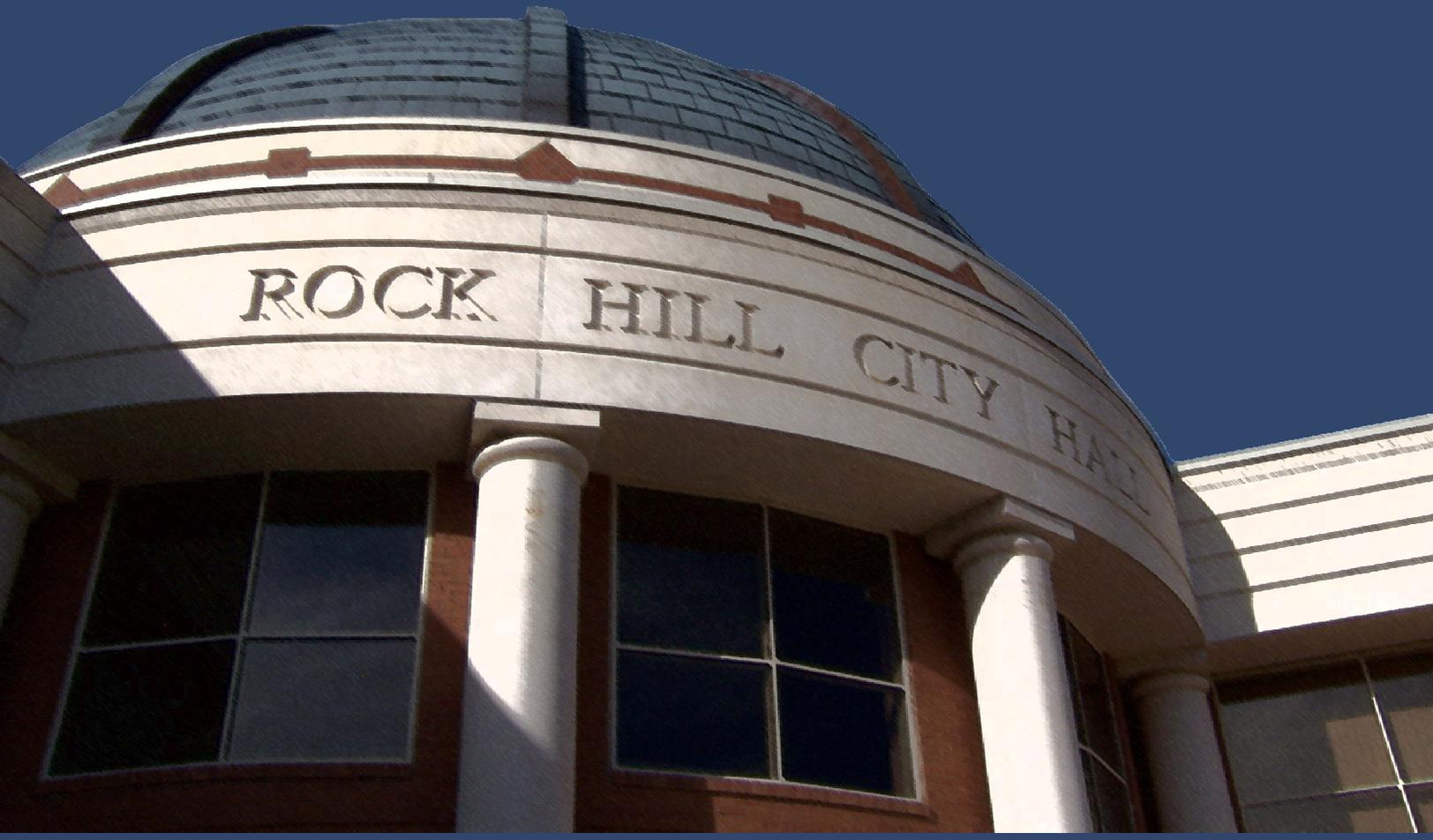




BUDGET

2008/2009
2009/2010

APPROVED
RECOMMENDED





Annual Budget

Fiscal Year 2008/2009 Approved
Fiscal Year 2009/2010 Projected

P.O. Box 11706
155 Johnston Street
Rock Hill, S.C. 29731-1706
803-329-5557



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Rock Hill
South Carolina**

Special Performance Measures Recognition

For the Fiscal Year Beginning

July 1, 2007



President



Executive Director

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, 2007.

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. Additionally, our 2007 Budget Document received the distinguished Special Performance Measures Recognition.

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.

Kevin H. Sutton, Mayor Pro Tempore, Ward 3

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

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

Kathy S. Pender, Councilmember, Ward 2

Osbey Roddey, Councilmember, Ward 5

Susie B. Hinton, Councilmember, Ward 1

MANAGEMENT TEAM

Carey F. Smith, City Manager

Gerald E. Schapiro, Assistant City Manager

Nick W. Stegall, Public Services Administrator

David B. Vehaun, Management Services Administrator

James Bagley, Chief Information Officer

Bobby Banks, Public Works Director

Mike Blackmon, Fire Chief

Anne P. Bunton, Customer Services Director

Phyllis R. Fautleroy, Human Resources Director

Steven Gibson, Administrative Services Director

John Gregory, Police Chief

Ray Koterba, Housing and Neighborhood Services Director

William Meyer, Development Services Director

Frances M. Thomas, Planning Services Director

Edward A. Thompson, Parks, Recreation & Tourism Director

Stephen Turner, Economic and Urban Development Director

Richard Unz, Housing Authority Director

Spencer & Spencer, P.A., City Attorney

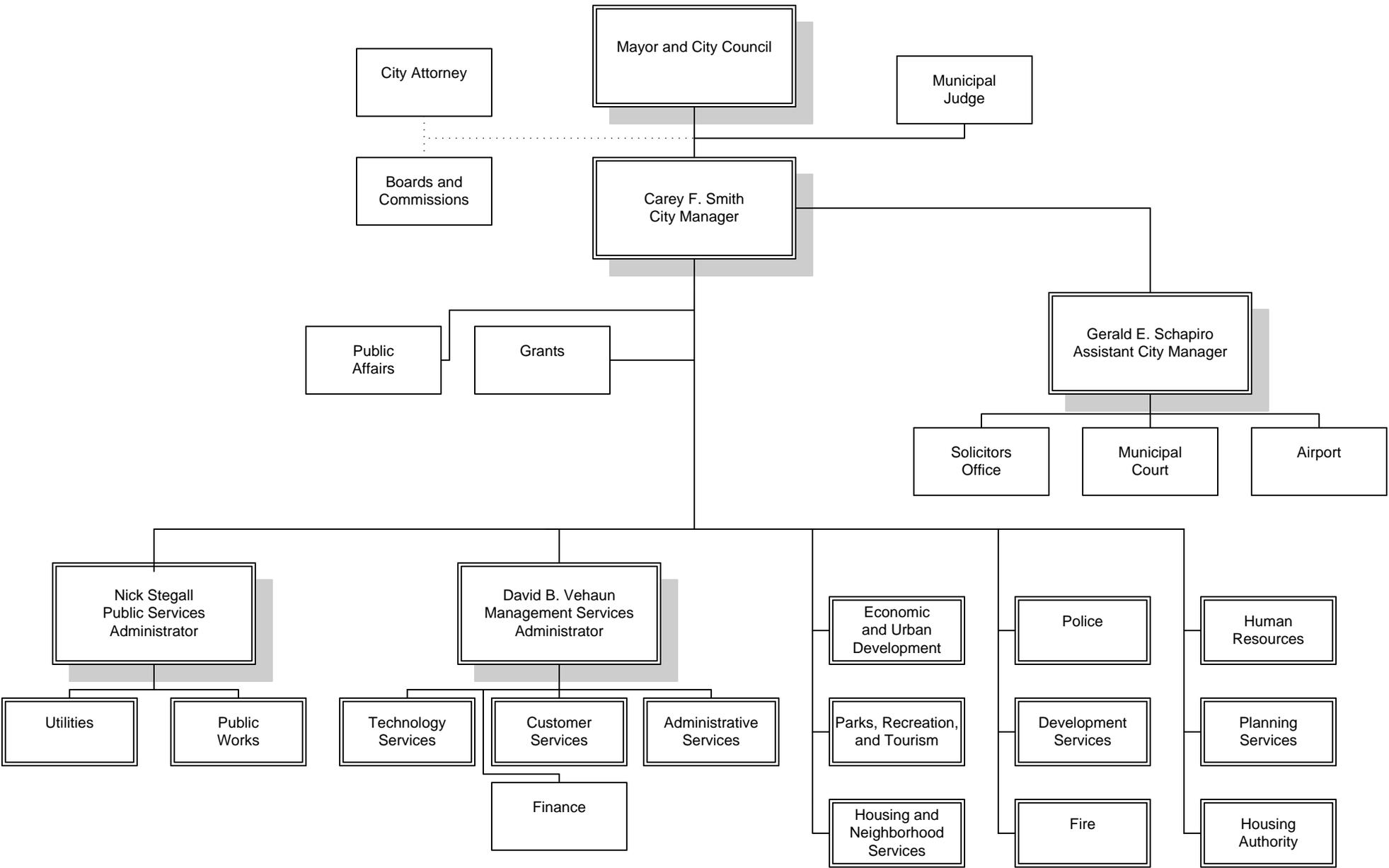


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September 23, 2008

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

Dear Mayor and Members of City Council,

It is my privilege to present you with the Budget for the Fiscal Year beginning July 1, 2008 and ending June 30, 2009 (FY 2008/2009) which totals \$163,898,134. The annual budget document is the policy document that communicates the financial policies of the City for the Fiscal Year. The budget is prepared each year with the support and policy input of our elected officials and the hard work from our departments to assure that we are preparing the leanest budget possible without an adverse impact to quality service delivery.

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 2008 Strategic Planning Session. Staff appreciates the Mayor and Council's commitment to the following seven Strategic Initiatives:

Maintain Service Capacity - 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, including 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.

Funding by Strategic Initiative

Our approved budget distributes 2008/2009 resources by department and across Strategic Initiatives in the following manner:

	Maintain Svc. Capacity	Public Safety	Economic Development	Management of Growth	Quality of Government	Financial Management	Effective Communication	Total
General Govt.		\$1,206,846			\$512,504			\$1,719,350
City Management			\$472,189		\$816,623		\$380,070	\$1,668,882
Human Resources					\$837,750			\$837,750
Planning Svcs.				\$761,347				\$761,347
Housing/Neigh. Svcs				\$762,518	\$505,661			\$1,268,179
Police		\$10,869,128						\$10,869,128
Fire		\$7,221,309						\$7,221,309
Development Svcs.	\$219,450	\$464,894		\$1,129,687				\$1,814,031
Public Works	\$7,912,081							\$7,912,081
Finance						\$756,348		\$756,348
Technology Svcs.	\$1,339,598					\$2,513,505		\$3,853,103
Customer Svcs.						\$2,113,079		\$2,113,079
Admin. Services	\$2,469,836					\$1,579,423		\$4,049,259
Parks, Rec., Tourism	\$5,032,339		\$418,188					\$5,450,527
Housing Authority	\$1,339,074							\$1,339,074
Economic/Urban Dev.			\$1,581,752					\$1,581,752
Stormwater	\$1,638,671							\$1,638,671
Elec/Water/Sewer	\$91,764,128							\$91,764,128
Nondepartmental	\$660,869		\$2,310,759		\$963,150		\$223,043	\$4,157,821
Debt Service	\$12,253,290		\$869,025					\$13,122,315
Total	\$124,629,336	\$19,762,177	\$5,651,913	\$2,653,552	\$3,635,688	\$6,962,355	\$603,113	\$163,898,134

Budget Summary

The FY 2008/2009 approved balanced budget totals \$163,898,134, an increase of 4.9% over last fiscal year. The proposed FY 2009/2010 total is \$170,008,454. The General Fund expenditures total \$50,108,349, an increase of \$2,314,535 or 4.8% over FY 2007/2008. The proposed FY 2009/2010 General Fund totals \$51,426,970, a 2.6% increase.

There are many fiscal pressures on the General Fund for FY 2008/2009, most notably, again this year, in the public safety area. The construction of two new fire stations commences this fiscal year and continues into the projected Fiscal Year 2009/2010. One of the two stations is a relocation of an existing out-of-date station to better serve our growing and changing mix of commercial and residential customers. There is also an additional station to the system to meet our population growth. Both stations will improve response times to a growing population base. General Fund expenditures in Fiscal Year 2008/2009 for station construction total \$685,000, and in Fiscal Year 2009/2010 total \$725,000. These General Fund contributions add to multiple funding sources, including Impact Fees and a General Obligation bond issue for this project.

The Utility Enterprise Fund expenses total \$108,348,339. These consist of our Electric, Water, Wastewater, Stormwater, Water Impact Fee, and Wastewater Impact Fee Funds. Technology continues to improve our service delivery and adds budgetary pressures in our Enterprise

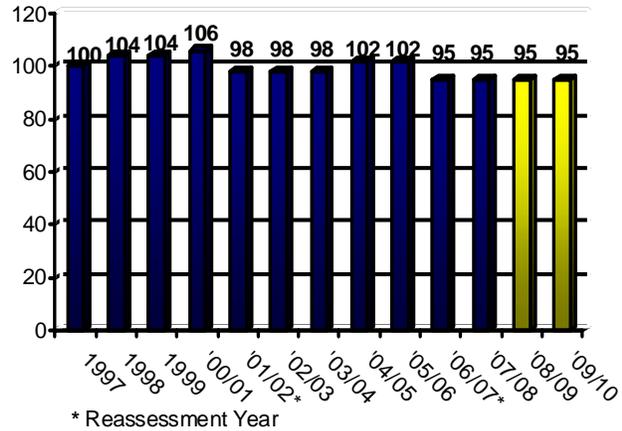
Funds. In Fiscal Year 2008/2009, additional staff is approved in our Electric Fund to maintain the City's growing fiber optic and WiFi networks. These positions are detailed below. The cost for additional purchased power to account for growth is nearly \$2 million. Our wholesale Electric Rate Increase (paid by the City for the cost of purchased power) is \$1.5 million, and is covered by a 2% Electric Rate Increase effective July 1, 2008.

General Fund Rate Summary

The approved FY 2008/2009 Budget includes no tax rate increase, maintaining tax rates at their lowest millage since 1989. The City's tax collections are strong and taxpayer concentration is favorable; there is no significant exposure among any certain taxpayer.

This is demonstrated in the following table of taxpayer concentration:

Rock Hill's Tax Rates



Taxpayer Concentration 2001-2007

Year	Total Assessed Value	Total of Top 10 Taxpayers	Top 10 Total Assessed Value
2007	206,396,667	18,607,287	9.02%
2006	175,979,600	16,810,076	9.55%
2005	169,004,408	16,591,322	9.82%
2004	162,203,455	16,823,873	10.37%
2003	157,339,139	15,241,531	9.69%
2002	153,230,931	14,023,952	9.15%
2001	126,553,454	11,176,259	8.83%

There is a 5% Sanitation Rate Increase approved for FY 2008/2009 effective July 1, 2008. This increase covers Sanitation system cost to serve. A 3.6% additional Residential Sanitation Rate Increase and an additional 7.1% Commercial Sanitation Rate Increase are effective October 1, 2008 to cover a Landfill Tipping Fee Increase from York County also effective October 1, 2008. The monthly Sanitation Rate Increase to the average residential customer (including the tipping fee increase) is \$1.48.

Utility Fund Rate Summary

The approved FY 2008/2009 Budget includes a 10% Wastewater Rate Increase to fund Wastewater System capital projects, and a 2% Electric Rate Increase to cover a 2.75% wholesale electric rate increase. The Wastewater Rate Increase will increase the average monthly residential wastewater charge by \$3.23. The Electric Rate increase will raise the average residential customer's monthly electric charge by \$1.85. The total of effective rate increases for our average residential customer will be \$6.56 monthly, or 4.0%, including the Sanitation Rate Increase.

A Conservation Water Rate is approved for Fiscal Year 2008/2009. Although the rate will not increase the average residential customer water service fees, it does include increased consumption charges for monthly gallons in excess of 7,500.

For Fiscal Year 2009/2010, a 5% Water Rate Increase is projected to fund Water System capital projects. Additionally, a 2% Electric Rate Increase is projected to cover a 2.75% wholesale power rate increase. There is no Tax Rate Increase, no Wastewater Rate Increase, and no Stormwater Rate Increase proposed for FY 2009/2010.

Staff and Compensation Changes for Fiscal Year 2008/2009

For Fiscal Year 2008/2009 a net increase of five positions is approved. Ten positions are added and five are eliminated. In the General Fund, a Chief Information Officer (CIO) is approved to direct a newly organized Technology Services Department. A New Housing Rehab Specialist is approved in our Housing and Neighborhood Services Department. A new part-time Environmental Inspector is approved as part of a Curbside yard-waste automated collection efficiency project detailed in the General Fund Section. Four positions are eliminated as a result of this same initiative. Additionally in the General Fund, two Correctional Officers and one School Resource Officer are added in our Police Department.

In the Electric Fund, a WiFi Information Technology Engineer II is approved in our Utilities Technology Division of our new Technology Services Department, as are two new positions to create a Fiber Crew. This crew will install and maintain the City's growing fiber optic network. Finally in our Water Fund, a Laboratory Technician is included at our Water Filter Plant.

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. Our budget decisions have reflected your annual Strategic Planning process for each of the last six years. In January 2009, Council will plan changes to the process for a new three-year term of Strategic Planning. Staff is sincerely thankful for your leadership in this area.

Respectfully submitted,



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 2008/2009.

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 project will complete in Quarter 4, 2008.

In order to maintain and expand the City's raw water intake on Lake Wylie to meet the City's and its wholesale customer's future water needs, the City is requesting from Duke Energy, and the other members in the Catawba Wateree Management Group, to withdraw up to 60 million gallons per day (MGD). The engineering design for this expansion project will commence this Fiscal Year with construction beginning in the summer of 2009. Due to the current drought conditions and combined with the act of vandalism at the City's Catawba River Intake, the need to provide minimal temporary pumping will support the water treatment plant's capacity to sustain 36 MGD until the Lake Wylie Raw Water Pump Station can be expanded.

The City is also looking to revise its current city master plan for stormwater issues. This is being accomplished by the recent Trimble (GPS) data collectors purchased by the Stormwater Division. These collectors are providing an inventory of the infrastructure utilizing the WiFi network. The staff has completed approximately 66% of the outfall inventory using the Trimble (GPS) data collectors.

Another objective in this area is to broaden the internal accessibility of the City's information technology network. The installation of WiFi routers is completed and we are approximately 99% complete in obtaining ubiquitous WiFi coverage throughout the Rock Hill city limits and surrounding area for a total of 40 square miles.

Public Safety

The dedication service for the new fire department located on Albright Road, was held on May 22, 2008. In February 2008, City Council approved the purchase of a site for the relocation of Fire Station #3 and for Fire Station #6 to be located on property currently owned by the City at the Airport. Construction of these two stations will be completed in the summer of 2009.

The Long-term Plan for Economic Development

The expansion improvements made on the Dave Lyle Blvd./I-77/Galleria Area are some of the most substantial to date. This construction should be completed this Fiscal Year. Plans for improvements to Dave Lyle Boulevard near Manchester Village were submitted for review to the South Carolina Department of Transportation (SCDOT) and construction is set to begin this Fiscal Year.

Also, the completion of public improvements to North Cherry Road has spurred renewed interest in retail and commercial development on this important corridor. Projects for this area include the opening of the new Earth Fare store located in the Winthrop Commons Shopping Center.

The most notable of all of the City's improvement projects is the redevelopment plan for the Textile Corridor. The Rock Hill Cotton Factory was awarded an Honor Award for historic preservation by the Palmetto Trust.

Management of Growth

One of the main objectives for City growth is to 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.

The City has worked together with York County to recognize the City's urban services and to mutually agree to land use regulations for the defined areas. There has also been some discussion with County leaders on the East Corridor Growth Strategy.

Furthermore, a transportation study for the I-77 Corridor was initiated in the spring of 2008 to evaluate the cumulative impact of major development projects in the area and consider additional road improvements that may be indicated to deal with existing and anticipated congestion in the corridor.

Emphasize Quality of Government

Several accomplishments were met in FY 2008/2009 to meet the objective of developing a high-quality workforce and assuring its services are available to citizens. The Human Resources Department developed a citywide mentoring program and a specialized Police and Fire Department mentoring program to help communicate core values and support quality workmanship.

Employees were also provided with customer service and field training citywide. All existing City employees have now been trained in the City's IDEAL Customer Service Program.

Implementation of Financial Management Plan

Unreserved Fund Balances have now been set aside in a separate account with the State Investment Pool. The fund balance goal of 15% of the City's General Fund Expenditures has been achieved.

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. The vehicle replacement schedule is continually refined and was enhanced to include equipment for the 2008/2009 Budget process.

Provide Open and Effective Communication

The City has developed an ongoing collaboration with all levels of government to communicate and provide for the needs of Rock Hill citizens. One significant outcome of this collaboration was the establishment of the first Urban Rock Hill Health Fair for the Weed and Seed community. This resulted in creating partnerships with eight (8) agencies/departments. The event was well received and served many community groups.

Budget Highlights

During Fiscal Year 2008/2009, 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

New television station enhancements during the Fiscal Year 2008/2009 will help prepare our station for high-definition (HD) format.

Additionally, the new City of Rock Hill website is continuing to be updated and upgraded so that citizens will be able to access Rock Hill television programs (ranging from City Council meetings to City-wide announcements) from the website.

Maintain Service Capacity

The City will continue the current underground program for all new electric lines and covert certain overhead lines to underground lines in areas that may be most affected by severe weather. Phase I of this project has been completed.

Waterline upgrades have been selected and are pending SC DHEC permit issuance and availability of the current road paving list.

The City's raw water intake on Lake Wylie is in the process of being expanded and construction on the Water Filtration Treatment Plant is set to begin by the summer of 2009.

Public Safety

In the Police Department, the Professional Standards Unit is continuing to recruit from around the State of SC in order to create a "pool" of candidates to fill future vacancies as they develop.

The construction of two new fire stations, #3 and #6, are set to be completed in late fall/winter of 2009.

Management of Growth

In order for the growth of the city to be evaluated, new Permits and Inspections software has been put into place. The development and implementation of this software using review packages with the GIS interface system is set to begin in early 2009.

The City's Growth Management Strategy continues to present opportunities to County staff so that they can work together on land use and corridor planning.

**Long Term Plan for
Economic Development**

The construction that began this Fiscal Year own the Dave Lyle Blbv./I-77/Galleria Area will continue. Construction will also begin on Dave Lyle Blvd. near Manchester Village. This continual construction is a much needed expansion in order to promote this area as a premier business center.

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

**Emphasize Quality of
Government**

This Fiscal Year the focus will be on the “#1 Question...Is it Good for the Children?” There will be a continuation of the mentoring relationships with needy students that began in September 2008. A system will also be put into place in order to assess the results of the #1 Question.

This program allows for the government to expand on their “family-friendly” values and benefits within the City organization.

**Implementation of Financial
Management Plan**

The Finance staff is in the process of their 5-year staggered schedule to review all City departments/divisions in order to evaluate cost-saving measures in each department. These reviews are to be completed by December 2013.

Additionally this Fiscal Year, Finance staff will continue to review the City’s existing revenues to determine the need for recommended increases in order to meet the cost-to-serve the citizens of Rock Hill.



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, 2009, AND TO AUTHORIZE THE ISSUANCE OF TAX ANTICIPATION NOTES FROM TIME TO TIME DURING THE FISCAL YEAR 2008/2009

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 23, 2008, 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 \$163,898,134.00.

SECTION 5. That for the fiscal year 2008/2009, 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 2008/2009; (2) paying the floating indebtedness of said City, if any, during the year 2008/2009; (3) paying interest on the bonded indebtedness of the City of Rock Hill, past due or that may become due during the year 2008/2009; and (4) paying bonds maturing in the year 2008/2009; 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 2008/2009 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 2008/2009; 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, 2008, and shall continue in effect during the next twelve (12) months of the fiscal year 2008/2009.

DONE AND RATIFIED in Council assembled on this the 23rd day
of June, 2008.

/s
A. Douglas Echols, Jr., Mayor

Kevin H. Sutton, Mayor Pro Tempore

/s
John P. Gettys, Jr., Councilmember

/s
Susie B. Hinton, Councilmember

/s
Kathy S. Pender, Councilmember

/s
James C. Reno, Jr., Councilmember

/s
Osbey Roddey, Councilmember

ATTEST:

/s
David B. Vahaun
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 during first or second 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.



08/09 BUDGET CALENDAR

January 16, 2008	Budget Office Deliverable: <ul style="list-style-type: none">• Budget Office completes expenditure continuation entry• Budget Kick-off Meeting – 10 am, Council Chamber
February 12-13, 2008	Business Objects Planning System Training
February 22, 2008	Department Deliverables: <ul style="list-style-type: none">• Key Revenues into Budget Information System:<ul style="list-style-type: none">○ Estimates for 07/08,○ Projections for 08/09, 09/10• Requests for Reorganizations – Issue Papers to Budget Office• New positions to be added to the Pay and Class. Manual• New position requests (find form at w/finbud/budget/2009 budget)• Reclassification requests (form at w/finbud/budget/2009 budget)• Key all Issues (non-continuation items) into Budget Information System Risk Management Deliverable: <ul style="list-style-type: none">• Projected 06/07 and 07/08 costs for property, auto, liability, and workers comp. insurance City-wide
March 5, 2008	Department Deliverable: <ul style="list-style-type: none">• ICMA Center for Performance Measurement Templates due (Email Primary Coordinator when Data Template is ready for submission)
March 8, 2008	Human Resources/Fleet Deliverable: <ul style="list-style-type: none">• Personnel recommendations from Human Resources• Vehicle recommendations from Fleet
March 10, 2008	Due in to the Budget Office from Departments: <ul style="list-style-type: none">• Goals, Objectives, and Performance Indicators• Issue Papers for Council review• CIP Requests and Updates
March 17 – April 4	Departmental Budget Reviews with City Manager’s Office.
April 7 – May 2	Budget Office prepares draft budget for submission to City Council
April 29, 2008	First City Council Workshop
May 19, 2008	Second City Council Workshop
May 23, 2008	Advertise Projected Budget Totals in Newspaper
June 9, 2008	Budget Ordinance for first reading at regular Council Meeting
June 23, 2008	Public Hearing and Budget Ordinance for second reading and adoption
July 1, 2008	New Fiscal Year begins

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 07/08 Budget</u>
ESTIMATED REVENUES:													
Taxes:													
Property Taxes-Ad Valorem	0.95	20,613,000		786,000									21,399,000
Non-ad valorem Taxes		269,824											269,824
Franchise Fees		610,000											610,000
Licenses and Permits		8,113,500					375,569				300,000	600,000	9,389,069
Intergovernmental Revenue		2,131,310	336,938										2,468,248
Charges for Services		9,697,184			3,943,039	2,168,500		75,358,530	12,252,200	16,282,609			119,702,062
Operating Transfers		6,376,181											6,376,181
Fines and Forfeitures		1,031,000											1,031,000
Miscellaneous Revenues		1,266,250						1,368,000	3,500	15,000			2,652,750
TOTAL SOURCES OF FUNDS		50,108,249	336,938	786,000	3,943,039	2,168,500	375,569	76,726,530	12,255,700	16,297,609	300,000	600,000	163,898,134
EXPENDITURES/EXPENSES:													
General Government		18,235,914											18,235,914
Public Safety		20,321,896											20,321,896
Public Works		7,912,081				1,638,671		14,758,777	5,555,959	8,582,936			38,448,424
Purchased Power		0						56,929,872					56,929,872
Parks, Recreation & Tourism		5,450,527	336,938										5,787,465
Non-Departmental		767,300		401,710	3,074,014								4,243,024
General and Administrative Transfer		(3,444,922)						1,377,969	964,578	1,102,375			0
Operating Transfer								1,324,284	2,040,984	3,010,912			6,376,180
Debt Service		665,453		384,290	869,025	529,829	375,569	2,335,628	3,694,179	3,601,386	300,000	600,000	13,355,359
TOTAL EXPENDITURES/EXPENSES		49,908,249	336,938	786,000	3,943,039	2,168,500	375,569	76,726,530	12,255,700	16,297,609	300,000	600,000	163,698,134
Reserves		200,000											200,000
TOTAL USES OF FUNDS		50,108,249	336,938	786,000	3,943,039	2,168,500	375,569	76,726,530	12,255,700	16,297,609	300,000	600,000	163,898,134

BUDGET SUMMARY
Fiscal Year 2009/2010
SOURCES AND USES OF FUNDS

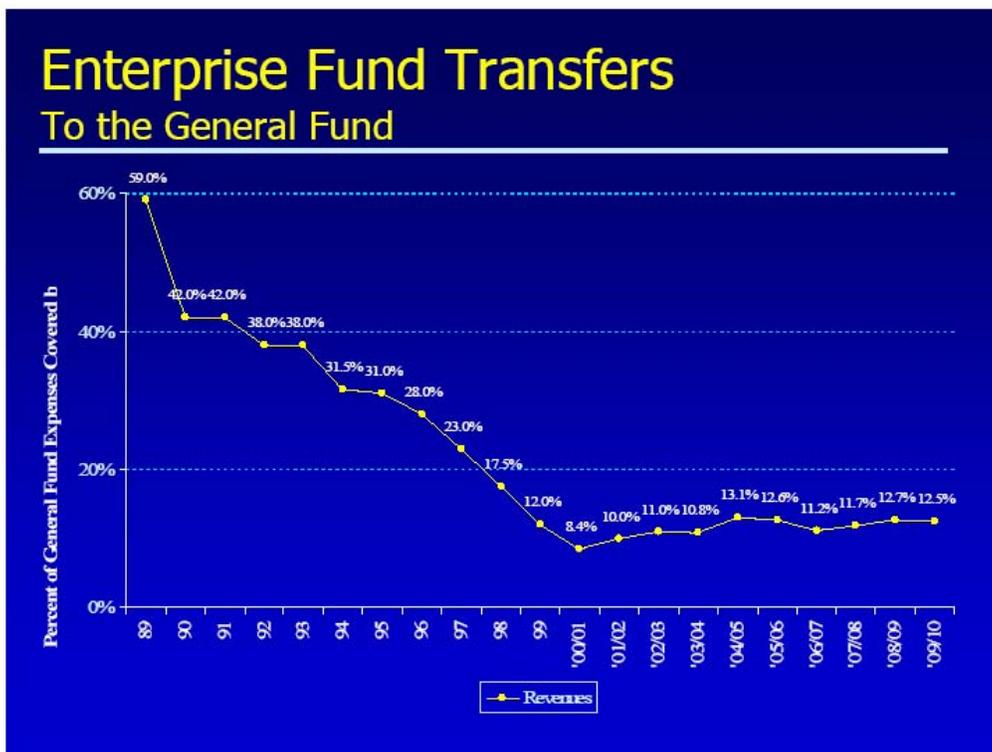
	<u>Millage per \$1,000</u>	<u>General Fund</u>	<u>Accom. Tax Fund</u>	<u>Tax Inc. Surplus Fund</u>	<u>Local Hosp. Fee Fund</u>	<u>Stormwater Fund</u>	<u>Fire Impact Fee Fund</u>	<u>Electric Fund</u>	<u>Water Fund</u>	<u>Wastewater Fund</u>	<u>Water Impact Fee Fund</u>	<u>Wastewater Impact Fee Fund</u>	<u>Total FY 06/07 Budget</u>
ESTIMATED REVENUES:													
Taxes:													
Property Taxes-Ad Valorem	0.95	21,192,540		811,000									22,003,540
Non-ad valorem Property Taxes		269,824											269,824
Franchise Fees		615,000											615,000
Licenses and Permits		8,438,500					415,569				350,000	650,000	9,854,069
Intergovernmental Revenue		2,197,000	336,938										2,533,938
Charges for Services		9,994,334			4,118,018	2,220,544		78,342,460	13,188,187	16,762,268			124,625,811
Transfers		6,422,522											6,422,522
Fines and Forfeitures		1,031,000											1,031,000
Miscellaneous Revenues		1,266,250						1,368,000	3,500	15,000			2,652,750
TOTAL SOURCES OF FUNDS		51,426,970	336,938	811,000	4,118,018	2,220,544	415,569	79,710,460	13,191,687	16,777,268	350,000	650,000	170,008,454
EXPENDITURES/EXPENSES:													
General Government		18,444,722											18,444,722
Public Safety		21,333,017											21,333,017
Public Works		7,875,975				1,693,007		14,848,175	6,621,032	9,457,770			40,495,959
Purchased Power		0						59,965,914					59,965,914
Parks, Recreation & Tourism		5,651,596	336,938										5,988,534
Non-Departmental		773,726		416,106	3,247,793								4,437,625
General and Administrative Transfer		(3,513,821)						1,405,528	983,870	1,124,423			0
Operating Transfer								1,265,117	2,131,149	3,026,256			6,422,522
Debt Service		661,755		394,894	870,225	527,537	415,569	2,225,726	3,455,636	3,168,819	350,000	650,000	12,720,161
TOTAL EXPENDITURES/EXPENSES		51,226,970	336,938	811,000	4,118,018	2,220,544	415,569	79,710,460	13,191,687	16,777,268	350,000	650,000	169,808,454
Reserves		200,000											200,000
TOTAL USES OF FUNDS		51,426,970	336,938	811,000	4,118,018	2,220,544	415,569	79,710,460	13,191,687	16,777,268	350,000	650,000	170,008,454

Year Ending Condition/Enterprise Fund Transfers

Total Electric Revenues at Fiscal Year End (June 30, 2008) are projected at \$69.8 million or nearly 102% of budgeted annual revenues. Total Purchased Power expenditures at Fiscal Year End are projected at \$54.1 million, or approximately 101.2% of budgeted annual Purchased Power expenditures, improving the Electric Margin to approximately \$480,000 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 2008/09 budgeted transfer is \$6,376,181, or 12.7% of General Fund Expenditures, down from a 13.47% budgeted transfer in the previous Fiscal Year. A transfer of \$6,422,522 or 12.5% of 2009/10 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 directors 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 34.17 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. All of these programs are open to the public for a minimal fee.

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 a student enrollment of 17,757 (and 24,000 employees) **Rock Hill School District Number Three** is the largest of York County's four school systems. Its 31 attendance centers include a vocational training center, alternative school, three high schools, five middle schools, and seventeen 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 estimated enrollment of 6,600 students. 21 percent of these students are currently 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 2007 calendar year-end estimated population of the City is 64,858 with an estimated total of 199,035 people living in the York County area.

Population of Rock Hill U.S. Census Bureau Estimates

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
2007	64,858

Major Employers of York County for 2007

<u>Employer</u>	<u>No. of Employees</u>
Rock Hill Schools – Elementary and Secondary	1,810
Ross Stores	1,800
Piedmont Medical Center	1,587
Wells Fargo Home Mortgage Lender	1,469
Citi Financial Services	1,411
Duke Power – Catawba Nuclear Station	1,071
AbitibiBowater, Inc.	957
Winthrop University	880
City of Rock Hill	876
Schaeffler Group USA, Inc.	875
Hella Lighting	550
Tyco Electronics	523
Total	13,809

Unemployment Rate for Rock Hill

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%
2007	8.5%

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>
2007	\$158,437,437	\$3,316,099,627	\$55,006,000	\$614,380,306	\$213,443,497	\$3,930,479,933
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

* Revaluation

<u>Classification of Property</u>	<u>2007 Assessed Value</u>
Real Property (Nonmanufacturing)	\$158,437,437
Vehicles	\$22,263,988
Manufacturing (Real/Personal)	\$15,095,532
Marine/Aircraft	\$605,710
Business Personal Property	\$10,959,680
Utilities	<u>\$6,081,150</u>
Total	\$213,443,497

**Computation of Legal Debt Margin
 2007/2008**

Total Assessed Value	\$213,443,497
Debt Limit - 8 percent of Total Assessed Value	17,075,480
Total Amount of Debt Applicable to Debt Limit	(7,435,000)
Legal Debt Margin	<u>\$ 9,640,480</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
2007	95.00	209.00	66.00	370.00

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**

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
2008	32,917

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**

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
2008	28,688

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

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
2008	29,541

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>2004/05</u>	<u>2005/06</u>	<u>2006/07⁽¹⁾</u>	<u>2007/08</u>	<u>2008/09</u>
Electricity Charge on 1,000 kWh	\$87.87	\$89.36	\$90.48	\$92.28	\$94.13
Sanitation (including Recycling)	16.47	16.47	17.12	17.12	18.60
Water Charge on 7,500 gallons	18.54	18.54	18.54	19.47	19.47
Sewer Charge on 7,500 gallons	32.34	32.34	32.34	32.34	35.57
Taxes on a \$100,000 Home	<u>34.00</u>	<u>34.00</u>	<u>35.00</u>	<u>35.00</u>	<u>35.00</u>
TOTAL	\$189.22	\$190.71	\$193.48	\$196.21	\$202.77

(1) Year of Reassessment and Rollback of Millage Rates

Monthly Impact of Tax/Utility Rates on Typical Business

<u>Assuming</u>	<u>2004/05</u>	<u>2005/06</u>	<u>2006/07⁽¹⁾</u>	<u>2007/08</u>	<u>2008/09</u>
Electricity Charge on 24,000 kWh	\$1,966.20	\$1,999.63	\$2,024.63	\$2,065.12	\$2,106.42
Sanitation -5 day pickup/8 cu yd container	345.88	345.88	345.88	345.88	388.96
Water Charge on 38,700 gallons	57.09	57.09	57.09	59.94	59.94 ⁽²⁾
Sewer Charge on 38,700 gallons	112.73	112.73	112.73	112.73	124.00
Taxes on \$250,000 value business	122.50	127.50	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	\$2,691.89	\$2,730.32	\$2,755.32	\$2,798.66	\$2,894.31

(1) Year of Reassessment and Rollback of Millage Rates

(2) For November through April Bills. May through October bills are charged \$1.50/kgal effective with the new Conservation Water Rate

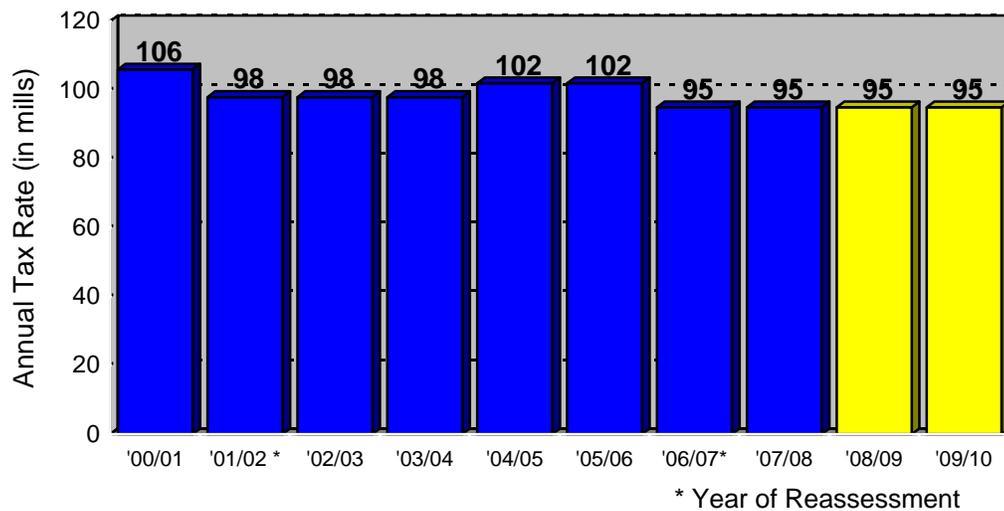
Non-peak months (November through April) are charged \$1.29/kgal – no change from the 2007/08 rate.



Assumptions for General Fund Revenue Estimates

General Property Taxes account for 41% General Fund revenues in FY 08/09 and FY 09/10. South Carolina law allows local governments to levy taxes on real and personal property valuations as assessed and equalized according to statutory guidelines (Code of Laws of South Carolina, Chapter 12, Article 3, Section 38-12-43-220). The local tax rate remained steady at 100 mills until 1998 when it was increased to 104 mills to meet the cost of Public Safety initiatives. An additional 2 mill tax increase was included in the FY 00/01 Budget. 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 in the Police Department and constructing a new fire station. There is no tax rate increase approved for FY 08/09 or projected for FY 09/10.

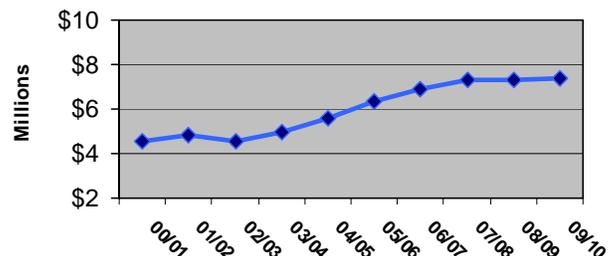
Rock Hill Tax Rates



Charges for Services, such as sanitation fees, cemetery fees, and recreation fees, significantly support many City government operations. In FY 08/09, these represent approximately 16% of total General Fund revenues. Revenue 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% of the General Fund revenues in FY 08/09. 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 2009 or FY 2010. FY 2009 and FY 2010 are projected on the graph.

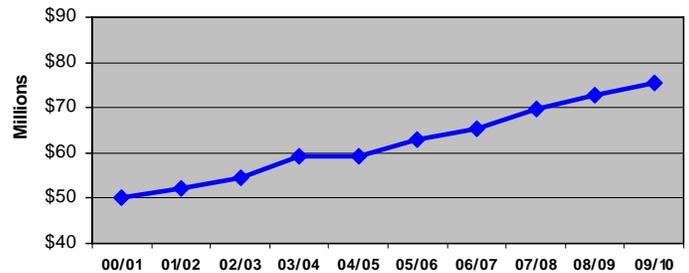
Business License Revenue 10 Fiscal Years



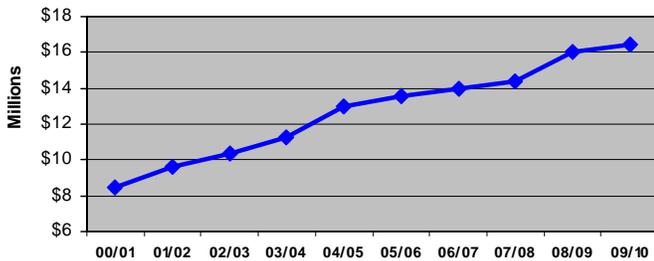
Assumptions for Enterprise Fund Revenue Estimates

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 08/09 and 09/10 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 help cover 23.2% total increases in purchased power since 1993. Rate increases were included the previous five fiscal years to cover the cost associated with wholesale rate increases. A 2% Electric Rate increase is included in FY 08/09 to cover a 2.75% PMPA Rate Increase. A 2% Electric Rate increase is also projected in FY 09/10 to cover an additional 2.75% PMPA Rate Increase.

Electric Sales
10 Fiscal Years



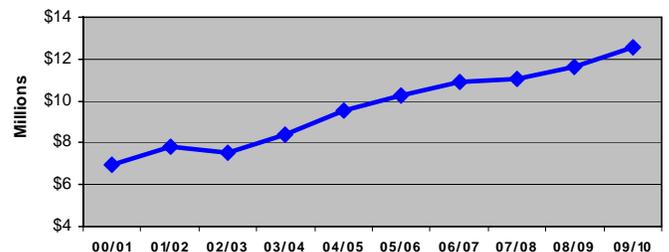
Wastewater Sales
10 Fiscal Years



Wastewater Fees represent the second largest source of utility revenues for the City of Rock Hill. The budget estimates are based on historical trends of customer growth that is applied to rate schedules and comprise approximately 15% of all Enterprise Funds revenues. A 10% Wastewater Rate Increase is approved for FY 2008/2009 effective to cover Wastewater System capital projects. There is no Wastewater Rate Increase projected for FY 2009/2010. FY 2009 and FY 2010 are projected on each graph.

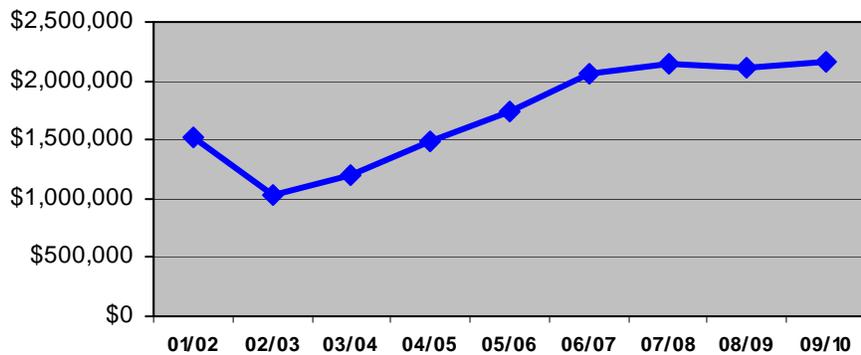
Water Sales represent the third largest source of utility revenues for the City of Rock Hill. The estimates are based on historical trends of customer growth that is applied to rate schedules and comprise approximately 11% of all Enterprise Funds revenues. A 10% Water Rate increase was included in FY 04/05. A 5% Water Rate increase was included in the FY 07/08 Budget to cover Water Fund capital projects. There is no Water Rate Increase approved for FY 08/09. A 5% Water Rate Increase is proposed in FY 09/10 to cover Water system capital projects. A new Conservation Water Rate structure is approved for this Fiscal Year (effective 10/1/2008) and will not result in a rate increase for our average residential customer.

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 has funded 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 million for each fiscal year.

STORM WATER FEES 10 Fiscal Years

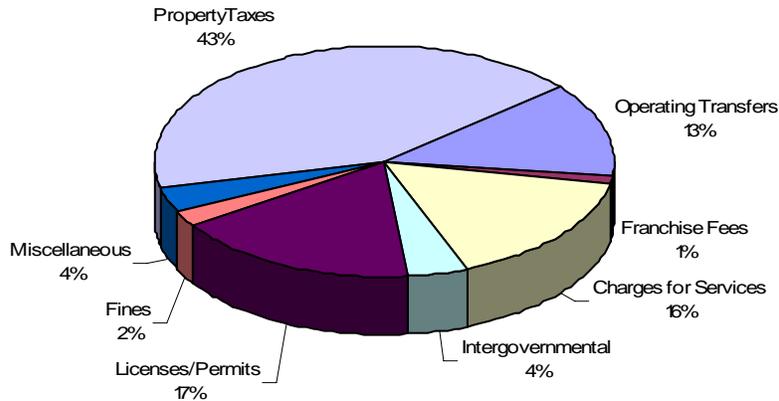


The City established a **Storm Water Utility** Fund and began collecting fees mid-year 1996. The fees are imposed on residential and non-residential customers inside the City limits. In FY 08/09, residential properties with gross land area less than 10,000 square feet (including apartments) are charged \$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

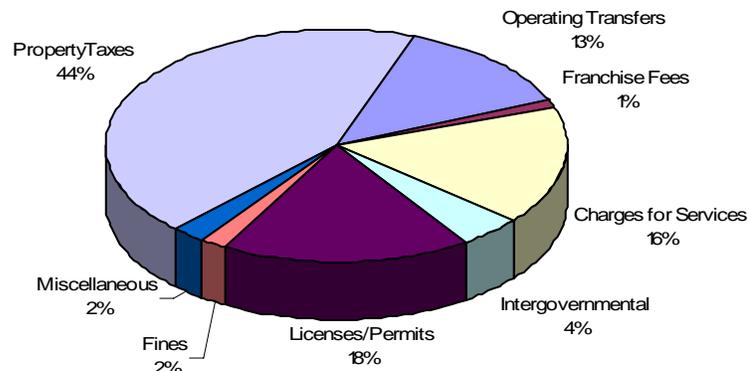
FY 2008/2009 - Total \$50,108,250



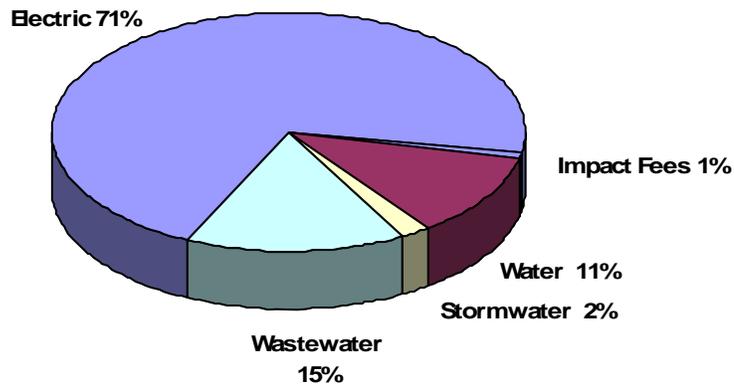
There is no tax rate increase recommended for FY 2008/2009. A 5% Sanitation Rate increase is approved for 2008/2009 effective July 1, 2008 for Sanitation System cost to serve. An additional 3.6% Residential Sanitation Rate Increase (and 7.1% Commercial Sanitation Rate Increase) is approved effective October 1, 2008. The additional Sanitation Rate Increase effective in October is to cover the tipping fee increase from York County. The total Sanitation Rate Increase, inclusive of the tipping fee increase, will cost the average residential customer an additional \$1.48 monthly.

General Fund Revenues

FY 2009/2010 - Total \$51,426,970

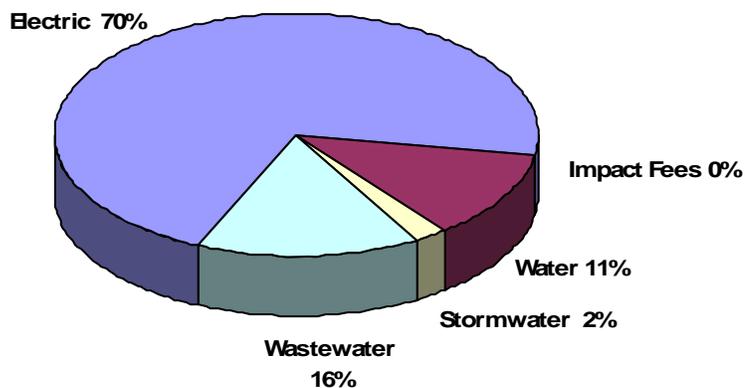


Utility Funds Revenue FY 2008/2009 - Total \$108,348,339



A 2% Electric Rate Increase is included effective July 1, 2008 to cover a PMPA wholesale power rate increase effective this Fiscal Year. A 10% Wastewater Rate Increase is also included effective July 1, 2008 to fund Wastewater System Capital Projects. The Electric Rate increase will add \$1.85 and the Wastewater Rate increase will add \$3.23 to the average residential customer's monthly bill.

Utility Funds Revenue FY 2009/2010 - Total \$111,915,909



A 2% Electric Rate Increase is projected for the FY 2009/2010 Budget to cover an anticipated 2.75% PMPA wholesale power rate increase. A 5% Water Rate Increase is also projected effective July 1, 2009 to fund Water System Capital Projects. The Electric Rate Increase will add \$1.88 and the Water Rate increase will add \$0.97 to the average residential customer's monthly bill.

500 : General Fund

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
General Property Taxes						
Real Property Taxes	\$14,097,078	15,606,829	\$16,800,000	17,285,242	17,418,000	17,940,540
Personal Property Taxes	2,293,299	2,251,984	2,450,000	2,111,156	2,375,000	2,425,000
Manchester/Tech Park	199,035	202,134	205,000	202,270	210,000	212,000
Manchester/Tech Park	621,035	580,882	645,750	606,426	610,000	615,000
General Property taxes Total	\$17,210,447	\$18,641,829	\$20,100,750	\$20,205,094	\$20,613,000	\$21,192,540
Prop Taxes-not on Assess Value						
Manufacturers Exemptions	78,172	59,977	75,000	67,570	75,000	75,000
Merchants Inventory Taxes	194,823	146,118	194,824	194,824	194,824	194,824
Total	272,995	206,095	269,824	262,394	269,824	269,824
Other Taxes						
Franchise Taxes	527,016	812,811	600,000	614,478	610,000	615,000
Other Taxes Total	527,016	812,811	600,000	614,478	610,000	615,000
Business Licenses & Permits						
Business Licenses	6,343,797	6,872,573	6,850,000	7,336,135	7,225,000	7,400,000
Other	330	290	400	710	500	500
Business Licenses & Permits Total	6,344,127	6,872,863	6,850,400	7,336,845	7,225,500	7,400,500
Intergovernmental						
Aid to Subdivisions	1,364,252	1,071,168	1,500,000	1,625,235	1,700,000	1,800,000
Intergovernmental Total	1,364,252	1,071,168	1,500,000	1,625,235	1,700,000	1,800,000
Federal Grants						
Fed Grant - Op. Categorical	61,269	45,976	85,000	28,938	104,770	108,000
Federal Grant – RFATS	46,033	41,273	180,000	107,750	127,000	134,000
Federal Transit Grants	59,373	53,975	0	34,461	0	0
Federal Transit Authority 5307	0	19,488	95,000	96,998	110,540	115,000
Federal Grants Total	166,675	160,712	360,000	268,147	342,310	357,000
State Government Grants						
State Grant - Op. Categorical	0	0	0	2,920	0	0
State Grant – PARD	10,041	27,724	30,000	10,200	59,000	10,000
State Government Grants Total	10,041	27,724	30,000	13,120	59,000	10,000
Local Govt - Pmt in Lieu of Taxes						
Housing Authority	20,056	30,614	30,000	38,174	30,000	30,000
Loc Govt - PILOT Total	20,056	30,614	30,000	38,174	30,000	30,000

	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Estimate	Approved	Projected
Charges for Services						
Grave Fees	81,525	87,675	114,000	132,970	150,000	150,000
Monument Marker Placement Fee	2,700	2,420	2,000	2,137	2,000	2,000
Sale of Cemetery Lots	109,156	132,865	126,000	142,099	165,000	165,000
Zoning Permits and Fees	14,026	20,640	16,000	20,055	16,000	16,000
Plan Checking Fees	23,153	11,201	17,000	11,632	10,000	10,000
Planning Printing/Duplicating	400	427	400	547	500	500
Building Permits	932,848	1,486,635	1,200,000	730,387	850,000	1,000,000
Plumbing Permits	7,950	7,261	9,000	6,720	7,000	7,000
Electrical Permits	10,415	11,531	11,000	12,806	11,000	11,000
Gas Permits	735	767	900	1,600	1,000	1,000
Mechanical Permits	13,793	20,470	16,000	20,477	19,000	19,000
Occupancy Inspection	5,215	4,080	4,800	6,195	4,800	4,800
Reinspection Fees	29,595	29,785	29,000	14,185	15,000	15,000
Maint and Security (Tech Park)	3,550	0	3,500	7,100	3,500	3,500
Charges for Services Total	1,235,383	1,815,757	1,549,600	1,108,910	1,254,800	1,404,800
General Government						
Other Revenues - All Others	26,845	88,157	50,000	-178	75,000	75,000
Winthrop Fuel Purchases	91,434	156,155	150,000	192,151	175,000	175,000
Printing and Duplicating Svcs	22	7	50	0	50	50
Miscellaneous Planning Revenue	16,163	7,355	9,200	8,144	9,200	9,200
General Government Total	134,464	251,674	209,250	200,117	259,250	259,250
Public Safety						
Special Fire Protection Svcs	79,182	82,232	80,000	83,979	82,000	82,000
Juvenile Restitution-County CI	0	4,975	3,000	0	0	0
Police Revenue - Records Unit	25,778	6,441	8,000	6,036	5,500	5,500
Parking Tickets	11,205	60,463	65,000	12,471	20,000	20,000
Victim Assistance Police Rev	68,407	69,489	63,442	65,816	65,000	65,000
Police False Alarms	11,737	90,538	100,000	80,919	75,000	75,000
Failure to Register Alarm System	831	17,994	0	5,400	1,000	1,000
Fire False Alarms	750	8,075	8,500	-156	2,500	2,500
Public Safety Total	197,890	340,207	327,942	254,465	251,000	251,000
Sanitation						
Refuse Charges – Residential	3,320,608	3,610,231	3,688,241	3,711,909	4,047,269	4,249,632
Refuse Charges - Commercial	1,238,937	1,296,070	1,308,006	1,450,161	1,593,041	1,624,902
Refuse Charges – Miscellaneous	5,830	1,712	0	512	500	500
Refuse Charges Apts. w/ dumpsters	424,106	473,307	469,059	427,212	563,500	580,405
Recycling Revenues	38,975	40,380	41,000	3,660	6,000	6,000
Recycling Cardboard Cont. Rental	0	0	0	40,305	41,000	41,000
Recycling Cardboard	0	0	0	20,344	70,000	70,000
Recycling Comingle	0	0	0	8,780	22,000	22,000
Recycling Newspaper	0	0	0	16,423	8,000	8,000
Sale of Refuse Containers	59,715	77,623	55,000	46,327	50,000	50,000
Demolition	12,140	44,092	50,000	35,654	20,000	20,000
Lot Clearance Fees	294	0	500	0	500	500
Sanitation Total	5,100,605	5,543,415	5,611,806	5,761,287	6,421,810	6,672,939

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
Recreation-Culture Fees						
Gate Admission Fee	135,814	94,478	130,000	120,665	135,000	135,000
PRT Programs – General	174,790	205,471	150,000	201,332	150,000	150,000
PRT Programs – Athletics	118,063	141,734	125,000	173,389	145,000	145,000
Vending Concessions	314	1,078	500	563	500	500
Cherry Park Concessions	197,883	204,642	225,000	203,280	225,000	225,000
Rentals	41,214	93,468	64,000	90,483	75,000	75,000
Recreation Activity Fee	28,857	120	0	0	0	0
Other Recreation Revenues	17,355	2,265	3,000	-2,354	2,000	2,000
Special Events – Athletics	6,645	6,969	10,000	6,320	10,000	10,000
York County Rec Assistance	377,647	416,295	416,000	442,981	452,000	462,000
Accom Tax Gen Fund Portion	36,733	0	0	40,047	0	0
Recreation-Culture Fees Total	1,135,315	1,166,520	1,123,500	1,276,706	1,194,500	1,204,500
Utility Revenues						
Charge Off Collections	33,452	-38,534	35,000	26,939	25,000	25,000
Utility Revenues Total	33,452	-38,534	35,000	26,939	25,000	25,000
Court Fines						
Court Fines	711,588	760,492	700,000	717,273	700,000	700,000
Victim Assistance Court Rev	68,407	69,489	55,000	65,816	55,000	55,000
Court Fines Total	779,995	829,981	755,000	783,089	755,000	755,000
Investment Earnings						
Interest Revenues-Bond Trustee	119,246	246,935	110,000	204,530	200,000	200,000
Investment Earnings Total	119,246	246,935	110,000	204,530	200,000	200,000
Rents and Royalties						
Rent City Real Property-Bldgs	36,230	36,096	40,000	44,860	40,000	40,000
Rent - Downtown Parking	39,867	56,703	35,000	37,437	35,000	35,000
Fixed Base Operator-Arpt Rent	95,227	81,756	105,150	103,348	105,000	105,000
Aircraft Storage and Access	17,097	17,245	17,000	4,194	5,000	5,000
Fuel Flow Revenue	23,571	20,614	23,000	19,179	19,500	19,500
Concessions Fees	6,920	4,200	3,600	5,650	5,000	5,000
Owner Service Area	1,122	1,209	1,000	265	500	500
Non-Aviation Rents	25,501	47,988	50,000	34,596	35,000	35,000
Miscellaneous Revenues	10,396	13,263	13,500	0	10,000	10,000
Tennis Center Lessons/Tournaments	0	20,191	15,000	22,708	15,000	15,000
Rents and Royalties Total	255,931	299,265	303,250	272,237	270,000	270,000
Proceeds-Cap Asset Disposition						
Sale of City Property – Land	16,871	13,292	10,000	-21,824	5,000	5,000
Sale of Inventory	0	2,504	2,000	24	2,000	2,000
Sale of Surplus, Scrap, Etc	574,441	468,424	550,000	1,027,873	800,000	800,000
Proceeds-Cap Asset Disp. Total	591,312	484,220	562,000	1,006,073	807,000	807,000
Operating Transfers						
From Utilities Funds	4,685,978	5,029,938	5,854,926	5,854,926	6,376,181	6,422,522
Total	4,685,978	5,029,938	5,854,926	5,854,926	6,376,181	6,422,522

Other Revenues	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
Service Charge-Returned Checks	810	1,410	1,500	810	1,000	1,000
Special Assessments – Streets	8,101	0	0	0	0	0
Discounts	1,252	862	2,500	1,043	1,500	1,500
Reimbursement - EOC Costs	15,518	17,897	0	18,334	0	0
Insured Damages Recovered	17,371	89,478	50,000	16,815	40,000	40,000
3rd Party Damages Recovered	16,876	21,664	25,000	32,899	35,000	35,000
Other Damages Recovered	0	0	0	10,591	0	0
Police Mortgage Loan Pymts	3,670	3,766	3,000	3,890	3,500	3,500
Reimbursement - HA Costs	1,476,988	1,207,643	1,504,566	1,330,156	1,339,074	1,375,095
Reserved – Clean and Green	24,525	53,723	24,000	18,117	24,000	24,000
Other Revenues Total	1,565,111	1,396,443	1,610,566	1,432,655	1,444,074	1,480,095
Fund Totals	\$41,876,721	\$45,205,884	\$47,793,814	\$48,556,774	\$50,108,250	\$51,426,970

502 : Accommodations Tax

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
Intergovernmental						
Accommodations Fee-State	\$320,589	\$242,973	\$325,923	\$325,923	\$336,938	\$336,938
Fund Totals	\$320,589	\$242,973	\$325,923	\$325,923	\$336,938	\$336,938

504 : Tax Increment Surplus

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
General Property taxes						
Red River/Waterford/311302	\$661,183	\$791,351	\$0	\$0	\$0	\$0
Downtown/311303	105,596	79,359	112,200	86,294	90,000	93,000
City Tax Increment Textile Corridor	0	81,452	95,000	80,838	121,000	125,000
Red River/Waterford/311402	2,102,959	2,575,443	0	0	0	0
Downtown/311403	280,523	232,200	255,000	249,799	250,000	257,000
Textile Corridor	0	198,974	100,000	206,649	325,000	336,000
Fund Totals	\$3,150,261	\$3,958,779	\$562,200	\$623,580	\$786,000	\$811,000

506 : Local Option Hospitality Tax

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
Admissions Tax	\$58,963	\$67,509	\$90,000	\$94,614	\$92,700	\$95,481
Lodging	496,119	586,735	619,543	620,000	633,173	647,103
Restaurants	2,578,148	2,685,424	2,728,639	2,903,608	3,131,266	3,287,830
Sunday Alcohol Sales	0	55,550	70,000	75,700	75,700	77,200
Interest Revenues – General	20,763	28,071	10,000	10,000	10,200	10,404
Fund Totals	\$3,153,993	\$3,423,289	\$3,518,182	\$3,703,922	\$3,943,039	\$4,118,018

553 : Fire Impact Fee Fund	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Estimate	Approved	Projected
Public Safety						
Impact Fees -- Fire	\$609,613	\$808,008	\$480,000	\$385,569	\$375,569	\$415,569
Fund Totals	\$609,613	\$808,008	\$480,000	\$385,569	\$375,569	\$415,569
700 : Storm Water Fund						
Storm Water Revenues						
Charge Off Collections	\$7,136	\$-6,781	\$0	\$7,071	\$0	\$0
Storm Water Revenues	1,738,104	2,054,683	1,979,000	2,148,578	2,108,500	2,159,104
Stormwater Erosion Control Rev	72,114	64,593	89,000	71,078	60,000	61,440
Interest Revenues – General	21,367	0	0	0	0	0
Interest Revenues – Trustees	18,844	28,556	0	20,620	0	0
Fund Totals	\$1,857,565	\$2,141,051	\$2,068,000	\$2,247,347	\$2,168,500	\$2,220,544
725 : Electric Fund						
Utility Revenues						
Electric Sales	\$63,098,294	\$65,496,776	\$68,425,106	\$69,824,104	\$72,622,030	\$75,555,960
Smart Switch	-20,058	-2,819	0	-8,033	0	0
Other Electric Revenue	40,072	29,102	50,000	18,003	30,000	30,000
Electric Underground	231,705	207,420	200,000	94,575	125,000	125,000
Security Lights	939,919	1,016,067	950,000	1,092,323	1,000,000	1,050,000
Service Connection Fees	399,194	381,052	375,000	435,441	410,000	410,000
Investigative Fee	60,200	63,354	55,000	49,050	45,000	45,000
Charge Off Collections	42,637	-2,372	45,000	-33,276	25,000	25,000
Traffic Signalization Reimbursement	147,610	317,720	160,000	158,840	160,000	160,000
Charge Off Collections	238,735	-99,643	220,000	163,458	100,000	100,000
Penalty-Charge Offs	14,558	-17,877	15,000	12,565	6,500	6,500
Forward Purchase Contracts	40,652	0	0	41,112	0	0
Late Pymt Fee	670,264	675,498	700,000	724,152	800,000	800,000
Service Chrg-Returned Checks	36,700	38,565	42,000	38,204	35,000	35,000
Utility Revenues Total	\$65,940,482	\$68,102,843	\$71,237,106	\$72,604,318	\$75,358,530	\$78,342,460
Investment Earnings						
Interest Revenues-General	734,646	979,754	600,000	569,098	700,000	700,000
Investment Earnings Total	\$734,646	\$979,754	\$600,000	\$569,098	\$700,000	\$700,000
Contributions-Private Sources	59,197	62,160	60,000	92,847	60,000	60,000
Contributions-Private Sources Total	\$59,197	\$62,160	\$60,000	\$92,847	\$60,000	\$60,000
Proceeds – Cap. Asset Disposition						
Restricted Land Sale Revenues	265,000	265,000	265,000	265,000	265,000	265,000
Contributions-Private Sources Total	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000
Other Revenues						
Insured Damages Recovered	0	1,040	1,500	3,486	2,000	2,000
3rd Party Damages Recovered	45,586	96,743	100,000	28,446	75,000	75,000
Other Damages Recovered	0	0	1,000	0	1,000	1,000
Other Revenues Total	\$45,586	\$97,783	\$102,500	\$31,932	\$78,000	\$78,000

	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Estimate	Approved	Projected
Capital Contributions						
Contrib to Util Oper York Cnty	265,000	265,000	265,000	265,000	265,000	265,000
Capital Contributions Total	265,000	265,000	265,000	265,000	265,000	265,000
Fund Totals	\$67,309,911	\$69,772,539	\$72,529,606	\$73,828,195	\$76,726,530	\$79,710,460

726 : Water Fund

Water Sales	\$10,282,482	\$10,876,454	\$11,079,432	\$11,023,576	\$11,607,500	\$12,543,487
Irrigation Sales	0	0	0	340,643	125,000	125,000
Water Tap Fees	159,321	241,303	200,000	139,720	149,500	149,500
Other Water Revenues	77,604	23,874	25,000	20,588	15,000	15,000
Cellular Antennae Rental	91,528	125,331	90,000	126,260	130,000	130,000
Water Surcharge	2,307	992	2,000	274	1,000	1,000
Water Restriction Penalty	0	0	0	22,500	0	0
Interest Surcharge	165	99	200	73	200	200
Fort Mill Debt Service	204,034	204,116	204,000	204,564	204,000	204,000
Fort Mill Principal Reduction	-89,943	0	0	-101,485	0	0
Charge Off Collections	40,109	-39,215	35,000	32,290	20,000	20,000
Utility Revenues Total	\$10,767,607	\$11,432,954	\$11,635,632	\$11,809,003	\$12,252,200	\$13,188,187

Other Revenues

Operating Transfers	0	0	500,000	0	0	0
Insured Damages Recovered	1,317	0	1,000	0	1,000	1,000
3rd Party Damages Recovered	7,772	6,053	2,000	1,595	2,000	2,000
Other Damages Recovered	0	0	500	0	500	500
Other Revenues Total	9,089	6,053	503,500	1,595	3,500	3,500
Fund Totals	\$10,776,696	\$11,439,007	\$12,139,143	\$11,810,598	\$12,255,700	\$13,191,687

727 : Wastewater Fund

	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Estimate	Approved	Projected
Utility Revenues						
Sewer Charge	\$13,543,404	\$13,961,339	\$14,400,000	\$14,372,122	\$15,988,609	\$16,468,268
Sewer Charge-BOD/TSS	15,575	17,041	15,000	11,786	15,000	15,000
Sewer Service Connections	65,782	42,257	67,000	33,627	50,000	50,000
Sewer Surcharge	10,523	8,969	8,500	8,572	8,500	8,500
Sewer Capacity Fee – Red River	0	0	10,000	0	10,000	10,000
Sewer Capacity Fee - Rawlinson	0	0	35,000	0	15,000	15,000
Sewer Capacity Fee – Pennington	0	0	0	91,539	0	0
Sewer Capacity Fee - I-77	57,472	224,406	75,000	63,183	75,000	75,000
Sampling and Monitoring Fee	83,892	81,766	85,000	80,105	85,000	85,000
Interest Surcharge	610	469	1,000	377	500	500
Charge Off Collections	65,673	-73,113	60,000	48,960	35,000	35,000
Utility Revenues Total	\$13,842,931	\$14,263,134	\$14,756,500	\$14,710,271	\$16,282,609	\$16,762,268

Other Revenues

Operating Transfers	0	0	800,000	0	0	0
Interest Revenues-Bond Trustee	71,238	97,575	15,000	87,169	15,000	15,000
3 rd Party Damages Recovered	6,506	2,749	0	0	0	0
Other Revenues Total	77,744	100,324	815,000	87,169	15,000	15,000
Fund Totals	\$13,920,675	\$14,363,459	\$15,571,500	\$14,797,440	\$16,297,609	\$16,777,268

	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Estimate	Approved	Projected
735 : Water Impact Fee Fund						
Utility Revenues						
Water Tap Fees	\$501,127	\$544,444	\$500,000	\$208,688	\$300,000	\$350,000
Interest Revenues	35,495	0	0	72,763	0	0
Fund Totals	\$536,622	\$544,444	\$500,000	\$281,451	\$300,000	\$350,000

	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Estimate	Approved	Projected
736 : Wastewater Impact Fees						
Utility Revenues						
Impact Fees – Sewer	\$796,992	\$823,400	\$800,000	\$426,708	\$600,000	\$650,000
Interest Revenues	56,090	0	0	118,013	0	0
Fund Totals	\$853,082	\$823,400	\$800,000	\$544,721	\$600,000	\$650,000

	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Estimate	Approved	Projected
TOTAL ALL FUNDS REVENUE						
General Fund	\$41,876,721	\$45,205,884	\$47,793,814	\$48,556,774	\$50,108,250	\$51,426,970
Accommodations Tax	\$320,589	\$242,973	\$325,923	\$325,923	\$336,938	\$336,938
Tax Increment Surplus Fund	\$3,150,261	\$3,958,779	\$562,200	\$623,580	\$786,000	\$811,000
Local Accommodations Fee	\$3,153,993	\$3,423,289	\$3,518,182	\$3,703,922	\$3,943,039	\$4,118,018
Fire Impact Fee Fund	\$609,613	\$808,008	\$480,000	\$385,569	\$375,569	\$415,569
Stormwater Fund	\$1,857,565	\$2,141,051	\$2,068,000	\$2,247,347	\$2,168,500	\$2,220,544
Electric Fund	\$67,309,911	\$69,772,539	\$72,529,606	\$73,828,195	\$76,726,530	\$79,710,460
Water Fund	\$10,776,696	\$11,439,007	\$12,139,143	\$11,810,598	\$12,255,700	\$13,191,687
Wastewater Fund	\$13,920,675	\$14,363,459	\$15,571,500	\$14,797,440	\$16,297,609	\$16,777,268
Water Impact Fee Fund	\$536,622	\$544,444	\$500,000	\$281,451	\$300,000	\$350,000
Wastewater Impact Fee Fund	\$853,082	\$823,400	\$800,000	\$544,721	\$600,000	\$650,000
Total Revenue	\$144,365,728	\$152,722,833	\$156,288,368	\$157,105,520	\$163,898,134	\$170,008,454

Approved FY 2009 Rate/Fee Changes Effective July 1, 2008

Wastewater Rate	10% Wastewater Rate Increase
Electric Rates	2% across the board Electric Rate Increase
Sanitation	5% Sanitation Rate Increase effective 7/1/2008
	Additional 3.8% Residential Sanitation Rate Increase effective 10/1/2008 (Tipping Fee)
	Additional 7.1% Commercial Sanitation Rate Increase effective 10/1/2008 (Tipping Fee)

Other FY 2009 Approved Rate Changes

Conservation Water Rate

Residential Service:

	<u>Inside City</u>	<u>Outside City</u>
Basic Charge	\$ 9.74 (no change)	\$19.96 (no change)
Consumption Charges		
First 7,500 gallons	\$ 1.29 /kgal. (no change)	\$ 2.85 /kgal. (no change)
Next 2,500 gallons	1.94/kgal	3.50/kgal
Next 5,000 gallons	2.58/kgal	4.14/kgal
Over15,000gallons	3.87/kgal	5.43/kgal

Residential Irrigation Service:

	<u>Inside City</u>	<u>Outside City</u>
Basic Charge	\$ 9.74 (no change)	\$19.96 (no change)
Consumption Charges		
First 2,500 gallons	\$ 1.29 /kgal. (no change)	\$ 2.85 /kgal. (no change)
Next 2,500 gallons	1.94/kgal	3.50/kgal
Next 5,000 gallons	2.58/kgal	4.14/kgal
Over 10,000gallons	3.87/kgal	5.43/kgal

General Service: ^[3]

	<u>Inside City</u>	<u>Outside City</u>
Basic Charge	\$ 9.74 (no change)	\$19.96 (no change)
Consumption Charges		
Conservation Peak Months ^[4]	\$ 1.50 /kgal.	\$ 3.06 /kgal.
Other Months	1.29/kgal (no change)	2.85/kgal (no change)

^[3]All water supply service other than Residential or Residential Irrigation Service and sales for resale.

^[4]May – October bills.

Revised Water and Sewer Tap Fees and Meter Set Fees

Revised Water Tapping fees:

Taps two inch or less

3/4-inch water connection tap and meter	\$1,150.00
3/4-inch irrigation splice tap and meter	\$ 550.00
1-inch water connection tap and meter	\$1,425.00
2-inch water connection tap and meter	\$2,630.00
2-inch water connection tap for onsite	\$1,525.00

Meter Set:

3/4-inch meter only	\$ 170.00
1-inch meter only	\$ 244.00
2-inch meter and setter only	\$1,350.00
3-inch meter and strainer only	\$2,550.00
4-inch meter and strainer only	\$2,750.00

Sewer Tapping fees:

4" sewer tap fee	\$1,460.00
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Revised Park Rental Fees

Rental Fees for fields at Cherry Park, Hargett Park, and Manchester Meadows

First Three Hours	\$150.00
Per Additional Hour	\$50.00
Per Day (7 or more hours)	\$350.00
Per Hour Additional for Lighting	\$25.00

FY 2010 Rate/Fee Changes (Projected)

Electric Rates 2% across the board Electric Rate Increase to cover PMPA rate increase

Water Rates 5% Water Rate Increase effective July 1, 2009 to cover Water System projects

Expenditure Observations



General Fund

City General Fund Departments continue to control costs to reduce the dependency of the general fund departments on the enterprise fund transfer. The transfer for Fiscal Year 2008/2009 remains at approximately 12%, down from as much as 42% in 1990.

General Fund Expenditures for FY 2009 are budgeted at \$50,108,249, 4.3% over FY 2008. Personnel expenditures (salaries and salary additives) make up 66% of the total general fund expenditures (\$33 million). Pay-for-performance plan salary increases, additional Correctional Officers staffing, a minimum wage increase initiative, and a retirement system increase contribute to this amount.

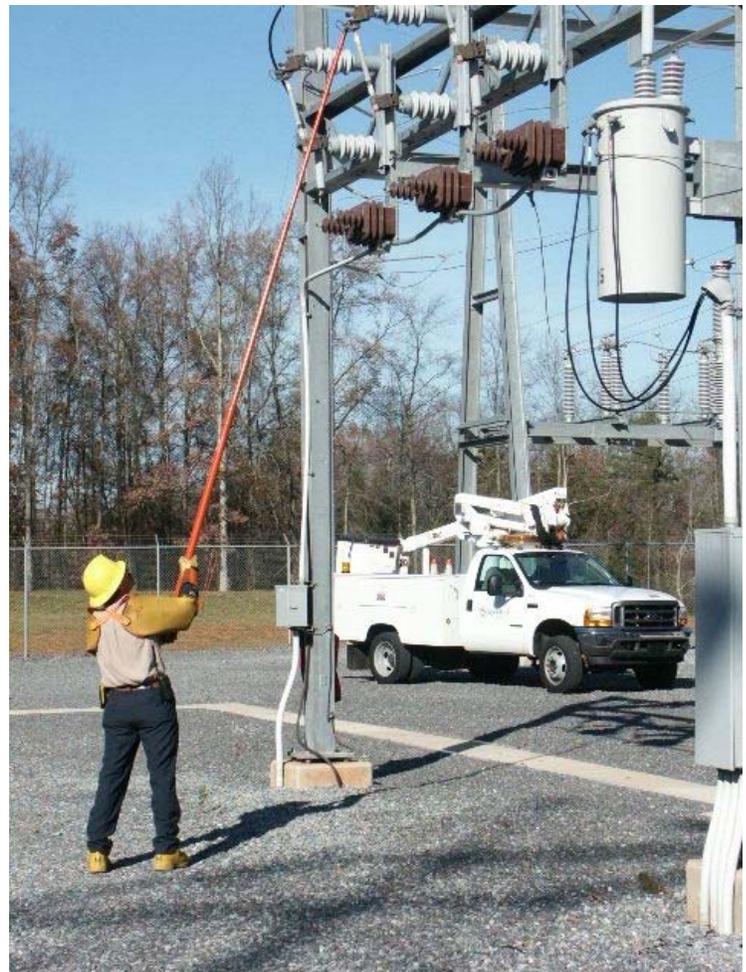
Major General Fund capital expenditure items for Fiscal Year 2008/2009 include the construction of a new fire station, and scheduled vehicle replacement in our Police, Fire, and Public Works Departments. Further detail on General Fund Capital Expenditures is included in the Capital Summary.

Enterprise Funds

Again in Fiscal Year 2007/2008, customer growth in all Utility service areas continued to show strength. Electric customers increased 1.6% from Fiscal Year 2007/2008 to 32,917. 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 2.75% in 2008.

Water customers increased 2.13% to 28,688 and Wastewater customers increased 2.41% to 29,541. The new customers will create the associated costs of supplying more water and treating more wastewater, as well as addressing additional infrastructure needs.

The enterprise fund outlook includes several capital projects in the Electric, Water, and Wastewater Funds over the next five years. Many of these projects will be funded from rate increases in the corresponding funds. The others will be funded with approximately \$95 million in bond anticipation notes issued in two installments, one this Fiscal Year and the other in FY 2013.



City of Rock Hill Annual Budget
Fiscal Year 2008/2009
Expenditure Summary



General Fund	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
0411001 City Council						
Personnel Expenditures	149,461	171,637	146,728	155,963	154,756	162,895
Operating Expenditures	62,991	75,528	78,200	68,335	82,399	85,657
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	212,452	247,165	224,928	224,298	237,155	248,552
0412001 Municipal Court						
Personnel Expenditures	444,486	464,320	508,480	523,069	533,753	548,871
Operating Expenditures	162,433	130,351	154,802	107,705	168,637	180,408
Capital Expenditures	14,680	530	6,150	17,071	0	0
Cost Center Total	621,599	595,201	669,432	647,845	702,390	729,279
0412002 Solicitors Office						
Personnel Expenditures	270,812	286,210	302,058	270,665	343,642	356,023
Operating Expenditures	42,958	50,816	84,712	38,839	82,443	84,959
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	313,770	337,026	386,770	309,504	426,085	440,982
0413005 City Manager's Office						
Personnel Expenditures	443,499	436,680	441,649	467,532	466,360	492,889
Operating Expenditures	67,898	67,902	61,612	92,847	95,604	78,206
Capital Expenditures	0	16,120	0	0	10,000	10,220
Cost Center Total	511,397	520,702	503,261	560,379	571,964	581,315
0413010 Public Affairs						
Personnel Expenditures	287,710	230,066	227,665	235,995	227,552	234,303
Operating Expenditures	72,356	118,458	96,632	81,865	147,518	116,047
Capital Expenditures	6,933	9,201	0	9,565	5,000	0
Cost Center Total	366,999	357,725	324,297	327,425	380,070	350,350
0413020 Grants						
Personnel Expenditures	0	0	0	0	167,709	175,152
Operating Expenditures	0	0	0	0	76,950	59,729
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	244,659	234,881
0414001 General Election						
Operating Expenditures	17,023	4,272	20,000	9,527	0	21,000
Cost Center Total	17,023	4,272	20,000	9,527	0	21,000
0415001 Finance Administration						
Personnel Expenditures	164,412	157,794	214,054	163,593	0	0
Operating Expenditures	44,890	44,391	25,822	48,105	0	0
Capital Expenditures	1,040	0	0	0	0	0
Cost Center Total	210,342	202,185	239,876	211,698	0	0

City of Rock Hill Annual Budget
Fiscal Year 2008/2009
Expenditure Summary



	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
0415005 Accounting						
Personnel Expenditures	336,413	351,936	369,548	367,243	0	0
Operating Expenditures	110,596	107,036	126,362	129,558	0	0
Capital Expenditures	1,838	4,051	0	0	0	0
Cost Center Total	448,847	463,023	495,910	496,801	0	0
0415015 Budget						
Personnel Expenditures	170,324	188,605	210,463	215,866	0	0
Operating Expenditures	14,286	16,953	28,422	28,862	0	0
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	184,610	205,558	238,885	244,728	0	0
0415020 Customer Service						
Personnel Expenditures	1,532,537	1,508,623	1,541,147	1,576,342	0	0
Operating Expenditures	500,281	522,462	518,685	516,072	0	0
Capital Expenditures	11,943	1,990	0	0	0	0
Cost Center Total	2,044,761	2,033,075	2,059,832	2,092,414	0	0
0415035 Purchasing/Fleet						
Personnel Expenditures	867,702	877,739	897,345	912,466	0	0
Operating Expenditures	20,707	105,982	98,310	107,450	0	0
Capital Expenditures	25,253	27,313	140,908	76,112	0	0
Cost Center Total	913,662	1,011,034	1,136,563	1,096,028	0	0
0415045 Risk Management						
Personnel Expenditures	166,642	161,723	175,641	166,913	0	0
Operating Expenditures	109,802	128,336	121,732	101,481	0	0
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	276,444	290,059	297,373	268,394	0	0
0415050 Mgt. Information Svcs.						
Personnel Expenditures	356,390	369,584	384,387	387,906	0	0
Operating Expenditures	512,822	715,454	731,385	889,378	0	0
Capital Expenditures	167,970	265,126	178,250	106,660	0	0
Cost Center Total	1,037,182	1,350,164	1,294,022	1,383,944	0	0
0415060 Geographic Info. System						
Personnel Expenditures	148,718	73,615	136,358	1,248	0	0
Operating Expenditures	45,419	108,261	60,912	401,030	0	0
Capital Expenditures	28,087	110,171	35,000	60,134	0	0
Cost Center Total	222,224	292,047	232,270	462,412	0	0
0416001 Law/City Attorney						
Operating Expenditures	288,421	272,337	270,000	273,088	275,349	280,856
Cost Center Total	288,360	272,337	270,000	273,088	275,349	280,856

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
0417001 Human Resources Administration						
Personnel Expenditures	325,646	334,340	371,123	308,110	341,916	348,653
Operating Expenditures	109,017	101,749	152,339	181,285	174,056	171,359
Capital Expenditures	12,550	0	0	0	14,000	0
Cost Center Total	447,213	436,089	523,462	489,395	529,972	520,012
0417005 Personnel						
Personnel Expenditures	229,992	218,797	226,190	253,368	274,279	281,805
Operating Expenditures	20,743	25,039	29,398	24,991	33,499	33,603
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	250,735	243,836	255,588	278,359	307,778	315,408
0418001 Planning Services Administration						
Personnel Expenditures	138,483	139,224	137,518	135,216	161,376	165,658
Operating Expenditures	17,335	10,864	14,662	11,203	16,241	16,422
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	155,818	150,088	152,180	146,419	177,617	182,080
0418002 Long Range Planning/Transportation						
Personnel Expenditures	55,119	171,893	205,624	183,450	211,017	215,053
Operating Expenditures	136,119	167,540	387,663	195,664	372,713	384,315
Capital Expenditures	7,794	0	0	0	0	0
Cost Center Total	199,032	339,433	593,287	379,114	583,730	599,368
0418025 Airport						
Personnel Expenditures	49,540	72,350	134,638	139,147	135,842	139,280
Operating Expenditures	242,349	255,356	283,187	274,348	276,347	277,319
Capital Expenditures	8,943	249,971	67,466	31,794	60,000	77,679
Cost Center Total	300,832	577,677	485,291	445,289	472,189	494,278
0419001 Non-Departmental						
Personnel Expenditures	252,075	49,380	44,000	63,179	46,000	46,000
Operating Expenditures	1,149,888	1,006,741	723,500	1,447,284	721,300	727,726
Capital Expenditures	0	0	0	0	0	0
Non-Operating Expenditures	-3,675,299	-3,331,615	-3,177,375	-3,795,000	-3,244,923	-3,313,821
Cost Center Total	-2,273,336	-2,275,494	-2,409,875	-2,284,537	\$-2,477,623	\$-2,540,095
0420001 Housing and Neigh. Svcs. Administration						
Personnel Expenditures	3,329	217,559	240,222	252,224	144,024	148,077
Operating Expenditures	0	64,844	150,675	110,617	86,862	88,235
Capital Expenditures	0	1,421	25,000	59,870	16,251	8,000
Cost Center Total	3,329	283,824	415,897	422,711	247,137	244,312
0420005 Neighborhood Empowerment						
Personnel Expenditures	245,780	192,557	200,871	213,050	207,666	212,978
Operating Expenditures	55,479	61,971	47,842	54,770	50,858	51,244
Capital Expenditures	1,842	0	0	0	0	0
Cost Center Total	303,101	254,528	248,713	267,820	258,524	264,222

City of Rock Hill Annual Budget
Fiscal Year 2008/2009
Expenditure Summary



	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
0420010 Neighborhood Inspections						
Personnel Expenditures	246,016	0	0	0	0	0
Operating Expenditures	37,332	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	283,348	0	0	0	0	0
0420015 Neighborhood Development						
Personnel Expenditures	215,605	442,243	457,658	457,940	464,201	481,504
Operating Expenditures	20,333	153,298	176,650	189,696	235,047	222,403
Capital Expenditures	22	18,200	89,855	85,946	63,270	266,860
Cost Center Total	235,960	613,741	724,163	733,582	762,518	970,767
0421001 Police Administration						
Personnel Expenditures	895,477	880,719	-132,370	817,558	-98,812	-93,007
Operating Expenditures	886,479	866,865	681,885	1,123,966	783,026	755,911
Capital Expenditures	231,255	340,258	587,576	563,084	746,216	856,809
Cost Center Total	2,013,211	2,087,842	1,137,091	2,504,608	1,430,430	1,519,713
0421005 Police Investigations						
Personnel Expenditures	1,155,741	1,335,418	1,705,301	1,718,757	1,804,031	1,849,204
Operating Expenditures	62,783	108,554	68,116	34,318	54,396	45,140
Capital Expenditures	0	3,160	9,787	4,860	0	0
Cost Center Total	1,218,524	1,447,132	1,783,204	1,757,935	1,858,427	1,894,344
0421010 Police Patrol						
Personnel Expenditures	3,204,319	3,531,252	3,805,023	3,720,454	3,905,796	4,011,898
Operating Expenditures	43,418	84,520	57,350	54,301	53,320	50,200
Capital Expenditures	0	23,499	80,000	74,386	24,000	24,000
Cost Center Total	3,247,737	3,639,271	3,942,373	3,849,141	3,983,116	4,086,098
0421020 Police Support Services						
Personnel Expenditures	2,388,915	1,426,900	1,769,969	1,226,248	1,794,066	1,854,296
Operating Expenditures	551,629	479,665	562,693	556,403	575,238	522,683
Capital Expenditures	282,519	24,251	0	0	4,000	4,000
Non-Operating Expenditures	34,000	0	25,000	25,000	25,750	26,523
Cost Center Total	3,257,063	1,930,816	2,357,662	1,807,651	2,399,054	2,407,502
0421025 Police Information Mgt.						
Personnel Expenditures	14,805	1,004,941	1,138,202	1,145,377	1,106,059	1,136,108
Operating Expenditures	540	323,858	507,898	401,997	92,042	88,810
Capital Expenditures	0	34,659	0	0	0	0
Cost Center Total	15,345	1,363,458	1,646,100	1,547,374	1,198,101	1,224,918
0421030 Home Town Security						
Personnel Expenditures	37,044	38,541	50,599	48,018	49,222	50,697
Operating Expenditures	14,800	14,353	25,392	16,503	29,149	19,289
Capital Expenditures	0	1,039	250	0	0	0
Cost Center Total	51,844	53,933	76,241	64,521	78,371	69,986

City of Rock Hill Annual Budget
Fiscal Year 2008/2009
Expenditure Summary



	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
0422001 Fire Administration						
Personnel Expenditures	261,819	281,514	342,118	302,221	348,103	350,501
Operating Expenditures	226,650	267,002	283,065	251,975	273,549	302,613
Capital Expenditures	9,176	184,542	969,500	939,377	715,000	792,435
Cost Center Total	497,645	733,058	1,594,683	1,493,573	1,336,652	1,445,549
0422005 Fire Fighting/Suppression						
Personnel Expenditures	4,396,522	4,427,628	4,604,659	4,726,704	4,849,952	5,042,815
Operating Expenditures	312,287	386,455	552,223	549,848	432,558	612,837
Capital Expenditures	143,128	179,235	173,596	156,341	194,180	384,424
224,000	4,851,937	4,993,318	5,330,478	5,432,893	5,476,690	6,040,076
0422010 Fire Prevention/Inspection						
Personnel Expenditures	287,440	295,737	327,217	337,260	341,700	350,407
Operating Expenditures	29,457	37,965	57,653	49,317	42,937	45,350
Capital Expenditures	16,138	0	4,338	5,007	23,330	3,870
Cost Center Total	333,035	333,702	389,208	391,584	407,967	399,627
0423001 Development Svcs. Administration						
Personnel Expenditures	32,158	138,048	170,122	166,385	179,162	183,742
Operating Expenditures	33,512	76,761	48,932	30,267	49,776	44,952
Capital Expenditures	2,481	225	0	0	0	0
Cost Center Total	68,151	215,034	219,054	196,652	228,938	228,694
0423005 Building/Codes						
Personnel Expenditures	672,201	390,737	424,855	389,048	418,836	451,545
Operating Expenditures	275,520	43,486	43,852	56,799	46,058	37,742
Capital Expenditures	726	539	0	0	0	15,269
Cost Center Total	948,447	434,762	468,707	445,847	464,894	504,556
0423010 Zoning/Current Planning						
Personnel Expenditures	250,998	282,198	448,708	480,621	417,070	427,482
Operating Expenditures	111,478	40,994	49,396	72,070	49,570	51,163
Capital Expenditures	45,578	23,984	28,500	19,647	29,327	28,500
Cost Center Total	408,054	347,176	526,604	572,338	495,967	507,145
0423015 Permit Application Center						
Personnel Expenditures	3,358	231,224	317,676	248,425	291,198	300,990
Operating Expenditures	0	99,008	138,900	86,070	113,584	114,269
Capital Expenditures	0	339	2,000	0	0	0
Cost Center Total	3,358	330,571	458,576	334,495	404,782	415,259
0423020 Infrastructure						
Personnel Expenditures	4,870	337,075	116,684	95,954	178,290	182,863
Operating Expenditures	0	13,518	21,500	26,292	41,160	22,619
Capital Expenditures	0	902	0	0	0	0
Cost Center Total	4,870	351,495	138,184	122,246	219,450	205,482

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	2004/2005 Actual	2005/2006 Actual	2006/2007 Budget	2006/2007 Estimate	2007/2008 Approved	2008/2009 Projected
0431001 Public Works Administration						
Personnel Expenditures	146,980	133,571	204,513	170,800	209,091	214,232
Operating Expenditures	12,717	17,728	27,762	107,828	53,317	20,807
Capital Expenditures	719	4,087	0	0	0	0
Cost Center Total	160,416	155,386	232,275	278,628	262,408	235,039
0431005 Street/Sidewalk/Curb/Gutter						
Personnel Expenditures	1,074,447	1,131,330	711,332	697,249	699,280	731,699
Operating Expenditures	354,022	370,405	347,135	321,625	430,321	438,307
Capital Expenditures	565,787	555,510	478,000	460,913	528,502	551,907
Cost Center Total	1,994,256	2,057,245	1,536,467	1,479,787	1,658,103	1,721,913
0431015 Residential Sanitation						
Personnel Expenditures	327,983	343,670	382,843	377,207	380,475	401,464
Operating Expenditures	635,250	728,238	671,288	782,457	865,763	881,846
Capital Expenditures	385,157	382,537	418,273	397,161	558,043	489,170
Cost Center Total	1,348,390	1,454,445	1,472,404	1,556,825	1,804,281	1,772,480
0431020 Commercial Sanitation						
Personnel Expenditures	304,657	318,910	330,008	316,667	329,820	351,955
Operating Expenditures	715,590	770,264	714,990	823,630	840,256	856,718
Capital Expenditures	50,956	111,998	188,205	175,670	144,641	155,392
Cost Center Total	1,071,203	1,201,172	1,233,203	1,315,967	1,314,717	1,364,065
0431025 Curbside Sanitation						
Personnel Expenditures	810,369	804,851	807,436	880,973	850,977	882,375
Operating Expenditures	315,086	270,609	280,940	251,346	251,862	255,387
Capital Expenditures	106,776	212,938	235,587	230,358	229,523	142,357
Cost Center Total	1,232,231	1,288,398	1,323,963	1,362,677	1,332,362	1,280,119
0431030 Recycling						
Personnel Expenditures	381,062	333,638	355,439	397,622	363,661	372,646
Operating Expenditures	155,462	175,013	148,570	158,703	187,160	190,322
Capital Expenditures	80,472	181,868	212,603	269,761	328,633	272,939
Cost Center Total	616,996	690,519	716,612	826,086	879,454	835,907
0431045 Construction						
Personnel Expenditures	0	0	421,442	299,678	432,215	456,873
Operating Expenditures	0	0	154,200	166,863	135,067	137,356
Capital Expenditures	0	0	37,700	30,572	93,474	72,223
Cost Center Total	0	0	613,342	497,113	660,756	666,452
0433005 Horticulture						
Personnel Expenditures	959,367	839,119	637,022	654,107	0	0
Operating Expenditures	246,292	155,686	130,554	109,752	0	0
Capital Expenditures	43,748	0	35,000	33,383	0	0
Cost Center Total	1,249,407	994,805	802,576	797,242	0	0

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
0433010 Buildings Maintenance						
Personnel Expenditures	285,677	288,345	240,982	240,379	0	0
Operating Expenditures	430,228	479,281	517,431	544,345	0	0
Capital Expenditures	250,190	227,071	130,000	167,771	0	0
Cost Center Total	966,095	994,697	888,413	952,495	0	0
0433015 Cemetery Services						
Personnel Expenditures	99,117	115,223	95,659	107,275	0	0
Operating Expenditures	216,877	205,576	239,595	217,644	0	0
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	315,994	320,799	335,254	324,919	0	0
0433020 Custodial Services						
Personnel Expenditures	376,990	348,511	331,273	337,117	0	0
Operating Expenditures	112,238	78,274	52,075	81,643	0	0
Capital Expenditures	0	0	12,769	0	0	0
Cost Center Total	489,228	426,785	396,117	418,760	0	0
0440001 Management Services Administration						
Personnel Expenditures	0	0	0	0	202,528	207,498
Operating Expenditures	0	0	0	0	29,611	29,743
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	232,139	237,241
0440005 Accounting						
Personnel Expenditures	0	0	0	0	395,332	404,662
Operating Expenditures	0	0	0	0	128,877	131,157
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	524,209	535,819
0441001 Technology Services Administration						
Personnel Expenditures	0	0	0	0	239,635	250,606
Operating Expenditures	0	0	0	0	8,500	6,500
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	248,135	257,106
0441010 Mgt. Information Systems						
Personnel Expenditures	0	0	0	0	378,263	388,815
Operating Expenditures	0	0	0	0	843,074	845,871
Capital Expenditures	0	0	0	0	181,252	181,252
Cost Center Total	0	0	0	0	1,402,589	1,415,938

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
0441015 Geographic Info. Systems						
Personnel Expenditures	0	0	0	0	165,199	175,104
Operating Expenditures	0	0	0	0	107,863	107,916
Capital Expenditures	0	0	0	0	30,000	30,000
Cost Center Total	0	0	0	0	303,062	313,020
0441020 Police Technology						
Personnel Expenditures	0	0	0	0	129,960	134,911
Operating Expenditures	0	0	0	0	379,359	385,076
Capital Expenditures	0	0	0	0	50,400	50,400
Cost Center Total	0	0	0	0	559,719	570,387
0442001 Customer Services Administration						
Personnel Expenditures	0	0	0	0	197,736	200,376
Operating Expenditures	0	0	0	0	80,570	64,186
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	278,306	264,562
0442005 Call Center/Customer Svcs.						
Personnel Expenditures	0	0	0	0	347,485	357,190
Operating Expenditures	0	0	0	0	44,154	44,595
Capital Expenditures	0	0	0	0	17,166	0
Cost Center Total	0	0	0	0	408,805	401,785
0442010 Central Collections						
Personnel Expenditures	0	0	0	0	330,237	339,356
Operating Expenditures	0	0	0	0	89,609	90,505
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	419,846	429,861
0442015 Account Management						
Personnel Expenditures	0	0	0	0	149,723	153,856
Operating Expenditures	0	0	0	0	22,118	22,339
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	171,841	176,195
0442020 Billing and Metering Services						
Personnel Expenditures	0	0	0	0	533,673	550,977
Operating Expenditures	0	0	0	0	300,608	303,614
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	834,281	854,591
0443001 Administration/Budget						
Personnel Expenditures	0	0	0	0	151,570	154,768
Operating Expenditures	0	0	0	0	28,008	25,174
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	179,578	179,942

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
0443005 Purchasing/Fleet						
Personnel Expenditures	0	0	0	0	928,964	950,185
Operating Expenditures	0	0	0	0	111,634	112,603
Capital Expenditures	0	0	0	0	38,500	26,389
Cost Center Total	0	0	0	0	1,079,098	1,089,177
0443010 Risk Management						
Personnel Expenditures	0	0	0	0	146,580	150,386
Operating Expenditures	0	0	0	0	174,167	176,347
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	320,747	326,733
0443015 Horticulture						
Personnel Expenditures	0	0	0	0	639,717	657,473
Operating Expenditures	0	0	0	0	143,354	145,402
Capital Expenditures	0	0	0	0	52,712	57,422
Cost Center Total	0	0	0	0	835,783	860,297
0443020 Buildings Maintenance						
Personnel Expenditures	0	0	0	0	256,758	262,892
Operating Expenditures	0	0	0	0	541,349	408,677
Capital Expenditures	0	0	0	0	140,000	163,211
Cost Center Total	0	0	0	0	938,107	834,780
0443025 Cemetery Services						
Personnel Expenditures	0	0	0	0	96,774	99,494
Operating Expenditures	0	0	0	0	243,093	234,156
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	339,867	333,650
0443030 Custodial Services						
Personnel Expenditures	0	0	0	0	303,167	311,349
Operating Expenditures	0	0	0	0	52,912	54,350
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	0	0	0	0	356,079	365,699
0451001 Tourism						
Personnel Expenditures	236,449	233,914	252,832	230,994	247,458	250,270
Operating Expenditures	110,318	110,361	138,848	102,353	145,013	146,348
Capital Expenditures	0	0	0	0	25,717	25,556
Cost Center Total	346,767	344,275	391,680	333,347	418,188	422,174
0451005 Recreation						
Personnel Expenditures	522,002	537,245	633,087	581,830	674,626	749,567
Operating Expenditures	308,414	419,430	378,724	436,586	414,806	420,906
Capital Expenditures	118,196	84,477	81,400	68,375	153,000	125,000
Cost Center Total	948,612	1,041,152	1,093,211	1,086,791	1,242,432	1,295,473

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
0451035 Parks						
Personnel Expenditures	1,397,808	1,778,844	1,525,951	1,662,828	1,705,979	1,748,431
Operating Expenditures	1,143,656	1,700,637	1,765,907	1,886,752	1,894,472	1,936,459
Capital Expenditures	522,449	242,197	388,239	380,669	189,456	249,059
Cost Center Total	3,063,913	3,721,678	3,680,097	3,930,249	3,789,907	3,933,949
0463001 Housing Authority						
Personnel Expenditures	1,425,918	1,306,033	1,470,166	1,300,340	1,286,196	1,321,186
Operating Expenditures	47,538	43,715	34,400	45,386	52,878	53,909
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	1,473,456	1,349,748	1,504,566	1,345,726	1,339,074	1,375,095
0465001 Economic and Urban Development Administration						
Personnel Expenditures	362,197	350,794	370,522	378,594	423,836	434,624
Operating Expenditures	171,965	207,245	262,706	272,191	313,137	316,205
Capital Expenditures	8,031	0	0	0	0	0
Cost Center Total	542,193	558,039	633,228	650,785	736,973	750,829
0465002 Economic and Urban Development Project Management						
Personnel Expenditures	89,720	155,210	164,364	177,115	163,886	167,186
Operating Expenditures	20,365	6,506	11,305	7,616	9,439	9,430
Capital Expenditures	6,000	30,458	125,000	144,616	125,000	125,000
Cost Center Total	116,085	192,174	300,669	329,347	298,325	301,616
0465003 Economic and Urban Development Downtown/Oldtown						
Personnel Expenditures	133,758	218,151	80,505	-8,144	67,690	72,336
Operating Expenditures	142,957	38,885	58,665	30,488	76,568	64,312
Capital Expenditures	0	17,443	40,000	0	0	0
Cost Center Total	276,715	274,479	179,170	22,344	144,258	136,648
0465004 Economic and Urban Development Textile Corridor						
Personnel Expenditures	325	176,722	16,095	-22,607	38,705	46,815
Operating Expenditures	35,067	109,795	253,120	144,784	263,491	240,191
Capital Expenditures	0	0	72,995	0	100,000	0
Cost Center Total	35,392	286,517	342,210	122,177	402,196	287,006
0470001 Debt Service						
Operating Expenditures	738,540	755,263	665,168	702,164	665,453	661,755
Cost Center Total	738,540	755,263	665,168	702,164	665,453	661,755
General Fund						
Personnel Expenditures	29,641,200	31,132,891	31,696,500	31,653,539	32,976,778	34,105,394
Operating Expenditures	11,540,833	13,046,597	13,730,574	15,888,282	14,794,596	14,757,777
Capital Expenditures	3,175,347	3,662,961	4,853,947	4,569,103	4,890,596	5,189,343
Non-Operating Expenditures	-2,926,673	-2,668,001	-2,487,207	-3,770,000	-2,553,720	-2,625,543
General Fund Total	41,430,707	45,174,448	47,793,814	48,340,924	50,108,249	51,426,970

	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Accommodations Tax Fund	Actual	Actual	Budget	Estimate	Approved	Projected
Operating Expenditures	258,934	248,066	325,923	335,096	336,938	336,938
Accommodations Tax Fund Total	258,934	248,066	325,923	335,096	336,938	336,938

Tax Increment Surplus Fund

0419001 Non-Departmental						
Operating Expenditures	0	0	330,650	472,516	401,710	416,106
Cost Center Total	0	0	330,650	472,516	401,710	416,106

0470001 Debt Service

Operating Expenditures	805,958	826,542	231,550	151,065	384,290	394,894
Cost Center Total	805,958	826,542	231,550	151,065	384,290	394,894

Tax Increment Surplus Total

Operating Expenditures	805,958	826,542	562,200	623,581	786,000	811,000
Tax Increment Surplus Fund Total	805,958	826,542	562,200	623,581	786,000	811,000

Local Option Hospitality Tax Fund

0419001 Non-Departmental						
Operating Expenditures	3,019,059	3,084,836	3,518,182	3,482,557	3,943,039	4,118,018
Local Option Hosp. Tax Fund Total	3,019,059	3,084,836	3,518,182	3,482,557	3,943,039	4,118,018

Fire Impact Fee Fund

0419001 Non-Departmental						
Operating Expenditures	644,084	393,444	480,000	415,634	375,569	415,569
Fire Impact Fee Fund Total	644,084	393,444	480,000	415,634	375,569	415,569

Stormwater Fund

0436005 Stormwater						
Personnel Expenditures	490,952	393,930	582,152	587,861	612,503	640,369
Operating Expenditures	916,586	312,168	808,548	442,505	815,771	851,248
Capital Expenditures	182,930	144,734	138,591	653,972	210,397	201,391
Non-Operating Expenditures	-267,338	0	0	0	0	0
Cost Center Total	1,323,130	850,832	1,529,291	1,684,338	1,638,671	1,693,008

0470001 Debt Service

Operating Expenditures	2,041	505,482	538,709	558,856	529,829	527,537
Cost Center Total	2,041	505,482	538,709	558,856	529,829	527,537
Stormwater Fund Total	1,325,171	1,356,314	2,068,000	2,243,194	2,168,500	2,220,545

Electric Fund	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Estimate	Approved	Projected
0419001 Non-Departmental						
Operating Expenditures	984,720	911,089	800,000	870,323	816,000	832,320
Non-Operating Expenditures	4,224,969	3,800,000	1,350,950	1,518,000	1,377,569	1,405,528
Cost Center Total	5,209,689	4,711,089	2,150,950	2,388,323	2,193,569	2,237,848
0416001 Law/City Attorney						
Operating Expenditures	127,011	157,281	130,000	149,105	132,600	135,252
Cost Center Total	127,011	157,281	130,000	149,105	132,600	135,252
0435001 Utilities Administration						
Personnel Expenditures	529,131	522,938	606,255	569,688	561,599	573,523
Operating Expenditures	136,426	138,651	182,042	53,979	103,415	105,483
Capital Expenditures	-232,309	210,400	8,700	11,558	0	0
Non-Operating Expenditures	-597,514	1,074,041	970,488	970,488	1,324,284	1,265,117
Cost Center Total	-164,266	1,946,030	1,767,485	1,605,713	1,989,298	1,944,123
0435075 Electric Services						
Personnel Expenditures	1,357,008	1,228,416	1,235,757	1,301,065	1,220,034	1,269,148
Operating Expenditures	54,515,568	60,293,520	59,248,214	59,592,512	62,879,743	66,188,425
Capital Expenditures	679,687	38,321	1,804,119	1,959,731	1,669,945	1,198,025
Cost Center Total	56,552,263	61,560,257	62,288,090	62,853,308	65,769,722	68,655,598
0435076 Electric Engineering						
Personnel Expenditures	231,168	239,958	326,185	249,911	441,059	456,041
Operating Expenditures	501,247	626,651	805,705	650,674	902,513	957,395
Capital Expenditures	6,681	10,231	19,490	0	8,994	9,000
Cost Center Total	739,096	876,840	1,151,380	900,585	1,352,566	1,422,436
0435080 Traffic Signals						
Personnel Expenditures	489,253	534,658	651,423	674,871	616,857	646,384
Operating Expenditures	422,616	467,083	686,205	599,650	809,955	825,157
Capital Expenditures	127,737	136,542	163,000	145,203	186,337	206,054
Cost Center Total	1,039,606	1,138,283	1,500,628	1,419,724	1,613,149	1,677,595
0435085 Utilities Technology Services						
Personnel Expenditures	282,488	317,819	382,448	347,748	0	0
Operating Expenditures	81,116	446,537	438,224	418,567	0	0
Capital Expenditures	6,220	70,320	408,836	360,896	0	0
Cost Center Total	369,824	834,676	1,229,508	1,127,211	0	0
0441005 Utilities Technology						
Personnel Expenditures	0	0	0	0	368,979	398,884
Operating Expenditures	0	0	0	0	630,971	676,858
Capital Expenditures	0	0	0	0	339,648	336,139
Cost Center Total	0	0	0	0	1,339,598	1,411,881
0470001 Debt Service						
Operating Expenditures	2,424,504	2,425,404	2,311,565	2,434,212	2,335,628	2,225,726
Cost Center Total	2,424,504	2,425,404	2,311,565	2,434,212	2,335,628	2,225,726

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
Electric Fund Total						
Personnel Expenditures	2,889,048	2,843,790	3,202,068	3,143,283	3,208,528	3,343,980
Operating Expenditures	56,768,704	65,466,216	62,290,390	64,769,022	66,275,197	69,720,891
Capital Expenditures	588,015	465,814	2,404,145	2,477,388	2,204,924	1,749,218
Non-Operating Expenditures	6,051,959	4,874,041	4,633,003	2,488,488	5,037,881	4,891,371
	<u>66,297,726</u>	<u>73,649,861</u>	<u>72,529,606</u>	<u>72,878,181</u>	<u>76,726,530</u>	<u>79,710,460</u>
Water Fund						
0419001 Non-Departmental						
Non-Operating Expenditures	0	0	945,645	1,062,600	964,578	983,870
	<u>0</u>	<u>0</u>	<u>945,645</u>	<u>1,062,600</u>	<u>964,578</u>	<u>983,870</u>
0435001 Administration						
Operating Expenditures	0	0	500,000	0	150,000	200,000
Non-Operating Expenditures	1,694,317	1,670,663	2,143,010	2,143,020	2,040,984	2,131,149
	<u>1,694,317</u>	<u>1,670,663</u>	<u>2,643,010</u>	<u>2,143,020</u>	<u>2,190,984</u>	<u>2,331,149</u>
0435005 Engineering						
Personnel Expenditures	117,902	54,732	223,524	129,688	145,413	149,756
Operating Expenditures	65,290	81,870	70,340	170,307	87,615	72,387
Capital Expenditures	12	2,396	400	0	50,000	0
Cost Center Total	<u>183,204</u>	<u>138,998</u>	<u>294,264</u>	<u>299,995</u>	<u>283,028</u>	<u>222,143</u>
0435010 Water Distribution						
Personnel Expenditures	831,481	891,474	961,123	1,104,951	1,074,975	1,100,450
Operating Expenditures	681,904	755,862	774,035	783,110	860,393	1,017,013
Capital Expenditures	451,443	470,381	928,760	482,401	625,657	2,058,478
Cost Center Total	<u>1,964,828</u>	<u>2,117,717</u>	<u>2,663,918</u>	<u>2,370,462</u>	<u>2,561,025</u>	<u>4,175,941</u>
0435025 Raw Water Pump Station						
Operating Expenditures	260,972	223,334	263,000	268,346	309,850	309,890
Capital Expenditures	146,151	641,396	15,000	14,885	0	0
Cost Center Total	<u>407,123</u>	<u>864,730</u>	<u>278,000</u>	<u>283,231</u>	<u>309,850</u>	<u>309,890</u>
0435030 Water Treatment Plant						
Personnel Expenditures	513,512	548,911	594,361	610,744	610,230	667,838
Operating Expenditures	1,151,153	1,317,468	1,283,358	1,334,947	1,371,676	1,390,109
Capital Expenditures	415,087	27,811	60,211	54,667	570,151	5,110
Cost Center Total	<u>2,079,752</u>	<u>1,894,190</u>	<u>1,937,930</u>	<u>2,000,358</u>	<u>2,552,057</u>	<u>2,063,057</u>
0470001 Debt Service						
Non-Operating Expenditures	3,890,040	3,890,268	3,876,345	3,909,588	3,694,179	3,455,636
Cost Center Total	<u>3,890,040</u>	<u>3,890,268</u>	<u>3,876,345</u>	<u>3,909,588</u>	<u>3,694,179</u>	<u>3,455,636</u>
Water Fund Total						
Personnel Expenditures	1,462,895	1,495,116	1,779,008	1,845,383	1,830,617	1,918,045
Operating Expenditures	2,159,319	2,378,533	2,890,733	2,556,710	2,779,534	2,989,399
Capital Expenditures	636,704	1,141,986	1,004,371	551,983	1,245,808	2,063,588
Non-Operating Exp.	5,960,346	5,560,931	6,965,020	7,115,208	6,699,741	6,570,655
Fund Total	<u>10,219,264</u>	<u>10,576,566</u>	<u>12,639,132</u>	<u>12,069,284</u>	<u>12,555,700</u>	<u>13,541,687</u>

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
Wastewater Fund						
0419001 Non-Departmental						
Non-Operating Expenditures		0	0	1,080,760	1,214,400	1,124,423
Cost Center Total		0	0	1,080,760	1,214,400	1,124,423
0435001 Utilities Administration						
Capital Expenditures	-385,555	0	0	0	0	0
Operating Expenditures	0	0	800,000	0	600,000	650,000
Non-Operating Expenditures	3,904,608	2,285,234	2,741,428	2,741,428	3,010,912	3,026,526
Cost Center Total	3,519,053	2,285,234	3,541,428	2,741,428	3,610,912	3,676,526
0435035 Wastewater System						
Personnel Expenditures	543,253	624,325	758,092	712,317	804,383	834,886
Operating Expenditures	715,314	607,893	757,850	627,031	886,937	1,030,845
Capital Expenditures	245,536	984,119	1,540,418	489,591	1,998,181	2,564,244
Cost Center Total	1,504,103	2,216,337	3,056,360	1,828,939	3,689,501	4,429,975
0435055 Wastewater Treatment Plant						
Personnel Expenditures	762,609	807,045	833,494	861,411	913,441	1,001,438
Operating Expenditures	2,227,796	2,274,592	2,220,025	1,691,331	2,644,466	2,631,508
Capital Expenditures	497,259	299,480	101,000	1,147,084	0	92,438
Cost Center Total	3,487,664	3,381,117	3,154,519	3,699,826	3,557,907	3,725,384
0435060 Industrial Pretreatment						
Personnel Expenditures	79,419	82,815	84,192	98,168	49,594	57,990
Operating Expenditures	9,521	16,370	66,839	29,593	68,175	68,491
Capital Expenditures	3,294	342	11,000	7,041	11,242	31,333
Cost Center Total	92,234	99,527	162,031	134,802	129,011	157,814
0435065 Environmental Monitoring						
Personnel Expenditures	226,723	236,658	238,966	240,793	224,493	230,271
Operating Expenditures	90,240	108,795	208,860	126,923	213,038	214,242
Capital Expenditures	3,066	1,837	23,775	27,226	5,432	322
Cost Center Total	320,029	347,290	471,601	394,942	442,963	444,835
0435070 Lift Stations						
Personnel Expenditures	113,263	99,027	106,557	106,728	107,638	94,744
Operating Expenditures	550,453	960,775	637,427	1,110,334	633,206	605,019
Capital Expenditures	0	0	10,000	0	22,711	0
Cost Center Total	663,716	1,059,802	753,984	1,217,062	763,555	699,763
0470001 Debt Service						
Personnel Expenditures						
Non-Operating Expenditures	3,936,898	4,124,460	4,150,817	4,241,288	3,601,386	3,168,819
Cost Center Total	3,936,898	4,124,460	4,150,817	4,241,288	3,601,386	3,168,819

Wastewater Fund Total	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	1,725,267	1,849,869	2,021,301	2,019,417	2,099,548	2,219,328
Operating Expenditures	3,593,288	4,038,971	4,691,001	3,585,212	5,045,822	5,200,104
Capital Expenditures	444,003	1,291,731	1,686,193	1,670,942	2,037,566	2,688,337
Non-Operating Expenditures	7,841,506	6,409,694	7,973,005	8,197,116	7,714,673	7,319,498
Wastewater Fund Total	13,604,064	13,590,265	16,371,500	15,472,687	16,897,609	17,427,267

Total All Funds Summary

	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Estimate	2008/2009 Request	2009/2010 Projected
General Fund	41,430,707	45,174,448	47,793,814	48,340,924	50,108,250	51,426,971
Accommodations Tax	258,934	248,066	325,923	335,096	336,938	336,938
Tax Increment Surplus	805,958	826,542	562,200	623,581	786,000	811,000
Local Hospitality Fee	3,019,059	3,084,836	3,518,182	3,482,557	3,943,039	4,118,018
Fire Impact Fee	644,084	393,444	480,000	415,634	375,569	415,569
Stormwater Fund	1,325,171	1,356,314	2,068,000	2,243,194	2,168,500	2,220,545
Electric Fund	66,297,726	73,649,861	72,529,606	72,878,181	76,726,530	79,710,460
Water Fund	10,219,264	10,576,566	12,639,132	12,069,284	12,555,700	13,541,687
Wastewater Fund	13,604,064	13,590,265	16,371,500	15,472,687	16,897,609	17,427,267
	\$137,604,967	\$148,900,342	\$156,288,357	\$155,861,138	\$163,898,135	\$170,008,455



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

Grants

Secure Grant Funding
Compliance

Solicitor's Office

Maintain Jury Trial Scheduling
Victim Advocacy

Public Affairs

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

General Government Department Budget:

Program Expenditures

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$1,682,534	\$1,699,805	\$1,814,716	\$1,702,617	\$2,078,835	\$2,160,110
Operating Expenditures	1,098,185	1,219,114	1,204,537	1,276,276	1,234,397	1,203,469
Capital Expenditures	30,552	276,861	73,866	32,363	75,000	87,899
Total	\$2,811,271	\$3,195,780	\$3,093,119	\$3,011,256	\$3,388,232	\$3,451,478
Personnel						
Full-Time	21	20	24	24	29	29
Part-Time	11	12	11	11	8	8
Total	32	32	35	35	37	37

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 Airport Division operates the City's municipal airport.

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.

2008/2009 Key Issues and Changes:

A Grants Division is established for the FY 2009 Budget and is located within the General Government Department, reporting to the City Manager. The division is comprised of no net new positions, they are reclassified and relocated from other divisions. The Assistant to the City Manager and Accounting Clerk III positions are relocated from the Housing and Neighborhood Services Administration division. The Grant Administrator is relocated from the Public Affairs division.

Additionally in this department, one Ministerial Recorder is converted from part-time to full-time this fiscal year.

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$149,461	\$171,637	\$146,728	\$155,963	\$154,756	\$162,895
Operating Expenditures	62,991	75,528	78,200	68,335	82,399	85,657
Capital Expenditures	0	0	0	0	0	0
Total	\$212,452	\$247,165	\$224,928	\$224,298	\$237,155	\$248,552
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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$443,499	\$436,680	\$441,649	\$467,532	\$466,360	\$492,889
Operating Expenditures	67,898	67,902	61,612	92,847	95,604	78,206
Capital Expenditures	0	16,120	0	0	10,000	10,220
Total	\$511,397	\$520,702	\$503,261	\$560,379	\$571,964	\$581,315
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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$444,486	\$464,320	\$508,480	\$523,069	\$533,753	\$548,871
Operating Expenditures	162,433	130,351	154,802	107,705	168,637	180,408
Capital Expenditures	14,680	530	6,150	17,071	0	0
Total	\$621,599	\$595,201	\$669,432	\$647,845	\$702,390	\$729,279
Personnel						
Full-Time	8	8	9	9	10	10
Part-Time	1	1	1	1	0	0
Total	9	9	10	10	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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$270,812	\$286,210	\$302,058	\$270,665	\$343,642	\$356,023
Operating Expenditures	42,958	50,816	84,712	38,839	82,443	84,959
Capital Expenditures	0	0	0	0	0	0
Total	\$313,770	\$337,026	\$386,770	\$309,504	\$426,085	\$440,982
Personnel						
Full-Time	4	4	4	4	4	4
Part-Time	1	1	1	1	1	1
Total	5	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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$287,710	\$230,066	\$227,665	\$235,995	\$227,552	\$234,303
Operating Expenditures	72,356	118,458	96,632	81,865	147,518	116,047
Capital Expenditures	6,933	9,201	0	9,565	5,000	0
Total	\$366,999	\$357,725	\$324,297	\$327,425	\$380,070	\$350,350
Personnel						
Full-Time	4	3	3	3	3	3
Part-Time	1	2	2	2	1	1
Total	5	5	5	5	4	4

Department:	Division:	Cost Center:
General Government	Grants	0413020

Strategic Goal

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

Division Mission

The Grants Division has the responsibility of researching, writing and administering grants for the City of Rock Hill as well as coordinating the annual federal legislative program. Responsibilities associated with this include working in collaboration with City staff and project stakeholders on needs, fostering positive relationships with funders and US Congressional delegation, and working to ensure City Council’s strategic goals are accomplished.

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$167,709	\$175,152
Operating Expenditures	0	0	0	0	76,950	59,729
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$244,659	\$234,881
Personnel						
Full-Time	0	0	0	0	3	3
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	3	3

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$37,044	\$38,541	\$50,599	\$48,018	\$49,222	\$50,697
Operating Expenditures	14,800	14,353	25,392	16,503	29,149	19,289
Capital Expenditures	0	1,039	250	0	0	0
Total	\$51,844	\$53,933	\$76,241	\$64,521	\$78,371	\$69,986
Personnel						
Full-Time	0	0	1	1	1	1
Part-Time	1	1	0	0	0	0
Total	1	1	1	1	1	1

Department:	Division:	Cost Center:
General Government	Elections	0414001

Expenditures by Category	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$17,023	\$4,272	\$20,000	\$9,527	\$0	\$21,000
Capital Expenditures	-	-	-	-	-	-
Total	\$17,023	\$4,272	\$20,000	\$9,527	\$0	\$21,000

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$288,421	\$272,337	\$270,000	\$273,088	\$275,349	\$280,856
Capital Expenditures	-	-	-	-	-	-
Total	\$288,421	\$272,337	\$270,000	\$273,088	\$275,349	\$280,856

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$49,540	\$72,350	\$134,638	\$139,147	\$135,842	\$139,280
Operating Expenditures	242,349	255,356	283,187	274,348	276,347	277,319
Capital Expenditures	8,943	249,971	67,466	31,794	60,000	77,679
Total	\$300,832	\$577,677	\$485,291	\$445,289	\$472,189	\$494,278

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	0	0	2	2	2	2
Part-Time	1	1	0	0	0	0
Total	1	1	2	2	2	2



Human Resources Department



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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$555,632	\$553,137	\$597,313	\$574,262	\$616,195	\$630,458
Operating Expenditures	129,741	126,789	181,737	170,764	207,555	204,961
Capital Expenditures	12,550	0	0	-14	14,000	0
Total	\$697,923	\$679,926	\$779,050	745,012	\$837,750	\$835,419
Personnel						
Full-Time	7	7	7	7	7	7
Part-Time	2	2	2	2	2	2
Total	9	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.

2008/2009 Key Issues and Changes:

An initiative to provide for funding for chronic disease management is included in the approved FY 2009 budget and provides promise of budgetary impact. This program will support affected employees with one-on-one medical specialty counseling, and critical medicines, diet, and exercise necessary to manage disease.

Additionally in the Human Resources Department FY 2009 approved budget, a Special Projects Intern is reclassified to a Senior Projects Intern.



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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$325,646	\$334,340	\$371,123	\$308,110	\$341,916	\$348,653
Operating Expenditures	109,017	101,749	152,339	181,285	174,056	171,359
Capital Expenditures	12,550	0	0	0	14,000	0
Total	\$447,213	\$436,089	\$523,462	\$489,395	\$529,972	\$520,012

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	3	3	3	3	3	3
Part-Time	2	2	2	2	2	2
Total	5	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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$229,992	\$218,797	\$226,190	\$253,368	\$274,279	\$281,805
Operating Expenditures	20,743	25,039	29,398	24,991	33,499	33,603
Capital Expenditures	0	0	0	0	0	0
Total	\$250,735	\$243,836	\$255,588	\$278,359	\$307,778	\$315,408

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	4	4	4	4	4	4
Part-Time	0	0	0	0	0	0
Total	4	4	4	4	4	4



Planning Services Department



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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$193,597	\$311,118	\$343,142	\$325,585	\$372,393	\$380,711
Operating Expenditures	153,444	178,403	402,325	350,615	388,954	400,737
Capital Expenditures	7,793	0	0	0	0	0
Total	\$354,834	\$489,521	\$745,467	\$676,200	\$761,347	\$781,448
Personnel						
Full-Time	4	4	4	4	4	4
Part-Time	2	2	1	1	1	1
Total	6	6	5	5	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.

2008/2009 Key Issues and Changes:

The Planning Services Department will continue its 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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$138,483	\$139,224	\$137,518	\$135,216	\$161,376	\$165,658
Operating Expenditures	17,335	10,864	14,662	11,203	16,241	16,422
Capital Expenditures	0	0	0	0	0	0
Total	\$155,818	\$150,088	\$152,180	\$146,419	\$177,617	\$182,080

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	1	1	1	1	1	1
Part-Time	1	1	1	1	1	1
Total	2	2	2	2	2	2

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

Division Mission

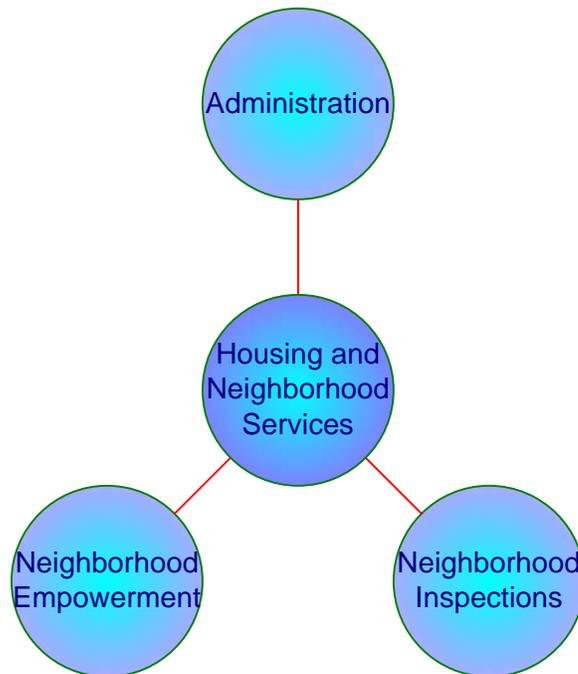
To provide professional recommendations, information, and support to citizens and city officials to carry out a continuing planning and zoning program for sustainable physical, social and economic growth, development and redevelopment of the City of Rock Hill.

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$55,119	\$171,893	\$205,624	\$183,450	\$211,017	\$215,053
Operating Expenditures	136,119	167,540	387,663	195,664	372,713	384,315
Capital Expenditures	7,794	0	0	0	0	0
Total	\$199,032	\$339,433	\$593,287	\$379,114	\$583,730	\$599,368

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	3	3	3	3	3	3
Part-Time	0	0	0	0	0	0
Total	3	3	3	3	3	3



Housing and Neighborhood Services Department



Housing and Neighborhood Services Department Divisional Responsibilities:

Administration

Coordinate Civics Courses
CDBG Administration

Neighborhood Empowerment

Develop Neighborhood Organizations
Organize Neighborhood Meetings

Neighborhood Development Services

Affordable Housing Program
Historic Preservation
Inspections
Education/Prevention

Housing and Neighborhood Services Department Budget:

Program Expenditures

Expenditures by Category	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$710,850	\$852,360	\$898,751	\$784,142	\$815,890	\$842,559
Operating Expenditures	113,114	280,113	375,167	390,139	372,766	361,883
Capital Expenditures	1,863	19,621	114,855	123,896	79,521	274,860
Total	\$825,827	\$1,152,094	\$1,388,773	\$1,298,177	\$1,268,177	\$1,479,302
Personnel						
Full-Time	9	10	11	11	10	10
Part-Time	8	8	8	8	8	8
Total	17	18	19	19	18	18

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.

2008/2009 Key Issues and Changes:

In Fiscal Year 2008/2009, a Planner II position is reclassified and transferred to the new Grants Division of the General Government Department. An Accounting Clerk III is also transferred to Grants. A new Rehabilitation Specialist position is approved in the Neighborhood Development Division.



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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,329	\$217,559	\$240,222	\$252,224	\$144,024	\$148,077
Operating Expenditures	0	64,844	150,675	110,617	86,862	88,235
Capital Expenditures	0	1,421	25,000	59,870	16,251	8,000
Total	\$3,329	\$283,824	\$415,897	\$422,711	\$247,137	\$244,312

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	4	4	4	4	2	2
Part-Time	0	0	0	0	0	0
Total	4	4	4	4	2	2

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$245,780	\$192,557	\$200,871	\$213,050	\$207,666	\$212,978
Operating Expenditures	55,479	61,971	47,842	54,770	50,858	51,244
Capital Expenditures	1,842	0	0	0	0	0
Total	\$303,101	\$254,528	\$248,713	\$267,820	\$258,524	\$264,222

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	2	2	2	2	2	2
Part-Time	2	2	2	2	2	2
Total	4	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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$215,605	\$442,243	\$457,658	\$457,940	\$464,201	\$481,504
Operating Expenditures	20,333	153,298	176,650	189,696	235,047	222,403
Capital Expenditures	22	18,200	89,855	85,946	63,270	266,860
Total	\$235,960	\$613,741	\$724,163	\$733,582	\$762,518	\$970,767
Personnel						
Full-Time	4	4	5	5	6	6
Part-Time	1	6	6	6	6	6
Total	5	10	11	11	12	12



Police Department



Police Department Divisional Responsibilities

Administration

Personnel Management
Community Relations
Department Oversight / Policy

Investigations

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

Patrol

Enforce Traffic Law
Proactive Patrol
Citizen Calls for Service
Make Arrests/Serve Warrants

Investigate Motor Vehicle Accidents

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$7,659,240	\$8,179,230	\$8,286,125	\$7,888,799	\$8,511,139	\$8,758,499
Operating Expenditures	1,544,744	1,863,463	1,877,942	1,850,243	1,558,022	1,462,745
Capital Expenditures	513,769	425,828	677,363	736,501	774,216	884,809
Non-Operating Expenditures	34,072	0	25,000	25,000	25,750	26,523
Total\$	\$9,751,825	\$10,468,521	\$10,866,430	\$10,500,543	\$10,869,127	\$11,132,576
Personnel						
Full-Time	159	165	167	167	168	168
Part-Time	3	3	3	3	3	3
Total	162	168	170	170	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.

2008/2009 Key Issues and Changes:

Effective this Fiscal Year, the Police Department adds two Correctional Officer positions and one School Resource Officer in the Support Services Division. An Information Technology Technician and an Information Technology Engineer II are transferred to the Technology Services Department.

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$895,477	\$880,719	\$-132,370	\$817,558	\$-98,812	\$-93,007
Operating Expenditures	886,479	866,865	681,885	1,123,966	783,026	755,911
Capital Expenditures	231,255	340,258	587,576	563,084	746,216	856,809
Total	\$2,013,211	\$2,087,842	\$1,137,091	\$2,504,608	\$1,430,430	\$1,519,713

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
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:
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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$1,155,741	\$1,335,418	\$1,705,301	\$1,718,757	\$1,804,031	\$1,849,204
Operating Expenditures	62,783	108,554	68,116	34,318	54,396	45,140
Capital Expenditures	0	3,160	9,787	4,860	0	0
Total	\$1,218,524	\$1,447,132	\$1,783,204	\$1,757,935	\$1,858,427	\$1,894,344

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	25	31	31	31	30	30
Part-Time	0	0	0	0	0	0
Total	25	31	31	31	30	30

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,204,319	\$3,531,252	\$3,805,023	\$3,720,454	\$3,905,796	\$4,011,898
Operating Expenditures	43,418	84,520	57,350	54,301	53,320	50,200
Capital Expenditures	0	23,499	80,000	74,386	24,000	24,000
Total	\$3,247,737	\$3,639,271	\$3,942,373	\$3,849,141	\$3,983,116	\$4,086,098

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	75	75	75	75	75	75
Part-Time	1	1	1	1	1	1
Total	76	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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$2,388,915	1,426,900	\$1,769,969	\$1,226,248	\$1,794,066	\$1,854,296
Operating Expenditures	585,629	479,665	587,693	581,403	604,988	553,206
Capital Expenditures	282,519	24,251	0	0	0	0
Total	\$3,257,063	\$1,930,816	\$2,357,662	\$1,807,651	\$2,399,054	\$2,407,502

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	32	32	32	32	35	35
Part-Time	2	2	2	2	2	2
Total	34	34	34	34	37	37

Department:	Division:	Cost Center:
Police	Information Management	0421025

Division Mission

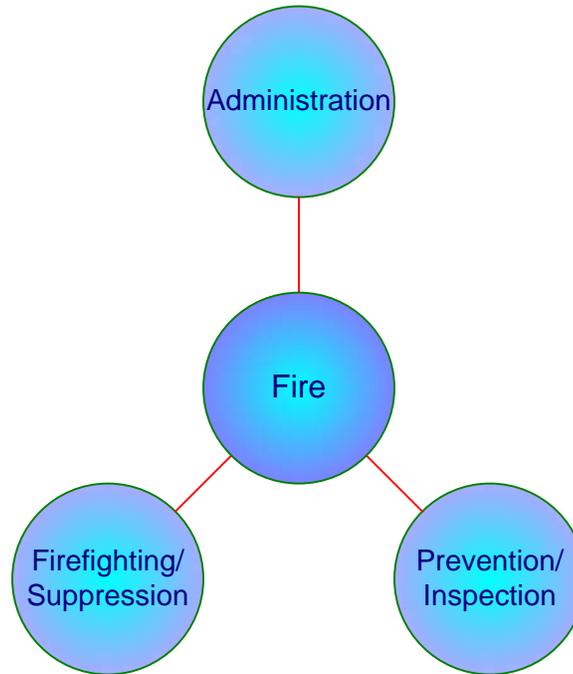
Members of the Information Management Division, as the first point of contact, are committed to providing the citizens of Rock Hill a professional customer service experience. Members will provide accurate and near real-time crime analysis and maintain records/archives as required by State Law. In addition, 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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$14,805	\$1,004,941	\$1,138,202	\$1,145,377	\$1,106,059	\$1,136,108
Operating Expenditures	540	323,858	507,898	401,997	92,042	88,810
Capital Expenditures	0	34,659	0	0	0	0
Total	\$15,345	\$1,363,458	\$1,646,100	\$1,547,374	\$1,198,101	\$1,224,918
Personnel						
Full-Time	27	27	27	27	26	26
Part-Time	0	0	0	0	0	0
Total	27	27	27	27	26	26





Fire Department



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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$4,945,772	\$5,004,879	\$5,273,994	\$5,179,694	\$5,539,755	\$5,743,724
Operating Expenditures	572,178	691,422	892,941	861,062	749,044	960,800
Capital Expenditures	168,440	363,778	1,147,434	1,206,998	932,510	1,180,729
Total	\$5,686,390	\$6,060,079	\$7,314,369	\$7,247,754	\$7,221,309	\$7,885,253
Personnel						
Full-Time	106	106	106	106	106	121
Part-Time	0	0	0	0	0	0
Total	106	106	106	106	106	121

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.

2008/2009 Key Issues and Changes:

In Fiscal Year 2008/2009, the Fire Department will build two fire stations – one to replace Station 3 and another (Airport) which is a new station. The new station was added to meet the needs of new residential development on the City’s northwest side. The Airport Station will be equipped with specialty suppression equipment for incidents at the Airport. The Airport station will be occupied at the end of FY 2010.

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$261,819	\$281,514	\$342,118	\$302,221	\$348,103	\$350,501
Operating Expenditures	226,650	267,002	283,065	251,975	273,549	302,613
Capital Expenditures	9,176	184,542	969,500	939,377	715,000	792,435
Total	\$497,645	\$733,058	\$1,594,683	\$1,493,573	\$1,336,652	\$1,445,549
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:
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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$4,396,522	\$4,427,628	\$4,604,659	\$4,726,704	\$4,849,952	\$5,042,815
Operating Expenditures	312,287	386,455	552,223	549,848	432,558	612,837
Capital Expenditures	143,128	179,235	173,596	156,341	194,180	384,424
Total	\$4,851,937	\$4,993,318	\$5,330,478	\$5,432,893	\$5,476,690	\$6,040,076
Personnel						
Full-Time	96	96	96	96	96	111
Part-Time	0	0	0	0	0	0
Total	96	96	96	96	96	111

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

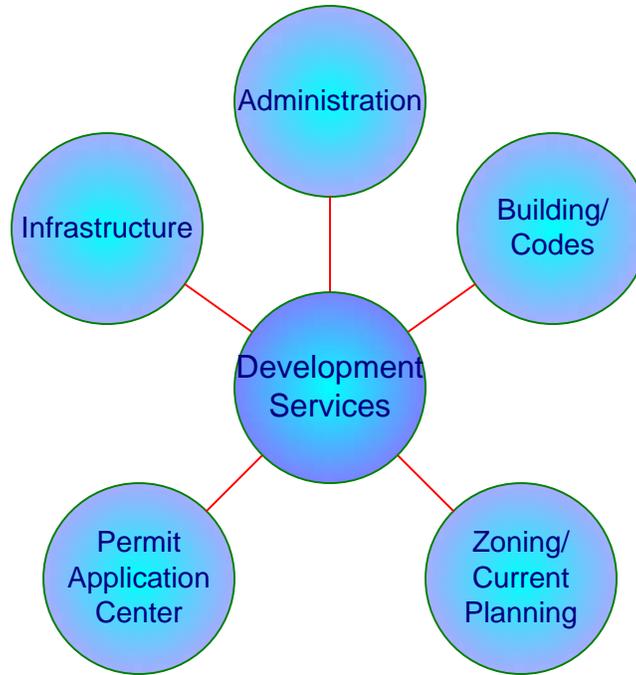
Division Mission

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

Expenditures by Category	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$287,440	\$295,737	\$327,217	\$337,260	\$341,700	\$350,407
Operating Expenditures	29,457	37,965	57,653	49,317	42,937	45,350
Capital Expenditures	16,138	0	4,338	5,007	23,330	3,870
Total	\$333,035	\$333,702	\$389,208	\$391,584	\$407,967	\$399,627
Personnel						
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



Development Services Department Divisional Responsibilities:

Administration

Personnel Management
Customer Service
Staff Training

Building/Codes

Plan Review
Inspections
Code Enforcement

Zoning/Current Planning

Comprehensive Planning
Land Uses/Zoning Compliance
Zoning Enforcement
Transportation Planning

Permit Application Center

Development Coordination
Plan Tracking
Planner of the Day Activities

Infrastructure

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

Development Services Department Budget:

Program Expenditures

Expenditures by Category	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$963,578	\$1,379,282	\$1,478,045	\$1,251,990	\$1,484,557	\$1,546,623
Operating Expenditures	420,483	273,768	302,580	319,433	300,148	270,745
Capital Expenditures	48,783	25,990	30,500	41,382	29,327	43,769
Total	\$1,432,844	\$1,679,040	\$1,811,125	\$1,612,805	\$1,814,032	\$1,861,137
Personnel						
Full-Time	29	29	29	29	28	28
Part-Time	0	0	1	1	1	1
Total	29	29	30	30	29	29

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.

2008/2009 Key Issues and Changes:

Effective in Fiscal Year 2010, a GIS Program Analyst is transferred to the Technology Services Department.



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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$32,158	\$138,048	\$170,122	\$166,385	\$179,162	\$183,742
Operating Expenditures	33,512	76,761	48,932	30,267	49,776	44,952
Capital Expenditures	2,481	225	0	0	0	0
Total	\$68,151	\$215,034	\$219,054	\$196,652	\$228,938	\$228,694
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:
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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$672,201	\$390,737	\$424,855	\$389,048	\$418,836	\$451,545
Operating Expenditures	275,520	43,486	43,852	56,799	46,058	37,742
Capital Expenditures	726	539	0	0	0	15,269
Total	\$948,447	\$434,762	\$468,707	\$445,847	\$464,894	\$504,556
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:
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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$250,998	\$282,198	\$448,708	\$480,621	\$417,070	\$427,482
Operating Expenditures	111,478	40,994	49,396	72,070	49,570	51,163
Capital Expenditures	45,578	23,984	28,500	19,647	29,327	28,500
Total	\$408,054	\$347,176	\$526,604	\$572,338	\$495,967	\$507,145
Personnel						
Full-Time	7	7	7	7	6	6
Part-Time	0	0	1	1	1	1
Total	7	7	8	8	7	7

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,358	\$231,224	\$317,676	\$248,425	\$291,198	\$300,990
Operating Expenditures	0	99,008	138,900	86,070	113,584	114,269
Capital Expenditures	0	339	2,000	0	0	0
Total	\$3,358	\$330,571	\$458,576	\$334,495	\$404,782	\$415,259
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:
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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$4,870	\$337,075	\$116,684	\$95,954	\$178,290	\$182,863
Operating Expenditures	0	13,518	21,500	26,292	41,160	22,619
Capital Expenditures	0	902	0	0	0	0
Total	\$4,870	\$351,495	\$138,184	\$122,246	\$219,450	\$205,482

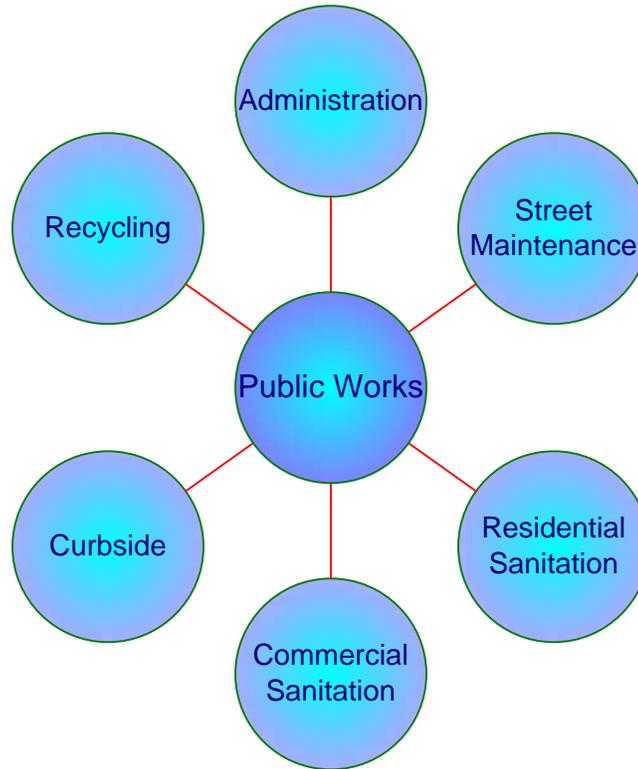
Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	6	6	6	6	6	6
Part-Time	0	0	0	0	0	0
Total	6	6	6	6	6	6





Public Services Group

Public Works Department



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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	3,045,499	3,065,970	3,213,013	2,728,990	3,265,519	3,411,245
Operating Expenditures	2,188,127	2,332,258	2,344,885	2,381,422	2,763,746	2,780,744
Capital Expenditures	1,189,867	1,448,938	1,570,368	1,616,928	1,882,816	1,683,988
Total	\$6,487,601	\$6,423,580	\$6,624,615	\$6,867,584	\$7,128,266	\$7,640,095
Personnel						
Full-Time	74	74	74	74	70	68
Part-Time	3	3	3	3	4	5
Total	77	77	77	77	74	73

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.

2008/2009 Key Issues and Changes:

A new containerized yard waste system is approved for Fiscal Year 2008/2009, and a new containerized recycling program is scheduled for Fiscal Year 2009/2010.

The new yard waste collection program will convert a collection system involving loose piles of yard debris at the curb to a system including rolling ‘yardcarts’ which will be emptied by automated sanitation trucks. The new system is more efficient; it requires less equipment, fewer operators, and provides cleaner streets and storm-drain systems.

The Public Works Department will allocate considerable resources executing the planning and implementation of the yardcart program this fiscal year. Included with the program implementation, two Crew Worker I positions are eliminated and two Refuse Truck Operator I positions are eliminated in the Curbside Division. A part-time Environmental Inspector position is added for implementation and enforcement assistance.

Similarly in Fiscal Year 2010, two Refuse Truck Operator II positions are eliminated and one part-time Environmental Education Specialist is added to implement the automated recycling collection program.

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$146,980	\$133,571	\$204,513	\$170,800	\$209,091	\$214,232
Operating Expenditures	12,717	17,728	27,762	107,828	53,317	20,807
Capital Expenditures	719	4,087	0	0	0	0
Total	\$160,416	\$155,386	\$232,275	\$278,628	\$262,408	\$235,039
Personnel						
Full-Time	2	2	3	3	3	3
Part-Time	0	0	0	0	0	0
Total	2	2	3	3	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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$1,074,447	\$1,131,330	\$711,332	\$697,249	\$699,280	\$731,699
Operating Expenditures	354,022	370,405	347,135	321,625	430,321	438,307
Capital Expenditures	565,787	555,510	478,000	460,913	528,502	551,907
Total	\$1,994,256	\$2,057,245	\$1,536,467	\$1,479,787	\$1,658,103	\$1,721,913
Personnel						
Full-Time	28	28	16	16	16	16
Part-Time	0	0	0	0	0	0
Total	28	28	16	16	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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$327,983	\$343,670	\$382,843	\$377,207	\$380,475	\$401,464
Operating Expenditures	635,250	728,238	671,288	782,457	865,763	881,846
Capital Expenditures	385,157	382,537	418,273	397,161	558,043	489,170
Total	\$1,348,390	\$1,454,445	\$1,472,404	\$1,556,825	\$1,804,281	\$1,772,480
Personnel						
Full-Time	9	9	9	9	9	9
Part-Time	0	0	0	0	0	0
Total	9	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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$304,657	\$318,910	\$330,008	\$316,667	\$329,820	\$351,955
Operating Expenditures	715,590	770,264	714,990	823,630	840,256	856,718
Capital Expenditures	50,956	111,998	188,205	175,670	144,641	155,392
Total	\$1,071,203	\$1,201,172	\$1,233,203	\$1,315,967	\$1,314,717	\$1,364,065
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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$810,369	\$804,851	\$807,436	\$880,973	\$850,977	\$882,375
Operating Expenditures	315,086	270,609	280,940	251,346	251,862	255,387
Capital Expenditures	106,776	212,938	235,587	230,358	229,523	142,357
Total	\$1,232,231	\$1,288,398	\$1,323,963	\$1,362,677	\$1,332,362	\$1,280,119
Personnel						
Full-Time	20	20	20	20	16	16
Part-Time	1	1	1	1	2	2
Total	21	21	21	21	18	18

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$381,062	\$333,638	\$355,439	\$397,622	\$363,661	\$372,646
Operating Expenditures	155,462	175,013	148,570	158,703	187,160	190,322
Capital Expenditures	80,472	181,868	212,603	269,761	328,633	272,939
Total	\$616,996	\$690,519	\$716,612	\$826,086	\$879,454	\$835,907
Personnel						
Full-Time	8	8	8	8	8	6
Part-Time	2	2	2		2	3
Total	10	10	10	10	10	9

Department:	Division:	Cost Center:
Public Works	Construction	0431045

Expenditures by Category	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$0	\$0	\$421,442	\$299,678	\$432,215	\$456,873
Operating Expenditures	0	0	154,200	166,863	135,067	137,356
Capital Expenditures	0	0	37,700	30,572	93,474	72,223
Total	\$0	\$0	\$613,342	\$497,113	\$660,756	\$666,452
Personnel						
Full-Time	0	0	11	11	11	11
Part-Time	0	0	0	0	0	0
Total	0	0	11	11	11	11

Division Mission

To construct and maintain City streets, sidewalks, and curb and gutter infrastructure in a manner that is safe and efficient.



Management Services Group

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

Finance Department Budget:

Program Expenditures

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	0	0	0	0	\$597,860	\$612,161
Operating Expenditures	0	0	0	0	158,488	160,901
Capital Expenditures	0	0	0	0	0	0
Total	0	0	0	0	\$756,348	\$773,062
Personnel						
Full-Time	0	0	0	0	7	7
Part-Time	0	0	0	0	2	2
Total	0	0	0	0	9	9

Finance Department Strategic Goal:

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

Management Services Group 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.

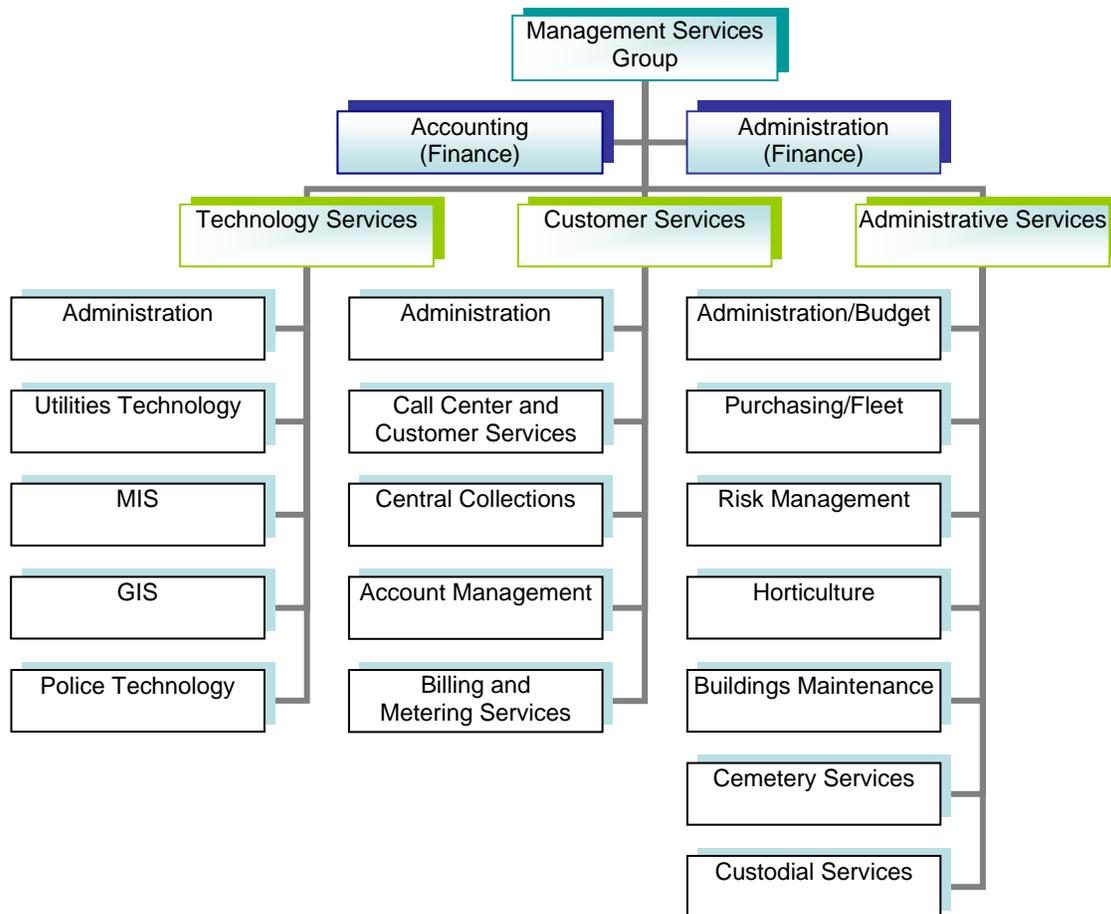


2008/2009 Key Issues and Changes:

The Management Services Administrator provides financial and administrative leadership, supervision, support and direction for all financial programs City-wide. In the new Fiscal Year the Management Services Administrator directs the newly organized Management Services Group of departments. The Group consists of the Finance Department, comprised of the remaining Administration and Accounting Divisions from the former Finance Department, the Technology Services Department, the Customer Services Department, and the Administrative Services Department.

The Administration Division of the Finance Department provides oversight for the day to day operations of the Administrative Services Group. 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 Executive Board member for the Government Finance Officers Association's (GFOA).

New Management Services Group Structure



Department:	Division:	Cost Center:
Finance	Administration	0440001

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$202,528	\$207,498
Operating Expenditures	0	0	0	0	29,611	29,743
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$232,139	\$237,241
Personnel						
Full-Time	0	0	0	0	1	1
Part-Time	0	0	0	0	2	2
Total	0	0	0	0	3	3

Department:	Division:	Cost Center:
Finance	Accounting	0440005

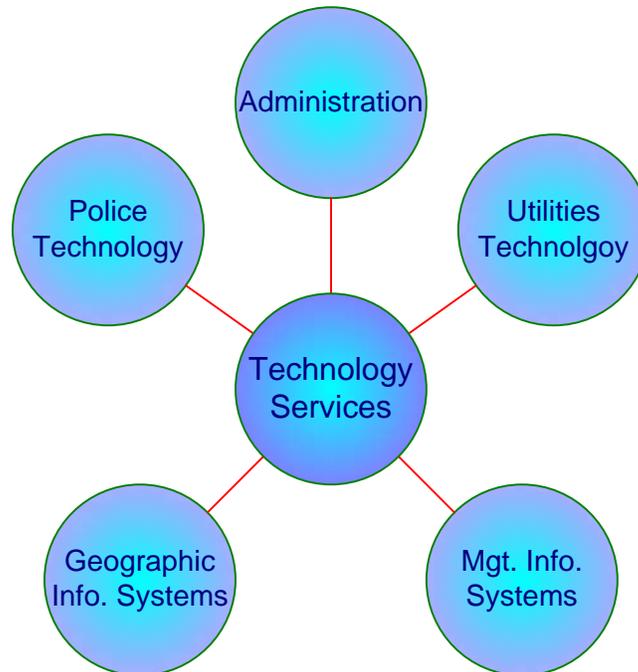
Division Mission

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$395,332	\$404,662
Operating Expenditures	0	0	0	0	128,877	131,157
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$524,209	\$535,819
Personnel						
Full-Time	0	0	0	0	6	6
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	6	6

Management Services Group

Technology Services Department



Technology Services Divisional Responsibilities:

Administration

Project Management
Contracts
Scheduling
Personnel Management
Budget Management

Utilities Technology Services

Technology Refresh
Technology Training
System maintenance
Database management

Police Technology Services

Police Technology Planning
Police Technology Maintenance
Public Safety System Integration

Management Information Systems

Database Support
Data Center Operations
Network Services
End-user Support
Telecommunications Support
Software Installation
Computer Training

Geographic Information Systems

GIS System Management
Mapping
Field Surveys
Easements
AutoCAD
Project Management

Technology Services Department Budget:

Program Expenditures

Expenditures by Category	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	0	0	0	0	\$1,282,036	\$1,348,320
Operating Expenditures	0	0	0	0	1,969,767	2,022,220
Capital Expenditures	0	0	0	0	601,300	597,791
Total	0	0	0	0	\$3,853,103	\$3,968,331
Personnel						
Full-Time	0	0	0	0	21	21
Part-Time	0	0	0	0	1	1
Total	0	0	0	0	22	22

Technology Services Department Strategic Goals:

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.

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.

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.

Technology Services Department Mission:

The Technology Services Department is committed to serving the business operations of the City through the support of technology endeavors for all City operations while promoting the efficient utilization of technology resources and investments through training, secure data sharing, and procurement of advanced integrated technological solutions for informational and communication systems.

2008/2009 Key Issues and Changes:

The Technology Services Department is created this fiscal year to provide oversight and coordination to all technology initiatives and movement across all City departments. A new Chief Information Officer (CIO) is approved this fiscal year to direct the Technology Services Department. The Technology Plan that was reviewed with City Council in January 2008 at the Strategic Goals Retreat recommended the establishment of this department level function to oversee all technology services in the City.

The new department consolidates several divisions which were previously organized within separate departments, and in separate funds. These divisions include the Utilities Technology Division, the Management Information Systems (MIS) Division, the Geographic Information Systems (GIS) Division, and the Police Technology Division.

In addition to the CIO, a Wifi Information Technology Engineer II and a Fiber Crew is approved in Fiscal Year 2009 in the Utilities Technology Division. The Fiber Crew consists of an Electronic Service Technician II and a Maintenance Technician I.

Department:	Division:	Cost Center:
Technology Services	Administration	0441001

Division Mission

The Information Technology Services Department is committed to serving the business operations of the City through the support of technology endeavors for all City operations while promoting the efficient utilization of technology resources and investments through training, secure data sharing, and procurement of advanced integrated technological solutions for informational and communication systems.

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$239,635	\$250,606
Operating Expenditures	0	0	0	0	8,500	6,500
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$248,135	\$257,106
Personnel						
Full-Time	0	0	0	0	3	3
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	3	3

Department:	Division:	Cost Center:
Technology Services	Utilities Technology	0441005

Division Mission

To support technology endeavors in hardware and software for divisions within the Utilities Department. The Division provides GIS mapping, right-of-way acquisitions for Utility Infrastructure, and assistance with system support for PCs 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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$368,979	\$398,884
Operating Expenditures	0	0	0	0	630,971	676,858
Capital Expenditures	0	0	0	0	339,648	336,139
Total	\$0	\$0	\$0	\$0	\$1,339,598	\$1,411,881
Personnel						
Full-Time	0	0	0	0	8	8
Part-Time	0	0	0	0	1	1
Total	0	0	0	0	9	9

Department:	Division:	Cost Center:
Technology Services	Management Information Services	0441010

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$378,263	\$388,815
Operating Expenditures	0	0	0	0	843,074	845,871
Capital Expenditures	0	0	0	0	181,252	181,252
Total	\$0	\$0	\$0	\$0	\$1,402,589	\$1,415,938
Personnel						
Full-Time	0	0	0	0	5	5
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	5	5

Department:	Division:	Cost Center:
Technology Services	Geographic Information Systems	0441015

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$165,199	\$175,104
Operating Expenditures	0	0	0	0	107,863	107,916
Capital Expenditures	0	0	0	0	30,000	30,000
Total	\$0	\$0	\$0	\$0	\$303,062	\$313,020
Personnel						
Full-Time	0	0	0	0	3	3
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	3	3

Department:	Division:	Cost Center:
Technology Services	Police Technology Services	0415020

Division Mission

To 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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$129,960	\$134,911
Operating Expenditures	0	0	0	0	379,359	385,076
Capital Expenditures	0	0	0	0	50,400	50,400
Total	\$0	\$0	\$0	\$0	\$559,719	\$570,387
Personnel						
Full-Time	0	0	0	0	2	2
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	2	2





Management Services Group

Customer Services Department



Customer Services Divisional Responsibilities:

Administration

Project Management
Contracts
Scheduling
Personnel Management
Budget Management

Account Management

Payment Arrangements
Debt Setoff
Disconnect/Reconnect Service
Field Connection Services

Call Center and Customer Service

Customer Inquiries
New Accounts
Service Changes
Payment Processing
Business Licenses

Billing and Metering Services

Generate Bills
Field Surveys
Easements
AutoCAD
Project Management

Central Collections

Payment Processing
Cash Receipts
Balancing and Reporting

Customer Services Department Budget:

Program Expenditures

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$1,558,944	\$1,601,756
Operating Expenditures	0	0	0	0	537,059	533,238
Capital Expenditures	0	0	0	0	17,166	0
Total	\$0	\$0	\$0	\$0	\$2,113,169	\$2,126,994
Personnel						
Full-Time	0	0	0	0	33	33
Part-Time	0	0	0	0	2	2
Total	0	0	0	0	35	35

Technology Services Department Strategic Goals:

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.

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

Management Services Group 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.

2008/2009 Key Issues and Changes:

The Customer Services Department is created this fiscal year to reinforce the importance that the City places on providing high-quality customer services to our customers. The new department consolidates several efforts which were previously organized within the customer service division of the former Finance Department. These divisions include the Billing Services Division, the Call Center and Customer Service Division, the Central Collections Division, the Account Management Division, and the Billing and Metering Services Division.

Department:	Division:	Cost Center:
Customer Services	Administration	0442001

Division Mission

To oversee the development and implementation of legal and ethical customer service policies and procedures. The administration office continually strives to insure that all areas of the Customer Services Department coordinate efforts appropriately to provide all citizens timely, accurate, courteous service in accordance with governing municipal code.

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$197,736	\$200,376
Operating Expenditures	0	0	0	0	80,570	64,186
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$278,306	\$264,562
Personnel						
Full-Time	0	0	0	0	2	2
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	2	2

Department:	Division:	Cost Center:
Customer Services	Call Center and Customer Services	0442005

Division Mission

The Call Center is committed to responding to all incoming telecommunication from citizens in a polite, effective manner on questions regarding all City programs. The Customer Service area is charged with assisting customers in establishing and maintaining their utility services while insuring that all City policies and procedures relating to these transactions are followed.

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$347,485	\$357,190
Operating Expenditures	0	0	0	0	44,154	44,595
Capital Expenditures	0	0	0	0	17,166	0
Total	\$0	\$0	\$0	\$0	\$408,805	\$401,785
Personnel						
Full-Time	0	0	0	0	8	8
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	8	8

Department:	Division:	Cost Center:
Customer Services	Central Collections	0442010

Division Mission

The Central Collections division has the responsibility for collecting all monies due to the City with the exception of Property Taxes. Central Collections is committed to the proper processing of payments and reimbursements to insure that both the citizens' account is maintained properly and that the City's cash flow process is correct and in tact and meets all audit standards.

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$330,237	\$339,356
Operating Expenditures	0	0	0	0	89,609	90,505
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$419,846	\$429,861

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	0	0	0	0	7	7
Part-Time	0	0	0	0	1	1
Total	0	0	0	0	8	8

Department:	Division:	Cost Center:
Customer Services	Account Management	0442015

Division Mission

Accounts Management is the division of the Customer Services Department that assists and responds to citizens during times of financial difficulty. The staff of this area set terms for customers to avoid interruption of service, and further, have developed relationships with dozens of agencies willing to offer helping hands to citizens in need. Accounts Management further facilitates the coordination of efforts to bring assistance agencies and those in need together.

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$149,723	\$153,856
Operating Expenditures	0	0	0	0	22,118	22,339
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$171,841	\$176,195

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	0	0	0	0	3	3
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	3	3

Department:	Division:	Cost Center:
Customer Services	Billing and Metering Services	0442020

Division Mission

The billing and metering services division is the area charged with producing accurate and timely utility invoices for the all utility customers. These efforts represent the single largest revenue source for the City. This group also investigates customer inquiries regarding utilities charges, and also carefully regulates the termination of service for those citizens who are outside of the terms of payment required by municipal code.

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$533,673	\$550,977
Operating Expenditures	0	0	0	0	300,608	303,614
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$834,281	\$854,591

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	0	0	0	0	13	13
Part-Time	0	0	0	0	1	1
Total	0	0	0	0	14	14





Management Services Group

Administrative Services Department



Administrative Services Divisional Responsibilities:

Administration/Budget

Budget Preparation
 Performance Measurement
 Capital Improvement Plan
 Financial/Operational Analysis
 Revenue/Expenditure Forecasts
 Personnel Management

Risk Management

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

Purchasing/Fleet

Bid Management / Purchase Orders
 Auction
 Annual Contracts
 Vehicle Maintenance / Safety Inspections
 Fuel Inventory
 Project Management

Buildings Maintenance

Preventive Maintenance
 Project Management

Cemetery Services

Grounds Upkeep
 Closing/Opening of Gravesites

Horticulture

Maintain City Property
 Planting/City Lawn Care

Custodial Services

Maintain Building Cleanliness
 Maintain Interior Facilities

Administrative Services Department Budget:

Program Expenditures

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$2,494,872	\$2,523,528
Operating Expenditures	0	0	0	0	1,277,254	1,302,516
Capital Expenditures	0	0	0	0	294,690	231,213
Total	\$0	\$0	\$0	\$0	\$4,066,816	\$4,057,257
Personnel						
Full-Time	0	0	0	0	48	48
Part-Time	0	0	0	0	7	7
Total	0	0	0	0	55	55

Technology Services Department Strategic Goals:

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.

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

Management Services Group 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.

2008/2009 Key Issues and Changes:

The new Administrative Services Department consolidates several efforts which were previously organized within separate departments. These divisions include the Budget Division, the Purchasing/Fleet Division, the Risk Management Division, the Horticulture Division, the Buildings Maintenance Division, the Cemetery Services Division, and the Custodial Services Division.

Department:	Division:	Cost Center:
Administrative Services	Administration/Budget	0442001

Division Mission

Provide support and direction for all programs in the Administrative Services Department; To develop, implement, monitor, and manage the City's budget; provide financial and operations analysis for all City operations; provide research on best practices; provide technical functions for the Mayor and Council, Office of the City Manager, and City Departments 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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$151,570	\$154,768
Operating Expenditures	0	0	0	0	28,008	25,174
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$179,578	\$179,942
Personnel						
Full-Time	0	0	0	0	2	2
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	2	2

Department:	Division:	Cost Center:
Administrative Services	Purchasing/Fleet	0443005

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$928,964	\$950,185
Operating Expenditures	0	0	0	0	111,634	112,603
Capital Expenditures	0	0	0	0	38,500	26,389
Total	\$0	\$0	\$0	\$0	\$1,079,098	\$1,089,177
Personnel						
Full-Time	0	0	0	0	18	18
Part-Time	0	0	0	0	1	1
Total	0	0	0	0	19	19



Department:	Division:	Cost Center:
Administrative Services	Risk Management	0443010

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$146,580	\$150,386
Operating Expenditures	0	0	0	0	174,167	176,347
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$320,747	\$326,733
Personnel						
Full-Time	0	0	0	0	2	2
Part-Time	0	0	0	0	1	1
Total	0	0	0	0	3	3

Department:	Division:	Cost Center:
Administrative Services	Horticulture	0443015

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$639,717	\$657,473
Operating Expenditures	0	0	0	0	143,354	145,402
Capital Expenditures	0	0	0	0	52,712	57,422
Total	\$0	\$0	\$0	\$0	\$835,783	\$860,297
Personnel						
Full-Time	0	0	0	0	11	11
Part-Time	0	0	0	0	5	5
Total	0	0	0	0	16	16

Department:	Division:	Cost Center:
Administrative Services	Buildings Maintenance	0443020

Division Mission:

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

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$256,758	\$262,892
Operating Expenditures	0	0	0	0	541,349	408,677
Capital Expenditures	0	0	0	0	140,000	163,211
Total	\$0	\$0	\$0	\$0	\$938,107	\$834,780

Personnel	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Full-Time	0	0	0	0	4	4
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	4	4

Department:	Division:	Cost Center:
Administrative Services	Cemetery Services	0443025

Division Mission:

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

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$96,774	\$99,494
Operating Expenditures	0	0	0	0	243,093	234,156
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$339,867	\$333,650

Personnel	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Full-Time	0	0	0	0	2	2
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	2	2

Department:	Division:	Cost Center:
Administrative Services	Custodial Services	0443030

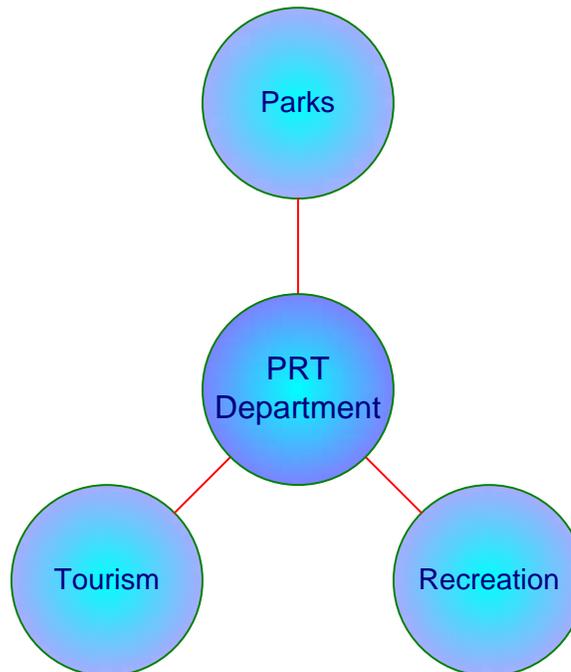
Division Mission:

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

Expenditures by Category	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$0	\$0	\$0	\$0	\$303,167	\$311,349
Operating Expenditures	0	0	0	0	52,912	54,350
Capital Expenditures	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$356,079	\$365,699
Personnel						
Full-Time	0	0	0	0	9	9
Part-Time	0	0	0	0	0	0
Total	0	0	0	0	9	9



Parks, Recreation, and Tourism Department



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

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$2,156,256	\$2,550,003	\$2,411,870	\$2,096,972	\$2,628,064	\$2,748,267
Operating Expenditures	1,562,378	2,230,429	2,283,479	2,516,783	2,454,291	2,503,713
Capital Expenditures	640,645	326,674	469,639	468,652	368,173	399,615
Total	\$4,359,279	\$5,107,106	\$5,164,988	\$5,082,407	\$5,450,528	\$5,651,595
Personnel						
Full-Time	42	48	53	53	54	56
Part-Time	74	78	81	81	80	80
Total	116	126	134	134	134	136

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.

2008/2009 Key Issues and Changes:

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

Revised park rental rates are approved for Fiscal Year 2009 and are detailed in the Revenue Summary. A part-time Seasonal Crew Worker II is reclassified to a full-time Park Supervisor II – approved for this fiscal year among other reclassifications. Two Custodial Worker II positions are projected for Fiscal Year 2010.

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,397,808	\$1,778,844	\$1,525,951	\$1,662,828	\$1,705,979	\$1,748,431
Operating Expenditures	1,143,656	1,700,637	1,765,907	1,886,752	1,894,472	1,936,459
Capital Expenditures	522,449	242,197	388,239	380,669	189,456	249,059
516,800	\$3,063,913	\$3,721,678	\$3,680,097	\$3,930,249	\$3,789,907	\$3,933,949
Personnel						
Full-Time	27	33	38	38	39	41
Part-Time	54	58	61	61	60	60
Total	81	91	99	99	99	101

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$522,002	\$537,245	\$633,087	\$581,830	\$674,626	\$749,567
Operating Expenditures	308,414	419,430	378,724	436,586	414,806	420,906
Capital Expenditures	118,196	84,477	81,400	68,375	153,000	125,000
Total	\$948,612	\$1,041,152	\$1,093,211	\$1,086,791	\$1,242,432	\$1,295,473
Personnel						
Full-Time	8	8	8	8	8	8
Part-Time	19	19	19	19	19	19
Total	27	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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$236,449	\$233,914	\$252,832	\$230,994	\$247,458	\$250,270
Operating Expenditures	110,318	110,361	138,848	102,353	145,013	146,348
Capital Expenditures	0	0	0	0	25,717	25,556
Total	\$346,767	\$344,275	\$391,680	\$333,347	\$418,188	\$422,174
Personnel						
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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,425,918	\$1,306,033	\$1,470,166	\$1,300,340	\$1,286,196	\$1,321,186
Operating Expenditures	47,538	43,715	34,400	45,386	52,878	53,909
Capital Expenditures	0	0	0	0	0	0
Total\$	\$1,473,456	\$1,349,748	\$1,504,566	\$1,345,726	\$1,339,074	\$1,375,095
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:

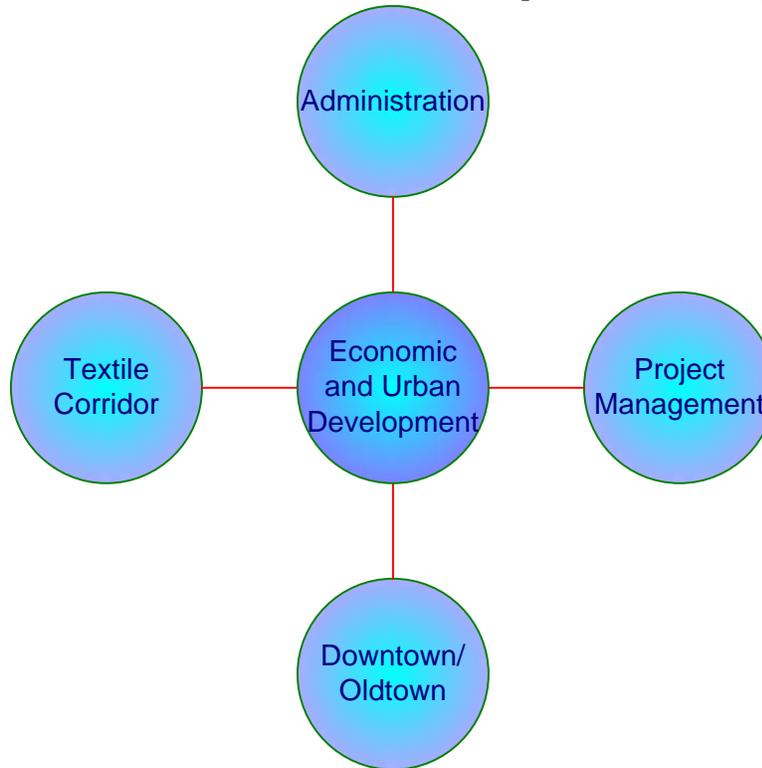
The Housing Authority provides, maintains, and oversees governmental housing units in the City so that eligible, low-income families are afforded adequate housing.

2008/2009 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



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, 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

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$585,997	\$900,877	\$631,486	\$575,133	\$694,116	\$720,960
Operating Expenditures	370,354	362,431	585,796	570,740	662,635	630,137
Capital Expenditures	14,031	47,901	237,995	237,296	225,000	125,000
Total	\$970,382	\$1,311,209	\$1,455,277	\$1,383,169	\$1,581,751	\$1,476,097
Personnel						
Full-Time	13	13	12	12	12	12
Part-Time	1	1	1	1	1	1
Total	14	14	13	13	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.

2008/2009 Key Issues and Changes:

The Economic and Urban Development Department consists of the Administration and Business Parks, Project Management, Downtown, and Textile Corridor/Old Town Divisions. The divisions are consolidated for the schedule above. Fiscal Year 2009 will be driven by several development projects brewing in the Red River area, the Textile Corridor/Old Town area, and the Downtown area.



CITY OF ROCK HILL, SOUTH CAROLINA

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

	2005/2006	2006/2007	2007/2008	2008./2009	2009/2010
	Actual	Actual	Projected	Budget	Budget
REVENUES:					
Property taxes	\$17,483,442	\$19,661,550	\$21,081,964	\$ 21,492,824	\$ 22,077,364
Licenses and permits	7,836,884	8,440,778	8,108,834	8,113,500	8,438,500
Fines and forfeitures	906,377	918,682	861,376	1,031,000	1,031,000
Intergovernmental	1,561,024	1,773,295	1,944,675	2,131,310	2,197,000
Charges for services	8,310,097	8,821,440	9,114,701	9,697,184	9,994,334
Investment earnings	119,246 #	247,644	208,422	200,000	200,000
Other	847,243	1,092,063	1,571,566	1,066,250	1,066,250
Total revenues	37,064,313	40,955,452	42,891,538	43,732,068	45,004,448
EXPENDITURES					
Current:					
General Government	15,181,441	15,203,364	16,719,820	16,571,676	16,772,718
Public Safety	14,804,147	16,215,298	17,097,952	17,966,184	18,564,715
Public Works	5,411,704	6,066,978	5,746,971	5,380,970	5,489,223
Parks, Recreation and Tourism	3,718,683	5,100,373	5,353,683	4,433,369	4,549,217
Capital outlay	5,714,791	2,609,906	6,900,709	5,892,447	6,096,305
Debt service:					
Principal	438,393	505,000	530,000	550,000	565,000
Interest and fees	220,918	250,263	172,162	115,453	96,755
Capital lease payments	685,695	1,073,543	1,811,044	2,198,149	2,293,038
Total expenditures	46,175,772	47,024,725	54,332,341	53,108,248	54,426,971
REVENUES OVER (UNDER) EXPENDITURES	(9,111,459)	(6,069,273)	(11,440,803)	(9,376,180)	(9,422,523)
OTHER FINANCING SOURCES:					
Operating transfers in	5,722,793	5,029,983	5,854,926	6,376,181	6,422,522
Operating transfers out			(118,592)		
Proceeds from capital lease	3,427,089	2,121,277	5,110,450	3,200,000	3,200,000
Total other financing sources	9,149,882	7,151,260	10,846,784	9,576,181	9,622,522
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES	38,423	1,081,987	(594,019)	200,000	200,000
FUND BALANCE, BEGINNING OF YEAR	3,731,353	3,466,945	4,548,932	3,954,913	4,154,913
FUND BALANCE, END OF YEAR	\$3,466,945	\$4,548,932	\$3,954,913	\$4,154,913	\$4,354,913

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



Public Services Group

Stormwater Department

Stormwater Responsibilities:

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

Program Expenditures

Expenditures by Category	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$490,952	\$393,930	\$582,152	\$491,296	\$612,503	\$640,369
Operating Expenditures	6,029,725	2,213,622	808,548	1,124,643	815,771	851,248
Capital Expenditures	182,930	144,734	138,591	84,430	210,397	201,391
Non-Operating Expenditures	-265,297	505,482	538,709	426,437	529,829	527,537
Total	\$6,438,309	\$3,257,768	\$2,068,000	\$2,126,807	\$2,168,501	\$2,220,545
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.

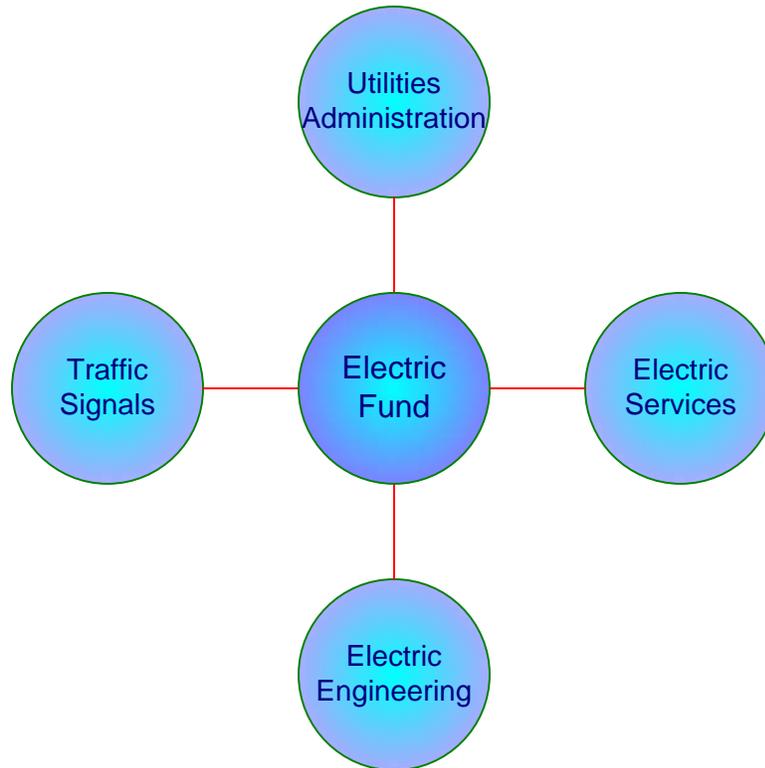
2008/2009 Key Issues and Changes:

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. Two street sweepers are approved for replacement in the 2008/2009 Budget.



Public Services Group

Utilities Department – Electric Fund



Electric Fund Divisional Responsibilities:

Administration

Personnel Management
Budget
Customer Service
Safety

Electric Services

Load Management
Monitor Flow
Service Provision
System Maintenance
Safety

Electric Engineering

Electric System Design
Electric System Maintenance
Applications Design
Project Management

Electric Traffic Signals

Substation Maintenance
Traffic Signal Maintenance
Underground Locates
Meter Testing

Utilities Tech. Svcs. (Mgt. Svcs. Group)

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

Electric Fund Budget:

Program Expenditures

	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Expenditures by Category*	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$2,889,048	\$2,843,790	\$3,202,068	\$2,960,636	\$3,208,528	\$3,343,980
Operating Expenditures	7,675,621	14,348,202	8,826,044	8,611,505	9,345,325	9,754,977
Purchased Power Expense	49,093,083	50,760,168	53,464,346	54,089,857	56,929,872	59,965,914
Capital Expenditures	588,015	823,660	2,404,145	2,968,410	2,204,924	1,749,218
Non-Operating Expenditures	6,051,959	4,874,041	4,633,003	4,852,563	5,037,881	4,896,371
Total	\$66,297,726	\$73,649,861	\$72,529,606	\$73,482,970	\$76,726,530	\$79,710,460
Personnel						
Full-Time	44	46	49	49	52	52
Part-Time	5	4	3	3	3	3
Total	49	50	52	52	55	55

*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.

2008/2009 Key Issues and Changes:

Approved for Fiscal Year 2008/2009, the Utilities Technology Division is relocated to the Technology Services Department. Expenditures for this division remain in the Electric Fund. The personnel totals above also include employees in the Utilities Technology Division.

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$529,131	\$522,938	\$606,255	\$569,688	\$561,599	\$573,523
Operating Expenditures	136,426	138,651	182,042	53,979	103,415	105,483
Capital Expenditures	-232,309	210,400	8,700	11,558	0	0
Non-Operating Expenditures	-597,514	1,074,041	970,488	970,488	1,324,284	1,265,117
Total	\$-164,266	\$1,946,030	\$1,767,485	\$1,605,713	\$1,989,298	\$1,944,123
Personnel						
Full-Time	6	8	7	7	7	7
Part-Time	2	1	1	1	1	1
Total	8	9	8	8	8	8

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,357,008	\$1,228,416	\$1,235,757	\$1,301,065	\$1,220,034	\$1,269,148
Operating Expenditures	54,515,568	60,293,520	59,248,214	59,592,512	62,879,743	66,188,425
Capital Expenditures	679,687	38,321	1,804,119	1,959,731	1,669,945	1,198,025
Total	\$56,552,263	\$61,560,257	\$62,288,090	\$62,853,308	\$65,769,722	\$68,655,598
Personnel						
Full-Time	21	21	20	20	20	20
Part-Time	0	0	0	0	0	0
Total	21	21	20	20	20	20

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$231,168	\$239,958	\$326,185	\$249,911	\$441,059	\$456,041
Operating Expenditures	501,247	626,651	805,705	650,674	902,513	957,395
Capital Expenditures	6,681	10,231	19,490	0	8,994	9,000
Total	\$739,096	\$876,840	\$1,151,380	\$900,585	\$1,352,566	\$1,422,436
Personnel						
Full-Time	4	4	5	5	6	6
Part-Time	0	0	0	0	0	0
Total	4	4	5	5	6	6

Department:	Division:	Cost Center:
Utilities	Traffic Signals	0435080

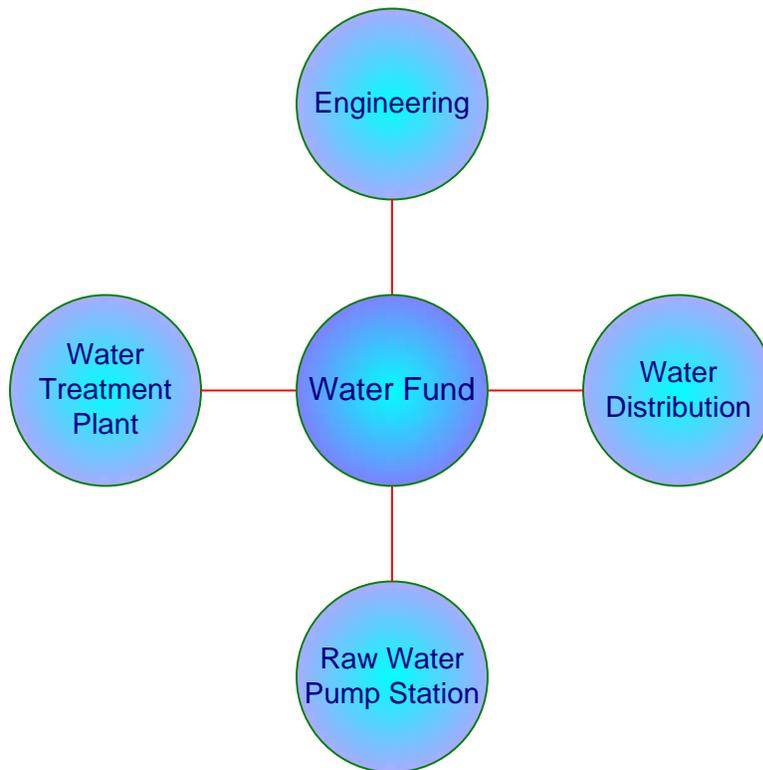
Division Mission

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 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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$489,253	\$534,658	\$651,423	\$674,871	\$616,857	\$646,384
Operating Expenditures	422,616	467,083	686,205	599,650	809,955	825,157
Capital Expenditures	127,737	136,542	163,000	145,203	186,337	206,054
Total	\$1,039,606	\$1,138,283	\$1,500,628	\$1,419,724	\$1,613,149	\$1,677,595
Personnel						
Full-Time	10	10	12	12	12	12
Part-Time	0	0	0	0	0	0
Total	10	10	12	12	12	12

Public Services Group

Utilities Department – Water Fund



Water Fund Divisional Responsibilities:

Engineering

Project Design
Project Inspection
Project Management
DCC Plans Reviewed
Safety

Raw Water Pump Station

Adherence to EPA Guidelines
Preventative Maintenance
Pump Maintenance

Water Distribution

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

Water Treatment Plant

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

Water Fund Budget:

Program Expenditures

Expenditures by Category	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$1,462,895	\$1,495,116	\$1,779,008	\$1,845,383	\$1,830,617	\$1,918,045
Operating Expenditures	2,159,319	2,378,533	2,890,733	2,556,710	2,779,534	2,989,399
Capital Expenditures	636,704	1,141,986	1,004,371	551,983	1,245,808	2,063,588
Non-Operating Expenditures	5,960,346	5,560,931	6,965,020	7,115,208	6,699,741	6,570,655
Total	\$10,219,264	\$10,576,566	\$12,639,132	\$12,069,284	\$12,555,700	\$13,541,687
Personnel						
Full-Time	30	32	32	32	33	33
Part-Time	0	0	0	0	0	0
Total	30	32	32	32	33	33

**includes Non-Departmental, Debt Service, and Water Impact Fee Fund 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.

2008/2009 Key Issues and Changes:

The 36 MGD Water Filter Plant upgrade project will be complete this fiscal year. A new Environmental Lab Tech II position is approved this fiscal year for the Water Filter Plant.

The wi-fi/automated meter reading project will also 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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$117,902	\$54,732	\$223,524	\$129,688	\$145,413	\$149,756
Operating Expenditures	65,290	81,870	70,340	170,307	87,615	72,387
Capital Expenditures	12	2,396	400	0	50,000	0
Total	\$183,204	\$138,998	\$294,264	\$299,995	\$283,028	\$222,143

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
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	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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$831,481	\$891,474	\$961,123	\$1,104,951	\$1,074,975	\$1,100,450
Operating Expenditures	681,904	755,862	774,035	783,110	860,393	1,017,013
Capital Expenditures	451,443	470,381	928,760	482,401	\$625,657	\$2,058,478
Total	\$1,964,828	\$2,117,717	\$2,663,918	\$2,370,462	2,561,025	4,175,941

Personnel	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
Full-Time	18	20	20	20	20	20
Part-Time	0	0	0	0	0	0
Total	18	20	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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$260,972	\$223,334	\$263,000	\$268,346	\$309,850	\$309,890
Capital Expenditures	146,151	641,396	15,000	14,885	0	0
Total	\$407,123	\$864,730	\$278,000	\$283,231	\$309,850	\$309,890
Personnel						
Full-Time	-	-	-	-	-	-
Part-Time	-	-	-	-	-	-
Total	-	-	-	-	-	-

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

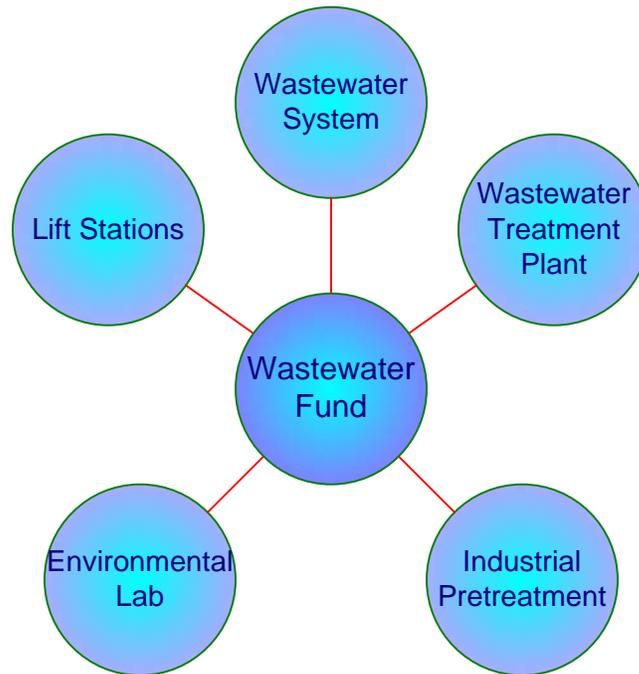
Division Mission

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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$513,512	\$548,911	\$594,361	\$610,744	\$610,230	\$667,838
Operating Expenditures	1,151,153	1,317,468	1,283,358	1,334,947	1,371,676	1,390,109
Capital Expenditures	415,087	27,811	60,211	54,667	570,151	5,110
Total	\$2,079,752	\$1,894,190	\$1,937,930	\$2,000,358	\$2,552,057	\$2,063,057
Personnel						
Full-Time	10	10	10	10	11	11
Part-Time	0	0	0	0	0	0
Total	10	10	10	10	11	11

Public Services Group

Utilities Department – Wastewater Fund



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	2005/2006 Actual	2006/2007 Actual	2007/2008 Budget	2007/2008 Projected	2008/2009 Approved	2009/2010 Projected
Personnel Expenditures	\$1,725,267	\$1,849,869	\$2,021,301	\$2,019,417	\$2,099,548	\$2,219,328
Operating Expenditures	3,593,288	4,038,971	4,691,001	3,585,212	5,045,822	5,200,104
Capital Expenditures	444,003	1,291,731	1,686,193	1,670,942	2,037,566	2,688,337
Non-Operating Expenditures	7,841,506	6,409,694	7,973,005	8,197,116	7,714,673	7,319,498
Total	\$13,604,064	\$13,590,265	\$16,371,500	\$15,472,687	\$16,897,609	\$17,427,267
Personnel						
Full-Time	34	34	34	34	33	34
Part-Time	2	2	2	2	2	2
Total	36	36	36	36	35	36

**includes Debt Service and Wastewater Impact Fee Fund 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.

2008/2009 Key Issues and Changes:

A 10% Wastewater Rate Increase approved for Fiscal Year 2008/2009 will fund a large portion of the Rollingwood Sewer capital project. Several additional Wastewater Fund capital projects are funded by a Bond Anticipation Note this fiscal year. The ultimate bond issuance is planned for Fiscal Year 2012/2013 and will fund the expansion of the Manchester Wastewater Treatment Plant. In anticipation of this expansion, the necessary land has been identified and land acquisition is under way.



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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$543,253	\$624,325	\$758,092	\$712,317	\$804,383	\$834,886
Operating Expenditures	715,314	607,893	757,850	627,031	886,937	1,030,845
Capital Expenditures	245,536	984,119	1,540,418	489,591	1,998,181	2,564,244
Total	\$1,504,103	\$2,216,337	\$3,056,360	\$1,828,939	\$3,689,501	\$4,429,975
Personnel						
Full-Time	16	16	16	16	16	16
Part-Time	1	1	1	1	1	1
Total	17	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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$762,609	\$807,045	\$833,494	\$861,411	\$913,441	\$1,001,438
Operating Expenditures	2,227,796	2,274,592	2,220,025	1,691,331	2,644,466	2,631,508
Capital Expenditures	497,259	299,480	101,000	1,147,084	0	92,438
Total	\$3,487,664	\$3,381,117	\$3,154,519	\$3,699,826	\$3,557,907	\$3,725,384
Personnel						
Full-Time	13	13	13	13	13	14
Part-Time	1	1	1	1	1	1
Total	14	14	14	14	14	15

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$79,419	\$82,815	\$84,192	\$98,168	\$49,594	\$57,990
Operating Expenditures	9,521	16,370	66,839	29,593	68,175	68,491
Capital Expenditures	3,294	342	11,000	7,041	11,242	31,333
Total	\$92,234	\$99,527	\$162,031	\$134,802	\$129,011	\$157,814
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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$226,723	\$236,658	\$238,966	\$240,793	\$224,493	\$230,271
Operating Expenditures	90,240	108,795	208,860	126,923	213,038	214,242
Capital Expenditures	3,066	1,837	23,775	27,226	5,432	322
Total	\$320,029	\$347,290	\$471,601	\$394,942	\$442,963	\$444,835
Personnel						
Full-Time	4	4	4	4	3	3
Part-Time	0	0	0	0	0	0
Total	4	4	4	4	3	3

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	2005/2006	2006/2007	2007/2008	2007/2008	2008/2009	2009/2010
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$113,263	\$99,027	\$106,557	\$106,728	\$107,638	\$94,744
Operating Expenditures	550,453	960,775	637,427	1,110,334	633,206	605,019
Capital Expenditures	0	0	10,000	0	22,711	0
Total	\$663,716	\$1,059,802	\$753,984	\$1,217,062	\$763,555	\$699,763
Personnel						
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, 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 g	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	\$ 65,109,742		\$ 65,109,742
Water sales	10,898,943		10,898,943
Sewer charges	14,027,641		14,027,641
Impact fees	1,367,844		1,367,844
Storm water charges		\$ 2,112,854	2,112,854
Other user charges	5,109,382	15,639	5,125,021
Total operating revenues	<u>96,513,552</u>	<u>2,128,493</u>	<u>98,642,045</u>
OPERATING EXPENSES:			
Purchased power	50,470,647		50,470,647
System operations	15,395,209	753,842	16,149,051
Depreciation and amortization	8,031,537	370,779	8,402,316
General and administrative	5,993,343		5,993,343
Total operating expenses	<u>79,890,736</u>	<u>1,124,621</u>	<u>81,015,357</u>
OPERATING INCOME (LOSS)	<u>16,622,816</u>	<u>1,003,872</u>	<u>17,626,688</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	1,457,066	28,556	1,485,622
Interest expense	(3,554,874)		(3,554,874)
Gain (loss) on disposal of fixed assets	(229,147)	(11,753)	(240,900)
Total nonoperating revenues (expenses)	<u>(2,326,955)</u>	<u>16,803</u>	<u>(2,310,152)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	14,295,861	1,020,675	15,316,536
CAPITAL CONTRIBUTIONS	5,050,876		5,050,876
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,029,938)</u>		<u>(5,029,938)</u>
CHANGE IN NET ASSETS	14,581,799	1,020,675	15,602,474
TOTAL NET ASSETS - BEGINNING	<u>161,095,445</u>	<u>8,139,080</u>	<u>169,234,525</u>
TOTAL NET ASSETS - END	<u>\$ 175,677,244</u>	<u>\$ 9,159,755</u>	<u>\$ 184,836,999</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, 2008, PROJECTED

	<u>Business-type Activities - Enterprise Funds</u>		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 69,824,104		\$ 69,824,104
Water sales	11,364,219		11,364,219
Sewer charges	14,372,122		14,372,122
Impact fees	635,396		635,396
Storm water charges		\$ 2,219,655	2,219,655
Other user charges	3,896,145	7,071	3,903,216
Total operating revenues	<u>100,091,986</u>	<u>2,226,726</u>	<u>102,318,712</u>
OPERATING EXPENSES:			
Purchased power	54,089,857		54,089,857
System operations	17,101,207	1,051,526	18,152,733
Depreciation and amortization	8,250,000	400,000	8,650,000
General and administrative	6,173,143		6,173,143
Total operating expenses	<u>85,614,207</u>	<u>1,451,526</u>	<u>87,065,733</u>
OPERATING INCOME (LOSS)	<u>14,477,779</u>	<u>775,200</u>	<u>15,252,979</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	1,047,259	20,620	1,067,879
Interest expense	(3,358,723)	(243,794)	(3,602,517)
Gain (loss) on disposal of fixed assets	(25,000)		(25,000)
Total nonoperating revenues (expenses)	<u>(2,336,464)</u>	<u>(223,174)</u>	<u>(2,559,638)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	12,141,315	552,026	12,693,341
CAPITAL CONTRIBUTIONS	4,338,200		4,338,200
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,854,926)</u>		<u>(5,854,926)</u>
CHANGE IN NET ASSETS	10,889,589	552,026	11,441,615
TOTAL NET ASSETS - BEGINNING	<u>175,677,244</u>	<u>9,159,755</u>	<u>184,836,999</u>
TOTAL NET ASSETS - END	<u>\$ 186,566,833</u>	<u>\$ 9,711,781</u>	<u>\$ 196,278,614</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	<u>Stormwater</u>	Totals
OPERATING REVENUES:			
Electric sales	\$ 72,622,030		\$ 72,622,030
Water sales	11,607,500		11,607,500
Sewer charges	15,988,609		15,988,609
Impact fees	900,000		900,000
Storm water charges		\$2,168,500	2,168,500
Other user charges	3,446,700		3,446,700
Total operating revenues	<u>104,564,839</u>	<u>2,168,500</u>	<u>106,733,339</u>
OPERATING EXPENSES:			
Purchased power	56,929,872		56,929,872
System operations	27,284,057	1,638,671	28,922,728
General and administrative	5,058,536		5,058,536
Total operating expenses	<u>89,272,465</u>	<u>1,638,671</u>	<u>90,911,136</u>
OPERATING INCOME (LOSS)	<u>15,292,374</u>	<u>529,829</u>	<u>15,822,203</u>
NONOPERATING REVENUES (EXPENSES):			
Principal Payments	(4,990,000)	(327,029)	(5,317,029)
Interest income	715,000		715,000
Interest expense	(4,641,193)	(202,800)	(4,843,993)
Total nonoperating revenues (expenses)	<u>(8,916,193)</u>	<u>(529,829)</u>	<u>(9,446,022)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	6,376,181	-	6,376,181
TRANSFERS OUT	<u>(6,376,181)</u>		<u>(6,376,181)</u>
NET INCOME	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: This schedule is presented on a budget (cash) basis and excludes depreciation and amortization in the amount of an estimated \$8,400,000. Since actual GAAP financial statements do not include principal payments, nonoperating revenues (expenses), as presented are overstated (compared to a GAAP statement) by \$4,990,000 in order to tie the numbers into 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

	<u>Business-type Activities - Enterprise Funds</u>		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 72,622,030		\$ 72,622,030
Water sales	11,607,500		11,607,500
Sewer charges	15,988,609		15,988,609
Impact fees	900,000		900,000
Storm water charges		\$ 2,168,500	2,168,500
Other user charges	3,446,700		3,446,700
Total operating revenues	<u>104,564,839</u>	<u>2,168,500</u>	<u>106,733,339</u>
OPERATING EXPENSES:			
Purchased power	56,929,872		56,929,872
System operations	18,074,069	1,066,475	19,140,544
Depreciation and amortization	8,400,000	450,000	8,850,000
General and administrative	5,058,536		5,058,536
Total operating expenses	<u>88,462,477</u>	<u>1,516,475</u>	<u>89,978,952</u>
OPERATING INCOME (LOSS)	<u>16,102,362</u>	<u>652,025</u>	<u>16,754,387</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	1,100,000	20,000	1,120,000
Interest expense	(3,250,000)	(215,000)	(3,465,000)
Gain (loss) on disposal of fixed assets			-
Total nonoperating revenues (expenses)	<u>(2,150,000)</u>	<u>(195,000)</u>	<u>(2,345,000)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	13,952,362	457,025	14,409,387
CAPITAL CONTRIBUTIONS	4,300,000		4,300,000
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(6,213,559)</u>		<u>(6,213,559)</u>
CHANGE IN NET ASSETS	12,303,803	457,025	12,760,828
TOTAL NET ASSETS - BEGINNING	<u>186,566,833</u>	<u>9,711,781</u>	<u>196,278,614</u>
TOTAL NET ASSETS - END	<u>\$ 198,870,636</u>	<u>\$ 10,168,806</u>	<u>\$ 209,039,442</u>

Note: Presented on a GAAP basis.

CITY OF ROCK HILL, SOUTH CAROLINA

**INCOME STATEMENT - BUDGET BASIS
 FOR THE YEAR ENDED JUNE 30, 2010, PROJECTED**

	<u>Business-type Activities - Enterprise Funds</u>		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 75,555,960		\$ 75,555,960
Water sales	12,543,487		12,543,487
Sewer charges	16,468,268		16,468,268
Impact fees	1,000,000		1,000,000
Storm water charges		\$2,220,544	2,220,544
Other user charges	3,396,700		3,396,700
Total operating revenues	<u>108,964,415</u>	<u>2,220,544</u>	<u>111,184,959</u>
OPERATING EXPENSES:			
Purchased power	59,965,914		59,965,914
System operations	29,285,398	1,693,007	30,978,405
General and administrative	5,160,399		5,160,399
Total operating expenses	<u>94,411,711</u>	<u>1,693,007</u>	<u>96,104,718</u>
OPERATING INCOME (LOSS)	<u>14,552,704</u>	<u>527,537</u>	<u>15,080,241</u>
NONOPERATING REVENUES (EXPENSES):			
Principal Payments	(4,450,000)	(336,342)	(4,786,342)
Interest income	715,000		715,000
Interest expense	(4,400,181)	(191,195)	(4,591,376)
Total nonoperating revenues (expenses)	<u>(8,135,181)</u>	<u>(527,537)</u>	<u>(8,662,718)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	6,417,523	-	6,417,523
TRANSFERS OUT	<u>(6,417,523)</u>		<u>(6,417,523)</u>
NET INCOME	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: This schedule is presented on a budget (cash) basis and excludes depreciation and amortization in the amount of an estimated \$8,500,000. Since actual GAAP financial statements do not include principal payments, nonoperating revenues (expenses), as presented are overstated (compared to a GAAP statement) by \$4,450,000 in order to tie the numbers to the City Budget. For a GAAP basis statement of the 2009/2010 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, 2010, PROJECTED

	<u>Business-type Activities - Enterprise Funds</u>		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 75,555,960		\$ 75,555,960
Water sales	12,543,487		12,543,487
Sewer charges	16,468,268		16,468,268
Impact fees	1,000,000		1,000,000
Storm water charges		\$ 2,220,544	2,220,544
Other user charges	3,396,700		3,396,700
Total operating revenues	<u>108,964,415</u>	<u>2,220,544</u>	<u>111,184,959</u>
OPERATING EXPENSES:			
Purchased power	59,965,914		59,965,914
System operations	18,942,733	1,693,007	20,635,740
Depreciation and amortization	8,500,000	450,000	8,950,000
General and administrative	5,160,399		5,160,399
Total operating expenses	<u>92,569,046</u>	<u>2,143,007</u>	<u>94,712,053</u>
OPERATING INCOME (LOSS)	<u>16,395,369</u>	<u>77,537</u>	<u>16,472,906</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	1,400,000	20,000	1,420,000
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>(195,000)</u>	<u>(2,045,000)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	14,545,369	(117,463)	14,427,906
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	12,613,810	302,777	12,916,587
TOTAL NET ASSETS - BEGINNING	<u>198,870,636</u>	<u>10,168,806</u>	<u>209,039,442</u>
TOTAL NET ASSETS - END	<u>\$ 211,484,446</u>	<u>\$ 10,471,583</u>	<u>\$ 221,956,029</u>

Note: Presented on a GAAP basis.



DEBT SERVICE

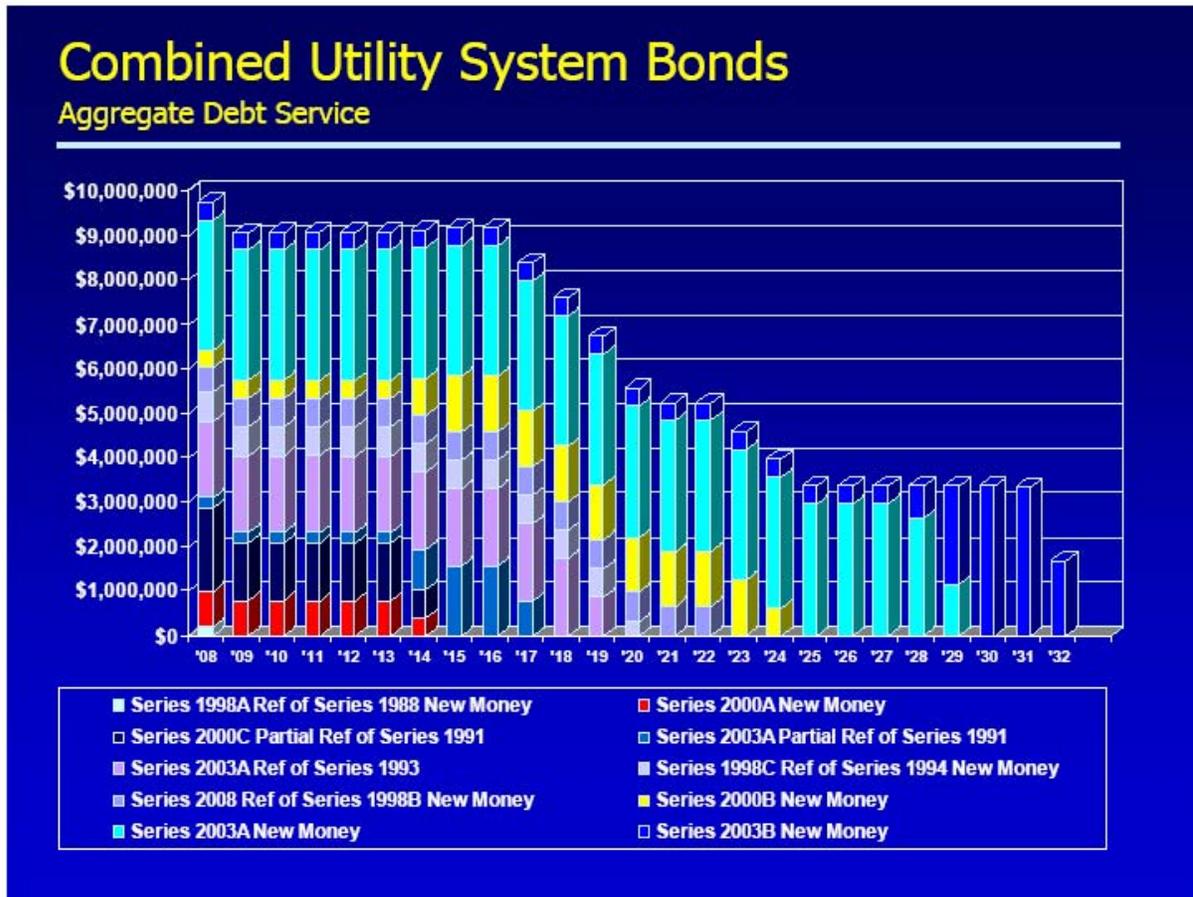
The City has issued bonds in the past as the capital needs of the City have grown. These bonds have been used to fund both revenue producing facilities and general purpose facilities. At July 1, 2008, the City had total bond debt service outstanding in the amount of \$134,909,614 which consisted of \$105,086,711 for Revenue Bonds, \$4,335,000 for Tax Increment Bonds, \$7,435,000 for General Obligation Bonds, \$10,545,000 in Certificates of Participation, and \$7,507,903 in Stormwater Bonds. Short-term debt consisted of five lease/purchase agreements outstanding in the amount of \$10,326,910.

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

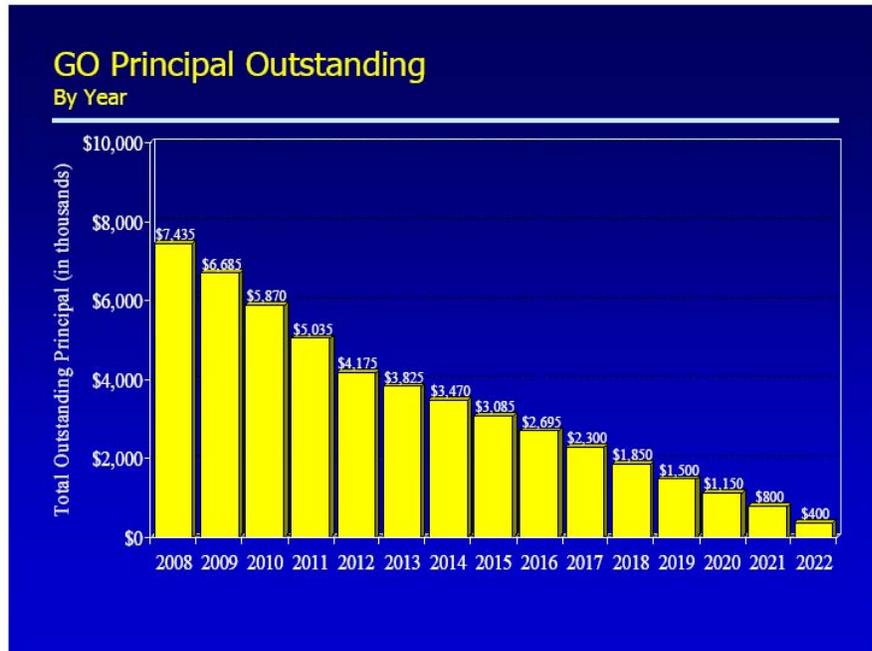
Other outstanding Utility Revenue bonds consist of: \$14,292,500 Combined Utility System Revenue and Refunding Bonds, Series 1998A, 1998B, 1998C issued to refund the Series 1988 and Series 1994 Revenue Bonds and to finance improvements and expansion of the water, wastewater and electric systems; and, \$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: \$800,000 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; \$4,600,000 General Obligation Bonds Series 2003 for construction of two new fire stations, and; \$2,035,000 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 \$1,585,000 Downtown Tax Increment Bonds Series 2007, and \$2,750,000 Textile Corridor Bonds 2008A, issued for downtown and Textile Corridor improvements.

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 \$10,545,000 outstanding in Certificates of Participation, issued in FY 04/05 for the purpose of building Manchester Meadows, the City’s 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 \$7,507,903 outstanding in a loan from the State of South Carolina’s State Revolving Fund (SRF) loan program that will provide low cost loans to the City for the completion of four major stormwater projects in the City: Ebinport Road, Sumter Avenue, Little Dutchman, and Rabun Circle. Stormwater projects are prioritized on the basis of specific criteria and the Stormwater Division is managed by the City’s Public Works Director.

SHORT TERM DEBT

Each Fiscal Year since Fiscal Year 2005/2006 the City has entered into a larger lease-purchase agreement for several cars and trucks. The current balance on this project is approximately \$10.3 million and continues to be a favorable method of vehicle and equipment acquisition.

FUTURE DEBT

This Fiscal Year, the City plans to issue up to \$3 million in general obligation debt for fire station construction and \$10.7 million within the next three years for the purpose of constructing a new Operations Center. This additional debt service is anticipated to be paid from the general fund.

Additionally, the City anticipates issuing approximately \$100 million in debt over the next five years for the purpose of completing improvements and additions for the City's Combined Utility System. A \$14 million Bond Anticipation Note will be secured this Fiscal Year for the first of these Utility System projects.

The Utility System debt will be financed through a combination of structured rate increases in the Electric, Water, and Wastewater Funds, and future Utility Revenue Bonds. More information on these projects can be found in the Capital Summary.

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.

	<u>FY 04-05</u>	<u>FY 05-06</u>	<u>FY 06-07</u>	<u>FY 07-08</u>
Assessed Value	\$171,076,148	\$175,979,600	\$206,396,667	\$213,443,497
8% Debt Limit	13,686,092	14,078,368	16,511,733	17,075,480
Total Existing Outstanding Debt	(9,295,000)	(8,870,000)	(8,165,000)	(7,435,000)
Legal Debt Margin	\$ 4,391,092	\$ 5,208,368	\$ 8,346,733	\$ 9,640,480

DEBT SCHEDULES

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 1998A

AMOUNT OF ISSUE	\$ 3,315,000
PRINCIPAL PAYMENTS TO DATE	3,120,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	195,000

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, 2009, as follows:

4.40%	January 1, 2009	195,000
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COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 1998C

AMOUNT OF ISSUE	\$ 8,860,000
PRINCIPAL PAYMENTS TO DATE	2,930,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	5,930,000

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, 2009 thru 2021, as follows:

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
4.90%	January 1, 2015	472,500			

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2000A

AMOUNT OF ISSUE	\$7,745,000
PRINCIPAL PAYMENTS TO DATE	3,492,500
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	4,252,500

Bonds Issued July, 2000

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

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

Bonds Redemption Schedule January 1, 2009 thru 2015, as follows:

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
5.125%	January 1, 2012	660,000			

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, 2008	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	9,665,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	7,595,000

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, 2009 thru 2015, as follows:

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
5.00%	January 1, 2011	1,042,500	5.250%	January 1, 2015	617,500
5.00%	January 1, 2012	1,097,500			

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

AMOUNT OF ISSUE	\$65,260,000
PRINCIPAL PAYMENTS TO DATE	8,662,500
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	56,597,500

Bonds Issued January 15, 2003

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

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

Bonds Redemption Schedule January 1, 2009 thru 2023, as follows:

5.000%	January 1, 2009	1,992,500	5.375%	January 1, 2020	2,587,500
5.000%	January 1, 2010	2,092,500	5.375%	January 1, 2021	1,865,000
5.000%	January 1, 2011	2,195,000	5.375%	January 1, 2022	1,970,000
4.000%	January 1, 2012	2,297,500	5.375%	January 1, 2023	2,075,000
5.250%	January 1, 2013	2,402,500	4.750%	January 1, 2024	2,177,500

COMBINED UTILITY SYSTEM REVENUE IMPROVEMENT AND REFUNDING BONDS, 2003A (continued)

4.000%	January 1, 2014	2,517,500	4.750%	January 1, 2025	2,287,500
5.375%	January 1, 2015	3,320,000	5.000%	January 1, 2026	2,405,000
5.375%	January 1, 2016	4,167,500	5.000%	January 1, 2027	2,527,500
5.375%	January 1, 2017	4,392,500	5.000%	January 1, 2028	2,657,500
5.375%	January 1, 2018	3,847,500	5.000%	January 1, 2029	2,455,000
5.375%	January 1, 2019	3,272,500	5.000%	January 1, 2030	1,092,500

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2003B

AMOUNT OF ISSUE	\$10,000,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	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

COMBINED UTILITY SYSTEM REVENUE IMPROVEMENT AND REFUNDING BONDS, SERIES 2008

AMOUNT OF ISSUE	\$7,352,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	7,352,000

Bonds Issued April 2, 2008
 Interest payable semi-annually on the 1st of July and January to Branch Banking and Trust
 Principal payable in lump sum payments on the 1st of January
 Bonds Redemption Schedule January 1, 2009 thru 2023, as follows:

3.710%	January 1, 2009	286,000	3.710%	January 1, 2017	508,000
3.710%	January 1, 2010	394,000	3.710%	January 1, 2018	527,000
3.710%	January 1, 2011	409,000	3.710%	January 1, 2019	547,000
3.710%	January 1, 2012	424,000	3.710%	January 1, 2020	567,000
3.710%	January 1, 2013	440,000	3.710%	January 1, 2021	588,500
3.710%	January 1, 2014	456,000	3.710%	January 1, 2022	610,000
3.710%	January 1, 2015	473,000	3.710%	January 1, 2023	633,000
3.710%	January 1, 2016	490,000			

TAX INCREMENT BONDS, SERIES 2007-A

AMOUNT OF ISSUE	\$ 1,650,000
PRINCIPAL PAYMENTS TO DATE	65,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	\$1,585,000

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 May 1, 2009 thru 2014, as follows:

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

TAX INCREMENT BONDS, SERIES 2008-A

AMOUNT OF ISSUE	\$ 2,750,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	\$2,750,000

Bonds Issued March 21, 2008
 Interest payable annually on the 1st of May to First Citizens
 Principal payable in a lump sum payment on the 1st of May
 Bonds Redemption Schedule thru May 1, 2011, as follows:

2.910%	May 1, 2011	2,750,000
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1997 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$1,350,000
PRINCIPAL PAYMENTS TO DATE	550,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	800,000

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, 2009 thru 2018, as follows:

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

2003 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$5,500,000
PRINCIPAL PAYMENTS TO DATE	900,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	4,600,000

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, 2009 thru 2023, as follows:

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

2005 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$3,150,000
PRINCIPAL PAYMENTS TO DATE	1,115,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	2,035,000

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, 2009 thru 2012, as follows:

3.250%	May 1, 2009	485,000	3.500%	May 1, 2011	515,000
3.250%	May 1, 2010	500,000	3.250%	May 1, 2012	535,000

2005 CERTIFICATES OF PARTICIPATION

AMOUNT OF ISSUE	\$11,925,000
PRINCIPAL PAYMENTS TO DATE	1,380,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	10,545,000

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, 2009 thru 2025, as follows:

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
4.00%	January 1, 2017	605,000			

2005 STORMWATER BONDS, SERIES A

AMOUNT OF ISSUE	\$5,310,559
PRINCIPAL PAYMENTS TO DATE	444,240
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	4,866,319

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 April 1, 2009 thru 2026, as follows:

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

2005 STORMWATER BONDS, SERIES B

AMOUNT OF ISSUE	\$2,850,000
PRINCIPAL PAYMENTS TO DATE	208,416
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2008	\$2,641,584

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 May 1, 2009 thru August 1, 2026, as follows:

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
2.25%	May 1, 2018	146,048			



SUMMARY SCHEDULE OF TOTAL DEBT SERVICE REQUIREMENTS

<u>Year</u>	<u>Utilities</u>			<u>Tax Increment</u>			<u>General Obligation/COPs</u>			<u>All</u>
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
08/09	\$5,194,229	\$4,975,560	\$10,169,789	\$215,000	\$149,290	\$364,290	\$1,210,000	\$685,467	\$1,895,467	\$12,429,545
09/10	\$4,761,345	\$4,724,087	\$9,485,433	\$235,000	\$139,894	\$374,894	\$1,290,000	\$642,560	\$1,932,560	\$11,792,887
10/11	\$4,990,910	\$4,495,678	\$9,486,589	\$3,000,000	\$129,625	\$3,129,625	\$1,325,000	\$599,912	\$1,924,912	\$14,541,125
11/12	\$5,225,941	\$4,266,781	\$9,492,722	\$275,000	\$38,675	\$313,675	\$1,365,000	\$553,461	\$1,918,461	\$11,724,858
12/13	\$5,464,957	\$4,022,101	\$9,487,057	\$295,000	\$26,657	\$321,657	\$875,000	\$505,549	\$1,380,549	\$11,189,263
13/14	\$5,721,974	\$3,764,902	\$9,486,877	\$315,000	\$13,766	\$328,766	\$895,000	\$473,549	\$1,368,549	\$11,184,191
14/15	\$6,053,014	\$3,491,502	\$9,544,517				\$945,000	\$439,563	\$1,384,563	\$10,929,079
15/16	\$6,394,597	\$3,187,843	\$9,582,439				\$970,000	\$402,606	\$1,372,606	\$10,955,046
16/17	\$6,710,242	\$2,871,431	\$9,581,673				\$1,000,000	\$363,044	\$1,363,044	\$10,944,717
17/18	\$5,839,500	\$2,539,104	\$8,378,604				\$1,080,000	\$322,225	\$1,402,225	\$9,780,829
18/19	\$5,347,000	\$2,248,303	\$7,595,303				\$1,005,000	\$277,400	\$1,282,400	\$8,877,703
19/20	\$4,749,500	\$1,984,917	\$6,734,417				\$1,030,000	\$236,699	\$1,266,699	\$8,001,116
20/21	\$3,795,500	\$1,754,613	\$5,550,113				\$1,060,000	\$194,900	\$1,254,900	\$6,805,013
21/22	\$3,655,000	\$1,575,372	\$5,230,372				\$1,135,000	\$151,650	\$1,286,650	\$6,517,022
22/23	\$3,825,500	\$1,403,427	\$5,228,927				\$1,165,000	\$105,150	\$1,270,150	\$6,499,077
23/24	\$3,340,000	\$1,242,094	\$4,582,094				\$795,000	\$55,463	\$850,463	\$5,432,556
24/25	\$2,880,000	\$1,092,163	\$3,972,163				\$835,000	\$18,788	\$853,788	\$4,825,950
25/26	\$2,405,000	\$956,875	\$3,361,875							\$3,361,875
26/27	\$2,527,500	\$836,625	\$3,364,125							\$3,364,125
27/28	\$2,657,500	\$710,250	\$3,367,750							\$3,367,750
28/29	\$2,792,500	\$577,375	\$3,369,875							\$3,369,875
29/30	\$2,922,500	\$439,592	\$3,362,092							\$3,362,092
30/31	\$3,045,000	\$313,791	\$3,358,791							\$3,358,791
31/32	\$3,170,000	\$192,219	\$3,362,219							\$3,362,219
32/33	\$1,617,500	\$65,054	\$1,682,554							\$1,682,554
Total	\$105,086,711	\$53,731,657	\$158,818,368	\$4,335,000	\$497,905	\$4,832,905	\$17,980,000	\$6,027,984	\$24,007,984	\$187,659,257

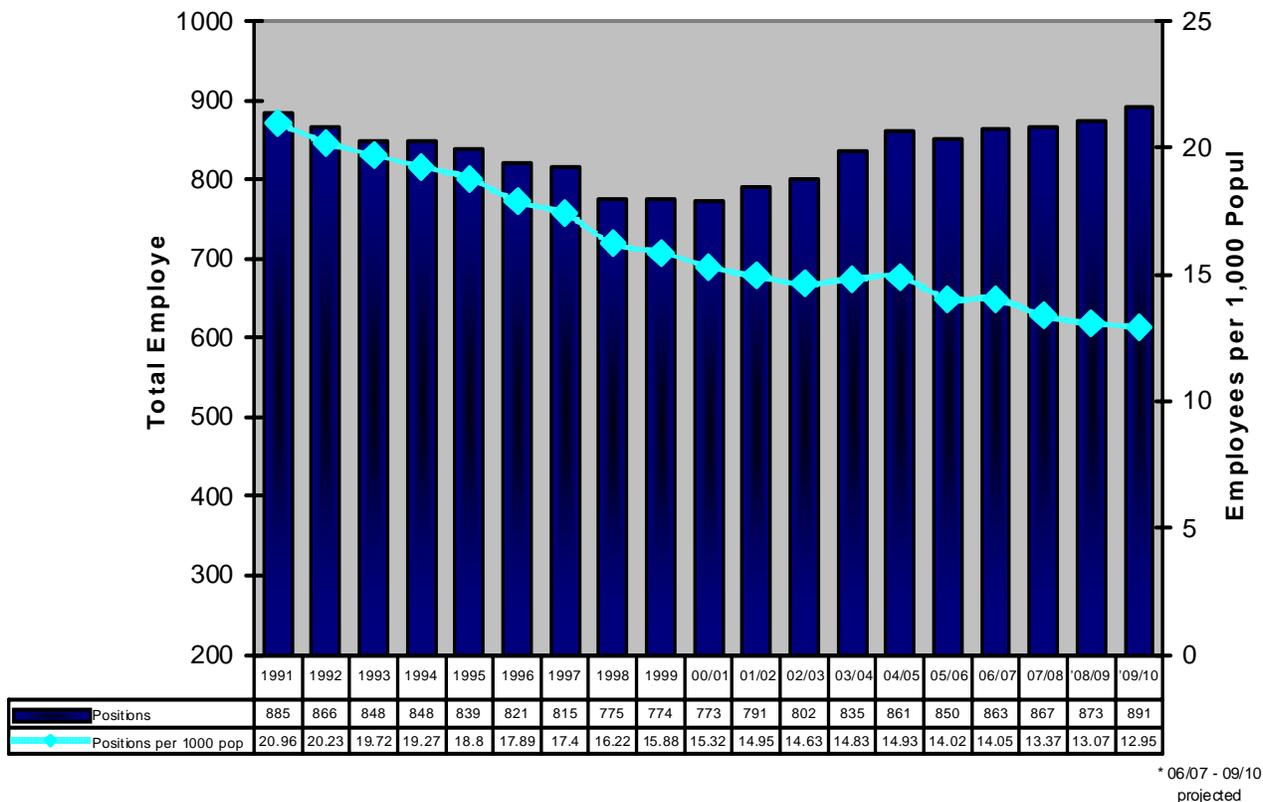
SCHEDULE OF UTILITY SYSTEM DEBT SERVICE REQUIREMENTS BY CATEGORY

<u>Year</u>	<u>Electric</u>			<u>Water</u>			<u>Wastewater</u>			<u>All</u>
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
08/09	\$1,203,844	\$1,323,002	\$2,526,846	\$2,020,368	\$1,827,721	\$3,848,089	\$1,970,017	\$1,824,836	\$3,794,853	\$10,169,789
09/10	\$1,174,904	\$1,265,300	\$2,440,204	\$1,944,464	\$1,731,176	\$3,675,640	\$1,641,978	\$1,727,611	\$3,369,589	\$9,485,433
10/11	\$1,230,692	\$1,209,393	\$2,440,085	\$2,036,057	\$1,639,727	\$3,675,784	\$1,724,161	\$1,646,826	\$3,370,987	\$9,486,856
11/12	\$1,288,574	\$1,152,630	\$2,441,204	\$2,129,484	\$1,548,066	\$3,677,550	\$1,807,884	\$1,566,084	\$3,373,968	\$9,492,722
12/13	\$1,346,983	\$1,092,321	\$2,439,303	\$2,225,511	\$1,450,441	\$3,675,952	\$1,892,463	\$1,479,587	\$3,372,049	\$9,487,305
13/14	\$1,411,619	\$1,028,657	\$2,440,276	\$2,328,195	\$1,347,821	\$3,676,016	\$1,982,160	\$1,388,661	\$3,370,821	\$9,487,113
14/15	\$1,396,180	\$960,879	\$2,357,059	\$2,379,921	\$1,238,868	\$3,618,789	\$2,276,913	\$1,291,755	\$3,568,668	\$9,544,517
15/16	\$1,376,965	\$892,786	\$2,269,751	\$2,432,492	\$1,121,149	\$3,553,641	\$2,585,140	\$1,173,907	\$3,759,047	\$9,582,439
16/17	\$1,440,586	\$828,271	\$2,268,858	\$2,551,787	\$1,001,821	\$3,553,609	\$2,717,869	\$1,041,338	\$3,759,207	\$9,581,673
17/18	\$1,211,113	\$760,526	\$1,971,638	\$2,244,758	\$876,411	\$3,121,169	\$2,383,629	\$902,167	\$3,285,797	\$8,378,604
18/19	\$1,183,941	\$702,447	\$1,886,388	\$2,134,021	\$764,814	\$2,898,836	\$2,029,038	\$781,042	\$2,810,080	\$7,595,303
19/20	\$1,022,537	\$646,016	\$1,668,553	\$1,900,981	\$659,519	\$2,560,500	\$1,825,982	\$679,382	\$2,505,364	\$6,734,417
20/21	\$845,501	\$598,593	\$1,444,094	\$1,474,818	\$567,144	\$2,041,963	\$1,475,181	\$588,876	\$2,064,057	\$5,550,113
21/22	\$877,195	\$560,954	\$1,438,149	\$1,365,356	\$497,351	\$1,862,707	\$1,412,450	\$517,066	\$1,929,516	\$5,230,372
22/23	\$915,912	\$521,888	\$1,437,800	\$1,429,110	\$433,127	\$1,862,237	\$1,480,478	\$448,411	\$1,928,889	\$5,228,927
23/24	\$797,436	\$485,041	\$1,282,476	\$1,044,271	\$376,730	\$1,421,001	\$1,498,294	\$380,323	\$1,878,617	\$4,582,094
24/25	\$593,450	\$450,550	\$1,044,000	\$989,887	\$328,613	\$1,318,500	\$1,296,663	\$313,000	\$1,609,663	\$3,972,163
25/26	\$381,914	\$423,622	\$805,536	\$934,583	\$281,211	\$1,215,794	\$1,088,503	\$252,042	\$1,340,545	\$3,361,875
26/27	\$401,367	\$404,526	\$805,893	\$982,187	\$234,482	\$1,216,669	\$1,143,947	\$197,616	\$1,341,563	\$3,364,125
27/28	\$422,011	\$384,458	\$806,469	\$1,032,705	\$185,373	\$1,218,077	\$1,202,785	\$140,419	\$1,343,204	\$3,367,750
28/29	\$672,671	\$363,357	\$1,036,028	\$1,008,696	\$133,738	\$1,142,434	\$1,111,133	\$80,280	\$1,191,413	\$3,369,875
29/30	\$1,706,984	\$331,267	\$2,038,252	\$721,050	\$83,601	\$804,652	\$494,466	\$24,723	\$519,189	\$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	\$29,465,822	\$16,865,021	\$46,330,843	\$38,579,760	\$18,421,432	\$57,001,192	\$37,041,129	\$18,445,954	\$55,487,084	\$158,819,119

The following section provides detail of staffing changes from FY 2007, 2008, 2009 Approved, and 2010 projected. It includes 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. Rock Hill continues to become increasingly more productive in service provision. This is demonstrated by the trend line representing the number of employees per 1,000 population.

Employment Efficiencies



For FY 2008/2009, the City has added five full-time and one part-time position in the General Fund, and has eliminated four full-time positions in the General Fund. In the Enterprise Funds, we have added four positions.

The net total in all funds is an addition of six positions for FY 2009. In the General Fund, this includes a new Chief Information Officer in the new Technology Services Department, a new Housing Rehabilitation Specialist in Housing and Neighborhood Services, and in the Police Department two Correctional Officers and one School Resource Officer. In the Public Works Department, a new yard waste collection program eliminates four positions (two Crew Worker I's and two Refuse Truck Operators) and adds one Environmental Inspector. In FY 2010, the City will open an additional Fire Station, adding 15 Fire Suppression staff.

In the Enterprise Funds, a new Fiber Crew is approved (one Electric Service Technician II and one Maintenance Technician.) A Wifi IT Engineer II in Technology Services and a Lab Tech at the Water Filter Plant are also approved.

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
General Government								
General Government – 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		\$110,082	8	\$115,119
General Government - City Management								
1022	Secretary	1	1	1	FT		1	
1037	Executive Assistant	1	1	1	FT		1	
1440	Assistant City Manager	1	0	0	FT		0	
1439	Deputy City Manager	0	1	1	FT		1	
9149	City Manager	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		4	4	4		\$379,426	4	\$401,636
General Government - Public Affairs								
1011	Clerk II	1	1	1	FT		1	
2022	Project Manager	1	1	1	FT		1	
1456	Sr. Coordinator Website Production	1	1	1	FT		1	
1462	Senior Projects Intern	1	1	1	PT		1	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		5	5	4		\$174,298	4	\$179,981
General Government – Grants								
1312	Accounting Clerk III	0	0	1	FT		1	
1038	Assistant to the City Manager	0	0	1	FT		1	
	Grants Administrator	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	3		\$186,870	3	\$194,326
General Government - Municipal Court								
1023	Office Assistant	0	1	1	FT		1	
1410	Customer Service Technician	1	1	1	FT		1	
1413	Municipal Court Assistant	1	1	1	FT		1	
4001	Ministerial Recorder	2	2	3	FT		3	
4002	Clerk of Court	1	1	1	FT		1	
4004	City Recorder	1	1	1	FT		1	
4006	Senior Ministerial Recorder	1	1	1	FT		1	
4010	Bailiff	1	1	1	FT		1	
4001	Ministerial Recorder	<u>1</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		9	10	10		\$408,696	10	\$420,834
General Government-Solicitors Office								
1030	Administrative Secretary	1	1	1	FT		1	
4007	City Solicitor	1	2	2	FT		2	
4007	City Solicitor	1	0	0	PT		0	
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		\$332,929	5	\$342,324
General Government - Airport Services								
5325	Maintenance Specialist	0	1	1	FT		1	
1461	Airport Administrator	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		0	2	2		\$108,802	2	\$111,808
General Government Total								
	Full Time	20	23	28			28	
	Part Time	<u>11</u>	<u>11</u>	<u>8</u>			<u>8</u>	
		31	34	36		\$1,701,104	36	\$1,766,028

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
Finance								
Finance – Administration								
1321	Management Services Administrator	1	1	0	FT		0	
9869	Special Intern	1	1	0	PT		0	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		3	3	0		\$0	0	\$0
Finance – Accounting								
1304	Accountant I	1	1	0	FT		0	
1308	Controller	1	1	0	FT		0	
1311	Accounting Clerk II	1	1	0	FT		0	
1312	Accounting Clerk III	1	1	0	FT		0	
1313	Accountant III	2	2	0	FT		0	
9869	Special Intern	<u>1</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		7	7	0		\$0	0	\$0
Finance-Budget Office								
2023	Budget Officer	1	1	0	FT		0	
2024	Performance Manager	<u>1</u>	<u>1</u>	<u>0</u>	FT		<u>0</u>	
		2	2	0		\$0	0	\$0
Finance-Purchasing/ Fleet								
1012	Customer Service Clerk I	1	1	0	FT		0	
1202	Warehouse Supervisor	1	1	0	FT		0	
1203	Purchasing Specialist	1	1	0	FT		0	
1204	Senior Warehouse Clerk	2	2	0	FT		0	
2024	Performance Manager	1	1	0	FT		0	
6205	Radio Technician	1	1	0	FT		0	
6223	Tire Technician	1	1	0	FT		0	
6224	Preventive Maintenance Specialist	2	2	0	FT		0	
6225	Service Technician I	2	2	0	FT		0	
6226	Service Technician II	4	4	0	FT		0	
6227	Lead Service Technician	2	2	0	FT		0	
9019	Seasonal Crew Worker	<u>1</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		19	19	0		\$0	0	\$0
Finance-Customer Service								
1012	Clerk III	1	1	0	FT		0	
1033	Central Collections Specialist	1	1	0	FT		0	
1316	Central Collections Coordinator	1	1	0	FT		0	
1410	Customer Service Technician	4	4	0	FT		0	
1411	Customer Service Clerk I	2	2	0	FT		0	
1412	Customer Service Clerk II	8	8	0	FT		0	
1419	Meter Reader I	4	4	0	FT		0	
1420	Meter Reader II	3	3	0	FT		0	
1422	Billing Services Coordinator	2	2	0	FT		0	
1424	Customer Relations Coordinator	0	0	0	FT		0	
1431	Billing/Customer Svc. Supervisor	1	1	0	FT		0	
1446	Senior Administrative Assistant	1	1	0	FT		0	
1447	Recovery Specialist	1	1	0	FT		0	
1448	Recovery Service Technician	2	2	0	FT		0	
1511	Information Technology Engineer	1	1	0	FT		0	
2024	Performance Manager	1	1	0	FT		0	
3006	Project Specialist	1	0	0	FT		0	
9859	Intern	<u>2</u>	<u>2</u>	<u>0</u>	PT		<u>0</u>	
		36	35	0		\$0	0	\$0

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
Finance-Risk Management								
1412	Customer Service Clerk II	2	2	0	FT		0	
1425	Risk Manager/Safety Supervisor	<u>1</u>	<u>1</u>	<u>0</u>	FT		<u>0</u>	
		3	3	0		\$0	0	\$0
Finance-Mgt Information Systems								
1507	Information Systems Supervisor	1	1	0	FT		0	
1511	Information Technology Engineer	3	3	0	FT		0	
1512	Information Technology Engineer II	<u>1</u>	<u>1</u>	<u>0</u>	FT		<u>0</u>	
		5	5	0		\$0	0	\$0
Finance-GIS/Mapping Services								
2001	Planning Technician	0	1	0	FT		0	
3020	GIS Program Analyst II	1	0	0	FT		0	
3018	GIS Manager	1	1	0	FT		0	
9879	Special Projects Intern	<u>1</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		3	2	0		\$0	0	\$0
Finance Department Total								
	Full Time	71	70	0			0	
	Part Time	<u>7</u>	<u>6</u>	<u>0</u>			<u>0</u>	
		78	76	0		\$0	0	\$0
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	0	PT		0	
9889	Senior Projects Intern	<u>1</u>	<u>1</u>	<u>2</u>	PT		<u>2</u>	
		5	5	5		\$243,716	5	\$249,645
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		\$219,107	4	\$225,472
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		\$462,823	9	\$475,117

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
Planning Services								
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		\$126,720	2	\$130,491
Long Range Planning/Transportation								
2022	Project Manager	0	0	0	FT		0	
2011	Senior Planner	1	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		\$174,922	3	\$178,329
Planning-Airport Services								
1461	Airport Administrator	<u>1</u>	<u>0</u>	<u>0</u>	FT		<u>0</u>	
		1	0	0			0	
Planning & Development Total								
	Full Time	5	4	4			4	
	Part Time	<u>1</u>	<u>1</u>	<u>1</u>			<u>1</u>	
		6	5	5		\$301,642	5	\$308,820
Housing and Neighborhood Services								
Administration								
1312	Accounting Clerk III	0	1	0	FT		0	
1442	Environmental Education Specialist	1	0	0	FT		0	
4061	Housing & Neigh Services Director	1	1	1	FT		1	
2001	Planning Technician II	1	1	1	FT		1	
2016	Planner II	<u>1</u>	<u>1</u>	<u>0</u>	FT		<u>0</u>	
		4	4	2		\$114,165	2	\$117,590
Neighborhood Empowerment								
4060	Neigh. Empowerment Supervisor	1	1	1	FT		1	
5310	Program Supervisor	1	1	1	FT		1	
1462	Senior Projects Intern	<u>2</u>	<u>2</u>	<u>2</u>	PT		<u>2</u>	
		4	4	4		\$167,424	4	\$171,916
Neighborhood Development								
1415	Development Assistant	1	1	1	FT		1	
1449	Neigh. Environ. Inspections Superv.	1	1	1	FT		1	
2010	Planner	0	1	1	FT		1	
2017	Planner III	1	1	1	FT		1	
2027	Rehab Specialist	0	0	1	FT		1	
2307	Development Coordinator	1	1	1	FT		1	
9003	Environmental Inspector	4	4	4	PT		4	
9884	Special Projects Intern	2	1	1	PT		1	
1462	Senior Projects Intern	<u>0</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		10	11	12		\$398,593	12	\$413,317
Housing and Neighborhood Services Total								
	Full Time	10	11	10			10	
	Part Time	<u>8</u>	<u>8</u>	<u>8</u>			<u>8</u>	
		18	19	18		\$680,183	18	\$702,823

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 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		\$145,306	2	\$149,127
Police – Investigations								
1030	Admin Secretary	1	1	1	FT		1	
3006	Project Specialist	1	1	0	FT		0	
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	7	7	7	FT		7	
4044	Police Sergeant/Detective	2	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>8</u>	<u>8</u>	<u>8</u>	FT		<u>8</u>	
		31	31	30		\$1,382,945	30	\$1,421,353
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		\$2,894,506	76	\$2,983,523
Police – Support Services								
1011	Clerk II	0	0	0	FT		0	
1022	Secretary	1	1	1	FT		1	
1030	Admin Secretary	1	1	1	FT		1	
1311	Accounting Clerk II	0	0	0	FT		0	
1410	Customer Service Technician	0	0	0	FT		0	
1504	Systems Operator	1	1	1	FT		1	
4011	Correctional Officer	2	2	4	FT		4	
4012	Correctional Officer II	3	3	3	FT		3	
4013	Master Correctional Officer	1	1	1	FT		1	
4040	Police Officer I	4	6	6	FT		6	
4041	Police Officer II	1	1	1	FT		1	
4043	Master Police Officer	3	3	4	FT		4	
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	0	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>	
		32	34	37		\$1,380,185	37	\$1,431,176

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Police – Information Management								
1011	Clerk II	1	1	1	FT		1	
1030	Admin Secretary	1	1	1	FT		1	
1310	Accounting Clerk I	2	2	2	FT		2	
1311	Accounting Clerk II	1	1	1	FT		1	
1410	Customer Service Technician	1	1	1	FT		1	
1512	IT Engineer II	1	1	0	FT		0	
2104	Telecommunications Operator I	7	7	7	FT		7	
2105	Telecommunications Operator II	7	7	7	FT		7	
2106	Telecommunications Operator III	4	4	4	FT		4	
2110	Telecommunications Supervisor	1	1	1	FT		1	
4070	Criminalist	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		27	27	26		\$823,057	26	\$848,553
Police – Hometown Security								
9879	Special Projects Intern	1	0	0	PT		0	
3006	Project Specialist	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		1	1	1		\$41,195	1	\$42,430
Police Total								
	Full Time	165	168	169			169	
	Part Time	<u>4</u>	<u>3</u>	<u>3</u>			<u>3</u>	
		169	171	172		\$6,667,193	172	\$6,876,162
Fire								
Fire-Administration & Training								
1412	Customer Service Clerk II	1	1	1	FT		1	
4125	Fire Training Officer/Battalion Chief	1	1	1	FT		1	
4126	Logistics Officer	1	1	1	FT		1	
4133	Fire Chief	1	1	1	FT		1	
		4	4	4		\$220,758	4	\$222,722
Fire-Suppression/Emerg Response								
4101	Firefighter I	33	33	30	FT		36	
4102	Firefighter II	18	18	21	FT		24	
4103	Driver-Engineer	21	21	21	FT		24	
4104	Fire Captain	21	21	21	FT		24	
4131	Battalion Chief	3	3	2	FT		2	
	Senior Battalion Chief	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		96	96	96		\$3,653,730	111	\$3,805,734
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		\$266,320	6	\$273,551
Fire Total								
	Full Time	106	106	106			121	
	Part Time	<u>0</u>	<u>0</u>	<u>0</u>			<u>0</u>	
		106	106	106		\$4,140,809	121	\$4,302,007

Development Services

Development Svcs. Administration

2033	Development Services Director	1	1	1	FT		1	
1022	Secretary	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$	FT		$\frac{1}{2}$	
		2	2	2		\$134,169	2	\$138,194

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	$\frac{1}{7}$	$\frac{1}{7}$	$\frac{1}{7}$	FT		$\frac{1}{7}$	
		7	7	7		\$337,579	7	\$349,155

Zoning/Current Planning

2001	Planning Technician	1	0	0	FT		0	
2002	Planning Technician II	0	1	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	1	1	FT		1	
3020	GIS Program Analyst II	0	1	0	FT		0	
9879	Special Projects Intern	$\frac{0}{7}$	$\frac{1}{8}$	$\frac{1}{7}$	PT		$\frac{1}{7}$	
		7	8	7		\$328,851	7	\$337,764

Permit Application Center

	Permit Technician II	2	1	1	FT		1	
	Permit Technician III	1	1	1	FT		1	
3012	City Engineer I	0	1	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	$\frac{1}{7}$	$\frac{1}{7}$	$\frac{1}{7}$	FT		$\frac{1}{7}$	
		7	7	7		\$222,564	7	\$230,902

Infrastructure

3004	Engineering Technician III	3	3	3	FT		3	
3021	City Engineer II	1	1	1	FT		1	
3024	Engineering Technician I	$\frac{2}{6}$	$\frac{2}{6}$	$\frac{2}{6}$	FT		$\frac{2}{6}$	
		6	6	6		\$351,296	6	\$361,769

Development Services Total

Full Time	29	29	28				28	
Part Time	0	1	1				1	
	29	30	29			\$1,374,459	29	\$1,417,784

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	$\frac{1}{3}$	$\frac{1}{3}$	FT		$\frac{1}{3}$	
		2	3	3		\$140,270	3	\$144,613

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
Public Works-Street Maintenance								
6010	Crew Worker I	4	2	2	FT		2	
6011	Crew Worker II	13	7	7	FT		7	
6020	Crew Leader	1	0	0	FT		0	
6103	Equipment Operator III	3	2	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	1	1	FT		1	
6505	Construction Maintenance Supv	2	1	1	FT		1	
6525	Construction Maintenance Supt	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		28	16	16		\$524,199	16	\$551,527
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		\$277,586	9	\$294,935
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		\$247,717	7	\$265,903
Public Works-Curbside Trash								
6010	Crew Worker I	7	7	5	FT		5	
6020	Crew Leader	2	2	2	FT		2	
6105	Refuse Truck Operator I	5	5	3	FT		3	
6106	Refuse Truck Operator II	5	5	5	FT		5	
6523	Sanitation Superintendent	1	1	1	FT		1	
9003	Environmental Inspector	0	0	1	PT		1	
9019	Seasonal Crew Worker	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		21	21	18		\$623,694	18	\$649,823
Public Works-Recycling/Beautification								
1442	Environmental Education Specialist	0	0	0	PT		1	
3006	Project Specialist	0	0	0	FT		0	
6106	Refuse Truck Operator II	5	5	5	FT		3	
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		\$261,261	9	\$268,531

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
Public Works-Construction								
3024	Engineering Tech I	0	1	1	FT		1	
6010	Crew Worker I	0	2	2	FT		2	
6011	Crew Worker II	0	5	5	FT		5	
6020	Crew Leader	0	1	1	FT		1	
6103	Equipment Operator III	0	1	1	FT		1	
6503	Crew Supervisor	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		0	11	11		\$305,769	11	\$326,374
Public Works Total								
	Full Time	74	74	70			68	
	Part Time	<u>3</u>	<u>3</u>	<u>4</u>			<u>5</u>	
		77	77	74		\$2,380,495	73	\$2,501,707
Property Maintenance								
Property Maint-Horticulture								
3006	Project Specialist	1	1	0	FT		0	
6010	Crew Worker I	2	1	0	FT		0	
6011	Crew Worker II	1	0	0	FT		0	
6021	Horticulturist I	4	3	0	FT		0	
6022	Horticulturist II	3	2	0	FT		0	
6101	Equipment Operator I	1	1	0	FT		0	
6102	Equipment Operator II	1	1	0	FT		0	
6103	Equipment Operator III	1	1	0	FT		0	
6521	Grounds Maintenance Superintendent	1	1	0	FT		0	
9019	Seasonal Crew Worker	<u>8</u>	<u>5</u>	<u>0</u>	PT		<u>0</u>	
		23	16	0		\$0	0	\$0
Property Maint-Building Maint.								
2024	Performance Manager	1	1	0	FT		0	
5325	Maintenance Specialist	2	1	0	FT		0	
6032	Crew Worker II	1	1	0	FT		0	
6202	Maintenance Mechanic II	<u>1</u>	<u>1</u>	<u>0</u>	FT		<u>0</u>	
		5	4	0		\$0	0	\$0
Property Maint-Cemetery Services								
6020	Crew Leader	1	1	0	FT		0	
	Crew Supervisor II	<u>1</u>	<u>1</u>	<u>0</u>	FT		<u>0</u>	
		2	2	0		\$0	0	\$0
Property Maint-Custodial Services								
6002	Custodial Worker II	9	8	0	FT		0	
6020	Crew Leader	1	1	0	FT		0	
6503	Crew Supervisor	<u>1</u>	<u>1</u>	<u>0</u>	FT		<u>0</u>	
		11	10	0		\$0	0	\$0
Property Maintenance Total								
	Full Time	27	27	0	FT		0	
	Part Time	<u>5</u>	<u>5</u>	<u>0</u>	PT		<u>0</u>	
		32	32	0		\$0	0	\$0

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
Management Services Group - Finance Department								
Finance – Administration								
1321	Management Services Administrator	0	0	1	FT		1	
9869	Special Intern	0	0	1	PT		1	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
		0	0	3		\$138,272	3	\$142,727
Finance – Accounting								
1304	Accountant I	0	0	1	FT		1	
1308	Controller	0	0	1	FT		1	
1311	Accounting Clerk II	0	0	1	FT		1	
1312	Accounting Clerk III	0	0	1	FT		1	
1313	Accountant III	0	0	2	FT		2	
9869	Special Intern	<u>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		0	0	6		\$311,641	6	\$319,573
Finance Department Total								
	Full Time	0	0	7			7	
	Part Time	0	0	2			2	
		0	0	9		\$449,912	9	\$462,300
Management Services Group - Technology Services Department								
Technology Services – Administration								
1515	Chief Information Officer	0	0	1	FT		1	
1511	Information Technology Engineer	0	0	1	FT		1	
1032	Executive Secretary	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	3		\$204,841	3	\$214,864
Technology Services - Management Information Systems								
1507	Information Systems Supervisor	0	0	1	FT		1	
1511	Information Technology Engineer	0	0	3	FT		3	
1512	Information Technology Engineer II	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	5		\$312,474	5	\$321,848
Technology Services - GIS/Mapping Services								
2001	Planning Technician	0	0	1	FT		1	
3020	GIS Program Analyst II	0	0	1	FT		1	
3018	GIS Manager	0	0	1	FT		1	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		0	0	3		\$130,348	3	\$136,721
Technology Services – Police Technology Services								
1510	Info Technology Technician	0	0	1	FT		1	
1512	Information Technology Engineer II	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	2		\$102,312	2	\$106,473
Technology Services Department Total								
	Full Time	0	0	13*			13*	
	Part Time	0	0	0			0	
		0	0	13*		\$749,975	13*	\$779,907

* Technology Services Department includes 9 additional employees in the Electric Fund

Management Services Group - Customer Services Department

Customer Services – Administration

1322	Customer Services Director	0	0	1	FT		1	
2024	Executive Secretary	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	2		\$158,870	2	\$161,121

Customer Services – Call Center and Customer Service

1410	Customer Service Technician	0	0	1	FT		1	
1412	Customer Service Clerk II	0	0	6	FT		6	
1422	Billing Services Coordinator	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	8		\$273,076	8	\$281,311

Customer Services – Central Collections

1033	Central Collections Specialist	0	0	1	FT		1	
1316	Central Collections Coordinator	0	0	1	FT		1	
1410	Customer Service Technician	0	0	1	FT		1	
1411	Customer Service Clerk I	0	0	2	FT		2	
1412	Customer Service Clerk II	0	0	2	FT		2	
9859	Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
		0	0	8		\$255,912	8	\$263,563

Customer Services – Account Management

1447	Recovery Specialist	0	0	1	FT		1	
1448	Recovery Service Technician	<u>0</u>	<u>0</u>	<u>2</u>	FT		<u>2</u>	
		0	0	3		\$116,886	3	\$120,393

Customer Services – Billing and Metering Services

1012	Clerk III	0	0	1	FT		1	
1410	Customer Service Technician	0	0	2	FT		2	
1419	Meter Reader I	0	0	4	FT		4	
1420	Meter Reader II	0	0	3	FT		3	
1422	Billing Services Coordinator	0	0	1	FT		1	
1431	Billing/Customer Service Supervisor	0	0	1	FT		1	
1446	Senior Administrative Assistant	0	0	1	FT		1	
9859	Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
		0	0	14		\$406,364	14	\$418,939

Customer Services Department Total

Full Time	0	0	33				33	
Part Time	0	0	2				2	
	0	0	35		\$1,211,109		35	\$1,245,337

Management Services Group – Technology Services Department

Administrative Services – Administration

1463	Administrative Services Director	0	0	1	FT		1	
1309	Senior Financial Analyst	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	2		\$117,455	2	\$120,142

Administrative Services -Purchasing/ Fleet

1012	Customer Service Clerk I	0	0	1	FT		1	
1202	Warehouse Supervisor	0	0	1	FT		1	
1203	Purchasing Specialist	0	0	1	FT		1	
1204	Senior Warehouse Clerk	0	0	2	FT		2	
2024	Performance Manager	0	0	1	FT		1	

6205	Radio Technician	0	0	1	FT		1		
6223	Tire Technician	0	0	1	FT		1		
6224	Preventive Maintenance Specialist	0	0	2	FT		2		
6225	Service Technician I	0	0	2	FT		2		
6226	Service Technician II	0	0	4	FT		4		
6227	Lead Service Technician	0	0	2	FT		2		
9019	Seasonal Crew Worker	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>		
		0	0	19		\$703,253	19	\$721,182	
Administrative Services - Risk Management									
1412	Customer Service Clerk II	0	0	1	FT		1		
1425	Risk Manager/Safety Supervisor	0	0	1	FT		1		
9869	Special Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>		
		0	0	3		\$120,516	3	123,838	
Administrative Services - Horticulture									
3006	Project Specialist	0	0	1	FT		1		
6010	Crew Worker I	0	0	1	FT		1		
6011	Crew Worker II	0	0	0	FT		0		
6021	Horticulturist I	0	0	3	FT		3		
6022	Horticulturist II	0	0	2	FT		2		
6101	Equipment Operator I	0	0	1	FT		1		
6102	Equipment Operator II	0	0	1	FT		1		
6103	Equipment Operator III	0	0	1	FT		1		
6521	Grounds Maintenance Superintendent	0	0	1	FT		1		
9019	Seasonal Crew Worker	<u>0</u>	<u>0</u>	<u>5</u>	PT		<u>5</u>		
		0	0	16		\$481,139	16	\$495,544	
Administrative Services - Building Maintenance									
2024	Performance Manager	0	0	1	FT		1		
5325	Maintenance Specialist	0	0	1	FT		1		
6032	Crew Worker II	0	0	1	FT		1		
6202	Maintenance Mechanic II	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>		
		0	0	4		\$187,716	4	\$192,683	
Administrative Services - Cemetery Services									
6020	Crew Leader	0	0	1	FT		1		
	Crew Supervisor II	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>		
		0	0	2		\$71,135	2	\$73,269	
Administrative Services - Custodial Services									
6002	Custodial Worker II	0	0	7	FT		7		
6020	Crew Leader	0	0	1	FT		1		
6503	Crew Supervisor	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>		
		0	0	9		\$217,333	9	\$223,800	
Administrative Services Total									
	Full Time	0	0	48	FT		48		
	Part Time	0	0	7	PT		7		
		0	0	55		\$1,898,548	55	\$1,950,458	

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
Parks, Recreation, Tourism								
PRT-Tourism								
1023	Office Assistant	1	1	1	FT		1	
1032	Executive Secretary	1	1	1	FT		1	
1450	Administrative Assistant	0	0	1	FT		1	
5309	Recreation Coordinator II	1	1	0	FT		0	
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		\$357,180	8	\$365,029
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		\$ 544,016	27	\$605,155
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	4	FT		4	
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	1	1	FT		1	
5311	Recreation Superintendent	1	1	1	FT		1	
5314	Program Coordinator	1	1	1	FT		1	
6002	Custodial Worker II	0	0	0	FT		2	
6005	Utility Worker I	0	0	0	PT		0	
6010	Crew Worker I	6	8	8	FT		8	
6011	Crew Worker II	3	4	4	FT		4	
6020	Crew Leader	3	3	3	FT		3	
6021	Horticulturist I	1	2	2	FT		2	
6022	Horticulturist II	2	2	2	FT		2	
6201	Maintenance Mechanic I	1	1	1	FT		1	
6202	Maintenance Mechanic II	2	2	1	FT		1	
6204	Maintenance Mechanic IV	0	0	1	FT		1	
9019	Seasonal Crew Worker	1	4	2	PT		2	
9029	Seasonal Crew Leader	1	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	8	8	8	PT		8	
9885	Senior Projects Intern	<u>1</u>	<u>1</u>	<u>2</u>	PT		<u>2</u>	
		91	99	99		\$2,077,409	101	\$2,142,828

Parks, Recreation & Tourism Total

Full Time	48	53	54	FT		56	
Part Time	78	81	80	PT		80	
	126	134	134		\$2,978,605	136	\$3,113,012

Urban Develop. & Housing

Urban Development & Housing

4401	Housing Authority Director	1	1	1	FT		1
4406	Housing Inspector	1	1	1	FT		1
4409	Occupancy Specialist I	4	4	4	FT		4
4413	Tenant Selector	1	1	1	FT		1
4419	Clerk Stenographer	2	2	2	FT		2
4434	Crew Worker I	3	3	3	FT		3
4435	Crew Worker II	2	2	2	FT		2
4437	Maintenance Mechanic	5	5	5	FT		5
6503	Crew Supervisor	2	2	2	FT		2
6508	Maintenance Superintendent I	1	1	1	FT		1
9019	Seasonal Crew Worker	1	1	1	PT		1
9359	Recreation Leader III	<u>3</u>	<u>3</u>	<u>3</u>	PT		<u>3</u>
		26	26	26		\$952,601	26
							\$982,289

Urban Develop & Housing Total

Full Time	22	22	22	FT		22	
Part Time	4	4	4	PT		4	
	26	26	26		\$952,601	26	\$982,289

Economic and Urban Development

Administration

1030	Administrative Secretary	1	0	0	FT		0
2012	Economic & Urban Develop. Director	1	1	1	FT		1
2022	Project Manager	2	1	1	FT		1
2024	Performance Manager	0	1	1	FT		1
5314	Program Coordinator	0	1	1	FT		1
9869	Special Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>
		5	5	5		\$343,795	5
							\$353,080

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		\$133,920	2
							\$136,720

Downtown/Oldtown

2010	Planner	1	0	0	FT		0
2014	Economic Development Coordinator	0	1	1	FT		1
2017	Downtown Development Manager	1	1	1	FT		1
2024	Performance Manager	1	0	0	FT		0
5314	Program Coordinator	<u>1</u>	<u>0</u>	<u>0</u>	FT		<u>0</u>
		4	2	2		\$131,414	2
							\$135,356

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
Textile Corridor								
2014	Economic Development Coordinator	1	0	0	FT		0	
2022	Project Manager	1	2	2	FT		2	
2024	Performance Manager	1	1	1	FT		1	
5314	Program Coordinator	<u>0</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		3	4	4		\$210,089	4	\$216,956
Economic Development Total								
	Full Time	13	12	12			12	
	Part Time	<u>1</u>	<u>1</u>	<u>1</u>			<u>1</u>	
		14	13	13		\$819,217	13	\$842,113
Total Full Time General Fund								
		603	606	611	FT		626	
Total Part Time General Fund								
		<u>127</u>	<u>126</u>	<u>123</u>	PT		<u>124</u>	
Total General Fund								
		730	732	734		\$26,768,675	750	\$27,725,863



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	1	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	2	2	FT	2		
6503	Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	FT	<u>1</u>		
		12	12	12			\$366,096	\$386,939

Electric Fund

Utilities-Administration

1032	Executive Secretary	1	1	0	FT	0		
1411	Customer Service Clerk I	0	0	0	FT	0		
1412	Customer Service Clerk II	1	1	2	FT	2		
1460	Key Accounts Manager	1	1	1	FT	1		
3003	Engineering Tech II	1	0	0	FT	0		
3004	Engineering Tech III	1	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>0</u>	<u>0</u>	<u>0</u>	PT	<u>0</u>		
		9	8	8			\$408,018	\$418,307

Utilities - Technology Services

1510	Information Technology Technician	1	1	0	FT	0		
1512	Information Technology Engineer	1	2	0	FT	0		
3003	Engineering Technician II	1	2	0	FT	0		
9879	Senior Projects Intern	1	0	0	PT	0		
9881	Special Projects Intern	<u>2</u>	<u>2</u>	<u>0</u>	PT	<u>0</u>		
		6	7	0			\$0	\$0

Utilities - Electric Services

3003	Engineering Technician II	1	1	1	FT	1		
6422	Lineworker II	0	0	0	FT	0		
6423	Lineworker III	19	18	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	20	20			\$851,543	\$888,613

Utilities - Electric Engineering

1510	Information Technology Technician	0	0	0	FT	0		
2022	Project Manager	1	1	1	FT	1		
3003	Engineering Tech II	0	1	1	FT	1		
3004	Engineering Technician III	0	0	0	FT	0		
3008	Engineering Technician IV	1	1	1	FT	1		
6423	Lineworker III	0	1	1	FT	1		
6529	Assistant Utilities Director	0	0	0	FT	0		
6415	Electronic Service Technician II	1	0	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	1	PT	1		
9881	Senior Projects Intern	<u>0</u>	<u>0</u>	<u>0</u>	PT	<u>0</u>		
		4	5	6			\$338,293	\$350,364

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
Electric Traffic Signals								
3006	Project Specialist	0	1	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	1	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	0	0	FT		0	
6506	Electric Line Crew Supervisor	<u>0</u>	<u>1</u>	<u>1</u>	<u>FT</u>		<u>1</u>	
		10	12	12		\$433,993	12	\$456,458
Management Services Group – Administrative Services Department								
Technology Services – Utilities Technology Services (Electric Fund)								
1510	Information Technology Technician	0	0	1	FT		1	
1512	Information Technology Engineer	0	0	3	FT		3	
3003	Engineering Technician II	0	0	2	FT		2	
6350	Maintenance Technician I	0	0	1	FT		1	
6411	Electronic Service Technician I	0	0	1	FT		1	
9879	Senior Projects Intern	0	0	0	PT		0	
9881	Special Projects Intern	<u>0</u>	<u>0</u>	<u>1</u>	<u>PT</u>		<u>1</u>	
		0	0	9		\$293,062	9	\$317,790
Water Fund								
Water Engineering								
3009	Professional Engineer	1	0	0	FT		0	
3022	City Engineer III	0	1	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		\$125,351	2	129,112
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	10	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>	
		20	20	20		\$646,878	20	\$666,223
Utilities-Water Treatment Plant								
6202	Maintenance Mechanic II	0	0	0	FT		1	
6310	Water Plant Operator I	0	0	0	FT		0	
6311	Water Plant Operator II	3	3	3	FT		3	
6325	Plant Operator III	2	2	2	FT		2	
6360	Maintenance Technician II	1	1	1	FT		1	
6331	Maintenance Technician III	1	1	1	FT		1	
6333	Environmental Lab Tech II	0	0	1	FT		1	
6334	Environmental Lab Tech III	1	1	1	FT		1	
6514	Water/Wastewater Superintendent	1	1	1	FT		1	
6551	Maintenance Superintendent	<u>1</u>	<u>1</u>	<u>1</u>	<u>FT</u>		<u>1</u>	
		10	10	11		\$424,736	12	\$471,199

<u>Job Number</u>	<u>Description</u>	<u>2006/07 Actual</u>	<u>2007/08 Auth</u>	<u>2008/09 Approved Positions</u>		<u>2008/09 Approved Budget</u>	<u>2009/10 Projected Positions</u>	<u>2009/10 Projected Budget</u>
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>	FT		<u>2</u>	
		17	17	17		\$510,211	17	\$533,919
Utilities-Manch Treatment Plant								
6231	Operations Superintendent	1	1	1	FT		1	
6319	Wastewater Plant Operator I	0	0	0	FT		0	
6320	Wastewater Plant Operator II	3	3	3	FT		3	
6325	Plant Operator III	2	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		2	
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		\$579,550	15	\$650,505
Utilities-Industrial Pretreatment								
6335	Industrial Pretreatment Field Tech	<u>2</u>	<u>2</u>	<u>2</u>	FT		<u>2</u>	
		2	2	2		\$71,420	2	\$73,573
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>0</u>	FT		<u>0</u>	
		4	4	3		\$165,922	3	\$170,672
Utilities-Lift Stations								
6330	Maintenance Tech II	<u>2</u>	<u>2</u>	<u>2</u>	FT		<u>2</u>	
		2	2	2		\$69,687	2	\$71,777
Total Enterprise Funds								
	Full Time	127	130	133	FT		135	
	Part Time	<u>6</u>	<u>5</u>	<u>5</u>	PT		<u>5</u>	
		133	135	138		\$5,284,831	140	\$5,585,452
CITYWIDE TOTAL								
	Total Citywide Full Time	730	736	744			758	
	Total Citywide Part Time	<u>133</u>	<u>131</u>	<u>128</u>			<u>132</u>	
	Total	863	867	872		\$32,053,507	890	\$33,311,315



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.

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 replacement.

Impact of Capital Projects on Operating Budget

The operating impact of capital improvements on the 2008/2009 Fiscal Year Budget is \$10,689,291. 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.

Operations Center

The City will construct a new Operations Center to replace our existing out-of-date operations facility. Land was purchased in the second calendar quarter 2008. Design will conclude and groundbreaking will commence by fourth calendar quarter, 2009. Primarily, existing staff and equipment will relocate to the new Operations Center. The most significant budgetary impact in future years will be annual debt service for General Obligation debt of approximately \$10.7 million supported by Sanitation Revenues, and Utility BANs/Revenue Bonds of approximately \$17.3 million, supported by Utility System revenues. A projection of debt service follows, estimating 20 year debt and beginning in Fiscal Year 2011:

General Obligation Debt Service	\$795,000
Capital Lease Payments for Fire Apparatus	<u>1,275,000</u>
Total Debt Service	\$2,070,000

Fire Station Master Plan

Construction begins on two fire stations this Fiscal Year. This non-routine capital expenditure will require additional staffing costs for many years into the future, or indefinitely. One of the two new stations is a relocation of an existing out-of-date facility. Equipment and staff will move to the new facility without measureable long-term operating budget impact. The other fire station (Airport station) is new to the system, and will have new annual Operating Budget impacts. Exclusive to the first year (Fiscal Year 2009/2010), certain start-up costs including uniforms and personal protective equipment total \$149,000. This amount is included in the projected FY 2010 balanced budget. The following estimated annual operating budget items will continue beginning in 2011:

Fire Suppression Staffing salaries and benefits	\$648,553
Capital Lease Payments for Fire Apparatus	60,000
Other operating expenses including utilities and apparatus fuel	20,000
General Obligation debt service (through 2030)	<u>102,000</u>
Total Annual Operating Impact	\$830,553

Non-routine Utilities System Projects

Certain Utility System projects were discussed in the Bond Schedule Section. There are two distinct funding sources for the Electric, Water, and Sewer projects over the next five years – Operating Budget rate increases and Bond/Bond Anticipation Note (BAN) funding. The following schedules detail certain of those projects funded by operating budget rate increases. Other projects within the plan are funded by bonded debt starting this fiscal year with a \$14 million Bond Anticipation Note (BAN) and culminating in a \$97 million Bond Issue in Fiscal Year 2012/2013.

The first schedule below details the Operating Budget new revenues. Rate increases in the effective year are represented in bold. Projects are funded during the effective year of the increase in the respective fund, and that same amount is reserved in subsequent years through FY 2011/2012 for additional phases or projects. The plan began last Fiscal Year (2007/2008). As Fiscal Year 2012/2013 approaches, the rate increases will build the capacity for debt service over time. This plan avoids “rate shock” to our customers by raising funding over five years necessary to pay the ultimate debt service, but available for pay-as-you-go projects over the five year period before issuance of the ultimate bond.

Future Utility System Capital Improvements							
Summary of New Revenues from Rate Increases and Debt Reduction							
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Total
Electric							
2% increase on July 1, 2007	1,439,000	1,439,000	1,439,000	1,439,000	1,439,000	1,439,000	8,634,000
Water							
5% increase on July 1, 2007	525,000	525,000	525,000	525,000	525,000	525,000	3,150,000
5% increase on July 1, 2009	0	0	625,000	625,000	625,000	625,000	2,500,000
5% increase on July 1, 2011	0	0	0	0	725,000	725,000	1,450,000
	525,000	525,000	1,150,000	1,150,000	1,875,000	1,875,000	7,100,000
Wastewater							
10% increase on July 1, 2008	0	1,503,800	1,503,800	1,503,800	1,503,800	1,503,800	7,519,000
10% increase on July 1, 2010	0	0	0	1,754,919	1,754,919	1,754,919	5,264,757
5% increase on July 1, 2012	0	0	0	0	0	994,162	994,162
	0	1,503,800	1,503,800	3,258,719	3,258,719	4,252,881	13,777,919
Elimination of Debt Service							
	0	342,212	1,123,224	1,123,893	1,116,997	1,120,635	4,826,961
TOTAL	1,964,000	3,810,012	5,216,024	6,971,612	7,689,716	8,687,516	34,338,880

The Operating Budget rate increase related projects are detailed on the next schedule. Notice, for example, how the \$1.439 million provided from the 2007/2008 2% Electric Rate Increase continues to fund Electric System projects for the next four years.

Future Utility System Capital Improvements

Summary of Operating Budget Capital Items

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Total
Electric							
EastView Oaks	275,000	0	0	0	0	0	275,000
Electric Substation (Airport)	964,000	1,000,000	0	0	0	0	1,964,000
Downtown Manhole LRD	200,000	200,000	0	0	0	0	400,000
Albright Road Widening	0	134,000	366,000	0	0	0	500,000
Springdale Feeders	0	105,000	105,000	105,000	0	0	315,000
McConnells Hwy (Heddie to 324)	0	0	84,000	184,000	0	0	268,000
Convert 4KV to 25 KV system	0	0	484,000	200,000	305,000	0	989,000
SC72 (901 to Rambo)	0	0	180,000	0	0	0	180,000
Eden Terrace (Bradley to Anderson)	0	0	0	220,000	0	0	220,000
Heddie Blvd Street Lighting	0	0	220,000	430,000	0	0	650,000
York Tech Backfeed	0	0	0	300,000	0	0	300,000
Other Electric Projects	0	0	0	0	1,134,000	0	1,134,000
Total	1,439,000	1,439,000	1,439,000	1,439,000	1,439,000	0	7,195,000
Water							
Small Diameter Water Lines	120,000	342,212	350,000	0	0	0	812,212
Water Plant Exterior Improvements	405,000	525,000	0	0	0	0	930,000
Paint Elevated Laurel Street Tank (Inside only)	0	0	110,500	0	0	0	110,500
Paint Elevated Marlton Ave Tank (Inside/out)	0	0	225,000	0	0	0	225,000
Hollis Lakes Rd. Water Extension	0	0	190,000	0	0	0	190,000
McConnells Hwy 12"/Meadowlakes 8"	0	0	274,500	0	0	0	274,500
High Service Pump Maintenance	0	0	0	525,000	0	0	525,000
Homeshead Road 12"	0	0	0	625,000	0	0	625,000
Highway 5 Water Line Extension	0	0	0	0	525,000	0	525,000
Paint Elevated Highland Park Tank (Inside/out)	0	0	0	0	225,000	0	225,000
City of York Water Line Connection	0	0	0	0	1,125,000	0	1,125,000
Total	525,000	867,212	1,150,000	1,150,000	1,675,000	0	5,567,212
Wastewater							
Rollingwood Sewer	0	1,503,800	0	0	0	0	1,503,800
Manchester Creek Outfall Replacement	0	0	1,503,800	1,503,800	1,258,719	0	4,266,319
Shadowbrook Sewer	0	0	0	400,000	0	0	200,000
Burgis Creek Sewer Basin Sewer Exit	0	0	0	1,354,919	0	0	1,199,919
Restore/Abandon Industrial Lines	0	0	0	0	2,000,000	0	2,000,000
Total	0	1,503,800	1,503,800	3,258,719	3,258,719	0	9,525,038
Total Operating Budget Projects	1,964,000	3,810,012	4,092,800	5,847,719	6,572,719	0	22,287,250

The plan is not complete without consideration of the following projects, funded by the Bond Anticipation Notes and ultimate bond issuance in 2012/2013. These projects are detailed on the following two slides.

Future Utility System Capital Improvements

Summary of BAN/Bond Issue Utility Projects – Electric and Water Projects

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Total
Electric							
Electric Substation	0	141,000	0	0	0	0	141,000
Springdale Feeders	0	237,000	0	0	0	0	237,000
N/W Electric Substation	0	500,000	0	0	0	0	500,000
Saluda Street Gateway	0	700,000	0	0	0	0	700,000
Hwy 901	0	180,000	0	0	0	0	180,000
So. Cherry Rd. Widening	0	0	395,000	0	0	0	395,000
Hollis Lakes Street Lighting	0	0	0	200,000	0	0	200,000
Mr. Gallant Electric	0	0	0	806,000	0	0	806,000
Albright Road Widening	0	0	0	400,000	0	0	400,000
Other Electric Projects	0	0	0	0	0	850,000	850,000
Convert 4KV to 25KV System	0	0	0	0	0	305,000	305,000
Total	0	1,758,000	395,000	1,406,000	0	1,155,000	4,714,000
Water							
SC72 Water Extension	0	190,000	0	0	0	0	190,000
Rebuild Vandalized Raw Water Intake	0	500,000	0	0	0	0	500,000
Fort Hill Water Connection II	0	0	265,000	0	0	0	265,000
Mr. Gallant 24" Water Line	0	0	500,000	0	0	0	500,000
Water Re-use	0	1,500,000	0	0	0	0	1,500,000
30" Water Line Conversion	0	1,300,000	0	0	0	0	1,300,000
Church Neely Road Water Extension	0	0	1,500,000	0	0	0	1,500,000
Raw Water Pump Station (Lake)	0	500,000	3,000,000	0	0	0	3,500,000
Catawba River Pump Station	0	0	0	0	3,500,000	0	3,500,000
City of York Water Line Connection	0	0	0	0	0	925,000	925,000
Total	0	3,990,000	5,265,000	0	0	4,425,000	13,680,000

Future Utility System Capital Improvements

Summary of BAN/Bond Issue Utility Projects – Wastewater and Misc. Projects

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Total
Wastewater							
70 Acres new at Manchester Creek	0	1,000,000	0	0	0	0	1,000,000
Wastewater Line Restoration	0	294,000	0	0	0	0	294,000
Pump Station Abandonment	0	643,000	0	0	0	0	643,000
Glencalm garden Sewer	0	500,000	0	0	0	0	500,000
Sewer Line Replacements	0	1,141,000	0	0	0	10,000,000	11,141,000
Manchester Creek Outfall Replacement Phase II	0	0	0	0	0	980,884	980,884
Waste Water Plant	0	0	0	0	0	44,000,000	44,000,000
Total	0	3,578,400	0	0	0	54,980,884	58,559,284
Miscellaneous							
New Operations Center	0	4,000,000	8,000,000	8,000,000	0	0	20,000,000
BAN Financed through Bond Issue	0	0	0	0	0	36,392,400	36,392,400
Total	0	4,000,000	8,000,000	8,000,000	0	36,392,400	56,392,400
Total BAN/Bond Issue Projects	0	13,326,400	13,660,000	9,406,000	0	\$96,953,284	* See note

* Total Column will not foot due to the recurrence of refunded BAN money.
 The total equals the amount in 2012/13, or \$96,953,284



Fiscal Years 200/2009 Approved, 2009/2010 Projected
 Routine Capital Projects Item Detail

	FY 2009	FY 2010
General Government - Airport Services		
Airport Improvements	40,000	40,000
Paint Rotating Beacon Tower	20,000	
Vehicle Replacement		18,839
Human Resources		
Vehicle Replacement	14,000	
Non-Departmental		
Senior Citizens Center	25,000	25,000
Housing and Neighborhood Services - Administration		
Land Acquisition		150,000
Housing and Neighborhood Services – Neighborhood Development		
Vehicle Replacement	13,270	66,860
Neighborhood Capital Projects	50,000	50,000
Police – Administration		
800 MHz System Capital Lease Pmt. Police Portion	145,000	145,000
Police Vehicle Capital Lease Payments	467,216	576,809
Police Vehicle Add-ons	120,000	120,000
Vehicle Replacement	14,000	15,000
Police - Patrol		
Digital In-car Camera Systems	24,000	24,000
Fire – Administration		
Vehicle Replacement		18,715
Fire Sta. construction – Operating Budget Portion	685,000	725,000
Fire - Fire Fighting/Suppression		
800 MHz System Capital Lease Pmt. Fire Portion	30,000	30,000
Fire Apparatus Capital Lease Payments	194,180	384,424
Fire - Fire Prevention/Inspection		
Vehicle Replacement	19,460	
Development Services – Zoning/Current Planning		
Digital Planning Equipment	17,000	15,000
Sign Reimbursement	10,200	11,000
Public Works - Street/Sidewalk/Curb/Gutter		
Vehicle Replacement	32,000	38,500
Curb and Sidewalk Repair	100,000	116,905
Full-Depth Asphalt Patching	55,000	55,000
Public Works - Residential Sanitation		
Vehicle Replacement		16,715
Residential Sanitation Vehicles Capital Lease Pmts	557,393	471,805

	<u>FY 2009</u>	<u>FY 2010</u>
Public Works - Commercial Sanitation		
Commercial Sanitation Vehicles Capital Lease Pmts	144,641	155,392
Public Works – Curbside		
Curbside Vehicles Capital Lease Payments	229,523	142,357
Public Works – Recycling		
Recycling Vehicles Capital Lease Payments	328,633	272,939
Public Works – Construction		
Vehicle Replacement	35,000	
Construction Vehicles Capital Lease Payments	46,973	60,723
Technology Services - Management Information Systems		
Server Replacement/SAN Storage/Switches	181,252	181,252
Technology Services - Geographic Information Systems		
GIS Services	30,000	30,000
Technology Services – Police Technology		
Mobile Data Terminal Replacements	50,400	50,400
Customer Services – Central Collections		
Vehicle Replacement	17,166	
Administrative Services - Purchasing/Fleet		
Vehicle Replacement	25,000	12,889
Capital lease payment - Backhoes	13,500	13,500
Administrative Services – Horticulture		
Vehicle Replacement Capital Lease Payments	52,712	57,422
Administrative Services - Buildings Maintenance		
Vehicle Replacement		23,211
Facility improvement projects	130,000	130,000
Vehicle Capital Lease Payments	10,000	10,000
PRT – Tourism		
Vehicle Replacement	18,500	19,339
PRT – Recreation		
Recreation Center Infrastructure	125,000	125,000
McGuirt Auditorium (50% Hospitality Tax)	28,000	
PRT - Parks		
Artificial Surface	10,220	10,220
Security Cameras and Equipment	16,396	18,500
Park Infrastructure Upgrades	100,000	116,128
Vehicle Replacement	62,840	104,211
Economic and Urban Development – Project Management		
Phase II Downtown Streetscape	125,000	125,000

	FY 2009	FY 2010
Economic and Urban Development - Textile Corridor		
East Main Street Improvements	50,000	
Streetscape Improvements	50,000	
Total Capital Projects/Items - General Fund	\$4,513,475	\$ 4,643,055
Capital Projects/Items - Enterprise Funds		
Stormwater Fund		
Vehicle Replacement Capital Lease Payments	192,353	166,391
Utilities - Electric Services		
Saluda Street Gateway	30,000	
Vehicle Replacement	15,000	42,740
Electric Substation	1,000,000	
Downtown Underground Replacement	200,000	
Albright Road Widening	134,000	366,000
Springdale Feeders	105,000	105,000
Convert 4KV to 25V System	50,000	484,000
Conversion of Overhead Power Lines	50,000	50,000
Vehicle Replacement Capital Lease Payments	107,101	123,785
Utilities - Traffic Signals		
Vehicle Replacement	22,711	31,500
Substation Equipment	141,000	132,000
Vehicle Replacement Capital Lease Payments	17,626	37,554
Technology Services – Utilities Technology		
Computer Hardware	123,500	120,000
Equipment Capital Lease Payments	216,139	216,139
Utilities - Water Distribution		
Vehicle Replacement	66,991	
Water Distribution System	20,440	20,440
Distribution Mains	40,880	40,880
Water Meters	51,100	51,100
Small Diameter Water Lines	342,212	1,922,024
Hollis Lake Road (Close Loop)	75,000	
Utilities - Water Treatment Plant		
Vehicle Replacement	22,211	
Water Plant Exterior Improvements	525,000	
Utilities - Wastewater System		
Vehicle Replacement		36,694
New Distribution Mains	15,330	20,000
New Sewer Services	25,550	25,000
Rollingwood Sewer	1,503,800	1,503,800
Sewer Line Replacement	375,000	100,000



	<u>FY 2009</u>	<u>FY 2010</u>
Utilities - Wastewater Treatment Plant		
New Automotive Equipment		55,000
Vehicle Replacement		37,438
Utilities - Environmental Monitoring		
Vehicle Replacement		20,091
Utilities – Lift Stations		
Vehicle Replacement	22,711	
 Total Capital Projects/Items - Utilities Fund	 <u>\$5,490,655</u>	 <u>\$5,707,576</u>
 Total Capital Projects/Items - All Funds	 <u>\$10,004,130</u>	 <u>\$10,350,631</u>



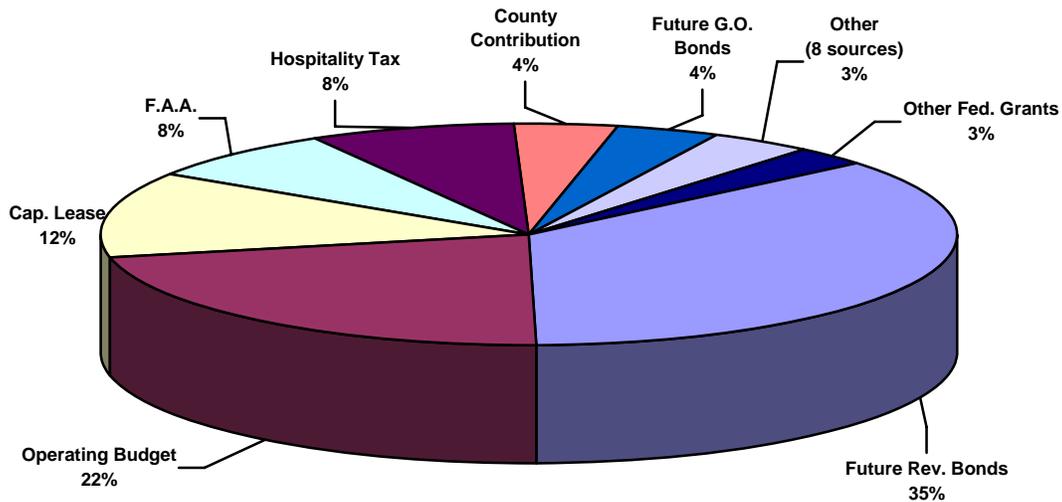
Ten-Year Capital Improvement Plan

This Ten-Year Capital Improvement Plan is for Budget Years 2008/2009 through 2017/2018. The purpose of this section is to project over a ten year period all necessary projects and large equipment purchases.

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 \$240 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 design 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 department for the next ten years:

Ten Year Capital Improvement Program - Departmental Summary

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	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	375,000	375,000	375,000	-	-	-	-	-	-	-	1,125,000
Total	\$ 900,000	\$ 900,000	\$ 900,000	\$ 525,000	\$ 6,375,000						
Police Administration											
800 mHz Capital Lease Payment - Police	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	1,450,000
Police Vehicle Replacement	467,216	576,809	596,426	568,181	520,876	536,387	532,034	530,041	591,762	684,132	5,603,863
Total	\$ 612,216	\$ 721,809	\$ 741,426	\$ 713,181	\$ 665,876	\$ 681,387	\$ 677,034	\$ 675,041	\$ 736,762	\$ 829,132	\$ 7,053,863
Administrative Services - Purchasing/Fleet											
Backhoe Replacement Schedule	98,493	126,000	126,000	126,000	129,000	129,000	129,000	129,000	129,000	129,000	1,250,493
Total	\$ 98,493	\$ 126,000	\$ 126,000	\$ 126,000	\$ 129,000	\$ 1,250,493					
Fire Fighting/Suppression											
Airport Fire Station Construction	929,200	929,200	-	-	-	-	-	-	-	-	1,858,400
Automall Parkway Fire Station Construction	1,045,000	1,045,000	-	-	-	-	-	-	-	-	2,090,000
Fire Department Vehicle Replacement	194,180	332,283	446,914	494,856	425,311	474,068	465,004	591,067	656,630	679,345	4,759,659
800 mHz Capital Lease Payment - Fire	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Relocate Elizabeth Lane Station	-	-	-	-	345,560	400,000	400,000	400,000	400,000	400,000	2,345,560
New Station Design/Land/Construction	-	-	-	-	-	87,750	3,230,000	-	-	-	3,317,750
Total	\$ 2,198,380	\$ 2,336,483	\$ 476,914	\$ 524,856	\$ 800,871	\$ 991,818	\$ 4,125,004	\$ 1,021,067	\$ 1,086,630	\$ 1,109,345	\$ 14,671,369
Public Works Street/Sidewalk/Curb/Gutter											
Road Reclamation Projects	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Full-depth Asphalt Patching	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	550,000
New Sidewalks	50,000	50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	700,000
Curb/Sidewalk Repair	50,000	66,905	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	516,905
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
Total	\$ 555,000	\$ 571,905	\$ 580,000	\$ 5,766,905							
Public Works Residential Sanitation											
Residential Automated Garbage Truck Replacement	568,206	488,608	477,696	493,791	518,261	540,696	547,791	558,761	592,411	579,291	5,365,512
Total	\$ 568,206	\$ 488,608	\$ 477,696	\$ 493,791	\$ 518,261	\$ 540,696	\$ 547,791	\$ 558,761	\$ 592,411	\$ 579,291	\$ 5,365,512
Public Works Commercial Sanitation											
Commercial Front-Loading Garbage Truck Replacen	144,641	155,392	153,186	164,093	167,000	167,000	167,000	184,800	208,011	192,800	1,703,923
Total	\$ 144,641	\$ 155,392	\$ 153,186	\$ 164,093	\$ 167,000	\$ 167,000	\$ 167,000	\$ 184,800	\$ 208,011	\$ 192,800	\$ 1,703,923
Public Works Curbside											
Curbside Division Truck Replacement	229,523	142,178	159,264	216,271	239,708	259,833	287,982	290,982	293,839	317,251	2,436,831
Total	\$ 229,523	\$ 142,178	\$ 159,264	\$ 216,271	\$ 239,708	\$ 259,833	\$ 287,982	\$ 290,982	\$ 293,839	\$ 317,251	\$ 2,436,831
Public Works Recycling											

Ten Year Capital Improvement Program - Departmental Summary

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Total
Water Fund											
Small Diameter Water Line Upgrade	342,212	350,000	-	-	-	-	-	250,000	250,000	250,000	1,442,212
Water Plant Exterior Improvements	525,000	-	-	-	-	-	-	-	-	-	525,000
SC 72 Water Extension	190,000	-	-	-	-	-	-	-	-	-	190,000
Rebuild Vandalized Raw Water Intake	500,000	-	-	-	-	-	-	-	-	-	500,000
Water Re-Use	1,500,000	-	-	-	-	-	-	-	-	-	1,500,000
30" Water Line Conversion	1,300,000	-	-	-	-	-	-	-	-	-	1,300,000
Church Neely Rd Water Extension	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
Raw Water Pump Station (Lake)	500,000	3,000,000	-	-	-	-	-	-	-	-	3,500,000
Fort Mill Water Connection II	-	265,000	-	-	-	-	-	-	-	-	265,000
Mt. Gallant 24" Water Line	-	500,000	-	-	-	-	-	-	-	-	500,000
Paint Elevated Laurel Street Tank (Inside)	-	110,500	-	-	-	-	-	-	-	-	110,500
Paint Elevated Herlong Ave. Tank (Inside/out)	-	225,000	-	-	-	-	-	-	-	-	225,000
Hollis Lakes Road Water Extension	-	190,000	-	-	-	-	-	-	-	-	190,000
McConnells Hwy 12"/Meadowlakes 8"	-	274,500	-	-	-	-	-	-	-	-	274,500
High Service Pump Maintenance	-	-	525,000	-	-	-	-	-	-	-	525,000
Homestead 12 Inch Water Main Extension	-	-	625,000	-	-	-	-	-	-	-	625,000
Highway 5 Water Line Extension	-	-	-	525,000	-	-	-	-	-	-	525,000
Paint Elevated Highland Park Tank	-	-	-	225,000	-	-	-	-	-	-	225,000
City of York Water Line Connection	-	-	-	1,125,000	925,000	-	-	-	-	-	2,050,000
Catawba River Pump Station	-	-	-	-	3,500,000	-	-	-	-	-	3,500,000
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
Total	\$ 5,068,698	\$ 6,626,486	\$ 1,361,486	\$ 2,086,486	\$ 4,636,486	\$ 211,486	\$ 211,486	\$ 461,486	\$ 461,486	\$ 461,486	\$ 21,587,072
Wastewater Fund											
Expand Waste Water Plant to 30 MGD	-	-	-	-	14,000,000	15,000,000	15,000,000	-	-	-	44,000,000
Wastewater Treatment Plant Land Purchase	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
Wastewater Line Restoration	-	294,000	-	-	-	-	-	-	-	-	294,000
Manchester Creek outfall replacement	-	1,503,800	1,503,800	1,258,719	980,884	-	-	-	-	-	5,247,203
Pump Station Abandonment	-	643,000	-	-	-	-	-	-	-	-	643,000
Glencairn Garden Sewer	-	500,000	-	-	-	-	-	-	-	-	500,000
Sewer Line Replacements	-	1,141,000	-	-	10,000,000	-	-	1,000,000	1,000,000	1,000,000	14,141,000
Rollingwood Sewer	1,503,800	-	-	-	-	-	-	-	-	-	1,503,800
Shadowbrook Sewer	-	-	400,000	-	-	-	-	-	-	-	400,000
Burgis Creek Sewer Basin Sewer Extension	-	-	1,354,919	-	-	-	-	-	-	-	1,354,919
Restore/Abandon Industrial Lines	-	-	-	2,000,000	-	-	-	-	-	-	2,000,000
Total	\$ 1,503,800	\$ 5,081,800	\$ 3,258,719	\$ 3,258,719	\$ 24,980,884	\$ 15,000,000	\$ 15,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 71,083,922
Electric Fund											
Electric Substation	1,141,000	-	-	-	-	-	-	-	-	-	1,141,000
Springdale Feeders	342,000	105,000	105,000	-	-	-	-	-	-	-	552,000
NW Electric Substation	500,000	-	-	-	-	-	-	-	-	-	500,000
Saluda Street Gateway	700,000	-	-	-	-	-	-	-	-	-	700,000
Hwy 901	180,000	-	-	-	-	-	-	-	-	-	180,000
So. Cherry Rd. Widening	-	395,000	-	-	-	-	-	-	-	-	395,000
Hollis Lakes Street Lighting	-	-	200,000	-	-	-	-	-	-	-	200,000
Mt. Gallant Electric	-	-	806,000	-	-	-	-	-	-	-	806,000
Albright Road Widening	134,000	366,000	400,000	-	-	-	-	-	-	-	900,000
Other Electric Projects	-	-	-	1,134,000	850,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,984,000
Convert 4kv to 25kv System	-	484,000	200,000	305,000	305,000	-	-	-	-	-	1,294,000
Downtown Manhole URD	200,000	-	-	-	-	-	-	-	-	-	200,000
McConnells Hwy (Heckle to 324)	-	84,000	184,000	-	-	-	-	-	-	-	268,000
SC 72 (901 to Rambo)	-	180,000	-	-	-	-	-	-	-	-	180,000
Eden Terrace (Bradley to Anderson)	-	-	220,000	-	-	-	-	-	-	-	220,000
Downtown Manhole URD	-	220,000	430,000	-	-	-	-	-	-	-	650,000

Ten Year Capital Improvement Program - Departmental Summary

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Total
Wifi System Electric Debt Svc.	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	2,114,860
Traffic SCADA System	-	-	300,000	-	-	-	-	-	-	-	300,000
York Tech Backfeed	-	-	300,000	-	-	-	-	-	-	-	300,000
Total	\$ 3,408,486	\$ 2,045,486	\$ 3,356,486	\$ 1,650,486	\$ 1,366,486	\$ 1,211,486	\$ 17,884,860				
Total All Departments	\$24,340,597	\$33,206,801	\$27,243,631	\$18,650,354	\$44,567,255	\$27,307,083	\$29,520,740	\$12,101,509	\$12,271,025	\$12,438,524	\$241,647,521



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 responsibly, 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.

New Strategic Planning Term

For the last six years, our Mayor and Council have provided this strategic vision through annual strategic planning in two three-year terms. Staff provides quarterly progress reporting on the goals and objectives presented in this section in quantifiable terms. In January 2009, the Council will meet again at an off-site to discuss a new three-year term, which may include new priorities and cascading goals, objectives and measures.

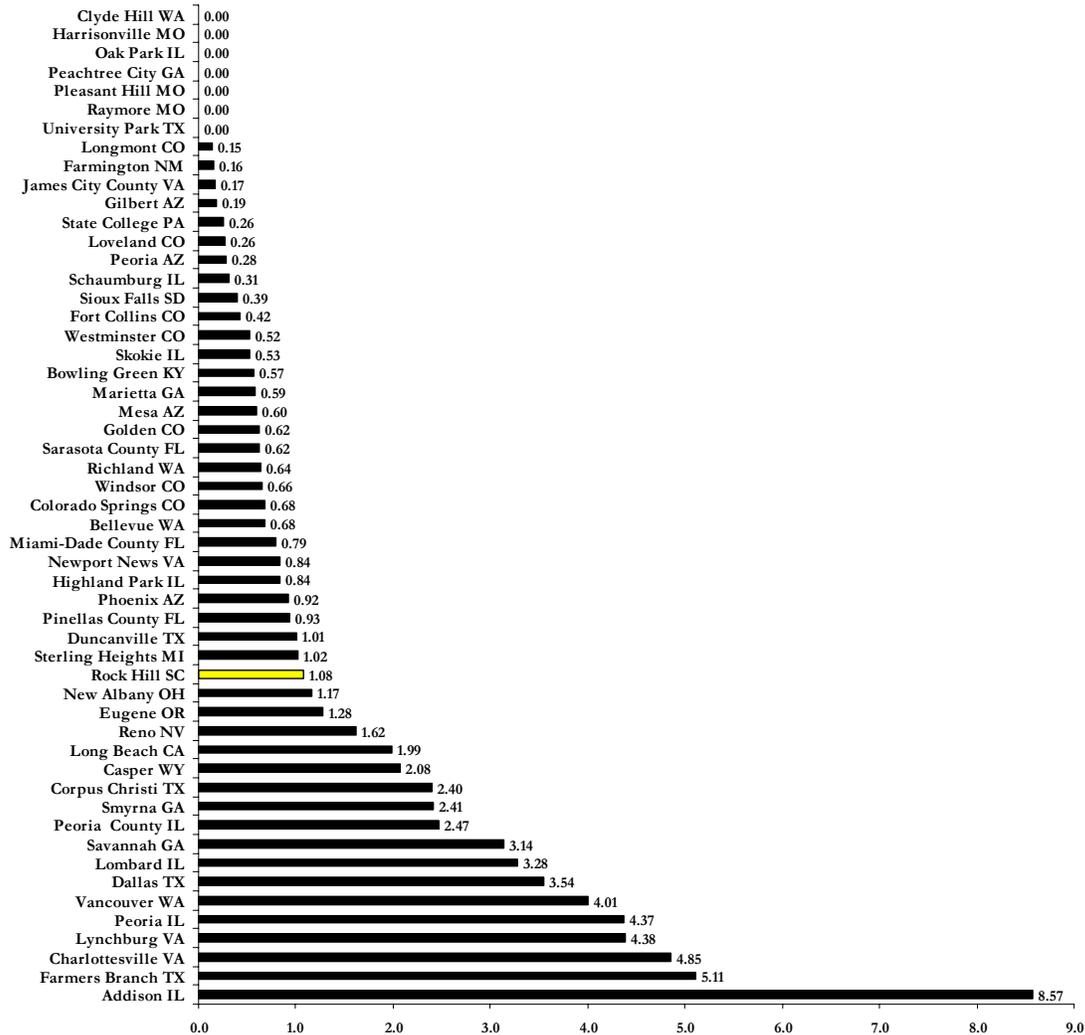
ICMA Center for Performance Measurement Project

Last Fiscal Year, the City of Rock Hill Joined the ICMA (International City/County Management Association) Center for Performance Measurement CPM program. This program assists the City of Rock Hill with comparisons to approximately 200 other cities across the nation in data collection and analysis in the areas of code enforcement, facilities management, fire services, fleet management, road maintenance, housing, human resources, information technology, parks and recreation, police services, purchasing, sanitation and recycling, and risk management.

Hundreds of datapoints are collected, scrubbed, and analyzed through the program. Data is graphed and published by ICMA. Participants are able to filter the results to compare with similar agencies (region, terrain, services offered, etc.). Contact information is provided for each participant so that our business experts can directly ask and share information with other CPM participants.

One presentation format follows as an example of the ICMA results and is presented with the approval of ICMA:

ICMA CPM 2007 Annual Data
 Traffic Accidents per 100,000 miles driven – Law Enforcement Vehicles



Since hundreds of datapoints are evaluated, the measures are not provided in this document. They will be available from ICMA publications by the end of the 2008 calendar year. The performance measures that follow the goals and objectives in this section are estimated for 2008/2009. Many of these measures, plus many others are now being reported by departments through the ICMA data templates. The new information will be reported with new formatting and will be re-organized to reflect any changes in Strategic Initiatives from the January 2009 Strategic Planning Retreat. The 2009/2010 Budget Document will reflect these changes.

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 water distribution and sewer collection systems.
- Support utility infrastructure projects through project management/survey/inspection/plan review/ROW acquisition.

Electric

- Continue the current underground program for all new electric lines and convert certain overhead lines to underground in areas that may be most affected by severe weather.
- Install/maintain system including street lighting, electrical distribution lines & conversion of 4kv to 25kv distribution
- Utilize load control techniques and energy programs.
- Provide a safe, reliable and technologically advanced power source for the City
- Provide a safe and efficient traffic signal system for the traveling public.
- Perform South Carolina Department of Transportation mandated maintenance.
- Install, maintain and test electrical meters for reliability and accuracy.
- Protect the City's underground electrical infrastructure by providing an accurate locate for contract excavators
- Coordinate the City's Urban Forestry Program to optimize the health, safety and value of the urban forest.

Water

- Expand the Water Filtration Treatment Plant to a 36 MGD facility.
- Replace small diameter water lines that are in need of replacement.
- Improve water pressure and flows within service area.
- Minimize downtime of pumps and equipment through effective completion of preventive and routine maintenance.
- Respond to all trouble calls and concerns for water service in a timely manner.
- Meet all criteria established by EPA/SCDHEC for a water treatment facility to produce high quality drinking water.
- Produce enough clean, safe water to meet our 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 (NPDS) 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	2008/2009
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*

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.

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 ten-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.

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 \$225.
3. Total annual general obligation debt as measured as a percent of current expenditures cannot exceed 12%.

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.