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LANCASTER, SC

STATE OF SOUTH CAROLINA

COUNTY OF LANCASTER

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)
ORDINANCE NO. 2021-1726

AN ORDINANCE

TO ADOPT THE LANCASTER COUNTY CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2021-2022 THROUGH 2030-2031 AS RECOMMENDED BY THE LANCASTER COUNTY PLANNING COMMISSION.

Be it ordained by the Council of Lancaster County, South Carolina:

Section 1. Findings.

- A. The Lancaster County staff prepared the draft version of the Lancaster County Capital Improvements Plan Fiscal Years 2022 – 2031.
- B. The draft document was presented to the Lancaster County Planning Commission for review and comments.
- C. The Lancaster County Planning Commission has recommended approval to the Lancaster County Council.

Section 2. Adoption of Document; No Funding Authorized.

The Lancaster County Council hereby adopts the Lancaster County Capital Improvements Plan 2022 – 2031 document. Inasmuch as this is strictly a financial planning document, no funding for any project contained therein is authorized through the adoption of this ordinance.

Section 3. Severability.

If any section, subsection or clause of this ordinance is held to be unconstitutional or otherwise invalid, the validity of the remaining sections, subsections and clauses shall not be affected.

Section 4. Conflicting Provisions.

To the extent this ordinance contains provisions that conflict with provisions contained in the Lancaster County Code or other County ordinances, the provisions contained in this ordinance supersede all other provisions and this ordinance is controlling.

Section 5. Effective Date.

This ordinance is effective upon Third Reading.

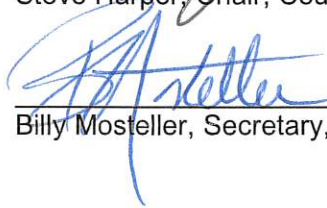
AND IT IS SO ORDAINED

Dated this 19th day of JULY, 2021.

LANCASTER COUNTY, SOUTH CAROLINA

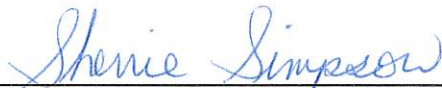


Steve Harper, Chair, County Council



Billy Mosteller, Secretary, County Council

ATTEST:



Sherrie Simpson, Clerk to Council

First Reading:	March 22, 2021
Second Reading:	April 12, 2021
Public Hearing:	June 28, 2021
Third Reading:	July 19, 2021

Lancaster County

South Carolina

2021

Fiscal Year 2022/31 Proposed Capital Improvement Plan

PREPARED BY LANCASTER COUNTY FINANCE DEPARTMENT
KIMBERLY BELK

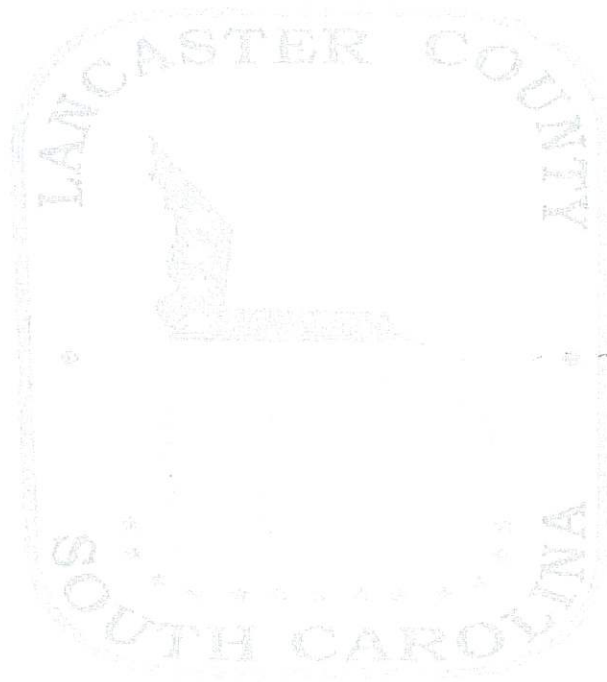
Lancaster County South Carolina Council



Seated (L to R): Vice-Chairman, Brian Carnes; Chairman, Steve Harper; Secretary, Billy Mosteller. Standing (L to R): Councilman Allen Blackmon, Councilman Larry Honeycutt, Councilwoman Charlene McGriff, and Councilman Terry Graham.

Council Members	District	Term Expires
Terry Graham	1	12/31/2024
Charlene McGriff	2	12/31/2022
Billy Mosteller	3	12/31/2024
Larry Honeycutt	4	12/31/2022
Steve Harper	5	12/31/2024
Allen Blackmon	6	12/31/2022
Brian Carnes	7	12/31/2024

Administrator, Steve Willis
Clerk to Council, Sherrie Simpson



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July 13, 2021

Steve Harper, Chairman
Members, County Council

Mr. Chair & Council Members,

Please find the corresponding recommendations for the FY2022-31 Capital Improvement Plan (CIP). You will find this plan is based off of data and recommendations provided by the Impact Fee Study and the Facilities Needs Study balanced with available financial resources. The total for the 10 year plan as presented is \$203,236,935. This total encompasses an investment into the County's capital assets with funding sources including capital project sales tax, potential impact fee collections, strategic use of County fund balance, as well as debt issuance. While this plan will address many of the needs that have been identified by the studies already mentioned as well as those identified by your department heads, the majority of funding focuses in the area of public safety.

In total there is \$47,696,120 in allocations for a new detention center in public safety beginning in FY2021/22 which is a major expense facility as approved by the voters to be funded through debt issuance using capital project sales tax funds. In addition there are several stations planned for Emergency Medical Services (EMS) within the next 10 years totaling over \$11 million with funding sources varying. Fire Service also has 3 stations planned within the next 10 years per the impact fee study. As described in the study, the growth in development will lend itself towards new facility needs to maintain current service levels. In addition to facilities, public safety is also planned to have \$34 million in replacement equipment.

In terms of roads and infrastructure improvements, the public services division has the second largest capital expenses planned with over \$42 million. This includes the annual allocation from the road maintenance fee for preservation, but is largely related almost \$20 million in roads funding over the next 5 years. This includes over \$13 million from capital project sales tax 3 and approximately \$6.75 million remaining on capital project sales tax 2. Additionally, funding is included for a public works administrative office and fleet operations garage in the amount of \$4.9 million as well as recycling center upgrades. The remaining plans relate to replacement equipment.

Closely following public services would be general services which include plans for both Parks & Recreation and the Managed Information Systems (MIS) departments. Parks & Recreation has several new facilities which planning has already begun for in the current year which will begin construction at the end of this current year into next year. Those projects include renovations at the Indian Land Recreation Center and soccer fields in

Heath Springs and Indian Land. The total of those three projects is estimated at over \$14 million. In addition this plan reflects the intent to do a phased construction of the regional park beginning in fiscal year 2022/23. The park would be completed using a combination of funding from hospitality tax and impact fee revenue over the next 10 years.

The level of funding for the above projects displays an emphasis on updating outdated facilities as identified in the space needs assessment, includes the projects necessary to maintain levels of service as discussed in the impact fee study, and will allow for the County to invest in replacement assets which provide for efficiency gains in the future. Appreciation must be given to all of the department heads and elected officials who helped develop this plan as well as our evaluation team members who helped rank and prioritize these projects. Investments in capital are an important step to maintaining financial resiliency while providing Lancaster County citizens with the services they need.

Thank you for your consideration and taking this step to progress the County towards sustainable long term financial planning.

Kimberly Belk
Interim Deputy County Administrator

CIP Development

CIP Schedule

Budget staff modeled the process for development largely off of the County’s budget process. In July, forms were sent out and preliminary meetings were held with department heads to kick off the development. By the end of summer, the majority of submissions were received. Through the fall, those submissions were compiled and turned over to the evaluation team who reviewed and scored projects. The members of the evaluation team included the County Administrator, Deputy County Administrator, Public Services Division Director, Chief Financial Officer, and the Development Services Division Director. Following their scoring, budget staff ranked the projects and worked on revenue projections and estimates to identify funding sources as needed. This information rounded out project scheduling and the proposed document was prepared in January.

Project Evaluation and Scheduling

Once the evaluation team received submissions, they were asked to score projects based on the below matrix. If there was a project they completely disagreed with, they could also choose not to provide a score at all.

	Emergent Need	Highly Desired
Time Constraint Relevant	Extreme Necessity, Rushed Timeframe—Not optional, can’t be delayed 4	Desirable, Rushed Timeframe—Optional, can’t be delayed 2
Time Constraint Irrelevant	Extreme Necessity, Time Delay Possible—Not Optional, can be delayed 3	Desirable, Time Delay Possible—Optional, can be delayed 1

In addition to their scoring, budget staff worked with the County Administrator to create criteria to weight scores depending on project type. The highest weight was given to projects with public health or public safety implications, followed by infrastructure improvements, then economic development impacts, and finally projects that would relate directly to quality of life improvements such as recreational facilities. Beyond project types, budget staff weighted additionally projects that were the result of a mandate or compliance issue, projects that showed a partnership or collaborative effort, asset replacements, projects that resulted in gains in efficiency, and finally department identified priority projects.

Financial Planning

Lancaster County strives to follow best practices in financial management. To this end, the county recognizes the importance of the CIP for long-term financial planning. The document developed will assist the county in achieving goals and meeting the needs of our residents. The County continuously works to improve processes

so the funding of studies such as the facilities needs assessment in 2020 and the results of that analysis were incorporated within this plan as needed. In the future any refinement to this proposed document would be done in concert with recommendations from future studies and plans. For example, the County will be looking at updating the Solid Waste Master Plan and Comprehensive Plan within the next fiscal year. If necessary, as a result, the County will make improvements to the CIP as a result. Additionally, the CIP has been developed in coordination with the recommendations of various other County committees to ensure a coordinated effort in identifying needs and strategic growth opportunities the maximize benefits to citizens of the County.

Funding Summaries

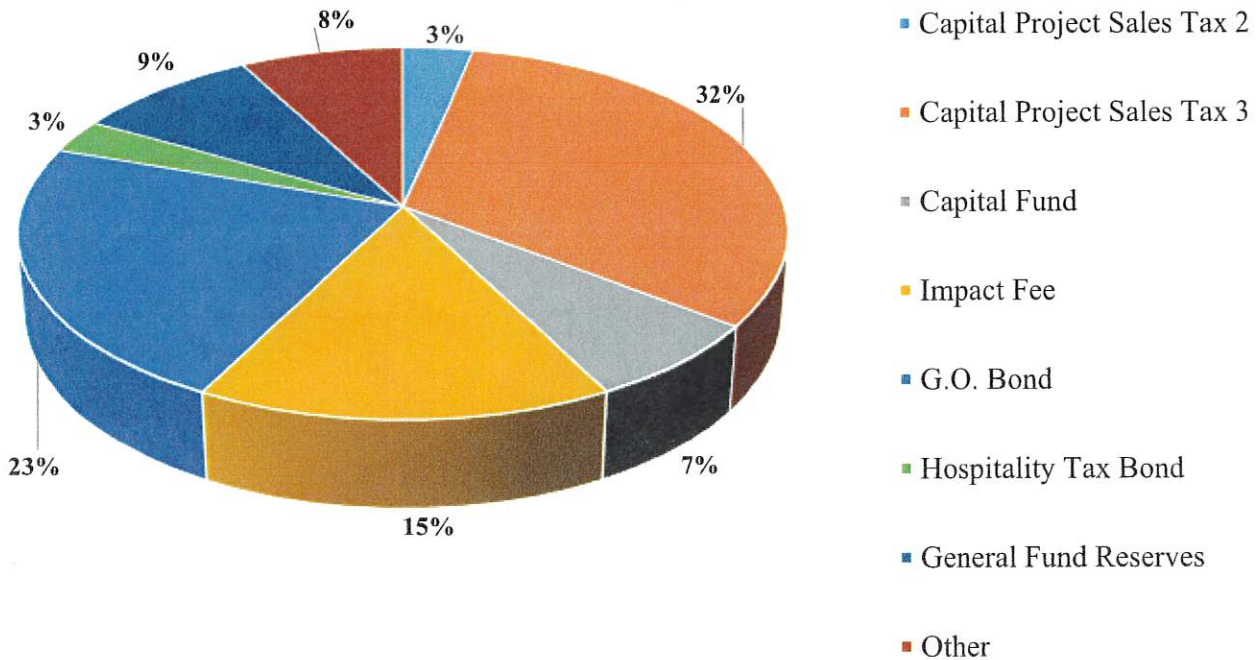
Revenue Summary

The revenue summary by sources which will be utilized to fulfill the capital needs outlined in this plan are included below. Capital Project Sales Tax is the largest making up 32% of proposed funding. Sales tax three, which was approved by voters in November 2020, includes \$47 million for a detention center and is the largest item included in the plan. This is followed by general obligation bonds which are planned to be utilized on several projects which makes up 23% of the funding strategy. There is also planned to be a much less significant issuance of special revenue source bond using the hospitality tax fund. The potential impact fee revenue is also proposed at 15% of the proposed plan to be directly correlated to the impact fee study. And finally, the last significant revenue source is the general fund reserves which is proposed to fund approximately \$20 million of projects in the next 10 years.

	Revenues by Source					
	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/31
Capital Project Sales Tax 2	6,750,000					
Capital Project Sales Tax 3	47,246,120		2,900,000	5,425,000	4,904,719	4,600,000
Capital Fund	1,300,000	1,210,000	1,460,000	1,300,335	1,340,000	7,690,435
Impact Fee			340,000		12,589,900	18,134,330
G.O. Bond	21,311,025	9,000,000	8,100,000	7,600,000		
Hospitality Tax Bond		6,000,000				
General Fund Reserves	1,620,000	1,780,000	4,220,000	220,000	220,000	9,948,670
Other*	1,700,000	797,500	420,000	425,000	5,285,000	7,398,901

*Includes the following revenue sources: County road fee, grants, and stormwater fee.

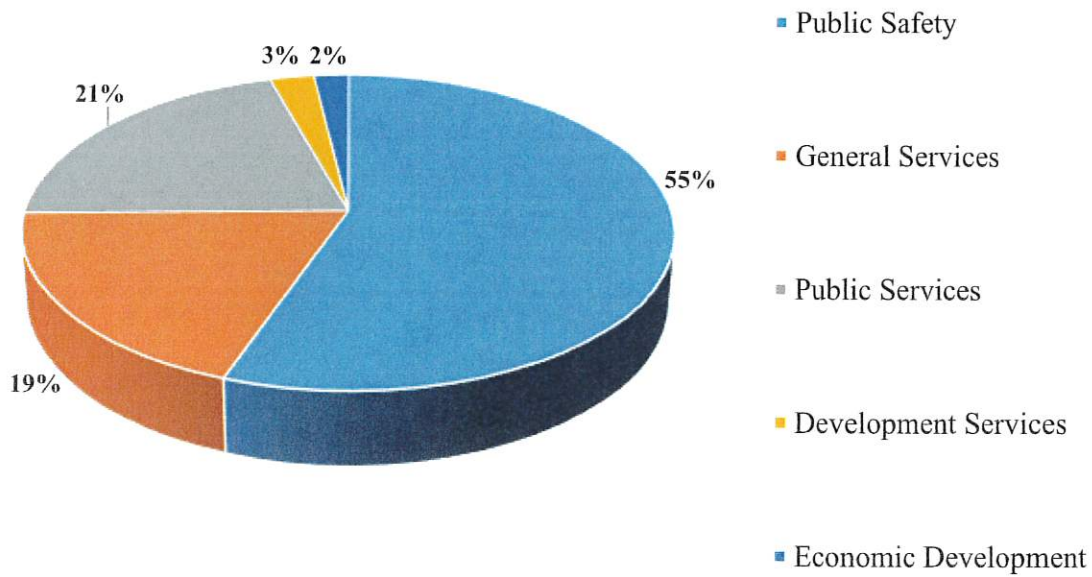
Funding Source Graph



Expenditures Summary

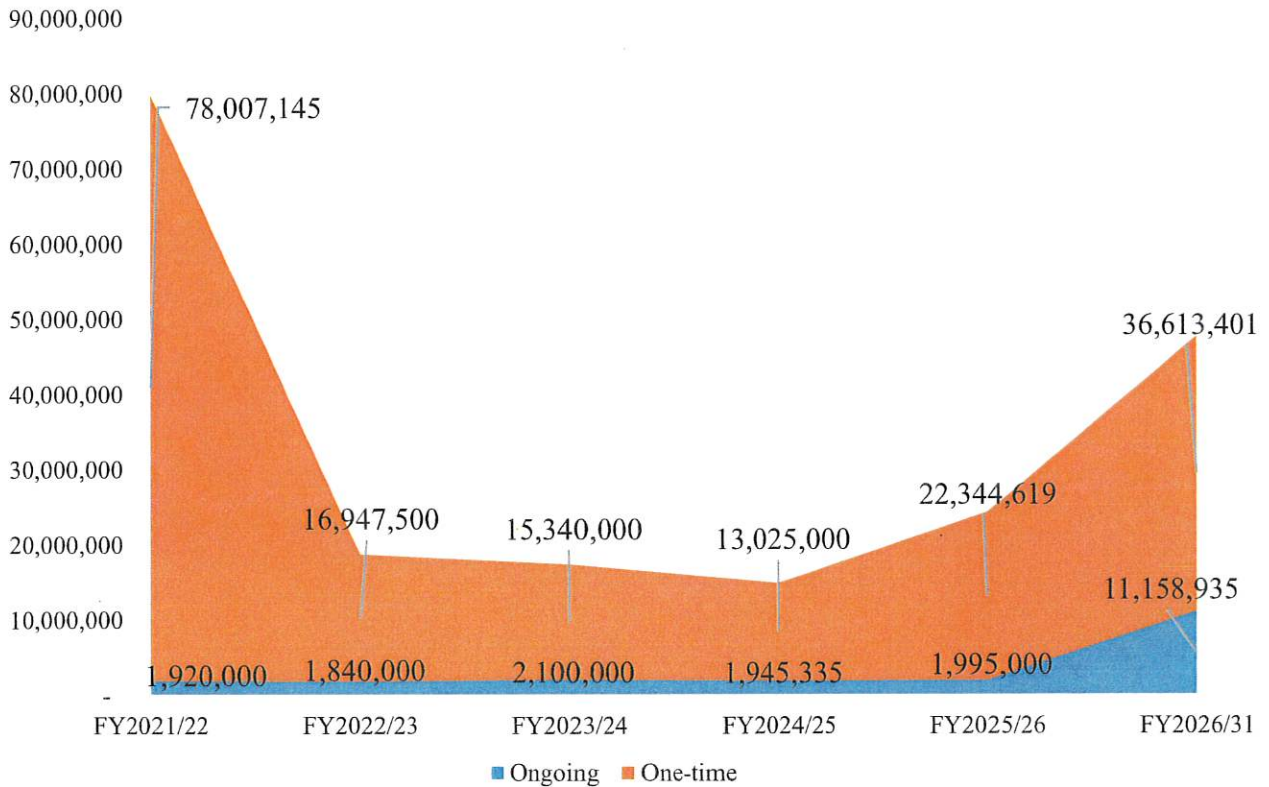
Below displays a breakdown of expenditures included in this plan over the next 10 years by division. Public safety has the largest allocation in the next 10 years with over 50% of planned capital expenditures, followed by public services. Public services includes the roads departments as well as the solid waste department within this plan. General services has roughly \$39,000,000 planned over the next 10 years. This is largely comprised of Parks and Recreation projects, but also includes some Management Information System (MIS) department funding as well. Development services include Stormwater projects as well as a facility for the division.

Expenditures by Division						
	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/31
Public Safety	50,246,120	10,110,000	9,120,000	8,300,335	8,299,900	26,588,656
General Services	14,765,000	7,530,000	220,000	220,000	5,220,000	11,020,000
Public Services	14,916,025	960,000	4,100,000	6,450,000	5,969,719	10,163,680
Development Services	-	187,500	4,000,000	-	850,000	-
Economic Development	-	-	-	-	4,000,000	-
	79,927,145	18,787,500	17,440,000	14,970,335	24,339,619	47,772,336



One-time versus Ongoing Capital Projects

While all items in the capital improvement plan are one-time purchases, many projects included in this plan are actually ongoing planned asset replacement. The below graphic is used to better distinguish the funding going towards a continuous planned replacement plan versus a single use of funding. Funding sources for the ongoing projects are dedicated for multiple years with continuous revenue. For the most part ongoing projects are largely equipment purchases while one-time projects range from facility renovations or construction to road rehabilitation.



	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/31
Ongoing	1,920,000	1,840,000	2,100,000	1,945,335	1,995,000	11,158,935
One-time	78,007,145	16,947,500	15,340,000	13,025,000	22,344,619	36,613,401

Lancaster County, South Carolina Summary of Proposed Projects

Project Estimate	Total 5 Year									
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031				
Coroner's Office										
Office Space	1,300,000	-	-	-	-	-				
	1,300,000	-	-	-	-	-				
Emergency Medical Services										
Ambulances	12,332,500	660,000	1,020,000	8,300,335	1,072,000	8,597,615				
EMS Station 3	4,732,500	660,000	1,020,000	700,335	1,072,000	4,997,615				
EMS Station 6	1,800,000	-	-	1,800,000	-	-				
EMS Combination Station	1,800,000	-	-	1,800,000	-	-				
EMS Station 7	4,000,000	-	-	4,000,000	-	-				
EMS Station 10	-	-	-	-	-	1,800,000				
	-	-	-	-	-	1,800,000				
Economic Development										
Spec. Building	4,000,000	-	-	-	4,000,000	-				
	4,000,000	-	-	-	4,000,000	-				
Fire Service										
Fire Apparatus Countywide Purchase	24,327,900	-	8,100,000	-	7,227,900	13,619,101				
Aerial Apparatus/Mobile Command Post	8,100,000	-	8,100,000	-	-	-				
Apparatus (New Stations)	9,000,000	-	-	-	-	-				
Fire Stations	3,227,900	-	-	-	3,227,900	3,227,900				
	4,000,000	-	-	-	4,000,000	10,391,201				
Management Information System										
MIS Hardware Improvements	1,100,000	220,000	220,000	220,000	220,000	1,250,000				
	1,100,000	220,000	220,000	220,000	220,000	1,250,000				
Development Services										
Building/Office Space	4,000,000	-	4,000,000	-	-	-				
	4,000,000	-	4,000,000	-	-	-				

Lancaster County, South Carolina Summary of Proposed Projects

Project	Total 5 Year									
	Estimate	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031			
Roads										
Fleet Garage and Public Works Admin	29,515,744	12,796,025	785,000	3,915,000	6,255,000	5,764,719	7,353,500			
Road Preservation	4,946,025	4,946,025	-	-	-	-	-			
Road Paving	2,090,000	400,000	410,000	420,000	425,000	435,000	2,218,500			
Bush Hog Replacements (2)	19,979,719	6,750,000	-	2,900,000	5,425,000	4,904,719	2,200,000			
Motorgrader Replacement (5)	400,000	200,000	-	200,000	-	-	400,000			
Track Excavator	1,040,000	200,000	200,000	210,000	210,000	220,000	1,210,000			
Tandem Dump Truck Replacements (4)	300,000	300,000	-	-	-	-	420,000			
	760,000	-	175,000	185,000	195,000	205,000	905,000			
Solid Waste										
Recycling Center Upgrades	2,880,000	2,120,000	175,000	185,000	195,000	205,000	2,810,180			
Warehouse, Crew Facility, and Shop	2,120,000	2,120,000	-	-	-	-	-			
Refuse Trucks (4)	-	-	-	-	-	-	1,905,180			
	760,000	-	175,000	185,000	195,000	205,000	905,000			
Parks & Recreation										
Lancaster County Regional Park	26,855,000	14,545,000	7,310,000	-	-	5,000,000	9,770,000			
Recreation Centers Security Systems	11,000,000	-	6,000,000	-	-	5,000,000	6,500,000			
Parking Lot at Springdale	210,000	-	210,000	-	-	-	-			
Gym Floors at AJRC and BRC	1,100,000	-	1,100,000	-	-	-	-			
Field Lighting Additions and Replacements	300,000	300,000	-	-	-	-	-			
Renovate IL EMS Station for Rec Use	-	-	-	-	-	-	1,320,000			
Maintenance Shop at Buford Recreation	-	-	-	-	-	-	475,000			
Walnut Creek Soccer Fields	-	-	-	-	-	-	475,000			
Indian Land Recreation Center	4,221,000	4,221,000	-	-	-	-	-			
Soccer Fields at Indian Land	4,991,000	4,991,000	-	-	-	-	-			
Soccer Fields at Heath Springs	5,033,000	5,033,000	-	-	-	-	-			

Lancaster County, South Carolina Summary of Proposed Projects

Total 5 Year		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Project	Estimate						
911	1,100,000	1,100,000	-	-	-	-	-
Console Replacement	1,100,000	1,100,000	-	-	-	-	-
Stormwater	1,037,500	-	187,500	-	-	850,000	-
Calvin Hall Stream Crossing Replacement	850,000	-	-	-	-	850,000	-
Stream Gauging Stations	187,500	-	187,500	-	-	-	-
Sheriff	47,696,120	47,246,120	450,000	-	-	-	4,371,940
Armored Vehicle	300,000	-	300,000	-	-	-	-
In Car Cameras and Body Cameras	150,000	-	150,000	-	-	-	-
Sheriff's Operations Building	-	-	-	-	-	-	1,210,000
Sheriff Substation	-	-	-	-	-	-	3,161,940
Detention Center	47,246,120	47,246,120	-	-	-	-	-
Total	155,464,599	79,927,145	18,787,500	17,440,000	14,970,335	24,339,619	47,772,336

Summary of Additional Operating Impact

In order to fully understand the impact of completing a capital project, staff has estimated the impact on operating expenses. Some of the projects included in this plan represent on-going maintenance or replacement items which already have operating funding allocated and have been budgeted for in the past. Those have been excluded from the below data. The only projected impacts below are included for new or additional capital projects that will add to the operating budget.

	2021- 2022	2022- 2023	2023- 2024	2024- 2025	2025- 2026	2026- 2031
Coroner's Office						
Office Space		7,685	7,839	7,995	8,155	52,475
Emergency Medical Services						
EMS Station 3				7,055	7,195	38,195
EMS Station 6				7,055	7,195	38,195
EMS Combination Station				22,755	23,210	123,200
EMS Station 7						31,000
EMS Station 10						2,536,225
Economic Development						
Spec. Building					15,750	48,670
Development Services						
Building/Office Space				20,000	20,400	110,000
Roads						
Fleet Garage and Public Works Admin Office		32,900	33,500	34,170	35,000	185,790
Solid Waste						
Public Works Warehouse, Crew Facility, and Shop						72,600
Refuse Truck Replacement			16,000	16,320	16,646	88,360
Parks & Recreation						
Recreation Centers Security Systems			12,000	12,240	12,485	66,275
Field Lighting Additions and Replacements						63,000
Renovate IL EMS Station for Rec Use						38,215
Maintenance Shop at Buford Recreation						120,335
Walnut Creek Soccer Fields						216,715
Indian Land Recreation Center		360,000	367,200	374,545	382,035	2,027,890
Soccer Fields at Indian Land		90,900	92,720	94,575	96,465	512,045
Soccer Fields at Heath Springs		39,995	40,795	41,610	42,445	273,105
911						
Console Replacement		74,153		76,597	79,159	
Sheriff						
In Car Cameras and Body Cameras			13,000	13,260	13,525	71,796
Sheriff's Operations Building						28,403
Sheriff Substation						9,185
Total	0	605,633	583,054	728,177	759,666	6,751,674

Costs are not fully known or estimated at this time on every large facility expansion, but more details will come as plans develop. The detention center, fire stations, and regional park projects have been excluded for that reason.

Project Details by Department

Office Space Coroner's Office

Project Overview

This project came to the attention of the County directly as a result of the COVID-19 crisis. The current space the Coroner's Office is occupying is not adequate to fulfill the requirements that they need in times of emergency. The facility was included in the space needs study as well, but was not as high of a priority on the list at the time. Due to the pandemic, the County is recommending bumping this facility to a higher rank to handle the case load the department is facing.

Funding

This will be funded through anticipated federal aid money.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design	\$50,000					
Land Acquisition	\$1,000,000					
Construction	\$250,000					
Technology						
Equipment						
Other						
Total Expenditures	\$1,300,000	\$0	\$0	\$0	\$0	\$0
Revenues						
Other Governmental	\$1,300,000					
Total Revenues	\$1,300,000	\$0	\$0	\$0	\$0	\$0

Status

Funding anticipated to be received in Spring 2021. Project will start after funding is received.

Aerial Apparatus/Mobile Command Post Fire Service/Emergency Management

Project Overview

This project encompasses planning for a new aerial apparatus and mobile command post. It will include the replacement of the current 1997 platform currently stationed at the City of Lancaster Fire department, the replacement of the current 2001 75ft. straight stick housed at the Elgin Fire department, and the purchase and placement of mid mount platforms at both the Indian Land and Pleasant Valley Fire departments. Lastly, a mobile command post will be purchased with the intent for it to be usable by all emergency service departments.

Funding

The decision to move forward with funding for this project will be decided by the voters of Lancaster County in the next election.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment		\$9,000,000				
Other						
Total Expenditures	\$0	\$9,000,000	\$0	\$0	\$0	\$0
Revenues						
G.O. Bond		\$9,000,000				
Total Revenues	\$0	\$9,000,000	\$0	\$0	\$0	\$0

Status

Referendum planned for November 2021.

Fire Apparatus-County-wide Fire Service/Emergency Management

Project Overview

While fire trucks and various other types of equipment used on the trucks and housed at the stations last longer than vehicles and equipment used by other first responders such as police cruisers and ambulances, their daily use requires them to be replaced on a routine basis. In order to outfit stations with the new trucks and equipment they need, the county purchases the equipment through the issuance of GO Bonds when the time comes.

Funding

Funding for this project will be derived through the issuance of General Obligation Bonds.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment			\$8,100,000			
Other						
Total Expenditures	\$0	\$0	\$8,100,000	\$0	\$0	\$0
Revenues						
G.O. Bond			\$8,100,000			
Total Revenues	\$0	\$0	\$8,100,000	\$0	\$0	\$0

Status

Project will not begin until fiscal year 2024.

Fire Stations Fire Service/Emergency Management

Project Overview

As identified in the impact fee study, in order to maintain current service levels in the panhandle area, new facilities will need to be built. This will include a second station in Indian Land, a second station for Pleasant Valley, and a headquarters station for Van Wyck fire district. The operating costs for these facilities will largely be the responsibility of the fee districts.

Funding

Funding for this project will be derived through Impact Fee dollars.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction					\$4,000,000	\$10,391,201
Technology						
Equipment						
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$4,000,000	\$10,391,201
Revenues						
Impact Fee					\$4,000,000	\$7,925,400
To be Determined						\$2,465,801
Total Revenues	\$0	\$0	\$0	\$0	\$4,000,000	\$10,391,201

Status

Based on impact fee collection projections, it will be fiscal year 2026 before construction could begin on the first station.

Apparatus (New Stations) Fire Service/Emergency Management

Project Overview

Vehicles and equipment will need to be purchased for new stations coming online in the coming years. Due to the growth being experienced where the new stations will be built, these purchases can be made through the use of Impact Fee dollars.

Funding

Funding for this project will be derived through Impact Fee dollars and another yet to be identified source.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment					\$3,227,900	\$3,227,900
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$3,227,900	\$3,227,900
Revenues						
Impact Fee					\$3,227,900	\$513,300
To Be Determined						\$2,714,600
Total Revenues	\$0	\$0	\$0	\$0	\$3,227,900	\$3,227,900

Status

Based on projected collections in impact fee revenue and station build timelines, initial purchase will not happen until fiscal year 2026.

Ambulances Emergency Medical Services (EMS)

Project Overview

EMS Units (Ambulances) are currently purchased on an annual basis. Based off of growth in the county, a need has been determined to begin purchasing three EMS Units per year instead of two. In doing so, new EMS Stations which are soon due to come online and those planned in the future will be properly equipped with the units needed to allow said stations to function as intended. Additionally, moving from two units to three units per year will allow for the continuation of moving EMS Units with high mileage at high call volume stations to stations with lower call volumes in order to maximize the life of EMS Units.

Funding

Funding for this project will be derived from the Capital Equipment Fund which is used to purchase high dollar, fairly routine equipment. Additionally, money will be used from the Impact Fee collections.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment	\$600,000	\$660,000	\$1,020,000	\$700,335	\$1,072,000	\$4,997,615
Other						
Total Expenditures	\$600,000	\$660,000	\$1,020,000	\$700,335	\$1,072,000	\$4,997,615
Revenues						
Capital Fund	\$600,000	\$660,000	\$680,000	\$700,335	\$710,000	\$3,850,435
Impact Fee			\$340,000		\$362,000	\$1,147,180
Total Revenues	\$600,000	\$660,000	\$1,020,000	\$700,335	\$1,072,000	\$4,997,615

Status

Ongoing funding for replacements will continue as part of each fiscal year budget process for 2 ambulances. The third ambulance will be funded bi-annually through projected impact fee collections beginning in fiscal year 2023-2024.

Station Three Emergency Medical Services (EMS)

Project Overview

EMS Station Three is currently located south of the City of Lancaster. This station will be relocated in order to reduce response times in an effort to better serve citizens in that area of the county.

Funding

Funding for EMS Station three will be derived from the issuance of General Obligation Bonds.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design				\$70,038		
Land Acquisition						
Construction				\$1,622,731		
Technology				\$38,299		
Equipment				\$58,459		
Other				\$10,473		
Total Expenditures	\$0	\$0	\$0	\$1,800,000	\$0	\$0
Revenues						
G.O. Bond				\$1,800,000		
Total Revenues	\$0	\$0	\$0	\$1,800,000	\$0	\$0

Status

Project will not begin until FY2025.

Station Six Emergency Medical Services (EMS)

Project Overview

EMS Station Six is currently located just north of the Town of Kershaw. It will be replaced in order to allow EMS staff to better conduct their job duties and render life-saving care to citizens of Lancaster County in and around the Town of Kershaw.

Funding

Funding for EMS Station Six will be derived from the issuance of General Obligation Bonds.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design				\$70,038		
Land Acquisition						
Construction				\$1,622,731		
Technology				\$38,299		
Equipment				\$58,459		
Other				\$10,473		
Total Expenditures	\$0	\$0	\$0	\$1,800,000	\$0	\$0
Revenues						
G.O. Bond				\$1,800,000		
Total Revenues	\$0	\$0	\$0	\$1,800,000	\$0	\$0

Status

Project will not begin until FY2025.

Station Seven Emergency Medical Services (EMS)

Project Overview

EMS Station Seven is currently located within the Town of Heath Springs. This station is aging and is outdated. In order to best serve the citizens in and around the Town of Health Springs, this station needs to be replaced.

Funding

Funding for EMS Station Seven will be derived from the One Cent Capital Project Sales Tax 3 passed by the voters in the 2020 general election.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						\$70,038
Land Acquisition						
Construction						\$1,622,731
Technology						\$38,299
Equipment						\$58,459
Other						\$10,473
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$1,800,000
Revenues						
Capital Project Sales Tax 3						\$1,800,000
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$1,800,000

Status

This is a pay as you go project so based on collection projections for capital project sales tax 3 it will not begin until fiscal year 2026-27.

Station Ten Emergency Medical Services (EMS)

Project Overview EMS Station Ten

EMS Station Ten is a new EMS Station which will be built in the northern end of the county, located in the Indian Land area. This area of the county has experienced much growth in recent years and is anticipated to see more growth in the coming decade. In order to properly serve the citizens in the northern end of the county and help accommodate for future growth, an additional station is needed.

Funding

Funding for EMS Station Ten will be derived from the One Cent Capital Project Sales Tax 3 passed by the voters in the 2020 general election.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						\$70,038
Land Acquisition						
Construction						\$1,622,731
Technology						\$38,299
Equipment						\$58,459
Other						\$10,473
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$1,800,000
Revenues						
Capital Project Sales Tax 3						\$1,800,000
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$1,800,000

Status

This is a pay as you go project so based on collection projections for capital project sales tax 3 it will not begin until fiscal year 2026-27.

Combination Station Emergency Medical Services (EMS)

Project Overview

The proposal for the EMS Combination Station includes one large station in the City of Lancaster to take the place of two current stations in and around the City of Lancaster. The intention of this Combination Station is to reduce overall costs on property while also providing better coverage for citizens living in and around the City. This station will also be able to accommodate future growth expected in and around the City. The building will mirror that of the new EMS 4/9 station on a larger scale.

Funding

Funding for EMS Combination station will be derived from the issuance of General Obligation Bonds.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design				155,000		
Land Acquisition				1,000,000		
Construction				2,615,000		
Technology				100,000		
Equipment				130,000		
Other						
Total Expenditures	\$0	\$0	\$0	\$4,000,000	\$0	\$0
Revenues						
G.O. Bonds				4,000,000		
Total Revenues	\$0	\$0	\$0	\$4,000,000	\$0	\$0

Status

Project will not begin until 2024-2025.

Hardware Improvements/Replacement Management Information Systems (MIS)

Project Overview

The MIS improvements included in this Capital Improvement Plan entail replacing various hardware and technology set-ups on a yearly basis in order to ensure all systems will run efficiently and as intended and employees will have properly functioning equipment in order to perform their job duties well.

Funding

Funding for MIS Improvements will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$1,250,000
Equipment						
Other						
Total Expenditures	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$1,250,000
Revenues						
General Fund Reserves	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$1,250,000
Total Revenues	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$1,250,000

Status

This will be an ongoing capital replacement of existing equipment and will be allocated as part of the annual budget process.

Fleet Operations Garage/Public Works Administration Office Roads

Project Overview

As noted in the recently completed Facility Needs Study, various Public Works facilities are sparse throughout the County. In order to ensure Public Works as the adequate facilities needed to conduct their day to day operations, it was recommended to construct a centralized Public Works Administration office in addition to a Fleet Operations Garage. This will set up key functions of the Public Works division to be able to perform their job duties safely and adequately while anticipating future growth of the division, mirroring the growth of the County itself.

Funding

Funding for the Fleet Operations Garage and the Public Works Administration Office will be derived from the issuance of General Obligation Bonds.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design	\$204,326					
Land Acquisition	\$2,017,436					
Construction	\$2,629,728					
Technology						
Equipment	\$94,535					
Other						
Total Expenditures	\$4,946,025	\$0	\$0	\$0	\$0	\$0
Revenues						
G.O. Bond	\$4,946,025					
Total Revenues	\$4,946,025	\$0	\$0	\$0	\$0	\$0

Status

This project is planned to be part of a bond issuance for public works projects in late fiscal year 2022.

Road Paving Roads

Project Overview

The County submitted this proposal as part of the One Cent Capital Project Sales Tax passed by the voters in the November 2016 and 2020 election. Road projects are prioritized and determined by the County Transportation Commission.

Funding

Funding for this project is derived from the One Cent Capital Project Sales Tax passed by the voters of Lancaster County in the November 2016 and November 2020 election. In addition, the latter years funding has a contribution from general fund reserves.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction	6,750,000	-	2,900,000	5,425,000	4,904,719	2,200,000
Technology						
Equipment						
Other						
Total Expenditures	\$6,750,000	\$0	\$2,900,000	\$5,425,000	\$4,904,719	\$2,200,000
Revenues						
Capital Project Sales Tax 2	6,750,000					
Capital Project Sales Tax 3			2,900,000	5,425,000	4,904,719	
General Fund Reserves						2,200,000
Total Revenues	\$6,750,000	\$0	\$2,900,000	\$5,425,000	\$4,904,719	\$0

Status

The final roads of CPST 2 will be completed in FY2022 and include the following listed below:

- 1) Walnut Road/Stewert Place Road/Langley Road- Only Walnut Road is incomplete. Total estimated remaining cost is \$700,000.
- 2) Lynwood Drive- Tentative schedule for completion is September/October 2021 completion. Total estimated cost is \$750,000.

- 3) Capital Sales SCDOT Pay GO Alternates including French Street, Normandy Street, Hughes Street, Ernest Scott, Horsehoe and, Man O War. Tentative completion date is 11/30/2021 for entire contract (multiple roads). Total estimated cost is \$2,000,000.
- 4) Capital Sales SCDOT Pay GO Alternates including Camp Creek Road (portion), Mt. Carmel Road (portion), Hilldale Drive. Total estimated cost (barring significant change orders) is \$3,300,000. Beginning in FY2024 the county will begin looking at the roads prioritized by the County Transportation Commission for CPST 3. Funding for those projects will continue for several years based on collection projections.

Road Preservation Roads

Project Overview

As determined by County Public Works staff based on need and current condition, work will be conducted on roads within the County in order to properly maintain and preserve them so costly and avoidable repairs are not needed in the future.

Funding

Funding for Road Preservations Projects is derived from the road fees outlined in the Fee Schedule. The full Fee Schedule can be found in the budget ordinance and/or budget document on the County’s website.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment						
Other	\$400,000	\$410,000	\$420,000	\$425,000	\$435,000	\$2,218,000
Total Expenditures	\$400,000	\$410,000	\$420,000	\$425,000	\$435,000	\$2,218,000
Revenues						
Road Maintenance Fee	\$400,000	\$410,000	\$420,000	\$425,000	\$435,000	\$2,218,000
Total Revenues	\$400,000	\$410,000	\$420,000	\$425,000	\$435,000	\$2,218,000

Status

This is an ongoing project funded through annual collections of the County road fee. It will be budgeted as part of the annual operating and capital budget.

Bush Hog Replacements Roads

Project Overview

Over the course of the first five year period of the CIP, two bush hogs will be purchased in fiscal years 2021-2022 and 2023-2024. Current active and reserve machines are low output and high maintenance machines. The new machines scheduled to be purchased are lower maintenance machines which will allow Roads employees to conduct their job duties more efficiently.

Funding

Funding for this project is derived from the Capital Equipment fund which is used for high dollar, yet fairly routine equipment purchases.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment	\$200,000		\$200,000			
Other						
Total Expenditures	\$200,000	\$0	\$200,000	\$0	\$0	
Revenues						
Capital Fund	\$200,000		\$200,000			
Total Revenues	\$200,000	\$0	\$200,000	\$0	\$0	\$0

Status

This will be part of the ongoing equipment replacement allocation for the Roads Department done in accordance with the annual budget process.

Motorgrader Replacement Roads

Project Overview

Over the first five year period of this Capital Improvement Plan, five Motorgraders will be purchased to replace existing ones. Ideally, Motorgraders should be replaced every five years and allocating this funding each year will allow the County to begin a true replacement plan for this equipment.

Funding

Funding for this project/replacement plan will be derived from the Capital Equipment Fund which is used for high dollar, fairly routine equipment purchases.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						\$106,861
Land Acquisition						\$219,823
Construction						\$1,850,320
Technology						
Equipment	\$200,000	\$200,000	\$210,000	\$210,000	\$220,000	\$1,210,000
Other						
Total Expenditures	\$200,000	\$200,000	\$210,000	\$210,000	\$220,000	\$3,060,320
Revenues						
Capital Fund	\$200,000	\$200,000	\$210,000	\$210,000	\$220,000	\$1,210,000
Total Revenues	\$200,000	\$200,000	\$210,000	\$210,000	\$220,000	\$1,210,000

Status

This will be part of the ongoing equipment replacement allocation for the Roads Department done in accordance with the annual budget process.

Track Excavator Roads

Project Overview

The County currently has one large excavator which is an older model and is due to be replaced. Growth in the County has caused this current machine to be used almost daily. In order to accommodate the growth, a new, larger machine is needed so that more jobs which require the use of this machine can be accomplished in house. In the long run, this will result in contractual savings in the Roads accounts due to a lessened need to outsource jobs Roads staff are unable to currently take on.

Funding

Funding for this project will be derived from the Capital Equipment Fund which is used for high dollar, fairly routine equipment purchases.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment	\$300,000					\$420,000
Other						
Total Expenditures	\$300,000	\$0	\$0	\$0	\$0	\$420,000
Revenues						
Capital Fund	\$300,000					\$420,000
Total Revenues	\$300,000	\$0	\$0	\$0	\$0	\$420,000

Status

This will be part of the ongoing equipment replacement allocation for the Roads Department done in accordance with the annual budget process.

Tandem Dump Truck Replacement Roads

Project Overview

As with the Refuse Trucks, four dump truck replacements will be purchased in four out of the first five years of this Capital Improvement Plan. Due to the County still being responsible for maintaining a fair amount of gravel roads, dump trucks are still needed as part of this department in order to properly maintain these gravel roads.

Funding

Funding for this project will be derived from the Capital Equipment Fund which is used for high dollar, fairly routine equipment purchases.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment		\$175,000	\$185,000	\$195,000	\$205,000	\$905,000
Other						
Total Expenditures	\$0	\$175,000	\$185,000	\$195,000	\$205,000	\$905,000
Revenues						
Capital Fund		\$175,000	\$185,000	\$195,000	\$205,000	\$905,000
Total Revenues	\$0	\$175,000	\$185,000	\$195,000	\$205,000	\$905,000

Status

This will be part of the ongoing equipment replacement allocation for the Roads Department done in accordance with the annual budget process.

Refuse Truck Replacement Solid Waste

Project Overview

In four out of the first five years of this Capital Improvement Plan, one refuse truck will be purchased per year for a total of \$760,000. The collections function of the Solid Waste Department has mirrored the growth in the County as a whole. In making these purchases over the first five years, a foundation for a true replacement plan will be laid so that these frequently used and necessary vehicles can be regularly replaced when they reach the end of their functional life.

Funding

Funding for this project will be derived from the Capital Equipment Fund which is used for high dollar, routine equipment purchases.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment		\$175,000	\$185,000	\$195,000	\$205,000	\$905,000
Other						
Total Expenditures	\$0	\$175,000	\$185,000	\$195,000	\$205,000	\$905,000
Revenues						
Capital Fund		\$175,000	\$185,000	\$195,000	\$205,000	\$905,000
Total Revenues	\$0	\$175,000	\$185,000	\$195,000	\$205,000	\$905,000

Status

This will be part of the ongoing equipment replacement allocation for the Solid Waste Department done in accordance with the annual budget process.

Public Works Warehouse, Crew Facility, and Shop Solid Waste

Project Overview

In addition to the Fleet Operations Garage and the Administration Office mentioned previously in this document, it was also recommended in the Facilities Needs Study to construct a warehouse, crew facility, and maintenance shop for various departments within the Public Works division. In doing so, proper and appropriate space would be created so various elements of the Public Services division are able to function optimally to serve the citizens of Lancaster County well.

Funding

Funding for this project will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						\$106,861
Land Acquisition						\$219,823
Construction						\$1,850,320
Technology						
Equipment						\$54,860
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$1,905,180
Revenues						
General Fund Reserves						\$1,905,180
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$1,905,180

Status

This project will not begin until fiscal year 2028.

Recycling Center Upgrades Solid Waste

Project Overview

Current Recycling Centers across the county are older and outdated. In order to keep up with the growth the county has experienced and is expected to continue to experience, there is a need to upgrade these sites. Upgrades will consist of new buildings, cans, fencing, paving, and concrete pads. Specific upgrades will be tailored to each site depending on what is needed.

Funding

Funding for the Recycling Center Upgrades project will be derived from the issuance of General Obligation Bonds.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design	\$100,000					
Land Acquisition						
Construction	\$1,700,000					
Technology						
Equipment	\$200,000					
Other	\$120,000					
Total Expenditures	\$2,120,000	\$0	\$0	\$0	\$0	\$0
Revenues						
G.O. Bond	\$2,120,000					
Total Revenues	\$2,120,000	\$0	\$0	\$0	\$0	\$0

Status

This project is planned to be part of a bond issuance for public works projects in late fiscal year 2022.

Regional Park Parks and Recreation

Project Overview

The Lancaster County Regional Park is a project designed to attract people and various organizations around the area to use the facilities and amenities which are planned for the park. In addition to facilities and amenities that residents of the county can use on a routine basis such as playgrounds, courts, and fields, the Regional Park will have large facilities such as gymnasiums which will attract travel sports teams and programs.

Funding

Funding for this project will be derived from a combination of Impact Fees and a Hospitality Tax. Additional funding in the future may be designated as it is available. In total the projected cost to complete the park was estimated to be approximately \$30 million in 2020.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment		\$6,000,000			\$5,000,000	\$6,500,000
Other						
Total Expenditures	\$0	\$6,000,000	\$0	\$0	\$5,000,000	\$6,500,000
Revenues						
Hospitality Tax		\$6,000,000				
Impact Fee					\$5,000,000	\$6,500,000
Total Revenues	\$0	\$6,000,000	\$0	\$0	\$5,000,000	\$6,500,000

Status

This project will be phased beginning in fiscal year 2023 using hospitality tax funding for the first phase.

Security Systems Parks and Recreation

Project Overview

In order to properly secure Parks and Recreation facilities, this project consists of installing security systems and the four recreation centers and those facilities currently being constructed that are due to soon come on line. In doing so, Parks and Recreation leadership will be able to properly monitor their facilities to ensure the safety of all staff and patrons during the day and to ensure facilities are secure and monitored during non-operational hours.

Funding

Funding for this project will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment		\$210,000				
Other						
Total Expenditures	\$0	\$210,000	\$0	\$0	\$0	\$0
Revenues						
General Fund Reserves		\$210,000				
Total Revenues	\$0	\$210,000	\$0	\$0	\$0	\$0

Status

This project will begin in fiscal year 2023.

Springdale Recreation Center Parking Lot Parks and Recreation

Project Overview

The parking lot at the Springdale facility has reached the end of its functional life and is due to be replaced. This project will replace the portion which is already paved and pave the portion which has remained gravel over the years. In doing so, this will allow proper parking for patrons and cut down on the maintenance which is required to keep the lot minimally functional in its current state.

Funding

Funding for this project will be derived from the PARD grant in addition to Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction		1,100,000				
Technology						
Equipment						
Other						
Total Expenditures	\$0	\$1,100,000	\$0	\$0	\$0	\$0
Revenues						
General Fund Reserves		\$900,000				
Grant Revenue		\$200,000				
Total Revenues	\$0	\$1,100,000	\$0	\$0	\$0	\$0

Status

This project is planned to begin in fiscal year 2023.

Gym Floor Replacement Parks and Recreation

Project Overview

The current flooring at the Andrew Jackson and Buford Recreation Centers are in the last few years of their functional life. In order to plan ahead for the day when they will reach the end of their life and immediately need to be replaced, they have been included in this Capital Improvement Plan for replacement during the 2021-2022 fiscal year.

Funding

Funding for this project will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction		\$300,000				
Technology						
Equipment						
Other						
Total Expenditures	\$0	\$300,000	\$0	\$0	\$0	\$0
Revenues						
General Fund Reserves		\$300,000				
Total Revenues	\$0	\$300,000	\$0	\$0	\$0	\$0

Status

This project is planned to begin in fiscal year 2023.

Field Lighting, Additions and Replacements Parks and Recreation

Project Overview

This project is proposing to add field lighting to those which do not currently have them. Due to increasing participation numbers, field lighting additions are warranted in order to add to the number of fields which can be routinely used for play opportunities. The Parks and Recreation department is currently at capacity with their current number of fields which have lighting. Fields which have been identified by Parks and Recreation staff for field lighting additions include: Fields B, C, & E at Walnut Creek Park and the undeveloped area at the Springdale Complex. In addition to these fields planned for new lighting, this project also encompasses replacing the lighting at Melvin Steele and Indian Land Recreation Center which are currently reaching their End of Life point.

Funding

Funding for this project will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment						\$1,320,000
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$1,320,000
Revenues						
General Fund Reserves						\$1,320,000
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$1,320,000

Status

This project is not planned until fiscal year 2027.

Renovate Indian Land EMS Station Parks and Recreation

Project Overview

An EMS Station currently sits on the property with the Indian Land Recreation Center. In future years, EMS no longer plans to use this building for EMS purposes. Since the county already owns the land and the building and is at the same site as the Indian Land Recreation Center, this project will renovate the EMS station on the property for Parks and Recreation. Possible uses for this space once renovated include: After School Programs, Summer Camps, Fitness Classes, and space for meeting and/or party rentals.

Funding

Funding for this project will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						\$475,000
Technology						
Equipment						
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$475,000
Revenues						
General Fund Reserves						\$475,000
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$475,000

Status

This project is not planned until fiscal year 2027.

Maintenance Shop at Buford Recreation Parks and Recreation

Project Overview

A Maintenance Shop building is proposed to be built at the current Buford Recreation Center site. In doing so, Parks and Recreation maintenance personnel will be better able to conduct their work at the Buford Recreation Center. Currently, the personnel which are stationed to maintain this site are also stationed to maintain sites in the Heath Springs and Kershaw communities. Building a shop at the Buford Recreation site will allow staff to station equipment and materials there rather than going to the main shop in Lancaster to load up supplies and equipment in order to conduct their work. Additionally, the Buford Recreation Center is planning to host tournaments in the future. Having a dedicated space for maintenance staff and the equipment and materials necessary to do their jobs will make it possible to host tournaments at this site without overextending Parks and Recreation staff.

Funding

Funding for this project will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						\$475,000
Technology						
Equipment						
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$475,000
Revenues						
General Fund Reserves						\$475,000
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$475,000

Status

This project is not planned to begin until fiscal year 2028.

Walnut Creek Soccer Fields Parks and Recreation

Project Overview

The soccer fields at Walnut Creek Park are currently covered with natural turf. Due to high levels of maintenance required for the upkeep of natural turf fields and the frequent use and popularity of the fields, two of them will be converted to artificial turf fields. Doing so will allow the fields to hold up better under frequent use and reduce the amount of labor required for maintenance and upkeep.

Funding

Funding for this project will be derived from Capital Project Sales Tax 3.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						\$1,000,000
Technology						
Equipment						
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Revenues						
Capital Project Sales Tax 3						\$1,000,000
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$1,000,000

Status

This project is not planned to begin until fiscal year 2030.

Indian Land Recreation Center Parks and Recreation

Project Overview

The current Indian Land Recreation Center located off of U.S. 521 will be remodeled and expanded. This will include new gym flooring and new flooring throughout the existing facility, the addition of a new full-court gymnasium that can be used as two courts crosscourt on the same floor, more restrooms and meeting/classrooms, the addition of a foyer and front desk at the facility entrance, addition of a storage room/mechanical room, as well as upgraded and expanded parking lots and new HVAC and lighting in the facility.

Funding

Funding for this project will be derived from the 2018 referendum approved bond.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design	\$287,317					
Land Acquisition						
Construction	\$3,883,683					
Technology	\$50,000					
Equipment						
Other						
Total Expenditures	\$4,221,000	\$0	\$0	\$0	\$0	\$0
Revenues						
G.O. Bond	\$4,221,000					
Total Revenues	\$4,221,000	\$0	\$0	\$0	\$0	\$0

Status

This project should be complete in Spring 2022.

Soccer Fields in Indian Land Parks and Recreation

Project Overview

The soccer complex on county property near the Avondale development on Harrisburg Road will feature two rectangular, synthetic turf fields with sports lighting, restrooms and concessions facility, a storage facility, bleachers and a playground.

Funding

Funding for this project will be derived from the 2018 referendum approved bond.

Expenditures

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design	\$407,292					
Land Acquisition						
Construction	\$4,475,000					
Technology	\$108,708					
Equipment						
Other						
Total Expenditures	\$4,991,000	\$0	\$0	\$0	\$0	\$0
Revenues						
G.O. Bond	\$4,991,000					
Total Revenues	\$4,991,000	\$0	\$0	\$0	\$0	\$0

Status

The planning and design phases were completed in the current year and construction should be complete in Spring 2022.

Soccer Fields in Heath Springs Parks and Recreation

Project Overview

The soccer complex on Kershaw Camden Highway between Heath Springs and Kershaw will feature two rectangular, synthetic turf fields with sports lighting, restrooms and concessions facility, a storage facility, bleachers and a playground.

Funding

Funding for this project will be derived from the 2018 referendum approved bond.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design	\$420,593					
Land Acquisition						
Construction	\$4,500,000					
Technology	\$112,407					
Equipment						
Other						
Total Expenditures	\$5,033,000	\$0	\$0	\$0	\$0	\$0
Revenues						
G.O. Bond	\$5,033,000					
Total Revenues	\$5,033,000	\$0	\$0	\$0	\$0	\$0

Status

The planning and design phases were completed in the current year and construction should be complete in Spring 2022.

Console Replacements 911 Communications

Project Overview

The consoles at the 911 operations center allow for operators to communicate with Fire, EMS, and Law Enforcement. The current consoles reached the end of their serviceable life at the end of 2020, meaning Motorola will no longer guarantee the availability of replacement parts. To make sure our equipment will remain serviceable by Motorola, we will need to replace the consoles. Doing so will ensure communication abilities will remain intact and functional between the County’s emergency/first responders.

Funding

Funding for this project will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment	\$1,100,000					
Other						
Total Expenditures	\$1,100,000	\$0	\$0	\$0	\$0	\$0
Revenues						
General Fund Reserves	\$1,100,000					
Total Revenues	\$1,100,000	\$0	\$0	\$0	\$0	\$0

Status

This project will commence in July 2021.

Armored Vehicle Sheriff

Project Overview

The Sheriff's Department is in need of a new SWAT vehicle which is used to transport personnel on the SWAT Team to and from destinations that require their presence. Their current SWAT vehicle is a retired ambulance which is reaching the end of its serviceable life. While it may seem like SWAT situations are rare occurrences, the SWAT vehicle is used on a weekly basis to conduct high risk search warrants and arrests. In purchasing this vehicle, lifesaving equipment will be on scene for every SWAT call should the need arise. Additionally, the vehicle that will be purchased is practical and easy to operate on a regular basis unlike some on the market.

Funding

Funding for this project will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment		\$300,000				
Other						
Total Expenditures	\$0	\$300,000	\$0	\$0	\$0	\$0
Revenues						
General Fund Reserves		\$300,000				
Total Revenues	\$0	\$300,000	\$0	\$0	\$0	\$0

Status

Equipment is planned to be acquired in fiscal year 2023 and funding will be allocated as part of the budget process.

Camera Replacements Sheriff

Project Overview

The body worn camera program is currently in its third year of operation. While replacements have taken place over these three years as needed, it is estimated that there will need to be a complete replacement of the program in the next five years. This will require replacing approximately 100 body worn cameras along with the servers which run the software and store the data for the cameras. In addition to the body worn cameras, approximately 60 in car cameras will need to be replaced in the next ten years. Each camera costs about \$5,000.

Funding

Funding for this project will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment		\$150,000				
Other						
Total Expenditures	\$0	\$150,000	\$0	\$0	\$0	\$0
Revenues						
General Fund Reserves		\$150,000				
Total Revenues	\$0	\$150,000	\$0	\$0	\$0	\$0

Status

The replacements will be acquired in 2022-2023.

Operations Building Sheriff

Project Overview

This project will allow the Sheriff’s department and other first responder personnel to have a space to conduct training exercises. Not only will this allow them to conduct specific operations related to their department, but it will allow joint training exercises between departments to practice for seamless execution during actual scenarios in the community where first responders need to work in unison.

Funding

The funding for this project will be derived from Fund Balance.

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						86,249
Land Acquisition						121,766
Construction						967,354
Technology						
Equipment						34,631
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$1,210,000
Revenues						
General Fund Reserves						1,210,000
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$1,210,000

Status

This project will not begin until fiscal year 2029.

Substation Sheriff

Project Overview

Currently the Sheriff's office is utilizing leased space in the Indian Land area. This project would allow for permanent space to be identified and either renovated or constructed to provide future certainty and allow for any expansion of operations in that area in the future.

Funding

Funding would be derived from Impact Fee dollars.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						110,000
Land Acquisition						1,000,000
Construction						2,001,940
Technology						
Equipment						50,000
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$3,161,940
Revenues						
General Fund Reserves						1,113,490
Impact Fee Revenue						\$2,048,450
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$3,161,940

Status

This project will not begin until fiscal year 2030.

Detention Center Sheriff

Project Overview

The current Detention Center is very out of date and has reached the end of its functional life. Various issues have plagued and continue to plague the building making it difficult for officers to do their job effectively while remaining in a safe environment. Not only do these various issues make it unsafe for officers and make it difficult for them to perform their job, these issues also cause safety concerns for the inmates housed at the Detention Center. A new Detention Center will solve these issues and also help accommodate for the increase in inmates being housed at any given time due to the rise in the County’s population.

Funding

The funding for this project will be derived from the One Cent Capital Project Sales Tax passed by the voters in the November 2020 election.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction	47,246,120					
Technology						
Equipment						
Other						
Total Expenditures	\$47,246,120	\$0	\$0	\$0	\$0	\$0
Revenues						
Capital Project Sales Tax 3	\$47,246,120					
Total Revenues	\$47,246,120	\$0	\$0	\$0	\$0	\$0

Status

This project will be a multi-year project beginning next year.

Calvin Hall Road Culvert Replacement Stormwater

Project Overview

This project involves replacing the current culvert on Calvin Hall Road near the intersection of SC-160. The location has a history of water overtopping the roadway during heavy rainfall events. In order to mitigate this issue, the culvert will not only be replaced but also resized to help prevent floodwaters from overtopping the roadway in the future. Being that it is a SCDOT road, maintenance of the road and the culvert will be the responsibility of SCDOT after the completion of the project.

Funding

The funding for this project will be derived from Fund Balance within the Stormwater Fund.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction					850,000	
Technology						
Equipment						
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$850,000	\$0
Revenues						
Stormwater Fee					850,000	
Total Revenues	\$0	\$0	\$0	\$0	\$850,000	\$0

Status

Will not begin until 2025.

Stream Gauging Stations Stormwater

Project Overview

In order to observe and collect data regarding stream levels during significant rainfall events while also obtaining baseline data during times where there is not a significant rainfall event, this project will place gauging stations along streams in portions of the county where the Stormwater department operates. These stations will allow for staff to record stream levels in order to accurately predict and communicate flooding concerns and use that data to help mitigate flooding during significant rainfall events in the future.

Funding

The funding for this project will be derived from Fund Balance within the Stormwater Fund.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design						
Land Acquisition						
Construction						
Technology						
Equipment		150,000				
Other						
Total Expenditures	\$0	\$150,000	\$0	\$0	\$0	\$0
Revenues						
Stormwater Fee		150,000				
Total Revenues	\$0	\$150,000	\$0	\$0	\$0	\$0

Status

Will not begin until 2022.

Office Space Development Services Division

Project Overview

This project consists of identifying and possibility constructing/renovating office space for the Development Services Division. This division, which encompasses the Building Inspections, Zoning, Stormwater and Planning departments, mirrors the population growth of the County. The more the County continues to grow, the more we will see these departments utilized in order to make sure that growth occurs in an orderly and systematic fashion. With more growth comes more work for these departments along with the need for more employees to accomplish an increased workload. A space will be needed in order to accommodate more employees and more work.

Funding

Currently the funding for this project is planned to be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design		185,000				
Land Acquisition		1,000,000				
Construction		2,705,000				
Technology						
Equipment		110,000				
Other						
Total Expenditures	\$0	\$4,000,000	\$0	\$0	\$0	\$0
Revenues						
General Fund Reserves		4,000,000				
Total Revenues	\$0	\$4,000,000	\$0	\$0	\$0	\$0

Status

Project is set to begin in fiscal year 2023. The County may explore other options such as a lease agreement or a repurposing of current space.

Speculative Building Economic Development

Project Overview

The Economic Development Department functions to bring businesses to the area. In order to aid in that process, Spec Buildings are often used to show what the county has to offer when courting businesses who are considering bringing their operations to the area. It is easier for businesses to envision themselves bringing their operations to the area when they are able to look at a potential space in real time.

Funding

The funding for this project will be derived from Fund Balance.

Expenditures						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2031
Planning/Design					200,000	
Land Acquisition						
Construction					3,800,000	
Technology						
Equipment						
Other						
Total Expenditures	\$0	\$0	\$0	\$0	\$4,000,000	\$0
Revenues						
General Fund Reserves					4,000,000	
Total Revenues	\$0	\$0	\$0	\$0	\$4,000,000	\$0

Status

Project will not begin until fiscal year 2026.

Appendix

Glossary

Bond – A written promise to pay a specified sum of money at a specific date together with periodic interest at a specified rate.

Budget – A comprehensive financial plan of operation which incorporates an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budgetary Control – The control of management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Debt – An obligation resulting from borrowed money or from the purchase of goods and services. Debts of government include bonds and notes.

Department – A major administrative unit of the County which manages an operation or group of related operations within a functional area.

Expenditures – The amount of cash paid or to be paid for a service rendered, goods received, or an asset purchased.

Fiscal Year – a 12 month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. Lancaster County's fiscal year begins July 1st and ends the following June 30th.

Fund – A self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulation, restrictions, or limitations.

General Fund – The fund used to account for all financial resources except those required to be accounted for in another fund.

General Obligation (GO) Bonds – When the County pledges its full-faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is used to refer to bonds which are repaid from taxes and other governmental revenue.

Grant – A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed the grantee.

Ordinance – A formal legislative enactment by the governing board of a county. If it is not in conflict with any higher form of law, such as, a State statute, a Federal law, or constitutional provision, it has the full force and effect of law within the county to which it applies. The difference between an ordinance and a resolution is that the latter required less formality and has a lower legal status.

Revenue – income received or anticipated from taxes or other sources, such as licenses and permits, user fees, fines, and investments.