

The City of
Aiken

South Carolina

ANNUAL
BUDGET

Fiscal Year 2016-17



WELCOME TO THE CITY OF AIKEN'S ANNUAL BUDGET

The City of Aiken is excited to present its Annual Budget for Fiscal Year 2016-17. The format for this Annual Budget has been extensively revised to more effectively communicate information to Aiken citizens, the community, elected officials, and other stakeholders. This budget reflects the ongoing efforts of the City of Aiken leadership to enhance transparency, and accountability, and overall commitment to quality.



**CITY OF AIKEN
SOUTH CAROLINA**

**ANNUAL BUDGET
FISCAL YEAR 2016-2017**

JUNE 30, 2016

Prepared by:

**John C. Klimm
City Manager**

**Stuart T. Bedenbaugh
Assistant City Manager**

**Kimberly C. Abney, CPA
Director of Finance**

**Sara B. Ridout
City Clerk**

MAJOR AWARDS

2015

- **Public Protection Classification (PPC) 02/2Y** - *Insurance Service Office*
- **Advanced Law Enforcement Accreditation with Excellence using the Gold Standard Assessment process** – *CALEA*
- **Meritorious Award for 15 continuous years law enforcement accreditation** – *CALEA*
- **Santee Cooper Excellence in Law Enforcement-** *SCLEOA*
- **Comprehensive Annual Financial Report Certificate of Achievement** – *Government Finance Officers Association*
- **South Carolina Area-Wide Optimization Program (Shaw's Creek Water Treatment Plant)** - *South Carolina Department Health and Environmental Control*

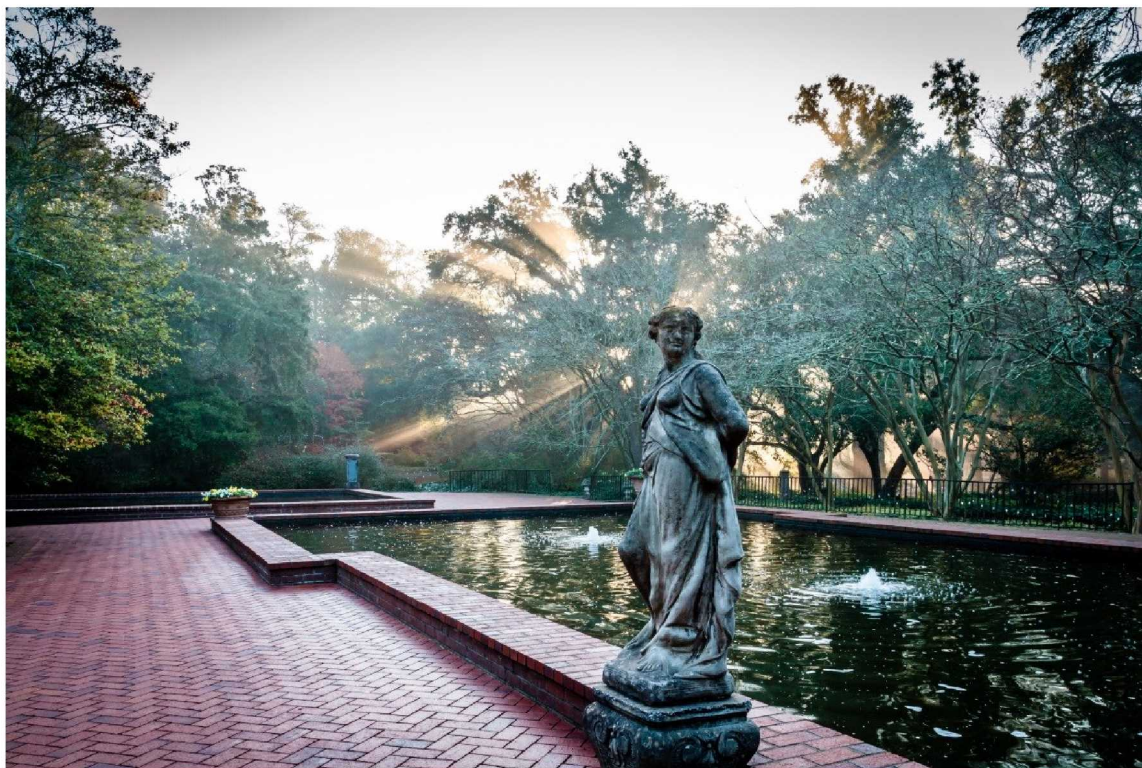


Photo 2: Hopelands Gardens



Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

**City of Aiken
South Carolina**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2015

A handwritten signature in black ink, reading "Jeffrey R. Egan". The signature is written in a cursive style.

Executive Director/CEO

CITY OF AIKEN ANNUAL BUDGET

(Fiscal Year Ending June 30)	2017
Revenues (\$)	
Taxes – Property	10,493,600
Taxes - Other Than Property	1,850,000
Licenses and Permits	10,219,280
Intergovernmental	1,631,805
Charges for Services	22,105,868
Fines and Forfeitures	1,207,750
Revenues from Use of Money and Property	427,890
Contributions	24,500
Miscellaneous	645,920
Transfers	4,673,890
Total Revenues	\$53,280,503
Expenditures (\$)	
General Government	4,265,060
Engineering and Utilities	13,742,998
Parks, Recreation & Tourism	4,602,650
Planning	456,800
Public Safety	9,179,075
Public Services	3,298,755
Insurance and Benefits	9,255,350
Neighborhood Services	470,960
Capital Outlay	7,014,805
Debt Service:	
Principal & Interest	994,050
Total Expenditures	\$53,280,503

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Did you know? Aiken is known as the polo capital of the world, boasting four residents who have served as US Polo Association Chairmen.

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Aiken is a city of character

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For up to date information on programs and events, visit the city website at www.cityofAikensc.gov.

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Did you know? *Aiken's Hitchcock Woods, which is over 2100 acres, is one of the largest urban forests in the United States.*

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I. STRATEGIC GOALS AND LEADERSHIP

MISSION, VISION AND GOALS

CITY OF AIKEN STRATEGIC PLAN 2016-2019

MISSION

The City of Aiken's **MISSION** is to have:

Government and citizens working together to preserve and to continue to improve the quality of life in the City of Aiken, making it the best possible place to live.

VISION

The City of Aiken's **VISION** is:

To support connectivity, encourage diversity, strive for authenticity, increase inclusivity and allow all residents to share in the city's prosperity.

CORE VALUES

The City of Aiken's **CORE VALUES** are reflected in the statement of our beliefs:

- Respect for people
- Effectiveness in the use of public funds
- Support for people
- Encouragement for idealism, creativity, and innovation
- Responsiveness to the public
- Commitment to excellence
- Responsibility for the environment
- Support for business development and citizenship
- Commitment to the total community

CITY OF AIKEN STRATEGIC PLAN 2016-2019

FY2016

SHORT RANGE PRIORITIES

- Improve the city infrastructure
- Develop strategies for Northside development
- Improve parkways and connectivity
- Improve gateways, welcome, landscaping, street-scaping and cleanliness
- Provide attainable housing downtown
- Develop a strategy for implementing existing city projects
- Improve codification of annexation ordinances
- Develop a plan for marketing the city
- Improve the entrepreneurial environment
- Improve city operations
- Provide ongoing advocacy

FY2017-18

INTERMEDIATE RANGE PRIORITIES

- Improve K-12 public school facilities
- Redevelop the Aiken Mall site
- Increase connectivity- pedestrian and bikes
- Focus and incentivize development of the north side
- Provide quality, affordable and diverse housing options for all, particularly workforce, young professionals and students
- Promote and market Aiken to the greater Aiken/Augusta Metropolitan Statistical Area (MSA) as THE place to live and work
- Create a vibrant entrepreneurial environment by diversifying the economy beyond SRS, the equestrian community and the retirement community by more strategically tapping into USCA, Aiken Tech, and the intellectual capital of existing business and industry retirees
- Improve city processes for businesses, particularly small, local businesses
- Improve the parkways – accessibility, safety, increased usage,

celebrate this key, unique asset

- Celebrate and enhance Aiken's authentic character

FY2018-19

LONG RANGE PRIORITIES

- Provide strategic and relevant opportunities (jobs, social, housing) for millennials, young professionals and young families
- Continue to strengthen the foundational pillars of Aiken: history, horses, golf, art and nature-based recreation

CITY LEADERSHIP



LESSIE PRICE
DISTRICT 2



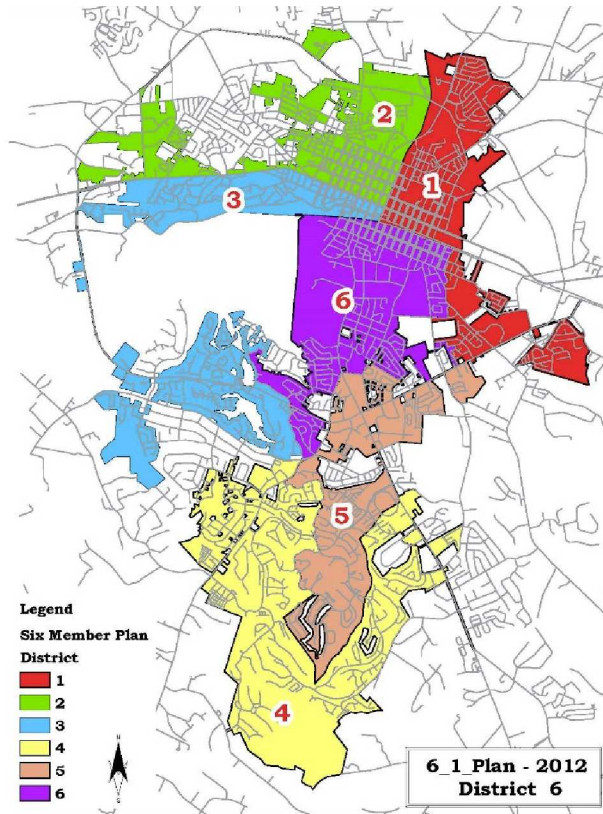
MAYOR RICK OSBON



GAIL DIGGS
DISTRICT 1



DICK DEWAR
DISTRICT 3



PHILIP MERRY
DISTRICT 6

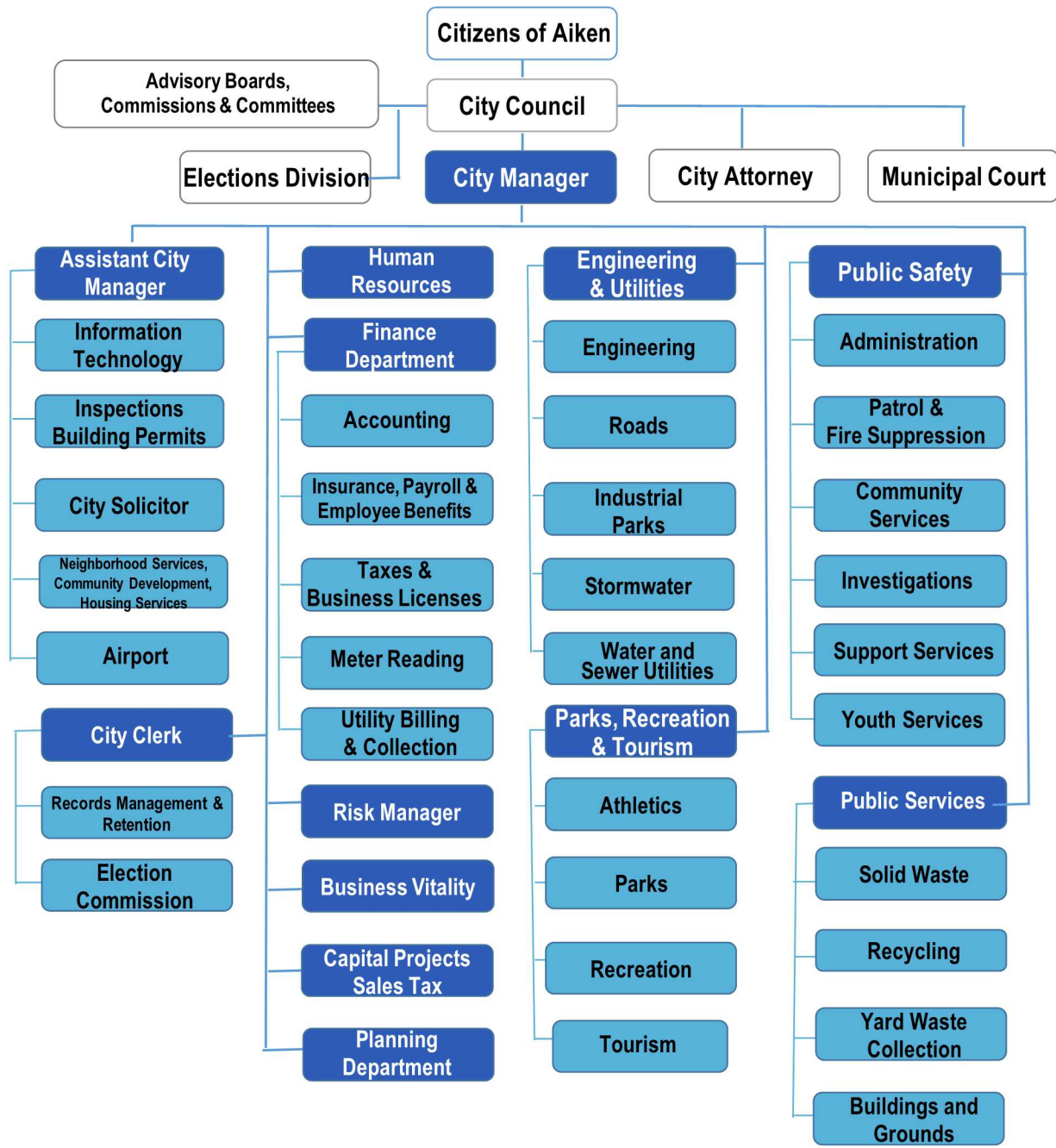


REGGIE EBNER
DISTRICT 4



STEVE HOMOKI
DISTRICT 5

ORGANIZATION CHART



CITY MANAGEMENT

John C. Klimm
City Manager

Stuart T. Bedenbaugh
Assistant City Manager

Sara B. Ridout
City Clerk



MANAGEMENT TEAM

FINANCE DEPARTMENT

Kimberly C. Abney
Director of Finance

HUMAN RESOURCES DEPARTMENT

Nola N. Grant
Director of Human Resources

ENGINEERING & UTILITIES DEPARTMENT

George R. Grinton, Jr.
Director of Engineering and Utilities

PARKS, RECREATION & TOURISM DEPARTMENT

Jessica C. Campbell
Director of Parks, Recreation and Tourism

PLANNING DEPARTMENT

Michael W. Jordan
Interim Planning Director

PUBLIC SAFETY DEPARTMENT

Charles D. Barranco
Director of Public Safety

PUBLIC SERVICES DEPARTMENT

Timothy S. Coakley
Director of Public Services

STRATEGIC BUSINESS PLAN ELEMENTS

STRATEGIC OBJECTIVES

- Improve public infrastructure
- Assemble and maintain management team
- Improve administration of city finances
- Consolidate City Hall into one location
- Develop marketing plan for City of Aiken
- Economic development
- Consolidate Public Services and Engineering & Utilities into one cohesive Public Works Department
- Increase partnerships

HOW DO WE GET THERE? —LINKING LONG AND SHORT TERM GOALS

Key Concern	Short Term Actions	Long Term Actions
Improve public infrastructure	<ul style="list-style-type: none"> • Confirm cost of water, sewer, and stormwater needs • Plan for costs of building and maintenance 	<ul style="list-style-type: none"> • Institute \$500K/year roads program • CPST: Start and complete projects
Assemble and maintain management team	<ul style="list-style-type: none"> • Focus on serving citizens • Improve transparency • Provide operational audits • Improve employee evaluation process 	<ul style="list-style-type: none"> • Consolidate HR functions into one department • Improve staff recruitment • Improve employee efficiency
Improve administration of city finances	<ul style="list-style-type: none"> • Develop a plan for addressing city finances • Balance health care, pension investments with capital improvement needs • Establish a Procurement Department 	<ul style="list-style-type: none"> • Determine funding stream for revenue generation
Consolidate City Hall into one location	<ul style="list-style-type: none"> • Develop plan for managing three city owned properties downtown 	<ul style="list-style-type: none"> • Improve customer service by consolidating city services in one building • Create a master space and facilities plan to determine existing and future needs

Key Concern	Short Term Actions	Long Term Actions
Develop marketing plan for City of Aiken	<ul style="list-style-type: none"> • Focus on marketing the downtown area • Promote Aiken’s schools (public, private and colleges) 	<ul style="list-style-type: none"> • Recruit new hires at SRS for residency in city with attainable housing options • Dispel perception that young families are not welcome
Economic Development	<ul style="list-style-type: none"> • Continue involvement in Main Street, South Carolina 	<ul style="list-style-type: none"> • Develop Northside strategy • Develop downtown housing strategy
Consolidate Public Services, Engineering & Utilities into one cohesive Public Works Department	<ul style="list-style-type: none"> • Consolidate the services provided by Public Services and Engineering & Utilities Departments 	<ul style="list-style-type: none"> • Increase efficiency of operations
Increase Partnerships	<ul style="list-style-type: none"> • Build on relationships with local schools, Savannah River Site, contractors and Aiken Regional Medical Center, etc. • Collaborate on litter control and education 	<ul style="list-style-type: none"> • Support improvements to public school facilities • Regular meetings and planning with stakeholders

II. GENERAL INFORMATION

HISTORY

THE BEGINNING

The South Carolina Canal and Railroad Company was established in 1828. William Aiken, president of the Railroad Company and one of South Carolina's leading cotton merchants, hired Horatio Allen, a distinguished engineer who later built the Brooklyn Bridge, to build a railroad from Charleston to Hamburg, South Carolina, a site on the Savannah River. Work began in 1830 and on October 2, 1833, the first train arrived in the newly established town of Aiken, named in honor of the first railroad president.



Photo 3: Aiken Visitor's Center and Train Museum

In 1834, engineers Alfred Dexter and C.O. Pascalis laid out the town with its wide streets and parkways, and Aiken was chartered in 1835. Aiken attracted many visitors, particularly wealthy Charlestonians who spent their summers at the "place of retreat from the heat and malaria of healthier regions." In 1865, as the War Between the States reached a conclusion, Confederate General Joseph Wheeler took his position in the town of Aiken to oppose Sherman's raid and put an end to the Union advance westward. It was one of Sherman's rare defeats along the way.

THE WINTER COLONY

Aiken recovered quickly from the War and in 1870 began to attract wealthy Northerners, who were lured to the area by the opportunities for equestrian sports, thus establishing Aiken's celebrated "Winter Colony." Among those who wintered here was Thomas Hitchcock, who with the Whitney family established the tract of land known as Hitchcock Woods for public use.



Photo 4: Aiken's Steeplechase Horseraces



Photo 5: Equestrian life

The restorations experienced in houses and churches reflect the wealth and sophistication of the population during the Winter Colony era and illustrate the impact on the community. Hayne Avenue, Colleton Avenue, South Boundary and Whiskey Road are old, fashionable residential avenues, which attracted both local residents and winter visitors to build beautiful homes. Historic Downtown Aiken continues to serve as a vibrant business hub for the community and provides a unique identity and charm for the area.

SAVANNAH RIVER PLANT (A/K/A SAVANNAH RIVER SITE)

The historical importance of the site is best understood by recalling the war-time urgency that the nation felt in 1949 when the Soviet Union exploded a nuclear weapon. The nation was shocked, and President Harry Truman chose to respond to a perceived openly aggressive action.

The Savannah River Plant (now SRS) was the major U.S. step in that response. Truman asked the Atomic Energy Commission (AEC) and the Du Pont Company to design, build, and operate a facility to produce nuclear materials (mainly tritium and plutonium) for the “super” hydrogen bomb. The first public announcement of the site was made in November 1950 and ground was broken in February 1951. The first production reactor was taken critical in December 1953. The unprecedented construction project employed up to 38,582 workers in building more than 100 structures on the 300-square-mile site.

The site succeeded in meeting the Soviet challenge, and made a large contribution to winning the Cold War. Not only did the site meet every product shipment, on time and within quality inspections, but did so with an unprecedented safety record and with environmental stewardship that was decades ahead of its time.



Photo 6: The former Aiken Post Office, now houses the offices for Savannah River Nuclear Solutions

LOCATION & DEMOGRAPHICS

LOCATION

Founded in 1835, the City of Aiken is the county seat of Aiken County, South Carolina, United States, which was formed in 1871 from parts of Orangeburg, Lexington, Edgefield, and Barnwell counties. With Augusta, Georgia, it is one of the two largest cities of the Central Savannah River Area. It is part of the Augusta-Richmond County Metropolitan Statistical Area. Aiken is home to the University of South Carolina at Aiken and Aiken Technical College.

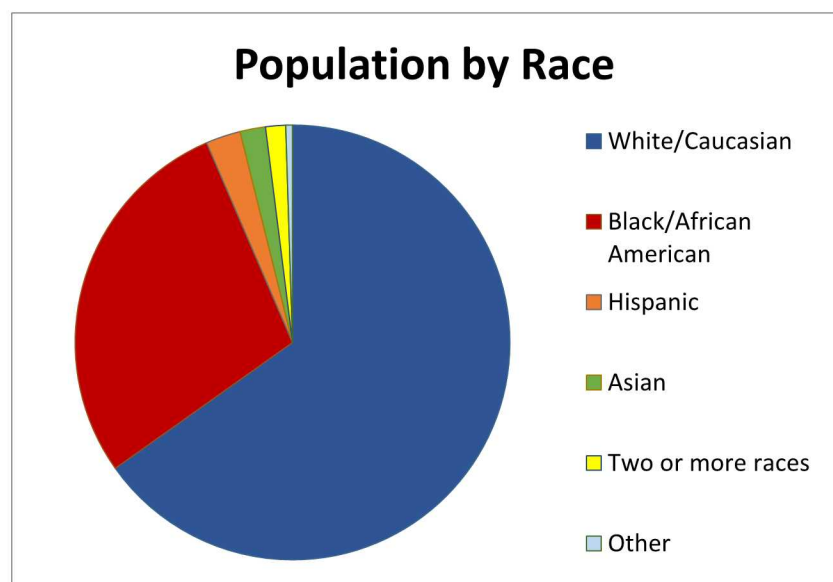


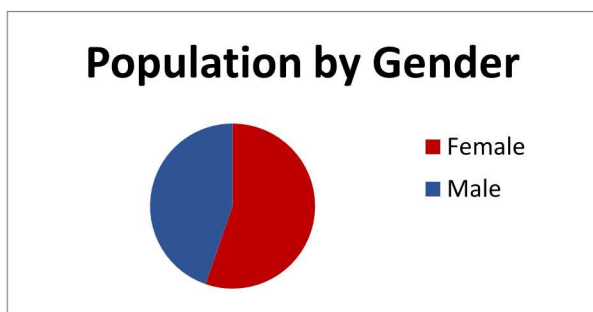
DEMOGRAPHICS

POPULATION

The population of the City of Aiken, according to the 2014 government census is 30,258, which is an increase of 2.4% from prior years. Aiken County's population has experienced a 2.9% growth and has reached a total of 165,753 (Census 2014). Within the city limits, the percentage of white/Caucasian residents is 66.8%. Black/African-American residents make up 28.5% of the population, Asians represent 1.9% of the whole and residents who are identified as two or more races constitute 1.5% of the population. According to the US Government Census, numbers for Hispanic residents may overlap other racial categories. The percentage of these residents who identify themselves as Hispanic are 2.6% (Census 2014).

The overwhelming majority (98%) of citizens live in areas of Aiken that are characterized as urban. The remaining 2% are considered rural residents. Of the population's total 44.7% are male





(13,532) and 55.3% are female (16,726). The median age of city residents is 44.7 years of age, compared to the median age of South Carolina residents, which is 38.6 years of age (City-Data 2014).

HOUSING

Owner occupied housing accounts for 69.3% of all homes in the City of Aiken, between the years 2010-

14. The median value of owner occupied homes in the city is listed as \$174,000 for the same time period, versus \$126,900 for the greater Aiken County area. The 2014 US Census shows \$847 as the median gross rent for city residents. County rent was slightly lower at \$705 monthly (Census 2014)

FAMILIES

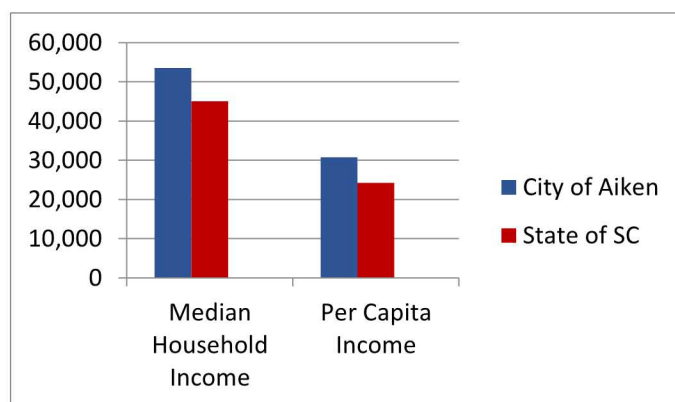
By the end of 2014, the number of households in Aiken had risen to 12,374, with an average of 2.29 people per household. During the same time period, 82.9% of residents were living in the same home they occupied the year before. Of all city households, 94.6% speak primarily English in the home and 5.4% of households speak primarily languages other than English in the home (Census 2014).

EDUCATION

Of residents age 25 and older, 90.6% are high school graduates, which is higher than the State of South Carolina's 85%. City residents that have received at least a BA degree comprise 43.1% of the total population. Residents of the state with four year degrees represent only 25.3% of the whole (Census 2014).

ECONOMY

Aiken's labor force consists of 52.8% of its citizens that are 16 years of age or older. Average travel time to work is 21.2 minutes. The median household income for the years 2010-14 is \$53,489, which is higher than the state's \$45,003 median household income. Income per capita for the same time period is \$30,773 for Aiken city residents, compared to \$24,222 for state residents. Aiken residents living in poverty comprise 17% of the population (Census 2014).



CULTURE AND RECREATION

Aiken is a small city filled with charm and has a downtown filled with remarkable shops and restaurants. The business district is alive and flourishing. With rarely an empty space, Historic Downtown Aiken's stores take shoppers on flights of fancy and diners on delicious adventures. The downtown is the heart of the city and the site of numerous local festivals, including the "One Table" community Thanksgiving and the annual Christmas Tree Lighting.

Starting in the picturesque Alley, Aiken's many fine restaurants fan out in a remarkable array of style and tastes. Unique shops line the historic streets offering a gallery of surprises. Stroll scenic boulevards where parkways are filled with majestic dogwoods and magnolias and fountains grace the abundant roundabouts.

To sample the local flavor, visit the expanding Farmers Market, which offers homegrown vegetables, raw honey, baked goods, crafts, cut flowers and music on occasion. Proudly listed on the Historic Register, the market has been a gathering place for locals for the last 50 years.



Photo 7: A busy Saturday at the market

Greenspace is plentiful in the city parks and parkways and in Hitchcock Woods, where horses are a common sight. The City of Aiken has a strong equestrian community and the landscape reflects it, with numerous stables, training tracks, polo fields, and traffic signals that accommodate horses and riders.



Photo 8: Aiken's Morgan Fountain

Residents and tourists revel in the yearly Triple Crown Events – the Aiken Trials, Steeplechase and Polo. Sunday afternoon polo matches are a fixture throughout the season and Aiken is one of the few places in the US that carries on the tradition of foxhunting.

Tradition is highly valued in Aiken, which is evident in the yearly production of the Battle of Aiken, a re-enactment of the Civil War Battle that celebrates the community's victorious effort to preserve the town. It is also reflected in the careful preservation of local architecture and its use of historical buildings.

Gracious living abounds in Aiken and all residents have access to enjoy it. Free concerts in Hopelands Gardens, fun festivals, live theater at the community playhouse and the Etherredge Center, and the Joye in Aiken series that brings talented performers to town, all provide Aiken with a mosaic of cultural events year round.

PUBLIC SERVICE ENTERPRISES

Electricity and gas services are provided by South Carolina Electric and Gas Company, a utility regulated by the South Carolina Public Service Commission, and Aiken Electric Cooperative, Inc., a utility regulated by the Rural Electrification Administration, an agency of the United States Department of Agriculture.

Telephone service is provided by Bell South Telecommunications. Telephone service rates are regulated by the South Carolina Public Service Commission. Cable service is provided by Atlantic Broadband. Some of the cable rates are regulated by the Federal Communications Commission.



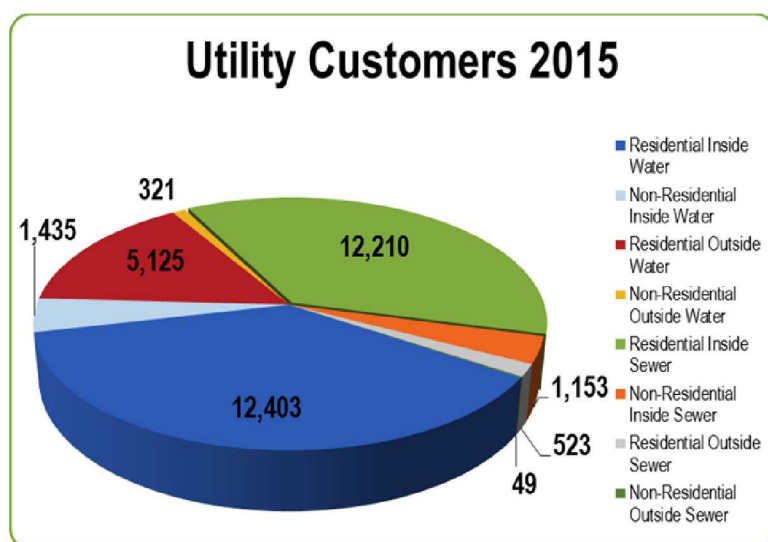
Photo 9: Southern magnolia

Transportation

The Aiken Municipal Airport is a publicly owned general aviation airport located seven (7) miles northeast of the City of Aiken on U. S. Highway 1. The current facility is a 700 acre converted military air base with two (2) active runways and interconnecting taxiways. The airport layout consists of various hangars, an apron, a paint shop, and a \$1.2 million terminal building (opened in 2002), as well as the previously existing terminal building. The Aiken Municipal Airport has active flight training and flight charter services.

Utilities

The City of Aiken furnishes water, sanitary sewer, stormwater management, and garbage collection, police and fire protection to residents of the city. The City of Aiken also provides water, sanitary sewer and fire protection to some customers located outside the city limits but within the city's service area. The City Council sets rates and service charges for these services.



Stormwater

On July 1, 1992, the City of Aiken began a Stormwater Management Utility. The monthly fee is based on the Equivalent Residential Unit (ERU), which is comprised of one, one-third acre lot containing a single family residential dwelling structure. The Stormwater Management Utility fee

billed monthly for active water and sewer accounts is \$5.42 per ERU. The rate was increased from \$2.80 per ERU for the first time, on July 1, 2003. Adjustments are made based on lot size. Fees are also

adjusted for commercial, industrial, and multi-family lots or tracts. The fee is not charged on undeveloped or open space, but tax exempt and governmental properties are expected to pay the fee appropriate to their impervious area. The fee collected is used only for those activities that relate to stormwater management: to construct or maintain ponds, ditches, structures and pipes. Some of the larger projects that have been done initially are: Hitchcock Woods, portions above and below Rollingwood Road, and the wetlands at Hopelands Gardens and Schofield Middle School.

Wetlands

The wetlands project at Hopelands Gardens is unique in many ways. It is the first project built by a city in South Carolina under the stormwater program to create an artificial wetlands/marshland area. The water from the surrounding area is detained to reduce the flooding and erosion problems downstream and over thirty cypress trees have been planted to beautify the area.

With the help of renowned landscape architect Robert Marvin, a series of ponds were created which eliminate any energy coming out of the stormwater pipe. The water travels to the first pond, where several wetlands plants absorb the fertilizer and other organics in the stormwater through their root system. A second shallow pond was built, that will hold several feet of water during large storm events and gradually return to its original level. Once water has been filtered through the last pond in the series, all organic particles will have been removed naturally from the stormwater. A viewing area has also been constructed for the public to observe the plants and wildlife being attracted to the ponds.



Photo 10: Wetlands wildlife

Water Supply and Distribution

The city has five sources of raw water: a surface water intake on Shaw's Creek northeast of the city, an infiltration system also north of the city known as Shiloh Springs, a major ground water source south of the city which is supplied from wells at the Pine Log Treatment Plant and the Town Creek Treatment Plant and the Vale well which feeds 58 customers in a remote area. A sixth source went in operation November 2014. The Silver Bluff Treatment Plant is a groundwater source south of the city that has added 3.0 million gallons per day (MGD) of water to the city capacity.

The total finished water available for consumption on a sustained basis from the water system is 18 million gallons per day (MGD). The highest recorded peak day production demand was 15.90 MGD in 2000. Current average water system use is 7.7 MGD, providing a 10.3 MGD reserve.

Shaw's Creek Water Treatment Facility

The City of Aiken operates an alum flocculation, mixed media filter water treatment facility on Shaw's Creek. Four high service pumps convey the finished water into the water system. The total capacity is 8.0 MGD. The Shaw's Creek Water Treatment Facility was constructed in 1953, with additions in 1968, and the system was completely upgraded and modernized in 1981. The Mason Branch Reservoir consists of a 45-foot high earth dam on a 1,567-acre drainage basin which contains 1,254 acre-feet (407 million gallons) of storage. A substantial but undetermined amount of ground water is stored in the sand hills upstream from the dam.

Shiloh Springs

Shiloh Springs is the city's oldest water treatment facility, developed in 1911. It consists of a series of underground springs which are tapped by a collection header and pumped after chlorination and fluoridation into the city's water system. The springs have a pumping capacity of 1.5 MGD.



Photo 11: Coker Springs, the original city water source

Pine Log Road Well

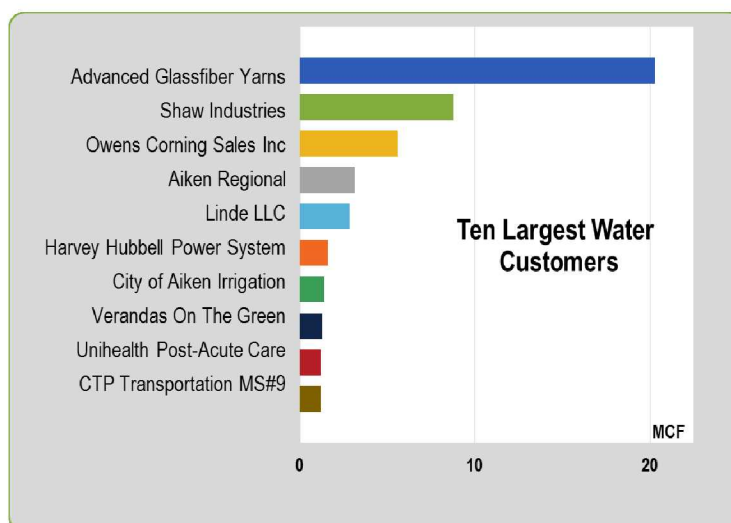
In 1965, a small well was constructed on this site, but later failed and was abandoned. In 1980, a new well treatment facility with booster pumps and a 500,000 gallon ground storage tank was constructed. In 1989 this facility was again expanded. The current facility consists of three 1,000 gallon per minute wells approximately 900 feet apart. The Aiken aquifer is unconfined, and has a water surface about 160 feet below grade at the well site. Other facilities on site include two 500,000 gallon ground storage reservoirs, chemical treatment facilities and finished water pumping. This facility is rated for a capacity of 4.0 MGD.

Silver Bluff Well

In 2014, a 3 million GPD new well treatment facility with three booster pumps, two wells, and 750,000 ground storage tank was constructed. One well is on site and the other well is located 2,000 feet behind Fire Station #4. This system uses a hypo-chlorination system to make its own chlorine.

Town Creek Treatment Plant

The Town Creek Treatment Plant was constructed in 1987, and expanded in 2001. It consists of four wells and a treatment facility. Each well has a capacity of 1,000 GPM. Two wells are located approximately 900 feet apart, while the third and fourth wells are approximately 3,200 feet from the plant. Other facilities on site include a 500,000 gallon ground storage reservoir, chemical treatment facilities and finished water pumping. There are four vertical pumping units, each with a capacity of 1,000 GPM. This facility is rated for a capacity of 5.0 MGD.



Distribution of the city's water supply is accomplished through a modern system of about 500 miles of water lines varying in size from 1-inch to 20-inches. The city has four elevated storage tanks with a total storage capacity of 2.6 million gallons. In addition, the city has 2,250,000 gallon of ground level storage. All water distribution is controlled through remote telemetry directed to the Shaw's Creek Water Treatment Facility where tank levels and system pressures are monitored. The city's major customer is the Advanced Glassfiber Yarns Corporation which consumes approximately 425,000 gallons of water per day seven days per week. The six water sources are each fed electrically from different distribution sources, reducing the likelihood that all six installations will be inoperative at the same time.

Wastewater System

Wastewater treatment for the City of Aiken is handled by the Aiken County Public Service Authority (ACPSA) owned by Aiken County, of which the city is a major customer. The ACPSA has interceptor lines to which the city's collection system discharges. Charges to the city are based upon the actual flow delivered to the regional facility's plant.

Collection System

The main collection system of the city consists of more than 280 miles of sewers varying in size from 8-inches to 36-inches, and 38 pumping stations.

The present gravity system, for the most part, has been extended as far as the topography will permit. Pumping stations have been constructed in parts of the city, which are beyond the limits of the gravity system.

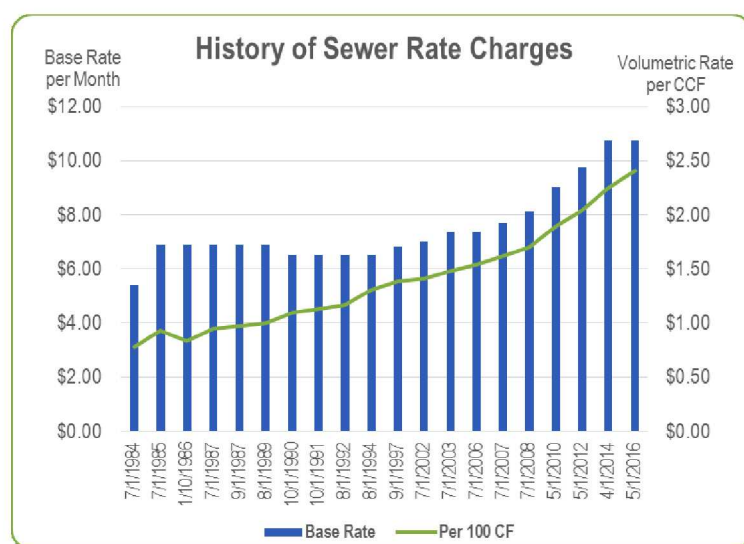
The present main system of lateral and trunk sewers discharges to an interceptor which parallels the Sand River, a tributary to the Savannah River, west of the city. This main interceptor is connected to the ACPSA. The capacity of the interceptor is approximately 8.5 MGD.

Major system expansions were constructed in the 1950's and 1960's with continuing improvements made in intervening years. The City of Aiken has no combined sanitary and storm sewers in its sewer system. The sewage collection system is presently in generally good condition and is punctually

repaired and maintained by the Engineering & Utilities Department. However, due to age, it does experience infiltration and inflow during periods of high ground water.

The Aiken County Public Service Authority

The City of Aiken, together with the City of North Augusta, South Carolina, Graniteville Manufacturing Company, and United Merchants and Manufacturing Company contracted with the Aiken County Public Service Authority (the "Authority"), an agency of Aiken County, to construct and operate the sewage treatment facility known as the Aiken County Public Service Authority. The ACPSA is a 20 MGD wastewater treatment facility located at the confluence of Horse Creek and the Savannah River. The purpose of this arrangement is to provide sewage treatment for the Horse Creek Basin in Aiken County. In January, 1977, the City of Aiken sold revenue bonds for sewer improvements which included the city's proportionate share of the Authority's sewage treatment plant. The ACPSA was placed in full operation in 1979.



The ACPSA provides waste treatment for its customers on a wholesale basis and the Authority is not directly involved with retail customers. The Authority collects and treats sewage discharged by its customers as per the terms of the respective service contracts entered into between its customers and the Authority. Each customer pays its pro rata share of the operation and maintenance costs based upon volume flow. Currently the city's present allocation of capacity is 7.134 MGD. The ACPSA has adequate reserve and expansion capability.

The city pays for the use, maintenance and depreciation of the regional facility based on the total cost of its operation and debt retirement divided among all users on the basis of total gallons contributed. The City of Aiken has ample reserve capacity at present and in the future may draw upon the unallocated reserve as needed. The regional system is so designed that it can be enlarged into a 40 MGD facility.

Industrial Park System

The city owns a 50,000 GPD activated sludge unit at the Aiken Industrial Park. This system was decommissioned in 1989. It was replaced by the Northside Interceptor System, a system of collectors and two pump stations which collects wastewater and conveys it into the gravity trunk sewers going to the ACPSA. This Industrial Park Treatment Plant, although now "mothballed", may become useful in the future as an industrial pretreatment plant.

FISCAL POLICIES

City Council has adopted the following financial policies:

- 1) Working capital will be provided in all funds sufficient to meet current operating needs.
- 2) Departments will exercise prudent budgeting and effective budget control. The operating budgets will provide sufficient funding levels for ongoing maintenance of infrastructure. Budgeting for replacement of capital equipment (office machines, computers, automobiles, heavy equipment, etc.) will take place as the need arises. For all assets with a unit cost of \$5,000 or more, and a life of greater than one year, the city depreciates the asset over its useful life. Funds are set aside as part of the annual budget to accumulate in the Capital Equipment replacement account. When it is time to replace the asset, if funds are available in the Capital Equipment Replacement account, the equipment will be budgeted and the revenue source will be shown as a transfer in from the Equipment Replacement account, thereby avoiding or minimizing any tax increase and/ or rate increase.
- 3) Capital Equipment Replacement will be funded at the required level based on the established life of depreciable assets.
- 4) The securing and/ or approval of federal and state funding will be evaluated based on how a project impacts the city and community. This may be determined by asking the following questions:
 - What benefits does the project have to the community as a whole?
 - What future impact will the city be responsible for due to acceptance of such funding?
 - How does the project relate to the city's Strategic Plan or similar plans?
- 5) Private grants and donations will be pursued actively subject to the same review as federal and state funding.
- 6) Capital improvements will be financed on a "pay as you go" basis where feasible, while planning for capital improvements will be on a five-year basis updated annually. The Capital Improvement Program (CIP) plans for growth for the City of Aiken for the next five years. The purpose is to identify the major needs for infrastructure, new facilities or major improvements to existing facilities and major equipment needs. The CIP only includes purchases and projects greater than \$100,000. The CIP is modified as needs change or evolve. Projects listed do not necessarily have a funding source, but are considered a priority in planning. Items that will be funded by the current operating budget are included as capital outlay in the budget for 2016-2017. Since 2001 the city has relied on the Capital Project Sales Tax as a funding source for major capital items. Those projects were approved by the voters on a county-wide referendum and are not included in the annual operating budget.



Photo 12: Chalking the fields at Citizen Park

- 7) Financial accounting and reporting will be performed in accordance with methods prescribed by the Governmental Accounting Standards Board and the Government Finance Officers Association. These reports will be made available to bond rating agencies and other financially interested organizations.
- 8) The city will submit documentation annually to obtain the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- 9) Unrestricted general fund balance will be maintained at a sufficient level to provide for resources to: Maintain creditworthiness with bond rating agencies, ensure short term cash is available for anticipated expenditures or when revenue is unavailable, provide for investment income, and provide for stable tax rates.



Photo 13: Rye Patch stable renovations in progress

BUDGET PROCESS

In accordance with the General Statutes of the State of South Carolina, the City Council is required to adopt an annual balanced budget by ordinance prior to July 1. The budget is considered balanced when projected revenues equal anticipated expenditures in each fund. An annual budget is not adopted for Capital Projects Funds; those expenditures are budgeted for on a project duration basis as approved by the voters on the enabling referendum. The city follows these procedures in establishing the budget.

The budget is developed with input from staff, City Council and the public through a series of meetings starting in the early part of the calendar year. In May, a proposed operating budget for the fiscal year commencing July 1 is submitted to the City Council. The operating budget includes proposed expenditures and the means of financing them. Public hearings are conducted to obtain taxpayer comments. Prior to July 1, the budget is legally enacted through passage of an ordinance. Transfer of budgetary amounts between line items within a department can be done with the approval of the City

Manager. Transfer of amounts between departments must be approved by the City Council. This is the legal level of budgetary control. The funds obtained from any source may be used for any appropriations named in said budget, except funds specifically restricted by city ordinance or State law. The city does not employ the use of encumbrance accounting. Unexpended appropriations lapse at the end of the year.

DEBT SERVICE

The City of Aiken currently has no debt, due to the diligent work of both city employees and the City Council. Responsible fiscal spending is paramount to the City of Aiken. The city may have to issue some debt in the future to complete impending infrastructure projects or deal with unforeseen issues that arise. But, for now, the city is debt free. The city has used a practice of interfund borrowing for small short term needs. The new water treatment plant was financed by an interfund loan from the General Fund to the Water and Sewer Fund.

CITY OF AIKEN – LEGAL DEBT MARGIN COMPUTATION

General Obligation bonded debt will not exceed 8% of the assessed value of taxable property in the city without a referendum, as prescribed by Title 5, Chapter 21, Article 1 of the Code of Laws of the State of South Carolina.

June 30, 2015

Total Assessed Value	\$ 173,898,669
Debt Limit – (8% of total assessed value)	13,697,894
Current General Bonded Debt	<u> (0)</u>
Legal Debt Margin	<u>\$ 13,697,894</u>

For comprehensive information concerning City of Aiken’s Fiscal Policies, please refer to Appendix B.

BUDGET CALENDAR

2015

November 24	Budget calendar and capital improvements forms delivered to departments
December 18	Deadline for submission of list of MAJOR capital improvements (new facilities and services) by departments; review of projects by City Manager; preparation of Capital Improvements Program begun by Planning Department and Review Committee with review of new facilities and services
December 21	Submittal of MAJOR capital improvements by the City Manager to the Planning Department

2016

January 15	Deadline for submission of list of all capital improvements and replacements by departments
January 22	Budget request forms and instructions delivered to departments. (Includes a detailed salary listing of final budget of previous year)
February 9	Major Capital Improvements reviewed by Planning Commission, who will recommend a Capital Improvements Program
February 19	Deadline for budget request submission by departments; City Manager begins review
February 26	Preliminary revenue estimates completed by City Manager
March 1	Budget conferences with department directors begin
March 21	Budget conferences with department directors conclude
April 8	Final revenue estimates made. Preliminary estimates for March revenues adjusted
April 15	Preliminary budget finished
May 5	Work session with council about preliminary budget
May 9	First reading of the Annual Budget Ordinance, with supporting resolution
June 13	Second reading and public hearing of the budget ordinance with supporting resolution
June 27	Final budget distributed to departments
July 1	New budget year begins

III. BUDGET IN BRIEF

CITY MANAGER LETTER

June 1, 2016

To the Honorable Mayor Rick Osbon, Members of the Aiken City Council, and the Citizens of Aiken:



I hereby submit to you our Fiscal Year 2017 Annual Budget for your review. The past year has been one of transition with the appointment of a new city manager, election of a new mayor and the hiring of several new department managers. Every member of our City Council has made it abundantly clear to me that you expect management reforms and continuous improvement and better budget preparation and presentation. You also have introduced a new commitment to fund our significant infrastructure assets and complete major capital projects that have long been neglected.

With the local elections of this past November, came a City Council strategic planning process that set a new course for our City. Completing major Capital Project Sales Tax projects and implementation of a comprehensive Infrastructure maintenance and improvement program are at the top of your list of priorities.

For many months your staff has worked tirelessly to answer the many concerns that have been raised about the fundamental format of our budget, which is a classic incremental budget with little change since the 1950's. I want to thank our Management Team of Assistant City Manager Stuart Bedenbaugh, Finance Director Kim Abney, City Clerk Sara Ridout, Human Resources Director Alicia Davis and Risk Manager Lex Kirkland for their extraordinary help and assistance in preparing this budget. In addition I'd like to recognize the Finance Department employees, Summer Gagnon, Annette Bracco, and Kymberley Wheat for their contributions. I also want to thank Aiken Planning Commission Chair Liz Stewart and the dedicated members of our Planning Commission who offered us substantive input and recommendations on our Capital Plan. Their guidance and input was both appreciated and valued. Due to the hard work of our dedicated staff, our major accomplishments over the past year included:

MAJOR ACCOMPLISHMENTS

- The City was recognized by the Government Finance Officers Association and received the Award for Excellence in Financial Reporting
- The City continued the implementation of the Water Meter Change-out Program
- The City Manager implemented a plan to significantly reduce the use of employee credit cards eliminating over 100 cards in circulation
- The City began the process of Infrastructure review with the purchase and implementation of the Innovize Software Program
- The City received a FEMA grant for the Historic Railroad Soil Stabilization Project

- The City successfully negotiated a cell tower lease bringing in \$24,000 a year
- The Downtown Alley renovations are being completed
- The Rye Patch Stables Project- Phase 1 was completed
- The City acquired the site for the Northside Recreation Park and has begun the planning and design process
- The City acquired a 5 acre site adjacent to Eustis Park for a Community/Youth Center
- The City awarded a bid to extend the Citizen's Park Walking Trail System, a CPST Project
- The City entered into negotiations with the new owners of the Aiken Mall for a revitalized Mall property
- The City competed and was awarded membership into the Main Streets Program to further improve our downtown area
- The City, acting through our Planning Commission, has retained a Planning Consulting firm to rewrite our Comprehensive Plan
- The City was awarded CALEA certification through our Department of Public Safety for the Advanced Accredited Law Enforcement Agency of Excellence designation
- The City created a Citizens Review Board to review complaints filed with the Department of Public Safety
- Operational Audits are underway evaluating the Department of Public Safety and Department of Public Services
- The City was awarded a \$2 million grant from the Federal Aviation Administration to expand the Terminal Apron at the Aiken Municipal Airport
- The City installed sanitary and storm sewer lines between Beatty Lane and Oak Grove Road, allowing for commercial development along that stretch of Whiskey Road and
- The City upgraded storm sewer infrastructure at Ola Hitt Lane, Fabian Drive and Millbrook Avenue allowing for several new businesses to develop along that western portion of Whiskey Road.

PRIORITIES AND MISSION

During the Strategic Planning process you identified as our highest priorities the maintenance and improvement of our City's infrastructure and the completion of several CPST Projects. They are at the top of our goals for FY 2017 and beyond as follows:

1. ***Infrastructure and Roads/Completion of CPST Projects*** We propose a comprehensive change in the way we address City infrastructure and Roads challenges from one founded on deferred maintenance to one focused on problem identification and proper funding. Our proposals, if funded, would put into place a permanent City Roads maintenance program and a new Roads Infrastructure Program to significantly maintain and improve traffic and safety issues in the City. We also propose bringing to closure the development of the Eustis senior/community center and phase 1 of the Northside Recreation Park, as voted on by our citizens;
2. ***A Refocused Hospitality Tax Program*** The FY 2017 Budget reallocates funding into the core areas allowed under state law;

3. ***A Comprehensive Review of our Pension Plan*** We propose a comprehensive and comparative review of the city's pension system which is a costly item in our budget;
4. ***Creation of a Procurement Department and the further elimination of staff credit cards*** We propose creating a Procurement Division within our Finance Department to increase accountability and reduce waste;
5. ***Operational Audits in Finance and Human Resources*** We propose a continuation of our operational audits to focus on our Finance and Human Resource functions;
6. ***Comprehensive evaluation of the Department of Public Safety Headquarters*** We know that our present ADPS Headquarters is woefully out of date and in need of rehabilitation. An objective analysis is presently taking place to offer recommendations to us in the coming year;
7. ***Completion of the Eustis Park Community Center and Phase 1 of the Northside Park*** Both projects are high priority but have languished and not been completed. We plan to complete both in the coming year;
8. ***Completion of City Hall and sale of surplus property*** The present City Hall facilities are inefficient and costly to maintain. We propose consolidation into one building;
9. ***Reestablishment of Department of Public Works (DPW)*** With the new emphasis on Infrastructure and Roads maintenance and repair, we propose a consolidated DPW to maximize efficiencies and increase of expertise in key areas of concentration;
10. ***Successful completion of negotiations with the new owners of the Aiken Mall*** We presently in discussions with the new owners of the Aiken Mall and hope to see renovations occur in the next fiscal year; and
11. ***Implementation of Main Streets Program recommendations*** We now have a high level of expertise and experience at our disposal to improve our downtown area.

BUDGET HIGHLIGHTS

A NEW BUDGET

We start the FY 2017 budget process with a brand new budget design and format in accordance with the guidelines of the Government Finance Officers Association's recommended best practices. The budget book is designed to provide financial information in a more user friendly format with greater transparency for our citizens. We initially presented to you a Base Budget that represented a 4% reduction in the overall city budget. Through a series of Budget Workshops, we listened to your concerns and adjusted the budget proposal accordingly.

SIGNIFICANT CHANGES

NEW FEES

The FY 2017 budget includes two new fees to fund infrastructure improvements and address traffic and safety improvements. City Council has decided to implement strategies to maintain the roads owned by the city. Each vehicle registered in the city limits would be assessed an annual fee of \$20 on their vehicle tax bill. This money will be accounted for in a special revenue fund and earmarked for road maintenance. The second new fund will be the Transportation and Public Safety Improvement Fund to carry out plans to improve traffic on the Southside of Aiken. This will be funded by increasing the franchise fees paid by the electric companies from 3% to 5%.

CHANGES TO OPERATING BUDGET

The FY 2017 General Fund budget was originally presented to Council with a 4% operating budget cut. After a thorough review and several workshops with Council input, the General Fund operating budget has increased 2.5%. This amount totals almost \$612,000. The largest increases to the operating fund were \$250,000 to replace inmate labor with temporary labor for the Public Services Department, due to the closure of the Lower Savannah Pre-Release Center by the South Carolina Department of Corrections; \$260,000 to pay the City's portion of a health insurance increase [employees are paying a portion as well]; \$120,000 to fully fund all depreciation funds; \$115,000 to fund a 1% cost of living increase for city employees.

In addition, we have moved the Business Vitality Manager's position and expenditures from the Economic Reinvestment Fund into the General Fund [approximately \$112,000] and are adding a Marketing and Transparency Coordinator and Procurement Officer positions to the budget [approximately \$75,000]. These new positions would be hired after January 1, 2017. A Public Works Director has been added to Water and Sewer Fund [approximately \$90,000]. Funding for one and a half positions in Public Safety, two positions in Public Services and two positions in Parks, Recreation and Tourism were eliminated from the budget, resulting in a net decrease of two and a half positions.

UNFUNDED MANDATES

This year, we have several unfunded state mandates or other required expenditures. These include \$250,000 of costs to make up for the closure of the Lower Savannah Pre-Release Center by the South Carolina Department of Corrections and \$13,000 for indigent defense costs for representation in our municipal court. Prior to July 2015, these costs were borne by the South Carolina Commission of Indigent Defense.

In addition, the State of South Carolina did not reimburse us for almost \$300,000 for Winter Storm Pax costs.

SUMMARY

This budget proposal contains funding to conduct operational audits for our departments and structural reforms designed to increase the efficiency and accountability of our operations. We have included funding for a long range Roads Maintenance Program and Transportation and Safety Improvement Program because we can no longer put off through neglect our City's infrastructure needs.

With the support of our City Council, the Mayor and the assistance of our dedicated city employees, I look forward to seeing the fulfillment of the goals of our Strategic Plan. You have my appreciation for your continued commitment to the needs of the citizens of Aiken.

Respectfully submitted,



John C. Klimm
City Manager

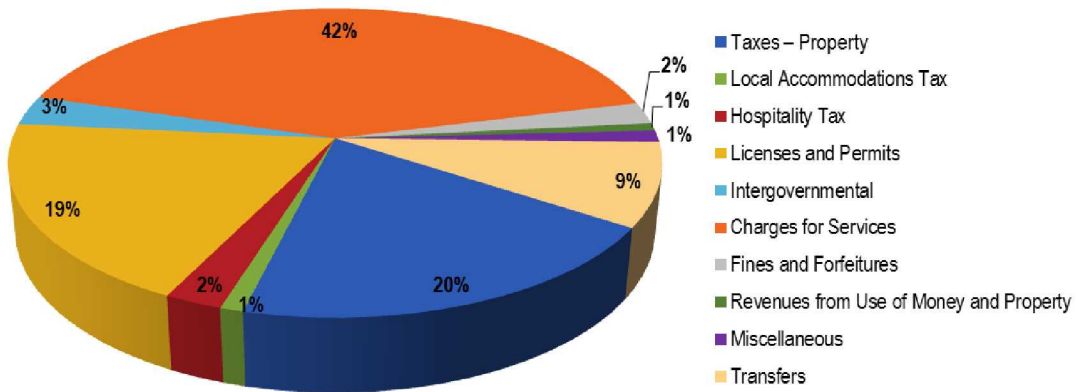
BUDGET SUMMARY

BUDGET SUMMARY

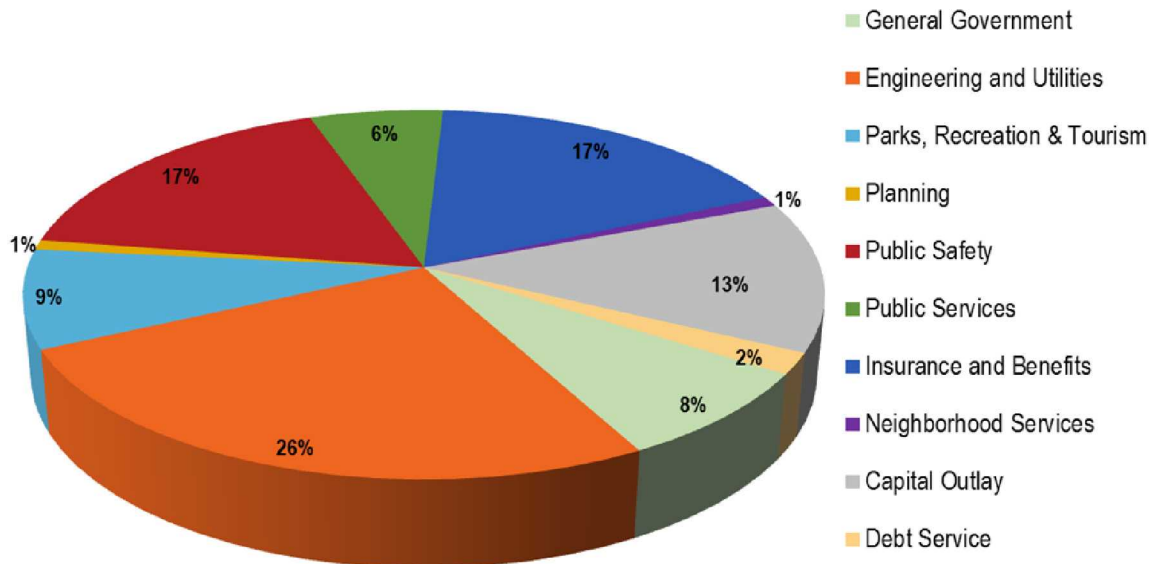
City of Aiken Budget Summary (\$000)	
FISCAL YEAR ENDING JUNE 30	2017
REVENUES	
Taxes – Property	10,494
Taxes - Other Than Property	1,850
Licenses and Permits	10,219
Intergovernmental	1,632
Charges for Services	22,106
Fines and Forfeitures	1,208
Revenues from Use of Money and Property	428
Contributions	25
Miscellaneous	646
Transfers	4,674
Total Revenues	53,281
EXPENDITURES	
General Government	4,265
Engineering and Utilities	13,743
Parks, Recreation & Tourism	4,603
Planning	457
Public Safety	9,179
Public Services	3,299
Insurance and Benefits	9,255
Neighborhood Services	471
Capital Outlay	7,015
Debt Service:	-
Principal & Interest	994
Total Expenditures	53,281

REVENUES AND EXPENSES

Government-Wide Revenues



Government-Wide Expenses



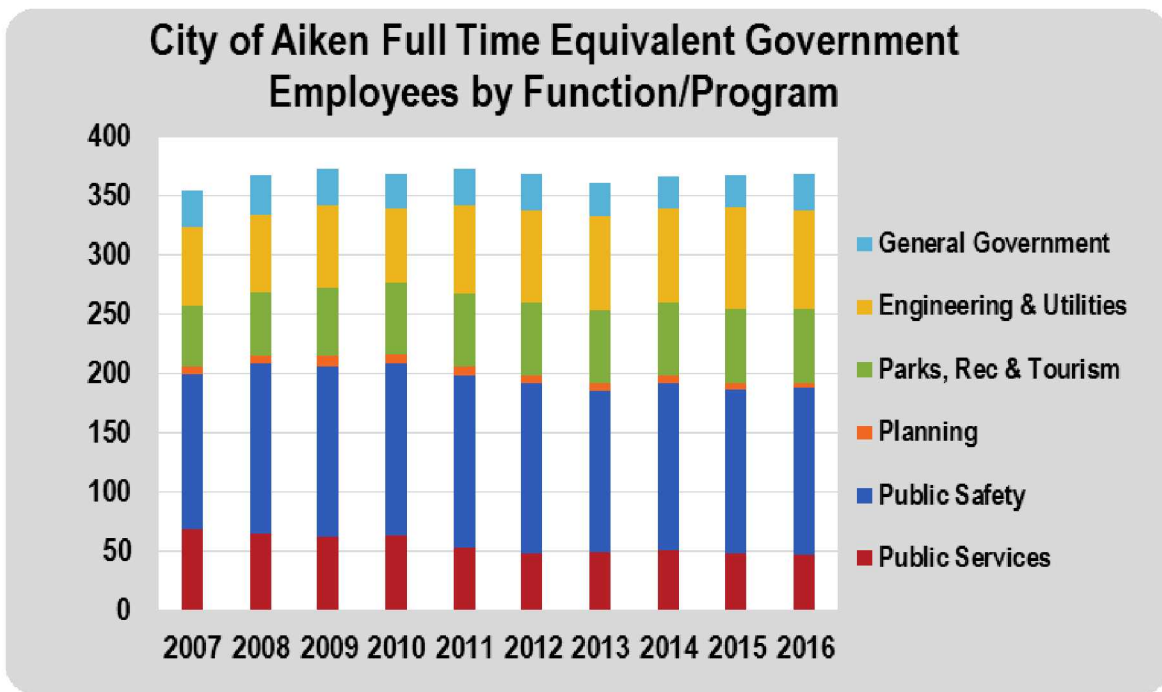
FULL-TIME EQUIVALENT CITY EMPLOYEES

Full Time Equivalent Funded Positions	2015	2016	2017
CITY COUNCIL AND MANAGER			
City Council	3.5	3.5	3.5
Municipal Court	1.5	1.5	1.5
City Manager	6.5	8.5	9.5
Information Technology	5.0	5.0	5.0
Inspections, Building Permits	6.5	6.5	6.5
City Solicitor	2.0	2.0	2.0
Neighborhood Services, Comm Dev, Housing	1.5	1.5	1.5
HUMAN RESOURCES			
Human Resources	1.0	1.0	1.0
FINANCE			
Finance	18.0	17.5	18.5
ENGINEERING & UTILITIES			
Administration & Engineering	11.5	11.0	11.0
Roads	9.0	9.5	9.5
Water & Sewer Utility	60.5	54.0	55.0
Storm Water Utility	5.5	6.0	6.0
PARKS, RECREATION AND TOURISM			
Administration & Recreation	30.0	30.5	29.5
Parks	35.0	34.5	33.5
Tourism	3.5	3.0	4.0
Athletics	12.5	14.0	13.0
PLANNING DEPARTMENT			
Planning Department	7.5	5.5	5.5
PUBLIC SAFETY			
Administration	23.0	22.0	21.5
Patrol & Fire Suppression	79.0	77.0	76.0
Investigations And Victim Services	11.5	11.0	11.0
Community Services	20.5	19.0	19.0
Youth Services	5.0	5.0	5.0
Support Services	8.0	8.0	8.0
PUBLIC SERVICES			
Buildings & Grounds	17.0	19.0	18.0
Solid Waste Administration	6.5	8.0	7.0
Garbage	17.0	9.0	9.0
Recycling	5.0	5.0	5.0
Yard Waste Collection	12.0	9.0	9.0
TOTAL CITY BUDGET	425.0	407.0	404.5

FULL TIME EQUIVALENT EMPLOYEES

For the purposes of this chart, full time employees are included as one equivalent and part-time employees are counted as a half of an equivalent, even though some part-time employees work less than 20 hours per week or less than 52 weeks per year. Twelve volunteer firefighters are not included in the chart since they are paid a minimal stipend and only work as required.

For the 2016-17 fiscal year, funding for five full time positions was eliminated from the budget. The positions are: one Public Safety Officer, one maintenance worker and one vehicle operator in the Public Services Department and a secretary and a maintenance worker in the Parks, Recreation and Tourism Department. A part time dispatch position was also eliminated. Three new positions were added. The new positions are a Purchasing Officer, Marketing and Transparency Coordinator and a Public Works Director.



SUMMARY OF FUND TRANSFERS

	Transfers In	From	Transfers Out	To
GENERAL FUND				
General Fund	\$ 295,400	Water and Sewer System Fund		
General Fund	\$ 22,920	Stormwater Fund		
General Fund	\$ 49,600	Solid Waste Fund	\$ 44,000	Solid Waste Fund
SPECIAL REVENUE GOVERNMENTAL FUNDS				
Local Accommodations Tax Fund			\$ 4,450	AECOM Theater Fund
AECOM Theater Fund	\$ 80,005	LOP Sunday Alcohol Fund		
AECOM Theater Fund	\$ 4,450	Local Accommodations fund		
LOP Sunday Alcohol Fund			\$ 80,005	AECOM Theater Fund
PROPRIETARY FUNDS				
MAJOR ENTERPRISE FUNDS				
Water and Sewer System Fund			\$ 295,400	General Fund
Stormwater Fund			\$ 22,920	General Fund
Solid Waste Fund	\$ 44,000	General Fund	\$ 49,600	General Fund

FUNDS TRANSFERS

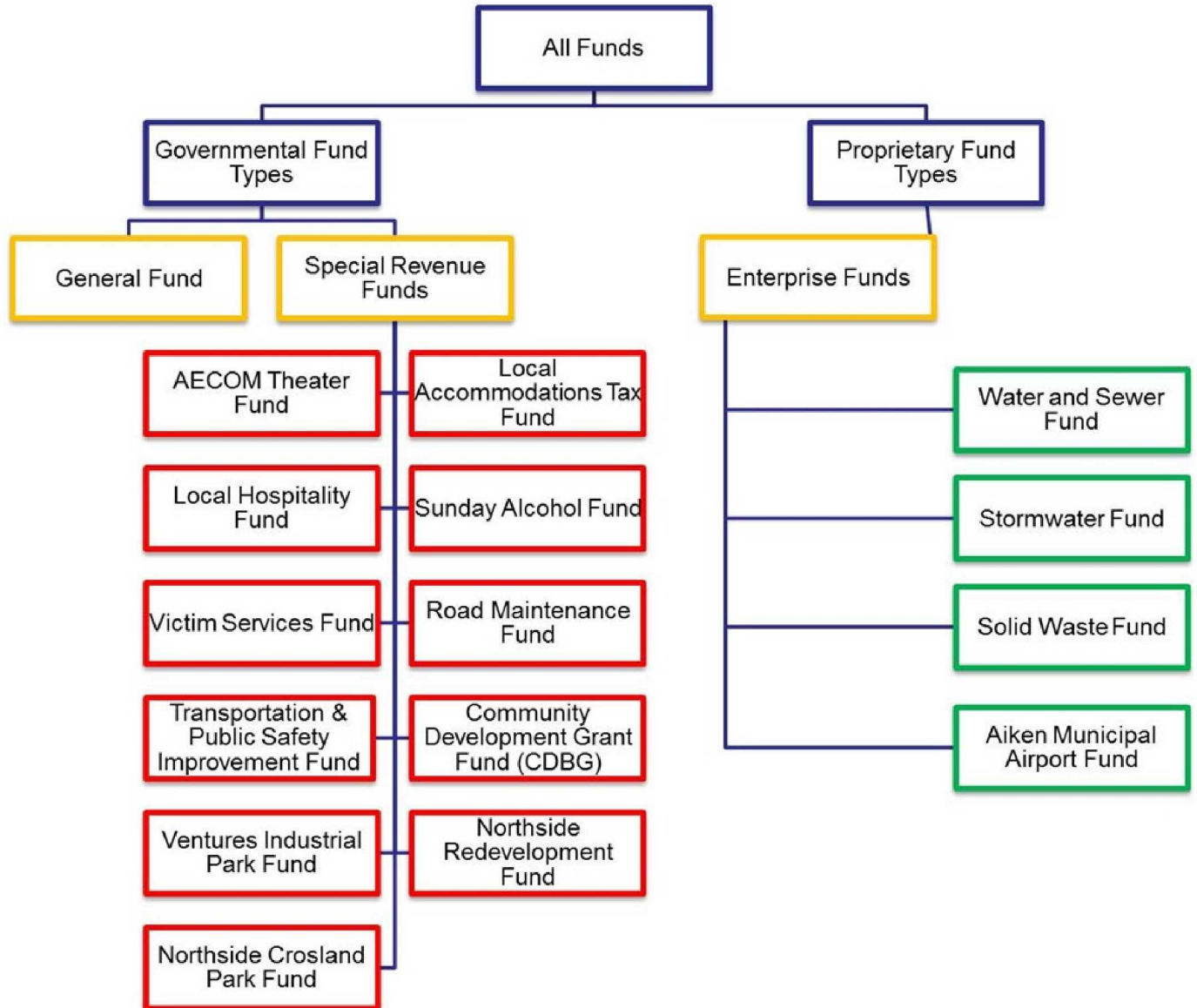
Transfers into the General Fund from the enterprise funds are primarily to offset administrative costs provided to those funds by the general government departments such as the City Manager's Office, Human Resources, City Attorney and others. The AECOM Theater fund is supported by the local accommodations tax and the LOP Sunday Alcohol funds. In the 2016-2017 fiscal year, the city will have 27 pay periods and we have set funds aside in anticipation of this. The transfer from the General Fund to Solid Waste Fund is for this pay period. Since the Solid Waste Fund was created in 2016, the funds were accumulated in the General Fund.



Photo 14: The AECOM Theater on Newberry Street

IV. FUNDS INFORMATION

FUNDS STRUCTURE



FUNDS READER'S GUIDE

GENERAL FUND

		Fund Page	Dept Page
<p>The General Fund is the main operating fund of the city. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, business licenses and franchise fees and various other grants and fees. The primary expenditures are for public safety, recreation, street maintenance and improvements, and public services.</p>	City Council	65	65
	City Manager	74	68
	Human Resources	78	75
	Finance	83	79
	Engineering and Utilities	91	84
	Parks, Recreation & Tourism	107	97
	Planning	117	112
	Public Safety	127	118
	Public Services	142	138
	General Fund Budget	51	

Ad Valorem, which is Latin for "according to value" refers to a tax that is based on the value of a transaction or property.

PROPRIETARY FUNDS - ENTERPRISE FUNDS

		Fund Page	Dept Page
<p>The Water and Sewer System Fund is a fund to account for the activity of providing water and sewer services to the users of the system. All activities necessary to provide such services are accounted for in this fund, including but not limited to, operations, maintenance, finance and related debt service, and billing and collection.</p>	Funds Balances	50	
	Funds Transfers	42	
	Funds Structure	43	
	Revenues and Expenditures	56	
	Finance		83
	Engineering and Utilities		91
	Administrative/Engineering Division		92
	Water and Sewer Division		96
	Capital Improvement	149	

PROPRIETARY FUNDS – ENTERPRISE FUNDS

		Fund Page	Dept Page
<p>The Stormwater Fund is a fund to account for fees and expenditures related to stormwater management. The fund was established to enforce the stormwater management program. The program was designed to reduce the discharge of pollutants in to the city's stormwater system and the receiving waters of the city and minimize adverse impacts on human health and the environment in accordance with regulatory requirements.</p>	Funds Balances	50	
	Funds Transfers	42	
	Funds Structure	43	
	Revenues and Expenditures	59	
	Finance		83
	Engineering and Utilities		91
	Stormwater Division		95
	Capital Improvement		149
<p><i>What is a Proprietary Fund? A proprietary fund is a type of fund that is owned by a state or local government, such as an enterprise fund or an internal service fund.</i></p>			

		Fund Page	Dept Page
<p>The Solid Waste Fund is a fund to account for revenues generated from and the expenses related to the activities of garbage, recycling and yard waste.</p>	Funds Transfers	42	
	Funds Structure	43	
	Funds Balances	50	
	Revenues and Expenditures	61	
	Finance		83
	Public Services		142
	Solid Waste Division		144
	Garbage Division		145
	Recycling Division		146
	Yard Waste Division		147

		Fund Page	Dept Page
<p>The Aiken Municipal Airport Fund is a fund to account for the activity related to charging of rent and reporting of fuel flow fees in accordance with the city's contract with the fixed based operator (FBO) of the airport. All activities necessary to provide services to the users of the airport are accounted for in this fund.</p>	Funds Transfers	42	
	Funds Structure	43	
	Funds Balances	50	
	Revenues and Expenses	62	
	City Manager		74
<p><i>What is an Enterprise Fund? Enterprise funds are a common method used by local governments to account for income generated by the selling of goods or services to residents or the general public.</i></p>			

SPECIAL REVENUE FUNDS

		Fund Page	Dept Page
<p>The AECOM Theater Fund is a fund to account for the revenues generated from and the operating expenditures of the AECOM Theater.</p>	Funds Transfers	42	
	Funds Structure	43	
	Funds Balances	50	
	PRT Admin and Recreation		108

		Fund Page	Dept Page
<p>The Community Development Block Grant Fund is a fund to account for the receipt of loans and expenditures of Community Development Block Grant funds for housing programs in accordance with guidelines of the U.S. Department of Housing and Urban Development.</p>	Funds Structure	43	
	Funds Balances	50	
	City Manager		74
	E&U Admin and Engineering		92

		Fund Page	Dept Page
<p>The Crosland Park Fund is a fund that shows the expenditures for the revitalization of the Crosland Park subdivision and the revenues generated from the sale of property</p>	Funds Structure	43	
	Funds Balances	50	
	City Manager		74

What is a Capital Project? A capital project is any long term, large scale plan to improve on, refurbish or build a financially significant construction, usually requiring a large investment of time, labor and monetary resources.

SPECIAL REVENUE FUNDS

		Fund Page	Dept Page
<p>The Hospitality Tax Fund shows revenue generated by the 1% tax on the sale of all prepared food sold in the city. Money collected funds tourism related expenses. Included in this year's budget are tourism advertising, roads, and a parking garage.</p>	Funds Structure	43	
	Funds Balances	50	
	City Manager Letter		34
	Engineering and Utilities		91
	Roads Division		93
	Parks, Rec and Tourism		107
	Admin and Rec Division		108
	Parks Division		109
	Tourism Division		110
	Athletics Division		111
	Public Safety		127
	Support Services Division		136
	Public Services		142
<p>The Industrial Park Fund is a fund to account for the revenues and expenditures generated by the operation and development of the Ventures Industrial Park, Willow Run Industrial Park, and Verenes Industrial Park.</p>	Funds Structure	43	
	Funds Balances	50	
	Engineering and Utilities		91
	Industrial Parks Division		94
<p>The Local Accommodations Tax Fund is a fund to account for the local accommodations tax revenue and tourism related expenditures.</p>	Funds Transfers	42	
	Funds Structure	43	
	Funds Balances	50	
	Parks, Rec and Tourism		107
	Admin and Rec Division		108
	Parks Division		109
	Tourism Division		110
	Athletics Division		111
	Public Services		142
Buildings & Grounds Division		143	

SPECIAL REVENUE FUNDS

		Fund Page	Dept Page
<p>The Local Option Permit (LOP) Sunday Alcohol Fund is a fund to account for the Sunday Alcohol sales permit revenue and the tourism expenditures to be paid from those funds.</p>	Funds Transfers	42	
	Funds Structure	43	
	Funds Balances	50	
	City Manager		74
	Parks, Rec and Tourism		107
	Admin and Rec Division		108
	Parks Division		109
<hr/>			
<p>The Northside Redevelopment Fund is a fund that shows expenditures for revitalization for the north side of the city and the revenues generated for this cause.</p>	Funds Structure	43	
	Funds Balances	50	
	City Manager		74
<hr/>			
<p>The Road Maintenance Fee Fund shows the revenue collected through vehicle registration, which is \$20 per vehicle. The fees are used for road repair and maintenance.</p>	Funds Structure	43	
	Funds Balances	50	
	Engineering and Utilities		91
	Roads Division		93
<hr/>			
<p>The Transportation and Public Safety Improvement Fund is a fund that holds the additional 2% franchise fees collected from electric and gas utilities to fund expenditures for traffic and Public Safety needs.</p>	New Fees		36
	Funds Structure	43	
	Funds Balances	50	

SPECIAL REVENUE FUNDS

		Fund Page	Dept Page
The Victim Services Fund is a fund to account for the monies received as a result of court ordered victim services fines and the expenditures for victim services.	Funds Structure	43	
	Funds Balances	50	
	Public Safety		127
	Investigations and Victim Services Division		132

The City of Aiken also maintains the following funds that do not have annual appropriations. These funds are not included in the budget document, but are included in the annual audit: Accommodations Tax Fund, Drug Money Fund, Economic Reinvestment Fund, Federal Equitable Sharing Fund, Home Ownership Fund, Rye Patch/Hopelands Fund, Tree Fund, Restricted Gifts Fund, Transportation Fund, and Youth Athletic Fund.

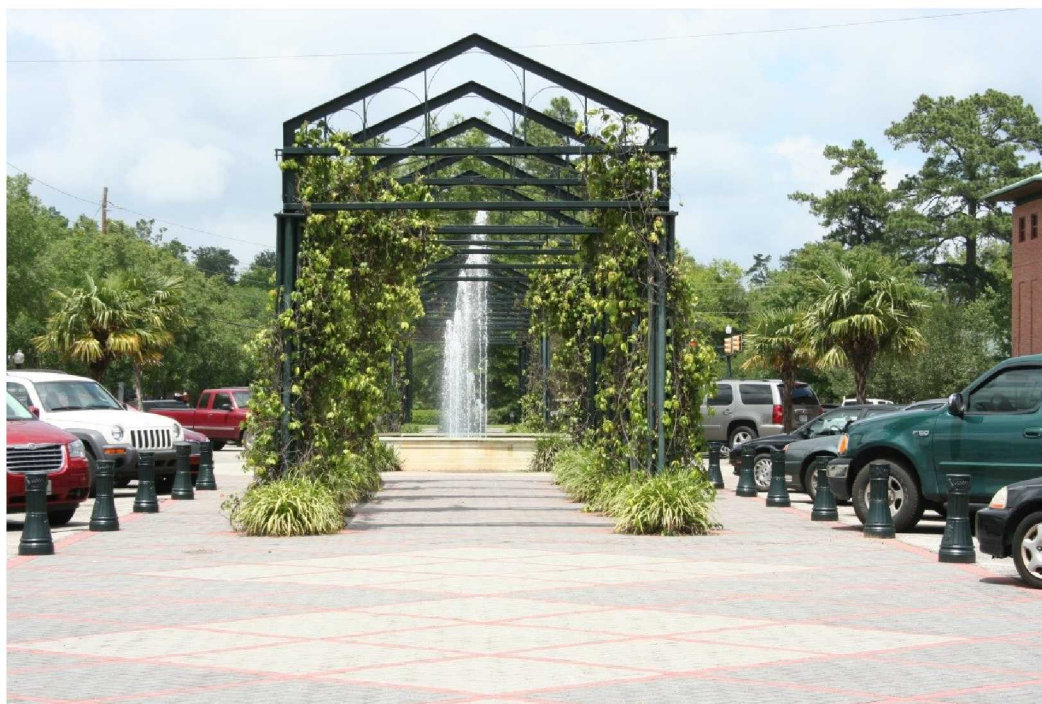


Photo 15: Newberry Street festival area

FUNDS SUMMARY

FUND BALANCES

Funds	Beginning Fund Balance FY16	2016 Estimated Revenue	2016 Estimated Expenditures	Estimated Ending Fund Balance	2017 Estimated Revenue	2017 Estimated Expenditures	Estimated Ending Fund Balance
GOVERNMENTAL FUNDS:							
General Fund	\$17,079,404	\$26,544,135	\$26,544,135	\$17,079,404	\$27,475,140	\$27,475,140	\$17,079,404
AECOM Theater Fund	17,107	143,735	143,735	17,107	132,755	132,755	17,107
Local Accommodations Tax Fund	287,211	550,635	550,635	287,211	530,800	530,800	287,211
Local Hospitality Tax Fund	-	1,200,000	1,200,000	-	1,320,800	1,320,800	-
LOP Sunday Alcohol Fund	282,327	72,000	72,000	282,327	80,005	80,005	282,327
Victim Services Fund	162,864	74,250	74,250	162,864	74,410	74,410	162,864
Economic Re-investment Fund	-	700,000	700,000	-	-	-	-
Comm Development Grant Fund	(79,505)	179,627	179,627	(79,505)	179,580	179,580	(79,505)
Ventures Industrial Park Fund	125,496	8,798	8,798	125,496	8,798	8,798	125,496
Transp & Public Safety Imp Fund	-	-	-	-	1,130,000	1,130,000	-
Road Maintenance Fund	-	-	-	-	250,000	250,000	-
Northside Redevelopment Fund	(250,296)	40,000	40,000	(250,296)	40,000	40,000	(250,296)
Northside Crosland Park Fund	1,443,149	300,500	300,500	1,443,149	154,500	154,500	1,443,149
ENTERPRISE FUNDS:							
Water & Sewer Fund	67,436,803	17,572,654	17,572,654	67,436,803	17,191,375	17,191,375	67,436,803
Stormwater Fund	7,473,137	1,345,927	1,345,927	7,473,137	1,506,540	1,506,540	7,473,137
Aiken Municipal Airport Fund	13,606,636	1,938,533	1,938,533	13,606,636	128,800	128,800	13,606,636
Solid Waste Fund	-	2,800,950	2,800,950	-	3,077,000	3,077,000	-
Total All Funds		\$53,471,744	\$53,471,744		\$53,280,503	\$53,280,503	

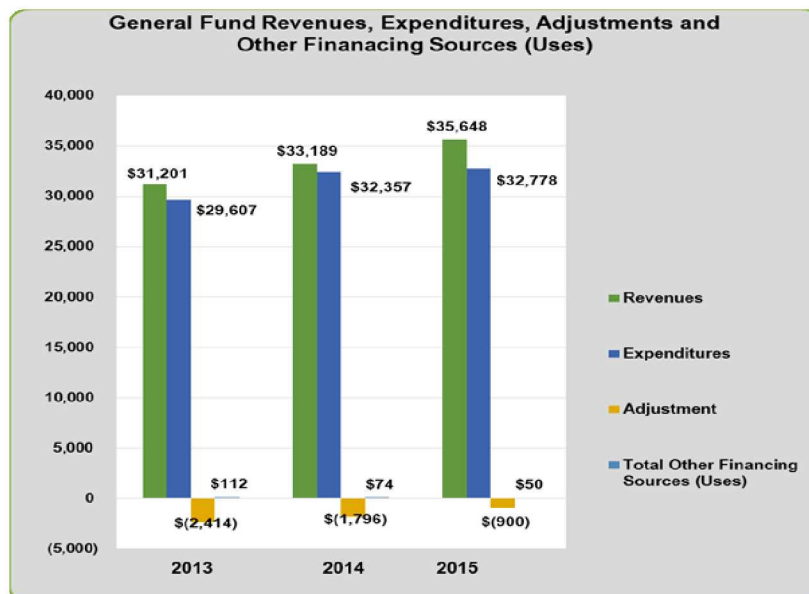
GOVERNMENTAL FUNDS

GENERAL FUND

The **General Fund** is the City of Aiken's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Principal sources of revenue are property taxes, business licenses and permits, intergovernmental revenues and service charges. Primary expenditures are for general government, public safety, public services, and parks and recreation. Taxes account for approximately 42 % of the General Fund revenue.

GENERAL FUND BUDGETARY HIGHLIGHTS REVENUES

The cost to finance the many city services that the city offers requires diverse revenues. The City of Aiken generates revenues from many sources, including taxes, business licensees, user fees, fines, permits, and state and federal funds. Revenue forecasting is facilitated by prior year collection trends, current economy and the current or projected rate structure.



PROPERTY TAXES

Property taxes are levied on all residential, commercial and personal property in the City of Aiken. The tax bill is determined by three factors:

- The assessed value of real property is calculated by the Aiken County Tax Assessor and the value of personal property (merchants, boats, motors, etc.) is calculated by the Aiken County Auditor.
- The assessment ratio is multiplied by the value to determine the assessed value. Homeowner occupied homes are assessed at 4%. Commercial property is assessed at 6% and personal and merchant property is valued at 6 – 10.5%.

- The millage rate is determined by City Council. Our current millage rate is 62 mils. A mil is one dollar per one thousand dollars of assessed value:
 - $\$1 \text{ of tax} = .001 = 1 \text{ mil}$
\$1,000 assessed value

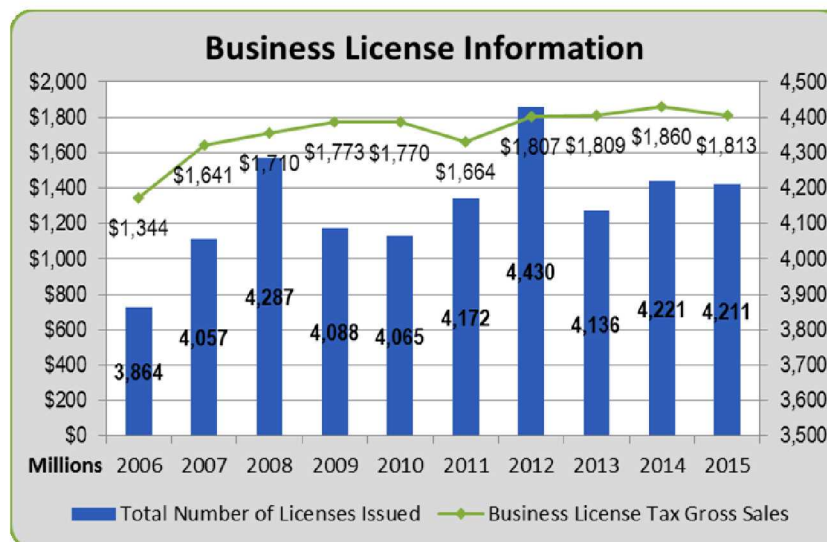
REASSESSMENT

South Carolina law requires a reassessment every five years. 2016 is a reassessment year for Aiken County. State law limits the ability of cities to raise tax rates based on the combination of the consumer price increase and population growth. Below is an example of a tax calculation for a \$100,000 homeowner occupied home:

Value	\$100,000
x assessment ratio	<u> .04</u>
assessed value	\$ 4,000
x millage rate	<u> .062</u>
Tax bill	\$ 248

BUSINESS LICENSE REVENUE

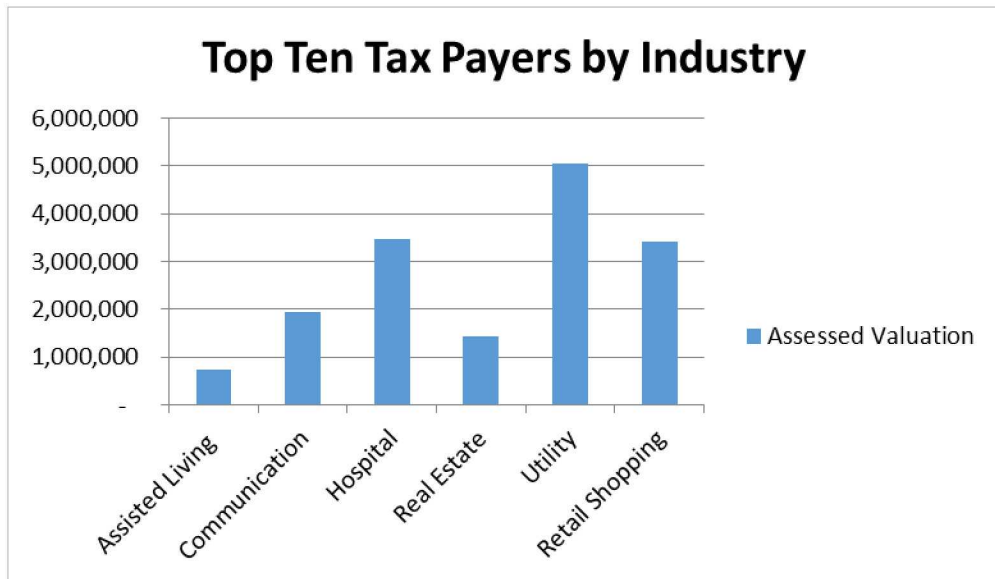
Licenses and permits are another significant revenue source. Business license fees are collected from all entities that perform work in the city limits. The Municipal Association of South Carolina collects the fees from all insurance companies that write policies in the city limits and remits that to the city annually. Fees are also collected from the telecommunications companies. The city receives franchise fees from the water, sewer, stormwater, cable, electric and gas providers in the city as well. The combination of these revenues produces approximately 36 % of the General Fund revenues.



TOP TEN TAXPAYERS

The top ten taxpayers account for 9.23% of all taxes collected.

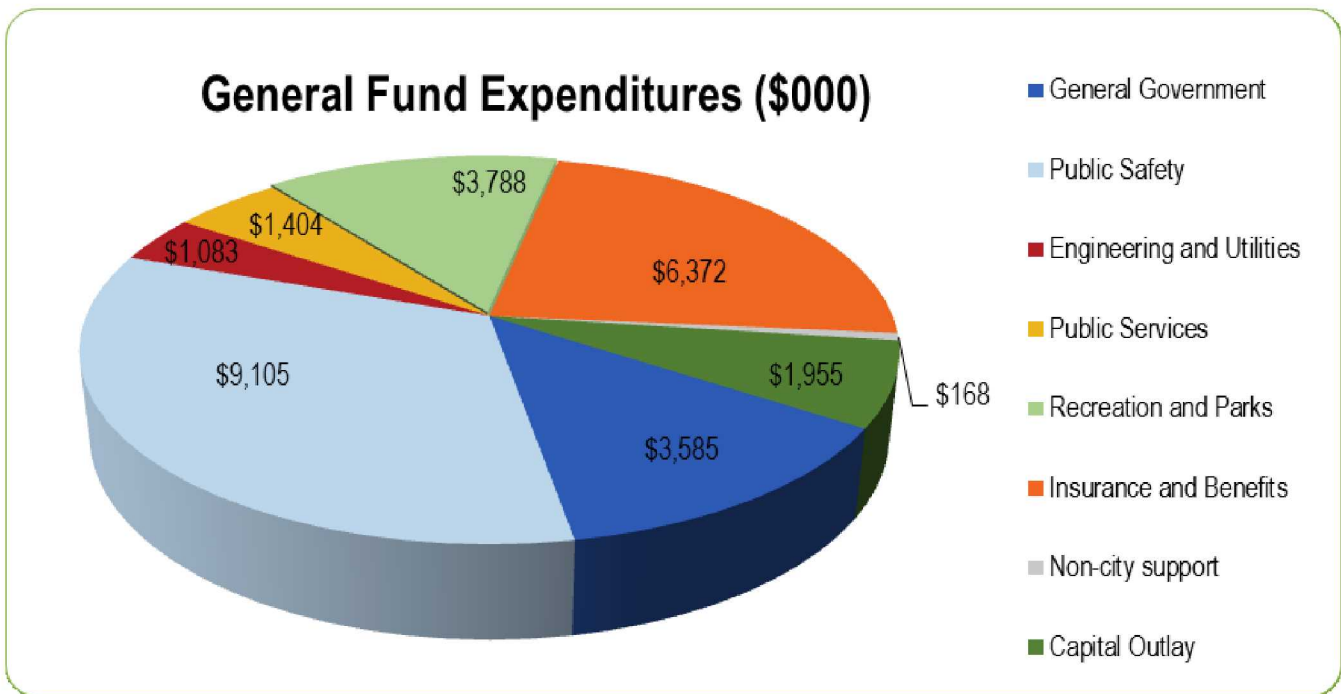
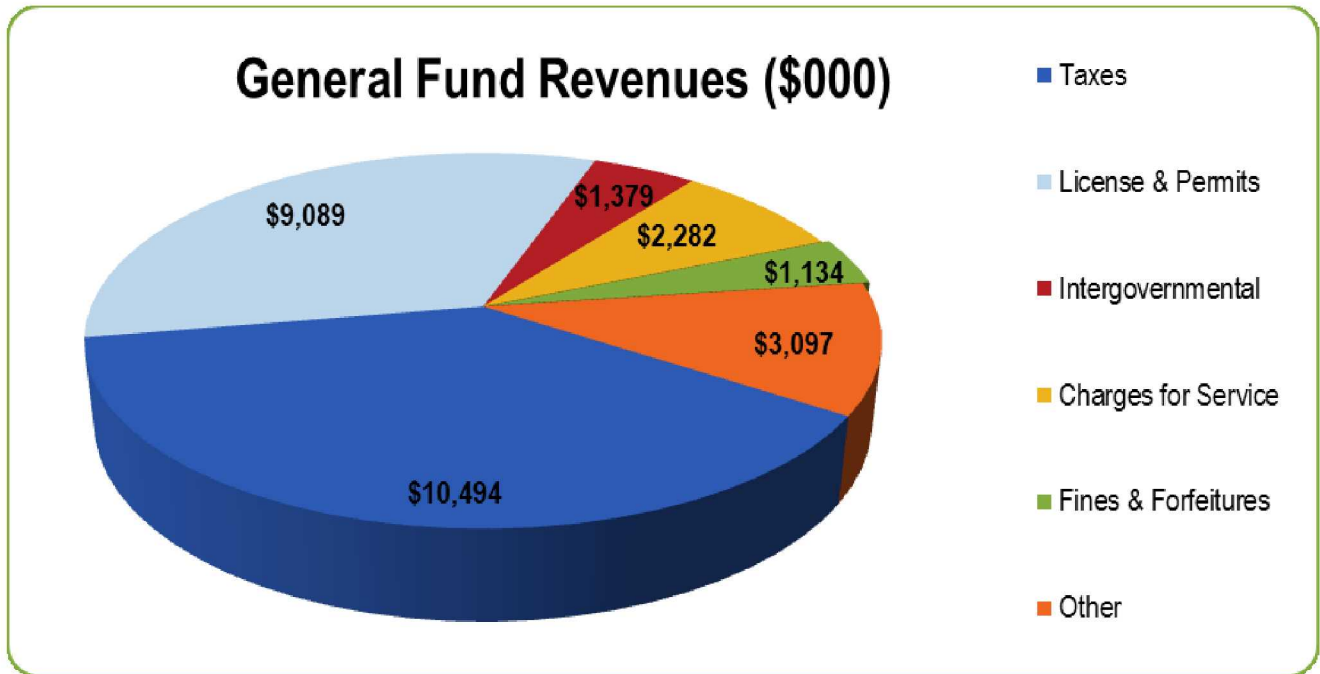
Taxpayer	Type of Business	Assessed Valuation	% of Total Assessed Valuation
S.C. Electric & Gas Co.	Utility	\$4,380,390	2.52%
Aiken Regional	Hospital	3,466,410	1.99%
Bell South Telecommunications	Communication	1,947,620	1.12%
Acadia Hendon Hitchcock Plaza	Retail Shopping	1,710,020	0.98%
Wal Mart Stores East LP	Retail Shopping	1,102,960	0.63%
Matrix Centennial LLC	Real Estate/Office Building	844,000	0.49%
Marrinson Group	Assisted Living Community	725,220	0.42%
Atlantic Broadband LLC	Utility	676,500	0.39%
BRE-MAAC South Park, LLC	Retail Shopping	608,650	0.35%
Wal Mart Real Estate Business Trust	Real Estate	590,800	0.34%
TOTAL Taxable Assessed			
Value-10 Largest Taxpayers		\$16,052,570	9.23%



GENERAL FUND BUDGET

GENERAL FUND	2014 Actual	2015 Actual	2016 Budget	2016 Estimated	2017 Approved
BEGINNING FUND BALANCE	\$15,947,943	\$15,655,536	\$17,079,404	\$17,079,404	\$17,079,404
REVENUES					
Taxes	10,176,672	10,320,726	10,398,600	10,398,600	10,493,600
License & Permits	8,826,351	9,104,650	8,932,675	8,932,675	9,089,280
Intergovernmental	2,434,572	2,964,375	1,829,365	1,829,365	1,379,225
Charges for Service	4,740,956	4,853,257	2,353,050	2,353,050	2,282,240
Fines & Forfeitures	933,875	1,146,898	1,088,100	1,088,100	1,133,600
Other	412,676	318,968	1,842,345	1,842,345	3,097,195
TOTAL REVENUES/SOURCES	27,525,102	28,708,874	26,444,135	26,444,135	27,475,140
EXPENDITURES					
General Government	2,993,635	2,788,575	3,876,584	3,876,584	3,585,385
Engineering and utilities	1,134,785	1,125,411	1,177,262	1,177,262	1,083,385
Parks, Rec & Tourism	3,886,834	3,494,025	3,738,581	3,738,581	3,788,290
Public Safety	8,207,152	9,006,162	9,070,571	9,070,571	9,104,665
Public services	3,764,129	3,041,833	1,144,965	1,144,965	1,403,605
Insurance and benefits	5,959,112	6,681,682	5,708,380	5,708,380	6,372,200
Non-city support	185,565	192,733	176,926	176,926	167,605
Capital Outlay	2,282,857	954,585	1,550,866	1,550,866	1,955,455
Debt Service					14,550
TOTAL EXPENDITURES	28,414,069	27,285,006	26,444,135	26,444,135	27,475,140
NET POSITION (DEFICIT)	(888,967)	1,423,868	-	-	-
ADJUSTMENT	596,560	-	-	-	-
ENDING FUND BALANCE	\$15,655,536	\$17,079,404	\$17,079,404	\$17,079,404	\$17,079,404

GENERAL FUND REVENUES AND EXPENDITURES

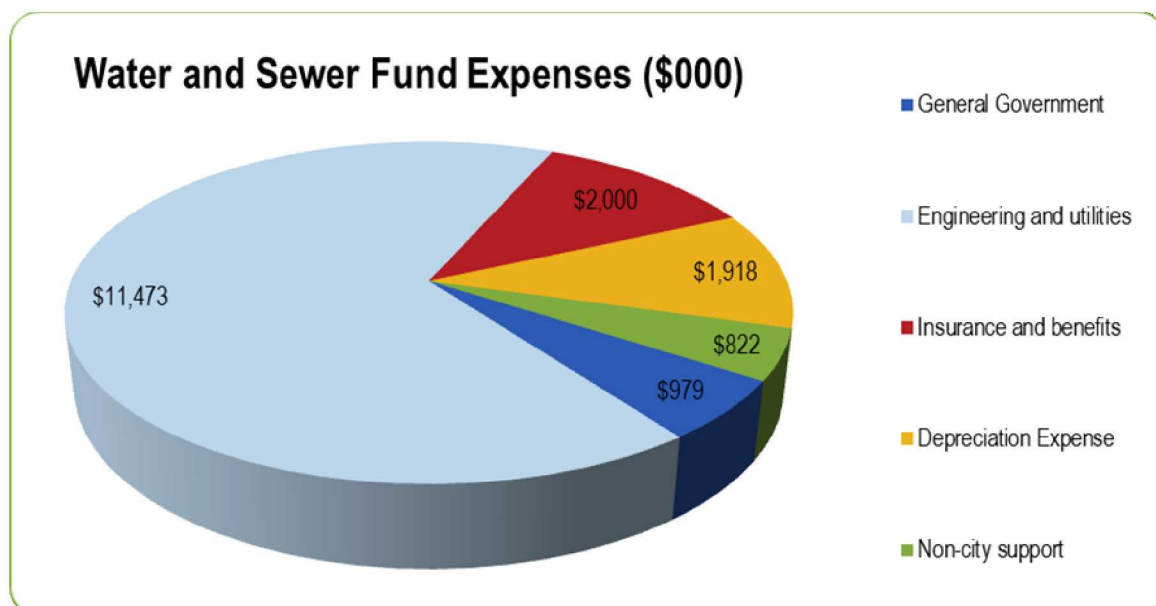
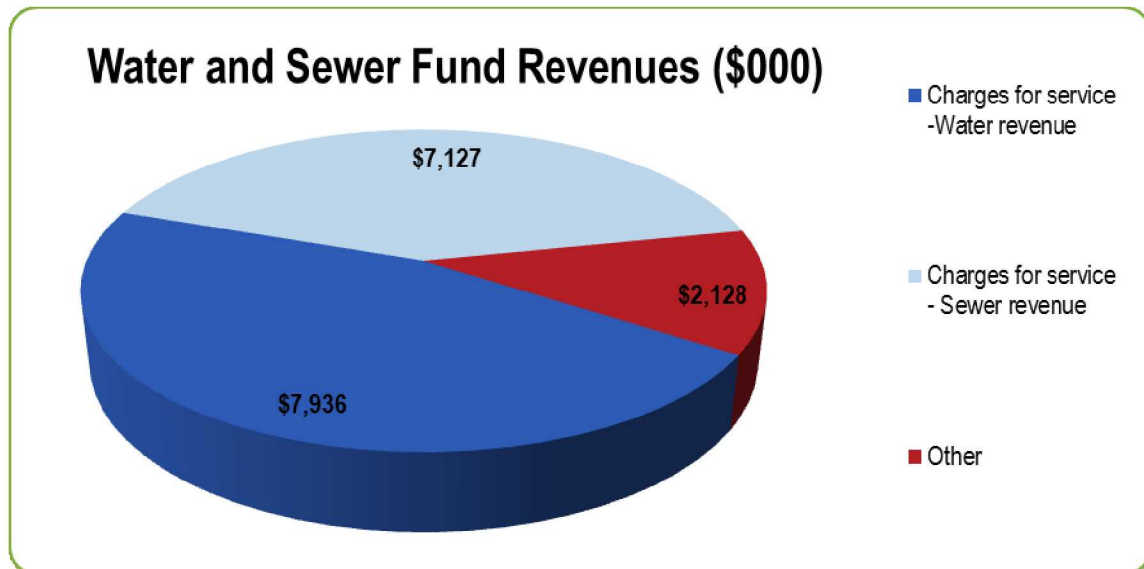


WATER AND SEWER SYSTEM FUND

WATER & SEWER SYSTEM FUND	2014 Actual	2015 Actual	2016 Budget	2016 Estimated	2017 Approved
BEGINNING NET POSITION	\$63,435,839	\$65,136,695	\$67,436,803	\$67,436,803	\$67,436,803
REVENUES					
Charges for Service	14,003,650	15,591,935	14,934,000	14,934,000	15,063,030
Other	176,252	155,648	2,638,654	2,638,654	2,128,345
TOTAL REVENUES/SOURCES	14,179,902	15,747,583	17,572,654	17,572,654	17,191,375
EXPENSES					
General Government	742,539	802,958	942,115	942,115	978,876
Engineering and utilities	8,035,876	8,169,178	12,303,963	12,303,963	11,472,788
Insurance and benefits	2,203,297	2,746,398	1,725,820	1,725,820	1,999,800
Depreciation Expense	2,767,654	2,921,937	1,775,357	1,775,357	1,917,711
Non-city support	970,143	820,318	825,399	825,399	822,200
TOTAL EXPENSES	14,719,509	15,460,789	17,572,654	17,572,654	17,191,375
Interest income	26,982	26,850	-	-	-
Interest expense	(94,185)	(44,204)	-	-	-
Agent Fees	(2,075)	(2,075)	-	-	-
TOTAL nonoperating revenues (expenses)	(69,278)	(19,429)	-	-	-
Capital Contributions	1,842,208	2,032,743	-	-	-
ADJUSTMENTS	467,533	-	-	-	-
ENDING NET POSITION	65,136,695	67,436,803	67,436,803	67,436,803	67,436,803

WATER AND SEWER SYSTEM FUND REVENUES AND EXPENSES

Service fees for water and sewer combine to make up 88 % of the Water and Sewer Fund revenues. City Council approved a 7% increase on the volumetric portion of the sewer charge effective May 1, 2016, to compensate for the rate increase passed to the city by the Aiken County Public Service Authority (ACPSA) and the increased flow treated by the ACPSA.

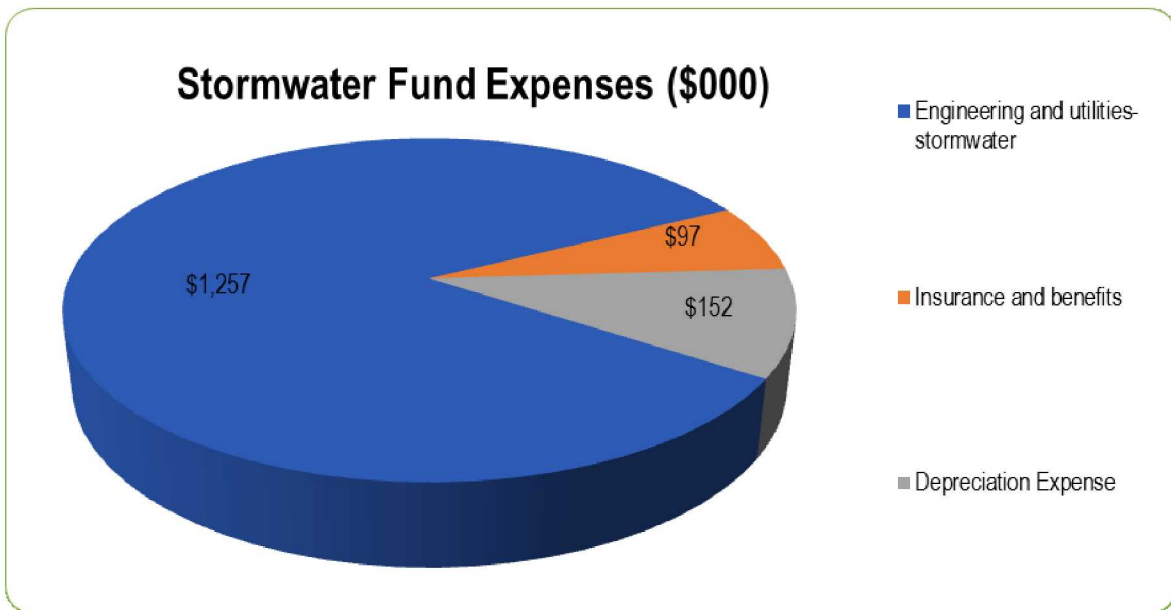
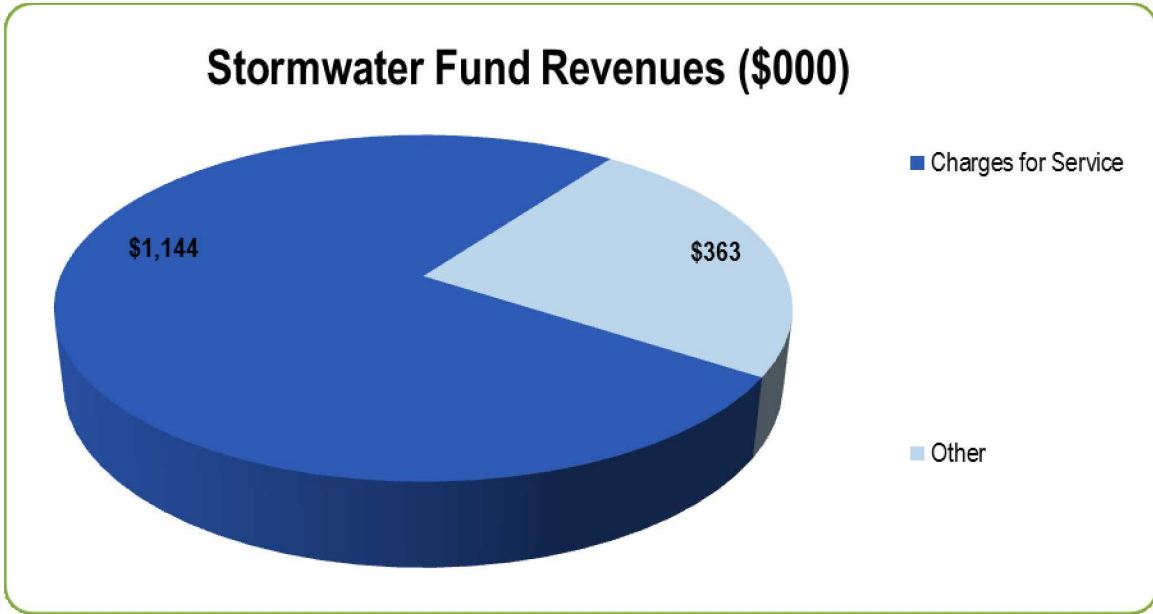


STORMWATER FUND

STORMWATER FUND	2014 Actual	2015 Actual	2016 Budget	2016 Estimated	2017 Approved
BEGINNING NET POSITION	\$7,416,191	\$7,466,927	\$7,473,137	\$7,473,137	\$7,473,137
REVENUES					
Charges for Service	694,214	786,637	1,143,000	1,143,000	1,144,000
Other	3,146	-	202,927	202,927	362,540
TOTAL REVENUES	697,360	786,637	1,345,927	1,345,927	1,506,540
EXPENSES					
Engineering and utilities-stormwater	385,220	492,544	1,158,765	1,158,765	1,257,285
Insurance and benefits	-	-	82,785	82,785	96,500
Depreciation Expense	259,767	290,707	104,097	104,097	152,475
Non-city support	-	-	280	280	280
TOTAL EXPENSES	644,987	783,251	1,345,927	1,345,927	1,506,540
Interest income	2,343	2,650	-	-	-
Gain on sale of property	-	174	-	-	-
TOTAL nonoperating revenues (expenses)	2,343	2,824	-	-	-
Capital Contributions	21,247	-	-	-	-
ADJUSTMENTS	(25,227)	-	-	-	-
ENDING NET POSITION	\$7,466,927	\$7,473,137	\$7,473,137	\$7,473,137	\$7,473,137

STORMWATER FUND REVENUES AND EXPENSES

Service fees for stormwater are based on the equivalent residential unit (ERU) and charged \$5.42 per ERU. The fees comprise 76% of the Stormwater Fund revenues. The 13,500 customers pay the fee to maintain and improve the stormwater system. Revenue estimates are based on collection trends and the number of customers.



SOLID WASTE FUND

SOLID WASTE FUND	2014 Actual	2015 Actual	2016 Budget	2016 Estimated	2017 Approved
BEGINNING FUND BALANCE	\$-	\$-	\$-	\$-	\$-
REVENUES					
Charges for Service	-	-	2,557,650	2,557,650	2,539,000
Other	-	-	243,300	243,300	538,000
TOTAL REVENUES	-	-	2,800,950	2,800,950	3,077,000
EXPENSES					
Solid Waste	-	-	1,672,440	1,672,440	1,891,490
Insurance and benefits	-	-	700,070	700,070	786,850
Depreciation Expense	-	-	367,473	367,473	341,490
Non-city support	-	-	60,967	60,967	57,170
TOTAL EXPENSES	-	-	2,800,950	2,800,950	3,077,000
ENDING NET POSITION					
	\$-	\$-	\$-	\$-	\$-

Solid Waste Fund was established July 1, 2015. Prior to that, it was a division of the General Fund.

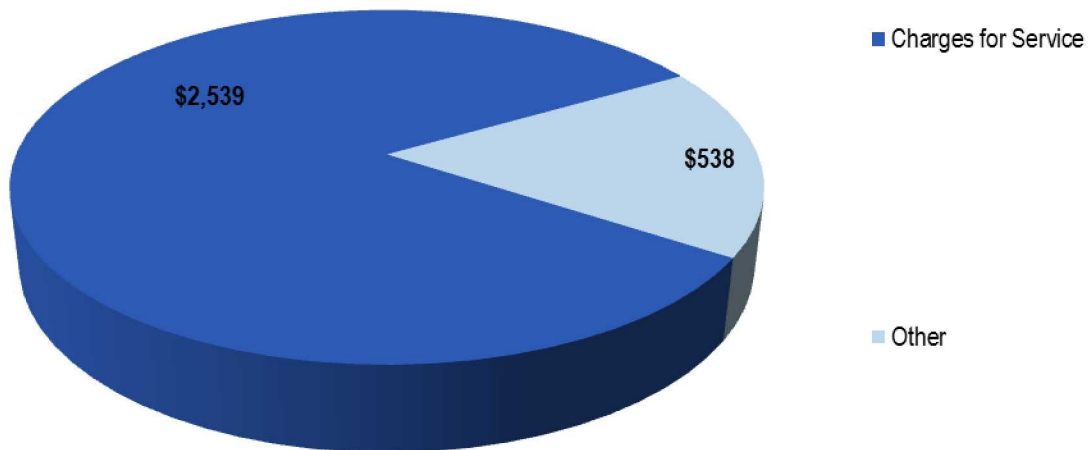


Photo 16: Public Services crew at work

SOLID WASTE FUND REVENUES AND EXPENSES

Charges for services comprise 93% of revenues in the Solid Waste Fund. A charge of \$17 per month is billed to 12,190 customers for garbage, recycling and yard debris service. Additional charges are billed for extra carts, special pick-ups and back yard service. Revenue estimates are based on the trend of collections and on the number of customers.

Solid Waste Fund Revenues (\$000)



Solid Waste Fund Expenses (\$000)



AIKEN MUNICIPAL AIRPORT FUND BUDGET

AIKEN MUNICIPAL AIRPORT FUND	2014 Actual	2015 Actual	2016 Budget	2016 Estimated	2017 Approved
BEGINNING FUND BALANCE	\$-	\$14,131,051	\$13,606,636	\$13,606,636	\$13,606,636
REVENUES					
Intergovernmental Revenue	-	-	1,760,500	1,760,500	75,000
Other	-	45,943	178,033	178,033	53,800
TOTAL REVENUES	-	45,943	1,938,533	1,938,533	128,800
EXPENSES					
Airport Operating Expenses	-	216,539	1,938,533	1,938,533	128,800
Depreciation Expense	-	492,617	-	-	-
Non-city support	-	-	-	-	-
TOTAL EXPENSES	-	709,156	1,938,533	1,938,533	128,800
Interest income	-	92	-	-	-
Gain on sale of property	-	-	-	-	-
TOTAL non-operating revenues (expenses)	-	92	-	-	-
Capital Contributions	-	138,706	-	-	-
ADJUSTMENTS	14,131,051	-	-	-	-
ENDING NET POSITION	\$14,131,051	\$13,606,636	\$13,606,636	\$13,606,636	\$13,606,636

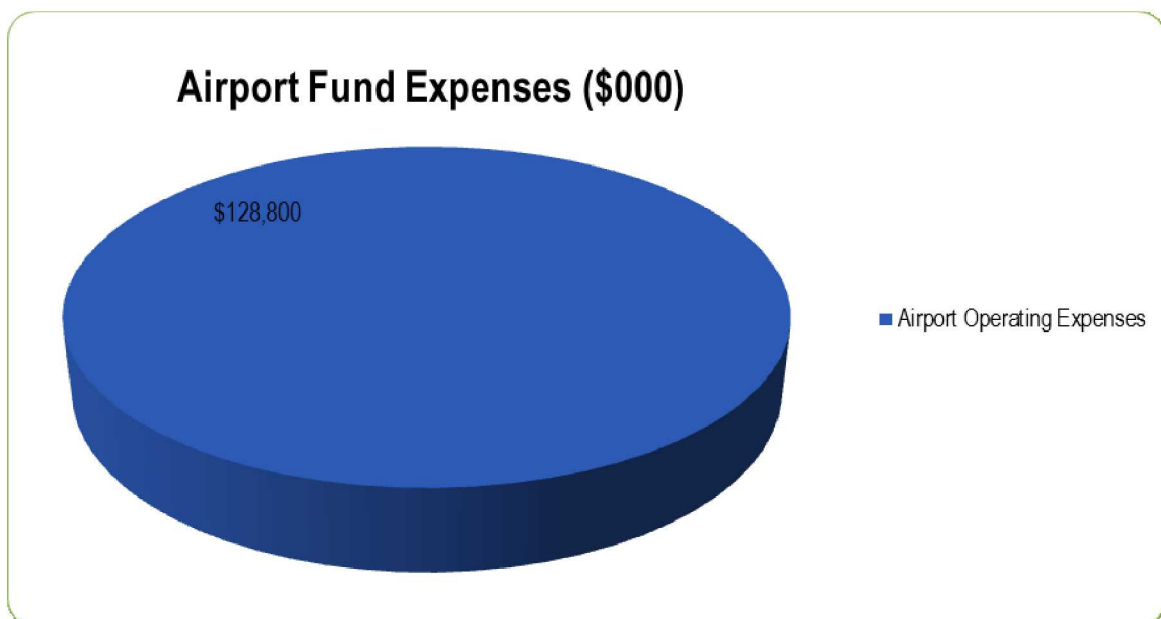
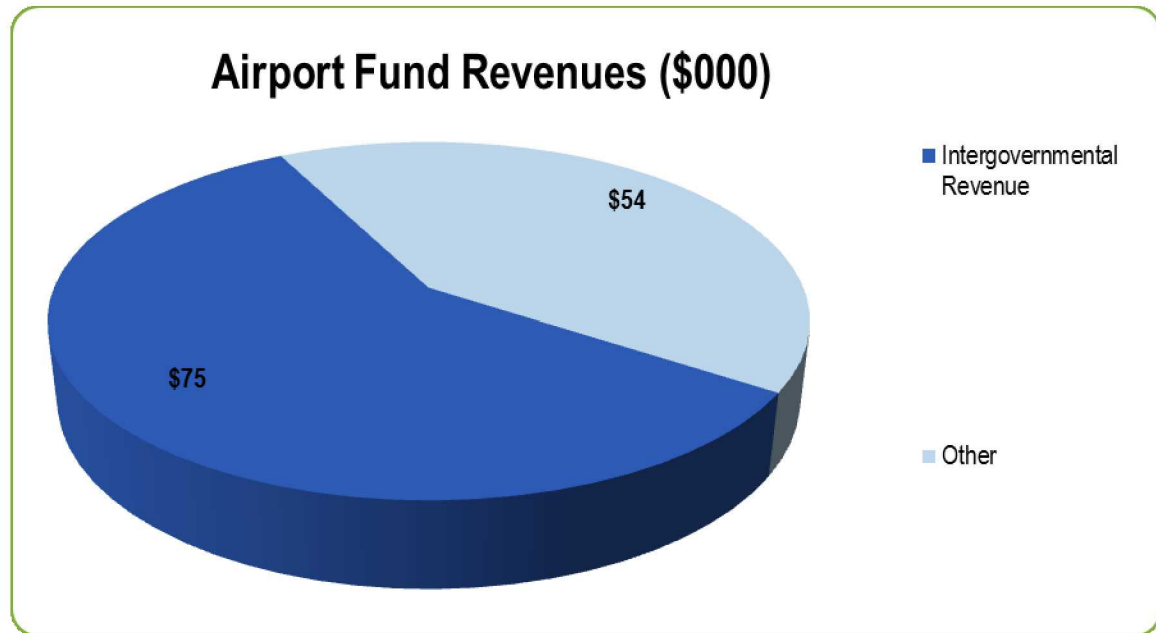
The Airport Fund is reported as an enterprise fund as of July 1, 2014. Prior to that, it was reported as a Special Revenue Fund.



Photo 17: Aiken Municipal Airport

AIKEN MUNICIPAL AIRPORT FUND REVENUES AND EXPENSES

Revenues consist of grants for capital improvement from the Federal Aviation Administration (FAA) and SC Department of Aeronautics. Additionally, revenues are earned from rent and fuel flow fees from the fixed base operator of the airport.



V. DEPARTMENTAL INFORMATION

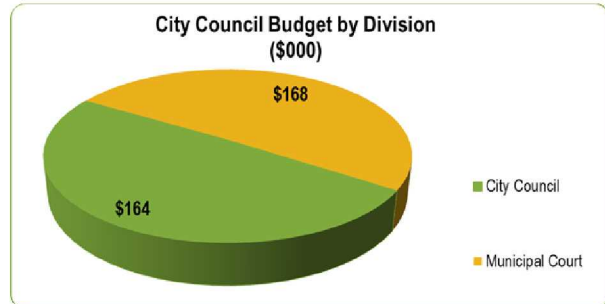
DEPARTMENT OPERATING BUDGETS

CITY BUDGET BY DEPARTMENT (FY 2017)		FTE
City Council	\$164,025	3.5
Municipal Court	\$168,170	1.5
City Manager	\$1,299,460	9.5
Information Technology	\$856,475	5.0
Inspections, Building Permits	\$362,155	6.5
City Solicitor	\$187,885	2.0
Neighborhood Services, Comm Dev, Housing	\$470,960	1.5
Airport	\$128,800	-
HUMAN RESOURCES		
Human Resources	\$120,200	1.0
FINANCE		
Accounting	\$1,269,890	18.5
Insurance & Employee Benefits	\$9,255,350	-
ENGINEERING & UTILITIES		
Administration & Engineering	\$1,911,755	11.0
Roads	\$2,414,685	9.5
Water & Sewer Utility	\$11,793,070	55.0
Industrial Parks	\$8,798	-
Storm Water Utility	\$1,410,040	6.0
PARKS, RECREATION AND TOURISM		
Administration & Recreation	\$1,189,945	29.5
Parks	\$2,498,820	33.5
Tourism	\$624,105	4.0
Athletics	\$808,280	13.0
PLANNING DEPARTMENT		
Planning Department	\$456,800	5.5
PUBLIC SAFETY		
Administration	\$1,973,510	21.5
Patrol & Fire Suppression	\$5,103,245	76.0
Investigations And Victim Services	\$721,400	11.0
Community Services	\$1,232,300	19.0
Youth Services	\$353,390	5.0
Support Services	\$907,185	8.0
PUBLIC SERVICES		
Buildings & Grounds	\$2,305,605	18.0
Solid Waste Administration	\$438,250	7.0
Garbage	\$643,580	9.0
Recycling	\$291,285	5.0
Yard Waste Collection	\$917,035	9.0
DEBT SERVICE		
Debt Service	\$994,050	-
TOTAL CITY BUDGET	\$53,280,503	404.5

CITY COUNCIL



CITY BUDGET BY DEPARTMENT (FY 2017)		
CITY COUNCIL	(\$000)	FTE
City Council	\$ 164	3.5
Municipal Court	168	1.5
TOTAL	\$ 332	5.0



WHAT WE DO

CITY COUNCIL

The Aiken City Council is the governing body of the city, with all the regulatory and corporate powers of a municipal corporation provided under South Carolina law. In general, City Council supervises the operations of city government by establishing policies and programs and appropriating funds for each department, with direct operational supervision by the City Manager. The Aiken City Council is made up of seven members, and these members are elected under the form of election typically referred to as the 6-1 plan. The City of Aiken Mayor is elected at large, and the six members of the council are elected from single-member districts. City Council members are not full time employees of the city. Council meetings are typically held at 7:00 P.M. on the second and fourth Mondays of each month, in the council chambers of the Municipal Building, at 214 Park Avenue S.W.



Photo 18: Mayor Osbon leads a council work session

Elections Division

The City of Aiken Election Commission is responsible for the preparation and conduct of the elections and for the verification of election results. The Aiken County Board of Voter Registration Office maintains the current registration and elections process for City of Aiken voters and meets mandatory state and federal standards. The office also provides convenient ways for city residents to register to vote, update their voter registration record, vote by absentee ballot, and pursue their candidacy for office. There are no city elections scheduled for the 2016-2017 budget year.

Municipal Court

The Aiken Municipal Court provides court processing, after charges have been initiated by the officers of Aiken Public Safety. Cases status and schedules are updated regularly. The division reports monthly to the staff and city council. Employees maintain files for trial by jury, maintain an internal spreadsheet for officers to review, mail juror summons as needed, update all juror information, distribute jury lists to attorneys, call jurors selected to hear trials as needed, and update and issue payment information after court sessions.

All fines and fees assessed by Aiken Municipal Court are dispersed on a monthly basis and reports are generated by the Aiken Department of Public Safety Records Division for processing. All fines and bonds are received through the Aiken Public Safety Records Office.



Photo 19: Traffic violations are prosecuted in Municipal Court

Advisory Boards, Commissions and Committees

Advisory boards, commissions and/or committees for the City of Aiken are generally standing bodies, established by Aiken City Council and appointed by the council to provide on-going citizen input to major policy areas. Appointments vary in length, and the terms are staggered to provide for continuity. The responsibilities of the members include:

- Providing on-going recommendations to City Council and staff concerning special program areas
- Holding public hearings to solicit community input on current issues
- Identifying issues which the advisory committee feels should be addressed by the City Council or staff.

In keeping with Aiken's philosophy of citizen involvement, the City Council appoints citizens to commissions, committees, and boards to assist in formulating city policy. The strength and success of the Aiken City Government is to a large degree reflective of the quality of service performed by these volunteers on the following boards: Accommodations Tax Committee, Arts Commission, Board of Zoning Appeals, Building Code Board of Appeals, Community Development Committee, Design Review Board (Historic Preservation), Election Committee, Energy and Environmental Committee, Equine Committee, General Aviation Commission, Housing Authority, Park Commission, Planning Commission, Recreation Commission and Senior Commission.

Within the city structure, committees and commissions equally serve and advise the City Council.

Regular committee meetings are held according to an adopted schedule. All committee meetings are open to any member of the press or the public, unless otherwise approved by the city attorney.

City Attorney

The City Attorney provides advice on municipal matters of law and serves as parliamentarian to the City Council. In addition, the City Attorney confers with the City Manager on legal issues and offers advice to the members of the City Council on matters of jurisprudence, ensuring that Aiken City Government operates within the parameters of the law.

HIGHLIGHTS

In November of 2015, Rick Osbon was sworn in as Aiken's new mayor. Former mayor Fred Cavanaugh announced that he would not seek reelection after serving the city of Aiken for 24 years in that position and serving an additional 6 years as a city council member. Cavanaugh is credited with the development of the H. O. Weeks Center, redevelopment on Aiken's north side, construction of Citizens Park, downtown revitalization and his commitment to the Character First program.

As the new mayor, Osbon is determined to support small business and entrepreneurial efforts in Aiken. He proclaimed Small Business Week in the city for May 1-7, with the theme "Dream Big, Start Small", recognizing that small business owners are the backbone of the economy.

Additionally, Aiken's Strategic Plan was developed with input from city residents. The plan outlines both short and long term goals through the year 2020. The visioning process identified specific priorities to be addressed and established time lines for completion. In addition, Aiken was identified as a "Seamless City of Prosperity", focusing on the city's unique characteristics, such as the intellectual capital, authentic southern charm, beautiful parkways, creative capital, recreation opportunities, entertainment venues, cultural capital, housing, and jobs.



Photo 20: Mayor Osbon receives the gavel from outgoing Mayor Cavanaugh

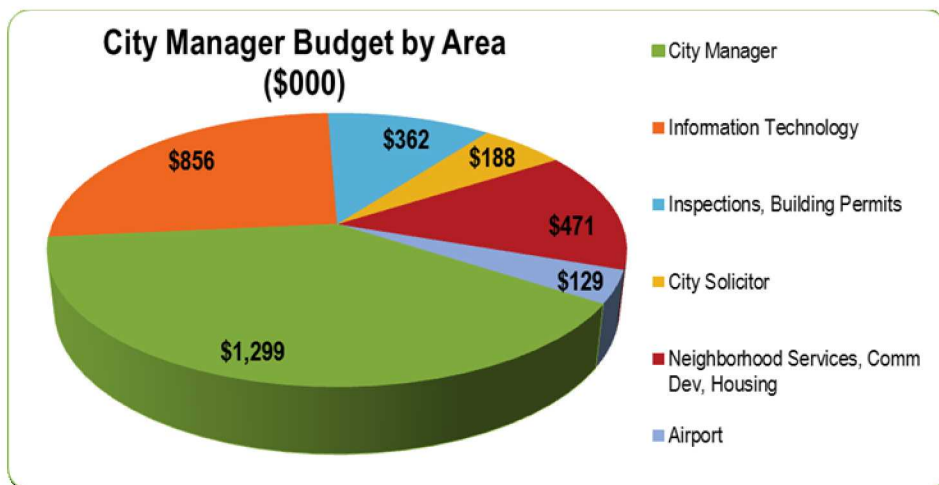


Photo 21: At the Mayor's Reception, Cavanaugh was thanked for his service to Aiken

CITY MANAGER



CITY BUDGET BY DIVISION (FY 2017)		
CITY MANAGER	(\$000)	FTE
City Manager	\$1,299	9.5
Information Technology	856	5.0
Inspections, Building Permits	362	6.5
City Solicitor	188	2.0
Neighborhood Services, Comm Dev, Housing	471	1.5
Airport	129	-
TOTAL	\$3,306	24.5



WHAT WE DO

CITY MANAGER



Photo 22: City Manager, John Klimm

The City of Aiken operates under a Council-Manager form of government. The City Manager's Office manages the day-to-day operations of the City of Aiken. The City Manager serves under the direction of the Aiken City Council and is tasked with implementing the mandates of the council. John Klimm became Aiken's 7th City Manager on April 27, 2015.

The office of the City Manager is divided into the following divisions: Assistant City Manager, Business Vitality Manager, Capital Projects Sales Tax Manager, City Clerk and Risk Manager, all of whom report directly to the City Manager.

Business Vitality

The Business Vitality Manager acts as the Chief Business Development Officer within the city government, assisting in every aspect of business development. From strengthening the image of Aiken as a business friendly community to assisting in specific projects from concept to completion, the Business Vitality Manager acts as the city's business advocate. Duties include explaining local ordinances, rules, regulations and processes to businesses and annually evaluating all of the above to ascertain if changes or reforms are necessary for business development to succeed.

The Business Vitality Manager meets regularly with existing businesses to gain insight on retention and expansion, serves as the city's lead contact for the SC Main Streets Program, serves as the liaison to the Aiken Area Chamber of Commerce, County Economic Development Director, the Aiken Downtown Development Association (ADDA) and associated business entities. In addition, this division promotes the City of Aiken regionally and nationally as a business and visitor destination in cooperation with various county, state and federal agencies.

Additional responsibilities are to target specific economic sectors for expansion or relocation to promote fiscal sustainability and support broader community goals and vision.

Capital Projects Sales Tax

The Capital Projects Sales Tax Manager is charged with the execution of voter referendum approved projects funded by the Capital Projects Sales Tax program. Through the collection of a 1% sales tax on goods purchased in the City of Aiken, additional funds are generated for construction. Duties of the office include working with various departments to ensure proper planning, bidding and construction of projects, providing information to the City Manager's Office and making recommendations to City Council.

Several projects are well underway in construction, including improvements to the Alley and Public Safety Training Grounds. The Alley combines two projects using funding from the Downtown Streetscape and Underground Utilities projects and will be completed in the summer of 2016. The Public Safety Training Ground Improvements involve the two projects of Burn Building Upgrades, which is substantially complete, and the Fire Training Tower, which is nearing completion. The Rye

Patch Stable project was completed in early 2016, which was Phase I for the structure to ensure building stabilization.

Additional projects are in the planning process. Eustis Park Senior/Youth Center is moving forward with a council approved land purchase of adjacent property to provide connectivity to the existing Eustis Park. Citizens Park walking trails will be constructed during the summer of 2016. Perry Park restrooms will be constructed in the summer of 2016, as a portion of the Northside Recreation project. A north side park is in the master planning phase with a Phase I recommendation to be approved by council for construction. Planning for the Public Safety Building Expansion project is underway with construction options and recommendations due in fall of 2016. Projects involving water, sewer and streets are being planned and coordinated with the Engineering and Utilities Department.



Photo 23: Improvements to the Alley, in progress

City Clerk

The City Clerk maintains and produces timely records of City Council meetings and makes sure these records are available to the public. The City Clerk serves as custodian of the official permanent city records, attending, recording and taking notes of all Council meetings, work sessions, regular and special meetings. Responsibility for the execution and filing of the ordinances, resolutions, and proclamations adopted by City Council, is an additional role of the position.

Additional duties include the preparation of City Council agendas, compilation of agenda items, preparation of advertisements for newspapers according to state and local laws, making copies of the agendas, and distributing agendas to the appropriate persons.

The City Clerk assists with preparation of the city's annual budget, provides staff assistance to the Election Commission, prepares the official jury box and draws the jury list for the Municipal Court.

The City Clerk is responsible for maintaining all legal documents of the city including minutes and agendas of City Council meetings, ordinances and resolutions passed by City Council along with all contracts, titles and deeds. The City Clerk is also over the two primary administration buildings in the city: The Municipal Building at 214 Park Avenue SW and the Administration and Finance Building at 135 Laurens Street SW.

Risk Manager

The Risk Manager oversees a wide array of responsibilities with a primary focus on continuously improving the safety of both the City of Aiken employees and citizens. The Risk Manager is responsible for employee safety, serves as the City Safety Officer, enforces safety guidelines, develops safety incentives and serves on the Safety Committee.

The division investigates incidents and injuries, involving city employees and the public, in cooperation with departmental personnel. As a claims handler, the Risk Manager assesses claims, investigates claims, and ensures claims are properly managed.

The Workers' Compensation Program and Wellness Program are administered by the Risk Manager, as is the City of Aiken's nurse and Employee Health Center, which is a partnership with Aiken Regional Medical Center. Additional duties include raising risk management awareness of employees by helping them understand the role they play in managing the risks the city faces, by developing safety related education and training for all employees to ensure regulatory compliance, continuous improvement, and proper processes for each job function.

Assistant City Manager



Photo 24: Assistant City Manager,
Stuart Bedenbaugh

The Assistant City Manager oversees five additional divisions, which include the Information Technology Division, the Building Inspections Division, City Solicitor and Staff Attorney Division, the Municipal Airport and Neighborhood Development Services (now known as the Special Projects Coordinator). Additional duties include serving as the procurement officer, overseeing all formal bids, and serving as the Airport Manager.

Information Technology

The Information Technology (IT) Division consists of a five-member team that serves under the direction of the City Manager's office. A steady increase in the demand for technology services means that communication needs increase and the dependence upon digital technology grows. The IT division is responsible for supporting all city departments, staff, and citizens in various ways. The division collaborates closely with governmental departments on all projects or issues which could have an impact on city operations. In one way or another, Information Technology provides service and support to almost every employee at the City of Aiken, twenty-four hours a day and seven days a week. The staff works as a team to provide technology services that connect the devices and systems which the employees need to create, communicate, store, search, and retrieve information vital to the day-to-day operations of this city. This includes support of all computers, servers, wiring, network devices, phones, printers, projects and other related software and equipment.

The IT Division has the responsibility for support, configuration, installation, and maintenance of the city's entire technical infrastructure with includes the following:

- Enterprise network consisting of three large sub-networks (citywide network connecting most of the municipal buildings, Whiskey Road Traffic Signal network, and SLED / mobile network)
- The network spans 26 buildings connected via fiber with several connected by cable modems
- The IT Division maintains a large group of both physical and virtual servers that run Windows, iSeries, and Linux OS's.
- The servers run software such as Cisco Callmanager, Unity Voicemail, NewWorld, JEMS, SunGard, Exchange, Microsoft Office, SQL, RecTrac, LaserFiche, Symantec, ArcGIS, SCCM, Monitoring Software, Filtering software, the city website, and other software packages that support city operations.
- Over 200 desktops in the various departments around the city and another 60+ laptops that are used in the Public Safety mobile network are maintained by IT.

- The division installs and maintains over 200 Cisco VOIP phones and related devices, such as smartphones, on the city network.
- IT maintains and supports the Whiskey Road signal system which is comprised of around 100 devices on a private network.
- The IT division also cares for other network devices that include video servers, security camera systems, door access systems, Clemson wireless services, and other systems.
- IT Services are run by staff along with a management system of numerous accounts that provides secure access to devices, systems and services.

Building Inspections

The Building Inspections Division performs building plan reviews, issues building permits, and performs onsite inspections of new construction, remodel, repair, and additions to ensure compliance with all adopted building codes for both commercial and residential construction. The division also investigates both residential and commercial properties for property maintenance code violations. The goal of which is to protect the safety and well-being of our citizens and resolve issues that impact properties in the City of Aiken.

City Solicitor

The City of Aiken Solicitor's Office is the prosecuting agency for the City of Aiken, handling charges such as DUI, child cruelty, traffic violations, assaults, and all city ordinance infractions. The Solicitor also handles DUI administrative hearings for DUI sample refusals. The office partners with Aiken Public Safety to conduct jury and bench trials, assist victims, and correspond with witnesses and handles Freedom of Information Act requests for all city departments.

Airport

The Aiken Municipal Airport is a city-owned, public-use airport located five miles north of the central business district of Aiken, South Carolina. The airport serves the general aviation community in Aiken, SC; Augusta, GA; and the 11 other counties comprising the Central Savannah River Area. Operations average approximately 120 aircraft a day, of which 61% are local general aviation, 32% are transient general aviation, 6% are air taxi, and 1% is military. There are 47 aircraft based on the field – 39 single engine planes, 6 multi-engine planes, and 2 jets.



Photo 25: Aerial view of the runways at the Aiken Municipal Airport

Neighborhood Development Services

The major emphasis of the division of Neighborhood Development Services is to provide a multi-faceted approach to accomplish goals and objectives for community development on the City of Aiken's Northside. The division partners with neighborhood organizations, other city departments, non-profit agencies, real estate and banking professionals, faith-based groups, as well as members of the education community. Neighborhood Development staff works toward building relationships, connecting people and leveraging resources to find ways to

improve housing, infrastructure, quality of life, and safety. Working with the various agencies and groups, employees focus holistically on fundamental issues to seek the best solutions.

In addition, this division works with various other tasks and projects. The division works with the Aiken Standard to host and produce Aiken This Week. This weekly program highlights various community and city driven initiatives. As the lead entity for the Neighborhood Initiative Program (NIP), staff administers the NIP grant and all facets associated with the grant program. The division works to support initiatives through the City Manager's Office such as Main Street South Carolina and on-going strategic planning. Employees provide administrative support for Aiken Corporation and the City of Aiken Aviation Commission.

DEPARTMENT HIGHLIGHTS

The City of Aiken had several opportunities for team building over the last year. With the addition of a Business Vitality Manager, the city now has an employee dedicated to fulfilling some of the goals from the Strategic Plan, related to small business and marketing the downtown area. A Capital Projects/Sales Tax Manager was also hired to facilitate the completion of some major projects. Furthermore, a new Human Resources Director joined the staff and the new City Solicitor was hired. With these recent staff changes in key positions, administration is building a strong group of qualified employees that will improve the city knowledge base and ensure quality services to Aiken residents.

The new website for the City of Aiken was unveiled this year. Making it easier for residents to access information on city services, fill out forms and submit payments online. Likewise, tourists can easily find information on activities, dining, hotels and shopping to help plan visits to the Aiken area. The new format also takes into consideration the number of users who will access the information on mobile devices, like phones or tablets, allowing greater accessibility.



Photo 26: Parkways in bloom

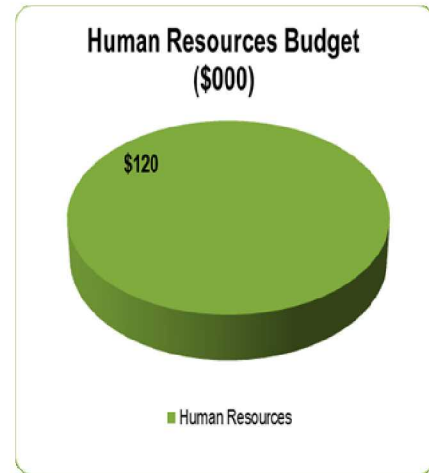
CITY MANAGER'S DEPARTMENT BUDGET

CITY MANAGER DEPARTMENT SUMMARY

CITY MANAGER

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	1,399,090	1,319,420	1,480,440	1,235,730	1,536,240
Operating	1,160,407	1,394,864	1,111,810	833,936	1,002,326
Capital	203,199	156,634	2,135,000	1,301,470	347,000
Other	740,730	257,036	1,609,426	693,132	420,169
TOTAL USES	3,503,426	3,127,954	6,336,676	4,064,268	3,305,735
FTEs	20.5	21.5	23.5		24.5
FUNDING SUMMARY					
General Fund	2,198,920	2,117,719	2,856,095	2,329,937	2,441,240
Water & Sewer Fund	207,818	212,553	296,921	214,626	361,615
LOP Sunday Alcohol Fund	-	-	25,000	-	-
Economic Reinvestment Fund	-	-	700,000	270,760	-
Aiken Municipal Airport Fund	386,983	414,967	1,938,533	1,069,602	128,800
Community Development Block Grant Fund	160,999	268,129	179,627	138,410	179,580
Northside Redevelopment Fund	104,022	40,178	40,000	23,578	40,000
N Side Crosland Park Fund	444,684	74,408	300,500	17,355	154,500
TOTAL FUNDING	3,503,426	3,127,954	6,336,676	4,064,268	3,305,735

HUMAN RESOURCES



CITY BUDGET BY DEPARTMENT (FY 2017)		
HUMAN RESOURCES	(\$000)	FTE
Human Resources	\$ 120	1.0
TOTAL	\$ 120	1.0

WHAT WE DO

The Human Resources Department provides City of Aiken employees with assistance on benefits and compensation. The department is active in recruiting and selecting new staff and serves as the point of contact for employee relations issues. The Human Resources Director maintains visibility in each department and serves as an advocate to employees. Additional duties include organizing new employee orientation, facilitating onboarding, policy development and training.



Photo 27: Supervisors meeting

DEPARTMENT HIGHLIGHTS

- A new Human Resources Director was hired to replace the current director, Alicia Davis, who has been with the City of Aiken for 10 years. Nola Grant was hired to fill the position and will begin in June 2016.
- The department participated in the E2 Promise program, a high school internship developed by the Aiken County Public School District and the United Way of Aiken County to help at-risk students graduate and become productive members of the workforce.
- Interns from the University of South Carolina-Aiken were given opportunities to work closely with various departments to develop marketable work skills.
- City of Aiken employees received a 1.5% cost of living increase in July.
- Merit raises ranging from 0% -3% were determined by individual employee evaluations.
- Updates to the City of Aiken's Employee Handbook were completed to reflect new policies.
- The City of Aiken recognized employees during our Annual Employees Awards Ceremony. During this event, retirees were given special recognition and the Mayor's Character Award was presented.
- Meetings were held on a monthly basis with department supervisors, covering the topics of Wellness Benefits, Employee Assistance Program (EAP), Handbook Changes, and Computer Forms and Evaluations.



Photo 28: Tim Coakley is honored at the Annual Employees Awards Ceremony

KEY ISSUES

- An operational audit will be conducted of the Human Resources Department to ensure it is organized and functioning as efficiently as possible.
- The employee orientation process will be improved.
- The department will continue to organize, monitor and promote employee hiring, training and other activities.
- The staff will improve and promote employee working relationships, morale and service to our citizens and visitors.
- The department will continue to support the Character First Program by encouraging employees and the public to participate.
- The fifth class of Succession Management participants will be recruited and in-house staff members who wish to advance their management career paths will be identified.
- The department will continue to promote and encourage safety and wellness.
- An annual salary survey of City of Aiken positions will be conducted and job descriptions will be updated.
- The performance appraisal process and outcomes will be improved.



Photo 29: Succession Management participants

SUMMARY

Over the course of the last fiscal year, the Human Resources Department continued to work closely to recruit qualified employees for vacant positions and provided tools and training to encourage existing staff to succeed. By continually evaluating and improving the process by which employees are selected, trained and promoted, the department ensures that the City of Aiken retains a highly qualified and capable staff.

HUMAN RESOURCES DEPARTMENT BUDGET
HUMAN RESOURCES DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	65,373	65,866	68,050	57,537	68,730
Operating	26,000	16,119	29,720	18,200	51,470
TOTAL USES	91,373	81,985	97,770	75,737	120,200
FTEs	1	1	1		1
FUNDING SUMMARY					
General Fund	91,373	81,985	97,770	75,737	120,200
TOTAL FUNDING	91,373	81,985	97,770	75,737	120,200

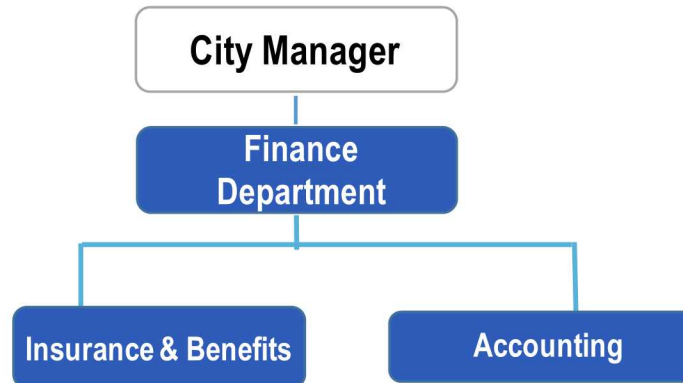
FY 2017 OBJECTIVES

- To recruit, develop, support, and retain a professional and talented workforce through a competitive salary and benefits program, with employee training opportunities

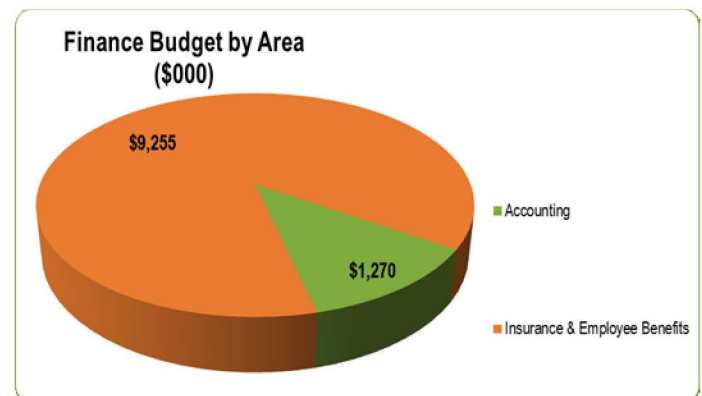
FY 2017 PERFORMANCE GOALS

- Continue to support the Character First Program by encouraging employees and the public to participate
- Continue coordination of training and other employee training needs
- Recruit the fifth class of Succession Management participants, begin their development, and continue to identify talented in-house staff members who wish to advance their management career paths
- Provide and participate in recruitment efforts on a city wide basis
- Continue to promote and encourage safety and wellness
- Conduct annual salary survey of City of Aiken positions and also update the positions/descriptions

FINANCE



CITY BUDGET BY DEPARTMENT (FY 2017)		
FINANCE	(\$000)	FTE
Accounting	\$1,270	18.5
Insurance & Benefits	9,255	-
TOTAL	\$10,525	18.5



WHAT WE DO

The Finance Department handles the fiscal responsibilities for the City of Aiken. The office is divided into three divisions: Accounts Receivable/Customer Service, Revenue Administration and Accounting.

Employees in the Accounts Receivable/Customer Service division collect all funds owed to the city in the form of taxes, business licensing fees, local accommodations taxes, and hospitality taxes. Additionally, the employees of this division receive miscellaneous receivables due.



Photo 30: Team members are trained to provide excellent customer service

The Revenue Administration division generates bills for 20,000 water meters each month. This division also distributes billing for sewer, garbage and stormwater services. Quarterly suburban fire accounts are processed through this department as well. Revenue Administration is also responsible for conducting an annual delinquent tax sale.

The Accounting Division is responsible for making all payments for any debts owed by the city. This division employs accountants who process payroll on a bi-monthly basis for over 420 employees and retirement payments to 125 retirees. In addition, the division prepares monthly and annual financial reports, reconciles bank accounts, maintains fixed asset records, submits all required state and federal reports, processes asset disposals upon auction and prepares the Comprehensive Annual Financial Report and Budget for submission to the Government Finance Officers Association.

DEPARTMENT HIGHLIGHTS

- The City's Comprehensive Annual Financial Report (CAFR) for the year ending June 30, 2015, was completed and submitted to the Government Finance Officers Association (GFOA). The City was recognized with the GFOA Award for Excellence in Financial Reporting for the 24th consecutive for the CAFR, year ending June 30, 2015. The CAFR includes a wealth of historical information as well as the annual audited financial statements of the City of Aiken. It is published and available on the city's website.
- Five new team members were hired and cross trained to ensure prompt customer service. Currently online inquiries are handled within 24 hours.
- All employees now receive their payroll direct deposit remittance by email. During the year, retirees that wished to receive their direct deposit remittance by email were added to the system, saving thousands of dollars each year in paper, envelopes, postage, and time.
- Research has been completed on a system to allow web payments for utility customers. The project will be implemented once further security mechanisms on the city website are in place.
- The Senior Tax Write-Off Program remained in place to allow senior citizens to contribute to the city government by filing, answering phones, opening mail, and shredding documents. In exchange, they are earning the value of their property tax bill.



Photo 31: Volunteer seniors answer phones and do filing as part of the Senior Tax Write-Off Program

- The Finance Department worked cooperatively with the Engineering and Utilities Department to continue the water meter change-out program for all water meters that are over ten years old, and for Orion reading endpoints that have either reached their maximum battery life of ten years or have been damaged. The program replaced 5,000 meters during the fiscal year and added over 200 meters to new construction. On December 28, 2012, the first Badger E-Series water meter was put into the system which marked the beginning of the meter change out program. The purpose of the program is to change out all water meters that are over ten years old and to replace any of the Orion reading endpoints that have either reached their maximum battery life of 10 years or have been damaged. Badger E-Series meters



Photo 33: The Engineering and Utilities team replacing water meters



Photo 32: The new water meter

feature a fully digital display and are made of stainless steel and engineered polymer to meet the Safe Drinking Water Act provisions on lead-free materials. This meter provides more accurate low flow registration as well as better overall accuracy to avoid loss of water from under reading meters. This type of meter contains no moveable parts to avoid mechanical wear on the unit while allowing maximum amounts of flow to the customer. The endpoint that is responsible for sending out the monthly reading to meter technicians comes with a 20 year battery life, and can be easily converted over to a network system, allowing readings to be gathered from the office. Currently, the city has over 10,000 of this type of meter in the system and is expecting to continue making great progress with the installation. The project is to be completed by December, 2016.

- A rebate of over \$15,900 was earned through the use of purchasing cards by city employees.
- All departments are encouraged to utilize GovDeals.com to sell items no longer in use. The GovDeals.com auctions generated over \$55,000 during 2014-15. Items auctioned included vehicles, heavy equipment, trailers, etc.
- Paperless billing is encouraged as a more efficient and cost effective means of operation. Currently 913 water customers receive their water bills through E-billing and the number of active paperless vendors is currently 344.



Photo 34: Training a Finance Department intern

- The department received interns from Aiken Technical College and the University of South Carolina at Aiken for placement with the City of Aiken. The students received valuable work experience and the city benefitted from their assistance.

KEY ISSUES

- The Finance Department will continue to research and implement new processes to improve procurement and purchasing at the city.
- The Comprehensive Annual Financial Report will be completed, by November, 2016.
- A new budget will be assembled for submission to the Government Finance Officers Association program for Distinguished Budget Awards.
- Recommendations from an Operational Audit of the Finance Department will be implemented.
- A Customer Service Training model for the Finance Department will be developed.
- The number of customers signed up for automatic E-billing of water bills will be increased to 1,000 accounts and the numbers of vendors paid by EFT (paperless) will be increased to 200, by June 30, 2017.
- Employees will continue to respond to Click2Gov inquiries within 24 hours (or next business day if they are received over a holiday or weekend), and will respond to other inquiries within 8 hours.
- All non-registering Orion meter units will be repaired or replaced each month with a new E-series. Customers that tamper with the Orion meter units will be billed. Defective units will be replaced with new E-series stainless steel meters. All old residential size meters will be replaced by E-series, by December 31, 2016.

SUMMARY

The Finance Department continues to maintain a financial base and quality staff to deliver financial services to the community, City Council, the City Manager, Department Heads and to employees. The department works closely with other departments in developing and sharing of financial management information and is continuously looking for cost saving and paperless methods to deliver transparent and quality service to employees and citizens.

FINANCE DEPARTMENT BUDGET
FINANCE DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	900,905	799,433	820,245	673,871	1,407,450
Operating	8,395,107	9,614,730	8,634,727	7,516,800	9,072,790
Capital			14,200	8,296	45,000
TOTAL USES	9,296,012	10,414,163	9,469,172	8,198,967	10,525,240
FTEs	17.0	18.0	17.5		18.5
FUNDING SUMMARY					
General Fund	6,542,812	7,196,424	6,290,927	5,514,391	6,996,755
Water & Sewer Fund	2,753,200	3,217,739	2,395,390	2,123,036	2,645,135
Stormwater Fund			82,785	85,503	96,500
Solid Waste Fund			700,070	476,037	786,850
TOTAL FUNDING	9,296,012	10,414,163	9,469,172	8,198,967	10,525,240

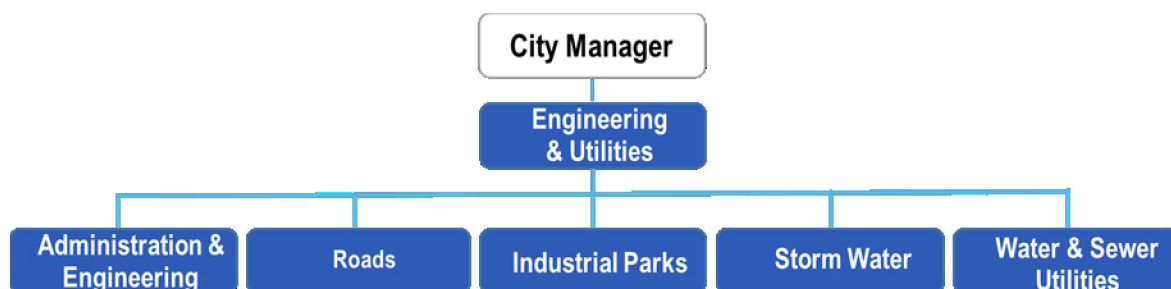
FY 2017 OBJECTIVES

- Continue to maintain a financial base and quality staff to deliver financial services to the community, to City Council, to the City Manager, to the department heads and to employees.
- Continue to provide excellent customer service and respond to inquiries within eight hours.
- Continue to work closely with other departments in developing and sharing of financial management information.
- Continue to look for cost saving and paperless methods to deliver transparent and quality service to employees and citizens.
- Implement a purchasing system to centralize purchasing within the city.

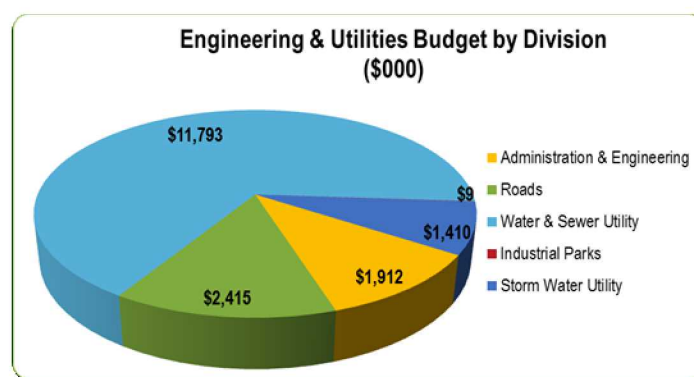
FY 2017 PERFORMANCE GOALS

- To prepare the Comprehensive Annual Financial Report by November, 2016.
- To prepare a new budget for submission to the Government Finance Officers Association program for Distinguished Budget Awards.
- To repair or replace 100% of all non-registering Orion units each month with a new E-series. If Orion is tampered, bill customers; if Orion is defective, replace with new E-series stainless steel meter. Change all old residential size meters to E-series by December 31, 2016.
- To implement recommendations from an Operational Audit of the Finance Department.
- To research and develop a Customer Service Training model for Finance.
- To increase the number of customers signed up for automatic E-billing of water bills to 1,000 accounts and increase the numbers of vendors paid by EFT (paperless) to 200 by June 30, 2017.
- To respond to Click2Gov inquiries within 24 hours (or next business day if they are received over a holiday or weekend.)

ENGINEERING & UTILITIES



CITY BUDGET BY DEPARTMENT (FY 2017)		
ENGINEERING & UTILITIES	(\$000)	FTE
Administration & Engineering	\$ 1,912	11.0
Roads	2,415	9.5
Water & Sewer Utility	11,793	55.0
Industrial Parks	9	-
Stormwater Utility	1,410	6.0
TOTAL	\$ 17,538	81.5



WHAT WE DO

The Engineering and Utilities Department is responsible for construction, repair, maintenance, and the replacement of Aiken's infrastructure, as it relates to water, waste water, stormwater, streets, and parks. Planning, engineering and designing of construction projects are some of the administrative duties performed by the department, as well as developing contracts and administering grants. There are five divisions within the department: Engineering, Roads, Water and Sewer Utility, Industrial Parks and Stormwater Utility.

The responsibilities of the Engineering Department include planning and designing of Public Works facilities, reviewing subdivision and general development plans, conducting construction inspections, mapping of city facilities, and performing studies with other governmental agencies and in-house staff. The department administers federal government construction contracts, state and local government contracts, and oversees the construction of infrastructure performed by private industry.

The remaining utilities divisions maintain our roads, water mains, sewers, and storm sewers. In addition, this division produces and distributes the water for our area.

DEPARTMENT HIGHLIGHTS

The Engineering and Utilities Department has participated in public education and outreach efforts. Employees attended community activities like Career Day and Earth Day events to teach the public about stormwater concerns. Materials were distributed at local festivals and inserts are included in monthly utility bills. In addition, the staff conducted Community Street Sweep activities and continue to provide response to community concerns.

ADMINISTRATION & ENGINEERING

- The department purchased the InnoVize program to analyze the city's infrastructure.
- The Geographical Information Systems (GIS) based work order system became operational in May of 2014, and was utilized on a daily basis by work crews. To date 3,529 water, 216 storm, 1,834 sewer and 2,458 finished tasks have been created and tracked through the system. Upgrades were performed to ensure that the citywide GIS programs are utilizing the latest technology. In addition, meter information from Finance GPS and Engineering surveys were combined to create complete and accurate meter coverage.
- Drawings from City of Aiken developments are being scanned into Laserfiche for efficient accessing and archiving.
- The FEMA Grant for the Historic Railroad Soil Stabilization Phase I has been received.
- Low and moderate income neighborhoods have received Community Development Block Grant (CDBG) funds. This past fiscal year CDBG funds were used to: assist 15 homes with repairs through the Emergency Repair Program, clean up and clear 13 vacant lots, complete 3 title searches, and demolish 4 vacant houses. Some of the repairs include replacement of leaking roofs, replacement of HVAC units, installation of energy efficient windows and replacement of poor plumbing.
- Renovations to the Alley have been ongoing.

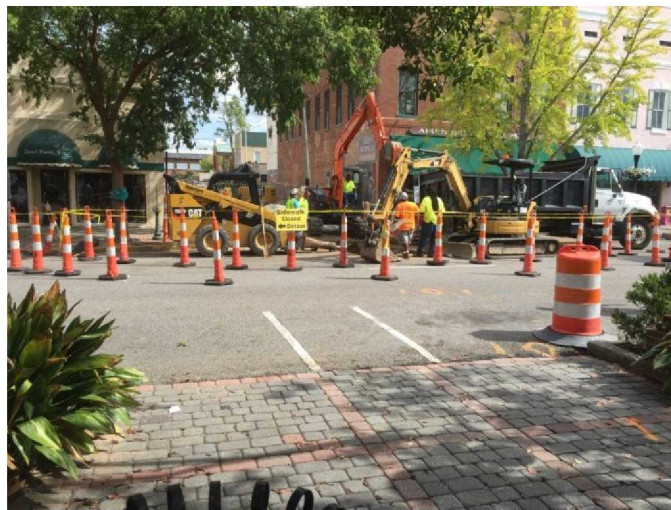


Photo 35: Construction on the Alley at Laurens Street

- The Fabian Drive drainage project was completed in September of 2015.
- The work on George's Pond and sewer main was completed.
- The Rye Patch Stable Phase I was renovated in July of 2015.
- Capacity improvements to the Laurens Street water supply were finished.
- Gem Lakes outfall sewer system was rehabilitated.
- The Aiken Municipal Airport Terminal Apron was expanded through a \$3,000,000 FAA Grant. This almost doubled the terminal apron surface.
- SCDOT approved the city's Safe Routes to School project grant for sidewalks in Crosland Park for school children to walk to North Aiken Elementary and Aiken Middle School. Construction should be completed over the summer.
- A cell tower lease agreement was negotiated for the York Street Water Tank which will bring an additional \$24,000 per year in revenue for the city.
- The following reports were submitted to HUD last fiscal year: the Consolidated Annual Performance and Evaluation Report (CAPER), the Five-Year Impediments to Fair Housing, the Federal Cash Transaction quarterly reports, the Minority Business Report and the Semi-Annual Labor Standards Enforcement Report.

ROADS

- The division replaced 500 feet of sidewalk at Saint John's Methodist Church, 383 feet of sidewalk on Whiskey Road in front of Hopelands and 20 feet at Chesterfield Street.
- New sidewalks, measuring a total of 535 feet, were installed at Long Leaf Senior Village and Spring Stone Court.
- Concrete and asphalt repairs were completed at Rock Maple Court, Moultrie Drive, and Silver Bluff Road, after water main breaks were repaired.
- A total of 14 dirt roads were maintained, largely in the horse district.
- Potholes at Toolebeck Road and Grandiflora Drive were filled.
- The installation of 80 ADA handicap mats on Laurens Street from Abbeville Street to Hood Lane was completed.
- The division collaborated with SCE&G to install 64 new lights mounted to wooden poles in the Crosland Park subdivision.
- Improvements were made to water, sewer and storm infrastructure in The Alley during renovations.
- LED lights were installed on Bee Lane, next to the Municipal Building, and behind the Aiken Antique Mall building, facing Bee Lane.
- A street light request form was approved for safety reasons.



Photo 36: Safety cones mark sidewalk improvements

INDUSTRIAL PARKS

- Patching projects at the Aiken Municipal Airport were completed.
- Maintenance was completed at the detention ponds.

STORMWATER UTILITY

- A Stormwater Engineer was hired to guide the city's compliance with state regulations.
- Inspections of city facilities and construction work sites were expanded.
- New storm drain systems were installed at Dupree Place and at the city's Administration and Finance building.
- Maintenance and repairs were made in the following locations: the Whitney Polo Field, Alpine Road and Casaba Road, Lakeside Drive, Mallard Lake outfall, and Chesterfield Street.
- Silt was removed from the Dumbridge Road Lake and from Dogwood 4 at Houndslake Golf Course.
- Certified Erosion Control Inspections were conducted to evaluate active construction sites to ensure compliance with approved Stormwater Pollution Prevention Plan (SSWP3) at each phase of construction.

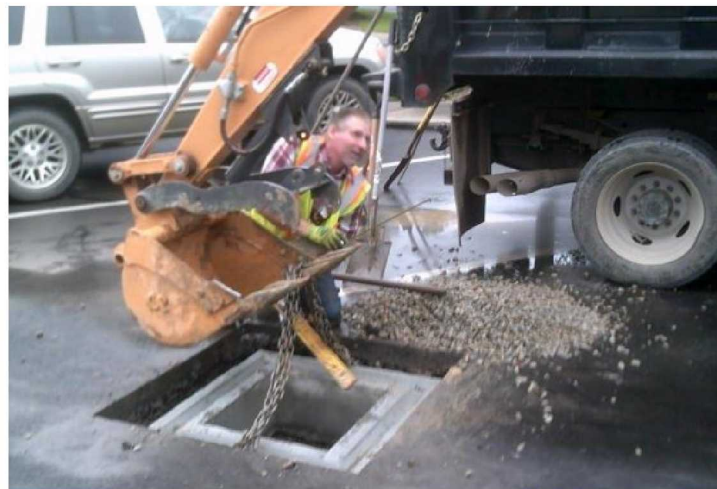


Photo 37: Storm drain repair in progress

WATER & SEWER UTILITY

- Repairs were completed on 1,167 pipe leaks.
- Service was installed in 276 new homes and businesses.
- Employees repaired 40 water main breaks.
- The sewer crew has repaired or installed 136 lines.
- Crews have jetted 22,441 feet of sanitary sewer lines.
- A major overhaul of two sanitary sewer lift stations has been completed at Water Oak Drive and at Deodar I at Marigold Drive.
- The Marion Street sewer project was completed.
- Two new pump arounds have been installed at Gem Lakes and Southwood lift stations.

KEY ISSUES

ADMINISTRATION & ENGINEERING

- The Engineering Division plans to develop a procedure that establishes a dry weather screening program.
 - Good Housekeeping Self Assessments will continue to be assessed, beginning the First Quarter of 2016, using an approved master checklist.
 - At the end of this fiscal year, a stormwater Municipal Separate Storm Sewer System (MS4) self-assessment will be completed to ensure compliance with each of the 6 elements of the Phase 2 MS4 permit.
 - The stormwater sewer network will be fully mapped in ArcGIS.
 - Proposed construction plans will be reviewed to determine if the criteria for the MS4 Permit requirements are met.
 - Deficiencies in the city's infrastructure will be corrected with the addition of the asset management software purchased this year. The water system has 701 valves, 536 hydrants, 3,313 meters that need to be connected. In addition to these corrections the water system has 213 pipes that lack diameter information, 2,423 pipes that lack material information and 3,140 pipes that lack age or date installed information. Storm has 2,944 pipes that lack size information, 2,880 that lack pipe material and 4,779 that lack age information.
 - Repairs to 18 to 20 homes through the emergency repair program are planned.
 - Cleaning and clearing of 40 lots will be conducted and 5 vacant houses are scheduled for demolition.
-



Photo 38: Major repair on a water main

ROADS

- The review of the city's road design specifications will be completed.
- Future sidewalk projects include the replacement of 353-feet of sidewalk at First Presbyterian Church and 85-feet of sidewalk at First Baptist Church.
- Additional funds to pay for lights and supplies will be sought.
- The 2016 road resurfacing plan will be completed.
- The installation of pavers at the Thoroughbred Racing Hall of Fame Courtyard will begin.

INDUSTRIAL PARKS

- The grounds of the Industrial Parks will be maintained, and the grass will be cut as needed.
- Lights at the Industrial Parks will be repaired or replaced and maintained as needed.

STORMWATER UTILITY

- Improvements are expected to begin on the Chesterfield Street and Newberry Street storm infrastructure.
- Grading and modifications will be made to George's Pond and the surrounding area.
- Improvements to help control erosion through Sand River will be implemented.
- Stormwater pond maintenance and cleaning of the city's 56 ponds will continue.
- A sewer system assessment similar to the evaluation of the water and sewer lines will be conducted.
- Construction of the Chesterfield stormwater drop inlet to railroad stormwater lines will be completed.
- Routine sampling for Total Maximum Daily Load (TMDL) fecal data will continue at South Boundary stormwater outfall and at other 2 key established locations.
- Post construction stormwater management will be conducted in new developments and in areas of redevelopment.
- Analyze the TMDL fecal sampling results to determine trends and take steps to refine our Best Management Practices (BMPs) to decrease the amount of fecal material that is entering our Stormwater outfalls.
- Evaluation of the erosion control recommendations from the Clemson study for Hitchcock Woods will be completed.



Photo 39: Stormwater line repair

WATER & SEWER UTILITY

- Installation of new service lines will be completed before private, city, county or state roads are paved, to prevent unnecessary patching.
- Work orders should be completed within 2 weeks
- Sewer overflows will be prevented by inspecting lines and manholes.
- Assessments of sewer lines that are at a high risk of failure will be conducted.
- Funding for rehabilitation work will be developed and provided, as needed.
- Rehabilitation projects will begin on the Marion Street Sewer line and the Newberry Street manhole and sewer line.
- Three additional sanitary sewer lift stations will be overhauled and two new lift stations will be ordered for Foxhound Run and Ventures. The Industrial Park lift station is ready to begin.
- Installation of variable frequency drives on the in ground water storage tank booster pumps to reduce water distribution system water hammer.

SUMMARY

The Engineering and Utilities Department continues to care for the infrastructure of the City of Aiken, using innovative technology as it becomes available. By continual self-assessment, each division is able to develop cost saving measures to benefit the department and city residents. Community outreach and public education continue to be integral part of maintaining a functional utility system.

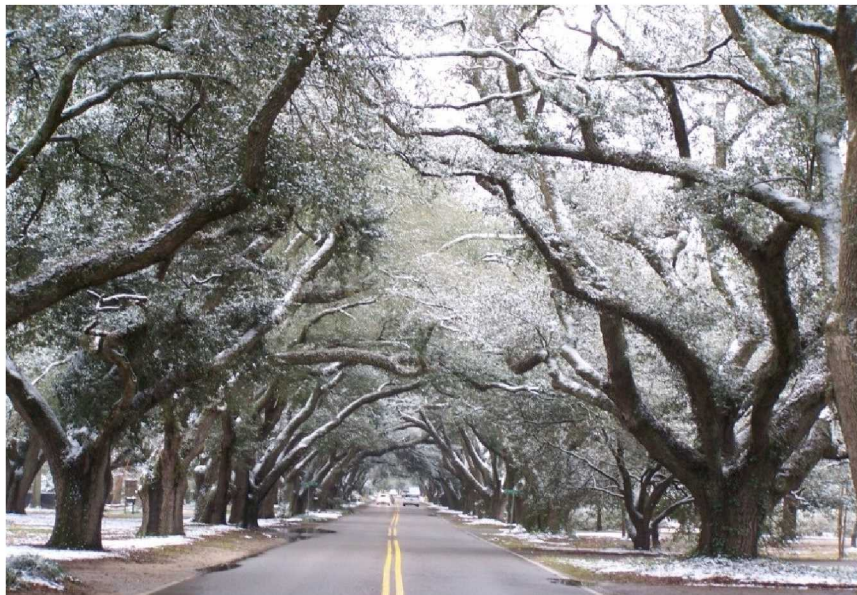


Photo 40: Snow covers the South Boundary oaks

ENGINEERING AND UTILITIES DEPARTMENT BUDGET

ENGINEERING AND UTILITIES DEPARTMENT BUDGET BY DIVISION (\$000)

EXPENDITURES	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
Administration & Engineering	1,733,504	1,573,392	1,888,250	1,527,796	1,911,755
Roads	1,205,499	1,354,637	773,983	702,290	2,414,685
Water & Sewer Utility	9,436,386	11,266,214	12,551,448	9,830,096	11,793,070
Industrial Parks	81,177	273	8,798	-	8,798
Storm Water Utility	715,642	873,137	1,263,142	630,157	1,410,040
TOTAL EXPENDITURES	13,172,208	15,067,653	16,485,621	12,690,339	17,538,348
USES					
Salaries	2,622,877	2,632,344	2,963,175	2,283,883	3,148,685
Operating	9,307,121	11,152,360	8,999,146	7,574,466	9,498,213
Capital	161,098	284,228	3,324,691	1,923,402	3,695,350
Other	1,081,112	998,721	1,198,609	908,588	1,196,100
TOTAL USES	13,172,208	15,067,653	16,485,621	12,690,339	17,538,348
FTES	78.5	86.5	80.5		81.5
FUNDING SUMMARY					
Water & Sewer Fund	10,670,591	12,336,817	13,913,698	10,971,334	13,205,125
General Fund	1,704,798	1,857,426	1,299,983	1,088,848	1,134,385
Stormwater Fund	715,642	873,137	1,263,142	630,157	1,410,040
Hospitality Tax Fund					400,000
Ventures Industrial Park Fund	81,177	273	8,798	-	8,798
Transp & Public Safety Imp Fund					1,130,000
Road Maintenance Fund					250,000
TOTAL FUNDING	13,172,208	15,067,653	16,485,621	12,690,339	17,538,348

ADMINISTRATION AND ENGINEERING
**ENGINEERING AND UTILITIES DEPARTMENT SUMMARY
ADMINISTRATION AND ENGINEERING DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	564,740	551,181	605,280	504,118	661,630
Operating	873,364	854,051	972,495	802,095	940,375
Capital	-	-	15,075	33	14,350
Other	295,400	168,160	295,400	221,550	295,400
TOTAL USES	1,733,504	1,573,392	1,888,250	1,527,796	1,911,755
FTEs	11.0	11.5	11.0		11.0
FUNDING SUMMARY					
Water & Sewer Fund	1,234,205	1,070,603	1,362,250	1,141,238	1,412,055
General Fund	499,299	502,789	526,000	386,558	499,700
TOTAL FUNDING	1,733,504	1,573,392	1,888,250	1,527,796	1,911,755

FY2017 OBJECTIVES

- Provide general administrative support to all field divisions.
- Evaluate and develop programs and policies for the department.
- Assist field operations with identification and evaluation of service level.
- Provide general guidance and supervision to all field activities

FY 2017 PERFORMANCE GOALS

- Perform administrative functions to support field activities including purchasing, recruiting, inventory control, financial analysis, budget preparation, training, and employee development.
- Research, prepare and initiate new policies, programs, and procedures to include: safety, health, recruiting, promotions, training, plus policies or procedures to provide guidance for field operations.
- Evaluate field operations to determine required or desired service levels. Implement changes or updates to meet these levels.
- Provide overall departmental general supervision and guidance. Be available to provide assistance to the various divisions.
- Facilitate weekly staff meetings, monthly supervisor and department meetings, and minimum one staff retreat.

ROADS

ENGINEERING AND UTILITIES DEPARTMENT SUMMARY

ROADS DIVISION

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	266,224	262,884	271,400	202,281	268,960
Operating	857,154	911,393	304,217	348,184	314,725
Capital	82,121	180,360	198,366	151,825	1,831,000
TOTAL USES	1,205,499	1,354,637	773,983	702,290	2,414,685
FTES	9.0	9.0	9.5		9.5
FUNDING SUMMARY					
General Fund	1,205,499	1,354,637	773,983	702,290	634,685
Hospitality Tax Fund	-	-	-	-	400,000
Transp & Public Safety Imp Fund					1,130,000
Road Maintenance Fund					250,000
TOTAL FUNDING	1,205,499	1,354,637	773,983	702,290	2,414,685

FY 2017 OBJECTIVES

- Maintain all asphalt and dirt streets, driveways, sidewalks, and curb & gutters to provide safe conditions for vehicles and pedestrians throughout the City of Aiken.

FY 2017 PERFORMANCE GOALS

- Develop Training Matrix and complete cross training as identified in the Matrix.
- Complete utility repair jobs within 1 week of assignment in Work Order System 90% of the time.
- Plan special projects and meet schedules promised.

INDUSTRIAL PARKS
**ENGINEERING AND UTILITIES DEPARTMENT SUMMARY
INDUSTRIAL PARKS DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Operating	2,200	273	8,798	-	8,798
Capital	78,977				
TOTAL USES	81,177	273	8,798	-	8,798
FTES	-	-	-		-
FUNDING SUMMARY					
Ventures Industrial Park Fund	81,177	273	8,798	-	8,798
TOTAL FUNDING	81,177	273	8,798	-	8,798

FY 2017 OBJECTIVES

- Maintain area in a safe and decent manner.

FY 2017 PERFORMANCE GOALS

- Cut grass and maintain grounds as needed.
- Repair and maintain lights as needed.

STORMWATER
**ENGINEERING AND UTILITIES DEPARTMENT SUMMARY
STORMWATER DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	103,027	125,699	210,045	140,970	211,465
Operating	562,020	698,225	418,287	317,982	418,075
Capital			555,000	108,596	700,000
Other	50,595	49,213	79,810	62,609	80,500
TOTAL USES	715,642	873,137	1,263,142	630,157	1,410,040
FTEs	5.5	5.5	6.0		6.0
FUNDING SUMMARY					
Stormwater Fund	715,642	873,137	1,263,142	630,157	1,410,040
TOTAL FUNDING	715,642	873,137	1,263,142	630,157	1,410,040

FY2017 OBJECTIVES

- Improve neighborhood storm drainage by immediate storm sewer repairs, maintenance, and rehabilitating of problem areas.

FY2017 PERFORMANCE GOALS

- Average cleaning 300 LF of storm drains each month.
- Average cleaning 15 catch basins each month.
- Respond to complaints within 24-hours.
- Complete 100 percent of construction activities on time.
- Address all MS₄ assessments as needed.
- Complete the remaining retention ponds so that all ponds can be maintained with a maintenance cut.

WATER AND SEWER UTILITIES
ENGINEERING AND UTILITIES DEPARTMENT SUMMARY
WATER AND SEWER UTILITIES DIVISION

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	1,688,886	1,692,580	1,876,450	1,436,514	2,006,630
Operating	7,012,383	8,688,418	7,295,349	6,106,205	7,816,240
Capital	-	103,868	2,556,250	1,662,948	1,150,000
Other	735,117	781,348	823,399	624,429	820,200
TOTAL USES	9,436,386	11,266,214	12,551,448	9,830,096	11,793,070
FTES	53.0	60.5	54.0		55.0
FUNDING SUMMARY					
Water & Sewer Fund	9,436,386	11,266,214	12,551,448	9,830,096	11,793,070
TOTAL FUNDING	9,436,386	11,266,214	12,551,448	9,830,096	11,793,070

FY 2017 OBJECTIVES

- Ensure the department has the equipment and manpower to repair leaks/ replace and maintain the system within a timely manner.
- Prioritize deficiencies within the system in an effort to reduce overflows and water main breaks.

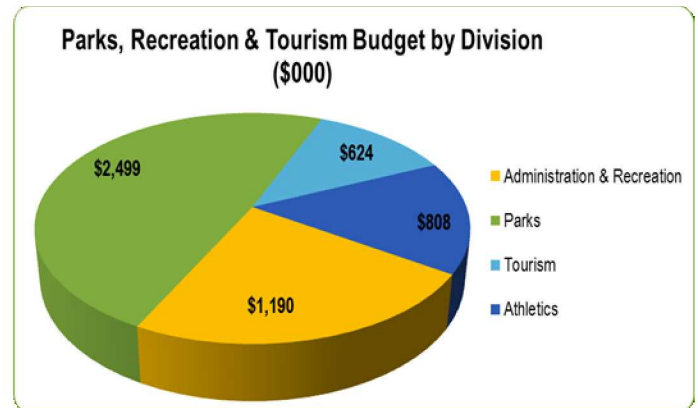
FY 2017 PERFORMANCE GOALS

- Ensure that utilities services and facilities will adequately serve the needs of residents and businesses within the City of Aiken, and that services and facilities are adequate for future growth.
- Protect the integrity of existing utilities by inspecting, maintaining and repairing or replacing damaged piping.

PARKS, RECREATION & TOURISM



CITY BUDGET BY DEPARTMENT (FY 2017)		
PARKS, RECREATION, & TOURISM	(\$000)	FTE
Administration & Recreation	\$1,190	29.5
Parks	2,499	33.5
Tourism	624	4.0
Athletics	808	13.0
TOTAL	\$ 5,121	80.0



WHAT WE DO

The City of Aiken’s Parks, Recreation and Tourism Department is dedicated to enhancing the community’s quality of life. The department operates 27 facilities including: Rye Patch, Hopelands Garden, the Smith Hazel Recreation Center, the H.O. Weeks Activity Center, the Citizens Park complex, Aiken Thoroughbred Racing Hall of Fame, AECOM Center for Performing Arts, community parks & playgrounds and the Aiken Visitors Center. Department divisions organize sports leagues, develop recreational programming for residents of all ages, and maintain local venues for special events. Employees promote health and fitness, by providing a variety of activities, wellness programs and educational opportunities. The department encourages tourism to Aiken through advertisement in print and on the internet, and welcomes area visitors with information and local tours. The department is divided into four divisions: Parks, Recreation, Tourism, and Athletics.

The Director of the Department is appointed by the City Manager and serves as staff for the Arts Commission, Accommodations Tax Advisory Committee, Senior Commission, and the Recreation Commission.

The mission of the City of Aiken Arts Commission (AAC) is to utilize its collective resources to foster communication and coordination among area cultural organizations, generate greater awareness and participation in the arts and humanities in all segments of the community, provide leadership in establishing cultural opportunities and arts education, and participate in activities that will expand and strengthen the arts in the Aiken area.

The City of Aiken Senior Commission makes recommendations to the Aiken City Council, and facilitates implementation of improvements to advance the well-being of seniors (those over 50 years of age) in Aiken.

The purpose of the City of Aiken Recreation Commission is to serve as a liaison between the city residents and program participants and the Aiken City Council to ensure the development and provision of appropriate, quality recreation facilities, services and programs.

The Accommodations Tax Committee recommends expenditures of revenues received from the State of South Carolina Accommodations Tax. Members represent the accommodations industry, the arts, and other groups as required under the enacting state legislation.

DEPARTMENT HIGHLIGHTS

In June 2015, the Parks, Recreation and Tourism Department welcomed a new director, Jessica Campbell, CPRP, an 11-year veteran of the department. Campbell succeeded Kim Coleman, Recreation Superintendent, who temporarily filled the position as Interim Director after retirement of longtime Director Glenn Parker.

ADMINISTRATION & RECREATION

- The Thoroughbred Senior games were offered to men and women 50 years and older and were categorized by age and gender. There were 66 total participants.
- The division offered a seventh annual season of the Buddy Sports program for athletes with disabilities. This year, the City of Aiken held the first free indoor Buddy Soccer Clinic, which was attended by 18 participants and an outstanding number of volunteers including the USCA Soccer teams and the women's head soccer coach.



Photo 41: Parents and volunteers participate in Buddy Ball

- The Aiken County HYPE (Healthy Young People Empowerment) Project Team completed a community audit on the Aiken High School track. In addition, the team sponsored a 3-on-3 Basketball Tournament and Aqua Zumba Event and presented "Team Project" at the Youth

Summit in Columbia, South Carolina. The group also presents monthly events to expand the variety of physical activities that are available for local youth.

- The 9th annual Spring Time Lunch and A Show program was held at Citizens Park with 325 in attendance.
- The 2016 Christmas in Hopelands program delighted its 16,538 guests with the addition of 2,096 feet of lighted pathways around the pond inside Hopelands Gardens and a s'mores station where families roasted marshmallows on the lawn of Rye Patch. The pathway expansion included 210 Poles, 8,000 feet of light string, two new electrical boxes, and 3,100 Bulbs. The s'mores station included two hand-fabricated propane cookers designed with our visitors in mind. We also replaced 500 LED bulbs to brighten the existing displays.
- The 40th Member of the Aiken Thoroughbred Racing Hall of Fame was inducted into the Aiken Thoroughbred Racing Hall of Fame with over 200 people in attendance.
- The Grand Opening of the Dogwood Stable Room was held with 150 people in attendance. The Dogwood Room is located on the second floor of the Aiken Thoroughbred Racing Hall of Fame and Museum and will house trophies and other memorabilia.
- The Hearing Loop System at the AECOM Center for Performing Arts allows visitors with hearing loss to realize the full potential of every interaction on stage. Headset receivers were purchased to offer a discreet and quality means of hearing everything that happens on stage.



Photo 42: Christmas at Hopelands Gardens



Photo 43: Thoroughbred Racing Hall of Fame and Museum

- All of the weekly sessions of the Summer Adventures Day Camp at H. Odell Weeks were filled to capacity, with 60 participants.
- Weekly sessions of Summer Fun Day Camp at Smith-Hazel averaged 45 participants.
- Through collaborative efforts with the City of Aiken recreation team, IT, and Aiken County Public School District a memorandum of understanding (MOU) was crafted with the school district to provide filtration for computers at Smith Hazel and was approved by City Council in October 2015. Monetary donations were received to help with purchasing computers and equipment, and the United States Dept. of Agriculture (USDA) donated laptops in gently used condition. Through this partnership, the Smith-Hazel Afterschool program has a functional computer lab for homework needs. The computers are available to the senior community during the hours the children are in school and to older students in the early evening hours and on weekends.



Photo 44: Summer campers cool down in the Smith-Hazel pool

PARKS

In addition to the work done within the PRT Department for its own programming and special events, the Parks Division provides assistance to over 35 community events throughout the city annually. Parks works hand in hand with these organizations by providing materials to assist with their event setups such as bleachers, stages, trash cans and portable fencing. The list of partnerships includes:

- Aiken Community Playhouse
- Aiken Downtown Development Association
- Aiken High Athletics

- Aiken Performing Arts Group
- Aiken Trials
- Aiken Steeplechase
- Aiken Horse Park Foundation
- Aiken's Makin'
- Earth Day
- Evica
- Harness Races
- Joye in Aiken
- Katydid Combine Driving Event
- Lobster Races
- Palmetto Bowl
- Police Athletic League Blue Night Run
- Run United Road Race
- Salvation Army – Kettle Cook-off
- Shout fest
- South Aiken Athletics
- SPCA Barkeraritaville
- St. Mary's Chocolate Festival
- Thanksgiving One Table
- USCA- Pacers and Polo
- Western Carolina State Fair
- Whitney Field Polo



Photo 45: One Table is a Thanksgiving tradition

The Parks Division oversees approved capital funding projects from their initial procurement phase to the final punch list of completion. Projects included in FY 15-16 under the Parks Division budget included:

- New carpet at the Smith-Hazel Center
- Phase 2 of the ceiling and tile upgrade at the Weeks Activities Center
- Virginia Acres Park – seal and re-strip parking lots
- Improvements to the camera system at the Hall of Fame
- New roof system on the Smith-Hazel Center
- Carolina Bay railing

Phase 1 of the Rye Patch Stables Renovations was completed using Capital Project Sales Tax Funding. The first phase involved stabilizing the structure, which had deteriorated due to age. Some areas of the building had settled as much as 2" and were causing a tremendous amount of stress to the entire building. Drainage issues around the entire building were addressed to move water away from the building and foundation as much as possible. The walls adjusted to level the roof. New beams and supports were put into place to return the structure to its original form and new shingles were installed on the roof to protect the work that had been done.

TOURISM

Over the past year the Tourism Division has focused on engaging travelers and potential travelers through new marketing strategies. The administration developed a plan for social media engagement and has seen the success of these campaigns through a 47% growth in web traffic on www.VisitAikenSC, with 16,000 average monthly sessions and 49,000 average monthly page views. Additional projects to expand marketing of the City of Aiken are as follows:

- The Tourism Division hosted a group of eight travel writers for a Media Familiarization Immersion trip in June, letting them experience the best of Aiken for a full weekend. Over the course of the weekend, the hashtag, #AikenFam, had 125+ mentions across social media platforms.
- The division started a VisitAikenSC Twitter account.
- We have seen total reach on Facebook grow by 57% with an average monthly reach of 98,000.
- The City of Aiken Instagram account has grown by 155% since July 1, 2015.
- Since July 1, 2015, the Tourism Division has begun publishing a monthly e-newsletter, a digital magazine, a new visitors' guide, and has revamped the website to incorporate a video with more engaging photos, testimonials, and messaging. The e-newsletter audience has grown to 3,280 individuals.
- The Tourism Division has delivered 5,520 visitors guides to travelers (distributed through SC visitors' centers, hotels, and mailings) since January.
- Through an effective PR strategy, Aiken has been featured in at least 19 regional and national publications since July 1, 2015.

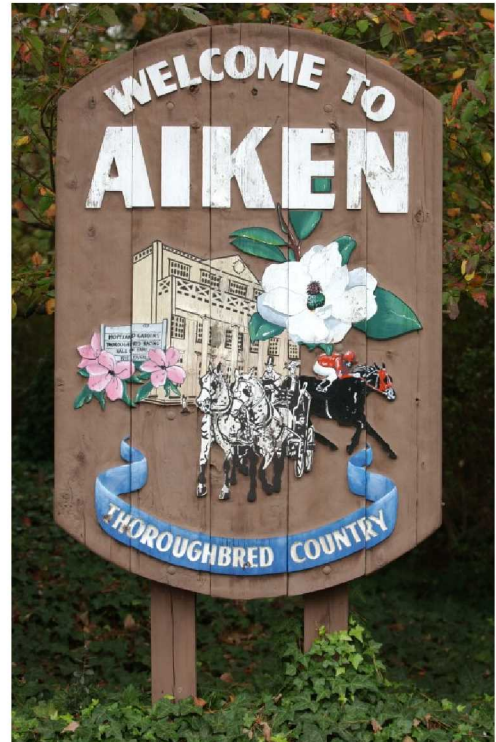


Photo 46: Aiken welcomes visitors year round

ATHLETICS

- The Girl's Youth Volleyball league increased from 60 participants to 81 participants enabling us to offer two separate age groups (4th-5th grade & 6th-9th grade).
- The Weeks Tennis Center hosted a Kids Tennis Play Day that was attended by 144 participants, ages five to 16. The children received free lessons, a tee shirt, and lunch was provided.
- Citizens Park hosted the Dixie Boys and Junior Boys World Series over the summer. A total of 24 teams competed, including two Aiken squads who participated as host teams. The event had a direct economic impact of over \$500,000 for the City of Aiken.
- Spring Flag Football was offered for the first time, with over 150 children participating. The program will continue to be offered in the spring and fall.

KEY ISSUES

- The department will support and strengthen the Character First program by encouraging employees to attend regularly scheduled meetings.
- The Wellness Initiative will be implemented with appropriate public programming to encourage city staff and citizens to make choices that better their health.
- Staff will be encouraged to participate in the Succession Management Program.
- The department will work in cooperation with local academic campuses and groups such as the Greater Aiken Chamber of Commerce Aiken Young Professionals Group to promote the availability of city amenities and services.
- Special events within the city will be supported.



Photo 47: Former Mayor Cavanaugh initiated the Character First program in 1999

ADMINISTRATION & RECREATION

- Staff will continue planning and development of a Northside Recreation Facility.
- The Recreation Division will expand the Wellness Initiative through programming incentives and encouraging city staff and our citizens toward better health.
- The division will work in cooperation with local academic campuses and groups such as the Greater Aiken Chamber of Commerce, Aiken Downtown Development Association, USC-Aiken, Aiken Community Playhouse, Aiken Performing Arts, Joye in Aiken, and Greater Aiken Integrated Trails Foundation to promote the availability of city amenities and services.
- Items on the Arts Commission, Recreation Commission, and Senior Commission agendas will be addressed as needed.



Photo 48: Children line up for the start of the Fun Run

PARKS

- The Parks Division will continue work on our Northside Redevelopment initiative to include designs for Northside improvements including recreational facilities.
- Staff will identify and utilize opportunities for city equipment and the vehicle fleet to include alternative fuel and all-electric vehicles and equipment.
- The division will develop opportunities to use more efficient lighting installations throughout the city, including city facilities.

- Staff will work in cooperation with local academic campuses and groups such as the Greater Aiken Chamber of Commerce, Aiken Downtown Development Association, USC-Aiken, Aiken Community Playhouse, Aiken Performing Arts, Joye in Aiken, and Greater Aiken Trails Foundation to promote the availability of city amenities and services.
- The division will work with the Friends of Hopelands and Rye Patch to implement the Hopelands/Rye Patch master plan as approved and funded.
- Staff will evaluate and maintain effective rental policies for the Rye Patch Reception Center and Hopelands Gardens.
- The Parks Division will maintain an effective rental charge policy offsetting personnel and equipment costs.
- Parks Division employees will collaborate and communicate effectively with the Aiken Community Playhouse, as well as other users (Aiken Performing Arts and Joye in Aiken) to provide a vital and safe venue.



Photo 49: Reflecting pond at Hopelands Gardens

TOURISM

Parks, Recreation & Tourism plans to explore and implement the best methods for continuing to improve public communications as well as for sharing information by using various types of media including social networks, print media, and broadcast outlets to include video-on-demand and live streaming technologies.

- The Tourism Division will work in cooperation with local academic campuses and groups such as the Greater Aiken Chamber of Commerce, and Aiken Downtown Development Association to promote the availability of city amenities and services.
- The staff will explore and implement the best methods for continuing to improve city public communications, as well as for sharing information, by using various types of media including

social networks, print media and broadcast outlets to include video-on-demand and live streaming technologies.

- The division will provide support for special events within the city.
- The Arts Commission and Recreation Commission agenda items will be addressed as needed.
- Web traffic to VisitAikenSC.com will be increased.
- Visitor numbers at the Aiken Visitor Center & Train Museum will be increased.
- Expansion of city bike pathways and pedestrian walkways will be supported.

ATHLETICS

- The Wellness Initiative will be continued with appropriate public programming to encourage city staff and citizens toward better health.
- The division will work in cooperation with local academic campuses and groups such as the Greater Aiken Chamber of Commerce, Aiken Downtown Development Association, USC-Aiken, Aiken Community Playhouse, Aiken Performing Arts, Joye in Aiken and Greater Aiken Trails Foundation to promote the availability of city amenities and services.
- Staff will continue to provide support for special events within the city.
- Recreation Commission agenda items will be addressed, as needed.
- New programs for youth and adults will be created.



Photo 50: Agencies compete in the annual City Cup Challenge

SUMMARY

The City of Aiken Parks, Recreation and Tourism Department takes an active role in enhancing the quality of life for residents, providing entertainment for visitors and showcasing the city as a destination for tourists. The employees work in conjunction with local boards, committees and commissions to engage citizens that will guide future endeavors. Additionally, the department is an active partner in the production of numerous community events. By maintaining local parks and providing creative programming, the department ensures that it provides quality green space and recreation opportunities for people of all ages and abilities.



Photo 51: Odell Weeks Tennis Center hosts statewide tournaments



Photo 52: The sport of pickle ball is growing in popularity

PARKS, RECREATION AND TOURISM DEPARTMENT BUDGET
PARKS, REC & TOURISM DEPARTMENT BUDGET BY DIVISION

EXPENDITURES	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
Administration & Recreation	1,525,301	1,254,034	1,317,870	963,057	1,189,945
Parks	3,806,572	3,219,359	2,279,507	1,593,658	2,498,820
Tourism	627,022	464,257	473,901	358,025	624,105
Athletics	1,129,933	1,024,789	930,673	664,404	808,280
TOTAL EXPENDITURES	7,088,828	5,962,439	5,001,951	3,579,144	5,121,150
USES					
Salaries	2,119,126	2,024,499	2,372,138	1,835,355	2,306,555
Operating	3,752,707	3,465,618	1,865,178	1,418,483	2,161,640
Capital	1,127,195	349,180	618,400	235,306	518,500
Other	89,800	123,142	146,235	90,000	134,455
TOTAL USES	7,088,828	5,962,439	5,001,951	3,579,144	5,121,150
FTES	78.5	81.0	82.0		80.0
FUNDING SUMMARY					
General Fund	6,400,394	5,388,354	3,699,081	2,943,512	4,276,790
AECOM Theater Fund	133,835	114,046	143,735	98,160	132,755
Local Accommodations Tax Fund	526,799	391,897	472,635	267,308	460,800
Hospitality Tax Fund	-	-	639,500	245,164	170,800
LOP Sunday Alcohol Fund	27,825	68,142	47,000	25,000	80,005
TOTAL FUNDING	7,088,853	5,962,439	5,001,951	3,579,144	5,121,150

ADMINISTRATION AND RECREATION
**PARKS, REC & TOURISM DEPARTMENT SUMMARY
ADMINISTRATION & RECREATION DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	728,991	626,772	770,575	589,917	728,405
Operating	624,851	512,299	418,895	308,101	376,535
Capital	143,659	46,821	77,400	40,039	5,000
Other	27,800	68,142	51,000	25,000	80,005
TOTAL USES	1,525,301	1,254,034	1,317,870	963,057	1,189,945
FTEs	30.0	30.0	30.5		29.5
FUNDING SUMMARY					
General Fund	1,345,288	1,053,253	1,022,735	773,292	951,785
AECOM Theater Fund	133,835	114,046	143,735	98,160	132,755
Local Accommodations Tax Fund	18,378	18,593	46,400	3,710	25,400
Hospitality Tax Fund	-	-	80,000	22,895	-
LOP Sunday Alcohol Fund	27,800	68,142	25,000	25,000	80,005
TOTAL FUNDING	1,525,301	1,254,034	1,317,870	963,057	1,189,945

FY 2017 OBJECTIVES

- To provide year round opportunities for wholesome and diverse recreation experiences that relate to the leisure needs and desires of all citizens, with maximum effectiveness and with minimal expense, utilizing collaboration, coordination and partnerships throughout the community.

FY 2017 PERFORMANCE GOALS

- Explore and implement the best methods for continuing to improve City public communications as well as the sharing of information by using various types of media including social networks, print media, and broadcast outlets to include video-on- demand and live streaming technologies.
- Continue planning and development of a Northside Recreation Facility.
- Support and strengthen our Character First program by encouraging employees to attend regularly scheduled meetings.
- Continue Wellness Initiative through programming incentives and encouragement city staff and our citizens toward better health.
- Work in cooperation with local academic campuses and groups such as the Greater Aiken Chamber of Commerce, Aiken Downtown Development Association, USC-Aiken, Aiken Community Playhouse, Aiken Performing Arts, Joye in Aiken, Grater Aiken Integrated Trails Foundation, etc. to promote the availability of City amenities and services.
- Address items on the Arts Commission, Recreation Commission, and Senior Commission agendas that arise.

PARKS

PARKS, REC & TOURISM DEPARTMENT SUMMARY

PARKS DIVISION

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	993,653	980,089	1,070,900	856,667	1,034,585
Operating	2,082,933	1,987,242	798,607	615,554	1,035,735
Capital	729,986	252,028	410,000	121,437	428,500
TOTAL USES	3,806,572	3,219,359	2,279,507	1,593,658	2,498,820
FTES	34.0	35.0	34.5		33.5
FUNDING SUMMARY					
General Fund	3,543,537	3,028,677	1,715,007	1,447,547	2,319,870
Local Accommodations Tax Fund	263,035	190,682	150,000	24,338	178,950
Hospitality Tax Fund	-	-	392,500	121,773	-
LOP Sunday Alcohol Fund	25	-	22,000	-	-
TOTAL FUNDING	3,806,597	3,219,359	2,279,507	1,593,658	2,498,820

FY2017 OBJECTIVE

- Provide safe, attractive, and enjoyable parks, playgrounds, athletic fields and buildings that are convenient and enjoyable for public use, through an efficient and economical maintenance program.
- Continue to develop Parks Division staff through a series of training sessions and in house workshops in the areas of safety as it relates to the daily operations of the Parks Division and facilities maintained.

FY 2017 PERFORMANCE GOALS

- Continue work on our Northside Redevelopment initiative to include designs for Northside improvements including recreational facilities.
- Expand the Wellness Initiative with appropriate public programming. Encourage staff and citizens toward better health.
- Identify and utilize opportunities for city equipment and our vehicle fleet to include alternative fuel and all-electric vehicles and equipment.
- Develop opportunities to use more efficient lighting installations throughout our city, including at city facilities.
- Support and strengthen our Character First program by encouraging employees to attend regularly scheduled meetings.
- Work in cooperation with local academic campuses and groups such as the Greater Aiken Chamber of Commerce, Aiken Downtown Development Association, USC-Aiken, Aiken Community Playhouse, Aiken Performing Arts, Joye in Aiken, Greater Aiken Trails Foundation, and others to promote the availability of city amenities and services.

TOURISM

PARKS, REC & TOURISM DEPARTMENT SUMMARY

TOURISM DIVISION

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	80,840	79,499	92,400	70,547	133,370
Operating	363,831	329,758	286,266	222,478	411,285
Capital	120,351	-	-	-	25,000
Other	62,000	55,000	95,235	65,000	54,450
TOTAL USES	627,022	464,257	473,901	358,025	624,105
FTEs	2.5	3.5	3.0		4.0
FUNDING SUMMARY					
General Fund	428,807	385,184	268,666	207,850	292,855
Local Accommodations Tax Fund	198,215	79,073	175,235	126,136	160,450
Hospitality Tax Fund	-	-	30,000	24,039	170,800
TOTAL FUNDING	627,022	464,257	473,901	358,025	624,105

FY2017 OBJECTIVES

- To effectively market and promote Aiken and its many attractions, activities, and events in and around the City of Aiken.
- Continue to research and evaluate new programs and technologies to make our operations more efficient.
- Maintain effective relationships with the public and respond to issues or inquiries promptly.

FY 2017 PERFORMANCE GOALS

- Work in cooperation with local academic campuses and groups such as the Greater Aiken Chamber of Commerce, Aiken Downtown Development Association, etc... to promote the availability of city amenities and services.
- Explore and implement best methods for continuing to improve city public communications as well as for sharing information by using various types of media including social networks, print media, and broadcast outlets to include video-on-demand and live streaming technologies.
- Provide support for special events with in the city.
- Address items listed on the Arts Commission and Recreation Commission agenda that arise.
- Increase web traffic to VisitAikenSC.com.
- Increase visitor numbers at the Aiken Visitor Center & Train Museum.
- Support expansion of city bike pathways and pedestrian walkways.

ATHLETICS
**PARKS, REC & TOURISM DEPARTMENT SUMMARY
ATHLETICS DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	315,642	338,139	438,263	318,224	410,195
Operating	681,092	636,319	361,410	272,350	338,085
Capital	133,199	50,331	131,000	73,830	60,000
TOTAL USES	1,129,933	1,024,789	930,673	664,404	808,280
FTES	12.0	12.5	14.0		13.0
FUNDING SUMMARY					
General Fund	1,082,762	921,240	692,673	514,823	712,280
Local Accommodations Tax Fund	47,171	103,549	101,000	73,124	96,000
Hospitality Tax Fund	-	-	137,000	76,457	-
TOTAL FUNDING	1,129,933	1,024,789	930,673	664,404	808,280

FY 2017 OBJECTIVES

- To provide a wide variety of athletic opportunities and activities to the public, of all ages and interests.
- Continue to research and evaluate new programs and technologies to make our operations more efficient.
- Maintain effective relations with the public and respond to issues or inquiries promptly.

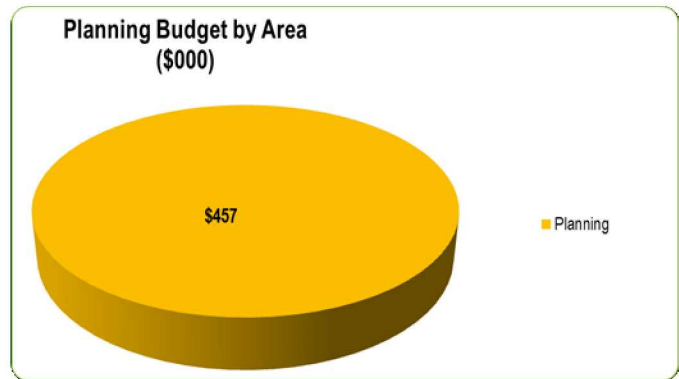
FY 2017 PERFORMANCE GOALS

- Continue our Wellness Initiative with appropriate public programming to encourage staff and citizens toward better health.
- Work in cooperation with local academic campuses and groups such as the Greater Aiken Chamber of Commerce, Aiken Downtown Development Association, USC-Aiken, Aiken Community Playhouse, Aiken Performing Arts, Joye in Aiken, Greater Aiken Trails Foundation, etc... to promote the availability of city amenities and services.
- Provide support for special events within the city.
- Address items on the Recreation Commission agenda that arise.
- Implement new programs for youth and adults.

PLANNING



CITY BUDGET BY DEPARTMENT (FY 2017)		
PLANNING	(\$000)	FTE
Planning	\$457	5.5
Planning Department	\$457	5.5



WHAT WE DO

The Planning Department has the responsibility of maintaining and improving the city’s appearance and livability, as well as guiding growth and development so that the essential character of the city is preserved. Serving as a liaison between the community and the Planning Commission, Design Review



Photo 53: The Willcox Inn has been visited by Vanderbilts and Roosevelts

Board and Board of Zoning Appeals, the department provides assistance to applicants for development approvals. Additionally, the staff assists elected and appointed decision makers of the City of Aiken in an effort to achieve the highest possible quality of life for current and future residents in the following divisions: Comprehensive Planning, Historic Preservation, Regulatory Review and Zoning Enforcement.

DEPARTMENT HIGHLIGHTS

This has been a season of transition for the Planning Department, having lost five experienced employees to retirement. The Planning Director, Ed Evans, retired after 28 years of service to the City of Aiken. Long term employee Tommy Paradise served in his place as Interim Director until recently leaving to take another position. In addition, the Senior Planner, Sandra Korbelik, retired after 17 years of service and Planner, Susan French, retired after 15 years of service. The department is continuing to replace the staff of planners and rebuild the institutional knowledge of the staff, while still meeting the needs of citizens. In addition, the Planning Department provided state mandated training to members of the Planning Commission, Design Review Board and Board of Zoning Appeals.



Photo 54: New construction brings businesses to Aiken

The following projects were completed: construction of a Starbucks and Chipotle on Whiskey Road, completion of a Strip Center on Whiskey Road, construction of a Panera Bread on Whiskey Road, construction of Bojangle's on Whiskey Road, completion of a Marco's Pizza on Silver Bluff Road, renovations to the Carriage House Inn, construction of UHS Prompt Care on Silver Bluff Road and construction of AnShu Asian Café in the Village at Woodside.



Photo 55: Renovations in progress on the Carriage Park Inn

COMPREHENSIVE PLANNING

- The Edgefield Hwy (Hwy 19) Corridor Study was completed.
- Staff continued enforcement of development regulations including compliance with conditions of approval.
- Staff assisted the Planning Commission in drafting amendments to update the policy for the provision of water and sanitary sewer service.
- The division processed requests for 403 building permits, 259 business licenses, and 74 sign permits.

HISTORIC PRESERVATION

- Research was provided to the Planning Commission by staff regarding buffers, bed and breakfast uses, and possible historic inns.
- The division reviewed 96 applications for the Design Review Board.



Photo 56: Christmas wreath welcomes visitors to Hopelands Gardens

REGULATORY REVIEW

- The 2014 Level of Service Report for roads was completed for use in conjunction with the City's Traffic Management Ordinance. Traffic counts were taken on many roads throughout the City.
- Staff continued involvement with Augusta Regional Transportation Study (ARTS).

ZONING ENFORCEMENT

- Staff assisted the Planning Commission with drafting amendments to the Zoning Ordinance that includes: sign visibility and trees, Downtown Business (DB) districts, regarding height limits, Planned Commercial (PC) zoning districts regarding residential density, and recreational vehicle parks as an accessory use under certain conditions.
- The division reviewed 37 applications for the Board of Zoning Appeals.
- Staff reviewed 73 applications for development (i.e., annexations, re-zoning, site plans, etc.).

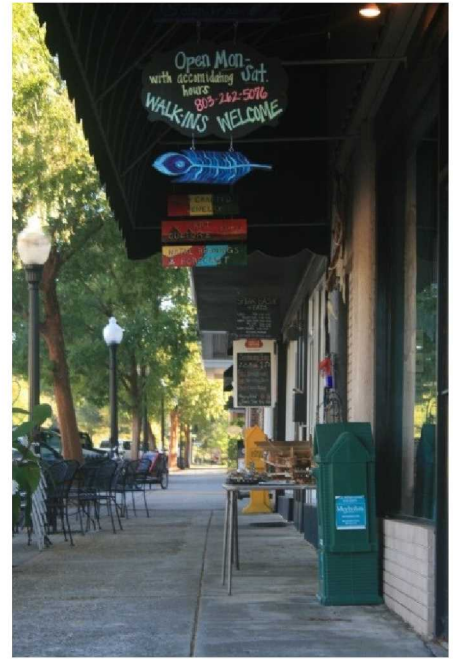


Photo 57: A view of Aiken's thriving downtown

KEY ISSUES

The Planning Commission will begin work on a major revision to the Comprehensive Land Use and Transportation Plan. This intensive process will involve acquiring services from a consulting firm with experience in developing these plans. The development of the project will involve substantial public participation to create a plan for submission to City Council that will serve as the policy guide for growth and redevelopment in the city limits and land served by city utilities.



Photo 58: A variety of shops and restaurants create a vibrant downtown area

SUMMARY

Despite a significant loss of staff during the past 2 years, the Planning Department has continued to serve the population of the City of Aiken and provide for expansion to industry. With careful deliberation, the Planning Department in conjunction with citizen input on boards, committees and commissions, ensures that the unique character of Aiken is preserved, while allowing opportunities for the business community to flourish. Oversight of new construction, zoning and planning continues as a means of enhancing the livability of the city for residents and visitors.

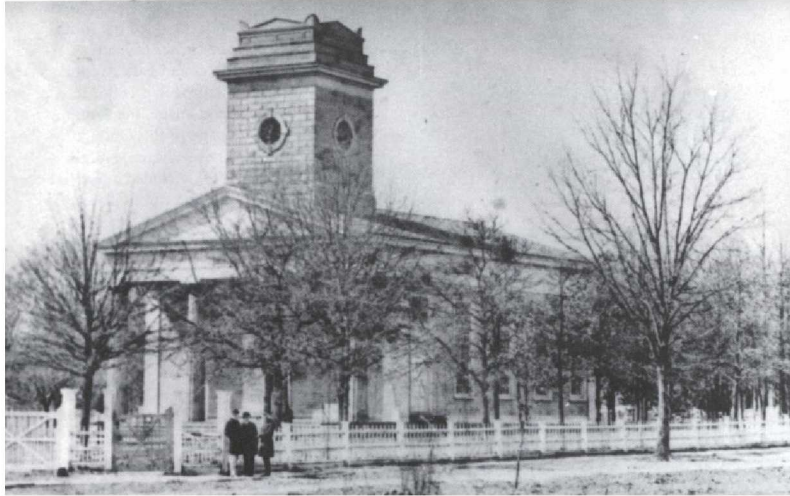


Photo 59: St. Thaddeus Church was built in 1842



Photo 60: Saint Thaddeus was added to the National Register of Historic Places in 1984

PLANNING DEPARTMENT BUDGET
**PLANNING DEPARTMENT SUMMARY
PLANNING**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	396,236	321,439	330,400	216,790	285,820
Operating	89,020	74,843	142,115	80,855	160,980
Other	14,588	10,800	15,000	300	10,000
TOTAL USES	499,844	407,082	487,515	297,945	456,800
FTES	7.5	7.5	5.5		5.5
FUNDING SUMMARY					
General Fund	499,844	407,082	487,515	297,945	456,800
TOTAL FUNDING	499,844	407,082	487,515	297,945	456,800

FY 2017 OBJECTIVES

To assist the City Manager, City Council, and appointed Boards and Commissions in promoting orderly growth and development through

- long-range planning
- maintaining a streamlined development review process
- the development and enforcement of effective regulations

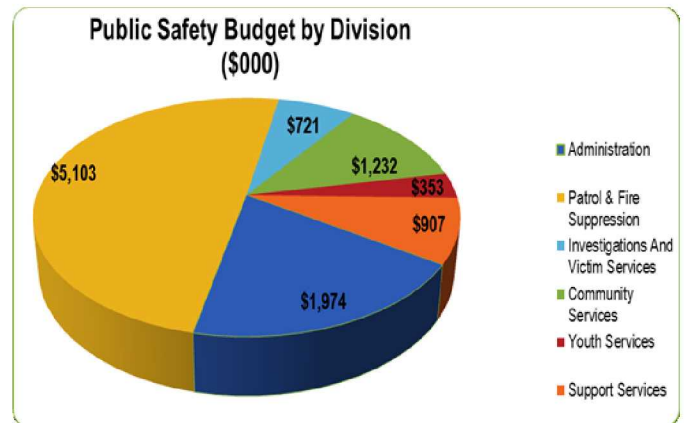
FY 2017 PERFORMANCE GOALS

- Begin revision of the Comprehensive Plan
- Address items listed on the Planning Commission Action Agenda
- Continue assistance to the Planning Commission, Design Review Board, and Board of Zoning Appeals

PUBLIC SAFETY



CITY BUDGET BY DIVISION (FY 2017)		
PUBLIC SAFETY	(\$000)	FTE
Administration	\$ 1,974	21.5
Patrol & Fire Suppression	5,103	76.0
Investigations And Victim Services	721	11.0
Community Services	1,232	19.0
Youth Services	353	5.0
Support Services	907	8.0
TOTAL	\$ 10,291	140.5



WHAT WE DO

The Department of Public Safety provides police protection and fire safety services to residents within the Aiken City limits and works cooperatively with other agencies to provide services beyond the city limits. The department staffs and maintains a 911 communications system and responds accordingly to calls for assistance. Public Safety officers are trained to provide law enforcement, fire suppression and emergency medical aid as first responders. In addition, the department works cooperatively with local and federal agencies to ensure large scale emergency preparedness.

City of Aiken Public Safety officers enforce traffic law, perform routine preventative patrols, and respond to fires and crimes in progress. After initial contact by uniformed officers, investigators respond to reported crimes against persons and property and provide assistance to victims and witnesses.

Outreach programs and activities are conducted year round in order to strengthen community relations and educate the public on crime prevention. School resource officers participate in school based

activities designed to prevent criminal activity among juveniles and inform youth on the role of law enforcement in the community. In addition, the department maintains street signs and pavement markings and conducts traffic engineering projects.

The Public Safety Department consists of six divisions: Administration, Patrol-Fire Suppression, Investigations, Community Services, Youth Services, and Support Services.

DEPARTMENT HIGHLIGHTS



In March 2015, Aiken Department of Public Safety received recognition by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), when it was awarded a 6th consecutive law enforcement accreditation. The department achieved the highest possible honor and was given the distinction of Advanced Accredited Law Enforcement Agency of Excellence. Qualifications for that award require that the agency has been accredited

for two previous years, are in compliance with strict standards of quality and have been unanimously recommended by the CALEA Review Committee. Additionally, Aiken Department of Public Safety was honored with the Meritorious Award, which recognizes departments that have received accreditation for 15 or more years.



Photo 59: ADPS receives the CALEA award

ADMINISTRATION

- The goal of filling 95% of staff positions was exceeded. By June of 2015, 98% of the department's vacancies were filled with qualified applicants, leaving only 3 positions still unfilled.
- Salary was increased for newer officers by vote of Aiken City Council.
- Maintenance was completed on the firing range, which included a detailed inspection by a certified technician and removal of hazardous waste. The project was completed under budget.
- The department policy manual is now on the Local Area Network (LAN), making the document easier to access and more cost effective to update.
- Over the last year, 11 advanced training courses were held, including active shooter and ropes rescue training.
- The department participated in various neighborhood crime prevention meetings and provided officers to local schools for continued involvement with youth.
- Recruiting events were held at local middle and high schools, as well as the University of South Carolina at Aiken, Aiken Technical College, SC State University, the Citadel and other universities and colleges around the state.

- Municipal Resources, Inc. conducted an operational audit on December 16 -18, which evaluated the department's organizational, operational, and management systems. These findings will be compared to generally accepted standards of practice as suggested by CALEA, the Insurance Services Office (ISO), National Fire Protection Association (NFPA), and the Commission on Accreditation on Fire Accreditation International (CFAI). Results of the audit and recommendations for improvement are expected in July of 2016.
- On December 1, 2015, the department switched over to the new Intrado VIPER® phone system for processing 9-1-1 calls. The system allows PSAP (Public Safety Answering Points) locations to talk between each other without using trunk capacity. The VIPER® system permits the transfer of PSAP calls from one location to another in case of a catastrophic occurrence, as well as the ability to rollover calls. A dispatcher from one PSAP can visit another PSAP, sign on, and have calls come to them from their parent PSAP. The new system will also start building the infrastructure foundation for using Next Generation 911.
- The installation of the new Motorola PAL 800 radio system was recently completed at Public Safety. One hundred new mobile units, 65 new vehicle units and 4 new dispatching consoles along with a new 24- hour recorder were incorporated into the update. The new radio system is also P25 compatible, which means it will guarantee inter-operability between other local, state and federal agencies. This project was largely paid for by using Eg11 funding.

PATROL & FIRE SUPPRESSION



Photo 60: The Coffee with a Cop program encourages community interaction

- The department continued to provide roll call training with documentation and forwarded information to the training bureau.
 - Officers participated in the Touch a Truck program, Aiken's Makin', Coffee with a Cop, Safe Communities notifications, and the Bikes and Books program.
 - Each shift is staffed with 12 officers, allowing for the continuation of one 2 officer unit on each shift.
 - A firearms training class was held, consisting of duty pistol and patrol rifle qualifications. Firearms instructors aided in the active shooter drill at Chukker Creek Elementary School and trained recruit officers in advanced firearms techniques.
- Officers have received continuing education on officer safety and management and the department has hosted 11 advanced training courses to increase attendance and better utilize resources.
- Quarterly fire training sessions were held in cooperation with other agencies, including an "active shooter" and an annual live burn. These drills met or exceeded standards for ISO and Occupational Safety and Health Association (OSHA).
- A new service truck was added to the ADPS fleet. The Pierce Rescue Apparatus is built on a 2016 Ford F550, four door, 4x4 cab and chassis and is powered by a 300 horsepower, diesel

engine. It is equipped with roll up doors, Wheelen LED lighting and carries specialized rescue equipment, vehicle extrication equipment and ground ladders.

- Stewart Builders completed construction on the Burn Building upgrade. The Training Tower should be completed by June of 2016, so that the facility can be used for required firefighter annual training.

INVESTIGATIONS & VICTIM SERVICES

- Aiken Safe Communities received continued support from the Violent Crimes Task Force. During the year 24 offenders were notified in an effort to prevent recidivism.
- A sale of disposed firearms was held and raised a total of \$3000.00
- The evidence custodian destroyed more than 5% of evidence in the property room in an effort to reduce the amount of obsolete evidence in custody.
- A program on date rape and domestic violence was conducted at USC-Aiken by the Victim Advocate for the sorority Alpha Kappa Alpha.
- ADPS presented two programs on safety to Camp Be Your Best and the Girl Scout Troop 681 and a third on identity theft to the employees at SRPFC.
- St. John's Methodist church received training on the subject of church and pre-school safety.



Photo 61: Discussion at a Safe Communities meeting

COMMUNITY SERVICES

- Officers increased patrols in Hahn Village and coordinated activities with civic groups in the community, including a bicycle rodeo and an educational program on crime prevention.
- Community Patrol Officers worked closely with the Aiken Housing Authority to prevent trespassing and investigate complaints.
- A law enforcement club was started at Schofield Middle School to encourage interest in public safety careers.
- ADPS provided a featured speaker at the 2015 SC Safe Routes to School Statewide forum, which advocated responsible cycling practices and pedestrian safety.
- An Earth Day 5K community race was conducted to engage citizens.
- Community Services facilitated the Aiken Safe Communities Action Team.

- Volunteers were recruited and trained to partner with law enforcement in ADPS's violence reduction strategy.
- Offenders and their families were connected with services and resources
- Technical assistance was provided to neighborhood organizations.
- The division hosted the Community Relations Focus Group to strengthen relationship with typically under represented communities.
- Community Services division assisted in facilitating on-going partnership with US Attorney's Office and SC Law Enforcement Division to present the statewide P.A.C.E. (Police and Community Engagement) Conferences.

YOUTH SERVICES

- In an effort to communicate more effectively with the school system, the Youth Services and Community Services Divisions participated in Safe School meetings.
- Six scholarships, each in the amount of \$1000, were awarded to seniors at Aiken High School under the Guide, Encourage, Mentor (GEM) program.
- The Parent Project program was offered in Aiken and New Ellenton, twice weekly, to assist families in need.
- An additional dedicated School Resource Officer was allocated to the Center for Innovative Learning at Pinecrest, at the request of the school district, which reduced the need of a rotating extra duty officer and increased security at that campus.
- Officers referred 74 children to the Aiken County Child Advocacy Center in cases of suspected abuse for forensic interviews and medical exams and regularly met with multidisciplinary team members for a community approach to resolving cases.
- The Aiken County "Summer Institute" was assisted by Public Safety staff and trained over 50 teachers to identify abuse and neglect and recognize gang activity.
- The Juvenile Arbitration Program received 251 referrals. Of these, 198 children completed the diversion program, which includes community service and restitution.



Photo 62: A Resource Officer at South Aiken High School

SUPPORT SERVICES

- This division provided traffic safety cones, barricades and manpower to assist Public Works in tree maintenance, and for major events, like Aiken's Makin' and Movie Night.
- Mandatory South Carolina Department of Transportation (SCDOT) training was conducted, including the Lock-Out/Tag-Out program.

- Camera packages were placed in two different bait cars, resulting in the video recording of one attempted theft.
- An ambulance was acquired through a military re-use program and the vehicle was refurbished by the department as a rehab vehicle, which provides on the scene assistance to firefighters and officers.
- A new striping package was developed and installed on the new Ford Police Interceptor.
- Special banner brackets were installed on downtown signal poles, which will make changing the seasonal banners more efficient.
- Intersections that are located at Highway 19 at Croft Mill Road and Croft Mill Road at Vauluse Road have been added to the SCDOT contract to help increase guaranteed response time.

KEY ISSUES

ADMINISTRATION

- ADPS will finalize the implementation of the new SunGard Software which will encompass the full spectrum of ADPS operations. All employees will be extensively trained on the portions of the software they will be tasked with using.
- The department will continue to work with the Citizen Review Board to further develop and enhance community relationships.
- Public Safety recently accepted proposals from qualified architectural and engineering firms to plan and design a public safety facility to meet current and future space needs. Proposals include a space needs analysis, site evaluation, conceptual plans and architectural design services. Proposals are being reviewed, with the scope of work under this RFP to be completed by September 30, 2016.

PATROL & FIRE SUPPRESSION

- Body Worn Cameras (BWC) are being worn and continuously evaluated by the department. To expand the use of BWC, the current budget has allocated \$26,000 to outfit each officer on staff.
- Five officers have been accepted to a two-year intensive program at Municipal Association of South Carolina (MASC) to complete training on risk management and liability. They will attend specialized educational sessions throughout the program.
- Top Level Construction has begun work on the training tower, including the addition of hand rails for safety. Plans include removing all rust and painting the entire tower. Construction will also be completed on an engineered rappelling anchor point for use by the Technical Rescue Team.

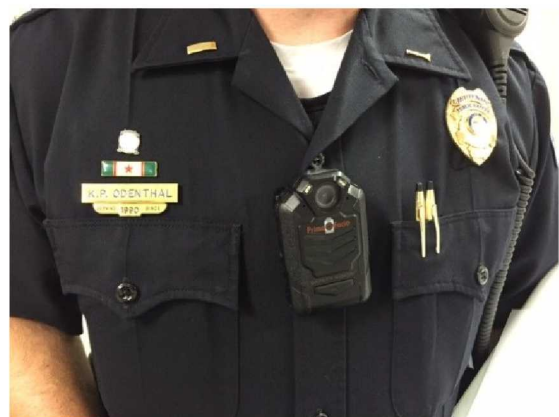


Photo 63: A Body Worn Camera on an ADPS officer

- Preliminary plans are being made for a “Smoke Alarm Blitz” for the Governor Aiken Park Neighborhood.



Photo 64: Firefighters respond to a home fire

INVESTIGATIONS & VICTIM SERVICES

- The division will continue to maintain the Violent Crimes Task Force in support of Aiken Safe Communities.
- All detectives will attend required law enforcement and fire related training. As many detectives as possible will attend advanced training to assist learning new techniques to assist them in their job duties.
- Monthly reviews of all General Sessions case files will be completed to assure that all the files are downloaded to the Solicitor’s Office within a 10 day period.

COMMUNITY SERVICES

- The division will encourage positive interactions with diverse groups of citizens through focus groups, community cafes, and neighborhood events.
- Community Services will host a city-wide Neighborhood University.
- An event for youth in city neighborhoods will be organized by the division to create engagement opportunities between officers and youth.

- Due to the success of the Bikes and Books program, the division plans to expand the scope of the program by partnering with the Rotary Club.



Photo 65: An officer speaks during a Books and Bikes program meeting

YOUTH SERVICES

- Grant funding sources will be explored to expand the parent project and the school resource officer program.
- The division will expand investigative capabilities on internet crimes against children by getting more members trained through the Internet Crimes Against Children (ICAC) task force.
- The division will assist public safety officers in identifying and recognizing human trafficking victims, especially in the juvenile population.

SUPPORT SERVICES

- At least three maintenance personnel will be on duty at all times to assist at all scheduled events and to handle emergencies from other divisions as needed.
- The division will ensure the safety of residents by setting up safety cones and barricades for major community events and working cooperatively with other ADPS divisions and City of Aiken departments.
- The final phase of renovations and the painting of the substations will be completed within budget.
- All mandated in-house training will be completed.

- Innovative solutions will be created to assist the Investigative Division and Community Services with technical surveillance capabilities for small businesses and other City of Aiken departments.
- Advanced training will be provided to personnel through International Municipal Signal Association (IMSA) and other private vendors.

SUMMARY

The Aiken Department of Public Safety is dedicated to the protection of city residents and visitors. Officers are trained to provide assistance in emergency situations, investigate crimes against persons and property and educate the public on crime and accident prevention. Through numerous outreach programs, officers develop community relationships to enhance cooperation between citizens and the department. Ongoing training and oversight by accrediting agencies and community boards ensures that ADPS meets high quality standards in the provision of public safety services to the residents of Aiken.



Photo 66: An ADPS patrol car

PUBLIC SAFETY DEPARTMENT BUDGET
PUBLIC SAFETY DEPARTMENT BUDGET BY DIVISION

EXPENDITURES	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
Administration	1,818,516	1,899,468	2,392,568	1,733,066	1,973,510
Patrol & Fire Suppression	4,643,443	4,824,986	4,652,221	3,880,332	5,103,245
Investigations And Victim Services	627,043	592,001	674,095	557,214	721,400
Community Services	998,445	1,098,391	1,126,169	769,503	1,232,300
Youth Services	271,217	305,489	323,373	278,561	353,390
Support Services	892,816	950,382	870,595	618,661	907,185
TOTAL EXPENDITURES	9,251,480	9,670,717	10,039,021	7,837,337	10,291,030
USES					
Salaries	6,164,789	6,324,565	6,658,811	5,484,817	6,647,240
Operating	2,778,277	2,807,926	2,500,710	1,849,166	2,507,835
Capital	288,414	518,226	855,500	479,354	1,111,955
Other	20,000	20,000	24,000	24,000	24,000
TOTAL USES	9,251,480	9,670,717	10,039,021	7,837,337	10,291,030
FTES	146.0	147.0	142.0		140.5
FUNDING SUMMARY					
General Fund	9,182,046	9,608,205	9,924,771	7,775,850	10,216,620
Hospitality Tax Fund	-	-	40,000	-	-
Victim Services Fund	69,434	62,512	74,250	61,487	74,410
TOTAL FUNDING	9,251,480	9,670,717	10,039,021	7,837,337	10,291,030

ADMINISTRATION

PUBLIC SAFETY DEPARTMENT SUMMARY RESULTS

ADMINISTRATION DIVISION

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	846,397	892,496	922,550	769,692	929,630
Operating	945,974	968,582	957,018	780,374	1,018,880
Capital	26,145	38,390	513,000	183,000	25,000
TOTAL USES	1,818,516	1,899,468	2,392,568	1,733,066	1,973,510
FTEs	23.0	23.0	22.0		21.5
FUNDING SUMMARY					
General Fund	1,818,516	1,899,468	2,392,568	1,733,066	1,973,510
TOTAL FUNDING	1,818,516	1,899,468	2,392,568	1,733,066	1,973,510

FY 2017 OBJECTIVES

- To provide for the safety of department personnel through effective recruitment, retention, and efficient training and allocation of personnel
- Through cooperation with the community, city departments and other local agencies, create and sustain a safe community
- Continue efficient fiscal management and operational readiness of the department, including large project management
- To maintain the highest professional standards in public safety operations
- To continue to implement new technologies to assist operations for increased operational efficiency
- Develop, in conjunction with the Human Resources Department, a succession management plan for upcoming retirements

FY 2017 PERFORMANCE GOALS

- Using the Space Needs Assessment, develop and implement a plan for the future of the Public Safety Headquarters.
- Recruit and screen candidates for employment and have 95% of all budgeted, full-time positions filled on June 30, 2017.
- Implement the department's new software system by November 1, 2016
- Develop and implement a departmental safety-training program for new and current employees with an emphasis on reducing losses due to vehicle collisions, damage to agency owned property, and unsafe behaviors by June 30, 2017
- To complete a department wide staff inspection by September 30, 2016

- Update annual CALEA compliance documentation within the PowerDMS system by March 1, 2017
- Incorporate existing web based training programs such as Risk Management Services Online Training Center and the MASC Public Agency Training Council Web Portal into the Departments 2017 annual training program
- Update the Department's policy manual and place on the Local Area Network (LAN) by March 31, 2017
- Participate in at least three (3) recruitment activities, locally and throughout the state of SC by June 30, 2017
- To conduct documented training on the Department's "All Hazard" plan for responding to critical incidents by June 30, 2017
- To participate in 75 % of all exercises conducted by the Aiken County Emergency Management Division during Fiscal Year 2016-2017
- To maintain the functionality of the city's Emergency Operation Center throughout the entire fiscal year

PATROL AND FIRE SUPPRESSION
**PUBLIC SAFETY DEPARTMENT SUMMARY
PATROL & FIRE SUPPRESSION DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	3,543,903	3,502,843	3,591,900	3,061,363	3,583,960
Operating	971,127	953,796	816,321	591,548	773,330
Capital	128,413	368,347	244,000	227,421	745,955
TOTAL USES	4,643,443	4,824,986	4,652,221	3,880,332	5,103,245
FTES	79.0	79.0	77.0		76.0
FUNDING SUMMARY					
General Fund	4,643,443	4,824,986	4,652,221	3,880,332	5,103,245
TOTAL FUNDING	4,643,443	4,824,986	4,652,221	3,880,332	5,103,245

FY 2017 OBJECTIVES

- To provide for the safety of departmental personnel through effective recruitment, retention and efficient training and allocation of personnel
- Through cooperation with our city departments and other local agencies, create and sustain a safe community
- Continue efficient fiscal management and operational readiness of the department, including large project management.
- To maintain the highest professional standards in Public Safety Operations
- To continue to implement new technologies to assist operations for increased operational efficiency
- Develop, in conjunction with the Human Resources Department, a succession management plan for upcoming retirements

FY 2017 PERFORMANCE GOALS

- Work with the Engineering & Utilities department to identify and report any public street light outages.
- Provide at least 4 training programs for department members that meet ISO and OSHA recognized standards to ensure the safest and best possible fire protection services for our community by June 30, 2017
- Conduct monthly a Lieutenant's meeting to discuss interdepartmental cooperation, department goals, officer morale and special assignments by June of 2017
- Firearms instructors will provide at least 2 training sessions to certified and recruit officers to promote officer safety, technical and tactical proficiency, and firearms safety by June of 2017.

- To properly manage and maintain departmental apparatus and personnel by ensuring the most effective and efficient use of all available resources, while maintaining operational readiness
- Continue to have public safety officers assigned on Thursday, Friday and Saturday nights to foot patrol in the central business district and document this time with dispatch and on monthly reports
- Conduct 5 roll call trainings per month to provide information on department operations, legislative updates, available training, paperwork and other pertinent information. This should include officer safety topics.
- Continued to support of departmental involvement in community risk reduction and initiatives through our participation in city and/or community sponsored events throughout the year
- Support of department Safe Community initiative through officer participation in community meetings, etc. throughout the year

INVESTIGATIONS AND VICTIM SERVICES
**PUBLIC SAFETY DEPARTMENT SUMMARY
INVESTIGATIONS AND VICTIM SERVICES DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	466,971	488,290	553,850	474,814	563,090
Operating	89,022	83,411	96,245	58,400	92,310
Capital	51,050	300	-	-	42,000
Other	20,000	20,000	24,000	24,000	24,000
TOTAL USES	627,043	592,001	674,095	557,214	721,400
FTES	11.5	11.5	11.0		11.0
FUNDING SUMMARY					
General Fund	557,609	529,489	599,845	495,727	646,990
Victim Services Fund	69,434	62,512	74,250	61,487	74,410
TOTAL FUNDING	627,043	592,001	674,095	557,214	721,400

FY 2017 OBJECTIVES

- To provide for the safety of department personnel through effective recruitment, retention, and efficient training and allocation of personnel
- Through cooperation with our community, city departments and other local agencies, create and sustain a safe community.
- Continue efficient fiscal management and operational readiness of the department, including large project management.
- To maintain the highest professional standards in public safety operations
- To continue to implement new technologies to assist operations for increased operational efficiency
- Develop, in conjunction with the Human Resources Department, a succession management plan for upcoming retirements

FY 2017 PERFORMANCE GOALS

- Continue to maintain the Violent Crimes Task Force in support of Aiken Safe Communities.
- Complete a sale of disposed firearms by March 1, 2017
- Continue to reduce the amount of evidence in the property room, with a goal of a 5% reduction by February 1, 2017
- Speak at 5 churches or civic organizations on current investigative topics by April 1, 2017
- Have all detectives attend required law enforcement and fire training by June 30, 2017
- Complete a monthly review of all General Sessions files and assure that the files are taken to the Solicitors Office within a 10 day period

- To have all CALEA Standards met for the Victim Services year 2016 by February 1, 2017
- To provide assistance to the Cumbee Center and Child Advocacy Center as needed
- To obtain all victim services provider training hours as required by June 30, 2017
- To continue to be active in LEVA (Law Enforcement Victim Advocate) and monitor all legislative updates and changes
- To actively participate in training officers on the issuing of victim paperwork and domestic violence law

COMMUNITY SERVICES
**PUBLIC SAFETY DEPARTMENT SUMMARY
COMMUNITY SERVICES DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	699,467	792,102	920,611	641,457	924,835
Operating	273,424	258,465	205,558	128,046	229,965
Capital	25,554	47,824	-	-	77,500
TOTAL USES	998,445	1,098,391	1,126,169	769,503	1,232,300
FTEs	20.5	20.5	19.0		19.0
FUNDING SUMMARY					
General Fund	998,445	1,098,391	1,126,169	769,503	1,232,300
TOTAL FUNDING	998,445	1,098,391	1,126,169	769,503	1,232,300

FY 2017 OBJECTIVES

- To provide for the safety of departmental personnel through effective recruitment, retention and efficient training and allocation of personnel
- Through cooperation with our city departments and other local agencies, create and sustain a safe community.
- Continue efficient fiscal management and operational readiness of the department, including large project management.
- To maintain the highest professional standards in Public Safety Operations.
- To continue to implement new technologies to assist operations for increased operational efficiency.
- Develop, in conjunction with the Human Resources Department, a succession management plan for upcoming retirements.

FY 2017 PERFORMANCE GOALS

- Continue open dialogue and engagement with diverse neighborhoods, showcase aspects of Aiken Public Safety which generate an interest in neighborhood members becoming future members of Aiken Public Safety by June 30, 2017.
- Have community patrol officers initiate follow up contact on reported incidents which have occurred in their patrol areas by June 30, 2017.
- Have community patrol officers continue to support other Divisions and report progress quarterly with a final report by June 30, 2017
- Identify issues or problems affecting assigned neighborhoods. Develop and implement plans to correct, address or resolve the issues by June 30, 2017.
- Increase partnerships with local civic and faith based organizations by 10% to develop holistic solutions to issues or problems encountered and nominated by neighborhood communities by June 30, 2017.

YOUTH SERVICES
**PUBLIC SAFETY DEPARTMENT SUMMARY
YOUTH SERVICES DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	237,038	268,431	276,300	218,750	268,105
Operating	34,179	37,058	47,073	35,760	57,785
Capital	-	-	-	24,051	27,500
TOTAL USES	271,217	305,489	323,373	278,561	353,390
FTES	4.0	5.0	5.0		5.0
FUNDING SUMMARY					
General Fund	271,217	305,489	323,373	278,561	353,390
TOTAL FUNDING	271,217	305,489	323,373	278,561	353,390

FY 2017 OBJECTIVES

- To provide for the safety of departmental personnel through effective recruitment, retention and efficient training and allocation of personnel
- Through cooperation with our city departments and other local agencies, create and sustain a safe community
- Continue efficient fiscal management and operational readiness of the department, including large project management
- To maintain the highest professional standards in Public Safety Operations.
- To continue to implement new technologies to assist operations for increased operational efficiency
- Develop, in conjunction with the Human Resources Department, a succession management plan for upcoming retirements

FY 2017 PERFORMANCE GOALS

- Assist with the recruiting, teaching and training of students interested in law enforcement as a profession.
- Support and promote community programs such as the Midlands Fatherhood Coalition, GEM and the Parent Project and foster relationships with agencies like the Aiken County Sheriff's Department Juvenile Division, the Solicitor's Office, and Area I School Personnel.
- Continue to use recognized safety standards to prevent injuries and needless expense.
- Assist in implementing a system to dispose of stored evidence in juvenile cases.
- Continue training with Homeland Security on latest school safety techniques.

SUPPORT SERVICES
**PUBLIC SAFETY DEPARTMENT SUMMARY
SUPPORT SERVICES DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	371,013	380,403	393,600	318,741	377,620
Operating	464,551	506,614	378,495	255,038	335,565
Capital	57,252	63,365	98,500	44,882	194,000
TOTAL USES	892,816	950,382	870,595	618,661	907,185
FTES	8.0	8.0	8.0		8.0
FUNDING SUMMARY					
General Fund	892,816	950,382	830,595	618,661	907,185
Hospitality Tax Fund	-	-	40,000	-	-
TOTAL FUNDING	892,816	950,382	870,595	618,661	907,185

FY 2017 OBJECTIVES

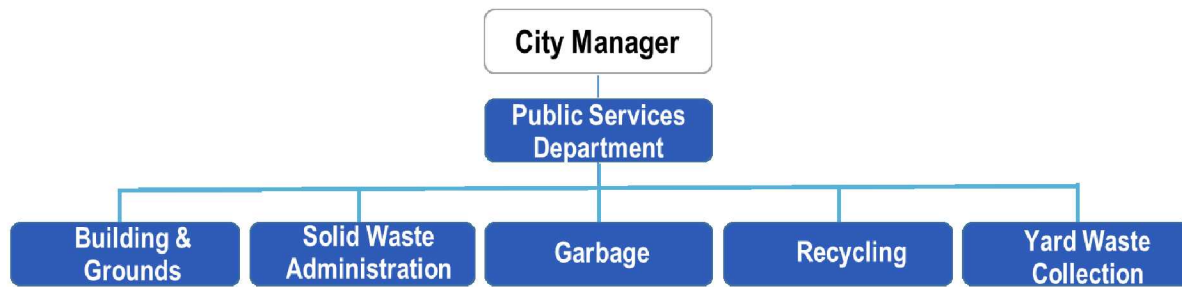
- To provide for the safety of departmental personnel through effective recruitment, retention and efficient training and allocation of personnel
- Through cooperation with our city departments and other local agencies, create and sustain a safe community
- Continue efficient fiscal management and operational readiness of the department, including large project management
- To maintain the highest professional standards in Public Safety Operations
- To continue to implement new technologies to assist operations for increased operational efficiency
- Develop, in conjunction with the Human Resources Department, a succession management plan for upcoming retirements

FY 2017 PERFORMANCE GOALS

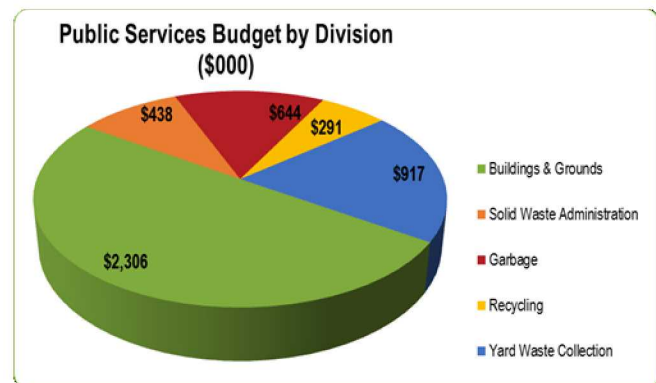
- In order to serve the department and community better, have at least three maintenance personnel on duty at all times, in order to meet all scheduled events and most emergencies from other divisions
- To continue to work with the Community Services Division, the Patrol Division and other city departments on setting up safety cones and barricades for major events such as the Lobster Race, both Steeplechase events and other scheduled community events in order to make them as safe as possible

- To have weekly and quarterly budget meetings with the Support Services Division, to ensure expenses stay within the overall budget
- Monitor the final phase of the Sign Shop renovations and the painting of the substations
- To ensure that all mandated in house training, such as Lock/Out-Tag/Out training and traffic signal training is completed and put extra emphasis on driving city vehicles by reminding them weekly that they set the example for all other drivers around them
- To come up with innovative solutions to help the Investigative Division and Community Services Division provide technical surveillance capabilities to both small businesses and other city departments
- To provide advanced training to Support Services personnel through IMSA and other private vendors

PUBLIC SERVICES



CITY BUDGET BY DEPARTMENT (FY 2017)		
PUBLIC SERVICES	(\$000)	FTE
Buildings & Grounds	\$ 2,306	18.0
Solid Waste Administration	438	7.0
Garbage	644	9.0
Recycling	291	5.0
Yard Waste Collection	917	9.0
TOTAL	\$ 4,596	48.0



WHAT WE DO

The Department of Public Services provides two different services to the residents of Aiken. One area is solid waste removal and the other is grounds maintenance. The department is divided into five divisions: Building and Grounds, Solid Waste Administration, Garbage, Recycling, and Yard Waste Collection.

The Building and Grounds team maintains the rights of way throughout the city which include the 176 historic parkways in downtown Aiken. The division also maintains the city's flower beds, trees, fountains, irrigation, and mulched areas throughout the city. This group is also responsible for the maintenance of Hopelands Gardens.

The Solid Waste Administration division provides support to the other groups in the Solid Waste Division. They also provide special pickups for a variety of items like white goods, furniture, e-waste, oil, paint and other items. Customer service and projects like street sweeping, mosquito spraying, litter reduction, training and educational programs are also conducted by the Solid Waste Administration division.

The Public Services Department provides garbage, recycling, and yard trash removal to the residents of the City of Aiken. The Garbage Division oversees the weekly collection of household refuse from 12,000 residences, which is hauled to the Three Rivers Landfill, located south of Jackson, SC. Recycling is collected by staff in the Recycling division on a weekly basis, as well, and hauled to the Dumpster Depot, where it is processed and sold. The Yard Waste division is responsible for collection of vegetative materials like grass clippings and tree branches from 12,000 residences. This collection is

done curbside on a weekly basis. The debris is hauled to the Barden C&D Landfill located in Graniteville, South Carolina.

DEPARTMENT HIGHLIGHTS

In July of 2015, the Solid Waste divisions became an enterprise fund. This switch to a separate fund allowed the division to provide a proper cost accounting for the services that are provided. Once the switch is complete it will be easier to benchmark our services against other cities and the private sector.

Consultants were hired, in January of 2016, by the Solid Waste department to evaluate each division's efficiency. The consultants specifically studied automated collection trucks, every other week recycling collection, and the possible construction of a transfer station. Results are expected to be positive, based on initial feedback.

BUILDINGS & GROUNDS

- The department continued to maintain the Hopelands Gardens and Rye Patch grounds including approximately 250 hours pruning shrubs and planting bedding plants and trees.
- Scheduled maintenance was performed on all city parkways and rights of way. Mowing hours were limited, by putting in over 800 hours of spraying and applying mulch.
- The Northside development initiative was supported with maintenance in Crosland Park and technical advice and manpower.



Photo 67: A Public Services crew clears dead limbs from trees at Hopelands Gardens

SOLID WASTE ADMINISTRATION

- The conversion of the Solid Waste operations to an enterprise fund was completed.
- Research on Materials Recovery Facility (MRF) and Transfer station options has been conducted and a full report will be completed by end of fiscal year.

GARBAGE

- Missed garbage pickups have been limited to an average of 10 per week. This is the equivalent of .0008%
- Vehicle maintenance and cleanliness has been kept on a regular schedule.
- Accidents and injuries have been minimal.

RECYCLING

- A partnership with Dumpster Depot and their new Materials Recovery Facility (MRF) was developed. Because of the proximity of the MRF to the Public Services office, the change has lowered costs.
- Missed recycling pickups have been limited to an average of 5 per week.
- A sturdier style of rolling cart has been found for our residents at a lower cost.
- The department supported the 2015 Aiken Earth Day event.
- The recycling rate in the city is at 25%.
- Accidents and injuries have been minimal.



Photo 68: Earth Day festivities on Newberry Street

YARD WASTE COLLECTION

- Missed yard waste pickups have been limited to 5 or less per week.
- Education to the public for proper placement of yard waste piles has been ongoing.
- Accidents and injuries have been minimal.
- A new hard hat program to ensure worker safety was implemented.

KEY ISSUES

BUILDINGS & GROUNDS

- Maintenance of the right of way areas is to be determined, as well as the equipment that will be needed.

SOLID WASTE ADMINISTRATION

- The future for mosquito control is being determined for the coming year. As a new virus is being introduced into the country, education and preparedness for the public will have to be addressed.

GARBAGE

- The current rolling carts are reaching the expected life span of 10 years. Although many will last longer, a plan to begin the gradual replacement of the carts will be developed.

RECYCLING

- Changing recycling service to twice monthly pickup has been determined to be a feasible and cost saving option for the city.

YARD WASTE COLLECTION

- The Yard Waste division will continue to review methods of cost control, like limiting the amount of service per resident, denial of contractor debris, or eliminating once a week service during heavy seasons, such as spring and fall.

SUMMARY

The Public Services department continues to look for cost saving opportunities, while providing quality solid waste collection services and building and grounds maintenance. An independent consultant is expected to report on additional methods to help guide the department in developing more efficient service delivery.



Photo 69: Serpentine wall at Banksia

PUBLIC SERVICES DEPARTMENT BUDGET
PUBLIC SERVICES BUDGET BY DIVISION

EXPENDITURES	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
Buildings & Grounds	1,729,867	1,808,062	1,836,465	1,010,984	2,305,605
Solid Waste Administration	1,105,909	659,382	479,007	343,800	438,250
Garbage	887,544	763,508	719,890	481,681	643,580
Recycling	397,986	358,185	268,520	267,429	291,285
Yard Waste Collection	1,384,354	944,111	633,463	642,907	917,035
TOTAL EXPENDITURES	5,505,660	4,533,248	3,937,345	2,746,801	4,595,755
USES					
Salaries	1,698,967	1,611,260	1,558,241	1,248,297	1,545,395
Operating	3,306,797	2,780,652	1,580,137	1,245,871	1,696,190
Capital	499,896	141,336	738,000	211,814	1,297,000
Other	-	-	60,967	40,819	57,170
TOTAL USES	5,505,660	4,533,248	3,937,345	2,746,801	4,595,755
FTES	57.0	57.5	50.0		48.0
FUNDING SUMMARY					
General Fund	5,435,995	4,456,244	1,237,965	940,257	1,485,605
Local Accommodations Tax Fund	48,011	66,805	78,000	41,233	70,000
Hospitality Tax Fund	-	-	520,500	29,494	750,000
Solid Waste Fund	21,654	10,199	2,100,880	1,735,817	2,290,150
TOTAL FUNDING	5,505,660	4,533,248	3,937,345	2,746,801	4,595,755

BUILDING AND GROUNDS
**PUBLIC SERVICES DEPARTMENT SUMMARY
BUILDING AND GROUNDS DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	425,098	450,548	617,513	476,840	604,510
Operating	1,181,723	1,226,424	685,952	464,322	869,095
Capital	123,046	131,090	533,000	69,822	832,000
TOTAL USES	1,729,867	1,808,062	1,836,465	1,010,984	2,305,605
FTES	17.5	17.0	19.0		18.0
FUNDING SUMMARY					
General Fund	1,681,856	1,741,257	1,237,965	940,257	1,485,605
Local Accommodations Tax Fund	48,011	66,805	78,000	41,233	70,000
Hospitality Tax Fund	-	-	520,500	29,494	750,000
TOTAL FUNDING	1,729,867	1,808,062	1,836,465	1,010,984	2,305,605

FY 2017 OBJECTIVES

- To maintain all trees, shrubs, seasonal color beds, and turf located in parkways, rights-of-way, and grounds at the Hopelands/Rye Patch complex utilizing low maintenance techniques in presenting a pleasing appearance for the benefit of the general public

FY 2017 PERFORMANCE GOALS

- Perform scheduled maintenance of all city parkways and rights-of-way. Limit mowing hours while maintaining the grass in the parkways by putting a minimum of 800 hours spraying and applying mulch.
- Perform scheduled maintenance of Hopelands/Rye Patch complex grounds including approximately 250 hours pruning shrubs, planting bedding plants and trees. Spend approximately 200 hours applying chemicals and fertilizer to maintain the appearance of the landscape.
- Support Northside development initiative with maintenance staff and technical advice.

SOLID WASTE ADMINISTRATION
**PUBLIC SERVICES DEPARTMENT SUMMARY
SOLID WASTE ADMINISTRATION DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	202,562	236,243	255,988	213,190	244,405
Operating	881,693	412,940	162,052	89,791	136,675
Capital	21,654	10,199	-	-	-
Other			60,967	40,819	57,170
TOTAL USES	1,105,909	659,382	479,007	343,800	438,250
FTES	5.5	6.5	8.0		7.0
FUNDING SUMMARY					
General Fund	1,084,255	649,183	-	-	-
Solid Waste Fund	21,654	10,199	479,007	343,800	438,250
TOTAL FUNDING	1,105,909	659,382	479,007	343,800	438,250

FY 2017 OBJECTIVES

- To maintain the safest possible working environment for Public Services employees
- To provide unmatched customer service to the citizens of Aiken and other departments throughout the city
- To control costs and look for efficiencies in the Solid Waste and Building & Grounds Divisions
- Look for "green" energy and alternative fuel options for vehicles

FY 2017 PERFORMANCE GOALS

- Continue to fine tune Solid Waste operations as enterprise fund
- Research Transfer Station options for future development
- Research the use of automated garbage trucks
- Research a new schedule for recycling service

GARBAGE
**PUBLIC SERVICES DEPARTMENT SUMMARY
GARBAGE DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	462,392	391,791	259,250	208,524	258,630
Operating	425,152	371,717	255,640	273,157	209,950
Capital			205,000	-	175,000
TOTAL USES	887,544	763,508	719,890	481,681	643,580
FTES	17.0	17.0	9.0		9.0
FUNDING SUMMARY					
General Fund	887,544	763,508	-	-	-
Solid Waste Fund	-	-	719,890	481,681	643,580
TOTAL FUNDING	887,544	763,508	719,890	481,681	643,580

FY 2017 OBJECTIVES

- To provide safe and efficient residential garbage collection for customers

FY 2017 PERFORMANCE GOALS

- Limit all misses to less than 1%
- Properly clean and maintain residential garbage vehicles
- Respond to all complaints the day they occur
- Audit roll cart system
- Research automated collection trucks
- Research the need for a transfer station

RECYCLING
**PUBLIC SERVICES DEPARTMENT SUMMARY
RECYCLING DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	156,742	145,478	149,000	134,869	157,060
Operating	241,244	212,707	119,520	132,560	134,225
TOTAL USES	397,986	358,185	268,520	267,429	291,285
FTES	5	5	5		5
FUNDING SUMMARY					
General Fund	397,986	358,185	-	-	-
Solid Waste Fund	-	-	268,520	267,429	291,285
TOTAL FUNDING	397,986	358,185	268,520	267,429	291,285

FY 2017 OBJECTIVES

- To provide safe and efficient recyclable collection for residential customers
- Make the workplace environment as safe as possible
- Promote recycling to City of Aiken residents

FY 2017 PERFORMANCE GOALS

- Limit all misses to less than 1%
- Recycle 30% or more of the residential solid waste stream
- Properly clean and maintain recycling vehicles
- Research automated trucks
- Research a new schedule for recycling collection

YARD WASTE COLLECTION
**PUBLIC SERVICES DEPARTMENT SUMMARY
YARD WASTE COLLECTION DIVISION**

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Salaries	452,173	387,200	276,490	214,874	280,790
Operating	576,985	556,864	356,973	286,041	346,245
Capital	355,196	47	-	141,992	290,000
TOTAL USES	1,384,354	944,111	633,463	642,907	917,035
FTEs	12.0	12.0	9.0		9.0
FUNDING SUMMARY					
General Fund	1,384,354	944,111	-	-	-
Solid Waste Fund	-	-	633,463	642,907	917,035
TOTAL FUNDING	1,384,354	944,111	633,463	642,907	917,035

FY 2017 OBJECTIVES

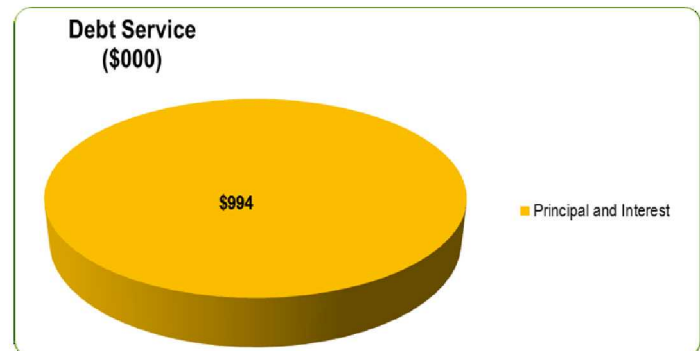
- To provide safe and efficient yard waste disposal to all areas of the city.

FY 2017 PERFORMANCE GOALS

- Limit complaints to less than 1%
- Properly clean and grease all equipment weekly
- Increase education to customers on the proper placement of yard trash

DEBT SERVICE

CITY BUDGET BY DEPARTMENT (FY 2017)		
DEBT SERVICE	(\$000)	FTE
Debt	\$ 994	-
Debt Service	\$ 994	-



HIGHLIGHTS

The City of Aiken has no external debt. All of this debt service is for interfund loans. The City has relied on Capital Project Sales tax as a funding mechanism for capital projects; therefore, has not had to issue debt. The Water and Sewer Enterprise Fund constructed a new water treatment plant using interfund borrowing from the General Fund. The \$3,763,000 plant will be paid for over 5 years. The Water and Sewer Fund also borrowed from the General Fund to purchase a small sewer system. The balance of that loan is at \$339,000. The General Fund anticipates borrowing \$222,000 from the Water and Sewer Fund for road repairs in 2016-17.

DEBT SERVICE SUMMARY

	2014 Actual	2015 Actual	2016 Budget	2016 Year-to-Date	2017 Approved
USES					
Other	67,569	57,713	1,024,645	817,773	994,050
TOTAL USES	67,569	57,713	1,024,645	817,773	994,050
FTEs	-	-	-	-	-
FUNDING SUMMARY					
General Fund					14,550
Water & Sewer Fund	46,701	46,279	966,645	760,606	979,500
N Side Crosland Park Fund	17,258	8,492			
Gem Lakes Fund	3,610	2,942	58,000	57,167	
TOTAL FUNDING	67,569	57,713	1,024,645	817,773	994,050

VI. CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

The City of Aiken's capital budget includes two types of projects: Capital Improvement Projects (CIPs) and Annual Projects. Capital Improvement Projects include those projects that are related to the acquisition, expansion or rehabilitation of an element of the city's infrastructure (physical improvements such as streets, water, wastewater, public buildings, parks, etc).

These projects typically have projected end dates. Annual Projects include, but are not limited to, maintenance work that is done on a routine basis, such as bike trail maintenance, open space maintenance, and roadway maintenance. Annual Projects are ongoing. CIP budgets are approved by project in total; however, City Council approval is also required for the actual implementation of the projects. Purchase orders and contracts related to these projects are presented to and approved by City Council.



Photo 70: Carolina Bay

The CIPs presented in the budget are only those projects that are requesting new budget approval in the upcoming budget year. There are many on-going CIPs other than those that are included in the budget book. The budget for CIPs is approved on a total project basis. After the end of each fiscal year, an analysis is prepared that compares each approved CIP budget to what was spent during the prior year. Any remaining budgeted, yet unspent, funds associated with CIPs are carried forward to the current year's budget using a budget adjustment prepared by the Finance Department. The budget adjustment is presented to City Council for approval in mid to late October. After approval, the working budget is updated to include the approved carry forward spending for these projects. The CIPs that have carry forward funds and no new funding in the upcoming budget year do not have CIP sheets in the current Capital Improvement Projects section of the budget book. Unspent budgets are not carried forward on Annual Projects.



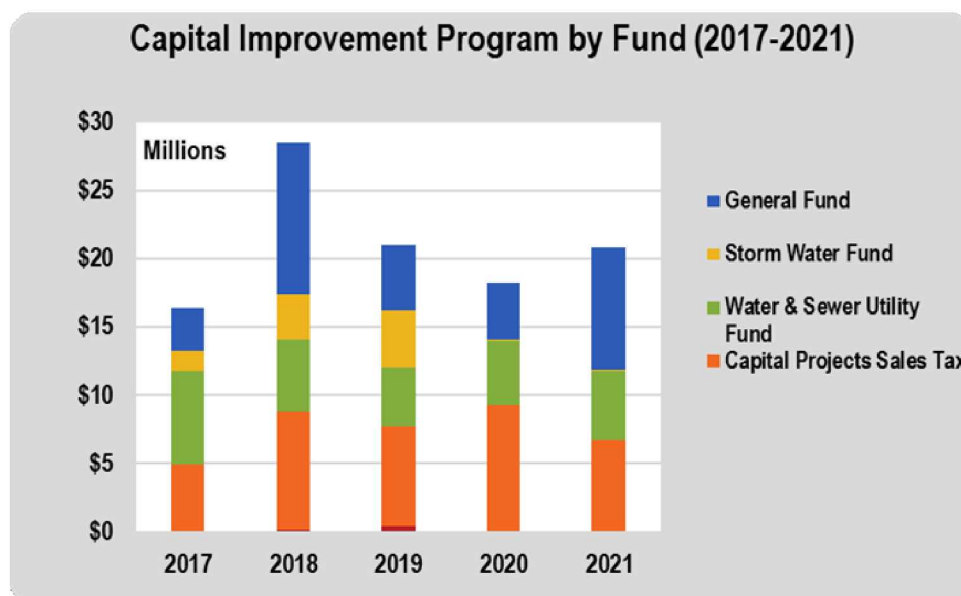
Photo 71: Eustis Park picnic shelter

The Capital Project budget sheets provide readers with cost estimates for the city's Annual Projects and CIPs for the next five years. Accordingly, the document includes descriptions, classifications, cost, funding source and other relevant facts for CIPs and Annual Projects for FY 2017 through FY 2021.

CAPITAL IMPROVEMENT PROGRAM BY FUND (2017-2021)

Fiscal Year	2017	2018	2019	2020	2021	TOTAL (\$000)
FUND						
General Fund	\$3,133	\$11,102	4,802	4,140	8,979	32,156
Stormwater Fund	1,500	3,353	4,100	100	100	9,153
Water & Sewer Utility Fund	6,835	5,269	4,332	4,738	4,994	26,168
Capital Projects Sales Tax	4,855	8,640	7,368	9,269	6,737	36,869
Airport	100	142	386	-	-	627
TOTAL	\$16,423	\$28,505	\$20,988	\$18,246	\$20,810	\$104,972

Our Capital Improvements Program (CIP) is codified in the City Code. Annually, the Planning Commission is required to develop a list of recommended capital improvement projects (projects that exceed \$100,000) that are to be constructed over the next five year period, in preferential order, and submit it to the City Manager. The Planning Commission studies proposed projects and the effect the development will have on surrounding areas and makes recommendations on these projects to the Aiken City Council. The CIP plans for growth for the City of Aiken for the next five years. The purpose is to identify the major needs for infrastructure, new facilities or major improvements to existing facilities and major equipment needs. The CIP only includes purchases and projects greater than \$100,000. The CIP is modified as needs change or evolve. Projects listed do not necessarily have a funding source, but are considered a priority in planning. Items that will be funded by the current operating budget are included as capital outlay in the budget for 2016-2017. Since 2001 the city has relied on the Capital Project Sales Tax as a funding source for major capital items. Those projects were approved by the voters on a county-wide referendum and are not included in the annual operating budget.



CAPITAL PROJECTS FUNDED BY HOSPITALITY TAX

Projects and equipment with a cost of less than \$100,000 included in the operating budget do not go through the planning commission approval process. The capital budget for hospitality tax dollars for fiscal year 2017 includes \$400,000 for roads and \$750,000 for a downtown parking garage. The hospitality tax was reaffirmed by City Council in 2016. The hospitality tax fund also covers non-capital expenditures related to tourism advertising.

Fiscal Year	2017
Hospitality Tax Fund	
Engineering & Utilities - Roads	\$ 400,000
Parks, Recreation and Tourism - Tourism	170,800
Buildings and Grounds - Parking Garage	750,000
TOTAL	\$1,320,800

Account detail for the Hospitality Tax fund can be found in Appendix C and Appendix D.

CAPITAL IMPROVEMENT PROGRAM BUDGET

Fiscal Year	2017	2018	2019	2020	2021	TOTAL (\$000)
General Fund						
Dougherty Road Improvements	\$738	\$1,000	\$3,102	\$3,250	\$-	\$8,090
Pawnee - Neilson Connector	257	1,012	1,510	-	-	2,779
Hitchcock Parkway Corridor Improvements	500	8,200	-	-	-	8,700
Purchase New Engine/Pumper	300	-	-	-	-	300
Parks Operation Center Roof Replacement	250	-	-	-	-	250
Weeks Center Renovations & HVAC Replacement	340	-	-	-	1,339	1,679
Sidewalk - Curb and Gutter Renovations	140	140	140	140	140	700
Aiken County Farmers Market Restrooms	158	-	-	-	-	158
Virginia Acres Demolition & Construction	350	-	-	-	-	350
Citizens Park I Playground Replacement	-	125	-	-	-	125
HVAC Replacement - AECOM PA Center	-	300	-	-	-	300
Rye Patch Stables Renovations - Phase II	100	-	-	-	-	100
Virginia Acres Park Playground Replacement	-	-	50	-	-	50
Smith-Hazel Park Playground Replacement	-	-	-	350	-	350
Public Safety Surveillance System	-	-	-	400	-	400
Citizens Park Playground & Spray Ground Renovation	-	325	-	-	-	325
Citizens Park Phase V	-	-	-	-	7,500	7,500
TOTAL	\$3,133	\$11,102	\$4,802	\$4,140	\$8,979	\$32,156
Storm Water Fund						
Chesterfield Railroad Storm Water	\$1,200	\$538	\$-	\$-	\$-	\$1,738
Storm Water Infrastructure	100	1,088	100	100	100	1,488
Sand River Drainage	200	1,727	4,000	-	-	5,927
TOTAL	\$1,500	\$3,353	\$4,100	\$100	\$100	\$9,153
Water & Sewer Utility Fund						
Sanitary Sewer Infrastructure	\$4,634	\$4,569	\$4,332	\$4,538	\$4,744	\$22,817
Water Infrastructure	200	-	-	-	-	200
New Purchase 3,500 Gallon Vacuum Truck	365	-	-	-	-	365
Replace Pine Log HS Pump	350	350	-	-	-	700
New Purchase Dump Trucks	124	-	-	-	-	124
Vale Water Line	704	-	-	-	-	704
Generators and Rewiring	223	-	-	-	-	223
Paint York Tank	225	-	-	-	-	225
South Wood Discharge Assemblies	10	-	-	-	-	10
Paint Chesterfield Street 1.0 mg Tank	-	350	-	-	-	350
Replace Shaw's Creek Electrical Panel	-	-	-	200	-	200
Lime Slurry System	\$-	\$-	\$-	\$-	\$250	\$250
TOTAL	\$6,835	\$5,269	\$4,332	\$4,738	\$4,994	\$26,168

Fiscal Year	2017	2018	2019	2020	2021	TOTAL (\$000)
Capital Projects Sales Tax						
Eustis Park Senior/Youth Center	\$1,500	\$2,908	\$-	\$-	\$-	\$4,408
Public Safety Headquarters Renovation	100	800	-	-	-	900
Street Resurfacing Projects	500	500	500	500	500	2,500
Powderhouse & Centennial Pkwy Connectors	-	-	1,148	4,119	6,237	11,504
Connector Road from Dougherty to Aiken Mall	180	715	1,070	-	-	1,965
Municipal Building Expansion	1,250	-	-	-	-	1,250
Northside Park - Master Plan/Construction	150	2,561	-	-	-	2,711
University Parkway Widening	375	875	4,650	4,650	-	10,550
Sidewalk Development at Public Schools	800	-	-	-	-	800
Northside Park - Landfill	-	281	-	-	-	281
TOTAL	\$4,855	\$8,640	\$7,368	\$9,269	\$6,737	\$36,869
Airport						
Crack Sealing and Remarketing R/W 1/19	\$100	\$-	\$-	\$-	\$-	\$100
Install Security Fence Across Parcel #2	-	142	-	-	-	142
Property Acquisition Adjacent to Airport	-	-	386	-	-	386
TOTAL	\$100	\$142	\$386	\$-	\$-	\$627
GRAND TOTAL	\$16,423	\$28,505	\$20,988	\$18,246	\$20,810	\$104,972

VII. REFERENCES

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VIII. APPENDICES

APPENDICES A-G

APPENDIX A BUDGET ORDINANCES

ORDINANCE NO. o6202016 D_

AN ORDINANCE ADOPTING A BUDGET PROPOSED BY THE CITY MANAGER, CONTAINING ESTIMATES OF PROPOSED REVENUES AND EXPENDITURES BY THE CITY OF AIKEN FOR THE FISCAL YEAR BEGINNING JULY 1, 2016, AND ENDING JUNE 30, 2017, AND DECLARING THAT IT SHALL CONSTITUTE THE BUDGET OF THE CITY OF AIKEN.

WHEREAS, pursuant to the laws of the State of South Carolina, and the Charter and Ordinances of the City of Aiken, the City Manager is required to submit to the Council a Budget and explanatory message for the next fiscal year beginning July 1, 2016, and ending June 30, 2017, and

WHEREAS, the City Manager has prepared and filed such proposed budget in triplicate with the City Clerk; and it has since been in the office of said City Clerk and open for public inspection; and

WHEREAS, this ordinance contains the budgets for the General Fund, Water and Sewer Fund, Stormwater Fund, Aiken Theater, Solid Waste Fund, Local Accommodations Tax, LOP Sunday Alcohol Fund, Hospitality Tax, Victim Services, Aiken Municipal Airport, Community Development Grant, Ventures Industrial Park, Northside Development, Crosland Park, Transportation and Public Safety Improvement Fund, and Road Maintenance Fund budgets; and

WHEREAS, the Mayor and City Council recognize that the prevention of accidental losses affecting employees, property, and the public will enhance the operating efficiency of City government; and

WHEREAS, a pro-active loss control posture requires that sound loss prevention measures are of primary consideration and take precedence over expediency in all operations.

WHEREAS, a public hearing has been had on the ordinance, as required by law.

NOW, THEREFORE, BE IT RESOLVED that the City will endeavor to provide a work environment free of recognized hazards through the establishment and implementation of loss control policies and procedures, and their subsequent amendments and additions, designed to provide protection to City employees, public and private property, and members of the public.

BE IT FURTHER RESOLVED that the City will support compliance with all Federal and State safety regulations; provide and require the use of personal protective equipment by all employees; and insure that all employees are advised of and understand their loss control responsibilities in the performance of their work.

NOW, THEREFORE, THE COUNCIL OF THE CITY OF AIKEN HEREBY ORDAINS THAT:

Sec. 1: Council hereby adopts the annexed and approved revenues and expenditures for the various purposes named in it and set forth for the conduction of the business of the government of the City of Aiken for the fiscal year beginning July 1, 2016, and ending June 30, 2017, and that it shall constitute the official annual budget of the City of Aiken for that fiscal year.

Sec. 2: Funds obtained from any sources may be used for any of the appropriations named in this budget, except funds specifically restricted by city ordinance or by state law.

Sec. 3: City Council will commit the fund balance of the following funds: the AECOM Theatre Fund, the Economic Reinvestment Fund, the Ventures Industrial Park Fund, the Verenes Industrial Park Fund, and Willow Run Industrial Park Fund. The fund balance will be committed for the specific purposes of each named fund.

Sec. 4: (a) The City Manager, without prior approval by City Council, may transfer sums among line items in the budget within a city department for the purpose of accomplishing the objectives set forth therein, providing needed public services, or providing funds for emergencies, and all such variances over the budget by 20% shall be reported to City Council monthly if the dollar amount of the overage exceeds \$5,000.

(b) The transfer of sums in the budget from one city department to another may be made by the City Manager with the prior approval of City Council through adoption of a resolution or other appropriate action.

(c) Prior to June 30, 2017, or as soon thereafter as possible, City Council shall review and approve by ordinance all interdepartmental and intradepartmental transfers of sums in the aforesaid budget made during the fiscal year. For purposes of satisfying this requirement, it shall be suitable for City Council to review the annual audit report from the City's auditor who shall provide a detailed accounting of all interdepartmental and intradepartmental transfers of sums during the fiscal year.

(d) The City Manager shall be authorized to make expenditures not exceeding \$1,000 from the Contingency Fund for unanticipated or emergency circumstances not covered by this budget without approval by City Council. The City Manager may make expenditures therefrom exceeding \$1,000 for such circumstances where it is not feasible to obtain prior approval by Council and shall report such

expenditures to Council by the end of the month next succeeding the expenditure for review and approval.

Sec. 5: All ordinances or parts of ordinances conflicting with the provisions of this ordinance are hereby repealed to the extent necessary to give full effect to this ordinance.

Sec. 6: Should any part of this ordinance be held invalid or unenforceable by a court of competent jurisdiction, it is the express legislative intent of City Council that the remaining provisions thereof shall be severable and shall continue in full force and effect.

Sec. 7: This Ordinance shall take effect and be in force from July 1, 2016, and thereafter.

ADOPTED by the Council of the City of Aiken this 20th day of June, 2016, a quorum being present and voting.



Rick N. Osbon, Mayor

ATTEST:



Sara B. Ridout, City Clerk

Introduced: June 6, 2016

Final Reading and Adoption: June 20, 2016

Approved: 
City Attorney

ORDINANCE NO. 06202016 C_____

AN ORDINANCE TO PROVIDE FOR THE LEVY OF TAXES FOR ORDINARY CITY PURPOSES IN THE CITY OF AIKEN FOR THE FISCAL YEAR BEGINNING JULY 1, 2016, SET THE MILLAGE AT SIXTY-TWO (62) MILLS AND TO PROVIDE FOR THE EXPENDITURES THEREOF.

THE COUNCIL OF THE CITY OF AIKEN HEREBY ORDAINS:

Sec. 1: There shall be, and is hereby levied, upon all the taxable property of the City of Aiken for ordinary purposes, for the fiscal year beginning July 1, 2016, and ending June 30, 2017, a tax of sixty-two (62) mills upon each one dollar (\$1) of taxable property in the City of Aiken. These funds are to be used to pay the amounts appropriated for the budget duly adopted for the fiscal year July 1, 2016, through June 30, 2017.

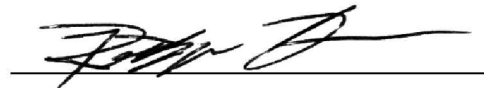
Sec. 2: That City Budget, adopted as stated, is annexed and made a part and parcel of this Ordinance.

Sec. 3: That should any part of this Ordinance be held invalid by a court of competent jurisdiction, it is the intent of Council that all remaining provisions shall be severable and shall continue to be in full force and effect.


Sec. 4: That all ordinances or parts of ordinances conflicting with the provisions of this Ordinance are hereby repealed, insofar as the same affect this Ordinance.

Sec. 5: That this Ordinance shall take effect and be in force from and after July 1, 2016.

ADOPTED AND APPROVED by the Council of the City of Aiken on the 20th day of June, 2016.



Rick N. Osbon, Mayor

Attest: 

Sara B. Ridout, City Clerk

Introduced: June 6, 2016

Final Reading: June 20, 2016

Approved: 
City Attorney

APPENDIX B FISCAL POLICIES

UNRESTRICTED FUNDS

Unrestricted general fund balance will be maintained at a sufficient level to provide for resources to:

- maintain creditworthiness with bond rating agencies
- ensure short term cash is available for anticipated expenditures or when revenue is unavailable
- provide for investment income and
- provide for stable tax rates.

Unrestricted fund balance does not include non-spendable fund balance or restricted fund balance.

Non-spendable fund balance includes inventories and long term receivables. Restricted fund balance has limitations imposed by grantors, creditors, laws of other governments or enabling legislation or other external constraints.

Assigned fund balance is a component of unrestricted fund balance that has designated by the City Manager for a specific purpose (such as replacement of equipment, departmental projects and insurance deductibles).

It is a goal that the unassigned fund balance in the General Fund should represent no less than two months (16 %) of the current operating budget. The unassigned General Fund balance will be maintained at 95% liquidity, which should be sufficient to provide funding for necessary projects and meet unanticipated contingencies or fiscal emergencies.

The unrestricted fund balance in the General Fund should represent no less than four months (33 % of the current operating budget, recognizing that the assignments are for replacement of equipment, departmental projects and insurance deductibles.

The foregoing General Fund balance parameters will be calculated in September of each year, or as soon as the annual audit is completed, using the audited fund balance and the current fiscal year operating budget. If the unassigned fund balance does not meet the minimum amount, the new budget should address the issue. This calculation shall be used as the initial point for developing the ensuing fiscal year operating budget.

BUDGETARY AND ACCOUNTING SYSTEMS

The City of Aiken, South Carolina (the "City") operates in conformity with accounting principles generally accepted in the United States of America (GAAP) as applied to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The more significant of the city's accounting policies are described below.

Budgeting

Budgets are adopted on a basis consistent with GAAP. Annual appropriated budgets are legally adopted for the General Fund, Crosland Park Fund, Aiken Municipal Airport Fund, Community Development Block Grant Fund, Victim Services Fund, Industrial Parks Fund, Capital Development Local Accommodations Tax Fund, AECOM Theater Fund, Northside Redevelopment Fund, LOP Sunday Alcohol Fund, Water and Sewer System Fund, Solid Waste Fund and the Stormwater Fund.

Basis of Accounting

The City of Aiken's proprietary, fiduciary, and agency funds use the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

ACCOUNTING POLICIES

Cash and Investments

The City of Aiken maintains a cash and investment pool in which the General fund and all funds share. Each fund's portion of the pool is displayed on its respective balance sheet as pooled cash and investments and includes non-pooled cash and investments separately held. Interest is allocated to each fund monthly based on its average monthly balance.

Capital Assets

Capital assets, which include property, plant, equipment, and infrastructure assets, are reported in the applicable governmental or business-type activities column in the government-wide financial statements. Capital assets are defined by the City as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year.

FUND ACCOUNTING

The accounts of the City of Aiken are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. The fund balance of each fund is the excess of an entity's assets over its liabilities.

Revenues and Expenditures

Governmental funds use the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the city considers property tax revenues to be available if they are collected within 30 days of the end of the current fiscal period, however, revenues other than property taxes and grants are considered available if they are collected within 60 days of the end of the current fiscal period and grant revenues are considered available if they are collected within 120 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. Property taxes, licenses, charges for services, and investment income associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the city.

APPENDIX C DETAILED REVENUES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014-15	2015-16	2015-16	2016-17
		PRIOR YEAR ACTUAL	Y-T-D ACTUAL	BUDGET	MANAGER RECOMMEND
General Fund					
001-0000-311.10-00	Real Property Taxes	7,946,814	7,960,191	8,025,000	8,061,800
001-0000-311.10-10	Prior Years' Taxes	55,205	59,061	120,000	80,000
001-0000-311.10-30	Merchants Furn Fix Eq Tax	889,817	924,676	825,000	890,000
001-0000-311.10-40	Personal Property Taxes	26,013	23,944	27,600	27,800
001-0000-311.20-00	Vehicle Taxes	903,580	694,144	900,000	930,000
001-0000-312.10-00	Homestead Reimbursement	442,942	449,534	440,000	445,000
001-0000-319.05-00	Penalties Current Taxes	38,363	33,809	40,000	40,000
001-0000-319.10-00	Penalties Prior Taxes	17,993	15,006	21,000	19,000
	Tax Revenue	10,320,727	10,160,365	10,398,600	10,493,600
001-0000-321.50-30	Cable	416,546	317,483	420,000	416,000
001-0000-321.50-35	Cable - Other Misc	5,345	17,061	8,000	20,000
001-0000-321.50-40	Aiken Electric	191,244	204,569	204,000	208,000
001-0000-321.50-50	SCE & G	1,529,497	0	1,440,000	1,504,000
001-0000-321.50-60	Utilities	775,727	679,023	768,000	791,300
001-0000-321.50-70	Storm Water	35,102	49,644	56,850	57,300
001-0000-321.60-00	Prof & Occup Bus Licenses	2,235,525	2,366,048	2,350,000	2,310,000
001-0000-321.60-10	Ins Co Premium Licenses	3,598,188	135,883	3,380,000	3,480,000
001-0000-321.60-80	City Solid Waste License	0	0	75	2,430
001-0000-322.10-10	Building Permits	135,317	128,476	145,000	135,000
001-0000-322.10-20	Electrical Permits	6,871	4,746	6,000	5,500
001-0000-322.10-30	Plumbing Permits	9,807	7,848	9,000	9,000
001-0000-322.10-40	Gas, Heat, Air Permits	12,775	9,622	10,000	10,000
001-0000-322.60-00	Animal Licenses	1,198	902	750	750
001-0000-323.10-00	Telecommunications	151,508	142,695	135,000	140,000
	License & Permit Revenue	9,104,650	4,064,000	8,932,675	9,089,280
001-0000-331.20-20	FEMA Grant	1,233,439	94,865	0	0
001-0000-331.30-15	DOJ/ATF&E Task Force	5,610	4,225	0	0
001-0000-331.30-90	Bullet Proof Vest Grant	7,905	2,374	4,000	4,000
001-0000-334.10-10	PRT State Grant	45,322	405	52,800	40,835
001-0000-334.20-50	Palmetto Pride Grant	4,200	0	0	0
001-0000-334.60-20	Highway Safety Mini-Grant	0	0	40,000	0
001-0000-335.10-00	Merchants Inventory Tax	139,593	139,593	139,590	139,590
001-0000-335.30-00	Accommodations Tax	41,073	28,000	55,000	35,000
001-0000-335.30-10	A-Tax Committee Award	9,800	0	14,000	10,000
001-0000-335.30-20	Tourism 30% Allocation	113,000	0	165,000	145,000
001-0000-335.50-00	Manufacturers Exempt Prog	1,985	0	0	1,800
001-0000-335.60-00	Local Gov Distribution	640,652	346,537	637,000	645,000

<u>ACCOUNT NUMBER</u>	<u>ACCOUNT DESCRIPTION</u>	2014-15	2015-16	2015-16	2016-17
		<u>PRIOR YEAR</u>	<u>Y-T-D</u>	<u>BUDGET</u>	<u>MANAGER</u>
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>RECOMMEND</u>
001-0000-335.70-00	Traffic Signal Maint Reim	115,476	96,900	121,000	122,000
001-0000-335.80-00	Motor Carriers Fee	54,139	69,298	50,000	50,000
001-0000-338.40-00	School Dist Resource Ofcr	121,000	121,000	121,000	121,000
001-0000-338.70-00	E-911 Aiken County Funds	21,613	75,838	427,975	41,000
001-0000-339.10-00	Housing Authority PILOT	2,361	2,146	2,000	2,000
	Intergovernmental Revenue	2,557,168	981,181	1,829,365	1,357,225
001-0000-341.30-10	Planning Fees	20,281	28,638	18,000	22,000
001-0000-342.10-10	Paid Special Events	77,756	57,871	110,000	75,000
001-0000-342.20-10	Fire Protection Water Sys	1,374,033	1,146,300	1,347,000	1,329,000
001-0000-342.20-20	Suburban Fire	142,505	128,448	120,000	100,000
001-0000-342.20-30	College Acres Fire	52,600	52,600	52,600	52,600
001-0000-342.40-10	Building Plan Review Fees	66,478	60,860	63,500	63,500
001-0000-344.30-00	Garbage Collection	2,147,636	272	0	0
001-0000-344.30-11	Special Request Pick Up	9,880	0	0	0
001-0000-344.30-13	Backyard Pickup Garbage	8,115	51	0	0
001-0000-344.30-14	Additional Cart Pick Up	15,680	340	0	0
001-0000-344.30-20	Commercial Container Rent	-25	0	0	0
001-0000-344.30-21	Downtown Commercial Garb	30,929	277	0	0
001-0000-344.40-00	Scrap Recycling Revenue	5,797	31	0	0
001-0000-344.50-00	Sale Of Composting Bins	-50	0	0	0
001-0000-344.55-00	Sale of Rollcarts	5,155	2,075	0	0
001-0000-347.20-10	Smith Hazel Swimming Pool	4,221	2,097	4,000	4,200
001-0000-347.20-11	Swimming Lessons	7,565	4,045	8,000	7,500
001-0000-347.30-10	Recreation Activities	55,357	47,162	56,000	56,000
001-0000-347.30-11	Tennis Memberships	32,525	24,450	31,000	31,000
001-0000-347.30-12	Tennis Court Reserve Fees	3,530	3,235	3,000	3,500
001-0000-347.30-13	Tennis Tournaments	11,214	250	14,000	12,000
001-0000-347.30-14	Tennis Activities	38,571	28,982	47,000	38,000
001-0000-347.30-20	County Surcharge Rec Fees	22,432	15,154	26,000	22,500
001-0000-347.30-30	Athletic Activities	7,100	7,136	4,500	7,500
001-0000-347.31-01	Hopelands Garden Programs	8,547	16,174	6,500	7,500
001-0000-347.31-02	Camps Summer Xmas Weeks	36,529	18,578	33,000	40,000
001-0000-347.31-03	Craft Shows Weeks	16,610	18,521	16,000	18,500
001-0000-347.31-05	Youth Activities Weeks	2,400	3,790	2,500	3,200
001-0000-347.31-06	Christmas in Hopelands	8,090	6,993	6,000	7,500
001-0000-347.31-07	Senior Extravaganza	23,210	28,275	22,000	26,850
001-0000-347.31-08	Senior Adult Program Week	3,295	2,609	6,000	3,500
001-0000-347.31-09	Special Outside EvntWeeks	2,513	7,433	3,500	2,500
001-0000-347.31-10	Small Special Event Weeks	1,176	776	2,000	1,200

<u>ACCOUNT NUMBER</u>	<u>ACCOUNT DESCRIPTION</u>	2014-15	2015-16	2015-16	2016-17
		PRIOR YEAR	Y-T-D	BUDGET	MANAGER
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>RECOMMEND</u>
001-0000-347.31-11	Sport Special Weeks	3,234	3,076	2,200	1,650
001-0000-347.31-12	Ceramics	3,668	2,759	4,500	4,000
001-0000-347.31-13	Public Trips	14,325	9,999	15,000	15,000
001-0000-347.31-15	Fun Funds Donations	577	121	100	250
001-0000-347.31-51	Black History Month	1,801	1,485	1,000	1,500
001-0000-347.31-52	Camps and Afterschool SH	25,976	16,955	28,000	26,000
001-0000-347.31-53	Senior Activities SH	1,532	715	1,400	1,400
001-0000-347.31-56	Small Special Event SH	530	1,237	1,500	750
001-0000-347.31-57	Small Special Event AVCTM	520	550	750	600
001-0000-347.33-01	Youth Baseball	67,234	45,665	66,000	66,000
001-0000-347.33-02	Youth Softball	21,002	17,283	24,500	24,500
001-0000-347.33-03	Youth Soccer	69,063	66,243	71,000	71,000
001-0000-347.33-04	Youth Basketball	28,191	26,530	30,000	27,000
001-0000-347.33-05	Youth Camps	1,140	0	2,000	1,200
001-0000-347.33-09	Youth Football	9,795	19,777	9,000	30,000
001-0000-347.33-10	Volleyball	5,001	9,022	5,000	7,000
001-0000-347.33-12	Adult Flag Football	0	2,800	1,000	2,800
001-0000-347.33-18	Youth Cheerleading	4,382	2,375	4,000	2,300
001-0000-347.33-20	Triple Crown Events	0	69	0	0
001-0000-347.40-10	Sports Complex Concession	7,526	2,830	7,500	7,500
001-0000-347.40-30	Vending Machine Concession	2,345	1,495	500	1,500
001-0000-347.50-10	Sports Complex	28,932	10,703	37,000	37,000
001-0000-347.50-20	Admissions TourBus Revenue	23,785	23,325	22,000	23,000
001-0000-347.60-01	Baseball Tournaments	10,393	25,574	15,000	15,000
001-0000-347.60-10	Paid Special Events	1,501	1,584	2,000	2,000
001-0000-348.10-00	Gas Charges	240	200	0	240
	Charges For Srvc Revenue	4,574,348	2,005,795	2,353,050	2,304,240
001-0000-351.10-00	Police Fines & Forfeiture	473,885	422,631	500,000	475,000
001-0000-351.20-00	Other Revenue Police	4,237	6,046	4,200	7,200
001-0000-351.30-00	Court Costs	658,333	580,641	580,000	648,000
001-0000-352.10-00	Returned Check Charge	570	485	400	400
001-0000-352.20-00	Penalty For Late Payment	4,991	2,680	1,000	1,000
001-0000-352.30-00	Debt Set Off Charge	990	1,080	0	0
001-0000-352.40-10	Service Fees	3,892	2,144	2,500	2,000
	Fines Revenue	1,146,898	1,015,707	1,088,100	1,133,600
001-0000-361.10-00	Investments Int Earned	3,887	26,285	15,000	25,000
001-0000-361.20-00	Notes Interest Earned	3,424	75,824	2,500	39,320
001-0000-363.10-00	Rent	-100	0	0	0
001-0000-363.10-40	Municipal Auditorium Rent	52,395	47,050	60,000	52,000
001-0000-363.10-41	Municipal Bldg Ext Rent	-9,699	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014-15	2015-16	2015-16	2016-17
		PRIOR YEAR	Y-T-D	BUDGET	MANAGER
		ACTUAL	ACTUAL	BUDGET	RECOMMEND
001-0000-363.10-43	Newberry St Ground Lease	12,036	10,030	12,000	12,000
001-0000-363.10-50	Rye Patch, Hopelands Rent	24,691	38,947	30,000	30,000
001-0000-363.10-70	Recreation Facility Rent	49,097	53,300	50,000	50,000
001-0000-363.10-71	Racquetball Court Rent	2,696	1,507	3,500	2,800
001-0000-363.10-72	Farmers Market Table Rent	15,940	11,502	10,000	12,000
001-0000-363.10-74	Price Avenue	600	300	0	0
001-0000-363.10-75	Weeks Fitness Room Rent	10,676	9,130	14,000	12,000
001-0000-363.10-76	Aiken Visitor Train Museum	3,377	3,510	2,500	2,500
001-0000-363.10-77	PRT Equipment Rent	1,649	1,730	1,000	1,000
001-0000-363.10-78	Splash Pad Rent	2,019	1,140	1,700	1,700
001-0000-365.20-00	Restricted Donations	284	1,050	0	0
001-0000-365.20-02	Corporate Donations	12,000	0	0	0
001-0000-365.20-80	SCMIT Equip Reimbursement	6,000	4,000	0	2,000
001-0000-366.10-10	Miscellaneous Revenue	19,247	32,853	20,000	15,000
001-0000-366.10-30	PS Instructional Schools	180	0	0	0
001-0000-366.10-40	Insurance Claims Reimburs	32,221	94,994	20,000	20,000
001-0000-366.10-42	Workers Comp Exchange	0	2,080	0	0
001-0000-366.10-45	Demolition of Vacant Home	8,864	3,060	5,000	2,000
001-0000-366.10-60	Sale of Property	49,901	93,852	50,000	50,000
001-0000-366.10-61	Sale of PSafety Equipment	3,241	0	3,000	0
001-0000-366.10-72	Festivals/Special Events	700	200	1,000	1,000
	Use Of Money&Prop Revenue	305,326	512,344	301,200	330,320
001-0000-391.10-10	Admin Reimb by Water&Sewr	168,160	246,167	295,400	295,400
001-0000-391.10-20	Admin Reimb by Stormwater	14,041	19,858	22,680	22,920
001-0000-391.10-80	Admin Reimb by Solid Wast	0	43,113	51,735	49,600
001-0000-391.30-20	Holding Funds Transfer	0	11,225	301,764	512,750
001-0000-391.30-30	Depreciation Fnd Transfer	0	927,891	869,566	1,886,205
	Other Financing Sources	182,201	1,248,254	1,541,145	2,766,875
* General Fund		28,191,318	19,987,646	26,444,135	27,475,140

Water & Sewer Fund

002-0000-344.40-00	Scrap Recycling Revenue	9,569	21,776	0	7,500
002-0000-345.00-00	Water Revenue	7,982,967	6,996,265	7,925,000	7,936,030
002-0000-346.00-00	Sewer Revenue	6,689,618	5,744,914	6,700,000	7,127,000
	Charges For Srvs Revenue	14,682,154	12,762,955	14,625,000	15,070,530
002-0000-352.10-00	Returned Check Charge	8,361	7,350	9,000	9,000
002-0000-352.20-00	Penalty For Late Payment	332,243	271,625	300,000	285,000

<u>ACCOUNT NUMBER</u>	<u>ACCOUNT DESCRIPTION</u>	2014-15	2015-16	2015-16	2016-17
		PRIOR YEAR	Y-T-D	BUDGET	MANAGER
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>RECOMMEND</u>
002-0000-352.30-00	Debt Set Off Charge	7,120	1,700	0	0
002-0000-352.40-20	Surcharge Fees	-6,649	-9,853	0	0
	Fines Revenue	341,075	270,822	309,000	294,000
002-0000-361.10-00	Investments Int Earned	15,491	35,074	30,000	26,000
002-0000-361.20-00	Notes Interest Earned	11,326	0	0	650
002-0000-361.30-00	Restricted Int Earned	33	0	0	0
002-0000-363.10-11	Water Tank Area Rent	45,578	45,617	45,000	72,260
002-0000-363.10-80	Fire Hydrants Rent	3,500	2,917	3,500	3,500
002-0000-365.20-80	SCMIT Equip Reimbursement	3,739	2,000	2,000	2,000
002-0000-366.10-10	Miscellaneous Revenue	9,603	16,600	5,000	5,000
002-0000-366.10-40	Insurance Claims Reimburs	12,751	27,560	5,000	5,000
002-0000-366.10-42	Workers Comp Exchange	0	157	0	0
002-0000-366.10-43	Engineering Plans & Spec	51	0	0	0
002-0000-366.10-60	Sale of Property	31,496	1,395	0	0
	Use Of Money&Prop Revenue	133,568	131,320	90,500	114,410
002-0000-375.10-00	Water Meters	41,767	43,501	40,000	40,000
002-0000-375.20-00	Water Taps	8,753	14,054	10,000	8,000
002-0000-375.30-10	Initial Turn On Charge	123,008	104,306	106,000	123,000
002-0000-375.30-20	Reconnect Cut On Charge	79,440	71,380	75,000	70,000
002-0000-376.20-00	Sewer Taps	6,000	3,900	7,000	3,500
002-0000-377.10-00	Water Impact Fee	121,632	109,953	75,000	100,000
002-0000-377.20-00	Sewer Impact Fee	60,323	51,583	45,000	50,000
002-0000-377.30-00	Road Repair Fee	1,400	9,600	0	0
	Service/Equip Fee Revenue	442,323	408,277	358,000	394,500
002-0000-391.30-20	Holding Funds Transfer	0	0	0	105,000
002-0000-391.30-30	Depreciation Fnd Transfer	0	1,313,555	2,190,154	1,212,935
	Other Financing Sources	0	1,313,555	2,190,154	1,317,935

* **Water & Sewer Fund** 15,599,120 14,886,929 17,572,654 17,191,375

AECOM Theater

004-0000-347.10-09	Paid Special Overtime	2,359	2,450	1,500	1,800
004-0000-347.50-30	Playhouse Ticket \$1	14,596	10,627	14,000	13,000
	Charges For Srvc Revenue	16,955	13,077	15,500	14,800
004-0000-361.10-00	Investments Int Earned	14	5	0	0
004-0000-363.10-44	Theater Conference Rent	15,150	14,246	10,000	11,000
004-0000-365.70-30	Support Contributions	21,709	22,219	22,000	22,500
	Use Of Money&Prop Revenue	36,873	36,470	32,000	33,500
004-0000-391.30-79	Optg Tran Fr Fund 014	0	0	26,000	0

<u>ACCOUNT NUMBER</u>	<u>ACCOUNT DESCRIPTION</u>	2014-15	2015-16	2015-16	2016-17
		PRIOR YEAR <u>ACTUAL</u>	Y-T-D <u>ACTUAL</u>	<u>BUDGET</u>	MANAGER <u>RECOMMEND</u>
004-0000-391.30-85	Optg Tran Fr Fund 007	5,000	45,000	45,235	4,450
004-0000-391.30-86	Optg Tran Fr Fund 020	68,142	25,000	25,000	80,005
	Other Financing Sources	73,142	70,000	96,235	84,455

*	AECOM Theater	126,970	119,547	143,735	132,755

Storm Water Fund

006-0000-349.00-00	Storm Water	702,030	992,619	1,143,000	1,144,000
	Charges For Srvc Revenue	702,030	992,619	1,143,000	1,144,000
006-0000-352.20-00	Penalty For Late Payment	0	2,343	0	0
	Fines Revenue	0	2,343	0	0
006-0000-361.10-00	Investments Int Earned	2,650	4,727	2,927	3,000
006-0000-366.10-40	Insurance Claims Reimburs	0	2,960	0	0
006-0000-366.10-42	Workers Comp Exchange	1,870	0	0	0
006-0000-366.10-60	Sale of Property	510	15,610	0	0
	Use Of Money&Prop Revenue	5,030	23,297	2,927	3,000
006-0000-391.30-10	Other Funds Transfer	0	0	200,000	0
006-0000-391.30-30	Depreciation Fnd Transfer	0	0	0	359,540
	Other Financing Sources	0	0	200,000	359,540

*	Storm Water Fund	707,060	1,018,259	1,345,927	1,506,540
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Local Accommodations Tax

007-0000-312.30-10	Local Accomodations Tax	572,876	404,151	550,000	530,000
	Tax Revenue	572,876	404,151	550,000	530,000
007-0000-361.10-00	Investments Int Earned	611	961	635	800
	Use Of Money&Prop Revenue	611	961	635	800

*	Local Accommodations Tax	573,487	405,112	550,635	530,800
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Local Hospitality Tax

014-0000-312.30-20	Local Hospitality Tax	102,860	1,037,672	1,200,000	1,320,000
	Tax Revenue	102,860	1,037,672	1,200,000	1,320,000
014-0000-361.10-00	Investments Int Earned	0	778	0	800
	Use Of Money&Prop Revenue	0	778	0	800

<u>ACCOUNT NUMBER</u>	<u>ACCOUNT DESCRIPTION</u>	2014-15	2015-16	2015-16	2016-17
		PRIOR YEAR <u>ACTUAL</u>	Y-T-D <u>ACTUAL</u>	<u>BUDGET</u>	MANAGER <u>RECOMMEND</u>
* Local Hospitality Tax					
		102,860	1,038,450	1,200,000	1,320,800
LOP Sunday Alcohol Fund					
020-0000-335.90-00	Alcohol Bev License Fee	72,200	79,700	72,000	76,000
	Intergovernmental Revenue	72,200	79,700	72,000	76,000
020-0000-361.10-00	Investments Int Earned	51	92	0	0
	Use Of Money&Prop Revenue	51	92	0	0
020-0000-391.30-20	Holding Funds Transfer	0	0	0	4,005
	Other Financing Sources	0	0	0	4,005
* LOP Sunday Alcohol Fund					
		72,251	79,792	72,000	80,005

Victim Services Fund

022-0000-351.30-10	Victim Witness \$25 Surchg	18,244	15,196	19,500	19,000
022-0000-351.30-11	Victim Witness 12% Assess	55,640	49,336	54,500	55,000
022-0000-351.30-12	Victim Witness TEP Assess	116	103	30	150
	Fines Revenue	74,000	64,635	74,030	74,150
022-0000-361.10-00	Investments Int Earned	276	468	220	260
	Use Of Money&Prop Revenue	276	468	220	260

* Victim Services Fund

		74,276	65,103	74,250	74,410
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Economic Re-Investment

027-0000-361.10-00	Investments Int Earned	0	260	0	0
	Use Of Money&Prop Revenue	0	260	0	0
027-0000-391.30-03	Optg Tran Fr Gen Fund	0	583,333	700,000	0
	Other Financing Sources	0	583,333	700,000	0

* Economic Re-Investment

		0	583,593	700,000	0
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<u>ACCOUNT NUMBER</u>	<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Aiken Municipal Airport					
029-0000-331.50-10	FAA Grant	131,422	460,674	1,611,000	0
029-0000-334.50-10	SC Aeronautics Grant	7,285	0	149,500	75,000
	Intergovernmental Revenue	138,707	460,674	1,760,500	75,000
029-0000-361.10-00	Investments Int Earned	91	81	0	80
029-0000-363.10-20	Airport Rent	10,720	10,720	13,000	13,000
029-0000-363.10-21	T-Hangar Rent	15,720	13,100	15,720	15,720
029-0000-366.10-51	Airport Fuel Flow Fee	19,503	11,946	20,000	25,000
	Use Of Money&Prop Revenue	46,034	35,847	48,720	53,800
029-0000-392.10-00	Loan Proceeds from GF	0	0	129,313	0
	Other Financing Sources	0	0	129,313	0

*	Aiken Municipal Airport	184,741	496,521	1,938,533	128,800
Comm Develop Grant Fund					
035-0000-331.10-10	CDBG Block Grant	246,198	124,488	179,627	179,580
	Intergovernmental Revenue	246,198	124,488	179,627	179,580
035-0000-366.10-10	Miscellaneous Revenue	600	0	0	0
035-0000-366.10-45	Demolition of Vacant Home	400	800	0	0
	Use Of Money&Prop Revenue	1,000	800	0	0

*	Comm Develop Grant Fund	247,198	125,288	179,627	179,580
Ventures Industrial Park					
053-0000-361.10-00	Investments Int Earned	160	215	0	0
053-0000-363.40-10	Regime Fees	8,798	8,798	8,798	8,798
	Use Of Money&Prop Revenue	8,958	9,013	8,798	8,798

*	Ventures Industrial Park	8,958	9,013	8,798	8,798
Transp &Public Safety Imp					
066-0000-321.50-40	Aiken Electric	0	0	0	130,000
066-0000-321.50-50	SCE & G	0	0	0	1,000,000
	License & Permit Revenue	0	0	0	1,130,000

*	Transp &Public Safety Imp	0	0	0	1,130,000

<u>ACCOUNT NUMBER</u>	<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Road Maintenance Fund					
067-0000-377.30-00	Road Repair Fee	0	0	0	250,000
	Service/Equip Fee Revenue	0	0	0	250,000

*	Road Maintenance Fund	0	0	0	250,000
Solid Waste Fund					
080-0000-334.20-70	SC DHEC Recycling Grant	0	0	2,000	0
	Intergovernmental Revenue	0	0	2,000	0
080-0000-344.30-00	Garbage Collection	0	2,018,755	2,385,000	2,375,000
080-0000-344.30-11	Special Request Pick Up	0	28,400	60,000	38,000
080-0000-344.30-12	Oil,Paint,EWaste Pick Up	0	125	16,200	0
080-0000-344.30-13	Backyard Pickup Garbage	0	19,241	16,000	22,000
080-0000-344.30-14	Additional Cart Pick Up	0	50,538	31,450	60,000
080-0000-344.30-21	Downtown Commercial Garb	0	28,953	38,000	36,000
080-0000-344.40-00	Scrap Recycling Revenue	0	1,677	6,000	3,000
080-0000-344.55-00	Sale of Rollcarts	0	3,100	5,000	5,000
	Charges For Srvc Revenue	0	2,150,789	2,557,650	2,539,000
080-0000-352.20-00	Penalty For Late Payment	0	2,013	0	10,000
	Fines Revenue	0	2,013	0	10,000
080-0000-361.10-00	Investments Int Earned	0	5,465	1,300	4,000
080-0000-365.20-00	Restricted Donations	0	0	10,000	0
080-0000-366.10-10	Miscellaneous Revenue	0	44	0	0
080-0000-366.10-40	Insurance Claims Reimburs	0	1,300	0	0
080-0000-366.10-60	Sale of Property	0	0	25,000	15,000
	Use Of Money&Prop Revenue	0	6,809	36,300	19,000
080-0000-391.30-03	Optg Tran Fr Gen Fund	0	0	0	44,000
080-0000-391.30-30	Depreciation Fnd Transfer	0	159,188	205,000	465,000
	Other Financing Sources	0	159,188	205,000	509,000

*	Solid Waste Fund	0	2,318,799	2,800,950	3,077,000
Northside Redevelopment					
111-0000-331.10-10	CDBG Block Grant	0	0	20,000	20,000
	Intergovernmental Revenue	0	0	20,000	20,000
111-0000-366.10-60	Sale of Property	0	6,600	20,000	20,000
	Use Of Money&Prop Revenue	0	6,600	20,000	20,000
111-0000-391.30-82	Optg Tran Fr Fund 017	5,000	0	0	0

<u>ACCOUNT NUMBER</u>	<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
	Other Financing Sources	5,000	0	0	0
<hr/>					
*	Northside Redevelopment	5,000	6,600	40,000	40,000
N Side Crosland Park Fund					
112-0000-361.10-00	Investments Int Earned	123	85	0	0
112-0000-363.10-45	City Home Rent	28,507	5,636	32,500	34,500
112-0000-366.10-10	Miscellaneous Revenue	4,950	0	0	0
112-0000-366.10-60	Sale of Property	0	0	140,000	0
112-0000-366.10-63	Sale of CroslandPark Home	-10,241	-231,286	128,000	120,000
	Use Of Money&Prop Revenue	23,339	-225,565	300,500	154,500
112-0000-391.30-82	Optg Tran Fr Fund 017	1,730,800	0	0	0
	Other Financing Sources	1,730,800	0	0	0
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*	N Side Crosland Park Fund	1,754,139	-225,565	300,500	154,500

APPENDIX D DETAILED EXPENDITURES

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
General Fund				
City Council Department				
City Council Division				
Salaries & Wages	72,051	60,966	72,052	72,055
Professional Services	3,060	10,451	11,000	35,920
Telephone & Communication	1,608	1,206	3,650	3,050
Maintenance (Repairs)	227	0	1,000	0
Postage	0	0	300	300
Printing & Binding	1,131	678	950	950
Employee Training	16,245	8,549	13,000	13,000
Automotive Operations	88	0	1,000	500
Office Supplies	0	993	300	0
Memberships	9,221	9,471	13,250	13,250
Specialized Dept Supplies	25,501	32,176	25,000	25,000
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* City Council Division	129,132	124,490	141,502	164,025
Elections Division				
Professional Services	0	10,817	10,000	0
Printing & Binding	1,402	492	3,000	0
Office Supplies	0	0	50	0
Specialized Dept Supplies	0	29	50	0
	-----	-----	-----	-----
* Elections Division	1,402	11,338	13,100	0
** City Council Department	130,534	135,828	154,602	164,025
Legal Department				
Solicitor, Asst Atty Div				
Salaries & Wages	104,941	93,938	108,450	112,235
Professional Services	53,198	93,893	63,500	61,000
Telephone & Communication	455	608	500	500
Contracts,Maint & Service	0	0	400	100
Printing & Binding	499	411	1,100	1,000
Employee Training	815	892	1,500	1,500
Automotive Operations	0	831	100	7,450
Office Supplies	2,195	1,700	2,650	1,000
Memberships	3,149	4,402	5,200	3,000

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Specialized Dept Supplies	0	0	200	100

* Solicitor, Asst Atty Div Municipal Court Division	165,252	196,675	183,600	187,885
Salaries & Wages	62,357	56,330	67,075	68,085
Professional Services	63,089	52,149	60,000	79,000
Public Sfty Court Related	3,350	1,720	6,500	4,500
Telephone & Communication	455	394	750	600
Contracts,Maint & Service	10,706	10,912	12,997	11,875
Postage	2,077	1,472	2,000	1,500
Printing & Binding	100	59	550	500
Employee Training	0	920	894	1,000
Automotive Operations	0	0	160	160
General Supplies	25	90	300	200
Office Supplies	2,686	3,796	3,800	400
Memberships	220	460	400	250
Specialized Dept Supplies	74	0	200	100

* Municipal Court Division	145,139	128,302	155,626	168,170
** Legal Department	310,391	324,977	339,226	356,055
City Manager's Department City Manager's Division				
Salaries & Wages	387,890	417,034	445,755	635,300
Workers' Compensation	0	0	0	200
Professional Services	13,972	34,596	200	17,500
Electric & Gas	0	0	0	60,000
Telephone & Communication	3,453	3,295	4,925	7,960
City Services	0	0	0	8,500
Contracts,Maint & Service	13,262	39,472	40,125	81,900
Maintenance (Repairs)	0	0	0	16,000
Postage	3,387	2,564	3,000	3,800
Printing & Binding	42,472	25,871	39,900	37,750
Employee Training	7,928	6,225	11,340	17,140
Uniforms	0	33	0	400
Automotive Operations	14,825	18,509	16,100	30,005
Depreciation Expense	7,408	18,025	2,000	43,500
General Supplies	2,990	0	3,500	10,400
Office Supplies	10,313	4,914	13,500	15,500

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Memberships	1,821	3,390	5,650	19,500
Specialized Dept Supplies	856	1,894	6,000	12,500
Machinery & Equipment	42,000	22,319	55,000	30,000
Contingency & Other Suprt	0	0	0	40,000
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* City Manager's Division	552,577	598,141	646,995	1,087,855
Building Inspections				
Salaries & Wages	296,066	242,759	295,000	296,120
Professional Services	0	3,225	3,150	3,000
Telephone & Communication	5,786	4,857	7,100	6,100
Contracts,Maint & Service	7,727	10,138	10,050	10,440
Maintenance (Repairs)	786	850	1,500	1,500
Postage	2,381	1,097	2,000	1,750
Printing & Binding	1,075	479	1,240	1,500
Employee Training	1,080	1,056	1,700	1,500
Uniforms	178	30	500	450
Automotive Operations	4,209	2,405	4,850	4,120
Depreciation Expense	3,323	2,769	3,323	3,325
General Supplies	90	250	200	200
Office Supplies	1,388	2,327	4,500	3,000
Memberships	1,122	1,515	2,150	3,650
Specialized Dept Supplies	231	74	500	500
Machinery & Equipment	0	0	0	25,000
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* Building Inspections	325,442	273,831	337,763	362,155
** City Manager's Department	878,019	871,972	984,758	1,450,010
Information Technology				
IT Division				
Salaries & Wages	210,577	184,411	218,750	219,920
Professional Services	0	3,297	0	0
Telephone & Communication	24,655	20,844	30,400	31,000
City Services	0	0	1,500	1,500
Contracts,Maint & Service	47,000	32,757	73,089	73,500
Maintenance (Repairs)	456	0	1,000	900
Employee Training	1,018	2,230	2,000	1,000
Automotive Operations	1,065	752	1,200	1,090
Depreciation Expense	55,560	40,454	22,797	32,400
General Supplies	95	0	200	150

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Office Supplies	8,656	6,928	13,900	10,300
Memberships	195	220	575	800
Specialized Dept Supplies	398	342	400	300
Machinery & Equipment	42,239	106,665	150,000	122,000
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* IT Division	391,914	398,900	515,811	494,860
Finance Department				
Finance Division				
Salaries & Wages	379,718	326,388	392,375	414,205
Professional Services	80,843	62,548	73,740	51,700
Telephone & Communication	5,525	4,720	5,325	5,740
Contracts,Maint & Service	44,632	45,148	44,602	46,100
Maintenance (Repairs)	515	329	1,400	1,400
Postage	21,687	19,146	22,300	22,300
Printing & Binding	14,214	13,479	15,700	15,500
Employee Training	2,202	1,958	3,000	2,600
Automotive Operations	9,221	7,294	9,520	9,160
Depreciation Expense	2,982	2,237	2,240	0
General Supplies	497	0	0	0
Office Supplies	10,838	5,960	9,850	7,900
Memberships	2,272	2,061	2,345	2,800
Specialized Dept Supplies	0	54	150	150
Machinery & Equipment	0	0	0	45,000
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** Finance Department	575,146	491,322	582,547	624,555
Human Resources Department				
Human Resources Division				
Salaries & Wages	65,866	57,537	68,050	68,730
Professional Services	5,864	9,229	11,250	42,350
Telephone & Communication	990	726	880	880
Postage	675	530	700	700
Printing & Binding	238	617	410	610
Employee Training	4,629	711	6,200	4,400
Automotive Operations	385	6,092	7,450	0
Office Supplies	1,174	483	600	600
Memberships	679	584	730	930
Specialized Dept Supplies	1,485	1,209	1,500	1,000
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	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
<u>ACCOUNT DESCRIPTION</u>				
** Human Resources Department	81,985	77,718	97,770	120,200
Planning Department				
Planning Division				
Salaries & Wages	321,439	216,790	330,400	285,820
Professional Services	36,347	50,634	88,500	104,500
Telephone & Communication	3,626	2,481	3,700	3,700
Contracts,Maint & Service	7,768	8,057	10,090	10,280
Maintenance (Repairs)	1,256	203	700	800
Postage	3,069	1,954	4,000	3,500
Printing & Binding	10,577	11,044	12,500	13,700
Employee Training	1,140	300	2,250	3,000
Automotive Operations	2,378	1,194	9,575	9,300
Office Supplies	7,258	5,139	9,000	9,900
Memberships	884	95	1,300	1,700
Specialized Dept Supplies	540	0	500	600
Contingency & Other Suprt	10,800	300	15,000	10,000
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** Planning Department	407,082	298,191	487,515	456,800
Municipal Building Dept				
Municipal Building Div				
Salaries & Wages	53,405	46,293	55,100	0
Workers' Compensation	0	0	200	0
Professional Services	64	0	250	0
Electric & Gas	58,249	48,894	60,000	0
Telephone & Communication	994	881	1,845	0
City Services	8,490	8,017	9,000	0
Contracts,Maint & Service	14,779	21,039	22,800	0
Maintenance (Repairs)	11,127	4,912	12,000	0
Printing & Binding	7	0	10	0
Employee Training	0	0	300	0
Uniforms	0	0	900	0
Automotive Operations	470	211	550	0
Depreciation Expense	248,568	0	40,000	0
General Supplies	1,821	2,707	6,400	0
Office Supplies	13,335	2,779	5,000	0
Specialized Dept Supplies	4,277	4,213	5,000	0
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* Municipal Building Div	415,586	139,946	219,355	0

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Public Safety Department				
Administration Division				
Salaries & Wages	892,496	769,692	922,550	929,630
Tuition Reimbursement	0	0	1,500	1,500
Workers' Compensation	1,062	0	0	0
Professional Services	22,245	24,862	32,200	39,250
Public Sfty Court Related	658,333	580,641	580,000	648,000
Telephone & Communication	4,894	3,967	4,660	4,435
Contracts,Maint & Service	138,173	157,198	231,085	222,065
Maintenance (Repairs)	3,261	2,588	5,000	5,000
Insurance, Other	2,121	0	0	0
Postage	3,286	2,178	3,600	3,600
Printing & Binding	11,937	9,177	14,000	14,000
Employee Training	4,545	5,259	8,000	8,500
Uniforms	2,337	2,334	5,500	5,050
Automotive Operations	9,964	5,619	10,400	8,400
Depreciation Expense	83,529	23,039	26,648	26,305
General Supplies	54	758	3,200	2,700
Office Supplies	14,411	15,373	20,225	19,075
Memberships	2,235	2,905	4,000	4,000
Specialized Dept Supplies	6,195	3,647	7,000	7,000
Machinery & Equipment	38,390	183,000	513,000	25,000
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* Administration Division	1,899,468	1,792,237	2,392,568	1,973,510
Patrol-Fire Suppress Div				
Salaries & Wages	3,502,843	3,061,363	3,591,900	3,583,960
Tuition Reimbursement	2,716	1,500	6,000	12,000
Unemployment Compensation	0	3,936	0	0
Workers' Compensation	86,637	20,653	2,000	2,000
Professional Services	9,693	14,795	19,500	23,000
Telephone & Communication	7,608	6,443	6,750	6,375
Contracts,Maint & Service	35,138	28,983	37,363	37,650
Maintenance (Repairs)	105,974	92,892	67,000	62,000
Rental	3,500	2,917	3,500	3,500
Insurance, Other	29,887	33,678	18,000	15,000
Printing & Binding	313	43	300	300
Employee Training	39,781	32,956	38,000	42,000
Uniforms	65,133	48,499	58,000	64,000

<u>ACCOUNT DESCRIPTION</u>	2014-15	2015-16	2015-16	2016-17
	PRIOR YEAR	Y-T-D	BUDGET	MANAGER
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>RECOMMEND</u>
Automotive Operations	148,352	80,373	158,500	128,500
Depreciation Expense	342,049	188,029	256,708	209,730
General Supplies	47,016	73,109	110,900	138,900
Office Supplies	3,877	6,274	6,500	4,500
Memberships	2,432	3,190	4,300	4,300
Specialized Dept Supplies	23,690	15,860	23,000	19,575
Machinery & Equipment	368,347	227,421	244,000	745,955
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* Patrol-Fire Suppress Div	4,824,986	3,942,914	4,652,221	5,103,245
Investigations Division				
Salaries & Wages	456,999	446,879	520,500	529,810
Tuition Reimbursement	0	0	1,500	0
Professional Services	594	100	1,000	600
Public Sfty Court Related	2,234	4,899	3,300	6,300
Telephone & Communication	4,480	3,642	4,000	4,000
Contracts,Maint & Service	975	399	1,250	1,150
Maintenance (Repairs)	4,015	1,991	5,200	3,150
Insurance, Other	0	1,865	0	0
Postage	27	0	100	100
Employee Training	2,474	3,069	3,500	3,500
Uniforms	3,312	1,006	1,800	3,000
Automotive Operations	12,171	7,268	13,500	10,500
Depreciation Expense	32,434	19,624	29,245	24,310
General Supplies	4,050	2,871	8,750	11,845
Office Supplies	3,610	2,206	4,000	3,250
Memberships	260	640	500	825
Specialized Dept Supplies	1,554	1,740	1,700	2,650
Machinery & Equipment	300	0	0	42,000
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* Investigations Division	529,489	498,199	599,845	646,990
Community Services Div				
Salaries & Wages	792,102	641,457	920,611	924,835
Workers' Compensation	1,602	1,562	0	0
Professional Services	5,446	4,936	5,000	13,000
Public Sfty Court Related	2,419	1,636	2,500	2,500
Telephone & Communication	7,455	5,282	6,478	6,475
Contracts,Maint & Service	56,354	41,697	66,175	100,675
Maintenance (Repairs)	8,982	7,189	11,500	11,000

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Insurance, Other	0	1,354	0	0
Printing & Binding	219	89	300	250
Employee Training	7,696	4,433	7,500	7,400
Uniforms	12,930	5,813	9,300	6,400
Automotive Operations	23,981	14,789	31,000	23,000
Depreciation Expense	89,895	30,789	34,905	23,665
General Supplies	22,492	4,096	8,650	13,750
Office Supplies	1,421	639	1,700	1,700
Memberships	556	620	1,150	1,150
Specialized Dept Supplies	17,017	13,024	19,400	19,000
Machinery & Equipment	47,824	0	0	77,500
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* Community Services Div	1,098,391	779,405	1,126,169	1,232,300
Youth Services Div				
Salaries & Wages	268,431	218,750	276,300	268,105
Tuition Reimbursement	0	0	1,500	1,500
Workers' Compensation	169	619	0	0
Professional Services	2,475	1,815	2,200	4,450
Public Sfty Court Related	4,200	13,725	5,000	7,350
Telephone & Communication	1,856	1,520	1,856	2,080
Contracts,Maint & Service	1,547	914	1,104	1,105
Maintenance (Repairs)	2,042	1,645	2,400	2,400
Insurance, Other	125	0	0	0
Printing & Binding	0	0	200	200
Employee Training	5,104	1,880	4,200	4,200
Uniforms	1,332	945	2,200	2,200
Automotive Operations	4,187	2,251	4,750	3,750
Depreciation Expense	7,459	7,853	12,313	12,920
General Supplies	463	2,211	2,400	8,650
Office Supplies	2,731	2,042	3,900	3,700
Memberships	160	469	550	640
Specialized Dept Supplies	3,208	2,398	2,500	2,640
Machinery & Equipment	0	24,051	0	27,500
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* Youth Services Div	305,489	283,088	323,373	353,390
Support Services Division				
Salaries & Wages	380,403	318,741	393,600	377,620
Professional Services	13,985	12,830	16,000	18,050

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Electric & Gas	134,552	110,853	134,500	131,880
Telephone & Communication	22,136	20,452	20,960	23,060
City Services	10,620	12,581	12,500	14,870
Contracts,Maint & Service	15,480	26,068	28,350	24,325
Maintenance (Repairs)	66,789	30,420	35,550	25,000
Insurance, Other	8,107	0	1,500	1,500
Postage	133	0	0	0
Employee Training	3,457	793	3,300	3,600
Uniforms	4,046	2,222	3,800	3,800
Automotive Operations	15,829	10,164	15,226	15,765
Depreciation Expense	167,025	21,775	27,699	32,965
General Supplies	31,939	16,489	25,900	29,600
Office Supplies	6,809	3,835	6,250	5,100
Memberships	410	509	710	700
Specialized Dept Supplies	5,214	3,723	5,950	5,100
Road Material & Supplies	83	0	300	250
Buildings	34,384	41,163	51,000	55,000
Machinery & Equipment	28,981	4,860	47,500	139,000
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* Support Services Division	950,382	637,478	830,595	907,185
Civil Defense Division				
Printing & Binding	0	0	300	0
Office Supplies	0	410	500	0
Specialized Dept Supplies	0	0	500	0
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* Civil Defense Division	0	410	1,300	0
** Public Safety Department	9,608,205	7,933,731	9,926,071	10,216,620
Engineer & Utilities Dept				
Roads Division				
Roads Division				
Salaries & Wages	262,884	202,281	271,400	268,960
Workers' Compensation	344	0	0	0
Professional Services	39,446	104,956	3,000	400
Electric & Gas	33,200	26,539	33,000	30,000
Telephone & Communication	648	796	1,152	2,350
Contracts,Maint & Service	0	0	0	500
Maintenance (Repairs)	51,318	26,769	36,500	30,000
Rental	3,034	5,187	2,000	0

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Insurance, Other	11,170	4,550	0	2,000
Printing & Binding	1	442	1,128	1,000
Employee Training	28	197	2,037	1,500
Uniforms	2,553	3,608	3,450	3,600
Automotive Operations	20,464	14,359	22,300	20,500
Depreciation Expense	641,177	88,093	86,780	137,065
General Supplies	17,236	7,599	15,600	14,700
Water & Sewer Supplies	0	0	0	200
Office Supplies	810	2,109	1,650	2,000
Memberships	0	0	120	0
Specialized Dept Supplies	5,288	3,846	5,500	3,500
Road Material & Supplies	84,676	77,163	90,000	65,410
Machinery & Equipment	180,360	143,617	188,366	51,000
Infrastructure	0	8,208	10,000	0
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* Roads Division	1,354,637	720,319	773,983	634,685
Neighborhood&Dev Serv Div				
Salaries & Wages	44,109	38,594	45,460	45,800
Unemployment Compensation	80	0	0	0
Professional Services	1,105	0	1,900	1,600
Telephone & Communication	1,994	1,710	2,130	2,000
City Services	176	149	200	175
Contracts,Maint & Service	2,023	0	2,200	2,090
Maintenance (Repairs)	214	0	0	0
Other Property Services	42	0	0	0
Postage	3,532	2,506	4,000	1,900
Printing & Binding	4,734	2,439	4,480	3,540
Employee Training	973	766	975	1,160
Automotive Operations	424	167	0	330
Depreciation Expense	3,492	2,910	0	0
General Supplies	13	0	450	435
Office Supplies	757	305	1,600	1,200
Memberships	50	1,016	750	650
Specialized Dept Supplies	872	1,485	1,500	1,000
Contingency & Other Suprt	28,424	10,615	10,000	35,000
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* Neighborhood&Dev Serv Div	93,014	62,662	75,645	96,880
Street Lighting Division				

	2014-15 PRIOR YEAR	2015-16 Y-T-D	2015-16 BUDGET	2016-17 MANAGER RECOMMEND
<u>ACCOUNT DESCRIPTION</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>RECOMMEND</u>
Professional Services	93	1,750	15,000	0
Electric & Gas	493,070	412,682	498,000	495,000
Maintenance (Repairs)	5,389	13,634	8,000	4,700
Rental	0	0	3,000	0
Depreciation Expense	4,190	0	0	0
Specialized Dept Supplies	47	0	2,000	0
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* Street Lighting Division	502,789	428,066	526,000	499,700
** Engineer & Utilities Dept	1,950,440	1,211,047	1,375,628	1,231,265
Public Service Department				
Administration Division				
Salaries & Wages	236,243	0	0	0
Write Off	4,770	0	0	0
Professional Services	297,318	0	0	0
Electric & Gas	12,936	0	0	0
Telephone & Communication	1,876	0	0	0
City Services	4,227	0	0	0
Contracts,Maint & Service	7,207	0	0	0
Maintenance (Repairs)	20,025	0	0	0
Rental	21,447	0	0	0
Insurance, Other	3,470	0	0	0
Postage	9	0	0	0
Printing & Binding	1,272	0	0	0
Employee Training	128	0	0	0
Uniforms	2,083	0	0	0
Automotive Operations	3,010	0	0	0
Depreciation Expense	11,598	0	0	0
General Supplies	2,333	0	0	0
Office Supplies	3,204	0	0	0
Specialized Dept Supplies	16,027	0	0	0
Buildings	10,199	0	0	0
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* Administration Division	659,382	0	0	0
Buildings and Grounds Div				
Salaries & Wages	450,548	476,840	617,513	604,510
Workers' Compensation	620	8,058	0	0
Write Off	0	-728	0	0
Professional Services	71,367	33,369	44,100	286,100

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Electric & Gas	23,824	19,894	29,000	29,000
Telephone & Communication	1,556	1,611	2,737	2,735
City Services	42,629	40,617	42,000	72,500
Contracts,Maint & Service	49,650	29,135	30,000	60,000
Maintenance (Repairs)	57,384	73,211	73,475	73,475
Insurance, Other	11,025	6,021	3,000	3,000
Postage	214	45	0	0
Printing & Binding	41	195	460	460
Employee Training	3,245	1,975	2,750	2,750
Uniforms	6,395	5,828	9,800	9,800
Automotive Operations	37,038	22,346	51,000	33,250
Depreciation Expense	815,884	153,964	210,000	190,055
General Supplies	26,375	19,688	21,500	25,340
Office Supplies	1,443	704	2,600	2,600
Memberships	160	315	530	530
Specialized Dept Supplies	10,769	7,010	4,500	7,500
Machinery & Equipment	131,090	39,265	43,000	82,000
Infrastructure	0	30,557	50,000	0
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* Buildings and Grounds Div	1,741,257	969,920	1,237,965	1,485,605
Residential Solid Wst Col				
Salaries & Wages	391,791	0	0	0
Unemployment Compensation	-1,014	0	0	0
Workers' Compensation	1,942	0	0	0
Professional Services	16,421	0	0	0
Telephone & Communication	1,566	0	0	0
Contracts,Maint & Service	31,800	0	0	0
Maintenance (Repairs)	89,542	0	0	0
Insurance, Other	22,292	0	0	0
Postage	670	0	0	0
Printing & Binding	83	0	0	0
Employee Training	1,901	0	0	0
Uniforms	7,712	0	0	0
Automotive Operations	74,118	0	0	0
Depreciation Expense	115,026	0	0	0
General Supplies	7,580	0	0	0
Office Supplies	1,201	0	0	0
Specialized Dept Supplies	877	0	0	0

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
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* Residential Solid Wst Col	763,508	0	0	0
Residential Recycling Col				
Salaries & Wages	145,478	0	0	0
Unemployment Compensation	658	0	0	0
Professional Services	541	0	0	0
Landfill Fees	8,238	0	0	0
Telephone & Communication	421	0	0	0
Contracts,Maint & Service	13,515	0	0	0
Maintenance (Repairs)	43,870	0	0	0
Insurance, Other	510	0	0	0
Printing & Binding	1	0	0	0
Employee Training	505	0	0	0
Uniforms	1,807	0	0	0
Automotive Operations	33,282	0	0	0
Depreciation Expense	68,295	0	0	0
General Supplies	138	0	0	0
Office Supplies	307	0	0	0
Memberships	360	0	0	0
Specialized Dept Supplies	40,259	0	0	0
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* Residential Recycling Col	358,185	0	0	0
Residential Yard Wst Coll				
Salaries & Wages	387,200	0	0	0
Tuition Reimbursement	2,438	0	0	0
Workers' Compensation	230	0	0	0
Professional Services	9,674	0	0	0
Landfill Fees	972	0	0	0
Telephone & Communication	455	0	0	0
Maintenance (Repairs)	151,822	0	0	0
Employee Training	240	0	0	0
Uniforms	4,766	0	0	0
Automotive Operations	114,329	0	0	0
Depreciation Expense	268,282	0	0	0
General Supplies	1,733	0	0	0
Office Supplies	709	0	0	0
Specialized Dept Supplies	1,214	0	0	0
Machinery & Equipment	47	0	0	0

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
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* Residential Yard Wst Coll	944,111	0	0	0
** Public Service Department	4,466,443	969,920	1,237,965	1,485,605
Parks & Recreation Dept				
Recreation Division				
Salaries & Wages	594,164	560,987	736,375	694,185
Unemployment Compensation	803	0	0	0
Professional Services	415	6,683	5,500	0
Recreation Services	160,949	120,099	157,825	152,300
Telephone & Communication	9,315	9,940	11,100	7,550
City Services	4,066	4,224	4,600	4,600
Contracts,Maint & Service	6,860	7,237	7,250	7,200
Maintenance (Repairs)	10,791	7,053	12,800	12,835
Insurance, Other	3,125	0	1,500	1,250
Postage	3,483	2,542	3,500	3,500
Printing & Binding	6,089	5,877	6,550	5,890
Employee Training	2,418	2,626	4,000	3,300
Uniforms	1,574	761	1,475	1,100
Automotive Operations	8,975	4,824	8,750	7,200
Depreciation Expense	169,925	29,143	43,605	22,250
General Supplies	4,942	5,799	6,955	7,025
Office Supplies	13,617	11,334	13,500	15,200
Memberships	2,358	1,194	3,450	2,400
Specialized Dept Supplies	2,563	2,920	6,000	4,000
Buildings	31,208	0	0	0
Machinery & Equipment	15,613	0	0	0
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* Recreation Division	1,053,253	783,243	1,034,735	951,785
Athletics Division				
Salaries & Wages	338,139	318,224	438,263	410,195
Professional Services	762	295	165	200
Recreation Services	179,819	144,878	180,350	183,600
Telephone & Communication	3,280	2,721	2,725	2,725
Contracts,Maint & Service	2,403	1,509	2,000	2,000
Maintenance (Repairs)	8,076	7,875	9,600	8,850
Rental	2,078	2,354	2,200	2,200
Insurance, Other	1,000	4,740	2,000	2,000
Postage	20	38	100	100

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Printing & Binding	1,395	1,076	1,050	1,050
Employee Training	2,153	2,151	2,600	2,400
Uniforms	1,672	1,916	1,900	1,600
Automotive Operations	2,591	1,701	2,200	2,100
Depreciation Expense	296,870	8,448	13,250	11,790
General Supplies	21,445	10,049	13,800	13,000
Office Supplies	5,758	2,125	5,400	5,400
Memberships	1,470	925	2,570	2,070
Specialized Dept Supplies	1,978	972	1,500	1,000
Buildings	0	0	0	60,000
Improvements Non Building	50,331	0	0	0
Machinery & Equipment	0	9,253	11,000	0
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* Athletics Division	921,240	521,250	692,673	712,280
Tourism Division				
Salaries & Wages	76,290	38,582	55,400	96,370
Professional Services	7,177	225	110	165
Recreation Services	26,034	5,791	6,000	7,000
Electric & Gas	5,231	529	3,000	3,000
Telephone & Communication	1,143	884	1,156	1,150
City Services	2,816	2,221	2,800	2,800
Contracts,Maint & Service	3,147	2,197	2,100	2,100
Maintenance (Repairs)	4,224	1,507	2,300	2,300
Postage	94	312	350	350
Printing & Binding	154,831	138,474	165,000	150,000
Employee Training	3,063	2,915	2,500	2,500
Uniforms	593	615	600	600
Automotive Operations	2,203	1,622	2,300	2,300
Depreciation Expense	87,542	12,765	15,300	15,320
General Supplies	2,059	645	2,500	1,600
Office Supplies	5,265	2,109	3,200	2,000
Memberships	2,504	1,072	2,300	2,300
Specialized Dept Supplies	968	1,461	1,750	1,000
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* Tourism Division	385,184	213,926	268,666	292,855
Parks Division				
Salaries & Wages	980,089	856,667	1,070,900	1,030,585
Unemployment Compensation	3,106	0	0	0

<u>ACCOUNT DESCRIPTION</u>	2014-15	2015-16	2015-16	2016-17
	PRIOR YEAR	Y-T-D	BUDGET	MANAGER
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>RECOMMEND</u>
Workers' Compensation	20,832	-15,803	0	0
Professional Services	11,512	5,673	8,200	8,200
Electric & Gas	277,706	225,873	165,000	230,000
Telephone & Communication	6,419	5,618	6,900	6,900
City Services	72,357	59,833	25,000	25,000
Contracts,Maint & Service	21,082	25,122	29,400	29,400
Maintenance (Repairs)	224,536	105,344	151,500	234,750
Rental	6,541	276	4,000	4,000
Insurance, Other	9,098	2,236	8,000	3,000
Postage	65	54	150	150
Printing & Binding	609	1,018	1,000	1,000
Employee Training	2,551	4,115	3,750	2,000
Uniforms	4,193	6,203	8,000	4,000
Automotive Operations	37,403	21,507	38,750	30,750
Depreciation Expense	883,131	137,500	143,482	180,060
General Supplies	47,533	22,413	40,900	45,200
Office Supplies	4,805	1,764	3,200	3,200
Memberships	481	450	450	0
Specialized Dept Supplies	2,470	2,323	2,500	2,500
Road Material & Supplies	287	81	1,500	1,250
Buildings	0	28,548	50,000	20,000
Machinery & Equipment	138,253	111,525	105,000	368,500
Infrastructure	22,907	0	33,000	40,000
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* Parks Division	2,777,966	1,608,340	1,900,582	2,270,445
Rye Patch-Hopelands Div				
Salaries & Wages	3,098	1,203	4,000	4,000
Professional Services	4,974	2,421	3,350	3,350
Electric & Gas	7,666	580	4,500	7,500
City Services	5,076	4,667	8,000	8,000
Contracts,Maint & Service	8,857	2,663	5,700	6,700
Maintenance (Repairs)	16,144	5,210	8,000	12,500
Rental	0	0	200	200
Printing & Binding	995	100	925	925
Depreciation Expense	201,646	0	0	0
General Supplies	3,303	2,939	3,350	3,350
Office Supplies	733	0	900	900
Specialized Dept Supplies	1,317	1,616	2,000	2,000

<u>ACCOUNT DESCRIPTION</u>	<u>2014-15 PRIOR YEAR ACTUAL</u>	<u>2015-16 Y-T-D ACTUAL</u>	<u>2015-16 BUDGET</u>	<u>2016-17 MANAGER RECOMMEND</u>
* Rye Patch-Hopelands Div	253,809	21,399	40,925	49,425
** Parks & Recreation Dept	5,391,452	3,148,158	3,937,581	4,276,790
Debt Service Department				
Principal & Interest Div				
Note Principal	0	0	0	13,900
Note Interest	0	0	0	650
* Principal & Interest Div	0	0	0	14,550
Benefits & Ins Dept				
Benefits & Insurance Div				
Salaries & Wages	43,814	0	0	425,000
Group Insurance	3,502,066	2,818,478	2,829,800	3,093,700
Social Security	893,583	718,293	836,000	846,000
Retirement	1,834,027	1,382,204	1,615,580	1,539,500
Unemployment Compensation	746	714	0	0
Workers' Compensation	46,757	96,440	85,000	70,000
Professional Services	26,385	22,089	22,000	53,000
Insurance, Other	273,900	335,631	320,000	345,000
* Benefits & Insurance Div	6,621,278	5,373,849	5,708,380	6,372,200
** Benefits & Ins Dept	6,621,278	5,373,849	5,708,380	6,372,200
NonCity Support & Ct Dept				
Miscellaneous Account Div				
Write Off	-457	-26	0	0
Operating Transfers Out	0	583,333	700,000	44,000
* Miscellaneous Account Div	-457	583,307	700,000	44,000
NonCity Support Division				
Salaries & Wages	22,831	24,575	25,000	28,000
Other Property Services	123	0	0	500
Contingency & Other Suprt	151,437	128,697	151,926	139,105
* NonCity Support Division	174,391	153,272	176,926	167,605
** NonCity Support & Ct Dept	173,934	736,579	876,926	211,605
*** General Fund	31,402,409	22,112,138	26,444,135	27,475,140

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Water & Sewer Fund				
Information Technology				
IT Division				
Salaries & Wages	157,638	136,849	161,000	163,865
Professional Services	0	1,653	0	55,000
Telephone & Communication	6,750	5,626	9,200	9,200
Contracts,Maint & Service	22,923	15,004	35,970	37,700
Employee Training	499	794	3,800	3,800
Depreciation Expense	20,852	14,308	10,976	14,225
General Supplies	72	0	300	400
Office Supplies	3,737	203	4,850	6,500
Memberships	45	75	400	500
Specialized Dept Supplies	37	347	425	425
Machinery & Equipment	0	40,963	70,000	70,000
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* IT Division	212,553	215,822	296,921	361,615
** Information Technology	212,553	215,822	296,921	361,615
Finance Department				
Salaries & Wages	376,360	342,283	416,775	414,045
Professional Services	26,180	16,226	18,000	18,800
Telephone & Communication	3,958	4,185	5,710	5,580
Contracts,Maint & Service	44,702	43,338	47,125	48,050
Maintenance (Repairs)	1,583	2,065	2,700	2,700
Postage	87,295	60,538	86,600	89,000
Printing & Binding	53,800	27,541	40,150	29,900
Employee Training	1,022	3,383	4,000	4,000
Uniforms	445	542	1,000	1,100
Automotive Operations	6,688	4,356	8,360	6,760
Depreciation Expense	13,293	10,727	13,400	13,850
General Supplies	712	109	1,250	1,250
Office Supplies	7,492	3,621	9,150	9,150
Memberships	380	200	350	350
Specialized Dept Supplies	637	161	800	800
Machinery & Equipment	0	8,296	14,200	0
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** Finance Department	624,547	527,571	669,570	645,335

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Engineer & Utilities Dept				
Administration Division				
Salaries & Wages	226,402	219,447	260,950	302,920
Professional Services	645	41,839	25,500	20,000
Electric & Gas	11,009	8,646	10,000	10,000
Telephone & Communication	2,367	2,214	2,550	3,150
City Services	11,010	11,851	8,500	12,000
Contracts,Maint & Service	4,910	13,790	15,100	6,000
Maintenance (Repairs)	6,888	9,893	14,050	12,500
Insurance, Other	0	13,342	2,000	0
Postage	2,007	1,254	1,700	1,700
Printing & Binding	257	618	250	250
Employee Training	1,768	1,126	3,200	3,200
Uniforms	330	32	500	500
Automotive Operations	11,629	7,612	12,760	16,750
Depreciation Expense	59,812	3,707	4,448	4,450
General Supplies	1,049	921	1,300	1,300
Office Supplies	2,916	1,847	4,700	4,000
Memberships	175	175	689	1,890
Specialized Dept Supplies	1,765	568	1,000	1,000
Contingency & Other Suprt	168,160	246,167	295,400	295,400
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* Administration Division	513,099	585,049	664,597	697,010
Engineering Division				
Salaries & Wages	324,779	284,671	344,330	358,710
Tuition Reimbursement	1,446	1,312	2,000	2,000
Professional Services	168,295	235,967	260,000	243,015
Telephone & Communication	3,094	3,610	3,000	7,650
Contracts,Maint & Service	31,164	26,134	32,750	39,340
Maintenance (Repairs)	934	908	1,000	950
Rental	0	0	50	0
Postage	11	21	0	0
Printing & Binding	2,596	2,327	3,900	3,900
Employee Training	3,120	3,173	7,895	5,305
Uniforms	527	134	450	900
Automotive Operations	1,948	1,795	2,750	2,250
Depreciation Expense	7,615	8,461	10,153	13,025
General Supplies	796	760	3,650	10,750

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Office Supplies	10,478	14,006	10,200	12,400
Memberships	275	435	450	500
Specialized Dept Supplies	426	63	0	0
Machinery & Equipment	0	227	15,075	14,350
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* Engineering Division	557,504	584,004	697,653	715,045
Shiloh Springs Division				
Professional Services	24,433	52,146	45,520	50,000
Electric & Gas	130,915	115,847	125,000	135,000
Maintenance (Repairs)	9,274	15,135	8,500	8,500
Depreciation Expense	100,105	0	15,500	15,500
General Supplies	39,130	45,981	35,000	45,000
Buildings	0	0	25,000	45,000
Machinery & Equipment	0	92,015	0	0
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* Shiloh Springs Division	303,857	321,124	254,520	299,000
Shaws Creek Wtr Plant Div				
Salaries & Wages	327,214	296,468	347,800	393,665
Workers' Compensation	166	0	0	0
Professional Services	50,627	51,231	90,000	90,000
Electric & Gas	123,728	98,858	120,000	125,000
Telephone & Communication	906	704	950	950
Contracts,Maint & Service	96	0	600	1,000
Maintenance (Repairs)	22,135	24,096	33,200	33,200
Insurance, Other	1,133	0	0	0
Postage	14	0	300	300
Printing & Binding	4,200	0	4,000	4,000
Employee Training	385	360	2,000	2,000
Uniforms	1,313	1,547	1,700	4,200
Automotive Operations	5,749	3,527	6,300	5,600
Depreciation Expense	87,142	4,914	21,887	21,885
General Supplies	88,512	79,208	91,850	115,350
Office Supplies	1,079	477	1,400	3,100
Memberships	0	0	0	1,000
Specialized Dept Supplies	420	0	750	750
Machinery & Equipment	0	0	90,000	195,000
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* Shaws Creek Wtr Plant Div	714,819	561,390	812,737	997,000

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Wells Div				
Professional Services	1,691	1,990	10,000	48,720
Electric & Gas	577,282	521,516	650,000	625,000
Telephone & Communication	2,495	2,310	2,500	2,500
Maintenance (Repairs)	26,246	24,523	46,000	46,000
Insurance, Other	4,321	0	0	0
Depreciation Expense	312,041	0	82,262	82,260
General Supplies	107,357	73,793	160,000	100,000
Machinery & Equipment	5,000	20,017	149,250	105,000
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* Wells Div	1,036,433	644,149	1,100,012	1,009,480
Water Distribution Trtmnt				
Salaries & Wages	1,168,877	984,406	1,304,500	1,166,840
Unemployment Compensation	2,879	0	0	0
Workers' Compensation	77,557	31,812	0	0
Professional Services	198,512	211,613	130,000	111,800
Electric & Gas	37,758	31,376	39,000	39,000
Telephone & Communication	5,328	5,814	6,000	9,980
City Services	1,561	2,287	2,500	1,500
Contracts,Maint & Service	24,126	18,414	53,200	46,300
Maintenance (Repairs)	190,164	162,683	189,274	127,000
Rental	3,706	3,577	5,000	5,000
Insurance, Other	133,320	14,898	125,000	20,000
Postage	158	89	0	245
Printing & Binding	3,918	2,367	5,500	4,500
Employee Training	7,454	10,273	12,600	27,500
Uniforms	21,359	29,725	27,000	24,000
Automotive Operations	86,337	42,856	92,000	50,000
Depreciation Expense	2,686,969	1,558,161	1,590,959	872,345
General Supplies	67,315	56,450	84,100	62,000
Water & Sewer Supplies	261,698	260,301	215,000	190,000
Office Supplies	6,654	11,446	10,600	5,000
Memberships	55	699	0	0
Specialized Dept Supplies	47,101	54,431	40,000	41,000
Road Material & Supplies	62,308	68,027	70,000	60,000
Machinery & Equipment	0	347,219	401,000	85,000
Utilities System	98,868	1,124,884	1,600,000	700,000
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<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
* Water Distribution Trtmnt	5,193,982	5,033,808	6,003,233	3,649,010
Sewer Distribution Div				
Salaries & Wages	195,844	154,886	222,150	444,125
Tuition Reimbursement	0	0	0	1,500
Professional Services	40,680	56,613	35,000	55,200
Electric & Gas	225,047	202,110	228,000	240,000
Telephone & Communication	17,034	13,298	17,500	21,500
City Services	2,810	6,164	2,500	3,500
Sewer Treatment ACPSA	2,246,720	1,928,119	2,387,025	2,815,000
Maintenance (Repairs)	166,259	136,775	121,250	151,250
Rental	6,551	4,400	5,000	5,000
Insurance, Other	0	0	0	45,000
Postage	161	22	200	200
Employee Training	2,111	2,553	2,500	3,500
Uniforms	4,776	3,398	5,750	9,400
Automotive Operations	17,584	11,416	21,500	21,000
Depreciation Expense	139,923	55,889	25,772	880,175
General Supplies	167,388	146,240	179,100	219,100
Water & Sewer Supplies	8,147	7,506	3,500	23,500
Office Supplies	452	2,491	3,700	1,500
Memberships	25	30	100	100
Specialized Dept Supplies	1,118	2,255	1,500	41,500
Road Material & Supplies	456	2,840	2,500	14,330
Machinery & Equipment	0	108,475	185,000	20,000
Utilities System	0	0	106,000	0
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* Sewer Distribution Div	3,243,086	2,845,480	3,555,547	5,016,380
** Engineer & Utilities Dept	11,562,780	10,575,004	13,088,299	12,382,925
Debt Service Department				
Principal & Interest Div				
Bond Interest	44,204	0	0	0
Note Principal	0	768,340	922,000	942,280
Note Interest	0	72,847	44,645	37,220
Paying Agent Fees	2,075	0	0	0
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* Principal & Interest Div	46,279	841,187	966,645	979,500
Benefits & Ins Dept				
Benefits & Insurance Div				

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Salaries & Wages	-459	0	0	105,000
Group Insurance	1,736,987	1,116,514	1,046,220	1,145,600
Social Security	209,674	173,455	205,000	202,000
Retirement	472,100	338,000	360,000	411,000
Unemployment Compensation	134	134	0	0
Workers' Compensation	23,379	25,808	19,000	24,000
Professional Services	14,499	7,405	12,500	12,500
Insurance, Other	136,878	89,784	83,100	99,700
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* Benefits & Insurance Div	2,593,192	1,751,100	1,725,820	1,999,800
** Benefits & Ins Dept	2,593,192	1,751,100	1,725,820	1,999,800
NonCity Support & Ct Dept				
Miscellaneous Account Div				
Write Off	-8,058	-6,274	0	0
Write Off	102	-16	0	0
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* Miscellaneous Account Div	-7,956	-6,290	0	0
NonCity Support Division				
Salaries & Wages	645	754	2,000	2,000
Contingency & Other Suprt	781,348	682,187	823,399	820,200
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* NonCity Support Division	781,993	682,941	825,399	822,200
** NonCity Support & Ct Dept	774,037	676,651	825,399	822,200
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*** Water & Sewer Fund	15,813,388	14,587,335	17,572,654	17,191,375

AECOM Theater

NonCity Support & Ct Dept

NonCity Support Division

Salaries & Wages	32,608	28,985	34,200	34,220
Professional Services	9,480	7,801	5,000	6,000
Recreation Services	0	0	500	250
Electric & Gas	22,821	30,481	38,000	37,000
Telephone & Communication	228	197	200	250

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
City Services	1,257	1,014	1,400	1,345
Contracts,Maint & Service	20,491	13,430	18,350	19,040
Maintenance (Repairs)	10,990	6,797	15,000	17,000
Insurance, Other	9,360	7,000	9,000	7,000
Printing & Binding	0	0	200	200
Employee Training	2,300	2,399	2,500	2,550
Depreciation Expense	3,532	0	0	0
General Supplies	862	1,467	2,385	1,900
Office Supplies	0	507	750	750
Specialized Dept Supplies	117	139	250	250
Buildings	0	0	16,000	5,000
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* NonCity Support Division	114,046	100,217	143,735	132,755
** NonCity Support & Ct Dept	114,046	100,217	143,735	132,755
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*** AECOM Theater	114,046	100,217	143,735	132,755

Storm Water Fund

Engineer & Utilities Dept

Storm Water Division

Salaries & Wages	125,699	150,608	210,045	211,465
Workers' Compensation	41,379	1,217	0	0
Professional Services	119,272	102,784	141,000	80,980
Electric & Gas	4,582	5,649	5,000	7,000
Telephone & Communication	484	913	1,040	2,220
Contracts,Maint & Service	0	92	7,800	2,200
Maintenance (Repairs)	11,957	21,765	10,100	21,000
Rental	985	5,243	10,000	10,000
Insurance, Other	38,912	21,752	20,000	10,000
Postage	0	0	0	500
Printing & Binding	140	93	400	3,000
Employee Training	627	1,202	4,000	4,000
Uniforms	2,945	2,278	6,000	16,000
Automotive Operations	14,632	12,952	18,000	17,500
Depreciation Expense	387,609	96,374	104,097	152,475

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
General Supplies	14,460	7,301	9,000	9,000
Water & Sewer Supplies	17,479	31,523	45,000	45,000
Office Supplies	2,617	1,305	1,500	1,000
Memberships	175	175	350	1,200
Specialized Dept Supplies	21,683	8,353	10,000	10,000
Road Material & Supplies	18,287	13,118	25,000	25,000
Machinery & Equipment	0	0	0	145,000
Infrastructure	0	110,346	555,000	555,000
Contingency & Other Suprt	49,213	69,502	79,530	80,220
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* Storm Water Division	873,137	664,545	1,262,862	1,409,760
** Engineer & Utilities Dept	873,137	664,545	1,262,862	1,409,760
Benefits & Ins Dept				
Benefits & Insurance Div				
Salaries & Wages	0	0	1,175	5,200
Group Insurance	0	48,898	37,620	41,200
Social Security	0	11,074	12,700	15,000
Retirement	0	19,500	21,200	27,700
Workers' Compensation	0	1,358	2,220	1,300
Professional Services	0	634	1,000	1,000
Insurance, Other	0	4,725	6,870	5,100
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* Benefits & Insurance Div	0	86,189	82,785	96,500
** Benefits & Ins Dept	0	86,189	82,785	96,500
NonCity Support & Ct Dept				
NonCity Support Division				
Contingency & Other Suprt	0	126	280	280
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* NonCity Support Division	0	126	280	280
** NonCity Support & Ct Dept	0	126	280	280
NonCity Support Division				
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*** Storm Water Fund	873,137	750,860	1,345,927	1,506,540

Local Accommodations Tax

Engineer & Utilities Dept

Buildings & Grounds Div

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Maintenance (Repairs)	4,455	0	0	0
* Buildings & Grounds Div	4,455	0	0	0
** Engineer & Utilities Dept	4,455	0	0	0
Public Service Department				
Buildings and Grounds Div				
Professional Services	0	0	15,000	10,000
Maintenance (Repairs)	62,350	47,843	60,000	60,000
Specialized Dept Supplies	0	3,835	3,000	0
* Buildings and Grounds Div	62,350	51,678	78,000	70,000
** Public Service Department	62,350	51,678	78,000	70,000
Parks & Recreation Dept				
Recreation Division				
Recreation Services	18,593	25,602	27,000	25,400
Buildings	0	18,067	19,400	0
* Recreation Division	18,593	43,669	46,400	25,400
Athletics Division				
Recreation Services	65,979	62,575	63,000	54,000
Maintenance (Repairs)	35,140	21,830	35,000	35,000
Printing & Binding	1,619	700	2,000	2,000
General Supplies	9	0	0	5,000
Specialized Dept Supplies	802	885	1,000	0
* Athletics Division	103,549	85,990	101,000	96,000
Tourism Division				
Salaries & Wages	3,209	31,965	37,000	37,000
Professional Services	0	7,709	10,000	10,000
Recreation Services	10,637	10,198	19,000	19,000
Printing & Binding	10,227	11,679	14,000	15,000
Improvements Non Building	0	0	0	25,000
* Tourism Division	24,073	61,551	80,000	106,000
Parks Division				
Professional Services	660	2,525	10,000	10,000
Electric & Gas	64,556	22,655	110,000	110,000
City Services	0	0	0	25,000

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Maintenance (Repairs)	34,444	0	0	21,750
General Supplies	154	0	0	12,200
Buildings	44,981	1,364	0	0

* Parks Division	144,795	26,544	120,000	178,950
Parks & Recreation Dept				
Rye Patch-Hopelands Div				
Rye Patch-Hopelands Div				
Buildings	45,887	1,691	30,000	0

* Rye Patch-Hopelands Div	45,887	1,691	30,000	0
** Parks & Recreation Dept	336,897	219,445	377,400	406,350
NonCity Support & Ct Dept				
Miscellaneous Account Div				
Operating Transfers Out	5,000	45,000	45,235	4,450

* Miscellaneous Account Div	5,000	45,000	45,235	4,450
NonCity Support Division				
General Supplies	2,091	0	0	0
Buildings	89,637	0	0	0
Contingency & Other Suprt	50,000	50,000	50,000	50,000

* NonCity Support Division	141,728	50,000	50,000	50,000
** NonCity Support & Ct Dept	146,728	95,000	95,235	54,450

*** Local Accommodations				
Tax	550,430	366,123	550,635	530,800
Local Hospitality Tax				
Public Safety Department				
Support Services Division				
Professional Services	0	0	40,000	0

* Support Services Division	0	0	40,000	0
** Public Safety Department	0	0	40,000	0
Engineer & Utilities Dept				
Roads Division				

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Infrastructure	0	0	0	400,000
* Roads Division	0	0	0	400,000
** Engineer & Utilities Dept	0	0	0	400,000
Public Service Department				
Buildings and Grounds Div				
City Services	0	4,377	40,500	0
Contracts,Maint & Service	0	20,970	30,000	0
General Supplies	0	9,442	10,000	0
Buildings	0	0	440,000	750,000
* Buildings and Grounds Div	0	34,789	520,500	750,000
** Public Service Department	0	34,789	520,500	750,000
Parks & Recreation Dept				
Recreation Division				
Professional Services	0	0	4,000	0
Maintenance (Repairs)	0	0	8,000	0
Buildings	0	21,497	42,000	0
* Recreation Division	0	21,497	54,000	0
Athletics Division				
Recreation Services	0	9,010	9,000	0
General Supplies	0	3,870	8,000	0
Improvements Non Building	0	64,577	120,000	0
* Athletics Division	0	77,457	137,000	0
Tourism Division				
Professional Services	0	1,400	1,400	0
Recreation Services	0	1,286	3,000	0
Electric & Gas	0	4,080	3,000	0
Contracts,Maint & Service	0	1,183	2,000	0
Maintenance (Repairs)	0	1,215	2,000	0
Printing & Binding	0	15,220	18,600	170,800
* Tourism Division	0	24,384	30,000	170,800
Parks Division				
Electric & Gas	0	53,017	65,000	0
City Services	0	3,651	25,000	0

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Maintenance (Repairs)	0	54,057	105,000	0
General Supplies	0	6,304	16,500	0
Buildings	0	0	140,000	0
Improvements Non Building	0	0	30,000	0

* Parks Division	0	117,029	381,500	0
Rye Patch-Hopelands Div				
Electric & Gas	0	5,352	4,000	0
Maintenance (Repairs)	0	8,522	7,000	0

* Rye Patch-Hopelands Div	0	13,874	11,000	0
** Parks & Recreation Dept	0	254,241	613,500	170,800
NonCity Support & Ct Dept				
Miscellaneous Account Div				
Operating Transfers Out	0	0	26,000	0

* Miscellaneous Account Div	0	0	26,000	0
** NonCity Support & Ct Dept	0	0	26,000	0

*** Local Hospitality Tax	0	289,030	1,200,000	1,320,800

LOP Sunday Alcohol Fund

City Council Department				
City Council Division				
Professional Services	0	0	15,000	0

* City Council Division	0	0	15,000	0
** City Council Department	0	0	15,000	0
City Manager's Department				
City Manager's Division				
Professional Services	0	0	10,000	0

* City Manager's Division	0	0	10,000	0
** City Manager's Department	0	0	10,000	0
Parks & Recreation Dept				
Parks Division				
Buildings	0	0	22,000	0

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
* Parks Division	0	0	22,000	0
** Parks & Recreation Dept	0	0	22,000	0
NonCity Support & Ct Dept				
Miscellaneous Account Div				
Operating Transfers Out	68,142	25,000	25,000	80,005
* Miscellaneous Account Div	68,142	25,000	25,000	80,005
** NonCity Support & Ct Dept	68,142	25,000	25,000	80,005
*** LOP Sunday Alcohol Fund	68,142	25,000	72,000	80,005

Victim Services Fund

Public Safety Department

Investigations Division

Salaries & Wages	31,291	27,935	33,350	33,280
Professional Services	0	0	600	650
Telephone & Communication	421	171	480	480
Contracts,Maint & Service	450	450	600	600
Maintenance (Repairs)	0	582	800	950
Postage	104	182	500	500
Printing & Binding	1,137	1,266	1,950	2,400
Employee Training	1,633	3,160	3,000	3,000
Uniforms	0	0	250	150
Automotive Operations	1,401	736	1,000	1,300
Depreciation Expense	3,850	3,208	3,850	3,850
General Supplies	105	0	500	350
Office Supplies	1,961	322	2,270	1,700
Memberships	50	0	300	300
Specialized Dept Supplies	109	-100	800	900
Contingency & Other Suprt	20,000	24,000	24,000	24,000
* Investigations Division	62,512	61,912	74,250	74,410

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
** Public Safety Department	62,512	61,912	74,250	74,410
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*** Victim Services Fund	62,512	61,912	74,250	74,410

Economic Re-Investment

Economic Development Dept

Economic Development Div

Salaries & Wages	0	19,746	90,000	0
Professional Services	0	14,500	19,000	0
Telephone & Communication	0	423	700	0
Postage	0	0	1,300	0
Printing & Binding	0	425	0	0
Employee Training	0	4,634	0	0
Automotive Operations	0	2,215	5,000	0
Office Supplies	0	537	3,000	0
Specialized Dept Supplies	0	3,477	6,000	0
Infrastructure	0	138,129	85,000	0
Utilities System	0	74,216	50,000	0
Contingency & Other Suprt	0	12,824	440,000	0
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* Economic Development Div	0	271,126	700,000	0
** Economic Development Dept	0	271,126	700,000	0
-----	-----	-----	-----	-----
*** Economic Re-Investment	0	271,126	700,000	0

Aiken Municipal Airport

Airport Department

Airport Capital Projects

Professional Services	151,549	118,281	176,000	0
Insurance, Other	0	1,078	0	0
Depreciation Expense	183,647	0	0	0
Land	0	892,844	1,625,000	0
Improvements Non Building	12,119	8,560	0	0
Infrastructure	2,662	17,942	100,000	100,000
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* Airport Capital Projects	349,977	1,038,705	1,901,000	100,000

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Airport Operation & Maint				
Professional Services	1,400	0	0	0
Electric & Gas	21,658	18,069	23,000	22,000
Telephone & Communication	455	394	350	460
Contracts,Maint & Service	1,440	1,920	1,920	1,440
Maintenance (Repairs)	36,051	6,967	8,180	1,010
Insurance, Other	3,683	4,683	3,683	3,690
Specialized Dept Supplies	303	867	400	200
	-----	-----	-----	-----
* Airport Operation & Maint	64,990	32,900	37,533	28,800
** Airport Department	414,967	1,071,605	1,938,533	128,800
	-----	-----	-----	-----
*** Aiken Municipal Airport	414,967	1,071,605	1,938,533	128,800

Comm Develop Grant Fund

Engineer & Utilities Dept				
Neighborhood&Dev Serv Div				
Salaries & Wages	41,963	31,531	35,925	35,000
Non-Professional Services	138,938	104,842	143,702	144,580
Professional Services	24,580	2,187	0	0
Infrastructure	17,843	0	0	0
Utilities System	40,105	0	0	0
Contingency & Other Suprt	4,700	0	0	0
	-----	-----	-----	-----
* Neighborhood&Dev Serv Div	268,129	138,560	179,627	179,580
** Engineer & Utilities Dept	268,129	138,560	179,627	179,580
	-----	-----	-----	-----
*** Comm Develop Grant Fund	268,129	138,560	179,627	179,580

Ventures Industrial Park

Airport Department				
Airport Capital Projects				
Professional Services	0	0	8,798	8,798
Maintenance (Repairs)	273	0	0	0

<u>ACCOUNT DESCRIPTION</u>	<u>2014-15 PRIOR YEAR ACTUAL</u>	<u>2015-16 Y-T-D ACTUAL</u>	<u>2015-16 BUDGET</u>	<u>2016-17 MANAGER RECOMMEND</u>
* Airport Capital Projects	273	0	8,798	8,798
** Airport Department	273	0	8,798	8,798
*** Ventures Industrial Park	273	0	8,798	8,798

Transportation& Public Safety Improve Fund

Engineer & Utilities Dept

Roads Division

Infrastructure 0 0 0 1,130,000

* Roads Division 0 0 0 1,130,000

** Engineer & Utilities Dept 0 0 0 1,130,000

*** Transportation& Public Safety Improve Fund 0 1,130,000

Road Maintenance Fund

Engineer & Utilities Dept

Roads Division

Infrastructure 0 0 0 250,000

* Roads Division 0 0 0 250,000

** Engineer & Utilities Dept 0 0 0 250,000

*** Road Maintenance Fund 0 0 0 250,000

Solid Waste Fund

Public Service Department

Administration Division

Salaries & Wages 0 213,190 255,988 244,405

Workers' Compensation 0 12 0 0

Professional Services 0 47,082 30,000 30,000

Electric & Gas 0 11,056 8,450 8,450

Telephone & Communication 0 935 1,353 1,300

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
City Services	0	4,065	3,900	4,930
Contracts,Maint & Service	0	15,250	39,440	28,000
Maintenance (Repairs)	0	3,565	7,975	7,975
Rental	0	0	204	205
Postage	0	0	50	50
Printing & Binding	0	365	10,390	390
Employee Training	0	2,355	2,000	2,000
Uniforms	0	-229	1,650	1,650
Automotive Operations	0	6,883	12,000	5,855
Depreciation Expense	0	0	42,600	43,830
General Supplies	0	642	500	500
Office Supplies	0	187	940	940
Specialized Dept Supplies	0	300	600	600
	-----	-----	-----	-----
* Administration Division	0	305,658	418,040	381,080
Residential Solid Wst Col				
Salaries & Wages	0	208,524	259,250	258,630
Workers' Compensation	0	-40	0	0
Professional Services	0	585	1,000	1,000
Telephone & Communication	0	1,334	1,680	1,680
Contracts,Maint & Service	0	8,880	11,000	12,000
Maintenance (Repairs)	0	86,502	55,250	56,000
Insurance, Other	0	76,666	2,000	2,000
Postage	0	478	400	400
Printing & Binding	0	0	450	450
Employee Training	0	81	0	0
Uniforms	0	1,343	3,000	3,000
Automotive Operations	0	40,968	87,000	68,000
Depreciation Expense	0	64,136	89,860	61,420
General Supplies	0	1,007	1,900	1,900
Office Supplies	0	78	1,100	1,100
Specialized Dept Supplies	0	236	1,000	1,000
Machinery & Equipment	0	0	205,000	175,000
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* Residential Solid Wst Col	0	490,778	719,890	643,580
Residential Recycling Col				
Salaries & Wages	0	134,869	149,000	157,060
Workers' Compensation	0	300	0	0

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Professional Services	0	220	400	400
Landfill Fees	0	64	2,000	2,000
Telephone & Communication	0	200	480	480
Contracts, Maint & Service	0	3,330	5,500	5,500
Maintenance (Repairs)	0	38,525	15,000	22,000
Insurance, Other	0	2,173	0	0
Employee Training	0	213	0	0
Uniforms	0	233	1,350	1,350
Automotive Operations	0	16,445	20,000	29,100
Depreciation Expense	0	53,074	48,540	47,145
General Supplies	0	562	1,050	1,050
Office Supplies	0	102	200	200
Specialized Dept Supplies	0	24,912	25,000	25,000
	-----	-----	-----	-----
* Residential Recycling Col	0	275,222	268,520	291,285
Residential Yard Wst Coll				
Salaries & Wages	0	214,874	276,490	280,790
Tuition Reimbursement	0	878	0	1,500
Workers' Compensation	0	2,687	0	0
Professional Services	0	690	750	750
Telephone & Communication	0	394	500	500
Maintenance (Repairs)	0	75,326	51,000	54,000
Insurance, Other	0	300	1,000	1,000
Printing & Binding	0	513	350	500
Employee Training	0	212	0	0
Uniforms	0	1,966	3,200	3,200
Automotive Operations	0	50,170	110,000	92,000
Depreciation Expense	0	175,861	186,473	189,095
General Supplies	0	1,691	2,400	2,400
Office Supplies	0	253	800	800
Specialized Dept Supplies	0	460	500	500
Machinery & Equipment	0	141,992	0	290,000
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* Residential Yard Wst Coll	0	668,267	633,463	917,035
** Public Service Department	0	1,739,925	2,039,913	2,232,980
Benefits & Ins Dept				
Benefits & Insurance Div				
Salaries & Wages	0	0	9,920	44,000

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
Group Insurance	0	291,670	443,540	484,220
Social Security	0	55,506	70,000	70,000
Retirement	0	113,000	123,760	127,000
Workers' Compensation	0	12,025	9,180	11,400
Professional Services	0	2,482	4,500	4,500
Insurance, Other	0	42,529	39,170	45,730
	-----	-----	-----	-----
* Benefits & Insurance Div	0	517,212	700,070	786,850
** Benefits & Ins Dept	0	517,212	700,070	786,850
NonCity Support & Ct Dept				
NonCity Support Division				
Contingency & Other Suprt	0	45,348	60,967	57,170
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* NonCity Support Division	0	45,348	60,967	57,170
** NonCity Support & Ct Dept	0	45,348	60,967	57,170
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*** Solid Waste Fund	0	2,302,485	2,800,950	3,077,000

Northside Redevelopment

Engineer & Utilities Dept				
Neighborhood&Dev Serv Div				
Non-Professional Services	23,459	14,993	20,000	20,000
Professional Services	5,000	0	0	0
Printing & Binding	61	0	0	0
Contingency & Other Suprt	11,658	8,585	20,000	20,000
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* Neighborhood&Dev Serv Div	40,178	23,578	40,000	40,000
** Engineer & Utilities Dept	40,178	23,578	40,000	40,000
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*** Northside Redevelopment	40,178	23,578	40,000	40,000

N Side Crosland Park Fund

Engineer & Utilities Dept				
Neighborhood&Dev Serv Div				
Electric & Gas	5,938	3,348	6,000	3,750

<u>ACCOUNT DESCRIPTION</u>	2014-15 PRIOR YEAR <u>ACTUAL</u>	2015-16 Y-T-D <u>ACTUAL</u>	2015-16 <u>BUDGET</u>	2016-17 MANAGER <u>RECOMMEND</u>
City Services	7,653	6,273	7,000	8,686
Specialized Dept Supplies	0	212	0	0
Contingency & Other Suprt	60,817	7,759	287,500	142,064
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* Neighborhood&Dev Serv Div	74,408	17,592	300,500	154,500
** Engineer & Utilities Dept	74,408	17,592	300,500	154,500
Debt Service Department				
Principal & Interest Div				
Note Interest	8,492	0	0	0
	-----	-----	-----	-----
* Principal & Interest Div	8,492	0	0	0
** Debt Service Department	8,492	0	0	0
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*** N Side Crosland Park				
Fund	82,900	17,592	300,500	154,500

APPENDIX E

CAPITAL IMPROVEMENT PROGRAM

Our Capital Improvements Program (CIP) is codified in the City Code. Annually, the Planning Commission is required to develop a list of recommended capital improvement projects (projects that exceed \$100,000) that are to be constructed over the next five year period, in preferential order, and submit it to the City Manager. The Planning Commission studies proposed projects and the effect the development will have on surrounding areas and makes recommendations on these projects to the Aiken City Council.

The below table lists all departmental requests including CIP and operating capital requests:

DEPARTMENTAL REQUESTS

PROJECT NAME (In Order of Priority)	Total Estimated Project Expenditures by Years					
	Cost	2016-17	2017-18	2018-19	2019-20	2020-21
<u>CITY MANAGER</u>						
1 Municipal & Adm & Finance Building Repairs	\$ 150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
2 Municipal Building Expansion	1,250,000	625,000	625,000			
3 Upgrade Municipal Bldg Card Security System	30,000	30,000				
4 Replace Carpet - Municipal Building	12,000	12,000				
5 Chair Replacement - Conf. Ctr.	15,000	15,000				
6 Risograph Replacement	40,000	40,000				
7 Vehicle Replacement	25,000		25,000			
8 HVAC Replacement - Municipal Building	10,000		10,000			
9 Kitchen Equipment - Conference Center	25,000			\$25,000		
10 Painting Municipal Building	17,000				\$17,000	
	<u>\$ 1,574,000</u>	<u>\$ 752,000</u>	<u>\$ 690,000</u>	<u>\$ 55,000</u>	<u>\$ 47,000</u>	<u>\$ 30,000</u>
<u>CITY MANAGER - INFORMATION TECHNOLOGY(GENERAL FUND)</u>						
1 Virtual Server Upgrade Project	\$ 55,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
2 Call Mgr/Unity Phone Server & Software Upgrades	60,000	60,000				
3 Desktop Phone Replacement Project	45,000	15,000	15,000	15,000		
4 Enterprise Management Suite	30,000	30,000				
5 Storage, memory & maintenance-windows servers	40,000	10,000	10,000	5,000	10,000	5,000
6 Server upgrade and licensing project	30,000	10,000	5,000	5,000	5,000	5,000
7 Replace Division Vehicles	25,000		25,000			
	<u>\$ 285,000</u>	<u>\$ 140,000</u>	<u>\$ 65,000</u>	<u>\$ 35,000</u>	<u>\$ 25,000</u>	<u>\$ 20,000</u>
<u>CITY MANAGER - INFORMATION TECHNOLOGY(WATER AND SEWER FUND)</u>						
1 Virtual Server Upgrade Project	\$ 25,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
2 Call Mgr/Unity Phone Server & Software Upgrades	25,000	25,000				
3 Desktop Phone Replacement Project	30,000	10,000	10,000	10,000		
4 Enterprise Management Suite	20,000	20,000				
5 Storage, memory & maintenance-windows servers	25,000	5,000	5,000	5,000	5,000	5,000
6 Server upgrade and licensing project	25,000	5,000	5,000	5,000	5,000	5,000
	<u>\$ 150,000</u>	<u>\$ 70,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>
<u>FINANCE</u>						
1 Purchasing Software	\$ 45,000	\$ 45,000				
	<u>\$ 45,000</u>	<u>\$ 45,000</u>				
<u>PARKS, RECREATION, & TOURISM - RECREATION</u>						
1 Smith-Hazel Tennis Court Rebuild	\$ 50,000	\$ 50,000				
2 Digital Marquee at Weeks and Smith-Hazel	58,000	36,000	\$22,000			
3 Weeks Center Restroom Renovation Completion	50,000	50,000				
4 Acres Park	19,000	19,000				
5 Christmas in Hopelands Displays	48,400	15,400	9,400	\$14,100	\$9,500	
6 Mini-Bus - 14 Passenger	42,000	42,000				
7 Weeks Center Renovations & HVAC Replacement	1,679,000	340,000				1,339,000
8 Ceramics Building/Old Playhouse Renovation	72,000		72,000			
9 Weeks Center Gym Acoustical Sound Boards	54,000		54,000			
	<u>\$ 2,072,400</u>	<u>\$ 552,400</u>	<u>\$ 157,400</u>	<u>\$ 14,100</u>	<u>\$ 9,500</u>	<u>\$ 1,339,000</u>

DEPARTMENTAL REQUESTS**PROJECT NAME****(In Order of Priority)****Total Estimated Project Expenditures by Years**

	Cost	2016-17	2017-18	2018-19	2019-20	2020-21
<u>PARKS, RECREATION, & TOURISM -PARKS</u>						
15 Woodside Equestrian Trail	\$ 40,000	\$ 40,000				
16 Virginia Acres Demolition & Construction	350,000	350,000				
17 Northside Park - Landfill (CPST2)	281,000		\$281,000			
18 Citizens park I Playground Replacement	125,000		125,000			
19 Citizens Park Playground & Sprayground Renovations	325,000		325,000			
20 Overlay Outdoor Basketball Courts	60,000	60,000				
21 Citizens Park Covered Fitness Equipment	90,000			\$90,000		
22 Smith-Hazel Overlay Walking Trail	40,000			40,000		
23 Parks Operations Center Ceiling Refurbishment	97,000				\$97,000	
24 Virginia Acres Park Playground Replacement	500,000			500,000		
25 Smith-Hazel Park Playground Replacement	350,000				350,000	
26 Citizens Park Phase V	7,500,000					7,500,000
	<u>\$ 13,902,800</u>	<u>\$ 1,554,800</u>	<u>\$ 1,045,800</u>	<u>\$ 658,200</u>	<u>\$ 466,000</u>	<u>\$ 10,178,000</u>
<u>PARKS, RECREATION, & TOURISM -PARKS</u>						
1 Rye Patch Stables Renovations - Phase II	\$ 100,000	\$ 100,000				
2 Exterior Painting - Rye Patch	55,000	55,000				
3 Exterior Renovations - Guest Cottage	65,000	65,000				
4 Carriage Museum Renovations	50,000		\$50,000			
5 Courtyard Pavers - Hall of Fame	30,000		30,000			
6 Caretakers House Renovations	50,000			\$50,000		
7 Fire Prevention System - Hall of Fame	60,000				\$60,000	
	<u>\$ 410,000</u>	<u>\$ 220,000</u>	<u>\$ 80,000</u>	<u>\$ 50,000</u>	<u>\$ 60,000</u>	
<u>PARKS, RECREATION, & TOURISM -TOURISM</u>						
1 Aiken County Farmers Market New Sign	\$ 25,000	\$ 25,000				
2 Bike Share	45,300	45,300				
3 Aiken County Farmers Market Restrooms	158,000	158,000				
4 Railroad Depot Expansion (CPST3)	<u>\$ 300,000</u>		<u>\$ 150,000</u>		<u>\$ 150,000</u>	
	<u>\$ 528,300</u>	<u>\$ 228,300</u>	<u>\$ 150,000</u>		<u>\$ 150,000</u>	
<u>PARKS, RECREATION, & TOURISM -ATHLETICS</u>						
1 Weeks Tennis Center/CP 2 Office Repairs	\$ 46,000	\$ 46,000				
2 Height Adjusters for Weeks Basketball Goals	30,000	30,000				
3 Citizens Park Scoreboard Renovation	90,000	45,000	\$45,000			
4 CP 1 & 2 Playground Shade Structure	<u>\$45,000</u>				<u>\$45,000</u>	
	<u>\$ 211,000</u>	<u>\$ 121,000</u>	<u>\$ 45,000</u>		<u>\$ 45,000</u>	
<u>AECOM THEATER</u>						
1 Roof - AECOM Center for Performing Arts	\$ 10,000	\$ 10,000				
2 Lighting Software Upgrades	48,000	48,000				
3 Theater Carpet Replacement	30,000		\$30,000			
4 HVAC Replacement - AECOMPA Center	<u>300,000</u>		<u>300,000</u>			
	<u>\$ 388,000</u>	<u>\$ 58,000</u>	<u>\$ 330,000</u>			

DEPARTMENTAL REQUESTS**PROJECT NAME****(In Order of Priority)****Total Estimated Project Expenditures by Years**

	Cost	2016-17	2017-18	2018-19	2019-20	2020-21
<u>PUBLIC SAFETY - ADMINISTRATION</u>						
1 Division Vehicles	\$ 105,000	\$ 25,000	\$ 25,000			\$ 55,000
2 Public Safety Headquarters Renovation	900,000	100,000	800,000			
3 Replace Patrol Vehicle MDT's	170,430		44,460	\$44,460	\$44,460	37,050
4 ADPS Shooting Range Maintenance	20,000				20,000	
5 Public Safety Surveillance System	400,000					400,000
	<u>\$ 1,595,430</u>	<u>\$ 125,000</u>	<u>\$ 869,460</u>	<u>\$ 44,460</u>	<u>\$ 64,460</u>	<u>\$ 492,050</u>
<u>PUBLIC SAFETY - PATROL</u>						
1 Replace (2) take home cars: \$25,000 each (Asset #5333, 5334,) with the Ford Sedan	\$ 50,000	\$ 50,000				
2 Replace (1) take home car: \$27,500 Asset #5375: with the Ford Utility	27,500	27,500				
3 Replace (1) fleet car: \$33,771 (Asset #5772) with a Chevy Tahoe	67,542	33,771			\$33,771	
4 Replace (2) fleet cars: \$27,500 each Asset #5779, 5729 with a Ford Utility	110,000	55,000			55,000	
5 Replace (2) fleet cars: \$25,000 each (Asset #5550, 5728,) with the Ford Sedan	100,000	50,000			50,000	
6 Replace (2) take home cars: Animal Control truck (Asset #5199) \$30,850 Fire Sgt. Truck (Asset #5000) \$30,084	60,934	60,934				
7 Purchase: Advanced license plate reader	18,000	18,000				
8 Replace (5) take home cars	125,000		125,000			
9 Replace (1) patrol fleet car	55,000		27,500			\$27,500
10 Replace transport van (2120-066)	26,000			26,000		
11 Replace (5) take home cars	<u>\$125,000</u>			<u>\$125,000</u>		
	<u>\$ 764,976</u>	<u>\$ 295,205</u>	<u>\$ 152,500</u>	<u>\$151,000</u>	<u>\$138,771</u>	<u>\$ 27,500</u>
<u>PUBLIC SAFETY - FIRE</u>						
1 Purchase 2 Reserve Engines	\$ 800,000	\$ 800,000				
2 Purchase Thermal Imaging Camers	26,000	13,000	\$13,000			
3 Purchase Fire Extinguisher Simulator Prop	12,750	12,750				
4 Replace Commercial Hose Dryers	100,000		50,000		\$50,000	
5 Replace Mobile Air Trailer	90,000					\$90,000
	<u>\$ 1,028,750</u>	<u>\$ 825,750</u>	<u>\$ 63,000</u>		<u>\$ 50,000</u>	<u>\$ 90,000</u>
<u>PUBLIC SAFETY - INVESTIGATIONS</u>						
1 Division Vehicles	\$ 140,000	\$ 42,000	\$ 47,000		\$ 30,000	\$ 21,000
2 Crime Scene Truck	30,000		30,000			
	<u>\$ 170,000</u>	<u>\$ 42,000</u>	<u>\$ 77,000</u>		<u>\$ 30,000</u>	<u>\$ 21,000</u>
<u>PUBLIC SAFETY - COMMUNITY SERVICES</u>						
Scheduled replacement of (2) two take home cars with Ford Sedans - \$25,000 each Asset #5159 and 5357	\$ 50,000	\$ 50,000				
1 Scheduled replacement of (1) one take home car with a Ford Utility - \$27,500 Asset #5335	27,500	27,500				
2 Scheduled replacement (7) take home cars	175,000		\$175,000			
3 Scheduled replacement of (1) 2014 F250 Animal Control Truck	<u>\$30,000</u>					<u>\$30,000</u>
	<u>\$ 282,500</u>	<u>\$ 77,500</u>	<u>\$ 175,000</u>			<u>\$ 30,000</u>
<u>PUBLIC SAFETY - YOUTH SERVICES</u>						
1 Division Vehicles 2144	<u>\$ 77,500</u>	<u>\$ 27,500</u>	<u>\$ 25,000</u>		<u>\$ 25,000</u>	
	<u>\$ 77,500</u>	<u>\$ 27,500</u>	<u>\$ 25,000</u>		<u>\$ 25,000</u>	

DEPARTMENTAL REQUESTS**PROJECT NAME****(In Order of Priority)****Total Estimated Project Expenditures by Years**

	Cost	2016-17	2017-18	2018-19	2019-20	2020-21
<u>PUBLIC SAFETY - SUPPORT SERVICES</u>						
1 Replace 2008 Ford F-150 (2150-012)	\$ 29,000	\$ 29,000				
2 Replace 2006 Ford F-350 (2150-011) Bucket	85,000	85,000				
3 HVAC Replacement	140,000	25,000	\$25,000	\$30,000	\$30,000	\$30,000
4 Traffic Control Equipment	125,000	25,000	25,000	25,000	25,000	25,000
5 Refurbish Stations #3 & #4	30,000	30,000				
6 Replace Two 2011 F-150s (2150-15 & 16)	60,000			60,000		
7 Replace Captain's Vehicle (2150-023)	30,000					30,000
8 Replace Format Printer (Mapping Printer)	6,000		6,000			
9 Refurbish Firing Range	10,000			10,000		
	<u>\$ 515,000</u>	<u>\$ 194,000</u>	<u>\$ 56,000</u>	<u>\$ 125,000</u>	<u>\$ 55,000</u>	<u>\$ 85,000</u>
<u>ENGINEERING & UTILITIES - STREETS AND PARKS</u>						
1 Dougherty Road Improvements	\$8,089,722	\$737,860	\$1,000,000	\$3,102,072	\$3,249,790	
2 Street Resurfacing Projects	2,500,000	500,000	500,000	500,000	5,000,000	\$500,000
3 Sidewalk - Curb and Gutter Renovations	700,000	140,000	140,000	140,000	140,000	140,000
4 Sidewalk Development at Public Schools	800,000	800,000				
5 Small Equipment Replacement	50,000	10,000	10,000	10,000	10,000	10,000
6 Trench Roller Compactor	31,000	31,000				
7 Equipment Replacement	470,000	100,000	230,000	110,000	30,000	
8 Switch-N-Go Beds	21,000	21,000				
9 Connector Road from Dougherty to Aiken Mall	1,965,000	180,000	715,000	1,070,000		
10 Pawnee-Neilson Connector	2,779,000	257,000	1,012,000	1,510,000		
11 Hitchcock Parkway Corridor Improvements	8,700,000	500,000	8,200,000			
12 University Parkway Widening	10,550,000	375,000	875,000	4,650,000	4,650,000	
13 Vehicle Replacement	108,000		108,000			
14 Powderhouse/Centennial Connect with Whiskey	11,503,577			1,147,792	411,859	623,719
	<u>\$ 47,587,299</u>	<u>\$ 3,489,860</u>	<u>\$ 12,442,000</u>	<u>\$ 12,119,864</u>	<u>\$ 12,658,385</u>	<u>\$ 6,877,190</u>
<u>ENGINEERING & UTILITIES - ADMINISTRATION</u>						
1 Replace HVAC Heat Pump	\$8,000	\$8,000	\$0	\$0	\$0	
2 Replace Roof	15,000					\$15,000
3 Overlay Parking Area	25,000					25,000
	<u>\$ 48,000</u>	<u>\$ 8,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 40,000</u>
<u>ENGINEERING & UTILITIES - ENGINEERING</u>						
1 Trimble R2 GPS Unit	26,000	26,000	0	0	0	-
	<u>\$ 26,000</u>	<u>\$ 26,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<u>ENGINEERING & UTILITIES - SHILOH SPRINGS</u>						
1 Replace Chlorine Building	\$25,000	\$25,000				
2 Roof Building	20,000		20,000			
3 Lime Slurry System	250,000					250,000
	<u>\$ 295,000</u>	<u>\$ 45,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>
<u>ENGINEERING & UTILITIES - WELLS</u>						
1 Well Pump Rehabilitation Program	\$375,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
2 Portable Generators and Rewiring	222,750	222,750				
3 USGS Well Water Availability Study	90,000	30,000	30,000	30,000		
4 Replace Pine Log High Service Pumps	700,000	350,000	350,000			
5 Paint Ground Storage Tanks	30,000	30,000				
6 Paint Pine Log Treatment Building	50,000			50,000		
7 Paint Town Creek Treatment Building	50,000				50,000	
	<u>\$ 1,517,750</u>	<u>\$ 707,750</u>	<u>\$ 455,000</u>	<u>\$ 155,000</u>	<u>\$ 125,000</u>	<u>\$ 75,000</u>

DEPARTMENTAL REQUESTS**PROJECT NAME****(In Order of Priority)****Total Estimated Project Expenditures by Years**

	Cost	2016-17	2017-18	2018-19	2019-20	2020-21
<u>ENGINEERING & UTILITIES - SHAWS CREEK</u>						
1 Replace Fluoride Feeder	\$20,000	\$20,000				
2 Replace Pipe Gallery Valves	50,000	50,000				
3 Replace Flash Mixers	70,000	70,000				
4 Paint York Tank	225,000	225,000				
5 Replace Service Truck	40,000	40,000				
6 Vale Water Line	704,000	704,000				
7 Replace Riding Lawn Mower	15,000	15,000				
8 Replace Fence at York Street Tank	15,000		\$15,000			
9 Paint Chesterfield Tank	350,000		350,000			
10 Paint Pipe Gallery and Lower Pump Level	80,000			\$80,000		
11 Replace Shaw's Creek Electrical Panel	<u>200,000</u>				<u>200,000</u>	
	<u>\$ 1,769,000</u>	<u>\$ 1,124,000</u>	<u>\$ 365,000</u>	<u>\$ 80,000</u>	<u>\$ 200,000</u>	<u>\$ -</u>
<u>ENGINEERING & UTILITIES - WATER AND SEWER DISTRIBUTION</u>						
1 Sanitary Sewer Infrastructure	\$22,817,000	\$4,634,000	\$4,569,000	\$4,332,000	\$4,538,000	\$4,744,000
2 Water Infrastructure	200,000	200,000				
3 New Purchase 3,500 Gallon Vacuum Truck	365,000	365,000				
4 Small Equipment Replacement	142,200	56,400	40,200	15,200	15,200	15,200
5 Vehicle Replacement	1,175,000	85,000	70,000	400,000	260,000	360,000
6 New Purchase Dump Truck	124,000	124,000				
7 Kershaw Building Renovations	112,000	62,000	50,000			
8 Replace Lift Truck in Warehouse	25,000	25,000				
9 Towable Man Lift	<u>15,000</u>	<u>15,000</u>				
	<u>\$ 24,975,200</u>	<u>\$ 5,566,400</u>	<u>\$ 4,729,200</u>	<u>\$ 4,747,200</u>	<u>\$ 4,813,200</u>	<u>\$ 5,119,200</u>
<u>ENGINEERING & UTILITIES - WASTEWATER TREATMENT</u>						
1 Southwood Discharge Assemblies	\$100,000	\$100,000				
2 Pump Replacement Program	200,000	40,000	\$40,000	\$40,000	\$40,000	\$40,000
3 Vehicle Replacement	185,000	135,000		50,000		
4 Lift Station Rehabilitation Program	290,000	30,000	50,000	80,000	80,000	50,000
5 Diesel Powered Emergency Pump	<u>450,000</u>	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>
	<u>\$ 1,225,000</u>	<u>\$ 395,000</u>	<u>\$ 180,000</u>	<u>\$ 260,000</u>	<u>\$ 210,000</u>	<u>\$ 180,000</u>
<u>ENGINEERING & UTILITIES - STORMWATER</u>						
1 Chesterfield Railroad Storm Water	\$1,737,650	\$1,200,000	\$537,650			
2 Storm Water Infrastructure	1,488,000	100,000	1,088,000	\$100,000	\$100,000	\$100,000
3 Small Equipment Replacement	55,000	55,000				
4 Replace Ghost Truck	45,000	45,000				
5 Sand River Drainage	<u>5,926,923</u>	<u>200,000</u>	<u>1,726,923</u>	<u>4,000,000</u>		
	<u>\$ 9,152,573</u>	<u>\$ 1,500,000</u>	<u>\$ 3,352,573</u>	<u>\$ 4,100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>
<u>ENGINEERING & UTILITIES - AIRPORT</u>						
1 Crack Sealing and Remarking R/W 1/19	\$100,000	\$100,000				
2 Install Security Fence across Parcel #2	141,500		\$141,500			
3 Property Acquisition	<u>385,750</u>			<u>385,750</u>		
	<u>\$ 627,250</u>	<u>\$ 100,000</u>	<u>\$ 141,500</u>	<u>\$ 385,750</u>	<u>\$ -</u>	<u>\$ -</u>

The following capital equipment and projects are included in the annual Fiscal Year 2017 operating budget. These items are funded with the capital equipment replacement account. The use of capital equipment replacement funds is shown as a revenue in the fund purchasing the equipment.

General Fund		
Account Code	Description	Amount
1301-413-74-06	License for Laserfiche	\$ 30,000.00
1303-413-74-02	Vehicle	\$ 25,000.00
1401-414-74-05	Phone System	\$ 85,000.00
1401-414-74-06	Server	\$ 37,000.00
1501-415-74-06	Purchasing Software Module	\$ 45,000.00
2110-421-74-02	Vehicle	\$ 25,000.00
2120-422-74-02	10 Vehicles	\$ 280,961.00
	Fire Truck	\$ 421,244.00
2120-422-61-12	vehicle accessories	\$ 39,500.00
2130-423-74-02	2 Vehicles	\$ 42,000.00
2142-424-74-02	3 Vehicles	\$ 77,500.00
2144-424-74-02	Vehicle	\$ 27,500.00
2150-425-74-02	Vehicle	\$ 29,000.00
	Bucket Truck	\$ 85,000.00
2150-425-72-02	Building improvements	\$ 55,000.00
3130-433-74-02	Equipment	\$ 51,000.00
4135-435-74-01	Mowers	\$ 41,000.00
4135-435-74-02	Vehicle	\$ 30,000.00
4135-435-74-07	Mosquito Fogger	\$ 11,000.00
5120-452-72-02	partial building improvements	\$ 60,000.00
5150-455-72-02	POC electrical	\$ 20,000.00
5150-455-74-01	Mowers & Equipment	\$ 120,500.00
5150-455-74-02	5 Vehicles	\$ 248,000.00
		\$ 1,886,205.00

SPECIAL HOLDING		
Account	Description	Amount
2120-422-74-07	Public Safety Equipment	\$ 43,750.00
	Accrued salaries for Solid Waste	\$ 44,000.00
	Accrued Salaries for 27th pay period	\$ 425,000.00
		\$ 512,750.00
Water & Sewer Fund		
Account Code	Description	Amount
1401-414-74-05	Virtual Server Upgrade	\$ 5,000.00
	Call Manager & Phone Server	\$ 25,000.00
	Desktop Phone Replacement	\$ 10,000.00
1401-414-74-06	Enterprise Management	\$ 20,000.00
	Storage memory	\$ 5,000.00
	Licensing Project	\$ 5,000.00
3111-461-74-01	Copier	\$ 12,470.00
3160-469-72-02	Building Improvements	\$ 45,000.00
3161-469-74-01	Tractor	\$ 15,000.00
3161-469-74-01	Flouride feeder, valves, flash	\$ 140,000.00
3161-469-74-02	Vehicle	\$ 36,035.00
3163-469-74-01	Well & Pump Rehabilitation	\$ 105,000.00
3181-468-74-02	2 Vehicles	\$ 69,430.00
3181-468-76-04	Meters	\$ 700,000.00
3182-468-74-01	Machinery	\$ 20,000.00
		\$ 1,212,935.00
SPECIAL HOLDING		
	Accrued Salaries for 27th pay period	\$ 105,000.00
STORM WATER FUND		
Account Code	Description	Amount
3170-467-74-01	Backhoe Loader-2008	\$ 119,800.00
3170-467-75-05	Storm system improvements	\$ 239,740.00
		\$ 359,540.00
SOLID WASTE FUND		
Account Code	Description	Amount
80-4141-444-74-01	Garbage Truck	\$ 175,000.00
80-4145-444-74-01	2 Grapple Loader	\$ 290,000.00
		\$ 465,000.00

APPENDIX F

FULL TIME EQUIVALENT DETAIL

<u>GENERAL FUND</u>	<u>NO. OF POSITIONS</u>	
	<u>FULL TIME</u>	<u>PART TIME</u>
City Council		7
LEGAL		
City Solicitor	1	
Paralegal	1	
Total	2	
MUNICIPAL COURT		
Clerk of Court	1	
Asst. Clerk of Court		1
Total	1	1
CITY MANAGER'S OFFICE		
City Manager	1	
Assistant City Manager	1	
City Clerk/Exec. Secretary	1	
Risk Manager	1	
Business Vitality Manager	1	
Administrative Assistant	1	
Marketing and Transparency Coordinator	1	
Secretary		1
Building Technician	1	
Maintenance Worker I	1	
Total	9	1
BUILDING INSPECTION		
Building Official	1	
Building Inspector	2	1
Plans Examiner		1
Property Code Inspector	1	
Administrative Assistant	1	
Secretary		1
Total	5	3
INFORMATION TECHNOLOGY (GENERAL FUND)		
IT Administrator	1	
IT Technician	1	
Website Administrator	1	
Total	3	
INFORMATION TECHNOLOGY (WATER & SEWER FUND)		
IT Administrator	2	
NEIGHBORHOOD & DEV. SERVICES		
Special Projects Coordinator	1	
COMMUNITY DEVELOPMENT BLOCK GRANT		
Asst. to Director E & U		1

<u>GENERAL FUND</u>	<u>NO. OF POSITIONS</u>	
	<u>FULL TIME</u>	<u>PART TIME</u>
FINANCE (GENERAL FUND)		
Finance Director	1	
Business License Administrator	1	
Revenue Administrator	1	
Special Projects Accountant	1	
Accounting Clerk I	1	3
License Inspector		1
Treas./Tax Collector		1
Purchasing Officer	1	
Total	6	5
FINANCE (WATER & SEWER FUND)		
Accountant III	1	
Accountant II	2	
Accountant I	1	
Accounting Clerk I	1	
Accounting Clerk Supv.	1	
Billing Specialist	1	
Meter Technician III	1	
Meter Technician II	1	
Meter Technician I	1	
Total	10	
HUMAN RESOURCES		
Human Resources Director	1	
PLANNING DEPARTMENT		
Director of Planning	1	
Zoning Official	1	
Planner	2	
Administrative Assistant	1	
Secretary		1
Total	5	1

GENERAL FUND	NO. OF POSITIONS	
	FULL TIME	PART TIME
PUBLIC SAFETY ADMINISTRATION		
Director of Public Safety	1	
P.S. Officer V (Captain)	1	
P.S. Officer IV (Lt.)	2	
Records Mgt. Supv.	1	
Communications Opr. II	1	
Communications Opr. I	9	
Administrative Assistant	2	1
P.S. Technician	4	
Total	21	1
PUBLIC SAFETY PATROL-FIRE SUPPRESSION		
P.S. Officer V (Captain)	2	
P.S. Officer IV (Lt.)	4	
P.S. Officer III (Sgt.)	11	
P.S. Officer I/II	35	
Volunteer Fireman - PT		12
P.S. Driver/Operator	21	
P.S. Cadets - PT		6
Total	73	18
PUBLIC SAFETY INVESTIGATIONS DIVISION		
P.S. Officer V (Captain)	1	
Investigator II	1	
Investigator	5	
P.S. Officer I/II	1	
Evidence/Crime Tech	1	
P.S. Technician	1	
Total	10	
VICTIM SERVICES FUND		
Victim Assistance Advocate	1	
PUBLIC SAFETY COMMUNITY SERVICES		
P.S. Officer IV (Lt.)	1	
P.S. Officer III (Sgt.)	2	
P.S. Officer I/II	11	
Youth/Family Coordinator	1	
Environmental Control Officer	1	
Neighborhood Coordinator	1	
School Crossing Guard		4
Total	17	4
PUBLIC SAFETY YOUTH SERVICES		
P.S. Officer V (Captain)	1	
P.S. Officer I/II	4	
Total	5	

GENERAL FUND	NO. OF POSITIONS	
	FULL TIME	PART TIME
PUBLIC SAFETY SUPPORT SERVICES		
P.S. Officer V (Captain)	1	
Electronic System Adm.	1	
Maintenance Mechanic	5	
Maintenance Worker II	1	
Total	8	
ROADS DIVISION		
Supervisor I	1	
Utilities Technician	1	
Heavy Equipment Operator		1
Vehicle Operator I	3	
Maintenance Worker II	1	
Maintenance Worker I	3	
Total	9	1
BUILDINGS AND GROUNDS (GENERAL FUND)		
Horticulturist	1	
Supervisor II	1	
Supervisor I	1	
Maintenance Crew Leader	6	
Tree Trimmer	1	
Maintenance Worker II	2	
Maintenance Worker I	4	
Vehicle Operator	1	
Secretary		1
Public Services Director		1
Total	17	2
PRT - RECREATION DIVISION		
Parks & Recreation Director	1	
Recreation Superintendent	1	
Recreation Program Supv.	2	
Administrative Assistant	1	
Recreation Program Coordinator	3	
Community Resource Officer		2
Clerk Typist		1
Museum Coordinator		1
Secretary	1	
Summer Workers		29
Facilities Assistant		8
Total	9	41

<u>GENERAL FUND</u>	<u>NO. OF POSITIONS</u>	
	<u>FULL TIME</u>	<u>PART TIME</u>
PRT-ATHLETICS		
Athletic Program Supv.	1	
Athletic Program Coordinator II	1	
Athletic Program Coordinator I	2	
Athletic Superintendent	1	
Tennis Program Supervisor	1	
Secretary	0	
Community Resource Officer		1
Gate Attendants		3
Facilities Assistant		10
Total	6	14
PRT - TOURISM DIVISION		
Tourism Supervisor	1	
Tourism Coordinator	1	
Facilities Assistant		2
Community Relations Coordinator	1	
Total	3	2
PRT - PARKS DIVISION		
Parks Superintendent	1	
Supervisor II	2	
Supervisor I	3	
Secretary	1	
Maintenance Mechanic	1	
Building Technician	1	
Maintenance Worker III	4	
Maintenance Worker II	11	
Maintenance Worker I	7	
Facilities Assistant		5
Total	31	5
004-8390 AIKEN THEATER		
Theater Operations Coordinator	1	

	<u>NO. OF POSITIONS</u>	
	<u>FULL TIME</u>	<u>PART TIME</u>
<u>WATER & SEWER FUND</u>		
E&U ADMINISTRATION		
Director of Public Works	1	
Director of Eng. & Utilities	1	
Asst. to Dir. Of Eng. & Utilities		1
Administrative Assistant	1	
Secretary	1	
Total	4	1
E&U ENGINEERING		
City Engineer	1	
Asst. City Engineer	1	
GIS Coordinator	1	
GIS/CADD Asst.	1	
Engineering Technician	2	1
Total	6	1
E&U SHAWS CREEK WATER PLANT		
Supervisor II	1	
Environmental System Op. I	3	
Chief Environmental Operator	1	
Maintenance Tech	1	
Vehicle Operator	1	
Total	7	
WATER DISTRIBUTION TREATMENT		
Supervisor II	1	
Supervisor I	1	
Eng & Utilities Analyst	1	
Utilities Team Leader	5	
Utilities Technician I	2	
Maintenance Crew Leader	2	
Heavy Equipment Operator	1	
Maintenance Worker III	3	
Maintenance Worker II	6	
Maintenance Worker I	8	
Vehicle Operator	1	
Administrative Assistant	1	
Inventory Agent	1	
Locator Technicians	2	
Total	35	
SEWER DISTRIBUTION DIVISION		
Supervisor I	1	
Maintenance Technician	5	
Utilities Technician II	1	
Utilities Team Leader	1	
Maintenance Worker III	2	
Maintenance Worker II	2	
Maintenance Worker I	1	
Total	13	

	<u>NO. OF POSITIONS</u>	
	<u>FULL TIME</u>	<u>PART TIME</u>
<u>STORMWATER FUND</u>		
Supervisor I	1	
Utilities Technician	1	
Maintenance Worker I	1	
Maintenance Worker II	1	
Storm Water Engineer	1	
Vehicle Operator	1	
Total	6	

	<u>NO. OF POSITIONS</u>	
	<u>FULL TIME</u>	<u>PART TIME</u>
<u>SOLID WASTE FUND</u>		
PUBLIC SERVICES DEPARTMENT (SOLID WASTE FUND)		
PUBLIC SERVICES ADM.		
Public Services Director		1
Supervisor II	1	
Secretary		1
Maintenance Worker I	3	
Vehicle Operator I	2	
Total	6	2
Residential Solid Waste		
Supervisor I	1	
Vehicle Operator	4	
Maintenance Worker I	4	
Total	9	
Residential Recycling		
Supervisor I	1	
Vehicle Operator	2	
Maintenance Worker I	2	
Total	5	
Residential Yard Waste		
Supervisor I	1	
Vehicle Operator	8	
Total	9	
Total	29	2

APPENDIX G GLOSSARY OF TERMS

ACCRUAL BASIS OF ACCOUNTING: The method of Accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).

ASSESSED VALUATION: The estimated value placed on real and personal property by the chief appraiser of the appraisal district as the basis for levying property taxes.

ASSETS: Property owned by a government which has monetary value.

AUDIT: A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to:

- ascertain whether financial statements fairly present financial position and results of operations;
- test whether transactions have been legally performed;
- identify areas for possible improvements in accounting practices and procedures;
- ascertain whether transactions have been recorded accurately and consistently;
- ascertain the stewardship of officials responsible for governmental resources.

BALANCED BUDGET: A budget is balanced when current expenditures are equal to receipts.

BOND: A written promise to pay (debt) a specified sum of money (called principal of face value) at a specified future date (called maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which a government and its departments operate.

BUDGET CALENDAR: The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

BUDGET DOCUMENT: The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.

CAPITAL OUTLAYS: Expenditures for the acquisition of capital assets.

CURRENT TAXES: Taxes levied and due within one year.

DEBT: An obligation resulting from borrowed money or from the purchase of goods and services. Debts of governments are issued in bonds and notes.

DEBT LIMIT: The maximum amount of general obligation debt which is legally permitted. The State of South Carolina forbids cities from incurring debt in excess of 8% of the total assessed valuation of taxable property within the City.

DEBT SERVICE: Payment of interest and repayment of principal to holders of a government's debt

DELINQUENT TAXES: Taxes that remain unpaid on and after the date they are due, and which include a penalty for nonpayment

DEPARTMENT: A major administrative division of the city which manages an operation or group of related operations.

DEPRECIATION: The decrease in value of physical assets due to the use and passage of time.

ENTERPRISE FUNDS: To account for operations that are financial and operated in a manner similar to business enterprises, and for which preparation of an income statement is desirable.

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FISCAL YEAR: Any consecutive 12-month period designated as the budget year.

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: The excess of a fund's assets over its liabilities.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): A body of accounting and financial reporting standards set by the Governmental Accounting Standards Board (GASB) for state and local governments, and by the Financial Accounting Standards Board (FASB) for private sector organizations.

GENERAL FUND: To account for all resources not required to be accounted for in another fund.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): The authoritative accounting and financial reporting standard setting body for government entities.

GOVERNMENTAL FINANCE OFFICERS ASSOCIATION (or GFOA): A professional association of approximately 17,500 state, provincial, and local government finance officers in the United States and Canada.

GOVERNMENTAL FUND: Used to account for the sources, uses, and balances of a government's general government financial resources and the related governmental fund liabilities.

INTERFUND TRANSFERS: Amounts transferred from one fund to another.

LEVY: To impose taxes, special assessments, or service charges for the support of city activities.

LONG TERM DEBT: Within the context of General Long Term Debt Account Group, any unmatured debt that is not a fund liability since it is not currently due.

MILL: A property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which expenditures are accrued and revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and available. It is recommended as the standard for most governmental funds.

NON-DEPARTMENTAL: The non-departmental budget provides funding for a variety of miscellaneous expenditures that generally do not fall under any particular City department.

OPERATING BUDGET: A budget for general expenditures such as salaries, utilities and supplies.

PROPERTY TAX: Property taxes are levied on both real and personal property according to the property's assessed valuation and the tax rate applied.

PROPRIETARY FUNDS: Used to account for a government's continuing business-type organizations and activities.

REVENUE BOND: When a government issues bonds which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. Revenue bonds are not included in the 8% general obligation debt limit set by the State.

SPECIAL REVENUE FUNDS: To account for resources which are restricted for a specific purpose.

APPENDIX H GLOSSARY OF ACRONYMS

ACPSA	Aiken County Public Service Authority
AEC	Atomic Energy Commission
ADA	Americans with Disabilities Act
ADDA	Aiken Downtown Development Association
ADPS	Aiken Department of Public Safety
ATAX	Accommodations Tax
BWC	Body Worn Cameras
CALEA	Commission on Accreditation for Law Enforcement Agencies, Inc
CDBG	Community Development Block Grant
CFS	Calls for Service
COPS	Community Oriented Policing Services
CPST	Capital Project Sales Tax
CIP	Capital Improvement Plan
DHEC	Department of Health and Environmental Control
DPW	Department of Public Works
DUI	Driving Under the Influence
EFT	Electronic Funds Transfer
EPA	Environment Protection Agency
ERU	Equivalent Residential Unit
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
FY	Fiscal Year
GAAFR	Governmental Accounting, Auditing, and Financial Reporting
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation
GPD	Gallons per Day

GPM	Gallons per Million
HAA ₅	Haloacetic Acids
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
ICAC	Internet Crimes Against Children
IDIS	Integrated Disbursement & Information System
IMSA	International Municipal Signal Association
ISO	International Organization for Standardization
IT	Information Technology
JEMS	Journal of Emergency Medical Services
LED	Light-emitting diode
LF	Linear Feet
LOCCS	Line of Credit Control System
LOP	Local Option Permit
LTD	Limited
MASC	Municipal Association of South Carolina
MCL	Maximum Contaminant Level
MGD	Million gallons per day
Mil	Millage
MRF	Materials Recovery Facility
MS ₄	Municipal Separate Storm Sewer System
NAICS	North America Industry Classification System
NPDES	National Pollutant Discharge Elimination System
OSHA	Occupational Safety & Health Administration
pCi/L	Picocuries per Liter
PSAP	Public Safety Answering Point
RFQ	Request for Qualifications
SCCM	System Center Configuration Manager
SCDOT	South Carolina Department of Transportation
SLED	South Carolina Law Enforcement Division
SCLEOA	South Carolina Law Enforcement Association
SOP	Standard Operating Procedures
SQL	Structured Query Language

SRS	Savannah River Site
SRF	State Revolving Fund
THM	Trihalomethanes
TIF	Tax Increment Financing
TMDL	Total Maximum Daily Load
VOIP	Voice Over Internet Protocol