



**RICHLAND COUNTY
GOVERNMENT**
Office of the County Administrator

April 27, 2017

Richland County Council:

Presented herewith is proposed Biennium Budget I, a mission-driven, council priority, citizen-centric blue print by which the government of Richland County will provide excellent and effective services to county residents during the fiscal years that begin July 1, 2017 and end June 30, 2019. Biennium Budget I totals \$1,750,468,321. As presented, Biennium Budget I is balanced and within the millage cap.

Table 1 *Biennium Budget I Summary*

	2017 Adopted	Biennium Budget I – Fiscal Year 2017 - 2018	% Change	Biennium Budget I – Fiscal Year 2018- 2019	% Change
General Fund	\$160,527,231	\$163,993,126	2%	\$167,218,117	2%
Special Purpose Funds	\$128,137,495	\$127,101,150	-0.8%	\$131,262,381	3.3%
Debt Service Fund ¹	\$189,910,263	\$129,391,064	-31.9%	\$126,899,339	-2%
Enterprise Funds	\$43,381,397	\$43,450,149	0.2%	\$44,286,730	2%
Millage Agencies	\$398,100,558	\$404,389,240	1.6%	\$412,477,025	2%
Total	\$920,056,943	\$868,324,729	-5.6%	\$882,143,592	7.27%

Table 2 *Millage Summary*²

	Tax Year 2016 / Fiscal Year 2017	Tax Year 2017 / Fiscal Year 2018 No Mill Increase	% Change	Tax Year 2017 / Fiscal Year 2018 CAP Calculation	% Change
Millage	58.8	58.8	0%	59.9	1.9%
Mill Value	\$1,473,000	\$1,505,000	2%	\$1,505,000	0.0%
Budget	\$90,305,615	\$92,300,485	2%	\$93,955,985	1.8%
Total	\$91,778,674	\$93,805,544	4%	\$95,461,045	4%

¹ Debt Service Funds are used to account for the accumulation of financial resources for, and the payment of, general long-term debt principal and interest and other related costs.

² The County operating millage values, it should be noted, are calculated using preliminary values 2017 / Fiscal Year 2018

The remainder of this transmittal letter summarizes the Biennium Budget I according to the following outline:

- General Fund Summary
- Enterprise Funds Summary
- Noteworthy Initiatives Summary
- Conclusion
- Appendices: A through H

GENERAL FUND SUMMARY

The General Fund section of Biennium Budget I totals \$331,211,243 for the fiscal years that begin July 1, 2017 and end June 30, 2019.

- The first fiscal year of Biennium I, fiscal Year 2017 – 2018, totals \$163,993,126.
- The second fiscal year of Biennium I, fiscal year 2018 – 2019, totals \$167,218,117.

Table 3 <i>General Fund Summary</i>					
	FY17 Adopted Budget	FY18 Recommended	FY18 % Change	FY19 Recommended	FY19 Rec to FY18 Budget % Change
Revenues					
Total General Fund Sources	\$160,527,231	\$163,993,126	2.2%	\$167,218,117	2.0%
Expenditures					
Total General Fund Uses	(\$160,527,231)	(\$163,993,126)	2.2%	(\$167,218,117)	2.0%
Balance	\$0	\$0		\$0	

General Fund: Elected Officials Requests

The County provides funding to the Offices of Elected Officials through the General Fund. These Offices include the Auditor, Treasurer, Clerk of Court, Coroner, Probate Judge, Sheriff, and Solicitor.

To facilitate a balanced budget, the Elected Officials submitted revisions. The administrator’s proposed budget, without further reduction, incorporates said revisions.

For Biennium Budget I the Elected Officials request \$106,477,337.

- The first fiscal year of Biennium I, fiscal year 2017–2018, totals \$52,822,032.
- The second fiscal year of Biennium I, fiscal Year 2018–2019, totals \$53,655,305.

General Fund: Appointed Officials Requests

Similar the funding provided to the aforementioned County Elected Officials, the County provides funding to Appointed Officials; i.e., the Court Administrator, Legislative Delegation, Elections & Voter Registration, Magistrates, and Master-in-Equity.

To facilitate a balanced budget, Appointed Officials submitted revisions. The administrator’s proposed budget, without further reduction, incorporates said revisions.

For Biennium Budget I the Appointed Officials request \$15,859,022.

- The first fiscal year of Biennium I, fiscal year 2017–2018, totals \$7,909,755.

- The second fiscal year of Biennium I, fiscal year 2018–2019, totals \$7,949,267.

General Fund: State and County Public Health Agencies

SC Code of Laws mandates levels of funding to State mandated agencies: Department of Social Services, Medicaid, and the County’s Health Department.

Please note that the administrator’s proposal includes level funding for the second year of the biennium. This is because funding levels are set by SC State Law and the mandated amounts are established annually. This means a budget amendment will be proposed during April 2018 so that the second fiscal year of Biennium I reflects the SC mandates.

For Biennium Budget I funding for these agencies total \$2,077,942.

- The first fiscal year of Biennium I, fiscal year 2017–2018, totals \$1,038,389.
- The second fiscal year of Biennium I, fiscal year 2018–2019, totals \$1,039,553.

General Fund: General Government

The following operating units fall under the direct supervisory purview of County Council, the “Core County Government”: Council Services, County Attorney, County Administrator, and county departments reporting to the County Administrator. County departments reporting to the County Administrator include: Administration, Transportation, Community Development and Planning, Economic Development, Public Works, Detention Center, Emergency Services, Human Resources, Operational Services, Animal Care, Utilities, Finance, and Information Technology.

For Biennium Budget I the “Core County Governments” requests \$182,276,315.

- The first fiscal year of Biennium I, fiscal year 2017–2018, totals \$90,597,719.
- The second fiscal year of Biennium I, fiscal year 2018–2019, totals \$91,678,596.

ENTERPRISE FUNDS SUMMARY

The County has multiple enterprise funds which, by definition, are designed to be self-supporting through user fees or charges for services. However, a recent review revealed that, for at least the last five fiscal years, the enterprise funds have been subsidized annually by the County’s General Fund, at an average of \$406,752. A search of County records revealed no rationale for this subsidizing practice. The practice, it should be noted, runs contrary to County policy.³

Biennium Budget I complies with the County’s policy on enterprise fund financing. This means a comprehensive rate study has been directed and is underway. The results of that rate study will be incorporated in a likely budget amendment upon its completion.

Enterprise Fund: Utility

The County’s utility fund which is broken down into two categories: the Broad River Utility System and the Lower Richland Utility Systems.

For Biennium Budget I the Utility Fund requests \$15,957,948.

- The first fiscal year of Biennium I, fiscal year 2017–2018, the Broad River Utility System requests \$7,002,271.
- The first fiscal year of Biennium I, fiscal year 2017–2018, the Lower Richland Utility System requests \$873,301.

³ Enterprise Funds are expected to be self-supporting entities through revenue generated from charges and user fees.

- The second fiscal year of Biennium I, fiscal year 2018–2019, the Broad River Utility System requests \$7,211,038.
- The second fiscal year of Biennium I, fiscal year 2018–2019, the Lower Richland Utility System requests \$871,338.

Enterprise Fund: Other Enterprise Funds

In addition to the Utility Fund the County operates other enterprise funds: Solid Waste Fund, Parking Garage Fund, and the Airport Fund.

Fund	2017 Adopted	Biennium Budget I – Fiscal Year 2017 - 2018	Biennium Budget I – Fiscal Year 2018 - 2019
Solid Waste Enterprise Fund	\$34,767,684	\$34,876,997	\$35,471,198
Parking Enterprise Fund	\$110,000	\$110,000	\$110,000
Hamilton-Owens Airport	\$610,000	\$587,580	\$623,156
Total	\$35,487,684	\$35,574,577	\$36,204,354

NOTEWORTHY INITIATIVES SUMMARY

General Fund/Utility Funds Cost-of-Living Adjustment

Biennium Budget I includes a 3% cost of living adjustment for fiscal year 2017–2018.

A countywide comprehensive class and compensation study is underway and will be completed by April 2018. Accordingly, any results therefrom, upon County Council authorization, will be incorporated via budget amendment to become effective with the second fiscal year, 2018–2019, of Biennium Budget I.

Re-establishment of the Office of Small Business Opportunity

The County Office of Small Business Opportunity (OSBO) houses the County’s business development and Small Local Business Enterprise (SLBE) divisions to offer local entrepreneurs assistance in starting up a business or becoming certified to apply for a contract with the County. The OSBO is responsible for the following initiatives:

- Small Local Business Enterprise Program
- Outreach within the local business community to promote the growth and success of local small businesses
- Relationship development with local nonprofits and governmental entities to assist in fostering a competitive and diverse business environment within the County
- Educational and training programs for small and disadvantaged business enterprises

It is recommended that the office become a unit of the County Administrator’s Office. The manager will report to the Director of Community & Government Services.

For Biennium Budget I the Office of Small Business Opportunity requests \$888,195.

- The first fiscal year of Biennium I, fiscal year 2017–2018, totals \$438,039.
- The second fiscal year of Biennium I, fiscal year 2018–2019, totals \$450,156

As directed by County Council, funding changes from the “Penny Tax” to the General Fund.

General Fund--Restoring Fund Balance Health

According to County policy General Fund fund balance should not fall below 20% nor exceed 35% of the total General Fund expenditures for the previous fiscal year. Presently, the County is meeting the minimum standard for its policy.

The Biennium Budget I fund balance goal is 24% by the end of fiscal year 2017–2018; the Biennium Budget I fund balance goal is 26% by the end of fiscal year 2018–2019.

Debt Retirement

Biennium Budget I funds the Debt Service Fund cover the payment of principal and interest attributable to General Obligation Bonds, Fire Protection Refunding, Hospitality Tax, East Richland Public Service District and Millage Agency Bonds.

Review of Biennium Budget I will reveal a decrease in the Debt Service Fund for the first year of the Biennium, fiscal year 2017 – 2018, as compared to fiscal year 2016 – 2017. This budgetary decrease is the result of a number of retired or matured bonds

	2017 Adopted	Biennium Budget I – Fiscal Year 2017 - 2018	% Change	Biennium Budget I – Fiscal Year 2018- 2019	% Change
Debt Service Fund	\$189,910,263	\$129,391,064	-31.9%	126,899,339	-2%

Vehicle Replacement Plan

The well-being of the County’s residents is a priority of the County, and, as such, the County is committed to providing excellent public safety services. Simply maintaining existing law enforcement and emergency services capacities is not sufficient to meet the demands of this commitment. This budget implements a vehicle replacement and maintenance fund to ensure that the state of the art law enforcement and emergency response vehicles are available for their efficient operations.

Additionally, the capital budget plans for the consolidation of the County Sheriff’s Department facilities in the fiscal year 2020 and the renovation and modernization of existing Sheriff Department facilities in fiscal year 2021.

County Facility Needs

To ensure the adequacy of facilities to address future demands, Biennium Budget I includes a comprehensive review of the County’s current facilities along with its needs. This data will allow for strategic planning for facilities that are responsive to the projected growth in population. An assessment of the County’s Judicial Center is underway and will be completed by August 2017.

Stormwater Improvements

In addition to public infrastructure improvements through the County’s Transportation Program, this budget provides additional funding to invest and improve the County’s stormwater infrastructure. As result of the historic flood of 2015, the County stormwater infrastructure was severely damaged. Funding stormwater drainage projects at \$2,279,282 during the Biennium Budget I will allow for significant improvements to enhance public safety, public health, and the health of surface water in our community.

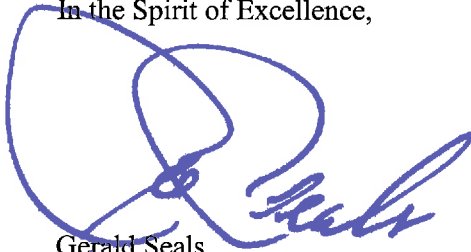
- The first fiscal year of Biennium I, fiscal year 2017–2018, totals \$981,690.
- The second fiscal year of Biennium I, fiscal year 2018–2019, totals \$1,297,592

CONCLUSION

Thanks are extended to the County's most valuable asset, its employees, for their mission-driven spirit of excellence in serving the residents. Gratitude is also extended to the County's Executive Cabinet: Assistant County Administrators Kevin Bronson and Sandra Yúdice, Assistant to the County Administrator Brandon Madden, Planning Director Tracy Hegler, Ombudsman Judy Carter, Public Information Director Beverly Harris, Community and Government Services Director Jamelle Ellis, Utilities Director Shahid Khan, Chief Information Officer Janet Clagett, Economic Development Director Jeff Ruble, Human Resources Director Dwight Hanna, Public Works Director Ismail Ozbek, Risk Management Director Brittney Hoyle, Emergency Services Director Michael Byrd, Interim Detention Center Director Shane Kitchen, and Budget Manager Donald Woodward and the County's Budget staff.

Richland County residents, Chairwoman Joyce Dickerson, Vice-Chairman Bill Malinowski, and members of Richland County Council, I present the proposed Biennium Budget I for fiscal years 2017–2018 and 2018–2019.

In the Spirit of Excellence,



Gerald Seals
County Administrator

APPENDIX A - HOSPITALITY TAX COMMUNITY REQUESTS

The County's funds its promotion program through the collection of hospitality taxes. The collected taxes fund the community requests that promote tourism in the County through the following funding levels:

- Level 1 – County Promotional Agencies (Hospitality Tax Ordinance Agencies and Special County Promotional Agencies)
- Level 2 – Hospitality Tax Grant Program via the Hospitality Tax Advisory Committee
- Level 3 – “Seed” funding for Advocacy Based Initiatives

The funding provided to organizations through those levels has resulted in successes in local agencies such as the Columbia Museum of Art, EdVenture, Township Auditorium and Historic Columbia. This budget proposal provides for funding at their historical levels, defined as the average funding over the last three years, along with the funding recommended via the Hospitality Tax Advisory Committee. The table below details the aforementioned recommendations, by the different levels of funding:

Table 6 <i>Hospitality Tax Fund Summary</i>				
	FY18 Recommended		FY19 Recommended	
Revenue		\$6,592,000		\$6,789,760
Debt Service Fund - Township, land (Waterpark)		-\$1,489,800		-\$1,489,800
Cost Allocation		-\$1,000,000		-\$1,000,000
Balance		\$4,102,200		\$4,299,960
Level 1 County Promotional Agencies				
	Historical Funding Level	FY18 Recommended		FY19 Recommended
Columbia Museum of Art	\$723,539		-\$723,539	-\$723,539
Historic Columbia Foundation	\$308,476		-\$308,476	-\$308,476
EdVenture	\$123,890		-\$123,890	-\$123,890
Township Operation	\$300,000		-\$300,000	-\$300,000
Township Maintenance	\$172,041		-\$172,041	-\$172,041
SERCO	\$207,632		-\$207,632	-\$207,632
Columbia Metro CVB	\$42,727		-\$42,727	-\$42,727
Columbia International Festival	\$115,632		-\$115,632	-\$115,632
Balance			\$2,108,263	\$2,306,023
Level 2 - Grants via the Hospitality Tax Advisory Committee				
	Historical Funding Level	FY18 Recommended		FY19 Recommended
H-Tax Committee	\$347,516		-\$347,516	-\$347,516

(Appendix A – 1) for detailed list of agency recommendations		
Balance	\$1,760,747	\$1,958,507
Level 3 - Council Advocacy Funding		
	FY18 Recommended	FY19 Recommended
Gateway to the Army Association	-\$100,000	-\$100,000
Gateway Pocket Park / Blight Removal Project	-\$250,000	-\$250,000
Historical Corridor	\$471,747	\$608,507
Balance	\$1,000,000	\$1,000,000

Gateway Pocket Park / Emerging Blight Pockets –There are areas or pockets in the community that are deteriorating throughout the County. These emerging blight pockets, if not addressed, can result in areas located in each Council District with dilapidated and abandoned commercial and housing developments, potential risks for concentrated poverty, and high crime rates. The County must implement initiatives to address these areas in a manner that encourages small business development and investment to eliminate these areas, perhaps, through the pursuit of a community development tax credits program pursuant to State laws. Biennium Budget I recommends funding a Gateway Pocket Park / Blight Removal Project through the County’s hospitality tax fund revenues, totaling \$500,000.

- The first fiscal year of Biennium I, fiscal year 2017–2018, totals \$250,000.
- The second fiscal year of Biennium I, fiscal year 2018–2019, totals \$250,000.

For Biennium Budget I the hospitality tax balance available for Council discretion is \$2,000,000.

- The first fiscal year of Biennium I, fiscal year 2017–2018, the hospitality tax balance available for Council discretion is \$1,000,000.
- The second fiscal year of Biennium I, fiscal year 2018–2019, the hospitality tax balance available for Council discretion is \$1,000,000.

Additionally, Biennium Budget I recommends funding two initiatives utilizing the Hospitality Tax fund balance⁴ as outlined below:

Civil Rights and African American Museum: The development of a civil rights and African American museum in the southeastern portion of the County to build upon the historical attributes of this area will serve as a long term mechanism to generate tourism related investments.

- The first fiscal year of Biennium I, fiscal year 2017–2018, totals \$2,000,000 from the hospitality fund balance.
- The second fiscal year of Biennium I, fiscal year 2018–2019, totals \$2,000,000 from the hospitality fund balance.

⁴ The Hospitality Tax Fund balance is approximately \$9.7 million

Multipurpose Facility: Biennium Budget I recommends designating funding to explore the development of multipurpose facility to prompt public private partnerships. This involves the construction of a civic center to host concerts and entertainment related events in the southeastern portion of the County, which can include office space for private organizations (e.g., financial and healthcare providers). It is worth noting that areas in the County, particularly in Council District 10 and 11, are lacking primary-care physicians and/or health care facilities, or such services are hard to find. These areas are defined as “health care deserts.” Primary-care physicians are important as they typically serve as the first line of defense in the health-care system. Having access to adequate health care and health care providers can be considered a core service provided by governmental agencies. Biennium Budget I recommends setting aside \$2,000,000 of funding from the hospitality tax fund balance to explore the development of multipurpose facility to prompt public private partnerships. These partnerships could increase the number of healthcare providers in the aforementioned areas.

- The first fiscal year of Biennium I, fiscal year 2017–2018, totals \$1,000,000 from the hospitality fund balance.
- The second fiscal year of Biennium I, fiscal year 2018–2019, totals \$1,000,000 from the hospitality fund balance.

Additionally, Biennium Budget I recommends the use of a contingency for the aforementioned initiatives totaling \$1,000,000.

- The first fiscal year of Biennium I, fiscal year 2017–2018, totals \$1,000,000 from the hospitality fund balance vis-à-vis the contingency.
- The second fiscal year of Biennium I, fiscal year 2018–2019, totals \$1,000,000 from the hospitality fund vis-à-vis the contingency.

APPENDIX A – 1

Table 7 *Hospitality Tax Advisory Committee Recommendations*

Organization	FY17 HTax Allocation	FY18 Total Project Cost	FY18 Amount Requested	FY18 Recommendation
701 Center for Contemporary Art	\$10,000	\$74,500	\$30,000	\$11,000
Ann Brodie's Carolina Ballet Season		\$160,000	\$25,000	\$4,500
Auntie Karen Foundation		\$343,650	\$35,000	\$11,000
Benedict College Athletics Department	\$25,000	\$175,000	\$100,000	\$16,000
Blythewood Historical Society and Museum	\$5,100	\$30,000	\$18,000	\$2,000
Capital City Lake Murray Regional Tourism	\$66,000	\$763,500	\$75,000	\$31,000
Carolina Marathon Association	\$7,700	\$150,000	\$10,500	\$4,500
Columbia City Ballet	\$62,478	\$1,358,750	\$100,000	\$4,500
Columbia Classical Ballet	\$59,478	\$413,340	\$153,000	\$4,500
Columbia Film Society	\$30,700	\$85,000	\$15,000	\$4,500
Columbia Music Festival Association/CMFA ArtSpace	\$5,500	\$400,100	\$50,000	\$4,500
Columbia Regional Sports Council - Midlands Authority for Conventions, Sports & Tourism	\$57,000	\$372,000	\$65,000	\$42,000
Columbia Stage Society/Town Theatre	\$5,500	\$25,000	\$12,400	\$4,500
Columbia United FC	\$24,037	\$250,000	\$70,000	\$24,000
Devine Street Association	\$5,000	\$5,000	\$5,000	\$1,000
Edgewood Foundation	\$4,000	\$6,300	\$3,000	\$1,000
Famously Hot New Year	\$93,000	\$400,000	\$93,000	\$1,500
Friends of the Tapp's Art Center		\$121,247	\$30,000	\$1,000
Greater Columbia Educational Foundation	\$18,000	\$120,500	\$18,000	\$25,000
Greater Columbia Restaurant Association	\$20,000	\$134,400	\$30,000	\$20,000
In The Middle		\$18,000	\$15,000	\$3,000
Jam Room Foundation/Columbia Music Festival Association - Fiscal Agent	\$1,000	\$148,024	\$73,874	\$1,000
Kingsville Historical Foundation	\$61,000	\$130,000	\$65,000	\$3,000

Latino Communications Community Development Corporation	\$33,500	\$90,000	\$41,500	\$3,000
Lower Richland Sweet Potato Festival	\$50,000	\$350,000	\$350,000	\$16,000
Midlands Tech Harbison Theatre	\$25,500	\$520,000	\$50,000	\$18,000
Miss SC Scholarship Organization	\$15,500	\$1,062,000	\$60,000	\$7,250
North Columbia Business Association	\$17,000	\$99,000	\$17,000	\$1,000
Pinewood Lake Park Foundation	\$230,000	\$250,000	\$250,000	\$3,000
Palmetto AIDS Life Support Services (PALSS)	\$6,000	\$15,500	\$6,000	\$1,000
Palmetto Capital City Classic	\$15,500	\$250,000	\$35,000	\$7,750
Richland Music Festival	\$5,000	\$185,000	\$50,000	\$1,000
River Community Foundation	\$50,500	\$130,000	\$100,000	\$1,000
SC Philharmonic	\$38,000	\$359,105	\$90,000	\$4,500
SC Pride Movement	\$1,000	\$173,000	\$25,000	\$1,000
SC State Firemen's Association Endowment		\$465,325	\$50,000	\$1,000
SC State Museum Foundation	\$13,500	\$150,000	\$50,000	\$13,129
SCALE, Inc. - Second Chance Afterschool Learning Environment, Inc.	\$50,000	\$170,000	\$85,000	\$4,000
SCALE, Inc. - Second Chance Afterschool Learning Environment, Inc.	\$25,000	\$170,000	\$85,000	\$4,000
Sparkleberry Country Fair (Northeast Fair, Inc.)	\$18,000	\$170,000	\$40,000	\$16,000
Special Olympics SC	\$35,000	\$180,000	\$35,000	\$1,000
Special Olympics SC (Fiscal Agent) - National Collegiate Marching Band Championships and Festival		\$569,365	\$50,000	\$8,250
Town of Eastover	\$33,395	\$65,000	\$50,000	\$2,637
Town of Irmo	\$10,600	\$84,988	\$10,600	\$6,000
Villa Entertainment Group		\$150,000	\$75,000	\$0
Whaley Street Neighbors, Inc.	\$1,000	\$32,600	\$11,800	\$1,000
Workshop Theatre of SC	\$54,500	\$85,350	\$32,137	\$1,000
Totals	\$ 1,288,988	\$11,460,544	\$2,740,811	\$ 347,516

APPENDIX B - CAPITAL IMPROVEMENTS

Through the planned capital improvements Biennium Budget I recommends the following initiatives:

- Continuation of the Magistrate Office Replacement Plan:** The County is committed to ensuring that County Magistrates have appropriate facilities to carry out its responsibilities to the residents of the County. Biennium Budget I supports County Council past commitment to a biennial bond issuance of \$1.6 million to replace the rented Magistrate offices with new County-owned facilities. The facility upgrades will fit within the financial means of the County which will require approximately six years to complete, pursuant to the following schedule:

Magistrate Office	Site Identified	Begin Construction	Complete Construction
Upper Township (Renovation)	May 30, 2017	July 30, 2017	January 30, 2018
Hopkins (New Construction)	May 30, 2017	August 30, 2017	July 30, 2018
Dentsville (Renovation)	January 30, 2017	January 30, 2018	October 30, 2018
Pontiac (Renovation)	July 30, 2017	July 30, 2018	March 30, 2019
Olympia (Renovation)	November 30, 2017	July 30, 2018	March 30, 2019
Waverly (Renovation)	September 30, 2019	January 31, 2020	September 30, 2020
Lykesland (Renovation)	September 30, 2021	January 31, 2022	September 30, 2022

- Property Acquisition to facilitate the development a new Sheriff Headquarters:** The County Administrator's Office is committed to working with the County's Elected and Appointed Officials to ensure that they well equipped, financial, to carry out their responsibilities to the residents of the County. As such, Biennium Budget I commits \$2 million to complete the purchasing and conduct the required renovations to facilitate the development of a new Sheriff's Headquarters.
- Solid Waste Improvements:** The infrastructure of the County is important for continued streamlining and improvement in the efficiency of the County's service delivery. Recognizing this fact, Biennium Budget I recommends multiple equipment upgrades, including \$650,000 for a new methane gas system in the County's Solid Waste Department.

APPENDIX C - MAJOR AREAS THAT MAY CHALLENGE THE COUNTY'S VIABILITY

Upon your review, you will find that Biennium Budget I is a balanced approach to prompting fiscal discipline throughout the County's operations. Afforded through the Budget is the opportunity to have a more focused approach to short and long-term strategic planning to address major areas or concerns that will challenge the County's viability.

- Waste Water Treatment – Population growth projections indicate that the Midlands region will have a population of one million by 2035. The population growth as projected presents challenges to the County's capability in providing waste water services. As the population increases, so will demand. Currently, the County has an antiquated waste water treatment system that consists of the Broad River Waste Water Treatment Plant, Eastover Waste Water Treatment Plant, and a myriad of package treatment plants. In order to meet challenges and the subsequent demand for waste water services, the County must develop an approach to streamline the method in which waste water services are provided, comprehensively, countywide.
- Transportation Penny – The County Transportation Program, as designed, can address the infrastructure needs countywide. Since being approved through the 2012 referendum by the County's residents, the program has completed major initiatives; however, the program is under performing. This is not due to a lack of funding as the 2012 referendum approved \$450,000,000 to initiate the Program. Although approved by the taxpayers, the program remains in a mode of "campaigning" rather than moving to a mode of "implementation." Hence, inefficiencies in the implementation of the County Transportation Improvement Program have undermined the performance of the program. The Administration will seek direction from County Council to get the Program back on schedule.

APPENDIX D - SPECIAL REQUESTS

One of the undergirding priorities of Richland County Government is to ensure that Elected Officials and Millage agencies have the funding needed to facilitate excellent provisions of services to the County and its residents, particularly as it relates to public safety and education. Biennium Budget I addresses the special budgetary requests of these aforementioned agencies as highlighted below:

- Midland Technical College: Midlands Technical College (MTC) requested the assistance of Richland County to finance the construction of its Center for QuickJobs Training and Workforce Development at the MTC's Beltline Campus. The Center's "programs will directly target the rapid training of specific workforce skills critically required by employers in the college's service area," especially the needs in the emerging manufacturing and information technology fields. During its priority setting session in September 2016, Richland County Council established four priority areas: Core County Government; Constituent Services; Special Interests; and Economic Development. MTC plays an important role in workforce development and economic development. Thus, Biennium Budget I recommends approval of the half mill increase request from MTC to fund the \$10 million request to replace the Lindau Engineering Technology building that will house the Center for QuickJobs Training and Workforce.

APPENDIX E – INTERNAL SERVICE FUNDS

Vehicle Replacement Fund

The County has a “rolling stock” of vehicles totaling 1,425 and lacks a formal vehicle use policy. Staff’s review, which was not inclusive of the possible violations of Federal Internal Revenue Service policies, of the rolling stock of vehicles and the manner in which they are assigned and managed revealed multiple areas for improvement, programmatically and fiscally. Many of these vehicles are utilized by the County’s public safety departments: Emergency Services and the Sheriff. This budget implements a vehicle replacement and maintenance fund to ensure that the state of the art law enforcement and emergency response vehicles are available for their efficient operations.

- Fiscal Year 2017 – 2018, the first fiscal year of Biennium I funds the Vehicle Replacement Fund at \$4,500,000.
- Fiscal Year 2018 – 2019, the second fiscal year of Biennium I funds the Vehicle Replacement Fund at \$4,500,000.

In addition to establishing a dedicated fund for the County’s vehicle replacement and maintenance process, effective July 1, 2017, staff will implement a comprehensive Vehicle Use and Replacement Policy which combines best practices as it relates to utilizing the County’s vehicles efficiently and effectively.

Special Elections Fund

The County’s Elections and Voters Registration Department manages and conducts elections. The fiscal issues that have adversely impacted the County’s Elections and Voters Registration Department are well documented. In an effort to facilitate and prompt increased fiscal discipline within this office, this budget establishes a dedicated accounting fund to support County special elections, their equipment needs, and the election cycle as a whole.

- Fiscal Year 2017 – 2018, the first fiscal year of Biennium I funds the Special Elections Fund at \$100,000.
- Fiscal Year 2018 – 2019, the second fiscal year of Biennium I funds the Special Elections Fund at \$100,000.

This will ensure that a funding mechanism is established to provide the funding needed for this Department to conduct unexpected special elections.

Legislative Delegation Fund

The Legislative Delegation Office, in addition to serving as a liaison between the various levels of government and individual citizens, provides assists to County veterans. Biennium Budget I establishes a dedicated accounting fund for the Legislative Delegation support the services their office provides to the County’s residents in the amount of \$526,495.

- Fiscal Year 2017 – 2018, the first fiscal year of Biennium I funds the Legislative Delegation Fund at \$261,459.
- Fiscal Year 2018 – 2019, the second fiscal year of Biennium I funds the Legislative Delegation Fund at \$265,036.

Council’s approval of these funding levels will charge this fund accordingly. The Legislative Delegation can proceed pursuant to this fiscal policy.

APPENDIX F - SPECIAL PURPOSE (REVENUE) FUNDS

The County's Special Purpose Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) to provide specific services to the residents of the County. The table below provides a summary of the recommended totals for the special revenue funds for Biennium Budget I, which totals \$255,492,631:

Special Purpose Funds	FY 2018 Recommendation	FY 2019 Recommendation
Victim's Assistance Totals	\$1,244,082	\$1,244,082
Tourism Development Totals	\$1,344,000	\$1,350,000
Temporary Alcohol Totals	\$128,700	\$127,413
Emergency Telephone System Totals	\$5,866,261	\$5,782,352
Fire Service Totals	\$26,282,310	\$28,868,954
Stormwater Service Totals	\$4,029,862	\$4,345,764
Conservation Commission Totals	\$781,644	\$797,277
Neighborhood Development Totals	\$781,644	\$797,277
Hospitality Tax Totals	\$6,592,000	\$6,789,760
Accommodations Tax Totals	\$700,000	\$702,000
Title IV-D Civil Process Totals	\$70,000	\$70,000
Road Maintenance Totals	\$6,313,000	\$6,628,650
Public Defender Totals	\$3,352,031	\$3,352,031
Transportation Penny Totals	\$63,175,500	\$63,807,255
School Resource Officer Totals	\$5,486,095	\$5,626,545
Economic Development Totals	\$954,021	\$973,021
Special Purpose Funds Totals	\$127,101,150	\$131,262,381

APPENDIX G –MILLAGE AGENCIES

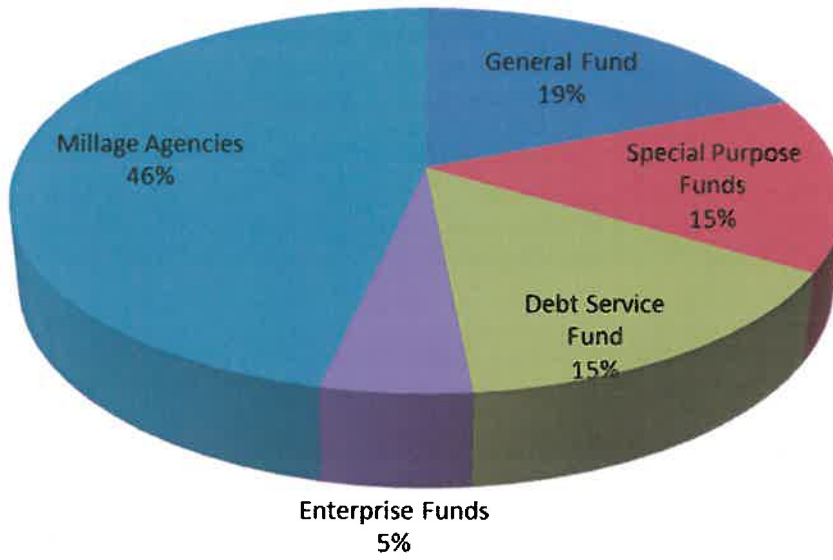
All revenues and expenditures related to each operation is maintained in a separate accounting fund. The table below provides a summary of the recommended totals for the fiduciary funds for Biennium Budget I, which totals \$816,866,264.80:

Millage Agency	2016 Adopted	2017 Adopted	Biennium Budget I – Fiscal Year 2017 - 2018	Biennium Budget I – Fiscal Year 2018 - 2019
Richland County Recreation Commission	\$ 13,351,700	\$ 13,470,125	\$ 13,890,690	\$14,168,504
Columbia Area Mental Health	\$ 1,977,700	\$ 2,042,998	\$ 2,103,905	\$2,145,983
Public Library	\$ 24,629,200	\$ 25,386,972	\$ 25,960,555	\$26,479,766
Riverbanks Zoo	\$ 2,172,600	\$ 2,143,731	\$ 2,245,995	\$2,290,915
Midlands Technical College	\$ 7,591,500	\$ 7,941,128	\$ 8,106,046	\$8,268,167
School District One	\$ 199,439,620	\$ 204,912,872	\$ 206,208,756	\$210,332,931
School District Two	\$ 137,213,726	\$ 142,202,732	\$ 145,873,293	\$148,790,759
Total	\$ 386,376,046	\$ 398,100,558	\$ 404,389,240	\$412,477,025

APPENDIX H - COUNTY FUND STRUCTURE

- I. Governmental Funds**
 - A. General Fund**
 - B. Special Purpose (Revenue) Funds**
 - 1. Victim's Assistance
 - 2. Tourism Development
 - 3. Temporary Alcohol
 - 4. Emergency Telephone System
 - 5. Fire Service
 - 6. Stormwater Service
 - 7. Conservation Commission
 - 8. Neighborhood Development
 - 9. Hospitality Tax
 - 10. Accommodations Tax
 - 11. Title IV-D Civil Process
 - 12. Road Maintenance
 - 13. Public Defender
 - 14. Transportation Penny
 - 15. School Resource Officer
 - 16. Economic Development
 - C. Debt Service Funds**
 - 1. General Obligation Bonds
 - 2. Special Assessment Bonds
 - 3. Revenue Bonds
 - 4. Agency Bonds
 - D. Capital Fund**
- II. Proprietary Funds**
 - A. Enterprise Funds**
 - 1. Solid Waste
 - 2. Utilities and Service
 - 3. Parking Garage
 - 4. Airport Operations
 - B. Internal Service Funds**
 - 1. Vehicle Replacement Fund
 - 2. Special Elections Fund
 - 3. Legislative Delegation
- III. Millage Agency (Fiduciary) Funds**
 - A. Richland County Recreation Commission**
 - B. Columbia Area Mental Health**
 - C. Public Library**
 - D. Riverbanks Zoo**
 - E. Midlands Technical College**
 - F. School District One**
 - G. School District Two**

Biennium Budget I – Fiscal Year 2017 - 2018



Biennium Budget I – Fiscal Year 2018-2019

