



BUDGET

2007/2008	APPROVED
2008/2009	RECOMMENDED



Annual Budget

Fiscal Year 2007/2008 Approved
Fiscal Year 2008/2009 Projected

P.O. Box 11706
155 Johnston Street
Rock Hill, S.C. 29731-1706
803-329-5680



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, 2006.

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.

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. Fautleroy, 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



ROCK HILL

SOUTH CAROLINA

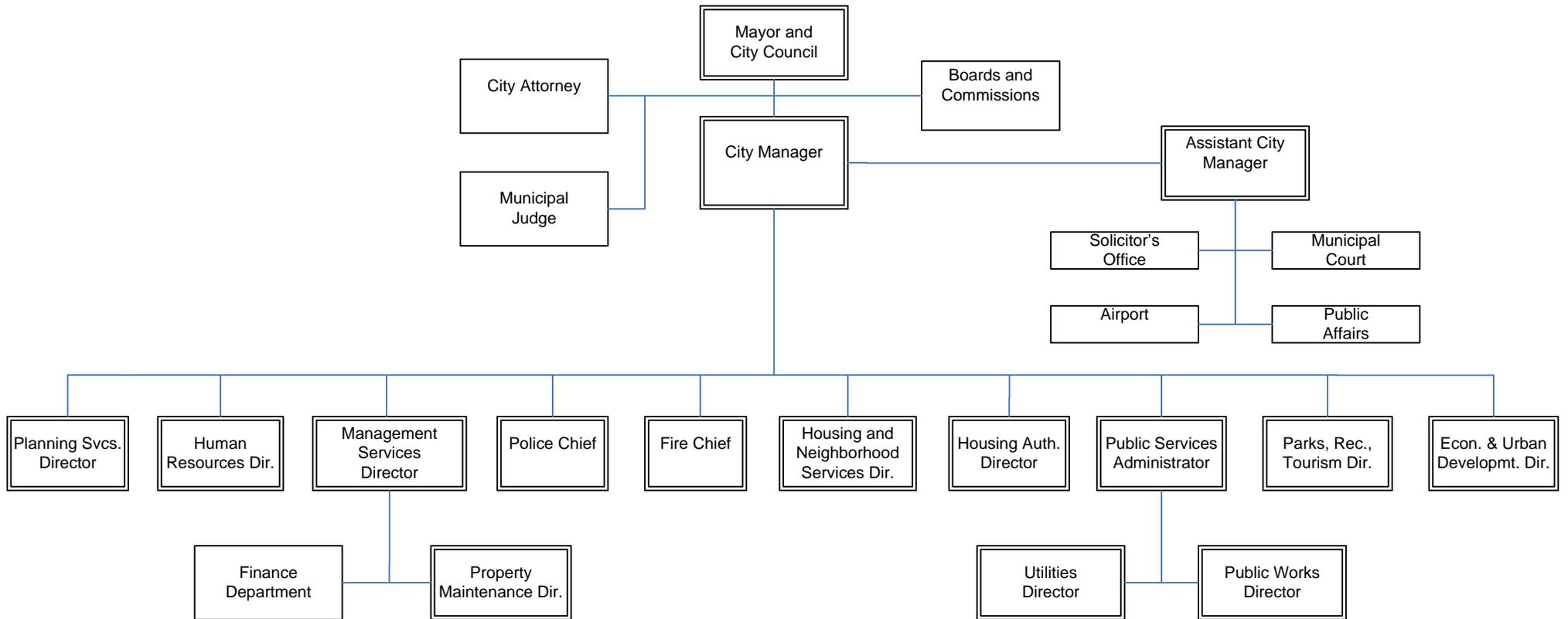


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August 31, 2007

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, 2007 and ending June 30, 2008 (FY 2007/2008) which totals \$156,288,357. This budget memorializes our commitment to provide excellent services to residents, businesses, and visitors.

As we mourn the recent passing of Councilmember Winston Searles, an outstanding public servant, we are reminded to be steadfast in our pursuit of performance as challenged by Mr. Searles and his fellow members of Council. Winston Searles was a passionate advocate for his constituents and for all the people in the City of Rock Hill. His leadership and commitment to our community for so many years will be sorely missed.

“Winston Searles was a great man and a true public servant who loved and cared about this community.”

- Mayor Doug Echols

This budget represents one of the final projects of service for which he is remembered.

Strategic Initiatives

The budget supports the goals of the City as outlined in the City’s Strategic Initiatives that were updated and reaffirmed by the Mayor and Council at the January 2007 Strategic Planning Session:

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 – Significant development projects will continue to evolve this Fiscal Year and test City resources. These projects present excellent opportunities for managed and strategic growth for the City.



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.

Our approved budget distributes 2007/2008 resources across Strategic Initiatives in the following manner:

	Maintain Service Capacity	Public Safety	Economic Development	Management of Growth	Quality of Government	Financial Management	Effective Communication	Total
General Government		\$1,056,202		\$485,291	\$1,021,088		\$324,297	\$2,886,878
Finance						\$5,994,731		\$5,994,731
Human Resources					\$779,050			\$779,050
Planning Services				\$745,467				\$745,467
Housing/Neigh. Svcs.				\$724,163	\$664,810			\$1,388,773
Police Department		\$10,942,671						\$10,942,671
Fire Department		\$7,314,369						\$7,314,369
Development Services				\$1,811,125				\$1,811,125
Public Works	\$7,128,266							\$7,128,266
Property Maintenance	\$2,422,360							\$2,422,360
Parks, Recreation, Tourism	\$4,773,308		\$391,680					\$5,164,988
Urban Redev./Housing	\$1,504,566							\$1,504,566
Economic/Urban Developmt.			\$1,455,277					\$1,455,277
Stormwater Department	\$1,529,291							\$1,529,291
Water, Sewer, Electric Util.	\$87,024,136							\$87,024,136
Non-Departmental	\$5,164,161							\$5,164,161
Debt Service	\$13,032,248							\$13,032,248
Total	\$122,578,336	\$19,313,242	\$1,846,957	\$3,766,046	\$2,464,748	\$5,994,731	\$324,297	\$156,288,357

Budget Summary

The FY 2007/2008 approved balanced budget totals \$156,288,357, an increase of 9.1% over last fiscal year. The proposed FY 2008/2009 total is \$162,612,082. The General Fund expenditures total \$47,793,814, an increase of \$3,330,892 or 7.5% over FY 2006/2007. The proposed FY 2007/2008 General Fund totals \$49,432,717, a 3.4% increase.

There are many fiscal pressures on the General Fund for FY 2007/2008, most notably, again this year, in the public safety area. The construction of a new Fire Station will require \$974,500 from the General Fund budget. Also in the public safety departments, a new 800 MHz radio system goes on-line this year. Capital lease financing will fund this project; the annual payment beginning in FY 2007/2008 totals \$175,000.

The Utility Enterprise Fund expenses total \$108,494,543. The proposed total for FY 2008/2009 is \$113,179,365, a 4.3% increase. There are equally many fiscal pressures on the Utility Fund. The cost for additional Purchased Power to account for growth is over \$1.2 million. Our wholesale Electric Rate Increase (paid by the City for the cost of Purchased Power) is \$739,230. This amount is absorbed by the City this Fiscal Year; it is not passed onto our customers as a rate increase. Additionally in the Enterprise Fund, the first capital lease payment in the amount of \$422,972 is budgeted for our City-wide wireless infrastructure project.

Fund Balance Policy

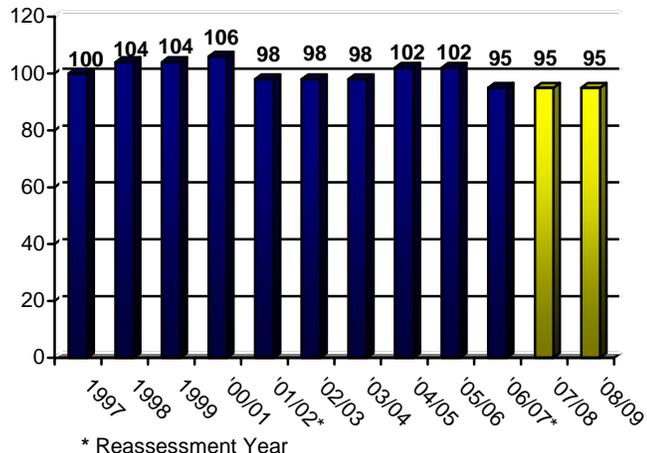
Staff has followed the direction of Council in establishing a Fund Balance Policy which, over time, will provide an increased General Fund Unreserved Fund Balance to help mitigate future unforeseen financial conditions, meet cash-flow needs, and ensure financial stability. Additionally, rating agencies 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 2007/2008 is projected at \$3.5 million.

Rate Increases

The approved FY 2007/2008 Budget includes no tax rate increase, maintaining tax rates at their lowest millage since 1989. Tax rates are held steady consistent with the public safety initiative that was set forth with Council last Fiscal Year.

The approved FY 2007/2008 Budget includes a 5% Water Rate Increase to fund Water System capital projects, and a 2% Electric Rate Increase to fund Electric System capital

Rock Hill's Tax Rates



projects. The Water Rate Increase will increase the average monthly residential water charge by \$0.93. The Electric Rate increase will raise the average residential customer's monthly electric charge by \$1.79. The total of effective rate increases for our average residential customer will be \$2.72 monthly. For Fiscal Year 2008/2009, a 10% Wastewater Rate Increase is estimated to fund Wastewater System capital projects. Additionally, a 5% Sanitation Rate increase is proposed to cover Sanitation cost to serve. There is no Tax Rate Increase, no Water Rate Increase, no Electric Rate Increase, and no Stormwater Rate Increase proposed for FY 2008/2009.

Staff and Compensation Changes for Fiscal Year 2007/2008

For 2007/08, the City has increased only six positions (four are public safety positions) and has eliminated two. In the General Fund, two traffic officers in the Police Department are added pending the award of a grant from the Office of Highway Safety. Upon the award of the grant, the two additional officers will strengthen the Traffic Enforcement Unit's ability to provide traffic enforcement, education, and awareness throughout the City. Another new General Fund position adds to the administrative staff at our Municipal Court in response to pressures from rapidly increasing case-loads. Additionally, one part-time position is converted to full-time in the Hometown Security office.

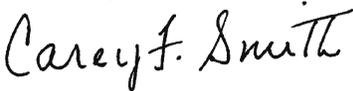
In the Enterprise Fund, one Information Technology Engineer position is added to the Utilities Technology Services Division, and a part-time technician position is converted to full-time in the same division. These changes are necessary to address the demands of new systems including the City's wifi network.

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.

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 by 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 2006/2007.

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. The expected final completion date for this phase is September, 2007. Upon completion of construction, the water plant will be at the designed capacity of 36 MGD.

The Small Diameter Water Line Upgrade Project has been supported by City Council for 11 years. Approximately 10 miles of water lines have been upgraded or replaced. Replacement of these aged waterlines have helped eliminate customer complaints and provided time for City crews to concentrate on replacement of water services in other needed areas. These projects not only eliminate costly repairs but also enhance fire protection, water quality, increase flow to adjacent areas and limit damage claims because of road repairs. Streets selected for water line upgrades are based on frequency of repairs, fire department recommendations, water quality problems and paving schedule.

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. Work has continued to convert problematic overhead electric lines to underground electric lines due to weather and accessibility concerns. The City also received a Hazard Mitigation Grant to help relocate and bury overhead power-lines in one vulnerable neighborhood.

The Utilities Department has also committed to the objective of identifying and rehabilitating sewer lines. This enhances the existing sewer system to allow for future growth, reduce existing inflow and infiltration problems, and flow constrictions. Several projects have been completed or are currently being constructed.

Public Safety

The Police Department has implemented a ComStat crime enforcement tool to reduce and prevent crime. The department's Crime Analyst creates weekly and monthly maps of crimes inside the city limits of Rock Hill to determine current crime trends. ComStat meetings are held weekly where command staff discusses crime trends and multi-faceted ways to reduce major crime. The Street Crimes Unit became fully staffed during this period and its impact has been felt in reducing crime and hitting "hot spots" as determined by the Crime Analyst.

Additionally in this strategic area, Hometown Security has completed vulnerability assessments and the Fire Department continues with construction of a new Fire Station.

The Long-term Plan for Economic Development

The redevelopment of the Rock Hill Cotton Factory is one of the most significant achievements to date in the Textile Corridor. The City assisted this project with incentives and construction of public infrastructure as provided in a Construction and Incentives Agreement that was approved by City Council. The City has constructed improvements with a value of more than \$700,000 to serve the Cotton Factory.

The development of River Falls includes a business/industrial park of about 315 acres, making it one of the largest business parks in the Charlotte region. The City has been working closely with the developer, Greens of Rock Hill, on efforts to attract an anchor business to the business park and to provide needed improvements to Celriver Road. Other 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.

Manchester Meadows continued to successfully serve local citizens as the spring youth soccer league registered 835 participants for 56 teams, a 24% increase over spring 2006 soccer participation. The facility hosted 4 regional youth, high school and college tournaments as well as weekend South Carolina Youth Soccer Association hosting 40 teams in 42 matches. The facility continues to be featured in Sports Travel Magazine as well as in a new brochure.

Management of Growth

Since the spring of 2006, eight administrative rezonings have been initiated by the City in response to inconsistencies between existing land use patterns and the new districts assigned under the new Zoning Ordinance. These rezonings dealt with the transition in the downtown, and commercial and industrial areas.

Development Services staff is continuing their evaluation of improvements to the development approval process and the enhancement of customer service/communication with the development community. A dedicated staff review team consisting of a planner, landscape architect, and building plans examiner has been implemented to focus efforts on plan review processing and encourage face-to-face coordination on overlapping plan issues.

Planning Services staff presented a summary report on demand response service and possible implementation options for the Council to consider. Staff was directed to investigate contracting with York County to provide demand response transportation services within the Rock Hill area. Staff developed a proposed budget and grant application to the South Carolina Department of Transportation (SCDOT) and the Federal Transit Authority (FTA). A public kickoff of the service is scheduled for September 2007. FTA and SCDOT grant funds have been secured to assist in funding the transportation service for the next year.

Emphasize Quality of Government

Several accomplishments were met in FY 2006/2007 to meet the objective of developing a high-quality workforce and assuring its services are available to citizens. The Human Resources Department facilitated Customer Care Focus Group meetings in the spring of

2007. Forty-eight City participants provided input and feedback on all aspects of customer service. An entire Customer Care Program is being developed by Human Resources as a result of the group's input.

To evaluate City services, a "mystery shopper" philosophy has been adopted and staff has walked through cycles of service in every department to ensure customer responsiveness. Customer service standards will be applied to any inconsistencies and promote the high standards which internal and external customers desire and deserve.

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 Finance Department has made progress toward the goal to thoroughly review the City's expenditures and recommend necessary changes to reduce expenses across the organization. A seven-year schedule has been developed to review all City departments/divisions in order to evaluate cost-saving measures. A review of the Public Safety departments was conducted during the 2006/2007 period.

Several objectives were completed within the stated goal to develop 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 and has followed with consecutive lease-purchase projects. Additionally, a strategic plan for funding of Water, Wastewater, and Electric system capital projects was developed and serves as a planning model over the next several years.

Provide Open and Effective Communication

The City television channel has undergone a complete overhaul and reconfiguration. This project has required a significant dedication of time by Public Affairs for up-front assessment of the existing facility, purchasing and installation of new equipment, software selection, system integration, training and initial programming selection and production for the station.

Also during Fiscal Year 2006/2007, a new Website Committee was formed to focus on a complete rework of the City website. September 1, 2007 is the projected rollout date for the new site. The renovated site will be more secure and accessible, featuring an updated design, and the capability for continual update that will be more cost efficient to implement.

During the 2nd quarter of 2007, the Public Affairs grant development effort secured funds for several projects including the Fire Department Smoke House, Fire Department Defibrillator, Hazard Mitigation Initiatives, and many other initiatives that directly benefit the citizens of Rock Hill.

Budget Highlights

During Fiscal Year 2007/2008, 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

Additional television station programming and newsletter features will be produced in Fiscal Year 2007/2008. The goal of this work is to educate the public about issues as they arise, as well as provide entertaining programs that are timeless, telling various elements of the “story of Rock Hill” to our citizens.

Additionally, the new website is slated to go live this Fiscal Year and will feature improved security; better readability and accessibility; more updated graphic design and content that will be kept current at a lower cost.

Maintain Service Capacity

Phase II of the Water Filter Plant expansion project will occur this Fiscal Year. Phase II construction includes the administration building, the installation of precast panels of the new administration building and filter building, and the renovations for the existing administration building and the existing filters one through four.

Also recently included with the Phase II construction is a portion of the reuse water project, which includes the new treatment facilities of a new UV filtration system, 0.5 MG clearwell storage tank, a reuse pump station, and backwash equalization tank.

Public Safety

In the Police Department, COMSTAT meetings of the Chief and Command Staff will continue efforts to identify and combat crime trends in Rock Hill, and to evaluate effectiveness of the current strategies.

The Fire Prevention Division was awarded the fire safety house grant and will be purchasing the mobile fire safety education classroom in October 2007.

800 MHz public safety radio equipment will be installed and implemented this Fiscal Year. The equipment includes dispatch equipment, portable radios, and mobile equipment for Police and Fire field staff. Efforts will also continue to leverage the City’s wifi network for Police and Fire Department operations.

**Long Term Plan for
Economic Development**

Multiple large development projects are in the process of planning during this Fiscal Year. These projects will attract and retain high quality jobs and businesses to Rock Hill.

Further objectives for Downtown, the Textile Corridor, East Town Neighborhood, the Saluda Street Corridor, Glencairn Garden, and Weed & Seed neighborhoods will be pursued during this Fiscal Year.

Management of Growth

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

Staff members from several departments are continuing the team approach of code enforcement regarding neglected properties. Neighborhood Empowerment is conducting an assessment of all City properties and responsibilities in targeted Pro-active Code Enforcement (PACE) neighborhoods.

**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.

The Human Resources Department is developing a Customer Care Program as a result of recently conducted Customer Care Focus Group meetings.

**Implementation of Financial
Management Plan**

Finance staff is monitoring the current cash position to determine the possibility of making additional deposits to the Unreserved Fund Balance. The goal for this fund is 15% of General Fund Expenditures, or over \$7 million.

Additionally this Fiscal Year, Finance staff will investigate the long-term use of lease-purchase arrangements for meeting equipment and capital needs of the City. Staff has drafted a vehicle policy and reviewed that policy with the City Council during the 2007 budget meetings. A list of equipment that has been identified as suitable for leasing will be submitted to the Council as part of the 2008/2009 budget process.

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, 2008, AND TO AUTHORIZE THE ISSUANCE OF TAX ANTICIPATION NOTES FROM TIME TO TIME DURING THE FISCAL YEAR 2007/2008

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 public hearing held on June 11, 2007, at 6:00 p.m. in the Rock Hill Council Chambers 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 \$156,288,357.00.

SECTION 5. That for the fiscal year 2007/2008, 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 2007/2008; (2) paying the floating indebtedness of said City, if any, during the year 2007/2008; (3) paying interest on the bonded indebtedness of the City of Rock Hill, past due or that may become due during the year 2007/2008; and (4) paying bonds maturing in the year 2007/2008; 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 2007/2008 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 2007/2008; 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, 2007, and shall continue in effect during the next twelve (12) months of the fiscal year 2007/2008.

DONE AND RATIFIED in Council assembled on this the 25th day
of June, 2007.

_____/s_____
A. Douglas Echols, Jr., Mayor

Kathy S. Pender, Mayor Pro Tempore

_____/s_____
John P. Gettys, Jr., Councilmember

_____/s_____
James C. Reno, Jr., Councilmember

_____/s_____
Osbey Roddey, Councilmember

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.

07/08 Budget Calendar

- January 22, 2007** Budget Kick-off Meeting
- February 21, 2007** Due in to the Budget Office from Departments:
- Key Revenues into Budget Information System:
 - Estimates for 06/07,
 - Projections for 07/08, 08/09
 - Requests for Reorganizations – Issue Papers
 - New positions to be added to the Pay and Class. Manual
 - New position requests
 - Reclassification requests
 - Key Issues into Budget Information System requiring:
 - New or Replacement Vehicles/Large Equipment
- Due in to the Budget Office from Risk Management:
- Projected 06/07 and 07/08 costs for property, auto, liability, and workers comp. insurance City-wide
- March 8, 2007** Due in to the Budget Office:
- Personnel recommendations from Human Resources
 - Vehicle recommendations from Fleet
- March 16, 2006** Due in to the Budget Office from Departments:
- Goals, Objectives, and Performance Indicators
 - Line Item Expenditure Budgets:
 - 06/07 Estimates
 - 07/08 and 08/09 Requests
 - Year 1 and Year 2 Expenditure Issues
 - Issue Papers
 - CIP Requests and Updates
- March 20 – April 6** Departmental Budget Reviews with City Manager's Office.
- April 9 – April 30** Budget Office prepares draft budget for submission to City Council
- May 3, 2007** First City Council Workshop
- May 18, 2007** Second City Council Workshop
- May 25, 2007** Advertise Projected Budget Totals in Newspaper
- June 11, 2007** Public Hearing and Budget Ordinance for First Reading at Council Meeting
- June 25, 2007** Budget Ordinance for Second Reading and Adoption
- July 1, 2007** New Fiscal Year begins

BUDGET SUMMARY
Fiscal Year 2007/2008
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>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 07/08 Budget</u>
ESTIMATED REVENUES:													
Taxes:													
Property Taxes-Ad Valorem	0.95	20,100,750		562,200									20,662,950
Non-ad valorem Taxes		269,824											269,824
Franchise Fees		600,000											600,000
Licenses and Permits		8,087,300					480,000				500,000	800,000	9,867,300
Intergovernmental Revenue		1,920,000	325,923										2,245,923
Charges for Services		8,958,822			3,518,182	2,068,000		71,237,106	12,135,632	15,556,500			113,474,242
Transfers		5,854,926											5,854,926
Fines and Forfeitures		1,026,942											1,026,942
Miscellaneous Revenues		975,250						1,292,500	3,500	15,000			2,286,250
TOTAL SOURCES OF FUNDS		47,793,814	325,923	562,200	3,518,182	2,068,000	480,000	72,529,606	12,139,132	15,571,500	500,000	800,000	156,288,357
EXPENDITURES/EXPENSES:													
General Government		18,988,859											18,988,859
Public Safety		18,257,040											18,257,040
Public Works		7,128,266				1,529,291		14,848,541	7,627,736	10,618,513			41,752,347
Purchased Power		0						53,464,346					53,464,346
Parks, Recreation & Tourism		5,164,988	325,923										5,490,911
Non-Departmental		731,868		330,650	2,645,657		94,431						3,802,606
General and Administrative Transfer		(3,342,375)						1,905,154	635,051	802,170			0
Debt Service		665,168		231,550	872,525	538,709	385,569	2,311,565	3,876,345	4,150,817	500,000	800,000	14,332,248
TOTAL EXPENDITURES/EXPENSES		47,593,814	325,923	562,200	3,518,182	2,068,000	480,000	72,529,606	12,139,132	15,571,500	500,000	800,000	156,088,357
Reserves		200,000											200,000
TOTAL USES OF FUNDS		47,793,814	325,923	562,200	3,518,182	2,068,000	480,000	72,529,606	12,139,132	15,571,500	500,000	800,000	156,288,357

BUDGET SUMMARY
Fiscal Year 2008/2009
SOURCES AND USES OF FUNDS

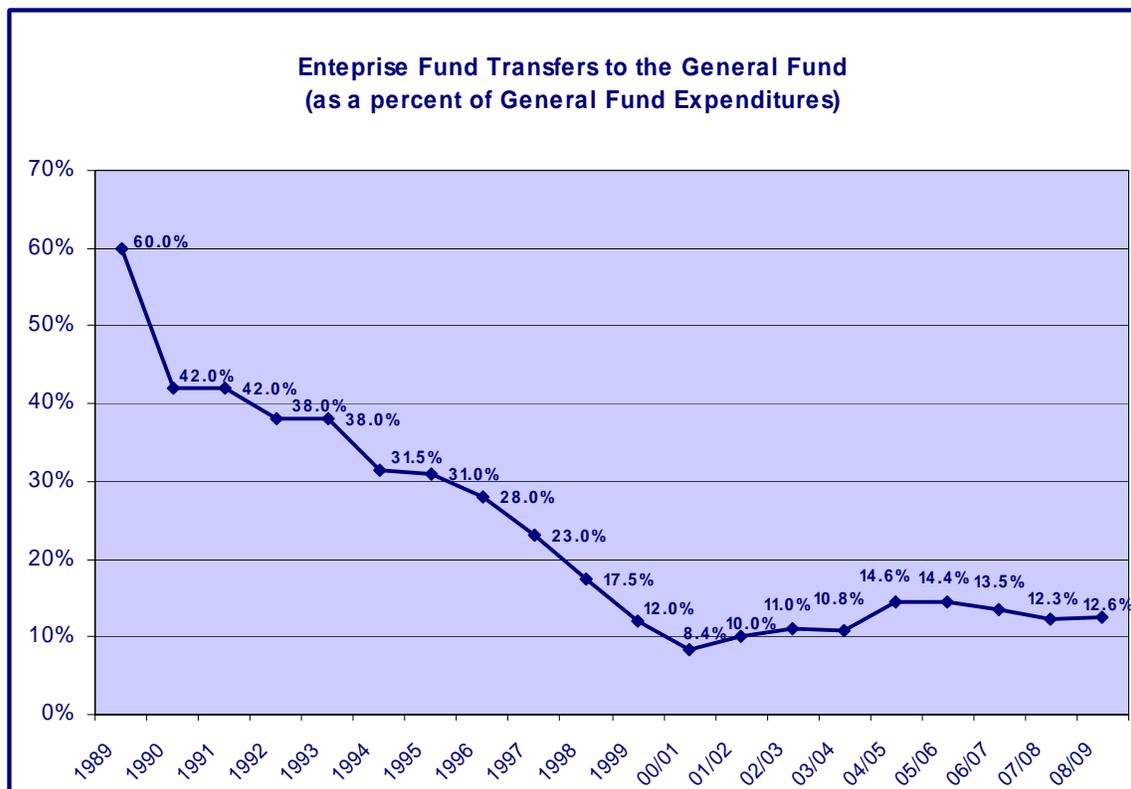
	<u>Millage per \$1,000</u>	<u>General Fund</u>	<u>Accom. Tax Fund</u>	<u>Tax Inc. Surplus Fund</u>	<u>Local Hosp. Fee Fund</u>	<u>Stormwater Fund</u>	<u>Fire Impact Fee Fund</u>	<u>Electric Fund</u>	<u>Water Fund</u>	<u>Wastewater Fund</u>	<u>Water Impact Fee Fund</u>	<u>Wastewater Impact Fee Fund</u>	<u>Total FY 06/07 Budget</u>
ESTIMATED REVENUES:													
Taxes:													
Property Taxes-Ad Valorem	0.95	20,572,019		569,544									21,141,563
Non-ad valorem Property Taxes		269,824											269,824
Franchise Fees		615,000											615,000
Licenses and Permits		8,274,523					480,000				500,000	825,000	10,079,523
Intergovernmental Revenue		2,010,000	331,500										2,341,500
Charges for Services		9,466,351			3,614,432	2,107,580		73,279,000	12,578,809	17,582,500			118,628,672
Transfers		6,213,558											6,213,558
Fines and Forfeitures		1,026,942											1,026,942
Miscellaneous Revenues		984,500						1,292,500	3,500	15,000			2,295,500
TOTAL SOURCES OF FUNDS		49,432,717	331,500	569,544	3,614,432	2,107,580	480,000	74,571,500	12,582,309	17,597,500	500,000	825,000	162,612,082
EXPENDITURES/EXPENSES:													
General Government		19,156,285											19,156,285
Public Safety		18,471,350											18,471,350
Public Works		7,640,095				1,561,887		14,156,989	8,270,269	13,017,789			44,647,029
Purchased Power		0						56,248,251					56,248,251
Parks, Recreation & Tourism		5,982,398	331,500										6,313,898
Non-Departmental		740,000		569,544	2,745,407		104,431						4,159,382
Transfers		(3,426,809)						1,953,281	651,094	822,434			0
Debt Service		669,398			869,025	545,693	375,569	2,212,979	3,660,946	3,757,277	500,000	825,000	13,415,887
TOTAL EXPENDITURES/EXPENSES		49,232,717	331,500	569,544	3,614,432	2,107,580	480,000	74,571,500	12,582,309	17,597,500	500,000	825,000	162,412,082
Reserves		200,000											200,000
TOTAL USES OF FUNDS		49,432,717	331,500	569,544	3,614,432	2,107,580	480,000	74,571,500	12,582,309	17,597,500	500,000	825,000	162,612,082

Year Ending Condition/Enterprise Fund Transfers

Total Electric Revenues at Fiscal Year End (June 30, 2007) are projected at \$65.3 million or nearly 99.64% of budgeted annual revenues. Total Purchased Power expenditures at Fiscal Year End are projected at \$50.76 million, or approximately 98.5% of budgeted annual Purchased Power expenditures, improving the Electric Margin to approximately \$1.25 million over budgeted margin.

The City has been able to maintain its year-ending cash balance at sufficient levels for the past five 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 (see 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 2007/08 budgeted transfer is \$5,854,926, or 12.25% of General Fund Expenditures, down from a 13.47% budgeted transfer in the previous Fiscal Year. A transfer of \$6,213,558 or 12.56% of 2008/09 General Fund Expenditures is budgeted in the following Fiscal Year.



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 33.65 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 provides 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 2006 calendar year-end estimated population of the City is 61,620 with an estimated total of 199,035 people living in the York County area.

Population of Rock Hill U.S. Census Bureau Estimates

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
2006	61,620

Major Employers of York County for 2006

<u>Employer</u>	<u>No. of Employees</u>
Rock Hill School District No. 3	2,300
Wells Fargo Bank NA	1,883
AMISUB of SC (Tenet)	1,600
Duke Energy Corporation	1,200
Fort Mill School District No. 4	1,166
Winthrop University	1,110
Bowater	1,087
Citi Financial	1,041
Clover School District No. 2	990
York County	904
Ina USA Corporation	897
City of Rock Hill	867
Ross Stores Distribution	852
Wal-Mart Associates, Inc	813
Tyler (Chase) Staffing Services	800
US Foodservice, Inc	765
York School District	744

Unemployment Rate for Rock Hill

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%
2006	9.8%

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>
2006*	\$154,070,543	\$3,224,700,346	\$52,326,124	\$584,447,242	\$206,396,667	\$3,809,147,588
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

* Revaluation

<u>Classification of Property</u>	<u>2006 Assessed Value</u>
Real Property (Nonmanufacturing)	\$154,070,543
Vehicles	22,213,085
Manufacturing (Real/Personal)	13,233,409
Marine/Aircraft	719,610
Business Personal Property	10,311,470
Utilities	<u>5,848,550</u>
Total	\$206,396,667

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

Total Assessed Value	\$206,396,667
Debt Limit - 8 percent of Total Assessed Value	16,511,733
Total Amount of Debt Applicable to Debt Limit	(8,165,000)
Legal Debt Margin	<u>\$ 8,346,733</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>
1996	100.00	175.30	50.10	325.40
1997	104.00	177.70	51.30	333.00
1998	104.00	180.70	51.90	336.60
1999	104.00	184.70	54.60	343.30
2001	106.00	188.50	54.60	349.10
2002	98.00	190.50	53.50	342.00
2003	98.00	196.50	58.00	352.50
2004	98.00	210.70	58.00	366.70
2005	102.00	206.70	58.00	366.70
2006	95.00	199.60	62.60	357.20

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 14 distribution feeder circuits of 25,000 volts and three substations which serve 14 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

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
2007	32,400

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 3.0 million gallons of ground storage is provided. The water system serves both residential and industrial customers.

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

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
2007	28,084

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

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
2007	28,830

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>2003/04</u>	<u>2004/05</u>	<u>2005/06</u>	<u>2006/07⁽¹⁾</u>	<u>2007/08</u>
Electricity Charge on 1,000 kWh	\$86.15	\$87.87	\$89.36	\$90.48	\$92.28
Sanitation (including Recycling)	14.93	16.47	16.47	17.12	17.12
Water Charge on 7,500 gallons	16.86	18.54	18.54	18.54	19.47
Sewer Charge on 7,500 gallons	29.40	32.34	32.34	32.34	32.34
Taxes on a \$100,000 Home	<u>32.67</u>	<u>34.00</u>	<u>34.00</u>	<u>35.00</u>	<u>35.00</u>
TOTAL	\$180.01	\$189.22	\$190.71	193.48	196.21

(1) Year of Reassessment and Rollback of Millage Rates

Monthly Impact Of Tax/Utility Rates On Typical Business

<u>Assuming</u>	<u>2003/04</u>	<u>2004/05</u>	<u>2005/06</u>	<u>2006/07⁽¹⁾</u>	<u>2005/06</u>
Electricity Charge on 24,000 kWh	\$1,927.65	\$1,966.20	\$1,999.63	\$2,024.63	\$2,065.12
Sanitation -5 day pkup/8 cu yd container	345.88	345.88	345.88	345.88	345.88
Water Charge on 38,700 gallons	51.90	57.09	57.09	57.09	59.94
Sewer Charge on 38,700 gallons	102.48	112.73	112.73	112.73	112.73
Taxes on \$250,000 value business	122.50	122.50	127.50	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	\$2,637.90	\$2,696.89	\$2,730.32	\$2,755.32	\$2,798.66

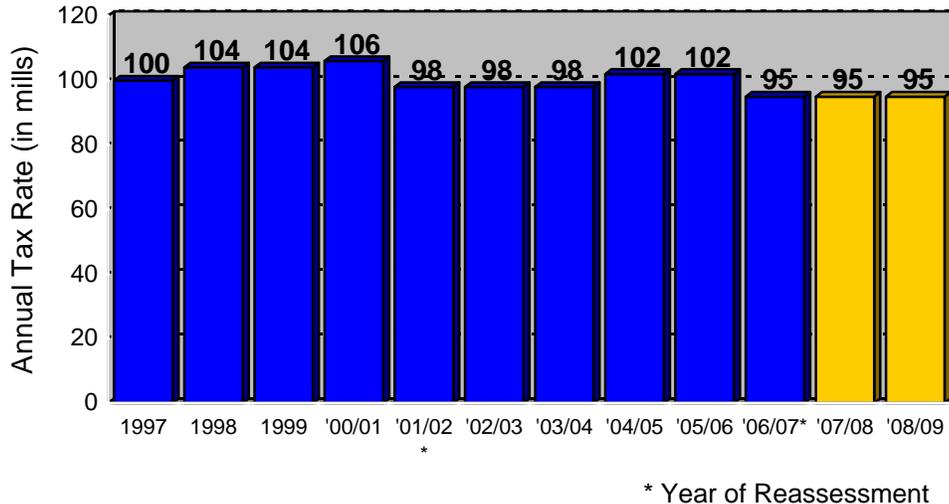
(1) Year of Reassessment and Rollback of Millage Rates



Assumptions for General Fund Revenue Estimates

General Property Taxes account for 42.6% and 42.2%, respectively, of General Fund revenues in FY 07/08 and FY 08/09. 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 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 funded the addition of a Street Crimes Unit to the Police Department and constructing a new fire station. There is no tax rate increase approved for FY 07/08 or projected for FY 08/09. Beginning in FY 07/08, Operating transfers are budgeted as expenses in the Utilities Funds and as revenues in the General Fund.

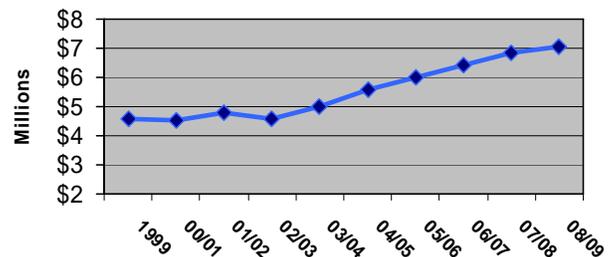
Rock Hill Tax Rates



Charges for Services, such as sanitation fees, cemetery fees, and recreation fees, significantly support many City government operations. In FY 07/08, these represent approximately 19% of total General Fund revenues. Projections are based on historical trend analysis of each revenue account and additional information from responsible Departments.

Licenses and Permits The Business License fee is the major source of revenue within this category and accounts for 14.3% of the General Fund revenues in FY 07/08. 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 07/08 or 08/09.

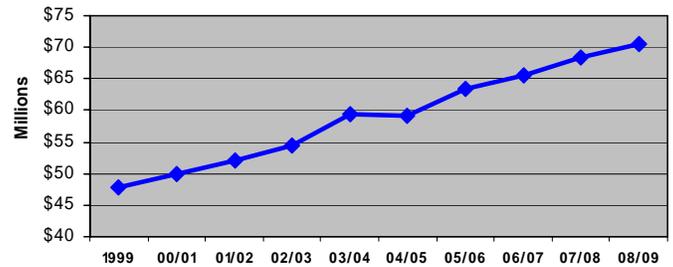
Business License Revenue 10 Fiscal Years



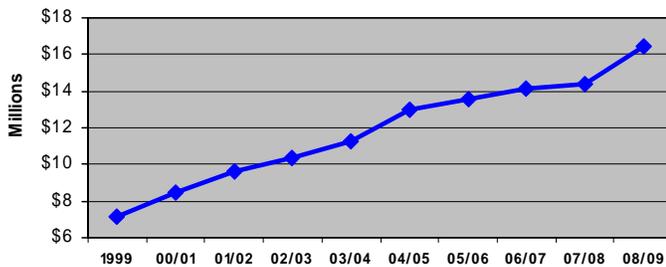
Assumptions for Enterprise Fund Revenue Estimates

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 07/08 and 08/09 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 00/01. In FY 01/02 and 02/03, 1% rate increases were put into effect to cover 23.2% total increases in purchased power since 1993. Rate increases were included the previous four fiscal years to cover the cost associated with wholesale rate increases. A 2% Electric Rate increase is included in FY 07/08 to cover the cost of Electric System Capital Projects.

Electric Sales
10 Fiscal Years



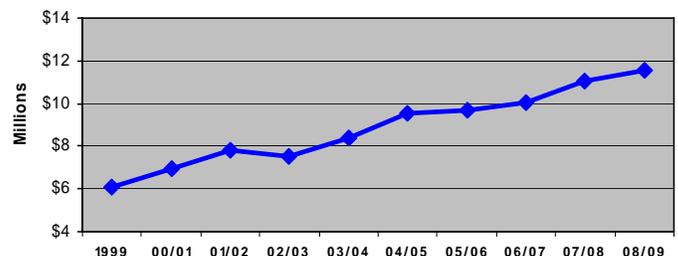
Wastewater Sales
10 Fiscal Years



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 07/08 and 16% for 08/09. No Wastewater Rate increase is included for FY 07/08. A 10% Wastewater Rate increase is recommended for FY 2008/2009 to cover Wastewater System capital projects.

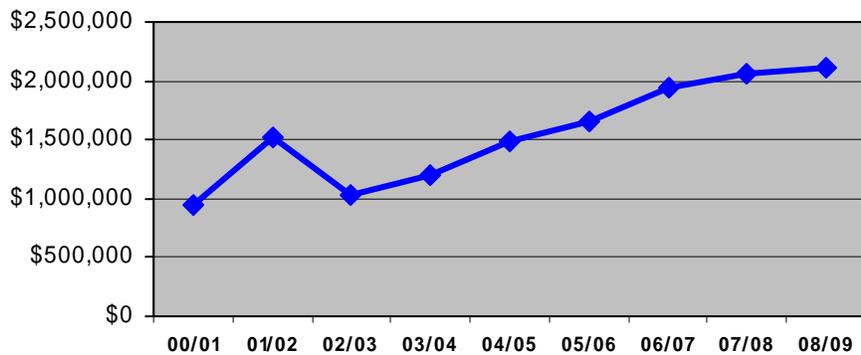
Water Sales represent the third largest source of utility revenues for the City of Rock Hill. The estimates are based on historical trends of customer growth that is applied to rate schedules and comprise approximately 11% of all Enterprise Funds revenues. A 10% Water Rate increase was included in the FY 04/05 budget and no Water Rate increases were included during the last two Fiscal Years. A 5% Water Rate increase is included in the FY 07/08 Budget to cover Water Fund capital projects. There is no Water Rate increase projected for FY 08/09.

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 03/04 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 10 Fiscal Years

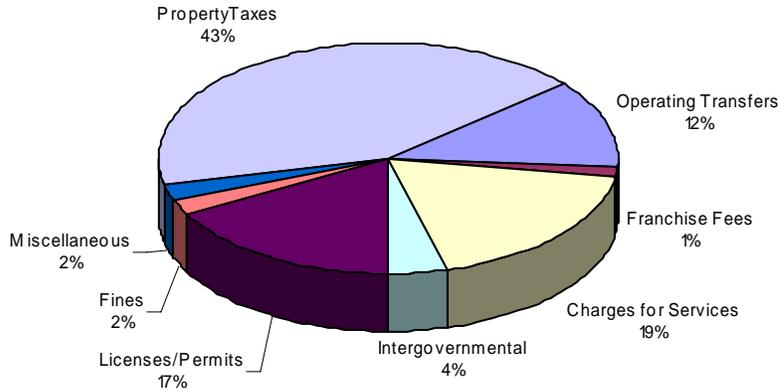


The City established a **Storm Water Utility** Fund and began collecting fees mid-year 1996. The fees are imposed on residential and non-residential customers inside the City limits. In FY 07/08, residential properties with gross land area less than 10,000 square feet (including apartments) are charged \$2.38 per month and residential properties with gross land area more than 10,000 square feet are charged \$2.88 per month. 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

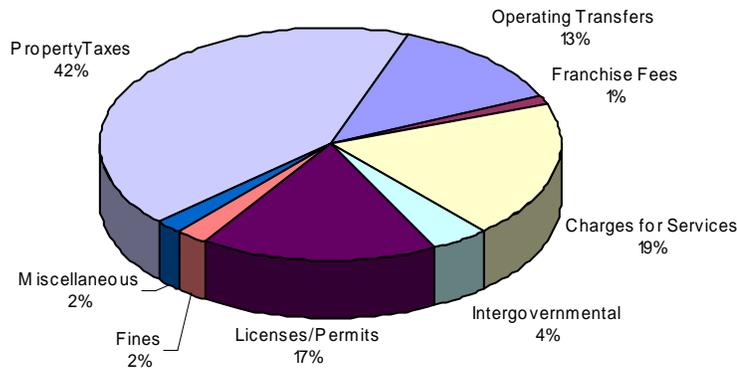
FY 2007/2008 - Total \$47,793,814



There is no tax rate increase recommended for FY 2007/2008. A 5% Sanitation Rate increase is projected for 2008/2009. The increase, as proposed, would add \$0.86 to a residential customer's bill.

General Fund Revenues

FY 2007/2008 - Total \$49,408,741



500 : General Fund

	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
General Property Taxes						
Real Property Taxes	\$13,755,784	\$14,097,078	\$15,425,000	\$15,671,361	\$16,800,000	\$17,100,000
Personal Property Taxes	2,190,716	2,293,299	2,300,000	2,239,562	2,450,000	2,600,000
Manchester/Tech Park	200,169	199,035	200,000	202,134	205,000	210,125
Manchester/Tech Park	591,371	621,035	630,000	580,882	645,750	661,894
General Property taxes Total	16,738,040	17,210,447	18,555,000	\$18,693,939	20,100,750	20,572,019
Prop Taxes-not on Assess Value						
Manufacturers Exemptions	71,387	78,172	75,000	59,997	75,000	75,000
Merchants Inventory Taxes	243,529	194,823	194,824	194,824	194,824	194,824
Total	314,916	272,995	269,824	254,821	269,824	269,824
Other Taxes						
Franchise Taxes	462,372	527,016	550,000	712,811	600,000	615,000
Other Taxes Total	462,372	527,016	550,000	712,811	600,000	615,000
Business Licenses & Permits						
Business Licenses	5,808,724	6,343,797	6,425,000	6,872,573	6,850,000	7,036,123
Other	-791	330	400	290	400	400
Business Licenses & Permits Total	5,807,933	6,344,127	6,425,400	6,872,863	6,850,400	7,036,523
Intergovernmental						
Aid to Subdivisions	1,673,006	1,364,252	1,450,000	1,470,545	1,500,000	1,570,000
Intergovernmental Total	1,673,006	1,364,252	1,450,000	1,470,545	1,500,000	1,570,000
Federal Grants						
Fed Grant - Op. Categorical	61,168	61,269	45,000	45,976	85,000	100,000
Federal Grant - RFATS	118,950	46,033	85,000	94,408	180,000	180,000
Federal Transit Grants	0	59,373	25,000	57,036	0	0
Federal Transit Authority 5307	0	0	45,000	19,488	95,000	100,000
Federal Grants Total	180,118	166,675	200,000	216,908	360,000	380,000
State Government Grants						
State Grant - Op. Categorical	72,112	0	60,000	0	0	0
State Grant - PARD	9,632	10,041	13,000	27,724	30,000	30,000
State Government Grants Total	81,744	10,041	73,000	27,724	30,000	30,000
Local Govt - Pmt in Lieu of Taxes						
Housing Authority	25,721	20,056	26,000	30,614	30,000	30,000
Loc Govt - PILOT Total	25,721	20,056	26,000	30,614	30,000	30,000



Charges for Services	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
Grave Fees	107,150	81,525	92,000	74,925	114,000	116,000
Monument Marker Placement Fee	475	2,700	2,000	2,420	2,000	2,000
Sale of Cemetery Lots	101,079	109,156	104,000	132,865	126,000	128,000
Zoning Permits and Fees	19,392	14,026	15,000	20,640	16,000	17,000
Plan Checking Fees	16,408	23,153	21,000	11,201	17,000	18,000
Planning Printing/Duplicating	235	400	300	427	400	400
Building Permits	922,741	932,848	850,000	1,486,635	1,200,000	1,200,000
Plumbing Permits	10,030	7,950	9,000	7,261	9,000	9,000
Electrical Permits	11,305	10,415	10,500	11,531	11,000	12,000
Gas Permits	910	735	1,600	767	900	1,000
Mechanical Permits	14,379	13,793	14,500	20,470	16,000	16,000
Occupancy Inspection	5,510	5,215	6,000	4,080	4,800	5,000
Reinspection Fees	22,588	29,595	27,000	29,785	29,000	29,000
Maint and Security (Tech Park)	3,550	3,550	3,500	0	3,500	3,500
Winthrop Repairs and Parts	0	322	0	0	0	0
Charges for Services Total	1,235,752	1,235,383	1,156,400	1,803,007	1,549,600	1,556,900
General Government						
Other Revenues - All Others	43,577	26,845	25,000	88,157	50,000	50,000
Winthrop Fuel Purchases	28,307	91,434	10,000	156,155	150,000	155,000
Printing and Duplicating Svcs	46	22	100	7	50	50
Miscellaneous Planning Revenue	21,236	16,163	22,500	7,355	9,200	9,200
Special Assessments – Streets	0	0	0	0	0	0
General Government Total	93,166	134,464	57,600	251,674	209,250	214,250
Public Safety						
Special Fire Protection Svcs	77,543	79,182	80,000	82,232	80,000	80,000
Juvenile Restitution-County CI	4,507	0	3,000	4,975	3,000	3,000
Police Revenue - Records Unit	12,687	25,778	23,078	6,441	8,000	8,000
Parking Tickets	13,656	11,205	25,000	60,463	65,000	65,000
Victim Assistance Police Rev	65,571	68,407	63,442	69,489	63,442	63,442
Police False Alarms	5,700	11,737	15,000	90,538	100,000	100,000
Failure to Register Alarm System	0	831	0	17,994	0	0
Fire False Alarms	100	750	2,500	8,075	8,500	8,500
Public Safety Total	179,764	197,890	212,020	340,207	327,942	327,942
Sanitation						
Refuse Charges - Residential	3,570,511	3,320,608	3,343,436	3,610,231	3,688,241	4,026,821
Refuse Charges - Commercial	1,180,560	1,238,937	1,250,000	1,296,070	1,308,006	1,428,081
Misc. Import/Update	1,698	0	0	1,712	0	0
Refuse Charges Apts. w/ dumpsters	31,581	424,106	400,000	473,307	469,059	512,118
Recycling Revenues	44,648	38,975	40,000	40,380	41,000	42,000
Composting Revenues	62,581	5,830	0	0	0	0
Sale of Refuse Containers	54,477	59,715	55,000	77,623	55,000	55,000
Demolition	7,250	12,140	7,500	44,092	50,000	50,000
Lot Clearance Fees	0	294	300	0	500	500
Sanitation Total	4,953,306	5,100,605	\$5,096,236	\$5,543,415	\$5,611,806	\$6,114,520

	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
Recreation-Culture Fees						
Gate Admission Fee	116,439	135,814	115,000	94,478	130,000	115,000
PRT Programs - General	153,330	174,790	150,000	205,471	150,000	150,000
PRT Programs - Athletics	118,045	118,063	120,000	141,734	125,000	125,000
Vending Concessions	586	314	500	1,078	500	500
Cherry Park Concessions	184,288	197,883	200,000	204,642	225,000	200,000
Rentals	49,505	41,214	62,000	93,468	64,000	66,000
Recreation Activity Fee	33,761	28,857	0	120	0	0
Other Recreation Revenues	1,134	17,355	2,100	2,015	3,000	3,000
Special Events - Athletics	14,481	6,645	12,000	6,969	10,000	7,000
York County Rec Assistance	157,769	377,647	300,000	416,295	416,000	416,000
Accom Tax Gen Fund Portion	37,306	36,733	0	38,011	0	0
Recreation-Culture Fees Total	866,644	1,135,315	961,600	1,204,281	1,123,500	1,082,500
Utility Revenues						
Charge Off Collections	37,864	33,452	35,000	-38,534	35,000	35,000
Utility Revenues Total	37,864	33,452	35,000	-38,534	35,000	35,000
Court Fines						
Court Fines	738,557	711,588	750,000	760,492	700,000	700,000
Victim Assistance Court Rev	65,571	68,407	55,000	69,489	55,000	55,000
Court Fines Total	804,128	779,995	805,000	829,981	755,000	755,000
Investment Earnings						
Interest Revenues-Bond Trustee	33,807	119,246	30,000	247,664	110,000	110,000
Investment Earnings Total	33,807	119,246	30,000	247,664	110,000	110,000
Rents and Royalties						
Rent City Real Property-Bldgs	65,285	36,230	40,000	36,096	40,000	40,000
Rent - Downtown Parking	4,916	39,867	100,000	56,703	35,000	35,000
Fixed Base Operator-Arpt Rent	99,759	95,227	100,000	81,756	105,150	111,400
Aircraft Storage and Access	19,796	17,097	22,000	17,245	17,000	20,000
Fuel Flow Revenue	21,308	23,571	23,000	20,614	23,000	23,000
Concessions Fees	745	6,920	7,000	4,200	3,600	3,600
Owner Service Area	555	1,122	1,000	1,209	1,000	1,000
Non-Aviation Rents	27,713	25,501	55,000	47,988	50,000	50,000
Miscellaneous Revenues	1,009	10,396	1,200	13,263	13,500	13,500
Tennis Center Lessons/Tournaments	2,302	0	35,000	20,191	15,000	15,000
Rents and Royalties Total	243,388	255,931	384,200	299,265	303,250	312,500
Proceeds-Cap Asset Disposition						
Sale of City Property - Land	6,753	16,871	10,000	13,292	10,000	10,000
Sale of Inventory	649	0	0	2,504	2,000	2,000
Sale of Surplus, Scrap, Etc	265,113	574,441	550,000	468,424	550,000	550,000
Proceeds-Cap Asset Disp. Total	272,515	591,312	560,000	484,220	562,000	562,000

	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
Operating Transfers						
From Utilities Funds (begin FY 07/08)	0	0	0	0	5,854,926	6,213,558
Gen. Long Term Debt Issued Total	0	0	0	0	5,854,926	6,213,558

Other Revenues

Service Charge-Returned Checks	655	810	1,500	1,410	1,500	1,500
Special Assessments – Streets	0	8,101	0	0	0	0
Discounts	2,037	1,252	2,500	862	2,500	2,500
Reimbursement - EOC Costs	50,799	15,518	0	17,897	0	0
Insured Damages Recovered	43,601	17,371	50,000	89,478	50,000	50,000
3rd Party Damages Recovered	39,254	16,876	25,000	21,664	25,000	25,000
Other Damages Recovered	1,999	0	0	0	0	0
Police Mortgage Loan Pymts	24,183	3,670	3,000	3,766	3,000	3,000
Reimbursement - HA Costs	1,490,313	1,476,988	1,544,603	1,207,643	1,504,566	1,539,181
Reserved – Clean and Green	24,652	24,525	0	0	24,000	24,000
Other Revenues Total	1,677,493	1,565,111	1,626,603	1,342,720	1,610,566	1,621,205

Fund Totals	\$35,681,677	\$37,064,313	\$38,473,883	\$40,588,105	\$47,793,814	\$49,408,741
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502 : Accommodations Tax

	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
Intergovernmental						
Accommodations Fee-State	\$335,366	\$320,589	\$285,227	341,273	\$325,923	\$331,500
Fund Totals	\$335,366	\$320,589	\$285,227	\$341,273	\$325,923	\$331,500

504 : Tax Increment Surplus

	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
General Property taxes						
Red River/Waterford/311302	\$1,047,214	\$661,183	\$670,000	\$791,351	\$0	\$0
Downtown/311303	105,652	105,595	110,000	79,359	112,200	114,444
City Tax Increment Textile Corridor	0	0	90,001	81,452	95,000	95,000
Red River/Waterford/311402	1,742,989	2,102,958	1,800,000	2,575,443	0	0
Downtown/311403	245,809	280,522	250,000	232,200	255,000	260,100
County Tax Increment Textile Corr.	0	0	100,000	198,974	100,000	100,000
Fund Totals	\$3,141,664	\$3,150,258	\$3,020,001	\$3,958,779	\$562,200	\$569,544



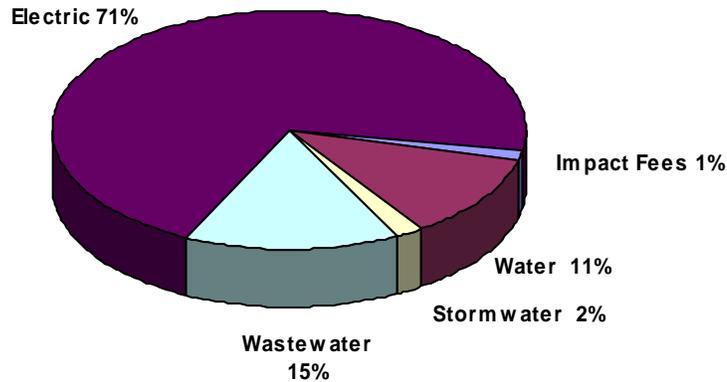
506 : Local Option Hospitality Tax	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
Admissions Tax	\$84,401	\$58,962	\$75,000	82,950	\$90,000	\$92,000
Lodging	436,819	496,118	500,000	586,735	619,543	631,934
Restaurants	2,417,540	2,578,147	2,600,000	2,685,424	2,728,639	2,810,498
Sunday Alcohol Sales	0	0	0	55,550	70,000	70,000
Interest Revenues – General	6,670	20,763	9,000	28,071	10,000	10,000
Fund Totals	\$2,945,430	3,153,990	\$3,184,000	\$3,438,730	\$3,518,182	\$3,614,432

553 : Fire Impact Fee Fund	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
Public Safety						
Impact Fees -- Fire	\$479,014	\$606,900	\$480,000	\$808,008	\$480,000	\$480,000
Fund Totals	\$479,014	\$606,900	\$480,000	\$808,008	\$480,000	\$480,000



Utility Funds Revenue

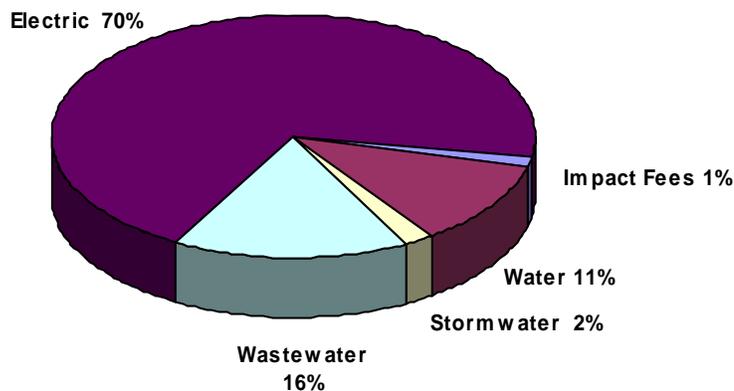
FY 2007/2008 - Total \$102,308,238



A 2% Electric Rate Increase is included effective July 1, 2007 to fund Electric System Capital Projects. A 5% Water Rate Increase is also included effective July 1, 2007 to fund Water System Capital Projects. The Electric Rate increase will add \$1.79 and the Water Rate increase will add \$0.93 to the average residential customer's monthly bill.

Utility Funds Revenue

FY 2008/2009 - Total \$106,858,889



A 10% Wastewater Rate Increase is included effective July 1, 2007 to fund Wastewater System Capital Projects. The increase will add \$1.79 and the Water Rate increase will add \$3.49 to the average residential customer's monthly bill.

700 : Storm Water Fund	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Estimate	Approved	Projected
Storm Water Revenues						
Charge Off Collections	\$6,847	\$7,135	\$0	-6,781	\$0	\$0
Storm Water Revenues	1,416,521	1,738,104	1,890,000	2,054,683	1,979,000	2,018,580
Interest Revenues – Trustee	0	0	0	28,556	0	0
Stormwater Erosion Control Rev	72,665	72,114	60,000	64,593	89,000	89,000
Fund Totals	\$1,496,033	\$1,817,353	\$1,950,000	\$2,141,051	\$2,068,000	\$2,107,580
725 : Electric Fund						
Utility Revenues						
Electric Sales	\$59,401,950	\$63,098,293	\$65,559,375	\$65,497,940	\$68,425,106	\$70,445,000
Smart Switch	-73,855	-20,058	0	-2,819	0	0
Other Electric Revenue	30,956	40,072	100,000	29,102	50,000	50,000
Electric Underground	176,800	231,705	200,000	207,420	200,000	200,000
Security Lights	887,025	939,919	900,000	1,016,067	950,000	960,000
Service Connection Fees	360,715	399,193	350,000	381,052	375,000	380,000
Investigative Fee	44,200	60,200	45,000	63,354	55,000	60,000
Charge Off Collections	39,160	42,636	45,000	-2,372	45,000	45,000
Traffic Signalization Reimbursement	148,084	147,610	149,210	317,720	160,000	162,000
Charge Off Collections	229,898	238,734	220,000	-99,643	220,000	220,000
Penalty-Charge Offs	10,485	14,558	15,000	-17,877	15,000	15,000
Forward Purchase Contracts	37,369	40,652	0	40,619	0	0
Late Pymt Fee	621,057	670,264	600,000	675,498	700,000	700,000
Service Chrg-Returned Checks	36,150	36,700	40,000	38,565	42,000	42,000
Utility Revenues Total	\$61,949,994	\$65,940,478	\$68,223,585	\$68,144,626	\$71,237,106	\$73,279,000
Investment Earnings						
Interest Revenues-General	206,027	537,368	500,000	973,689	600,000	600,000
Investment Earnings Total	206,027	537,368	500,000	973,689	600,000	600,000
Contributions-Private Sources						
Contributions-Private Sources Total	58,134	59,197	60,000	62,160	60,000	60,000
Proceeds – Cap. Asset Disposition						
Restricted Land Sale Revenues	0	265,000	265,000	265,000	265,000	265,000
Contributions-Private Sources Total	0	265,000	265,000	265,000	265,000	265,000
Other Revenues						
Insured Damages Recovered	2,927	0	1,500	1,040	1,500	1,500
3rd Party Damages Recovered	61,726	45,586	35,000	96,743	100,000	100,000
Other Damages Recovered	50	0	1,000	0	1,000	1,000
Other Revenues Total	64,703	45,586	37,500	93,262	102,500	102,500
Capital Contributions						
Capital Contributions	364,084	0	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	629,084	265,000	265,000	265,000	265,000	265,000
Fund Totals	\$62,907,582	\$67,322,076	\$69,351,085	\$69,808,258	\$72,529,606	\$74,571,500

726 : Water Fund

	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
Utility Revenues						
Water Sales	\$9,559,111	\$10,282,481	\$10,050,000	\$10,876,454	\$11,079,432	\$11,522,609
Water Tap Fees	158,084	159,321	126,000	241,303	200,000	200,000
Other Water Revenues	94,279	77,604	152,000	23,874	25,000	25,000
Cellular Antennae Rental	0	91,528	0	125,331	90,000	90,000
Water Surcharge	2,629	2,307	2,000	992	2,000	2,000
Interest Surcharge	254	165	200	99	200	200
Fort Mill Debt Service	204,913	204,033	204,000	204,116	204,000	204,000
Fort Mill Principal Reduction	-85,739	-89,943	0	0	0	0
Charge Off Collections	37,178	40,109	35,000	-39,215	35,000	35,000
Utility Revenues Total	9,970,709	10,767,605	10,569,200	11,432,954	11,635,632	12,078,809
Other Revenues						
Operating Transfers	0	0	0	0	500,000	500,000
Insured Damages Recovered	1,011	1,317	2,000	0	1,000	1,000
3rd Party Damages Recovered	5,424	7,771	2,500	6,053	2,000	2,000
Other Damages Recovered	0	0	500	0	500	500
Other Revenues Total	6,435	9,088	5,000	6,053	503,500	503,500
Fund Totals	\$9,977,144	\$10,776,693	\$10,574,200	\$11,439,007	\$12,139,132	\$12,582,309

727 : Wastewater Fund

	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
Utility Revenues						
Sewer Charge	\$13,017,950	\$13,543,404	\$14,100,000	\$13,961,339	\$14,400,000	\$16,400,000
Sewer Charge-BOD/TSS	10,727	15,575	10,000	17,041	15,000	15,000
Sewer Service Connections	57,629	65,782	66,000	42,257	67,000	68,000
Sewer Surcharge	4,648	10,523	8,000	8,969	8,500	8,500
Sewer Capacity Fee - Red River	555	0	10,000	0	10,000	10,000
Sewer Capacity Fee - Rawlinson	0	0	35,000	0	35,000	35,000
Sewer Capacity Fee - I-77	20,516	57,472	75,000	224,406	75,000	75,000
Sampling and Monitoring Fee	83,892	83,884	75,000	81,766	85,000	85,000
Interest Surcharge	745	609	1,000	469	1,000	1,000
Charge Off Collections	60,580	65,672	60,000	-73,113	60,000	60,000
Other	0	704	0	2,749	0	0
Utility Revenues Total	13,257,242	13,843,625	14,440,000	\$14,265,883	14,756,500	16,757,500
Investment Earnings						
Interest Revenues-Bond Trustee	32,572	71,238	15,000	97,575	15,000	15,000
Investment Earnings Total	32,572	71,238	15,000	97,575	15,000	15,000
Other Revenues						
Operating Transfers	0	0	0	0	800,000	825,000
Restricted Land Sale Revenues	265,000	0	0	0	0	0
Other Revenues Total	265,000	0	0	0	800,000	825,000
Fund Totals	\$13,554,814	\$13,921,368	\$14,455,000	\$14,363,458	\$15,571,500	\$17,597,500

	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Estimate	Approved	Projected
735 : Water Impact Fee Fund						
Utility Revenues						
Water Tap Fees	\$596,410	\$501,126	\$500,000	\$544,444	\$500,000	\$500,000
Fund Totals	\$596,410	\$501,126	\$500,000	\$544,444	\$500,000	\$500,000

	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Estimate	Approved	Projected
736 : Wastewater Impact Fees						
Utility Revenues						
Impact Fees – Sewer	\$939,872	\$796,992	\$775,000	\$823,400	\$800,000	\$825,000
Fund Totals	\$939,872	\$796,992	\$775,000	\$823,400	\$800,000	\$825,000

	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Estimate	Approved	Projected
TOTAL ALL FUNDS REVENUE						
General Fund	\$35,681,677	\$37,064,313	\$38,473,883	\$40,588,105	\$47,793,814	\$49,432,717
Accommodations Tax	335,366	320,589	285,227	341,273	325,923	331,500
Tax Increment Surplus Fund	3,141,664	3,150,258	3,020,001	3,958,779	562,200	569,544
Local Accommodations Fee	2,945,430	3,153,990	3,184,000	3,438,730	3,518,182	3,614,432
Other Federal Grants	0	0	175,000	0	0	0
Fire Impact Fee Fund	479,014	606,900	480,000	808,008	480,000	480,000
Stormwater Fund	1,496,033	1,817,353	1,950,000	2,141,051	2,068,000	2,107,580
Electric Fund	62,907,582	67,322,076	69,351,085	69,808,258	72,529,606	74,571,500
Water Fund	9,977,144	10,776,693	10,574,200	11,439,007	12,139,132	12,582,309
Wastewater Fund	13,554,814	13,921,368	14,455,000	14,363,458	15,571,500	17,597,500
Water Impact Fee Fund	596,410	501,126	500,000	544,444	500,000	500,000
Wastewater Impact Fee Fund	939,872	796,992	775,000	823,400	800,000	825,000
Total Revenue	\$132,055,006	\$139,431,658	\$143,223,396	\$148,254,513	\$156,288,357	\$162,612,082

Approved FY 07/08 Rate/Fee Changes Effective July 1, 2007

Water Rate	5% Water Rate Increase	
Electric Rates	2% across the board Electric Rate Increase	
Sanitation	Charges for Residential Sanitation Service beyond Corporate Limits:	
	Mobile Container per dwelling unit, per month:	
	Inside City Limits	\$17.12
	Contiguous to City Limits	\$17.12
	Within Urban Services Boundary	\$19.00
	Outside Urban Services Boundary - Variable, based on cost-to-serve	
	Debris Collection per dwelling unit, per month:	
	Contiguous to City Limits	\$9.88
	Within Urban Services Boundary	\$14.25
	Outside Urban Services Boundary - Variable, based on cost-to-serve	
Parks, Recreation, and Tourism	Discovery Station Fees:	
	Per Registrant, per week	\$21.00
	Environmental Education Fees:	
	Classroom Lesson	\$25.00
	Field Trip	\$45.00
	Youth Athletic Program Fees	
	Youth Baseball	\$30.00
	Youth Football	\$28.00
	Youth Soccer	\$28.00
	Youth Softball	\$28.00
Cemetery Services	Opening/Closing Fee – Monday-Friday	\$550.00
	Opening/Closing Fee – Weekend/Holiday	\$700.00
	Cremation – Monday-Friday	\$300.00
	Cremation – Weekend/Holiday	\$400.00
	Grave Sales – Resident	\$575.00
	Grave Sales – Non-Resident	\$835.00

FY 08/09 Rate/Fee Changes (Projected)

Wastewater Rates	10% Wastewater Rate Increase effective July 1, 2008 to cover Wastewater Capital Projects
Sanitation Rates	5% Sanitation Rate Increase effective July 1, 2008 to cover Sanitation cost-to-serve

Expenditure Observations



General Fund

City General Fund Departments continue to control costs while enhancing service levels. This has helped to reduce the dependency of the general fund departments on the enterprise fund transfer. Although the actual size of the transfer has slightly increased in the recent previous years, the actual percentage of the General Fund covered with this transfer has been dramatically reduced since the early 1990s. For 2007/2008, the budgeted transfer is less than the previous year both in terms of dollars and percentage.

In Fiscal Year 1991, this transfer funded 44% of General Fund operations. In Fiscal Year 2007/2008, the City funds 12.3% of General Fund expenditures with these transfers, down from 13.5% in the previous year.

Major expenditure challenges for Fiscal Year 2007/2008 in the General Fund include the construction of a new fire station (\$974,000 – Operating Budget portion), a new public safety radio system (\$175,000 – Capital Lease payment), and a South Carolina State Retirement System increase, adding \$134,108 to the General Fund for FY 2007/2008.

Enterprise Funds

During Fiscal Year 2006/2007, customer growth in all Utility service areas continued to show strength. Electric customers increased 3.4% from Fiscal Year 2005/2006 to 32,134. 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 1.4% in 2007.

Growth in water and sewer customers also continued to show strength in 2006/2007. The number of Water system customers also grew 3.4% over this time period to 27,818. Sewer customers grew 3.7% to 28,760. This growth 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 new customers will create the associated costs of supplying more water and treating more wastewater, as well as addressing additional infrastructure needs.



City of Rock Hill Annual Budget
Fiscal Year 2007/2008
Expenditure Summary



General Fund	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
0411001 City Council						
Personnel Expenditures	\$146,748	\$149,461	\$146,481	\$171,654	\$149,627	\$150,897
Operating Expenditures	66,196	62,991	78,975	75,974	78,200	78,200
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	212,944	212,452	225,456	247,628	227,827	229,097
0412001 Municipal Court						
Personnel Expenditures	415,805	444,486	469,396	549,619	508,480	523,466
Operating Expenditures	159,196	162,433	101,692	45,908	154,802	160,852
Capital Expenditures	14,514	14,680	150	0	6,150	2,150
Cost Center Total	589,515	621,599	571,238	595,527	669,432	686,468
0412002 Solicitors Office						
Personnel Expenditures	213,128	270,812	245,927	285,521	302,058	307,510
Operating Expenditures	49,369	42,958	82,032	50,966	84,712	81,237
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	262,497	313,770	327,959	336,487	386,770	388,747
0413005 City Manager's Office						
Personnel Expenditures	403,662	443,499	404,496	437,093	441,649	457,415
Operating Expenditures	65,638	67,898	70,945	68,761	61,612	61,612
Capital Expenditures	0	0	15,000	16,120	0	0
Cost Center Total	469,300	511,397	490,441	521,974	503,261	519,027
0413010 Public Affairs						
Personnel Expenditures	248,049	287,710	208,431	230,306	227,665	233,220
Operating Expenditures	43,178	72,356	95,515	170,865	96,632	93,332
Capital Expenditures	806	6,933	29,395	9,202	0	42,000
Cost Center Total	292,033	366,999	333,341	410,373	324,297	368,552
0413015 Neighborhood Empowerment						
Personnel Expenditures	242,296	0	0	0	0	0
Operating Expenditures	44,307	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	286,603	0	0	0	0	0
0414001 General Election						
Operating Expenditures	0	17,023	11,000	4,273	20,000	0
Cost Center Total	0	17,023	11,000	4,273	20,000	0
0415001 Finance Administration						
Personnel Expenditures	161,284	164,412	203,076	157,577	214,054	218,100
Operating Expenditures	37,284	44,890	26,055	44,701	25,822	25,672
Capital Expenditures	0	1,040	0	0	0	0
Cost Center Total	198,568	210,342	229,131	202,278	239,876	243,772

City of Rock Hill Annual Budget
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Expenditure Summary



	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
0415005 Accounting						
Personnel Expenditures	325,880	336,413	363,345	351,701	369,548	380,893
Operating Expenditures	134,019	110,596	122,425	111,385	126,362	120,862
Capital Expenditures	0	1,838	0	0	0	0
Cost Center Total	459,899	448,847	485,770	463,086	495,910	501,755
0415015 Budget Office						
Personnel Expenditures	129,591	170,324	173,566	189,097	210,463	217,269
Operating Expenditures	17,190	14,286	18,165	16,952	28,422	24,522
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	146,781	184,610	191,731	206,049	238,885	241,791
0415020 Customer Service						
Personnel Expenditures	1,436,185	1,532,537	1,594,116	1,507,933	1,541,147	1,560,612
Operating Expenditures	484,509	500,281	509,405	526,966	518,685	459,795
Capital Expenditures	18,924	11,943	2,000	0	0	17,466
Cost Center Total	1,939,618	2,044,761	2,105,521	2,034,899	2,059,832	2,037,873
0415035 Purchasing/Fleet						
Personnel Expenditures	838,669	867,702	894,396	877,559	897,345	921,298
Operating Expenditures	38,281	20,707	87,060	106,181	98,310	98,910
Capital Expenditures	10,025	25,253	145,486	27,313	140,908	123,882
Cost Center Total	886,975	913,662	1,126,942	1,011,053	1,136,563	1,144,090
0415045 Risk Management						
Personnel Expenditures	148,997	166,642	159,996	161,728	175,641	180,256
Operating Expenditures	131,273	109,802	106,545	128,540	121,732	120,582
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	280,270	276,444	266,541	290,268	297,373	300,838
0415050 Mgt. Information Svcs.						
Personnel Expenditures	375,427	356,390	366,489	369,770	384,387	395,624
Operating Expenditures	343,100	512,822	547,247	715,580	731,385	688,792
Capital Expenditures	101,560	167,970	223,161	265,126	178,250	46,550
Cost Center Total	820,087	1,037,182	1,136,897	1,350,476	1,294,022	1,130,966
0415060 GIS Services						
Personnel Expenditures	141,537	148,718	172,684	71,328	136,358	139,163
Operating Expenditures	41,482	45,419	59,375	108,262	60,912	60,872
Capital Expenditures	38,410	28,087	22,500	159,339	35,000	35,000
Cost Center Total	221,429	222,224	254,559	338,929	232,270	235,035
0416001 Law/City Attorney						
Operating Expenditures	440,998	288,360	267,450	272,256	270,000	302,550
Cost Center Total	440,998	288,360	267,450	272,256	270,000	302,550

	2005/2006 Actual	2006/2007 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
0417001 Human Resources Administration						
Personnel Expenditures	270,030	325,646	345,892	307,833	371,123	377,747
Operating Expenditures	103,223	109,017	124,902	130,594	152,339	142,664
Capital Expenditures	0	12,550	0	0	0	0
Cost Center Total	373,253	447,213	470,794	438,427	523,462	520,411
0417005 Personnel Services						
Personnel Expenditures	215,262	229,992	217,696	218,953	226,190	233,392
Operating Expenditures	32,533	20,743	30,155	25,802	29,398	29,398
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	247,795	250,735	247,851	244,755	255,588	262,790
0418001 Planning Services Administration						
Personnel Expenditures	248,305	138,483	135,462	138,928	137,518	141,280
Operating Expenditures	37,906	17,335	15,540	11,031	14,662	15,462
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	286,211	155,818	151,002	149,959	152,180	156,742
0418002 Long Range Planning/Transportation						
Personnel Expenditures	0	55,119	198,739	173,173	205,624	212,309
Operating Expenditures	0	136,119	269,490	167,891	387,663	317,377
Capital Expenditures	0	7,794	0	0	0	0
Cost Center Total	0	199,032	468,229	341,064	593,287	529,686
0418005 Community Development Svcs						
Personnel Expenditures	188,765	0	0	0	0	0
Operating Expenditures	28,511	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	217,276	0	0	0	0	0
0418010 Inspection/Development Svcs						
Personnel Expenditures	538,337	0	0	0	0	0
Operating Expenditures	145,152	0	0	0	0	0
Capital Expenditures	23,117	0	0	0	0	0
Cost Center Total	706,606	0	0	0	0	0
0418015 Community Development						
Personnel Expenditures	423,095	0	0	0	0	0
Operating Expenditures	309,921	0	0	0	0	0
Capital Expenditures	61,203	0	0	0	0	0
Cost Center Total	794,219	0	0	0	0	0
0418025 Airport						
Personnel Expenditures	42,816	49,540	54,471	73,612	134,638	138,568
Operating Expenditures	117,217	242,349	244,048	254,256	283,187	254,387
Capital Expenditures	0	8,943	60,000	251,087	67,466	40,000
Cost Center Total	160,033	300,832	358,519	578,955	485,291	432,955

City of Rock Hill Annual Budget
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Expenditure Summary



	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
0419001 Non-Departmental						
Personnel Expenditures	288,508	-153,127	44,000	49,381	44,000	44,000
Operating Expenditures	-2,886,885	-3,076,834	-2,736,500	-3,056,570	-2,653,875	-2,738,309
Capital Expenditures	0	0	0	0	0	0
Non-Operating Expenditures	839,855	2,301,738	200,000	200,000	200,000	200,000
Cost Center Total	-1,758,522	-928,223	-2,492,500	-2,807,189	\$-2,409,875	\$-2,494,309
0419005 Capital Projects						
Personnel Expenditures	0	0	0	0	0	0
Operating Expenditures	379,697	-6,992	0	0	0	0
Capital Expenditures	0	0	0	0	0	0
Non-Operating Expenditures	0	0	0	0	0	0
Cost Center Total	379,697	-6,992	0	0	0	0
0420001 Housing and Neigh. Svcs. Administration						
Personnel Expenditures	0	3,329	208,979	217,871	240,222	247,938
Operating Expenditures	0	0	65,500	102,092	150,675	84,700
Capital Expenditures	0	0	0	0	25,000	16,250
Cost Center Total	0	3,329	274,479	319,963	415,897	348,888
0420005 Neighborhood Empowerment						
Personnel Expenditures	0	245,780	193,317	193,531	200,871	205,360
Operating Expenditures	0	55,479	47,470	62,026	47,842	47,842
Capital Expenditures	0	1,842	0	0	0	0
Cost Center Total	0	303,101	240,787	255,557	248,713	253,202
0420010 Neighborhood Inspections						
Personnel Expenditures	0	246,016	0	0	0	0
Operating Expenditures	0	37,332	0	0	0	0
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	283,478	0	0	0	0
0420015 Neighborhood Development						
Personnel Expenditures	0	215,605	396,437	443,381	457,658	466,032
Operating Expenditures	0	20,333	138,985	155,729	176,650	175,275
Capital Expenditures	0	22	17,000	18,200	89,855	88,269
Cost Center Total	0	235,960	552,422	617,310	724,163	729,576
0421001 Police Administration						
Personnel Expenditures	7,304,607	895,477	409,594	861,998	-132,370	-167,510
Operating Expenditures	1,553,637	886,479	675,795	876,267	681,885	707,550
Capital Expenditures	440,841	231,255	375,889	342,802	587,576	725,403
Cost Center Total	9,299,085	2,013,211	1,461,278	2,081,067	1,137,091	1,265,443
0421005 Police Investigations						
Personnel Expenditures	0	1,155,741	1,465,232	1,340,206	1,705,301	1,751,738
Operating Expenditures	0	62,783	170,307	111,711	68,116	67,270
Capital Expenditures	0	0	71,973	0	9,787	2,895
Cost Center Total	0	1,218,524	1,707,512	1,451,917	1,783,204	1,821,903

City of Rock Hill Annual Budget
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Expenditure Summary



	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Estimate	Approved	Projected
0421010 Police Patrol						
Personnel Expenditures	0	3,204,319	3,907,989	3,531,534	3,805,023	3,916,379
Operating Expenditures	0	43,428	68,264	114,253	57,350	56,800
Capital Expenditures	0	0	32,575	44,699	80,000	30,000
Cost Center Total	0	3,247,747	4,008,828	3,690,486	3,942,373	4,003,179
0421020 Police Support Services						
Personnel Expenditures	0	2,388,915	1,511,195	1,428,197	1,769,969	1,816,989
Operating Expenditures	0	551,629	478,315	485,715	562,693	532,693
Capital Expenditures	0	282,519	4,071	68,507	0	0
Non-Operating Expenditures	0	34,000	25,700	25,700	2,5000	25,000
Cost Center Total	0	3,257,063	2,019,281	2,008,119	2,357,662	2,374,682
0421025 Police Information Mgt.						
Personnel Expenditures	0	14,805	1,092,855	1,005,463	1,138,202	1,169,279
Operating Expenditures	0	540	485,238	345,556	507,898	597,709
Capital Expenditures	0	0	66,300	34,659	0	0
Cost Center Total	0	15,345	1,644,393	1,385,678	1,646,100	1,766,988
0421030 Home Town Security						
Personnel Expenditures	33,419	37,046	43,493	38,609	50,599	52,209
Operating Expenditures	16,168	14,810	30,690	15,673	25,392	26,552
Capital Expenditures	21,573	0	5,750	0	250	3,000
Cost Center Total	71,160	51,856	79,933	54,281	76,241	81,761
0422001 Fire Administration						
Personnel Expenditures	303,147	261,819	297,666	281,665	342,118	349,763
Operating Expenditures	150,667	226,650	502,685	189,918	283,065	308,835
Capital Expenditures	46,198	9,176	0	262,704	969,500	715,000
Cost Center Total	500,012	497,645	800,351	734,287	1,594,683	1,373,598
0422005 Fire Suppression						
Personnel Expenditures	3,896,311	4,396,522	4,387,469	4,430,918	4,612,159	4,738,358
Operating Expenditures	258,777	312,287	373,490	431,433	544,723	419,810
Capital Expenditures	0	143,128	200,448	144,235	173,596	225,758
224,000	4,155,088	4,851,937	4,961,407	5,006,586	5,330,478	5,383,926
0422010 Fire Prevention/Inspection						
Personnel Expenditures	284,900	287,440	314,897	295,864	327,217	336,232
Operating Expenditures	24,193	29,457	41,094	37,965	57,653	42,160
Capital Expenditures	47,785	16,138	5,000	0	4,338	29,132
Cost Center Total	356,878	333,035	360,991	333,829	389,208	407,524
0423001 Development Services Administration						
Personnel Expenditures	0	32,161	142,924	139,993	170,122	174,879
Operating Expenditures	0	33,512	73,340	78,033	48,932	45,632
Capital Expenditures	0	2,481	1,500	0	0	0
Cost Center Total	0	68,154	217,764	218,026	219,054	220,511

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Expenditure Summary



	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Estimate	Approved	Projected
0423005 Building/Codes						
Personnel Expenditures	0	672,201	405,277	390,573	424,855	437,847
Operating Expenditures	0	275,520	44,514	44,101	43,852	50,877
Capital Expenditures	0	726	1,600	0	0	0
Cost Center Total	0	948,447	451,391	434,674	468,707	488,724
0423010 Zoning/Current Planning						
Personnel Expenditures	0	250,998	388,054	283,380	448,708	461,832
Operating Expenditures	0	111,478	54,340	65,000	49,396	43,646
Capital Expenditures	0	45,578	12,200	0	28,500	11,000
Cost Center Total	0	408,054	454,594	348,380	526,604	516,478
0423015 Permit Application Center						
Personnel Expenditures	0	3,358	262,011	231,429	317,676	327,694
Operating Expenditures	0	0	137,800	99,347	138,900	103,550
Capital Expenditures	0	0	2,000	0	2,000	2,000
Cost Center Total	0	3,358	401,811	330,776	458,576	433,244
0423020 Infrastructure						
Personnel Expenditures	0	4,870	106,465	337,029	116,684	123,833
Operating Expenditures	0	0	24,850	14,419	21,500	20,400
Capital Expenditures	0	0	2,000	0	0	0
Cost Center Total	0	4,870	133,315	351,448	138,184	144,233
0431001 Public Works Administration						
Personnel Expenditures	152,305	146,985	155,562	134,275	204,513	209,748
Operating Expenditures	10,637	12,724	51,630	21,939	27,762	27,762
Capital Expenditures	0	719	2,500	0	0	0
Cost Center Total	162,942	160,428	209,692	156,214	232,275	237,510
0431005 Street/Sidewalk/Curb/Gutter						
Personnel Expenditures	998,796	1,074,451	1,107,800	1,129,112	711,332	730,146
Operating Expenditures	529,044	532,030	684,765	387,145	647,135	649,135
Capital Expenditures	113,106	387,793	285,100	558,786	178,000	261,200
Cost Center Total	1,640,946	1,994,274	2,077,665	2,075,043	1,536,467	1,640,481
0431015 Residential Sanitation						
Personnel Expenditures	544,751	327,988	388,678	343,102	382,843	392,675
Operating Expenditures	731,083	635,258	650,310	728,236	671,288	692,288
Capital Expenditures	304,318	385,157	347,823	382,537	418,273	544,627
Cost Center Total	1,580,152	1,348,403	1,386,811	1,453,875	1,472,404	1,629,590
0431020 Commercial Sanitation						
Personnel Expenditures	299,402	304,661	318,210	318,412	330,008	338,951
Operating Expenditures	687,739	715,598	659,765	870,498	714,990	724,990
Capital Expenditures	53,386	50,957	127,560	13,177	188,205	195,136
Cost Center Total	1,040,527	1,071,216	1,105,535	1,202,087	1,233,203	1,259,077

City of Rock Hill Annual Budget
Fiscal Year 2007/2008
Expenditure Summary



	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Estimate	Approved	Projected
0431025 Curbside Sanitation						
Personnel Expenditures	703,454	810,374	851,772	805,523	807,436	827,878
Operating Expenditures	159,247	315,097	269,665	271,047	280,940	288,940
Capital Expenditures	102,285	106,777	176,702	212,938	235,587	238,745
Cost Center Total	964,986	1,232,248	1,298,139	1,289,508	1,323,963	1,355,563
0431030 Recycling						
Personnel Expenditures	678,839	381,065	326,456	333,693	355,439	363,997
Operating Expenditures	204,959	155,473	130,660	175,296	148,570	153,570
Capital Expenditures	214,250	80,473	89,957	181,868	212,603	232,535
Cost Center Total	1,098,048	617,011	547,073	690,857	716,612	750,102
0431045 Construction						
Personnel Expenditures	0	0	0	0	421,442	431,872
Operating Expenditures	0	0	0	0	154,200	298,200
Capital Expenditures	0	0	0	0	37,700	37,700
Cost Center Total	0	0	0	0	613,342	767,772
0433005 Horticulture						
Personnel Expenditures	981,739	959,367	875,483	836,417	637,022	653,513
Operating Expenditures	212,194	246,292	208,710	156,220	130,554	131,854
Capital Expenditures	16,279	43,748	3,240	0	35,000	0
Cost Center Total	1,210,212	1,249,407	1,087,433	992,637	802,576	785,367
0433010 Buildings Maintenance						
Personnel Expenditures	278,702	285,677	310,746	287,395	240,982	247,954
Operating Expenditures	388,198	430,228	405,529	503,502	517,431	509,431
Capital Expenditures	976,160	250,190	120,000	231,941	130,000	258,500
Cost Center Total	1,643,060	966,095	836,275	1,022,838	888,413	1,015,885
0433015 Cemetery Services						
Personnel Expenditures	88,568	99,117	92,488	115,037	95,659	97,192
Operating Expenditures	60,336	216,877	244,293	205,651	239,595	263,595
Cost Center Total	148,904	315,994	336,781	320,688	335,254	360,787
0433020 Custodial Services						
Personnel Expenditures	424,873	376,990	376,405	348,007	331,273	339,610
Operating Expenditures	56,750	112,238	52,270	78,543	52,075	52,075
Capital Expenditures	0	0	0	0	12,769	0
Cost Center Total	481,623	489,228	428,675	426,550	396,117	391,685
0451001 Tourism						
Personnel Expenditures	227,537	236,449	238,243	233,322	252,832	257,029
Operating Expenditures	106,734	110,318	139,676	111,181	138,848	140,036
Capital Expenditures	0	0	0	0	0	5,000
Cost Center Total	334,271	346,767	377,919	344,503	391,680	402,065
0451010						
Personnel Expenditures	212,826	522,006	582,684	538,040	633,087	645,233
Operating Expenditures	246,069	308,426	335,779	420,343	378,724	378,498
Capital Expenditures	4,593	118,197	100,000	84,477	81,400	225,150
Cost Center Total	463,488	948,629	1,018,463	1,042,860	1,093,211	1,248,881

City of Rock Hill Annual Budget
Fiscal Year 2007/2008
Expenditure Summary



	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
0451025 Outdoor Recreation/Environmental Education						
Personnel Expenditures	264,272	0	0	0	0	0
Operating Expenditures	182,724	0	0	0	0	0
Capital Expenditures	10,950	0	0	0	0	0
Cost Center Total	457,946	0	0	0	0	0
0451030 Therapeutic Recreation/Youth & Senior Services						
Personnel Expenditures	299,957	0	0	0	0	0
Operating Expenditures	145,125	0	0	0	0	0
Capital Expenditures	33,212	0	0	0	0	0
Cost Center Total	478,294	0	0	0	0	0
0451035						
Personnel Expenditures	1,007,857	1,397,813	1,811,070	1,783,976	1,525,953	1,552,446
Operating Expenditures	595,657	1,143,671	1,261,709	1,730,035	1,765,907	1,795,267
Capital Expenditures	383,044	522,451	347,604	247,158	388,239	983,739
Cost Center Total	1,986,558	3,063,935	3,420,383	3,761,169	3,680,099	4,331,452
0463001						
Personnel Expenditures	1,419,123	1,425,923	1,517,203	1,306,031	1,470,166	1,504,781
Operating Expenditures	34,279	47,541	27,400	43,907	34,400	34,400
Cost Center Total	1,453,402	1,473,464	1,544,603	1,349,938	1,504,566	1,539,181
0465001 Economic and Urban Development Administration						
Personnel Expenditures	573,364	362,197	369,169	350,995	370,522	381,276
Operating Expenditures	300,646	171,978	245,262	260,206	262,706	291,716
Capital Expenditures	0	8,031	0	10,914	0	0
Cost Center Total	874,010	542,206	614,431	622,115	633,228	672,992
0465002 Economic and Urban Development Project Management						
Personnel Expenditures	0	89,722	89,751	155,393	164,364	169,655
Operating Expenditures	0	20,369	14,134	6,506	11,305	78,805
Capital Expenditures	0	6,000	25,000	30,458	125,000	125,000
Cost Center Total	0	116,091	128,885	192,357	300,669	373,460
0465003 Economic and Urban Development Downtown/Oldtown						
Personnel Expenditures	0	133,759	160,267	216,548	80,505	84,226
Operating Expenditures	0	142,963	56,015	38,885	58,665	58,665
Capital Expenditures	0	0	40,000	17,443	40,000	40,000
Cost Center Total	0	276,722	256,282	272,876	179,170	182,891
0465004 Economic and Urban Development Textile Corridor						
Personnel Expenditures	0	328	12,367	177,038	16,095	23,911
Operating Expenditures	0	35,069	113,240	141,081	253,120	322,125
Capital Expenditures	0	0	0	0	72,995	120,000
Cost Center Total	0	35,397	125,607	318,119	342,210	466,036
0470001 Debt Service						
Operating Expenditures	11,926,298	12,985,851	13,434,790	13,241,760	13,032,248	12,090,877
Cost Center Total	11,926,298	12,985,851	13,434,790	13,241,760	13,032,248	12,090,877



General Fund	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$28,421,128	\$29,236,163	\$31,519,867	\$31,404,623	\$31,704,000	\$32,493,964
Operating Expenditures	7,219,154	8,203,312	9,756,871	10,500,337	11,310,867	11,290,666
Capital Expenditures	3,416,236	2,973,397	2,960,484	2,839,746	4,553,947	5,423,087
Non-Operating Expenditures	868,295	2,335,811	225,700	25,000	225,000	225,000
Fund Total	\$39,924,813	\$42,748,683	\$44,462,922	\$44,769,706	\$47,793,814	\$49,432,717

Accommodations Tax Fund						
Operating Expenditures	251,826	222,204	285,227	286,077	325,923	331,500
Fund Total	251,826	222,204	285,227	286,077	325,923	331,500

Tax Increment Surplus Fund						
0419001	Non-Departmental					
Operating Expenditures	933,954	49,708	2,321,895	2,682,654	330,650	569,544
Cost Center Total	933,954	49,708	2,321,895	2,682,654	330,650	569,544
0470001	Debt Service					
Operating Expenditures	709,752	805,959	698,106	826,543	231,550	0
Cost Center Total	709,752	805,959	698,106	826,543	231,550	0
Tax Increment Surplus Total						
Operating Expenditures	1,643,706	855,667	3,020,001	3,509,197	562,200	569,544
Fund Total	1,643,706	855,667	3,020,001	3,509,197	562,200	569,544

Local Option Hospitality Tax Fund						
0419001	Non-Departmental					
Operating Expenditures	3,931,145	3,019,075	3,184,000	3,084,837	3,518,182	3,614,432
Fund Total	3,931,145	3,019,075	3,184,000	3,084,837	3,518,182	3,614,432

Fire Impact Fee Fund						
0419001	Non-Departmental					
Operating Expenditures	612,977	644,085	480,000	393,444	480,000	480,000
Fund Total	612,977	644,085	480,000	393,444	480,000	480,000

Stormwater Fund						
0436005	Stormwater					
Personnel Expenditures	447,241	490,957	551,196	394,573	582,152	597,370
Operating Expenditures	393,285	357,639	1,240,804	312,440	1,347,257	1,304,048
Capital Expenditures	73,497	224,710	158,000	2,174,009	138,591	206,162
Non-Operating Expenditures	283,157	335,020	0	0	0	0
Cost Center Total	1,197,180	1,408,326	1,950,000	2,881,022	2,068,000	2,107,580

City of Rock Hill Annual Budget
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Expenditure Summary



	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
0470001 Debt Service						
Operating Expenditures	0	5,113,141	0	503,057	0	0
Cost Center Total	0	5,113,141	0	503,057	0	0
Fund Total	1,197,180	6,521,467	1,950,000	3,384,079	2,068,000	2,107,580
Electric Fund						
0419001 Non-Departmental						
Operating Expenditures	3,986,322	5,209,689	3,955,000	4,711,089	2,150,950	2,184,724
Cost Center Total	3,986,322	5,209,689	3,955,000	4,711,089	2,150,950	2,184,724
0416001 Law/City Attorney						
Operating Expenditures	0	127,011	130,000	157,281	130,000	130,000
	0	127,011	130,000	157,281	130,000	130,000
0435001 Utilities Administration						
Personnel Expenditures	385,354	529,135	670,187	524,127	606,255	621,337
Operating Expenditures	-3,383,929	-4,545,475	376,370	137,318	182,042	168,077
Capital Expenditures	49,603	18,538	9,600	212,670	8,700	0
Non-Operating Expenditures	2,580,115	2,744,977	0	0	970,488	1,009,114
Cost Center Total	-368,857	-1,252,825	1,056,157	874,115	1,767,485	1,798,528
0435075 Electric Services						
Personnel Expenditures	1,132,873	1,357,012	1,276,446	1,235,217	1,235,757	1,266,032
Operating Expenditures	50,148,492	54,515,587	56,866,522	55,490,375	59,248,214	61,538,488
Capital Expenditures	-19,736	679,691	302,020	222,824	1,804,119	1,585,174
Cost Center Total	51,261,629	56,552,290	58,444,988	56,948,416	62,288,090	64,389,694
0435076 Electric Engineering						
Personnel Expenditures	494,897	231,172	245,765	239,247	326,185	348,569
Operating Expenditures	62,098	501,258	803,950	626,652	805,705	876,060
Capital Expenditures	114	6,682	26,200	10,232	19,490	35,725
Cost Center Total	557,109	739,112	1,075,915	876,131	1,151,380	1,260,354
0435080 Traffic Signals						
Personnel Expenditures	487,391	489,258	512,277	537,305	651,423	668,105
Operating Expenditures	270,886	422,628	529,147	520,941	686,205	629,605
Capital Expenditures	171,472	127,738	219,500	210,581	163,000	180,711
Cost Center Total	929,749	1,039,624	1,260,924	1,268,827	1,500,628	1,478,421
0435085 Utilities Technology Services						
Personnel Expenditures	0	282,491	308,577	318,040	382,448	390,959
Operating Expenditures	0	81,122	492,381	495,939	438,224	394,355
Capital Expenditures	400	6,221	64,100	70,320	408,836	331,486
Cost Center Total	400	369,834	865,058	884,299	1,229,508	1,116,800
0470001 Debt Service						
Operating Expenditures	2,239,512	2,424,504	2,302,751	2,425,404	2,311,565	2,212,979
Cost Center Total	2,239,512	2,424,504	2,302,751	2,425,404	2,311,565	2,212,979

	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Estimate	Approved	Projected
Electric Fund Total						
Personnel Expenditures	2,500,505	2,889,068	3,013,252	2,853,936	3,202,068	3,295,002
Operating Expenditures	53,322,712	58,730,408	65,256,121	64,564,999	65,952,905	68,134,288
Capital Expenditures	202,522	844,786	821,420	515,934	2,404,145	2,133,096
Non-Operating Expenditures	2,580,115	2,744,977	0	0	970,488	1,009,114
	58,605,854	65,209,239	69,090,793	67,934,869	72,529,606	74,571,500
Water Fund						
0435001 Administration						
Operating Expenditures	268,149	487,530	0	0	3,088,675	3,183,387
	268,149	487,530	0	0	3,088,675	3,183,387
0435005 Engineering						
Personnel Expenditures	286,929	117,905	71,451	55,967	223,524	227,763
Operating Expenditures	51,714	65,312	59,465	84,393	70,740	58,240
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	338,643	183,217	130,916	140,360	294,264	286,003
0435010 Water Distribution						
Personnel Expenditures	743,985	831,485	1,003,151	893,766	961,123	982,586
Operating Expenditures	797,158	681,917	848,190	806,166	774,035	822,385
Capital Expenditures	609,373	451,446	485,200	420,379	928,760	1,310,817
Cost Center Total	2,150,516	1,964,848	2,336,541	2,120,311	2,663,918	3,115,788
0435025 Raw Water Pump Station						
Operating Expenditures	198,704	260,978	247,205	235,009	263,000	270,000
Capital Expenditures	16,648	146,153	588,000	638,625	15,000	15,000
Cost Center Total	215,352	407,131	835,205	873,634	278,000	285,000
0435030 Water Treatment Plant						
Personnel Expenditures	502,613	513,516	557,266	550,217	594,361	647,061
Operating Expenditures	938,504	1,151,172	1,327,887	1,319,881	1,283,358	1,313,245
Capital Expenditures	84,021	415,092	39,500	28,873	60,211	90,889
Cost Center Total	1,525,138	2,079,780	1,924,653	1,898,971	1,937,930	2,051,195
0470001 Debt Service						
Operating Expenditures	3,838,620	3,890,040	3,857,025	3,890,268	3,876,345	3,660,936
Cost Center Total	3,838,620	3,890,040	3,857,025	3,890,268	3,876,345	3,660,936
Water Fund Total						
Personnel Expenditures	1,533,527	1,462,906	1,631,868	1,499,950	1,779,008	1,857,410
Operating Expenditures	4,581,612	4,973,359	6,339,372	6,339,717	7,212,743	7,093,712
Capital Expenditures	728,790	1,015,382	1,113,100	1,086,998	1,004,371	1,417,106
Non-Operating Exp.	1,492,489	1,560,899	0	0	2,143,010	2,214,081
Fund Total	8,336,418	9,012,546	9,084,340	8,926,665	12,139,132	12,582,309

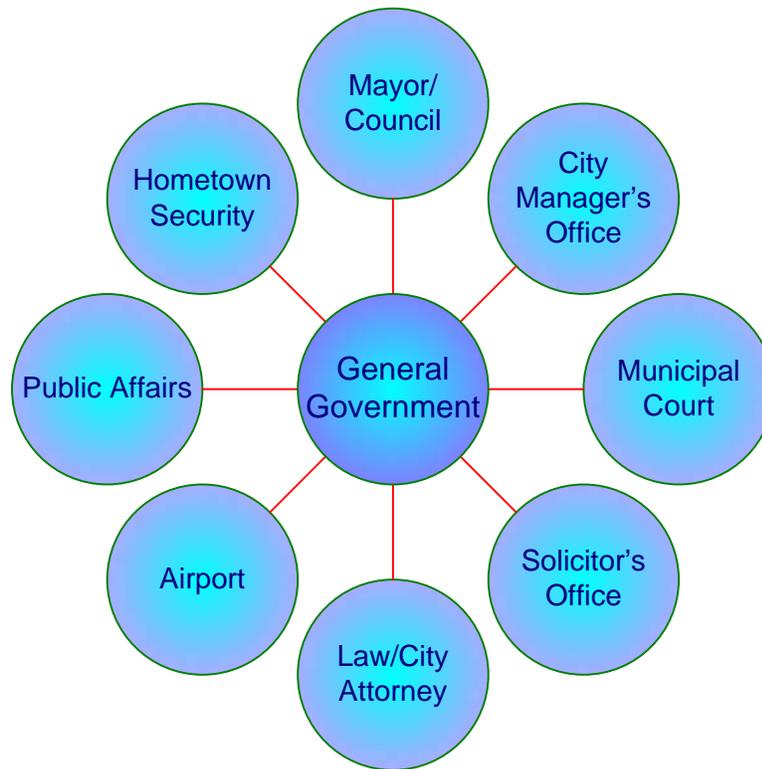
	2004/2005 Actual	2005/2006 Actual	2005/2006 Budget	2005/2006 Estimate	2006/2007 Approved	2007/2008 Projected
0435001 Utilities Admin						
Operating Expenditures	-5,616,022	-886,969	0	0	0	0
Non-Operating Expenditures	2,619,328	2,698,195	0	0	2,741,428	2,990,364
Cost Center Total	-2,996,694	1,811,226	0	0	2,741,428	2,990,364
0435035 Wastewater System						
Personnel Expenditures	508,350	543,257	735,714	624,041	758,092	775,084
Operating Expenditures	890,428	715,330	861,695	356,716	757,850	642,700
Capital Expenditures	380,217	245,540	1,151,400	1,293,017	1,540,418	3,731,779
Cost Center Total	1,778,995	1,504,127	2,748,809	2,273,774	3,056,360	5,149,563
0435055 Wastewater Treatment Plant						
Personnel Expenditures	691,636	762,611	804,181	808,303	833,494	841,300
Operating Expenditures	2,077,065	2,227,810	2,268,750	2,270,338	2,220,025	2,243,625
Capital Expenditures	153,779	497,262	220,208	306,926	101,000	101,000
Cost Center Total	2,922,480	3,487,683	3,293,139	3,385,567	3,154,519	3,185,925
0435060 Industrial Pretreatment						
Personnel Expenditures	66,593	79,423	86,034	82,910	84,192	86,490
Operating Expenditures	12,659	9,530	67,329	16,713	66,839	66,839
Capital Expenditures	0	3,294	13,000	0	11,000	11,000
Cost Center Total	79,252	92,247	166,363	99,623	162,031	164,329
0435065 Environmental Monitoring						
Personnel Expenditures	195,291	226,725	231,415	236,786	238,966	246,296
Operating Expenditures	102,332	90,248	216,000	110,632	208,860	208,860
Capital Expenditures	0	3,066	10,315	0	23,775	5,315
Cost Center Total	297,623	320,039	457,730	347,418	471,601	460,471
0435070 Lift Stations						
Personnel Expenditures	126,581	113,267	103,248	99,113	106,557	106,554
Operating Expenditures	504,558	550,465	598,195	988,857	637,427	642,527
Capital Expenditures	0	0	10,000	0	10,000	32,711
Cost Center Total	631,139	663,732	711,443	1,087,970	753,984	781,792
0470001 Debt Service						
Personnel Expenditures						
Operating Expenditures	3,943,680	4,035,444	4,113,629	4,220,986	4,150,817	3,757,277
Capital Expenditures						
Cost Center Total	3,943,680	4,035,444	4,113,629	4,220,986	4,150,817	3,757,277



Wastewater Fund Total	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	1,588,451	1,725,283	1,960,592	1,851,153	2,021,301	2,055,724
Operating Expenditures	1,914,700	6,659,440	8,125,598	7,985,151	9,122,578	8,669,607
Capital Expenditures	533,996	831,580	1,404,923	1,599,943	1,686,193	3,881,805
Non-Operating Expenditures	2,619,328	2,698,195	0	0	2,741,428	2,990,364
	6,656,475	11,914,498	11,491,113	11,436,247	15,571,500	17,597,500

Total All Funds Summary

	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2005/2006 Estimate	2006/2007 Request	2007/2008 Projected
General Fund	\$39,924,813	\$42,748,683	\$44,462,922	\$44,769,706	\$47,793,814	\$49,432,717
Accommodations Tax	251,826	222,204	285,227	286,077	325,923	331,500
Tax Increment Surplus	1,643,706	855,667	3,020,001	3,509,197	562,200	569,544
Local Hospitality Fee	3,931,145	3,019,075	3,184,000	3,084,837	3,518,182	3,614,432
Fire Impact Fee	612,977	644,085	480,000	393,444	480,000	480,000
Other Federal Grants	0	0	175,000	0	0	0
Stormwater Fund	1,197,180	1,408,326	1,950,000	3,384,079	2,068,000	2,107,580
Electric Fund	58,605,854	65,209,239	69,090,793	67,934,869	72,529,606	74,571,500
Water Fund	8,336,418	9,012,546	9,084,340	8,926,665	12,639,132	13,082,309
Wastewater Fund	6,656,475	11,914,498	11,491,113	11,436,247	16,371,500	18,422,500
	\$121,160,394	\$135,034,323	\$143,223,396	\$143,725,121	\$156,288,357	\$162,612,082



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

Airport

Planning and Development
FAA/SCDOT Compliance
Hangars/Facilities/Runways

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$1,669,688	\$1,595,968	\$1,474,731	\$1,674,191	\$1,629,479	\$1,672,508
Operating Expenditures	868,882	714,019	707,609	416,748	763,408	775,233
Capital Expenditures	15,320	21,613	44,545	25,332	6,150	44,150
Total	\$2,553,890	\$2,331,600	\$2,226,885	\$2,116,271	\$2,399,037	\$2,491,891
Personnel						
Full-Time	23	21	20	20	23	23
Part-Time	12	10	11	11	11	11
Total	35	31	31	31	34	34

Strategic Goal

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

Department Description

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 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.

2007/2008 Key Issues and Changes:

A new full-time Office Assistant position is authorized for the 2007/2008 Fiscal Year in the Municipal Court. Also effective for Fiscal Year 2007/2008, the Airport Division is transferred to the General Government Department from the Planning Services Department. 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.

Department:	Division:	Cost Center:
General Government	City Council	0411001

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$146,748	\$149,461	\$146,481	\$171,654	\$149,627	\$150,897
Operating Expenditures	66,196	62,991	78,975	75,974	78,200	78,200
Capital Expenditures	0	0	0	0	0	0
Total	\$212,944	\$212,452	\$225,456	\$247,628	\$227,827	\$229,097
Personnel						
Full-Time	1	1	1	1	1	1
Part-Time	7	7	7	7	7	7
Total	8	8	8	8	8	8

Department:	Division:	Cost Center:
General Government	City Management	0413005

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$403,662	\$443,499	\$404,496	\$437,093	\$441,649	\$457,415
Operating Expenditures	65,638	67,898	70,945	68,761	61,612	61,612
Capital Expenditures	0	0	15,000	16,120	0	0
Total	\$469,300	\$511,397	\$490,441	\$521,974	\$503,261	\$519,027
Personnel						
Full-Time	4	4	4	4	4	4
Part-Time	0	0	0	0	0	0
Total	4	4	4	4	4	4

Department:	Division:	Cost Center:
General Government	Municipal Court	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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$415,805	\$444,486	\$469,396	\$549,619	\$508,480	\$523,466
Operating Expenditures	159,196	162,433	101,692	45,908	154,802	160,852
Capital Expenditures	14,514	14,680	150	0	6,150	2,150
Total	\$589,515	\$621,599	\$571,238	\$595,527	\$669,432	\$686,468
Personnel						
Full-Time	8	8	8	8	9	9
Part-Time	1	1	1	1	1	1
Total	9	9	9	9	10	10

Department:	Division:	Cost Center:
General Government	Solicitors Office	0412002

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$213,128	\$270,812	\$245,927	\$285,521	\$302,058	\$307,510
Operating Expenditures	49,369	42,958	82,032	50,966	84,712	81,237
Capital Expenditures	0	0	0	0	0	0
Total	\$262,497	\$313,770	\$327,959	\$336,487	\$386,770	\$388,747
Personnel						
Full-Time	4	4	4	4	4	4
Part-Time	0	1	1	1	1	1
Total	4	5	5	5	5	5

Department:	Division:	Cost Center:
General Government	Public Affairs	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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$248,049	\$287,710	\$208,431	\$230,306	\$227,665	\$233,220
Operating Expenditures	43,984	72,356	95,515	170,865	96,632	93,332
Capital Expenditures	0	6,933	29,395	9,202	0	42,000
Total	\$292,033	\$366,999	\$333,341	\$410,373	\$324,297	\$368,552
Personnel						
Full-Time	4	4	3	3	3	3
Part-Time	2	1	2	2	2	2
Total	6	5	5	5	5	5

Department:	Division:	Cost Center:
General Government	Hometown Security	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 deterrence 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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$33,419	\$37,046	\$43,493	\$38,609	\$50,599	\$52,209
Operating Expenditures	16,168	14,810	30,690	15,673	25,642	29,552
Capital Expenditures	21,573	0	5,750	0	0	0
Total	\$71,160	\$51,856	\$79,933	\$54,281	\$76,241	\$81,761
Personnel						
Full-Time	0	0	0	0	1	1
Part-Time	1	1	1	1	0	0
Total	1	1	1	1	1	1

Department:	Division:	Cost Center:
General Government	Elections	0414001

Expenditures by Category	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$0	\$17,023	\$11,000	\$4,273	\$20,000	\$0
Capital Expenditures	-	-	-	-	-	-
Total	\$0	\$17,023	\$11,000	\$4,273	\$20,000	\$0

Department:	Division:	Cost Center:
General Government	City Attorney	0416001

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$440,998	\$288,421	\$270,000	\$272,256	\$270,000	\$302,550
Capital Expenditures	-	-	-	-	-	-
Total	\$440,998	\$288,421	\$270,000	\$272,256	\$270,000	\$302,550

Department:	Division:	Cost Center:
General Government	Airport	0418025

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$42,816	\$49,540	\$54,471	\$73,612	\$134,638	\$138,568
Operating Expenditures	117,217	242,349	244,048	254,256	283,187	254,387
Capital Expenditures	0	8,943	60,000	251,087	67,466	40,000
Total	\$160,033	\$300,832	\$358,519	\$578,955	\$485,291	\$432,955

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	-	0	0	0	2	2
Part-Time	-	1	1	1	0	0
Total	-	1	1	1	2	2

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
Business Licenses
Terminated Accounts
Read Utility Meters
Disconnect/Reconnect Svc
Utility Payments
Cash Receipts
Account Management

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,557,570	\$3,743,138	\$3,927,668	\$3,686,693	\$3,928,943	\$4,013,215
Operating Expenditures	1,227,138	1,358,803	1,534,763	1,758,567	1,711,630	1,600,007
Capital Expenditures	168,919	236,131	334,661	451,778	354,158	222,898
Total	\$4,953,627	\$5,338,072	\$5,797,092	\$5,897,038	\$5,994,731	\$5,836,120
Personnel						
Full-Time	71	71	71	71	70	70
Part-Time	7	7	7	7	6	6
Total	78	78	78	78	76	76

Finance Department 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.

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.

2007/2008 Key Issues and Changes:

The Management Services Administrator 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.

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.

The Customer Service and Budget Divisions are engaged in a project to provide 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.

During Fiscal Year 2007/2008 in the GIS Division, the GIS Program Analyst II and the Special Projects Intern positions are transferred to the Development Services Department. Additionally, a Planning Technician position is transferred from Development Services to this division. Efforts continue in this division to implement new and integrate existing geodatabase applications.

Department:	Division:	Cost Center:
Finance	Administration	0415001

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$161,284	\$164,412	\$203,076	\$157,577	\$214,054	\$218,100
Operating Expenditures	37,284	44,890	26,055	44,701	25,822	25,672
Capital Expenditures	0	1,040	0	0	0	0
Total	\$198,568	\$210,342	\$229,131	\$202,278	\$239,876	\$243,772

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	1	1	1	1	1	1
Part-Time	2	2	2	2	2	2
Total	3	3	3	3	3	3

Department:	Division:	Cost Center:
Finance	Accounting	0415005

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$325,880	\$336,413	\$363,345	\$351,701	\$369,548	\$380,893
Operating Expenditures	134,019	110,596	122,425	111,385	126,362	120,862
Capital Expenditures	0	1,838	0	0	0	0
Total	\$459,899	\$448,847	\$485,770	\$463,086	\$495,910	\$501,755

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	5	6	6	6	6	6
Part-Time	1	1	1	1	1	1
Total	6	7	7	7	7	7

Department:	Division:	Cost Center:
Finance	Budget	0415015

Division Mission

Develop, implement, monitor, and manage the City's Budget, 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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$129,591	\$170,324	\$173,566	\$189,097	\$210,463	\$217,269
Operating Expenditures	17,190	14,286	18,165	16,952	28,422	24,522
Capital Expenditures	0	0	0	0	0	0
Total	\$146,781	\$184,610	\$191,731	\$206,049	\$238,885	\$241,791

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

Department:	Division:	Cost Center:
Finance	Customer Service	0415020

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	1,436,185	1,532,537	1,594,116	\$1,507,933	1,541,147	1,560,612
Operating Expenditures	484,509	500,281	509,405	526,966	518,685	459,795
Capital Expenditures	18,294	11,943	2,000	0	0	17,466
Total	\$1,938,988	\$2,044,761	\$2,105,521	\$2,034,899	\$2,059,832	\$2,037,873

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	32	34	34	34	33	33
Part-Time	2	2	2	2	2	2
Total	34	36	36	36	35	35

Department:	Division:	Cost Center:
Finance	Purchasing/Fleet Services	0415035

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$838,669	\$867,702	\$894,396	\$877,559	\$897,345	\$921,298
Operating Expenditures	38,281	20,707	87,060	106,181	98,310	98,910
Capital Expenditures	10,025	25,253	145,486	27,313	140,908	123,882
Total	\$886,975	\$913,662	\$1,126,942	\$1,011,053	\$1,136,563	\$1,144,090

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	17	18	18	18	18	18
Part-Time	1	1	1	1	1	1
Total	18	19	19	19	19	19

Department:	Division:	Cost Center:
Finance	Risk Management	0415045

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$148,997	\$166,642	\$159,996	\$161,728	\$175,641	\$180,256
Operating Expenditures	131,273	109,802	106,545	128,540	121,732	120,582
Capital Expenditures	0	0	0	0	0	0
Total	\$280,270	\$276,444	\$266,541	\$290,268	\$297,373	\$300,838

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	2	2	2	2	2	2
Part-Time	1	1	1	1	1	1
Total	3	3	3	3	3	3

Department:	Division:	Cost Center:
Finance	Mgt. Information Systems	0415050

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$375,427	\$356,390	\$366,489	\$369,770	\$384,387	\$395,624
Operating Expenditures	343,100	512,822	547,247	715,580	731,385	688,792
Capital Expenditures	101,560	167,970	223,161	265,126	178,250	46,550
Total	\$820,087	\$1,037,182	\$1,136,897	\$1,350,476	\$1,294,022	\$1,130,966

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	5	5	5	5	5	5
Part-Time	1	0	0	0	0	0
Total	6	5	5	5	5	5

Department:	Division:	Cost Center:
Finance	Geographic Information System	0415060

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$141,537	\$148,718	\$172,684	\$71,328	\$136,358	\$139,163
Operating Expenditures	41,482	45,419	59,375	108,262	60,912	60,872
Capital Expenditures	38,410	28,087	22,500	159,339	35,000	35,000
Total	\$221,429	\$222,224	\$254,559	\$338,929	\$232,270	\$235,035

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	2	2	2	2	2	2
Part-Time	0	1	1	1	1	1
Total	2	3	3	3	3	3





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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$485,292	\$555,638	\$563,588	\$526,786	\$597,313	\$611,139
Operating Expenditures	135,756	129,760	155,057	156,396	181,737	172,062
Capital Expenditures	0	12,550	0	0	0	0
Total	\$621,048	\$697,948	\$718,645	\$683,182	\$779,050	\$783,201
Personnel						
Full-Time	7	7	7	7	7	7
Part-Time	1	2	2	2	2	2
Total	8	9	9	9	9	9

Strategic Goal

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

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.

2007/2008 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.



Department:	Division:	Cost Center:
Human Resources	Administration	0417001

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$270,030	\$325,646	\$345,892	\$307,833	\$371,123	\$377,747
Operating Expenditures	103,223	109,017	124,902	130,594	152,339	142,664
Capital Expenditures	0	12,550	0	0	0	0
Total	\$373,253	\$447,213	\$470,794	\$438,427	\$523,462	\$520,411

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	3	3	3	3	3	3
Part-Time	1	2	2	2	2	2
Total	4	5	5	5	5	5

Department:	Division:	Cost Center:
Human Resources	Personnel	0417005

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$215,262	\$229,992	\$217,696	\$218,953	\$226,190	\$233,392
Operating Expenditures	32,533	20,743	30,155	25,802	29,398	29,398
Capital Expenditures	0	0	0	0	0	0
Total	\$247,795	\$250,735	\$247,851	\$244,755	\$255,588	\$262,790

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	5	4	4	4	4	4
Part-Time	0	0	0	0	0	0
Total	5	4	4	4	4	4





Planning Department Divisional Responsibilities:

Administration

Personnel Management
Customer Service
Staff Training

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,441,318	\$243,142	\$388,672	\$385,713	\$343,142	\$353,589
Operating Expenditures	638,707	395,803	529,078	433,178	402,325	332,839
Capital Expenditures	84,320	16,737	60,000	251,088	0	0
Total	\$2,164,345	\$655,682	\$977,750	\$1,069,979	\$745,467	\$686,428
Personnel						
Full-Time	26	28	4	4	4	4
Part-Time	5	5	2	2	1	1
Total	31	33	6	6	5	5

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.

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.

2007/2008 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:	Division:	Cost Center:
Planning Services	Administration	0418001

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$248,305	\$138,483	\$135,462	\$138,928	\$137,518	\$141,280
Operating Expenditures	37,906	17,335	15,540	11,031	14,662	15,462
Capital Expenditures	0	0	0	0	0	0
Total	\$286,211	\$155,818	\$151,002	\$149,959	\$152,180	\$156,742
Personnel						
Full-Time	3	1	1	1	1	1
Part-Time	1	1	1	1	1	1
Total	4	2	2	2	2	2

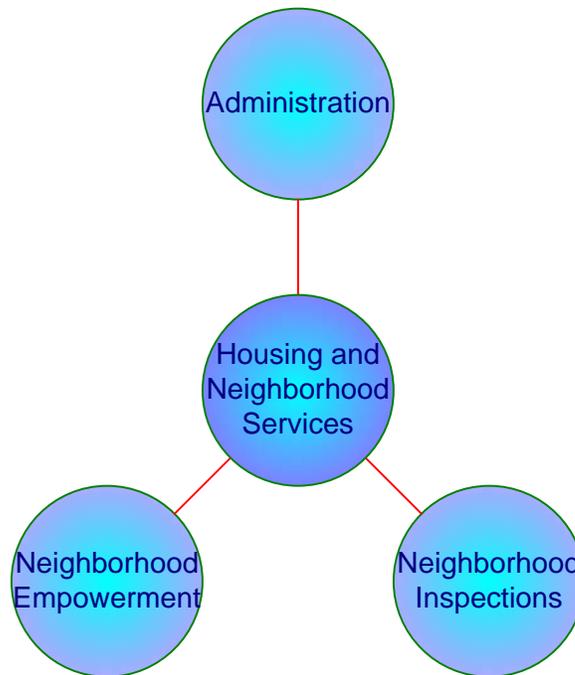
Department:	Division:	Cost Center:
Planning Services	Long Range Planning/Transport.	0418002

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	\$55,119	\$198,739	\$173,173	\$205,624	\$212,309
Operating Expenditures	-	136,119	269,490	167,891	387,663	317,377
Capital Expenditures	-	7,794	0	0	0	0
Total	-	\$199,032	\$468,229	\$341,064	\$593,287	\$529,686
Personnel						
Full-Time	-	-	3	3	3	3
Part-Time	-	-	0	0	0	0
Total	-	-	3	3	3	3





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

	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Expenditures by Category	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	\$710,860	\$801,733	\$854,783	\$898,751	\$919,330
Operating Expenditures	-	113,144	251,955	319,849	375,167	307,817
Capital Expenditures	-	1,864	17,000	18,200	114,855	104,519
Total	-	\$825,868	\$1,070,688	\$1,192,832	\$1,388,773	\$1,331,666
Personnel						
Full-Time	-	9	10	10	11	11
Part-Time	-	8	8	8	8	8
Total	-	17	18	18	19	19

Strategic Goals

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

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.

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.

2007/2008 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.

In Fiscal Year 2007/2008, a Planner position is transferred to the Neighborhood Development Division from the Economic and Urban Development Department. 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.

The Neighborhood Development Division will continue to support the 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:	Division:	Cost Center:
Housing and Neighborhood Svcs.	Administration	0420001

Division Mission

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

Expenditures by Category	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$3,329	\$208,979	\$217,871	\$240,222	\$247,938
Operating Expenditures	-	-	65,500	102,092	150,675	84,700
Capital Expenditures	-	-	-	0	25,000	16,250
Total	-	\$3,329	\$274,479	\$319,963	\$415,897	\$348,888

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	-	-	4	4	4	4
Part-Time	-	-	0	0	0	0
Total	-	-	4	4	4	4

Department:	Division:	Cost Center:
Housing and Neighborhood Svcs.	Neighborhood Empowerment	0420005

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$245,780	\$196,317	\$193,531	\$200,871	\$205,360
Operating Expenditures	-	55,479	47,470	62,026	47,842	47,842
Capital Expenditures	-	1,842	0	0	0	0
Total	-	\$303,101	\$243,787	\$255,557	\$248,713	\$253,202

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	-	2	2	2	2	2
Part-Time	-	2	2	2	2	2
Total	-	4	4	4	4	4

Department:	Division:	Cost Center:
Housing and Neighborhood Svcs.	Neighborhood Development	0420015

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$215,605	\$396,437	\$443,381	\$457,658	\$466,032
Operating Expenditures	-	20,333	138,985	155,729	176,650	175,275
Capital Expenditures	-	22	17,000	18,200	89,855	88,269
Total	-	\$235,960	\$552,422	\$617,310	\$724,163	\$729,576

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	-	4	4	4	5	5
Part-Time	-	1	6	6	6	6
Total	-	5	10	10	11	11





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
Investigate Motor Vehicle Accidents
Courtroom Security
Serve Warrants

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	7,338,026	7,696,303	8,430,358	8,206,007	8,336,724	8,539,084
Operating Expenditures	1,541,365	1,559,596	1,908,609	1,949,174	1,903,334	1,988,420
Capital Expenditures	462,414	513,774	556,558	490,667	677,613	761,298
Non-Operating Expenditures	28,440	34,073	25,700	25,700	25,000	25,000
Total\$	\$9,370,245	\$9,803,746	\$10,921,225	\$10,671,548	\$10,942,671	\$11,313,802
Personnel						
Full-Time	157	159	165	165	167	167
Part-Time	4	4	4	4	4	4
Total	161	163	169	169	171	171

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.

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.

2007/2008 Key Issues and Changes:

Effective this Fiscal Year, the Police Department adds two Police Officer I positions in the Traffic Unit, contingent upon the award of a grant from the Department of Transportation.

The Hometown Security detail is found under the General Government section.



Department:	Division:	Cost Center:
Police	Administration	0421001

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$7,304,607	\$895,477	\$409,594	\$861,998	\$-132,370	\$-167,510
Operating Expenditures	1,525,197	886,479	675,795	876,267	681,885	707,550
Capital Expenditures	440,841	231,255	375,889	342,802	587,576	725,403
Non-Operating Expenditures	28,440	0	0	0	0	0
Total	\$9,299,085	\$2,013,211	\$1,461,278	\$2,081,067	\$1,137,091	\$1,265,443

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	157	2	2	2	2	2
Part-Time	4	0	0	0	0	0
Total	161	2	2	2	2	2

Department:	Division:	Cost Center:
Police	Investigations	0421005

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	\$1,155,741	\$1,465,232	\$1,340,206	\$1,705,301	\$1,751,738
Operating Expenditures	-	62,783	170,307	111,711	68,116	67,270
Capital Expenditures	-	-	71,973	0	9,787	2,895
Total	-	\$1,218,524	\$1,707,512	\$1,451,917	\$1,783,204	\$1,821,903

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	-	25	31	31	31	31
Part-Time	-	0	0	0	0	0
Total	-	25	31	31	31	31

Department:	Division:	Cost Center:
Police	Patrol	0421010

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$3,204,319	\$3,907,989	\$3,531,534	\$3,805,023	\$3,916,379
Operating Expenditures	-	43,428	68,264	114,253	57,350	56,800
Capital Expenditures	-	-	32,575	44,699	80,000	30,000
Total	-	\$3,247,747	\$4,008,828	\$3,690,486	\$3,942,373	\$4,003,179
Personnel						
Full-Time	-	75	75	75	75	75
Part-Time	-	1	1	1	1	1
Total	-	76	76	76	76	76

Department:	Division:	Cost Center:
Police	Support Services	0421020

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$2,388,915	\$1,511,195	\$1,428,197	\$1,769,969	\$1,816,989
Operating Expenditures	-	585,629	504,015	511,415	587,693	557,539
Capital Expenditures	-	282,519	4,071	68,507	0	0
Total	-	\$3,257,063	\$2,019,281	\$2,008,119	\$2,357,662	\$2,374,528
Personnel						
Full-Time	-	57	30	30	32	32
Part-Time	-	2	2	2	2	2
Total	-	59	32	32	34	34

Department:	Division:	Cost Center:
Police	Information Management	0421025

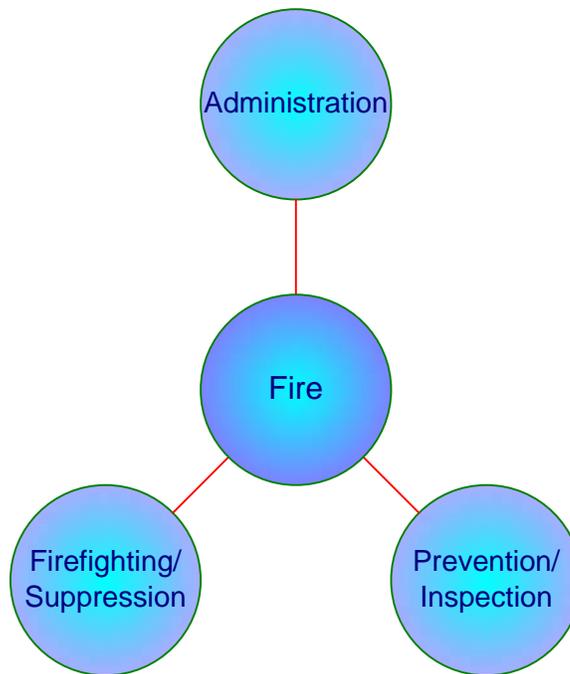
Division Mission

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$14,805	\$1,092,855	\$1,005,463	\$1,138,202	\$1,169,279
Operating Expenditures	-	540	485,238	345,556	507,898	597,709
Capital Expenditures	-	0	66,300	34,659	0	0
Total	-	\$15,345	\$1,644,393	\$1,385,678	\$1,646,100	\$1,766,988
Personnel						
Full-Time	-	-	27	27	27	27
Part-Time	-	-	0	0	0	0
Total	-	-	27	27	27	27







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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$4,484,358	\$4,945,781	\$5,000,032	\$5,008,447	\$5,281,494	\$5,424,353
Operating Expenditures	433,637	568,394	917,269	659,316	885,441	770,805
Capital Expenditures	93,983	168,442	205,448	406,939	1,147,434	969,890
Total	\$5,011,978	\$5,682,617	\$6,122,749	\$6,074,702	\$7,314,369	\$7,165,048

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	103	106	106	106	106	106
Part-Time	1	0	0	0	0	0
Total	104	106	106	106	106	106

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.

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.

2007/2008 Key Issues and Changes:

In Fiscal Year 2007/2008, the Fire Department will bring the new Albright Road station on-line and will relocate the suppression component from the Downtown station to Albright. The Department will also begin construction on a new fire station, explaining the significant capital expenditure increase over the next two Fiscal Years.

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. 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.

Department:	Division:	Cost Center:
Fire	Administration	0422001

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$303,147	\$261,819	\$297,666	\$281,665	\$342,118	\$349,763
Operating Expenditures	150,667	226,650	502,685	189,918	283,065	308,835
Capital Expenditures	46,198	9,176	0	262,704	969,500	715,000
Total	\$500,012	\$497,645	\$800,351	\$734,287	\$1,594,683	\$1,373,598
Personnel						
Full-Time	4	4	4	4	4	4
Part-Time	1	0	0	0	0	0
Total	5	4	4	4	4	4

Department:	Division:	Cost Center:
Fire	Fire Fighting/Suppression	0422005

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,896,311	\$4,396,522	\$4,387,469	\$4,430,918	\$4,612,159	\$4,738,358
Operating Expenditures	258,777	312,287	373,490	431,433	544,723	419,810
Capital Expenditures	0	143,128	200,448	144,235	173,596	225,758
Total	\$4,155,088	\$4,851,937	\$4,961,407	\$5,006,586	\$5,330,478	\$5,383,926
Personnel						
Full-Time	87	96	96	96	96	96
Part-Time	0	0	0	0	0	0
Total	87	96	96	96	96	96

Department:	Division:	Cost Center:
Fire	Fire Prevention/Inspections	0422010

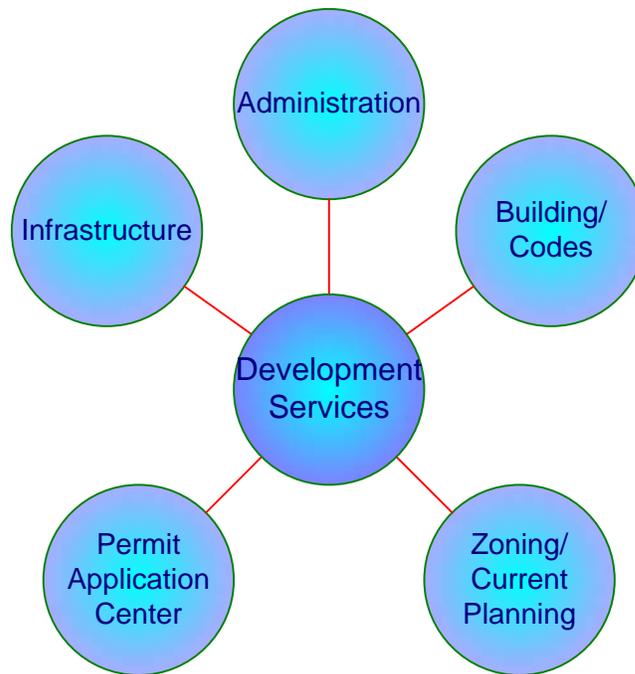
Division Mission

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

Expenditures by Category	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$284,900	\$287,440	\$314,897	\$295,864	\$327,217	\$336,232
Operating Expenditures	24,193	29,457	41,094	37,965	57,653	42,160
Capital Expenditures	47,785	16,138	5,000	0	4,338	29,132
Total	\$356,878	\$333,035	\$360,991	\$333,829	\$389,208	\$407,524

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	6	6	6	6	6	6
Part-Time	0	0	0	0	0	0
Total	6	6	6	6	6	6





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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$963,588	\$1,304,731	\$1,382,404	\$1,478,045	\$1,526,085
Operating Expenditures	-	420,510	334,844	300,900	302,580	264,105
Capital Expenditures	-	48,785	18,300	0	30,500	13,000
Total	-	\$1,432,883	\$1,657,875	\$1,683,304	\$1,811,125	\$1,803,190
Personnel						
Full-Time	-	29	29	29	29	29
Part-Time	-	0	0	0	1	1
Total	-	29	29	29	30	30

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.

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.

2007/2008 Key Issues and Changes:

The 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.



Department:	Division:	Cost Center:
Development Services	Administration	0423001

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$32,161	\$142,924	\$139,993	\$170,122	\$174,879
Operating Expenditures	-	33,512	73,340	37,965	48,932	45,632
Capital Expenditures	-	2,481	1,500	0	0	0
Total	-	\$68,154	\$217,764	\$177,958	\$219,054	\$220,511

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	-	2	2	2	2	2
Part-Time	-	0	0	0	0	0
Total	-	2	2	2	2	2

Department:	Division:	Cost Center:
Development Services	Building/Codes	0423005

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$672,201	\$405,277	\$390,573	\$424,855	\$437,837
Operating Expenditures	-	275,520	44,514	44,101	43,852	50,877
Capital Expenditures	-	726	600	0	0	0
Total	-	\$948,447	\$450,391	\$434,674	\$468,707	\$488,714

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	-	7	7	7	7	7
Part-Time	-	0	0	0	0	0
Total	-	7	7	7	7	7

Department:	Division:	Cost Center:
Development Services	Zoning/Current Planning	0423010

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$250,998	\$388,054	\$283,380	\$448,708	\$461,832
Operating Expenditures	-	111,478	54,340	65,000	49,396	43,646
Capital Expenditures	-	45,578	12,200	0	28,500	11,000
Total	-	\$408,054	\$454,594	\$348,380	\$526,604	\$516,478
Personnel						
Full-Time	-	7	7	7	7	7
Part-Time	-	0	0	0	1	1
Total	-	7	7	7	8	8

Department:	Division:	Cost Center:
Development Services	Permit Application Center	0423015

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$3,358	\$262,011	\$231,429	\$317,676	\$327,694
Operating Expenditures	-	-	137,800	99,347	138,900	103,550
Capital Expenditures	-	-	2,000	0	2,000	2,000
Total	-	\$3,358	\$401,811	\$330,776	\$458,576	\$433,244
Personnel						
Full-Time	-	7	7	7	7	7
Part-Time	-	0	0	0	0	0
Total	-	7	7	7	7	7

Department:	Division:	Cost Center:
Development Services	Infrastructure	0423020

Division Mission

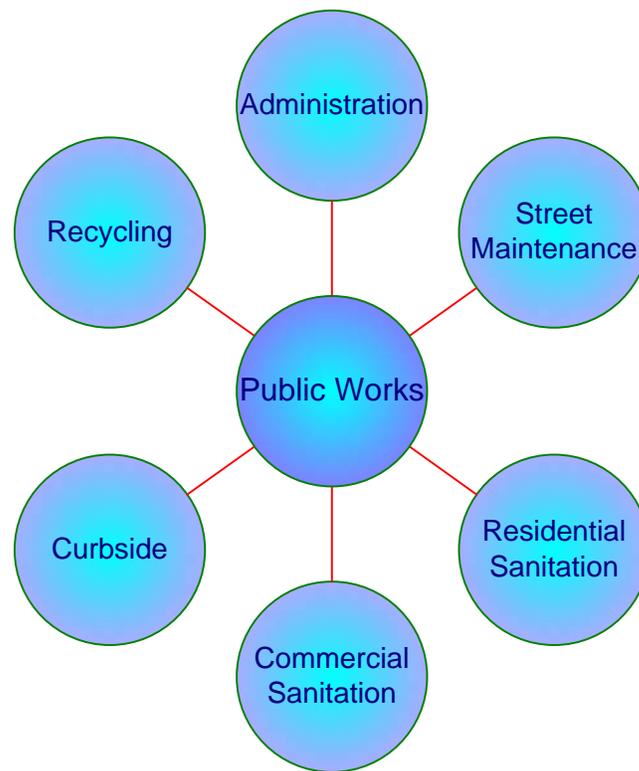
To provide information and recommendations to design professionals, property owners, and developers in a professional manner through an efficient and effective review and enforcement process for the economic growth and development of the City.

Expenditures by Category	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	\$4,870	\$106,465	\$337,029	\$116,684	\$123,833
Operating Expenditures	-	-	24,850	14,419	21,500	20,400
Capital Expenditures	-	-	2,000	0	0	0
Total	-	\$4,870	\$133,315	\$351,448	\$138,184	\$144,233

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	-	6	6	6	6	6
Part-Time	-	0	0	0	0	0
Total	-	6	6	6	6	6







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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	3,377,547	3,045,524	3,148,178	3,064,117	3,213,013	3,295,267
Operating Expenditures	2,322,709	2,366,180	2,446,795	2,454,161	2,644,885	2,834,885
Capital Expenditures	787,345	1,011,876	1,029,642	1,349,306	1,270,368	1,509,943
Total	\$6,487,601	\$6,423,580	\$6,624,615	\$6,867,584	\$7,128,266	\$7,640,095
Personnel						
Full-Time	85	74	74	74	74	74
Part-Time	10	3	3	3	3	3
Total	95	77	77	77	77	77

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.

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.

2007/2008 Key Issues and Changes:

Several replacement Public Works vehicles are approved in the 2007/2008 Budget with capital lease financing including one tandem and two dump trucks in the Street Division, two automated residential trash trucks in the Residential Division, two front-loading collection trucks in the Commercial Division, a flatbed dump truck and leaf truck in the Curbside Division, three Recycling Division trucks, and three Construction Division trucks.

Effective for Fiscal Year 2007/2008, a Construction Maintenance Supervisor position is transferred from the Street Maintenance Division to the Administration Division.



Department:	Division:	Cost Center:
Public Works	Administration	0431001

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$152,305	\$146,985	\$155,562	\$134,275	\$204,513	\$209,748
Operating Expenditures	10,637	12,724	51,630	21,939	27,762	27,762
Capital Expenditures	0	719	2,500	0	0	0
Total	\$162,942	\$160,428	\$209,692	\$156,214	\$232,275	\$237,510

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	2	2	2	2	3	3
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	3	3

Department:	Division:	Cost Center:
Public Works	Street/Sidewalk/Curb/Gutter	0431005

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$998,796	\$1,074,451	\$1,107,800	\$1,129,112	\$711,332	\$730,146
Operating Expenditures	529,044	532,030	684,765	387,145	647,135	649,135
Capital Expenditures	113,106	387,793	285,100	558,786	178,000	261,200
Total	\$1,640,946	\$1,994,274	\$2,077,665	\$2,075,043	\$1,536,467	\$1,640,481

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	29	28	28	28	16	16
Part-Time	0	0	0	0	0	0
Total	29	28	28	28	16	16

Department:	Division:	Cost Center:
Public Works	Residential	0431015

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$544,751	\$327,988	\$388,678	\$343,102	\$382,843	\$392,675
Operating Expenditures	731,083	635,258	650,310	728,236	671,288	692,288
Capital Expenditures	304,318	385,157	347,823	382,537	418,273	544,627
Total	\$1,580,152	\$1,348,403	\$1,386,811	\$1,453,875	\$1,472,404	\$1,629,590
Personnel						
Full-Time	15	9	9	9	9	9
Part-Time	3	0	0	0	0	0
Total	18	9	9	9	9	9

Department:	Division:	Cost Center:
Public Works	Commercial	0431020

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$299,402	\$304,661	\$318,210	\$318,412	\$330,008	\$338,951
Operating Expenditures	687,739	715,598	659,765	870,498	714,990	724,990
Capital Expenditures	53,386	50,957	127,560	13,177	188,205	195,136
Total	\$1,040,527	\$1,071,216	\$1,105,535	\$1,202,087	\$1,233,203	\$1,259,077
Personnel						
Full-Time	7	7	7	7	7	7
Part-Time	0	0	0	0	0	0
Total	7	7	7	7	7	7

Department:	Division:	Cost Center:
Public Works	Curbside	0431025

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$703,454	\$810,374	\$851,772	\$805,523	\$807,436	\$827,878
Operating Expenditures	159,247	315,097	269,665	271,047	280,940	288,940
Capital Expenditures	102,285	106,777	176,702	212,938	235,587	238,745
Total	\$964,986	\$1,232,248	\$1,298,139	\$1,289,508	\$1,323,963	\$1,355,563

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	20	20	20	20	20	20
Part-Time	1	1	1	1	1	1
Total	21	21	21	21	21	21

Department:	Division:	Cost Center:
Public Works	Recycling	0431030

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$678,839	\$381,065	\$326,456	\$333,693	\$355,439	\$363,997
Operating Expenditures	204,959	155,473	130,660	175,296	148,570	153,570
Capital Expenditures	214,250	80,473	89,957	181,868	212,603	232,535
Total	\$1,098,048	\$617,011	\$547,073	\$690,857	\$716,612	\$750,102

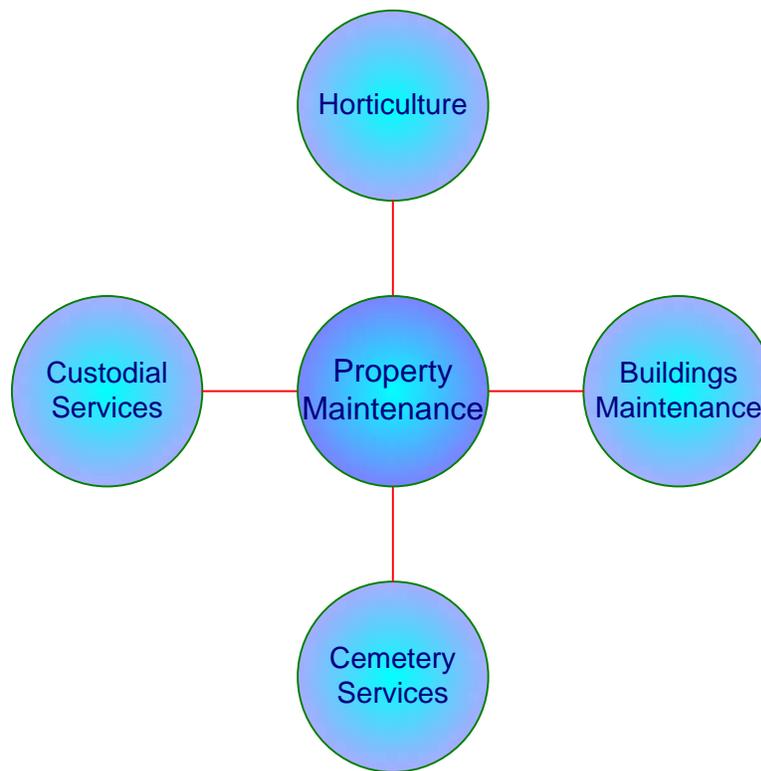
Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	12	8	8	8	8	8
Part-Time	6	2	2	2	2	2
Total	18	10	10	10	10	10

Department:	Division:	Cost Center:
Public Works	Construction	0431045

Expenditures by Category	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	0	0	0	0	421,442	431,872
Operating Expenditures	0	0	0	0	154,200	298,200
Capital Expenditures	0	0	0	0	37,700	37,700
Total	\$0	\$0	\$0	\$0	\$613,342	\$767,772
Personnel						
Full-Time	0	0	0	0	11	11
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	11	11

Division Mission





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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,773,882	\$1,721,151	\$1,655,122	\$1,586,856	\$1,304,936	\$1,338,269
Operating Expenditures	717,478	1,005,635	910,802	943,916	939,655	956,955
Capital Expenditures	992,439	293,938	123,240	231,941	177,769	258,500
Total\$	\$3,483,799	\$3,020,724	\$2,689,164	\$2,762,713	\$2,422,360	\$2,553,724
Personnel						
Full-Time	41	40	33	33	27	27
Part-Time	15	8	8	8	5	5
Total	56	48	41	41	32	32

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.

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.

2007/2008 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:	Division:	Cost Center:
Property Maintenance	Horticulture	0433005

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$981,739	\$959,367	\$875,483	\$836,417	\$637,022	\$653,513
Operating Expenditures	212,194	246,292	208,710	156,220	130,554	131,854
Capital Expenditures	16,279	43,748	3,240	0	35,000	0
Total	\$1,210,212	\$1,249,407	\$1,087,433	\$992,637	\$802,576	\$785,367

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	20	20	15	15	11	11
Part-Time	14	8	8	8	5	5
Total	34	28	23	23	16	16

Department:	Division:	Cost Center:
Property Maintenance	Buildings Maintenance	0433010

Division Mission

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

Expenditures by Category	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$278,702	\$285,677	\$310,746	\$287,395	\$240,982	\$247,954
Operating Expenditures	388,198	430,228	405,529	503,502	517,431	509,431
Capital Expenditures	976,160	250,190	120,000	231,941	130,000	258,500
Total	\$1,643,060	\$966,095	\$836,275	\$1,022,838	\$888,413	\$1,015,885

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	5	5	5	5	4	4
Part-Time	1	0	0	0	0	0
Total	6	5	5	5	4	4

Department:	Division:	Cost Center:
Property Maintenance	Cemetery Services	0433015

Division Mission

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

Expenditures by Category	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$88,568	\$99,117	\$92,488	\$115,037	\$95,659	\$97,192
Operating Expenditures	60,336	216,877	244,293	205,651	239,595	263,595
Capital Expenditures	0	0	0	0	0	0
Total	\$148,904	\$315,994	\$336,781	\$320,688	\$335,254	\$360,787

Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

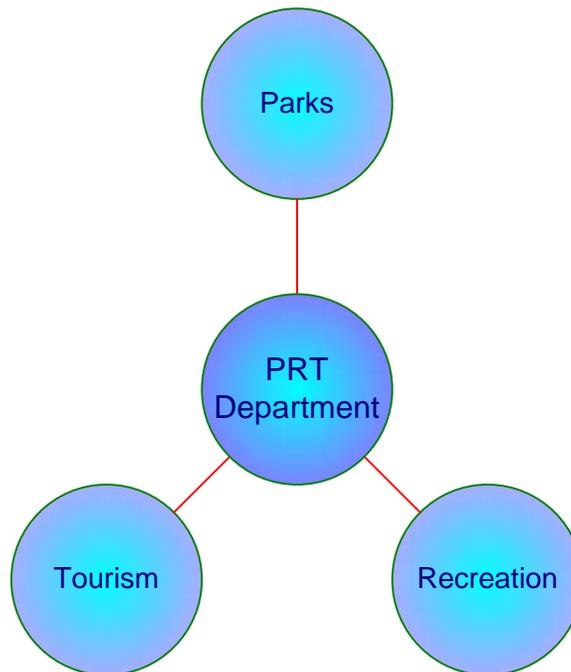
Department:	Division:	Cost Center:
Property Maintenance	Custodial Services	0433020

Division Mission

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

Expenditures by Category	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$424,873	\$376,990	\$376,405	\$348,007	\$331,273	\$339,610
Operating Expenditures	56,750	112,238	52,270	78,543	52,075	52,075
Capital Expenditures	0	0	0	0	12,769	0
Total	\$481,623	\$489,228	\$428,675	\$426,550	\$396,117	\$391,685

Personnel						
Full-Time	14	13	11	11	10	10
Part-Time	0	0	0	0	0	0
Total	14	13	11	11	10	10



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

	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Expenditures by Category	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$2,012,419	\$2,156,268	\$2,631,997	\$2,555,338	\$2,411,870	\$2,454,708
Operating Expenditures	1,276,309	1,562,415	1,737,164	2,261,559	2,283,479	2,313,801
Capital Expenditures	431,799	640,648	447,604	331,633	469,639	1,213,889
Total	\$3,720,527	4,359,331	\$4,816,765	\$5,148,530	\$5,164,988	\$5,982,398

Personnel

Full-Time	37	42	48	48	53	53
Part-Time	85	74	78	78	81	81
Total	122	116	126	126	134	134

Strategic Goals

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.

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.

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.

2007/2008 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.

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.

Department:	Division:	Cost Center:
Parks, Recreation, and Tourism	Parks	0451001

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	1,007,857	1,397,813	1,811,070	1,783,976	1,525,951	1,552,446
Operating Expenditures	595,657	1,143,671	1,261,709	1,730,035	1,765,907	1,795,267
Capital Expenditures	383,044	522,451	347,604	247,156	388,239	983,739
516,800	\$1,986,558	\$3,063,935	\$3,420,383	\$3,761,167	\$3,680,097	\$4,331,452
Personnel						
Full-Time	21	27	33	33	38	38
Part-Time	74	54	58	58	61	61
Total	95	81	91	91	99	99

Department:	Division:	Cost Center:
Parks, Recreation, and Tourism	Recreation	0451010

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	212,826	522,006	582,684	538,040	633,087	645,233
Operating Expenditures	246,069	308,426	335,779	420,343	378,724	378,498
Capital Expenditures	4,593	118,197	100,000	84,477	81,400	225,150
Total	\$463,488	\$948,629	\$1,018,463	\$1,042,860	\$1,093,211	\$1,248,881
Personnel						
Full-Time	9	8	8	8	8	8
Part-Time	11	19	19	19	19	19
Total	20	27	27	27	27	27

Department:	Division:	Cost Center:
Parks, Recreation, and Tourism	Tourism	0451035

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$227,537	\$236,449	\$238,243	\$233,322	\$252,832	\$257,029
Operating Expenditures	106,734	110,318	139,676	111,181	138,848	140,036
Capital Expenditures	0	0	0	0	0	5,000
Total	\$334,271	\$346,767	\$377,919	\$344,503	\$391,680	\$402,065

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	7	7	7	7	7	7
Part-Time	1	1	1	1	1	1
Total	8	8	8	8	8	8



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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,419,123	\$1,425,923	\$1,517,203	\$1,306,033	\$1,470,166	\$1,504,781
Operating Expenditures	34,279	47,541	27,400	43,907	34,400	34,400
Capital Expenditures	0	0	0	0	0	0
Total\$	\$1,453,402	\$1,473,464	\$1,544,603	\$1,349,940	\$1,504,566	\$1,539,181
Personnel						
Full-Time	22	22	22	22	22	22
Part-Time	4	4	4	4	4	4
Total	26	26	26	26	26	26

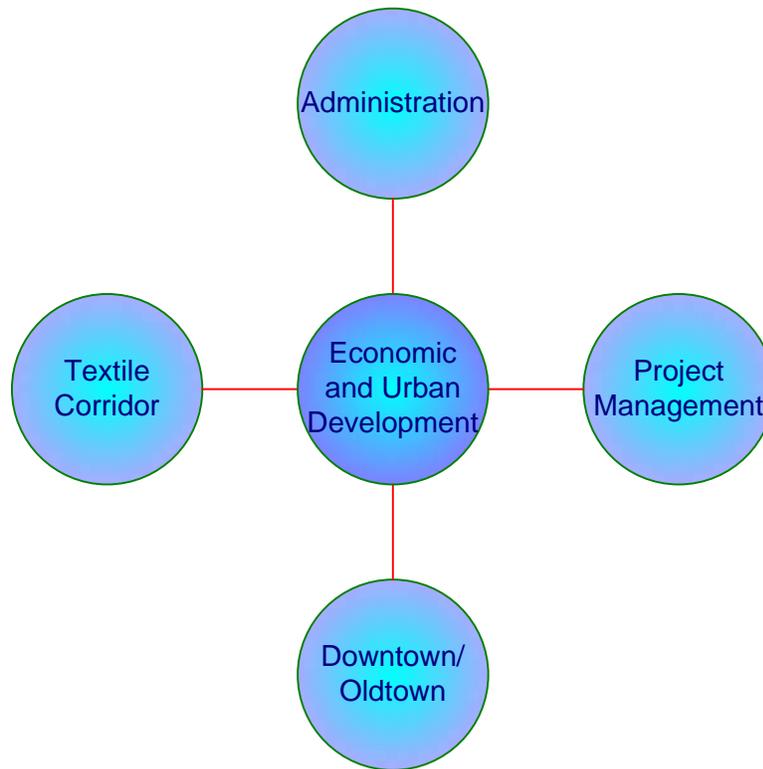
Urban Redevelopment and Housing Department Mission:

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

2007/2008 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 and 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

- 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/Old Town

- Redevelopment and marketing of Textile Corridor
- Administration of Brownfields Assessment

Economic and Urban Development Department Budget:

Program Expenditures

Expenditures by Category	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$573,364	\$586,006	\$631,554	\$899,975	\$631,486	\$659,068
Operating Expenditures	300,646	370,379	428,651	446,678	585,796	751,311
Capital Expenditures	0	14,031	65,000	58,814	237,995	285,000
Total	\$874,010	\$970,416	\$1,125,205	\$1,405,467	\$1,455,277	\$1,695,379

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	12	13	13	13	12	12
Part-Time	1	1	1	1	1	1
Total	13	14	14	14	13	13

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.

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.

2007/2008 Key Issues and Changes:

Effective for Fiscal Year 2007/2008, the Economic and Urban Development Department consists of the Administration and Business Parks, Project Management, Downtown, and Textile Corridor/Old Town Divisions.



CITY OF ROCK HILL, SOUTH CAROLINA

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

	2004/2005	2005/2006	2006/2007	2007/2008	2008./2009
REVENUES:	Actual	Actual	Projected	Budget	Budget
Property taxes	\$17,052,956	\$17,483,442	\$18,775,840	\$20,370,574	\$ 20,841,843
Licenses and permits	7,229,670	7,836,884	8,149,899	8,687,300	8,889,523
Fines and forfeitures	927,019	906,377	1,046,200	1,026,942	1,026,942
Intergovernmental	1,960,589	1,561,024	1,720,757	1,920,000	2,010,000
Charges for services	7,961,733	8,310,097	8,483,258	8,958,822	9,442,375
Investment earnings	33,807	119,246	100,000	110,000	110,000
Other	515,903	847,243	783,152	865,250	874,500
Total revenues	<u>35,681,677</u>	<u>37,064,313</u>	<u>39,059,106</u>	<u>41,938,888</u>	<u>43,195,183</u>
EXPENDITURES					
Current:					
General Government	13,542,321	15,181,441	14,426,492	15,389,459	15,486,465
Public Safety	13,825,826	14,804,147	16,281,968	16,431,993	16,747,662
Public Works	5,700,256	5,411,704	5,678,542	5,857,898	6,130,152
Parks, Recreation and Tourism	3,288,758	3,718,683	4,839,386	4,695,349	4,768,509
Capital outlay	2,725,085	2,287,702	1,656,512	2,693,819	3,435,843
Debt service:					
Principal	405,000	438,393	498,392	485,000	489,230
Interest and fees	253,188	220,918	204,311	180,168	180,168
Capital lease payments	479,017	685,695	1,184,103	1,860,128	1,987,244
Total expenditures	<u>40,219,451</u>	<u>42,748,683</u>	<u>44,769,706</u>	<u>47,593,814</u>	<u>49,225,273</u>
REVENUES OVER (UNDER) EXPENDITURES	<u>(4,537,774)</u>	<u>(5,684,370)</u>	<u>(5,710,600)</u>	<u>(5,654,926)</u>	<u>(6,030,090)</u>
OTHER FINANCING SOURCES:					
Operating transfers in	4,366,371	5,722,793	5,989,039	5,854,926	6,230,090
Operating transfers out	(93,005)				
Total other financing sources	<u>4,273,366</u>	<u>5,722,793</u>	<u>5,989,039</u>	<u>5,854,926</u>	<u>6,230,090</u>
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES	(264,408)	38,423	278,439	200,000	200,000
FUND BALANCE, BEGINNING OF YEAR	<u>3,995,761</u>	<u>3,731,353</u>	<u>3,466,945</u>	<u>3,745,384</u>	<u>3,945,384</u>
FUND BALANCE, END OF YEAR	<u>\$3,731,353</u>	<u>\$3,466,945</u>	<u>\$3,745,384</u>	<u>\$3,945,384</u>	<u>\$4,145,384</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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	447,241	490,957	551,196	394,573	582,152	597,370
Operating Expenditures	393,285	357,639	1,240,804	815,497	1,347,257	1,304,048
Capital Expenditures	73,497	224,710	158,000	2,174,009	138,591	206,162
Non-Operating Expenditures	283,157	335,020	0	0	0	0
Total	\$1,197,180	\$1,408,326	\$1,950,000	\$3,384,079	\$2,068,000	\$2,107,580
Personnel						
Full-Time	12	12	12	12	12	12
Part-Time	0	0	0	0	0	0
Total	12	12	12	12	12	12

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.

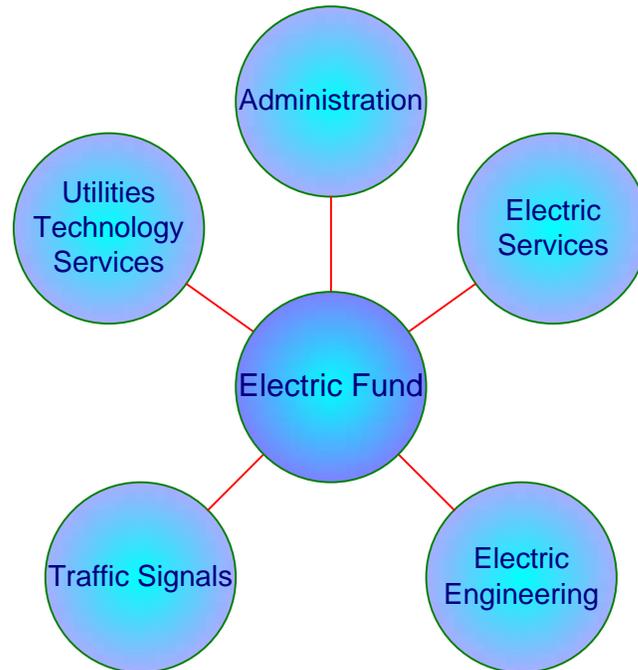
Stormwater Department Mission:

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

2007/2008 Key Issues and Changes:

The Stormwater Department is managed by the Public Works Director and 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

	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Expenditures by Category*	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$2,500,505	\$2,889,068	\$3,013,252	\$2,984,563	\$3,202,068	\$3,295,002
Operating Expenditures	7,786,935	9,637,325	13,741,775	13,366,632	12,488,559	11,886,037
Purchased Power	45,535,777	49,093,083	51,514,346	50,760,014	53,464,346	56,248,251
Capital Expenditures	202,522	844,786	821,420	823,660	2,404,145	2,133,096
Non-Operating Expenditures	2,580,115	2,744,977	0	0	970,488	1,009,114
Total	\$58,605,854	\$65,209,239	\$69,090,793	\$67,934,869	\$72,529,606	\$74,571,500
Personnel						
Full-Time	43	44	46	46	49	49
Part-Time	4	5	4	4	3	3
Total	47	49	50	50	52	52

*includes Non-Departmental and Debt Service Expenditures

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.

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.

2007/2008 Key Issues and Changes:

In Fiscal Year 2007/2008, a Project Specialist is transferred to the Traffic Division from the Finance Customer Service Division, an Information Technology Engineer is added in the Utilities Technology Services Division, and in the same division a part-time Senior Projects Intern position is converted to a full-time Engineering Technician II.

The Electric Fund divisions are in the implementation phases of the wifi and automated meter reading projects this Fiscal Year. These projects will combine to dramatically change the manner in which metered electric and water services are serviced and billed by leveraging state-of-the-art technology.



Department:	Division:	Cost Center:
Utilities	Administration	0435001

Division Mission

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

Expenditures by Category	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$385,354	\$529,135	\$670,187	\$524,127	\$606,255	\$621,337
Operating Expenditures	-3,383,929	-4,545,475	376,370	137,318	182,042	168,077
Capital Expenditures	49,603	18,538	9,600	212,670	8,700	0
Non-Operating Expenditures	2,580,115	2,744,977	0	0	970,488	1,009,114
Total	\$-368,857	\$-1,252,825	\$1,056,157	\$874,115	\$1,767,485	\$1,798,528

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	6	6	8	8	8	8
Part-Time	1	2	1	1	1	1
Total	7	8	9	9	9	9

Department:	Division:	Cost Center:
Utilities	Electric Services	0435075

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	1,132,873	1,357,012	1,276,446	1,235,217	1,235,757	1,266,032
Operating Expenditures	50,148,492	54,515,587	56,866,522	55,490,275	59,248,214	61,538,488
Capital Expenditures	-19,736	679,691	302,020	222,824	1,804,119	1,585,174
Total	51,261,629	56,552,290	58,444,988	56,948,316	62,288,090	64,389,694

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	21	21	21	21	21	21
Part-Time	1	0	0	0	0	0
Total	22	21	21	21	21	21

Department:	Division:	Cost Center:
Utilities	Electric Engineering	0435076

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$494,897	\$231,172	\$245,765	\$239,247	\$326,185	\$348,569
Operating Expenditures	62,098	501,258	803,950	626,652	805,705	876,060
Capital Expenditures	114	6,682	26,200	10,232	19,490	35,725
Total	\$557,109	\$739,112	\$1,075,915	\$876,131	\$1,151,380	\$1,260,354

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	6	4	4	4	4	4
Part-Time	2	0	0	0	0	0
Total	8	4	4	4	4	4

Department:	Division:	Cost Center:
Utilities	Traffic Signals	0435080

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$487,391	\$489,258	\$512,277	\$537,305	\$651,423	\$668,105
Operating Expenditures	270,886	422,628	529,147	520,941	686,205	629,605
Capital Expenditures	171,472	127,738	219,500	210,581	163,000	180,711
Total	\$929,749	\$1,039,624	\$1,260,924	\$1,268,827	\$1,500,628	\$1,478,421

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	10	10	10	10	11	11
Part-Time	0	0	0	0	0	0
Total	10	10	10	10	11	11

Department:	Division:	Cost Center:
Utilities	Utilities Technology Services	0435085

Division Mission

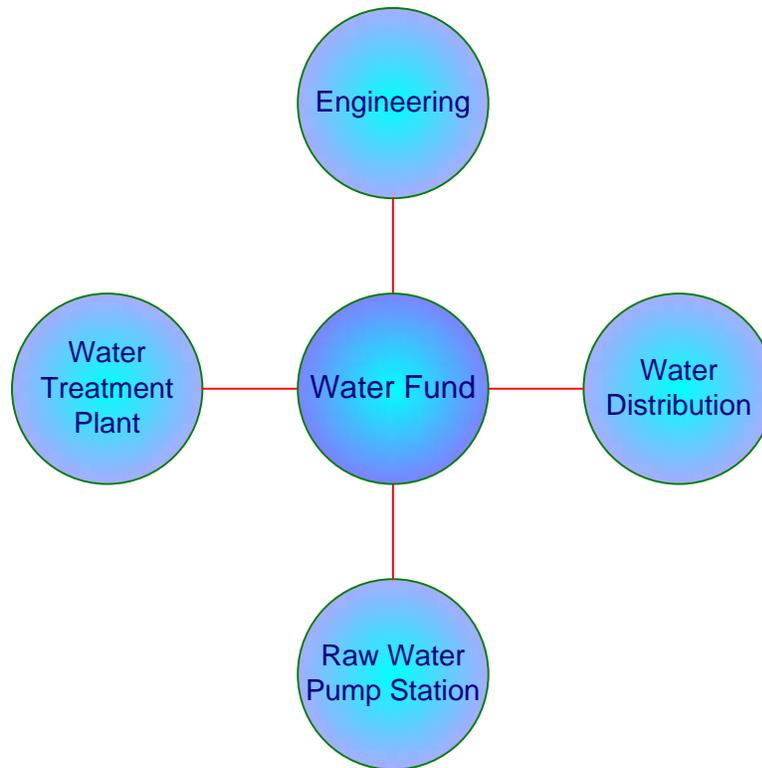
The Utilities Technology Services Division mission is to support technology endeavors in hardware and software for divisions within the Utilities Department primarily, and for other Departments within the Operations Center. The Division provides GIS mapping, right-of-way acquisitions for Utility Infrastructure, 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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$0	\$282,491	\$308,577	\$318,040	\$382,448	\$390,959
Operating Expenditures	0	81,122	492,381	495,939	438,224	394,355
Capital Expenditures	400	6,221	64,100	70,320	408,836	331,486
Total	\$400	\$369,834	\$865,058	\$884,299	\$1,229,508	\$1,116,800

Personnel						
Full-Time	-	3	3	3	5	5
Part-Time	-	3	3	3	2	2
Total	-	6	6	6	7	7







Water Fund Divisional Responsibilities:

Engineering

Project Design
Project Inspection
Project Management
DCC Plans Reviewed
Safety

Water Distribution

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

Raw Water Pump Station

Adherence to EPA Guidelines
Preventative Maintenance
Pump Maintenance

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,533,527	1,462,906	1,631,868	1,499,950	1,779,008	1,857,410
Operating Expenditures	4,581,612	4,973,359	6,339,372	6,338,838	7,212,743	7,093,712
Capital Expenditures	728,790	1,015,382	1,113,100	1,087,877	1,004,371	1,417,106
Non-Operating Expenditures	1,492,489	1,560,899	0	0	2,143,010	2,214,081
Total	\$8,336,418	\$9,012,546	\$9,084,340	\$8,926,665	\$12,139,132	\$12,582,309
Personnel						
Full-Time	32	30	32	32	32	34
Part-Time	1	0	0	0	0	0
Total	33	30	32	32	32	34

**includes Debt Service Expenditures*

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.

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.

2007/2008 Key Issues and Changes:

The wifi/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:	Division:	Cost Center:
Utilities	Water Engineering	0435005

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$286,929	\$117,905	\$71,451	\$55,976	\$223,524	\$227,763
Operating Expenditures	51,714	65,312	59,465	84,393	70,740	58,240
Capital Expenditures	0	0	0	0	0	0
Total	\$338,643	\$183,217	\$130,916	\$140,360	\$294,264	\$286,003

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	5	2	2	2	2	2
Part-Time	1	0	0	0	0	0
Total	6	2	2	2	2	2

Department:	Division:	Cost Center:
Utilities	Water Distribution	0435010

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$743,985	\$831,485	\$1,003,151	\$893,766	\$961,123	\$982,586
Operating Expenditures	797,158	681,917	848,190	806,166	774,035	822,385
Capital Expenditures	609,373	451,446	485,200	420,379	928,760	1,310,817
Total	\$2,150,516	\$1,964,848	\$2,336,541	\$2,120,311	\$2,663,918	\$3,115,788

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	18	18	20	20	20	20
Part-Time	0	0	0	0	0	0
Total	18	18	20	20	20	20

Department:	Division:	Cost Center:
Utilities	Raw Water Pump Station	0435015

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.

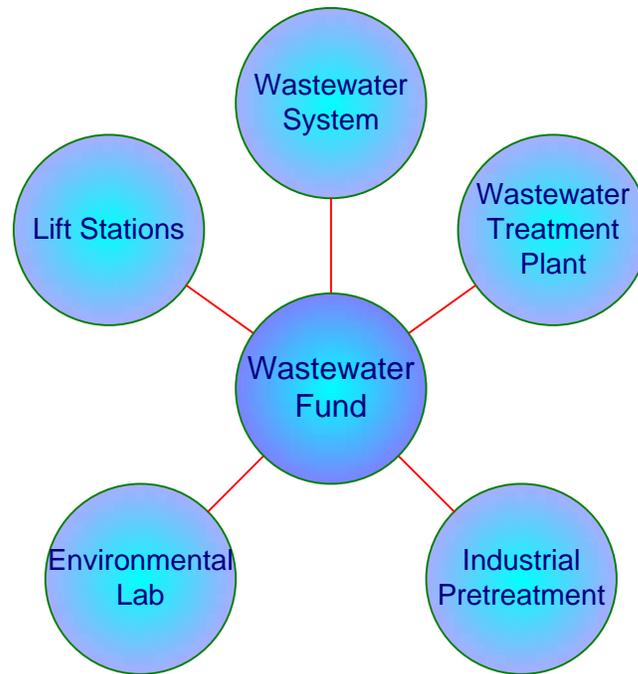
Expenditures by Category	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$198,704	\$260,978	\$247,205	\$235,009	\$263,000	\$270,000
Capital Expenditures	16,648	146,153	588,000	638,625	15,000	15,000
Total	\$215,352	\$407,131	\$835,205	\$873,634	\$278,000	\$285,000
Personnel						
Full-Time	-	-	-	-	-	-
Part-Time	-	-	-	-	-	-
Total	-	-	-	-	-	-

Department:	Division:	Cost Center:
Utilities	Water Treatment Plant	0435030

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$502,613	\$513,516	\$557,266	\$550,217	\$594,361	\$647,061
Operating Expenditures	938,504	1,151,172	1,327,887	1,319,881	1,283,358	1,313,245
Capital Expenditures	84,021	415,092	39,500	28,873	60,211	90,889
Total	\$1,525,138	\$2,079,780	\$1,924,653	\$1,898,971	\$1,937,930	\$2,051,195
Personnel						
Full-Time	9	10	10	10	10	10
Part-Time	0	0	0	0	0	0
Total	9	10	10	10	10	10



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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	1,588,451	1,725,283	1,960,592	1,851,153	2,021,301	2,055,724
Operating Expenditures	1,914,700	6,659,440	8,125,598	7,985,151	9,122,578	8,669,607
Capital Expenditures	533,996	831,580	1,404,923	1,599,943	1,686,193	3,881,805
Non-Operating Expenditures	2,619,328	2,698,195	0	0	2,741,428	2,990,364
Total	\$6,656,475	11,914,498	\$11,491,113	11,436,247	\$15,571,500	17,597,500
Personnel						
Full-Time	34	34	34	34	34	34
Part-Time	2	2	2	2	2	2
Total	36	36	36	36	36	36

**includes Debt Service Expenditures*

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.

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.

2007/2008 Key Issues and Changes:

Major capital projects in the Sewer Fund which have impact/funding from the 2007/2008 Operating Budget include the Rollingwood Sewer, Sewerline Replacement, and Airport Sewer capital projects. Collectively, these projects combine for over \$1.4 million in Operating Budget funding for 2007/2008, and projected over \$3.6 million for 2008/2009.

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 necessary land has been identified and land acquisition has commenced.

Department:	Division:	Cost Center:
Utilities	Wastewater System	0435035

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$508,350	\$543,257	\$735,714	\$624,041	\$758,092	\$775,084
Operating Expenditures	890,428	715,330	861,695	356,716	757,850	642,700
Capital Expenditures	380,217	245,540	1,151,400	1,293,017	1,540,418	3,731,779
Total	\$1,778,995	\$1,504,127	\$2,748,809	\$2,273,774	\$3,056,360	\$5,149,563

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	13	16	16	16	16	16
Part-Time	1	1	1	1	1	1
Total	14	17	17	17	17	17

Department:	Division:	Cost Center:
Utilities	Wastewater Treatment Plant	0435055

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Projected	2007/2008 Approved	2008/2009 Projected
Personnel Expenditures	\$691,636	\$762,611	\$804,181	\$808,303	\$833,494	\$841,300
Operating Expenditures	2,077,065	2,227,810	2,268,750	2,291,247	2,220,025	2,243,625
Capital Expenditures	153,779	497,262	220,208	306,926	101,000	101,000
Total	\$2,922,480	\$3,487,683	\$3,293,139	\$3,406,476	\$3,154,519	\$3,185,925

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	13	13	13	13	13	13
Part-Time	1	1	1	1	1	1
Total	14	14	14	14	14	14

Department:	Division:	Cost Center:
Utilities	Industrial Pretreatment	0435060

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$66,593	\$79,423	\$86,034	\$82,910	\$84,192	\$86,490
Operating Expenditures	12,659	9,530	67,329	16,713	66,839	66,839
Capital Expenditures	0	3,294	13,000	0	11,000	11,000
Total	\$79,252	\$92,247	\$166,363	99,623	\$162,031	\$164,329
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

Department:	Division:	Cost Center:
Utilities	Environmental Monitoring	0435065

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$195,291	\$226,725	\$231,415	\$236,786	\$238,966	\$246,296
Operating Expenditures	102,332	90,248	216,000	110,632	208,860	208,860
Capital Expenditures	0	3,066	10,315	0	23,775	5,315
Total	\$297,623	\$320,039	\$457,730	\$347,418	\$471,601	\$460,471
Personnel						
Full-Time	4	4	4	4	4	4
Part-Time	0	0	0	0	0	0
Total	4	4	4	4	4	4

Department:	Division:	Cost Center:
Utilities	Lift Stations	0435070

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	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$126,581	\$113,267	\$103,248	\$99,113	\$106,557	\$106,554
Operating Expenditures	504,558	550,465	598,195	988,857	637,427	642,527
Capital Expenditures	0	0	10,000	0	10,000	32,711
Total	\$631,139	\$663,732	\$711,443	\$1,087,970	\$753,984	\$781,792

Personnel	2004/2005	2005/2006	2006/2007	2006/2007	2007/2008	2008/2009
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2





CITY OF ROCK HILL, SOUTH CAROLINA

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

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
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	<u>15,306,868</u>	<u>521,017</u>	<u>15,827,885</u>
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

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 63,098,294		\$ 63,098,294
Water sales	10,282,482		10,282,482
Sewer charges	13,543,404		13,543,404
Impact fees	1,298,119		1,298,119
Storm water charges		\$ 1,810,218	1,810,218
Other user charges	4,081,140	7,136	4,088,276
Total operating revenues	<u>92,303,439</u>	<u>1,817,354</u>	<u>94,120,793</u>
OPERATING EXPENSES:			
Purchased power	49,093,083		49,093,083
System operations	13,843,300	685,539	14,528,839
Depreciation and amortization	7,450,875	335,020	7,785,895
General and administrative	5,826,429		5,826,429
Total operating expenses	<u>76,213,687</u>	<u>1,020,559</u>	<u>77,234,246</u>
OPERATING INCOME (LOSS)	<u>16,089,752</u>	<u>796,795</u>	<u>16,886,547</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	1,084,353	40,211	1,124,564
Interest expense	(3,294,481)	(46,088)	(3,340,569)
Gain (loss) on disposal of fixed assets	(8,582)		(8,582)
Total nonoperating revenues (expenses)	<u>(2,218,710)</u>	<u>(5,877)</u>	<u>(2,224,587)</u>
INCOME BEFORE CONTRIBUTIONS AND TRA	13,871,042	790,918	14,661,960
CAPITAL CONTRIBUTIONS - Developers and gi	3,908,429	684,912	4,593,341
CAPITAL CONTRIBUTIONS - General Fund	209,447		209,447
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(4,685,978)</u>		<u>(4,685,978)</u>
CHANGE IN NET ASSETS	13,567,940	1,475,830	15,043,770
TOTAL NET ASSETS - BEGINNING	<u>147,527,505</u>	<u>6,663,250</u>	<u>154,190,755</u>
TOTAL NET ASSETS - END	<u>\$161,095,445</u>	<u>\$ 8,139,080</u>	<u>\$169,234,525</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, 2007, PROJECTED

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 65,323,825		\$ 65,323,825
Water sales	10,137,762		10,137,762
Sewer charges	13,971,173		13,971,173
Impact fees	1,222,000		1,222,000
Storm water charges		\$ 2,104,047	2,104,047
Other user charges	3,724,145	7,000	3,731,145
Total operating revenues	<u>94,378,905</u>	<u>2,111,047</u>	<u>96,489,952</u>
OPERATING EXPENSES:			
Purchased power	50,760,014		50,760,014
System operations	13,691,726	897,576	14,589,302
Depreciation and amortization	7,650,000	340,000	7,990,000
General and administrative	5,058,484		5,058,484
Total operating expenses	<u>77,160,224</u>	<u>1,237,576</u>	<u>78,397,800</u>
OPERATING INCOME (LOSS)	<u>17,218,681</u>	<u>873,471</u>	<u>18,092,152</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	1,400,000	10,000	1,410,000
Interest expense	(3,300,000)	(225,000)	(3,525,000)
Gain (loss) on disposal of fixed assets	(10,000)	(10,000)	(20,000)
Total nonoperating revenues (expenses)	<u>(1,910,000)</u>	<u>(225,000)</u>	<u>(2,135,000)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	15,308,681	648,471	15,957,152
CAPITAL CONTRIBUTIONS	3,500,000	500,000	4,000,000
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,989,039)</u>		<u>(5,989,039)</u>
CHANGE IN NET ASSETS	13,084,642	1,148,471	14,233,113
TOTAL NET ASSETS - BEGINNING	<u>161,095,445</u>	<u>8,139,080</u>	<u>169,234,525</u>
TOTAL NET ASSETS - END	<u>\$ 174,180,087</u>	<u>\$ 9,287,551</u>	<u>\$ 183,467,638</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	\$ 68,425,106		\$ 68,425,106
Water sales	11,079,432		11,079,432
Sewer charges	14,400,000		14,400,000
Impact fees	1,300,000		1,300,000
Storm water charges		\$2,068,000	2,068,000
Other user charges	4,420,700		4,420,700
Total operating revenues	<u>99,625,238</u>	<u>2,068,000</u>	<u>101,693,238</u>
 OPERATING EXPENSES:			
Purchased power	53,464,346		53,464,346
System operations	25,477,867	1,529,291	27,007,158
General and administrative	5,104,372		5,104,372
Total operating expenses	<u>84,046,585</u>	<u>1,529,291</u>	<u>85,575,876</u>
 OPERATING INCOME (LOSS)	<u>15,578,653</u>	<u>538,709</u>	<u>16,117,362</u>
 NONOPERATING REVENUES (EXPENSES):			
Principal Payments	(5,437,500)	(318,427)	(5,755,927)
Interest income	615,000		615,000
Interest expense	(4,901,227)	(220,282)	(5,121,509)
Total nonoperating revenues (expenses)	<u>(9,723,727)</u>	<u>(538,709)</u>	<u>(10,262,436)</u>
 INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	5,854,926	-	5,854,926
 TRANSFERS OUT	<u>(5,854,926)</u>		<u>(5,854,926)</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 \$7,850,000. 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	\$ 68,425,106		\$ 68,425,106
Water sales	11,079,432		11,079,432
Sewer charges	14,400,000		14,400,000
Impact fees	1,300,000		1,300,000
Storm water charges		\$ 2,068,000	2,068,000
Other user charges	3,724,700		3,724,700
Total operating revenues	<u>98,929,238</u>	<u>2,068,000</u>	<u>100,997,238</u>
OPERATING EXPENSES:			
Purchased power	53,464,346		53,464,346
System operations	14,611,570	1,275,239	15,886,809
Depreciation and amortization	7,850,000	425,000	8,275,000
General and administrative	5,009,464		5,009,464
Total operating expenses	<u>80,935,380</u>	<u>1,700,239</u>	<u>82,635,619</u>
OPERATING INCOME (LOSS)	<u>17,993,858</u>	<u>367,761</u>	<u>18,361,619</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	1,400,000	10,000	1,410,000
Interest expense	(3,300,000)	(225,000)	(3,525,000)
Gain (loss) on disposal of fixed assets	(10,000)		(10,000)
Total nonoperating revenues (expenses)	<u>(1,910,000)</u>	<u>(215,000)</u>	<u>(2,125,000)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	16,083,858	152,761	16,236,619
CAPITAL CONTRIBUTIONS	3,500,000	500,000	4,000,000
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,854,926)</u>		<u>(5,854,926)</u>
CHANGE IN NET ASSETS	13,993,932	652,761	14,646,693
TOTAL NET ASSETS - BEGINNING	<u>174,180,087</u>	<u>9,287,551</u>	<u>183,467,638</u>
TOTAL NET ASSETS - END	<u>\$ 188,174,019</u>	<u>\$ 9,940,312</u>	<u>\$ 198,114,331</u>

Note: Presented on a GAAP basis.

CITY OF ROCK HILL, SOUTH CAROLINA

INCOME STATEMENT - BUDGET BASIS
 FOR THE YEAR ENDED JUNE 30, 2009, PROJECTED

	<u>Business-type Activities - Enterprise Funds</u>		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 70,445,000		\$ 70,445,000
Water sales	11,522,609		11,522,609
Sewer charges	16,400,000		16,400,000
Impact fees	1,325,000		1,325,000
Storm water charges		\$ 2,107,580	2,107,580
Other user charges	4,443,700		4,443,700
Total operating revenues	<u>104,136,309</u>	<u>2,107,580</u>	<u>106,243,889</u>
OPERATING EXPENSES:			
Purchased power	56,248,251		56,248,251
System operations	27,553,935	1,561,887	29,115,822
General and administrative	5,104,372		5,104,372
Total operating expenses	<u>88,906,558</u>	<u>1,561,887</u>	<u>90,468,445</u>
OPERATING INCOME (LOSS)	<u>15,229,751</u>	<u>545,693</u>	<u>15,775,444</u>
NONOPERATING REVENUES (EXPENSES):			
Principal Payments	(4,989,999)	(325,411)	(5,315,410)
Interest income	615,000		615,000
Interest expense	(4,641,193)	(220,282)	(4,861,475)
Total nonoperating revenues (expenses)	<u>(9,016,192)</u>	<u>(545,693)</u>	<u>(9,561,885)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	6,213,559	-	6,213,559
TRANSFERS OUT	<u>(6,213,559)</u>		<u>(6,213,559)</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 \$7,920,000. Since actual GAAP financial statements do not include principal payments, nonoperating revenues (expenses), as presented are overstated (compared to a GAAP statement) by \$4,989,999 in order to tie the numbers to the City budget. For a GAAP basis statement of the 2008/2009 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, 2009, PROJECTED

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 70,445,000		\$ 70,445,000
Water sales	11,522,609		11,522,609
Sewer charges	16,400,000		16,400,000
Impact fees	1,325,000		1,325,000
Storm water charges		\$ 2,107,580	2,107,580
Other user charges	3,747,700		3,747,700
Total operating revenues	<u>103,440,309</u>	<u>2,107,580</u>	<u>105,547,889</u>
OPERATING EXPENSES:			
Purchased power	56,248,251		56,248,251
System operations	14,979,039	1,066,475	16,045,514
Depreciation and amortization	7,920,000	450,000	8,370,000
General and administrative	5,181,223		5,181,223
Total operating expenses	<u>84,328,513</u>	<u>1,516,475</u>	<u>85,844,988</u>
OPERATING INCOME (LOSS)	<u>19,111,796</u>	<u>591,105</u>	<u>19,702,901</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	1,400,000	10,000	1,410,000
Interest expense	(3,250,000)	(215,000)	(3,465,000)
Gain (loss) on disposal of fixed assets			-
Total nonoperating revenues (expenses)	<u>(1,850,000)</u>	<u>(205,000)</u>	<u>(2,055,000)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	17,261,796	386,105	17,647,901
CAPITAL CONTRIBUTIONS	4,017,000	420,240	4,437,240
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(6,213,559)</u>		<u>(6,213,559)</u>
CHANGE IN NET ASSETS	15,330,237	806,345	16,136,582
TOTAL NET ASSETS - BEGINNING	<u>188,174,019</u>	<u>9,940,312</u>	<u>198,114,331</u>
TOTAL NET ASSETS - END	<u>\$ 203,504,256</u>	<u>\$ 10,746,657</u>	<u>\$ 214,250,913</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, 2007, the City had total bond debt service outstanding in the amount of \$136,961,144, which consisted of \$107,100,000 for Revenue Bonds, \$2,820,000 for Tax Increment Bonds, \$8,165,000 for General Obligation Bonds, \$10,995,000 in Certificates of Participation, and \$7,881,144 in Stormwater Bonds. Short-term debt consisted of five lease/purchase agreements outstanding in the amount of \$4,829,178.

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: \$14,292,500 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, \$24,312,500 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: \$860,000 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; \$4,800,000 General Obligation Bonds Series 2003 for construction of two new fire stations, and; \$2,505,000 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 a \$950,000 Textile Corridor Tax Increment Bond Anticipation Note issued March 22, 2007, and \$1,650,000 Downtown Tax Increment Bonds, also issued at that time for downtown and Textile Corridor improvements.

Other outstanding Tax Increment Bonds include \$220,000 Tax Increment Bonds, Series 1993, issued for public improvements within the Downtown Redevelopment Project 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 \$10,995,000 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 \$7,881,144 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.

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 \$2.3 million annually in lease-purchase proceeds to finance the purchase of these vehicles.

SHORT TERM DEBT

The City entered into two lease/purchase agreements during Fiscal Year 03/04 in the total amount of \$600,000 for the purchase of two additional automated residential sanitation loaders and five new backhoes. A lease-purchase arrangement for five backhoes followed in Fiscal Year 04/05. Since Fiscal Year 05/06 the City has entered into a larger lease-purchase agreement for several cars and trucks. The current balance on this project is approximately \$4.8 million and continues to be a favorable method of vehicle acquisition.

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 a combination of structured rate increases in the Electric, Water, and Wastewater Funds, and future Utility Revenue Bonds.

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.

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.

Total Assessed Value	\$206,396,667
Debt Limit – 8% of Assessed Value	\$16,511,733
Total Amount of Debt Applicable to Debt Limit	<u>(8,165,000)</u>
Legal Debt Margin	\$ 8,346,733



DEBT SCHEDULES

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 1998A

AMOUNT OF ISSUE	\$ 3,315,000
PRINCIPAL PAYMENTS TO DATE	2,755,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	560,000

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, 2008 thru 2009, as follows:

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	2,890,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	7,460,000

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, 2008 thru 2023, as follows:

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, 2015	472,500		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	2,587,500
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	6,272,500

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, 2008 thru 2021, as follows:

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

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
4.80%	January 1, 2014	450,000	5.00%	January 1, 2021	307,500

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2000A

AMOUNT OF ISSUE	\$7,745,000
PRINCIPAL PAYMENTS TO DATE	2,950,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	4,795,000

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, 2008 thru 2015, as follows:

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
5.125%	January 1, 2011	627,500	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, 2007	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	7,742,500
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	9,517,500

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, 2008 thru 2015, as follows:

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
5.000%	January 1, 2011	1,042,500	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	3,972,292
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	38,680,000

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, 2008 thru 2023, as follows:

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
5.375%	January 1, 2019	1,675,000			

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, 2007	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 1993

AMOUNT OF ISSUE-Downtown Redevelopment Area	\$1,335,000
PRINCIPAL PAYMENTS TO DATE	1,115,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	220,000

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 thru May 1, 2008, as follows:

5.25%	May 1, 2008	220,000
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TAX INCREMENT BONDS, SERIES 2007-A

AMOUNT OF ISSUE	\$ 1,650,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	\$1,650,000

Bonds Issued March 22, 2007

Interest payable annually on the 1st of May to Branch Banking and Trust Company

Principal payable in a lump sum payment on the 1st of May

Bonds Redemption Schedule thru March 22, 2008, as follows:

4.370%	May 1, 2008	65,000	4.370%	May 1, 2012	275,000
4.370%	May 1, 2009	215,000	4.370%	May 1, 2013	295,000
4.370%	May 1, 2010	235,000	4.370%	May 1, 2014	315,000
4.370%	May 1, 2011	250,000			

TAX INCREMENT BOND ANTICIPATION NOTE, SERIES 2007-B

AMOUNT OF ISSUE	\$ 950,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	\$950,000

Bonds Issued March 22, 2007

Interest payable annually on the 22nd of March to Branch Banking and Trust Company

Principal payable in a lump sum payment on the 22nd of March

Bonds Redemption Schedule thru March 22, 2008, as follows:

4.37%	March 22, 2008	\$950,000
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1997 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$1,350,000
PRINCIPAL PAYMENTS TO DATE	490,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	860,000

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:

4.700%	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
5.000%	May 1, 2013	75,000			

2003 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$5,500,000
PRINCIPAL PAYMENTS TO DATE	700,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	4,800,000

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, 2008 thru 2023, as follows:

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
3.500%	April 1, 2015	300,000	4.125%	April 1, 2023	400,000

2005 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$3,150,000
PRINCIPAL PAYMENTS TO DATE	645,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	2,505,000

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, 2008 thru 2012, as follows:

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
3.250%	May 1, 2010	500,000			

2005 CERTIFICATES OF PARTICIPATION

AMOUNT OF ISSUE	\$11,925,000
PRINCIPAL PAYMENTS TO DATE	930,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	10,995,000

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, 2008 thru 2025, as follows:

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
4.00%	January 1, 2016	580,000	4.50%	January 1, 2025	835,000

2005 STORMWATER BONDS, SERIES A

AMOUNT OF ISSUE	\$5,310,559
PRINCIPAL PAYMENTS TO DATE	193,596
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	5,116,963

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, 2007 thru 2026, as follows:

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
3.25%	April 1, 2017	265,089			

2005 STORMWATER BONDS, SERIES B

AMOUNT OF ISSUE	\$2,850,000
PRINCIPAL PAYMENTS TO DATE	85,819
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2007	\$2,764,181

2005 STORMWATER BONDS, SERIES B (continued)

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, 2007 thru 2026, as follows:

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%	May 1, 2017	142,807	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	281,051
	5,781,541
Projects:	
Galleria Fire Station	713,282
Cherry Rd Fire FS # 2	1,982,587
FS # 5 Pumper	229,567
FS # 2 Ladder	602,596
Fire Station # 5 Ladder	384,854
Fire Station # 6	1,808,244
FS # 1 Long term plan	20,136
Costs of issuance	40,275
	5,781,541

Utility Revenue Bond Issue, Series 2003A

Revenues:	
2003A Bond Proceeds at Issuance	41,453,625
Interest Income	2,461,675
Miscellaneous Income	2,569,345
	46,484,645
Projects:	
Sturgis Electrical	40,591
Mt. Gallant Electric	800,000
Traffic Controller Upgrade	1,268,990
Springdale Feeders	200,000
Hwy 901 (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
Primary to Dutchman Creek	166,000
Fiber Optic Network	928,805
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
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

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

Purchase of 70 Acres near Manchester Creek	2,000,000
Rosewood Pump Station Abandon Sewer	429,600
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	865,571
Hagins Fewell Sewer	100,000
Water Plant Upgrade to 36 MGD	15,924,641
Northwest Water Tank	2,600,000
Filter Plant Generator	94,980
Costs of Issuance	127,478
Undesignated	967,053
	<hr/>
	46,484,645



SUMMARY SCHEDULE OF TOTAL DEBT SERVICE REQUIREMENTS

Year	<u>Utilities</u>			<u>Tax Increment</u>			<u>Stormwater</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>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
07/08	\$ 5,437,500	\$ 5,101,226	\$ 10,538,726	\$ 1,235,000	\$ 83,655	\$ 1,318,655	\$ 316,425	\$ 222,286	\$ 538,710	\$ 1,180,000	\$ 732,786	\$ 1,912,786	\$ 14,308,878
08/09	4,990,000	4,841,192	9,831,192	215,000	69,265	284,265	325,411	213,299	538,710	1,210,000	692,366	1,902,366	12,556,533
09/10	4,450,000	4,600,180	9,050,180	235,000	59,869	294,869	334,670	204,040	538,710	1,290,000	649,684	1,939,684	11,823,443
10/11	4,665,000	4,384,511	9,049,511	250,000	49,600	299,600	344,211	194,499	538,710	1,325,000	607,874	1,932,874	11,820,695
11/12	4,887,500	4,168,927	9,056,427	275,000	38,675	313,675	354,042	184,668	538,710	1,365,000	562,299	1,927,299	11,836,110
12/13	5,112,500	3,938,079	9,050,579	295,000	26,657	321,657	364,173	174,537	538,710	875,000	514,736	1,389,736	11,300,683
13/14	5,357,500	3,695,269	9,052,769	315,000	13,766	328,766	374,614	164,096	538,710	895,000	483,674	1,378,674	11,298,919
14/15	5,675,000	3,436,763	9,111,763				385,375	153,336	538,710	945,000	450,063	1,395,063	11,045,535
15/16	6,000,000	3,148,539	9,148,539				396,465	142,245	538,710	970,000	414,206	1,384,206	11,071,455
16/17	6,300,000	2,848,236	9,148,236				407,897	130,813	538,710	1,000,000	375,144	1,375,144	11,062,090
17/18	5,837,500	2,532,659	8,370,159				419,680	119,030	538,710	1,080,000	334,825	1,414,825	10,323,694
18/19	5,345,000	2,242,881	7,587,881				431,827	106,883	538,710	1,005,000	290,500	1,295,500	9,422,091
19/20	4,745,000	1,980,539	6,725,539				444,350	94,361	538,710	1,030,000	250,299	1,280,299	8,544,548
20/21	3,790,000	1,751,411	5,541,411				457,260	81,450	538,710	1,060,000	209,100	1,269,100	7,349,221
21/22	3,650,000	1,573,422	5,223,422				470,570	68,140	538,710	1,135,000	166,350	1,301,350	7,063,482
22/23	3,500,000	1,402,754	4,902,754				484,295	54,415	538,710	1,165,000	120,450	1,285,450	6,726,915
23/24	3,340,000	1,242,094	4,582,094				498,446	40,264	538,710	795,000	73,350	868,350	5,989,154
24/25	2,880,000	1,092,163	3,972,163				513,039	25,671	538,710	835,000	37,575	872,575	5,383,448
25/26	2,405,000	956,875	3,361,875				528,088	10,622	538,710				3,900,585
26/27	2,527,500	836,625	3,364,125				30,305	249	30,554				3,394,679
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	\$ 107,100,000	\$ 58,072,623	\$ 165,172,623	\$ 2,820,000	\$ 341,485	\$ 3,161,485	\$ 7,881,144	\$ 2,384,903	\$ 10,266,046	\$ 19,160,000	\$ 6,965,280	\$ 26,125,280	\$ 204,725,435

SCHEDULE OF UTILITY SYSTEM DEBT SERVICE REQUIREMENTS BY CATEGORY

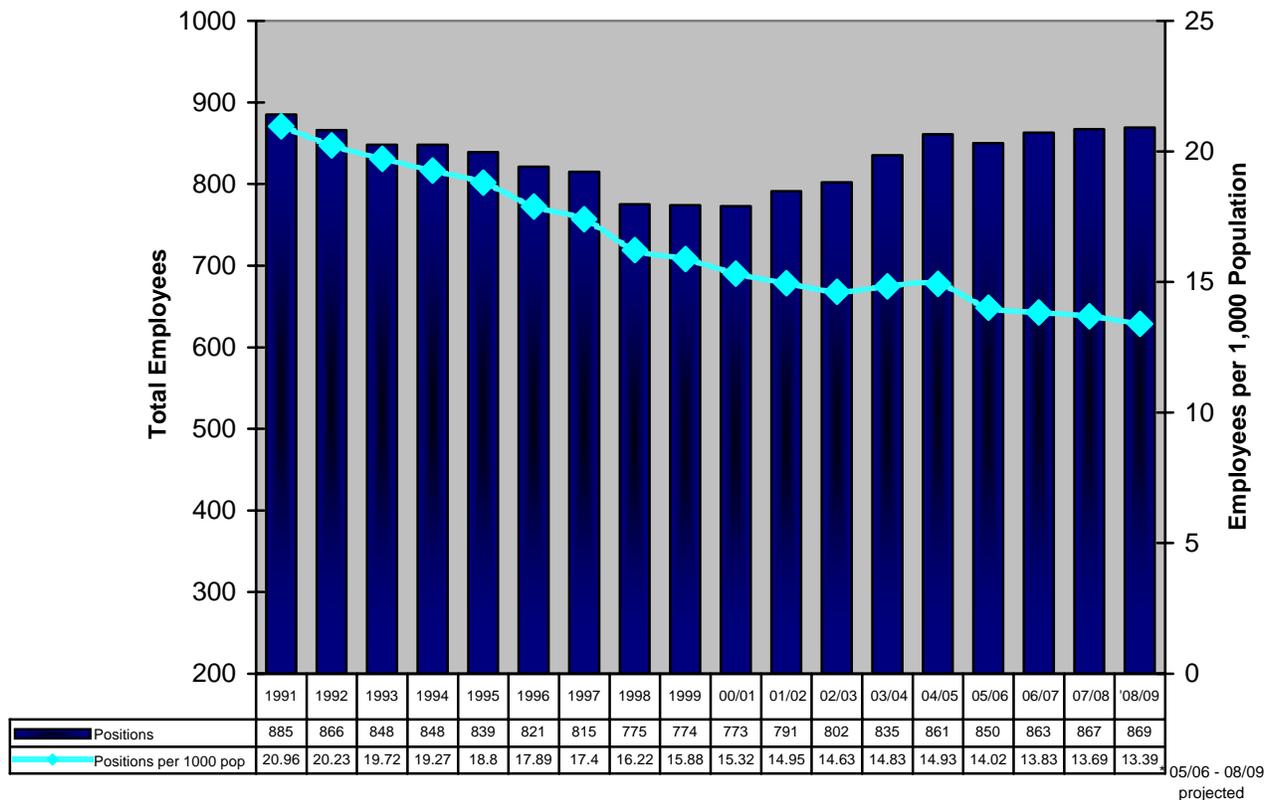
Year	<u>Electric</u>			<u>Water</u>			<u>Wastewater</u>			<u>All</u>
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
07/08	\$ 1,121,171	\$ 1,313,043	\$ 2,434,214	\$ 2,054,779	\$ 1,854,809	\$ 3,909,588	\$ 2,261,550	\$ 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	\$ 28,941,882	\$ 17,828,136	\$ 46,770,019	\$ 38,874,091	\$ 19,874,006	\$ 58,748,097	\$ 39,284,027	\$ 20,370,481	\$ 59,654,508	\$ 165,172,623



The following section provides a comparative picture of staffing changes historically and for the approved FY 07/08 budget, as well as projections for FY 08/09. 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 streamlining of programs. In the General Fund over the last several years, the City has made an effort to primarily add public safety department positions and reduce elsewhere to the extent of a net decrease in staff, indicated by the trend line below.

Employment Efficiencies



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 2007/08, the City has increased only six positions (four are public safety positions) and has eliminated two. Once again, no services have been eliminated.

Two of the six positions represent the conversion of part-time positions to full-time in the Hometown Security office and the Utilities Technology Services division. Another two are traffic officers in the Police Department pending the award of a grant from the Office of Highway Safety. Upon the award of the grant, the two additional officers will strengthen the Traffic Enforcement Unit's ability to provide traffic enforcement, education, and awareness throughout the city. The fifth new position adds to the administrative staff at our Municipal Court in response to pressures from rapidly increasing case-loads. Finally, the sixth position is an Information Technology Engineer in the Utilities Technology Services Division and is necessary to address the demands of new systems including the City's wifi network.

<u>Job Number</u>	<u>Description</u>	<u>2005/06 Actual</u>	<u>2006/07 Auth</u>	<u>2007/08 Approved Positions</u>		<u>2007/08 Approved Budget</u>	<u>2008/09 Projected Positions</u>	<u>2008/09 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		\$110,884	8	\$111,963
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	0	FT		0	
	Deputy City Manager	0	0	1	FT		1	
9149	City Manager	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		4	4	4		\$358,870	4	\$372,681
General Gov't-Public Affairs								
1011	Clerk II	1	1	1	FT		1	
2016	Planner II	1	0	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>0</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		5	5	5		\$190,875	5	\$195,086
General Gov't-Municipal Court								
1023	Office Assistant	0	0	1	FT		1	
1311	Accounting Clerk II	1	0	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	1	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	10		\$388,691	10	\$399,223
General Gov't-Solicitors Office								
1030	Administrative Secretary	0	1	1	FT		1	
4006	Senior Associate Recorder	1	0	0	FT		0	
4007	City Solicitor	1	1	1	FT		1	
4007	City Solicitor	1	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>	
		5	5	5		\$285,174	5	\$293,070
General Gov't-Airport Services								
5325	Maintenance Specialist	0	0	1	FT		1	
1461	Airport Administrator	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	2		\$103,835	2	\$106,940
General Government Total								
	Full Time	21	20	23			23	
	Part Time	10	11	11			11	
		31	31	34		\$1,438,329	34	\$1,478,963

<u>Job Number</u>	<u>Description</u>	<u>2005/06 Actual</u>	<u>2006/07 Auth</u>	<u>2007/08 Approved Positions</u>		<u>2007/08 Approved Budget</u>	<u>2008/09 Projected Positions</u>	<u>2008/09 Projected Budget</u>
Finance								
Finance-Administration								
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		\$142,843	3	\$145,988
Finance-Accounting								
1304	Accountant I	1	1	1	FT		1	
1305	Accountant II	1	0	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	2	2	FT		2	
9869	Special Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		7	7	7		\$288,813	7	\$297,454
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		\$168,616	2	\$173,662
Finance-Purchasing/ Fleet								
1012	Customer Service Clerk I	1	1	1	FT		1	
1202	Warehouse Supervisor	1	1	1	FT		1	
1203	Purchasing Specialist	1	1	1	FT		1	
1204	Senior Warehouse Clerk	2	2	2	FT		2	
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	
9019	Seasonal Crew Worker	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		19	19	19		\$672,435	19	\$692,064
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	0	0	FT		0	
1431	Billing/Customer Svc. Supervisor	0	1	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	0	FT		0	
9859	Intern	<u>2</u>	<u>2</u>	<u>2</u>	PT		<u>2</u>	
		36	36	35		\$1,166,673	35	\$1,200,430

<u>Job Number</u>	<u>Description</u>	<u>2005/06 Actual</u>	<u>2006/07 Auth</u>	<u>2007/08 Approved Positions</u>		<u>2007/08 Approved Budget</u>	<u>2008/09 Projected Positions</u>	<u>2008/09 Projected Budget</u>
Finance-Risk Management								
1412	Customer Service Clerk II	2	2	2	FT		2	
1425	Risk Manager/Safety Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		3	3	3		\$140,091	3	\$144,013
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	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		5	5	5		\$302,306	5	\$311,350
Finance-GIS/Mapping Services								
2001	Planning Technician	0	0	1	FT		1	
3020	GIS Program Analyst II	1	1	0	FT		0	
3018	GIS Manager	1	1	1	FT		1	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		3	3	2		\$109,531	2	\$111,611
Finance Department Total								
	Full Time	71	71	70			70	
	Part Time	<u>7</u>	<u>7</u>	<u>6</u>			<u>6</u>	
		78	78	76		\$2,991,308	76	\$3,076,572
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>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		5	5	5		\$259,750	5	\$265,390
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>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		4	4	4		\$182,264	4	\$187,716
Human Resources Total								
	Full Time	7	7	7			7	
	Part Time	<u>2</u>	<u>2</u>	<u>2</u>			<u>2</u>	
		9	9	9		\$442,014	9	\$453,106

Planning Services		2005/06	2006/07	2007/08		2007/08	2008/09	2008/09
Job Number	Description	Actual	Auth	Approved Positions		Approved Budget	Projected Positions	Projected Budget
Planning Services Administration								
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>	
		2	2	2		\$113,716	2	\$116,640
Long Range Planning/Transportation								
2022	Project Manager	1	0	0	FT		0	
2011	Senior Planner	0	1	1	FT		1	
2016	Planner II	1	1	1	FT		1	
2017	Planner III	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		3	3	3		\$165,659	3	\$170,616
Planning-Airport Services								
1508	Operations Supervisor	1	0	0	PT		0	
1461	Airport Administrator	<u>0</u>	<u>1</u>	<u>0</u>	FT		<u>0</u>	
		1	1	0			0	
Planning & Development Total								
	Full Time	4	5	4			4	
	Part Time	<u>2</u>	<u>1</u>	<u>1</u>			<u>1</u>	
		6	6	5		\$279,375	5	\$287,256
Housing and Neighborhood Services								
Administration								
1312	Accounting Clerk III	0	0	1	FT		1	
1442	Environmental Education Specialist	0	1	0	FT		0	
4061	Housing & Neigh Services Director	0	1	1	FT		1	
2001	Planning Technician II	0	1	1	FT		1	
2016	Planner II	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		0	4	4		\$195,613	4	\$201,466
Neighborhood Empowerment								
4061	Housing & Neigh Services Director	1	0	0	FT		0	
4059	Neigh Empowerment	1	0	0	FT		0	
4060	Neigh. Empowerment Supervisor	0	1	1	FT		1	
5310	Program Supervisor	0	1	1	FT		1	
1462	Senior Projects Intern	<u>2</u>	<u>2</u>	<u>2</u>	PT		<u>2</u>	
		4	4	4		\$156,787	4	\$160,116
Neighborhood Development								
1415	Development Assistant	1	1	1	FT		1	
1442	Environmental Education Specialist	1	0	0	FT		0	
1449	Neigh. Environ. Inspections Superv.	0	1	1	FT		1	
2001	Planning Technician II	1	0	0	FT		0	
2010	Planner	0	0	1	FT		1	
2017	Planner III	1	1	1	FT		1	
2307	Development Coordinator	1	1	1	FT		1	
3006	Project Specialist	1	0	0	FT		0	
6523	Sanitation Superintendent	1	0	0	FT		0	
9003	Environmental Inspector	4	4	4	PT		4	
9884	Special Projects Intern	2	2	1	PT		1	
1462	Senior Projects Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
		13	10	11		\$363,063	11	\$369,632
Housing and Neighborhood Services Total								
	Full Time	9	10	11			11	
	Part Time	<u>8</u>	<u>8</u>	<u>8</u>			<u>8</u>	
		17	18	19		\$715,463	19	\$731,214

<u>Job Number</u>	<u>Description</u>	<u>2005/06 Actual</u>	<u>2006/07 Auth</u>	<u>2007/08 Approved Positions</u>		<u>2007/08 Approved Budget</u>	<u>2008/09 Projected Positions</u>	<u>2008/09 Projected Budget</u>
Police – Administration								
4050	Police Chief	1	1	1	FT		1	
1032	Executive Secretary	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		2	2	2		\$139,838	2	\$144,021
Police – Investigations								
1030	Admin Secretary	1	1	1	FT		1	
3006	Project Specialist	1	1	1	FT		1	
4035	Law Enforcement Victim Advocate	1	1	1	FT		1	
4037	Sexual Assault Nurse Examiner	1	1	1	FT		1	
4040	Police Officer I	1	1	1	FT		1	
4041	Police Officer II	3	7	7	FT		7	
4044	Police Sergeant/Detective	1	2	2	FT		2	
4046	Police Lieutenant	3	3	3	FT		3	
4047	Police Captain	1	1	1	FT		1	
4071	Master Police Officer II	5	5	5	FT		5	
4072	Senior Police Officer	<u>7</u>	<u>8</u>	<u>8</u>	FT		<u>8</u>	
		25	31	31		\$1,296,792	31	\$1,335,587
Police – Patrol								
1030	Admin Secretary	1	1	1	FT		1	
4040	Police Officer I	19	19	19	FT		19	
4041	Police Officer II	28	28	28	FT		28	
4043	Master Police Officer	10	10	10	FT		10	
4044	Police Sergeant/Detective	4	4	4	FT		4	
4046	Police Lieutenant	7	7	7	FT		7	
4047	Police Captain	1	1	1	FT		1	
4071	Master Police Officer II	4	4	4	FT		4	
4072	Senior Police Officer	1	1	1	FT		1	
4034	Warrant Service Officer	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		76	76	76		\$2,762,993	76	\$2,845,652
Police – Support Services								
1011	Clerk II	1	0	0	FT		0	
1022	Secretary	1	1	1	FT		1	
1030	Admin Secretary	2	1	1	FT		1	
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	1	1	FT		1	
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	
2110	Telecommunications Supervisor	1	0	0	FT		0	
4011	Correctional Officer	2	2	2	FT		2	
4012	Correctional Officer II	3	3	3	FT		3	
4013	Master Correctional Officer	1	1	1	FT		1	
4040	Police Officer I	4	4	6	FT		6	
4041	Police Officer II	1	1	1	FT		1	
4043	Master Police Officer	3	3	3	FT		3	
4044	Police Sergeant/Detective	5	5	5	FT		5	
4046	Police Lieutenant	2	2	2	FT		2	
4047	Police Captain	1	1	1	FT		1	
4070	Criminalist	1	0	0	FT		0	
4071	Master Police Officer II	2	2	2	FT		2	
4072	Senior Police Officer	2	2	2	FT		2	
4073	Accreditation Mgr/Grants Mgr	1	1	1	FT		1	
4075	Parking/Customer Service Officer	1	1	1	PT		1	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		59	32	34		\$1,336,176	34	\$1,375,472

<u>Job Number</u>	<u>Description</u>	<u>2005/06 Actual</u>	<u>2006/07 Auth</u>	<u>2007/08 Approved Positions</u>		<u>2007/08 Approved Budget</u>	<u>2008/09 Projected Positions</u>	<u>2008/09 Projected Budget</u>
Police – Information Management								
1011	Clerk II	0	1	1	FT		1	
1030	Admin Secretary	0	1	1	FT		1	
1310	Accounting Clerk I	0	2	2	FT		2	
1311	Accounting Clerk II	0	1	1	FT		1	
1410	Customer Service Technician	0	1	1	FT		1	
1512	IT Engineer II	0	1	1	FT		1	
2104	Telecommunications Operator I	0	7	7	FT		7	
2105	Telecommunications Operator II	0	7	7	FT		7	
2106	Telecommunications Operator III	0	4	4	FT		4	
2110	Telecommunications Supervisor	0	1	1	FT		1	
4070	Criminalist	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		0	27	27		\$840,491	27	\$865,632
Police – Hometown Security								
9879	Special Projects Intern	1	1	0	PT		0	
3006	Project Specialist	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		1	1	1		\$39,878	1	\$41,071
Police Total								
	Full Time	159	165	167			167	
	Part Time	<u>4</u>	<u>4</u>	<u>4</u>			<u>4</u>	
		163	169	171		\$6,416,168	171	\$6,607,435
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)	<u>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		4	4	4		\$214,576	4	\$220,996
Fire-Supression/Emerg Response								
4101	Firefighter I	33	33	30	FT		30	
4102	Firefighter II	18	18	21	FT		21	
4103	Driver-Engineer	21	21	21	FT		21	
4104	Fire Captain	21	21	21	FT		21	
4131	Batallion Chief	<u>3</u>	<u>3</u>	<u>3</u>	FT		<u>3</u>	
		96	96	96		\$3,466,766	96	\$3,570,479
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		\$252,502	6	\$260,057
Fire Total								
	Full Time	106	106	106			106	
	Part Time	<u>0</u>	<u>0</u>	<u>0</u>			<u>0</u>	
		106	106	106		\$3,933,844	106	\$4,051,532

Development Services

Development Svcs. Administration

2033	Development Services Director	1	1	1	FT		1	
1022	Secretary	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		2	2	2		\$126,051	2	\$129,822

Building/Codes

2303	Building Inspector I	1	1	1	FT		1	
2304	Building Inspector II	4	4	4	FT		4	
2308	Building Plans Examiner	1	1	1	FT		1	
2310	Building Official	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		7	7	7		\$332,173	7	\$342,110

Zoning/Current Planning

2001	Planning Technician	1	1	0	FT		0	
2002	Planning Technician II	0	0	1	FT		1	
2011	Senior Planner	1	1	1	FT		1	
2016	Planner II	2	2	2	FT		2	
2017	Planner III	1	1	1	FT		1	
2303	Inspector I	2	2	1	FT		1	
3020	GIS Program Analyst II	0	0	1	FT		1	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
		7	7	8		\$362,342	8	372,672

Permit Application Center

	Permit Technician II	2	2	1	FT		1	
	Permit Technician III	1	1	1	FT		1	
3012	City Engineer I	0	0	1	FT		1	
3016	CIS Technician II	1	1	1	FT		1	
1415	Development Assistant	1	1	1	FT		1	
2308	Building Plans Examiner	1	1	1	FT		1	
3016	CIS Technician II	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		7	7	7		\$254,256	7	\$261,864

Infrastructure

3004	Engineering Technician III	3	3	3	FT		3	
3021	City Engineer II	1	1	1	FT		1	
3024	Engineering Technician I	<u>2</u>	<u>2</u>	<u>2</u>	FT		<u>2</u>	
		6	6	6		\$282,013	6	\$290,449

Development Services Total

Full Time	29	29	29				29	
Part Time	0	0	1				1	
	29	29	30			\$1,356,835	30	\$1,396,917

Public Works

Public Works-Administration

1410	Customer Service Technician	1	1	1	FT		1	
6530	Public Works Director	1	1	1	FT		1	
6505	Construction Maintenance Supv.	0	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		2	2	3		\$138,222	3	\$142,358

Public Works-Street Maintenance

6010	Crew Worker I	4	4	2	FT		2	
6011	Crew Worker II	13	13	7	FT		7	
6020	Crew Leader	1	1	0	FT		0	
6103	Equipment Operator III	3	3	2	FT		2	
6202	Maintenance Mechanic II	1	1	1	FT		1	
6203	Maintenance Mechanic III	1	1	1	FT		1	
6503	Crew Supervisor	2	2	1	FT		1	
6505	Construction Maintenance Supv	2	2	1	FT		1	
6525	Construction Maintenance Supt	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		28	28	16		\$520,267	16	\$535,833

<u>Job Number</u>	<u>Description</u>	<u>2005/06 Actual</u>	<u>2006/07 Auth</u>	<u>2007/08 Approved Positions</u>		<u>2007/08 Approved Budget</u>	<u>2008/09 Projected Positions</u>	<u>2008/09 Projected Budget</u>
Public Works-Residential Waste								
6010	Crew Worker I	0	0	0	FT		0	
6011	Crew Worker II	1	1	1	FT		1	
6015	Sanitation Worker	0	0	0	FT		0	
6105	Refuse Truck Operator I	0	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>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		9	9	9		\$278,835	9	\$287,177
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		\$247,527	7	\$254,931
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		\$590,378	21	\$607,517
Public Works-Recycling/Beautifctn								
1442	Environmental Education Specialist	0	0	0	FT		0	
3006	Project Specialist	0	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	1	1	1	FT		1	
6523	Sanitation Superintendent	0	0	0	FT		0	
9003	Environmental Inspector	0	0	0	PT		0	
9029	Seasonal Crew Leader	1	1	1	PT		1	
9869	Special Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		10	10	10		\$253,594	10	\$260,657
Public Works-Construction								
3024	Engineering Tech I	0	0	1	FT		1	
6010	Crew Worker I	0	0	2	FT		2	
6011	Crew Worker II	0	0	5	FT		5	
6020	Crew Leader	0	0	1	FT		1	
6103	Equipment Operator III	0	0	1	FT		1	
6503	Crew Supervisor	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	11		\$296,328	11	\$305,194
Public Works Total								
	Full Time	74	74	74			74	
	Part Time	<u>3</u>	<u>3</u>	<u>3</u>			<u>3</u>	
		77	77	77		\$2,325,151	77	\$2,393,667

<u>Job Number</u>	<u>Description</u>	<u>2005/06 Actual</u>	<u>2006/07 Auth</u>	<u>2007/08 Approved Positions</u>		<u>2007/08 Approved Budget</u>	<u>2008/09 Projected Positions</u>	<u>2008/09 Projected Budget</u>
Property Maintenance								
Property Maint-Horticulture								
3006	Project Specialist	1	1	1	FT		1	
6010	Crew Worker I	4	2	1	FT		1	
6011	Crew Worker II	2	1	0	FT		0	
6021	Horticulturist I	5	4	3	FT		3	
6022	Horticulturist II	4	3	2	FT		2	
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	5	PT		5	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		28	23	16		\$479,622	16	\$493,256
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	0	0	0	FT		0	
2024	Performance Manager	1	1	1	FT		1	
5325	Maintenance Specialist	2	2	1	FT		1	
6010	Crew Worker I	1	0	0	FT		0	
6032	Crew Worker II	0	1	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>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		5	5	4		\$180,413	4	\$185,811
Property Maint-Cemetery Services								
6020	Crew Leader	1	1	1	FT		1	
	Crew Supervisor II	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		2	2	2		\$69,554	2	\$71,635
Property Maint-Custodial Services								
6002	Custodial Worker II	11	9	8	FT		8	
6020	Crew Leader	1	1	1	FT		1	
6503	Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		13	11	10		\$236,783	10	\$243,866
Property Maintenance Total								
	Full Time	40	33	27	FT		27	
	Part Time	8	8	5	PT		5	
		48	41	32		\$966,372	32	\$994,568
Parks, Recreation, Tourism								
PRT-Tourism								
1023	Office Assistant	1	1	1	FT		1	
1032	Executive Secretary	1	1	1	FT		1	
5309	Recreation Coordinator II	1	1	1	FT		1	
5310	Program Supervisor	2	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		\$347,255	8	\$357,021

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PRT-Recreation								
5303	Center Supervisor I	1	1	1	FT		1	
5304	Center Supervisor II	3	3	3	FT		3	
5310	Program Supervisor	0	0	0	FT		0	
5311	Recreation Superintendent	1	1	1	FT		1	
5314	Program Coordinator	1	1	1	FT		1	
5330	Special Populations Supervisor	2	2	2	FT		2	
9339	Recreation Leader I	6	6	6	PT		6	
9379	Recreation Programmer I	3	3	3	PT		3	
9389	Recreation Programmer II	1	1	1	PT		1	
9539	Recreation Specialist III	<u>9</u>	<u>9</u>	<u>9</u>	PT		<u>9</u>	
		27	27	27		\$503,075	27	\$512,202
PRT- Parks								
1312	Accounting Clerk III	1	1	1	FT		1	
1314	Cashier I	1	1	1	FT		1	
2022	Project Manager	1	1	1	FT		1	
3006	Park Specialist	1	1	1	FT		1	
5302	Park Supervisor II	3	3	3	FT		3	
5305	Center Supervisor III	1	1	1	FT		1	
5306	Recreation Coordinator I	4	4	4	FT		4	
5309	Recreation Coordinator II	1	1	1	FT		1	
5310	Program Supervisor	0	0	1	FT		1	
5311	Recreation Superintendent	1	1	1	FT		1	
5314	Program Coordinator	1	1	1	FT		1	
6005	Utility Worker I	1	0	0	PT		0	
6010	Crew Worker I	4	6	8	FT		8	
6011	Crew Worker II	2	3	4	FT		4	
6020	Crew Leader	3	3	3	FT		3	
6021	Horticulturist I	0	1	2	FT		2	
6022	Horticulturist II	1	2	2	FT		2	
6201	Maintenance Mechanic I	0	1	1	FT		1	
6202	Maintenance Mechanic II	2	2	2	FT		2	
9019	Seasonal Crew Worker	1	1	4	PT		4	
9029	Seasonal Crew Leader	2	1	1	PT		1	
9339	Recreation Leader I	43	43	43	PT		43	
9369	Recreation Leader III	1	1	1	PT		1	
9379	Recreation Programmer I	2	2	2	PT		2	
9389	Recreation Programmer II	1	1	1	PT		1	
9539	Recreation Specialist III	3	8	8	PT		8	
9885	Senior Projects Intern	<u>0</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		81	91	99		\$1,917,727	99	\$1,955,238
Parks, Recreation & Tourism Total								
	Full Time	42	48	53	FT		53	
	Part Time	74	78	81	PT		81	
		116	126	134		\$2,768,057	134	\$2,824,461
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	

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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>	
		19	19	19		\$1,115,719	19	\$1,144,082
Urban Develop & Housing Total								
	Full Time	22	22	22	FT		22	
	Part Time	<u>4</u>	<u>4</u>	<u>4</u>	PT		<u>4</u>	
		26	26	26		\$1,115,719	26	\$1,144,082
Economic and Urban Development								
Administration								
1030	Administrative Secretary	1	1	0	FT		0	
2012	Economic & Urban Develop. Director	1	1	1	FT		1	
2022	Project Manager	2	2	1	FT		1	
2024	Performance Manager	0	0	1	FT		1	
5314	Program Coordinator	0	0	1	FT		1	
9869	Special Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		5	5	5		\$299,908	5	\$308,439
Project Management								
2010	Planner	1	1	1	FT		1	
2022	Project Manager	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		2	2	2		\$131,141	2	\$135,065
Downtown/Oldtown								
2010	Planner	1	1	0	FT		0	
2014	Economic Development Coordinator	0	0	1	FT		1	
2017	Downtown Development Manager	1	1	1	FT		1	
2024	Performance Manager	1	1	0	FT		0	
5314	Program Coordinator	<u>1</u>	<u>1</u>	<u>0</u>	FT		<u>0</u>	
		4	4	2		\$141,370	2	\$145,600
Textile Corridor								
2014	Economic Development Coordinator	1	1	0	FT		0	
2022	Project Manager	1	1	2	FT		2	
2024	Performance Manager	1	1	1	FT		1	
5314	Program Coordinator	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		3	3	4		\$193,715	4	\$199,511
Economic Development Total								
	Full Time	13	13	12			12	
	Part Time	<u>1</u>	<u>1</u>	<u>1</u>			<u>1</u>	
		14	14	13		\$766,134	13	\$788,615
Total Full Time General Fund		597	603	606	FT		606	
Total Part Time General Fund		<u>123</u>	<u>127</u>	<u>126</u>	PT		<u>126</u>	
Total General Fund		720	730	732		\$25,514,769	732	26,228,388

<u>Job Number</u>	<u>Description</u>	<u>2005/06 Actual</u>	<u>2006/07 Auth</u>	<u>2007/08 Approved Positions</u>		<u>2007/08 Approved Budget</u>	<u>2008/09 Projected Positions</u>	<u>2008/09 Projected Budget</u>
Enterprise Funds								
Stormwater Fund								
3002	Engineering Technician I	1	1	1	FT		1	
3003	Engineering Technician II	1	1	1	FT		1	
3004	Engineering Technician III	0	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	1	FT		1	
6101	Equipment Operator I	1	1	1	FT		1	
6122	Equipment Operator II	2	2	2	FT		2	
6103	Equipment Operator III	1	1	2	FT		2	
6503	Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		12	12	12		\$368,673	12	\$379,704
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	1	0	FT		0	
3004	Engineering Tech III	0	1	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>1</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		8	9	8		\$426,531	8	\$438,310
Technology Services								
1510	Information Technology Technician	1	1	1	FT		1	
1512	Information Technology Engineer	1	1	2	FT		2	
3003	Engineering Technician II	1	1	2	FT		2	
9879	Senior Projects Intern	1	1	0	PT		0	
9881	Special Projects Intern	<u>2</u>	<u>2</u>	<u>2</u>	PT		<u>2</u>	
		6	6	7		\$299,336	7	\$305,657
Electric Services								
3003	Engineering Technician II	1	1	1	FT		1	
6422	Lineworker II	1	0	0	FT		0	
6423	Lineworker III	18	19	18	FT		18	
6506	Electric Line Crew Supervisor	1	1	1	FT		1	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		21	21	20		\$843,426	20	\$868,654
Electric Engineering								
1510	Information Technology Technician	0	0	0	FT		0	
2022	Project Manager	1	1	1	FT		1	
3003	Engineering Tech II	0	0	1	FT		1	
3004	Engineering Technician III	1	0	0	FT		0	
3008	Engineering Technician IV	0	1	1	FT		1	
6423	Lineworker III	0	0	1	FT		1	
6529	Assistant Utilities Director	0	0	0	FT		0	
6415	Electronic Service Technician II	1	1	0	FT		0	
6417	Electrical Engineer	0	0	0	FT		0	
1443	City Forester	1	1	1	FT		1	
9879	Special Projects Intern	0	0	0	PT		0	
9881	Senior Projects Intern	<u>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		4	4	5		\$247,638	5	\$255,047

<u>Job Number</u>	<u>Description</u>	<u>2005/06 Actual</u>	<u>2006/07 Auth</u>	<u>2007/08 Approved Positions</u>		<u>2007/08 Approved Budget</u>	<u>2008/09 Projected Positions</u>	<u>2008/09 Projected Budget</u>
Electric Traffic Signals								
3006	Project Specialist	0	0	1	FT		1	
6411	Electronic Service Tech I	2	2	2	FT		2	
6415	Electronic Service Tech II	3	3	3	FT		3	
	Electronic Service Tech III	0	0	1	FT		1	
6516	Electronic Service Tech Supv	1	1	1	FT		1	
6329	Maintenance Technician I	1	1	1	FT		1	
6331	Maintenance Technician III	1	1	1	FT		1	
6420	Line Crew Helper	1	1	1	FT		1	
6423	Lineworker III	1	1	0	FT		0	
6506	Electric Line Crew Supervisor	<u>0</u>	<u>0</u>	<u>1</u>	<u>FT</u>		<u>1</u>	
		10	10	12		\$462,223	12	\$476,054
Water Fund								
Water Engineering								
1512	Information Technology Engineer	0	0	0	FT		0	
3004	Engineering Technician III	0	0	0	FT		0	
3009	Professional Engineer	1	1	0	FT		0	
3022	City Engineer III	0	0	1	FT		1	
6514	Water/Wastewater Superintendent	1	1	1	FT		1	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>0</u>	<u>PT</u>		<u>0</u>	
		2	2	2		\$184,126	2	\$187,140
Utilities-Water Distribution								
6011	Crew Worker II	0	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	8	10	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	20	20		\$579,215	20	\$596,542
Utilities-Water Treatment Plant								
6310	Water Plant Operator I	1	0	0	FT		0	
6311	Water Plant Operator II	2	3	3	FT		3	
6325	Plant Operator III	2	2	2	FT		2	
6360	Maintenance Technician II	1	1	1	FT		2	
6331	Maintenance Technician III	1	1	1	FT		1	
6333	Environmental Lab Tech II	0	0	0	FT		1	
6334	Environmental Lab Tech III	1	1	1	FT		1	
6510	Water Plant Supervisor	1	0	0	FT		0	
6514	Water/Wastewater Superintendent	0	1	1	FT		1	
6551	Maintenance Superintendent	<u>1</u>	<u>1</u>	<u>1</u>	<u>FT</u>		<u>1</u>	
		10	10	10		\$406,345	12	\$448,354
Wastewater Fund								
Utilities-Wastewater System								
3003	Engineering Tech II	1	1	1	FT		1	
6011	Crew Worker II	0	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	3	3	3	FT		3	
6202	Maintenance Mechanic II	5	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>	
		17	17	17		\$471,641	17	\$485,044

<u>Job Number</u>	<u>Description</u>	<u>2005/06 Actual</u>	<u>2006/07 Auth</u>	<u>2007/08 Approved Positions</u>		<u>2007/08 Approved Budget</u>	<u>2008/09 Projected Positions</u>	<u>2008/09 Projected Budget</u>
Utilities-Manch Treatment Plant								
6231	Operations Superintendent	1	1	1	FT		1	
6319	Wastewater Plant Operator I	1	0	0	FT		0	
6320	Wastewater Plant Operator II	3	3	3	FT		3	
6325	Plant Operator III	1	2	2	FT		2	
6330	Maintenance Tech II	3	3	3	FT		3	
6411	Electronic Service Tech I	1	1	1	FT		1	
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		\$545,952	14	\$561,517
Utilities-Industrial Pretreatment								
6335	Industrial Pretreatment Field Tech	<u>2</u>	<u>2</u>	<u>2</u>	FT		<u>2</u>	
		2	2	2		\$65,209	2	\$67,161
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		\$181,719	4	\$187,156
Utilities-Lift Stations								
6330	Maintenance Tech II	<u>2</u>	<u>2</u>	<u>2</u>	FT		<u>2</u>	
		2	2	2		\$67,242	2	\$69,254
Total Enterprise Funds								
	Full Time	123	127	130	FT		132	
	Part Time	<u>7</u>	<u>6</u>	<u>5</u>	PT		<u>5</u>	
		130	133	135		\$5,149,276	137	\$5,325,594
CITYWIDE TOTAL								
	Total Citywide Full Time	720	730	736			738	
	Total Citywide Part Time	<u>130</u>	<u>133</u>	<u>131</u>			<u>131</u>	
	Total	850	863	867		\$30,664,045	869	\$31,553,982



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 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 financing schedule for the purchase or lease-purchase financing for the City fleet.

Impact of Capital Projects on Operating Budget

The operating impact of capital improvements on the 2007/2008 Fiscal Year Budget is \$8,882,338. This figure reflects the costs of the improvements themselves, or the 'direct' costs. Certain significant and non-routine capital expenditures have an additional impact on the operating budget beyond the direct costs, such as those which would require raising tax or other revenues for funding, the hiring of additional staff, or significant and recurring maintenance costs. Most capital projects in this section do not have significant associated indirect costs, or impact, on the operating budget. Two projects that do have significant impact are discussed below.

WiFi Network

The City has deployed a WiFi Mesh Network designed to allow City staff mobile access to the City's servers, data, and telephony equipment which is available on the local area network. This system covers approximately 50 square miles and is being leveraged to operate a wireless automated meter reading system. The operating impact of this project is multi-faceted. Meter staff will be reduced and reorganized. Fire Department mobile hardware will be procured this Fiscal Year for \$144,244. This hardware will allow the Fire Department vehicles to access building plan and hazard information, as well as GIS data such as hydrant location, while en-route to the emergency.

Also related to this project in the Utilities Technology Services division, a new IT Engineer position is approved for this Fiscal Year. The position, including benefits, adds over \$50,000 annually. Also in Utilities Technology Services, related WiFi network hardware is approved this Fiscal Year and next, each year at \$120,000.

New Fire Station 6

CIP plans to relocate the fire suppression component from our Headquarters station and to relocate Fire Station 3 will add the normal direct costs associated with fire station construction. A new fire station in our Airport area will add staffing in addition to the construction costs. Currently slated for 2010/2011, this capital project will add approximately \$750,000 per year for the staffing and operation of that station.

Fiscal Years 2007/2008, 2008/2009 Capital Projects Item Detail

Capital Projects/Items - General Fund

	FY 2007/2008	FY 2008/2009
General Government - Airport Services		
Airport Improvements	50,000	50,000
Finance - Purchasing/Fleet		
Vehicle 363 Replacement	17,839	
Capital lease payment - Backhoes	100,069	98,493
Vehicle 654 Replacement		12,389
Finance - Management Information Systems		
Nortel 8600 Blade Upgrades	17,466	
Disk Storage Expansion to FastT600	55,000	
ISP Distribution Switch	25,500	
Nortel Network Switches	10,000	10,000
Server Replacement	23,850	9,550
Finance - Geographic Information Systems		
GIS Services	35,000	35,000
Housing and Neighborhood Services - Administration		
Land Acquisition	25,000	
Housing and Neighborhood Services – Neighborhood Development		
Grant Match Electric Vehicle Replacement	15,000	
Vehicle 19 Replacement	12,389	
Vehicle 404 Replacement	17,466	
Vehicle 211 Replacement		13,269
Housing and Neighborhood Services – Neighborhood Empowerment		
Neighborhood Improvements	45,000	
Highland Park Master Plan Implementation		40,000
Sunset Park/Crawford Rd.		35,000
Police – Administration		
800 MHz System Capital Lease Pmt. Police Portion	145,000	145,000
Police Vehicle Capital Lease Payments	268,607	375,158
Vehicle Add-ons	120,000	120,000
Police Narcotics Vehicles	35,000	35,000
Police – Investigations		
Traffic Officer Vehicles - (pending grant award)	50,000	
Fire – Administration		
Fire Station Land Acquisition	265,500	
Fire Sta. construction – Operating Budget component	674,000	685,000
Fire - Fire Fighting/Suppression		
800 MHz System Capital Lease Pmt. Fire Portion	30,000	30,000
Fire Apparatus Capital Lease Payments	173,596	225,758

	FY 2007/2008	FY 2008/2009
Fire - Fire Prevention/Inspection		
Vehicle 172 Replacement		25,000
Development Services – Zoning/Current Planning		
Large Format Scanner/Printer	25,000	
Public Works - Street/Sidewalk/Curb/Gutter		
Subsurface Repair/Hallmark Glen	55,000	
Tandem Dump Truck Replacement - Capital Lease Pmt.	12,500	12,500
Dump Truck Veh. 480 Replacement - Cap. Lease Pmt.	6,000	6,000
Dump Truck Veh. 352 Replacement - Cap. Lease Pmt.	6,000	6,000
New sidewalks	75,000	75,000
Road Reclamation Projects		100,000
Public Works - Residential Sanitation		
Residential Sanitation Vehicles Capital Lease Pmts	417,621	543,977
Public Works - Commercial Sanitation		
Commercial Sanitation Vehicles Capital Lease Pmts	187,405	194,336
Public Works – Curbside		
Vehicle 358 Replacement	12,269	
Curbside Sanitation Vehicles Capital Lease Pmts	207,568	222,995
Public Works – Recycling		
Recycling Vehicles Capital Lease Payments	211,853	231,785
Public Works – Construction		
Tandem Dump Truck 100 Capital Lease Payment	12,500	12,500
Dump Truck 353 Capital Lease Payment	7,700	7,700
Flat Bed Dump Truck 93 Capital Lease Payment	6,000	6,000
Property Maintenance - Horticulture		
Vehicle 918 Replacement	35,000	
Property Maintenance - Buildings Maintenance		
Roof repairs	30,000	20,000
Facility improvement projects	100,000	100,000
Property Maintenance - Custodial Services		
Vhicle 17 Replacement	12,769	
PRT – Recreation		
Recreation Center Infrastructure	70,000	100,000
McGuirt Auditorium (50% Hospitality Tax)		120,750

PRT - Parks	FY 2007/2008	FY 2008/2009
Utility Cart 9952	8,000	
Vehicle 347 Replacement	20,839	
Walk-behind Mower 1937	5,400	
Mini-bus 240 (Jacob's Law) Capital Lease Pmt.	4,400	4,400
Parks Vehicle 341 Capital Lease Payment	6,000	6,000
Security Cameras/Equipment	16,000	6,000
Tennis Court Resurfacing	24,000	24,000
Park Infrastructure Upgrades	100,000	100,000
Trail Repaving Projects	100,000	50,000
Replace Bridges at Cherry Park (50% Hospitality Tax)	25,000	25,000
Hargett Park Lighting		102,000
Future Rock Hill Regional Park		150,000
India Hook Park		80,000
Outdoor Education Center		50,000
Greenway Project		100,000
Cherry Park Multi-Purpose Field Lighting		50,000
Laser Level		12,000
Infield Machine 980 Replacement		14,000
Top Dresser 6589		15,000
Utility Cart 9960		12,000
Tractor 991		18,000
Utility Cart 9962		10,000
Utility Cart 9961		10,000
Infield Machine 9957		14,000
Walk-behind Mower 1959		5,400
Riding Mower 1936		12,000
Vehicle 308 Replacement		17,339
Economic and Urban Development – Project Management		
Wolwork Walkway/Umbrella Market	40,000	40,000
East Main Street improvements (Phase One)		
Economic and Urban Development – Downtown/Oldtown		
Downtown Streetscape Improvements Phase II	125,000	125,000
Economic and Urban Development - Textile Corridor		
East Town Neighborhood Improvements	42,995	
TEP Grant Match - Whate St. curb/gutter/sidewalk	30,000	40,000
Arcade Mill Site Redevelopment Infrastructure		40,000
East Main Neighborhood Improvements		40,000
Total Capital Projects/Items - General Fund	\$4,249,101	\$ 4,876,299

Capital Projects/Items - Enterprise Funds

	FY 2007/2008	FY 2008/2009
Stormwater Fund		
Vehicle 278 Replacement	20,000	
Vehicle 324 Replacement	14,000	
Street Sweeper Capital Lease Payments	43,478	35,748
Trackhoe Replacement Capital Lease Pmts.	35,700	35,700
Dump Truck 105 Capital Lease Pmts.	7,143	7,143
Utilities - Water Distribution		
Vehicle 376 Replacement	23,780	
Vehicle 307 Replacement	23,780	
Water Distribution Vehicle Capital Lease Payment	13,714	20,714
Small Diameter Water Line Upgrade	120,000	354,915
WiFi System Capital Lease Payment	211,486	211,486
Vehicle 322 Replacement		22,711
Vehicle 306 Replacement		22,711
Vehicle 372 Replacement		24,280
Utilities - Raw Water Pump Station		
Security Upgrades Catawba Raw Water Pump Station		
WAT02 - Auxiliary Backup Generator-Raw Water Intake		
Utilities - Water Treatment Plant		
Forklift for Chemicals	6,000	
Vehicle 356 Replacement	22,211	
Water Plant Grounds Improvements	405,000	525,000
Vehicle 359 Replacement		12,889
SCADA		50,000
Utilities - Wastewater System		
Vehicle 325 Replacement	22,211	
Airport Sewer	60,000	
Rollingwood Sewer	985,455	3,268,779
Sewerline Replacements	400,000	400,000
Utilities - Wastewater Treatment Plant		
Building Improvements	100,000	100,000
Utilities - Environmental Monitoring		
Vehicle 277 Replacement	18,460	
Utilities - Electric Services		
Heckle Blvd. street lighting	100,000	
750 MCM Cable Trailer (Vehicle 345)	15,000	
East View Oaks I and II	275,000	
Convert 4kv to 25kv system	50,000	
Vehicle 368 Replacement	18,571	18,571
Conversion of overhead powerlines to underground	140,000	50,000
Downtown Manhole URD	200,000	200,000
Electric Fund Vehicle Capital Lease Payments	77,248	99,603
Electric Substation	964,000	1,000,000
Springdale Feeders		105,000
Albright Road Widening		134,000

Utilities - Traffic Signals	FY 2007/2008	FY 2008/2009
Replace two Breakers at Delivery 2	55,000	55,000
Substation Cameras	20,000	20,000
Beckwith controllers for regulators	30,000	30,000
Utilities - Utilities Technology Services		
Utility server replacement SCADA-W2003	70,000	
WiFi Network Hardware	120,000	120,000
WiFi System Capital Lease Pmt (Electric Fund portion)	211,486	211,486
Total Capital Projects/Items - Utilities Fund	\$4,633,237	\$7,135,736
Total Capital Projects/Items - All Funds	\$8,882,338	\$12,012,035



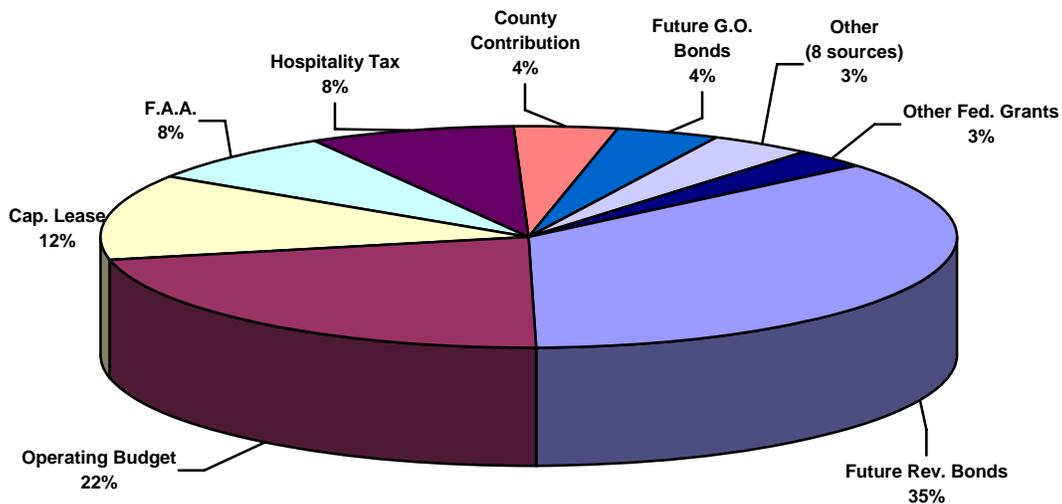
Ten-Year Capital Improvement Plan

This Ten-Year Capital Improvement Plan is for Budget Years 2007/2008 through 2016/2017. 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 \$250 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:

**City of Rock Hill
Ten Year Capital Improvement Program - Funding Source Summary**

Operating Budget Revenues	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Total
Airport Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
City Wide Roof Replacement/Facilities Imp.	130,000	120,000	350,000	220,000	200,000	200,000	200,000	200,000	200,000	200,000	2,020,000
Forest Hills Cemetery Expansion	-	-	-	-	-	400,000	425,000	-	-	-	825,000
Convert Overhead Power Lines to Undergrd.	140,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	590,000
Highway 161 Extension/Dave Lyle Blvd	-	-	-	-	-	200,000	2,000,000	-	-	-	2,200,000
Interstate Lighting Project	-	-	250,000	250,000	250,000	-	-	-	-	-	750,000
New NW Substation	964,000	1,000,000	-	-	-	-	-	-	-	-	1,964,000
SCADA System	-	50,000	300,000	-	-	-	-	-	-	-	350,000
Convert 4 Kv System to 25 Kv System	50,000	-	534,000	200,000	-	305,000	-	305,000	-	-	1,394,000
Albright Road (Black to Heckle)	-	134,000	366,000	-	-	-	-	-	-	-	500,000
East View Oaks I & II	275,000	-	-	-	-	-	-	-	-	-	275,000
Digger Truck Replacement	-	-	120,000	190,000	-	-	-	-	-	-	310,000
Small Diameter Water Line Upgrade	120,000	354,915	-	-	-	-	-	-	-	-	474,915
Restore/Abandon Industrial Sewer Lines	-	-	-	-	2,000,000	-	-	-	-	-	2,000,000
Burgis Creek Sewer Basin Sewer Extension	-	-	-	1,199,919	-	-	-	-	-	-	1,199,919
Hargett Park Light Poles	-	102,000	-	-	-	-	-	-	-	-	102,000
Boyd Hill Center Community/Fitness Rooms	-	-	85,000	850,000	-	-	-	-	-	-	935,000
Northside Pool Bath House	-	-	-	345,000	-	-	-	-	-	-	345,000
Homestead 12 Inch Water Main Extension	-	-	-	625,000	-	-	-	-	-	-	625,000
SC 72 Water Extensions	-	-	140,000	-	-	-	-	-	-	-	140,000
McConnells Hwy 12"/Meadowlakes 8"	-	-	274,500	-	-	-	-	-	-	-	274,500
Highway 5 Water Line Extension	-	-	-	525,000	-	-	-	-	-	-	525,000
City of York Connection	-	-	-	-	-	1,650,000	-	-	-	-	1,650,000
Future Rock Hill Regional Park	-	150,000	-	-	-	-	-	-	-	-	150,000
McGirt Auditorium Lobby and Restrooms	-	120,750	200,000	-	-	-	-	-	-	-	320,750
Boring Rig	-	-	125,000	-	-	-	-	-	-	-	125,000
Downtown manhole URD replacement	200,000	200,000	350,000	-	-	-	-	-	-	-	750,000
Heckle Blvd Street Ltg	100,000	-	-	650,000	-	-	-	-	-	-	750,000
York Tech URD loop	-	-	-	300,000	-	-	-	-	-	-	300,000
Wildcat Projects	-	-	175,000	-	-	-	-	-	-	-	175,000
Oakhurst LS abandonment	-	150,000	-	-	-	-	-	-	-	-	150,000
Gettys Center Improvements	-	250,000	250,000	250,000	250,000	-	-	-	-	-	1,000,000
Hallmark Glen Road Rebuild	55,000	-	-	-	-	-	-	-	-	-	55,000
Road Reclamation Projects	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
New Sidewalks	75,000	75,000	75,000	75,000	-	75,000	75,000	75,000	75,000	75,000	675,000
Full Cost Paving	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
Trail Repaving	100,000	50,000	100,000	50,000	100,000	50,000	100,000	50,000	100,000	50,000	750,000
Park Infrastructure	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Recreation Center Infrastructure	70,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	970,000
Heckle Blvd 16" Water Line	-	-	300,000	-	-	-	-	-	-	-	300,000
SCADA for Filter Plant Upgrade	-	50,000	550,000	-	-	-	-	-	-	-	600,000
Anderson Road/Eden Terrace Water Line	-	-	100,000	-	-	-	-	-	-	-	100,000
Shadowbrook Sewer	-	-	-	200,000	-	-	-	-	-	-	200,000
Aerobic Digesters	-	-	225,000	-	-	-	-	-	-	-	225,000
Fire Station 1/7 - Albright Road	300,500	-	-	-	-	-	-	-	-	-	300,500

Operating Budget Revenues (cont.)	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Total
India Hook Park	-	80,000	400,000	400,000	-	-	-	-	-	-	880,000
Carolina Cycling Center at River Park	-	-	-	-	200,000	200,000	-	-	-	-	400,000
Cherry Park Multi-Purpose Field Lights	-	50,000	-	-	-	-	-	-	-	-	50,000
Bryant Blvd. Road Rebuild	-	-	172,500	-	-	-	-	-	-	-	172,500
Relocate/Rebuild Station #3	674,000	685,000	250,000	-	-	-	-	-	-	-	1,609,000
Greenway Project(s)	-	100,000	30,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	830,000
Springdale Feeders	-	105,000	105,000	105,000	-	-	-	-	-	-	315,000
Manchester Creek outfall replacement	-	-	-	-	-	1,258,719	-	-	-	-	1,258,719
Sewer Line Replacement Program	400,000	-	-	-	-	-	-	-	-	-	400,000
Water Plant Grounds Improvements	405,000	525,000	400,000	-	-	-	-	-	-	-	1,330,000
Rollingwood Connector	985,455	3,268,779	-	-	-	-	-	-	-	-	4,254,234
Paint Elevated Tanks - Laurel Street	-	-	110,500	-	-	-	-	-	-	-	110,500
Paint Elevated Tanks - Herlong	-	-	225,000	-	-	-	-	-	-	-	225,000
Paint Elevated Tanks - Highland Park	-	-	-	-	-	225,000	-	-	-	-	225,000
Ohter Electric Projects	-	-	84,000	184,000	-	1,134,000	-	-	-	-	1,402,000
Street/Intersection Improvements - ETNA	-	-	250,000	-	-	-	-	-	-	-	250,000
High Service Pump Maintenance	-	-	-	300,000	-	-	-	-	-	-	300,000
Catawba River Pump Station	-	-	1,503,800	1,503,800	-	-	-	-	-	-	3,007,600
Multi-Purpose Fields at Cherry Park	-	-	200,000	300,000	-	400,000	-	-	-	-	900,000
Picnic Shelters	-	-	-	120,000	-	-	-	-	-	-	120,000
River Park Outdoor Education Center	-	50,000	250,000	40,000	-	-	-	-	-	-	340,000
Cherry Park Office/Registration Area	-	-	-	-	-	250,000	-	-	-	-	250,000
Station 6 Construction (Airport/Museum Area)	-	-	475,000	750,000	-	-	-	-	-	-	1,225,000
Replace Trackhoe #598	35,700	35,700	35,700	35,700	35,700	-	-	-	-	-	178,500
Southway Drive Roadway Extension	-	144,000	-	-	-	-	-	-	-	-	144,000
Total	\$ 5,529,655	\$ 8,550,144	\$ 10,061,000	\$ 10,468,419	\$ 3,835,700	\$ 7,147,719	\$ 3,600,000	\$ 1,430,000	\$ 1,175,000	\$ 1,125,000	\$ 52,922,637

Hospitality Tax

Greenway Project(s)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Glencairn Garden Renovations	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,500,000
McGirt Auditorium Lobby and Restrooms	-	120,750	-	-	-	-	-	-	-	-	120,750
Cherry Park Multi-Purpose Field Lights	-	300,000	-	-	-	-	-	-	-	-	300,000
Future Rock Hill Regional Park	-	-	500,000	500,000	500,000	500,000	-	-	-	-	2,000,000
Tennis Complex	-	-	140,000	-	-	-	-	-	-	-	140,000
Main, Oakland, & Black St. Improvements	250,000	250,000	-	-	-	-	-	-	-	-	500,000
Trail Repaving	-	50,000	-	50,000	-	50,000	-	50,000	-	50,000	250,000
Hargett Park Light Poles	-	18,000	-	-	-	-	-	-	-	-	18,000
Manchester Meadows Regional Park	872,525	869,025	870,225	870,975	870,050	872,375	869,000	868,750	867,750	869,550	8,700,225
India Hook Park	-	20,000	100,000	100,000	-	-	-	-	-	-	220,000
Carolina Cycling Center at River Park	-	-	-	100,000	100,000	100,000	-	50,000	-	-	350,000
River Park Outdoor Education Center	-	50,000	250,000	40,000	-	-	-	-	-	-	340,000
Cherry Park Office/Registration Area	-	-	-	-	-	250,000	-	-	-	-	250,000
Multi-Purpose Fields at Cherry Park	-	-	200,000	300,000	-	400,000	-	-	-	-	900,000
Total	\$ 1,572,525	\$ 2,127,775	\$ 2,510,225	\$ 2,410,975	\$ 1,920,050	\$ 2,622,375	\$ 1,319,000	\$ 1,418,750	\$ 1,317,750	\$ 1,369,550	\$ 18,588,975

Future Revenue Bonds	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Total
Mt. Gallant Rd (Dave Lyle Blvd to Anderson Rd)	-	600,000	-	-	-	-	-	-	-	-	600,000
Expand Waste Water Plant to 30 MGD	-	-	-	-	-	-	14,000,000	15,000,000	15,000,000	-	44,000,000
Sewer Line Replacement Program	-	4,000,000	-	-	-	-	10,000,000	-	-	-	14,000,000
Church/Neely Road Water Extension	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
Hollis Lake Road 12" Water Main Extension	-	216,600	-	-	-	-	-	-	-	-	216,600
Fort Mill Water Connection II	-	265,000	-	-	-	-	-	-	-	-	265,000
Manchester Creek outfall replacement	-	-	-	-	-	-	980,884	-	-	-	980,884
30" Water Line Conversion	-	1,300,000	-	-	-	-	-	-	-	-	1,300,000
Raw Water Pump Station Upgrade	-	3,500,000	-	-	-	-	-	-	-	-	3,500,000
Operation Center Relocation	-	15,000,000	-	-	-	-	-	-	-	-	15,000,000
Convert 4 Kv System to 25 Kv System	-	-	-	-	-	-	305,000	-	-	-	305,000
Albright Road (Black to Heckle)	-	400,000	-	-	-	-	-	-	-	-	400,000
New NW Substation	-	500,000	-	-	-	-	-	-	-	-	500,000
Small Diameter Water Line Upgrade	-	500,000	-	-	-	-	-	-	-	-	500,000
City of York Connection	-	-	-	-	-	-	400,000	-	-	-	400,000
Hwy 161 - 16" Water Line Extension	-	240,000	-	-	-	-	-	-	-	-	240,000
Wildcat Projects	-	643,400	-	-	-	-	-	-	-	-	643,400
Ohter Electric Projects	-	-	-	-	-	-	1,134,000	-	-	-	1,134,000
Total	\$ -	\$ 28,665,000	\$ -	\$ -	\$ -	\$ -	\$ 26,819,884	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 85,484,884
2003 GO Bonds											
Station 6 Construction (Airport/Museum Area)	-	-	2,700,000	-	-	-	-	-	-	-	2,700,000
Total	\$ -	\$ -	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,700,000
2003A Utility Revenue Bonds											
Saluda Street Master Plan	200,000	-	-	-	-	-	-	-	-	-	200,000
New NW Substation	525,000	-	-	-	-	-	-	-	-	-	525,000
Total	\$ 725,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 725,000
Land and Water Conservation Fund											
Glencairn Garden Renovations	250,000	-	-	-	-	-	-	-	-	-	250,000
Total	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Red River Tax Increment											
River Park Trail Extension into Waterford	162,000	-	-	-	-	-	-	-	-	-	162,000
Dave Lyle/I-77 Interchange Improvements	310,000	-	-	-	-	-	-	-	-	-	310,000
Total	\$ 472,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 472,000
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
So. Cherry Road Widening	-	300,000	-	-	-	-	-	-	-	-	300,000
Rawlinson Rd. (Country Oaks to Cascade)	-	-	105,000	-	-	-	-	-	-	-	105,000
SC 72 (SC 901 to Rambo)	-	-	1,120,000	-	-	-	-	-	-	-	1,120,000
Ebenezer (Frank Gaston to SC 161)	-	-	729,000	-	-	-	-	-	-	-	729,000
Ebinport Rd. (Herlong to Cherry)	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
White St. (Dave Lyle/Cherry/RR Cross)	840,000	-	-	-	-	-	-	-	-	-	840,000
Eden Terrace (Bradley to Anderson)	-	819,000	-	-	-	-	-	-	-	-	819,000
McConnells Hwy (Heckle to SC324)	-	885,000	-	-	-	-	-	-	-	-	885,000
US 21 (I-77 to Sutton)	-	-	500,000	-	-	-	-	-	-	-	500,000
Mt. Gallant Rd. (Anderson Rd. to Celanese Rd.)	-	1,240,000	-	-	-	-	-	-	-	-	1,240,000
Mt. Gallant Rd. (Celanese to Twin Lakes Rd.)	-	-	-	1,184,000	-	-	-	-	-	-	1,184,000
Total	\$ 890,000	\$ 4,794,000	\$ 2,504,000	\$ 1,234,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 9,722,000

Future General Obligation Bonds	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Total
Municipal Court Renovation	-	-	-	70,000	-	800,000	200,000	-	-	-	1,070,000
Therapeutic Center	-	-	-	250,000	2,000,000	2,000,000	-	-	-	-	4,250,000
Operation Center Relocation	-	4,000,000	-	-	-	-	-	-	-	-	4,000,000
Total	\$ -	\$ 4,000,000	\$ -	\$ 320,000	\$ 2,000,000	\$ 2,800,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 9,320,000
Capital Lease Payments											
Commercial Sanitation Truck Replacement	187,407	194,338	200,174	177,018	193,179	214,500	214,500	214,500	232,300	237,300	2,065,216
Fire Department Vehicle Replacement	173,596	225,758	289,645	408,914	473,396	403,351	461,608	470,504	531,567	593,130	4,031,469
50 Ft. Bucket Truck (replacement for 364)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-	-	-	140,000
50 Ft. Bucket Truck (replacement for 340)	15,714	15,714	15,714	15,714	15,714	15,714	15,714	-	-	-	109,998
Upgrade Communications System	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	1,750,000
WiFi System Capital Lease Pmts	422,972	422,972	422,972	422,972	422,972	422,972	422,972	422,972	422,972	422,972	4,229,720
Street Div. Tandem Dumptruck Replacement	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	125,000
Residential Sanitation Truck Replacement	417,621	549,014	464,261	477,696	493,791	518,261	540,696	547,791	558,761	572,196	5,140,088
Recycling Division Truck Replacement	211,853	335,785	189,767	253,100	284,500	286,100	288,500	290,800	292,800	294,133	2,727,338
Police Vehicle Replacement	268,607	375,158	513,286	657,291	654,305	498,093	510,243	501,935	501,140	575,751	5,055,809
Backhoe Replacement Schedule	100,069	98,493	126,000	126,000	126,000	129,000	129,000	129,000	129,000	129,000	1,221,562
Curbside Division Truck Replacement	215,570	300,995	288,114	308,114	342,714	375,714	377,714	387,000	397,000	401,857	3,394,792
Stormwater Capital Lease Payments	7,143	116,714	144,000	144,000	150,667	160,667	160,667	164,714	166,143	168,357	1,383,071
Tandem Dump Truck 100 Replacement	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	125,000
Total	\$ 2,240,552	\$ 2,854,941	\$ 2,873,933	\$ 3,210,819	\$ 3,377,238	\$ 3,244,372	\$ 3,341,614	\$ 3,329,216	\$ 3,431,683	\$ 3,594,696	\$ 31,499,063
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	\$ 18,000,000									
Federal Grant											
Saluda Street Master Plan	375,000	375,000	375,000	375,000	-	-	-	-	-	-	1,500,000
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
Catawba Terrace	130,000	-	-	-	-	-	-	-	-	-	130,000
Greenway Project(s)	490,000	400,000	-	-	-	-	-	-	-	-	890,000
Total	\$ 1,520,000	\$ 1,300,000	\$ 900,000	\$ 900,000	\$ 525,000	\$ 7,770,000					
Impact Fees											
Relocate/Rebuild Station #3	275,000	295,000	305,000	-	-	-	-	-	-	-	875,000
Station 6 Construction (Airport/Museum Area)	-	-	-	250,000	-	-	-	-	-	-	250,000
Station 8 Land/Construction/Equip.	-	-	-	200,000	87,750	3,230,000	-	-	-	-	3,517,750
Total	\$ 275,000	\$ 295,000	\$ 305,000	\$ 450,000	\$ 87,750	\$ 3,230,000	\$ -	\$ -	\$ -	\$ -	\$ 4,642,750
Private Contributions											
Carolina Cycling Center at River Park	-	-	-	-	700,000	700,000	-	100,000	225,000	50,000	1,775,000
Total	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ 700,000	\$ -	\$ 100,000	\$ 225,000	\$ 50,000	\$ 1,775,000
SC Trails Grant											
Greenway Project(s)	-	-	70,000	-	-	-	-	-	-	-	70,000
Total	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000						
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	\$ 1,000,000									

	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Total
State Revolving Loan Fund											
Storm Water Improvements (SRF)	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
Total	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
BAN/Bond Issue Debt Savings											
BAN/Bond Issue Debt Savings	-	-	1,123,224	1,123,893	1,116,997	1,120,635	-	-	-	-	4,484,749
Total	\$ -	\$ -	\$ 1,123,224	\$ 1,123,893	\$ 1,116,997	\$ 1,120,635	\$ -	\$ -	\$ -	\$ -	\$ 4,484,749
Total All Funds	\$ 15,374,732	\$ 55,986,860	\$ 24,947,382	\$ 22,018,106	\$ 15,512,735	\$ 23,340,101	\$ 37,755,498	\$ 23,752,966	\$ 23,624,433	\$ 8,614,246	\$ 250,927,058



City of Rock Hill
Ten Year Capital Improvement Program - Departmental Summary

	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Total
General Govt. - Municipal Court											
Municipal Court Renovation	-	-	-	70,000	-	800,000	200,000	-	-	-	1,070,000
Total	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 800,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 1,070,000
General Govt. - Airport											
Airport Improvements	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,000,000
Total	\$ 2,000,000	\$ 20,000,000									
Community Development Svcs											
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
Saluda Street Master Plan	575,000	375,000	375,000	375,000	-	-	-	-	-	-	1,700,000
Total	\$ 1,100,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 525,000	\$ 6,950,000					
Police Administration											
Police Vehicle Replacement	268,607	375,158	513,286	657,291	654,305	498,093	510,243	501,935	501,140	575,751	5,055,809
Total	\$ 268,607	\$ 375,158	\$ 513,286	\$ 657,291	\$ 654,305	\$ 498,093	\$ 510,243	\$ 501,935	\$ 501,140	\$ 575,751	\$ 5,055,809
Fleet Management											
Backhoe Replacement Schedule	100,069	98,493	126,000	126,000	126,000	129,000	129,000	129,000	129,000	129,000	1,221,562
Total	\$ 100,069	\$ 98,493	\$ 126,000	\$ 126,000	\$ 126,000	\$ 129,000	\$ 1,221,562				
Fire Fighting/Suppression											
Station 6 Construction (Airport/Museum Area)	-	-	3,175,000	1,000,000	-	-	-	-	-	-	4,175,000
Fire Station 1/7 - Albright Road	300,500	-	-	-	-	-	-	-	-	-	300,500
Relocate/Rebuild Station #3 - Mt. Gallant Road	949,000	980,000	555,000	-	-	-	-	-	-	-	2,484,000
Fire Department Vehicle Replacement	173,596	225,758	289,645	408,914	473,396	403,351	461,608	470,504	531,567	593,130	4,031,469
Upgrade Communications System	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	1,750,000
Station 8 Land/Construction/Equip.	-	-	-	200,000	87,750	3,230,000	-	-	-	-	3,517,750
Total	\$ 1,598,096	\$ 1,380,758	\$ 4,194,645	\$ 1,783,914	\$ 736,146	\$ 3,808,351	\$ 636,608	\$ 645,504	\$ 706,567	\$ 768,130	\$ 16,258,719
Public Works Street/Sidewalk/Curb/Gutter											
Hallmark Glen Road Rebuild	55,000	-	-	-	-	-	-	-	-	-	55,000
Road Reclamation Projects	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
New Sidewalks	75,000	75,000	75,000	75,000	-	75,000	75,000	75,000	75,000	75,000	675,000
Full Cost Paving	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
Street Division Tandem Dumptruck replacement	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	125,000
Construction Division - Replace Tandem Dump Truci	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	125,000
Southway Drive Roadway Extension	-	144,000	-	-	-	-	-	-	-	-	144,000
Total	\$ 455,000	\$ 644,000	\$ 500,000	\$ 500,000	\$ 425,000	\$ 500,000	\$ 5,024,000				
Public Works Residential Sanitation											
Residential Automated Garbage Truck Replacement	417,621	549,014	464,261	477,696	493,791	518,261	540,696	547,791	558,761	572,196	5,140,088
Total	\$ 417,621	\$ 549,014	\$ 464,261	\$ 477,696	\$ 493,791	\$ 518,261	\$ 540,696	\$ 547,791	\$ 558,761	\$ 572,196	\$ 5,140,088

	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Total
Public Works Commercial Sanitation											
Commercial Front-Loading Garbage Truck Replacen	187,407	194,338	200,174	177,018	193,179	214,500	214,500	214,500	232,300	237,300	2,065,216
Total	\$ 187,407	\$ 194,338	\$ 200,174	\$ 177,018	\$ 193,179	\$ 214,500	\$ 214,500	\$ 214,500	\$ 232,300	\$ 237,300	\$ 2,065,216
Public Works Curbside											
Curbside Division Truck Replacement	215,570	300,995	288,114	308,114	342,714	375,714	377,714	387,000	397,000	401,857	3,394,792
Total	\$ 215,570	\$ 300,995	\$ 288,114	\$ 308,114	\$ 342,714	\$ 375,714	\$ 377,714	\$ 387,000	\$ 397,000	\$ 401,857	\$ 3,394,792
Public Works Recycling											
Recycling Division Truck Replacement	211,853	335,785	189,767	253,100	284,500	286,100	288,500	290,800	292,800	294,133	2,727,338
Total	\$ 211,853	\$ 335,785	\$ 189,767	\$ 253,100	\$ 284,500	\$ 286,100	\$ 288,500	\$ 290,800	\$ 292,800	\$ 294,133	\$ 2,727,338
Property Maintenance - Buildings Maintenance											
City Wide Roof Replacement/Facilities Improvement	130,000	120,000	350,000	220,000	200,000	200,000	200,000	200,000	200,000	200,000	2,020,000
Total	\$ 130,000	\$ 120,000	\$ 350,000	\$ 220,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,020,000
Property Maintenance - Cemetery											
Forest Hills Cemetery Expansion	-	-	-	-	-	400,000	425,000	-	-	-	825,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 425,000	\$ -	\$ -	\$ -	\$ 825,000
Sotrmwater											
Stormwater Capital Lease Payments	7,143	116,714	144,000	144,000	150,667	160,667	160,667	164,714	166,143	168,357	1,383,071
Total	\$ 7,143	\$ 116,714	\$ 144,000	\$ 144,000	\$ 150,667	\$ 160,667	\$ 160,667	\$ 164,714	\$ 166,143	\$ 168,357	\$ 1,383,071
Utilities Administration											
Operation Center Relocation	-	19,000,000	-	-	-	-	-	-	-	-	19,000,000
Total	\$ -	\$ 19,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,000,000
Water Distribution Maintenance											
Small Diameter Water Line Upgrade	120,000	854,915	-	-	-	-	-	-	-	-	974,915
Homestead 12 Inch Water Main Extension	-	-	-	625,000	-	-	-	-	-	-	625,000
SC 72 Water Extensions	-	-	140,000	-	-	-	-	-	-	-	140,000
WiFi System Water Fund Portion	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	2,114,860
McConnells Hwy 12"/Meadowlakes 8"	-	-	274,500	-	-	-	-	-	-	-	274,500
Anderson Road/Eden Terrace Water Line	-	-	100,000	-	-	-	-	-	-	-	100,000
Total	\$ 331,486	\$ 1,066,401	\$ 725,986	\$ 836,486	\$ 211,486	\$ 211,486	\$ 211,486	\$ 211,486	\$ 211,486	\$ 211,486	\$ 4,229,275
Raw Water Pump Station											
Raw Water Pump Station Upgrade	-	3,500,000	-	-	-	-	-	-	-	-	3,500,000
Heckle Blvd 16" Water Line	-	-	300,000	-	-	-	-	-	-	-	300,000
Water Plant Grounds Improvements	405,000	525,000	400,000	-	-	-	-	-	-	-	1,330,000
Paint Elevated Tanks - Laurel Street	-	-	110,500	-	-	-	-	-	-	-	110,500
Paint Elevated Tanks - Herlong	-	-	225,000	-	-	-	-	-	-	-	225,000
Paint Elevated Tanks - Highland Park	-	-	-	-	-	225,000	-	-	-	-	225,000
Catawba River Pump Station	-	-	1,503,800	1,503,800	-	-	-	-	-	-	3,007,600
Total	\$ 405,000	\$ 4,025,000	\$ 2,539,300	\$ 1,503,800	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 8,698,100
Water Treatment Plant											
Church/Neely Road Water Extension	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
Hollis Lake Road 12" Water Main Extension	-	216,600	-	-	-	-	-	-	-	-	216,600
Fort Mill Water Connection II	-	265,000	-	-	-	-	-	-	-	-	265,000
Highway 5 Water Line Extension	-	-	-	525,000	-	-	-	-	-	-	525,000
City of York Connection	-	-	-	-	-	1,650,000	400,000	-	-	-	2,050,000
30" Water Line Conversion	-	1,300,000	-	-	-	-	-	-	-	-	1,300,000
SCADA for Filter Plant Upgrade	-	50,000	550,000	-	-	-	-	-	-	-	600,000
Hwy 161 - 16" Water Line Extension	-	240,000	-	-	-	-	-	-	-	-	240,000
High Service Pump Maintenance	-	-	-	300,000	-	-	-	-	-	-	300,000
Total	\$ -	\$ 3,571,600	\$ 550,000	\$ 825,000	\$ -	\$ 1,650,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 6,996,600

Wastewater System	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Total
Sewer Line Replacement Program	400,000	4,000,000	-	-	-	-	10,000,000	-	-	-	14,400,000
Restore/Abandon Industrial Sewer Lines	-	-	-	-	2,000,000	-	-	-	-	-	2,000,000
Shadowbrook Sewer	-	-	-	200,000	-	-	-	-	-	-	200,000
Wildcat Projects	-	643,400	175,000	-	-	-	-	-	-	-	818,400
Rollingwood Connector	985,455	3,268,779	-	-	-	-	-	-	-	-	4,254,234
Total	\$ 1,385,455	\$ 7,912,179	\$ 175,000	\$ 200,000	\$ 2,000,000	\$ -	\$ 10,000,000	\$ -	\$ -	\$ -	\$ 21,672,634

Wastewater Treatment Plant

Expand Waste Water Plant to 30 MGD	-	-	-	-	-	-	14,000,000	15,000,000	15,000,000	-	44,000,000
Burgis Creek Sewer Basin Sewer Extension	-	-	-	1,199,919	-	-	-	-	-	-	1,199,919
Manchester Creek outfall replacement	-	-	-	-	-	1,258,719	980,884	-	-	-	2,239,603
Oakhurst LS abandonment	-	150,000	-	-	-	-	-	-	-	-	150,000
Storm Water Improvements (SRF)	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
Aerobic Digesters	-	-	225,000	-	-	-	-	-	-	-	225,000
Replace Trackhoe #598	35,700	35,700	35,700	35,700	35,700	-	-	-	-	-	178,500
Total	\$ 35,700	\$ 1,685,700	\$ 260,700	\$ 1,235,619	\$ 35,700	\$ 1,258,719	\$ 14,980,884	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 49,493,022

Electric Services

Mt. Gallant Road (Dave Lyle Blvd to Anderson)	-	600,000	-	-	-	-	-	-	-	-	600,000
Highway 161 Extension/Dave Lyle Blvd	-	-	-	-	-	200,000	2,000,000	-	-	-	2,200,000
South Cherry Road Widening	-	300,000	-	-	-	-	-	-	-	-	300,000
Interstate Lighting Project	-	-	250,000	250,000	250,000	-	-	-	-	-	750,000
Convert 4 Kv System to 25 Kv System	50,000	-	534,000	200,000	-	305,000	305,000	305,000	-	-	1,699,000
Albright Road (Black to Heckle)	-	534,000	366,000	-	-	-	-	-	-	-	900,000
Springdale Feeders	-	105,000	105,000	105,000	-	-	-	-	-	-	315,000
East View Oaks I & II	275,000	-	-	-	-	-	-	-	-	-	275,000
Digger Truck Replacement	-	-	120,000	190,000	-	-	-	-	-	-	310,000
Boring Rig	-	-	125,000	-	-	-	-	-	-	-	125,000
Downtown manhole URD replacement	200,000	200,000	350,000	-	-	-	-	-	-	-	750,000
Heckle Blvd Street Ltg	100,000	-	-	650,000	-	-	-	-	-	-	750,000
York Tech URD loop	-	-	-	300,000	-	-	-	-	-	-	300,000
Rawlinson Rd. (Country Oaks to Cascade)	-	-	105,000	-	-	-	-	-	-	-	105,000
SC 72 (SC 901 to Rambo)	-	-	1,120,000	-	-	-	-	-	-	-	1,120,000
Ebenezer (Frank Gaston to SC 161)	-	-	729,000	-	-	-	-	-	-	-	729,000
Ebinport Rd. (Herlong to Cherry)	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
White St. (Dave Lyle/Cherry/RR Cross)	840,000	-	-	-	-	-	-	-	-	-	840,000
Eden Terrace (Bradley to Anderson)	-	819,000	-	-	-	-	-	-	-	-	819,000
McConnells Hwy (Heckle to SC324)	-	885,000	-	-	-	-	-	-	-	-	885,000
US 21 (I-77 to Sutton)	-	-	500,000	-	-	-	-	-	-	-	500,000
50 Ft. Bucket Truck (replacement for 364)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-	-	-	140,000
50 Ft. Bucket Truck (replacement for 340)	15,714	15,714	15,714	15,714	15,714	15,714	15,714	-	-	-	109,998
Convert Overhead Power Lines to Underground	140,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	590,000
Mt. Gallant Rd. (Anderson Rd. to Celanese Rd.)	-	1,240,000	-	-	-	-	-	-	-	-	1,240,000
Mt. Gallant Rd. (Celanese Rd. to Twin Lakes Rd.)	-	-	-	1,184,000	-	-	-	-	-	-	1,184,000
New NW Substation	1,489,000	1,500,000	-	-	-	-	-	-	-	-	2,989,000
Catawba Terrace	130,000	-	-	-	-	-	-	-	-	-	130,000
Ohter Electric Projects	-	-	84,000	184,000	-	1,134,000	1,134,000	-	-	-	2,536,000
WiFi System Electric Portion	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	2,114,860
BAN/Bond Issue Debt Savings	-	-	1,123,224	1,123,893	1,116,997	1,120,635	-	-	-	-	4,484,749
Total	\$ 3,471,200	\$ 7,980,200	\$ 5,808,424	\$ 4,484,093	\$ 1,664,197	\$ 3,056,835	\$ 3,736,200	\$ 566,486	\$ 261,486	\$ 261,486	\$ 31,290,607

	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Total
Traffic Signals											
SCADA System	-	50,000	300,000	-	-	-	-	-	-	-	350,000
Total	\$ -	\$ 50,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Recreation											
McGirt Auditorium Lobby and Restrooms	-	241,500	200,000	-	-	-	-	-	-	-	441,500
Boyd Hill Center Community and Fitness Rooms	-	-	85,000	850,000	-	-	-	-	-	-	935,000
Therapeutic Center	-	-	-	250,000	2,000,000	2,000,000	-	-	-	-	4,250,000
Recreation Center Infrastructure	70,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	970,000
Total	\$ 70,000	\$ 341,500	\$ 385,000	\$ 1,200,000	\$ 2,100,000	\$ 2,100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 6,596,500
Parks											
Manchester Meadows Regional Park	872,525	869,025	870,225	870,975	870,050	872,375	869,000	868,750	867,750	869,550	8,700,225
Greenway Project(s)	590,000	600,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,790,000
Tennis Complex	-	-	140,000	-	-	-	-	-	-	-	140,000
Glencairn Garden Renovations	600,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,750,000
Hargett Park Light Poles	-	120,000	-	-	-	-	-	-	-	-	120,000
Cherry Park Multi-Purpose Field Lights	-	350,000	-	-	-	-	-	-	-	-	350,000
Future Rock Hill Regional Park	-	150,000	500,000	500,000	500,000	500,000	-	-	-	-	2,150,000
Trail Repaving	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Park Infrastructure	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
India Hook Park	-	100,000	500,000	500,000	-	-	-	-	-	-	1,100,000
Carolina Cycling Center at River Park	-	-	-	100,000	1,000,000	1,000,000	-	150,000	225,000	50,000	2,525,000
Multi-Purpose Fields at Cherry Park	-	-	400,000	600,000	-	800,000	-	-	-	-	1,800,000
Picnic Shelters	-	-	-	120,000	-	-	-	-	-	-	120,000
River Park Outdoor Education Center	-	100,000	500,000	80,000	-	-	-	-	-	-	680,000
Cherry Park Office/Registration Area	-	-	-	-	-	500,000	-	-	-	-	500,000
Northside Pool Bath House	-	-	-	345,000	-	-	-	-	-	-	345,000
Total	\$ 2,262,525	\$ 2,839,025	\$ 3,660,225	\$ 3,865,975	\$ 3,120,050	\$ 4,422,375	\$ 1,619,000	\$ 1,768,750	\$ 1,842,750	\$ 1,669,550	\$ 27,070,225
Administration and Business Parks											
River Park Trail Extension into Waterford	162,000	-	-	-	-	-	-	-	-	-	162,000
Dave Lyle/I-77 Interchange Improvements	310,000	-	-	-	-	-	-	-	-	-	310,000
Main, Oakland, & Black St. Improvements	250,000	250,000	-	-	-	-	-	-	-	-	500,000
Gettys Center Improvements	-	250,000	250,000	250,000	250,000	-	-	-	-	-	1,000,000
Bryant Blvd. Road Rebuild	-	-	172,500	-	-	-	-	-	-	-	172,500
Street and Intersection Improvements - ETNA and ot	-	-	250,000	-	-	-	-	-	-	-	250,000
Total	\$ 722,000	\$ 500,000	\$ 672,500	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,394,500
Total All Departments	\$15,374,732	\$55,986,860	\$24,947,382	\$22,018,106	\$15,512,735	\$23,340,101	\$37,755,498	\$23,752,966	\$23,624,433	\$8,614,246	\$250,927,058

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 objectives and goals, short-term department-specific 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 endure 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*
- *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 waster 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 customer's needs.

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.

Maintain Service Capacity Goals (continued):

- 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 on flood area.

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 Storm Water 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 throughout the City 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.

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 manufactures 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.

Maintain Service Capacity Goals (continued):

- 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 1000 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.

Maintain Service Capacity Objectives (continued):

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.

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 month
- 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

Storm Water

- Clean 95% of catch basin 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.

Maintain Service Capacity Objectives (continued):

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	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009
Administrative					
# of work orders processed/% processed within 3 working days	14470/89%	18500/91%	19000/91%	19500/90%	19500/90%
Percent of employees receiving training	75%	75%	75%	75%	80%
# of lost time accidents	1	1	1	1	1
Neighborhood programs initiated	1	1	1	1	1
Utilities Engineering Services					
# of projects designed	8	8	8	3	3
% of as-builts entered in GIS system within 8 weeks	100%	100%	100%	100%	100%
# of projects inspected	54	55	45	40	40
# of projects managed	10	5	9	5	5
# of DCC plans reviewed	400	300	480	400	400
Electric					
% underground services installed in 14 days	95%	95%	95%	95%	95%
% of Electric Plans reviewed in 7 days	300/95%	436/95%	404/97%	420/95%	420/95%
% 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%	93%	95%	97%	97%
% of Traffic calls responded to within 30 minutes–after hours	95%	89%	90%	95%	95%
Meter testing–3 phase meters tested/1 phase meters tested	100/130	108/179	100/150	100/150	100/150
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
Percent 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%	90%
Hydrants maintained/flushed annually	2400/900	2475/1500	2500/1600	2550/1650	2550/1650
# of leaks/% repaired within 10 working days	1350/75%	1600/75%	1600/75%	1600/75%	1600/75%
# main locations/% completed within 3 days	6000/100%	8500/100%	8500/100%	8900/100%	8900/100%
% hydrant repaired in 90 days	150/90%	95%	95%	95%	95%
Annual average of turbidity (fine particle matter in water)	>.10	>.10	>.10	>.10	>.10
Number of plant outages due to equipment failures	0	0	0	0	0
Wastewater					
% of time responding in 30 minutes for station failures	97%	98%	99%	99%	99%
Number of months the liability inspection report completed on time	12	12	12	12	12
% of time maintained DHEC certification - satisfactory rating	100%	100%	100%	100%	100%
Percent work orders completed on schedule	100%	100%	100%	100%	100%
Number of days effluent exceeded standards	3	2	2	2	2
Number of days that the belt press is down	5	4	0	4	4
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%
Percent of sewer pipe cleaned annually	35%	35%	35%	35%	35%
Percent stoppages responded to within 24 hours	100%	100%	100%	100%	100%
Percent mainline/service breaks repaired in 5 days	100%	100%	100%	100%	100%
Percent of new service connected in 5 working days	85%	85%	85%	90%	90%
Garbage, Curbside Trash and Recycling Collections					
# of commercial containers painted or repaired	106	115	117	119	119

Garbage, Curbside Trash and Recycling Collections (continued)					
# of Dial-A-Dumpster work orders	1,155	1,483	1,500	1,530	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	1.24	1.55	1.57	1.57
Increase residential customers by 500 customers per month annually	17,220	17,720	18,220	18,720	18,720
Increase commercial customers by 100 customers per month annually	1,030	1,130	1,230	1,330	1,330
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%	95%	97%	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	3	1	1
Comply with NPDES, Phase II Permit (%)	5%	15%	50%	75%	75%
Parks & Tourism					
# safety inspections conducted/% facilities twice monthly	108/100%	108/100%	132/100%	156/100%	156/100%
# outdoor recreation programs offered	29	30	30	30	30
# environmental education presentations conducted	342	350	350	375	375
# of children and adults offered swim lessons	393	400	200	200	200
% participants rating programming satisfactory	94%	93%	90%	90%	90%
% of park users rating park safety as satisfactory	93%	90%	90%	90%	90%
% of park users rating cleanliness as satisfactory	95%	94%	95%	95%	95%
% daily revenue receipted, secured or deposited	100%	100%	100%	100%	100%
% of written concerns responded to within 2 days	100%	90%	90%	90%	90%
% citizens rating Dept. services satisfactory or higher	93%	94%	94%	95%	95%
# events secured/economic impact	30/\$5.1 mil	30/\$7 mil	40/\$4.6mil	47/\$6.5 mil	52/\$6.5mil
Property Maintenance					
% of inquiries responded to in 2 working days	90%	95%	90%	90%	90%
% of Class A locations mowed every 5 days: Mar – Oct	95%	98%	95%	95%	95%
% of Class B locations every 7 days: Mar -Oct	90%	85%	98%	95%	95%
% of Class C locations mowed every 6 weeks	80%	65%	90%	90%	90%
% of Class D locations bushhogged every 6 weeks (sewer r/w, lots)	55%	55%	55%	55%	55%
Square footage maintained per custodian	25,000 sq ft	20,770 sq ft	21,000 sq ft	21,000 sq ft	21,000 sq ft
% of grave openings completed within 24 hours	99%	100%	100%	100%	100%
% of citizen complaints responded to with in 24 hours	99%	98%	99%	99%	99%
Purchasing/Fleet Maintenance					
% bad transformers disposed of within 5 weeks	100%	100%	100%	100%	100%
% maintenance scheduled/completed	97%	96%	97%	98%	98%
Avg vehicle down time for each previous. maintenance performed	1.6 hrs	1.8 hrs	1.6	1.7	1.7
Average down time for unscheduled repair	6.2 hrs	6.9 hrs	4.9 hrs	5.0 hrs	5.0 hrs
% preventive maintenance completed within first week.	80%	84%	92%	90%	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 & staff members for the Department
- Promote City-wide traffic safety through public awareness and education, 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.

	2004/2005	2005/2006	2006/2007	2007/2008	2007/2009
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	36%	35%	26%	30%	30%
% department members receiving training	100%	100%	100%	100%	100%
New crime watch programs developed	6	6	0	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	1	0	0	0	0
Minimize total dollar loss	\$4,766,190	\$1,844,203	\$2,000,000	\$2,000,000	\$2,000,000
Customer satisfaction rating	89%	95%	96%	95%	95%
Respond to 100% request for emergency assistance.	100%/3,216	100%/3,300	100%/3,300	100%/3,300	100%/3,300
Maintain per capita fire loss below the national avg.	\$92	\$60	\$60	\$60	\$60
Average response time to all incidents (tracked in 30 sec inc)	4:30	5:00	5:00	5:00	5:00
Determine cause in 90% of fires investigated.	95%	96%	96%	97%	98%
Hometown Security					
% of City Depts that have completed Emergency Act Plans	10%	80%	100%	100%	100%
Hrs of support/training w/ York Co. Emergency Mgt	15 hrs.	30 hrs.	40 hrs.	45 hrs.	50 hrs.
% of City facilities w/ annual security related inspections	20%	70%	85%	100%	100%
Solicitor's Office/Municipal Court					
# of Jury trial terms completed during the year	11	15	14	14	15

# Jury Trials on Pending Docket	400	496	525	560	500
% caseload/financial reports on schedule	100%	90%	100%	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%	23,000/95%	26,500/95%	27,000/95%
Number of demolitions complete	29	28	27	-	-
# of complaints investigated/% within 5 work days	100/95%	100/95%	100/95%	100/95%	100/95%
# of plans reviewed/% within 21 working days	800/95%	800/95%	902/95%	900/95%	1000/95%
# of residential plans/% reviewed within 48 hours	1063/95%	900/95%	1100/95%	1100/95%	1100/95%

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./I77/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

- o Market Manchester Meadows as a premier facility for local, regional, and national soccer events.
- o Market the Rock Hill Tennis Center as a premier facility for local, regional, and national tennis events.
- o Complete Phase I and plan and construct Phase II of Glencairn Garden renovation.
- o Update the River Park Master Plan.
- o Increase Rock Hill's success as a sports tourism destination.
- o Support the efforts of other community groups to develop cultural, historical, and arts destinations in Rock Hill.
- o Improve the appearance and business environment on major visitor entries to the City.

	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009
Economic Development					
Downtown residences/retail added	0/2	0/3	0/4	20/6	20/6
#of projects planned/designed	43	25	25	25	25
Unemployment rate-county	11.3%	7.8%	7.5%	6.5%	6.5%
Real estate sold	\$0	\$1,240,690	\$0	\$750,000	\$750,000
Jobs created thru business expansion/new business	57	297	459	100	100
Business prospect visits	84	94	98	100	100
Downtown events/festivals	8	19	21	15	15
# neighborhood plans initiated	2	2	2	2	2
Old Town private investment	\$13,250,000	\$2,700,000	\$19,400,000	\$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	74/1654	59/1340	50/1200	50/1200
# after school programs	3	3	3	3	3
% users satisfied with recreation centers	95%	95%	95%	95%	95%
# agencies/groups as partners	10	10	15	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.
- Rewrite 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.

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.

	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009
Planning/Zoning/Community Development					
% of staff receiving training	95%	95%	95%	95%	95%
% of inquires resolved within 5 business days	90%	85%	90%	90%	90%
% agenda items prepared on schedule for Council & other meetings	90%	85%	90%	90%	90%
# transportation/community plans complete/% completed on schedule	10/90%	20/85%	15/90%	10/95%	10/95%
Planning Comm/ Zoning Brd/RFATS meetings & hearings staffed	15/12/6	15/12/6	15/12/6	15/12/6	15/12/6
% of plan and zoning reviews and encroachment requests on time	90%	90%	90%	90%	90%
# of first-time home buyers assisted	22	20	15	18	18
% of CDBG funds expended by 6/30	60%	60%	55%	65%	75%



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 well-planned, governed 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 2005/06 and 100% by the end of 2006/07
- o Decrease the number of annual check readings to no more than 500

	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009
City Council/City Manager					
Number of City Programs Privatized	1	4	1	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	4/5	4/5
Annual, balanced budget to City Council	5/30/04	05/30/05	06/01/06	05/03/07	05/01/08
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	113	117	121
Leadership Conference	9/25/03	11/6/04	3/27/07	3/25/08	3/24/09
Civic Course for Citizens	n/a	2	2	2	2
Law/City Attorney					
Total Meetings attended in legal advisory capacity	25/100%	25/100%	26/100%	26/100%	26/100%
Ordinances/resolutions prepared on time	66/15/100%	56/9/100%	95/14/100%	60/10/100%	60/10/100%
GIS/Mapping Services					
% of GIS projects on schedule	90%	90%	95%	90%	90%
% of downtime	2%	2%	4%	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%	99%	99%	99%	99%
Reduction in lost time days/restrictive Days.	37%	23%	5%	5%	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	99%	99%	99%	99%	99%
Human Resources					
% of employees offered 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%
% of new-hires "recruited"	N/A	100%	100%	100%	100%
Average number of work days to refer candidates to jobs	N/A	100%	50%	100%	100%
% of employees attends orient. in the first payroll period	6	5	5	5	5
Cumulative # of Divisions met with to review HR services	98%	100%	100%	100%	100%
Number of STARS volunteers per year	25	35	50	80	100
Customer Service					
Gross receipts reporting audit completed	8/1/04	8/1/05	8/1/06	8/01/07	8/01/07
Increase IVR/Web payment options and frequency	18,764	36,702	44,000	46,200	46,200
Automated meter reading devices (% of customers)	2%	2%	2%	50%	50%
Number of annual check readings	8,706	8,678	8,600	8,500	8,500

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, Five-Year 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 dept/div.
- 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 in the state and region.
- Receive the GFOA Distinguished Budget Presentation Award and the Certificate of Achievement Award for Excellence in Financial Reporting in each year

Performance Measures					
	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009
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	11/12 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	02/25/05	12/31/06	11/30/07	11/30/08	11/15/09
% 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	\$100,000	\$100,000	\$100,000
Rate survey completed as scheduled.	Yes	Yes	Yes	Yes	Yes
Reengineering/competition projects completed	1	2	1	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					
	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009
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	\$2,400,000	\$2,400,000



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 15% 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 the current franchise fee the City charges to private utility providers (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.