

City of Greenville, NC

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan



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OUR MISSION

The City of Greenville's mission is to provide all citizens with high-quality services in an open, inclusive, professional manner, ensuring a community of excellence now and in the future.

OUR VISION

The City of Greenville is a vibrant, innovative, and inclusive community with unique and sustainable neighborhoods; an abundance of first-class arts, cultural and recreational opportunities; well-maintained and cost-effective infrastructure; a diversity of transportation options; and a strong business climate supported by entrepreneurialism and top-quality educational institutions.

OUR VALUES

INTEGRITY

We will be truthful, dependable, and fair in all actions.

RESPECT

We will value each person for their thoughts, opinions, and diversity.

PROFESSIONALISM

We will be professional and efficient in our work.

FAIRNESS AND EQUITY

We will practice fairness and equity in all decisions.

TEAMWORK

We will work together in a shared responsibility of service.

ACCOUNTABILITY

We will be accountable for our actions and decisions to all we serve.

COMMITMENT TO SERVICE AND EXCELLENCE

We will strive for excellence and be committed to providing high-quality services to our customers/citizens.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

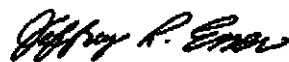
*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Greenville
North Carolina**

For the Fiscal Year Beginning

July 1, 2016



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, North Carolina for its biennial budget for fiscal year July 1, 2016-June 30, 2017 and is valid through the July 1, 2017-June 30, 2018 Financial Plan.

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 communication device.

This award is valid for a period of two (2) years only. We believe that the City's current budget document continues to conform to the program requirements.

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Introduction

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan



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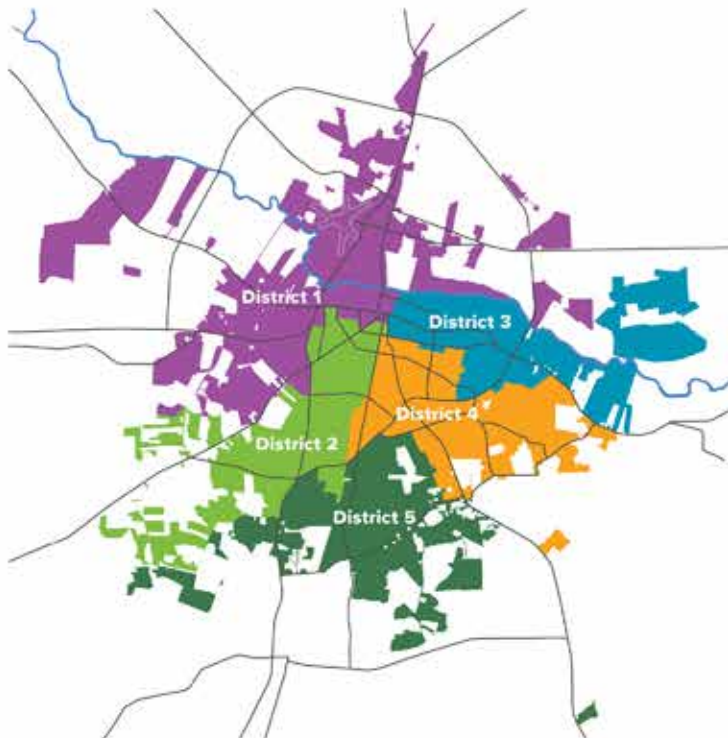
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CITY OFFICIALS

Greenville has been governed by the council-manager governmental structure since 1953. Under this form of government, the City Council, which is elected by the people, is the final authority on policy matters relating to Greenville’s government. The City Council employs a professional City Manager to handle the day-to-day management and operations of the City.

The Mayor and City Council are the governing body of the City. The Mayor acts as the official head of the government and spokesperson for the Council. The Mayor presides at all City Council meetings and signs all documents authorized by the Council. The Mayor Pro-Tem is selected by each newly-elected Council. This person assumes mayoral duties in the absence of the Mayor. The Mayor and City Council are responsible for establishing general policies for the operation of the City as well as appointing the City Manager, City Attorney, City Clerk, and members of the volunteer Boards and Commissions. The Council enacts ordinances, resolutions, and orders; adopts the annual budget; approves the financing of all City operations; and authorizes contracts on behalf of the City.



P.J. Connelly
Mayor



Rose Glover
Mayor Pro-Tem
District 2



Kandie Smith
District 1



Will Bell
District 3



Rick Smiley
District 4



William Litchfield
District 5



Brian Meyerhoeffer
At-Large



BOARDS AND COMMISSIONS

The City of Greenville has 21 active, standing boards and commissions which are listed below along with brief descriptions of their purpose.

Affordable Housing Loan Committee

Approve loans for first-time homebuyer down payment assistance, home mortgages, and elderly homeowner rehabilitation loans; make recommendations to City Council regarding the purchase of land to be used for affordable housing developments, creation and set-up of loan pool mortgage agreements with other financial institutions and making changes in funding allocations by funding category.

Board of Adjustment

Hear and decide appeals concerning zoning issues, applications for special use permits, and requests for variances under the terms of the Zoning Ordinance.

Community Appearance Commission

Promote, encourage, inform, suggest, and solicit improved community appearance on public and private property.

Environmental Advisory Commission

Recommend matters of environmental concern and serve as technical advisor to the City Council.

Firefighters Relief Fund Committee

Administer state supplemental retirement funds for retired firemen.

Greenville Bicycle and Pedestrian Commission

Advance Greenville as a bicycle and pedestrian friendly community and to encourage bicycling and walking among its citizens and visitors; provide advice and recommendations to the City Council on questions related to bicycle and pedestrian issues.

Greenville Utilities Commission

Supervise and control the management, operation, maintenance, improvement, and extension of public utilities.

Historic Preservation Commission

Recommend to City Council properties or districts for designation as historic properties or districts.

Housing Authority

Promote safe and sanitary public housing in the city.

Human Relations Council

Organize and implement programs dealing with problems of human relations and promote understanding, respect, good will, and equality of opportunity for all citizens.

Investment Advisory Committee

Assist in developing and evaluating investment strategies and options by the staff Investment Committee in compliance with the investment guidelines in the City of Greenville's policy.

Neighborhood Advisory Board

Act as a bridge between neighborhood associations and local government to discuss common concerns and advocate for collective solutions.

Pitt-Greenville Airport Authority

Operate and maintain the jointly owned City and County Airport; establish rules and regulations for the operation of the Airport, landing field and related facilities.

Pitt-Greenville Convention and Visitors Authority

Oversee the spending of the occupancy tax revenue; advise and assist in the promotion of activities and programs aiding and encouraging travel, tourism, and conventions.

Planning and Zoning Commission

Act in an advisory capacity to conduct planning studies within the City and its extraterritorial areas and prepare and adopt plans for achieving objectives for future development; administer and enforce planning and zoning regulations.

Police Community Relations Committee

Serve as liaison between community and police over concerns; serve as advocate for programs, ideas, and methods to improve relationships between the community and Police Department.

Public Transportation and Parking Commission

Investigate, review, and study the transit needs of the citizens of Greenville, on-street public parking policies throughout the city, and the parking needs of the Uptown Area.

Recreation and Parks Commission

Promote recreation and develop parks for the citizens of the City.

Redevelopment Commission

Promote redevelopment of the blighted areas within the territorial limits of the City of Greenville in the interest of the public health, safety, morals or welfare of the residents of the City of Greenville.

Sheppard Memorial Library Board

Establish policies for the Library; provide and maintain adequate library buildings, grounds, and equipment.

Youth Council

Make recommendations to City Council regarding issues affecting the City of Greenville, emphasizing those issues of particular interest to youth; provide leadership and guidance in matters relating to the youth of the City of Greenville, to individuals, to public and private organizations and agencies; and comment on requests made to the City Council related to the areas of particular interest to young people.

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RELATED ORGANIZATIONS

Greenville Housing Authority

In 1937, the United States Congress passed the United States Housing Act to provide decent homes for low-income families. The Greenville Redevelopment Commission and City Council established the Housing Authority of the City of Greenville (GHA) in May of 1961. Its principal programs and its funding are through the United States Department of Housing and Urban Development (HUD). While the Mayor appoints the seven members of the GHA's Board of Commissioners, the GHA is a quasi-government agency and a State-chartered corporation.

The GHA is committed to providing quality lease and for-sale housing opportunities by educating, training and assisting families to become self-sufficient. Additionally, the Housing Authority strives to empower individuals and families, promote independence through recognition of personal responsibility, while reducing social problems and strengthen the quality of life of residents of GHA.

The Mayor appoints the seven-member board of the Greenville Housing Authority. The City's accountability does not extend beyond making these appointments.

JOINT VENTURES

Convention Center

The City participated in a joint effort with the County of Pitt to purchase and develop property to be used as a convention center. Upon dissolution, the assets would be shared in proportion to each sponsor's original contribution. The City's initial contribution totaled \$1,200,000, which represents three-fifths of the total contribution. In April 2002, the City issued \$6.8 million of Special Obligation Revenue Bonds for the construction of the Convention Center. This debt is being repaid through the collection of hotel and motel occupancy tax. The Convention Center opened in May 2002 and is operated by an independent management firm.

Pitt-Greenville Airport Authority

The City is a participant with the County of Pitt in a joint venture to operate the Pitt-Greenville Airport Authority for the joint benefit of all co-sponsors. Upon dissolution of the Authority, the assets would be shared in proportion to each sponsor's original contribution. The Authority is governed by an eight-member board: four from the City and four from the County. All co-sponsors are obligated to contribute funds on an annual basis, as needed, to enable the Authority to operate the airport. The City made no contributions to the Authority during the fiscal year, as the airport budget was self sustaining. The participating governments do not have any equity interest in the joint venture.

JOINTLY GOVERNED ORGANIZATIONS

Pitt-Greenville Convention and Visitors Authority

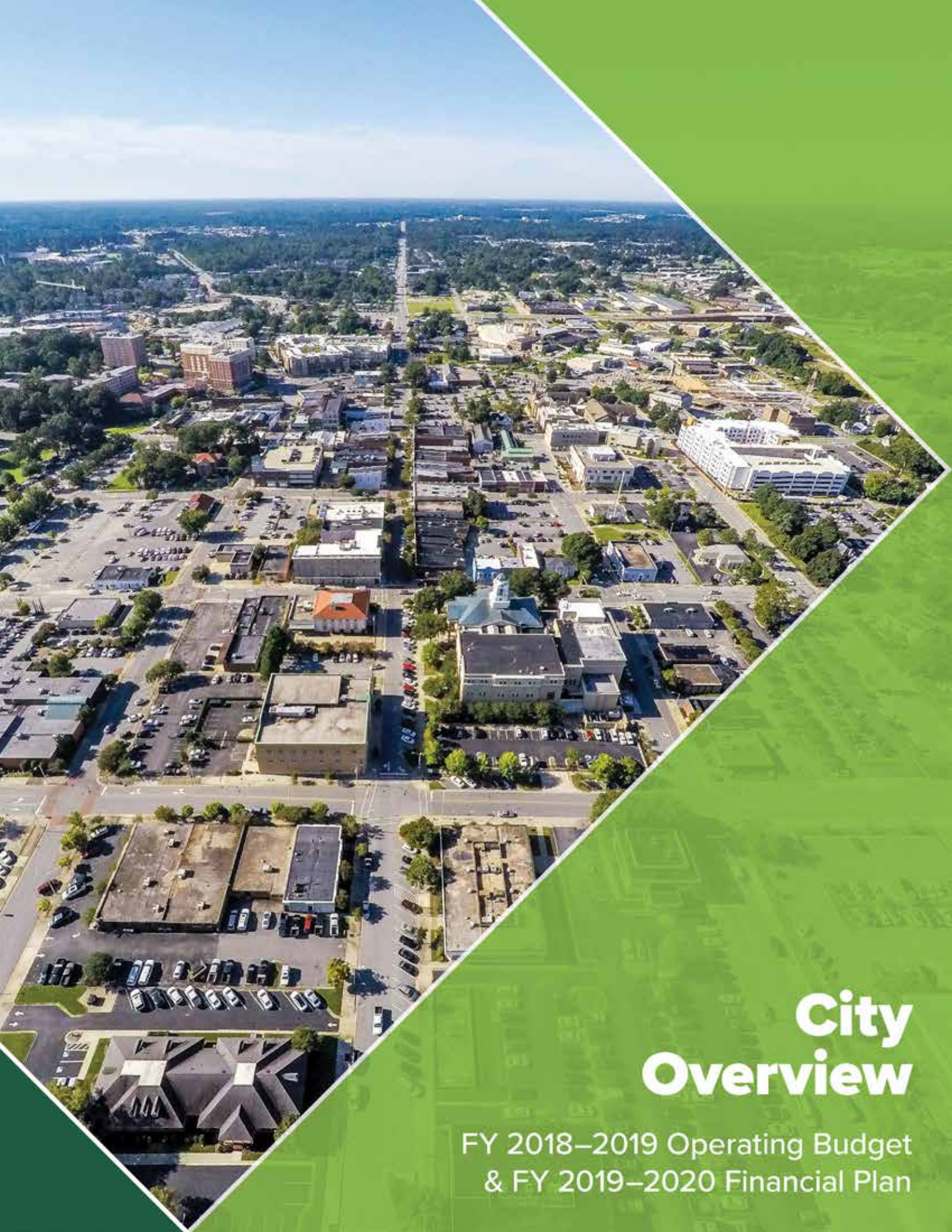
The City Council appoints five of the eleven-member board of the Pitt-Greenville Convention and Visitors Authority. The City's accountability is to approve the annual budget along with the County of Pitt. The City does not contribute funds to the Authority. The Authority's operating funds are derived from a hotel and motel occupancy tax levied by Pitt County. The City has no other fiscal responsibility for the Authority.

North Carolina Eastern Municipal Power Agency

The City, in conjunction with 32 other local governments, is a member of the North Carolina Eastern Municipal Power Agency ("Agency"). The Agency was formed to enable municipalities that own electric distribution systems to finance, construct, own, operate and maintain generation and transmission facilities. Each participating government appoints one commissioner to the Agency's governing board. The 32 members, who receive power from the Agency, have signed power sales agreements to purchase a specified share of the power generated by the Agency. Except for the power sales purchase requirements, no local government participant has any obligation, entitlement or residual interest.



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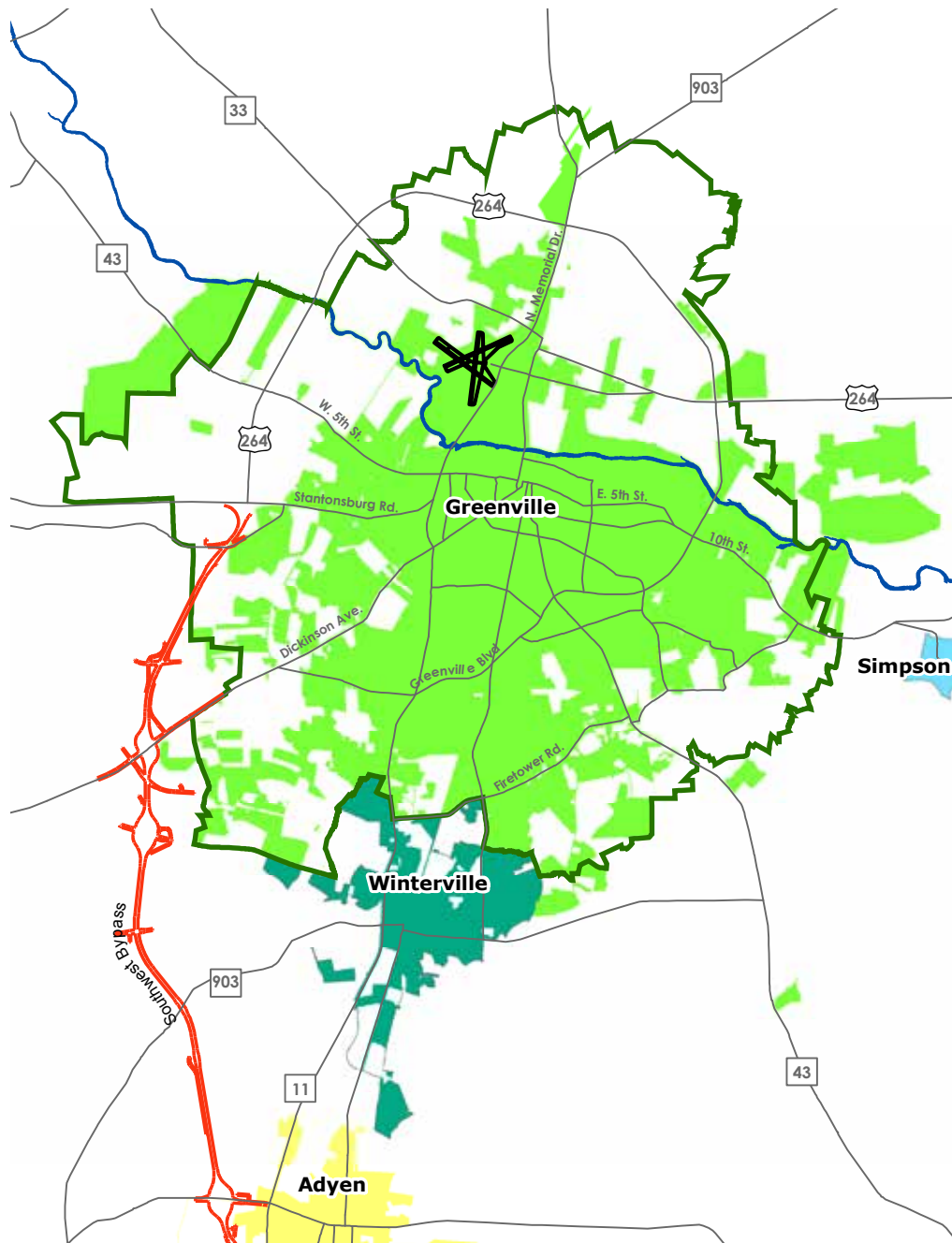


City Overview

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

GREENVILLE, NC

Some places have what it takes to help write the story of your life, to help you create and live your life to the fullest: opportunities, people and experiences that open minds and doors; activities that enrich and entertain. Places so welcoming that you feel you're in the presence of family and friends, and that everywhere you turn, you find yourself in good company. Located just inland off the North Carolina coast, east of I-95, Greenville is such a place.



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HISTORY

For over a century, Greenville was recognized only for being an important tobacco market and the home of a small State-supported college. By the mid 1960's, a new image began to evolve. The small college, East Carolina Teachers College, had become the third largest State-supported college, and enrollment approached 8,000 students—twice the 1960 enrollment figure. In 1967, it became East Carolina University. The ECU Medical School admitted its first four-year class in 1977. At the turn of the century, enrollment at ECU topped the 18,000 mark, and current enrollment is over 29,000 students.

Greenville's current economic development began in 1968 when Burroughs Wellcome, a major pharmaceutical research and manufacturing firm, chose Greenville as its home. The site is now home to Patheon Pharmaceuticals and DSM Dyneema, which together employ approximately 1,250 people. The city and Pitt County have also become home to many other major industries and businesses including NACCO Materials Handling Group, Alliance One International, TRC, Inc. (The Roberts Company), Grady-White Boats, and ASMO. These industries have added to Greenville's population and economic growth. Today, Greenville is a major industrial and economic center for Eastern North Carolina—a center for education, industry, medicine, and culture. The city covers approximately 35 square miles and has a population of 92,156.



Current Municipal Building - Former City Hall

THE SEAL



H.H. Duncan, City Clerk, conceived the idea in 1952 that the City of Greenville should have a City Seal.

After studying the seals of several cities in the United States and the great Seal of the state of North Carolina, he interviewed Mr. K. A. Conway, Designer, for the purpose of having him design a seal for the City of Greenville and explaining the representations he thought to be good to incorporate.

The Seal of the City of Greenville, North Carolina, was then designed to depict the influence of the Bright-Leaf Tobacco Industry on our city and Pitt County, which is represented on the seal by the hank of “Golden Leaf”.

The City of Greenville’s educational advantages—our good school system and East Carolina University, in which we take such great pride—are represented with a “Diploma Scroll” and a figure dressed in an “Academic Cap” and “Gown”. Since Greenville was established in 1774, this is the date used on the seal.

After Mr. Conway designed the seal, Mrs. R.B. Starling contributed to the completion of it. H. H. Duncan, City Clerk, had this seal made in 1957 for the approval of the Greenville City Council. The design was approved by the City Council on April 11, 1957.

PITT COUNTY



Pitt County got its name from William Pitt, Earl of Chatham. William Pitt was an English statesman and orator, born in London, England, UK. He studied at Oxford University and in 1731, Pitt joined the army. Pitt led the young “Patriot” Whigs and in 1756 became secretary of state, where he was a pro-freedom speaker in British Colonial government.

Pitt County was founded in 1760 under British Colonial government. Prior to 1760, there was one large county, Beaufort, which was split into five smaller counties, Pitt County being one of those smaller counties.

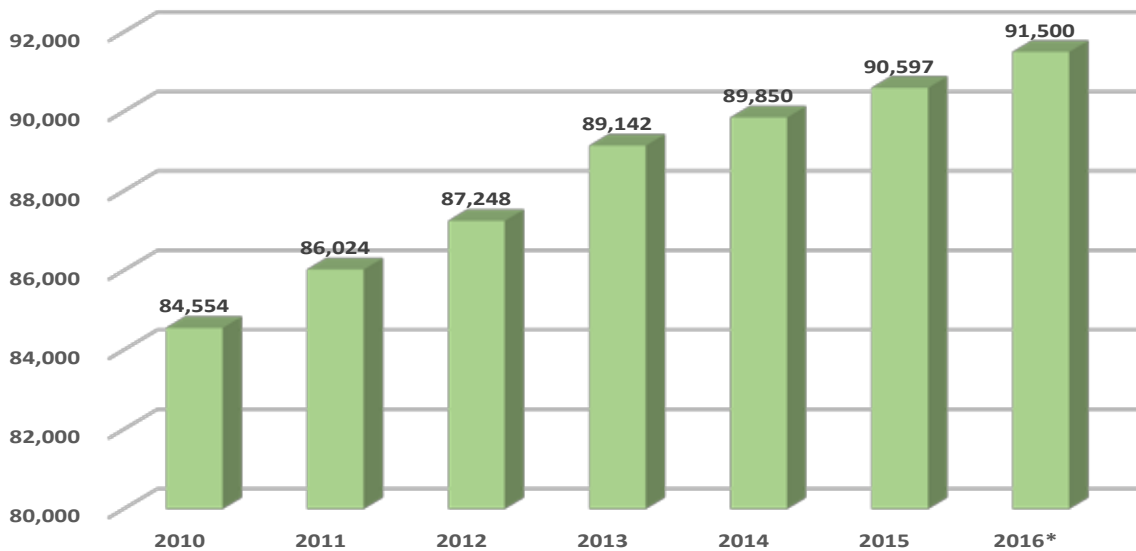
Since 1970, Pitt County has operated under the Commissioner-Manager form of government with nine members of the Board of Commissioners being elected from districts on a partisan basis for staggered, four-year terms.



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DEMOGRAPHICS

POPULATION



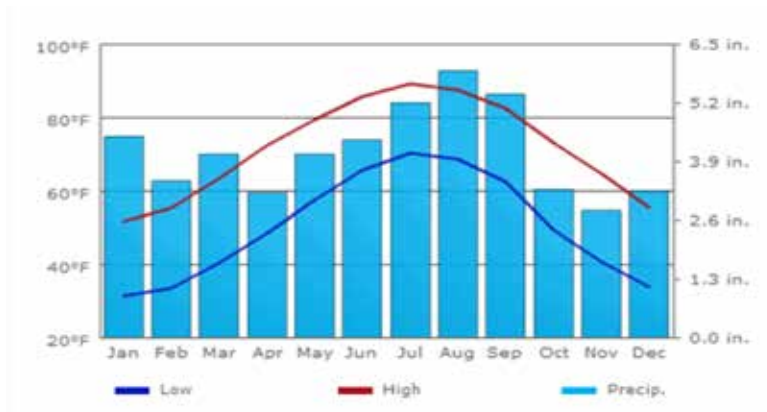
*2016 ACS 1-year estimates, 2016 population estimate and Census 2010 total population

CLIMATE

Pitt County has a relatively mild climate and experiences all four seasons each year. Greenville’s climate is warm during summer and cold during winter. The warmest month of the year is July, while the coldest month of the year is January. Temperature variations between night and day tend to be fairly limited during summer and moderate during winter. Rainfall is fairly evenly distributed throughout the year, with the wettest month of the year being August.

	Jan	Feb	Mar	Apr	May	June
Average high in °F	52	55	63	72	79	86
Average low in °F	31	33	40	48	57	65
Average precipitation - inch	4.45	3.46	4.06	3.19	4.06	4.37

	Jul	Aug	Sep	Oct	Nov	Dec
Average high in °F	89	87	82	73	65	55
Average low in °F	70	69	62	49	41	34
Average precipitation - inch	5.20	5.91	5.39	3.27	2.80	3.23



Annual average high temperature **71.6 °F**
 Annual average low temperature **50.1 °F**
 Average temperature **60.9 °F**
 Average annual precipitation **49.4 in.**

STATISTICAL INFORMATION

Government

Date of incorporation	1774
Form of government	Council-Manager
# of employees (excluding police/fire)	364.75

Population - by Fiscal Year

2010 (US Census)	84,554
2011	86,024
2012	87,248
2013	89,142
2014	89,850
2015	90,597
2016	91,500
2017 Estimate	92,156

Population - by Age (2010 Census)

< 18	15,832
18 - 19	7,246
20 - 24	17,143
25 - 34	13,726
35 - 49	12,848
50 - 64	10,722
65 & over	7,037

Population - by Sex (2010 Census)

Male	38,762
Female	45,792

Area Statistics

Streets (miles)	269.1
Streetlights	7,105
Traffic signals	32

Ethnicity (2010 Census)

Hispanic or Lantino	3,183
Non Hispanic or Latino	81,371

Race (2010 Census)

White	47,579
African American	31,272
Asian	2,025
American Indian and Alaska Native	303
Native Hawaiian and Pacific Islander	34
Other	1,489
Identified by two or more	1,852

City of Greenville Facilities and Services

Recreation Centers	7
Parks	26
Park acreage	1,454
Golf courses	1
Swimming pools	2
Tennis courts	21
Greenway—miles	3.1

Miscellaneous Statistics

Fire Protection

# of stations	6
# of fire personnel and officers	167
# of calls answered - Fire	2,946
# of calls answered - EMS	14,757

Sewer System

Miles of sanitary sewers	480
# of treatment plants	1
# of service connections	30,034
Daily average treatment (million gal)	9.54
Max daily capacity of plants (million gal)	17.5

Police Protection

# of stations	4
# of personnel and officers	237
# of patrol units	277
Physical arrests	3,650
Traffic violations	7,433

Water System

Miles of water mains	631
# of service connections	36,338
# of fire hydrants	3,670
Daily average consumption (million gal)	13.1
Max daily capacity of plant (million gal)	22.5

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LOCAL ECONOMY

Pitt County is a rapidly growing, well-diversified employment and service center for eastern North Carolina. As one of the fastest growing centers in the state, the population increased by 25.7% between 2000 (133,798) and 2010 (168,148). Pitt County is the 14th most populous county in North Carolina with a current population of 178,188 (July 2015). The Greenville MSA, which encompasses all of Pitt County, was the fourth fastest growing MSA in North Carolina during the 2000's.

New and expanded industrial investments for 2017 and 2018 included: Grady-White Boats and Carolina Poultry Power. These and other primary investments for 2017-2018 total in excess of \$23 million and will provide over 80 new jobs. Pitt County retains its position as the number one retail trade centre in the central and northern areas of eastern North Carolina. Taxable sales activity for fiscal year ending June 2018 (\$2.356 billion) shows Pitt County ranked at 12th in the state with a 6.96% increase over the previous fiscal year.

Major Employers

Non-Manufacturing Employers

Employer	# of Employees
Vidant Medical Center	6,560
East Carolina University	5,750
Pitt County Schools	3,650
City of Greenville	1,132
Pitt Community College	1,100
County of Pitt	901
Physicians East	615

Manufacturing Employers

Employer	# of Employees
Hyster-Yale	5,750
Patheon, Inc.	1,040
Alliance One International	953
ASMO	624
Mayne Pharma, Inc.	513
TRC, Inc. (The Roberts Company)	485
DSM Dyneema, LLC	330



Patheon, Inc.

EDUCATION

PITT COUNTY SCHOOLS

The Pitt County School System is accredited by AdvanceED as a Quality School System. This achievement recognizes the quality of education afforded the students in Pitt County Schools through the leadership of the superintendent and governing authority, the dedication and service of the professional staff, and the support of community stakeholders.

Pitt County Schools currently serves more than 24,000 students in 38 schools (including Early College) and is continuing to see annual growth in its student population.

<p>Elementary Schools (K-5) Ayden Elementary Belvoir Elementary Creekside Elementary Eastern Elementary Elmhurst Elementary Falkland Elementary H. B. Sugg Elementary Lakeforest Elementary Northwest Elementary Ridgewood Elementary Sam D. Bundy Elementary</p>	<p>South Greenville Elementary W. H. Robinson Elementary Wahl-Coates Elementary Wintergreen Intermediate Wintergreen Primary</p> <p>K-8 Schools Bethel School Chicod School G. R. Whitfield School Grifton School Pactolus School Stokes School</p>	<p>Middle Schools (6-8) A. G. Cox Middle Ayden Middle C. M. Eppes Middle E. B. Aycok Middle Farmville Middle Hope Middle Wellcome Middle</p> <p>High Schools (9-12) Ayden-Grifton High D. H. Conley High Farmville Central High</p>	<p>J. H. Rose High North Pitt High South Central High Early College High</p>
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Class of 2018

The graduating class of 2018 was offered \$33,088,153.94 in scholarships. This scholarship total was the highest ever for the district. Some of the scholarships included NC Scholars, University of North Carolina Morehead-Cain Scholarship, East Carolina University Honors College Scholarships, a North Carolina State University Park Scholarship, a North Carolina State University Goodnight Scholarship, University of South Carolina Scholars Award, a Wingate University Trustee Scholarship, a University of North Carolina Carolina Scholar Scholarship, a University of Alabama Foundation in Excellence Scholarship, Randolph Macon Presidential Scholarship, Va. Tech University Provost Scholarship, Salem College Academic Merit Scholarship, Mary Baldwin Academic Scholarship, Mississippi State University Scholarship, Clemson Gateway Scholarship, University of Tennessee Scholarship, Army ROTC Scholarship, University of Michigan Provost Award, US Air Force Academy Scholarship, West Virginia University Honors College Scholarship, Campbell University Presidential Scholarship, Meredith College Legacy Scholarships, several SECU People Helping People Scholarship, several athletic scholarships and scholarships for the United States Military Academy, United States Marine Corps., and the United States Naval Academy among many others.

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EAST CAROLINA UNIVERSITY

Whether it's meeting the demand for more teachers and healthcare professionals or improving economic conditions and quality of life in the region, East Carolina University (ECU) has answered the call to serve for more than a century. Today, East Carolina's bold direction continues to define its region and legacy.

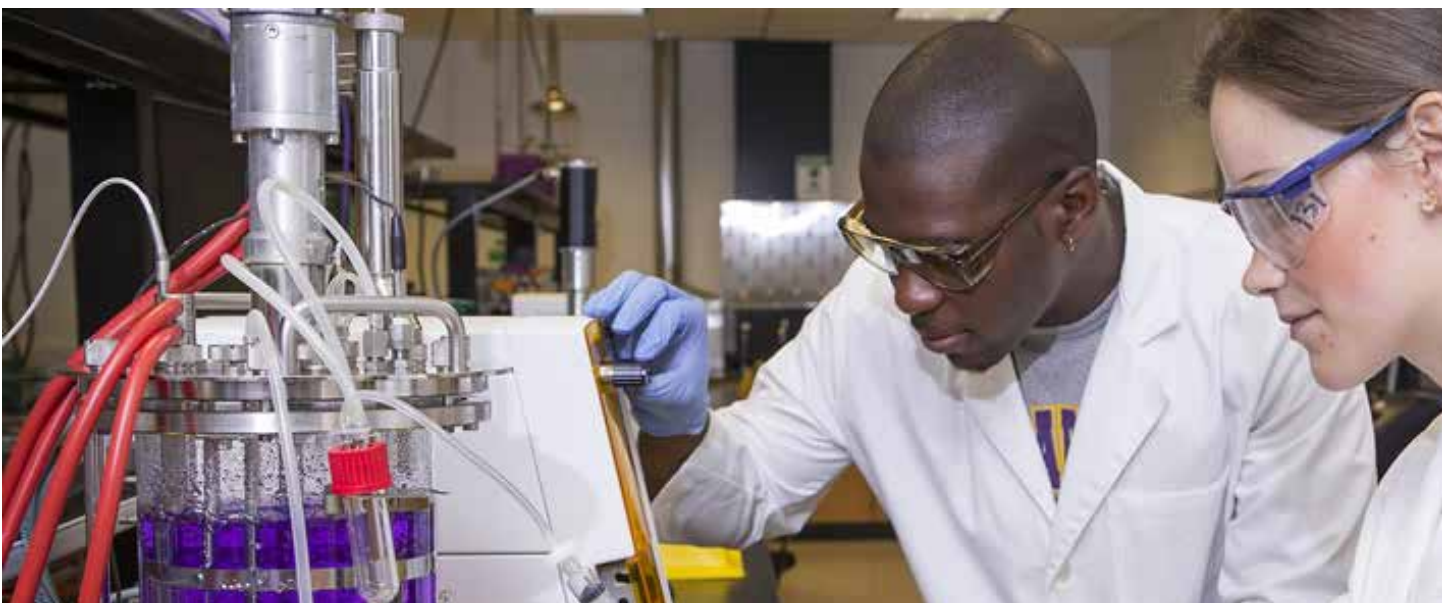
ECU's service mission and continual commitment to excellence have made the university one of the fastest-growing institutions in the nation. The university boasts a student population of nearly 29,000 with more than 5,500 faculty and staff and offers 88 bachelor's, 72 master's, two intermediate, five professional doctoral, and 12 research/scholarship doctoral degrees, along with 79 departmental certificates. In fall 2016, 43% of all degree-seeking students were enrolled in a STEM (Science, Technology, Engineering and Math) or health-care program.

In 2015, East Carolina University was granted millennial campus status which means ECU can collaborate with private companies to commercialize research discoveries and offer advanced training to benefit the region's high-tech industries. There are only two Universities in North Carolina that hold this status.

The students' potential, combined with the promise of expanding services such as the East Carolina Heart Institute and the School of Dental Medicine, help ECU make an extraordinary difference in the region and beyond. Through dedication to research, teaching, service, and leadership, the university will continue to create a bright, bold future.

ECU COLLEGE OF ENGINEERING AND TECHNOLOGY

The mission of ECU's Department of Engineering is to provide a theory-based, application-oriented general engineering education that serves as a basis for career success and lifelong learning. The foundation of student success is collaborative learning. Currently, there are six possible areas of concentration for a Bachelor of Science in Engineering including Biomedical, Bioprocess, Electrical, Environmental, Industrial and Systems, and Mechanical. ECU also offers a Master of Science in Biomedical Engineering as well as a 10-week summer research program funded by the National Science Foundation (NSF) in Biomedical Engineering in Simulations, Imaging and Modeling (BME-SIM).



PITT COMMUNITY COLLEGE



In March 1961, Pitt Community College (PCC) was chartered and designated by the State Board of Education as an industrial education center. The College began its operation as Pitt Industrial Education Center during the same year. In 1964 the programs developed and expanded, and the school was designated a technical institute by the State Board of Education. The name was changed to Pitt Technical Institute in July of that year. The Vernon E. White building was opened in September, with nine curricula and 96 students. By the summer of 1979, multiple additions had been added to the campus, which prompted the North Carolina General Assembly to enact a bill to change Pitt Technical Institute to Pitt Community College. This change brought about the addition of the two-year University Transfer programs.

Since that time, PCC has been awarded accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate degrees. During the first five decades of the College's existence, enrollment and facilities have continued to grow to meet the local workforce development. The main campus, located in Winterville, North Carolina, now consists of 294 acres and 22 buildings with a total of 547,000 square feet. PCC currently offers over 60 curriculum programs, 44 Associate degree programs, 22 diploma programs and 18 University Transfer programs.

HEALTHCARE

VIDANT MEDICAL CENTER

Located in Greenville, Vidant Medical Center is the heart of the Vidant Health system. We have more than 900 licensed beds and proudly offers extensive inpatient and outpatient services to more than 1.4 million people across 29 counties. Vidant Medical Center is the third largest Level I Trauma Center in the nation and serves as the flagship teaching hospital for the Brody School of Medicine at East Carolina University. VMC is a tertiary care referral center and designated Magnet hospital. Thousands of dedicated health care professionals include specialists from all over the country and around the world.

BRODY SCHOOL OF MEDICINE

Brody School of Medicine (BSOM) is the medical school at East Carolina University, located in Greenville, North Carolina. It is the fourth oldest medical school in North Carolina. Brody School of Medicine was first appropriated funds from the General Assembly in 1974. Under the leadership of former Chancellor Dr. Leo W. Jenkins, the first class of 28 students enrolled in 1977. The school's primary mission is "to increase the supply of primary care physicians to serve the state, to enhance the access of minority and disadvantaged students in obtaining a medical education, and to improve health status of citizens in eastern North Carolina".

Today, Brody School of Medicine grants the M.D. and Doctor of Philosophy (Ph.D) degrees, as well as a Master of Public Health (MPH) degree. The school has a student body of about 470 students and around 450 faculty members and researchers. BSOM organizes research through over a dozen research centers and institutes, receiving around \$30 million in externally funded grants and contracts yearly. BSOM is ranked as a "top medical school" by U.S. News & World Report in primary care, rural medicine and family medicine.

EAST CAROLINA HEART INSTITUTE

The East Carolina Heart Institute is the first in North Carolina devoted exclusively to education, research, treatment, and prevention of cardiovascular diseases. The institute is associated with Vidant Medical Center and East Carolina University. The primary facilities that make up the Heart Institute are located on the campuses of Vidant Medical Center and ECU's Brody School of Medicine. Private practice physicians in Greenville and throughout the region are an integral part of the Heart Institute. Together, skilled physicians and professional staff provide an array of high-quality cardiovascular services to adults and children, using the most advanced equipment and techniques to manage both familiar and rare cardiovascular problems. Services range from prevention and management of risk factors to complex and innovative surgeries followed by rehabilitation and patient education.



SCHOOL OF DENTAL MEDICINE

The ECU School of Dental Medicine enrolled its first class of pre-doctoral students in 2011. The faculty, staff, student and patient populations are growing rapidly as the school lives out its vision to educate the next generation of primary care dentists with a focus on serving rural and underserved areas of North Carolina. The 188,000 square-foot facility is named for its benefactor and retired Greenville orthodontist Dr. Ledyard E. Ross, ECU class of '51. Programs of study include the pre-doctoral program, leading to a doctor of dental medicine degree (DMD), and post graduate programs in advanced education in general dentistry (AEGD), general practice residency, and pediatric dentistry.



VIDANT CANCER CENTER

The new Vidant Cancer Care Center at the Eddie and Jo Allison Smith Tower, here in Greenville, is just one example of the important strides taking place in the field of healthcare. The new cancer center officially opened its doors in March 2018. The six-story 418,000-square-foot facility features 96 inpatient rooms, 60 infusion areas with a view of outdoor healing gardens and 58 different clinics centered on patient care. The new center also includes a comprehensive imaging clinic with 3D mammography, and a radiation oncology unit that includes some of the most advanced technology available in the state.



TRANSPORTATION

GREENVILLE AREA TRANSIT

Greenville Area Transit (GREAT) is owned and operated by the City of Greenville as the Transit Division of the Public Works Department. GREAT invites you to ride our buses often. It's easy, convenient, and a bargain. Greenville Area Transit is committed to providing the best service to all types of riders. GREAT complies with both ADA regulations and State of North Carolina accessibility requirements. All GREAT buses have features to aid persons with disabilities. Persons with a disability that prevents them from using the GREAT buses may qualify for a paratransit service provided by GREAT through the Pitt Area Transit System (PATS). This is a special van curb-to-curb service that is available only to qualified disabled applicants. This service is provided during the same hours that the GREAT bus service is provided.

PITT-GREENVILLE AIRPORT

The Pitt County—City of Greenville Airport is located at 400 Airport Rd, Greenville, NC 27834. Their pride is in being a quiet and friendly local airport located just two miles from East Carolina University, three miles from Vidant Medical Center, and easily accessible from Interstates 40 and 95. The Pitt-Greenville Airport consists of two runways and covers just under 1,000 acres and is serviced commercially by American Airlines, with a thriving general aviation sector, serving all our private customers.

RAIL FREIGHT SERVICE

Pitt County is served by two of the nation's largest and most financially sound railroad systems—CSX Transportation Inc. and Norfolk Southern Railway Company, as well as a local short line railroad, Carolina Coastal Railway (CLNA), which serves agricultural and industrial facilities in eastern North Carolina. The rail systems operate trains seven days a week and provide daily switching. Special switching arrangements can be made. CSXT bisects Pitt County, running north-south through Bethel, Greenville, Winterville, Ayden, and Grifton. CLNA runs east-west, serving Grimesland, Greenville, and Farmville. The two systems interconnect at Greenville.

TRANSPORTATION PROJECTS

The City, in partnership with the North Carolina Department of Transportation (NCDOT), is working on several transportation projects that will enhance mobility throughout the city. The following are descriptions of the major projects that are under construction:

TENTH STREET CONNECTOR

The Tenth Street Connector project will connect the intersection of Stantonsburg Road and Memorial Drive with the intersection of Tenth Street and Dickinson Avenue. A critical piece of this project will be the separation of the CSX Railroad and Tenth Street so citizens traveling along Tenth Street can continue without being stopped by a train. This project is currently underway and is estimated to be complete by Spring 2019.

264 SOUTHWEST BYPASS

The NCDOT will construct a four-lane, median divided, fully-controlled access facility on new location from US-264 west of Greenville to NC-11 near Ayden making an easier transition from one side of the City to the other as well as relieving traffic congestion. Expected completion of the bypass will be Spring 2020.

G.K. BUTTERFIELD TRANSPORTATION CENTER (GTAC)

This project started as a City Council goal to create a facility which would encourage multiple modes of transportation within the City, provide a central access point where people could transfer from one mode to another, and create a hub not only for transportation within the City, but also a catalyst for revitalization and economic development.

The Butterfield Transportation Center is a centrally located transfer facility where all local and regional transportation services can connect. The Greenville Area Transit system (GREAT bus system), Pitt Area Transit (PATS), ECU Transit, and Greyhound each utilize the facility for connections along with taxis and the Amtrak Connector. Airport, medical, and hotel shuttles could also locate there with future rail service also a possibility.

The Center provides a covered transfer facility with seating, restrooms and more, giving people a choice of transportation options to fit their needs and meet the needs of our growing population for the next 20-30 years.



CULTURE AND RECREATION

MUSEUM OF ART

Cultural activities abound. One need not look far to experience the numerous art galleries, museums, community and university theatres, as well as the countless music venues to choose from throughout the area. Greenville Museum of Art (GMA) features exhibits from its permanent collection of 19th and 20th Century American arts, as well as traveling regional and national exhibits. GMA also owns one of the largest public collections of NC Jugtown Pottery. Uptown Greenville has emerged as an arts and entertainment district offering an eclectic array of activities from live displays of local and regional artists in galleries to live music in unique dining and bar establishments.



PIRATEFEST

PirateFest began in 2007 and is a large outdoor celebration offering food, fun, and entertainment for pirates of all ages! The event kicks off with live music at the Buccaneer Bash on Friday evening. Events on Saturday include the International Festival, Uptown Arts Festival, Blackbeard's Marketplace, Buccaneer Bash Main Stage & Grog Garden, Little Pirates Pavilion, and the Pirate Encampment. Finish the night off with the headline band performance at the Buccaneer Bash Main Stage. PirateFest offers three live music stages, and historical bus tours.

Learn how to become a pirate at the school of piracy, and be on the lookout for the roving pirate entertainers complete with sword fighting, black powder demonstrations, and more!

Organized by Uptown Greenville, Pitt County Arts Council at Emerge, The City of Greenville, Greenville Convention and Visitor's Bureau, and East Carolina University's Volunteer Service-Learning Center, PirateFest will showcase the best of region, from artists, to restaurants, to unique recreational activities.

PITT COUNTY ARTS COUNCIL AT EMERGE

The Pitt County Arts Council at Emerge is a non-profit arts organization dedicated to enhancing the quality of life in Pitt County by promoting artists and arts organizations, educating through the arts, and making the arts accessible to the entire community. The Pitt County Arts Council at Emerge offers a variety of workshops and classes for youth and adults in pottery, metal design/jewelry, painting, drawing, and much more.



TRILLIUM PLAYGROUND PROJECT AT TOWN COMMON

The City officially opened the Town Common Inclusive Playground, the city's largest playground that is designed to accommodate children and adults of all ages and ability levels.

The playground was made possible by a \$750,000 Play Together Construction Grant from Trillium Health Resources, a local government agency that manages mental health and provides developmental disability services. Additionally, the City received a \$45,000 donation from Greenville Utilities Commission for the park's water features, \$23,000 from Vidant Health, and nearly \$8,000 from local companies and individuals to help support the cost of just more than \$1 million.

The Town Common playground is the second all-inclusive playground in Greenville and includes natural features and playground structures such as ziplines, wheelchair-accessible swings, fitness equipment, musical elements, and more in the southeast sector of Town Common.



RECREATION AND PARKS

Greenville Recreation and Parks' mission is to advance parks, recreation, and environmental conservation efforts that promote mental and physical health, serve as a deterrent to illegal or inappropriate behaviors, and enhance Greenville's quality of life.

The Recreation and Parks Department provides a variety of athletic, recreational, and arts and crafts activities for all ages and special populations. The department maintains over 37 parks and recreational facilities, including numerous gymnasiums, recreation and community centers, swimming pools, tennis courts, a soccer complex, softball and baseball fields, playgrounds, a greenway, as well as the Town Common and Greenville Toyota Amphitheater, River Park North, the Aquatics and Fitness Center, the Extreme Park, the Sports Connection, and River Birch Tennis Center.



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SHOPPING

Located in the center of Eastern North Carolina, Greenville and Pitt County have emerged as a natural commercial hub for the region. Numerous retail options offer shoppers variety in price, selection, and style, and range from boutiques to consignment shops, malls to commercial strips, and galleries to showrooms. Greenville is also home to world-famous Hatteras Hammocks and Pawley's Island Hammocks as well as Overton's, the world's largest water sports dealer.

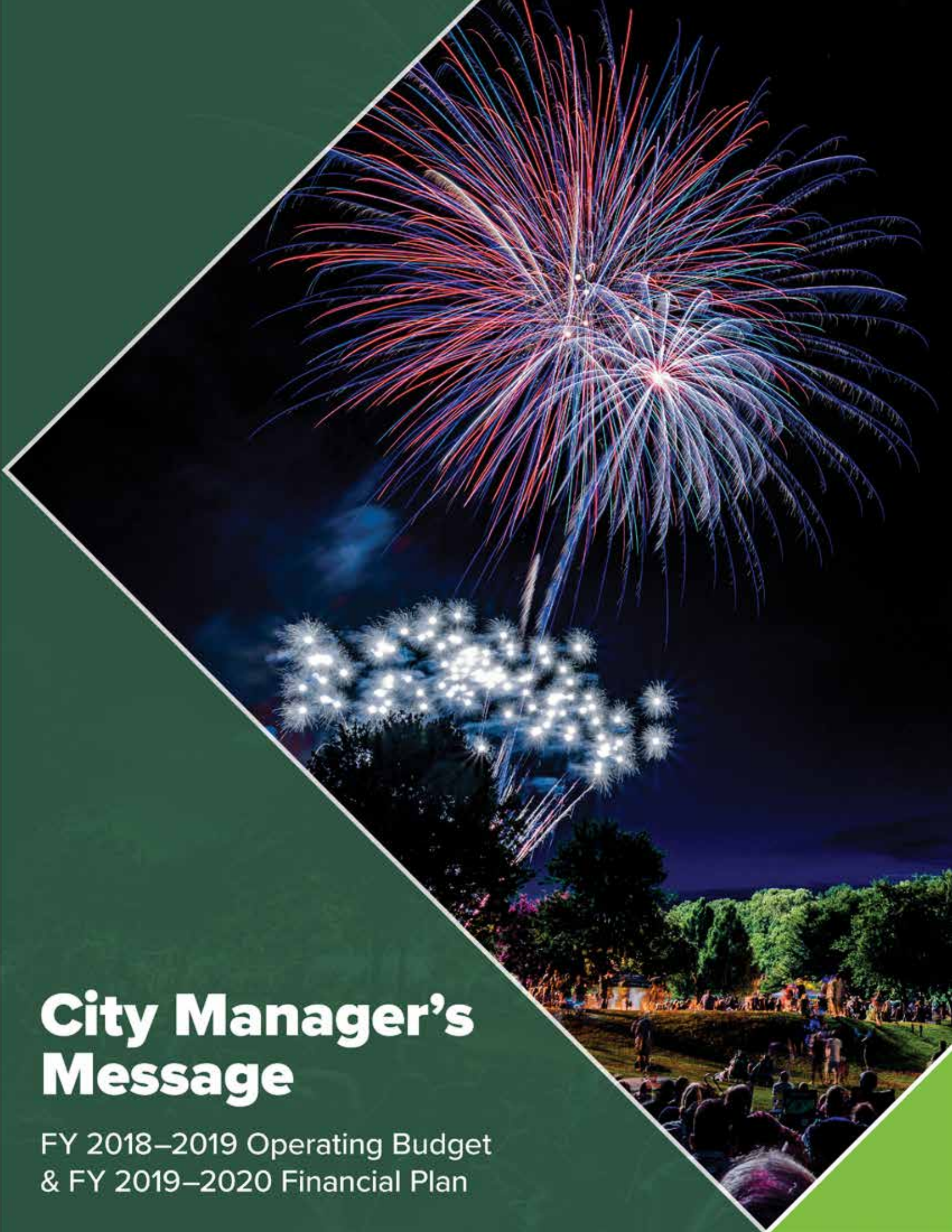
QUALITY RESTAURANTS



Greenville and Pitt County also have a diverse mixture of quality restaurants, with more than 350 eating establishments available for the choosing. This has created an eclectic selection to choose from for diners living in or visiting the area. Traditional American, regional Southern, and ethnic and cultural cuisines that include Italian, Greek, Mexican, Indian, and various Asian influences all attract diners—not to overlook regionally famous Eastern North Carolina barbecue. Just about all tastes can be tempted at local restaurants.



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City Manager's Message

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

CITY OF GREENVILLE

Office of the City Manager

July 1, 2018

Honorable Mayor, Members of City Council, and Citizens of Greenville:

Presented herein is the FY 2018-19 budget and FY 2019-20 financial plan. This balanced budget constitutes the City’s revenue and expense authorization for FY 2018-19 as required by North Carolina law. The financial plan will serve as the basis for the FY 2019-20 proposed budget to be adopted by ordinance next year.

The FY 2018-19 budget includes all City operating funds: General, Debt Service, Transit, Fleet, Housing, Sanitation, Stormwater, Health Insurance, Vehicle Replacement, Facilities Improvement, and Capital Reserve. The budget also includes separate budgets for the following independent commissions and authorities: Greenville Utilities Commission, Pitt-Greenville Convention and Visitors Authority, and Sheppard Memorial Library. The FY 2018-19 City of Greenville total operating budget is \$133,495,542, while the FY 2019-20 financial plan is \$135,195,385. The FY 2018-19 budget for all City of Greenville funds, and independent commissions/authorities, is \$390,682,618 and \$399,961,656 for the FY 2019-20 financial plan.

**BUDGET COMPARISON FOR ALL FUNDS
FISCAL YEAR 2019 & 2020 FINANCIAL PLAN**

FUND	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	INC/ (DEC)	2020 PLAN	INC/ (DEC)
GENERAL	\$ 77,638,278	\$ 80,855,039	\$ 82,013,799	\$ 84,993,936	3.63%	\$ 85,888,414	1.05%
DEBT SERVICE	10,991,661	5,626,726	5,448,934	5,463,492	0.27%	5,477,129	0.25%
PUBLIC TRANSPORTATION (TRANSIT)	2,638,980	2,269,117	2,858,391	3,249,922	13.70%	3,288,032	1.17%
FLEET MAINTENANCE	4,058,800	4,288,034	4,337,071	4,431,156	2.17%	4,543,792	2.54%
SANITATION	7,460,008	7,201,930	7,619,286	7,843,096	2.94%	7,918,360	0.96%
STORMWATER	4,905,213	5,462,158	5,928,998	5,882,000	-0.79%	5,941,000	1.00%
HOUSING	1,251,636	1,520,001	1,424,149	1,597,179	12.15%	1,645,094	3.00%
HEALTH INSURANCE	12,233,780	12,924,677	13,135,690	13,562,600	3.25%	14,003,384	3.25%
VEHICLE REPLACEMENT	2,161,931	3,638,255	4,934,770	4,332,161	-12.21%	4,700,179	8.50%
FACILITIES IMPROVEMENT	1,579,180	1,590,000	1,542,000	1,400,000	-9.21%	1,400,000	0.00%
CAPITAL RESERVE	1,447,851	467,842	-	740,000	0.00%	390,000	-47.30%
TOTAL CITY MANAGED FUNDS	\$ 126,367,318	\$ 125,843,779	\$ 129,243,088	\$ 133,495,542	3.29%	\$ 135,195,385	1.27%
GREENVILLE UTILITIES COMMISSION	\$ 250,509,023	\$ 251,913,068	\$ 250,541,773	\$ 253,310,658	1.11%	\$ 260,767,293	2.94%
CONVENTION & VISITORS AUTHORITY	1,099,168	1,291,124	1,228,484	1,396,501	13.68%	1,444,359	3.43%
SHEPPARD MEMORIAL LIBRARY	2,308,937	2,528,942	2,432,280	2,479,917	1.96%	2,554,619	3.01%
TOTAL INDEPENDENT AGENCIES	\$ 253,917,128	\$ 255,733,134	\$ 254,202,537	\$ 257,187,076	1.17%	\$ 264,766,271	2.95%
TOTAL ALL FUNDS	\$ 380,284,446	\$ 381,576,913	\$ 383,445,625	\$ 390,682,618	1.89%	\$ 399,961,656	2.38%

2018-20 CITY COUNCIL GOALS & PRIORITIES

On January 26th and 27th of 2018, the Greenville City Council held its annual strategic planning retreat, which focused on establishing the Council’s top strategic goals for the FY 2018-20 period. The newly developed goals were then used by Council to further develop a list of top strategic priorities for the City over the next two fiscal years. Both the goals and priorities were officially adopted by vote of the Council at the March 8, 2018 City Council meeting. Once adopted, the Council’s top strategic goals and priorities became the roadmap to follow over the next two years with concerns to the allocation of resources and the delivery of services to the citizens of Greenville.

The Council’s top strategic goals over the two-year period are listed as follows:

2018-20 City Council Goals
1. Be a safe Community
2. Build great places that thrive by creating and sustaining complete neighborhoods, growing a green, resilient, healthy, and vibrant City on both sides of the river
3. Grow the economic hub of Eastern North Carolina through the proactive recruitment of businesses
4. Enhance accessible transportation networks, public building and public infrastructure development
5. Build a high performing organization and govern with transparency and fiscal responsibility

The Council’s top strategic priorities over the two-year period are listed as follows:

2018-20 City Council Priorities
1. Develop a proactive economic development program
2. Continue to maintain and construct core infrastructure in the City
3. Partner with area groups to build a thriving arts and entertainment scene
4. Ensure the cleanliness of the City and beautify entrances to our community
5. Develop and implement a comprehensive approach to stormwater management
6. Continue to implement the Town Common Master Plan
7. Continue to implement the Tar River Legacy plan including river access and Tar River vantage points
8. Enhance public safety through street lighting, cameras, and community police relations
9. Building a high performing organization

CITY COUNCIL BUDGET OBJECTIVES

The FY 2018-20 City Council goals and priorities stand as the foundation for the budget objectives of the FY 2018-19 budget and FY 2019-20 financial plan:



The budget objectives for the FY 2018-19 budget and FY 2019-20 financial plan center around establishing a framework for the City’s future and a commitment to Eastern North Carolina that ***Greenville means...***

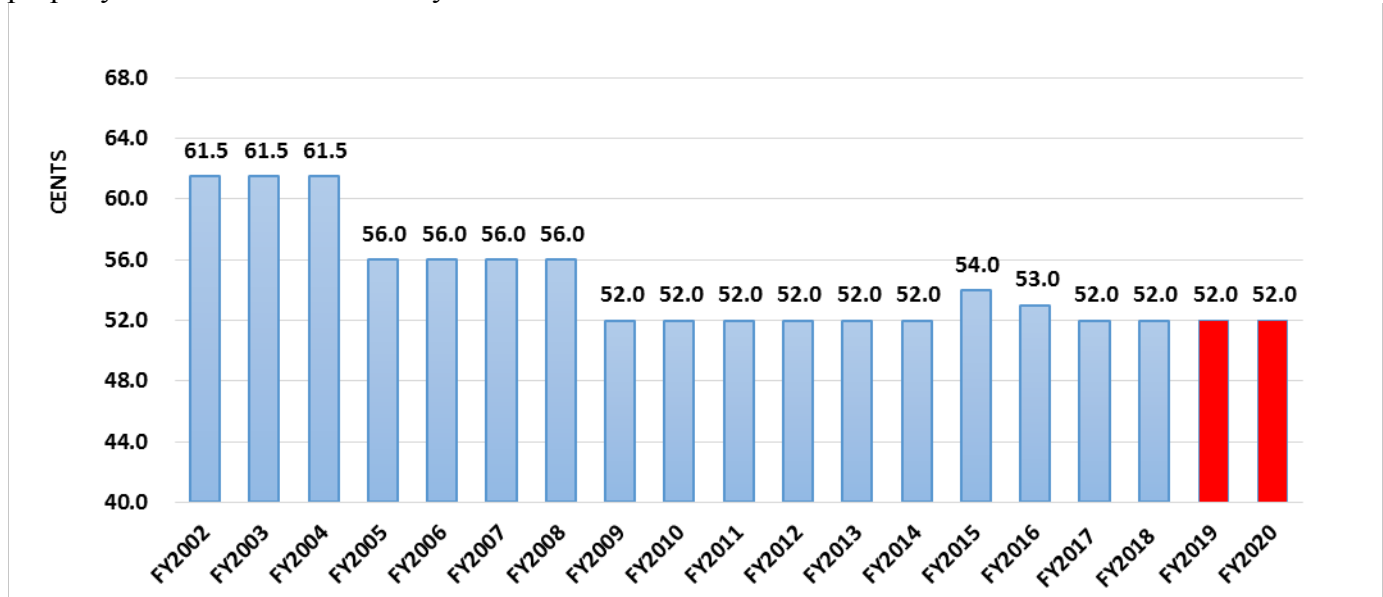


Together with the Council’s strategic goals and priorities, the budget objectives provide a strong reflection of the City’s mission to provide all citizens with high-quality services in an open, inclusive, professional manner, ensuring a community of excellence now and in the future. Quite simply, the 2018-19 budget and 2019-20 financial plan are a commitment to our community that...

... Greenville Means Business!

Greenville Means...a High Performing City

The 2018-19 budget and 2019-20 financial plan maintains the current property tax rate at \$0.52 thereby reflecting the City’s ability to continue building a high performing organization that governs with transparency and fiscal responsibility. The following represents the historical change in the City’s property tax rate over the last 18 years:



Approximately \$85 out of every \$100 in General Fund revenues are invested in core City services such as Public Safety, Public Works, Recreation and Parks, Planning and Development, Economic Development, Capital Related Debt Service, Facilities Improvements, Capital Improvements, and Street Improvements.

Greenville Means...a Great Workforce

The City of Greenville’s greatest investment is in its employees. There are over 700 individuals employed by the City that have dedicated themselves to serving this community and the citizens of Greenville. From the provision of public safety services within the Police and Fire/Rescue departments to the day-to-day operations of street maintenance and sanitation services, this City could not operate without the dedication and resolve of its employees.

The City is committed to continually developing its workforce in order to enhance each employee’s skills and knowledge, and to provide employees with a robust salary and benefits package that is competitive with the market. This commitment is demonstrated by the fact that Personnel Expense represents approximately 61% of the total General Fund. The two-year budget also demonstrates the City’s commitment to further enhancing its investment in our employees and thereby building a greater workforce. The FY 2018-19 budget and the FY 2019-20 financial plan includes the following increases in appropriations dedicated to personnel:

- Includes an average employee wage increase of 2.7% for both the FY 2018-19 budget and the FY 2019-20 financial plan.

- Includes a \$10 increase per pay period in the City's contribution to each general employee's 401k supplemental retirement plan. With the increase, the contribution will go from \$30 per pay period to \$40. This recommendation will put the City's contribution in line with that of Greenville Utilities Commission.
- Includes the addition of a Training and Development Specialist that will be devoted to establishing and conducting various training programs centered on customer service, relationship building, effective communication, teambuilding, and skill development for the purpose of preparing employees for future opportunities.
- Increases Other Post-Employment Benefits (OPEB) by \$100,000 each year.
- Provides additional financial services assistance to the Public Works Department through the reclassification of the Purchasing Manager to a Financial Services Manager, the reclassification of an Accounting Specialist to a Public Works Financial Specialist, and the addition of an Accounting Generalist position, all of which will be housed in the Financial Services Department.

Greenville Means...a Strong Economy

City Council is committed to growing the economic hub of Eastern North Carolina through the proactive recruitment of business as part of its economic development program. Economic development through the creation of jobs and the investment in both public and private capital is pivotal to Greenville's ability to meet the future needs of the community. For this purpose, the City is making economic development a top priority. The two-year budget is a direct reflection of this effort through the investment in various initiatives intended to stimulate future economic growth in both Greenville and Eastern North Carolina. The budget includes the following increases in appropriations dedicated to economic development:

- Invests \$1.0 million over the next two years into commercial / industrial site development.
- Utilizes \$400,000 in capital reserve funding to address retail and commercial parking needs in the Dickinson Avenue corridor.
- Includes \$100,000 within the City's budget with an additional \$100,000 in matching funds within the Greenville Utilities Commission budget to fund Job Creation Grants.
- Increases funding for Small Business Competition Grants by \$20,000 from \$40,000 to \$60,000
- Includes \$15,000 in funding for skills training through the Pitt Community College Jobs Initiative Program.
- Adds a concierge position to implement a "one-stop" program to assist developers and the business community with navigating through the review and approval process. The position will assist in addressing City ordinances, procedures, and permitting requirements, as well as any related state and county regulations.
- Provides an average \$850 step increase for each additional level of state certification successfully achieved by inspectors within the Inspections Division, thereby assisting the division in its efforts to recruit and retain employees in a very competitive labor market.

Greenville Means...a Safe Community

The City's Long Range Capital Plan includes the addition of a new south-side fire station on Firetower Road. Calls for service in this area have increased more than 20% over the past several years; hence a new station is paramount to the City's ability to efficiently and effectively meet the public safety needs of residents and motorists along the south side. The new station is currently in design with the expectation of construction within the next three fiscal years.

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For this purpose, the budget adds approximately four positions to the Fire/Rescue Department for FY 2018-19. Out of the four positions, three are in preparation for the opening of the south-side fire station in FY 2020-21 and one will be dedicated to EMS Billing in order to maximize the City's EMS reimbursement potential. Additionally, there are three positions being placed in the Fire/Rescue budget for FY 2019-20, which are also for the south-side fire station.

Overall, 12.0 positions will have been added in Fire/Rescue over a four year period including those added in FY 2016-17 and FY 2017-18 in preparation of the south-side fire station.

Greenville Means...a Sound Infrastructure

The City's ability to provide citizens with a high quality of life is dependent on its ability to develop and maintain a strong infrastructure system. A well maintained infrastructure system is also a key factor in the City's future ability to grow the local economy and attract private investment in our area. Infrastructure consists of facility and property improvements that community members utilize and depend on each day. From sidewalks, to roads, to an efficient stormwater retention program, a sound infrastructure system is imperative to improving each citizen's quality of life and ensuring their public safety.

The FY 2018-19 budget and the FY 2019-20 financial plan includes a significant increase in appropriations dedicated to a number of capital projects and operating initiatives intended to build and maintain a strong infrastructure for the benefit of our community. The increase in appropriations is detailed as follows:

- Increases street improvement funding from \$2.2 million each year to \$2.5 million.
- Includes the appropriation of \$250,000 each year to fund street light and camera installations across the City.
- Provides \$1.4 million each year to support the City's deferred maintenance and infrastructure needs (i.e. Facilities Improvement Program)
- Protects the future solvency of the Vehicle Replacement Fund by increasing funding levels by the following:
 - From 30% to 40% for FY 2018-19
 - From 40% to 50% for FY 2019-20
- Includes \$503,000 for sidewalks through the Safe Routes to Schools program, which will benefit the following streets:
 - Memorial Drive – Millbrook Street to Arlington Boulevard (J.H. Rose High School)
 - East side of Skinner Street (South Greenville Elem. & J.H. Rose High School)
 - North side of Norris Street (South Greenville Elem. & J.H. Rose High School)
 - 5th Street from Green Mill Run to Beech Street (Wahl Coates Elem.)
- Includes financing of approximately \$7.8 million in FY 2018-19 as Phase Two of the 2015 General Obligation (G.O.) Bond referendum for the following projects:
 - Street improvements (Arlington, East 5th, Hooker, Red Banks)
 - West 5th Street streetscape
 - Sidewalk additions
 - Greenway expansion

- Uses \$350,000 in projected excess fund balance to be put in Capital Reserve in order to fund the City's portion of the costs associated with various future NCDOT projects such as:
 - Firetower: NC43 to 14th Street
 - Firetower: 14th Street to NC33
 - Evans Street widening
 - 14th Street widening
 - Allen Road widening
- Invest \$33 million into the Town Creek Culvert stormwater project financed through the State of North Carolina's revolving loan program and funded by revenues of the City's Stormwater Utility Fund.

Greenville Means...a Vibrant Place to Live, Work, and Play

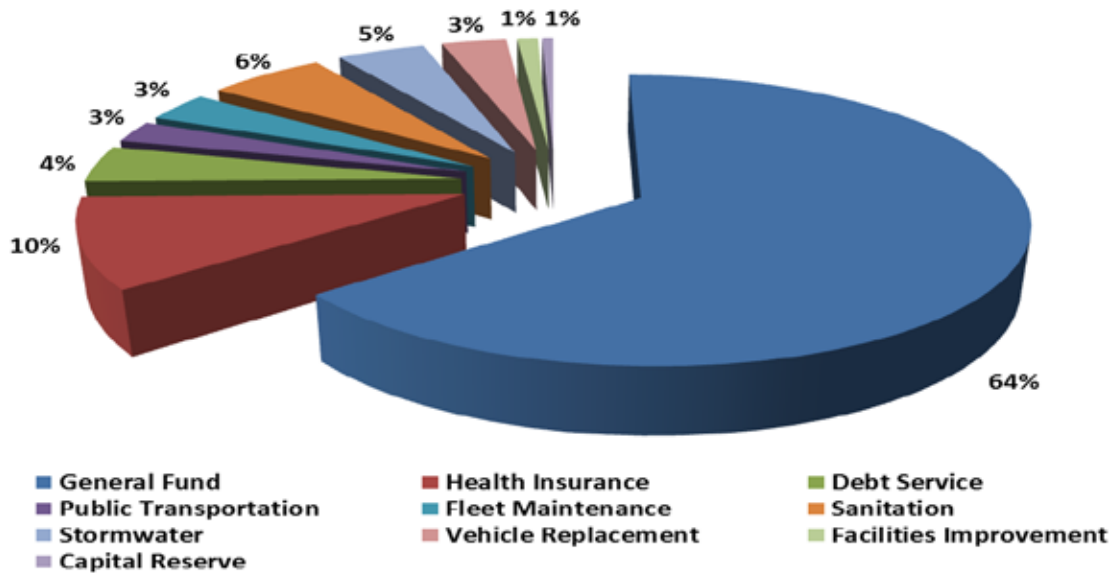
Greenville is not only the economic hub of Eastern North Carolina, but it is also the regions primary attraction for the arts, entertainment, shopping, dining, and sporting events. As the City continues to grow we must look to enhance such opportunities for all of Eastern North Carolina to live, work, and play! For this reason, one of Council's top priorities is to partner with area groups to build a thriving arts and entertainment scene and to continue making Greenville a welcoming city. The FY 2018-19 budget and the FY 2019-20 financial plan includes an increase in appropriations for various initiatives to enhance the City's vibrancy. The following is a description:

- Includes \$150,000 to partner with area groups to enhance the City's entertainment scene and support the arts community:
 - \$35,000 partnership with the Pitt County Arts Council at Emerge
 - \$100,000 partnership with Uptown Greenville
 - \$5,000 partnership with the Pitt/Greenville Chamber of Commerce
 - \$10,000 for miscellaneous sponsorships, advertising, and marketing initiatives
- Includes an additional \$100,000 each year to maintain the primary entrances into the City and to fund the Adopt-A-Street program.
- Adds an additional \$50,000 each year within Recreation and Parks to maintain the City's parks and greenways.
- Includes the addition of two Transit Supervisor positions to support the operations of the new G.K. Butterfield Transportation Center.
- Utilizes \$2.0 million in Capital Reserve to fund the construction of the Sycamore Hill Gateway at the Town Common.
- Adds \$180,000 over two years to fund additional street lighting on Dickinson Avenue as part of the streetscape project.
- Includes additional funding for part-time staff at the South Greenville gym as part of the after-school program.
- Provides additional funding for Camp Escape and the Summer Inclusion Program to better serve the community's students with disabilities.
- Includes \$100,000 that will be used to match \$400,000 in grant funding in order to complete the South Tar River Greenway Phase 3 connecting the existing South Tar Greenway at the Town Common, to east of Memorial Drive.

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GENERAL FUND OVERVIEW

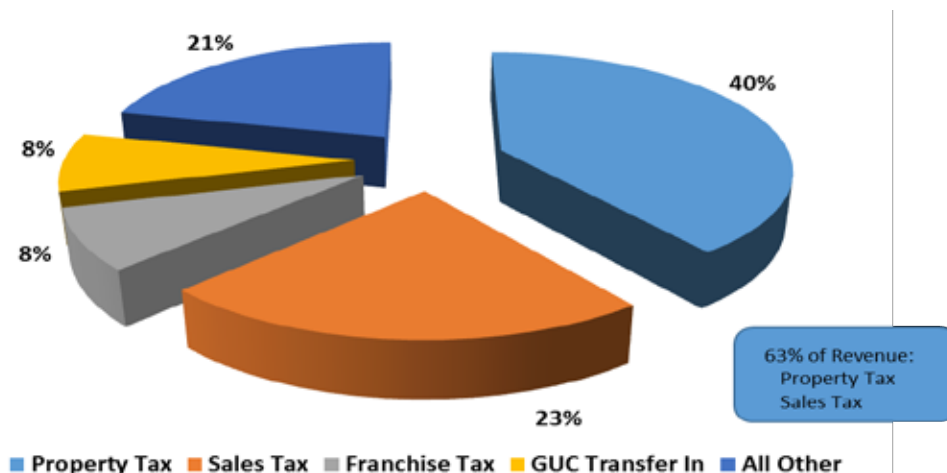
The General Fund is the City’s primary government fund that accounts for approximately 64% of the City’s total operating funds depicted as follows:



The General Fund FY 2018-19 budget and FY 2019-20 financial plan stand at \$84,993,936 and \$85,888,414, respectively for each year. The City operates under a two-year budget cycle with the Adopted Budget representing the first year and the Financial Plan representing the second year of the cycle.

General Fund Revenues

The General Fund’s primary sources of revenue consist of Property Tax, Sales Tax, Utility Franchise Tax, GUC Transfer In, and Other Revenue. As shown in the following pie chart, approximately 63% of all General Fund revenues are from Property Tax and Sales Tax revenues:

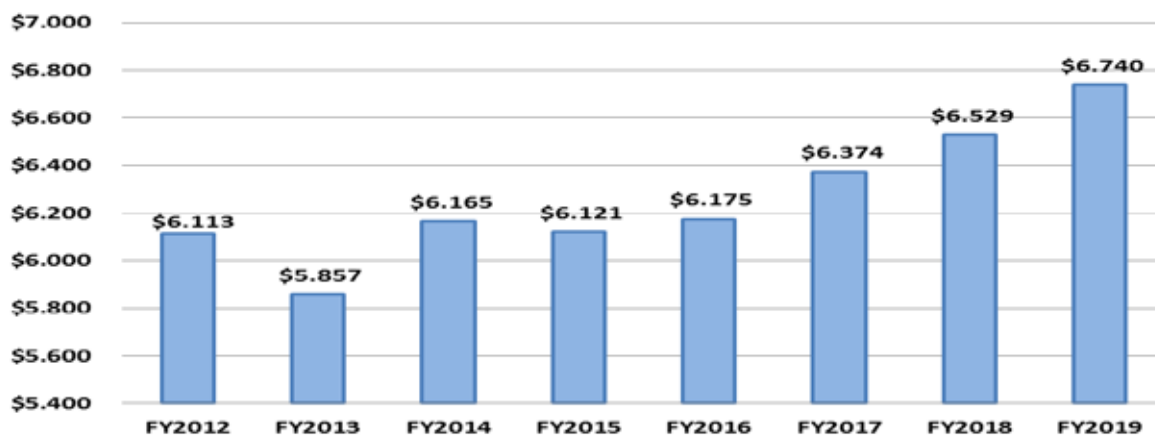


The following are the General Fund revenues by component for the FY 2018-19 budget and the FY 2019-20 financial plan:

REVENUE SOURCE	2018	2019	INC/ (DEC)	2020	INC/ (DEC)
	ORIGINAL BUDGET	ORIGINAL BUDGET		FINANCIAL PLAN	
Property Taxes	\$ 32,750,000	\$ 33,722,500	2.97%	\$ 34,786,629	3.16%
Sales Tax	18,823,000	19,463,690	3.40%	20,050,411	3.01%
GUC Transfers In	6,651,919	6,731,296	1.19%	6,770,725	0.59%
Utilities Franchise Tax	7,102,077	7,000,000	-1.44%	7,100,000	1.43%
Rescue Transport	3,127,484	3,643,346	16.49%	3,758,054	3.15%
Powell Bill - State Allocation	2,220,065	2,220,065	0.00%	2,220,065	0.00%
Motor Vehicle Taxes	1,503,457	1,508,522	0.34%	1,538,693	2.00%
Inspections	950,000	1,399,840	47.35%	1,399,840	0.00%
Recreation	1,999,487	1,231,826	-38.39%	1,243,876	0.98%
Investment Earnings	500,000	500,000	0.00%	500,000	0.00%
All Other Revenues	5,207,966	6,192,916	18.91%	5,490,186	-11.35%
SUBTOTAL	\$ 80,835,455	\$ 83,614,001	3.44%	\$ 84,858,479	1.49%
Appropriated Fund Balance					
General Fund	465,766	1,000,000	114.70%	650,000	-35.00%
Powell Bill	712,578	379,935	-46.68%	379,935	0.00%
TOTAL	\$ 82,013,799	\$ 84,993,936	3.63%	\$ 85,888,414	1.05%

• **Property Tax Revenue**

Property Tax revenues consist of Real Property Values, Personnel Property Values, Motor Vehicles, and Public Service Companies. The following is a summary of the City’s historical property tax values (in billions):

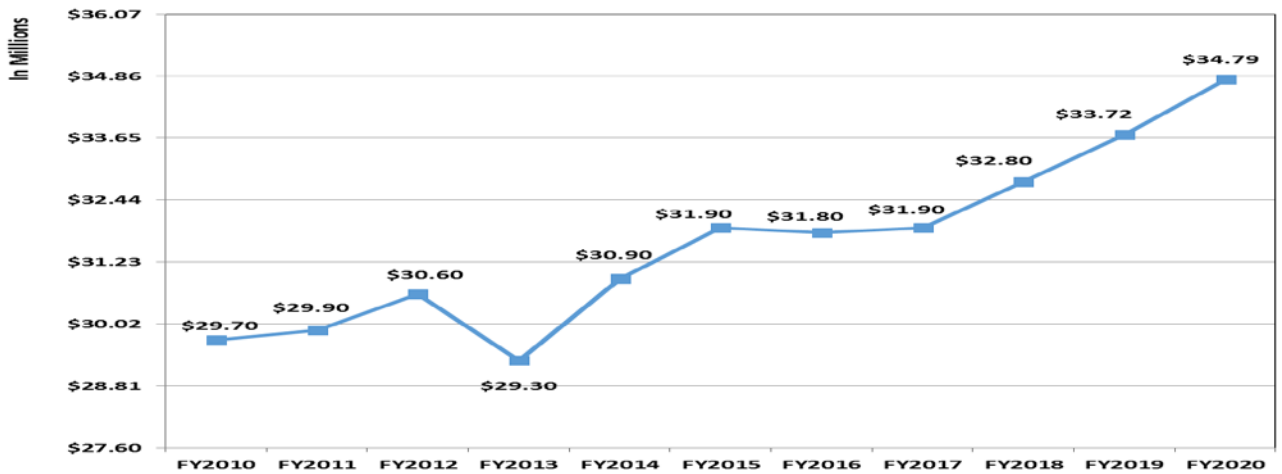


For tax year 2018, the assessed value for the City of Greenville was estimated at approximately \$6,529,380,397. For FY 2018-19, the preliminary valuation estimate provided by Pitt County was \$6,740,617,099, which represents a 3.2% increase from previous year. While historically our property tax rate growth has been very modest, it is growth in the assessed values that help to provide services and improvements for our community.

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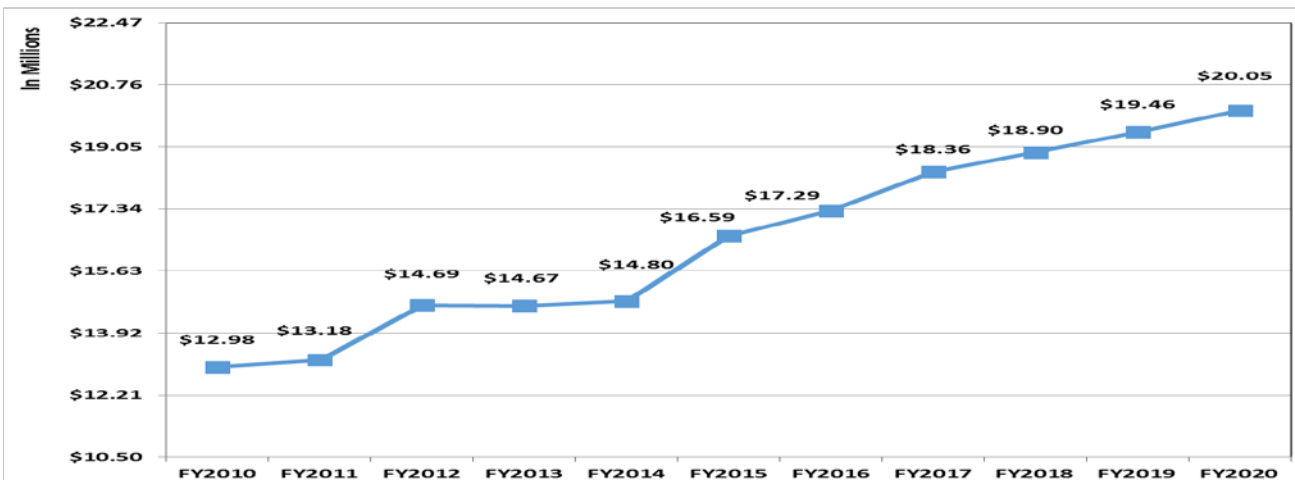
The FY 2018-19 budget and the FY 2019-20 financial plan maintain the property tax rate at 52¢ per \$100 in valuation. Historically, the City has maintained a very stable property tax rate. As the General Fund budget has grown, the property tax rate has remained relatively flat. Growth in the budget has been funded primarily through the expansion of the tax base, as referenced in the increase in valuation, as well as growth in other General Fund revenues, such as Sales Tax.

Property Tax revenues for the 2018-19 budget and the 2019-20 financial plan stand at \$33,722,500 and \$34,786,629, respectively for each year, which represents a 2.97% increase for FY 2018-19 and 3.16% for FY 2019-20. The following line graph depicts the change in Property Tax revenues (in millions) for the City since FY 2007-08:



- Sales Tax Revenue**

Sales Tax revenues have continued to increase at a significant rate since FY 2013-14, which is a representation of the continued growth of the City and its regional impact on Eastern North Carolina. Sales Tax revenues are projected to end FY 2017-18 approximately \$460,000 above the current year budget, which is an increase of approximately 4.4% from the prior FY2016-17 actual. Over the next two fiscal years, Sales Tax Revenues are projected to grow at approximately 3.0% as compared to the current FY 2017-18 budget. The following line graph depicts the change in Sales Tax revenues (in millions) for the City since FY 2009-10:



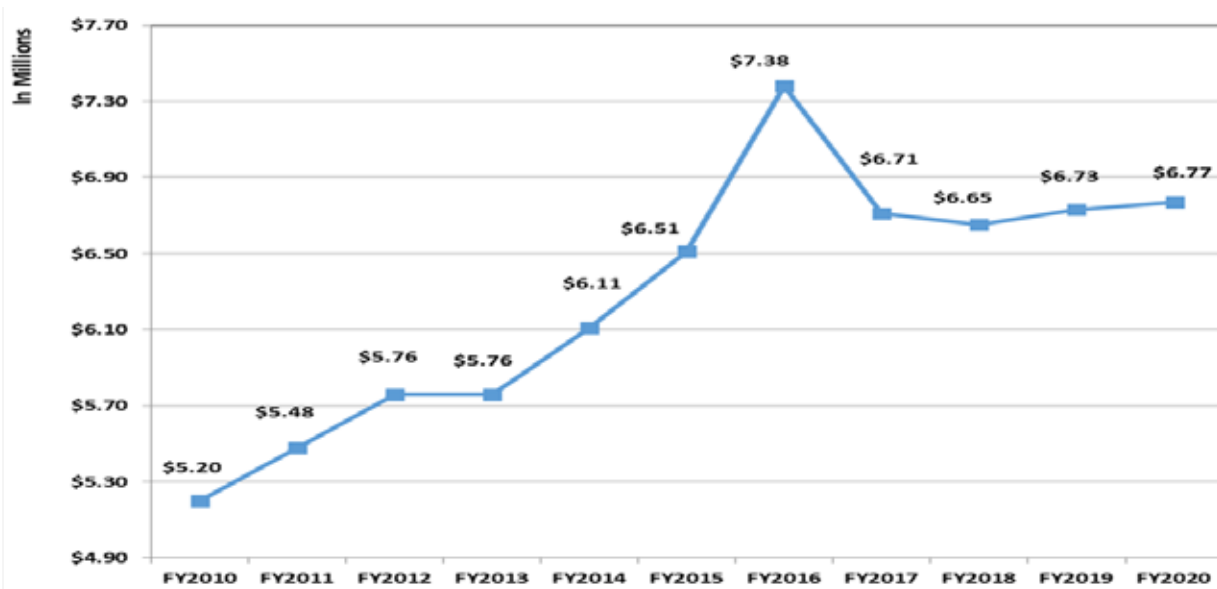
- Utility Franchise Tax Revenue**

The Utilities Franchise Tax is a sales tax on electricity, piped natural gas, and telecommunications. FY 2014-15 marked the first year of a new distribution method for the sales tax on electricity and piped natural gas. The general sales tax rate is applied to the sale of both electricity and natural gas, and a percentage of the proceeds are returned to the cities and towns. In the case of electricity, that percentage is 44% and for natural gas it is 20%.

Utility Franchise Tax revenues are budgeted at \$7.0 million for the FY 2018-19 budget, which is a decrease of approximately 1.4% as compared to the FY 2017-18 budget. The FY 2019-20 financial plan projects the Franchise Tax revenues to increase to \$7.1 million, which is an increase of 1.4% as compared to the FY 2018-19 budget.

- GUC Transfer In Revenue**

The transfer of funds from Greenville Utilities Commission to the City of Greenville is based on a specific formula defined in the GUC charter. On April 10, 2017 the City Council approved a new methodology to administer the transfer formula. The new methodology is intended to provide a more stable and predictable annual transfer amount that will reduce peaks and valleys associated with the amounts transferred, and mitigate any significant, negative impact to the City’s budget. The following line graph depicts the change in GUC Transfer revenues (in millions) for the City since FY 2009-10:



- Rate Adjustments**

Various miscellaneous rate adjustments have been made within the following areas: Cemetery, Recreation & Parks, Leased Parking in Uptown, and Inspections. The additional revenues generated are being used to maintain the current level of services within the operations of each respective area or to expand the level of programs offered by the City. A detailed breakdown of the change in rates can be found within the supporting documentation of the FY 2018-19 budget and FY 2019-20 financial plan.

• Fund Balance Appropriated

Fund Balance Appropriated reflects projected excess fund balance above the City's 14% Undesignated Fund Balance policy for both General Fund Balance and Powell Bill Fund Balance. The following is the breakdown of Fund Balance Appropriated as included in the FY 2018-19 budget and FY 2019-20 financial plan:

REVENUE SOURCE	2018	2019	INC/ (DEC)	2020	INC/ (DEC)
	ORIGINAL BUDGET	ORIGINAL BUDGET		FINANCIAL PLAN	
Appropriated Fund Balance					
General Fund	465,766	1,000,000	114.70%	650,000	-35.00%
Powell Bill	712,578	379,935	-46.68%	379,935	0.00%
TOTAL	\$ 1,178,344	\$ 1,379,935	17.11%	\$ 1,029,935	-25.36%

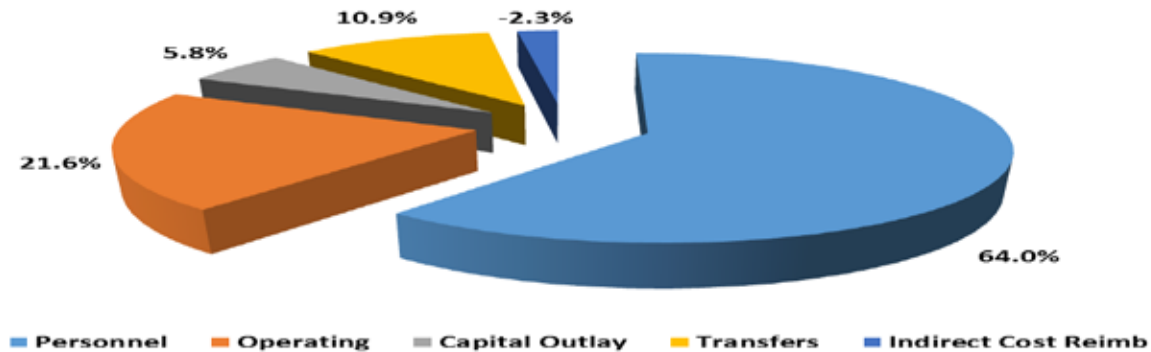
General Fund Expenses

According to the North Carolina Local Government Budget and Fiscal Control Act, each local government must project an annual balanced budget, assuming all revenues will be used to pay for expenditures on a one-to-one basis; therefore, revenues must equal expenditures.

General Fund expenditures for the FY 2018-19 budget and the FY 2019-20 financial plan stand at \$84,993,936 and \$85,888,414, respectively for each year. The following is a breakdown by category:

CATEGORY	2018	2019	INC/ (DEC)	2020	INC/ (DEC)
	ORIGINAL BUDGET	ORIGINAL BUDGET		FINANCIAL PLAN	
Personnel	\$ 53,265,688	\$ 54,360,249	2.05%	\$ 55,490,412	2.08%
Operating	17,490,441	18,389,569	5.14%	18,856,252	2.54%
Capital Outlay	4,300,631	4,966,321	15.48%	4,547,902	-8.43%
Transfers	8,416,558	9,228,684	9.65%	8,944,735	-3.08%
Indirect Cost Reimb	(1,459,519)	(1,950,887)	0.00%	(1,950,887)	0.00%
TOTAL	\$ 82,013,799	\$ 84,993,936	3.63%	\$ 85,888,414	1.05%

The follow is the percentage allocation of General Fund expenditures by expense category for the FY 2018-19 budget:

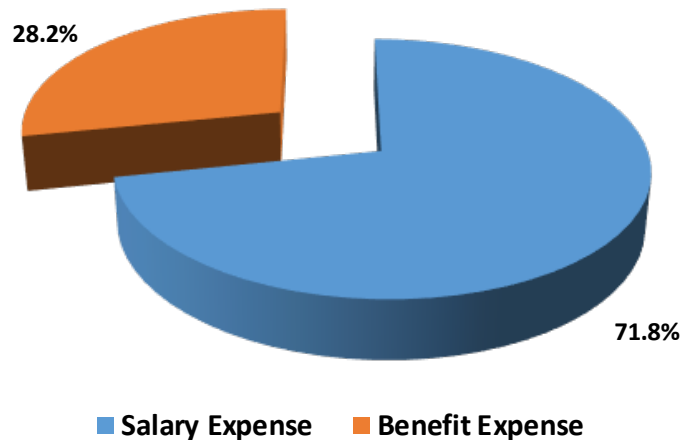


• **Personnel Expense**

Personnel Expense represents approximately 64% of total General Fund expense. Personnel Expense includes an average employee wage increase of 2.7% for both the FY 2018-19 Adopted Budget and the FY 2019-20 Financial Plan. Personnel Expense also includes a \$10 increase per pay period in the City’s contribution to each general employee’s 401k supplemental retirement plan. Finally, the two year personnel budget includes the addition of various new positons in order to assist staff in implementing the Council’s goals and objectives and improving customer service to our community. The two year budget will also mark the removal of the personnel expenses related to the operations of the Bradford Creek Golf Course. In the current FY 2017-18, Council voted to move forward with Billy Casper Golf for the contracted management of the course. Therefore, all operating expenses related to the operations of the course have been removed starting FY 2018-19.

The following is a breakdown of Personnel Expense for the FY 2018-19 budget and the FY 2019-20 financial plan:

CATEGORY	2019 ORIGINAL BUDGET	2020 FINANCIAL PLAN
Personnel		
Regular Salaries	\$ 36,085,230	\$ 36,934,411
Overtime Salaries	1,540,270	1,540,270
Off-Duty	295,000	295,000
Allowances	472,740	472,740
FICA	2,566,717	2,644,301
Retirement	2,521,584	2,610,776
Health Insurance	8,445,610	8,538,589
Group Life Insurance	110,698	112,301
Workers Compensation	610,000	610,000
Education/Training Assistanc	33,026	33,026
401K Retirement	1,026,359	1,045,983
Other Personnel Expenses	653,015	653,015
TOTAL PERSONNEL	\$ 54,360,249	\$ 55,490,412



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• **Operating Expense**

General Fund operating expenses include both discretionary budgets and fixed cost budgets. Both discretionary and fixed cost budget are allocated down to the departmental level and are used to fund the day-to-day operations of the City. Departments have more control and influence over the level in which discretionary dollars are allocated and utilized to fund the operations of the department. To the contrary, departments have little discretion and influence over the utilization of the fixed cost budgets.

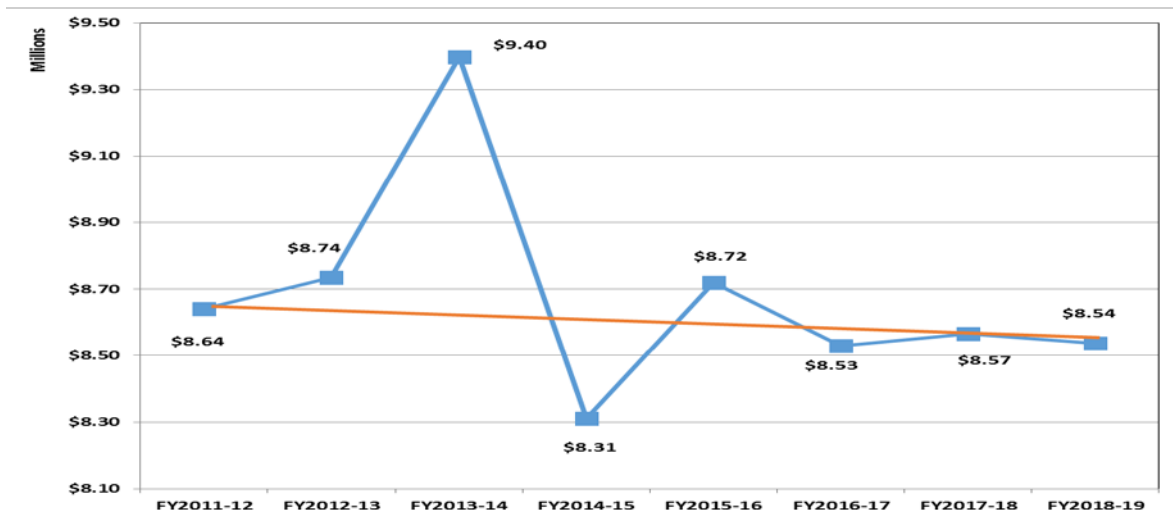
The following are examples of expenses categorized as discretionary and fixed cost:

Discretionary Expense		Fixed Cost Expense	
- Repairs & Maintenance	} More Discretion / Influence Over Use	- Utilities & Fuel	} Minimal Discretion / Influence Over Use
- Supplies & Materials		- Computer Hardware / Software	
- Advertising		- Telephone	
- Dues & Subscriptions		- Liability Insurance	
- Printing		- Fleet & Vehicle Replacement	

Operating Expense comprises approximately 21.6% of the City’s General Fund budget. For the FY 2018-19 budget and the FY 2019-20 financial plan, Operating Expense stands at \$18,389,569 and \$18,856,252, respectively for each year. The following is a breakdown of the City’s General Fund Operating Expense for the two-year period:

	2019 ORIGINAL BUDGET	2020 FINANCIAL PLAN
OPERATING EXPENSE		
Discretionary Expense	8,538,078	8,754,753
Fixed Cost Expense	9,851,491	10,101,499
TOTAL	\$ 18,389,569	\$ 18,856,252

Over the past six fiscal years, discretionary expense has averaged approximately \$8.5 million with no significant increase or decrease in funding levels. As the level of City services has continued to expand over this time frame, discretionary dollars allocated to operational departments to provide these services have been declining. The following shows the change in the discretionary budget since FY 2011-12:



• **Capital Improvement Expense**

For the FY 2018-19 budget and the FY 2019-20 financial plan, Capital Improvements stand at \$4,966,321 and \$4,547,902, respectively for each year. The projects included in Capital Improvements are a direct reflection of the Council’s approved goals and priorities. The following is a breakdown of funding by project for the next two years:

CAPITAL IMPROVEMENT PROJECTS	2019	2020
	PROPOSED BUDGET	FINANCIAL PLAN
Street Improvements	\$ 2,500,000	\$ 2,500,000
Street Lighting / Cameras	250,000	250,000
10th Street Connector	150,000	-
South Tar Greenway Phase 3A	100,000	-
Sidewalk Construction	503,000	-
Thomas Foreman Press Box	30,000	-
Vehicle Replacement >\$35k	1,433,321	1,797,902
TOTAL	\$ 4,966,321	\$ 4,547,902

• **Transfers**

Transfers account for approximately 11.0% of the General Fund budget. A portion of the General Fund expenditures are transferred to other funds such as Debt Service, Sheppard Memorial Library, Housing, and the Transit Fund.

For the FY 2018-19 budget and the FY 2019-20 financial plan, transfers stand at \$9,228,684 and \$8,944,735, respectively for each year. The following is a breakdown of funding for the next two years:

TRANSFERS	2018	2019	INC/ (DEC)	2020	INC/ (DEC)
	ORIGINAL BUDGET	ORIGINAL BUDGET		FINANCIAL PLAN	
Facilities Improvement Program	\$ 1,542,000	\$ 1,400,000	-9.21%	\$ 1,400,000	0.00%
Debt Service Fund	4,737,002	4,737,002	0.00%	4,737,002	0.00%
Sheppard Memorial Library	1,232,969	1,269,958	3.00%	1,308,057	3.00%
Housing	300,806	309,830	3.00%	319,125	3.00%
Transit	603,781	771,894	27.84%	790,551	2.42%
Capital Reserve	-	740,000	0.00%	390,000	-47.30%
Imperial Site Project	-	-	0.00%	-	0.00%
South Greenville Project	-	-	0.00%	-	0.00%
Other Transfers	-	-	0.00%	-	0.00%
TOTAL	\$ 8,416,558	\$ 9,228,684	9.65%	\$ 8,944,735	-3.08%

The budget includes a transfer of \$740,000 in the FY 2018-19 budget and a transfer of \$390,000 in the FY 2019-20 financial plan, both to the Capital Reserve Fund, for future projects identified as priorities by Council over the next two years.

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The following is a breakdown of the transfers to Capital Reserve by purpose:

TRANSFERS TO CAPITAL RESERVE	2019		2020	
	ORIGINAL BUDGET		FINANCIAL PLAN	
Commercial / Industrial Site Dev	\$	300,000	\$	300,000
Future NCDOT Projects		350,000		-
Dickinson Avenue Street Lighting		90,000		90,000
TOTAL	\$	740,000	\$	390,000

OTHER FUNDS

Debt Service Fund

The Debt Service Fund accounts for payments of the City’s obligated debt as financed by General Fund revenue and the occupancy tax. Transfers are made throughout the fiscal year from the General Fund, as well as the Stormwater and Sanitation Funds, to the Debt Service Fund to cover the principal and interest payments. The total debt service amount in the FY 2018-19 budget is \$5,463,492 and the FY 2019-20 financial plan is \$5,477,129, which is an increase of <1%.

Per the Long Range Debt Strategy that was approved in FY 2016-17, the City’s intention is to fund future capital projects within the level of current debt service being financed through the General Fund without an increase in the property tax rate. As debt service is retired, the savings will be reinvested into newly obligated debt to finance additional capital projects.

Stormwater Utility Fund

The Stormwater Utility Fund is an enterprise fund established to implement the City’s Stormwater Management Program. Revenues are generated through a stormwater fee to support program efforts. Revenues are expected to change less than 1% in both FY 2018-19 and FY 2019-20, due to no change in the rate of \$5.35 per ERU. The following is the recent history of the monthly stormwater fee since FY 2016, including the FY 2018-19 Adopted fee and FY 2019-20 planned fee:

Fiscal Year	Monthly Rate	Change
FY 2016 Actual	\$ 4.35	\$ 0.50
FY 2017 Actual	4.85	0.50
FY 2018 Actual	5.35	0.50
FY 2019 Proposed	5.35	-
FY 2020 Plan	5.35	-

With construction beginning on the Town Creek Culvert project, the Stormwater Fund has included debt service payments to the State Revolving Loan fund for the FY 2018-19 budget and the FY 2019-20 financial plan. The budget for FY 2018-19 is \$5,882,000 and \$5,941,000 for the FY 2019-20 financial plan.

Public Transportation/Transit Fund

The majority of revenues for this fund are generated by federal grant income. For FY 2018-19, projected grant revenues are \$2,098,933 and for FY 2019-20, projected revenues are \$2,107,543. There is a 19% increase in grant income due to additional funding of the program from the federal government. The total budgeted amounts for the fund are \$3,249,922 in the FY 2018-19 Adopted Budget and \$3,288,032 in the FY 2019-20 Financial Plan.

Sanitation Fund

The City recently completed its multi-year plan to modernize its collections practices. Backyard services were eliminated at the beginning of FY 2017-18, with a \$0.25 rate increase for curbside and multi-family collection included in the FY 2017-18 budget to offset the lost revenue. There is no rate increase for collection services included in the FY 2018-19 budget nor the FY 2019-20 financial plan. The breakdown of the rate structure and anticipated revenues are as follows:

Service Type	Actual Rate for FY 2018 (Per Month)	FY 2018 Budget	Actual Rate for FY 2018 (Per Month) Hold Constant	FY 2019 Revenues	Actual Rate for FY 2018 (Per Month) Hold Constant	FY 2020 Revenues
Curbside	\$ 16.00	\$ 7,449,600	\$ 16.00	\$ 7,524,096	\$ 16.00	\$ 7,599,360
Multi-Family	\$ 16.00		\$ 16.00		\$ 16.00	

The budget for FY 2018-19 is \$7,843,096, and the FY 2019-20 financial plan is \$ 7,918,360.

Fleet Maintenance Fund

The Fleet Maintenance Fund provides assistance and maintenance to the City’s entire fleet. Maintenance includes, but is not limited to, auto body repair, welding, small equipment repair, and tire repair, as well as fuel. The budgeted amount for the Fleet Fund is \$4,431,156 in the FY 2018-19 budget and \$4,543,792 in the FY 2019-20 financial plan.

Housing Fund

The Housing Fund is supported through Community Development Block Grants (CDBG) from the US Housing and Urban Development Department. Grant revenues are projected at \$1,287,349 for the FY 2018-19 budget and \$1,325,969 for the FY 2019-20 financial plan. Staff continues to monitor federal legislation that would potentially impact CDBG and HOME grant funding for FY 2018-19. The overall Housing Fund budget is \$1,597,179 for the FY 2018-19 budget and \$1,645,094 for the FY 2019-20 financial plan.

Health Fund

The City, in conjunction with Greenville Utilities Commission, operates a self-insured health insurance program through Cigna, funded by both employee and employer contributions. Contributions to the fund were held constant in the FY 2018-19 budget and FY 2019-20 financial plan, with the increased health care costs being offset with fund balance. The budget for FY 2018-19 is \$13,562,600, and \$14,003,384 for the FY 2019-20 financial plan.

Vehicle Replacement Fund

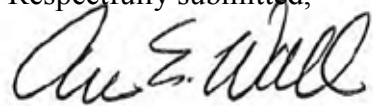
The Vehicle Replacement Fund is an internal service fund used to account for revenues and expenses associated with vehicles and other capital equipment purchased by the City. Due to the increased needs of the fund, department costs for vehicles over \$35,000 will increase to 40% for FY 2018-19 and 50% for FY 2019-20. The total budget will be \$4,332,161 for the FY 2018-19 budget and \$4,700,179 for the FY 2019-20 financial plan.

SUMMARY

The FY 2018-19 budget and FY 2019-20 financial plan balance revenues with expenditures as required by State law. Both the adopted budget and financial plan address the objectives, priorities and goals established by the City Council and provide financial resources necessary to continue City services at current levels as well as pay for a number of capital initiatives, add much needed positions to City's operations, and address increased costs.

I would like to thank the City department heads and staff for their dedication and commitment in the preparation of this budget. I would specifically like to recognize the contributions of Assistant City Manager, Michael Cowin; Director of Financial Services, Byron Hayes; and Budget Analyst, Shelley Leach.

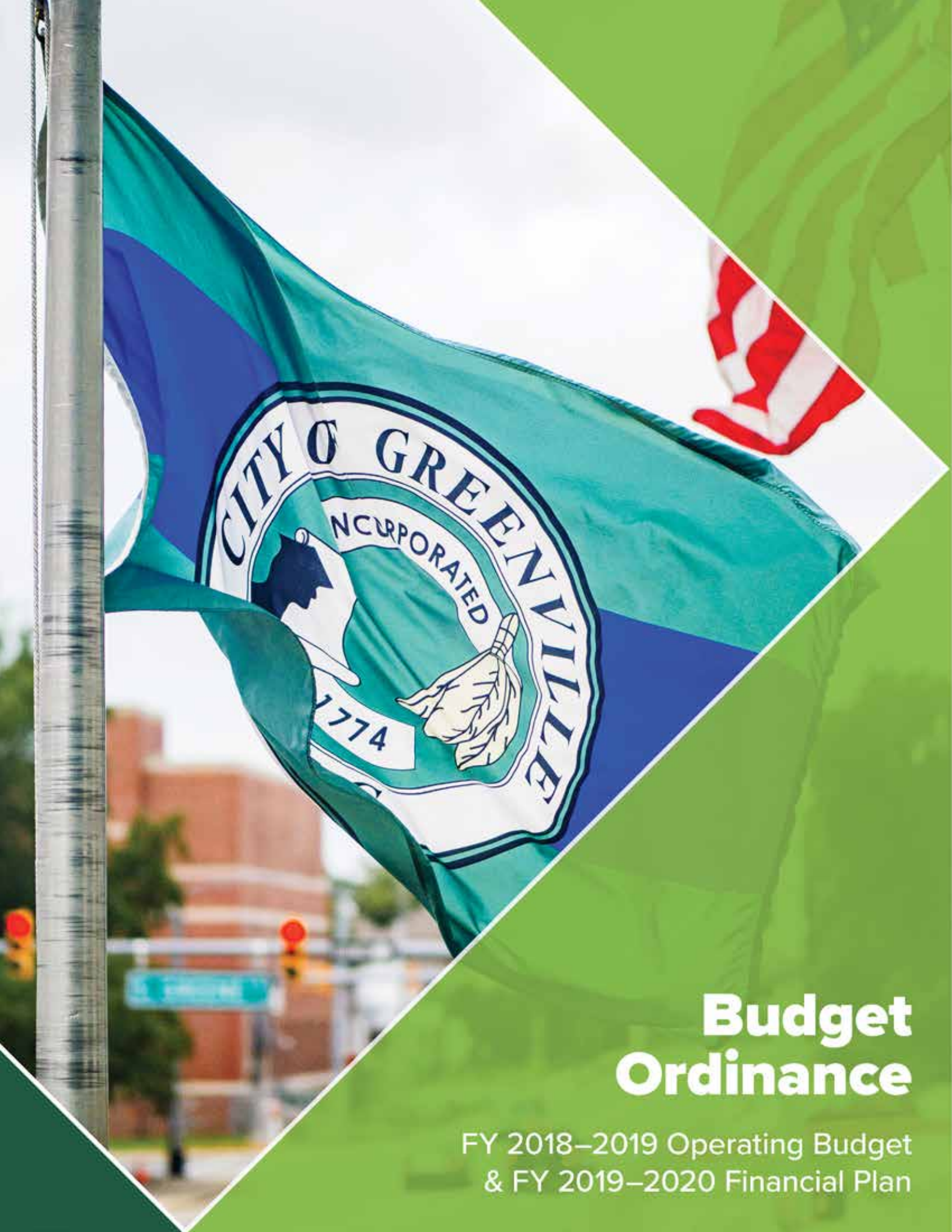
Respectfully submitted,



Ann E. Wall
City Manager



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Budget Ordinance

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

ORDINANCE NO. 18-038

CITY OF GREENVILLE, NORTH CAROLINA
2018-2019 BUDGET ORDINANCE

THE CITY COUNCIL OF THE CITY OF GREENVILLE, NORTH CAROLINA, DOES ORDAIN:

Section I: Estimated Revenue. It is estimated that the following revenues will be available for the City of Greenville during the fiscal year beginning July 1, 2018 and ending June 30, 2019:

GENERAL FUND

Unrestricted Intergovernmental Revenues:

Ad Valorem Taxes:

Current Year Taxes - Operations	\$ 33,177,515	
Prior Year's Taxes and Penalties	544,985	
Subtotal	<u>33,722,500</u>	\$ 33,722,500

Sales Tax	\$ 19,463,690	
Video Programming & Telecommunication Services Tax	860,935	
Rental Vehicle Gross Receipts	160,370	
Utilities Franchise Tax	7,000,000	
Motor Vehicle Tax	1,508,522	
Other Unrestricted Intergovernmental Revenues	886,443	
Subtotal	<u>29,879,960</u>	\$ 29,879,960

Restricted Intergovernmental Revenues:

Restricted Intergovernmental Revenues	\$ 1,290,682	
Powell Bill - State allocation payment	2,220,065	
Subtotal	<u>3,510,747</u>	\$ 3,510,747

Licenses, Permits, & Fees:

Other Licenses, Permits & Fees	\$ 4,159,556	
Subtotal	<u>4,159,556</u>	\$ 4,159,556

Sales and Services:

Rescue Service Transport	\$ 3,643,346	
Parking Violation Penalties, Leases, and Meters	375,000	
Other Sales and Services	294,803	
Subtotal	<u>4,313,149</u>	\$ 4,313,149

Other Revenues:

Other Revenue Sources	\$ 796,793	
Subtotal	<u>796,793</u>	\$ 796,793

Investment Earnings:

Interest on Investments	\$ 500,000	
Subtotal	<u>500,000</u>	\$ 500,000

Other Financing Sources:

Transfer from Greenville Utilities Commission	\$ 6,731,296	
Appropriated Fund Balance	1,379,935	
Other Transfers	-	
Subtotal	<u>8,111,231</u>	\$ 8,111,231

TOTAL GENERAL FUND REVENUES		<u><u>\$ 84,993,936</u></u>
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DEBT SERVICE FUND

Occupancy Tax	726,490	
Transfer from General Fund	<u>4,737,002</u>	
TOTAL DEBT SERVICE FUND		<u><u>\$ 5,463,492</u></u>

PUBLIC TRANSPORTATION FUND

Operating Grant 2017-2018	\$ 1,771,993	
Planning Grant 2017-2018	42,000	
State Maintenance Assistant Program	285,000	
Hammock Source	974	
Pitt Community College Bus Fare	9,744	
Bus Fares	255,297	
Bus Ticket Sales	108,149	
Pitt County Bus Service	4,871	
Transfer from General Fund	771,894	
Appropriated Fund Balance	<u>-</u>	
TOTAL TRANSPORTATION FUND		<u><u>\$ 3,249,922</u></u>

FLEET MAINTENANCE FUND

Fuel Markup	\$ 1,190,882	
Labor Fees	1,411,373	
Parts Markup	1,329,829	
Commercial Labor Markup	464,742	
Other Revenue Sources	<u>34,330</u>	
TOTAL FLEET MAINTENANCE FUND		<u><u>\$ 4,431,156</u></u>

SANITATION FUND

Refuse Fees	\$ 7,524,096	
Cart and Dumpster	122,500	
Solid Waste Tax	59,000	
Other Revenues	<u>137,500</u>	
TOTAL SANITATION FUND		<u><u>\$ 7,843,096</u></u>

STORMWATER MANAGEMENT UTILITY FUND

Utility Fee	<u>\$ 5,882,000</u>	
TOTAL STORMWATER MANAGEMENT UTILITY FUND		<u><u>\$ 5,882,000</u></u>

COMMUNITY DEVELOPMENT HOUSING FUND

CDBG Grant Income	\$ 872,246	
HOME Grant Income	415,103	
Transfer from General Fund	<u>309,830</u>	
TOTAL COMMUNITY DEVELOPMENT HOUSING FUND		<u><u>\$ 1,597,179</u></u>

HEALTH FUND

Employer Contributions - City of Greenville	\$ 9,049,593	
Employee Contributions - City of Greenville	1,646,123	
Retiree Contributions - City of Greenville	1,327,544	
Other Health Sources	1,313,641	
Appropriated Fund Balance	<u>225,699</u>	
TOTAL HEALTH FUND		<u><u>\$ 13,562,600</u></u>

FACILITY IMPROVEMENT FUND

Transfer from General Fund	<u>\$ 1,400,000</u>	
TOTAL FACILITY IMPROVEMENT FUND		<u><u>\$ 1,400,000</u></u>

VEHICLE REPLACEMENT FUND

Sale of Property	\$ 227,460	
Transfer from Sanitation Fund	250,000	
Transfer from Other Funds	3,803,701	
Other Revenues	51,000	
Appropriated Fund Balance	<u>-</u>	
TOTAL VEHICLE REPLACEMENT FUND		<u><u>\$ 4,332,161</u></u>

CAPITAL RESERVE FUND

Transfer from General Fund	<u>\$ 740,000</u>	
TOTAL CAPITAL RESERVE FUND		<u><u>\$ 740,000</u></u>

TOTAL ESTIMATED CITY OF GREENVILLE REVENUES		<u><u>\$ 133,495,542</u></u>
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SHEPPARD MEMORIAL LIBRARY FUND

City of Greenville	\$ 1,269,958	
Pitt County	634,979	
Pitt County-Bethel/Winterville	12,000	
Town of Bethel	21,108	
Town of Winterville	165,300	
State Aid	197,262	
Desk/Copier Receipts	112,500	
Interest Income	1,500	
Other Revenues	32,000	
Greenville Housing Authority	10,692	
Appropriated Fund Balance	<u>22,618</u>	
TOTAL SHEPPARD MEMORIAL LIBRARY FUND		<u><u>\$ 2,479,917</u></u>

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PITT-GREENVILLE CONVENTION AND VISITORS AUTHORITY FUND

Occupancy Tax (2%)	\$ 797,627
Occupancy Tax (1%)	398,814
Interest Income	61
Appropriated Fund Balance	<u>200,000</u>
TOTAL PITT-GREENVILLE CONVENTION AND VISITORS AUTHORITY FUND	<u><u>\$ 1,396,502</u></u>

Section II: Appropriations. The following amounts are hereby appropriated for the operation of the City of Greenville and its activities for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

GENERAL FUND

Mayor & City Council	\$ 430,586
City Manager	2,496,657
City Clerk	275,649
City Attorney	509,349
Human Resources	2,855,170
Information Technology	3,151,566
Fire/Rescue	14,689,593
Financial Services	2,481,422
Contingency	140,000
Other Post Employment Benefits	600,000
Police	25,091,055
Recreation & Parks	7,181,175
Public Works	9,999,525
Community Development	2,848,068
Capital Improvement	2,556,323
Transfers to Other Funds	11,638,684
Indirect Cost Reimbursement	(1,950,887)
TOTAL GENERAL FUND	<u><u>\$ 84,993,936</u></u>

DEBT SERVICE FUND

Debt Service	\$ 5,463,492
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PUBLIC TRANSPORTATION FUND

Public Transportation	\$ 3,249,922
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FLEET MAINTENANCE FUND

Fleet Maintenance	\$ 4,431,156
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SANITATION FUND

Sanitation Service	\$ 7,843,096
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STORMWATER MANAGEMENT UTILITY FUND	
Stormwater Management Utility Fund	\$ 5,882,000
COMMUNITY DEVELOPMENT HOUSING FUND	
Community Development Housing/CDBG	\$ 1,597,179
HEALTH FUND	
Health Fund	\$ 13,562,600
FACILITY IMPROVEMENT FUND	
Facility Improvement Fund	\$ 1,400,000
VEHICLE REPLACEMENT FUND	
Vehicle Replacement Fund	\$ 4,332,161
CAPITAL RESERVE FUND	
Transfer from General Fund	<u>\$ 740,000</u>
TOTAL CAPITAL RESERVE FUND	<u><u>\$ 740,000</u></u>
TOTAL CITY OF GREENVILLE APPROPRIATIONS	<u><u>\$ 133,495,542</u></u>
SHEPPARD MEMORIAL LIBRARY FUND	
Sheppard Memorial Library	<u><u>\$ 2,479,917</u></u>
PITT-GREENVILLE CONVENTION AND VISITORS AUTHORITY	
Pitt-Greenville Convention and Visitors Authority	<u><u>\$ 1,396,502</u></u>

Section III: Encumbrances. Appropriations herein authorized and made shall have the amount of outstanding purchase orders as of June 30, 2018, added to each appropriation as it appears in order to account for the expenditures in the fiscal year in which it was paid.

Section IV: Taxes Levied. There is hereby levied a tax rate of 52 cents per one hundred dollars (\$100) valuation of taxable properties, as listed for taxes as of January 1, 2018, for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimates of revenue, and in order to finance the foregoing appropriations.

Section V: Salaries.

(a) Salaries of Elected Officials. The annual salaries of the Mayor, Mayor Pro-Tem, and other members of the City Council shall be as follows:

Mayor	\$ 13,900
Mayor Pro-Tem	\$ 9,600
Council Members	\$ 8,700

(b) Salary Cap of Greenville Utilities Commission Members. Pursuant to Section 4 of the Charter of the Greenville Utilities Commission of the City of Greenville, the monthly salaries of members of the Greenville Utilities Commission shall not exceed the following caps:

Chair	\$ 350
Member	\$ 200

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Section VI: Amendments.

(a) Pursuant to General Statutes 159-15, this budget may be amended by submission of proposed changes to the City Council.

(b) Notwithstanding Subsection (a) above, the City Manager is authorized to transfer funds from one appropriation to another within the same fund in an amount not to exceed \$10,000. Any such transfers shall be reported to the City Council at its regular meeting and shall be entered in the minutes.

(c) In case of emergency which threatens the lives, health, or safety of the public, the City Manager may authorize expenditures in an amount necessary to meet the emergency so long as such amount does not exceed the amount in contingency accounts and the expenditure is reported to the City Council as soon as possible, and the appropriate budget amendments are submitted at the next regular meeting.

Section VII: The Manual of Fees, dated July 1, 2018, is adopted herein by reference.

Section VIII: Motor Vehicle Tax.

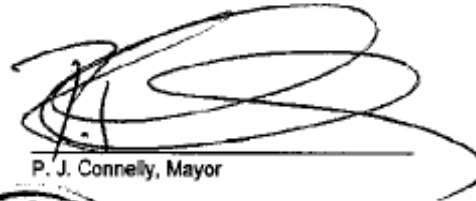
(a) Pursuant to the provisions of General Statute 20-97 (b1) and Section 10-3-1 of the Code of Ordinances, City of Greenville, an annual motor vehicle tax in the amount of thirty dollars (\$30) is hereby levied upon any vehicle resident in the city.

Section IX: Community Development. The City Council does hereby authorize grant project funds for the operation of FY 2018-2019 CDBG Entitlement and Community Development Home Consortium programs under the Community Development Block Grant Program and Home Consortium Program for the primary purpose of housing rehabilitation and other stated expenditures.

Section X: Greenville Utilities Commission. The City Council adopts a separate ordinance for the budget of the Greenville Utilities Commission.

Section XI: Distribution. Copies of this ordinance shall be furnished to the City Manager and the Director of Financial Services of the City of Greenville to be kept on file by them for their direction in the disbursement of funds.

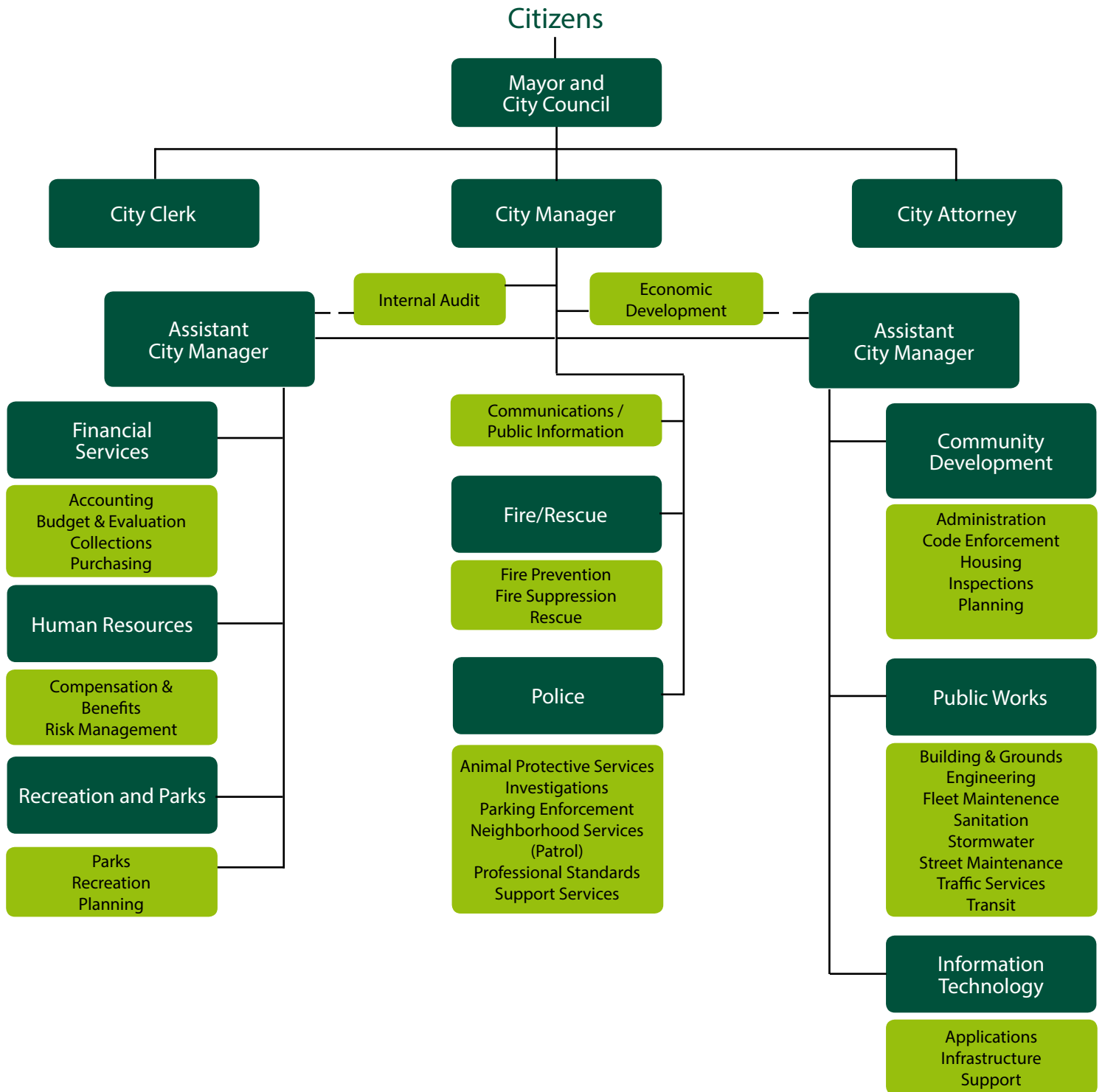
ADOPTED this the 14th day of June, 2018.

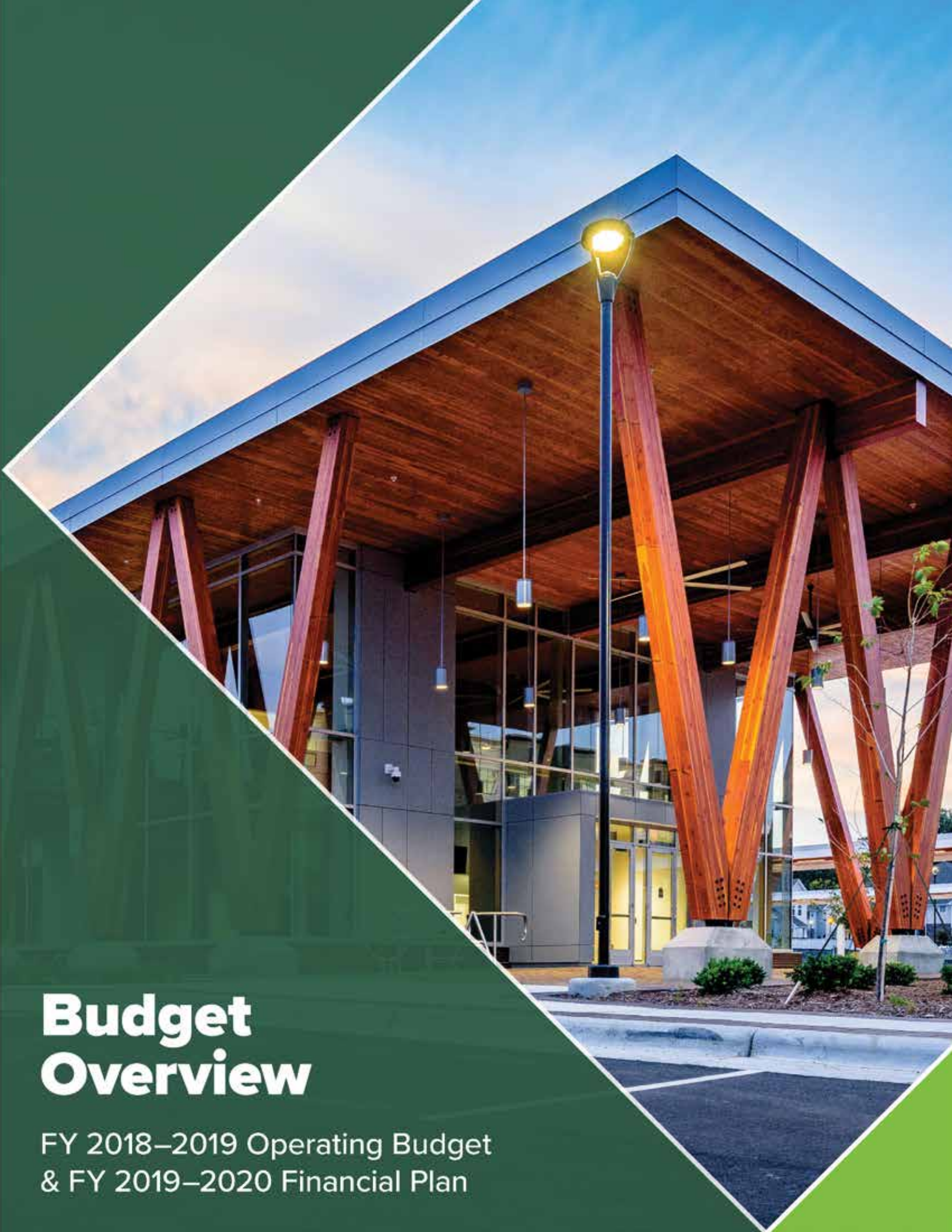

P. J. Connelly, Mayor

ATTEST:


Carol L. Barwick, City Clerk







Budget Overview

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

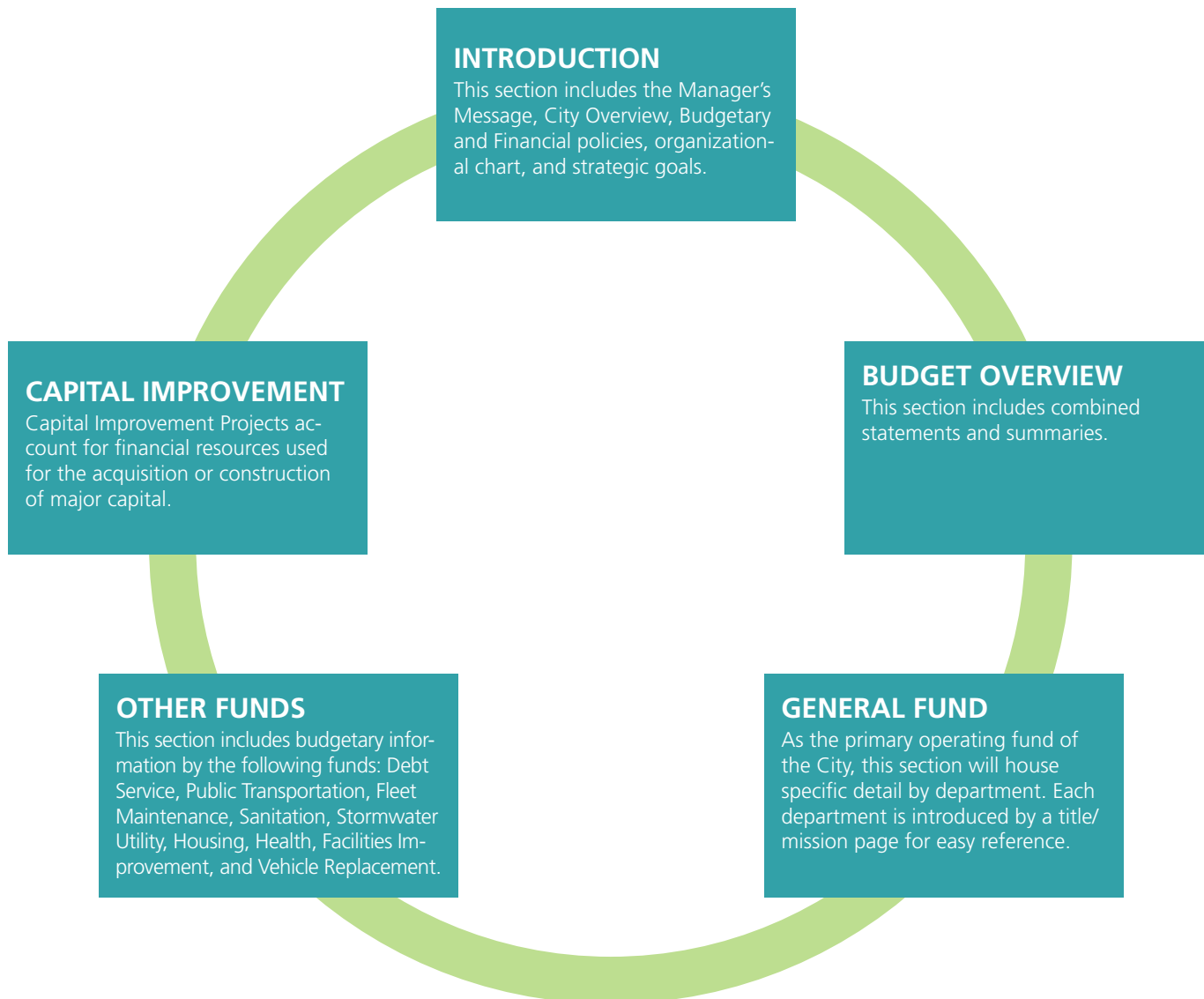
BUDGET GUIDE

This document is the biennial operating budget and financial plan for Fiscal Years 2018-2019 and 2019-2020. The first of the fiscal years is the operating year, while the second is the plan year. The City of Greenville’s fiscal year begins on July 1 and ends on June 30. This biennial document contains a wide variety of information about the financial aspects and the services of the City of Greenville. Its purpose is to explain how to review the budget and how it is organized to help the reader find the information that may be useful.

How is this document organized?

This document is organized and divided by tabs, which represent the different sections. The sections are as follows: Introduction, Budget Overview, General Fund, Other Funds, Capital Improvements, Pitt-Greenville Convention & Visitors Authority, Sheppard Memorial Library, Greenville Utilities Commission, and Supplemental Information (includes Glossary). The five main sections are summarized below.

The Convention & Visitors Authority, Sheppard Memorial Library, and Greenville Utilities Commission are entities that have additional and separate board authorities; therefore, they have separate budget authorizations.



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BUDGET IN BRIEF

Reporting Entity

The City of Greenville, North Carolina, is located in the coastal plains area of the state. As authorized by its charter, the City operates its own Police and Fire/Rescue departments, provides sanitation and street maintenance services, manages a transit system, and maintains public parks and recreation facilities among other services for the citizens. In addition, the City provides electric, water, sewer, and gas utilities for the incorporated area through the Greenville Utilities Commission, which is not a separate legal entity, and operates as an enterprise fund for the City of Greenville.

The City of Greenville is a municipal corporation that is governed by an elected mayor and a six-member council. As required by accounting principles generally accepted in the United States of America, the City's financial statements include the operations of all funds, agencies, boards, commissions and authorities for which the City is financially accountable. The City has no component units.

Budget Process

The City of Greenville prepares and adopts an annual budget consisting of the Operating Budget and the Financial Plan. This document displays the services that the City will provide to the community and the funding that is necessary to perform these services.

The Biennial budget is an annual budget and a plan authorization which presents the services to be provided to the community and the funds necessary to perform these services. According to State law, the fiscal year for all North Carolina municipalities begins on July 1 and ends on June 30. The City has received the Distinguished Biennial Budget award from GFOA for its fifth biennial budgets, beginning in 2009, and plans to submit for recognition again this year.

Budgeting is approached by conservatively estimating revenues, subtracting "the above line" costs such as personnel and insurance, and allocating the balance to departments based on the percentage of budget the department received in the previous budget cycle. Departments wishing to increase their target allotment must submit an increment form justifying the increase. Departments submitting increment forms are required to submit decrement forms specifying what costs could be cut to support the requested increase.

Reporting

Monthly financial reports will be prepared by the Financial Services Department to enable other departments to manage their budgets and to enable management to ensure that all budget controls are being met. Periodic budgetary reports are presented to the City Council.

Budget Calendar

The annual operating budget and the first-year appropriations are adopted by ordinance according to State law (N.C.G.S. 159—Local Government Budget and Fiscal Control Act). This law requires that the City Council adopt a balanced budget in which estimated revenues and appropriated fund balances equal appropriations. The City Council must adopt the budget no later than July 1 of each year. The City Manager submits a balanced budget proposal to the City Council no later than June 1. A formal public hearing is required as part of the process. The budgetary level of control is at the departmental level. The schedule of the process is illustrated below:

OPERATIONS BUDGET AND CIP/FIP CALENDAR

Month	Operating Budget	CIP Budget
September	Budget Kickoff / City Manager's Vision Budget documents available MANDATORY budget training	CIP & FIP forms available
October	Personnel budget preparation worksheets verified and returned to HR New position and reclassification requests due to HR IT requests due to IT	
November	Recommended new positions/reclassifications due to Budget Office Recommended technology requests due to Budget Office from IT Revenue projections and manual of fee changes due to Budget Office Budget targets distributed to departments	CIP & FIP request Forms due to Budget Office
December	Dept mission statement and goals due to Budget Office Dept budget requests and increment/decrement forms due to Budget Office Dept head meetings with Assistant City Manager Dept head meetings with City Manager, Asst City Manager and Finance Director	CIP & FIP schedule presented to City Council
January	HR approved dept personnel budget preparation worksheets submitted to Budget Office Revenue and expense forecast finalized by FS/Budget Office City Council Strategic planning retreat Proposed 5-year CIP presented to City Council	City Council Planning retreat and draft CIP presentation
February	Optional Dept head follow-up meetings with City Manager and Asst City Manager	
March		CIP Proposal to City Council
April	City Council Preview GUC, SML, and CVA budgets due to Budget Office	
May	City Council budget presentation Public display of balanced budgets prior to Public Hearing	
June	Public Hearing Adoption of Budget	
July	Fiscal Year Begins	

Budget Amendments

Each year, the budget takes full effect on July 1. Throughout the course of the year, adjustments may become necessary in order to satisfy necessary changes in budget. In accordance with North Carolina General Statute 159-15, the budget may be amended by submission of proposed changes to the City Council. The City Manager is authorized to transfer funds from one appropriation to another within the same fund in an amount not to exceed \$10,000. Any such transfers shall be reported to the City Council at its next regular meeting and shall be entered in the minutes. Any revisions to transfer budgeted amounts over \$10,000 or that alter the total expenditures of any fund must be approved by the City Council before being recorded.

BASIS OF BUDGETARY ACCOUNTING

Budgetary accounting is used for management control of all funds of the City. Annual budget ordinances are adopted on the modified accrual basis of accounting at the fund level and amended as required for the operations of the General, Debt Service, certain Special Revenue, and Proprietary Funds.

Fund Accounting Summary			
Fund Type	Fund Category	Basis of Accounting	Budgetary Accounting
General Fund	Governmental Fund	Modified Accrual	Modified Accrual
Special Revenue	Governmental Fund	Modified Accrual	Modified Accrual
Debt Service	Governmental Fund	Modified Accrual	Modified Accrual
Capital Projects	Governmental Fund	Modified Accrual	Modified Accrual
Enterprise	Proprietary Fund	Accrual	Modified Accrual
Internal Service	Proprietary Fund	Accrual	Modified Accrual
Fiduciary	Fiduciary Fund	Modified Accrual	Modified Accrual

In summary, the basis of accounting and the basis of budgetary accounting are only different for the City's Proprietary Funds, which use the accrual basis of accounting and the modified accrual basis for budgetary accounting.

Encumbrances

As required by North Carolina General Statutes, the City maintains encumbrance accounts under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded in the governmental funds in order to reserve that portion of applicable appropriation. Encumbrances outstanding at year-end represent the estimated amounts for the expenditures ultimately to result if unperformed contracts in process at year-end are completed. Open encumbrances at the end of the year are reported as restrictions on fund balances. Encumbrances do not constitute expenditures or liabilities.

Budget by Fund

This section of the budget document contains the "official" statement of revenues and expenditures to be recognized and appropriated for every major fund group for the City of Greenville. The funds in this section are explained in more detail by department and organizational area under the "General Fund" and "Other Funds" sections for this document.

1. For each fund, five years of data are presented for information; the actual results for fiscal years 2016 and 2017, the original budget for fiscal year 2018, the adopted Original Budget for fiscal year 2019, and a Fiscal Year 2020 financial plan.
2. Capital expenditures funded with fiscal year 2016 and fiscal year 2017 dollars are summarized by Department in the "Capital Improvements" section. In addition, a list of all on-going projects that do not require an annual budget to be adopted, and may be excluded from the local budget ordinances according to the North Carolina General Statutes in the Local Government Budget and Fiscal Control Act, are also included in this section.

FUNDS

Local government activities are budgeted and accounted for in a number of separate fiscal entities known as “funds.” The funds established by the City of Greenville fall into three categories of funds: governmental, proprietary, and fiduciary. Governmental funds are generally used to account for activities supported by taxes. Proprietary funds are generally used to account for an organization whose fees and charges support activities. Fiduciary funds cannot be used to support general government activities because assets are held in trust. In the City of Greenville’s budget, funds have been set up to segregate activities or objectives in accordance with special regulations, restrictions, or limitations. This document includes the biennial budget, or budget summary for all funds that are presented within the audited financial statements, except for the Other Post-Employment Benefits (OPEB) Fund. This fiduciary fund is managed and housed within the State of North Carolina’s Trust Fund for OPEB. The annual funding for this fund is appropriated within the General Fund and is not described below as there is no budget associated with the fund. The capital project funds and some Special Revenue funds that are considered “ongoing” are presented at a summary level, within the Capital Improvements Section, as they are not required to have their appropriations adopted annually.

MAJOR GOVERNMENTAL FUNDS

Fund	Definition
General Fund	The General Fund is the general operating fund of the City. It is used to account for expenses and all financial resources for services to the public. The primary revenue sources are property taxes, sales taxes, intergovernmental revenues, and charges for services, except for those that are designated by state law or local ordinance to be recorded in another fund group. The primary expenditures are for police, fire, public works, parks and recreation, and general government services.
Special Revenue Funds	Special Revenue funds provide full budgetary accountability for restricted or limited resources (other than assessments and operating or capital grants to enterprise funds). Restrictions on resources may be federal, state, or local; a special revenue fund is established when required by legal mandate or sound financial management practices. These funds are as follows: <ul style="list-style-type: none"> - Housing Fund (Community Development Block Grant and Home Consortium) - Sheppard Memorial Library
Debt Service Funds	The Debt Service fund accounts for the accumulation of resources for the payment of interest and current maturities of general obligations and other long-term obligations.
Capital Project Funds	The Capital Project funds provide budgetary accountability for financial resources used for the acquisition or construction of major capital improvements. Typically, projects are funded by General Obligation Bonds, Federal and State Capital funds, General Fund balance appropriations, and Capital Reserves. A listing of significant projects is located behind the Capital Improvements tab.

MAJOR PROPRIETARY FUNDS

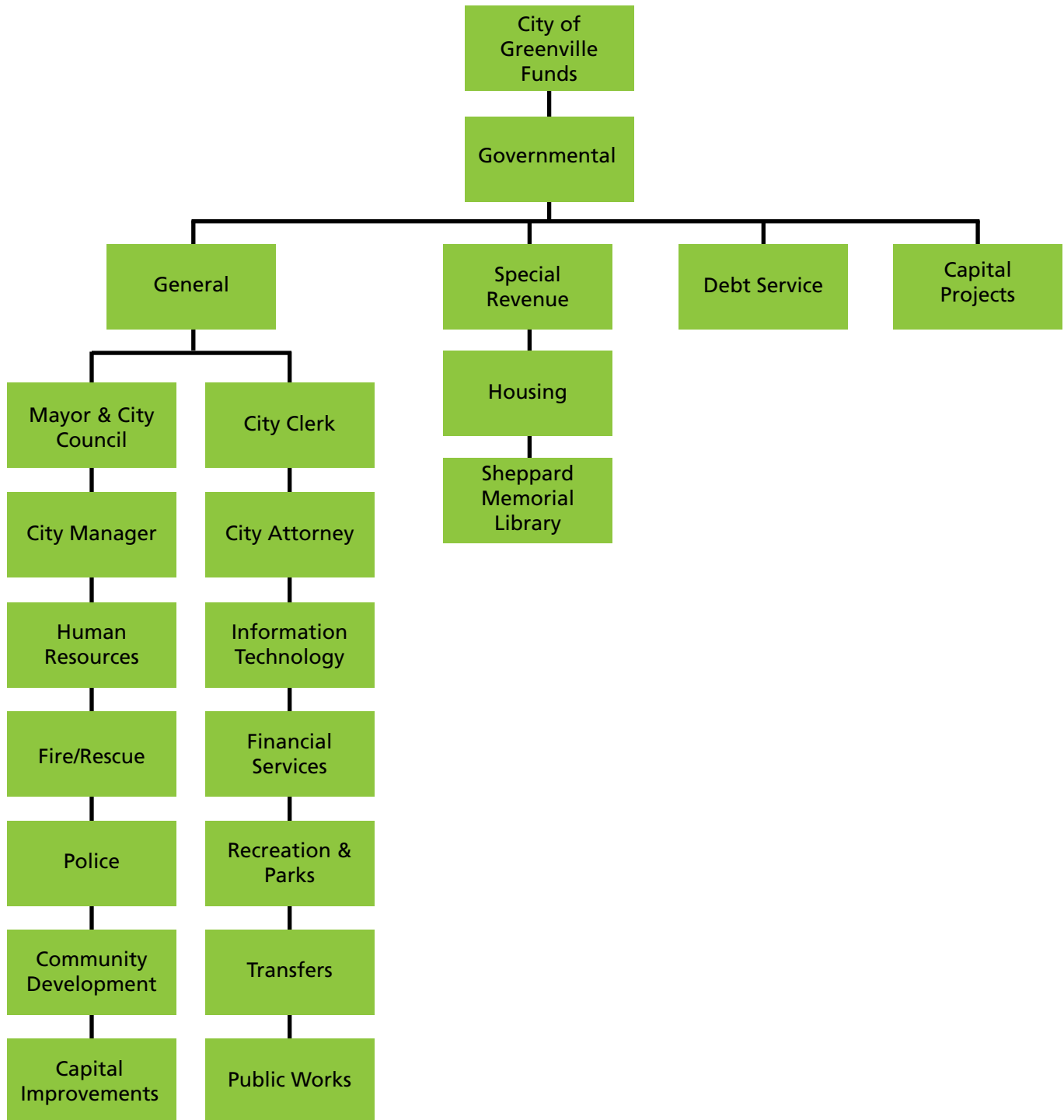
Fund	Definition
Enterprise Funds	These funds provide budgetary accountability for financial resources used for the acquisition or construction of major capital improvements for enterprise operations. The activity's costs of providing services, including capital costs are recovered with fees and charges, rather than with taxes or similar revenues. These funds are as follows: Electric, Water, Sewer, Gas, Public Transportation, Sanitation, and Stormwater Utility.
Internal Service Funds	Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis. The City of Greenville includes, as part of the budget process, three internal service funds: the Health Fund, which is used to account for the financing of the City's health and dental insurance program, the Fleet Maintenance Fund, which is used to account for the maintenance and repair of all City vehicles, and the Vehicle Replacement Fund, which is used to fund the purchase of all City replacement vehicles.

FIDUCIARY FUNDS

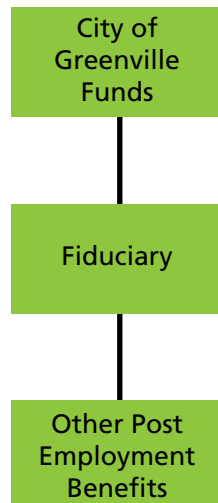
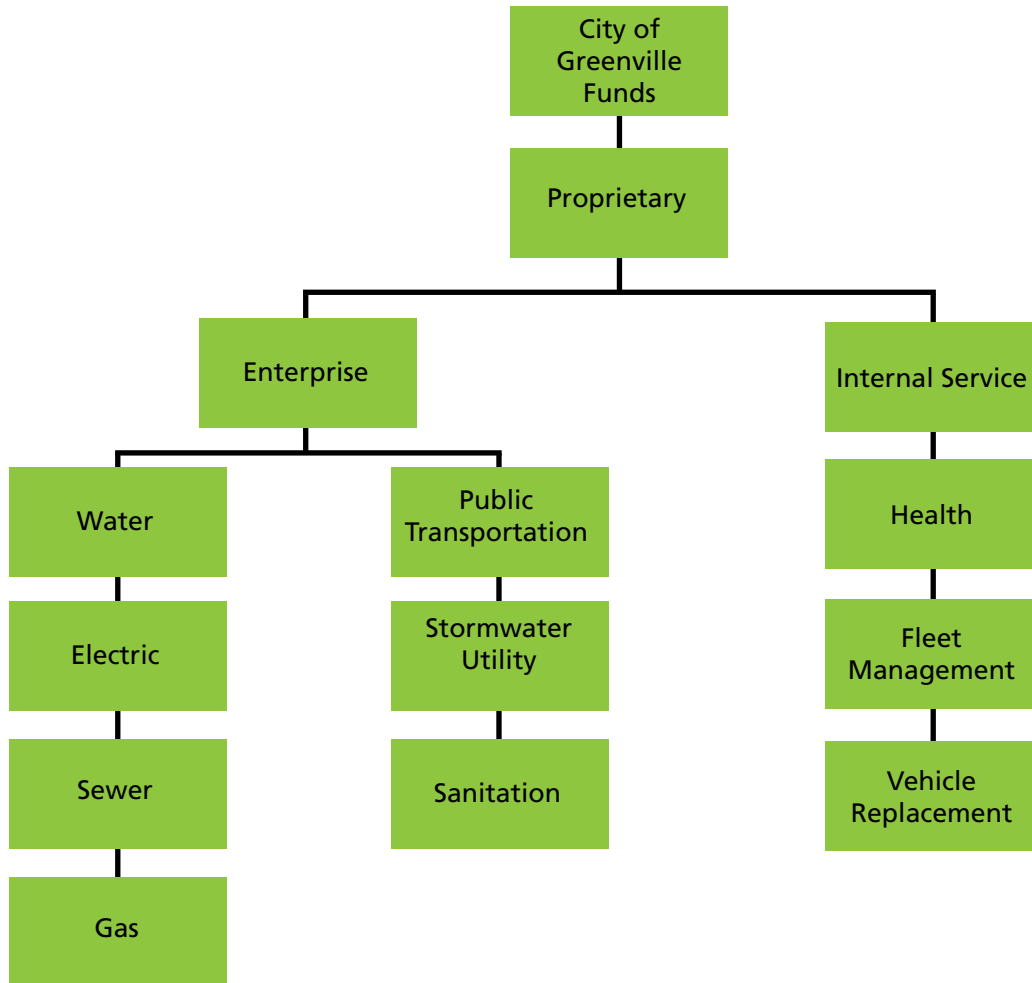
Fund	Definition
Fiduciary Funds	Fiduciary funds are used to account for assets held in trust by the government for the benefit of individuals or other entities. The Other Post-Employment Benefits fund (OPEB), created by the State of North Carolina to provide retirement benefits for its employees, is an example of a fiduciary fund. Financial statements may further distinguish fiduciary funds as either trust or agency funds; a trust fund generally exists for a longer period of time than an agency fund.

The following charts illustrate all of the City of Greenville Funds and the hierarchy of how they are reported:

FUNCTIONAL UNIT & MAJOR FUND



FUNCTIONAL UNIT & MAJOR FUND





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POLICY GUIDELINES

The overall objective of the City’s financial plan is to establish and maintain effective management of the City’s financial resources. The following section will highlight budgeted items as identified within the overall strategic goals for the city and policies used to guide the preparation and management of the City’s budget.

CITY COUNCIL GOALS & PRIORITIES

During the annual planning session on January 26-27, 2018, the Greenville City Council established its goals and priorities for the next two years. The Council established five goals and eight priorities.

Following the planning session, City staff created a plan of action for each priority. That plan of action is detailed in the 2018-2020 Strategic Plan as outlined below. Action steps are listed for each of the Council’s priorities and provides updates on the progress toward achieving the priorities established by the City Council.

City Council Goals

- 1) Be a safe community
- 2) Build great places that thrive by creating and sustaining complete neighborhoods, growing a green, resilient, healthy, and vibrant city on both sides of the river
- 3) Grow the economic hub of eastern North Carolina through the proactive recruitment of businesses
- 4) Enhance accessible transportation networks, public building and public infrastructure development
- 5) Build a high performing organization and govern with transparency and fiscal responsibility

City Council Priorities and Action Steps

Priority 1: Proactive economic development including the seven recommendations from staff and a disparity study		
#	Action Step	Update
1	Explore a formal economic development partnership	The City of Greenville, Greenville Utilities, Pitt County, and the Committee of 100 collaborated for Convergent Economic Development Study in February 2018. The Consultant held stakeholder input sessions in April 2018. Discussions continue on proposed organizational structure.
2	Explore creating “shovel-ready” industrial sites and/or park and shell buildings	The City of Greenville engaged Creative Consulting in February 2018 to study 15 potential industrial sites through the City and County. The site analysis includes review of site criteria and a list of priority sites and the rationale. A final version of the study was completed in August 2018. Discussions continue.
3	Revise and expand the outdoor dining policy	The City of Greenville is working to revise and expand the outdoor dining program. The goal is to make the processes easier to navigate and offer outdoor dining in a larger geographic area than currently allowed. Preliminary discussions began with City staff involved in the outdoor dining permit process in May 2018. City staff is currently conducting field visits and meeting one-on-one with City staff to better understand the ordinance implementation. In addition, City staff is currently benchmarking other communities in North Carolina and college communities to understand how their outdoor dining programs work.

Priority 1: Proactive economic development including the seven recommendations from staff and a disparity study		
#	Action Step	Update
4	Consider parking study recommendations	The City of Greenville hired Walker Parking Consultants in 2017 to study parking in uptown Greenville and make recommendations. The final report of the parking study was received in December of 2017. The consultant presented the recommendations to City Council in February 2018 through an informational presentation only. The recommendations address personnel, equipment, future parking needs, financial structure, etc.
5	Develop programs to support small businesses	The City of Greenville began to explore options for assisting small businesses in late January 2018. Initiatives include revising the Small Business Plan Competition and creating a Small Business Assistance Program. City staff benchmarked other communities to gauge small business offerings in February 2018. A small business survey was launched in March of 2018 and approximately 60 responses were received. In March 2018, City staff also began working on a “Greenville Means Business” web landing page that will consolidate area small business resources and provide easy-to-navigate processes. Feedback was received from the City’s Redevelopment Commission (RDC) in May 2018 on the Small Business Plan Competition, and City staff presented the Small business Assistance initiative at the Chamber of Commerce Small Business Expo in May of 2018.
6	Modernize the permitting and plan review process	The City began to explore a plan to modernize the City’s permitting and plan review processes in December 2017. City staff met with members of the Pitt County Economic Development Partnership in March 2018 and received verbal and written feedback. A process review with City staff that work in Public Works, Planning, Building Inspections, and the Fire Department took place in March-April 2018. An additional development community stakeholder input session was held in April 2018. The Technical Review Committee (TRC) was reactivated in June 2018. Customer service training took place for staff involved in the permitting and plan review process in June 2018.
7	Consider the job creation grant	The City is crafting an incentive program that will elevate our competitiveness for companies that are seeking a new location or expanding. This incentive program provides a grant to a company creating new full-time jobs and is locating or expanding in the Greenville City Limits or ETJ. There were multiple presentations to the City Council and revisions to the draft program in 2017 and 2018. Most recently, City staff presented to City Council in June 2018 at a workshop.

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Priority 2: Infrastructure (strategic with roads and sidewalks)		
#	Action Step	Update
1	Complete the G. K. Butterfield Transportation Center	Complete. Ribbon-cutting ceremony was held on August 8, 2018 with services beginning at the new facility on August 9, 2018.
2	Continue with the final two years of the 5-year roadway resurfacing plan. Begin the development of the next 5-year roadway resurfacing plan.	Staff continues to implement the original 5-year resurfacing plan with the recent award of the 2018 Street Resurfacing project to Rose Brothers Construction. Major thoroughfares that are part of the contract include Fifth Street, Arlington Boulevard, Red Banks Road, and Hooker Road. Staff generated a preliminary list of roads for 2019 to be evaluated and discussed by Fall 2018. The next 5-year plan for road resurfacing will be developed in FY 19.
3	Design and construct the final phase of Arlington Boulevard between Red Banks Road and Hooker Road	The design has been contracted to The East Group. The subsurface testing and preliminary design with a recommended plan of rehabilitation of the road and storm sewer along that portion of Arlington Boulevard and will be completed by Fall 2018.
4	Initiation of construction of the Safe Routes to School sidewalk construction project	The City has received final approval from the State Historic Preservation Office for the project and we are underway with preparing the plans and specification for bidding.
5	Initiate design for Fire Station #7	Some scoping of project underway. Expected to begin design in late 2018.
6	Begin construction of the South Tar Greenway between Pitt Street and Nash Street	Construction contract was awarded by the City Council on June 25, 2018, as well as the supplemental agreement with NCDOT for additional funding for the project.
7	Coordinate with the NCDOT to initiate the next phase of the signal timing optimization project	NCDOT is preparing a Memorandum of Understanding (similar to City/State agreement for Greenville Boulevard) for the Memorial Boulevard corridor.

Priority 2: Infrastructure (strategic with roads and sidewalks)		
#	Action Step	Update
8	Coordinate with NCDOT on roadway projects	<p>US 13 Bridge Replacement Project:</p> <ul style="list-style-type: none"> • Total Project Cost: Approx. \$9.3 Million • Cost to the City: No Cost to the City • Estimated Construction Schedule: ROW – FY 2018 Construction – FY 2019 to 2021 <p>Greenville Southwest Bypass</p> <ul style="list-style-type: none"> • Total Cost: Approx. \$239.8 Million • Cost to the City: No Cost to the City • Estimated Construction Completion: Spring 2020 <p>Fire Tower Rd/Portertown Rd Widening</p> <ul style="list-style-type: none"> • Total Project Cost: Approx. \$29.98 Million • Cost to the City: Approx. \$150,000 for Sidewalks • Estimated Construction Timeline: Construction – FY 2019 to 2022 <p>Allen Road Widening</p> <ul style="list-style-type: none"> • Total Project Cost: Approx. \$19.43 Million • Cost to the City: Approx. \$150,000 for Sidewalks • Estimated Construction Timeline: Construction – FY 2021 to 2023 <p>Evans Street/Old Tar Road Widening</p> <ul style="list-style-type: none"> • Total Project Cost: Approx. \$87.17 Million • Cost to the City: Approx. \$240,000 for sidewalks • Estimated Construction Timeline: Construction – 2021 to 2024 <p>14th Street Widening</p> <ul style="list-style-type: none"> • Total Project Cost: Approx. \$12.4 Million • Cost to the City: Approx. \$200,000 for Sidewalks • Estimated Construction Timeline: Construction – Begin FY 2022 Completion – FY 2024 <p>Greenville Signal System Upgrade</p> <ul style="list-style-type: none"> • Total Project Cost: Approx. \$9.8 Million • Cost to the City: Approx. \$912,000 (via Memorandum of Agreement) • Estimated Project Timeline: Construction FY 2023
Priority 3: Arts/Entertainment		
#	Action Step	Update
1	Convene local arts groups to partner on visual as well as performing arts events	<p>The City and Uptown Greenville provided support to Inner Banks Media's efforts in creating a mid-week concert series at the Town Common. The "Concert on the Common" also received support from several other local businesses, and the concerts attracted crowds from Greenville and beyond. Recreation and Parks also recently partnered with the Greenville Noon Rotary to bring the six-week Field of Honor display to the Town Common. This will be an annual display.</p>

Priority 3: Arts/Entertainment		
#	Action Step	Update
2	Continue efforts to activate the Town Common with concerts, activities, and programs	The addition of the City's inaugural "Movie in the Park" created a well attended new event and is leading to a five-movie series annually. Two additional movies will be scheuled this fall. "Yoga in the Park" events were held each Tuesday during the spring, and "Zumba in the Park" was hosted on Thursday evenings in April, May, and June. Additionally, the Town Common has hosted the new "Concert on the Common" and continues to hold the "Sunday in the Park" concert series each Sunday throughout the summer. The Field of Honor flag display has also brought visitors to the Town Common, including for the opening ceremony and a Flag Day event. The City has also taken the lead on the annual Independence Day celebration at the Town Common.
3	Work with partners to publish a single, annual directory of all local arts organizations and the arts and events opportunities they provide for residents and visitors	Recreation and Parks Arts Coordinator attends monthly meeting of area arts organizations in an effort to foster communication, coordination, and possible partnerships in the delivery of area arts services, programs, and events. There are close to 50 such arts organizations that share their plans for programs and events. A directory of these organizations has been established and an online calendar of the arts services and events is being coordinated through the Pitt County Arts Council.
4	Meet with leadership of the recently renovated Uptown Theater regarding possible partnerships and promotional initiatives	City leadership met with CommunitySmith Managing Partner Holton Wilkerson and, while work on the theater is still in progress, the project is scheduled to be completed in the Fall 2018.
5	Explore the development of an arts district	The Pitt County Arts Council has been working on an Arts District Research Study since 2016, and it will be continuing this study with the anticipated designation of Greenville as a SmART City by the North Carolina Arts Council. The SmART City Resource Team will include City of Greenville representation. A SmART City designation would include a \$15,000 grant from the NC Arts Council.
6	Develop opportunities for visual arts classes to be hosted outside at the Town Common	Recreation and Parks staff is in discussion with the Executive Director of the Pitt County Arts Council at Emerge regarding "en plein air". This would be arts activities outside, and several possibilities for such activities and events at the Town Common are being considered.
7	Investigate partnering with others to establish an annual Food Truck Rodeo with music, contests, games, and entertainment at the Town Common	Recreation and Parks staff are gathering best practices from other recreation departments and municipalities who have held successful rodeos. Staff also contacted a potential non-profit partner for co-sponsoring. Work is being done to identify a funding source.
Priority 4: Cleanliness and beautification		
#	Action Step	Update
1	Develop a plan to enhance city entrances and gateways including litter removal, mowing, and additional landscaping	Currently utilizing City staff to supplement contract mowing crews to better maintain City entrances/gateways. In FY-19, the City will take over litter and mowing responsibilities on Stantonsburg Road and Memorial Drive from NCDOT. This work will be contracted out.

Priority 4: Cleanliness and beautification		
#	Action Step	Update
2	Work with the NCDOT to implement the gateway program	We have received updated NCDOT reimbursement data to develop a comprehensive plan to contract out the litter and mowing of six (6) NCDOT entryways/gateways.
3	Market and attract additional partners to adopt city streets through the Adopt-a-City-Street program	Recycling Coordinator joined the Public Works staff on June 25, 2018 and assumed the Adopt-a-Street program duties. Adopt-a-Street had approximately 25 active participants during 2018. Recruiting memberships is the primary action for remaining months of this year.
4	Conduct a public information campaign to encourage a clean city and litter removal of neighborhoods and businesses	Public Works and PIO remain proactive in educating citizens about solid waste collection practices using a variety of tools such as curbside cart information stickers, social media and Public Staff. In conjunction with Code Enforcement, Public Works conducted a successful Spring Clean-Up during 2018.
Priority 5: Develop and implement a comprehensive approach to storm water management		
#	Action Step	Update
1	Continue to support the work of the Stormwater Advisory Committee (SWAC) through their review of ordinances, levels of service, revenues, and capital projects	SWAC has met nine times and completed their review of the Stormwater Program and Utility. The group has identified the extent of service and level of service for the program. They are currently reviewing capital projects and assisting with prioritization.
2	Once the SWAC makes recommendations, provide a presentation to the City Council for final deliberations	Based on the above decisions, a recommendation for Council is being finalized that includes: extent of service, level of service, rate increase, and several years of prioritized projects.
3	Begin the construction of the Town Creek Culvert project	Trader Construction was issued a Notice to Proceed on February 28, 2018. They promptly mobilized to the site and have substantially completed drainage improvements in the Town Common parking lot, excavation/sodding of Town Common wetland area, and First Street culvert improvements. They are currently working at Third Street with other utility work underway at Fourth Street.
4	Complete the FY18 Storm Water Repair Project	Trader Construction was issued a Notice to Proceed on March 15, 2018. To date, Greenfield Blvd., Brookgreen Road, Glasgow Lane, and York Road are substantially complete. Staff has requested a second crew from Trader and is currently working on Task Orders for Fifth Street, First Street, Rock Springs Road and South Wright Street.
5	Initiate design for one or more of the following priority storm water projects: St Andrews Stabilization Project; Elm St between 4th Street and Tar River outfall; Arlington Boulevard crossings between Evans Street and Hooker Road; Harding Street and 1st Street systems	A Task Order has been issued for design of the Arlington Boulevard road system in conjunction with the design for pavement improvements on Arlington. All other projects were presented to the SWAC for prioritization.

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Priority 6: Continue to implement the Town Common Master Plan		
#	Action Step	Update
1	Complete and dedicate the Sycamore Hill Gateway Project at Town Common	Rhodeside and Harwell has completed 60% construction documents. The 90% construction documents submittal will be issued to the City in early fall for permitting and bidding. Bid documents will be issued in October 2018 and construction contract awarded in November 2018. Construction will take approximately nine months to complete.
2	Continue efforts to have a watercraft rental company available on site at Town Common	Kayak/Canoe launch construction is underway at Town Common, as is the work on RFP for possible development of a restaurant/event space in the 1.46 acres of the park that has no Land and Water Conservation Fund (LWCF) development restrictions. In addition, the Town Creek Culvert Project is currently limiting parking space available at Town Common. Once responses to the RFP have been received, a decision made regarding future of this acreage, and a more definitive understanding of parking limitations is at hand, staff will move forward with an RFP for one or more watercraft rental companies to establish a portion of their business within the park in proximity to the launch. In the meantime, we will continue the practice of allowing a local kayak/canoe vendor(s) the right to deliver and pick up watercraft at Town Common when renting to area customers.
3	Develop a plan for more programming and activities at the Town Common	Following the City's first "Movie in the Park" on June 15, additional movie nights are planned for fall 2018 and spring of 2019. This series was developed in a collaborative effort between the City Manager's Office, Public Information Office, and Recreation and Parks. Recreation and Parks staff is considering options that would allow for distinct, separate areas at Town Common to be booked which would enable multiple events to be held simultaneously. Recreation and Parks staff worked with the Public Information Office to create a one-stop website page highlighting upcoming events at Town Common to increase public awareness of how active the park is with third-party events and City-sponsored programming
4	Create and issue an RFP for a restaurant/event space to be developed in the 1.46 acres of Town Common that has no Land and Water Conservation Fund (LWCF) development restrictions	The City has received a proposal from The East Group to create an RFP for a development in this area of Town Common. The City will execute an On-Call Contract Amendment with The East Group for professional services for development of this RFP in mid-September 2018 and issue a notice to proceed.
Priority 7: River Access, Tar River Vantage Points, and Tar River Legacy Plan Additions		
#	Action Step	Update
1	Explore the acquisition of riverside lake lands as recommended in the Tar River Legacy Plan	Staff is researching possible acquisition of specific parcels along the Tar River that have lakes and would lend themselves to the development of facilities for a variety of recreational pursuits, such as fishing, kayaking, canoeing, paddle-boarding, sculling, residential camping, BMX, zip-lining, environmental education, and even canopy tours. Some funding was identified within Recreation and Parks capital budget, but outside sources of funding will also be needed for acquisition, and are being sought. Plan to apply for NC Parks and Recreation Trust Fund (PARTF) grant for facility development in 2019, once acquisition is accomplished.

Priority 7: River Access, Tar River Vantage Points, and Tar River Legacy Plan Additions		
#	Action Step	Update
2	Develop mountain bike trails connecting to greenway and river overlook	The grant application process is underway with the NC Trails Program for development of a mountain bike trail on city property with connections to the South Tar Greenway.
3	Investigate the creation of a gravel trail around the Beech Street connector pond along with fishing access	Preliminary evaluation of a half mile gravel trail around the Beech Street Connector pond has been completed. Estimated cost for this project (clearing, gravel installation, a few signs and benches) is \$20,000. At this time there are no funds identified for construction.
4	Identify a site for establishing an additional overlook / river access along the Tar River, design overlook and simultaneously seek no rise certification from NC Department of Environment at Natural Resources and the US Army Corps of Engineers	Overlook opportunities have been identified at the intersection of the South Tar River Greenway and the Greenmill Run Greenway. Funding for the design and no rise certification has not yet been identified. The City is also exploring the potential of developing a boat dock facility at Town Common after receiving a no-rise certification.
5	Seek grant opportunities to expand trails and greenways along the river	Note Action Step #2
Priority 8: Enhance Public Safety through Street Lighting, Cameras, and Community Police Relations		
#	Action Step	Update
1	Establish 5-year street lighting plan with GUC to include expectations, priorities, responsibilities and costs regarding the scope of the citywide lighting project	A 4-year conversion plan was developed and accepted by GUC to convert remaining city street lights to LED. The first year of the plan includes areas north of the river before moving into the Grid area.
2	Assess and implement the installation of new poles/lights in areas where the LED lighting conversion has been completed with the goal of eliminating any remaining areas that are underserved with light	Additional infill lights have been added to the west side following initial conversion to LED. This process will repeat each year as existing conversions are completed in years 1-4.
3	Leverage technology to [remotely] adapt the lighting level for public safety needs on an ongoing/recurring basis	Vendor has been selected by GUC for adaptive lighting in the uptown area. Equipment has been ordered by GUC along with new, decorative lights for the uptown area (approximately 200).
4	Public Safety Cameras: Continue the expansion of the public safety camera network to include the exploration of a neighborhood partnership program	City has 389 total cameras (includes parks and City facilities). There was \$1 million allocated in 2017-2018 budget for lights and cameras (\$650,000 used for cameras).
5	Police community stakeholders meeting	First event was held on June 21, 2018 at First Presbyterian Church. This annual meeting included the PCRC, NAB, Civic Liaison Partners, Interfaith Clergy members, Citizens Police Academy alumni, Special Interest groups (NAACP, SCLC, LGBT, AMERICAN and others) for the purpose of reviewing current outreach programs and partnerships to identify improvements and increase our effectiveness in our outreach programs.

Priority 8: Enhance Public Safety through Street Lighting, Cameras, and Community Police Relations		
#	Action Step	Update
6	Police community fair - Annual event designed to invite the general public for engagement and education on police functions and initiatives in a relaxed fair-like setting	Venue has been secured. Planning stages for the tables, displays underway. Timeline: Event is planned for Fall 2018
7	Safe police encounters – Ongoing education initiative to improve public safety when stopped by the police and the complaint process. This will include focused training sessions and supporting videos and publications distributed throughout the year at numerous events	Introduction made at Interfaith Clergy meeting (May 2018). Presentation made at June 11, 2018, City Council meeting. Completed list of outreach events through end of 2018 reaching estimated 300,000 citizen contacts.
8	PAL and Police Explorers – Continued support for the PAL afterschool programs, youth camps, sports programs, and police explorers program	The summer programs include three PAL Summer Camps, two Youth Police Academies, three tackle football teams, and one cheer leading squad in the American Youth Football and Cheer League. The PAL Program also sponsors two teams in the Jackie Robinson Baseball League
9	Diversity recruiting – Improve diversity in department through focused outreach	Currently, Center City officers strive to share information during events like the Umbrella Market, Concert on the Common, etc. Additionally, efforts to recruit and share information about GPD were made during recent BLET graduations at Pitt Community College (PCC), Edgecombe Community College and Wayne Community College.
Priority 9: High performing organization		
#	Action Step	Update
1	Provide “at market” pay and benefits to attract and retain top talent by allowing funds in budget to provide for market based increases in pay and benefits	On June 14, 2018, Council adopted the FY 2018-19 Budget and approved the FY 2019-20 Financial Plan for the City which include an average employee wage increase of 2.7%. Council also approved a 2.1% adjustment of the salary ranges in order to maintain market competitiveness. An increase equally across all pay ranges in the City’s salary structure will positively impact the City’s ability to compete with the market for talent. The budget also includes an increase of \$10 per pay period in the City’s contribution to each general employee’s 401(k) supplemental retirement plan, increasing the City’s contribution from \$30 to \$40 per pay period.
2	Offer internal and external opportunities for professional growth and development, through training, education, and mentoring	More than 100 supervisory employees have successfully completed the Supervisory Training and Refresher (STAR) Program since its inception in 2013. During FY 2017/18, the City also offered customer service, social media, safety, and a variety of other training to employees, as well as provided funding to allow selected employees to attend the Municipal Administration Course offered through the UNC School of Government and the Pitt County Greenville-Pitt County Chamber of Commerce Leadership Institute. Funding permitting, employees attend conferences, seminars, and workshops on behalf of the City. Additionally, Council has approved the addition of a full-time Training and Development Specialist within the Human Resources Department.

Priority 9: High performing organization		
#	Action Step	Update
3	Expand efforts to make City government reflect the diversity of Greenville to effectively meet the needs of all citizens, by having diverse panels for every new-hire or promotional process	The City of Greenville is an equal opportunity employer and strives to increase diversity in the employment and promotional opportunities at all levels of the workforce. To the extent possible, each interview panel represents a diverse representation of perspectives and backgrounds with regard to gender, race, and other characteristics. Additionally, when feasible, a Human Resources Department employee serves as a member of the interview panel for new hire and promotional processes.
4	Expand the City's Wellness program to enhance and maintain the optimal health of employees and retirees by increasing incentives	By participating in well-being activities such as biometric and preventive care screenings and health coaching, employees and retirees are eligible to earn up to \$300. The incentive was doubled from \$150 to \$300 effective January 1, 2018 to further incentivize employees and retirees for their voluntary participation in various wellness activities.
5	Expand the scope of services of the employee health clinic to enhance the health and well-being of employees and retirees on the plan	Since opening on May 1, 2017, the employee health clinic has provided a variety of services and has expanded its scope of services to enhance the health and well-being of employees and retirees covered under the City's health plan. On August 1, 2017, pre-65 retirees became eligible to use the clinic, and on May 1, 2018, pharmacy services were added to provide onsite dispensing of commonly prescribed medications. Effective July 1, 2018, the number of provider hours increased to 12 hours per week, and covered spouses and dependent children at least 13 years old will be able to use the clinic.
6	Provide employees with access to information regarding upcoming City initiatives and events	The City's wellness coordinator provides regular updates to employees concerning various healthy activities and programs. The City's PIO provides information to all City employees for numerous events happening around the City. The Human Resources Department provides resources for professional development initiatives. Employee safety guidelines, training, and informative web sites are provided to employees to help enhance the awareness of on the job safety.
7	Sponsor annual teambuilding exercises for each work group including the department heads and City Council	The Training and Development Specialist will develop and conduct a variety of training programs for employees, including sponsoring teambuilding exercises to empower work groups toward common goals.

NC BENCHMARKING PROJECT

In fiscal year 2009, the City of Greenville joined the North Carolina Benchmarking Project. The goals for this project are:

1. To develop and expand the use of performance measurement in local government
2. To produce reliable performance and cost data for comparison
3. To facilitate the use of performance and cost data for service improvement

The City of Greenville collects cost and performance data on the following activities: residential refuse collection, household recycling, yard waste/leaf collection, police services, emergency communications, asphalt maintenance and repair, fire services, building inspections, fleet maintenance, and human resources.

The performance measures collected include resource, workload, efficiency, and effectiveness measures. The City believes that participation in this project will provide valuable feedback that will enable the City to provide quality services at reasonable cost.

Upon receipt of the Benchmarking document from the School of Government, Greenville's Benchmarking team reviews the City's results, examines underlying causes, and determines actions to improve areas under our control.

The City's participation in this project will assist the City as it moves forward with the strategic planning process by helping to identify strengths and weaknesses in some of the most important City services.

FINANCIAL TRANSPARENCY

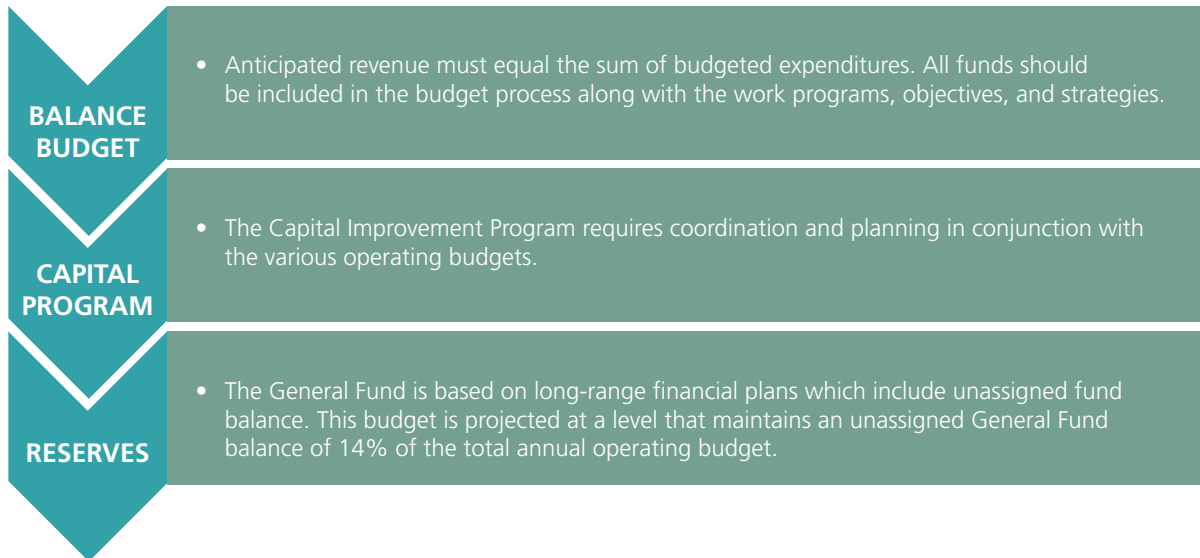
The City of Greenville is committed to honest budgeting, responsible spending, and financial transparency. With this in mind, the City has partnered with OpenGov to provide its citizens and stakeholders with the Financial Transparency Tool.

The tool is designed to bring visibility, openness, and accountability to our operations. The site provides you the opportunity to view, filter, and analyze revenue, expense, and balance sheet financial data for the City of Greenville. The City is providing actual historical budget data for public review. As a result, we hope to strengthen the connection between our local government and our community.

The link can be found on the City's website under Financial Transparency.

BUDGET POLICY AND PROCEDURES

After the strategic goals are set for the year (January, annually), the development and preparation of the City's budget are guided by the following policies. A fiscal policy that is adopted, adhered to, and regularly reviewed is the cornerstone of sound financial management.



The City's ultimate goal is to adopt a structurally balanced budget in which budgeted appropriations are supported by available revenues without reliance upon increases in appropriated fund balance and increases in appropriations only occur as corresponding increases in revenue are available or identified.

The financial policy guidelines outlined below have been reviewed and were adopted on June 6, 2016 by City Council.

LONG-RANGE FINANCIAL PLANS/POLICIES

The accounting policies of the City of Greenville conform to accounting principles generally accepted in the United States of America as applicable to governmental units. Some of the key components of accounting policies are as follows:

1. The City will establish and maintain the accounting systems in accordance with the requirements of the North Carolina Local Budget and Fiscal Control Act.
2. An annual audit will be performed by an independent public accounting firm which will issue an official opinion on the annual financial statements, with a management letter detailing areas that need improvement if required.
3. Full disclosure will be provided in the financial statements and bond representations.
4. Financial systems will be maintained to monitor expenditures and revenues on a monthly basis.
5. The City's annual financial report will be prepared according to the standards necessary to obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA and submitted each year for that recognition.
6. The City Financial Policy will be maintained as a central reference point and handbook for all activities which have a financial impact to the City and will serve as the City's authoritative source for fiscal procedure.

INVESTMENT POLICY

1. The City's investment policy will conform to the requirements of certification by the Association of Public Treasurers.
2. Public funds shall be invested to the greatest extent possible to reduce the need for property tax revenues.
3. Funds shall be invested with primary investment objectives of safety, liquidity, and yield.
4. All deposits and investments of City funds shall be in accordance with GASB Statement No. 31 - Accounting and Financial Reporting for Certain Investments and External Investment Pools, implemented July 1, 1997, and GASB Statement No. 40 - Deposit and Investment Risk Disclosure, effective July 1, 2004.
5. To the greatest extent possible, the City of Greenville shall attempt to match the maturity of investments with anticipated cash flow requirements. Investments shall be limited to maturities not exceeding five years from the settlement date. However, with specific approval of the Investment Committee, for a specific reserve, project, etc. the maturity may extend beyond five years.
6. All securities purchased by the City of Greenville shall be held in third-party safekeeping by the bank designated as the primary agent. A detailed receipt shall be issued by the primary agent (bank) for each security transaction, as well as a monthly report detailing all securities held by the Trust Department of this bank.
7. All trades where applicable will be executed by delivery versus payment to ensure that securities are deposited in an eligible financial institution prior to the release of funds. A third-party custodian as evidenced by safekeeping receipts will hold securities.
8. In accordance with the Government Finance Officers Association Recommended Practices on the Collateralization of Public Deposits, and as required by State law, full collateralization will be required on checking accounts and non-negotiable certificates of deposit.
9. The investments shall be diversified by:
 - With the exception of United States Treasury securities and the North Carolina Capital Management Trust, no more than 40% of the City's total investment portfolio will be invested in a single security type or with a single financial institution.
 - The total investment in certificates of deposit (CD) shall not exceed 25% of the City's total investment portfolio, and the investments in CD's with a single financial institution shall not exceed \$6,000,000.
 - Limiting investment in the securities that have higher credit risks while investing in securities with varying maturities.
 - Continuously investing a portion of the portfolio in readily available funds to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.
 - The Financial Services Director is responsible for monitoring compliance with the above restrictions. If a violation occurs, in a timely manner, the Director shall report such violation to the Investment Committee along with a plan to address the violation.

CAPITAL IMPROVEMENT POLICY

1. The City will prioritize all capital improvements in accordance with an adopted capital improvement program (CIP).
2. The City will update and re-adopt a five-year capital improvement program biennially, which details each capital project, the estimated cost, description, and funding source.
3. The City will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
4. The City will maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
5. Additional information on the CIP Program will be highlighted within the Capital Improvements section of this document.

VEHICLE REPLACEMENT POLICY

1. Biennially, a team consisting of the Director of Public Works, Operations Manager, and Fleet Superintendent will review all vehicles and place them into categories as described in the vehicle replacement guidelines. This list will be used to guide the purchase of vehicles/equipment as a part of the City's Vehicle Replacement Program ensuring that appropriate equipment is purchased in an efficient and timely manner.
2. Equipment is evaluated using four criteria: age, mileage, general overall condition, and maintenance cost. Each vehicle is scored on a point system to determine which units are eligible for replacement consideration. Any vehicle that scores a 10 or greater will be eligible for replacement.
3. Replacement recommendations will be based on a replacement schedule (vehicles by type) created by the Public Works Department. Any changes to the recommended list must be submitted in writing to the City Manager.
4. City departments will pay quarterly replacement rates to fund the Vehicle Replacement Fund in preparation for future scheduled replacements.
5. The quarterly rates are calculated based on the cost plus inflation rate of the vehicles on hand within the respective departments. The costs divided by the expected useful life will determine what is paid on a quarterly basis to the Vehicle Replacement Fund in order to pay for future replacements. Because the City is forward-funding replacement costs for purchases of future vehicles, an inflation factor of 3–5% per year is included in estimates. The calculation of the quarterly charged rates will be based on actual vehicle costs, not a budget or estimate.
6. Due to the economic climate of this year's budget, several vehicles' replacement cycles have been extended a year so that the timing of the replacements has been prolonged for additional savings.

DEBT SERVICE POLICY

1. When the City finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be calculated at least every two years and included in the review of financial trends.
2. Prior to the issuance of new General Obligation (GO) debt, consideration shall be given to forecasted tax rate requirements, ratio of net GO debt to assessed taxable value, net GO debt per capita, and debt service payments to General Fund operating budget.
3. Direct net debt as a percentage of total assessed value of taxable property should not exceed 2.5%. Direct net debt is defined as any and all debt that is tax-supported.
4. The ratio of direct debt service expenditures as a percent of total governmental fund expenditures will be targeted to remain at or below 10.0% but in any case should not exceed 12.0% with an aggregate direct debt ten-year principal payout ratio target of 60.0% or better.
5. The City will use fixed-rate debt in most cases to finance its capital needs; however, the City may issue variable-rate debt up to 10-15% of its total debt portfolio, when necessary.
6. The City will strive to achieve and maintain the highest credit rating awarded by the municipal bond rating agencies.
7. The Financial Services Director shall maintain a system of record keeping and reporting to meet the arbitrage rebate compliance requirements for the federal tax code.
8. Debt Service cost will be paid by tax increases and/or new revenue sources.

9. The City may undertake refinancing of outstanding debt:

- a) When such refinancing allows the City to realize significant debt service savings (net present value savings equal to at least 2.0 percent of the refunded par amount) without lengthening the term of refinanced debt and without increasing debt service in any subsequent year; or
- b) When the public policy benefits outweigh the costs associated with the issuance of new debt and any increase in annual debt service; or
- c) When a restrictive covenant is removed to benefit the City.

FUND BALANCE AND RESERVE POLICY

Fund Balance is defined as the difference between a governmental fund's assets and liabilities. The policies listed below are the City's current fund balance and reserve policies. The following policies establish guidelines for preserving an adequate fund balance/reserve balance in order to sustain financial stability.

1. The City will establish and maintain an Insurance Loss Reserve to pay for needs caused by unforeseen emergencies. This reserve will be maintained at no less than \$2.0 million. This limit will be designated as "Committed Fund Balance" at the end of each fiscal year.
2. In preparation of the final budget ordinance amendment of any given fiscal year, the City will review budgeted insurance loss, deductibles and premium accounts. If insurance losses, deductibles, and premiums are less than budgeted for any fiscal year, these unspent monies may be transferred to the Insurance Loss Reserve Fund for future unexpected claims, when the City is not operating at minimum desired reserves.
3. Unassigned Fund Balance, as defined by GASB Statement 54, will be the portion of fund balance remaining after all other categories have been determined. These other categories are non-spendable amounts, commitments and restrictions for future expenditures, and required reserves as defined by State statutes.
4. The City will strive to maintain an unassigned General Fund balance at the close of each fiscal year of at least 14.0% of the total current annual operating budget.
5. The City Council may, from time to time, appropriate fund balances that will reduce unassigned fund balances below the 14.0% policy for the purposes of a declared fiscal emergency or other such global purpose as to protect the long-term fiscal security of the City of Greenville. In such circumstances, the Council will adopt a plan to restore the available fund balances to the policy level within 36 months from the date of the appropriation. If restoration cannot be accomplished within such time period without severe hardship to the City, then the Council will establish a different but appropriate time period.
6. The excess unassigned fund balance may be used to fund one-time capital expenditures or other one-time costs, if it has not been transferred to the Capital Reserve Fund. In the event that expenditures exceed revenues within the General Fund during the previous fiscal year, transfers to Capital Reserve will be waived for the current fiscal year.

LONG-TERM DEBT

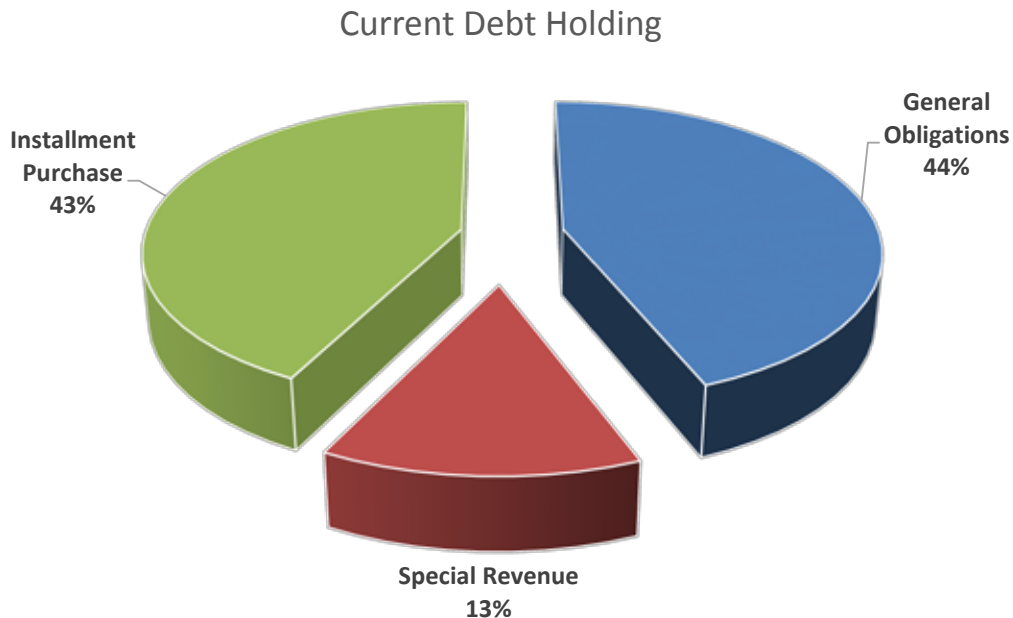
See below for a history of Long-Term Debt, Fund Balance and Capital Reserve Transfers from the Governmental Funds.

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for both governmental and business-type activities. General obligation bonds are direct obligations and pledge the full faith and credit of the government. These bonds generally are issued as 20-year serial bonds with equal amounts of principal maturing each year. The City has also issued revenue bonds and pledges the income derived from the acquired or constructed assets to pay debt service.

The City issues Certificates of Participation/Installment Agreements for the acquisition of land and/or to construct and equip various facilities. The average annual debt service related to these certificates/installments is \$3.0M over the next two years, excluding the Greenville Utilities Commission.

The City is subject to the Municipal Finance Law of North Carolina, which limits the amount of net bonded debt the City may have outstanding to eight percent (8%) of the appraised value of property subject to taxation. Based on Pitt County Tax Assessor records, the City of Greenville has an estimated assessed value of \$6,740,617,099 for fiscal year 2019. Based on this, the City’s legal debt capacity is \$539 million. This capacity covers the debt that would be subject to property taxation.

The total amount of debt outstanding including general obligation bonds, revenue bonds, certificates of participation, installment agreements, and State revolving loans is approximately \$167 million (entity-wide), including all funds within the City. Approximately \$40.1 million is outstanding for the City, excluding the Greenville Utilities Commission (GUC). The breakout of debt instruments for the City of Greenville (excluding GUC) is below:



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LONG-TERM DEBT (CONTINUED)

By law, the Local Government Commission has to approve all debt issuance of all cities, counties, and any other governmental entities in the State of North Carolina.

The City has approximately \$5.9 million in principal and interest repayments, excluding GUC, for FY 2018-2019 and \$5.8 million in principal and interest repayments for FY 2019-2020. This represents less than 4% of the City's budget.

Below is an illustration of the principal and interest payments for the City's managed debt (excluding GUC) that are due over the next two years, and the remainder of the term of the instrument by fund.

	2018-2019		2019-2020		2020-2021		2021-2022		2022-2023		Years Thereafter	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
GO Bonds												
2011 Public Improvement	160,000	73,240	160,000	68,440	160,000	63,640	160,000	58,840	160,000	54,040	1,280,000	227,280
2016 Refunding	599,918	94,196	587,612	82,858	615,300	71,752	563,000	60,123	550,694	49,482	2,067,410	96,348
2016 Streets & Pedestrian	400,000	325,000	400,000	307,000	400,000	287,000	400,000	267,000	400,000	247,000	5,600,000	1,561,000
Special Revenue												
2000-01 Revenue Bonds	465,000	41,327	475,000	27,889	490,000	14,161	-	-	-	-	-	-
Convention Ctr Phase III	90,000	130,163	110,000	127,238	125,000	123,663	565,358	119,600	583,358	119,600	2,530,910	208,924
Installment Purchases												
2012 (04) COPS/09 Install	1,790,000	117,143	1,740,000	88,881	1,100,000	63,759	1,065,000	46,388	1,025,000	29,654	1,095,000	14,191
2013 Parking Deck	333,170	116,401	333,170	105,573	333,170	94,745	333,170	83,917	333,170	73,089	1,999,018	211,146
GESC Equipment	153,752	48,333	161,741	44,540	170,009	40,551	178,565	36,360	187,419	31,959	1,202,579	87,024
2016 Public Safety	150,000	24,503	150,000	21,533	150,000	18,563	150,000	15,593	150,000	12,623	525,000	20,544
2016 South Green Rec Ctr	150,000	44,719	150,000	40,744	150,000	36,769	150,000	32,794	145,000	28,819	980,000	97,388
Total Governmental	4,291,840	1,015,025	4,267,523	914,696	3,693,479	814,603	3,565,093	720,615	3,534,641	646,266	15,999,917	2,296,565
GO Bonds												
2016 Refunding (SW)	375,083	58,894	367,389	51,805	384,700	44,861	352,001	37,590	344,307	30,937	1,292,592	60,239
Installment Purchases												
Sanitation 2014 Carts	45,000	3,416	45,000	2,277	45,000	1,139	-	-	-	-	-	-
Sanitation 2015 Carts	51,428	5,022	51,428	3,587	51,428	2,152	51,428	717	-	-	-	-
Sanitation 2016 Carts*	60,714	-	60,714	-	60,714	-	60,714	-	60,714	-	-	-
Total Enterprise	532,225	67,332	524,531	57,669	541,842	48,152	464,143	38,307	405,021	30,937	1,292,592	60,239
Grant Total	4,824,065	1,082,357	4,792,054	972,365	4,235,321	862,755	4,029,236	758,922	3,939,662	677,203	17,292,509	2,356,804

*Amortization schedules not yet received - total debt will be equal to that shown in principal

CREDIT RATINGS

Currently, the City's bond rating is AA by Standard and Poor's and Aa2 by Moody's with the exception of the Certificates of Participation issuance which has maintained a rating of A1. This achievement is a primary factor in keeping interest costs low on the City's outstanding debt.

FUND BALANCE

	<u>2016</u>	<u>2017</u>	Change	<u>2018</u> <u>Estimate</u>	Change	<u>2019</u> <u>(Projected)</u>	Change	<u>2020</u> <u>(Projected)</u>	Change
General Fund	\$ 32,442,111	\$ 31,421,084	-3%	\$ 22,493,398	-28%	\$ 21,193,398	-6%	\$ 21,193,398	0%
Special Revenue	1,631,502	2,162,680	33%	1,490,826	-31%	1,490,826	0%	\$ 1,490,826	0%
Debt Service	354,061	1,002,425	183%	1,090,984	9%	1,090,984	0%	\$ 1,090,984	0%
Capital Projects	<u>8,890,154</u>	<u>13,164,905</u>	48%	<u>17,413,327</u>	32%	<u>17,413,327</u>	0%	<u>17,413,327</u>	0%
Total	<u>\$ 43,317,828</u>	<u>\$ 47,751,094</u>	10%	<u>\$ 42,488,535</u>	-11%	<u>\$ 41,188,535</u>	-3%	<u>\$ 41,188,535</u>	0%

Fluctuations are noted within the Capital Projects category, in particular in fiscal year 2017, due to the issuance of bonds for street improvements as well as the Public Safety Annex for the Fire/Rescue and Police Departments. The sharp decrease in the debt service fund balance is due to the continued payoff of debt over the projects' life term. The changes in Special Revenue are projections based on historical patterns and the unknown of grant award status. There are no special events or considerations driving those changes.

FISCAL YEAR POLICY

The total amount of the City of Greenville's budget is \$390,682,618 and \$399,961,656 for fiscal years 2019 and 2020, respectively. All annually appropriated funds are as follows:

	2019 Original	2020 Plan
General Fund	\$ 84,993,936	\$ 85,888,414
Debt Service	5,463,492	5,477,129
Capital Reserve	740,000	390,000
Housing	1,597,179	1,645,094
Health	13,562,600	14,003,384
Vehicle Replacement	4,332,161	4,700,179
Fleet Maintenance	4,431,156	4,543,792
Facilities Improvement	1,400,000	1,400,000
Transit	3,249,922	3,288,032
Sanitation	7,843,096	7,918,360
Stormwater Utility	5,882,000	5,941,000
Greenville Utilities Commission	253,310,658	260,767,293
Convention & Visitors Authority	1,396,501	1,444,359
Sheppard Memorial Library	2,479,917	2,554,619
TOTAL	\$ 390,682,618	\$ 399,961,656

BUDGETARY CONSIDERATIONS AND ASSUMPTIONS

The adopted budget for fiscal year 2019 and financial plan for fiscal year 2020 is based on the tax rate of .52 cents per \$100 dollars of assessed valuation. Historically, the City has maintained a very stable property tax rate. As the General Fund has grown, the property tax rate has remained relatively flat. Growth in the budget has been funded primarily through the expansion of the tax base, as referenced in the increase in valuation, as well as growth in other General Fund revenues, such as sales tax. Where applicable, the discussion of influential factors, their perceived impact, and the off-setting course of action are discussed in the Budget Message or in the revenues and expenditures sections that follow.

LONG-RANGE FINANCIAL PLANNING

SUMMARY OF ESTIMATED GENERAL FUND FINANCIAL SOURCES & USES

(in millions)

	2017-18 Adopted	2018-19 Adopted	2019-20 Plan	2020-21 Forecast	2021-22 Forecast	2022-23 Forecast	2023-24 Forecast
<u>Revenues:</u>							
Property Taxes	\$ 32.75	\$ 33.72	\$ 34.79	\$ 35.83	\$ 36.91	\$ 38.02	\$ 39.16
Sales Taxes	18.82	19.46	20.05	20.65	21.27	21.70	22.13
GUC Transfers In	6.65	6.73	6.77	6.97	7.18	7.40	7.62
Utilities Franchise Tax	7.10	7.00	7.10	7.31	7.53	7.76	7.99
Rescue Transport	3.13	3.64	3.76	3.87	3.99	4.11	4.23
Powell Bill - State Allocation	2.22	2.22	2.22	2.29	2.36	2.43	2.50
Motor Vehicle Taxes	1.50	1.51	1.53	1.58	1.62	1.67	1.72
Inspections	0.95	1.40	1.40	1.44	1.49	1.53	1.58
Recreation	2.00	1.23	1.24	1.28	1.32	1.35	1.40
Investment Earnings	0.50	0.50	0.50	0.52	0.53	0.55	0.56
All Other Revenues	5.21	6.19	5.49	5.65	5.82	6.00	6.18
Appropriated Fund Balance	1.18	1.38	1.02	1.05	1.08	1.11	1.15
Totals	\$ 82.01	\$ 84.98	\$ 85.87	\$ 88.45	\$ 91.10	\$ 93.62	\$ 96.21
<u>Expenditures:</u>							
Personnel	\$ 53.27	\$ 54.36	\$ 55.49	\$ 57.15	\$ 58.87	\$ 60.64	\$ 62.45
Operating	17.49	18.39	18.85	19.42	20.00	20.40	20.81
Capital Outlay / Capital Improvements	4.30	4.95	4.54	4.68	4.82	4.94	5.06
Transfers	8.41	9.23	8.94	9.21	9.48	9.77	10.06
Indirect Cost Reimbursement	(1.46)	(1.95)	(1.95)	(2.01)	(2.07)	(2.11)	(2.17)
Totals	\$ 82.01	\$ 84.98	\$ 85.87	\$ 88.45	\$ 91.10	\$ 93.63	\$ 96.21

Financial planning assumptions are based on a 3% growth for the four years forecasted above. Historical trends are showing modest recovery in the economy; therefore, the City is remaining conservative in calculating future growth.

REVENUES

MEASUREMENT FOCUS AND BASIS OF REVENUE

The City considers all material revenues available if they are collected within 60 days after year-end. At June 30, taxes receivable are materially past due and are not considered to be an available resource to finance the operations of the current year. However, an estimate based on the first month (July) of receipts received in the subsequent year is used as a base to accrue two months' worth of receipts back into the previous year. Also, as of January 1, 1993, State law altered the procedures for the assessment and collection of property taxes on registered motor vehicles in North Carolina. Effective with this change in the law, Pitt County is responsible for billing and collecting the property taxes on all registered motor vehicles on behalf of all municipalities and special tax districts in the County, including the City of Greenville. For those motor vehicles registered under the staggered system and for vehicles newly registered under the annual system, property taxes are due the first day of the fourth month after the vehicles are registered. The billed taxes are applicable to the fiscal year in which they become due.

SALES TAX

This revenue source is projected to generate 23% of total General Fund revenues in FY 19. Sales Tax is historically difficult to project because it is a State-collected and distributed revenue. Changes in the distribution formula and variations in the timing of refunds and reallocations prevent prior years from being reliable indicators of future year distributions. Additionally, the 2013 Tax Reform Act broadens the tax base for applicable sales tax. Improvements in the economy will impact the sales tax revenue as well. For these reasons, approximately 3% growth for both the FY 19 budget and the FY 20 financial plan are proposed.

The General Assembly passed a number of exchanges or swaps involving sales tax revenues during the 2013 legislative session. The State advises that these changes should not have a negative fiscal impact on municipalities, but without collection history, there remains some degree of uncertainty regarding their impact. Changes for sales tax beginning in late FY 14 and fully impacting FY 15 and beyond include sales taxes on service contracts for maintenance and repair of automobiles and goods, expansion of the sales tax to cover admissions to movies, live entertainment and museums, the elimination of the exemption from sales tax for nutritional supplements sold by chiropractors, food sold in public and private college dining rooms, and most newspaper sales. Legislation also eliminates the annual sales tax holiday, the Energy Star sales tax holiday, the exemption for bakery items sold in bakery thrift shops, and the exemption for certain items sold to farmers with gross receipts under \$10,000. The new legislation also swaps the currently received Franchise Taxes for sales tax on electricity and natural gas.

REVENUE SOURCES

GOVERNMENTAL FUNDS

General—The major sources of revenues are Property Tax, Sales Tax, Utilities Franchise Tax, Licenses, Permits and Fees, GUC Transfer-In, Rescue Fees, Investment Earnings, and Powell Bill—State Allocation.

Debt Service Fund—funded through transfers from the General Fund and any other fund whose debt resides in the Debt Service Fund.

Capital Project Funds—primarily funded by debt borrowings in the form of General Obligation Bonds, Certificates of Participation, and other debt instruments.

Capital Reserve Fund—funded through an annual transfer from the General Fund. The eligible amount is based on the General Fund's fiscal year-end results. If the unassigned fund balance for the General Fund is larger than 14% of the current year's budget, then that excess amount is eligible for transfer to the Capital Reserve to fund future capital projects.

SPECIAL REVENUE FUNDS

Sheppard Memorial Library—primarily funded through transfers from other governments, State Aid, and desk receipts.

Housing Funds—primary revenue sources are Community Development Block Grants and other grant funding to assist with economic development.

PROPRIETARY FUNDS

Greenville Utilities Commission—funded through utility rates, service fees and charges, and interest on temporary investments.

Public Transportation Fund—primary revenues are intergovernmental grant reimbursements and sales and service fees.

Fleet Maintenance Fund—funded by the fees charged to departments for maintenance needs.

Sanitation Fund—funded through sales and service fees.

Health Fund—funded by the fees charged to departments for premiums paid and employee premium amounts in order to pay claims through a self-insured program.

Stormwater Fund—funded through service fees. The Stormwater Utility is an enterprise fund established to implement the City's Stormwater Management Program. In 2013, staff worked to develop a plan to address stormwater needs citywide. This approach included basin modeling which is currently underway, a significant investment in the Town Creek Culvert, and increasing the stormwater fees over multiple years to fund the numerous needs. The FY budget 2019 and FY 2020 financial plan remain the same for both years.

FIDUCIARY FUNDS

Other Post-Employment Benefits Fund—funded through appropriations from the General Fund.

EXPENDITURES

MEASUREMENT FOCUS AND BASIS OF EXPENDITURES

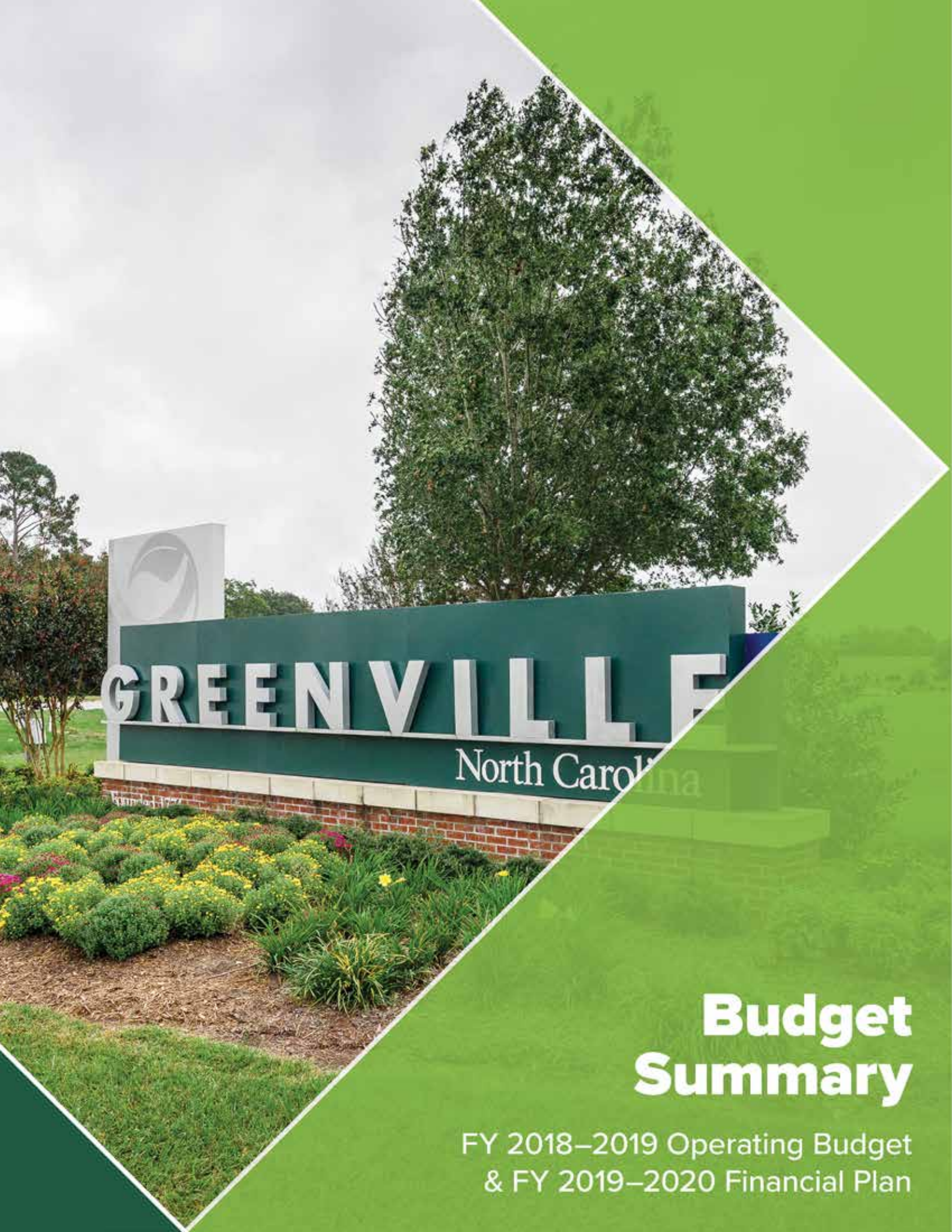
Expenses are recognized in the accounting period in which a fund liability is incurred, if measurable, except for interest on general long-term debt and non-concurrent portion of accrued vacation payable, which is recognized when due. Inventory decreases, capital expenditures, and payments of principal on long-term debt are considered to be expenditures.

CAPITAL OUTLAY

Capital Outlay expenditures are those valued between \$5,000 and \$35,000, which include real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements, major repairs, and renovations to real property which materially extend its useful life or materially improve or change its functional use. These types of expenditures are often the easiest to postpone. As a result, when departments were requested to cut their budgets, as mentioned above capital outlay items experienced some of those reductions. See the Capital Outlay/Capital Improvement Tab for a listing of equipment scheduled for fiscal years 2019 and 2020.

CAPITAL IMPROVEMENT

Capital Improvements are defined as equipment valued over \$35,000 with an expected useful life equal to or more than five years and projects valued over \$35,000 with an expected useful life of more than ten years. This type of expenditure is budgeted using the Capital Improvement planning process which seeks to identify and prioritize capital improvement needs over a five-year period. Addressing capital improvement needs in this manner helps to stabilize the impact of capital improvements on the City's operating budget. It should be noted that funding for projects in the Facilities Improvement Fund are not included in this category. See the Capital Improvements Tab for project listing. The City also publishes a separate Capital Improvements document, which illustrates and defines all projects underway.

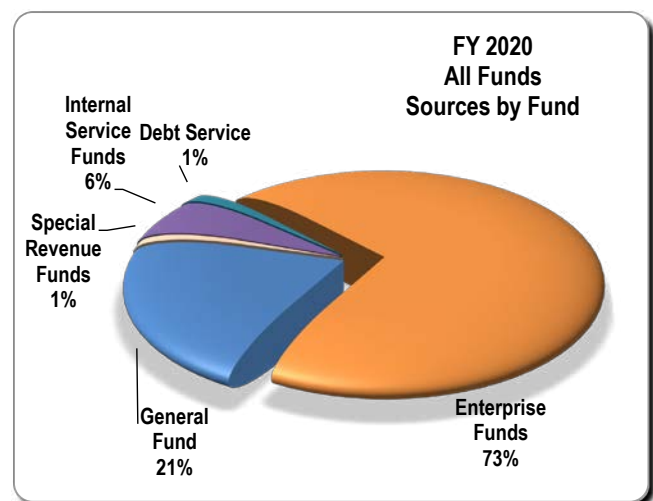
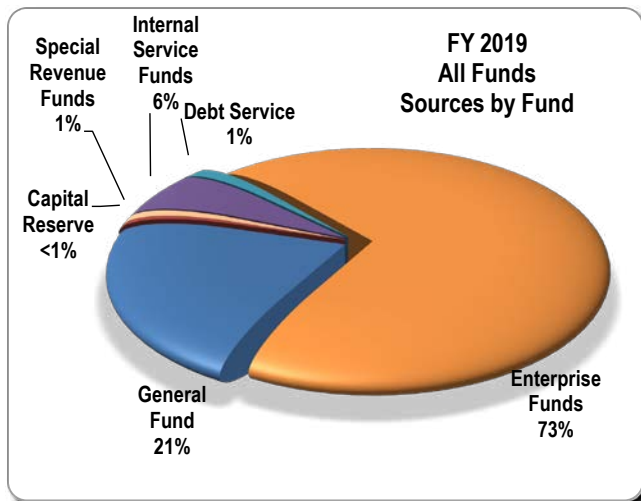


Budget Summary

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

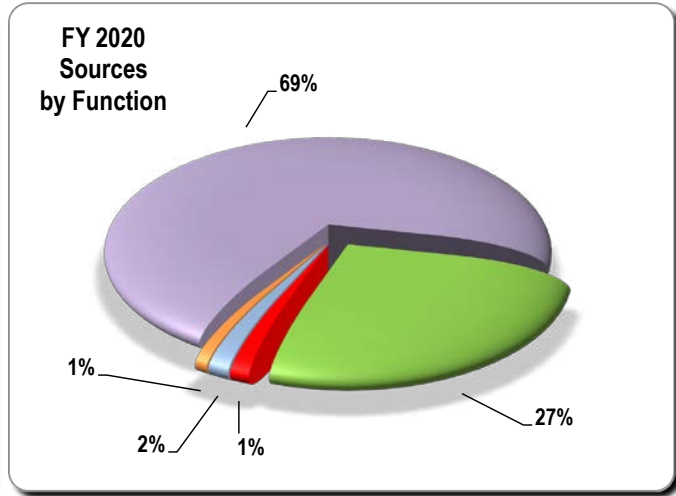
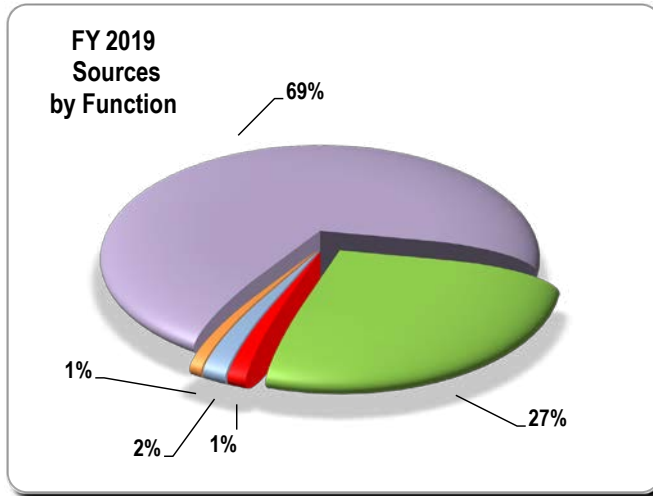
CITY OF GREENVILLE BUDGET COMPARISON FOR ALL FUNDS SOURCES BY FUND TYPE

Fund	FY 2016 Actual	FY 2017 Actual	FY 2018 Original Budget	FY 2019 Original Budget	FY 2020 Plan	Amount of Change	% Change
General Fund	\$ 77,638,278	\$ 80,855,039	\$ 82,013,799	\$ 84,993,936	\$ 85,888,414	\$ 894,478	1.05%
Capital Reserve Fund	1,447,851	467,842	-	740,000	390,000	(350,000)	-47.30%
Special Revenue Funds:							
Housing	1,251,636	1,520,001	1,424,149	1,597,179	1,645,094	47,915	3.00%
Sheppard Memorial Library	2,308,937	2,528,942	2,432,280	2,479,917	2,554,619	74,702	3.01%
Internal Service Fund:							
Health	12,233,780	12,924,677	13,135,690	13,562,600	14,003,384	440,784	3.25%
Vehicle Replacement	2,161,931	3,638,255	4,934,770	4,332,161	4,700,179	368,018	8.50%
Fleet Maintenance	4,058,800	4,288,034	4,337,071	4,431,156	4,543,792	112,636	2.54%
Facilities Improvement	1,579,180	1,590,000	1,542,000	1,400,000	1,400,000	-	0.00%
Debt Service:	10,991,661	5,626,726	5,448,934	5,463,492	5,477,129	13,637	0.25%
Enterprise:							
Transit	2,638,980	2,269,117	2,858,391	3,249,922	3,288,032	38,110	1.17%
Sanitation	7,460,008	7,201,930	7,619,286	7,843,096	7,918,360	75,264	0.96%
Stormwater Utility	4,905,213	5,462,158	5,928,998	5,882,000	5,941,000	59,000	1.00%
Greenville Utilities Commission (Water, Sewer, Gas, Electric)	250,509,023	251,913,068	250,541,773	253,310,658	260,767,293	7,456,635	2.94%
Gross Totals	\$ 379,185,278	\$ 380,285,789	\$ 382,217,141	\$ 389,286,117	\$ 398,517,296	\$ 9,231,179	3.00%
Less Interfund Transfers	\$ (9,976,322)	\$ (12,310,301)	\$ (8,416,558)	\$ (9,228,684)	\$ (8,944,735)	\$ 283,949	-3.08%
Net Totals	\$ 369,208,956	\$ 367,975,488	\$ 373,800,583	\$ 380,057,433	\$ 389,572,561	\$ 9,515,128	3.00%



** information above excludes the joint-venture Convention and Visitors Authority

CITY OF GREENVILLE BUDGET COMPARISON FOR ALL FUNDS SOURCES BY FUNCTION

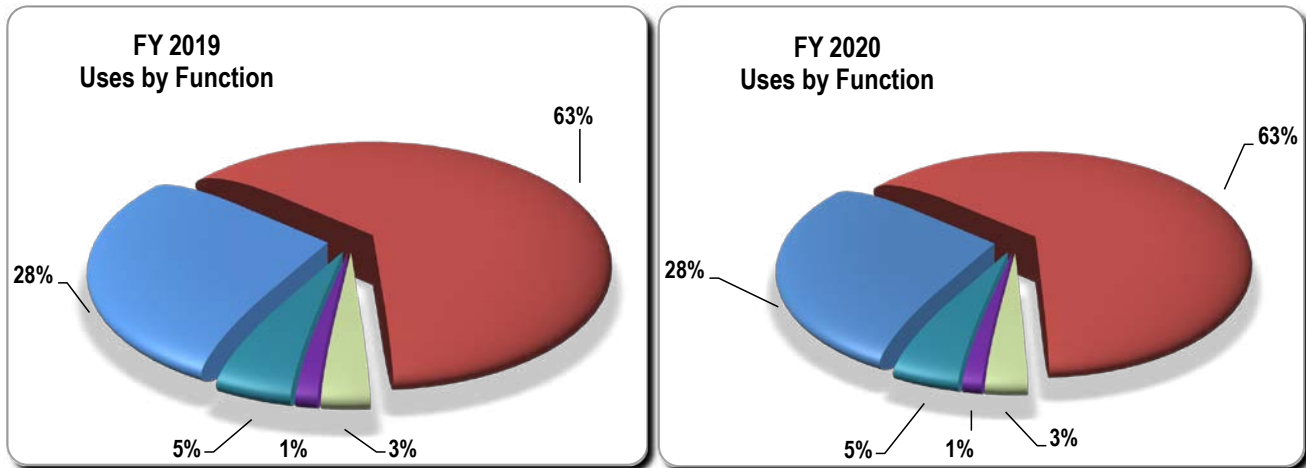


Function	FY 2016 Actual	FY 2017 Actual	FY 2018 Original Budget	% Change	FY 2019 Original Budget	% Change	FY 2020 Financial Plan
CULTURAL & RECREATIONAL	4,246,432	4,466,734	4,431,767	-16%	3,711,744	2%	3,798,495
ENVIRONMENTAL PROTECTION*	263,039,406	264,724,865	264,189,265	1%	267,221,180	3%	274,812,415
GENERAL GOVERNMENT	102,296,568	101,350,156	103,235,575	3%	106,278,030	2%	108,419,692
PUBLIC SAFETY	4,949,009	4,743,086	4,869,329	9%	5,309,059	3%	5,458,510
TRANSPORTATION	5,108,584	5,066,543	5,491,205	23%	6,766,104	-11%	6,028,184
TOTAL	379,639,999	380,351,384	382,217,141		389,286,117		398,517,296

* Includes Electric, Gas, Water and Sewer

** Information above excludes the joint-venture Convention and Visitors Authority

CITY OF GREENVILLE BUDGET COMPARISON FOR ALL FUNDS USES BY FUNCTION



Function	FY 2016 Actual	FY 2017 Actual	FY 2018 Original Budget	% Change	FY 2019 Original Budget	% Change	FY 2020 Financial Plan
PERSONNEL	95,680,218	100,965,280	104,198,413	4%	108,707,613	2%	110,814,607
OPERATING	269,977,689	263,825,826	241,728,026	1%	243,340,880	3%	250,953,308
TRANSFERS	10,221,747	15,464,078	10,208,558	19%	12,174,949	-2%	11,891,000
DEBT SERVICE	11,030,299	4,978,363	5,448,934	0%	5,463,492	0%	5,477,129
CAPITAL IMPROVEMENTS	32,103,794	33,839,643	20,465,057	-4%	19,599,183	-1%	19,381,253
	419,013,747	419,073,190	382,048,988		389,286,117		398,517,296

* Information above excludes the joint-venture Convention and Visitors Authority

CITY OF GREENVILLE

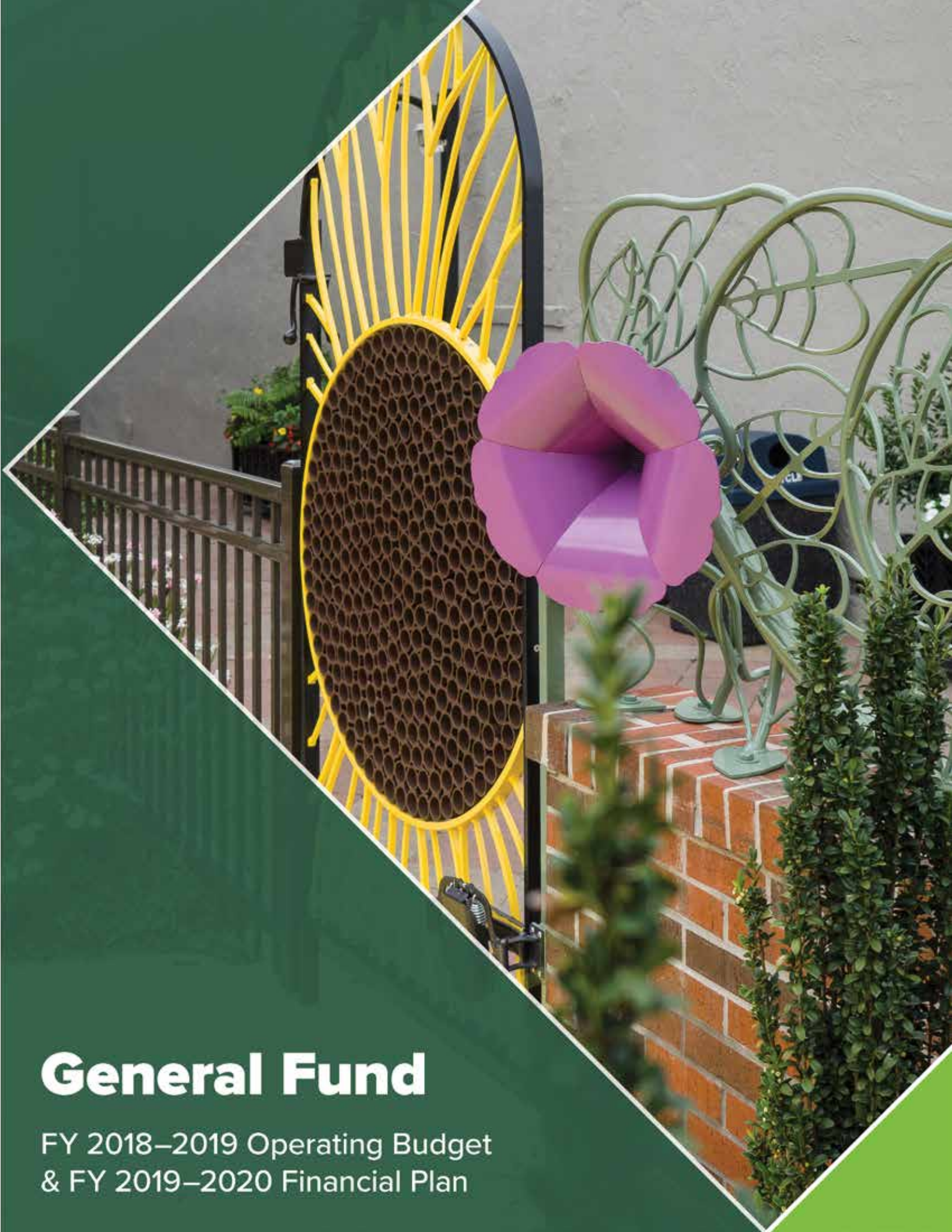
SUMMARY OF FULL-TIME POSITIONS

DEPARTMENT	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
Mayor & City Council	7.00	7.00	7.00	7.00	7.00
City Manager	11.00	16.00	16.00	16.00	16.00
City Clerk	3.00	3.00	3.00	3.00	3.00
City Attorney	3.00	3.00	3.00	3.00	3.00
Community Development	28.00	31.00	31.00	33.00	33.00
Housing	8.00	8.00	8.00	8.00	8.00
Human Resources	9.00	9.00	9.00	10.00	10.00
Information Technology	19.00	19.00	19.00	19.00	19.00
Fire / Rescue	158.00	161.00	167.00	170.00	170.00
Financial Services	19.00	19.00	19.00	20.00	20.00
Police	245.00	239.00	239.00	239.00	239.00
Recreation & Parks	67.00	67.00	67.00	67.00	67.00
Public Works	69.90	69.90	69.90	69.90	69.90
Transit	15.70	15.70	15.70	15.70	15.70
Fleet Management	18.30	18.30	18.30	18.30	18.30
Sanitation	62.45	62.45	62.45	62.45	62.45
Stormwater Management	23.40	23.40	23.40	23.40	23.40
TOTAL FTE POSITIONS	766.75	771.75	777.75	784.75	784.75

City Manager's Office	Budget Analyst moved to Financial Services Grants Accountant moved from Financial Services
Community Development	New Inspector position added in 2019 New Development Liaison added in 2019
Human Resources	New Training & Development Specialist added 2019
Fire / Rescue	3 EMS Collections Technicians added in 2018 3 Fire/Rescue Trainee's added in 2018 3 Fire/Rescue Trainee's added in 2019
Financial Services	Data Analyst added 2019



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General Fund

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

The General Fund is established to account for the revenues and expenditures in operating the general government functions of a nonproprietary nature. This fund receives ad valorem tax revenues, State-shared revenues, licenses, permits and fees. The major operating activities include general government, police, fire, public works, recreation and parks, and other governmental service functions. The expenditures that will follow are in order by department:

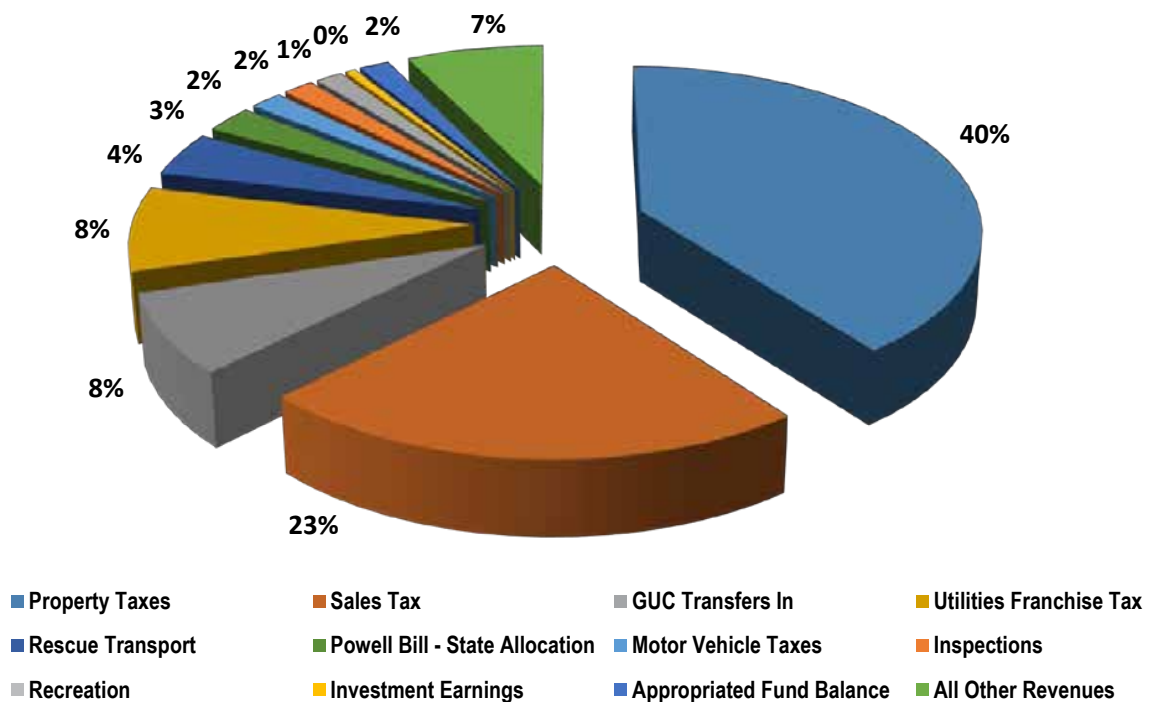
- Mayor & City Council
- City Manager
- City Clerk
- City Attorney
- Human Resources
- Information Technology
- Fire / Rescue
- Financial Services
- Police
- Recreation & Parks
- Public Works
- Community Development

The following expenses include all administrative, operations, maintenance and capital outlay detail. Capital Improvement information is behind the Capital Improvements section.

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GENERAL FUND REVENUE SUMMARY

REVENUE SOURCE	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	INC/ (DEC)	2020 PLAN	INC/ (DEC)
PROPERTY TAXES	\$ 31,759,543	\$ 31,977,626	\$ 32,750,000	\$ 33,722,500	2.97%	\$ 34,786,629	3.16%
SALES TAXES	17,289,692	18,469,673	18,823,000	19,463,690	3.40%	20,050,411	3.01%
GUC TRANSFERS IN	7,358,265	6,661,899	6,651,919	6,731,296	1.19%	6,770,725	0.59%
UTILITIES FRANCHISE TAX	6,949,180	6,827,761	7,102,077	7,000,000	-1.44%	7,100,000	1.43%
RESCUE TRANSPORT	3,060,016	2,692,167	3,127,484	3,643,346	16.49%	3,758,054	3.15%
POWELL BILL - STATE ALLOCATION	2,220,065	2,201,441	2,220,065	2,220,065	0.00%	2,220,065	0.00%
MOTOR VEHICLE TAXES	1,016,260	1,407,660	1,503,457	1,508,522	0.34%	1,538,693	2.00%
INSPECTIONS	715,659	1,394,750	950,000	1,399,840	47.35%	1,399,840	0.00%
RECREATION	1,864,662	1,851,389	1,999,487	1,231,826	-38.39%	1,243,876	0.98%
INVESTMENT EARNINGS	691,409	381,105	500,000	500,000	0.00%	500,000	0.00%
ALL OTHER REVENUES	4,713,527	6,989,568	5,207,966	6,192,916	18.91%	5,490,186	-11.35%
SUBTOTAL	\$ 77,638,278	\$ 80,855,039	\$ 80,835,455	\$ 83,614,001	3.44%	\$ 84,858,479	1.49%
APPROPRIATED FUND BALANCE							
GENERAL FUND	-	-	465,766	1,000,000	114.70%	650,000	-35.00%
POWELL BILL	-	-	712,578	379,935	-46.68%	379,935	0.00%
TOTAL	\$ 77,638,278	\$ 80,855,039	\$ 82,013,799	\$ 84,993,936	3.63%	\$ 85,888,414	1.05%



**GENERAL FUND
REVENUE DETAIL**

REVENUE SOURCE	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
UNRESTRICTED INTERGOVERNMENTAL					
PROPERTY TAXES					
CURRENT YEAR TAXES	\$ 28,842,344	\$ 29,152,393	\$ 29,944,490	\$ 30,528,008	\$ 31,528,247
MOTOR VEHICLE TAXES	2,994,670	3,016,063	2,965,692	3,166,299	3,229,625
PRIOR YEAR TAXES	204,359	268,998	149,082	359,618	366,810
TAX INTEREST & PENALTIES	172,176	145,178	187,460	185,367	189,075
TAX DISCOUNTS	(409,232)	(500,833)	(412,281)	(428,937)	(437,516)
TAX REFUNDS	(44,774)	(104,174)	(84,443)	(87,854)	(89,612)
SUBTOTAL	\$ 31,759,543	\$ 31,977,626	\$ 32,750,000	\$ 33,722,500	\$ 34,786,629
OTHER UNRESTRICTED GOVERNMENTAL					
SALES TAXES	\$ 17,289,692	\$ 18,469,673	\$ 18,823,000	\$ 19,463,690	\$ 20,050,411
RENTAL VEHICLE - GROSS RECEIPTS	142,723	152,527	133,378	160,370	165,181
VIDEO PROGRAM & SUPPLEMENTAL PEG	871,961	875,412	923,767	860,935	869,544
MOTOR VEHICLE FEE	1,016,260	1,407,660	1,503,457	1,508,522	1,538,693
PAYMENT IN LIEU OF TAXES	46,584	52	51,075	67,470	68,819
STATE FIRE PROTECTION	386,926	387,490	390,000	393,900	397,839
UTILITIES FRANCHISE TAX	6,949,180	6,827,761	7,102,077	7,000,000	7,100,000
BEER & WINE	390,180	403,408	437,266	425,073	429,324
SUBTOTAL	\$ 27,093,506	\$ 28,523,983	\$ 29,364,020	\$ 29,879,960	\$ 30,619,811
RESTRICTED INTERGOVERNMENTAL					
TRAFFIC CONTROL LIGHTS MAINTENANCE	\$ 11,360	\$ 118,411	\$ 157,000	\$ 157,000	\$ 157,000
STREET SWEEPER AGREEMENT	26,404	259,068	25,035	25,035	25,035
POWELL BILL STATE ALLOCATION	2,220,065	2,201,441	2,220,065	2,220,065	2,220,065
SPECIAL STATE/FEDERAL/LOCAL GRANTS	105,891	379,302	13,186	503,000	-
CONTROLLED SUBSTANCE TAX	48,870	(701)	-	-	-
SECTION 104 F PLANNING GRANT MPO	91,762	254,761	225,280	605,647	332,618
SUBTOTAL	\$ 2,504,352	\$ 3,212,282	\$ 2,640,566	\$ 3,510,747	\$ 2,734,718
LICENSES, PERMITS & FEES					
PRIVILEGE LICENSES	\$ 23	\$ 100	\$ -	\$ -	\$ -
INSPECTION DIVISION PERMITS	715,659	1,394,750	950,000	1,399,840	1,399,840
PLANNING FEES	135,975	139,045	110,721	142,960	145,819
RECREATION DEPARTMENT ACTIVITY FEES	1,864,662	1,851,389	1,999,487	1,231,826	1,243,876
POLICE FEES	763,888	698,201	1,229,621	1,136,903	1,170,110
ENGINEERING FEES	29,981	20,999	14,508	33,527	33,862
FIRE/RESCUE FEES	177,557	187,036	208,455	214,500	214,500
SUBTOTAL	\$ 3,687,745	\$ 4,291,520	\$ 4,512,792	\$ 4,159,556	\$ 4,208,007
SALES & SERVICES					
RESCUE SERVICE TRANSPORT	\$ 3,060,016	\$ 2,692,167	\$ 3,127,484	\$ 3,643,346	\$ 3,758,054
LEASED PARKING & METERS	186,696	202,513	178,386	294,803	302,933
PARKING VIOLATIONS	297,783	265,539	216,363	375,000	378,750
SUBTOTAL	\$ 3,544,495	\$ 3,160,219	\$ 3,522,233	\$ 4,313,149	\$ 4,439,737
OTHER REVENUES					
DONATIONS	\$ -	\$ -	\$ -	\$ -	\$ -
SALE OF PROPERTY	\$ 70,435	\$ 1,514,271	\$ 26,016	\$ 26,536	\$ 27,067
OTHER REVENUES	801,139	1,045,316	767,909	770,257	771,785
SUBTOTAL	\$ 871,574	\$ 2,559,586	\$ 793,925	\$ 796,793	\$ 798,852

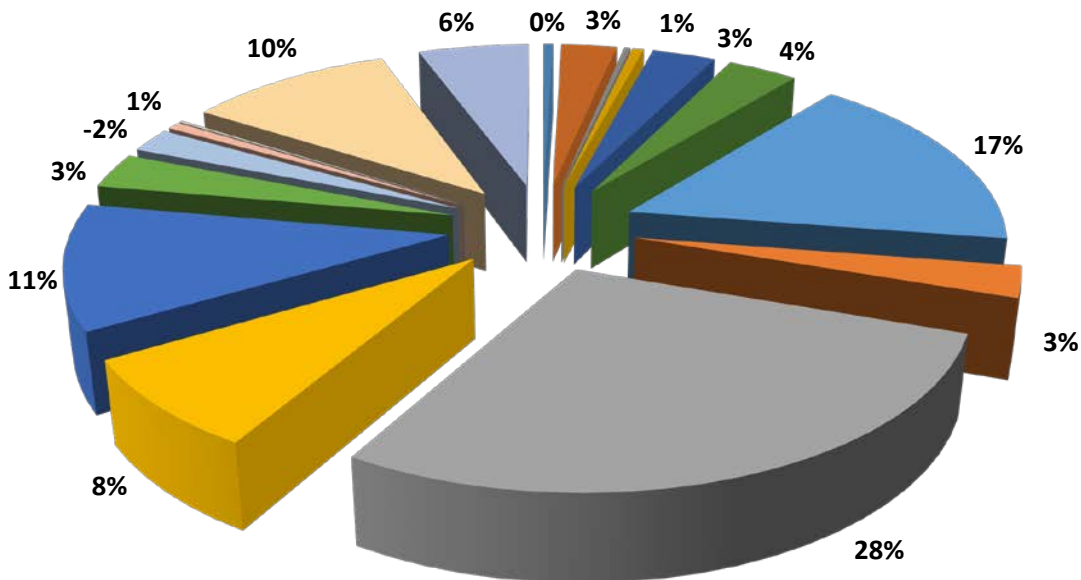
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GENERAL FUND REVENUE DETAIL

REVENUE SOURCE	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
INVESTMENT EARNINGS					
INVESTMENT EARNINGS	\$ 691,409	\$ 381,105	\$ 500,000	\$ 500,000	\$ 500,000
OTHER FINANCING SOURCES					
TRANSFER IN GUC	\$ 7,358,265	\$ 6,661,899	\$ 6,651,919	\$ 6,731,296	\$ 6,770,725
TRANSFER FROM CAPITAL RESERVE	-	-	-	-	-
TRANSFER FROM HOUSING	-	-	100,000	-	-
TRANSFER FROM SANITATION	-	-	-	-	-
OTHER TRANSFERS	127,389	86,818	-	-	-
SUBTOTAL	\$ 7,485,654	\$ 6,748,717	\$ 6,751,919	\$ 6,731,296	\$ 6,770,725
FUND BALANCE APPROPRIATED					
APPROPRIATED FUND BALANCE - GENERAL	-	-	465,766	1,000,000	650,000
APPROPRIATED FUND BALANCE - POWELL BILL	-	-	712,578	379,935	379,935
SUBTOTAL	\$ -	\$ -	\$ 1,178,344	\$ 1,379,935	\$ 1,029,935
GENERAL FUND REVENUE TOTAL	\$ 77,638,278	\$ 80,855,039	\$ 82,013,799	\$ 84,993,936	\$ 85,888,414

GENERAL FUND EXPENSE BY DEPARTMENT

DEPARTMENT	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
MAYOR & CITY COUNCIL	\$ 399,007	\$ 411,076	\$ 457,998	\$ 430,586	\$ 493,490
CITY MANAGER	1,253,829	2,383,711	2,077,618	2,496,657	2,563,326
CITY CLERK	232,547	248,789	265,083	275,649	282,064
CITY ATTORNEY	468,045	457,682	460,767	509,349	529,134
HUMAN RESOURCES	3,621,647	2,627,508	2,790,698	2,855,170	2,869,086
INFORMATION TECHNOLOGY	3,058,767	2,845,527	2,993,452	3,151,566	3,273,997
FIRE/RESCUE	13,282,603	13,545,750	14,023,486	14,689,593	15,189,525
FINANCIAL SERVICES	2,490,010	2,442,784	2,428,481	2,481,422	2,505,675
POLICE	23,096,498	23,186,751	24,750,355	25,091,055	25,531,404
RECREATION & PARKS	7,457,419	7,503,495	7,573,949	7,181,175	7,290,857
PUBLIC WORKS	8,003,036	8,303,698	9,671,950	9,999,525	10,131,952
COMMUNITY DEVELOPMENT	2,484,916	2,465,175	2,562,292	2,848,070	2,886,155
TOTAL BY DEPARTMENT	\$ 65,848,324	\$ 66,421,946	\$ 70,056,129	\$ 72,009,818	\$ 73,546,664
INDIRECT COST REIMBURSEMENT	\$ (1,390,870)	\$ (1,311,578)	\$ (1,459,519)	\$ (1,950,887)	\$ (1,950,887)
OTHER POST EMPLOYMENT BENEFITS	450,000	500,000	500,000	600,000	700,000
CONTINGENCY	-	-	200,000	140,000	100,000
TRANSFERS TO OTHER FUNDS	\$ 11,114,322	\$ 14,010,301	\$ 10,616,558	\$ 9,228,684	\$ 8,944,735
TOTAL CAPITAL IMPROVEMENTS	1,753,930	2,255,396	2,100,631	4,966,321	4,547,902
TOTAL GENERAL FUND	\$ 77,775,706	\$ 81,876,065	\$ 82,013,799	\$ 84,993,936	\$ 85,888,414



- Mayor & City Council
 - City Attorney
 - Fire/Rescue
 - Recreation & Parks
 - Indirect Cost Reimbursement
 - Transfers to Other Funds
- City Manager
 - Human Resources
 - Financial Services
 - Public Works
 - Other Post Employment Benefits
 - Total Capital Improvements
- City Clerk
 - Information Technology
 - Police
 - Community Development
 - Contingency

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**GENERAL FUND
EXPENSE DETAIL**

EXPENSE TYPE	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL					
REGULAR-SALARIES	\$ 32,405,835	\$ 32,865,058	\$ 35,258,772	\$ 36,085,230	\$ 36,934,411
OVERTIME-SALARIES	1,213,469	1,589,418	1,456,762	1,540,270	1,540,270
OFF-DUTY	208,538	283,905	237,838	295,000	295,000
ALLOWANCES	366,979	439,647	459,540	472,740	472,740
FICA	2,501,532	2,557,502	2,703,818	2,566,717	2,644,301
RETIREMENT	91,272	2,499,349	2,732,279	2,521,584	2,610,776
HEALTH INSURANCE	2,229,990	8,129,114	8,691,174	8,445,610	8,538,589
GROUP LIFE INSURANCE	8,055,058	174,022	140,398	110,698	112,301
WORKERS COMPENSATION	630,250	563,262	559,512	610,000	610,000
EDUCATION/TRAINING PROGRAM	35,887	39,569	30,000	33,026	33,026
401K RETIREMENT	837,574	844,722	903,386	1,026,359	1,045,983
OTHER PERSONNEL EXPENSES	146,725	171,794	92,209	653,015	653,015
PERSONNEL TOTAL	\$ 48,723,109	\$ 50,157,362	\$ 53,265,688	\$ 54,360,249	\$ 55,490,412
OPERATING					
ADVERTISING	\$ 85,038	\$ 94,656	\$ 117,177	\$ 115,253	\$ 120,670
BUILDING MAINTENANCE	303,188	340,346	237,885	345,608	349,608
COMPUTER HARDWARE	335,462	271,956	320,312	206,095	247,122
COMPUTER SOFTWARE	536,234	596,213	624,947	808,886	810,297
CONTINGENCY	-	-	200,000	140,000	100,000
CONTRACTED SERVICES	3,094,613	3,695,887	3,830,652	3,774,738	3,833,610
COPIER MAINTENANCE	56,283	48,037	57,807	52,614	53,058
DUES & SUBSCRIPTIONS	118,117	200,259	192,714	209,152	223,093
ELECTIONS	63,362	-	75,000	-	75,000
EQUIPMENT MAINTENANCE	132,315	113,669	216,412	207,500	211,968
F/R GENERAL EXPENSES	202,860	156,648	187,759	163,905	182,000
FLEET LABOR	721,897	1,114,070	916,357	1,075,668	1,110,939
FLEET SERVICE COST-FIXED	967,040	1,036,866	1,036,866	1,059,817	1,063,254
FUEL	532,041	580,530	689,700	653,559	670,873
GENERAL INSURANCE LIABILITY	521,009	534,051	531,000	550,000	550,000
GRANTS/DONATIONS	335,462	208,969	74,600	205,100	205,100
LAUNDRY & CLEANING	25,367	29,006	27,802	33,602	35,102
OPEB	450,000	500,000	500,000	600,000	700,000
OTHER EXPENSE	2,695,470	1,266,403	1,000,452	1,184,067	1,129,714
POSTAGE	12,370	42,333	58,000	50,000	50,000
PRINTING	59,283	56,138	91,709	92,738	96,083
PROFESSIONAL SERVICES	26,061	19,992	32,000	32,853	32,515
PROPERTY & CASUALTY LOSS	1,019,463	104,710	280,000	400,000	400,000
RADIO MAINTENANCE	136,395	150,760	154,741	169,217	176,957
STREET LIGHTS	1,348,629	1,380,608	1,550,840	1,438,014	1,452,394
SUPPLIES & MATERIALS	1,074,599	1,536,480	1,609,171	1,878,962	1,997,978
TELEPHONE	291,941	268,655	308,989	344,513	347,473
TRAVEL/TRAINING	315,862	371,583	340,621	400,547	406,630
UNIFORMS	391,702	262,122	298,060	325,500	334,000
UTILITIES	1,103,626	1,059,583	1,185,314	1,149,000	1,152,700
VEHICLE MAINTENANCE	619,525	724,057	743,554	722,661	738,114
OPERATING TOTAL	\$ 17,575,214	\$ 16,764,584	\$ 17,490,441	\$ 18,389,569	\$ 18,856,252

**GENERAL FUND
EXPENSE DETAIL**

EXPENSE TYPE	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
CAPITAL					
CAPITAL OUTLAY/CAPITAL IMPROVEMENTS	\$ 2,891,930	\$ 3,955,396	\$ 4,300,631	\$ 4,966,321	\$ 4,547,902
CAPITAL TOTAL	\$ 2,891,930	\$ 3,955,396	\$ 4,300,631	\$ 4,966,321	\$ 4,547,902
TRANSFERS					
FACILITIES IMPROVEMENT PROGRAM	\$ 1,579,180	\$ 1,590,000	\$ 1,542,000	\$ 1,400,000	\$ 1,400,000
DEBT SERVICE FUND	4,281,286	4,812,928	4,737,002	4,737,002	4,737,002
SHEPPARD MEMORIAL LIBRARY	1,162,192	1,197,058	1,232,969	1,269,958	1,308,057
HOUSING	235,561	292,684	300,806	309,830	319,125
TRANSIT	712,963	565,269	603,781	771,894	790,551
CAPITAL RESERVE	1,447,301	467,119	-	740,000	390,000
IMPERIAL SITE PROJECT	-	1,040,000	-	-	-
SOUTH GREENVILLE PROJECT	81,000	410,000	-	-	-
OTHER TRANSFERS	476,839	1,935,243	-	-	-
TRANSFERS TOTAL	\$ 9,976,322	\$ 12,310,301	\$ 8,416,558	\$ 9,228,684	\$ 8,944,735
INDIRECT COST REIMBURSEMENT	\$ (1,390,869)	\$ (1,311,578)	\$ (1,459,519)	\$ (1,950,887)	\$ (1,950,887)
EXPENSE TOTAL	\$ 77,775,706	\$ 81,876,065	\$ 82,013,799	\$ 84,993,936	\$ 85,888,414

MAYOR & CITY COUNCIL**MISSION STATEMENT**

The City of Greenville's mission is to provide all citizens with high-quality services in an open, inclusive, professional manner, ensuring a community of excellence now and in the future.

VISION STATEMENT

The City of Greenville is a vibrant, innovative, and inclusive community with unique and sustainable neighborhoods; an abundance of first-class arts, cultural and recreational opportunities; well-maintained and cost-effective infrastructure; a diversity of transportation options; and a strong business climate supported by entrepreneurialism and top-quality educational institutions.

STRATEGIC PLANNING METHODOLOGY**Tactics**

The detailed action steps that will be taken to achieve each of the goals set forth in our plan.

The Vision

Articulates a long-term view of the ideal future for the City; our mission statement describes why the City exists and what it will do to help achieve its vision.

Goals

Our goals for each of the strategic issues are positive and end-state oriented (i.e. is a goal rather than a strategy).

Key Performance Indicators

Our measures provide an indication of how well the goals are being met.

The Greenville City Council held its annual planning retreat on January 26-27, 2018, in City Hall. The retreat is used annually to develop a shared vision, create a financial structure to support and sustain that vision, implement the shared vision, periodically update the vision, and celebrate successes.

The City Council reaffirmed the following value statements to guide its actions during the 2018 City Council Planning Session:

- **Integrity**
We will be truthful, dependable, and fair in all actions.
- **Respect**
We will value each person for their thoughts, opinions, and diversity.
- **Professionalism**
We will be professional and efficient in our work.
- **Fairness & Equity**
We will practice fairness and equity in all decisions.
- **Teamwork**
We will work together in a shared responsibility of service.

MAYOR & CITY COUNCIL

- **Accountability**
We will be accountable for our actions and decisions to all we serve.
- **Commitment to Service & Excellence**
We will strive for excellence and be committed to providing high-quality services to our customers/citizens.

During the retreat, the City Council established its goals and priorities for the next two years. The Council established five goals and eight priorities. Listed below are the eight proposed goal areas.

STRATEGIC PLANNING GOALS ASSIGNMENT

- GOAL 1: BE A SAFE COMMUNITY**
- GOAL 2: BUILD GREAT PLACES THAT THRIVE BY: CREATING AND SUSTAINING COMPLETE NEIGHBORHOODS, GROWING A GREEN, RESILIENT CITY, MAKING A HEALTHY AND VIBRANT CITY, ALL ON “BOTH SIDES OF THE RIVER”**
- GOAL 3: GROW THE ECONOMIC HUB OF EASTERN NORTH CAROLINA THROUGH PROACTIVE RECRUITMENT OF BUSINESS**
- GOAL 4: ENHANCE ACCESSIBLE TRANSPORTATION NETWORKS AND PUBLIC BUILDING, PUBLIC INFRASTRUCTURE DEVELOPMENT**
- GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY**

PRIORITIES

- Priority One: Proactive economic development including the seven recommendations from staff and a disparity study**
- Priority Two: Infrastructure (strategic with roads and sidewalks)**
- Priority Three: Arts / Entertainment**
- Priority Four: Cleanliness and beautification**
- Priority Five: Develop and implement a comprehensive approach to storm water management**
- Priority Six: Continue to implement the Town Common Master Plan**
- Priority Seven: River Access, Tar River Vantage Points, and Tar River Legacy Plan additions**
- Priority Eight: Enhance Public Safety through Street Lighting, Cameras, and Community Police Relations**
- Priority Nine: High Performing Organization**

To see the complete, detailed City Council strategic goals, objectives and action items, please refer to www.greenvillenc.gov.

**MAYOR & CITY COUNCIL
BUDGET SUMMARY**

	2016	2017	2018	2019	2020
SUMMARY OF EXPENSES	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
PERSONNEL	\$ 141,484	\$ 156,683	\$ 142,759	\$ 159,004	\$ 159,004
OPERATING	257,522	254,392	315,239	271,582	334,486
EXPENSES TOTAL	\$ 399,007	\$ 411,076	\$ 457,998	\$ 430,586	\$ 493,490

	2016	2017	2018	2019	2020
POSITION TITLES	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
MAYOR	1.00	1.00	1.00	1.00	1.00
MAYOR PRO-TEM	1.00	1.00	1.00	1.00	1.00
COUNCIL MEMBER	5.00	5.00	5.00	5.00	5.00
POSITION TOTAL	7.00	7.00	7.00	7.00	7.00

MAYOR & CITY COUNCIL BUDGET DETAIL

	2016	2017	2018	2019	2020
ACCOUNT DESCRIPTION	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
FEES PAID TO ELECTED OFFICIALS	\$ 69,030	\$ 75,400	\$ 67,000	\$ 67,000	\$ 67,000
CAR ALLOWANCE-MAYOR	871	160	1,200	1,200	1,200
CAR ALLOWANCE-AT LARGE	871	-	1,200	1,200	1,200
CAR ALLOWANCE-COUNCIL MEMBER	871	-	1,200	1,200	1,200
CAR ALLOWANCE-COUNCIL MEMBER	871	-	1,200	1,200	1,200
CAR ALLOWANCE-COUNCIL MEMBER	971	-	1,200	1,200	1,200
CAR ALLOWANCE-COUNCIL MEMBER	871	-	1,200	1,200	1,200
CAR ALLOWANCE-COUNCIL MEMBER	971	-	1,200	1,200	1,200
FICA	4,995	4,779	5,504	5,126	5,126
GROUP LIFE INSURANCE	479	546	170	170	170
HEALTH INSURANCE	60,681	75,798	61,685	78,308	78,308
PERSONNEL TOTAL	\$ 141,484	\$ 156,683	\$ 142,759	\$ 159,004	\$ 159,004
CONTRACTED SERVICES	\$ 84,138	\$ 73,925	\$ 78,000	\$ 112,252	\$ 86,995
TELEPHONE WIRELESS	3,111	1,749	2,736	1,370	1,370
PRINTING	325	210	900	500	900
GENERAL INSURANCE LIAB PREMIUM	25,796	34,500	35,000	12,000	12,000
GENERAL INSURANCE LIAB LOSS	987	2,232	-	15,000	15,000
SUPP & MAT-GENERAL OFFICE	13,011	1,461	900	700	800
SUPP & MAT-COMPUTER HARDWARE	7,921	7	-	-	-
DUES & SUBSCRIPTIONS	32,322	104,187	95,000	88,760	97,421
TRAVEL / TRAINING	125	-	-	-	-
TRAVEL / TRAINING-MAYOR	6,229	8,183	2,500	5,000	5,000
TRAVEL / TRAINING-AT LARGE	(260)	152	2,500	5,000	5,000
TRAVEL / TRAINING-COUNCIL MEMBER	2,830	9,359	2,500	5,000	5,000
TRAVEL / TRAINING-COUNCIL MEMBER	6,829	10,354	2,500	5,000	5,000
TRAVEL / TRAINING-COUNCIL MEMBER	15	-	2,500	5,000	5,000
TRAVEL / TRAINING-COUNCIL MEMBER	315	185	2,500	5,000	5,000
TRAVEL / TRAINING-COUNCIL MEMBER	-	-	2,500	5,000	5,000
ELECTIONS	63,362	-	75,000	-	75,000
MEETINGS & EVENTS	10,467	7,843	10,203	6,000	10,000
SPECIAL SERVICES	-	45	-	-	-
OPERATING TOTAL	\$ 257,522	\$ 254,392	\$ 315,239	\$ 271,582	\$ 334,486
MAYOR & CITY COUNCIL TOTAL	\$ 399,007	\$ 411,076	\$ 457,998	\$ 430,586	\$ 493,490

CITY MANAGER

DEPARTMENT MISSION

The mission of the City Manager's Office is to effectively coordinate and lead City departments in the administration of City affairs in an open, ethical, and fiscally responsible manner according to the City Code, Charter, ordinances, and City Council policies; to provide effective leadership by communicating to employees; and to leverage City resources by promoting and maintaining strong partnerships with public and appropriate private entities.

DIVISIONS

ADMINISTRATION

COMMUNICATIONS/PUBLIC INFORMATION

ECONOMIC DEVELOPMENT

BUDGET AND EVALUATION

STRATEGIC PLANNING GOALS ASSIGNMENT

- GOAL 1: BE A SAFE COMMUNITY
- GOAL 2: BUILD GREAT PLACES THAT THRIVE BY: CREATING AND SUSTAINING COMPLETE NEIGHBORHOODS, GROWING A GREEN, RESILIENT CITY, MAKING A HEALTHY AND VIBRANT CITY, ALL ON "BOTH SIDES OF THE RIVER"
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- GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY

DEPARTMENT PRIORITIES AND ACTION STEPS

Priority One: Proactive economic development including the seven recommendations from staff and a disparity study

- Action Steps:**
- 1) Explore a formal economic development partnership
 - 2) Explore creating "shovel ready" industrial sites and/or park and shell buildings
 - 3) Revise and expand the outdoor dining policy
 - 4) Consider parking study recommendations
 - 5) Develop programs to support small businesses
 - 6) Modernize the permitting and plan review process
 - 7) Consider the job creation grant

Priority Two: Infrastructure (strategic with roads and sidewalks)

- Action Steps:**
- 1) Complete the G.K. Butterfield Transportation Center
 - 2) Continue with the final two-years of the 5-year roadway resurfacing plan

CITY MANAGER

- 3) Design and construct the final phase of Arlington Boulevard between Red Banks Road and Hooker Road
- 4) Initiation of construction of the Safe Routes to School sidewalk construction project
- 5) Initiate design for Fire Station #7
- 6) Begin construction of the South Tar Greenway between Pitt Street and Nash Street
- 7) Coordinate with the NCDOT to initiate the next phase of the signal timing optimization project
- 8) Coordinate with NCDOT on roadway projects

Priority Three: Arts/Entertainment

- Action Steps:**
- 1) Convene local arts groups to partner on visual as well as performing arts events
 - 2) Continue efforts to activate the Town Common with concerts, activities, and programs
 - 3) Work with partners to publish a single, annual directory of all local arts organizations and the arts and events opportunities they provide for residents and visitors
 - 4) Meet with leadership of the recently renovated Uptown Theater regarding possible partnerships and promotional initiatives
 - 5) Explore the development of an arts district
 - 6) Develop opportunities for visual arts classes to be hosted outside at the Town Common
 - 7) Investigate partnering with others to establish an annual Food Truck Rodeo with music, contests, games, and entertainment at the Town Common

Priority Four: Cleanliness and beautification

- Action Steps:**
- 1) Develop a plan to enhance city entrances and gateways including litter removal, mowing, and additional landscaping
 - 2) Work with the NCDOT to implement the gateway program
 - 3) Market and attract additional partners to adopt city streets through the Adopt-a-City-Street program
 - 4) Conduct a public information campaign to encourage a clean city and litter removal of neighborhoods and businesses

Priority Five: Develop and implement a comprehensive approach to storm water management

- Action Steps:**
- 1) Continue to support the work of the Stormwater Advisory Committee (SWAC) through their review of ordinances, levels of service, revenues, and capital projects
 - 2) Once the SWAC makes recommendations, provide a presentation to the City Council for final deliberations
 - 3) Begin the construction of the Town Creek Culvert project
 - 4) Complete the FY18 Storm Water Repair Project
 - 5) Initiate design for one or more of the following priority storm water projects: St. Andrews Stabilization Project; Elm Street between 4th Street and Tar River outfall;

CITY MANAGER

Arlington Blvd crossings between Evans Street and Hooker Road; Harding Street and 1st Street systems

Priority Six: Continue to implement the Town Common Master Plan

- Action Steps:**
- 1) Complete and dedicate the Sycamore Hill Gateway Project at Town Common
 - 2) Continue efforts to have a watercraft rental company available on site at Town Common
 - 3) Develop a plan for more programming and activities at the Town Common
 - 4) Create and issue an RFP for a restaurant/event space to be developed in the 1.46 acres of Town Common that has no Land and Water Conservation Fund (LWCF) development restrictions.

Priority Seven: River Access, Tar River Vantage Points, and Tar River Legacy Plan Additions

- Action Steps:**
- 1) Explore the acquisition of riverside lake lands as recommended in the Tar River Legacy Plan
 - 2) Develop mountain bike trails connecting to greenway and river outlook
 - 3) Investigate the creation of a gravel trail around the Beech Street connector pond along with fishing access
 - 4) Identify a site for establishing an additional overlook / river access along the Tar River, design overlook and simultaneously seek no rise certification from NC Department of Environment at Natural Resources and the US Army Corps of Engineers
 - 5) Seek grant opportunities to expand trails and greenways along the river

Priority Eight: Enhance Public Safety through Street Lighting, Cameras, and Community Police Relations

- Action Steps:**
- 1) Establish 5-year street lighting plan with GUC to include expectations, priorities, responsibilities and costs regarding the scope of the citywide lighting project
 - 2) Access and implement the installation of new poles / lights in areas where the LED lighting conversion has been completed with the goal of eliminating any remaining areas that are underserved with light
 - 3) Leverage technology to (remotely) adapt the lighting level for public safety needs on an ongoing / recurring basis
 - 4) Public Safety Cameras: Continue the expansion of the public safety camera network to include the exploration of a neighborhood partnership program
 - 5) Police community stakeholders meeting
 - 6) Police community fair – annual event designed to invite the general public for engagement and education on police functions and initiatives in a relaxed fair-like setting

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- 7) Safe police encounters – ongoing education initiative to improve public safety when stopped by the police and the complaint process. This will include focused training sessions and supporting videos and publications distributed throughout the year at numerous events
- 8) PAL and Police Explorers – Continued support for the PAL afterschool programs, youth camps, sports programs, and police explorers program
- 9) Diversity recruiting – improve diversity in department through focused outreach

Priority Nine: High Performing Organization

- Action Steps:**
- 1) Provide “at market” pay and benefits to attract and retain top talent by allowing funds in budget to provide for market based increases in pay and benefits
 - 2) Offer internal and external opportunities for professional growth and development, through training, education, and mentoring
 - 3) Expand efforts to make City government reflect the diversity of Greenville to effectively meet the needs of all citizens, by having diverse panels for every new hire or promotional process
 - 4) Expand the City’s Wellness program to enhance and maintain the optimal health of employees and retirees by increasing incentives
 - 5) Expand the scope of services of the employee health clinic to enhance the health and well-being of employees and retirees on the plan
 - 6) Provide employees with access to information regarding upcoming City initiatives and events
 - 7) Sponsor annual teambuilding exercises for each work group including the department heads and City Council

**CITY MANAGER
DEPARTMENT BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 913,183	\$ 1,498,784	\$ 1,530,700	\$ 1,773,722	\$ 1,809,360
OPERATING	340,645	884,927	546,918	722,935	753,966
EXPENSES TOTAL	\$ 1,253,829	\$ 2,383,711	\$ 2,077,618	\$ 2,496,657	\$ 2,563,326

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
ASSISTANT CITY MANAGER	2.00	2.00	2.00	2.00	2.00
CITY MANAGER	1.00	1.00	1.00	1.00	1.00
COMMUNICATIONS MANAGER / PIO	1.00	1.00	1.00	1.00	1.00
COMMUNICATIONS TECHNICIAN	2.00	2.00	2.00	3.00	3.00
ECONOMIC DEVELOPER	0.00	0.00	2.00	2.00	2.00
ECONOMIC DEVELOP & REVITALIZATION	0.00	0.00	0.00	1.00	1.00
ECONOMIC DEVELOPMENT MANAGER	0.00	1.00	1.00	0.00	0.00
EXECUTIVE ASST TO CITY MANAGER	1.00	1.00	1.00	1.00	1.00
FINANCIAL ANALYST	1.00	1.00	1.00	0.00	0.00
GIS TECHNICIAN II	0.00	1.00	0.00	0.00	0.00
GRANTS ACCOUNTANT	0.00	0.00	0.00	1.00	1.00
INTERNAL AUDITOR	1.00	1.00	1.00	1.00	1.00
PLANNER II	0.00	2.00	0.00	0.00	0.00
SENIOR ADMINISTRATIVE ASST	1.00	1.00	1.00	1.00	1.00
SENIOR ECONOMIC DEVELOPER	0.00	0.00	1.00	1.00	1.00
STAFF SUPPORT SPECIALIST I	1.00	1.00	1.00	0.00	0.00
STAFF SUPPORT SPECIALIST III	0.00	1.00	1.00	1.00	1.00
POSITION TOTAL	11.00	16.00	16.00	16.00	16.00

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CITY MANAGER BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 695,851	\$ 1,116,563	\$ 1,142,961	\$ 1,370,165	\$ 1,401,964
DECLARED EMERGENCY PAY	-	17,783	-	-	-
LONGEVITY	-	-	3,094	3,294	3,294
VACATION PAYOUT	-	-	3,784	-	-
SICK LEAVE INCENTIVE	-	-	4,049	-	-
WELLNESS INCENTIVE	-	-	1,211	-	-
PART-TIME-SALARIES	5,247	6,599	10,400	10,400	10,400
OVERTIME-SALARIES	5,053	3,934	2,970	2,970	2,970
CAR ALLOWANCE	3,818	-	5,400	12,600	12,600
RETIREMENT	47,259	87,481	85,729	89,683	91,479
401K GENERAL	6,327	11,315	11,933	16,640	16,640
ICMA	16,663	16,928	17,062	17,062	17,062
FICA	48,922	79,443	86,488	93,727	95,603
GROUP LIFE INSURANCE	1,483	2,961	2,819	2,795	2,962
HEALTH INSURANCE	81,536	146,913	141,786	141,786	141,786
WORKERS COMP PREMIUM	-	864	864	2,000	2,000
WORKERS COMP LOSS	811	6,896	8,967	10,000	10,000
GAFC EMPLOYER IN-KIND	216	1,104	1,183	600	600
PERSONNEL TOTAL	\$ 913,183	\$ 1,498,784	\$ 1,530,700	\$ 1,773,722	\$ 1,809,360
MAINT & REP / PAY STATION	\$ -	\$ 22,788	\$ 4,300	\$ -	\$ -
MAINT & REP / VEHICLE	887	62	315	64	65
MAINT & REP / FLEET LABOR	497	1,158	270	1,193	1,229
MAINT & REP / COMMERCIAL LABOR	29	46	-	41	42
CONTRACTED SERVICES	81,369	142,701	86,287	65,000	65,000
CONT SVCS / ECONOMIC DEV FUNDS	-	349,166	222,000	185,020	185,020
CONT SVCS / COPIER MAINT	8,299	4,587	8,305	4,602	4,602
TELEPHONE WIRELESS	2,285	3,296	3,660	3,947	3,947
ADVERTISING	43,346	36,672	51,750	25,000	25,000
GTV9 / CONTRACT OPER (MTG)	282	-	-	-	-
PRINTING	19,684	12,813	25,500	9,901	8,846
GTV9 / MAINT OF EQUIPMENT	1,605	1,030	2,000	2,000	2,000
GTV9 / SUPPLEMENTAL PEG	105,177	133,529	40,008	20,008	40,008
GTV9 / SUPPLIES	-	227	100	100	100
GTV9 / DUES & SUBSCRIPTIONS	168	56	175	175	175
GENERAL INSURANCE LIAB PREMIUM	18,051	6,000	6,000	27,000	27,000
GENERAL INSURANCE LIAB LOSS	-	-	-	24,000	24,000
SUPP & MAT-GENERAL OFFICE	2,340	41,281	11,000	4,500	4,500
SUPP & MAT-COMPUTER HARDWARE	10,416	419	4,400	1,600	12,725
SUPP & MAT-COMPUTER SOFTWARE	7,702	23,086	15,883	83,622	84,542
SUPP & MAT-CTY PIO STORE	1,384	-	-	-	-
SUPP & MAT-NCLM	-	4,642	-	-	-
FUEL	98	173	176	212	217
RENT / POOL CAR RENTALS	845	-	394	-	-
FLEET SERVICE COST-FIXED	2,360	2,359	2,359	2,359	2,359
DUES & SUBSCRIPTIONS	11,490	24,945	17,220	23,152	23,152
TRAVEL / TRAINING	12,218	20,310	29,916	8,707	8,705
BRANDING IMPLEMENTATION	9,694	3,781	-	-	-
CITIZENS ACADEMY	-	675	1,500	1,500	1,500
PAY STATION	422	49,124	13,400	69,232	69,232
CAP IMPROV / ECONOM DEV GRANT	-	-	-	160,000	160,000
OPERATING TOTAL	\$ 340,645	\$ 884,927	\$ 546,918	\$ 722,935	\$ 753,966
CITY MANAGER TOTAL	\$ 1,253,829	\$ 2,383,711	\$ 2,077,618	\$ 2,496,657	\$ 2,563,326

**CMO - ADMINISTRATION
DIVISION BUDGET SUMMARY**

	2016	2017	2018	2019	2020
SUMMARY OF EXPENSES	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
PERSONNEL	\$ 774,006	\$ 740,065	\$ 733,725	\$ 902,358	\$ 922,922
OPERATING	103,117	79,537	97,033	64,416	68,784
EXPENSES TOTAL	\$ 877,123	\$ 819,602	\$ 830,758	\$ 966,774	\$ 991,706

CMO - ADMINISTRATION BUDGET DETAIL

ACCOUNT DESCRIPTION	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
REGULAR-SALARIES	\$ 593,288	\$ 569,921	\$ 548,185	\$ 714,704	\$ 733,522
DECLARED EMERGENCY PAY	-	13,742	-	-	-
LONGEVITY	-	-	3,094	3,294	3,294
VACATION PAYOUT	-	-	2,137	-	-
SICK LEAVE INCENTIVE	-	-	1,961	-	-
WELLNESS INCENTIVE	-	-	587	-	-
PART-TIME-SALARIES	5,247	6,599	10,400	10,400	10,400
OVERTIME-SALARIES	2,691	2,432	2,200	2,200	2,200
CAR ALLOWANCE	3,818	-	5,400	12,600	12,600
RETIREMENT	40,145	40,794	41,936	42,020	42,861
401K GENERAL	4,583	2,976	3,978	5,200	5,200
ICMA	16,663	16,928	17,062	17,062	17,062
FICA	41,054	31,408	42,695	43,914	44,793
GROUP LIFE INSURANCE	1,259	2,213	1,869	1,309	1,335
HEALTH INSURANCE	64,243	45,670	43,355	43,355	43,355
WORKERS COMP PREMIUM	-	192	192	1,000	1,000
WORKERS COMP LOSS	811	6,896	8,152	5,000	5,000
GAFC EMPLOYER IN-KIND	205	292	522	300	300
PERSONNEL TOTAL	\$ 774,006	\$ 740,065	\$ 733,725	\$ 902,358	\$ 922,922
CONTRACTED SERVICES	47,736	21,457	40,000	15,000	15,000
CONT SVCS / COPIER MAINT	1,203	955	900	831	831
TELEPHONE WIRELESS	1,640	1,908	2,364	1,913	1,913
PRINTING	6,482	3,634	1,500	1,500	1,500
GENERAL INSURANCE LIAB PREMIUM	12,500	3,000	3,000	25,000	25,000
SUPP & MAT-GENERAL OFFICE	1,518	1,987	4,000	1,500	1,500
SUPP & MAT-COMPUTER HARDWARE	7,897	-	4,400	725	5,525
SUPP & MAT-COMPUTER SOFTWARE	4,102	16,326	12,418	4,407	3,975
SUPP & MAT-NCLM	-	4,642	-	-	-
RENT / POOL CAR RENTALS	845	-	-	-	-
DUES & SUBSCRIPTIONS	7,765	14,165	8,540	8,540	8,540
TRAVEL / TRAINING	11,431	11,462	19,911	5,000	5,000
OPERATING TOTAL	\$ 103,117	\$ 79,537	\$ 97,033	\$ 64,416	\$ 68,784
CMO - ADMINISTRATIVE TOTAL	\$ 877,123	\$ 819,602	\$ 830,758	\$ 966,774	\$ 991,706

**CMO - PUBLIC INFORMATION
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 132,302	\$ 212,399	\$ 262,048	\$ 272,352	\$ 276,681
OPERATING	236,474	258,031	162,430	87,080	107,868
EXPENSES TOTAL	\$ 368,776	\$ 470,430	\$ 424,478	\$ 359,432	\$ 384,549

CMO - PUBLIC INFORMATION BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 97,310	\$ 146,119	\$ 184,507	\$ 189,428	\$ 193,183
DECLARED EMERGENCY PAY	-	3,501	-	-	-
VACATION PAYOUT	-	-	298	-	-
SICK LEAVE INCENTIVE	-	-	643	-	-
WELLNESS INCENTIVE	-	-	192	-	-
OVERTIME-SALARIES	2,362	1,502	770	770	770
RETIREMENT	6,729	10,962	13,608	13,784	14,060
401K GENERAL	1,679	2,216	3,182	4,160	4,160
FICA	7,476	11,045	13,608	14,406	14,695
GROUP LIFE INSURANCE	212	555	359	430	439
HEALTH INSURANCE	16,533	36,308	43,874	43,874	43,874
WORKERS COMP PREMIUM	-	192	192	500	500
WORKERS COMP LOSS	-	-	815	5,000	5,000
PERSONNEL TOTAL	\$ 132,302	\$ 212,399	\$ 262,048	\$ 272,352	\$ 276,681
MAINT & REP / VEHICLE	\$ 887	\$ 62	\$ 315	\$ 64	\$ 65
MAINT & REP / FLEET LABOR	497	1,158	270	1,193	1,229
MAINT & REP / COMMERCIAL LABOR	29	46	-	41	42
CONTRACTED SERVICES	33,000	56,468	32,287	15,000	15,000
CONT SVCS / COPIER MAINT	7,096	3,632	7,405	3,771	3,771
TELEPHONE WIRELESS	645	756	636	758	758
ADVERTISING	43,346	34,990	51,000	15,000	15,000
GTV9 / CONTRACT OPER (MTG)	282	-	-	-	-
PRINTING	13,202	4,891	10,000	5,000	5,000
GTV9 / MAINT OF EQUIPMENT	1,605	1,030	2,000	2,000	2,000
GTV9 / SUPPLEMENTAL PEG	105,177	133,529	40,008	20,008	40,008
GTV9 / SUPPLIES	-	227	100	100	100
GTV9 / DUES & SUBSCRIPTIONS	168	56	175	175	175
GENERAL INSURANCE LIAB PREMIUM	5,551	3,000	3,000	2,000	2,000
SUPP & MAT-GENERAL OFFICE	822	1,239	2,000	1,000	1,000
SUPP & MAT-COMPUTER HARDWARE	2,519	-	-	-	-
SUPP & MAT-COMPUTER SOFTWARE	3,600	3,970	3,465	13,359	14,104
SUPP & MAT-CTY PIO STORE	1,384	-	-	-	-
FUEL	98	173	176	212	217
RENT / POOL CAR RENTALS	-	-	394	-	-
FLEET SERVICE COST-FIXED	2,360	2,359	2,359	2,359	2,359
DUES & SUBSCRIPTIONS	3,725	3,507	2,040	2,040	2,040
TRAVEL / TRAINING	787	2,482	3,300	1,500	1,500
BRANDING IMPLEMENTATION	9,694	3,781	-	-	-
CITIZENS ACADEMY	-	675	1,500	1,500	1,500
OPERATING TOTAL	\$ 236,474	\$ 258,031	\$ 162,430	\$ 87,080	\$ 107,868
CMO - PUBLIC INFORMATION TOTAL	\$ 368,776	\$ 470,430	\$ 424,478	\$ 359,432	\$ 384,549

**CMO - ECONOMIC DEVELOPMENT
DIVISION BUDGET SUMMARY**

	2016	2017	2018	2019	2020
SUMMARY OF EXPENSES	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
PERSONNEL	\$ 6,876	\$ 346,042	\$ 343,780	\$ 401,675	\$ 409,006
OPERATING	1,055	541,595	274,010	544,449	546,960
EXPENSES TOTAL	\$ 7,930	\$ 887,637	\$ 617,790	\$ 946,124	\$ 955,966

CMO - ECONOMIC DEVELOPMENT BUDGET DETAIL

ACCOUNT DESCRIPTION	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
REGULAR-SALARIES	\$ 5,253	\$ 264,112	\$ 266,079	\$ 316,745	\$ 323,008
DECLARED EMERGENCY PAY	-	539	-	-	-
VACATION PAYOUT	-	-	1,211	-	-
SICK LEAVE INCENTIVE	-	-	937	-	-
WELLNESS INCENTIVE	-	-	280	-	-
RETIREMENT	384	19,360	19,601	23,009	23,471
401K GENERAL	65	3,153	3,182	5,200	5,200
FICA	391	19,770	19,601	24,047	24,528
GROUP LIFE INSURANCE	12	-	591	717	842
HEALTH INSURANCE	760	37,973	31,157	31,157	31,157
WORKERS COMP PREMIUM	-	480	480	500	500
GAFC EMPLOYER IN-KIND	11	654	661	300	300
PERSONNEL TOTAL	\$ 6,876	\$ 346,042	\$ 343,780	\$ 401,675	\$ 409,006
MAINT & REP / PAY STATION	\$ -	\$ 22,788	\$ 4,300	\$ -	\$ -
CONTRACTED SERVICES	633	64,776	14,000	35,000	35,000
CONT SVCS / ECONOMIC DEV FUNDS	-	349,166	222,000	185,020	185,020
TELEPHONE WIRELESS	-	633	660	1,276	1,276
ADVERTISING	-	1,682	750	10,000	10,000
PRINTING	-	2,983	4,000	-	-
GENERAL INSURANCE LIAB LOSS	-	-	-	24,000	24,000
SUPP & MAT-GENERAL OFFICE	-	4,029	4,000	1,000	1,000
SUPP & MAT-COMPUTER HARDWARE	-	-	-	875	2,400
SUPP & MAT-COMPUTER SOFTWARE	-	-	-	45,714	46,700
DUES & SUBSCRIPTIONS	-	7,273	6,400	12,332	12,332
TRAVEL / TRAINING	-	5,113	4,500	-	-
PAY STATION	422	49,124	13,400	69,232	69,232
GRANT EXPENSE / CAP INVESTMENT	-	34,028	-	-	-
CAP IMPROV / ECONOM DEV GRANT	-	-	-	160,000	160,000
OPERATING TOTAL	\$ 1,055	\$ 541,595	\$ 274,010	\$ 544,449	\$ 546,960
CMO - ECON DEVELOPMENT TOTAL	\$ 7,930	\$ 887,637	\$ 617,790	\$ 946,124	\$ 955,966

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**CMO - BUDGET & EVALUATION
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ -	\$ 200,278	\$ 191,147	\$ 197,337	\$ 200,751
OPERATING	-	39,793	13,445	26,990	30,354
EXPENSES TOTAL	\$ -	\$ 240,071	\$ 204,592	\$ 224,327	\$ 231,105

CMO - BUDGET & EVALUATION BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ -	\$ 136,411	\$ 144,190	\$ 149,288	\$ 152,251
VACATION PAYOUT	-	-	138	-	-
SICK LEAVE INCENTIVE	-	-	508	-	-
WELLNESS INCENTIVE	-	-	152	-	-
RETIREMENT	-	16,364	10,584	10,870	11,087
401K GENERAL	-	2,969	1,591	2,080	2,080
FICA	-	17,220	10,584	11,360	11,587
GROUP LIFE INSURANCE	-	193	-	339	346
HEALTH INSURANCE	-	26,962	23,400	23,400	23,400
GAFC EMPLOYER IN-KIND	-	158	-	-	-
PERSONNEL TOTAL	\$ -	\$ 200,278	\$ 191,147	\$ 197,337	\$ 200,751
PRINTING	-	1,305	10,000	3,401	2,346
SUPP & MAT-GENERAL OFFICE	-	34,026	1,000	1,000	1,000
SUPP & MAT-COMPUTER HARDWARE	-	419	-	-	4,800
SUPP & MAT-COMPUTER SOFTWARE	-	2,790	-	20,142	19,763
DUES & SUBSCRIPTIONS	-	-	240	240	240
TRAVEL / TRAINING	-	1,253	2,205	2,207	2,205
OPERATING TOTAL	\$ -	\$ 39,793	\$ 13,445	\$ 26,990	\$ 30,354
CMO - BUDGET & EVALUATION TOTAL	\$ -	\$ 240,071	\$ 204,592	\$ 224,327	\$ 231,105



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CITY CLERK**DEPARTMENT MISSION**

The City Clerk's Office is committed to maintaining and providing timely and accurate information to elected officials, staff, and citizens, and providing administrative support to the elected officials.

STRATEGIC PLANNING GOALS ASSIGNMENT

- GOAL 2: BUILDING GREAT PLACES THAT THRIVE BY: CREATING AND SUSTAINING COMPLETE NEIGHBORHOODS, GROWING A GREEN, RESILIENT CITY, MAKING A HEALTHY VIBRANT CITY ON "BOTH SIDES OF THE RIVER"**
- GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY**

DEPARTMENT PRIORITIES AND ACTION STEPS

Priority One: Enhance understanding and increase broader citizen participation in City Government

- Action Steps:**
- 1) Continue increasing recruitment and promotion of the talent bank.
 - 2) Receive and process applications for the 21 City boards and commissions within five working days of receipt.
 - 3) Provide information to City Council on upcoming board and commission appointments within one month prior to appointments being made by City Council.

Priority Two: Enhance diversity and promote inclusiveness

- Action Step:**
- 1) Continue efforts to ensure that City boards and commissions reflect the community that we serve.

Priority Three: Keep City regulations up-to-date

- Action Step:**
- 1) Continue to maintain City regulations in an up to date and concise way.

Priority Four: Record all official proceedings of the Greenville City Council

- Action Steps:**
- 1) Produce minutes in a timely manner that are error-free and that are approved by City Council without amendment within forty-five working days of the City Council meeting.
 - 2) Make actions of City Council available to staff and public within one working day of the City Council meeting 95% of the time.

CITY CLERK

Priority Five: Process and maintain official documents of the City of Greenville

Action Step: 1) Process all contracts, agreements, ordinances and resolutions for the City of Greenville within five days of being fully executed and received in the City Clerk's Office.

Priority Six: Respond to citizen requests for information in a timely and efficient manner

Action Steps: 1) Respond to routine requests for information within one working day of receipt of the request.
2) Respond to requests for information requiring extensive research within one week of receipt of the request.

**CITY CLERK
BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 213,786	\$ 221,555	\$ 226,524	\$ 233,399	\$ 238,698
OPERATING	18,761	27,234	38,559	42,250	43,366
EXPENSES TOTAL	\$ 232,547	\$ 248,789	\$ 265,083	\$ 275,649	\$ 282,064

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
DEPUTY CITY CLERK	1.00	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00
CITY CLERK	1.00	1.00	1.00	1.00	1.00
POSITION TOTAL	3.00	3.00	3.00	3.00	3.00

CITY CLERK BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 167,004	\$ 168,910	\$ 173,979	\$ 180,149	\$ 184,909
DECLARED EMERGENCY PAY	-	59	-	-	-
VACATION PAYOUT	-	-	1,198	-	-
SICK LEAVE INCENTIVE	-	-	605	-	-
WELLNESS INCENTIVE	-	-	181	-	-
RETIREMENT	11,272	12,366	12,689	12,956	13,214
401K GENERAL	2,340	2,334	2,387	3,120	3,120
FICA	12,467	12,584	12,688	13,539	13,811
EDUCATION TRAINING ASST PROG	-	2,167	1,314	1,314	1,314
GROUP LIFE INSURANCE	492	725	607	403	412
HEALTH INSURANCE	20,040	21,764	19,818	19,818	19,818
WORKERS COMP PREMIUM	-	48	48	500	500
WORKERS COMP LOSS	-	-	408	1,000	1,000
GAFC EMPLOYER IN-KIND	171	598	602	600	600
PERSONNEL TOTAL	\$ 213,786	\$ 221,555	\$ 226,524	\$ 233,399	\$ 238,698
MAINT & REP / EQUIPMENT	\$ -	\$ 672	\$ -	\$ -	\$ -
CONTRACTED SERVICES	1,835	3,263	3,044	2,979	1,521
CONT SVCS / COPIER MAINT	1,203	1,134	900	831	831
TELEPHONE WIRELESS	848	456	912	457	457
PRINTING	452	221	1,500	1,000	1,500
GENERAL INSURANCE LIAB PREMIUM	500	1,500	1,500	1,000	1,000
SUPP & MAT-GENERAL OFFICE	2,568	904	2,000	7,933	8,024
SUPP & MAT-COMPUTER HARDWARE	3,082	-	2,200	-	875
SUPP & MAT-COMPUTER SOFTWARE	2,080	16,100	13,830	18,850	18,458
RENT / POOL CAR RENTALS	316	-	-	-	-
DUES & SUBSCRIPTIONS	547	667	700	700	700
TRAVEL / TRAINING	4,102	1,168	7,500	6,000	7,500
RECORDING FEES	1,229	1,148	4,473	2,500	2,500
OPERATING TOTAL	\$ 18,761	\$ 27,234	\$ 38,559	\$ 42,250	\$ 43,366
CITY CLERK TOTAL	\$ 232,547	\$ 248,789	\$ 265,083	\$ 275,649	\$ 282,064

CITY ATTORNEY

DEPARTMENT MISSION

The City Attorney is committed to providing the City and its public officials and employees with legal services of the highest quality so that the City's business is conducted efficiently, effectively, and economically.

STRATEGIC PLANNING GOALS ASSIGNMENT

GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY

DEPARTMENT PRIORITIES AND ACTION STEPS

Priority One: Advise City Council and its boards and commissions in order to ensure decisions are made in accordance with required procedures and with knowledge of applicable legal considerations.

Action Step: 1) Provide advance advice prior to a meeting to the members of City Council or the board and commission, when possible, and immediate advice at the meeting, when required.

Priority Two: Support the activities of City departments in order to facilitate the delivery of services to the citizens.

Action Step: 1) Respond to legal inquiries by employees, prepare necessary legal documents, and represent the City's interest in legal proceedings.

CITY ATTORNEY BUDGET SUMMARY

	2016	2017	2018	2019	2020
SUMMARY OF EXPENSES	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
PERSONNEL	\$ 415,707	\$ 416,741	\$ 410,515	\$ 415,811	\$ 425,387
OPERATING	52,339	40,941	50,252	93,538	103,747
EXPENSES TOTAL	\$ 468,045	\$ 457,682	\$ 460,767	\$ 509,349	\$ 529,134

	2016	2017	2018	2019	2020
POSITION TITLES	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
DEPUTY CITY CLERK	1.00	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00
CITY CLERK	1.00	1.00	1.00	1.00	1.00
POSITION TOTAL	3.00	3.00	3.00	3.00	3.00

CITY ATTORNEY BUDGET DETAIL

	2016	2017	2018	2019	2020
ACCOUNT DESCRIPTION	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
REGULAR-SALARIES	\$ 334,168	\$ 328,390	\$ 317,365	\$ 325,198	\$ 333,802
DECLARED EMERGENCY PAY	-	3,552	-	-	-
LONGEVITY	-	-	2,569	2,590	2,590
VACATION PAYOUT	-	-	1,181	-	-
SICK LEAVE INCENTIVE	-	-	1,103	-	-
WELLNESS INCENTIVE	-	-	330	-	-
CAR ALLOWANCE	1,625	-	2,400	-	-
RETIREMENT	22,509	19,446	23,434	23,460	23,928
401K GENERAL	2,392	2,430	2,387	3,120	3,120
FICA	22,241	21,825	23,434	24,518	25,007
GROUP LIFE INSURANCE	771	564	870	731	746
HEALTH INSURANCE	31,914	40,468	35,394	35,394	35,394
WORKERS COMP PREMIUM	-	48	48	500	500
GAFC EMPLOYER IN-KIND	86	18	-	300	300
PERSONNEL TOTAL	\$ 415,707	\$ 416,741	\$ 410,515	\$ 415,811	\$ 425,387
PROFESSIONAL SERVICES	\$ 7,574	\$ 8,835	\$ 15,000	\$ 15,853	\$ 15,515
CONT SVCS / COPIER MAINT	1,203	955	900	831	831
TELEPHONE WIRELESS	2,055	1,763	2,004	1,396	1,396
PRINTING	1,828	1,077	400	400	400
GENERAL INSURANCE LIAB PREMIUM	5,500	3,500	1,500	2,000	2,000
GENERAL INSURANCE LIAB LOSS	-	-	-	40,000	40,000
SUPP & MAT-GENERAL OFFICE	1,344	1,300	1,600	1,600	2,000
SUPP & MAT-COMPUTER HARDWARE	3,595	-	-	-	5,675
SUPP & MAT-COMPUTER SOFTWARE	-	-	-	538	130
RENT / POOL CAR RENTALS	3,845	-	-	-	-
DUES & SUBSCRIPTIONS	20,440	20,013	20,848	22,320	26,300
TRAVEL / TRAINING	4,956	3,500	8,000	8,600	9,500
OPERATING TOTAL	\$ 52,339	\$ 40,941	\$ 50,252	\$ 93,538	\$ 103,747
CITY ATTORNEY TOTAL	\$ 468,045	\$ 457,682	\$ 460,767	\$ 509,349	\$ 529,134

HUMAN RESOURCES

DEPARTMENT MISSION

As a team of human resource professionals, we continuously strive to be more progressive, innovative, and customer service driven to effectively support the departments and customers we serve.

STRATEGIC PLANNING GOALS ASSIGNMENT

GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY

DEPARTMENT PRIORITIES AND ACTION STEPS

Priority One: Provide responsive and comprehensive programs and services which maintain an effective, efficient, diverse, and motivated workforce committed to serving the citizens of Greenville

- Action Steps:**
- 1) Continue efforts to make City government reflect the community we serve by expanding external outreach efforts and enhancing internal advancement and employee development opportunities
 - 2) Continue efforts to maintain comprehensive health insurance coverage at affordable rates and expand the number of employees participating in the City's wellness program
 - 3) Maintain the employee health clinic and continue to expand the clinic's scope of services offered to eligible employees, dependents, and retirees
 - 4) Continue efforts to reinforce safe work practices and reduce on-the-job injuries through mandatory and preventative training, facility inspections, and on-site observations of work practices.

Priority Two: Provide a competitive compensation system which enables the City to attract new employees and retain current employees needed to meet the City's service demands

- Action Steps:**
- 1) Plan and initiate a thorough and comprehensive classification and compensation study
 - 2) Continue efforts to solidify pay for performance in order to attract, engage, and retain high performers

Priority Three: Sustain organizational excellence

- Action Steps:**
- 1) Continue to refine the performance management system to increase individual and organizational effectiveness
 - 2) Continue to build City's leadership capacity by providing training to supervisors and managers to assist them in developing and enhancing supervisory skills, including developing succession planning initiatives to address an aging workforce
 - 3) Drive employee development through relevant training, internal mentoring, and by providing opportunities for professional growth

HUMAN RESOURCES

- 4) Refine employee exit surveys for purposes of future recruitment and retention planning

Priority Four: Maximize technology to streamline Human Resources transactional purposes

- Action Steps:**
- 1) Continue efforts to utilize Munis HR/payroll software to its fullest potential to manage HR and payroll data and processes, streamline processes, and reduce data redundancies
 - 2) Increase efficiency by providing basic human resource and pay transaction processes online via Employee Self Service
 - 3) Continue efforts to utilize Neogov applicant tracking software to its fullest potential to automate and streamline the hiring and selection process

Priority Five: Enhance strategic partnerships with City Departments

- Action Steps:**
- 1) Continue to partner with departments to fill vacancies
 - 2) Continue to partner with departments on key strategic initiatives such as workforce planning, talent management, and employee development

**HUMAN RESOURCES
BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 2,618,118	\$ 2,182,881	\$ 2,368,694	\$ 2,408,972	\$ 2,433,472
OPERATING	1,003,529	444,627	422,004	446,198	435,614
EXPENSES TOTAL	\$ 3,621,647	\$ 2,627,508	\$ 2,790,698	\$ 2,855,170	\$ 2,869,086

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
DIRECTOR OF HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00
HUMAN RESOURCES SPECIALIST I	1.00	1.00	1.00	1.00	1.00
HUMAN RESOURCES SPECIALIST II	1.00	1.00	1.00	1.00	1.00
HUMAN RESOURCES GENERALIST	2.00	2.00	2.00	2.00	2.00
HUMAN RESOURCES MANAGER	1.00	1.00	1.00	1.00	1.00
SAFETY SPECIALIST	1.00	1.00	1.00	1.00	1.00
SAFETY / RISK MANAGER	1.00	1.00	1.00	1.00	1.00
STAFF SUPPORT SPECIALIST III	1.00	1.00	1.00	1.00	1.00
TRAINING & DEVELOPMENT SPECIALIST	0.00	0.00	0.00	1.00	1.00
POSITION TOTAL	9.00	9.00	9.00	10.00	10.00

HUMAN RESOURCES BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 609,300	\$ 625,929	\$ 655,875	\$ 694,306	\$ 716,976
DECLARED EMERGENCY PAY	-	4,250	-	-	-
LONGEVITY	-	-	2,222	2,325	2,325
VACATION PAYOUT	-	-	2,415	-	-
SICK LEAVE INCENTIVE	-	-	2,263	-	-
WELLNESS INCENTIVE	-	-	677	-	-
PART-TIME-SALARIES	-	8,043	-	-	-
OVERTIME-SALARIES	45,291	4,463	-	-	-
RETIREMENT	44,333	45,904	47,841	47,278	48,224
401K GENERAL	7,089	6,687	7,160	9,360	9,547
FICA	48,997	47,238	47,841	49,410	50,398
EDUCATION TRAINING ASST PROG	4,143	(820)	643	643	643
GROUP LIFE INSURANCE	1,850	20,239	33,422	34,548	34,257
GROUP LIFE RETIREES	428	663	600	600	600
HEALTH INSURANCE	83,655	72,837	68,453	68,453	68,453
RETIREE SUPPLEMENT BC/BS	313,221	319,059	366,821	366,821	366,821
HEALTH INSURANCE RETIREES	1,011,452	859,362	960,723	960,723	960,723
WORKERS COMP PREMIUM	211,906	85,418	4,795	4,000	4,000
WORKERS COMP LOSS	142,439	-	2,038	5,000	5,000
EMPLOYEE MED SVCS	93,889	83,201	104,545	104,545	104,545
UNEMPLOYMENT	-	-	60,000	60,000	60,000
GAFC EMPLOYER IN-KIND	126	411	360	960	960
PERSONNEL TOTAL	\$ 2,618,118	\$ 2,182,881	\$ 2,368,694	\$ 2,408,972	\$ 2,433,472

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HUMAN RESOURCES BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
MAINT & REP / EQUIPMENT	\$ 1,224	\$ 107	\$ -	\$ -	-
MAINT & REP / VEHICLE	11	193	77	197	201
MAINT & REP / FLEET LABOR	137	197	330	203	209
MAINT & REP / COMMERCIAL LABOR	-	-	70	36	37
MAINT & REP / COMM LABOR - UNINSUR	29	40	64	64	64
PROFESSIONAL SERVICES	16,188	10,654	15,000	15,000	15,000
PROFESSIONAL SERVICES-LIBRARY	238	262	-	-	-
PROFESSIONAL SERVICES-CVA	221	76	-	-	-
CONTRACTED SERVICES	191,902	132,359	116,589	132,000	132,000
CONT SVCS / COPIER MAINT	2,611	1,715	2,292	1,536	1,608
CONT SVCS / COBRA	2,751	(228)	4,200	4,500	4,500
TELEPHONE WIRELESS	474	574	432	1,425	1,385
POSTAGE	12,370	42,333	58,000	50,000	50,000
ADVERTISING	25,897	38,982	34,500	40,000	40,477
GTV9 / CONTRACT OPER (MTG)	564	-	-	-	-
PRINTING	1,612	1,851	1,500	1,500	1,500
GENERAL INSURANCE LIAB PREMIUM	8,064	21,600	20,000	5,000	5,000
GENERAL INSURANCE LIAB LOSS	594,211	4,669	4,000	4,000	4,000
SUPP & MAT-GENERAL OFFICE	6,397	4,820	9,350	11,859	11,859
SUPP & MAT-COMPUTER HARDWARE	6,315	-	2,850	1,975	11,850
SUPP & MAT-COMPUTER SOFTWARE	26,310	19,903	20,517	20,301	20,361
FUEL	-	-	132	128	131
RENT / POOL CAR RENTALS	140	-	1,446	798	814
FLEET SERVICE COST-FIXED	3,380	3,372	3,372	3,372	3,372
DUES & SUBSCRIPTIONS	6,955	2,658	3,975	4,685	4,685
TRAVEL / TRAINING	23,623	38,441	11,000	14,075	14,075
OPERATING / TRAINING	16,120	21,837	38,000	59,400	37,886
RISK MANAGEMENT SAFETY	1,543	1,265	3,000	5,600	5,600
SPECIAL PROGRAMS	45,431	60,476	69,808	67,044	67,500
WELLNESS PROGRAMS	630	29,806	-	-	-
UNITED WAY	8,184	6,664	1,500	1,500	1,500
OPERATING TOTAL	\$ 1,003,529	\$ 444,627	\$ 422,004	\$ 446,198	\$ 435,614
HUMAN RESOURCES TOTAL	\$ 3,621,647	\$ 2,627,508	\$ 2,790,698	\$ 2,855,170	\$ 2,869,086

INFORMATION TECHNOLOGY

DEPARTMENT MISSION

To work with City departments to provide technological capabilities that enhance their day-to-day responsibilities as well as providing, supporting, and maintaining a highly reliable infrastructure and technological environment. While internally focused on departments' needs, the Information Technology Department strives to make available to the citizens tools by which they can conduct business with the City and gather pertinent information using the internet.

STRATEGIC PLANNING GOALS ASSIGNMENT

- GOAL 1: BE A SAFE COMMUNITY**
GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY

DEPARTMENT PRIORITIES AND ACTION STEPS

Priority One: Implement and support the Police records, dispatching, and mobile software systems

- Action Steps:**
- 1) Provide an Information Technology staff person as the project manager of the Police Software System project
 - 2) Provide the hardware and install for the Police Software System
 - 3) Provide support staff through the implementation of the Police Software System and utilize their expertise to continue support after implementation
 - 4) Continue to support the help enhance the Police Department and the software users experience in utilizing the new system to its fullest

Priority Two: Implement and support the EnerGov Inspections and Permitting System

- Action Steps:**
- 1) Provide an Information Technology staff person as the project manager of the EnerGov Inspections and Permitting project
 - 2) Provide the hardware and install for the EnerGov Inspections and Permitting software
 - 3) Provide support staff through the implementation of the EnerGov Inspections and Permitting system and utilize their expertise to continue support after implementation
 - 4) Continue to support and help enhance the Inspections and Permitting process, internal users experience in utilizing the new system to its fullest. Ensure the citizen facing part of the system is meeting the needs of the citizens

Priority Three: Support the new Munis financial system

- Action Steps:**
- 1) Continue to support and help enhance the Financial Services Department and the departmental users experience in utilizing the new system to its fullest

INFORMATION TECHNOLOGY

- 2) Work with Financial Services in reviewing gap items that were identified in the needs assessment process to see where the Munis system can be leveraged to meet those needs, thus preventing the purchase or development of gap item solutions

Priority Four: Maintain existing technology infrastructure

- Action Steps:**
- 1) Replace outdated networking hardware as funding allows
 - 2) Replace outdated laptops, desktops, and workstations as funding allows
 - 3) Analyze the usage and need for mobile data terminals in Public Safety Vehicles to provide a less expensive alternative replacement device as funding allows

Priority Five: Enhance existing technology processes in departments and identify other processes that can be enhanced by IT staff

- Action Steps:**
- 1) Analyze the technology tools (software and hardware) that departments use to ensure they are functional, meeting the user's needs, and provide insight into better solutions / processes that will enhance the delivery of their daily responsibilities
 - 2) Automate paper forms / workflow / processes
 - 3) Utilize the OpenGov software for data analysis generating daily / weekly / monthly reporting in the form of online dashboards, reports, and maps

**INFORMATION TECHNOLOGY
BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 2,004,349	\$ 2,010,301	\$ 2,066,131	\$ 2,142,448	\$ 2,190,308
OPERATING	1,054,417	835,226	927,321	1,009,118	1,083,689
EXPENSES TOTAL	\$ 3,058,767	\$ 2,845,527	\$ 2,993,452	\$ 3,151,566	\$ 3,273,997

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
APPLICATIONS MANAGER	1.00	1.00	1.00	1.00	1.00
DATABASE ADMINISTRATOR	1.00	1.00	1.00	1.00	1.00
DIRECTOR OF INFORMATION TECH	1.00	1.00	1.00	1.00	1.00
IT INFRASTRUCTURE MANAGER	1.00	1.00	1.00	1.00	1.00
IT SUPPORT SPECIALIST II	2.00	2.00	2.00	2.00	2.00
NETWORK ANALYST II	1.00	1.00	1.00	1.00	1.00
NETWORK ANALYST III	1.00	1.00	1.00	1.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00
SERVER / SECURITY ANALYST	1.00	1.00	1.00	1.00	1.00
SUPPORT SERVICES MANAGER	1.00	1.00	1.00	1.00	1.00
SYSTEMS ANALYST I	1.00	1.00	1.00	1.00	1.00
SYSTEMS ANALYST II	1.00	1.00	1.00	1.00	1.00
SYSTEMS ANALYST III	1.00	1.00	1.00	1.00	1.00
SYSTEMS ANALYST IV	4.00	4.00	4.00	4.00	4.00
TELECOMMUNICATIONS ANALYST	1.00	1.00	1.00	1.00	1.00
POSITION TOTAL	19.00	19.00	19.00	19.00	19.00

INFORMATION TECHNOLOGY BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 1,528,063	\$ 1,496,164	\$ 1,536,683	\$ 1,613,870	\$ 1,656,892
DECLARED EMERGENCY PAY	-	12,313	-	-	-
LONGEVITY	-	-	9,398	9,484	9,484
VACATION PAYOUT	-	-	3,851	-	-
SICK LEAVE INCENTIVE	-	-	5,519	-	-
WELLNESS INCENTIVE	-	-	1,651	-	-
PART-TIME-SALARIES	15,804	16,846	24,960	24,960	24,960
OVERTIME-SALARIES	-	-	200	200	200
RETIREMENT	99,139	109,670	116,501	116,529	118,859
401K GENERAL	13,840	13,905	15,116	19,760	19,760
FICA	106,475	108,845	118,323	121,782	124,217
EDUCATION TRAINING ASST PROGRAM	2,074	2,250	3,015	3,015	3,015
GROUP LIFE INSURANCE	4,207	6,031	5,030	3,629	3,702
HEALTH INSURANCE	234,033	241,486	221,883	221,883	221,883
WORKERS COMP PREMIUM	-	480	480	1,000	1,000
WORKERS COMP LOSS	-	-	1,223	4,000	4,000
GAFC EMPLOYER IN-KIND	714	2,313	2,298	2,336	2,336
PERSONNEL TOTAL	\$ 2,004,349	\$ 2,010,301	\$ 2,066,131	\$ 2,142,448	\$ 2,190,308

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INFORMATION TECHNOLOGY BUDGET DETAIL

ACCOUNT DESCRIPTION	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
MAINT & REP / EQUIPMENT	\$ 12,678	\$ 12,390	\$ 13,750	\$ 12,350	\$ 13,750
MAINT & REP / VEHICLE	405	2,723	37	122	124
MAINT & REP / FLEET LABOR	398	851	83	876	903
MAINT & REP / COMMERCIAL LABOR	46	92	-	-	-
CONTRACTED SERVICES	789,556	633,178	698,229	734,729	783,066
SALARIES TEMP AGENCIES	-	(162)	-	-	-
CONT SVS / COPIER MAINTENANCE	2,280	2,687	2,340	2,256	2,256
CONT SVS / CAMERA MAINTENANCE	81,608	49,227	50,000	50,000	50,000
TELEPHONE	67,555	40,092	61,206	59,206	59,206
TELEPHONE EQUIPMENT	7,608	4,909	7,750	5,750	7,750
TELEPHONE WIRELESS	6,996	5,574	7,395	6,395	7,395
LONG DISTANCE	18,015	15,703	17,100	17,100	17,100
GENERAL INSURANCE LIAB PREMIUM	10,050	35,000	35,000	55,000	55,000
GENERAL INSURANCE LIAB LOSS	2,911	2,684	1,000	5,000	5,000
SUPP & MAT-GENERAL OFFICE	11,704	8,873	8,604	8,105	8,605
SUPP & MAT-COMPUTER HARDWARE	5,953	5,377	5,500	-	55,797
SUPP & MAT-COMPUTER SOFTWARE	13,603	-	-	35,000	-
FUEL	308	276	550	324	332
RENT / POOL CAR RENTALS	763	443	1,447	-	-
FLEET SERVICE COST-FIXED	3,430	3,430	3,430	3,430	3,430
DUES & SUBSCRIPTIONS	774	413	600	675	675
TRAVEL / TRAINING	17,774	11,467	13,300	12,800	13,300
OPERATING TOTAL	\$ 1,054,417	\$ 835,226	\$ 927,321	\$ 1,009,118	\$ 1,083,689
INFORMATION TECHNOLOGY TOTAL	\$ 3,058,767	\$ 2,845,527	\$ 2,993,452	\$ 3,151,566	\$ 3,273,997

FIRE / RESCUE

DEPARTMENT MISSION

At Greenville Fire/Rescue, we are a team of compassionate professionals committed to serving the diverse needs of our community through high-quality and timely response to a full range of emergency services, outreach and prevention programs.

STRATEGIC PLANNING GOALS ASSIGNMENT

- GOAL 1: BE A SAFE COMMUNITY**
GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY

DEPARTMENT PRIORITIES AND ACTION STEPS

Priority One: Provide effective emergency services in a timely manner

- Action Steps:**
- 1) Unit's turnout time to fire suppression, technical rescue and hazardous materials emergency calls will be 120 seconds or less 90% of the time
 - 2) Unit's turnout time to emergency medical calls will be 99 seconds or less 90% of the time
 - 3) Unit's travel time to fire suppression, technical rescue and hazardous materials emergency calls will be 0:06:26 or less 90% of the time
 - 4) Unit's travel time to emergency medical calls will be 0:07:20 or less 90% of the time
 - 5) The time for the arrival of an effective response force (ERF) to fire suppression calls will be 0:11:12 or less 90% of the time
 - 6) The time for the arrival of an effective response force (ERF) to emergency medical calls will be 0:09:44 or less 90% of the time

Priority Two: Provide Community Risk Reduction Services

- Action Steps:**
- 1) Provide public education programs about fire and life safety to various community audiences
 - 2) Increase community involvement and awareness
 - 3) Develop interagency relationships and community partnerships that improve programs and services (specifically 911, ECU, PCC and VMC)

Priority Three: Direct the development of the employment pool to increase workforce diversity and professional development

- Action Steps:**
- 1) Implement purposeful recruitment of minorities to increase the cultural and lingual diversity of the workforce
 - 2) Create and maintain an effective comprehensive training plan
 - 3) Create and maintain an effective professional development plan

**FIRE / RESCUE
DEPARTMENT BUDGET SUMMARY**

	2016	2017	2018	2019	2020
SUMMARY OF EXPENSES	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
PERSONNEL	\$ 11,769,741	\$ 11,986,520	\$ 12,613,317	\$ 12,930,158	\$ 13,363,178
OPERATING	1,512,862	1,559,230	1,410,169	1,723,435	1,790,347
CAPITAL OUTLAY	-	-	-	36,000	36,000
EXPENSES TOTAL	\$ 13,282,603	\$ 13,545,750	\$ 14,023,486	\$ 14,689,593	\$ 15,189,525

	2016	2017	2018	2019	2020
POSITION TITLES	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00
BATTALION CHIEF	4.00	4.00	4.00	4.00	4.00
COLLECTIONS TECHNICIAN II EMS	0.00	0.00	3.00	3.00	3.00
DATA ANALYST	1.00	1.00	1.00	1.00	1.00
DEPUTY F/R CHIEF	1.00	1.00	1.00	1.00	1.00
EMS MANAGER	1.00	1.00	1.00	1.00	1.00
EMS SPECIALIST	45.00	45.00	45.00	45.00	45.00
F/R ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00
F/R CAPTAIN	10.00	10.00	10.00	10.00	10.00
F/R CHIEF	1.00	1.00	1.00	1.00	1.00
F/R LIEUTENANT	19.00	19.00	19.00	19.00	19.00
F/R OFFICER I	49.00	49.00	49.00	49.00	49.00
F/R OFFICER II	24.00	24.00	24.00	24.00	24.00
F/R TRAINEE	0.00	0.00	3.00	6.00	6.00
FIRE INSPECTOR	1.00	1.00	1.00	1.00	1.00
FIRE MARSHAL/BATTALION CHIEF	1.00	1.00	1.00	1.00	1.00
LIFE SAFETY EDUCATOR	1.00	1.00	1.00	1.00	1.00
LT / DEPUTY FIRE MARSHAL	1.00	1.00	1.00	1.00	1.00
POSITION TOTAL	161.00	161.00	167.00	170.00	170.00

FIRE / RESCUE BUDGET DETAIL

	2016	2017	2018	2019	2020
ACCOUNT DESCRIPTION	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
REGULAR-SALARIES	\$ 8,032,552	\$ 7,887,566	\$ 8,539,710	\$ 8,482,326	\$ 8,814,291
DECLARED EMERGENCY PAY	-	88,097	-	-	-
LONGEVITY	-	-	-	65,071	65,071
PART-TIME-SALARIES	17,126	6,930	-	-	-
OVERTIME-SALARIES	502,513	517,182	540,000	540,000	540,000
RETIREMENT	572,357	623,108	567,019	614,780	641,659
401K GENERAL	121,113	120,263	117,225	173,420	176,540
ICMA	622,385	617,927	608,852	642,495	670,583
FICA	10,843	12,837	9,000	9,000	9,000
GROUP LIFE INSURANCE	23,413	40,925	13,717	19,337	19,986
HEALTH INSURANCE	1,801,507	1,883,776	2,066,085	2,122,510	2,164,829
WORKERS COMP PREMIUM	7,637	38,359	38,344	60,000	60,000
WORKERS COMP LOSS	51,539	125,485	99,750	180,000	180,000
GAFC EMPLOYER IN-KIND	6,757	24,065	13,615	21,219	21,219
PERSONNEL TOTAL	\$ 11,769,741	\$ 11,986,520	\$ 12,613,317	\$ 12,930,158	\$ 13,363,178

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
MAINT & REP / PAY STATION	\$ 71,900	\$ 64,227	\$ 108,550	\$ 118,150	\$ 119,852
MAINT & REP / VEHICLE	204,750	264,104	163,186	248,375	253,923
MAINT & REP / BUILDINGS	14,980	20,500	17,600	22,800	26,800
MAINT & REP / FLEET LABOR	159,719	221,438	93,433	226,354	233,144
MAINT & REP / COMMERCIAL LABOR	83,429	77,691	97,133	71,106	73,240
CONTRACTED SERVICES	69,802	25,721	51,250	52,050	52,750
CONT SVCS / COPIER MAINTENANCE	3,912	3,005	3,912	3,228	3,228
CONT SVCS / RADIO MAINTENANCE	21,138	22,181	23,220	27,963	29,260
TELEPHONE WIRELESS	26,250	25,723	26,160	26,660	26,660
ADVERTISING	7,675	8,133	9,003	9,003	12,943
ADVERTISING / FIRE PREVENTION	-	67	-	-	-
PRINTING	1,372	1,282	2,400	2,400	2,400
UTILITIES	97,449	82,919	91,700	91,000	91,700
GENERAL INSURANCE LIAB PREMIUM	115,042	120,004	110,000	136,000	136,000
PROPERTY & CASUALTY LOSS	4,879	1,309	10,000	50,000	50,000
SUPP & MAT-GENERAL OFFICE	41,846	69,505	72,150	72,850	77,350
SUPP & MAT-COMPUTER HARDWARE	49,611	20,630	9,800	9,970	13,540
SUPP & MAT-COMPUTER SOFTWARE	51,557	58,344	37,568	36,352	37,717
SUPP & MAT-SMALL TOOLS	24,489	18,709	24,889	24,889	26,873
UNIFORMS	72,709	48,541	53,765	58,765	60,765
FUEL	100,801	124,705	98,570	148,192	151,775
RENT/POOL CAR RENTALS	-	-	-	219	223
FLEET SERVICE COST-FIXED	67,920	77,810	77,810	70,993	70,993
DUES & SUBSCRIPTIONS	6,917	11,806	13,761	23,661	23,661
TRAINING-FIRE/RESCUE	-	(108)	-	-	-
TRAVEL-FIRE/RESCUE	36,343	34,683	26,450	28,450	33,450
SUPP & MAT/DISASTER	-	-	2,000	2,000	2,000
SUPP & MAT/EMS	62,478	55,017	65,484	50,000	60,000
SUPP & MAT/FIRE FIGHTING GEAR	112,846	99,080	120,175	111,805	119,900
SUPP & MAT/SMOKE DETECTOR	3,048	2,204	100	100	100
SUPP & MAT/SPECIAL DONATIONS	-	-	100	100	100
EQUIPMENT	-	-	-	-	-
OPERATING TOTAL	\$ 1,512,862	\$ 1,559,230	\$ 1,410,169	\$ 1,723,435	\$ 1,790,347
EQUIPMENT	\$ -	\$ -	\$ -	\$ 36,000	\$ 36,000
CAPITAL OUTLAY TOTAL	\$ -	\$ -	\$ -	\$ 36,000	\$ 36,000
FIRE / RESCUE TOTAL	\$ 13,282,603	\$ 13,545,750	\$ 14,023,486	\$ 14,689,593	\$ 15,189,525

FIRE
DIVISION BUDGET SUMMARY

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 7,044,859	\$ 7,228,086	\$ 7,658,753	\$ 8,258,330	\$ 8,498,663
OPERATING	890,525	977,547	833,060	1,007,401	1,048,290
CAPITAL OUTLAY	-	-	-	9,000	9,000
EXPENSES TOTAL	\$ 7,935,384	\$ 8,205,633	\$ 8,491,813	\$ 9,265,731	\$ 9,546,953

FIRE BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 4,818,635	\$ 4,669,506	\$ 5,176,099	\$ 5,483,140	\$ 5,643,996
DECLARED EMERGENCY PAY	-	68,732	-	-	-
LONGEVITY	-	-	-	46,299	46,299
PART-TIME-SALARIES	1,172	3,251	-	-	-
OVERTIME-SALARIES	309,736	357,835	320,000	320,000	320,000
RETIREMENT	343,597	374,562	344,850	398,167	414,562
401K GENERAL	78,834	77,684	77,310	119,184	122,304
FICA	375,504	372,676	371,417	416,117	433,249
EDUCATION TRAINING ASST PROGRAM	5,712	12,457	5,400	5,400	5,400
GROUP LIFE INSURANCE	13,593	24,506	8,486	12,402	12,913
HEALTH INSURANCE	1,089,447	1,124,220	1,279,415	1,321,734	1,364,053
WORKERS COMP PREMIUM	4,837	19,179	19,172	30,000	30,000
WORKERS COMP LOSS	-	109,469	49,875	90,000	90,000
GAFC EMPLOYER IN-KIND	3,793	14,009	6,729	15,887	15,887
PERSONNEL TOTAL	\$ 7,044,859	\$ 7,228,086	\$ 7,658,753	\$ 8,258,330	\$ 8,498,663

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
MAINT & REP / EQUIPMENT	\$ 42,889	\$ 38,072	\$ 64,890	\$ 70,890	\$ 72,472
MAINT & REP / VEHICLE	140,453	202,676	119,208	186,391	190,699
MAINT & REP / BUILDINGS	9,899	13,904	10,560	13,680	16,080
MAINT & REP / FLEET LABOR	105,437	152,098	62,710	157,677	162,407
MAINT & REP / COMMERCIAL LABOR	71,657	53,173	80,796	47,915	49,353
CONTRACTED SERVICES	44,298	15,987	30,750	31,230	31,650
CONT SVCS / COPIER MAINTENANCE	2,347	1,803	2,347	1,937	1,937
CONT SVCS / RADIO MAINTENANCE	5,285	5,545	5,805	6,991	7,315
TELEPHONE WIRELESS	15,750	15,434	15,696	15,996	15,996
ADVERTISING	7,675	8,133	9,003	9,003	12,943
ADVERTISING / FIRE PREVENTION	-	67	-	-	-
PRINTING	823	492	1,440	1,440	1,440
UTILITIES	58,469	49,752	55,020	54,600	55,020
GENERAL INSURANCE LIAB PREMIUM	57,521	65,004	55,000	68,000	68,000
PROPERTY & CASUALTY LOSS	2,171	289	2,500	25,000	25,000
SUPP & MAT-GENERAL OFFICE	13,700	27,075	26,761	26,761	27,886
SUPP & MAT-COMPUTER HARDWARE	12,514	6,932	3,920	9,970	13,540
SUPP & MAT-COMPUTER SOFTWARE	33,223	43,504	22,541	21,810	22,631
SUPP & MAT-SMALL TOOLS	6,143	4,677	6,222	6,222	8,468
UNIFORMS	43,625	29,124	32,259	35,259	36,459
FUEL	51,798	60,607	49,670	71,559	73,272
FLEET SERVICE COST-FIXED	67,920	77,810	77,810	49,295	49,295
DUES & SUBSCRIPTIONS	4,140	7,154	8,257	14,197	14,197
TRAINING-FIRE/RESCUE	-	(65)	-	-	-
TRAVEL-FIRE/RESCUE	22,032	21,140	15,870	17,070	20,070
SUPP & MAT/DISASTER	-	-	2,000	2,000	2,000
SUPP & MAT/EMS	-	15,509	-	-	-
SUPP & MAT/FIRE FIGHTING GEAR	67,707	59,448	71,865	62,348	70,000
SUPP & MAT/SMOKE DETECTOR	3,048	2,204	100	100	100
SUPP & MAT/SPECIAL DONATIONS	-	-	60	60	60
OPERATING TOTAL	\$ 890,525	\$ 977,547	\$ 833,060	\$ 1,007,401	\$ 1,048,290
EQUIPMENT	\$ -	\$ -	\$ -	\$ 9,000	\$ 9,000
CAPITAL OUTLAY TOTAL	\$ -	\$ -	\$ -	\$ 9,000	\$ 9,000
FIRE TOTAL	\$ 7,935,384	\$ 8,205,633	\$ 8,491,813	\$ 9,274,731	\$ 9,555,953

RESCUE
DIVISION BUDGET SUMMARY

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 4,724,882	\$ 4,758,434	\$ 4,954,564	\$ 4,671,828	\$ 4,864,515
OPERATING	622,336	581,683	577,109	716,034	742,057
CAPITAL OUTLAY	-	-	-	27,000	27,000
EXPENSES TOTAL	\$ 5,347,219	\$ 5,340,117	\$ 5,531,673	\$ 5,414,862	\$ 5,633,572

RESCUE BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 3,213,916	\$ 3,218,059	\$ 3,363,611	\$ 2,999,186	\$ 3,170,295
DECLARED EMERGENCY PAY	-	19,365	-	-	-
LONGEVITY	-	-	-	18,772	18,772
PART-TIME-SALARIES	15,954	3,679	-	-	-
OVERTIME-SALARIES	192,777	159,347	220,000	220,000	220,000
RETIREMENT	228,760	248,546	222,169	216,613	227,097
401K GENERAL	42,278	42,579	39,915	54,236	54,236
FICA	246,881	245,251	237,435	226,378	237,334
EDUCATION TRAINING ASST PROGRAM	5,132	380	3,600	3,600	3,600
GROUP LIFE INSURANCE	9,821	16,419	5,231	6,935	7,073
HEALTH INSURANCE	712,060	759,556	786,670	800,776	800,776
WORKERS COMP PREMIUM	2,800	19,180	19,172	30,000	30,000
WORKERS COMP LOSS	51,539	16,016	49,875	90,000	90,000
GAFC EMPLOYER IN-KIND	2,965	10,055	6,886	5,332	5,332
PERSONNEL TOTAL	\$ 4,724,882	\$ 4,758,434	\$ 4,954,564	\$ 4,671,828	\$ 4,864,515
MAINT & REP / EQUIPMENT	\$ 29,010	\$ 26,155	\$ 43,660	\$ 47,260	\$ 47,380
MAINT & REP / VEHICLE	64,297	61,427	43,978	61,984	63,224
MAINT & REP / BUILDINGS	5,081	6,596	7,040	9,120	10,720
MAINT & REP / FLEET LABOR	54,281	69,341	30,723	68,677	70,737
MAINT & REP / COMMERCIAL LABOR	11,772	24,519	16,337	23,191	23,887
CONTRACTED SERVICES	25,504	9,734	20,500	20,820	21,100
CONT SVCS / COPIER MAINTENANCE	1,565	1,202	1,565	1,291	1,291
CONT SVCS / RADIO MAINTENANCE	15,854	16,636	17,415	20,972	21,945
TELEPHONE WIRELESS	10,500	10,289	10,464	10,664	10,664
PRINTING	549	790	960	960	960
UTILITIES	38,980	33,168	36,680	36,400	36,680
GENERAL INSURANCE LIAB PREMIUM	57,521	55,000	55,000	68,000	68,000
PROPERTY & CASUALTY LOSS	2,709	1,020	7,500	25,000	25,000
SUPP & MAT-GENERAL OFFICE	28,146	42,431	45,389	46,089	49,464
SUPP & MAT-COMPUTER HARDWARE	37,097	13,698	5,880	-	-
SUPP & MAT-COMPUTER SOFTWARE	18,334	14,840	15,027	14,542	15,086
SUPP & MAT-SMALL TOOLS	18,346	14,032	18,667	18,667	18,405
UNIFORMS	29,084	19,416	21,506	23,506	24,306
FUEL	49,003	64,098	48,900	76,633	78,503
RENT/POOL CAR RENTALS	-	-	-	219	223
FLEET SERVICE COST-FIXED	-	-	-	21,698	21,698
DUES & SUBSCRIPTIONS	2,777	4,652	5,504	9,464	9,464
TRAINING-FIRE/RESCUE	-	(43)	-	-	-
TRAVEL-FIRE/RESCUE	14,311	13,542	10,580	11,380	13,380
SUPP & MAT/EMS	62,478	39,508	65,484	50,000	60,000
SUPP & MAT/FIRE FIGHTING GEAR	45,138	39,632	48,310	49,457	49,900
SUPP & MAT/SPECIAL DONATIONS	-	-	40	40	40
OPERATING TOTAL	\$ 622,336	\$ 581,683	\$ 577,109	\$ 716,034	\$ 742,057
EQUIPMENT	\$ -	\$ -	\$ -	\$ 27,000	\$ 27,000
CAPITAL OUTLAY TOTAL	\$ -	\$ -	\$ -	\$ 27,000	\$ 27,000
RESCUE TOTAL	\$ 5,347,219	\$ 5,340,117	\$ 5,531,673	\$ 5,414,862	\$ 5,633,572

FINANCIAL SERVICES

DEPARTMENT MISSION

The Financial Services Department is committed to providing superior financial services in good company.

STRATEGIC PLANNING GOALS ASSIGNMENT

GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY

DEPARTMENT PRIORITIES AND ACTION STEPS

Priority One: Obtain an unmodified audit opinion on the Comprehensive Annual Financial Report with limited findings.

Action Steps:

- 1) Perform review of appropriated fund balance, across funds, in comparison to cash on hand
- 2) Perform monthly reconciliations of all sub-ledgers to general ledger
- 3) Ensure that there are no deficit fund balances without reason and make appropriate adjustments

Priority Two: Enhance the level of accountability and customer service for the Financial Services Department

Action Steps:

- 1) Develop a department training plan to ensure staff coverage and redundancy
- 2) Develop a Financial Services division-specific performance metrics plan
- 3) Develop spending analysis through data collection within the Purchasing division

Priority Three: Enhance fiscal operations through the expanded use of ERP system

Action Steps:

- 1) Identify areas of the financial system that can increase productivity and efficiency
- 2) Develop new and enhanced reporting functions within Financial Services

FINANCIAL SERVICES BUDGET SUMMARY

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 1,373,356	\$ 1,308,063	\$ 1,379,649	\$ 1,387,508	\$ 1,409,108
OPERATING	1,116,653	1,134,721	1,048,832	1,093,914	1,096,567
EXPENSES TOTAL	\$ 2,490,010	\$ 2,442,784	\$ 2,428,481	\$ 2,481,422	\$ 2,505,675

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
ACCOUNTING GENERALIST	3.00	3.00	3.00	3.00	3.00
ACCOUNTING SPECIALIST	1.00	1.00	1.00	1.00	1.00
ACCOUNTING SUPERVISOR	1.00	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00
BUSINESS ANALYST	0.00	1.00	0.00	0.00	0.00
BUYER I	1.00	1.00	1.00	1.00	1.00
COLLECTIONS CLERK	1.00	1.00	1.00	1.00	1.00
COLLECTIONS OFFICER	1.00	1.00	1.00	1.00	1.00
COLLECTIONS SUPERVISOR	1.00	1.00	1.00	1.00	1.00
COLLECTIONS TECHNICIAN II - EMS	2.00	2.00	0.00	0.00	0.00
FINANCIAL DATA ANALYST	0.00	0.00	0.00	1.00	1.00
DIRECTOR OF FINANCIAL SERVICES	1.00	1.00	1.00	1.00	1.00
FINANCIAL ANALYST	1.00	0.00	1.00	1.00	1.00
FINANCIAL SERVICES MANAGER	0.00	0.00	2.00	3.00	3.00
GRANTS ACCOUNTANT	1.00	1.00	0.00	0.00	0.00
MWBE COORDINATOR	1.00	1.00	1.00	1.00	1.00
PURCHASING MANAGER	1.00	1.00	1.00	0.00	0.00
SENIOR FINANCIAL SERVICES MGR	1.00	1.00	0.00	0.00	0.00
STAFF SUPPORT SPECIALIST III	1.00	1.00	1.00	1.00	1.00
POSITION TOTAL	19.00	19.00	17.00	18.00	18.00

FINANCIAL SERVICES BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 1,006,168	\$ 927,527	\$ 965,974	\$ 990,598	\$ 1,009,235
DECLARED EMERGENCY PAY	-	4,148	-	-	-
LONGEVITY	-	-	8,968	9,215	9,215
VACATION PAYOUT	-	-	3,285	-	-
SICK LEAVE INCENTIVE	-	-	3,656	-	-
WELLNESS INCENTIVE	-	-	1,094	-	-
PART-TIME-SALARIES	10,124	5,573	25,700	25,700	25,700
OVERTIME-SALARIES	22,240	26,638	8,100	8,100	8,100
CAR ALLOWANCE	1,016	-	1,500	1,500	1,500
RETIREMENT	69,784	70,053	78,248	71,373	72,800
401K GENERAL	13,226	12,742	15,116	17,680	17,680
FICA	74,391	68,460	80,124	74,591	76,082
EDUCATION TRAINING ASST PROGRAM	1,280	7,872	4,561	4,561	4,561
GROUP LIFE INSURANCE	2,720	3,850	2,977	2,223	2,268
HEALTH INSURANCE	171,827	179,268	177,547	177,547	177,547
WORKERS COMP PREMIUM	-	192	192	500	500
WORKERS COMP LOSS	-	-	815	2,000	2,000
GAFC EMPLOYER IN-KIND	580	1,741	1,792	1,920	1,920
PERSONNEL TOTAL	\$ 1,373,356	\$ 1,308,063	\$ 1,379,649	\$ 1,387,508	\$ 1,409,108

FINANCIAL SERVICES BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
MAINT & REP / VEHICLE	54	64	182	66	67
MAINT & REP / FLEET LABOR	251	593	1,944	516	532
MAINT & REP / COMMERCIAL LABOR	-	-	21,601	82	85
CONTRACTED SERVICES	336,446	367,106	215,644	260,922	261,178
SALARIES TEMP AGENCIES	38,543	-	-	-	-
CONT SVS / COMMISSIONS PITT CO	541,241	558,417	610,000	610,000	610,000
CONT SVS / COPIER MAINTENANCE	4,279	4,114	4,536	4,032	4,032
TELEPHONE WIRELESS	1,183	1,332	1,092	1,094	1,094
PRINTING	1,933	2,611	7,850	8,887	8,887
GENERAL INSURANCE LIAB PREMIUM	10,895	11,750	13,000	18,000	18,000
GENERAL INSURANCE LIAB LOSS	-	-	-	2,000	2,000
SUPP & MAT-GENERAL OFFICE	22,328	21,742	18,596	21,150	21,150
SUPP & MAT-COMPUTER HARDWARE	2,882	18,830	5,450	3,850	4,575
SUPP & MAT-COMPUTER SOFTWARE	118,575	105,215	103,226	104,172	106,732
SUPP & MAT-MWBE PROGRAM	5,134	6,496	7,825	10,500	10,500
FUEL	767	161	355	194	199
RENT / POOL CAR RENTALS	1,831	652	3,430	535	546
FLEET SERVICE COST-FIXED	1,580	3,920	3,920	3,920	3,920
DUES & SUBSCRIPTIONS	5,522	4,779	5,631	6,320	6,320
TRAVEL / TRAINING	14,871	25,537	22,250	34,374	33,450
SUPP & MAT / MWBE DONATION	4,330	3,589	-	-	-
RECORDING FEES	4,008	(2,188)	2,300	3,300	3,300
OPERATING TOTAL	\$ 1,116,653	\$ 1,134,721	\$ 1,048,832	\$ 1,093,914	\$ 1,096,567
FINANCIAL SERVICES TOTAL	\$ 2,490,010	\$ 2,442,784	\$ 2,428,481	\$ 2,481,422	\$ 2,505,675

**CONTINGENCY
BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
CONTINGENCIES	\$ -	\$ -	200,000	140,000	100,000
EXPENSES TOTAL	\$ -	\$ -	200,000	140,000	100,000

**OTHER POST-EMPLOYMENT BENEFITS (OPEB)
BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
OPEB CONTRIBUTIONS	\$ 450,000	\$ 500,000	\$ 500,000	\$ 600,000	\$ 700,000
EXPENSES TOTAL	\$ 450,000	\$ 500,000	\$ 500,000	\$ 600,000	\$ 700,000

POLICE**DEPARTMENT MISSION**

The Greenville Police Department exists to enhance public safety and quality of life, in partnership with ALL people in OUR community, by preventing crime with honor and integrity.

DIVISIONS**ADMINISTRATION****FIELD OPERATIONS****INVESTIGATIONS****SUPPORT SERVICES****STRATEGIC PLANNING GOALS ASSIGNMENT****GOAL 1: BE A SAFE COMMUNITY****GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY****DEPARTMENT PRIORITIES AND ACTION STEPS****Priority One:** Enhance public safety infrastructure

- Action Steps:**
- 1) Begin a multi-year city wide LED conversion of all street lights
 - 2) Installation of additional LED street lighting in underserved areas
 - 3) Leverage technology for adaptive lighting
 - 4) Continued expansion of the public safety camera network in underserved areas
 - 5) Implement gunshot detection technology to improve police response and enhance quality of life

Priority Two: Enhance Crime Prevention and Officer Safety

- Action Steps:**
- 1) Expand the use of license plate readers
 - 2) Fully implement in-car video recording systems in all Field Operations vehicles

Priority Three: Enhance Traffic / Pedestrian Safety Task Force

- Action Steps:**
- 1) Partner with stakeholders to develop short and long term goals to reduce vehicle and pedestrian collisions
 - 2) Evaluate the red light camera program to determine effectiveness and viability in additional locations
 - 3) Focused enforcement in high crash areas as determined by data
 - 4) Continue implementation of engineering solutions to reduce or prevent crashes

POLICE

Priority Four: Enhance Community Policing Engagement

- Action Steps:**
- 1) Create a culture within the police department whereby all employees value and demonstrate the philosophy of community policing in their respective roles
 - 2) Conduct police-community stakeholder meetings
 - 3) Conduct an annual police-community fair to engage the public and all officers in a relaxed educational setting
 - 4) Continue education efforts to ensure safe police-community encounters
 - 5) Explore methods to increase the opportunity for additional participation in the PAL and Police Explorers programs
 - 6) Expand the footprint for recruitment efforts to improve diversity

**POLICE DEPARTMENT
DEPARTMENT BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 18,892,601	\$ 19,224,812	\$ 20,452,058	\$ 20,656,992	\$ 21,031,111
OPERATING	4,203,897	3,961,939	4,298,297	4,385,563	4,486,293
CAPITAL OUTLAY	-	-	-	48,500	14,000
EXPENSES TOTAL	\$ 23,096,498	\$ 23,186,751	\$ 24,750,355	\$ 25,091,055	\$ 25,531,404

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
ANIMAL PROTECTIVE SERV OFFICER	4.00	4.00	4.00	4.00	4.00
ANIMAL PROTECTIVE SERV SUPERVIS	1.00	1.00	1.00	1.00	1.00
CHIEF OF POLICE	1.00	1.00	1.00	1.00	1.00
CODE ENFORCEMENT SUPERVISOR*	1.00	-	-	-	-
CODE ENFORCEMENT OFFICERS*	5.00	-	-	-	-
COMMUNITY PROJECTS COORDINATOR	1.00	1.00	1.00	1.00	1.00
COMMUNITY SERVICES CLERK	3.00	3.00	3.00	3.00	3.00
COMMUNITY SERVICES SUPERVISOR	1.00	1.00	1.00	1.00	1.00
CRIME ANALYST II	1.00	1.00	1.00	1.00	1.00
DEPUTY POLICE CHIEF	1.00	1.00	1.00	1.00	1.00
FALSE ALARM COORDINATOR	1.00	1.00	1.00	1.00	1.00
FAMILY SERVICES VICTIMS ADVOCATE	1.00	1.00	1.00	1.00	1.00
FORENSICS SUPERVISOR	1.00	1.00	1.00	1.00	1.00
FORENSICS TECHNICIAN	1.00	1.00	1.00	1.00	1.00
LEAD CODE ENFORCEMENT OFFICER*	1.00	-	-	-	-
LEAD TELECOMMUNICATOR	4.00	4.00	4.00	4.00	4.00
MASTER POLICE OFFICER	11.00	11.00	11.00	2.00	2.00
PAL SUPERVISOR / DPT	1.00	1.00	1.00	1.00	1.00
PAL / OFF-DUTY COORDINATOR	1.00	-	-	-	-
PARKING CONTROL OFFICER	2.00	2.00	2.00	2.00	2.00
POLICE ACCREDITATION COORDINATOR	1.00	1.00	1.00	1.00	1.00
POLICE CAPTAIN	3.00	3.00	3.00	3.00	3.00
POLICE CORPORAL	23.00	23.00	23.00	3.00	3.00
POLICE LIEUTENANT	8.00	8.00	8.00	8.00	8.00
POLICE LT SHIFT	-	-	-	4.00	4.00
POLICE OFFICER	124.00	124.00	124.00	120.00	120.00
POLICE OFFICER TRAINEE	2.00	4.00	4.00	21.00	21.00
POLICE PUBLIC INFORMATION OFFICER	1.00	1.00	1.00	1.00	1.00
POLICE RESEARCH SPECIALIST	1.00	1.00	1.00	1.00	1.00
POLICE SERGEANT	13.00	13.00	13.00	25.00	25.00
POLICE TECH SPECIALIST	-	1.00	1.00	1.00	1.00
PROPERTY & EVIDENCE CUSTODIAN	1.00	1.00	1.00	1.00	1.00
PROPERTY & EVIDENCE TECHNICIAN	2.00	2.00	2.00	2.00	2.00
PUBLIC SAFETY SYSTEMS ADMIN	1.00	1.00	1.00	1.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00
SENIOR PARKING CONTROL OFFICER	1.00	1.00	1.00	1.00	1.00
STAFF SUPPORT SPECIALIST I	3.00	2.00	2.00	2.00	2.00
STAFF SUPPORT SPECIALIST II	1.00	1.00	1.00	1.00	1.00
STAFF SUPPORT SPECIALIST III	4.00	4.00	4.00	4.00	4.00
TELECOMMUNICATIONS SUPERVISOR	-	-	-	1.00	1.00
TELECOMMUNICATOR	12.00	12.00	12.00	13.00	13.00
POSITION TOTAL	245.00	239.00	239.00	241.00	241.00

POLICE DEPARTMENT BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 12,069,989	\$ 11,530,234	\$ 12,317,790	\$ 13,060,358	\$ 13,378,674
DECLARED EMERGENCY PAY	-	182,769	-	-	-
LONGEVITY	-	-	37,640	35,849	35,849
VACATION PAYOUT	-	-	91,583	-	-
SICK LEAVE INCENTIVE	-	-	42,388	-	-
WELLNESS INCENTIVE	-	-	12,679	-	-
PART-TIME-SALARIES	67,628	22,697	15,000	15,000	15,000
OVERTIME-SALARIES	549,514	931,660	914,200	886,500	886,500
OFF-DUTY	208,538	283,905	295,000	295,000	295,000
PAL PROGRAM	80,232	119,136	126,192	126,192	126,192
OTHER POLICE SALARY	-	-	-	-	-
POLICE TRAINING	-	-	407,632	407,632	407,632
SPECIAL SEPARATION ALLOWANCE	323,638	435,586	416,000	416,000	416,000
POLICE RESERVE OFFICER	160,836	111,810	125,770	125,770	125,770
UNIFORM ALLOWANCE	27,050	3,900	29,380	29,380	29,380
RETIREMENT	892,490	996,207	1,168,719	979,286	999,042
401K GENERAL	42,630	36,410	40,575	109,127	111,152
401K POLICE	513,635	527,170	486,315	480,588	494,880
FICA	985,174	995,126	1,067,552	949,762	968,920
EDUCATION TRAINING ASST PROGRAM	12,781	7,093	11,008	11,008	11,008
GROUP LIFE INSURANCE	35,095	60,979	41,142	28,306	28,878
HEALTH INSURANCE	2,737,797	2,744,028	2,542,135	2,542,135	2,542,135
WORKERS COMP PREMIUM	4,500	34,872	34,872	44,000	44,000
WORKERS COMP LOSS	173,153	177,415	203,787	100,000	100,000
GAFC EMPLOYER IN-KIND	7,921	23,816	24,699	15,099	15,099
PERSONNEL TOTAL	\$ 18,892,601	\$ 19,224,812	\$ 20,452,058	\$ 20,656,992	\$ 21,031,111
MAINT & REP / EQUIPMENT	\$ 1,851	\$ 2,082	\$ 20,000	\$ 15,000	\$ 15,000
MAINT & REP / VEHICLE	274,803	297,870	326,470	278,678	284,672
MAINT & REP / FLEET LABOR	317,045	396,965	281,958	281,021	292,452
MAINT & REP / COMMERCIAL LABOR	167,670	154,243	94,725	160,934	165,762
MAINT & REP / GRASS MOW / DEMO	67,449	-	-	-	-
MISC-SPRING CLEAN UP	1,572	-	-	-	-
PROFESSIONAL SERVICES	1,840	165	2,000	2,000	2,000
CONTRACTED SERVICES	410,992	386,870	475,000	500,000	500,000
CONT SVCS / COPIER MAINTENANCE	12,047	8,890	12,828	11,952	11,952
CONT SVCS / RADIO MAINTENANCE	95,469	103,866	108,110	114,777	120,516
TELEPHONE WIRELESS	126,674	132,472	136,068	176,250	176,250
ADVERTISING	248	-	-	-	-
PRINTING	12,986	13,293	14,300	25,000	25,000
GENERAL INSURANCE LIABILITY PREM	86,140	112,602	100,000	110,000	110,000
GENERAL INSURANCE LIABILITY LOSS	198,888	62,353	120,000	100,000	100,000
SUPP & MAT-GENERAL OFFICE	357,589	294,516	417,303	419,400	434,497
SUPP & MAT-COMPUTER HARDWARE	219,203	172,154	250,596	108,230	114,235
SUPP & MAT-COMPUTER SOFTWARE	261,485	267,615	288,571	397,957	430,423
FUEL	287,061	313,245	377,440	319,937	329,181
RENT/POOL CAR RENTALS	172	-	995	102	104
FLEET SERVICE COST-FIXED	551,040	554,012	554,012	604,859	604,859
DUES & SUBSCRIPTIONS	11,111	8,903	10,600	10,700	11,700
TRAVEL / TRAINING	125,914	143,588	150,000	170,721	170,000
SPECIAL INVESTIGATIONS	205,448	208,242	206,321	212,045	214,690
SUPP & MAT / UNIFORMS	289,165	183,429	210,000	225,000	230,000
SUPP & MAT / FED FORFEITURE	-	11,440	-	-	-
SUPP & MAT / SPECIAL DONATIONS	6,523	10,563	8,000	8,000	8,000

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ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PAL PROGRAM	37,649	46,123	58,000	58,000	60,000
SUPP & MAT / DARE PROGRAM	865	1,436	-	-	-
DRUG TASK FORCE	75,000	75,000	75,000	75,000	75,000
OPERATING TOTAL	\$ 4,203,897	\$ 3,961,939	\$ 4,298,297	\$ 4,385,563	\$ 4,486,293
CAP OUT / EQUIPMENT	-	-	-	48,500	14,000
CAPITAL TOTAL	\$ -	\$ -	\$ -	\$ 48,500	\$ 14,000
POLICE DEPARTMENT TOTAL	\$ 23,096,498	\$ 23,186,751	\$ 24,750,355	\$ 25,091,055	\$ 25,531,404

**POLICE DEPARTMENT - ADMINISTRATION
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
PERSONNEL	\$ 4,206,123	\$ 4,705,422	\$ 4,819,992	\$ 5,118,733	\$ 5,231,434
OPERATING	3,296,323	3,346,766	3,481,076	3,517,563	3,592,418
CAPITAL OUTLAY	-	-	-	-	-
EXPENSES TOTAL	\$ 7,502,446	\$ 8,052,188	\$ 8,301,068	\$ 8,636,296	\$ 8,823,852

PD - ADMINISTRATION BUDGET DETAIL

ACCOUNT DESCRIPTION	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
REGULAR-SALARIES	\$ 2,360,951	\$ 2,405,554	\$ 2,488,205	\$ 2,876,579	\$ 2,979,183
DECLARED EMERGENCY PAY	-	31,147	-	-	-
LONGEVITY	-	-	15,578	17,066	17,066
VACATION PAYOUT	-	-	16,431	-	-
SICK LEAVE INCENTIVE	-	-	8,915	-	-
WELLNESS INCENTIVE	-	-	2,667	-	-
PART-TIME-SALARIES	62,722	22,697	15,000	15,000	15,000
OVERTIME-SALARIES	82,238	170,015	135,700	200,000	200,000
OFF-DUTY	208,538	283,905	295,000	295,000	295,000
PAL PROGRAM	80,232	119,136	126,192	126,192	126,192
OTHER POLICE SALARY	-	-	-	-	-
POLICE TRAINING	-	-	45,240	45,240	45,240
SPECIAL SEPARATION ALLOWANCE	323,638	435,586	416,000	416,000	416,000
UNIFORM ALLOWANCE	600	2,100	4,290	4,290	4,290
RETIREMENT	169,057	198,521	287,757	197,952	201,910
401K GENERAL	31,873	29,277	31,028	109,127	111,152
401K POLICE	39,445	50,648	48,018	-	-
FICA	208,264	253,122	263,674	199,748	203,743
EDUCATION TRAINING ASST PROGRAM	6,201	187	250	250	250
GROUP LIFE INSURANCE	7,334	14,244	9,161	5,953	6,072
HEALTH INSURANCE	623,183	682,382	603,887	603,887	603,887
WORKERS COMP PREMIUM	-	1,032	1,032	1,000	1,000
GAFC EMPLOYER IN-KIND	1,848	5,869	5,967	5,449	5,449
PERSONNEL TOTAL	\$ 4,206,123	\$ 4,705,422	\$ 4,819,992	\$ 5,118,733	\$ 5,231,434

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ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
MAINT & REP / EQUIPMENT	1,851	2,082	20,000	15,000	15,000
MAINT & REP / VEHICLE	274,803	297,870	326,470	278,678	284,672
MAINT & REP / FLEET LABOR	317,045	396,965	281,958	281,021	292,452
MAINT & REP / COMMERCIAL LABOR	167,670	154,243	94,725	160,934	165,762
CONTRACTED SERVICES	185,305	233,143	265,000	270,000	270,000
CONT SVCS / COPIER MAINTENANCE	12,047	8,890	12,828	11,952	11,952
CONT SVCS / RADIO MAINTENANCE	95,469	103,866	108,110	114,777	120,516
TELEPHONE WIRELESS	126,674	132,472	136,068	176,250	176,250
PRINTING	12,986	13,293	14,300	25,000	25,000
GENERAL INSURANCE LIABILITY PREM	15,500	-	-	-	-
SUPP & MAT-GENERAL OFFICE	310,685	319,167	327,303	309,400	307,622
SUPP & MAT-COMPUTER HARDWARE	219,203	172,154	250,596	93,275	93,925
SUPP & MAT-COMPUTER SOFTWARE	261,485	267,615	288,571	397,957	430,423
SUPP & MAT / UNIFORMS	289,165	183,429	210,000	225,000	230,000
FUEL	287,061	313,245	377,440	319,937	329,181
RENT/POOL CAR RENTALS	172	-	995	102	104
FLEET SERVICE COST-FIXED	551,040	554,012	554,012	604,859	604,859
DUES & SUBSCRIPTIONS	4,886	4,607	4,700	4,700	4,700
TRAVEL / TRAINING	125,629	143,588	150,000	170,721	170,000
PAL PROGRAM	37,649	46,123	58,000	58,000	60,000
OPERATING TOTAL	\$ 3,296,323	\$ 3,346,766	\$ 3,481,076	\$ 3,517,563	\$ 3,592,418
CAP OUT / EQUIPMENT	10,000	-	-	-	-
CAPITAL TOTAL	\$ 10,000	\$ -	\$ -	\$ -	\$ -
PD - ADMINISTRATION TOTAL	\$ 7,512,446	\$ 8,052,188	\$ 8,301,068	\$ 8,636,296	\$ 8,823,852

**POLICE DEPARTMENT - CHIEF'S STAFF
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 991,639	\$ 920,599	\$ 863,035	\$ 934,433	\$ 945,880
OPERATING	274,641	217,255	259,900	260,000	260,500
CAPITAL OUTLAY	118,608	191,113	-	-	-
EXPENSES TOTAL	\$ 1,384,888	\$ 1,328,967	\$ 1,122,935	\$ 1,194,433	\$ 1,206,380

PD - CHIEF'S STAFF BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 596,390	\$ 514,701	\$ 456,961	\$ 628,958	\$ 638,425
DECLARED EMERGENCY PAY	-	5,511	-	-	-
VACATION PAYOUT	-	-	1,772	-	-
SICK LEAVE INCENTIVE	-	-	1,609	-	-
WELLNESS INCENTIVE	-	-	481	-	-
OVERTIME-SALARIES	3,240	5,052	6,500	6,500	6,500
UNIFORM ALLOWANCE	1,800	-	670	670	670
RETIREMENT	41,768	40,824	37,439	36,985	37,725
401K GENERAL	3,286	2,385	2,387	-	-
401K POLICE	19,270	18,198	15,597	18,715	19,206
FICA	43,329	37,102	34,163	36,348	37,075
EDUCATION TRAINING ASST PROGRAM	-	-	-	-	-
GROUP LIFE INSURANCE	1,695	1,558	1,754	1,083	1,105
HEALTH INSURANCE	107,386	97,872	79,874	79,874	79,874
WORKERS COMP PREMIUM	-	19,197	19,197	25,000	25,000
WORKERS COMP LOSS	173,153	177,415	203,787	100,000	100,000
GAFC EMPLOYER IN-KIND	324	784	844	300	300
PERSONNEL TOTAL	\$ 991,639	\$ 920,599	\$ 863,035	\$ 934,433	\$ 945,880
CONTRACTED SERVICES	26,034	-	-	-	-
GENERAL INSURANCE LIAB PREMIUM	20,640	112,602	100,000	110,000	110,000
GENERAL INSURANCE LIAB LOSS	198,888	62,353	120,000	100,000	100,000
SUPP & MAT-GENERAL OFFICE	20,562	19,307	30,000	40,000	40,000
DUES & SUBSCRIPTIONS	1,710	990	1,900	2,000	2,500
TRAVEL / TRAINING	285	-	-	-	-
SUPP & MAT / FED FORFEITURE	-	11,440	-	-	-
SUPP & MAT / SPECIAL DONATIONS	6,523	10,563	8,000	8,000	8,000
OPERATING TOTAL	\$ 274,641	\$ 217,255	\$ 259,900	\$ 260,000	\$ 260,500
CAP OUT / CONTROLLED SUBSTANCE	118,608	49,228	-	-	-
CAP OUT / FEDERAL FORFEITURE	-	141,886	-	-	-
CAPITAL TOTAL	\$ 118,608	\$ 191,113	\$ -	\$ -	\$ -
PD - CHIEF'S STAFF TOTAL	\$ 1,384,888	\$ 1,328,967	\$ 1,122,935	\$ 1,194,433	\$ 1,206,380

POLICE DEPARTMENT - FIELD OPERATIONS
DIVISION BUDGET SUMMARY

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 9,326,869	\$ 9,021,705	\$ 9,960,094	\$ 9,684,509	\$ 9,831,272
OPERATING	117,965	102,615	96,321	107,000	117,500
CAPITAL OUTLAY	14,000	3,500	-	14,000	14,000
EXPENSES TOTAL	\$ 9,458,834	\$ 9,127,819	\$ 10,056,415	\$ 9,805,509	\$ 9,962,772

PD - FIELD OPERATIONS BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 6,166,475	\$ 5,705,110	\$ 6,340,862	\$ 6,401,154	\$ 6,518,897
DECLARED EMERGENCY PAY	-	93,017	-	-	-
LONGEVITY	-	-	15,044	-	-
VACATION PAYOUT	-	-	46,327	-	-
SICK LEAVE INCENTIVE	-	-	21,200	-	-
WELLNESS INCENTIVE	-	-	6,341	-	-
PART-TIME-SALARIES	4,906	-	-	-	-
OVERTIME-SALARIES	310,559	481,617	500,000	350,000	350,000
OFF-DUTY	-	-	-	-	-
POLICE RESERVE OFFICER	160,836	111,810	125,770	125,770	125,770
POLICE TRAINING	-	-	281,376	281,376	281,376
UNIFORM ALLOWANCE	1,700	-	660	660	660
RETIREMENT	463,299	501,294	567,006	498,221	508,186
401K GENERAL	854	2,734	3,182	-	-
401K POLICE	320,664	304,375	283,113	310,478	319,699
FICA	501,117	468,481	517,393	477,421	486,970
EDUCATION TRAINING ASST PROGRAM	2,972	4,656	7,743	7,743	7,743
GROUP LIFE INSURANCE	17,908	31,177	20,913	14,229	14,514
HEALTH INSURANCE	1,367,925	1,299,436	1,204,257	1,204,257	1,204,257
WORKERS COMP PREMIUM	4,500	9,775	9,775	12,000	12,000
GAFC EMPLOYER IN-KIND	3,153	8,222	9,132	1,200	1,200
PERSONNEL TOTAL	\$ 9,326,869	\$ 9,021,705	\$ 9,960,094	\$ 9,684,509	\$ 9,831,272
CONTRACTED SERVICES	\$ 23,092	\$ 29,219	\$ 25,000	\$ 30,000	\$ 30,000
GENERAL INSURANCE LIABILITY PREM	26,000	-	-	-	-
SUPP & MAT-GENERAL OFFICE	45,822	37,001	35,000	40,000	45,000
DUES & SUBSCRIPTIONS	1,595	1,394	2,000	2,000	2,500
SPECIAL INVESTIGATIONS	21,456	35,000	34,321	35,000	40,000
OPERATING TOTAL	\$ 117,965	\$ 102,615	\$ 96,321	\$ 107,000	\$ 117,500
CAP OUT / EQUIPMENT	14,000	3,500	-	14,000	14,000
CAPITAL TOTAL	\$ 14,000	\$ 3,500	\$ -	\$ 14,000	\$ 14,000
PD - FIELD OPERATIONS TOTAL	\$ 9,458,834	\$ 9,127,819	\$ 10,056,415	\$ 9,805,509	\$ 9,962,772

**POLICE DEPARTMENT - INVESTIGATIONS
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 3,793,438	\$ 4,574,838	\$ 4,808,937	\$ 4,919,317	\$ 5,022,525
OPERATING	447,275	400,642	461,000	501,000	515,875
CAPITAL OUTLAY	-	-	-	-	-
EXPENSES TOTAL	\$ 4,240,714	\$ 4,975,481	\$ 5,269,937	\$ 5,420,317	\$ 5,538,400

PD - INVESTIGATIONS BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 2,574,181	\$ 2,904,870	\$ 3,031,762	\$ 3,153,667	\$ 3,242,169
DECLARED EMERGENCY PAY	-	53,094	-	-	-
LONGEVITY	-	-	7,018	18,783	18,783
VACATION PAYOUT	-	-	27,053	-	-
SICK LEAVE INCENTIVE	-	-	10,664	-	-
WELLNESS INCENTIVE	-	-	3,190	-	-
PART-TIME-SALARIES	-	-	-	-	-
OVERTIME-SALARIES	108,494	274,975	272,000	330,000	330,000
OTHER POLICE SALARY	-	-	-	-	-
POLICE TRAINING	-	-	81,016	81,016	81,016
UNIFORM ALLOWANCE	22,950	1,800	23,760	23,760	23,760
RETIREMENT	190,663	255,568	276,517	246,128	251,221
401K GENERAL	2,354	2,015	3,978	-	-
401K POLICE	126,139	153,948	139,587	151,395	155,975
FICA	201,887	236,421	252,322	236,245	241,132
EDUCATION TRAINING ASST PROGRAM	2,946	2,250	3,015	3,015	3,015
GROUP LIFE INSURANCE	7,059	11,751	9,314	7,041	7,187
HEALTH INSURANCE	554,691	664,337	654,117	654,117	654,117
WORKERS COMP PREMIUM	-	4,868	4,868	6,000	6,000
GAFC EMPLOYER IN-KIND	2,074	8,941	8,756	8,150	8,150
PERSONNEL TOTAL	\$ 3,793,438	\$ 4,574,838	\$ 4,808,937	\$ 4,919,317	\$ 5,022,525
PROFESSIONAL SERVICES	1,840	\$165.00	2,000	2,000	2,000
CONTRACTED SERVICES	141,934	124,508	185,000	200,000	200,000
GENERAL INSURANCE LIABILITY PREM	24,000	-	-	-	-
SUPP & MAT-GENERAL OFFICE	17,383	24,380	25,000	30,000	41,875
SUPP & MAT-COMPUTER HARDWARE	-	-	-	14,955	20,310
DUES & SUBSCRIPTIONS	2,262	1,911	2,000	2,000	2,000
SUPP & MAT /DARE PROGRAM	865	1,436	-	-	-
SPECIAL INVESTIGATIONS	183,992	173,242	172,000	177,045	174,690
DRUG TASK FORCE	75,000	75,000	75,000	75,000	75,000
OPERATING TOTAL	\$ 447,275	\$ 400,642	\$ 461,000	\$ 501,000	\$ 515,875
CAP OUT / EQUIPMENT	-	-	-	34,500	-
CAPITAL TOTAL	\$ -	\$ -	\$ -	\$ 34,500	\$ -
PD - INVESTIGATIONS TOTAL	\$ 4,240,714	\$ 4,975,481	\$ 5,269,937	\$ 5,420,317	\$ 5,538,400

RECREATION AND PARKS

DEPARTMENT MISSION

To foster health, quality of life, city image, economic vitality, and wholesome behaviors among youth, through providing parks, recreation services, and conservation initiatives.

DIVISIONS

ADMINISTRATION

RECREATION

PARKS

GREENVILLE AQUATICS & FITNESS CENTER (GAFC)

STRATEGIC PLANNING GOALS ASSIGNMENT

GOAL 1: BE A SAFE COMMUNITY

GOAL 2: BUILD GREAT PLACES THAT THRIVE BY: CREATING AND SUSTAINING COMPLETE NEIGHBORHOODS, GROWING A GREEN, RESILIENT CITY, AND MAKING A HEALTHY AND VIBRANT CITY ON “BOTH SIDES OF THE RIVER.”

GOAL 4: ENHANCE ACCESSIBLE TRANSPORTATION NETWORKS AND PUBLIC BUILDING, PUBLIC INFRASTRUCTURE DEVELOPMENT

GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY

DEPARTMENT PRIORITIES AND ACTION STEPS

Priority One: Greenville will continue to be a safe community, utilizing police, fire / rescue, code enforcement, building inspection services, and other public safety services, thereby enhancing the quality of life for all citizens in partnership with all people in our community

Action Steps: 1) Enact key fob entrance systems at additional facilities, including the Drew Steele Center, Eppes Recreation Center and Boyd Lee Park
2) Continue partnership with GPD for PAL services through board membership and by dedicating space for PAL purposes at Eppes and South Greenville Recreation Centers

Priority Two: The City of Greenville will be home to active, vibrant, and distinct places that are linked through a high-quality, walkable, and beautifully built environment

Action Steps: 1) Continue the Town Common transformation process through the construction of the Gateway Plaza project
2) Assure ongoing communication with Public Works' greenway construction schedules and continue contracting agreements to assure effective greenway maintenance as the system grows

RECREATION AND PARKS

- 3) Maintain an active operational contract with canoe/kayak vendor to assured continued watercraft equipment rental services are available at Town Common
- 4) Continue efforts towards establishing an Action Sports Park within city limits
- 5) Search for additional ways to partner with area arts organizations to expand high quality arts opportunities for both youth and adults

Priority Three: Greenville will offer a variety of excellent living options for its growing and increasingly diverse population, while supporting established neighborhoods and their existing residents

- Action Steps:**
- 1) Continue parkland acquisitions in new and existing, “park poor” neighborhoods
 - 2) Continue Westpointe Park development to completion
 - 3) Investigate establishing a mandatory parkland dedication initiative

Priority Four: Greenville will be home to NC’s greenest city. Greenville will grow safely by protecting the city’s natural water systems and managing development in hazardous areas

- Action Steps:**
- 1) Expand River Park North environmental initiatives into our community centers
 - 2) Continue working to secure and install environmental and interpretive signage in parks and along waterways and greenways
 - 3) Increase partnerships with Love a Sea Turtle and other environmental organizations
 - 4) Offer environmental education opportunities to community center youngsters and families
 - 5) Identify potential additional Tar River access points within the Greenville city limits

Priority Five: As the cultural and healthcare hub of Eastern NC, residents and visitors will benefit from Greenville’s rich arts and entertainment opportunities, inspiring parks and civic spaces, excellent health services, and healthy local food options

- Action Steps:**
- 1) Increase special events at Town Common and other event venues through partnerships with local organizations and groups
 - 2) Enhance marketing initiatives for the services and opportunities available at the Greenville Aquatics and Fitness Center
 - 3) Expand “exercise in the park” program through establishing additional dates, fitness options, and venues
 - 4) Continue and grow community garden programs at Eppes, South Greenville and Greenfield Terrace, and look into establishing one at the Greenville Aquatics and Fitness Center

Priority Six: Greenville’s transportation corridors will provide accessibility to destinations throughout the city by complementing the built environment and offering well-connected, safe, and attractive travel networks for bicyclists, pedestrians, drivers, and users of public transportation

RECREATION AND PARKS

- Action Steps:**
- 1) Assure high quality maintenance of the City's greenway system to assure accessibility for cyclists, walkers and runners
 - 2) Add to the inventory of existing bicycle racks available at departmental facilities and parks

Priority Seven: Greenville will encompass a culture of transparency and strategic focus in all aspects of City management

- Action Steps:**
- 1) Hosting ten (10) televised Recreation and Parks Commission meetings
 - 2) Expand departmental ability to track expenses and assign to appropriate program or facility area
 - 3) Expand efforts to secure outside resources; grants, gifts, land, volunteer time, and event sponsorships

**RECREATION & PARKS
DEPARTMENT BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
PERSONNEL	\$ 4,913,880	\$ 5,080,678	\$ 5,078,435	\$ 4,989,459	\$ 5,080,168
OPERATING	2,535,584	2,420,988	2,484,912	2,118,716	2,137,689
CAPITAL OUTLAY	7,955	1,828	10,602	16,000	16,000
EXPENSES TOTAL	\$ 7,457,419	\$ 7,503,495	\$ 7,573,949	\$ 7,124,175	\$ 7,233,857

POSITION TITLES	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00
AQUATICS COORDINATOR (GAFC) / DPT	0.75	0.75	0.75	0.75	0.75
BUILDING FACILITIES TECH I	2.00	2.00	2.00	2.00	2.00
CUSTODIAL CREW LEADER	2.00	2.00	2.00	2.00	2.00
CUSTODIAN	1.00	1.00	1.00	1.00	1.00
CUSTODIAN / DPT	0.50	0.50	0.50	0.50	0.50
DIRECTOR OF RECREATION & PARKS	1.00	1.00	1.00	1.00	1.00
FACILITY ATTENDANT (EPPES) / DPT	0.50	0.50	0.50	0.50	0.50
GYM ATTENDANT / DPT	0.50	0.50	0.50	0.50	0.50
LABORER	5.00	5.00	5.00	5.00	5.00
LABORER / DPT	0.50	0.50	0.50	0.50	0.50
MARKETING & EVENTS COORDINATOR	1.00	1.00	1.00	1.00	1.00
MASTER MECHANIC	1.00	1.00	1.00	1.00	1.00
MEMBERSHIP SVS COORDINATOR / DPT	0.50	0.50	0.50	0.50	0.50
PARK RANGER	1.00	1.00	1.00	1.00	1.00
PARK RANGER / DPT	1.50	1.50	1.50	1.50	1.50
PARKS COORDINATOR	2.00	2.00	2.00	2.00	2.00
PARKS CREW LEADER	5.00	5.00	5.00	5.00	5.00
PARKS FACILITIES MANAGER	1.00	1.00	1.00	1.00	1.00
PARKS FACILITIES SUPERVISOR I	1.00	1.00	1.00	1.00	1.00
PARKS FACILITIES SUPERVISOR II	2.00	2.00	2.00	2.00	2.00
PARKS MAINTENANCE TECH II	3.00	3.00	3.00	3.00	3.00
PARKS PLANNER	1.00	1.00	1.00	1.00	1.00
PARKS PROGRAM ASSISTANT	2.00	2.00	2.00	2.00	2.00
PARKS SUPERINTENDENT	1.00	1.00	1.00	1.00	1.00
RECEPTIONIST (GAFC) / DPT	0.75	0.75	0.75	0.75	0.75
RECREATION ASSISTANT	6.00	6.00	6.00	6.00	6.00
RECREATION MANAGER	3.00	3.00	3.00	3.00	3.00
RECREATION SUPERINTENDENT	1.00	1.00	1.00	1.00	1.00
RECREATION SUPERVISOR	12.00	12.00	12.00	12.00	12.00
SPECIALIZED REC ASST / DPT	0.50	0.50	0.50	0.50	0.50
STAFF SUPPORT SPECIALIST I	1.00	1.00	1.00	1.00	1.00
STAFF SUPPORT SPECIALIST III	1.00	1.00	1.00	1.00	1.00
POSITION TOTAL	63.00	63.00	63.00	63.00	63.00

RECREATION & PARKS BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 2,902,867	\$ 2,939,059	\$ 2,851,729	\$ 2,961,725	\$ 3,037,111
DECLARED EMERGENCY PAY	-	26,850	-	-	-
LONGEVITY	-	-	14,873	14,860	14,860
VACATION PAYOUT	-	-	21,364	-	-
SICK LEAVE INCENTIVE	-	-	11,127	-	-
WELLNESS INCENTIVE	-	-	3,328	-	-
PART-TIME-SALARIES	801,724	823,439	873,398	815,281	821,799
OVERTIME-SALARIES	15,124	28,166	7,700	30,000	30,000
CAR ALLOWANCE	2,438	-	3,600	3,600	3,600
RETIREMENT	195,840	217,117	236,110	212,095	216,333
401K GENERAL	51,675	49,216	57,283	69,680	69,680
FICA	277,503	281,982	299,866	221,656	226,089
EDUCATIONAL TRAINING ASST PROG	3,441	2,250	1,362	1,362	1,362
GROUP LIFE INSURANCE	7,980	11,891	9,630	6,607	6,741
HEALTH INSURANCE	629,163	633,409	611,512	550,403	550,403
WORKERS COMP PREMIUM	3,039	21,700	25,891	35,000	35,000
WORKERS COMP LOSS	20,304	36,947	40,757	60,000	60,000
GAFC EMPLOYER IN-KIND	2,781	8,653	8,905	7,190	7,190
PERSONNEL TOTAL	\$ 4,913,880	\$ 5,080,678	\$ 5,078,435	\$ 4,989,459	\$ 5,080,168
MAINT & REP / EQUIPMENT	\$ 42,013	\$ 26,067	\$ 40,112	\$ 37,000	\$ 38,366
MAINT & REP / VEHICLE	48,287	52,751	88,593	53,669	54,743
MAINT & REP / BUILDINGS	218,052	295,042	155,385	227,000	227,000
MAINT & REP / FLEET LABOR	72,209	59,527	68,544	61,241	63,078
MAINT & REP / COMMERCIAL LABOR	15,154	16,742	8,366	20,609	21,228
MAINT & REP / DAMAGES REIM-INS	-	6	-	-	-
MAINT & REP / GREENMILL RUN	-	50	-	-	-
MAINT & REP / SMALL TOOLS	219	130	-	-	-
MISC-TEEN / YOUNG ADULT BASKET	3,510	120	5,000	10,000	10,000
CONTRACTED SERVICES	272,171	259,129	273,884	255,000	255,000
CONT SVCS / COPIER MAINTENANCE	10,431	10,788	12,060	11,196	11,568
CONT SVCS / LAUNDRY	2,727	3,689	3,800	5,600	5,600
CONT SVCS / CONTRACTS & LEASES	141,746	127,597	130,000	-	-
CONT SVS / RADIO MAINTENANCE	-	-	-	254	261
CONT SVCS / SUNDAY IN THE PARK	17,139	10,818	14,700	20,000	20,000
TELEPHONE WIRELESS	19,417	20,153	22,362	23,377	23,377
ADVERTISING	2,778	3,814	14,424	34,500	35,500
GTV9 / CONTRACT OPER (MTG)	768	900	-	-	-
PRINTING	11,073	12,617	18,059	21,000	21,000
UTILITIES	544,244	482,508	551,682	460,000	463,000
GENERAL INSURANCE LIAB PREMIUM	35,000	54,976	60,000	38,000	38,000
GENERAL INSURANCE LIAB LOSS	28,791	8,001	70,000	70,000	70,000
SUPP & MAT-GENERAL OFFICE	424,278	317,393	348,237	222,500	223,000
CONCESSIONS	50,770	47,358	38,800	14,100	14,800
CONCESSIONS-PRO SHOP	33,600	28,987	23,500	-	-
CONCESSIONS-SALES TAX	732	689	-	-	-
SUPP & MAT/SHORT/OVR RECEIPTS	153	-	-	-	-
SUPP & MAT-GENERAL MAINTAINENCE	196,005	159,467	160,877	210,150	210,792
SUPP & MAT-COMPUTER HARDWARE	3,836	17,812	23,816	8,475	15,700
SUPP & MAT-COMPUTER SOFTWARE	6,934	7,270	11,002	20,967	18,879
FUEL	59,836	58,202	80,150	50,080	51,319

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
FLEET SERVICE COST-FIXED	125,490	158,903	158,903	133,213	133,213
PARKS STORMWATER UTILITY FEE	33,320	34,338	40,000	35,000	35,000
TRAVEL / TRAINING	20,027	21,878	13,250	27,000	27,680
SUPP & MAT / GIFT SHOP	3,968	5,665	3,900	5,500	5,500
SUPP & MAT/PRO SHOP	16,271	9,476	14,100	-	-
SUPP & MAT / SPECIAL DONATIONS	41,942	76,625	-	-	-
SUPP & MAT / UNIFORMS	20,191	22,613	21,185	27,085	27,585
DUES & SUBSCRIPTIONS	8,557	8,889	10,221	11,200	11,500
INTERNATIONAL FESTIVAL	3,944	-	-	5,000	5,000
OPERATING TOTAL	\$ 2,535,584	\$ 2,420,988	\$ 2,484,912	\$ 2,118,716	\$ 2,137,689
CAP OUTLAY / EQUIPMENT	5,683	-	5,000	10,000	10,000
CAP OUTLAY / EQUIPMENT	2,272	1,828	5,602	6,000	6,000
CAPITAL TOTAL	\$ 7,955	\$ 1,828	\$ 10,602	\$ 16,000	\$ 16,000
RECREATION & PARKS TOTAL	\$ 7,457,419	\$ 7,503,495	\$ 7,573,949	\$ 7,124,175	\$ 7,233,857

**REC & PARKS - RECREATION
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016		2017		2018		2019		2020	
	ACTUAL		ACTUAL		ORIGINAL		ORIGINAL		PLAN	
PERSONNEL	\$	1,999,413	\$	2,047,734	\$	2,077,466	\$	2,338,670	\$	2,384,193
OPERATING		602,033		441,793		493,711		510,446		516,962
CAPITAL OUTLAY		-		-		-		-		-
EXPENSES TOTAL	\$	2,601,446	\$	2,489,528	\$	2,571,177	\$	2,849,116	\$	2,901,155

REC & PARKS - RECREATION BUDGET DETAIL

ACCOUNT DESCRIPTION	2016		2017		2018		2019		2020	
	ACTUAL		ACTUAL		ORIGINAL		ORIGINAL		PLAN	
REGULAR-SALARIES	\$	1,143,556	\$	1,125,343	\$	1,109,464	\$	1,303,799	\$	1,338,931
DECLARED EMERGENCY PAY		-		6,338		-		-		-
LONGEVITY		-		-		2,819		2,922		2,922
VACATION PAYOUT		-		-		5,892		-		-
SICK LEAVE INCENTIVE		-		-		4,442		-		-
WELLNESS INCENTIVE		-		-		1,329		-		-
PART-TIME-SALARIES		416,772		444,002		453,713		519,784		526,302
OVERTIME-SALARIES		5,742		10,942		2,200		15,000		15,000
CAR ALLOWANCE		2,438		-		3,600		3,600		3,600
RETIREMENT		77,364		82,961		94,175		93,321		95,184
401K GENERAL		18,528		17,140		20,686		27,040		27,040
FICA		118,598		119,097		127,296		97,528		99,478
EDUCATIONAL TRAINING ASST PROG		1,367		-		1,362		1,362		1,362
GROUP LIFE INSURANCE		3,103		4,953		3,669		2,907		2,967
HEALTH INSURANCE		189,779		186,819		188,712		188,712		188,712
WORKERS COMP PREMIUM		1,000		10,193		14,384		20,000		20,000
WORKERS COMP LOSS		20,304		36,947		40,757		60,000		60,000
GAFC EMPLOYER IN-KIND		862		3,000		2,966		2,695		2,695
PERSONNEL TOTAL	\$	1,999,413	\$	2,047,734	\$	2,077,466	\$	2,338,670	\$	2,384,193

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
MAINT & REP / EQUIPMENT	\$ 3,756	\$ 424	\$ 2,000	\$ 3,500	\$ 3,800
MAINT & REP / VEHICLE	-	16	-	-	-
MISC-TEEN / YOUNG ADULT BASKETB	3,510	120	5,000	10,000	10,000
CONTRACTED SERVICES	57,890	41,630	43,096	40,000	40,000
CONT SVCS / COPIER MAINTENANCE	9,232	8,524	8,772	9,588	9,960
CONT SVS / CONTRACTS & LEASES	13,775	12,650	-	-	-
CONT SVS / RADIO MAINTENANCE	-	-	-	254	261
CONT SVCS / SUNDAY IN THE PARK	17,139	10,818	14,700	20,000	20,000
TELEPHONE WIRELESS	19,417	20,153	22,362	23,377	23,377
ADVERTISING	1,864	336	8,500	30,000	30,500
GTV9 / CONTRACT OPER (MTG)	768	900	-	-	-
PRINTING	9,706	12,019	15,559	18,000	18,000
GENERAL INSURANCE LIAB PREMIUM	92,556	42,636	40,000	57,000	57,000
GENERAL INSURANCE LIAB LOSS	28,791	8,001	70,000	70,000	70,000
SUPP & MAT-GENERAL OFFICE	276,693	203,960	207,398	160,000	160,000
CONCESSIONS	6,032	9,524	4,800	6,100	6,300
SUPP & MAT-COMPUTER HARDWARE	3,836	17,812	23,816	8,475	15,700
SUPP & MAT-COMPUTER SOFTWARE	6,934	7,270	11,002	20,967	18,879
SUPP & MAT / UNIFORMS	213	1,409	2,185	2,185	2,185
FUEL	140	-	-	-	-
DUES & SUBSCRIPTIONS	5,714	4,859	6,821	10,000	10,000
TRAVEL / TRAINING	14,248	15,550	7,700	16,000	16,000
SUPP & MAT / SPECIAL DONATIONS	25,876	23,185	-	-	-
INTERNATIONAL FESTIVAL	3,944	-	-	5,000	5,000
OPERATING TOTAL	\$ 602,033	\$ 441,793	\$ 493,711	\$ 510,446	\$ 516,962
CAP OUT / EQUIPMENT	5,683	-	5,000	10,000	10,000
CAPITAL TOTAL	\$ 5,683	\$ -	\$ 5,000	\$ 10,000	\$ 10,000
RECREATION TOTAL	\$ 2,601,446	\$ 2,489,528	\$ 2,571,177	\$ 2,849,116	\$ 2,901,155

**REC & PARKS - PARKS
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
PERSONNEL	\$ 1,899,410	\$ 2,037,639	\$ 1,938,675	\$ 2,104,398	\$ 2,143,438
OPERATING	1,356,425	1,408,443	1,390,408	1,362,962	1,372,119
CAPITAL OUTLAY	162,949	328,824	851,033	-	-
EXPENSES TOTAL	\$ 3,418,784	\$ 3,774,906	\$ 4,180,116	\$ 3,467,360	\$ 3,515,557

REC & PARKS - PARKS BUDGET DETAIL

ACCOUNT DESCRIPTION	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
REGULAR-SALARIES	\$ 1,247,308	\$ 1,318,324	\$ 1,209,437	\$ 1,386,882	\$ 1,421,805
DECLARED EMERGENCY PAY	-	18,681	-	-	-
LONGEVITY	-	-	8,787	8,612	8,612
VACATION PAYOUT	-	-	11,233	-	-
SICK LEAVE INCENTIVE	-	-	4,817	-	-
WELLNESS INCENTIVE	-	-	1,441	-	-
PART-TIME-SALARIES	112,630	108,446	134,985	134,985	134,985
OVERTIME-SALARIES	8,766	10,951	5,500	15,000	15,000
RETIREMENT	83,379	98,636	102,313	99,154	101,137
401K GENERAL	24,348	24,541	27,050	35,360	35,360
FICA	99,587	105,976	112,166	103,624	105,697
EDUCATIONAL TRAINING ASST PROG	2,074	2,250	-	-	-
GROUP LIFE INSURANCE	3,464	5,649	4,367	3,089	3,150
HEALTH INSURANCE	314,544	330,417	302,774	302,774	302,774
WORKERS COMP PREMIUM	2,039	9,589	9,589	13,000	13,000
GAFC EMPLOYER IN-KIND	1,270	4,179	4,216	1,918	1,918
PERSONNEL TOTAL	\$ 1,899,410	\$ 2,037,639	\$ 1,938,675	\$ 2,104,398	\$ 2,143,438

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
MAINT & REP / EQUIPMENT	\$ 26,174	\$ 7,781	\$ 23,912	\$ 28,500	\$ 28,566
MAINT & REP / VEHICLE	48,287	52,735	88,593	53,669	54,743
MAINT & REP / BUILDINGS	168,992	232,919	113,075	172,000	172,000
MAINT & REP / DAMAGES REIM-INS	-	6	-	-	-
MAINT & REP / FLEET LABOR	72,209	59,527	68,544	61,241	63,078
MAINT & REP / COMMERCIAL LABOR	15,154	16,742	8,366	20,609	21,228
MAINT & REP / GREENMILL RUN	-	50	-	-	-
CONTRACTED SERVICES	157,853	161,052	180,788	160,000	160,000
CONT SVCS / LAUNDRY	2,727	3,689	3,800	5,600	5,600
PRINTING	648	-	1,000	1,000	1,000
UTILITIES	391,167	367,844	438,000	370,000	373,000
GENERAL INSURANCE LIAB PREMIUM	33,000	30,500	30,000	30,000	30,000
SUPP & MAT-GENERAL MAINTAINENCE	196,005	159,467	160,877	210,150	210,792
SUPP & MAT-COMPUTER HARDWARE	-	-	-	-	-
SUPP & MAT-COMPUTER SOFTWARE	-	-	-	-	-
SUPP & MAT-SMALL TOOLS	219	130	-	-	-
SUPP & MAT / UNIFORMS	17,498	19,414	16,000	21,400	21,400
FUEL	43,624	41,045	52,150	50,080	51,319
FLEET SERVICE COST-FIXED	125,490	158,903	158,903	133,213	133,213
PARKS STORMWATER UTILITY FEE	33,320	34,338	40,000	35,000	35,000
TRAVEL / TRAINING	4,021	3,197	2,500	5,000	5,680
SUPP & MAT / GIFT SHOP	3,968	5,665	3,900	5,500	5,500
SUPP & MAT / SPECIAL DONATIONS	16,067	53,440	-	-	-
OPERATING TOTAL	\$ 1,356,425	\$ 1,408,443	\$ 1,390,408	\$ 1,362,962	\$ 1,372,119
CAP IMPROV / TOWN COMMON IMPROVE	\$ 124,977	\$ 263,233	\$ 461,033	\$ -	\$ -
CAP IMPROV / TAR RIVER STUDY	37,973	61,569	180,000	-	-
CAP IMPROV / CAPITAL IMPROV	-	4,022	210,000	-	-
CAPITAL TOTAL	\$ 162,949	\$ 328,824	\$ 851,033	\$ -	\$ -
PARKS TOTAL	\$ 3,418,784	\$ 3,774,906	\$ 4,180,116	\$ 3,467,360	\$ 3,515,557

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REC & PARKS - GREENVILLE AQUATICS & FITNESS CENTER
DIVISION BUDGET SUMMARY

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 528,170	\$ 521,567	\$ 545,364	\$ 546,391	\$ 552,537
OPERATING	294,647	282,681	261,462	302,308	305,608
CAPITAL OUTLAY	2,272	1,828	5,602	6,000	6,000
EXPENSES TOTAL	\$ 825,088	\$ 806,076	\$ 812,428	\$ 854,699	\$ 864,145

REC & PARKS - GAFC BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 238,192	\$ 242,652	\$ 259,875	\$ 271,044	\$ 276,375
DECLARED EMERGENCY PAY	-	341	-	-	-
LONGEVITY	-	-	3,267	3,326	3,326
VACATION PAYOUT	-	-	1,868	-	-
SICK LEAVE INCENTIVE	-	-	907	-	-
WELLNESS INCENTIVE	-	-	271	-	-
PART-TIME-SALARIES	173,917	163,309	160,512	160,512	160,512
OVERTIME-SALARIES	26	2,884	-	-	-
RETIREMENT	16,648	16,623	19,432	19,620	20,012
401K GENERAL	4,640	4,010	5,569	7,280	7,280
FICA	32,024	29,925	31,149	20,504	20,914
EDUCATIONAL TRAINING ASST PROG	-	-	-	-	-
GROUP LIFE INSURANCE	633	487	614	611	624
HEALTH INSURANCE	61,631	58,506	58,917	58,917	58,917
WORKERS COMP PREMIUM	-	1,918	1,918	2,000	2,000
GAFC EMPLOYER IN-KIND	460	911	1,065	2,577	2,577
PERSONNEL TOTAL	\$ 528,170	\$ 521,567	\$ 545,364	\$ 546,391	\$ 552,537
MAINT & REP / EQUIPMENT	\$ 738	\$ 5,007	\$ 3,000	\$ 5,000	\$ 6,000
MAINT & REP / BUILDINGS	48,456	60,103	40,000	55,000	55,000
CONTRACTED SERVICES	56,427	56,448	50,000	55,000	55,000
CONT SVCS / COPIER MAINTENANCE	-	1,464	1,980	1,608	1,608
ADVERTISING	914	1,478	1,000	4,500	5,000
PRINTING	679	598	1,000	2,000	2,000
UTILITIES	121,347	88,627	80,682	90,000	90,000
GENERAL INSURANCE LIAB PREMIUM	2,000	10,459	10,000	8,000	8,000
SUPP & MAT-GENERAL OFFICE	53,658	45,110	62,500	62,500	63,000
CONCESSIONS	8,105	8,527	7,000	8,000	8,500
SUPP & MAT / UNIFORMS	395	795	1,000	3,500	4,000
DUES & SUBSCRIPTIONS	441	1,209	800	1,200	1,500
TRAVEL / TRAINING	1,486	2,855	2,500	6,000	6,000
OPERATING TOTAL	\$ 294,647	\$ 282,681	\$ 261,462	\$ 302,308	\$ 305,608
CAP OUT / EQUIPMENT	2,272	1,828	5,602	6,000	6,000
CAPITAL TOTAL	\$ 2,272	\$ 1,828	\$ 5,602	\$ 6,000	\$ 6,000
ACQUATICS & FITNESS CENTER TOTAL	\$ 825,088	\$ 806,076	\$ 812,428	\$ 854,699	\$ 864,145

**REC & PARKS - BRADFORD CREEK GOLF COURSE
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 486,888	\$ 473,738	\$ 516,930	\$ -	\$ -
OPERATING	375,037	330,707	379,331	-	-
EXPENSES TOTAL	\$ 861,924	\$ 804,445	\$ 896,261	\$ -	\$ -

REC & PARKS - BRADFORD CREEK BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 273,811	\$ 252,739	\$ 272,953	\$ -	\$ -
DECLARED EMERGENCY PAY	-	1,490	-	-	-
VACATION PAYOUT	-	-	2,371	-	-
SICK LEAVE INCENTIVE	-	-	961	-	-
WELLNESS INCENTIVE	-	-	287	-	-
PART-TIME-SALARIES	98,405	107,682	124,188	-	-
OVERTIME-SALARIES	591	3,389	-	-	-
RETIREMENT	18,448	18,898	20,190	-	-
401K GENERAL	4,159	3,525	3,978	-	-
FICA	27,295	26,983	29,255	-	-
GROUP LIFE INSURANCE	781	802	980	-	-
HEALTH INSURANCE	63,208	57,667	61,109	-	-
GAFC EMPLOYER IN-KIND	189	563	658	-	-
PERSONNEL TOTAL	\$ 486,888	\$ 473,738	\$ 516,930	\$ -	\$ -
MAINT & REP / EQUIPMENT	\$ 11,345	\$ 12,855	\$ 11,200	\$ -	\$ -
MAINT & REP / BUILDINGS	604	2,020	2,310	-	-
CONTRACTED SERVICES	-	-	-	-	-
CONT SVCS / COPIER MAINTENANCE	1,199	800	1,308	-	-
CONT SVCS / CONTRACTS & LEASES	127,971	114,947	130,000	-	-
ADVERTISING	-	2,000	4,924	-	-
PRINTING	40	-	500	-	-
UTILITIES	31,730	26,037	33,000	-	-
GENERAL INS LIAB PREM	-	14,017	20,000	-	-
SUPP & MAT-GENERAL OFFICE	93,927	68,323	78,339	-	-
CONCESSIONS	36,633	29,308	27,000	-	-
CONCESSIONS-PRO SHOP	33,600	28,987	23,500	-	-
CONCESSIONS-SALES TAX	732	689	-	-	-
SUPP & MAT-/SHORT/OVR RECEIPTS	153	-	-	-	-
SUPP & MAT/UNIFORMS	2,084	994	2,000	-	-
FUEL	16,073	17,157	28,000	-	-
SUPP & MAT / PRO SHOP	16,271	9,476	14,100	-	-
DUES & SUBSCRIPTIONS	2,402	2,821	2,600	-	-
TRAVEL / TRAINING	273	276	550	-	-
OPERATING TOTAL	\$ 375,037	\$ 330,707	\$ 379,331	\$ -	\$ -
BRADFORD CREEK GOLF COURSE	\$ 861,924	\$ 804,445	\$ 896,261	\$ -	\$ -

PUBLIC WORKS

DEPARTMENT MISSION

The Public Works Department provides building and grounds maintenance, fleet management services, sanitation, street maintenance services, public transit, engineering and traffic engineering services to include public infrastructure improvements, review of private development plans, and stormwater management. The Department's focus is to maintain, repair, and improve Greenville's public infrastructure to foster a safe and high-quality environment for citizens and visitors. The Department performs its mission through the use of current best management practices to efficiently and effectively perform its tasks as a steward of citizens' taxes.

DIVISIONS

ADMINISTRATION

BUILDINGS & GROUNDS

ENGINEERING

FLEET MAINTENANCE

STREET MAINTENANCE

TRAFFIC SERVICES

STRATEGIC PLANNING GOALS ASSIGNMENT

GOAL 1: BE A SAFE COMMUNITY

GOAL 2: BUILD GREAT PLACES THAT THRIVE BY: CREATING AND SUSTAINING COMPLETE NEIGHBORHOODS, GROWING A GREEN, RESILIENT CITY, MAKING A HEALTHY AND VIBRANT CITY, ALL ON "BOTH SIDES OF THE RIVER"

GOAL 3: GROW THE ECONOMIC HUB OF EASTERN NORTH CAROLINA THROUGH PROACTIVE RECRUITMENT OF BUSINESS

GOAL 4: ENHANCE ACCESSIBLE TRANSPORTATION NETWORKS AND PUBLIC BUILDING, PUBLIC INFRASTRUCTURE DEVELOPMENT

DEPARTMENT PRIORITIES AND ACTION STEPS

Priority One: Enhance Public Safety through Street Lighting, Cameras, and Community Police Relations

- Action Steps:**
- 1) Establish a street lighting plan with GUC to include expectations, priorities, responsibilities and costs regarding the scope of the citywide lighting project
 - 2) Assess and implement the installation of new poles/lights in areas where the ED lighting conversion has been completed with the goal of eliminating any remaining areas that are underserved with light
 - 3) Leverage technology to [remotely] adapt the lighting level for public safety needs on an ongoing/recurring basis
 - 4) Continue the installation of street lights on major City corridors (Memorial Drive and Stantonsburg Road)

PUBLIC WORKS

Priority Two: Cleanliness and beautification

- Action Steps:**
- 1) Develop a plan to enhance city entrances and gateways including litter removal, mowing and additional landscaping
 - 2) Work with the NCDOT to implement the gateway program
 - 3) Market and attract additional partners to adopt city streets through the Adopt-a-City-Street program
 - 4) Conduct a public information campaign to encourage a clean city and litter removal of neighborhoods and businesses

Priority Three: Proactive economic development including the seven recommendations from staff and a disparity study

- Action Steps:**
- 1) Consider parking study recommendations
 - 2) Modernize the permitting and plan review process

Priority Four: Infrastructure (strategic with roads and sidewalks)

- Action Steps:**
- 1) Continue with the final two years of the 5-year roadway resurfacing plan. Begin the development of the next 5-year roadway resurfacing plan
 - 2) Design and construct the final phase of Arlington Boulevard between Red Banks Road and Hooker Road
 - 3) Initiate design for Fire Station #7
 - 4) Begin construction of the South Tar Greenway between Pitt Street and Nash Street
 - 5) Coordinate with NCDOT to initiate the next phase of the signal timing optimization project
 - 6) Coordinate with NCDOT on roadway projects

Priority Five: Develop and implement a comprehensive approach to stormwater management

- Action Steps:**
- 1) Continue to support the work of the Stormwater Advisory Committee (SWAC) through their review of ordinances, levels of service, revenues, and capital projects
 - 2) Once the SWAC makes recommendations, provide a presentation to the City Council for their information and for action
 - 3) Continue the construction of the Town Creek Culvert project
 - 4) Complete the FY18 Stormwater Repair Project. Initiate the FY19 Stormwater Repair Project
 - 5) Initiate design for one or more of the following priority Stormwater projects: St Andrews Stabilization Project; Elm Street between 4th Street and Tar River outfall; Arlington Boulevard crossings between Evans Street and Hooker Road; Harding Street and 1st Street systems

**PUBLIC WORKS
DEPARTMENT BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 3,536,249	\$ 4,006,287	\$ 4,954,159	\$ 4,834,891	\$ 4,869,235
OPERATING	4,466,787	4,297,411	4,717,791	5,164,634	5,262,717
EXPENSES TOTAL	\$ 8,003,036	\$ 8,303,698	\$ 9,671,950	\$ 9,999,525	\$ 10,131,952

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
ADMINISTRATIVE ASSISTANT	1.30	1.30	1.30	1.30	1.30
ADMINISTRATIVE SVS SPECIALIST	1.00	1.00	1.00	1.00	1.00
ASSISTANT DIRECTOR OF PUBLIC WORKS	0.00	0.00	0.40	0.40	0.40
ASSISTANT TRAFFIC ENGINEER	1.00	1.00	1.00	1.00	1.00
BLDG & GROUNDS CREW LEADER	1.00	1.00	1.00	1.00	1.00
BLDG & GROUNDS SUPERINTENDENT	1.00	1.00	1.00	1.00	1.00
BLDG & GROUNDS SUPERVISOR	1.00	1.00	1.00	1.00	1.00
BUILDING FACILITIES COORDINATOR	1.00	1.00	1.00	1.00	1.00
BUILDING FACILITIES TECH II	2.00	2.00	2.00	2.00	2.00
CEMETERY SUPERVISOR	1.00	1.00	1.00	1.00	1.00
CITY ENGINEER	0.80	0.80	0.80	0.80	0.80
CIVIL ENGINEER I	1.95	1.95	1.95	1.95	1.95
CIVIL ENGINEER II	1.35	1.35	1.35	1.35	1.35
CIVIL ENGINEER III	0.40	0.40	0.40	0.40	0.40
CUSTODIAN I	1.00	1.00	1.00	1.00	1.00
CUSTODIAN II	3.00	3.00	3.00	3.00	3.00
DIRECTOR OF PUBLIC WORKS	0.45	0.45	0.45	0.45	0.45
ENGINEERING ASSISTANT I	0.30	0.30	0.30	0.30	0.30
ENGINEERING ASSISTANT II	0.75	0.75	0.75	0.75	0.75
EQUIPMENT OPERATOR I/II	1.00	1.00	1.00	1.00	1.00
EQUIPMENT OPERATOR III	1.00	1.00	1.00	1.00	1.00
EQUIPMENT OPERATOR IV	2.00	2.00	2.00	2.00	2.00
EQUIPMENT OPERATOR V	1.00	1.00	1.00	1.00	1.00
FACILITIES MAINTENANCE SUPERVISOR	1.00	1.00	1.00	1.00	1.00
GIS TECHNICIAN II	0.90	0.90	0.90	0.90	0.90
GROUNDS MAINTENANCE TECH I	2.00	2.00	2.00	2.00	2.00
GROUNDS MAINTENANCE TECH II	2.00	2.00	2.00	2.00	2.00
GROUNDS MAINTENANCE TECH III	2.00	2.00	2.00	2.00	2.00
GROUNDS MAINTENANCE WORKER	1.00	1.00	1.00	1.00	1.00
LABORER	13.40	13.40	13.40	13.40	13.40
PUBLIC WORKS COORDINATOR	1.00	1.00	1.00	1.00	1.00
PUBLIC WORKS OPERATIONS MGR	0.40	0.40	0.00	0.00	0.00
QUALITY CONTROL TECHNICIAN	1.00	1.00	1.00	1.00	1.00
ROW MAINTENANCE TECHNICIAN	1.00	1.00	1.00	1.00	1.00
SENIOR CONSTRUCTION WORKER	2.00	2.00	2.00	2.00	2.00
STAFF SUPPORT SPECIALIST I	1.00	1.00	1.00	1.00	1.00
STAFF SUPPORT SPECIALIST II	1.50	1.50	1.50	1.50	1.50
STREETS COORDINATOR	1.00	1.00	1.00	1.00	1.00
STREETS SUPERINTENDENT	0.65	0.65	0.65	0.65	0.65

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
STREETS SUPERVISOR	1.00	1.00	1.00	1.00	1.00
SURVEYOR/FLOODPLAIN COORDINATOR	0.75	0.75	0.75	0.75	0.75
TRAFFIC CONTROL CREW LEADER	1.00	1.00	1.00	1.00	1.00
TRAFFIC CONTROL WORKER	3.00	3.00	3.00	3.00	3.00
TRAFFIC ENGINEER	1.00	1.00	1.00	1.00	1.00
TRAFFIC SERVICES SUPERVISOR	1.00	1.00	1.00	1.00	1.00
TRAFFIC SIGNAL TECHNICIAN I	2.00	2.00	2.00	2.00	2.00
TRAFFIC SIGNAL TECHNICIAN II	1.00	1.00	1.00	1.00	1.00
TRANSPORTATION PLANNER	2.00	2.00	2.00	2.00	2.00
POSITION TOTAL	69.90	69.90	69.90	69.90	69.90

PUBLIC WORKS BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 2,482,960	\$ 2,692,716	\$ 3,346,406	\$ 3,237,150	\$ 3,176,543
DECLARED EMERGENCY PAY	-	91,145	-	-	-
LONGEVITY	-	38,560	-	10,067	10,067
PART-TIME-SALARIES	-	3,003	5,972	7,572	7,572
OVERTIME-SALARIES	68,144	50,224	24,964	56,000	56,000
CAR ALLOWANCE	1,097	-	1,260	1,260	1,260
RETIREMENT	171,346	210,083	246,590	224,439	252,939
401K GENERAL	40,067	41,849	70,762	91,624	91,624
FICA	185,495	209,119	253,816	234,558	250,201
EDUCATIONAL TRAINING ASST PROG	386	907	-	-	-
GROUP LIFE INSURANCE	9,709	18,316	6,920	7,309	7,457
HEALTH INSURANCE	561,462	612,775	925,466	874,806	925,466
WORKERS COMP PREMIUM	1,000	23,960	23,951	26,000	26,000
WORKERS COMP LOSS	12,654	7,700	42,394	55,000	55,000
GAFC EMPLOYER IN-KIND	1,929	5,930	5,658	9,106	9,106
PERSONNEL TOTAL	\$ 3,536,249	\$ 4,006,287	\$ 4,954,159	\$ 4,834,891	\$ 4,869,235
MAINT & REP / EQUIPMENT	\$ 2,650	\$ 7,558	\$ 34,000	\$ 25,000	\$ 25,000
MAINT & REP / VEHICLE	85,474	102,200	161,921	138,221	140,984
MAINT & REP / BUILDINGS	70,146	24,273	64,900	95,808	95,808
MAINT & REP / CITY (PUB) PK LOT	6,783	14,319	58,000	53,808	53,808
MAINT & REP / DEMOLITIONS	-	899	15,000	-	-
MAINT & REP / FLEET LABOR	165,072	118,907	173,089	201,527	207,573
MAINT & REP / COMMERCIAL LABOR	75,225	44,085	68,521	42,416	43,689
MAINT & REP / LANDFILL FEES	10,622	13,767	12,000	12,000	12,000
MAINT & REP / ENG COMM LABOR	1,793	3,273	316	-	-
MAINT & REP / RAILROAD CROSSING	62,949	12,965	29,000	29,000	29,000
MAINT & REP / BRIDGE INSPECTION	-	4,293	5,000	5,000	5,000
MAINT & REP / CEMETERY	20,735	24,450	20,000	20,000	-
CONTRACTED SERVICES	745,794	787,123	702,514	266,346	577,590
CONT SVCS / SPECIAL STUDY REIMB	18,476	152,982	60,711	490,000	215,000
CONT SVCS / LAUNDRY	22,639	25,317	22,002	27,002	27,002
CONT SVCS / RADIO MAINTENANCE	19,338	23,982	23,411	25,969	26,659
TELEPHONE WIRELESS	17,205	17,635	22,480	21,781	21,781
CONT SVCS / COPIER MAINTENANCE	3,218	2,510	3,218	3,615	3,615
ADVERTISING	4,056	3,207	6,500	5,750	5,750
PRINTING	2,283	2,436	4,100	4,150	4,150
UTILITIES	435,260	266,602	458,534	450,000	450,000
UTILITIES / ELECTRIC & WATER	4,190	3,911	5,398	7,000	7,000
UTILITIES / STREET LIGHTING	1,348,629	1,380,608	1,550,840	1,438,014	1,452,394
UTILITIES / TRAFFIC SIGNAL LGT	22,482	20,228	18,000	21,000	21,000
GENERAL INSURANC LIAB PREM	90,000	75,983	90,000	70,000	70,000
GENERAL INSURANC LIAB LOSS	188,795	23,323	75,000	75,000	75,000
SUPP & MAT-GENERAL OFFICE	224,176	202,909	215,070	201,000	356,000
CONCESSIONS	6,737	4,755	8,000	8,000	8,000
CONCESSIONS-SALES TAX	19	85	700	700	700
CONCESSIONS-UTILITY TAX	135,396	203,414	60,000	120,000	120,000
SUPP & MAT-COMPUTER HARDWARE	11,976	19,265	4,300	52,985	9,750
SUPP & MAT-COMPUTER SOFTWARE	17,239	18,522	21,676	38,928	39,817
SUPP & MAT-SMALL TOOLS	24,585	36,347	28,998	20,650	21,400

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
SUPP & MAT-SMALL EQUIPMENT	37,244	4,417	26,520	8,000	8,000
SUPP & MAT/UNIFORMS	7,069	5,736	10,110	12,150	12,150
FUEL	79,128	76,457	125,932	126,022	129,037
RENT/POOL CAR RENTALS	267	-	175	-	-
FLEET SERVICE COST-FIXED	177,720	202,520	202,520	197,914	201,351
DUES & SUBSCRIPTIONS	5,002	5,253	6,230	9,375	9,375
TRAVEL / TRAINING	13,089	11,039	15,955	17,750	17,750
SUPP & MAT/HOLIDAY DECORATIONS	5,356	3,361	5,000	6,000	6,000
SUPP & MAT/TREE REPLACE/LANDSC	17,830	20,783	15,000	454,998	400,000
SUPP & MAT / DRAFTING	-	-	3,000	-	-
SUPP & MAT/SIGNAL LAB	7,763	5,051	5,250	2,700	2,800
SUPP & MAT/SIGN LAB	1,066	518	2,000	-	-
SUPP & MAT/SIGNS	59,461	44,645	60,000	52,000	52,000
SUPP & MAT/SURVEYING	78	552	400	500	500
COG PROP STORMWATER UTIL FEES	75,924	109,133	78,000	224,056	215,783
SUPP & MAT/TRAFFIC SIGNAL MAIN	74,544	92,997	80,000	78,000	78,000
SUPP & MAT/BARRICADES	28,893	23,771	21,000	2,000	2,000
SUPP & MAT/PAVEMENT MARKINGS	32,410	49,049	37,500	2,500	2,500
OPERATING TOTAL	\$ 4,466,787	\$ 4,297,411	\$ 4,717,791	\$ 5,164,634	\$ 5,262,717
PUBLIC WORKS TOTAL	\$ 8,003,036	\$ 8,303,698	\$ 9,671,950	\$ 9,999,525	\$ 10,131,952

**PUBLIC WORKS - ADMINISTRATION
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 355,088	\$ 351,904	\$ 473,902	\$ 450,145	\$ 456,162
OPERATING	414,178	179,592	275,429	264,812	267,028
EXPENSES TOTAL	\$ 769,267	\$ 531,496	\$ 749,331	\$ 714,957	\$ 723,190

PUBLIC WORKS - ADMINISTRATION BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 252,045	\$ 237,092	\$ 296,531	\$ 261,204	\$ 266,428
DECLARED EMERGENCY PAY	-	10,644	-	-	-
LONGEVITY	-	-	-	5,226	5,226
OVERTIME-SALARIES	583	962	-	1,000	1,000
CAR ALLOWANCE	853	-	1,260	1,260	1,260
RETIREMENT	17,023	18,098	21,647	19,121	19,503
401K GENERAL	3,419	3,140	5,569	5,304	5,304
FICA	17,777	17,694	21,647	19,982	20,381
GROUP LIFE INSURANCE	890	1,305	608	595	607
HEALTH INSURANCE	49,706	40,395	71,453	71,453	71,453
WORKERS COMP PREMIUM	-	14,384	14,379	10,000	10,000
WORKERS COMP LOSS	12,654	7,700	39,894	55,000	55,000
GAFC EMPLOYER IN-KIND	139	490	914	-	-
PERSONNEL TOTAL	\$ 355,088	\$ 351,904	\$ 473,902	\$ 450,145	\$ 456,162
MAINT & REP / BUILDINGS	\$ 9,015	\$ (1,560)	\$ 15,000	\$ 2,000	\$ 2,000
CONTRACTED SERVICES	44,961	25,778	25,000	25,000	25,000
CONT SVCS / COPIER MAINTENANCE	1,238	2,510	3,218	1,226	1,226
CONT SVCS / RADIO MAINTENANCE	3,305	4,547	4,716	4,730	4,863
TELEPHONE WIRELESS	10,888	12,133	11,515	21,781	21,781
PRINTING	351	238	450	450	450
UTILITIES	119,312	72,296	110,000	100,000	100,000
GENERAL INSURANCE LIABILITY PREM	19,500	25,983	20,000	20,000	20,000
GENERAL INSURANCE LIAB LOSS	188,795	23,323	75,000	75,000	75,000
SUPP & MAT-GENERAL OFFICE	8,863	5,721	8,000	8,000	8,000
SUPP & MAT-COMPUTER HARDWARE	997	2,072	-	1,400	3,425
SUPP & MAT-COMPUTER SOFTWARE	5,445	-	-	2,725	2,783
DUES & SUBSCRIPTIONS	240	406	530	500	500
TRAVEL / TRAINING	1,269	6,147	2,000	2,000	2,000
OPERATING TOTAL	\$ 414,178	\$ 179,592	\$ 275,429	\$ 264,812	\$ 267,028
PW - ADMINISTRATION TOTAL	\$ 769,267	\$ 531,496	\$ 749,331	\$ 714,957	\$ 723,190

**PUBLIC WORKS - STREET MAINTENANCE
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 436,959	\$ 500,201	\$ 949,584	\$ 942,118	\$ 955,702
OPERATING	495,115	400,795	543,352	568,473	574,357
EXPENSES TOTAL	\$ 932,074	\$ 900,996	\$ 1,492,936	\$ 1,510,591	\$ 1,530,059

PUBLIC WORKS - STREET MAINTENANCE BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 285,814	\$ 301,390	\$ 624,336	\$ 589,701	\$ 601,494
LONGEVITY	-	38,560	-	1,998	1,998
PART-TIME-SALARIES	-	-	-	1,600	1,600
OVERTIME-SALARIES	17,824	1,853	2,000	4,000	4,000
RETIREMENT	20,176	25,019	42,204	43,166	44,029
401K GENERAL	6,181	6,297	13,133	31,096	31,096
FICA	22,004	24,885	44,886	45,112	46,014
EDUCATION TRAINING ASST PROGRAM	-	225	-	-	-
GROUP LIFE INSURANCE	2,274	4,174	1,341	1,345	1,371
HEALTH INSURANCE	81,304	93,629	215,726	215,726	215,726
WORKERS COMP PREMIUM	1,000	2,877	2,876	4,000	4,000
WORKERS COMP LOSS	-	-	2,500	-	-
GAFC EMPLOYER IN-KIND	382	1,294	582	4,374	4,374
PERSONNEL TOTAL	\$ 436,959	\$ 500,201	\$ 949,584	\$ 942,118	\$ 955,702
MAINT & REP / EQUIPMENT	\$ 1,074	\$ 548	\$ -	\$ -	\$ -
MAINT & REP / VEHICLE	30,019	47,161	82,076	80,631	82,243
MAINT & REP / FLEET LABOR	84,947	31,131	76,876	106,012	109,192
MAINT & REP / COMMERCIAL LABOR	50,186	28,352	41,000	25,394	26,156
CONTRACTED SERVICES	825	7,233	20,900	25,000	25,000
CONT SVCS / COPIER MAINTENANCE	320	-	-	-	-
CONT SVCS / LAUNDRY	-	-	1,900	1,900	1,900
CONT SVCS / RADIO MAINTENANCE	3,955	4,603	4,603	5,641	5,809
TELEPHONE WIRELESS	1,370	912	880	-	-
PRINTING	67	-	300	300	300
GENERAL INSURANCE LIABILITY PREM	22,000	20,000	20,000	5,000	5,000
SUPP & MAT-GENERAL OFFICE	175,535	134,523	155,170	150,000	150,000
SUPP & MAT-COMPUTER HARDWARE	-	1,185	-	1,500	-
SUPP & MAT-COMPUTER SOFTWARE	-	1,524	3,000	1,504	805
SUPP & MAT-SMALL TOOLS	2,680	3,118	1,950	1,950	2,700
SUPP & MAT-SMALL EQUIPMENT	-	-	-	2,000	2,000
SUPP & MAT/UNIFORMS	1,307	851	2,500	2,500	2,500
FUEL	36,763	27,592	39,400	67,321	68,930
FLEET SERVICE COST-FIXED	83,140	91,547	91,547	90,571	90,571
DUES & SUBSCRIPTIONS	165	164	500	500	500
TRAVEL / TRAINING	763	350	750	750	750
OPERATING TOTAL	\$ 495,115	\$ 400,795	\$ 543,352	\$ 568,473	\$ 574,357
CAP OUT / EQUIPMENT	\$ -	\$ 29,277	\$ -	\$ -	\$ -
CAPITAL TOTAL	\$ -	\$ 29,277	\$ -	\$ -	\$ -
PW - STREET MAINTENANCE TOTAL	\$ 932,074	\$ 930,273	\$ 1,492,936	\$ 1,510,591	\$ 1,530,059

**PUBLIC WORKS - BUILDINGS & GROUNDS
DIVISION BUDGET SUMMARY**

	2016	2017	2018	2019	2020
SUMMARY OF EXPENSES	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
PERSONNEL	\$ 1,269,693	\$ 1,422,081	\$ 1,590,529	\$ 1,520,777	\$ 1,491,200
OPERATING	1,467,434	1,515,187	1,510,801	1,605,698	1,815,423
EXPENSES TOTAL	\$ 2,737,127	\$ 2,937,268	\$ 3,101,330	\$ 3,126,475	\$ 3,306,623

PUBLIC WORKS - BUILDINGS & GROUNDS BUDGET DETAIL

	2016	2017	2018	2019	2020
ACCOUNT DESCRIPTION	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
REGULAR-SALARIES	\$ 881,025	\$ 939,316	\$ 1,051,353	\$ 1,049,677	\$ 945,323
DECLARED EMERGENCY PAY	-	41,435	-	-	-
LONGEVITY	-	-	-	2,843	2,843
PART-TIME-SALARIES	-	3,003	-	-	-
OVERTIME-SALARIES	39,028	41,427	11,538	40,000	40,000
RETIREMENT	61,696	74,793	87,221	64,316	76,086
401K GENERAL	17,104	17,528	36,446	31,200	31,200
FICA	67,555	75,273	87,775	67,216	79,515
EDUCATION TRAINING ASST PROGRAM	-	682	-	-	-
GROUP LIFE INSURANCE	2,854	5,347	2,224	2,323	2,371
HEALTH INSURANCE	199,575	217,044	307,135	256,475	307,135
WORKERS COMP PREMIUM	-	3,961	3,959	4,750	4,750
GAFC EMPLOYER IN-KIND	854	2,273	2,878	1,977	1,977
PERSONNEL TOTAL	\$ 1,269,693	\$ 1,422,081	\$ 1,590,529	\$ 1,520,777	\$ 1,491,200

ACCOUNT DESCRIPTION	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
MAINT & REP / EQUIPMENT	\$ 1,576	\$ 7,009	\$ 34,000	\$ 25,000	\$ 25,000
MAINT & REP / VEHICLE	41,594	44,626	65,161	45,152	46,055
MAINT & REP / BUILDINGS	60,440	24,225	43,900	87,808	87,808
MAINT & REP / CITY (PUB) PK LOT	6,783	14,319	58,000	53,808	53,808
MAINT & REP / DEMOLITIONS	-	899	15,000	-	-
MAINT & REP / FLEET LABOR	64,166	74,445	73,533	80,330	82,740
MAINT & REP / COMMERCIAL LABOR	11,537	9,164	9,169	8,208	8,454
MAINT & REP / LANDFILL FEES	10,622	13,767	12,000	12,000	12,000
MAINT & REP / CEMETERY	20,735	24,450	20,000	20,000	-
CONTRACTED SERVICES	572,683	656,658	494,614	110,000	290,000
CONT SVCS / LAUNDRY	15,872	18,791	15,000	20,000	20,000
CONT SVCS / RADIO MAINTENANCE	6,455	8,171	7,511	8,608	8,816
CONT SVCS / COPIER MAINTENANCE	-	-	-	804	804
PRINTING	358	42	500	500	500
UTILITIES	315,949	194,307	348,534	350,000	350,000
UTILITIES / ELECTRIC & WATER	610	2,529	1,398	3,000	3,000
GENERAL INSURANC LIAB PREM	24,000	-	20,000	20,000	20,000
SUPP & MAT-GENERAL OFFICE	31,600	44,924	34,000	30,000	135,000
SUPP & MAT - FACILITIES EXP	-	-	-	-	-
CONCESSIONS	6,737	4,755	8,000	8,000	8,000
CONCESSIONS-SALES TAX	19	85	700	700	700
CONCESSIONS-UTILITY TAX	135,396	203,414	60,000	120,000	120,000
SUPP & MAT-COMPUTER HARDWARE	803	4,454	650	6,050	875
SUPP & MAT-COMPUTER SOFTWARE	5,445	4,084	4,206	4,902	5,049
SUPP & MAT-SMALL TOOLS	5,074	20,564	12,358	16,000	16,000
SUPP & MAT/UNIFORMS	3,908	3,997	6,000	8,000	8,000
FUEL	28,285	34,403	65,755	40,094	41,078
RENT/POOL CAR RENTALS	267	-	175	-	-
FLEET SERVICE COST-FIXED	70,040	75,432	75,432	62,736	62,736
DUES & SUBSCRIPTIONS	992	807	1,000	1,000	1,000
TRAVEL / TRAINING	2,304	723	4,205	2,000	2,000
SUPP & MAT/HOLIDAY DECORATIONS	5,356	3,361	5,000	6,000	6,000
SUPP & MAT/TREE REPLACE/LANDSC	17,830	20,783	15,000	454,998	400,000
OPERATING TOTAL	\$ 1,467,434	\$ 1,515,187	\$ 1,510,801	\$ 1,605,698	\$ 1,815,423
PW - BUILDINGS & GROUNDS TOTAL	\$ 2,737,127	\$ 2,966,545	\$ 3,101,330	\$ 3,126,475	\$ 3,306,623

**PUBLIC WORKS - ENGINEERING
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 607,016	\$ 848,816	\$ 939,303	\$ 969,184	\$ 998,781
OPERATING	1,569,458	1,585,788	1,835,162	1,797,469	1,887,918
EXPENSES TOTAL	\$ 2,176,474	\$ 2,434,604	\$ 2,774,465	\$ 2,766,653	\$ 2,886,699

PUBLIC WORKS - ENGINEERING BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 447,663	\$ 612,515	\$ 683,531	\$ 697,462	\$ 711,411
DECLARED EMERGENCY PAY	-	12,518	-	-	-
PART-TIME-SALARIES	-	-	5,403	5,403	5,403
OVERTIME-SALARIES	64	353	1,165	6,000	6,000
CAR ALLOWANCE	244	-	-	-	-
RETIREMENT	30,212	45,760	49,518	51,054	65,603
401K GENERAL	4,708	6,738	6,603	10,504	10,504
FICA	32,202	44,777	50,500	53,356	54,422
GROUP LIFE INSURANCE	1,873	4,037	1,323	1,589	1,622
HEALTH INSURANCE	89,770	119,979	139,271	139,271	139,271
WORKERS COMP PREMIUM	-	1,094	1,094	2,750	2,750
GAFC EMPLOYER IN-KIND	282	1,045	895	1,795	1,795
PERSONNEL TOTAL	\$ 607,016	\$ 848,816	\$ 939,303	\$ 969,184	\$ 998,781
MAINT & REP / VEHICLE	\$ 4,269	\$ 3,898	\$ 5,084	\$ 5,860	\$ 5,977
MAINT & REP / FLEET LABOR	4,955	4,897	10,081	6,674	6,875
MAINT & REP / COMMERCIAL LABOR	-	-	1,544	2,697	2,778
MAINT & REP / ENG COMM LABOR	1,793	3,273	316	-	-
MAINT & REP / RAILROAD CROSSING	62,949	12,965	29,000	29,000	29,000
MAINT & REP / BRIDGE INSPECTION	-	4,293	5,000	5,000	5,000
CONTRACTED SERVICES	2,370	-	80,000	5,000	100,000
CONT SVCS / COPIER MAINTENANCE	1,020	-	-	1,203	1,203
CONT SVCS / LAUNDRY	1,120	1,273	455	455	455
CONT SVCS / RADIO MAINTENANCE	1,666	2,058	1,938	2,290	2,350
TELEPHONE WIRELESS	-	-	5,563	-	-
ADVERTISING	-	248	1,500	750	750
PRINTING	1,477	2,048	2,000	2,000	2,000
UTILITIES / STREET LIGHTING	1,348,629	1,380,608	1,550,840	1,438,014	1,452,394
GENERAL INSURANC LIAB PREM	5,000	10,000	10,000	5,000	5,000
SUPP & MAT-GENERAL OFFICE	2,642	3,931	3,500	-	-
SUPP & MAT-COMPUTER HARDWARE	7,215	8,199	-	19,085	3,250
SUPP & MAT-COMPUTER SOFTWARE	6,349	12,913	14,470	24,196	25,400
SUPP & MAT-SMALL TOOLS	-	241	690	700	700
SUPP & MAT-SMALL EQUIPMENT	18,467	12	1,520	1,500	1,500
SUPP & MAT/UNIFORMS	522	455	910	950	950
FUEL	2,165	1,814	4,987	3,092	3,169
FLEET SERVICE COST-FIXED	13,840	18,864	18,864	12,072	15,509
DUES & SUBSCRIPTIONS	1,248	1,547	2,000	2,375	2,375
TRAVEL / TRAINING	4,362	2,566	3,500	5,000	5,000
SUPP & MAT / DRAFTING	-	-	3,000	-	-
SUPP & MAT/SIGNAL LAB	1,399	-	-	-	-
SUPP & MAT/SURVEYING	78	552	400	500	500
COG PROP STORMWATER UTIL FEES	75,924	109,133	78,000	224,056	215,783
OPERATING TOTAL	\$ 1,569,458	\$ 1,585,788	\$ 1,835,162	\$ 1,797,469	\$ 1,887,918
PW - ENGINEERING TOTAL	\$ 2,176,474	\$ 2,434,604	\$ 2,774,465	\$ 2,766,653	\$ 2,886,699

**PUBLIC WORKS - TRAFFIC SERVICES
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 750,023	\$ 802,142	\$ 793,403	\$ 778,399	\$ 790,325
OPERATING	410,042	406,421	402,936	386,982	451,791
EXPENSES TOTAL	\$ 1,160,064	\$ 1,208,563	\$ 1,196,339	\$ 1,165,381	\$ 1,242,116

PUBLIC WORKS - TRAFFIC SERVICES BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 529,569	\$ 542,824	\$ 539,495	\$ 517,681	\$ 528,033
DECLARED EMERGENCY PAY	-	26,549	-	-	-
PART-TIME-SALARIES	-	-	569	569	569
OVERTIME-SALARIES	10,645	5,630	10,261	5,000	5,000
RETIREMENT	36,376	42,080	34,965	37,894	38,652
401K GENERAL	7,872	7,582	7,420	11,440	11,440
FICA	39,734	42,203	37,973	39,603	40,395
EDUCATION TRAINING ASST PROG	386	-	-	-	-
GROUP LIFE INSURANCE	1,561	3,094	1,116	1,180	1,204
HEALTH INSURANCE	123,607	129,707	159,572	159,572	159,572
WORKERS COMP PREMIUM	-	1,644	1,643	4,500	4,500
GAFC EMPLOYER IN-KIND	273	829	389	960	960
PERSONNEL TOTAL	\$ 750,023	\$ 802,142	\$ 793,403	\$ 778,399	\$ 790,325
MAINT & REP / VEHICLE	9,593	6,514	9,600	6,578	6,709
MAINT & REP / FLEET LABOR	11,004	8,434	12,599	8,511	8,766
MAINT & REP / COMMERCIAL LABOR	13,503	6,569	16,808	6,117	6,301
CONTRACTED SERVICES	57,141	49,261	39,000	76,846	113,090
CONT SVCS / COPIER MAINTENANCE	640	-	-	382	382
CONT SVCS / LAUNDRY	5,648	5,253	4,647	4,647	4,647
CONT SVCS / RADIO MAINTENANCE	3,956	4,603	4,643	4,700	4,821
TELEPHONE WIRELESS	4,946	4,589	4,522	-	-
PRINTING	-	109	200	200	200
UTILITIES / TRAFFIC SIGNAL LIG	22,482	20,228	18,000	21,000	21,000
GENERAL INSURANC LIAB PREM	19,500	20,000	20,000	20,000	20,000
SUPP & MAT-GENERAL OFFICE	5,154	12,619	10,500	9,000	59,000
SUPP & MAT-COMPUTER HARDWARE	2,963	3,355	1,300	24,950	2,200
SUPP & MAT-COMPUTER SOFTWARE	-	-	-	5,601	5,780
SUPP & MAT-SMALL TOOLS	16,831	12,425	14,000	2,000	2,000
SUPP & MAT-SMALL EQUIPMENT	5,367	4,405	5,000	4,500	4,500
SUPP & MAT/UNIFORMS	1,332	433	700	700	700
FUEL	11,915	12,647	15,790	15,515	15,860
FLEET SERVICE COST-FIXED	10,700	16,677	16,677	32,535	32,535
DUES & SUBSCRIPTIONS	1,195	1,167	1,200	2,000	2,000
TRAVEL / TRAINING	3,433	1,103	2,000	4,000	4,000
SUPP & MAT/PAVEMENT MARKINGS	32,410	49,049	37,500	2,500	2,500
SUPP & MAT/SIGNAL LAB	6,364	5,051	5,250	2,700	2,800
SUPP & MAT/SIGN LAB	1,066	518	2,000	-	-
SUPP & MAT/SIGNS	59,461	44,645	60,000	52,000	52,000
SUPP & MAT/TRAFFIC SIGNAL MAIN	74,544	92,997	80,000	78,000	78,000
SUPP & MAT/BARRICADES	28,893	23,771	21,000	2,000	2,000
OPERATING TOTAL	\$ 410,042	\$ 406,421	\$ 402,936	\$ 386,982	\$ 451,791
PW - TRAFFIC SERVICES TOTAL	\$ 1,160,064	\$ 1,208,563	\$ 1,196,339	\$ 1,165,381	\$ 1,242,116

**PUBLIC WORKS - MPO
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
PERSONNEL	\$ 117,470	\$ 81,143	\$ 207,438	\$ 174,268	\$ 177,065
OPERATING	38,473	158,445	114,211	503,700	228,700
EXPENSES TOTAL	\$ 155,944	\$ 239,588	\$ 321,649	\$ 677,968	\$ 405,765

PUBLIC WORKS - MPO BUDGET DETAIL

ACCOUNT DESCRIPTION	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
REGULAR-SALARIES	\$ 86,845	\$ 59,581	\$ 151,160	\$ 121,425	\$ 123,854
RETIREMENT	5,862	4,333	11,035	8,888	9,066
401K GENERAL	784	564	1,591	2,080	2,080
FICA	6,223	4,287	11,035	9,289	9,474
GROUP LIFE INSURANCE	257	358	308	277	282
HEALTH INSURANCE	17,500	12,020	32,309	32,309	32,309
PERSONNEL TOTAL	\$ 117,470	\$ 81,143	\$ 207,438	\$ 174,268	\$ 177,065
CONTRACTED SERVICES	-	-	20,000	-	-
CONT SVCS / SPECIAL STUDY REIMB	18,476	152,982	60,711	490,000	215,000
ADVERTISING	4,056	2,960	5,000	5,000	5,000
PRINTING	31	-	650	700	700
SUPP & MAT-GENERAL OFFICE	382	1,192	1,000	1,000	1,000
SUPP & MAT-COMPUTER HARDWARE	-	-	2,350	-	-
SUPP & MAT-SMALL EQUIPMENT	13,410	-	20,000	-	-
DUES & SUBSCRIPTIONS	1,162	1,162	1,000	3,000	3,000
TRAVEL / TRAINING	957	150	3,500	4,000	4,000
OPERATING TOTAL	\$ 38,473	\$ 158,445	\$ 114,211	\$ 503,700	\$ 228,700
PW - MPO TOTAL	\$ 155,944	\$ 239,588	\$ 321,649	\$ 677,968	\$ 405,765

**PUBLIC WORKS - INTERGENERATIONAL CENTER
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATING	72,085	51,183	35,900	37,500	37,500
EXPENSES TOTAL	\$ 72,085	\$ 51,183	\$ 35,900	\$ 37,500	\$ 37,500

PUBLIC WORKS - INTERGENERATIONAL CENTER BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
MAINT & REP / BUILDINGS	691	1,608	6,000	6,000	6,000
CONTRACTED SERVICES	67,815	48,193	23,000	24,500	24,500
UTILITIES / ELECTRIC & WATER	3,580	1,382	4,000	4,000	4,000
SUP & MAT-GENERAL OFFICE	-	-	2,900	3,000	3,000
OPERATING TOTAL	\$ 72,085	\$ 51,183	\$ 35,900	\$ 37,500	\$ 37,500
PW - MPO TOTAL	\$ 72,085	\$ 51,183	\$ 35,900	\$ 37,500	\$ 37,500

COMMUNITY DEVELOPMENT

DEPARTMENT MISSION

The mission of the Community Development Department is to administer and implement policies, programs, and services authorized by the Greenville City Council that shape the physical environment of the City and provide services to the citizens of Greenville in a professional manner.

DIVISIONS

ADMINISTRATION

CODE ENFORCEMENT

HOUSING

INSPECTIONS

PLANNING

STRATEGIC PLANNING GOALS ASSIGNMENT

GOAL 1: BE A SAFE COMMUNITY

GOAL 2: BUILD GREAT PLACES THAT THRIVE BY: CREATING AND SUSTAINING COMPLETE NEIGHBORHOODS, GROWING A GREEN, RESILIENT CITY, MAKING A HEALTHY AND VIBRANT CITY ON “BOTH SIDES OF THE RIVER.”

GOAL 3: GROW THE ECONOMIC HUB OF EASTERN NORTH CAROLINA THROUGH PROACTIVE RECRUITMENT OF BUSINESS

GOAL 4: ENHANCE ACCESSIBLE TRANSPORTATION NETWORKS AND PUBLIC BUILDING, PUBLIC INFRASTRUCTURE DEVELOPMENT

GOAL 5: BUILD A HIGH PERFORMING ORGANIZATION, AND GOVERN WITH TRANSPARENCY AND FISCAL RESPONSIBILITY

DEPARTMENT PRIORITIES AND ACTION STEPS

Priority One: To guide and encourage growth and development as Greenville evolves into a more socially, economically and environmentally sustainable community

- Action Steps:**
- 1) Commitment to preservation of important assets
 - 2) Create a more walkable and livable community
 - 3) Improved built environment with high quality and choice
 - 4) Efficient use of public infrastructure

Priority Two: To collaborate with community partners to achieve a higher quality of life

- Action Steps:**
- 1) Capitalize on economic strengths through focused public investments

Priority Three: Build positive relationships with contractors, developers, design professionals, customers, owners, and the community

- Action Steps:**
- 1) Communicate clearly and comprehensively
 - 2) Fill new Development Liaison position

**COMMUNITY DEVELOPMENT
DEPARTMENT BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 1,953,629	\$ 2,058,957	\$ 2,042,747	\$ 2,427,885	\$ 2,481,383
OPERATING	531,287	406,218	519,545	420,185	404,772
EXPENSES TOTAL	\$ 2,484,916	\$ 2,465,175	\$ 2,562,292	\$ 2,848,070	\$ 2,886,155

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00
ASSISTANT CHIEF BUILDING INSPECTOR	0.00	0.00	0.00	1.00	1.00
BUILDING INSPECTOR	5.00	5.00	5.00	5.00	5.00
BUILDING INSP / PLAN REVIEWER	1.00	1.00	1.00	1.00	1.00
CHIEF BUILDING INSPECTOR	1.00	1.00	1.00	1.00	1.00
CHIEF PLANNER	1.00	1.00	1.00	1.00	1.00
CODE ENFORCEMENT OFFICER	0.00	5.00	5.00	5.00	5.00
CODE ENFORCEMENT SUPERVISOR	0.00	1.00	1.00	1.00	1.00
COMMUNITY RELATIONS OFFICER	1.00	1.00	1.00	1.00	1.00
DIRECTOR OF COMMUNITY DEVELOPMENT	1.00	1.00	1.00	1.00	1.00
DEVELOPMENT LAISION	0.00	0.00	0.00	1.00	1.00
ECONOMIC DEVELOPMENT MANAGER	1.00	0.00	0.00	0.00	0.00
GIS TECHNICIAN I	1.00	1.00	1.00	1.00	1.00
GIS TECHNICIAN II	1.00	1.00	1.00	0.00	0.00
LEAD CODE ENFORCEMENT OFFICER	0.00	1.00	1.00	1.00	1.00
LEAD PLANNER	1.00	1.00	1.00	1.00	1.00
NEIGHBORHOOD LIAISON/COMMOMBUD	1.00	1.00	1.00	1.00	1.00
PERMIT OFFICER	1.00	1.00	1.00	1.00	1.00
PLANNER I	2.00	2.00	2.00	2.00	2.00
PLANNER II	5.00	2.00	2.00	3.00	3.00
STAFF SUPPORT SPECIALIST I	1.00	1.00	1.00	1.00	1.00
STAFF SUPPORT SPECIALIST II	2.00	3.00	3.00	3.00	3.00
STAFF SUPPORT SPECIALIST III	1.00	0.00	0.00	0.00	0.00
POSITION TOTAL	28.00	31.00	31.00	33.00	33.00

COMMUNITY DEVELOPMENT BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 1,435,500	\$ 1,435,783	\$ 1,433,086	\$ 1,789,487	\$ 1,837,598
DECLARED EMERGENCY PAY	-	21,406	-	-	-
LONGEVITY	-	-	8,760	9,268	9,268
VACATION PAYOUT	-	-	5,935	-	-
SICK LEAVE INCENTIVE	-	-	5,684	-	-
WELLNESS INCENTIVE	-	-	1,700	-	-
PART-TIME-SALARIES	-	24,781	-	-	-
OVERTIME-SALARIES	20,860	23,589	16,500	16,500	16,500
RETIREMENT	98,217	107,833	121,716	129,705	132,299
401K GENERAL	19,627	20,350	23,868	32,240	32,240
FICA	107,492	110,103	121,716	135,553	138,264
EDUCATIONAL TRAINING ASST PROGRAM	939	5,013	2,123	2,123	2,123
GROUP LIFE INSURANCE	4,408	6,538	5,002	4,040	4,122
HEALTH INSURANCE	265,757	297,751	285,023	285,023	285,023
WORKERS COMP PREMIUM	-	2,878	7,672	9,500	9,500
WORKERS COMP LOSS	-	-	815	10,000	10,000
GAFC EMPLOYER IN-KIND	830	2,933	3,147	4,446	4,446
PERSONNEL TOTAL	\$ 1,953,629	\$ 2,058,957	\$ 2,042,747	\$ 2,427,885	\$ 2,481,383
MAINT & REP / EQUIPMENT	\$ -	\$ 565	\$ -	\$ -	\$ -
MAINT & REP / VEHICLE	4,854	4,089	2,773	3,269	3,335
MAINT & REP / FLEET LABOR	6,571	10,619	4,490	6,126	6,310
MAINT & REP / COMMERCIAL LABOR	-	1,189	711	1,323	1,362
MAINT & REP / COMM LABOR-UNINSUR	-	6,410	709	-	-
MAINT & REP / GRASS MOW/DEMO	7,710	49,050	96,554	45,000	45,000
MAINT & REP / PAY STATION	16,036	-	-	-	-
MISC-SPRING CLEAN UP	-	-	1,300	1,300	1,300
CONTRACTED SERVICES	115,067	30,905	38,600	33,940	33,990
CONT SVCS / ECONOMIC DEV FUNDS	152,851	898	-	-	-
CONT SVCS / COPIER MAINT	6,800	7,654	6,516	8,535	8,535
CONT SVCS / GRANTS	(3,139)	10,750	46,500	17,000	17,000
CONT SVCS / LAUNDRY	-	-	2,000	1,000	2,500
CONT SVCS / RADIO MAINTENANCE	450	731	-	254	261
TELEPHONE WIRELESS	10,288	12,927	14,732	15,405	15,405
ADVERTISING	-	-	1,000	1,000	1,000
PRINTING	5,734	7,726	15,200	18,000	21,500
GENERAL INSURANCE LIAB PREMIUM	16,914	14,000	19,000	19,000	19,000
GENERAL INSURANCE LIAB LOSS	-	140	-	15,000	15,000
SUPP & MAT-GENERAL OFFICE	25,863	32,231	37,500	28,978	23,328
SUPP & MAT-COMPUTER HARDWARE	10,671	17,463	11,400	19,010	2,400
SUPP & MAT-COMPUTER SOFTWARE	30,749	80,157	112,674	52,199	53,238
SUPP & MAT/SHORT/OVR RECEIPTS	110	-	-	-	-
SUPP & MAT / UNIFORMS	2,433	1,804	3,000	2,500	3,500
FUEL	4,042	7,311	6,395	8,470	8,682
RENT / POOL CAR RENTALS	24	407	149	-	-
FLEET SERVICE COST-FIXED	34,120	30,540	30,540	39,757	39,757
DUES & SUBSCRIPTIONS	8,480	7,690	7,753	7,429	7,429
TRAVEL / TRAINING	26,863	31,738	25,500	37,070	36,220
PAY STATION	13,326	-	-	-	-
SUPP & MAT / ML KING JR DR	98	-	-	-	-
SUPP & MAT / DONATIONS	798	-	-	-	-
SPECIAL EVENTS	25,278	34,223	14,549	18,620	18,720
FAÇADE GRANT AWARDS	8,295	5,000	20,000	20,000	20,000
OPERATING TOTAL	\$ 531,287	\$ 406,218	\$ 519,545	\$ 420,185	\$ 404,772
COMMUNITY DEVELOPMENT TOTAL	\$ 2,484,916	\$ 2,465,175	\$ 2,562,292	\$ 2,848,070	\$ 2,886,155

**COMMUNITY DEVELOPMENT - ADMINISTRATION
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 231,895	\$ 333,654	\$ 318,815	\$ 388,098	\$ 407,029
OPERATING	143,801	255,444	289,833	204,132	188,662
EXPENSES TOTAL	\$ 375,697	\$ 589,098	\$ 608,648	\$ 592,230	\$ 595,691

CD - ADMINISTRATION BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 170,867	\$ 244,473	\$ 225,000	\$ 284,278	\$ 302,384
DECLARED EMERGENCY PAY	-	2,133	-	-	-
LONGEVITY	-	-	2,879	2,910	2,910
VACATION PAYOUT	-	-	1,160	-	-
SICK LEAVE INCENTIVE	-	-	952	-	-
WELLNESS INCENTIVE	-	-	285	-	-
OVERTIME-SALARIES	2,545	3,855	-	-	-
RETIREMENT	11,704	18,035	20,506	19,891	20,288
401K GENERAL	2,173	2,741	3,182	4,160	4,160
FICA	12,462	17,667	20,506	20,787	21,203
GROUP LIFE INSURANCE	646	1,379	857	620	632
HEALTH INSURANCE	31,404	42,804	42,193	42,193	42,193
WORKERS COMP PREMIUM	-	480	480	2,000	2,000
WORKERS COMP LOSS	-	-	815	10,000	10,000
GAFC EMPLOYER IN-KIND	95	86	-	1,259	1,259
PERSONNEL TOTAL	\$ 231,895	\$ 333,654	\$ 318,815	\$ 388,098	\$ 407,029
MAINT & REP / VEHICLE	821	1,180	988	302	308
MAINT & REP / FLEET LABOR	855	5,495	1,555	-	-
MAINT & REP / COMMERCIAL LABOR	-	-	711	258	265
MAINT & REP / COMM LABOR-UNINSUR	-	6,410	709	-	-
CONTRACTED SERVICES	33,973	11,764	7,000	2,140	2,140
CONT SVCS / COPIER MAINT	6,800	7,654	6,516	8,535	8,535
CONT SVCS / GRANTS	(3,139)	10,750	46,500	17,000	17,000
TELEPHONE WIRELESS	10,288	12,927	14,732	15,405	15,405
PRINTING	969	2,051	6,750	9,000	9,000
GENERAL INSURANCE LIAB PREMIUM	6,766	14,000	14,000	15,000	15,000
GENERAL INSURANCE LIAB LOSS	-	140	-	15,000	15,000
SUPP & MAT-GENERAL OFFICE	3,433	12,423	10,000	7,512	7,500
SUPP & MAT-COMPUTER HARDWARE	10,671	17,463	11,400	19,010	2,400
SUPP & MAT-COMPUTER SOFTWARE	30,680	80,157	112,674	52,199	53,238
FUEL	217	659	1,555	-	-
RENT / POOL CAR RENTALS	24	178	149	-	-
FLEET SERVICE COST-FIXED	11,660	30,540	30,540	15,496	15,496
DUES & SUBSCRIPTIONS	1,121	1,986	2,505	955	955
TRAVEL / TRAINING	2,489	5,444	7,000	7,700	7,700
SUPP & MAT / ML KING JR DR	98	-	-	-	-
SUPP & MAT / DONATIONS	798	-	-	-	-
SPECIAL EVENTS	25,278	34,223	14,549	18,620	18,720
OPERATING TOTAL	\$ 143,801	\$ 255,444	\$ 289,833	\$ 204,132	\$ 188,662
CD - ADMINISTRATION TOTAL	\$ 375,697	\$ 589,098	\$ 608,648	\$ 592,230	\$ 595,691

COMMUNITY DEVELOPMENT - INSPECTIONS
DIVISION BUDGET SUMMARY

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 738,824	\$ 745,223	\$ 727,350	\$ 899,715	\$ 915,158
OPERATING	65,293	38,350	58,180	87,136	83,879
EXPENSES TOTAL	\$ 804,118	\$ 783,573	\$ 785,530	\$ 986,851	\$ 999,037

CD - INSPECTIONS BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 534,747	\$ 496,240	\$ 520,000	\$ 675,233	\$ 688,639
DECLARED EMERGENCY PAY	-	12,662	-	-	-
LONGEVITY	-	-	3,126	3,451	3,451
VACATION PAYOUT	-	-	2,212	-	-
SICK LEAVE INCENTIVE	-	-	1,919	-	-
WELLNESS INCENTIVE	-	-	574	-	-
PART-TIME-SALARIES	-	24,781	-	-	-
OVERTIME-SALARIES	18,099	13,468	5,500	5,500	5,500
RETIREMENT	37,255	37,970	40,878	49,061	50,042
401K GENERAL	7,390	6,773	7,956	11,440	11,440
FICA	40,873	40,319	40,878	51,273	52,298
GROUP LIFE INSURANCE	1,592	2,255	1,900	1,528	1,559
HEALTH INSURANCE	98,611	108,092	99,629	99,629	99,629
WORKERS COMP PREMIUM	-	1,918	1,918	2,000	2,000
GAFC EMPLOYER IN-KIND	257	745	860	600	600
PERSONNEL TOTAL	\$ 738,824	\$ 745,223	\$ 727,350	\$ 899,715	\$ 915,158
MAINT & REP / EQUIPMENT	\$ -	\$ 185	\$ -	\$ -	\$ -
MAINT & REP / VEHICLE	4,033	2,224	1,785	2,268	2,314
MAINT & REP / FLEET LABOR	5,716	2,577	2,935	3,021	3,112
CONTRACTED SERVICES	8,501	17,267	18,500	18,500	18,500
CONT SVCS / LAUNDRY	-	-	2,000	1,000	2,500
CONT SVCS / RADIO MAINTENANCE	450	731	-	254	261
PRINTING	459	411	950	1,000	1,000
GENERAL INSURANCE LIAB PREMIUM	4,000	-	5,000	4,000	4,000
SUPP & MAT-GENERAL OFFICE	7,843	3,942	9,000	11,750	5,828
SUPP & MAT-COMPUTER SOFTWARE	69	-	-	-	-
SUPP & MAT/SHORT/OVR RECEIPTS	110	-	-	-	-
SUPP & MAT / UNIFORMS	2,433	1,804	3,000	2,500	3,500
FUEL	3,804	4,282	4,840	4,842	4,963
RENT/POOL CAR RENTALS	-	229	-	-	-
FLEET SERVICE COST-FIXED	22,460	-	-	24,261	24,261
DUES & SUBSCRIPTIONS	1,458	1,050	1,170	1,140	1,140
TRAVEL / TRAINING	3,959	3,648	9,000	12,600	12,500
OPERATING TOTAL	\$ 65,293	\$ 38,350	\$ 58,180	\$ 87,136	\$ 83,879
CD - INSPECTIONS TOTAL	\$ 804,118	\$ 783,573	\$ 785,530	\$ 986,851	\$ 999,037

**COMMUNITY DEVELOPMENT - PLANNING
DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 711,224	\$ 578,493	\$ 586,264	\$ 637,902	\$ 648,839
OPERATING	36,977	34,012	67,678	59,521	62,008
EXPENSES TOTAL	\$ 748,201	\$ 612,505	\$ 653,942	\$ 697,423	\$ 710,847

CD - PLANNING BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 527,063	\$ 416,248	\$ 425,000	\$ 474,669	\$ 484,162
DECLARED EMERGENCY PAY	-	1,351	-	-	-
VACATION PAYOUT	-	-	1,446	-	-
SICK LEAVE INCENTIVE	-	-	1,596	-	-
WELLNESS INCENTIVE	-	-	477	-	-
OVERTIME-SALARIES	216	1,326	-	-	-
RETIREMENT	35,569	30,669	33,672	34,745	35,441
401K GENERAL	7,238	5,914	6,365	8,320	8,320
FICA	39,154	30,855	33,672	36,312	37,038
EDUCATIONAL TRAINING ASST PROG	939	1,485	1,989	1,989	1,989
GROUP LIFE INSURANCE	1,548	2,193	1,608	1,082	1,104
HEALTH INSURANCE	99,137	86,989	78,957	78,957	78,957
WORKERS COMP PREMIUM	-	480	480	500	500
GAFC EMPLOYER IN-KIND	360	983	1,002	1,328	1,328
PERSONNEL TOTAL	\$ 711,224	\$ 578,493	\$ 586,264	\$ 637,902	\$ 648,839
MAINT & REP / FLEET LABOR	\$ -	\$ 644	\$ -	\$ 1,085	\$ 1,118
CONTRACTED SERVICES	6,978	1,334	13,100	13,300	13,350
PRINTING	2,175	5,906	7,500	5,000	7,000
GENERAL INSURANCE LIAB PREMIUM	3,383	-	-	-	-
SUPP & MAT-GENERAL OFFICE	11,286	7,611	14,000	6,216	6,000
FUEL	21	-	-	786	806
DUES & SUBSCRIPTIONS	4,005	2,242	3,578	4,834	4,834
TRAVEL / TRAINING	9,128	11,276	9,500	8,300	8,900
FAÇADE GRANT AWARDS	-	5,000	20,000	20,000	20,000
OPERATING TOTAL	\$ 36,977	\$ 34,012	\$ 67,678	\$ 59,521	\$ 62,008
CD - PLANNING TOTAL	\$ 748,201	\$ 612,505	\$ 653,942	\$ 697,423	\$ 710,847

**COMMUNITY DEVELOPMENT - CODE ENFORCEMENT
 DIVISION BUDGET SUMMARY**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 6,882	\$ 399,810	\$ 410,318	\$ 502,170	\$ 510,357
OPERATING	7,710	59,315	103,854	69,396	70,223
EXPENSES TOTAL	\$ 14,592	\$ 459,125	\$ 514,172	\$ 571,566	\$ 580,580

CD - CODE ENFORCEMENT BUDGET DETAIL

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 4,940	\$ 278,756	\$ 263,086	\$ 355,307	\$ 362,413
DECLARED EMERGENCY PAY	-	4,511	-	-	-
LONGEVITY	-	-	2,755	2,907	2,907
VACATION PAYOUT	-	-	1,117	-	-
SICK LEAVE INCENTIVE	-	-	1,217	-	-
WELLNESS INCENTIVE	-	-	364	-	-
OVERTIME-SALARIES	-	4,939	11,000	11,000	11,000
RETIREMENT	362	21,098	26,660	26,008	26,528
401K GENERAL	90	4,901	6,365	8,320	8,320
FICA	366	21,202	26,660	27,181	27,725
EDUCATION TRAINING ASST PROGRAM	-	3,528	134	134	134
GROUP LIFE INSURANCE	11	-	637	810	827
HEALTH INSURANCE	1,093	59,760	64,244	64,244	64,244
WORKERS COMP PREMIUM	-	-	4,794	5,000	5,000
GAFC EMPLOYER IN-KIND	21	1,116	1,285	1,259	1,259
PERSONNEL TOTAL	\$ 6,882	\$ 399,810	\$ 410,318	\$ 502,170	\$ 510,357
MAINT & REP / EQUIPMENT	-	380	-	-	-
MAINT & REP / VEHICLE	-	686	-	699	713
MAINT & REP / FLEET LABOR	-	1,903	-	2,020	2,080
MAINT & REP / COMMERCIAL LABOR	-	1,189	-	1,065	1,097
MAINT & REP / GRASS MOW/DEMO	7,710	49,050	96,554	45,000	45,000
MISC-SPRING CLEAN UP	-	-	1,300	1,300	1,300
ADVERTISING	-	-	1,000	1,000	1,000
PRINTING	-	-	-	3,000	4,500
SUPP & MAT-GENERAL OFFICE	-	1,143	4,500	3,500	4,000
FUEL	-	2,370	-	2,842	2,913
DUES & SUBSCRIPTIONS	-	160	500	500	500
TRAVEL / TRAINING	-	2,433	-	8,470	7,120
OPERATING TOTAL	\$ 7,710	\$ 59,315	\$ 103,854	\$ 69,396	\$ 70,223
CD - CODE ENFORCEMENT TOTAL	\$ 14,592	\$ 459,125	\$ 514,172	\$ 571,566	\$ 580,580

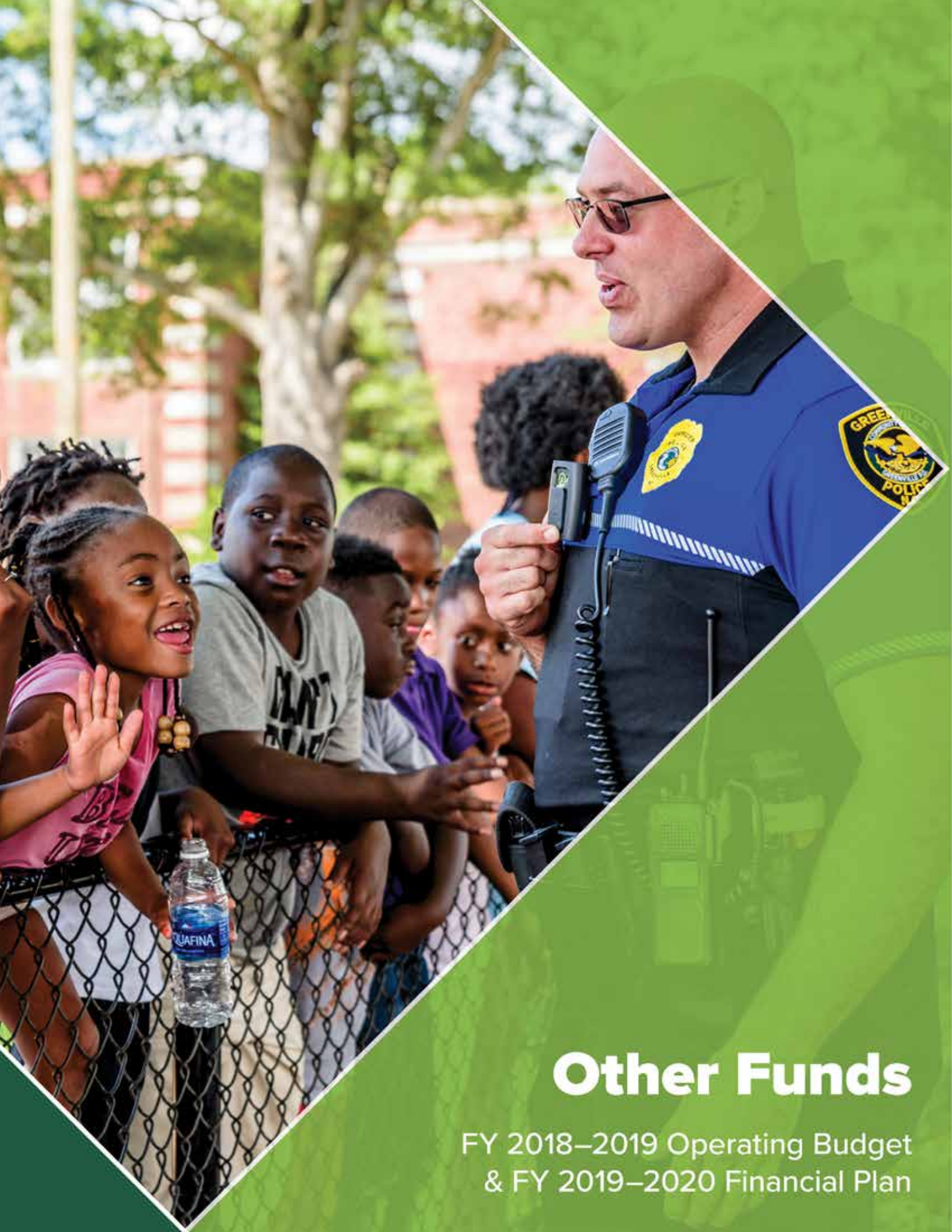
**TRANSFERS
BUDGET DETAIL**

Funds transferred to Debt Service, Public Transportation, Library Services, Housing, and Stormwater Utilities for payment of debt or support of services.

ACCOUNT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
TRANSFER TO KING GEORGE BRIDGE	\$ -	\$ 177,047	\$ -	\$ -	-
TRANSFER TO REC & PARKS PROJECT	250,000	1,466,864	-	-	-
TRANSFER TO S GREENVILLE REC CENTER	81,000	410,000	-	-	-
TRANSFER TO INTERMODAL TRANSPORT	109,136	-	-	-	-
TRANSFER TO FACILITIES IMPROVEMENT	1,579,180	1,590,000	1,542,000	1,400,000	1,400,000
TRANSFER TO STREET IMPROVEMENT PROGRAM	663,000	525,000	525,000	250,000	250,000
TRANSFER TO DEBT SERVICE FUND	4,281,286	4,812,928	4,737,002	4,737,002	4,737,002
TRANSFER TO CAPITAL RESERVE FUND	1,447,301	467,119	-	740,000	390,000
TRANSFER TO GENERAL FUND	2,574	2,500	-	-	-
TRANSFER TO SHEPPARD LIBRARY	1,162,192	1,197,058	1,232,969	1,269,958	1,308,057
TRANSFER TO CD CAPITAL PROJECTS FUND	-	1,040,000	-	-	-
TRANSFER TO HOME DIVISION	235,561	292,684	300,806	309,830	319,125
TRANSFER TO FEMA-HURRICANE IRENE	-	600	-	-	-
TRANSFER TO SPECIAL REVENUE GRANTS FUND	69,444	286,732	-	-	-
TRANSFER TO STORMWATER UTILITY FUND	479	7,000	-	-	-
TRANSFER TO TRANSIT FUND	712,963	565,269	603,781	771,894	790,551
TRANSFER TO EMERGENCY OPERATION CENTER	47,780	-	-	-	-
TRANSFER TO STREET IMPROVEMENT PROGRAM	475,000	1,175,000	1,675,000	2,500,000	2,500,000
TRANSFER TO PUBLIC WORKS CAPITAL PROJECTS	-	-	-	753,000	-
TRANSFERS TOTAL	\$ 11,116,896	\$ 14,015,800	\$ 10,616,558	\$ 12,731,684	\$ 11,694,735

**INDIRECT COSTS
BUDGET DETAIL**

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REIMBURSEMENT INDIRECT COSTS	\$ (1,390,870)	\$ (1,311,578)	\$ (1,459,519)	\$ (1,950,887)	\$ (1,950,887)
EXPENSES TOTAL	\$ (1,390,870)	\$ (1,311,578)	\$ (1,459,519)	\$ (1,950,887)	\$ (1,950,887)



Other Funds

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

This section will include the expenditures/expenses from the following funds:

- Debt Service
- Public Transportation - Transit
- Fleet Maintenance
- Sanitation
- Stormwater Utility
- Housing
- Capital Reserve
- Health
- Facilities Improvement
- Vehicle Replacement

The following expenses include all administrative, operations, maintenance, and capital detail.

DEBT SERVICE FUND BUDGET SUMMARY

The Debt Service Fund accounts for the payment of the City's debt. When payments are due, the General Fund transfers the needed funds into this fund for payment.

SUMMARY OF REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
OCCUPANCY TAX	\$ 520,822	\$ 765,973	\$ 711,932	\$ 726,490	\$ 740,127
TRANSFER FROM POWELL BILL	49,845	72,603	73,299	-	-
TRANSFER FROM GENERAL FUND	4,231,441	4,740,325	4,663,703	4,737,002	4,737,002
BOND PROCEEDS	6,185,392	-	-	-	-
ENERGY EFFICIENT REFUND	-	34,543	-	-	-
INVESTMENT EARNINGS	4,161	13,282	-	-	-
TOTAL	\$ 10,991,661	\$ 5,626,726	\$ 5,448,934	\$ 5,463,492	\$ 5,477,129

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PRINCIPAL PAYMENTS	\$ 3,808,442	\$ 3,927,446	\$ 4,682,088	\$ 4,433,476	\$ 4,526,269
INTEREST PAYMENTS	815,107	1,039,266	766,846	1,030,016	950,860
CLOSING COSTS	6,248,200	11,651	-	-	-
TRANSFERS OUT	102,500	-	-	-	-
OTHER	56,050	-	-	-	-
TOTAL	\$ 11,030,299	\$ 4,978,363	\$ 5,448,934	\$ 5,463,492	\$ 5,477,129

**DEBT SERVICE FUND
BUDGET DETAIL**

REVENUE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
OCCUPANCY TAX	\$ 520,822	\$ 765,973	\$ 711,932	\$ 726,490	\$ 740,127
TRANSFER FROM POWELL BILL	49,845	72,603	73,299	-	-
TRANSFER FROM GENERAL FUND	4,231,441	4,740,325	4,663,703	4,737,002	4,737,002
BOND PROCEEDS	6,185,392	-	-	-	-
ENERGY EFFICIENT REFUND	-	34,543	-	-	-
INVESTMENT EARNINGS	4,161	13,282	-	-	-
DEBT SERVICE REVENUE TOTAL	\$ 10,991,661	\$ 5,626,726	\$ 5,448,934	\$ 5,463,492	\$ 5,477,129

EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
SVC CHG / CITY BOND ISSUE COST	48,959	150	-	-	-
SVC CHG / COLLECTION FEE	7,091	11,501	-	-	-
PRINCIPAL	-	75,000	-	150,000	150,000
PRIN / CITY PUBLIC INPRV 98	300,000	-	-	-	-
PRIN / CONVENTION CENTER BONDS	425,000	440,000	450,000	465,000	475,000
PRIN / CITY PUBLIC IMPROVEMENT	-	125,000	640,000	-	-
PRIN / CVA EXP SPEC REV	45,000	55,000	75,000	90,000	110,000
PRIN / 2006-2007 GO ISSUANCE	291,000	-	-	-	-
PRIN / 2011 GO BOND	165,000	160,000	160,000	160,000	160,000
PRIN / 2012 REFIN 04 & 09 OBLIG	2,000,000	1,900,000	1,845,000	1,790,000	1,740,000
PRIN / GESC EQUIPMENT LEASE	131,190	138,582	146,035	153,752	161,741
PRIN / INSTALLMENT 2014 PARK D	333,170	333,170	333,170	333,170	333,170
PRINCIPAL / SOUTH GREENVILLE	75,000	150,000	150,000	150,000	150,000
PRIN / 2016 GO REFUNDING (06 & 03)	43,082	550,694	481,604	975,000	955,000
PRIN / 2016 STREETS	-	-	-	166,554	291,358
INTEREST	-	18,398	-	24,503	21,533
INTEREST / CITY PUB IMPROV 98	19,125	5,625	-	-	-
INTEREST / CONVENTION CTR BONDS	79,330	67,180	54,332	41,327	27,889
INTEREST / CVA EXP SPEC REV	135,850	134,388	132,600	130,163	127,238
INTEREST / CITY PUBLIC IMPROVEMENT	-	-	445,866	-	-
INTEREST / 2002-03 2/3RDS GO	8,711	-	-	-	-
INTEREST / 2006-07 GO ISSUE	35,681	-	-	-	-
INTEREST / 2011 GO BOND	83,740	80,440	77,240	73,240	70,840
INTEREST / 2012 REFIN 04 & 09 OBLIG	207,694	176,252	146,280	73,240	70,840
INTEREST / GESC EQUIPMENT LEASE	58,796	55,357	51,936	48,333	44,540
INTEREST / 2014 INSTALLMENT PAR	148,885	138,057	127,229	116,401	105,573
INT / SOUTH GREENVILLE	26,743	52,669	48,694	44,719	40,744
INT / 2016 GO REFUNDING 06&03	10,553	151,817	83,948	153,090	134,663
INT / 2016 STREETS	-	159,083	-	325,000	307,000
PAYMENT TO REFUNDING AGENT	6,248,200	-	-	-	-
TRANSFER TO SOUTH GREENVILLE	102,500	-	-	-	-
DEBT SERVICE EXPENSE TOTAL	\$ 11,030,299	\$ 4,978,363	\$ 5,448,934	\$ 5,463,492	\$ 5,477,129

PUBLIC TRANSPORTATION (TRANSIT) FUND BUDGET SUMMARY

Planning activities remain approximately the same and are reimbursed at 80% from Federal funds. Federal operating funding remains at 50% of the total. Capital items and ADA service and preventative maintenance items requested are reimbursable at 80% Federal share.

SUMMARY OF REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
GRANT INCOME	\$ 1,642,200	\$ 1,462,706	\$ 1,757,197	\$ 2,098,993	\$ 2,107,543
BUS FARE/TICKET SALES	281,058	238,517	380,014	379,035	389,938
OTHER REVENUES	2,759	2,625	-	-	-
TRANSFER FROM GENERAL FUND	712,963	565,269	603,781	771,894	790,551
APPROPRIATED FUND BALANCE	-	-	117,399	-	-
TOTAL	\$ 2,638,980	\$ 2,269,117	\$ 2,858,391	\$ 3,249,922	\$ 3,288,032

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 1,114,245	\$ 1,224,564	\$ 1,177,241	\$ 1,157,856	\$ 1,180,747
OPERATING	1,087,378	820,813	1,141,561	1,564,037	1,564,499
CAPITAL IMPROVEMENTS	347,945	299,721	539,589	528,029	542,786
OTHER	(419,782)	125,650	-	-	-
TOTAL	\$ 2,129,786	\$ 2,470,748	\$ 2,858,391	\$ 3,249,922	\$ 3,288,032

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
ASSISTANT DIRECTOR FOR PUBLIC WORKS	0.00	0.00	0.30	0.30	0.30
DIRECTOR OF PUBLIC WORKS	0.15	0.15	0.15	0.15	0.15
LEAD TRANSIT DRIVER	2.00	2.00	2.00	2.00	2.00
PUBLIC WORKS OPERATIONS MANAGER	0.30	0.30	0.00	0.00	0.00
STAFF SUPPORT SPECIALIST II	0.50	0.50	0.50	0.50	0.50
TRANSIT DRIVER	11.00	11.00	11.00	11.00	11.00
TRANSIT COORDINATOR / DPT	0.75	0.75	0.75	0.75	0.75
TRANSIT MANAGER	1.00	1.00	1.00	1.00	1.00
TRANSIT SUPERVISOR	0.00	0.00	0.00	2.00	2.00
POSITION TOTAL	15.70	15.70	15.70	17.70	17.70

**PUBLIC TRANSPORTATION (TRANSIT) FUND
BUDGET DETAIL**

REVENUE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
RSTRC INTGV / OPERATING GRANT	1,302,594	1,086,638	1,434,397	1,771,993	1,771,993
RSTRC INTGV / PLANNING GRANT	33,552	49,558	37,800	42,000	42,000
RSTRC INTGV / STATE MAIN ASSIST	306,054	326,510	285,000	285,000	293,550
PBL WORKS / BUS FARES	200,667	173,113	255,297	255,297	262,956
PBL WRKS / BUS TICKET SALES	67,623	50,622	108,149	108,149	111,393
PBL WRKS / PITT CO BUS SERVICE	3,143	4,650	4,871	4,871	4,871
PBL WRKS / HAMMOCK SOURCE	707	833	974	974	974
PBL WRKS / CONVERGYS	943	-	979	-	-
FLEET / PITT COM COLL BUS FARES	7,068	9,300	9,744	9,744	9,744
TRANSFERS / TRANS FROM GF	712,963	565,269	603,781	771,894	790,551
FUND BALANCE APPROPRIATED	-	-	117,399	-	-
MISC REV / MISCELLANEOUS	2,759	1,014	-	-	-
PBL WRKS / CHARTER SERVICE	906	1,610	-	-	-
TRANSIT REVENUE TOTAL	\$ 2,638,980	\$ 2,269,117	\$ 2,858,391	\$ 3,249,922	\$ 3,288,032

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EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 683,767	\$ 736,978	\$ 687,743	\$ 663,664	\$ 683,574
DECLARED EMERGENCY PAY	-	7,170	-	-	-
PART-TIME-SALARIES	107,167	116,412	155,000	155,000	155,000
OVERTIME-SALARIES	14,262	27,204	5,000	5,000	5,000
CAR ALLOWANCE	366	-	360	360	360
RETIREMENT	44,847	49,363	46,892	48,580	50,038
401K GENERAL	11,782	11,882	12,246	10,647	10,647
FICA	57,194	58,575	51,148	50,770	52,293
GROUP LIFE INSURANCE	1,704	2,799	1,449	1,422	1,422
HEALTH INSURANCE	138,899	156,611	156,326	150,413	150,413
WORKERS COMP PREMIUM	2,300	2,500	2,500	10,000	10,000
WORKERS COMP LOSS	51,174	52,482	35,000	62,000	62,000
UNEMPLOYMENT	-	-	8,665	-	-
GAFC EMPLOYER IN-KIND	783	2,587	953	-	-
PERSONNEL TOTAL	\$ 1,114,244	\$ 1,224,564	\$ 1,163,282	\$ 1,157,856	\$ 1,180,747
FLEET SERVICE COST-FIXED	74,564	77,050	77,050	79,362	81,742
MAINT & REP / PARTS	(1,716)	-	-	-	-
CONTRACTED SERVICES	21,547	2,684	18,075	397,494	369,585
CONT SVCS / COPIER MAINT-CITY WIDE	1,105	527	1,727	1,860	1,860
CONT SVS / LAUNDRY	11,704	13,640	10,000	10,300	10,609
TELEPHONE WIRELESS	1,135	1,166	1,128	1,172	1,172
ADVERTISING	6,025	168	7,200	7,416	7,638
PRINTING	3,600	564	9,200	9,476	9,760
GENERAL INS LIAB PREM	44,500	40,000	40,000	50,000	50,000
GENERAL INS LIAB LOSS	5,894	4,765	40,000	40,000	40,000
SUPP & MAT-GENERAL OFFICE	5,945	412	17,952	14,177	14,603
SUPP & MAT-TIRES/DRIV SUP/FARE	4,236	9,992	23,500	27,810	28,644
SUPP & MAT-COMPUTER HARDWARE	704	413	3,000	750	-
SUPP & MAT-COMPUTER SOFTWARE	-	-	-	748	748
SUPP & MAT / UNIFORMS	2,313	395	3,000	3,090	3,183
FUEL	150,113	167,550	200,000	190,494	194,967
RENT/POOL CAR RENTALS	4	433	-	530	540
DUES & SUBSCRIPTIONS	600	-	1,000	1,030	1,060
TRAVEL / TRAINING	1,519	2,075	2,800	7,000	7,000
DEPRECIATION	218,797	171,065	-	-	-
INDIRECT / RENTAL SPACE	-	-	24,000	11,744	12,128
INDIRECT / ADMIN HOURS	108,300	-	138,801	142,965	147,254
INDIRECT / MONEY COUNTY	15,099	19,686	2,500	18,025	18,566
MAINT & REP / VEHICLE	-	-	-	150,091	153,093
MAINT & REP / BLDG & GRNDS	-	-	60,000	41,200	42,436
MAINT & REP / FLEET LABOR	198,088	191,942	197,375	197,677	203,608
MAINT & REP / COMMERCIAL LABOR	162,696	51,741	89,412	48,880	50,346
CONTRACTED SERVICES	45,166	55,802	202,500	91,897	94,543
CONT SVCS / RADIO MAINTENANCE	3,955	4,843	6,000	6,180	6,365
SUPP & MAT-GENERAL OFFICE	1,485	-	12,300	12,669	13,049
CONTRA EXPENSE	(419,782)	3,898	-	-	-
OPERATING TOTAL	\$ 667,597	\$ 820,813	\$ 1,188,520	\$ 1,564,037	\$ 1,564,499
LOSS ON DISPOSAL OF ASSET	\$ -	\$ -	\$ -	\$ -	\$ -
CAP OUT / EQUIPMENT	-	-	84,399	86,931	89,540
CAP OUT / BUS SHELTER / OTHER	2,724	11,806	24,000	36,194	36,194
CAP OUT / VEH SP PARTS	157,665	144,963	208,143	209,156	215,431

EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
CAP OUT / ADA SERVICES	179,791	142,952	190,047	195,748	201,621
TRANSIT CAPITAL	7,765	-	-	-	-
TRANSFERS OUT	-	125,650	-	-	-
CAPITAL TOTAL	\$ 347,945	\$ 425,371	\$ 506,589	\$ 528,029	\$ 542,786
TRANSIT EXPENSE TOTAL	\$ 2,129,786	\$ 2,470,748	\$ 2,858,391	\$ 3,249,922	\$ 3,288,032

FLEET MAINTENANCE FUND BUDGET SUMMARY

The Fleet Maintenance Fund has been established as an internal service fund to account for charge-backs to the respective departments of the City for labor, fuel, and parts for items needed to maintain City vehicles. The creation of this fund will assist the City in more accurately reflecting the true costs of the vehicle maintenance by department.

SUMMARY OF REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
FUEL MARKUP	\$ 935,828	\$ 1,070,366	\$ 1,222,336	\$ 1,190,882	\$ 1,219,789
LABOR FEES	1,261,071	1,393,182	1,136,773	1,411,373	1,453,714
PARTS MARKUP	1,208,087	1,302,579	1,471,233	1,329,829	1,356,425
COMMERCIAL LABOR MARKUP	613,651	519,565	496,796	464,742	478,684
OTHER REVENUES	40,163	2,342	9,933	34,330	35,180
TOTAL	\$ 4,058,800	\$ 4,288,034	\$ 4,337,071	\$ 4,431,156	\$ 4,543,792

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 1,364,193	\$ 1,509,416	\$ 1,466,383	\$ 1,504,692	\$ 1,540,262
OPERATING	2,585,079	2,651,133	2,870,688	2,895,464	2,968,530
CAPITAL OUTLAY	-	13,493	-	31,000	35,000
TRANSFER TO GENERAL FUND	8,487	-	-	-	-
OTHER	(19,344)	37,624	-	-	-
TOTAL	\$ 3,938,415	\$ 4,211,666	\$ 4,337,071	\$ 4,431,156	\$ 4,543,792

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
ASSISTANT DIRECTOR OF PUBLIC WORKS	0.00	0.00	0.00	0.30	0.30
AUTO SERVICE WORKER	1.00	1.00	1.00	1.00	1.00
FLEET SUPERINTENDENT	1.00	1.00	1.00	1.00	1.00
MASTER MECHANIC	10.00	10.00	10.00	10.00	10.00
MECHANIC SUPERVISOR	2.00	2.00	2.00	2.00	2.00
PAINT/BODY TECHNICIAN	1.00	1.00	1.00	1.00	1.00
PARTS MANAGER	1.00	1.00	1.00	1.00	1.00
PUBLIC WORKS OPERATIONS MGR	0.30	0.30	0.30	0.00	0.00
STAFF SUPPORT SPECIALIST II	1.00	1.00	1.00	1.00	1.00
WELDER	1.00	1.00	1.00	1.00	1.00
POSITION TOTAL	18.30	18.30	18.30	18.30	18.30

**FLEET MAINTENANCE FUND
BUDGET DETAIL**

REVENUE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
FLEET / LABOR FEES	\$ 1,261,071	\$ 1,393,182	\$ 1,136,773	\$ 1,411,373	\$ 1,453,714
FLEET / POOL CAR RENTALS	5,246	2,759	9,933	2,184	2,228
FLEET / PARTS MARKUP	1,208,087	1,302,579	1,471,233	1,329,829	1,356,425
FLEET / COMM LABOR & MARKUP	613,651	518,933	496,796	466,320	480,309
FLEET / AIRPORT FUEL	1,130	1,063	3,250	1,400	1,435
PBL WRKS / HOUSING AUTHORITY FUEL	21,107	22,362	36,000	28,000	28,700
PBL WRKS / FUEL MARKUP	935,828	1,070,366	1,183,086	1,190,882	1,219,789
FLEET / LIBRARY FLEET PARTS	80	(55)	-	1,168	1,192
FLEET / LIBRARY FLEET LABOR	-	679	-	-	-
OTHER INCOME / RECY SCRAP METAL	-	2,465	-	-	-
MISC REV / MISCELLANEOUS	12,599	(26,298)	-	-	-
FLEET MAINTENANCE REVENUE TOTAL	\$ 4,058,800	\$ 4,288,034	\$ 4,337,071	\$ 4,431,156	\$ 4,543,792

EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 954,810	\$ 992,288	\$ 1,001,614	\$ 1,031,278	\$ 1,062,217
DECLARED EMERGENCY PAY	-	9,276	-	-	-
OVERTIME-SALARIES	21,163	64,409	5,000	5,000	5,000
TOOL ALLOWANCE	6,500	13,000	11,800	11,800	11,800
RETIREMENT	65,381	78,028	68,287	75,490	77,754
401K GENERAL	13,755	14,470	14,274	14,820	14,820
FICA	70,342	76,648	72,886	78,893	81,260
EDUCATIONAL TRAINING ASST PROG	-	-	1,000	1,000	1,000
GROUP LIFE INSURANCE	2,740	4,314	2,196	2,401	2,401
HEALTH INSURANCE	227,644	250,420	265,500	270,010	270,010
WORKERS COMP PREMIUM	1,000	3,987	3,987	4,000	4,000
WORKERS COMP LOSS	-	-	-	10,000	10,000
GAFC EMPLOYER IN-KIND	858	2,576	2,451	-	-
PERSONNEL TOTAL	\$ 1,364,193	\$ 1,509,416	\$ 1,448,995	\$ 1,504,692	\$ 1,540,262
MAINT & REP / EQUIPMENT	\$ 2,428	\$ 18,647	\$ 18,500	\$ 18,000	\$ 18,000
MAINT & REP / VEHICLE	15,313	17,915	18,655	17,161	17,504
MAINT & REP / BUILDINGS	14,661	15,278	15,000	15,000	15,000
MAINT & REP / FLEET LABOR	10,761	16,987	7,167	17,695	18,225
MAINT & REP / COMMERCIAL LABOR	6,938	19,057	3,880	16,996	17,506
MAINT & REP / UNDERGROUND STOR	12,227	8,891	15,000	15,500	15,500
CONTRACTED SERVICES	5,050	9,315	25,000	20,000	20,000
CONT SVCS / COPIER MAINT	1,835	1,884	2,100	1,884	1,884
CONT SVCS / LAUNDRY	9,779	13,085	7,180	15,000	15,000
CONT SVCS / RADIO MAINTENANCE	4,165	4,486	4,961	5,132	5,287
TELEPHONE WIRELESS	1,159	1,356	1,128	1,397	1,397
PRINTING	-	-	400	400	400

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EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
GENERAL INS LIAB PREM	14,500	15,000	15,000	14,000	14,000
GENERAL INS LIAB LOSS	-	-	-	4,000	4,000
SUPP & MAT-GENERAL OFFICE	22,429	25,725	29,065	30,000	30,000
SUPP & MAT-COMPUTER HARDWARE	1,332	982	1,060	10,050	3,500
SUPP & MAT-COMPUTER SOFTWARE	14,208	12,944	12,991	14,426	15,120
SUPP & MAT-SMALL TOOLS	11,585	14,041	12,000	20,000	20,000
SUPP & MAT/SHORT/OVR INVENTORY	-	-	-	-	-
SUPP & MAT/UNIFORMS	2,979	352	6,500	5,000	5,000
FUEL	825,638	900,240	1,110,000	1,220,282	1,249,924
RENT/POOL CAR RENTALS	634	824	1,527	-	-
FLEET SERVICE COST-FIXED	25,520	20,364	33,444	26,989	26,989
FUEL - HOUSING AUTHORITY	-	-	35,900	28,000	28,700
FUEL - AIRPORT	-	-	3,300	1,400	1,435
SUSPENSE-CLEAR OUT FLEET PO'S	-	(323)	-	-	-
DUES & SUBSCRIPTIONS	3,862	4,625	15,000	15,000	15,000
TRAVEL/TRAINING	4,231	4,924	5,000	5,000	5,000
SUPP & MAT/INVENTORY EXPENSE	1,573,848	1,524,535	997,300	1,330,997	1,357,617
CONTINGENCIES	-	-	467,518	26,155	46,542
PENSION	(19,344)	28,074	-	-	-
OPERATING TOTAL	\$ 2,565,735	\$ 2,679,207	\$ 2,864,576	\$ 2,895,464	\$ 2,968,530
CAP OUT / EQUIPMENT	-	23,043	23,500	31,000	35,000
TRANSFERS	8,487	-	-	-	-
CAPITAL TOTAL	\$ 8,487	\$ 23,043	\$ 23,500	\$ 31,000	\$ 35,000
FLEET MAINTENANCE EXPENSE TOTAL	\$ 3,938,415	\$ 4,211,666	\$ 4,337,071	\$ 4,431,156	\$ 4,543,792

**SANITATION FUND
BUDGET SUMMARY**

The Sanitation Fund is established to account for the user charges, fees, and all operating costs associated with the operation of the Sanitation Division operated through the Public Works Department of the City. The Sanitation Division offers comprehensive solid waste services such as garbage, recyclable, bulky trash, leaf collection, as well as mosquito and rodent control.

SUMMARY OF REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REFUSE FEES	\$ 7,307,613	\$ 6,997,377	\$ 7,449,600	\$ 7,524,096	\$ 7,599,360
CART & DUMPSTER SALES	66,866	108,118	94,880	122,500	122,500
OTHER REVENUES	85,529	96,435	74,806	196,500	196,500
TOTAL	\$ 7,460,008	\$ 7,201,930	\$ 7,619,286	\$ 7,843,096	\$ 7,918,360

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 2,951,139	\$ 2,945,638	\$ 3,135,859	\$ 2,833,368	\$ 2,898,622
OPERATING	2,837,337	3,680,211	3,963,668	4,489,969	4,499,979
CAPITAL	326,401	30,210	101,606	150,000	150,000
DEBT SERVICE	58,942	24,437	168,153	119,759	119,759
TRANSFER TO GENERAL FUND	-	35,620	-	-	-
TRANSFER TO VRF	-	237,816	250,000	250,000	250,000
TOTAL	\$ 6,173,819	\$ 6,953,932	\$ 7,619,286	\$ 7,843,096	\$ 7,918,360

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20	0.20
SANITATION MANAGER	1.00	1.00	1.00	1.00	1.00
SANITATION ROUTE SUPERVISOR	1.00	1.00	1.00	1.00	1.00
RECYCLING COORDINATOR	1.00	1.00	1.00	1.00	1.00
SANITATION OPERATIONS SUPERVISOR	1.00	1.00	1.00	1.00	1.00
SANITATION SUPERVISOR	1.00	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	0.25	0.25	0.25	0.25	0.25
PESTICIDE CONTROL OFFICER	1.00	1.00	1.00	1.00	1.00
SANITATION CREW LEADER I	5.00	5.00	5.00	5.00	5.00
SANITATION CREW LEADER II	16.00	16.00	16.00	16.00	16.00
REFUSE COLLECTOR	35.00	35.00	35.00	35.00	35.00
POSITION TOTAL	62.45	62.45	62.45	62.45	62.45

**SANITATION FUND
BUDGET DETAIL**

REVENUE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PBL WRKS / EXTRA PICKUP	\$ -	\$ -	\$ 5,400	\$ 1,000	\$ 1,000
PBL WRKS / REFUSE FEES	7,307,613	6,997,391	7,449,600	7,524,096	7,599,360
PBL WRKS / CART AND DUMPSTER	66,866	108,118	94,880	122,500	122,500
INVESTMENT / INTEREST ON CHECKIN	76	126	-	-	-
OTHER INCOME / RECY SCRAP METAL	6,276	1,745	10,552	2,000	2,000
MISC REV / MISCELLANEOUS	23,623	35,549	-	134,500	134,500
OTHER INCOME / SOLID WASTE TAX	55,554	59,001	58,854	59,000	59,000
SANITATION REVENUE TOTAL	\$ 7,460,008	\$ 7,201,930	\$ 7,619,286	\$ 7,843,096	\$ 7,918,360

EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 1,949,001	\$ 1,813,850	\$ 1,960,702	\$ 1,891,936	\$ 1,948,694
DECLARED EMERGENCY PAY	-	44,642	-	-	-
PART-TIME-SALARIES	25,766	16,301	18,000	-	-
OVERTIME-SALARIES	32,142	71,589	15,000	15,000	15,000
CAR ALLOWANCE	488	-	1,260	1,260	1,260
RETIREMENT	130,722	141,295	137,771	138,490	142,644
401K GENERAL	40,336	37,793	40,911	37,596	37,596
FICA	142,011	139,699	146,440	144,733	149,075
EDUCATIONAL TRAINING ASST PROG	-	2,250	-	1,860	1,860
GROUP LIFE INSURANCE	5,821	10,895	4,442	4,056	4,056
HEALTH INSURANCE	618,649	639,061	713,236	573,437	573,437
WORKERS COMP PREMIUM	2,400	17,535	20,000	10,000	10,000
WORKERS COMP LOSS	1,058	1,845	35,000	15,000	15,000
GAFC EMPLOYER IN-KIND	2,746	8,883	5,913	-	-
PERSONNEL TOTAL	\$ 2,951,139	\$ 2,945,638	\$ 3,098,675	\$ 2,833,368	\$ 2,898,622
MAINT & REP / EQUIPMENT	\$ 4,549	\$ -	\$ -	\$ -	\$ -
MAINT & REP / VEHICLE	405,623	378,784	449,630	386,352	394,079
MAINT & REP / BUILDINGS	-	17	10,000	10,000	10,000
MAINT & REP / FLEET LABOR	287,946	301,486	253,458	310,129	319,433
MAINT & REP / COMMERCIAL LABOR	40,941	95,350	101,877	96,380	99,272
MAINT & REP / DUMPSTERS	81,678	89,777	106,800	130,000	130,000
MAINT & REP / ROLLOUTS	57,482	35,037	56,000	60,000	60,000
CONTRACTED SERVICES	195,720	195,019	264,640	260,000	260,000
CONT SVCS / COPIER MAINT	527	527	527	526	526
CONT SVCS / LAUNDRY	48,405	47,134	49,000	54,000	54,000
CONT SVCS / RADIO MAINTENANCE	9,952	10,418	10,418	11,075	11,371
TELEPHONE WIRELESS	5,693	5,587	5,217	6,308	6,308
PRINTING	2,751	2,516	6,000	5,000	5,000
GENERAL INS LIAB PREM	49,162	60,000	60,000	60,000	60,000
GENERAL INS LIAB LOSS	191,639	(70,561)	40,000	40,000	40,000
SUPP & MAT-GENERAL OFFICE	15,247	13,832	86,387	110,000	110,000
SUPP & MAT-COMPUTER HARDWARE	997	1,185	1,296	1,750	11,250
SUPP & MAT-COMPUTER SOFTWARE	3,150	3,371	1,300	3,860	4,129
SUPP & MAT-SMALL TOOLS	2,480	6,593	5,000	5,000	5,000
SUPP & MAT/SHORT/OVR INVENTORY	-	-	-	-	-
SUPP & MAT/UNIFORMS	8,247	3,987	12,500	13,100	13,100
FUEL	219,792	288,513	242,270	242,270	242,270
RENT/POOL CAR RENTALS	-	-	370	370	370
FLEET SERVICE COST-FIXED	352,741	1,295,000	1,295,000	1,158,176	1,074,380
SUSPENSE ACCOUNT / CONTINGENCIES	-	-	-	580,011	643,829
DUES & SUBSCRIPTIONS	385	644	1,000	1,000	1,000
PRIN / 2006 PUBLIC IMPROVEMENT	-	-	-	-	-
INT / 2006 PUBLIC IMPROVEMENT	24,443	24,437	-	-	-
TRAVEL/TRAINING	3,932	4,773	4,500	7,000	7,000
SUPP & MAT/RECYCLING	10,059	8,358	20,000	20,000	20,000
COMPOSTING SITE	-	1,080	3,000	3,000	3,000
INDIRECT COST / REIMB	862,157	888,022	914,662	914,662	914,662

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EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PENSION EXPENSE	(48,359)	13,764	-	-	-
TRANSFER TO DEBT SERVICE	-	-	119,759	119,759	119,759
TRANSFER TO GENERAL FUND	58,942	35,620	-	-	-
TRANSFER TO VEHICLE REPLACEMENT	-	237,816	250,000	250,000	250,000
OPERATING TOTAL	\$ 2,896,279	\$ 3,978,085	\$ 4,370,611	\$ 4,859,728	\$ 4,869,738
CAP OUT / EQUIPMENT	-	-	150,000	150,000	150,000
CAP OUT / MULTI FAM RECYCL CEN	326,401	30,210	-	-	-
CAPITAL TOTAL	\$ 326,401	\$ 30,210	\$ 150,000	\$ 150,000	\$ 150,000
SANITATION EXPENSE TOTAL	\$ 6,173,819	\$ 6,953,932	\$ 7,619,286	\$ 7,843,096	\$ 7,918,360

**STORMWATER UTILITY FUND
BUDGET SUMMARY**

The Stormwater Utility Fund is an enterprise fund established to implement the City's Stormwater Management Program. Revenue for this program is generated through a Stormwater fee paid by citizens owning improved property with buildings, parking lots, driveways, etc. The Stormwater Management Program is implemented through the Public Works Department's Engineering and Street Maintenance Divisions. It is directed at compliance with Federal and State environmental regulations through the implementation of local development regulations, capital improvements, and storm drain maintenance.

SUMMARY OF REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
STORMWATER UTILITY FEE	\$ 4,932,955	\$ 5,454,608	\$ 5,928,998	\$ 5,882,000	\$ 5,941,000
OTHER REVENUE	(28,221)	550	-	-	-
TRANSFER FROM OTHER FUNDS	479	-	-	-	-
TRANSFER FROM GENERAL FUND	-	7,000	-	-	-
APPROPRIATED FUND BALANCE	-	-	-	-	-
TOTAL	\$ 4,905,213	\$ 5,462,158	\$ 5,928,998	\$ 5,882,000	\$ 5,941,000

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 1,268,564	\$ 1,249,446	\$ 1,487,637	\$ 1,611,281	\$ 1,650,187
OPERATING	1,048,138	988,726	1,398,361	1,589,147	1,557,283
CAPITAL	209,153	174,539	3,043,000	1,385,307	1,437,265
TRANSFER OUT	-	574,331	-	1,296,265	1,296,265
TOTAL	\$ 2,525,855	\$ 2,987,042	\$ 5,928,998	\$ 5,882,000	\$ 5,941,000

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
ADMINISTRATIVE ASSISTANT	0.40	0.40	0.40	0.40	0.40
ADMINISTRATIVE ASSISTANT	0.05	0.05	0.05	0.05	0.05
ASST STREET SUPERINTENDENT	1.00	1.00	1.00	1.00	1.00
CITY ENGINEER	0.20	0.20	0.20	0.20	0.20
CIVIL ENGINEER I	0.05	0.05	0.05	0.05	0.05
CIVIL ENGINEER II	1.65	1.65	1.65	1.65	1.65
CIVIL ENGINEER III	0.60	0.60	0.60	0.60	0.60
DIRECTOR OF PUBLIC WORKS	0.20	0.20	0.20	0.20	0.20
ENGINEERING ASSISTANT I	0.70	0.70	0.70	0.70	0.70
ENGINEERING ASSISTANT II	1.25	1.25	1.25	1.25	1.25
EQUIPMENT OPERATOR I	1.00	1.00	1.00	1.00	1.00
EQUIPMENT OPERATOR III	3.00	3.00	3.00	3.00	3.00
EQUIPMENT OPERATOR IV	4.00	4.00	4.00	4.00	4.00
EQUIPMENT OPERATOR V	1.00	1.00	1.00	1.00	1.00
GIS TECHNICIAN II	0.10	0.10	0.10	0.10	0.10

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POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
LABORER	5.60	5.60	5.60	5.60	5.60
STREETS SUPERINTENDENT	0.35	0.35	0.35	0.35	0.35
STREETS SUPERVISOR	2.00	2.00	2.00	2.00	2.00
SURVEYOR/FLOODPLAIN COORD	0.25	0.25	0.25	0.25	0.25
POSITION TOTAL	23.40	23.40	23.40	23.40	23.40

**STORMWATER UTILITY FUND
BUDGET DETAIL**

REVENUE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
TRANSFERS / STORMWATER UTILITY	\$ 4,932,955	\$ 5,454,608	\$ 5,928,998	\$ 5,882,000	\$ 5,941,000
TRANSFERS FROM GENERAL FUND	479	7,000	-	-	-
OTHER INCOME / RECY SCRAP METAL	-	550	-	-	-
MISC REV / MISCELLANEOUS	(28,221)	-	-	-	-
STORMWATER UTILITY REVENUE TOTAL	\$ 4,905,213	\$ 5,462,158	\$ 5,928,998	\$ 5,882,000	\$ 5,941,000

EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 892,163	\$ 862,118	\$ 1,004,589	\$ 1,125,696	\$ 1,159,468
DECLARED EMERGENCY PAY	-	697	-	-	-
PART-TIME-SALARIES	-	-	2,000	2,000	2,000
OVERTIME-SALARIES	15,536	-	5,000	1,000	1,000
CAR ALLOWANCE	488	-	720	720	720
RETIREMENT	60,175	61,322	68,492	82,401	84,874
401K GENERAL	15,159	12,815	18,018	35,100	35,100
FICA	64,349	59,597	73,185	86,116	88,699
EDUCATIONAL TRAINING ASST PROG	-	2,025	-	-	-
GROUP LIFE INSURANCE	532	-	2,187	2,566	2,644
HEALTH INSURANCE	219,357	215,012	291,150	265,682	265,682
WORKERS COMP PREMIUM	-	10,100	600	-	-
WORKERS COMP LOSS	-	-	2,500	10,000	10,000
GAFC EMPLOYER IN-KIND	807	3,006	1,556	-	-
PERSONNEL TOTAL	\$ 1,268,564	\$ 1,226,691	\$ 1,469,997	\$ 1,611,281	\$ 1,650,187

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EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
MAINT & REP / EQUIPMENT	\$ 2,904	\$ 426	\$ -	\$ -	-
MAINT & REP / VEHICLE	34,792	33,730	51,250	51,250	51,250
MAINT & REP / FLEET LABOR	43,643	75,061	54,633	3,879	3,956
MAINT & REP / COMMERCIAL LABOR	63	-	10,500	10,500	10,500
MAINT & REP / SW EMERGENCY REP	-	-	100,000	100,000	100,000
CONTRACTED SERVICES	148,199	153,511	235,000	290,000	275,000
CONT SVCS / COPIER MAINT	550	795	640	648	648
CONT SVCS / LAUNDRY	9,246	10,423	9,000	6,200	6,200
CONT SVCS / RADIO MAINTENANCE	4,996	5,814	6,146	6,779	6,974
TELEPHONE WIRELESS	3,990	4,579	4,101	3,910	3,910
ADVERTISING	-	-	500	500	500
PRINTING	994	645	1,500	2,500	2,500
GENERAL INS LIAB PREM	16,911	7,000	7,000	16,000	16,000
GENERAL INS LIAB LOSS	-	-	-	10,000	10,000
SUPP & MAT-GENERAL OFFICE	753	2,707	13,901	3,000	3,000
SUPP & MAT-SW GENERAL	112,852	26,621	109,978	51,939	30,728
SUPP & MAT-COMPUTER HARDWARE	16,337	2,810	2,600	3,875	8,550
SUPP & MAT-COMPUTER SOFTWARE	-	5,554	6,000	-	-
SUPP & MAT-SMALL TOOLS	788	1,990	2,500	2,500	2,500
SUPP & MAT-SMALL EQUIPMENT	637	-	500	1,000	1,000
SUPP & MAT/UNIFORMS	4,543	120	6,000	6,000	5,400
FUEL	32,724	28,966	42,170	42,170	42,170
FLEET SERVICE COST-FIXED	52,300	26,432	26,432	26,432	26,432
DUES & SUBSCRIPTIONS	60	4,127	1,000	5,000	5,000
TRAVEL/TRAINING	3,286	7,472	7,000	9,500	9,500
SUPP & MAT / SURVEYING	-	-	500	500	500
DEPRECIATION	152,755	160,328	-	-	-
PUBLIC EDUCATION	8,814	3,943	10,000	10,000	10,000
EQUIPMENT RENTAL	12,928	-	8,000	8,000	8,000
PRINC / DEBT PAYMENT	-	-	332,913	332,913	332,913
INTER / DEBT PAYMENT	92,371	36,281	148,361	148,361	148,361
TRANSFER TO WATERSHED MP	-	-	1,326,000	1,296,265	1,296,265
ISSUANCE COSTS	31,147	-	-	-	-
LOSS ON DISPOSAL OF ASSET	6,604	48,814	-	-	-
CONTRA EXPENSE	(115,352)	22,515	-	-	-
TRANSFER TO TOWN CREEK CULVERT	-	574,331	-	-	-
INDIRECT COSTS REIMBURSEMENT	406,056	406,056	406,056	435,791	435,791
OPERATING TOTAL	\$ 1,085,889	\$ 1,651,051	\$ 2,930,181	\$ 2,885,412	\$ 2,853,548
CAP OUT / EQUIPMENT	57,097	95,000	299,000	-	-
CAP OUT / STREAM BANK STABLI	-	240	202,000	202,000	202,000
CAPITAL IMPROV / EMERGENCY REPAIR	114,304	14,060	1,027,820	1,183,307	1,235,265
CAPITAL TOTAL	\$ 171,402	\$ 109,300	\$ 1,528,820	\$ 1,385,307	\$ 1,437,265
STORMWATER UTILITY EXPENSE TOTAL	\$ 2,525,855	\$ 2,987,042	\$ 5,928,998	\$ 5,882,000	\$ 5,941,000

**COMMUNITY DEVELOPMENT HOUSING FUND
BUDGET SUMMARY**

The Housing Division administers US Department of Housing and Urban Development Community Development Block Grant Funds and Local Bond Funds. The funds are used to develop programs to serve low and moderate-income households. To this end, this fund is responsible for monitoring programs for compliance with local, state, and federal program standards. This fund also provides housing rehabilitation assistance to owner occupants, assistance to nonprofit agencies, down-payment assistance to homebuyers, acquisition and demolition of substandard structures, and program administrative funding.

SUMMARY OF REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
CDBG GRANT INCOME	\$ 684,002	\$ 971,733	\$ 796,296	\$ 872,246	\$ 898,413
HOME GRANT INCOME	332,073	255,584	327,047	415,103	\$ 427,556
TRANSFER FROM GENERAL FUND	235,561	292,684	300,806	309,830	\$ 319,125
TOTAL	\$ 1,251,636	\$ 1,520,001	\$ 1,424,149	\$ 1,597,179	\$ 1,645,094

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
PERSONNEL	\$ 261,773	\$ 306,857	\$ 485,655	\$ 500,225	\$ 515,232
OPERATING	957,880	1,062,633	938,494	1,096,954	1,129,863
CAPITAL	29,987	-	-	-	-
TRANSFER OUT	9,960	100	-	-	-
TOTAL	\$ 1,259,600	\$ 1,369,590	\$ 1,424,149	\$ 1,597,179	\$ 1,645,094

POSITION TITLES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
HOUSING REHAB SPECIALIST	2.00	2.00	2.00	2.00	2.00
LOAN ADMINISTRATOR	1.00	1.00	1.00	1.00	1.00
PLANNER I	1.00	1.00	1.00	1.00	1.00
PLANNER II	2.00	2.00	2.00	2.00	2.00
SENIOR PLANNER	1.00	1.00	1.00	1.00	1.00
STAFF SUPPORT SPECIALIST II	1.00	1.00	1.00	1.00	1.00
POSITION TOTAL	8.00	8.00	8.00	8.00	8.00

**COMMUNITY DEVELOPMENT HOUSING FUND
BUDGET DETAIL**

REVENUE ACCOUNTS	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
RSTRC INTGV / CDBG GRANT	\$ 684,002	\$ 968,452	\$ 796,296	\$ 872,246	\$ 898,413
RSTRC INTGV / CDBG INCOME	-	3,281	-	-	-
COMM DEV / HUD - COG	300,104	162,759	327,047	415,103	427,556
COMM DEV / CDBG INCOME	15,082	18,180	-	-	-
COMM DEV / DEFERRED LOANS	4,566	9,786	-	-	-
COMM DEV / HOME PROG PRINCIPAL	12,321	64,859	-	-	-
TRANSFER FROM GENERAL FUND	235,561	292,684	300,806	309,830	319,125
HOUSING REVENUE TOTAL	\$ 1,251,636	\$ 1,520,001	\$ 1,424,149	\$ 1,597,179	\$ 1,645,094

EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
REGULAR-SALARIES	\$ 155,103	\$ 186,993	\$ 331,125	\$ 342,490	\$ 353,238
DECLARED EMERGENCY PAY	-	262	-	-	-
RETIREMENT	20,842	23,781	25,054	28,730	29,506
401K GENERAL	4,626	4,506	5,460	9,360	9,613
FICA	22,775	23,732	30,764	30,025	30,836
EDUCATIONAL TRAINING ASST PROG	230	743	-	-	-
GROUP LIFE INSURANCE	172	221	801	895	919
HEALTH INSURANCE	57,854	65,926	92,351	88,724	91,120
WORKERS COMP PREMIUM	-	-	100	-	-
WORKERS COMP LOSS	-	-	-	-	-
GAFC EMPLOYER IN-KIND	171	693	-	-	-
PERSONNEL TOTAL	\$ 261,773	\$ 306,857	\$ 485,655	\$ 500,225	\$ 515,232
MAINT & REP / VEHICLE	\$ 753	\$ 279	\$ -	\$ 1,230	\$ 1,254
MAINT & REP / FLEET LABOR	823	1,454	-	2,897	2,983
MAINT & REP / COMMERCIAL LABOR	57	126	-	5,855	6,030
CONTRACTED SERVICES	3,740	3,000	14,241	20,000	20,000
PRINTING	8,667	4,029	2,750	2,750	2,750
GENERAL INS LIAB PREM	-	-	1,000	-	-
SUPP & MAT-GENERAL OFFICE	4,146	6,498	4,858	5,000	5,000
FUEL	618	981	36,000	1,178	1,207
FLEET SERVICE COST-FIXED	-	7,748	7,748	7,161	7,161
DUES & SUBSCRIPTIONS	940	300	2,000	2,000	2,000
TRAVEL/TRAINING	4,795	9,248	5,000	5,000	5,000
DEMOLITION	19,950	7,967	42,000	37,800	37,800
DOWNPAYMENT ASSISTANCE	60,000	-	60,000	60,000	60,000
ECONOMIC DEVELOPMENT ACT	30,000	883	50,000	50,000	50,000
HOUSING REHABILITATION	522,976	616,601	516,000	341,561	341,561
NEW CONSTRUCTION	150,000	-	65,000	140,933	173,526
PROGRAM ADMINISTRATION	49,727	30,744	31,897	158,590	158,590
PUBLIC SERVICE	87,925	81,214	-	100,000	100,000
PUBLIC FACILITY	12,763	230,260	100,000	155,000	155,000
CONSORTIUM ACTIVITIES	-	61,300	-	-	-
TRANSFER TO GENERAL FUND	9,960	100	-	-	-
OPERATING TOTAL	\$ 967,840	\$ 1,062,733	\$ 938,494	\$ 1,096,954	\$ 1,129,862
CAP IMPROV / ACQUISITIONS	29,987	-	-	-	-
CAPITAL TOTAL	\$ 29,987	\$ -	\$ -	\$ -	\$ -
HOUSING EXPENSE TOTAL	\$ 1,259,600	\$ 1,369,590	\$ 1,424,149	\$ 1,597,179	\$ 1,645,094

HEALTH FUND BUDGET SUMMARY

The Health Fund is used to account for the administration of the City's health insurance program.

SUMMARY OF REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
CITY EMPLOYER CONTRIBUTION	\$ 7,878,601	\$ 8,579,173	\$ 9,197,718	\$ 9,049,593	\$ 9,142,572
CITY EMPLOYEE CONTRIBUTION	1,619,812	1,716,957	991,464	1,646,123	1,646,123
CVA CONTRIBUTIONS	47,936	68,679	51,713	58,372	58,372
LIBRARY CONTRIBUTIONS	166,147	184,586	182,536	212,950	221,349
AIRPORT CONTRIBUTIONS	157,489	177,815	173,411	179,047	184,866
HOUSING AUTHORITY CONTRIBUTIONS	581,240	621,574	599,541	619,026	639,144
RETIREE CONTRIBUTIONS	1,401,474	1,248,542	1,349,309	1,327,544	1,327,544
OTHER REVENUES	94	107,165	4,246	4,246	4,246
INSURANCE COMPANY REFUND/REIMB	380,987	220,185	240,000	240,000	240,000
APPROPRIATED FUND BALANCE	-	-	345,752	225,699	539,168
TOTAL	\$ 12,233,780	\$ 12,924,677	\$ 13,135,690	\$ 13,562,600	\$ 14,003,384

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
CITY CLAIMS	\$ 10,548,236	\$ 10,673,236	\$ 11,137,330	\$ 11,499,293	\$ 11,873,020
LIBRARY CLAIMS	184,658	194,022	216,313	223,343	230,602
CVA CLAIMS	49,495	60,721	54,611	56,386	58,218
HOUSING AUTHORITY CLAIMS	804,968	1,029,253	841,305	868,647	896,878
AIRPORT CLAIMS	159,164	164,593	183,234	189,189	195,338
RETIREE CLAIMS	426,888	575,784	612,897	632,816	653,383
OTHER EXPENSES	-	220,895	90,000	92,925	95,945
TOTAL	\$ 12,173,409	\$ 12,918,504	\$ 13,135,690	\$ 13,562,600	\$ 14,003,384

**HEALTH FUND
BUDGET DETAIL**

REVENUE ACCOUNTS	2016	2017	2018	2019	2020
	ACTUAL	ACTUAL	ORIGINAL	ORIGINAL	PLAN
CITY-EMPR CONTRIBUTION	\$ 7,522,033	\$ 8,267,213	\$ 8,820,413	\$ 8,672,288	\$ 8,765,267
CITY-EMP CONTRIBUTION	1,305,768	1,390,450	665,483	1,320,141	1,320,141
CITY-CVA CONT-EMP CONT	2,745	6,267	3,211	9,870	9,870
CITY-CVA CONT-EMPR CONT	40,796	58,986	45,319	45,319	45,319
CITY-LIBRARY EMP CONT	17,800	20,051	12,043	12,043	12,043
CITY-LIBRARY EMPR CONT	138,905	151,492	157,541	187,956	196,355
CITY-AIRPORT EMP CONT	18,121	14,306	15,920	15,920	15,920
CITY-AIRPORT-EMPR CONT	131,909	140,944	143,566	149,202	155,021
CITY-HSG AUTH EMP CON	65,796	66,993	48,402	48,402	48,402
CITY-HSG AUTH EMPR CON	445,363	517,800	514,275	533,760	553,878
CITY-EMP CONT RETIREE	364,739	358,791	218,156	218,156	218,156
CITY-EMPR RETR CONTRI	1,036,735	889,750	1,131,153	1,109,388	1,109,388
CITY-EMPR CONT-DENTAL	333,701	311,960	377,305	377,305	377,305
CITY-EMP CONT-DENTAL	193,130	209,009	212,960	212,960	212,960
CITY-CVA EMP-DENTAL	758	1,294	869	869	869
CITY-CVA EMPR-DENTAL	3,604	2,133	2,314	2,314	2,314
CITY-LIB EMP-DENTAL	3,343	3,920	3,681	3,681	3,681
CITY-LIB EMPR-DENTAL	5,988	5,893	6,786	6,786	6,786
CITY-AIRPT EMP-DENTAL	2,295	3,134	2,773	2,773	2,773
CITY-AIRPT EMPR-DENTAL	5,075	19,432	6,184	6,184	6,184
CITY-H/A EMP - DENTAL	10,985	11,773	11,251	11,251	11,251
CITY-H/A EMPR - DENTAL	58,707	19,794	23,129	23,129	23,129
CITY-CITY SPOUS SRCHRG	70,333	65,256	68,310	68,310	68,310
CITY-LIB SPOUS SRCHRG	-	600	-	-	-
CITY-CVA SPOUS SRCHRG	-	-	-	-	-
CITY-H/A SPOUS SRCHRG	600	1,200	-	-	-
CITY-CITY TOBCO SRCHRG	45,862	52,242	44,712	44,712	44,712
CITY-LIB TOBCO SRCHRG	1,419	2,631	2,484	2,484	2,484
CITY-CVA TOBCO SRCHRG	-	-	-	-	-
CITY-H/A TOBCO SRCHRG	2,700	4,015	2,484	2,484	2,484
CITY-AIRPORT TOBCO SRCHRG	-	-	4,968	4,968	4,968
MISC REV/MISCELLANEOUS	94	86,755	-	-	-
MISC REV/INS CO RFND-REIM	380,987	220,185	240,000	240,000	240,000
MISC REV/GUC WELLNESS RECIPT	10,512	10,882	-	-	-
MISC REV/LIB-PSORI-REIMB	111	-	53	53	53
MISC REV/CVA-PCORI-REIMB	32	-	15	15	15
MISC REV/AIRP-PCORI-REIMB	88	-	43	43	43
MISC REV/H/A-PCORI-REIMB	389	-	194	194	194
MISC REV/CIGNA WELLNESS-CITY	12,356	-	3,941	3,941	3,941
WELLNESS DONATIONS	-	9,528	-	-	-
APPROPRIATED FUND BALANCE	-	-	345,752	225,699	539,168
HEALTH REVENUE TOTAL	\$ 12,233,780	\$ 12,924,677	\$ 13,135,690	\$ 13,562,600	\$ 14,003,384

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EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
CONTRACTED SERVICES	\$ -	\$ 16,875	\$ 67,500	\$ 69,694	\$ 71,959
CLAIMS/AIRPORT DENTAL TRA	7,667	18,483	7,803	8,057	8,319
CLAIMS/CITY DENTAL TRANS	543,772	513,405	568,972	587,464	606,556
CLAIMS/CVA DENTAL TRANS	2,965	3,312	2,979	3,076	3,176
CLAIMS/ LIBRARY DENTAL TRANS	9,553	9,570	10,752	11,101	11,462
HLTH INS / ADMIN FEES - DENTA	23,627	26,822	24,741	25,545	26,375
HLTH INS / ADMIN- EXPENSE CY	599,089	409,397	422,595	436,329	450,510
HLTH INS/AIR TRANS TO CLMS ACC	139,436	132,969	161,583	166,834	172,257
HLTH INS/AIRPORT ADM EXPENSE	6,039	6,650	6,762	6,982	7,209
HLTH INS /ANNUAL IBNR	(10,000)	64,000	-	-	-
HLTH INS/CIGNA EMPLOYER RETIREE	276,417	414,625	444,157	458,592	473,496
HLTH INS / CITY STOP LOSS	344,781	351,260	410,003	423,328	437,086
HLTH INS/CITY TRNS TO CLMS ACC	8,916,925	9,308,353	9,639,578	9,952,864	10,276,332
HLTH INS / CVA ADMIN EXPENSE	2,534	2,583	2,817	2,909	3,003
HLTH INS / CVA STOP LOS	2,527	2,540	2,733	2,822	2,914
HLTH INS/CVA TRNS TO CLMS ACC	41,469	52,285	45,881	47,372	48,912
HLTH INS/H/A TRNS TO CLMS ACC	760,049	984,588	792,960	818,731	845,340
HLTH INS/ H/A STOP LOSS	23,547	23,138	22,960	23,706	24,477
HLTH INS / H/A ADM EXPENSE	21,372	21,527	23,665	24,434	25,228
HLTH INS/LIB TRNS TO CLMS ACC	157,814	164,916	186,080	192,128	198,372
HLTH INS/LIB ADM EXPENSE	8,656	8,831	9,520	9,829	10,149
HLTH INS / LIBRARY STOP LOSS	8,635	10,705	9,350	9,654	9,968
HLTH INS/ RETIREE ADM COSTS	75,329	81,244	85,646	88,430	91,303
HLTH INS / RETIREE STOP LOSS	75,142	79,915	83,094	85,795	88,583
HLTH INS / STOP LOSS-AIRPORT	6,022	6,490	6,560	6,773	6,993
HLTH INS / PCORI	8,447	5,013	3,941	4,069	4,201
WELLNES PROGRAM	121,594	83,996	90,000	92,925	95,945
MISCELLANEOUS EXPENSES	-	979	3,058	3,157	3,259
OPERATING TOTAL	\$ 12,173,409	\$ 12,804,472	\$ 13,135,690	\$ 13,562,600	\$ 14,003,384
CAP OUT / EQUIPMENT	-	114,032	-	-	-
CAPITAL TOTAL	\$ -	\$ 114,032	\$ -	\$ -	\$ -
HEALTH EXPENSE TOTAL	\$ 12,173,409	\$ 12,918,504	\$ 13,135,690	\$ 13,562,600	\$ 14,003,384

**VEHICLE REPLACEMENT FUND (VRF)
BUDGET SUMMARY**

The Vehicle Replacement Fund accounts for monies to fund the City's capital budget, for the replacement of vehicles. All vehicles/equipment maintained by the Fleet Maintenance Division of the Public Works Department are considered under this fund. This fund minimizes fluctuations in the annual budget for vehicle expenditures and establishes a manageable replacement cycle.

SUMMARY OF REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
SALE OF PROPERTY	\$ 63,819	\$ 215,866	\$ 227,460	\$ 227,460	\$ 227,460
OTHER REVENUES	-	-	51,000	51,000	51,000
TRANSFER FROM CITY DEPARTMENTS	2,098,112	3,184,573	3,328,636	3,803,701	4,171,719
TRANSFER FROM SANITATION FUND	-	237,816	250,000	250,000	250,000
APPROPRIATED FUND BALANCE	-	-	1,077,674	-	-
TOTAL	\$ 2,161,931	\$ 3,638,255	\$ 4,934,770	\$ 4,332,161	\$ 4,700,179

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
OPERATING	\$ (1,700,966)	\$ (1,921,474)	-	-	-
CAP OUT / CAPITAL EQUIPMENT	4,320,146	4,828,334	4,934,770	4,332,161	4,700,179
TOTAL	\$ 2,619,180	\$ 2,906,859	\$ 4,934,770	\$ 4,332,161	\$ 4,700,179

VEHICLE REPLACEMENT FUND BUDGET DETAIL

REVENUE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
COMM DEV/SALE OF PROPERTY	\$ 63,819	\$ 215,866	\$ 227,460	\$ 227,460	\$ 227,460
COMM DEV/GOVDEAL FEES	-	-	-	-	-
FLEET/FLEET SERVICE COST-FIXED	25,520	39,627	33,444	40,158	40,158
FLEET/CITY MANAGER	-	-	2,359	2,359	2,359
FLEET/HUMAN RESOURCES	3,380	3,372	3,372	3,372	3,372
FLEET/INFORMATION TECHNOLOGY	3,430	3,430	3,430	3,430	3,430
FLEET/FIRE & RESCUE	380,662	412,612	477,024	623,941	762,179
FLEET/FINANCIAL SERVICES	1,580	3,920	3,920	3,920	3,920
FLEET/COMMUNITY DEVELOPMENT	11,660	36,351	30,540	39,757	39,757
FLEET/POLICE	702,174	766,480	807,356	1,068,218	1,184,058
FLEET/REC & PARKS	142,104	175,843	179,101	159,284	165,802
FLEET/ACQUATICS AND FITNESS	-	-	-	-	-
FLEET/PUBLIC WORKS	397,937	1,682,792	389,608	613,856	721,279
FLEET/TRANSIT	74,564	57,788	77,050	78,456	78,456
FLEET/SANITATION	352,741	-	1,295,000	1,190,503	1,190,503
FLEET/PUBLIC INFORMATION	2,360	2,359	-	(23,553)	(23,554)
FLEET SERVICE COST-FIXED/STORM	-	-	26,432	-	-
MISC REV / MISCELLANEOUS	-	-	51,000	51,000	51,000
TRANSFERS/SANITATION	-	237,816	250,000	250,000	250,000
APPROPRIATED FUND BALANCE	-	-	1,077,674	-	-
VEHICLE REPLACEMENT FUND REVENUE TOTAL	\$ 2,161,931	\$ 3,638,255	\$ 4,934,770	\$ 4,332,161	\$ 4,700,179

EXPENSE ACCOUNTS	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
OPERATING	(1,700,966)	(1,921,474)	-	-	-
CAP OUT / CAPITAL EQUIPMENT	4,320,146	4,828,334	4,934,770	4,332,161	4,700,179
VEHICLE REPLACEMENT FUND EXPENSE TOTAL	\$ 2,619,180	\$ 2,906,859	\$ 4,934,770	\$ 4,332,161	\$ 4,700,179

**FACILITIES IMPROVEMENT FUND (FIP)
BUDGET SUMMARY**

The Facilities Improvement Fund accounts for monies to fund deferred maintenance projects as outlined in the City's 10 Year Facilities Improvement Plan. The projects funded include facility operations projects that are overseen by the Public Works department as well as Parks and Recreation improvement projects that are overseen by the Parks and Recreation department. The fund was created back in fiscal year 2014-2015 through a \$0.01 increase in the ad valorem property tax rate. The fund receives funding through transfers from the General Fund in an amount needed to fund the annual budgeted projects.

SUMMARY OF REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
TRANSFER FROM GENERAL FUND	\$ 1,579,180	\$ 1,590,000	\$ 1,542,000	\$ 1,400,000	\$ 1,400,000
TOTAL	\$ 1,579,180	\$ 1,590,000	\$ 1,542,000	\$ 1,400,000	\$ 1,400,000

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
CAPITAL IMPROVEMENT	\$ 176,978	\$ 2,183,757	\$ 1,542,000	\$ 1,400,000	\$ 1,400,000
TOTAL	\$ 176,978	\$ 2,183,757	\$ 1,542,000	\$ 1,400,000	\$ 1,400,000

CAPITAL RESERVE FUND BUDGET SUMMARY

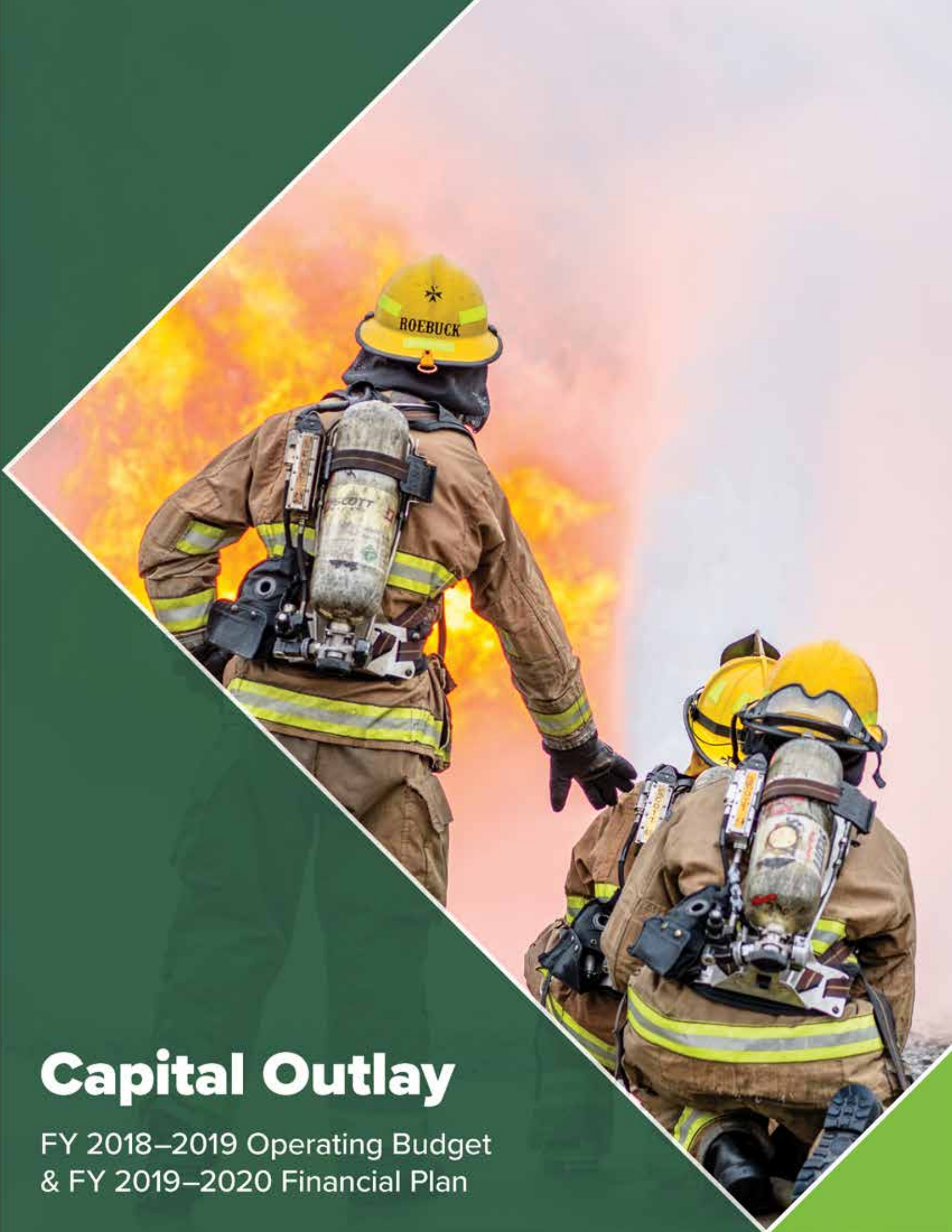
Capital Reserve Fund is a fund established to set aside and appropriate current funding to future capital projects. Routinely, the Council has transferred unassigned fund balance from the General Fund above the 14% Fund Balance policy into the Capital Reserve Fund to fund specifically identified projects as approved by Council.

SUMMARY OF REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
INVESTMENT EARNINGS	\$ 550	\$ 723	\$ -	\$ -	-
TRANSFER FROM GENERAL FUND	1,447,301	467,119	-	740,000	390,000
APPROPRIATED FUND BALANCE	-	-	-	-	-
TOTAL	\$ 1,447,851	\$ 467,842	\$ -	\$ 740,000	\$ 390,000

SUMMARY OF EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL	2019 ORIGINAL	2020 PLAN
TRANSFER TO GENERAL FUND	\$ 50,000	\$ -	\$ -	\$ -	-
TRANSFER TO CAPITAL PROJECT FUND	-	122,153	-	-	-
INCREASE IN RESERVE	-	-	-	740,000	390,000
TOTAL	\$ 50,000	\$ 122,153	\$ -	\$ 740,000	\$ 390,000



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Capital Outlay

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

**CAPITAL OUTLAY
BUDGET DETAIL**

The appropriations within this category represent a compilation of departmental needs/requests defined as equipment expenses valued between \$5,000 and \$35,000. *All new vehicles are considered Capital Outlay.

DEPARTMENT	DESCRIPTION OF ITEM	2019 ORIGINAL	2020 PLAN
FIRE / RESCUE	STRETCHER	\$ 36,000	\$ -
FIRE / RESCUE	DEFIBRILLATOR	-	36,000
POLICE DEPARTMENT	CANINE REPLACEMENT	14,000	14,000
POLICE DEPARTMENT	FORENSICS CAMERA	34,500	-
RECREATION & PARKS	FITNESS EQUIPMENT	6,000	6,000
RECREATION & PARKS	POOL FILTER SYSTEM	10,000	-
RECREATION & PARKS	KILN REPLACEMENT / LOCKERS	-	10,000
		\$ 100,500	\$ 66,000



Capital Improvements

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan



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City of Greenville

Five Year Capital Improvement Program (CIP)

Fiscal Years 2018-19 Through 2022-23

INTRODUCTION

The City of Greenville's Five-Year Capital Improvement Program (CIP) is a strategic plan covering fiscal years 2018-19 through 2022-23. The report is a planning tool that summarizes priority capital projects over the five-year period. The CIP plan is also a living document that serves as a reflection of Council's current and future capital project priorities. The CIP plan will be updated based on input provided by Council at the annual Council Retreat, with all relative adjustments included in the biennial budget. Therefore, the CIP presented in this document represents a first step in the implementation of Council's strategic goals and priorities, which will serve as a roadmap for both staff and the community.

The plan provides a description of each project for which funding has been requested (i.e. proposed) over the five-year period. The report also includes schedules that summarize requested funding by the following:

- Proposed Fiscal Year of Funding
- Operating Department
- Proposed Funding Source
- Amount of Funding Currently Identified
- Amount of Funding Not Currently Identified

The CIP report also provides an indication of the additional operating dollars that will be necessary to maintain and operate each project once fully implemented. For this purpose, the CIP plan is a very comprehensive evaluation of the full cost of implementing both current and future capital initiatives of the Council.

The CIP plan represents proposed funding. The plan includes a number of capital projects for which funding has been identified. However, the plan also includes a number of capital projects for which capital funding has not been determined. The future funding of such projects will be based on the following factors:

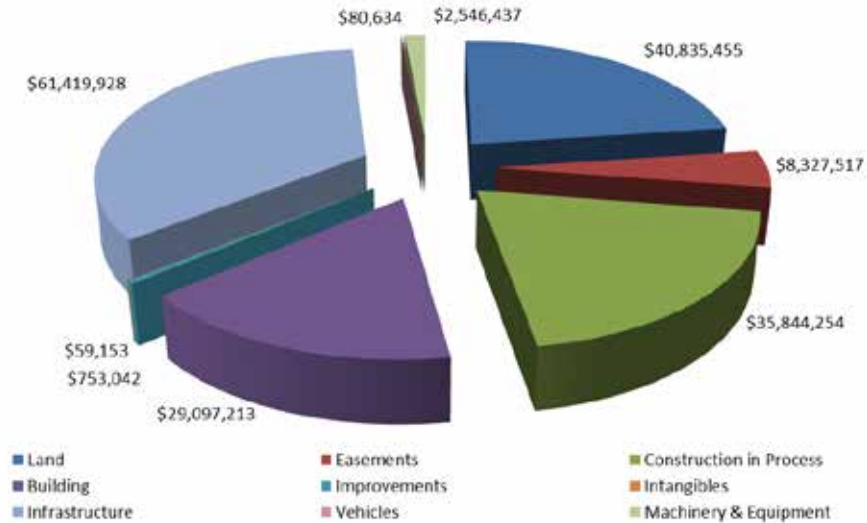
- Availability of Future Funding
- Changes in Future Legislation at State and Federal Level
- Potential Redirection of City Resources
- Future Council Priorities

None the less, the CIP plan serves as a tool in the evaluation of available resources and how those resources can be utilized to meet the strategic priorities of the Council.

CAPITAL DEFINITION

The CIP plan includes projects and purchases that are considered “capital”. A project is considered capital if the cost is at least \$10,000 and has a useful life of at least 10 years. Equipment is considered capital if the cost is at least \$35,000 and the useful life is at least five years.

As of June 30, 2017, the City had approximately \$179 million, net of depreciation, invested in capital assets as follows:

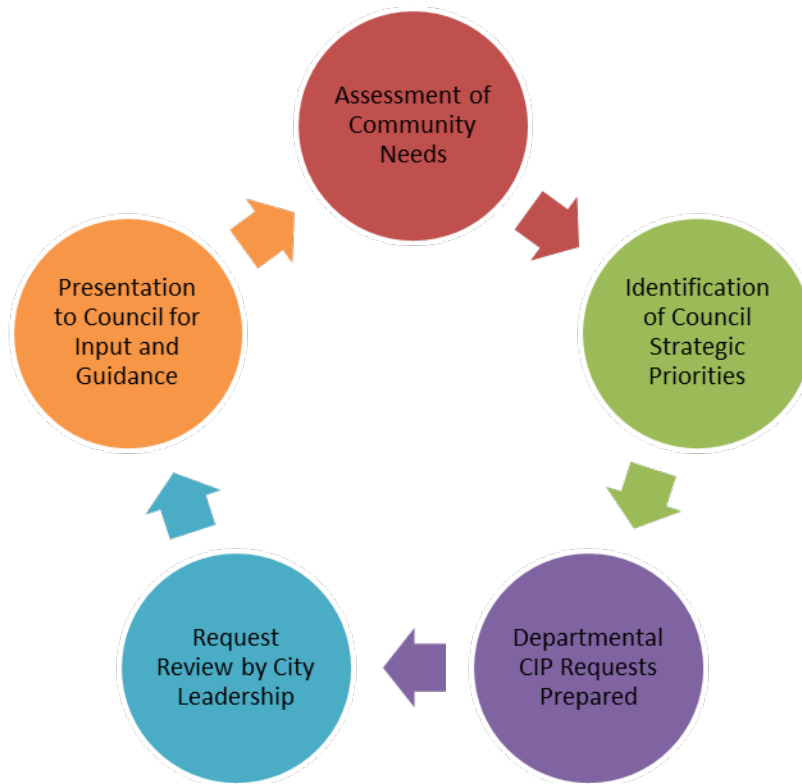


CIP PROCESS

The CIP plan is reflective of a continual process that begins with an assessment of community needs. The assessment of community needs is made within the confines of the Council’s strategic goals and priorities. Based on the evaluation of such needs, each department prepares capital item requests and submits them to the Budget Office/Financial Services. The Budget Office in conjunction with the City Manager’s Office reviews the capital program requests as part of the annual budget process. Once reviewed, meetings are held between Leadership and the Department Heads to analyze all requests and how each fits into the strategic priorities of the Council. The requests are then formulated into the CIP plan to be presented to Council for input and guidance.

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The following diagram outlines the steps to the CIP process:



From a staff perspective, the CIP planning process begins early in the fiscal year. The process is overseen by the Office of Budget & Evaluation and the Financial Services Department and is included as an integral part of the City’s budget calendar. The following is the CIP schedule for fiscal year 2018-19 through 2022-23:

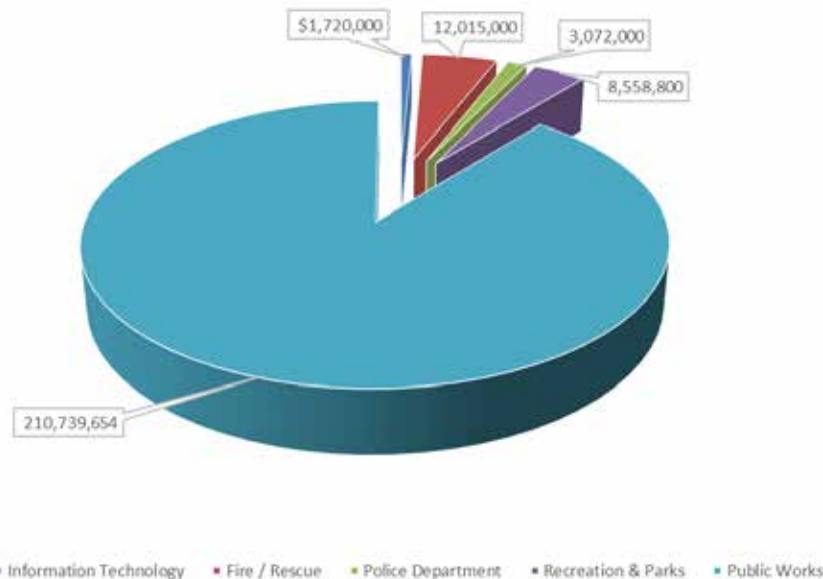
September 25, 2017	CIP Worksheets Distributed to Departments
November 9, 2017	CIP Requests Due to Budget Office/Financial Services
December 4-15, 2017	Leadership Reviews CIP with Departments
January 26-27, 2018	Proposed CIP Presented to Council
February–March, 2018	CIP Adjusted Based on Council Input & Funding Availability
May 7, 2018	Proposed Budget Presented to Council
June 11, 2018	Public Hearing on Fiscal Year 2019 Budget and 2020 Plan
June 14, 2018	Adoption of CIP Plan in Conjunction With the Fiscal Year 2019 Budget and 2020 Plan

SUMMARY OF FIVE-YEAR CIP

The five-year CIP plan includes proposed funding of approximately \$236.1 million in projects broken down by fiscal year as follows:

Year	CIP Projects	% Mix
FY2018-19	51,115,212	21.6%
FY2019-20	65,429,489	27.7%
FY2020-21	46,283,187	19.6%
FY2021-22	38,672,406	16.4%
FY2022-23	34,605,160	14.7%
Total	236,105,454	100.0%

The proposed CIP funding of \$236.1 million spans across several of the City’s operational departments. The following is a breakdown of the proposed CIP funding by department over the five-year period:



The proposed CIP is comprised of various potential funding sources. Sources include not only City funds, but also various State and Federal sources. The following is a description of each of the potential funding sources for the projects included in the CIP plan:

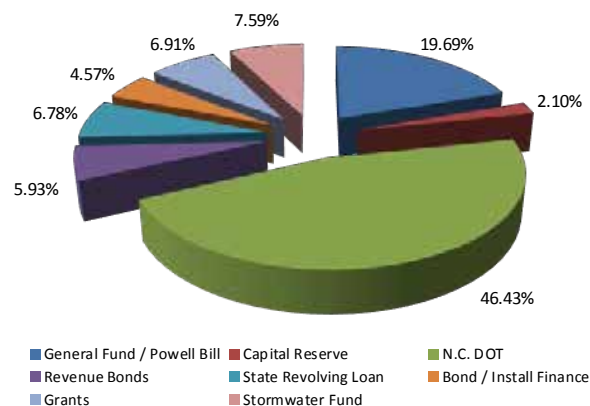
- **General Fund (GF):** The General Fund is established to account for the revenues and expenditures associated with the operations of general government. The fund includes the receipt of property tax revenues, state shared revenues, licenses, permits, and fees.

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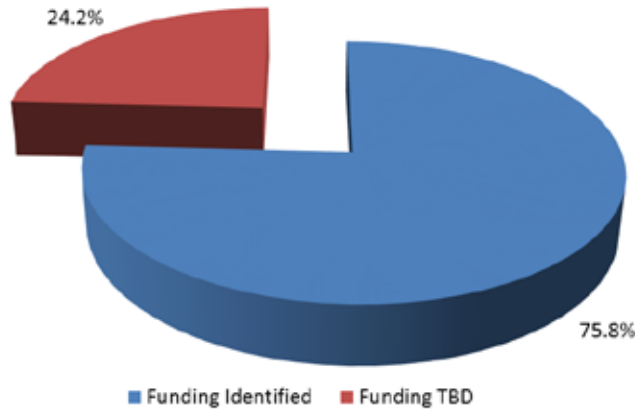
- **Powell Bill (PB):** Powell Bill includes state shared revenues allocated specifically for the purpose of maintaining streets and thoroughfares. This fund is financed through the state gasoline tax.
- **Stormwater Fund (SWF):** Enterprise fund of the City used to manage the stormwater program. Projects are funded through user fees.
- **Capital Reserve (CR):** Dollars appropriated (i.e. set aside) by Council to fund specific capital projects.
- **N.C. Department of Transportation (NCDOT):** Dollars appropriated by the North Carolina Department of Transportation to fund specific road projects within the City.
- **Bond / Debt (B15D):** Funding obtained through General Obligation Bond financing, Certificates of Participation (COPS or LOBS), and installment financing. Such funds are used for larger, more costly projects.
- **State Revolving Loan Fund (ST):** Dollars appropriated by the North Carolina Department of Environmental Quality to finance water, sewer, and stormwater related “green” projects. Such funds are being used to partially finance the Town Creek Culvert project.
- **Other Grants (G):** Dollars appropriated through other various state and federal agencies to fund projects within the City.

The following is a breakdown of the proposed CIP projects by funding sources over the five-year period:

Funding Source	CIP Projects
General Fund / Powell Bill	\$ 46,485,064
Capital Reserve	4,966,889
N.C. DOT	109,621,849
Revenue Bonds	14,000,000
State Revolving Loan	16,000,000
Bond / Install Finance	10,800,000
Grants	16,317,700
Stormwater Fund	17,913,952
Total	\$ 236,105,454



Of the proposed \$236.1 million in CIP projects, the City has identified and secured funding for approximately \$179.1 million of the total. The funding status for the remaining \$57 million is yet to be determined. The following is a breakdown of funding status:



The following chart summarizes the funding status by source over the five-year period:

Funding Source	Funding Identified	Funding TBD	Total
General Fund / Powell Bill	\$ 14,030,000	\$ 32,455,064	\$ 46,485,064
Capital Reserve	4,966,889	-	4,966,889
N. C. DOT	109,621,849	-	109,621,849
Revenue Bonds	14,000,000	-	14,000,000
State Revolving Loan	16,000,000	-	16,000,000
Bond / Installment Finance	10,800,000	-	10,800,000
Grants	8,333,700	7,984,000	16,317,700
Stormwater Fund	1,308,952	16,605,000	17,913,952
Total	\$ 179,061,390	\$ 57,044,064	\$ 236,105,454

Funding Identified

The following are highlights related to projects for which funding has been identified:

- **Capital Reserve:** The City has set aside approximately \$5.0 million in capital reserve to fund the following projects over the five-year period:

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Project	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Sycamore Hill Gateway	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Dickinson Avenue Streetscape	-	1,623,000	-	-	-	1,623,000
Traffic Signal System Upgrade	-	-	-	-	912,000	912,000
Sidewalks for Firetower Road	-	-	-	431,889	-	431,889
Total	\$ 2,000,000	\$ 1,623,000	\$ -	\$ 431,889	\$ 912,000	\$ 4,966,889

The projects consist primarily of NCDOT projects for which a local match is being set aside in Capital Reserve to fund.

- **N.C. DOT:** Approximately \$109.6 million in state funding has been identified to fund the following transportation projects within the City:

Project	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Traffic Signal System Upgrade	\$ -	\$ 462,729	\$ 462,729	\$ 462,729	\$ -	\$ 1,388,187
Dickinson Avenue Streetscape	-	7,800,000	-	-	-	7,800,000
Evans Street Widening	7,570,000	7,570,000	12,493,148	12,493,148	12,493,148	52,619,444
Allen Road Widening	-	1,990,000	-	6,543,708	6,543,708	15,077,416
Firetower Road	7,593,160	7,593,160	7,593,160	-	-	22,779,480
14th Street Widening	-	2,056,000	1,657,000	3,122,161	3,122,161	9,957,322
Total	\$15,163,160	\$27,471,889	\$22,206,037	\$22,621,746	\$22,159,017	\$109,621,849

- **Revenue Bond / State Revolving Loan:** Approximately \$30 million has been identified to fund the City's portion of the Town Creek Culvert project. The project is being funded with a zero interest loan through the N.C. Department of Environmental Quality and a City issued revenue bond. The following is a breakdown by year:

Project	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Town Creek Culvert	\$12,000,000	\$12,000,000	\$ 6,000,000	\$ -	\$ -	\$ 30,000,000
Total	\$12,000,000	\$12,000,000	\$ 6,000,000	\$ -	\$ -	\$ 30,000,000

- **Bond / Installment Financing:** Approximately \$10.8 million in debt funding has been identified to fund future projects. This includes the issuance of the second half of the 2015 G.O. Transportation Bond as well as the use of installment financing to fund a new fire station on the south side of Greenville. The new fire station is to be funded as part of the City's Long Range Debt Strategy. The following is a breakdown:

Project	2015 G. O. Bond	Installment Financing	Total
Southside Fire Station	\$ -	\$ 4,000,000	\$ 4,000,000
West Fifth Streetscape Phase 2	1,950,000	-	1,950,000
10th Street Connector Betterments	1,750,000	-	1,750,000
Arlington Boulevard Resurfacing Project	3,100,000	-	3,100,000
Total	\$ 6,800,000	\$ 4,000,000	\$ 10,800,000

The following is a summary of projects to be funded with debt by fiscal year:

Project	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Southside Fire Station	\$ 400,000	\$ 2,000,000	\$ 1,600,000	\$ -	\$ -	\$ 4,000,000
West Fifth Streetscape Phase 2	1,950,000	-	-	-	-	1,950,000
10th Street Connector Betterments	1,750,000	-	-	-	-	1,750,000
Arlington Blvd. Resurfacing Project	3,100,000	-	-	-	-	3,100,000
Total	\$ 7,200,000	\$ 2,000,000	\$ 1,600,000	\$ -	\$ -	\$ 10,800,000

- **Grant:** Approximately \$8.3 million in other state and federal grants has been identified to complete the following projects:

Project	2018-19	2019-20	2020-21	2021-22	2022-23	Total
South Tar River Greenway Phase 3A	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Safe Routes to School	503,000	-	-	-	-	503,000
Traffic Signal System Upgrade	-	2,476,900	2,476,900	2,476,900	-	7,430,700
Total	\$ 903,000	\$ 2,476,900	\$ 2,476,900	\$ 2,476,900	\$ -	\$ 8,333,700

- **Stormwater Fund:** Approximately \$1.3 million in projects will be funded from the Stormwater Fund. This consists of two projects for which a significant amount of state funding has been set aside to complete. The City will have to match the stormwater needs of these projects. The following is a summary:

Project	2018-19	2019-20	2020-21	2021-22	2022-23	Total
10th Street Connector	\$ 553,952	\$ -	\$ -	\$ -	\$ -	\$ 553,952
Arlington Boulevard Resurfacing	755,000	-	-	-	-	755,000
Total	\$ 1,308,952	\$ -	\$ -	\$ -	\$ -	\$ 1,308,952

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- General Fund / Powell Bill:** Approximately \$14 million in General Funds and Powell Bill Funds have been identified to fund capital projects. Such projects are considered core service initiatives intended to enhance and maintain the Greenville community’s way of life. The projects have also been identified as key strategic priorities of the Council in that they are fundamental in serving the public good. The following is a summary:

Project	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Street Light Program	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
Street Resurfacing Program	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
10th Street Connector	150,000	-	-	-	-	150,000
South Tar River Greenway Phase 3A	100,000	-	-	-	-	100,000
Safe Routes to School	-	-	-	-	-	-
Thomas Ford Press Box	30,000	-	-	-	-	30,000
Total	\$3,030,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$14,030,000

Funding Not Yet Determined

The CIP plan includes approximately \$57.0 million in projects for which the funding status has not yet been determined. Such projects are comprised of three primary funding sources:

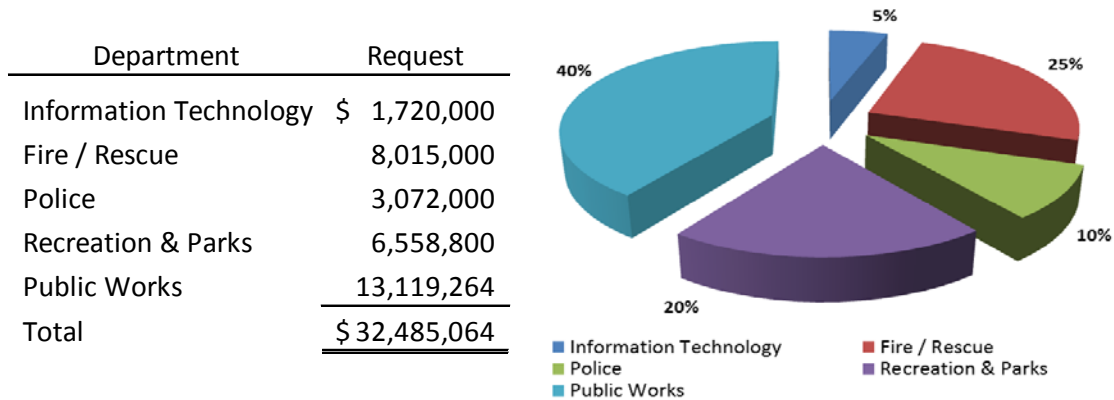
- General Fund / Powell Bill
- State & Federal Grants
- Stormwater Funds.

The following are highlights related to projects for which the funding status has not yet been determined:

- General Fund / Powell Bill:** Approximately \$32.4 million in projects have been identified for which General funds and/or Powell Bill funds have been requested. However, the ability to fund such projects has not yet been determined. Such decisions will be dependent on the following:
 - Growth and Availability of Future Revenues
 - Potential Redirection of City Resources
 - Future Council Priorities

The potential funding of the currently unfunded projects will be evaluated through the biennial budget process based on input from Council as well as the availability of revenues. Council established goals and priorities, in conjunction with revenue, are the driving forces behind such evaluation. Any adjustments to the funding status of such projects will be included in the CIP plan that is officially adopted by Council in conjunction with the adoption of the fiscal year budget.

The following is a breakdown of the projects by requesting department:



The following provides a breakdown of the requests by department and fiscal year:

Department	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Information Technology	\$ 306,000	\$ 410,000	\$ 389,000	\$ 375,000	\$ 240,000	\$ 1,720,000
Fire / Rescue	1,475,000	260,000	260,000	760,000	5,260,000	8,015,000
Police	803,500	768,500	500,000	500,000	500,000	3,072,000
Recreation & Parks	330,600	1,090,200	2,465,000	1,910,000	763,000	6,558,800
Public Works	2,320,000	2,675,000	2,656,250	5,146,871	321,143	13,119,264
Total	\$ 5,235,100	\$ 5,203,700	\$ 6,270,250	\$ 8,691,871	\$ 7,084,143	\$ 32,485,064

Approximately 85% of the requests are from the following three departments: Fire / Rescue, Recreation & Parks, and Public Works. The following is a summary of the requested projects from these three respective areas:

- **Fire / Rescue:**

Project	Request
Radio Replacement	\$ 1,300,000
Station 1 Bay Extension	400,000
Station 8 Land Acquisition & Development	5,500,000
Future Station 7 IT Hardware	50,000
Teleconference System Replacement	365,000
Training Tower Burn Room Refurbishment	400,000
Total	\$ 8,015,000

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 ○ **Recreation & Parks:**

Project	Request
Tar River Legacy Plan - Action Sports Park Phase I	\$ 2,500,000
City of Greenville Comprehensive Park Master Plan	100,000
Westpointe Village Phase II Park Development	1,070,000
Town Common Development - Sycamore Hill Gateway	1,793,800
Town Common Bulkhead Inspection Evaluation	100,000
Thomas Langston Rd/South Central Land Acq & Park	300,000
Phil Carroll Nature Preserve Development	365,000
Park Restroom Facilities	300,000
Thomas Ford Press Box	30,000
Total	<u>\$ 6,558,800</u>

 ○ **Public Works:**

Project	Request
City Parking Lot Maintenance	\$ 185,000
Yard Asphalt Repairs	1,305,000
Covered Vehicle Wash Facility	400,000
Generator for Fuel Station and Shop	250,000
Garage Expansion - Fleet	1,250,000
New Alignment Wheel and Lift	150,000
Public Works Administrative Building Expansion	1,320,000
Roadway Bridge Repairs	100,000
Oxford Road Bridge Replacement	200,000
Frontgate Drive Extension	2,036,650
Evans Gateway	1,500,000
Traffic Calming	140,000
Traffic Signal Progression	160,000
Replacement of Mast Arm Poles	300,000
South Tar River Greenway Phase 3B	700,000
South Tar River Greenway Phase II	1,095,000
Sidewalks for Firetower Road and Portertown	231,471
Sidewalk Construction	1,400,000
West Arlington RR Crossing Upgrade	110,000
Other Miscellaneous Projects	286,143
Total	<u>\$ 13,119,264</u>

- **State & Federal Grants:** Approximately \$8.0 million in projects have been identified for which state and federal grant funds have been requested. However, the ability to fund such projects has not yet been determined. Such decisions will be dependent on the following:
 - Approval of Funding at State and Federal Level
 - Changes in Future State and Federal Legislation
 - Future Council Priorities

The following is a breakdown of the projects:

Project	Request
Oxford Road Bridge Replacement	\$ 800,000
South Tar River Greenway Phase 3B	2,800,000
South Tar River Greenway Phase II	4,384,000
Total	\$ 7,984,000

FACILITY IMPROVEMENT PROGRAM

The final component of the CIP plan is a review of the City’s Facility Improvement Program (FIP). The FIP fund was created in fiscal year 2014-15 in order to implement a ten-year facilities maintenance plan.

The creation of FIP provided for a process to plan future expenditures, protect the City’s investment in its capital plant assets, and minimize expensive, reactive repairs. The program is administered through the Recreation & Parks department and the Public Works department.

In order to establish the fund in fiscal year 2014-15, Council voted to increase the property tax rate by 1 ¢, which provided approximately \$500 thousand in recurring revenues. The remaining annual funding for the FIP program was identified through redirections within the City’s General Fund budget.

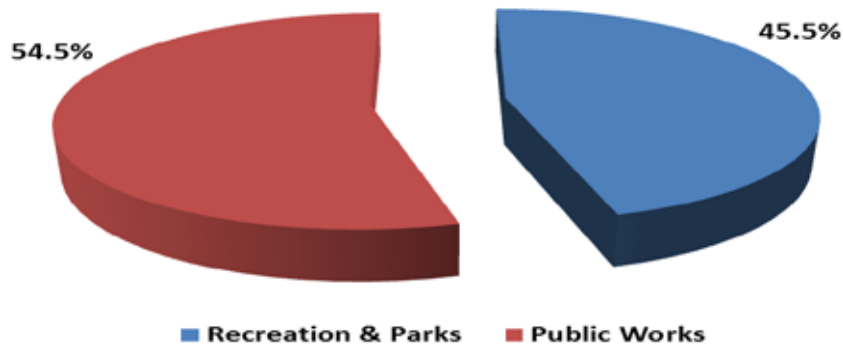
In general, approximately \$1.5 million is available through the General Fund budget on an annual basis to fund FIP projects. However, as with the CIP plan, the amount of identified needs surpasses the amount of available funding on an annual basis.

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The following is a summary of FIP requests by department for fiscal year 2018-19 and fiscal year 2019-20:

Department	Fiscal Year 2018-19	Fiscal Year 2019-20	Total Requests
Recreation & Parks	\$ 1,068,000	\$ 1,065,000	\$ 2,133,000
Public Works	1,500,000	1,050,000	2,550,000
Total	\$ 2,568,000	\$ 2,115,000	\$ 4,683,000

The following is the percentage breakdown of the requests by department over the two-year period:



A complete list of the requested projects can be found in Section 13 of the CIP plan.

CAPITAL IMPROVEMENT PROJECTS

City Streetlight/Camera Program: Adequate street lighting and public safety cameras is necessary in all areas of the City for citizen safety and well-being. Street lighting improvements and camera placements are crucial for continuing the Police Department's initiative of Crime Prevention through Environmental Design. In line with City Council's goal 8, Safe Community: Public Safety Services, they determined that funds were needed for increasing lighting and expanding the public safety cameras throughout the City.

Operating Impact: This program will increase the City's utility costs

Street Resurfacing: This project provides maintenance funding for existing City streets. All streets are evaluated and prioritized by condition prior to repairs. Options for maintenance include crack sealing, seal coating, resurfacing only and full depth reconstruction among others. Resurfacing alone (no preparation, no milling, no casting adjustments, no striping) for a standard 24-foot wide, two-lane street costs approximately \$100,000/mile. Adding milling, utility casting adjustments, ADA improvements (required by law), striping, and signal repairs (where required) brings the cost up to approximately \$125,000/mile. Presently the City maintains 270 miles of street with a useful life of about 12 years, depending on the traffic and original construction.

Operating Impact: This project does not change cost of operations or maintenance personnel. Failure to provide ongoing maintenance for City streets will increase maintenance and operational costs exponentially each succeeding year. For more extensive repairs, costs can exceed two to three times the normal cost of resurfacing.

Sidewalk Construction Project: This project will fund the sidewalks along thoroughfares and other high-priority locations in accordance with the 10-year sidewalk plan. This will improve pedestrian safety, community character and appeal, as well as to encourage walking as a reliable alternate means of transportation. Presently, many thoroughfares and many other roadways do not have sidewalks to provide safe travel ways for pedestrians. These funds will be used to construct sidewalks along City and State roadways.

Operating Impact: This program would increase annual maintenance and operational costs by approximately \$15,000 annually due to additional sidewalk maintenance and repair.

South Tar River Greenway Phase 3A: This is to design and construct South Tar River Greenway at Town Commons to east of Memorial Drive. This will establish a greenway corridor that will expand and enhance usage of existing parks, provide pedestrian transportation linkages, and provide outdoor recreational opportunities (walking, bicycling, jogging, roller blading etc.) for the public. This phase will provide a needed extension of Phase 1 westward and in line with City Council goal 2: Enhancing Accessible Transportation Networks and Public Building, Public Infrastructure Development.

Operating Impact: This project phase will increase maintenance and operational costs by approximately \$15,000 annually.

Safe Routes to School: This project provides connectivity of our sidewalk network particularly within a certain walking distance from a school. In each case this provides much needed sidewalk additions within a maximum radius of Wahl Coates Elementary, St. Peters School, South Greenville Elementary, and Rose High School. This project is in line with City Council goal 2: Enhancing Accessible Transportation Networks and Public Building, Public Infrastructure Development.

Operating Impact: This project will increase maintenance and operational costs.

Thomas Foreman Press Box: This project will renovate the existing concession stand and press box for the Jackie Robinson baseball league at the Thomas Foreman Park. The project will be an enhancement for the league and offer a better use of the existing space.

Operating Impact: N/A

10th Street Connector: This project will increase connectivity between places to the east and places to the west via improved multimodal access. This includes connecting the Hospital with areas to the east, the University and downtown Greenville with areas to the west, and ECU's main campus with the Health Science Center. Also provides a separation of travel from the CSX Railroad so citizens traveling on 10th Street can continue without being stopped by a train. NCDOT will construct sidewalks and other improvements as part of the project; however per the municipal agreement with NCDOT the City must reimburse these costs. This is a gateway into the City and will improve pedestrian safety along this newly developed corridor as well as encourage walking as a viable alternate means of transportation.

Operating Impact: The project will increase annual maintenance and operation costs due to additional streetlight operations, landscape maintenance, and sidewalk repairs.



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Convention & Visitors

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

2018-2019 CVA Authority Board

<u>Member</u>	<u>Member Information</u>	<u>Contact information</u>	<u>Member</u>	<u>Member Information</u>	<u>Contact information</u>
J.J. McLamb* CVA Chair	ECU Athletics 102 Christine Dr. Greenville, NC 27858	C-814-6050 W-737-4669 mclambj@ecu.edu	CVA Vice-Chair Bianca Shoneman*	Uptown Greenville 408 South Evans St. Suite 102 Greenville, NC 27858	W-561-8400 C-402-6888 Bianca@uptowngreenville.com
Kenneth Ross* CVA Secretary	Pitt County Ag Fair 384 Snow Hill St. Ayden, NC 28513	C-252-413-9186 pkross44@embarqmail.com	Dede Carney* CVA Assistant Secretary	Keller-Williams Realtors 3851 Dunhagan Rd. Greenville, NC 27858	C-347-9678 H-321-9902 dedecarney@kw.com
Byron Hayes* Finance Officer	City of Greenville PO Box 7207 Greenville, NC 27835-7207	W-329-4443 Bhayes@greenvillenc.gov	Charles Farley* County Commissioner liaison	County Commissioner 206 Oxford Rd. Greenville, NC 27858	C-252-717-4873 charles.farley@pittcountync.gov
Brian Meyerhoeffer* City Council liaison	City of Greenville 200 West Fifth St. Greenville, NC 27858	H-412-8912 bmeyerhoeffer@greenvillenc.gov	Bri Lester	Holiday Inn Express 909 Moyer Blvd Greenville, NC 27834	W-754-8300 hiegvsales@1stcarolina.net
Tyler McDowell	Holiday Inn 203 SW Greenville Blvd Greenville, NC 27834	W-252-355-8300 Tyler@higreenvillenc.com	Dustin Mills	Taft-Mills Group 2217 Stantonsburg Rd. Greenville, NC 27834	H-252-916-2691 Dustin@tdgnc.com
Bob Sheck	Pitt County American Legion 403 St. Andrews Dr. Greenville, NC 27834	C-252-367-0704 BobSheck@gmail.com	Diane Taylor	3609 Godford Gate Greenville, NC 27858	H-364-2690 W-558-4722 diane@taylormadenc.com
Austin Hill	Hampton 203 SW Greenville Blvd. Greenville, NC 27834	W-252-355-8300 Austin@higreenvillenc.com	Rhesa Tucker* Convention Center liaison	Greenville Convention Center 303 SW Greenville Blvd Greenville, NC 2783r	W-321-7671 C-341-6494 Rtucker@greenvilleconventioncenter.com

The Authority consists of eleven voting members: 5 appointed by City Council, 5 appointed by County Commissioners, and one by the Chamber
 The Authority has one city council liaison, one county commissioner liaison and one convention center liaison
 The Deputy Finance Officer from the City of Greenville acts as the treasurer for the CVA

*Deontes CVA Exexecutive Committee Member

**GREENVILLE-PITT COUNTY
CONVENTION & VISITORS BUREAU**

April 9, 2018

Dear Mayor, Mayor Pro-Tem and Members of City Council:

The Convention & Visitors Authority, in conjunction with its hospitality partners, continues to make great progress in establishing Greenville and Pitt County as a competitive hospitality destination throughout the state of North Carolina. In fiscal year 2016, tourism expenditures in Pitt County totaled 231.50 million dollars and generated 5.11 million dollars in local taxes resulting in a tax savings of \$97.89 per resident. These tourism numbers rank Greenville and Pitt County among the top ¼ of tourism generating destinations across the state and we continue to gain ground each year against other municipalities.

The cornerstone of the 2018-2020 CVA budgets is centered on achieving our established goals and objectives as set forth by the CVA board of directors and CVB staff. An increase in the marketing, advertising, and personnel line items has been earmarked in the first year of our budget cycle to assist the bureau in selling our destination within our target markets of conventions and meetings, athletics, family reunions, and religious groups. Funds have also been set aside for the CVB rebranding as well as a comprehensive re-design of the CVB's website.

Over the next twelve months, the Convention and Visitors Bureau's budget is based on projected revenue from the hotel-motel occupancy tax collections. Our budget is conservatively based off a 4% increase in collections for the fiscal year. The budget also reflects the use of fund balance which is helping to cover the costs of our board approved projects over the next fiscal year. It is possible that the CVA will not need to utilize the current level of fund balance within the proposed budget as occupancy taxes will likely come in higher than 4% for the current period.

This proposed budget has been approved by our CVA executive committee, our full CVA board and is ready for consideration by the Greenville City Council. The CVA appreciates the continual support of the Greenville City Council and looks forward to working with each member to make Greenville and Pitt County a preferred destination for conventions, meetings, reunions, events, and leisure travel.

Sincerely,



Andrew D. Schmidt, CHME, MPA
Executive Director

**GREENVILLE-PITT COUNTY
CONVENTION & VISITORS BUREAU****Strategic Goals for the CVA (Budget year 2018-2019)**

Mission statement: To foster superior travel and tourism experiences

Goal 1: Increase convention sales/citywide conferences and events achieving both micro and macro goals.

The Greenville Convention Center's expanded space and aesthetic up fit has made a tremendous impression on meeting planners across the Carolinas. The CVB has increased the number of trade shows and other marketing opportunities to bring these larger conferences to Greenville that will have more of a city wide impact.

Goal 2: Grow the number of sports tournaments per year and encourage economic development of sporting facilities.

Sports tourism accounted for over 80% of the economic impact generated by the CVB over the last fiscal year. The CVB will continue to market to tournament planners and rights holders while looking for ways to increase the amount of facility infrastructure available to host these tournaments. In addition, the CVB will be advocating to establish a sports council for the City of Greenville which will help with branding our city as a true sports destination.

Goal 3: Promote Greenville and Pitt County as an arts and entertainment destination while encouraging and working with partners to increase arts-related infrastructure and venues.

The CVB recognizes that many of our neighbors to the east drive past Greenville to Raleigh and Durham for the arts and cultural entertainment. To combat this, the CVB will take a two pronged approach. The first will be to become more involved in the local arts with CVB staff participating on boards, volunteering at events, and marketing local art events and initiatives. The second is to work to bring additional infrastructure, such as a performing arts venue, to Greenville and Pitt County. A venue such as this would help our area compete with our neighbors to the west. The CVB will also work with towns like Ayden and Farmville to increase arts tourism.

Goal 4: Assist in the activation of both the Town Common and Tar River for leisure-related travel to Greenville and Pitt County.

The Town Common is an underutilized asset that has the opportunity to bring leisure travel to Greenville. There have been good strides made by the City and community partners with additional infrastructure (Trillium playground, bathroom facilities, and additional concerts) but more needs to be done to make it a true destination point within our city. The CVB will advocate for easier access to the shoreline, consistent kayak rentals, a full service restaurant, and public use for private events at the old Greene Street bridge site.

Goal 5: Launch an African-American Cultural Trail using the Sycamore Hill Gateway as a launching point

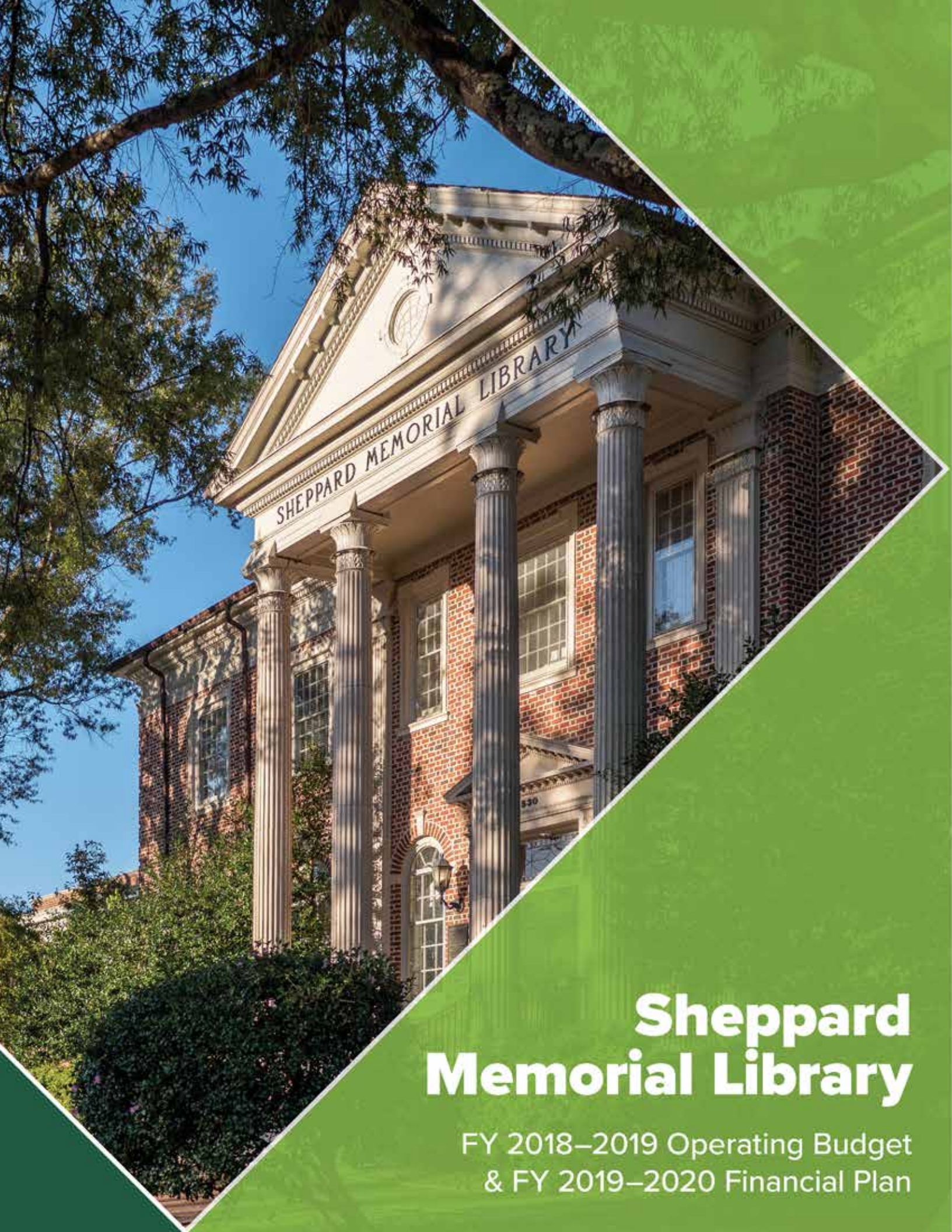
The CVB desires for our destination to become more inclusive and well-rounded. One area that is lacking is a historical trail that tells the history of our African-American community in Greenville and Pitt County. During the 2018-2019 fiscal year, the CVB will convene a committee to work on establishing historical sites to become part of a larger trail that will teach participants not only of the many contributions that African-American residents made to the growth of the city but the stories of individuals as well.

**CONVENTION & VISITORS AUTHORITY (CVA)
FOR FISCAL YEAR 2019 & 2020 FINANCIAL PLAN**

The Pitt-Greenville Convention and Visitors Authority is a quasi-governmental, non-for-profit umbrella organization that represents Greenville and Pitt County in the solicitation and service of all types of travelers to the area. The Authority is the single entity that brings together the interests of city government, county government, trade and civic associations, and individual "travel industry suppliers" - hotels, motels, restaurants, travel agencies, attractions, and local transportation-in generating convention and visitor business to the Greenville-Pitt County area. The Authority is the City and County's liaison between potential visitors to the area and businesses that will host them during their stay. The Authority serves as an information clearinghouse, a convention management consultant, and an economic development promotion agency for the area.

REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL BUDGET	2019 ORIGINAL BUDGET	2020 FINANCIAL PLAN
Occupancy Tax	\$ 637,708	\$ 766,949	\$ 707,855	\$ 797,627	\$ 829,532
1% Occupancy Tax	318,854	383,475	353,928	398,814	414,766
Miscellaneous Revenue	-	-	-	-	-
Investment Earnings	60	60	60	61	61
Appropriated Fund Balance	142,547	140,640	166,641	200,000	200,000
TOTAL	\$ 1,099,168	\$ 1,291,124	\$ 1,228,484	\$ 1,396,501	\$ 1,444,359

EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL BUDGET	2019 ORIGINAL BUDGET	2020 FINANCIAL PLAN
Personnel	\$ 424,548	\$ 458,082	\$ 468,357	\$ 550,061	\$ 578,021
Operating	669,379	858,805	804,847	846,440	866,338
Capital	5,242	-	25,000	-	-
TOTAL	\$ 1,099,168	\$ 1,316,887	\$ 1,298,203	\$ 1,396,501	\$ 1,444,359



SHEPPARD MEMORIAL LIBRARY

Sheppard Memorial Library

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

BOARD OF TRUSTEES

Mark Sanders, Chair	Ralph Scott, Vice-Chair	Jeff Coghill	Darrell Hinnant
LTC Col. Jesse J. Hinton, Jr. (Ret.)	Al Muller	Veronica Roberson	Rick Smiley
Ray Spears	Tracy Stroud	Glen Webb	

Greg Needham, Library Director / Executive Secretary to the Board of Trustees



March 26, 2018

To: Ann Wall, City Manager
 Michael Cowin, Assistant City Manager
 Bernita Demery, Director of Financial Services
 Shelley Z. Leach, Financial Analyst

From: Greg Needham, Director of Libraries

RE: 2018-2019 Sheppard Memorial Library Budget Request

Attached is the 2018-2019 and 2019-2020 Sheppard Memorial Library system budget request to the City of Greenville. Sheppard Memorial Library requests \$1,269,958 for FY 18-19 and \$1,308,057 for FY 19-20.

The total amount of funding requested from Pitt County is \$646,979 and \$666,028 respectively for year one and year two of the budget cycle. Anticipated revenue from State Aid is set by the State Library of North Carolina.

I appreciate the opportunity to submit this budget request to the City of Greenville, and I will be glad to answer any related questions you may have.

Thank you for your consideration!

THE SHEPPARD MEMORIAL LIBRARY SYSTEM

The Sheppard Memorial Library system consists of the main library, the Pitt County Bookmobile, and four branch facilities. The main library and two of the branches are located in the City of Greenville, one branch is located in the Town of Winterville, and another branch is located in the Town of Bethel. Operating funds for the libraries in Greenville and the Pitt County Bookmobile are funded by the City of Greenville and Pitt County. Operating costs for libraries in Winterville and Bethel are paid for by those towns, as well as support from Pitt County, and by revenues generated from the operation of these facilities. The Sheppard Memorial Library system receives the Pitt County appropriation of State public library funding because it is recognized as the county library system.

MISSION STATEMENT FOR 2018 – 2023

Sheppard Memorial Library promotes the joys of reading, life-long learning, creativity, and economic growth. It collects and maintains diverse, comprehensive knowledge resources which nourish enlightenment, critical thinking, literacy, and understanding throughout the region.

In an era of consistent change, Sheppard Memorial Library offers stability and reliability to its community.

The library's primary mission is to provide high-interest material in a variety of formats and locations thereby allowing access and use of its collections and resources by as many individuals as possible.

The library supports both formal and informal education endeavors of persons in the community. It particularly supports reading and learning for children and assisting students in meeting objectives established during formal courses of study.

The library aggressively seeks to add to the knowledge infrastructure of Pitt County in order to support the vitality of the future knowledge-based economy. In this way it contributes to the economic development of the community.

The library's staff is composed of highly effective information specialists who assist library users in locating authoritative, timely, non-biased information among the myriad of possible sources. They aid persons in finding answers to everyday problems as well as issues that move beyond facts and data to knowledge and enlightenment.

Recognizing the need to remain current with the times, Sheppard Memorial Library regularly reviews its mission to ensure that the System is providing maximum benefit to its service area.

GOALS

The library system will provide welcoming physical “public” spaces that foster a sense of community, encourage the free flow of ideas, increase the availability of resources, and add to the information infrastructure of Greenville and Pitt County.

The library system will provide welcoming “virtual” public spaces that foster a sense of community, and enrich the information base of the service area by offering access to resources not readily available through Internet sites.

The Library system will offer its service community a rich array of Programs (individual and group activities) that foster intellectual activity, promote the joys of reading, and encourage life-long learning and creativity.

The library offers comprehensive knowledge resources which nourish enlightenment, critical thinking, literacy, and understanding throughout the region. The library’s collections provide a variety of high interest material in a variety of formats and locations thereby allowing access and use of its collections and resources by as many individuals as possible.

The library’s staff is composed of well trained, service-oriented, employees who effectively assist library users in locating authoritative, timely, non-biased information among a myriad of possible sources. They aid persons in finding answers to everyday problems as well as issues that move beyond facts and data to knowledge and enlightenment.

Quality library service is not free; the Library will actively seek sources of revenue to fulfill its mission. These sources of revenue will include public and private sources.

Sheppard Memorial Library will reach out to the other public and institutional libraries in the community to enhance the service for all library users in Greenville and Pitt County.

Recognizing the vital role of technology in today’s library world, Sheppard Memorial Library will provide adequate supplies of current state-of-the art means of information delivery.

Recognizing the vital role of communications in alerting the public to services and resources, the Library will reach out through the media and other means to inform the public about its offerings.

**SHEPPARD MEMORIAL LIBRARY (SML)
FOR FISCAL YEAR 2019 & 2020 FINANCIAL PLAN**

The Sheppard Memorial Library system is recognized by the State of North Carolina as the countywide library system in Pitt County. The library system consists of the main library, the Pitt County Bookmobile, and four branch facilities. The main library and two of the branches are located in the City of Greenville, one branch is in the Town of Winterville, and another branch is located in the Town of Bethel. Operating funds for the libraries in Greenville and the Pitt County Bookmobile are provided on a 2/3 City to 1/3 County ratio. Pitt County pays for replacement of the bookmobile. Operating costs and capital improvements for libraries in Winterville and Bethel are paid for by those towns and by revenues generated from the operation of these facilities. The library system receives the Pitt County appropriation of State public library funding because it is recognized as the County library system for Pitt County.

REVENUES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL BUDGET	2019 ORIGINAL BUDGET	2020 FINANCIAL PLAN
City of Greenville	\$ 1,162,192	\$ 1,197,058	\$ 1,232,969	\$ 1,269,958	\$ 1,308,057
County of Pitt	567,395	581,096	598,529	601,194	654,028
County of Pitt-Bethel/Winterville	12,000	12,000	12,000	12,000	12,000
Town of Bethel	30,315	30,315	30,315	21,108	21,108
Town of Winterville	161,620	165,300	167,780	165,300	165,300
State Aid	191,774	191,774	191,774	191,774	197,262
Desk Receipts	131,661	128,775	128,775	112,500	112,500
Interest Income	1,500	1,000	1,000	1,500	1,500
Miscellaneous Income	39,788	31,500	31,500	38,456	32,000
Greenville Housing Authority	10,692	10,692	10,692	10,692	10,692
Capital - County Funded - Bookmobile	-	100,000	-	-	-
Transfer from Fiduciary Fund Balance (Bookmobile)	-	51,000	-	-	-
Fund Balance	-	28,432	26,946	50,014	40,172
TOTAL \$	2,308,937	2,528,942	2,432,280	2,474,496	2,554,619

EXPENSES	2016 ACTUAL	2017 ACTUAL	2018 ORIGINAL BUDGET	2019 ORIGINAL BUDGET	2020 FINANCIAL PLAN
Personnel	\$ 1,420,731	\$ 1,546,288	\$ 1,610,626	\$ 1,624,095	\$ 1,710,960
Operating	795,141	820,962	810,962	809,709	820,967
Greenville Housing Authority	10,692	10,692	10,692	10,692	10,692
Capital Expense	99,757	151,000	-	30,000	12,000
TOTAL \$	2,326,321	2,528,942	2,432,280	2,474,496	2,554,619



Greenville Utilities

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan



Greenville Utilities Commission
 Greenville City Council
 Customers of Greenville Utilities

Ladies and Gentlemen:

The FY 2018-19 Budget reflects the combined efforts of the Management Team, employees, and the guidance of the Board of Commissioners. Budgetary requests have been reviewed with a focus on sound business practices, customer expectations, and system reliability. In balancing the budget, key areas such as infrastructure needs, rising operational costs, staffing requirements and long-term sustainability with fiscal responsibility were also taken into consideration.

Using GUC's strategic plan as a guide, this budget has been prepared to ensure the long-term success of our mission to safely provide reliable utility solutions at the lowest reasonable costs, with exceptional customer service in an environmentally responsible manner.

GUC's financial budget goals focus on several key metrics including end-of-year performance, debt service coverages, and fund balances. The long-term sustainability of each fund is also taken into consideration to ensure that GUC is poised to continue to meet its mission and future financial challenges.

Guiding all budgetary decisions is GUC's commitment to provide exceptional service while maintaining a viable financial position. In monitoring our strategic plan, GUC utilizes Key Performance Indicators at the corporate level on a consistent and routine basis. To that end, GUC's budget goals are designed to achieve the following:

- Safely provide reliable utility solutions, at the lowest reasonable cost
- Exceptional customer service in an environmentally responsible manner
- Position GUC to achieve greater efficiencies
- Continue to meet regulatory requirements
- Minimize rate increases
- Avoid future rate shock
- Maintain key performance indicators for each fund
- Be operationally and financially prepared for emergency situations
- Be prepared for growth and expansion opportunities
- Preserve and/or improve bond ratings

PO Box 1847
 Greenville, NC
 27835-1847
 252 752-7166
www.guc.com

*Your Local
 Advantage*

The balancing process for the budget addressed several areas, including the review and analysis of the following:

- All four funds will be self-supporting in order to meet future financial challenges as individual funds on a sustained basis
- Continued investment in infrastructure
- Appropriate timing of expenditures for capital projects
- Revenues
- Personnel and staffing
- Cost saving opportunities
- Updating financial models while being cognizant of any rate adjustments that were proposed last year for the upcoming fiscal year

Highlights of the FY 2018-19 operating budget are listed below:

- Expenditures budgeted for FY 2018-19 have increased by 0.67% or \$1.68M when compared to the FY 2017-18 budget. Key points are:
 - \$3.3M decrease in purchased commodities costs (electricity and gas)
 - No transfers to rate stabilization - \$1.45M less than last year
 - \$4.5M in transfers to capital projects
 - \$2.3M increase in operations
- No rate adjustment for the Electric Fund.
- A 7.6% rate increase for the Water Fund, 1.2% greater than projected last year
- A 3.1% rate increase for the Sewer Fund, 4.3% less than projected last year
- Adoption of System Development Fees for Water and Sewer service
- Adjustments to High Strength Waste Surcharges
- No rate adjustment for the Gas Fund
- Funding for the employee market adjustment at 1.2% or \$342K effective July 1, 2018
- Funding for the employee merit program at 1.5% or \$430K
- Continuation of a self-insured health insurance plan which includes a high deductible Health Savings Account option
- Continuation of self-insured dental insurance plan
- Funding to bring replacements on board prior to the retirement of key personnel in order to facilitate succession planning, leverage the knowledge and experience of long-term employees for training on critical issues and ensure smooth transitions
- Existing positions have been reallocated and six permanent positions have been added to appropriately respond to needs within the combined enterprise operation
- Prefunding for Other Post-Employment Benefits (OPEB) \$500K
- Participation in \$100,000 Job Grant with the City

- Transfer of \$150,000 to City's housing energy conservation program
- Investment of \$10.8M for capital outlay in order to maintain system reliability and comply with regulatory requirements in the combined enterprise operation
- Annual turnover or transfer of \$6.7M to the City of Greenville in accordance with the Charter issued by the North Carolina General Assembly

Highlights of the FY 2018-19 capital budget are listed below:

- GUC continues to make investments in capital projects to maintain reliability, meet ongoing regulatory requirements, and remain strategically positioned to facilitate growth. To that end, GUC will be establishing capital projects totaling \$9.35M.

SUMMARY

The FY 2018-19 balanced budget controls costs while continuing to provide the high level of service our customers expect. The budget is balanced and it includes key components to position GUC for long-term sustainability and growth. By focusing on business fundamentals, this budget helps establish the foundation for safely providing reliable utility service at the lowest reasonable costs to GUC's customers for the future.



Anthony C. Cannon
General Manager/CEO

ORDINANCE NO. 18-039
 CITY OF GREENVILLE, NORTH CAROLINA
 2018-19 GREENVILLE UTILITIES COMMISSION BUDGET ORDINANCE

THE CITY COUNCIL OF THE CITY OF GREENVILLE, NORTH CAROLINA, DOES ORDAIN:

Section I. Estimated Net Revenues and Fund Balances. It is estimated that the following non-tax revenues and fund balances will be available during the fiscal year beginning July 1, 2018 and ending June 30, 2019 to meet the subsequent expenditures, according to the following schedules:

	<u>Revenues</u>	<u>Budget</u>
A.	<u>Electric Fund</u>	
	Rates & Charges	\$168,192,401
	Fees & Charges	2,081,219
	Miscellaneous	1,292,496
	Interest on Investments	325,000
	Transfer from Rate Stabilization	250,000
	Total Electric Fund Revenue	\$172,141,116
B.	<u>Water Fund</u>	
	Rates & Charges	\$20,504,829
	Fees & Charges	402,000
	Miscellaneous	262,555
	Interest on Investments	55,000
	Total Water Fund Revenue	\$21,224,384
C.	<u>Sewer Fund</u>	
	Rates & Charges	\$23,006,546
	Fees & Charges	363,604
	Miscellaneous	168,411
	Interest on Investments	35,000
	Total Sewer Fund Revenue	\$23,573,561
D.	<u>Gas Fund</u>	
	Rates & Charges	\$36,007,700
	Fees & Charges	152,925
	Miscellaneous	150,972
	Interest on Investments	60,000
	Total Gas Fund Revenue	\$36,371,597
	Total Revenues	\$253,310,658

Section II. Expenditures. The following amounts are hereby estimated for the Greenville Utilities Commission to be expended for managing, operating, improving, maintaining, and extending electric, water, sewer and gas utilities during the fiscal year beginning July 1, 2018 and ending on June 30, 2019, according to the following schedules:

<u>Expenditures</u>	<u>Budget</u>
Electric Fund	\$172,141,116
Water Fund	21,224,384
Sewer Fund	23,573,561
Gas Fund	36,371,597
Total Expenditures	\$253,310,658

Section III. Capital Improvements. The following Capital Improvements anticipated revenues and project appropriations as listed below in this section are hereby adopted in the fiscal year beginning July 1, 2018.

(a) It is estimated that the following non-tax revenues and long term debt proceeds will be available to fund capital project expenditures that will begin in the fiscal year beginning July 1, 2018.

<u>Capital Projects Revenues</u>	<u>Budget</u>
Electric Fund - Long Term Debt Proceeds	\$6,000,000
Water Fund - Capital Projects Fund Balance	\$500,000
Sewer Fund - Long Term Debt Proceeds	1,100,000
Sewer Fund - Capital Projects Fund Balance	250,000
Gas Fund - Capital Projects Fund Balance	<u>1,500,000</u>
 Total Revenues	 <u><u>\$9,350,000</u></u>

(b) The following amounts are hereby appropriated for capital projects that will begin during the fiscal year beginning July 1, 2018.

<u>Capital Projects Expenditures</u>	<u>Budget</u>
Vidant Peaking Generators	\$6,000,000
Water Distribution System Improvements - 2MG Southeast Tank and Pipelines	500,000
Forlines Pump Station Expansion	250,000
Green Street Pump Station and Force Main	1,100,000
Memorial Drive Bridge Replacement (NCDOT B-4786)	1,500,000
 Total Capital Projects Expenditures	 <u><u>\$9,350,000</u></u>

Section IV: Amendments.

(a) Pursuant to General Statutes 159-15, this budget may be amended by submission of proposed changes to the City Council.

(b) Notwithstanding Subsection (a) above, the General Manager/CEO of Greenville Utilities Commission is authorized to transfer funds from one appropriation to another in an amount not to exceed \$100,000. Any such transfers shall be reported to the Greenville Utilities Commission and the City Council at their next regular meeting and shall be entered in the minutes.

(c) In case of emergency which threatens the lives, health, or safety of the public, the General Manager/CEO may authorize expenditures in an amount necessary to meet the emergency so long as such amount does not exceed the amount in contingency accounts and the expenditure is reported to the Greenville Utilities Commission as soon as possible, and appropriate budget amendments are submitted to the City Council, if necessary, at its next regular meeting.

(d) Capital Projects listed in section III may be amended on an individual project basis.

Section V: Appropriation. The capital project revenue and expenditure authorizations shall extend from year to year until each project is completed.

Section VI: Distribution. Copies of this ordinance shall be furnished to the General Manager/CEO and the Chief Financial Officer of the Greenville Utilities Commission, and the Director of Financial Services of the City of Greenville to be kept on file by them for their direction in the disbursement of funds.

Adopted this the 14th day of June, 2018.

Attest:


Carol L. Barwick, City Clerk


P. J. Connelly, Mayor



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ALL FUNDS

	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	2019-2020
	Actual	Budget	Projected	Forecast	Budget	Plan
REVENUE:						
Rates & Charges	\$ 242,622,742	\$ 243,785,295	\$ 247,535,483	\$ 247,550,479	\$ 247,711,476	\$ 251,997,999
Fees & Charges	2,437,562	2,369,093	2,717,143	2,416,472	2,762,497	2,815,946
U. G. & Temp. Ser. Chgs.	426,095	208,008	265,253	212,168	237,251	247,183
Miscellaneous	2,729,243	2,843,377	3,673,252	1,609,763	1,874,434	1,796,003
Interest on Investments	408,657	336,000	510,000	336,000	475,000	475,000
FEMA/Insurance Reimbursement	1,580,687	-	-	-	-	-
Bond Proceeds	-	-	-	228,452	-	-
Installment Purchases	-	-	-	-	-	-
Transfer from Cap Projects	1,308,082	-	170,915	-	-	835,162
Transfer from Rate Stabilization	400,000	-	-	-	250,000	2,600,000
Appropriated Fund Balance	-	1,000,000	1,032,892	1,000,000	-	-
	\$ 251,913,068	\$ 250,541,773	\$ 255,904,938	\$ 253,353,334	\$ 253,310,658	\$ 260,767,293
EXPENDITURES:						
Operations	\$ 60,540,506	\$ 65,558,607	\$ 65,287,829	\$ 67,820,858	\$ 67,870,789	\$ 67,732,502
Purchased Power	129,626,970	125,005,049	125,724,430	125,501,848	126,008,698	130,409,287
Purchased Gas	16,047,934	19,423,500	23,083,840	19,538,100	21,753,700	21,869,300
Capital Outlay	10,606,161	9,673,307	13,031,279	9,904,425	10,785,611	10,538,127
Debt Service	14,423,969	14,313,444	14,308,472	15,089,507	14,025,045	14,907,091
City Turnover - General	5,899,987	5,853,236	5,853,236	5,970,301	5,908,642	5,923,391
Street Light Reimbursement	764,901	798,693	798,693	822,654	822,654	847,334
Transfer to OPEB Trust	500,000	500,000	500,000	500,000	500,000	500,000
Transfer to Rate Stabilization	4,500,000	1,450,000	4,100,000	1,250,000	-	-
Transfer to Capital Projects	7,130,166	6,350,000	1,500,000	3,950,000	4,550,000	6,700,000
Transfer to Designated Reserve	800,000	-	-	1,400,000	-	-
Operating Contingencies	-	1,615,937	1,717,159	1,605,641	1,085,519	1,340,261
	\$ 250,840,594	\$ 250,541,773	\$ 255,904,938	\$ 253,353,334	\$ 253,310,658	\$ 260,767,293

ELECTRIC FUND

	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	2019-2020
	Actual	Budget	Projected	Forecast	Budget	Plan
REVENUE:						
Rates & Charges	\$ 173,232,911	\$ 169,026,175	\$ 170,178,090	\$ 169,637,670	\$ 168,192,401	\$ 169,742,465
Fees & Charges	1,520,767	1,573,044	1,823,792	1,604,504	1,858,468	1,893,837
U. G. & Temp. Ser. Chgs.	411,595	204,408	250,753	208,496	222,751	232,683
Miscellaneous	1,822,799	2,295,301	2,998,980	1,096,103	1,292,496	1,203,700
Interest on Investments	240,446	204,000	325,000	204,000	325,000	325,000
FEMA/Insurance Reimbursement	1,181,352	-	-	-	-	-
Bond Proceeds	-	-	-	125,648	-	-
Installment Purchases	-	-	-	-	-	-
Transfer from Cap Projects	743,619	-	-	-	-	378,435
Transfer from Rate Stabilization	-	-	-	-	250,000	2,600,000
Appropriated Fund Balance	-	-	-	-	-	-
	\$ 179,153,489	\$ 173,302,928	\$ 175,576,615	\$ 172,876,421	\$ 172,141,116	\$ 176,376,120
EXPENDITURES:						
Operations	\$ 27,059,219	\$ 28,858,575	\$ 28,312,479	\$ 29,766,294	\$ 29,133,393	\$ 28,932,129
Purchased Power	129,626,970	125,005,049	125,724,430	125,501,848	126,008,698	130,409,287
Capital Outlay	6,849,593	5,846,686	7,702,091	6,112,212	7,932,467	7,371,623
Debt Service	3,191,579	3,089,614	3,089,616	3,927,411	3,382,942	3,959,861
City Turnover - General	4,425,646	4,254,580	4,254,580	4,339,672	4,184,591	4,155,600
Street Light Reimbursement	764,901	798,693	798,693	822,654	822,654	847,334
Transfer to OPEB Trust	300,000	275,000	300,000	275,000	300,000	300,000
Transfer to Rate Stabilization	4,500,000	1,200,000	4,100,000	1,000,000	-	-
Transfer to Capital Projects	1,400,000	3,000,000	-	-	-	-
Transfer to Designated Reserve	150,000	-	-	-	-	-
Operating Contingencies	-	974,731	1,294,726	1,131,330	376,371	400,286
	\$ 178,267,907	\$ 173,302,928	\$ 175,576,615	\$ 172,876,421	\$ 172,141,116	\$ 176,376,120

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WATER FUND

	2016-2017		2017-2018		2018-2019		2019-2020	
	Actual	Budget	Projected	Forecast	Budget	Plan		
REVENUE:								
Rates & Charges	\$ 18,983,628	\$ 19,010,430	\$ 19,052,908	\$ 20,272,851	\$ 20,504,829	\$ 22,061,548		
Fees & Charges	369,790	356,187	383,297	363,310	387,500	395,250		
U. G. & Temp. Ser. Chgs.	14,500	3,600	14,500	3,672	14,500	14,500		
Miscellaneous	381,661	246,053	271,924	235,917	262,555	267,807		
Interest on Investments	56,151	45,000	55,000	45,000	55,000	55,000		
FEMA/Insurance Reimbursement	133,250	-	-	-	-	-		
Bond Proceeds	-	-	-	34,268	-	-		
Installment Purchases	-	-	-	-	-	-		
Transfer from Cap Projects	73,548	-	-	-	-	227,967		
Transfer from Rate Stabilization	-	-	-	-	-	-		
Appropriated Fund Balance	-	-	-	-	-	-		
	\$ 20,012,529	\$ 19,661,270	\$ 19,777,629	\$ 20,955,018	\$ 21,224,384	\$ 23,022,072		
EXPENDITURES:								
Operations	\$ 12,311,039	\$ 13,273,137	\$ 13,376,908	\$ 13,916,232	\$ 14,181,011	\$ 14,296,447		
Capital Outlay	1,132,520	1,100,540	2,042,599	1,150,711	566,231	844,261		
Debt Service	3,559,855	3,454,686	3,449,696	3,446,236	3,225,573	3,680,742		
Transfer to OPEB Trust	100,000	75,000	100,000	75,000	100,000	100,000		
Transfer to Rate Stabilization	-	-	-	-	-	-		
Transfer to Capital Projects	2,407,333	1,600,000	600,000	1,600,000	2,950,000	3,850,000		
Transfer to Designated Reserve	200,000	-	-	600,000	-	-		
Operating Contingencies	-	157,907	208,426	166,839	201,569	250,622		
	\$ 19,710,747	\$ 19,661,270	\$ 19,777,629	\$ 20,955,018	\$ 21,224,384	\$ 23,022,072		

SEWER FUND

	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	2019-2020
	Actual	Budget	Projected	Forecast	Budget	Plan
REVENUE:						
Rates & Charges	\$ 22,232,340	\$ 22,065,490	\$ 22,256,478	\$ 23,767,358	\$ 23,006,546	\$ 23,753,986
Fees & Charges	395,878	304,686	356,475	310,779	363,604	370,876
U. G. & Temp. Ser. Chgs.	-	-	-	-	-	-
Miscellaneous	197,484	145,866	242,642	133,658	168,411	171,778
Interest on Investments	41,143	27,000	55,000	27,000	35,000	35,000
FEMA/ Insurance Reimbursement	131,275	-	-	-	-	-
Bond Proceeds	-	-	-	34,268	-	-
Installment Purchases	-	-	-	-	-	-
Transfer from Cap Projects	154,733	-	170,915	-	-	128,886
Transfer from Rate Stabilization	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-
	\$ 23,152,853	\$ 22,543,042	\$ 23,081,510	\$ 24,273,063	\$ 23,573,561	\$ 24,460,526
EXPENDITURES:						
Operations	\$ 12,123,880	\$ 13,657,020	\$ 13,626,561	\$ 14,108,695	\$ 14,283,007	\$ 14,318,778
Capital Outlay	1,244,529	1,331,941	1,846,321	1,186,472	1,115,631	862,651
Debt Service	6,124,635	6,394,613	6,394,621	6,246,446	6,095,606	5,858,225
Transfer to OPEB Trust	100,000	75,000	100,000	75,000	100,000	100,000
Transfer to Rate Stabilization	-	-	-	-	-	-
Transfer to Capital Projects	2,572,833	1,000,000	900,000	1,600,000	1,600,000	2,850,000
Transfer to Designated Reserve	450,000	-	-	800,000	-	-
Operating Contingencies	-	84,468	214,007	256,450	379,317	470,872
	\$ 22,615,877	\$ 22,543,042	\$ 23,081,510	\$ 24,273,063	\$ 23,573,561	\$ 24,460,526

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GAS FUND

	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	2019-2020
	Actual	Budget	Projected	Forecast	Budget	Plan
REVENUE:						
Rates & Charges	\$ 28,173,864	\$ 33,683,200	\$ 36,048,007	\$ 33,872,600	\$ 36,007,700	\$ 36,440,000
Fees & Charges	151,126	135,176	153,579	137,879	152,925	155,983
U. G. & Temp. Ser. Chgs.	-	-	-	-	-	-
Miscellaneous	327,298	156,157	159,706	144,085	150,972	152,718
Interest on Investments	70,917	60,000	75,000	60,000	60,000	60,000
FEMA/Insurance Reimbursement	134,809	-	-	-	-	-
Bond Proceeds	-	-	-	34,268	-	-
Installment Purchases	-	-	-	-	-	-
Transfer from Cap Projects	336,182	-	-	-	-	99,874
Transfer from Rate Stabilization	400,000	-	-	-	-	-
Appropriated Fund Balance	-	1,000,000	1,032,892	1,000,000	-	-
	\$ 29,594,197	\$ 35,034,533	\$ 37,469,184	\$ 35,248,832	\$ 36,371,597	\$ 36,908,575
EXPENDITURES:						
Operations	\$ 9,046,368	\$ 9,769,875	\$ 9,971,881	\$ 10,029,637	\$ 10,273,378	\$ 10,185,148
Purchased Gas	16,047,934	19,423,500	23,083,840	19,538,100	21,753,700	21,869,300
Capital Outlay	1,379,520	1,394,140	1,440,268	1,455,030	1,171,282	1,459,592
Debt Service	1,547,900	1,374,531	1,374,539	1,469,414	1,320,924	1,408,263
City Turnover - General	1,474,341	1,598,656	1,598,656	1,630,629	1,724,051	1,767,791
Transfer to OPEB Trust	-	75,000	-	75,000	-	-
Transfer to Rate Stabilization	-	250,000	-	250,000	-	-
Transfer to Capital Projects	750,000	750,000	-	750,000	-	-
Transfer to Designated Reserve	-	-	-	-	-	-
Operating Contingencies	-	398,831	-	51,022	128,262	218,481
	\$ 30,246,063	\$ 35,034,533	\$ 37,469,184	\$ 35,248,832	\$ 36,371,597	\$ 36,908,575

**GREENVILLE UTILITIES COMMISSION
BUDGET BY DEPARTMENT
2018-2019**

Department	Electric	Water	Sewer	Gas	Total
Governing Body and Administration	840,186	836,217	836,217	851,217	3,363,837
Finance	5,414,598	1,736,914	1,699,714	1,670,070	10,521,296
Human Resources	1,418,768	761,293	726,690	553,669	3,460,420
Information Technology	4,193,053	1,030,495	1,035,554	1,225,470	7,484,572
Customer Relations	3,379,078	216,508	221,508	423,015	4,240,109
Electric Department	19,783,058	-	-	-	19,783,058
Shared Resources	45,000	27,500	27,500	30,000	130,000
Meter	1,814,031	453,833	453,833	453,833	3,175,530
Water Department	-	9,506,384	-	-	9,506,384
Sewer Department	-	-	10,219,524	-	10,219,524
Gas Department	-	-	-	6,059,288	6,059,288
Utility Locating Service	178,088	178,098	178,098	178,098	712,382
Ancillary	135,075,256	6,477,142	8,174,923	24,926,937	174,654,258
Grand Total	172,141,116	21,224,384	23,573,561	36,371,597	253,310,658

2017-2018

Department	Electric	Water	Sewer	Gas	Total
Governing Body and Administration	848,091	844,122	846,822	859,122	3,398,157
Finance	5,084,706	1,664,641	1,632,237	1,563,725	9,945,309
Human Resources	1,233,443	661,852	631,766	481,346	3,008,407
Information Technology	4,036,964	982,156	986,483	1,172,246	7,177,849
Customer Relations	3,491,583	218,230	218,230	436,456	4,364,499
Electric Department	18,224,170	-	-	-	18,224,170
Shared Resources	41,000	26,300	26,300	28,400	122,000
Meter	1,567,459	427,491	427,491	427,491	2,849,932
Water Department	-	9,371,036	-	-	9,371,036
Sewer Department	-	-	10,041,783	-	10,041,783
Gas Department	-	-	-	6,017,380	6,017,380
Utility Locating Service	177,845	177,849	177,849	177,849	711,392
Ancillary	138,597,667	5,287,593	7,554,081	23,870,518	175,309,859
Grand Total	173,302,928	19,661,270	22,543,042	35,034,533	250,541,773

**GREENVILLE UTILITIES COMMISSION
EXPENDITURES BY DEPARTMENT**

Department	2016-2017 Actual	2017-2018 Budget	2017-2018 Projected	2018-2019 Budget	2019-2020 Plan
Governing Body and Administration	2,906,581	3,398,157	3,330,963	3,363,837	3,384,306
Finance	9,399,291	9,945,309	9,978,522	10,521,296	10,050,715
Human Resources	2,941,718	3,008,407	3,384,033	3,460,420	3,583,477
Information Technology	6,069,484	7,177,849	7,026,194	7,484,572	7,618,280
Customer Relations	3,774,517	4,364,499	4,066,821	4,240,109	4,222,597
Electric Department	18,644,803	18,224,170	19,740,754	19,783,058	19,163,164
Shared Resources	47,991	122,000	122,000	130,000	130,000
Meter	2,696,262	2,849,932	2,944,568	3,175,530	3,192,649
Water Department	9,059,934	9,371,036	10,331,302	9,506,384	9,946,909
Sewer Department	9,137,969	10,041,783	10,443,930	10,219,524	10,048,890
Gas Department	5,788,508	6,017,380	6,243,921	6,059,288	6,249,534
Utility Locating Service	713,971	711,392	706,100	712,382	680,108
Ancillary	179,659,565	175,309,859	177,585,830	174,654,258	182,496,664
Total	250,840,594	250,541,773	255,904,938	253,310,658	260,767,293



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Glossary

FY 2018–2019 Operating Budget
& FY 2019–2020 Financial Plan

Accrual	Adjusting journal entries designed to ensure that assets and liabilities that are created or discharged because of operating activities of the current period are recognized as revenues and expenses in that period.
Activity	An activity is a set of or grouping of similar processes or tasks that converts inputs to outputs. An activity is a service provided under a program budget.
Ad Valorem Tax	Property taxes on the assessed value of a property. Ad valorem is Latin for “according to value.”
Amendment	Any change to the revenue/expenditure of a previously adopted budget. Amendments may be recommended by the Mayor or City Council.
Appropriation	Money set apart for a special use authorized by City Council to expend funds for certain purposes within a specific time frame.
Balanced Budget	Current operating revenues will be sufficient to support current operating expenditures.
Biennial Budget	A budget applicable for two years.
Budget	A plan of financial operation with an estimate of proposed expenditures and the means of financing them for a given period of time. An estimate of (statement of probable) revenues and expenditures by the government in the ensuing year, with financial proposals in connection therewith, such as measures for meeting a deficiency or measures for disposing of a surplus.
Budget Allocation	Budgetary allocations are integral components to an annual budget or financial plan. They indicate the level of resources an organization is committing to a department or program.
Budget Message	A general discussion of the proposed budget presented in writing by the City Manager as a part of the proposed budget document. The budget message explains principal budget issues against the background of financial experience of recent years and presents recommendations made by the Mayor and City Council.

Capital Equipment	Capital purchases of major equipment items, which are not permanently attached to a public facility. Useful life is greater than or equal to 5 years and cost is greater or equal to \$35,000.
Capital Outlay	Expenditures which result in the acquisition of, or addition to, short-lived general fixed assets; includes all equipment greater than or equal to \$5,000.
Community Development Block Grant (CDBG)	A fund which accounts for federal entitlement funds received under Title I of the Housing and Community Development Act of 1974. These funds support public improvements and redevelopment and conservation activities within targeted neighborhoods.
Debt Service	The City's obligation to pay principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.
Department	The basic organizational unit of government, which is functionally unique in its delivery of service. Its components are hierarchically arranged.
Encumbrances	Funds set aside or committed for future expenditures through purchase orders, contracts or requisitions.
Enterprise Funds	A separate fund used to account for operations that are financed and operated in a manner similar to private business enterprises and where it is the intent that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
Expenditures	Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered. Decreases in net financial resources.
Expenses	Decreases in net total assets. Expenses represent charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest, and other charges.
Facilities Improvement Plan (FIP)	A fund used to fund a major maintenance, renovation and repair needs for City of Greenville maintained buildings, facilities, and structures.

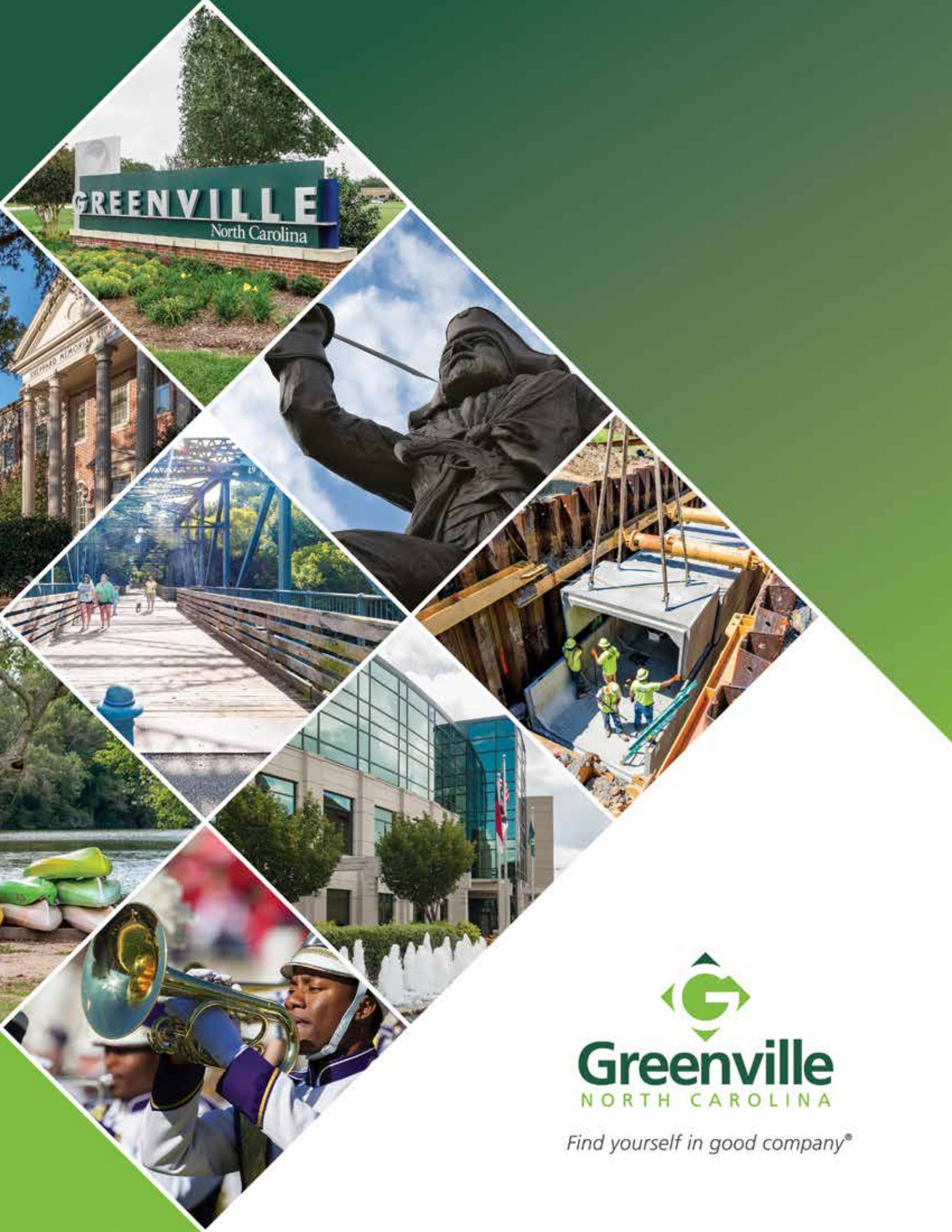
Fixed Assets	Assets of a long-term character, which are intended to continue to be held or used; land, buildings, improvements other than buildings, and machinery and equipment.
Fund	An independent fiscal and accounting entity with a self-basing set of accounts recording its assets, liabilities, fund balances, retained earnings, revenues, and expenditures.
General Fund	The primary operating fund, which accounts for all revenues and expenditures that are not accounted for in specific purpose funds. It finances the regular day-to-day operations of the City.
General Obligation (GO) Bonds	Bonds sold by the City to private investors to provide long-term financing for Capital Project needs. The City pledges its full faith and credit to the repayment of these bonds.
Goal	A broad statement determined at the highest level of government of what the City would like to accomplish over an extended length of time.
Government Finance Officers Association (GFOA)	A professional association of state/provincial and local finance officers in the United States and Canada, which has served the public finance profession since 1906.
Greenville Utilities Commission (GUC)	A City-owned utility system that provides electric, water, sewer, and gas.
Income	A term used in proprietary fund type accounting to represent (1) revenues or (2) the excess of revenues over expenses.
Internal Service Fund	A proprietary fund type used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governmental units, on a cost-reimbursement basis. The City includes three internal service funds as part of the budget process: the Fleet Maintenance Fund to account for the maintenance of all City vehicles, the Vehicle Replacement Fund to fund the purchase of all City vehicles, and the Facilities Improvement Fund to fund the major maintenance, renovation, and repair needs of City-maintained buildings, facilities, and structures.

Investments	Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments.
Non-operating Expenses	Fund expenses that are not directly related to the fund's primary service activities.
Objective	A simply stated, readily measureable statement of aim or expected accomplishment within the fiscal year. A good statement of objective should imply a specific standard of performance for a given program.
Obligations	Amounts that a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.
Operating Expenses	Fund expenses that are directly related to the fund's primary service activities.
Operating and Financial Plan	A budgetary plan developed as a tool for planning, management, and control. As a planning tool, it is used to establish programmatic and financial goals and objectives. As a management tool, the plan is to direct organizational units toward established objectives for service delivery. Finally, as a control tool -- the traditional use of budgeting -- the plan is used for financial accountability.
Ordinance	A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as State statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.
Organization	An organized body of people with a particular purpose.
Proposed Budget	The budget formally submitted by the City Manager to the Mayor and City Council for its consideration. Recommended budget documents are also available to the public.
Proprietary Funds	Funds that are established to be self-funded through charges for services. The City of Greenville proprietary funds include the four operating funds of

	Greenville Utilities (electric, water, sewer, gas), Sanitation, Public Transportation (Transit), and Stormwater Utility.
Reserve for Contingencies	A budgetary account set aside for use by the City Council in dealing with emergencies or unforeseen expenditures.
Revenues	(1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under GASB pronouncements, general long-term proceeds and operating transfers-in are classified as “other financing sources” rather than revenues. (2) Increases in proprietary fund type net total assets from other expense refunds, capital contributions, and residual equity transfers. Under GASB pronouncements, operating transfers-in are classified separately from revenues.
Structurally Balanced Budget	A budget in which budgeted appropriations are supported by available revenues without reliance upon increases in appropriated fund balance; increases in appropriations only occur as corresponding increases in revenue are available or identified.
Vehicle Replacement Fund (VRF)	Monies to fund the City’s capital budget, for the replacement of vehicles, and certain capital equipment greater than or equal to \$5,000.



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NORTH CAROLINA

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