



City of Pickens
South Carolina

Operating Budget

Fiscal Year
May 1, 2014–April 30, 2015

City of Pickens
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Mr. David Owens
Mayor

Mr. Fletcher Perry
Council Member & Mayor Pro Tempore

Mr. Donnie McKinney
Council Member

Mr. Carlton Holley
Council Member

Mr. Patrick Lark
Council Member

Mr. Isaiah Scipio
Council Member

Ms. Patti Welborn
Council Member

Ms. Katherine Hendricks
City Administrator

Ms. Denise Dyer
Finance Director

Executive Budget Summary

May 1, 2014

The Honorable Mayor David Owens
Members of City Council
Pickens, South Carolina

Dear Mayor Owens and Members of City Council:

I am pleased to present the citizens of Pickens, members of City Council, City employees, and all other interested parties the operating budget for the fiscal year beginning May 1, 2014 and ending April 30, 2015.

The total budget for all funds is \$6,066,470 with a General Fund of \$2,751,860, Hospitality Tax Fund of \$286,469 and an Enterprise Fund of \$3,167,000. Compared with operating budgets from 2013-2014, this represents a decrease of 7.4% for the General Fund Budget and an approximate 4.6% decrease for the Utility Fund Budget. The General Fund will decrease this year mainly because of the loss of 2 large county fire contracts. Pickens County has taken Shady Grove Fire District under their direction and is building 3 fire stations in the Pickens Rural District. Not including fire fees, all other revenues in the General Fund are expected to remain stable or slightly increase again as the economy continues to pick up. The Utility Fund is projected to decrease slightly because of the high levels of rain which resulted in a decrease of water sales. In addition, the City's sole wholesale water customer, Bethlehem Roanoke, has suffered from decreased water sales, but also has a second wholesale water provider since April of 2013. City Council must work towards a more clear contractual arrangement if these revenues are to be relied on for capital projects and the budgeted expenses of the utility fund.

As we enter into fiscal year 2014- 2015, the State Legislature continues to decline to fully fund the Aid to Local Subdivision as prescribed by State law. At the time of this budget document, it is anticipated the State will fund at near the same level as the previous year which is approximately 81% of the amount required by law. In addition, employer contributions to the SC Retirement system have increased almost a full percent from 10.45% to 10.75 % over the past two years. The Police Retirement System increased from 12.44% to 13.01 %. The City also received a 9.5% increase on employee health insurance premiums with the same plan as last year. Based on the increase in employer retirement and health insurance contributions, City Council determined it was in the best interest of the City to ask employees to begin paying a small portion for their health coverage. Effective April 1, 2014, employees will contribute \$25 per pay period towards their health plan. City Council has provided some funds in an incentivized program that rewards those employees with healthy behaviors by contributing to an HSA, or Health Savings Account, to help employees with the higher deductible.

This budget represents year three of the repayment of the \$500,000 2011 General Obligation Bond which was used to refinance all existing capital purchases and make several new purchases such a sanitation collection truck. In addition, City Council has issued a second General Obligations Bond with payments that tier up as the 2011 GO Bond is paid off. The new 2014 General Obligations Bond proceeds will be used for the following capital purchases from the City's Five Year Capital Plan: leaf truck, 2 Dodge Charger police cars, fire extrication equipment, land purchase for Pickens Doodle Project, and final payment on public works facility. The combined general fund debt payment in FY 2015 for both bonds will be \$114,095,000 which will leave a balance of \$610,000.

In April of 2012, City Council voted to issue a not to exceed \$2 million dollar Special Obligation Bond backed by hospitality revenue. Council issued the bond, feeling it was time to start investing in the beginning phases of the master plans that had been completed including phase I Amphitheatre, and the purchase of the Doodle Railroad. At the time of this document, construction has begun on phases II-III of Town Creek Bike Park. Last year, the City received \$500,000 in federal grant awards towards Town Creek Park which was the catalyst for venturing on through phase III.

2014-2015 represents year two of the City wide fire protection fee which generates approximately \$110,000. One final \$35,000 contract for Pickens Rural District covers structural fires only and is in place from July to December 31, 2014. The nonrenewal of the Pickens Rural Fire and Shady Grove District fire contracts represent a \$510,000 loss in revenue for the Fire Department. Mayor and Council has determined it is in the best interest of the citizens of Pickens to retain a local, staffed fire department and have decided to pass an ordinance establishing a fire fee to fund the operations of the department. All improved properties in the city limits, except exempt and vacant properties, will pay the fire fee. The Mayor and Council adopted a similar fee schedule as Pickens County Rural Fire District. If Council would not have adopted this fire fee, the City would have been forced to become part of Pickens Rural Fire District in which case they would have been assessed the same fire fee anyways, but under the discretion of County Council and a Rural Fire Board. Mayor and Council feel strongly that the decisions regarding fire protection should not be delegated to a Board in which we do not have representation on. Effective as of May 1, 2013 the fire department located at City Hall was reduced in staff from four full time people to three. The Fire Chief now works a 24 hour shift position.

The Stormwater Utility Fund includes a prioritized list of projects in the CIP section of this document. This fund has been developed through a 2010 ordinance in order to meet the requirements of the City's MS4 permit. The City of Pickens Stormwater Management Program and associated fees are a result of unfunded mandates from the Federal Environmental Protection Agency (EPA) and enforced by South Carolina Department of Health and Environmental Control (DHEC) which forced the City of Pickens to adopt required ordinances and fees. DHEC has just issued a new 5 year permit, effective Jan.1, 2014 that will require more staff time and expense to be compliant. Every parcel of real property in the City either contributes to or benefits from the program either directly or indirectly; therefore every parcel of real property should be charged a portion of the administrative and capital costs associated with the program. The use of the system by each parcel of real property is dependent on factors that influence runoff and create a services demand, and property owners and users should finance the program to the extent they contribute to the service need. The Stormwater fee schedule is based on the principle that users shall pay to the extent they contribute to the cost of the service. All collected fees will be reserved for related improvements. Stormwater revenue and expenses are included in the Enterprise or "Utility Fund", but will be tracked as a separate department for accounting purposes.

The following represent key pieces of the 2014-2015 operating budget:

- Currently, the City has a tax rate of 60.3 mils. This budget includes an increase in debt millage of 2 mils. CPI was released at 1.46% for 2014 and that allowed millage was put into the City's "bank" which can hold up to three years of "banked millage".
- The City issued a new 2014 General Obligation Bond for \$385,000 for requested capital items from the City's 5 year Capital Improvement Plan. Mills are recommended to increase in the following manner for debt service:

Five Year Projection of City Debt Millage	
April 1, 2013	8.29
April 1, 2014	9.2
April 1, 2015	11.2
April 1, 2016	12.2
April 1, 2017	14.0
April 1, 2018	13.0
April 1, 2019	13.0
April 1, 2020	12.7

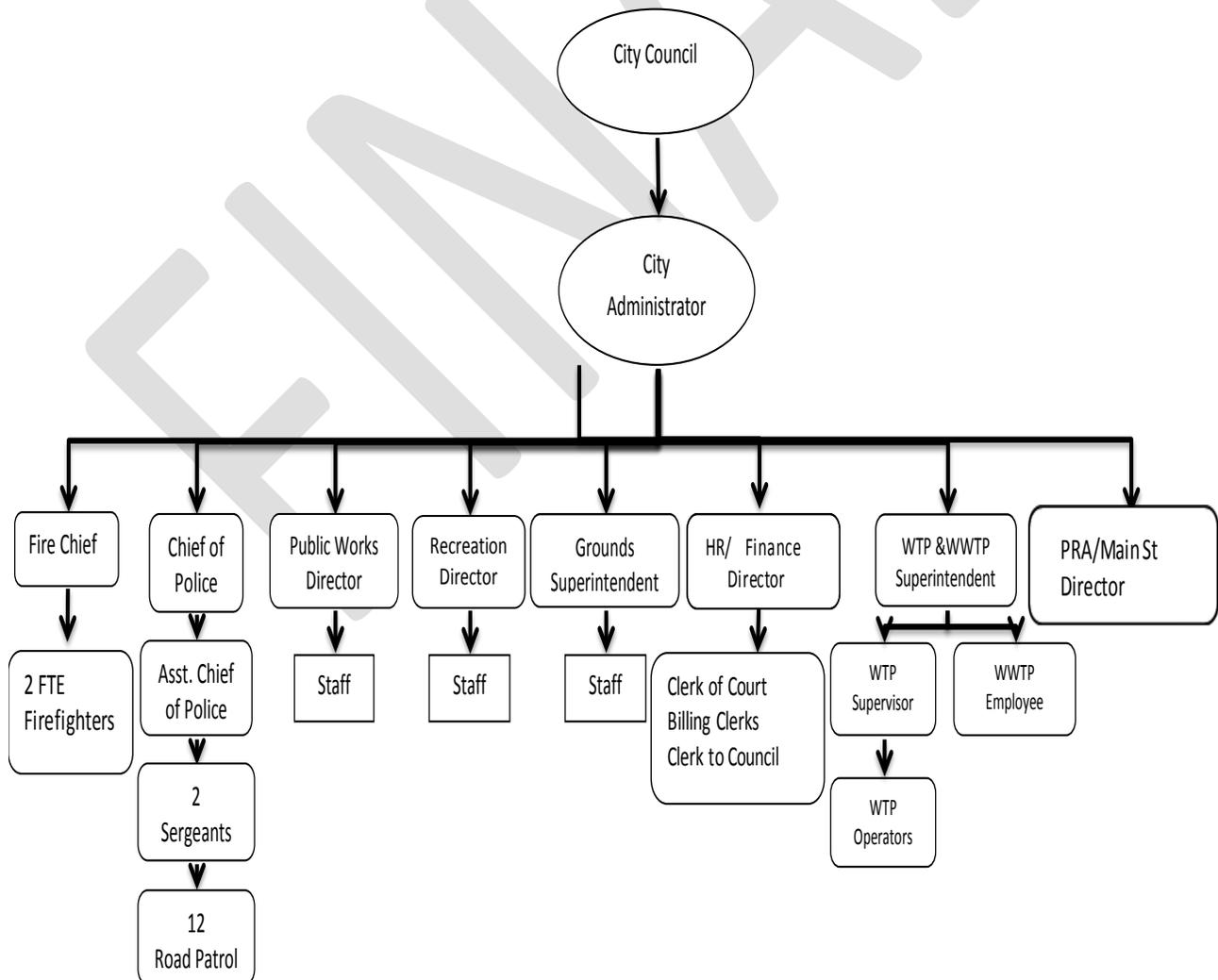
Millage Cap Exception Usage SC Law Sec. 6-1-320								
(3 Year Look Back)								
<u>Tax Year</u>	<u>Fiscal Year</u>	<u>Current Millage</u>	<u>Allowed Millage</u>	<u>Used</u>	<u>New Tax Mil</u>	<u>Bank Left</u>	<u>Total Bank</u>	<u>Debt Millage</u>
2008	FY 08-09	50	3.1	1.5		1.6	ROLLS OFF	
2009	FY 09-10	50	(4.5%)/ 2.34 mils	2	52	0.34	0.34	
2010	FY 10-11	52	(0.2%)/ 0 mils	0	47.6	0.34	0.34	
2011	FY 11-12	47.6	(4.6%) /2.19 mils	4.3	51.9	0	0	3.96
2012	FY 12- 13	51.9	(3.51%) /1.82 mils	6.4	58.3	0	0	4.58
2013	FY 13-14	58.3	(2.3%)/ 1.34 mils	1.34	60.3	0	0	.66
2014	FY 14-15	60.3	(1.46%)/ .88 mil	0	62.3	.88	0	2.0
TOTAL								11.2

- The budget does not incorporate a cost of living increase. Last year, City Council authorized a 3% COLA (cost of living increase).
- The budget incorporates a 9.7% increase in cost of health benefits which is approximately \$20,000 with a renewal date of April 1, 2014. The total plan is estimated at \$199,763 for 38 people. The City will continue with Blue Cross Blue Shield for its major medical plan for the fourth year in a row and will maintain a high deductible plan and a Health Savings Account from the traditional co-pay plan. The City will almost cover 100% employee health insurance for all employees, but employees will be required to contribute \$50 per month. The City contributed \$450 to each HSA account last year when the high deductible plan was initially set up and this year provides an opportunity for employees to earn up to \$240 in their health savings account. Other optional plans such as dental, vision, and short term disability are available for employees to purchase at a discounted group rate.
- South Carolina State Retirement System: The City maintains two cost-sharing, multiemployer defined benefit pension plans for its employees. The South Carolina Retirement System requires that employees contribute 8% of salary and the South Carolina Police Officers Retirement System requires that employees contribute 8% of salary. The employer is required to contribute 10.6% to the Retirement System and 13% to the Police Retirement System. *The employee contribution has risen from 7.0% and will increase to 8.0% in July 2014. The employer contribution rose this year and will rise this year from 12.5% to 13% for the Police Retirement System.*
- General Liability Insurance dropped from approximately \$137,000 in the previous fiscal year to \$106,000 in FY 2014 after several large claims were rolled off. The City currently has no pending law suits.
- There is a not-to-exceed 5% transfer from the Utility Fund in lieu of a 5% Franchise Fee, property tax, and business license the City would otherwise collect from a private utility company.
- This is year three of the new non-profit, Pickens Revitalization Association, who is charged with marketing, advertising, economic restructuring and support of existing businesses, and promotions for the City of Pickens. An Executive Director has been hired by the City to administer Main Street SC's Four Point

Approach. Funds have been reserved in hospitality and the Administration Department budget to allow for these expenses.

Fund Highlights and City of Pickens Organizational Chart

- **Enterprise Fund** consists of the Water Plant, Waste Water Treatment Plant, Operations and Maintenance and the Stormwater Division.
- **General Fund** consists of Administration, City Council, Planning, Streets and Sanitation, Police, Fire, and Parks and Recreation. This is for the general operations of the City of Pickens.
- **Grant Fund** is used for all incoming and outgoing grant expenses for the City of Pickens.
- **Special Revenue Fund** is not required by law to have a legally adopted budget. When the City receives grants or reimbursements for development projects, they are considered Special Revenue. In addition, the City was advised to move Hospitality Tax proceeds into this fund. **Hospitality Funds** are restricted by State Law to spent solely on tourism related facilities and the infrastructure, marketing and maintenance of such facilities. The City makes a large annual Special Revenue Bond payment and using remaining funds for facility maintenance, marketing of the City of Pickens to visitors, and creating events that bring visitors from all over the region into the City of Pickens.





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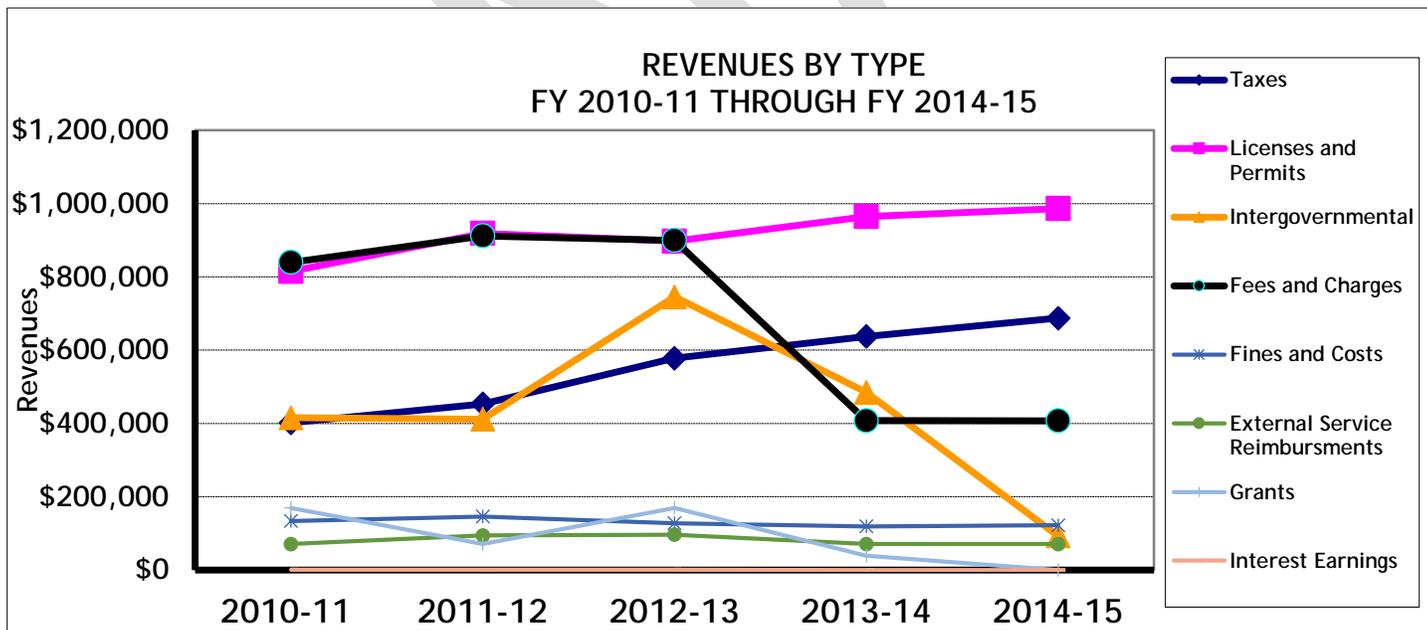
**GENERAL FUND
REVENUES**

Revenues

General Fund Revenues are expected to slightly decrease in Fiscal Year 2014 from the past fiscal year because of the cancelation of 2 fire contracts totally \$500,000. The General Fund refers to all revenues and expenditures related to the general operations of the City and is used to record all financial transactions not recorded in other funds. Departments included within the General Fund include: Police, Victim’s Assistance, Fire, Administration and Council, Planning, Grounds Maintenance, Recreation, Streets and Sanitation, and Municipal Court.

General Fund Actual and Projected Revenues

Revenue Source	2010-11	2011-12	2012-13	2013-14	2014-15
Taxes	401,663	453,149	577,758	637,632	687,160
Licenses and Permits	815,097	918,933	897,434	965,000	986,500
Intergovernmental	415,673	411,711	745,559	485,000	93,000
Fees and Charges	839,729	911,801	899,670	407,700	407,200
Fines and Costs	133,977	145,841	127,711	119,000	122,000
External Service Reimbursements	70,984	94,216	96,599	71,000	71,000
Bond Proceeds					385,000
Grants	169,384	70,955	169,279	39,000	0
Interest Earnings	773	394	1,171	0	0



Definitions

Property Tax is the tax levied by the City on both real and personal property based on market value, assessment ratio, and millage rate. According to the S.C. Department of Revenue, *Fair Market Value* is the amount for which property can reasonably be expected to sell on the open market with a willing buyer and a willing seller. *Assessment Ratio* is the percentage of your property's value which is subject to taxation. The *Millage Rate* is the amount of mills levied in order to meet the budget of a school district, county, city or other political subdivision. One mil equals 1/1000 of a dollar or 1/10 of a cent. Currently, the millage rate is at 60.3 mills in the City of Pickens which will increase to 62.3 in this fiscal year. In South Carolina, legal primary residents have a 4% assessment ratio, while commercial and second homes are higher at 6%. As of January 1, 2007, Act 388 limits a municipality's ability to increase millage for operating purposes. The millage rate can only be increased for general operating purposes the same amount as the previous year's CPI (consumer price index) plus population increase plus a three year look back in unused tax increases. Max allowed millage is not yet released and will be available around June to adjust mills to the debt millage line if needed.

Franchise Fees are collected on gas, electricity, and cable providers running through the incorporated areas of Pickens. Fees are calculated based on a percentage of gross income by each company and therefore may be affected by changes or climate in the economy. Currently the City of Pickens charges 5% on all of the following companies: Duke Power, Blue Ridge Electric, Northland Cable, AT&T "U-Verse", and Fort Hill Natural Gas Company.

Business License Fee is an excise tax levied on the privilege of doing business, and the value of the privilege extended is measured by the business's gross receipts. Authorized by SC Code Sec. 5-7-30. The license tax may only be measured by gross income and no other method is authorized with the exception of railroads, telecommunications, and insurance companies. It does not apply to those who work for wages or salary, but only to those in business for themselves. A business license tax is not a property tax. It is a method of requiring a business or occupation to contribute to its share in support of the government as "it regards the profits or advantages of such occupations." *Shane v. Hayne, 4 SC 403 (1873)*. The business license ordinance is enacted to raise revenue and is an ordinance to levy a tax (*State v. Columbia, 6 S.C. 1 (1874)*). *Excerpts from MASC business license handbook 2008*.

Intergovernmental Revenue includes all revenues from the County, the State, and the Federal government. The Aid to Subdivision revenue is transferred quarterly from the Local Government Fund. This transfer represents 4.5% of all state general fund revenues, but has slowly been declining through the State budget cuts and has only been funded at approximately 71%.

Fire Protection. For many years the City of Pickens contracted with Pickens Rural Fire District and Shady Grove Fire District to provide fire protection. In 2012, Pickens County Council has made a decision to start providing countywide fire protection and not using municipal contracts. To make up for the loss over \$500,000 in fire fees generated by these two contracts, Pickens City Council adopted a City Fire Fee, which generated \$110,000 in Fiscal Year 2013-2014. The City will use a similar fee rate structure as Pickens Rural Fire.

Special Revenue Fund Sources

Accommodations Tax is a tax levied on the rental or charges for accommodations and cannot exceed a cumulative rate of 3%. Similar to the hospitality tax, these revenues are restricted in their use by state law and can only be used on tourism promotion and other related activity. Due to the lack of hotels within the incorporated limits of the City of Pickens, only a small fraction of supplement collections from Pickens County is submitted to the City as prescribed by State law.

Hospitality Tax: SC Law 6-1-720 allows for the Imposition of local hospitality tax. A local governing body may impose, by ordinance, a local hospitality tax not to exceed two percent of the charges for food and beverages. However, an ordinance imposing the local hospitality tax must be adopted by a positive majority vote. The governing body of a county may not impose a local hospitality tax in excess of one percent within the boundaries of a municipality without the consent, by resolution, of the appropriate municipal governing body. All proceeds from a local hospitality tax must be kept in a separate fund segregated Use of revenue from local hospitality tax must be used exclusively for the following purposes: *tourism-related buildings including, but not limited to, civic centers, coliseums, and aquariums; tourism-related cultural, recreational, or historic facilities; beach access and renourishment; highways, roads, streets, and bridges providing access to tourist destinations; advertisements and promotions related to tourism development; or water and sewer infrastructure to serve tourism-related demand.* In the City of Pickens, \$165,000 of this revenue is budgeted for the bond payments. The hospitality bond was issued in April 2012 and paid off a lease for the Recreation Center while also providing funds for construction of some tourism related facilities such as the downtown amphitheater, Town Creek Bike Park, and possibly the Pickens Doodle Rails-to-Trails project in conjunction with the City of Easley.

Community Development Block Grant (CDBG) \$500,000 was awarded in Fiscal Year 2013 for phase II of the Village Renaissance Project. Phase I, which was completed in early 2012, was a \$20,000 planning grant to develop a 5 year strategic plan which was submitted to the Dept. of Commerce under the leadership of the Appalachian Council of Governments and in partnership with the Griffin Ebenezer Church and a citizen group. Phase II construction continues this year and will fund sewer replacement in Rigdon Circle and some sidewalk improvements in the project area consistent with the Master Plan. The City has a chance to apply for \$500,000 more for Phase III in Fiscal Year 2014-2015 using strategic plan that was created in phase I.



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**GENERAL FUND
EXPENSES**

Administration

The Administration Department consists of the City Administrator's Office, Mayor and City Council, Human Resources, Finance, Planning/Zoning, and the Pickens Revitalization Association. The City Administrator provides the Mayor and Council with professional guidance on policy issues and directs all operations of City government. The City Administrator executes and administers City policies and procedures effectively and efficiently, and maintains professional relationships with other government officials, corporate officers, community leaders, neighborhood groups, and private citizens. In 2012, the Pickens Revitalization Association was established to make the City of Pickens a "Main Street Community", assist local merchants grow their business, and bring new life to downtown.

ADMINISTRATION FY 2014-2015 OPERATING BUDGET SUMMARY

	2010-11	2011-12	2012-13	2013-14	2014-15	% Change FY15- FY14
	Actual	Actual	Actual	Budget	Budget	
<u>Expenditure Category</u>						
Personnel Services	\$ 103,224	125,272	148,978	166,780	147,685	-11.4%
Operating Expenditures	119,557	221,102	162,556	149,488	168,856	13.0%
Capital Outlay	169,410	13,688	29,011	106,496	201,095	88.8%
TOTAL EXP. BY CATEGORY	\$ 392,191	360,062	340,545	422,764	517,636	22.4%

FY 2014-2015 Budget Highlights

- Personnel items have increased due to increases in health insurance premiums and required employer retirement contributions.
- Half of the Main Street Director's position is expensed into the Special Revenue Fund for their work with tourism related events.
- Capital Outlay has increased because a second General Obligations Bond has been issued for several large capital items. Land is being purchased in this department for the Doodle Trail Head.
- Operating Expenditures include funds to rehab the Chamber of Commerce building which is owned by the City. This building also houses Clemson Extension and the Pickens Revitalization Association starting June 1st.
- \$6,000 is budget to get a base map surveyed for Sunrise Cemetery so staff may properly respond to requests about the plots.
- This department has 3 full time positions, 2 part time positions and a contracted city planner.

Municipal Court

The City of Pickens Municipal Court is responsible for the adjudication of all misdemeanor offenses and violations of the Town and State laws. These offenses are subject to a fine not exceeding \$500.00, imprisonment not to exceed thirty days, or both, which occur within the city limits of Pickens. Municipal Court is a summary court under the authority of the Unified Court System or the state of South Carolina. Pickens City Municipal Court has one Chief Municipal Judge and one Clerk of Court/Assistant Judge.

MUNICIPAL COURT FY 2014-2015 OPERATING BUDGET SUMMARY

<u>Expenditure Category</u>	2010-11	2011-12	2012-13	2013-14	2014-15	% Change
	Actual	Actual	Actual	Budget	Budget	FY15- FY14
Personnel Services	\$ 54,366	51,349	45,222	49,681	47,506	-4.4%
Operating Expenditures	6,095	7,181	15,239	5,500	6,592	19.9%
TOTAL EXP. BY CATEGORY	\$ 60,461	58,530	60,461	55,181	54,098	-2.0%

FY 2014-2015 Budget Highlights

- Budget includes a full time Clerk of Court and a part time Judge appointed by City Council.
- Started March 3, 2014, the City of Pickens now accepts online credit card payments for municipal fines. This is online only and credit cards are not accepted at the counter. Staff hopes this feature increases revenue collections in municipal court fines.
- A training budget allows for both the judge and clerk of court to attend all recommended course both required for municipal judges and encouraged by the Municipal Association of South Carolina.

Fire Department

The Pickens City Fire Department was established in 1933 and continues to provide 24 hour a day, 7 days a week fire prevention and suppression services to over ninety six square miles in Pickens County. The department currently runs three fire engines, one tanker truck, two brush trucks for grass fires, and one service truck. Effective May 1, 2013, the Pickens Fire Department will begin transitioning for the loss of \$500,000 in county fire contracts. By July 1, 2014, the department will only serve the City limits and will have 3 full time firefighters on a 24 hour shift, with the Fire Chief being one of these. At present there are thirty-three volunteer firefighters that rotate between the Shady Grove and City Hall Fire Department locations. The Shady Grove Fire Contract will terminate December 31, 2013. The Fire Department also has one fire marshal on staff who acts as the code enforcer for the City. Fiscal Year 2014 is the first year for City Fire Fees which will fund the city fire department after the contracts end in July of 2014. The fire fee will be the same as Pickens County Rural Fire District.

FIRE DEPARTMENT FY 2014-2015 OPERATING BUDGET SUMMARY

<u>Expenditure Category</u>	2010-11	2011-12	2012-13	2013-14	2014-15	%
	Actual	Actual	Actual	Budget	Budget	Change FY15- FY14
Personnel Services	\$ 380,379	397,389	419,111	363,883	198,505	-45.4%
Operating Expenditures	84,976	109,883	113,164	185,394	76,944	-58.5%
Capital Outlay	8,356	21,849	43,523	0	29,625	
TOTAL EXP. BY CATEGORY	\$ 473,711	529,121	575,798	549,277	305,074	-44.5%

FY 2014-2015 Budget Highlights

- One major capital purchase for new extrication equipment
- Costs largely decreased because of separation from Pickens Rural Fire District which decreased staff and operating costs.
- The new City Fire Fee will help with much needed building, equipment, and engine repair in this budget so the City is prepared for the loss of the County fire contracts

Grounds Department

The Grounds Maintenance Department was established in 2007 with goals of increasing the quality and controlling the cost of managing various sports turf, lawns and landscaped properties in the City of Pickens. Continuous focus is on year-round maintenance and seasonal game preparation of 30 acres of Recreation fields, Main Street streetscape, the downtown amphitheater, Town Creek Trail and Bike Park, and other landscaped buildings and areas. Expansion and beautification projects are proposed and completed as needed. The Grounds Maintenance Department is committed to success by recommending efficient budgeting to meet both existing and new requirements as the City of Pickens improves and grows.

GROUNDS DEPARTMENT FY 2014-2015 OPERATING BUDGET SUMMARY

<u>Expenditure Category</u>	2010-11	2011-12	2012-13	2013-14	2014-15	%
	Actual	Actual	Actual	Budget	Budget	Change FY15- FY14
Personnel Services	\$ 100,912	88,087	90,244	101,336	101,244	-0.1%
Operating Expenditures	61,658	52,015	57,994	57,850	58,347	0.9%
Capital Outlay	49,054		0	13,500	0	-
TOTAL EXP. BY CATEGORY	\$ 211,624	140,102	148,729	172,686	159,591	-7.6%

FY 2014-2015 Budget Highlights

- Budget includes year two of a seasonal part time employee. Personnel slightly decreases because of health insurance contributions by employees.
- Department will now be responsible for new amphitheater property built on Main Street
- Grounds Department has no capital purchases this year, but will remain involved during the construction of Town Creek Bike Park.

Police Department

The Police Department has been the primary provider of enforcement services for the City of Pickens since 1896 with the first recorded Police Chief in 1906. The men and women of the Police Department are sworn professionals dedicated to the mission of serving, protecting, and caring for the City. The department offers a wide range of services and employment opportunities with a staff of sixteen. The streets of Pickens are patrolled on a 24 hour, 365 day basis, utilizing a patrol schedule which monitors the City at all times. Chief Rodney Gregory states “the mission of the Pickens Police Department is to work in partnership with the community to protect life and property, solve neighborhood problems, and to enhance the quality of life in the City.”

POLICE DEPARTMENT FY 2014-2015 OPERATING BUDGET SUMMARY

Expenditure Category	2010-11	2011-12	2012-13	2013-14	2014-15	%
	Actual	Actual	Actual	Budget	Budget	Change FY15- FY14
Personnel Services	\$ 649,435	618,587	632,430	698,563	664,517	-4.9%
Operating Expenditures	139,710	178,329	174,348	134,561	158,000	17.4%
Capital Outlay	31,112	33,144	40,146	35,000	73,000	108.6%
TOTAL EXP. BY CATEGORY	\$ 820,257	830,060	846,924	868,124	895,517	3.2%

FY 2014-2015 Budget Highlights

- The budget includes the purchase of two Dodge Charger police car using proceeds from the General Obligation Bond.
- The budget includes only 1 part time records clerk
- The budget accounts for the expiration of the COPS Grant position effective September 1, 2014. This position was held for 4 years total from the beginning of the grant period and the City has satisfied the grant requirement to retain the position for 1 year after the first 3 year grant term. The police department will be challenged to absorb code enforcement and serving warrants in the absence of this extra position.
- Current staffing levels are 2 police officers per shift, 2 resource officers, 3 administrative positions working 9-5pm.
- The City of Liberty continues to dispatch for the City 24/7 effective May 1st. The cost is \$36,000 annually. This represents a net savings to the City of approximately \$10,000.

Recreation Department

The City of Pickens Recreation building on Sangamo Road was built in 2005 and this was the catalyst for the growth of the programs the City is able to offer. The Pickens Recreation Center primarily serves the youth of Pickens through several different seasonal sports, such as football, cheerleading, soccer, baseball, softball, basketball, and volleyball. The different sports leagues utilize two indoor gymnasiums and several outdoor recreation fields located at the Recreation Center and within the City. Almost all of the fields and the facility are located on one large 100 acre tract of land owned by the City. Future development of a park on the 100 acres was planned and outline in the 2011 Master Plan document for Town Creek Park. Construction will begin on this park in 2013. In addition to different sports programs available to youth, the Recreation Department also operates a Summer Camp, Volleyball Camp, and an Adult Co-Ed Volleyball League.

RECREATION DEPARTMENT FY 2014-2015 OPERATING BUDGET SUMMARY

<u>Expenditure Category</u>	2010-11	2011-12	2012-13	2013-14	2014-15	%
	Actual	Actual	Actual	Budget	Budget	Change FY15- FY14
Personnel Services	\$ 93,297	92,228	92,159	97,097	97,454	0.4%
Operating Expenditures	121,870	144,896	149,075	143,900	159,900	11.1%
TOTAL EXP. BY CATEGORY	\$ 215,167	237,124	241,234	240,997	257,354	6.8%

FY 2014-2015 Budget Highlights

- Part Time staff has increased to allow for Saturday staff as needed during busy gym and tournament seasons. Overall personnel remains stable because of employee contributions to health insurance.
- Maintenance expenses related to fields and playgrounds have been transferred to the grounds budget
- Recreation will remain involved during the construction of Town Creek Park which began in March of 2014. Some recreation facilities will be impacted during the construction process.

Streets & Sanitation Department

The Streets and Sanitation department was reduced in Fiscal Year 2013-2014 to five employees including the Public Works Director after contracting out commercial sanitation collection. This department is responsible for street maintenance and residential sanitation collection. The Streets Department also runs a brush, leaves, C + D and metal which runs daily as long as staffing levels allow. The commercial route was outsourced May 1st 2013 and is picked up once a week on Tuesdays. The City will manage the commercial contract and bill customers. The residential route runs three days a week within City limits as well as the forty customers on the outside City limits route. Street maintenance duties are as follows: mowing right of ways, over hanging tree limbs, cleaning ditches and culvert pipes, cleaning Main Street, Legacy Square parking lot, water fountain, Sunrise Cemetery, Chamber of Commerce, and sidewalk and sign maintenance.

STREETS & SANITATION DEPARTMENT FY 2014-2015 OPERATING BUDGET SUMMARY

<u>Expenditure Category</u>	2010-11	2011-12	2012-13	2013-14	2014-15	%
	Actual	Actual	Actual	Budget	Budget	Change FY15- FY14
Personnel Services	\$ 276,180	266,990	259,605	197,557	184,490	-5.0%
Operating Expenditures	140,230	152,620	186,347	193,300	193,100	-0.1%
Capital Outlay	0	245,371	81,842	25,000	185,000	195.5%
TOTAL EXP. BY CATEGORY	\$ 416,410	664,981	527,794	415,857	562,590	27.8%

FY 2014-2015 Budget Highlights

- Greater Greenville Sanitation will collect commercial waste for the second year in a row. The City will manage the contract and continue to bill customers for this service. Greater Greenville Sanitation will also provide recycling for commercial customers which is a great benefit for the City. The savings will help fund the fire department without cutting services to our businesses.
- The major capital purchase is for a new one man operator leaf truck to replace the obsolete truck that staff stopped being able to use last year.
- Staffing level remains at 4 full time employees, a shared temporary staffing position and a supervisor shared under the larger umbrella of Public Works which includes water and sewer system maintenance. This represents savings from years past in the personnel line item.



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ENTERPRISE FUND

Enterprise Fund

Stormwater, Water Plant, Wastewater, Water Maintenance

The **Enterprise Fund** is comprised of all revenues and expenditures related to the water and sewer operations of the City and is used to record all financial transactions related to the operations and maintenance of Pickens water and sewer districts. Currently, Pickens Water serves over 4,400 water customers and 1 large wholesaler (Bethlehem-Roanoke Water District). This is the second year that a separate Capital Improvement Plan has been set up in a separate budget from operating expenses for depreciating assets.

The City tries to invest the same dollar amount of system improvements as depreciation which is approximately \$500,000 annually. Only individual items valued at \$5,000 or more and system improvements exceeding \$100,000 shall be depreciated and shown in the “Capital Improvement Fund”. Departments included within the Utility Fund include: Stormwater, Capital Improvement Fund, Operations and Maintenance, Water Treatment Plant, and Wastewater Plant.





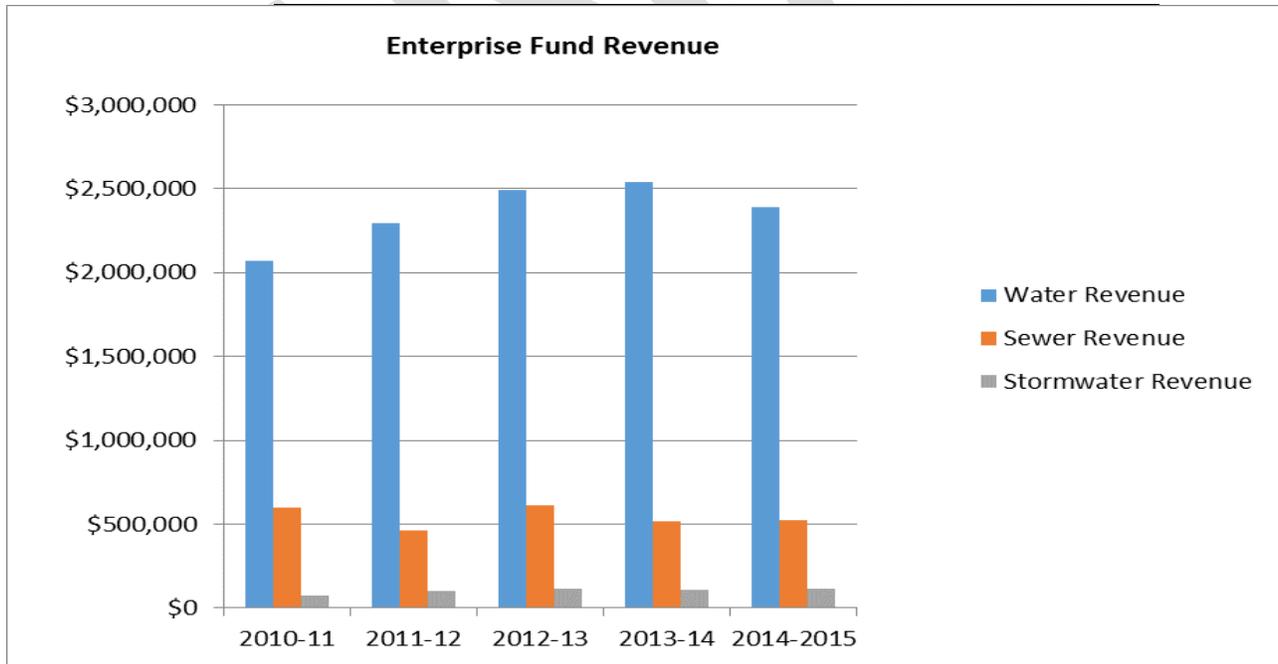
ENTERPRISE FUND REVENUES

Revenues

Enterprise Fund Revenues are expected to slightly decrease in 2014-2015 from the past fiscal year. Revenue estimates have been decreased due to two major factors. First, the City of Pickens experienced 88 inches of rain last year which is well over the average levels of rain fall. Not only did this decrease water sales, but it caused a decrease in our major wholesale customer’s system as well. The Enterprise Fund refers to all revenues and expenditures related to water, sewer and stormwater. Departments included within the Utility Fund include: Water/Sewer System Operations and Maintenance, Water Plant, Wastewater Treatment Plant, and the Stormwater Division.

ENTERPRISE FUND REVENUES FY 2014-2015 OPERATING BUDGET SUMMARY

	2010-11	2011-12	2012-13	2013-14	2014-2015	% Change FY15- FY14
	Actual	Actual	Actual	Budget	Budget	
Revenue Trends						
Water Revenue	\$ 2,067,393	2,295,600	2,492,533	2,543,000	2,393,641	-5.9%
Sewer Revenue	598,341	458,400	613,552	514,000	522,800	1.7%
Stormwater Revenue	75,000	100,000	112,877	110,000	112,000	1.8%
TOTAL EXP. BY CATEGORY	\$ 2,740,734	2,854,000	3,218,962	3,167,000	3,028,441	-4.4%





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ENTERPRISE FUND EXPENSES

Water Operations & Maintenance

The Water Operations and Maintenance Department is responsible for providing water distribution for the City of Pickens and outside rural areas within the District. The duties of the Water Operations and Maintenance Department include the following: repairs of leaks and broken lines, monitoring and maintaining all water and sewer pumps, distributing clean water to customers, install new taps, repair old taps, and the addition of new lines as needed throughout the District. In addition, the department maintains the landscaping around the pump stations and water tanks as well handling any electrical issues that may occur.

WATER OPERATIONS & MAINTENANCE FY 2014-2015 OPERATING BUDGET SUMMARY

Expenditure Category		2010-11	2011-12	2012-13	2013-14	2014-15	%
		Actual	Actual	Actual	Budget	Budget	Change FY15- FY14
Personnel Services	\$	509,445	472,086	471,440	521,699	473,864	-9.2%
Operating Expenditures		276,430	319,069	461,514	546,100	552,560	1.2%
Capital Outlay		395,425	331,320	0	306,911	283,256	-7.7%
TOTAL EXP. BY CATEGORY	\$	1,181,300	1,122,474	932,954	1,374,710	1,309,680	-4.7%

FY 2014-2015 Budget Highlights

- City Council has entered into an agreement for Energy Systems Group to do an energy study. One of the main features of this study will be system wide meter replacement program for an AMR or 'radio read' system.
- Supervisor is now over both Streets Dept. and this Department resulting in personnel savings.
- The department has recently started a system wide flushing program
- The department is in the process of GPS marking all water meters and line breaks. Any vales or manholes found are also GPS located. There is one staff person dedicated to GIS Coordination with Beeson-Rosier.
- Council will issue a refinancing bond in 2014 and at the time of this documents is considering additional funds for priority water or sewer projects, in addition to funding the performance contract.
- \$246,000 budgeted for two capital water line projects: Fox Squirrel Ridge 8" Main and Hendricks Road 6" Main.
- The anticipation of an AMR meter system will allow staff to be reallocated for other programs set to be rolled out such as: smoke testing, Grease permitting/ inspection, manhole inspections, etc.

City of Pickens Public Works Past Projects-- Fiscal Year 2014

1. Ray Drive
2. Mountain View
3. Hwy 183 & 8 intersection water and sewer line relocation and replacement
4. Boggs Road 6"

Waste Water Department

The Twelve Mile River Waste Water Treatment Plant, WWTP, is a .95 million gallon a day extended aeration activated sludge plant. The plant was completed in the summer of 1998 and serves our Water District customers inside the City Limits. The Twelve Mile River Wastewater Plant was one of the first plants in the Upstate to utilize the ultra-violet light for bacteria disinfection over the use of chlorine.

WASTE WATER DEPARTMENT FY 2014-2015 OPERATING BUDGET SUMMARY

<u>Expenditure Category</u>	2010-11	2011-12	2012-13	2013-14	2014-15	%
	Actual	Actual	Actual	Budget	Budget	Change FY15- FY14
Personnel Services	\$ 96,487	103,720	106,677	107,343	106,061	-1.2%
Operating Expenditures	407,299	410,303	382,692	178,500	177,080	-0.8%
Capital Outlay	52,024	30,767	33,255	80,000	30,500	-61.9%
TOTAL EXP. BY CATEGORY	\$ 555,810	544,790	522,624	365,843	313,641	-14.3%

FY 2014- 2015 Budget Highlights

- Staffing and operations remain relatively stable, but there are many capital items on the Five Year Capital Improvement Plan for the wastewater plant as it turns 15 years old
- Major capital projects at the Waste Water Plant include a Aeration Basin Blower
- Town Creek Pump Station Pipe replacement estimated at \$20,000

Water Plant

The City of Pickens owns and operates a conventional surface Water Treatment Plant serving approximately 4,400 water customers. The Pickens Water Plant also provides water at a whole sale rate to Bethlehem-Roanoke Water District and two years ago to Six Mile Water District, with a combined population of 7,911 customers. The Water Plant's primary raw water source is a restricted-activity 250 million gallon, 100 acre lake known as "City Lake". A secondary raw water source comes from Twelve Mile Creek with an intake on the Water Plant property. During 2012, Pickens Water Plant underwent a four million dollar upgrade to better serve our customers.

WATER PLANT FY 2014-2015 OPERATING BUDGET SUMMARY

<u>Expenditure Category</u>	2010-11	2011-12	2012-13	2013-14	2014-15	% Change FY15- FY14
	Actual	Actual	Actual	Budget	Budget	
Personnel Services	\$ 202,368.54	217,637	217,323	265,524	242,034	-8.8%
Operating Expenditures	456,545	464,189	271,800	469,500	438,260	-6.7%
Capital Outlay	76,388	362,202	549,014	90,000	130,000	44.4%
TOTAL EXP. BY CATEGORY	\$ 532,933	1,044,029	1,038,137	825,024	810,294	-1.8%

FY 2014- 2015 Budget Highlights

- In June of 2014 the plant will welcome a new licensed C Operator. The part time budget allowance has been decreased because of the new licensed operator.
- The water plant will be a major focus of Energy System Group's study to find cost savings in energy reduction. Depreciated pumps and valves will be studied for more efficient replacement motors
- Key capital items which have been budgeted, but may become of the performance contract include: 250HP finish pump, polymer machine, and a 20HP creek pump
- No capital purchases will be made until the completion of the study in June of 2014
- It has been recommended by staff that Council consider a disinfection study at the water plant and consider other methods in order to more easily comply with DHEC regulations.
- Funds have been budgeted for study to be done at City Lake Dam so that repairs may be made to it to ensure its safety and stability.

Stormwater Activities

Stormwater Department has been created under City Ordinance 2010-01 to meet the strict criteria mandated by DHEC and EPA to all MS4 permit holders. This unfunded mandate has forced the City to create a fee assessed on all properties, including those that are tax exempt, within the incorporated area based on acreage and zoning. This method places a fee on properties based on the extent to which they contribute to the system through zoned use and the size of the lot. The Stormwater Manager on staff will be the Streets and Sanitation Supervisor, Michael Tate with assistance from the City Administrator, Pickens County Stormwater, and a contract engineer.

A list of projects and areas that need Stormwater improvements is on file. In Fiscal Year 2013, the City has completed three Stormwater improvement projects: Calla Lilly Drive, funded by C-Funds, Sugar Maple Drive, and South Lewis Street & Pendleton Extension Project.

STORMWATER ACTIVITIES FY 2014-2015 OPERATING BUDGET SUMMARY

	2010- 11	2011- 12	2012- 13	2013-14	2014-15	% Change FY15- FY14
<u>Expenditure Category</u>	Actual	Actual	Actual	Budget	Budget	
Personnel Services	\$ 0	12,675	12,042	10,000	10,000	0.0%
Operating Expenditures	11,414	3,983	47,809	0	2,000	
Capital Outlay	63,647	13,445	22,649	100,000	100,000	0.0%
Transfer In	0	12,500				
TOTAL EXP. BY CATEGORY	\$ 75,061	42,603	82,500	110,000	112,000	1.8%

FY 2014-2015 Budget Highlights

- Salaries have decreased 60% due as only a portion of the Streets and Sanitation Supervisor will be expensed to storm water for his time in this department managing projects and the MS4 Permit for the City.
- \$100,000 has been allocated for capital projects. A project will be selected off the Five Year Capital Plan. In the previous budget year, Calla Lilly Storm drain Replacement, Sugar Maple Drive and South Lewis Street and Pendleton Extension were all storm water improvement projects completed by the City of Pickens.
- The capital plan has Hagood Street and Lakewood Subdivision scheduled for improvements in this fiscal year. In addition, funds have been allocated for maintenance and testing of lines throughout the City as required by the MS4 Permit held by the City of Pickens.



SPECIAL REVENUE FUND

Special Revenue Fund

Includes all revenues and expenses related to the use of Hospitality Tax. Hospitality Tax is restricted by state law to be used only on tourism related facilities and marketing efforts to bring tourism to a community. Up to 50% of total collected funds can be used for operations and maintenance of tourism related facilities such as the amphitheater and recreation center. This fund was created in Fiscal Year 2012-2013 and was first shown separately in the FY 2013 audited financial statements. This creation of this fund will give City Council and the citizens of Pickens a more clear picture of what these restricted funds are being spent on and will keep the fund balance separate.

Description	Budget	Comments
Admin Expense	\$17,500	Staff dedicated to marketing and events
Marketing	\$8,500	Promoting events and town
Pickens Revitalization Association	\$5,000	Events, marketing, recruitment, visitors center
Festivals	\$20,000	Azalea Festival, Founders Day, 4 th of July, Christmas
Amphitheater	\$20,000	Operations and promotion
Fireworks	\$10,000	Pickens Celebrates the 4th
Rec Dept. Capital	\$40,000	Town Creek Park construction
Bond Principal	\$110,426	Annual Debt Special Rev Bond
Bond Interest	\$55,043	Annual Debt Special Rev Bond
Total	\$286,469	

Estimated Revenue for this fund are \$287,000



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DEBT SERVICE

Bonds Summary

General Obligation Bonds, Revenue Bonds, and Lease Purchases

Long-Term Obligations: The City issues bonds to provide funds for the acquisition and construction of major capital facilities. General Obligation Bonds (“GOB”) are direct obligations and pledge the full faith and credit of the City and are subject to the 8% debt limit requirement if not issued under a bond referendum. Revenue Bonds (“RB”) are obligations of the City that are secured by revenue from a specific source. Note Payables (“NP”) and Lease Purchase (“LP”) obligations of the City are generally collateralized by the property underlying the obligation and are payable from the general revenues of the City. The full faith, credit, and taxing powers of the City are not pledged for the payment of RB, NP and LP obligations nor the interest thereon. Details on the City’s outstanding debt issues and lease purchase obligations as of April 30, 2013 are as follows and payments for 2014-2015 are including in this budget document.

Bond Type	Balance as of April 30, 2013
<p><i>Special Obligation Bond</i> \$2,000,000 Special Obligation Bond issued in May 2012 (“SOB- 05/12”) due in annual installments of approximately \$107,000 to \$160,000 beginning on August 1, 2012 through August 2026, plus interest at 3.16%. The proceeds from this issue were used to currently refund the recreation center facility lease purchase obligation (LP- 08/03), defray the cost associated with the other capital projects, and to pay the cost of issuance. The current refunding resulted in an immaterial deferred loss and thus no deferred loss was capitalized. Issuance costs were not significant and thus have not been recorded related to the issuance.</p>	\$1,848,927
<p><i>General Obligation Bond</i> \$500,000 general obligation bonds issued in April 2011 (“GOB – 04/11”), due in annual installments of \$25,000 to \$125,000 beginning on April 1, 2012 through April 1, 2017, plus interest at 2.56% due annually. The proceeds from this issue were used to current refund several prior lease purchase obligations and acquire various equipment including a sanitation collection truck, a commercial lawn mower, and certain fire-fighting equipment. The current refundings resulted in immaterial deferred losses and thus no deferred losses were recorded. Issuance costs were not significant and thus have not been recorded related to this issue. Article Eight, Section Seven of the South Carolina Constitution of 1895, as amended, provides that no City or Town shall incur any bonded debt which shall exceed eight percent (8%) of the assessed value of the property therein and no such debt shall be created without the electors of such City or Town voting in favor of such further bonded debt. Prior to Home Rule Act of July 1, 1976, the bonded debt exemption was thirty five percent (35%). In 1976, the General Assembly reduced the general obligation debt limit without voter approval to eight percent (8%) of assessed valuation; whereas, with a</p>	\$410,000

<p>referendum any amount can be floated. As of April 30, 2012, the City had approximately \$475,000 of bonded debt subject to the 8% limit of approximately \$811,000 resulting in an unused legal debt margin of approximately \$336,000.</p>	
<p>Note Payable \$150,000 note payable with the School District of Pickens County entered into in September 2011 (“NP – 09/11”), due in annual principal installments of \$50,000 beginning September 30, 2012 through September 30, 2014, with interest at 0%. A \$50,000 down payment was paid at the time of purchase. The note payable was used to purchase property on Jewel St., Planer St., and Railroad St. This note payable was split evenly between governmental and business-type activities.</p>	\$100,000
<p>Revenue Bonds \$4,300,000 waterworks and sewer system revenue bonds issued in November 2011 (“RB – 11/11”), due in monthly principal installments of \$11,814 to \$25,637 beginning November 30, 2011 through November 18, 2031, plus interest at 3.890%, due monthly. The proceeds from this issue were used to pay off the waterworks and sewer system revenue bond anticipation note Series 2010 and to finance and construct the water and sewer systems of the City. Issuance costs were not significant and thus have not been recorded related to this issue.</p>	\$4,073,759
<p>Revenue Bonds (Continued) \$2,000,000 waterworks and sewer system refunding revenue bonds issued in September 2010 (“RB – 09/10”), due in monthly principal installments of \$8,308 to \$14,480 beginning October 30, 2010 through September 30, 2025, plus interest at 3.730%, due monthly. The proceeds from this issue were used to current refund the 1979, 1982, 1984, and 1998 revenue bonds and the 1998 State Revolving Fund loan and resulted in immaterial deferred losses (and thus no amounts were recorded). Issuance costs were not significant and thus have not been recorded related to this issue. The original bonds were used to finance and construct the water and sewer systems of the City.</p>	\$1,730,077
<p>Lease Purchase Obligations \$69,844 lease purchase agreement was entered into in October 2009 (“LP – 10/09”), with 4 annual payments (including interest) of \$18,975 beginning October 28, 2010 through October 28, 2013 which includes interest at 3.41%. The proceeds from this lease purchase obligation were used to purchase the City’s accounting software. This lease purchase was split evenly between governmental and business-type activities.</p>	\$18,514



**FIVE YEAR
CAPITAL IMPROVEMENT
PLAN
(GENERAL FUND)**

FY	Dept	Project/Equipment	Cost	Fund	Issue	Proposed Improvement
FY 15	Admin	City of Easley Trail Head buy out	\$75,000.00	General	buy out half of City of Pickens Doodle Trail head by paying Easley so we solely own	one time cash payment
FY 15	Fire	Hydraulic Extracation Equipment	\$29,625.00	General	current 2005 equipment is outdated and does not cut current car metals	replace existing equipment
FY 15	Police	2--2014 Dodge Chargers	\$73,000.00	General	repairs on crown vics are increasing	new car with camera installed
FY 15	Streets	Public Works Facility Payment	\$25,000.00	General	Annual Debt Payment	Annual Debt Payment
FY 15	Streets	1 man leaf truck	\$160,000.00	General	Current truck is at the end of useful life and requires 3 people	new one man leaf truck saves on man hours
FY 16	Admin	City Hall Painting	\$25,000.00	General	Paint is Peeling Leaving Exposed Wood	Repaint Exterior of City Hall & 1 Inside Room
FY 16	Admin	Pickens Doodle	\$250,000.00	General	Will Add a Healthy Activity for Residents & Visitors; Help Promote Pickens as a Destination	Install Trail Line. This should go towards grant match
FY 16	Fire	SCBA (airpacks) 2 total	\$12,000.00	General	rotate replacement of SCBA for 10 year life	Start rotation schedule to minimize burden on budget
FY 16	Fire	SUV	\$52,000.00	General	current Chief truck is 2006	rotate Chief truck to fire marshall and for training uses
FY 16	Grounds	JC Park Bathroom Renovations	\$30,000.00	General	Current Condition is Fair to Poor & New Bike Path Will Increase Use	Rehab Existing Bathroom Facility & Meet Code/ADA Standards
FY 16	Grounds	Zero- Turn Mower	\$15,000.00	General	replace current old mower	
FY 16	Police	2015 Dodge Charger	\$35,000.00	General	replace crown vic that is beyond useful life	new car with camera installed
FY 16	Streets	New Knuckle Boom body that can be interchanged on leaf truck body	\$50,000.00	General	current truck will be 10 years	utiltize same bed as leaf truck
FY 17	Fire	Custom Cab Pumper	\$457,000.00	General	current 1998 truck has outdated cab and is at end of life	custom cab is safer for employees
FY 17	Fire	SCBA (airpacks) 2 total	\$12,000.00	General	rotate replacement of SCBA for 10 year life	Start rotation schedule to minimize burden on budget
FY 17	Grounds	Fencing Field at Rec Center	\$75,000.00	General	No Fencing Currently Which Limits Use & Increases Hazards	Install Full Fencing Around Field
FY 17	Police	2--2016 Dodge Chargers	\$70,000.00	General	replace crown vic that is beyond useful life	new car with camera installed
FY 17	Streets	Service Truck	\$25,000.00	General	current truck 2000	replace service truck
FY 18	Admin	City Hall Interior Painting and carpet replacement	\$20,000.00	General	needs repainting and carpet is torn in many areas	paint and new commercial carpet

FY	Dept	Project/Equipment	Cost	Fund	Issue	Proposed Improvement
FY 18	Fire	Closed System Communications System for confined space rescue	\$8,000.00	General	current communication is rope system & unsafe	provides hard lined communication during rescue
FY 18	Grounds	Senior Field Parking Lot Improvement	\$75,000.00	General	Not Much Gravel Remains	Install gravel/asphalt Lot
FY 18	Grounds	Senior Field Pressbox	\$25,000.00	General	Needed for Tournaments	Construct Tournament Quality Pressbox
FY 18	Fire	SCBA (airpacks) 2 total	\$12,000.00	General	rotate replacement of SCBA for 10 year life	Start rotation schedule to minimize burden on budget
FY 19	Admin	Electronic Door Security System	\$25,000.00	General	currently key copies are insecure	electronic access to all facility
FY 19	Fire	SCBA (airpacks) 2 total	\$12,000.00	General	rotate replacement of SCBA for 10 year life	Start rotation schedule to minimize burden on budget
FY 19	Fire	Bay Addition and converted living quarters	\$300,000.00	General	Currently not enough room for all trucks or to house future aerial	convert current bay and add new bay addition to building
FY 19	Recreation	New Truck	\$25,000.00	General		
FY 19	Streets	New Sanitation Collection Truck	\$140,000.00	General	current truck purchase in 2010	trade in value may be utilized to trade in current truck
			\$2,037,625.00			



**FIVE YEAR
CAPITAL IMPROVEMENT
PLAN
(ENTERPRISE FUND)**

FY	Dept	Project/Equipment	Cost	Fund	Issue	Proposed Improvement
FY 15	Stormwater	Overbrook St	TBD	Stormwater	Improve Stormwater Conveyance	Engineer to Design
FY 15	Stormwater	Railroad St	TBD	Stormwater	Improve Stormwater Conveyance	Engineer to Design
FY 15	Stormwater	Schoolhouse St	TBD	Stormwater	Improve Stormwater Conveyance	Engineer to Design
FY 15	Stormwater	Bruce St	TBD	Stormwater	Improve Stormwater Conveyance	Engineer to Design
FY 15	Water Maint	Public Works Facility Payment	\$25,000.00	Utility	Annual Debt Payment	Annual Debt Payment
FY 15	Water Maint	Fox Squirrel Ridge Rd 8" Main, Hendricks Rd 6" Main, & Hydraulic Plane Separation Check Valve	\$146,000.00	Utility	Hydraulic Improvement, Maintenance, Fire Protection, Systems Operation, Water Quality	2,960 LF 8" PVC; 1,450 LF 6" PVC; Check Valve Installation
FY 15	Water Maint	Highland Dr. 6"	\$75,000.00	Utility	lower pressure complaints	install new and large lines, add hydrants
FY 15	Water Maint	Phase I meter upgrade project inside city limits	\$160,000.00	Utility	currently touch read is time consuming	install radio read meters and/or retro fit old meters
FY 15	Water Plant	250HP Finish Pump	\$65,000.00	Utility	End of Useful Life	replace old 400HP pump
FY 15	Water Plant	Raw Creek Pump (20 HP)	\$45,000.00	Utility	End of Useful Life	replace pump that is too small
FY 15	Water Plant	Polymer Machine	\$5,000.00	Utility	End of Useful Life	
FY 15	WW Plant	Aeration Basin Blower	\$10,500.00	Utility		
FY 15	WW Plant	Town Creek Pump Station Pipe Replacement	\$20,000.00	Utility	leak in pipe on discharge side of pump	
FY 16	Water Maint	New Service Truck F250	\$35,000.00	Utility	current truck is at end of useful life	replace with F250
FY 16	Water Maint	Old Griffin--Midway Pumping Station Replacement & 10" Suction Main Replacement	\$348,000.00	Utility	Hydraulic Improvement, Systems Operation, Fire Protection, Supply Tank	Pumping Station , 2,200 LF 10" D.I.P.
FY 16	Water Maint	Blacksnake Rd 4" Replacement Main	\$46,000.00	Utility	Hydraulic Improvement, Maintenance, Fire Protection	2,300 LF 4" PVC
FY 16	Water Maint	Ann Street 6" Water Line Upgrade/Replacement With Hydrants	\$300,000.00	Utility	current line is undersized, aged, and in same ditch as sewer line	6" line upgrade and hydrants
FY 16	Water Maint	Magnum MLT3060 Mobile Light Tower	\$7,840.00	Utility		
FY 16	Water Maint	New 3/4 ton service truck	\$45,000.00	Utility	replace 2008 truck	state contract purchase
FY 16	Water Maint	SCADA installation on lift stations and generator quick connections	\$100,000.00	Utility	must manually monitor	scada will help with prevent SSO
FY 16	Water Plant	1 Decant Pump	\$15,000.00	Utility	End of Useful Life	2 Pumps to Creek; 2 Pumps to Drying Bed
FY 16	Water Plant	valve and actuators for filters 2 &3	\$35,000.00	Utility	End of Useful Life	
FY 16	Water Plant	Loss of Head Meters	\$8,000.00	Utility	not working	
FY 16	Water Plant	Chemical Feed Pumps	\$40,000.00	Utility	End of Useful Life	does not work with SCADA

FY	Dept	Project/Equipment	Cost	Fund	Issue	Proposed Improvement
FY 16	WW Plant	2 Chamber & 4 Medium Intensity Banks for UV Light Disinfection	\$8,000.00	Utility	Priority Item	
FY 16	WW Plant	Lawn Mower	\$6,500.00	Utility	Priority Item; Needs Serviced Too Often	Spend Less Time on Maintenance
FY 16	WW Plant	Aeration Blower	\$10,500.00	Utility		
FY 16	WW Plant	Pickup Truck	\$30,000.00	Utility	End of Useful Life	Replace 2007 Chev Colorado
FY 17	Water Maint	Tater Hill Mtn Rd 6" Replacement Main	\$203,000.00	Utility	Hydraulic Improvement, Maintenance, Fire Protection, Systems Operation	8,100 LF 6" PVC
FY 17	Water Maint	1/2 Service Truck	\$30,000.00	Utility	current truck	
FY 17	Water Plant	City Lake Raw Water Pumps (2) 40HP	\$120,000.00	Utility	End of Useful Life	Pumps Water from Lake to Treatment Plant
FY 17	Water Plant	Pickup Truck	\$22,000.00	Utility	End of Useful Life	replace 2005 truck
FY 17	WW Plant	Relocate Influent Pipe to Plant	\$10,000.00	Utility	In Major Rain Events, Debris Causes Damage to Pumps (Approx Every 6 Years)	Eliminate Debris Getting Into Pumps; Cost to Repair 1 Pump Should Pay for Project
FY 17	WW Plant	Aeration Blower	\$10,500.00	Utility		
FY 17	WW Plant	1 of 2 Jet Pumps	\$40,000.00	Utility	End of Useful Life	replace one of the 2 jet pumps
FY 18	Water Maint	Connelly Rd 4" Main Replacement	\$230,000.00	Utility	Hydraulic Improvement, Maintenance, Systems Operation	9,250 LF 6" PVC
FY 18	Water Maint	Midway Rd 6" Main Replacement	\$240,000.00	Utility	Hydraulic Improvement, Maintenance, Fire Protection	9,570 LF 6" PVC
FY 18	Water Plant	3 Finish Pumps (1-300 HP & 1-400 HP)	\$120,000.00	Utility	End of Useful Life	Pumps to Distribution from Clearwell
FY 18	Water Plant	Lawn Mower	\$7,000.00	Utility	replace current old mower	
FY 18	WW Plant	Influent Pump Station--Automatic Bar Screen w/Compactor	\$18,000.00	Utility	End of Useful Life	
FY 18	WW Plant	2 Spiral Scraper Rotating Sludge Collecting Mechanisms (for 2 Clarifiers)	\$50,000.00	Utility	End of Useful Life	
FY 18	WW Plant	HVAC Replacement for Laboratory/Office	\$10,000.00	Utility	13 Years Old (2012)	
FY 18	WW Plant	On-Site Generator (6 Cylinder, 300 KW, 460V, 3 Phase)	\$60,000.00	Utility	End of Useful Life	
FY 19	Water Maint	LEC Road & Hwy 8 to Cannon Hospital-Phase I	\$291,000.00	Utility	continues to break	LEC 10" Main
FY 19	Water Maint	Windtree Rd & Ponderosa Rd 8" Main Replacement	\$186,000.00	Utility	Hydraulic Improvement, System Operations, Fire Protection, Supply Tank	6,200 LF 8" PVC

FY	Dept	Project/Equipment	Cost	Fund	Issue	Proposed Improvement
FY 19	Water Maint	Ossie Hayes Rd 10" Main Replacement	\$143,000.00	Utility	Hydraulic Improvement, System Operations, Fire Protection, Supply Tank	3,560 LF 10" D.I.P.
FY 19	Water Maint	Meadow Brook Ln 6" Connector Main Replacement	\$79,000.00	Utility	Hydraulic Improvement, System Operations, Fire Protection	3,160 LF 6" PVCP
FY 19	Water Plant	City Lake Dredging	\$2,500,000.00	Utility	Lake is shallow and aquatic plants	dredge to remove silt and plants
FY 19	WW Plant	repave 1.1 mile driveway	\$65,000.00	Utility	driveway is cracked	currently cracked
FY 19	WW Plant	2 Electrical Motor Units (for 2 Clarifiers)	\$20,000.00	Utility	End of Useful Life	
			\$6,040,840.00			



**FIVE YEAR
CAPITAL IMPROVEMENT
PLAN
(SPECIAL REVENUE FUND)**

FY	Dept	Project/Equipment	Cost	Fund	Issue	Proposed Improvement
FY 15	Admin	Wayfinding Signs--Year 2/3 one gateway or kiosk	\$10,000.00	Special Revenue	Lack of Acceptable Directional Signage to Various Community Locations	2nd Year of Implementation
FY 15	Admin	Amphitheater--Phase II	\$200,000.00	Special Revenue	Phase II	top, speakers, lighting and wiring
FY 15	Grounds	Major and Senior Field Improvements	\$35,000.00	Special Revenue	No Backstops Currently & seating needs replacement	Construct Brick Backstops, Fencing, & Padding
FY 15	Recreation	New flooring and painting in recreation c	\$25,000.00	Special Revenue	current floor is bubbled up wearing	stained concrete will be more durable and less maintenance
FY 16	Admin	Wayfinding Signs--Year 3/3	\$25,000.00	Special Revenue	Lack of Acceptable Directional Signage to Various Community Locations	3rd Year of Implementation
FY 16	Admin	CDBG--Village Renaissance--Phase III Grant is \$500,000 with 10% match	\$50,000.00	Special Revenue	Phase III May Require More City Match to Achieve Goals	Install Park Gateway with Easement or Purchase; Streetscape Installation
FY 18	Admin	Economic Development	TBD	Special Revenue	Need Place to Relocate Displaced Attorneys	Solicit Development RFP for Professional Office in Downtown
FY 19	Admin	Market Building	\$75,000.00	Special Revenue	Include with Amphitheater Design for Downtown Enhancement	Include Market Pavillion in Phase I of Amphitheater
FY 19	Admin	Economic Development	TBD	Special Revenue	Recruitment	Begin Aggressive Retail Recruitment by Funding ED Incentive Ordinance & Partnering with Pickens Co.
			\$420,000.00			

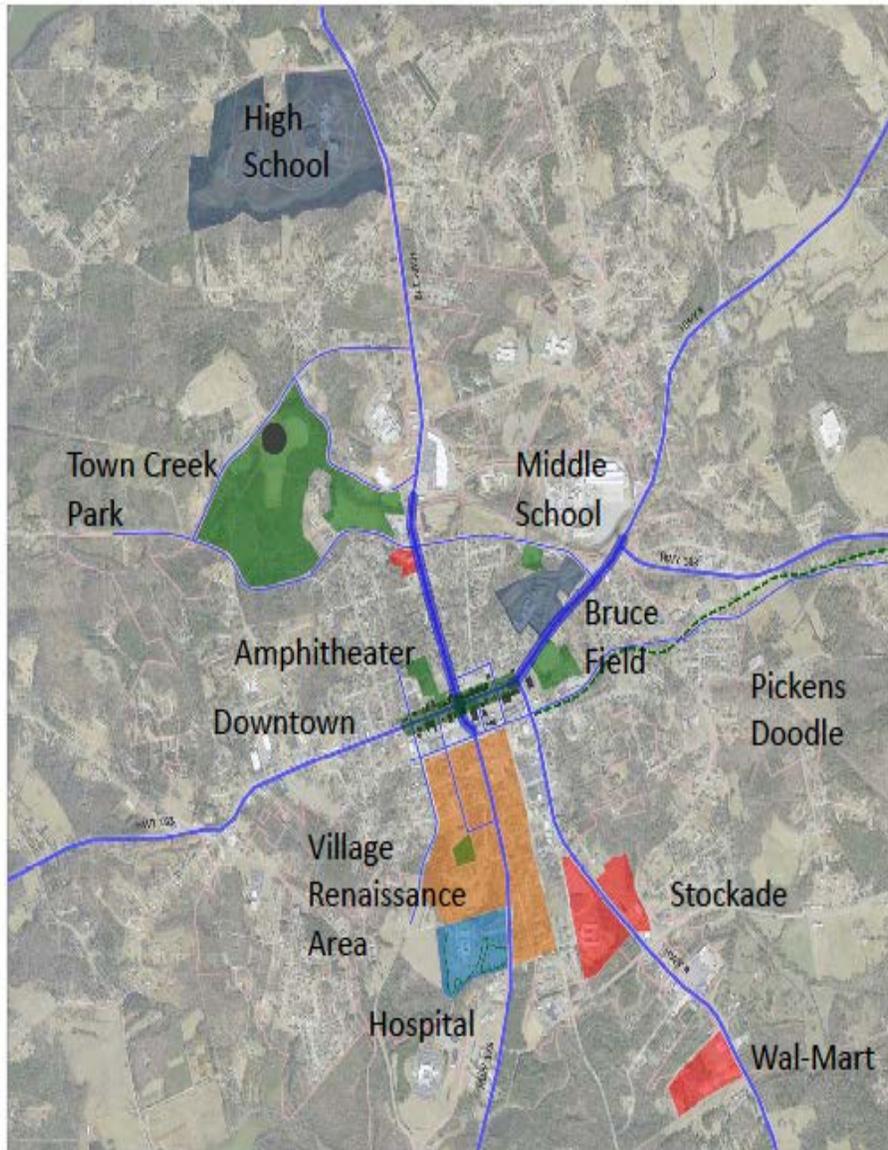
MASTER PLAN IMPLEMENTATION

Implementation Strategy Board for Pickens, SC

Strategies	First Steps (1 Year)	Next Steps (1-3 Years)	Long Term (3-5 Years)	Visions
Connecting the Dots: Community-Wide Strategy	<ul style="list-style-type: none"> Explore Pickens Doodle Greenway Design Railroad Park New programming for Bruce Field Design bike lanes for N. Ann Redesign Reece Mill Road parking Redesign N. Ann/178 development site Explore Hampton Ave. development opps Explore hotel development at Hwy 8 Reinforce connections between hospital and downtown 	<ul style="list-style-type: none"> Install phase 1 Pickens Doodle Greenway Install Railroad Park at trailhead Ongoing programming for Bruce Field Install bike lanes on reconfigured N. Ann Install redesigned Reece Mill Road parking Support private sector N. Ann/178 site redevelopment Support Hampton Ave. enhancements RFP and promote development at Hwy 8 Development of physical connections between hospital and downtown 	<ul style="list-style-type: none"> Install final phases of the Pickens Doodle Greenway Ongoing programming for Bruce Field Additional city-wide hiker/biker paths Ongoing gateway installations and maintenance Ongoing streetscape enhancements Village Renaissance infill housing strategy Village Renaissance existing housing enhancement strategy 	<p><i>Through strategic infrastructure investment and enhancement, every planning initiative will be connected with each other and downtown to create a unified and easily navigable community.</i></p>
Strengthening the Core: Downtown Strategy	<ul style="list-style-type: none"> Market Building at Amphitheater Explore 178 realignment with DOT Design Main/Pendleton intersection Front facade component grant program Part 1 application for Bradley Boggs Limb up trees on Main Street Mural on bank as western gateway to downtown 	<ul style="list-style-type: none"> Rear facade grant program Develop illustrative design guidelines RFP Bradley Boggs as Inn on the Green RFP Infill Building at Main/Pendleton Study additional strategic intersections <ul style="list-style-type: none"> W. Main @ Garvin E. Main @ Court Pendleton @ W. Cedar Rock 	<ul style="list-style-type: none"> Complete a Façade Master Plan program if necessary Install streetscape intersection enhancements at W. Main @ Garvin, E. Main @ Court, and Pendleton @ W. Cedar Rock Ongoing tree limbing and streetscape enhancements on Main Street Public art installations 	<p><i>Pickens, in concert with its Main Street program, will facilitate initiatives that position downtown as the distinct heart of the community and center of independent and entrepreneurial businesses.</i></p>
Rethinking Economic Development: Investment Strategy	<ul style="list-style-type: none"> Continue aggressive tourism marketing and promotion. Develop retail recruitment/retention program particularly after Wal-Mart arrives. Continue aggressive marketing of downtown. Conduct quarterly Merchants Roundtable. Nominate a Historic District to access historic income tax credits for rehabs 	<ul style="list-style-type: none"> Implement signage directing from Wal-Mart to downtown Solicit RFP for Professional Office Building Begin aggressive retail recruitment in categories identified in Market Assessment Obtain CLG status for City with historic district and HPC for rehab tax credit incentive Continue tracking zip codes annually Publish economic impact of downtown statistics 	<ul style="list-style-type: none"> Update Market Analysis to reflect current market realities and adjust retail retention/recruitment strategies accordingly 	<p><i>Pickens will create economic development initiatives that are holistic and creative in nature that will be self-sustaining both now and in the future.</i></p>
Telling Your Story: Pickens Branding Strategy	<ul style="list-style-type: none"> Formally adopt brand Buy URLs/update web site Phase 1 Wayfinding Sign system installations Ongoing Community Pride "I Fan the Flame" campaign Conduct monthly marketing roundtable 	<ul style="list-style-type: none"> Initiate new marketing and branding based promotional events Develop a professional cooperative advertising campaign for downtown merchants Phase 2 Wayfinding Sign system installations Promotional ads in targeted strategic publications Create a line of creative Pickens merchandise Targeted marketing to nearby State Parks 	<ul style="list-style-type: none"> Ongoing marketing to State Parks Update branding and marketing merchandise Phase 3 Wayfinding Sign system installations 	<p><i>Pickens will promote its identity as beautiful, historic city situated in the heart of the upstate and as the gateway to the mountains in a strategic and professional way.</i></p>

• City of Pickens • Pickens Revitalization Association • Pickens Chamber • Historic Society • Alliance Pickens • Hospital • All

Projects focused primarily on downtown revitalization, marketing, city wide way finding sign plan, and streetscape



“Connecting the dots”—a glance at developing properties City Wide. Charette Report Completed in 2012
www.cityofpickens.com