170.05



DIVISION: 510000 – Recreation Administration

FUND: General Fund

FUNCTION: Culture and Recreation

DIVISION OVERVIEW:

The Department of Recreation's Administrative office is located at 823 Meeting Street, and provides management oversight and administrative support for the Department.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	198,206	203,587	219,811	263,110
Benefits	64,684	75,997	86,506	90,765
Operating	80,099	94,290	77,505	96,790
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	342,989	373,874	383,822	450,665
Per Capita	\$ 2.73	\$ 2.91	\$ 2.98	\$ 3.37

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Recreation Administration	5.00	5.00	5.00	5.00
TOTAL	5.00	5.00	5.00	5.00



RECREATION

DIVISION: 511000 – Recreation Athletics
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Recreation Athletics Division offers comprehensive and seasonal athletic programs for all ages that are designed to promote play and support year round fitness opportunities to contribute to the health and wellness of the communities. Athletic facilities, fields, courts, and gymnasiums throughout the city house these programs and are managed by this division. Sports programming is designed to offer a quality experience at an affordable price that allows families to participate.

CORE RESPONSIBILITIES

The Athletic Division develops physical skills, social interaction, fitness opportunities, and promotes good sportsmanship in a fun recreational setting.

2014 ACCOMPLISHMENTS

- Revenues exceeded estimates in sponsorships, allowing more children with financial need to participate.
- With excess revenues, the division also supplied more equipment to the inner city programs.
- Created new partnerships with recreational providers including Cusabo Nation Lacrosse, Family Circle Cup, LAPS swimming, and Healing Hands Farm.

NEW INITIATIVES FOR 2015

- Engage more females to participate in athletic leagues.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	467,012	469,007	456,273	498,888
Benefits	151,868	154,221	160,182	166,556
Operating	378	-	-	-
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	619,258	623,228	616,455	665,444
Per Capita	\$ 4.93	\$ 4.84	\$ 4.79	\$ 4.98

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Recreation Athletics	21.24	18.81	18.81	18.81
TOTAL	21.24	18.81	18.81	18.81



DIVISION: 511200 – Youth Sports
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Youth Sports division offers organized league play in football, flag football, cheerleading, soccer, baseball, softball, wrestling, track and field, cross country, basketball, and middle school sports. These programs are affordably priced and help to combat childhood obesity and sedentary lifestyle choices for school age children. Additionally, the Youth Sports division offers camps and skill clinics and trains volunteer coaches. Personnel costs for this division are included in 511000 Athletics Division.

CORE RESPONSIBILITIES

The Youth Sports division develops physical skills and techniques in children ages 3-17 in a traditional sports program scope during each season of the year. Children participate in a nurturing and safe program at an affordable price and are coached by a trained and screened volunteer.

2014 ACCOMPLISHMENTS

- Served over 43,600 youth through programs.
- 9% growth in participation over 2013 in youth sports.
- Secured over \$119,000 in sponsorships from 477 organizations.

NEW INITIATIVES FOR 2015

- Introduce more children to the sport of lacrosse with the addition of a recreation lacrosse program through a partnership with the Cusabo Nation Lacrosse program.
- Improving the coaches' training on concussions and recognition of head injuries.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	498,612	381,210	488,603	462,710
Capital	-	8,160	-	-
Operating Transfers	-	-	-	-
TOTAL	498,612	389,370	488,603	462,710
Per Capita	\$ 3.97	\$ 3.03	\$ 3.80	\$ 3.46

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Youth Sports	-	-	-	-
TOTAL	-	-	-	-



RECREATION

DIVISION: 511300 – Adult Sports
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Adult Sports division offers organized league play for residents 18 and over in softball, soccer, flag football, Ultimate Frisbee, and basketball. These leagues offer a setting for competition and social interaction on the playing field. Additionally, the city permits the use of athletic fields for other adult sports providers to encourage participation. Personnel costs for this division are included in 511000 Athletics Division.

CORE RESPONSIBILITIES

To deliver exceptional recreation experiences by developing organized league play, enhancing skill development, increasing social interactions, and promoting fitness opportunities.

2014 ACCOMPLISHMENTS

- 15,948 adults participated in adult sports leagues.
- Participation increased 12% from prior year.

NEW INITIATIVES FOR 2015

- Develop a series of adult sports opportunities in the West Ashley area through the utilization of the former St. Andrews High School gymnasium.
- Management of Joint Use Agreements with Charleston County School District.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	95,382	81,540	79,069	86,860
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	95,382	81,540	79,069	86,860
Per Capita	\$ 0.76	\$ 0.63	\$ 0.61	\$ 0.65

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Adult Sports	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 513000 – Recreation Programs
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Recreation Programs Division offers a variety of non-sports programs for all ages throughout the City through the use of its staffed playgrounds, community centers, mobile programs, and community partnerships. These programs focus on providing a safe and nurturing haven with a variety of activities that promote the arts, exercise, dance, music, homework assistance, and summer day camp experiences.

CORE RESPONSIBILITIES

The Recreation Programs division offers classes for seniors and adults as well as programs for children and teenagers that are designed to introduce new activities to the community. One key program entails a partnership between the Recreation, Police and Fire Departments to offer Friday Night Lights, a program encouraging character development for children ages 5 to 15. These programs are affordable for everyone and are designed to engage the community.

2014 ACCOMPLISHMENTS

- Served over 25,000 participants through this program.
- Expanded community partnerships.
- Expanded Friday Night Lights to ten parks.

NEW INITIATIVES FOR 2015

- Increase mobile recreation program to engage children who do not have parks or events near their homes.
- Solicit input on additional community activities.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	467,263	526,972	595,975	608,970
Benefits	113,367	131,523	141,813	151,528
Operating	187,890	175,975	188,357	177,975
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	768,520	834,470	926,145	938,473
Per Capita	\$ 6.11	\$ 6.48	\$ 7.20	\$ 7.03

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Recreation Programs	25.66	25.66	25.66	25.66
TOTAL	25.66	25.66	25.66	25.66



RECREATION

DIVISION: 513100 – Environmental Programs
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Environmental Education Division offers a variety of programs, camps, and classes that create awareness of environmental and natural elements native to the Lowcountry area. The Tiedemann Nature Center supports the programming of this division and is designed to allow children a hands-on experience that will instill an appreciation of our natural surroundings. Personnel costs for this division are included in 513000 Program Division.

CORE RESPONSIBILITIES

The Environmental Division offers in-house programs, summer camps, and school field trips for Charleston students with an emphasis on fun and education. This division also promotes monthly outdoor events in city parks to assist in the exploration of our world. Special events throughout the year are sponsored based on themes to allow children an opportunity to see, touch, and learn about the natural environment.

2014 ACCOMPLISHMENTS

- Taught 155 formal school programs.
- Reached 3,925 school-aged children.

NEW INITIATIVES FOR 2015

- Develop relationships with the Charleston Parks Conservancy to attract and train volunteers.
- Enhance programs that deal directly with environmental and conservation issues and efforts.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	4,648	5,925	6,160	5,790
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	4,648	5,925	6,160	5,790
Per Capita	\$ 0.04	\$ 0.05	\$ 0.05	\$ 0.04

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Environmental Programs	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 513300 – Playgrounds
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Playground Programs Division is housed in the Hazel Parker Playground and runs full time classes and events for children and adults. The playground building is situated in a neighborhood that has historically supported its programs and offers programming in arts and crafts, exercise classes, yoga, summer specialty camps, family events, and movie nights. Personnel costs for this division are included in 513000 Program Division.

CORE RESPONSIBILITIES

The Playground Programs offers daily hours for afterschool play, classes, exercise, and skill development, including a fun and socially engaging calendar of special events. A summer day camp program is also offered with an emphasis on health and wellness for the community.

2014 ACCOMPLISHMENTS

- Served 5,945 paid participants in various programs.
- Expanded adult fitness classes to contribute to the health of the community.

NEW INITIATIVES FOR 2015

- Increase paid program participation by 2%.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	26,175	14,165	36,175	36,645
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	26,175	14,165	36,175	36,645
Per Capita	\$ 0.21	\$ 0.11	\$ 0.28	\$ 0.27

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Playgrounds	-	-	-	-
TOTAL	-	-	-	-



RECREATION

DIVISION: 513400 – Community Programs
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Community Programs Division funds 12 of the City's small community buildings that exist in residential areas throughout the City. This division works with the neighborhoods for community meetings and community events as well as offering time for after school play, summer camps, the summer lunch program, and athletic teams for children that represent their neighborhoods. Personnel costs for this division are included in 513000 Program Division.

CORE RESPONSIBILITIES

The Community Programs Division offers set hours for afterschool play, use of facilities during the summer months, and for the community to have a place to meet monthly to hold community gatherings and events.

2014 ACCOMPLISHMENTS

- A City of Charleston Double Dutch Team placed 2nd in the World Championships.

NEW INITIATIVES FOR 2015

- Build community partnerships which will increase programming opportunities in City neighborhoods.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	28,380	30,190	29,755	30,190
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	28,380	30,190	29,755	30,190
Per Capita	\$ 0.23	\$ 0.23	\$ 0.23	\$ 0.23

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Community Programs	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 515000 – Recreation Facilities

FUND: General Fund

FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Recreation Facilities division oversees the programs and management of the City's large complexes and facilities including the Charleston Tennis Center, Maybank Tennis Center, WLS Aquatics Center, MLK Pool, and the gymnasiums at the Arthur W. Christopher Community Center, Bee's Landing Recreation Complex, James Island Recreation Complex, Shaw Community Center, and the St. Julian Devine Community Center.

CORE RESPONSIBILITIES

The Recreation Facilities division oversees the largest of the recreation facilities in the city as well as the numerous programs and events that are scheduled in and around these facilities. An annual brochure is produced which lists the activities for each facility.

2014 ACCOMPLISHMENTS

- Provided summer camp and sports camp services for 3,752 participants throughout the City.

NEW INITIATIVES FOR 2015

- Increase the number of programs offered to community.
- Attract additional children for camps.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	103,764	86,815	98,700	92,784
Benefits	24,379	20,334	20,334	22,355
Operating	2,284	2,120	2,325	2,120
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	130,427	109,269	121,359	117,259
Per Capita	\$ 1.04	\$ 0.85	\$ 0.94	\$ 0.88

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Recreation Facilities	2.15	2.15	2.15	2.15
TOTAL	2.15	2.15	2.15	2.15



RECREATION

DIVISION: 515010 – James Island Recreation Center

FUND: General Fund

FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The James Island Recreation Complex is the home of the center of athletic and recreation programs on James Island and it hosts a gymnasium, a gymnastics center, a dog run, 4 lighted athletic fields, a 25 meter swimming pool, multi-purpose areas, two tot lots, batting cages, and a sand volleyball court.

CORE RESPONSIBILITIES:

This division is responsible for all programming for tots, children, adults, families and seniors living in and around James Island and hosts exercise classes, educational classes, day camps, clinics, programs and senior activities daily.

2014 ACCOMPLISHMENTS

- Introduction and development of new programs including Tot Time, family movie nights, and Friday Night Kids for family fun.

NEW INITIATIVES FOR 2015

- Increase number of fitness classes provided.
- Add new family fun focused activities based on input from the community.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	198,454	210,790	207,508	232,070
Benefits	69,899	73,344	76,105	80,754
Operating	152,190	153,380	161,851	160,400
Capital	-	-		-
Operating Transfers	-	-		-
TOTAL	420,543	437,514	445,464	473,224
Per Capita	\$ 3.35	\$ 3.40	\$ 3.46	\$ 3.54

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
James Island Recreation Center	9.35	9.35	9.35	9.35
TOTAL	9.35	9.35	9.35	9.35



DIVISION: 515020 – St. Julian Devine Community Center

FUND: General Fund

FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The St. Julian Devine Community Center is located on the east side of downtown Charleston and is a 3 story recreation facility that serves the needs of all ages for recreation programs. The facility has an outdoor tot lot, basketball goal, ceramics room, library, computer room, game room, weight room, and a large event room which can be rented for special occasions.

CORE RESPONSIBILITIES:

This division is responsible for all programming for tots, children, adults, families and seniors living in and around the east side of downtown Charleston and hosts exercise classes, educational classes, day camps, clinics, programs and senior activities.

2014 ACCOMPLISHMENTS

- Summer camp served 60 children per week.

NEW INITIATIVES FOR 2015

- Reallocate staffing to add teams to youth sports programs.
- Provide programs to attract more teens.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	84,202	75,117	73,051	123,437
Benefits	22,039	27,911	34,127	38,182
Operating	32,432	38,200	38,350	38,200
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	138,673	141,228	145,528	199,819
Per Capita	\$ 1.10	\$ 1.10	\$ 1.13	\$ 1.50

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
St. Julian Devine Community Center	4.81	4.95	4.95	5.49
TOTAL	4.81	4.95	4.95	5.49



RECREATION

DIVISION: 515025 – Bees Landing Recreation Center
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Bee's Landing Recreation Complex is located in the West Ashley area and is the center of athletic and recreation programs in this fast-growing area of the City. The facility is the home of six lighted tennis courts, a dog run, a lighted soccer/football field, two lighted baseball/softball fields, a tot lot, a gymnasium, and a large multi-purpose programming space.

CORE RESPONSIBILITIES:

This division is responsible for all programming for tots, children, adults, families and seniors living in and around West Ashley and hosts exercise classes, educational classes, day camps, clinics, programs and senior activities daily.

2014 ACCOMPLISHMENTS

- Senior activities were offered prior to the construction of the West Ashley Senior Center to build a network of support.

NEW INITIATIVES FOR 2015

- Create more youth cultural arts opportunities.
- Increase adult volleyball program.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	229,224	228,473	258,015	306,995
Benefits	67,547	74,705	92,670	92,785
Operating	164,029	176,030	212,785	226,030
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	460,800	479,208	563,470	625,810
Per Capita	\$ 3.67	\$ 3.72	\$ 4.38	\$ 4.68

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Bees Landing Recreation Center	12.94	12.94	12.94	12.95
TOTAL	12.94	12.94	12.94	12.95



DIVISION: 515030 – Arthur W. Christopher Community Center

FUND: General Fund

FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Arthur W. Christopher Community Center is located in downtown Charleston and is the first LEEDS certified gymnasium in South Carolina. The facility is surrounded by Harmon Park with lighted athletic fields, a seasonal swimming pool, and has a full size gymnasium, two large multipurpose areas, a computer room, meeting rooms, and a game room.

CORE RESPONSIBILITIES

This division is responsible for all programming for tots, children, adults, families and seniors living in and around Charleston and hosts exercise classes, educational classes, day camps, clinics, programs and senior activities daily.

2014 ACCOMPLISHMENTS

- Named gymnasium in honor of late Monte Robinson, who was a volunteer coach.

NEW INITIATIVES FOR 2015

- Develop more diverse programs based on demographics of the community.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	177,106	188,042	186,517	215,889
Benefits	61,042	62,892	66,447	70,971
Operating	101,447	131,145	121,060	132,705
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	339,595	382,079	374,024	419,565
Per Capita	\$ 2.70	\$ 2.97	\$ 2.91	\$ 3.14

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Arthur W. Christopher Community Center	8.48	8.48	8.48	8.49
TOTAL	8.48	8.48	8.48	8.49



RECREATION

DIVISION: 515035 – Shaw Community Center
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Shaw Community Center is located in downtown Charleston and is home to a gymnasium, computer lab, a game room, workout room, a movie/TV room, and a music lab. This facility was once the home of the Boys and Girls Club and runs a very large afterschool and summer program for children and teenagers.

CORE RESPONSIBILITIES

This division hosts programming catering to children and teenagers through a large variety of sports programs and afterschool homework help sessions.

2014 ACCOMPLISHMENTS

- First full year of operations.
- Staff worked to enhance community partnerships and parental involvement in the facility.

NEW INITIATIVES FOR 2015

- Continue to strengthen community partnerships.
- Enhance program offerings based on input from participants and community members.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	75,447	84,592	85,606	98,492
Benefits	24,061	30,047	31,762	33,967
Operating	16,000	16,800	15,000	17,000
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	115,508	131,439	132,368	149,459
Per Capita	\$ 0.92	\$ 1.02	\$ 1.03	\$ 1.12

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Shaw Community Center	4.41	4.41	4.41	4.41
TOTAL	4.41	4.41	4.41	4.41



DIVISION: 515040 – West Ashley Park
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW:

Built in 2001, West Ashley Park is the home for many area special events, athletic programs and tournaments. The Park offers four lighted soccer fields, four lighted baseball/softball fields, a playground, two restroom/concession buildings, picnic areas, a nature trail system, an 18 hole disc golf course, and two docks. The West Ashley Park facility was developed with special emphasis on maintaining the beautiful native environment around the athletic fields and amenities for fitness opportunities.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	37,735	39,465	39,465	39,465
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	37,735	39,465	39,465	39,465
Per Capita	\$ 0.30	\$ 0.31	\$ 0.31	\$ 0.30

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
West Ashley Park	-	-	-	-
TOTAL	-	-	-	-



RECREATION

DIVISION: 515045 – Daniel Island Programs
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW:

Since Daniel Island was annexed into the City, the population has continued to grow and the City of Charleston's Recreation Department is adapting and expanding its services to fit this area's changing needs. Currently, the City of Charleston offers 2 lighted hard tennis courts at Freedom Park on Daniel Island, as well as Etiwan Park which features a large multi-purpose field, a tot lot, basketball court and sand volleyball court. In addition, Family Circle Cup Tennis Center is located on Daniel Island and is operated by the Family Circle Cup, LLC. The City is currently operating a number of programs and activities on Daniel Island including youth baseball, soccer, lacrosse, cheerleading, basketball, and flag football. The Recreation Department also offers Youth Hip Hop Classes, as well as basketball, volleyball, lacrosse, and skateboarding camps. Adult Hip Hop, Fencing and Yoga classes are also offered. Governor's Park opened in 2012, and includes a playground, dog run, walking trails, special event lawn, two lighted softball and baseball fields, and restroom and concession stand facilities.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	1,890	86,647	83,832	117,583
Benefits	4,010	31,409	35,666	38,471
Operating	26,952	56,260	41,110	52,760
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	32,852	174,316	160,608	208,814
Per Capita	\$ 0.26	\$ 1.35	\$ 1.25	\$ 1.56

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Daniel Island Programs	-	4.64	4.64	4.64
TOTAL	-	4.64	4.64	4.64



DIVISION: 516000 - Aquatics
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Aquatics Division operates two year-round swimming pools at MLK Pool and WLS Aquatics Center, and two seasonal pools at the James Island Recreation Complex and the Herbert Hasell Pool. These pools all host American Red Cross Swim Lessons, Lifeguard classes, lap swim, water fitness classes, recreation swimming, special events and summer swim teams. The Southern Marlins Racing Team (SMRT) youth swim team and the Masters swim programs train in the Martin Luther King, Jr. (MLK) pool.

CORE RESPONSIBILITIES

This division is responsible for all programming of aquatic programs and events for all ages throughout the City. All pool staff are American Red Cross Lifeguards and/or Water Safety Instructors certified to ensure that supervision and instruction meet the highest standards.

2014 ACCOMPLISHMENTS

- Over 12,200 swim lessons were taught at the four swimming pools.
- 11,875 children participated in swimming lessons.
- Served over 81,000 participants through the programs.

NEW INITIATIVES FOR 2015

- The MLK pool will receive new starting blocks and lane lines.
- Additional funds were added to budget to keep the four pools open on Sundays during the summer.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	788,195	809,400	801,516	829,007
Benefits	215,250	233,913	235,017	240,027
Operating	235,831	237,798	244,397	271,997
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	1,239,276	1,281,111	1,280,930	1,341,031
Per Capita	\$ 9.86	\$ 9.95	\$ 9.95	\$ 10.04

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Aquatics	31.83	31.83	31.83	32.55
TOTAL	31.83	31.83	31.83	32.55



RECREATION

DIVISION: 516040 – Swim Team
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW:

Seasonal swim teams, the Master Swim Club for adults, and the City of Charleston Southern Marlins Racing Team are operated through Aquatics in this Division. This division trains and prepares both youth and adult swimmers to compete in meets and develop their swimming skills under the leadership of trained coaches.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	24,633	29,760	29,525	29,760
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	24,633	29,760	29,525	29,760
Per Capita	\$ 0.20	\$ 0.23	\$ 0.23	\$ 0.22

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Swim Team	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 517000 - Tennis
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Tennis Division is responsible for the oversight, management, and programming for 89 public tennis courts located throughout the City of Charleston. USTA League play and lessons and clinics are taught at the Charleston Tennis Center and the Maybank Tennis Center. The City also owns the Family Circle Cup facility, which is the home of the women's Family Circle Cup Tournament.

CORE RESPONSIBILITIES

This division is responsible for all tennis programming and events for all ages throughout the City. The division offers league play, lessons, clinics and camps for players of all ages and ability. All lessons, camps, and clinics are taught by tennis professionals for a nominal fee.

2014 ACCOMPLISHMENTS

- Successfully hosted the South Carolina State Singles Championship Tournament.
- Over 11,500 people participated in tennis programs.
- 1,569 juniors participated in lessons and clinics.
- 514 inner city youth participated in tennis lessons.

NEW INITIATIVES FOR 2015

- All 15 hard courts at the Tennis Center will be resurfaced.
- Clubhouse and parking lots will be renovated.
- Expand inner city youth participation with a goal of 850 participants.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	405,790	442,811	501,312	468,247
Benefits	113,404	120,761	125,906	138,644
Operating	1,213	-	-	-
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	520,407	563,572	627,218	606,891
Per Capita	\$ 4.14	\$ 4.38	\$ 4.87	\$ 4.54

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Tennis	12.85	12.85	12.85	12.99
TOTAL	12.85	12.85	12.85	12.99



RECREATION

DIVISION: 517010 – Charleston Tennis Center
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW:

Overseen by the Tennis Division, the Charleston Tennis Center consists of fifteen lighted hard courts for league play, lessons, clinics and camps.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	128,702	131,088	149,978	168,498
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	128,702	131,088	149,978	168,498
Per Capita	\$ 1.02	\$ 1.02	\$ 1.17	\$ 1.26

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Charleston Tennis Center	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 517020 – Maybank Tennis Center
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW:

Overseen by the Tennis Division, the Maybank Tennis Center consists of eight lighted hard courts and five unlighted clay courts for league play, lessons, clinics and camps.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	29,179	34,540	24,635	41,590
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	29,179	34,540	24,635	41,590
Per Capita	\$ 0.23	\$ 0.27	\$ 0.19	\$ 0.31

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Maybank Tennis Center	-	-	-	-
TOTAL	-	-	-	-



RECREATION

DIVISION: 517030 – Inner City Youth Tennis
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW:

The Tennis Division is also the host of the Inner City Youth "Courting Kids" Tennis Program, a program geared toward providing low cost tennis instruction for inner city youth ages 6 to 16. This national award-winning program offers fall, spring and summer sessions on the Peninsula and on Johns Island, and is driven by the goal of exposing children to a healthy lifetime sport.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	786	-	-	-
Benefits	100	-	-	-
Operating	2,803	1,925	1,925	1,925
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	3,689	1,925	1,925	1,925
Per Capita	\$ 0.03	\$ 0.01	\$ 0.01	\$ 0.01

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Inner City Youth Tennis	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 518000 – Gymnastics
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW

The Gymnastics Division offers recreational classes and training for children 3 to 18 years of age as well as year round competitive gymnastics at the Charleston Gymnastics Training Center. This facility is located in the James Island Recreation Complex and is the primary home of our fundamental program.

CORE RESPONSIBILITIES

This division is responsible for all gymnastics classes and training for all ages throughout the City. The program focuses on providing fundamentals of gymnastics, building self-esteem, and physical skills.

2014 ACCOMPLISHMENTS

- Purchased a safer, new floor for training classes.
- Purchased video training system to monitor workouts.
- 4,672 individuals participated in the gymnastics program.

NEW INITIATIVES FOR 2015

- Increase the number of participants by 10%.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	159,849	167,345	156,045	180,589
Benefits	50,270	53,737	55,452	58,588
Operating	-	-	-	-
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	210,119	221,082	211,497	239,177
Per Capita	\$ 1.67	\$ 1.72	\$ 1.64	\$ 1.79

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Gymnastics	5.38	5.38	5.38	5.39
TOTAL	5.38	5.38	5.38	5.39



RECREATION

DIVISION: 518010 – Gymnastics Training Center
FUND: General Fund
FUNCTION: Culture and Recreation

DIVISION OVERVIEW:

The Charleston Gymnastics Training Center is located in the James Island Recreation Complex. This comprehensive teaching and training facility conducts gymnastics courses for children 3 to 18 years of age and year-round training for competitive gymnasts through the Charleston Gymnastics Team.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	19,881	18,045	20,354	19,545
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	19,881	18,045	20,354	19,545
Per Capita	\$ 0.16	\$ 0.14	\$ 0.16	\$ 0.15

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Gymnastics Training Center	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 028010 – Municipal Golf Course
FUND: Municipal Golf Course Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW

The Municipal Golf Course is a championship public course located on James Island and is one of the most played golf courses in the state. Established in 1927, the 18 hole course has over 6,400 irrigated yards that play to a par 72. On site amenities include a snack bar, pro shop, driving range, and putting green.

CORE RESPONSIBILITIES

This division is responsible for all golf programs and events for all ages throughout the City and the course is designed to be welcoming to all levels.

2014 ACCOMPLISHMENTS

- Installed a state-of-the-art irrigation system was to improve grass quality.
- 47,380 rounds of golf were played on the course.

NEW INITIATIVES FOR 2015

- The clubhouse will undergo a HVAC replacement and other interior improvements.
- Begin rotational replacement of 3-4 greens per year.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	679,601	702,069	638,300	718,098
Benefits	262,611	284,008	284,008	289,797
Operating	715,344	760,444	652,176	763,770
Capital	-	-	-	-
Operating Transfers	391	386	386	391
TOTAL	1,657,947	1,746,907	1,574,870	1,772,056
Per Capita	\$ 13.19	\$ 13.57	\$ 12.24	\$ 13.27

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Municipal Golf Course	23.75	23.20	23.20	22.17
TOTAL	23.75	23.20	23.20	22.17



RECREATION

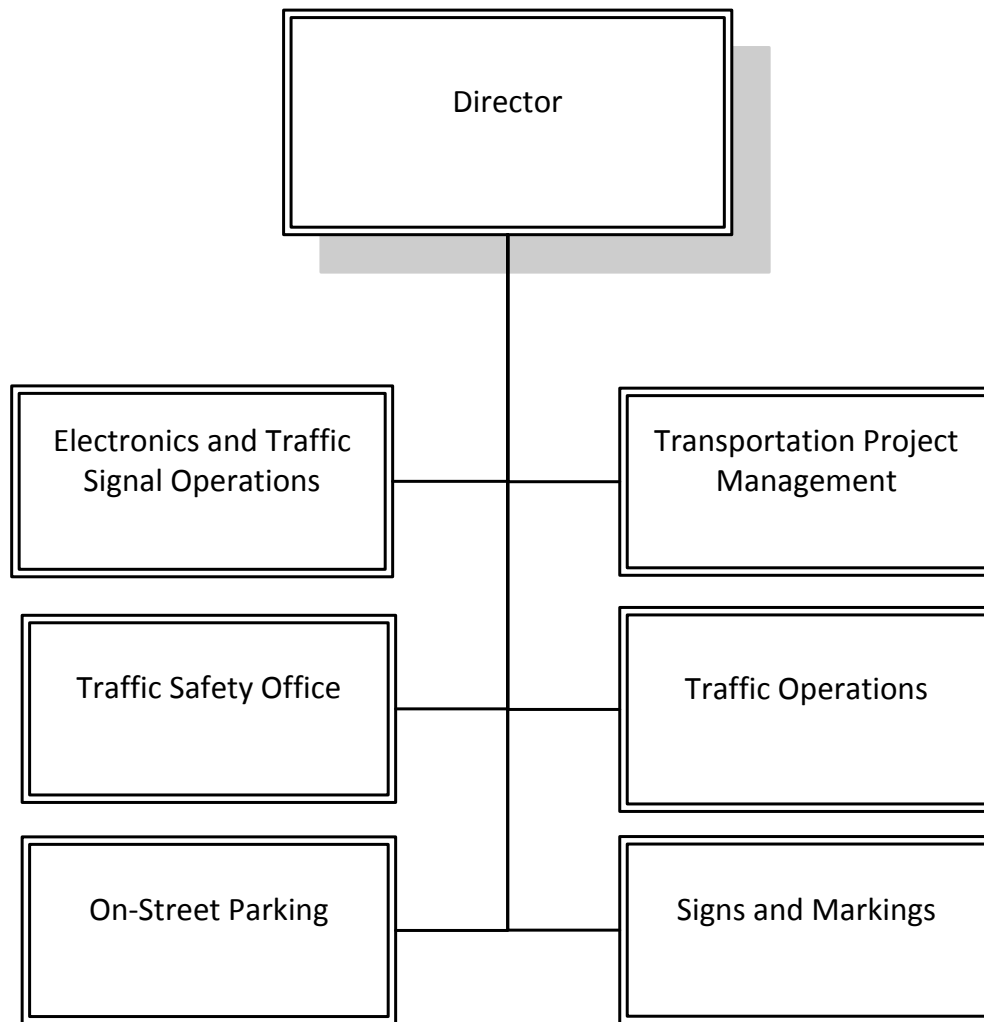
DIVISION: 028015 – Municipal Golf Course Construction
FUND: Municipal Golf Course Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW:

Scheduled maintenance and improvements costs to the Municipal Golf Course are accounted for in this division.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	-	-	-	-
Capital	-	620,000	620,000	290,000
Operating Transfers	-	-	-	-
TOTAL	-	620,000	620,000	290,000
Per Capita	\$ -	\$ 4.82	\$ 4.82	\$ 2.17

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Municipal Golf Course Construction	-	-	-	-
TOTAL	-	-	-	-

**DEPARTMENT OF TRAFFIC AND TRANSPORTATION****DEPARTMENT MISSION STATEMENT**

To provide a high quality transportation system in order that those traveling within the City of Charleston can do so safely and efficiently.



DEPARTMENT OVERVIEW

The Department of Traffic and Transportation studies, plans and implements traffic operations, on-street parking operations, transportation services, and facilities to maintain the safe and efficient movement of people and goods throughout the City. Traffic and Transportation is responsible for planning, geometric configuration, transportation operations of roads, streets, highways and all City property, their networks, terminals, abutting lands and relationships with other modes of transportation. This Department is responsible for continuously increasing the efficiency of transportation within the City and for devising transportation related improvements in accordance with the City's broad policy requirements.

CORE RESPONSIBILITIES:

Bicycle and Pedestrian Projects – Works closely with staff from the City, Charleston County, Berkeley-Charleston-Dorchester Council of Governments, and SCDOT on planning, designing, and completing bicycle and pedestrian facilities to improve safety and allow for alternative modes of transportation.

Citizen Services – Provides information on services through the City's website and educational and informational brochures on topics such as traffic calming, residential parking, traffic signals, pedestrian safety, and SmartCard program.

Closed Circuit Television Monitoring System (CCTV) – Allows monitoring of traffic conditions on various bridges and corridors to quickly identify incidents that require law enforcement assistance and removal of the incident as quickly as possible to alleviate traffic congestion and allows the motoring public to view traffic conditions prior to departing for their destination.

Neighborhood Traffic Calming Program – Performs traffic studies of residential streets and corridors for potential installation of speed humps or conversion of one-way traffic to two-way to control the flow of traffic and reduce vehicular speeds.

Non-Consensual Towing – Oversee the issuance of non-consensual towing permits for towing companies to tow unauthorized vehicles without the owner's consent from commercial parking lots to ensure compliance to City ordinance.

Residential Parking Program – Work with neighborhoods to establish residential parking districts to protect residents from unreasonable burden in gaining access to their homes by minimizing the number of nonresidential and commercial vehicles parking in the neighborhood.

Rickshaw Operations – Oversees the permitting, inspections, and franchise agreements with rickshaw companies to operate in the Old Historic District to better manage rickshaws operating in the public right-of-way.

Sales Tax Projects – The department works closely with Charleston County, Berkeley County, Berkeley-Charleston-Dorchester Council of Governments, and SCDOT on the prioritization, design and implementation of transportation projects within the City.

SmartCard Programs - Manages the electronic SmartCard payment system for parking meters which allows for residents and visitors to pay parking meters with a prepaid electronic card instead of coins.

Taxi and Limousine Operations - Receive and review all new certificate of appropriateness applications for taxis and limousines to operate in the City for approval by City Council Traffic and Transportation Committee.

Traffic Management Center (TMC) – Manage the centrally located computerized traffic signal control center that controls traffic signals that allows traffic signals plans to be reviewed and modified remotely. The communications infrastructure to the TMC is currently being upgraded with fiber optics and new traffic controllers and software to increase efficiency and reliability of the system.



Valet Parking Program – Manage valet parking franchise agreements which allow the public right-of-way to be utilized for valet parking to provide more convenient parking for visitors and patrons of local business establishments.

2014 ACCOMPLISHMENTS

- Assisted Charleston County on moving the I-526 completion project forward.
- Assisted in the preparation of Crosstown Phase II project (50/50 match).
- Chaired the Charleston County Aviation Authority TRIP Committee that oversees the airport expansion project.
- Finalized the MOU between the City, Charleston County, and the South Carolina Department of Transportation (SCDOT) for the construction of the bicycle and pedestrian facility for the Ashley River Bridge (T. Allen Legare Bridge).
- Completed bike study for James Island Connector.
- Worked with federal agencies in Washington D.C. on additional transportation infrastructure funding.
- Worked with Charleston County on half-cent sales tax projects including construction for the Bees Ferry Road widening project, completing the permitting process for construction of the West Ashley Circle, finalizing plans for the Harbor View Road widening project and assisting with intersection improvement plans for Folly and Camp Roads.
- Continued to participate in the Honorary Commanders Program at Joint Base Charleston.
- Worked with SCDOT on improvement plans for a roundabout at Riverland and Camp Roads.
- Worked with Chamber of Commerce on initiative to increase the gas tax for transportation infrastructure.
- Completed yearly preventative maintenance check of entire traffic signal system per IMSA.
- Completed the construction of traffic signal at East Bay Street and Calhoun Street.
- Completed the construction of a new signalized intersection at Orleans Road and Hazelwood Drive.
- Fabricated and installed signage for the street sweeping program.
- Worked with City staff to identify locations for bike corrals in the City, and installed signage.



TRAFFIC AND TRANSPORTATION

PERFORMANCE MEASURES

City Value: Public Safety

Strategic Priority: Facilitate the safe flow of traffic in the City's neighborhoods, over the main thoroughfares and through intersections efficiently and safely.

Measurement Type: Workload/Efficiency

Measure	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of signs							
- Fabricated	1,500	924	1,200	895	1,200	1,043	1,200
- Installed	1,800	2,774	2,000	2,195	2,000	2,659	2,200
- Repaired	1,200	2,347	1,200	2,101	1,200	2,661	2,400
Linear feet of markings installed	100,000	25,958	50,000	28,576	50,000	68,860	75,000
Average time to repair or replace missing or damaged priority signage	1 day	1 day	2 days	3 days	2 days	2 days	2 days
Number of traffic signals installed	500	85	250	80	250	13	50
Number of traffic signal locations receiving preventative maintenance	194	213	194	142	194	203	203
Number of safety flashers locations receiving preventative maintenance	37	68	37	39	37	17	37
Number of traffic studies performed	240	202	220	52	220	54	50

City Value: Public Safety

Strategic Priority: Respond effectively and in a timely manner to traffic signal emergency situations to quickly restore normal traffic conditions and minimize accident potential.

Measurement Type: Workload/Efficiency

Measures	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of emergency call outs	240	24	240	143	240	148	150
Average time to repair traffic signal malfunctions from time reported to finished repair (in hours)	2	1.4	2	1.6	2	1.3	2
Number of traffic signal heads repaired as a result of accidents	40	16	40	25	40	24	20

City Value: Quality Services

Strategic Priority: Provide new technology with LED traffic signals that will minimize the need for bulb replacement and reduce power consumption.

Measurement Type: Workload

Measures	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of LED traffic signal modules replaced	ND	ND	100	73	100	77	100
Number of LED streetlight modules replaced	ND	ND	50	0	50	2	25



City Value: Quality Services

Strategic Priority: Provide on-street parking and metered lots, and ensure parking meters operate reliably and consistently to support economic development and an orderly managed street system.

Measurement Type: Workload/Efficiency

<i>Measures</i>	FY 2012		FY 2013		FY 2014		FY 2015
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of repairs performed on parking meters	6,000	4,881	5,000	3,806	5,000	3,382	3,300
Number of parking meters jammed with foreign objects	1,400	841	1,000	1,049	1,000	1,255	1,200
Number of parking meter repair requests inspected and found operating satisfactorily	ND	ND	ND	ND	240	239	240
Number of metered parking spaces installed	10	16	10	12	10	0	10
Average time of repair (hours) of parking meters from time reported to time repaired	24 hours	15 hours	20 hours	16 hours	20 hours	14 hours	15 hours
Percentage of parking meters operational per day	98%	99%	99%	99%	99%	99%	99%

NEW INITIATIVES FOR 2015

- Continue working on the management of the Charleston County International Airport terminal expansion project.
- Chair the Charleston County Aviation Authority TRIP Committee that oversees the airport terminal expansion project.
- Work with Charleston County and SCDOT to construct a bike lane on the T. Allen Legare Bridge, institute a super street plan for US 17 at Main Road, implement capacity improvements in the area of I-526, SC 7 and Savannah Highway/Town Center Drive, and continue development on the I-526 completion project.
- Work with Chamber of Commerce on initiative to raise the gas tax in South Carolina for transportation infrastructure improvements.
- Work with federal agencies in Washington D.C. on additional transportation infrastructure funding.
- Work on proposed legislation that will allow municipalities to fund public transportation infrastructure projects.
- Work with Charleston County to complete construction of the West Ashley traffic Circle, widening Harbor View Road, and intersection improvements at Folly and Camp Roads.
- Evaluate and procure new traffic signal system control software.
- Continue to participate in the Honorary Commanders Program at Joint Base Charleston.
- Begin modernization of the downtown traffic signal system.
- Work with the State Infrastructure Bank on advancing funds for the Crosstown Phase III project.
- Continue upgrading all deficient STOP signs on City streets to meet FHWA standards.
- Upgrade a pavement marking plan and maintenance schedule for the Peninsula.
- Continue to work with City and Charleston County staff to facilitate the review and implementation of Transportation Sales Tax and Charleston County Transportation Committee projects.
- Work with City staff to expand bike corral locations throughout the City.
- Research parking meter credit card pay option for cost effectiveness.



TRAFFIC AND TRANSPORTATION

DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	970,986	946,426	972,381	1,088,875
Benefits	349,272	435,910	471,279	441,063
Operating	905,783	894,894	972,508	1,027,474
Capital	24,539	-	-	-
Operating Transfers	-	-	-	-
TOTAL	2,250,580	2,277,230	2,416,168	2,557,412
Per Capita	\$ 17.91	\$ 17.69	\$ 18.77	\$ 19.15

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
230000 Traffic and Transportation	1,964,482	1,950,909	2,133,344	2,223,684
General Fund Subtotal	1,964,482	1,950,909	2,133,344	2,223,684
Enterprise Fund				
022045 On Street Parking Operations	286,098	326,321	282,824	333,728
Enterprise Fund Subtotal	286,098	326,321	282,824	333,728
TOTAL	2,250,580	2,277,230	2,416,168	2,557,412

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	29.00	29.00	29.00	28.00
TOTAL	29.00	29.00	29.00	28.00



DIVISION: 230000 – Traffic and Transportation
FUND: General Fund
FUNCTION: Public Safety

DIVISION OVERVIEW

The Division of Traffic and Transportation studies, plans and implements traffic operations, transportation services and facilities to maintain the safe and efficient movement of people and goods throughout the City. Traffic and Transportation is responsible for planning, geometric configuration and transportation operations. Transportation operations consist of roads, streets and highways, as well as City property, networks, terminals, abutting lands and relationships with other modes of transportation. This Division is responsible for continuously increasing the efficiency of all modes of transportation within the City.

CORE RESPONSIBILITIES

Electronics and Traffic Signal Operations – Responsible for the installation, maintenance, and repair of traffic, pedestrian, intersection warning, and school signals. Staff is required to be on call for emergency repairs at all times in order to facilitate safe flow of vehicular and pedestrian traffic throughout the City.

Permitting – Responsible for issuing permits for parking meters bags, street blocking, construction parking, and dumpster and storage container placement on the public right-of-way to better manage negative impacts to traffic flow and on-street parking.

Signs & Markings – Responsible for the manufacturing and maintenance of regulatory, warning, guide, information, school, street name and specialty street name signs as well as the installation and maintenance of pavement markings to meet City, State, and Federal regulations.

Traffic Operations – Responsible for the oversight of Permitting, Traffic Safety Office, and Signs and Markings operations. Traffic Operations also works with other City agencies such as Engineering, Parks, Neighborhood Services, and Police Department, as well as the College of Charleston, Charleston County, and the SCDOT on projects and special events to ensure safe and efficient traffic movements throughout the City.

Traffic Safety – Conducts traffic data collection for volume, speed, and turning movement analyses for department traffic engineering studies. Traffic Safety also conducts regular inspections of streets for unpermitted street blocking, dumpsters or storage devices in the public right-of-way.

Transportation Project Management – Conducts traffic engineering studies, manages department transportation projects, and reviews proposed site plans, subdivisions, Planning Commission submittals, roadway construction plans, and traffic impact studies submitted as part of the Technical Review Committee approval process to ensure proposals are in compliance with standard traffic engineering design principles including AASHTO, MUTCD, and ITE standards.

2014 ACCOMPLISHMENTS

- Worked on finalizing plans for two-way traffic for Cannon and Spring Streets.
- Completed the implementation of new fiber optic communications infrastructure for the traffic signal system for SC 61 (Ashley River Road), Magwood Road, and other corridors.
- Completed renovations at various signalized intersections with steel strain poles as part of the 2014 SCDOT Federal Rebuild Project.
- Completed yearly preventative maintenance check of entire traffic signal system per IMSA.
- Traffic Cabinet Replacement Project continued in 2014 and entailed the upgrading of existing traffic cabinets that were installed in 1990.
- Completed the construction of traffic signal at East Bay Street and Calhoun Street.



TRAFFIC AND TRANSPORTATION

- Completed the construction of a new signalized intersection at Orleans Road and Hazelwood Drive.
- Fabricated and installed signage for the street sweeping program in the Cannonborough/Elliottborough Neighborhood.
- Continued to work with the South Carolina Department of Transportation (SCDOT) reviewing intersections for the SCDOT Low Cost Intersection Safety Improvement Project. These improvements included installation of new traffic control signs, replacement of outdated traffic control signs, and remarking of existing pavement markings.
- Completed the fabrication and installation of Battery2Beach directional signs within the City.
- Staff represented the City on the I-526 Steering committee to review potential improvements to the existing I-526 corridor between West Ashley and Virginia Avenue.

NEW INITIATIVES FOR 2015

- Assist City Staff with Phase II of the Crosstown drainage project, implementation of two-way traffic for Cannon Street and Spring Street as part of streetscape project, and development of a comprehensive traffic study for the Clements Ferry Road corridor.
- Continue with the implementation of new fiber optic communications infrastructure and modernization for the downtown traffic signal system.
- Evaluate and procure new traffic signal system central software.
- Complete installation of three additional monitoring locations to the CCTV system (Ashley River Bridges inbound and outbound and Highway 30).
- Complete phase five (section 4) of a six phase project to upgrade existing traffic signal system communications structure and traffic controller with software upgrade.
- Complete renovation at various signal control intersections with steel strain poles to be constructed under the 2015 SCDOT Federal Rebuild Project.
- Traffic Cabinet Replacement Project will continue in 2015 and will entail the upgrading of existing traffic cabinets that were installed in 1990.
- Complete SCDOT Charleston Safety Improvements Project with the replacement of traffic signal equipment to be completed by contractor on Charleston Peninsula.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	805,740	777,002	802,101	915,866
Benefits	283,710	366,052	401,421	369,283
Operating	850,493	807,855	929,822	938,535
Capital	24,539			-
Operating Transfers	-	-	-	-
TOTAL	1,964,482	1,950,909	2,133,344	2,223,684
Per Capita	0 \$ 15.63	\$ 15.16	\$ 16.58	\$ 16.65

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Traffic and Transportation	25.00	25.00	25.00	24.00
TOTAL	25.00	25.00	25.00	24.00



DIVISION: 022045 – On-Street Parking Operations
FUND: Parking Facilities Enterprise Fund
FUNCTION: Enterprise Fund

DIVISION OVERVIEW

The On-Street Parking Operations Division is responsible for managing the City's parking program for passenger and commercial vehicles. The Division performs parking studies and sight distance analysis to design and determine all on-street parking spaces, commercial and passenger loading zones, and other parking aspects throughout the City including parking prohibition areas, tour bus pullout areas, taxi stands, rickshaw stands, and handicap parking areas. On-Street Parking Operations coordinates the placement, maintenance, and repair of parking meters. The Division also oversees hearing officers for the adjudication of parking citation disputes, schedules payment plans for citizens with delinquent parking fines, and prosecutes parking citations in Municipal Court. Additionally, this division coordinates the Smartcard program, residential parking permit program - including the survey and establishment of districts, and the placement of designated handicap parking spaces on City streets. On-Street Parking Operations is also responsible for the management of franchised valet parking spaces, issuing Certificates of Appropriateness for taxis and limousines operating within the City, as well as the permitting for Rickshaw companies operating on downtown City streets.

CORE RESPONSIBILITIES

On-Street Parking - Manage all aspects of on-street parking to ensure parking for residents, business patrons, and handicapped citizens as well as establishing commercial and passenger loading zones.

Parking Meters – Install and repair parking meters located on-street and City lots to ensure parking meters operate reliably for citizen convenience and support economic development.

Parking Ticket Adjudication – Oversees hearing officers for the adjudication of parking citation disputes and prosecutes parking citations in Livability Court.

SmartCard Program – Manages the electronic SmartCard payment system that uses prepaid cards instead of coins at parking meters for the convenience of citizens.

2014 ACCOMPLISHMENTS

- Continued to work with Planning, Preservation and Sustainability on bike corral locations in the City. Five additional bike corrals were installed on King Street, adding an additional 48 bike parking spaces. There are currently 12 bike corral locations in the City.
- Completed revisions to Chapter 31, Vehicles for Hire ordinance requiring certain conditions for the operation of golf carts and low speed vehicles for the purpose of transporting patrons.
- Continued to work with the Legal Department and Police Department in expanding Taxi Stand Zones on the Peninsula.
- Reviewed 60 Certificate of Public Convenience and Necessity applications for taxis and limos and submitted them to the City Council Traffic and Transportation Committee for approval.
- Implemented rickshaw staging locations at CARTA bus stop locations on King Street between the hours of 10:00pm to 3:00am.
- Worked with Police Department to expand the bicycle parking restriction from Upper King Street to include Middle King Street.
- Worked with the Revenue Collections Division in implementing an on-line parking ticket payment program.
- Represented the Department at the Tourism Management Mobility & Transportation Subcommittee meetings.



TRAFFIC AND TRANSPORTATION

- Installed 13 traffic calming speed humps.

NEW INITIATIVES FOR 2015

- Continue to work with the Planning, Preservation and Sustainability Department on expanding bike corral locations throughout the City.
- Work with Legal Department to finalize the Stopping, Parking, Standing ordinance.
- Continue to work with GIS to finalize the parking meter locator inventory software that will provide data on each on-street parking meter space that will be stored on GIS.
- Research credit card parking meter pay option to assess cost effectiveness and feasibility.
- Continue to install parking meter decorative sleeves throughout the Peninsula.
- Finalize the rewrite of the Municipal Court Administrative Order for parking ticket adjudications to ensure compliance with City ordinances.
- Continue to work with Legal Office and Police Department on defining a Transportation Network Company ordinance.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	165,246	169,424	170,280	173,009
Benefits	65,562	69,858	69,858	71,780
Operating	55,290	87,039	42,686	88,939
Capital	-	-	-	-
Operating Transfers	-	-	-	-
TOTAL	286,098	326,321	282,824	333,728
Per Capita	0 \$ 2.28	\$ 2.54	\$ 2.20	\$ 2.50

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
On Street Parking Operations	4.00	4.00	4.00	4.00
TOTAL	4.00	4.00	4.00	4.00



DEPARTMENT EXPENDITURE SUMMARY

NON-DEPARTMENTAL DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	1,014,173	-	(2,845,742)
Benefits	5,463,007	5,195,028	5,227,028	4,893,768
Operating	3,586,384	4,092,059	3,683,634	4,459,852
Capital	-	-	-	-
TOTAL	9,049,391	10,301,260	8,910,662	6,507,878
Per Capita	\$ 73.70	\$ 81.96	\$ 51.78	\$ 50.57

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
NON-DEPARTMENTAL				
180000 Pensions	-	480,135	480,135	331,513
181000 Employment Benefits	5,398,538	4,660,893	4,660,893	4,508,255
182000 General Insurance	1,996,315	2,194,823	2,194,823	2,283,213
183000 Emergency Fund	-	70,000	70,000	70,000
620000 Community Promotions	187,787	191,237	187,387	191,650
710000 Assistance Programs	339,000	242,800	245,800	452,675
900000 Non-Departmental	1,127,751	2,461,372	1,071,624	(1,329,428)
Total Non-Departmental	9,049,391	10,301,260	8,910,662	6,507,878

OTHER	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund Transfers Out	4,463,917	2,490,070	2,490,070	2,495,327
Interest General Fund	1,068,290	1,317,307	1,317,307	1,511,802
Enterprise Funds	1,013,562	956,676	956,676	867,177
Total Interest	2,081,852	2,273,983	2,273,983	2,378,979
Principal General Fund	5,174,359	6,407,131	6,407,131	7,036,019
Enterprise Funds	-	2,710,575	2,710,575	2,819,315
Total Principal	5,174,359	9,117,706	9,117,706	9,855,334
Total Other	11,720,129	13,881,759	13,881,759	14,729,640

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	-	-	-	-
TOTAL	-	-	-	-



NON-DEPARTMENTAL

DIVISION: 180000 – Pensions
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

Contributions to the South Carolina Retirement System and Social Security corresponding to the budgeted provisions for salary increases are budgeted in this division. Retirement and Social Security corresponding to salaries budgeted in the various operational departments are budgeted in those departments.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	480,135	480,135	331,513
Operating	-	-	-	-
Capital	-	-	-	-
TOTAL	-	480,135	480,135	331,513
Per Capita	\$ -	\$ 3.73	\$ 3.73	\$ 2.48

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Pensions	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 181000 – Employment Benefits
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

Funding for healthcare costs for retirees and former employees covered under COBRA provisions, and the related healthcare contributions for this insured group are budgeted in this division. Regular employee healthcare costs are budgeted within each department at a per employee rate. Funding for life insurance, worker's compensation and other employee benefits are also provided in this division. OPEB contributions required under GASB 45 are budgeted in this division.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	5,398,538	4,649,893	4,649,893	4,497,255
Operating	-	11,000	11,000	11,000
Capital	-	-	-	-
TOTAL	5,398,538	4,660,893	4,660,893	4,508,255
Per Capita	\$ 42.95	\$ 36.22	\$ 36.22	\$ 33.75

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Employment Benefits	-	-	-	-
TOTAL	-	-	-	-



NON-DEPARTMENTAL

DIVISION: 182000 – General Insurance
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

Funding for insurance on City-owned property and for bonding of City employees is provided in this division.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	1,996,315	2,194,823	2,194,823	2,283,213
Capital	-	-	-	-
TOTAL	1,996,315	2,194,823	2,194,823	2,283,213
Per Capita	\$ 15.88	\$ 17.05	\$ 17.05	\$ 17.09

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Insurance	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 183000 – Emergency Fund
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

Funding is provided in this division for unexpected or otherwise unfunded expenditures that City Council deems necessary. Expenditures are charged to the appropriate departmental line items and funded through budget transfers from this division.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	-	70,000	70,000	70,000
Capital	-	-	-	-
TOTAL	-	70,000	70,000	70,000
Per Capita	\$ -	\$ 0.54	\$ 0.54	\$ 0.52

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Emergency Fund	-	-	-	-
TOTAL	-	-	-	-



NON-DEPARTMENTAL

DIVISION: 620000 – Community Promotions
FUND: General Fund
FUNCTION: Community Promotions

DIVISION OVERVIEW:

Funding for promotion of the Charleston community is provided in this division through municipal memberships, awards, and special promotional events.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	187,787	191,237	187,387	191,650
Capital	-	-	-	-
TOTAL	187,787	191,237	187,387	191,650
Per Capita	\$ 1.49	\$ 1.49	\$ 1.46	\$ 1.43

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Community Promotions	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 710000 – Assistance Programs
FUND: General Fund
FUNCTION: Health and Welfare

DIVISION OVERVIEW:

Funding for human service and other agencies that assist and service the citizens of Charleston is provided in this division. This funding partnership meets critical community needs that the City of Charleston cannot fulfill alone.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	-	-	-
Benefits	-	-	-	-
Operating	339,000	242,800	245,800	452,675
Capital	-	-	-	-
TOTAL	339,000	242,800	245,800	452,675
Per Capita	\$ 2.70	\$ 1.89	\$ 1.91	\$ 3.39

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Assistance Programs	-	-	-	-
TOTAL	-	-	-	-



NON-DEPARTMENTAL

DIVISION: 900000 – Non-Departmental
FUND: General Fund
FUNCTION: General Government

DIVISION OVERVIEW:

Funding for expenditures that do not fall within the jurisdiction of any other division is provided for in this division. Such expenditures include shared office building rent and municipal election costs. Provisions for salary increases when budgeted are also included here, but are not expensed in this division. Budget transfers are made from this division to the appropriate operational divisions where the salary is paid to provide funding for increases given during the year. Additionally, the City fully funds all approved positions in the appropriate division, but recognizing that vacancies or other savings will occur during the year, budgets a negative amount for salary savings in this division. Budget transfers are then made from operating divisions to this division for the savings.

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Personnel	-	1,014,173		(2,845,742)
Benefits	64,469	65,000	97,000	65,000
Operating	1,063,282	1,382,199	974,624	1,451,314
Capital	-	-	-	-
TOTAL	1,127,751	2,461,372	1,071,624	(1,329,428)
Per Capita	\$ 8.97	\$ 19.12	\$ 8.33	\$ (9.95)

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Non-Departmental	-	-	-	-
TOTAL	-	-	-	-



DIVISION: 932000 – General Fund Transfers Out
FUND: General Fund
FUNCTION: Operating Transfers Out

DIVISION OVERVIEW:

Various operating transfers from the General Fund to other City funds are budgeted and accounted for in this division.

DIVISION EXPENDITURES		2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund					
90014	Transfer Out, Cultural Festival	3,000	5,000	5,000	7,500
90017	Transfer Out, COP	1,629,823	1,630,257	1,630,257	1,628,377
90019	Transfer Out, Drainage Fund	500,000	500,000	500,000	500,000
90020	Transfer Out, Energy Performance	346,236	341,313	341,313	345,950
90031	Transfer Out, Capital Improvt Fund	1,968,343	-	-	-
90036	Transfer Out, Special Revenue	12,000	13,500	13,500	13,500
90050	Transfer Out, USDA Fund	4,515	-	-	-
Total Other		4,463,917	2,490,070	2,490,070	2,495,327
Per Capita		\$ 35.52	19.35	\$ 19.35	\$ 18.68



NON-DEPARTMENTAL

DIVISION: Debt Service Divisions
FUND: General Fund and Parking Facilities Enterprise Fund
FUNCTION: Other

DIVISION OVERVIEW:

Debt service for both the General Fund and the Enterprise Funds are budgeted in these divisions.

PRINCIPAL AND INTEREST	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
General Fund				
920010 Capital Leases	3,299,729	3,957,127	3,957,127	4,744,711
920130 Bond GO 2005 9.68M	840,138	839,638	839,638	-
920131 Bond GO 214 Ref 4.375M GF	-	-	-	797,596
920145 Bond, GO 2010 Series A 1.9M	187,300	384,300	384,300	627,300
920150 Bond, GO 2010 Series B 17.1M	624,188	624,188	624,188	624,188
920155 Bond, GO Ref 2012 6.555M GF	1,159,295	887,185	887,185	1,020,100
920160 Bond GO 2014 22M	-	900,000	900,000	601,925
920200 Note, 50 Broad Street	132,000	132,000	132,000	132,001
Total General Fund	6,242,650	7,724,438	7,724,438	8,547,821
Enterprise Fund				
021920 Bond, Revenue 2010 2.1M CM	110,815	185,255	185,255	185,255
021930 Bond, Revenue 2010A 3.4M CM	150,687	317,635	317,635	317,635
022940 Bond, SCE&G Revenue 1997 16.6M	103,309	1,223,018	1,223,018	1,216,229
022942 Bond, GO 2009 18.1M	581,500	1,316,750	1,316,750	1,343,500
022955 Bond, COP Ref 21.245M 2003 PK	67,251	624,593	624,593	623,873
Total Enterprise Fund	1,013,562	3,667,251	3,667,251	3,686,492
Total Other	7,256,212	11,391,689	11,391,689	12,234,313
Per Capita	\$ 57.73	\$ 88.51	\$ 88.51	\$ 91.59



In February 1996, City Council adopted Ordinances 1996-18 and 1996-56, which established a Municipal Accommodations tax in an amount equal to two percent of the gross receipts collected by transient lodging establishments within the city limits. According to these ordinances, one half (1%) of the proceeds are to be expended only for the purpose of defraying the cost of capital improvements beneficial to the tourism industry, and one half (1%) is to defray the cost of specific operational expenses beneficial to the tourism industry. In 2015, the operational budget will reimburse the General Fund for specific tourism-related salaries and benefits, in particular, Police and Parking Enforcement activities in the Historic District, which has a high concentration of tourism. Capital Improvements funded in 2015 include the renovation of Colonial Lake.

FUND REVENUE AND EXPENDITURE SUMMARY

FUND REVENUES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Permits & Fees	5,168,854	5,380,000	5,722,000	6,000,000
Interest Income	4,828	7,000	3,000	3,200
Fund Balance	-	1,069,488	-	296,800
TOTAL	5,173,682	6,456,488	5,725,000	6,300,000

DIVISION REVENUES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
901100 Capital Improvements	2,586,971	3,603,038	2,862,500	3,015,000
901200 Operating Costs	2,586,711	2,853,450	2,862,500	3,285,000
TOTAL	5,173,682	6,456,488	5,725,000	6,300,000

FUND EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Operating	25,804	26,900	28,610	30,000
Operating Transfers	5,478,678	6,429,588	6,350,588	6,270,000
TOTAL	5,504,482	6,456,488	6,379,198	6,300,000
Per Capita	\$ 43.79	\$ 50.17	\$ 49.57	\$ 47.16

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
901100 Capital Improvements	2,769,402	3,603,038	3,515,893	3,015,000
901200 Operating Costs	2,735,080	2,853,450	2,863,305	3,285,000
TOTAL	5,504,482	6,456,488	6,379,198	6,300,000

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Total Department	-	-	-	-
TOTAL	-	-	-	-



MUNICIPAL ACCOMMODATIONS TAX FUND



Ratification
Number 2014-158

AN ORDINANCE

PROVIDING FOR THE DISTRIBUTION OF FUNDS FOR FISCAL YEAR 2015 GENERATED BY THE MUNICIPAL ACCOMMODATIONS FEE AS REQUIRED BY ORDINANCE NO. 1996-18.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CHARLESTON:

SECTION 1. Findings

It is hereby found and declared by City Council of the City of Charleston ("City Council"), the governing body of the City of Charleston (the "City"):

1. By Ordinance adopted February 27, 1996, bearing ratification number 1996-18, City Council established a Municipal Accommodations Fee in an amount equal to one percent, the proceeds of which as provided by Section 6 Ordinance No. 1996-18, are to be "expended only for the purpose of defraying the cost of capital improvement beneficial to the tourism industry..."

2. Section 6 further provides that the costs to be funded in part by this fee are to be established by ordinance adopted by City Council after a public hearing.

3. The Accommodations Fee will be collected during the entire term of the fiscal year 2015, during which certain expenses will be incurred relating to capital improvements beneficial to the tourism industry.

4. City Council is now minded to establish by this Ordinance the specific capital costs to be funded by the Accommodations Fee in fiscal year 2015 as provided by Section 6 of Ordinance No. 1996-18. The public hearing required to be held was advertised in the Post and Courier on November 16, 2014 and the hearing conducted on December 2, 2014.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CHARLESTON, AS FOLLOWS:

1. A portion of the funds generated by the one percent Municipal Accommodations Fee during fiscal year 2014 to meet the cost of capital improvements beneficial to the tourism industry will be applied to defray the following costs:

Energy Performance Contract (transfer to Energy Performance Fund)	288,267
Governor's Park Complex (transfer to Governor's Park Fund)	280,000
Colonial Lake Renovation (transfer to Capital Improvement Fund)	731,733
Gaillard Center	1,000,000
Market Street Streetscape	700,000
Collection fees (funded by current and prior years interest income)	15,000
Total	\$ 3,015,000

The funds to be spent in 2015 include \$3,000,000 of estimated 2015 revenue, \$1,600 of estimated interest income and \$13,400 of Fund Balance. Any excess Municipal Accommodations Fee revenues may be used for the Gaillard Center, Colonial Lake and Seawall/Battery projects.

SECTION 2. This Ordinance shall become effective on January 1, 2015.

MUNICIPAL ACCOMMODATIONS TAX FUND

DIVISION: 901100 – Capital Improvements
FUND: Municipal Accommodations Tax Fund
FUNCTION: Special Revenue Fund

DIVISION OVERVIEW:

This division accounts for the portion of the Municipal Accommodations proceeds which defray the costs of specific capital improvements beneficial to the tourism industry.

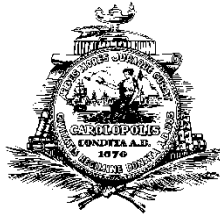
DIVISION REVENUES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Permits & Fees	2,584,427	2,690,000	2,861,000	3,000,000
Interest Income	2,544	3,500	1,500	1,600
Fund Balance	-	909,538	-	13,400
TOTAL	2,586,971	3,603,038	2,862,500	3,015,000

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Operating	12,902	13,450	14,305	15,000
Operating Transfers	2,756,500	3,589,588	3,501,588	3,000,000
TOTAL	2,769,402	3,603,038	3,515,893	3,015,000
Per Capita	\$ 22.03	\$ 28.00	\$ 27.32	\$ 22.57

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Capital Improvements	-	-	-	-
TOTAL	-	-	-	-



MUNICIPAL ACCOMMODATIONS TAX FUND



AN ORDINANCE

Ratification
Number 2014-159

PROVIDING FOR THE DISTRIBUTION OF FUNDS FOR FISCAL YEAR 2015 GENERATED BY THE MUNICIPAL ACCOMMODATIONS FEE AS REQUIRED BY ORDINANCE NO. 1996-56.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CHARLESTON:

SECTION 1. Findings

It is hereby found and declared by City Council of the City of Charleston ("City Council"), the governing body of the City of Charleston (the "City"):

1. By Ordinance adopted March 12, 1996, bearing ratification number 1996-56, City Council established a Municipal Accommodations Fee in an amount equal to one percent, the proceeds of which as provided by Section 8 Ordinance No. 1996-56, are to be "expended only for the purpose of defraying the cost of operational expenses beneficial to the tourism industry..."

2. Section 8 further provides that the costs to be funded in part by this fee are to be established by ordinance adopted by City Council after a public hearing.

3. The Accommodations Fee will be collected during the entire term of the fiscal year 2015. In adopting Ordinance 1996-56, City Council took the further action of reducing the millage rate set forth in the Budget Ordinance by 2 mills. Such reduction was based on recognition of the fact that funds generated by the fee established by Ordinance No. 1996-56 could be applied to tourism-related operational expenses which, in the absence of the fee, would have to be paid by the taxpayers.

4. City Council is now minded to establish by this Ordinance the specific nature of the operational costs to be funded during fiscal year 2015 by the Accommodations Fee as provided by Section 8 of Ordinance No. 1996-56. It is specifically found that such costs provide a special benefit to the tourism industry. The public hearing required to be held was advertised in the Post and Courier on November 16, 2014, and the hearing conducted on December 2, 2014.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CHARLESTON, AS FOLLOWS:

1. Funds generated by the one percent Municipal Accommodations Fee imposed to meet the cost of operational expenses beneficial to the tourism industry will be applied during the fiscal year 2015 to defray tourism-related operational costs including the salaries of police officers, parking enforcement personnel and other tourism related operating expenses in the amount of \$3,285,000, consisting of \$3,000,000 in estimated 2015 revenue, \$1,600 in interest income, and \$283,400 in Fund Balance.

SECTION 2. This Ordinance shall become effective on January 1, 2015.

MUNICIPAL ACCOMMODATIONS TAX FUND

DIVISION: 901200 – Operating Costs
FUND: Municipal Accommodations Tax Fund
FUNCTION: Special Revenue Fund

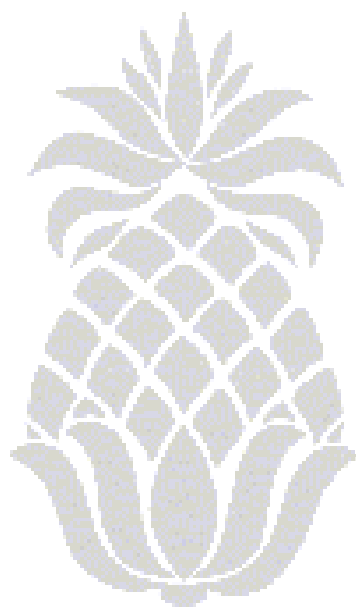
DIVISION OVERVIEW:

This division accounts for the portion of the Municipal Accommodations proceeds which defray the costs of operational expenses beneficial to the tourism industry.

DIVISION REVENUES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Permits & Fees	2,584,427	2,690,000	2,861,000	3,000,000
Interest Income	2,284	3,500	1,500	1,600
Fund Balance	-	159,950	-	283,400
TOTAL	2,586,711	2,853,450	2,862,500	3,285,000

DIVISION EXPENDITURES	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Operating	12,902	13,450	14,305	15,000
Operating Transfers	2,722,178	2,840,000	2,849,000	3,270,000
TOTAL	2,735,080	2,853,450	2,863,305	3,285,000
Per Capita	\$ 21.76	\$ 22.17	\$ 22.25	\$ 24.59

AUTHORIZED FULL-TIME EQUIVALENTS	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
Operating	-	-	-	-
TOTAL	-	-	-	-





2015-2019 CAPITAL IMPROVEMENT PLAN

The City of Charleston recognizes the importance of a comprehensive strategic plan for capital improvements as a vital part of the City's mission to preserve and enhance the quality of life for our citizens. The five-year Capital Improvement Plan (CIP) addresses short and long-term capital needs in all functional areas of City government. Projects include the renovation and preservation of historic buildings; park and recreation improvements; road, bridge, and sidewalk improvements; Stormwater drainage projects; construction of new facilities; and equipment needs.

The CIP is developed, maintained, and updated by the Capital Projects Review Committee (CPR). The committee consists of City department heads, Finance and Budget Staff, Project Managers, and is chaired by the Chief Financial Officer for the City of Charleston. The committee is tasked with setting infrastructure priorities, project requests and evaluation, establishing project budgets, and managing the projects within the guidelines established by the Mayor and City Council. The CPR meets bi-weekly during the year to monitor the status of projects, authorize the start of projects, and address any change order/fee amendment requests.

During the annual budget process, the CIP is updated and the new proposed five-year plan is presented to the Mayor for approval. Each capital expenditure or contract in excess of \$40,000 must be approved by City Council. The total expenditures for the 2015-2019 Capital Improvement Plan are \$255,298,828. The budgeted expenditures for each year are shown below:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>Thereafter</u>
CIP Budget	\$93,170,543	\$77,463,059	\$50,998,726	\$16,505,750	\$17,160,750	\$11,000,000

The CIP projects are categorized by governmental function. In 2015, Culture and Recreation projects account for the largest share of CIP expenditures (54 percent), while the remaining 46 percent of project expenditures are made up of General Government, Public Safety, Public Service, Urban and Community Development, Enterprise Fund, Health and Welfare, and Recurring Annual projects (See CIP charts on next page). The major projects in the CIP are:

- 75 Calhoun St. Office Building Improvements \$1.3 million
- Cainhoy Fire Station \$4.5 million
- Calhoun West Drainage Improvements-Study & Design \$1.0 million
- Carolina Bay Fire Station \$3.9 million
- Colonial Lake \$5.7 million
- CFD Station 6 (Cannon Street) Renovation \$4.5 million
- CPD Team 4 Office Building \$1.6 million
- Forest Acres Drainage Improvements \$9.1 million
- Gadsdenboro Park \$7.2 million

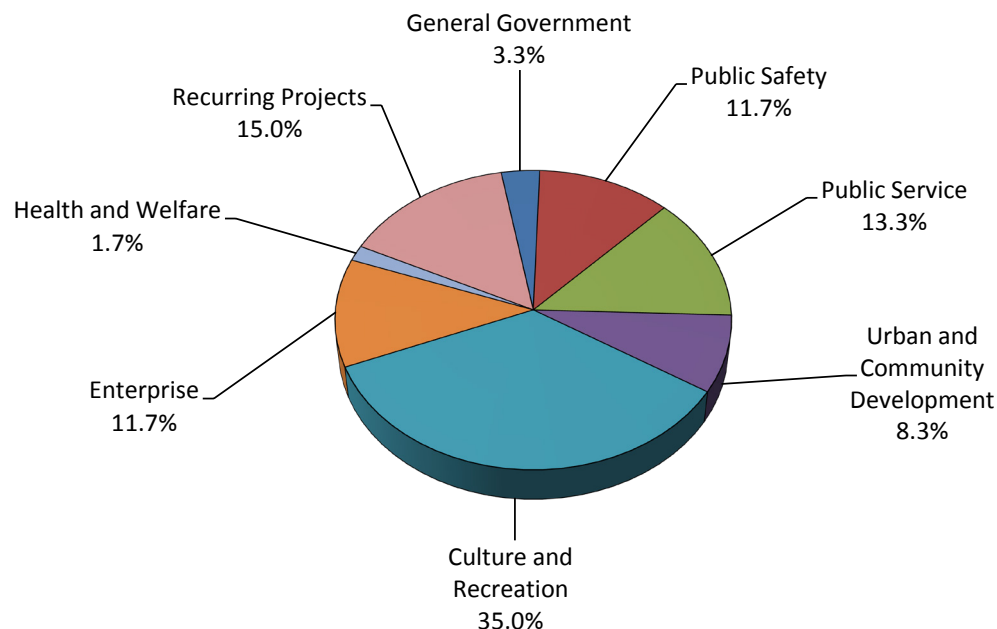


2015-2019 CAPITAL IMPROVEMENT PLAN

• Gaillard Center Performance Hall, Exhibit Hall, Arts Precinct	\$120.4 million
• Gaillard Municipal Building and MEOC	\$23.7 million
• Huger Streetscape	\$2.6 million
• Market St. Drainage Improvements Division III	\$6 million
• Market St. Streetscape	\$2 million
• Seawall Repairs Phase 3-Low Battery Seawall Murray Boulevard	\$20.2 million
• Spring-Cannon Streetscape	\$5.8 million
• Spring & Fishburne Streets Drainage Improvements- Phases 2 & 3	\$64.7 million
• West Ashley Senior Center	\$9.0 million

The Culture and Recreation category focuses on projects that create or improve access at park and recreation facilities and cultural sites throughout the city. The Public Service projects address all water drainage issues, sidewalk improvements, and Seawall major maintenance. The Public Safety projects focus on maintaining and improving the facilities and equipment needs for the fire and police protection services. Urban and Community Development projects improve infrastructure and enhance the environment in targeted areas throughout the city, as well as provide affordable housing for citizens.

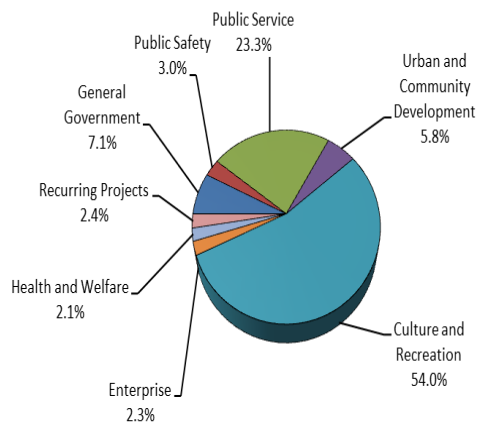
2015-2019 Percentage of Total Projects by Function





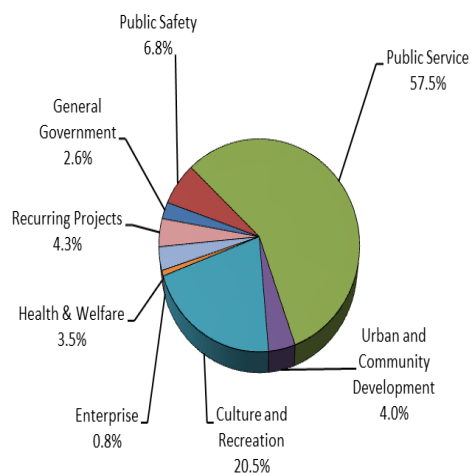
The two charts shown below illustrate the dollar value budgeted by government function in 2015 and for 2015-2019.

2015 Budgeted Capital Expenditures by Function



The CIP presented on the following pages provides specific information about projects that are active in FY 2015. The projects are grouped by governmental function and listed alphabetically. Funding sources are provided for each project, with a description of each funding source referenced on pages 386 - 387. Operating impacts are listed for projects where applicable. Operating impacts take into consideration costs for additional personnel, utilities, and maintenance that will be required upon completion of a project. Many of the capital projects listed in the "Capital Improvement Plan" are actually major repairs, renovations, upgrades or replacement of existing facilities, as opposed to new facilities being brought online. Therefore, there are no or minimal increases in the cost of personnel associated with these facilities, and maintenance costs for these existing facilities are already included in the operating budget of the responsible divisions, or in the operating budgets for the Facilities Maintenance or Grounds Maintenance Divisions of the Parks Department. When this is not the case, the Budget & Management Division works closely with the Capital Projects Division to obtain the best estimate of the future operating cost of the facility. Projects with start dates after 2015 are then presented with funding sources, costs, and estimated completion dates.

2015-2019 Budgeted CIP Expenditures by Function





CAPITAL IMPROVEMENT PLAN FUNDING SOURCES

CAPITAL IMPROVEMENT PLAN FUNDING SOURCES (See Glossary for additional information)

½ Cent Sales Tax – Implemented in 2005, the ½ Cent Sale Tax provides funding for roads, public transportation, and greenbelts.

(ADM) South Carolina Admissions Tax – A 5% fee is imposed by the state for admission to places of amusement. A portion of the money collected is returned to municipalities to fund public infrastructure development.

ARRA Federal Grant – American Recovery and Reinvestment Act of 2009 grant.

(BP) JPR Ballpark Funds – Funds dedicated for capital improvements at the Joseph P. Riley Baseball Stadium.

(CCGP) Charleston County Greenbelt Program – The grant program is funded by the Transportation Sales Tax for projects that protect wetlands, land conservation, historic and cultural preservation, parks, greenways and trails, and waterway access.

(CCTC) Charleston County Transportation Committee – This committee provides funding for small transportation improvement projects. Funds are provided for projects that are implemented and maintained by the City.

(CCSD) Charleston County School District – The special purpose government that oversees the elementary, secondary and “Innovation Zone” learning institutions in Charleston County.

(CPC) Charleston Parks Conservancy – a non-profit organization dedicated to preserving and improving public parks in the Charleston area.

(CIF) Capital Improvement Fund – This fund accounts for and funds various capital projects.

(COP) Certificates of Participation Fund – A contractual arrangement that permits a government to acquire a capital asset by yearly lease payments appropriated in the government’s annual budget.

(CWS) Charleston Water System – The public water and wastewater utility providing service to the City of Charleston.

(CFEF) Cultural Festivals and Events Fund – Accounts for the grants, private donations, and user fee revenues, and various program and general expenses of the annual Piccolo Spoleto, MOJA and other festivals.

(DIAT) Daniel Island Admissions Tax Grant – A reimbursable grant program that is funded by the admissions tax levied on tickets sold for events at the Family Circle Cup Stadium and Blackbaud Stadium on Daniel Island. All projects approved for grant funding must be occurring on Daniel Island.

(DF) Drainage Fund – Funded by revenues received from the 2 mills assessed on real and personal property and certain business licenses for drainage improvement.

(ENTERPRISE) – Funds from a self-sustaining governmental fund that are utilized for capital improvements specific to the facilities and services of the enterprise department.

(ES) Environmental Settlement – Funds that materialize from a legal settlement over environmental impact of pollution or contamination.

(FEMA) – Federal Emergency Management Agency grant.

(GF) General Fund – Funding provided in General Fund budget of current or prior years. Funding in prior year is transferred in that year to Capital Projects Fund for use when needed.

(GO) General Obligation Bond – Bond proceeds supported by property-tax revenues used to fund specific capital improvement projects.

(HF) Hospitality Fee Fund – Fee that is imposed on all prepared food and beverages sold in the City and provides funding for tourism-related projects.

(LS) Land Sales – Proceeds from the sale of property that has been budgeted and transferred to a Capital Projects fund to support capital projects.

(LSDA) Land Sales Development Agreement – The sale of City land in conjunction with the understanding that the land will be developed in a way to enhance the surrounding neighborhood.

(LWCF) Land & Water Conservation Fund – This grant provides technical assistance and administers grant programs for the development of outdoor recreational opportunities.

(MA) Municipal Accommodations Tax Fund – A 1% sales tax imposed on hotel rooms and other transient rentals in the City that is appropriated for tourism-related capital projects.

(NEA) National Endowment for the Arts – An independent federal agency that offers support funding for projects exhibiting artistic excellence, creativity, and innovation.



(NFW) National Fish and Wildlife Foundation - provides funding on a competitive basis to projects that sustain, restore, and enhance our nation's fish, wildlife, and plants and their habitats.

(NMTC) New Market Tax Credits - established by the U.S Congress in 2000 to spur new or increased investments into operating businesses and real estate projects located in low-income communities.

NOAA – National Oceanic & Atmospheric Administration grant.

(NRPA) National Recreation & Parks Assoc. – A \$2 million multi-year partnership between Sprite and NRPA to issue grants to construct and refurbish community basketball courts in parks throughout the U.S.

(PARD) SC Parks & Recreation Department Grant - A state funded non-competitive reimbursable grant program for eligible local governments or special purposes districts within each county that provide recreational services.

(PF) Parking Facilities Fund – Funds dedicated for the maintenance and capital improvements of city parking facilities. The Parking Facilities Fund is an Enterprise Fund.

(PRIVATE) Private Sector Funds – Funds allocated to a capital projects that are pledged by private sector entities.

(SA) State Accommodations Tax – A 2% sales tax imposed by the state on hotel rooms and other transient rentals. Spending is restricted to tourism-related expenditures by state law.

(SCDNR) – South Carolina Department of Natural Resources grant.

(SCDOT) – South Carolina Department of Transportation grant.

(SCE&G) South Carolina Electric & Gas Company – A public utility that specializes in the generation, distribution, and sale of electricity to customers in South Carolina.

(SCNHC) South Carolina National Heritage Corridor – The SCNHC was designated by Congress in 1996 to promote and preserve cultural, natural and historic resources of South Carolina.

(SCTIB) South Carolina Transportation Infrastructure Bank – A state and local partnership program which awards funding to local governments for specific transportation improvements to state-owned roads.

(SR) Capital Project Division Structural Repairs – Annual appropriation for the Capital Projects Division of Parks for routine maintenance at parks, city facilities, and other city owned assets.

(SWRB) Stormwater Revenue Bond – A bond indenture supported by the revenues from Stormwater Management/Service Fees charged to residents.

(TEA-21) Transportation Enhancement Act – This federal legislation act provides funding for non-traditional transportation activities such as bicycle and pedestrian facilities, streetscaping, landscaping, & historic preservation. *This was formerly known as ISTEA.*

(TIF) Tax Increment Financing – Financing secured by the anticipated incremental increase in tax revenues, resulting from the redevelopment of an area. The City has three districts: Waterfront district, Gateway district, and Charleston Neck district.

(WFPE) Waterfront Park Endowment – The special revenue account that funds the ongoing maintenance of Waterfront Park.



ESTIMATED EXPENDITURES BY YEAR

Project Name	2015	2016	2017	2018
GENERAL GOVERNMENT				
75 Calhoun Improvements	\$ 1,345,956		\$ -	\$ -
Gaillard Municipal Building & MEOC	\$ 5,293,342		\$ -	\$ -
Total General Government	\$ 6,639,298	\$ -	\$ -	\$ -
PUBLIC SAFETY				
Cainhoy Fire Station	\$ 900,000	\$ 3,569,900	\$ -	\$ -
Carolina Bay Fire Station	\$ 900,000	\$ 3,000,000	\$ -	\$ -
CFD Generator Replacement (Stations 7, 15, & 16)	\$ 180,000	\$ 218,250	\$ -	\$ -
CFD Station 6 (Cannon Street) Renovation	\$ 80,000	\$ 1,635,000	\$ 2,789,232	\$ -
CPD Team 4 Office Building (Bees Ferry Road)	\$ 625,000	\$ 1,025,000	\$ -	\$ -
CPD Vehicle Maintenance Garage Relocation	\$ -	\$ 2,285,500	\$ -	\$ -
CPD PSOC and CIOC Renovation	\$ 150,000	\$ -	\$ -	\$ -
Total Public Safety	\$ 2,835,000	\$ 11,733,650	\$ 2,789,232	\$ -
PUBLIC SERVICE				
Calhoun West Drainage Improvements - Study and Design Phase	\$ 500,000	\$ 500,000	\$ -	\$ -
Forest Acres Drainage Improvements	\$ 3,500,000	\$ 4,300,000	\$ 956,000	\$ 345,000
Market Street Division III-Surface Collection & Conveyance	\$ 1,500,000	\$ 3,000,000	\$ 1,500,000	\$ -
Seawall Repairs Phase 3 - Low Battery Seawall Murray Boulevard	\$ 200,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Spring-Fishburne Drainage Basin Improvements Phase 2- Surface Collection System within Spring, President, Fishburne and Ashley Streets	\$ 5,000,000	\$ 7,500,000	\$ -	\$ -
Spring-Fishburne Drainage Basin Improvements Phase 3 - Drain Tunnels & Shafts	\$ 11,000,000	\$ 21,000,000	\$ 17,000,000	\$ -
Spring-Fishburne Drainage Basin Improvements Phase 4 - Wetwell & Outfall	\$ -	\$ 9,000,000	\$ 21,000,000	\$ 9,000,000
Spring-Fishburne Drainage Basin Improvements Phase 5 - Pump Station	\$ -	\$ -	\$ -	\$ -
Total Public Service	\$ 21,700,000	\$ 50,300,000	\$ 45,456,000	\$ 14,345,000
URBAN AND COMMUNITY DEVELOPMENT				
East Bay/Calhoun Intersection Improvements	\$ 188,000	\$ -	\$ -	\$ -
Huger St. Streetscape	\$ 500,000	\$ 1,546,556	\$ 515,519	\$ -
Market Street Streetscape	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -
Meeting Street Lighting Improvements (for Cumberland & Broad St.)	\$ 200,000	\$ -	\$ -	\$ -
Spring/Cannon Streets Streetscape	\$ 3,469,483	\$ 1,787,309	\$ -	\$ -
Total Urban and Community Development	\$ 5,357,483	\$ 4,333,865	\$ 515,519	\$ -
CULTURE AND RECREATION				
Ashley Riverwalk Permitting and Surveying	\$ 41,923	\$ -	\$ -	\$ -
Bayview Soccer Complex - Ball Field Lights	\$ 425,000	\$ -	\$ -	\$ -
Charleston Maritime Center Wave Attenuator Refurbishment	\$ 350,000	\$ -	\$ -	\$ -
Charleston Tennis Center at Farmfield - Resurfacing 15 Hard Courts	\$ 90,000	\$ -	\$ -	\$ -
Colonial Lake Renovation	\$ 4,342,019	\$ 1,000,000	\$ -	\$ -
Daniel Island Waterfront Trail - Stabilization	\$ 250,000	\$ -	\$ -	\$ -
Demetre Park Pier Extension	\$ 27,150	\$ -	\$ -	\$ -
Gadsdenboro Park	\$ 1,350,817	\$ -	\$ -	\$ -
Gaillard Center Performance Hall, Exhibit Hall, & Arts Precinct	\$ 40,618,564	\$ -	\$ -	\$ -
Glenn McConnell Parkway Multi-Use Trail	\$ 50,000	\$ 447,554	\$ -	\$ -
Governor's Park Ball Field Lighting	\$ 700,000	\$ -	\$ -	\$ -
Marion Square Refurbishments	\$ 105,000	\$ -	\$ -	\$ -
St. Thomas Island /Daniel Island Multi-Use Path Phase 2	\$ -	\$ 510,000	\$ -	\$ -
Theodora Park	\$ 120,435	\$ -	\$ -	\$ -
VRTC Landscape Renovation - Phase 1	\$ 50,000	\$ -	\$ -	\$ -
West Ashley Bikeway - Higgins Pier	\$ 166,549	\$ -	\$ -	\$ -
West Ashley Farmers Market	\$ 250,000	\$ -	\$ -	\$ -
West Ashley Gateway	\$ 250,000	\$ -	\$ -	\$ -
West Ashley Greenway Improvements (Parkdale to Croghan Landing)	\$ 840,000	\$ -	\$ -	\$ -
West Ashley Greenway Improvements (Stinson to Parkdale, and Stono Bridge Replacement)	\$ 235,000	\$ -	\$ -	\$ -
Wragg Square Improvements	\$ 100,000	\$ -	\$ -	\$ -
Total Culture and Recreation	\$ 50,362,457	\$ 1,957,554	\$ -	\$ -

ESTIMATED EXPENDITURES BY YEAR



Project Name	2019	2015-2019	2020 and Beyond	Prior Year Expenditures	Total Project Budget
GENERAL GOVERNMENT					
75 Calhoun Improvements	\$ -	\$ 1,345,956	\$ -	\$ 4,044	\$ 1,350,000
Gaillard Municipal Building & MEOC	\$ -	\$ 5,293,342	\$ -	\$ 18,475,888	\$ 23,769,230
Total General Government	\$ -	\$ 6,639,298	\$ -	\$ 18,479,932	\$ 25,119,230
PUBLIC SAFETY					
Cainhoy Fire Station	\$ -	\$ 4,469,900	\$ -	\$ 30,100	\$ 4,500,000
Carolina Bay Fire Station	\$ -	\$ 3,900,000	\$ -	\$ 285	\$ 3,900,285
CFD Generator Replacement (Stations 7, 15, & 16)	\$ -	\$ 398,250	\$ -	\$ -	\$ 398,250
CFD Station 6 (Cannon Street) Renovation	\$ -	\$ 4,504,232	\$ -	\$ -	\$ 4,504,232
CPD Team 4 Office Building (Bees Ferry Road)	\$ -	\$ 1,650,000	\$ -	\$ -	\$ 1,650,000
CPD Vehicle Maintenance Garage Relocation	\$ -	\$ 2,285,500	\$ -	\$ 14,500	\$ 2,300,000
CPD PSOC and CIOC Renovation	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
Total Public Safety	\$ -	\$ 17,357,882	\$ -	\$ 44,885	\$ 17,402,767
PUBLIC SERVICE					
Calhoun West Drainage Improvements - Study and Design Phase	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
Forest Acres Drainage Improvements	\$ -	\$ 9,101,000	\$ -	\$ -	\$ 9,101,000
Market Street Division III-Surface Collection & Conveyance	\$ -	\$ 6,000,000	\$ -	\$ -	\$ 6,000,000
Seawall Repairs Phase 3 - Low Battery Seawall Murray Boulevard	\$ 5,000,000	\$ 20,200,000	\$ -	\$ -	\$ 20,200,000
Spring-Fishburne Drainage Basin Improvements Phase 2- Surface Collection System within Spring, President, Fishburne and Ashley Streets	\$ -	\$ 12,500,000	\$ -	\$ 1,600,000	\$ 14,100,000
Spring-Fishburne Drainage Basin Improvements Phase 3 - Drain Tunnels & Shafts	\$ -	\$ 49,000,000	\$ -	\$ 1,600,000	\$ 50,600,000
Spring-Fishburne Drainage Basin Improvements Phase 4 - Wetwell & Outfall	\$ -	\$ 39,000,000	\$ -	\$ 1,600,000	\$ 40,600,000
Spring-Fishburne Drainage Basin Improvements Phase 5 - Pump Station	\$ 10,000,000	\$ 10,000,000	\$ 11,000,000	\$ 1,600,000	\$ 22,600,000
Total Public Service	\$ 15,000,000	\$ 146,801,000	\$ -	\$ 6,400,000	\$ 164,201,000
URBAN AND COMMUNITY DEVELOPMENT					
East Bay/Calhoun Intersection Improvements	\$ -	\$ 188,000	\$ -	\$ 12,000	\$ 200,000
Huger St. Streetscape	\$ -	\$ 2,562,075	\$ -	\$ -	\$ 2,562,075
Market Street Streetscape	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000
Meeting Street Lighting Improvements (for Cumberland & Broad St.)	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
Spring/Cannon Streets Streetscape	\$ -	\$ 5,256,792	\$ -	\$ 595,336	\$ 5,852,128
Total Urban and Community Development	\$ -	\$ 10,206,867	\$ -	\$ 607,336	\$ 10,814,203
CULTURE AND RECREATION					
Ashley Riverwalk Permitting and Surveying	\$ -	\$ 41,923	\$ -	\$ 82,412	\$ 124,335
Bayview Soccer Complex - Ball Field Lights	\$ -	\$ 425,000	\$ -	\$ -	\$ 425,000
Charleston Maritime Center Wave Attenuator Refurbishment	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000
Charleston Tennis Center at Farmfield - Resurfacing 15 Hard Courts	\$ -	\$ 90,000	\$ -	\$ -	\$ 90,000
Colonial Lake Renovation	\$ -	\$ 5,342,019	\$ -	\$ 400,000	\$ 5,742,019
Daniel Island Waterfront Trail - Stabilization	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000
Demetre Park Pier Extension	\$ -	\$ 27,150	\$ -	\$ 27,150	\$ 54,300
Gadsdenboro Park	\$ -	\$ 1,350,817	\$ -	\$ 5,849,183	\$ 7,200,000
Gaillard Center Performance Hall, Exhibit Hall, & Arts Precinct	\$ -	\$ 40,618,564	\$ -	\$ 79,755,508	\$ 120,374,072
Glenn McConnell Parkway Multi-Use Train	\$ -	\$ 497,554	\$ -	\$ -	\$ 497,554
Governor's Park Ball Field Lighting	\$ -	\$ 700,000	\$ -	\$ -	\$ 700,000
Marion Square Refurbishments	\$ -	\$ 105,000	\$ -	\$ -	\$ 105,000
St. Thomas Island /Daniel Island Multi-Use Path Phase 2	\$ -	\$ 510,000	\$ -	\$ -	\$ 510,000
Theodora Park	\$ -	\$ 120,435	\$ -	\$ 331,170	\$ 451,605
VRTC Landscape Renovation - Phase 1	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
West Ashley Bikeway - Higgins Pier	\$ -	\$ 166,549	\$ -	\$ 483,451	\$ 650,000
West Ashley Farmers Market	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000
West Ashley Gateway	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000
West Ashley Greenway Improvements (Parkdale to Croghan Landing)	\$ -	\$ 840,000	\$ -	\$ -	\$ 840,000
West Ashley Greenway Improvements (Stinson to Parkdale, and Stono Bridge Replacement)	\$ -	\$ 235,000	\$ -	\$ -	\$ 235,000
Wragg Square Improvements	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
Total Culture and Recreation	\$ -	\$ 52,320,011	\$ -	\$ 86,928,874	\$ 139,248,885



ESTIMATED EXPENDITURES BY YEAR

Project Name	2015	2016	2017	2018
ENTERPRISE FUND PROJECTS				
Angel Oak Tree Site Improvements	\$ 223,321	\$ -	\$ -	\$ -
Grace Bridge St. Parking Lot	\$ 475,766	\$ -	\$ -	\$ -
Trolley Barn Parking Lot	\$ 365,347	\$ -	\$ -	\$ -
J.P. Riley Stadium Concrete Deck Coating, Expansion Joint Sealing	\$ 200,000	\$ -	\$ -	\$ -
J.P. Riley Stadium Steel Painting	\$ 150,000	\$ -	\$ -	\$ -
J.P. Riley Ball Park Back Stairwell Replacement	\$ 400,000	\$ -	\$ -	\$ -
Municipal Golf Course HVAC Replacement	\$ 301,122	\$ -	\$ -	\$ -
Total Enterprise Fund Projects	\$ 2,115,556	\$ -	\$ -	\$ -
HEALTH AND WELFARE				
West Ashley Senior Center	\$ 2,000,000	\$ 6,977,240	\$ 77,225	\$ -
Total Health and Welfare	\$ 2,000,000	\$ 6,977,240	\$ 77,225	\$ -
ANNUAL RECURRING PROJECTS				
Capital Projects Division Structural Repairs	\$ 301,000	\$ 301,000	\$ 301,000	\$ 301,000
Daniel Island Tennis Center Annual Maintenance	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Fountain Maintenance	\$ 57,000	\$ 57,000	\$ 57,000	\$ 57,000
Historic Sidewalks	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Joseph P. Riley Jr. Stadium Annual Maintenance	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Marine Structures Maintenance	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000
Monument Conservation	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Parking Garages Annual Structural Repairs	\$ 737,750	\$ 737,750	\$ 737,750	\$ 737,750
Stormwater Drainage Annual Repairs	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Total Annual Recurring Projects	\$ 2,160,750	\$ 2,160,750	\$ 2,160,750	\$ 2,160,750
TOTAL 2015-2019 CAPITAL IMPROVEMENT BUDGET				
	\$ 93,170,543	\$ 77,463,059	\$ 50,998,726	\$ 16,505,750

ESTIMATED EXPENDITURES BY YEAR



Project Name	2019	2015-2019	2020 and Beyond	Prior Year Expenditures	Total Project Budget
ENTERPRISE FUND PROJECTS					
Angel Oak Tree Site Improvements	\$ -	\$ 223,321	\$ -	\$ 26,679	\$ 250,000
Grace Bridge St. Parking Lot	\$ -	\$ 475,766	\$ -	\$ 34,400	\$ 510,166
Trolley Barn Parking Lot	\$ -	\$ 365,347	\$ -	\$ 24,547	\$ 389,894
J.P. Riley Stadium Concrete Deck Coating, Expansion Joint Sealing	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
J.P. Riley Stadium Steel Painting	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
J.P. Riley Ball Park Back Stairwell Replacement	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000
Municipal Golf Course HVAC Replacement	\$ -	\$ 301,122	\$ -	\$ 10,759	\$ 311,881
Total Enterprise Fund Projects	\$ -	\$ 2,115,556	\$ -	\$ 96,385	\$ 2,211,941
HEALTH AND WELFARE					
West Ashley Senior Center	\$ -	\$ 9,054,465	\$ -	\$ 22,535	\$ 9,077,000
Total Health and Welfare	\$ -	\$ 9,054,465	\$ -	\$ 22,535	\$ 9,077,000
ANNUAL RECURRING PROJECTS					
Capital Projects Division Structural Repairs	\$ 301,000	\$ 1,505,000	\$ -	\$ -	\$ 1,505,000
Daniel Island Tennis Center Annual Maintenance	\$ 150,000	\$ 750,000	\$ -	\$ -	\$ 750,000
Fountain Maintenance	\$ 57,000	\$ 285,000	\$ -	\$ -	\$ 285,000
Historic Sidewalks	\$ 300,000	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000
Joseph P. Riley Jr. Stadium Annual Maintenance	\$ 150,000	\$ 750,000	\$ -	\$ -	\$ 750,000
Marine Structures Maintenance	\$ 185,000	\$ 925,000	\$ -	\$ -	\$ 925,000
Monument Conservation	\$ 30,000	\$ 150,000	\$ -	\$ -	\$ 150,000
Parking Garages Annual Structural Repairs	\$ 737,750	\$ 3,688,750	\$ -	\$ -	\$ 3,688,750
Stormwater Drainage Annual Repairs	\$ 250,000	\$ 1,250,000	\$ -	\$ -	\$ 1,250,000
Total Annual Recurring Projects	\$ 2,160,750	\$ 10,803,750	\$ -	\$ -	\$ 10,803,750

	2019	2015-2019 Total	2020 and Beyond	Prior Year Expenditures	Total Project Cost
	\$ 17,160,750	\$ 255,298,828	\$ 11,000,000	\$ 112,579,947	\$ 378,878,776



GENERAL GOVERNMENT PROJECTS



Gaillard Municipal Building Front Entrance & Side View

75 Calhoun St. Office Space Improvements

This project consists of the renovation of the existing office space including the aesthetic upgrades to floor and wall finishes, modifications to existing office and cubical layouts, space planning for new departments, evaluation of existing toilet facilities for possible expansion to meet current codes, and analyzing and providing new phone and data cabling.

- Government Function: General Government
- Total Project Cost: \$1,350,000
- Operating Impact: No operating impact. This project is the renovation of an already existing facility currently in use. All maintenance and utility costs are funded through existing appropriations.
- Funding Source: GF
- Projected Year of Completion: 2015

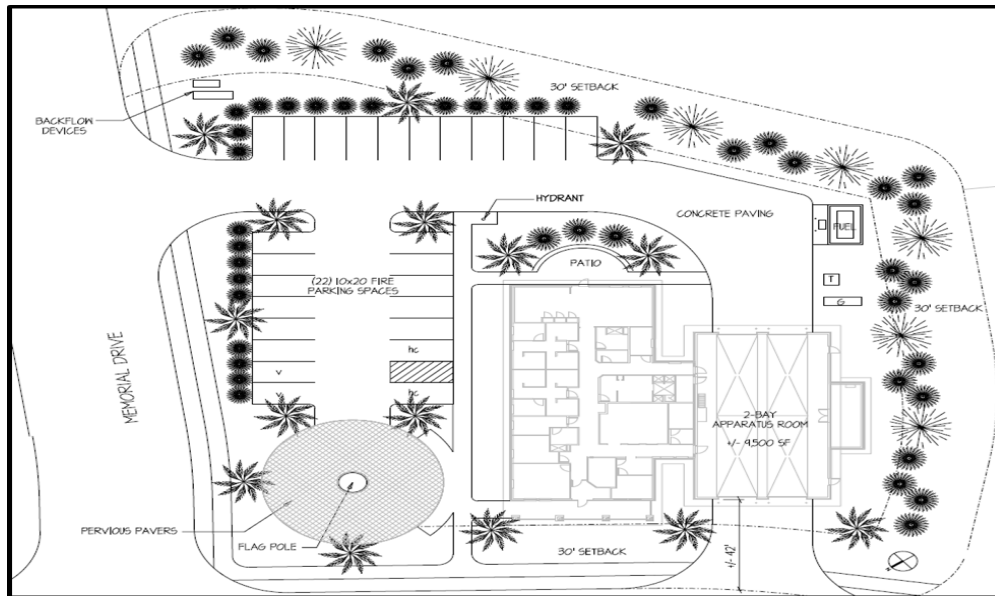
Gaillard Municipal Building & MEOC

The project consists of constructing a new 86,000 square foot Municipal Building and Municipal Emergency Operations Center that will be connected to the new Gaillard Performance Hall and Exhibit Hall.

- Government Function: General Government
- Total Project Cost: \$23,769,230
- Operating Impact: Estimated annual utility costs of \$121,500, insurance of \$11,300, equipment costs of \$15,000, and grounds maintenance of \$50,000.
- Funding Source: GO, TIF
- Projected Year of Completion: 2015



PUBLIC SAFETY PROJECTS



Carolina Bay FS Conceptual Plan

Cainhoy Fire Station

This project consists of the design and building of a new fire station in the Cainhoy Peninsula to add fire service coverage for existing and future developments.

- Government Function: Public Safety
- Total Project Cost: \$4,500,000
- Operating Impact: The full operating impact of the new fire station is still being determined as the facility is in the early design phase. Current estimated expenses include: One-time lease purchase of a new Fire Engine - \$550,000; Fuel & Maintenance - \$2,200 annually; Salaries & Benefits for 12 Firefighters (4/shift x 3 shifts) - \$680,200 annually; Equipment & Turnout Gear - \$10,100 per Firefighter; Radios - \$5,200.
- Funding Source: GO
- Projected Year of Completion: 2016

Carolina Bay Fire Station

This project consists of the design and building of a new fire station in the West Ashley area to add fire service coverage for existing and future developments (primarily Carolina Bay).

- Government Function: Public Safety
- Total Project Cost: \$3,900,285
- Operating Impact: The full operating impact of the new fire station is still being determined as the facility is in the early design phase. Current estimated expenses include: One-time lease purchase of a new Fire Engine - \$550,000; Fuel & Maintenance - \$2,200 annually; Salaries & Benefits for 12 Firefighters (4/shift x 3 shifts) - \$680,200 annually; Equipment & Turnout Gear - \$10,100 per Firefighter; Radios - \$5,200.
- Funding Source: GO, GF
- Projected Year of Completion: 2016



CFD Station 6

CFD Generator Replacement (Stations 7, 15, & 16)

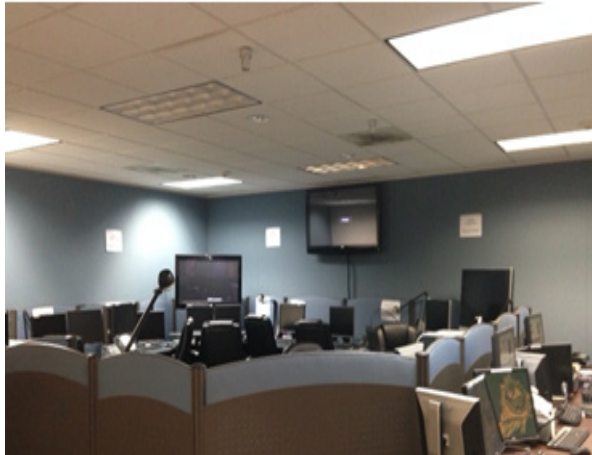
This project consists of installation of new full service capacity generators at Fire Stations 7, 15, & 16.

- Government Function: Public Safety
- Total Project Cost: \$398,250
- Operating Impact: Any maintenance costs are covered by existing appropriations in the Fire Department or Facilities Maintenance budgets.
- Funding Source: FEMA, GF
- Projected Year of Completion: 2016

CFD Station 6 (Cannon Street) Renovation

This project is the complete renovation of Fire Station Number 6 on Cannon Street. The facility is the most worn down of the turn of the century stations and houses an engine company as well as battalion headquarters. The proposed renovation includes seismic and wind/hurricane retrofits and flood-proofing.

- Government Function: Public Safety
- Total Project Cost: \$4,504,232
- Operating Impact: No operating impact. This is a renovation of an already existing station currently in use.
- Funding Source: FEMA, GF
- Projected Year of Completion: 2016



CPD Public Safety Operations Center

CPD Team 4 Office Building (Bees Ferry)

This project consists of the design and construction of a new police office building in the West Ashley area near Bees Ferry.

- Government Function: Public Safety
- Total Project Cost: \$1,650,000
- Operating Impact: The facility will be staffed by already existing officers and any utility and maintenance costs are covered by appropriations in the Police Department or Facilities Maintenance budgets.
- Funding Source: GO
- Projected Year of Completion: 2016

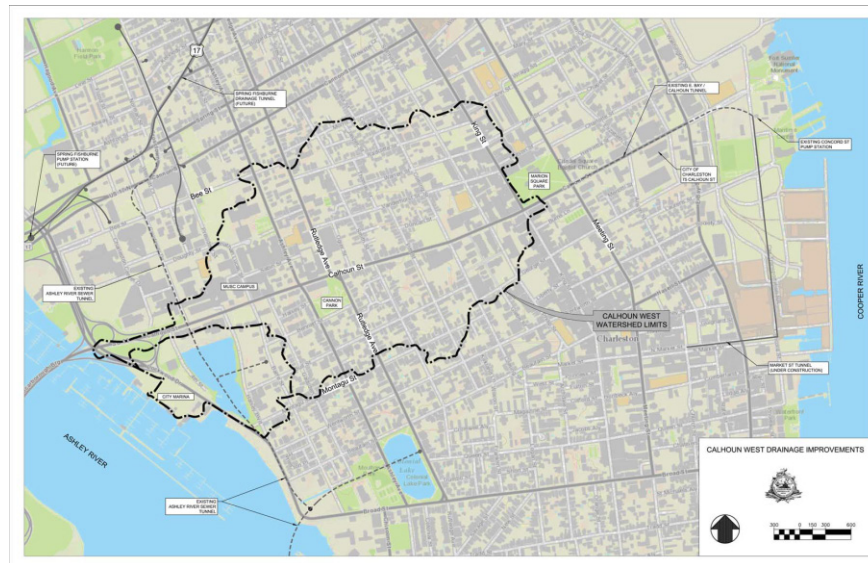
CPD PSOC and CIOC Renovation

This project consists of the renovation and purchase of new equipment for the existing Public Safety Operations Center inside the Police Headquarters.

- Government Function: Public Safety
- Total Project Cost: \$150,000
- Operating Impact: Any maintenance costs are covered by existing appropriations in the Police Department or Facilities Maintenance budgets.
- Funding Source: GF, Federal Seized & Forfeited
- Projected Year of Completion: 2016



PUBLIC SERVICE PROJECTS



Calhoun West Drainage Map

Calhoun West Drainage Improvements - Study & Design

This project will be the initiation of a survey and study into the existing draining and flooding conditions of the Calhoun West drainage basin. The area is approximately a 212-acre basin bounded by King Street, Bee Street, and Montagu Street that has only one outfall to the Ashley River, a four-foot wide box culvert. The project will ultimately increase the capacity of the stormwater collection and conveyance system as well as provide means to convey stormwater directly into the Ashley River during storms and tidal events via pumping systems.

- Government Function: Public Service
- Total Project Cost: \$1,000,000
- Operating Impact: No operating impact is currently anticipated as this is the study and design phase of the project.
- Funding Source: SWRB
- Projected Year of Completion: 2016

Forest Acres Drainage Improvements

This project is the creation of a new drainage system that will consist of stormwater channels and dual 5-ft by 10-ft box culverts along the bikeway, under St. Andrews Blvd, and under 5th Ave. This system offers the same level of protection to the properties in the drainage basin as a pumped system with the added benefit of not relying on electric power. Therefore, if power is lost during a rain event, the system will continue to drain under force of gravity.

- Government Function: Public Service
- Total Project Cost: \$9,101,000
- Operating Impact: No operating impact is anticipated as routine cleaning of culverts and channels is already appropriated in the Stormwater Fund.
- Funding Source: SWRB
- Projected Year of Completion: 2018



Market Street Drainage Tunnel

Market Street - Division III – Surface Collection & Conveyance

This project consists of improvements to the surface collection and conveyance system on North and South Market Streets. The existing stormwater collection and conveyance system will be completely replaced and connected to the three drop shafts while the brick arches, due to their historic significance, will be left intact.

- Government Function: Public Service
- Total Project Cost: \$6,000,000
- Operating Impact: Cost avoidance due to repeated flood events during heavy rain. This project will help alleviate flooding, which causes property damage, public inconvenience, public safety response for traffic control, and lost business revenue.
- Funding Source: SWRB
- Projected Year of Completion: 2017

Seawall Repairs Phase 3 – Low Battery Seawall Murray Boulevard

This phase of the project consists of concrete repairs and rehabilitation of the Seawall at the Low Battery.

- Government Function: Public Service
- Total Project Cost: \$20,200,000
- Operating Impact: No operating impact is anticipated. A maintenance budget is established for routine Seawall repair.
- Funding Source: HF
- Projected Year of Completion: 2025



Spring – Fishburne Drainage Basin Improvement Location Map

Spring - Fishburne Drainage Basin Improvements Phase 2 – Surface Collection System within Spring, President, Fishburne & Ashley Streets

This phase of the project consists of improvements to the stormwater surface collection systems along Spring, President, Fishburne, and Ashley Streets including the construction of eight drop shafts.

- Government Function: Public Service
- Total Project Cost: \$14,100,000
- Operating Impact: Cost avoidance due to repeated flood events during heavy rain. This project will help alleviate flooding, which causes property damage, public inconvenience, public safety response for traffic control, and lost business revenue.
- Funding Source: SCDOT, TIF
- Projected Year of Completion: 2016

Spring - Fishburne Drainage Basin Improvements Phase 3 – Drain Tunnels & Shafts

This phase of the project will address improvements to the deep tunnel and drop shafts for the collection and transportation of stormwater to the Spring-Fishburne Pump Station that discharges into the Cooper River. There will be 1.5 miles of 6-ft to 12-ft diameter tunnel, one 30-ft diameter working and exit shafts, and three 20-ft working and exit shafts.

- Government Function: Public Service
- Total Project Cost: \$50,600,000
- Operating Impact: Cost avoidance due to repeated flood events during heavy rain. This project will help alleviate flooding, which causes property damage, public inconvenience, public safety response for traffic control, and lost business revenue.
- Funding Source: SCTIB, DF
- Projected Year of Completion: 2017



URBAN AND COMMUNITY DEVELOPMENT PROJECTS



Market Street Streetscape Rendering

East Bay/Calhoun Intersection Improvements

This project consists of the installation of a mast arm traffic signal system for the East Bay St and Calhoun St. intersection.

- Government Function: Urban and Community Development
- Total Project Cost: \$200,000
- Operating Impact: No operating impact. The Traffic & Transportation division has an annual traffic signalization maintenance budget to address any necessary repairs.
- Funding Source: GF
- Projected Year of Completion: 2015

Huger Street Streetscape

This project includes right of way improvement from Morrison Drive to King Street including resetting curbs where possible, new curbs, new 5' wide and 8' wide sidewalks, on-street parking, street lights, street trees, etc. Limited drainage improvements may also be completed as the budget allows.

- Government Function: Urban and Community Development
- Total Project Cost: \$2,562,075
- Operating Impact: Operating impact to be determined upon final project design. Maintenance of infrastructure will be addressed through the maintenance budget of Public Service Department while landscaping will be addressed through grounds maintenance. Estimated annual electrical increase for street lights of \$10,500.
- Funding Source: Federal Mitigation Funds
- Projected Year of Completion: 2017

Market Street Streetscape

The streetscape project will consist of sidewalk and street lighting enhancements along Market Street between Meeting and East Bay Streets where the Charleston City Market is located.

- Government Function: Urban and Community Development
- Total Project Cost: \$2,000,000
- Operating Impact: Operating impact to be determined upon final project design. \$11/month per street light pole for electricity and \$1,500/pole to replace.
- Funding Source: HF
- Projected Year of Completion: 2016



URBAN AND COMMUNITY DEVELOPMENT PROJECTS



Spring / Cannon Streets Streetscape

Meeting Street Lighting Improvements (Cumberland to Broad Street)

This project is the installation of approximately 24 new street lights along Meeting Street from Cumberland to Broad where there is currently not any lighting.

- Government Function: Urban and Community Development
- Total Project Cost: \$200,000
- Operating Impact: \$11/month per pole for electricity and \$1,500/pole to replace.
- Funding Source: HF
- Projected Year of Completion: 2015

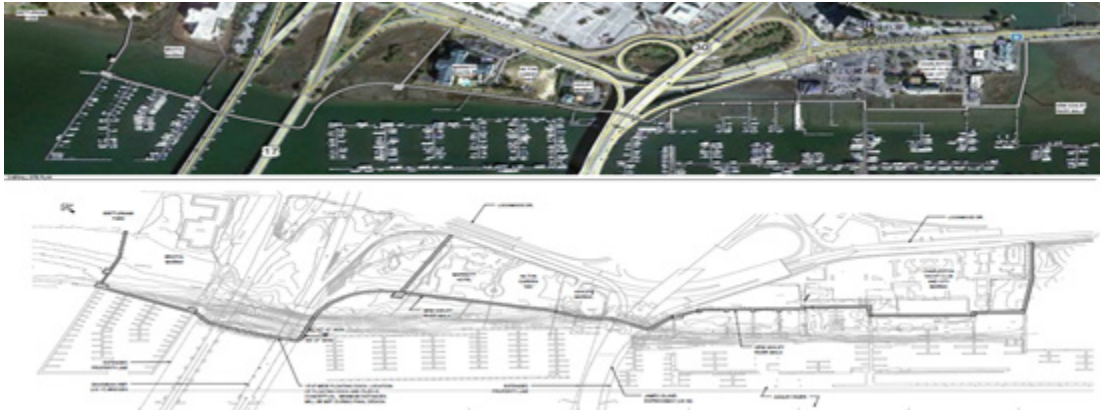
Spring/Cannon Streets Streetscape

This project consists of the initial phase of sidewalk and street lighting enhancements along Spring and Cannon Streets from the Septima Clark Expressway to King Street.

- Government Function: Urban and Community Development
- Total Project Cost: \$5,852,128
- Operating Impact: Operating impact to be determined upon final project design. \$11/month per pole for electricity and \$1500/pole to replace; Sidewalk repairs are covered by already existing appropriations.
- Funding Source: TIF
- Projected Year of Completion: 2016



CULTURE AND RECREATION PROJECTS



Ashley Riverwalk Rendering

Ashley Riverwalk Permitting & Surveying

This project involves acquiring the necessary state and federal permits and easements to continue the walkway along the Ashley River to connect a section along Lockwood Drive in the vicinity of the Bristol Marina and the City Marina.

- Government Function: Culture and Recreation
- Total Project Cost: \$124,335
- Operating Impact: No operating impact is currently anticipated as this is permitting phase of the project.
- Funding Source: GF, HF
- Projected Year of Completion: 2015

Bayview Soccer Complex – Ball Field Lights

This project consists of the installation of recreational level light to cover 4 soccer fields at the Bayview Soccer Complex on Fort Johnson Road.

- Government Function: Culture and Recreation
- Total Project Cost: \$425,000
- Operating Impact: Estimated annual increase of \$7,000 for electric.
- Funding Source: GF
- Projected Year of Completion: 2015

Charleston Maritime Center Wave Attenuator Refurbishment

This project consists of the replacement of deteriorated vertical wood members of existing wave attenuator.

- Government Function: Culture and Recreation
- Total Project Cost: \$350,000
- Operating Impact: No operating impact. Maintenance needs will be addressed through the existing appropriations in the Facilities Maintenance budget for Marine Structures.
- Funding Source: HF, MA
- Projected Year of Completion: 2015



Colonial Lake Renovation

Charleston Tennis Center at Farmfield – Resurfacing 15 Hard Courts

This project consists of the resurfacing of 15 hard courts at the Charleston Tennis Center at Farmfield.

- Government Function: Culture and Recreation
- Total Project Cost: \$90,000
- Operating Impact: No operating impact is anticipated. Maintenance needs will be addressed through the existing appropriations in the Recreation Department.
- Funding Source: GF
- Projected Year of Completion: 2015

Colonial Lake Renovation

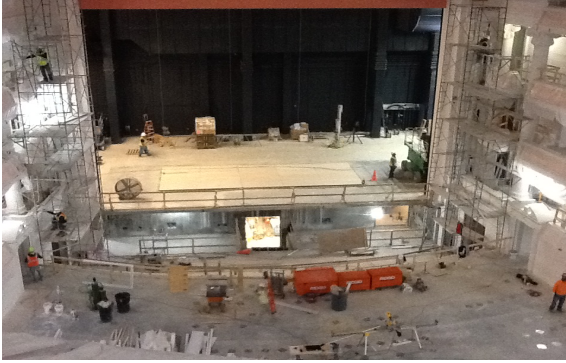
This project consists of reconstructing the lake walls and walking paths, making various landscaping improvements to enhance the beautification, lighting, and seating around the lake, and adding a new flow line to allow better two-way water movement from the Ashley River.

- Government Function: Culture and Recreation
- Total Project Cost: \$5,742,019
- Operating Impact: \$10,000 for utilities and annual plantings of plants and flowers.
\$1,500/pole for lighting pole replacements.
- Funding Source: CPC, GO, MA, HF
- Projected Year of Completion: 2016

Daniel Island Waterfront Trail - Stabilization

This project consists installing a shoreline stabilization system to prevent the soil erosion occurring on a section of the recreation trail.

- Government Function: Culture and Recreation
- Total Project Cost: \$250,000
- Operating Impact: Maintenance needs will be addressed through existing appropriations in the Parks Department.
- Funding Source: D.I. Admissions Tax Grant
- Projected Year of Completion: 2015



Gaillard Center Performance Hall Construction

Demetre Park Pier Expansion

This project will be the expansion of the fishing pier at Demetre Park.

- Government Function: Culture and Recreation
- Total Project Cost: \$54,300
- Operating Impact: Facilities Maintenance cost will be determined upon completion.
- Funding Source: HF
- Projected Year of Completion: 2015

Gadsdenboro Park

This project will be the construction of a new city park on the downtown peninsula that will contain soccer fields, playgrounds, sports courts, chess/checker rooms, and seating areas. The city park will be complemented by new private commercial and residential construction.

- Government Function: Culture and Recreation
- Total Project Cost: \$7,200,000
- Operating Impact: Estimated \$45,000-\$60,000 per year for grounds maintenance.
Facilities Maintenance cost will be determined up completion.
- Funding Source: LSDA, Environmental Settlement, TIF, HF
- Projected Year of Completion: 2015

Gaillard Center Performance Hall, Exhibit Hall & Arts Precinct

This project consists of renovating the concert hall to accommodate 1,800 seats and installing an acoustic sound system, renovating 40,000 sq. ft. of existing exhibit space and adding an additional 10,000 sq. ft banquet hall. The project will also redesign the public green space between the new Gaillard Center and Calhoun Street.

- Government Function: Culture and Recreation
- Total Project Cost: \$120,374,072
- Operating Impact: Estimated annual utility costs of \$294,200, insurance of \$27,300 and grounds maintenance of \$50,000.
- Funding Source: GO, HF, MA, NEA Grant, PRIVATE, TIF
- Projected Year of Completion: 2015



CULTURE AND RECREATION PROJECTS



Marion Square

Glenn McConnell Park Multi-Use Trail

This project is the creation of a section of trail connecting the West Ashley Traffic Circle to the existing bike trail on Mary Ader Avenue that provides a critical link over an active rail line.

- Government Function: Culture and Recreation
- Total Project Cost: \$497,554
- Operating Impact: No operating impact. Maintenance of grounds covered in existing Parks budget.
- Funding Source: TEA, GF
- Projected Year of Completion: 2016

Governor's Park Ball Field Lighting

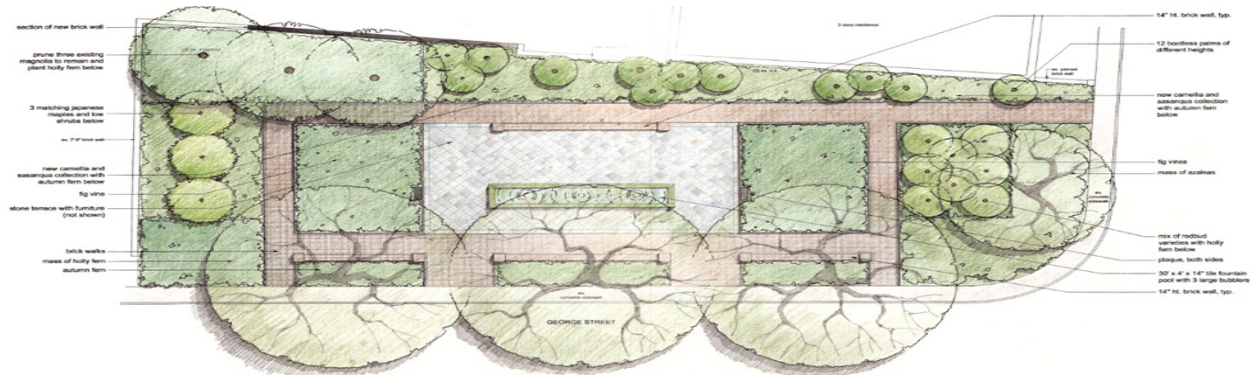
This project is the installation of athletic lighting on four soccer fields on the "Great Lawn" area of Governors Park, thereby enabling additional use of the existing facilities. Installation of lighting will enable an increase in field usage, particularly during the Daylight Savings Time period.

- Government Function: Culture and Recreation
- Total Project Cost: \$700,000
- Operating Impact: Estimated annual increase of \$7,000 for electric.
- Funding Source: PARD, GF
- Projected Year of Completion: 2015

Marion Square Refurbishment

This project consists of hardscape improvements in Marion Square including brick paving with bluestone curbing to match the existing materials in the park. The refurbishments will improve the Farmers Market and other event layouts as they are currently programmed and utilizing the project area but also better manage the impact on the park and protect the surrounding green space.

- Government Function: Culture and Recreation
- Total Project Cost: \$105,000
- Operating Impact: No operating impact as existing budgets in Grounds and Facilities Maintenance cover normal maintenance costs.
- Funding Source: CFEF
- Projected Year of Completion: 2016



Theodora Park Rendering

Theodora Park

This project consists of the demolition of the paving, walls, sidewalks and site furnishings and partial removal of the existing plantings at the Park. New improvements include grading and drainage, installation of new brick and bluestone walks, a low fountain including the associated utilities, landscape planting, irrigation, landscape lighting, street lighting, site furnishings and arborist's services.

- Government Function: Culture and Recreation
- Total Project Cost: \$451,605
- Operating Impact: Minimal operating impact. Maintenance of grounds covered in existing Parks budget. Electricity for lights and fountain pump estimate at \$1,500/year. Fountain maintenance covered by existing Fountain Maintenance budget.
- Funding Source: PRIVATE, TIF
- Projected Year of Completion: 2015

VRTC Landscaping Renovation – Phase 1

This projects consists of the demolition of some existing landscaping and the installation of new brick edging, bluestone paving, irrigation and new landscaping.

- Government Function: Culture and Recreation
- Total Project Cost: \$50,000
- Operating Impact: No operating impact. Maintenance of grounds covered in existing Parks budget.
- Funding Source: HF
- Projected Year of Completion: 2015

West Ashley Bikeway-Higgins Pier

The project will consist of building a Pier at the end of the bike way segment that leads to the Ashley River.

- Government Function: Culture and Recreation
- Total Project Cost: \$650,000
- Operating Impact: No operating impact in initial years. An annual marine structures budget exists for pier and dock repairs and inspections.
- Funding Source: GO, GF
- Projected Year of Completion: 2015



West Ashley Greenway

West Ashley Farmers Market

This project is the construction of permanent open-air structures for hosting regularly-scheduled events primarily for local food/craft vendor sale.

- Government Function: Culture and Recreation
- Total Project Cost: \$250,000
- Operating Impact: Operating impact to be determined upon final site selection, design, and operating model chosen.
- Funding Source: GF
- Projected Year of Completion: 2015

West Ashley Gateway

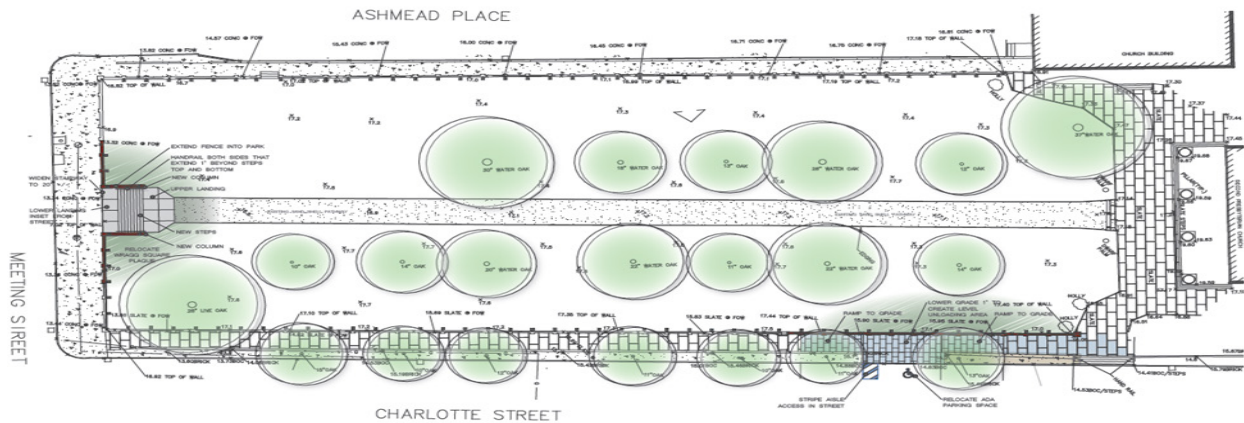
This project consists of developing new gateway signage and landscape enhancements for key locations throughout West Ashley.

- Government Function: Culture and Recreation
- Total Project Cost: \$250,000
- Operating Impact: Maintenance of signage and landscaping to be determined based upon final design.
- Funding Source: HF
- Projected Year of Completion: 2015

West Ashley Greenway Improvements (Parkdale to Croghan Landing)

The project will consist of repaving the trail and beautification improvements on the section of the West Ashley Greenway between Parkdale Drive and Croghan Landing Drive.

- Government Function: Culture and Recreation
- Total Project Cost: \$840,000
- Operating Impact: The annual grounds maintenance will be covered by existing appropriations.
- Funding Source: CTC, GF
- Projected Year of Completion: 2015



Wragg Square Improvements Rendering

West Ashley Greenway Improvements (Stinson to Parkdale, and Stono Bridge Replacement)

This project is the continuation of trail improvements from Phase 1 and includes design and permitting, minimal site preparation, site repairs, asphalt paving, and a new bridge over an unnamed creek near Parkdale.

- Government Function: Culture and Recreation
- Total Project Cost: \$235,000
- Operating Impact: The annual grounds maintenance will be covered by existing appropriations.
- Funding Source: TEA, GO
- Projected Year of Completion: 2015

Wragg Square Improvements

The overall goal of the project is to improve pedestrian accessibility of the park by means of the public right of way; improved conditions would contribute to a larger, holistic renovation to Wragg Square in the future. The preliminary project scope anticipates sidewalk improvements/repairs, stair improvements/repairs, addition of accessibility ramp conditions, and improvement/addition of accessibility parking spaces.

- Government Function: Culture and Recreation
- Total Project Cost: \$100,000
- Operating Impact: The annual grounds maintenance will be covered by existing appropriations.
- Funding Source: TIF
- Projected Year of Completion: 2015



HEALTH AND WELFARE



West Ashley Senior Center Announcement at Community Forum Meeting

West Ashley Senior Center

This project will consist of constructing a new Senior Center in the West Ashley section of Charleston.

• Government Function:	Health and Welfare
• Total Project Cost:	\$9,077,000
• Operating Impact:	Operating impact is currently unknown as Memorandum of Understanding with Roper St. Francis Health Alliance has not been completed.
• Funding Source:	Capital Contributions, GO Bond, GF
• Projected Year of Completion:	2016



ENTERPRISE PROJECTS



Angel Oak

Angel Oak Tree Site Improvements

This project consists of design, demolition of old parking, construction of new pervious parking surface, pedestrian trails and fencing around the Angel Oak premises.

- Government Function: Enterprise
- Total Project Cost: \$250,000
- Operating Impact: No operating impact is anticipated. Future maintenance funded out of the existing general maintenance in the Angel Oak Fund.
- Funding Source: HF, Charleston Co. Greenbelt Program
- Projected Year of Completion: 2016

Grace Bridge Street Parking Lot

This project is the creation of approximately 300 parking spaces on two surface lots at the former location of the Cooper River Bridge near Morrison Drive.

- Government Function: Enterprise
- Total Project Cost: \$510,166
- Operating Impact: Anticipated revenues and operating costs for a portion of 2015 are included in Parking Facility-ABM Budget at \$58,500 and \$14,121 respectively.
- Funding Source: PF
- Projected Year of Completion: 2015

Trolley Barn Parking Lot

This project is the creation of a parking lot using DOT right-away under Interstate 26 near the Trolley Barn.

- Government Function: Enterprise
- Total Project Cost: \$389,894
- Operating Impact: Rent to be paid to SCDOT under negotiation. \$1,175 per quarter for security cameras and lights.
- Funding Source: PF
- Projected Year of Completion: 2015



J.P. Riley Ballpark

J.P. Riley Stadium Concrete Deck Coating & Expansion Joint Sealing

This project consists of the coating of the concrete deck and sealing of joint expansions to prevent leaking and deterioration of caulking in and around the structure.

- Government Function: Enterprise
- Total Project Cost: \$200,000
- Operating Impact: No operating impact is anticipated. Future maintenance funded out of the existing annual general maintenance in the J.P. Riley Ballpark Fund.
- Funding Source: HF
- Projected Year of Completion: 2015

J.P. Riley Stadium Steel Painting

This project consists of the painting of the structural steel roof framing and other exterior elements.

- Government Function: Enterprise
- Total Project Cost: \$150,000
- Operating Impact: No operating impact is anticipated. Future maintenance funded out of the existing annual general maintenance in the J.P. Riley Ballpark Fund.
- Funding Source: HF
- Projected Year of Completion: 2015

J.P. Riley Stadium Back Stairwell Replacement

This project consists of the removal and replacement of the back stairwell structure on the back marsh side of the J.P. Riley Ballpark.

- Government Function: Enterprise
- Total Project Cost: \$400,000
- Operating Impact: No operating impact is anticipated. Future maintenance funded out of the existing annual general maintenance in the J.P. Riley Ballpark Fund.
- Funding Source: HF
- Projected Year of Completion: 2015



Municipal Golf Course

Municipal Golf Course HVAC Replacement

This project consists of the complete replacement of the HVAC system at the Municipal Golf Course.

- Government Function: Enterprise
- Total Project Cost: \$311,881
- Operating Impact: No operating impact. The Golf Course should see a decrease in utility costs associated with a more efficient system.
- Funding Source: Enterprise
- Projected Year of Completion: 2015



COMPLETED, RECURRING, AND FUTURE CAPITAL PROJECTS

Completed Capital Projects

The following projects were completed in 2014:

<u>Project</u>	<u>Project Budget</u>
Beaufain St. Streetscape	\$ 1,174,202
Best Friend Museum Building & Exhibit	\$ 1,141,500
Market Street - Division II - Drainage Tunnels & Shafts	\$ 17,965,547
CFD Stations Generators	\$ 193,650
CPD Lockwood Parking Lot Refurbishment 2013	\$ 25,750
Harmon Ball Field and Playground	\$ 779,668
Historic Peninsula Parks Refurbishment	\$ 129,034
Jack Adams Tennis Center Renovation	\$ 750,000
James Island Recreational Center Improvements	\$ 250,000
Municipal Golf Course Entrance Improvements	\$ 135,665
Municipal Golf Course New Irrigation System	\$ 650,909
Northbridge Park	\$ 1,849,990
Seawall Repairs Phase 1 - Concrete High Battery "Turn"	\$ 3,217,862
Seawall Repairs Phase 2 - Stone Masonry High Battery	\$ 800,000
Tiedemann Park Playground Renovation	\$ 55,000
Visitor Center Building Repointing	\$ 138,520
Wagener Terrace Storm Drain Improvements	\$ 836,013
West Ashley Circle Permitting & Design	\$ 180,000
Total:	\$ 30,273,310

Annual Recurring Capital Maintenance Projects

The City's recurring capital maintenance projects are listed below. These projects are established to help maintain various City structures as well as staying abreast of Federal, State, and local regulations. These projects are as follows:

<u>Recurring Project</u>	<u>2015 Funding</u>
Capital Projects Division Structural Repairs	\$ 301,000
Daniel Island Tennis Center Annual Maintenance	\$ 150,000
Fountain Maintenance	\$ 57,000
Historic Sidewalks	\$ 300,000
Joseph P. Riley Jr. Stadium Annual Maintenance	\$ 150,000
Marine Structures Maintenance	\$ 185,000
Monument Conservation	\$ 30,000
Parking Garages Annual Structural Repairs	\$ 737,750
Storm Drainage Annual Repairs	\$ 250,000
Total:	\$ 2,160,750

Future year funding amounts can be found in the estimated project expenditure section of the Capital Improvement Plan on pages 390 and 391.

**Future Capital Projects**

The projects below are planned for implementation in years 2016 and beyond of the CIP.

Culture and Recreation

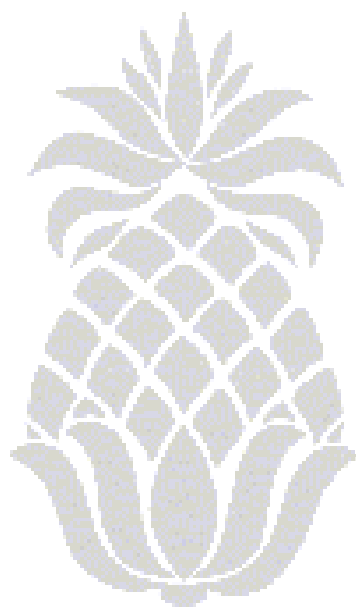
- St. Thomas Island/Daniel Island Multi-use Path Phase 2 – Project to begin in FY 2016
Project Cost Estimate: \$510,000; Funding Sources: TEA Grant / General Fund

Public Safety

- CPD Vehicle Maintenance Garage Relocation – Project work to begin in FY 2016
Project Cost Estimate: 2.3 million; Funding Source: General Fund

Public Service

- Spring-Fishburne Drainage Improvements Phase 4 – Wetwell & Outfall – Project to begin in 2016
Project Cost Estimate: \$40.6 million; Funding Sources: State Infrastructure Bank (SIB) / Drainage Fund
- Spring-Fishburne Drainage Improvements Phase 5 – Pump Station – Project to begin in 2019
Project Cost Estimate: \$22.6 million; Funding Sources: State Infrastructure Bank (SIB) / King Street Gateway TIF





ACRONYMS

AASHTO – American Association of State Highway and Transportation Officials

ACCRA – American Chamber of Commerce Researcher’s Association (See C2ER)

ADA – Americans with Disabilities Act

AED – Automatic External Defibrillator

AFG – Assistance to Firefighters Grant

AFIS – Automated Fingerprint Identification System

ALPR – Automatic License Plate Reader

APWA – American Public Works Association

ARC – Annual Required Contribution

ARRA – American Recovery & Reinvestment Act

ATSSA – American Traffic Safety Services Association

BAN – Bond Anticipation Note

BAR – Board of Architectural Review

BEC – Berkeley Electric Cooperative

BFRC – Budget, Finance and Revenue Collections

BLRC – Bees Landing Recreation Complex

BZA – Board of Zoning Appeals

C2B – Charleston to Bermuda race

C2ER – Council for Community and Economic Research (formerly ACCRA)

CAD/RMS – Computer Aided Dispatch and Records Management System

CAG – Citizen Advisory Groups

CAFR – Comprehensive Annual Financial Report

CALEA – Commission on Accreditation for Law Enforcement Agencies

CAPER – Consolidated Annual Performance and Evaluation Report

CAPS – Charleston’s Accountability and Performance System

CARTA – Charleston Area Regional Transportation Authority

CBD – Central Business District

CCDC – Charleston Civic Design Center

CCDRB – Commercial Corridor Design Review Board

CCSD – Charleston County School District

CCTV – Closed Circuit Television

CD – Community Development

CDBG – Community Development Block Grant

CDC – Consolidated Dispatch Center



ACRONYMS

CDCF – Charleston Digital Corridor Foundation

CFD – Charleston Fire Department

CFO – Chief Financial Officer

CHATS – Charleston Area Transportation Study

CIO – Chief Information Officer

CIP – Capital Improvement Plan

CIS – Communities in Schools of the Charleston Area, Inc

CMPT – City Market Preservation Trust

COBRA – Chemical, Ordnance, Biological, Radiological (Fire Department)

COBRA – Consolidated Omnibus Budget Reconciliation Act (Human Resources)

COLA – Cost of Living Adjustment

COMPSTAT – Computer Comparison Statistics

COP – Certificates of Participation

CPI – Consumer Price Index

CPSE – Center for Public Service Excellence

CPW – Commissioners of Public Works

CPR – Cardio-Pulmonary Resuscitation

CRA – Community Rating System

CRBR – Cooper River Bridge Run and Walk

CRDA – Charleston Regional Development Alliance

CSI – Customer Service Initiative

CWS – Charleston Water System

DASH – Downtown Area Shuttles

DBE – Disadvantaged Business Enterprise

DBS – Division of Business Services

DEA – Drug Enforcement Agency

DHEC – Department of Health & Environmental Control

DMV – Department of Motor Vehicles

DOT – Department of Transportation

DRB – Design Review Board

DRC – Design Review Committee

DUI – Driving Under the Influence

EC/RC – Enterprise Community/Renewal Community

EEO – Equal Opportunity Employer

EMT – Emergency Medical Technician

EPA – Environmental Protection Agency

EOC – Emergency Operations Center

ERP – Enterprise Resource Planning

ESA – Environmental Site Assessment

ESG – Executive Steering Group



ESRI – Environ. Systems Research Inst.

FEMA – Federal Emergency Management Agency

FHWA – Federal Highway Administration

FIT – Fire Investigation Team

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GCEC – Greater Charleston Empowerment Corporation

GO BOND – General Obligation Bond

GFOA – Gov't Finance Officers Association

GIS – Geographical Information System

HAZMAT – Hazardous Materials

HIC – Homeownership Initiative Commission

HR – Human Resources

HRA – Health Reimbursement Arrangement

HOPWA – Housing Opportunities for Persons with AIDS

HROD – Human Resources and Organizational Development

HSA – Health Savings Account

HUD – U.S. Department of Housing and Urban Development

IAAM – International African American Museum

IFAS – Integrated Financial and Administrative Solution

ILP – Intelligence Lead Policing

IMSA – International Municipal Signal Association

IS – Information Services

ISO – Insurance Service Office

IT – Information Technology

ITE – Institute of Transportation Engineers

ITN – Independent Transportation Network

JIRC – James Island Recreation Complex

KPI – Key Performance Indicator

KCB – Keep Charleston Beautiful

LDC – Local Development Corporation

LED – Light Emitting Diode

LHT – Lowcountry Housing Trust

LOST – Local Option Sales Tax

LQAQP – Lowcountry Quarterly Arts Grants Program

MAP – Metropolitan Aptitude Performance

MAPPS – Medicaid Adolescent Pregnancy Prevention Services

MBE – Minority Business Enterprise



ACRONYMS

MDT – Mobile Data Terminal	PIO – Public Information Officer
MIRT – Marine Incident Response Team	PIT – Process Improvement Team
MOA – Mayor’s Office on Aging	PP&S – Planning, Preservation & Sustainability
MOCYF – Mayor’s Office for Children, Youth & Families	PPC – Public Protection Classification
MSA – Metro Statistical Area	PPE – Personal Protective Equipment
MUSC – Medical University of South Carolina	PPO – Preferred Provider Organization
MUTCD – Manual on Uniform Traffic Control Devices	PSAP – Public Safety Answering Points
NAEMT – National Association of Emergency Medical Technicians	PUD – Planned Unit Development
NCFD – North Charleston Fire Department	PYLI – Points of Light Youth Leadership Institute
ND – No Data	RFP – Request for Proposals
NFIP – National Flood Insurance Program	RIT – Rapid Intervention Team
NFPA – National Fire Protection Association	RPC – Redevelopment Preservation Commission
NLC – National League of Cities	SAFER – Staffing for Adequate Fire & Emergency Response
NPDES – National Pollutant Discharge Elimination System	SCAHP – SC Alliance of Health Plans
OCA – Office of Cultural Affairs	SCBA – Self-Contained Breathing Apparatus
OPEB – Other Post Employment Benefits	SCCLF – South Carolina Community Loan Fund
OSHA – Occupational Safety and Health Administration	SCDHEC – South Carolina Department of Health and Environmental Control
PEO – Parking Enforcement Officers	SCDNR – South Carolina Department of Natural Resources
PERU – Police Environmental Response Unit	SCDOT – South Carolina Department of Transportation
PGA – Professional Golf Association	



SCE&G – South Carolina Electric and Gas

SCFA – South Carolina Fire Academy

SEC – Special Events Committee

SIA – Students in Action

SIB – State Infrastructure Bank

SIF – Second Injury Fund

SIU – Special Investigations Unit

SLED – South Carolina Law Enforcement Division

SMRT – Southern Marlins Racing Team

SOS – Support Our Students program

SPA – State Ports Authority

SWAT – Special Weapons and Tactics Unit

SWPPP – Storm Water Pollution Prevention Plan

T & T – Traffic and Transportation

TAN – Tax Anticipation Note

TCOL – Time Card On Line

TEU – Twenty-foot equivalent unit

TIF – Tax Incremental Financing

TIGER GRANT – Transportation Investment Generating Economic Recovery Grant

TOPS – Tourism Oriented Police Services

TRC – Technical Review Committee

TRIP – Terminal Redevelopment & Improvement Program

TUW – Trident United Way

UCR – Uniform Crime Report

URA – Uniform Relocation Assistance and Real Property Acquisition Policies Act (1970)

USAR – Urban Search and Rescue

USL – United Soccer League

UST – Underground Storage Tank

USTA – United States Tennis Association

VLI – Very Low Income

VRTC – Visitor Reception & Transp. Center

WBE – Woman-owned Business Enterprise

WELCOA – Wellness Councils of America

WHCoA – White House Conf. on Aging

WMD – Weapons of Mass Destruction

WRDA – Water Resources Development Act

WTA – Women's Tennis Association



GLOSSARY OF TERMS

Accrual Basis of Accounting: A basis of accounting in which the financial effects of transactions or events with cash consequences are recorded in the accounting period in which they occur as opposed to when cash is received or paid by the government. Enterprise funds use the accrual basis of accounting.

Ad Valorem Tax: A tax based on value. For example, property tax is an ad valorem tax.

Annual Required Contribution (ARC): Term used in connection with defined benefit pension and other post-employment benefit plans to describe the amount an employer must contribute in a given year.

Appraised Value: An estimate of a property's market value.

Appropriation: A legal authorization granted by City Council, to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended, typically one year.

Appropriation Ordinance: An ordinance through which appropriations are given legal effect.

Assessed Value: A valuation set upon real estate or other property by a government as a basis for levying taxes. All appraisal and assessment activity for property in the City of Charleston is the responsibility of either the Charleston County Assessor's Office for Charleston County property or the Berkeley County Assessor's Office for Berkeley County property.

Assessment Ratio: A multiplier used to convert appraised value to assessed value for taxation purposes. In the City of Charleston, the assessment ratios are: 4% for owner-occupied residential real property, 6% for other real property, and 7.5% to 10.5% for vehicles, depending on tag renewal date.

Audit: A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities and is in compliance with governing laws and ordinances.

Balanced Budget: A budget in which planned revenue is equal to planned expenditures.

Basis of Accounting: Refers to the timing of transactions and when revenues and expenditures or expenses and transfers, and the related assets and liabilities, are recognized. Methods include the accrual basis of accounting and the modified accrual basis of accounting.

Basis of Budgeting: Refers to the basis of accounting utilized throughout the budget process.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specific date or dates in the future, called a maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that a bond runs for a longer period of time and requires more



legal formality. (See General Obligation (G.O.) Bonds and Revenue Bonds.)

Bond Anticipation Note: Short-term, interest-bearing note issued by a government in anticipation of bond proceeds to be received at a later date. The note is retired from proceeds of the bonds to which it is related.

Brownfield: Abandoned or underused industrial and commercial land and/or facilities available for re-use. Expansion or redevelopment of such an area may be complicated by real or perceived environmental contaminations.

Budget: A comprehensive financial plan of operation, which incorporates an estimate of proposed expenditures for a given fiscal year and the proposed means of financing them.

Budgetary Control: The control and management of a governmental unit or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

Budget Calendar: The schedule of key dates in the preparation and adoption of the budget.

Budget Document: The official written statement prepared by the Budget and Management Division that represents the proposed City budget as presented to Council for approval.

Budget Message/Letter: A general discussion of the proposed budget presented in writing as a part of the budget document. The budget message explains

principal budget issues against the background of the economy and financial experience in recent years.

Budget Transfer: A budgetary transaction that increases or decreases the adopted line item appropriations within a budget.

Capital Assets: Assets of long-term character, which are intended to continue to be held or used, such as land, buildings, machinery, furniture and equipment. The City of Charleston's minimum cost for classification as a capital asset or capital expense is \$5,000.

Capital Contributions: Capital assets received from the general government by a proprietary fund.

Capital Expenditures (Expenses): Purchases of items such as vehicles and equipment with a per-unit cost in excess of \$5,000 and a useful life in excess of one year.

Capital Improvement Plan (CIP): A long-range strategic plan consisting of various construction, renovation and maintenance projects that exceed the capital threshold.

Capital Projects Funds: Funds used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets, excluding those types of capital outflows financed by proprietary funds.

Cash Management: The process undertaken to ensure maximum cash availability and maximum investment yield on a government's idle cash. It is



GLOSSARY

concerned with the efficient management of cash from the time revenue is earned to the time an expenditure payment is made.

Certificates of Participation (COP): A contractual arrangement that permits a government to acquire a capital asset by yearly lease payments appropriated in the government's annual budget. Failure to appropriate money for payment of the lease in any year terminates the contract.

Charrette: A final, intensive effort to finish a project, especially an architectural design project, before a deadline.

Comprehensive Annual Financial Report (CAFR): Annual Report that presents the City's finances in a standardized format.

Cost of Living Adjustment (COLA): A pay increase that adjusts salaries for most employees to compensate for inflation. The rate of the COLA is based upon increases in the Consumer Price Index.

Core Responsibility: A principle service delivered by a department or division that is important to the successful operation of the City.

Current Taxes: Taxes levied and becoming due within one year.

The Davis-Bacon Act (40 U.S.C.A. §§ 276a to 276a-5): Federal law that governs the Minimum Wage rate to be paid to laborers and mechanics employed on federal public works projects. Its purpose is to preserve local wage standards and promote local employment by preventing contractors who bid on public contracts from basing their bids on the use of cheap labor recruited from foreign sources.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of government include bonds and notes.

Debt Limit: The maximum amount of general obligation debt legally permitted. The State of South Carolina forbids cities from incurring "non referendum" debt in excess of 8% of the total assessed valuation of taxable property within the City.

Debt Service: The payment of principal and interest on borrowed funds such as bonds.

Deficit: 1) The excess of liabilities of a fund over its assets. 2) The excess of expenditures over revenues during an accounting period; or in the case of Proprietary funds, the excess of expenses over income during an accounting period.

Delinquent Taxes: Taxes that remain unpaid on and after the date they are due, and which include a penalty for non-payment.

Department: A major administrative unit of the City, which manages an operation or group of related operations within a functional area.

Depreciation: The periodic allocation of the cost of a capital asset over its estimated useful life.

Division: A subdivision of a department, a division is a unit within the City with a more limited set of work responsibilities.

Effectiveness Indicator: The evaluation of the quality, results or accomplishments of a unit's programs or services constitutes an



effectiveness indicator. Effectiveness indicators measure the degree of accomplishment a unit has achieved in meeting its specified goals.

Effective Millage (Tax) Rate: The gross millage rate less the reduction in millage rate achieved by the Local Option Sales Tax Credit.

Efficiency Indicator: The relationship between units's input and resulting output are quantified as efficiency indicators. Efficiency indicators highlight how much output may be produced provided a given level of resources, or conversely, how much input produces a given level of output.

Encumbrance: The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditure.

Enterprise Fund: A fund established to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Equity: The difference between the assets and liabilities of a fund.

Expenditures: The amount of cash paid or to be paid for a service rendered, goods

received or an asset purchased, resulting in a decrease in net financial resources.

Expense: Outflows or other using up of assets or incurring of liabilities during a period resulting from carrying out the City's ongoing operations.

Fiduciary Funds: Account for the transactions related to assets held by a governing entity in a trustee capacity or as an agent for individuals, private organizations, other governments or other funds. These funds are not legally required to adopt budgets in the City of Charleston.

Fiscal Year (FY): Any consecutive 12-month period designated as the budget year, at the end of which the government determines its financial position and the results of its operations. Charleston's fiscal year is the same as the calendar year, January 1 – December 31.

Fringe Benefits: The benefits paid or matched by the City on behalf of the employees. These benefits include mandatory payroll taxes such as FICA and Unemployment, Worker's Compensation, South Carolina Retirement System contributions, and contributions for health, dental, and life insurance.

Full Time Equivalent (FTE): A value expressing a percentage of a position as related to a full time position; a part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example a summer lifeguard working for four months, or 690 hours, would be equivalent to .3 FTE. One full time employee would equal one FTE.



GLOSSARY

Function: A group of related programs aimed at accomplishing a broad goal or major public service for which the government is responsible.

Fund: A fiscal or accounting entity with a self-balancing set of accounts that records all financial transactions for specific activities or government functions.

Fund Balance: The difference between fund assets and fund liabilities.

Fund Balance – Assigned: Amounts that are constrained by the government's *intent* to be used for specific purposes, but are neither restricted nor committed.

Fund Balance – Committed: Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.

Fund Balance – Restricted: Resources restricted to specific purposes by externally enforceable limitations of use. Such limitations include those imposed by creditors, grantors, contributors, or laws and regulations of other governments, and those limitations imposed by law through constitutional provisions or enabling legislations.

Fund Balance – Unassigned: In the General Fund only, the fund balance that has not been assigned to other funds and that has not been restricted, committed or assigned to specific purposes within the General Fund.

Fund Balance – Designated: Prior to GASB 54, segregation of a portion of fund balance

to indicate tentative plans for future financial use.

Fund Balance – Reserved: Prior to GASB 54, those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Fund Balance – Undesignated: Prior to GASB 54, the portion of fund balance that is not designated or reserved for a specific purpose.

Furlough - Employee furloughs are mandatory time off work with no pay. Used as an alternative to a layoff.

General Fund: A fund that is used to account for and report all financial resources not accounted for and reported in another fund.

General Obligation (G.O.) Bonds: Bonds backed by the full faith and credit of the issuing government, by pledging the general taxing power for the payment of the debt.

Generally Accepted Accounting Principles (GAAP): A body of accounting and financial reporting standards set by the Governmental Accounting Standards Board (GASB) for state and local governments, and by the Financial Accounting Standards Board (FASB) for private sector organizations.

Goals: Goals are derived from a unit's mission (in this case, the City or any of its operating departments) and describe the responsibilities of the unit, or what the unit intends to accomplish. Goals are the ends toward which the unit's efforts are directed and are unlikely to change from year to



year, other than to address additional goals as needed or required.

Government Finance Officers' Association (GFOA): The professional association of state/provincial and local finance officials in the United States and Canada. The GFOA is dedicated to the sound management of government financial resources.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

Governmental Accounting Standards Board Statement Number 34 (GASB 34) *Basic Financial Statements - Management Discussion and Analysis For State and Local Governments*, provides for substantial changes in financial reporting and accounting, including use of full accrual accounting for certain statements, new terminology, reporting of infrastructure, depreciation of capital assets and presentation of the management discussion and analysis.

Governmental Accounting Standards Board Statement Number 43 (GASB 43):

Financial Reporting for Postemployment Benefit Plans Other Than Pension Funds establishes uniform financial reporting standards for OPEB plans, requires actuarial valuations, and defines measurement parameters. These standards apply to reporting by administrators or trustees of OPEB plan assets or by employers or sponsors that include OPEB plan assets as trust or agency funds in their financial statements.

Governmental Accounting Standards Board Statement Number 45 (GASB 45):

Accounting and Financial Reporting by Employers for Post-employment Benefits Other Than Pensions establishes standards for the measurement, recognition and display of OPEB expense/expenditures and related liabilities, note disclosures, and if applicable, required supplementary information in the financial reports of state and local government employers.

Governmental Accounting Standards Board Statement Number 54 (GASB 54):

Fund Balance Reporting and Governmental Fund Type Definitions redefines the components of Fund Balance and establishes fund balance classifications that comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. Additionally, the definitions of the general fund, special revenue fund type, debt service fund type and permanent fund type are clarified, which may affect the activities some governments choose to report in those fund types. GASB 54 is applicable for all fiscal years beginning after July 1, 2010.

Governmental Funds: Account for general governmental activities and include the General Fund, Capital Projects and Special Revenue Funds.

Grant: A contribution or gift of cash or other assets from another government or other organization to be used or expended for a specified purpose, activity or facility. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed the grantee.



GLOSSARY

Interfund Transfers: Operating transfers between the General Fund and Enterprise Funds.

Infrastructure: Public domain assets including roads, curbs, gutters, sidewalks, drainage systems, lighting systems, and fundamental facilities of the City.

Internal Controls: Policies and procedures established to provide reasonable assurance that specific government objectives will be achieved.

Investment: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

Key Performance Indicators (KPI): Performance indicators that help an organization define and measure progress toward meeting organizational goals.

Legal Debt Margin: See Debt Limit

Levy: To impose taxes, special assessments, or service charges for the support of city activities.

Local Option Sales Tax (LOST): A county-wide sales tax of 1% established by referendum vote, collected by the State of South Carolina and returned to the municipalities and county based on a formula that considers population and point of tax collection. The tax is remitted to the municipalities in two portions: Property Tax Relief Fund and Revenue Fund. The Relief portion of the LOST must be given as a credit on municipal and county property tax bills.

Long Term Debt: Any un-matured debt that is not a fund liability since it is not currently due.

Measurement Focus: The accounting convention that determines (1) which assets and which liabilities are included on a government's balance sheet and (2) whether the operating statement presents information on the flow of current financial resources (governmental fund types) or the flow of economic resources (proprietary fund types).

Mill: The rate at which property taxes are levied. A tax rate of one mill (millage rate) produces one dollar of taxes on each \$1,000 of assessed property.

Mixed-use development: Development that blends residential, commercial, cultural, institutional, and where appropriate, industrial uses.

Modified Accrual Basis of Accounting: A basis of accounting in which revenues and other financial resources are recognized when they become both "measurable" and "available" to finance expenditures of the current period. "Available" means that revenues are collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. "Measurable" means the amount of revenue can be determined or estimated with reasonable certainty. Expenditures are recognized when the fund liability is incurred. All governmental fund types (General Fund) use the modified accrual basis of accounting.

Municipal Association of South Carolina: An organization that represents and serves the state's 269 incorporated municipalities.



Its mission is to support municipal officials with the knowledge and tools to aid in the operation of their municipalities. MASC offers services such as revenue collections, seminars and educational materials, and overviews and interpretations of state legislation that affects municipalities.

Neighborhood Councils: In order to receive active citizen input, these councils were formed so that citizens in neighborhoods can easily exchange and deliberate information and concerns regarding the City of Charleston. The Councils have direct access to the Mayor and City Council and all of their requests are considered in the budget process.

New Market Tax Credit (NMTC) – A Tax Credit Program that was established in the year 2000 as part of the Community Renewal Tax Relief Act of 2000. The goal of the program is to spur revitalization efforts of low-income and impoverished communities across the United States. Tax credit incentives are provided to investors for equity investments in certified Community Development Entities, which invest in low-income communities.

Net Assets: In a proprietary fund, the equity associated with the assets and liabilities of the fund.

Operating Budget: Plans of current expenditures and the means of financing them. The operating budget is the primary means by which the daily operations that provides basic governmental services are controlled. The City is required by law to have an operating budget.

Operating Expenses: The cost for materials, services, and equipment required for a department to function.

Operating Transfers: Legally authorized financial transaction in which money is moved from one fund (transfer out) to another (transfer in). This results in the recording of a source and use of financial resources.

Ordinance: A formal legislative enactment by the governing body of a municipality, which, if not in conflict with a higher form of law such as a state statute, has the full force and effect of law within the boundaries of that municipality.

Other Postemployment Benefits (OPEB): Benefits other than pension that are earned by employees during their years of service, but are not received until after employment ends, due to retirement or other separation. OPEB generally takes the form of health, vision, dental and prescription insurance provided to retirees and their dependents.

Performance Measure: Data collected to determine the level of program activities conducted, the direct products or services delivered, and results of those activities.

Performance Management System: A performance management system facilitates planning and management by providing data on service efforts and accomplishments so an entity or unit may continuously improve the allocation of resources for the provision of its services. A performance management system monitors and evaluates an entity's work processes and service delivery systems to determine if costs and service levels are meeting its



GLOSSARY

specified goals and mission. Ultimately, a performance management system provides a structured approach for linking budget decisions to public priorities by highlighting service efforts and accomplishments and evaluating service efforts to service accomplishments.

Policy: A plan, course of action, or guiding principle designed to set parameters for decisions and actions.

Program: An organized set of related work activities that are directed toward a common purpose or goal and represent well-defined uses of city resources.

Property Tax: Taxes levied on real and personal property based on the property's assessed value. The assessed value multiplied by the millage rate determines the amount of the tax.

Proprietary Funds: A type of fund used to account for activities that are similar to a business. Enterprise Funds are proprietary funds.

Public Service Commission of South Carolina: A quasi-judicial body established by the state legislature whose principal duty is to hear cases involving the state's regulated utilities. The Commission has broad jurisdiction over matters pertaining to investor owned electric and gas utilities, water companies, telecommunications companies, motor carriers of household goods, hazardous waste disposal, and taxicabs.

Quint (Fire Apparatus): A fire service apparatus which serves the dual purpose of an engine and a ladder truck. The apparatus

has five functions of: pump, water tank, fire hose, aerial device, and ground ladders.

Reassessment: A county-wide revaluation of property for property tax purposes in order to equalize property values for inflation and sales since the last assessment. In South Carolina, reassessment for real property must occur every five years and is the responsibility of the County Assessor's Office. Property tax millage in the year of reassessment must be rolled back to a millage rate that would generate the same amount of revenue had reassessment not occurred. This is to avoid a windfall due only to an increase in assessed values.

Referendum Bonds: Bonds that are issued only with approval by a majority vote of the citizens of the municipality.

Refunding Bonds: Bonds issued to retire bonds already outstanding.

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Revenue: Income generated by taxes, business licenses, user fees, fines and forfeitures, reimbursements and investments.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from specifically designated revenues. Revenue bonds are not included in the 8% general obligation debt limit set by the State of South Carolina.

Risk Management: The organized attempt to protect a government's assets against



accidental loss in the most economical method.

Rollback Rate: Operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, excluding taxes for new construction, additions or deletions.

Shared Revenues: Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments. For example, State Shared Revenues include taxes on income, alcoholic beverages and motor transportation collected at the state level and returned to local governments.

Single Audit: An audit performed in accordance with the Single Audit Act of 1984 and Office of Management and Budget (OMB) Circular A-133, *Audits of State Local Governments and Non-Profit Organizations*. The Single Audit Act requires governments receiving a certain level of federal assistance to have one audit performed to meet the needs of all federal grantor agencies.

Special Assessments: A compulsory levy made against certain properties to defray part or all of the cost of a specific capital improvement or service deemed to primarily benefit those properties.

Special Revenue Fund: A fund used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than expendable trusts or capital projects. One or more specific restricted or committed revenues should be the foundation for a special revenue fund

and must continue to comprise a substantial portion of the inflows reported in the fund.

Tax Anticipation Note (TAN): Note issued in anticipation of the collection of taxes, repaid from the proceeds of the tax levy whose collection it anticipates.

Tax Incremental Financing (TIF) Tax increment bonds are available to municipalities for the purpose of redevelopment in areas which are agricultural areas, blighted areas or conservation areas. The debt service of such indebtedness is payable from the additional (or incremental) tax revenues resulting from such redevelopment. Under the Act, property taxes collected within a Redevelopment Project Area in excess of the amount of taxes attributable to the "total initial equalized assessed value" of all taxable real property in the Redevelopment Project Area are paid to the municipality. These taxes are deposited into a special tax allocation fund to pay redevelopment project costs and to discharge any obligations issued to pay such costs.

Taxes: Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as recreation facility charges.

Tax Rate: The amount of tax stated in terms of a unit of the tax base, such as 25 mills per dollar of assessed value of taxable property.



GLOSSARY

Unencumbered Appropriation: The amount of an appropriation that is not yet expended or encumbered. It is essentially the amount of money available for future purchases within the appropriation period.

User Charges: The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Workload Indicators: The volume of resources, both monetary and non-monetary (input), and the quantity or volume of activities undertaken (output) to provide a service or carry out a program constitute a unit's workload indicators.



Please visit the City of Charleston on the World Wide Web at: www.charleston-sc.gov

Other Relevant Links:

Berkeley County

www.berkeleycountysc.gov

Berkeley County School District

www.berkeley.k12.sc.us

Charleston Area Convention & Visitors Bureau

www.charlestoncvb.com

Charleston County

www.charlestoncounty.org

Charleston County Schools

www.ccsdschools.com

Charleston Digital Corridor

www.charlestdigitalcorridor.com

Charleston Metro Chamber of Commerce

www.charlestonchamber.net

Charleston Regional Development Alliance

<http://www.crda.org/>

Cooper River Bridge Run

www.bridgerun.com

Family Circle Cup & Tennis Center

www.familycirclecup.com

Government Finance Officers Association

www.gfoa.org

MOJA Arts Festival

www.mojafestival.com

Piccolo Spoleto Festival

www.piccolospoleto.com

South Carolina Aquarium

www.scaquarium.org

South Carolina State Ports Authority

www.port-of-charleston.com

Southeastern Wildlife Exposition

<http://www.sewe.com/>

Spoleto Festival U.S.A.

www.spoletousa.org

See also other links related to Charleston on the City of Charleston Website.



INDEX

A

Acronyms List	415
Amendment Process	47
Auditing and Internal Control Policies.....	49

B

Basis of Accounting	59
Basis of Budgeting	59
Bonded Debt Obligations	73
Budget-at-a-Glance	61
Budget Brief	9
Budget, Finance and Revenue Collections	155
Budget Highlights	19
Budget Message	4
Budget Process.....	8, 45, 50, 51, 53, 83
Budget Summary.....	61, 62
Budgetary Policies	49

C

Capital Expenditure Polices	52
Capital Improvement Plan.....	54, 55, 58, 121, 383
Cash Management/ Investment Policies.....	54
Century Five (V) City Plan.....	55, 293
Certificates of Participation (COP)	58, 74, 75
Challenges for the Future.....	12
Citizen Support Center	7, 158, 171
City Council.....	26, 202
City Council Districts (Map)	26
Clerk of Council	197
Climate	35
Center for Public Safety Excellence.....	10
Community Profile	23
Contact Information	434
Cost of Living Overview	41
Customer Service Initiative	7

D

Debt Policies.....	54, 73
Debt Service	73, 376
Debt Service Funds.....	58
Debt Payments	74

E

Economy.....	9, 10, 12, 27, 37
Education	34, 43
Enterprise Fund Summary.....	66, 67, 71, 92, 118
Expenditures	10, 20, 107
Expenditure Ordinance	127
Expenditure Policies	51

F

Farmers Market.....	220
Fiduciary Funds	58

Financial and Management Policies	49
Financial Forecasting	55
Financial Structure.....	57
Fire Department	10, 33, 53, 56, 112, 227
Form of Government	26, 42
Franchise Tax	89
Fund Balance Summary	69-72

G

General Fund Summary	62, 65, 68, 70
General Obligation Bonds.....	74
GFOA Awards.....	3
Glossary of Terms	420
Governmental Funds	57, 59

H

Hospitality Fee Fund	9, 90
Housing and Community Development	239
Human Resources and Organizational Dev	247

I

Information Technology	255
Infrastructure	11, 13, 53, 85
Interest	58, 75
Internal Controls.....	49

K

Key Performance Indicators	148, 150

L

Legal Debt Margin	54, 73
Licenses	87
Long Range Planning Policies	53
Long Term Bond Obligations	77

M

Mayor's Letter	3
Measurement Focus	59
Miscellaneous Statistics.....	42-43
Mission and Values.....	1
MOJA Arts Festival.....	36, 116, 210, 220
Mortgage Payable	74
Municipal Accommodations Tax	57, 66, 90, 120, 377

N

National Fire Protection Association	53
Non-Departmental	367

O

Operating Transfers Out.....	375
Organization Chart	2, 155, 197, 209, 227, 239, 247, 255, 265, 281, 297, 309, 325, 357
Occupational Safety and Health Admin.....	174



P

Parks Department	265
Performance Management	147, 168
Performance Measures	147, 157, 199, 210, 229, 242, 249, 257, 267, 283, 299, 311, 327, 360
Permits and Fees	87
Personnel Summary	78
Piccolo Spoleto	36, 116, 210, 220
Planning, Preservation and Sustainability	281
Police Department	297
Population	24, 25, 43
Process/Service Improvement	7, 171
Property Taxes	8, 10, 51, 84
Proprietary Funds.....	58
Public Service	309

R

Recreation	325
Revenue Bonds.....	74
Revenue Ordinance	104
Revenue Policies.....	51
Revenues	83

S

Special Revenue Funds	57, 66, 89
State Ports Authority	30
Stormwater Utility Fee Fund	317

T

Top Ten Taxpayers.....	42
Traffic and Transportation.....	357

W

What's New	17
Web Links	431



BUDGET AND MANAGEMENT STAFF

Even though the budget is heard by the Mayor and Council in November and December, its preparation begins many months prior, with projections of City funding sources, remaining bond authorization, reserves, revenues, and expenditures. It continues through numerous phases and culminates with adoption in December. We recognize and appreciate that budgeting is an ongoing process of planning, monitoring, problem solving, and customer service throughout the fiscal year. Each year, every effort is made to improve both the budget process and the usefulness of the budget documents.

Stephen A. Bedard

Chief Financial Officer

Amy K. Wharton

Deputy CFO

Kathy C. Mercer

Budget Director

Deborah L. Jenkins

Sr. Budget Analyst

Samuel C. Sparger

Sr. Budget Analyst

Rhonda E. Green

Sr. Budget Analyst

Matthew A. Frohlich

Sr. Budget Analyst

Please contact us with any questions.

City of Charleston
Budget and Management Division
P.O. Box 304
Charleston, SC 29402
(843) 579-7529