



James Island Public Service District

FY2016 Budget and Financial Plan



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FISCAL YEAR 2016

BUDGET DOCUMENT AND FINANCIAL PLAN



Management Team

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District Manager*

*Susan Gladden, CGFO
Deputy Manager/CFO*

*Steve Aden
Fleet Manager*

*Tony Cervino
Safety Director*

*Henry Haskell
Facilities/Projects Coordinator*

*David Hoffman
Wastewater Superintendent*

*Phillip Johnson
Solid Waste Superintendent*

*Chris Seabolt
Fire Chief*

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Human Resources Manager*

Document Prepared By:
*Susan Gladden, Deputy Manager/CFO
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1 INTRODUCTION

Overview

James Island Public Service District (District) is a special purpose district created by Act No. 498 of the Acts and Joint Resolutions of the General Assembly of the State of South Carolina, Regular Session of 1961, for the purpose of providing wastewater, fire protection, street lighting and signage and solid waste services on James Island. The District comprises an area of approximately 84 square miles, including land and wetlands, located on James Island in Charleston County. The District serves a population of approximately 24,000 people.

Change in Budget Approval Process

Ruling in favor of a declaratory judgment and writ of mandamus action filed by the District, a South Carolina Court ruled on June 12, 2014, that the James Island Public Service District, having an elected commission, does not need to submit its general fund budget to Charleston County for approval.

Mission

To provide fire protection and rescue, solid waste collection and wastewater services, as well as emergency and natural disaster response to the citizens of James Island while anticipating and addressing the needs, interests and priorities of our community in a responsive, cost effective and professional manner.

Vision

To improve the quality of life of the citizens and visitors of James Island, as well as that of our employees, while educating and increasing public knowledge of the resources that promote the wellbeing of the community and environment.

Form of Government

The District operates as a Special Purpose District form of government.

Management Team

The **District Manager** serves as Chief Executive Officer, organizes and directs the overall operation of the James Island Public Service District in accordance with the policies of the James Island Public Service District Commission and under applicable State and Federal laws, rules and regulations; receives the Commission's guidance through the Commission Chair.

The **Deputy Manager/CFO** performs under general direction of the District Manager to manage, lead, supervise, plan, and direct the District financial, human resources and customer service functions.

The **Safety Director** performs under the general direction of the District Manager to manage, lead, plan, and direct the District's safety program, enabling the organization to define and achieve its safety and loss prevention goals for operations and planning purposes.

The **Human Resources Manager** performs under the general direction of the Deputy District Manager/CFO to plan, direct, manage and supervise the Human Resources functions of the James Island Public Service District. Designs, plans, directs, and implements all Human Resources programs including recruitment, selection, employment, and new employee orientation; position classification and employee compensation; benefits administration; management/staff training and development; policy and procedure development and documentation; performance management system development; employee relations and counseling, and other employee-related programs and services.

The **Administrative Coordinator**, under the direct supervision of the District Manager, performs administrative (and limited IT) support and coordination functions. Also maintains official records of Commission meetings and activities.

The **Fire Chief** performs under the general direction of the District Manager to manage, lead, supervise, plan and direct the fire prevention, suppression and emergency rescue activities. Also functions as the Director of Emergency Management and administers the Emergency Operations Plan.

The **Solid Waste Superintendent** performs under general direction of the District Manager to manage, lead, supervise, plan and direct the collection and disposal activities.

The **Fleet Manager** performs under general direction of the District Manager to manage, lead, supervise, plan and direct the maintenance and repair of vehicles.

The **Wastewater Superintendent** performs under general direction of the District Manager to manage, lead, supervise, plan and direct the wastewater operations and maintenance functions.

The **Facilities & Project Coordinator** performs under the general direction of the District Manager to coordinate, plan, and/or oversee various and changing finite District projects as assigned by the District Manager, and/or ongoing Facilities Maintenance/Management projects, in conjunction with department heads.

Donald Hollingsworth, Chair

1853 Saxony Drive

James Island, SC 29412

Current term expires: December 2018

June Waring, Vice Chair

2050 Parkway Drive

James Island, SC 29412

Current term expires: December 2016

Eugene Platt, Secretary

734 Gilmore Court

James Island, SC 29412

Current term expires: December 2016

Inez BrownCrouch

1149 Mariner Driver

James Island, SC 29412

Current term expires: December 2018

Kay Kernodle

753 Swanson Avenue

James Island, SC 29412

Current term expires: December 2018

Carter McMillan

2107 Westdrivers Road

James Island, SC 29412

Current term expires: December 2016

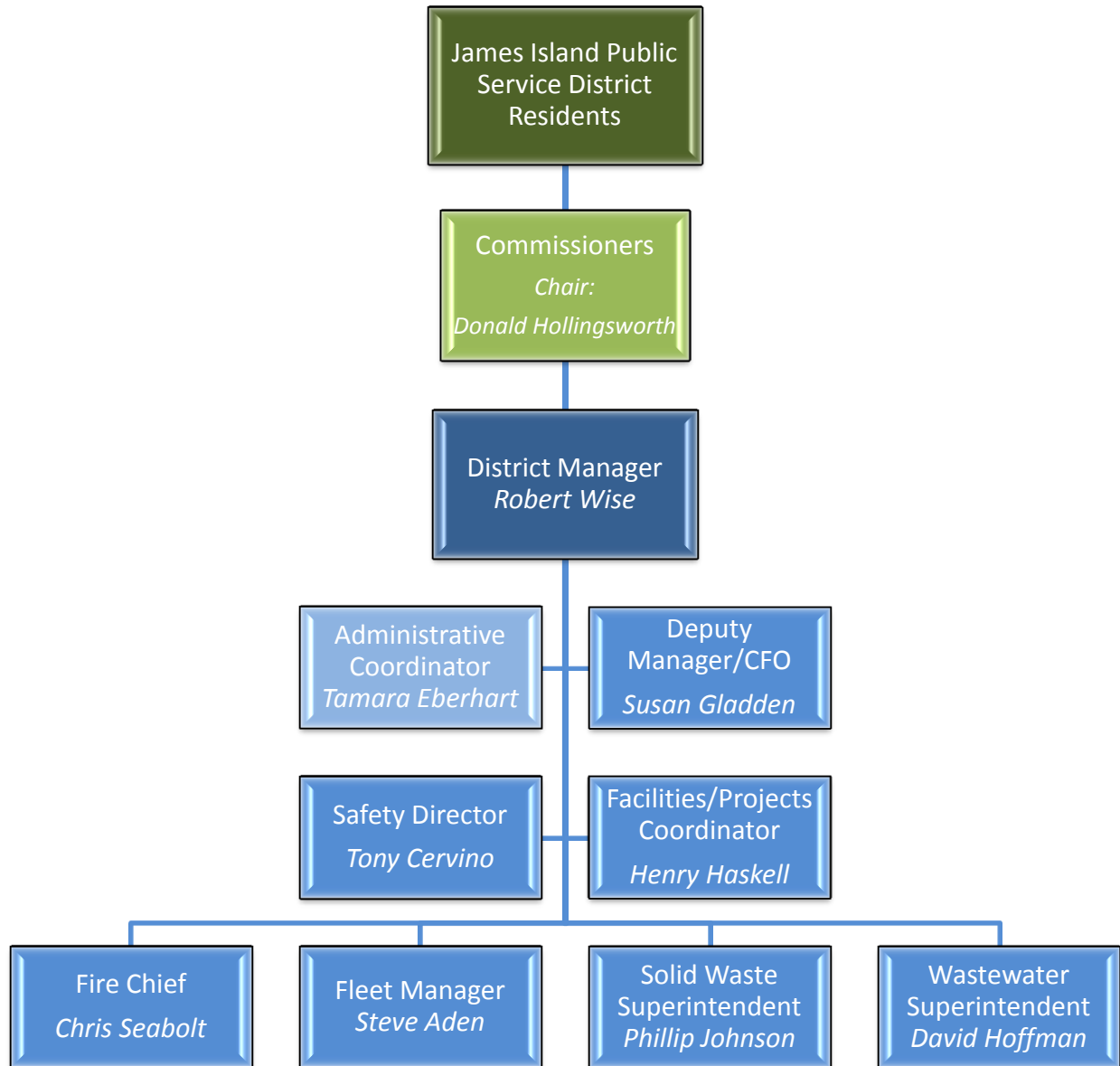
Bill “Cubby” Wilder

1894 Sol Legare Road

James Island, SC 29412

Current term expires: December 2018

Organizational Chart



Commissioners & Administration	22
Fire	57
Maintenance	4
Solid Waste	31
Wastewater Operations	18
Total Authorized Positions	132

2 BUDGET MESSAGE

Budget Message

This Budget Document and Financial Plan has been developed to communicate to the customers, Commissioners and staff the means by which we intend to fulfill our mission of ***providing fire protection and rescue, solid waste collection and wastewater services, as well as emergency and natural disaster response to the citizens of James Island while anticipating and addressing the needs, interests and priorities of our community in a responsive, cost effective and professional manner.***

The annual budget is the policy document that communicates the financial policies of the James Island Public Service District (District) for the fiscal year. The budget is prepared each year with the support and policy input of our Commissioners and hard work from our departments to ensure that we are preparing the leanest budget possible while still providing high quality services through excellent service delivery.

The recovering economy continues to present a few challenges during the development of the budget, however, as a result of years of fiscal prudence and efficient management of operations, the District was well positioned to respond to those challenges.

Unemployment and foreclosures impede the District's collection efforts adding more customer bad debt and delinquent ad valorem tax payments. Vacant houses indicate less paying customers to support the infrastructure that must be maintained. The District will need to look for alternative ways of providing services to ensure future revenues are secure to continue providing excellent services and maintain an aging infrastructure.

The Fiscal Year 2016 budget maintains the level of service that James Island residents have grown to appreciate and expect while continuing the District's tradition of fiscal prudence and efficient operations. The budget document provides useful information about the District's financial plans, goals, and policies.

Factor's Affecting This Years Budget

In preparing the annual budget, there are a few main factors that have greatly impacted the budget process. The most significant change came when the decision was made to go to once a week pickup for garbage services, January 2016. In 2012, staff began reviewing the reduction in tonnage as a result of the implementation of the Charleston County recycling program. After analyzing the impact single stream recycling had on the amount of garbage being collected and transported to the landfill and the amount of money that could be saved by moving from twice a week garbage pickup to once a week pickup. Although this change was well received by majority of our customers providing input, the challenge over this fiscal year will be implementation.

With the recent passing of the Water Resources Reform and Development Act (WRRDA) of 2014, additional requirements will produce challenges as we seek approval from the SC Budget & Control Board for low interest rate loans through the State Revolving Fund. One such challenge requires an Asset Management program that not only documents our inventory, but evaluates replacement cost, repair and renewal technologies and better defines useful lives of the various asset classes within our sewer system. The guide will also document how the District will track the process of Asset Management to verify our true cost and gives staff a way to evaluate how to more efficiently keep our assets in a high state of readiness and performance.

Strategic Initiatives

As with each budget, balancing requests with minimal growth in revenues is challenging. This past year staff worked to update our Strategic Plan initiatives and goals around three strategic areas of focus. The objective of this effort is to provide a blueprint for the District’s future by outlining ambitions, setting priorities, and providing performance targets to ensure adequate progress toward making the vision a reality and improving financial planning.

This next fiscal year, staff will work toward developing action plans and key performance indicators in which we will monitor and manage our performance. The efficient and accurate flow of data is critical in developing our monthly management report and annual reports.

Fiscal Prudence

The District has spent the past few years implementing policies that uphold financially prudent practices. A commitment has been made to maintain a healthy fund balance, particularly by increasing the unassigned portion of the fund balance. Since the adoption of the FY15 Budget, resources have been specifically designated for this purpose. Fiscally responsible budget policies lead to a higher level of confidence from bond holders which lead to a decrease in interest rates.

The District’s bond rating is AA- as reaffirmed in 2014 by Standard and Poor’s. These high ratings are the result of strong fiscal management, sound financial performance and effective financial policies.

Budget Highlights

General Fund

The FY16 General Fund revenues are projected at \$6,204,519 which includes a 2 mill increase. The additional millage increase was required in an effort to maintain fund balances in accordance with fiscal policies approved by the Commission. Ad valorem tax revenues were based on no growth over previous year; however, we do anticipate a slight increase through reassessment for this year.

District Financial Profile	
Total Budget	\$11,363,992
General Fund Budget	\$6,434,541
Total Positions	132
Property Tax Millage Rate	56.9

Total General Fund expenditures are projected at \$6,434,541 which is approximately \$50,000 or .8% higher than the FY15 Budget. This modest increase is attributed to a 5% employee pay raise to help remain competitive with market pay rates. Although the pay increase was approximately \$200,000, this increase was offset by reductions in the Solid Waste department for transitioning to a once a week garbage pickup effective January 2016.

Capital items increased slightly in FY16 by nearly \$5,300 and approved replacement vehicles were budgeted in the Debt Service Fund budget at \$250,000.

In summary, the General Fund projected expenditures of \$6,434,541 exceeded projected revenues of \$6,204,519 by \$230,022. Fund Balance will be used to cover this shortfall.

Debt Service Fund

FY16 revenue projections of \$444,094 remain relatively flat over FY15. Our focus to replace old and outdated equipment through the Vehicle Replacement Schedule remains top priority by funding over \$250,000 for new vehicles and equipment.

Proprietary Fund

The FY16 Proprietary Fund budgeted revenues are \$6,057,351 which is slightly lower than FY15 Budgeted revenues by approximately \$81,000. This budget was developed based on a four percent (4%) reduced consumption rate and no increases in wastewater user rates. Although there is some economic recovery we are still seeing a high number of residential customers reducing consumption or vacant houses paying only the minimum bill each month. The number of customers has remained relatively constant and growth has not been anticipated to offset the reduced usage in our existing customer base.

FY16 Budgeted expenses are \$4,542,901, which is approximately \$223,500 higher than FY15 due primarily to the increase in treatment cost by Charleston Water System.

How do new developments impact us? Even though several new developments were considered when projecting revenues, some projects are related to customers below the poverty level which means any increases in our customer base will be offset by customers with less ability to pay. This trend may require rate structure adjustments in the future to better accommodate our financially challenged customers. Other negative trends compound the issue with unemployment and foreclosures. More customer bad debt and issues with non-payment can be expected. More vacant units indicate less paying customers to support the infrastructure that must be maintained. More renters will mean likely more transient customers with the possibility of leaving customer bad debt. The District will need to alter the way we collect in order to ensure the rates are sufficient to prevent customer bad debt.

Capital Improvement Plan

Three major wastewater projects started during last fiscal year are still ongoing and should be completed the first half of this fiscal year: Pump Station #54, Pump Station #11 rehabilitation, and the Harbor View Road Utility relocation project.

Capital projects planned for FY16 include the replacement of two existing 14" force mains of approximately 3,437 LF along the right-of-way of Dills Bluff, N. Shore, and Waites Avenue with a single 24" line install using horizontal directional drilling.

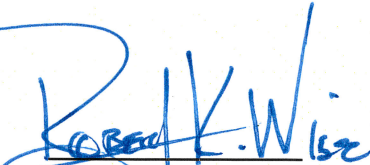
The second major project for FY16 is the installation of new sewer service to approximately 19 residents of the Bee Field neighborhood using our existing low pressure system off Folly Road to Battery Island Road.

Conclusion

Although each budget has its own challenges, our attempt to ensure the District exercises fiscal responsibility with taxpayer's dollars remains uncompromised. We believe the FY2015-2016 budget is responsive to the community needs, committed to high quality and reliable services as well as meeting the District's contractual responsibilities and regulatory requirements.

We want to thank all of our staff who contributed countless hours of hard work in the development and presentation of this document.

Respectfully submitted,



Robert K. Wise
District Manager



Susan G. Gladden, CGFO
Deputy Manager/CFO



James G. Game, MBA
Assistant Financial Officer

3 BUDGET DEVELOPMENT

Budget Process

The District annually prepares and adopts a budget for the next fiscal year (July 1 through June 30), which includes the appropriate millage rate, sewer rates and fees necessary to provide sufficient revenues to meet anticipated expenses for operating and maintenance, asset repair or replacement, asset acquisition or construction to meet the service needs and debt service requirements for existing and projected debt.

The budget process began in November with the updating of the current budget worksheets, capital improvements plan (CIP), vehicle and equipment replacement plan, and facilities replacement plan. The CIP for both General and Proprietary Fund includes all projects related to capital asset repair or replacement and acquisition of additional capital assets. The CIP and replacement plans are revised to include: 1) significant changes in the cost of equipment, materials, construction and architectural and engineering services that have occurred over the past year; and 2) the addition, deletion or adjustment in timing of projects due to significant variations from previous projections, revised maintenance and repair requirements or changes in regulatory requirements.

The development of the operating budgets begins in mid-January whereby each department is requested to project their staffing, supplies and materials, travel and education, contractual services and other fiscal needs for the next fiscal year. The basis of these projections include historical trends, new programs, changes in existing programs, cost adjustments, and changes in regulatory requirements.

When the operating and capital budget for the proprietary fund have been reviewed and initially finalized, the information is input into the financial rate model for the development of wastewater rates. The model provides assurance that the rates and fees being developed adhere to the debt covenants within the existing bond ordinance.

Both the capital and operating budgets go through a series of meetings and discussions with the District Manager, Department Heads and Commissioners from February to June. During this time, the Commissioners also hold meetings on the proposed budgets to receive feedback from the public. The budgets reach final approval after second reading of the budget ordinance generally held during the Commission meeting on the second or fourth Monday in June.

FY16 Budget Calendar

Month	Phase	FY15 Budget Tasks	Phase	FY16 Budget Tasks	
July 2014	C O M P L I A N C E	Implement Adopted Budget	D E V E L O P M E N T		
August - September					
October		1 st Quarter Review. Post Transparency Report.			
November-December				Depts Prepare Requests for Capital Improvement Plan	
January 2015		Mid-Year Review. Post Transparency Report.		Budget Kickoff Meeting/Development of District Goals and Objective	
February				Set Departmental Goals. Depts Budget edits due.	
March				Dept Edits and Revenue & Rates Reviewed by District Manager, Deputy Mgr/CFO and Ass't Financial Officer	
April		3 rd Quarter Review. Post Transparency Report.			
May				Ways & Means Committee Review of Budget. Public Hearing Notice Published.	
June		Year End Review/Transfers. Post Transparency Report.		Public Hearing. Budget Approved.	
July 2015	A U D I T		C M O O N P I L T I E A R N I C N E G	New Rates Go in Effect Implement Adopted Budget	
August – September		Independent Audit Field Work			
October				1 st Quarter Review. Post Transparency Report.	
November		Audit Issued			
December	A U D I T		A U D I T	Mid-Year Review. Post Transparency Report.	
January 2016					
February – March					
April				3 rd Quarter Review. Post Transparency Report.	
May					
June 2016				Year End Review/Transfers. Post Transparency Report.	
August – September					
October				Independent Audit Field Work	
November					Audit Issued.

4 DEPARTMENTS

General Fund Departments

Administration

Facilities is responsible for overseeing finite District projects and ongoing facilities maintenance projects.

Safety is responsible for managing, planning and directing the District's safety and loss prevention program.

Finance is responsible for maintaining the fiscal affairs of the District in a professional manner and consistent with generally accepted accounting principles and statutory requirements. Areas of responsibility include:

- accounts payable/receivable
- general ledger
- payroll
- fiscal policy
- cash management
- budget development to include revenue and expenditure forecasting and
- financial reporting.

Customer Service is the information highway for all departments; however, the main responsibility is to establish and promote quality service for District customers. Other areas of responsibility include the greeting and reception of callers and visitors; accurate and timely billing of wastewater accounts; responding to inquiries and requests from customers; and assisting in the development and administration for billing and collection of delinquent accounts.

As part of Administration, **Human Resources** is responsible for the development and cultivation of human resources and training initiatives including recruitment, selection, policy compliance and development, benefits, administration, payroll development, pay plan implementation, employee insurance management and employee records management. Other responsibilities include

- monitoring changes in State and Federal personnel regulations and laws to assure the timely update and compliance with personnel practices,
- review and propose revisions to employee benefits, classification and pay plans to assure that the District remains in a competitive compensation relationship with the labor market,
- assure both management and the employees that personnel matters are being handled both fairly, equitably, and without discrimination in accordance with good personnel practices and in compliance with applicable policies, regulations, and laws.

Maintenance Department is responsible for the efficient and effective program for preventive and corrective maintenance for all District vehicles and equipment. Maintaining and coordinating the maintenance and repair service combining in-house capabilities with contracted repair services to attain the highest possible fleet reliability and the lowest possible operating cost continues to be the highest priority. Other responsibilities include tracking operating costs and repair histories on all vehicles and equipment and assist operating departments with the acquisition of new vehicles.

Solid Waste services contribute to a safe and healthy living environment in the community by collecting and disposing of waste in a timely manner. Residential collection services include twice per week curbside collection of containerized refuse and once per week of small yard debris, man-made items & metal objects. All items picked up are packed into transfer trailers for transport to Bees Ferry Landfill for disposal. Currently, the solid waste department serves over 9,000 homes and businesses.

Fire Protection Services are provided within Charleston County Unincorporated areas and serves City of Charleston, City of Folly Beach, and Town of James Island residents. Four stations strategically located across James Island house four engine companies and one ladder truck plus additional reserve and support vehicles.

Emergency Medical Services (EMS) includes acting as First Responder on all medical calls dispatched within the District’s response area, and providing Basic Life Support services. Under state law, EMS service is the responsibility of the County. The District provides EMS services to augment the County EMS system and to provide more timely response to medical emergencies. First responder calls are answered from County-wide Consolidated Dispatcher Center.

Fire Prevention, Fire Training and Public Education activities include training programs for departmental personnel and fire prevention education programs in local schools, churches, civic and neighborhood groups throughout the community.

Other specialized capabilities of the department include hazardous materials, confined space entry, trench rescue, auto extrication and high level response. Currently the Fire Department ISO rating is 3.

Total General Fund Expenditures

	<u>Actual</u> <u>FY13-14</u>	<u>Budget</u> <u>FY14-15</u>	<u>Budget</u> <u>FY15-16</u>	<u>Projected</u> <u>FY16-17</u>	<u>Projected</u> <u>FY17-18</u>	<u>Projected</u> <u>FY18-19</u>	<u>Projected</u> <u>FY19-20</u>	<u>Projected</u> <u>FY20-21</u>
Administration & Maintenance	\$707,801	\$672,407	\$728,587	\$746,802	\$765,472	\$784,609	\$804,224	\$824,329
Fire	3,751,513	3,848,810	3,885,252	3,982,383	4,081,943	4,183,991	4,288,591	4,395,806
Solid Waste	1,819,034	1,847,095	1,799,484	1,669,471	1,711,208	1,753,988	1,797,838	1,842,784
Capital Outlay	<u>36,416</u>	<u>15,900</u>	<u>21,218</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Expenditures	\$6,314,764	\$6,384,212	6,434,541	6,448,656	6,608,622	6,772,588	6,940,653	7,112,919

Proprietary Fund Departments

Wastewater Administration includes **Facilities, Safety, Finance, Human Resources and Maintenance**. Wastewater Administration is also responsible for reviewing meter readings from Charleston Water System and ensuring all customers are billed monthly based on water usage and according to the Rates & Fees resulting from the Wastewater Rate Model. Customer Service Representatives manage all calls coming into the District and direct to other departments.

Wastewater Operations is responsible for maintaining the public sewer collection system extending from customer's private service lateral at the public sewer main to the Plum Island Treatment Plant. The department uses precise and systematic approaches to minimize and prevent overflows of sewage to local rivers and streams. A new initiative for this department includes setting up and maintaining an ongoing program to reduce inflow/infiltration into the wastewater collections system. Currently the District services over 13,000 retail customers in the District, Town of James Island, City of Charleston as well as the unincorporated parts of James Island. The District also services the City of Folly Beach residents through a wholesale agreement.

Wastewater Department Expenses

	Actual FY12-13	Budget FY13-14	Budget FY14-15	Projected FY15-16	Projected FY16-17	Projected FY17-18	Projected FY18-19	Projected FY19-20
Salaries, Wages and Benefits	\$1,470,689	\$1,518,869	\$1,568,413	\$1,569,981	\$1,617,081	\$1,667,210	\$1,725,563	\$1,785,957
Operations and Maintenance	2,605,452	2,616,124	2,574,720	2,577,295	2,654,614	2,736,907	2,832,698	2,931,843
Administrative	<u>178,759</u>	<u>162,996</u>	<u>176,256</u>	<u>176,432</u>	<u>181,725</u>	<u>187,359</u>	<u>193,916</u>	<u>200,703</u>
Total Expenses	\$4,254,900	\$4,297,989	\$4,319,389	\$4,323,708	\$4,453,420	\$4,591,476	\$4,752,177	\$4,918,504

5 CAPITAL IMPROVEMENT PLAN

Introduction

The Capital Improvement Plan or CIP serves as a “blueprint” for the future of the community and is a dynamic tool, it is not static. It is the District’s five-year roadmap for creating, maintaining and funding present and future infrastructure requirements that addresses the needs related to the acquisition, expansion, and rehabilitation of long-lived facilities and infrastructure. The CIP serves as a planning instrument to identify needed capital expenditures and to coordinate the financing and timing of improvements in a way that maximizes the return to the customers. Capital expenditure is defined as expenditures that are used to 1) acquire or construct a new asset, 2) improve, restore, or renovate a current capital asset in a manner that extends or maintains the asset’s current useful life. Capital expenditures are categorized as either *Capital Projects* or *Capital Outlay*.

Capital Improvements Planning Goals

Capital improvement planning is a process used to provide the efficient and effective provision of the District facilities/assets. Planning for capital facilities over time can promote better use of the District’s limited financial resources and assist in coordination of capital projects. By looking beyond year to year budgeting and projecting what, where, when and how capital investments should be made, capital programming enables the District to maintain an effective level of service for both present and future customers.

While the CIP serves as a long range plan, it is reviewed annually and revised based on current circumstances and opportunities. Priorities may be changed due to funding opportunities or circumstances that cause a more rapid deterioration of an asset. The adoption of the Capital Improvement Plan is neither a commitment to a particular project nor a limitation to a particular cost.

Funding Capital Projects

General Fund

The General Fund capital projects budget is funded through one source: *ad valorem taxes*. Projects funded in this budget include replacement of vehicles, equipment, and facilities. Determining which vehicles and equipment to replace is based on the Vehicle Replacement Policy where each vehicle and equipment is graded based on repair and maintenance costs, mileage, age, and overall condition as assessed by the Fleet Manager. Currently the District has five outstanding capital lease loans totaling approximately \$1,700,000 and will add an additional \$250,000 in FY16 Budget for the replacement of a Solid Waste front end loader and trailer and a replacement for Fire Administration. Each replaced vehicle may be used as a backup or sold depending on its condition and future use.

The District has two outstanding General Obligation loans that are paid by ad valorem taxes: Fire Stations #3 and Fire Stations #4 with outstanding balances of \$255,584 and \$40,587, respectively. There is no new facility projects approved for FY16; however, the District continues to search for a suitable replacement site for Fire Station #1.

With the implementation of once a week garbage pickup, the District will provide each residential customer with a heavy duty roll cart container for a total cost of \$600,000.

Proprietary Fund

The Proprietary Fund capital budget is funded through three primary revenue sources:

- Operating Revenues,
- Growth Related Revenues (Impact Fees) and
- Debt Proceeds or Grants.

Operating Revenues: Operating revenues are the District's primary source of funds for this fund. These revenues come from monthly use charges including basic facilities charges, volumetric rates for wastewater, wastewater connection charges for new customers, and miscellaneous charges for ancillary services.

Growth Related Revenues (Impact Fees): Impact fees are payments made by homebuilders or developers to pay for capital facilities for future customers. Case law requires that impact fee revenues be expended for the direct benefit of the future customers for whom they were paid. Thus, the flow of impact fee funds is kept separate from other revenues.

Debt Proceeds and Grants: Debt proceeds and grants are sources of funds provided by lenders or public agencies that are restricted to expenditures on specific capital projects, regardless of the intended beneficiary. The District's demand for relocation of current infrastructure, coupled with renewal and replacement projects, has necessitated incurrence of debt from the SC State Revolving Fund Loan program administered by the SC Budget & Control Board.

Proposed Debt

The District is planning to incur debt of approximately \$1.5M this year for one major force main project and installation of new sewer services to approximately 19 residential customers of the Bee Field neighborhood. The force main project is required due to the failing lines going into and out of the pump stations and will include replacing two lines with a larger line. An additional relocation projects is contingent upon funding by Charleston County Transportation Development (RoadWise) and whether or not it will be completed this budget year. It is estimated the Camp & Folly intersection will cost the District approximately \$300,000 to relocate our infrastructure.

Future Debt

Future debt includes the rehabilitation of two pump stations and force main and gravity line replacement totaling over \$6M in the next five years.

6 GENERAL & DEBT SERVICE FUNDS
General Fund Revenues & Expenditures Statements
Departmental Line Item Budgets
Debt Service Fund Revenues & Expenditures Statements

GENERAL FUND

	Actual FY13-14	Budget FY14-15	Proposed Budget FY15-16	Projection FY16-17	Projection FY17-18	Projection FY18-19	Projection FY19-20	Projection FY20-21
Revenues								
Property Taxes	5,849,017	5,830,325	5,947,286	6,298,176	6,345,412	6,393,003	6,440,950	6,653,257
Repayment to City of Chas.	(79,066)	(79,066)						
Intergovernmental Revenues	201,233	201,233	201,233	201,233	201,233	201,233	201,233	201,233
Other Income	115,907	50,000	56,000	56,000	56,000	56,000	56,000	56,000
Total Revenues	6,087,091	6,002,492	6,204,519	6,555,409	6,602,645	6,650,236	6,698,183	6,910,490
Expenditures								
Administration & Maintenance	707,801	672,407	728,587	746,802	765,472	784,609	804,224	824,329
Fire	3,751,513	3,848,810	3,885,252	3,982,383	4,081,943	4,183,991	4,288,591	4,395,806
Solid Waste	1,819,034	1,847,095	1,799,484	1,669,471	1,711,208	1,753,988	1,797,838	1,842,784
Capital Expenditures	36,416	15,900	21,218	50,000	50,000	50,000	50,000	50,000
Total Expenditures	6,314,764	6,384,212	6,434,541	6,448,656	6,608,622	6,772,588	6,940,653	7,112,919
Excess of Revenues Over / (Under) Expenditures	(227,673)	(381,720)	(230,022)	106,753	(5,977)	(122,352)	(242,469)	(202,429)
Other Financing Sources								
Transfers In/(Out) - Capital Projects Fund	(49,574)							
Excess of Revenues and Other Financing Sources Over/(Under) Expenditures	(277,247)	(381,720)	(230,022)	106,753	(5,977)	(122,352)	(242,469)	(202,429)
Fund Balance, Beginning Balance, July 1	3,631,023	3,353,776	2,972,056	2,742,034	2,848,787	2,842,810	2,720,458	2,477,988
Fund Balance, Ending	3,353,776	2,972,056	2,742,034	2,848,787	2,842,810	2,720,458	2,477,988	2,275,560
<i>Millage Rate</i>	51.10	51.10	51.10	53.10	53.10	53.10	53.10	53.10
<i>Reassessment</i>								
Add'l Millage Required			2.00					2.00
New Millage Rate	51.10	51.10	53.10	53.10	53.10	53.10	53.10	55.10

James Island Public Service District
General Fund

Budget FY16
Tax Year FY14

Description	Asmt.	Tax District 3-1		Tax District 3-5		Tax District 3-6		Tax District 3-7	
		Est. Appr. Value	Est. Asmt. Value	Est. Appr. Value	Est. Asmt. Value	Est. Appr. Value	Est. Asmt. Value	Est. Appr. Value	Est. Asmt. Value
MOTOR VEHICLES (JUL-DEC 2014)									
Motor Vehicles	6%	65,246,229	3,914,774	7,867,503	472,050	4,545,767	272,746	724,667	43,480
Motor Vehicles	10.50%	3,231,964	339,356	226,855	23,820	321,372	33,744	-	-
Total Collectible Base		68,478,193	4,254,130	8,094,358	495,870	4,867,139	306,490	724,667	43,480
Growth Rate		68,478,193	4,254,130	8,094,358	495,870	4,867,139	306,490	724,667	43,480
Collection Rate		93.86%	93.86%	94.89%	94.89%	92.21%	92.21%	95.17%	95.17%
Net Collectible Base		64,273,632	3,992,926	7,680,736	470,531	4,487,989	282,615	689,666	41,380
Millage Rate			0.0511	60.9%	0.0311		0.0511	60.9%	0.0311
Vehicle Tax Collections (July -Dec)			\$ 204,039		\$ 14,642		\$ 14,442		\$ 1,288 \$ 234,410
MOTOR VEHICLES (JAN-JUN 2015)									
Motor Vehicles	6%	56,774,712	3,406,483	6,762,267	405,736	4,225,891	253,553	478,833	28,730
Motor Vehicles	10.50%	2,811,974	295,257	292,133	30,674	296,919	31,176	-	-
Total Collectible Base		59,586,686	3,701,740	7,054,400	436,410	4,522,810	284,730	478,833	28,730
Growth Rate	0.0%	59,586,686	3,701,740	7,054,400	436,410	4,522,810	284,730	478,833	28,730
Collection Rate		93.86%	93.86%	94.89%	94.89%	92.21%	92.21%	95.17%	95.17%
Net Collectible Base (Jan-Jun)		55,928,063	3,474,453	6,693,920	414,109	4,170,483	262,549	455,705	27,342
Millage Rate			0.0531		0.0323		0.0531		0.0323
Vehicle Tax Collections (Jan-Jun)			\$ 184,493		\$ 13,391		\$ 13,941		\$ 884 \$ 212,710
TOTAL VEHICLE COLLECTIONS			\$ 388,532		\$ 28,033		\$ 28,383		\$ 2,172 \$ 447,120
REAL/PERSONAL PROPERTY:									
Total Base - Real/Personal Property		1,941,034,852	89,946,940	457,117,810	20,949,130	101,999,224	4,812,802	51,392,571	2,758,670
Growth Rate		1,941,034,852	89,946,940	457,117,810	20,949,130	101,999,224	4,812,802	51,392,571	2,758,670
Collection Rate (Real/Pers.)		93.86%	93.86%	94.89%	94.89%	92.21%	92.21%	93.92%	93.92%
Collectible Base Real/Pers. Prop.		1,821,855,312	84,424,198	433,759,090	19,878,629	94,053,484	4,437,885	48,267,903	2,590,943
Millage Rate			0.0531		0.0323		0.0531		0.0323
TOTAL REAL/PERSONAL PROPERTY			\$ 4,482,925		\$ 642,807		\$ 235,652		\$ 83,782 \$ 5,445,166
Total Collectible Base for Real and MV (Jan-Jun)			87,898,651		20,292,739		4,700,434		2,618,285
Millage Rate			0.0531		0.0323		0.0531		0.0323
Total Ad Valorem Taxes for Jan.-Jun.			\$ 4,667,418		\$ 656,198		\$ 249,593		\$ 84,666
Total Ad Valorem Taxes			4,871,457		670,840		264,035		85,954 \$ 5,892,286
								Delinquent Taxes	\$ 230,000
								Total Projected Revenues	\$ 6,122,286

02/20/14

ADMINISTRATION-General Fund

	Actual FY14	Budget FY15	Approved Budget FY16	Inc/(Dec)	%
501.01 Officials & Administrators	212,155	219,866	259,037	39,171	18.5%
502.01 Professionals	27,286	28,159		(28,159)	-103.2%
505.01 Administrative Support	85,157	87,877	92,873	4,996	5.9%
509.20 Overtime	265	1,000	500	(500)	-188.7%
510.03 Group Health & Life Insurance	26,587	30,824	31,291	467	1.8%
510.04 Worker's Compensation	76	67	90	23	30.5%
510.05 Retirement System Contribution	33,523	35,880	38,977	3,097	9.2%
510.06 Social Security Expense	24,337	25,773	26,959	1,186	4.9%
510.08 Unemployment Taxes	379	1,115	648	(467)	-123.3%
Total Personnel Services	409,763	430,561	450,375	19,814	4.8%
511.01 Gasoline	1,026	1,275	975	(300)	-29.2%
512.01 New Tires	472	150	249	99	21.0%
513.01 Vehicle Repairs Inside	1,097	300	1,418	1,118	101.9%
513.04 Outside Vehicle Repairs	265	200	100	(100)	-37.7%
514.01 Commissioner's Expense	1,529	2,000	2,000		0.0%
516.02 Office Furniture & Equipment	227				100.0%
516.03 Computer Equipment/Software	2,449	6,976	1,850	(5,126)	-209.3%
517.01 Safety Tools & Equipment					100.0%
517.02 Safety Supplies	270	150	200	50	18.5%
517.03 Safety Training	66	268	268		0.0%
517.04 Safety Medical Supplies	26	30	60	30	115.4%
517.05 Personal Protective Equipment					100.0%
517.07 Safety Incentive Program	60	150	150		0.0%
517.10 Fire Extinguishers	100	50	50		0.0%
517.11 Annual Safety Event	146	315	293	(22)	-15.1%
518.01 Maint. Contract - Copier	449	576		(576)	-128.3%
518.02 Maint. Contracts-Computers	6,292	10,825	10,166	(659)	-10.5%
519.01 Housekeeping and Cleaning	1,424	1,834	1,620	(214)	-15.0%
519.02 Building Maintenance	62				100.0%
519.04 Pest Control	265	187	187		0.0%
520.01 Auditing Services	4,127	4,225	14,550	10,325	250.2%
520.02 Management Consulting					100.0%
520.03 Legal Services	22,181	7,000	8,000	1,000	4.5%
520.04 Medical Services	19				100.0%
520.05 Other Professional Services	18,336	1,000	28,050	27,050	147.5%
521.01 Office Supplies	4,675	6,555	5,842	(713)	-15.3%
521.02 Postage and Shipping		1,000		(1,000)	-100.0%
521.03 Advertising & Printing	2,118	1,564	1,553	(11)	-0.5%
521.04 Dues and Subscriptions	3,066	2,510	2,510		0.0%
521.05 ADP Payroll Processing	10,618	10,944	10,020	(924)	-8.7%
521.10 Bank Service Fees	614	250	250		0.0%
522.02 SC Dept of Hwy Fees					100.0%
524.00 Travel	830	1,700	1,350	(350)	-42.2%
524.01 Conferences & Seminars	853	1,365	1,365		0.0%
524.02 Schools & Training Programs	622	500	400	(100)	-16.1%
524.03 Training Supplies					100.0%
524.05 Employee Relations	3,550	4,811	4,003	(808)	-22.8%
524.06 Pre-employment Screening					100.0%
525.04 Telephone	3,855	3,624	5,142	1,518	39.4%
525.05 Internet	1,264	1,368	1,296	(72)	-5.7%
525.06 Telephone - Cellular	1,261	575	1,781	1,206	95.6%
526.01 District Insurance	3,362	3,362	3,343	(19)	-0.6%
528.01 Interest - TANS					100.0%
528.02 Contingency Fund		10,000	10,000		0.0%
530.01 Radio User Fees	456				100.0%
530.03 Operating Leases	1,995	1,880	2,173	293	14.7%
Total Operating & Maintenance	100,025	89,519	121,214	31,695	31.7%
Total Personnel & Operating Cost	509,789	520,080	571,589	51,509	10.1%
536.02 Building Improvements					
536.04 Vehicles					
536.07 Machinery & Equipment					
536.08 Vehicle Overhaul					
536.10 Computer Hardware & Software					
Total Capital Outlay					
Grand Total	509,789	520,080	571,589	51,509	10.1%

FIRE DEPARTMENT-General Fund

	Actual FY14	Budget FY15	Approved Budget FY16	Inc/(Dec)	%
501.01 Officials & Administrators	315,724	323,655	343,164	19,509	6.2%
502.01 Professionals	436,577	472,589	484,447	11,858	2.7%
504.01 Protective Services	1,005,540	1,045,276	1,089,625	44,349	4.4%
505.01 Administrative Support					100.0%
509.20 Overtime	149,393	170,528	176,842	6,314	4.2%
509.21 Overtime Extra	198,876	166,027	176,168	10,141	5.1%
510.03 Group Health & Life Insurance	384,839	448,943	451,961	3,018	0.8%
510.04 Worker's Compensation	224,696	237,135	238,376	1,241	0.6%
510.05 Retirement System Contribution	222,726	231,965	251,089	19,124	8.6%
510.06 Social Security Expense	157,024	166,623	173,674	7,051	4.5%
510.08 Unemployment Taxes	6,344	5,934	6,023	89	1.4%
Total Personnel Services	3,101,739	3,268,675	3,391,369	122,694	4.0%
511.01 Gasoline	7,797	9,500	8,663	(837)	-10.7%
511.02 Diesel Fuel	28,775	32,228	31,056	(1,172)	-4.1%
511.03 Engine Fluids	1,929	1,300	1,300		0.0%
511.04 Anti-freeze	91	100	200	100	109.9%
511.05 Other Fuels, etc.					100.0%
512.01 New Tires	9,551	8,700	6,000	(2,700)	-28.3%
512.05 Outside Tire Repair		500	500		0.0%
513.01 Vehicle Repairs Inside	36,427	36,000	36,000		0.0%
513.02 Equip. Maint. & Repairs	4,657	6,000	6,000		0.0%
513.04 Outside Vehicle Repairs	14,283	14,000	14,000		0.0%
515.01 Industrial Chemicals	2,791	4,225	3,200	(1,025)	-36.7%
515.02 Emer. Reponse Medical Supplies	5,472	5,964	20,579	14,615	267.1%
515.06 Fire Suppression Supplies		5,265	6,235	970	18.4%
515.07 Other Tech Supplies	1,065	1,827	12,270	10,443	981.0%
516.02 Small Tools & Equipment	11,735	12,130	11,250	(880)	-7.5%
516.02 Office Furniture & Equipment	557	2,850	15,620	12,770	2291.1%
516.03 Computer Equipment	2,230	3,600	1,900	(1,700)	-76.2%
517.01 Safety Tools & Equipment	214	100	100		0.0%
517.02 Safety Supplies		100	200	100	100.0%
517.03 Safety Training	131	250	250		0.0%
517.04 Safety Medical Supplies					100.0%
517.05 Personal Protective Equipment	29,565	45,929	44,162	(1,767)	-6.0%
517.06 Safety Equipment Testing	7,180	13,538	13,538		0.0%
517.07 Safety Incentive Program	98	300	300		0.0%
517.10 Fire Extinguishers	301	125	400	275	91.4%
517.11 Annual Safety Event	1,000	900	1,125	225	22.5%
518.01 Maint. Contract - Copier	150				0.0%
518.02 Maint. Contracts-computers	6,660	17,693	17,693		0.0%
518.03 Comm. Maint. Contract					100.0%
519.01 Housekeeping and Cleaning	7,714	7,528	10,210	2,682	34.8%
519.02 Buildings Maintenance	27,775	25,110	17,210	(7,900)	-28.4%
519.03 Grounds Maintenance	457	1,023	2,250	1,227	268.5%
519.04 Pest Control	480	640	640		0.0%
520.05 Medical Services	3,199	2,420	2,420		0.0%
520.04 Other Professional Services	276,498	130,076			0.0%
520.09 Fitness Program	10,120	12,850	12,190	(660)	-6.5%
520.10 Explorers	350	1,500	1,500		0.0%
521.01 Office Supplies	1,782	2,125	3,800	1,675	94.0%
521.02 Postage and Shipping	697	485	1,515	1,030	147.7%
521.03 Advertising & Printing	1,928	1,000	3,103	2,103	109.1%
521.04 Dues and Subscriptions	851	2,125	2,250	125	14.7%
522.01 Charleston County Fees	484	484	484		0.0%
522.02 SC Dept. of Highway Fees		74	74		0.0%
522.03 Stormwater Fees	302	320	320		0.0%
523.01 Uniforms Purchased	13,416	18,126	16,350	(1,776)	-13.2%
524.01 Travel	918	3,125	2,775	(350)	-38.1%
524.01 Conferences & Seminars	5,684	3,225	3,225		0.0%

FIRE DEPARTMENT-General Fund

	Actual FY14	Budget FY15	Approved Budget FY16	Inc/(Dec)	%
524.02 Schools & Training Programs	5,467	8,900	8,275	(625)	-11.4%
524.03 Training Supplies	3,965	2,832	9,672	6,840	172.5%
524.04 Fire Prevention & Education	3,437	5,235	13,500	8,265	240.5%
524.05 Employee Relations	2,212	5,100	1,800	(3,300)	-149.2%
524.06 Pre-employment Screening	2,885	4,500	3,800	(700)	-24.3%
524.08 Tuition Reimbursement					100.0%
524.09 FD Recruit School		10,900	6,300	(4,600)	-42.2%
525.01 Electricity and Gas	28,790	29,834	32,558	2,724	9.1%
525.02 Water	2,384	2,830	2,750	(80)	-3.4%
525.04 Telephone	4,027	4,230	5,825	1,595	39.6%
525.05 Internet	4,550	4,135	5,050	915	20.1%
525.06 Telephone - Cellular	5,434	6,385	7,045	660	12.1%
526.01 District Insurance	29,581	29,581	32,563	2,982	10.1%
530.01 Radio User Fees	31,008	29,640	31,464	1,824	5.9%
530.03 Operating Lease	722	673	424	(249)	-34.5%
Total Operating & Maintenance	649,775	580,135	493,883	(86,252)	-13.3%
Total Personnel & Operating Cost	3,751,514	3,848,810	3,885,252	36,442	1.0%
536.02 Building Improvements	21,090	12,600			
Total Capital Outlay	21,090	12,600			
Grand Total	3,772,604	3,861,410	3,885,252	23,842	0.6%

MAINTENANCE-General Fund

		Actual	Budget	Approved		
		FY14	FY15	Budget	Inc/(Dec)	%
				FY16		
501.01	Officials & Administrators	62,317	64,714	69,507	4,793	7.4%
506.01	Skilled Craft Workers	50,506	54,668	62,127	7,459	13.6%
509.20	Overtime	2,338	5,720	4,000	(1,720)	-30.1%
510.03	Group Health & Life Insurance	22,616	24,426	24,813	387	1.6%
510.04	Worker's Compensation	2,382	1,566	1,628	62	4.0%
510.05	Retirement System Contribution	12,156	13,297	15,001	1,704	12.8%
510.06	Social Security Expense	8,719	9,570	10,376	806	8.4%
510.08	Unemployment Taxes	386	336	389	53	15.8%
	Total Personnel Services	161,421	174,297	187,841	13,544	7.8%
511.01	Gasoline	3,573	4,763	3,081	(1,682)	-35.3%
511.02	Diesel Fuel	10		125	125	100.0%
511.05	Other Fuels, etc.	61	200	100	(100)	-50.0%
512.01	New Tires		710	200	(510)	-71.8%
513.01	Vehicle Repairs Inside	(74,953)	(75,000)	(80,000)	(5,000)	6.7%
513.02	Equip. Maint. & Repairs	615	850	850		0.0%
513.03	Maintenance Inventory	1,431	2,000	1,500	(500)	-25.0%
513.04	Outside Vehicle Repairs		200	200		0.0%
515.01	Industrial Chemicals	464	1,500	650	(850)	-56.7%
515.07	Other Tech Supplies	2,055	1,500	1,500		0.0%
516.01	Small Tools & Equipment	2,992	3,950	3,200	(750)	-19.0%
516.02	Office Furniture			950	950	100.0%
516.03	Computer Equipment	1,301		2,000	2,000	100.0%
517.01	Safety Tools & Equipment	27	5,899	863	(5,036)	-85.4%
517.02	Safety Supplies	217	520	520		0.0%
517.03	Safety Training	131	250	250		0.0%
517.04	Safety Medical Supplies	14	50	50		0.0%
517.05	Personal Protective Equipment	1,621	1,226	1,071	(155)	-12.6%
517.06	Safety Equipment Testing	766	950	750	(200)	-21.1%
517.07	Safety Incentive Program	42	150	375	225	150.0%
517.08	Security Monitoring	560	600	724	124	20.7%
517.10	Fire Extinguishers	221	230	200	(30)	-13.0%
517.11	Annual Safety Event	90	135	135		0.0%
518.02	Maint. Contracts-computers	1,681	3,550	3,350	(200)	-5.6%
519.01	Housekeeping and Cleaning	23	280	150	(130)	-46.4%
519.02	Buildings Maintenance	2,700	3,800	3,300	(500)	-13.2%
519.04	Pest Control	87	88	68	(20)	-22.7%
520.04	Medical Services	455	650	769	119	18.3%
521.01	Office Supplies	156	440	280	(160)	-36.4%
521.04	Dues & Subscriptions	115	75	115	40	53.3%
522.02	SC Dept. of Highway Fees	91	225	75	(150)	-66.7%
523.10	Uniforms Purchased	294	315	425	110	34.9%
523.02	Uniforms Leased	1,548	1,820	1,783	(37)	-2.0%
524.00	Travel	1,135	1,943	3,207	1,264	65.1%
524.01	Conferences & Seminars	2,383	3,180	3,100	(80)	-2.5%
524.05	Employee Relations	258	923	929	6	0.7%
525.01	Electricity and Gas	3,305	3,036	4,775	1,739	57.3%
525.02	Water	967	980	770	(210)	-21.4%
525.04	Telephone	1,573	1,665	1,596	(69)	-4.1%
525.06	Telephone - Cellular	527	425	694	269	63.3%
526.01	District Insurance	1,952	1,952	2,053	101	5.2%
527.01	Street Signs & Lighting	1,046	2,000	2,000		0.0%
530.03	Operating Leases			424	424	100.0%
	Total Operating & Maintenance	(65,206)	(21,970)	(30,843)	(8,873)	40.4%
	Total Personnel & Operating Cost	96,215	152,327	156,998	4,671	3.1%
536.02	Building Improvements			16,800		
	Total Capital Outlay			16,800		
	Grand Total	96,215	152,327	173,798	21,471	14.1%

SOLID WASTE-General Fund

		Actual	Budget	Approved		
		FY14	FY15	Budget	Inc/(Dec)	%
				FY16		
501.01	Officials & Administrators	156,052	152,139	177,424	25,285	16.2%
506.01	Skilled Craft Workers	110,629	168,878	183,418	14,540	13.1%
507.01	Service - Maintenance	511,703	578,113	564,477	(13,636)	-2.7%
509.10	Temporary Employees	135,767	53,000	18,000	(35,000)	-25.8%
509.20	Overtime	28,724	26,000	11,500	(14,500)	-50.5%
510.03	Group Health & Life Insurance	156,701	190,371	197,645	7,274	4.6%
510.04	Worker's Compensation	16,922	17,737	27,049	9,312	55.0%
510.05	Retirement System Contribution	85,326	99,698	110,801	11,103	13.0%
510.06	Social Security Expense	59,920	71,614	76,639	5,025	8.4%
510.08	Unemployment Taxes	3,017	3,135	3,626	491	16.3%
	Total Personnel Services	1,264,761	1,360,685	1,370,579	9,894	0.8%
511.01	Gasoline	5,190	5,004	4,750	(254)	-4.9%
511.02	Diesel Fuel	184,991	194,482	111,613	(82,869)	-44.8%
511.03	Engine Fluids	13,235	10,560	10,200	(360)	-2.7%
511.04	Anti-freeze	1,902	952	900	(52)	-2.7%
512.01	New Tires	20,156	14,130	16,548	2,418	12.0%
512.02	Recaps	34,518	26,300	31,536	5,236	15.2%
512.04	Rims	1,043	715	1,360	645	61.8%
512.05	Outside Tire Repair		600	800	200	33.3%
513.01	Vehicle Repairs Inside	111,939	79,102	80,000	898	0.8%
513.02	Equip. Maint. & Repairs	1,839	3,500	6,250	2,750	149.5%
513.04	Outside Vehicle Repairs	108,881	84,000	84,000		0.0%
515.01	Industrial Chemicals	2,752	3,000	2,500	(500)	-18.2%
515.07	Other Tech Supplies	886	600	1,200	600	67.7%
516.01	Small Tools & Equipment	2,873	600	6,259	5,659	197.0%
516.02	Office Furniture & Equip		550	1,075	525	95.5%
517.01	Safety Tools & Equipment	555	1,121	1,270	149	26.8%
517.02	Safety Supplies	1,102	2,195	2,700	505	45.8%
517.03	Safety Training	131	200	250	50	38.2%
517.04	Safety Medical Supplies	154	100	164	64	41.6%
517.05	Personal Protective Equipment	3,107	3,248	5,168	1,920	61.8%
517.07	Safety Incentive Program	52	300	300		0.0%
517.08	Security Monitoring	376	600	650	50	13.3%
517.10	Fire Extinguishers	222	350	350		0.0%
517.11	Annual Safety Event	810	1,260	1,305	45	5.6%
518.02	Maint. Contracts-computers	1,111		150	150	0.0%
519.01	Housekeeping and Cleaning	1,980	1,652	897	(755)	-38.1%
519.02	Buildings Maintenance	2,311	1,544	4,150	2,606	112.8%
519.03	Grounds Maintenance	39	100	1,100	1,000	2582.0%
519.04	Pest Control	87	88	88		0.0%
520.04	Medical Services	3,486	2,212	2,772	560	16.1%
521.01	Office Supplies	1,283	1,490	1,450	(40)	-3.1%
521.03	Advertising & Printing	1,743	1,000	1,260	260	14.9%
522.02	SC Dept. of Highway Fees	32	111	148	37	115.6%
523.01	Uniforms Purchased	1,230	1,275	1,275		0.0%
523.02	Uniforms Leased	8,897	8,244	8,724	480	5.4%
524.01	Conferences & Seminars		300	500	200	66.7%
524.05	Employee Relations	1,145	2,490	1,145	(1,345)	-117.5%
524.06	Pre-employment Screening	949	915	915		0.0%
525.01	Electricity and Gas	2,748	3,392	3,996	604	22.0%
525.02	Water	1,935	1,961	1,247	(714)	-36.9%
525.04	Telephone	1,151	1,356	1,609	253	22.0%
525.06	Telephone-Cellular	4,271	3,780	2,410	(1,370)	-32.1%
526.01	District Insurance	20,603	20,357	23,497	3,140	15.2%
530.03	Operating Lease	71,218	674	424	(250)	-0.4%
	Total Operating & Maintenance	622,952	486,410	428,905	(57,505)	-9.2%
	Total Personnel & Operating Cost	1,887,713	1,847,095	1,799,484	(47,611)	-2.5%

SOLID WASTE-General Fund

	Actual FY14	Budget FY15	Approved Budget FY16	Inc/(Dec)	%
536.02 Building Improvements		3,300	4,418		
536.07 Machinery & Equipment	293,072				
Total Capital Outlay	293,072	3,300	4,418		
Grand Total	2,180,785	1,850,395	1,803,902	(46,493)	-2.1%

DEBT SERVICE FUND

	Actual FY14	Budget FY15	Approved Budget FY16	Projection FY17	Projection FY18	Projection FY19	Projection FY20	Projection FY21
Revenues								
Property Taxes	\$ 428,484	\$ 440,778	\$ 443,869	\$ 443,913	\$ 607,958	\$ 608,019	\$ 608,079	\$ 608,140
Repayment to City	(7,189)	(7,189)						
Intergovernmental Revenues	13,479	225	225	225	225	225	225	225
Total Revenues	\$ 434,774	\$ 433,814	\$ 444,094	\$ 444,138	\$ 608,183	\$ 608,244	\$ 608,304	\$ 608,365
Debt Service:								
Current								
Fire Stations 3 & 4 GO Bonds - Principal	12,785	14,068	14,812	15,595	16,420	17,289	18,204	17,265
Fire Stations 3 & 4 GO Bonds - Interest	18,117	16,830	16,086	15,303	14,478	13,609	12,695	11,731
Fleet Equip. Capital Leases - Principal	310,843	191,978	197,346	182,070	143,062	146,653	46,071	
Fleet Equip. Capital Leases - Interest	27,103	23,964	18,596	13,059	7,949	4,358	663	
Proposed								
GO Bonds - Principal					109,108	112,381	115,752	119,225
GO Bonds - Interest					155,725	152,452	149,081	145,608
Capital Lease - Principal			92,772	132,199	152,420	210,580	230,202	290,100
Capital Lease - Interest				15,145	22,501	25,008	32,964	33,734
Total Expenditures	\$ 368,848	\$ 246,840	\$ 339,613	\$ 373,371	\$ 621,663	\$ 682,331	\$ 605,631	\$ 617,663
Excess of Revenues Over/ (Under) Expenditures	\$ 65,926	\$ 186,974	\$ 104,482	\$ 70,768	\$ (13,480)	\$ (74,088)	\$ 2,673	\$ (9,298)
Other Financing Sources/(Uses)								
Transfers In - General Fund	\$ 49,554							
Excess of Revenues and Other Financing Sources Over/(Under) Expenditures	115,480	186,974	104,482	70,768	(13,480)	(74,088)	2,673	(9,298)
Fund Balance, Beginning	36,519	151,999	338,973	443,454	514,222	500,741	426,653	429,327
Fund Balance, Ending	\$ 151,999	\$ 338,973	\$ 443,454	\$ 514,222	\$ 500,741	\$ 426,653	\$ 429,327	\$ 420,029
Current Millage								
	3.8	3.8	3.8	3.8	3.8	5.8	5.8	5.8
<i>Required Add'l Millage</i>					2.0			
Total Millage	3.8	3.8	3.8	3.8	5.8	5.8	5.8	5.8
Future General Obligation Bonds								
	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Replace Fire Station 1			5,190,841					
Garbage Receptables			600,000					
Future Capital Leases								
	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Fleet Vehicles/Equipment	\$ 313,536	\$ 312,355	\$ 250,000	\$ 500,000	\$ 250,000	\$ 550,000	\$ 250,000	\$ 550,000

Debt Service Fund

		Budget FY16							
Tax Year FY14		Tax District 3-1		Tax District 3-5		Tax District 3-6		Tax District 3-7	
Description	Asmt.	Est. Appr. Value	Est. Asmt. Value	Est. Appr. Value	Est. Asmt. Value	Est. Appr. Value	Est. Asmt. Value	Est. Appr. Value	Est. Asmt. Value
MOTOR VEHICLES (JUL-DEC 2014)									
Motor Vehicles	6%	65,246,229	3,914,774	7,867,503	472,050	4,545,767	272,746	724,667	43,480
Motor Vehicles	10.50%	3,231,964	339,356	226,855	23,820	321,372	33,744	-	-
Total Collectible Base		68,478,193	4,254,130	8,094,358	495,870	4,867,139	306,490	724,667	43,480
Growth Rate	0.0%	68,478,193	4,254,130	8,094,358	495,870	4,867,139	306,490	724,667	43,480
Collection Rate		93.86%	93.86%	94.89%	94.89%	92.21%	92.21%	95.17%	95.17%
Net Collectible Base		64,273,632	3,992,926	7,680,736	470,531	4,487,989	282,615	689,666	41,380
Millage Rate			0.0038	65.0%	0.0025		0.0038	65.0%	0.0025
Vehicle Tax Collections (July -Dec)			\$ 15,173		\$ 1,162		\$ 1,074		\$ 102 \$ 17,511
MOTOR VEHICLES (JAN-JUN 2015)									
Motor Vehicles	6%	56,774,712	3,406,483	6,762,267	405,736	4,225,891	253,553	478,833	28,730
Motor Vehicles	10.50%	2,811,974	295,257	292,133	30,674	296,919	31,176	-	-
Total Collectible Base		59,586,686	3,701,740	7,054,400	436,410	4,522,810	284,730	478,833	28,730
Growth Rate	0.0%	59,586,686	3,701,740	7,054,400	436,410	4,522,810	284,730	478,833	28,730
Collection Rate		93.86%	93.86%	94.89%	94.89%	92.21%	92.21%	95.17%	95.17%
Net Collectible Base (Jan-Jun)		55,928,063	3,474,453	6,693,920	414,109	4,170,483	262,549	455,705	27,342
Millage Rate			0.0038		0.0025		0.0038		0.0025
Vehicle Tax Collections (Jan-Jun)			\$ 13,203		\$ 1,023		\$ 998		\$ 68 \$ 15,291
TOTAL VEHICLE COLLECTIONS			\$ 28,376		\$ 2,185		\$ 2,072		\$ 170 \$ 32,802
REAL/PERSONAL PROPERTY:									
Total Base - Real/Personal Property		1,941,034,852	89,946,940	457,117,810	20,949,130	101,999,224	4,812,802	51,392,571	2,758,670
Growth Rate	0.0%	1,941,034,852	89,946,940	457,117,810	20,949,130	101,999,224	4,812,802	51,392,571	2,758,670
Collection Rate (Real/Pers.)		93.86%	93.86%	94.89%	94.89%	92.21%	92.21%	93.92%	93.92%
Collectible Base Real/Pers. Prop.		1,821,855,312	84,424,198	433,759,090	19,878,629	94,053,484	4,437,885	48,267,903	2,590,943
Millage Rate			0.0038		0.0025		0.0038		0.0025
TOTAL REAL/PERSONAL PROPERTY			\$ 320,812		\$ 49,100		\$ 16,864		\$ 6,400 \$ 393,176
Total Collectible Base for Real and MV (Jan-Jun)			87,898,651		20,292,739		4,700,434		2,618,285
Millage Rate			0.0038		0.0025		0.0038		0.0025
Total Ad Valorem Taxes for Jan.-Jun.			\$ 334,015		\$ 50,123		\$ 17,862		\$ 6,467
Total Ad Valorem Taxes			349,188		51,285		18,936		6,569 \$ 425,978

7 PROPRIETARY FUND
Wastewater Revenues & Expenses Statement
Capital Improvement Plan

WASTEWATER FUND

	Actual FY14	Budget FY15	Approved Budget FY16	Projection FY17	Projection FY18	Projection FY19	Projection FY20	Projection FY21
Revenues								
Service Charges								
Retail Customers	4,239,903	4,550,000	4,311,694	4,419,486	4,441,584	4,463,792	4,486,111	4,508,541
Wholesale Customers	991,571	991,571	991,571	991,571	991,571	991,571	991,571	991,571
Folly Beach	447,282	300,195	451,793	463,088	474,666	486,532	498,695	511,163
Fees								
Tap Fees	64,880	66,826	68,831	70,896	73,023	75,214	77,470	79,794
Other Income	227,578	230,299	233,451	236,664	239,940	243,280	246,686	250,160
Total Revenues	\$ 5,971,215	\$ 6,138,892	\$ 6,057,341	\$ 6,181,706	\$ 6,220,783	\$ 6,260,389	\$ 6,300,534	\$ 6,341,229
Expenses								
Salaries, Wages and Benefits	1,527,034	1,568,413	1,510,212	1,511,722	1,513,234	1,514,747	1,516,262	1,517,778
Operations and Maintenance	2,866,927	2,574,720	2,766,153	2,768,919	2,771,688	2,774,460	2,777,234	2,780,012
Administrative	234,067	176,256	266,536	266,802	267,069	267,336	267,603	267,871
Total Expenses	\$ 4,628,028	\$ 4,319,389	\$ 4,542,901	\$ 4,547,444	\$ 4,551,991	\$ 4,556,543	\$ 4,561,100	\$ 4,565,661
Operating Income (Loss)	\$ 1,343,187	\$ 1,819,503	\$ 1,514,440	\$ 1,634,262	\$ 1,668,792	\$ 1,703,846	\$ 1,739,434	\$ 1,775,568
Nonoperating Revenue / (Expenses)								
Interest Income	2,053	2,500	2,100	2,100	2,100	2,100	2,100	2,500
Gain on Sales of Fixed Assets	806	10,000	1,000	10,000	10,000	5,000	5,000	5,000
Impact Fees	283,588	286,327	289,190	292,082	295,003	297,953	300,933	303,942
Capital Contributions	620,846	(324,562)	(229,978)	(297,618)	(257,838)	(216,616)	(174,244)	(164,316)
Interest Expense	(290,329)	(25,735)	62,312	6,564	49,265	88,437	133,789	147,126
Total Nonoperating Rev. / (Exp.)	\$ 1,960,150	\$ 1,793,768	\$ 1,576,752	\$ 1,640,826	\$ 1,718,057	\$ 1,792,283	\$ 1,873,223	\$ 1,922,694
Change in Net Position								
Capital Contributions								
Change in Net Positions	\$ 1,960,150	\$ 1,793,768	\$ 1,576,752	\$ 1,640,826	\$ 1,718,057	\$ 1,792,283	\$ 1,873,223	\$ 1,922,694
Total Net Position, Beginning	28,341,415	30,301,565	32,095,333	33,672,085	35,312,912	37,030,969	38,823,252	40,696,475
Total Net Position, Ending	\$ 30,301,565	\$ 32,095,333	\$ 33,672,085	\$ 35,312,912	\$ 37,030,969	\$ 38,823,252	\$ 40,696,475	\$ 42,619,169
Debt Coverage Ratio (min. 120%)			128%	124%	208%	210%	214%	219%

WASTEWATER ADMINISTRATION-Proprietary Fund

	Actual FY14	Budget FY15	Approved Budget FY16	Inc/(Dec)	%
501 .01 Officials & Administrators	216,368	217,137	228,429	11,292	5.2%
502 .01 Professionals	27,285	27,969	30,060	2,091	7.5%
505 .01 Administrative Support	204,861	214,700	196,738	(17,962)	-8.4%
509 .20 Overtime	(2,323)	1,000	500	(500)	-50.0%
510 .03 Group Health & Life Insurance	140,785	89,352	80,817	(8,535)	-9.6%
510 .04 Worker's Compensation	101	1,112	100	(1,012)	-91.0%
510 .05 Retirement System Contribution	46,221	44,560	45,328	768	1.7%
510 .06 Social Security Expense	32,566	35,252	34,863	(389)	-1.1%
510 .08 Unemployment Taxes	703	1,008	1,036	28	2.8%
Total Personel Services	666,569	632,090	617,871	(14,219)	-2.2%
511 .01 Gasoline	1,026	1,275	975	(300)	-23.5%
512 .01 New Tires	120	150	249	99	150.0%
513 .01 Vehicle Repairs Inside	475	200	1,418	1,218	609.0%
513 .04 Outside Vehicle Repairs		200	100	(100)	-50.0%
514 .01 Commissioner's Expense	1,524	2,000	2,000		0.0%
516 .03 Computer Equipment/Software	2,449	6,976	1,850	(5,126)	-73.5%
517 .02 Safety Supplies	(15)	150	150		0.0%
517 .03 Safety Training	270	268	268		0.0%
517 .04 Safety Medical Supplies	26	30	30		0.0%
517 .07 Safety Incentive Program	61	150	150		0.0%
517 .08 Security Monitoring	497	496	496		0.0%
517 .10 Fire Extinguishers	496	50	50		0.0%
517 .11 Annual Safety Event	210	315	293	(22)	-7.0%
518 .01 Maint. Contracts - Copier	599	400		(400)	-100.0%
518 .02 Maint. Contracts - Computers	8,400	11,665	11,729	64	0.5%
519 .01 Housekeeping and Cleaning	2,376	2,623	2,746	123	4.7%
519 .02 Buildings Maintenance	7,362	2,015	4,015	2,000	99.3%
519 .04 Pest Control	309	308	187	(121)	-39.3%
520 .01 Auditing Services	4,104	4,225	14,500	10,275	243.2%
520 .03 Legal Services	20,303	10,000	10,000		0.0%
520 .05 Other Professional Services	18,782	400	12,125	11,725	2931.3%
520 .08 Trustee Services	11,386	10,363	11,904	1,541	14.9%
521 .01 Office Supplies	6,719	6,600	5,842	(758)	-11.5%
521 .02 Postage and Shipping	38,206	41,604	33,456	(8,148)	-19.6%
521 .03 Advertising & Printing	2,289	2,400	1,553	(847)	-35.3%
521 .04 Dues and Subscriptions	3,791	2,810	2,888	78	2.8%
521 .05 ADP Payroll Processing	10,393	10,944	10,020	(924)	-8.4%
521 .07 Billing Supplies & Svcs.	28,959	25,584	34,480	8,896	34.8%
521 .08 Water Metered Report	10,137	9,348	9,492	144	1.5%
521 .09 Bad Debt Expense	13,661	12,000	12,000		0.0%
521 .10 Bank Service Fees	2,508	300	2,150	1,850	616.7%
521 .11 Merchant Services Fees	15,495	14,400	20,887	6,487	45.0%
522 .01 Charleston County Fees	3,586	3,044	3,056	12	0.4%
524 .00 Travel	830	1,700	1,350	(350)	-20.6%
524 .01 Conferences & Seminars	1,201	1,365	1,365		0.0%
524 .02 Schools & Training Programs	621	500	500		0.0%
524 .05 Employee Relations	3,589	4,810	4,043	(767)	-15.9%
525 .01 Electricity and Gas	12,953	14,268	14,531	263	1.8%
525 .02 Water	1,099	960	708	(252)	-26.3%
525 .04 Telephone	8,333	8,496	11,910	3,414	40.2%
525 .05 Internet	1,264	1,368	1,296	(72)	-5.3%
525 .06 Telephone - Cellular	1,235	575	1,514	939	163.3%
526 .01 District Insurance	7,588	6,060	6,087	27	0.4%
528 .07 Contingency Account		10,000	10,000		0.0%

WASTEWATER ADMINISTRATION-Proprietary Fund

	Actual FY14	Budget FY15	Approved Budget FY16	Inc / (Dec)	%
530 .03 Operating Lease	2,452	2,312	2,173	(139)	-6.0%
Total Operating & Maintenance	259,248	235,707	266,536	30,829	13.1%
Total Personnel & Operating Cost	925,817	867,797	884,407	16,610	

WASTEWATER OPERATIONS-Proprietary Fund

			Approved Budget				
			Actual	Budget	Budget	Inc./(Dec.)	%
			FY14	FY15	FY16		
501	.01	Officials & Administrators	138,961	143,163	154,155	10,992	7.7%
503	.01	Technicians	117,930	131,756	145,038	13,282	10.1%
505	.01	Administrative Support	77,512	81,128	82,830	1,702	2.1%
506	.01	Skilled Craft Workers	208,499	220,819	239,364	18,545	8.4%
509	.20	Overtime	56,560	15,000	20,000	5,000	33.3%
510	.03	Group Health & Life Insurance	118,069	116,636	116,310	(326)	-0.3%
510	.04	Worker's Compensation	17,075	7,550	12,828	5,278	69.9%
510	.05	Retirement System Contribution	63,310	63,034	70,937	7,903	12.5%
510	.06	Social Security Expense	43,561	45,278	49,066	3,788	8.4%
510	.08	Unemployment Taxes	2,240	1,567	1,813	246	15.7%
Total Personnel Services			843,718	825,931	892,341	66,410	8.0%
511	.01	Gasoline	17,061	22,496	14,578	(7,918)	-35.2%
511	.02	Diesel Fuel	33,776	25,788	22,763	(3,025)	-11.7%
511	.03	Engine Fluids	1,537	1,000	1,200	200	20.0%
512	.01	New Tires	4,219	2,500	1,000	(1,500)	-60.0%
512	.05	Outside Tire Repair		500	1,000	500	100.0%
513	.01	Vehicle Repairs Inside	13,374	11,984	10,750	(1,234)	-10.3%
513	.02	Equip. Maint. & Repairs	21,458	4,750	5,000	250	5.3%
513	.04	Outside Vehicle Repairs	4,010	9,000	9,000		0.0%
515	.01	Industrial Chemicals	54,707	104,420	110,000	5,580	5.3%
515	.07	Other Tech Supplies	5,805	936	5,000	4,064	434.2%
516	.01	Small Tools & Equipment	17,962	9,882	10,000	118	1.2%
516	.02	Office Furniture & Equipment	76	500	1,000	500	100.0%
516	.03	Computer Equipment	4,704	8,200	3,000	(5,200)	-63.4%
517	.01	Safety Tools & Equipment	2,556	1,400	1,400		0.0%
517	.02	Safety Supplies	3,570	638	838	200	31.3%
517	.03	Safety Training	169	381	690	309	81.1%
517	.04	Safety Medical Supplies	91	100	100		0.0%
517	.05	Personal Protective Equipment	972	2,674	2,250	(424)	-15.9%
517	.06	Safety Equipment Testing		766	1,000	234	30.5%
517	.07	Safety Incentive Program	20	300	300		0.0%
517	.08	Security Monitoring	1,187	1,000	1,100	100	10.0%
517	.10	Fire Extinguishers	265	300	300		0.0%
517	.11	Annual Safety Event	420	675	700	25	3.7%
518	.01	Maint. Contract-Copier usage	719	300	800	500	166.7%
518	.02	Maint. Contract-Computers	5,983	11,110	11,110		0.0%
519	.01	Housekeeping and Cleaning	1,676	1,500	1,500		0.0%
519	.02	Buildings Maintenance	8,356	3,885	3,900	15	0.4%
519	.03	Grounds Maintenance	23,312	28,000	28,000		0.0%
519	.04	Pest Control	87	88	88		0.0%
520	.04	Medical Services	534	1,300	1,000	(300)	-23.1%
520	.05	Other Professional Services	18,156	11,500	11,000	(500)	-4.3%
520	.06	Engineering/Architectural	48,533	30,000	30,000		0.0%
521	.01	Office Supplies	2,094	1,787	1,120	(667)	-37.3%
521	.02	Postage and Shipping	82	75	500	425	566.7%
521	.03	Advertising & Printing	877	1,150	1,500	350	30.4%
521	.04	Dues and Subscriptions	2,227	2,005	2,000	(5)	-0.2%
522	.01	Charleston County Fees		100		(100)	-100.0%
522	.02	SC Dept. of Highway Fees	42	117		(117)	-100.0%
522	.03	Stormwater Fees	756	756	756		0.0%
523	.01	Uniforms Purchased	1,829	1,577	1,000	(577)	-36.6%
523	.02	Uniforms Leased	5,771	5,241	7,803	2,562	48.9%
524	.00	Travel	370	1,200	1,200		0.0%
524	.01	Conference & Seminars	1,165	2,070	3,100	1,030	49.8%

WASTEWATER OPERATIONS-Proprietary Fund

	Actual FY14	Budget FY15	Approved Budget FY16	Inc./Dec.	%
524 .03 Training Supplies	610	500	500		0.0%
524 .05 Employee Relations	291	1,813	1,684	(129)	-7.1%
524 .06 Pre-employment Screening	25	400	400		0.0%
525 .01 Electricity and Gas	145,150	143,542	159,376	15,834	11.0%
525 .02 Water	5,316	3,795	4,000	205	5.4%
525 .04 Telephone	2,294	2,448	5,829	3,381	138.1%
525 .05 Internet	850	840	900	60	7.1%
525 .06 Telephone - Cellular	5,814	4,500	6,072	1,572	34.9%
525 .07 Pagers	971	629	629		0.0%
526 .01 District Insurance	35,088	33,912	35,706	1,794	5.3%
527 .01 Street Signs & Lighting	853	492	492		0.0%
530 .01 Radio User Fees	1,893	1,368	684	(684)	-50.0%
530 .02 SCADA Maint. & Repairs	6,152	12,000	8,854	(3,146)	-26.2%
530 .03 Operating Lease	4,339	4,839	4,273	(566)	-11.7%
531 .00 M&R - Manholes & Lines	129,516	201,257	150,000	(51,257)	-25.5%
531 .01 M&R - Pump Station Equipment	100,371	111,353	151,000	39,647	35.6%
531 .02 Sewage Damage Claims	896	1,000	500	(500)	-50.0%
532 .00 Depreciation	889,712	898,672	912,034	13,362	1.5%
535 .01 Sewer Treatment - Master Meter	2,081,987	1,653,179	1,900,000	246,821	14.9%
535 .02 Scavenger Waste Treatment	1,625	2,200	2,000	(200)	-9.1%
535 .03 Non-Master Sewer Treatment	23,908	23,908	23,908		0.0%
Total Operating & Maintenance	3,748,207	3,416,798	3,678,187	261,389	7.7%
Total Personnel & Operating Cost	4,591,925	4,242,729	4,570,528	327,799	7.7%
536 .04 Vehicles			61,300	61,300	
536 .07 Machinery & Equipment		56,420	4,418	(52,002)	
536 .08 Generators		34,720	130,109	95,389	
536 .09 Pump Station Equipment		118,000	33,604	(84,396)	
Total Capital Outlay		218,940	229,431	10,491	
Grand Total	4,591,925	4,461,669	4,799,959	338,290	7.6%

WASTEWATER CAPITAL IMPROVEMENT PLAN

<u>FINANCING SOURCES</u>	5-year Capital Improvement Plan							5-year Total
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	
Debt Sources (RD, SRF)	\$ 4,227,021	\$ 1,266,489	\$1,800,000	\$ 1,950,000	\$1,500,000	\$1,400,000	\$700,000	\$ 8,616,489
Tap/Impact Fees	\$	\$ 525,000	\$	\$	\$	\$	\$	\$ 525,000
Retained Earnings of the System	\$	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$200,000	\$ 1,200,000
Total Financing Sources	\$ 4,227,021	\$ 1,991,489	\$2,000,000	\$ 2,150,000	\$1,700,000	\$1,600,000	\$900,000	\$ 10,341,489
<u>PROJECTS</u>								
RoadWise Projects								
Camp & Folly Intersection Line Relocation		\$ 266,489						\$ 266,489
Harborview Road Utility Relocation	\$ 1,034,043							\$
JIPSD Projects								
<u>Pump Station Rehabilitation</u>								
Pump Station #54 Rehab	\$ 723,709							\$
PS#11 Rehab	\$ 2,469,269							\$
Pump Stations #1 Rehab			\$1,000,000					\$ 1,000,000
Pump Stations #2 Rehab			\$ 800,000					\$ 800,000
<u>Forcemain & Gravity Line Replacements</u>								
Dills Bluff & Waites FM Replacement		\$ 1,000,000						\$ 1,000,000
PS#2 to Folly Road FM Replacement				\$ 750,000				\$ 750,000
Folly Creek Bridge to PS #33 FM Replacement				\$ 1,200,000				\$ 1,200,000
Replace 15" VCP pipes					\$ 500,000			\$ 500,000
Riverland Terrace Lining						\$ 900,000		\$ 900,000
Harbor Woods Ductile Iron Lining						\$ 500,000		\$ 500,000
Ft. Johnson to Swampfox Rd Gravity Line							\$200,000	\$ 200,000
Riverland Dr (County Park) to Central Park							\$500,000	\$ 500,000
Subtotal	\$ 4,227,021	\$ 1,266,489	\$1,800,000	\$ 1,950,000	\$ 500,000	\$1,400,000	\$700,000	\$ 7,616,489
<u>Other Projects</u>								
Beefield Project - Install Sewer System		\$ 525,000						\$ 525,000
Sanity Sewer Evaluation Survey					\$1,000,000			\$ 1,000,000
Minor Pump Station Upgrades		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$200,000	\$ 1,200,000
Subtotal	\$	\$ 725,000	\$ 200,000	\$ 200,000	\$1,200,000	\$ 200,000	\$200,000	\$ 2,725,000
TOTAL CAPITAL PROJECTS	\$ 4,227,021	\$ 1,991,489	\$2,000,000	\$ 2,150,000	\$1,700,000	\$1,600,000	\$900,000	\$ 10,341,489

8 Financial Plan
Financial Policies and Processes

FINANCIAL POLICIES AND PROCESSES

The District'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 economic climate. In order to implement revenue increases, the benefit of increased services must be tangible and readily visible to our citizens.

I. FINANCIAL AND MANAGEMENT POLICIES

The District's financial policies

- Set forth the basic framework for the fiscal management of the District.
- Intended to assist Commission and District staff in evaluating current activities and proposals for future programs, and in making fiscally responsible decisions in the day-to-day management of the District.
- Developed within the provisions of the Code of Laws of the State of South Carolina, generally accepted accounting principles as established by the Governmental Accounting Standards Board, District policies and recommended budgeting practices.
- Should be reviewed and modified as necessary to accommodate changing circumstances or conditions.

II. AUDITING AND INTERNAL CONTROL POLICIES

In developing and evaluating the District'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.

Segregation of two or more accounting functions is a goal for any organization striving for ultimate internal controls; however, due to our size, this is not always achievable. Therefore, additional steps in the approval processes and random audits have been implemented providing as reasonable assurance as possible within current staffing levels.

III. REVENUE POLICIES

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

- Grant Funds - 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.
- Major Revenue Stream - 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 Commission prior to the start of the fiscal year.

IV. EXPENDITURE POLICIES

- Fund Balance – Unassigned Fund Balance in the General Fund is targeted at a minimum of two (2) months of the prior year’s General Fund expenditures. District policy is to avoid unassigned fund balance dipping below two (2) months, except in the case of extraordinary and unexpected events, such as hurricane recovery or extraordinary economic times.
- 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.
- Budget Performance Reporting – Monthly management reports are prepared and presented to Commission to show budget to actual comparisons. These reports are analyzed by the Department Heads and Deputy Manager/CFO in depth to detect and address any troubling trends and issues in a timely manner and reported to the District Manager.

V. CAPITAL EXPENDITURE POLICIES

A. 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 capital improvement fund.
- Nonrecurring Capital Expenditures – Capital expenditures, such as new facilities and facility improvements, are budgeted and accounted for in capital projects funds.

- 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.

VI. LONG-RANGE FINANCIAL PLANNING POLICIES

The following policies guide in assessing the long term financial and budget implications of current decisions on equipment replacement, capital projects, cash management/investment and debt.

A. Equipment Replacement

- A Five-Year Replacement Plan for equipment/vehicles has been developed based on the Vehicle Replacement Policy. Each vehicle is graded annually based on mileage/hours, age, repairs & maintenance costs, and overall condition based on the Fleet Manager's assessment.
- Facilities and computer hardware replacement schedule has been formulated based on industry standards for replacement and is updated annually. Functional obsolescence is also considered in replacement decisions.
- The Maintenance Department maintains service records for vehicles and equipment. Each year, during the budget process, a list is generated 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 into a District-wide list by the Finance Department based on the departmental input and Fleet Manager's evaluation criteria. 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.

B. Capital Improvement Plan

The District has prepared a Five-Year Capital Improvement Plan (CIP), which is presented in this budget. 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 District will preserve its assets at a level adequate to protect the capital investment and minimize future maintenance and replacement costs.
- The District 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.

C. Cash Management/Investment Policies

Investment of funds is the responsibility of the Assistant Financial Officer as guided by the Deputy Manager/Chief Financial Officer and approved by the District Manager.

- 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 District 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

D. Debt Policies

The District'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. The District's AA- bond rating was affirmed in December 2014 from Standard and Poor's Rating Group. The District 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.

E. Reserve Policies

In February 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. This new standard has left unchanged the total amount reported as fund balance, but has substantially altered the categories and terminology used to describe its components. This innovative approach will focus, not on financial resources available for appropriate, but on “the extent to which the government is bound to honor constraints on the specific purposes for which amounts in the fund can be spent.”

- **Components of Fund Balance**

- Restricted Components

- Nonspendable (inherently nonspendable)
 - Restricted (externally enforceable limitations on use)

- Unrestricted Components

- Committed (self-imposed limitations set in place prior to the end of the period)
 - Assigned (limitation resulting from intended use)
 - Unassigned (residual net resources)

During this year’s budget process, the Commissioners approved the following components of Fund Balance.

1. Strive to maintain a minimum unreserved, undesignated fund balance in the General Fund approximately 3 months of the subsequent year’s General Fund disbursements. If the District falls below the minimum level, the District Manager will submit a plan to the Commission to restore fund balance to the minimum level.
2. Maintain a Rainy Day fund to provide emergency funds for use in the event of a major calamity. The District will strive to maintain this fund at no less than three percent (3%) of the General Fund disbursements. The District Manager will submit a plan to the Commission to restore fund balance to the minimum level.
3. Should there be an excess unreserved, undesignated fund balance; the excess may be used to fund one-time capital expenditures or other one-time costs.

9 Appendices
Budget Ordinance
Service Area Map
Statistical Information

**JAMES ISLAND PUBLIC SERVICE DISTRICT
ORDINANCE NO. 2015-001**

AN ORDINANCE TO RAISE REVENUE AND ADOPT A BUDGET FOR THE FISCAL YEAR JULY 1, 2015, THROUGH JUNE 30, 2016

NOW, THEREFORE, be ordained by the James Island Public Service District Commission ("Commission"), in meeting duly assembled, finds as follows:

SECTION 1: As set by Commission, the Charleston County Auditor (the "Auditor") shall levy 53.1 mills for General Fund purposes and 3.8 mills for the Debt Service in the year 2014, and the Charleston County Treasurer shall collect the proceeds of the levy upon all taxable property within the boundaries of the District during the fiscal year beginning July 1, 2015, and ending June 30, 2016.

SECTION 2: It is hereby appropriated from the General, Debt Service, and Proprietary Funds referred to in SECTION 1, the following amounts of money for the following respective purposes for and during the period beginning July 1, 2015 and ending June 30, 2016, to wit:

APPROPRIATIONS

	GENERAL	DEBT SERVICE	PROPRIETARY
<u>Department</u>			
Administration/Maintenance	\$ 728,587	\$ -	\$ 884,408
Fire	3,885,252	-	-
Solid Waste	1,799,484	-	-
Capital Outlay	21,218	-	-
Non-departmental	-	386,550	-
Wastewater Operations	-	-	3,658,493
TOTAL	\$6,434,541	\$ 386,550	\$4,542,901

SECTION 3: Unless covered by SECTION 4, all of the foregoing appropriations are maximum and conditional, and subject to reduction by action of the Commission in the event that the District's revenues accruing to its General, Debt Service and Proprietary Funds, as provided in Section 1, shall be insufficient to pay the same, to the end that the cost of operating of the District government shall remain at all times within its income.

SECTION 4: The District's approved operating budget, with the detail and provisos as so stated in the document titled the James Island Public Service District Budget and Financial Plan for Fiscal Year 2016, which is hereby incorporated by reference as part of this Ordinance as if fully set forth herein, is hereby adopted.

SECTION 5: The anticipated revenues accruing to the General, Debt and Proprietary Funds are stated in this Budget Ordinance. Should actual funding sources for any such fund be less than projected, the District Manager shall reduce budgeted disbursements attributable to the fund. Should actual funding sources be greater than projected in this Ordinance, the District Manager may revise budgeted disbursements or direct the increase to be held for future years' disbursements.

SECTION 6: All monies properly encumbered as of June 30, 2015, shall be added to the budget for Fiscal Year 2016. These encumbered monies may be expended only as set forth in their encumbrance except as authorized by the District Manager. Unencumbered appropriations shall remain in the respective funds as unrestricted reserves whose subsequent appropriation shall be determined by ordinance.

SECTION 7: All monies properly encumbered as of June 30, 2015, shall be added to the District's budget for Fiscal Year 2016. These designated monies may be expended only as set forth in their authorization by the Commission. Unencumbered appropriations shall remain in the respective funds as unrestricted reserves whose subsequent appropriation shall be determined by ordinance.

SECTION 8: (a) Monies received from governmental grants shall accrue only to Special Revenue, Capital Projects, and Proprietary Funds as set forth in this Budget Ordinance. Should grant funds be applied for or received after the beginning of the budget year and thereby not be stated in this Budget Ordinance, then, by passage of District's resolution authorizing the grant application and expenditures, the necessary Special Revenue, Capital Projects, and Proprietary Funds shall be created to provide a mechanism for the expenditures of these monies.

(b) Funds derived from the sale of real property shall be placed in the Capital Proceeds Capital Projects Fund, and these funds shall be expended only for capital outlays after specific resolution of the Commission.

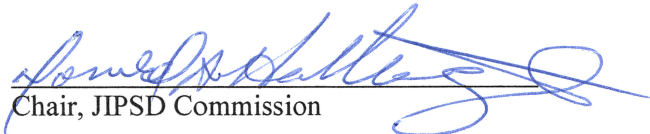
SECTION 9: A Rainy Day Fund is established to provide emergency funds for use in the event of a major calamity. This fund will be maintained at no less than three (3%) percent of General Fund disbursements. Any expenditure from the Rainy Day Fund shall be authorized by amendment to this Budget Ordinance by the Commission.

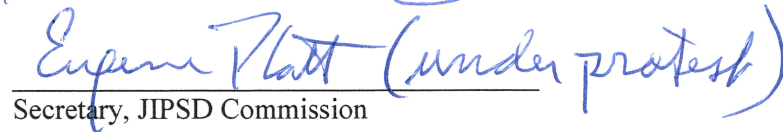
SECTION 10: Contracts necessary to expend monies appropriated in this budget when not specifically permitted by the District's Fiscal Policy are hereby authorized and the contracts shall be approved by a resolution of the Commission. Awards of bids on capital items, when less than the amount specified in the District's approved operating budget, are hereby authorized and shall be purchased in accordance with the provisions of the District's Fiscal Policy.

SECTION 11: The District Manager is hereby authorized to transfer positions (Full Time Equivalents - FTEs) among departments and funds.

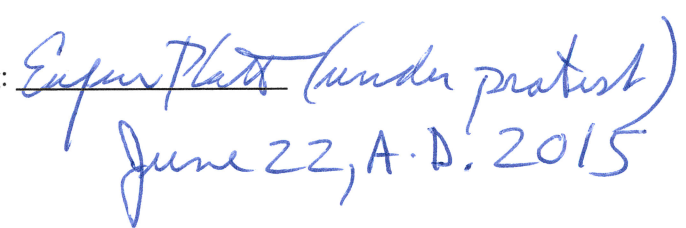
SECTION 12: If for any reason any provision of this Ordinance, or its applications to any circumstance, is invalidated by a court of competent jurisdiction, the remaining portions of this Ordinance shall remain in full force and effect.

SECTION 13: This Ordinance shall become effective upon approval of the Commission following second reading.


Chair, JIPSD Commission


Secretary, JIPSD Commission

(SEAL)

First Reading: JUNE 8, 2015 Second Reading: 
June 22, A.D. 2015

James Island Public Service District Service Area

Legend

Streets

Unknown

MAINT_TYPE

Community

County

Federal

Other

Private

Public (municipality)

State

James Island PSD

Parcels

Water



ANALYSIS OF FUND BALANCE HISTORY (\$)

FISCAL YEAR	AVAILABLE FUND BALANCE @ 6/30	CHANGE FROM PREVIOUS YEAR	FUND BALANCES	
			RESERVED	UNRESERVED
2006	1,752,536	476,570	116,520	1,636,016
2007	2,324,089	571,553	124,955	2,199,134
2008	2,167,969	(156,120)	104,880	2,063,089
2009	2,444,737	276,768	76,592	2,368,145
2010	3,244,345	799,608	38,046	3,206,299
2011	3,565,190	320,845	110,125	3,455,065
2012	3,609,166	43,976	86,355	3,522,811
2013	3,631,023	21,857	60,048	3,570,975
2014	3,385,746	(245,277)	28,190	3,357,556
2015	3,004,026	(381,720)	125,000	2,879,026
2016	2,742,035	(261,991)	1,355,660	1,386,375

**James Island Public Service District
Statistical History**

	Tax Base Year (as of 12/31/xx)	Millage Rate		CPI %	*COLA %	FTE's	
		General Fund	Debt Service			General Fund	Wastewater
2007	2005	51.6	3.6	3.7	3.0%	100.125	27.875
2008	2006	51.6		2.5	- ⁽²⁾	100.125	27.875
2009	2007	51.6	3.6	4.4	2.8% / 1% ⁽³⁾	100.125	27.875
2010	2008	53.5	4.1	0.1	0.0% ⁽⁴⁾	100.125	27.875
2011	2009	53.5	4.1	2.7	0.0% ⁽⁴⁾	100.125	27.875
2012	2010	50.1 ⁽⁵⁾	3.8	1.5	0.0% ⁽⁴⁾	100.125	27.875
2013	2011	50.1	3.8	3.0	0.0% ⁽⁵⁾	100.125	27.875
2014	2012	51.1	3.8	1.7	3.0% ⁽⁶⁾	100.125	27.875
2015	2013	51.1	3.8	1.8	2.0% ⁽⁷⁾	100.125	27.875
2016	2014	53.1	3.8	2.2	5.0% ⁽⁸⁾	100.125	27.875

(1) In lieu of a Cost of Living Adjustment, the District is paying for a 24% increase in the employee's portion for health insurance. Additionally, the District gave a \$1,000 holiday bonus to employees.

(2) Cost of Living Adjustment: 2.8% for employees paid \$39,999 or less and 1% to employees paid \$40,000 or more. Also, the District is paying health insurance premiums for employee only health insurance @ the State's Standard Rate.

(3) Due to the economic recession and its negative impact on state and local government budgets, Charleston County Council and the JIPSD did not approve a COLA for employees.

(4) 53.5 Reassessment Year

(5) Due to the unknown impact of the reassessment and the economic recession, the District elected to give employees a one-time \$1,000 bonus in lieu of a cost-of living adjustment.

(6) Employees received a 3% salary adjustment on 7/1; however, merit pay (0-3%) was suspended for FY14.

(7) Employees received a 2% salary adjustment on 7/1; additionally, merit pay (0-4%) was reinstated for FY15.

(8) Employees received a 5% salary adjustment on 7/1 and merit pay (0-4%).

**James Island Public Service District
Personnel FTE Report**

	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>
	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>	<u>FTE's</u>
Administration & Commission	7.125	7.125	7.125	7.125	7.125	7.125	7.125	8.125	8.125	8.125
Fire	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00
Maintenance	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00
Solid Waste	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00
General Fund Total	100.125	100.125	100.125	100.125	100.125	100.125	100.125	100.125	100.125	100.125
Administration & Commission	9.875	9.875	9.875	9.875	9.875	9.875	9.875	9.875	9.875	9.875
Wastewater Operations	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00
Proprietary Fund Total	27.875	27.875	27.875	27.875	27.875	27.875	27.875	27.875	27.875	27.875
District Total	128.00	128.00	128.00	128.00	128.00	128.00	128.00	128.00	128.00	128.00

FTE's are Full Time Equivalent employee positions.