



Annual Budget

Fiscal Year 2006/2007 Approved
Fiscal Year 2007/2008 Projected

David B. Vehaun
Management Services Administrator

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation to the City of Rock Hill for its annual budget for the fiscal year beginning July 1, 2005.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

CITY COUNCIL

Mayor A. Douglas Echols, Jr.

Winston Searles, Councilmember, Ward 1

Kathy S. Pender, Mayor Pro Tempore, Ward 2

Kevin H. Sutton, Councilmember, Ward 3

John P. Gettys, Jr., Councilmember, Ward 4

Osbey Roddey, Councilmember, Ward 5

James C. Reno, Jr., Councilmember, Ward 6

MANAGEMENT TEAM

Carey F. Smith, City Manager

Gerald E. Schapiro, Assistant City Manager

Stephen Turner, Economic and Urban Development Director

Frances M. Thomas, Planning Services Director

Phyllis R. Fauntleroy, Human Resources Director

David B. Vehaun, Management Services Administrator

Ray Koterba, Housing and Neighborhood Services Director

John Gregory, Police Chief

Mike Blackmon, Fire Chief

William Meyer, Development Services Director

Bobby Banks, Public Works Director

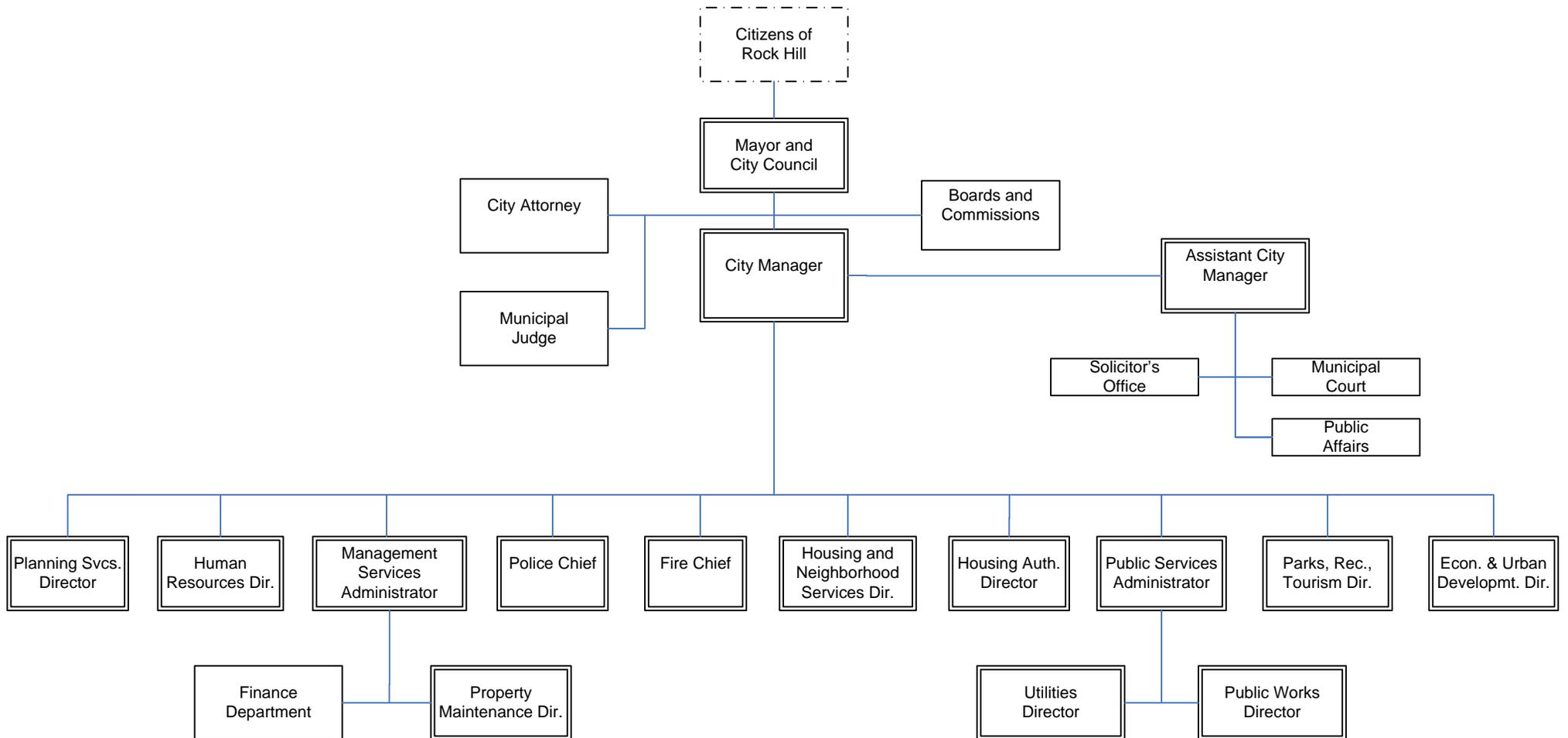
Richard Unz, Housing Authority Director

Edward A. Thompson, Parks, Recreation & Tourism Director

Nick W. Stegall, Public Services Administrator

James Bagley, Utilities Director

Spencer & Spencer, P.A., City Attorney



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August 31, 2006

The Honorable Doug Echols, Mayor
Members of City Council
City of Rock Hill, South Carolina

Dear Mayor and Members of City Council,

I am pleased to present you with the approved Budget for the Fiscal Year beginning July 1, 2006 and ending June 30, 2007 (FY 2006/2007) which totals \$143,223,396. This budget represents our continued commitment to provide excellent services to residents, businesses, and visitors. The budget supports the goals of the City as outlined in the following Strategic Initiatives that were updated and reaffirmed by the Mayor and Council in February 2006:

Strategic Initiatives

Maintain Service Capacity - The intent of this goal is to establish a high quality of life by providing our customers with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This ensures quality service levels, both now and in the future, in the following areas: Facilities, Utility Infrastructure, Equipment, General Government Infrastructure, Technology, Staff, and Roads.

Public Safety - The City intends to deliver criminal justice, fire, and hometown security services to the citizens of Rock Hill to ensure safety, security, and progress toward making Rock Hill the safest city of its size in South Carolina.

Long Term Plan for Economic Development - The City recognizes the importance of strengthening its role as a place for economic activity through job creation, business location and expansion, and redevelopment and tourism.

Management of Growth - It is important to effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Emphasize Quality of Government - The City is committed to the extraordinary delivery of quality services to citizens provided by a customer-focused, well trained, highly motivated workforce.

Implementation of the Financial Management Plan - The City develops and maintains financial policies and practices for the City of Rock Hill that ensure adequate protection of the City's financial resources.

Provide Open and Effective Communication - We strive to enhance our ability to provide open and effective communication with public, private, and political customers, and with all other internal and external customers.

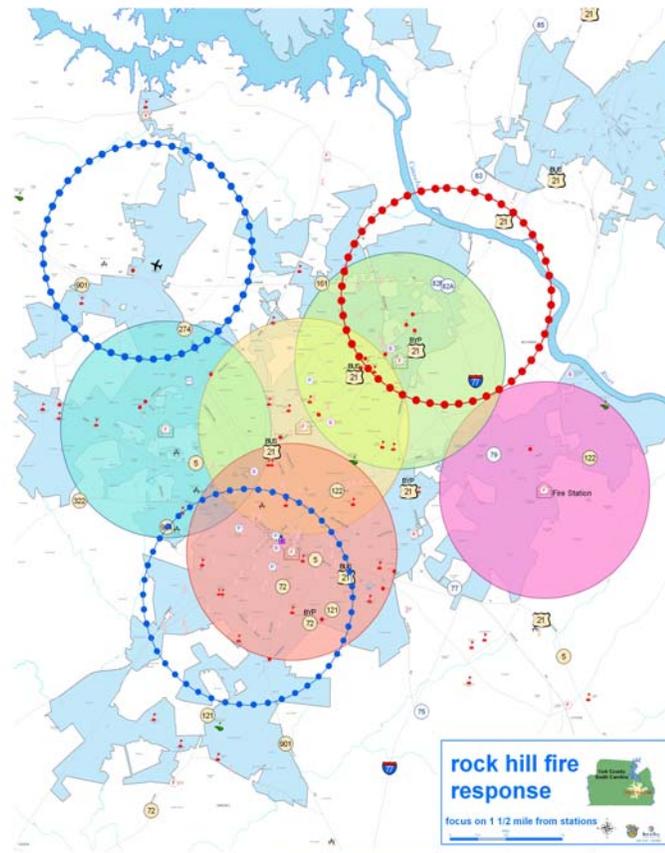
These initiatives are more than mantra; they steer the development of department expenditure requests and City Manager recommendations. The Accomplishments section details specific dividends realized in the previous fiscal year, and the Budget Highlights section underscores specific objectives and tasks derived from the Strategic Initiatives. The Performance Measures section details specific output measures and goals for each of our organizational units, all of which relate back to a specific Strategic Initiative. Staff is managed and evaluated by individual objectives which tie back to those of their unit, and again, ultimately back to those of the organization. As you can see, much is invested in the course that our legislative body has set through strategic planning – and the dividends are detailed well within this document.

Budget Summary

The FY 2006/2007 approved balanced budget totals \$143,223,396, an increase of 6.9% over last fiscal year. The proposed FY 2007/2008 total is \$145,883,690. The General Fund expenditures total \$44,462,922, an increase of \$3,333,108 or 8.1% over FY 2005/2006. The proposed FY 2007/2008 General Fund totals \$46,420,470, a 4.4% increase.

There are many fiscal pressures on the General Fund for FY 2006/2007, most notably in the public safety area. A new Street Crimes Unit in the Investigations Division of the Police Department will be composed of five Police Officer II's and one Police Sergeant. This unit will proactively work to address areas of emerging crime concern.

City Council and the Management Team will evaluate a plan to build a fire station to replace and relocate one of our two aged stations to improve coverage areas and response times. In the figure to the right, the blue dashed circle in the southwest area of the City represents the proposed coverage area for a relocated Fire Station #1 (the rust colored filled circle), and the red dashed circle represents the proposed coverage area for a relocated Fire Station #3 (the green colored filled circle). The proposed changes are components of a plan that defers the cost of new staff and equipment associated with the construction of future Fire Station #6. The blue dashed circle in the northwest section of the City represents the response area for future Fire Station #6.



Additional pressures in the General Fund for FY 2006/2007 include staffing and operations costs for Parks, Recreation, and Tourism staff necessary for our new Manchester Meadows Soccer Complex; the lease of replacement automated trucks for residential sanitation services; commercial sanitation truck lease payments; and personnel expenses that include an increase in the employer's portion to the South Carolina Retirement System. Personal property tax revenues (revenues that come primarily from automobile taxes) continue to decrease as the State-imposed assessment reduction continues for the final year of a six-year phase-in period. The City of Rock Hill has realized a cumulative net reduction of well-over \$1,000,000 in tax revenue since the implementation of this mandate.

The Utility Enterprise Fund expenses total \$91,616,246, a 6.58% increase. The proposed total for FY 2007/2008 is \$94,624,732, a 3.28% increase. Among the many fiscal pressures on the Utility Fund the most costly are: the need for additional purchased power due to system growth, PMPA (our electric power supplier) rate increases, personnel expenses (including those related to the pay for performance plan), and capital improvement and maintenance expenses.

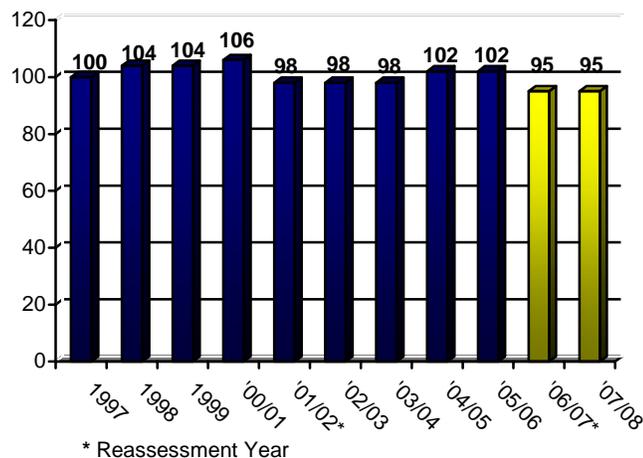
Fund Balance Policy

Staff has followed the direction of Council in establishing a Fund Balance Policy which, over time, will provide an increased General Fund Unreserved Fund Balance to help mitigate future unforeseen financial conditions, meet cash-flow needs, and ensure financial stability. Additionally, rating agencies favor increased levels of unreserved fund balance and the City will benefit from enhanced creditworthiness. The General Fund Unreserved Fund Balance for the beginning of FY 2006/2007 is projected at \$3.4 million.

Rate Increases

The approved FY 2006/2007 Budget includes a 3 mill tax rate increase. The overall tax rate is decreasing due to reassessment. The tax increase is necessary to fund the recurring expenses of the Police Department's new Street Crimes Unit and to help fund the construction of a new fire station. The increase will add one dollar to the average residential customer's monthly bill.

Rock Hill's Tax Rates



The approved FY 2006/2007 budget also includes a 4% Sanitation Rate increase to cover the cost to serve. This increases the average monthly residential sanitation charge by \$0.56. A 1.25% Electric Rate increase is also effective on July 1, 2006. This increase will cover a PMPA purchased power rate increase and will raise the average residential customer's monthly electric charge

by \$1.12. Finally, to cover \$5 million in new Stormwater bonds, a 20% Stormwater Rate increase is effective on July 1, 2006. This increase raises the average residential customer's monthly Stormwater charge by \$0.48. There is no Water Rate or Sewer Rate increase effective for FY 2006/2007. The total of these rate increases for our average residential customer will be \$3.16 monthly. For Fiscal Year 2007/2008, a 1.25% Electric Rate Increase is estimated to cover the wholesale power rate increase. There is no Tax Rate Increase, no Water Rate Increase, no Sewer Rate Increase, no Sanitation Rate Increase, and no Stormwater Rate Increase proposed for FY 2007/2008.

Staff and Compensation Changes for Fiscal Year 2006/2007

The FY 2006/2007 Budget includes 10 net new full-time positions. In the General Fund, the new full-time positions include an Airport Administrator, six new Police Department positions, and a Weed and Seed Program Supervisor in the Housing and Neighborhood Services Department. In the General Fund, six new part-time positions were added, and one was eliminated.

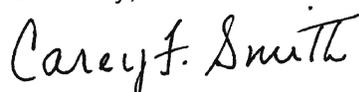
In the Enterprise Funds, 4 full-time positions were added, and one part-time position was eliminated. The new positions include a new Hydrant and Valve Crew in the Water Distribution Division consisting of two full-time positions. Two Engineering Technicians were also added in the Utilities Administration Division.

A South Carolina Retirement System increase is effective July 1, 2006, adding over \$100,000 to this Operating Budget. Another similar increase will take effect July 1, 2007.

Conclusion

The annual Operating Budget is an excellent opportunity to measure our fiscal success and to measure our progress toward the strategic goals adopted by the Mayor and Council. Every budget cycle requires innovation and creative problem solving to balance the budget, and this year was certainly no exception. Thank you for your continued leadership through this process.

Sincerely,



Carey F. Smith
City Manager

Accomplishments

The City of Rock Hill strategic goal-setting guides the funding that directs the action taken departments toward specific objectives. A report is prepared for City Council each quarter and provides an update on the accomplishments. This section provides only an excerpt from that report and relates to certain completed actions during Fiscal Year 2005/2006.

Maintain Service Capacity

One objective in this area is the expansion of the water system in order to meet future growth demands in the City. To this end, the Water Treatment Plant is being upgraded to a 36 million gallon per day (MGD) facility. Construction has been completed in each sedimentation basin to increase the capacity to 9 MGD per basin, which is an additional 3 MGD per basin. The upgrade to 9 MGD was achieved by adding plate settlers, improving the flocculation basins by installing vertical flocculators, and increasing the size of each basin.

During the past three years, the City has completed three major small diameter water line projects, approximately totaling \$750,000. These projects include the replacement of over 14,650 linear feet of small diameter water lines. Additionally, the City maintenance crews have completed multiple projects to replace water service lines to large areas that have contributed to poor water services in other areas, including the Hagins-Fewell and Southland neighborhoods.

In order to maintain and expand the Electric System to meet future growth demands, the Utilities Department has completed several projects to convert overhead lines to underground power lines. These projects include: Cherry Road (McNair Street to Faith Boulevard), Saluda Street (Boggs Street to Heckle Boulevard), Highway 161 (Ebinwood Road to Rawlinson Road), and York Technical College Main Campus.

The Utilities Department has also committed to the objective of the rehabilitation or replacement of sewer lines in need of repair. In FY 2005/2006, the \$1.5 million Stoney Branch Sewer Replacement Project was completed.

Public Safety

City Council has adopted a Hometown Security/Emergency Response Plan, departments have been trained, and City infrastructure improvements and construction has included the measures of fencing and barrier standards, facility lighting, signage, key control, camera placements, access and visitor control, identification badges, and reporting of security incidents.

In order to attract and hire the best candidates for Fire Department vacancies, a recruitment program was implemented to include newspaper articles, television news coverage, magazine advertisements, internet advertisements, radio interviews, and various appearances at schools, churches, and civic organizations.

The Police Department Professional Standards Unit, with the Chief of Police, evaluated and revised testing methods for new hires and the promotional process.

The Long-term Plan for Economic Development

Rock Hill's ability to provide competitive sites for the growth of businesses within the City has increased significantly. The most notable accomplishment is the completion of Antrim Business Park in partnership with a private development group. This park, including future phases, provides a much needed supply of high quality sites along the I-77 corridor. The City has continued to invest in infrastructure to serve industry and industrial sites including water lines and a roadway serving Antrim Business Park, looped water lines serving Waterford Business Park, and sewer lines and a rail spur to serve development on Firetower Road.

Implementation of the Downtown Master Plan has brought significant changes to the downtown area. New public investments have included repair and rehabilitation of the Black Street parking deck, improvements to Citizens Alley, improvements to Black Street and new pedestrian areas at the rear of Main Street buildings.

Meeting the objective of creating destinations and marketing programs designed to attract visitors to Rock Hill, the City completed construction and opened Manchester Meadows Park in FY 2005/2006. This project built the City's new state-of-the-art 65-acre soccer complex and regional park. The park features tournament soccer fields, a lake, playgrounds, walking trails, and picnic areas and has already started to deliver on its economic impact promise by drawing tournaments. This will add to Rock Hill's success as a sports tourism destination. In 2005, the NSA Class A Girls Fast Pitch World Series was hosted by Rock Hill. The combined economic impact from 2003-2005 softball seasons exceeded \$20 million for the Rock Hill area.

Management of Growth

in Fiscal Year 2005/2006, City Council approved a reorganization that created the new Development Services Department focused on assisting customers wanting to invest in Rock Hill. A key benefit realized from this reorganization has been the centralization of all reviewers and development inspectors under one roof.

In order to provide growth policies and standards that will result in quality, sustainable development, a comprehensive rewrite of the zoning and land development codes was adopted in FY 2005/2006. To continue specific programs to enhance community appearance, the International Property Maintenance Code was implemented on January 1, 2006.

Emphasize Quality of Government

Several accomplishments were met in FY 2005/2006 to meet the objective of developing a high-quality workforce and assuring its services are available to citizens. A new customer service training program was developed in-house and 14 facilitators were certified from 10 City departments. Ethics policies have been developed by all departments. A new employee community volunteer program has been installed and has greatly benefited the Rock Hill community through service to United Way agencies, neighborhoods, schools, churches, and other organizations.

To evaluate City services, we have adopted a “mystery shopper” philosophy and have walked through cycles of service in every department to ensure customer responsiveness.

Implementation of Financial Management Plan

Unreserved Fund Balances have now been set aside in a separate account with the State Investment Pool. The Finance Staff has also worked with the City Council to develop a plan to fully fund the City’s Unreserved Fund Balance to an acceptable level. This plan includes a 5 year model to build a fund balance of over \$4 million - with the opportunity to evaluate the City’s finances on an annual basis and determine if additional revenues are available to be transferred to the Unreserved Fund Balance.

The goal of identifying potential revenues not currently available under State law was achieved with a concerted effort with the local legislative delegation and State Legislature to change the state accommodations tax law. The law was changed to allow the City to use a portion of the funding for operating expenses at tourism facilities.

Within the objective of the development of a comprehensive policy for managing current and future debt obligations, the City set a goal to investigate the use of lease-purchase arrangements for meeting capital needs. Several lease arrangements were entered into in the first few years of this process. In the 2005/2006 budget year the Budget Office staff developed a more comprehensive approach to the use of lease-purchase financing.

This involved a wholesale commitment to the future use of lease-purchase financing in the Public Works, Police and Fire Departments. This program will allow the staff to flatten out the expenditure stream related to the purchase of these vehicles. Staff will continue to evaluate the implication of lease-purchasing equipment in other business areas in the coming budget years.

The City continues to evaluate opportunities for privatization or outsourcing. In 2005, a contract with US Aquatics was finalized for staffing, operation and maintenance of four swimming pools. This outsourcing saved the City staff time, seasonal staffing, and operations in the amount of approximately \$20,000 for the first year.

Provide Open and Effective Communication

This Strategic Initiative was added by Council in January 2006. The goals, objectives, and tasks for this initiative have been developed and are referenced in the following Budget Highlights section, as well as the Performance Measures section.

Budget Highlights

During Fiscal Year 2006/2007, the Strategic Goals will continue to sharpen our focus in maintaining Rock Hill as a first-class city. The following highlights are included in the adopted budget:

Provide Open and Effective Communication

This is a new Strategic Initiative adopted by City Council at their Strategic Planning Retreat in February 2006. There are several specific goals and objectives associated with this initiative. Some of these include the development of a communications program to “tell the story” of Rock Hill, expanding the internal customer service training to effectively empower City staff as advocates for the citizens, and the development of ongoing collaboration with all levels of government to communicate and provide for the needs of Rock Hill citizens.

Maintain Service Capacity

More progress will be made in FY 2006/2007 to upgrade our water and wastewater infrastructure. The Water Filtration Treatment Plant project completion is scheduled in September 2006. At final completion, the plant will reach the designed capacity of 36 MGD.

The design phase of the Dutchman Creek line upgrade is complete. This project will abandon 4 pump stations and includes some work for improving the efficiency and reliability of the Wildcat Creek Pump Station, which includes the replacement of bar screens, pumps, and control panels. Work will continue with South Carolina DHEC to begin the design phase of the wastewater plant expansion to 30 MGD. Additionally, a Congressional Appropriation has been awarded to review and improve the sewer system surrounding the Arcade Mill area.

Public Safety

In FY 2006/2007, the Police Department will increase their efforts in identifying crime trends and locations for use by the patrol and investigative staff. These crime analysis efforts to include a comprehensive yearly report and pilot “comstat” style meetings of the Chief and Command Staff to identify and combat crime trends in Rock Hill, and to evaluate effectiveness of the current strategies.

Both the Police Department and the Fire Department will continue to work with York County to realize cost savings and eliminate duplication of effort.

**Long Term Plan for
Economic Development**

The redevelopment plan for the Arcade Mill/Hagins-Fewell Neighborhood is well underway, and the City now has plans, financing, and partnerships in place that will result in investments including final demolition of the mill, clean-up of creeks and planning for greenways, and a \$1 million sewer system upgrade.

Further investments such as landscaping improvements and traffic improvement projects to the Dave Lyle Boulevard/I-77 interchange will sustain and expand this area as a premier business center.

Management of Growth

In an effort to provide growth policies and standards that will result in quality, sustainable development, the Planning and Development Services Departments will continue implementation of the new Zoning Code, and prepare Land Use Studies for targeted areas.

Additionally, the Planning Department will complete the Growth Management Study and implement its findings. Staff will also collaborate with the County to identify and develop area plans for key growth corridors in the Urban Services Area.

**Emphasize Quality of
Government**

To recruit, develop, and retain a high quality workforce, performance goals and funding are in place to implement an Operations Center Apprentice Program, enhance the benefit package to assure benefits are tailored to the interests of employees, and develop additional mentoring programs focused on field/operations staff.

Additionally, City Ethics Training classes will be coordinated by the Human Resources Department in 2006.

**Implementation of Financial
Management Plan**

In Fiscal Year 2006/2007, the Finance Department will begin on a 5-year staggered schedule a review of all City departments/divisions to evaluate cost-saving measures.

Additionally this Fiscal Year, the Finance Department will examine revenue sources for all other major cities in the State and region to determine the feasibility of implementing new revenue sources in the City. The SC State Legislature will also be lobbied for changes that would allow revenues not currently allowable.

Budget Ordinance

AN ORDINANCE TO RAISE REVENUE, ADOPT A BUDGET AND WORK PROGRAM
FOR THE CITY OF ROCK HILL, S.C. FOR THE FISCAL YEAR ENDING
JUNE 30, 2007, AND TO AUTHORIZE THE ISSUANCE OF TAX
ANTICIPATION NOTES FROM TIME TO TIME DURING THE
FISCAL YEAR 2006/2007

BE IT ORDAINED by the Governing Body of the City of Rock Hill, in Council assembled:

SECTION 1. That this Ordinance is being adopted in order to effect proper compliance with the provisions of the Home Rule Act of 1975, now South Carolina Code of Laws for 1976, Section 5-7-30 and Section 5-7-260 and Section 2-48 and Section 2-96 of the Code of the City of Rock Hill.

SECTION 2. That this Ordinance was adopted by the Rock Hill City Council by a positive majority vote.

SECTION 3. That this Ordinance is enacted in order to comply with Section 6-1-320 of the South Carolina Code, 1976 (as amended), following public notice of a special public hearing and meeting held on June 12, 2006, at 5:00 p.m. in the Rock Hill Council Chambers with public input duly noted, and following a public hearing at the regular meeting of City Council on June 12, 2006, with public input duly noted.

SECTION 4. That the proposed budget with proposed estimated revenue for payment thereof, as prepared and as contained in and shown by an archived copy on file in the office of the Municipal Clerk, and available for public inspection, which copy is incorporated herein by reference, is hereby adopted and made a part hereof. The budget as shown therein is balanced as to receipts and disbursements in the total sum of \$143,223,396.00.

SECTION 5. That for the fiscal year 2006/2007, a tax of 95 mills (\$.95 per \$1,000) upon every dollar of the value of all taxable property, real and personal, within the corporate limits of the City of Rock Hill be and the same is hereby imposed and levied for the purposes of: (1) defraying the ordinary current expenses of the government of the City of Rock Hill for the year 2006/2007; (2) paying the floating indebtedness of said City, if any, during the year 2006/2007; (3) paying interest on the bonded indebtedness of the City of Rock Hill, past due or that may become due during the year 2006/2007; and (4) paying bonds maturing in the year 2006/2007; provided, however, that, pursuant to the provisions of S.C. Code of 1976, Section 12-

37-2640, the millage applied by the County Auditor in calculating taxes on motor vehicles licensed during 2006/2007 shall be the millage applicable to other taxable property within the City (i.e., .95 mills).

SECTION 6. That to facilitate operations, there shall be established and maintained a General Fund, an Enterprise Fund, and other appropriate funds, in such amounts as are provided for in the budget aforesaid, as hereby adopted or as hereafter modified pursuant to law.

SECTION 7. That the City Manager is hereby authorized to transfer any sum from one budget line item to another, or from one department or division to another department or division; provided, however, that no such transfer shall (a) be made from one fund to another fund established pursuant to Section (3) above,(b) conflict with any existing Bond Ordinance, or (c) conflict with any previously adopted policy of the City Council. Any change in the budget which would increase or decrease the total of all authorized expenditures must be approved by City Council.

SECTION 8. As permitted by Article X, Section 14, of the Constitution of the State of South Carolina, 1895, as amended and Section 11-27-40, Code of Laws of South Carolina, 1976, as amended, the Council is hereby empowered to authorize the issuance of tax anticipation notes in an aggregate principal amount not exceeding \$5,000,000 (the "TANs") in anticipation of the collection of taxes imposed and levied by this Ordinance. The TANs may be issued at any time or from time to time during 2006/2007; shall be issued pursuant to a Resolution adopted by Council; may be issued in bearer form or fully registered form upon such terms and conditions as prescribed in such Resolution; shall be issued in the principal amounts, mature and bear interest as prescribed in such Resolution; may be sold by negotiated or public sale upon such terms and conditions as the Council prescribes in the Resolution.

Section 9. In the event any new projected taxes contained in this Ordinance are not enacted, then this Council will make adjustments to this Ordinance so that the budget remains balanced.

SECTION 10. That if any phrase, clause, sentence, paragraph or section of this Ordinance shall be declared unconstitutional by valid judgment or decree of any Court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs or sections of this Ordinance, which remaining parts shall be considered as severable and shall continue in full force and effect.

SECTION 11. That all ordinances or parts of ordinances inconsistent with this Ordinance are hereby repealed to the extent of such inconsistency.

SECTION 12. That this ordinance shall take effect, following its first and second reading and adoption, in the manner required by law, effective as of and from July 1, 2006, and shall continue in effect during the next twelve (12) months of the fiscal year 2006/2007.

DONE AND RATIFIED in Council assembled on this the 26th day of June, 2006.

/s

A. Douglas Echols, Jr., Mayor

/s

Kathy S. Pender, Mayor Pro Tempore

/s

John P. Gettys, Jr., Councilmember

/s

James C. Reno, Jr., Councilmember

/s

Osbey Roddey, Councilmember

/s

Winston Searles, Councilmember

Kevin H. Sutton, Councilmember

ATTEST:

/s

David B. Vehaun
Municipal Clerk

Budget Process and Budget Amendments

Budget Process

The budget process begins in February with a special, comprehensive work session in which the Finance Department and City Manager's Office meets with all Departments to discuss current and future trends, needs, and goals of the City. During this meeting the budget calendar is reviewed.

Each department then prepares a comprehensive list of goals, objectives and performance measures that highlight the programs, projects, and initiatives they would like to have considered for the upcoming budget year. This serves as a guide by which each department then prepares its expenditure requests. During this time the Finance Department prepares revenue estimates for both the current and upcoming years. Appropriate departments also prepare their own revenue projections for those revenue items affecting their departments.

Each department then meets individually with the City Manager's Office and the Budget Office to review program budgets and expenditure requests. During these meetings the goals of each department are reviewed and expenditure requests are evaluated to determine the fiscal resources necessary to accomplish these goals.

Following these meetings the City Manager's Office and the Finance Department meet to prepare a draft budget for submission to City Council. This draft budget is submitted to Council at formal budget workshops held in May and June. The public has an opportunity to comment on the budget at the time of first reading on the ordinance to adopt the budget. Two public hearings and two readings are required for formal adoption of the budget. State law requires the City Council to adopt a balanced budget prior to June 30. Amendments to the budget are allowable under South Carolina law and are made throughout the year as necessary. A detail of the budget calendar is included on the following page.

Budget Amendments

The City Manager is authorized to transfer any sum from one budget line item to another, or from one department or division to another department or division; provided, however, that no such transfer shall (a) be made from one fund to another fund, (b) conflict with any existing Bond Ordinance, or (c) conflict with any previously adopted policy of the City Council. Any change in the budget which would increase or decrease the total of all authorized expenditures must be approved by City Council.

Budget Reporting and Operating Policy

All excess revenue collected by the City of Rock Hill that exceeds the projected budget revenue figure from a specific revenue category for each fiscal reporting period must be reported to City Council on a monthly basis. The expenditure of any and all excess revenue will be at Council's discretion and cannot be utilized within the City budget without Council's approval.

Likewise, all expenditures that exceed the projected budget expense figures in excess of \$5,000 on a departmental level must be reported to Council in writing by the next scheduled Council meeting. Expenditures that would cause an increase above the \$5,000 cap on a departmental level cannot be made without prior approval of Council. Cost savings that may occur within a specific department can be utilized within that particular department; however, this cost savings cannot be transferred to another department without prior approval of Council.

06/07 Budget Calendar

February 1, 2006	Budget Kick-off Meeting
March 1, 2006	Due in to the Budget Office from Departments: <ul style="list-style-type: none">• Revenue Estimates for 05/06, Projections for 06/07, 07/08• New positions to be added to the Pay and Classification Manual• Personnel Changes Narrative - New and Additional Staff• Requests for Reorganizations• Requests for computer hardware/software/training and vehicles/capital equipment Due in to the Budget Office from Risk Management: <ul style="list-style-type: none">• Projected 06/07 and 07/08 costs for property, auto, liability, and worker's comp. insurance City-wide
March 15, 2006	Due in to the Budget Office from Requesting Departments: <ul style="list-style-type: none">• Computer equipment recommendations from MIS• Personnel recommendations from Human Resources• Vehicle recommendations from Fleet
March 22, 2006	Due in to the Budget Office from Departments: <ul style="list-style-type: none">• Goals, objectives, and performance indicators• Line Item expenditure budgets:<ul style="list-style-type: none">○ 05/06 Estimates○ 06/07 and 07/08 Requests• Issue Papers• CIP requests.
March 29 – April 11	Departmental budget reviews with City Manager's Office.
April 12 – May 10	Budget Office prepares draft budget for submission to City Council
May 11, 2006	City Council Workshop
May 25, 2006	City Council Workshop
June 1, 2006	City Council Workshop
May 26, 2006	Advertise Projected Budget Totals
June 12, 2006	Public Hearing and Budget Ordinance for First Reading at regular Council Meeting
June 26, 2006	Budget Ordinance for Second Reading and Adoption
July 1, 2006	New Fiscal Year begins

BUDGET SUMMARY
Fiscal Year 2006/2007
SOURCES AND USES OF FUNDS

	<u>Millage per \$1,000</u>	<u>General Fund</u>	<u>Accom. Tax Fund</u>	<u>Tax Inc. Surplus Fund</u>	<u>Local Hosp. Fee Fund</u>	<u>Other Fed Grants Fund</u>	<u>Stormwater Fund</u>	<u>Fire Impact Fee Fund</u>	<u>Electric Fund</u>	<u>Water Fund</u>	<u>Wastewater Fund</u>	<u>Water Impact Fee Fund</u>	<u>Wastewater Impact Fee Fund</u>	<u>Total FY 06/07 Budget</u>
ESTIMATED REVENUES:														
Taxes:														
Property Taxes-Ad Valorem	0.95	18,555,000		3,020,001										21,575,001
Non-ad valorem Taxes		269,824												269,824
Franchise Fees		550,000												550,000
Licenses and Permits		7,311,000						480,000				500,000	775,000	9,066,000
Intergovernmental Revenue		1,749,000	285,227											2,034,227
Charges for Services		8,111,417			3,184,000		1,950,000		68,223,585	10,569,200	14,440,000			106,478,202
Fines and Forfeitures		893,442												893,442
Miscellaneous Revenues		1,034,200				175,000			1,127,500	5,000	15,000			2,356,700
TOTAL SOURCES OF FUNDS		38,473,883	285,227	3,020,001	3,184,000	175,000	1,950,000	480,000	69,351,085	10,574,200	14,455,000	500,000	775,000	143,223,396
EXPENDITURES/EXPENSES:														
General Government		17,810,457				175,000								17,985,457
Public Safety		17,043,974												17,043,974
Public Works		6,624,915					1,950,000		11,841,272	4,601,265	6,586,684			31,604,136
Purchased Power		0							51,514,346					51,514,346
Parks, Recreation & Tourism		4,816,765	285,227											5,101,992
Non-Departmental		602,500		2,321,895	2,313,425			83,931						5,321,751
Transfers		(3,295,000)							1,878,150	626,050	790,800			0
Debt Service		659,311		698,106	870,575			396,069	3,857,025	3,357,025	3,338,629	500,000	775,000	14,451,740
TOTAL EXPENDITURES/EXPENSES		44,262,922	285,227	3,020,001	3,184,000	175,000	1,950,000	480,000	69,090,793	8,584,340	10,716,113	500,000	775,000	143,023,396
Reserves		200,000												200,000
TOTAL USES OF FUNDS		44,462,922	285,227	3,020,001	3,184,000	175,000	1,950,000	480,000	69,090,793	8,584,340	10,716,113	500,000	775,000	143,223,396

BUDGET SUMMARY

Fiscal Year 2007/2008

SOURCES AND USES OF FUNDS

	Millage per \$1,000	General Fund	Accom. Tax Fund	Tax Inc. Surplus Fund	Local Hosp. Fee Fund	Other Fed Grants Fund	Stormwater Fund	Fire Impact Fee Fund	Electric Fund	Water Fund	Wastewater Fund	Water Impact Fee Fund	Wastewater Impact Fee Fund	Total FY 06/07 Budget
ESTIMATED REVENUES:														
Taxes:														
Property Taxes-Ad Valorem	0.95	19,716,000		565,000										20,281,000
Non-ad valorem Property Taxes		269,824												269,824
Franchise Fees		600,000												600,000
Licenses and Permits		7,636,500						480,000				500,000	800,000	9,416,500
Intergovernmental Revenue		1,784,000	299,488											2,083,488
Charges for Services		8,507,076			3,294,000		1,985,000		70,207,960	11,022,200	14,941,500			109,957,736
Fines and Forfeitures		893,442												893,442
Miscellaneous Revenues		1,034,200				200,000			1,127,500	5,000	15,000			2,381,700
TOTAL SOURCES OF FUNDS		40,441,042	299,488	565,000	3,294,000	200,000	1,985,000	480,000	71,335,460	11,027,200	14,956,500	500,000	800,000	145,883,690
EXPENDITURES/EXPENSES:														
General Government		18,190,313				200,000								18,390,313
Public Safety		17,655,599												17,655,599
Public Works		6,828,256					1,985,000		12,119,052	4,491,315	7,629,858			33,053,481
Purchased Power		0							53,136,000					53,136,000
Parks, Recreation & Tourism		5,638,634	299,488											5,938,122
Non-Departmental		602,500		333,450	2,421,475			94,431						3,451,856
Transfers		(3,360,000)							1,915,200	638,400	806,400			0
Debt Service		665,168		231,550	872,525			385,569	3,876,345	3,376,345	3,350,817	500,000	800,000	14,058,319
TOTAL EXPENDITURES/EXPENSES		46,220,470	299,488	565,000	3,294,000	200,000	1,985,000	480,000	71,046,597	8,506,060	11,787,075	500,000	800,000	145,683,690
Reserves		200,000												200,000
TOTAL USES OF FUNDS		46,420,470	299,488	565,000	3,294,000	200,000	1,985,000	480,000	71,046,597	8,506,060	11,787,075	500,000	800,000	145,883,690

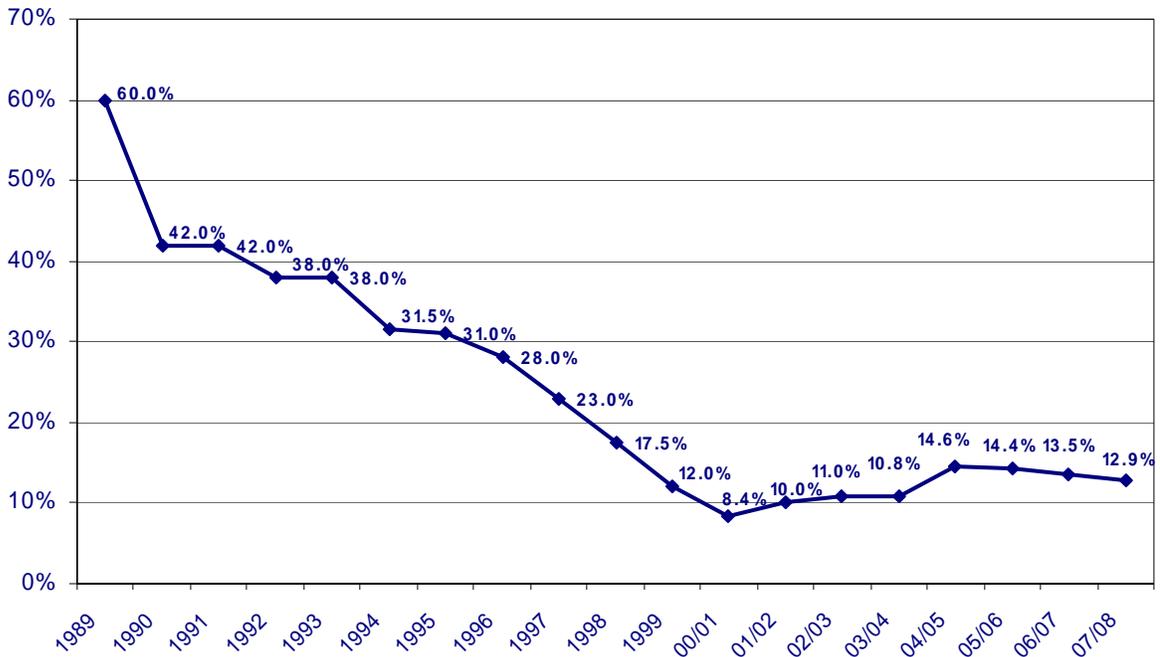
Year Ending Condition/Enterprise Fund Transfers

Total Electric Revenues at Fiscal Year End (June 30, 2006) are projected at \$63.1 million or nearly 101.6% of budgeted annual revenues. Total Purchased Power expenditures at Fiscal Year End are projected at \$49.1 million, or approximately 99% of budgeted annual Purchased Power expenditures, improving the Electric Margin to approximately \$1.6 million over budgeted margin. This improves our cash and equivalents position to approximately \$5 million.

The City has been able to maintain its year-ending cash balance at sufficient levels for the past four years. The increased fiscal reserves have eliminated the need for Tax Anticipation Notes. Increased reserves improve cash flow and strengthen the City's financial condition. The organization will continue to implement methods to contain and reduce costs to increase year-end cash reserves. A detailed summary of year-ending condition is found on the General Fund Statement of Revenues, Expenditures and Changes in Fund Balance (located on the last page of the General Fund section) and on the Enterprise Funds Combined Statement of Revenues , Expenses and Changes in Fund Net Assets (located on the final pages of the Enterprise Fund section).

In addition to building cash reserves, the City also employs a financial strategy to reduce the amount of transfer from the enterprise fund to the general fund. By aggressively containing costs in operating departments, the City has been able to reduce its enterprise fund transfer to the general fund from a high of \$12 million in 1989. The City is therefore relying less on utility revenues to meet obligations in the General Fund. The 2006/07 budgeted transfer is \$5,989,039, or 13.47% of General Fund Expenditures. A transfer of \$5,979,428 or 12.88% of 2007/08 General Fund Expenditures is budgeted in the following Fiscal Year.

**Enterprise Fund Transfers to the General Fund
 (as a percent of General Fund Expenditures)**



Statistical/Supplemental City Information

Form of Government

The City operates under the Council-Manager form of government. The governing body is composed of a mayor elected at large, and six council members elected by ward, each for four-year staggered terms. The Council is a legislative body establishing policies with recommendations by the City Manager who administers all departments of the City. All department heads are appointed by the City Manager.

Geography

The City, founded in 1852 and incorporated in 1892, is located in the eastern central area of York County, South Carolina, 25 miles south of Charlotte, North Carolina. The City encompasses approximately 33.09 square miles.

Area Vicinity Map



Community Profile

Arts: The arts are an important part of the quality of life in any community. In Rock Hill, the **Arts Council of Rock Hill and York County** serves as the hub of cultural activities. The arts council provides a network for cooperation between cultural organizations and provides the public with a central location for information and tickets.

Through the School of Visual and Performing Arts, **Winthrop University** offers a variety of arts programs each year. *Winthrop Galleries*, located in Rutledge Building and McLaurin Hall, exhibits the work of local, regional and national artists. The Department of Music and the Department of Theatre & Dance schedule campus performances by guest artists, faculty and students throughout the year.

The **Rock Hill Community Theatre** (RHCT) is dedicated to providing quality theatrical entertainment for the residents of York County. The RHCT annually stages 4-6 performances. The 80-voice **York County Choral Society** (YCCS) is annually accompanied by members of the Charlotte Symphony and provide 4-6 performances. Finally, the **York County Concert Ballet** offers two full-length ballets each year.

Education: Public and private elementary, secondary, and post-secondary educational opportunities in Rock Hill mark the City's strong commitment to learning at all levels. With an enrollment of over 15,000, **Rock Hill School District Number Three** is the largest of York County's four school systems. Its 23 attendance centers include a vocational training center, alternative school, three high schools, four middle schools, and fourteen elementary schools.

Winthrop University has been a Rock Hill landmark since 1886. Winthrop's 100-acre tree-lined main campus is complemented by a nearby 450 acre sports and recreation facility. Winthrop has an enrollment of more than 6,000 students. Twenty percent of these students are pursuing postgraduate degrees.

York Technical College is a public institution offering both technical and college transfer courses. The College is one of 16 State-funded technical colleges in the State.

Under the supervision of the AME Zion Church, **Clinton Junior College** (founded in 1894) offers associate degrees in business, divinity, and liberal arts.

Demographics and Economics

The 2005 estimated population of the City is 59,554 with an estimated total of 190,097 people living in the York County area.

Population of Rock Hill U.S. Census Bureau Estimates

1995	44,620
1996	45,897
1997	46,834
1998	47,790
1999	48,765
2000	50,472
2001	53,014
2002	54,916
2003	56,427
2004	57,991
2005	59,554

Major Employers of York County for 2005

<u>Employer</u>	<u>No. of Employees</u>
Rock Hill School District No. 3	2,282
Wells Fargo Bank NA	1,883
AMISUB of SC (Tenet)	1,600
Duke Energy Corporation	1,200
Winthrop University	1,091
Citi Financial	1,041
Bowater, Inc	950
City of Rock Hill	863
Fort Mill School District No. 4	850
York County	850
US Foodservice, Inc	850
Clover School District #2	844
Tyler (Chase) Staffing Services	800
Wal-Mart Associates, Inc	795
York School District- Districtwide	780
Ina USA Corporation	750

Unemployment Rate for Rock Hill

1995	5.0%
1996	6.7%
1997	5.5%
1998	4.8%
1999	5.1%
2000	3.8%
2001	6.0%
2002	7.7%
2003	8.6%
2004	8.5%
2005	7.8%

Source: City of Rock Hill Planning Department



**Total Estimated and Assessed Value of Taxable Property
 Last Ten Fiscal Years**

Tax Levy Year	<u>Real Property</u>		<u>Personal Property</u>		<u>Total</u>	
	<u>Assessed Value</u>	<u>Estimated Actual Value</u>	<u>Assessed Value</u>	<u>Estimated Actual Value</u>	<u>Assessed Value</u>	<u>Estimated Actual Value</u>
2005	\$129,105,803	\$2,702,188,890	\$46,873,797	\$523,557,505	\$175,979,600	\$3,225,746,395
2004	120,531,406	2,355,935,382	48,473,002	503,565,564	169,004,408	2,859,500,946
2003	119,951,208	2,300,609,615	42,252,247	426,134,477	162,203,455	2,726,744,092
2002	114,518,584	2,203,116,261	42,820,555	415,140,812	157,339,139	2,618,257,073
2001*	106,895,131	2,102,866,312	46,335,800	506,920,362	153,230,931	2,609,786,674
2000	80,594,292	1,594,506,137	45,959,162	541,501,593	126,553,454	2,136,007,730
1999	70,042,110	1,371,631,287	38,831,176	409,546,510	108,873,286	1,781,177,797
1998	70,139,798	1,373,564,211	36,247,317	383,242,471	106,387,115	1,756,806,682
1997	66,732,042	1,303,486,779	35,819,181	379,708,414	102,551,223	1,683,195,193
1996	64,289,591	1,250,442,390	34,901,078	362,743,576	99,190,669	1,613,185,966
1995	59,359,639	1,178,910,884	28,223,006	308,152,533	87,582,645	1,487,063,417

* Revaluation

<u>Classification of Property</u>	<u>2005 Assessed Value</u>
Real Property (Nonmanufacturing)	\$122,961,456
Vehicles	22,172,138
Manufacturing (Real/Personal)	11,171,540
Marine/Aircraft	674,955
Business Personal Property	7,729,670
Furniture	2,580,680
Utilities	5,222,150
Fee-in-Lieu	<u>3,467,011</u>
Total	\$175,979,600

**Computation of Legal Debt Margin
 June 30, 2006**

Total Assessed Value	\$175,979,600
Debt Limit - 8 percent of Total Assessed Value	14,078,368
Total Amount of Debt Applicable to Debt Limit	(8,870,000)
Legal Debt Margin	<u>\$ 5,208,368</u>

Note: The City is authorized by state statute to exceed the legal debt margin of 8%, if such additional debt is approved by citizens of the City of Rock Hill.

**Property Tax Rates
 Direct and Overlapping Governments
 Last Ten Fiscal Years**

<u>Fiscal Year</u>	<u>City General Fund</u>	<u>Rock Hill School District Number 3</u>	<u>County Purpose</u>	<u>Total</u>
1995	100.00	137.30	80.10	317.40
1996	100.00	143.30	82.10	325.40
1997	104.00	145.70	83.30	333.00
1998	104.00	148.70	83.90	336.60
1999	104.00	152.70	86.60	343.30
2001	106.00	156.50	86.60	349.10
2002	98.00	158.50	85.50	342.00
2003	98.00	164.50	90.00	352.50
2004	98.00	178.70	90.00	366.70
2005	102.00	174.70	90.00	366.70

Note: Millage is for years ended December 31.

Budgetary and Accounting Systems

The accounting policies of the City of Rock Hill conform to generally accepted accounting principles (GAAP) as applicable to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted body for establishing governmental accounting and financial reporting principles. The following is a summary of the more significant policies applicable to revenues and expenditures.

Fund Accounting

The accounts of the City 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.

Governmental Funds - Governmental funds are used to account for all or most of a government's general activities. The City maintains General, Special Revenue and Capital Projects Funds.

- *General Fund* - The General Fund is the City's general operating fund and is used to account for all financial transactions except those required to be accounted for in another fund. Principal sources of revenue are property taxes, licenses and

permits, intergovernmental revenues, and sanitation service charges. Primary expenditures are for general government, public safety, public works, debt service, and parks and recreation.

- *Special Revenue Fund* - The Special Revenue Fund is used to account for the proceeds from specific revenue sources (other than funding for major capital projects) that are legally restricted to expenditures for specified purposes. The City does not adopt a budget for the Special Revenue Fund because it primarily serves as a pass-through for federal grants.
- *Capital Projects Fund* - The Capital Projects Fund accounts for financial resources, including bond proceeds and intergovernmental grants, used for the acquisition, construction or improvement of major general government facilities. The City does not adopt a formal budget for the Capital Projects Fund, although particular projects are detailed within this budget in the "Bond Schedule" section.
- *Enterprise Fund* - The Enterprise Fund is used to account for the business-type activities of a government. These are activities which are financed and operated in a manner where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Basis of Accounting

The accounting and financial reporting applied to a fund are determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. Only current assets and current liabilities generally are included on the balance sheet.

Governmental fund revenues and expenditures are recognized on the modified accrual basis. Revenues are deemed susceptible to accrual and are recognized in the period when they become measurable and available. Expenditures are recognized when the fund liability is incurred, except principal and interest on general long-term debt which is recognized when due or when funds have been made available for payment.

The proprietary fund is accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and liabilities associated with the operation of these funds are included on the balance sheet. Fund equity is segregated into contributed capital and retained earnings components. Proprietary fund-type operating statements present increases (revenues) and decreases (expenses) in net total assets.

Basis of Budgeting

In accordance with the General Statutes of the State of South Carolina, the City Council is required by state statute to adopt an annual balanced budget ordinance for the Combined General and Enterprise Operating Funds prior to July 1. Project ordinances are adopted for the Special Revenue and Capital projects funds when necessary. All budgets are prepared using the modified accrual basis of accounting. City Council has the authority to amend the budget ordinance. Appropriations lapse at the end of the budget year.

Appropriations are authorized in the annual budget ordinance generally at the department level. The legal level of budgetary control is at the fund level; however, in practice, the city maintains control at the department level. Administrative control is further maintained through more detailed line-item budgets. The city adopts this budget for the General Fund (Fund 500) and the Enterprise Fund (Fund 700).

The Combined Utility System

The System is a municipally owned and operated combined utility system which provides electrical, water, and sewer service within the City and its surrounding areas. Rates are set by City Council. The System presently serves approximately 95,000 people, including residential and commercial customers of the City and its suburbs.

Electric System

The City has operated the electric system since 1911. The electric system consists of five substations which serve 21 distribution feeder circuits of 25,000 volts and five substations which serve 19 distribution feeder circuits at 4,160 volts. The City purchases electric power from Piedmont Municipal Power Agency (PMPA) and Southeastern Power Administration at wholesale rates and retails to local consumers through the City-owned distribution lines. A mutual assistance agreement with 20 other members provides for mutual assistance in extreme emergencies.

Number of Customers - Electric System

Last Ten Fiscal Years

1997	23,694
1998	24,563
1999	25,463
2000	26,642
2001	27,118
2002	28,417
2003	28,858
2004	29,312
2005	30,078
2006	31,065

Water System

In August 1986, the City's new raw water intake and pumping station became operational. The new intake is located on Lake Wylie, a Duke Power Company lake constructed in 1915. The distribution system serves an area of approximately 69.43 square miles, including 4.32 square miles outside the City limits. Within the water system 3.5 million gallons of elevated storage and 2.0 million gallons of ground storage is provided. The water system serves both residential and industrial customers. In 2000, the City of Rock Hill completed a project that will position our water system for future expansion. This project allows the City to effectively plan for the next decade of growth in our community.

**Number of Customers - Water System
 Last Ten Fiscal Years**

1997	19,725
1998	20,663
1999	21,434
2000	22,514
2001	23,228
2002	24,418
2003	23,450
2004	24,848
2005	25,787
2006	27,654

**Number of Customers - Sewer System
 Last Ten Fiscal Years**

1997	20,168
1998	21,011
1999	21,928
2000	23,055
2001	23,258
2002	24,093
2003	23,788
2004	25,054
2005	26,224
2006	26,814

Wastewater System

Wastewater treatment for the City is presently accomplished at the Manchester Creek Treatment Facility which was renovated and upgraded in 1991 (Additional upgrades were made in 1997). The 20MGD combination trickling filter/activated sludge plant treats all of the City's waste and a significant amount of waste collected by York County from areas outside of the City limits. The peak maximum metered flow was 34 MGD, measured in 2003.

The collection system with drainage to the south was renovated in 1986 by directing the consolidated south side flow into one large pumping station. The consolidated pumping station located on Wildcat Creek discharges to a gravity sewer which flows to the Manchester Creek Treatment Facility. The north side collection system flows largely by gravity into the Manchester Creek Treatment Facility. Service to isolated developments requires the use of 15 pumping stations.



Monthly Impact of Tax/Utility Rates on Typical Household

<u>Assuming</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>	<u>2005/06</u>	<u>2006/07⁽¹⁾</u>
Electricity Charge on 1,000 kWh	\$84.46	\$86.15	\$87.87	\$89.36	\$90.48
Sanitation (including Recycling)	13.57	14.93	16.47	16.47	17.13
Water Charge on 7,500 gallons	15.61	16.86	18.54	18.54	18.54
Sewer Charge on 7,500 gallons	27.23	29.40	32.34	32.34	32.34
Taxes on a \$100,000 Home	<u>32.67</u>	<u>32.67</u>	<u>34.00</u>	<u>34.00</u>	<u>35.00</u>
TOTAL	\$173.54	\$180.01	\$189.22	\$190.71	193.49

(1) Year of Reassessment and Rollback of Millage Rates

Monthly Impact Of Tax/Utility Rates On Typical Business

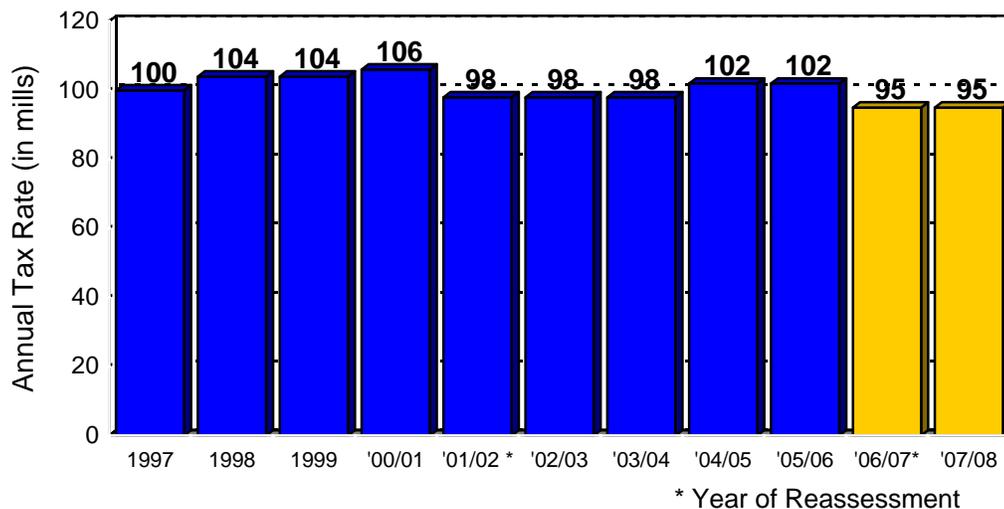
<u>Assuming</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>	<u>2005/06</u>	<u>2006/07⁽¹⁾</u>
Electricity Charge on 24,000 kWh	\$1,889.85	\$1,927.65	\$1,966.20	\$1,999.63	\$2,024.63
Sanitation -5 day pkup/8 cu yd container	345.88	345.88	345.88	345.88	345.88
Water Charge on 38,700 gallons	48.06	51.90	57.09	57.09	57.09
Sewer Charge on 38,700 gallons	102.48	102.48	112.73	112.73	112.73
Taxes on \$250,000 value business	122.50	122.50	122.50	127.50	127.50
Business License on \$1,000,000 sales	<u>87.49</u>	<u>87.49</u>	<u>87.49</u>	<u>87.49</u>	<u>87.49</u>
TOTAL	\$2,596.26	\$2,637.90	\$2,696.89	\$2,730.32	\$2,755.32

(1) Year of Reassessment and Rollback of Millage Rates

Assumptions for General Fund Revenue Estimates

General Property Taxes account for 48.2% and 48.7%, respectively, of General Fund revenues in FY 06/07 and FY 07/08, down from 50.3% budgeted in FY 05/06. South Carolina law allows local governments to levy taxes on real and personal property valuations as assessed and equalized according to statutory guidelines (Code of Laws of South Carolina, Chapter 12, Article 3, Section 38-12-43-220). The local tax rate remained steady at 100 mills until 1998 when it was increased to 104 mills to meet the cost of Public Safety. An additional 2 mill tax increase was included in the FY 00/01 budget for similar reasons. Reassessment was completed by York County and the rollback millage, with a 2 mill rate increase, brought the City's total millage for FY 01/02 down to 98 mills. A 4 mill tax increase was included in the FY 04/05 budget to cover the cost of adding Firefighters to new Fire Station No. 5. There was no tax rate increase for FY 05/06. In FY 06/07, a 3 mill tax increase is included to cover the costs of adding a Street Crimes Unit to the Police Department and constructing a new fire station. There is no tax rate increase proposed for FY 2007/2008.

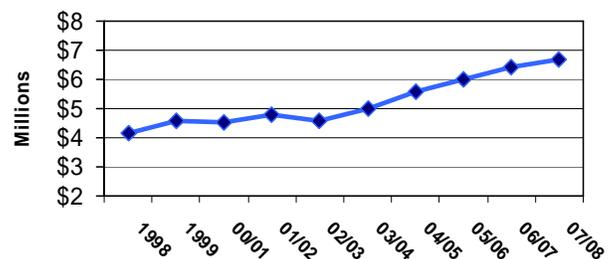
Rock Hill Tax Rates



Charges for Services, such as sanitation fees, cemetery fees, and recreation fees, significantly support many City government operations. In FY 2006/2007, these represent approximately 20% of total General Fund revenues. Projections are based on historical trend analysis of each revenue account and additional information from responsible Departments. In order to more closely match cost-to-serve, sanitation rates increase 4% in FY 2006/2007.

Licenses and Permits The Business License fee is the major source of revenue within this category and accounts for 16.7% of the General Fund revenues in FY 06/07. It is imposed on any business, occupation, or profession, in whole or in part, within the City limits. The fee consists of a base rate plus a percentage of gross income and varies according to the business classification. Business License revenues have been increasing steadily due to retail sales and improved procedures for collecting license fees from insurance companies. License and permit projections are based primarily on historical trend analysis. No rate increases are planned for FY 2006/2007 or 2007/2008.

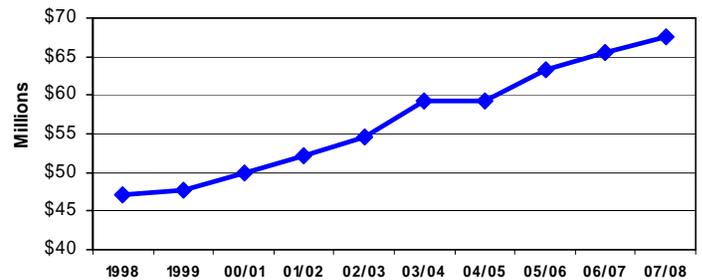
Business License Revenue 10 Fiscal Years



Assumptions for Enterprise Fund Revenue Estimates

Electric Sales represent the single largest source of revenue for the City of Rock Hill. The City monitors electric revenues closely on a week to week basis in order to project with greater accuracy. The FY 2006/2007 and 2007/2008 estimates are based on historical trends of customer growth that is applied to rate schedules and comprise approximately 70% of all Enterprise Funds revenues. There were no rate increases from 1995 through FY 2000/2001. In FY 2001/2002 and 2002/2003, 1% rate increases were put into effect to cover 23.2% total increases in purchased power since 1993. Rate increases were included the previous three fiscal years to cover the cost associated with wholesale rate increases.. A 1.25% Electric Rate increase is included in FY 2006/2007, and another is projected in 2007/2008 to cover a projected wholesale rate increase.

Electric Sales
10 Fiscal Years



Wastewater Sales
10 Fiscal Years



Wastewater Fees represent the second largest source of utility revenues for the City of Rock Hill. The budget estimates are based on historical trends of customer growth that is applied to rate schedules and comprise approximately 15% of all Enterprise Funds revenues for FY 2006/2007 and 2007/2008. Rate increases were imposed in 1997 and each year from 1999 to FY 2004/2005 to cover the cost-to-serve and debt service. No rate increases have been applied since FY 2004/2005 and no increase is projected for FY 2006/2007 or FY 2007/2008.

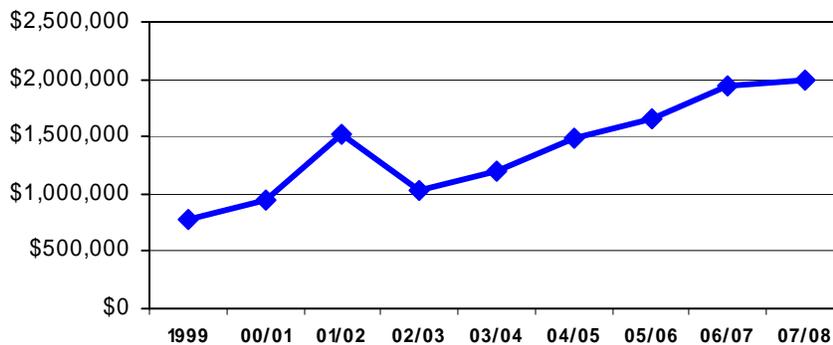
Water Sales represent the third largest source of utility revenues for the City of Rock Hill. The estimates are based on historical trends of customer growth that is applied to rate schedules and comprise approximately 11% of all Enterprise Funds revenues. A Water Rate increase was last included in the FY 04/05 budget and no Water Rate increases are budgeted for FY 06/07 or FY 07/08.

Water Sales
10 Fiscal Years



Other Utility Revenues: Miscellaneous utility revenues are based mainly on historical trends and are not changing significantly. However, in FY 2003/2004 the City began implementing fire, water and wastewater impact fees to ensure that growth pays for related infrastructure improvements. The water and wastewater impact fees are being used to offset a \$50 million utility revenue bond. This bond issue will fund approximately \$18.7 million in water improvements, mainly at the Water Filter Plant, and approximately \$17.9 million in sewer projects. Total budgeted water and wastewater impact fee revenue anticipated is approximately \$1.25 million for each fiscal year.

STORM WATER FEES Since Inception

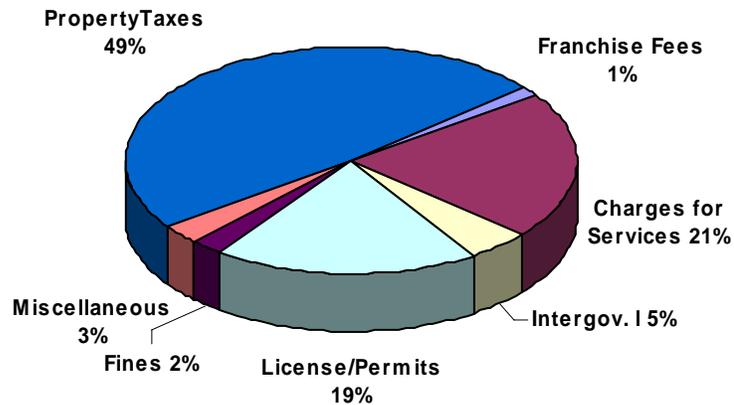


The City established a **Stormwater Utility** Fund and began collecting fees mid-year 1996. The fees are imposed on residential and non-residential customers inside the City limits. In FY 2006/2007, residential properties with gross land area less than 10,000 square feet (including apartments) are charged \$2.38 a month and residential properties with gross land area more than 10,000 square feet are charged \$2.88 per month. These fees include a 20% Stormwater Rate increase effective in the FY 2006/2007 Budget (an increase of \$0.48 per month for a residence with land area in excess of 10,000 square feet). Fees for nonresidential property are based on size of property and impervious surface area and vary among properties. The revenues are used to fund drainage system improvements, repairs, and maintenance throughout the City.



General Fund Revenues

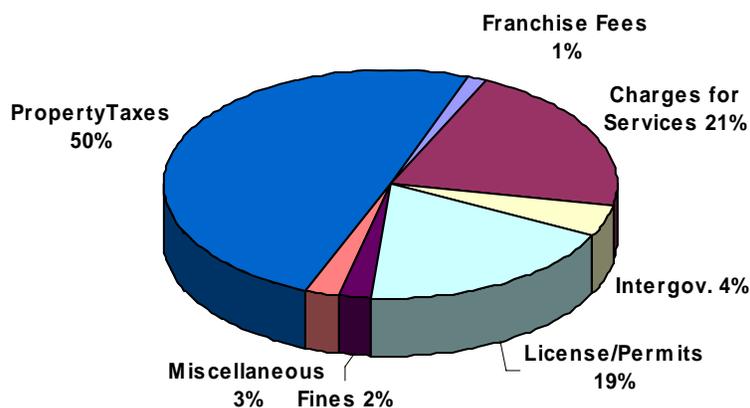
FY 2006/2007 - Total \$38,473,883



A 3 mill tax increase is included for FY 2006/2007 to cover the cost of staffing the new Street Crimes Unit in the Police Department and to construct a new Fire Station. The increase will add \$1.00 to the average monthly residential property tax bill. The 4% Sanitation Rate increase in FY 2006/2007 adds \$0.56 to the residential customer's bill.

General Fund Revenues

FY 2007/2008 - Total \$40,441,042



500 : General Fund

	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
General Property Taxes						
Real Property Taxes	\$12,574,940	\$13,755,784	\$14,600,000	\$14,100,000	\$15,425,000	\$16,321,000
Personal Property Taxes	2,185,493	2,190,716	2,300,000	2,301,570	2,300,000	2,550,000
Manchester/Tech Park	173,819	200,169	210,000	199,035	200,000	205,000
Manchester/Tech Park	528,126	591,371	615,000	621,035	630,000	640,000
General Property taxes Total	\$15,462,378	\$16,738,040	\$17,725,000	\$17,221,640	\$18,555,000	\$19,716,000
Prop Taxes-not on Assess Value						
Manufacturers Exemptions	\$85,010	\$71,387	\$80,000	\$78,172	\$75,000	\$75,000
Merchants Inventory Taxes	194,823	243,529	194,824	194,823	194,824	194,824
Total	\$279,833	\$314,916	\$274,824	\$272,995	\$269,824	\$269,824
Other Taxes						
Franchise Taxes	\$442,494	\$462,372	\$460,000	\$527,016	\$550,000	\$600,000
Other Taxes Total	\$442,494	\$462,372	\$460,000	\$527,016	\$550,000	\$600,000
Penalty/Interest-Delinq Taxes						
Penalties	\$0	\$0	\$5,000	\$0	\$0	\$0
Penalty/Interest-Delinq Taxes Total	\$0	\$0	\$5,000	\$0	\$0	\$0
Business Licenses & Permits						
Business Licenses	\$5,375,414	\$5,808,724	\$5,600,000	\$6,328,209	\$6,425,000	\$6,700,000
Other	-599	-791	500	330	400	400
Business Licenses & Permits Total	\$5,374,815	\$5,807,933	\$5,600,500	\$6,328,539	\$6,425,400	\$6,700,400
Intergovernmental						
Aid to Subdivisions	\$1,291,977	\$1,673,006	\$1,325,000	\$1,340,000	\$1,450,000	\$1,470,000
Intergovernmental Total	\$1,291,977	\$1,673,006	\$1,325,000	\$1,340,000	\$1,450,000	\$1,470,000
Federal Grants						
Fed Grant - Op. Categorical	\$0	\$61,168	\$45,000	\$29,195	\$45,000	\$45,000
Federal Grant - RFATS	67,798	118,950	85,000	15,258	85,000	100,000
Federal Transit Grants	0	0	24,000	33,257	25,000	25,000
Federal Transit Authority 5307	0	0	0	0	45,000	45,000
Federal Grants Total	\$67,798	\$180,118	\$154,000	\$77,710	\$200,000	\$215,000
State Government Grants						
State Grant - Op. Categorical	\$100,575	\$72,112	\$60,000	\$0	\$60,000	\$60,000
State Grant - PARD	3,234	9,632	12,000	10,041	13,000	13,000
State Government Grants Total	\$103,809	\$81,744	\$72,000	\$10,041	\$73,000	\$73,000
Local Govt - Pmt in Lieu of Taxes						
Housing Authority	\$28,782	\$25,721	\$30,000	\$26,000	\$26,000	\$26,000
Loc Govt - PILOT Total	\$28,782	\$25,721	\$30,000	\$26,000	\$26,000	\$26,000

	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Estimate	Approved	Projected
Charges for Services						
Grave Fees	\$85,988	\$107,150	\$98,000	\$94,765	\$92,000	\$94,000
Monument Marker Placement Fee	2,175	475	2,000	2,040	2,000	2,000
Sale of Cemetery Lots	82,725	101,079	85,000	109,156	104,000	106,000
Zoning Permits and Fees	6,518	19,392	25,000	15,000	15,000	15,000
Plan Checking Fees	18,677	16,408	30,750	21,000	21,000	22,000
Planning Printing/Duplicating	401	235	250	301	300	300
Building Permits	624,120	922,741	814,980	933,103	850,000	900,000
Plumbing Permits	6,950	10,030	9,100	8,500	9,000	9,000
Electrical Permits	10,952	11,305	9,000	10,500	10,500	11,000
Gas Permits	935	910	2,800	1,600	1,600	1,600
Mechanical Permits	14,817	14,379	14,500	14,500	14,500	14,500
Occupancy Inspection	7,522	5,510	9,000	6,000	6,000	6,500
Reinspection Fees	11,590	22,588	19,000	26,500	27,000	27,000
Maint and Security (Tech Park)	0	3,550	3,500	3,550	3,500	3,500
Winthrop Repairs and Parts	0	0	0	322	0	0
Charges for Services Total	\$873,370	\$1,235,752	\$1,122,880	\$1,246,837	\$1,156,400	\$1,212,400
General Government						
Other Revenues - All Others	\$66,110	\$43,577	\$25,000	\$25,000	\$25,000	\$25,000
Winthrop Fuel Purchases	112,282	28,307	15,000	66,733	10,000	10,000
Printing and Duplicating Svcs	114	46	100	50	100	100
Miscellaneous Planning Revenue	26,488	21,236	25,000	20,000	22,500	22,500
Special Assessments – Streets	0	0	0	\$8,101	0	0
General Government Total	\$204,994	\$93,166	\$65,100	\$119,884	\$57,600	\$57,600
Public Safety						
Special Fire Protection Svcs	86,403	77,543	80,000	79,182	80,000	80,000
Juvenile Restitution-County CI	1,300	4,507	3,000	0	3,000	3,000
Police Revenue - Records Unit	10,728	12,687	12,500	21,000	23,078	23,078
Parking Tickets	11,185	13,656	10,000	24,000	25,000	25,000
Victim Assistance Police Rev	50,612	65,571	50,000	63,442	63,442	63,442
Police False Alarms	1,400	5,700	2,500	13,000	15,000	15,000
Fire False Alarms	0	100	2,500	800	2,500	2,500
Public Safety Total	161,628	179,764	160,500	201,424	212,020	212,020
Sanitation						
Refuse Charges - Residential	\$3,304,454	\$3,570,511	\$3,427,077	\$3,321,065	\$3,343,436	\$3,550,000
Refuse Charges - Commercial	1,046,810	1,180,560	1,300,000	1,238,362	1,250,000	1,315,000
Misc. Import/Update	0	1,698	0	0	0	0
Refuse Charges Apts. w/ dumpsters	0	31,581	0	424,106	400,000	450,000
Recycling Revenues	24,045	44,648	0	38,000	40,000	41,000
Composting Revenues	55,881	62,581	0	5,830	0	0
Sale of Refuse Containers	31,030	54,477	50,000	58,800	55,000	55,000
Demolition	10,910	7,250	5,000	6,300	7,500	7,500
Lot Clearance Fees	504	0	250	300	300	300
Sanitation Total	\$4,473,634	\$4,953,306	\$4,782,327	\$5,092,763	\$5,096,236	\$5,418,800

	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Recreation-Culture Fees						
Gate Admission Fee	\$133,612	\$116,421	\$104,000	\$135,814	\$115,000	\$116,000
PRT Programs - General	186,711	153,330	125,000	174,530	150,000	150,000
PRT Programs - Athletics	105,368	118,045	114,000	118,063	120,000	120,000
Vending Concessions	368	586	500	350	500	500
Cherry Park Concessions	234,038	184,288	180,000	197,883	200,000	210,000
Rentals	40,803	49,505	36,850	41,514	62,000	65,000
Recreation Activity Fee	31,431	33,761	30,000	30,000	0	0
Special Events	400	0	400	0	0	0
Other Recreation Revenues	1,208	1,134	1,000	2,100	2,100	2,100
Special Events - Athletics	4,375	14,481	12,000	8,000	12,000	12,000
York County Rec Assistance	125,866	157,769	160,000	377,647	300,000	310,000
Accom Tax Gen Fund Portion	0	37,306	0	0	0	0
Recreation-Culture Fees Total	864,180	866,626	763,750	1,085,901	961,600	985,600
Utility Revenues						
Charge Off Collections	\$0	\$37,864	\$10,000	\$35,000	\$35,000	\$35,000
Utility Revenues Total	\$0	\$37,864	\$10,000	\$35,000	\$35,000	\$35,000
Court Fines						
Court Fines	\$608,193	\$914,730	\$850,000	\$638,124	\$750,000	\$750,000
Victim Assistance Court Rev	50,612	65,571	44,000	55,484	55,000	55,000
Court Fines Total	\$658,805	\$980,301	\$894,000	\$693,608	\$805,000	\$805,000
Investment Earnings						
Interest Revenues-Bond Trustee	\$16,335	\$33,807	\$30,000	\$30,000	\$30,000	\$30,000
Investment Earnings Total	\$16,335	\$33,807	\$30,000	\$30,000	\$30,000	\$30,000
Rents and Royalties						
Rent City Real Property-Bldgs	\$46,571	\$65,285	\$40,000	\$35,000	\$40,000	\$40,000
Rent - Downtown Parking	41,882	4,916	5,000	10,000	100,000	100,000
Fixed Base Operator-Arpt Rent	89,421	99,759	125,000	95,227	100,000	100,000
Aircraft Storage and Access	19,024	19,796	22,000	18,000	22,000	22,000
Fuel Flow Revenue	18,212	21,308	23,000	22,000	23,000	23,000
Concessions Fees	890	745	2,000	7,000	7,000	7,000
Owner Service Area	472	555	500	1,052	1,000	1,000
Non-Aviation Rents	31,949	27,713	45,000	27,000	55,000	55,000
Miscellaneous Revenues	954	1,009	1,200	10,000	1,200	1,200
Tennis Center Lessons/Tournaments	\$0	\$0	\$0	20,000	35,000	35,000
Rents and Royalties Total	\$249,375	\$241,086	\$263,700	\$245,279	\$384,200	\$384,200
Proceeds-Cap Asset Disposition						
Sale of City Property - Land	\$20,121	\$6,753	\$10,000	\$31,811	\$10,000	\$10,000
Sale of Inventory	10,018	649	1,000	0	0	0
Sale of Surplus, Scrap, Etc	228,483	265,113	250,000	584,091	550,000	550,000
Proceeds-Cap Asset Disp. Total	\$258,622	\$272,515	\$261,000	\$615,902	\$560,000	\$560,000

	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Gen. Long Term Debt Issued						
Capital Leases	\$550,000	\$596,000	\$0	\$0	\$0	\$0
Gen. Long Term Debt Issued Total	\$550,000	\$596,000	\$0	\$0	\$0	\$0
Other Revenues						
Service Charge-Returned Checks	\$1,395	\$655	\$3,000	\$1,000	\$1,500	\$1,500
Charge Off Collections	21,668	0	0	0	0	0
Discounts	3,488	2,037	2,500	1,200	2,500	2,500
Reimbursement - EOC Costs	33,459	50,799	12,000	0	0	0
Insured Damages Recovered	50,498	43,601	65,000	16,188	50,000	50,000
3rd Party Damages Recovered	2,247	39,254	38,000	12,858	25,000	25,000
Other Damages Recovered	-903	1,999	2,000	0	0	0
Police Mortgage Loan Pymts	32,646	24,183	2,000	3,490	3,000	3,000
Reimbursement - HA Costs	1,302,871	1,490,313	1,077,163	1,484,841	1,544,603	1,588,198
Other Revenues Total	\$1,447,369	\$1,652,841	\$1,201,663	\$1,519,577	\$1,626,603	\$1,670,198
Capital Contributions						
Capital Contributions	\$0	\$4,750	\$0	\$0	\$0	\$0
Capital Contributions Total	\$0	\$4,750	\$0	\$0	\$0	\$0
Fund Totals	\$32,810,198	\$36,426,878	\$35,203,244	\$36,690,116	\$38,473,883	\$40,441,042

502 : Accommodations Tax

	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Intergovernmental						
Accommodations Fee-State	\$268,879	\$335,366	\$259,661	\$259,661	\$285,227	\$299,488
Fund Totals	\$268,879	\$335,366	\$259,661	\$259,661	\$285,227	\$299,488

504 : Tax Increment Surplus

	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
General Property taxes						
Red River/Waterford/311302	\$674,637	1,047,214	690,000	661,044	670,000	0
Downtown/311303	67,687	105,652	71,000	105,000	110,000	115,000
City Tax Increment Textile Corridor	0	0	0	85,000	90,001	95,000
Red River/Waterford/311402	1,653,599	1,742,989	1,800,000	1,687,322	1,800,000	0
Downtown/311403	175,779	245,809	185,000	245,000	250,000	255,000
County Tax Increment Textile Corr.	0	0	0	100,000	100,000	100,000
Fund Totals	\$2,571,702	\$3,141,664	\$2,746,000	\$2,883,366	\$3,020,001	\$565,000

506 : Local Option Hospitality Tax	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Admissions Tax	\$0	\$84,401	\$100,000	\$50,000	\$75,000	\$75,000
Lodging	416,869	436,819	421,000	490,000	500,000	510,000
Restaurants	2,190,323	2,417,540	2,350,000	2,734,646	2,600,000	2,700,000
Interest Revenues – General	1,032	6,670	0	9,000	9,000	9,000
Fund Totals	\$2,608,224	\$2,945,430	\$2,871,000	\$3,283,646	\$3,184,000	\$3,294,000

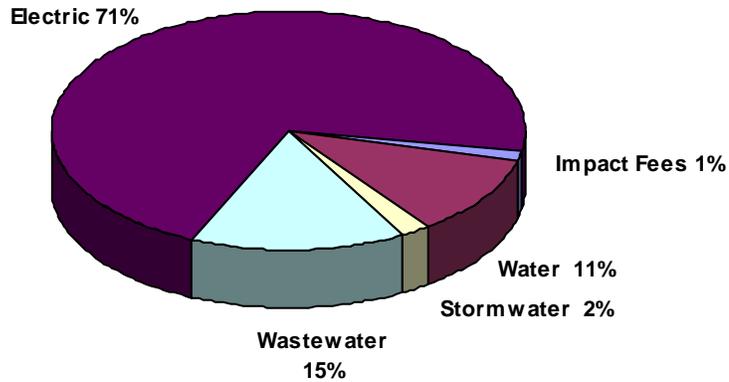
530 : Other Federal Grants	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Contributions – Private Sources						
Weed and Seed	\$0	\$0	\$0	\$0	\$175,000	\$200,000
Fund Totals	\$0	\$0	\$0	\$0	\$175,000	\$200,000

553 : Fire Impact Fee Fund	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Public Safety						
Impact Fees -- Fire	\$371,152	\$479,014	\$465,000	\$480,000	\$480,000	\$480,000
Fund Totals	\$371,152	\$479,014	\$465,000	\$480,000	\$480,000	\$480,000



Utility Funds Revenue

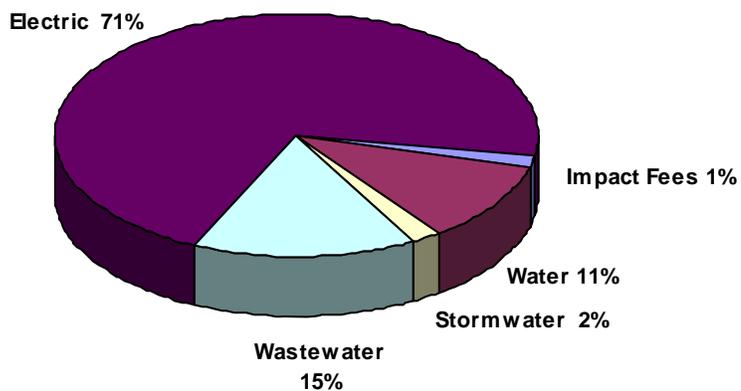
FY 2006/2007 - Total \$97,585,285



A 1.25% Electric Rate increase, and a 20% Stormwater Rate increase are included for FY 2006/2007. The Electric Rate increase will add \$1.12 and the Stormwater Rate increase will add \$0.48 to the average residential customer's monthly bill.

Utility Funds Revenue

FY 2007/2008 - Total \$100,584,160



700 : Storm Water Fund	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Estimate	Approved	Projected
Storm Water Revenues						
Storm Water Revenues	\$1,139,835	\$1,416,521	\$1,235,750	\$1,593,357	\$1,890,000	\$1,920,000
Stormwater Erosion Control Rev	61,162	72,665	94,000	60,000	60,000	65,000
Fund Totals	\$1,200,997	\$1,489,186	\$1,329,750	\$1,653,357	\$1,950,000	\$1,985,000
725 : Electric Fund						
Utility Revenues						
Electric Sales	\$59,275,807	\$59,225,777	\$62,118,000	\$63,087,024	\$65,559,375	\$67,533,750
Smart Switch	-97,327	-73,855	0	-19,458	0	0
Other Electric Revenue	18,103	30,596	45,000	100,000	100,000	100,000
Electric Underground	0	176,800	140,000	200,000	200,000	200,000
Security Lights	823,657	887,025	870,000	890,000	900,000	910,000
Service Connection Fees	302,520	360,715	320,000	350,000	350,000	350,000
Investigative Fee	44,119	44,200	40,000	50,000	45,000	45,000
Charge Off Collections	30,376	39,160	40,000	50,000	45,000	45,000
Traffic Signalization Reimbursement	172,447	148,084	149,210	149,210	149,210	149,210
Other Utility Revenue	0	0	1,000	0	0	0
Charge Off Collections	241,229	229,898	200,000	220,000	220,000	220,000
Penalty-Charge Offs	-36,312	10,485	5,000	15,000	15,000	15,000
Forward Purchase Contracts	40,386	37,369	0	0	0	0
Late Pymt Fee	612,797	621,057	625,000	650,000	600,000	600,000
Service Chrg-Returned Checks	37,932	36,150	40,000	40,000	40,000	40,000
Utility Revenues Total	\$61,465,734	\$61,773,461	\$64,593,210	\$65,781,776	\$68,223,585	\$70,207,960
Investment Earnings						
Interest Revenues-General	\$40,305	\$206,027	\$125,000	\$506,694	\$500,000	\$500,000
Investment Earnings Total	\$40,305	\$206,027	\$125,000	\$506,694	\$500,000	\$500,000
Contributions-Private Sources						
Other	\$67,443	\$58,134	\$60,000	\$60,000	\$60,000	\$60,000
Contributions-Private Sources Total	\$67,443	\$58,134	\$60,000	\$60,000	\$60,000	\$60,000
Proceeds – Cap. Asset Disposition						
Restricted Land Sale Revenues	\$0	\$0	\$265,000	\$265,000	\$265,000	\$265,000
Contributions-Private Sources Total	\$0	\$0	\$265,000	\$265,000	\$265,000	\$265,000
Other Revenues						
Insured Damages Recovered	\$1,185	\$2,927	\$3,000	\$1,500	\$1,500	\$1,500
3rd Party Damages Recovered	41,596	61,726	37,500	50,000	35,000	35,000
Other Damages Recovered	-872	50	2,000	1,000	1,000	1,000
Other Revenues Total	\$41,909	\$64,703	\$42,500	\$52,500	\$37,500	\$37,500
Capital Contributions						
Capital Contributions	\$0	\$364,084	\$0	\$0	\$0	\$0
Contrib to Util Oper York Cnty	265,000	265,000	265,000	265,000	265,000	265,000
Capital Contributions Total	\$265,000	\$629,084	\$265,000	\$265,000	\$265,000	\$265,000
Fund Totals	\$61,880,391	\$62,731,409	\$65,350,710	\$66,930,970	\$69,351,085	\$71,335,460

726 : Water Fund

	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Utility Revenues						
Water Sales	\$8,403,520	\$9,559,111	\$9,400,000	\$9,760,697	\$10,050,000	\$10,500,000
Water Tap Fees	635,816	158,084	210,000	155,000	126,000	127,000
Other Water Revenues	55,363	94,279	150,000	150,000	152,000	154,000
Water Surcharge	2,914	2,629	4,000	2,000	2,000	2,000
Interest Surcharge	334	254	500	200	200	200
Fort Mill Debt Service	204,797	204,913	205,000	204,000	204,000	204,000
Fort Mill Principal Reduction	-80,904	-85,739	0	0	0	0
Charge Off Collections	30,057	37,178	35,000	37,000	35,000	35,000
Utility Revenues Total	\$9,251,897	\$9,970,709	\$10,004,500	\$10,308,897	\$10,569,200	\$11,022,200
Other Revenues						
Insured Damages Recovered	\$6,363	\$1,011	\$2,500	\$2,000	\$2,000	\$2,000
3rd Party Damages Recovered	-569	5,424	2,500	8,000	2,500	2,500
Other Damages Recovered	0	0	500	500	500	500
Other Revenues Total	\$5,794	\$6,435	\$5,500	\$10,500	\$5,000	\$5,000
Fund Totals	\$9,257,691	\$9,977,144	\$10,010,500	\$10,319,397	\$10,574,200	\$11,027,200

727 : Wastewater Fund

	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Utility Revenues						
Sewer Charge	\$11,256,425	\$13,017,950	\$13,287,000	\$13,796,218	\$14,100,000	\$14,600,000
Sewer Charge-BOD/TSS	3,734	10,727	15,000	12,000	10,000	10,000
Sewer Service Connections	65,307	57,629	65,000	65,000	66,000	67,000
Impact Fees -- Sewer	681,415	0	0	0	0	0
Sewer Surcharge	5,207	4,648	5,000	10,000	8,000	8,500
Sewer Capacity Fee - Red River	0	555	10,000	0	10,000	10,000
Sewer Capacity Fee - Rawlinson	73,920	0	35,000	35,000	35,000	35,000
Sewer Capacity Fee - I-77	100,168	20,516	100,000	60,000	75,000	75,000
Sampling and Monitoring Fee	105,382	83,892	75,000	80,000	75,000	75,000
Interest Surcharge	832	745	1,000	1,000	1,000	1,000
Charge Off Collections	38,954	60,580	40,000	60,000	60,000	60,000
Other Rev. - 3 rd Party Damages	0	0	0	2,915	0	0
Utility Revenues Total	\$12,331,344	\$13,257,242	\$13,633,000	\$14,122,133	\$14,440,000	\$14,941,500
Investment Earnings						
Interest Revenues-Bond Trustee	\$16,442	\$32,572	\$1,500	\$15,000	\$15,000	\$15,000
Investment Earnings Total	\$16,442	\$32,572	\$1,500	\$15,000	\$15,000	\$15,000
Proceeds-Cap Asset Disposition						
Restricted Land Sale Revenues	\$0	\$265,000	\$0	\$0	\$0	\$0
Proceeds-Cap Asset Disposition Total	\$0	\$265,000	\$0	\$0	\$0	\$0
Fund Totals	\$12,347,786	\$13,554,814	\$13,634,500	\$14,137,133	\$14,455,000	\$14,956,500

	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Estimate	Approved	Projected
735 : Water Impact Fee Fund						
Utility Revenues						
Water Tap Fees	\$0	\$596,410	\$625,000	\$501,446	\$500,000	\$500,000
Fund Totals	\$0	\$596,410	\$625,000	\$501,446	\$500,000	\$500,000

	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Estimate	Approved	Projected
736 : Wastewater Impact Fees						
Utility Revenues						
Impact Fees -- Sewer	\$0	\$939,872	\$950,000	\$797,562	\$775,000	\$800,000
Fund Totals	\$0	\$939,872	\$950,000	\$797,562	\$775,000	\$800,000

	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Estimate	Approved	Projected
TOTAL ALL FUNDS REVENUE						
General Fund	\$32,810,198	\$36,426,878	\$35,201,244	\$36,690,116	\$38,473,883	\$40,441,042
Accommodations Tax	\$268,879	\$335,366	\$259,661	\$259,661	\$285,227	\$299,488
Tax Increment Surplus Fund	\$2,571,702	\$3,141,664	\$2,746,000	\$2,883,366	\$3,020,001	\$565,000
Local Accommodations Fee	\$2,608,224	\$2,945,430	\$2,871,000	\$3,283,646	\$3,184,000	\$3,294,000
Other Federal Grants	\$0	\$0	\$0	\$0	\$175,000	\$200,000
Fire Impact Fee Fund	\$371,152	\$479,014	\$465,000	\$480,000	\$480,000	\$480,000
Stormwater Fund	\$1,200,997	\$1,489,186	\$1,329,750	\$1,653,357	\$1,950,000	\$1,985,000
Electric Fund	\$61,880,391	\$62,731,409	\$65,350,710	\$66,930,970	\$69,351,085	\$71,335,460
Water Fund	\$9,257,691	\$9,977,144	\$10,010,000	\$10,319,397	\$10,574,200	\$11,027,200
Wastewater Fund	\$12,347,786	\$13,554,814	\$13,634,500	\$14,137,133	\$14,455,000	\$14,956,500
Water Impact Fee Fund	\$0	\$596,410	\$625,000	\$501,446	\$500,000	\$500,000
Wastewater Impact Fee Fund	\$0	\$939,872	\$950,000	\$797,562	\$775,000	\$800,000
Total Revenue	\$123,317,020	\$132,617,187	\$133,442,865	\$137,936,654	\$143,223,396	\$145,883,690

FY 06/07 Rate/Fee Changes

Tax Rate	3 mill Tax Increase effective July 1, 2006.
Electric Rates	1.25% across the board Electric Rate increase effective July 1, 2006.
Sanitation Rates	4% Residential Sanitation Rate increase effective July 1, 2006.
Stormwater Rates	20% Stormwater Rate increase effective July 1, 2006.
Parks, Recreation, Tourism	Manchester Meadows Fee Schedule effective July 1, 2006:

Manchester Meadows Rental Fee Schedule

Location	Description	Rate
Soccer Pavilion (Multi-purpose Room)	2,092 sq/ft Capacity 150 Seated	\$90 per hour \$500 per day (6 or more hours)
Lake Pavilion (Large Open Shelter)	3,355 sq/ft Capacity 28 Tables	\$50 per hour \$275 per day (6 or more hours)
Small Open Shelter	Capacity 6 Tables	\$25 per hour \$125 per day (6 or more hours)
Synthetic Turf Soccer Fields	Regulation Size Stadium Seating	\$70 per hour or \$400 per day \$375 per day for 2 day rental \$350 per day for 3 day rental \$325 per day for 4 plus day rental \$25 per hour extra for lights
Natural Turf Soccer Fields	Regulation Size	\$50 per hour or \$275 per day \$250 per day for 2 day rental \$225 per day for 3 day rental \$200 per day for 4 plus day rental \$25 per hour extra for lights

FY 07/08 Rate/Fee Changes (Projected)

Electric Rates	Projected 1.25% Electric Rate increase effective July 1, 2007 to cover wholesale power increase.
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Expenditure Observations

General Fund

City Departments have performed well in controlling costs while maintaining or increasing service levels. This has helped to reduce the dependency of the general fund departments on the enterprise fund transfer. The actual percentage of the General Fund covered with this transfer has been dramatically reduced since the early 1990s.

In Fiscal Year 1991, this transfer funded 44% of General Fund operations. In Fiscal Year 2006/2007, the City funds 13.5% of General Fund expenditures with this transfer. This is a reduction from the Fiscal Year 2005/2006 budget, when 14.4% of General Fund expenditures were covered by the transfer. In Fiscal Year 2006/2007, further reduction is projected as 12.9% of expenditures will be funded by the transfer.

Major expenditure changes for Fiscal Year 2006/2007 in the General Fund include a new Street Crimes Unit in the Police Department. This unit, comprised of five Police Officers and one Sergeant, will act on a pro-active basis to address areas of emerging concern in the community.

The City also opens its much anticipated Manchester Meadows regional soccer complex with the beginning of this Fiscal Year. The state-of-the-art complex features championship and regulation fields, a pavilion, a lake, playground equipment, and walking trails. Although the General Fund does not pay for the construction of the complex, operations and maintenance is funded through the General Fund for Fiscal Year 2006/2007.



Enterprise Funds

During Fiscal Year 2005/2006, customer growth in all Utility service areas continued to show strength. Electric customers increased over 3% from Fiscal Year 2004/2005 to 31,065. Additional expenses are generated in the provision of electric service to new customers, particularly commercial and industrial customers. In addition, wholesale power rate increases from Piedmont Municipal Power Agency (PMPA) drive expenses higher. PMPA raised the wholesale power rate .5% in May 2006 and the City anticipates another rate increase in May 2007.

Growth in water and sewer customers continued to show strength in FY 2005/2006. This is projected to continue as the City continues to expand its water and sewer systems to outlying areas and accommodate growth within the City limits. The 2003 utility revenue bond issue included several new water line projects that will continue to provide new customers. With these new customers will come the associated costs of supplying more water and treating more sewer, as well as addressing additional infrastructure needs.

City of Rock Hill Annual Budget
Fiscal Year 2006/2007
Expenditure Summary



General Fund	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0411001 City Council						
Personnel Expenditures	\$146,926	\$146,748	\$140,917	\$151,652	\$146,481	\$148,470
Operating Expenditures	66,767	66,196	79,950	68,729	78,975	79,410
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$213,693	\$212,944	\$220,867	\$220,381	\$225,456	\$227,880
0412001 Municipal Court						
Personnel Expenditures	\$628,103	\$473,656	\$487,653	\$514,883	\$524,396	\$540,244
Operating Expenditures	42,315	52,290	58,545	45,171	46,842	54,820
Capital Expenditures	3,767	14,514	2,650	34,229	0	0
Non-Operating Expenditures	0	0	0	0	0	0
Cost Center Total	\$674,185	\$540,460	\$548,848	\$594,283	\$571,238	\$595,064
0412002 Solicitors Office						
Personnel Expenditures	\$0	\$213,128	\$220,221	\$270,825	\$245,927	\$255,313
Operating Expenditures	0	49,369	56,149	55,566	82,032	85,200
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$0	\$262,497	\$276,370	\$326,391	\$327,959	\$340,513
0413005 City Manager's Office						
Personnel Expenditures	\$382,184	\$403,662	\$394,169	\$440,560	\$404,496	\$420,188
Operating Expenditures	50,830	65,638	77,690	64,633	70,945	65,090
Capital Expenditures	1,580	0	0	1,146	15,000	0
Cost Center Total	\$434,594	\$469,300	\$471,859	\$506,339	\$490,441	\$485,278
0413010 Public Affairs						
Personnel Expenditures	\$218,821	\$248,049	\$245,563	\$287,396	\$208,431	\$214,313
Operating Expenditures	39,900	43,178	90,705	79,907	95,515	140,985
Capital Expenditures	2,549	806	0	6,360	29,395	35,000
Cost Center Total	\$261,270	\$292,033	\$336,268	\$373,663	\$333,341	\$390,298
0413015 Neighborhood Empowerment						
Personnel Expenditures	\$232,498	\$242,296	-	-	-	-
Operating Expenditures	39,694	44,307	-	-	-	-
Capital Expenditures	0	0	-	-	-	-
Cost Center Total	\$272,192	\$286,603	-	-	-	-
0414001 General Election						
Operating Expenditures	8,025	\$0	\$11,000	\$17,023	\$11,000	\$0
Cost Center Total	\$8,025	\$0	\$11,000	\$17,023	\$11,000	\$0
0415001 Finance Administration						
Personnel Expenditures	\$149,136	\$161,284	\$185,078	\$169,617	\$203,076	\$207,264
Operating Expenditures	39,986	37,284	24,578	49,057	26,055	26,405
Capital Expenditures	7,968	0	0	1,040	0	0
Cost Center Total	\$197,090	\$198,568	\$209,656	\$219,714	\$229,131	\$233,669

City of Rock Hill Annual Budget
Fiscal Year 2006/2007
Expenditure Summary



	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0415005 Accounting						
Personnel Expenditures	\$311,271	\$325,880	\$349,429	\$334,283	\$363,345	\$375,024
Operating Expenditures	132,574	134,019	109,200	114,563	122,425	120,425
Capital Expenditures	0	0	0	1,522	0	0
Cost Center Total	\$443,845	\$459,899	\$458,629	\$450,368	\$485,770	\$495,449
0415015 Budget Office						
Personnel Expenditures	\$124,397	\$129,591	\$167,626	\$169,324	\$173,566	\$179,487
Operating Expenditures	36,649	17,190	17,815	14,786	18,165	18,815
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$161,046	\$146,781	\$185,441	\$184,110	\$191,731	\$198,302
0415020 Customer Service						
Personnel Expenditures	\$1,413,514	\$1,436,185	\$1,479,896	\$1,531,258	\$1,594,116	\$1,641,982
Operating Expenditures	390,696	484,509	494,280	468,466	509,405	524,890
Capital Expenditures	37,174	18,924	27,500	22,893	2,000	0
Cost Center Total	\$1,841,384	\$1,939,618	\$2,001,676	\$2,022,617	\$2,105,521	\$2,166,872
0415035 Purchasing/Fleet						
Personnel Expenditures	\$801,670	\$838,669	\$838,983	\$881,344	\$894,396	\$921,708
Operating Expenditures	92,554	38,281	157,096	94,786	208,546	214,061
Capital Expenditures	16,138	10,025	34,250	23,660	24,000	0
Cost Center Total	\$910,362	\$886,975	\$1,030,329	\$999,790	\$1,126,942	\$1,135,769
0415045 Risk Management						
Personnel Expenditures	\$153,947	\$148,997	\$151,537	\$165,452	\$159,996	\$164,948
Operating Expenditures	134,826	131,273	120,175	109,266	106,545	107,545
Capital Expenditures	19,217	0	0	0	0	0
Cost Center Total	\$307,990	\$280,270	\$271,712	\$274,718	\$266,541	\$272,493
0415050 Mgt. Information Svcs.						
Personnel Expenditures	\$350,924	\$375,427	\$346,287	\$352,307	\$366,489	\$377,560
Operating Expenditures	417,749	343,100	594,196	576,281	547,247	454,682
Capital Expenditures	143,670	101,560	107,600	165,724	223,161	105,000
Cost Center Total	\$912,343	\$820,087	\$1,048,083	\$1,094,312	\$1,136,897	\$937,242
0415060 GIS Services						
Personnel Expenditures	\$0	\$141,537	\$167,950	\$147,554	\$172,684	\$177,752
Operating Expenditures	0	41,482	64,375	59,626	59,375	60,375
Capital Expenditures	0	38,410	30,000	28,087	22,500	30,000
Cost Center Total	\$0	\$221,429	\$262,325	\$235,267	\$254,559	\$268,127
0416001 Law/City Attorney						
Operating Expenditures	\$360,263	\$440,998	\$182,550	\$301,855	\$270,000	\$270,000
Cost Center Total	\$360,263	\$440,998	\$182,550	\$301,855	\$270,000	\$270,000

City of Rock Hill Annual Budget
Fiscal Year 2006/2007
Expenditure Summary



	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0417001 Human Resources Administration						
Personnel Expenditures	\$240,861	\$270,030	\$304,822	\$340,326	\$345,892	\$353,331
Operating Expenditures	86,883	103,223	107,900	119,495	124,902	137,817
Capital Expenditures	0	0	0	12,553	0	0
Cost Center Total	\$327,744	\$373,253	\$412,722	\$472,374	\$470,794	\$491,148
0417005 Personnel Services						
Personnel Expenditures	\$200,062	\$215,262	\$231,413	\$228,720	\$217,696	\$225,079
Operating Expenditures	27,607	32,533	28,099	26,457	30,155	31,260
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$227,669	\$247,795	\$259,512	\$255,177	\$247,851	\$256,339
0418001 Planning Services Administration						
Personnel Expenditures	\$230,580	\$248,305	\$139,718	\$140,580	\$135,462	\$145,738
Operating Expenditures	32,533	40,715	13,220	20,440	15,540	17,840
Capital Expenditures	1,742	0	0	0	0	0
Cost Center Total	\$264,855	\$289,020	\$152,938	\$161,020	\$151,002	\$163,578
0418002 Long Range Planning/Transportation						
Personnel Expenditures	\$0	\$0	\$186,862	\$53,480	\$198,739	\$205,228
Operating Expenditures	0	0	275,050	205,214	269,490	311,240
Capital Expenditures	0	0	7,500	9,525	0	2,000
Cost Center Total	\$0	\$0	\$469,412	\$268,219	\$468,229	\$518,468
0418005 Community Development Svcs						
Personnel Expenditures	\$192,236	\$188,765	-	-	-	-
Operating Expenditures	25,361	28,511	-	-	-	-
Capital Expenditures	0	0	-	-	-	-
Cost Center Total	\$217,597	\$217,276	-	-	-	-
0418010 Inspection/Development Svcs						
Personnel Expenditures	\$511,091	\$538,337	-	-	-	-
Operating Expenditures	150,780	145,152	-	-	-	-
Capital Expenditures	3,910	23,117	-	-	-	-
Cost Center Total	\$665,781	\$706,606	-	-	-	-
0418015 Zoning/Planning Services						
Personnel Expenditures	\$378,157	\$423,095	-	-	-	-
Operating Expenditures	245,594	309,921	-	80,026	-	-
Capital Expenditures	16,268	61,203	-	-	-	-
Cost Center Total	\$640,019	\$794,219	\$0	\$80,026	\$0	\$0
0418020 GIS Services						
Personnel Expenditures	\$135,363	-	-	-	-	-
Operating Expenditures	39,160	-	-	-	-	-
Capital Expenditures	0	-	-	-	-	-
Cost Center Total	\$174,523	-	-	-	-	-

City of Rock Hill Annual Budget
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Expenditure Summary



	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0418025 Airport						
Personnel Expenditures	-	\$42,816	\$36,873	\$49,306	\$54,471	\$56,445
Operating Expenditures	-	117,217	226,130	255,897	244,048	228,165
Capital Expenditures	-	0	121,000	93,200	60,000	50,000
Cost Center Total	-	\$160,033	\$384,003	\$398,403	\$358,519	\$334,610
0419001 Non-Departmental						
Personnel Expenditures	\$90,162	\$288,508	\$44,000	52,727	\$44,000	\$44,000
Operating Expenditures	-2,786,085	-2,383,728	-2,496,500	-2,248,113	-2,736,500	-2,801,500
Capital Expenditures	18,929	0	0	0	0	0
Non-Operating Expenditures	277,191	839,855	200,000	0	200,000	200,000
Cost Center Total	\$-2,399,803	\$-1,255,365	\$-2,252,500	\$-2,195,386	\$-2,492,500	\$-2,557,500
0419005 Capital Projects						
Personnel Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expenditures	2,340,636	379,697	0	-7,407	0	0
Capital Expenditures	0	0	0	0	0	0
Non-Operating Expenditures	0	0	0	0	0	0
Cost Center Total	\$2,340,636	\$379,697	\$0	\$-7,407	\$0	\$0
0419010 Credit Union						
Personnel Expenditures	\$-4,629	-	-	-	-	-
Cost Center Total	\$-4,629	-	-	-	-	-
0420001 Housing and Neigh. Svcs. Administration						
Personnel Expenditures	-	-	-	\$0	\$208,979	\$215,784
Operating Expenditures	-	-	-	3,500	56,000	50,000
Capital Expenditures	-	-	-	0	9,500	0
Cost Center Total	-	-	-	\$3,500	\$274,479	\$265,784
0420005 Neighborhood Empowerment						
Personnel Expenditures	-	-	\$200,425	\$245,600	\$196,317	\$201,295
Operating Expenditures	-	-	55,445	54,343	47,470	53,870
Capital Expenditures	-	-	2,200	2,455	0	0
Cost Center Total	-	-	\$258,070	\$302,398	\$243,787	\$255,165
0420010 Neighborhood Inspections						
Personnel Expenditures	-	-	\$270,221	\$241,912	-	-
Operating Expenditures	-	-	99,832	39,713	-	-
Capital Expenditures	-	-	0	0	-	-
Cost Center Total	-	-	\$370,053	\$281,625	-	-
0420015 Neighborhood Development						
Personnel Expenditures	-	-	\$228,247	\$229,049	\$402,287	\$404,664
Operating Expenditures	-	-	36,335	61,784	133,135	126,635
Capital Expenditures	-	-	0	22	17,000	57,000
Cost Center Total	-	-	\$264,582	\$290,855	\$552,422	\$588,299

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	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0421001 Police Administration						
Personnel Expenditures	\$6,996,709	\$7,304,607	\$500,302	\$1,026,192	\$409,594	\$428,177
Operating Expenditures	1,144,637	1,553,637	772,442	914,262	860,684	956,114
Capital Expenditures	657,877	440,841	94,000	184,206	191,000	91,000
Cost Center Total	\$8,799,223	\$9,299,085	\$1,366,744	\$2,124,733	\$1,461,278	\$1,475,291
0421005 Police Investigations						
Personnel Expenditures	-	-	\$1,385,864	\$1,134,482	\$1,465,232	\$1,505,427
Operating Expenditures	-	-	87,909	63,014	194,317	74,112
Capital Expenditures	-	-	25,000	0	47,963	0
Cost Center Total	-	-	\$1,498,773	\$1,197,496	\$1,707,512	\$1,579,539
0421010 Police Patrol						
Personnel Expenditures	-	-	\$3,798,684	\$3,143,536	\$3,907,989	\$4,102,357
Operating Expenditures	-	-	43,692	49,740	68,264	58,450
Capital Expenditures	-	-	600	0	32,575	22,875
Cost Center Total	-	-	\$3,842,976	\$3,193,276	\$4,008,828	\$4,183,682
0421020 Police Support Services						
Personnel Expenditures	-	-	\$2,128,648	\$2,419,465	\$1,511,195	\$1,477,763
Operating Expenditures	-	-	737,912	563,234	478,315	481,907
Capital Expenditures	-	-	277,058	317,879	4,071	70,349
Non-Operating Expenditures	-	-	34,000	34,000	25,700	37,485
Cost Center Total	-	-	\$3,177,618	\$3,334,578	\$2,019,281	\$2,067,504
0421025 Police Information Mgt.						
Personnel Expenditures	-	-	-	-	\$1,092,855	\$1,127,032
Operating Expenditures	-	-	-	-	485,238	475,934
Capital Expenditures	-	-	-	-	66,300	0
Cost Center Total	-	-	-	-	\$1,644,393	\$1,602,966
0421030 Home Town Security						
Personnel Expenditures	\$1,200	\$33,419	\$35,614	\$37,938	\$43,493	\$43,929
Operating Expenditures	0	16,168	26,365	19,781	30,690	66,790
Capital Expenditures	0	21,573	40,200	40,446	5,750	5,750
Cost Center Total	\$1,200	\$71,160	\$102,179	\$98,165	\$79,933	\$116,469
0422001 Fire Administration						
Personnel Expenditures	\$313,187	\$303,147	\$274,204	\$270,239	\$297,666	\$303,244
Operating Expenditures	227,939	192,745	212,880	218,709	237,185	246,955
Capital Expenditures	5,454	4,120	7,500	9,176	265,500	375,173
Cost Center Total	\$546,580	\$500,012	\$494,584	\$498,124	\$800,351	\$925,372
0422005 Fire Fighting/Suppression						
Personnel Expenditures	\$3,307,013	\$3,896,311	\$4,341,415	\$4,356,229	\$4,387,469	\$4,510,523
Operating Expenditures	173,898	258,777	349,095	399,210	426,938	593,648
Capital Expenditures	28,188	0	46,200	50,235	147,000	224,000
224,000	\$3,509,099	\$4,155,088	\$4,736,710	\$4,805,674	\$4,961,407	\$5,328,171

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	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0422010 Fire Prevention/Inspection						
Personnel Expenditures	\$232,511	\$284,900	\$298,111	\$285,889	\$314,897	\$324,995
Operating Expenditures	17,352	24,193	28,026	37,316	41,094	39,610
Capital Expenditures	787	47,785	18,000	16,495	5,000	12,000
Cost Center Total	\$250,650	\$356,878	\$344,137	\$339,700	\$360,991	\$376,605
0423001 Development Services Administration						
Personnel Expenditures	-	-	\$114,021	\$43,240	\$142,924	\$147,400
Operating Expenditures	-	-	39,215	36,376	74,840	103,190
Capital Expenditures	-	-	0	0	0	0
Cost Center Total	-	-	\$153,236	\$79,616	\$217,764	\$250,590
0423005 Building/Codes						
Personnel Expenditures	-	-	\$684,587	\$669,806	\$405,277	\$418,675
Operating Expenditures	-	-	169,020	265,787	45,114	60,455
Capital Expenditures	-	-	0	0	0	0
Cost Center Total	-	-	\$853,607	\$935,593	\$450,391	\$479,130
0423010 Zoning/Current Planning						
Personnel Expenditures	-	-	\$308,534	\$250,716	\$388,054	\$406,100
Operating Expenditures	-	-	192,925	105,141	54,340	60,012
Capital Expenditures	-	-	35,260	47,045	12,200	12,420
Cost Center Total	-	-	\$536,719	\$402,902	\$454,594	\$478,532
0423015 Permit Application Center						
Personnel Expenditures	-	-	-	-	\$262,011	\$269,802
Operating Expenditures	-	-	-	-	139,800	126,280
Capital Expenditures	-	-	-	-	0	0
Cost Center Total	-	-	-	-	\$401,811	\$396,082
0423020 Infrastructure						
Personnel Expenditures	-	-	-	-	\$106,465	\$109,830
Operating Expenditures	-	-	-	-	26,850	25,195
Capital Expenditures	-	-	-	-	0	0
Cost Center Total	-	-	-	-	\$133,315	\$135,025
0431001 Public Works Administration						
Personnel Expenditures	\$178,494	\$152,305	\$147,945	\$163,856	\$155,562	\$159,792
Operating Expenditures	14,114	10,637	55,523	24,376	54,130	53,625
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$192,608	\$162,942	\$203,468	\$188,232	\$209,692	\$213,417
0431005 Street/Sidewalk/Curb/Gutter						
Personnel Expenditures	\$981,068	\$998,796	\$1,090,132	\$1,062,504	\$1,107,800	\$1,146,405
Operating Expenditures	536,937	529,044	643,940	690,763	684,765	679,100
Capital Expenditures	152,350	113,106	396,725	392,179	285,100	299,600
Cost Center Total	\$1,670,355	\$1,640,946	\$2,130,797	\$2,145,446	\$2,077,665	\$2,125,105

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	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0431015 Residential						
Personnel Expenditures	\$601,303	\$544,751	\$366,034	\$325,081	\$388,678	\$400,903
Operating Expenditures	650,304	1,035,401	1,053,052	1,033,001	816,633	842,571
Capital Expenditures	5,174	0	0	0	181,500	181,500
Cost Center Total	\$1,256,781	\$1,580,152	\$1,419,086	\$1,358,582	\$1,386,811	\$1,424,974
0431020 Commercial						
Personnel Expenditures	\$293,809	\$299,402	\$309,650	304,142	\$318,210	\$328,662
Operating Expenditures	642,457	687,739	698,760	711,442	710,525	724,955
Capital Expenditures	45,989	53,386	0	0	76,800	120,800
Cost Center Total	\$982,255	\$1,040,527	\$1,008,410	\$1,015,584	\$1,105,535	\$1,174,417
0431025 Curbside						
Personnel Expenditures	\$697,994	\$703,454	\$765,153	\$827,189	\$851,772	\$878,037
Operating Expenditures	193,998	159,247	250,190	292,627	345,617	354,152
Capital Expenditures	45,659	102,285	115,650	108,220	100,750	120,750
Cost Center Total	\$937,651	\$964,986	\$1,130,993	\$1,228,036	\$1,298,139	\$1,352,939
0431030 Recycling						
Personnel Expenditures	\$676,168	\$678,839	\$400,640	\$389,735	\$326,456	\$329,072
Operating Expenditures	207,135	337,580	147,168	232,310	205,867	208,332
Capital Expenditures	1,274	81,629	0	0	14,750	0
Cost Center Total	\$884,577	\$1,098,048	\$547,808	\$622,045	\$547,073	\$537,404
0433005 Horticulture						
Personnel Expenditures	\$976,138	\$981,739	\$985,877	\$967,605	\$875,483	\$902,590
Operating Expenditures	207,518	212,194	310,134	243,542	211,950	233,305
Capital Expenditures	55,894	16,279	3,240	46,988	0	0
Cost Center Total	\$1,239,550	\$1,210,212	\$1,299,251	\$1,258,135	\$1,087,433	\$1,135,895
0433010 Buildings Maintenance						
Personnel Expenditures	\$350,735	\$278,702	\$284,110	\$291,992	\$310,746	\$306,804
Operating Expenditures	440,683	388,198	252,585	469,721	405,529	413,329
Capital Expenditures	49	764,832	150,000	294,375	120,000	130,000
Cost Center Total	\$791,467	\$1,431,732	\$686,695	\$1,056,088	\$836,275	\$850,133
0433015 Cemetery Services						
Personnel Expenditures	\$86,868	\$88,568	\$89,092	\$99,815	\$92,488	\$95,391
Operating Expenditures	48,755	60,336	236,607	220,140	244,293	241,343
Capital Expenditures	35,067	0	0	0	0	0
Cost Center Total	\$170,690	\$148,904	\$325,699	\$319,955	\$336,781	\$336,734
0433020 Custodial Services						
Personnel Expenditures	\$387,549	\$424,873	\$417,441	\$378,407	\$376,405	\$389,144
Operating Expenditures	46,751	56,750	73,715	113,264	52,270	52,450
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$434,300	\$481,623	\$491,156	\$491,671	\$428,675	\$441,594

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	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0433025 Airport						
Personnel Expenditures	\$35,894	-	-	-	-	-
Operating Expenditures	114,292	-	-	-	-	-
Capital Expenditures	0	-	-	-	-	-
Cost Center Total	\$150,186	-	-	-	-	-
0451001 Tourism						
Personnel Expenditures	\$223,071	\$227,537	\$241,831	\$233,491	\$238,243	\$246,228
Operating Expenditures	91,098	106,734	109,835	117,676	139,676	137,807
Capital Expenditures	450	0	0	0	0	0
Cost Center Total	\$314,619	\$334,271	\$351,666	\$351,167	\$377,919	\$384,035
0451010 Recreation						
Personnel Expenditures	\$237,194	\$212,826	\$553,494	\$524,874	\$582,684	\$596,663
Operating Expenditures	207,895	246,069	291,605	314,177	335,779	334,448
Capital Expenditures	0	4,593	157,000	129,553	100,000	172,000
Cost Center Total	\$445,089	\$463,488	\$1,002,099	\$968,604	\$1,018,463	\$1,103,111
0451025 Outdoor Recreation/Environmental Education						
Personnel Expenditures	\$285,429	\$264,272	-	-	-	-
Operating Expenditures	166,109	182,724	-	-	-	-
Capital Expenditures	22,058	10,950	-	-	-	-
Cost Center Total	\$473,596	\$457,946	-	-	-	-
0451030 Therapeutic Recreation/Youth & Senior Services						
Personnel Expenditures	\$282,760	\$299,957	-	-	-	-
Operating Expenditures	202,931	145,125	-	-	-	-
Capital Expenditures	48,281	33,212	-	-	-	-
Cost Center Total	\$533,972	\$478,294	-	-	-	-
0451035 Parks						
Personnel Expenditures	\$993,960	\$1,007,857	\$1,502,732	\$1,394,460	\$1,811,070	\$1,822,578
Operating Expenditures	504,704	595,657	844,190	1,160,119	1,261,709	1,373,510
Capital Expenditures	123,232	383,044	524,050	585,540	347,604	955,400
Cost Center Total	\$1,621,896	\$1,986,558	\$2,870,972	\$3,140,119	\$3,420,383	\$4,151,488
0463001 Housing Authority						
Personnel Expenditures	\$1,255,014	\$1,419,123	\$1,049,366	\$1,440,771	\$1,517,203	\$1,560,298
Operating Expenditures	33,075	34,279	26,900	44,070	27,400	27,900
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$1,288,089	\$1,453,402	\$1,076,266	\$1,484,841	\$1,544,603	\$1,588,198
0465001 Economic and Urban Development Administration						
Personnel Expenditures	\$477,209	\$573,364	\$334,102	\$371,367	\$369,169	\$380,684
Operating Expenditures	124,624	300,646	188,187	210,437	245,262	256,310
Capital Expenditures	6,826	0	10,000	20,914	0	0
Cost Center Total	\$608,659	\$874,010	\$532,289	\$602,718	\$614,431	\$636,994

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	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0465002						
Economic and Urban Development Project Management						
Personnel Expenditures	-	-	\$84,066	\$86,767	\$89,751	\$92,806
Operating Expenditures	-	-	29,934	24,878	14,134	9,335
Capital Expenditures	-	-	6,000	6,000	25,000	75,000
Cost Center Total	-	-	\$120,000	\$117,645	\$128,885	\$177,141
0465003						
Economic and Urban Development Downtown/Oldtown						
Personnel Expenditures	-	-	\$133,380	\$157,721	\$160,267	\$165,619
Operating Expenditures	-	-	157,829	158,736	56,015	89,634
Capital Expenditures	-	-	0	0	40,000	30,000
Cost Center Total	-	-	\$291,209	\$316,457	\$256,282	\$285,253
0465004						
Economic and Urban Development Textile Corridor						
Personnel Expenditures	-	-	\$1,452	88,318	\$12,367	\$13,037
Operating Expenditures	-	-	41,049	41,640	113,240	95,628
Capital Expenditures	-	-	0	0	0	0
Cost Center Total	-	-	\$42,501	\$129,958	\$125,607	\$108,665
0470001						
Debt Service						
Operating Expenditures	\$1,624,244	\$658,188	\$657,761	\$658,188	\$659,311	\$665,168
Cost Center Total	1,624,244	658,188	657,761	658,188	659,311	665,168
General Fund Total						
Personnel Expenditures	\$26,758,551	\$28,478,979	\$29,444,371	\$29,744,204	\$31,580,717	\$32,465,784
Operating Expenditures	7,267,972	8,146,286	9,205,730	9,981,645	10,173,096	10,530,244
Capital Expenditures	3,848,157	2,725,891	2,245,713	2,652,987	2,483,409	3,186,957
Non-Operating Expenditures	305,330	868,295	234,000	34,073	225,700	237,485
Fund Total	\$38,180,010	\$40,219,451	\$41,129,814	\$42,412,909	\$44,462,922	\$46,420,470
Accommodations Tax Fund						
Operating Expenditures	\$267,082	\$251,826	\$259,661	\$259,661	\$285,227	\$299,488
Fund Total	\$267,082	\$251,826	\$259,661	\$259,661	\$285,227	\$299,488
Tax Increment Surplus Fund						
0419001						
Non-Departmental						
Operating Expenditures	\$2,712,129	\$1,435,836	\$1,934,598	\$2,038,615	\$2,321,895	\$333,450
Cost Center Total	\$2,712,129	\$1,435,836	\$1,934,598	\$2,038,615	\$2,321,895	\$333,450
0470001						
Debt Service						
Operating Expenditures	\$0	\$709,752	\$811,402	\$844,751	\$698,106	\$231,550
Cost Center Total	\$0	\$709,752	\$811,402	\$844,751	\$698,106	\$231,550
Tax Increment Surplus Total						
Operating Expenditures	\$2,712,129	\$2,145,588	\$2,746,000	\$2,883,366	\$3,020,001	\$565,000
Fund Total	\$2,712,129	\$2,145,588	\$2,746,000	\$2,883,366	\$3,020,001	\$565,000

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Local Option Hospitality Tax Fund

0419001 Non-Departmental	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Operating Expenditures	\$2,007,509	\$3,931,145	\$2,871,000	\$3,283,646	\$3,184,000	\$3,294,000
Fund Total	\$2,007,509	\$3,931,145	\$2,871,000	\$3,283,646	\$3,184,000	\$3,294,000

Fire Impact Fee Fund

0419001 Non-Departmental	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Operating Expenditures	\$371,152	\$479,014	\$465,000	\$480,000	\$480,000	\$480,000
Fund Total	\$371,152	\$479,014	\$465,000	\$480,000	\$480,000	\$480,000

Stormwater Fund

0436005 Stormwater	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	\$447,621	\$447,241	\$520,598	\$495,176	\$551,196	\$567,875
Operating Expenditures	243,934	392,777	670,152	1,051,867	813,480	830,264
Capital Expenditures	1,891	73,497	139,000	106,314	48,000	58,000
Non-Operating Expenditures	269,969	283,157	0	0	0	0
Cost Center Total	\$963,415	\$1,196,672	\$1,329,750	\$1,653,357	\$1,412,676	\$1,456,139

0470001 Debt Service

Operating Expenditures	\$0	\$0	\$0	\$0	\$537,324	\$528,861
Cost Center Total	\$0	\$0	\$0	\$0	\$537,324	\$528,861
Fund Total	\$963,415	\$1,196,672	\$1,329,750	\$1,653,357	\$1,950,000	\$1,985,000

Electric Fund

0419001 Non-Departmental	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
Operating Expenditures	\$0	\$3,483,591	\$3,775,000	\$3,713,591	\$4,085,000	\$3,525,000
Cost Center Total	\$0	\$3,483,591	\$3,775,000	\$3,713,591	\$4,085,000	\$3,525,000

0419005 Capital Projects

Capital Expenditures	\$704,162	\$669	0	0	0	0
	\$704,162	\$669	0	0	0	0

0435001 Utilities Administration

Personnel Expenditures	\$337,459	\$385,354	\$482,085	\$546,038	\$670,187	\$687,584
Operating Expenditures	-660,735	-3,328,340	223,095	196,064	376,370	171,880
Capital Expenditures	0	49,603	23,813	51,300	9,600	0
Non-Operating Expenditures	2,276,784	2,580,115	0	0	0	0
Cost Center Total	\$1,953,508	\$-313,268	\$728,993	\$793,402	\$1,056,157	\$859,464

0435075 Electric Services

Personnel Expenditures	\$2,018,998	\$1,132,873	\$1,196,926	\$1,372,942	\$1,276,446	\$1,314,012
Operating Expenditures	50,945,391	50,091,974	54,176,673	54,590,502	56,866,522	58,757,917
Capital Expenditures	572,486	-19,736	774,745	357,084	302,020	701,000
Cost Center Total	\$53,536,875	\$51,205,111	\$56,148,344	\$56,320,528	\$58,444,988	\$60,772,929

	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0435076 Electric Engineering						
Personnel Expenditures	\$0	\$494,897	\$230,878	233,654	\$245,765	\$303,694
Operating Expenditures	0	62,212	637,488	556,661	803,950	850,950
Capital Expenditures	0	0	12,190	11,990	26,200	83,025
Cost Center Total	\$0	\$557,109	\$880,556	\$802,305	\$1,075,915	\$1,237,669
0435080 Traffic Signals						
Personnel Expenditures	\$0	\$487,381	\$488,109	\$496,247	\$512,277	\$660,822
Operating Expenditures	0	270,886	436,600	522,879	559,147	701,795
Capital Expenditures	0	171,472	164,700	237,400	189,500	251,000
Cost Center Total	\$0	\$929,739	\$1,089,409	\$1,256,526	\$1,260,924	\$1,613,617
0435085 Utilities Technology Services						
Personnel Expenditures	\$0	\$0	\$291,910	\$280,162	\$308,577	\$316,326
Operating Expenditures	0	0	140,050	136,414	492,381	324,094
Capital Expenditures	0	0	13,350	7,350	64,100	85,933
Cost Center Total	\$0	\$0	\$445,310	\$423,926	\$865,058	\$726,353
0470001 Debt Service						
Operating Expenditures	\$0	\$2,239,512	\$2,240,529	\$2,262,823	\$2,302,751	\$2,311,565
Cost Center Total	\$0	\$2,239,512	\$2,240,529	\$2,262,823	\$2,302,751	\$2,311,565
Electric Fund Total						
Personnel Expenditures	2,356,457	\$2,500,505	\$2,689,908	\$2,929,043	\$3,013,252	\$3,282,438
Operating Expenditures	50,284,656	52,819,835	61,629,435	62,096,551	65,486,121	66,643,201
Capital Expenditures	1,276,648	202,008	988,798	665,124	591,420	1,120,958
Non-Operating Expenditures	2,276,784	2,580,115	2,580,115	0	0	0
	\$56,194,545	\$58,102,463	\$65,308,141	65,690,718	\$69,090,793	\$71,046,597
Water Fund						
0419005 Capital Projects						
Operating Expenditures	\$647,070	\$0	\$0	\$0	\$0	\$0
	\$647,000	\$0	\$0	\$0	\$0	\$0
0435001 Administration						
Operating Expenditures	-\$83,423	\$268,149	\$0	\$0	\$0	\$0
	-\$83,423	\$268,149	\$0	\$0	\$0	\$0
0435005 Engineering						
Personnel Expenditures	\$275,542	\$286,929	\$204,219	\$135,738	\$71,451	\$73,521
Operating Expenditures	29,131	51,714	49,465	67,762	59,465	56,290
Capital Expenditures	3,079	0	0	0	0	0
Cost Center Total	\$307,752	\$338,643	\$253,684	\$203,500	\$130,916	\$129,811

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	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Request	2007/2008 Request
0435010 Water Distribution						
Personnel Expenditures	\$703,181	\$743,985	\$819,669	\$830,678	\$1,003,151	\$1,054,334
Operating Expenditures	742,777	797,158	926,263	924,764	848,190	953,485
Capital Expenditures	221,887	609,373	480,400	462,701	485,200	661,550
Cost Center Total	\$1,667,845	\$2,150,516	\$2,226,332	\$2,218,143	\$2,336,541	\$2,669,369
0435025 Raw Water Pump Station						
Operating Expenditures	\$195,031	\$198,704	\$245,038	\$254,713	\$247,205	\$259,495
Capital Expenditures	12,036	16,648	396,000	114,753	588,000	20,000
Cost Center Total	\$207,067	\$215,352	\$641,038	\$369,466	\$835,205	\$279,495
0435030 Water Treatment Plant						
Personnel Expenditures	\$466,141	\$502,613	\$543,032	\$511,865	\$557,266	\$579,518
Operating Expenditures	949,438	938,504	1,256,856	1,153,079	1,327,887	1,416,522
Capital Expenditures	37,833	84,021	376,743	638,667	39,500	55,000
Cost Center Total	\$1,453,412	\$1,525,138	\$2,176,631	\$2,303,611	\$1,924,653	\$2,051,040
0470001 Debt Service						
Operating Expenditures	\$0	\$3,838,620	\$3,840,168	\$3,838,620	\$3,857,025	\$3,876,345
Cost Center Total	\$0	\$3,838,620	\$3,840,168	\$3,838,620	\$3,857,025	\$3,876,345
Water Fund Total						
Personnel Expenditures	\$1,444,864	\$1,533,527	\$1,566,920	\$1,478,281	\$1,631,868	\$1,707,373
Operating Expenditures	2,480,024	6,092,849	6,317,390	6,238,638	6,339,772	6,562,137
Capital Expenditures	274,835	710,042	1,253,543	1,216,421	1,112,700	736,550
Fund Total	\$4,199,653	\$8,336,418	\$9,137,853	\$8,933,340	\$9,084,340	\$9,006,060
Wastewater Fund						
0419005 Capital Projects						
Operating Expenditures	\$1,393	\$0	\$0	\$71,852	\$0	\$0
Cost Center Total	\$1,393	\$0	\$0	\$71,852	\$0	\$0
0435001 Utilities Admin						
Operating Expenditures	\$5,015,702	\$-5,616,022	\$0	\$0	\$0	\$0
Non-Operating Expenditures	2,544,903	2,630,752	0	0	0	0
Cost Center Total	\$7,560,605	\$-2,985,270	\$0	\$0	\$0	\$0
0435035 Wastewater System						
Personnel Expenditures	\$508,463	\$508,350	\$619,773	\$547,668	\$735,714	\$756,949
Operating Expenditures	390,882	890,428	807,881	860,171	861,695	648,725
Capital Expenditures	97,384	380,217	742,000	631,441	1,151,400	1,281,400
Cost Center Total	\$996,729	\$1,778,995	\$2,169,654	\$2,039,280	\$2,748,809	\$2,687,074
0435055 Wastewater Treatment Plant						
Personnel Expenditures	\$715,132	\$691,636	\$750,823	762,614	\$804,181	\$876,891
Operating Expenditures	2,033,513	2,077,065	2,151,355	2,296,315	2,268,750	2,411,705
Capital Expenditures	71,375	153,779	75,000	449,777	220,208	1,083,000
Cost Center Total	\$2,820,020	\$2,922,480	\$2,977,178	\$3,508,706	\$3,293,139	\$4,371,596

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	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0435060 Industrial Pretreatment						
Personnel Expenditures	\$79,839	\$66,593	\$82,168	\$80,891	\$86,034	\$85,047
Operating Expenditures	13,097	12,659	48,165	32,696	67,329	52,182
Capital Expenditures	4,647	0	8,700	8,400	13,000	35,500
Cost Center Total	\$97,583	\$79,252	\$139,033	\$121,987	\$166,363	\$172,729
0435065 Environmental Monitoring						
Personnel Expenditures	\$215,771	\$195,291	\$223,844	\$225,070	\$231,415	\$232,709
Operating Expenditures	81,173	102,332	175,635	144,786	216,000	204,104
Capital Expenditures	18,302	0	5,300	5,300	10,315	27,581
Cost Center Total	\$315,246	\$297,623	\$404,779	\$375,156	\$457,730	\$464,394
0435070 Lift Stations						
Personnel Expenditures	\$131,865	\$126,581	\$97,574	\$119,482	\$103,248	\$106,663
Operating Expenditures	576,656	500,280	313,950	614,391	598,195	623,802
Capital Expenditures	1,640	0	0	1,000	10,000	10,000
Cost Center Total	\$710,161	\$626,861	\$411,524	\$734,873	\$711,443	\$740,465
0470001 Debt Service						
Personnel Expenditures						
Operating Expenditures	\$0	\$3,943,680	\$4,093,478	\$4,484,002	\$4,113,629	\$4,150,817
Capital Expenditures						
Cost Center Total	\$0	\$3,943,680	\$4,093,478	\$4,484,002	\$4,113,629	\$4,150,817
Wastewater Fund Total						
Personnel Expenditures	\$1,651,070	1,588,451	\$1,774,182	1,735,725	\$1,960,592	\$2,058,259
Operating Expenditures	8,112,416	1,910,422	7,590,464	8,432,361	8,125,598	8,091,335
Capital Expenditures	193,348	533,996	831,000	1,167,770	1,404,923	2,437,481
Non-Operating Expenditures	2,544,903	2,630,752	0	0	0	0
	\$12,501,737	\$6,663,621	\$10,195,646	\$11,335,856	\$11,491,113	\$12,587,075

Total All Funds Summary

	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Request	2007/2008 Projected
General Fund	\$38,180,010	\$40,219,451	\$41,129,814	42,412,909	\$44,462,922	\$46,420,470
Accommodations Tax	267,082	251,826	259,661	259,661	285,227	299,488
Tax Increment Surplus	2,712,129	2,145,588	2,746,000	2,883,366	3,020,001	565,000
Local Hospitality Fee	2,007,509	3,931,145	2,871,000	3,283,646	3,184,000	3,294,000
Fire Impact Fee	371,152	479,014	465,000	480,000	480,000	480,000
Other Federal Grants	0	0	0	0	175,000	200,000
Stormwater Fund	963,415	1,196,672	1,329,750	1,653,357	1,950,000	1,985,000
Electric Fund	56,194,545	58,102,463	65,308,141	65,690,718	69,090,793	71,046,597
Water Fund	4,199,653	8,336,418	9,137,853	8,933,340	9,084,340	9,006,060
Wastewater Fund	12,501,737	6,663,621	10,195,646	11,335,856	11,491,113	12,587,075
	\$117,397,232	\$121,326,198	\$133,442,865	\$136,932,853	\$143,223,396	\$145,883,690



General Government Divisional Responsibilities:

City Council

Enact Ordinances
Enact Resolutions
Review and Adopt Budget

City Management

Policy Direction
Capital Needs
Personnel Activities
Financial Condition
Public Relations

Hometown Security

Coordinate Emergency Response
Coordinate Disaster Recovery
Support Emergency Services
Implement Hometown Security Plan

Boards and Commissions

Advertise Vacancies
Submit Applications to Council
Notify Applicants of Status

Municipal Court

Caseload Management
Maintain Jury Docket
Render Judicial Decisions
Administer Law

City Attorney

Legal Services
Litigation
Research Cases
Correspondence

Solicitor's Office

Maintain Jury Trial Scheduling
Victim Advocacy

Public Affairs

Communicate Public Information
Develop Communication Plans
Provide Television Broadcasts
Foster Community Relations
Secure Grant Funding

General Government Department Budget:

Program Expenditures

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	\$1,608,532	\$1,727,539	\$1,488,523	\$1,665,316	\$1,529,731	\$1,578,528
Operating Expenditures	607,794	761,976	556,589	632,884	655,309	695,505
Capital Expenditures	7,896	15,320	2,650	41,735	44,395	35,000
Total	\$2,224,222	\$2,504,835	\$2,047,762	\$2,339,935	\$2,229,435	\$2,309,033
Personnel						
Full-Time	23	23	21	21	20	20
Part-Time	12	12	10	10	11	11
Total	35	35	31	31	31	31

General Government consists of the legislative, executive, and judicial functions of the City. City Council is responsible for directing the government through policy actions and legislative decisions. The City Manager's Office provides professional leadership and direction in the administration and execution of all policies and supervises City Departments to ensure low-cost, high quality community services.

The Public Affairs Division is responsible for keeping the public informed on City programs, policies and initiatives. The Municipal Court strives to render fair, impartial judicial decisions on all traffic violations and certain criminal offenses which occur within City limits. The City Attorney is a contracted service which provides legal support to all City Departments, Council, Boards and Commissions.

The City Council and City Management divisions of the General Government Department comprise the legislative and executive functions of the organization and will continue to provide direction and leadership to the operational departments this fiscal year.

2006/2007 Key Issues and Changes:

A new Special Projects Intern part-time position is authorized for the 2006/2007 fiscal year in the Public Affairs Division. Also effective for 2006/2007, the full-time Planner II position is transferred from Public Affairs to the Housing and Neighborhood Services Department.

Department
 General Government

Division
 City Council

Cost Center
 0411001

Strategic Goal

Emphasize Quality of Government – Extraordinary delivery of quality services to citizens provided by a customer-focused, well trained, highly motivated workforce.

Division Mission

To serve the citizens of Rock Hill as the governing body of the City, responsible for formulating and enacting public policy which provides for the growth and development of the community and directs the government to provide services which meet the needs of the citizens and enhance the quality of life.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$146,926	\$146,748	\$140,917	\$151,652	\$146,481	\$148,470
Operating Expenditures	66,767	66,196	79,950	68,729	78,975	79,410
Capital Expenditures	0	0	0	0	0	0
Total	213,693	212,944	220,867	\$220,381	\$225,456	\$227,880
Personnel						
Full-Time	1	1	1	1	1	1
Part-Time	7	7	7	7	7	7
Total	8	8	8	8	8	8

2006/2007 Key Issues and Changes:

The Council/Mayor's budget comprises 10.5% of the General Government's total 2006/2007 Budget. The Mayor/Council budget of \$225,456 represents a 2% increase over the previous Fiscal Year adopted budget.

A significant portion of the Mayor/Council budget is for community relations items such as awards, community activities, City sponsorships, etc. This budget will continue to allow the Council to provide guidance to the City Manager and to play an active role in the community.

Department
 General Government

Division
 City Management

Cost Center
 0413005

Strategic Goal

Emphasize Quality of Government – Extraordinary delivery of quality services to citizens provided by a customer-focused, well trained, highly motivated workforce.

Division Mission

To provide professional leadership and direction in the administration and execution of all policies set by the City Council and supervise City departments to ensure low-cost, high quality community services.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$382,184	\$403,662	\$394,169	\$440,560	\$404,496	\$420,188
Operating Expenditures	50,830	65,638	77,690	64,633	70,945	65,090
Capital Expenditures	1,580	0	0	1,146	15,000	0
Total	\$434,594	\$469,300	\$471,859	\$506,339	\$490,441	\$485,278

Personnel	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
Full-Time	4	4	4	4	4	4
Part-Time	0	0	0	0	0	0
Total	4	4	4	4	4	4

2006/2007 Key Issues and Changes:

The City Manager is the administrator of the City of Rock Hill. The City Manager is appointed by the City Council to enforce City laws, to direct the daily operations of the City government, to prepare the municipal budget, and to implement the policies and programs initiated by the City Council. The City Manager is responsible to the City Council. As the administrative head of the City, the City Manager has the following powers and duties:

- Law Enforcement - to oversee that all laws and ordinances are enforced;
- Employment authority - to supervise, develop, motivate, evaluate and direct all City employees;
- Powers of appointment and removal - the duty to appoint, remove, promote and demote any and all employees of the City;
- Financial Reporting - informing City Council of the financial conditions and needs of the City; and
- Budget - preparing and submitting the proposed annual budget to City Council for approval.

Department
 General Government

Division
 Municipal Court

Cost Center
 0412001

Strategic Goal

Public Safety - Deliver Criminal Justice, Fire, and Hometown Security Services to the citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest city of its size in South Carolina.

Division Mission

To serve the public in the administration of law; to render judicial decisions fairly and impartially; and to administer the Municipal Court in a dignified, professional, customer focused and efficient manner consistent with the expectations of the citizens of Rock Hill.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$628,103	\$473,656	\$487,653	\$514,883	\$524,396	\$540,244
Operating Expenditures	42,315	52,290	58,545	45,171	46,842	54,820
Capital Expenditures	3,767	14,514	2,650	34,229	0	0
Total	\$674,185	\$540,460	\$548,848	\$594,283	\$571,238	\$595,064

Personnel	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
Full-Time	8	8	8	8	8	8
Part-Time	1	1	1	1	1	1
Total	9	9	9	9	9	9

2006/2007 Key Issues and Changes:

The Rock Hill Municipal Court has jurisdiction over misdemeanor criminal and traffic offenses committed within the city limits of the City of Rock Hill. The Municipal Court has jurisdiction to sentence a defendant to a fine of up to \$500.00 (plus costs and assessments) or up to thirty (30) days in jail.

When a crime has been committed, one of the main concerns of the City of Rock Hill is the victim. The Municipal Court Victims' Advocate officer offers a variety of services to victims, including counseling and crisis intervention, emotional support, assistance with problems resulting from victimization, court advocacy, assistance in completing forms, transportation, and referrals to support agencies.

Department
 General Government

Division
 Solicitor's Office

Cost Center
 0412002

Strategic Goal

Public Safety - Deliver Criminal Justice, Fire, and Hometown Security Services to the citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest city of its size in South Carolina.

Division Mission

To provide professional and responsive prosecution of criminal cases in the Rock Hill Municipal Court; to approach each citizen who has been the victim of a crime with a sense of compassion and understanding; to work in cooperation with the Rock Hill Police Department and other law enforcement agencies, including Winthrop University Police, in the preparation, presentation, and disposition of criminal cases and provide legal assistance to all departments of the City.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	\$213,128	\$220,221	\$270,825	\$245,927	\$255,313
Operating Expenditures	-	49,369	56,149	55,566	82,032	85,200
Capital Expenditures	-	0	0	0	0	0
Total	-	\$262,497	\$276,370	\$326,391	\$327,959	\$340,513
Personnel						
Full-Time	4	4	4	4	4	4
Part-Time	0	0	1	1	1	1
Total	4	4	5	5	5	5

2006/2007 Key Issues and Changes:

This Fiscal Year, the Solicitor's Office will relocate from their current location of Caldwell Street to Hampton Street (across from City Hall). The Solicitor's Office will continue to prosecute municipal code violations in Environmental Court. The Solicitor's Office will also provide legal support to the Weed and Seed program and maintain the current level of service for the jury trial docket. The Office will conduct training for the Police Department and continue to develop more opportunities for victim advocacy.

The Solicitor's Office will strive to maintain its current level of service with increases in the number of both bench and jury trials. These numbers have increased due to an increase in cases made by the Police Department. From 2003 to 2005, 29% more citations were issued, 63% more adult arrests occurred, and 31% more DUI arrests were made by the Police Department.

Department
 General Government

Division
 Public Affairs

Cost Center
 0413010

Strategic Goal

Communication – Enhance the City’s ability to provide open and effective communication with public, private, and political customers, and all other external and internal customers.

Division Mission

The Public Affairs Office exists to develop mutual understanding and support between the City government and the community by communicating public information, managing municipal public relations, fostering community partnerships, securing funds through grants, and facilitating citizen involvement.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$218,821	\$248,049	\$245,563	\$287,396	\$208,431	\$214,313
Operating Expenditures	39,900	43,984	90,705	79,907	95,515	140,985
Capital Expenditures	2,549	0	0	6,360	29,395	35,000
Total	\$261,270	\$292,033	\$336,268	\$373,663	\$333,341	\$390,298
Personnel						
Full-Time	4	4	4	4	3	3
Part-Time	1	2	1	1	2	2
Total	5	6	5	5	5	5

2006/2007 Key Issues and Changes:

Priorities for the Public Affairs Division for FY 2006/2007 include developing communication plans, operating the City’s television station, securing grant funding, and fostering community relations.

A part-time Special Projects Intern is added in FY 2006/2007, and a Planner II position is transferred to the Housing and Neighborhood Services Department this Fiscal Year.

Department
 General Government

Division
 Hometown Security

Cost Center
 0421030

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina.

Division Mission

To develop and implement security, emergency and disaster plans and related programs serving as a deterrent to threats and enhancing response and recovery operations during and after emergencies and disasters which will enable the City of Rock Hill, businesses and citizens to return to normalcy.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,200	\$33,419	\$35,614	\$37,938	\$43,493	\$43,929
Operating Expenditures	-	16,168	26,365	19,781	30,690	66,790
Capital Expenditures	-	21,573	40,200	40,446	5,750	5,750
Total	\$1,200	\$71,160	102,179	\$98,165	\$79,933	\$116,469
Personnel						
Full-Time	-	0	0	0	0	0
Part-Time	-	1	1	1	1	1
Total	-	1	1	1	1	1

2006/2007 Key Issues and Changes:

The Hometown Security Division provides assistance to City departments with the development and implementation of Emergency Response Plans based on the guidelines of the Hometown Security Plan.

This division is working with Departments to ensure that their work space is a safe work environment for its employees and customers. The Division has established an Emergency Command and Control Center for disasters and emergency situations and serves as the City liaison to county emergency operations.

This division's expenditures are summarized and budgeted within the Police Department budget.

Department
 General Government

Division/Cost Center
 Elections 0414000

Strategic Goal

Emphasize Quality of Government – Extraordinary delivery of quality services to citizens provided by a customer-focused, well trained, highly motivated workforce.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$8,025	\$0	\$11,000	\$17,023	\$11,000	\$0
Capital Expenditures	-	-	-	-	-	-
Total	\$8,025	\$0	\$11,000	\$17,023	\$11,000	\$0

Division/Cost Center
 City Attorney 0416001

Strategic Goal

Emphasize Quality of Government – Extraordinary delivery of quality services to citizens provided by a customer-focused, well trained, highly motivated workforce.

Division Mission

To serve as legal counsel and provide legal services to City Council, City Manager, Municipal Clerk, boards and commissions, and all departments of the City.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$360,263	\$440,998	\$182,550	\$301,855	\$270,000	\$270,000
Capital Expenditures	-	-	-	-	-	-
Total	\$360,263	\$440,998	\$182,550	\$301,855	\$270,000	\$270,000

2006/2007 Key Issues and Changes:

The City currently contracts with Spencer & Spencer, PA. They provide all legal work to the City Council and all City departments, prepare legal forms for departmental use, and ensure compliance with applicable laws. As General Counsel, the City Attorney provides advice and opinions on matters of municipal concern, drafts contracts and ordinances and approves them as to form and legality, and is frequently called upon to interpret the City Charter, federal and state statutes, and other laws that govern the City of Rock Hill. In addition, the City Attorney litigates all civil actions on behalf of the City and represents the City, its boards and officers in all civil trials and legal proceedings in local, state, and federal court.



Finance Department



Finance Divisional Responsibilities:

Finance Director/City Clerk

City Council Agendas
City Council Minutes
Contracts
Ordinances
Resolutions
Records

Accounting

Fixed Assets
Cash Receipts
Payroll
Debt Service
Accounts Payable
Cash Management
Financial Reporting
Accounts Receivable
General Ledger

Budget Office

Budget
Capital Improvement Plan
Performance Measurement
Financial Analysis
Operational Analysis
Performance Reporting
Revenue/Exp. Forecasts

Customer Service

Generate Bills
Customer Inquiries
New Accounts
Energy Audits
Terminated Accounts
Read Utility Meters
Disconnect/Reconnect Svc
Utility Payments
Cash Receipts
Business Licenses
Delinquencies

Purchasing/Fleet Services.

Bid Management
Requisition Mgt.
Purchase Orders
Auction
Annual Contracts
Vehicle Maintenance
Vehicle Safety Inspections
Fuel Inventory

Risk Management

Risk Protection
Loss Control
Safety Programs
Management of Insurance
Property Claims/Liability
Safety Inspections
Worker's Compensation

Mgt. Information Systems

Database Support
Data Center Operations
Network Services
End-user Support for PC's
Project Oversight
Telecommunications Support
Software Installation
Troubleshooting
Computer Training

GIS/Mapping Services

GIS System Management
Mapping
Field Surveys
Easements
AutoCAD
Project Management

Finance Department Budget:

Program Expenditures

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,304,859	\$3,557,570	\$3,686,786	\$3,751,139	\$3,927,668	\$4,045,725
Operating Expenditures	1,245,034	1,227,138	1,581,715	1,486,831	1,534,763	1,464,198
Capital Expenditures	224,167	168,919	199,350	242,926	334,661	198,000
Total	\$4,774,060	\$4,953,627	\$5,467,851	\$5,480,896	\$5,797,092	\$5,707,923
Personnel						
Full-Time	71	71	71	71	71	71
Part-Time	7	7	7	7	7	7
Total	75	78	78	78	78	78

Finance Department Mission:

Ensure the sound financial management of the City's funds by planning and furnishing accountable financial records management, including treasury management, auditing, budgeting, purchasing, tax administration, safety and risk management, customer service, utility billing, collections, delinquent collections, and information systems.

2006/2007 Key Issues and Changes:

The Finance Department provides financial and administrative leadership, supervision, support and direction for all programs in the Finance Department and financial aspects of programs City-wide. In the new Fiscal Year the department will continue to work to manage the City's resources and work with departments on cost-savings and revenue-enhancing programs.



Department
 Finance

Division
 Administration

Cost Center
 0415001

Strategic Goal

Implementation of Financial Management Plan - Develop financial policies and practices for the City of Rock Hill that ensures adequate protection of the City's financial resources.

Division Mission

To provide administrative leadership, supervision, support and direction for all programs in the Finance Department. To serve as the Municipal Clerk to City Council and provide support services which include maintaining all records of the City, codification of ordinances, and compilation of minutes.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$149,136	\$161,284	\$185,078	\$169,617	\$203,076	\$207,264
Operating Expenditures	39,986	37,284	24,578	49,057	26,055	26,405
Capital Expenditures	7,968	0	0	1,040	0	0
Total	\$197,090	\$198,568	\$209,656	\$219,714	\$229,131	\$233,669
Personnel						
Full-Time	1	1	1	1	1	1
Part-Time	2	2	2	2	2	2
Total	3	3	3	3	3	3

2006/2007 Key Issues and Changes:

The Administration Division provides oversight for the day to day operations of the Finance Department. The Division also provides primary support to the City Manager's Office in the ongoing development and implementation of the City Council's strategic planning process. The Management Services Administrator also serves as chair of the Government Finance Officers Association's (GFOA) Committee on Governmental Budgeting and Fiscal Policy and as a member of the GFOA's National Nominating Committee.

Department

Finance

Division

Accounting

Cost Center

0415005

Strategic Goal

Implementation of Financial Management Plan - Develop financial policies and practices for the City of Rock Hill that ensures adequate protection of the City's financial resources.

Division Mission

To provide City-wide accounting, internal control, and financial reporting services. To perform all necessary accounts payable and payroll functions of the City. To invest all funds of the City to maximize returns.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$311,271	\$325,880	\$349,429	\$334,283	\$363,345	\$375,024
Operating Expenditures	132,574	134,019	109,200	114,563	122,425	120,425
Capital Expenditures	0	0	0	1,522	0	0
Total	\$443,845	\$459,899	\$458,629	\$450,368	\$485,770	\$495,449
Personnel						
Full-Time	5	6	6	6	6	6
Part-Time	1	1	1	1	1	1
Total	6	7	7	7	7	7

2006/2007 Key Issues and Changes:

The Accounting Division completed the audit in compliance with the Government Accounting Standards Board Statement (GASB) 34 and submitted it to the Government Finance Officers Association for certification of achievement consideration. In conjunction with the audit, this division compiled formal records of all infrastructure assets, primarily streets, sidewalks, and storm water assets.

The Division received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for its preparation and submission of the Comprehensive Annual Financial Report for Fiscal Year Ending June 30, 2005. The Division will again submit the report for Fiscal Year ending June 30, 2006 during this fiscal year.

Department

Finance

Division

Budget

Cost Center

0415015

Strategic Goal

Implementation of Financial Management Plan - Develop financial policies and practices for the City of Rock Hill that ensures adequate protection of the City's financial resources.

Division Mission

To develop, implement, monitor, and manage the City's Budgets, the Ten-Year Capital Improvement Program, and the Five-Year Revenue and Expenditure Forecast; provide financial and operations analysis for all City operations; monitor and forecast revenues and expenditures; provide research on best practices; administer the City's Performance Measurement and Reporting Program; and handle a number of technical functions and responsibilities by working with the Mayor and Council, Office of the City Manager, and city departments and offices so that the highest levels of quality services are delivered to the residents of the City of Rock Hill in a fiscally responsible manner.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$124,397	\$129,591	\$167,626	\$169,324	\$173,566	\$179,487
Operating Expenditures	36,649	17,190	17,815	14,786	18,165	18,815
Capital Expenditures	0	0	0	0	0	0
Total	\$161,046	\$146,781	\$185,441	\$184,110	\$191,731	\$198,302
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

2006/2007 Key Issues and Changes:

The Budget Division will continue to work with its objectives of financial and operational analysis and reporting and performance measurement. Additionally this Fiscal Year, the Budget Division will perform operational reviews of City departments pursuant to the revised objectives of the Financial Management Plan Strategic Initiative.

Department

Finance

Division

Customer Service

Cost Center

0415020

Strategic Goal

Implementation of Financial Management Plan - Develop financial policies and practices for the City of Rock Hill that ensures adequate protection of the City's financial resources.

Division Mission

To provide accurate and timely utility billing and to collect charges for utility services in order to optimize cash flow for the City. To promote public awareness and understanding of the City's tax and fee structure while emphasizing customer service.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,413,514	\$1,436,185	\$1,479,896	\$1,531,258	\$1,594,116	\$1,641,982
Operating Expenditures	390,696	484,509	494,280	468,466	509,405	524,890
Capital Expenditures	37,174	18,924	27,500	22,893	2,000	0
Total	\$1,841,384	\$1,939,618	\$2,001,676	\$2,022,617	\$2,105,521	\$2,166,872
Personnel						
Full-Time	31	32	34	34	34	34
Part-Time	2	2	2	2	2	2
Total	33	34	36	36	36	36

2006/2007 Key Issues and Changes:

The Division is continuing to investigate technology and funding sources to change the manner in which consumption-based service meter readings are collected. This project will save costs, improve efficiencies, and offer customers greater access to consumption information.

Business process reengineering has improved the customer accessibility to the Business License process for FY 2006/2007. Additionally, a scheduled billing system upgrade will enhance system functionality this Fiscal Year.

Department

Finance

Division

Purchasing/Fleet Services

Cost Center

0415035

Strategic Goal

Implementation of Financial Management Plan - Develop financial policies and practices for the City of Rock Hill that ensures adequate protection of the City's financial resources.

Division Mission

To provide competitive and timely purchase of supplies, materials, equipment and services which meet the needs of departments and adhere to state and municipal procurement guidelines and regulations and to ensure the safe and reliable use of city vehicles by providing quality, cost-effective fleet maintenance services.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$801,670	\$838,669	\$838,983	\$881,344	\$894,396	\$921,708
Operating Expenditures	92,554	38,281	157,096	94,786	208,546	214,061
Capital Expenditures	16,138	10,025	34,250	23,660	24,000	0
Total	\$910,362	\$886,975	\$1,030,329	\$999,790	\$1,126,942	\$1,135,769
Personnel						
Full-Time	18	17	18	18	18	18
Part-Time	1	1	1	1	1	1
Total	19	18	19	19	19	19

2006/2007 Key Issues and Changes:

During this Fiscal Year the Purchasing/Fleet Services Division will continue with the objectives of contract management, the sale of City property, inventory management, coordinating the annual City Auction, and the provision of fleet services. These services are provided for a fleet which grows more technologically advanced with each acquisition.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Three replacement backhoes are approved for Fiscal Year 2006/2007 and are funded through capital lease payments. These costs are reflected above in the Operating Expenditures amount. They are also detailed in the Capital Summary.

Department

Finance

Division

Risk Management

Cost Center

0415045

Strategic Goal

Implementation of Financial Management Plan - Develop financial policies and practices for the City of Rock Hill that ensures adequate protection of the City's financial resources.

Division Mission

To implement and administer a comprehensive risk management program with the highest concern for employee safety, public safety, prevention of financial losses from liability claims and contractual matters, and the reduction of physical damage to property. To promote citywide safety through inspections, training and other loss prevention/reduction techniques.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$153,947	\$148,997	\$151,537	\$165,452	\$159,996	\$164,948
Operating Expenditures	134,826	131,273	120,175	109,266	106,545	107,545
Capital Expenditures	19,217	0	0	0	0	0
Total	\$307,990	\$280,270	\$271,712	\$274,718	\$266,541	\$272,493
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	1	1	1	1	1	1
Total	3	3	3	3	3	3

2006/2007 Key Issues and Changes:

The Risk Management Division emphasis will continue to be on a strong proactive loss prevention and safety program which will be a material factor in reduction of claims.

Department
 Finance

Division
 Management Information Systems

Cost Center
 0415050

Strategic Goal

Implementation of Financial Management Plan - Develop financial policies and practices for the City of Rock Hill that ensures adequate protection of the City's financial resources.

Division Mission

To provide managed informational services for all City-wide infrastructure through the development of integrated informational/communication systems to improve flow of information throughout the City's organizational units.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$350,924	\$375,427	\$346,287	\$352,307	\$366,489	\$377,560
Operating Expenditures	417,749	343,100	594,196	576,281	547,247	454,682
Capital Expenditures	143,670	101,560	107,600	165,724	223,161	105,000
Total	\$912,343	\$820,087	\$1,048,083	\$1,094,312	\$1,136,897	\$937,242
Personnel						
Full-Time	5	5	5	5	5	5
Part-Time	1	1	1	1	0	0
Total	6	6	6	6	5	5

2006/2007 Key Issues and Changes:

As the City grows and City facilities incorporate a larger footprint, this Division faces the challenges of connecting these facilities while continuing to maintain multiple servers, software, and hardware to ensure that the City operates effectively. This division will also provide considerable support for an enterprise-wide system upgrade this Fiscal Year.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for this division.

Department

Finance

Division

Geographic Information System (GIS)/Mapping Services

Cost Center

0415060

Strategic Goal

Implementation of Financial Management Plan - Develop financial policies and practices for the City of Rock Hill that ensures adequate protection of the City's financial resources.

Division Mission

To aid in the development, operation and maintenance of the Geographic Information System (GIS) to increase the efficiency of graphic and non-graphic digital data query and production which will meet the public's requests for information and assist City staff in organizational decision making.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$0	\$141,537	\$167,950	\$147,554	\$172,684	\$177,752
Operating Expenditures	0	41,482	64,375	59,626	59,375	60,375
Capital Expenditures	0	38,410	30,000	28,087	22,500	30,000
Total	\$0	\$221,429	\$262,325	\$235,267	\$254,559	\$268,127
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	1	1
Total	2	2	2	2	3	3

2006/2007 Key Issues and Changes:

This division is an integral part of the creation and maintenance of spatial information to aid in the creation of maps and data analysis. As a result, this division works with all departments in assisting them with their geospatial and mapping needs. With the existing environment of changing technology, the most important challenge for the division is to upgrade the GIS data server which in turn affects individual GIS users. The reduction of downtime during this upgrade process is most critical. Another challenge will be to implement several GIS/SQL based web sites to allow customers to query development projects and building permits.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for this division.





Human Resources Divisional Responsibilities:

Administration

Management and Staff Training
Employee and Retiree Benefits
Wage and Salary Administration
Employment Law Compliance
Employee Relations
Youth Grant Programs

Personnel Services

Recruitment, Reference Checking
New-Hire Testing and Orientation
Employee Relations
Special Events
Mail Courier Services

Human Resources Department Budget:

Program Expenditures

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$440,923	\$485,292	\$536,235	\$569,046	\$563,588	\$578,410
Operating Expenditures	114,490	135,756	135,999	145,952	155,057	169,077
Capital Expenditures	0	0	0	12,553	0	0
Total	\$555,413	\$621,048	\$672,234	\$727,551	\$718,645	\$747,487
Personnel						
Full-Time	8	7	7	7	7	7
Part-Time	1	1	2	2	2	2
Total	9	8	9	9	9	9

Human Resources Department Mission:

To direct citywide human resources services in a manner that is innovative, effective, efficient, and customer focused. Serve as a conduit through which City Management affects comprehensive organizational change and quality of government.

2006/2007 Key Issues and Changes:

Regardless of the department, each position filled requires advertising, background checks, applications, copies of applications, drug screens, enrollment materials, and other miscellaneous supplies and services. These costs and related increases are funded generally through the Human Resources Department.



Department
 Human Resources

Division
 Administration

Cost Center
 0417001

Strategic Goal

Emphasize Quality of Government – Extraordinary delivery of quality services to citizens provided by a customer-focused, well trained, highly motivated workforce.

Division Mission

To direct citywide human resources services in a manner that is innovative, effective, efficient, and customer focused. Serve as a conduit through which City Management affects comprehensive organizational change and quality of government.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$240,861	\$270,030	\$304,822	\$340,326	\$345,892	\$353,331
Operating Expenditures	86,883	103,223	107,900	119,495	124,902	137,817
Capital Expenditures	0	0	0	12,553	0	0
Total	\$327,744	\$373,253	\$412,722	\$472,374	\$470,794	\$491,148
Personnel						
Full-Time	3	3	3	3	3	3
Part-Time	1	1	2	2	2	2
Total	4	4	5	5	5	5

2006/2007 Key Issues and Changes:

In an effort to attract and retain a quality workforce, the Human Resources Department has worked with departments to re-engineer the benefits package to include a more cost-effective health insurance system with greater benefits, a full-service credit union, financial planning services, and a conversion of unused sick leave to annual leave policy. Each of these programs has been implemented for the beginning of the new Fiscal Year.

Department
 Human Resources

Division
 Personnel Services

Cost Center
 0417005

Strategic Goal

Emphasize Quality of Government – Extraordinary delivery of quality services to citizens provided by a customer-focused, well trained, highly motivated workforce.

Division Mission

Provide employment, training, and departmental partnerships that enable the City to excel in its goal of being a customer-driven organization.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$200,062	\$215,262	\$231,413	\$228,720	\$217,696	\$225,079
Operating Expenditures	27,607	32,533	28,099	26,457	30,155	31,260
Capital Expenditures	0	0	0	0	0	0
Total	\$227,669	\$247,795	\$259,512	\$255,177	\$247,851	\$256,339
Personnel						
Full-Time	5	5	4	4	4	4
Part-Time	0	0	0	0	0	0
Total	5	5	4	4	4	4

2006/2007 Key Issues and Changes:

Recruitment and retention of a diverse workforce are current challenges that require a multifaceted response. The retention of this high quality workforce requires a focus on mentoring, an enhanced benefits package, and appropriate training and development opportunities. All are strategic goals for the upcoming year.



Planning Department Divisional Responsibilities:

Administration

Personnel Management
Customer Service
Staff Training

Airport

Planning and Development
Leases
FAA/SCDOT Compliance
Hangars
Facilities
Runways

Long-Range Planning/Transportation

Comprehensive Planning
Plan Reviews
Annexation
Land Uses/Zoning Compliance
Zoning Enforcement
Transportation Planning
Planner of the Day

Planning Department Budget:

Program Expenditures

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	\$1,447,427	\$1,441,318	\$363,453	\$243,372	\$388,672	\$407,411
Operating Expenditures	493,428	641,516	514,400	561,570	529,078	557,245
Capital Expenditures	21,920	84,320	128,500	102,726	60,000	52,000
Total	\$1,962,775	\$2,167,154	\$1,006,353	\$907,668	\$977,750	\$1,016,656
Personnel						
Full-Time	26	28	4	4	5	5
Part-Time	5	5	2	2	1	1
Total	31	33	6	6	6	6

Planning Department Mission:

To promote quality, sustainable development within the City through such programs as growth and land use management and code and zoning compliance. To provide all services and information in an efficient and customer-focused manner.

2006/2007 Key Issues and Changes:

One of the key programs of the Planning Services Department this Fiscal Year is the Growth Management Study, which Council has directed staff to develop and complete. Ultimately this plan will provide the City with growth management policy directions that will guide future growth, annexations, and utility extension decisions in the Urban Services Area that both the City and County are working to develop.



Department
 Planning

Division / Cost Center

Administration / 0418001

Strategic Goal

Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

To provide administrative leadership, supervision, support and direction for all programs in the Planning Services Department so that services are delivered in a quality, cost-effective manner, while emphasizing friendly and professional customer service.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$230,580	\$248,305	\$139,718	\$140,580	\$135,462	\$145,738
Operating Expenditures	32,533	40,715	13,220	20,440	15,540	17,840
Capital Expenditures	1,742	0	0	0	0	0
Total	\$264,855	\$289,020	\$152,938	\$161,020	\$151,002	\$163,578
Personnel						
Full-Time	3	3	1	1	1	1
Part-Time	1	1	1	1	1	1
Total	4	4	2	2	2	2

2006/2007 Key Issues and Changes:

In January of 2005, the Rock Hill City Council initiated development of a Growth Management Study for the unincorporated portions of the Rock Hill Urban Services Area. The unincorporated Urban Services Area is generally located just outside the existing City limits and represents the area Rock Hill could potentially annex and/or provide urban services to over the next twenty years.

The Study was initiated in response to the tremendous growth in the unincorporated USA and is intended to provide the City with a roadmap to guide future annexation and utility extension decisions. A map of Rock Hill Urban Services Area is available for review here.

The Growth Management Study process involves development of seven key work products and is scheduled for completion this Fiscal Year. The Study will be considered by the Rock Hill City Council as a component of the Rock Hill Comprehensive Plan.

Department

Planning

Division

Long-Range Planning/Transportation

Cost Center

0418002

Strategic Goal

Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

To provide professional recommendations, information, and support to citizens and city officials to carry out a continuing planning and zoning program for sustainable physical, social and economic growth, development and redevelopment of the City of Rock Hill.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	\$186,862	\$53,480	\$198,739	\$205,228
Operating Expenditures	-	-	275,050	205,214	269,490	311,240
Capital Expenditures	-	-	7,500	9,525	0	2,000
Total	-	-	\$469,412	\$268,219	\$468,229	\$518,468
Personnel						
Full-Time	-	-	3	3	3	3
Part-Time	-	-	0	0	0	0
Total	-	-	3	3	3	3

2006/2007 Key Issues and Changes:

The City of Rock Hill continues to experience tremendous growth. The primary issue for the Planning Services Department is to promote livable and sustainable development which ensures more orderly and efficient growth within our community. During the next few years, the Planning Services Department will focus on comprehensive planning and growth management, major policy initiatives, and the coordination of planning efforts with York County and the Charlotte Metro Region. In addition, the Department will oversee focal point plans, corridor planning and airport planning.

Department
 Planning

Division
 Airport

Cost Center
 0418025

Strategic Goal

Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

To promote, operate, and maintain the City's airport to ensure the facility is safe and up-to-date to attract air travelers to the area.

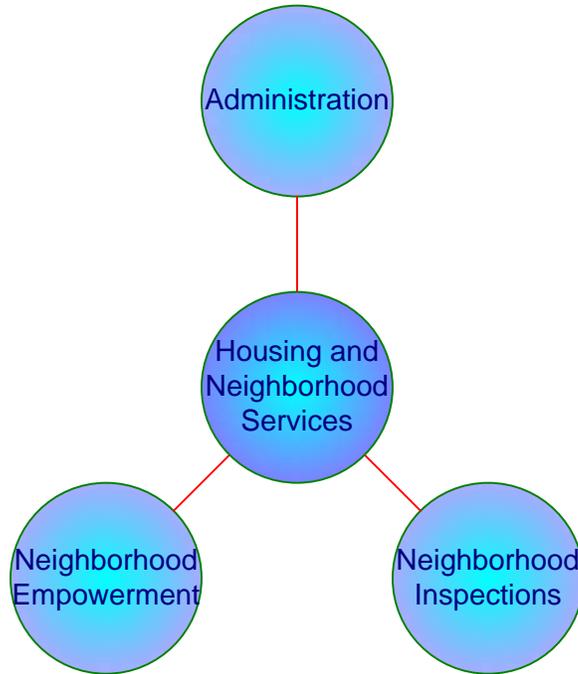
Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	\$42,816	\$36,873	\$49,306	\$54,471	\$56,445
Operating Expenditures	-	117,217	226,130	255,897	244,048	228,165
Capital Expenditures	-	0	121,000	93,200	60,000	50,000
Total	-	\$160,033	\$384,003	\$398,403	\$358,519	\$334,610
Personnel						
Full-Time	-	0	0	0	1	1
Part-Time	-	1	1	1	0	0
Total	-	1	1	1	1	1

The airport is owned and operated by the City of Rock Hill. A joint City/County Airport Commission advises the City Council on operational matters, and advises both the City and County Councils on planning and capital improvements.

Capital

Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for this Division. Capital items are outlined in the Capital Summary section.





Housing and Neighborhood Services Department Divisional Responsibilities:

Administration

Coordinate Civics Courses
CDBG Administration

Neighborhood Empowerment

Develop Neighborhood Organizations
Organize Neighborhood Meetings

Neighborhood Development Services

Affordable Housing Program
Historic Preservation
Inspections
Education/Prevention

Housing and Neighborhood Services Department Budget:

Program Expenditures

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	\$698,893	\$716,561	\$807,583	\$821,743
Operating Expenditures	-	-	191,612	155,840	236,605	230,505
Capital Expenditures	-	-	2,200	5,977	26,500	57,000
Total	-	-	\$892,705	\$878,378	\$1,070,688	\$1,109,248
Personnel						
Full-Time	-	-	9	9	10	10
Part-Time	-	-	8	8	8	8
Total	-	-	17	17	18	18

Housing and Neighborhood Services Department Mission:

The Housing and Neighborhood Services Department will help create partnerships between the neighborhood residents, business community, and local government to create a safer, healthier, and friendlier environment. Through programs, training, and support these partnerships will encourage responsible home ownership, provide a means of revitalizing neighborhoods, support community pride and develop personal empowerment.

2006/2007 Key Issues and Changes:

Housing and Neighborhood Services is a new Department effective July 1, 2005. It includes the Neighborhood Empowerment Division (formerly of the City Management Department), the Environmental Inspections/Community Improvements effort (formerly of the Public Works Department), and the Community Development Services Division (formerly of the Planning Department). Housing and Neighborhood Services Department staff will work with all City departments to ensure that we are more focused on neighborhoods in our service delivery.

This new department provides the dedicated staff necessary to enforce the Comprehensive Property Maintenance Program.



Department

Housing and Neighborhood Services

Division

Administration

Cost Center

0420001

Strategic Goal

Emphasize Quality of Government – Extraordinary delivery of quality services to citizens provided by a customer-focused, well trained, highly motivated workforce.

Division Mission

Provide support to The Neighborhood Development Division and The Neighborhood Empowerment Division of The Housing and Neighborhood Services Department.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	-	-	\$208,979	\$215,784
Operating Expenditures	-	-	-	3,500	56,000	50,000
Capital Expenditures	-	-	-	-	9,500	0
Total	-	-	-	\$3,500	\$274,479	\$265,784
Personnel						
Full-Time	-	-	-	-	4	4
Part-Time	-	-	-	-	0	0
Total	-	-	-	-	4	4

2006/2007 Key Issues and Changes:

Staff will continue to administer the City's Community Development Block Grant (CDBG) to ensure that low and moderate income persons are benefited and aid in the prevention or elimination of slums or blighted areas. Staff will seek out and administer grants related to the Housing and Neighborhood Services mission.

Department

Housing and Neighborhood Services

Division

Neighborhood Empowerment

Cost Center

0420005

Strategic Goal

Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

To stabilize and revitalize neighborhoods by encouraging and assisting citizens with developing neighborhood organizations, so they may better access City services and identify and leverage community resources. Neighborhood Empowerment serves as a link between City government and Rock Hill neighborhoods and works to build a sense of community and partnership within and between neighborhoods, the City of Rock Hill, and other public and private stakeholders.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	\$200,425	\$245,600	\$196,317	\$201,295
Operating Expenditures	-	-	55,445	54,343	47,470	53,870
Capital Expenditures	-	-	2,200	2,455	0	0
Total	-	-	\$258,070	\$302,398	\$243,787	\$255,165
Personnel						
Full-Time	-	-	2	2	2	2
Part-Time	-	-	2	2	2	2
Total	-	-	4	4	4	4

2006/2007 Key Issues and Changes:

This Fiscal Year, the division will emphasize the continued growth and viability of neighborhood associations throughout the community. The division also has the responsibility for the implementation of the Weed and Seed initiative and will oversee the continuation of the Inside Rock Hill community civics course.

Department

Housing and Neighborhood Services

Division

Neighborhood Development

Cost Center

0420010

Strategic Goal

Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

To provide customer-focused community development and housing services in a cost-effective manner that ensure quality development and living standards for all citizens. To improve health, safety, and community appearance through education and ordinance enforcement. To plan and implement quality programs which involve the public in community improvement, waste reduction, litter control, and environmental education.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	\$228,247	\$229,049	\$402,287	\$404,664
Operating Expenditures	-	-	36,335	61,784	133,135	126,635
Capital Expenditures	-	-	0	22	17,000	57,000
Total	-	-	\$264,582	\$290,855	\$552,422	\$588,299
Personnel						
Full-Time	-	-	4	4	4	4
Part-Time	-	-	1	1	6	6
Total	-	-	5	5	10	10

2006/2007 Key Issues and Changes:

In Fiscal Year 2006/2007, this Division incorporates the former Neighborhood Inspections Division.

As the community continues to grow, this division will face the challenge of providing technical assistance and guidance in the areas of affordable housing, property maintenance and neighborhood revitalization.

Department

Housing and Neighborhood Services

Division

Neighborhood Inspections

Cost Center

0420015

Strategic Goal

Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

To improve health, safety, and community appearance through education and ordinance enforcement. To plan and implement quality programs which involve the public in community improvement, waste reduction, litter control, and environmental education.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	\$270,221	\$241,912	-	-
Operating Expenditures	-	-	99,832	39,713	-	-
Capital Expenditures	-	-	0	0	-	-
Total	-	-	\$370,053	\$281,625	-	-
Personnel						
Full-Time	-	-	3	3	-	-
Part-Time	-	-	5	5	-	-
Total	-	-	8	8	-	-

2006/2007 Key Issues and Changes:

In Fiscal Year 2006/2007, this Division is combined with the Neighborhood Development Division.



Police Department Divisional Responsibilities:

Administration

Personnel Management
Community Relations
Department Oversight
Policy

Investigations

General Sessions Investigations
Crimes Against Persons
Crimes Against Property
Major Crime Scene Processing
Narcotics/Drug Enforcement Unit
Street Crimes Unit
Victim/Witness Program

Patrol

Enforce Traffic Law
Proactive Patrol
Citizen Calls for Service
Make Arrests
Serve Warrants
Investigate Motor Vehicle Accidents
Courtroom Security

Support Services

Detention
Community Services
School/Youth Resources
Professional Development & Training
Evidence
Recruitment
Accreditation
Sexual Assault Nurse Examiner
Weed and Seed Project

Information Management

Budget
Crime Analysis
Technology
Record Management
Telecommunications
Paging & Cellular Communications

Police Department Budget:

Program Expenditures

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$6,997,909	\$7,338,026	\$7,849,112	\$7,761,613	\$8,430,358	\$8,684,685
Operating Expenditures	1,116,498	1,541,365	1,670,720	1,611,239	2,117,508	2,113,307
Capital Expenditures	657,877	462,414	436,858	542,531	347,659	189,974
Non-Operating Expenditures	28,139	28,440	34,000	34,073	25,700	37,485
Total\$	\$8,800,423	\$9,370,245	\$9,990,690	\$9,949,456	\$10,921,225	\$11,025,451

Personnel	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
Full-Time	153	157	159	159	165	165
Part-Time	3	4	4	4	4	4
Total	156	161	163	163	169	169

Police Department Mission:

Members of the Rock Hill Police Department are dedicated to delivering high quality police services through meaningful community partnerships and problem solving. The Department is built on a philosophy that includes the values of: Community, Excellence, Integrity, Loyalty, and Teamwork.

2006/2007 Key Issues and Changes:

A new Street Crimes Unit is approved for the Police Department effective in Fiscal Year 2006-2007. The new unit will be comprised of five officers and one sergeant and will work proactively to address areas of emerging crime concern.

Also effective this Fiscal Year, the Police Department adds one additional division – Information Management. The Hometown Security detail is found under the General Government section.



Department
Police

Division
Administration

Cost Center
0421001

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina.

Division Mission

Members of the Rock Hill Police Department are dedicated to delivering high quality police services through meaningful community partnerships and problem solving. The Police Department is built on a philosophy that includes the values of: Community, Teamwork, Integrity, Loyalty, and Excellence.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$6,996,709	\$7,304,607	\$500,302	\$1,026,192	\$409,594	\$428,177
Operating Expenditures	1,116,498	1,525,197	772,442	914,262	860,684	956,114
Capital Expenditures	657,877	440,841	94,000	184,206	191,000	91,000
Non-Operating Expenditures	28,139	28,440	0	0	0	0
Total	\$8,799,223	\$9,299,085	\$1,366,744	\$2,124,733	\$1,461,278	\$1,475,291
Personnel						
Full-Time	153	157	2	2	2	2
Part-Time	3	4	0	0	0	0
Total	156	161	2	2	2	2

2006/2007 Key Issues and Changes:

The Police Department was reorganized in Fiscal Year 2005/2006 into multiple divisions. The detail listed above as expenditures and personnel account for all divisions of the Police Department through the 2004/2005 Budget. Information Management adds to the cost centers established in last Fiscal Year's budget of Administration, Investigations, Patrol, and Support Services.

Capital

Capital lease payments for police vehicles are approved for procurement in Fiscal Year 2006/2007 in the operating expenditures category. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 and 2007/2008 budget have also been included in the operating expenditure lines for this division. Additional capital items are outlined in the Capital Summary section.

Department

Police

Division

Investigations

Cost Center

0421005

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina.

Division Mission

Members of the Criminal Investigations Division are dedicated to conducting thorough, fair, and impartial persons and property investigations. Division members take a proactive approach toward focusing resources on crime detection, investigation, and apprehension of criminal offenders.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	\$1,385,864	\$1,134,482	\$1,465,232	\$1,505,427
Operating Expenditures	-	-	87,909	63,014	194,317	74,112
Capital Expenditures	-	-	25,000	0	47,963	0
Total	-	-	\$1,498,773	\$1,197,496	\$1,707,512	\$1,579,539
Personnel						
Full-Time	-	-	25	25	30	30
Part-Time	-	-	0	0	0	0
Total	-	-	25	25	31	31

2006/2007 Key Issues and Changes:

The Street Crimes Unit is a new unit in Fiscal Year 2006/2007 and is located in the Investigations cost center. The unit, made up of six sworn personnel, includes five Police Officer II's and one Police Sergeant. One of the Police Officer II positions is filled with an existing position in the Department. An additional Senior Police Officer is added this year for gang-related investigations.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for Police Divisions.

Department

Police

Division

Patrol

Cost Center

0421010

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina.

Division Mission

The members of the Rock Hill Police Department, Patrol Division, are dedicated to providing timely and professional service to the citizens of Rock Hill. Our goal is to improve the quality of life for our citizens and to enhance traffic safety within our community.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	\$3,798,684	\$3,143,536	\$3,907,989	\$4,102,357
Operating Expenditures	-	-	43,692	49,740	68,264	58,450
Capital Expenditures	-	-	600	0	32,575	22,875
Total	-	-	\$3,842,976	\$3,193,276	\$4,008,828	\$4,183,682
Personnel						
Full-Time	-	-	75	75	75	75
Part-Time	-	-	1	1	1	1
Total	-	-	76	76	76	76

2006/2007 Key Issues and Changes:

The Police Department is reorganized this Fiscal Year into multiple divisions. The detail listed above as expenditures and personnel beginning in Fiscal Year 2005/2006 were formerly reported in the Administration Division – Cost Center 0421001.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for Police Divisions.

Department

Police

Division

Support Services

Cost Center

0421020

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina.

Division Mission

Members of the Rock Hill Police Department Support Services Division are dedicated to being responsive, fair, and impartial to the needs of the community and the employees of the agency when conducting investigations. We are also dedicated to delivering high quality police services through meaningful community partnerships and leading the department in problem solving. We strive to provide the most up to date and relevant training possible to all employees of the agency.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	\$2,128,648	\$2,419,465	\$1,511,195	\$1,477,763
Operating Expenditures	-	-	737,912	563,234	478,315	481,907
Capital Expenditures	-	-	277,058	317,879	4,071	70,349
Non-Operating Expenditures	-	-	34,000	34,000	25,700	37,485
Total	-	-	\$3,177,618	\$3,334,578	\$2,019,281	\$2,067,504
Personnel						
Full-Time	-	-	57	57	30	30
Part-Time	-	-	2	2	2	2
Total	-	-	59	59	32	32

2006/2007 Key Issues and Changes:

The expenditures reduction in Fiscal Year 2006/2007 is due to the transfer of several employees to the newly formed Information Management Division (Cost Center 0421025).

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for Police Divisions.

Department

Police

Division

Information Management

Cost Center

0421025

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina.

Division Mission

Members of the Information Management Division, as the first point of contact, are committed to providing the citizens of Rock Hill a professional customer service experience. Members will provide accurate and near real-time crime analysis and maintain records/archives as required by State Law. In addition, members will provide for the implementation and maintenance of technology systems, utilizing state of the art technology as needed to assist in reducing crime.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	-	-	\$1,092,855	\$1,127,032
Operating Expenditures	-	-	-	-	485,238	475,934
Capital Expenditures	-	-	-	-	66,300	0
Total	-	-	-	-	\$1,644,393	\$1,602,966
Personnel						
Full-Time	-	-	-	-	27	27
Part-Time	-	-	-	-	0	0
Total	-	-	-	-	27	27

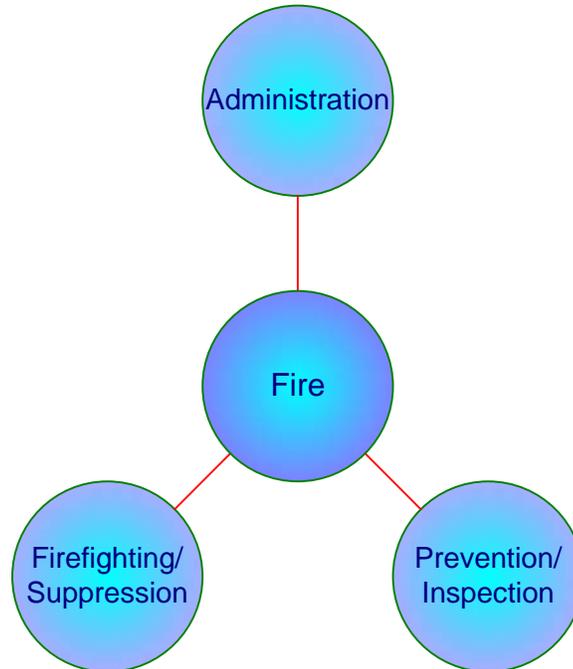
2006/2007 Key Issues and Changes:

This is a new division for Fiscal Year 2006/2007. The detail listed above as expenditures and personnel beginning in Fiscal Year 2006/2007 were formerly reported in the Support Services Division – Cost Center 0421020.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for Police Divisions.





Fire Department Divisional Responsibilities:

Administration

Public Education
Safety Classes

Fire Prevention/Inspection

Inspections
Arson Investigation
Public Education

Fire Fighting/Suppression

Fire Suppression
First Responder
Hazardous Materials
CPR
Training
Water Rescue
Industrial Accidents
Public Education

Fire Department Budget:

Program Expenditures

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,852,711	\$4,484,358	\$4,913,730	\$4,912,357	\$5,000,032	\$5,138,762
Operating Expenditures	419,189	475,715	590,001	655,235	705,217	880,213
Capital Expenditures	34,429	51,905	101,700	75,906	417,500	611,173
Total	\$4,306,329	\$5,011,978	\$5,605,431	\$5,643,498	\$6,122,749	\$6,630,148
Personnel						
Full-Time	96	103	106	106	106	106
Part-Time	1	1	0	0	0	0
Total	97	104	106	106	106	106

Fire Department Mission:

To provide a range of programs and services designed to protect the lives and property of those who live, visit, or invest in the City of Rock Hill from the adverse effects of fires, medical emergencies, and other hazardous conditions, natural or man-made.

2006/2007 Key Issues and Changes:

In Fiscal Year 2006/2007, the Fire Department will locate and construct a new fire station. Additionally, one frontline pumper will be replaced in the new Fiscal Year. The Fire Department is also in the process of starting a pilot program with a smaller vehicle for medical responses in an effort to save on fuel and maintenance costs on the department's larger apparatus. The Capital Summary details two vehicles for this purpose.

This department supports community service programs including free blood pressure checks at each fire station; in-school mentoring programs; free smoke detectors to the elderly and low-income households; and child education of "Stop Drop and Roll." In addition to community service programs, this department performs some specialized services. These services include: Emergency Medical, Confined Space, Vehicle Extrication, High/low level Rescue, and Hazardous Materials. Detailed budgets and changes of each division of the Fire Department follow.



Department
 Fire

Division
 Administration

Cost Center
 0422001

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina.

Division Mission

To provide leadership, administrative support, planning services, and training for all operations in the Fire Services Department to ensure the citizens and businesses of Rock Hill receive high quality fire protection and fire prevention services.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$313,187	\$303,147	\$274,204	\$270,239	\$297,666	\$303,244
Operating Expenditures	227,939	192,745	212,880	218,709	237,185	246,955
Capital Expenditures	5,454	4,120	7,500	9,176	265,500	375,173
Total	\$546,580	\$500,012	\$494,584	\$498,124	\$800,351	\$925,372
Personnel						
Full-Time	4	4	4	4	4	4
Part-Time	1	1	0	0	0	0
Total	5	5	4	4	4	4

2006/2007 Key Issues and Changes:

The Administration Division is responsible for all administrative and support functions of the Department. The Chief is responsible for ensuring that the Department resources are utilized efficiently and effectively, providing the best possible fire safety and related services to the citizenry.

The Department has selected an architectural firm to begin the building phase of a new Fire Station. Bids are in for the project, and the selection will be made when the site is secured.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. All capital items are budgeted for in the General Fund operating budget. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.

Department
 Fire

Division
 Fire Fighting/Suppression

Cost Center
 0422005

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina.

Division Mission

To minimize the loss of life and property in the community through immediate and effective deployment of personnel and equipment at fires, medical emergencies, and other dangerous conditions including hazardous materials spills and rescues.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,307,013	\$3,896,311	\$4,341,415	\$4,356,229	\$4,387,469	\$4,510,523
Operating Expenditures	173,898	258,777	349,095	399,210	426,938	593,648
Capital Expenditures	28,188	0	46,200	50,235	147,000	224,000
Total	\$3,509,099	\$4,155,088	\$4,736,710	\$4,805,674	\$4,961,407	\$5,328,171
Personnel						
Full-Time	87	93	96	96	96	96
Part-Time	0	0	0	0	0	0
Total	87	93	96	96	96	96

2006/2007 Key Issues and Changes:

The Fire Suppression Division is responsible for all field operations of the Fire Department. These services include confined space, hazardous materials, rescue and extrication, high/low angle rescue, fire suppression, and medical services. With the completion of staffing of our second ladder company, the department's first aerial platform apparatus, the Fire Department will continue to improve on the service needs of our residents.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.

Department
 Fire

Division
 Fire Prevention/Inspections

Cost Center
 0422010

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina.

Division Mission

The Fire Prevention/Inspections Division ensures a fire-safe community through effective fire code enforcement, fire prevention education, and fire investigation.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$232,511	\$284,900	\$298,111	\$285,889	\$314,897	\$324,995
Operating Expenditures	17,352	24,193	28,026	37,316	41,094	39,610
Capital Expenditures	787	47,785	18,000	16,495	5,000	12,000
Total	\$250,650	\$356,878	\$344,137	\$339,700	\$360,991	\$376,605
Personnel						
Full-Time	5	6	6	6	6	6
Part-Time	0	0	0	0	0	0
Total	5	6	6	6	6	6

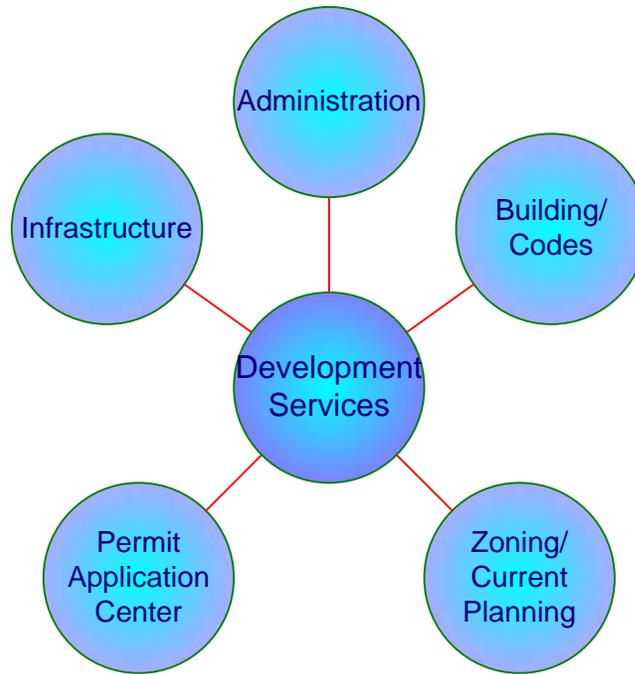
2006/2007 Key Issues and Changes:

The Fire Prevention/Inspections Division educates the public through fire safety education programs and involvement with community groups. In addition to prevention, this division conducts investigations into the cause of various fires including those of suspicious, incendiary, or undetermined nature, and all fires involving loss of life or large dollar losses.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.





Development Services Department Divisional Responsibilities:

Administration

Personnel Management
Customer Service
Staff Training

Permit Application Center

Development Coordination
Plan Tracking
Planner of the Day Activities

Building/Codes

Plan Review
Inspections
Code Enforcement

Infrastructure

Site/Subdivision Plan Review
Water and Sewer Permitting
Erosion Control/Stormwater Permitting
Erosion Control/Stormwater Enforcement
Water/Sewer/Stormwater Inspections
Roadway Inspections

Zoning/Current Planning

Comprehensive Planning
Land Uses/Zoning Compliance
Zoning Enforcement
Transportation Planning

Development Services Department Budget:

Program Expenditures

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	\$1,107,142	\$963,978	\$1,304,731	\$1,351,807
Operating Expenditures	-	-	399,330	404,097	334,844	370,432
Capital Expenditures	-	-	37,090	50,252	18,300	17,120
Total	-	-	\$1,543,562	\$1,418,327	\$1,657,875	\$1,739,359
Personnel						
Full-Time	-	-	29	29	29	29
Part-Time	-	-	0	0	0	0
Total	-	-	29	29	29	29

Development Services Department Mission:

To promote quality, sustainable development within the City through the implementation of the adopted Zoning, Land Development and Building ordinances and codes. To create a one stop service for investment in Rock Hill where every regulatory activity from the conception of the idea to the completion of the project will be handled by a single department.

2006/2007 Key Issues and Changes:

The New Development Services Department was formed to manage building and codes through the Inspections and Development Coordinating Center efforts. The Department also manages zoning and current planning issues.

An interim manager was hired to assist with the transition. The interim manager has effectively reengineered the organization of the Development Services Department to improve service delivery.



Department
 Development Services

Division
 Administration

Cost Center
 0423001

Strategic Goal

Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

To provide all services and information needed to develop land, buildings and infrastructure in an efficient and customer-focused manner. To handle as many request and permits as possible on the spot so the customer is not required to make numerous trips to different departments for simple approvals.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	\$114,021	\$43,240	\$142,924	\$147,400
Operating Expenditures	-	-	39,215	36,376	74,840	103,190
Capital Expenditures	-	-	0	0	0	0
Total	-	-	\$153,236	\$79,616	\$217,764	\$250,590
Personnel						
Full-Time	-	-	2	2	2	2
Part-Time	-	-	0	0	0	0
Total	-	-	2	2	2	2

2006/2007 Key Issues and Changes:

A new Director for the Development Services Department is hired effective Fiscal Year 2006/2007. This position reports to the City Manager and will oversee the efforts of Building/Codes, Zoning/Current Planning, the Permit Application Center, and the Infrastructure Division.

Department

Development Services

Division

Building/Codes

Cost Center

0423005

Strategic Goal

Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

To protect the health and well-being of the citizens of Rock Hill through an effective code enforcement program dedicated to providing customers focused service through continuing education, innovative policies and procedures, and advanced computer technology.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	\$684,587	\$669,806	\$405,277	\$418,675
Operating Expenditures	-	-	169,020	265,787	45,114	60,455
Capital Expenditures	-	-	0	0	0	0
Total	-	-	\$853,607	\$935,593	\$450,391	\$479,130
Personnel						
Full-Time	-	-	7	7	7	7
Part-Time	-	-	0	0	0	0
Total	-	-	7	7	7	7

2006/2007 Key Issues and Changes:

This is a new Division of the new Development Services Department with the responsibility for providing quality service to its customers in the areas of plan review, building inspection, and code enforcement. The division receives and reviews plans and permits for development/ remodeling in the City; performs building inspections, and monitors code enforcement.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. All capital items are budgeted for in the General Fund operating budget. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2005/2006 budget have been included in the operating expenditure lines for this division.

Department
 Development Services

Division
 Zoning/Current Planning

Cost Center
 0423010

Strategic Goal

Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

To provide professional recommendations, information, and support to citizens and city officials to carry out a continuing planning and zoning program for sustainable physical, social and economic growth, development and redevelopment of the City of Rock Hill.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	\$308,534	\$250,716	\$388,054	\$406,100
Operating Expenditures	-	-	192,925	105,141	54,340	60,012
Capital Expenditures	-	-	35,260	47,045	12,200	12,420
Total	-	-	\$536,719	\$402,902	\$454,594	\$478,532
Personnel						
Full-Time	-	-	7	7	7	7
Part-Time	-	-	0	0	0	0
Total	-	-	7	7	7	7

2006/2007 Key Issues and Changes:

Staff will continue to be challenged in guiding the zoning, development, redevelopment, and public investment plans and ensuring that they support adopted community plans. This division will continue to promote the concept of livable and sustainable development to ensure more efficient and orderly growth within the community.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. All capital items are budgeted for in the General Fund operating budget. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for this division.

Department

Development Services

Division

Permit Application Center

Cost Center

0423015

Strategic Goal

Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

Provide direction and assistance to developers and citizens in planning and permitting projects in compliance with technical codes and design standards for orderly community growth.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	-	-	\$262,011	\$269,802
Operating Expenditures	-	-	-	-	139,800	126,280
Capital Expenditures	-	-	-	-	0	0
Total	-	-	-	-	\$401,811	\$396,082
Personnel						
Full-Time	-	-	6	6	6	6
Part-Time	-	-	0	0	0	0
Total	-	-	6	6	6	6

2006/2007 Key Issues and Changes:

Staff will continue to be challenged in guiding the zoning, development, redevelopment, and public investment plans and ensuring that they support adopted community plans. This division will continue to promote the concept of livable and sustainable development to ensure more efficient and orderly growth within the community.

Capital

This division budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for this division.

Department
 Development Services

Division
 Infrastructure

Cost Center
 0423020

Strategic Goal
 Management of Growth – Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Division Mission

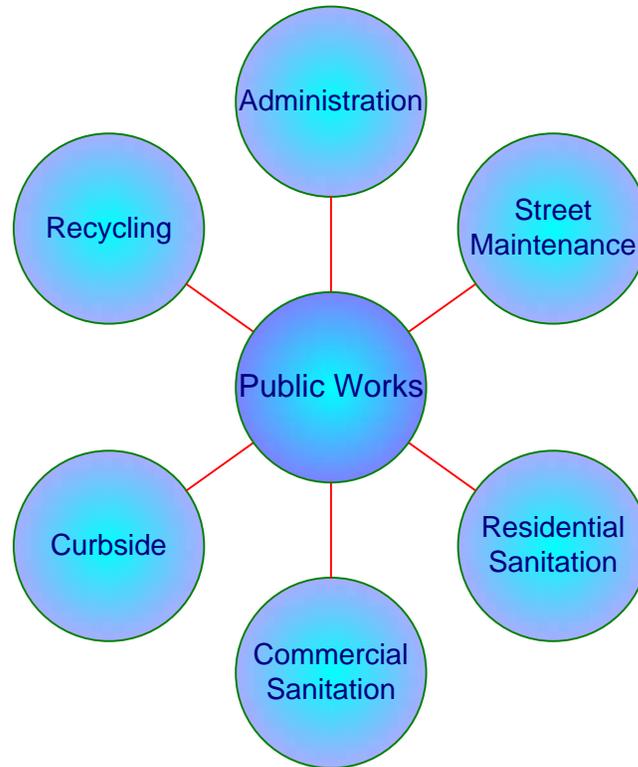
To provide information and recommendations to design professionals, property owners, and developers in a professional manner through an efficient and effective review and enforcement process for the economic growth and development of the City.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	-	-	\$106,465	\$109,830
Operating Expenditures	-	-	-	-	26,850	25,195
Capital Expenditures	-	-	-	-	0	0
Total	-	-	-	-	\$133,315	\$135,025
Personnel						
Full-Time	-	-	6	6	6	6
Part-Time	-	-	0	0	0	0
Total	-	-	6	6	6	6

2006/2007 Key Issues and Changes:

The Infrastructure Division is a new division within the Development Services Department and was created to provide better customer service to the development community. The division is responsible for providing professional assistance and customer service pertaining to the infrastructure, landscaping, stormwater, and erosion control through effective plan reviews, inspections, and enforcement in order to achieve ordinance compliance. The addition of the Landscape Architect should streamline the review and inspection process pertaining to any landscaping issues or requirements.





Public Works Department Divisional Responsibilities:

Administration

Work Order Management
Reporting
Contracts
Scheduling
Personnel Management
Budget Management

Street Maintenance

Streets, Sidewalk, Curb/Gutter
Street/Parking Striping
Street Signs/Markers

Commercial Sanitation

Bulk Container Service
Dumpster Rentals

Residential Sanitation

Refuse Collection
Rollcart Maintenance
Litter Collection

Curbside

Yard Waste Collection
Public Education
Scheduling

Recycling/Beautification

Recycling Collection
Litter Education and Prevention

Public Works Department Budget:

Program Expenditures

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,428,836	\$3,377,547	\$3,079,554	\$3,072,507	\$3,148,478	\$3,242,871
Operating Expenditures	2,244,945	2,759,648	2,843,933	2,983,000	2,815,037	2,861,485
Capital Expenditures	250,446	350,406	622,075	502,418	661,400	723,900
Total	\$5,924,227	\$6,487,601	\$6,545,562	\$6,557,925	\$6,624,915	\$6,828,256
Personnel						
Full-Time	89	85	74	74	74	74
Part-Time	7	10	3	3	3	3
Total	96	95	77	77	77	77

Public Works Department Mission:

To improve the health, safety and appearance of the community by cleaning, marking and resurfacing roadways, by collecting and disposing of solid waste and recyclable materials, and by supporting other City departments with manpower, equipment and expertise.

2006/2007 Key Issues and Changes:

The Stormwater Division (Fund 700) will now be managed by the Public Works Director. This organizational change is effective with Fiscal Year 2006/2007. Several replacement Public Works vehicles are approved in the 2006/2007 Budget as capital leases including three new Residential Division automated trash trucks, a Commercial Division trash truck, two articulating loaders, a dumptruck, and a vacuum truck in the Curbside Division, and a curbside recycling truck.



Department
 Public Works

Division
 Administration

Cost Center
 0431001

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

Division Mission

To provide administrative leadership, supervision, support and direction for all programs in the Public Works Department so that services are delivered in a quality, cost-effective manner, while emphasizing friendly and professional customer service.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$178,494	\$152,305	\$147,945	\$163,856	\$155,562	\$159,792
Operating Expenditures	14,114	10,637	55,523	24,376	54,130	53,625
Capital Expenditures	0	0	0	0	0	0
Total	\$192,608	\$162,942	\$203,468	\$188,232	\$209,692	\$213,417
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

2006/2007 Key Issues and Changes:

The Administration Division 2006/2007 Budget comprises approximately 3% of the Public Works Department's total budget. Of the \$209,692 allocated for the Administration Division, 74% is for salaries and fringe benefits. The remaining 26% is for supplies and services to support the administrative functions of the Public Works Department.

Department
 Public Works

Division
 Street Maintenance

Cost Center
 0431005

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

Division Mission

To provide for the safe and efficient movement of traffic and pedestrians by maintaining and cleaning the City's streets, sidewalks, and curb and gutter in a manner that meets the high standards of the communities.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$981,068	\$998,796	\$1,090,132	\$1,062,504	\$1,107,800	\$1,146,405
Operating Expenditures	536,937	529,044	643,940	690,763	684,765	679,100
Capital Expenditures	152,350	113,106	396,725	392,179	285,100	299,600
Total	\$1,670,355	\$1,640,946	\$2,130,797	\$2,145,446	\$2,077,665	\$2,125,105
Personnel						
Full-Time	27	29	28	28	28	28
Part-Time	0	0	0	0	0	0
Total	27	29	28	28	28	28

2006/2007 Key Issues and Changes:

The Street Division is responsible for the care and maintenance of all streets, sidewalks, and rights of way within the City of Rock Hill. The Division also maintains signs and street markings for a high degree of pedestrian and auto safety.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.

Department
 Public Works

Division
 Residential Sanitation

Cost Center
 0431015

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

Division Mission

To promote the environmental health and safety of the community by providing household solid waste removal at a cost that is reasonable to the public and is responsive to citizens' needs.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$601,303	\$544,751	\$366,034	\$325,081	\$388,678	\$400,903
Operating Expenditures	650,304	1,035,401	1,053,052	1,033,001	816,633	842,571
Capital Expenditures	5,174	0	0	0	181,500	181,500
Total	\$1,256,781	\$1,580,152	\$1,419,086	\$1,358,582	\$1,386,811	\$1,424,974
Personnel						
Full-Time	19	15	9	9	9	9
Part-Time	0	3	0	0	0	0
Total	19	18	9	9	9	9

2006/2007 Key Issues and Changes:

Capital lease payments for three replacement automated garbage trucks are approved for procurement in Fiscal Year 2006/2007 in the operating expenditures category. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 and 2007/2008 budget have also been included in the operating expenditure lines for this division.

Department
 Public Works

Division
 Commercial Sanitation

Cost Center
 0431020

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

Division Mission

To provide cost-effective, high-quality bulk container sanitation service to business, industry, and multi-family housing units within the City of Rock Hill.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$293,809	\$299,402	\$309,650	304,142	\$318,210	\$328,662
Operating Expenditures	642,457	687,739	698,760	711,442	710,525	724,955
Capital Expenditures	45,989	53,386	0	0	76,800	120,800
Total	\$982,255	\$1,040,527	\$1,008,410	\$1,015,584	\$1,105,535	\$1,174,417
Personnel						
Full-Time	7	7	7	7	7	7
Part-Time	0	0	0	0	0	0
Total	7	7	7	7	7	7

2006/2007 Key Issues and Changes:

Capital lease payments for a replacement commercial garbage truck are approved for procurement in Fiscal Years 2006/2007 and 2007/2008 (one each year) in the operating expenditures category. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 and 2007/2008 budget have also been included in the operating expenditure lines for this division. Additional capital items are outlined in the Capital Summary section.

Department
 Public Works

Division
 Curbside

Cost Center
 0431025

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

Division Mission

To promptly and properly collect and dispose of all household trash and yard waste in a cost-effective, expedient manner for the citizens of Rock Hill.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$697,994	\$703,454	\$765,153	\$827,189	\$851,772	\$878,037
Operating Expenditures	193,998	159,247	250,190	292,627	345,617	354,152
Capital Expenditures	45,659	102,285	115,650	108,220	100,750	120,750
Total	\$937,651	\$964,986	\$1,130,993	\$1,228,036	\$1,298,139	\$1,352,939
Personnel						
Full-Time	20	20	20	20	20	20
Part-Time	1	1	1	1	1	1
Total	21	21	21	21	21	21

2006/2007 Key Issues and Changes:

The curbside division provides household trash (furniture, appliances, and other bulky items) and yard-waste service within the City of Rock Hill. With the continued growth of the City, it is the challenge of this division to plan adequately to provide this same level of quality service to all city customers, old and new.

Capital

Capital lease payments for an additional leaf vacuum truck and two replacement articulating loaders are approved for procurement in Fiscal Years 2006/2007 in the operating expenditures category. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 and 2007/2008 budget have also been included in the operating expenditure lines for this division. Additional capital items are outlined in the Capital Summary section.

Department
 Public Works

Division
 Recycling

Cost Center
 0431030

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

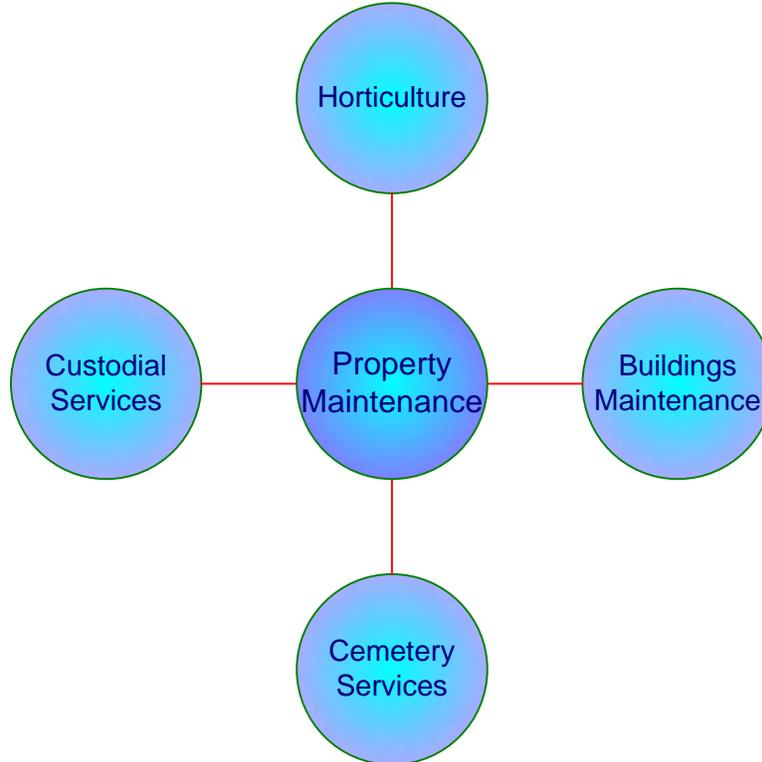
Division Mission

To provide an efficient, cost-effective collection service for residential recycling, corrugated cardboard, office paper, and restaurant cans and bottles. The recycling collections program provides a significant diversion to products normally destined for the landfill and creates substantial savings in associated tipping fees.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$676,168	\$678,839	\$400,640	\$389,735	\$326,456	\$329,072
Operating Expenditures	207,135	337,580	147,168	232,310	205,867	208,332
Capital Expenditures	1,274	81,629	0	0	14,750	0
Total	\$884,577	\$1,098,048	\$547,808	\$622,045	\$547,073	\$537,404
Personnel						
Full-Time	12	12	8	8	8	8
Part-Time	6	6	2	2	2	2
Total	18	18	10	10	10	10

Capital:

Capital lease payments for a replacement curbside recycling truck are approved for procurement in Fiscal Year 2006/2007 in the operating expenditures category. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 and 2007/2008 budget have also been included in the operating expenditure lines for this division. Additional capital items are outlined in the Capital Summary section.



Property Maintenance Department Divisional Responsibilities:

Horticulture

Maintain City Property
Planting
City Lawn Care

Buildings Maintenance

Preventative Maintenance
Maintain Public Facilities
Repairs

Cemetery

Grounds Upkeep
Opening and Closing Graves
Maintenance

Custodial Services

Maintain Building Cleanliness
Maintain Interior Facilities

Property Maintenance Department Budget:

Program Expenditures

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,837,184	\$1,773,882	\$1,776,520	\$1,737,819	\$1,655,122	\$1,693,929
Operating Expenditures	857,999	717,478	873,041	1,046,667	910,802	937,187
Capital Expenditures	91,010	781,111	153,240	341,363	123,240	133,240
Total\$	\$2,786,193	\$3,272,471	\$2,802,801	\$3,125,849	\$2,689,164	\$2,764,356

Personnel	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
Full-Time	42	41	40	40	33	33
Part-Time	15	15	8	8	8	8
Total	57	56	48	48	41	41

Property Maintenance Department Mission:

To maximize the safe and effective use of City facilities. Department functions include a comprehensive preventive maintenance program, facilities repair, building custodial services, cemetery services, and horticulture program.

2006/2007 Key Issues and Changes:

Staffing is reduced by seven positions in the Horticulture Division this Fiscal Year, five employees were transferred to the Parks, Recreation, and Tourism (PRT) Department for PRT grounds maintenance responsibilities. Two additional custodial positions were reduced (through attrition) – made possible by the City’s efforts to outsource building maintenance.



Department
 Property Maintenance

Division
 Horticulture

Cost Center
 0433005

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

Division Mission

To enhance and maximize the landscape of City-owned properties through professional maintenance practices that will be aesthetically pleasing to citizens and visitors. The division also provides support services to other city departments.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$976,138	\$981,739	\$985,877	\$967,605	\$875,483	\$902,590
Operating Expenditures	207,518	212,194	310,134	243,542	211,950	233,305
Capital Expenditures	55,894	16,279	3,240	46,988	0	0
Total	\$1,239,550	\$1,210,212	\$1,299,251	\$1,258,135	\$1,087,433	\$1,135,895
Personnel						
Full-Time	20	20	20	20	15	15
Part-Time	14	14	8	8	8	8
Total	34	34	28	28	23	23

2006/2007 Key Issues and Changes:

Grounds maintenance at select City facilities including the Fire Stations, Cemeteries, and the Rock Hill/York County Airport were outsourced effective for Fiscal Year 2005/2006. In Fiscal Year 2006/2007, five horticulture employees are transferred to the Parks, Recreation, and Tourism Department.

Department
 Property Maintenance

Division
 Buildings Maintenance

Cost Center
 0433010

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

Division Mission

To provide effective maintenance of all City facilities to ensure their optimal use by employees and the public.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$350,735	\$278,702	\$284,110	\$291,992	\$310,746	\$306,804
Operating Expenditures	440,683	388,198	252,585	469,721	405,529	413,329
Capital Expenditures	49	764,832	150,000	294,375	120,000	130,000
Total	\$791,467	\$1,431,732	\$686,695	\$1,056,088	\$836,275	\$850,133
Personnel						
Full-Time	7	5	5	5	5	5
Part-Time	1	1	0	0	0	0
Total	8	6	5	5	5	5

Capital

Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 and 2007/2008 budget have also been included in the operating expenditure lines for this division. Capital items are detailed in the Capital Summary section.

Department
 Property Maintenance

Division
 Cemetery Services

Cost Center
 0433015

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

Division Mission

To provide professional cemetery services at a cost that is reasonable to the public and responsive to customer needs.

	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
Expenditures by Category	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$86,868	\$88,568	\$89,092	\$99,815	\$92,488	\$95,391
Operating Expenditures	48,755	60,336	236,607	220,140	244,293	241,343
Capital Expenditures	35,067	0	0	0	0	0
Total	\$170,690	\$148,904	\$325,699	\$319,955	\$336,781	\$336,734
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

2006/2007 Key Issues and Changes:

Grounds maintenance for Laurelwood, Barber, and Forest Hills Cemetery was outsourced effective for Fiscal Year 2005/2006 and provides the largest operating expense for Fiscal Years 2006/2007 and 2007/2008.

Department
 Property Maintenance

Division
 Custodial Services

Cost Center
 0433020

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

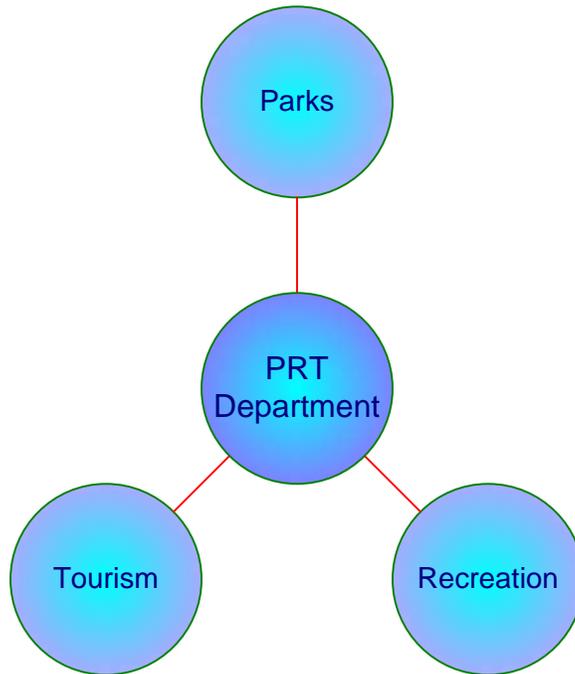
Division Mission

To ensure a safe and clean environment for all employees and customers by providing effective, low-cost custodial services.

	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
Expenditures by Category	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$387,549	\$424,873	\$417,441	\$378,407	\$376,405	\$389,144
Operating Expenditures	46,751	56,750	73,715	113,264	52,270	52,450
Capital Expenditures	0	0	0	0	0	0
Total	\$434,300	\$481,623	\$491,156	\$491,671	\$428,675	\$441,594
Personnel						
Full-Time	13	14	13	13	11	11
Part-Time	0	0	0	0	0	0
Total	13	14	13	13	11	11

2006/2007 Key Issues and Changes:

This division continues to meet the challenges in maintaining the city's building and facilities assets to ensure their maximum efficiency and longevity, and to provide the quality of customer services the employees, residents, and visitors of the City have come to expect. The Division's Personnel Budget is reduced by two full-time positions through attrition effective with Fiscal Year 2006/2007.



Parks, Recreation and Tourism Department Divisional Responsibilities:

Parks

Sports Tournament Complexes
Neighborhood Parks and Playgrounds
Athletic Programs
Landscaping
Grounds Maintenance and Irrigation
Safety Inspections
Construction
Pools and Swim Lessons
Concessions
Tournament Admissions
Outdoor Recreation
Environmental Education
Trails and Greenways

Recreation

Cultural arts and Special Events
Recreation Centers
Family-Oriented Programs
After School Programs
Senior Citizen Programs
Activities for Persons with Disabilities
Support Comm. for Children and Youth
Support Mayor's Committee on the
Employment of People with Disabilities

Tourism

Tourism and Hospitality Services
Market and Promote Programs
Support Parks and Recreation Commission
Support tourism Commission
Budget Management

Parks, Recreation, and Tourism Department Budget:

Program Expenditures

	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
Expenditures by Category	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$2,022,414	\$2,012,419	\$2,298,057	\$2,152,825	\$2,631,997	\$2,665,469
Operating Expenditures	1,173,437	1,276,309	1,245,630	1,591,972	1,737,164	1,845,765
Capital Expenditures	194,021	431,799	842,050	715,093	447,604	1,127,400
Total	\$3,389,872	\$3,720,527	\$4,385,737	\$4,459,890	\$4,816,765	\$5,638,634

Personnel						
Full-Time	34	37	42	42	48	48
Part-Time	82	85	74	74	78	78
Total	116	122	116	116	126	126

Parks, Recreation, and Tourism Department Mission:

To provide a wholesome program of leisure, recreational, tourism, and cultural opportunities and facilities to enhance the quality of life for Rock Hill residents and visitors.

2006/2007 Key Issues and Changes:

The services provided by the Parks, Recreation, and Tourism Department are strengthened by a strong customer service record. Emphasis on serving the customer with new and improved facilities will be enhanced via the ability to pay by credit card at four department locations in addition to a renewed goal to provide internet-based on-line program registration, an option made viable by the City Council's and York County council's financial agreement to do away with additional non-city resident fees for program participation.

The department will continue to recruit softball and tennis tournaments and work to gain a hold in the soccer tournament market now that Manchester Meadows is open for use. The expected economic impact on the Rock Hill area from all FY 2006/2007 tournaments is expected to be \$4.6 million.



Department

Parks, Recreation, and Tourism

Division

Parks

Cost Center

0451035

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

Division Mission

To develop and operate the City's regional facilities to offer the public active and passive leisure opportunities and events that create tourism and economic impact.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$993,960	\$1,007,857	\$1,502,732	\$1,394,460	\$1,811,070	\$1,822,578
Operating Expenditures	504,704	595,657	844,190	1,160,119	1,261,709	1,373,510
Capital Expenditures	123,232	383,044	524,050	585,540	347,604	955,400
516,800	\$1,621,896	\$1,986,558	\$2,870,972	\$3,140,119	\$3,420,383	\$4,151,488
Personnel						
Full-Time	18	21	27	27	33	33
Part-Time	71	74	54	54	58	58
Total	89	95	81	81	91	91

2006/2007 Key Issues and Changes:

Effective for Fiscal Year 2006/2007, the Parks Division adds staff transfers from the Horticulture Division of the Property Maintenance Department. The new additions bring expertise and responsibilities for grounds maintenance at parks and other areas now managed by the Parks Division.

A primary reason for this reorganization is the opening of Manchester Meadows Park, the City's new 65-acre soccer complex and regional park. The park features tournament soccer fields, a lake, playgrounds, walking trails, and picnic areas and is fully operational for Fiscal Year 2006/2007.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.

Department

Parks, Recreation, and Tourism

Division

Recreation

Cost Center

0451010

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

Division Mission

To provide diversified and quality recreational activities and special events for individual neighborhoods as well as the entire community, for citizens of all ages and economic status. To provide year-round, quality leisure services to the senior citizens and handicapped population of the community by designing, planning and conducting activities to meet the specific needs of these citizens.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$237,194	\$212,826	\$553,494	\$524,874	\$582,684	\$596,663
Operating Expenditures	207,895	246,069	291,605	314,177	335,779	334,448
Capital Expenditures	0	4,593	157,000	129,553	100,000	172,000
Total	\$445,089	\$463,488	\$1,002,099	\$968,604	\$1,018,463	\$1,103,111
Personnel						
Full-Time	9	9	8	8	8	8
Part-Time	11	10	19	19	19	19
Total	20	19	27	27	27	27

2006/2007 Key Issues and Changes:

Growth of Rock Hill's general population means growth in both the senior citizen and special needs populations. The ability to provide active programs for active lifestyles is necessary to maintain a healthy population. Facilities to serve those needs on all economic levels are essential. The Recreation Division will continue to develop strategies to provide improvements and upgrades to aging public recreation facilities and to provide adequate personnel service hours to keep those facilities available to the public.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.

Department

Parks, Recreation, and Tourism

Division

Tourism

Cost Center

0451001

Strategic Goal

Long-term Plan for Economic Development – Strengthen the City’s role as a place for economic activity through job creation, business location and expansion, redevelopment, and tourism.

Division Mission

To provide leadership and administrative support to all divisions of the Department, to ensure efficient and effective operations, and to promote leisure and tourism opportunities to increase public participation and tourism.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$223,071	\$227,537	\$241,831	\$233,491	\$238,243	\$246,228
Operating Expenditures	91,098	106,734	109,835	117,676	139,676	137,807
Capital Expenditures	450	0	0	0	0	0
Total	\$314,619	\$334,271	\$351,666	\$351,167	\$377,919	\$384,035
Personnel						
Full-Time	7	7	7	7	7	7
Part-Time	1	1	1	1	1	1
Total	8	8	8	8	8	8

2006/2007 Key Issues and Changes:

Parks, Recreation and Tourism is partnering with the Rock Hill/York County Convention and Visitors Bureau to expand the Housing Agency to place softball and soccer teams in hotels for all tournament weekends.

The Tourism Division also assumes responsibility for marketing the Parks Foundation and seeking donations through facility sponsorships. Previous efforts were successful and will be expanded in Fiscal Year 2006/2007.

The Division will continue preparing for department accreditation with the National Recreation and Park Association.

Housing Authority

Housing Authority Responsibilities

Housing

Manage Housing Authority Properties
 Voucher Assistance to Families and Individuals
 Affordable Housing Programs

Housing Authority Department Budget:

Program Expenditures

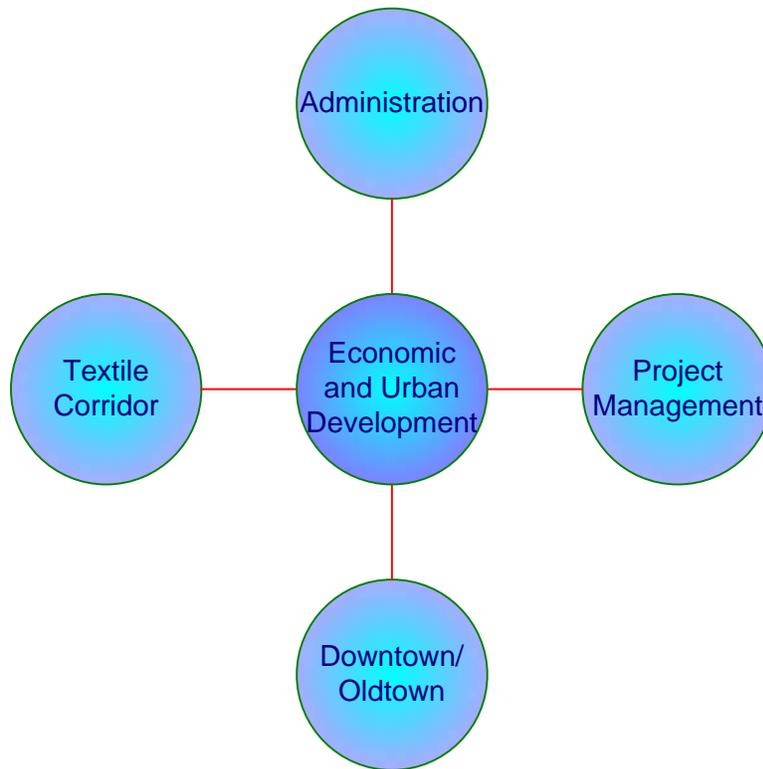
Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,255,014	\$1,419,123	\$1,049,366	1,440,771	\$1,517,203	\$1,560,298
Operating Expenditures	33,075	34,279	26,900	44,070	27,400	27,900
Capital Expenditures	0	0	0	0	0	0
Total\$	\$1,288,089	\$1,453,402	\$1,076,266	\$1,484,841	\$1,544,603	\$1,588,198
Personnel						
Full-Time	22	22	22	22	22	22
Part-Time	4	4	4	4	4	4
Total	26	26	26	26	26	26

Urban Redevelopment and Housing Department Mission:

The Housing Authority provides, maintains, and oversees governmental housing units in the City so that eligible, low-income families are afforded adequate housing.

2006/2007 Key Issues and Changes:

The Housing Authority will continue to work to secure necessary federal funds, grants and other revenue sources to ensure the City's public housing is properly managed and maintained. Partnerships with organizations such as the Boys and Girls Club of York County will continue to be pursued to offer additional programs and services for residents.



Economic and Urban Development Department Divisional Responsibilities:

Administration

Redevelopment of Business Parks
Marketing of Business Parks
Marketing of Other Properties
Staff Services in Support of the Rock Hill Economic Development Corporation

Project Management

Urban Design Services for City Projects
Capital Improvements to Serve Redevelopment Areas
Completion of Major Public Improvement Projects in Galleria Area
Red River Redevelopment Project Management

Downtown/Oldtown

Redevelopment of Downtown Rock Hill
Marketing and Promotion of Downtown Rock Hill
Redevelopment of Old Town Neighborhoods in City's Urban Core
Completion of Hagins-Fewell-Arcade Projects
Completion of Highland Park Neighborhood Master Plan
Completion of Downtown Development Plan
Brownfields Assessment and Cleanup Program

Textile Corridor

Redevelopment and marketing of Textile Corridor
Administration of Brownfields Assessment

Economic and Urban Development Department Budget:

Program Expenditures

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$477,209	\$573,364	\$553,000	\$704,173	\$631,554	\$652,146
Operating Expenditures	124,624	300,646	416,999	435,691	428,651	450,907
Capital Expenditures	6,826	0	16,000	26,914	65,000	105,000
Total	\$608,659	\$874,010	\$985,999	\$1,166,778	\$1,125,205	\$1,208,053
Personnel						
Full-Time	7	12	13	13	13	13
Part-Time	1	1	1	1	1	1
Total	8	13	14	14	14	14

Economic and Urban Development Department Mission:

To strengthen the City's role as a place for economic activity through job creation, business location and expansion, redevelopment and tourism.

2006/2007 Key Issues and Changes:

Effective last Fiscal Year, the Economic and Urban Development Department was divided into four divisions for more efficient cost accounting and resource management. The divisions are listed below and their expenditures and personnel are summarized above.



CITY OF ROCK HILL, SOUTH CAROLINA

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

	2003/2004 Actual	2004/2005 Actual	2005/2006 Projected	2006/2007 Budget	2007/2008 Budget
REVENUES:					
Property taxes	\$15,770,993	17,052,956	17,494,635	\$18,824,824	\$ 19,985,824
Licenses and permits	6,475,083	7,229,670	7,823,758	7,861,000	8,236,500
Fines and forfeitures	720,602	1,059,528	781,050	893,442	893,442
Intergovernmental	1,463,584	1,960,589	1,453,751	1,749,000	1,784,000
Charges for services	7,432,011	7,903,609	8,197,883	8,111,417	8,507,076
Investment earnings	16,335	33,807	30,000	30,000	30,000
Other	931,590	1,186,719	909,039	1,004,200	1,004,200
Total revenues	<u>32,810,198</u>	<u>36,426,878</u>	<u>36,690,116</u>	<u>38,473,883</u>	<u>40,441,042</u>
EXPENDITURES					
Current:					
General Government	12,433,527	13,542,321	14,308,961	14,387,375	14,776,967
Public Safety	13,186,277	13,825,826	14,803,051	16,016,468	16,479,105
Public Works	5,849,994	5,700,256	5,536,502	5,595,273	5,723,891
Parks, Recreation and Tourism	3,656,175	3,288,758	3,744,797	4,369,161	4,511,234
Capital outlay	1,123,666	2,725,085	2,654,417	2,483,259	3,186,807
Debt service:					
Principal	1,165,000	405,000	255,000	455,000	485,000
Interest and fees	457,618	253,188	220,918	204,311	180,168
Capital lease payments	307,753	479,017	689,263	752,075	877,298
Total expenditures	<u>38,180,010</u>	<u>40,219,451</u>	<u>42,212,909</u>	<u>44,262,922</u>	<u>46,220,470</u>
REVENUES OVER (UNDER) EXPENDITURES	<u>(5,369,812)</u>	<u>(3,792,573)</u>	<u>(5,522,793)</u>	<u>(5,789,039)</u>	<u>(5,779,428)</u>
OTHER FINANCING SOURCES:					
Operating transfers in	6,115,696	4,366,371	5,722,793	5,989,039	5,979,428
Operating transfers out	(272,556)	(93,005)			
Total other financing sources	<u>5,843,140</u>	<u>4,273,366</u>	<u>5,722,793</u>	<u>5,989,039</u>	<u>5,979,428</u>
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES	473,328	480,793	200,000	200,000	200,000
FUND BALANCE, BEGINNING OF YEAR	<u>3,522,433</u>	<u>3,995,761</u>	<u>4,476,554</u>	<u>4,676,554</u>	<u>4,876,554</u>
FUND BALANCE, END OF YEAR	<u>\$3,995,761</u>	<u>\$4,476,554</u>	<u>\$4,676,554</u>	<u>\$4,876,554</u>	<u>\$5,076,554</u>

Note: Presented on a GAAP Basis. Actuals include other activities not included in Operating Budget.



Stormwater Department Budget (Cost Center 0436005):

Stormwater Responsibilities:

- Design and Construction
- Street Sweeping
- Catch Basin Maintenance
- Drainage Improvements

Program Expenditures

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$447,621	\$447,241	\$520,598	\$495,176	\$551,196	\$567,875
Operating Expenditures	243,934	392,777	670,152	1,051,867	813,480	830,264
Capital Expenditures	1,891	73,497	139,000	106,314	48,000	58,000
Non-Operating Expenditures	269,969	283,157	0	0	0	0
Total	\$963,415	\$1,196,672	\$1,329,750	\$1,653,357	\$1,412,676	\$1,456,139
Personnel						
Full-Time	14	14	14	14	14	14
Part-Time	0	0	0	0	0	0
Total	14	14	14	14	14	14

Strategic Goal:

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, staff, and roads.

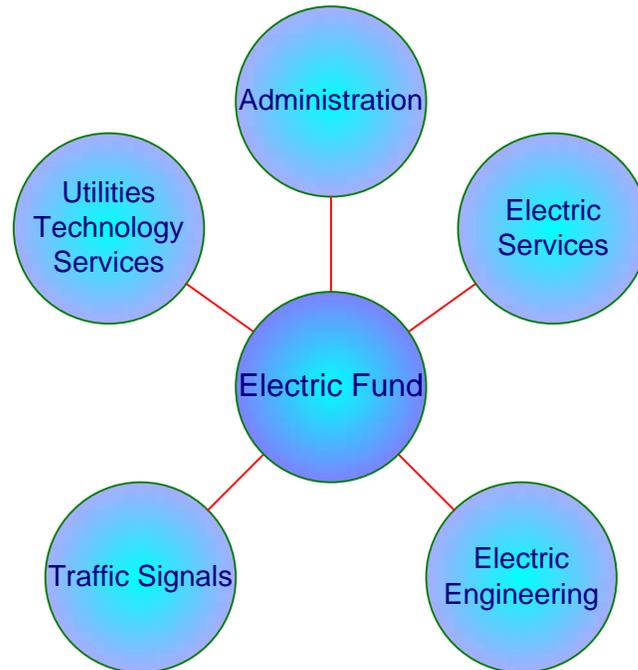
Stormwater Department Mission:

To improve drainage throughout the City by performing improvement projects, routine maintenance and repair on the City's storm water drainage system.

2006/2007 Key Issues and Changes:

Effective with the new 2006/2007 Fiscal Year, the Stormwater Department is relocated and managed by the Public Works Director. The division is responsible for the maintenance and improvement of the stormwater system. This department performs maintenance on the City's drainage system and inspects drainage and sediment/erosion control. Staff is also responsible for obtaining right-of-way entry from property owners and educating the public on Water Quality and Water Pollution. In addition to maintenance, staff administers and enforces the Sediment and Erosion Control program.





Electric Fund Divisional Responsibilities:

Administration

Personnel Management
Budget
Customer Service
Safety

Electric Engineering

Electric System Design
Electric System Maintenance
Applications Design
Project Management

Electric Services

Load Management
Monitor Flow
Service Provision
System Maintenance
Safety

Electric Traffic Signals

Substation Maintenance
Traffic Signal Maintenance
Underground Locates
Meter Testing

Utilities Technology Services

Technology Refresh
Technology Training
System Maintenance
Database Management
GIS Management and Support

Electric Fund Budget:

Program Expenditures

	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
Expenditures by Category*	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	2,356,457	\$2,500,505	\$2,689,908	2,929,043	\$3,013,252	\$3,282,438
Operating Expenditures	50,284,656	52,819,835	61,629,435	62,096,551	65,486,121	66,643,201
Capital Expenditures	1,276,648	202,008	988,798	665,124	591,420	1,120,958
Non-Operating Expenditures	2,276,784	2,580,115	2,580,115	0	0	0
Total	\$56,194,545	\$58,102,463	\$65,308,141	\$65,690,718	\$69,090,793	\$71,046,597
Personnel						
Full-Time	43	43	44	44	46	50
Part-Time	4	4	5	5	4	4
Total	47	47	49	49	50	54

**includes Non-Departmental and Debt Service Expenditures*

Department Mission:

To provide the most reliable and efficient service of electrical power, traffic signalization, and street lighting with the best possible service and support to our customers.

2006/2007 Key Issues and Changes:

In Fiscal Year 2006/2007, a new Engineering Technician II is approved in the Administration Division. Also in the Administration Division, a Senior Projects Intern position is eliminated and a new Engineering Technician III is approved.

An automated meter reading project, with the initial phases scheduled in Fiscal Year 2006/2007, will dramatically change the manner in which metered electric and water services are serviced and billed by leveraging state-of-the-art technology.



Department
 Utilities

Division
 Administration

Cost Center
 0435001

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To provide administrative leadership, supervision, support and direction for all programs in the Electric, Water, and Sewer Funds.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$337,459	\$385,354	\$482,085	\$546,038	\$670,187	\$687,584
Operating Expenditures	-660,735	-3,328,340	223,095	196,064	376,370	171,880
Capital Expenditures	0	49,603	23,813	51,300	9,600	0
Non-Operating Expenditures	2,276,784	2,580,115	0	0	0	0
Total	\$1,953,508	\$-313,268	\$728,993	\$793,402	\$1,056,157	\$859,464
Personnel						
Full-Time	5	6	6	6	8	8
Part-Time	1	1	2	2	1	1
Total	6	7	8	8	9	9

2006/2007 Key Issues and Changes:

In Fiscal Year 2006/2007, a new Engineering Technician II is approved in the Administration Division. Additionally, a Senior Projects Intern position is eliminated and a new Engineering Technician III is approved for this division.

Department
 Utilities

Division
 Electric Services

Cost Center
 0435075

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To provide the most reliable and efficient service of electrical power, traffic signalization, and street lighting with the best possible service and support to our customers.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$2,018,998	\$1,132,873	\$1,196,926	\$1,372,942	\$1,276,446	\$1,314,012
Operating Expenditures	50,945,391	50,091,974	54,176,673	54,590,502	56,866,522	58,757,917
Capital Expenditures	572,486	-19,736	774,745	357,084	302,020	701,000
Total	\$53,536,875	\$51,205,111	\$56,148,344	\$56,320,528	\$58,444,988	\$60,772,929
Personnel						
Full-Time	22	21	21	21	21	21
Part-Time	2	1	0	0	0	0
Total	24	22	21	21	21	21

2006/2007 Key Issues and Changes:

In Fiscal Year 2006/2007, this Division will play a critical role in the Performance Contracting project which will change the manner in which consumption data from electric and water meters is collected and managed. The project will also put the City in a position to leverage the technology in many other areas including greater optimization of the fiber optic network.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Major capital expenditures for Fiscal Years 2006/2007 and 2007/2008 in the Electric Services Division include the project to convert from a 4kv to a 25kv system, conversion of overhead lines to underground, and street lighting projects. Additionally, application for a number of grants have been presented and several are currently being implemented.

Department
 Utilities

Division
 Electric Engineering

Cost Center
 0435076

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To provide engineering and project management services to our customers and coworkers. Design and manage an electrical system that is safe, reliable, and efficient. To set a standard of excellence in customer service, design applications, project management, and commitment to accomplishing the City's Strategic Goals.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	\$494,897	\$230,878	233,654	\$245,765	\$303,694
Operating Expenditures	-	62,212	637,488	556,661	803,950	850,950
Capital Expenditures	-	0	12,190	11,990	26,200	83,025
Total	-	\$557,109	\$880,556	\$802,305	\$1,075,915	\$1,237,669
Personnel						
Full-Time	-	6	4	4	4	5
Part-Time	-	2	0	0	0	0
Total	-	8	4	4	4	5

2006/2007 Key Issues and Changes:

An additional Electric Engineering Technician II position is requested in the 2007/2008 Fiscal Year for this Division.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.

Department
 Utilities

Division
 Traffic Signals

Cost Center
 0435080

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To provide the most reliable and efficient service of electrical power and street lighting with the best possible service and support to our customers while promoting safety and training as electrical professionals. To also provide the greatest reliability for emergency generation at City facilities and reduce power costs by utilizing load control devices and generation equipment during peak times.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	\$487,381	\$488,109	\$496,247	\$512,277	\$660,822
Operating Expenditures	-	270,886	436,600	522,879	559,147	701,795
Capital Expenditures	-	171,472	164,700	237,400	189,500	251,000
Total	-	\$929,739	\$1,089,409	\$1,256,526	\$1,260,924	\$1,613,617

Personnel	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
Full-Time	-	10	10	10	10	13
Part-Time	-	0	0	0	0	0
Total	-	10	10	10	10	13

2006/2007 Key Issues and Changes:

This Division is responsible for the substation maintenance, traffic signalization, underground cable locates, fault locates, load control and generator maintenance. In Fiscal Year 2007/2008, an additional Electronic Service Technician is requested to maintain the City's SCADA system. Additionally, an Electronic Service Technician II and Maintenance Technician are requested here to maintain the City's fiber and WiFi networks.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Major capital expenditures for both Fiscal Year 2006/2007 and 2007/2008 in the Traffic Signals Division include traffic signal and regulator replacements.

Department
 Utilities

Division
 Utilities Technology Services

Cost Center
 0435085

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

The Utilities Technology Services Division mission is to support technology endeavors in hardware and software for divisions within the Utilities Department primarily, and for other Departments within the Operations Center. The Division provides GIS mapping, right-of-way acquisitions for Utility Infrastructure, and assistance with system support for pc's and servers located at the Operations Center. The Department strives to provide high quality customer service to internal and external customers using these technologies in an efficient and effective manner.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	-	-	\$291,910	\$280,162	\$308,577	\$316,326
Operating Expenditures	-	-	140,050	136,414	492,381	324,094
Capital Expenditures	-	-	13,350	7,350	64,100	85,933
Total	-	-	\$445,310	\$423,926	\$865,058	\$726,353
Personnel						
Full-Time	-	-	3	3	3	3
Part-Time	-	-	3	3	3	3
Total	-	-	6	6	6	6

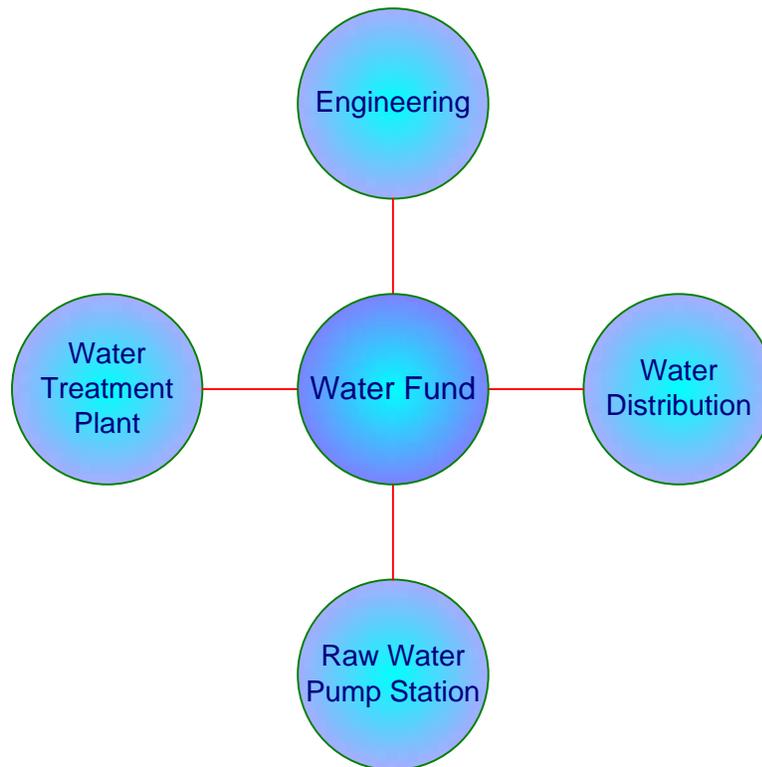
2006/2007 Key Issues and Changes:

In Fiscal Year 2006/2007, this Division will play a critical role in the project which will change the manner in which consumption data from electric and water meters is collected and managed. The project will also put the City in a position to leverage the technology in many other key areas, such as public safety.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.





Water Fund Divisional Responsibilities:

Engineering

Project Design
Project Inspection
Project Management
DCC Plans Reviewed
Safety

Raw Water Pump Station

Adherence to EPA Guidelines
Preventative Maintenance
Pump Maintenance

Water Distribution

Water Meter Installation
Hydrant Maintenance
Hydrant Flushing
Valve Operation
Maintenance and Repairs

Water Treatment Plant

Monitor Bacterial Compliance
Water Quality Assurance
Well Monitoring/Reporting
Daily Use Monitoring/Reporting
Turbidity Monitoring/Reporting

Water Fund Budget:

Program Expenditures

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	\$1,444,864	\$1,533,527	\$2,110,609	\$1,478,281	\$1,631,868	\$1,707,373
Operating Expenditures	2,480,024	6,092,849	6,394,640	6,238,638	6,339,772	6,562,137
Capital Expenditures	274,835	710,042	1,358,043	1,216,421	1,112,700	736,550
Total	\$4,199,653	\$8,336,418	\$9,863,292	\$8,933,340	\$9,084,340	\$9,006,060
Personnel						
Full-Time	31	32	30	30	32	32
Part-Time	1	1	0	0	0	0
Total	32	33	30	30	32	32

**includes Debt Service Expenditures*

Department Mission:

To provide customers with reliable and safe water that meets their needs in a cost-effective manner and to plan, design, and expand the water system to support regional growth.

2006/2007 Key Issues and Changes:

A new Hydrant and Valve Crew is approved in the Water Fund for Fiscal Year 2006/2007. Additionally, the automated meter reading project will be a major focus for the Water Fund divisions this fiscal year. The project will revolutionize the manner in which water meter data is managed and open up opportunities for state-of-the-art technology while controlling costs.



Department
 Utilities

Division
 Water Engineering

Cost Center
 0435005

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To design, manage, survey, or inspect water, sewer, and other heavy construction for the citizens of Rock Hill in order to maintain current infrastructure and ensure quality growth.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$275,542	\$286,929	\$204,219	\$135,738	\$71,451	\$73,521
Operating Expenditures	29,131	51,714	49,465	67,762	59,465	56,290
Capital Expenditures	3,079	0	0	0	0	0
Total	\$307,752	\$338,643	\$253,684	\$203,500	\$130,916	\$129,811
Personnel						
Full-Time	5	5	2	2	2	2
Part-Time	1	1	0	0	0	0
Total	6	6	2	2	2	2

2006/2007 Key Issues and Changes:

This division is responsible for the planning, implementation, operation, and maintenance of all of the City of Rock Hill's water facilities and systems. Staff will continue to oversee the operation and maintenance of existing water system as well as the overall development of the expanding system both within our current service area and into new service areas. This division is also responsible for the City Engineering associated with virtually all civil projects in the City, as well as determining the standards for the materials used on utility projects. In addition, staff does field inspections for the water and sewer lines.

Department
 Utilities

Division
 Water Distribution

Cost Center
 0435010

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To effectively repair, replace, and expand the City's water system to allow an adequate, uninterrupted supply of safe water for domestic, industrial, and fire protection needs of the community.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$703,181	\$743,985	\$819,669	\$830,678	\$1,003,151	\$1,054,334
Operating Expenditures	742,777	797,158	926,263	924,764	848,190	953,485
Capital Expenditures	221,887	609,373	480,400	462,701	485,200	661,550
Total	\$1,667,845	\$2,150,516	\$2,226,332	\$2,218,143	\$2,336,541	\$2,669,369
Personnel						
Full-Time	18	18	18	18	20	20
Part-Time	0	0	0	0	0	0
Total	18	18	18	18	20	20

2006/2007 Key Issues and Changes:

This division is responsible for the operation, and maintenance of all of the City of Rock Hill's water facilities and systems. Also, this division is responsible for the City and its customer's water for drinking, irrigation, commercial, and industrial uses. Staff strives to provide a quantity and quality of water to its customers that meets or exceeds the standards or requirements for its intended use. They continue to provide water infrastructure in an effective and responsive manner to meet the City's needs and the needs of its customers. Additionally, this division ensures a timely response to the issues and needs of the customers within the City's water service areas. Also, they are committed to providing a long-term assured water supply so that the City and its residents may continue to grow and prosper.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Major capital expenditures for both Fiscal Year 2006/2007 and 2007/2008 in the Water Distribution Division include small diameter water line upgrades and service extensions.

Department
 Utilities

Division
 Raw Water Pump Station

Cost Center
 0435015

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To ensure an adequate supply of raw water for use at the water treatment plant and to keep all pumps and related equipment in operable condition.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$195,031	\$198,704	\$245,038	\$254,713	\$247,205	\$259,495
Capital Expenditures	12,036	16,648	396,000	114,753	588,000	20,000
Total	\$207,067	\$215,352	\$641,038	\$369,466	\$835,205	\$279,495
Personnel						
Full-Time	-	-	-	-	-	-
Part-Time	-	-	-	-	-	-
Total	-	-	-	-	-	-

2006/2007 Key Issues and Changes:

The pump stations operate 24 hours per day, using the most efficient combination of gravity flow and electric and hydro-powered pumps to deliver lake water the Water Treatment Plant. The Water Treatment Plant has a capacity of 24 MGD and treats the raw water to meet stringent State and Federal water quality criteria before pumping into the distribution system.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.

Department
 Utilities

Division
 Water Treatment Plant

Cost Center
 0435030

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

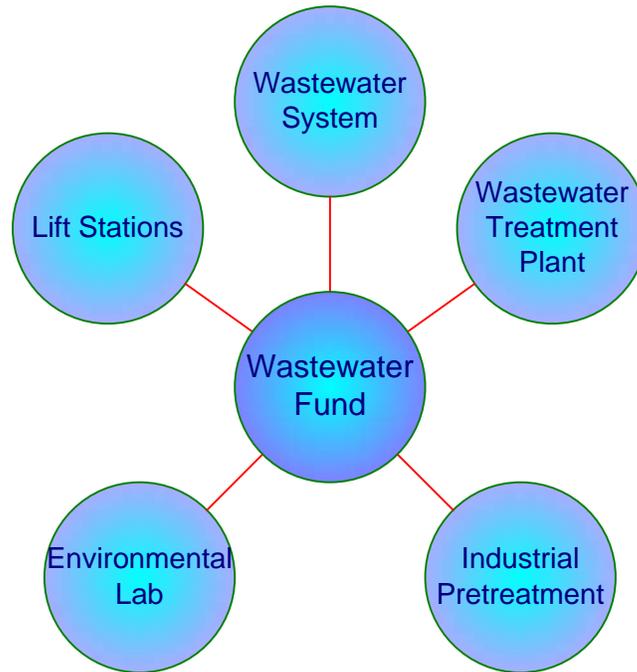
Division Mission

To provide residents and customers with an adequate, high quality supply of drinking water through the effective operation of the water filter plant.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$466,141	\$502,613	\$543,032	\$511,865	\$557,266	\$579,518
Operating Expenditures	949,438	938,504	1,256,856	1,153,079	1,327,887	1,416,522
Capital Expenditures	37,833	84,021	376,743	638,667	39,500	55,000
Total	\$1,453,412	\$1,525,138	\$2,176,631	\$2,303,611	\$1,924,653	\$2,051,040
Personnel						
Full-Time	8	9	10	10	10	10
Part-Time	0	0	0	0	0	0
Total	8	9	10	10	10	10

2006/2007 Key Issues and Changes:

This division is responsible for the operation and maintenance of the water treatment plant. This division is responsible for producing all of the drinking water in the City of Rock Hill and surrounding area. Our water treatment plant is now the largest water supplier in the York County area. Our upcoming upgrades will allow us the ability to one day become the sole supplier of safe drinking water in this area.



Wastewater Fund Divisional Responsibilities:

Wastewater System

- Maintain Sewer Pipe
- Connect New Service
- System Maintenance
- Install New Wastewater Lines

Wastewater Treatment Plant

- DHEC Inspection Compliance
- Maintain Proper Treatment
- Safety
- Preventative Maintenance
- Operate/Maintain Reclamation Sites
- Electrical Svcs. for Plants and Pumps

Industrial Pretreatment

- Sample Permitted Industries
- Sample Surcharge Industries
- Inspections
- Compliance with DHEC Ratings

Environmental Lab

- Analyze Pretreatment Samples
- DHEC Certification
- Analyze Plant Process Samples
- Analyze NPDES Samples
- Safety

Lift Stations

- Maintain Stations
- Submersible Pump Readings
- Large Pump Station Readings
- Monthly Liability Inspection Report
- Repair System Infrastructure
- Maintain Collection System

Wastewater Fund Budget:

Program Expenditures

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,651,070	1,588,451	\$1,774,182	1,735,725	\$1,960,592	\$2,058,259
Operating Expenditures	8,112,416	1,910,422	7,590,464	8,432,361	8,125,598	8,091,335
Capital Expenditures	193,348	533,996	831,000	1,167,770	1,404,923	2,437,481
Non-Operating Expenditures	2,544,903	2,630,752	0	0	0	0
Total	\$12,501,737	\$6,663,621	\$10,195,646	\$11,335,856	\$11,491,113	\$12,587,075
Personnel						
Full-Time	34	34	34	34	37	37
Part-Time	2	2	2	2	2	2
Total	36	36	36	36	39	39

**includes Debt Service Expenditures*

Department Mission:

To provide customers with reliable and safe wastewater services in a cost-effective manner and to plan, design, and expand the wastewater system to support regional growth.

2006/2007 Key Issues and Changes:

The next major issue to face the Wastewater Fund will include the expansion of the Manchester Wastewater Treatment Plant. In anticipation of this expansion, the land needed to complete this project has been identified and land acquisition has commenced. This project will include both the acquisition of residential property and the relocation of affected residents. Major components of this project will be completed over time.



Department
 Utilities

Division
 Wastewater System

Cost Center
 0435035

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To provide quality sewer service to customers by insuring the integrity and reliability of the system through quick responses to the problems that arise in the collection system and maintenance and expansion of the system to meet future needs.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$508,463	\$508,350	\$619,773	\$547,668	\$735,714	\$756,949
Operating Expenditures	390,882	890,428	807,881	860,171	861,695	648,725
Capital Expenditures	97,384	380,217	742,000	631,441	1,151,400	1,281,400
Total	\$996,729	\$1,778,995	\$2,169,654	\$2,039,280	\$2,748,809	\$2,687,074
Personnel						
Full-Time	13	13	16	16	16	16
Part-Time	1	1	1	1	1	1
Total	14	14	17	17	17	17

2006/2007 Key Issues and Changes:

This division is responsible for satisfying all federal, state, county, and local agency permits, regulations, and requirements. Most activities of this division revolve around the expansion and upkeep of current facilities. This division is responsible for the daily activities associated with new sewer taps to the City's sewer mains, maintenance of existing lines, investigation and repairs on sewer lines associated with the inflow and infiltration program.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. The major capital expenditure for Fiscal Years 2006/2007 and 2007/2008 involves sewer line replacement.

Department
 Utilities

Division
 Wastewater Treatment Plant

Cost Center
 0435055

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To protect the public health and preserve the environment by effectively treating the community's wastewater and producing clean water for discharge into the Catawba River.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$715,132	\$691,636	\$750,823	762,614	\$804,181	\$876,891
Operating Expenditures	2,033,513	2,077,065	2,151,355	2,296,315	2,268,750	2,411,705
Capital Expenditures	71,375	153,779	75,000	449,777	220,208	1,083,000
Total	\$2,820,020	\$2,922,480	\$2,977,178	\$3,508,706	\$3,293,139	\$4,371,596
Personnel						
Full-Time	13	13	13	13	13	13
Part-Time	1	1	1	1	1	1
Total	14	14	14	14	14	14

2006/2007 Key Issues and Changes:

This division is responsible for DHEC inspection, maintaining proper treatment, safety, preventive maintenance, the operation of reclamation sites, and electrical repair for the Wastewater Treatment Plant, pump station, filter plant and raw water pump station. This division is responsible for the treating of domestic and non-domestic waste collected in sanitary sewers. Staff is also responsible for the maintenance of over 20 lift stations at various locations. The Manchester wastewater treatment plant is a regional treatment plant for York County.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. The major capital expenditure for Fiscal Year 2006/2007 is an aerobic digester project at the treatment plant.

Department
 Utilities

Division
 Industrial Pretreatment

Cost Center
 0435060

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To monitor and control the discharge from industries utilizing the City's treatment plant to protect the environment and plant from any unauthorized or harmful discharge.

Expenditures by Category	2003/2004 Actual	2004/2005 Actual	2005/2006 Budget	2005/2006 Projected	2006/2007 Approved	2007/2008 Projected
Personnel Expenditures	\$79,839	\$66,593	\$82,168	\$80,891	\$86,034	\$85,047
Operating Expenditures	13,097	12,659	48,165	32,696	67,329	52,182
Capital Expenditures	4,647	0	8,700	8,400	13,000	35,500
Total	\$97,583	\$79,252	\$139,033	\$121,987	\$166,363	\$172,729
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

2006/2007 Key Issues and Changes:

This division is responsible for identifying, monitoring and regulating all industrial users/contributors to the wastewater system. In addition, this Division monitors and regulates waste haulers and restaurants on their discharge of grease.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.

Department
Utilities

Division
Environmental Monitoring

Cost Center
0435065

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

Generate analytical data utilized by the wastewater treatment plant in process control and in satisfying the federal and state environmental program requirements.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$215,771	\$195,291	\$223,844	\$225,070	\$231,415	\$232,709
Operating Expenditures	81,173	102,332	175,635	144,786	216,000	204,104
Capital Expenditures	18,302	0	5,300	5,300	10,315	27,581
Total	\$315,246	\$297,623	\$404,779	\$375,156	\$457,730	\$464,394
Personnel						
Full-Time	5	4	4	4	4	4
Part-Time	0	0	0	0	0	0
Total	5	4	4	4	4	4

2006/2007 Key Issues and Changes:

This division is responsible for analytical work that is reported to DHEC, to support the treatment plant and for monitoring industrial users.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2006/2007 budget have been included in the operating expenditure lines for the Division.

Department
 Utilities

Division
 Lift Stations

Cost Center
 0435070

Strategic Goal

Maintain Service Capacity – Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels – both now and in the future in the following areas: facilities, utility infrastructure, equipment, general government infrastructure, technology, and staff.

Division Mission

To manage and maintain the lift stations in proper working conditions at an economical cost to provide for the effective delivery of sewage to the treatment plant.

Expenditures by Category	2003/2004	2004/2005	2005/2006	2005/2006	2006/2007	2007/2008
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$131,865	\$126,581	\$97,574	\$119,482	\$103,248	\$106,663
Operating Expenditures	576,656	500,280	313,950	614,391	598,195	623,802
Capital Expenditures	1,640	0	0	1,000	10,000	10,000
Total	\$710,161	\$626,861	\$411,524	\$734,873	\$711,443	\$740,465
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

2006/2007 Key Issues and Changes:

Wastewater lift stations are used to help transport liquid wastewater from homes and businesses across the City to the treatment plant for processing and cleaning.



CITY OF ROCK HILL, SOUTH CAROLINA

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS
 FOR THE YEAR ENDED JUNE 30, 2004

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 59,275,807		\$ 59,275,807
Water sales	8,403,521		8,403,521
Sewer charges	11,256,426		11,256,426
Impact fees	1,108,755		1,108,755
Storm water charges		\$ 1,206,498	1,206,498
Other user charges	3,219,180		3,219,180
Total operating revenues	<u>83,263,689</u>	<u>1,206,498</u>	<u>84,470,187</u>
OPERATING EXPENSES:			
Purchased power	45,105,017		45,105,017
System operations	13,083,398	740,228	13,823,626
Depreciation and amortization	6,700,325	269,969	6,970,294
General and administrative	3,795,102		3,795,102
Total operating expenses	<u>68,683,842</u>	<u>1,010,197</u>	<u>69,694,039</u>
OPERATING INCOME (LOSS)	<u>14,579,847</u>	<u>196,301</u>	<u>14,776,148</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	448,265	1,828	450,093
Interest expense	(3,011,012)		(3,011,012)
Gain (loss) on disposal of fixed assets			-
Total nonoperating revenues (expenses)	<u>(2,562,747)</u>	<u>1,828</u>	<u>(2,560,919)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	12,017,100	198,129	12,215,229
CAPITAL CONTRIBUTIONS	6,055,704	406,788	6,462,492
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,521,132)</u>		<u>(5,521,132)</u>
CHANGE IN NET ASSETS	12,816,672	604,917	13,421,589
TOTAL NET ASSETS - BEGINNING	<u>118,714,021</u>	<u>5,537,316</u>	<u>124,251,337</u>
TOTAL NET ASSETS - END	<u>\$ 131,530,693</u>	<u>\$ 6,142,233</u>	<u>\$ 137,672,926</u>

Note: Presented on a GAAP Basis

CITY OF ROCK HILL, SOUTH CAROLINA

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS
 FOR THE YEAR ENDED JUNE 30, 2005

	<u>Business-type Activities - Enterprise Funds</u>		
	Electric, Water and Sewer	<u>Stormwater</u>	<u>Totals</u>
OPERATING REVENUES:			
Electric sales	\$ 59,401,950		\$ 59,401,950
Water sales	9,559,111		9,559,111
Sewer charges	13,017,951		13,017,951
Impact fees	1,536,282		1,536,282
Storm water charges		\$ 1,489,187	1,489,187
Other user charges	3,435,314	6,847	3,442,161
Total operating revenues	<u>86,950,608</u>	<u>1,496,034</u>	<u>88,446,642</u>
OPERATING EXPENSES:			
Purchased power	45,535,776		45,535,776
System operations	12,172,668	694,382	12,867,050
Depreciation and amortization	7,160,979	283,156	7,444,135
General and administrative	4,095,924		4,095,924
Total operating expenses	<u>68,965,347</u>	<u>977,538</u>	<u>69,942,885</u>
OPERATING INCOME (LOSS)	<u>17,985,261</u>	<u>518,496</u>	<u>18,503,757</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	611,383	3,029	614,412
Interest expense	(3,226,433)	(508)	(3,226,941)
Gain (loss) on disposal of fixed assets	(63,343)		(63,343)
Total nonoperating revenues (expenses)	<u>(2,678,393)</u>	<u>2,521</u>	<u>(2,675,872)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	15,306,868	521,017	15,827,885
CAPITAL CONTRIBUTIONS	4,427,231		4,427,231
TRANSFERS IN	629,084		629,084
TRANSFERS OUT	<u>(4,366,371)</u>		<u>(4,366,371)</u>
CHANGE IN NET ASSETS	15,996,812	521,017	16,517,829
TOTAL NET ASSETS - BEGINNING	<u>131,530,693</u>	<u>6,142,233</u>	<u>137,672,926</u>
TOTAL NET ASSETS - END	<u>\$ 147,527,505</u>	<u>\$ 6,663,250</u>	<u>\$ 154,190,755</u>

Note: Presented on a GAAP basis.

CITY OF ROCK HILL, SOUTH CAROLINA

**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS
 FOR THE YEAR ENDED JUNE 30, 2006, PROJECTED**

	<u>Business-type Activities - Enterprise Funds</u>		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 63,087,024		\$ 63,087,024
Water sales	9,760,697		9,760,697
Sewer charges	13,796,218		13,796,218
Impact fees	1,299,008		1,299,008
Storm water charges		\$ 1,653,357	1,653,357
Other user charges	3,631,867		3,631,867
Total operating revenues	<u>91,574,814</u>	<u>1,653,357</u>	<u>93,228,171</u>
OPERATING EXPENSES:			
Purchased power	49,093,083		49,093,083
System operations	12,866,333	1,513,857	14,380,190
Depreciation and amortization	7,647,000	392,718	8,039,718
General and administrative	4,606,993		4,606,993
Total operating expenses	<u>74,213,409</u>	<u>1,906,575</u>	<u>76,119,984</u>
OPERATING INCOME (LOSS)	<u>17,361,405</u>	<u>(253,218)</u>	<u>17,108,187</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	850,000		850,000
Interest expense	(3,150,000)		(3,150,000)
Gain (loss) on disposal of fixed assets			-
Total nonoperating revenues (expenses)	<u>(2,300,000)</u>	<u>-</u>	<u>(2,300,000)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	15,061,405	(253,218)	14,808,187
CAPITAL CONTRIBUTIONS	3,696,635	384,636	4,081,271
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,722,793)</u>		<u>(5,722,793)</u>
CHANGE IN NET ASSETS	13,300,247	131,418	13,431,665
TOTAL NET ASSETS - BEGINNING	<u>147,527,505</u>	<u>6,663,250</u>	<u>154,190,755</u>
TOTAL NET ASSETS - END	<u>\$160,827,752</u>	<u>\$ 6,794,668</u>	<u>\$167,622,420</u>

Note: Presented on a GAAP basis.

CITY OF ROCK HILL, SOUTH CAROLINA

**INCOME STATEMENT - BUDGET BASIS
 FOR THE YEAR ENDED JUNE 30, 2007, PROJECTED**

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 65,559,375		\$ 65,559,375
Water sales	10,050,000		10,050,000
Sewer charges	14,100,000		14,100,000
Impact fees	1,275,000		1,275,000
Storm water charges		\$ 1,950,000	1,950,000
Other user charges	4,155,910		4,155,910
Total operating revenues	<u>95,140,285</u>	<u>1,950,000</u>	<u>97,090,285</u>
OPERATING EXPENSES:			
Purchased power	51,514,346		51,514,346
System operations	22,737,338	1,412,676	24,150,014
General and administrative	5,141,157		5,141,157
Total operating expenses	<u>79,392,841</u>	<u>1,412,676</u>	<u>80,805,517</u>
OPERATING INCOME (LOSS)	<u>15,747,444</u>	<u>537,324</u>	<u>16,284,768</u>
NONOPERATING REVENUES (EXPENSES):			
Principal Payments	(5,127,500)	(315,000)	(5,442,500)
Interest income	515,000		515,000
Interest expense	(5,145,905)	(222,324)	(5,368,229)
Total nonoperating revenues (expenses)	<u>(9,758,405)</u>	<u>(537,324)</u>	<u>(10,295,729)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	5,989,039	-	5,989,039
TRANSFERS OUT	<u>(5,989,039)</u>		<u>(5,989,039)</u>
NET INCOME	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: This schedule is presented on a budget (cash) basis and excludes depreciation and amortization in the amount of an estimated \$8,236,718. Since actual GAAP financial statements do not include principal payments, nonoperating revenues (expenses), as presented are overstated (compared to a GAAP statement) by \$5,127,500 in order to tie the numbers to the City budget. For a GAAP basis statement of the 2006/2007 Budget, please see the following page.

CITY OF ROCK HILL, SOUTH CAROLINA

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS
 FOR THE YEAR ENDED JUNE 30, 2007, PROJECTED

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 65,559,375		\$ 65,559,375
Water sales	10,050,000		10,050,000
Sewer charges	14,100,000		14,100,000
Impact fees	1,275,000		1,275,000
Storm water charges		\$ 1,950,000	1,950,000
Other user charges	3,625,910		3,625,910
Total operating revenues	<u>94,610,285</u>	<u>1,950,000</u>	<u>96,560,285</u>
OPERATING EXPENSES:			
Purchased power	51,514,346		51,514,346
System operations	13,524,838	1,097,676	14,622,514
Depreciation and amortization	7,830,000	406,718	8,236,718
General and administrative	5,141,157		5,141,157
Total operating expenses	<u>78,010,341</u>	<u>1,504,394</u>	<u>79,514,735</u>
OPERATING INCOME (LOSS)	<u>16,599,944</u>	<u>445,606</u>	<u>17,045,550</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	825,000		825,000
Interest expense	(3,100,000)		(3,100,000)
Gain (loss) on disposal of fixed assets			-
Total nonoperating revenues (expenses)	<u>(2,275,000)</u>	<u>-</u>	<u>(2,275,000)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	<u>14,324,944</u>	<u>445,606</u>	<u>14,770,550</u>
CAPITAL CONTRIBUTIONS	<u>3,700,000</u>	<u>385,000</u>	<u>4,085,000</u>
TRANSFERS IN	<u>265,000</u>		<u>265,000</u>
TRANSFERS OUT	<u>(5,989,039)</u>		<u>(5,989,039)</u>
CHANGE IN NET ASSETS	<u>12,300,905</u>	<u>830,606</u>	<u>13,131,511</u>
TOTAL NET ASSETS - BEGINNING	<u>160,827,752</u>	<u>6,794,668</u>	<u>167,622,420</u>
TOTAL NET ASSETS - END	<u>\$ 173,128,657</u>	<u>\$ 7,625,274</u>	<u>\$ 180,753,931</u>

Note: Presented on a GAAP basis.

CITY OF ROCK HILL, SOUTH CAROLINA

**INCOME STATEMENT - BUDGET BASIS
 FOR THE YEAR ENDED JUNE 30, 2008, PROJECTED**

	<u>Business-type Activities - Enterprise Funds</u>		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 67,533,750		\$ 67,533,750
Water sales	10,500,000		10,500,000
Sewer charges	14,600,000		14,600,000
Impact fees	1,300,000		1,300,000
Storm water charges		\$1,985,000	1,985,000
Other user charges	4,085,410		4,085,410
Total operating revenues	<u>98,019,160</u>	<u>1,985,000</u>	<u>100,004,160</u>
 OPERATING EXPENSES:			
Purchased power	53,136,000		53,136,000
System operations	24,155,541	1,985,000	26,140,541
General and administrative	5,009,464		5,009,464
Total operating expenses	<u>82,301,005</u>	<u>1,456,139</u>	<u>84,286,005</u>
 OPERATING INCOME (LOSS)	<u>15,718,155</u>	<u>528,861</u>	<u>15,718,155</u>
 NONOPERATING REVENUES (EXPENSES):			
Principal Payments	(5,437,500)	(315,000)	(5,752,500)
Interest income	600,000		600,000
Interest expense	(4,901,227)	(213,861)	(5,115,088)
Total nonoperating revenues (expenses)	<u>(9,738,727)</u>	<u>(528,861)</u>	<u>(10,267,588)</u>
 INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	5,979,428	-	5,979,428
 TRANSFERS OUT	<u>(5,979,428)</u>		<u>(5,979,428)</u>
 NET INCOME	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: This schedule is presented on a budget (cash) basis and excludes depreciation and amortization in the amount of an estimated \$8,327,000. Since actual GAAP financial statements do not include principal payments, nonoperating revenues (expenses), as presented are overstated (compared to a GAAP statement) by \$5,437,500 in order to tie the numbers to the City budget. For a GAAP basis statement of the 2007/2008 Budget, please see the following page.

CITY OF ROCK HILL, SOUTH CAROLINA

**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS
 FOR THE YEAR ENDED JUNE 30, 2008, PROJECTED**

	<u>Business-type Activities - Enterprise Funds</u>		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 67,533,750		\$ 67,533,750
Water sales	10,500,000		10,500,000
Sewer charges	14,600,000		14,600,000
Impact fees	1,300,000		1,300,000
Storm water charges		\$ 1,985,000	1,985,000
Other user charges	3,640,410		3,640,410
Total operating revenues	<u>97,574,160</u>	<u>1,985,000</u>	<u>99,559,160</u>
OPERATING EXPENSES:			
Purchased power	53,136,000		53,136,000
System operations	15,193,041	1,141,139	16,334,180
Depreciation and amortization	7,920,000	407,000	8,327,000
General and administrative	5,009,464		5,009,464
Total operating expenses	<u>81,258,505</u>	<u>1,548,139</u>	<u>82,806,644</u>
OPERATING INCOME (LOSS)	<u>16,315,655</u>	<u>436,861</u>	<u>16,752,516</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	800,000		800,000
Interest expense	(3,050,000)		(3,050,000)
Gain (loss) on disposal of fixed assets			-
Total nonoperating revenues (expenses)	<u>(2,250,000)</u>	<u>-</u>	<u>(2,250,000)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	14,065,655	436,861	14,502,516
CAPITAL CONTRIBUTIONS	3,800,000	390,000	4,190,000
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,979,428)</u>		<u>(5,979,428)</u>
CHANGE IN NET ASSETS	12,151,227	826,861	12,978,088
TOTAL NET ASSETS - BEGINNING	<u>173,128,657</u>	<u>7,625,274</u>	<u>180,753,931</u>
TOTAL NET ASSETS - END	<u>\$ 185,279,884</u>	<u>\$ 8,452,135</u>	<u>\$ 193,732,019</u>

Note: Presented on a GAAP basis.



DEBT SERVICE

The City has issued bonds in the past as the capital needs of the City have grown. These bonds have been used to fund both revenue producing facilities and general purpose facilities. At July 1, 2006, the City had total bond debt service outstanding in the amount of \$141,571,228, which consisted of \$112,227,500 for Revenue Bonds, \$869,167 for Tax Increment Bonds, \$8,870,000 for General Obligation Bonds, \$11,430,000 in Certificates of Participation, and \$8,174,561 in Stormwater Bonds. Short-term debt consisted of five lease/purchase agreements outstanding in the amount of \$2,141,439.

UTILITY REVENUE BONDS

In January, 2003, the City issued \$75,260,000 in Utility Revenue Improvement and Refunding bonds. Projects to be financed with a portion of the proceeds of the Series 2003 Bonds are improvements to the water and wastewater systems and expansion of the electric system. Improvements to the water system include an upgrade of the water plant to 36 MGD and the construction of a water tank in the northwest area of the City. Wastewater projects include the Dutchman Creek interceptor upgrade, a new 7 MGD pump station, upgrades to 2 existing pump stations, wastewater line restoration/repairs, and land purchase near the treatment plant. Electric projects include a traffic controller upgrade, line conversions, Constitution Blvd. street lighting, Springdale feeders, and line relocations/upgrades related to road widening projects.

The bonds also refunded the outstanding Combined Utility System Revenue Bonds, Series 1991 and Series 1993, in their entirety.

Other outstanding Utility Revenue bonds consist of: \$15,312,500 Combined Utility System Revenue and Refunding Bonds, Series 1998A, 1998B, 1998C issued to refund the Series 1988 and Series 1994 Revenue Bonds and to finance improvements and expansion of the water, wastewater and electric systems; and, \$26,615,000 Combined Utility System Revenue and Refunding Bonds, Series 2000A, 2000B, 2000C issued to refund a portion of the Series 1991 Revenue Bonds and to finance improvements to the water and wastewater systems, expansion of the electric system, and the first phase of an \$11,600,000 streetscape project.

All utility bonds are payable from the net revenues of the City's combined utility system. The various bond indentures contain significant limitations and restrictions on annual debt service requirements and

minimum revenue bond coverage. The City is in compliance with all such significant financial limitations and restrictions.

GENERAL OBLIGATION BONDS

Outstanding General Obligation bonds consist of: \$915,000 General Obligation Bonds, Series 1997, issued to complete the first phase of the Fire Master Plan, including construction of a new fire station and various improvements to the three existing fire stations; \$4,240,000 General Obligation Bonds Series 2003 for construction of two new fire stations, and; \$2,955,000 General Obligation Bonds, Series 2005, refunded 1993 Bonds issued to fund improvements to City Hall, the downtown area, and parks, and for various other projects around the City.

The full faith, credit, and taxing power of the City are pledged for the payment of these bonds.

TAX INCREMENT BONDS

Outstanding Tax Increment Bonds consist of: \$529,167 Tax Increment Bonds, Series 1992A, issued to finance a portion of the costs of construction and acquisition of municipally-owned public improvements within the Red River Redevelopment Project area; and, \$340,000 Tax Increment Bonds, Series 1993, issued to finance a portion of the costs of acquisition of an existing building, reconstruction of Main Street, and construction of public improvements within the Downtown Redevelopment Project area. This debt has been used to build roads and install water and sewer lines in two business parks within the City and to redevelop the downtown area.

Taxes generated from the construction of businesses in these areas are being used to retire the debt on these bonds. To the extent that debt service requirements on the bonds exceed the incremental property tax revenues, utility net revenues are pledged. The City projects that all debt service requirements will be met through the construction of businesses and the utilities generated by those businesses in the tax increment districts.

CERTIFICATES OF PARTICIPATION

The City has \$11,430,000 outstanding in Certificates of Participation, issued in FY 04/05 for the purpose of building Manchester Meadows, a new regional soccer complex. This debt service is being paid for from the Food and Beverage Hospitality Taxes which were instituted in FY 02/03.

STORMWATER BONDS

The City has \$8,174,561 outstanding in a loan from the State of South Carolina’s State Revolving Fund (SRF) loan program that will provide low cost loans to the City for the completion of four major stormwater projects in the City: Ebinport Road, Sumter Avenue, Little Dutchman, and Rabun Circle. Stormwater projects are prioritized on the basis of specific criteria and the Stormwater Division is managed by the City’s Public Works Director.

SHORT TERM DEBT

The City entered into two lease/purchase agreements during FY 04/05 in the total amount of \$600,000 for the purchase of two additional automated residential sanitation loaders and five new backhoes. Approximately \$109,759 remains outstanding on this lease. A lease-purchase arrangement for 5 backhoes from FY 04/05 has \$163,830 remaining. Last Fiscal Year the City entered into a larger lease-purchase agreement for several cars and trucks. The current balance on this project is approximately \$1.9 million.

FUTURE DEBT

The City currently plans to issue up to \$5 million in general obligation debt within the next five years for the purpose of completing the fire master plan and other general government activities. This additional debt service is anticipated to be paid from the general fund.

The City also anticipates continuing a strategy of rolling lease purchase agreements for the purpose of financing a Public Works, Fire, and Police Vehicles. When fully implemented, the City plans to issue approximately \$2.2 million annually in lease-purchase proceeds to finance the purchase of these vehicles.

Additionally, the City anticipates issuing approximately \$100 million in debt over the next 10 years for the purpose of completing improvements and additions for the City’s Combined Utility System. This debt will be financed through structured rate increases in the Electric, Water, and Wastewater Funds.

LEGAL DEBT MARGIN

The City has a legal debt limit of 8% of the total assessed value. The City is authorized by state statute to exceed the legal debt margin if the additional debt is approved by the City’s citizens. The total assessed value includes assessed value of merchant’s inventory in the amount of \$2,071,740.

Total Assessed Value	\$175,979,600
Debt Limit – 8% of Assessed Value	\$14,078,368
Total Amount of Debt Applicable to Debt Limit	<u>(8,870,000)</u>
Legal Debt Margin	\$ 5,208,368



DEBT SCHEDULES

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 1998A

AMOUNT OF ISSUE	\$ 3,315,000
PRINCIPAL PAYMENTS TO DATE	2,420,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	895,000

Bonds Issued January 22, 1998

Interest payable semi-annually on the 1st of January and July to the Bank of New York

Principal payments due January 1st are reserved in monthly installments in the previous year

Bonds Redemption Schedule January 1, 2007 thru 2009, as follows:

4.25%	January 1, 2007	335,000
4.30%	January 1, 2008	365,000
4.40%	January 1, 2009	195,000

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 1998B

AMOUNT OF ISSUE	\$ 10,350,000
PRINCIPAL PAYMENTS TO DATE	2,535,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	7,815,000

Bonds Issued February 10, 1998

Interest payable monthly (variable) to the Bank of New York

Principal payments due January 1st are reserved in monthly installments in the previous year

Bonds Redemption Schedule January 1, 2007 thru 2023, as follows:

3.50%	January 1, 2007	355,000		3.50%	January 1, 2015	472,500
3.50%	January 1, 2008	367,500		3.50%	January 1, 2016	487,500
3.50%	January 1, 2009	382,500		3.50%	January 1, 2017	505,000
3.50%	January 1, 2010	395,000		3.50%	January 1, 2018	525,000
3.50%	January 1, 2011	407,500		3.50%	January 1, 2019	545,000
3.50%	January 1, 2012	422,500		3.50%	January 1, 2020	562,500
3.50%	January 1, 2013	437,500		3.50%	January 1, 2021	582,500
3.50%	January 1, 2014	455,000		3.50%	January 1, 2022	605,000
				3.50%	January 1, 2023	307,500

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 1998C

AMOUNT OF ISSUE	\$ 8,860,000
PRINCIPAL PAYMENTS TO DATE	2,797,500
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	6,602,500

Bonds Issued March 19, 1998

Interest payable semi-annually on the 1st of January and July to the Bank of New York

Principal payments due January 1st are reserved in monthly installments in the previous year

Bonds Redemption Schedule January 1, 2007 thru 2021, as follows:

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 1998C (cont.)

4.375%	January 1, 2007	330,000	4.80%	January 1, 2014	450,000
4.400%	January 1, 2008	342,500	4.90%	January 1, 2015	472,500
4.400%	January 1, 2009	357,500	5.00%	January 1, 2016	495,000
4.500%	January 1, 2010	375,000	5.00%	January 1, 2017	520,000
4.600%	January 1, 2011	392,500	5.00%	January 1, 2018	547,500
4.625%	January 1, 2012	410,000	5.00%	January 1, 2019	572,500
4.750%	January 1, 2013	430,000	5.00%	January 1, 2020	600,000
			5.00%	January 1, 2021	307,500

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2000A

AMOUNT OF ISSUE	\$7,745,000
PRINCIPAL PAYMENTS TO DATE	2,432,500
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	5,312,500

Bonds Issued July, 2000

Interest payable semi-annually on the 1st of January and July to the Bank of New York

Principal payments due January 1st are reserved in monthly installments in the previous year

Bonds Redemption Schedule January 1, 2007 thru 2015, as follows:

5.00%	January 1, 2007	517,500	5.125%	January 1, 2011	627,500
5.00%	January 1, 2008	542,500	5.125%	January 1, 2012	660,000
5.00%	January 1, 2009	570,000	5.250%	January 1, 2013	692,500
5.00%	January 1, 2010	597,500	5.375%	January 1, 2014	730,000
			5.400%	January 1, 2015	375,000

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2000B

AMOUNT OF ISSUE	\$10,000,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	10,000,000

Bonds Issued July, 2000

Interest payable monthly (variable) to Bank of New York

Principal payments due January 1st are reserved in monthly installments in the previous year

Bonds Redemption Schedule January 1, 2016 thru 2025, as follows:

6.00%	January 1, 2015	417,500	6.00%	January 1, 2020	995,000
6.00%	January 1, 2016	850,000	6.00%	January 1, 2021	1,035,000
6.00%	January 1, 2017	882,500	6.00%	January 1, 2022	1,075,000
6.00%	January 1, 2018	917,500	6.00%	January 1, 2023	1,117,500
6.00%	January 1, 2019	955,000	6.00%	January 1, 2024	1,162,500
			6.00%	January 1, 2025	592,000

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 2000C

AMOUNT OF ISSUE	\$17,260,000
PRINCIPAL PAYMENTS TO DATE	5,957,500
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	11,302,500

Bonds Issued October, 2000

Interest payable semi-annually on the 1st of January and July to the Bank of New York

Principal payments due January 1st are reserved in monthly installments in the previous year

Bonds Redemption Schedule January 1, 2007 thru 2015, as follows:

5.00%	January 1, 2007	1,785,000	5.000%	January 1, 2011	1,042,500
4.75%	January 1, 2008	1,922,500	5.000%	January 1, 2012	1,097,500
5.00%	January 1, 2009	1,492,500	5.125%	January 1, 2013	1,150,000
5.00%	January 1, 2010	990,000	5.125%	January 1, 2014	1,205,000
			5.250%	January 1, 2015	617,500

COMBINED UTILITY SYSTEM REVENUE IMPROVEMENT AND REFUNDING BONDS, SERIES 2003A

AMOUNT OF ISSUE	\$42,652,292
PRINCIPAL PAYMENTS TO DATE	3,054,792
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	39,597,500

Bonds Issued January 15, 2003

Interest payable semi-annually on the 1st of July and January to the Bank of New York

Principal payable in lump sum payments on the 1st of January

Bonds Redemption Schedule January 1, 2007 thru 2023, as follows:

5.000%	January 1, 2007	917,500	5.375%	January 1, 2019	1,675,000
5.000%	January 1, 2008	965,000	5.375%	January 1, 2020	1,767,500
5.000%	January 1, 2009	1,015,000	5.375%	January 1, 2021	1,865,000
5.000%	January 1, 2010	1,067,500	5.375%	January 1, 2022	1,970,000
5.000%	January 1, 2011	1,120,000	5.375%	January 1, 2023	2,075,000
4.000%	January 1, 2012	1,172,500	4.750%	January 1, 2024	2,177,500
5.250%	January 1, 2013	1,227,500	4.750%	January 1, 2025	2,287,500
4.000%	January 1, 2014	1,285,000	5.000%	January 1, 2026	2,405,000
5.375%	January 1, 2015	1,352,500	5.000%	January 1, 2027	2,527,500
5.375%	January 1, 2016	1,427,500	5.000%	January 1, 2028	2,675,500
5.375%	January 1, 2017	1,505,000	5.000%	January 1, 2029	2,455,000
5.375%	January 1, 2018	1,587,500	5.000%	January 1, 2030	1,092,500

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2003B

AMOUNT OF ISSUE	\$10,000,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	10,000,000

Bonds Issued January 15, 2003

Interest payable (variable) to the Bank of New York

Principal payable in lump sum payments on the 1st of January

Bonds Redemption Schedule January 1, 2030 thru 2033, as follows:

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2003B (cont.)

4.00%	January 1, 2029	337,500
4.00%	January 1, 2030	1,830,000
4.00%	January 1, 2031	3,045,000
4.00%	January 1, 2032	3,170,000
4.00%	January 1, 2033	1,617,500

TAX INCREMENT BONDS, SERIES 1992A

AMOUNT OF ISSUE-Red River Redevelopment Area	\$ 6,080,000
PRINCIPAL PAYMENTS TO DATE	5,550,833
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	529,167

Bonds Issued July 15, 1992

Interest payable semi-annually on the 1st of May and November to Bank of New York

Principal payable in lump sum payments on the 1st of May

Bonds Redemption Schedule thru May 1, 2007, as follows:

5.875%	May 1, 2007	527,167
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TAX INCREMENT BONDS, SERIES 1993

AMOUNT OF ISSUE-Downtown Redevelopment Area	\$1,335,000
PRINCIPAL PAYMENTS TO DATE	995,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	340,000

Bonds Issued July 28, 1993

Interest payable semi-annually on the 1st of May and November to Wachovia

Principal payable in lump sum payments on the 1st of May

Bonds Redemption Schedule May 1, 2007 thru 2008, as follows:

5.25%	May 1, 2007	120,000
5.25%	May 1, 2008	220,000

1997 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$1,350,000
PRINCIPAL PAYMENTS TO DATE	435,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	915,000

Bonds Issued December 8, 1997

Interest payable semi-annually on the 1st of May and November to Wachovia

Principal payable in lump sum payments on the 1st of May

Bonds Redemption Schedule May 1, 2007 thru 2018, as follows:

4.625%	May 1, 2007	55,000	5.000%	May 1, 2013	75,000
4.700%	May 1, 2008	60,000	5.100%	May 1, 2014	80,000
4.800%	May 1, 2009	65,000	5.125%	May 1, 2015	85,000
4.900%	May 1, 2010	65,000	5.125%	May 1, 2016	90,000
5.000%	May 1, 2011	70,000	5.125%	May 1, 2017	95,000
5.000%	May 1, 2012	75,000	5.125%	May 1, 2018	100,000

2003 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$5,500,000
PRINCIPAL PAYMENTS TO DATE	500,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	5,000,000

Bonds Issued July 2, 2003

Interest payable semi-annually on the 1st of April and October to Wachovia

Principal payable in lump sum payments on the 1st of April

Bonds Redemption Schedule April 1, 2007 thru 2023, as follows:

5.250%	April 1, 2007	200,000	3.500%	April 1, 2015	300,000
5.000%	April 1, 2008	200,000	3.750%	April 1, 2016	300,000
5.000%	April 1, 2009	200,000	3.750%	April 1, 2017	300,000
3.250%	April 1, 2010	250,000	4.000%	April 1, 2018	350,000
3.250%	April 1, 2011	250,000	4.000%	April 1, 2019	350,000
3.500%	April 1, 2012	250,000	4.000%	April 1, 2020	350,000
3.250%	April 1, 2013	275,000	4.100%	April 1, 2021	350,000
3.375%	April 1, 2014	275,000	4.125%	April 1, 2022	400,000
			4.125%	April 1, 2023	400,000

2005 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$3,150,000
PRINCIPAL PAYMENTS TO DATE	195,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	2,955,000

Bonds Issued July 14, 2005

Interest payable semi-annually on the 1st of May and November to Carolina First Bank

Principal payable in lump sum payments on the 1st of May

Bonds Redemption Schedule May 1, 2007 thru 2012, as follows:

3.000%	May 1, 2007	450,000	3.250%	May 1, 2010	500,000
3.000%	May 1, 2008	470,000	3.500%	May 1, 2011	515,000
3.250%	May 1, 2009	485,000	3.250%	May 1, 2012	535,000

2005 CERTIFICATES OF PARTICIPATION

AMOUNT OF ISSUE	\$11,925,000
PRINCIPAL PAYMENTS TO DATE	495,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	11,430,000

Bonds Issued February 16, 2005

Interest payable semi-annually on the 1st of January and July to Bank of New York

Principal payable in lump sum payments on the 1st of January

Bonds Redemption Schedule January 1, 2007 thru 2025, as follows:

3.00%	January 1, 2007	435,000	4.00%	January 1, 2016	580,000
3.00%	January 1, 2008	450,000	4.00%	January 1, 2017	605,000
3.00%	January 1, 2009	460,000	4.00%	January 1, 2018	630,000
3.00%	January 1, 2010	475,000	4.00%	January 1, 2019	655,000
3.25%	January 1, 2011	490,000	4.00%	January 1, 2020	680,000
3.50%	January 1, 2012	505,000	4.00%	January 1, 2021	710,000
3.50%	January 1, 2013	525,000	4.00%	January 1, 2022	735,000
3.75%	January 1, 2014	540,000	4.00%	January 1, 2023	765,000
3.75%	January 1, 2015	560,000	4.50%	January 1, 2024	795,000
			4.50%	January 1, 2025	835,000

2005 STORMWATER BONDS, SERIES A

AMOUNT OF ISSUE	\$5,310,559
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	5,310,559

Bonds Issued December 2005

Interest payable quarterly on the 1st of July, October, January, and April to South Carolina Budget and Control Board, Office of Local Government

Principal payable quarterly on the 1st of July, October, January, and April

Bonds Redemption Schedule July 1, 2006 thru 2026, as follows:

3.25%	April 1, 2007	193,596	3.25%	April 1, 2017	265,089
3.25%	April 1, 2008	199,730	3.25%	April 1, 2018	273,632
3.25%	April 1, 2009	206,068	3.25%	April 1, 2019	282,465
3.25%	April 1, 2010	212,620	3.25%	April 1, 2020	291,559
3.25%	April 1, 2011	219,391	3.25%	April 1, 2021	301,043
3.25%	April 1, 2012	226,390	3.25%	April 1, 2022	310,809
3.25%	April 1, 2013	233,624	3.25%	April 1, 2023	320,908
3.25%	April 1, 2014	241,103	3.25%	April 1, 2024	331,352
3.25%	April 1, 2015	248,834	3.25%	April 1, 2025	342,154
3.25%	April 1, 2016	256,826	3.25%	April 1, 2026	353,325

2005 STORMWATER BONDS, SERIES B

AMOUNT OF ISSUE	\$2,850,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2006	\$2,850,000

Bonds Issued December 2005

Interest payable quarterly on the 1st of August, November, February, and May to South Carolina Budget and Control Board, Office of Local Government

Principal payable quarterly on the 1st of August, November, February, and May

Bonds Redemption Schedule July 1, 2006 thru 2026, as follows:

2.25%	May 1, 2007	85,819	2.25%	May 1, 2017	142,807
2.25%	May 1, 2008	116,695	2.25%	May 1, 2018	146,048
2.25%	May 1, 2009	119,343	2.25%	May 1, 2019	149,362
2.25%	May 1, 2010	122,051	2.25%	May 1, 2020	152,751
2.25%	May 1, 2011	124,820	2.25%	May 1, 2021	156,217
2.25%	May 1, 2012	127,653	2.25%	May 1, 2022	159,761
2.25%	May 1, 2013	130,549	2.25%	May 1, 2023	163,386
2.25%	May 1, 2014	133,511	2.25%	May 1, 2024	167,094
2.25%	May 1, 2015	136,541	2.25%	May 1, 2025	170,885
2.25%	May 1, 2016	139,639	2.25%	May 1, 2026	174,763
			2.25%	August 1, 2026	44,307

CURRENT BOND PROJECTS

General Obligations Bond Issue, Series 2003

Revenues:

General Obligation Bonds proceeds at issuance	5,500,490
Interest Income	227,892
	5,728,382

Projects:

Galleria Fire Station	1,327,703
Cherry Rd Fire FS # 2	2,585,183
Fire Station # 1 Long term plan	20,136
Fire Station # 6	1,755,085
Costs of issuance	40,275
	5,728,382

Utility Revenue Bond Issue, Series 2003A

Revenues:

2003A Bond Proceeds at Issuance	41,453,625
Interest Income	2,461,675
Miscellaneous Income	1,548,000
	45,463,300

Projects:

Sturgis Electrical	40,591
Mt. Gallant Electric	800,000
Traffic Controller Upgrade	268,990
Springdale Feeders	200,000
Hwy 901 (from Hwy 72 to I-77 existing only Overhead)	155,000
Constitution Blvd Street Ltg	163,612
Ebenezer Rd (Dotson to Old Pointe - Overhead)	89,809
Rawlinson Rd (Hwy 901/Hwy 161 Urd)	550,000
Fiber Optic Network	906,934
Saluda Street from Boggs to Main	450,000
Saluda Street Traffic	160,000
Northwest Electric Substation	525,000
South Cherry Road Widening	395,000
Convert 4KV to 25KV	200,000
Elizabeth Lane/White Street Intersection	160,000
Hollis Lakes Street Lighting	200,000
Saluda Street Gateway	770,000
Downtown Manhole URD	830,000
Primary to Dutchman Creek Pump Station	166,000
Dutchman Creek Interceptor Upgrade	8,130,000
New 7.0 MGD Dutchman Creek Pump Station	2,818,800
Primary to Wood Forest Pump Station	100,000
Purchase of 70 Acres near Manchester Creek	2,000,000
Rosewood Pump Station Abandon Sewer	429,600

**Utility Revenue Bond Issue,
Series 2003A Projects Continued**

Forest Hills Pump Station Upgrade	240,000
Gallant Meadows Connector	686,400
Tools Fork	1,717,576
Manchester Meadows Sewer	1,329,738
Replace Generator - Manchester WWTP	300,000
Wastewater Line Restoration/Repair/Abandonment	965,571
Water Plant Upgrade to 36 MGD	15,642,001
Northwest Water Tank	2,600,000
Filter Plant Generator	94,980
Costs of Issuance	127,478
Undesignated	1,250,220
	<hr/>
	45,463,300



SUMMARY SCHEDULE OF TOTAL DEBT SERVICE REQUIREMENTS

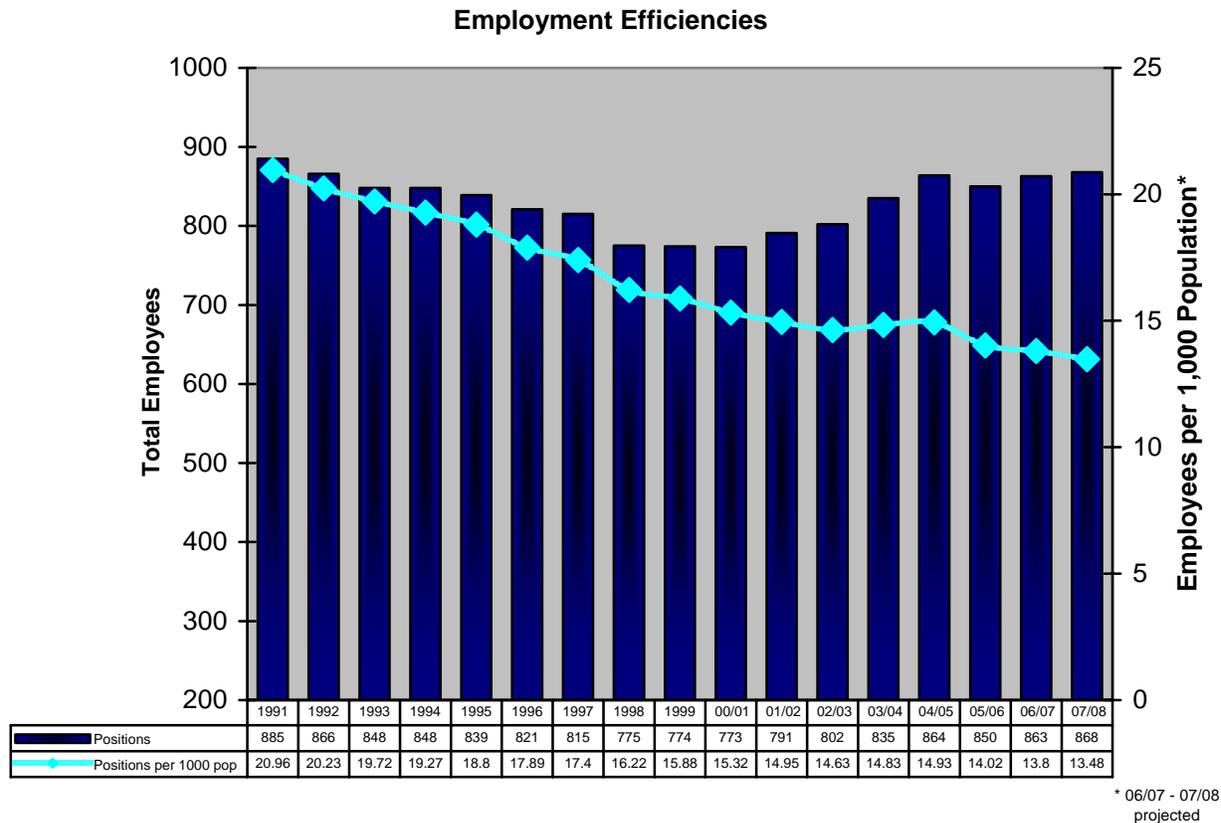
<u>Year</u>	<u>Utilities</u>			<u>Tax Increment</u>			<u>General Obligation/COPs</u>			<u>All</u>
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
05/06	\$4,905,000	\$5,269,173	\$10,174,173	\$720,833	\$90,569	\$811,402	\$1,100,000	\$650,730	\$1,750,730	\$12,736,305
06/07	\$5,127,500	\$5,045,904	\$10,173,404	\$649,167	\$48,939	\$698,105	\$1,090,000	\$828,455	\$1,918,455	\$12,789,964
07/08	\$5,437,500	\$5,101,226	\$10,538,726	\$220,000	\$11,550	\$231,550	\$1,135,000	\$780,761	\$1,915,761	\$12,686,038
08/09	\$4,990,000	\$4,841,192	\$9,831,192				\$1,175,000	\$731,491	\$1,906,491	\$11,737,684
09/10	\$4,450,000	\$4,600,180	\$9,050,180				\$1,265,000	\$680,071	\$1,945,071	\$10,995,251
10/11	\$4,665,000	\$4,384,511	\$9,049,511				\$1,310,000	\$628,661	\$1,938,661	\$10,988,173
11/12	\$4,887,500	\$4,168,927	\$9,056,427				\$1,355,000	\$573,711	\$1,928,711	\$10,985,138
12/13	\$5,112,500	\$3,938,079	\$9,050,579				\$875,000	\$514,736	\$1,389,736	\$10,440,316
13/14	\$5,357,500	\$3,695,269	\$9,052,769				\$895,000	\$483,674	\$1,378,674	\$10,431,443
14/15	\$5,675,000	\$3,436,763	\$9,111,763				\$945,000	\$450,063	\$1,395,063	\$10,506,825
15/16	\$6,000,000	\$3,148,539	\$9,148,539				\$970,000	\$414,206	\$1,384,206	\$10,532,745
16/17	\$6,300,000	\$2,848,236	\$9,148,236				\$1,000,000	\$375,144	\$1,375,144	\$10,523,379
17/18	\$5,837,500	\$2,532,659	\$8,370,159				\$1,080,000	\$334,825	\$1,414,825	\$9,784,984
18/19	\$5,345,000	\$2,242,881	\$7,587,881				\$655,000	\$215,150	\$870,150	\$8,458,031
19/20	\$4,745,000	\$1,980,539	\$6,725,539				\$680,000	\$188,949	\$868,949	\$7,594,488
20/21	\$3,790,000	\$1,751,411	\$5,541,411				\$710,000	\$161,750	\$871,750	\$6,413,161
21/22	\$3,650,000	\$1,573,422	\$5,223,422				\$735,000	\$133,350	\$868,350	\$6,091,772
22/23	\$3,500,000	\$1,402,754	\$4,902,754				\$765,000	\$103,950	\$868,950	\$5,771,704
23/24	\$3,340,000	\$1,242,094	\$4,582,094				\$795,000	\$73,350	\$868,350	\$5,450,444
24/25	\$2,880,000	\$1,092,163	\$3,972,163				\$835,000	\$37,575	\$872,575	\$4,844,738
25/26	\$2,405,000	\$956,875	\$3,361,875							\$3,361,875
26/27	\$2,527,500	\$836,625	\$3,364,125							\$3,364,125
27/28	\$2,657,500	\$710,250	\$3,367,750							\$3,367,750
28/29	\$2,792,500	\$577,375	\$3,369,875							\$3,369,875
29/30	\$2,922,500	\$439,592	\$3,362,092							\$3,362,092
30/31	\$3,045,000	\$313,791	\$3,358,791							\$3,358,791
31/32	\$3,170,000	\$192,219	\$3,362,219							\$3,362,219
32/33	\$1,617,500	\$65,054	\$1,682,554							\$1,682,554
Total	\$117,132,500	\$68,387,701	\$185,520,201	\$1,590,000	\$151,057	\$1,741,057	\$19,370,000	\$8,360,603	\$27,730,603	\$214,991,861

SCHEDULE OF UTILITY SYSTEM DEBT SERVICE REQUIREMENTS BY CATEGORY

<u>Year</u>	<u>Electric</u>			<u>Water</u>			<u>Wastewater</u>			<u>All</u>
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
05/06	\$1,013,671	\$1,226,858	\$2,240,529	\$1,860,884	\$1,979,284	\$3,840,168	\$2,030,445	\$2,063,032	\$4,093,477	\$10,174,173
06/07	\$1,061,317	\$1,180,109	\$2,241,426	\$1,944,321	\$1,896,083	\$3,840,404	\$2,121,862	\$1,969,712	\$4,091,574	\$10,173,404
07/08	\$1,121,171	\$1,313,043	\$2,434,214	\$2,054,779	\$1,854,809	\$3,909,588	\$2,261,550	\$1,933,374	\$4,194,924	\$10,538,726
08/09	\$1,076,590	\$1,259,038	\$2,335,629	\$1,935,916	\$1,758,263	\$3,694,179	\$1,977,493	\$1,823,891	\$3,801,385	\$9,831,192
09/10	\$1,018,931	\$1,206,795	\$2,225,726	\$1,788,972	\$1,666,664	\$3,455,636	\$1,642,097	\$1,726,721	\$3,368,818	\$9,050,180
10/11	\$1,068,064	\$1,156,968	\$2,225,033	\$1,872,824	\$1,581,797	\$3,454,621	\$1,724,112	\$1,645,746	\$3,369,858	\$9,049,511
11/12	\$1,119,659	\$1,106,771	\$2,226,429	\$1,959,985	\$1,497,001	\$3,456,986	\$1,807,857	\$1,565,155	\$3,373,012	\$9,056,427
12/13	\$1,171,422	\$1,053,067	\$2,224,489	\$2,048,816	\$1,406,344	\$3,455,160	\$1,892,262	\$1,478,669	\$3,370,931	\$9,050,579
13/14	\$1,229,528	\$996,364	\$2,225,892	\$2,145,770	\$1,311,084	\$3,456,854	\$1,982,201	\$1,387,822	\$3,370,023	\$9,052,769
14/15	\$1,207,421	\$935,910	\$2,143,331	\$2,190,709	\$1,209,766	\$3,400,474	\$2,276,870	\$1,291,087	\$3,567,957	\$9,111,763
15/16	\$1,180,226	\$875,322	\$2,055,548	\$2,234,707	\$1,100,024	\$3,334,731	\$2,585,067	\$1,173,193	\$3,758,260	\$9,148,539
16/17	\$1,236,439	\$818,542	\$2,054,981	\$2,346,001	\$988,849	\$3,334,851	\$2,717,560	\$1,040,845	\$3,758,404	\$9,148,236
17/18	\$1,210,688	\$758,990	\$1,969,678	\$2,243,524	\$872,033	\$3,115,557	\$2,383,288	\$901,636	\$3,284,924	\$8,370,159
18/19	\$1,183,530	\$701,097	\$1,884,626	\$2,132,633	\$761,107	\$2,893,740	\$2,028,838	\$780,676	\$2,809,514	\$7,587,881
19/20	\$1,021,545	\$644,951	\$1,666,496	\$1,897,878	\$656,525	\$2,554,403	\$1,825,577	\$679,063	\$2,504,640	\$6,725,539
20/21	\$844,143	\$597,802	\$1,441,945	\$1,471,005	\$564,924	\$2,035,929	\$1,474,852	\$588,685	\$2,063,537	\$5,541,411
21/22	\$875,955	\$560,467	\$1,436,422	\$1,361,881	\$495,990	\$1,857,871	\$1,412,164	\$516,966	\$1,929,130	\$5,223,422
22/23	\$837,590	\$521,710	\$1,359,300	\$1,206,730	\$432,642	\$1,639,372	\$1,455,680	\$448,403	\$1,904,083	\$4,902,754
23/24	\$797,394	\$485,026	\$1,282,420	\$1,044,204	\$376,707	\$1,420,911	\$1,498,401	\$380,361	\$1,878,762	\$4,582,094
24/25	\$593,407	\$450,537	\$1,043,944	\$989,817	\$328,593	\$1,318,410	\$1,296,776	\$313,033	\$1,609,809	\$3,972,163
25/26	\$381,868	\$423,611	\$805,480	\$934,510	\$281,195	\$1,215,704	\$1,088,622	\$252,069	\$1,340,691	\$3,361,875
26/27	\$401,319	\$404,518	\$805,837	\$982,110	\$234,469	\$1,216,579	\$1,144,071	\$197,638	\$1,341,709	\$3,364,125
27/28	\$421,961	\$384,452	\$806,413	\$1,032,624	\$185,364	\$1,217,987	\$1,202,916	\$140,434	\$1,343,350	\$3,367,750
28/29	\$672,624	\$363,354	\$1,035,978	\$1,008,622	\$133,732	\$1,142,354	\$1,111,254	\$80,289	\$1,191,543	\$3,369,875
29/30	\$1,706,963	\$331,266	\$2,038,230	\$721,017	\$83,600	\$804,617	\$494,519	\$24,726	\$519,245	\$3,362,092
30/31	\$2,551,635	\$262,949	\$2,814,584	\$493,365	\$50,842	\$544,206	\$0	\$0	\$0	\$3,358,791
31/32	\$2,656,382	\$161,075	\$2,817,457	\$513,618	\$31,144	\$544,762	\$0	\$0	\$0	\$3,362,219
32/33	\$1,355,425	\$54,513	\$1,409,939	\$262,075	\$10,540	\$272,615	\$0	\$0	\$0	\$1,682,554
Total	\$31,016,870	\$20,235,103	\$51,251,973	\$42,679,296	\$23,749,372	\$66,428,668	\$43,436,334	\$24,403,225	\$67,839,559	\$185,520,201

The following section provides a comparative picture of staffing changes historically and for the approved FY 06/07 budget, as well as projections for FY 07/08. This section details by division all full and part-time positions in the City and the total amount spent on salaries within each division.

The City remains committed to reducing its staff wherever possible through both attrition and the elimination of programs that are no longer in need of staff. Since 1991, the City has eliminated 61 full time non-public safety department positions and an additional 73 part time positions – while simultaneously adding 49 Public Safety positions.



Over this same time period, the City has continued to show an increase in total population. The result is that even though the total population continues to increase, the total number of City employees used to provide services to the population has only increased at a fraction of that rate. In spite of this, Rock Hill has maintained its high level of services to citizens and has become increasingly more productive in service provision. For 2006/07, the City has increased the total number of positions, largely in response to growth pressures. Once again, no services have been eliminated. The City has added a Street Crimes Unit in the Police Department, staff in our Parks, Recreation, and Tourism Department to operate our new Manchester Meadows regional soccer complex, and two positions in our Utilities Water Distribution Division to proactively maintain the City’s hydrant and valve infrastructure. The two hydrant and valve crew positions will allow all maintenance and inspections to be completed in a timely manner while reducing wear and tear and high fuel costs in our Fire Department, which formerly had responsibilities in hydrant maintenance.

There are no new General Fund positions requested for FY 07/08 due to an innovative approach to Fire Station positioning. In lieu of building an additional Fire substation at the cost of increased property taxes, our aging Fire Station #3 will be rebuilt in another location to improve Fire zone coverage while holding staffing levels constant. There are 5 new positions proposed in our Utilities Department for FY 07/08.

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
General Government								
General Gov't – City Council								
1453	Council & Commissions Liaison	1	1	1	FT		1	
9159	Council Member	6	6	6	PT		6	
9169	Mayor	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		8	8	8		\$111,234	8	\$112,328
General Gov't-City Management								
1022	Secretary	1	1	1	FT		1	
1037	Executive Assistant	1	1	1	FT		1	
1440	Assistant City Manager	1	1	1	FT		1	
9149	City Manager	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		4	4	4		\$342,833	4	\$356,236
General Gov't-Public Affairs								
1011	Clerk II	1	1	1	FT		1	
2010	Planner I	1	0	0	FT		0	
2016	Planner II	0	1	0	FT		0	
2022	Project Manager	1	1	1	FT		1	
1455	Graphic Designer	0	0	0	FT		0	
1456	Sr. Coordinator Website Production	1	1	1	FT		1	
1462	Senior Projects Intern	1	1	1	PT		1	
9879	Special Projects Intern	<u>1</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
		6	5	5		\$184,908	5	\$188,946
General Gov't-Neigh Empowerment								
4060	Housing & Neigh Services Director	1	0	0	FT		0	
4059	Neigh Empowerment	1	0	0	FT		0	
1462	Senior Projects Intern	<u>2</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		4	0	0			0	
General Gov't-Municipal Court								
1311	Accounting Clerk II	1	1	0	FT		0	
1410	Customer Service Technician	1	1	1	FT		1	
1413	Municipal Court Assistant	1	1	1	FT		1	
4001	Ministerial Recorder	2	2	2	FT		2	
4002	Clerk of Court	1	1	1	FT		1	
4004	City Recorder	1	1	1	FT		1	
4006	Senior Ministerial Recorder	0	0	1	FT		1	
4010	Bailiff	1	1	1	FT		1	
4001	Ministerial Recorder	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		9	9	9		\$354,693	9	\$366,012
General Gov't-Solicitors Office								
1030	Administrative Secretary	0	0	1	FT		1	
4006	Senior Associate Recorder	1	1	0	FT		0	
4007	City Solicitor	1	1	1	FT		1	
4007	City Solicitor	0	1	1	PT		1	
4008	Senior Solicitor	1	1	1	FT		1	
4036	Court & Training Advocate	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		4	5	5		\$254,421	5	\$261,622
General Government Total								
	Full Time	23	21	20			20	
	Part Time	<u>12</u>	<u>10</u>	<u>11</u>			<u>11</u>	
		35	31	31		\$1,248,089	31	\$1,285,144

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
Finance								
Finance-Administration								
1320	Finance Director/Municipal Clerk	0	0	0	FT		0	
1321	Management Services Administrator	1	1	1	FT		1	
9869	Special Intern	1	1	1	PT		1	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		3	3	3		\$135,885	3	\$138,932
Finance-Accounting								
1304	Accountant I	1	1	1	FT		1	
1305	Accountant II	1	1	0	FT		0	
1308	Controller	1	1	1	FT		1	
1311	Accounting Clerk II	1	1	1	FT		1	
1312	Accounting Clerk III	1	1	1	FT		1	
1313	Accountant III	1	1	2	FT		2	
9869	Special Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		7	7	7		\$288,571	7	\$296,980
Finance-Budget Office								
2023	Budget Officer	1	1	1	FT		1	
2024	Performance Manager	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		2	2	2		\$139,638	2	\$143,838
Finance-Purchasing/ Fleet								
1012	Customer Service Clerk I	1	1	1	FT		1	
1201	Warehouse Clerk	1	0	0	FT		0	
1202	Warehouse Supervisor	1	1	1	FT		1	
1203	Purchasing Specialist	1	1	1	FT		1	
1204	Senior Warehouse Clerk	0	2	2	FT		2	
1410	Customer Service Technician	1	0	0	FT		0	
2024	Performance Manager	1	1	1	FT		1	
6205	Radio Technician	1	1	1	FT		1	
6223	Tire Technician	1	1	1	FT		1	
6224	Preventive Maintenance Specialist	2	2	2	FT		2	
6225	Service Technician I	2	2	2	FT		2	
6226	Service Technician II	4	4	4	FT		4	
6227	Lead Service Technician	2	2	2	FT		2	
6229	Small Engine Mechanic III	0	0	0	FT		0	
9019	Seasonal Crew Worker	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		19	19	19		\$675,099	19	\$694,933
Finance-Customer Service								
1012	Clerk III	1	1	1	FT		1	
1033	Central Collections Specialist	1	1	1	FT		1	
1316	Central Collections Coordinator	1	1	1	FT		1	
1410	Customer Service Technician	4	4	4	FT		4	
1411	Customer Service Clerk I	2	2	2	FT		2	
1412	Customer Service Clerk II	8	8	8	FT		8	
1419	Meter Reader I	4	4	4	FT		4	
1420	Meter Reader II	3	3	3	FT		3	
1422	Billing Services Coordinator	2	2	2	FT		2	
1424	Customer Relations Coordinator	1	1	0	FT		0	
1431	Billing/Customer Svc. Supervisor	0	0	1	FT		1	
1446	Senior Administrative Assistant	1	1	1	FT		1	
1447	Recovery Specialist	1	1	1	FT		1	
1448	Recovery Service Technician	2	2	2	FT		2	
1511	Information Technology Engineer	1	1	1	FT		1	
2024	Performance Manager	1	1	1	FT		1	
3006	Project Specialist	1	1	1	FT		1	

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
9859	Intern	<u>2</u> 36	<u>2</u> 36	<u>2</u> 36	PT	\$1,213,106	<u>2</u> 36	\$1,249,285
Finance-Risk Management								
1412	Customer Service Clerk II	2	2	2	FT		2	
1425	Risk Manager/Safety Supervisor	<u>1</u> 3	<u>1</u> 3	<u>1</u> 3	FT	\$127,562	<u>1</u> 3	\$131,400
Finance-Mgt Information Systems								
1507	Information Systems Supervisor	1	1	1	FT		1	
1511	Information Technology Engineer	3	3	3	FT		3	
1512	Information Technology Engineer II	1	1	1	FT		1	
9879	Special Projects Intern	<u>1</u> 6	<u>0</u> 5	<u>0</u> 5	PT	\$292,417	<u>0</u> 5	\$301,213
Finance-GIS/Mapping Services								
3020	GIS Program Analyst II	1	1	1	FT		1	
3018	GIS Manager	1	1	1	FT		1	
9879	Special Projects Intern	<u>0</u> 2	<u>1</u> 3	<u>1</u> 3	PT	\$138,592	<u>1</u> 3	\$142,249
Finance Department Total								
	Full Time	71	71	71			71	
	Part Time	<u>7</u>	<u>7</u>	<u>7</u>			<u>7</u>	
		78	78	78		\$3,010,870	78	\$3,098,830
Human Resources								
Human Resources-Administration								
1032	Executive Secretary	1	1	1	FT		1	
2119	Benefits Specialist	1	1	1	FT		1	
2127	Human Resources Director	1	1	1	FT		1	
9879	Special Projects Intern	1	1	1	PT		1	
9889	Senior Projects Intern	<u>0</u> 4	<u>1</u> 5	<u>1</u> 5	PT	\$258,666	<u>1</u> 5	\$264,111
Human Resources-Personnel								
1101	Switchboard Operator/Receptionist	0	0	0	FT		0	
1110	Office Services Specialist	1	1	1	FT		1	
2103	Personnel Technician	1	1	1	FT		1	
2107	Personnel Supervisor	1	1	1	FT		1	
2121	Personnel Analyst	<u>1</u> 4	<u>1</u> 4	<u>1</u> 4	FT	\$175,983	<u>1</u> 4	\$181,276
Human Resources Total								
	Full Time	7	7	7			7	
	Part Time	<u>1</u> 8	<u>2</u> 9	<u>2</u> 9			<u>2</u> 9	
		8	9	9		\$434,649	9	\$445,387

Planning Services

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
Planning Services Administration								
1022	Secretary	1	0	0	FT		0	
2011	Senior Planner	1	0	0	FT		0	
2030	Planning Services Director	1	1	1	FT		1	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		4	2	2		\$112,300	2	\$115,679
Long Range Planning/Transportation								
2022	Project Manager	0	1	0	FT		0	
2011	Senior Planner	0	0	1	FT		1	
2016	Planner II	0	1	1	FT		1	
2017	Planner III	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		0	3	3		\$154,415	3	\$159,059
Planning-Commun. Devel Services								
1415	Development Assistant	1	0	0	FT		0	
2001	Planning Technician	0	0	0	FT		0	
2002	Planning Technician II	1	0	0	FT		0	
2017	Planner III	1	0	0	FT		0	
2307	Development Coordinator	1	0	0	FT		0	
9879	Special Projects Intern	<u>1</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		5	0	0		\$0	0	\$0
Planning-Inspections/Dev Coord								
1412	Customer Service Clerk II	1	0	0	FT		0	
1415	Development Assistant	1	0	0	FT		0	
1450	Administrative Assistant	1	0	0	FT		0	
2001	Planning Technician	1	0	0	FT		0	
2011	Senior Planner	1	0	0	FT		0	
2303	Building Inspector I	1	0	0	FT		0	
2304	Building Inspector II	3	0	0	FT		0	
2306	Senior Building Inspector	1	0	0	FT		0	
2310	Building Official	1	0	0	FT		0	
9879	Special Projects Intern	<u>2</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		13	0	0		\$0	0	\$0
Planning-Planning Services								
2001	Planning Technician	1	0	0	FT		0	
2011	Senior Planner	1	0	0	FT		0	
2016	Planner II	3	0	0	FT		0	
2017	Planner III	2	0	0	FT		0	
2022	Project Manager	1	0	0	FT		0	
2303	Inspector I	<u>2</u>	<u>0</u>	<u>0</u>	FT		<u>0</u>	
		10	0	0		\$0	0	\$0
Planning-Airport Services								
1508	Operations Supervisor	1	1	0	PT		0	
1461	Airport Administrator	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		1	1	1		\$40,898	1	\$42,128
Planning & Development Total								
	Full Time	28	4	5			5	
	Part Time	5	2	1			1	
		33	6	6		\$307,613	6	\$316,866

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
Housing and Neighborhood Services								
Administration								
1442	Environmental Education Specialist	0	0	1	FT		1	
4061	Housing & Neigh Services Director	0	0	1	FT		1	
2001	Planning Technician II	0	0	1	FT		1	
2016	Planner II	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	4		\$170,357	4	\$175,480
Neighborhood Empowerment								
4061	Housing & Neigh Services Director	0	1	0	FT		0	
4059	Neigh Empowerment	0	1	0	FT		0	
4060	Neigh. Empowerment Supervisor	0	0	1	FT		1	
5310	Program Supervisor	0	0	1	FT		1	
1462	Senior Projects Intern	<u>0</u>	<u>2</u>	<u>2</u>	PT		<u>2</u>	
		0	4	4		\$151,258	4	\$154,452
Neighborhood Development								
1415	Development Assistant	0	1	1	FT		1	
1442	Environmental Education Specialist	0	1	0	FT		0	
1449	Neigh. Environ. Inspections Superv.	0	0	1	FT		1	
2001	Planning Technician II	0	1	0	FT		0	
2017	Planner III	0	1	1	FT		1	
2307	Development Coordinator	0	1	1	FT		1	
3006	Project Specialist	0	1	0	FT		0	
6523	Sanitation Superintendent	0	1	0	FT		0	
9003	Environmental Inspector	0	4	4	PT		4	
9884	Special Projects Intern	<u>0</u>	<u>2</u>	<u>2</u>	PT		<u>2</u>	
		0	13	10		\$315,708	10	\$321,058
Housing and Neighborhood Services Total								
	Full Time	0	9	10			10	
	Part Time	<u>0</u>	<u>8</u>	<u>8</u>			<u>8</u>	
		0	17	18		\$637,323	18	\$650,990
Police								
1011	Clerk II	1	0	0	FT		0	
1022	Secretary	1	0	0	FT		0	
1030	Administrative Secretary	4	0	0	FT		0	
1032	Executive Secretary	1	0	0	FT		0	
1310	Accounting Clerk I	2	0	0	FT		0	
1311	Accounting Clerk II	1	0	0	FT		0	
1410	Customer Service Technician	1	0	0	FT		0	
1504	Systems Operator	1	0	0	FT		0	
1506	Senior Programmer Analyst	1	0	0	FT		0	
2104	Telecommunications Operator I	7	0	0	FT		0	
2105	Telecommunications Operator II	7	0	0	FT		0	
2106	Telecommunications Operator III	4	0	0	FT		0	
4031	Telecommunications Supervisor	1	0	0	FT		0	
3006	Project Specialist	1	0	0	FT		0	
4011	Correctional Officer	2	0	0	FT		0	
4012	Correctional Officer II	3	0	0	FT		0	
4013	Master Correctional Officer	1	0	0	FT		0	
4034	Warrant Service Officer	1	0	0	PT		0	
4035	Law Enforcement Victim Advocate	1	0	0	FT		0	
4037	Sexual Assault Nurse Examiner	1	0	0	FT		0	
4040	Police Officer I	28	0	0	FT		0	
4041	Police Officer II	26	0	0	FT		0	
4043	Master Police Officer I	14	0	0	FT		0	
4044	Police Sergeant/Detective	12	0	0	FT		0	

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>	
4046	Police Lieutenant	10	0	0	FT		0		
4047	Police Captain	3	0	0	FT		0		
4050	Police Chief	1	0	0	FT		0		
4070	Criminalist	1	0	0	FT		0		
4071	Master Police Officer II	10	0	0	FT		0		
4072	Senior Police Officer	10	0	0	FT		0		
4073	Accreditation/Grants Manager	1	0	0	FT		0		
4075	Parking/Customer Service Officer	1	0	0	PT		0		
9879	Court & Training Advocate	0	0	0	FT		0		
9879	Special Projects Intern	<u>2</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>		
		161	0	0			0		
Police – Administration									
4050	Police Chief	0	1	1	FT		1		
1032	Executive Secretary	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>		
		0	2	2		\$135,007	2	\$139,067	
Police – Investigations									
1030	Admin Secretary	0	1	1	FT		1		
3006	Project Specialist	0	1	1	FT		1		
4035	Law Enforcement Victim Advocate	0	1	1	FT		1		
4037	Sexual Assault Nurse Examiner	0	1	1	FT		1		
4040	Police Officer I	0	1	1	FT		1		
4041	Police Officer II	0	3	7	FT		7		
4044	Police Sergeant/Detective	0	1	2	FT		2		
4048	Police Lieutenant	0	3	3	FT		3		
4047	Police Captain	0	1	1	FT		1		
4071	Master Police Officer II	0	5	5	FT		5		
4072	Senior Police Officer	<u>0</u>	<u>7</u>	<u>8</u>	FT		<u>8</u>		
		0	25	31		\$1,113,985	31	\$1,147,497	
Police – Patrol									
1030	Admin Secretary	0	1	1	FT		1		
4040	Police Officer I	0	19	19	FT		19		
4041	Police Officer II	0	28	28	FT		28		
4043	Master Police Officer	0	10	10	FT		10		
4044	Police Sergeant/Detective	0	4	4	FT		4		
4054	Police Lieutenant	0	7	7	FT		7		
4047	Police Captain	0	1	1	FT		1		
4071	Master Police Officer II	0	4	4	FT		4		
4072	Senior Police Officer	0	1	1	FT		1		
4034	Warrant Service Officer	<u>0</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>		
		0	76	76		\$2,969,965	76	\$3,054,633	
Police – Support Services									
1011	Clerk II	0	1	0	FT		0		
1022	Secretary	0	1	1	FT		1		
1030	Admin Secretary	0	2	1	FT		1		
1310	Accounting Clerk I	0	2	0	FT		0		
1311	Accounting Clerk II	0	1	0	FT		0		
1410	Customer Service Technician	0	1	0	FT		0		
1504	Systems Operator	0	1	1	FT		1		
1506	Senior Programmer/Analyst	0	1	0	FT		0		
2104	Telecommunications Operator I	0	7	0	FT		0		
2105	Telecommunications Operator II	0	7	0	FT		0		
2106	Telecommunications Operator III	0	4	0	FT		0		
4031	Telecommunications Supervisor	0	1	0	FT		0		
4011	Correctional Officer	0	2	2	FT		2		
4012	Correctional Officer II	0	3	3	FT		3		
4013	Master Correctional Officer	0	1	1	FT		1		
4040	Police Officer I	0	4	4	FT		4		
4041	Police Officer II	0	1	1	FT		1		

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
4043	Master Police Officer	0	3	3	FT		3	
4044	Police Sergeant/Detective	0	5	5	FT		5	
4054	Police Lieutenant	0	2	2	FT		2	
4047	Police Captain	0	1	1	FT		1	
4070	Criminalist	0	1	0	FT		0	
4071	Master Police Officer II	0	2	2	FT		2	
4072	Senior Police Officer	0	2	2	FT		2	
4073	Accreditation Mgr/Grants Mgr	0	1	1	FT		1	
4075	Parking/Customer Service Officer	0	1	1	PT		1	
9879	Special Projects Intern	0	1	1	PT		1	
		0	59	32		\$1,286,481	32	\$1,324,664
Police – Information Management								
1011	Clerk II	0	0	1	FT		1	
1030	Admin Secretary	0	0	1	FT		1	
1310	Accounting Clerk I	0	0	2	FT		2	
1311	Accounting Clerk II	0	0	1	FT		1	
1410	Customer Service Technician	0	0	1	FT		1	
1512	IT Engineer II	0	0	1	FT		1	
2104	Telecommunications Operator I	0	0	7	FT		7	
2105	Telecommunications Operator II	0	0	7	FT		7	
2106	Telecommunications Operator III	0	0	4	FT		4	
2110	Telecommunications Supervisor	0	0	1	FT		1	
4070	Criminalist	0	0	1	FT		1	
		0	0	27		\$827,354	27	\$852,001
Police – Hometown Security								
9879	Special Projects Intern	0	1	1	PT		1	
		0	1	1		\$35,214	1	\$35,214
Police Total								
	Full Time	157	159	165			165	
	Part Time	4	4	4			4	
		161	163	169		\$6,368,006	169	\$6,553,076
Fire								
Fire-Administration & Training								
1412	Customer Service Clerk II	1	1	1	FT		1	
4125	Fire Training Officer/Batallion Chief	1	1	1	FT		1	
4126	Logistics Officer	1	1	1	FT		1	
4133	Fire Chief	1	1	1	FT		1	
9002	Fire Secretary (Part Time)	1	0	0	PT		0	
		5	4	4		\$206,522	4	\$212,737
Fire-Suppression/Emerg Response								
4101	Firefighter I	30	33	33	FT		33	
4102	Firefighter II	18	18	18	FT		18	
4103	Driver-Engineer	21	21	21	FT		21	
4104	Fire Captain	21	21	21	FT		21	
4131	Batallion Chief	3	3	3	FT		3	
		93	96	96		\$3,287,608	96	\$3,386,505

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
Fire-Prevention & Investigation								
4105	Fire Investigator-Captain	1	1	1	FT		1	
4121	Fire Inspector II	2	2	2	FT		2	
4122	Fire Inspector III	1	1	1	FT		1	
4123	Fire Prevention-Captain	1	1	1	FT		1	
4124	Fire Prevention Supv.-Fire Marshall	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		6	6	6		\$241,763	6	\$249,034
Fire Total								
	Full Time	103	106	106			106	
	Part Time	<u>1</u>	<u>0</u>	<u>0</u>			<u>0</u>	
		104	106	106		\$3,735,893	106	\$3,848,276
Development Services								
Development Svcs. Administration								
2033	Development Services Director	0	1	1	FT		1	
1022	Secretary	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		0	2	2		\$107,389	2	\$110,620
Building/Codes								
2303	Building Inspector I	0	1	1	FT		1	
2304	Building Inspector II	0	4	4	FT		2	
2308	Building Plans Examiner	0	1	1	FT		1	
2310	Building Official	0	1	1	FT		1	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>0</u>			<u>0</u>	
		0	7	7		\$320,393	7	\$330,032
Zoning/Current Planning								
2001	Planning Technician	0	1	1	FT		1	
2011	Senior Planner	0	1	1	FT		1	
2016	Planner II	0	2	2	FT		2	
2017	Planner III	0	1	1	FT		1	
2303	Inspector I	<u>0</u>	<u>2</u>	<u>2</u>	FT		<u>2</u>	
		0	7	7		\$312,803	7	\$322,214
Permit Application Center								
	Permit Technician II	0	2	2	FT		2	
	Permit Technician III	0	1	1	FT		1	
3016	CIS Technician II	0	1	1	FT		1	
1415	Development Assistant	0	1	1	FT		1	
2308	Building Plans Examiner	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
3016	CIS Technician II	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		0	6	6		\$199,546	6	\$205,550
Infrastructure								
2016	Engineering Technician I	0	1	1	FT		1	
3004	Engineering Technician III	0	3	3	FT		3	
3021	City Engineer II	0	1	1	FT		1	
3024	Engineering Technician I	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		0	6	6		\$264,696	6	\$272,659
Development Services Total								
	Full Time	0	29	29			29	
	Part Time	<u>0</u>	<u>0</u>	<u>0</u>			<u>0</u>	
		0	29	29		\$1,204,827	29	\$1,241,075

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
Public Works								
Public Works-Administration								
1410	Customer Service Technician	1	1	1	FT		1	
6530	Public Works Director	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		2	2	2		\$111,780	2	\$115,143
Public Works-Street Maintenance								
3003	Engineering Tech II	1	0	0	FT		0	
3004	Engineering Tech III	0	0	0	FT		0	
6010	Crew Worker I	4	4	4	FT		4	
6011	Crew Worker II	13	13	13	FT		13	
6020	Crew Leader	2	1	1	FT		1	
6103	Equipment Operator III	3	3	3	FT		3	
6202	Maintenance Mechanic II	1	1	1	FT		1	
6203	Maintenance Mechanic III	1	1	1	FT		1	
6503	Crew Supervisor	1	2	2	FT		2	
6505	Construction Maintenance Supv	2	2	2	FT		2	
6525	Construction Maintenance Supt	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		29	28	28		\$817,692	28	\$842,293
Public Works-Residential Waste								
6010	Crew Worker I	1	0	0	FT		0	
6011	Crew Worker II	1	1	1	FT		1	
6015	Sanitation Worker	4	0	0	FT		0	
6105	Refuse Truck Operator I	1	0	0	FT		0	
6106	Refuse Truck Operator II	3	3	3	FT		3	
6107	Refuse Truck Operator III	4	4	4	FT		4	
6502	Sanitation Supervisor II	1	1	1	FT		1	
9870	Special Intern	<u>3</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		18	9	9		\$278,754	9	\$287,140
Public Works-Commercial Waste								
6107	Refuse Truck Operator III	5	5	5	FT		5	
6202	Maintenance Mechanic II	1	1	1	FT		1	
6502	Sanitation Supervisor II	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		7	7	7		\$238,856	7	\$246,043
Public Works-Curbside Trash								
6010	Crew Worker I	7	7	7	FT		7	
6020	Crew Leader	2	2	2	FT		2	
6105	Refuse Truck Operator I	5	5	5	FT		5	
6106	Refuse Truck Operator II	5	5	5	FT		5	
6523	Sanitation Superintendent	1	1	1	FT		1	
9019	Seasonal Crew Worker	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		21	21	21		\$627,204	21	\$645,572
Public Works-Recycling/Beautifctn								
1442	Environmental Education Specialist	1	0	0	FT		0	
3006	Project Specialist	1	0	0	FT		0	
6106	Refuse Truck Operator II	5	5	5	FT		5	
6107	Refuse Truck Operator III	1	1	1	FT		1	
6203	Maintenance Mechanic III	1	1	1	FT		1	
6501	Sanitation Supervisor	2	1	1	FT		1	
6523	Sanitation Superintendent	1	0	0	FT		0	
9003	Environmental Inspector	3	0	0	PT		0	
9029	Seasonal Crew Leader	2	1	1	PT		1	
9869	Special Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		18	10	10		\$226,145	10	\$232,949
Public Works Total								
	Full Time	85	74	74			74	
	Part Time	<u>10</u>	<u>3</u>	<u>3</u>			<u>3</u>	
		95	77	77		\$2,300,431	77	\$2,369,140

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
Property Maintenance								
Property Maint-Horticulture								
3006	Project Specialist	1	1	1	FT		1	
6010	Crew Worker I	4	4	2	FT		2	
6011	Crew Worker II	2	2	1	FT		1	
6021	Horticulturist I	5	5	4	FT		4	
6022	Horticulturist II	4	4	3	FT		3	
6101	Equipment Operator I	1	1	1	FT		1	
6102	Equipment Operator II	1	1	1	FT		1	
6103	Equipment Operator III	1	1	1	FT		1	
6521	Grounds Maintenance Superintendent	1	1	1	FT		1	
9019	Seasonal Crew Worker	8	8	8	PT		8	
9879	Special Projects Intern	<u>6</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		34	28	23		\$653,033	23	\$671,363
Property Maint-Building Maint.								
1012	Clerk III	0	0	0	FT		0	
1412	Customer Service Clerk II	0	0	0	FT		0	
2022	Project Manager	1	0	0	FT		0	
2024	Performance Manager	0	1	1	FT		1	
5325	Maintenance Specialist	2	2	2	FT		2	
6010	Crew Worker I	1	1	0	FT		0	
6032	Crew Worker II	0	0	1	FT		1	
6202	Maintenance Mechanic II	1	1	1	FT		1	
6525	Construction Maintenance Supt	0	0	0	FT		0	
9019	Seasonal Crew Worker	0	0	0	PT		0	
9889	Senior Projects Intern	<u>1</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		6	5	5		\$223,823	5	\$230,556
Property Maint-Cemetery Services								
6020	Crew Leader	1	1	1	FT		1	
6503	Crew Supervisor	1	0	0	FT		0	
	Crew Supervisor II	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		2	2	2		\$65,868	2	\$67,849
Property Maint-Custodial Services								
6002	Custodial Worker II	12	11	9	FT		9	
6020	Crew Leader	1	1	1	FT		1	
6503	Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		14	13	11		\$272,982	11	\$281,193
Property Maintenance Total								
	Full Time	41	40	33	FT		33	
	Part Time	<u>15</u>	<u>8</u>	<u>8</u>	PT		<u>8</u>	
		56	48	41		\$1,215,706	41	\$1,250,961
Parks, Recreation, Tourism								
PRT-Tourism								
1023	Office Assistant	1	1	1	FT		1	
1032	Executive Secretary	1	1	1	FT		1	
1312	Accounting Clerk III	1	0	0	FT		0	
5309	Recreation Coordinator II	1	1	1	FT		1	
5310	Program Supervisor	1	2	2	FT		2	
5311	Recreation Superintendent	1	1	1	FT		1	
5315	PRT Director	1	1	1	FT		1	
9339	Recreation Leader I	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		8	8	8		\$349,562	8	\$359,765

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
PRT-Recreation								
5303	Center Supervisor I	1	1	1	FT		1	
5304	Center Supervisor II	2	3	3	FT		3	
5310	Program Supervisor	1	0	0	FT		0	
5311	Recreation Superintendent	0	1	1	FT		1	
5314	Program Coordinator	0	1	1	FT		1	
5330	Special Populations Supervisor	0	2	2	FT		2	
9339	Recreation Leader I	2	6	6	PT		6	
9379	Recreation Programmer I	2	3	3	PT		3	
9389	Recreation Programmer II	1	1	1	PT		1	
9539	Recreation Specialist III	0	9	9	PT		9	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		9	27	27		\$465,732	27	\$474,960
PRT-Outdoor Rec./Env. Education								
3006	Park Specialist	1	0	0	FT		0	
5302	Park Supervisor II	1	0	0	FT		0	
5305	Center Supervisor III	1	0	0	FT		0	
6202	Maintenance Mechanic II	1	0	0	FT		0	
9339	Recreation Leader I	28	0	0	PT		0	
9379	Recreation Programmer I	1	0	0	PT		0	
9389	Recreation Programmer II	1	0	0	PT		0	
9539	Recreation Specialist III	<u>1</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		35	0	0		\$0	0	\$0
PRT-Therapeutic/Youth/Sr Servcs								
5304	Center Supervisor II	1	0	0	FT		0	
5305	Center Supervisor III	1	0	0	FT		0	
5314	Program Coordinator	1	0	0	FT		0	
5330	Special Populations Supervisor	2	0	0	FT		0	
9339	Recreation Leader I	4	0	0	PT		0	
9379	Recreation Programmer I	1	0	0	PT		0	
9389	Recreation Programmer II	<u>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		10	0	0		\$0	0	\$0
PRT- Parks								
1312	Accounting Clerk III	0	1	1	FT		1	
1314	Cashier I	0	1	1	FT		1	
2022	Project Manager	1	1	1	FT		1	
3006	Park Specialist	0	1	1	FT		1	
5302	Park Supervisor II	2	3	3	FT		3	
5305	Center Supervisor III	0	1	1	FT		1	
5306	Recreation Coordinator I	4	4	4	FT		4	
5309	Recreation Coordinator II	1	1	1	FT		1	
5311	Recreation Superintendent	1	1	1	FT		1	
5314	Program Coordinator	1	1	1	FT		1	
6005	Utility Worker I	1	1	0	PT		0	
6010	Crew Worker I	2	4	6	FT		6	
6011	Crew Worker II	1	2	3	FT		3	
6020	Crew Leader	2	3	3	FT		3	
6021	Horticulturist I	0	0	1	FT		1	
6022	Horticulturist II	0	1	2	FT		2	
6201	Maintenance Mechanic I	1	0	1	FT		1	
6202	Maintenance Mechanic II	1	2	2	FT		2	
9019	Seasonal Crew Worker	1	1	1	PT		1	
9029	Seasonal Crew Leader	2	2	1	PT		1	
9339	Recreation Leader I	37	43	43	PT		43	
9369	Recreation Leader III	1	1	1	PT		1	
9379	Recreation Programmer I	1	2	2	PT		2	
9389	Recreation Programmer II	0	1	1	PT		1	

Job Number	Description	2004/05 Actual	2005/06 Auth	2006/07 Approved Positions		2006/07 Approved Budget	2007/08 Projected Positions	2007/08 Projected Budget
9539	Recreation Specialist III	0	3	8	PT		8	
9885	Senior Projects Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
		60	81	91		\$1,572,997	91	\$1,601,880
Parks, Recreation & Tourism Total								
	Full Time	37	42	48	FT		48	
	Part Time	85	74	78	PT		78	
		122	116	126		\$2,388,291	126	\$2,436,605
Urban Develop. & Housing								
Urban Development & Housing								
4401	Housing Authority Director	1	1	1	FT		1	
4406	Housing Inspector	1	1	1	FT		1	
4409	Occupancy Specialist I	4	4	4	FT		4	
4413	Tenant Selector	1	1	1	FT		1	
4419	Clerk Stenographer	2	2	2	FT		2	
4434	Crew Worker I	3	3	3	FT		3	
4435	Crew Worker II	2	2	2	FT		2	
4437	Maintenance Mechanic	5	5	5	FT		5	
6503	Crew Supervisor	2	2	2	FT		2	
6508	Maintenance Superintendent I	1	1	1	FT		1	
9019	Seasonal Crew Worker	1	1	1	PT		1	
9359	Recreation Leader III	<u>3</u>	<u>3</u>	<u>3</u>	PT		<u>3</u>	
		26	26	26		\$1,160,428	26	\$1,192,430
Urban Develop & Housing Total								
	Full Time	22	22	22	FT		22	
	Part Time	4	4	4	PT		4	
		26	26	26		\$1,160,428	26	\$1,192,430
Economic and Urban Development								
Administration								
1030	Administrative Secretary	1	1	1	FT		1	
2010	Planner	2	0	0	FT		0	
2014	Economic Development Coordinator	1	0	0	FT		0	
2012	Economic & Urban Develop. Director	1	1	1	FT		1	
2017	Downtown Development Manager	1	0	0	FT		0	
2022	Project Manager	4	2	2	FT		2	
2024	Performance Manager	2	0	0	FT		0	
5314	Program Coordinator	0	0	0	FT		0	
9869	Special Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		13	5	5		\$300,176	5	\$308,422
Project Management								
2010	Planner	0	1	1	FT		1	
2022	Project Manager	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		0	2	2		\$124,330	2	\$128,070
Downtown/Oldtown								
2010	Planner	0	1	1	FT		1	
2017	Downtown Development Manager	0	1	1	FT		1	
2024	Performance Manager	0	1	1	FT		1	
5314	Program Coordinator	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		0	4	4		\$200,230	4	\$206,255

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
Textile Corridor								
2014	Economic Development Coordinator	0	1	1	FT		1	
2022	Project Manager	0	1	1	FT		1	
2024	Performance Manager	0	1	1	FT		1	
		<u>0</u>	<u>3</u>	<u>3</u>		\$187,464	<u>3</u>	\$193,104
Economic Development Total								
	Full Time	12	13	13			13	
	Part Time	<u>1</u>	<u>1</u>	<u>1</u>			<u>1</u>	
		13	14	14		\$812,200	14	\$835,851
Total Full Time General Fund								
		586	597	603	FT		603	
Total Part Time General Fund								
		<u>145</u>	<u>123</u>	<u>127</u>	PT		<u>127</u>	
Total General Fund								
		731	720	730		\$24,824,326	730	\$25,524,631



<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
Enterprise Funds								
Stormwater Fund								
Stormwater								
3002	Engineering Technician I	2	1	1	FT		1	
3003	Engineering Technician II	1	1	1	FT		1	
3004	Engineering Technician III	1	0	0	FT		0	
3009	Staff Professional Engineer	1	1	1	FT		1	
6010	Crew Worker I	2	2	2	FT		2	
6011	Crew Worker II	2	2	2	FT		2	
6101	Equipment Operator I	1	1	1	FT		1	
6102	Equipment Operator II	2	2	2	FT		2	
6103	Equipment Operator III	1	1	1	FT		1	
6503	Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		14	12	12		\$341,935	12	\$352,222
Electric Fund								
Utilities-Administration								
1032	Executive Secretary	1	1	1	FT		1	
1411	Customer Service Clerk I	0	0	0	FT		0	
1412	Customer Service Clerk II	1	1	1	FT		1	
1460	Key Accounts Manager	1	1	1	FT		1	
3003	Engineering Tech II	0	0	1	FT		1	
3004	Engineering Tech III	0	0	1	FT		1	
6405	Utilities Services Coordinator	1	1	1	FT		1	
6531	Public Utilities Director	1	1	1	FT		1	
	Public Services Administrator	1	1	1	FT		1	
9010	Operations Supervisor	1	1	1	PT		1	
9881	Senior Projects Intern	<u>0</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		7	8	9		\$504,588	9	\$517,317
Technology Services								
1510	Information Technology Technician	1	1	1	FT		1	
1512	Information Technology Engineer	1	1	1	FT		1	
3003	Engineering Technician II	1	1	1	FT		1	
9879	Senior Projects Intern	1	1	1	PT		1	
9881	Special Projects Intern	<u>2</u>	<u>2</u>	<u>2</u>	PT		<u>2</u>	
		6	6	6		\$240,532	6	\$245,237
Electric Services								
3003	Engineering Technician II	1	1	1	FT		1	
6422	Lineworker II	1	1	0	FT		0	
6423	Lineworker III	18	18	19	FT		19	
6506	Electric Line Crew Supervisor	1	1	1	FT		1	
9879	Special Projects Intern	<u>1</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		22	21	21		\$877,557	21	\$903,958
Electric Engineering								
1510	Information Technology Technician	1	0	0	FT		0	
2022	Project Manager	1	1	1	FT		1	
3003	Engineering Technician II	1	0	0	FT		1	
3004	Engineering Technician III	1	1	0	FT		0	
3008	Engineering Technician IV	0	0	1	FT		1	
6529	Assistant Utilities Director	0	0	0	FT		0	
6415	Electronic Service Technician II	1	1	1	FT		1	
6417	Electrical Engineer	0	0	0	FT		0	
1443	City Forester	1	1	1	FT		1	
9879	Special Projects Intern	1	0	0	PT		0	
9881	Senior Projects Intern	<u>1</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		8	4	4		\$194,664	5	\$231,298

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
Electric Traffic Signals								
6411	Electronic Service Tech I	2	2	2	FT		3	
6415	Electronic Service Tech II	3	3	3	FT		4	
6516	Electronic Service Tech Supv	1	1	1	FT		1	
6329	Maintenance Technician I	1	1	1	FT		2	
6331	Maintenance Technician III	1	1	1	FT		1	
6420	Line Crew Helper	1	1	1	FT		1	
6423	Lineworker III	<u>1</u>	<u>1</u>	<u>1</u>	<u>FT</u>		<u>1</u>	
		10	10	10		\$351,245	13	\$457,125
Water Fund								
Water Engineering								
1512	Information Technology Engineer	1	0	0	FT		0	
3004	Engineering Technician III	1	0	0	FT		0	
3009	Professional Engineer	1	1	1	FT		1	
3012	City Engineer II	1	0	0	FT		0	
6514	Water/Wastewater Superintendent	1	1	1	FT		1	
9879	Special Projects Intern	<u>1</u>	<u>0</u>	<u>0</u>	<u>PT</u>		<u>0</u>	
		6	2	2		\$59,301	2	\$61,085
Utilities-Water Distribution								
6011	Crew Worker II	5	0	0	FT		0	
6103	Equipment Operator III	3	3	3	FT		3	
6201	Maintenance Mechanic I	3	3	3	FT		3	
6202	Maintenance Mechanic II	3	8	10	FT		10	
6503	Crew Supervisor	3	3	3	FT		3	
6508	Maintenance Superintendent I	<u>1</u>	<u>1</u>	<u>1</u>	<u>FT</u>		<u>1</u>	
		18	18	20		\$618,435	20	\$637,041
Utilities-Water Treatment Plant								
6310	Water Plant Operator I	1	1	0	FT		0	
6311	Water Plant Operator II	2	2	3	FT		3	
6325	Plant Operator III	2	2	2	FT		2	
6360	Maintenance Technician II	0	1	1	FT		1	
6331	Maintenance Technician III	1	1	1	FT		1	
6334	Environmental Lab Tech III	1	1	1	FT		1	
6510	Water Plant Supervisor	1	1	0	FT		0	
6514	Water/Wastewater Superintendent	0	0	1	FT		1	
6551	Maintenance Superintendent	<u>1</u>	<u>1</u>	<u>1</u>	<u>FT</u>		<u>1</u>	
		9	10	10		\$374,525	10	\$385,792
Wastewater Fund								
Utilities-Wastewater System								
3003	Engineering Tech II	1	1	1	FT		1	
6011	Crew Worker II	5	0	0	FT		0	
6020	Crew Leader	0	0	0	FT		0	
6103	Equipment Operator III	2	2	2	FT		2	
6201	Maintenance Mechanic I	0	3	3	FT		3	
6202	Maintenance Mechanic II	0	5	5	FT		5	
6329	Maintenance Technician I	1	1	1	PT		1	
6503	Crew Supervisor	3	3	3	FT		3	
6508	Maintenance Superintendent I	<u>2</u>	<u>2</u>	<u>2</u>	<u>FT</u>		<u>2</u>	
		14	17	17		\$455,185	17	\$468,186

<u>Job Number</u>	<u>Description</u>	<u>2004/05 Actual</u>	<u>2005/06 Auth</u>	<u>2006/07 Approved Positions</u>		<u>2006/07 Approved Budget</u>	<u>2007/08 Projected Positions</u>	<u>2007/08 Projected Budget</u>
Utilities-Manch Treatment Plant								
6231	Operations Superintendent	1	1	1	FT		1	
6319	Wastewater Plant Operator I	1	1	0	FT		0	
6320	Wastewater Plant Operator II	3	3	3	FT		3	
6325	Plant Operator III	1	1	2	FT		2	
6330	Maintenance Tech II	3	3	3	FT		3	
6411	Electronic Service Tech I	1	1	1	FT		2	
6415	Electronic Service Tech II	1	1	1	FT		1	
6503	Crew Supervisor	1	1	1	FT		1	
6508	Maintenance Superintendent I	1	1	1	FT		1	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		14	14	14		\$526,478	15	\$575,583
Utilities-Industrial Pretreatment								
6335	Industrial Pretreatment Field Tech	<u>2</u>	<u>2</u>	<u>2</u>	FT		<u>2</u>	
		2	2	2		\$65,000	2	\$66,955
Utilities-Environmental Lab								
6333	Environmental Lab Tech II	1	1	1	FT		1	
6334	Environmental Lab Tech III	2	2	2	FT		2	
6520	Environmental Operations Coord.	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		4	4	4		\$175,053	4	\$180,320
Utilities-Lift Stations								
6330	Maintenance Tech II	<u>2</u>	<u>2</u>	<u>2</u>	FT		<u>2</u>	
		2	2	2		\$64,975	2	\$66,929
Total Enterprise Funds								
	Full Time	123	123	127	FT		132	
	Part Time	<u>7</u>	<u>7</u>	<u>6</u>	PT		<u>6</u>	
	Total	130	130	133		\$4,849,473	138	\$5,149,048
CITYWIDE TOTAL								
	Total Citywide Full Time	709	720	730			735	
	Total Citywide Part Time	<u>152</u>	<u>130</u>	<u>133</u>			<u>133</u>	
	Total	861	850	863		\$29,673,799	868	\$30,673,679



CAPITAL SUMMARY

The following section details what is generally known as the City's annual operating capital budget. It provides for capital needs of a recurring nature and funds these services with revenues of a recurring nature. An outlay for operating capital is defined as any item with a useful life of greater than one year and a unit cost of at least \$5,000. The nature of capital items such as motor vehicles and office equipment requires that they be planned for and replaced on a recurring basis. The annual operating budget is the tool used to do so.

Longer term capital requirements are projected in the following Ten Year Capital Improvement Program (CIP). The CIP is incorporated in to this document for the first time this year. It primarily focuses on larger capital items and construction projects and differs from the "operating" capital budget in two respects:

- 1) Any capital equipment with a cost of more than \$100,000 is included in the CIP.
- 2) Any construction project with a cost of more than \$100,000 is included in the CIP.

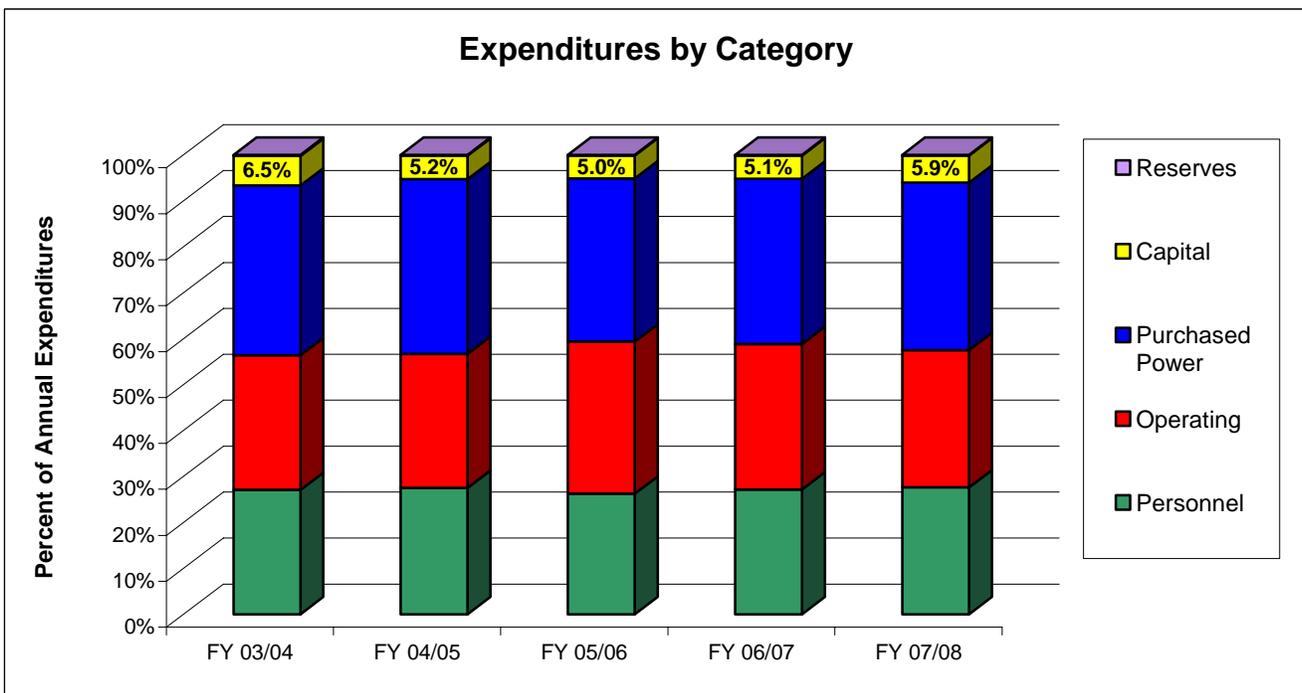
This type of expenditure is budgeted within the regular operating budget from year to year in either the General Fund or an Enterprise Fund, if operating funds (rather than bond funds or other sources) are used to finance the

purchase/project.

Traditionally, the 10-year capital program is prepared in conjunction with the operating budget and is finalized in July following the adoption of the annual operating budget. The 10-year plan is a management tool prepared with the advice and consent of the Manager's Office by the Finance Department. This section remains a management tool and is not formally approved by City Council and no state law requires the City to do so. However, any expenditures from the 10-year plan requiring operating cash from the current year are included in the operating budget, as discussed in the Introductory Section of this document.

It is generally expected that expenditures for operating capital items will remain fairly constant from year to year as a percent of the City's total budget. However, certain factors may contribute to fluctuations. Variances in actual revenues from projections have a direct bearing on capital spending decisions. Aging fleet and equipment also affect spending patterns, and the City has implemented a scoring system to replace obsolete or worn out vehicles in order to optimize service delivery.

The following graph depicts the City's actual (FY 03/04, FY 04/05), estimated (FY 05/06) and projected (FY 06/07, FY 07/08) operating capital spending patterns for a five year period.



Capital Projects/Items - General Fund

General Government – City Manager

Vehicle Replacement \$15,000

General Government – Public Affairs

Television Station Equipment 29,395 \$35,000

Finance - Purchasing/Fleet

Replace pool vehicle #652 19,000
 Storage area warehouse yard, new doors, heaters 5,000
 Capital lease payment - Backhoes 58,486 58,486
 Capital lease payment – Backhoes, 3 new in 2006/2007 63,000 63,000

Finance - Management Information Systems

Disk Storage Expansion 45,000
 Nortel Blades 9,998
 Cayenta server replacement (2) 10,135
 Cayenta server repl. (3) Citrix, Sundance, Actuate 12,210
 Cayenta-chassis expan-blade ctr 37,409
 Cayenta-SAN – storage(14-128) 35,000
 City-chassis expansion-blade ctr 37,409
 Server Replacement 10,000 10,000
 Nortel Network Switches 14,000 14,000
 Utility server replacement (1) - AIX 75,000

Finance - Geographic Information Systems

GIS Services 22,500 30,000

Planning - Airport Services

Airport Improvements 60,000 50,000

Housing and Neighborhood Services - Administration

Fiber installation 6,500
 New location building improvements 22,500 45,000

Housing and Neighborhood Services – Neighborhood Development

New vehicle 17,000
 Replace van #404 17,000
 Replacement vehicles for Inspectors 40,000

Police – Administration

Hagins St. Substation architectural improvements 9,150
 Radio system improvements 100,000
 Capital lease payments - 24 vehicles 2005/2006 95,899 95,899
 Add-ons for 24 vehicles 2006/2007 55,000 55,000
 Replace Narcotics vehicles (2) 35,000 35,000
 Capital lease payments - 24 vehicles 2006/2007 113,000 113,000
 Capital lease payments – 24 vehicles 2007/2008 113,000

Police – Investigations

In-vehicle cameras – Street Crimes Unit 28,050
 Vehicle radios/cabling – Street Crimes Unit 26,963
 Vehicle add-ons – Street Crimes Unit 20,000

Police – Support Services

Range landscaping project 7,500

Police – Information Management

Video Analyst System hardware upgrade	9,540	
RMS System hardware upgrade	10,000	
In-vehicle computer – Data 911 (6)	66,300	

Fire – Administration

Fire Station construction – Operating Budget component	265,500	
Fire Station land acquisition		375,173

Fire - Fire Fighting/Suppression

Medical call vehicles (2)	40,000	
Medical call vehicle add-ons	15,000	
Replace #175 1988E1- \$350,000 (7 year lease)	53,488	53,488
Replace #168 1993E3 - \$375,000 (7 year lease)	57,000	57,000
Station 3 building improvements	35,000	35,000
Replace #183 1991E2- \$350,000 (7 year lease)		57,000
Fire Department radio equipment		75,000

Fire - Fire Prevention/Inspection

Replace #171 capital lease payment (5 year lease)	5,000	5,000
Replace #167 capital lease payment (5 year lease)		7,000

Development Services – Zoning/Current Planning

Sign Amortization capital project	10,000	10,000
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Public Works - Street/Sidewalk/Curb/Gutter

Asphalt striping machine	5,000	
Sign machine	25,000	
Dump trailer	55,000	
Friedheim Road Landfill closure	50,000	50,000
New sidewalks	75,000	75,000
Hallmark Glen Subdivision road rebuild	55,000	55,000
Road reclamation projects	50,000	100,000
Full cost paving	300,000	300,000
Pot hole patching truck		52,500

Public Works - Residential Sanitation

Capital lease pmt. automated truck #454	60,000	60,000
Capital lease pmt. automated truck #455	60,000	60,000
Capital lease pmt. automated truck #459	60,000	60,000
Capital lease pmt. – continuation	112,777	112,777
Capital lease pmt. – continuation	53,546	53,546

Public Works - Commercial Sanitation

Replace Vehicle #401	16,000	
Capital lease pmt. 2 commercial trucks (2005-2006)	50,760	50,760
Capital lease pmt. Replace commercial truck #419	60,000	60,000
Capital lease pmt. Replace commercial truck #414		60,000

Public Works – Curbside

Capital lease pmt. replace articulating loader #426	35,000	35,000
Capital lease pmt. replace articulating loader #427	35,000	35,000
Capital lease pmt. replace flat bed dumptruck #423	20,000	20,000
Capital lease pmt. 2 rear-loading trucks (2005/2006)	30,952	30,952

Public Works – Curbside (continued from previous page)		
Capital lease pmt. replace truck #425	45,000	45,000
Capital lease pmt. replace flat bed dumptruck #438		20,000
Public Works – Recycling		
Replace truck #399	14,000	
Capital lease pmt. replace 2 recycling tks.(05/06)	22,207	22,207
Capital lease pmt. replace recycling truck #467	53,000	53,000
Property Maintenance - Buildings Maintenance		
Roof repairs	30,000	30,000
Facility improvement projects	90,000	100,000
Property Maintenance – Cemetery		
Replace fence at Laurelwood Cemetery	40,000	
Laurelwood road resurfacing	5,000	5,000
Replace fence at Barber Cemetery		20,000
Pond wall repair Forest Hills Cemetery		12,000
PRT – Recreation		
Emmett Scott Gym Floor	100,000	
Recreation center upgrades		125,000
Replace vehicle #240		40,000
PRT - Parks		
Cherry Park irrigation building roof improvements	18,000	
Cherry Park tower concrete improvements	17,500	
Cherry Park soccer field #5 retaining wall improvements	7,000	
Tennis Center handicap entrance	5,000	
Glencairn Gardens building refurbishment	50,000	
New Parks truck with utility boxes	20,000	
Synthetic Turf Machine	5,000	
Replace truck #360	18,000	
½ Ton pickup truck	18,000	
Replace utility cart #9952	8,000	
Replace infield machine 2793	9,000	
Replace mower #1959	5,400	
Replace sedan #230	15,000	
Hargett Park play area fall surface	42,500	
Hargett Park playground unit	17,000	
Cherry Park refurbish 2 soccer fields	12,000	12,000
Park infrastructure upgrades	60,000	100,000
Trail repaving projects	50,000	100,000
Grove Park renovations	11,604	65,000
Tennis court resurfacing (Confederate/Fewell)	12,000	24,000
Replace bridges at Cherry Park	25,000	25,000
Cherry Park Tower painting		20,000
Cherry and Hargett Parks restroom improvements		50,000
½ Ton pickup truck		18,000
Versa Vac vacuum		25,000
Laser level		12,000
Replace utility cart #9950		8,000
Replace truck #347		22,000
Replace tractor		20,000
Replace utility cart 9951		10,000
Replace truck 800		14,000
Replace mower 1937		5,400
Replace infield machine 980		12,000

PRT – Parks (Continued from previous page)

Future Rock Hill regional park		150,000
India Hook Park		80,000
Carolina Cycling Center at River Park		100,000
Playground fall surface – outlying parks		50,000
Cherry Park umpire dressing room		50,000
Playground unit – Cedar Crest		40,000

Economic and Urban Development – Project Management

Resurface/landscape Black Street Parking Lot	25,000	
East Main Street improvements (Phase One)		75,000

Economic and Urban Development – Downtown/Oldtown

Highland Park Master Plan implementation	10,000	
Arcade Mill/Hagins-Fewell Street improvements	30,000	
Sunset Park/Crawford Rd. improvements		10,000

Total Capital Projects/Items - General Fund **\$3,686,178** **\$4,364,188**

Capital Projects/Items - Enterprise Funds

Stormwater Fund

Mini Excavator	35,000	
Capital Lease Pmt. street sweeper (2005/2006)	55,000	55,000
Capital Lease Pmt. street sweeper (2005/2006)	55,000	55,000
Flat bed dumptruck replacement		45,000

Utilities – Administration

UA01-Annex Cleanup	200,000	
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Utilities - Water Distribution

Highway 901 project	40,000	
Ebenezer Road project	25,000	
Truck Shed improvements	5,000	
Milton/Evergreen project	5,000	
Replacement for truck #324	28,000	
Elevated tanks maintenance	30,000	30,000
Water distribution mains	40,000	40,000
Small diameter water line upgrade	300,000	300,000
Large water meter replacement	50,000	50,000
Rock Hill Homes/Catawba Ter. project	20,000	20,000
College Downs project	25,000	25,000
Poe and Church Street project		20,000
Homestead 12 inch water main extension		100,000
Anderson Rd./Eden Terrace water lines		100,000

Utilities - Raw Water Pump Station

Security Upgrades Catawba Raw Water Pump Station	73,800	
WAT02 - Auxiliary Backup Generator-Raw Water Intake	500,000	

Utilities - Water Treatment Plant

Building improvements	10,000	10,000
Radio equipment	5,000	5,000
Water tank panels	5,000	5,000
Replacement for lab vehicle		20,000

Utilities - Wastewater System

Airport sewer	25,000	
Woodforest sewer pumpstation	450,000	
New distribution mains	20,000	25,000
New sewer services	25,000	25,000
WW04 - Sewer Line Replacement Program	350,000	350,000
WW08 - Restore/abandon industrial sewer lines	100,000	100,000
WW19 - Wildcat projects	150,000	175,000
WW18 - Shadowbrook Sewer		400,000
Royal Oaks LS abandonment		200,000

Utilities - Wastewater Treatment Plant

Automotive Equip. Replacement	9,000	
Replace belt press	150,000	
Equipment Repairs	115,500	120,000
Equipment Replacement	100,000	110,000
Building improvements	57,750	60,000
Utility truck with toolbox (2)		48,000
Aerobic digesters		225,000
Electrical shop maintenance storage building		225,000
New VFD drives on 125 HP pumps (3)		225,000
County influent flow meter behind generator		100,000
Sludge auger conveyors		200,000

Utilities - Lift Stations

Building improvements	10,000	10,000
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Utilities - Environmental Monitoring

Auto replacement		20,000
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Utilities - Electric Services

Mini Excavator	33,110	
Replacement cab and chassis for truck #316	22,000	
Conversion of overhead powerlines to underground	130,000	50,000
Convert 4kv to 25kv system	100,000	50,000
Replacement for flat bed dump truck #345		35,000
Replacement for flat bed dump truck #346		35,000
Replacement for truck #378		30,000
East View Oaks I and II		100,000
Heckle Blvd. street lighting		300,000

Utilities - Electric Engineering

Right-Of-Way

Utilities - Traffic Signals

Replace SCADA master	70,000	
Regulator change-out program	35,000	35,000
Beckwith controllers for regulators	25,000	25,000
Del. 2 breaker replacement	25,000	50,000
Capital Lease Pmt. replacement for truck #393	30,000	30,000

Utilities - Utilities Technology Services

Electronic Document Management System	61,100	
Utility server replacement SCADA-W2003		75,000

Total Capital Projects/Items - Utilities Fund **\$3,600,260** **\$4,313,000**

Total Capital Projects/Items - All Funds **\$7,286,438** **\$8,677,188**

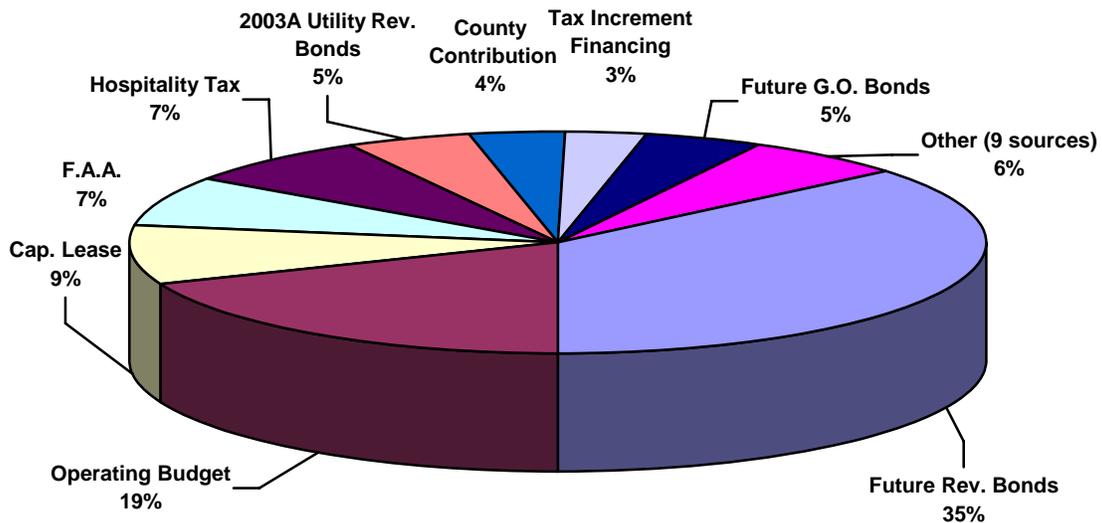
Ten-Year Capital Improvement Plan

This Ten-Year Capital Improvement Plan is for Budget Years 2006/2007 through 2015/2016. The purpose of this section is to project over a ten year period all necessary projects and large equipment purchases. This Capital Budget is an aggregation of the costs and financing for all capital projects for the City of Rock Hill.

This portion of project financing is constantly changing. Projects included here do not necessarily have a guarantee for funding since priorities may shift. However, this is the best tool the city has in adequately preparing for future bond issues. Many of the projects are funded by previous bond issues, tax increments, or similar revenue-specific sources. These projects are reviewed bi-weekly by the City’s Civil Projects Committee.

The ten-year cost currently identified for these projects totals approximately \$252 million. The largest projects to be completed include an upgrade to the Manchester Creek Wastewater Treatment Plant, a \$44 million project scheduled to begin in 2012. Additionally, in 2008/2009 construction will begin on a new Operations Center. The City’s current operations facility, built in the 1920’s, has expanded to the point that inefficiency due to overcrowding is a daily challenge. The new construction will meet the needs of the Utilities, Public Works, and Finance Departments to keep pace with our rapidly growing City. The total 10-Year CIP Funding Sources are distributed as follows:

CIP Funding Sources



The following schedule details the proposed projects by funding source for the next ten years:

	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Total
Operating Budget Revenues - Cont.											
Recreation Center Infrastructure	100,000	125,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,025,000
Annex Cleanup	200,000	0	0	0	0	0	0	0	0	0	200,000
50 Ft. Bucket Truck (replacement for 364)	0	120,000	0	0	0	0	0	0	0	0	120,000
50 Ft. Bucket Truck (replacement for 340)	0	120,000	0	0	0	0	0	0	0	0	120,000
Land Acquisition/Constr./Equip. - Fire Station #7	0	0	0	2,000,000	0	0	0	0	0	0	2,000,000
Upgrade Communications System	0	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	675,000
Shadowbrook Sewer	0	0	0	0	200,000	0	0	0	0	0	200,000
Aerobic Digesters	0	225,000	0	0	0	0	0	0	0	0	225,000
Track backhoe to replace # 598	0	0	135,000	0	0	0	0	0	0	0	135,000
Self contained pot hole patching truck	0	0	150,000	0	0	0	0	0	0	0	150,000
Rebuild, Relocate Fire Station 3	300,500	35,000	0	0	0	0	0	0	0	0	335,500
India Hook Park	0	0	80,000	400,000	400,000	0	0	0	0	0	880,000
Carolina Cycling Center at River Park	0	100,000	200,000	0	150,000	225,000	50,000	0	0	0	725,000
Cherry Park Soccer Field Lights	0	0	0	175,000	0	0	0	0	0	0	175,000
Intersection Imp./White House Project	20,000	0	0	0	0	0	0	0	0	0	020,000
Bryant Blvd. Road Rebuild	0	0	172,500	0	0	0	0	0	0	0	172,500
Station 8 Land/Construction/Equip.	0	0	0	0	0	0	0	200,000	200,000	200,000	600,000
Greenways Master Plan	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000
30" Water Line Conversion	225,000	0	0	0	0	0	0	0	0	0	225,000
Manchester Creek outfall replacement	0	0	0	0	0	1,258,719	0	0	0	0	1,258,719
Woodforest Sewer Pump Station	450,000	0	0	0	0	0	0	0	0	0	450,000
Sewer Line Replacement Program	350,000	350,000	0	0	0	0	0	0	0	0	700,000
Catawba Terrace	0	130,000	0	0	0	0	0	0	0	0	130,000
Water Plant Landscaping	0	300,000	525,000	400,000	0	0	0	0	0	0	1,225,000
Rollingwood Connector	0	0	1,503,800	0	0	0	0	0	0	0	1,503,800
Paint Elevated Tanks - Laurel Street	0	0	0	110,500	0	0	0	0	0	0	110,500
Paint Elevated Tanks - Herlong	0	0	0	225,000	0	0	0	0	0	0	225,000
Paint Elevated Tanks - Highland Park	0	0	0	0	0	225,000	0	0	0	0	225,000
High Service Pump Maintenance	0	0	0	0	300,000	0	0	0	0	0	300,000
Ohter Electric Projects	0	0	0	84,000	184,000	1,134,000	0	0	0	0	1,402,000
Catawba River Pump Station	0	0	0	1,503,800	1,503,800	0	0	0	0	0	3,007,600
Street and Intersection Improvements	0	0	250,000	0	0	0	0	0	0	0	250,000
Burgis Creek Sewer Basin Sewer Extension	0	0	0	0	1,199,919	0	0	0	0	0	1,199,919
Springdale Feeders	0	0	105,000	105,000	105,000	0	0	0	0	0	315,000
Fire Headquarters	0	725,000	0	0	0	0	0	0	0	0	725,000
Total	3,535,500	5,294,000	6,664,512	8,387,800	9,202,719	8,782,719	1,685,000	1,410,000	1,410,000	1,410,000	47,782,250

	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Total
2003A Utility Revenue Bonds											
Filter Plant Upgrade - 36 MGD	1,513,320	0	0	0	0	0	0	0	0	0	1,513,320
Northwest Water Tank	1,100,000		0	0	0	0	0	0	0	0	1,100,000
Dutchman Creek Pump Station and Outfall Sewers	5,712,075	0	0	0	0	0	0	0	0	0	5,712,075
Dutchman Creek Pump Station - Electrical Extension	166,000	0	0	0	0	0	0	0	0	0	166,000
Hollis Lakes Street Lighting (Ebenezer to Heckle)	200,000	0	0	0	0	0	0	0	0	0	200,000
Elizabeth Ln./White St. Intersection Improvements	160,000	0	0	0	0	0	0	0	0	0	160,000
Saluda Street Master Plan	625,000	200,000	0	0	0	0	0	0	0	0	825,000
Saluda Street Electric Improvements	160,000	0	0	0	0	0	0	0	0	0	160,000
Ebenezer Road (Dotson Rd. to Old Pointe Rd.)	350,000	0	0	0	0	0	0	0	0	0	350,000
Highway 901 (Hwy. 72 to I-77)	155,000	0	0	0	0	0	0	0	0	0	155,000
Wood Forest Pump Station - Electrical Primary Ext.	100,000	0	0	0	0	0	0	0	0	0	100,000
Downtown manhole URD replacement	440,000	0	0	0	0	0	0	0	0	0	440,000
New NW Substation	0	525,000	0	0	0	0	0	0	0	0	525,000
Replacement Generator Manchester	300,000	0	0	0	0	0	0	0	0	0	300,000
Total	10,981,395	725,000	0	0	0	0	0	0	0	0	11,706,395
Land and Water Conservation Fund											
Glencairn Garden Renovations	250,000	0	0	0	0	0	0	0	0	0	250,000
Total	250,000	0	0	0	0	0	0	0	0	0	250,000
Red River Tax Increment											
Galleria Greenway along Manchester Creek	22,000	0	0	0	0	0	0	0	0	0	22,000
Improved Pedestrian Thoroughfares (Phase 3)	3,865,000	0	0	0	0	0	0	0	0	0	3,865,000
River Park Trail Extension into Waterford	0	162,000	0	0	0	0	0	0	0	0	162,000
Dave Lyle/I-77 Interchange Improvements	0	310,000	0	0	0	0	0	0	0	0	310,000
Wastewater Treatment Plant Discharge Reuse	2,500,000	0	0	0	0	0	0	0	0	0	2,500,000
New River Park Entrance	250,000	0	0	0	0	0	0	0	0	0	250,000
Vehicle Bridge over Manchester Creek - River Park	367,461	0	0	0	0	0	0	0	0	0	367,461
Total	7,004,461	472,000	0	0	0	0	0	0	0	0	7,476,461
York County Contribution											
Airport Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Rawlinson Rd. (Country Oaks - Cascade - .01 sales	105,000	0	0	0	0	0	0	0	0	0	105,000
SC 72 (SC 901 to Rambo - .01 cent sales tax)	0	0	0	940,000	0	0	0	0	0	0	940,000
Ebenezer (Frank Gaston to SC 161 .01 sales tax)	0	0	0	729,000	0	0	0	0	0	0	729,000
Ebinport Rd. (Herlong to Cherry - .01 sales tax)	0	0	1,500,000	0	0	0	0	0	0	0	1,500,000
White St. (Dave Lyle/Cherry/RR Cross - .01 sales ta	0	840,000	0	0	0	0	0	0	0	0	840,000
Eden Terrace (Bradley to Anderson - .01 sales tax)	0	0	600,000	0	0	0	0	0	0	0	600,000
McConnells Hwy (Heckle to SC324 - 01 sales tax)	0	0	635,000	0	0	0	0	0	0	0	635,000
US 21 (I-77 to Sutton - .01 sales tax)	0	0	0	500,000	0	0	0	0	0	0	500,000
Mt. Gallant Rd. (Anderson Rd. to Celanese Rd.)	1,440,000	0	0	0	0	0	0	0	0	0	1,440,000
Mt. Gallant Rd. (Celanese Rd. to Twin Lakes Rd.)	0	0	0	1,220,000	0	0	0	0	0	0	1,220,000
Total	1,595,000	890,000	2,785,000	3,439,000	50,000	50,000	50,000	50,000	50,000	50,000	9,009,000
Future General Obligation Bonds											
Operation Center Relocation	0	0	4,000,000	0	0	0	0	0	0	0	4,000,000
Municipal Court Renovation	0	0	0	0	70,000	800,000	200,000	0	0	0	1,070,000
Station 6 Construction	0	0	0	2,200,000	0	0	0	0	0	0	2,200,000
Therapeutic Center	0	0	0	0	0	200,000	1,800,000	2,200,000	0	0	4,200,000
Total	0	0	4,000,000	2,200,000	70,000	1,000,000	2,000,000	2,200,000	0	0	11,470,000

	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Total
Comm Dev Block Grant (CDBG)											
Joint Venture for Affordable Housing Corporation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Other Community Development Improvements	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	3,250,000
Total	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	5,250,000
Capital Lease Payments											
Commercial Front-Loading Garbage Truck Replac	50,760	50,760	215,000	180,000	132,500	200,000	315,000	325,000	335,000	335,000	2,139,020
Vehicle Replacement	165,448	167,448	264,000	376,252	441,252	481,252	431,500	441,500	449,000	449,000	3,666,652
Street Sweeper Truck Replacement	110,000	110,000	110,000	120,000	120,000	120,000	130,000	130,000	130,000	140,000	1,220,000
Residential Automated Garbage Truck Replaceme	166,323	178,546	365,000	322,500	335,000	335,000	470,000	480,000	490,000	490,000	3,632,369
Recycling Division Truck Replacement	75,207	165,233	170,233	105,500	108,000	103,000	143,000	143,000	143,000	143,000	1,299,173
Police Vehicle Replacement	184,889	324,899	458,000	580,000	570,000	580,000	610,000	620,000	630,000	630,000	5,187,788
Backhoe Replacement Schedule	121,486	121,486	121,486	126,000	126,000	129,000	129,000	129,000	129,000	129,000	1,261,458
Curbside Division Vehicle Replacement	165,950	185,950	320,000	305,000	315,000	320,000	342,500	362,500	367,500	367,500	3,051,900
Total	1,040,063	1,304,322	2,023,719	2,115,252	2,147,752	2,268,252	2,571,000	2,631,000	2,673,500	2,683,500	21,458,360
Federal Aviation Administration (FAA)											
Airport Improvements	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Total	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Impact Fees											
Station 8 Land/Construction/Equip.	200,000	0	0	0	0	87,750	1,435,000	0	0	0	1,722,750
Land Acquisition/Construction/Equipment - Station	0	0	250,000	0	0	0	0	0	0	0	250,000
Fire Headquarters	0	275,000	0	0	0	0	0	0	0	0	275,000
Total	200,000	275,000	250,000	0	0	87,750	1,435,000	0	0	0	2,247,750
SC Trails Grant											
Greenways Master Plan	0	100,000	0	0	0	0	0	0	0	0	100,000
Total	0	100,000	0	0	0	0	0	0	0	0	100,000
SC Division of Aeronautics											
Airport Improvements	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
HUD Section 108 Loan											
Saluda Street Master Plan	375,000	375,000	375,000	375,000	375,000	0	0	0	0	0	1,875,000
Total	375,000	375,000	375,000	375,000	375,000	0	0	0	0	0	1,875,000
BAN/Bond Issue Debt Savings											
	0	0	0	1,123,224	1,123,893	1,116,997	1,120,635	0	0	0	4,484,749
Total	0	0	0	1,123,224	1,123,893	1,116,997	1,120,635	0	0	0	4,484,749
All Funding Sources Total											
	31,596,194	14,582,847	53,595,256	22,215,501	17,390,339	17,685,768	69,388,894	9,945,000	7,787,250	7,796,250	251,983,299

City of Rock Hill Strategic Planning

The City of Rock Hill has a vision for the future. In order to make this vision a reality, the City Council created a long-term plan and developed the City of Rock Hill Strategic Goals. This document provides a blueprint for the City's future which defines ambitions and sets priorities that guarantee that infrastructure is catalogued and well-maintained, the community is safe, and property values are maximized through building and zoning standards. The City's seven Strategic Initiatives are as follows:

- Maintain Service Capacity
- Public Safety
- Long-Term Plan for Economic Development
- Management of Growth
- Emphasize Quality of Government
- Implementation of Financial Management Plan
- Provide Open and Effective Communication

Goals for the City are developed with the understanding that any investment in the City's financial resources, physical infrastructure, and staff preserves and improves the quality of life for residents in the City of Rock Hill. In addition, the City Council desires to maintain a strong economic base and fund reserve by ensuring that the provision of government services is done responsively, responsibly, and cost-effectively. The City of Rock Hill Strategic Planning aids in assessing the City's financial ability and plays a crucial role in the annual budget process. These goals also assist the City Council in assessing the impact of local decision-making on the City.

Each department within the City utilizes the Strategic Goals as a guide for their efforts. In order to meet the broadly defined Strategic Goals, the departments developed their own set of smaller, short-term goals with corresponding objectives. These objectives have performance measures that serve as an evaluation tool for the staff's progress. Using the long-term strategic initiatives, goals, objectives, and corresponding performance measures, staff is able to continue to improve the quality, direction, and momentum of services provided by the City of Rock Hill.



Maintain Service Capacity

Establish a high quality of life by providing the public with levels and standards that ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This should ensure quality service levels -- both now and in the future in the following areas:

- *Facilities*
- *Utility and General Govt. Infrastructure*
- *Equipment*
- *Technology*
- *Staff*
- *Roads*

Maintain Service Capacity Goals:

Administrative

- Maintain and expand the Water system in order to meet future growth demands in the City.
- Maintain and expand the Electric System in order to meet future growth demands in the City.
- Maintain and expand the Wastewater System in order to meet future growth demands in the City.
- Maintain and expand the Stormwater System in order to meet future growth demands in the City.
- Develop and initiate plan for the expansion of the city's internal information technology network.
- Concentrate on infrastructure improvements, repair, and additions in the City – extending out from the Urban Core.
- Develop a relocation study for the City Operations Center.
- Broaden the internal accessibility of the City's information technology network.

Utility Engineering Services

- Provide high quality and cost effective design for new water distribution and sewer collection systems.
- Support utility infrastructure projects through project management/survey/inspection/plan review/ROW acquisition.

Electric

- Continue the current underground program for all new electric lines and convert certain overhead lines to underground in areas that may be most affected by severe weather.
- Install/maintain system including street lighting, electrical distribution lines & conversion of 4kv to 25kv distribution.
- Utilize load control techniques and energy programs.
- Provide a safe, reliable and technologically advanced power source for the City.
- Provide a safe and efficient traffic signal system for the traveling public.
- Perform South Carolina Department of Transportation mandated maintenance.
- Install, maintain and test electrical meters for reliability and accuracy.
- Protect the City's underground electrical infrastructure by providing an accurate locate for contract excavators.
- Coordinate the City's Urban Forestry Program to optimize the health, safety and value of the urban forest.

Water

- Expand the Water Filtration Treatment Plant to a 36 MGD facility.
- Replace small diameter water lines that are in need of replacement.
- Improve water pressure and flows within service area.
- Minimize downtime of pumps and equipment through effective completion of preventive and routine maintenance.
- Respond to all trouble calls and concerns for water service in a timely manner.
- Meet all criteria established by EPA/SCDHEC for a water treatment facility to produce high quality drinking water.
- Produce enough clean, safe water to meet our customers' needs.

Maintain Service Capacity Goals (continued):

Wastewater

- Expand the Wastewater Treatment Plant to a 30 MGD facility.
- Identify and rehabilitate or replace sewer lines that are in need of repair.
- Enhance operations of large & submergible stations (building & equipment) by keeping them free from corrosion.
- Improve the preventive maintenance program for pump(s) and/or stations.
- Meet and exceed DHEC parameters and EPA regulations for wastewater treatment and pretreatment.
- Maintain all equipment and facilities to maximize life expectancy and minimize replacement expenditures.
- Monitor each heavy industrial user of wastewater treatment system & inspect for compliance with regulations.
- Effectively administer wastewater high strength surcharge program.
- Provide effective analytical support for wastewater treatment and pre-treatment program.
- Ensure reliable sewer service to our customers by providing clean and well-maintained sewer lines.
- Respond to all trouble calls and concerns for sewer service in the most expedient manner possible.
- Spray and clear overgrown right-of-ways.
- Raise manholes in flood areas.

Garbage, Curbside Trash and Recycling Collection

- Initiate enhancements and additions to the City's garbage and trash infrastructure.
- Properly collect & dispose of all solid waste generated by commercial establishments & multi-family housing units.
- Manage commercial solid waste by proper containerization and scheduling to improve efficiencies, reduce costs, and maintain competitiveness with private sector.
- Ensure residents receive a quality solid waste collection system while exploring methods to make the waste collection system more efficient and effective.
- Expand the level of service offered to citizens to improve appearances and functions along all streets and neighborhoods in the city.
- Provide residents with a financially efficient, high-quality trash and yard waste removal service.
- Provide for collection of household recyclables from residents and for composting of organic materials to minimize the amount of waste disposed in a landfill.
- Provide environmental education and awareness events for area students, community groups and citizens.
- Improve appearance/safety through education, environmental inspections, enforcement, & anti-litter projects.

Street/Sidewalk/Curb/Gutter Maintenance

- Insure a smooth, comfortable, and safe ride for the public by keeping streets well maintained.
- Maintain visible signage and street markings for high degree of pedestrian and auto safety.
- Effectively maintain sidewalks, curbs, and gutters to eliminate hazards to the public, initiate enhancements and additions to sidewalk, and curb and gutter infrastructure.
- Initiate improvements to the City's roadway infrastructure.

Stormwater

- Revise the current City master plan for stormwater issues in the City.
- Provide for efficient drainage of storm water by properly maintaining and cleaning the City's storm drain system.
- Complete improvement projects as approved by the Citizens Stormwater Advisory Board.
- Provide effective, locally-managed system of regulation/enforcement for stormwater management/erosion control.
- Work with consultant on developing National Pollution Discharge Elimination System (NPDES) program for City.

Parks & Tourism

- Identify new and existing facility/equipment needs.
- Concentrate on PRT infrastructure improvements and additions to enhance quality leisure services.
- Minimize the number of accidents at recreational facilities by conducting safety inspections and repairs.
- Supervise upkeep & repair of assigned facilities and equipment; coordinate preparation of equipment and facilities
- Evaluate current programs based on consumer needs and staff evaluations.
- Provide a complete & diverse outdoor recreation and environmental education program which includes aquatics.
- Develop, organize, and coordinate safe parks and outdoor sport activities for adults and youths.
- Support the Public Parks and Recreation Commission and Tourism Commission in plans/policy.
- Secure, conduct, market and promote department programs, special events and major athletic tournaments to improve public participation and tourism opportunities.

Maintain Service Capacity Goals (continued):

Property Maintenance

- Maintain all public buildings for City employees and the general public by fulfillment of a work order system.
- Provide preventive maintenance on municipal facilities as required by manufacturers or industry standards.
- Provide weekly maintenance at all City-owned parks and properties to optimize their use and appreciation.
- Maintain Class C locations (low profile areas like City owned street right-a-ways, lots, etc) to enhance safe use.
- Maintain building cleanliness/safety to ensure an orderly and workable setting for the daily operations of the City.
- Minimize cost of custodial services to ensure City facilities are cleaned in the most efficient manner possible.
- Maintain cemeteries in an aesthetically pleasing condition so that complaints are minimal.
- Work with Cemetery Committee to review options for expanding and improving the City's cemeteries.

Purchasing/Fleet Maintenance

- Encourage competition on bids/quotes to ensure the city receives the most competitive prices available.
- Minimize vehicle down time in order to increase service production of work crews.

Airport Services

- Provide preventive maintenance at the airport as required by manufacturer and FAA so the facility is in maximum state of repair and safety.
- Provide timely return of runway to service after unscheduled outages and inclement weather.
- Coordinate airport daily operations.
- Promote airport development.



Maintain Service Capacity Objectives:

Administrative

- Process 90% of requests for service (excluding security lights) within three working days.
- Ensure that 75% of department employees receive some professional, technical, or customer service training.
- Reduce lost time accidents to more than 1 lost time accident in a given year.
- Develop programs that are motivated by the needs of neighborhoods and encourage employees to assist in neighborhood empowerment programs.

Utility Engineering Services

- Design three major projects (value greater than \$25,000) in-house with a development time of three months each.
- Enter updated 'as-builts' water and sewer drawings on City's GIS system within 8 weeks, 95% of the time.
- Inspect at least 40 water and sewer projects (A single development with water and sewer counts as two projects.)
- Manage five civil projects per year to make sure the projects are completed on time and within budget.
- Review 300 sets of plans for the DCC as scheduled.

Electric

- Respond to 90% of all trouble calls with an average response time of 30 minutes.
- Provide underground electrical service within 14 days or 10 working days of request 90% of the time.
- Provide 95% of electrical plan review within 7 days of receipt.
- Meet or exceed 100% of the tree maintenance schedule according to the Urban Management Plan.
- Perform and record weekly and monthly maintenance 100% of the time.
- Respond to all traffic signal calls in 10 minutes during normal working hours & 30 minutes after hours.
- Test 100 3-phase meters and 150 1-phase meters for accuracy.
- Provide an accurate locate within 72 hours 95% of the time.

Water

- Maintain equipment and pumps so that the station has no breakdowns due to equipment failures.
- Complete 100% of preventative maintenance as scheduled.
- Continue operating the pump station according to EPA and SCHDEC regulations, 100% of the time.
- Ensure water meets all EPA and SCDHEC regulations 100% of the time.
- Maintain pumps in a manner so they start 100% of time when needed.
- Repair main line breaks 6" and above within 8 hours, 90 percent of the time.
- Maintain and flush at least 1,000 fire hydrants annually.
- Repair 75% of system leaks within 10 working days.
- Locate water mains and service for customers within 3 days of request, 100 percent of the time.
- Repair 75% of "out-of-service" hydrants within 90 days.
- Produce water that conforms to the 0.30 ntu turbidity (fine particle matter in water) standard.
- Maintain equipment so that no major breakdowns occur producing plant outages.

Wastewater

- Respond to station failure alarm within 30 minutes 98% of the time.
- Complete the liability inspection report forms for each station by the end of the month.
- Receive 100% satisfactory rating on quarterly DHEC operations and maintenance inspections.
- Complete 95% of all weekly work orders as scheduled to insure that all equipment is operational.
- Minimize the number of days effluent exceeds federal or state standards to less than 5 days per year.
- Limit down time for belt press to no more than 5 days per year.
- Ensure 95% industrial compliance with EPA and SCDHEC pretreatment regulations.
- Submit regulatory reports by the deadline 100% of the time.
- Receive satisfactory rating on DHEC audit samples 100% of the time.
- Collect and analyze required parameters on NPDES permit, 100% of the time.
- Prevent blockages by a preventive maintenance program that annually cleans at least 35% of sewer mains.
- Respond to main stoppages w/in 24 hours & repair 100% of mainline/service breaks w/in 5 working days.
- Ensure installation of new services within 5 working days of request, 90% of the time.

Garbage, Curbside Trash, and Recycling Collection

- Increase the number of commercial containers repaired and repainted in-house by at least 2%.
- Increase the number of Dial-A-Dumpster work order by at least 2%.
- Perform solid waste collection so that at least 98% of the customers satisfied with service.
- Complete at least 98% of all residential garbage routes on their scheduled collection day.

Maintain Service Capacity Objectives (continued):

Garbage, Curbside Trash, and Recycling Collection (continued)

- Perform yard waste collection so that at least 96% of the City's residents surveyed are satisfied with the service.
- Increase residential set-out rate by 1% annually.
- Maintain a City-wide litter rate index of less than 1.50 as measured by the annual Clean and Green Litter Index.
- Increase residential customers by at least 500 customers per year.
- Increase commercial/industrial customers by at least 100 customers per month.

Street/Sidewalk/Curb/Gutter Maintenance

- Repair 98% of Utility cuts and pot holes within 5 working days of being reported.
- Repair faded, damaged, or missing signs within 2 working days of being reported.
- Repair or replace 400 linear feet of damaged sidewalks each year.
- Repair or replace 400 linear feet of damaged curbs each year.
- Sweep 95% of all residential streets and major thoroughfares each quarter.

Stormwater

- Clean 95% of catch basins as scheduled.
- Complete four improvement projects approved by the Storm Water Advisory Board.
- Comply with 100% of the NPDES Phase II Permit.

Parks & Tourism

- Conduct safety inspections at 100% of the PRT Department facilities twice each month.
- Conduct 25 outdoor recreation programs.
- Conduct 200 environmental education presentations.
- Offer swim instruction to at least 200 citizens in the Rock Hill area.
- Maintain participant satisfaction rating of 90% for outdoor athletic programming.
- Provide adequate park security so that 90% of park users rate safety as satisfactory.
- Maintain parks so that 95% of users rate park aesthetics and cleanliness as satisfactory.
- Ensure monies are receipted and deposited, or secured on a daily basis, 100% of the time.
- Respond to 90% of written customer concerns within two working days.
- Ensure at least 90% of residents rate overall park and recreation services as "satisfactory" or "outstanding."
- Secure 30 special events that generate at least \$4.2 million economic impact on the community.

Property Maintenance

- Respond to customer inquires within 2 working days, 90% of the time.
- Maintain a schedule so that 95% of Class A/B locations are mowed every 5-7 days between March and October.
- Maintain a schedule so that 90% of Class C locations are mowed every 6 weeks.
- Maintain a schedule so that 55% of Class D locations are bush hogged every 6 weeks.
- Maintain interior square footage per full-time consideration of approximately 21,000 sq. ft. per 8 hour shift.
- Ensure grave openings are completed within 24 hours of notification.
- Respond to 99% of citizens complaints within 24 hours.

Purchasing/Fleet Maintenance

- Dispose of 100% of bad transformers within 5 weeks.
- Maintain unscheduled down time average per vehicle of no more than seven hours.
- Complete 96% of preventive maintenance with an average down time of less than two hours.
- Complete unscheduled repairs with an average down time of less than 6.5 hours.
- Complete at 80% of preventive maintenance within the first week.

Airport Services

- Coordinate with staff and FOB to ensure efficient operation in accordance with FAA/State DOA guidelines with 100% of all inspections and reports filed on time.
- Complete all mowing as scheduled 100% of the time.

Performance Measures	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Administrative					
# of work orders processed/% processed within 3 working days	14500/86%	18470/89%	18500/91%	19000/91%	19500/90%
% of employees receiving training	60%	75%	75%	75%	80%
# of lost time accidents	2	1	1	1	1
Neighborhood programs initiated	1	1	1	1	1
Electric					
% underground services installed in 14 days	95%	95%	95%	95%	95%
% of Electric Plans reviewed in 7 days	300/95%	300/95%	436/97%	400/95%	400/95%
% of tree maintenance schedule met	100%	100%	100%	100%	100%
% of substations maintained on schedule	100%	100%	100%	100%	100%
% of Traffic calls responded to within 10 minutes–normal work hours	90%	90%	95%	97%	97%
% of Traffic calls responded to within 30 minutes–after hours	95%	85%	90%	95%	95%
Meter testing–3 phase meters tested/1 phase meters tested	23/97	100/130	30/231	50/200	50/200
Underground locates - 95% w/in 72 hours	93%	95%	95%	95%	95%
Water					
# of Raw Water Pump breakdowns due to equipment failures	0	0	0	0	0
% of preventive maintenance completed on schedule	100%	100%	100%	100%	100%
Days pump station/water quality did not meet EPA and DHEC standards	0/0	0/0	0/0	0/0	0/0
% of time that the Pumps started when needed	100%	100%	100%	100%	100%
% of system main breaks 6" and above repaired within 8 hrs	90%	100%	100%	100%	100%
Hydrants maintained/flushed annually	2400/900	2475/1500	2679/1800	2750/1900	2800/1950
# of leaks/% repaired within 10 working days	1350/75%	1600/75%	1675/80%	1600/90%	1600/90%
# main locations/% completed within 3 days	6000/100%	8500/100%	9558/100%	9750/100%	9900/100%
% hydrant repaired in 90 days	90%	95%	100%	100%	100%
Annual average of turbidity (fine particle matter in water)	<.10	<.10	<.10	<.10	<.10
# of plant outages due to equipment failures	0	0	0	0	0
Wastewater					
% of time responding in 30 minutes for station failures	98%	99%	100%	100%	100%
# of months the liability inspection report completed on time	4	4	4	4	4
% of time maintained DHEC certification - satisfactory rating	100%	100%	100%	100%	100%
Percent work orders completed on schedule	95%	95%	100%	100%	100%
# of days effluent exceeded standards	4	2	0	0	0
# of days that the belt press is down	5	4	2	3	3
Ensure that 95% of industries are in compliance with regulations	95%	95%	95%	95%	95%
Ensure that 100% regulatory reports submitted by deadline	100%	100%	100%	100%	100%
% DHEC audit samples successfully completed	100%	100%	100%	100%	100%
% of NPDES samples completed on time	100%	100%	100%	100%	100%
% of sewer pipe cleaned annually	35%	35%	30%	35%	35%
% stoppages responded to within 24 hours	100%	100%	100%	100%	100%
% mainline/service breaks repaired in 5 days	100%	100%	100%	100%	100%
% of new service connected in 5 working days	85%	85%	85%	85%	95%
Garbage, Curbside Trash and Recycling Collections					
# of commercial containers painted or repaired	90	106	115	117	119
Garbage, Curbside Trash and Recycling Collections (continued)					
# of Dial-A-Dumpster work orders	1,155	1,178	1,483	1,500	1,530
% of residential garbage customers satisfied	96%	96%	96%	96%	96%
% of routes completed on schedule	99%	100%	100%	100%	100%
% of customers satisfied with yard waste collection	95%	95%	95%	95%	95%
Residential Recycling Set-out rate	45%	40%	42%	45%	45%

City-wide Litter Index score	1.73	1.73	1.24	1.55	1.57
Increase residential customers by 500 customers annually	16,720	17,220	17,690	18,190	18,690
Increase commercial customers by 100 customers annually	1,030	1,030	1,085	1,135	1,185
Street/Sidewalk/Curb/Gutter Maintenance					
% utility cuts/potholes repaired in 5 working days.	98%	98%	98%	98%	99%
% signs repaired/replaced in 2 working days.	85%	85%	85%	95%	97%
Repair/replace 400 feet of sidewalk each year	400	400	400	400	400
Repair/replace 400 feet of curb and gutter each year	400	400	400	400	400
% of residential neighborhoods swept quarterly.	95%	95%	95%	95%	95%
Stormwater					
% of Catch Basins cleaned as scheduled (%)	95%	95%	95%	95%	95%
Drainage Improvement Projects Completed (SRF)	0	0	0	3	1
Comply with NPDES, Phase II Permit (%)	95%	5%	15%	50%	75%
Parks & Tourism					
# safety inspections conducted/% facilities twice monthly	108/100%	108/100%	108/100%	132/100%	156/100%
# outdoor recreation programs offered	0	29	30	30	30
# environmental education presentations conducted	0	342	350	350	375
# of children and adults offered swim lessons	200	393	400	200	200
% participants rating programming satisfactory	90%	94%	93%	90%	90%
% of park users rating park safety as satisfactory	87%	93%	90%	90%	90%
% of park users rating cleanliness as satisfactory	93%	95%	94%	95%	95%
% daily revenue receipted, secured or deposited	100%	100%	100%	100%	100%
% of written concerns responded to within 2 days	100%	100%	90%	90%	90%
% citizens rating Dept. services satisfactory or higher	90%	93%	94%	94%	95%
# events secured/economic impact	31/\$4.9 mil	30/\$5.1 mil	30/\$7mil	40/\$4.6 mil	52/\$6.5mil
Property Maintenance					
% of inquiries responded to in 2 working days	90%	90%	95%	90%	90%
% of Class A locations mowed every 5 days: Mar – Oct	90%	95%	98%	95%	95%
% of Class B locations every 7 days: Mar -Oct	80%	90%	85%	98%	95%
% of Class C locations mowed every 6 weeks	90%	80%	65%	90%	90%
% of Class D locations bushhogged every 6 weeks (sewer r/w, lots)	50%	55%	55%	55%	55%
Square footage maintained per custodian	25,000 sq ft	25,000 sq ft	20,770 sq ft	21,000 sq ft	21,000 sq ft
% of grave openings completed within 24 hours	99%	99%	100%	100%	100%
% of citizen complaints responded to with in 24 hours	98%	99%	98%	99%	99%
Purchasing/Fleet Maintenance					
% bad transformers disposed of within 5 weeks	100%	100%	100%	100%	100%
% maintenance scheduled/completed	98%	97%	96%	98%	98%
Avg vehicle down time for each previous. maintenance performed	1.7 hrs	1.6 hrs	1.8	1.8	1.7
Average down time for unscheduled repair	6.5 hrs	6.2 hrs	6.9 hrs	5.5 hrs	5.0 hrs
% preventive maintenance completed within first week.	80%	80%	84%	88%	90%
Airport Services					
% of required inspections conducted/reports filed	100%	100%	100%	100%	100%
% of mowing completed as scheduled.	92%	100%	100%	100%	100%

Public Safety

Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina.

Public Safety Goals

Police, Fire, and Hometown Security

- Ensure public safety readiness for emergency situations.
- Improve traffic safety, law enforcement, arson investigation, and fire code enforcement.
- Partner with York County for facility needs, resource sharing, and services.
- Provide Public Safety personnel to assure effective services.
- Develop and adopt staffing models for police and fire personnel.

Police

- Maintain a Police Service that is efficient, effective, and responsive to needs of a growing municipal population.
- Use community policing and problem-solving methods to achieve and maintain the necessary knowledge, skills, and abilities to enhance service and morale.
- Conduct recruiting activities to attract and retain the highest caliber officers and staff for the Department.
- Promote City-wide traffic safety through public awareness, education, and strategic selective enforcement.
- Provide technological improvements by hosting, operating, and maintaining the City of Rock Hill Police Department's website.

Fire

- Plan effective fire services to minimize life and property loss in the community.
- Conduct fire service survey to assess customer satisfaction.
- Maintain readiness equipment, resources, and supplies.
- Record all incidents and report to US Fire Administration.
- Provide Fire Education Programs to community.
- Provide code enforcement throughout the community.
- Investigate the cause of all fires in the community to determine cause and clear the case file.
- Maximize public safety through review of building plans.

Hometown Security

- Implement department specific Emergency Action & Security Plan in conformance with Hometown Security Plan.
- Coordinate periodic Hometown Security related workshops for community, government, and business leaders.
- Work with American Red Cross to develop guidelines for future emergency awareness training classes.
- Conduct periodic inspections of City facilities & provide Departments and the City Manager with follow-up reports.

Solicitor's Office/Municipal Court

- Implement new and continue existing alternative case disposition methods.
- Provide prompt response to victims with all necessary services.
- Provide prompt adjudication, disposition, and/or diversion of cases filed in the Municipal Court.
- Submit all required reports to City Management and the State in a timely and accurate manner.
- Better serve the Police Department and general public with in-house Judicial coverage in the evening hours.

Inspection/Development Services

- Continue to reduce the stock of uninhabitable and non-repairable structures in the City.
- Continue to refine the review process to reduce the overall time frame.
- Keep developers and contractors abreast of policy and code changes.

Public Safety Objectives

Police

- Develop effective law enforcement and community policing strategies in the Weed and Seed area.
- Utilize the ComStat (Computer Comparison Statistics) crime enforcement tool to reduce and prevent crime.
- Use analysis to direct enforcement activities.
- Assess quality of law enforcement services and maintain at least a 90% citizen satisfaction rating
- Maintain CALEA accreditation.
- Ensure a clearance rate of at least 60% for all Part 1 crimes.
- Ensure that 100% of sworn officers receive proper ongoing training during in each year.

Public Safety Objectives (continued)

Fire

- Expand fire prevention/safety education programs City-wide to reduce fires and associated personal injury and property damage.
- Maintain a Class II fire service rating with the Insurance Service Office (ISO).
- Ensure 0 civilian deaths due to residential fires.
- Ensure property value resulting from fire loss is less than \$1 million.
- Maintain a customer service satisfaction rating of 95% or better.
- Respond to 100% request for emergency assistance, without exception.
- Maintain a per capita fire loss below the national average of \$55.
- Respond to all emergencies within 5 minutes or less inside the City.
- Determine cause of fire in 90% of all fires investigated.

Hometown Security

- Ensure that 100% of City Departments have completed Emergency Action Plans.
- Complete a minimum of 40 hours of support/training with York County Emergency Management.
- Ensure that 100% of City facilities have annual security related inspections.

Solicitor's Office/Municipal Court

- Dispose of pending jury trial cases at a rate greater than the rate of jury trial requests.
- Conduct a minimum of 11 jury trial terms during the year to reduce cases pending on the jury docket by 5%.
- Submit 100% of annual caseload reports to SC Court Administration and financial reports to the SC State Budget and Control Board on or before scheduled due date.
- Ensure that 100% of staff comply with CLE training requirements.

Inspection/Development Services

- Complete 95% of inspection requests within 24 hours during the work week.
- Complete at least 30 demolitions during the fiscal year related to substandard housing.
- Investigate 95% of complaints within 5 working days.
- Perform 95% of the commercial plan review within 21 days.
- Perform 95% of the residential plan reviews within 48 hours.



	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Police Services					
% customers rating police services as satisfactory	95%	95%	95%	95%	95%
CALEA accreditation maintained	Yes	Yes	Yes	Yes	Yes
Clearance rate of Part I Crimes	38%	38%	38%	38%	38%
% department members receiving training	100%	100%	100%	100%	100%
New crime watch programs developed	6	6	6	0	0
Recruit and train at least 8 new Police Officers annually	12	12	8	8	8
Fire Services					
ISO Rating	Class II				
# of civilian residential fire deaths	2	0	1	0	0
Minimize total dollar loss	\$4,766,190	\$1,844,203	\$3,763,081	\$2,500,000	\$2,500,000
Customer satisfaction rating	96%	98%	99%	96%	97%
Respond to 100% request for emergency assistance.	100%/3,216	100%/3,310	100%/3,455	100%/3,600	100%/3,650
Maintain per capita fire loss below the national avg.	\$92	\$33	\$58	\$42	\$42
Average response time to all incidents (tracked in 30 sec inc)	4:30	5:30	5:00	5:00	5:00
Determine cause in 90% of fires investigated.	95%	96%	96%	97%	97%
Hometown Security					
% of City Depts that have completed Emergency Act Plans	N/A	10%	80%	100%	100%
Hrs of support/training w/ York Co. Emergency Mgt	N/A	15 hrs.	30 hrs.	40 hrs.	45 hrs.
% of City facilities w/ annual security related inspections	N/A	20%	70%	85%	100%
Solicitor's Office/Municipal Court					
# of Jury trial terms completed during the year	11	11	15	14	14
# Jury Trials on Pending Docket	400	400	496	525	560
% caseload/financial reports on schedule	100%	100%	90%	100%	100%
% personnel complying with CLE training	100%	100%	100%	100%	100%
Inspection/Development Services					
# of inspections/% performed within 24 hrs	23,000/95%	26,000/95%	24,000/95%	22,000/98%	23,000/98%
Number of demolitions complete	28	29	31	31	37
# of complaints investigated/% within 5 work days	100/95%	100/95%	100/95%	100/95%	100/95%
# of plans reviewed/% within 21 working days	1063/95%	900/95%	1100/95%	1100/95%	1100/95%
# of residential plans/% reviewed within 48 hours	800/98%	800/95%	850/95%	1200/98%	1250/98%

Long-Term Plan for Economic Development

Strengthen the City's role as a place for economic activity through job creation, business location and expansion, redevelopment, and tourism.

Long Term Plan for Economic Development Goals

Economic and Urban Development Services

- Attract and retain high quality jobs and businesses to Rock Hill, particularly manufacturing, corporate offices, and distribution facilities.
- Strengthen and enhance the neighborhoods and business centers of Old Town.
- Implement the Downtown Master Plan in order to strengthen downtown as the mixed-use hub for Old Town.

Sports Tourism

- Develop community amenities and destinations designed to serve local residents and attract visitors to Rock Hill.
- Effectively utilize resources to increase public awareness of the importance of leisure for all individuals.
- Recruit volunteers to increase public awareness & involvement in senior citizen/therapeutic recreation programs.
- Serve individuals at the recreation centers with a complete recreation program using a benefit based system.
- Maintain and operate all buildings and facilities assigned to division to ensure their safe, consistent availability.
- Provide family-oriented special events to the community which offers recreational and cultural opportunities.

Long Term Plan for Economic Development Objectives

Economic and Urban Development Services

- Ensure the availability of competitive sites and services for business location and expansion inside the City.
- Strengthen partnerships with economic development allies.
- Invest in improvements in the Dave Lyle Blvd./177/Galleria Area to sustain and expand this area as a premier business center.
- Develop and implement incentive programs to support private investments that aid in the achievement of the City's economic and community development goals.
- Support redevelopment of commercial sites on North Cherry Road.
- Implement the Arcade Mill/Hagins-Fewell Neighborhood Redevelopment Plan.
- Create and implement a redevelopment plan for the Highland Park Neighborhood.
- Implement the redevelopment plan for the Textile Corridor.
- Implement the Downtown Master Plan in order to strengthen downtown as the mixed-use hub for Old Town.
- Create incentives for investments in the Old Town area.
- Create and implement a redevelopment plan for the Sunset Street/Crawford Road North Neighborhood.
- Create and implement a redevelopment plan for the East Town Neighborhood.
- Implement the Saluda Street Corridor Master Plan.
- Support the Weed & Seed initiative through partnerships, planning and improvements in the targeted neighborhoods.
- Create and implement a housing development and rehabilitation strategy for Old Town (Urban Core).

Sports Tourism

- Market Manchester Meadows as a premier facility for local, regional, and national soccer events.
- Market the Rock Hill Tennis Center as a premier facility for local, regional, and national tennis events.
- Complete Phase I and plan and construct Phase II of Glencairn Garden renovation.
- Update the River Park Master Plan.
- Increase Rock Hill's success as a sports tourism destination.
- Support the efforts of other community groups to develop cultural, historical, and arts destinations in Rock Hill.
- Improve the appearance and business environment on major visitor entries to the City.

	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Economic Development					
Downtown residences/retail added	14/4	0/2	0/3	20/6	20/6
#of projects planned/designed	58	43	25	25	25
Unemployment rate-county	9.2%	11.3%	7.8%	6.3%	6.5%
Real estate sold	\$170,000	\$0	\$1,240,690	\$750,000	\$750,000
Jobs created thru business expansion/new business	60	57	297	100	100
Business prospect visits	80	84	94	100	100
Downtown events/festivals	6	8	19	15	15
# neighborhood plans initiated	2	2	2	2	2
Old Town private investment	\$34,000,000	\$13,250,000	\$2,700,000	\$12,000,000	\$12,000,000
Sports Tourism					
% of high interest programs conducted	90%	90%	90%	90%	90%
# volunteers recruited/% trained	1000/100%	1000/100%	1000/100%	1000/100%	1000/100%
# programs offered/total attendance	40/600	40/600	40/600	40/600	40/600
# after school programs	3	3	3	3	3
% users satisfied with recreation centers	95%	95%	95%	95%	95%
# agencies/groups as partners	10	10	10	15	15



Management of Growth

Effectively manage growth in the Rock Hill area by: 1) the establishment of urban service boundaries based on service capacity and sound land use planning; 2) the implementation of standards that result in the quality, sustainable development; and 3) the implementation of the principles and recommendations of the Comprehensive Plan.

Management of Growth Goals

Planning/Zoning/Community Development

- Provide growth policies and standards that will result in quality, sustainable development in the Rock Hill service area.
- Establish urban services boundaries that allow the City to provide services and infrastructure in a cost effective manner and develop policies that ensure planned quality growth that can be served at a reasonable cost.
- Emphasize importance of corridor and transportation/land use planning.
- Provide accurate & timely information to Boards/Commissions & Council to ensure policy makers are informed.
- Foster organizational values in the department including innovation, customer service, safety and training.
- Promote concept of livable & sustainable development to ensure efficient & orderly growth w/in the community.
- Update/revise the City's Comprehensive Plan.
- Guide zoning, development, redevelopment, and public investment to support adopted community plans.
- Implement zoning and land development codes to shape development in conformance with Comprehensive Plan.
- Provide technical assistance to citizens and city decision-makers in areas such as, transportation improvements, traffic commission, community planning and zoning ordinances, official maps and census data.
- Assist Joint Venture for Affordable Housing Corporation in the development of programs and services that increase affordable housing opportunities offered to low and moderate income families.
- Provide technical assistance and guidance in the areas of architectural and historical significance, preservation, and features of structures, properties, districts, and neighborhoods.
- Improve the speed and efficiency of the customer service and development approval process.

Management of Growth Objectives

Planning/Zoning/Community Development

- Implement new Zoning Code.
- Review and update zoning map based on new zoning districts and comprehensive plan.
- Prepare Land Use Studies for Targeted Areas.
- Convene workshops with City Council (and Planning Commission) to focus on growth management issues.
- Continue specific programs to enhance community appearance.
- Continue to evaluate ways to improve development approval process and enhance customer service/communication with the development community.
- Update and implement Comprehensive Plan elements and required surveys.
- Continue Utility Extension Policy to ensure development in the Urban Area meets City land use and development standards.
- Work together with York County to recognize City's urban services area and mutually agree to land use regulations for the defined area.
- Complete Growth Management Study and implement findings.
- Work together with Rock Hill School District 3 to share development information and coordinate land use planning.
- Review impact fees with project list to ensure that growth pays for related infrastructure improvements.
- Complete major transportation planning initiatives that focus on infrastructure improvements, land use, and alternative transportation modes.
- Work with York County to identify and develop area plans for key growth corridors in the Urban Services Area.
- Make 90% of the permit and application information, forms, and checklists available electronically.

	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Planning/Zoning/Community Development					
% of staff receiving training	90%	90%	85%	100%	100%
% of inquires resolved within 5 business days	90%	90%	85%	90%	90%
% agenda items prepared on schedule for Council & other meetings	90%	90%	85%	90%	90%
# transportation/community plans complete/% completed on schedule	10/90%	10/90%	10/95%	10/95%	10/95%
Planning Comm/ Zoning Brd/RFATS meetings & hearings staffed	15/12/6	15/12/6	17/10/6	16/10/6	16/10/6
% of plan and zoning reviews and encroachment requests on time	90%	90%	90%	95%	100%
# of first-time home buyers assisted	22	20	15	18	18
% of CDBG funds expended by 6/30	60%	60%	20%	30%	40%
% forms and checklists electronically available	-	-	-	40%	90%
% on-line review and tracking of plans	-	-	-	80%	90%



Emphasize Quality of Government

Extraordinary delivery of quality services to citizens provided by a customer-focused, well trained, highly motivated workplace.

Emphasize Quality of Government Goals

City Council/City Manager

- Excel as a customer-focused organization-supporting community based government.
- Build cash balances with a target of one to two months expenses to provide adequate cash flow for operations
- Move to “cost to serve” in key business areas including utilities, public safety, and sanitation
- Assist City Council in developing and refining policy direction to effectively manage City operations.
- Reaffirm and encourage customer service and customer satisfaction as the organization’s primary priority.
- Encourage innovative approaches to service delivery for the citizens of Rock Hill.
- Develop partnerships with area governments, businesses, or citizen groups for a well-planned community.

Neighborhood Empowerment

- Assist in the revitalization and stabilization of neighborhoods by promoting and facilitating the development of neighborhood organizations.
- Provide avenues for neighborhoods to document and share ideas, goals, and successes.

Law/City Attorney

- Provide timely and quality legal services at a reasonable cost to the City.
- Ensure low civil litigation fees & costs and maximize damage or contract recovery by the pursuit of defendants.
- Respond in a prompt, effective manner to City Council and staff inquires regarding City legal matters.

GIS/Mapping Services

- Provide and maintain accurate geographic and non-geographic data to assist all departments in service delivery.
- Develop geographic applications to reduce data acquisition and query output time and data entry.
- Coordinate the continued development of the Geographic Information System (GIS), including Internet solutions.

Risk Management

- Remove as much risk from City operations as possible and cover remaining risk by a City self-insured program.
- Promote City wide safety program with an emphasis on safety awareness to reduce injuries and accidents.
- Maintain workers' compensation/liability/property damage documents with frequent reviews for case handling

Human Resources

- Recruit, retrain, and develop a high-quality workforce.
- Ensure that the workforce and City services are easily accessible by the citizens.
- Develop and facilitate citywide employee training programs, such as customer service, leadership development, ethics training, career ladder certification, interview training, performance appraisal training, and administrative appraisal training and administrative support.
- Develop systems to ensure a citizen/customer service focus and highly productive workforce.
- Assist departments in hiring and retaining the best employees, while fostering organizational diversity.
- Assist with citywide employee training programs including new employee orientation and administrative support workshops to ensure employees are well trained.
- Ensure City department personnel and human resource needs are effectively met.

Customer Service

- Ensure that collected revenues are properly accounted for, safeguarded, and deposited.
- Increase customer satisfaction through the delivery of customer-focused initiatives.
- Implement automated meter reading for electric and water consumption.
- Increase automated payment usage.

Emphasize Quality of Government Objectives

City Council/City Manager

- o Encourage service competition & privatization by privatizing at least one program per year.
- o Reduce the Utility Fund transfer to the General Fund so that the transfer is 15% or less of General Fund expense.
- o Ensure that all 5 Key Businesses (Public Safety, Sanitation, Electric, Water and Wastewater) are meeting Cost to Service objective.
- o Present a balanced budget for City Council review by June 1.
- o Ensure City ends at or below budget level.
- o Achieve organizational efficiencies by identifying at least one area to consolidate service areas or reorganize staff.
- o Represent the City at 12 PMPA Board meetings.

Neighborhood Empowerment

- o Identify and/or facilitate the development of 5 additional neighborhood organizations each year.
- o Offer a Leadership Conference to train leaders to be effective and strengthen the leadership in the community.
- o Offer civics course to educate citizens about City government.

Law/City Attorney

- o Attend 100% of all City meetings to provide legal assistance and advice.
- o Prepare 100% of all ordinances and resolutions as needed on time.

GIS/Mapping Services

- o Complete 90% of controllable GIS projects on schedule.
- o Maintain downtime of 2% or less for GIS acquisition.
- o Expanding Internet solutions by 1 per year.

Risk Management

- o Initiate response to 98% of liability and damage claims within 24 hours of notification.
- o Work to reduce the total number of lost time days/restrictive work days to 10% less than the previous year.
- o Hold 3 safety/liability/workers' compensation training workshops annually using internal and external presenters.
- o Conduct safety inspections in 100% of all departments to assure OSHA Compliance.
- o Respond to 100% of all liability/damage claims within 24 hours.

Human Resources

- o Develop specialized mentoring programs.
- o Provide specialized professional development and training within a career ladder.
- o Continue to recruit the best candidates for the job.
- o Monitor insurance for cost-containment measures and ease of use.
- o Develop systems to ensure a citizen/customer focus and highly productive workforce.
- o Provide customer service and field training citywide.
- o Provide ethics training for City employees.
- o Provide incentives for time and cost savings and innovations to enhance citizen/customer service and productivity in the workplace.
- o Develop a more customer-focused approach for citizens who need access to City services.
- o Evaluate City services to determine the ease of customer use.
- o Refer qualified candidates to departments within five days of posting position.
- o Provide employee orientation to 98% of new employees during the first payroll of their employment.
- o Meet with at least 5 divisions annually to review services provided by the Personnel Services Division.
- o Increase the number of STARS volunteers by 10 employees per year.

Customer Service

- o Complete gross receipts reporting audit (total retail sales of establishments reporting in the City) by August 1 of each year.
- o Develop and market IVR and online bill presentment and payment to increase the number of customers using this option by at least 1,000 customers per year.
- o Implement automated meter reading to 50% of customers in 2006/07 and 100% by the end of 2007/08.
- o Decrease the number of annual check readings to no more than 500.

	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
City Council/City Manager					
Number of City Programs Privatized	1	4	4	1	1
Utility Transfer less than 15% of General Fund	Yes	Yes	Yes	Yes	Yes
# of Key City Businesses at Cost to Serve	2/5	2/5	3/5	3/5	4/5
Annual, balanced budget to City Council	5/28/04	05/28/05	5/12/06	5/10/07	5/10/08
City ending year at or below budget level	yes	yes	yes	yes	Yes
Service areas consolidated/reorganized	1	1	1	1	1
PMPA Board Meetings attended	12	12	12	12	12
Housing & Neighborhood Services					
Neighborhood organizations identified/developed	94	108	112	117	121
Leadership Conference	11/8/03	11/6/04	11/12/05	11/11/06	11/10/07
Civic Course for Citizens	n/a	n/a	2	2	2
Law/City Attorney					
Total Meetings attended in legal advisory capacity	29/100%	25/100%	25/100%	26/100%	26/100%
Ordinances/resolutions prepared on time	66/15/100%	57/8/100%	60/10/100%	60/10/100%	60/10/100%
GIS/Mapping Services					
% of GIS projects on schedule	90%	90%	95%	95%	95%
% of downtime	2%	4%	3%	3%	3%
# of Internet solutions	1	1	3	4	5
# of communic. Infrastructure upgrades/replacements complete	8	6	2	2	2
# of application servers supported city-wide	21	23	25	25	25
Risk Management					
Percent of claims responded to within 24 hours.	98%	98%	99%	99%	99%
Reduction in lost time days/restrictive Days.	0%	37%	23%	10%	5%
Safety/workers' compensation/ liability workshops held.	3	3	3	3	3
Conduct departmental safety inspections.	100%	100%	100%	100%	100%
# of Liability/Damage claims responded to within 24 hours	100%	99%	99%	99%	99%
Human Resources					
% of employees that have exit interviews	100%	100%	100%	100%	100%
% of departments evaluated for customer service.	100%	100%	100%	100%	100%
% of ethics and customer ser. training provided to all depts.	77%	100%	100%	100%	100%
Average number of work days to refer candidates	6	5	5	5	5
% of employees attends orient. in the first payroll period	98%	100%	100%	100%	100%
Cumulative # of Divisions met with to review services	100%	100%	100%	100%	100%
Number of STARS volunteers per year	25	35	50	70	75
Customer Service					
Gross receipts reporting audit completed	8/1/03	8/1/04	8/1/05	8/01/06	8/01/07
Increase IVR/Web payment options and frequency	5,320	18,764	36,702	44,000	50,000
Automated meter reading devices (% of customers)	2%	2%	2%	2%	50%
Number of annual check readings	10,000	8,706	8,678	8,600	5,000

Implementation of Financial Management Plan

Develop financial policies and practices for the City of Rock Hill that ensures adequate protection of the City's financial resources.

Financial Management Plan Goals

Finance Services

- Thoroughly review the City's expenditures and recommend necessary changes to reduce expenses across the organization.
- Develop a financing model to evaluate the use of future debt obligations and improve fund balances.
- Examine and make recommendations on sources of revenue for the City.
- Evaluate internal accounting controls over City assets & propose changes where weaknesses are identified.
- Coordinate the annual budget process, Capital Improvement Plan, Long-Range Financial Plan, Revenue Manual, and Official Statement in a timely and accurate manner.

Financial Management Plan Objectives

Finance Services

- Develop a 5-year staggered schedule to review all City departments/divisions in order to evaluate cost-saving measures in each department/division.
- Evaluate opportunities for privatization or outsourcing through Managed Competition.
- Communicate the message that the City's budgets are carefully developed and that the budget gives good value with a positive message.
- Continue to improve funding for the City's Unreserved Fund Balance.
- Provide a complete evaluation of all monetary assets of the City and provide a recommendation on investment options related to these assets.
- Develop a cash-flow model and cash replenishment strategy for the Manchester Land Sale Account.
- Investigate the long-term use of lease-purchase arrangements for meeting equipment and capital needs of the City.
- Monitor the need for additional debt service obligations.
- Annually review the City's existing revenues to determine the need for recommended increases in order to meet cost-to-serve.
- Examine revenue sources for all other major cities in the State and region every two years to determine the feasibility of implementing new revenue sources in the City and lobby the SC State Legislature for changes that would allow revenues not currently allowable.
- Annually survey other cities in the state and region to compare the cost of City utilities to other cities.
- Receive the GFOA Distinguished Budget Presentation Award and the Certificate of Achievement Award for Excellence in Financial Reporting in each year.

	Performance Measures				
	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Finance Services					
Council Meetings recorded/% without errors	26/97%	27/93%	26/97%	26/97%	26/97%
Financial Statements provided by 2 nd Council Mtg	--	10/12 months	12/12 months	11/12 months	11/12 months
Tax Anticipation Notes Issued	No	No	No	No	No
% Monthly general ledgers completed by 5th	66%	92%	90%	90%	90%
CAFR produced accurately & timely	12/31/03	02/25/04	12/15/05	11/30/06	11/30/07
% Cash in best-yield legal investments	100%	100%	100%	100%	100%
% Checks issued on-time without error	99.9%	99.9%	99.9%	99.9%	99.9%
Increase in interest earnings	-\$39,314	\$159,694	\$379,467	\$100,000	\$100,000
Rate survey completed as scheduled.	Yes	Yes	Yes	Yes	Yes
Reengineering/competition projects completed	1	2	2	1	1
Awarded GFOA Budget/CAFR Award	Yes/Yes	Yes/Yes	Yes/Yes	Yes/Yes	Yes/Yes

Provide Open and Effective Communication

Enhance the City's ability to provide open and effective communication with public, private, and political customers and all other internal and external customers.

Communication Plan Goals

Public Affairs

- Strengthen and implement an internal and external communications plan.
- Develop concise and productive channels of communication with public entities and private partnerships.
- Develop an ongoing collaboration with all levels of government to communicate and provide for the needs of Rock Hill citizens.
- Provide citizens with complete, accurate, and timely information enabling them to make informed judgments.
- Produce & implement a communication plan that supports, reinforces, & reflects the strategies/goals of the City
- Fully utilize the City's Television Station, Web Site, and Utility Bill insert.

Communication Plan Objectives

Public Affairs

- Develop communications program to "tell the story" of Rock Hill, implement consistent branding, and open avenues with citizens.
- Expand internal customer service training to effectively empower City employees as advocates for the citizens.
- Utilize and improve quality and effectiveness of existing channels of communications, including City Channel, website, newsletters, media relations, and public information.
- Assist City departments in achieving their communications goals.
- Be of assistance to Mayor and Council in relaying issues, solutions, and messages to Rock Hill citizens.
- Create tailor-made Inside Rock Hill course for City Council input, advocacy, and instruction.
- Leverage up-to-date technology for improved and standardized internal communications and external service delivery.
- Identify and prioritize issues with public and private partnerships.
- Develop project/issue-driven communication plan.
- Strengthen collaboration with residential and commercial neighborhoods to improve livability standards throughout the community.
- Identify funding and accountability issues w/ other governmental agencies (e.g. road paving, pot-holes, traffic signalization, and stormwater issues).
- Identify alternative sources of funding and favorably influence allocation of revenue.
- Facilitate elected officials forum to discuss identified issues (e.g. Urban Services Boundary, Local Option Sales Tax, Tax Forum).

Performance Measures					
	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Public Affairs					
Television Broadcasts Provided	100%	100%	100%	100%	100%
Utility bill inserts produced	12	12	12	12	12
Total Federal and State Grant funds received	\$2,391,253	\$2,398,020	\$2,400,000 est.	\$2,400,000	\$2,400,000
"Feature" Programs on television station	0	0	0	5	9
Video incorporation on web	No	No	No	No	Yes
Web image re-engineering	No	No	No	Yes	Yes
City Communications Team Meetings	0	0	0	6	9

GLOSSARY OF TERMS

Accounting System: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accounts Payable: A liability account reflecting amounts on open account owing to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

Accounts Receivable: An asset account reflecting amounts owing to open accounts from private persons or organizations for goods and services furnished by a government.

Accrual Basis of Accounting: A basis of accounting in which transactions (debts and credits) are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity: A specific and distinguishable line of work performed by one or more organizational component of a government for the purpose of accomplishing a function for which the government is responsible (i.e. The Police Department is an activity within the public safety function).

Adoption: Formal action by the City Council that sets the spending limits for the fiscal year.

Ad Valorem: Latin for "value of". Refers to the tax assessed against real (land and buildings) and personal (equipment and furniture) property.

Allocation: The portion of an appropriation which is designated for expenditure by specific organization units and/or for specific purposes.

Annual Operating Budget: The City's plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary controlling document for most of the City's spending, financing, and/or acquisition activities.

Appropriation: The legal authorization granted by a legislative body (the City Council) to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in both amount and time.

Appropriation Ordinance: The City's legal instrument by which budgets are set and adopted on a line-item basis.

Arbitrage: The interest earnings derived from invested bond proceeds or debt service fund balances.

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. All appraisal activity is the responsibility of The York County Assessor's Office.

Audit: A methodical examination of the use of resources. It concludes in a written report of its findings, and it is a test of management's accounting system to determine the extent to which internal accounting controls are both available and being used.

Balance Sheet: The basic financial statement which discloses the assets, liabilities, and equities of an entity at a specified date in conformity with GAAP.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specific date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

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

Budget Calendar: The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

Budget Message: A general discussion of the proposed budget presented in writing as a part of the budget document. The budget message explains principal budget issues against the background of the present economy and financial experience in recent years.

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

Capital Improvement Program (CIP): A plan for purchasing, leasing, and/or constructing the equipment or property needed to complete the City's long-term improvement projects. The plan details by year (over a fixed number of years) for each project. The plan also specifies the resources estimated to be available to pay for the project expenditures.

Capital Outlay: Equipment with a value in excess of \$5,000 and an expected life of more than one year.

Capital Project: Construction, purchase or major renovation of City infrastructure with a cost of at least \$20,000, or equipment purchase with a cost of at least \$50,000, and which results in a fixed asset.

Cash Basis of Accounting: A basis of accounting under which revenues are recognized when cash is received and expenditures incurred when cash is paid.

Certificates of Participation (COPS): A financing instrument by which certificates or securities are sold to investors who underwrite a project. The issuance of COPs is secured by lease-purchase agreements to which the City is a party.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living.

Cost: The amount of money or other consideration exchanged for property or services. Costs may be incurred even before money is paid; that is, as soon as liability is incurred. Ultimately, however, money or other consideration must be given in exchange.

Current Assets: Those assets which are available or can be made readily available from current operations or to pay current liabilities. Those assets which will be used up or converted to cash within one year. Some examples are cash, temporary investments and taxes receivable which will be collected within one year.

Current Liabilities: Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed, or refunded within one year.

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 government include bonds and notes.

Debt Limit: The maximum amount of general obligated 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: The payment of principal and interest on borrowed funds, such as bonds.

Debt Service Requirement: The amount of money required to pay the interest currently due on outstanding debt, and/or principal portion due on debt maturing in the up-coming year. The city's debt service requirement may also include required annual contributions to sinking funds set up to accumulate monies for the retirement of term bonds.

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 unit of the City which manages an operation or group of related operations within a functional area.

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

Division: A sub-unit of a Department having responsibility for a specific function within the Department.

Encumbrance: Commitments related to unperformed contracts for goods or services. Encumbrances represent the estimated amount of expenditures ultimately to result if the unperformed contracts are completed. Encumbrances are used for budgetary purposes only and are not expenditures under generally accepted accounting principles (GAAP).

Enterprise Fund: A fund established to account for operations: (a) financed through user charges and operated in a manner similar to private businesses, where the intent is to cover the cost of providing goods and services to the general public on a continuing basis; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, or other purposes. The City's Enterprise Funds are for water, wastewater, storm water, and electric utilities.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Exempt: Personnel not eligible to receive overtime pay and who are expected to put in whatever hours are necessary to complete their job assignments. Compensatory time off, as partial compensation for overtime hours worked, may be allowed by the respective department head.

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

Federal Emergency Management Agency (FEMA): A federal agency that provides disaster relief.

Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Rock Hill's fiscal year begins July 1st and ends the following June 30th.

Fixed Asset: Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Full Time Equivalent (F.T.E.): Number of staff positions calculated on the basis that one FTE equates to 2080 hours a year.

Full Accrual Basis of Accounting: The method of accounting where revenues are recognized when earned, expenditures are recognized when incurred and fixed assets are depreciated over their estimated useful life. All enterprise and internal service funds are accounted for using this method of accounting.

Fund: An fiscal and accounting entity that has self-balancing set of accounts recording cash and other

financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance: The difference between governmental fund assets and liabilities, also referred to as fund equity.

GASB 34: Statement number 34 issued by GASB. A new reporting model that will require government financial statements to be written in a format similar to private business.

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.

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

General Ledger: A book, file or other device which contains the accounts needed to reflect the financial position and the results of operations of an entity. In double entry bookkeeping, the debits and credits in the general ledger are equal; therefore, the debit balances equal the credit balances.

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

Goal: A statement of broad direction, purpose or intent on the needs of the community. A goal is general and timeless.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

Governmental Funds: Those funds through which more governmental functions typically are financed. The acquisition, use and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service Funds).

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

Infiltration & Inflow (I&I): A situation where storm water enters the sewer system.

Interfund Transfers: Amounts transferred from one fund to another, generally for expenses incurred but paid from another fund for services rendered or for account tracking purposes.

Intergovernmental Revenue: Revenue received from other governments, whether local, state or federal, usually in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Insurance Service Office (ISO): Provides ratings based on industry standards for fire services.

Kilovolt (KV): Equals 1,000 volts of electricity.

Kilovolt-ampere (KVA): The unit of measurement for power used for circuit sizing.

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

Long Term Debt: Any unmatured debt that is not a fund liability since it is not currently due, such as outstanding bonds issued by the City.

Maintenance and Operation (M&O) Costs: The day-to-day operating and maintenance cost of a municipality including such things as personnel, gas, electric utility bills, telephone expense, reproduction costs, postage, and vehicle maintenance.

Mill: A tax rate 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 but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting 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.

Nephelometric Turbidity Units (NTU): The scientific unit of measure for fine particles in water.

Non-Exempt: Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

Objectives: A desired outcome that is measurable and that can be achieved within a specific time frame.

Operating Budget: A financial plan for the City's general operations, such as salaries, utilities and supplies.

Operating Transfers: Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended. An example would be the transfer of funds from the general fund or an enterprise fund to an internal service fund to finance the services provided by the internal service fund.

Ordinance: A formal legislative enactment by the governing board of a municipality (the City Council). If it is not in conflict with any higher form of law, such as, a State statute, a Federal law, or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less formality and has a lower legal status. Ordinarily, the City's statutes or charter will specify or imply those legislative actions which must be by ordinance and those which may be by resolution.

Performance Indicators: Statistical information which denotes the demands for services within a department/division.

Performance Measurement: A method of evaluation that uses measurable performance of activities to determine achievement of goals.

Personnel Services: The costs associated with compensating employees for their labor.

Program: An organized set of related work activities that are directed toward a common purpose or goal and represent well-defined uses of city resources.

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

Proposed Budget: The budget as formulated and proposed by the budget-making authority (the City Manager). It is submitted to the legislative body (the City Council) for review and approval.

Purchase Order: A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Reserve: An account used to earmark a portion of the fund balance. This may be done for various reasons.

The most common are to indicate that a portion of the fund balance is not available for general expenditures or the amount has been legally segregated for specific future use.

Resolution: A special or temporary order of a legislative body (the City Council). This action requires less legal formality than an ordinance.

Resources: Total monies available for appropriation purposes to include revenues, fund balances, transfers, and other financing services (e.g. bond proceeds).

Restricted Assets: Monies or other resources whose use is restricted by legal or contractual requirements. In governmental accounting, special treatment is given to restricted assets arising out of revenue bond indentures in enterprise funds.

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund. For budgeting purposes, the working capital definition of fund balance is used.

Revenue: Income received or anticipated from taxes or other sources, such as business licenses, user fees, fines, and investments.

Revenue Bonds: 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. The City's revenue bonds are repayable from utility user charges.

Rock Hill-Fort Mill Area Transportation Study (RFATS): A transportation planning area in the northeast section of York County.

Rock Hill Economic Development Commission (RHEDC): The purpose of which is to transition the community from dependence on the textile industry to more diverse economic opportunities.

Services: The costs related to services performed for the City by individuals, business, or utilities.

Sexual Assault Nurse Examiner (SANE): A grant from South Carolina Department of Public Safety's Stop Violence Against Women program.

Short Term Debt: Any debt obligation of five years or less duration, such as short term loans or lease/purchase agreements for equipment purchases.

Sinking Fund: A group of accounts established to account for the accumulation of resources for, and the payment of, long-term bond principal and interest. Bonds issued in such a fund contain an agreement requiring the governmental unit to periodically set aside a sum which, when compounded with interest, will be sufficient to redeem the debt at the stated maturity date. Bonds of this type are commonly known as term bonds.

Special Assessments: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Supervisory Control and Data Acquisition (SCADA): A technology of automatic radio transmissions of data from a remote source to a receiving station for recording and analysis. Used in providing a monitoring mechanism for water and sewer systems.

Supplies: A cost category for minor items (individually priced at less than \$500) required by departments to conduct their operations.

Supplemental Appropriation: An additional appropriation made by the legislative body (the City Council) after the budget year has begun.

Support Services: The expenditure class for charges paid by one City department or agency to another for services rendered or materials supplied.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit, such as police and fire services, planning, parks and recreation, etc. This term does not include specific charges such as special assessments or user charges.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future use.

User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service (e.g. fees paid for periodic refuse pick-up).

Working Capital: An amount calculated by subtracting current liabilities from current assets. An indicator of the liquidity of an entity.





GLOSSARY OF ACRONYMS

ADA: Americans with Disabilities Act	ISO: Insurance Service Office
BS: Balance Sheet	KV: kilovolt
CA: Current Assets	KVA: Kilovolt-ampere
CALEA: Communications Assistance for Law Enforcement Act	M & O: Maintenance and Operation Costs
CL: Current Liabilities	MGD: Millions Gallons per Day
CIP: Capital Improvement Program	NE: Neighborhood Empowerment program
CDBG: Community Development Block Grant	NPDES: National Pollutant Discharge Elimination System
COPS: Certificates of Participation	NTU: Nephelometric Turbidity Units
CPI: Consumer Price Index	OSHA: Occupational Safety and Health Administration
DCC: Development Coordinating Center	PARD: (South Carolina) Parks and Recreation Department
DHEC: (South Carolina) Department of Health and Environmental Control	PMPA: Piedmont Municipal Power Agency
DOA: (South Carolina) Department of Aviation	PO: Purchase Order
DS: Debt Service	RE: Retained Earnings
DSR: Debt Service Reserve	RFATS: Rock Hill-Fort Mill Area Transportation Study
EPA: Environmental Protection Agency	RHEDC: Rock Hill Economic Development Commission
FAA: Federal Aviation Administration	SANE: Sexual Assault Nurse Examiner program
FBO: Fixed Base Operator	SCADA: Supervisory Control and Data Acquisition
FEMA: Federal Emergency Management Agency	SCLGIP: South Carolina Local Government Investment Pool
FY: Fiscal Year	WWTP: Wastewater Treatment Plant
F.T.E.: Full Time Equivalent	
GAAP: Generally Accepted Accounting Principles	
GASB: Governmental Accounting Standards Board	
GO: General Obligation Bonds	
GIS: Geographic Information System	
I & I: Infiltration and inflow	



Financial Policies

The City of Rock Hill has developed a comprehensive set of financial policies that are consistent with the City's goals and objectives. Specific attention has been given to make sure that these policies are both consistent and relationally sound. Financial policies are an integral part of the development of service, capital, and financial plans and the budget. They provide the basis for decision-making and continue Rock Hill's tradition of financial stability.

FP 1: Reserved and Unreserved Funds

The City will maintain reserved and unreserved stabilization funds at levels sufficient to protect the City's credit as well as its financial position from emergencies.

The City of Rock Hill seeks to maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures. Stabilization funds are called by many names including rainy day funds, unreserved, undesignated fund balances, and contingency funds. These funds are used at a government's discretion for many purposes: to address temporary cash flow shortages; to fund emergencies; unanticipated economic downturns; and one-time opportunities.

These funds provide flexibility to respond to unexpected opportunities that may help a government achieve its goals. The minimum and maximum amounts to be accumulated are based on the types of revenue, the level of uncertainty associated with revenues, the condition of capital assets, or the City's level of security with its financial position. The State of South Carolina does not provide any local government constraints regarding the establishment of stabilization funds.

The following summarizes the City's policy on reserved and unreserved ending fund balances:

1. *Unreserved Fund Balances*

- General Fund: The General Fund shall maintain an unreserved fund balance equal to at least 15% of the total audited General Fund expenditures for the previous fiscal year. These funds are to be left in the City's general operating cash account for the purpose of floating the City's operations throughout the fiscal year.
- Enterprise Fund: The Enterprise Fund shall maintain an unreserved fund balance equal to at least 20% of the total audited Enterprise Fund Operating Expenses for the previous fiscal year. These funds are to be left in the City's general operating cash account for the purpose of floating the City's operations throughout the fiscal year.

2. *Reserved Fund Balances*

All Reserved Fund Balances shall be fully funded and set aside in a special bank account. The total set aside in this account is to be equal to the cumulative total of all "Reserved for Fund Balances" for the previous fiscal year with the exception of funds reserved for Food & Beverage/Local Accommodations purposes (these funds are to be set aside in a separate account) These fund balances may only be used for the express purpose of funding expenditures directly related to the specified fund

3. *Liabilities*

As a matter of policy, the City will maintain a separate account for Utility Deposits equal to the prior year audited total. This account is only updated on an annual basis when the final audit is complete. These fund balances may only be used for the purpose of refunding utility deposits or paying delinquencies related to the account.

FP 2: Revenue

The City will design, maintain and administer a revenue system that will assure a reliable, equitable, diversified and sufficient revenue stream to support desired City services.

Since the principle revenue stream for the government is determined by the fees and charges that are established, it is important that the City adopt policies that identify the manner in which fees and charges are set and the extent to which they cover the cost of the service provided. A revenue system that requires the identification of both the cost of the program and the portion of the cost that will be recovered through fees & charges allows the City and its citizens to develop a better understanding of the cost of services and to consider the appropriateness of established fees and charges.

To that end, the City has established the following goals that are used to accomplish this policy:

1. The City will seek to establish all user charges fees at a level related to the full costs (operating, direct, indirect and capital) of providing the service. The City will review these fees & charges annually in the budget process and target rates that meet the cost to serve – particularly in the City's key businesses (Public Safety, Public Works, Electric, Water, Wastewater, and Parks, Recreation & Tourism). In any event, all enterprise funds will be self-supporting.
2. Costs of service include direct and indirect costs such as operating and maintenance costs, overhead, and charges for use of capital (depreciation and debt service). A government may choose not to recover all costs, but it should identify such costs. Reasons for not recovering full costs should be identified and explained. State and local law may govern the establishment of fees and charges.
3. The City will consider market rates and charges levied by other businesses and municipalities for like services in establishing rates, fees and charges. These fees will be reviewed through the City's annual rate survey.
4. One-time or special revenues shall not be used to finance ongoing City operations but rather be used for the funding of special projects.
5. An aggressive policy of seeking the collection of delinquent utility and license fee accounts will be maintained.
6. Citizen input into decisions relating to revenues will be solicited during the annual budget public hearing process and will be made available for public review prior to City Council consideration of first reading.
7. In determining revenue projections - and where judgment is required - conservatism shall be the rule.

FP 3: Diversified Revenue Base

The City will annually review its revenue source to maintain a diversified revenue base

The City of Rock Hill is committed to a diverse revenue base. Since all revenue sources have particular characteristics in terms of stability, growth, sensitivity to inflation or business cycle effects, and impact on tax and rate payers - a diversity of revenue sources can improve a government's ability to handle fluctuations in revenues and potentially help to better distribute the cost of providing services.

The City will identify approaches that will be used to improve revenue diversification. In accomplishing this policy, the City will analyze the sensitivity of revenues to changes in rates, the fairness of the tax or fee, administrative aspects of the revenue source, and other relevant issues.

Over time the City will strive to improve its revenue diversity to the extent feasible. Since the City is statutorily limited as to the types of revenues it may raise, it may consider options to enhance flexibility within the constraints of available revenue sources. For example, The City will seek to diversify the tax base on which the property tax is levied.

FP 4: Use of One-Time Revenue

The City will limit the use of one-time revenues to pay for ongoing expenditures of the government

By definition, one-time revenues cannot be relied on in future budget periods. Since the use of one-time revenues can have disruptive effects on services due to non-recurrence of these sources, the City will dedicate one-time revenues (e.g. infrequent sales of government assets, bond refunding savings, infrequent revenues from development, and grants) to be used on expenditures appropriate startup costs, stabilization, special projects, and capital purchases.

Any use of revenue that adds to the ongoing expenditure base will be carefully reviewed and minimized (e.g., capital expenditures that significantly increase ongoing operating expenses without a sustainable and offsetting long-term revenue plan).

FP 5: Revenue Classification

The City will annually evaluate all revenues, determine those that are considered to be unpredictable, and determine the best use of those revenues

A financial plan for governments should take into account the unpredictable nature of key revenues. This ensures that a government understands the potential impact on its ability to cover service costs and develops contingency plans in advance to address unpredictable revenue fluctuations. Specific allocation and contingency plans do not have to be developed for all unpredictable revenues, but become increasingly necessary as the size or unpredictability of the revenue source increases.

The City will annually identify major revenue sources it considers unpredictable and define how these revenues may be used. Unpredictable revenue sources cannot be relied on as to the level of revenue they will generate. Particularly with major revenue sources, it is important to consider how significant variation in revenue receipts will affect the government's financial outlook and ability to operate programs in the current and future budget periods.

For each major unpredictable revenue source, the City will identify those aspects of the revenue source that make the revenue unpredictable. Most importantly, the City will identify the expected or normal degree of volatility of the revenue source. For example, revenues from a particular source may fluctuate, but rarely, if ever, fall below some predictable minimum base. The City will decide, in advance, on a set of tentative actions to be taken if these revenue sources generate revenues substantially higher or lower than projected. The plans should be publicly discussed and used in budget decision making.

FP 6: Operating Transfers

The City will quantify operating transfers from the utility system to cover general fund expenses

The City has traditionally made operating transfers from the Utility Fund to the General Fund. City Council has determined that the City needs to maintain the competitiveness of the utility system and to

reduce the General Fund's need for Utility Fund transfers. These transfers should be established at a level that is supportable by current utility business practices.

In quantifying these transfers, the City uses a formula that presupposes that utility services would have been provided by a privately-owned utility instead of the City's publicly owned utility. Such utility would have paid

municipal ad valorem taxes and a franchise fee to the General Fund of the City and the utility's investors would have been entitled to a return on their investment. For this reason, the city has established the following policy guideline regarding franchise fees, payments in lieu of taxes, rates of return and operating transfers from the utility system:

1. **Franchise Fees.** The City shall budget annually a franchise fee from the Utility Fund that equals the franchise fee that would have been paid had electric, water and sewer services been provided by an investor-owned utility. The franchise fee shall be calculated by multiplying all gross revenues of the electric, water and sewer systems made within the City's corporate boundaries by 5%. The franchise fee shall be reported as an expense of the electric, water and sewer system and as a revenue of the General Fund.
2. **Payment in Lieu of Taxes.** The City shall budget annually a payment in lieu of taxes from the electric, water, and sewer systems to the General Fund that approximates the amount of ad valorem taxes that would have been paid had utility services been provided by an investor-owned utility. The payment in lieu of taxes shall be calculated by multiplying the gross fixed assets of the system reported in the City's most recent audited financial statements by the appropriate assessment ratio and then by the City-wide tax rate included in the City's most recent budget ordinance. The resulting product shall be multiplied by the estimated percentage of electric, water and sewer fixed assets that are located within the City's corporate boundaries. The payment in lieu of taxes amount calculated under this section shall be reported as an expense of the electric, water and sewer system and as a revenue of the General Fund.
3. **Rate of Return.** The City may budget annually a rate of return on the gross operational revenues of the electric, water and sewer systems. This rate of return will be based on 5% of gross utility revenues and may be adjusted by City Council to meet the current competitive utility business environment. The rate of return amount calculated under this section shall be reported as an expense of the electric, water and sewer system and as revenue of the General Fund.
4. **Exceptions.** The amount to be paid from the electric, water and sewer systems under this resolution may be increased or reduced upon approval of the City Council.

FP 7: Operational Reporting

City staff will provide to the City Council a report on the operating results of the City

All excess revenue collected by the City of Rock Hill that exceeds the projected budget revenue figure from a specific revenue category for each fiscal reporting period must be reported to City Council on a monthly basis. The expenditure of any and all excess revenue will be at Council's discretion and cannot be utilized within the City budget without Council's approval.

Likewise, all expenditures that exceed the projected budget expense figures in excess of \$5,000 on a departmental level must be reported to Council in writing by the next scheduled Council meeting. Expenditures that would cause an increase above the \$5,000 cap on a departmental level cannot be made without prior approval of Council.

Cost savings that may occur within a specific department can be utilized within that particular department; however, this cost savings cannot be transferred to another department without prior approval of Council.

FP 8: Adoption of Balanced Budget

The City will annually adopt a Balanced Operating Budget

According to the laws of the State of South Carolina, the City will adopt a balanced operating budget and provide full disclosure when a deviation from a balanced operating budget is planned or when it occurs. This balanced

budget will ensure that all operating revenues are equal to, or exceed, all operating expenditures at adoption and at year-end. Any increase in expenses, decrease in revenues, or combination of the two that would result in a budget imbalance will require budget revision, rather than spending unappropriated surpluses or designated reserves to support ongoing operations. Any year end operating surpluses will revert to unappropriated balances.

The City of Rock Hill annual budget appropriation will cover the twelve-month period beginning July 1 and ending June 30 of the following year. The proposed budget document is to be presented to the City Council for their consideration no later than June 1 with adoption of the approved ordinance by June 30. According to state law, any required public hearings will be scheduled to receive input on the development of the budget. Special public hearings are also required to consider the issue of a tax increase.

Budgets shall be prepared at the department level and provide the basis for the City's financial management system. The adopted appropriations by fund shall constitute the maximum expenditure authorization for that fund and can be amended only by action of the City Council. The budget shall be developed in conjunction with a stated program of performance objectives and measures with which to gauge progress towards meeting those objectives.

The following guidelines will be used in the preparation of the budget document:

1. Current appropriations in all funds are limited to the sum of available, unencumbered cash balances and revenues estimated to be received in the current budget period.
2. General Fund expenditures and subsidy appropriations for mandated and priority programs are to be made against current revenue sources, and not dependent upon uncertain reserves or fluctuating prior period cash balances.
3. Special Revenue Funds are supported by special levies and fees, grants or intergovernmental revenues. Expenditures in these funds are strictly limited to the mandates of the funding source. Special Revenue Funds are not to be used to subsidize other funds, except as required or permitted by program regulations.
4. All operations of the Enterprise Fund will be self-supporting entities. The City will conduct an annual review of fee structures, charges for services, and other operating revenues and expenditures.
5. Multi-year operating cost projections shall be prepared and updated each year to identify the impact on resources.
6. A five year Capital Improvements Program shall be prepared and updated each year. The operating impact of each project shall be identified and incorporated into annual operating budgets. Capital assets shall be purchased and maintained on a regular schedule. Within legal limits and the constraints of operating budgets, debt shall be issued for the purchase of capital assets, including major renovations.
7. For purposes of this policy, the cash basis of accounting are used in defining revenues and expenditures.
8. It will be the duty of the City Manager to take action to bring the budget into balance if adjustments are needed in the course of a fiscal period.

FP 9: Delivery of Services

The City will identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

The City will operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior years.

The City shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Corrective actions are outlined separately within these policies. Expenditure deferrals into the following fiscal year, short-term loans, or use of onetime revenue sources to balance the budget will be avoided.

The Finance Director is charged with performing periodic staff and third-party reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective are to be reduced in scope or eliminated.

The City of Rock Hill makes every effort to maximize any discounts offered by creditors / vendors. Staff shall also use competitive bidding to attain the best possible price on goods and services.

FP 10: Debt Policy

The City will adhere to a debt policy that ensures that debt is issued and managed prudently in order to maintain a sound fiscal position and protect credit quality

Issuing debt commits the City's revenues several years into the future, and may limit the City's flexibility to respond to changing service priorities, revenue inflows, or cost structures. A debt policy sets forth the parameters for issuing debt and managing outstanding debt and provides guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt, method of sale that may be used and structural features that may be incorporated.

The City plans long- and short-term debt issuance to finance its capital program based on its cash flow needs, sources of revenue, capital construction periods, available financing instruments and market conditions. The Director of Finance oversees and coordinates the timing, issuance process and marketing of the City's borrowing and capital funding activities required in support of the capital improvement plan.

This debt policy recognizes a binding commitment to full and timely repayment of all debt as an intrinsic requirement for entry into the capital markets. Adherence to a debt policy helps to ensure that the City maintains a sound debt position and that credit quality is protected. Components of the debt policy are as follows:

The City will confine its long-term borrowing to capital improvements and follow a policy of full disclosure on every financial report and bond prospectus. In no case will General obligation debt will not be used for self-supporting enterprise activity. The City will use voter-approved general obligation debt to fund general-purpose public improvements that cannot be financed from current revenues.

Capital Planning. The City will have an annual capital planning process that outlines major projected capital expenditures over the next ten years. The capital budget identifies revenue sources and capital expenditures and projects this information for each of the ten years. This information is updated annually.

Financing Team. The City often employs outside financial specialists to assist it in developing a bond issuance strategy, preparing bond documents and marketing bonds to investors. The key players in the City's financing transactions include its bond counsel, the underwriter and underwriters counsel (on a negotiated sale), the City attorney and City representatives (the Director of Finance and other City representatives as may be appointed by the City Manager). Other outside firms, such as those providing paying agent/registrars, trustee, credit enhancement, auditing, or printing services, are retained as required. The financing team will meet at least annually to review the overall financing strategy of the City and make recommendations to the City Manager.

Term of Debt Repayment. Borrowings by the City shall mature over a term that does not exceed the economic life of the improvements that they finance. General Obligation Bonds shall be issued with a term not to exceed 25 years; Revenue Bonds with a term not to exceed 30 years; and tax increment bonds with a term not to exceed 25 years. The City does not finance improvements with a probable useful life less than twenty years, using pay-as-you-go funding for such needs.

Debt service structure. Although the City finances its long-lived municipal improvements over a 20-30 year term, the City will – whenever possible - structure the principal repayments on general obligation bonds such that their weighted average maturity approximates 11¾ years. This rapid amortization results in over 60% of the City’s consolidated public improvement debt being repaid within ten years. This policy minimizes the interest payments made over time, and causes the rating agencies to look more favorably on the City’s debt structure. The City will seek to continue this practice, unless general fund revenues are projected to be insufficient to provide adequately for debt service payments on necessary debt.

Call provisions. The City seeks to minimize the protection from optional redemption given to bondholders, consistent with its desire to obtain the lowest possible interest rates on its bonds. The City’s bonds are generally subject to optional redemption. The City seeks early calls at low or no premiums because such features have allowed it in the past to refinance debt more easily for debt service savings when interest rates dropped. The City will annually evaluate optional redemption provisions for each issue to assure that the City does not pay unacceptably higher interest rates to obtain such advantageous calls.

Interest rates. In most cases, the city will use fixed-rate debt to finance its capital needs; however, the City may issue up to 25% of its total debt portfolio in variable rate debt.

Method Of Sale. The City will select a method of sale that is the most appropriate in light of financial, market, transaction-specific and issuer-related conditions.

Competitive Sales. General obligation debt obligations are issued through a competitive sale – according to state law. For these bonds – and any other bonds that the City may deem necessary - the City will set the terms of the sale to encourage as many bidders as possible. By maximizing bidding, the City seeks to obtain the lowest possible interest rates on its bonds. The following conditions may favor the use of a competitive sale:

1. The market is familiar with the issuer;
2. The issuer is a stable and regular borrower in the public market;
3. There is an active secondary market with a broad investor base for the City’s bonds;
4. The issue has a non-enhanced credit rating of A or above or can obtain a credit enhancement prior to the competitive sale;
5. The debt structure is backed by the issuer’s full faith and credit or a strong, known or historically performing revenue stream;
6. The issue is neither too large to be easily absorbed by the market nor too small to attract investors without a concerted sale effort;
7. The issue does not include complex or innovative features or require explanation as to the bonds’ security;
8. The issue can be sold and closed on a schedule that does not need to be accelerated or shortened for market or policy reasons; and
9. Interest rates are stable, market demand is strong, and the market is able to absorb a reasonable amount of buying or selling at reasonable price changes

Negotiated Sales. When certain conditions favorable for a competitive sale do not exist and when a negotiated sale will provide significant benefits to the City that would not be achieved through a competitive sale, the City may elect to sell its debt obligations through a private or negotiated sale. Such determination may be made on an issue-by-issue basis, for a series of issues, or for part or all of a specific financing program. The following conditions may favor the use of a negotiated sale:

1. Insure fairness by using a competitive underwriter selection process through a request for proposals where multiple proposals are considered;
2. Remain actively involved in each step of the negotiation and sale processes to uphold the public trust;
3. Insure that either an employee of the issuer, or an outside professional other than the issue underwriter, who is familiar with and abreast of the condition of the municipal market, is available to assist in structuring the issue, pricing, and monitoring sales activities;
4. Require that the financial advisor used for a particular bond issue not act as underwriter of the same bond issue;
5. Require that financial professionals disclose the name or names of any person or firm, including attorneys, lobbyists and public relations professionals compensated in connection with a specific bond issue;
6. Request all financial professionals submitting joint proposals or intending to enter into joint accounts or any fee-splitting arrangements in connection with a bond issue to fully disclose to the issuer any plan or arrangements to share tasks, responsibilities and fees earned, and disclose the financial professionals with whom the sharing is proposed, the method used to calculate the fees to be earned, and any changes thereto; and
7. Review the "Agreement among Underwriters" and insure that it is filed with the issuer and that it governs all transactions during the underwriting period.

Refinancing. The City may undertake refinancing of outstanding debt under the following circumstances:

Debt Service Savings. The City may refinance outstanding long-term debt when such refinancing allows the City to realize significant debt service savings without lengthening the term of refinanced debt and without increasing debt service in any subsequent fiscal year.

Defeasance. The City may refinance outstanding debt, either by advance refunding to the first call or by defeasance to maturity, when the public policy benefits of replacing such debt outweigh the costs associated with new issuance as well as any increase in annual debt service.

Conduit Financings. Conduit financings are securities issued by a government agency to finance a project of a third party, such as a non-profit organization or other private entity. The City may sponsor conduit financings for those activities (e.g., economic development, housing) that have a general public purpose and are consistent with the City's overall service and policy objectives. Unless a compelling public policy rationale exists, such conduit financings will not in any way pledge the City's faith and credit.

Credit Ratings

Rating Agency Relationships. The Director of Finance is responsible for maintaining relationships with the rating agencies that assign ratings to the City's various debt obligations. This effort includes providing periodic updates on the City's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

Quality of Ratings. The City requests ratings prior to the sale of securities from each of the two major rating agencies for municipal bond issues: Moody's Investors Service and Standard & Poor's Corporation. The City may provide a written and/or oral presentation to the rating agencies to help each credit analyst make an informed evaluation. The City will make every reasonable effort to maintain its high quality credit ratings.

Rebate Reporting/Covenant Compliance/Reporting Practices. The Director of Finance is responsible for maintaining a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure that all covenants are complied with.

The City will comply with the standards of the Government Finance Officers Association for financial reporting and budget presentation and the disclosure requirements of the Securities and Exchange Commission.

Checklist of Debt Policy Considerations. The City will observe the following GFOA checklist in determining the appropriateness of debt issuance

1. How long is the capital planning period?
2. Have all non-debt sources of funds been considered?
3. How are borrowing plans reviewed internally?
4. What level of debt is manageable in order to maintain or improve the government's credit quality?
5. How much "pay-as-you-go" financing should be included in the capital plan?
6. How much short-term borrowing will be undertaken, including both operating and capital borrowings?
7. How much debt will be issued in the form of variable-rate securities?
8. How does the redemption schedule for each proposed issue affect the overall debt service requirements of the government?
9. What types of affordability guidelines will be established to help monitor and preserve credit quality?
10. What provisions have been made to periodically review the capital plan and borrowing practices?
11. What is the overlapping debt burden on the taxpayer?
12. How will the formal debt policies be integrated into the capital planning and funding process?

FP 11: Debt Limit

The city will establish thresholds for the maximum amount of debt and debt service that should be outstanding at any one time.

Policies guiding the amount of debt that may be issued by a government help ensure that outstanding and planned debt levels do not exceed an amount that can be supported by the existing and projected tax and revenue base. Because of this, the City has developed distinct policies for general obligation debt, debt supported by revenues of government enterprises, and other types of debt such as special assessment bonds, tax increment financing bonds, short-term debt, variable-rate debt, and leases.

General Obligation Debt Affordability Measures. The City examines four statistical measures to determine debt capacity and compares these ratios to other cities, rating agency standards and Rock Hill's historical ratios to determine debt affordability:

1. This is the only measure that is prescribed by state law, which provides that the City's general obligation debt cannot exceed 8% of the City's total assessed value (excluding tax anticipation notes and other indebtedness with a maturity of one year or less; bonds or other indebtedness of the City payable from taxes levied from special taxing areas; and self-supporting bonds or other debt.)
2. Total general obligation debt as measured against the population on a per-capita basis cannot exceed \$175.
3. To general obligation debt as measured as a percent of current revenues cannot exceed 25%.

Utility Enterprise Debt Affordability Measures. The City's Revenue debt level shall not exceed a debt service coverage ratio of 1.20 times of the annual net pledged revenues to annual debt service. In addition additional bonds should not have a negative impact on the City's overall credit ratings.

Tax Increment Debt Affordability Measures. The City's Tax Increment debt level shall not exceed the current available revenues or revenues projected within the district from projects that have obtained a building permit.

FP 12: Contingency Planning

The City will develop practices to guide the financial actions it will take in the event of emergencies, natural disasters, or other unexpected events.

When emergencies or unexpected events occur, having a policy that can be applied, or at least serve as a starting point, for financial decisions and actions improves the ability of a government to take timely action and aids in the overall management of such situations. Policies on contingency planning are used as a general guide when an emergency or unexpected event occurs. A set of actions and strategies are identified for each type of situation. Examples of financial emergencies that require contingency plans are sudden and severe decreases in locally collected revenues or intergovernmental aid, and unexpected major capital maintenance requirements. Development of a contingency plan in advance of such situations may be viewed positively by the rating agencies when evaluating a government's credit quality. This can also help expedite relief efforts when an emergency does occur and allow the government to recover funds more quickly or more effectively in the event of a natural disaster.

The following is a summary of the phase classifications and the corresponding actions to be taken.

Alert. An anticipated net reduction in available reserves or reduction in major revenue source(s) from 1% up to 9%. The actions associated with this phase would best be described as delaying expenditures where reasonably possible, while maintaining the "Same Level" of service. Each department will be responsible for monitoring its individual budgets to ensure that only essential expenditures are made.

Minor. A reduction in reserves in excess of 9%, but less than 23%. The objective at this level is still to maintain "Same Level" of service where possible. Actions associated with this level would be:

- a. Implementing the previously determined "Same Level" Budget.
- b. Intensifying the review process for large items such as contract services, consulting services, and capital expenditures including capital improvements.
- c. Closely scrutinizing hiring for vacant positions, delaying the recruitment process, and using temporary help to fill in where possible.

Moderate. A reduction in reserves in excess of 23%, but less than 50%. Initiating cuts of service levels by:

- a. Requiring greater justification for large expenditures.
- b. Deferring capital expenditures.
- c. Reducing CIP appropriations from the affected fund.
- d. Hiring to fill vacant positions only with special justification and authorization.
- e. Closely monitoring and reducing expenditures for travel, seminars, retreats and bonuses.

Major. A reduction in reserves of 50% to 100%. Implementation of major service cuts.

- a. Instituting a hiring freeze.
- b. Reducing the temporary work force.
- c. Deferring merit wage increases.
- d. Further reducing capital expenditures.
- e. Preparing a strategy for reduction in force.

Crisis. Reserves have been 100% depleted and potential for having a deficit is present.

- a. Implementing reduction in force or other personnel cost-reduction strategies.
- b. Eliminating programs.
- c. Eliminating capital improvements.

In the event that an economic uncertainty is expected to last for consecutive years, the cumulative effect of the projected reduction in reserves will be used for determining the appropriate phase and corresponding actions.

FP 13: Accounting Functions

The City of Rock Hill will perform accounting functions that shall conform to the generally accepted accounting principles as applicable to governments.

The diverse nature of governmental operations and the necessity of assuring legal compliance preclude recording all governmental financial transactions and balances in a single accounting entity. Therefore, from an accounting and financial management viewpoint, a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functioning independently of each other.

The City will comply with prevailing federal, state, and local statutes and regulations. The City will also conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the

Government Finance Officers Association (GFOA).

In general, it will be the policy of the City to:

1. Prepare and present regular reports that analyze, evaluate, and forecast the City's financial performance and economic conditions. This information will be made available to the public for their inspection.
2. With available resources, the City will seek out and employ the assistance of qualified financial advisors and consultants in the management and administration of the City's financial functions.
3. An independent audit will be performed annually.
4. The City will issue annual financial reports in accordance with generally accepted accounting principles (GAAP) as outlined in the Governmental Accounting, Auditing and Financial Reporting (GAAFR) publication.

The **basis of accounting** refers to the point at which revenues or expenditures/expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made regardless of the measurement focus applied. As in the basis of budgeting, accounting records for the City of Rock Hill governmental funds are maintained on a **modified accrual basis** with the revenues being recorded when available and measurable and expenditures being recorded when the services or goods are received and the liabilities are incurred. In contrast to the basis of budgeting, accounting records for proprietary funds are maintained on the **accrual basis** in which revenues are recognized when earned and expenses are recognized when incurred.

The City of Rock Hill's accounting system is organized and operated on a "fund" basis. Each accounting entity is accounted for in a separate "fund" which is defined as a fiscal accounting entity with a self-balancing set of accounts recording cash and other financial resources together with related liabilities and residual equities or balances, and changes therein. Two fund types defined in the "Description of Budgeted Funds are further defined below as well as the addition of Fiduciary Funds.

Classification Fund Type

Governmental Funds General
Special Revenue
Debt Service
Capital Projects
Proprietary Funds Enterprise
Fiduciary Funds Agency
Expendable Trust

Governmental Funds. These funds are, in essence, accounting segregations of financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used; current liabilities are assigned to the fund from which they are to be paid; and the differences between governmental fund assets and liabilities (the fund equity) is referred to as "Fund Balance". The primary measurement focus is "flow of current financial resources." Increases in spendable resources are reported in the operating statement as revenues or other financing sources, and decreases are reported as expenditures or other financing uses.

Proprietary Funds. These funds are sometimes referred to as "income determination," "non expendable," or "commercial type" funds and are used to account for a government's on-going organizations and activities which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the government's business and quasi-business activities, where net income and capital maintenance are measured, are accounted for through proprietary funds. The generally accepted accounting principles here are those applicable to similar businesses in the private sector, and the measurement focus is the economic condition of the fund as a result of the events and transactions of the period. Events and transactions that improve the economic position of a proprietary fund are reported as revenues or gains in the operating statement. Those that diminish the economic position are reported as expenses or losses.

Fiduciary Funds. These funds account for assets held by the City in a trustee capacity or as an agent for other governmental units and for other funds. Each trust fund is accounted for as either a governmental or a proprietary fund. Fiduciary funds are not budgeted in the annual budget process.

Account Groups. These represent another accounting entity used to establish control and accountability for the City's general fixed assets and the outstanding principal of its general long-term debt (General Fixed Assets Account Group and General Long- Term Debt Account Group). These records are accounted for in a self-balancing group of accounts because the City's general fixed assets -- all fixed assets except those accounted for in Proprietary Funds or Trust Funds. These account groups are not financial resources available for expenditures. The outstanding principal of the general long-term debt and general long-term liabilities not accounted for in the Proprietary Funds or Trust Funds do not require an appropriation or expenditure during the account year.

Internal Control. In developing and maintaining the City's accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived, and the evaluation of costs and benefits requires estimates and judgments by management. All internal control evaluations occur within the above framework. We believe that the City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.