Annual Operating Budget

Fiscal Year 2016 - 2017

Prepared by the City of Greenville Office of Management and Budget

city of greenville

ADOPTED

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City of Greenville, South Carolina

Adopted Operating Budget

Fiscal Year July 1, 2016 through June 30, 2017

Knox H. White
Mayor

Amy Ryberg Doyle
Council Member (District 1)

Lillian Brock Flemming
Council Member (District 2)

Jil M. Littlejohn
Council Member (District 3)

J. David Sudduth
Council Member (District 4)

George Fletcher
Council Member (At Large)

Gaye G. Sprague
Council Member (At Large)

John F. Castile
City Manager

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Greenville

South Carolina

For the Fiscal Year Beginning

July 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Greenville, South Carolina for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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EXECUTIVE SUMMARY

city of
greenville

The Honorable Knox H. White
Members of City Council
City of Greenville, South Carolina

Dear Mayor White and City Council Members:

It is a pleasure to present to the citizens of Greenville, members of City Council, and other interested readers the adopted FY 2016-17 operating budget for the City of Greenville, South Carolina. The budget for all funds is $170,983,851, including a General Fund budget of $78,623,699. This represents an overall total budgetary increase of 1.5% and a General Fund increase of 3.1% from the adopted FY 2015-16 operating budget. The General Fund millage rate for FY 2016-17 is 85.3 mills, representing no change for the current year's millage. The current and adopted millage of 85.3 represents a rollback from the FY 2014-15 adopted millage of 89.4 mills due to reassessment of property values by Greenville County. A summary of all funds is included at the end of the Executive Summary section.

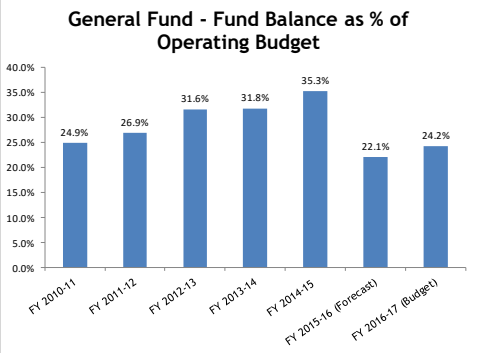
FY 2015-16 General Fund Year-End Outlook

In looking ahead to FY 2016-17, it is important to consider the projected financial operating results for FY 2015-16. The current fiscal year continues to reflect a robust local economy and a national economy that continues to show steady improvement. The City's major operating and special revenue funds are exceeding revenue expectations with expenditures well within the budget parameters, including the General Fund.

General Fund Projection (April 2016)	
FY 15/16 Beginning Balance	24,535,851
Projected FY 15/16 Revenues	78,531,608
Projected FY 15/16 Expenditures	(85,632,990)
Projected FY 15/16 Surplus (Deficit)	(7,101,382)
Projected FY 15/16 Ending Balance	17,434,469
20% Reserve Requirement	15,724,740
Amount Above/Below Requirement	1,709,729

The original FY 2015-16 General Fund budget contained an appropriation of fund balance in the approximate amount of $2 million for enhanced investments in recurring CIP projects. The budget has since been modified by another $10.8 million (representing a total of $12.8 million in fund balance appropriation) for contractual encumbrance budget rolls and off-cycle appropriations for Reedy River Redevelopment District Planning, Affordable Housing consultation and an increased equity contribution to the new Public Works Operations Center. In the General Fund, we are projecting to complete the current year with a deficit of $7.2 million based on the most recent revenue and expenditure projections. Given that the current amended FY 2015-16 budget contains a fund balance appropriation of $12,840,082, this deficit represents a significant favorable variance in connection with the projected budgeted use of fund balance. The current projected deficit of approximately $7.2 million is an improvement from the projections OMB presented during the February Council retreat (when controlling for the additional appropriations listed above). The year-end projected deficit of $7.1 million is $5.7 million less than the budgeted estimate of $12.8 million. The $5.7 million improvement is attributable to revenues exceeding budget by over $4 million and expenses coming in under budget by approximately $1.5 million. It is important to note the General Fund's revenue is a projection, as the insurance business license, which is projected at $9.4 million (as compared to FY 2014-15's actual receipt of $9.7 million), will not be received until late June.

While the current year-end projection reflects a fund balance of about $1.6 million in excess of the 20% requirement as a result of the significant investments made in FY 2015-16, the adopted FY 2016-17 budget projects the amount of fund balance in excess of the 20% reserve at year end to grow to $3.2 million.



FY 2016-17 Budget Principles

As anticipated performance in FY 2015-16 indicates, the local economy is continuing its recovery. While this continues the positive developments from the past several years, the improving financial performance provides the City with the resources to continue the effort begun in FY 2013-14 to address deferred capital, the increasing cost of service delivery and the accumulated impact of increasing service and work load requirements on the City's workforce. As was discussed during the City Council retreat, the budget emphasizes the following principles:

1) Continued investment in people to retain talented employees and assure the organization has an adequate workforce, both in terms of quality and quantity, to do the ever increasing public's business.

2) Continued reinvestment in the City's infrastructure and equipment in a sustainable manner to protect our existing investments, avoid higher costs in the future, and provide greater budgetary flexibility in subsequent years.

3) Make targeted investments that provide Greenville with a bright future through economic development and productivity improvements.

4) Replenish financial capacity for future signature projects.

This FY 2016-17 budget provides a reasoned approach to addressing these priorities and I believe, positions us well for future investments.

FY 2016-17 Revenues

In the General Fund, the budget contains $80,159,741 in estimated revenues reflecting about $5.9 million or a 8.0% increase over the FY 2015-16 budget amount of $74.3 million. Excluding debt proceeds, actual General Fund revenues totaled $76.4 million in FY 2014-15 and are projected at about $78.5 million in FY 2015-16. The adopted budget for FY 2016-17 is $80.2 million, an increase of $3.7 million or 4.9% over the FY 2014-15 actual revenues of $76.4 million (excluding debt proceeds) and $1.6 million or 2.1% over FY 2015-16 estimated total revenues of $78.5 million. It is important to note that there are several significant revenue sources (3rd and 4th quarter franchise fees and annual insurance business license) representing about $13.1 million or 16.7% of the General Fund budget that accrue in the final quarter of the fiscal year. In previous years, these revenue sources have proven to be extremely volatile. For this reason, the FY 2016-17 revenue budget estimate has been conservatively estimated for franchise fee and insurance revenues pending the receipt of these revenues that constitute such a significant portion of the City's General Fund budget. Accounting for a slightly more aggressive FY

General Fund FY 2016-17 Budget	
FY 16/17 Beginning Balance	17,434,469
Projected FY 16/17 Revenues	80,159,741
Projected FY 16/17 Expenditures	(78,623,699)
Projected FY 16/17 Surplus (Deficit)	1,536,042
Projected FY 16/17 Ending Balance	18,970,511
20% Reserve Requirement	15,724,740
Amount Above/Below Requirement	3,245,771

2016-17 revenue projection, the budget includes an 8.4% increase (budget year over budget year) in property tax revenues and a 9.2% increase in license and permit revenues (budget year over budget year) – though these projected increases are only 2.0% above projected FY 2015-16 receipts.

Other revenue categories such as fees and charges and court fines are expected to have little change from the FY 2015-16 adopted budget.

We have incorporated the Aid-to-Subdivision as reflected in the State House budget version now being debated in the Senate. The House version contains no additional funding for the Local Government Fund. We have also assumed that the insurance business license will remain substantially similar to FY 2014-15 levels. As mentioned in the previous paragraph, this revenue source represents a significant portion of General Fund revenues, is highly volatile, and is completely unforecastable due to the unavailability of trending data and its annual remittance in June of each year. While a large portion of fund balance is being used in FY 2015-16 for capital investment, the budget before you remains above the existing 20% fund balance requirement with anticipated accumulation of additional fund balance in FY 2016-17.

The budget does contain fee increases in the areas of wastewater and stormwater. Those fee adjustments are discussed in greater detail in the Executive Summary section.

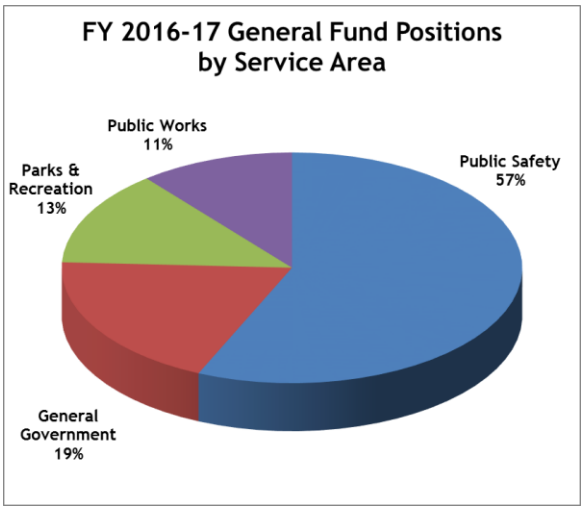
FY 2016-17 Expenditures

The budget was impacted by several factors:

- *Merit Increase:* The budget includes a pool for a merit increase (3.0% of payroll), effective with the pay period beginning October 1, 2016, for employees to remain market competitive and to retain a quality workforce. The total cost of this adjustment for all funds is about $941,000 for FY 2016-17 ($1,255,000 annually) with approximately $742,500 ($990,000 annually) attributable to the General Fund. To pay for this, the City is continuing the 2.25% vacancy factor across all funds. Based on the payroll trends experienced in the current year's budget, we believe this vacancy factor is achievable. While the City's vacancy rate over the past three years has been approximately 4% to 5% annually, our experience in connection with payroll expenditures is that our expenditures run at about 2%-2.5% under budget. This variance is the result of leave payouts upon terminations and retirements, and the use of temporary services during vacancies. The merit increase will not be implemented until October when the results from FY 2015-16 are completed and affirm our financial projections.

- *Health Insurance:* The FY 2015-16 budget year marked the second full budget with the City's self-funded health insurance model. In January 2016, employer contributions increased 4.6% and employee contributions increased 2% to reflect projected claims experience for the plan year (January – December 2016). The adopted FY 2016-17 budget includes funding (7.5% of employer premiums) for a rate increase in January 2017, should such an increase be required to fund actual and projected claims estimates. Claims experience through March 2016 is favorable; however, final rate setting for the 2017 calendar year will not occur until October 2016.

- *Additional Positions:* The adopted budget contains 16 additional full-time positions (total FY 2016-17 cost of approximately $549,660) with 13 of the positions reflected in the General Fund at a FY 2016-17 cost of approximately $436,097. The new positions in FY 2016-17 include a new GRAVITY program coordinator in the Police department to work with at-risk youth and gang prevention efforts; 12 additional firefighting positions to staff the new Verdae-Woodruff Fire Station starting in January 2017; a new Senior Engineering Technician to coordinate ever-increasing environmental regulations; a Parking Maintenance Specialist to serve the two new parking garages; and a new Safety Training Officer in the Transit department. The chart on the right shows a breakdown of General Fund positions by service area. A complete listing of the additional positions and their cost is included on Page C-4. The budget also includes a reduction of 16 positions across all funds, including eight in Solid Waste, four in Transit and four in Parking.



In addition, this budget works to implement the direction given by City Council at its retreat including:

- *Continued reinvestment in Equipment:* The budget includes $4,247,968 across all funds for vehicle and equipment replacement and acquisition – contrasted with the FY 2015-16 amount of $5,190,485. The FY 2016-17 budget includes a continued investment in Solid Waste vehicles and equipment connected with the implementation of automated solid waste and recycling collection. The FY 2015-16 budget included $2,270,000 for Solid Waste equipment as well as $257,875 in funding for other capital outlay. The FY 2015-16 capital equipment budget, net of Solid Waste and other set-asides, totaled $2,662,610. The FY 2016-17 capital equipment budget across all funds (less Solid Waste and other capital outlay) totals $3,023,646 and an increase of over $360,000 from the previous year's investments in replacement capital of $2.7 million. City staff is also continuing to implement the steps identified in the FY 2013-14 Fleet study, and has completed: a right-sizing process which reduced the City's rolling fleet by approximately 150 vehicles/pieces of equipment; created a ten-year equipment replacement schedule; and built a quantitative evaluation model for determining vehicle replacement needs. The model evaluates the City's current vehicles and equipment based on weighted factors of age, mileage/usage, type of use, vehicle condition, repair costs and utilization. While the adopted budget includes estimated funding for replacements in the General Fund and several of the enterprise funds, the specific replacement list is still under development using the quantitative model.

	FY 2015-16	FY 2016-17
Total Capital Outlay	5,190,485	4,247,968
Less Solid Waste	(2,270,000)	(583,250)
Less One-Time Capital	(257,875)	(641,072)
Net Capital Outlay	2,662,610	3,023,646

- *Continued reinvestment in Infrastructure:* The budget reflects the $12,415,211 appropriation for the Adopted Capital Improvement Program (CIP). The CIP makes several steps to reinvest in the City's infrastructure including:
  - Increased funding for Street Resurfacing ($1,000,000), New Sidewalk Targeted Expansion Program (NSTEP) ($1,000,000), and Commercial Corridor improvements ($500,000). This combined funding level of $2.5 million is $1.1 million greater than FY 2015-16 and $1.8 million greater than FY 2014-15.
  - Investment in parking garage rehabilitation ($625,000).

- Funding for sewer basin rehabilitation ($2,000,000).
- A contribution towards the Zoo Master Plan ($1,000,000).
- Continued investment in Main Street Tree Rehabilitation ($150,000), Village of West Greenville improvements ($100,000), Fire Station Improvements ($100,000), Public Safety Cameras and infrastructure ($250,000), TD Convention Center improvements ($450,000), Reedy River Watershed Planning and 5R ($275,000), and Wastewater System Survey and Modeling ($100,000).

- *Targeted Investments:* The budget includes funding to make investments that position Greenville for an even brighter future. These include:
  - Approximately $10 million ($7.5 million from FY 2015-16 and $2.6 million from FY 2016-17) for economic development projects that expand the City's revenue base, serve as a catalyst for other developments and create/retain jobs.
  - A total of $1,900,000 in funding for Fluor Field Stadium improvements, the first of a four-year program.
  - $410,000 for the Information Technology Improvement Program which makes investments in solutions that improve the City's efficiency and effectiveness.
  - $350,000 for Neighborhood Park Improvements.
  - $303,072 for implementation of body cameras for the Police Department.
  - $159,792 for the first year of a three-year project to replace all Fire Department Personal Protective Equipment (PPE) to NFPA standards.
  - $100,000 for intersection safety improvements.
  - $92,000 for improvements to Community Centers, including new playground equipment for the West Greenville Community Center, roof repairs at the Sears Recreation Center and refinishing the floor at the Park Avenue Gym.
  - $82,250 for various exhibit and visitor-experience improvements at the Greenville Zoo.

FY 2016-17 and Beyond

While no immediate action needs to be taken, the City Council should be cognizant of several issues that may affect the City's financial position in future years.

- Legislative Changes to Revenue Structure: During the current session of the SC General Assembly, staff has monitored legislation that would negatively impact business licenses, property tax assessments, and long-term debt financing. While we believe no bills will pass this year, we should anticipate future legislation that impacts our ability to manage our own affairs.

- Pension Costs: It is likely – as new accounting standards emerge – that the costs for both the City and its employees associated with the South Carolina Retirement System, the Police Officers Retirement System, and the Greenville City Firefighters Pension will continue to mount. The General Assembly, PEBA board and the State Fiscal Accountability Authority are actively considering a host of actions regarding the long-term financial health of the pension plans. The state's plans are significantly underfunded in part based on actuarial assumptions that contain annual investment return rates of 7.5% - with the plans' actual performance falling well below the actuarial assumptions. Some of the solutions being discussed have the employer and employee rates increasing significantly.

- Wastewater Capacity: The City's aging wastewater system continues to pose challenges to the City's growth and development, especially as it reaches capacity in certain sections of the City. Unfortunately, the existing revenue rate structure in the Wastewater Fund is marginally adequate to support rehabilitation of the system much less capacity improvements. Efforts are underway to identify alternative revenue streams to support improvements in capacity. We anticipate the sewer capacity and rehabilitation study to be completed in the coming months.

- Solid Waste: Two of the Green Ribbon Advisory Committee's 2014 goals were to manage solid waste in a manner that minimizes adverse impacts on the environment and to increase the recycling and reuse of materials across all sectors. During the current budget year, the process of phased-in implementation of automated solid waste collection and the complete implementation of automated recycling collection was started. The phased-in implementation for residential collection will continue through FY 2018-19.

- Stormwater Master Plan: The capital budget includes funding to prepare an updated "Stormwater 2.0" master plan that ties together existing studies and identifies a future strategy for citywide stormwater improvements.

Conclusion

The FY 2016-17 budget continues the heightened investments begun several years ago in our people, provides additional personnel to address backlogs in the delivery of quality municipal services, reinvests in infrastructure and equipment, and positions the City for a brighter future through targeted investments. With your continued leadership, we can make Greenville an even greater community in which to live, work, and play.

Sincerely,

John F. Castile, City Manager

Ordinance No. 2016-32

AN ORDINANCE

TO PROVIDE FOR THE ADOPTION OF A CITY OPERATING BUDGET, ITS EXECUTION AND EFFECT, FOR THE FISCAL PERIOD JULY 1, 2016, THROUGH JUNE 30, 2017, TERMINATION OF THE VIOLA STREET TAX INCREMENT DISTRICT AND DECLARING CERTAIN TAX INCREMENT FINANCING REVENUES NET OF DEBT SERVICE PAYMENTS SURPLUS

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF GREENVILLE, SOUTH CAROLINA:

Section 1. In accordance with Section 2-196 of the Code of Ordinances of the City of Greenville, South Carolina, there is hereby adopted for the fiscal period July 1, 2016, to June 30, 2017, an operating budget for the City of Greenville, South Carolina, based on budget estimates of various funds as prepared by the City Manager and incorporated into the FY 2016-17 operating budget document, and as modified by the schedule listed in Section 2, below.

Section 2. The total revenues and expenditures for the fiscal period are estimated as follows:

	Revenues	Expenditures	Fund Balance Accumulated (Appropriated)
General Fund	$80,159,741	$78,623,699	$1,536,042
Internal Service Funds			
Health Benefits	$13,668,342	$13,668,342	$0
Risk Management	$3,150,280	$3,150,280	$0
Fleet Services	$3,746,258	$3,746,258	$0
Special Revenue Funds			
Community Development	$763,685	$763,685	$0
HOME Program	$218,320	$218,320	$0
HOPWA Program	$368,760	$368,760	$0
Hospitality Tax	$10,117,276	$7,924,272	$2,193,004
Sunday Alcohol Permits	$327,200	$745,000	($417,800)
State Accommodations	$2,000,000	$1,966,250	$33,750
Local Accommodations	$3,657,715	$4,165,838	($508,123)
Admissions Tax	$49,535	$0	$49,535
Victim Witness	$113,952	$113,952	$0
Utility Undergrounding	$1,189,708	$1,189,708	$0
Enterprise Funds			
Event Management	$659,500	$596,529	$62,971
TD Convention Center	$7,262,248	$7,214,778	$47,470
Wastewater	$7,080,579	$6,608,915	$471,664
Solid Waste	$5,684,391	$6,195,635	($511,244)
Stormwater	$5,453,721	$4,560,292	$893,429
Parking	$9,004,798	$8,104,592	$900,206

Ordinance No. 2016-32
Page 2

	Revenues	Expenditures	Fund Balance Accumulated (Appropriated)
Enterprise Funds Continued			
Greenville Zoo	$3,868,089	$3,891,681	($23,592)
Transit	$5,458,086	$5,458,086	$0
Debt Service Funds			
Downtown Infrastructure	$9,343,917	$9,343,917	$0
West End Tax Increment	$2,365,062	$2,365,062	$0
Viola St. Tax Increment	$0	$0	$0
Totals (memorandum only)	$175,711,163	$170,983,851	$4,727,312

Section 3. Within each fund, the City Manager shall have the authority to transfer appropriated funds within any of the designated expenditure categories, and such transfers shall be entered on the books of account of the City. The City Manager shall notify City Council of any transfer in excess of $25,000 between departments or capital projects. Within each fund, the City Manager also shall have the authority to transfer funds across departmental accounts to implement salary adjustments and staff reorganization. The City Manager is authorized to approve job titles, pay grades, establish evaluation points, and make salary adjustments upon the recommendation of the Human Resources Director and within the amounts appropriated in this budget.

Section 4. A bound copy of the budget document containing detailed schedules which support the appropriations set forth in Section 2 above shall be attested by the City Clerk and maintained as an official record in the offices of the City Manager, the Director of Management and Budget, and the City Clerk.

Section 5. The sums appropriated and set forth in the detailed schedules for personnel services shall be paid in accordance with the current pay plan, or as shown in the budget for those positions not classified under the pay plan.

Section 6. All sums received by the City of Greenville from any source whatsoever, unless by law designated for some special fund or purpose, may be used in meeting disbursements from the General Fund, as described in Section 2 above.

Section 7. Any unexpended encumbrances remaining after the conclusion of the fiscal year ending June 30, 2016, shall be re-appropriated in the fiscal year beginning July 1, 2016.

Section 8. The City Manager shall have the administrative authority to adjust wastewater fees up to 5.0% percent and stormwater fees up to 2.2% percent as specified in the FY 2016-17 operating budget document.

Section 9. The City Manager is authorized to inform the County Tax Collector, or such other officer of the County as may be appropriate, to levy such ad valorem millage as will be reasonable and appropriate to raise the ad valorem revenue reflected in the approved budget, provided such millage does not exceed the current rate.

Section 10. For all items designated "City Council Reserve" in the bound budget document, expenditures shall only be incurred after a resolution of City Council approves such expenditures.

Section 11. The financial support contained in Resolution 2010-28 which provided up to $3.5 million to the Reedy Square Project is rescinded.

Section 12. For the fiscal period July 1, 2016, to June 30, 2017, and subject to the inter-governmental agreements in place with the School District of Greenville County and the County of Greenville, the gross collections of tax increment revenues for the Central Business District and the West End District, less the payments of principal and interest due on the outstanding tax increment bonds, are declared surplus for purposes of Title 31, Chapter 6 of the South Carolina Code of Laws.

Section 13. For the fiscal period July 1, 2015, to June 30, 2016, and subject to the inter-governmental agreements in place with the School District of Greenville County and the County of Greenville, the gross collections of tax increment revenues for the Central Business District, West End District, and Viola Street District less the payments of principal and interest due on the outstanding tax increment bonds, are declared surplus for purposes of Title 31, Chapter 6 of the South Carolina Code of Laws. Additionally, the budget appropriations for fund balance, revenues and expenditures are hereby amended and restated as follows:

Tax District	Unreserved Fund Balance @ July 1, 2015	Current Year FY 2016 Amended and Restated Revenues and Expenditures
Central Business	$3,211,085	$9,083,537
West End	$4,283,504	$2,277,958
Viola	$942,902	$636,964

Section 14. The Viola Street Tax Increment District and tax allocation fund created by the City on August 24, 1998, as a result of Ordinance No. 98-52 is terminated and dissolved effective June 30, 2016.

Section 15. This Ordinance shall become effective on July 1, 2016, except with respect to Sections 11, 13, and 14 which shall become effective upon the adoption of this Ordinance.

Ordinance No. 2016-32
Page 4

DONE, RATIFIED AND PASSED THIS THE 13 DAY OF JUNE, 2016.

KNOX H. WHITE, MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

REVIEWED:

CITY MANAGER

EXECUTIVE SUMMARY

The expenditure budget for all funds is $170,983,851, including a General Fund budget of $78,623,699. This represents an overall budgetary increase of 1.5% and a General Fund increase of 3.1% from the adopted FY 2015-16 operating budget. A summary of all funds outlining the changes is included at the end of the Executive Summary section.

GENERAL FUND

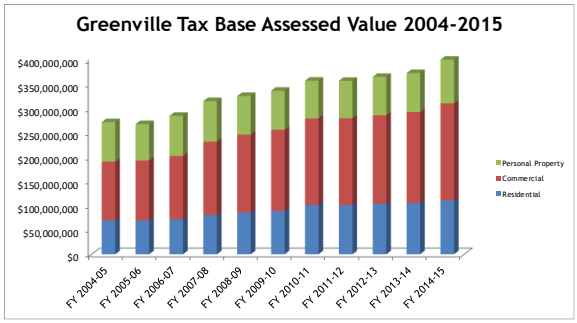
The General Fund accounts for the revenues and expenditures necessary to carry out basic governmental activities of the City such as police patrol, fire protection, recreation, and legal and administrative services. All financial transactions not accounted for in other funds are recorded in the General Fund.

General Fund Revenues

General Fund recurring revenues in FY 2016-17 are projected to be 8.0% more than the FY 2015-16 adopted budget. This increase is primarily attributable to the conservative budget estimate contained in the FY 2015-16 budget. FY 2016-17 budgeted revenues of $80.1 million are 2.0% higher than the FY 2015-16 year-end estimate of $78.5 million.

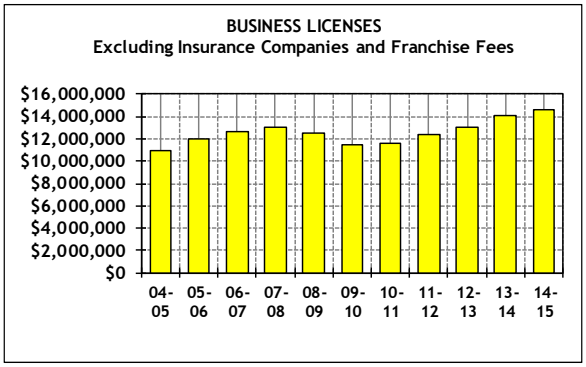
GENERAL FUND REVENUES		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Taxes	$	30,088,524	33,406,281	33,016,832	35,804,170	2,787,338
Licenses and Permits		31,223,178	33,455,857	31,847,232	34,770,981	2,923,749
Intergovernmental		2,493,927	2,449,671	2,443,520	2,805,911	362,391
Fees and Charges		840,709	1,025,475	815,428	929,936	114,508
Fines and Costs		340,977	428,769	374,076	253,524	(120,552)
Other Revenue		1,290,843	1,218,475	1,031,867	1,035,808	3,941
Other Sources/Transfers		4,414,547	4,412,215	4,726,375	4,559,411	(166,964)
TOTAL GEN. FUND REVENUES	**$**	**70,692,705**	**76,396,743**	**74,255,330**	**80,159,741**	**5,904,411**

Property taxes comprise 44.7% of all General Fund revenues (excluding fund balance appropriated) and represent the City's largest revenue source. The tax levy on a particular piece of property is determined by market value, assessment ratio, and millage rate. Market value is determined by the Greenville County Assessor's Office using a variety of factors such as size, condition, location, and recent selling prices of comparable properties. The assessment ratio is a percentage which is multiplied by the appraised market value of a property to determine the assessed value. Owner-occupied residences are assessed at 4%, commercial properties and motor vehicles at 6%, personal property at 10%, and industrial and utilities at 10.5%. The estimate for FY 2016-17 is $35,804,170 based on recent real property reassessments. This is 8.4% more than the FY 2015-16 property tax budget of $33,016,832, which was conservatively estimated.

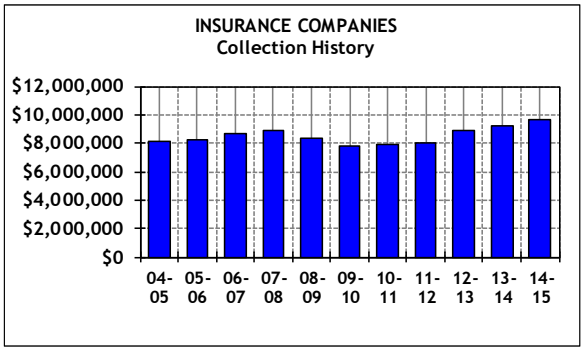


*Graph shows total value of residential and commercial real property and personal property after the corresponding assessment ratio was applied. Note that FY 2010-11 was a revaluation year. A countywide revaluation occurred in FY 2015-16 but is not yet reflected in the graph above.

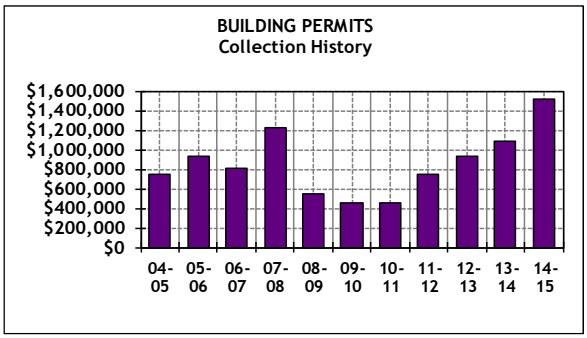
Licenses and permits represent the second largest revenue source for the City, comprising approximately 43.4% of all General Fund revenues (excluding fund balance appropriated). The most significant source is the business license tax, which is levied based upon each $1,000 of gross receipts, sales, or premiums of business conducted within the corporate limits of the City during the preceding calendar year. The projection of $15,263,935 in business license receipts (excluding insurance companies and telecommunications) is 7.3% more than the FY 2015-16 adopted budget of $14,219,337, which, as noted above was a conservative projection. Business licenses are among the most economically sensitive revenues. As the economy develops momentum, current year-to-date collections indicate that this revenue source is improving along with economic conditions.

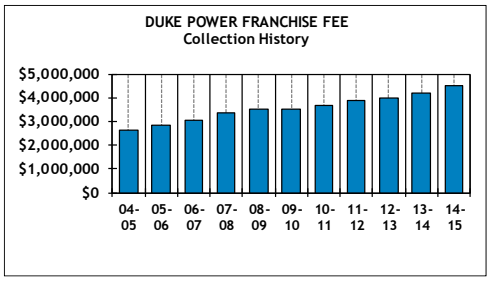


Under the licenses and permits category, the City will also receive an estimated $10,091,428 in revenue from businesses which generate health, life, and fire insurance premiums within the City. The revenue, which is based on a rate of .75% of gross premiums for life and health insurance, and 2.75% of gross premiums for fire insurance premiums, is collected on the City's behalf by the Municipal Association of South Carolina. The projection recognizes a 7.4% increase from the FY 2015-16 adopted budget of $9,398,537. These revenues are not received until after the budget is adopted, making accurate projections difficult. In addition, the Municipal Association collects a telecommunications business license on behalf of the City. The City will receive an estimated $571,968, an increase of $21,168, or 3.8%, from the FY 2015-16 adopted budget of $550,800. This is consistent with recent collection trends and also reflects an agreement with AT&T to refund (over a three-year period beginning in FY 2015-16) a tax overpayment due to their calculation errors.

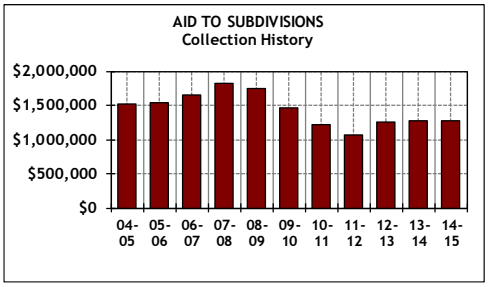


Non-business permits, which include building and other permits, are collected from new construction and renovation projects. Non-business permits have a revenue estimate of $2,241,912. This recognizes an increase of 47.0% from the FY 2015-16 adopted budget of $1,524,795. This is consistent with current permit activity and anticipated construction projects in the next fiscal year. While FY 2015-16 projected revenues continue to reflect robust growth, continued sustainability of permit levels experienced over the past two years is unlikely to continue into FY 2016-17. The FY 2016-17 budget estimate of $2,241,912 approximates FY 2014-15's actual collections of $2,335,645.



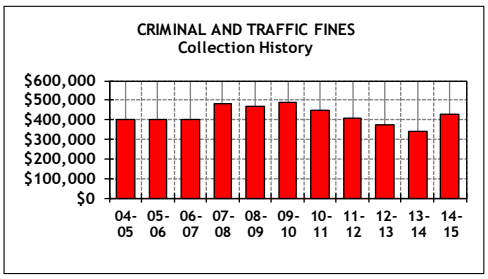


Other revenues in the licenses and permits category include franchise fees for electric, gas, and cable television. The rate structure is based upon a certain percentage of gross receipts in each case, and the basis of each forecast is trend analysis along with current market conditions. Projected revenues from all franchise fees are $6,601,738, and includes $4,758,830 for Duke Energy collections. This represents an anticipated increase of $447,975, or 7.3%, from the FY 2015-16 adopted budget of $6,153,763. The primary reasons for the projected increase are increasing Duke Energy franchise fees due to increased electricity sales and rate adjustments.



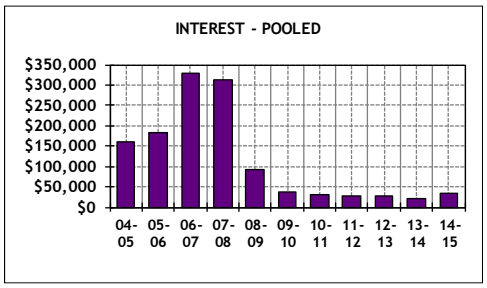
Intergovernmental revenue includes grants and allocations from County, State, and Federal governments. State-shared revenue is generally distributed on a pro-rata basis according to population or other set formula. The single largest source is Aid-to-Subdivisions, distributed quarterly from the Local Government Fund and funded by a transfer of 4.5% of State General Fund revenues.

Counties receive 83.28% and municipalities 16.72% of the distribution. The revenue forecast from Aid-to-Subdivisions is expected to equal the FY2014-15 actual figure of $1,278,554. In addition to receiving State Aid-to-Subdivisions, the City also receives an annual reimbursement in the amount of $857,976 for the City's granted exemption of the Merchant's Inventory Tax from property taxation. This amount is based on the value of the City's merchant inventory when the value was frozen in 1987 and the tax was eliminated from the ad valorem process. Other Intergovernmental revenues include $319,381 for County Road Improvements and $350,000 for County Recreation District fees.



Fees and charges in the General Fund include plan reviews, alarm fees, fire protection fees, and various recreation fees. In FY 2016-17, revenues from these sources are estimated at $929,936, an increase of 14.0% from the FY 2015-16 adopted budget of $815,428. Fees are based on a fixed dollar rate, and the revenue forecast for these sources is based on historical trends.

Fines and forfeitures consist of fines imposed and collected by the Municipal Court for misdemeanor crimes, moving traffic violations, and court costs. The forecast of $253,524 is a decrease of $120,552 from the FY 2015-16 figure of $374,076. The 32.2% decrease is being driven by current year collections. It is important to note that this reduction is largely offset by a reduction in detention costs.



Other revenues include the sale of surplus equipment, external reimbursements, and interest earnings. In FY 2016-17, revenues from these sources are estimated to be $1,035,808, an increase of 0.4% from the FY 2015-16 adopted budget. The City is forecasting interest earnings of $45,572 based on trend analysis.

Other sources and transfers consist of interfund transfers and debt proceeds from planned capital leases. Interfund transfers are set up to transfer funds based on statutory requirement or to recover indirect costs rendered on the fund's behalf by the General Fund.

Additional background information on General Fund revenue sources may be found under the "Principal Revenue Sources" section in the Introduction following this budget overview.

General Fund Expenditures

A summary of General Fund expenditures for FY 2016-17 is shown in the following table along with the increase or decrease from the adopted FY 2015-16 operating budget. Total expected expenditures for FY 2016-17 are above budgeted expenditures for FY 2015-16 by 3.1%.

GENERAL FUND EXPENDITURES		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Legislative and Administrative	$	3,884,307	3,695,721	3,943,961	4,015,326	71,365
Non-Departmental		1,325,148	2,050,858	2,464,570	2,647,359	182,789
Public Information and Events		968,451	948,722	956,605	959,474	2,869
Economic and Community Dev.		2,267,059	2,498,925	2,950,849	3,067,685	116,836
Human Resources		1,309,560	1,311,908	1,425,155	1,507,539	82,384
Office of Management and Budget		4,906,723	4,651,486	4,935,311	5,003,751	68,440
Police Department		20,587,781	20,330,324	21,449,146	22,048,696	599,550
Fire Department		12,335,965	11,492,646	12,468,685	13,186,933	718,248
Public Works Department		8,222,873	8,660,868	8,867,049	9,631,169	764,120
Parks and Recreation		6,863,297	7,003,950	7,748,361	8,383,054	634,693
SUBTOTAL, GEN FUND EXPEND.	$	62,671,164	62,645,408	67,209,692	70,450,986	3,241,294
Transfers	$	4,110,024	8,835,297	7,062,299	5,705,907	(1,356,392)
Debt Service		1,564,973	1,784,725	1,982,759	2,466,806	484,047
TOTAL GEN. FUND EXPEND.	**$**	**68,346,161**	**73,265,430**	**76,254,750**	**78,623,699**	**2,368,949**
Fund Balance Accumulated/ (Appropriated)	**$**	**2,346,544**	**3,131,313**	**(1,999,420)**	**1,536,042**	

Funding Highlights

General

- Builds a budget that:
  1) Invests in people to attract and retain a quality workforce.
  2) Reinvests in the City's existing equipment and infrastructure.
  3) Makes targeted investments to provide Greenville a better future.

Personnel Changes

- A compensation pool for a merit adjustment is included to maintain the City's competitive position in recruiting and retaining employees. The merit adjustments will be paid with a vacancy factor across all funds.

- The overall position count increases by one for the following changes included in the budget (+13 in General Fund, -3 net in Parking, -8 in Solid Waste, +1 in Stormwater, -3 in Transit), plus one grant-funded position added during FY 2015-16.

- Provides capacity for a potential increase in health insurance premiums for employees in January 2017. The City has moved to self-insurance and pool options to minimize cost increases.

Departmental Highlights

City Manager

- The *Non-Departmental* budget includes a $2,427,308 transfer to the Solid Waste Fund, a $710,700 contribution to the City's post-employment medical benefits liability, $425,000 for annexation agreements, $222,000 for Verdae Public Improvements, and a total of $726,159 related to contributions for Greenlink service.

- Also included in the *Non-Departmental* budget is $410,000 for the Information Technology Improvement Program. This program allows the City to comprehensively select and identify technology improvements that can improve the City's efficiency and effectiveness.

- In the *General Debt Service* budget, the projected annual debt service payments are $2,464,205.

Police Department

- The Police Department budget includes funding for a new GRAVITY coordinator position for at-risk youth and gang prevention, $303,072 for body camera implementation, $21,840 for recurring technology upgrades, $20,000 for a biannual community survey, $5,000 for mediation services, and $100,000 for a new dispatch console in the Communications Bureau.

Fire Department

- The Fire Department budget includes $464,207 for rescue vehicle replacement, funding for two upgraded positions for Community Education and Risk Reduction and Medical QA/Compliance, 12 new positions and six months of operating expenses for the new Verdae/Woodruff Fire Station, and $159,792 for the first year of a three-year Personal Protective Equipment (PPE) replacement program.

Public Works

- The Traffic Engineering division includes $41,667 in funding for one-third of the cost of upgrades to the City's traffic signal software (year 3 of 3) and $100,000 for intersection safety improvements.
- The Building Services division includes $29,000 for the recoating of the City Hall roof membrane.

Parks and Recreation

- The Administration division includes $25,000 for Green Ribbon Advisory Committee funding.

- The Recreation division includes $17,000 to refinish the Park Avenue Gym floor, $55,000 for new playground equipment for the West Greenville Community Center, and $20,000 for roof repair at the Sears Recreation Center.

- The Falls Park Work Crew division includes $35,000 to repair the Reedy River pedestrian bridge between the Peace Center and RiverPlace.

Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost reimbursement basis. The City has established Internal Service Funds for health benefits, fleet services and risk management. Detailed operating statements for each of the Internal Service Funds are presented in the Internal Service Funds section of the budget.

Health Benefits

The Health Benefits Fund accounts for all financial activities of the City's health, dental, life, disability, and pharmacy programs. The Health Benefits Fund was established in January 2014 when the City converted to a self-insured model from a fully-insured model.

Risk Management

The Risk Management Fund accounts for all financial activities related to workers' compensation, automobile liability, general liability, public officials' liability, law enforcement liability, and automobile physical damage. The City self-funds all workers' compensation losses up to $550,000 per occurrence for public safety and $400,000 per occurrence for all other employees. In addition, the City maintains a self-insured retention of $100,000 for automobile liability, general liability, law enforcement liability, and public officials' liability. Program expenses and reserve requirements are allocated to the operating agencies. The FY 2016-17 expense budget is $3,150,280 an increase of 8.1% from FY 2015-16. This increase reflects a mid-year rate adjustment made in October 2015 as well as an increase in expenses in FY 2016-17. The increased expenditures reflect a trend of greater frequency and severity of claims that are experienced by the City.

Fleet Services

The Fleet Services Fund is used to account for the maintenance of the City's rolling stock. Costs related to repairs, parts and fuel are charged back to the departments that use those products and services. The goal is to encourage more economical use of the City's vehicles to promote fuel conservation and to provide a total cost of operating a department. In FY 2016-17, the expense budget is $3,746,258, a decrease of 23.9% from the FY 2015-16 budget, reflecting lower current and anticipated fuel prices.

Special Revenue Funds

Special revenue funds are used to account for the proceeds of specific revenue sources that are restricted by law or administrative action to expenditures for specific purposes. Annual budgets are established for the following special revenue funds: Community Development, HOME Program, HOPWA Program, Hospitality Tax, Sunday Alcohol Permits, State Accommodations Tax, Local Accommodations Tax, Admissions Tax, Victim Witness, and Utility Undergrounding.

Community Development

The Community Development Fund is used to record receipts and expenditures of Community Development Block Grant funds which are used to fund improvements and activities in low to moderate income neighborhoods. The budget for FY 2016-17 is $763,685

HOME Program

The HOME Program Fund is used to record financial activities related to the HOME Program grant. This federal program aims to expand the supply of decent affordable housing for low-income citizens. The budget for FY 2016-17 is $218,320.

HOPWA

The Housing Opportunities for Persons with AIDS (HOPWA) program provides housing assistance to persons with HIV/AIDS. This program is administered through a contract with the State of South Carolina. The budget for FY 2016-17 is $368,760.

Hospitality Tax

The City has a 2% local hospitality tax on prepared meals and beverages in the City, and the proceeds are used for tourist-related improvements and facilities as required by State law. Hospitality Tax revenue is estimated to be $10,117,276, an increase of $607,704 or 6.4% from the FY 2015-16 Adopted Budget. The FY 2016-17 estimate is based on current collections in FY 2015-16. The FY 2016-17 budget provides $60,000 in continued funding for the "Yeah, That Greenville" campaign, and $68,316 for tourism events/promotion; $250,000 for capital projects; the transfer of $2,947,403 to the General Fund; $2,354,360 for debt service; a transfer of $808,566 to the TD Convention Center; and $1,435,627 to the Zoo Enterprise Fund.

Sunday Alcohol Permits

Since a favorable 1999 referendum vote, permits have been issued by the State for the sale of alcoholic beverages on Sunday. Proceeds from these permits are disbursed to the City. The revenue may be used only for certain purposes, including tourism-related capital improvements and festivals having a demonstrable impact on tourism. The revenue estimate of $327,200 for FY 2016-17 is based on the issuance of 109 annual permits at $3,000 each. Expenditures in FY 2016-17 include $75,000 for the TD Convention Center, $20,000 for a City Council reserve and $650,000 for capital projects.

State Accommodations Tax

The State Accommodations Tax Fund is used to record the allocations of a 2% tax imposed on all accommodations by the State. Revenue collected from the tax is divided among localities based on the amount of revenue generated within each jurisdiction. The proceeds must be spent for tourism promotion and related expenditures. State Accommodations Tax revenue is estimated to be $2,000,000, an increase of $179,000, or 9.8% from the FY 2015-16 Adopted Budget. The FY 2016-17 budget estimate is based on current collections.

The budget includes a transfer of $123,750 to the General Fund and $592,500 to VisitGreenvilleSC for tourism promotion as required by State law. Of the remaining discretionary amount, $50,000 is set aside per the City's Grant-in-Aid policy, and $1,200,000 is provided for tourism-related expenditures.

Local Accommodations Tax

The Local Accommodations Tax represents a 3% levy that is collected from accommodation facilities located within the locality's jurisdiction. Of this amount, 2.3% of the fee is for debt service payments for the Bon Secours Wellness Arena (formerly the Bi-Lo Center) and other tourism-related expenditures, and the remaining 0.7% is dedicated to VisitGreenvilleSC for tourism promotion. Local Accommodations Tax revenue is estimated to be $3,657,715, an increase of $469,595, or 14.7%, from the FY 2015-16 Adopted Budget. The FY 2016-17 budget estimate is based on current collections. Based on these estimates, the FY 2016-17 Budget allocates the revenue as follows: $1,264,077 to the Bon Secours Wellness Arena; $815,788 to VisitGreenvilleSC; $425,000 to the TD Convention Center Fund for capital projects and furnishing, fixtures, and equipment; $1,325,000 for other capital projects; and $185,973 to the General Fund for collection costs and other tourism-related expenditures.

Admissions Tax

The Tourism Infrastructure Admissions Tax Act allows 50% of the State Admissions Tax to be directed to qualified tourism establishments for the purpose of public infrastructure improvements. Of this amount, half is directed to the municipality where the facility is located and half is placed in a special fund to be distributed based on an application made by the local government. The City has one qualifying facility – Fluor Field. The revenue estimate for FY 2016-17 is $49,535.

Victim Witness
The Victim Witness Fund is used to record receipts from special court revenues and incur expenditures related to the victim assistance program. The FY 2016-17 revenue estimate is $113,952 based on current year collections and includes a $56,252 General Fund transfer to maintain services. FY 2016-17 budgeted expenditures are $113,952 and are related to two victim witness advocates.

Utility Undergrounding
The Utility Undergrounding Fund is used to account for costs related to burying utility lines in the municipal limits. It is funded by a 1% franchise fee on Duke Energy use in the City. A match from Duke equal to 0.5% of its gross receipts subject to the franchise fee will be provided as projects get underway. The revenue estimate for FY 2016-17 is $1,189,708.

Enterprise Funds

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the costs of providing goods or services to the general public and other local governments on a continuing basis will be financed or recovered primarily through user charges. Annual budgets are established for Event Management, TD Convention Center, Wastewater, Solid Waste, Stormwater Management, Parking, Greenville Zoo, and Transit.

Event Management
The Event Management Fund organizes, promotes, and professionally manages events that enhance tourism, economic development and community pride. The expense budget for FY 2016-17 is $596,529.

TD Convention Center
An enterprise fund was established in FY 2001-02 to account for the revenues and expenses associated with the TD Convention Center. Operating revenues are projected to increase to $5,738,730 in FY 2016-17. Projected operating expenses, capital, and debt service total $7,214,778. To offset the operating deficit and debt service costs, the City is transferring $808,566 from the Hospitality Tax Fund. In addition, a $425,000 transfer from the Local Accommodations Tax Fund is made for capital projects and furnishings, fixtures, and equipment replacement, as well as a $75,000 transfer from Sunday Alcohol Permits for capital projects.

Wastewater
The wastewater fee, which finances the wastewater operation, is increased by 5.0% in FY 2016-17. The fee is based on meter size, and ranges from a monthly charge of $5.03 for residential users that consume less than 3,000 gallons of water to $1,342.44 for an 8" commercial connection. Based on historical trends and a relatively fixed number of commercial and residential units in the City, this revenue source is projected at $5,077,079 for FY 2016-17. The Wastewater operating budget is $2,828,797. Debt service consists of $1,410,803 in principal and interest payments. The budget includes $2,100,000 in capital projects ($2 million of which will be debt financed) and a $269,315 General Fund transfer for support services rendered by the General Fund.

Solid Waste
The City accounts for solid waste collection, recycling, and maintenance of the former City landfill through an enterprise fund. Operating revenues include $2,777,543 generated by the solid waste fee and $96,290 provided by the sale of recyclables. The solid waste fee is currently $15.50 per month and is not projected to increase in FY 2016-17. Operating expenses are $5,403,168, which includes capital outlay of $583,250 million for automated collection vehicles and other equipment replacement. The fund is subsidized by a General Fund transfer of $2,427,308.

Stormwater Management

The stormwater fee, which is levied to support the stormwater management program, increases by 2.2% in FY 2016-17. The fee is based on impervious surface areas of residential and commercial property. Effective for 2016-17, the basic rate structure is $40.92 per year for developed residential with an impervious area of 1,640 sq. ft. or less, $71.85 per year for developed residential with an impervious area of greater than 1,640 sq. ft., and $71.85 for developed commercial/industrial property for each equivalent residential unit. The FY 2016-17 operating revenue estimate of $5,434,950 is based on a combination of the rate structure and calculated impervious area in the City. Budgeted operating expenses for FY 2016-17 are $3,204,627. Also included is $275,000 for capital projects, $357,013 for a General Fund transfer for support services rendered by the General Fund, and $723,652 for funding principal and interest payments associated with debt issues.

Parking

Parking fees support the operations of the City's parking facilities. There are twelve parking garages and three parking lots providing approximately 7,675 spaces. The budget does not include a fee increase for parking. The projected parking operating revenue estimate of $8,971,940 in FY 2016-17 is based on the number of available spaces, current monthly and daily rates, and occupancy rate estimates. Projected expenses for all parking facilities total $8,104,592. Of those expenses, $4,047,165 is for servicing debt, $3,102,087 is for general parking operations, $330,340 for the General Fund transfer for support services rendered by the General Fund, and $625,000 is for capital improvements. This budget includes a new facilities maintenance specialist for the two new parking garages and a reduction of four parking ambassadors once the RiverPlace garage opens in the summer of 2016.

Greenville Zoo

The City accounts for the activities of the Greenville Zoo through an enterprise fund. The FY 2016-17 expense budget of $3,891,681 is supported by revenues from admissions, gift and concession sales, membership fees, and a transfer from the Hospitality Tax Fund of $1,435,627. The budget includes approximately $19,000 for a grant-funded Nature Play coordinator, $82,250 for exhibit and visitor-experience improvements and $1 million for the Zoo Master Plan project.

Transit

Through a contract with the Greenville Transit Authority (GTA), the City provides fixed route, demand response, Mauldin/Simpsonville, Clemson commuter and connecter routes, the Downtown Trolley and maintenance functions. The Transit Fund is used to record the receipt of contract revenues from GTA and to recognize expenses associated with operations. The budget for FY 2016-17 is $5,458,086, which includes the City's local capital match for additional trolleys and funding for enhanced neighborhood trolley service.

Tax Increment Funds

Tax Increment Funds are used to account for the repayment of principal and interest on bonds issued for redevelopment projects and to pay for redevelopment project costs as described in the City's adopted redevelopment plans. Funds for each redevelopment area are accounted for in their own special revenue fund.

Downtown Infrastructure Fund

The Downtown Infrastructure Fund is a tax increment fund established in 1987 to account for redevelopment project costs in the Central Business District redevelopment area. In FY 2016-17, $2,795,632 in debt service payments are budgeted, as well as a transfer of $329,194 to the General Fund to support long-term maintenance of infrastructure improvements. The fund also includes $150,000 for Main Street Tree Rehabilitation. The remaining expenditures include $4,334,040 are for payments to external agencies pursuant to interlocal agreements and $1,735,050 for the economic development capital project account.

West End Tax Increment

A tax increment fund was established in 1991 to account for redevelopment project costs in the West End redevelopment area. In FY 2016-17, $271,814 in debt service payments and fiscal agent fees are budgeted. The remaining expenditures include $1,385,434 are for payments to external agencies pursuant to interlocal agreements and $707,814 for the economic development capital project account.

Viola Street Tax Increment

A tax increment fund was established in 1998 to account for redevelopment project costs in the Viola Street neighborhood. This TIF district will expire on June 30, 2016.

Interlocal Agreement – Impact on Tax Increment Funds

Pursuant to an interlocal agreement between the City of Greenville, Greenville County and the Greenville County School District executed in FY 2015-16, this budget represents a different method of distribution for TIF revenues. For the Viola Street district, which expires on June 30, 2016, all FY 2016-17 revenues will be accounted for in the General Fund. For the Downtown and West End districts, the City will receive all tax revenues as in past years. The pledged debt for both districts will be paid, and net revenues will be distributed to the remaining tax districts based on their proportional millage. In addition, for FY 2016-17, the City's distribution to the County and School District will be credited by a total of $581,067, which will be retained by the City. Additional detail on the TIF Districts can be found on pages H-3 through H-7.

SUMMARY OF ALL FUNDS

		2013-2014 Actual	2014-2015 Actual	2015-2016 Budget	2016-2017 Budget	Percent Change
GENERAL FUND						
Revenues						
Taxes	$	30,088,524	33,406,281	33,016,832	35,804,170	8.4%
Licenses and Permits		31,223,178	33,455,857	31,847,232	34,770,981	9.2%
Intergovernmental		2,493,927	2,449,671	2,443,520	2,805,911	14.8%
Fees and Charges		840,709	1,025,475	815,428	929,936	14.0%
Fines and Costs		340,977	428,769	374,076	253,524	-32.2%
Other Revenue Sources		1,290,843	1,218,475	1,031,867	1,035,808	0.4%
Other Sources/Transfers		4,414,547	4,412,215	4,726,375	4,559,411	-3.5%
TOTAL GENERAL FUND REVENUES		70,692,705	76,396,743	74,255,330	80,159,741	8.0%
Expenditures						
Legislative and Administrative		3,884,307	3,695,721	3,943,961	4,015,326	1.8%
Non-Departmental		1,325,148	2,050,858	2,464,570	2,647,359	7.4%
Public Information and Events		968,451	948,722	956,605	959,474	0.3%
Economic and Community Dev.		2,267,059	2,498,925	2,950,849	3,067,685	4.0%
Human Resources		1,309,560	1,311,908	1,425,155	1,507,539	5.8%
Office of Management and Budget		4,906,723	4,651,486	4,935,311	5,003,751	1.4%
Police Department		20,587,781	20,330,324	21,449,146	22,048,696	2.8%
Fire Department		12,335,965	11,492,646	12,468,685	13,186,933	5.8%
Public Works Department		8,222,873	8,660,868	8,867,049	9,631,169	8.6%
Parks and Recreation		6,863,297	7,003,950	7,748,361	8,383,054	8.2%
Transfers		4,110,024	8,835,297	7,062,299	5,705,907	-19.2%
Debt Service		1,564,973	1,784,725	1,982,759	2,466,806	24.4%
TOTAL GENERAL FUND EXP.		68,346,161	73,265,430	76,254,750	78,623,699	3.1%
REVENUES LESS EXPENDITURES	**$**	**2,346,544**	**3,131,313**	**(1,999,420)**	**1,536,042**	
INTERNAL SERVICE FUNDS						
Revenues/Transfers In						
Health Benefits	$	5,793,261	12,490,570	13,079,194	13,668,342	4.5%
Risk Management		2,354,895	3,348,891	2,914,658	3,150,280	8.1%
Fleet Services		5,050,854	4,489,630	4,925,697	3,746,258	-23.9%
TOTAL REVENUES/TRANSFERS IN		13,199,010	20,329,091	20,919,549	20,564,880	-1.7%
Expenses/Transfers Out						
Health Benefits		5,326,248	12,037,883	13,079,194	13,668,342	4.5%
Risk Management		2,790,260	2,399,990	2,914,658	3,150,280	8.1%
Fleet Services		5,050,854	4,474,559	4,925,697	3,746,258	-23.9%
TOTAL EXP./TRANSFERS OUT		13,167,362	18,912,432	20,919,549	20,564,880	-1.7%
REVENUES LESS EXPENSES	**$**	**31,648**	**1,416,659**	**0**	**0**	

		2013-2014 Actual	2014-2015 Actual	2015-2016 Budget	2016-2017 Budget	Percent Change
SPECIAL REVENUE FUNDS						
Revenues/Transfers In						
Community Development	$	894,359	746,842	760,603	763,685	0.4%
HOME Program		221,402	186,513	200,860	218,320	8.7%
HOPWA Program		308,690	355,508	362,731	368,760	1.7%
Hospitality Tax		8,500,358	9,331,098	9,509,572	10,117,276	6.4%
Sunday Alcohol Permits		312,391	302,370	327,200	327,200	0.0%
State Accommodations Tax		1,818,433	1,860,610	1,821,000	2,000,000	9.8%
Local Accommodations Tax		2,802,321	3,290,721	3,188,120	3,657,715	14.7%
Admissions Tax		61,434	48,560	36,396	49,535	36.1%
Victim Witness		95,918	84,069	110,908	113,952	2.7%
Utility Undergrounding		1,152,816	1,662,750	1,085,215	1,189,708	9.6%
TOTAL REVENUES/TRANSFERS IN		16,168,122	17,869,041	17,402,605	18,806,151	8.1%
Expenditures/Transfers Out						
Community Development		851,472	749,971	760,603	763,685	0.4%
HOME Program		228,966	232,647	200,860	218,320	8.7%
HOPWA Program		331,937	377,508	362,731	368,760	1.7%
Hospitality Tax		8,631,529	8,917,721	11,464,030	7,924,272	-30.9%
Sunday Alcohol Permits		465,000	175,000	95,000	745,000	684.2%
State Accommodations Tax		1,556,690	1,867,191	1,903,600	1,966,250	3.3%
Local Accommodations Tax		3,697,251	3,091,458	2,809,288	4,165,838	48.3%
Admissions Tax		25,038	250,000	0	0	0.0%
Victim Witness		108,301	84,069	110,908	113,952	2.7%
Utility Undergrounding		1,318,370	1,305,301	1,085,215	1,189,708	9.6%
TOTAL EXP./TRANSFERS OUT		17,214,554	17,050,866	18,792,235	17,455,785	-7.1%
REVENUES LESS EXPENDITURES	**$**	**(1,046,432)**	**818,175**	**(1,389,630)**	**1,350,366**	
ENTERPRISE FUNDS						
Revenues/Transfers In						
Event Management	$	595,373	672,237	642,600	659,500	2.6%
TD Convention Center		7,007,101	7,182,037	7,168,714	7,262,248	1.3%
Wastewater		5,322,298	5,412,340	6,823,246	7,080,579	3.8%
Solid Waste		4,675,691	4,875,903	7,506,417	5,684,391	-24.3%
Stormwater Management		5,134,789	5,362,794	5,296,761	5,453,721	3.0%
Greenville Zoo		2,651,484	2,534,378	2,723,319	3,868,089	42.0%
Parking		21,433,486	9,287,410	9,901,842	9,004,798	-9.1%
Transit		4,693,819	4,918,710	5,284,977	5,458,086	3.3%
TOTAL REVENUES/TRANSFERS IN		51,514,041	40,245,809	45,347,876	44,471,412	-1.9%
Expenses/Transfers Out						
Event Management		564,400	623,253	643,962	596,529	-7.4%
TD Convention Center		6,760,619	6,808,723	7,268,714	7,214,778	-0.7%
Wastewater		3,986,964	3,989,176	6,766,789	6,608,915	-2.3%
Solid Waste		4,555,967	4,591,856	7,223,011	6,195,635	-14.2%
Stormwater Management		3,350,291	3,304,326	7,266,218	4,560,292	-37.2%
Greenville Zoo		2,523,004	2,742,145	3,708,935	3,891,681	4.9%
Parking		5,832,891	9,073,137	8,550,440	8,104,592	-5.2%
Transit		4,693,285	4,941,296	5,284,977	5,458,086	3.3%
TOTAL EXP./TRANSFERS OUT		32,267,421	36,073,912	46,713,046	42,630,508	-8.7%
REVENUES LESS EXPENSES	**$**	**19,246,620**	**4,171,897**	**(1,365,170)**	**1,840,904**	

		2013-2014 Actual	2014-2015 Actual	2015-2016 Budget	2016-2017 Budget	Percent Change
TAX INCREMENT FUNDS						
Revenues/Transfers In						
Downtown Infrastructure	$	7,415,270	8,419,145	8,289,945	9,343,917	12.7%
West End Tax Increment		4,006,128	1,641,982	1,649,508	2,365,062	43.4%
Viola Street Tax Increment		618,818	595,302	584,551	0	-100.0%
TOTAL REVENUES/TRANSFERS IN		12,040,216	10,656,429	10,524,004	11,708,979	11.3%
Expenditures/Transfers Out						
Downtown Infrastructure		8,011,868	6,335,263	5,459,799	9,343,917	71.1%
West End Tax Increment		2,656,281	265,841	268,372	2,365,062	781.3%
Viola Street Tax Increment		609,246	207,318	0	0	0.0%
TOTAL EXP./TRANSFERS OUT		11,277,395	6,808,422	5,728,171	11,708,979	104.4%
REVENUES LESS EXPENDITURES	**$**	**762,821**	**3,848,007**	**4,795,833**	**0**	
TOTALS - ALL FUNDS						
(Memorandum only)						
Revenues	$	163,614,094	165,497,113	168,449,364	175,711,163	4.3%
Expenditures		142,272,893	152,111,062	168,407,751	170,983,851	1.5%
REVENUES LESS EXPENDITURES	**$**	**21,341,201**	**13,386,051**	**41,613**	**4,727,312**	

STATEMENT OF CHANGES IN GOVERNMENTAL FUND BALANCES

	FY 2015-16				FY 2016-17		
Fund Name	Fund Balance at 6/30/15	Budgeted Revenues/ Transfers In	Budgeted Expenditures/ Transfers Out	Budgeted Fund Balance at 6/30/16	Budgeted Revenues/ Transfers In	Budgeted Expenditures/ Transfers Out	Budgeted Fund Balance at 6/30/17
Total General	**24,535,851**	**74,255,330**	**76,254,750**	**22,536,431**	**80,159,741**	**78,623,699**	**24,072,473**
Community Development	133,833	760,603	760,603	133,833	763,685	763,685	133,833
HOME Program	85,752	200,860	200,860	85,752	218,320	218,320	85,752
HOPWA Program	(22,000)	362,731	362,731	(22,000)	368,760	368,760	(22,000)
Hospitality Tax	5,557,898	9,509,572	11,464,030	3,603,440	10,117,276	7,924,272	5,796,444
Sunday Alcohol Permits	243,189	327,200	95,000	475,389	327,200	745,000	57,589
State Accommodations	648,991	1,821,000	1,903,600	566,391	2,000,000	1,966,250	600,141
Local Accommodations	772,049	3,188,120	2,809,288	1,150,881	3,657,715	4,165,838	642,758
Admissions Tax	46,636	36,396	0	83,032	49,535	0	132,567
Victim Witness	0	110,908	110,908	0	113,952	113,952	0
Utility Undergrounding	1,396,448	1,085,215	1,085,215	1,396,448	1,189,708	1,189,708	1,396,448
Total Special Revenue	**8,862,796**	**17,402,605**	**18,792,235**	**7,473,166**	**18,806,151**	**17,455,785**	**8,823,532**
Downtown Infrastructure	4,391,808	8,289,945	5,459,799	1,180,723 *	9,343,917	9,343,917	1,180,723
West End Tax Increment	4,283,504	1,649,508	268,372	0 *	2,365,062	2,365,062	0
Viola St. Tax Increment	942,902	584,551	0	0 *	0	0	0
Total Tax Increment	**9,618,214**	**10,524,004**	**5,728,171**	**1,180,723**	**11,708,979**	**11,708,979**	**1,180,723**
Total Governmental Funds Appropriated	**43,016,861**	**102,181,939**	**100,775,156**	**31,190,320**	**110,674,871**	**107,788,463**	**34,076,728**

*The Tax Increment Funds have been adjusted to show all fund balances not restricted for debt service being declared surplus in FY 2015-16 and transferred to the Capital Projects Fund for economic development projects, less a total of $7,999,701 that was contributed to the Parking Fund and the Greenville Public Facilities Corporation for the construction of three parking facilities.

city of
greenville

INTRODUCTION

city of
greenville

COMMUNITY PROFILE

Greenville has received countless accolades over the past few years, and continues to attract national attention on a near monthly basis. *Livability* ranked Greenville's downtown among the top 10 in the country, *CBS News* called Greenville one of "2015's Hottest Vacation Destinations," *Forbes* has listed Greenville as one of the "15 Best Cities for Young Adults" and as one of the "Top Cities With the Greatest Capacity for Innovation" and *The New York Times* called Greenville "a national model for a pedestrian-friendly city center."

Additionally, Greenville has appeared on *Relocate America*'s annual "Top 10 Best Cities to Live" list and *AARP*'s "Top 10 Places to Retire," was named one of the "Top 10 Micro American Cities of the Future" by fDiIntelligence.com and was one of *Men's Journal*'s "Best Places to Live in the United States." Even now, Falls Park, which features the Liberty Bridge, a world-class suspension bridge spanning the Reedy River and its impressive series of falls, received the Silver Medal 2015 Rudy Bruner Award for Urban Excellence.

Based on the amount of attention that Greenville has received, it appears that the rest of the country has finally discovered what those who live and work here have always known – that Greenville's aptitude for fostering public-private partnerships, combined with an abundance of quality of life amenities, make it one of the most desirable places to live and do business in the United States.

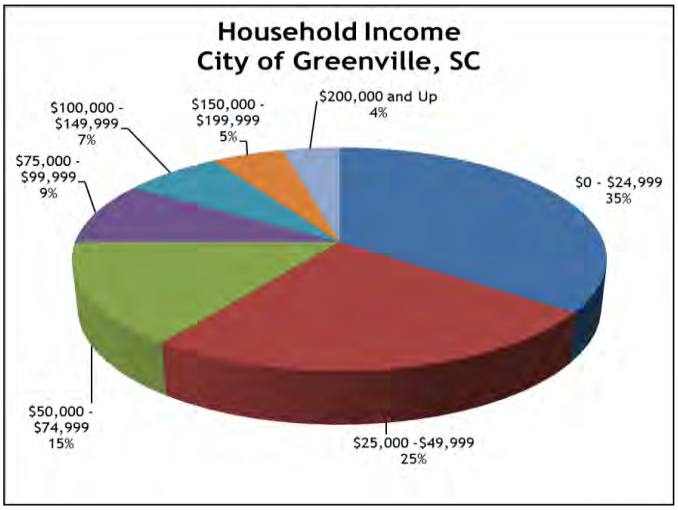
Greenville is located in the northwest corner of South Carolina (commonly referred to as the Upstate), approximately halfway between Atlanta, Georgia and Charlotte, North Carolina. The City of Greenville is both the central city in Greenville County, the state's most populous county, and the economic center of the Upstate. Greenville boasts one of the top housing markets in the nation, an annual cost of living that is 95% of the national average and AAA bond ratings from all three major rating agencies, the only city in South Carolina with that distinction.

Greenville is also one of the Southeast's favorite tourist destinations, attracting more than 5.8 million visitors each year. Greenville's moderate climate offers a full change of seasons, and with an average annual temperature of 60° F, residents and visitors can enjoy a host of outdoor offerings, including 39 city parks, an expansive trail system and a year-round series of special events ranging from weekly outdoor concerts, to food and art festivals and national sporting events.

GENERAL CITY STATISTICS	
Date of Incorporation	1831
Millage Rate	85.3
Area (Square Miles)	28.92
City Streets (Square Miles)	256
Wastewater Lines (Miles)	333
Storm Drains (Miles)	110
City Parks (Acres)	330
Fire Stations (as of July 1, 2016)	6
Fire ISO Insurance Rating (1 to 9 scale, 1 being best)	2
Building Code BCESG Rating - Commercial (1 to 10 scare, 1 being best)	3
Building Code BCESG Rating - Residential (1 to 10 scare, 1 being best)	4

CITY DEMOGRAPHICS	
Race	
White	38,568
African-American	18,547
Asian	921
Other	3,378
Ethnicity (of any race)	
Non-Hispanic	57,115
Hispanic	4,299
Number of Households	26,988
Average household size	2.09
Income per household	
$0 - $24,999	9,407
$25,000 - $49,999	6,869
$50,000 - $74,999	3,942
$75,000 - $99,999	2,412
$100,000 - $149,999	1,788
$150,000 - $199,999	1,331
$200,000 and up	1,240
Median household	$38,210

Source: ESRI Market Data Profile 2014



CLIMATE	
Average Annual Temperature (F)	60
Average Rainfall (inches)	49
Average Snowfall (inches)	1.2
Avg. January minimum (F)	30
Days with minimum of 32 F or below	64
Avg. July maximum (F)	88
Days with maximum of 90 F or above	36

ECONOMIC VITALITY AND QUALITY OF LIFE

The City of Greenville has always placed an emphasis on promoting a safe, vibrant community, and continues to focus on quality of life issues such as recreation, public safety, transportation and environmental stewardship. The City is committed to ensuring quality housing for all incomes is available throughout the City, that property values are protected and quality public amenities are available to residents in every neighborhood.

The City is also committed to ensuring that Greenville is a prosperous City that promotes the expansion of economic activity, fosters a healthy climate for new and existing businesses and provides employment opportunities for all residents. The City measures key areas of economic activity to monitor business growth and development, works diligently with its economic development partners to retain existing businesses and strives to recruit new businesses and facilitate the creation of meaningful job opportunities for the region.

As the Upstate's largest central business district, ***downtown Greenville*** accounts for more than one-third of the total office space in the Greenville-Spartanburg metropolitan area, with over 3 million square feet. Downtown Greenville is also one of the Upstate's most popular dining and shopping destinations, featuring a unique collection of shops and restaurants within a comfortable 15-minute walk.

During the day, downtown is home to over 17,000 employees. At night, area residents and visitors flock to downtown to take advantage of its extensive offering of cultural, entertainment and dining options. Not surprisingly, downtown has also become one of the most desirable residential districts in and around Greenville, giving the area an even more well-rounded character.

With its downtown thriving, in recent years, the City has renewed its efforts to enhance the commercial districts outside of downtown to encourage redevelopment and infill. Deemed "gateway corridors," these districts not only serve nearby residential neighborhoods, but in some cases, serve as regional shopping destinations.

Woodruff Road features a variety of large-scale restaurant and retail developments. It is the leading retail sales generator in the City of Greenville, and ranks second only to downtown in annual restaurant sales. Developments like The Shops at Greenridge, Magnolia Park and The Point offer local designer boutiques and national retailers such as Cabela's first large format location in the Southeast and a lineup of dining and entertainment options, including Dave & Buster's.

Haywood Road is one of the City's most vibrant commercial corridors and includes a mix of residential, restaurants, retail and office developments. Home to Haywood Mall, South Carolina's largest mall with 1,300,000 square feet of retail space, the Haywood Road area is a regional shopping destination with merchants of every description, including nationally-known furniture, jewelry and home improvement stores, as well as clothing outlets and a host of specialty retailers. The state's first Cheesecake Factory restaurant, located at the mall, is scheduled to open in 2016.

Less than a mile from downtown, and bordered by some of Greenville's most desirable neighborhoods, Augusta Street, or ***Augusta Road*** as it is referred to locally, is home to a variety of specialty shops, fine clothing stores and a wide range of restaurants. Historic homes, beautiful parks and a unique shopping district – all within walking distance – create a sense of community not found anywhere else.

Once the heart of the local textile industry, West Greenville is making a comeback as one of Greenville's hottest arts destinations. Now called ***The Village of West Greenville***, this historic corner of the City is home to more than 30 artisans who have helped restore vitality to the former mill district. Complementing an assortment of potters, sculptors, photographers and painters are businesses that have been in the community for decades and unique local restaurants offering a range of cuisine.

HEALTHCARE

Greenville is currently served by two healthcare systems with campuses and facilities throughout the community.

Bon Secours St. Francis Health System is a private not-for-profit health system that boasts some of the highest patient satisfaction ratings in the nation. St. Francis operates five major facilities in the Greenville area: St. Francis Downtown, St. Francis Eastside, St. Francis Millennium, St. Francis Outpatient Center and Upstate Surgery Center.

Greenville Health System (GHS) is a public not-for profit academic health system, widely recognized as the state's most comprehensive healthcare provider and one of the Southeast's leading medical facilities. GHS is comprised of a Level I trauma center, five acute care hospitals, a psychiatric hospital, a rehabilitation hospital, a regional medical center, a community wellness center and numerous specialty facilities.

Shriners Hospitals for Children® - Greenville is a 50-bed pediatric orthopedic hospital and research and teaching center providing comprehensive medical, surgical and rehabilitative care to children with orthopedic conditions.

TRANSPORTATION

Greenville is accessible from Interstates 85, 185 and 385. U.S. highways 25, 29, 123 and 276 also pass through Greenville.

Located just 20 minutes from downtown Greenville, ***Greenville-Spartanburg International Airport*** (GSP) serves more than 1.8 million passengers per year with six major airlines offering non-stop daily departures to 15 major cities and 18 airports across the US.

Greenville Downtown Airport (GMU) is the busiest general aviation airport in South Carolina, with more than 48,000 take-offs and landings each year. Just a few miles from downtown, GMU offers a full range of aviation services to support the Upstate's business environment.

Operated by the City of Greenville under contract to the Greenville Transit Authority, ***Greenlink*** provides fixed route and ADA transportation services throughout Greenville County. Greenlink also operates the Clemson Commuter, Clemson Connector and CU-ICAR/St. Francis Shuttle and owns and operates Greenville's downtown trolleys.

Greyhound provides interstate bus service to cities throughout the Southeast.

Greenville is served by two major commercial railroads, ***Norfolk Southern and CSX Corporation***. Passenger rail service is provided by ***Amtrak***, with connections to several major cities.

The ***South Carolina Inland Port*** opened in Greer in 2013, extending the reach of the Port of Charleston 212 miles inland. The port is located within a few miles of GSP.

EDUCATION

Greenville is served by ***Greenville County Schools***, the largest public school system in the state, with over 76,000 students. Nine of the district's 11 magnet academies are located in the City of Greenville, including A.J. Whittenberg Elementary School, one of the first elementary schools in the country to offer a school-wide engineering curriculum.

Greenville is also home to seven charter schools and a number of highly accredited private schools ranging from K-3 to high school. The ***South Carolina Governor's School for the Arts and Humanities***, the state's premier school for artistically talented high school students, is located in downtown Greenville. New to the City is Next High School, a free public high school that uses a web-delivered curriculum to teach principles of entrepreneurship, innovation and design within a project-based learning environment.

Many nationally recognized colleges and universities have located branches within the City, including ***Clemson University*** whose College of Business and Behavioral Science graduate-level programs, Center for Corporate Learning, Arthur M. Spiro Institute for Entrepreneurial Leadership and Small Business Development Center are located in downtown Greenville. The City is also home to the Clemson University International Center for Automotive Research (CU-ICAR) and the Clemson University Biomedical Engineering Innovation Campus. Additionally, Clemson's Center for Visual Arts – Greenville recently opened in The Village of West Greenville.

Bob Jones University (BJU) is a non-denominational Christian liberal arts institution located near downtown Greenville. BJU offers more than 100 undergraduate programs and 60 graduate programs. The Museum and Gallery at Bob Jones University houses one of America's finest collections of Italian paintings and one of world's greatest collections of religious art.

The ***University of South Carolina School of Medicine – Greenville*** is a partnership between the University of South Carolina (USC) and Greenville Health System (GHS). The four-year medical school is housed on GHS's Greenville Memorial Campus, located less than 10 minutes from downtown Greenville.

The ***University of South Carolina Darla Moore School of Business*** offers evening MBA classes designed for working professionals from a satellite location in downtown Greenville.

Greenville Technical College is a two-year public college, accredited by the Southern Association of Colleges and Schools, that offers more than 100 programs in a wide range of academic fields.

The ***University Center of Greenville*** is a coalition of higher education institutions which provides working professionals an opportunity to obtain undergraduate or graduate-level degrees from seven South Carolina universities.

RECREATION/ENTERTAINMENT

One of the City's greatest attractions is its comprehensive system of parks, greenways and public facilities. The largest park in the system is ***Cleveland Park***, a 122-acre site located along the Reedy River. The park features tennis and volleyball courts, a softball field, playground areas, a fitness trail and both small-group and large-group picnic shelters.

Cleveland Park is also home to the ***Greenville Zoo***. Rated one of the best tourist attractions in South Carolina, the 14-acre zoo is accredited by the Association of Zoos and Aquariums and features wildlife from around the world.

The League of American Bicyclists named Greenville a ***Bicycle Friendly Community*** in 2013. The City's numerous efforts to promote bicycling include more than 17 miles of on-street bikeways, 13 miles of paved bicycle trails and a public bike share program called Greenville B-Cycle. Greenville's most famous trail is the ***Swamp Rabbit Trail***, a 13.5-mile walking, running and bicycling trail that connects downtown Greenville to Traveler's Rest and Furman University.

Fluor Field at the West End is the home to the Greenville Drive, a minor league Class A affiliate of the Boston Red Sox in the South Atlantic League. The 5,000-seat stadium, located in downtown Greenville, is a replica of Fenway Park, featuring a manual scoreboard and Greenville's own "green monster."

The ***Bon Secours Wellness Arena***, a 17,000-seat state-of-the-art indoor arena in downtown Greenville, serves as the Upstate's premier venue for sports and entertainment events. The arena is also home to the Greenville Road Warriors, a minor league hockey team and ECHL affiliate for the Philadelphia Flyers (NHL) and Adirondack Phantoms (AHL).

The ***TD Convention Center*** is one of the nation's largest convention and meeting facilities with more than 280,000 square feet of exhibit space and 60,000 square feet of meeting and conference space. Its size and convenient location make it a popular choice for regional and national tradeshows, special events and conferences.

THE ARTS

Public art is an important component of Greenville's cityscape. The City's Arts in Public Places program makes art accessible to everyone and adds beauty and energy to its public spaces. Greenville's diverse collection of public artwork includes sculptures, murals and water features, which can be found throughout the City.

The ***Peace Center for the Performing Arts*** hosts major productions on three performance stages, including an outdoor amphitheater, located behind the concert hall on the Reedy River, which hosts weekly concerts and other special events throughout the year. The Peace Center is also home to the ***Greenville Symphony Orchestra***, SC's largest professional orchestra, and hosts performances by the

Carolina Ballet Theatre, the Upstate's resident professional ballet company, and ***South Carolina Children's Theater***.

A variety of local theater companies provide intimate settings for performances. ***Centre Stage*** is a 285-seat regional theater in downtown Greenville offering a wide range of entertainment, including music, comedy and drama. ***The Warehouse Theatre***, located in the historic West End, features everything from re-envisioned classics to cutting-edge new works and the ***Greenville Little Theatre*** offers richly staged and costumed classical theater from Shakespeare to Oscar Wilde, as well as drama, comedy and musicals.

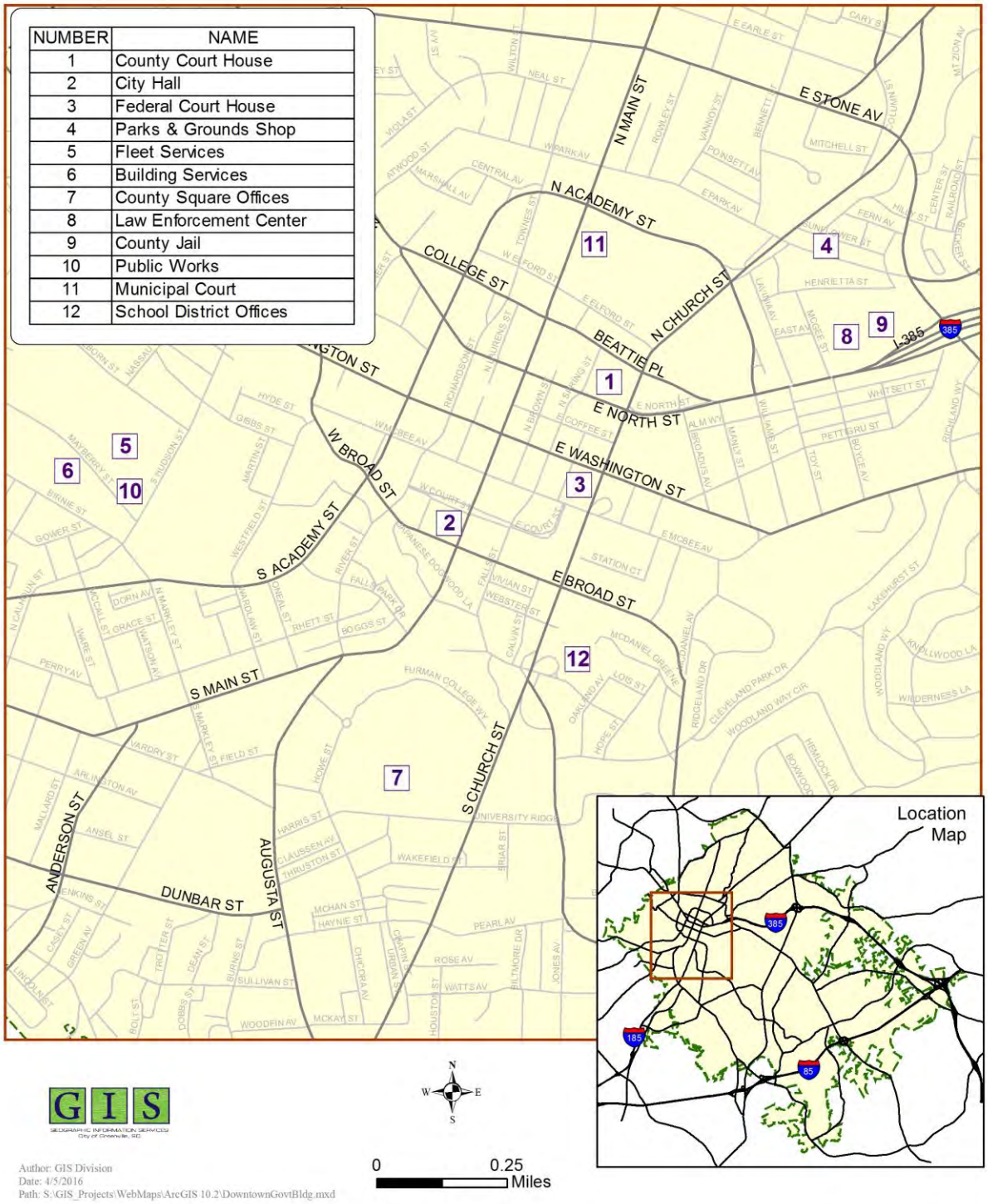
Considered downtown's cultural campus, ***Heritage Green*** is located just a short walk from Main Street and features something for every art enthusiast. The ***Bob Jones University Museum and Gallery at Heritage Green*** is a satellite facility with special exhibits of works from BJU's world-renowned collection. The ***Greenville County Museum of Art*** draws visitors from around the world to view installations by two of the nation's greatest artists, Andrew Wyeth and Jasper Johns. The ***Children's Museum of the Upstate*** is one of the largest children's museums in the U.S. and the only children's museum in association with the Smithsonian Institution. The ***Upcountry History Museum*** presents the past and present through interactive multi-media exhibits, collaborative outreach programs, oral history presentations and student enrichment activities.

Greenville's transformation over the past few decades has been remarkable, and its successes can be attributed to visionary leadership and to strong partnerships between the public and private sectors. While Greenville has developed into a world-class City, it has retained its unique identity, and the City is dedicated to protecting and preserving those qualities that have earned us so many accolades, even as we continue to make Greenville the City of choice for residents, businesses and visitors.

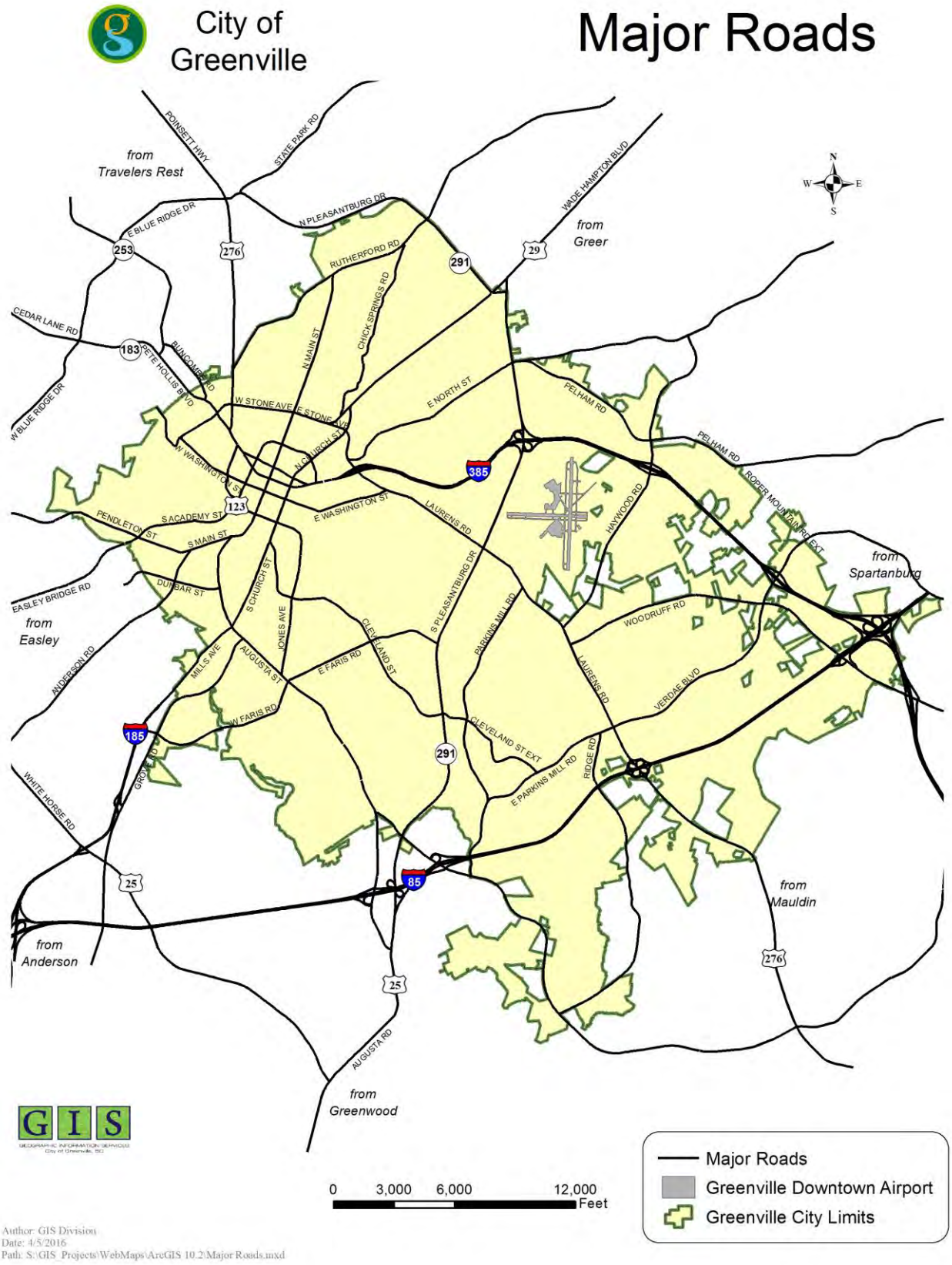
city of
greenville

City of Greenville

Downtown Government Buildings



NUMBER	NAME
1	County Court House
2	City Hall
3	Federal Court House
4	Parks & Grounds Shop
5	Fleet Services
6	Building Services
7	County Square Offices
8	Law Enforcement Center
9	County Jail
10	Public Works
11	Municipal Court
12	School District Offices


City of Greenville
Major Roads
from Travelers Rest
from Greer
from Spartanburg
from Easley
from Anderson
from Mauldin
from Greenwood
POINSETT HWY
STATE PARK RD
E BLUE RIDGE DR
N PLEASANTBURG DR
WADE HAMPTON BLVD
RUTHERFORD RD
CHICK SPRINGS RD
N MAIN ST
CEDAR LANE RD
PETE HOLLIS BLVD
BUNCOMBE RD
W BLUE RIDGE DR
W STONE AVE
E STONE AVE
E NORTH ST
PELHAM RD
N CHURCH ST
W WASHINGTON ST
E WASHINGTON ST
LAURENS RD
HAYWOOD RD
ROGER MOUNTAIN RD EXT
PENDLETON ST
S ACADEMY ST
S MAIN ST
DUNBAR ST
S CHURCH ST
EASLEY BRIDGE RD
ANDERSON RD
JONES AVE
CLEVELAND ST
S PLEASANTBURG DR
PARKINS MILL RD
WOODRUFF RD
MILLS AVE
AUGUSTA ST
E FARIS RD
W FARIS RD
VERDAE BLVD
CLEVELAND ST EXT
E PARKINS MILL RD
RIDGE RD
GROVE RD
WHITE HORSE RD
AUGUSTA RD
253
276
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GIS
GEOGRAPHIC INFORMATION SERVICES
City of Greenville, SC
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Feet
Major Roads
Greenville Downtown Airport
Greenville City Limits
Author: GIS Division
Date: 4/5/2016
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CITY GOVERNMENT OVERVIEW

The City of Greenville was incorporated in 1831 and adopted the Council-Manager form of government by ordinance in 1976 pursuant to Section 5-5-10 of the Code of Laws of South Carolina. The governing body is comprised of a mayor elected at-large and six council members, two of whom are elected at-large and four who are elected from their respective districts. As contained in Section 2-32 of the Code of Ordinances of the City of Greenville, the City Council shall fix the policies of the City and the City Manager shall administer such policies.

GOVERNMENT ORGANIZATION

The City Council appoints the City Manager, the City Attorney, and the Municipal Judge. The City Manager directs and coordinates the day-to-day operations of the City. In FY 2016-17, 972 employees will work for the City, providing a wide range of local government services.

Certain public services, including the hospital, public schools, public housing, the airport, and water and sewage treatment, are handled through agencies that are external to City government. The City influences each of these agencies, either through appointments to the governing boards or through liaison relationships maintained by the City Manager. Electric, natural gas, and cable television services are provided by private companies.

The principal functional areas of City government are summarized below and in the organizational chart that follows the descriptions. These functions are designed to provide governmental services in an efficient and effective manner while promoting quality customer service.

The Legislative and Administrative departments are comprised of both elected and non-elected officials. Included within this area are the functions of Mayor and City Council, City Manager, City Clerk, City Attorney, and Municipal Court.

The Public Information and Events Department is comprised of Public Information, Special Events, and Event Management. The Public Information Division manages all citizen interactions with the City including Greenville Cares, neighborhood services, and public information. The Special Events Division encourages and regulates festivals, events, and other community activities in Greenville. The Event Management Fund is also included in this department and is responsible for producing major community events and the Saturday Market.

The Economic and Community Development Department is responsible for encouraging and managing private development in the municipal limits. Included in this area are Economic Development, Building and Property Maintenance, and Planning and Zoning. Also included in Economic and Community Development is Community Development, which is reported in the Community Development, HOME, and HOPWA funds.

The Human Resources Department is responsible for the City's recruitment, retention, and compensation programs. In addition, it is home to Occupational Health which provides numerous employee screenings. Included within Human Resources is management of the City's program for health and dental benefits, and Health Benefits fund.

The Office of Management and Budget (OMB) is responsible for financial management and information technology. Included in this department are Budget and Internal Audit, Revenue, Accounting, Purchasing, Risk Management, Geographic Information Services, Information Technology, and administration of the outsourced management contract for the TD Convention Center.

The Police Department provides a variety of public safety services, including mobile patrol, crime prevention, crime investigations, warrant detail, and traffic enforcement. Included within this department are the following divisions:

- Administration (budget, human resources, and accreditation)
- Operations (patrol, mobile response, traffic enforcement, accident investigation and criminal investigations)
- Communications Section (call-taking and dispatch)

The Fire Department provides fire suppression services and conducts an aggressive inspection program designed to prevent fires. Divisions include:

- Chief's Office (administration)
- Prevention (enforcement of fire protection codes and investigations)
- Suppression (response to calls for service)
- Services (training and equipment/vehicle maintenance)

The Public Works Department encompasses those areas related to the maintenance of the City's infrastructure and solid waste collection. Organizationally, Public Works includes the following:

- Administration (oversight of all Public Works functions)
- Traffic Engineering (infrastructure design and review, traffic design and control)
- Engineering (management of all functions associated with civil engineering and capital improvement design including construction, streets, stormwater, wastewater, and traffic operations)
- Streets (resurfacing, street sweeping, and sidewalk repair)
- Wastewater (cleaning and repair of sanitary sewer lines)
- Solid Waste (collection of residential solid waste, including recycling services)
- Stormwater Management (improvement and maintenance of the storm drain system)
- Fleet and Safety Services (maintenance of the City's rolling stock)
- Construction Inspection (responsible for large construction and renovation projects, and inspection of various Capital Improvement Program (CIP) projects along with the road resurfacing and sidewalk rehabilitation programs)
- Building Services (oversight and maintenance of all City-owned and operated buildings)
- Downtown Infrastructure Maintenance (formerly named the CBD Work Crew)
- Parking (oversight of parking facilities owned and operated by the City and public parking in general)
- Utility Undergrounding (program management and implementation)

The Parks and Recreation Department manages the City's parks, recreation, and beautification efforts and encompasses the following functions:

- Administration (oversight of all Parks and Recreation functions)
- Recreation
- Greenville Zoo
- Parks Maintenance
- Rights-of-Way Maintenance
- Beautification
- Tree Maintenance
- Falls Park

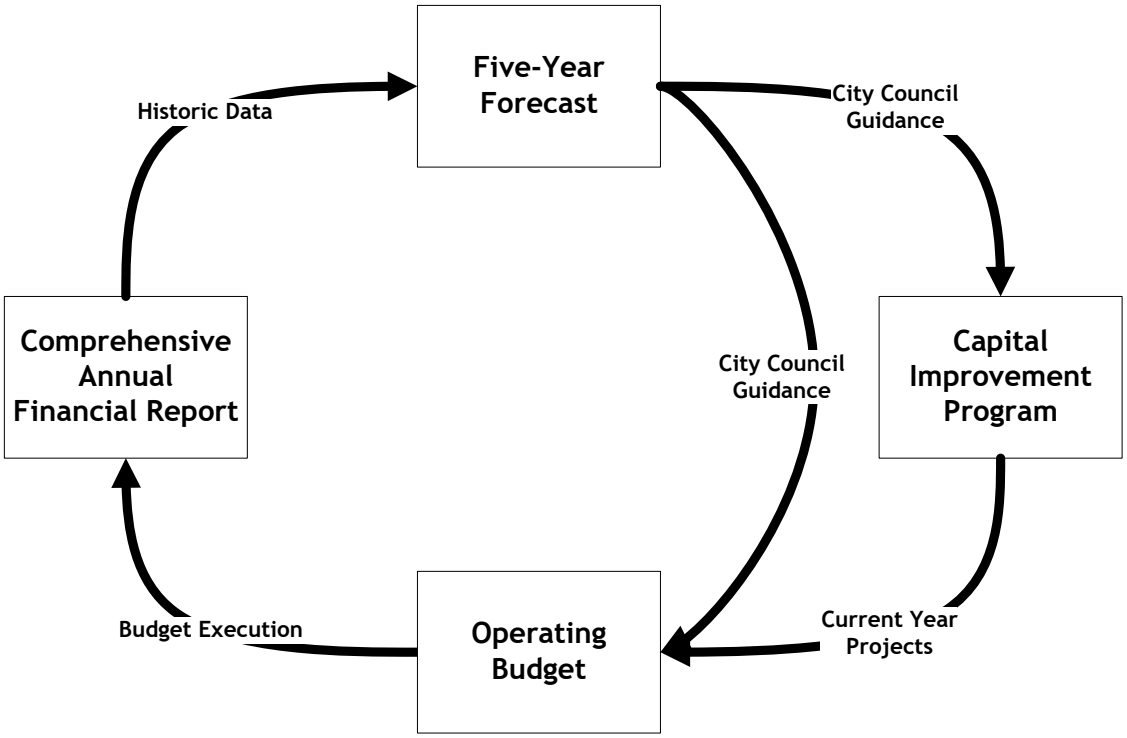
The Public Transportation Department includes the City's contract with the Greenville Transit Authority for all transit functions related to the operation of Greenlink, the community's bus system.

FUND RELATIONSHIPS

The following illustrates the relationship between the various City funds and the departments listed on the organizational chart on the preceding page.

	Non-Departmental	Management and Budget	Human Resources	Economic and Community Development	Fire	Police	Parks and Recreation	Public Works	Public Information and Events	Public Transportation
General Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Health Benefits		✓	✓							
Risk Management		✓	✓							
Fleet Services								✓		
Community Development				✓						
HOME Program				✓						
HOPWA Program				✓						
Hospitality Tax	✓									
Sunday Alcohol Permits	✓									
State Accommodations Tax	✓									
Local Accommodations Tax	✓									
Admissions Tax	✓									
Victim Witness						✓				
Utility Undergrounding								✓		
Event Management									✓	
TD Convention Center		✓								
Wastewater								✓		
Solid Waste								✓		
Stormwater Management								✓		
Parking								✓		
Greenville Zoo							✓			
Transit										✓
Tax Increment Funds	✓									

LONG-TERM FINANCIAL MANAGEMENT



The City of Greenville maintains an integrated financial management process to incorporate long-term financial planning into its annual budgeting and reporting documents. By implementing a process with a longer-term perspective, it allows the City to proactively address major opportunities and challenges, to avoid short-term fixes, and to project capacity for debt issuance and pay-as-you-go capital projects. Each process is described in the City's budget management policy (found in the appendix). Each year, the City prepares four documents to implement its financial management process as described in its policies.

FIVE-YEAR FINANCIAL FORECAST

In planning its longer-term operational and capital needs, each January, the Office of Management and Budget prepares a five-year financial forecast on the City's fiscal health in the following funds:

- General Fund
- Parking Fund
- Stormwater Fund
- Wastewater Fund
- Greenville Zoo Fund
- TD Convention Center Fund
- Solid Waste Fund
- Transit Fund
- Event Management Fund
- Hospitality Tax Fund
- Sunday Alcohol Permits Fund
- State Accommodations Tax Fund
- Local Accommodations Tax Fund
- Admissions Tax Fund

- Utility Undergrounding Fund
- Downtown Infrastructure Fund
- West End Tax Increment Fund
- Viola Street Tax Increment Fund

Using historic data from the Comprehensive Annual Financial Report (CAFR) for historic trends, and current-year budgets from the Annual Operating Budget and CIP, the forecast projects revenues and expenditures over five years based on historic trends and projected development. The forecast is presented to City Council (in a separate document) at its annual retreat, and includes policy options that the Council may consider towards achieving each fund's benchmarks and to maintain the positive fiscal condition of the City.

From its discussion, the City Council will give guidance to staff on preferred options in preparing the Capital Improvement Program and the Annual Operating Budget with an eye towards maintaining or improving the City's long-term financial position. Staff will then make recommendations to City Council in both the CIP and Operating Budget that seek to maintain or improve the City's financial position.

CAPITAL IMPROVEMENT PROGRAM

Described fully in the Capital Improvement Program (CIP) and Debt Management section, the CIP is a multi-year financial plan that encompasses capital construction for projects exceeding $100,000. The first year of the CIP becomes the capital budget for the coming fiscal year, and the subsequent years are planning years subject to future appropriation. Projects are proposed by departments based on needs and feedback received from stakeholders over the course of the year. The Five-Year Financial Forecast provides the foundation for projecting available debt capacity and balances for pay-as-you-go projects.

The impact of the CIP on the Annual Operating Budget is reflected in three areas:

- Pay-as-you-go financing reflected in the Operating Budget which impacts fund balance or available funds for operating needs;
- Debt service payment on any debt instrument that may be issued to finance capital improvements; and
- Staffing and other operating expenditures that may be required once a capital facility is completed.

OPERATING BUDGET

The Annual Operating Budget is the vehicle through which the City Council authorizes the government to fund operations during a specific fiscal year for specific purposes, and which establishes the economic resources that are required to support these activities. The Budget is a fiscal, planning, and policy document which reflect the allocation of limited revenues among competing uses. These allocations are provided for only after considerable time and analysis are devoted to weighing and balancing the demands for public services with available resources. It incorporates feedback and direction resulting from the Five-Year Financial Forecast and Capital Improvement Program processes.

Legal provisions for adoption of the annual budget are contained in Article X, Section 7 of the Constitution of the State of South Carolina, Section 5-13-90 of the South Carolina Code of Laws of 1970, and Section 2-196 of the Greenville Municipal Code.

The main body of the budget document is organized by fund, then by department/function. Each department/function, in turn, is broken down into one or more divisions. At this level, detailed information is presented for staffing, programs and activities, and expenditures by major category of expense. Finally, the appendix includes authorized staffing positions, appropriation ordinances, budgetary policies, and a glossary of key terms.

Annual budgets are legally adopted for the General Fund, Health Benefits Fund, Risk Management Fund, Fleet Services Fund, State Accommodations Tax Fund, Local Accommodations Tax Fund, Community Development Fund, HOME Program Fund, HOPWA Program Fund, Hospitality Tax Fund, Sunday Alcohol Permits Fund, Admissions Tax Fund, Victim Witness Fund, Utility Undergrounding Fund, Event Management Fund, Stormwater Management Fund, Wastewater Fund, Parking Fund, Greenville Zoo Fund, TD Convention Center Fund, Solid Waste Fund, Transit Fund, and the Tax Increment Funds. An annual budget is not adopted for the Capital Projects Fund, the Law Enforcement Fund, or the Miscellaneous Grants Fund, whose expenditures are budgeted on a project-duration basis.

BUDGET PROCESS

The budget process begins in January of each year for the forthcoming fiscal year which runs from July 1 to June 30 (see budget calendar on page B-20). Utilizing direction from City Council's retreat regarding the five-year financial forecast, the Office of Management and Budget projects fixed operating costs, vehicle replacement, and salary and fringe benefits costs for currently budgeted staffing and service levels. Departments develop objectives and service enhancement requests. This information is assimilated by the Office of Management and Budget in February along with current financial results. In January and February, the Office of Management and Budget projects revenues for all funds based on current tax rates and fee structures. Certain growth assumptions are made based on analysis of local and regional economic trends. In March and April, the City Manager meets with department heads to review funding requests, prioritize program needs, and establish consensus on objectives. Based on the most recent revenue estimates available, the City Manager and the Office of Management and Budget modify funding requests according to prioritized service levels. A preliminary budget document is then prepared and submitted to Council by May 1. City Council may deliberate on the preliminary budget during the month of May and into early June. No later than the end of June, Council adopts an appropriation ordinance for all funds following formal readings. The City Council must approve the budget by July 1 prior to any expenditure being made in the new fiscal year.

Balanced Budget: By state law, the City is required to adopt a balanced budget. For the purposes of this document, the City defines a balanced budget as current revenues plus fund balance appropriated equals or exceeds approved expenditures.

A capital budget and multi-year Capital Improvement Program are presented concurrent with the submission of the formal operating budget. City Council will hold first reading on the capital budget and CIP on June 6, 2016. A second reading will be held concurrently with budget adoption on June 13, 2016. The operating budget does not contain funding for capital improvements, except for small equipment, rolling stock, and other items of a recurring nature. These items are generally of a small dollar amount and are usually under $100,000 in value. Please see the CIP/Debt Management section for details on capital budgeting.

The Community Development budget cycle follows the same process with the addition of Citizens Advisory Committee recommendations and required public hearings.

FY 2016-17
BUDGET DEVELOPMENT CALENDAR

Task	Lead Agency	Timeframe	Product
BASELINE BUDGET PREPARATION			
Property taxes estimated	Budget/Revenue	Jan. - Feb.	
Permits & licenses estimated	Budget/Revenue	Jan. - Feb.	
User fees estimates	Budget/Revenue	Jan. - Feb.	
Other revenues	Budget/Revenue	Jan. - Feb.	**Preliminary Budget Estimate**
Salary projections	Budget/Human Resources	Jan. - Feb.	
Operating expenses	Budget/applicable agency	Jan. - Feb.	
Fleet Fund allocation	Fleet Services/Budget	Jan. - Feb.	
Risk Fund allocation	Risk Mgmt./Budget	Jan. - Feb.	
DEPARTMENT PREPARATION			
Departments prepare requests	Applicable Agency	Feb. -Mar.	**Department Modifications**
Departments revise narratives and strategic initiatives	Applicable Agency	Feb. -Mar.	
OMB REVIEW AND MODIFICATION			
OMB reviews department funding requests	Budget Office	Early March	
OMB meetings with Departments on requests	Budget/applicable agency	Early March	**OMB Recom. Budget**
Revenue modifications, based on Feb. postings	Budget Office	Early March	
OMB prepares recommendation to City Manager	Budget Office	Mid March	
CITY MANAGER REVIEW AND MODIFICATION			
City Manager meetings with Departments on requests	City Manager	Mid March	
Revenue modifications, based on Mar. postings	Budget Office	Early April	**Balanced budget**
Changes in funding mix, based on City Mgr. initiatives & strategic priorities	City Manager	Early April	
PROPOSED BUDGET DOCUMENT			
Incorporate final CIP decisions into the Operating Budget	Budget Office	Early -Mid April	**Proposed budget document**
Compilation/printing	Budget Office	Mid-Late April	
Legislative Action			
Committee of the Whole		May 2	
Committee of the Whole and Public Hearing (notice required)		June 6	
1st reading		June 6	
2nd reading and adoption		June 13	**Adopted budget**

FUND ACCOUNTING

The City's basis of budgetary focus is through the fund. Government resources are allocated to and accounted for in individual funds based on the purpose for which they are to be spent and the means by which spending activities are controlled. The operations of each fund are accounted for with a separate set of self-balancing accounts, and each fund is considered a separate accounting activity. Accordingly, budgeted revenues and expenditures are grouped by the following fund types:

- General Fund - used to account for all revenues and expenditures applicable to general operations of the City and to record all financial transactions not required to be accounted for in another fund. The general fund is the major fund that accounts for the day-to-day operations of the City.

- Internal Service Funds - used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost reimbursement basis. Expenses of these funds are included in the budgets of the respective agencies that use the services. Internal service funds have been established for the functions of health benefits, risk management, and fleet services.

- Special Revenue Funds - used to account for the proceeds of specific revenue sources that are restricted by law or administrative action to be expended for specified purposes. Special revenue funds include Community Development, HOME, HOPWA, Local Accommodations Tax, Hospitality Tax, Sunday Alcohol Permits, State Accommodations Tax, Admissions Tax, Victim Witness, and Utility Undergrounding.

- Enterprise Funds - used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the costs (including depreciation) of providing services to the general public are recovered primarily through user charges. Enterprise funds have been established for Event Management, TD Convention Center, Wastewater, Solid Waste, Stormwater Management, Parking, Greenville Zoo and Transit.

- Tax Increment Funds - used to account for the accumulation of resources for, and the payment of long-term debt principal, interest, and to pay for redevelopment project costs as described in the City's adopted redevelopment plans. Three tax increment funds have been established to account for redevelopment project costs for improvements in the Central Business (Downtown Infrastructure), West End, and Viola Street Districts.

- Capital Projects Fund - used to account for financial resources appropriated for the acquisition or construction of major capital facilities. Sources of financing for capital projects primarily include proceeds from the sale of general obligation and tax increment bonds, and transfers from the General Fund. Major capital requirements are addressed separately in a capital planning process and included in the Capital Improvement Program.

Basis of Accounting - refers to the point in time at which revenues and expenditures are recognized in the accounts and reported in the financial statements. All governmental and fiduciary funds are accounted for using the modified accrual basis of accounting in which revenues are recognized when they become measurable and available as net position, and expenditures are recognized when the related fund liability is incurred. Enterprise funds and internal service funds are accounted for using the full accrual basis in which revenues are recognized when earned and expenses when incurred.

Basis of Budgeting – the budgets for governmental funds are adopted on a modified accrual basis, consistent with Generally Accepted Accounting Principles (GAAP). City Council adopts annual budgets for the City's General Fund, Special Revenue Funds, and Tax Increment Funds. Budgets for Capital Projects funds are adopted based on project length.

Budgets for proprietary funds, including Enterprise Funds and the Internal Services Funds, are adopted on a full accrual basis, but are not consistent with GAAP. The major differences used for budgeting proprietary funds are:

- Repayments on debt are budgeted as expenses rather than as a reduction in liabilities.
- Depreciation expense on fixed assets is not included in the budget as an expense.
- Capital construction and equipment are considered expenses, rather than a conversion of a current asset to a Capital asset.

Appropriations for governmental and proprietary funds lapse at year-end with the exception of any appropriations for capital projects and grant funds where appropriations are carried forward until such time as each project is completed.

Encumbrances - appropriations in governmental funds are encumbered upon issuance of purchase orders, contracts, or other forms of legal commitments. While appropriations lapse at the end of a fiscal year for all operating funds, the subsequent year's budget specifically provides for the re-appropriation of year-end encumbrances via ordinance. Outstanding encumbrances at year-end represent the estimated amount of expenditures the City will incur if unperformed contracts in process and outstanding purchase orders at year-end are completed.

BUDGET EXECUTION AND AMENDMENTS

Upon passage of the budget, departments are responsible for executing their budgets under the terms of the City's appropriation ordinance and the Budget Policy (listed in the appendix). During the course of the fiscal year, the budget is modified through three methods:

Encumbrance Rollover – the appropriation ordinance allows for unexpended encumbrances to be reappropriated in the subsequent fiscal year. Upon completion of year-end processing, budget authority is increased to cover the cost of unexpended encumbrances.

Budget Transfers - the City Manager has authority to move appropriation authority within and between departments in the operating budget and between like capital projects. Per ordinance, the City Manager is required to notify City Council of any transfer in excess of $25,000 between projects or departments. Transfers outside of the scope given to the City Manager may be executed upon a resolution approved by a majority of City Council.

Supplemental Appropriations – can be passed by City Council authorizing the use of funds not previously included in the budget. This requires an ordinance passed by City Council.

COMPREHENSIVE ANNUAL FINANCIAL REPORT

Upon completion of the fiscal year, all transactions are reported through the Comprehensive Annual Financial Report (CAFR). Prior year data shown in the operating budget is reconciled to the CAFR and data within the CAFR is used to provide historic trends and analysis for inclusion in the subsequent Five-Year Forecasts.

PRINCIPAL REVENUE SOURCES

The cost to provide City services requires financing sources of an equal dollar amount. Local revenues are generated from a number of sources, including property taxes, user fees, business licenses, franchise fees, fines, permits, and state-shared revenue. Revenue forecasting is facilitated by the annual production of a Revenue Manual, which provides legislative authority, current rate structure, seven-year collection pattern, and basis of calculation for each primary revenue source. Major revenue classifications are described below.

Property taxes are the City's largest revenue source, comprising roughly 44.7% of all General Fund revenues. Property taxes are levied on all residential, commercial, and personal property in the City of Greenville. The tax levy on a particular piece of property is determined by three factors: market value, assessment ratio, and millage rate.

- *Market value* is determined by the Greenville County Assessor's Office using a variety of factors such as size, condition, location, and recent selling prices of comparable properties.

- *Assessment ratio* is a percentage which is multiplied by the appraised market value of a property to determine the assessed value. Owner-occupied residences are assessed at 4%. Commercial properties and motor vehicles are generally assessed at 6% and personal property at 10.5%.

- *Millage* is a term used to describe the rate of taxes levied. A mill is calculated at one dollar per one thousand dollars of assessed value:

$$\frac{\$1 \text{ of tax}}{\$1{,}000 \text{ assessed value}} = .001 = 1 \text{ mill}$$

  The South Carolina State Code of Laws limits the annual percentage increase in the millage rate to the increase in the Consumer Price Index plus the annual projected increase in population, with the exception that a municipality may utilize any allowed, but unused millage rate increase for the three previous tax years.

For property taxes to be fair and uniform, property values need to be updated to reflect market values for every property. State law requires reassessment every five years. Property was reassessed in Greenville County during FY 2015-16.

Calculation of City tax on a $100,000 owner-occupied residence, using proposed City millage (for illustration only):

Market value	$100,000
x Assessment ratio	x .04
Assessed value	$ 4,000
x Millage rate	.0853
Tax bill	$ 341.20

Below is a list of the principal taxpayers located within the City, their assessed value and the percent of total assessed valuation as of June 30, 2015.

Taxpayer	Current Assessed Valuation	% of Total Assessed Valuation
Duke Energy Corporation	$8,207,340	2.0%
TD Bank NA	$5,563,610	1.4%
Simon Haywood LLC & Bellwether	$5,496,390	1.3%
Bellsouth Telecomm, Inc.	$4,268,580	1.0%
Verdae Properties, Inc.	$3,615,300	0.9%
Daniel International Corporation	$3,478,370	0.8%
Magnolia Park LLC	$3,073,850	0.8%
Shops at Greenridge LLC	$2,758,390	0.7%
Health Care Reit Inc.	$2,269,880	0.6%
HB Liberty Square LLC	$2,251,350	0.5%
TOTALS	**$40,983,060**	**10.0%**

Source: Assessed valuations for the taxpayers listed above provided by Greenville County.

Licenses and permits represent the second largest revenue source for the City, comprising approximately 43.4% of all General Fund revenues. The most significant source is the business license fee, a levy based upon each $1,000 of gross receipts, sales, or premiums of business done within the corporate limits of the City. There are rate categories established for over 250 business classifications. The base rate in most categories ranges from $80 to $135 for the first $2,000 in receipts, and $.25 to $2 per $1,000 for all receipts above $2,000. The City also receives revenue from companies which issue health, life, and fire insurance premiums in the City. This revenue, based on a rate of .75% of gross premiums for life/health insurance and 2.75% of gross premiums for fire insurance, is collected and disbursed by the Municipal Association of South Carolina.

Other revenues in the licenses and permits category include franchise fees for electric, gas, and cable television. The rate structure is based upon a certain percentage of gross receipts in each case, and the basis of each forecast is trend analysis which generally parallels the rate of inflation.

Intergovernmental revenue includes grants and allocations from county, state, and federal governments. State-shared revenue is generally distributed on a pro-rata basis according to population or other set formula. The single largest source is Aid-to-Subdivisions, distributed quarterly from the Local Government Fund and funded by a transfer of 4.5% of State General Fund revenues. Counties receive 83.278% and municipalities 16.722% of the distribution. However, the Local Government Fund has not been fully funded by the State Legislature since 2008, as portions of this revenue source have been redirected to cover shortfalls in the State budget. The forecast FY 2016-17 Local Government Fund (Aid to Subdivisions) revenue of $1.28 million is based on prior year funding. The City also receives an annual reimbursement in the amount of $857,976 for the City's granted exemption of the Merchant's Inventory Tax from property taxation. This amount is based on the value of the City's merchant inventory when the value was frozen in 1987 and the tax was taken out of the ad valorem process. In FY 2016-17, the City will begin receiving revenue from Greenville County from the County's former recreation district millage. FY 2016-17 revenue from that source is estimated at $350,000.

Fees and charges are levied for services based on the premise that the cost of the service should be borne by those who directly benefit from the service. In the General Fund, user fees include plan

reviews, alarm fees, fire protection fees, and various recreation fees. Fees are based on a fixed dollar rate, and the revenue forecast for these sources is based on historical trends.
Certain **user fees** established by the City are deposited in enterprise funds to support the respective operations. These include wastewater fees, parking fees, stormwater fees, and solid waste fees.

- *Wastewater (sewer) user fees* finance the wastewater operation and are recorded in an enterprise fund. The charges, based on meter size, will range from a monthly charge of $11.09 for a 5/8" residential connection to $1,342.44 for an 8" commercial connection for rates effective July 1, 2016. Based on historical trends and a relatively fixed number of commercial and residential units in the City, this revenue source is estimated to generate $5.08 million in FY 2016-17.

- *Parking fees* support the operations of the City parking facilities and are recorded in an enterprise fund. There are ten parking garages or decks providing a total of over 6,000 spaces. Parking garage rates are proposed to increase to $72.00 for most unreserved monthly parkers and $1.50 to $7.50, respectively, for hourly and daily parkers, with the first hour free. Volume discounts are available for bulk purchasers. The projected parking revenue in any given year is based on the number of available spaces, current monthly and daily rates, and occupancy rate estimates.

- *Stormwater fees* support the stormwater management program and are recorded in an enterprise fund. The fee is based on impervious surface areas of residential and commercial property. Effective July 1, 2016, the basic rate structure will be $40.92 per year for developed residential with impervious area of 1,640 sq. ft. or less, $71.85 per year for developed residential with impervious area of greater than 1,640 sq. ft., and $71.85 for developed commercial/industrial property for each equivalent residential unit. The current revenue estimate of $5.43 million is based on a combination of historical trends, the rate schedule (which has been adjusted to reflect an increase of 2.2%), and the database for residential impervious area.

- *Solid waste fees* are levied through a $15.50 monthly charge collected from approximately 15,000 residential units. Revenues are based on the number of units combined with the projected growth in single family units. No rate increase is included.

Fines and forfeitures consist of fines imposed and collected by the Municipal Court for misdemeanor crimes, moving traffic violations, and court costs. The forecast is based on historical trends and adjusted for any known changes in police arrest or prosecution policies, and/or changes in court jurisdictions and fine limitations.

Other revenues include the following:

- *Interest earnings,* which are dependent upon prevailing market rates, the City's fund balance, the timely receipt of taxes, effective cash management practices, and the amount of funds actually available for investment throughout the year.

- *External service reimbursements* reflect reimbursements by outside agencies for in-kind services performed by the City, or for pre-existing contractual arrangements. The revenue received is offset by expenditures related to services performed.

- *Interfund transfers* consist of redirecting monies from one accounting fund to another, rather than the receipt of "new" revenue.

CASH MANAGEMENT AND INVESTMENTS

Following collection, but prior to disbursement of funds, the City of Greenville pursues an investment policy that seeks to preserve capital, liquidity, and yield. The City's investment policy is designed to operate within the existing statutes for the State of South Carolina and its political subdivisions. Pursuant to State law, the City may invest in the following:

a) Obligations of the United States and agencies thereof;
b) General obligations of the State of South Carolina or any of its political units;
c) Savings and Loan Associations to the extent that the same are insured by an agency of the Federal government;
d) Certificates of Deposit and funds in deposit accounts with banking institutions provided that such certificates and funds in deposit accounts are collaterally secured by securities of the type described in (a) and (b) above, held by a third party as escrow agent, or custodian of a market value, not less than the amount of the certificates or funds in deposit accounts so secured, including interest; provided, however, such collateral shall not be required to the extent the same are insured by an agency of the federal government;
e) Collateralized repurchase agreements when collateralized by securities as set forth in (a) and (b) above and held by the governmental entity or a third party as escrow agent or custodian; and
f) No-load open-end or closed-end management type investment companies or investment trusts registered under the Investment Company Act of 1940, as amended, where the investment is made by a bank or trust company or savings and loan association or other financial institution when acting as trustee or agent for a bond or other debt issue of that local government, political subdivision, or county treasurer if the particular portfolio of the investment company or investment trust in which the investment is made (1) is limited to obligations listed in (a), (b), and (e), and (2) has among its objectives the attempt to maintain a constant net asset value of one dollar a share and to that end, value its assets by the amortized cost method.

The City largely invests its cash reserves in obligations of the United States and related agencies, open-ended mutual funds that invest in short-term obligations of the United States governments and its agencies, and through participation in the South Carolina Pooled Investment Fund. The South Carolina Pooled Investment Fund is managed by the State Treasurer's Office and is an investment trust fund where public monies of political subdivisions may be invested. Its investments are restricted to the categories listed above.

The City's policy is to maintain a General Fund balance of 20% in order to maintain adequate cash reserves in anticipation of the receipt of tax and business license revenues which largely are collected during the third quarter of the fiscal year. This avoids the need for a revenue anticipation note or other short-term debt instrument.

PERFORMANCE MEASUREMENT

Performance measurement is the process of determining an organization's success in meeting its goals and objectives. It allows an organization to judge what it is doing and how well it is doing it, and provides a means of examining how to improve services.

Performance measurement is particularly important in evaluating public services. Decision-making processes in the public sector, in contrast to those in the private sector, rarely can be evaluated by a profit/loss margin or equivalent "bottom line" metric. Government programs require other objective measures to determine success in implementing those programs.

Generally, there are four types of performance measures:

• Workload Measures: Focus on the amount of work done.
• Efficiency Measures: Focus on the work done and the cost to perform it.
• Effectiveness Measures: Focus on how well the work is performed.
• Outcome Measures: Focus on the desired result of a particular service.

The City of Greenville's performance measurement effort emphasizes the development and use of outcome measures. Outcome measures are preferred for two reasons:

• Outcome measures focus on why services are performed, as opposed to how services are performed. While other measures can focus on a particular management technique, outcome measures focus on the results as demonstrated in the community.
• Outcome measures focus on the overall organization, as opposed to a particular line unit or function. This recognizes that many of the most pressing issues facing the organization are not solely the responsibility of one department.

The City developed a series of outcome measures for each of the City's Strategic Goals, listed below. All departments with employees have Strategic Initiatives that correspond with the Strategic Goals, and each initiative shows an indication of completeness and denotes whether it is a current or ongoing initiative.

STRATEGIC GOALS

Greenville is a SAFE CITY where citizens and visitors are safe and feel confident that a response will be there at all times.

Greenville is a SUSTAINABLE CITY that protects and conserves its water, air, and green space, and promotes public health and wellbeing.

Greenville is a PROSPEROUS CITY that promotes the expansion of economic activity in its downtown and commercial corridors, fosters a healthy climate for new and existing businesses, and provides economic opportunities for all residents.

Greenville is a CITY OF NEIGHBORHOODS with quality housing for all incomes and engaged communities.

Greenville is a MOBILE CITY with a comprehensive transportation network that allows connectivity through multimodal options.

Greenville is a CITY OF CULTURE AND RECREATION with an emphasis on the arts, recreation opportunities, and community events.

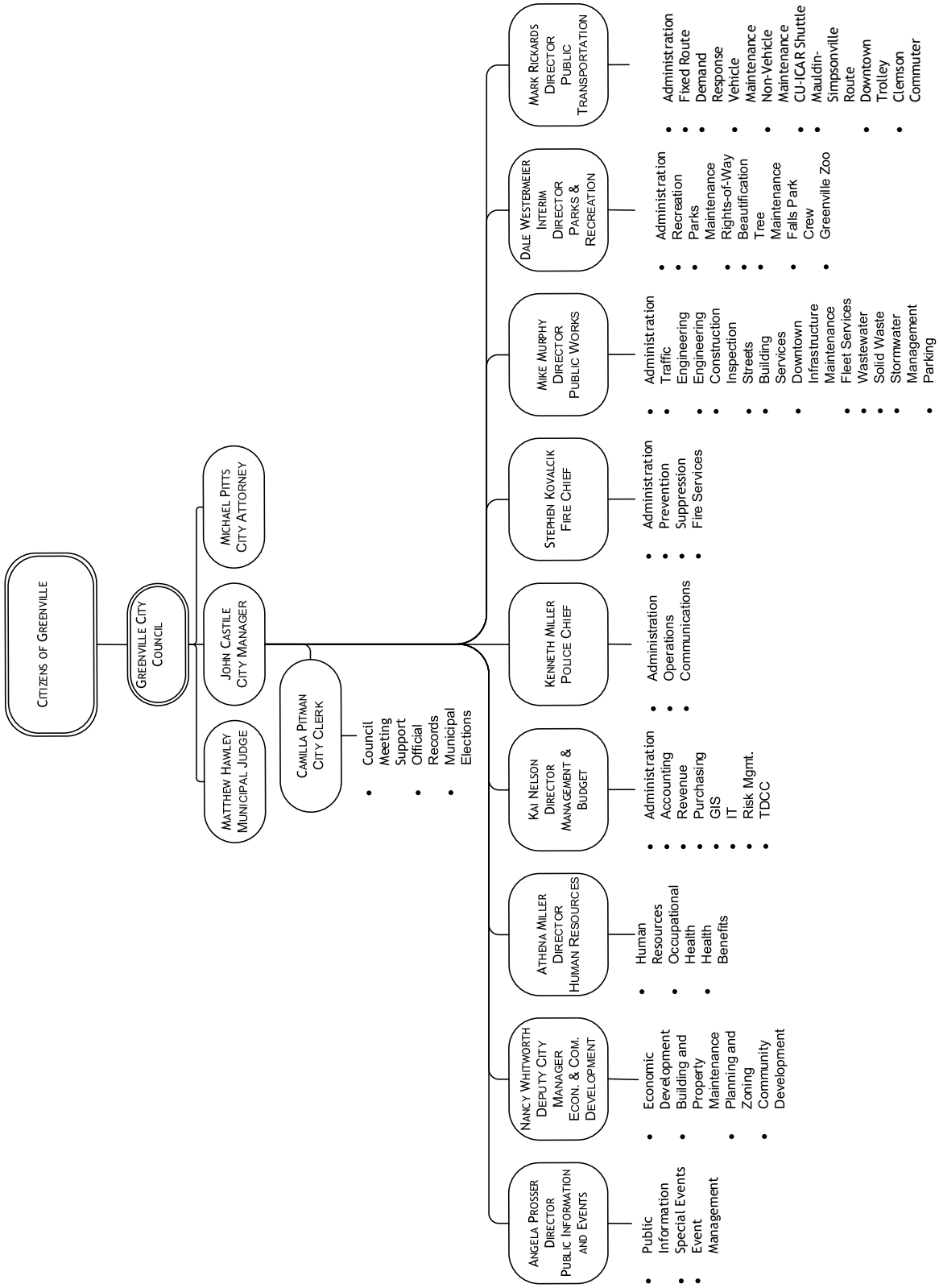
Greenville is an INCLUSIVE CITY that celebrates diversity from a variety of backgrounds and cultures, and supports our children, families, and seniors.

city of
greenville

AUTHORIZED STAFFING

city of
greenville

ORGANIZATION CHART



SUMMARY OF PERSONNEL CHANGES

General Fund Department	Position(s)	Amount Budgeted
Police Department	Addition - 1 GRAVITY Coordinator	$69,401
Fire Department	Conversion - 1 Firefighter II is converted to a Community Risk Reduction and Education Coordinator	$5,112
Fire Department	Conversion - 1 Firefighter II is converted to Quality Assurance and Medical Compliance	$5,112
Total, General Fund Personnel Changes		$79,625

The following positions are scheduled to be added to the General Fund on January 1, 2017 and are not shown in the Authorized Staffing Chart. Amounts shown are half-year costs.

General Fund Department	Position(s)	Amount Budgeted
Fire Department	Addition - 1 Captain	$40,488
Fire Department	Addition - 2 Lieutenants	$74,597
Fire Department	Addition - 3 Fire Specialists	$103,123
Fire Department	Addition - 6 Firefighter II's	$148,488
Total, General Fund Personnel Changes		$366,696

Enterprise Funds (These personnel are captured in each individual Enterprise Fund, and are not included in the General Fund. They are included here for informational purposes only.)

Fund	Position(s)	Amount Budgeted
Parking	Addition - 1 Parking Facilities Specialist	$43,809
Solid Waste	Reduction - 8 Solid Waste Collectors	($292,472)
Stormwater	Addition - 1 Sr. Engineering Tech.	$69,751
Transit	Conversion - 2 PT Bus Ops. to 2 FT Bus Operators	$20,000
Transit	Addition - 1 Safety and Training Officer	$71,443
Transit	Reduction - 1 PT Bus Operator	($15,173)
Transit	Reduction - 3 FTE	($166,620)
Total, Enterprise Funds Personnel Changes		($269,262)

The following positions are scheduled to be reduced in Enterprise Fund on January 1, 2017 and are not shown in the Authorized Staffing Chart. Amounts shown are half-year costs.

Fund	Position(s)	Amount Budgeted
Parking	Reduction - 4 Parking Ambassadors	($75,166)
Total, Enterprise Fund Personnel Changes		($75,166)

AUTHORIZED STAFFING

	2013-14	2014-15	2015-16	2016-17	Net Change
GENERAL FUND					
LEGISLATIVE AND ADMINISTRATIVE					
Mayor and Council					
Mayor	1	1	1	1	
Council Members	6	6	6	6	
Executive Assistant to the Mayor	1	1	1	1	
	8	8	8	8	0
City Attorney's Office					
City Attorney	1	1	1	1	
Assistant City Attorney	3	3	3	3	
Sr. Paralegal	0	0	0	1	
Paralegal	2	2	2	1	
Administrative Assistant III	1	1	1	1	
Legal Office Administrator	1	1	1	1	
	8	8	8	8	0
Municipal Court					
Municipal Court Judge	1	1	1	1	
Assistant Municipal Court Judge (FT)	1	1	1	1	
Assistant Municipal Court Judge (PT)	2	2	2	2	
Court Services Associate	6	6	6	6	
Clerk of Operations	1	1	1	1	
Clerk of Finance	1	1	1	1	
Court Services Coordinator	3	3	3	3	
Ministerial Recorder	4	4	4	4	
	19	19	19	19	0
City Manager's Office					
City Manager	1	1	1	1	
Deputy City Manager	1	1	1	1	
Intergovernmental Manager	1	1	1	1	
Executive Assistant to the City Manager	1	1	1	1	
	4	4	4	4	0
City Clerk's Office					
City Clerk	1	1	1	1	
Deputy City Clerk	1	1	1	1	
	2	2	2	2	0
Subtotal Full-Time Legislative and Administrative	**39**	**39**	**39**	**39**	0
Subtotal Part-Time Legislative and Administrative	**2**	**2**	**2**	**2**	0
Total Personnel	**41**	**41**	**41**	**41**	0

	2013-14	2014-15	2015-16	2016-17	Net Change
PUBLIC INFORMATION AND EVENTS					
Public Information Division					
Public Information Administrator	0	1	1	1	
Graphics Manager	1	1	1	1	
Video Manager	1	1	1	1	
Web Manager	1	0	0	0	
Grants Coordinator	1	1	1	1	
Communications Manager	1	1	1	1	
CS Rep - Greenville Cares	0	1	1	1	
CS Rep - City Hall	0	1	1	1	
Customer Service Coordinator - Greenville Cares	1	0	0	0	
Customer Service Representative - Greenville Cares	1	0	0	0	
	7	7	7	7	0
Special Events Division					
Director of Public Information and Events	1	1	1	1	
Business Analyst I	0	0	1	1	
Sr. Accounting Technician	1	1	0	0	
Sales and Finance Manager	0	0	0	1	
Sales and Marketing Manager	1	1	1	0	
Special Events Manager	1	1	1	1	
Special Events Coordinator	1	1	1	1	
	5	5	5	5	0
Subtotal Full-Time Public Information and Events	**12**	**12**	**12**	**12**	0
Subtotal Part-Time Public Information and Events	**0**	**0**	**0**	**0**	0
Total Personnel	**12**	**12**	**12**	**12**	0

	2013-14	2014-15	2015-16	2016-17	Net Change
ECONOMIC AND COMMUNITY DEVELOPMENT					
Economic Development					
Director of Economic and Community Development	1	1	1	1	
Downtown Manager	1	1	1	1	
Business Development Manager	0	0	1	1	
Economic Development Manager	1	1	0	0	
Economic Development Analyst	1	1	1	1	
Economic Development Representative	2	2	2	1	
Economic Development Marketing Analyst	0	0	0	1	
Administrative Assistant III	1	1	1	1	
	7	7	7	7	0
Planning and Zoning Division					
Planning and Development Manager	1	1	1	1	
Zoning Administrator	1	1	1	1	
Zoning Code Enforcement Officer	0	1	1	1	
Zoning Coordinator	1	1	1	1	
Development Planner	2	2	2	2	
Administrative Assistant II	1	1	1	1	
	6	7	7	7	0
Building and Property Maintenance Division					
Building Codes Administrator	1	1	1	1	
Chief of Inspections	1	0	0	0	
Assistant Building Codes Administrator	0	1	1	1	
Plans Examiner	1	1	1	1	
Plans Routing Tech	0	1	1	1	
Plan Review Coordinator	1	0	0	0	
Permitting Manager	0	1	1	0	
Permit Coordinator	0	0	0	1	
Administrative Assistant I	1	1	1	1	
Inspector I, II, III	6	8	8	8	
Code Enforcement Supervisor	1	1	1	1	
Code Enforcement Officer	3	3	3	3	
	15	18	18	18	0
Subtotal Full-Time Economic Development	**28**	**32**	**32**	**32**	0
Subtotal Part-Time Economic Development	**0**	**0**	**0**	**0**	0
Total Personnel	**28**	**32**	**32**	**32**	0

	2013-14	2014-15	2015-16	2016-17	Net Change
HUMAN RESOURCES					
Human Resources					
Director of Human Resources	1	1	1	1	
Benefits Administrator	0	0	1	1	
Benefits Analyst	1	1	0	0	
Compensation Manager	1	1	1	1	
EEO / Employment Administrator	1	1	1	1	
Human Resources Assistant	1	1	1	1	
HR Generalist	1	1	1	1	
	6	6	6	6	0
Occupational Health					
Health Clinic Administrator	1	1	1	1	
Registered Nurse I	1	1	1	1	
Registered Nurse II	1	1	1	1	
	3	3	3	3	0
Subtotal Full-Time Human Resources	**9**	**9**	**9**	**9**	0
Subtotal Part-Time Human Resources	**0**	**0**	**0**	**0**	0
Total Personnel	**9**	**9**	**9**	**9**	0
OFFICE OF MANAGEMENT AND BUDGET (OMB)					
Administration Division					
Director of Management and Budget	1	1	1	1	
Accounting Technician	1	0	0	0	
Accounting Technician (PT)	0	1	1	1	
Budget Administrator	1	1	1	1	
Budget Analyst / Auditor	1	0	0	0	
Budget Analyst / Auditor (PT)	0	1	1	1	
Budget and Management Analyst	0	1	1	1	
Business Analyst II	0	0	1	0	
	4	5	6	5	(1)
Accounting Division					
Comptroller	1	1	1	1	
Senior Accountant	3	3	3	3	
Sr. Accounting Technician	1	1	1	1	
Payroll Accountant	1	1	1	1	
	6	6	6	6	0

	2013-14	2014-15	2015-16	2016-17	Net Change
Revenue Division					
Revenue Administrator	1	1	1	1	
Business License Auditor	1	1	1	1	
Business License Officer	2	2	2	2	
Business License Field Supervisor	1	1	1	1	
Revenue Coordinator	1	1	1	1	
Revenue Specialist	1	1	1	1	
Revenue Technician	1	1	1	1	
Permit and License Technician	3	3	3	3	
	11	11	11	11	0
Purchasing Division					
Purchasing Administrator	1	1	1	1	
Administrative Assistant II (PT)	0	0	1	1	
Records Management Coordinator	1	1	0	0	
Mail Services Clerk	1	1	1	1	
Lead Buyer	0	0	0	1	
Buyer	2	2	2	1	
	5	5	5	5	0
Information Technology (IT)					
Information Technology Manager	1	1	1	1	
Technical Services Manager	1	1	1	1	
Technical Project Coordinator	0	1	1	1	
Network / Security Administrator	1	1	1	1	
Business Analyst II	0	0	0	1	
Server Administrator	1	1	1	1	
Support Center Technician	5	5	5	5	
	9	10	10	11	1
Geographic Information Systems (GIS)					
GIS Administrator	1	0	0	0	
GIS Technical Manager	0	1	1	1	
GIS Analyst III	1	0	0	0	
GIS Analyst II	2	2	2	2	
GIS Analyst I	1	1	1	1	
	5	4	4	4	0
Subtotal Full-Time OMB	**40**	**39**	**39**	**39**	0
Subtotal Part-Time OMB	**0**	**2**	**3**	**3**	0
Total Personnel	**40**	**41**	**42**	**42**	0

	2013-14	2014-15	2015-16	2016-17	Net Change
POLICE DEPARTMENT					
Police Chief's Office					
Police Chief	1	1	0	0	
Police Lieutenant	1	1	0	0	
Police Sergeant	1	1	0	0	
Administrative Assistant III	0	1	0	0	
Administrative Assistant II	2	1	0	0	
	5	5	0	0	0
Administration Division					
Police Captain	0	1	0	0	
Sr. Accounting Technician	1	1	1	1	
Accounting Technician	1	0	0	0	
Police Corporal	3	3	0	0	
Police Sergeant	1	2	0	0	
Police Lieutenant	1	1	0	0	
Police Officer	1	2	0	0	
Property and Compliance Manager	1	1	1	1	
Crime Analyst	2	2	2	2	
GRAVITY Coordinator	0	0	0	1	
Strategic Planning and Analysis Admin.	0	0	1	1	
Business Mgnt. and Systems App. Specialist	0	0	1	1	
Administrative Assistant III	0	0	1	1	
Administrative Assistant II	0	1	3	3	
Administrative Assistant I	0	0	1	1	
Training and Certification Coordinator	0	0	1	1	
Data Entry Operator	1	0	0	0	
	12	14	12	13	1
Operations Division					
Police Chief	0	0	1	1	
Police Major	1	1	0	0	
Police Captain	2	1	5	5	
Police Lieutenant	5	5	10	10	
Police Sergeant	10	10	21	22	
Master Patrolman	0	1	3	7	
Police Corporal	8	3	28	25	
Police Officer	86	85	129	127	
CBD Compliance Inspector (PT)	0	0	1	1	
Animal Control Officer	0	0	2	2	
Training and Certification Coordinator	0	1	0	0	
Administrative Assistant II	1	1	0	0	
	113	108	200	200	0

	2013-14	2014-15	2015-16	2016-17	Net Change
Support Division					
Police Major	1	1	0	0	
Police Captain	1	1	0	0	
Police Lieutenant	3	3	0	0	
Police Sergeant	7	7	0	0	
Master Patrolman	0	2	0	0	
Police Corporal	25	22	0	0	
Police Officer	33	45	0	0	
Investigative Services Specialist	1	0	0	0	
CBD Compliance Inspector (PT)	0	1	0	0	
Animal Control Officer	2	2	0	0	
Crime Stopper Specialist	1	0	0	0	
Administrative Assistant I	1	1	0	0	
	75	85	0	0	0
Communications Section					
Communication Bureau Administrator	1	1	1	1	
Alarm Coordinator	0	1	1	1	
Asst. Communication Bureau Administrator	1	1	1	1	
NCIC Coordinator	0	0	0	1	
Communications Shift Supervisor	0	0	0	4	
Communications Specialist I, II, III	28	28	28	23	
	30	31	31	31	0
Subtotal Full-Time Police	**235**	**242**	**242**	**243**	1
Subtotal Part-Time Police	**0**	**1**	**1**	**1**	0
Total Personnel	**235**	**243**	**243**	**244**	1
FIRE DEPARTMENT					
Administration					
Fire Chief	1	1	1	1	
Administrative Assistant III	1	1	1	1	
	2	2	2	2	0
Fire Prevention Division					
Administrative Assistant II	1	1	1	1	
Comm. Risk Reduction and Education Coord.	0	0	0	1	
Fire Marshal	1	1	1	1	
Fire Inspector II	1	4	3	4	
Fire Inspector I	3	0	1	0	
Deputy Fire Marshal	1	1	1	1	
	7	7	7	8	1

	2013-14	2014-15	2015-16	2016-17	Net Change
Fire Suppression Division					
Assistant Fire Chief	3	3	3	3	
Fire Battalion Chief	3	3	3	2	
Fire Captain	6	6	6	7	
Fire Lieutenant	24	24	24	24	
Firefighter	72	75	74	72	
Fire Specialist	21	21	21	21	
	129	132	131	129	(2)
Fire Services Division					
Deputy Fire Chief	1	1	1	1	
Chief of Training	1	1	1	1	
Training Instructor	1	1	1	1	
Chief Fire Mechanic	1	1	1	1	
Fire Accreditation Manager	0	0	1	1	
Quality Assurance and Medical Compliance	0	0	0	1	
Resource Management Officer	1	1	1	1	
Assistant Fire Mechanic	1	1	1	1	
	6	6	7	8	1
Subtotal Full-Time Fire	**144**	**147**	**147**	**147**	0
Subtotal Part-Time Fire	**0**	**0**	**0**	**0**	0
Total Personnel	**144**	**147**	**147**	**147**	0
PUBLIC WORKS DEPARTMENT					
Administration					
Director of Public Works	1	1	1	1	
Assistant Public Works Director	1	1	1	1	
Administrative Assistant III	1	1	1	1	
	3	3	3	3	0
Traffic Engineering Division					
Assistant City Engineer - Traffic	1	1	1	1	
Traffic Control Supervisor	1	1	1	1	
Traffic Operations Engineer	1	1	1	1	
Senior Signal System Technician	1	1	1	1	
Senior Traffic Control Technician	4	4	4	4	
Senior Sign Supply/Traffic Control Technician	1	1	1	1	
Traffic Control Technician	4	4	4	4	
Engineering Technician I	1	1	1	1	
Administrative Assistant II	1	1	1	1	
	15	15	15	15	0

	2013-14	2014-15	2015-16	2016-17	Net Change
Engineering Division					
Engineering Services Manager	1	1	1	1	
Assistant City Engineer - Civil	1	1	1	1	
Senior Civil Engineer	2	2	2	1	
Civil Engineer	0.5	0.5	0.5	1.5	
Engineering Technician I	1	1	1	1	
City Surveyor	1	0	0	0	
Survey Engineer	0	1	1	1	
Business Analyst II	0	0	1	0	
Office Manager	1	1	0	1	
Administrative Assistant II	0	1	1	1	
Administrative Assistant I	1	0	0	0	
	8.5	8.5	8.5	8.5	0
Streets Division					
Streets and Sidewalks Manager	1	1	1	1	
Office Manager	1	1	1	1	
Supply Services Manager	1	1	1	1	
Supply Services Assistant	1	1	1	0	
Concrete Supervisor	3	3	3	3	
Pavement Supervisor	1	1	1	1	
Streets Cleaning Supervisor	1	1	1	1	
Asphalt Pavement Technician II	2	2	2	2	
Asphalt Pavement Technician I	1	1	1	1	
Streets Cleaning Technician II	5	7	7	7	
Streets Concrete Technician II	6	6	6	6	
Streets Concrete Technician I	3	3	3	4	
Semi-Skilled Laborer	1	1	1	0	
	27	29	29	28	(1)
Construction Inspection Bureau					
Capital Projects Manager	1	1	1	1	
Construction and Inspection Manager	1	1	1	1	
Senior Engineering Technician	3	4	4	4	
Engineering Technician II	1	1	1	1	
Administrative Assistant II	1	1	1	1	
	7	8	8	8	0
Building Services Division					
Building Services Manager	1	1	1	1	
Building Maintenance Technician	8	8	8	9	
Building Maintenance Supervisor	1	1	1	1	
	10	10	10	11	1

	2013-14	2014-15	2015-16	2016-17	Net Change
Downtown Infrastructure Maintenance					
Concrete Supervisor	1	1	1	1	
Streets Concrete Technician II	2	2	1	1	
Streets Concrete Technician I	1	1	2	2	
	4	4	4	4	0
Subtotal Full-Time Public Works	**74.5**	**77.5**	**77.5**	**77.5**	0
Subtotal Part-Time Public Works	**0**	**0**	**0**	**0**	0
Total Personnel	**74.5**	**77.5**	**77.5**	**77.5**	0
PARKS AND RECREATION DEPARTMENT					
Parks and Recreation Administration					
Director of Parks, Recreation, and Sustainability	0	1	1	1	
Director of Parks and Recreation	1	0	0	0	
Parks and Recreation Business Administrator	1	1	1	1	
Urban Designer	1	1	1	1	
Operations Coordinator	1	1	1	1	
Shop Superintendent	1	1	1	1	
Small Engine Mechanic	1	1	1	1	
Administrative Assistant III	1	1	1	1	
Administrative Assistant II	1	1	1	1	
	8	8	8	8	0
Recreation Division					
Asst. Community Center Supervisor	2	0	0	0	
Community Center Supervisor	4	4	4	4	
Recreation Administrator	0	0	1	1	
Recreation Operations Administrator	1	1	0	0	
Recreation Programs Manager	1	1	1	1	
Recreation Supervisor	0	0	0	1	
Custodian	2	2	2	2	
Custodian (PT)	1	1	1	1	
Recreation Leader	0	4	4	5	
Recreation Leader (PT)	11	9	9	8	
Community Programs Manager	1	1	1	1	
Athletic Program Manager	0	1	1	1	
Athletic Program Coordinator	1	0	0	0	
Athletic Program Leader	1	1	1	1	
	25	25	25	26	1

	2013-14	2014-15	2015-16	2016-17	Net Change
Parks Maintenance Division					
Assistant Parks and Grounds Administrator	1	1	1	1	
Park District Manager	3	3	3	3	
Parks Maintenance Supervisor	1	1	1	1	
Cemetery Maintenance Supervisor	1	1	1	1	
Parks and Rec. Maintenance Tech. II	5	5	5	5	
Parks and Rec. Maintenance Tech. I	9	9	9	9	
	20	20	20	20	0
Rights-of-Way Division					
Community Service Manager	1	1	1	1	
Right-of-Way Manager	1	1	1	1	
Parks and Rec. Maintenance Tech. II	4	4	4	4	
Parks and Rec. Maintenance Tech. I	2	2	2	2	
	8	8	8	8	0
Beautification Division					
Deputy Director of Parks and Recreation	1	1	1	1	
Superintendent of Grounds	1	1	1	1	
Assistant Superintendent of Grounds	0	0	0	1	
Sr. Landscape Architect	1	1	1	1	
Beautification Supervisor	4	4	4	3	
Parks and Rec. Maintenance Tech. II	4	4	4	4	
Parks and Rec. Maintenance Tech. I	4	4	4	4	
	15	15	15	15	0
Tree Maintenance Division					
Superintendent of Trees	1	1	1	1	
Sr. Tree Service Technician	2	2	2	2	
Tree Service Technician II	2	2	2	2	
	5	5	5	5	0
Falls Park Crew					
Public Garden Manager	1	1	1	1	
Asst. Public Garden Manager	1	1	1	1	
Fountain Technician	1	1	1	1	
Public Garden Supervisor	3	3	3	3	
Public Garden Technician	3	3	3	3	
Parks and Rec. Maintenance Tech. II	0	1	1	1	
Parks and Rec. Maintenance Tech. I	2	3	3	3	
	11	13	13	13	0
Subtotal Full-Time Parks and Rec.	**80**	**84**	**84**	**86**	2
Subtotal Part-Time Parks and Rec.	**12**	**10**	**10**	**9**	(1)
Total Personnel	**92**	**94**	**94**	**95**	1
Total Full Time General Fund	**661.5**	**681.5**	**681.5**	**684.5**	3
Total Part Time General Fund	**14.0**	**15.0**	**16.0**	**15.0**	(1)
Total Personnel General Fund	**675.5**	**696.5**	**697.5**	**699.5**	2

INTERNAL SERVICE FUNDS

	2013-14	2014-15	2015-16	2016-17	Net Change
HEALTH BENEFITS FUND					
HR Generalist	0	0	1	1	
Administrative Assistant	0	1	0	0	
	0	1	1	1	0
Subtotal Full-Time Health Benefits Fund	**0**	**1**	**1**	**1**	0
Subtotal Part-Time Health Benefits Fund	**0**	**0**	**0**	**0**	0
Total Personnel	**0**	**1**	**1**	**1**	0
RISK MANAGEMENT FUND					
Risk Manager	1	1	1	1	
	1	1	1	1	0
Subtotal Full-Time Risk Management Fund	**1**	**1**	**1**	**1**	0
Subtotal Part-Time Risk Management Fund	**0**	**0**	**0**	**0**	0
Total Personnel	**1**	**1**	**1**	**1**	0
FLEET SERVICES FUND					
Fleet Manager II	1	1	1	1	
Garage Superintendent	1	1	1	0	
Parts Technician	1	1	1	1	
Safety Training Officer	1	1	1	1	
Shop Foreman	1	1	2	2	
Mechanic I, II, III	6	9	8	9	
Parts Supervisor	1	1	1	1	
Administrative Assistant II	1	1	1	1	
Service Writer / Relief Mechanic	0	1	1	1	
Service Writer	1	0	0	0	
	14	17	17	17	0
Subtotal Full-Time Fleet Internal Service Fund	**14**	**17**	**17**	**17**	0
Subtotal Part-Time Fleet Internal Service Fund	**0**	**0**	**0**	**0**	0
Total Personnel	**14**	**17**	**17**	**17**	0
Total Full Time Internal Service Funds	**15**	**19**	**19**	**19**	0
Total Part Time Internal Service Funds	**0**	**0**	**0**	**0**	0
Total Personnel Internal Service Funds	**15**	**19**	**19**	**19**	0

	2013-14	2014-15	2015-16	2016-17	Net Change
SPECIAL REVENUE FUNDS					
COMMUNITY DEVELOPMENT					
Community Development Division					
Community Development and Relations Administrator	1	1	1	1	
Community Planner	1	1	1	1	
	2	2	2	2	0
Community Development Projects					
Community Development Project Manager	1	1	1	1	
Neighborhood Planner	1	1	1	1	
Construction Coordinator	1	1	1	1	
Livability Educator	1	0	0	0	
Community Challenge and Brownsfields Coordinator	1	1	1	1	
Administrative Assistant II	1	1	1	1	
	6	5	5	5	0
Subtotal Full Time Community Development	**8**	**7**	**7**	**7**	0
Subtotal Part Time Community Development	**0**	**0**	**0**	**0**	0
Total Personnel	**8**	**7**	**7**	**7**	0
VICTIM WITNESS FUND					
Victim Witness Advocate/Civilian	2	2	2	2	
	2	2	2	2	0
Total Full Time Victim Witness Fund	**2**	**2**	**2**	**2**	
Total Part Time Victim Witness Fund	**0**	**0**	**0**	**0**	
Total Personnel	**2**	**2**	**2**	**2**	0
UTILITY UNDERGROUNDING FUND					
Engineering					
Civil Engineer	0.5	0.5	0.5	0.5	
Utility Program Marketing Coordinator	1	1	0	0	
Parking Sales and Marketing Manager	0	0	0.25	0.25	
	1.5	1.5	0.75	0.75	0
Total Full Time Utility Undergrounding Fund	**1.5**	**1.5**	**0.75**	**0.75**	
Total Part Time Utility Undergrounding Fund	**0**	**0**	**0**	**0**	
Total Personnel	**1.5**	**1.5**	**0.75**	**0.75**	0
Total Full Time Special Revenue Funds	**11.5**	**10.5**	**9.75**	**9.75**	0
Total Part Time Special Revenue Funds	**0**	**0**	**0**	**0**	0
Total Personnel Special Revenue Funds	**11.5**	**10.5**	**9.75**	**9.75**	0

	2013-14	2014-15	2015-16	2016-17	Net Change
ENTERPRISE FUNDS					
EVENT MANAGEMENT					
Event Management					
Event Operations Manager	1	0	0	0	
Event Administrator	0	1	1	1	
Volunteer Services Coordinator	1	1	1	1	
Special Events Coordinator	3	2	2	2	
Sales and Finance Manager	0	0	0	1	
Special Event Finance Coordinator	0	1	1	0	
Sales and Marketing Coordinator	1	1	1	1	
	6	6	6	6	0
Total Full Time Event Management Fund	**6**	**6**	**6**	**6**	
Total Part Time Event Management Fund	**0**	**0**	**0**	**0**	
Total Personnel	**6**	**6**	**6**	**6**	0
WASTEWATER					
Wastewater Operations					
Wastewater Operations Manager	1	1	1	1	
Wastewater Assessment Supervisor	1	1	1	1	
Wastewater Maintenance Supervisor	1	1	1	1	
Wastewater Repair Supervisor	2	2	2	2	
WW Inspection and Rehabilitation Supv.	1	1	1	1	
Utilities and Services Inspector	1	1	1	1	
Utility Locator	1	1	1	1	
Video Inspector II	1	1	1	1	
Video Inspector I	2	2	2	2	
Wastewater Technician II	7	7	7	8	
Wastewater Combination Truck Operator	4	4	4	4	
Wastewater Technician I	1	2	2	1	
Semi-Skilled Laborer	1	0	0	0	
	24	24	24	24	0
Subtotal Full Time Wastewater Fund	**24**	**24**	**24**	**24**	0
Subtotal Part Time Wastewater Fund	**0**	**0**	**0**	**0**	0
Total Personnel	**24**	**24**	**24**	**24**	0

	2013-14	2014-15	2015-16	2016-17	Net Change
SOLID WASTE					
Residential Collection Division					
Solid Waste and Recycling Manager	1	1	1	1	
Customer Service Representative PT	1	1	1	1	
Solid Waste Supervisor	3	3	3	3	
Flatbed Cart Delivery Operator	9	9	9	7	
Flatbed Operator Non-CDL	1	1	1	1	
Clam Operator	4	4	4	6	
Rear Loader Operator	6	6	6	6	
Roll-off Operator	1	1	1	1	
Tractor Operator	4	4	4	4	
Tractor Trailer Operator	3	3	3	3	
Automated Leaf Vacuum Operator	3	3	3	3	
Solid Waste Collector	16	16	16	14	
	52	52	52	50	(2)
Recycling Division					
Solid Waste Collector	6	6	6	0	
Recycling Driver	3	3	3	3	
Recycling Coordinator	1	1	1	1	
	10	10	10	4	(6)
Subtotal Full Time Solid Waste Fund	**61**	**61**	**61**	**53**	(8)
Subtotal Part Time Solid Waste Fund	**1**	**1**	**1**	**1**	0
Total Personnel	**62**	**62**	**62**	**54**	(8)
STORMWATER					
Stormwater Administration					
Assistant City Eng.- Environmental	1	1	1	1	
GIS Technician	1	1	1	1	
Civil Engineer	1	2	2	3	
Civil Engineer (PT)	1	0	0	0	
Senior Civil Engineer (PT)	0	2	2	2	
Senior Civil Engineer	2	2	2	1	
Sr. Engineering Tech	0	0	0	1	
Engineering Tech II	1	1	1	1	
	7	9	9	10	1

	2013-14	2014-15	2015-16	2016-17	Net Change
Stormwater Operations					
Storm Water Operations Manager	1	1	1	1	
GIS Analyst III	1	1	1	1	
Stormwater Supervisor	4	4	4	4	
Stormwater Technician II	6	7	7	7	
Streets Cleaning Technician II	1	1	1	1	
Stormwater Technician I	4	3	3	4	
Semi-Skilled Laborer	2	2	2	1	
	19	19	19	19	0
Subtotal Full Time Stormwater Fund	**25**	**26**	**26**	**27**	1
Subtotal Part Time Stormwater Fund	**1**	**2**	**2**	**2**	0
Total Personnel	**26**	**28**	**28**	**29**	1
PARKING					
Parking Division					
General Manager of Parking	1	1	1	1	
Parking Sales and Marketing Manager	0	0	0.75	0.75	
Parking Call Center and Events Manager	1	1	1	1	
Parking Ambassador	0	4	4	4	
Sr. Parking Facilities Specialist	1	1	1	1	
Parking Facilities Specialist	4	8	8	9	
Parking Facilities Specialist (PT)	4	0	0	0	
Parking Administration Supervisor	1	1	1	1	
Accounting Technician	2	2	2	2	
Customer Relations Coordinator	1	1	1	1	
	15	19	19.75	20.75	1
Parking Enforcement					
Parking Enforcement Supervisor	1	1	1	1	
Parking Control Specialist	4	4	4	4	
Parking Control Specialist (PT)	1	1	1	1	
	6	6	6	6	0
Parking Maintenance					
Parking Maintenance Supervisor	1	1	1	1	
Parking Maintenance Technician	1	1	1	1	
Parking Maintenance Specialist	3	3	3	3	
	5	5	5	5	0
Subtotal FT Parking Enterprise Fund	**21**	**29**	**29.75**	**30.75**	1
Subtotal PT Parking Enterprise Fund	**5**	**1**	**1**	**1**	0
Total Personnel	**26**	**30**	**30.75**	**31.75**	1

	2013-14	2014-15	2015-16	2016-17	Net Change
GREENVILLE ZOO					
Zoo Administration					
Zoo Administrator	1	1	1	1	
Zoo Deputy Administrator for Animal Health	1	1	1	1	
Elephant Manager	1	1	0	0	
Reptile Curator	1	1	1	1	
Veterinary Technician	1	1	1	1	
General Curator	1	1	1	1	
Zookeeper	9	9	10	10	
Zoo Maintenance Supervisor	1	1	1	1	
Zoo Maintenance Technician	1	1	1	1	
Parks and Rec. Maintenance Tech. I	2	2	2	2	
	19	19	19	19	0
Zoo Education					
Zoo Education Curator	1	1	1	1	
Zoo Education Instructor	3	3	3	3	
	4	4	4	4	0
Zoo Public Services					
Zoo Business Administrator	0	1	1	1	
Public Services Manager, Zoo	1	0	0	0	
Zoo Public Services Coordinator	1	1	1	1	
Zoo Membership and Volunteer Coordinator	1	1	1	1	
Administrative Assistant II	1	1	1	1	
Accounting Technician (PT)	1	1	1	1	
Zoo Public Services Attendant	5	5	5	5	
	10	10	10	10	0
Subtotal Full Time Zoo Fund	**32**	**32**	**32**	**32**	0
Subtotal Part Time Zoo Fund	**1**	**1**	**1**	**1**	0
Total Personnel	**33**	**33**	**33**	**33**	0

	2013-14	2014-15	2015-16	2016-17	Net Change
TRANSIT					
Transit Administration					
Director of Public Transportation	1	1	1	1	
Transit Planner	0	0	1	0	
Manager Transit Planning	0	0	0	1	
Manager of Transit Administration	0	1	0	0	
Transit Planner / Grants Manager	1	0	0	0	
Manager of Transit Operations	1	0	0	0	
Manager of Transit Finance and Budget	0	0	1	1	
Senior Accountant	1	1	0	0	
Grants Accountant	0	0	1	1	
Planning and Grants Assistant (PT)	1	1	0	0	
Information Specialist	1	0	0	0	
Administrative Assistant III	1	1	1	1	
Manager of Transit Programs and Marketing	0	0	1	0	
Marketing and Program Specialist	1	1	0	1	
	8	6	6	6	0
Transit (Miscellaneous)					
Full-Time Equivalent Positions for Reduction	0	0	0	(3)	
	0	0	0	(3)	(3)
Fixed Route Operations					
Transit Operations Superintendent	0	0	1	1	
Manager of Transit Operations	0	1	0	0	
General Manager of Transit	0	0	0	1	
Safety and Training Officer	0	0	0	1	
Information Specialist (Dispatcher)	0	1	1	2	
Assistant Manager of Transit Operations	0.5	0.5	0.5	0	
Transit Shift Supervisor	2	2	2	3	
Fixed Route Bus Operator	16	16	16	19.75	
Fixed Route Bus Operator (PT)	7	7	7	3	
	25.5	27.5	27.5	30.75	3.25
Demand Response Operations					
Paratransit (GAP) Coordinator	0	0	0	1	
Information Specialist	1	1	0	0	
Information Specialist / Relief Driver	0	1	2	0	
Transit Shift Supervisor	1	1	1	0	
Fixed Route Bus Operator	3	4	4	3	
Demand Response Van Operator	2	1	1	1	
	7	8	8	5	(3)

	2013-14	2014-15	2015-16	2016-17	Net Change
Vehicle Maintenance					
Garage Superintendent	1	1	1	0	
Fleet Manager I	0	0	0	1	
Shop Foreman	2	2	2	1	
Mechanic I, II, III	3	3	3	3	
Bus Servicer	1	1	1	1	
Lead Bus Servicer	1	1	1	1	
Parts Technician - Transit	1	1	1	1	
	9	9	9	8	(1)
Non-Vehicle Maintenance					
Assistant Manager of Transit Operations	0.5	0.5	0.5	0	
Facility Maintenance Supervisor	0	1	1	1	
	0.5	1.5	1.5	1	(0.5)
CU-ICAR Shuttle					
Fixed Route Bus Operator	2	2	2	4.5	
	2	2	2	4.5	3
Mauldin-Simpsonville Route					
Mechanic I, II, III	1	1	1	1	
Shop Foreman	0	0	0	1	
Fixed Route Bus Operator	5	5	5	4.5	
	6	6	6	6.5	0.5
Downtown Trolley					
Fixed Route Bus Operator (PT)	3	3	3	5	
	3	3	3	5	2
Clemson Connector (Shuttle)					
Fixed Route Bus Operator	5	1	2	0	
Fixed Route Bus Operator (PT)	1	1	1	0	
	6	2	3	0	(3)
Clemson Commuter					
Fixed Route Bus Operator	0	4	4	3.25	
	0	4	4	3.25	(0.75)
Subtotal Full Time Transit Enterprise Fund	**55**	**57**	**59**	**59**	0
Subtotal Part Time Transit Enterprise Fund	**12**	**12**	**11**	**8**	(3)
Total Personnel	**67**	**69**	**70**	**67**	(3)
Total Full Time Enterprise Funds	**224**	**235**	**237.75**	**231.75**	(6)
Total Part Time Enterprise Funds	**20**	**17**	**16**	**13**	(3)
Total Personnel Enterprise Funds	**244**	**252**	**253.75**	**244.75**	(9)
Total Full Time All Funds	**912**	**946**	**948**	**945**	(3)
Total Part Time All Funds	**34**	**32**	**32**	**28**	(4)
Total Personnel All Funds	**946**	**978**	**980**	**973**	(7)

Note: Position titles effective for the pay period ending May 13, 2016.

city of
greenville

GENERAL FUND

The General Fund is used to account for all revenues and expenditures applicable to general operations of the City and is used to record all financial transactions not required to be accounted for in other funds.

The General Fund accounts for the revenues and expenditures necessary to carry out basic governmental activities of the City such as police protection, fire protection, recreation, and legal and administrative services. Appropriations are made from the fund annually.

city of
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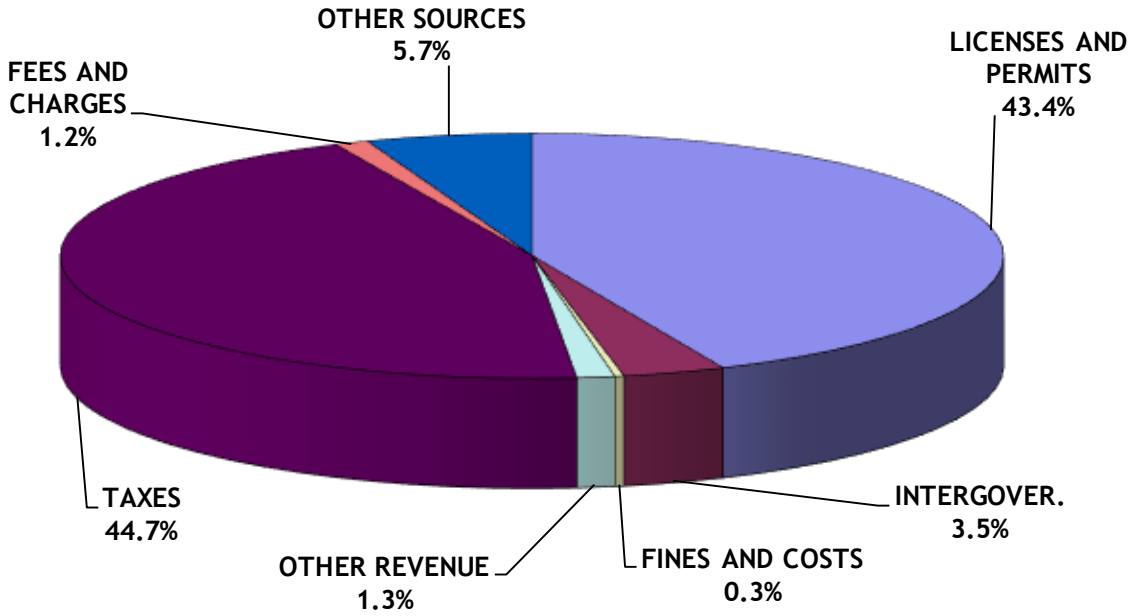
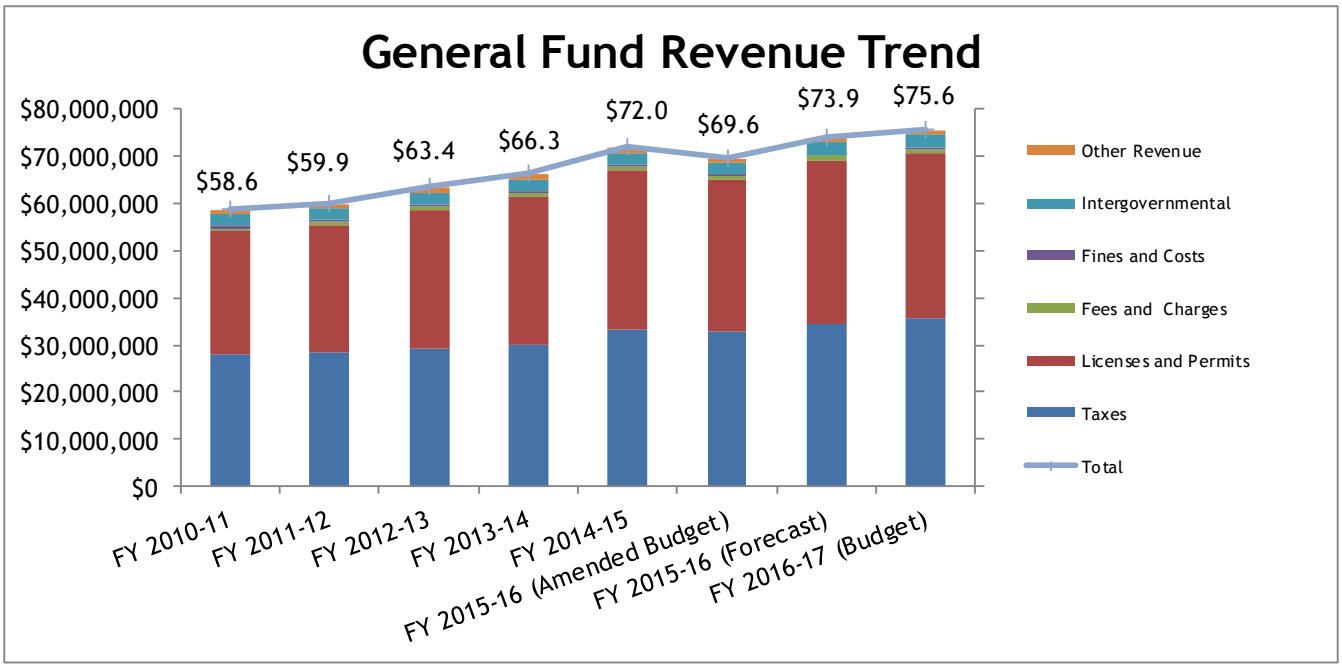
FY 2016-17 GENERAL FUND ALL REVENUES AND EXPENDITURES

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
GENERAL FUND REVENUES						
Taxes	$	30,088,524	33,406,281	33,016,832	35,804,170	2,787,338
Licenses and Permits		31,223,178	33,455,857	31,847,232	34,770,981	2,923,749
Intergovernmental		2,493,927	2,449,671	2,443,520	2,805,911	362,391
Fees and Charges		840,709	1,025,475	815,428	929,936	114,508
Fines and Costs		340,977	428,769	374,076	253,524	(120,552)
Other Revenue		1,290,843	1,218,475	1,031,867	1,035,808	3,941
Other Sources/Transfers		4,414,547	4,412,215	4,726,375	4,559,411	(166,964)
TOTAL GEN. FUND REVENUES		**70,692,705**	**76,396,743**	**74,255,330**	**80,159,741**	**5,904,411**
GENERAL FUND EXPENDITURES						
Legislative and Administrative	$	3,884,307	3,695,721	3,943,961	4,015,326	71,365
Non-Departmental		1,325,148	2,050,858	2,464,570	2,647,359	182,789
Public Information and Events		968,451	948,722	956,605	959,474	2,869
Economic and Community Dev.		2,267,059	2,498,925	2,950,849	3,067,685	116,836
Human Resources		1,309,560	1,311,908	1,425,155	1,507,539	82,384
Office of Management and Budget		4,906,723	4,651,486	4,935,311	5,003,751	68,440
Police Department		20,587,781	20,330,324	21,449,146	22,048,696	599,550
Fire Department		12,335,965	11,492,646	12,468,685	13,186,933	718,248
Public Works Department		8,222,873	8,660,868	8,867,049	9,631,169	764,120
Parks and Recreation		6,863,297	7,003,950	7,748,361	8,383,054	634,693
SUBTOTAL GEN. FUND EXPEND.		62,671,164	62,645,408	67,209,692	70,450,986	3,241,294
Transfers		4,110,024	8,835,297	7,062,299	5,705,907	(1,356,392)
Debt Service		1,564,973	1,784,725	1,982,759	2,466,806	484,047
TOTAL GEN. FUND EXPEND.		**68,346,161**	**73,265,430**	**76,254,750**	**78,623,699**	**2,368,949**
Excess (deficiency) of revenues over expenditures	**$**	**2,346,544**	**3,131,313**	**(1,999,420)**	**1,536,042**	**3,535,462**
FUND BALANCE						
Fund Balance, Beginning of Year	**$**	**21,404,538**	**23,751,082**	**26,882,395**	**24,882,975**	
Fund Balance, End of Year		**23,751,082**	**26,882,395**	**24,882,975**	**26,419,017**	
Assigned For:						
Future Year's Expenditures		**3,056,900**	**1,999,420**	**0**	**0**	**0**
Other Purposes		**612,057**	**560,224**	**0**	**0**	**0**
Unreserved:						
Designated/Fund Balance Policy		**14,929,385**	**15,250,950**	**15,724,740**	**15,724,740**	**0**
Unassigned		**5,152,740**	**9,071,801**	**9,158,235**	**10,694,277**	**1,536,042**
	$	**23,751,082**	**26,882,395**	**24,882,975**	**26,419,017**	**1,536,042**

city of
greenville

FY 2016-17 GENERAL FUND REVENUES $80,159,741





* Does not include interfund transfers.
** Dollar amounts shown along the top line are in millions.

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
TAXES					
Real Property					
Residential	$ 7,662,156	8,461,292	8,459,087	9,261,345	802,258
Homestead Tax Exemption	538,682	563,248	539,580	553,107	13,527
Commercial	13,048,317	14,684,508	14,675,219	16,185,019	1,509,800
Mobile Homes	16	17	14	7	(7)
	21,249,171	23,709,065	23,673,900	25,999,478	2,325,578
Personal Property					
Boats	46,384	60,085	55,116	56,883	1,767
Aircraft	23,234	47,338	35,542	50,389	14,847
Boat Motors	8,695	9,933	10,382	11,059	677
	78,313	117,356	101,040	118,331	17,291
Department of Revenue					
Rail/Pipelines	125,384	150,035	150,013	63,634	(86,379)
Mfg./Pers. Prop.	141,598	150,162	151,788	95,895	(55,893)
Furniture/Fixtures	1,684,271	1,817,001	1,904,170	1,835,016	(69,154)
Mfg. Real Property	146,635	162,087	128,572	103,342	(25,230)
FILO	1,062,690	1,156,437	1,127,396	1,259,630	132,234
	3,160,578	3,435,722	3,461,939	3,357,517	(104,422)
Public Utilities	1,219,002	1,560,715	1,550,441	1,566,391	15,950
Prior Year Taxes	1,080,450	811,925	816,000	648,720	(167,280)
Penalties	192,723	158,284	153,000	167,027	14,027
Vehicles	3,108,287	3,613,214	3,260,512	3,946,706	686,194
TOTAL TAXES	30,088,524	33,406,281	33,016,832	35,804,170	2,787,338
LICENSES AND PERMITS					
Franchise Fees					
Duke Energy	4,202,935	4,485,654	4,340,860	4,758,830	417,970
Piedmont Gas	1,026,794	722,563	771,275	766,568	(4,707)
Cable TV	711,944	721,705	747,968	750,861	2,893
Dukenet	5,000	3,750	5,000	5,000	0
Transportation Networks	0	0	0	5,150	5,150
AT&T Video Service	231,336	303,085	288,660	315,329	26,669
	6,178,009	6,236,757	6,153,763	6,601,738	447,975

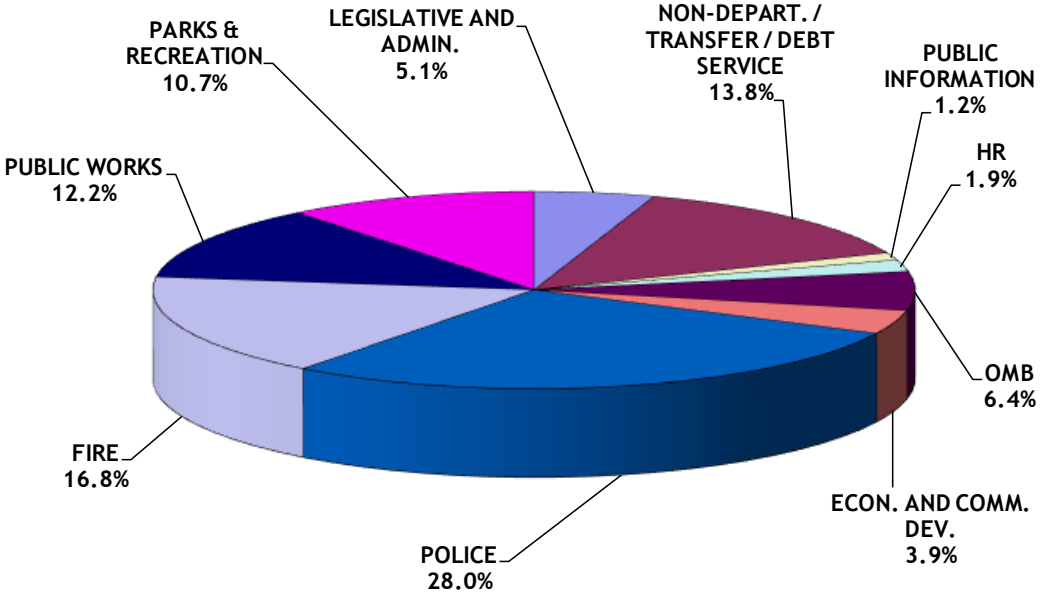
	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Business Licenses					
Telecommunications	739,742	549,758	550,800	571,968	21,168
Insurance Companies	9,201,672	9,699,799	9,398,537	10,091,428	692,891
Retail	3,833,958	4,039,685	3,998,220	4,161,785	163,565
Wholesale	1,009,670	1,100,795	1,133,058	1,134,067	1,009
Service	3,213,089	3,459,541	3,342,898	3,670,227	327,329
Hotels/Amusements	757,710	850,792	844,600	902,605	58,005
Professional	1,701,248	1,760,096	1,769,979	1,813,295	43,316
Restaurants/Bars	244,026	271,978	263,914	299,855	35,941
Finance Companies	71,379	98,883	74,263	101,872	27,609
Contractors	1,683,168	2,064,748	1,853,168	2,148,163	294,995
Media	118,883	127,417	123,686	131,268	7,582
Commercial Properties	341,052	358,810	355,035	380,662	25,627
Office Maintained	79,899	81,446	85,588	83,908	(1,680)
Group Event Licenses	13,770	12,925	14,750	13,316	(1,434)
Coin Amusement Licenses	1,625	3,935	1,741	4,175	2,434
Prior Year Fees	128,960	124,555	140,260	132,140	(8,120)
Exhibitions	22,843	23,091	24,470	24,497	27
Other	4,000	4,000	4,000	4,000	0
Anniversary Discount Refunds	(63,482)	(83,437)	(68,002)	(88,519)	(20,517)
High Technology Growth	6,132	70,925	71,400	73,069	1,669
Business License Penalties	226,881	263,713	186,309	273,550	87,241
	23,336,225	24,883,455	24,168,674	25,927,331	1,758,657
Non-Business Permits					
Building Permits	1,089,057	1,521,673	953,474	1,383,712	430,238
Plumbing Permits	137,137	205,030	124,632	219,587	94,955
Electrical Permits	130,984	191,032	116,217	204,595	88,378
HVAC Permits	133,793	151,223	121,576	161,960	40,384
Occupancy Permits	36,406	32,880	33,425	33,541	116
Sign Permits	46,650	46,411	46,840	47,344	504
Street Cut Permits	81,690	113,890	82,681	116,179	33,498
Encroachment Permits	12,242	16,176	12,064	16,501	4,437
Special Metals Permits	0	0	0	770	770
Blasting	2,250	5,950	1,386	6,070	4,684
Sprinkler Alarm	25,800	38,450	19,695	39,223	19,528
Air Rights	0	0	0	1,071	1,071
Misc. Fire Permits	7,850	7,700	7,859	7,855	(4)
Miscellaneous	2,000	1,795	2,369	0	(2,369)
Taxi Driver Permits	3,085	3,435	2,577	3,504	927
	1,708,944	2,335,645	1,524,795	2,241,912	717,117
TOTAL LICENSES AND PERMITS	31,223,178	33,455,857	31,847,232	34,770,981	2,923,749

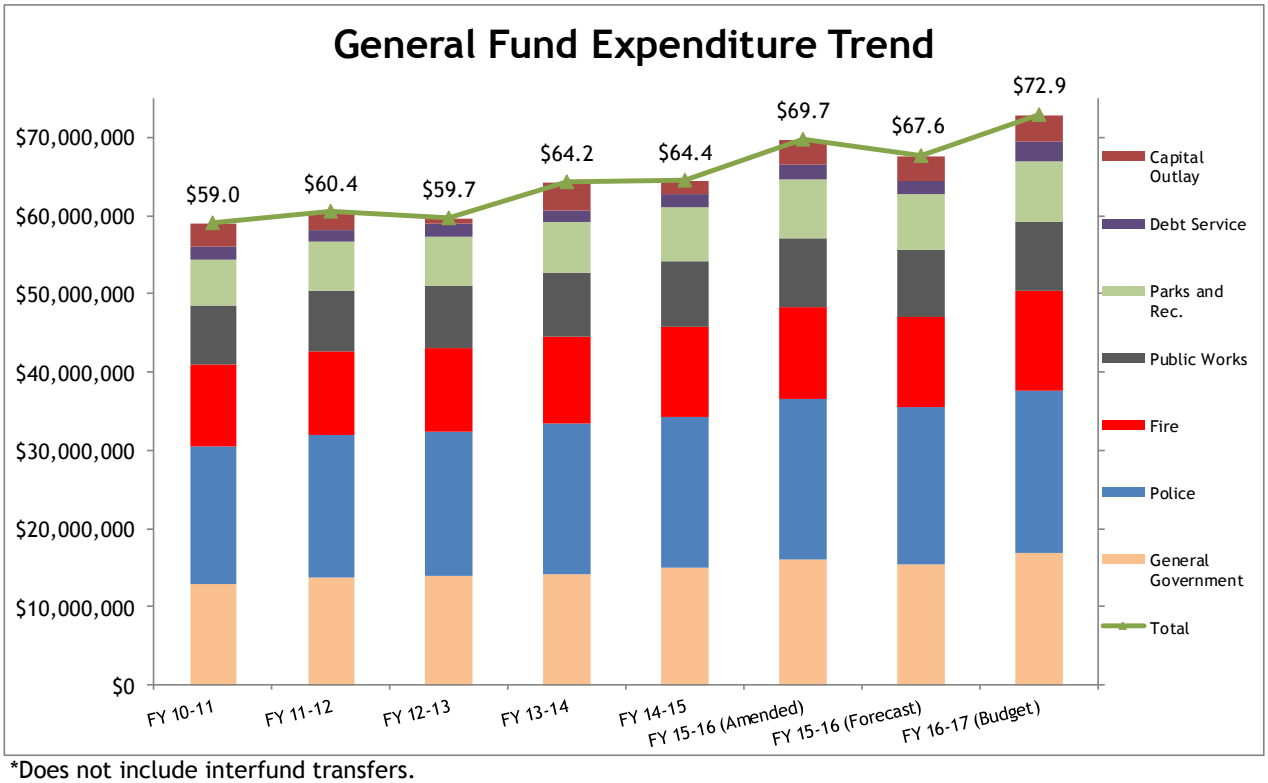
	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
INTERGOVERNMENTAL					
State					
Merchants Inventory	857,976	857,976	857,976	857,976	0
Aid to Subdivisions	1,267,442	1,278,554	1,269,414	1,278,554	9,140
	2,125,418	2,136,530	2,127,390	2,136,530	9,140
Other					
City of Aiken Ice Storm	53,784	0	0	0	0
County Recreation Distribution	0	0	0	350,000	350,000
County Road Improvements	314,725	313,141	316,130	319,381	3,251
	368,509	313,141	316,130	669,381	353,251
TOTAL INTERGOVERNMENTAL	2,493,927	2,449,671	2,443,520	2,805,911	362,391
FEES AND CHARGES					
General Government					
Reinspection Fees	6,760	6,800	6,559	6,937	378
Plan Reviews	190,297	261,394	167,425	230,953	63,528
Zoning Fees	15,535	22,351	10,761	10,100	(661)
Driveway Cut Fees	2,026	1,276	1,828	1,302	(526)
Check Service Charge	840	240	1,139	245	(894)
Cemetery Fees	16,950	17,600	23,382	17,954	(5,428)
Street Abandonment Fee	0	0	0	765	765
REWA Admin. Fee	49,500	64,500	46,825	65,796	18,971
Planning Commission Fees	24,075	42,975	9,317	35,350	26,033
Board of Zoning Appeals Fees	9,970	11,445	10,900	11,675	775
Design and Preservation Com. Fees	22,775	24,875	21,199	18,180	(3,019)
CVB Information Tech. Services	13,200	8,800	15,110	0	(15,110)
Xoning Verification Letter	0	0	0	3,030	3,030
Miscellaneous	24,387	36,084	17,464	15,150	(2,314)
	376,315	498,340	331,909	417,437	85,528
Public Safety					0
False Burglar Alarm Fees	55,750	65,445	57,487	68,089	10,602
Burglar Alarm Registration	6,320	4,750	6,146	4,942	(1,204)
Wrecker Service	15,000	15,000	15,000	15,000	0
Fire Protection	108,732	117,578	117,300	122,328	5,028
False Fire Alarm Fees	0	200	0	0	0
Cert. of Necessity - Taxicab	14,335	10,470	14,350	10,893	(3,457)
Code Enforcement Violations	19,120	21,132	19,707	21,986	2,279
	219,257	234,575	229,990	243,238	13,248

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Recreation and Event Fees					
Comm. Center - Pearse	979	1,560	1,219	1,623	404
Comm. Center - Hellams	485	3,752	2,741	3,904	1,163
Comm. Center - Nicholtown	1,495	1,844	1,511	1,918	407
Comm. Center - W. Greenville	10,802	10,076	10,993	5,100	(5,893)
Super Summer	24,822	30,394	25,500	31,621	6,121
Athletics	16,569	31,515	16,385	25,500	9,115
League Fees	60,298	65,020	59,338	67,646	8,308
Picnic Shelters	36,380	42,790	38,855	32,640	(6,215)
Special Events	26,650	29,835	27,518	31,040	3,522
Falls Park	13,223	16,420	13,213	17,083	3,870
Special Events Wristbands	52,634	57,354	55,349	48,960	(6,389)
Misc. Recreation Fees	800	2,000	907	2,226	1,319
	245,137	292,560	253,529	269,261	15,732
TOTAL FEES AND CHARGES	840,709	1,025,475	815,428	929,936	114,508
FINES AND COSTS					
Criminal and Traffic Fines	337,960	426,266	371,108	250,920	(120,188)
Miscellaneous	3,017	2,503	2,968	2,604	(364)
	340,977	428,769	374,076	253,524	(120,552)
TOTAL FINES AND COSTS	340,977	428,769	374,076	253,524	(120,552)
OTHER REVENUE					
Interest Earnings					
Interest - Pooled	21,593	33,559	23,743	34,914	11,171
Interest - QEBC Subsidy	11,434	10,835	0	10,658	10,658
Interest - Other	3,392	1,367	12,466	0	(12,466)
	36,419	45,761	36,209	45,572	9,363
Rents and Royalties					
Fire Training	10,245	12,324	10,659	12,822	2,163
City Hall Roof	19,850	22,274	20,652	23,174	2,522
PCS/Cellular Tower	33,496	34,069	34,849	35,445	596
Passerelle Bistro (Overlook Grill)	4,733	5,009	4,924	5,211	287
Senior Action	11,934	11,758	12,416	12,233	(183)
Miscellaneous Rentals	10,555	11,831	10,377	11,809	1,432
	90,813	97,265	93,877	100,694	6,817
Sales					
Surplus Equipment	58,592	128,939	70,000	72,828	2,828
Gain or Loss on Disposal	0	32,000	0	0	0
	58,592	160,939	70,000	72,828	2,828

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
External Reimbursements					
Emergency Preparedness	4,883	5,643	5,080	5,871	791
Vacant Lot Clearing	5,398	5,690	5,616	5,920	304
Event Permits	262,393	291,679	279,147	266,220	(12,927)
State Traffic Division	431,582	243,600	243,600	243,600	0
Special Assessment Reimbursement	10,651	5,921	0	6,160	6,160
Greenville County School District	248,000	248,000	248,000	248,000	0
Police OT and Fuel Reimbursement	37,896	3,255	0	3,387	3,387
Demolitions	44,211	78,900	0	30,600	30,600
Traffic Engineering Signals	5,327	2,075	0	2,159	2,159
Fire Code Violations	7,000	2,650	0	2,757	2,757
Employee Tobacco Surcharge	23,427	0	0	0	0
Miscellaneous	24,251	27,097	50,338	2,040	(48,298)
	1,105,019	914,510	831,781	816,714	(15,067)
TOTAL OTHER REVENUE	1,290,843	1,218,475	1,031,867	1,035,808	3,941
OTHER SOURCES/TRANSFERS					
Stormwater Fund	341,801	332,052	327,812	357,013	29,201
Wastewater Fund	225,000	229,500	233,169	269,315	36,146
Parking Enterprise Fund	373,676	329,417	374,165	330,340	(43,825)
Miscellaneous Grants	0	1,149	0	0	0
Donation Fund	0	0	40,000	0	(40,000)
Utility Undergrounding Fund	50,513	43,754	44,272	16,423	(27,849)
Hospitality Tax Fund	2,500,531	2,636,347	3,054,803	2,947,403	(107,400)
State Accommodations Tax	114,621	116,683	114,800	123,750	8,950
Local Accommodations Tax	26,339	306,038	195,150	185,973	(9,177)
Downtown Infrastructure Fund	492,066	417,275	342,204	329,194	(13,010)
Capital Leases	290,000	0	0	0	0
	4,414,547	4,412,215	4,726,375	4,559,411	(166,964)
TOTAL OTHER SOURCES/TRANSFERS	4,414,547	4,412,215	4,726,375	4,559,411	(166,964)
TOTAL GENERAL FUND	**$ 70,692,705**	**76,396,743**	**74,255,330**	**80,159,741**	**5,904,411**
FUND BALANCE APPROPRIATED	**0**	**0**	**1,999,420**	**0**	**(1,999,420)**

FY 2016-17 GENERAL FUND EXPENDITURES $78,623,699





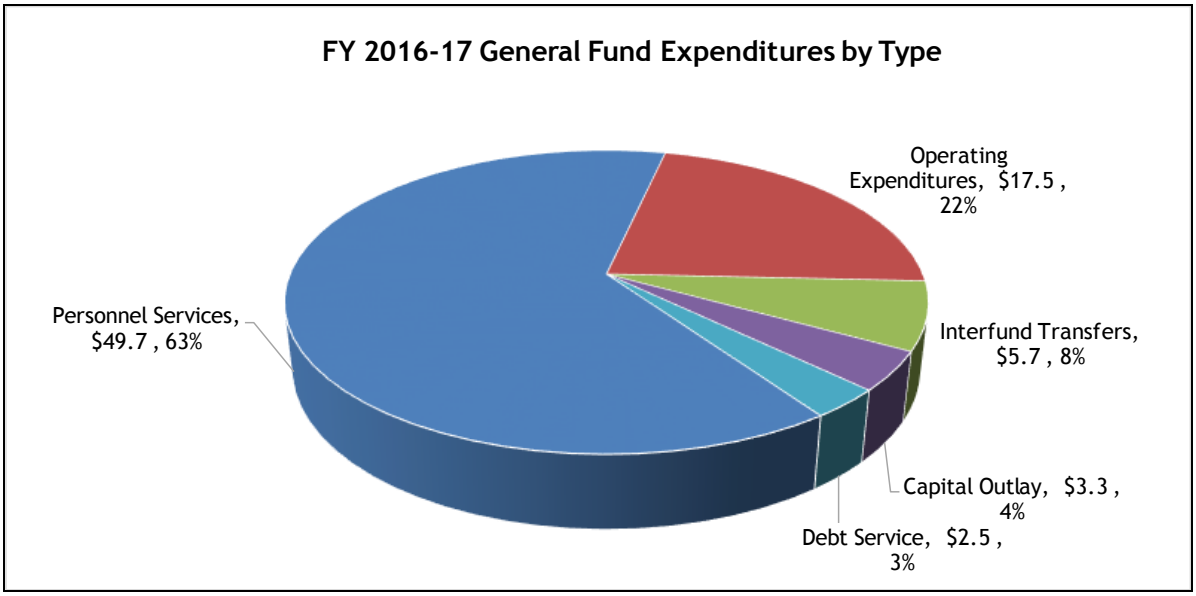
*Does not include interfund transfers.
** Dollar amounts shown along the top line are in millions.
*** FY 2010-11 and FY 2012-13 included refunding of various GO Bonds; expenditures reflect accounting entries for principal amounts.

GENERAL FUND EXPENDITURES		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Legislative and Administrative						
Mayor and Council	$	321,998	280,605	302,066	303,534	1,468
City Attorney's Office		1,018,628	824,827	939,502	967,280	27,778
Municipal Court		1,562,964	1,596,629	1,630,344	1,644,574	14,230
City Manager's Office		797,527	823,156	900,482	925,186	24,704
City Clerk's Office		183,190	170,504	171,567	174,752	3,185
		3,884,307	3,695,721	3,943,961	4,015,326	71,365
Non-Departmental						
Non-Dept: Operations		1,325,148	2,050,858	2,464,570	2,647,359	182,789
		1,325,148	2,050,858	2,464,570	2,647,359	182,789
Public Information and Events						
Public Information Division		526,144	537,948	520,934	511,831	(9,103)
Special Events		442,307	410,774	435,671	447,643	11,972
		968,451	948,722	956,605	959,474	2,869
Economic and Community Dev.						
Economic Development		564,273	555,267	887,219	877,227	(9,992)
Building and Prop. Maintenance		1,329,935	1,367,119	1,458,780	1,519,555	60,775
Planning and Zoning		372,851	576,539	604,850	670,903	66,053
		2,267,059	2,498,925	2,950,849	3,067,685	116,836
Human Resources						
Human Resources		845,459	820,713	940,092	974,378	34,286
Occupational Health		464,101	491,195	485,063	533,161	48,098
		1,309,560	1,311,908	1,425,155	1,507,539	82,384
Office of Management and Budget						
Administration Division		367,938	374,018	502,199	491,309	(10,890)
Accounting Division		465,646	464,202	485,420	502,459	17,039
Revenue Division		736,515	800,766	832,282	876,393	44,111
Purchasing Division		417,559	413,176	414,494	424,662	10,168
Geographic Information Systems		361,723	326,319	339,652	352,639	12,987
Information Technology		2,557,342	2,273,005	2,361,264	2,356,289	(4,975)
		4,906,723	4,651,486	4,935,311	5,003,751	68,440
Police Department						
Police Chief's Office		464,676	0	0	0	0
Administration Division		1,597,339	544,425	539,225	834,351	295,126
Support Division		6,778,508	0	0	0	0
Operations Division		9,880,951	17,876,744	18,894,054	18,956,935	62,881
Communications Section		1,866,307	1,909,155	2,015,867	2,257,410	241,543
		20,587,781	20,330,324	21,449,146	22,048,696	599,550

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	Increase/ (Decrease)
Fire Department					
Fire Administration Division	250,752	257,707	271,053	297,429	26,376
Fire Prevention Division	612,906	578,898	631,283	684,633	53,350
Fire Suppression Division	10,730,526	9,815,819	10,721,979	11,268,312	546,333
Fire Services Division	741,781	840,222	844,370	936,559	92,189
	12,335,965	11,492,646	12,468,685	13,186,933	718,248
Public Works Department					
Public Works Administration	445,803	414,566	656,202	1,102,805	446,603
Traffic Engineering Division	2,439,923	2,534,885	2,508,431	2,767,182	258,751
Engineering Division	752,736	778,237	804,973	818,943	13,970
Construction Inspection Bureau	561,651	701,460	740,489	757,637	17,148
Streets Division	2,239,578	2,390,389	2,315,424	2,309,530	(5,894)
Building Services Division	1,281,714	1,428,468	1,499,326	1,545,112	45,786
Trolley Operations	137,335	15,979	0	0	0
Downtown Infrastructure Maintenance	364,133	396,884	342,204	329,960	(12,244)
	8,222,873	8,660,868	8,867,049	9,631,169	764,120
Parks and Recreation					
Parks and Recreation Administration	761,858	818,879	1,057,725	1,406,257	348,532
Recreation Division	1,322,525	1,397,617	1,594,117	1,707,061	112,944
Parks Maintenance Division	1,675,891	1,600,733	1,719,466	1,763,797	44,331
Rights-of-Way Division	643,130	624,540	641,100	622,995	(18,105)
Beautification Division	1,009,506	1,132,575	1,164,956	1,207,037	42,081
Tree Maintenance Division	679,997	398,518	498,488	526,757	28,269
Falls Park Crew	770,390	1,031,088	1,072,509	1,149,150	76,641
	6,863,297	7,003,950	7,748,361	8,383,054	634,693
Transfers					
Transfers	4,110,024	8,835,297	7,062,299	5,705,907	(1,356,392)
Debt Service	1,564,973	1,784,725	1,982,759	2,466,806	484,047
TOTAL GENERAL FUND	$ **68,346,161**	**73,265,430**	**76,254,750**	**78,623,699**	**2,368,949**

city of
greenville

FY 2016-17 GENERAL FUND EXPENDITURES BY TYPE



Please note: In the chart above, Operating Expenditures includes Fleet and Risk Charges. The detail for each of these lines is shown below. Dollar amounts shown in the chart are in millions.

SUMMARY SCHEDULE BY EXPENDITURE TYPE

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Personnel Services	$	45,182,860	45,720,412	48,175,401	49,726,218	1,550,817
Operating Expenditures		10,091,891	11,525,432	12,407,442	13,423,955	1,016,513
Fleet Charges		2,373,276	1,983,346	2,122,539	1,829,543	(292,996)
Risk Charges		1,505,093	1,779,466	2,079,551	2,210,902	131,351
Capital Outlay		3,518,044	1,636,752	2,424,759	3,260,368	835,609
Transfers		4,110,024	8,835,297	7,062,299	5,705,907	(1,356,392)
Debt Service		1,564,973	1,784,725	1,982,759	2,466,806	484,047
	$	68,346,161	73,265,430	76,254,750	78,623,699	2,368,949

FY 2016-17 CAPITAL OUTLAY IN THE OPERATING BUDGET

Department	Capital Item(s)	Amount Budgeted
OMB	Computer Replacements and Upgrades	$165,000
Police	Vehicle/Equipment Replacement	$958,040
Police	Purchase Body Cameras	$303,072
Police	Replace Dispatch Consoles	$100,000
Fire	Vehicle/Equipment Replacement	$464,207
Public Works	Upgrade Signal Software (year 3 of 3)	$41,667
Public Works	Vehicle/Equipment Replacement	$645,170
Parks and Recreation	Vehicle/Equipment Replacement	$528,212
Parks and Recreation	Playground Equipment at the West End Comm. Ctr.	$55,000
Total, General Fund Capital Outlay		$3,260,368

Enterprise Funds (These capital items are captured in each individual Enterprise Fund, and are not included in the General Fund. They are included here for informational purposes only.)

Fund	Capital Item(s)	Amount Budgeted
Wastewater	Vehicle/Equipment Replacement	$205,350
Stormwater	Vehicle/Equipment Replacement	$181,000
Solid Waste	Vehicle/Equipment Replacement	$583,250
Solid Waste	Install Gates at Recycling Drop-Off Centers	$18,000
Total, Enterprise Funds Capital Outlay		$987,600

FY 2016-17 LEGISLATIVE AND ADMINISTRATIVE OPERATING BUDGET $9,129,491

The Legislative and Administrative classification consists primarily of the legislative and executive branches of City government (Mayor, City Council, City Manager and City Clerk); Municipal Court, and the City Attorney's Office. Also reflected in this classification is the Non-Departmental account which funds contracts, programs, transfers, and other expenditures not directly related to specific departmental operations.

LEGISLATIVE AND ADMINISTRATIVE
FY 2016-17 OPERATING BUDGET SUMMARY

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Divisions						
Mayor and Council	$	321,998	280,605	302,066	303,534	1,468
City Attorney's Office		1,018,628	824,827	939,502	967,280	27,778
Municipal Court		1,562,964	1,596,629	1,630,344	1,644,574	14,230
City Manager's Office		797,527	823,156	900,482	925,186	24,704
City Clerk's Office		183,190	170,504	171,567	174,752	3,185
Subtotal, Divisions	**$**	**3,884,307**	**3,695,721**	**3,943,961**	**4,015,326**	**71,365**
Debt Service		1,564,973	1,784,725	1,982,759	2,466,806	484,047
Non-Dept: Operations		1,325,148	2,050,858	2,464,570	2,647,359	182,789
TOTAL	**$**	**6,774,428**	**7,531,304**	**8,391,290**	**9,129,491**	**738,201**
Expenditure Category						
Personnel Services	$	3,072,493	2,912,832	3,011,198	3,071,165	59,967
Operating Expenditures		2,057,345	2,790,733	3,346,425	3,534,366	187,941
Fleet Charges		5,852	1,611	2,925	1,449	(1,476)
Risk Charges		42,540	41,403	47,983	55,705	7,722
Capital Outlay		31,225	0	0	0	0
Debt Service		1,564,973	1,784,725	1,982,759	2,466,806	484,047
TOTAL EXP. BY CATEGORY	**$**	**6,774,428**	**7,531,304**	**8,391,290**	**9,129,491**	**738,201**

LEGISLATIVE AND ADMINISTRATIVE BUDGET HIGHLIGHTS

The Legislative and Administrative budget (not including debt service or non-departmental) increases 1.8% over the FY 2015-16 Adopted Budget and reflects:

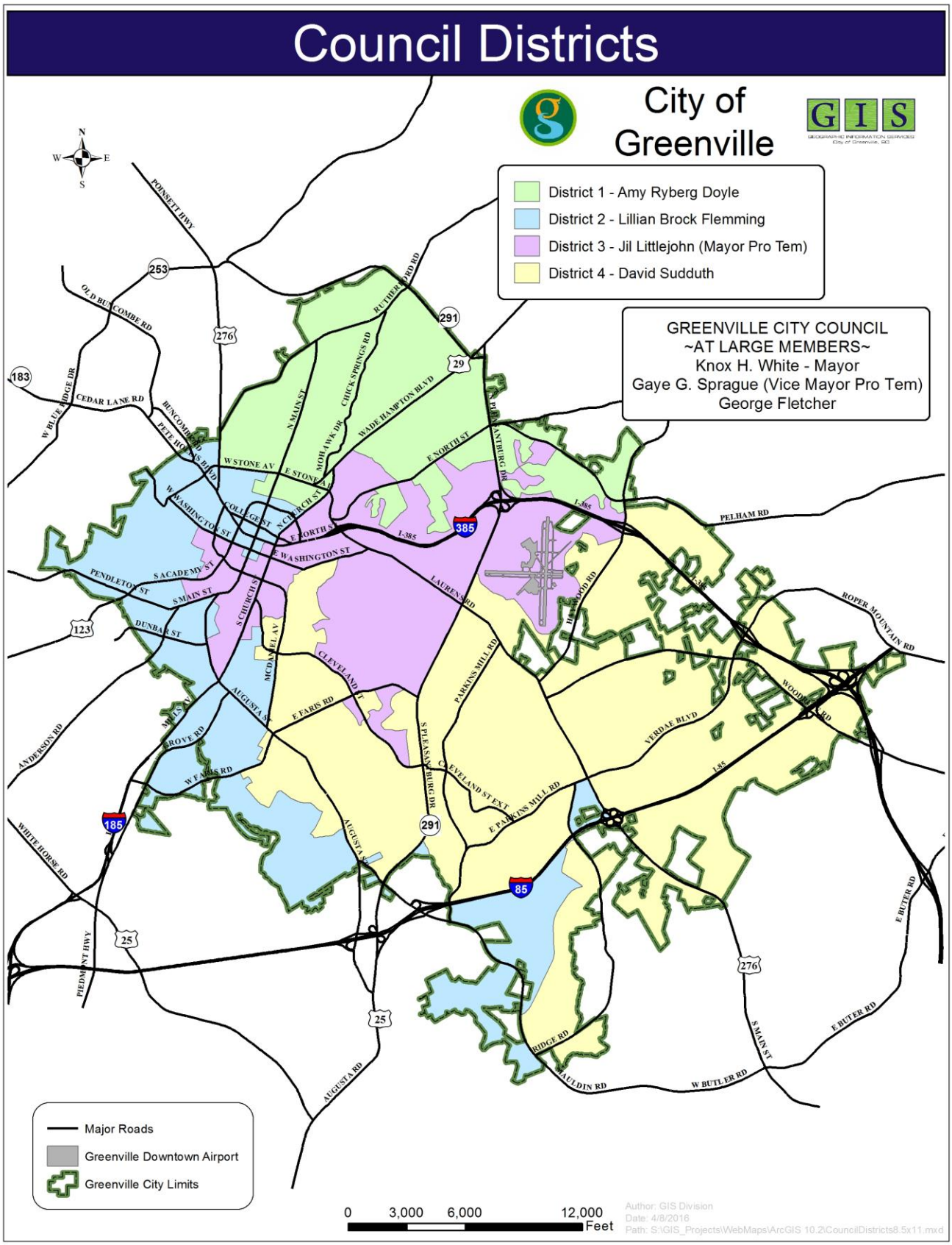
- A net increase of $59,967 in personnel services primarily for salary and benefits adjustments.
- A decrease of $7,500 for election-related expenditures in the prior year.
- The increases in debt service ($484,047) and non-departmental operating ($182,789) are detailed on pages D-20 and D-21.

MUNICIPAL COURT STRATEGIC INITIATIVES

SAFE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Continue working with the Police Department and other City departments to promote the effective administration of justice through a variety of programs and methods.			☑
SUSTAINABLE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Focus on a clean and green community with law enforcement and codes, as well as all other stakeholders, to promote a clean and healthy environment.			☑
PROSPEROUS CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Through a variety of sentencing programs, promote civil behavior, education and employment, while minimizing drug and alcohol abuse and other forms of criminal behavior.			☑
MOBILE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Continue, in collaboration with law enforcement, to enhance safe traffic flow and minimized congestion and unsafe behavior of drivers.			☑

CITY CLERK STRATEGIC INITIATIVES

INCLUSIVE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Provide legislative and administrative support to City Council and City Manager, including but not limited to preparing and recording official legislative actions and managing distribution of such records to internal and external customers; publish and distribute meeting notifications and agendas as required under the South Carolina Freedom of Information Act.			☑
Maintain and administer supplements and codifications of Code of Ordinance; serve as custodian of City Council records and ensure storage, preservation, and distribution of such records.			☑
Provide administrative support to City Council in managing the City's Boards and Commissions, including but not limited to maintaining membership representation, publishing and distributing meeting notifications and agendas as required under the South Carolina Freedom of Information Act, and serving as custodian of minutes for those meetings.			☑
Serve as election officer for the City and as staff liaison to the Municipal Election Commission; coordinate election activities; prepare, distribute, and publish notices of filing dates and deadlines for elections.			☑


Council Districts
City of Greenville
District 1 - Amy Ryberg Doyle
District 2 - Lillian Brock Flemming
District 3 - Jil Littlejohn (Mayor Pro Tem)
District 4 - David Sudduth
GREENVILLE CITY COUNCIL
~AT LARGE MEMBERS~
Knox H. White - Mayor
Gaye G. Sprague (Vice Mayor Pro Tem)
George Fletcher
Major Roads
Greenville Downtown Airport
Greenville City Limits
0 3,000 6,000 12,000 Feet
Author: GIS Division
Date: 4/8/2016
Path: S:\GIS_Projects\WebMaps\ArcGIS 10.2\CouncilDistricts8.5x11.mxd

NON-DEPARTMENTAL

City contractual commitments, memberships, programs, transfers, and other expenditures not directly related to specific departmental operations are reflected here.

NON-DEPARTMENTAL	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
EXPENDITURES					
Operating Expenditures	$1,325,148	$2,050,858	$2,464,570	$2,647,359	$182,789
TRANSFERS					
Capital Projects Fund	2,190,015	6,629,927	4,789,083	3,222,347	-1,566,736
Miscellaneous Grants Fund	10,357	17,795	0	0	0
Victim Witness Fund	27,163	4,229	45,908	56,252	10,344
Stormwater Fund	0	56,038	0	0	0
Solid Waste Fund	1,877,366	2,127,308	2,227,308	2,427,308	200,000
Risk Management	5,123	0	0	0	0
Total Transfers	4,110,024	8,835,297	7,062,299	5,705,907	-1,356,392
TOTAL EXPENDITURES	**$5,435,172**	**$10,886,155**	**$9,526,869**	**$8,353,266**	**-$1,173,603**

NON-DEPARTMENTAL BUDGET HIGHLIGHTS

The Non-Departmental budget decreases 12.3% from the FY 2015-16 Adopted Budget and reflects:

- An increase of $78,701 in the City's GTA Base Subsidy, along with a $29,718 increase in the Trolley Base Subsidy, combined with an increase of $77,740 for expanded Trolley service, and an increase of $80,000 for one-time Trolley capital match; less a decrease of $89,000 for expanded transit service and $136,680 for expanded Trolley service that was intended to begin in FY 2015-16, for a net increase of $40,479 for transit subsidies.
- An increase of $144,000 for Verdae Public Improvements.
- An increase of $20,700 in the contribution to the SC ORBET for post-employment retiree benefits to comply with GASB 45 and the City's retiree medical benefit payments.
- A net decrease of $22,390 in in taxes and other miscellaneous expenditures.
- Continued investment in the City's Information Technology Improvement Program to allow strategic, organization-wide improvements.
- An increase of $200,000 in the transfer to the Solid Waste Fund.

NON-DEPARTMENTAL OPERATING EXPENDITURE DETAIL

Retiree Medical Benefit Payments / SC ORBET	$710,700
Information Technology Improvement Program	410,000
GTA Subsidy For Routes (Base Budget)	433,701
Wade Hampton Fire District Agreement	255,000
Gantt Fire District Agreement	153,500
Parker Fire District Agreement	16,500
GTA Subsidy For Trolley (Base Budget)	134,718
GTA Subsidy for Trolley Purchase	80,000
GTA Subsidy for Expanded Trolley Service	77,740
Verdae Public Improvements	222,000
Contingency	75,000
Taxes	40,000
Miscellaneous	35,000
Richland Cemetery Tower Revenue Sharing	3,500
TOTAL OPERATING EXPENDITURES	**$2,647,359**

GENERAL DEBT SERVICE

Debt service for general government facilities and equipment are recorded in the General Debt Service Account. This includes general obligation bonds and capital lease payments. Details on specific debt issuances can be found in the CIP/Debt Management Section.

GENERAL DEBT SERVICE					
	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
EXPENDITURES					
Principal Retirement	$1,244,065	$1,475,185	$1,617,733	$1,936,180	$318,447
Interest Charges	319,808	299,833	362,476	528,025	165,549
Fiscal Charges	1,100	6,160	2,550	2,601	51
Bond Issuance Costs	0	3,547	0	0	0
TOTAL EXPENDITURES	**$1,564,973**	**$1,784,725**	**$1,982,759**	**$2,466,806**	**$484,047**

GENERAL FUND BREAKDOWN OF PRINCIPAL AND INTEREST

PRINCIPAL	
2016 GO Bond Principal (Public Works)	105,348
2016 Capital Lease Principal (Fire Apparatus)	172,000
2015 GO Bond Principal (New Fire Station)	250,000
2014 Capital Lease Principal (Phone and Copier Replacements)	197,000
2012 GO Bond Principal	920,000
2012 Capital Lease Principal (Fire Apparatus)	271,280
2010 Qualified Energy Conservation Bonds Principal	20,552
TOTAL PRINCIPAL	**$1,936,180**
INTEREST	
2016 GO Bond Interest (Public Works)	83,225
2016 Capital Lease Interest (Fire Apparatus)	34,400
2015 GO Bond Interest (New Fire Station)	200,000
2014 Capital Lease Interest (Phone and Copier Replacements)	8,476
2012 GO Bond Interest	184,575
2012 Capital Lease Interest (Fire Apparatus)	3,627
2010 Qualified Energy Conservation Bonds Interest	13,722
TOTAL INTEREST	**$528,025**

city of
greenville

FY 2016-17 PUBLIC INFORMATION AND EVENTS OPERATING BUDGET $959,474

The mission of Public Information and Events is to create public awareness and understanding about City government as well as serve as an internal communication resource for City employees. To solicit, plan, and produce events that aid in achieving the City's strategic goals while providing an entertaining experience for residents and visitors to the city.

The Public Information and Events Department provides coordinated and accurate material to the general public, the media, and City personnel so they can have the information they need in a timely manner. Public Information and Events is responsible for coordinating and overseeing all aspects of communications and public relations as it relates to the City's many constituencies, as well as administering, regulating, and producing community events. The department also researches grants, awards, and other exterior funding opportunities in support of City activities and projects, and facilitates the application process.

PUBLIC INFORMATION AND EVENTS
FY 2016-17 OPERATING BUDGET SUMMARY

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Divisions						
Public Information Division	$	526,144	537,948	520,934	511,831	(9,103)
Special Events		442,307	410,774	435,671	447,643	11,972
Subtotal, Divisions	**$**	**968,451**	**948,722**	**956,605**	**959,474**	**2,869**
Expenditure Category						
Personnel Services	$	880,520	842,485	858,243	857,746	(497)
Operating Expenditures		62,484	66,124	80,530	84,510	3,980
Fleet Charges		1,460	2,555	2,506	1,696	(810)
Risk Charges		13,518	12,980	15,326	15,522	196
Capital Outlay		10,469	24,578	0	0	0
TOTAL EXP. BY CATEGORY	**$**	**968,451**	**948,722**	**956,605**	**959,474**	**2,869**

PUBLIC INFORMATION AND EVENTS BUDGET HIGHLIGHTS

The Public Information and Events budget changes less than 1.0% from the FY 2015-16 Adopted Budget and reflects:

- Operating expenditures increase by $3,980 for copying costs previously accounted for in the IT budget.

PUBLIC INFORMATION AND EVENTS STRATEGIC INITIATIVES

SAFE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Aiding police and fire efforts to ensure public safety through citizens' use of Greenville Cares and by creating video segments that promote tip lines and public safety.			☑
SUSTAINABLE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Support City departments by producing marketing materials (media releases, brochures, flyers, video segments, door hangers, web pages) that communicate the City's efforts to protect the environment and support citizens' efforts to do the same.			☑
PROSPEROUS CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Identify and highlight (through press releases, events, video, and web sites) key news stories that are of national, regional, or local interest and that promote the City's business climate and quality of life.			☑
CITY OF NEIGHBORHOODS	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Manage citizen problems, questions, and issues through Greenville Cares and route them to the appropriate City department.			☑
Make the City and its departments more visible to the public by effectively communicating the impact the City has on the community.			☑
MOBILE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Administer downtown sidewalk encroachment regulations.			☑
CITY OF CULTURE AND RECREATION	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Plan, produce, promote, oversee, and facilitate various City-wide events by providing the administration of 150 event permit applications.			☑

MAJOR EVENTS SCHEDULED FOR FY 2016-17

Month	Event	Month	Event
April-Sept.	Downtown Alive	June-Aug.	Reedy River Concert Series
April-Sept.	Main St. Fridays	July	Red, White, and Blue Festival
May-Oct.	Saturday Market	September	Euphoria Food and Wine Festival
May	Artisphere	October	Fall for Greenville
May-Sept.	Moonlight Movies	December	Greenville Poinsettia Parade

FY 2016-17 ECONOMIC AND COMMUNITY DEVELOPMENT OPERATING BUDGET $3,067,685

It is the mission of Economic and Community Development to encourage economic development, consistent with the Comprehensive Plan, which 1) expands the long-term tax base, 2) provides quality housing for all, 3) encourages jobs and upward mobility for all citizens, 4) enhances the experience and stay of visitors, and 5) improves the quality of life for all residents.

The Economic and Community Development Department includes the Economic Development Division, the Building and Property Maintenance Division, and the Planning and Zoning Division. These divisions are responsible for the orderly development of the City through land use planning, code enforcement, business recruitment and retention, neighborhood revitalization, annexation, and infill development.

ECONOMIC AND COMMUNITY DEVELOPMENT
FY 2016-17 OPERATING BUDGET SUMMARY

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Divisions						
Economic Development	$	564,273	555,267	887,219	877,227	(9,992)
Building and Prop. Maintenance		1,329,935	1,367,119	1,458,780	1,519,555	60,775
Planning and Zoning		372,851	576,539	604,850	670,903	66,053
Subtotal, Divisions	**$**	**2,267,059**	**2,498,925**	**2,950,849**	**3,067,685**	**116,836**
Expenditure Category						
Personnel Services	$	1,787,073	2,044,444	2,408,458	2,500,841	92,383
Operating Expenditures		394,430	351,404	456,566	409,843	(46,723)
Fleet Charges		16,514	18,395	20,777	22,609	1,832
Risk Charges		69,042	84,682	65,048	134,392	69,344
Capital Outlay		0	0	0	0	0
TOTAL EXP. BY CATEGORY	**$**	**2,267,059**	**2,498,925**	**2,950,849**	**3,067,685**	**116,836**

ECONOMIC AND COMMUNITY DEVELOPMENT BUDGET HIGHLIGHTS

The Economic and Community Development budget increases 4.0% over the FY 2015-16 Adopted Budget and reflects:

- An increase of $92,383 in personnel services primarily due to staff changes, compensation adjustments, and increased benefit costs.
- A reduction of $15,000 for one-time costs for business recruitment/marketing.
- A reduction of $37,500 for one-time costs related to the historic structure inventory.
- $12,300 is budgeted for ongoing maintenance of the City's Public Art collection.
- Operating expenditures increase by $5,477 for copying costs previously accounted for in the IT budget.

ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENT STRATEGIC INITIATIVES

PROSPEROUS CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Continue focus on technological advances in data management systems to promote customer service through the implementation of mobile inspections, electronic plan review, better data management and communication among all City departments and permit tracking.			☑
Implement and develop a matrix for a comprehensive business retention, recruitment and entrepreneurial development strategy to help grow the City of Greenville economy.			☑
Provide a long-term vision and implementation strategy for the CBD designs through community outreach and update of Design Guidelines.			☑
Increase participation in local and state economic development programs.		☑	
CITY OF NEIGHBORHOODS	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Focus on commercial corridors and neighborhoods through inter-department communication and better utilization of field staff to quickly react to violations; continued focus on redevelopment opportunities through public/ private partnerships and provide recommendations for land management ordinance updates.			☑
Implement the recommendations of the Neighborhood Vibrancy Taskforce in partnership with neighborhood associations and community organizations and provide quarterly progress reports.			☑
SUSTAINABLE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Develop and implement an economic development strategy for job training and job placement for City residents.			☑
Continue partnerships with economic development allies, nonprofit housing providers, and other groups to ensure a coordinated economic development approach.			☑

BCEGS RATING

The Building Code Effectiveness Grading Schedule (BCEGS) establishes criteria for grading how well a community enforces its building code requirements. The rating system, initiated in 1995 and administered by the Insurance Services Office, uses a 1 to 10 scale to indicate the relative effectiveness of a community's loss-mitigation efforts, with 1 being the best classification. Insurers may apply the BCEGS ratings in determining insurance rates for individual properties. The City is currently rated at 3 for Commercial and 4 for Residential. The City is evaluated every five years, and the results of the most recent evaluation, which occurred in 2014, are scheduled to be published in late 2016.

FY 2016-17 HUMAN RESOURCES OPERATING BUDGET $1,507,539

It is the mission of Human Resources to recruit, develop and retain a diversified workforce of skilled, competent employees, cultivate an organizational culture that ensures a safe and healthy work environment, promote employee wellness, provide attractive compensation and benefits, and apply Human Resource policies and practices in an ethical, consistent, and respectful manner.

The Human Resources Department includes the Human Resources Division and Occupational Health Division. The department is responsible for recruitment, benefits administration, compensation, training and organization development, and administration of the health and wellness program for employees.

HUMAN RESOURCES
FY 2016-17 OPERATING BUDGET SUMMARY

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Divisions						
Human Resources	$	845,459	820,713	940,092	974,378	34,286
Occupational Health		464,101	491,195	485,063	533,161	48,098
Subtotal, Divisions	**$**	**1,309,560**	**1,311,908**	**1,425,155**	**1,507,539**	**82,384**
Expenditure Category						
Personnel Services	$	832,517	845,578	917,758	949,078	31,320
Operating Expenditures		467,469	456,835	495,363	544,187	48,824
Fleet Charges		0	0	0	0	0
Risk Charges		9,574	9,495	12,034	14,274	2,240
Capital Outlay		0	0	0	0	0
TOTAL EXP. BY CATEGORY	**$**	**1,309,560**	**1,311,908**	**1,425,155**	**1,507,539**	**82,384**

HUMAN RESOURCES DEPARTMENT BUDGET HIGHLIGHTS

The Human Resources Department budget increases 5.8% over the FY 2015-16 Adopted Budget and reflects:

- A net increase of $31,320 in personnel services primarily due to compensation adjustments and increased benefit costs.
- An increase of $37,195 due to increased medical supplies; increased chest X-rays and physicals for new firefighters; and physicals for new hires in both the police and fire departments.
- Operating expenditures increase by $5,629 for copying costs previously accounted for in the IT budget.
- The Wellness Incentive budget increases by $6,000.

HUMAN RESOURCES DEPARTMENT STRATEGIC INITIATIVES

PROSPEROUS CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Develop and conduct annual custom benchmark benefit and salary survey. Research and participate in additional salary surveys providing free results for participants to increase the source data used for salary planning. Analyze and provide recommendations for salary planning based on this information.			☑
INCLUSIVE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Expand diversity recruitment outreach and advertisement vehicles to build a workforce that reflects the cultural, ethnic, and racial diversity of the community the City serves.			☑
Continue to monitor minority utilization across City departments and work with department heads to address underutilization in identified job categories.			☑
SAFE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Ensure ongoing compliance with regulations related to OSHA, DOT, FTA, Workers' Compensation, ADA, Affordable Care Act, FMLA, etc. including updating of relevant policies, tracking and reporting.			☑
Support the employee safety functions of the city participating in facility inspections, and by tracking, monitoring, and reporting all safety issues and supporting timely resolutions. Submit tracking reports to all departments monthly.			☑

OFFICE OF MANAGEMENT AND BUDGET
FY 2016-17 OPERATING BUDGET
$5,003,751

It is the mission of the Office of Management and Budget to provide comprehensive financial management and information technology services to City Council, employees, and citizens in order to promote fiscal accountability, enhance public services, and ensure accurate financial reporting consistent with governmental standards and regulations. Reporting responsibilities include updating fiscal conditions, identifying related trends, and evaluating alternative revenue sources to support operations and capital improvements. Administrative support is also provided to the Accommodations Tax Advisory Committee.

The Office of Management and Budget (OMB) includes Accounting, Purchasing, Risk Management, Budget, Geographic Information Systems (GIS), Information Technology (IT), Internal Audit, Revenue, and administration of the outsourced management contract for the TD Convention Center. Details on Risk Management can be found in Section E – Internal Service Funds, and the TD Convention Center budget can be found in Section G – Enterprise Funds.

OFFICE OF MANAGEMENT AND BUDGET
FY 2016-17 OPERATING BUDGET SUMMARY

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Divisions						
Administration Division	$	367,938	374,018	502,199	491,309	(10,890)
Accounting Division		465,646	464,202	485,420	502,459	17,039
Revenue Division		736,515	800,766	832,282	876,393	44,111
Purchasing Division		417,559	413,176	414,494	424,662	10,168
Geographic Information Systems		361,723	326,319	339,652	352,639	12,987
Information Technology		2,557,342	2,273,005	2,361,264	2,356,289	(4,975)
TOTAL	**$**	**4,906,723**	**4,651,486**	**4,935,311**	**5,003,751**	**68,440**
Expenditure Category						
Personnel Services	$	2,676,772	2,644,544	3,027,423	3,141,475	114,052
Operating Expenditures		1,628,764	1,786,701	1,692,512	1,641,823	(50,689)
Fleet Charges		933	3,079	2,859	3,279	420
Risk Charges		60,496	38,309	47,517	52,174	4,657
Capital Outlay		539,758	178,853	165,000	165,000	0
TOTAL EXP. BY CATEGORY	**$**	**4,906,723**	**4,651,486**	**4,935,311**	**5,003,751**	**68,440**

OFFICE OF MANAGEMENT AND BUDGET BUDGET HIGHLIGHTS

The Office of Management and Budget budget increases 1.4% over the FY 2015-16 Adopted Budget and reflects:

- An increase of $114,052 in personnel services that reflects employee compensation adjustments and increased benefit costs.
- $165,000 is included in capital outlay for computer upgrades and replacements.
- An increase of $32,000 related to increased credit card changes.
- A net decrease of $82,689 for copying costs budgeted in other departments that were previously budgeted in the IT division of OMB.

OFFICE OF MANAGEMENT AND BUDGET STRATEGIC INITIATIVES

PROSPEROUS CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Issue the operating budget and capital improvement budget within the applicable time frames.			☑
Coordinate audits of selected areas based on a formalized assessment of priorities for financial compliance and operational controls.			☑
Apply for, and receive, the Distinguished Budget Presentation Award and the Certificate of Achievement for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association (GFOA).			☑
Focus on strong treasury management to ensure the safety of funds, cash liquidity, timely payments, and maintaining a good credit rating.			☑
Provide timely administration, collection, and compliance of the City's various revenues.			☑
Update and improve procurement and contract policies and procedures.			☑
Continue to maintain an accurate and up-to-date inventory of City property, structures, addresses, roads, and other physical features.			☑
INCLUSIVE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Continue efforts to develop and nurture minority and woman-owned businesses as defined in the City's M/WBE policy.			☑
SAFE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Continue to work with PIE and other departments to better enable staff to work from the field. This includes, but is not limited to, Fire, Building and Property Maintenance, and Police.			☑
Further develop mobile public safety information and mapping viewer for Police and Fire departments. Establish and maintain centralized apartment complex unit level detail information and map book products for first responders.			☑
SUSTAINABLE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Maintain storm drain inventory and stormwater-related GIS data for fee calculations and annual billing process.			☑

FY 2016-17 POLICE DEPARTMENT OPERATING BUDGET $22,048,696

It is the mission of the Greenville Police Department to serve all of our citizens and all who have put their faith and trust in us with courtesy, ability, knowledge, training, and courage; to protect their lives and worldly possessions to the best of our ability by forever challenging ourselves and raising our standards, by developing new and innovative methods in our quest for excellence; and to care for everyone by showing kindness, compassion, respect, dignity and equality for all, and by providing a work place where everyone is valued as a team member and rewarded for excellence and perseverance.

The Greenville Police Department has been the primary provider of law enforcement services for the City of Greenville since 1845. The men and women of the Police Department are sworn professionals dedicated to the mission of serving, protecting, and caring for the City. For enhanced services, the department is divided into three Divisions: Administration, Operations, and Communications.

POLICE DEPARTMENT
FY 2016-17 OPERATING BUDGET SUMMARY

Divisions		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Police Chief's Office	$	464,676	0	0	0	0
Administration Division		1,597,339	544,425	539,225	834,351	295,126
Support Division		6,778,508	0	0	0	0
Operations Division		9,880,951	17,876,744	18,894,054	18,956,935	62,881
Communications Section		1,866,307	1,909,155	2,015,867	2,257,410	241,543
TOTAL	**$**	**20,587,781**	**20,330,324**	**21,449,146**	**22,048,696**	**599,550**
Expenditure Category						
Personnel Services	$	15,996,283	16,190,511	16,822,117	17,259,511	437,394
Operating Expenditures		1,117,818	1,167,221	1,246,330	1,340,622	94,292
Fleet Charges		1,438,965	1,120,401	1,197,713	973,570	(224,143)
Risk Charges		680,609	860,646	1,207,823	1,113,881	(93,942)
Capital Outlay		1,354,106	991,545	975,163	1,361,112	385,949
TOTAL EXP. BY CATEGORY	**$**	**20,587,781**	**20,330,324**	**21,449,146**	**22,048,696**	**599,550**

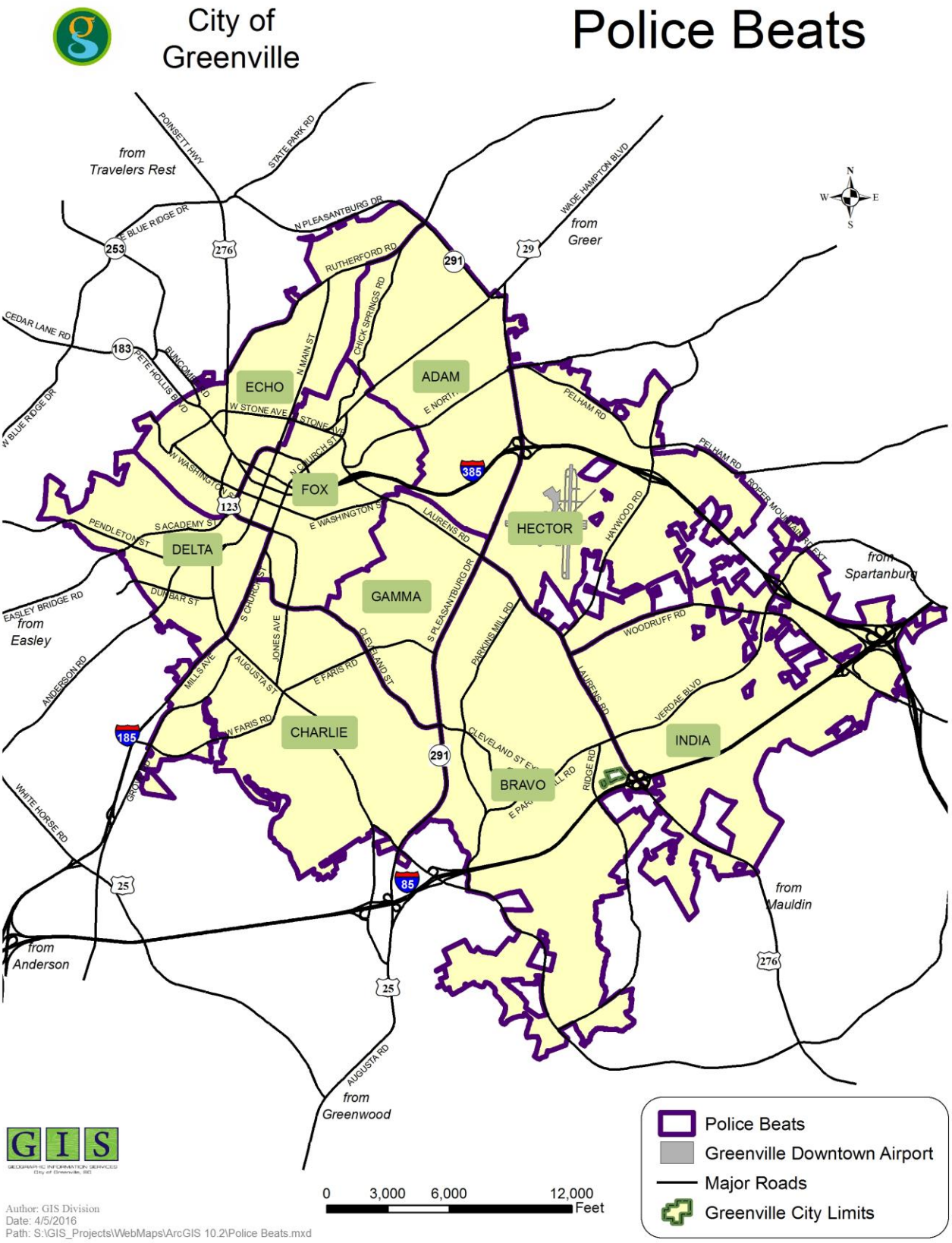
POLICE DEPARTMENT FY BUDGET HIGHLIGHTS

The Police Department budget increases 2.8% over the FY 2015-16 Adopted Budget and reflects:

- An increase of $69,401 in Personnel Services for a New Gravity Coordinator position.
- An increase of $467,993 in personnel expenditures to reflect position adjustments and increased benefit costs; offset by a reduction of $100,000 for increased overtime expenditures related to the temporary relocation of Clemson University events due to construction to the Bon Secours Wellness Arena during FY 2015-16.
- Capital outlay of $1,361,112 includes $958,040 for vehicle replacement, $303,072 for one-time costs to purchase body cameras, and $100,000 in one-time costs to replace consoles in dispatch.
- The software maintenance budget is increased by $14,500.
- $39,500 is included for one-time costs for a community survey and camera program evaluation and $13,000 is included for additional recurring costs for smart phones.
- Operating expenditures increase by $13,292 for copying costs previously accounted for in the IT budget.

POLICE DEPARTMENT STRATEGIC INITIATIVES

SAFE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Plan for optimal distribution of police assets to cover the department's workload through the use of advanced processes and tools that analyze our calls for service, work schedules, human capital, and other resources.			☑
Utilize the COMPSTAT process to analyze data collected by our personnel to focus our enforcement efforts of prolific offenders and to address patterns of crime as they appear in order to reduce the criminal activity within City of Greenville.			☑
SUSTAINABLE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Departmental initiatives, such as increased bike patrols in the downtown area and our neighborhoods, offer ways for officers to interact with the public and lessen our carbon footprint within the City.			☑
CITY OF NEIGHBORHOODS	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Deploy Community Response Team personnel within neighborhoods to prevent crime, improve quality of life, and foster long-term relationships between the public and the department.			☑
MOBILE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Obtain, install, and manage technology such as in-car cameras, body worn cameras, and mobile data terminals to keep officers in their assigned zones providing more time to interact with the public and enhance response times to critical incidents.			☑
INCLUSIVE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
The department actively recruits individuals from various backgrounds in an effort to ensure the agency's personnel are a direct reflection of the communities we serve.			☑


City of Greenville
Police Beats
ECHO
ADAM
FOX
HECTOR
DELTA
GAMMA
CHARLIE
BRAVO
INDIA
from Travelers Rest
from Greer
from Spartanburg
from Easley
from Anderson
from Mauldin
from Greenwood
Police Beats
Greenville Downtown Airport
Major Roads
Greenville City Limits
0 3,000 6,000 12,000 Feet
Author: GIS Division
Date: 4/5/2016
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city of
greenville

FY 2016-17 FIRE DEPARTMENT OPERATING BUDGET $13,186,933

It is the mission of the Greenville City Fire Department to enhance the quality of life of the citizens we serve by minimizing the loss of life and property, and by enhancing the safety of our environment through the provision of effective fire, rescue, and hazardous materials response services, and fire prevention code enforcement and public fire safety education programs. The Greenville City Fire Department primarily provides fire, rescue, medical first responder, and hazardous materials response services. The Fire Prevention Division conducts code inspections, plan reviews, and permit inspections to assist in the reduction and prevention of fires. The Fire Services Division provides budgetary and logistical support to the entire department including training, fleet maintenance, and procurement. The Fire Suppression Division consists of three platoons who staff six engine companies, two quint/ladder companies, two medium duty rescue companies, one HAZMAT response unit, and two battalion-level command units. These forces operate from six strategically located fire stations to provide emergency response services 24-hours a day.

FIRE DEPARTMENT
FY 2016-17 OPERATING BUDGET SUMMARY

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Divisions						
Fire Administration Division	$	250,752	257,707	271,053	297,429	26,376
Fire Prevention Division		612,906	578,898	631,283	684,633	53,350
Fire Suppression Division		10,730,526	9,815,819	10,721,979	11,268,312	546,333
Fire Services Division		741,781	840,222	844,370	936,559	92,189
TOTAL	**$**	**12,335,965**	**11,492,646**	**12,468,685**	**13,186,933**	**718,248**
Expenditure Category						
Personnel Services	$	10,192,947	10,480,666	10,663,991	11,246,768	582,777
Operating Expenditures		638,684	662,706	695,475	1,040,208	344,733
Fleet Charges		153,616	122,653	142,696	148,228	5,532
Risk Charges		217,695	196,241	244,818	287,522	42,704
Capital Outlay		1,133,023	30,380	721,705	464,207	(257,498)
TOTAL EXP. BY CATEGORY	**$**	**12,335,965**	**11,492,646**	**12,468,685**	**13,186,933**	**718,248**

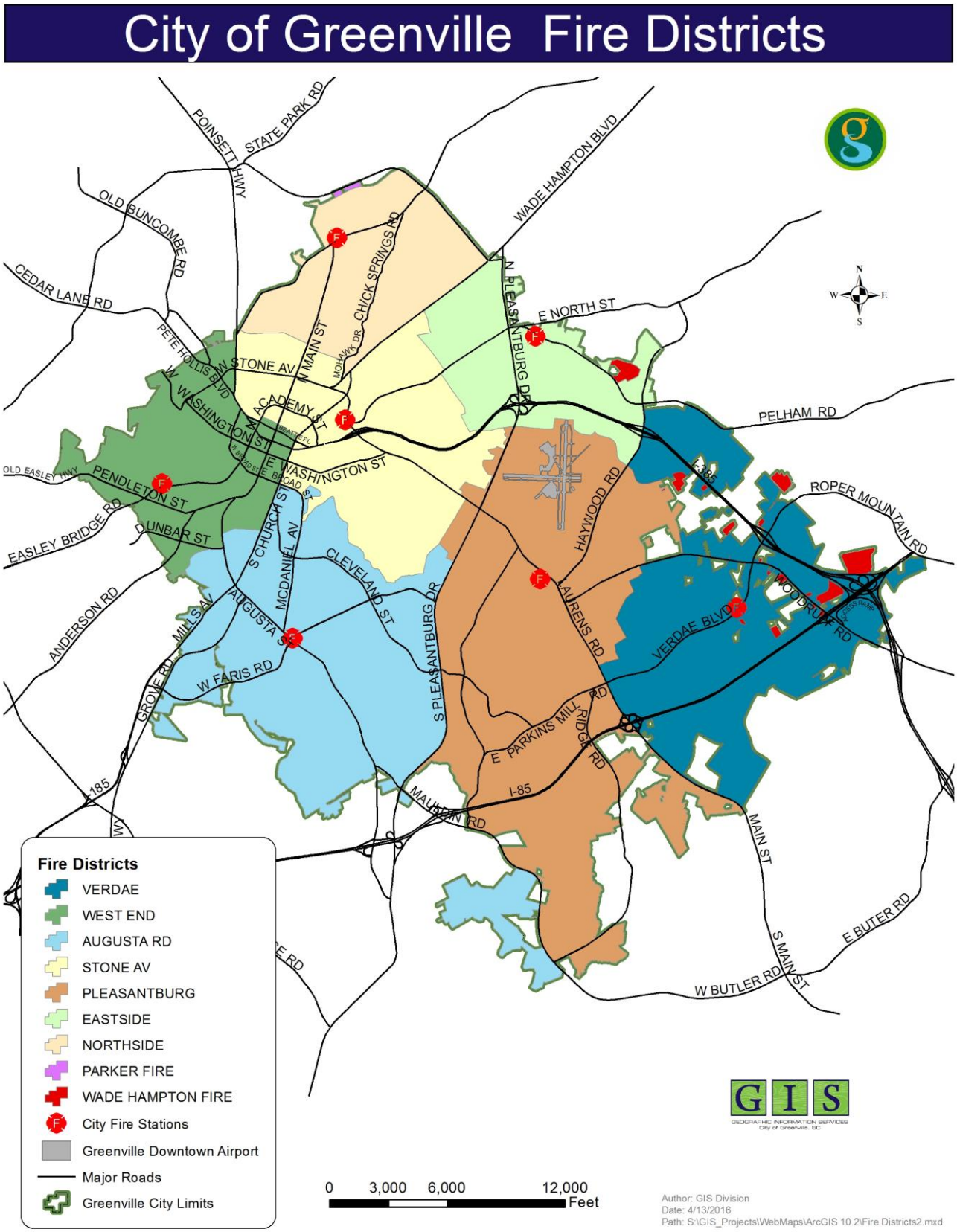
FIRE DEPARTMENT BUDGET HIGHLIGHTS

The Fire Department budget increases 5.8% over the FY 2015-16 Adopted Budget and reflects:

- Staffing changes include an increase of $10,224 to convert one Firefighter II to a Community Risk Reduction and Education Coordinator and to convert one Firefighter II to a Quality Assurance and Medical Compliance position.
- An increase of $551,553 is budgeted for one-half year costs of the Verdae/Woodruff Fire Station. These costs include personnel expenditures of $366,696 for 12 new positions and $184,857 for operating costs.
- An additional increase of $205,857 in personnel costs is budgeted to reflect compensation adjustments and increased benefit costs.
- Operating costs increase by $159,792 to replace one-third of the department's Personal Protective Equipment (PPE).
- Operating expenditures increase by $8,284 for copying costs previously accounted for in the IT budget.

FIRE DEPARTMENT STRATEGIC INITIATIVES

SAFE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Improve the City's Class 2 ISO rating. The rating varies from 9 to 1 (1 being the best score) and may be used in the calculation of property insurance premiums.			☑
Develop and implement policies to provide for effective emergency response to protect life, property, and the environment.			☑
Respond to all code compliance complaints within a 24-hour period.			☑
Provide an effective response to fires and other emergencies within four minutes or less travel time 90% of the time.			☑
Assure compliance with all federal and state laws and industry best practices.			☑
Work with stakeholders to ensure the Department is meeting the needs of the community with an end goal of achieving National Accreditation.		☑	
PROSPEROUS CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Conduct a community Risk Assessment and enhance community risk reduction efforts.			☑
Ensure the effective and fair enforcement of all applicable fire codes as adopted by City Council.			☑


City of Greenville Fire Districts
POINSETT HWY
STATE PARK RD
WADE HAMPTON BLVD
OLD BUNCOMBE RD
CEDAR LANE RD
CHICK SPRINGS RD
N PLEASANTBURG DR
E NORTH ST
PETE HOLLIS BLVD
W STONE AV
N MAIN ST
MOHAWK DR
W WASHINGTON ST
W ACADEMY ST
E WASHINGTON ST
E BROAD ST
PELHAM RD
OLD EASLEY HWY
PENDLETON ST
DUNBAR ST
EASLEY BRIDGE RD
S CHURCH ST
MCDANIEL AV
CLEVELAND ST
HAYWOOD RD
ROPER MOUNTAIN RD
ANDERSON RD
MILLS AV
AUGUSTA ST
S PLEASANTBURG DR
LAURENS RD
WOODRUFF RD
VERDAE BLVD
GROVE RD
W FARIS RD
E PARKINS MILL RD
RIDGE RD
I-85
MAULDIN RD
MAIN ST
S MAIN ST
E BUTER RD
W BUTLER RD
Fire Districts
VERDAE
WEST END
AUGUSTA RD
STONE AV
PLEASANTBURG
EASTSIDE
NORTHSIDE
PARKER FIRE
WADE HAMPTON FIRE
City Fire Stations
Greenville Downtown Airport
Major Roads
Greenville City Limits
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Feet
GIS
GEOGRAPHIC INFORMATION SERVICES
City of Greenville, SC
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city of
greenville

FY 2016-17 PUBLIC WORKS DEPARTMENT OPERATING BUDGET $9,631,169

It is the mission of the Greenville Department of Public Works to protect and enhance the community quality of life through effective environmental and infrastructure management. The Public Works Department is responsible for maintenance of the City's infrastructure and for the collection and disposal of residential solid waste. Departmental activities recorded in the General Fund include civil engineering, traffic engineering, streets maintenance, construction inspection, and building maintenance. Departmental activities recorded in other funds include wastewater (enterprise fund), stormwater management (enterprise fund), solid waste management (enterprise fund), parking (enterprise fund), and fleet services (internal service fund).

PUBLIC WORKS DEPARTMENT
FY 2016-17 OPERATING BUDGET SUMMARY

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Divisions						
Public Works Administration	$	445,803	414,566	656,202	1,102,805	446,603
Traffic Engineering Division		2,439,923	2,534,885	2,508,431	2,767,182	258,751
Engineering Division		752,736	778,237	804,973	818,943	13,970
Construction Inspection Bureau		561,651	701,460	740,489	757,637	17,148
Streets Division		2,239,578	2,390,389	2,315,424	2,309,530	(5,894)
Building Services Division		1,281,714	1,428,468	1,499,326	1,545,112	45,786
Trolley Operations		137,335	15,979	0	0	0
Downtown Infrastructure Maintenance		364,133	396,884	342,204	329,960	(12,244)
TOTAL	**$**	**8,222,873**	**8,660,868**	**8,867,049**	**9,631,169**	**764,120**
Expenditure Category						
Personnel Services	$	5,149,917	5,058,668	5,331,966	5,437,200	105,234
Operating Expenditures		2,315,214	2,601,828	2,586,285	2,874,684	288,399
Fleet Charges		397,420	383,425	390,765	337,153	(53,612)
Risk Charges		265,329	315,928	217,253	295,295	78,042
Capital Outlay		94,993	301,019	340,780	686,837	346,057
TOTAL EXP. BY CATEGORY	**$**	**8,222,873**	**8,660,868**	**8,867,049**	**9,631,169**	**764,120**

PUBLIC WORKS DEPARTMENT BUDGET HIGHLIGHTS

The Public Works Department budget increases 8.6% over the FY 2015-16 Adopted Budget and reflects:

- An increase of $105,234 in personnel expenditures to reflect compensation adjustments and increased benefit costs.
- Operating expenditures include $29,000 for one-time costs to recoat the City Hall roof, offset by a decrease of $37,500 for one-time costs for City Hall Lighting and HVAC improvements in FY 2015-16.
- An increase of $160,000 is budgeted in electricity due to rising costs, and $27,000 is budgeted for increased supplies and maintenance agreements.
- $100,000 is budgeted to fund intersection safety improvements.
- Operating expenditures increase by $9,576 for copying costs previously accounted for in the IT budget.
- Capital outlay includes $41,667 for year three of the Traffic Signal Software Upgrade (final year) and $645,170 for vehicle and equipment replacement.

PUBLIC WORKS DEPARTMENT STRATEGIC INITIATIVES

PROSPEROUS CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Work closely with Economic Development to promote business growth within the City.			☑
Provide support to other departments to help facilitate projects.			☑
MOBILE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Work with SCDOT to coordinate all aspects of transportation.			☑
Continue to promote bicycling as a means of transportation.			☑
SAFE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Manage the sidewalk rehabilitation program, which eliminates trip hazards. Inspect the resurfacing program.			☑
Maintain all City facilities to provide Citizens and City employees with a quality environment to work and meet.			☑
SUSTAINABLE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Pressure wash downtown sidewalks at least once a year along with litter program. Flush down streets when needed and sweep curb and gutter in neighborhoods. Help with clean-up following after hour special events.			☑

PRINCIPAL CITY BUILDINGS (EXCLUDING PARKING)

Bldg. Description	Address	Acres	Sq. Ft.	Year Built/Acquired
General:				
Building Maintenance Shop	65 Mayberry St.	2.34	6,500	1990
City Hall	206 S. Main St.	0.13	100,000	1972
Fleet Service Center	348 S. Hudson St.	16.27	32,638	1970
Municipal Court	426 N. Main St.	21.42	26,800	1940
TD Convention Center	One Exposition Drive	39	563,000	1964
Parks & Grounds Shop	423 E. Park Ave.	2.4	7,673	1951
Public Works Supply Bldg.	40 Mayberry St.	(a)	6,000	1987
Public Works/Sanitation Bldg.	360 S. Hudson St.	1.6	10,752	1991
Public Works Building	325 S. Hudson St.	2.35	9,600	1969
Traffic Engineering Bldg.	26 Woods Lake Road	1.04	7,950	2005
Fire Station #2 - West End	125 N. Leach St.	0.9	7,825	1969
Fire Station #3 - Augusta St.	2101 Augusta St.	0.32	7,740	1950
Fire Station #4 - Stone Avenue	880 E. Stone Ave.	0.59	7,740	1951
Fire Station #5 - Pleasantburg	30 Waite St.	0.89	9,835	1967
Fire Station #6 - Eastside	14 Pelham Rd.	0.63	5,500	1989
Fire Station #7 - N. Main St.	801 Rutherford Rd.	2.5	12,041	2006
Leased to Other Party:				
Army Reserve Building	Laurens Road	3.42	31,994	1962
A. Wilkes Women's Home	614 Pendleton St.	0.37	4,500	1900
Falls Cottage	615 S. Main St.	0.53	1,800	1936
Kilgore Lewis House	560 N. Academy	(b)	5,000	1838
United Ministries	600 Pendleton St.	0.07	4,242	1960
Women's Club	7 Bennett St.	0.53	5,864	1890

(a) Included in 16.27 acres for Fleet Service Center

(b) Included in 21.42 acres for Municipal Court.

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FY 2016-17 PARKS AND RECREATION DEPARTMENT OPERATING BUDGET $8,383,054

It is the mission of the Parks and Recreation Department to improve the quality of life of Greenville citizens by providing high-quality parks and recreation services, improving neighborhoods, and maintaining public facilities at a high standard. The Parks and Recreation Department oversees the maintenance of 39 parks occupying more than 322 acres within the City, schedules and coordinates year-round athletic and youth programs, operates five community centers that offer general leisure activities and special summer programs, maintains over 500 beautification sites totaling 75 acres, and maintains trees on rights-of-way and public park land. The Parks and Recreation Department is also responsible for urban design projects including streetscape design, bicycle facility design, and the design of public open space, trail design and construction management, sustainability planning and initiatives including staffing the newly established Green Ribbon Committee, and the Greenville Zoo, which is operated as an enterprise fund.

PARKS AND RECREATION DEPARTMENT
FY 2016-17 OPERATING BUDGET SUMMARY

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Divisions						
Parks and Recreation Administration	$	761,858	818,879	1,057,725	1,406,257	348,532
Recreation Division		1,322,525	1,397,617	1,594,117	1,707,061	112,944
Parks Maintenance Division		1,675,891	1,600,733	1,719,466	1,763,797	44,331
Rights-of-Way Division		643,130	624,540	641,100	622,995	(18,105)
Beautification Division		1,009,506	1,132,575	1,164,956	1,207,037	42,081
Tree Maintenance Division		679,997	398,518	498,488	526,757	28,269
Falls Park Crew		770,390	1,031,088	1,072,509	1,149,150	76,641
TOTAL	**$**	**6,863,297**	**7,003,950**	**7,748,361**	**8,383,054**	**634,693**
Expenditure Category						
Personnel Services	$	4,594,338	4,700,684	5,134,247	5,262,434	128,187
Operating Expenditures		1,409,683	1,641,880	1,807,956	1,953,712	145,756
Fleet Charges		358,516	331,227	362,298	341,559	(20,739)
Risk Charges		146,290	219,782	221,749	242,137	20,388
Capital Outlay		354,470	110,377	222,111	583,212	361,101
TOTAL EXP. BY CATEGORY	**$**	**6,863,297**	**7,003,950**	**7,748,361**	**8,383,054**	**634,693**

PARKS AND RECREATION DEPARTMENT BUDGET HIGHLIGHTS

The Parks and Recreation Department budget increases 8.2% over the FY 2015-16 Adopted Budget and reflects:

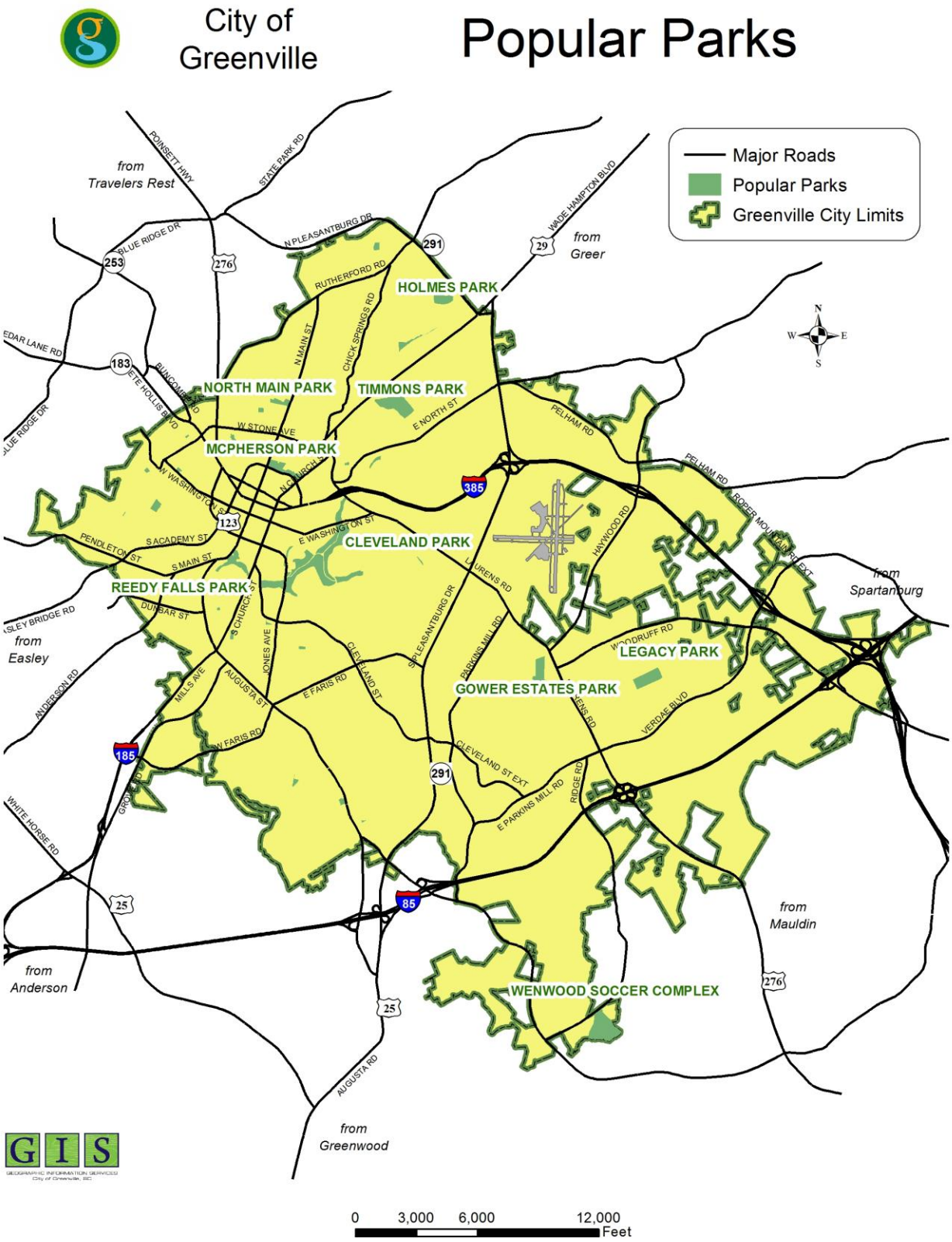
- An increase of $128,187 in personnel expenditures to reflect compensation adjustments and increased benefit costs.
- Capital outlay includes $528,212 for vehicle and equipment replacement and $55,000 for playground equipment at the West Greenville Community Center.
- $25,000 is included for ongoing funding of the Green Ribbon Advisory Committee (GRAC).
- $37,000 is included for one-time costs to refinish the Park Avenue Gym ($17,000) and repair the roof at the Sears Recreation Center ($20,000); offset by a reduction of $40,000 to replace the gym floor at the West Greenville Community Center in FY 2015-16.
- $35,000 is budgeted to repair the RiverPlace pedestrian bridge. This cost will be funded with Hospitality Tax.
- An increase of $40,000 for costs associated for leased office space for the Parks and Recreation Department.
- An increase of $37,200 is budgeted in electricity due to rising costs; and $6,000 is budgeted for additional restroom cleaning expenditures for the new ONE Plaza restrooms.
- Operating expenditures increase by $5,556 for copying costs previously accounted for in the IT budget.

MAJOR BEAUTIFICATION SITES

400 North Main	Municipal Court
500 N. Main Street	One Plaza
Anderson Memorial	Peace Center
Canal Insurance	Pete Hollis Highway
Carolina Point	Rock Quarry Garden
Church Street Streetscape	Rockwood Median
Confederate Memorial	Rutherford Road Streetscape
Crescent Avenue	Shaw Garden
Fairforest Way	Stone Avenue Streetscape
Greenville Transit Authority	Sue Simpson Garden
Hessie Morrah Greenway	TD Convention Center
I-385 Terraces	Tower Drive Islands
Laurens Road at I-385	Vietnam Memorial
Market Point	Wells Fargo Courtyard
McPherson Park	Woodruff Road

PARKS AND RECREATION DEPARTMENT STRATEGIC INITIATIVES

SAFE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Provide safe and consistent maintenance services and quality play value of all parks and playgrounds.			☑
SUSTAINABLE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Provide administrative oversight to ensure that all department facilities and services are safely managed, and that all department operations use best management practices to protect and conserve natural resources reducing organizational waste.			☑
PROSPEROUS CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Continue programming for youth and adults that promotes the public's health and well-being.			☑
CITY OF NEIGHBORHOODS	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Deliver athletic programs that are based in neighborhood community centers and parks.			☑
MOBILE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Preserve, expand and maintain the City's trail and bicycle system that provide a safe and effective means of travel.			☑
CITY OF CULTURE AND RECREATION	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Deliver structured programs for youth and adults that provide opportunities to learn, recreate and play in a safe environment.			☑
INCLUSIVE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Engage neighborhood residents to solicit input on improvement projects at neighborhood facilities.			☑


City of Greenville
Popular Parks
Major Roads
Popular Parks
Greenville City Limits
HOLMES PARK
NORTH MAIN PARK
TIMMONS PARK
MCPHERSON PARK
CLEVELAND PARK
REEDY FALLS PARK
LEGACY PARK
GOWER ESTATES PARK
WENWOOD SOCCER COMPLEX
from Travelers Rest
from Greer
from Spartanburg
from Mauldin
from Anderson
from Greenwood
from Easley
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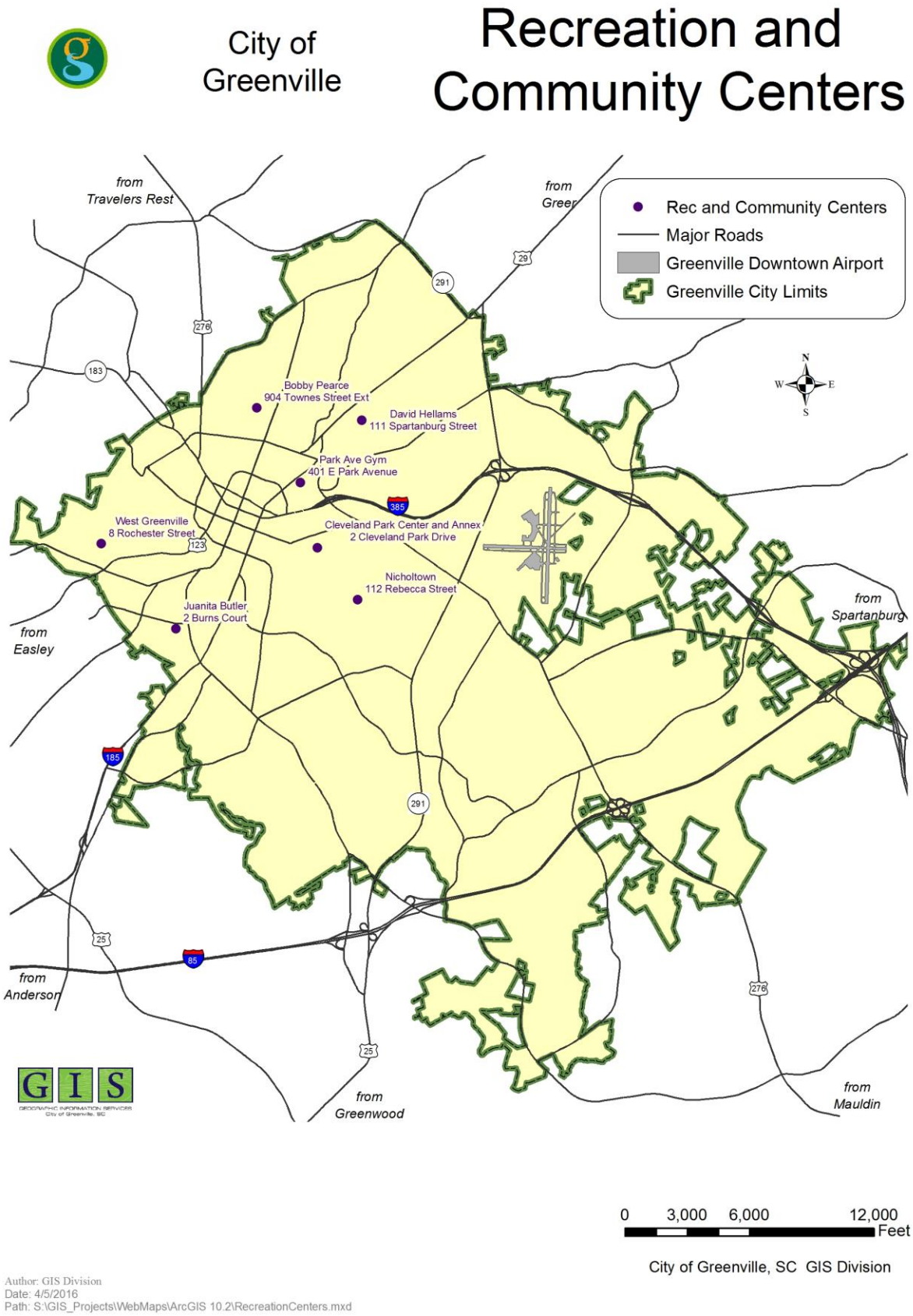
City of Greenville
Recreation and Community Centers
Rec and Community Centers
Major Roads
Greenville Downtown Airport
Greenville City Limits
from Travelers Rest
from Greer
from Spartanburg
from Easley
from Anderson
from Greenwood
from Mauldin
Bobby Pearce
904 Townes Street Ext
David Hellams
111 Spartanburg Street
Park Ave Gym
401 E Park Avenue
West Greenville
8 Rochester Street
Cleveland Park Center and Annex
2 Cleveland Park Drive
Nicholtown
112 Rebecca Street
Juanita Butler
2 Burns Court
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City of Greenville, SC GIS Division
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city of
greenville

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost reimbursement basis. Expenses of these funds are included in the budgets of the respective departments and agencies that use the services.

Internal Service Funds have been established for the following functions:

Health Benefits Fund

Risk Management Fund

Fleet Services Fund

city of
greenville

HEALTH BENEFITS FUND

The Health Benefits Fund accounts for all financial activities of the City's health, dental, life, disability, and pharmacy programs. The Health Benefits Fund was established in January 2014 when the City converted to a self-insured model from a fully-insured model.

HEALTH BENEFITS FUND		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ Decrease
Revenues						
Employer Health Premiums	$	3,516,764	7,247,627	8,273,353	8,765,970	492,617
Employee Health Premiums		1,075,082	2,220,329	2,617,889	2,661,217	43,328
Retiree Medical Benefit Pmts.		311,811	462,035	690,000	710,700	20,700
Retiree Health Premiums		208,224	372,909	382,886	328,132	(54,754)
Employer Dental Premiums		235,736	478,840	525,460	530,161	4,701
Employee Dental Premiums		79,437	162,921	181,861	183,016	1,155
COBRA Premiums		13,267	26,030	0	0	0
Employer Life and Disability Ins.		41,770	85,361	93,800	79,380	(14,420)
Employee Life and Disability Ins.		128,809	298,930	269,493	365,633	96,140
Employee Tobacco Surcharge		20,975	42,325	44,452	44,133	(319)
External Reimbursements		160,537	1,089,154	0	0	0
Interest/Other		849	4,109	0	0	0
TOTAL REVENUES		**5,793,261**	**12,490,570**	**13,079,194**	**13,668,342**	**589,148**
Expenses						
Salaries and Benefits		60,002	30,870	54,600	58,601	4,001
Wellness Activities		0	0	44,452	44,133	(319)
FSA Admin. Fee		5,140	11,637	13,500	8,520	(4,980)
Health Ins. Admin. Fee		225,008	501,922	489,694	505,510	15,816
Health Ins. Stop Loss		322,265	808,848	833,026	936,817	103,791
Health Claims		3,274,974	9,559,903	10,070,082	10,652,579	582,497
Health Claims Reserve		769,000	(27,000)	0	0	0
Dental Ins. Admin. Fee		20,048	40,892	43,538	45,166	1,628
Dental Claims		232,237	580,296	663,784	668,011	4,227
Dental Claims Reserve		25,000	0	0	0	0
Health Medicare Supp.		78,783	184,594	185,103	193,992	8,889
Life and Disability Ins.		166,748	334,941	363,293	445,013	81,720
Vision Insurance		52,160	108,269	108,000	110,000	2,000
SC ORBET Payment		94,883	0	210,122	0	(210,122)
TOTAL EXPENSES		**5,326,248**	**12,135,172**	**13,079,194**	**13,668,342**	**589,148**
Change in net position		**467,013**	**355,398**	**0**	**0**	**0**

HEALTH BENEFITS FUND BUDGET HIGHLIGHTS

The Health Benefits Fund budget increases 4.5% over the FY 2015-16 Adopted Budget and reflects:

- Employer Premiums reflect a mid-year increase of 4.6% and Employee Premiums reflect a mid-year increase of 2% that went into effect in January 2016 and includes capacity (budgeted at 7.5%) for a potential increase in January 2017 should actual claims experience through early October 2016 require such premium adjustments.
- Projected health claims are based on full employment of the City's workforce.
- All other expense amounts are based on current participating levels of active and retired employees in the benefit program.

HEALTH BENEFITS FUND STRATEGIC INITIATIVES

SUSTAINABLE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Continue proactive implementation of innovative and award-winning wellness initiatives to promote employee health and wellness. Utilize data-mining to identify aggregate employee health issues and design targeted wellness interventions to include tobacco cessation programs, weight loss, and fitness and wellness challenges.			☑
Ensure competitiveness of the City's benefit programs, as well as compliance with the Affordable Care Act. Mitigate insurance costs through the City's Health and Safety as well as its wellness programs and activities.			☑

RISK MANAGEMENT FUND

The Risk Management Fund accounts for all financial activities related to workers' compensation, automobile liability, general liability, employment practices liability, public officials liability, law enforcement liability, property, and automobile physical damage. Revenues are based on a cost allocation system that reflects each division's forward looking risk exposure (number of employees, percentage of payroll, and number of vehicles) and its five-year historical claims experience.

The City is self-insured for all workers' compensation losses up to $550,000 per occurrence for public safety and $400,000 per occurrence for all other employees; maintains a self-insured retention of $100,000 for general liability, employment practices liability, law enforcement liability, and public officials liability; and a $25,000 deductible for property losses. Program expenses and reserve funding requirements are allocated to the operating agencies. An actuarial report is prepared annually to determine the adequacy of fund reserves. Oversight is provided by the Risk Manager who monitors claims and expenses, and evaluates the adequacy of reserves.

RISK MANAGEMENT FUND

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ Decrease
REVENUES					
Transfers:					
General Fund	$ 1,510,216	1,779,467	2,079,551	2,210,902	131,351
Other Funds	622,026	718,580	716,607	820,878	104,271
Reimbursements	218,613	845,076	112,500	112,500	0
TOTAL REVENUES	**2,350,855**	**3,343,123**	**2,908,658**	**3,144,280**	**235,622**
EXPENSES					
Personnel and Operating	127,854	106,337	122,050	125,579	3,529
Workers' Comp - Claims	907,487	2,162,805	1,111,003	1,248,525	137,522
Premiums - Liability/Property	762,391	898,828	901,105	931,676	30,571
Claims - Liability/Property	992,528	880,615	780,500	844,500	64,000
TOTAL EXPENSES	**2,790,260**	**4,048,585**	**2,914,658**	**3,150,280**	**235,622**
Operating Income	(439,405)	(705,462)	(6,000)	(6,000)	0
Non-operating revenue					
Interest earnings	4,040	5,768	6,000	6,000	0
Change in net position	**(435,365)**	**(699,694)**	**0**	**0**	**0**

RISK MANAGEMENT FUND BUDGET HIGHLIGHTS

The Risk Management Fund expense budget increases 8.1% over the FY 2015-16 Adopted Budget and reflects:

- An increase of $137,522 in workers' compensation expenses due to higher than anticipated claims experience in FY 2014-15 and FY 2015-16.
- Budget changes reflect mid-year adjustment made in October 2015 as well as increased expenses for FY 2016-17.
- Premiums for stop-loss and excess coverage are expected to increase by $30,571, or 3.4%, in part due to the City's recent loss exposure and industry-wide insurance rate increases.

RISK MANAGEMENT FUND STRATEGIC INITIATIVES

SAFE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Maintain a reserve in the Risk Management Fund that is adequate to fund expected liabilities at a 50% probability level (i.e., funds will be sufficient to cover liabilities five years out of ten).			☑
Continue activities to identify hazards, and assess and control risks to meet both regulatory obligations and reduce risk of loss to the City of Greenville.			☑
Maintain risk management monitoring to create a culture that promotes awareness and departmental accountability for accidents and injuries.			☑

FLEET SERVICES FUND

Organizationally located in the Public Works Department, Fleet Services is responsible for management and maintenance of the City's fleet of vehicles and rolling stock.

FLEET SERVICES FUND		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ Decrease
REVENUES						
Transfers:						
General Fund	$	2,367,151	1,979,088	2,122,539	1,829,543	(292,996)
Other Funds		2,628,129	2,450,272	2,764,158	1,859,715	(904,443)
Reimbursements		19,836	48,201	14,000	45,000	31,000
Other Revenues		35,738	12,069	25,000	12,000	(13,000)
TOTAL REVENUES		**5,050,854**	**4,489,630**	**4,925,697**	**3,746,258**	**(1,179,439)**
EXPENSES						
Personnel Services		745,303	899,116	1,029,348	1,126,188	96,840
Operating Expenses		306,939	242,273	194,008	182,956	(11,052)
Parts		987,319	745,384	800,000	800,000	0
Fuel		2,485,513	2,026,229	2,400,000	1,162,000	(1,238,000)
Outside Repairs		504,470	491,519	475,000	445,000	(30,000)
Risk Charges		21,310	45,855	27,341	30,114	2,773
Capital Outlay		0	13,263	0	0	0
TOTAL EXPENSES		**5,050,854**	**4,463,639**	**4,925,697**	**3,746,258**	**(1,179,439)**
Operating Income		0	25,991	0	0	0
Change in net position		**0**	**25,991**	**0**	**0**	**0**
Adjustments-CAFR						
Depreciation		(13,725)	(10,920)	0	0	
Change in net position, adjusted		**(13,725)**	**15,071**	**0**	**0**	

FLEET SERVICES FUND BUDGET HIGHLIGHTS

The Fleet Services budget decreases 23.9% from the FY 2015-16 Adopted Budget and includes:

- An increase of $96,840 in personnel services primarily due position adjustments resulting from turnover and promotions.
- Fuel costs decrease by $1,238,000 due to a reduction of $1M related to moving the Transit fuel budget out of the Fleet Fund; and a reduction of $238,000 due to lower fuel prices projected for FY 2016-17.

FLEET SERVICES FUND STRATEGIC INITIATIVES

SAFE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Provide a safe and efficient fleet of vehicles and communications equipment.			☑
PROSPEROUS CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Increase the return on salvaged vehicles by using internet auctions.			☑
Reduce the cost of mobile communications by performing more in-house programming and repairs on mobile radio systems.			☑

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are restricted by law or administrative action to expenditures for specified purposes.

Annual budgets are established for the following Special Revenue Funds:

Community Development	State Accommodations Tax
HOME Program	Local Accommodations Tax
HOPWA Program	Admissions Tax
Hospitality Tax	Victim Witness
Sunday Alcohol Permits	Utility Undergrounding

city of
greenville

COMMUNITY DEVELOPMENT

The Community Development Fund is a special revenue fund used to record the receipt and expenditure of Community Development Block Grant (CDBG) monies. The Community Development program strives to upgrade the living conditions of low and moderate income persons in targeted areas within the City of Greenville. A number of projects are funded by CDBG monies, including low-interest rehabilitation loans, new home ownership, housing assistance programs, and the offering of financial and administrative support to various public improvements and human service projects.

COMMUNITY DEVELOPMENT		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
Entitlement	$	874,847	724,894	760,603	763,685	3,082
Interest		852	558	0	0	0
Other		18,660	21,390	0	0	0
TOTAL REVENUES		**894,359**	**746,842**	**760,603**	**763,685**	**3,082**
EXPENDITURES						
Administration		387,453	451,431	379,398	380,015	617
Projects		464,019	298,540	381,205	383,670	2,465
TOTAL EXPENDITURES		**851,472**	**749,971**	**760,603**	**763,685**	**3,082**
Excess (deficiency) of revenues over expenditures		42,887	(3,129)	0	0	0
Fund balance, beginning of year		94,075	136,962	133,833	133,833	
Fund balance, end of year	$	136,962	133,833	133,833	133,833	

FY 2016-17 COMMUNITY DEVELOPMENT PROGRAMS

Owner-Occupied Home Ownership Rehabilitation	$150,000
Citywide Property Acquisition	173,670
After School Tutorial (City Recreation Division)	20,000
Neighborhood Engagement	20,000
Comprehensive Housing Counseling (KEY Program)	10,000
Fair Housing Counseling (Human Relations Comm. Fair Housing Program)	10,000
Housing Assistance Administration	227,278
Administration (20%)	152,737
Total Community Development Programs and Activities	**$763,685**

COMMUNITY DEVELOPMENT STRATEGIC INITIATIVES

PROSPEROUS CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Partner with workforce development organizations to develop strategies to link residents with training opportunities that lead to job placement.			☑
CITY OF NEIGHBORHOODS	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Support residential development through acquisition of vacant and deteriorated properties.			☑
Increase affordable housing opportunities and improvements through a comprehensive housing counseling program (KEY Program), owner-occupied rehabilitation loan program, partnerships with community housing development organizations, and partnerships with nonprofit and private developers.			☑
Increase affordable housing opportunities.			☑
Develop public and private partnerships for financing capital improvement projects.			☑

HOUSING ACCOMPLISHMENTS

PROGRAM	2011	2012	2013	2014	2015
Housing Rehabilitation	20 units	22 units	21 units	19 units	22 units
New Housing Construction	26 units	16 units	16 units	7 units	7 units
Property Acquisition and Demolition	20 properties	28 properties	7 properties	18 properties	9 properties
Fair Housing	205 persons assisted	180 persons assisted	160 persons assisted	144 persons assisted	175 persons assisted
Self Sufficiency for Residents	155 in KEY and LADDER programs	164 in KEY and LADDER Programs	156 in KEY and LADDER Programs	215 in KEY and LADDER programs	223 in KEY and LADDER programs

HOME PROGRAM

The HOME Program Fund is used to record receipts and expenditures related to the HOME Program grant. This program is aimed at expanding the supply of decent affordable housing for low-income residents in the Community Development target areas.

HOME PROGRAM		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
Grant	$	205,616	183,749	200,860	218,320	17,460
Other		15,786	2,764	0	0	0
TOTAL REVENUES		**221,402**	**186,513**	**200,860**	**218,320**	**17,460**
EXPENDITURES						
Program Expenditures		228,966	232,647	200,860	218,320	17,460
TOTAL EXPENDITURES		**228,966**	**232,647**	**200,860**	**218,320**	**17,460**
Excess (deficiency) of revenues over expenditures		(7,564)	(46,134)	0	0	0
Fund balance, beginning of year		139,450	131,886	85,752	85,752	
Fund balance, end of year	$	131,886	85,752	85,752	85,752	

FY 2016-17 HOME PROGRAMS

Administration	$21,832
Affordable Rental Demonstration Program	166,488
Turning Point - Harmony House	30,000
Total HOME Program Activities	**$218,320**

HOME PROGRAM STRATEGIC INITIATIVES

CITY OF NEIGHBORHOODS	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Leverage funding for the development of affordable rental housing.			☑
Leverage funding for the rehabilitation of 26 owner-occupied units in the City's Special Emphasis Neighborhoods.			☑
Leverage funding for the renovation of the Harmony House (Turning Point) facility on Pendleton Street.			☑

HOPWA PROGRAM

Housing Opportunities for Persons with AIDS

The Housing Opportunities for Persons with AIDS (HOPWA) Fund was established in FY 2002-03 to record receipts and expenditures related to the HOPWA program. This program, under Code of Federal Regulations Title 24 (Housing and Urban Development), Part 574 (Housing Opportunities for Persons with AIDS), allows for funds to be used to assist in all forms of housing and supportive services to prevent homelessness. Assistance includes emergency financial assistance, rent, utilities, mortgage, prescriptions, transportation, and counseling for persons with HIV/AIDS. Allocation of funding is based upon the number of HIV/ AIDS cases identified in the Eligible Metropolitan Statistical Area (EMSA), which includes Anderson, Greenville, Pickens, and Laurens Counties. The City received State funds until FY 2008-09 and the EMSA has since met the threshold of HIV/AIDS cases to become an entitlement community and receive direct federal funding.

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA)						
		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
Grant	$	308,690	355,508	362,731	368,760	6,029
TOTAL REVENUES		**308,690**	**355,508**	**362,731**	**368,760**	**6,029**
EXPENDITURES						
Program expenditures		331,937	377,508	362,731	368,760	6,029
TOTAL EXPENDITURES		**331,937**	**377,508**	**362,731**	**368,760**	**6,029**
Excess (deficiency) of revenues over expenditures		(23,247)	(22,000)	0	0	0
Fund balance at beginning of year		23,247	0	(22,000)	(22,000)	
Fund balance at end of year	$	0	(22,000)	(22,000)	(22,000)	

FY 2016-17 HOPWA PROGRAMS

Administration	11,062
AID Upstate	325,698
Upper Savannah Care Services	32,000
Total HOME Program Activities	**368,760**

HOPWA PROGRAM STRATEGIC INITIATIVES

CITY OF NEIGHBORHOODS	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Prevent homelessness by providing services to nearly 300 people living with HIV/AIDS in Greenville, Laurens, and Pickens counties.			☑

HOSPITALITY TAX

By City Ordinance No. 2000-79, the City of Greenville enacted a 2% hospitality tax on prepared meals and beverages in the City. The proceeds are to be used for tourist-related activities, improvements, and facilities as allowed under state law.

HOSPITALITY TAX		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES / TRANSFERS IN						
Hospitality Tax	$	8,482,537	9,245,908	9,491,080	10,096,532	605,452
Penalties/Late Fees		15,577	16,759	17,681	18,300	619
Interest		811	2,915	811	2,444	1,633
Transfers In		1,433	65,516	0	0	0
		8,500,358	**9,331,098**	**9,509,572**	**10,117,276**	**607,704**
EXPENDITURES / TRANSFERS OUT						
Operating Expenditures		100,960	110,000	125,800	128,316	2,516
2011 Revenue Bond Principal		1,235,000	1,285,000	1,335,000	1,390,000	55,000
2011 Revenue Bond Interest		730,311	683,011	631,612	578,511	(53,101)
2012 Revenue Bond Principal		312,000	322,000	325,000	332,000	7,000
2012 Revenue Bond Interest		63,814	58,542	53,100	47,607	(5,493)
Other Debt Service Costs		5,871	5,741	6,120	6,242	122
Transfer to TD Convention Center		658,915	946,953	792,712	808,566	15,854
Transfer to Capital Projects Fund		2,581,000	2,475,000	4,725,000	250,000	(4,475,000)
Transfer to Parking Fund		48,000	0	0	0	0
Transfer to Zoo Enterprise Fund		395,127	395,127	414,883	1,435,627	1,020,744
Transfer to General Fund		2,500,531	2,636,347	3,054,803	2,947,403	(107,400)
		8,631,529	**8,917,721**	**11,464,030**	**7,924,272**	**(3,539,758)**
Excess (deficiency) of revenues over expenditures		(131,171)	413,377	(1,954,458)	2,193,004	4,147,462
Fund balance, beginning of year		5,275,692	5,144,521	5,557,898	3,603,440	
Reclassification due to GASB 61		0	0	0	0	
Fund balance, end of year	$	5,144,521	5,557,898	3,603,440	5,796,444	
Fund Balance						
Reserved for debt service reserve fund	$	1,512,587	1,512,587	1,512,587	1,289,071	(223,516)
Reserved for debt service monthly deposits		586,119	585,617	585,617	585,617	0
Fund Balance Reserve		500,000	500,000	500,000	500,000	0
Restricted for Tourism Related Expend.		2,545,815	2,959,694	1,005,236	3,421,756	2,416,520
	$	5,144,521	5,557,898	3,603,440	5,796,444	2,193,004

HOSPITALITY TAX FUND BUDGET HIGHLIGHTS

The Hospitality Tax Fund budget reflects:

- Hospitality tax revenues (not including delinquents or penalties) are projected to increase by 6.4% over the FY 2015-16 budget estimate.
- The transfer to the TD Convention Center Fund is $808,566 to offset the facility's operating loss, management and incentive fee, QECB debt service costs, and risk management costs. This amount increases $15,854 from FY 2015-16 due to anticipated TD Convention Center performance.
- The transfer to the Zoo Fund is $1,435,627. This transfer offsets the operating loss at that facility plus a $1,000,000 deposit for the Zoo Master Plan.
- $2,947,403 is transferred to the General Fund to offset operating expenditures associated with special events and tourism. This transfer is used primarily for public safety and parks and recreation, as well as other staff support for special events and tourism. Funding also includes collection costs.
- $250,000 is for the following capital projects:
    - Public Safety Cameras ($250,000)
- Maintains $500,000 fund balance reserve to account for unanticipated opportunities and potential fluctuations in the revenue stream.
- Operating expenditures include continued funding ($60,000) for "Yeah, That Greenville" campaign and $68,316 for tourism events/promotion.

CHANGE IN FUND BALANCE

The projected increase in fund balance from $3,603,440 to $5,796,444, or 60.9%, reflects the accumulation of fund balance to fund future tourism-related capital projects.

SUNDAY ALCOHOL PERMITS

As approved by City voters in 1999, special permits are issued by the State Department of Revenue for the sale of alcoholic beverages on Sundays in the City of Greenville. The revenue may be used only for capital improvements to tourism-related buildings; the purchase or renovation of buildings which are historic properties; festivals with an impact on tourism; and open space preservation. The revenue may not be used for operating expenses of tourism-related buildings. The revenue estimate for FY 2016-17 is based on the issuance of 109 annual permits at $3,000 each.

SUNDAY ALCOHOL PERMITS		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
Permit Fee	$	312,311	302,155	327,000	327,000	0
Interest		80	215	200	200	0
TOTAL REVENUES		**312,391**	**302,370**	**327,200**	**327,200**	**0**
EXPENDITURES / TRANSFERS OUT						
Transfer to TD Convention Ctr.		0	0	75,000	75,000	0
Transfer to Parking Fund		350,000	0	0	0	0
Transfer to Capital Projects Fund		115,000	100,000	0	650,000	650,000
Art in Public Places		0	75,000	0	0	0
City Council Reserve		0	0	20,000	20,000	0
TOTAL EXPENDITURES		**465,000**	**175,000**	**95,000**	**745,000**	**650,000**
Excess (deficiency) of revenues over expenditures		(152,609)	127,370	232,200	(417,800)	(650,000)
Fund balance, beginning of year		268,428	115,819	243,189	475,389	
Fund balance, end of year	$	115,819	243,189	475,389	57,589	

SUNDAY ALCOHOL PERMITS FUND BUDGET HIGHLIGHTS

The Sunday Alcohol Permits Fund budget reflects:

- $75,000 is included for the TD Convention Center Conference Center.
- $650,000 is transferred to the Capital Projects Fund for Fluor Field Stadium Improvements.
- A contingency of $20,000 set up for tourism-related festivals.

CHANGE IN FUND BALANCE

The projected decrease in fund balance from $475,389 to $57,589, or -87.9%, is attributable to spending down fund balance for tourism-related capital projects.

STATE ACCOMMODATIONS TAX

By a 1984 act of the General Assembly, a 2% tax is imposed on all accommodations in the State of South Carolina. These monies are collected by the State and distributed to counties and municipalities. The proceeds must be spent for tourism promotion and tourism-related expenditures. Projects are reviewed by an Accommodations Tax Advisory Committee.

State law provides that (a) the first $25,000 must be allocated to the City's General Fund for general purpose use; (b) 5% of the balance must also be allocated to the City's General Fund; (c) 30% of the balance must be allocated for the purpose of advertising and promotion of tourism; and (d) the remaining balance must be used for tourism-related expenditures.

The City Council adopted a Grant-In-Aid Policy that stipulates the establishment of a City Council reserve for unanticipated events, festivals, and other opportunities. This budget includes $50,000 for the Council's contingency.

STATE ACCOMMODATIONS TAX		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
Intergovernmental	$	1,817,424	1,858,657	1,821,000	2,000,000	179,000
Interest		1,009	1,953	0	0	0
TOTAL REVENUES		**1,818,433**	**1,860,610**	**1,821,000**	**2,000,000**	**179,000**
EXPENDITURES / TRANSFERS OUT						
Transfer to General Fund		114,621	116,683	114,800	123,750	8,950
City Council Reserve - Grant-In-Aid Policy		35,000	3,000	50,000	50,000	0
Tourism Promotions - VisitGreenvilleSC		537,728	550,097	538,800	592,500	53,700
Tourism Projects		869,341	1,197,411	1,200,000	1,200,000	0
TOTAL EXPENDITURES		**1,556,690**	**1,867,191**	**1,903,600**	**1,966,250**	**62,650**
Excess (deficiency) of revenues over expenditures		261,743	(6,581)	(82,600)	33,750	116,350
Fund balance, beginning of year		393,829	655,572	648,991	566,391	
Fund balance, end of year	$	655,572	648,991	566,391	600,141	

STATE ACCOMMODATION TAX FUND BUDGET HIGHLIGHTS

The State Accommodations Tax budget reflects:

- Budgeted revenues show growth of 9.8% compared to FY 2015-16 budget revenues. This is related to FY 2015-16 actual receipts showing continued strong performance in the tourism-related taxes.
- Budgeted expenditures for tourism projects based on recommendations from the ATAX Advisory Committee remain at $1.2 million for FY 2016-17.

CHANGE IN FUND BALANCE

The projected increase in fund balance from $566,391 to $600,141, or 6.0%, reflects revenues increasing more than budgeted expenditures.

FY 2016-17 ALLOCATION OF STATE ACCOMMODATIONS TAX REVENUES

Total Revenues	$2,000,000
First $25,000 to General Fund	($25,000)
	$1,975,000
5% of Balance to General Fund	($98,750)
30% to Tourism Promotion	($592,500)
Subtotal	$1,283,750
Set Aside - City Council Reserve	($50,000)
Current Revenues Available for Tourism Expenditures	**$1,233,750**

DISBURSEMENT OF FUNDING (TOURISM-RELATED EXPENDITURES)

	FY 15/16 Budget	FY 16/17 Budget	
VisitGreenvilleSC (VGSC)	$480,000	$445,000	
VGSC - Jehovah's Witnesses Convention	0	15,000	
VGSC - SEC Women's Basketball	0	20,000	
Total VGSC	480,000	480,000	
Metropolitan Arts Council	400,000	400,000	
Euphoria	50,000	55,000	
Children's Museum of the Upstate	40,000	40,000	
BMW Charity Pro-Am	35,000	35,000	
	30,000	30,000	
	30,000	30,000	
	15,000	20,000	
	13,000	15,000	
	15,000	15,000	
	15,000	15,000	
	15,000	15,000	
	15,000	12,500	
	0	10,000	
	10,000	10,000	
	5,000	5,000	
	5,000	5,000	
	5,000	5,000	
	0	2,500	
	10,000	0	*
	5,000	0	*
	7,000	0	*
	$1,200,000	**$1,200,000**	

LOCAL ACCOMMODATIONS TAX

By City Ordinance No. 1994-27, the City of Greenville in 1994 enacted a local accommodations tax of 2.3%. The proceeds of this 2.3% are to be used primarily as payment to the Greenville Arena District to repay debt incurred for the construction of the Bon Secours Wellness Arena (Arena) and are subject to annual appropriation of City Council. By City Ordinance No. 2004-48, the City in 2004 extended the authorization of the local accommodations tax of 0.7%. The proceeds of this 0.7% are to be used to defray the cost of tourism marketing services, subject to annual appropriation by City Council. The appropriation provides for the distribution of accommodations taxes for tourism marketing services, excluding a 4% collection cost. Per the Code of Ordinances, any excess revenues from the 2.3% or 0.7% may be used at the City Council's discretion for any use eligible under state law.

LOCAL ACCOMMODATIONS TAX		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
2.3% tax	$	2,147,973	2,511,521	2,444,039	2,794,820	350,781
0.7% tax		654,159	763,640	743,892	849,779	105,887
Other/Penalties		189	15,560	189	13,116	12,927
TOTAL REVENUES		**2,802,321**	**3,290,721**	**3,188,120**	**3,657,715**	**469,595**
EXPENDITURES / TRANSFERS OUT						
Auditorium District		1,209,794	1,487,345	1,225,002	1,264,077	39,075
VisitGreenvilleSC (CVB)		632,119	717,242	714,136	815,788	101,652
Operating		150,000	350,000	150,000	150,000	0
Transfer to Capital Projects		0	125,000	75,000	1,325,000	1,250,000
Transfer to General Fund		26,338	306,038	195,150	185,973	(9,177)
Transfer to Parking Fund		1,229,000	0	0	0	0
Transfer to TDCC Fund		450,000	105,833	450,000	425,000	(25,000)
TOTAL EXPENDITURES		**3,697,251**	**3,091,458**	**2,809,288**	**4,165,838**	**1,356,549**
Excess (deficiency) of revenues over expenditures		(894,930)	199,263	378,832	(508,123)	(886,955)
Fund balance, beginning of year		1,467,716	572,786	772,049	1,150,881	
Fund balance, at end of year	$	572,786	772,049	1,150,881	642,758	

LOCAL ACCOMMODATIONS TAX FUND BUDGET HIGHLIGHTS

The Local Accommodations Tax budget reflects:

- A payment of $1,264,077 to the Greenville Arena District for debt service costs.
- $152,300 is transferred to the General Fund for expenditures incurred in the Parks and Recreation Department in support of operations and maintenance of tourism related venues. Of this transfer, $37,400 represents continued maintenance for Falls Park, $67,600 is continued maintenance for the Swamp Rabbit Trail, $35,000 represents Peace Center landscape maintenance, and $12,300 is included for maintenance of public art.
- $33,673 is transferred to the General Fund for 4% collection cost allocation.
- $150,000 is transferred for Arena District Payment for the Arena year 20 of 20.
- $375,000 is transferred to the TD Convention Center Fund for improvements to the Conference Center, and $50,000 is to replace furnishings, fixtures, and equipment.
- $1,325,000 is transferred to Capital Projects Fund, of which $75,000 is for Art in Public Places and $1,250,000 is for Greenville Drive Stadium Improvements.

CHANGE IN FUND BALANCE

The projected decrease in fund balance from $1,150,881 to $642,758, or -44.2%, reflects spending down fund balance for tourism-related capital projects.

ADMISSIONS TAX

The Tourism Infrastructure Admissions Tax Act allows 50% of the State Admissions Tax to be directed to qualified tourism establishments for the purpose of public infrastructure improvements. If a facility meets the requirements of an establishment, the admissions tax will be subject to the provisions of the law for a 15 year benefit period. Of this amount, half is directed to the municipality where the facility is located and half is placed in a special infrastructure development fund (SIDF) to be distributed based on an application made by the local government. The City has one qualifying facility within its boundaries: Fluor Field. The City applied to and received approval from the Department of Commerce to access the special infrastructure development funds for this facility. Revenues associated with Fluor Field are currently accumulating in anticipation of public improvements to areas adjoining the stadium. The Fluor Field benefit is scheduled to end in 2023.

Prior to September 2013, the City had two qualifying facilities within its boundaries: the Bon Secours Wellness Arena and Fluor Field. The Bon Secours Wellness Arena (Arena) portion of the tax ended in September 2013.

ADMISSIONS TAX						
		2013-14	2014-15	2015-16	2016-17	Increase/
REVENUES		Actual	Actual	Budget	Budget	(Decrease)
Arena Grant (SIDF)	$	22,410	0	0	0	0
Fluor Field Grant (SIDF)		21,389	23,652	21,389	24,127	2,738
Arena Tax		2,628	0	0	0	0
Fluor Field Tax		15,007	24,908	15,007	25,408	10,401
TOTAL REVENUES		**61,434**	**48,560**	**36,396**	**49,535**	**13,139**
EXPENDITURES / TRANSFERS OUT						
Auditorium District		25,038	0	0	0	0
Transfer to Cap. Proj. Fund		0	250,000	0	0	0
TOTAL EXPENDITURES		**25,038**	**250,000**	**0**	**0**	**0**
Excess (deficiency) of revenues over expenditures		36,396	(201,440)	36,396	49,535	13,139
Fund balance, beginning of year		211,680	248,076	46,636	83,032	
Fund balance, at end of year	$	248,076	46,636	83,032	132,567	
Fund Balance						
Fluor Field Reserve		248,076	46,636	83,032	132,567	
	$	248,076	46,636	83,032	132,567	

CHANGE IN FUND BALANCE

The projected increase in fund balance from $83,032 to $132,567, or 59.7% is due to accumulating revenues to fund improvements in the Fluor Field area.

VICTIM WITNESS

The Victim Witness Fund is used to record receipts from special court revenue and expenditures associated with the Victim Assistance Program mandated by the State of South Carolina. The funds are used to support two staff members within the Support Division of the Police Department who provide support to victims of violent crimes. A staff member is on-call 24-hours a day. Victims are educated about the process of the criminal justice system and are referred to counseling if necessary.

VICTIM WITNESS FUND		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
Fees	$	68,748	79,840	65,000	57,700	(7,300)
Other Revenues		7	0	0	0	0
General Fund Transfer		27,163	4,229	45,908	56,252	10,344
TOTAL REVENUES		**95,918**	**84,069**	**110,908**	**113,952**	**3,044**
EXPENDITURES						
Program Expenditures		108,301	84,069	110,908	113,952	3,044
TOTAL EXPENDITURES		**108,301**	**84,069**	**110,908**	**113,952**	**3,044**
Excess (deficiency) of revenues over expenditures		(12,383)	0	0	0	0
Fund balance, beginning of year		12,383	0	0	0	
Fund balance, end of year	$	0	0	0	0	

VICTIM WITNESS FUND BUDGET HIGHLIGHTS

The Victim Witness budget reflects:

- An increase in the General Fund transfer consistent with a decrease in revenues from fees.

UTILITY UNDERGROUNDING

The Utility Undergrounding Fund is used to record a 1% Duke Energy franchise fee dedicated to utility undergrounding projects. When a project is selected, Duke Energy will match the City's effort up to an amount equal to 0.5% of Duke revenues. The fund will be used to pay for undergrounding and relocation of utility lines throughout the City in order to minimize power outages.

UTILITY UNDERGROUNDING FUND		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
1% Franchise Fee	$	1,050,734	1,121,413	1,085,215	1,189,708	104,493
0.5% Duke Energy Match		102,082	541,337	0	0	0
TOTAL REVENUES		**1,152,816**	**1,662,750**	**1,085,215**	**1,189,708**	**104,493**
EXPENDITURES / TRANSFERS OUT						
Personnel and Operating		97,919	101,229	67,052	65,027	(2,025)
Utility Undergrounding		1,169,938	1,160,318	973,891	1,108,258	134,367
Transfer to General Fund		50,513	43,754	44,272	16,423	(27,849)
Tfr. to Capital Proj. Fund		0	0	0	0	0
TOTAL EXPENDITURES		**1,318,370**	**1,305,301**	**1,085,215**	**1,189,708**	**104,493**
Excess (deficiency) of revenues over expenditures		(165,554)	357,449	0	0	0
Fund balance, beginning of year		1,204,553	1,038,999	1,396,448	1,396,448	
Fund balance, end of year	$	1,038,999	1,396,448	1,396,448	1,396,448	

UTILITY UNDERGROUNDING BUDGET HIGHLIGHTS

The Utility Undergrounding Fund budget reflects:

- Revenues from the Duke Franchise Fee are projected to increase 9.6% from the FY 2015-16 budget estimate based on current year collections.
- The FY 2016-17 budget provides approximately $1.1M for the commercial/residential undergrounding program. Approximately $880,000 is available for commercial projects assuming an 80%/20% split between commercial and residential. Combined with the anticipated FY 2015-16 ending fund balance of $975,000, there may be up to $1,850,000 available for commercial projects through FY 2016-17.
- Duke Energy's 0.5% contribution account is projected to have approximately $800,000 available for commercial projects through FY 2016-17.

ENTERPRISE FUNDS

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the costs of providing goods or services to the general public and other local governments on a continuing basis be financed or recovered primarily through user charges.

Annual budgets are established for the following Enterprise Funds:

Event Management	**Stormwater Management**
TD Convention Center	**Parking**
Wastewater	**Greenville Zoo**
Solid Waste	**Transit**

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EVENT MANAGEMENT

The Event Management Fund organizes, promotes, and professionally manages events that enhance tourism, economic development, and community pride. The mission of the Event Management Division is to be the premier producer of events which enhance quality of life, build a sense of belonging, and invite involvement in the community. In FY 2016-17, the Event Management Division will plan and produce Main Street Fridays, the Saturday Market, and the Red, White, and Blue Festival. The Event Management Division will also contract with Metropolitan Arts Council and Fall for Greenville to plan, produce, and manage Downtown Alive and Fall for Greenville, respectively.

EVENT MANAGEMENT						
		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
Event Fees	$	590,565	663,101	642,600	659,500	16,900
Other Revenues		4,808	9,136	0	0	0
TOTAL REVENUES		**595,373**	**672,237**	**642,600**	**659,500**	**16,900**
EXPENSES						
Personnel Services		356,807	395,260	379,543	347,064	(32,479)
Operating		207,593	227,993	264,419	249,465	(14,954)
TOTAL EXPENSES		**564,400**	**623,253**	**643,962**	**596,529**	**(47,433)**
Operating Income (Loss)		30,973	48,984	(1,362)	62,971	64,333
Change in Net Position	$	30,973	48,984	(1,362)	62,971	64,333
OPERATING EXPENSES BY DIVISION						
Event Management	$	564,400	623,253	643,962	596,529	(47,433)

EVENT MANAGEMENT FUND BUDGET HIGHLIGHTS

The Event Management budget decreases 7.4% from the FY 2015-16 Adopted Budget and reflects:

- A net decrease of $32,479 in personnel services primarily attributable to employee turnover and changes in benefits elections.
- An operating decrease of $15,000 for one-time costs for the City's share of installing artificial turf at the Peace Center amphitheater in FY 2015-16.

EVENT MANAGEMENT FUND STRATEGIC INITIATIVES

PROSPEROUS CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Use events as an attraction for visitors, while working with the VisitGreenvilleSC and downtown hotels to promote overnight stays.			☑
Plan events to draw residents and visitors to Greenville, while encouraging attendees to patronize local restaurants and businesses.			☑
CITY OF CULTURE AND RECREATION	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Plan a diverse mix of high quality, successful special events throughout the year.			☑
INCLUSIVE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Work with event planners to include entertainment and activities that welcome diverse populations to events. The City will make plans to include diverse audiences for events it plans and manages.			☑

TD CONVENTION CENTER

Located on a 39-acre campus, the TD Convention Center is one of the largest convention and conference centers in the Southeast. The annual economic impact of the TD Convention Center is estimated at more than $50 million. The facility includes 280,000 square feet of exhibit space and 60,000 square feet of meeting and conference space.

TD CONVENTION CENTER		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget		Increase/ (Decrease)
OPERATING REVENUES							
Rental Income	$	1,242,742	1,278,314	1,342,948	1,377,000		34,052
Food and Beverage		3,037,839	3,226,769	3,008,405	3,238,500		230,095
Services		114,247	109,101	70,529	90,000		19,471
Ancillary		708,142	652,804	587,015	590,850		3,835
Show Management		407,135	400,801	404,000	422,180		18,180
Miscellaneous		18,249	20,284	17,325	20,200		2,875
External Reimbursements		0	0	0	0		0
		5,528,354	5,688,073	5,430,222	5,738,730		308,508
OPERATING EXPENSES							
Personnel		3,197,183	3,164,130	3,227,370	3,448,715		221,345
Administrative		357,074	321,302	275,591	317,932		42,341
Professional Services		148,064	180,295	158,904	173,237		14,333
Show Management		263,320	260,636	279,615	267,841		(11,774)
Advertising Expense		87,676	116,046	91,230	98,848		7,618
Rental Expense		108,070	104,596	91,462	108,051		16,589
Materials and Supplies		100,554	104,105	118,977	100,827		(18,150)
Food and Beverage		705,331	745,998	716,200	740,209		24,009
Repairs and Maintenance		985,505	935,396	930,478	972,131		41,653
Travel and Training Expense		16,210	18,708	26,500	21,675		(4,825)
Miscellaneous		13,520	11,554	11,985	13,736		1,751
Management Fee		150,013	152,502	156,060	157,590	(a)	1,530
Incentive Fee		41,179	101,854	27,992	20,077	(a)	(7,915)
	$	6,173,699	6,217,122	6,112,364	6,440,869		328,505
Operating Income (Loss)		**(645,345)**	**(529,049)**	**(682,142)**	**(702,139)**		**(19,997)**
Other financing sources (uses):							
Transfer In - Hospitality Tax Fund	$	658,915	946,953	792,712	808,566		15,854
Transfer In - Local Accomm. Tax Fund		450,000	105,833	450,000	425,000		(25,000)
Transfer In - Sunday Alcohol Permits		0	75,000	75,000	75,000		0
Naming Rights Revenue		300,153	300,152	355,828	150,000		(205,828)
Naming Rights Principal		(270,309)	(300,984)	(334,174)	0		334,174
Naming Rights Interest		(51,376)	(33,031)	(21,655)	0		21,655
QECB Interest Subsidy		69,679	66,026	64,952	64,952		0
QECB Principal		(103,537)	(110,426)	(117,656)	(125,244)		(7,588)
QECB Interest		(99,257)	(94,055)	(89,467)	(83,622)		5,845
Furnishings, Fixtures, and Equipment		(750)	13,620	(50,000)	(50,000)		0
Capital Projects		0	0	(475,000)	(450,000)		25,000
Transfer Out - Local Accomm. Tax Fund		0	(2,444)	0	0		0
Transfer Out - Risk Management Fund		(61,691)	(64,281)	(68,398)	(65,043)		3,355
		891,827	902,363	582,142	749,609		167,467
Change in Net Position	$	**246,482**	**373,314**	**(100,000)**	**47,470**		**147,470**

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Adjustments - CAFR (b)					
Bond Principal	373,846	411,410	0	0	
Depreciation/Contra Capital	(1,111,845)	(1,138,252)	0	0	
	(737,999)	(726,842)	0	0	
Change in Net Position, Adjusted	**$ (491,517)**	**(353,528)**	**(100,000)**	**47,470**	

(a) The agreement between the City and SMG provides a base fee of $120,000 adjusted annually for inflation. OMB estimates inflation to be 2.2%. In addition, the City and SMG have an agreement to reduce the annual operating deficit (not including management fee, debt service, or capital expenses). The agreement sets a target of $591,396. The agreement provides for an incentive payment in the amount of 30% for the first $250,000 of savings below the target, and 40% for savings beyond $250,000. This budget includes $20,077 should SMG achieve the deficit reduction target.

(b) In accordance with generally accepted accounting principles on the treatment of enterprise funds, the operating statement in the Comprehensive Annual Financial Report (CAFR) includes depreciation as an expense and excludes principal payment on debt service. The schedule above adds back these two items in order to reconcile with the operating statement in the CAFR.

TD CONVENTION CENTER BUDGET HIGHLIGHTS

The TD Convention Center budget reflects:

- A net increase of $308,508 in operating revenues primarily related to a projected increase in food and beverage income.
- A net increase of $328,505 in operating expenses primarily due to increased personnel and repair/maintenance costs.
- A transfer in of $808,566 from the Hospitality Tax as an operating subsidy. This amount increases from FY 2015-16.
- A transfer in of $425,000 from the Local Accommodations Tax includes $375,000 for improvements to the TD Convention Center Conference Center, and $50,000 for furnishings, fixtures, and equipment at the facility.
- A transfer in of $75,000 from the Sunday Alcohol Permit for improvements to the TD Convention Center Conference Center.

TD CONVENTION CENTER STRATEGIC INITIATIVES

CITY OF CULTURE AND RECREATION	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Market the TD Convention Center as a viable convention and conference center.			☑

WASTEWATER

Wastewater, organizationally located in the Public Works Department, is responsible for maintaining 335 miles of wastewater lines. This bureau also oversees a program of remedial repairs to the City system, which is designed to reduce inflow into the Mauldin Road treatment plant. Operations are financed by a wastewater charge that is based on meter size, and wastewater fees are subject to annual review.

WASTEWATER		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Operating Revenues						
Wastewater Fee	$	4,302,227	4,634,161	4,819,746	5,077,079	257,333
Operating Expenses						
Personnel Expenses		1,404,070	1,528,979	1,516,900	1,542,712	25,812
Operating/Capital Expenses		1,470,159	989,570	1,412,020	1,286,085	(125,935)
		2,874,229	2,518,549	2,928,920	2,828,797	(100,123)
Operating Income (Loss)		**1,427,998**	**2,115,612**	**1,890,826**	**2,248,282**	**357,456**
Non-Operating Revenue (Expense)						
Interest Income		3,579	4,951	3,500	3,500	0
Principal Expense		(620,695)	(861,048)	(878,210)	(1,002,962)	(124,752)
Interest Expense/Fiscal Agent Fees		(267,040)	(343,140)	(376,490)	(407,841)	(31,351)
Proceeds from Debt Issuance		0	0	2,000,000	2,000,000	0
Capital Contributions		650,000	356,350	0	0	0
Transfers In		366,492	416,878	0	0	0
Transfers to General Fund		(225,000)	(229,500)	(233,169)	(269,315)	(36,146)
Transfers to Stormwater Fund		0	(36,939)	0	0	0
Capital Improvement Program (b)		0	0	(2,350,000)	(2,100,000)	250,000
		(92,664)	(692,448)	(1,834,369)	(1,776,618)	57,751
Change in Net Position	$	**1,335,334**	**1,423,164**	**56,457**	**471,664**	**415,207**
Adjustments-CAFR (a)						
Bond Principal		620,695	861,048	0	0	
Depreciation/Contra Capital		(639,026)	(741,078)	0	0	
		(18,331)	119,970	0	0	
Change in Net Position, Adjusted	$	**1,317,003**	**1,543,134**	**56,457**	**471,664**	
OPERATING EXPENSES BY DIVISION						
Wastewater Operations	$	2,874,229	2,518,549	2,928,920	2,828,797	(100,123)
Total Operating by Division	$	2,874,229	2,518,549	2,928,920	2,828,797	(100,123)

(a) In accordance with generally accepted accounting principles on the treatment of enterprise funds, the operating statement in the Comprehensive Financial Annual Report (CAFR) includes depreciation as an expense and excludes principal payment on debt service. The schedule above adds back these two items in order to reconcile with the operating statement in the CAFR.

(b) Projects appropriated as part of the FY 2016-17 Capital Improvement Program include:

Undesignated Basin Rehabilitation	$2,000,000
Wastewater System Survey and Model	$100,000
TOTAL	$2,100,000

WASTEWATER FUND BUDGET HIGHLIGHTS

The Wastewater Fund operating budget decreases 3.4% from the FY 2015-16 Adopted Budget and reflects:

- Personnel expenses increase by $25,812 due to compensation adjustments and increased benefit costs.
- A net decrease in operating expenses of $125,935 due to: a projected decrease in fleet costs ($36,818), a reduction in risk management fees ($44,467), and a reduction in capital equipment replacement ($44,650).
- $205,350 is included for capital equipment replacement.
- Issuance of debt in the amount of $2 million to finance a portion of the wastewater CIP.

FY 2016-17 WASTEWATER RATE STRUCTURE

Rate Class	Meter Size	Monthly Fee
Residential	less than 3K gallons	$5.03
Residential	more than 3K gallons	$11.09
Commercial	5/8” and 3/4"	$20.20
Commercial	1"	$53.80
Commercial	1 1/2"	$100.72
Commercial	2"	$268.52
Commercial	3"	$335.61
Commercial	4"	$671.25
Commercial	6"	$1,007.67
Commercial	8"	$1,342.44

NOTE: Wastewater fees reflect a 5.0% rate adjustment in FY 2016-17.

WASTEWATER FUND STRATEGIC INITIATIVES

SUSTAINABLE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Continue six-year wastewater system preventative maintenance plan.			☑
Minimize number of preventable wastewater overflows.			☑
Maintain wastewater lines to extend useful life of the utility.			☑
PROSPEROUS CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Planning for the wastewater utility to support growth within the City.			☑

SOLID WASTE

The Solid Waste Enterprise Fund accounts for all solid waste operations. The Solid Waste Division, organizationally located in the Public Works Department, oversees solid waste and recycling collection in the City. Currently, six crews provide service once per week for residential customers. The fund is supported by a solid waste fee, costs recovered from the sale of recyclables, and a General Fund transfer. Solid waste fees are charged monthly by the Greenville Water System. The rate for FY 2016-17 is set at $15.50 per month.

SOLID WASTE		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
OPERATING REVENUES						
Solid Waste Fees	$	2,580,851	2,460,475	2,854,109	2,777,543	(76,566)
Property Sales		217,474	170,767	155,000	96,290	(58,710)
		2,798,325	2,631,242	3,009,109	2,873,833	(135,276)
OPERATING EXPENSES						
Personnel Services		2,283,146	2,354,704	2,671,326	2,550,240	(121,086)
Operating/Capital Expenses		2,272,821	2,237,152	4,453,090	2,852,928	(1,600,162)
		4,555,967	4,591,856	7,124,416	5,403,168	(1,721,248)
Operating Income (Loss)		**(1,757,642)**	**(1,960,614)**	**(4,115,307)**	**(2,529,335)**	**1,585,972**
Non-Operating Revenue (Expense)						
Capital Lease Proceeds		0	0	2,270,000	283,250	(1,986,750)
Sales of Equipment Surplus		0	117,353	0	100,000	100,000
Principal Expense		0	0	(87,125)	(562,056)	(474,931)
Interest Expense		0	0	(11,470)	(230,411)	(218,941)
Transfer In - General Fund		1,877,366	2,127,308	2,227,308	2,427,308	200,000
		1,877,366	2,244,661	4,398,713	2,018,091	(2,380,622)
Change in Net Position	**$**	**119,724**	**284,047**	**283,406**	**(511,244)**	**(794,650)**
Adjustments-CAFR (a)						
Bond Principal		0	0	0	0	
Depreciation/Contra Capital		(239,520)	(222,163)	0	0	
		(239,520)	(222,163)	0	0	
Change in Net Position, Adjusted	$	**(119,796)**	**61,884**	**283,406**	**(511,244)**	
OPERATING EXPENSES BY DIVISION						
Residential Collection	$	4,133,932	4,094,056	5,061,898	5,115,630	53,732
Recycling Division		422,035	497,800	2,062,518	287,538	(1,774,980)
Total Operating by Division	$	4,555,967	4,591,856	7,124,416	5,403,168	(1,721,248)

(a) In accordance with generally accepted accounting principles on the treatment of enterprise funds, the operating statement in the Comprehensive Annual Financial Report (CAFR) includes depreciation as an expense. The schedule above adds back this item in order to reconcile with the operating statement in the CAFR.

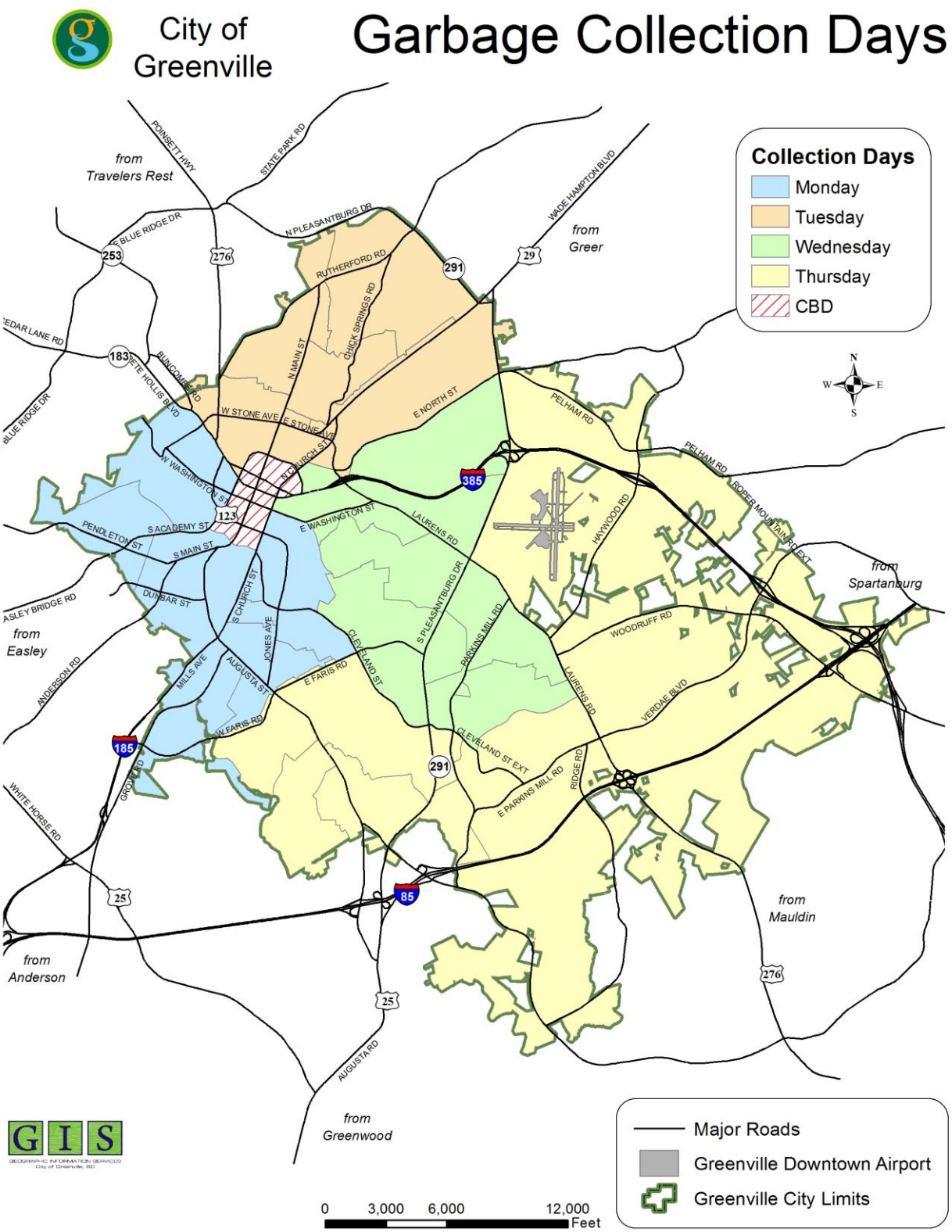
SOLID WASTE FUND BUDGET HIGHLIGHTS

The Solid Waste operating budget decreases 24.2% from the FY 2015-16 Adopted Budget and reflects:

- A net decrease of $135,276 in operating revenue due to a combination of a decrease in projected monthly fees due to ongoing customer audits, combined with a decrease in recycling material sales associated with a struggling commodities market.
- Budget includes the reduction of two (2) solid waste collector positions in Residential Collection during FY 2015-16, and the reduction of six (6) solid waste collector positions in the Recycling Division during FY 2015-16 due to the implementation of automated collection vehicles. An additional two (2) solid waste collector positions in Residential Collection will be eliminated in the last quarter of FY 2016-17.
- A net decrease of $1,600,162 in operating costs due to: an increase of $25,000 in disposal charges attributable partially to the elimination of glass from the recycling program, an increase of $36,210 in fleet costs, and an increase of $7,378 in risk management costs, offset by a reduction of $1,668,750 in capital equipment costs.
- Capital outlay of $601,250 includes one-time costs to install electronic gates at the recycling centers ($18,000) and $583,250 for vehicle and equipment replacement.

SOLID WASTE FUND STRATEGIC INITIATIVES

SUSTAINABLE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Convert equipment and operational procedures to better serve customers and reduce the overall cost to provide this service.			☑
The Division will continue to find ways to divert materials from the garbage waste stream to increase sustainability efforts.			☑
Maintain weekly recycling collection for all customers and improve the recycling participation rate through enhanced recycling education initiatives.			☑
Continue outreach and education programs. City recycling programs and staff have been recognized with multiple awards.			☑
CITY OF NEIGHBORHOODS	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
The Division will continue to support neighborhood efforts for special cleanup projects throughout the year.			☑
The Recycling Division will participate in neighborhood outreach programs to educate citizens about the benefits of recycling.			☑
CITY OF CULTURE AND RECREATION	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
The Solid Waste Division will continue to provide support services for Special Events programs.			☑
The Recycling Division has an active presence at all City sponsored Special Events taking place in the Greenville area.			☑
PROSPEROUS CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
The Recycling Division created a robust website designed with interactive tools on why, how, when and where residents can recycle.			☑


City of Greenville
Garbage Collection Days
Collection Days
Monday
Tuesday
Wednesday
Thursday
CBD
from Travelers Rest
from Greer
from Spartanburg
from Mauldin
from Greenwood
from Anderson
from Easley
POINSETT HWY
STATE PARK RD
WADE HAMPTON BLVD
N PLEASANTBURG DR
RUTHERFORD RD
QUICK SPRINGS RD
N MAIN ST
W STONE AVE
E STONE AVE
E NORTH ST
PELHAM RD
ROPER MOUNTAIN RD EXT
W WASHINGTON ST
E WASHINGTON ST
S ACADEMY ST
PENDLETON ST
S MAIN ST
DUNBAR ST
S CHURCH ST
JONES AVE
MILLS AVE
AUGUSTA ST
W FARIS RD
E FARIS RD
CLEVELAND ST
LAURENS RD
S PLEASANTBURG DR
PARKINS MILL RD
HAYWOOD RD
WOODRUFF RD
VERDAE BLVD
CLEVELAND ST EXT
E PARKINS MILL RD
RIDGE RD
AUGUSTA RD
GROVE RD
WHITE HORSE RD
ANDERSON RD
ASLEY BRIDGE RD
BLUE RIDGE DR
CEDAR LANE RD
BUNCOMBE RD
PETE HOLLIS BLVD
Major Roads
Greenville Downtown Airport
Greenville City Limits
0 3,000 6,000 12,000 Feet
GIS
Author: GIS Division
Date: 4/5/2016
Path: S:\GIS_Projects\WebMaps\ArcGIS 10.2\GarbageCollection.mxd

city of
greenville

STORMWATER MANAGEMENT

Organizationally located in the Public Works Department, the operational aspects of the stormwater program include basin master planning, remedial repairs to selected basins, and maintenance of open ditches and piped drainage in City rights-of-way and easements. Stormwater Administration is responsible for developing watershed master plans, coordinating improvements to the City's watershed basins, and complying with State/Federal mandates related to stormwater management and water quality design. The Stormwater Operations Division controls the flow of surface water through the maintenance of open ditches and piped drainage, and through the installation of storm drain pipe. The Division also manages the 30-year post-closure plan for stormwater drainage at the Mauldin Road landfill.

STORMWATER MANAGEMENT		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
OPERATING REVENUES						
Stormwater Fees	$	5,124,469	5,209,644	5,286,284	5,434,950	148,666
OPERATING EXPENSES						
Personnel Services		1,397,413	1,603,097	1,673,140	1,797,322	124,182
Operating/Capital Expenses		1,237,841	789,673	1,417,911	1,407,305	(10,606)
		2,635,254	2,392,770	3,091,051	3,204,627	113,576
Operating Income (Loss)		**2,489,215**	**2,816,874**	**2,195,233**	**2,230,323**	**35,090**
Non-Operating Revenue (Expense)						
Interest Income		10,320	18,476	10,477	18,771	8,294
Principal Expense		(236,000)	(454,000)	(460,000)	(555,664)	(95,664)
Interest Expense		(107,236)	(123,262)	(112,355)	(167,988)	(55,633)
Sales of Surplus Equip.		0	26,582	0	0	0
Transfers In		0	108,092	0	0	0
Transfer to General Fund		(341,801)	(332,052)	(327,812)	(357,013)	(29,201)
Transfer to Wastewater Fund		0	(2,242)	0	0	0
Transfer to Capital Proj. Fund		(30,000)	0	0	0	0
Capital Project Reserve		0	0	(2,000,000)	0	2,000,000
Capital Improvement Program (b)		0	0	(1,275,000)	(275,000)	1,000,000
		(704,717)	(758,406)	(4,164,690)	(1,336,894)	2,827,796
Change in Net Position	**$**	**1,784,498**	**2,058,468**	**(1,969,457)**	**893,429**	**2,862,886**
Adjustments-CAFR (a)						
Bond Principal		236,000	454,000	0	0	
Depreciation/Contra Capital		(744,814)	(788,916)	0	0	
		(508,814)	(334,916)	0	0	
Change in Net Position, Adjusted	$	**1,275,684**	**1,723,552**	**(1,969,457)**	**893,429**	
OPERATING EXPENSES BY DIVISION						
Stormwater Administration		741,368	800,272	950,971	1,058,223	107,252
Stormwater Operations		1,893,886	1,592,498	2,140,080	2,146,404	6,324
Total Operating by Division		2,635,254	2,392,770	3,091,051	3,204,627	113,576

(a) In accordance with generally accepted accounting principles on the treatment of enterprise funds, the operating statement in the Comprehensive Financial Annual Report (CAFR) includes depreciation as an expense and excludes principal payment on debt service. The schedule above adds back these two items in order to reconcile with the operating statement in the CAFR.

(B) Projects appropriated as part of the FY2016-17 Capital Improvement Program include:

Reedy River Watershed Planning and 5R	$275,000
TOTAL	$275,000

STORMWATER FUND BUDGET HIGHLIGHTS

The Stormwater Fund operating budget increases 3.7% over the FY 2015-16 Adopted Budget and reflects:

- Personnel expenses increase by $124,182 due the addition of one Sr. Engineering Tech position ($69,751) combined with $54,431 in compensation adjustments and increased benefit costs.
- A net decrease in operating expenses of $10,606 due to: an increase in risk management fees ($68,891), offset by a projected decrease in fleet costs ($27,646), and a reduction in capital equipment replacement ($56,851).
- $181,000 is included for capital equipment replacement.

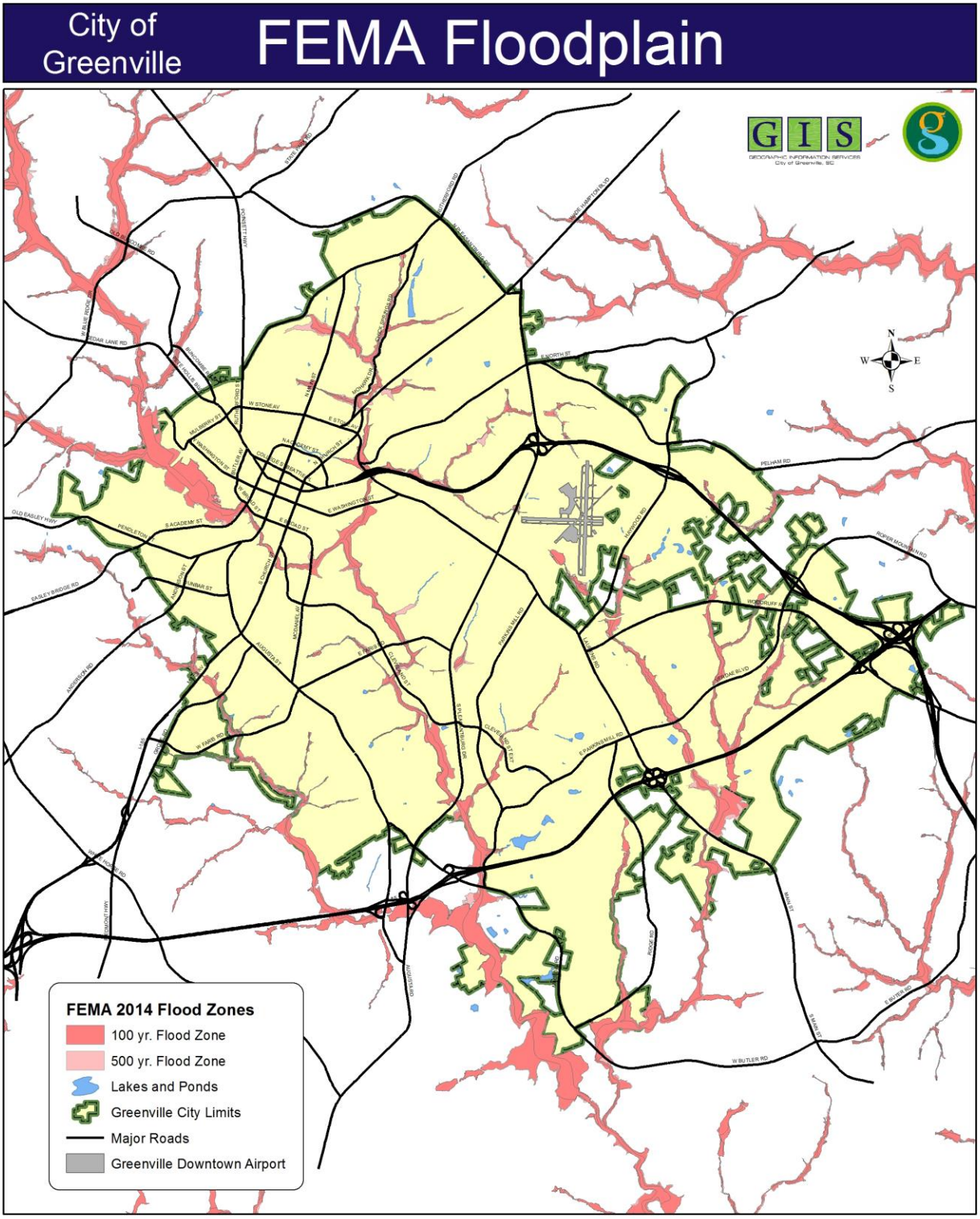
FY 2016-17 STORMWATER RATE STRUCTURE

Type	Annual Fee
Developed Residential Under 1,640 sq. ft.	$40.92
Developed Residential Over 1,640 sq. ft.	$71.85
Undeveloped Residential	$40.92
Developed Commercial and Industrial (per ERU)	$71.85
Undeveloped Commercial and Industrial	$71.85

NOTE: Stormwater fees reflect a 2.2% rate adjustment to correspond with the change in the Consumer Price Index.

STORMWATER FUND STRATEGIC INITIATIVES

SAFE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Respond to calls from citizens with flooding issues in an expedited manner and meet the property owner's onsite to address their concerns.			☑
SUSTAINABLE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Continue effort to lower the City's rating in FEMA's National Flood Insurance Program (NFIP) by implementing good floodplain management programs.			☑
Continue to implement an NPDES Phase II water quality program that addresses the six minimum measures outlined by the EPA.			☑
Review proposed developments for compliance with stormwater ordinances and review for compliance with SCDHEC sediment control regulations.			☑
Keep the stormwater system open and free of obstructions with regular maintenance activities.			☑



0 3,000 6,000 12,000 Feet

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Date: 4/5/2016
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city of
greenville

PARKING

The Parking Division oversees the operation of all City garages and parking lots. Currently, the parking system includes 12 garages, which provide 7,283 spaces, and three parking lots, which provide another 392 spaces. Those figures do not include the one garage currently under construction, which will add another 232 parking spaces, and approximately 700 on-street spaces. An enterprise fund was established in 1995 to account for the operation of the parking system including parking garages and lots, tag districts, and parking fines and enforcement.

PARKING		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
OPERATING REVENUES						
Commons Garage	$	652,917	742,870	749,857	815,000	65,143
Hyatt Guest Parking		226,112	221,202	236,500	325,000	88,500
Church Street Garage		386,138	547,321	564,714	587,000	22,286
Liberty Square Garage		676,012	689,785	711,428	710,000	(1,428)
South Spring Street Garage		747,955	915,966	935,071	890,000	(45,071)
Poinsett Parking Garage		1,032,156	1,133,056	1,205,214	1,215,000	9,786
Richardson Street Garage		804,743	1,012,157	1,037,214	1,050,000	12,786
Parking Fines		315,323	299,014	291,000	305,000	14,000
Parking Lots and Meters		295,877	238,282	143,857	190,000	46,143
North Laurens Street Deck		262,956	290,876	287,129	298,500	11,371
River Street Garage		314,484	372,228	390,500	390,000	(500)
RiverPlace Garage		591,733	440,244	496,636	716,520	219,884
Hampton Inn Guest Parking		160,676	145,662	160,600	145,800	(14,800)
ONE/Aloft Garage		0	0	258,500	551,450	292,950
Broad Street Garage		0	0	0	512,670	512,670
Parking Validation Tickets		185,829	197,208	214,500	200,000	(14,500)
Miscellaneous		4,583	13,692	85,000	70,000	(15,000)
		6,657,494	7,259,563	7,767,720	8,971,940	1,204,220
OPERATING EXPENSES						
Administration		1,382,327	1,638,441	1,638,011	1,606,721	(31,290)
Garage Maintenance		302,110	272,757	279,207	349,736	70,529
Commons Garage		66,275	38,768	51,259	53,904	2,645
Church Street Garage		162,153	174,048	168,221	169,520	1,299
Liberty Square Garage		44,260	47,848	56,086	57,386	1,300
South Spring Street Garage		83,123	67,119	71,599	79,187	7,588
Richardson Street Garage		66,687	73,760	70,373	76,835	6,462
North Laurens Street Deck		30,503	18,531	21,873	22,427	554
Poinsett Parking Garage		56,047	90,260	53,623	56,562	2,939
River Street Garage		61,682	32,841	36,950	37,921	971
RiverPlace Garage		63,315	66,749	75,000	119,659	44,659
ONE/Aloft Garage		0	0	109,411	68,652	(40,759)
Broad Street Garage		0	0	0	55,150	55,150
Rhett Street Lot		0	28,469	0	0	0
Parking Lots		87,294	23,127	52,187	54,711	2,524
Enforcement		243,540	234,948	286,016	293,716	7,700
	$	2,649,316	2,807,666	2,969,816	3,102,087	132,271
Operating Income (Loss)		**4,008,178**	**4,451,897**	**4,797,904**	**5,869,853**	**1,071,949**

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
Non-Operating Revenue (Expense)					
Interest Income	18,098	17,921	20,000	8,500	(11,500)
Gain/Loss on Assets/Exchange	0	4,228	0	0	0
QECB Interest Subsidy	33,590	31,829	26,813	24,358	(2,455)
Principal Expense	(1,594,911)	(2,883,232)	(3,518,718)	(1,950,376)	1,568,342
Interest and Fiscal Agent Expense	(1,169,687)	(1,092,358)	(1,187,741)	(718,964)	468,777
Transfers In - DIF	1,267,000	1,923,869	2,087,309	0	(2,087,309)
Transfers In - Hospitality Tax	48,000	0	0	0	0
Transfers In - Sunday Alcohol	350,000	0	0	0	0
Transfers In - Local ATAX	1,229,000	0	0	0	0
Transfers In - Public Facilities Corp.	11,830,304	0	0	0	0
Contributions	0	50,000	0	0	0
Capital Projects	0	0	(500,000)	(625,000)	(125,000)
Transfers Out - Capital Proj. Fund	0	(400,000)	0	0	0
Transfers Out - General Fund	(373,676)	(329,417)	(374,165)	(330,340)	43,825
Transfers Out - Public Fac. Corp.	0	(1,511,997)	0	(1,377,825)	(1,377,825)
Transfers Out - D-town Infra. Fund	(45,301)	(48,467)	0	0	0
	11,592,417	(4,237,624)	(3,446,502)	(4,969,647)	(1,523,145)
Change in Net Position	**15,600,595**	**214,273**	**1,351,402**	**900,206**	**(451,196)**
Adjustments - CAFR (a)					
Bond Principal	1,594,911	2,883,232	0	0	
Depreciation/Contra Capital	(1,771,284)	(1,808,569)	0	0	
Capital Contribution	1,495,000	2,980,235	0	0	
	1,318,627	4,054,898	0	0	
Change in Net Position, Adjusted	**$ 16,919,222**	**4,269,171**	**1,351,402**	**900,206**	
OPERATING EXPENSES					
Personnel Services	1,387,720	1,530,444	1,559,917	1,607,098	47,181
Operating/Capital Expenses	1,261,596	1,277,222	1,409,899	1,494,989	85,090
Total Operating	2,649,316	2,807,666	2,969,816	3,102,087	132,271

(a) In accordance with generally accepted accounting principles on the treatment of enterprise funds, the operating statement in the Comprehensive Financial Annual Report (CAFR) includes depreciation as an expense and excludes principal payment on debt service. The schedule above adds back these two items in order to reconcile with the operating statement in the CAFR.

PARKING FUND BUDGET HIGHLIGHTS

The Parking Enterprise Fund operating budget increases 4.5% and reflects:

- An operating revenue increase of $1,204,220 due to continued strong performance in the City's parking garages, and the opening of ONE/Aloft Garage, the expanded RiverPlace garage, the Broad Street Garage and the West End Park and Ride.
- Personnel expenses reflect the addition one FTE for parking facility maintenance and the mid-year reduction of four Parking Ambassadors due to the opening of the Riverplace Garage.
- Operating expenses include funds for operations in the new parking facilities listed above.
- Non-operating expenses include $2,699,340 in debt service for parking revenue and limited-obligation bonds, as well as a transfer of $1,377,825 to the Public Facilities Corporation for debt service.

PARKING FUND STRATEGIC INITIATIVES

PROSPEROUS CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Provide for a well-managed parking system of adequate capacity to support continued downtown development.			☑

CITY OF GREENVILLE PARKING INVENTORY

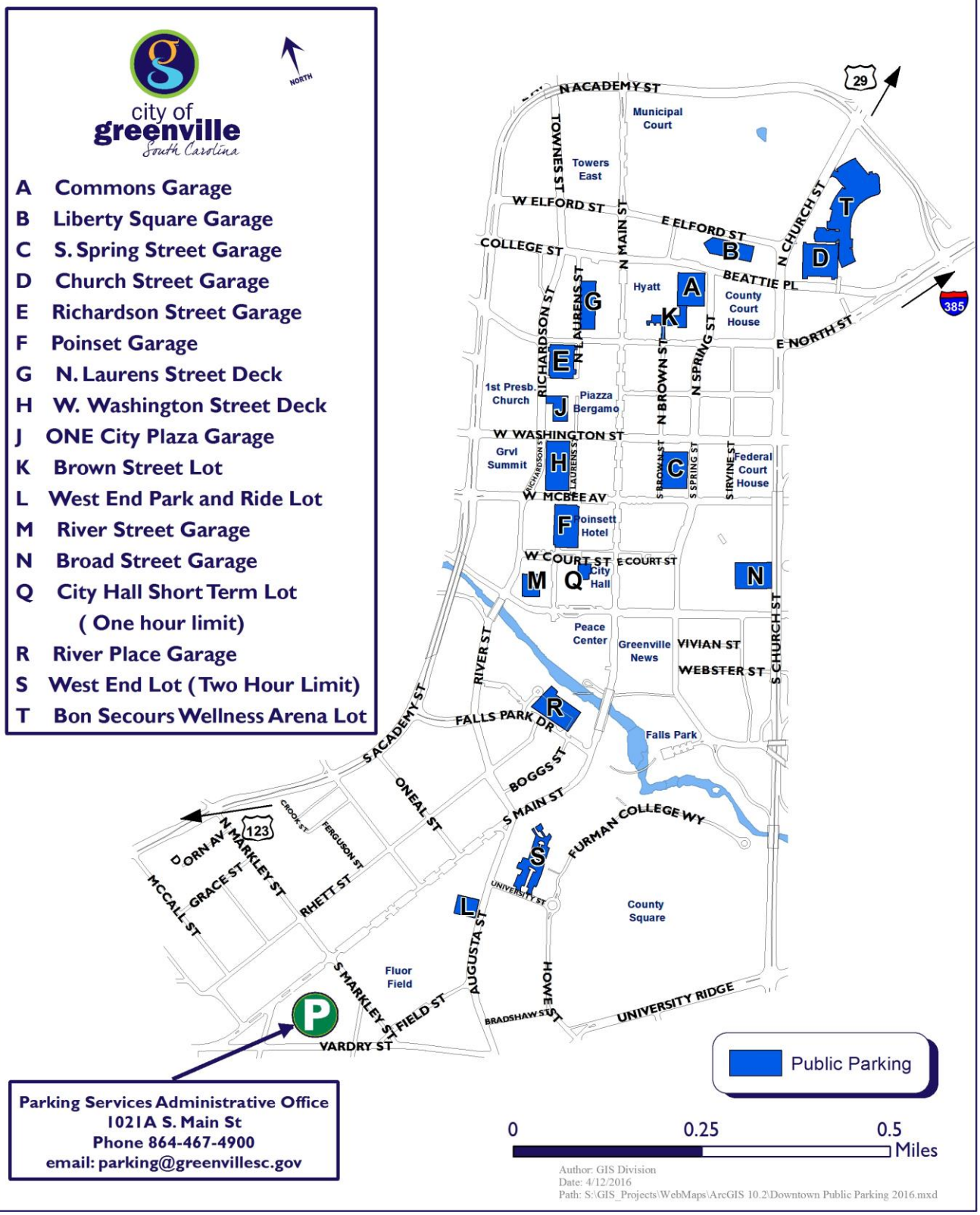
Description	Levels	Spaces	Address	Year Built	% of Occupancy (a)
PARKING GARAGES					
Commons Garage	6	772	60 Beattie Pl.	1982	72%
Liberty Square Garage	9	907	65 Beattie Pl.	1984	86%
N. Laurens Deck	2	179	210 Laurens St.	1988	80%
W. Washington Deck	1	56	101 W. Washington St.	1990	114%
Richardson St. Garage	8	892	66 N. Richardson St.	1997	92%
Church Street Garage	6	978	320 N. Church St.	1998	48%
Poinsett Garage	6	826	25 W. McBee Ave.	1999	99%
S. Spring Street Garage	6	905	316 S. Spring St.	2003	102%
River Street Garage	5	274	414 River St.	2005	96%
RiverPlace Garage	2	349	300 River St.	2005	111%
Broad Street Garage	4	670	East Broad St.	2016	New
One City Plaza (Aloft)	6	475	34 Richardson St.	2016	New
TOTAL SPACES		**7,283**			
PARKING LOTS					
Brown Street		33	210 N. Brown St.		101%
Bon Secours Wellness Arena		290	600 N. Academy St.		NA
West End Park and Ride		69	106 Augusta St.		New
TOTAL SPACES		**392**			
TOTAL PUBLIC SPACES		**7,675**			

(a) Percentage of Occupancy reflects the number of spaces reserved for monthly pass holders July 2015 thru April 2016.

CITY OF GREENVILLE PARKING RATES

	FY 2015-16	FY 2016-17
Monthly*	$ 72.00	$ 72.00
Hourly		
1st Hour	No Charge	No Charge
1-2 Hours	$ 1.50	$ 1.50
Each Add'l Hour	$ 1.00	$ 1.00
Maximum Daily Rate	$ 7.50	$ 7.50
Special Event Parking	$ 6.00	$ 6.00

Downtown Public Parking



GREENVILLE ZOO

The Greenville Zoo is a 14-acre facility located in Cleveland Park in downtown Greenville. The Zoo is accredited through the Association of Zoos and Aquariums (AZA) and is home to over 300 animals. Over 300,000 people visit the Greenville Zoo annually.

GREENVILLE ZOO		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
OPERATING REVENUES						
Gift and Concession Sales	$	468,338	443,936	493,132	500,000	6,868
Gate Admissions		1,072,815	976,363	1,091,935	1,116,700	24,765
Education Programs		108,235	101,103	110,500	125,900	15,400
Memberships		318,771	287,408	352,237	334,200	(18,037)
Special Events		163,657	182,855	158,000	252,500	94,500
Rentals		27,253	41,799	0	0	0
Miscellaneous Income		906	1,433	0	0	0
Research Enrichment		1,277	7,969	0	0	0
Research Conservation		54,494	55,127	56,996	50,000	(6,996)
Restricted Donations		34,852	34,541	40,000	45,000	5,000
External Reimbursements		1,020	302	0	0	0
		2,251,618	2,132,836	2,302,800	2,424,300	121,500
OPERATING EXPENSES						
Personnel Services	$	1,566,921	1,619,520	1,705,300	1,756,370	51,070
Operating/Capital Expenses		949,999	1,116,490	997,421	1,129,044	131,623
		2,516,920	2,736,010	2,702,721	2,885,414	182,693
Operating Income (Loss)		**(265,302)**	**(603,174)**	**(399,921)**	**(461,114)**	**(61,193)**
Non-Operating Revenue (Expense)						
Grants and Contributions		35	20	0	0	0
Interest Income		4,704	5,732	5,636	8,162	2,526
Equipment Sales		0	663	0	0	0
Transfer from Hospitality Tax Fund		395,127	395,127	414,883	1,435,627	1,020,744
Capital Projects		0	0	(1,000,000)	(1,000,000)	0
QECB Principal		(3,106)	(3,313)	(3,530)	(3,758)	(228)
QECB Interest		(2,978)	(2,822)	(2,684)	(2,509)	175
		393,782	395,407	(585,695)	437,522	1,023,217
Change in Net Position	$	**128,480**	**(207,767)**	**(985,616)**	**(23,592)**	**962,024**
Adjustments-CAFR (a)						
Bond Principal		3,106	3,313	0	0	
Depreciation/Contra Capital		(121,934)	(137,067)	0	0	
		(118,828)	(133,754)	0	0	
Change in Net Position, Adjusted	$	**9,652**	**(341,521)**	**(985,616)**	**(23,592)**	
OPERATING EXPENSES						
Zoo Administration		1,482,073	1,731,022	1,575,088	1,713,571	138,483
Education Programs		238,289	245,847	257,897	269,847	11,950
Zoo Public Services		796,558	759,141	869,736	901,996	32,260
Total Operating	$	2,516,920	2,736,010	2,702,721	2,885,414	182,693

a) In accordance with generally accepted accounting principles on the treatment of enterprise funds, the operating statement in the Comprehensive Financial Annual Report (CAFR) includes depreciation as an expense. The schedule above adds back this item in order to reconcile with the operating statement in the CAFR.

GREENVILLE ZOO BUDGET HIGHLIGHTS

The Greenville Zoo operating budget increases 6.8% over the FY 2015-16 Adopted Budget and reflects:

- An increase in revenue from gate admission fees and special events.
- A net increase of $51,070 in personnel services primarily due to personnel adjustments and increased benefit costs, as well as approximately $19,000 for a grant-funded part-time Nature Play Coordinator.
- A net increase of $49,373 in operating costs due to: a net increase of $27,979 in supplies and other operating costs, a net increase of $881 in Fleet Costs, an increase of $15,388 in Risk Management fees, a $13,000 increase in Research Conservation expense offset by a reduction of $7,875 for capital equipment in the prior year.
- $82,250 is included in operating expenses for various Zoo capital repairs for exhibit safety and visitor experience improvements.
- $1,000,000 is transferred from the Hospitality Tax Fund for the Zoo Master Plan, represented in the table above as "Capital Projects".

FY 2016-17 ZOO FEE STRUCTURE

Admissions Type	FY 2015-16	FY 2016-17
Child	$5.75	$5.75
Adult	$9.00	$9.00
Group (Child)	$4.50	$4.50
Group (Adult)	$6.50	$6.50

Membership Type	FY 2015-16	FY 2016-17
Individual	$42.00	$42.00
Grandparent	$52.00	$52.00
Household	$60.00	$60.00
Household Plus	$80.00	$80.00
Friends Society	$115.00	$115.00
Friends Patron	$250.00	$250.00
Friends Gallery	$500.00	$500.00
Friends Benefactor	$1,000.00	$1,000.00
Friends Conservationist	$2,500.00	$2,500.00
Circle of Friendship	$5,000.00	$5,000.00

Education Program Types	FY 2015-16 Members*	FY 2016-17 Members*
Zoo Camp (Age 3)	$35.00	$35.00
Zoo Camp (Age 4-5)	$85.00	$85.00
Zoo Camp (Age 6-8)	$100.00	$100.00
Zoo Camp (Age 9-11)	$100.00	$100.00
Acting Wild (Age 9-11)	$100.00	$100.00
Zoo Camp (Teen - Day)		
All Day Camp	$240.00	$240.00
Jr. Zoo Keeper I (Teen)	$175.00	$175.00
Jr. Zoo Keeper II (Teen)	$175.00	$175.00
Overnight Program	$40.00	$40.00
Zoo Tots	$15.00	$15.00
Greenville Zoo Explorers	$0.00	$0.00
Saturday Safari	$15.00	$15.00
Homeschool	$10.00	$10.00
Distance Learning	$80.00	$80.00
School Programs	$45.00	$45.00

*Cost for non-members is higher for some programs.

GREENVILLE ZOO STRATEGIC INITIATIVES

SAFE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Ensure all staff is trained in CPR/AED and first aid and fully aware of Emergency Protocols as well as their individual role during an emergency.			☑
Ensure that all animal cages are secure and meet or exceed the level of security required for individual species.			☑
Ensure all staff is fully aware of Emergency Protocols and their role during an emergency.			☑
Ensure that all staff is trained in prevention and transmittal of zoonotic diseases.			☑
Ensure staff is trained and understand proper food handling techniques.			☑
Maintain a site that promotes continued confidence in the abilities of the staff. The Zoo is dedicated to providing a high standard of cleanliness throughout the campus to ensure a safe environment for both humans and animals alike.			☑
SUSTAINABLE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Continually look for ways to expand upon current recycling and reuse programs.			☑
Promote local conservation through formal educational classes and through conservation outposts throughout the Zoo designed to demonstrate conservation measures that can be taken at home.			☑
Make local conservation grants to support regional conservation programs.			☑
Continually look at methods to reduce the use of natural resources and work with other accredited zoos to cooperatively manage captive animal populations for future generations.		☑	
Promote, support and participate in initiatives on behalf of the world's wildlife that protect and save wildlife and natural habitats both locally and globally.		☑	
MOBILE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Ensure the electric car charging stations remain operational.			☑
Identify new means of managing parking and increase mass transportation opportunities to and from the Zoo.		☑	
INCLUSIVE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Develop means of accommodating those unable to traverse the zoo campus so that they can share the same or similar experience as others.			☑
The Zoo will provide gate brochures that have been translated into Spanish.			☑

city of
greenville

TRANSIT

The City of Greenville's Public Transportation Department's Mission is to provide safe, reliable, courteous, and friendly transit services to customers in the greater Greenville area using environmentally responsible and innovative technologies and methods. On March 31, 2008, the City of Greenville began providing transit operations services to the Greenville Transit Authority (GTA). Pursuant to the City's contract with GTA, the City renamed the service "Greenlink" and began operation of fixed route and demand response bus services for GTA. GTA remains a separate operating entity and retains ownership of all system assets. The City serves as the day-to-day operator of the transit system under a transportation director appointed by the City Manager. Transit operations are recorded in the Transit Enterprise Fund, which includes all operating expenses and records the receipt of GTA's payment for operating the system.

TRANSIT		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
OPERATING REVENUES						
GTA Contract	$	4,693,312	4,918,131	5,284,977	5,458,086	173,109
Miscellaneous		507	579	0	0	0
		4,693,819	4,918,710	5,284,977	5,458,086	173,109
OPERATING EXPENSES						
Personnel Services		2,870,341	3,222,241	3,337,550	3,427,405	89,855
Operating Expenses		1,822,944	1,719,055	1,947,427	2,030,681	83,254
		4,693,285	4,941,296	5,284,977	5,458,086	173,109
Operating Income (Loss)		**534**	**(22,586)**	**0**	**0**	**0**
Change in Net Position	**$**	**534**	**(22,586)**	**0**	**0**	**0**
OPERATING EXPENSES BY DIVISION						
Transit Administration	$	468,661	462,979	486,287	489,176	2,889
Fixed Route Operations		1,904,631	1,738,341	1,979,427	1,830,962	(148,465)
Demand Response Operations		349,052	383,249	430,072	292,853	(137,219)
Vehicle Maintenance		1,060,868	1,011,579	1,026,203	1,085,268	59,065
Non-Vehicle Maintenance		121,698	181,086	164,224	128,857	(35,367)
CU-ICAR Shuttle		130,506	116,628	146,177	375,619	229,442
Mauldin-Simpsonville Route		360,187	398,616	495,027	589,812	94,785
Downtown Trolley		0	124,839	155,960	212,389	56,429
Clemson Connector		297,682	156,587	156,695	0	(156,695)
Clemson Commuter		0	367,392	244,905	453,150	208,245
Total Operating by Division	$	4,693,285	4,941,296	5,284,977	5,458,086	173,109

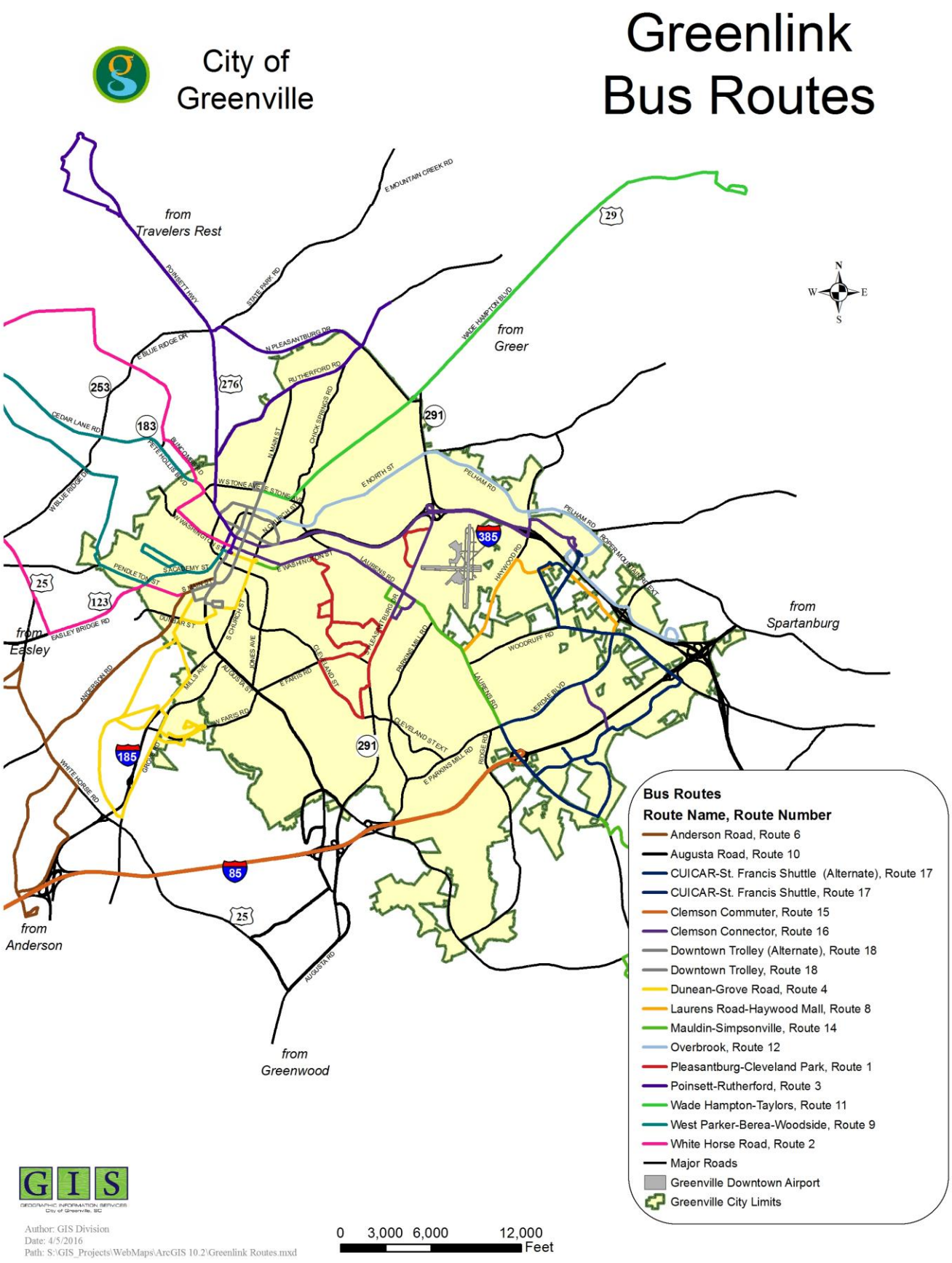
TRANSIT FUND BUDGET HIGHLIGHTS

The Transit operating budget increases 3.3% over the FY 2015-16 Adopted Budget and reflects:

- The base budget includes continuation of current operations and incudes an expansion of Trolley Service during a portion of the year.
- A net increase of $89,855 in personnel services results from a reduction of $90,350 in personnel services due to restructuring combined with compensation adjustments and increased benefit costs.
- A net increase of $83,254 in operating expenses primarily due to the expanded Trolley service and increased maintenance costs due to an aging fleet.
- The Clemson Connector Route is combined into the CU-ICAR Route and Clemson Commuter Route.

TRANSIT FUND STRATEGIC INITIATIVES

SUSTAINABLE CITY	Completed Initiative	FY 16-17 Initiative	Ongoing Initiative
Encourage the use of multimodal transportation and transit-oriented development in a manner that will conserve space and energy.			☑
MOBILE CITY	**Completed Initiative**	**FY 16-17 Initiative**	**Ongoing Initiative**
Create and nurture private/public partnerships that will continue to assist in the development and enhancement of multimodal transportation.			☑
Provide monthly and annual financial data to the Greenville Transit Authority (GTA).			☑
Provide timely and regular service to commuters using the fixed-route system at regular intervals during the day.			☑
Provide timely and regular service to disabled customers in the transit service area to grant them greater accessibility.			☑
Maintain all transit vehicles in proper condition to ensure safe and effective operations.			☑
Provide regular maintenance on transit facilities and bus stops.			☑
Provide regular service to the growing job center around CU-ICAR, Woodruff Road, and Verdae.			☑
Provide a regular connection from the existing route structure to the growing suburban communities of Mauldin and Simpsonville.			☑
Provide a trolley shuttle in downtown Greenville Thursday to Sunday (including Friday Lunchlink) and on Greenville Drive game days.			☑
Provide a shuttle service to connect Clemson's satellite campuses throughout the City of Greenville.			☑
Provide a shuttle service to connect Clemson's main campus with downtown Greenville.			☑


City of Greenville
Greenlink Bus Routes
from Travelers Rest
from Greer
from Spartanburg
from Easley
from Anderson
from Greenwood
Bus Routes
Route Name, Route Number
Anderson Road, Route 6
Augusta Road, Route 10
CUICAR-St. Francis Shuttle (Alternate), Route 17
CUICAR-St. Francis Shuttle, Route 17
Clemson Commuter, Route 15
Clemson Connector, Route 16
Downtown Trolley (Alternate), Route 18
Downtown Trolley, Route 18
Dunean-Grove Road, Route 4
Laurens Road-Haywood Mall, Route 8
Mauldin-Simpsonville, Route 14
Overbrook, Route 12
Pleasantburg-Cleveland Park, Route 1
Poinsett-Rutherford, Route 3
Wade Hampton-Taylors, Route 11
West Parker-Berea-Woodside, Route 9
White Horse Road, Route 2
Major Roads
Greenville Downtown Airport
Greenville City Limits
0 3,000 6,000 12,000 Feet
Author: GIS Division
Date: 4/5/2016
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city of
greenville

TAX INCREMENT FUNDS

Tax Increment Funds are used to account for the repayment of principal and interest on bonds issued for redevelopment projects and to pay for redevelopment project costs as described in the City's adopted redevelopment plans. Annual budgets are established for the tax increment funds.

The City maintains two Tax Increment Funds as follows: Downtown Infrastructure Fund and West End Tax Increment Fund. The Viola Street Tax Increment Fund will be dissolved as of June 30, 2016 and is shown here for historical purposes only.

city of
greenville

DOWNTOWN INFRASTRUCTURE FUND

The Downtown Infrastructure Fund was established in 1986 to account for redevelopment project costs in the Central Business District redevelopment area. The costs are paid from revenues generated by the incremental taxes produced by the incremental increase in assessed property values within the tax increment district. The tax increment finance district expires on September 8, 2021.

DOWNTOWN INFRASTRUCTURE FUND		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES / TRANSFERS IN						
Property Taxes	$	7,341,996	8,338,236	8,286,945	9,343,917	1,056,972
Interest/Other		27,973	32,442	3,000	0	(3,000)
Transfer from Parking Fund		45,301	48,467	0	0	0
TOTAL REVENUES		**7,415,270**	**8,419,145**	**8,289,945**	**9,343,917**	**1,053,972**
EXPENDITURES / TRANSFERS OUT						
Falls Park Improvements		65,000	0	0	0	0
Downtown Office Promotion		28,099	59,075	100,000	0	(100,000)
Interlocal Agreement - School District		0	0	0	3,166,410	3,166,410
Interlocal Agreement - County		0	0	0	1,134,890	1,134,890
Payment to Other Taxing Districts		0	0	0	32,741	32,741
Principal Retirement		2,226,000	2,309,000	2,397,000	2,457,000	60,000
Interest and Fiscal Charges		499,391	433,726	383,286	338,632	(44,654)
Transfer to General Fund		492,066	417,275	342,204	329,194	(13,010)
Transfer to Wastewater Fund		183,246	207,318	0	0	0
Transfer to Capital Projects Fund		3,251,066	985,000	150,000	1,885,050	1,735,050
Transfer to Parking Fund		1,267,000	1,923,869	2,087,309	0	(2,087,309)
TOTAL EXPENDITURES		**8,011,868**	**6,335,263**	**5,459,799**	**9,343,917**	**3,884,118**
Excess (deficiency) of revenues over expenditures		(596,598)	2,083,882	2,830,146	0	(2,830,146)
Fund balance, beginning of year		2,904,524	2,307,926	4,391,808	1,180,723	(3,211,085)
Fund balance, end of year	$	2,307,926	4,391,808	7,221,954	1,180,723	(6,041,231)
Fund balance:						
Restricted for debt service		1,133,370	1,180,723	1,180,723	1,180,723	0
Unreserved/Undesignated		1,174,556	3,211,085	6,041,231	0	(6,041,231)
		2,307,926	4,391,808	7,221,954	1,180,723	(6,041,231)

(a) The FY 2016-17 beginning fund balance figure reflects the fund balance not restricted for debt service being declared surplus in FY 2015-16 and transferred to the Capital Projects Fund for economic development projects (estimated at $5,732,537), as well as a transfer of $2,036,686 to the Parking Fund and $1,007,602 to the Greenville Public Facilities Corporation as an additional equity contribution for the construction of three parking facilities.

DOWNTOWN INFRASTRUCTURE FUND BUDGET HIGHLIGHTS

The Downtown Infrastructure Fund budget reflects:

- $2,795,632 in debt service payments and fiscal agent fees on outstanding tax increment bonds.
- $329,194 in General Fund transfer to support the Downtown Infrastructure Work Crew.
- Payment of surplus TIF revenues to Greenville County School District, Greenville County, and other local tax district pursuant to an interlocal agreement executed in FY 2015-16. The agreement requires TIF revenues, net of outstanding debt service payments, to be distributed to the taxing entities on a proportional basis. For FY 2016-17, the City will receive a credit of $440,314 from the County and School district for economic development funding, so the interlocal distributions to the School District and Greenville County above reflect a slightly lower distribution. Beginning in FY 2017-18, the City will not receive the credit.

CHANGE IN FUND BALANCE

All fund balance in excess of the amount restricted for debt service was declared surplus upon the execution of the interlocal agreement in FY 2015-16. The City's net receipts in FY 2016-17 (revenues less debt service, interlocal agreement payments and General Fund transfer) of $1,885,050 will be declared surplus and transferred to the Capital Projects Fund for economic development projects, leaving no available fund balance for appropriation.

WEST END TAX INCREMENT FUND

The West End Tax Increment Fund was established in 1987 to account for redevelopment project costs in the West End redevelopment area. The costs are paid from revenues generated by the incremental taxes produced by the incremental increase in assessed property values within the tax increment district. The tax increment finance district expires on December 28, 2022.

WEST END TAX INCREMENT FUND		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
Property Taxes	$	1,502,839	1,591,348	1,648,008	2,365,062	717,054
Interest		3,289	7,642	1,500	0	(1,500)
Transfer from Capital Proj. Fund		2,500,000	42,992	0	0	0
TOTAL REVENUES		**4,006,128**	**1,641,982**	**1,649,508**	**2,365,062**	**715,554**
EXPENDITURES / TRANSFERS OUT						
Bond Principal		234,000	236,000	242,000	249,000	7,000
Bond Interest		33,281	29,841	26,372	22,814	(3,558)
Interlocal Agreement - School District		0	0	0	1,012,185	1,012,185
Interlocal Agreement - County		0	0	0	362,783	362,783
Payment to Other Taxing Districts		0	0	0	10,466	10,466
Transfer to Capital Projects Fund		2,389,000	0	0	707,814	707,814
TOTAL EXPENDITURES		**2,656,281**	**265,841**	**268,372**	**2,365,062**	**2,096,690**
Excess (deficiency) of revenues over expenditures		1,349,847	1,376,141	1,381,136	0	(1,381,136)
Fund balance, beginning of year		1,557,516	2,907,363	4,283,504	0	(4,283,504)
Fund balance, end of year	$	2,907,363	4,283,504	5,664,640	0	(5,664,640)

(a) The FY 2016-17 beginning fund balance figure reflects the fund balance being declared surplus in FY 2015-16 and transferred to the Capital Projects Fund for economic development projects (estimated at $2,072,341), as well as a transfer of $2,716,886 to the Parking Fund and $1,344,515 to the Greenville Public Facilities Corporation as an additional equity contribution for the construction of three parking facilities.

WEST END TAX INCREMENT FUND BUDGET HIGHLIGHTS

The West End TIF budget reflects:

- $271,814 in debt service payments on outstanding tax increment bonds.
- Payment of surplus TIF revenues to Greenville County School District, Greenville County, and other local tax district pursuant to an interlocal agreement executed in FY 2015-16. The agreement requires TIF revenues, net of outstanding debt service payments, to be distributed to the taxing entities on a proportional basis. For FY 2016-17, the City will receive a credit of $140,753 from the County and School district for economic development funding, so the interlocal distributions to the School District and Greenville County above reflect a slightly lower distribution. Beginning in FY 2017-18, the City will not receive that credit.

CHANGE IN FUND BALANCE

All fund balance in excess of the amount restricted for debt service was declared surplus upon the execution of the interlocal agreement in FY 2015-16. The City's net receipts in FY 2016-17 (revenues less debt service and interlocal agreement payments) of $707,814 will be declared surplus and transferred to the Capital Projects Fund for economic development projects, leaving no available fund balance for appropriation.

VIOLA STREET TAX INCREMENT FUND

The Viola Street Tax Increment Fund was established in 1998 to account for redevelopment project costs in the Viola Street redevelopment area. The costs are paid from revenues generated by the incremental taxes produced by the incremental increase in assessed property values within the tax increment district. The tax increment financing district will be dissolved as of June 30, 2016. FY 2016-17 revenues on properties located in the former TIF district are reflected in the General Fund.

VIOLA STREET TAX INCREMENT FUND		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Increase/ (Decrease)
REVENUES						
Property Taxes	$	519,183	594,036	581,751	0	(581,751)
Interest		400	1,266	2,800	0	(2,800)
Transfer from Cap. Projects Fund		99,235	0	0	0	0
TOTAL REVENUES		**618,818**	**595,302**	**584,551**	**0**	**(584,551)**
EXPENDITURES / TRANSFERS OUT						
Transfer to Wastewater Fund		183,246	207,318	0	0	0
Transfer to the Cap. Proj. Fund		426,000	0	0	0	0
TOTAL EXPENDITURES		**609,246**	**207,318**	**0**	**0**	**0**
Excess (deficiency) of revenues over expenditures		9,572	387,984	584,551	0	(584,551)
Fund balance, beginning of year		545,346	554,918	942,902	0	(942,902)
Fund balance, end of year	$	554,918	942,902	1,527,453	0	(1,527,453)

(a) The FY 2016-17 beginning fund balance figure reflects the fund balance being declared surplus in FY 2015-16 and transferred to the Capital Projects Fund for economic development projects (estimated at $44,176), as well as a transfer of $598,052 to the Parking Fund and $295,960 to the Greenville Public Facilities Corporation as an additional equity contribution for the construction of three parking facilities.

VIOLA STREET TAX INCREMENT FUND BUDGET HIGHLIGHTS

The Viola Street TIF budget reflects:

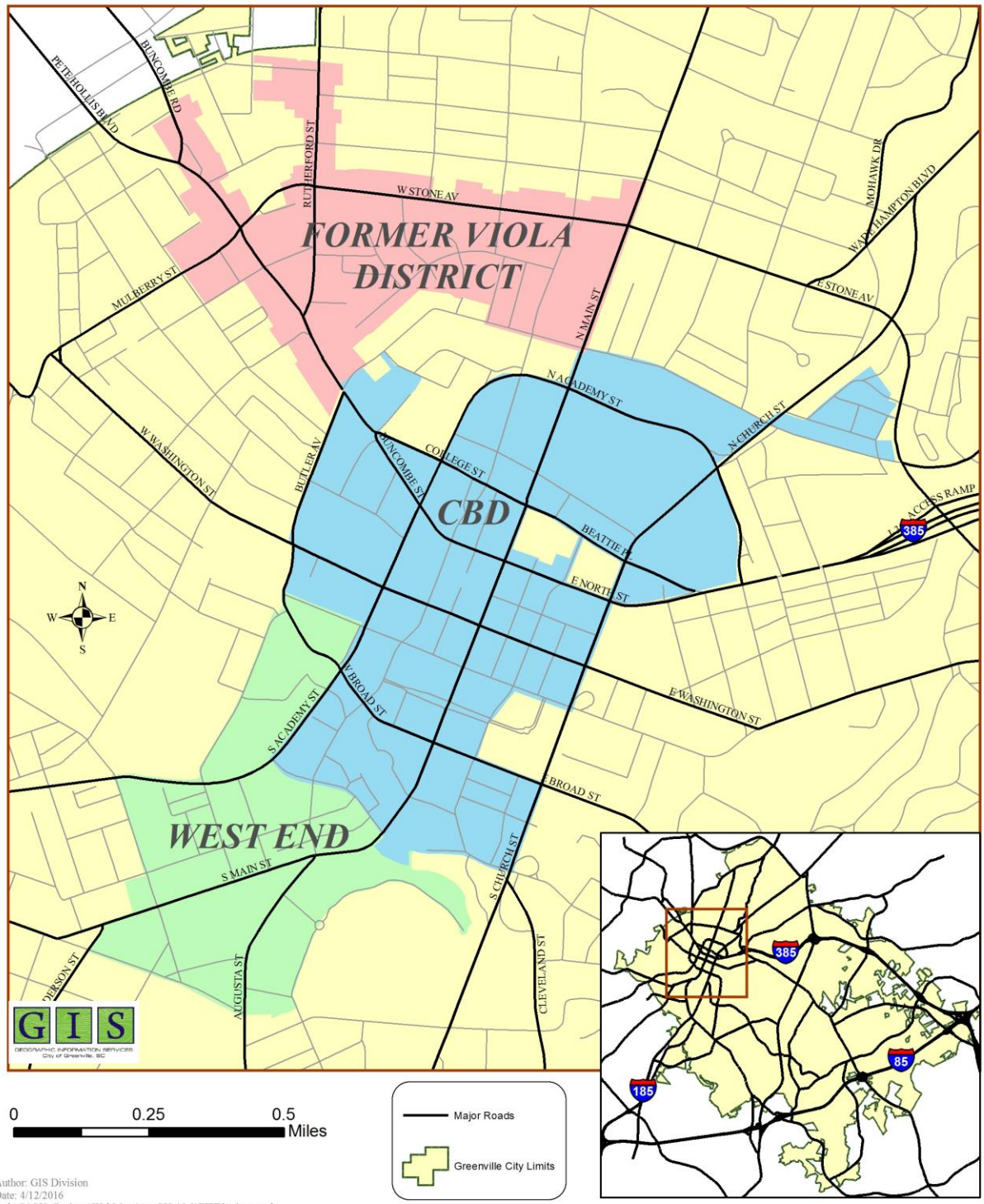
- No revenues or expenses are recorded in the Voila TIF Fund for FY 2016-17 as the district will be dissolved as of June 30, 2016. Revenues associated with the City's millage from properties located in the former Viola TIF district will be reflected in the General Fund for FY 2016-17 and beyond. The resources reflected in the General Fund are transferred to the Capital Projects Fund for economic development projects. For FY 2016-17, the amount of these revenues is estimated at $172,347.

CHANGE IN FUND BALANCE

All available fund balance through June 30, 2016 was declared surplus and was transferred to the Capital Projects Fund for economic development projects.

City of Greenville

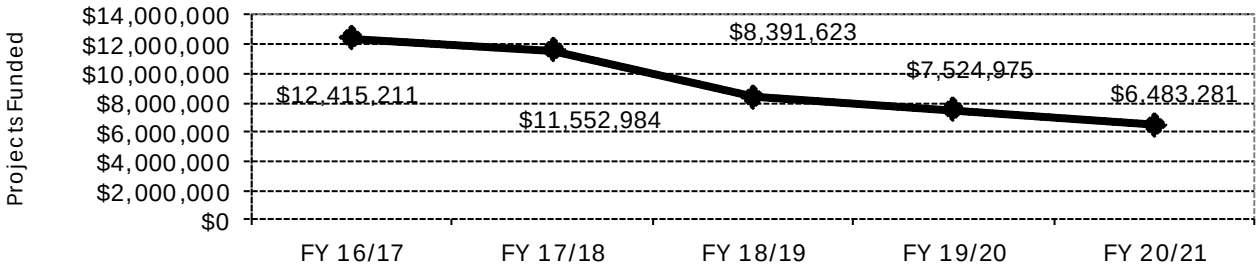
Tax Increment Financing Districts



CAPITAL IMPROVEMENT PROGRAM AND DEBT MANAGEMENT

city of
greenville

CAPITAL IMPROVEMENT PROGRAM



The Capital Improvement Program (CIP) is a multi-year fiscal planning instrument that is used to identify needed capital projects and select the appropriate financing and timing for those projects. Projects budgeted in the CIP generally include:

- Acquisition of land.
- Construction of a new facility or an expansion of an existing facility.
- A non-recurring rehabilitation or a major repair to all or part of a building or its grounds. This should have a cost exceeding $100,000 and a useful life exceeding 10 years.
- Planning, design, or engineering related to a capital improvement or other program.

The CIP is prepared annually based on priorities identified at the City Council retreat and input from various City departments. Projects are evaluated based on how each project meets Council goals, objectives, and requirements, as well as criteria such as improving public safety and increasing organizational efficiency.

Using the evaluation criteria, a financing strategy is developed by the Office of Management and Budget based on the Five-Year Financial Forecast. The first year of the plan serves as the coming year's capital budget and encompasses the appropriations needed for the next fiscal year. The subsequent years of the plan are planning years and subject to annual appropriation by City Council.

The following section summarizes the Capital Improvement Program. Please note that capital equipment such as fire apparatus, heavy equipment, and other vehicles are not planned in the CIP process. These expenditures are planned and budgeted through the operating budget process.

CAPITAL IMPROVEMENT PROGRAM PROCESS

FIVE-YEAR FORECAST (JANUARY): The Office of Management and Budget presents to City Council a five-year financial forecast on the major governmental and proprietary funds with an impact on operating and capital expenditures. This forecast includes projected revenues, projected operating expenditures, and the adopted CIP to show the impact current trends will have on the City's financial health. The Office of Management and Budget uses this forecast as its basis for determining financing and the ability of the City to handle additional debt service related to capital projects.

FINANCING DEVELOPED (FEBRUARY): Based on the data contained in the five-year financial forecast, the Office of Management and Budget prepares a financing strategy for the proposed CIP based on projected pay-as-you-go funds and debt service capacity. The financing strategy is proposed to the City Manager and is refined based on the feedback received from the City Manager. Once complete, the document is presented to City Council at their annual retreat.

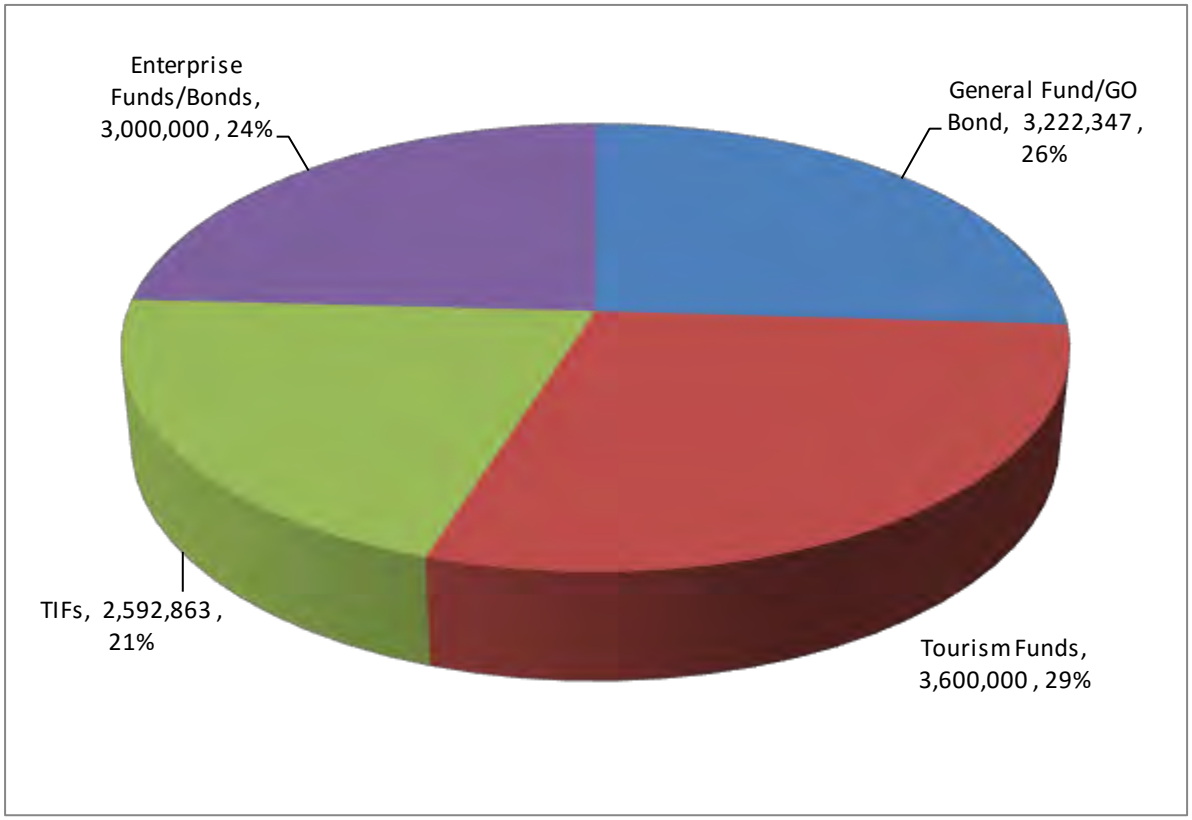
COUNCIL DELIBERATION AND APPROVAL (MARCH-JUNE): The CIP is delivered to City Council, which holds several work sessions to discuss, review, and modify the proposed CIP.

City Council adopts the CIP concurrently with the Operating Budget and appropriates the first year of the CIP by ordinance. As the planning years of the CIP are subject to future appropriation, the City Council adopts the plan through a resolution of intent.

FY 2016-17 CAPITAL BUDGET REVENUES

The funding for the FY 2016-17 Capital Budget totals $12,415,211 and is derived from the following sources:

TOTAL FY 2016-17 CAPITAL BUDGET REVENUES: $12,415,211

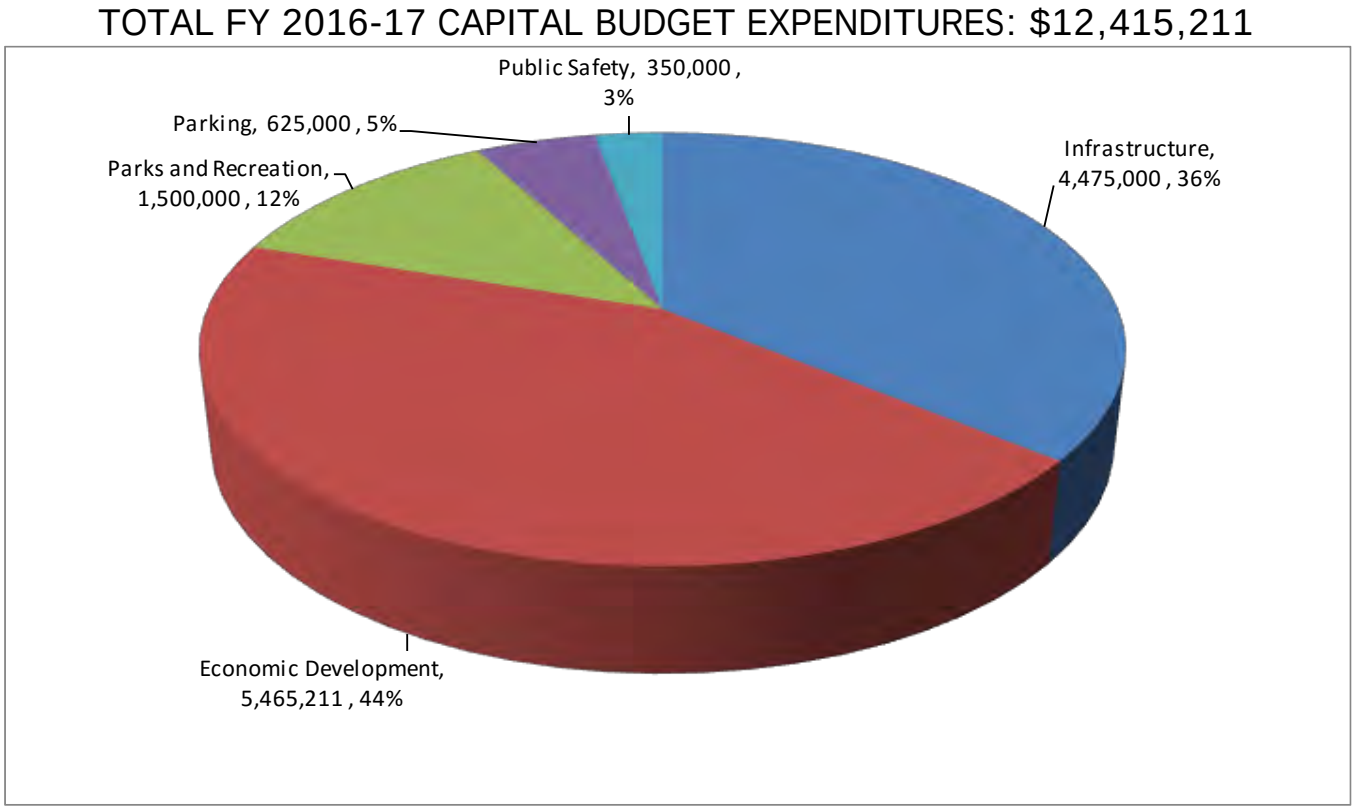


Fund availability is determined through the City's Five-Year Financial Forecast. Estimates of current year and future year funding are based on historic trends. Projects are also scheduled to maintain established benchmarks on fund health (fund balance requirements, coverage ratios, etc.). The amounts in the chart above have been listed in each specific fund.

Debt Issuances

The City anticipates issuing General Obligation Bonds in the aggregate amount of $7,106,967 in FY 2016-17 for the construction of the Verdae/Woodruff Fire Station and new Public Works Operations Center. Both amounts were approved in prior budget years. The Public Works Operations Center will also include debt repaid with revenues from the Stormwater Fund ($1,713,275) and Solid Waste Fund ($4,000,000), also approved in a prior fiscal year. A 2017 Sanitary Sewer Revenue Bond is anticipated for construction related to a currently undesignated Sewer Basin rehabilitation in FY 2016-17.

FY 2016-17 CAPITAL BUDGET EXPENDITURES



Roads and Bridges (Total FY 2016-17 Funding: $2,000,000)

NSTEP - New Sidewalk Targeted Expansion Program ($1,000,000): Project continues effort to construct sidewalks on one side of every street.

Street Resurfacing ($1,000,000): This will appropriate $1,000,000 to match the Greenville County Transportation Committee's resurfacing match program.

Streetscapes (Total FY 2016-17 Funding: ($100,000)

Village of West Greenville ($100,000): This project will provide a ready source of funding for streetscape improvement projects associated with private development opportunities for the Arts District.

Wastewater (Total FY 2016-17 Funding: $2,100,000)

Wastewater System Survey and Model ($100,000): This is a multi-year project to provide a detailed survey and flow capacity model for the City's wastewater system.

Undesignated Sewer Basin Rehabilitation ($2,000,000): This project will provide $2,000,000 for construction related to sewer basin improvements.

Stormwater (Total FY 2016-17 Funding: $275,000)

Reedy River Watershed Planning and 5R ($275,000): Project provides for the City's share of a watershed plan to reduce nutrient loading of Phosphorus, Nitrogen and Chlorophyll A and pH concentrations.

Parks and Recreation (Total FY 2016-17 Funding: $1,500,000)

Main Street Tree Rehabilitation ($150,000): Funding is part of a multi-year program to gradually replace the tree canopy along Main Street. This project will also repair buckled and broken sidewalks along Main Street caused by tree roots.

Neighborhood Park Improvements ($350,000): Project provides funds to make targeted capital improvements in the City's neighborhood parks.

Zoo Master Plan ($1,000,000): Phase I construction of the Greenville Zoo is proposed to include a new entry area/plaza holding areas, and a new building to house the commissary and a break room for staff.

Economic Development (Total FY 2016-17 Funding: $5,465,211)

Commercial Corridors ($500,000): This will provide funding for streetscaping, landscaping, and other public infrastructure improvements to revitalize the City's streets and commercial corridors.

TD Convention Center Conference Center ($450,000): This project designs multiple aesthetic upgrades to the Center including caulking, divider wall repairs, and floor resurfacing.

Economic Development Project Account ($2,615,211): Funded with the City's net proceeds from the TIF districts, this project will provide funding for targeted investment in major economic development projects within the city.

Fluor Field Stadium Improvements ($1,900,000): This represents the first of four annual payments for a total of $5,000,000 in public investment in Fluor Field Stadium.

Public Safety (Total FY 2016-17 Funding: $350,000)

*Fire Station Improvements ($100,000): T*his project includes upgrading the City's aging fire stations to address building code, quality of life and NFPA compliance issues.

*Public Safety Cameras and Infrastructure ($250,000): T*his project continues to add/upgrade public safety cameras throughout the City.

Parking (Total FY 2016-17 Funding: $625,000)

Parking Garage Rehabilitation ($625,000): This project is the beginning of a multi-year process to provide comprehensive maintenance and upkeep, including water sealing, painting and concrete repair, in the City's parking garages.

RELATIONSHIP TO OPERATING BUDGET

The City's Operating Budget provides for services of a recurring nature and funds these services with recurring revenues. Some of these expenditures are for "operating" capital outlays, defined as any item with a useful life greater than two years and a unit cost of $5,000 or more. The nature of capital items such as vehicles and equipment requires that they be planned for and replaced on a recurring basis. The Operating Budget is the medium chosen for their replacement.

The impact of the CIP on the Operating Budget is reflected in three areas:

- Pay-as-you-go financing reflected in the Operating Budget, which impacts fund balance or available funds for operating needs;
- Debt service payments on any bond instrument that may be issued to finance capital improvements; and
- Staffing and other operating expenses that may be required once a capital improvement is completed.

CIP SUMMARY SCHEDULE BY PROJECT

Funding Source/Project	COMMITTED FUNDING	FY 16/17 CAPITAL BUDGET	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL FUNDING
			**********Planning Years Only**********				
ROADS AND BRIDGES							
Calhoun Street Connection (PW3432)							
General Fund Transfer	244,450	0	0	0	0	0	244,450
Totals	244,450	0	0	0	0	0	244,450
Fairforest Way Rehabilitation (PW3397)							
Federal Appropriation - SAFETEA-LU	382,948	0	0	0	0	0	382,948
General Obligation Bond - 2006	706,000	0	0	0	0	0	706,000
Greenville Water System	500,000	0	0	0	0	0	500,000
Property Sales	116,338	0	0	0	0	0	116,338
State Revenue	49,275	0	0	0	0	0	49,275
Totals	1,754,561	0	0	0	0	0	1,754,561
Haywood Road Sidewalks (PW3441)							
General Fund Transfer	100,000	0	0	0	0	0	100,000
Totals	100,000	0	0	0	0	0	100,000
Market Point Connector Road (PW3443)							
General Fund Transfer	300,000	0	0	0	0	0	300,000
Totals	300,000	0	0	0	0	0	300,000
NSTEP (New Sidewalk Targeted Expansion Program)							
General Fund Transfer	1,129,642	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,129,642
Totals	1,129,642	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,129,642
Salters Road Improvements (PW3405)							
General Fund Transfer	360,000	0	0	0	0	0	360,000
Greenville County	250,000	0	0	0	0	0	250,000
Miscellaneous Contributions	500,000	0	0	0	0	0	500,000
Piedmont Natural Gas Grant	100,000	0	0	0	0	0	100,000
Property Sales	61,875	0	0	0	0	0	61,875
Totals	1,271,875	0	0	0	0	0	1,271,875
Street Resurfacing (PW3431/PW3445)							
General Fund Transfer	989,124	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,989,124
Totals	989,124	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,989,124
Woodruff Road Sidewalks (PW3442)							
State Grants	360,976	0	0	0	0	0	360,976
General Fund Transfer	100,000	0	0	0	0	0	100,000
Totals	100,000	0	0	0	0	0	460,976
TOTAL ROADS AND BRIDGES	6,250,628	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	16,250,628
STREETSCAPES							
Augusta Street Improvements (ED3478)							
Capital Projects Fund	175,000	0	0	0	0	0	175,000
Totals	175,000	0	0	0	0	0	175,000
Augusta Street Streetscaping (Baseball Stadium) (SS3360)							
Admissions Tax Fund	250,000	0	0	0	0	0	250,000
Sunday Alcohol Permits Fund	140,000	0	0	0	0	0	140,000
Totals	390,000	0	0	0	0	0	390,000
Broad Street Pedestrian Lighting (PR4126)							
Downtown Infrastructure Fund	128,000	0	0	0	0	0	128,000
Totals	128,000	0	0	0	0	0	128,000
Church Street Streetscape (SS3361)							
Downtown Infrastructure Fund	275,000	0	0	0	0	0	275,000
Totals	275,000	0	0	0	0	0	275,000
Cultural Corridor Urban Trail (PR4118)							
Downtown Infrastructure Fund	200,000	0	0	0	0	0	200,000
Totals	200,000	0	0	0	0	0	200,000
Downtown Streetscapes (PR4127)							
Downtown Infrastructure Fund	165,000	0	0	0	0	0	165,000
Totals	165,000	0	0	0	0	0	165,000

Funding Source/Project	COMMITTED FUNDING	FY 16/17 CAPITAL BUDGET	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL FUNDING
			**********Planning Years Only**********				
North Main Street - Landmark Building (PR4128)							
Downtown Infrastructure Fund	134,000	0	0	0	0	0	134,000
Greenville County	27,500	0	0	0	0	0	27,500
State "C" Funds	27,500	0	0	0	0	0	27,500
Totals	189,000	0	0	0	0	0	189,000
Rhett/Camperdown Street Improvements (ED3442)							
Property Sales	30,004	0	0	0	0	0	30,004
West End Tax Increment Fund	3,403,396	0	0	0	0	0	3,403,396
Totals	3,433,400	0	0	0	0	0	3,433,400
Richardson Street Improvements (PW3447)							
Piedmont Natural Gas Grant	50,000	0	0	0	0	0	50,000
Downtown Infrastructure Fund	30,000	0	0	0	0	0	30,000
Totals	80,000	0	0	0	0	0	80,000
RiverPlace IIB Public Space Improvements (ED3489)							
Downtown Infrastructure Fund	2,390,000	0	0	0	0	0	2,390,000
Totals	2,390,000	0	0	0	0	0	2,390,000
Spring/Falls Streetscape (PR4129)							
Downtown Infrastructure Fund	135,000	0	0	0	0	0	135,000
Totals	135,000	0	0	0	0	0	135,000
Village of West Greenville Improvements (ED3474)							
General Fund Transfer	200,000	100,000	100,000	100,000	100,000	100,000	700,000
Hospitality Tax Fund	100,000	0	0	0	0	0	100,000
Totals	300,000	100,000	100,000	100,000	100,000	100,000	800,000
Viola Streetscaping (ED3484)							
Viola Street Tax Increment Fund	280,000	0	0	0	0	0	280,000
Totals	280,000	0	0	0	0	0	280,000
Washington Street Improvements (PR4121)							
Downtown Infrastructure Fund	500,000	0	0	0	0	0	500,000
State "C" Funds	32,000	0	0	0	0	0	32,000
Totals	532,000	0	0	0	0	0	532,000
West Camperdown Way (PR4130)							
West End Tax Increment Fund	250,000	0	0	0	0	0	250,000
Totals	250,000	0	0	0	0	0	250,000
TOTAL STREETSCAPES	8,922,400	100,000	100,000	100,000	100,000	100,000	9,422,400
WASTEWATER							
Basin 7 Sewer Rehabilitation (SA4093)							
Sanitary Sewer Revenue Bond - 2015	1,666,664	0	0	0	0	0	1,666,664
Wastewater Fund	483,337	0	0	0	0	0	483,337
Totals	2,150,001	0	0	0	0	0	2,150,001
Basin 16 Sewer Rehabilitation (SA4098)							
Wastewater Fund	250,000	0	0	0	0	0	250,000
Totals	250,000	0	0	0	0	0	250,000
Basin 17/19 Sewer Rehabilitation (SA4101)							
Sanitary Sewer Revenue Bond - 2016	939,000	0	0	0	0	0	939,000
Wastewater Fund	631,995	0	0	0	0	0	631,995
Totals	1,570,995	0	0	0	0	0	1,570,995
Haywood Sewer Upgrades (SA4099)							
Greenville Local Development Corporation	100,000	0	0	0	0	0	100,000
Greenville Water System	500,000	0	0	0	0	0	500,000
Wastewater Fund	150,000	0	0	0	0	0	150,000
Totals	750,000	0	0	0	0	0	750,000
Undesignated Sewer Basin Rehabilitation							
Sanitary Sewer Revenue Bond - 2016	100,432	0	0	0	0	0	100,432
Sanitary Sewer Revenue Bond - 2017	0	2,000,000	0	0	0	0	2,000,000
Wastewater Fund	250,000	0	0	0	0	0	250,000
Totals	350,432	2,000,000	0	0	0	0	2,350,432
Wastewater System Rehabilitation (SA4091)							
Sanitary Sewer Revenue Bond - 2016	960,568	0	0	0	0	0	960,568
Sanitary Sewer Revenue Bond - 2015	977,280	0	0	0	0	0	977,280
Wastewater Fund	322,720	0	0	0	0	0	322,720
Totals	2,260,568	0	0	0	0	0	2,260,568

Funding Source/Project	COMMITTED FUNDING	FY 16/17 CAPITAL BUDGET	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL FUNDING
			**********Planning Years Only**********				
Wastewater System Rehabilitation II							
Wastewater Fund	0	0	500,000	500,000	0	0	1,000,000
Totals	0	0	500,000	500,000	0	0	1,000,000
Wastewater System Survey and Model (SA4092)							
Wastewater Fund	465,000	100,000	100,000	0	0	0	665,000
Totals	465,000	100,000	100,000	0	0	0	665,000
TOTAL WASTEWATER	7,796,996	2,100,000	600,000	500,000	0	0	10,996,996
STORMWATER							
Gower Estates Stormwater Improvements (SW3412)							
Miscellaneous Contributions	40,000	0	0	0	0	0	40,000
Stormwater Fund	1,809,000	0	0	0	0	0	1,809,000
Wastewater Fund	231,000	0	0	0	0	0	231,000
Totals	2,080,000	0	0	0	0	0	2,080,000
North Hills Area Stormwater Improvements (PW3424)							
Stormwater Fund	1,100,000	0	0	0	0	0	1,100,000
Totals	1,100,000	0	0	0	0	0	1,100,000
Pettigru Street Improvements (PW3412)							
Stormwater Fund	395,963	0	0	0	0	0	395,963
Totals	395,963	0	0	0	0	0	395,963
Pinehurst Culvert Crossing Improvement (SW3408)							
Stormwater Fund	435,000	0	0	0	0	0	435,000
Totals	435,000	0	0	0	0	0	435,000
Reedy River (Cleveland Park) Bank Stabilization (PW3413)							
Stormwater Fund	900,000	0	0	0	0	0	900,000
Totals	900,000	0	0	0	0	0	900,000
Reedy River Watershed Planning and 5R (SW3413)							
Stormwater Fund	550,000	275,000	275,000	275,000	0	0	1,375,000
Totals	550,000	275,000	275,000	275,000	0	0	1,375,000
Richland Creek Water Quality Master Plan (SA4095)							
Stormwater Fund	1,300,000	0	0	0	0	0	1,300,000
Totals	1,300,000	0	0	0	0	0	1,300,000
White Oak Basin Phase II (SW3410)							
Stormwater Fund	3,145,000	0	0	0	0	0	3,145,000
Totals	3,145,000	0	0	0	0	0	3,145,000
TOTAL STORMWATER	9,905,963	275,000	275,000	275,000	0	0	10,730,963
PARKS AND RECREATION							
Cancer Survivors Park (PR4119)							
Hospitality Tax Fund	724,000	0	0	0	0	0	724,000
Totals	724,000	0	0	0	0	0	724,000
City Park Phase I (PR4137)							
Hospitality Tax Fund	3,325,000	0	0	0	0	0	3,325,000
Totals	3,325,000	0	0	0	0	0	3,325,000
City Park Phase II							
Hospitality Tax Fund	0	0	2,000,000	0	0	0	2,000,000
Totals	0	0	2,000,000	0	0	0	2,000,000
Cleveland Park Repairs and Neighborhood Access (PR3410)							
Capital Projects Fund	118,344	0	0	0	0	0	118,344
Hospitality Tax Fund	655,766	0	0	0	0	0	655,766
Property Sales	10,396	0	0	0	0	0	10,396
State Grants	65,464	0	0	0	0	0	65,464
Totals	849,970	0	0	0	0	0	849,970
Main Street Tree Rehabilitation (PR4095)							
CBD Tax Increment Bond - 2002	11,870	0	0	0	0	0	11,870
CBD Tax Increment Bond - 2003	14,313	0	0	0	0	0	14,313
Downtown Infrastructure Fund	1,361,985	150,000	150,000	75,000	0	0	1,736,985
Totals	1,388,168	150,000	150,000	75,000	0	0	1,763,168
McPherson Park Bridge Rehabilitation (PW3422)							
State Grants	100,000	0	0	0	0	0	100,000
Downtown Infrastructure Fund	135,000	0	0	0	0	0	135,000
Totals	235,000	0	0	0	0	0	235,000

Funding Source/Project	COMMITTED FUNDING	FY 16/17 CAPITAL BUDGET	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL FUNDING
			**********Planning Years Only**********				
Neighborhood Park Improvements (PR4139)							
General Fund Transfer	**100,000**	350,000	0	0	0	0	**450,000**
State Grants	**9,830**	0	0	0	0	0	**9,830**
Totals	**109,830**	350,000	0	0	0	0	**459,830**
NEXT Trail Connector (ED3475)							
Hospitality Tax Fund	**681,000**	0	0	0	0	0	**681,000**
Totals	**681,000**	0	0	0	0	0	**681,000**
River Street Underpass (PR4107)							
Downtown Infrastructure Fund	**265,000**	0	0	0	0	0	**265,000**
Hospitality Tax Fund	**350,000**	0	0	0	0	0	**350,000**
Miscellaneous Grants Fund	**200,000**	0	0	0	0	0	**200,000**
Totals	**815,000**	0	0	0	0	0	**815,000**
Trail Expansion (PR4138)							
Hospitality Tax Fund	**3,573,419**	0	0	0	0	0	**3,573,419**
Totals	**3,573,419**	0	0	0	0	0	**3,573,419**
Viola Center and Park Improvements (ED3485)							
Viola Street Tax Increment Fund	**146,000**	0	0	0	0	0	**146,000**
Totals	**146,000**	0	0	0	0	0	**146,000**
Zoo Master Plan (PR4152)							
Hospitality Tax Fund	**0**	1,000,000	1,000,000	0	0	0	**2,000,000**
Zoo Fund	**1,000,000**	0	0	0	0	0	**1,000,000**
Totals	**1,000,000**	1,000,000	1,000,000	0	0	0	**3,000,000**
TOTAL PARKS AND RECREATION	**12,847,387**	**1,500,000**	**3,150,000**	**75,000**	**0**	**0**	**17,572,387**
ECONOMIC DEVELOPMENT							
Commercial Corridors (ED3451)							
Capital Projects Fund	**228,556**	0	0	0	0	0	**228,556**
General Fund Transfer	**600,000**	500,000	500,000	500,000	500,000	500,000	**3,100,000**
Greenville County	**34,357**	0	0	0	0	0	**34,357**
Miscellaneous Contributions	**44,390**	0	0	0	0	0	**44,390**
Property Sales	**88,770**	0	0	0	0	0	**88,770**
State Revenue	**16,960**	0	0	0	0	0	**16,960**
Totals	**1,013,033**	500,000	500,000	500,000	500,000	500,000	**3,513,033**
Economic Development Project Account							
Downtown Infrastructure Fund	**5,732,587**	1,735,050	1,456,093	1,574,958	1,687,942	1,727,669	**13,914,299**
General Fund Transfer	**0**	172,347	175,868	179,441	183,068	186,749	**897,474**
Viola Street Tax Increment Fund	**44,176**	0	0	0	0	0	**44,176**
West End Tax Increment Fund	**2,072,341**	707,814	751,023	887,224	903,965	918,863	**6,241,230**
Totals	**7,849,104**	2,615,211	2,382,984	2,641,623	2,774,975	2,833,281	**21,097,179**
Fluor Field Stadium Improvements							
Local Accommodations Tax Fund	**0**	1,250,000	750,000	750,000	850,000	0	**3,600,000**
Sunday Alcohol Permits Fund	**0**	650,000	250,000	250,000	250,000	0	**1,400,000**
Totals	**0**	1,900,000	1,000,000	1,000,000	1,100,000	0	**5,000,000**
ONE City Plaza Public Restrooms (ED3491)							
Downtown Infrastructure Fund	**375,000**	0	0	0	0	0	**375,000**
Totals	**375,000**	0	0	0	0	0	**375,000**
Pete Hollis Property Acquisition (ED3490)							
Capital Projects Fund	**149,186**	0	0	0	0	0	**149,186**
Totals	**149,186**	0	0	0	0	0	**149,186**
Piazza Bergamo / One City Plaza (ED3425)							
Downtown Infrastructure Fund	**5,135,000**	0	0	0	0	0	**5,135,000**
Greenville Water System	**228,650**	0	0	0	0	0	**228,650**
Piedmont Natural Gas Grant	**30,000**	0	0	0	0	0	**30,000**
Property Sales	**481,706**	0	0	0	0	0	**481,706**
Totals	**5,875,356**	0	0	0	0	0	**5,875,356**

Funding Source/Project	COMMITTED FUNDING	FY 16/17 CAPITAL BUDGET	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL FUNDING
			**********Planning Years Only**********				
TD Convention Center Conference Center (ED3487)							
Sunday Alcohol Permits Fund	150,000	75,000	75,000	75,000	75,000	75,000	525,000
Local Accommodations Tax Fund	560,000	375,000	95,000	350,000	350,000	350,000	2,080,000
Totals	710,000	450,000	170,000	425,000	425,000	425,000	2,605,000
TD Convention Center Parking Lots							
Local Accommodations Tax Fund	0	0	500,000	0	0	0	500,000
Totals	0	0	500,000	0	0	0	500,000
TOTAL ECONOMIC DEVELOPMENT	15,971,679	5,465,211	4,552,984	4,566,623	4,799,975	3,758,281	39,114,754
PUBLIC SAFETY							
Fire Facilities Assessment (PS3415)							
Capital Projects Fund	70,000	0	0	0	0	0	70,000
Totals	70,000	0	0	0	0	0	70,000
Fire Station Improvements (PS3428)							
General Fund Transfer	3,582,236	100,000	0	0	0	0	3,682,236
Totals	3,582,236	100,000	0	0	0	0	3,682,236
Public Safety Cameras and Infrastructure (PS3423)							
General Fund Transfer	80,000	0	0	0	0	0	80,000
Parking Enterprise Fund	400,000	0	0	0	0	0	400,000
Hospitality Tax Fund	1,000,000	250,000	250,000	250,000	0	0	1,750,000
Totals	1,480,000	250,000	250,000	250,000	0	0	2,230,000
Verdae/Woodruff Fire Station (PS3405)							
General Obligation Bond - 2016	4,925,000	0	0	0	0	0	4,925,000
Property Sales	75,000	0	0	0	0	0	75,000
Totals	5,000,000	0	0	0	0	0	5,000,000
TOTAL PUBLIC SAFETY	10,132,236	350,000	250,000	250,000	0	0	10,982,236
PARKING							
Broad Street Garage (PT1011)							
Parking Enterprise Fund - GPFC	9,911,606	0	0	0	0	0	9,911,606
Totals	9,911,606	0	0	0	0	0	9,911,606
Parking Garage Rehabilitation (PT1012)							
Parking Enterprise Fund	500,000	625,000	625,000	625,000	625,000	625,000	3,625,000
Totals	500,000	625,000	625,000	625,000	625,000	625,000	3,625,000
Project One Garage (PT1009)							
Parking Enterprise Fund - GPFC	11,980,000	0	0	0	0	0	11,980,000
Totals	11,980,000	0	0	0	0	0	11,980,000
RiverPlace IIB Garage (PT1010)							
Downtown Infrastructure Fund	3,303,686	0	0	0	0	0	3,303,686
Hospitality Tax Fund	48,000	0	0	0	0	0	48,000
Local Accommodations Tax Fund	1,229,000	0	0	0	0	0	1,229,000
Miscellaneous Contributions	50,000	0	0	0	0	0	50,000
Parking Enterprise Fund	2,214,376	0	0	0	0	0	2,214,376
West End Tax Increment Fund	2,716,886	0	0	0	0	0	2,716,886
Viola Street Tax Increment Fund	598,052	0	0	0	0	0	598,052
Sunday Alcohol Permits Fund	350,000	0	0	0	0	0	350,000
Totals	10,510,000	0	0	0	0	0	10,510,000
TOTAL PARKING	22,990,000	625,000	625,000	625,000	625,000	625,000	26,115,000
GENERAL GOVERNMENT							
GWS Property Swap (PW3435)							
General Fund Transfer	300,000	0	0	0	0	0	300,000
Totals	300,000	0	0	0	0	0	300,000
Mayberry Street Maintenance Facility (PW3434)							
General Fund Transfer	650,000	0	0	0	0	0	650,000
Totals	650,000	0	0	0	0	0	650,000

Funding Source/Project	COMMITTED FUNDING	FY 16/17 CAPITAL BUDGET	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL FUNDING
			**********Planning Years Only**********				
Public Works Operations Center (PW3418)							
General Fund Transfer	12,220,766	0	0	0	0	0	12,220,766
General Obligation Bond - 2017	2,106,967	0	0	0	0	0	2,106,967
Solid Waste Revenue Bond - 2017	4,000,000	0	0	0	0	0	4,000,000
Stormwater Fund	2,500,000	0	0	0	0	0	2,500,000
Stormwater Revenue Bond - 2017	1,713,275	0	0	0	0	0	1,713,275
Stormwater Revenue Bond - 2013	3,100,000	0	0	0	0	0	3,100,000
Totals	25,641,008	0	0	0	0	0	25,641,008
TOTAL GENERAL GOVERNMENT	26,591,008	0	0	0	0	0	26,591,008
TOTAL, ALL PROJECTS	131,319,903	12,415,211	11,552,984	8,391,623	7,524,975	6,483,281	177,687,978

CIP SUMMARY SCHEDULE BY FUNDING SOURCE

Funding Source/Project	COMMITTED FUNDING	FY 16/17 CAPITAL BUDGET	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL FUNDING
			**********Planning Years Only**********				
Admissions Tax Fund							
Augusta Street Streetscaping (Baseball Stadium)	250,000	0	0	0	0	0	250,000
Subtotal, Admissions Tax Fund	250,000	0	0	0	0	0	250,000
Capital Projects Fund							
Augusta Street Improvements	175,000	0	0	0	0	0	175,000
Cleveland Park Repairs and Neighborhood Access	118,344	0	0	0	0	0	118,344
Commercial Corridors	228,556	0	0	0	0	0	228,556
Fire Facilities Assessment	70,000	0	0	0	0	0	70,000
Subtotal, Capital Projects Fund	591,900	0	0	0	0	0	591,900
CBD Tax Increment Bond - 2002							
Main Street Tree Rehabilitation	11,870	0	0	0	0	0	11,870
Subtotal, CBD Tax Increment Bond - 2002	11,870	0	0	0	0	0	11,870
CBD Tax Increment Bond - 2003							
Main Street Tree Rehabilitation	14,313	0	0	0	0	0	14,313
Subtotal, CBD Tax Increment Bond - 2003	14,313	0	0	0	0	0	14,313
Downtown Infrastructure Fund							
Broad Street Pedestrian Lighting	128,000	0	0	0	0	0	128,000
Church Street Streetscape	275,000	0	0	0	0	0	275,000
Cultural Corridor Urban Trail	200,000	0	0	0	0	0	200,000
Downtown Streetscapes	165,000	0	0	0	0	0	165,000
Economic Development Project Account	5,732,587	1,735,050	1,456,093	1,574,958	1,687,942	1,727,669	13,914,299
Main Street Tree Rehabilitation	1,361,985	150,000	150,000	75,000	0	0	1,736,985
McPherson Park Bridge Rehabilitation	135,000	0	0	0	0	0	135,000
North Main Street - Landmark Building	134,000	0	0	0	0	0	134,000
One City Plaza Public Restrooms	375,000	0	0	0	0	0	375,000
Piazza Bergamo / One City Plaza	5,135,000	0	0	0	0	0	5,135,000
Richardson Street Improvements	30,000	0	0	0	0	0	30,000
River Street Underpass	265,000	0	0	0	0	0	265,000
RiverPlace IIB Garage	3,303,686	0	0	0	0	0	3,303,686
RiverPlace IIB Public Space Improvements	2,390,000	0	0	0	0	0	2,390,000
Spring/Falls Streetscape	135,000	0	0	0	0	0	135,000
Washington Street Improvements	500,000	0	0	0	0	0	500,000
Subtotal, Downtown Infrastructure Fund	20,265,258	1,885,050	1,606,093	1,649,958	1,687,942	1,727,669	28,821,970
Federal Appropriation - SAFETEA-LU							
Fairforest Way Rehabilitation	382,948	0	0	0	0	0	382,948
Subtotal, Fed. Appropriation - SAFETEA-LU	382,948	0	0	0	0	0	382,948

Funding Source/Project	COMMITTED FUNDING	FY 16/17 CAPITAL BUDGET	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL FUNDING
			**********Planning Years Only**********				
General Fund Transfer							
Calhoun Street Connection	244,450	0	0	0	0	0	244,450
Commercial Corridors	600,000	500,000	500,000	500,000	500,000	500,000	3,100,000
Economic Development Project Fund	0	172,347	175,868	179,441	183,068	186,749	897,474
Fire Station Improvements	3,582,236	100,000	0	0	0	0	3,682,236
GWS Property Swap	300,000	0	0	0	0	0	300,000
Haywood Road Sidewalks	100,000	0	0	0	0	0	100,000
Market Point Connector Road	300,000	0	0	0	0	0	300,000
Mayberry Street Maintenance Facility	650,000	0	0	0	0	0	650,000
Neighborhood Park Improvements	100,000	350,000	0	0	0	0	450,000
NSTEP (New Sidewalk Targeted Expansion Program)	1,129,642	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,129,642
Pete Hollis Property Acquisition	149,186	0	0	0	0	0	149,186
Public Safety Cameras and Infrastructure	80,000	0	0	0	0	0	80,000
Public Works Operations Center	12,220,766	0	0	0	0	0	12,220,766
Salters Road Improvements	360,000	0	0	0	0	0	360,000
Street Resurfacing	989,124	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,989,124
Village of West Greenville Improvements	200,000	100,000	100,000	100,000	100,000	100,000	700,000
Woodruff Road Sidewalks	100,000	0	0	0	0	0	100,000
Subtotal, General Fund Transfer	21,105,404	3,222,347	2,775,868	2,779,441	2,783,068	2,786,749	35,452,878
General Obligation Bond - 2006							
Fairforest Way Rehabilitation	706,000	0	0	0	0	0	706,000
Subtotal, General Obligation Bond - 2006	706,000	0	0	0	0	0	706,000
General Obligation Bond - 2016							
Verdae/Woodruff Fire Station	4,925,000	0	0	0	0	0	4,925,000
Subtotal, General Obligation Bond - 2016	4,925,000	0	0	0	0	0	4,925,000
General Obligation Bond - 2017							
Public Works Operations Center	2,106,967	0	0	0	0	0	2,106,967
Subtotal, General Obligation Bond - 2017	2,106,967	0	0	0	0	0	2,106,967
Greenville County							
Commercial Corridors	34,357	0	0	0	0	0	34,357
North Main Street - Landmark Building	27,500	0	0	0	0	0	27,500
Salters Road Improvements	250,000	0	0	0	0	0	250,000
Subtotal, Greenville County	311,857	0	0	0	0	0	311,857
Greenville Local Development Corporation							
Haywood Sewer Upgrades	100,000	0	0	0	0	0	100,000
Subtotal, Greenville Local Development Corporation	100,000	0	0	0	0	0	100,000
Greenville Water System							
Fairforest Way Rehabilitation	500,000	0	0	0	0	0	500,000
Haywood Sewer Upgrades	500,000	0	0	0	0	0	500,000
Piazza Bergamo / One City Plaza	228,650	0	0	0	0	0	228,650
Subtotal, Greenville Water System	1,228,650	0	0	0	0	0	1,228,650
Hospitality Tax Fund							
Cancer Survivors Park	724,000	0	0	0	0	0	724,000
City Park Phase I	3,325,000	0	0	0	0	0	3,325,000
City Park Phase II	0	0	2,000,000	0	0	0	2,000,000
Cleveland Park Repairs and Neighborhood Access	655,766	0	0	0	0	0	655,766
NEXT Trail Connector	681,000	0	0	0	0	0	681,000
Public Safety Cameras and Infrastructure	1,000,000	250,000	250,000	250,000	0	0	1,750,000
River Street Underpass	350,000	0	0	0	0	0	350,000
RiverPlace IIB Garage	48,000	0	0	0	0	0	48,000
Trail Expansion	3,573,419	0	0	0	0	0	3,573,419
Village of West Greenville Improvements	100,000	0	0	0	0	0	100,000
Zoo Master Plan	0	1,000,000	1,000,000	0	0	0	2,000,000
Subtotal, Hospitality Tax Fund	10,457,185	1,250,000	3,250,000	250,000	0	0	15,207,185
Local Accommodations Tax Fund							
Riverplace IIB Garage	1,229,000	0	0	0	0	0	1,229,000
Fluor Field Stadium Improvements	0	1,250,000	750,000	750,000	850,000	0	3,600,000
TD Convention Center Conference Center	560,000	375,000	95,000	350,000	350,000	350,000	2,080,000
TD Convention Center Parking Lots	0	0	500,000	0	0	0	500,000
Subtotal, Local Accommodations Tax Fund	1,789,000	1,625,000	1,345,000	1,100,000	1,200,000	350,000	7,409,000

Funding Source/Project	COMMITTED FUNDING	FY 16/17 CAPITAL BUDGET	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL FUNDING
			**********Planning Years Only**********				
Miscellaneous Contributions							
Commercial Corridors	44,390	0	0	0	0	0	44,390
Gower Estates Stormwater Improvements	40,000	0	0	0	0	0	40,000
Riverplace IIB Garage	50,000	0	0	0	0	0	50,000
Salters Road Improvements	500,000	0	0	0	0	0	500,000
Subtotal, Miscellaneous Contributions	634,390	0	0	0	0	0	634,390
Miscellaneous Grants Fund							
River Street Underpass	200,000	0	0	0	0	0	200,000
Subtotal, Miscellaneous Grants Fund	200,000	0	0	0	0	0	200,000
Parking Enterprise Fund							
Parking Garage Rehabilitation	500,000	625,000	625,000	625,000	625,000	625,000	3,625,000
Public Safety Cameras and Infrastructure	400,000	0	0	0	0	0	400,000
RiverPlace IIB Garage	2,214,376	0	0	0	0	0	2,214,376
Subtotal, Parking Fund	3,114,376	625,000	625,000	625,000	625,000	625,000	6,239,376
Piedmont Natural Gas							
Piazza Bergamo / One City Plaza	30,000	0	0	0	0	0	30,000
Richardson Street Improvements	50,000	0	0	0	0	0	50,000
Salters Road Improvements	100,000	0	0	0	0	0	100,000
Subtotal, Piedmont Natural Gas	180,000	0	0	0	0	0	180,000
Parking Enterprise Fund-GPFC							
Project One Garage	11,980,000	0	0	0	0	0	11,980,000
Broad Street Garage	9,911,606	0	0	0	0	0	9,911,606
Subtotal, Parking Fund	21,891,606	0	0	0	0	0	21,891,606
Property Sales							
Cleveland Park Repairs and Neighborhood Access	10,396	0	0	0	0	0	10,396
Commercial Corridors	88,770	0	0	0	0	0	88,770
Fairforest Way Rehabilitation	116,338	0	0	0	0	0	116,338
Piazza Bergamo / One City Plaza	481,706	0	0	0	0	0	481,706
Rhett/Camperdown Street Improvements	30,004	0	0	0	0	0	30,004
Salters Road Improvements	61,875	0	0	0	0	0	61,875
Verdae/Woodruff Fire Station	75,000	0	0	0	0	0	75,000
Subtotal, Property Sales	864,089	0	0	0	0	0	864,089
Sanitary Sewer Revenue Bond - 2015							
Basin 7 Rehabilitation	1,666,664	0	0	0	0	0	1,666,664
Wastewater Rehabilitation	977,280	0	0	0	0	0	977,280
Subtotal, Sanitary Sewer Revenue Bond - 2015	2,643,944	0	0	0	0	0	2,643,944
Sanitary Sewer Revenue Bond - 2016							
Basin 17/19 Rehabilitation	939,000	0	0	0	0	0	939,000
Wastewater Rehabilitation	960,568	0	0	0	0	0	960,568
Undesignated Sewer Basin Rehabilitation	100,432	0	0	0	0	0	100,432
Subtotal, Sanitary Sewer Revenue Bond - 2016	2,000,000	0	0	0	0	0	2,000,000
Sanitary Sewer Revenue Bond - 2017							
Undesignated Sewer Basin Rehabilitation	0	2,000,000	0	0	0	0	2,000,000
Subtotal, Sanitary Sewer Revenue Bond - 2017	0	2,000,000	0	0	0	0	2,000,000
Solid Waste Bond - 2017							
Public Works Operations Center	4,000,000	0	0	0	0	0	4,000,000
Subtotal, Solid Waste Bond - 2017	4,000,000	0	0	0	0	0	4,000,000
State "C" Funds							
North Main Street - Landmark Building	27,500	0	0	0	0	0	27,500
Washington Street Improvements	32,000	0	0	0	0	0	32,000
Subtotal, State "C" Funds	59,500	0	0	0	0	0	59,500
State Grants							
Woodruff Road Sidewalks	360,976	0	0	0	0	0	360,976
Cleveland Park Repairs and Neighborhood Access	65,464	0	0	0	0	0	65,464
McPherson Park Bridge Rehabilitation	100,000	0	0	0	0	0	100,000
Neighborhood Park Improvements	9,830	0	0	0	0	0	9,830
Subtotal, State Grants	536,270	0	0	0	0	0	536,270
State Revenue							
Commercial Corridors	16,960	0	0	0	0	0	16,960
Fairforest Way Rehabilitation	49,275	0	0	0	0	0	49,275
Subtotal, State Revenue	66,235	0	0	0	0	0	66,235

Funding Source/Project	COMMITTED FUNDING	FY 16/17 CAPITAL BUDGET	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL FUNDING
			**********Planning Years Only**********				
Stormwater Fund							
Gower Estates Stormwater Rehabilitation	1,809,000	0	0	0	0	0	1,809,000
North Hills Area Stormwater	1,100,000	0	0	0	0	0	1,100,000
Pettigru Street Improvements	395,963	0	0	0	0	0	395,963
Pinehurst Culvert Crossing	435,000	0	0	0	0	0	435,000
Public Works Operations Center	2,500,000	0	0	0	0	0	2,500,000
Reedy River (Cleveland Park) Bank Stabilization	900,000	0	0	0	0	0	900,000
Reedy River Watershed Planning and 5R	550,000	275,000	275,000	275,000	0	0	1,375,000
Richland Creek Water Quality Master Plan	1,300,000	0	0	0	0	0	1,300,000
White Oak Basin Phase II	3,145,000	0	0	0	0	0	3,145,000
Subtotal, Stormwater Fund	12,134,963	275,000	275,000	275,000	0	0	12,959,963
Stormwater Revenue Bond - 2013							
Public Works Operations Center	3,100,000	0	0	0	0	0	3,100,000
Subtotal, Stormwater Revenue Bond - 2013	3,100,000	0	0	0	0	0	3,100,000
Stormwater Revenue Bond - 2017							
Public Works Operations Center	1,713,275	0	0	0	0	0	1,713,275
Subtotal, Stormwater Revenue Bond - 2017	1,713,275	0	0	0	0	0	1,713,275
Sunday Alcohol Permits Fund							
Augusta Street Streetscaping (Baseball Stadium)	140,000	0	0	0	0	0	140,000
Fluor Field Stadium Improvements	0	650,000	250,000	250,000	250,000	0	1,400,000
RiverPlace IIB Garage	350,000	0	0	0	0	0	350,000
TD Convention Center Conference Center	150,000	75,000	75,000	75,000	75,000	75,000	525,000
Subtotal, Sunday Alcohol Permits Fund	640,000	725,000	325,000	325,000	325,000	75,000	2,415,000
Viola Street Tax Increment Fund							
Economic Development Project Account	44,176	0	0	0	0	0	44,176
Riverplace IIB Garage	598,052	0	0	0	0	0	598,052
Viola Center and Park Improvements	146,000	0	0	0	0	0	146,000
Viola Streetscaping	280,000	0	0	0	0	0	280,000
Subtotal, Viola Street Tax Increment Fund	1,068,228	0	0	0	0	0	1,068,228
Wastewater Fund							
Basin 16 Rehabilitation	250,000	0	0	0	0	0	250,000
Basin 17/19 Rehabilitation	631,995	0	0	0	0	0	631,995
Basin 7 Rehabilitation	483,337	0	0	0	0	0	483,337
Gower Estates Stormwater Rehabilitation	231,000	0	0	0	0	0	231,000
Haywood Sewer Upgrades	150,000	0	0	0	0	0	150,000
Undesignated Sewer Basin Rehabilitation	250,000	0	0	0	0	0	250,000
Wastewater System Rehabilitation	322,720	0	0	0	0	0	322,720
Wastewater System Rehabilitation II	0	0	500,000	500,000	0	0	1,000,000
Wastewater System Survey and Model	465,000	100,000	100,000	0	0	0	665,000
Subtotal, Wastewater Fund	2,784,052	100,000	600,000	500,000	0	0	3,984,052
West End Tax Increment Fund							
Economic Development Project Account	2,072,341	707,814	751,023	887,224	903,965	918,863	6,241,230
Rhett/Camperdown Street Improvements	3,403,396	0	0	0	0	0	3,403,396
Riverplace IIB Garage	2,716,886	0	0	0	0	0	2,716,886
West Camperdown Way	250,000	0	0	0	0	0	250,000
Subtotal, West End Tax Increment Fund	8,442,623	707,814	751,023	887,224	903,965	918,863	12,611,512
Zoo Fund							
Zoo Master Plan	1,000,000	0	0	0	0	0	1,000,000
Subtotal, Zoo Fund	1,000,000	0	0	0	0	0	1,000,000
TOTAL, ALL FUNDING SOURCES	131,319,903	12,415,211	11,552,984	8,391,623	7,524,975	6,483,281	177,687,978

STRATEGIC GOAL IMPLEMENTATION

All projects in the Capital Improvement Program were linked to one of the seven strategic goals to show how the City is furthering its long-term strategic vision.

Safe City

Broad Street Pedestrian Lighting
Fire Facilities Assessment
Fire Station Improvements
Haywood Road Sidewalks
McPherson Park Bridge Rehabilitation
Public Safety Cameras and Infrastructure
Verdae/Woodruff Fire Station
Woodruff Road Sidewalks

Sustainable City

Augusta Street Streetscaping (Baseball Stadium)
Basin 16 Rehabilitation
Basin 17/19 Rehabilitation
Basin 7 Rehabilitation
Gower Estates Stormwater Rehabilitation
Haywood Sewer Upgrades
Main Street Tree Rehabilitation
NEXT Trail Connector
North Hills Area Stormwater
Pettigru Street Improvements
Pinehurst Culvert Crossing
Public Works Operations Center
Reedy River (Cleveland Park) Bank Stabilization
Reedy River Watershed Planning and 5R
Richland Creek Water Quality Master Plan
Undesignated Sewer Basin Rehabilitation
Wastewater System Rehabilitation
Wastewater System Rehabilitation II
Wastewater System Survey and Model
White Oak Basin Phase II

Prosperous City

Augusta Street Improvements
Broad Street Garage
Church Street Streetscape
Commercial Corridors
Downtown Streetscapes
Economic Development Project Account
North Main Street - Landmark Building
ONE City Plaza Parking Garage
ONE City Plaza Public Restrooms
Parking Garage Rehabilitation
Rhett/Camperdown Street Improvements
Richardson Street Improvements
RiverPlace IIB Garage
RiverPlace IIB Public Space Improvements
Spring/Falls Streetscape
TD Convention Center Conference Center
TD Convention Center Parking Lots
Village of West Greenville Improvements
Viola Streetscaping
Washington Street Improvements
West Camperdown Way

City of Neighborhoods

Calhoun Street Connection
Cleveland Park Repairs and Neighborhood Access
Neighborhood Park Improvements
Pete Hollis Property Acquisition

Mobile City

Fairforest Way Rehabilitation
Market Point Connector Road
NSTEP (New Sidewalk Targeted Expansion Program)
Salters Road Improvements
Street Resurfacing
Trail Expansion

City of Culture and Recreation

Cancer Survivors Park
City Park Phase I
City Park Phase II
Cultural Corridor Urban Trail
Fluor Field Stadium Improvements
GWS Property Swap
Mayberry Street Maintenance Facility
Piazza Bergamo / One City Plaza
Viola Center and Park Improvements
Zoo Master Plan

Inclusive City

No projects.

COMPREHENSIVE PLAN IMPLEMENTATION

All projects in the Capital Improvement Program were linked to one of the principles listed in the "Framework for a Better Future" listed in the City's Comprehensive Plan.

Encourage Water Conservation and Water Quality

Basin 16 Rehabilitation
Basin 17/19 Rehabilitation
Basin 7 Rehabilitation
Haywood Sewer Upgrades
Pettigru Street Improvements
Reedy River (Cleveland Park) Bank Stabilization
Reedy River Watershed Planning and 5R
Richland Creek Water Quality Master Plan
Undesignated Sewer Basin Rehabilitation
Wastewater System Rehabilitation
Wastewater System Rehabilitation II
Wastewater System Survey and Model

Encourage Sustainable Growth

Main Street Tree Rehabilitation
Public Works Operations Center

Create Safe, Walkable Spaces and Accessible Destinations

Augusta Street Improvements
Augusta Street Streetscaping (Baseball Stadium)
Broad Street Pedestrian Lighting
Church Street Streetscape
Downtown Streetscapes
Haywood Road Sidewalks
McPherson Park Bridge Rehabilitation
NSTEP (New Sidewalk Targeted Expansion Program)
Piazza Bergamo / One City Plaza
Spring/Falls Streetscape
Village of West Greenville Improvements
Woodruff Road Sidewalks

Create a Healthy Environment for all Greenville Citizens

Cancer Survivors Park
ONE City Plaza Public Restrooms
Viola Center and Park Improvements

Encourage Redevelopment and Infill for Commercial Corridors

Commercial Corridors
Economic Development Project Account

Provide Linkages Between All Transportation Options

Calhoun Street Connection
Market Point Connector Road
North Main Street - Landmark Building
River Street Underpass
Trail Expansion

Enhance and Protect Residential Areas

Cleveland Park Repairs and Neighborhood Access
Gower Estates Stormwater Rehabilitation
Neighborhood Park Improvements
North Hills Area Stormwater

Encourage a Wide Variety of Transportation Modes

Cultural Corridor Urban Trail
Fairforest Way Rehabilitation
NEXT Trail Connector
Street Resurfacing

Create a Safe Environment

Fire Station Improvements
Public Safety Cameras and Infrastructure
Verdae/Woodruff Fire Station

Maintain Quality of Redeveloped Areas

City Park Phase I
City Park Phase II
GWS Property Swap
Mayberry Street Maintenance Facility
Parking Garage Rehabilitation
Pete Hollis Property Acquisition
Rhett/Camperdown Street Improvements
RiverPlace IIB Garage
RiverPlace IIB Public Space Improvements
Viola Streetscaping
Washington Street Improvements
West Camperdown Way

Emphasize Unique Community Characteristics

Fluor Field Stadium Improvements
Salters Road Improvements
TD Convention Center Conference Center
TD Convention Center Parking Lots
Zoo Master Plan

city of
greenville

DEBT MANAGEMENT

The City maintains an active debt management program to facilitate achieving the City's long-term goals, reinvest in capital infrastructure, and promote public-private partnerships. The City's use of long-term debt and pay-as-you-go financing allows the City to have a flexible Capital Improvement Program that allows the organization to achieve its goals, while protecting its long-term financial position. As a result of prudent debt management, the City maintains high General Obligation bond ratings from each major rating agency:

Moody's Investors Service: Aaa
Standard and Poor's: AAA
Fitch Ratings: AAA

The City's debt management practices are governed by the City's debt management policy (see page J-11), which promotes judicious use of debt. The City's debt management policy prescribes all policies and procedures related to debt to assure compliance with all applicable laws and to protect the City's financial position. As of June 30, 2016, the City's projected GO Debt Per Capita is $201.50 and the projected total Debt Per Capita is $1,580.36.

CONSTITUTIONAL DEBT LIMIT

Title 5, Chapter 21, Article 1 of the Code of Laws of the State of South Carolina states that "the constitutional debt limit of a municipality may not exceed 8 percent of the locality's assessed valuation. Debt in excess of the limit must be authorized by a majority of qualified electors."

This limitation applies only to General Obligation indebtedness. Revenue bonds, tax increment bonds, and capital leases are not subject to this limitation.

LEGAL DEBT MARGIN

`		6/30/2015 Actual	6/30/2016 Estimate	6/30/2017 Estimate
Assessed value	$	400,325,836	408,332,353	416,499,000
Merchants' inventory for debt purposes		9,169,930	9,169,930	9,169,930
Total assessed value		409,495,766	417,502,283	425,668,930
Statutory debt limit based on 8% of total assessed value		32,759,661	33,400,183	34,053,514
Less, amount of debt applicable to debt limit		8,250,000	12,375,000	17,006,619
Legal debt margin	$	24,509,661	21,025,183	17,046,895

SUMMARY OF DEBT PAYMENTS

Debt service is budgeted in each applicable fund for repayment. The following chart summarizes the principal and interest budgeted this year for each of the City's debt issues. Please note that FY 2015-16 Planned numbers have been adjusted from the FY 2015-16 Adopted Budget Numbers to reflect changes to the debt issuances (amount and/or date issued) that occurred after the FY 2015-16 Budget was adopted.

SUMMARY OF DEBT PAYMENTS					
		2013-14 Actual	2014-15 Actual	2015-16 Planned	2016-17 Budget
GENERAL FUND					
2016 GO Bond Principal	$	0	0	0	105,348
2016 GO Bond Interest		0	0	0	83,225
2016 Capital Lease Principal		0	0	0	172,000
2016 Capital Lease Interest		0	0	17,200	34,400
2015 GO Bond Principal		0	0	0	250,000
2015 GO Bond Interest		0	0	0	200,000
2014 Lease Purchase Principal		0	197,000	197,000	197,000
2014 Lease Purchase Interest		0	13,459	11,301	8,476
2012 GO Bond Principal		820,000	845,000	875,000	920,000
2012 GO Bond Interest		277,975	253,375	219,575	184,575
2012 Lease Purchase Principal		257,234	261,834	266,515	271,280
2012 Lease Purchase Interest		17,673	13,074	8,392	3,627
2010 Lease Purchase Principal		149,841	153,230	77,911	0
2010 Lease Purchase Interest		7,734	4,344	877	0
2010 Energy Conservation Bond Principal		16,990	18,121	19,307	20,552
2010 Energy Conservation Bond Interest		16,426	15,583	14,681	13,722
TOTAL		1,563,873	1,775,020	1,707,759	2,464,205
HOSPITALITY TAX FUND					
2012 Revenue Bond Principal		312,000	322,000	325,000	332,000
2012 Revenue Bond Interest		63,814	58,542	53,100	47,607
2011 Revenue Bond Principal		1,235,000	1,285,000	1,335,000	1,390,000
2011 Revenue Bond Interest		730,311	683,011	631,612	578,511
TOTAL		2,341,125	2,348,553	2,344,712	2,348,118
STORMWATER FUND					
2016 Revenue Bond Principal		0	0	0	85,664
2016 Revenue Bond Interest		0	0	0	67,674
2013 Revenue Bond Principal		136,000	212,000	212,000	212,000
2013 Revenue Bond Interest		43,984	64,915	61,370	56,642
2011 Revenue Bond Principal		236,000	242,000	248,000	258,000
2011 Revenue Bond Interest		60,382	53,321	47,925	40,552
TOTAL		476,366	572,236	569,295	720,532

		2013-14 Actual	2014-15 Actual	2015-16 Planned	2016-17 Budget
WASTEWATER FUND					
2017 Revenue Bond Interest	$	0	0	0	45,000
2016 Revenue Bond Principal		0	0	0	100,000
2016 Revenue Bond Interest		0	0	40,000	80,000
2015 Revenue Bond Principal		0	0	217,000	217,000
2015 Revenue Bond Interest		0	17,096	78,792	84,728
2012 SRF Loan Principal		81,695	83,548	77,210	78,962
2012 SRF Loan Interest		34,226	36,824	35,536	33,783
2011 Revenue Bond Principal		464,000	485,000	499,000	517,000
2011 Revenue Bond Interest		148,994	134,049	122,463	106,570
2008 Revenue Bond Principal		75,000	80,000	85,000	90,000
2008 Revenue Bond Interest		59,128	56,406	54,264	51,230
TOTAL		863,043	892,923	1,209,265	1,404,273
SOLID WASTE FUND					
2016 GO Bond Principal		0	0	0	200,000
2016 GO Bond Interest		0	0	0	158,000
2016 Lease Purchase Principal		0	0	0	362,056
2016 Lease Purchase Interest		0	0	36,206	72,411
TOTAL		0	0	36,206	792,467
ZOO FUND					
2010 Energy Conservation Bond Principal		3,106	3,313	3,530	3,758
2010 Energy Conservation Bond Interest		2,978	2,822	2,684	2,509
TOTAL		6,084	6,135	6,214	6,267
TD CONVENTION CENTER FUND					
2010 Energy Conservation Bond Principal		103,537	110,426	117,656	125,244
2010 Energy Conservation Bond Interest		99,257	94,054	89,467	83,622
2007 Naming Rights Principal		270,309	300,984	334,174	0
2007 Naming Rights Interest		51,376	33,032	21,655	0
TOTAL		524,479	538,496	562,952	208,866
PARKING FUND					
2015 Revenue Bond Principal*		0	0	540,000	730,000
2015 Revenue Bond Interest*		0	0	180,305	647,825
2013 Revenue Bond Principal (Refunded)*		0	1,170,000	0	0
2013 Revenue Bond Interest (Refunded)*		0	343,590	120,532	0
2010 Energy Conservation Bond Principal		49,911	53,232	56,718	60,376
2010 Energy Conservation Bond Interest		47,848	45,340	43,129	40,311
2009 Limited Obligation Bond Principal		0	0	0	1,420,000
2009 Limited Obligation Bond Interest		652,563	652,562	652,563	652,563
2005B Revenue Bond Principal		1,545,000	1,660,000	1,770,000	470,000
2005B Revenue Bond Interest		225,913	149,642	89,600	18,800
TOTAL		2,521,235	4,074,366	3,452,847	4,039,875

*Debt in the name of Greenville Public Facilities Corporation, a blended component unit of the City of Greenville.

		2013-14 Actual	2014-15 Actual	2015-16 Planned	2016-17 Budget
DOWNTOWN INFRASTRUCTURE FUND					
2011 Tax Increment Bond Principal	$	1,051,000	1,074,000	1,097,000	2,267,000
2011 Tax Increment Bond Interest		342,566	318,708	294,328	269,426
2006 Tax Increment Bond Principal		135,000	140,000	145,000	150,000
2006 Tax Increment Bond Interest		65,363	59,950	54,336	48,521
2002 Tax Increment Bond Principal		35,000	35,000	35,000	40,000
2002 Tax Increment Bond Interest		15,095	13,660	12,190	10,685
1998 Tax Increment Bond Principal		1,005,000	1,060,000	1,120,000	0
1998 Tax Increment Bond Interest		71,897	36,960	12,544	0
TOTAL		2,720,921	2,738,278	2,770,398	2,785,632
WEST END TAX INCREMENT FUND					
2012 Tax Increment Bond Principal		234,000	236,000	242,000	249,000
2012 Tax Increment Bond Interest		33,281	29,841	26,372	22,814
TOTAL		267,281	265,841	268,372	271,814
TOTAL ALL FUNDS	$	11,284,407	13,211,848	12,928,020	15,042,049

FY 2016-17 Debt Service as % of Operating Revenues

Fund	Percentage	Fund	Percentage
Downtown Infrastructure Fund	29.8%	Stormwater Fund	13.3%
General Fund	3.1%	TD Convention Center Fund	3.6%
Hospitality Tax Fund	23.2%	Wastewater Fund	27.7%
Parking Fund	45.0%	West End Tax Increment Fund	11.5%
Solid Waste Fund	27.6%	Zoo Fund	0.3%

SUMMARY OF DEBT OUTSTANDING

Bonds payable in FY 2016-17 are comprised of the following issues:

		6/30/2015 Balance	6/30/2016 Balance	6/30/2017 Balance
General Obligation Bonds				
$6,106,967 - series 2016 - used to construct a new Public Works facility	$	0	0	5,801,619
$5,000,000 - series 2016 - used for Verdae/Woodruff Fire Station project		0	5,000,000	4,750,000
$10,830,000 - series 2012 - used to refund series 2003, 2006 and 2011. Bonds are due in annual installments of $620,000 to $915,000 through April 2026.		8,250,000	7,375,000	6,455,000
General Obligation Bonds Total	$	8,250,000	12,375,000	17,006,619

		6/30/2015 Balance	6/30/2016 Balance	6/30/2017 Balance
Capital Leases				
$1,810,280 - series 2016 - used to finance Solid Waste vehicles and equipment	$	0	1,810,280	1,448,224
$860,000 - series 2016 - used to finance fire apparatus.		0	860,000	688,000
$985,000 - series 2014 - used to finance phone system and copier replacements.		788,000	591,000	394,000
$1,308,681 - series 2012 - used to finance fire apparatus.		537,795	271,280	0
$3,712,954 - Qualified Energy Conservation Bonds used to finance energy-efficient improvements at City facilities.		3,115,049	2,917,838	2,707,908
$741,195 - series 2010 - used to finance fire apparatus.		77,911	0	0
Capital Leases Total	$	4,518,755	6,450,398	5,238,132
Promissory Note				
$2,043,130 - used to finance TDCC renovations through 2007 Naming Rights agreement.	$	334,174	0	0
Promissory Note Total	$	334,174	0	0
Revenue Bonds				
$2,000,000 - series 2017 Sewer Bond for wastewater system improvements.	$	0	0	2,000,000
$1,713,275 - series 2016 Stormwater Bond to construct a new Public Works site.		0	0	1,627,611
$18,810,000 - series 2015 Revenue Bond to construct a parking garage		0	18,270,000	17,540,000
$11,980,000 - series 2013 Revenue Bond to construct a parking garage - refunded in 2015		10,810,000	0	0
$3,100,000 - series 2013 Stormwater Bond to acquire a new Public Works site.		2,752,000	2,540,000	2,328,000
$2,000,000 - series 2016 Sewer Bond for wastewater system improvements.		0	2,000,000	1,900,000
$4,330,000 - series 2015 Sewer Bond for wastewater system improvements at various locations through the City.		4,330,000	4,113,000	3,896,000

	6/30/2015 Balance	6/30/2016 Balance	6/30/2017 Balance
$1,881,773 - series 2012 SRF Loan to finance wastewater system improvements at Haynie-Sirrine and Faris Circle due in quarterly installments of $19,914 to $31,018 through July 2031.	1,586,452	1,586,452	1,586,452
$2,576,000 - series 2011 Stormwater Bond to refund 2001 Stormwater Bond.	1,612,000	1,364,000	1,106,000
$5,612,000 - series 2011 Sewer Bond to refund 1999 and 2002 Sewer Bonds.	3,845,000	3,346,000	2,829,000
$17,715,000 - series 2011 Hospitality Tax Bond to refund the 2001 Certificates of Participation and for improvements on the City's convention center and trails.	12,930,000	11,595,000	10,205,000
$15,440,000 - series 2009 Limited Obligation Bond to refinance 2005A Parking Bonds. By design, principal will not be paid until completion of principal payments on the series 2005 B issue.	15,440,000	15,440,000	14,020,000
$1,990,000 - series 2008 - used to finance wastewater system improvements in Basin G12D. Bonds are due in annual installments of $55,000 to $155,000 through April 2028.	1,520,000	1,435,000	1,345,000
$15,370,000 - series 2005B - used to refund the series 2002, 1997A, 1997, and 1996 parking revenue bonds.	2,240,000	470,000	0
$3,967,000 - series 2012 Hospitality Tax Bond to refund the 2004 Certificates of Participation Bonds are due in annual installments of $191,000 to $371,000 through April 2024.	3,142,000	2,817,000	2,485,000
Revenue Bonds Total $	58,621,000	63,390,000	61,281,611

		6/30/2015 Balance	6/30/2016 Balance	6/30/2017 Balance
Tax Increment Bonds				
$15,986,000 - series 2011 - used to refund the 2002 and 2003 CBD TIF bonds.	$	12,966,000	11,869,000	9,602,000
$2,330,000 - series 2006 - used to finance improvements in the CBD. Bonds are due in annual installments of $60,000 to $390,000 through October 2021.		1,355,000	1,210,000	1,060,000
$2,507,000 - series 2012 - used to refund outstanding series 2003 West End TIF bonds.		1,794,000	1,552,000	1,303,000
$11,010,000 - series 2002 - used to refund outstanding series 2000 and series 1994 bonds. Also used to finance various redevelopment projects in the CBD. Bonds are due in annual installments of $245,000 to $840,000 through April 2021.		245,000	210,000	170,000
$9,580,000 - series 1998 - used to finance the construction of the Poinsett Parking Garage. Bonds are due in annual installments of $660,000 to $1,120,000 through November 2015.		1,120,000	0	0
Tax Increment Bonds Total	$	17,480,000	14,841,000	12,135,000
TOTAL DEBT OUTSTANDING	*$*	*89,203,929*	*97,056,398*	*95,661,362*

COMPLIANCE WITH DEBT MANAGEMENT POLICY

Since adoption of the revised Debt Management Policy, the City is in compliance of the following features:

1. Total debt-related expenditures in the General Fund are below 20%.
2. General Obligation debt has not been used to support enterprise functions.
3. Current General Obligation debt outstanding is below the 8% legal margin required by State law.
4. No debt has been issued to support operating deficits.
5. Long-term debt service has been modeled in the five-year financial forecast and all new long-term debt issues have been included in the Capital Improvement Program.
6. The City has complied with all arbitrage requirements and no rebate was necessary.
7. The City has met its disclosure requirements to applicable parties.

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APPENDICES

A. Financial Policies

B. Glossary and Commonly Used Acronyms

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APPENDIX - A

RELEVANT FINANCIAL POLICIES AND PROCEDURES

OMB 8: BUDGET ADMINISTRATION POLICY AND PROCEDURES

Policy

I. Purpose.

The purpose of this policy is to assign responsibility and define the procedures for planning and administration of the City of Greenville's Operating and Capital Budgets, as well as debt management and oversight of economic development incentives, responsibility for which has been assigned to the Office of Management and Budget (OMB).

II. Operating Budget.

The annual operating budget is the vehicle through which City Council authorizes City government to fund operations during a specific fiscal year for specific purposes and which establishes the economic resources that are required to support these activities. The budget is a fiscal, planning, and policy document, reflecting the allocation of limited revenues among diverse uses.

III. Capital Budget.

The capital budget includes major capital requirements, culminating in the adoption of a multi-year Capital Improvement Program (ClP). These types of capital investments usually focus on the construction, development, and acquisition of major facilities and may rely on long-term debt instruments for financing. General Fund revenue, user fees, and other streams of revenue are typical sources of revenue allocated to the retirement of long-term debt.

IV. Responsiveness to Council Areas of Focus.

Projects, programs, and services included within the operating and capital budgets must be responsive to the areas of focus identified by the City Council using various processes, with the assistance and advice of the City Manager and staff.

Procedures

I. Revenues

A. The City will strive to maintain a diversified and stable revenue stream to minimize the impact of short-term fluctuations in any one revenue source.

B. The City will annually prepare a revenue manual detailing each major revenue, its historical collections, the statutory authority creating the revenue, the rate schedule, and the basis of estimate.

C. The City will establish and maintain a process for annually reviewing and analyzing each major revenue source to ensure that receipts are maximized.

D. Whenever possible, revenue sources will be designed or modified to allow collections

to keep pace with the cost of providing the service.

E. The City will maintain effective collection systems and aggressive enforcement strategies to maximize revenues from available sources.

II. Expenditures

A. Essential City services and programs designed to carry out primary Council Areas of Focus will receive priority funding.

B. The City will balance current year expenditures with current year revenues.

C. The City will continue to support a scheduled level of maintenance and replacement of its infrastructure, including streets, sewers, stormwater, and sidewalks. Such replacement is to be made according to a designated schedule and funding availability.

D. The City will strive to support investments that reduce future operating costs.

E. The City's annual operating budget provides funding for recurring services with recurring revenues. While the operating budget does include funding for certain capital expenditures, the nature of such capital requires that they be planned for and replaced on a recurring basis (example: vehicles).

III. Five-Year Forecast

A. On an annual basis, OMB will prepare a five-year financial forecast to City Council on the financial health of all major funds. The forecast will assess the financial implications of current and proposed policies, programs, and assumptions. The forecast will include potential alternatives to improving the long-term financial health of the City.

IV. Strategic Planning

A. Annually, in advance of preparing the Operating and Capital Budgets, the City Manager will engage the City Council in discussions of issues facing the City to determine areas of focus that the City Council would like to address with appropriate action. Possible actions could consist of appropriations, development or redevelopment priorities, specific initiatives, policy development, and/or directed research needed to fuel further discussion.

B. The areas of focus identified in Council discussions will be documented in a Strategic Plan adopted by Council.

C. Through preparation and discussion of the City's operating and capital budgets, the City Manager, OMB and department heads will make recommendations for actions needed to address the Strategic Plan.

V. Performance Measures

A. A key responsibility of the City government is to develop and manage services, programs, and resources as efficiently and effectively as possible, and to communicate the results of these efforts to the public.

B. OMB, working with departments, will develop performance measures for incorporation into Council discussions of Strategic Planning. Performance measures will:

1. Be based on progress towards a goal or area of focus identified by City Council.

2. Emphasize desired outcomes resulting from City services and regulation.

3. Provide for comparisons over time to facilitate exploration of continuous improvement.

4. Be reliable, verifiable, and understandable.

5. Be reported at least annually, both internally and externally.

6. Be monitored and used in decision-making processes.

7. Be limited to a manageable number of meaningful measures that can be used to track achievements, impacts, and outcomes of key projects or services.

VI. Operating Budget Process

A. OMB will develop and promulgate procedures and a schedule for development of a proposed operating budget, which must be submitted to City Council by May 1 of each fiscal year.

B. City Council must approve the budget by July 1 each year, prior to any expenditure being made in the new fiscal year.

VII. Operating Budget Administration

A. Departmental Accountability

1. Budget accountability rests primarily with the operating departments of the City. In accomplishing the programs and objectives for which the budget was authorized, department heads ensure that their respective budgets stay within the prescribed funding levels.

2. For each assigned account, the department must stay within budget by each major expense category of personnel, operating, and capital. Within each of these three categories, the department may exceed the available balance in an element/object code if the department head ensures that a sufficient balance exists in another element/object code within the same expenditure category. Departments are not authorized to use salary savings to purchase unbudgeted items or to cover overruns in operating/capital expenditures, without approval by the OMB Director.

3. Budget transfers within the same department or fund are used during the fiscal year as City priorities develop and change and to accurately reflect a department's expenditure needs between divisions and bureaus. Budget transfers between accounts within the same division must be approved by the Budget Administrator. Budget transfers between divisions must be authorized by the OMB Director. Budget transfers between departments must be authorized by the City Manager.

B. OMB supports budget accountability by:

1. Providing accurate, detailed regular expenditure reports to departments/divisions.

2. Ensuring that purchases are allowable and appropriate and are charged to the proper account code.

3. Auditing expenditures on a regular basis and advising departments of any current or pending expenditure overrun of a significant amount; at any time during the fiscal year.

4. Reporting to the City Manager significant budget issues that emerge as a result of auditing or significant budget variances that cannot be reconciled with the agency responsible for incurring the variance.

C. Supplemental Appropriations (Budget Amendments)

1. Due to changing scope or external factors that are beyond the control of City departments, cost increases may occur after Council adopts the operating budget.

2. After determining that there are insufficient funds within a department's budget to finance an activity or acquisition, the department head, after consultation with OMB and the City Manager, will develop a Request for Council Action proposing a supplemental appropriation and will forward the Request to OMB for review. After review, OMB will forward OMB's recommendation to the City Manager and will inform the requesting department head of any adverse recommendation from OMB. If the City Manager approves the proposal, the City Manager will place the Request on a future Council Meeting agenda for consideration.

VIII. Fund Balance.

A. Pursuant to City Ordinance, City Council will set aside in a designated reserve 20% of the next year's General Fund appropriations.

B. The OMB Director shall prepare the necessary reports and documents to document the degree of compliance with this fund balance policy.

C. It is the City Council’s longer-term goal to increase the designated reserve to 25% of the next year’s General Fund appropriations.

IX. Capital Improvement Program (CIP) Process.

A. OMB will annually develop and promulgate procedures and a schedule for development of a proposed CIP, to be submitted to City Council 120 days prior to the start of each fiscal year.

B. Pursuant to City Ordinance, a copy of the CIP shall be presented to the Planning Commission. The Planning Commission shall review the CIP and make a determination that the CIP is in conformance with the Comprehensive Plan. This shall be done 105 days prior to the start of each fiscal year.

C. Pursuant to City Ordinance, City Council is required to have first reading of the CIP and Capital Budget by 75 days prior to the start each fiscal year to allow sufficient

time for OMB to incorporate debt service and other operating expenses into the annual operating budget. The CIP and the annual operating budget shall have second reading concurrently.

D. The impact of the CIP on the annual operating budget is reflected in:

1. Debt service payments on any general obligation, or revenue bonds that may be issued to finance capital improvements.

2. Staffing and other operating expenses that may be required once a capital facility is completed.

E. CIP Development

1. Capital investments included in the CIP are generally defined as having a useful life of greater than five years and whose cost exceeds $100,000.

2. The City establishes an appropriate mix of bonded debt and pay-as-you-go financing in the funding of capital projects.

3. Projects included in the CIP must be consistent with the City's Strategic Plan.

4. Facilities whose construction or acquisition results in new or substantially increased operating costs are considered only after an assessment indicates a clear need for the project and that recurring resources for funding the increased operating costs are available. All projects submitted to Council for approval shall include a fiscal impact analysis, including the projected annual operating costs (if any).

5. The following criteria are used to evaluate the relative priority of a proposed project:

a. Mitigates risk to public health or safety.

b. Improves deteriorated infrastructure.

c. Replaces existing infrastructure systematically.

d. Improves operational efficiency.

e. Coordinates with other projects or requirements.

f. Provides equitable services and facilities.

g. Protects and conserves resources.

h. Provides new or substantially improved facilities.

i. Promotes economic development.

F. All proposals for the expenditure of capital funds are formulated and presented to Council within the framework of a CIP. Except in circumstances of an extraordinary opportunity or emergency, appropriations of capital funds will not be considered outside the CIP process.

G. OMB will prepare a regular status report on active projects approved in the CIP.

X. Capital Improvement Program (CIP) Administration

A. Project Manager Accountability

1. Each project shall have a designated project manager who will be responsible for all aspects of project management and financial control.

2. Capital budget accountability rests primarily with the assigned project manager. In accomplishing the project for which the budget was authorized, project managers ensure that their respective budgets stay within the prescribed funding levels.

3. For each assigned project, the project manager must stay within budget allotted through the appropriation ordinance.

4. Budget transfers within a project are used to accurately reflect a project's expenditures across line items. These transfers must be approved by the Budget Administrator. Budget transfers between projects of the same functional category are permitted under the current appropriation ordinance. Budget transfers between similar projects must be authorized by the OMB Director and the City Manager.

B. OMB supports budget accountability by:

1. Providing accurate, detailed regular expenditure reports to project managers.

2. Ensuring that purchases are allowable and appropriate and are charged to the proper account code.

3. Auditing expenditures on a regular basis and advising project managers of any current or pending expenditure overrun of a significant amount; at any time during the fiscal year.

4. Reporting to the City Manager significant capital budget issues that emerge as a result of auditing or significant budget variances that cannot be reconciled with the agency responsible for incurring the variance.

C. Supplemental Appropriations (Budget Amendments)

1. Due to changing project scope or external factors that are beyond the control of City departments, cost increases may occur after Council adopts the CIP.

2. After determining that there are insufficient funds within a project's budget to finance an activity or acquisition, the project manager, after consultation with OMB and the City Manager, will develop a Request for Council Action proposing a supplemental appropriation and will forward the Request to OMB for review. After review, OMB will forward OMB's recommendation to the City Manager and will inform the requesting department head of any adverse recommendation from OMB. If the City Manager approves the proposal, the City Manager will place the Request on a future Council Meeting agenda for consideration.

D. Project Close-Out

1. Project managers must complete projects in a timely manner. Retainage and warranty issues must be resolved shortly after a project is complete.

2. Project managers will notify OMB upon completion that the project is ready for close-out.

   a. If the project is under-budget, OMB retains authority to determine where unspent balances shall be directed.

   b. If the project is over-budget, the project manager, in conjunction with OMB, will determine the appropriate course of action to resolve the project deficit.

3. OMB will prepare all necessary accounting adjustments needed to close out a project.

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OMB 15: DEBT MANAGEMENT POLICY AND PROCEDURES

Policy

I. Purpose.

The purpose of this policy is to establish policies and procedures for the effective management of the City's debt. Judicious use of debt helps facilitate the City's strategic goals, while protecting the City's long-term financial interests.

II. Short-Term Debt Defined.

For the purposes of this policy, short-term debt is defined as debt obligations with a payment term of five years or less used to manage cash flow in anticipation of revenue or to finance capital equipment with a useful life of five years or less. This includes debt instruments including, but not limited to, revenue/tax anticipation notes and short-term lease purchase agreements.

III. Long-Term Debt Defined.

For the purposes of this policy, long-term debt is defined as debt obligations with a payment term longer than five years used to finance capital improvements. This includes debt instruments including, but not limited to, general obligation bonds, revenue bonds, tax increment bonds, certificates of participation, and other long-term lease purchase agreements. Long-term debt is issued as a means of allocating the expense of capital projects' use to those actually benefitting from them, over the useful life of the project. The City will issue debt to provide financial support to capital facility needs. The debt will be issued in a way that helps ensure the long-term fiscal health of the City. Long-term debt financing will not be used to support current operating expenditures or deficits.

IV. Types of Short-Term Debt.

Upon approval of the City Council, the City is authorized to issue the following forms of short-term debt:

A. Revenue/Tax Anticipation Notes.

Revenue/tax anticipation notes are short-term instruments with a payment term of less than one year and are used to provide liquidity due to the irregular timing of City revenues.

1. As a matter of practice, the City shall not issue a revenue/tax anticipation note except in situations of emergency or when a large and unforeseen expenditure has been incurred.

B. Short-Term Lease Purchase Agreements.

Short-term lease purchase agreements are debt instruments with a payment term of five years or less and are used to finance capital equipment with useful life of five years or less. Short-term lease purchase agreements are authorized and appropriated through the City's annual operating budget.

1. The City may finance equipment with substantial value and irregular replacement schedules. This is generally defined as equipment with a value exceeding $100,000, such as fire apparatus.

V. Types of Long-Term Debt.

Upon approval of the City Council, the City is authorized to issue the following forms of long-term debt:

A. General Obligation Bonds.

General obligation bonds are backed by the full faith and credit of the City of Greenville and shall be used to support governmental-purpose facilities and improvements.

1. General obligation bonds are subject to the State Constitutional debt limit of eight percent of assessed taxable value of the locality. At no time shall the City's bonded indebtedness backed by the full faith and credit of the City exceed this limit without a referendum approving the additional general obligation bonds above such limit.

2. Annual general obligation debt service payments shall not exceed 20 percent of the General Fund's budgeted expenditures.

3. General obligation debt will not be used to support enterprise activities when a revenue bond is feasible, except when extraordinary market conditions provide compelling cost savings and revenues from enterprise activities are sufficient to reimburse the General Fund for payment of principal and interest on the associated bonds.

B. Revenue Bonds.

Revenue bonds are backed by a pledge of specific revenues such as sewer fees, stormwater fees, parking fees, hospitality taxes, local accommodations taxes, etc.

1. The City shall utilize revenue bonds when practicable for all user-fee supported activities.

2. The City shall utilize revenue bonds for restricted revenues including, but not limited to hospitality taxes and accommodations taxes, as permitted under state law.

3. The City shall prepare its revenue and expenditure budgets in a manner that allows the City to meet all required covenants.

C. Tax Increment Bonds.

Tax increment bonds are revenue bonds backed by the incremental increase in ad valorem property value in a defined tax increment district.

1. The amount of debt allowed is defined in the redevelopment plan for each tax increment district as approved by the affected taxing districts. The City shall not exceed the debt allowed in the redevelopment plan.

D. Certificates of Participation and Long-Term Lease Purchase Agreements.

Certificates of participation and other long-term lease agreements are debt instruments backed by the facility or equipment purchased with a term exceeding five years. Due to the higher interest rate carried on these instruments, lease-purchase issuances exceeding five years in duration are limited to the following situations:

1. When state law does not permit the issuance of a revenue bond against a specific revenue.

2. For the purchase of capital equipment and other facility improvements supported by a contractor-guaranteed savings on utility use.

3. When it is determined that it will be more beneficial, either economically or from a policy perspective after the useful life of the project, the terms and conditions of the lease, the direct impact on bond capacity, and budget flexibility have been evaluated.

Procedures

I. Five-Year Forecast.

Prior to proposing any debt issuance, OMB will prepare a five-year financial forecast on the impact that debt issuance has on affected funds. The forecast shall evaluate the impact any debt issuance has on projected fund balance, and on existing and proposed debt obligations. It will also consider debt service maturities, repayment structure, and the City's "pay-as-you-go" strategy.

The forecast shall also be used to present policy alternatives to City Council to mitigate potential situations where projections indicate fund balance dropping below target levels or in violation of debt covenants.

II. Capital Improvement Program.

Long-term debt originates from the adoption of a Capital Improvement Program which identifies capital project needs, funding sources, and the debt instrument(s) required to finance the plan. The ordinance approving the Capital Improvement Program shall include language authorizing the debt issuances contained therein.

III. Method of Sale.

State law requires that all general obligation bonds larger than $1,500,000 or maturing longer than 10 years be sold through a competitive sale. All other debt instruments may be sold either through a competitive sale or through a negotiated sale in light of financial market, transaction-specific, and issuer-related conditions. If City staff and its financial advisor determine that a competitive sale would not result in the best outcome for the City, then a negotiated sale, private placement, or other method may be chosen.

IV. Debt Structure.

The City shall structure debt in a manner that protects the City's long-term financial interests and produces the most cost effective financing.

A. Debt Security.

Debt shall be issued with the necessary level of security to assure investors that the City shall repay its debt in a timely and complete manner.

1. The City shall purchase credit enhancement either through bond insurance or a letter of credit only in situations where the true interest cost of the enhanced debt is lower than the true interest cost of comparable unenhanced credit offerings.

B. Fixed Rate and Variable Rate Debt.

As a matter of practice, fixed rate debt is preferred to provide budget certainty and to protect against short term interest rate increases. Variable rate debt will be considered to provide flexibility in managing the City's debt portfolio and in certain circumstances to lower the City's overall debt service requirements.

1. Derivative instruments should generally be considered, depending on the particular circumstances, primarily in situations where they are designed with the aim of providing anticipated economic or other benefits to the City taking into account the applicable risks. Derivative instruments should be entered only after review of their general terms and risks with the City Council, the City Manager, and OMB.

C. Maturity Schedule.

The City shall design a maturity schedule that matches useful life of the item financed with the term of the bond. The bond term shall not exceed the useable life of the facility or project being financed. The City may elect to use term bonds, serial bonds, or a combination to improve marketability of the issue and to provide the lowest possible borrowing cost to the City.

D. Premiums and Discounts.

If it is demonstrable that structuring the bond with a premium or discount provides the City with a lower true interest cost, the City shall be allowed issue a bond with a premium or discount.

1. The City shall not issue zero coupon or capital appreciation bonds unless market conditions provide a compelling cost savings versus more traditional structures.

E. Redemption Provisions.

Debt issued by the City shall include an optional redemption provision in order to provide the ability to achieve interest cost savings, remove or change burdensome covenants, or to restructure debt service payments. The City shall select the earliest possible redemption date at the lowest possible penalty as allowed by the market.

1. The effectiveness of an advance refunding will be determined by the achievement of a minimum net present value savings.

V. Debt Administration.

Debt issuances will be timed to coincide as best as possible with the acquisition and construction schedules associated with the project or item being financed. OMB shall review expenditures monthly and make regular draws to maximize cash flow.

A. Arbitrage and Yield Restriction Requirements.

OMB will monitor the arbitrage requirements of Section 148 of the Internal Revenue Code of 1986, as amended (the "Code"), and related IRS Regulations in regard to all of its federally tax-exempt obligations as well as for any of its obligations which receive a federal subsidy or federal tax credit pursuant to Section 54A of the Code. To this end, the City currently retains the services of a firm that specializes in arbitrage rebate calculations to annually review all of the obligations issued by the City to calculate any potential arbitrage liability related to such obligations to ensure compliance with Sections 148 and 54A of the Code.

B. Qualified Energy Conservation Bonds.

OMB will monitor the expenditure of available project proceeds of its qualified energy conversation bonds (QECB) in order to ensure compliance with the spend-down requirements of Section 54A of the Code. Accordingly, on the third anniversary date of the closing of any QECB issued by the City, the Director of the OMB will make a determination as to whether all available project proceeds have been spent for that particular QECB. If there remains unspent available project proceeds on such third anniversary date, then the OMB Director will take the necessary steps to use such unspent available project proceeds to redeem all or a portion of the outstanding QECB within ninety (90) days after the end of such expenditure period. For any QECB issued by the City, the City will file or cause to be filed for each interest payment date a Form 8038-CP with the Internal Revenue Service approximately 45 to 90 days prior to each such interest payment due date.

VI. Disclosure

A. Rating Agencies

The City shall maintain an ongoing relationship with each rating agency. The City shall provide regular updates regarding ongoing financial matters and projected financial plans.

B. SEC Requirements

The City shall provide all necessary documents required by bond documents including copies of the comprehensive annual financial report and the annual operating budget. This will be filed with the Municipal Securities Rulemaking Board's Electronic Municipal Market Access ("EMMA") system. The City shall immediately disclose any material events to EMMA that could negatively impact buyers of City bonds on the secondary resale market.

VII. Bond Covenants and Laws

The City shall comply with all covenants and requirements of bond ordinances, and with state and federal laws authorizing the issuance and administration of debt obligations.

VIII. Disclaimer

This debt management policy outlines various policy guidelines with respect to financing obligations entered or proposed to be entered by the City. This debt management policy should in no event, however, be construed as limiting or otherwise affecting the validity or effectiveness of any authority granted, delegated, or otherwise set forth in any ordinance or resolution of the City. In no case shall any person or entity (including without limitation the City or its elected officials, employees, agents, bondholders, borrowers or any other person or entity) have any basis to assert that any financing obligation should be deemed invalid, ineffective, limited or otherwise affected due to noncompliance or any other matter with respect to this debt management policy. Compliance of any ordinance or resolution or financing obligation with all aspects of this debt management policy shall, in all cases, be deemed conclusively presumed (and legal counsel to the City shall be entitled to conclusively rely thereon) upon the adoption of any such ordinance or resolution or the entering into of any such financing obligation or related agreement, respectively, and in the event of any conflict between the ultimate procedures actually undertaken, findings actually made and agreements actually entered into, on the one hand, and any part of this debt management policy, on the other hand, then the ultimate actual ordinance or resolution, findings and financing documents shall nonetheless be deemed in satisfaction hereof in all respects such that this debt management policy shall in no manner operate to limit any such ordinance or resolution, findings and financing documents or the effectiveness, validity and enforceability thereof.

In the event of any conflict between an ordinance or resolution or the documentation effectuating a financing obligation and this debt management policy, the terms and conditions of the ordinance or resolution or such documentation, as applicable shall control. Except for such rights for conclusive presumption set forth in the preceding paragraph, there shall be deemed no third party beneficiaries of this debt management policy.

APPENDIX - B

Glossary and Commonly Used Acronyms

Accrual Accounting - A basis of accounting in which revenues are recognized when earned and expenses when incurred.

Activity - The smallest unit of budgetary accountability which defines specific and distinguishable lines of work performed by a department or division for the purpose of accomplishing a particular service.

Aid-to-Subdivisions- Historically, a collection of local taxes collected by the State and re-allocated to counties and municipalities. The mechanics have been replaced by the Local Government Fund (LGF) appropriation, but the revenue is still recognized under the same name.

APCO - The Association of Public-Safety Communications Officials. Serves the needs of public safety communications practitioners worldwide by providing complete expertise, professional development, technical assistance, advocacy and outreach.

Appropriation - An authorization made by City Council to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one year period, except in the instance of capital projects where they are granted for the duration of the project.

Arbitrage - As used in "OMB 15: Debt Management Policy and Procedures" on page J-15, arbitrage is defined as the difference between actual interest earnings on tax-exempt bond proceeds and what the bond proceeds would have earned if they had been invested at the same rate as the bond yield.

Assessed Valuation - A valuation set upon real estate or other property by the County Assessor as a basis for levying taxes.

Assessment Ratio - A percentage which is multiplied by the appraised market value of a property to determine the assessed value.

Assets - Resources with present service capacity that the government presently controls.

Balanced Budget – Current revenues plus fund balance appropriated equals or exceeds approved expenditures.

BCEGS- Building Code Effectiveness Grading Schedule. Assesses the building codes in effect in a particular community and how the community enforces its building codes, with special emphasis on mitigation of losses from natural hazards.

Bond – Debt issued by the City for a fixed period of time with a promise to pay periodic interest payments and the face value upon maturity.

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Capital Improvement Program (CIP) - A schedule of capital expenditures to be incurred over a multi-year period to carry out the City's program of public improvements.

Capital Budget - The first year of the CIP as approved by City Council.

Capital Improvement Project - An item whose construction or other acquisition represents a physical improvement to the community and adds to the total physical worth of the City. The improvement should have a useful life of not less than 10 years, and normally will exceed $100,000 in total cost.

Capital Outlay - In the operating budget, refers to any item which has an expected useful life of greater than 3 years and an estimated unit cost of $5,000 or more.

CBD - Central Business District.

CD - Community Development Division.

CDBG - Community Development Block Grant. A program of the U.S. Department of Housing and Urban Development that provides annual grants to states and local governments for the purpose of promoting greater community development.

CPI – Consumer Price Index. An average measure of change in price levels over time using a predetermined market basket of consumer goods and services as a basis. The index is widely used as a measure of inflation.

CVB - Convention and Visitors Bureau. Has been re-named VisitGreenvilleSC. A city-specific organization responsible for marketing the city as a travel and meeting destination.

Debt Service - Payment of interest and principal on an obligation resulting from the issuance of bonds.

Depreciation – A non-cash expense, via an accounting entry, that reduces the value of an asset over time.

DHEC - Department of Health and Environmental Control. A state agency responsible for the protection of public health and the environment.

DOT - Department of Transportation. A government agency at the federal and state levels that is responsible for promoting safe and efficient transportation through the administration of mass transit services and the construction and maintenance of roads and bridges.

Downtown Infrastructure Fund (DIF) – the former Central Business District Tax Increment Fund.

Encumbrance - Funds not yet expended, but which are obligated or set aside in anticipation of expenditures.

Enterprise Fund - An accounting entity used to account for operations in which the cost of providing services to the public on a continuing basis is financed primarily through user charges.

Fiscal Year (FY) - 12 month period beginning with July 1 and ending with June 30 of the fiscal year designated.

Full-Time Position (FT) – A regular, full-time employee whose normal work schedule is 40 hours per week, or greater. Regular employees are eligible to participate in the benefits plan and leave programs offered by the City.

Fund - A fiscal and accounting tool with a self balancing set of accounts to record revenues and expenditures.

Fund Balance - The excess of an entity's assets over its liabilities, which may include reserves and designations.

GAAP - Generally Accepted Accounting Practices. A set of accounting guidelines that establish a standardized procedure for recording accounting information and preparing financial statements.

GASB - Governmental Accounting Standards Board. A private organization funded and regulated by the Financial Accounting Foundation that is involved in the creation and improvement of GAAP.

General Fund - An accounting entity used to account for all revenue and expenditures applicable to general operations of governmental agencies of the City, and to record all financial transactions not properly accounted for in another fund.

GFOA - Government Finance Officers Association. A non-profit organization comprised of government finance officers dedicated to helping governments maintain high financial standards.

GIS - Geographic Information Systems. A software system that analyzes and interprets geographically-oriented data in a manner in which relationships and patterns are easily identified.

G. O. Bond - General Obligation Bond. A municipal bond issued by a state or local government that is secured by the full faith and credit of the issuer.

Governmental Fund – Funds generally used to account for tax-supported activities, including: the General Fund, special revenue funds, tax increment funds, and the Capital Projects Fund.

GRAVITY – An iterative of the Greenville Police Department to offer gang and violence prevention, intervention and suppression programs to at-risk youth and to coordinate multi-agency communications and activities to respond in a holistic manner to problems associated with gang activity.

GTA - Greenville Transit Authority.

HOME Program – The largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

HOPWA Program – Housing Opportunities for Persons with Aids. This program allows for funds to be used to assist in all forms of housing and supportive services to prevent homelessness.

HR - Human Resources Department.

HUD - Federal Department of Housing and Urban Development. A Cabinet Department created in order to support community growth through affordable housing and consumer protection.

Internal Service Fund – A fund used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis.

ISO - Insurance Services Office. A provider of insurance-related information including premiums, claims, and loss data that are used to calculate insurance policy prices.
Liability – Present obligations to sacrifice resources that the government has little or no discretion to avoid.

Local Government Fund (LGF) – A State appropriation statutorily based on 4.5% of the State's General Fund revenue from the previous year. County governments receive 83.278 percent of the LGF, and municipal governments get 16.722 percent, which represents the percentage of Aid-to-Subdivisions distributed between county and municipal governments in 1990.

Major Fund - As used in " OMB 8: Budget Administration Policy and Procedures" on page J-3, Major Funds is defined as those funds for which OMB prepares a multi-year financial forecast, which currently includes the following funds: General, Stormwater, Wastewater, Hospitality Tax, Sunday Alcohol Permits, State Accommodations Tax, Local Accommodations Tax, Utility Undergrounding, Events Management, Downtown Infrastructure TIF, West End TIF, Viola Street TIF, Transit, Parking, Solid Waste, TD Convention Center and Greenville Zoo. Note that the definition, as used in OMB 8, is not the same as the GASB definition of Major Funds.

Mill - A unit of value calculated at one dollar per one thousand dollars of assessed value.

Millage - A term used to describe the rate of taxes levied.

Modified Accrual Accounting - A basis of accounting in which revenues are recognized when they become measurable and available as net assets, and expenditures are recognized when the related fund liability is incurred. Modified accrual accounting is recommended as the standard for most governmental funds.

Municipal Association of South Carolina (MASC)- A membership association of municipal governments that offers the services, programs and tools to provide municipal officials the knowledge and experience for enabling the most efficient and effective operation of their municipalities in the complex world of municipal government.

NFPA - National Fire Protection Association. A fire safety organization that publishes minimum safety standards and regulations pertaining to fire prevention and suppression.

Net Assets – Assets less liabilities.

NSTEP – New Sidewalk Targeted Expansion Program – a capital project.

Object of Expenditure - A specific type of expenditure for which a unique identification number and title is given; represents the most detailed level of budgeting and recording expenditures. Also referred to as a line item.

Objective - A clearly described, output-oriented, target or accomplishment which can be measured and achieved within a given timeframe. Achievement of the objective advances the organization toward a corresponding goal.

OMB- The Office of Management and Budget, a department of the City of Greenville.

Operating Expense - General category of expense that includes fixed costs (e.g., insurance and utilities) and non fixed costs (e.g., materials and contractual services) of a recurring nature.

PEBA – South Carolina Public Employee Benefit Authority. Manages retirement plans for South Carolina's public workforce by serving as the fiduciary stewards of the contributions and disbursements of the pension trust funds.

Permanent Part-Time Position (PT) – A permanent part-time employee is one who regularly and consistently works less than a full-time schedule (40 hours per week). Permanent part-time employees who annually work an average of 1040 hours, or more, per year are eligible to participate in the medical and dental benefits plan and leave programs offered by the City.

Personnel Service - General category of expense that includes full time and part time salaries, overtime, supplemental pay, and fringe benefits.

PORS – Police Officers Retirement System. A defined benefit retirement plan administered by South Carolina Public Employee Benefit Authority (PEBA) Retirement Benefits.

Productivity - A measure of service output compared to the per-unit of resource input invested.

QECB – Qualified Energy Conservation Bond. Federally-subsidized debt instruments that enable state, tribal, and local government issuers to borrow money to fund a range of qualified energy conservation projects

ReWa – Renewable Water Resources, formerly the Western Carolina Regional Sewer Authority, a special purpose district responsible for wastewater treatment within Greenville County.

Tax Rate - The amount of tax levied for each $1,000 assessed valuation.

TD - Refers to TD Bank, N.A., a national bank based in Cherry Hill, New Jersey, which currently owns the naming rights to the City-owned convention center.

TDCC – The TD Convention Center (formerly the Carolina First Center) – the City's only convention center.

User Fee - Payment of a fee for direct receipt of a public service by the party benefiting from the service.

Variance - The difference between a budgeted or planned revenue/expenditure and the actual amount realized/incurred.

VisitGreenvilleSC - A city-specific organization responsible for marketing the city as a travel and meeting destination. Previously called the Convention and Visitors Bureau (CVB).

city of
greenville