



Rock Hill
SOUTH CAROLINA

BUDGET

2009/2010 – APPROVED
2010/2011 – RECOMMENDED





Annual Budget

2009/2010 Approved
2010/2011 Recommended



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Rock Hill
South Carolina**

For the Biennium Beginning

July 1, 2008

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Rock Hill, South Carolina for the Biennial Budget beginning July 1, 2008. 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.

This award is valid for a period of two years 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.

MAYOR AND CITY COUNCIL

A. Douglas Echols, Jr.
Mayor

Kevin H. Sutton
Mayor Pro Tempore, Ward 3

John P. Gettys, Jr.
Councilmember, Ward 4

Susie B. Hinton
Councilmember, Ward 1

Kathy S. Pender
Councilmember, Ward 2

James C. Reno, Jr.
Councilmember, Ward 6

Osbey Roddey
Councilmember, Ward 5

CITY MANAGEMENT

Carey F. Smith
City Manager

Gerald E. Schapiro
Assistant City Manager

David B. Vahaun
Assistant City Manager

MANAGEMENT TEAM

James Bagley
Public Services Administrator
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
Planning and Development Director

Edward A. Thompson
Parks, Recreation, and Tourism Director

Stephen Turner
Economic and Urban Development Director

Richard Unz
Housing Authority Director

Spencer & Spencer, P.A.
City Attorney

City of Rock Hill Organizational Chart

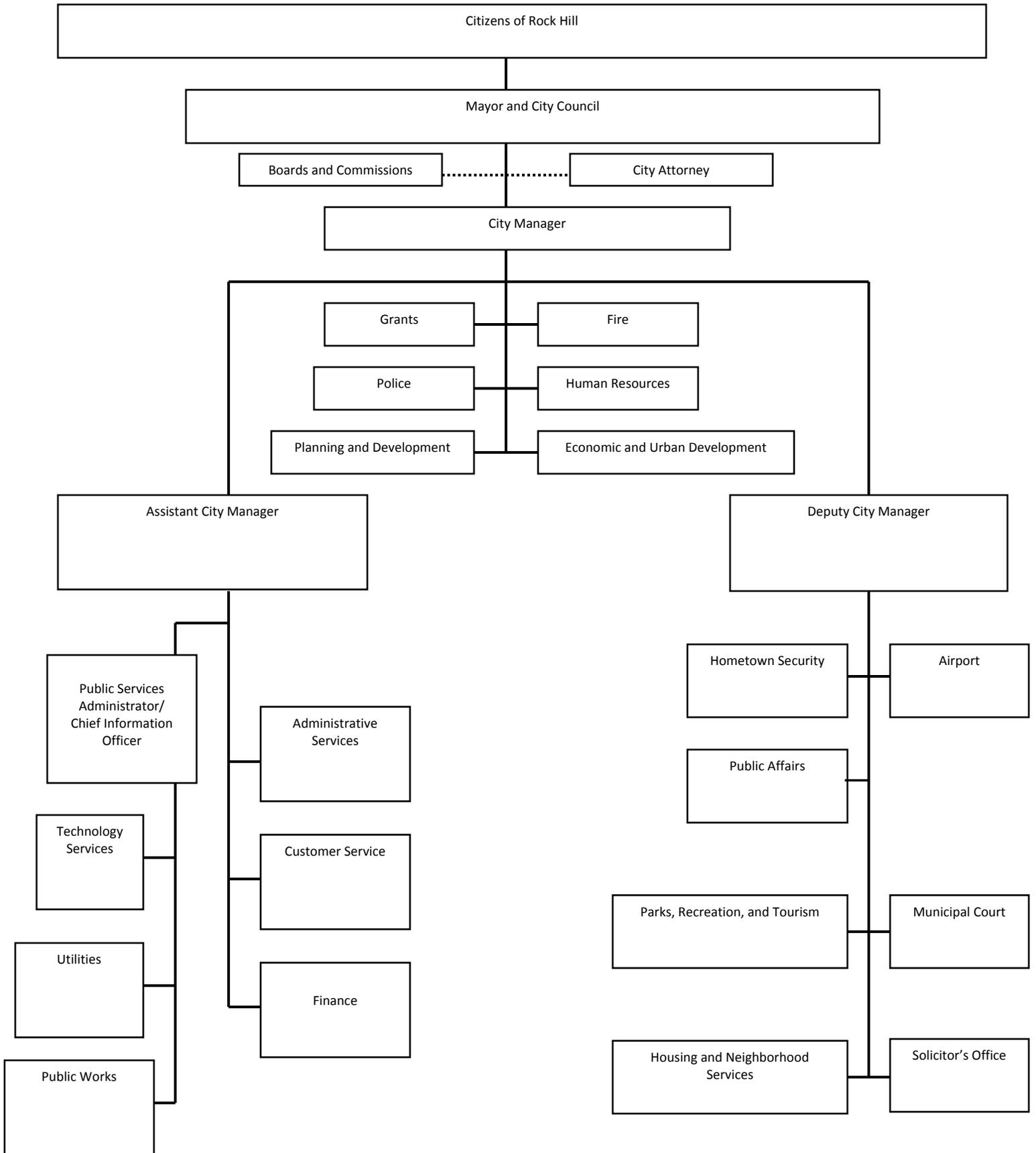


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City Manager's Budget Message

September 16, 2009

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 balanced budget for the fiscal year beginning July 1, 2009 and ending June 30, 2010 which totals \$164,490,420. 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 while still providing high quality services and excellent service delivery.

STRATEGIC INITIATIVES

The development of the FY2009/2010 budget was preceded with the Mayor, City Council, and staff working together to develop a new three-year Strategic Plan. This balanced budget supports the goals of the City as outlined in the six strategic initiatives below:

Public Safety– Provide high quality services to residents and visitors to the City of Rock Hill which protect life, health, and property by providing highly trained personnel with excellent equipment to prevent police and fire incidents where possible and respond quickly and effectively when incidents do occur.

Short and Long Term Economic Development– Strengthen the City's role as a place for economic activity through job creation, business location and expansion, redevelopment, and tourism.

Old Town Revitalization– Strengthen and enhance the neighborhoods and business centers of Old Town, the City's urban core.

Ensure the Provision of Quality Public Services– Provide the public with high quality service levels and demand service standards to ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This will be accomplished through a comprehensive and long-range planning approach to the delivery of municipal services and funding of capital improvements– one that balances the need to prioritize services, maintain service levels, and fund capital improvements.

Sustainable Growth– Provide for growth that meets the needs of the present, without compromising the ability of future generations to meet their own needs. This includes quality in physical planning and design, efficiency through integrated land use and transportation, and the fostering of environmentally responsible development practices.

Quality of Life– Provide high quality leisure services and amenities that make Rock Hill a great place to work and live.

Staff appreciates the Mayor and Council's continued commitment to Strategic Planning and looks forward to addressing the goals and objectives associated with the new strategic initiatives. The strategic planning continues to guide the budgeting allocation process.

City Manager's Budget Message

FUNDING BY STRATEGIC INITIATIVE

Our approved budget distributes FY2009/2010 resources by department and across strategic initiatives in the following manner:

	Public Safety	Short & Long Term Economic Development	Old Town Revitalization	Quality Public Services	Sustainable Growth	Quality of Life	Total
General Government	\$82,937			\$2,287,301			\$2,370,238
City Management				\$1,129,978			\$1,129,978
Human Resources				\$827,011			\$827,011
Planning & Develop.	\$414,695			\$747,485	\$1,394,850		\$2,557,030
Housing & Neigh. Services				\$866,873		\$347,325	\$1,214,198
Police	\$12,216,516						\$12,216,516
Fire	\$7,305,262						\$7,305,262
Public Works				\$7,406,392			\$7,406,392
Finance				\$740,254			\$740,254
Technology Services				\$3,139,213			\$3,139,213
Customer Services				\$2,024,704			\$2,024,704
Administrative Services				\$2,974,064		\$742,684	\$3,716,748
Parks, Rec., Tourism		\$412,839				\$4,860,384	\$5,273,223
Housing Authority						\$1,311,749	\$1,311,749
Economic & Urban Dev.		\$1,000,019	\$585,449				\$1,585,468
Stormwater				\$2,009,024			\$2,009,024
Electric/Water/Sewer				\$96,850,664			\$96,850,664
Debt Service		\$869,025	\$384,290	\$11,559,433			\$12,812,748
Total	\$20,019,410	\$2,281,883	\$969,739	\$132,562,396	\$1,394,850	\$7,262,142	\$164,490,420

BUDGET SUMMARY

The FY2009/2010 approved balanced budget totals \$164,490,420, a 0.36 percent increase over last fiscal year. The proposed FY2010/2011 budget totals \$171,692,347, a 4.4 percent increase.

The current economy presented significant challenges during the development of this budget. The revenue forecasts included in the budget reflect the current times. Personal property taxes, business licenses and fund from the State are just a few examples of revenue sources that have reduced projections when compared to last year's budget. Consequently, balancing the budget required months of hard work and difficult decisions to be made by the Mayor, City Council, and staff. These difficult decisions included reducing and modifying the employee pay-for-performance program for this year, delaying the opening of the Airport Fire Station, reducing training, transportation, and delaying the vehicle and equipment replacement program for one year. General fund departments, with the exception of Public Safety, were challenged with finding ways to ensure the continuation of providing vital services with reduced operating budgets. Departments within our enterprise funds were required to shift projects, as to allow for minimal rate increases.

Despite the economic challenges, the approved budget demonstrates the Mayor and Council's commitment to Public Safety, while still providing for the continuation of services that Rock Hill residents have grown to appreciate and expect.

General Fund

The approved FY2009/2010 General Fund expenditures total \$49,523,315, a 1.17 percent decrease when compared to last year's approved budget. The proposed FY2010/2011 General Fund totals \$50,329,020, a 1.6 percent increase.

City Manager's Budget Message

General Fund

The approved FY2009/2010 General Fund expenditures total \$49,523,315, a 1.17 percent decrease when compared to last year's approved budget. The proposed FY2010/2011 General Fund totals \$50,329,020, a 1.6 percent increase.

Public Safety initiatives have a significant focus in the FY2009/2010 Budget. Funding for the final construction phase of the new fire station, the relocating of one fire station, and hiring of 12 Police Officers is included in the approved budget. These initiatives will improve our ability to serve our growing community.

Opportunities for permanently reducing General Fund expenditures were also identified. The approved budget includes the outsourcing of a Horticulture crew. The savings are estimated to be over \$423,000 over the next three years.

There is no property tax rate or sanitation rate increase included in the approved FY2009/2010 or the projected FY2010/2011 budget. The property tax rate remains at 95 mills, as low as it was in 1989. The City's tax collections are strong and taxpayer concentration is favorable; there is no significant exposure among any certain taxpayer.

Taxpayer Concentration 2002-2008

<u>Year</u>	<u>Total Assessed Value</u>	<u>Total of Top 10 Taxpayers</u>	<u>Top 10 Total Assessed Value</u>
2008	\$223,396,488	\$17,835,172	7.98%
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%

Utility Enterprise Fund

The Utility Enterprise Fund, which consists of Electric, Water, Wastewater, Stormwater, Water Impact Fee, and Wastewater Impact Fee funds, FY2009/2010 expenditures total \$109,925,921, a 1.5 percent increase over last year's approved budget. The proposed FY2010/2011 budget is \$116,331,583. Technology continues to be a focus in our Utility Funds. Automated meter reading and the City's growing fiber optic and WiFi networks will continue to provide gained efficiencies.

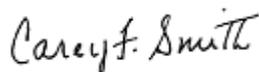
The FY2009/2010 approved budget includes a 3.3 percent electric rate increase effective July 1, 2009 to cover our wholesale electric rate increase. There is no water, wastewater, or stormwater rate increase included in the FY2009/2010.

For FY2010/2011, a 4 percent electric rate increase is projected to cover a wholesale power rate increase. Additionally a 10 percent wastewater rate increase and a 5 percent water rate increase are projected to fund capital projects.

CONCLUSION

Despite the challenges presented with balancing the FY2009/2010 and FY2010/2011 budgets, the tradition of fiscal prudence has allowed us to continue with progress on accomplishing goals and enhancing the overall quality of service delivery to our community. The budget decisions reflect the initiatives outlined in the annual strategic planning process and subsequent Strategic Plan. Staff is sincerely thankful for your leadership and guidance in balancing the City budget.

Respectfully submitted,



Carey F. Smith
City Manger

Budget Highlights

Despite the challenging budget, during FY2009/2010, the Strategic Initiatives will continue to guide our focus on maintaining Rock Hill as a first-class city. The following highlights are included in the adopted budget:

Public Safety

In the Police Department, 12 new Police Officer positions have been added. The additional staff is in efforts to address the recommendations from the *Police Staffing Study*.

The construction of a new fire station and relocation of an existing station are set to be completed in FY2009/2010.

Short and Long Term Economic Development

The City will continue the wayfinding signage program which assists in directing visitors to City attractions.

There is also funding for public street improvements.

Old Town Revitalization

Funding for Downtown façade rehabilitation and office recruitment is included in the approved budget.

Ensure the Provision of Quality Public Services

Water line extensions and upgrades have been selected and funding is included in the FY2009/2010 budget.

There is also funding for additional public street lighting.

Sustainable Growth

Several efforts regarding sustainable growth are underway for FY2009/2010. Work will continue on the 2010 update of the City's Comprehensive Plan. In addition, the implementation of the new development plan tracking system, including integrated electronic plan review, will be finalized.

Quality of Life

The City will provide support for the new Community Performance Center and Children's Museum.

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, 2010, AND TO AUTHORIZE THE ISSUANCE OF TAX ANTICIPATION NOTES FROM TIME TO TIME DURING THE FISCAL YEAR 2009/2010

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 22, 2009, 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

Budget Ordinance

hereof. The budget as shown therein is balanced as to receipts and disbursements in the total sum of \$164,490,420.00.

SECTION 5. That for the fiscal year 2009/2010, 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 2009/2010; (2) paying the floating indebtedness of said City, if any, during the year 2009/2010; (3) paying interest on the bonded indebtedness of the City of Rock Hill, past due or that may become due during the year 2009/2010; and (4) paying bonds maturing in the year 2009/2010; 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 2009/2010 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

Budget Ordinance

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 2009/2010; 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.

Budget Ordinance

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, 2009, and shall continue in effect during the next twelve (12) months of the fiscal year 2009/2010.

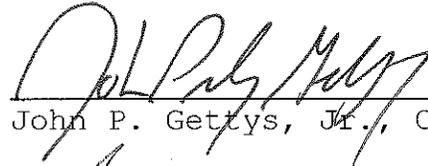
Budget Ordinance

DONE AND RATIFIED in Council assembled on this the 22nd day
of June, 2009.

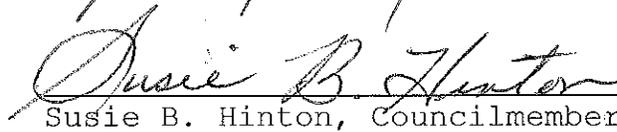


A. Douglas Echols, Jr., Mayor

Kevin H. Sutton, Mayor Pro Tempore



John P. Gettys, Jr., Councilmember



Susie B. Hinton, Councilmember



Kathy S. Pender, Councilmember



James C. Reno, Jr., Councilmember



Osbey Roddey, Councilmember

ATTEST:



David B. Vahaun
Municipal Clerk

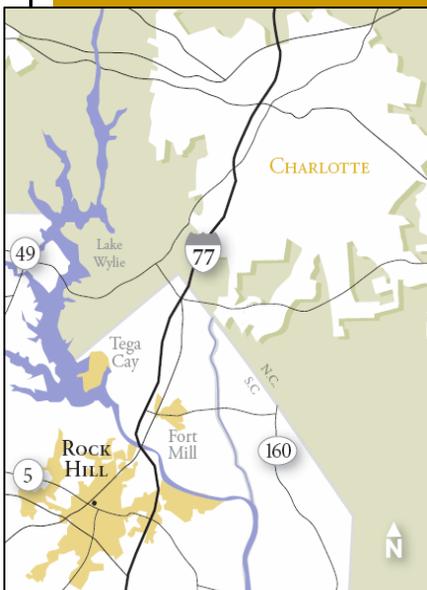
City of Rock Hill at a Glance

Rock Hill was founded in 1852 when the Charlotte/Columbia/Augusta Railroad line was being constructed through the area. Rail crews encountered a small, flinty hill and dubbed the spot "Rock Hill." The village was incorporated in 1892.

Located in the eastern central area of York County, South Carolina, 25 miles south of Charlotte, North Carolina, Rock Hill is a business-savvy blend of historic charm and responsibly implemented expansion.

The City operates under the council-manager form of government. Under this organizational structure, the Mayor and Council sets policy direction and appoints a city manager who is responsible for implementing those policies efficiently and effectively.

The governing board is composed of a mayor elected at large and six council members elected by ward, each for four-year staggered terms. All officials are elected on a non-partisan basis.



Area Vicinity Map

EDUCATIONAL PROFILE

Rock Hill is served by Rock Hill School District 3 and is home to three colleges and universities.

With a student enrollment of over 17,700 and 1,810 employees, **Rock Hill School District 3** is the largest of York County's four school systems.

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 6,249 students with approximately 18 percent of these students pursuing post graduate 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.

COMMUNITY ARTS PROFILE

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

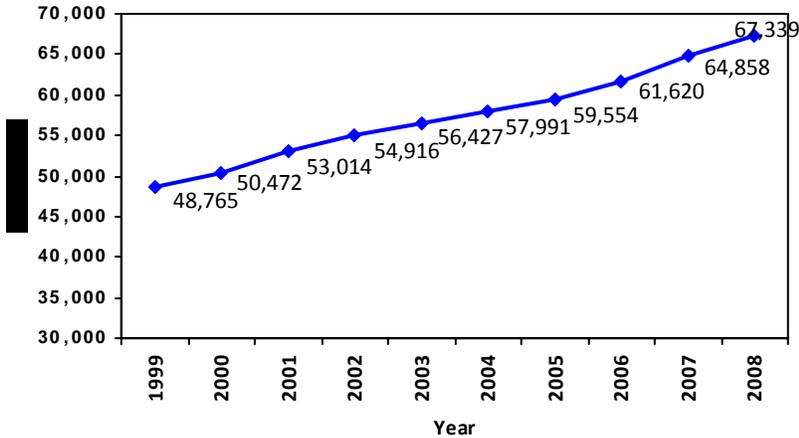
Through the School of Visual and Performing Arts, **Winthrop University** offers a variety of arts programs each year. *Winthrop Galleries*, located in Rutledge Building and McLaurin Hall, exhibits the work of local, regional and national artists. The Department of Music and the Department of Theatre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

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

DEMOGRAPHICS PROFILE

Despite the challenging economy, Rock Hill still experienced population growth in 2008. The 2008 calendar year-end estimated population for the City is 67,339.

Rock Hill Population
U.S. Census Bureau Estimates



Source: United States Department of Commerce, Bureau of the Census; Division of Research and Statistical Services, South Carolina State Budget and Control Board

Major Employers in York County for 2008

<u>Employer</u>	<u>Number of Employees</u>
1. Rock Hill Schools	1,810
2. Ross Stores	1,800
3. Piedmont Medical Center	1,587
4. Wells Fargo Home Mortgage Lender	1,500
5. Citi Financial Services	1,411
6. Duke Power– Catawba Nuclear Station	1,071
7. AbitibiBowater, Inc.	957
8. Winthrop University	880
9. City of Rock Hill	876
10. Schaeffler Group USA, Inc.	800

Source: Industrial Directory 2009, York County Economic Development

Unemployment Rate for Rock Hill

<u>Year</u>	<u>Unemployment Rate</u>
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%
2008	11.1%

Source: City of Rock Hill Planning and Development Department

ECONOMICS PROFILE

Tax Levy Year	Real Property		Personal Property		Total	
	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value
2008	\$167,855,603	\$3,608,895,467	\$55,540,885	\$608,761,825	\$223,396,488	\$4,217,657,292
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

* Year of Reassessment

Classification of Property	2008 Assessed Value
Real Property	
(Non-manufacturing)	\$167,855,603
Vehicles	21,201,609
Manufacturing (Real/Personal)	13,938,208
Marine/Aircraft	709,485
Business Personal Property	13,064,943
Utilities	6,626,640
Total	\$223,396,488

Computation of Legal Debt Margin

2008/2009

Total Assessed Value	\$223,396,488
Debt Limit– 8 percent of Total Assessed Value	17,871,719
Total Amount of Debt Applicable to Debt Limit	(8,650,000)
Legal Debt Margin	\$9,221,719

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

ECONOMICS PROFILE

City Financial Profile				
	2006/2007	2007/2008	2008/2009	2009/2010
Total Budget	\$143,223,396	\$156,288,357	\$163,898,134	\$164,490,420
Total General Fund Budget	\$44,462,922	\$47,793,814	\$50,108,349	\$49,523,315
Total Employees	863	867	873	885
Total Employees per 1,000 Population	14.01	13.37	12.96	12.76
Property Tax Millage Rate	95	95	95	95

Property Tax Rates Direct and Overlapping Governments Last Ten Fiscal Years				
Rock Hill				
Fiscal Year	City General Fund	School District #3	County Purpose	Total
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
2008	95.00	218.40	66.00	379.40

Note: Millage is for years ended December 31.

Top Five Taxpayers		
Taxpayer	2008 Property Taxes	Assessed Value
Rock Hill Telephone Company	\$ 471,457	\$ 4,962,700
AMISUB of SC Inc.	352,056	3,705,853
Piedmont Medical Center	165,765	1,744,890
Atotech USA Inc.	144,711	1,569,921
TTP South Brooksotne LLC Etal	108,300	1,140,000

UTILITY SYSTEM PROFILE

The combined utility system, which provides electrical, water, and sewer services within the City and its surrounding areas, is municipally owned and operated. 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 six substations which serve 21 distribution feeder circuits of 25,000 volts and four substations which serve 17 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

2000	25,816
2001	27,118
2002	28,417
2003	28,575
2004	29,398
2005	30,127
2006	31,156
2007	32,409
2008	32,917
2009	32,873

Water System

The City withdraws water from Lake Wylie, a Duke Energy 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, 4.5 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

2000	22,514
2001	22,521
2002	23,540
2003	24,040
2004	24,921
2005	25,903
2006	26,927
2007	28,075
2008	28,688
2009	28,779

Wastewater System

The City's waste and a significant amount of waste collected by York County is treated at the Manchester Creek Treatment Facility. Manchester is a combination trickling filter and activated sludge plant with a 24 million gallons per day capacity. The peak maximum metered flow was 34 million gallons per day, measured in 2003.

Number of Customers - Wastewater System

Last Ten Fiscal Years

2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
23,055	23,258	24,093	24,093	25,120	26,427	27,735	28,828	29,541	29,786

MONTHLY IMPACT OF TAX & UTILITY RATES ON TYPICAL RESIDENTIAL HOUSEHOLD

	2005/2006	2006/2007 ¹	2007/2008	2008/2009	2009/2010
Electricity ²	\$89.36	\$90.48	\$92.28	\$94.13	\$97.24
Sanitation including recycling	\$16.47	\$17.12	\$17.12	\$18.60	\$18.60
Water ³	\$18.54	\$18.54	\$19.47	\$19.47	\$19.47
Sewer ⁴	\$32.34	\$32.34	\$32.34	\$35.57	\$35.57
Taxes ⁵	\$34.00	\$35.00	\$35.00	\$35.00	\$35.00
Total	\$190.71	\$193.48	\$196.21	\$202.77	\$205.88
Assumptions					
1 Reassessment year and rollback of millage rates					
2 Usage of 1,000 kWh					
3 Usage of 7,500 gallons					
4 Charged on 7,500 gallons					
5 Based on a home valued at \$100,000					

MONTHLY IMPACT OF TAX & UTILITY RATES ON TYPICAL BUSINESS

	2005/2006	2006/2007 ¹	2007/2008	2008/2009	2009/2010
Electricity ²	\$1,999.63	\$2,024.63	\$2,065.12	\$2,106.42	\$2175.93
Sanitation ³	\$345.88	\$345.88	\$345.88	\$388.96	\$388.96
Water ⁴	\$57.09	\$57.09	\$59.94	\$59.94	\$59.94
Sewer ⁵	\$112.73	\$112.73	\$112.73	\$124.00	\$124.00
Taxes ⁶	\$127.50	\$127.50	\$127.50	\$127.50	\$127.50
Business License ⁷	\$87.49	\$87.49	\$87.49	\$87.49	\$87.49
Total	\$2,730.32	\$2,755.32	\$2,798.66	\$2,894.31	\$2,963.82
Assumptions					
1 Reassessment year and rollback of millage rates					
2 Usage of 24,000 kWh					
3 Five day pick up and 8 cu yd container					
4 Usage of 38,700 gallons. Beginning in FY 2008/2009, a conservation water rate structure went in to effect. There is a lower charge per kgal during non-peak months (November through April). For FY2008/2009 and after, a typical bill during a non-peak month is shown.					
5 Charged on 38,700 gallons					
6 Based on a business structured valued at \$250,000					
7 Based on \$1,000,000 in sales					

Budget Process

Each year, the City of Rock Hill budget is developed in conjunction with the Mayor and City Council, the City Manager's Office, and all city departments, with opportunities for citizen feedback.

BUDGET PROCESS

Developing the Budget

Strategic planning sessions precede the official budget process. During these sessions, Council and staff discuss goals and priorities. Every three years these goals and priorities are evaluated and modified extensively with only minor adjustments occurring in the other years. Information from these sessions are then carried over to the budgeting process.

The budget process begins in February with a special, comprehensive work session in which the Administrative Services Department and City Manager's Office meet 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.

Each department then meets individually with the City Manager's Office and the Administrative Services Department 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 Administrative Services Department meet to prepare a draft budget for submission to City Council being sure that the priorities and goals discussed in the strategic planning sessions are appropriately reflected in the recommended budget. This draft budget is submitted to the Mayor and Council at formal budget workshops held in May and June.

Adopting the Budget

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.

TWO-YEAR BUDGETING

The City of Rock Hill uses a two-year budgeting process with the governing body approving the year one budget and being made aware of the projected budget for year two. The two-year budgeting process has several benefits, one of the most obvious benefits is demonstrating how financial decisions in one year affects the future.

Budget Calendar

- | | |
|-------------------------------|--|
| January 20, 2009 | <ul style="list-style-type: none">• Budget kick-off meeting |
| February 20, 2009 | <ul style="list-style-type: none">• Revenue budgets provided to all departments• Expense baseline budgets to all departments |
| March 6, 2009 | <ul style="list-style-type: none">• Revenue edits due to Budget Office<ul style="list-style-type: none">• Review year-end estimates for FY2008/2009• Review projections for FY2009/2010 and FY 2010/2011• Expense baseline reallocation due to Budget Office• Requests for reorganizations due to Budget Office• Risk Management provides projected FY2008/2009 and FY2009/2010 Citywide costs for property, auto, liability, and workers compensation insurance |
| March 11, 2009 | <ul style="list-style-type: none">• Performance budgets due to Budget Office• Issue Papers submittal deadline• Capital Improvement Program requests and updates due |
| March 23—April 6, 2009 | <ul style="list-style-type: none">• Departmental budget reviews with City Manager’s Office and Budget Office |
| April 7 - 20, 2009 | <ul style="list-style-type: none">• Budget Office prepares draft budget for submission to City Council |
| April 21, 2009 | <ul style="list-style-type: none">• City Council Workshop #1 |
| May 14, 2009 | <ul style="list-style-type: none">• City Council Workshop #2 |
| May 22, 2009 | <ul style="list-style-type: none">• Advertise projected budget totals in newspaper |
| May 28, 2009 | <ul style="list-style-type: none">• City Council Workshop #3 |
| June 8, 2009 | <ul style="list-style-type: none">• Public hearing and budget ordinance first reading at regular City Council Meeting |
| June 22, 2009 | <ul style="list-style-type: none">• Budget ordinance for second reading and adoption |
| July 1, 2009 | <ul style="list-style-type: none">• New fiscal year begins |

Financial Policies & Strategies

Rock Hill budget and financial policies and strategies are governed by South Carolina state law, the City Charter, and generally accepted accounting standards. These laws, strategies, standards, and policies describe ways to amend the budget after adoption, provide for budget controls and budget reporting, and identify appropriate methods for budgeting, accounting, and reporting.

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 (1) be made from one fund to another fund, (2) conflict with any existing Bond Ordinance, or (3) 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 CONTROLS & REPORTING

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.

ENTERPRISE FUND TRANSFERS & YEAR ENDING CONDITION

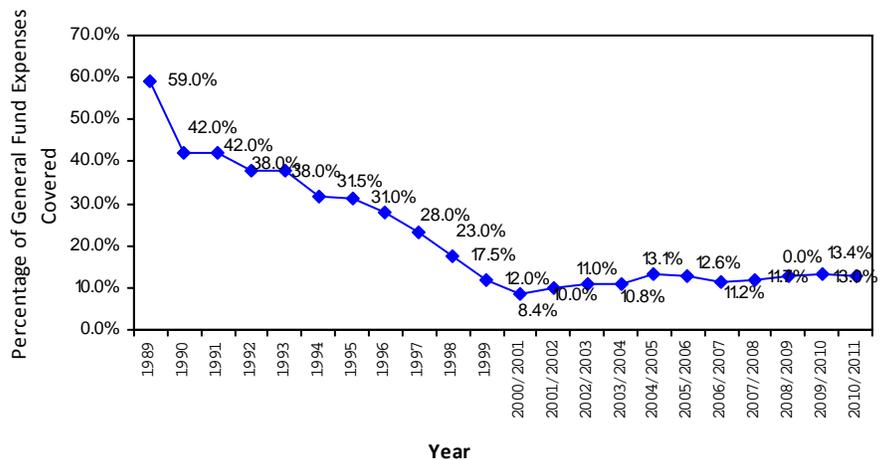
In addition to building cash reserves, the City also employs a financial strategy to reduce the amount of transfers from the enterprise fund to the general fund. By aggressively containing costs in operating departments, the City has been able to reduce its

enterprise fund transfer to the general fund from a high of \$12 million in 1989. The 2009/2010 budgeted transfer is \$6,622,522 or 13.4% of General Fund Expenditures. For FY2010/2011, a transfer of \$6,538,972 or 13.0% of General Fund expenditures is budgeted.

BUDGETARY & ACCOUNTING SYSTEMS

The accounting policies of the City of Rock Hill conform to generally accepted accounting principles (GAAP) as applicable to governmental units. The

Enterprise Fund Transfer to General Fund:
Percent of General Fund Expenditures Covered



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.

Financial Policies & Strategies

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.

Funds

Governmental Funds are used to account for all or most of a government's general activities. Examples of these activities include public safety, parks, and sanitation services. These revenues come from property taxes, user fees, licenses, and permits. Within the category of Governmental Funds, Rock Hill 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. A few of the primary expenditures in the General Fund are public safety, general government, 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 Funds are 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. The funds include the Electric, Water, Wastewater, Stormwater, and Impact Fee funds.

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).

Sources and Uses of Funds

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

ESTIMATED REVENUES:	Mileage per \$1,000	General		Accom.		Tax, Inc.		Local		Stormwater		Fire		Electric		Water		Wastewater		Water		Wastewater		Total		
		Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund
Taxes:	0.95	21,111,000		760,000																						21,871,000
Property Taxes-Ad Valorem		269,825																								269,825
Non-ad valorem Taxes		625,000																								625,000
Franchise Fees		6,785,000										375,573														7,885,573
Licenses and Permits		2,883,875	368,423																							3,252,298
Intergovernmental Revenue		9,697,085						3,537,189		2,192,269																121,982,380
Charges for Services		6,622,522																								6,622,522
Operating Transfers		1,001,304																								1,001,304
Fines and Forfeitures		527,703																								980,518
Miscellaneous Revenues																										
TOTAL SOURCES OF FUNDS		49,523,314	368,423	760,000	3,537,189	2,192,269	375,573	77,840,385	12,411,465	275,000	450,000	16,741,292	15,510	16,756,802	275,000	450,000	16,756,802	450,000	16,756,802	450,000	16,756,802	450,000	16,756,802	450,000	164,490,420	
EXPENDITURES/EXPENSES:																										
General Government		18,740,788																								18,740,788
Public Safety		19,604,715																								19,604,715
Public Works		7,406,392								1,662,440																37,667,575
Purchased Power		0																								58,000,000
Parks, Recreation & Tourism		5,273,222	368,423																							5,641,645
Non-Departmental		1,510,553																								4,554,427
General and Administrative Transfer		(3,794,927)																								0
Operating Transfer		0																								0
Debt Service		661,571																								6,622,522
TOTAL EXPENDITURES/EXPENSES		49,402,314	368,423	760,000	3,537,189	2,192,269	375,573	77,840,385	12,411,465	275,000	450,000	16,756,802	15,510	16,756,802	275,000	450,000	16,756,802	450,000	16,756,802	450,000	16,756,802	450,000	16,756,802	450,000	164,490,420	
Reserves		121,000																								121,000
TOTAL USES OF FUNDS		49,523,314	368,423	760,000	3,537,189	2,192,269	375,573	77,840,385	12,411,465	275,000	450,000	16,756,802	15,510	16,756,802	275,000	450,000	16,756,802	450,000	16,756,802	450,000	16,756,802	450,000	16,756,802	450,000	164,490,420	

Sources and Uses of Funds

BUDGET SUMMARY

Fiscal Year 2010/2011

SOURCES AND USES OF FUNDS

ESTIMATED REVENUES:	Millage per \$1,000	General		Accom.		Tax Inc.		Local		Stormwater		Fire		Electric		Water		Wastewater		Water		Wastewater		Total	
		Fund	Fund	Tax	Fund	Surplus	Fund	Hosp. Fee	Fund	Fund	Fund	Impact Fee	Fund	Fund	Fund	Fund	Fund	Impact Fee	Fund	Impact Fee	Fund	Impact Fee	Fund	Impact Fee	Fund
Taxes:	0.95	21,361,009			782,000																				22,143,009
Property Taxes-Ad Valorem		269,826																							269,826
Non-ad valorem Property Taxes		625,000																							625,000
Franchise Fees		6,860,000																							7,989,577
Licenses and Permits		2,556,932		336,945									375,577												2,893,877
Intergovernmental Revenue		9,887,752																							128,549,108
Charges for Services		6,538,972																							6,538,972
Transfers		1,001,313																							1,001,313
Fines and Forfeitures		1,228,217																							1,681,665
Miscellaneous Revenues																									171,692,347
TOTAL SOURCES OF FUNDS		50,329,021		336,945	782,000		3,537,222		2,215,804		375,577		81,668,920		295,000		18,426,963		459,000		295,000		459,000		171,692,347
EXPENDITURES/EXPENSES:																									
General Government		18,877,212																							18,877,212
Public Safety		19,689,799																							19,689,799
Public Works		7,778,202																							39,913,974
Purchased Power		0																							61,489,465
Parks, Recreation & Tourism		5,410,045		336,945																					5,746,990
Non-Departmental		1,551,554																							4,617,461
General and Administrative Transfer		(3,794,927)																							0
Operating Transfer		657,136																							6,538,972
Debt Service		50,169,021		336,945																					14,658,474
TOTAL EXPENDITURES/EXPENSES		160,000		336,945	782,000		3,537,222		2,215,804		375,577		81,668,920		295,000		18,426,963		459,000		295,000		459,000		171,692,347
Reserves																									160,000
TOTAL USES OF FUNDS		50,329,021		336,945	782,000		3,537,222		2,215,804		375,577		81,668,920		295,000		18,426,963		459,000		295,000		459,000		171,692,347



Revenue Summary

REVENUE SOURCES: GENERAL FUND

FY2009/2010

The General Fund is budgeted at \$49,523,315 for FY2009/2010. This represents a 1.17 percent decrease from the FY2008/2009 adopted budget.

There are no general fund rate increases for FY2009/2010. A summary of the FY2009/2010 General Fund revenue by source is provided in the chart on the right.

FY2010/2011

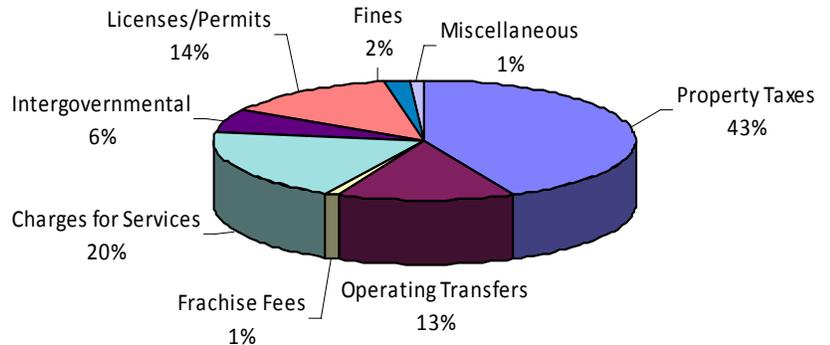
The General Fund is budgeted at \$50,329,020 for FY2010/2011. This represents a 1.63 percent increase from the FY2009/2010 adopted budget.

There are no general fund rate increases proposed for FY2010/2011. A summary of the FY2010/2011 General Fund revenue by source is provided in the chart on the right.

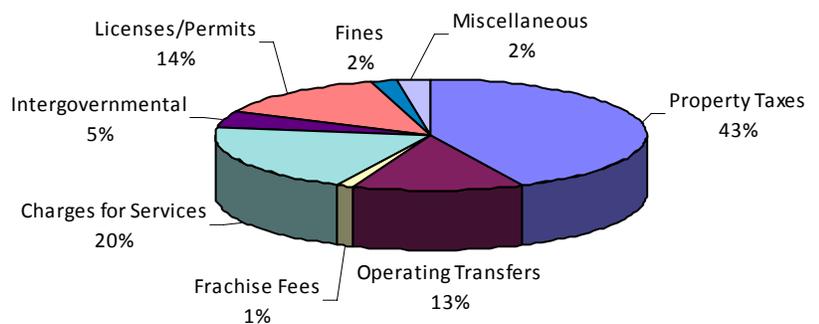
MAJOR GENERAL FUND REVENUE SOURCES

Major revenue sources for the General Fund, property taxes, charges for services, and licenses and permits are discussed on the following page.

**General Fund Revenues
FY2009/2010- Total \$49,523,315**



**General Fund Revenues
FY2010/2011- Total \$50,329,020**



Revenue Summary

MAJOR REVENUE SOURCES: GENERAL FUND

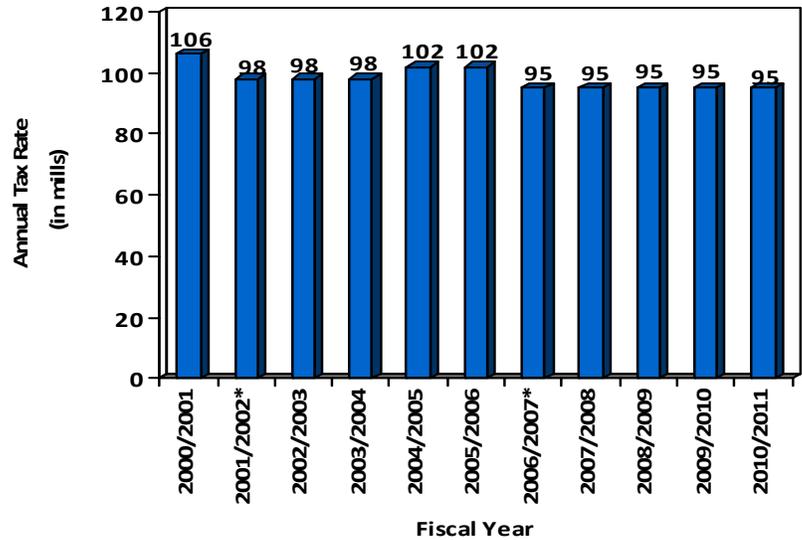
GENERAL PROPERTY TAXES

General property taxes account for 43 percent of General Fund revenues in FY2009/2010 and 43 percent of FY2010/2011. 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). There is no tax rate increase approved for FY2009/2010 or projected for FY2010/2011.

Brief History

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 two mill tax increase was included in the FY2000/2001 budget. Reassessment was completed by York County and the rollback millage, with a two mill rate increase, brought the City's total millage for FY2001/2002 down to 98 mills. A four mill tax increase was included in the FY2004/2005 budget to cover the cost of adding Firefighters to the new Fire Station No. 5. There was no tax rate increase for FY2005/2006. In FY2006/2007, a three mill tax increase funded the addition of a Street Crimes Unit in the Police Department and constructing a new fire station.

Rock Hill Property Tax Rates

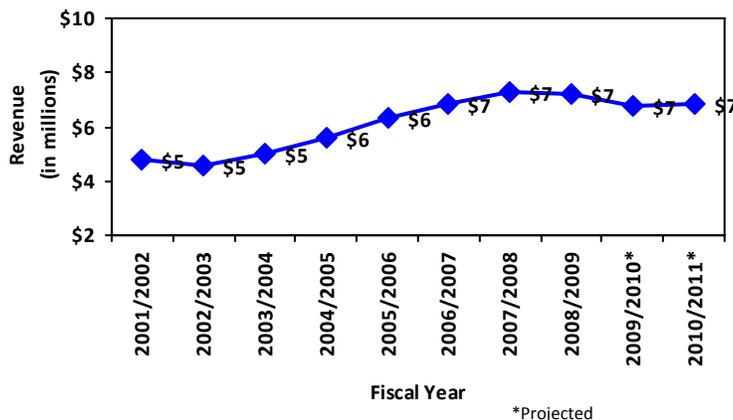


*Year of Reassessment

CHARGES FOR SERVICES

Charges for Services, such as sanitation fees, cemetery fees, and recreation fees, significantly support many City government operations. In FY2009/2010, these represent approximately 20 percent of total General Fund revenues. Revenue projections are based on historical trend analysis of each revenue account and additional information provided by city departments.

Business License Revenue



*Projected

LICENSES AND PERMITS

The Business License fee, which is imposed on any business, occupation, or profession, in whole or in part, within the City limits, is the major source of revenue within this category and accounts for 14 percent of the General Fund revenues in FY2009/2010. 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 FY2010 or FY 2011.

Revenue Summary

REVENUE SOURCES: UTILITY FUNDS

FY2009/2010

A 3.3 percent Electric rate increase is included effective July 1, 2009 to cover the PMPA wholesale power rate increase. The Electric rate increase will add \$3.10 to the average residential customer's monthly bill.

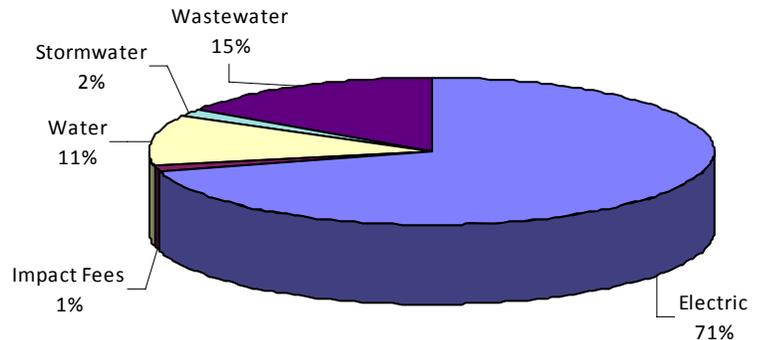
FY2010/2011

A 4 percent Electric rate increase is projected for the FY2010/2011 budget to cover an anticipated PMPA wholesale power rate increase. A 10 percent Wastewater rate increase and a 5 percent Water rate increase are projected to fund capital projects for each system.

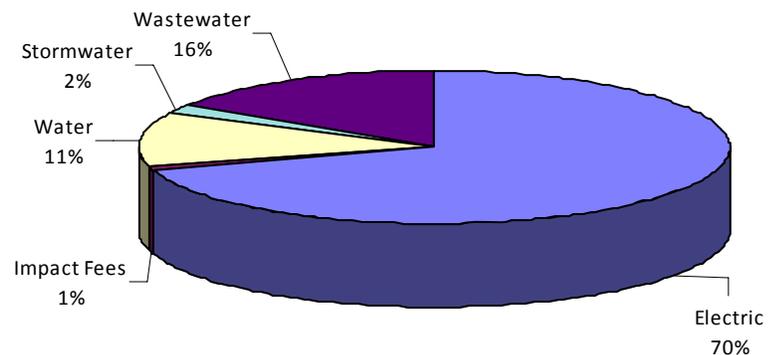
UTILITY FUND REVENUE SOURCES

Utility fund revenue are discussed in greater detail on the following pages.

Utility Funds Revenue
FY2009/2010- Total \$110,301,494



Utility Funds Revenue
FY2010/2011- Total \$116,707,159



Revenue Summary

MAJOR REVENUE SOURCES: UTILITY FUNDS

ELECTRIC FUND

Electric sales represent the single largest source of revenue for the City of Rock Hill. The City monitors the Electric revenues closely on a week to week basis in order to project with great accuracy. The 2009/2010 and FY2010/2011 estimates are based on historical trends of customer growth and current economic conditions. Electric sales comprise approximately 70 percent of all Enterprise Funds revenues. There were no rate increases from 1995 through FY2000/2001. In FY2001/2002 and FY2002/2003, a 1 percent rate increases were put into effect to help cover 23.2 percent 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 3.3 percent rate increase is included in the FY2009/2010 budget to cover a PMPA rate increase and a 4 percent increase is projected for FY2010/2011.

WASTEWATER FUND

Wastewater fees represent the second largest source of utility revenues for the City. The budget estimates are based on historical trends of customer growth and current economic conditions. These fees comprise approximately 15 percent of all Enterprise Funds revenues. There is no wastewater rate increase for FY2009/2010 and a 10 percent rate increase projected for FY2010/2011 to cover Wastewater system capital projects.

WATER FUND

The budget estimates are based on historical trends of customer growth and current economic conditions. Water revenues comprise approximately 11 percent of all Enterprise funds.

STORMWATER FUND

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. For FY2009/2010, 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.

IMPACT FEES

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 over \$18.7 million in water improvements, mainly at the Water Filter plant, and over \$17.9 million in sewer projects. With the slow down of new construction, the projected water and wastewater impact fees have been projected at \$725,000 for FY2009/2010 and \$754,000 for FY2010/2011.

Revenue Summary

REVENUE DETAIL

The following pages provided more detailed information regarding revenue sources.

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	2010/2011
	Actual	Actual	Budget	Estimate	Budget	Projected
(500) GENERAL FUND						
General Property Taxes						
Real Property Taxes	\$15,606,829	\$17,285,242	\$17,418,000	\$18,095,506	\$18,200,000	\$18,400,000
Personal Property Taxes	2,251,984	2,111,156	2,375,000	1,995,314	2,050,000	2,100,000
Manchester/Tech Park	202,134	202,270	210,000	203,837	208,000	208,002
Manchester/Tech Park	580,882	606,426	610,000	632,053	653,000	653,007
Total General Property Taxes	\$18,641,830	\$20,205,094	\$20,613,000	\$20,926,710	\$21,111,000	\$21,361,009
Property Taxes- not on assess value						
Manufacturer's Exemptions	59,977	67,570	75,000	65,056	75,001	75,002
Merchants Inventory Taxes	146,118	194,824	194,824	194,824	194,824	194,824
Total Property Taxes- non assess value	206,095	262,393	269,824	259,880	269,825	269,826
Other Taxes						
Franchise Taxes	712,811	614,478	610,000	649,301	625,000	625,000
Total Other Taxes	712,811	614,478	610,000	649,301	625,000	625,000
Business Licenses & Permits						
Business Licenses	6,872,573	7,336,135	7,225,000	7,359,183	6,785,000	6,860,000
Other	290	710	500	540	500	500
Total Business Licenses & Permits	6,872,863	7,336,845	7,225,500	7,359,723	6,785,500	6,860,500
Intergovernmental						
Aid to Subdivisions	1,071,168	1,625,235	1,700,000	1,550,592	960,000	960,010
Total Intergovernmental	1,071,168	1,625,235	1,700,000	1,550,592	960,000	960,010
Federal Grants						
Federal Grant– Op Categorical	45,976	28,938	104,770.	12,936	0	0
Police - COPS	0	0	0	0	555,912	555,912
R.F.A.T.S.	41,273	107,750	127,000	152,179	225,000	225,000
Federal Transit Grants	53,975	128,992	0	0	0	0
Federal Transit Grant 5307	19,488	0	110,540	167,857	158,000	165,000
Total Federal Grants	114,736	236,742	237,540	332,972	938,912	945,912
State Government Grants						
Police - JAG	0	0	0	0	343,959	0
Operating-Categorical	0	34,461	0	0	0	0
Recreation - PARD	27,724	10,200	59,000	67,292	59,000	59,000
State Grant– Operating	0	0	0	25,000	0	0
Community Revitalization CRRP	0	0	0	0	0	0
State Grant Planning SMTF	0	(11,460)	0	0	130,000	140,000
Total State Government Grants	27,724	33,201	59,000	92,292	532,959	199,000

Revenue Summary

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	2010/2011 Projected
Local Gov- Pmt in Lieu of Taxes						
Housing Authority	30,614	38,174	30,000	37,132	30,000	30,000
Total Local Gov- Pmt in Lieu of Taxes	30,614	38,174	30,000	37,132	30,000	30,000
Charges for Services						
Grave Fees	87,675	132,970	150,000	109,780	135,000	135,000
Monument Marker Placement Fee	2,420	2,137	2,000	2,595	2,000	2,000
Sale of Cemetery Lots	132,865	142,099	165,000	117,342	165,000	165,000
Zoning Permits & Fees	20,640	20,055	16,000	22,320	15,000	15,000
Plan Checking Fees	11,201	11,632	10,000	14,505	10,000	10,000
Planning Printing/Duplicating	427	547	500	570	500	500
Building Permits	1,486,635	730,387	850,000	654,720	538,232	638,232
Plumbing Permits	7,261	6,720	7,000	6,055	6,167	6,167
Electrical Permits	11,531	12,806	11,000	13,921	11,000	11,000
Gas Permits	767	1,600	1,000	540	850	850
Mechanical Permits	20,470	20,477	19,000	20,165	19,000	19,000
Occupancy Inspection	4,080	6,195	4,800	5,235	5,040	5,040
Reinspection Fees	29,785	14,185	15,000	7,025	13,500	13,500
Maint & Security (Tech Park)	0	7,100	3,500	3,550	3,500	3,500
Total Charges for Services	1,815,757	1,108,910	1,254,800	978,323	924,789	1,024,789
General Government						
Other Revenues - All Others	88,157	42,041	75,000	73,057	75,001	75,002
Winthrop Fuel Purchases	156,155	192,151	175,000	183,712	180,000	180,000
Miscellaneous Planning Revenue	7,355	8,144	9,200	4,756	9,200	9,200
Printing and Duplicating Svcs	7	0	50	0	50	50
Total General Government	251,674	242,335	259,250	261,525	264,251	264,252
Public Safety						
Special Fire Protection Services	82,232	83,979	82,000	84,363	82,000	82,001
Juvenile Restitution-County Cl	4,975	0	0	0	0	0
Police Revenue - Records Unit	6,441	6,036	5,500	4,832	5,500	5,500
Parking Tickets	60,463	12,471	20,000	12,328	14,296	14,296
Victim Assistance Police Rev	69,489	65,816	65,000	65,633	65,000	65,000
Police False Alarms	90,538	80,919	75,000	37,525	75,000	75,000
Fire False Alarms	8,075	(156)	2,500	(219)	2,500	2,500
Failure to register alarms	17,994	5,400	1,000	8,581	1,000	1,000
Total Public Safety	340,206	254,464	251,000	213,043	245,296	245,297
Sanitation						
Refuse Charges - Residential	3,610,231	3,711,909	4,047,269	4,041,021	4,071,442	4,112,157
Refuse Charges - Commercial	1,296,070	1,450,161	1,593,041	1,618,734	1,608,707	1,624,794
Refuse Charges - Miscellaneous	1,712	512	500	(436)	500	500
Refuse Chrgs-Apts w/Dumpsters	473,307	427,212	563,500	460,106	456,341	460,905
Recycling Revenues	40,380	3,660	6,000	0	6,000	6,000
Cardboard	0	20,344	70,000	37,544	25,000	25,000
Yard Waste Cart	0	0	0	187,547	0	0

Revenue Summary

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	2010/2011 Projected
Cardboard Container Rental	0	40,305	41,000	45,240	41,000	41,000
Comingle	0	8,780	22,000	9,799	10,000	10,000
Newsprint	0	16,423	8,000	22,102	10,000	10,000
Sale of Refuse Containers	77,623	46,327	50,000	35,347	50,000	50,000
Demolition	44,092	35,654	20,000	53,950	20,000	20,000
Lot Clearance Fees	0	0	500	0	500	500
Total Sanitation	5,543,414	5,761,287	6,421,810	6,510,954	6,299,491	6,360,856
Recreation- Culture Fees						
Gate admission fee	94,478	120,665	135,000	111,578	80,000	80,000
PRT Programs- General	205,471	201,332	150,000	152,755	150,002	150,003
Programs - Athletics	141,734	173,389	145,000	171,148	145,001	145,003
Vending Concessions	1,078	563	500	142	500	500
Regional Park Concessions	204,642	203,280	225,000	188,049	175,000	175,000
Rentals	93,468	90,483	75,000	111,559	85,000	85,000
Other Recreation Revenues	2,265	(2,354)	2,000	1,697	2,000	2,000
Special events - athletics	6,969	6,320	10,000	4,350	10,000	10,000
York County Rec assistance	416,295	442,981	452,000	460,700	452,005	452,009
Accom tax gen fund portion	0	40,047	0	0	0	0
Total Recreation- Culture Fees	1,166,399	1,276,705	1,194,500	1,201,978	1,099,508	1,099,515
Utility Revenues						
Charge Off Collections	(38,534)	26,939	25,000	36,786	25,500	26,010
Total Utility Revenues	(38,534)	26,939	25,000	36,786	25,500	26,010
Court Fines						
Court Fines	760,492	717,273	700,000	696,514	700,007	700,014
Victim Assistance Court Rev	69,489	65,816	55,000	65,633	55,001	55,001
Total Court Fines	829,980	783,090	755,000	762,147	755,008	755,015
Investment Earnings						
Interest Rev-Bond Trustees	247,664	204,530	200,000	20,260	200,002	200,004
Total Investment Earnings	247,664	204,530	200,000	20,260	200,002	200,004
Rents and Royalties						
Rent City Real Property-Bldgs	36,096	44,860	40,000	36,438	30,000	30,000
Rent - Downtown Parking	56,703	37,437	35,000	0	35,000	35,001
Fixed Base Operator-Arpt Rent	81,756	103,348	105,000	101,624	105,001	105,002
Aircraft Storage and Access	17,245	4,194	5,000	35,599	5,000	5,000
Fuel Flow Revenue	20,614	19,179	19,500	16,684	19,500	19,500
Concession Fees	4,200	5,650	5,000	5,600	5,000	5,000
Owner Service Area	1,209	265	500	211	500	500
Non-Aviation Rents	47,988	34,596	35,000	27,965	35,000	35,001
Miscellaneous Revenue	13,263	0	10,000	0	10,000	10,000
Reserved-Sullivan Tennis	20,191	22,708	15,000	21,351	15,000	15,000
Total Rents and Royalties	299,263	272,236	270,000	245,472	260,002	260,005

Revenue Summary

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	2010/2011 Projected
Proceeds- Cap Asset Disposition						
Sale of Surplus, Scrap, Etc	468,424	1,027,873	800,000	458,100	150,000	850,000
Sale of City Property - Land	13,292	4,803	5,000	17,468	5,000	5,000
Restricted Land Sale Revenues	0	0	0	(1,600)	0	0
Sale of Inventory	2,504	24	2,000	697	2,000	2,000
Total Proceeds- Cap Asset Disposition	484,220	1,032,700	807,000	474,665	157,000	857,000
Operating Transfers						
From Utilities Funds	5,029,938	5,854,926	6,376,181	5,854,930	6,622,522	6,538,972
Total Operating Transfers	5,029,938	5,854,926	6,376,181	5,854,930	6,622,522	6,538,972
Other Revenues						
Special Assessments- Streets	0	7,500	0	0	0	0
Service Charge- Returned Checks	1,410	810	1,000	1,050	1,000	1,000
Discounts	862	1,043	1,500	0	1,500	1,500
Reimbursement - EOC Costs	17,897	18,334	0	18,628	0	0
Insured Damages Recovered	89,478	16,815	40,000	18	40,000	40,001
3rd Party Damages Recovered	21,664	43,490	35,000	4,467	35,000	35,001
3rd Party Damages Recovered- Police	0	0	0	(3,415)	0	0
Reimbursement - HA Costs	1,207,643	1,330,156	1,339,074	1,504,842	1,311,749	1,341,046
Police Mortgage Loan Pymts	3,766	3,890	3,500	2,131	3,500	3,500
Reserved Safety Patrol	8,523	0	0	0	0	0
Reserved Worthy Boys/Girls	49,609	0	0	0	0	0
Reserved Rolling in R.H.	1,090	0	0	0	0	0
Reserved Revell baseball int	0	0	0	0	0	0
Reserved No Room for Racism	1,249	0	0	0	0	0
Reserved No Room for Racism	20,191	22,708	15,000	(10)		
Reserved S.A.N.E. program	573	0	0	0	0	0
Reserved-Memorial Tree fund	0	1,375	0	0	0	0
Reserved-Park foundation	50,000	60,000	0	0	0	0
Reserved Clean & Green	53,723	18,117	24,000	17,172	24,000	24,000
Reserved-MLK Task Force	3,305	0	0	0	0	0
Reserved-Fire Museum	1,172	0	0	0	0	0
Reserved-Capital Lease	0	27,000	0	0	0	0
Other- Misc	0	(53,709)	0	0	0	0
Total Other Revenues	1,511,965	1,474,821	1,444,074	1,544,883	1,416,750	1,446,048
TOTAL GENERAL FUND	45,205,763	48,674,044	50,108,249	49,313,568	49,523,315	50,329,020
(502) ACCOMMODATIONS TAX FUND						
Intergovernmental						
Accommodations Fee-State	242,973	380,782	336,938	350,372	368,423	336,945
TOTAL ACCOMMODATIONS FUND	242,973	380,782	336,938	350,372	368,423	336,945

Revenue Summary

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	2010/2011 Projected
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(504) TAX INCREMENT SURPLUS FUND

General Property Taxes

Red River/Waterford	791,351	0	0	0	0	0
Downtown– City	79,359	87,370	90,000	90,591	94,000	98,000
Textile Corridor– City	81,452	80,554	121,000	99,770	102,000	104,000
Red River/Waterford	2,575,443	0	0	0	0	0
Downtown– County	232,200	252,913	250,000	271,202	282,000	293,000
Textile Corridor– County	198,974	206,625	325,000	276,593	282,000	287,000
TOTAL TAX INCREMENT SURPLUS FUND	3,958,778	627,462	786,000	738,156	760,000	782,000

(506) LOCAL OPTION HOSPITALITY TAX FUND

Admissions tax	67,509	104,554	92,700	104,801	89,638	89,638
Lodging	586,735	654,772	633,173	550,736	563,524	563,530
Restaurants	2,685,424	3,003,593	3,131,266	2,857,908	2,786,827	2,786,855
LOP Sunday Alcohol Sales	55,550	97,030	75,700	48,800	87,000	87,000
Interest Revenues-General	28,071	38,782	10,200	14,232	10,200	10,200
IF Transfers in-___ Fund	0	48,296	0	0	0	0
TOTAL HOSPITALITY TAX FUND	3,423,289	3,947,027	3,943,039	3,576,477	3,537,189	3,537,222

(553) FIRE IMPACT FEE FUND

Impact fees - Fire	808,008	299,765	375,569	252,188	375,573	375,577
Interest Revenues-General	0	17,321	0	0	0	0
TOTAL FIRE IMPACT FEE FUND	808,008	317,086	375,569	252,188	375,573	375,577

(700) STORMWATER FUND

Charge Off Collections	(6,781)	7,071	0	12,931	0	0
Stormwater Revenues	2,054,683	2,152,148	2,108,500	2,301,549	2,131,069	2,153,380
Stormwater Erosion Control Rev	64,593	71,078	60,000	99,638	61,200	62,424
Interest Rev-Bond Trustees	28,556	20,620	0	3,418	0	0
Interest Rev-General	0	466,850	0	0	0	0
TOTAL STORMWATER FUND	2,141,051	2,717,766	2,168,500	2,417,536	2,192,269	2,215,804

(725) ELECTRIC FUND

Utility Revenues

Electric Sales	65,496,776	69,969,207	72,622,030	69,986,869	73,898,651	77,671,702
Smart Switch	(2,819)	(8,033)	0	(2,202)	0	0
Other Electric Revenue	29,102	10,002	30,000	103,511	30,600	31,212

Revenue Summary

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	2010/2011 Projected
Electric Underground	207,420	94,575	125,000	30,375	40,000	40,800
Security Lights	1,016,067	1,093,950	1,000,000	1,161,350	1,090,000	1,111,800
Service Connection Fees	381,052	435,441	410,000	404,912	418,200	426,564
Utility Theft Fee	63,354	49,050	45,000	42,100	45,900	46,818
Charge Off Collections	(2,372)	(33,276)	25,000	(265,459)	25,500	26,010
Traffic Signalization Reimb	317,720	158,840	160,000	164,840	163,200	166,464
Other Utility Revenue	0	1,801	0	10,199	0	0
Charge Off Collections	(99,643)	163,458	100,000	321,268	102,000	104,040
Penalty-Charge Offs	(17,877)	12,565	6,500	22,175	6,630	6,763
Forward Purchase Contracts	0	41,112	0	0	0	0
Late Pymt Fee	675,498	724,152	800,000	759,833	816,000	832,320
Service Chrg-Returned Checks	38,565	38,204	35,000	37,160	35,700	36,414
Total Utility Revenues	68,102,843	72,751,050	75,358,530	72,776,931	76,672,381	80,500,907
Investment Earnings						
Interest Revenues-General	979,754	569,098	700,000	219,950	500,000	500,000
Interest Rev-Prem. Amort.	0	185,504	0	0	0	0
Total Investment Earnings	979,754	754,602	700,000	219,950	500,000	500,000
Contributions- Private Sources						
Contributions- Private Sources	62,160	92,847	60,000	89,705	60,001	60,001
Total Contributions- Private Sources	62,160	92,847	60,000	89,705	60,001	60,001
Proceeds- Cap Asset Disposition						
Restricted Land Sale Revenues	265,000	265,000	265,000	265,000	265,000	265,005
Total Proceeds- Cap Asset Disposition	265,000	265,000	265,000	265,000	265,000	265,005
Other Revenues						
Insured Damages Recovered	1,040	3,486	2,000	0	2,000	2,000
3rd Party Damages Recovered	96,743	28,446	75,000	39,557	75,001	75,002
Other Damages Recov	0	0	1,000	0	1,000	1,000
Reserved-Capital Lease	0	11,473	0	0	0	0
Capital Contributions- Developers	0	300,000	0	0	0	0
Total Other Revenues	97,783	343,405	78,000	39,557	78,001	78,002
Capital Contributions						
Contrib to Util Oper York Cty	265,000	265,000	265,000	265,000	265,003	265,005
Total Capital Contributions	265,000	265,000	265,000	265,000	265,003	265,005
TOTAL ELECTRIC FUND	69,772,540	74,471,904	76,726,530	73,678,206	77,840,385	81,668,920

(726) WATER FUND

Utility Revenues

Water Sales	10,876,454	11,046,037	11,607,500	10,874,662	11,536,296	12,384,241
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Revenue Summary

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	2010/2011 Projected
Irrigation sales	0	340,643	125,000	254,056	375,000	375,000
Water Tap Fees	241,303	139,720	149,500	107,513	79,210	80,794
Other Water Revenues	23,874	20,588	15,000	14,876	15,300	15,606
Cellular antenna rents	125,331	126,260	130,000	192,293	172,455	172,455
Water Surcharge	992	274	1,000	256	1,020	1,040
Water Restriction Penalty	0	22,500	0	7,250	0	0
Interest Surcharge	99	73	200	64	204	208
Fort Mill Debt Service	204,116	204,564	204,000	203,987	208,080	212,242
Fort Mill princ. reduction	0	(101,485)	0	0	0	0
Charge Off Collections	(39,215)	32,290	20,000	55,052	20,400	20,808
Total Water Revenues	11,432,953	11,831,465	12,252,200	11,710,009	12,407,965	13,262,395
Other Revenues						
Insured Damages Recovered	0	0	1,000	0	1,000	1,000
3rd Party Damages Recovered	6,053	1,595	2,000	2,198	2,000	2,000
Other Damages Recov	0	0	500	0	500	500
Capital Contributions– Developers	0	2,276,488	0	0	0	0
Total Other Revenues	6,053	2,278,082	3,500	2,198	3,500	3,500
WATER FUND TOTAL	11,439,006	14,109,547	12,255,700	11,712,207	12,411,465	13,265,895

(727) WASTEWATER FUND

Utility Revenues

Sewer Charge	13,961,339	14,404,044	15,988,609	15,861,794	16,467,422	18,132,096
Sewer Charge-BOD/TSS	17,041	11,786	15,000	15,078	15,300	15,606
Sewer Service Connections	42,257	33,627	50,000	11,908	51,000	52,020
Sewer Surcharge	8,969	8,572	8,500	8,958	8,670	8,843
Sewer Capacity Fee - Red River	0	0	10,000	0	0	0
Sewer Capacity Fee - Rawlinson	0	0	15,000	4,760	0	0
Sewer Capacity Fee Tools Fork	0	0	0	28,815	0	0
Sewer Capacity Fee Pennington	0	(91,539)	0	28,931	0	0
Sewer Capacity Fee - I-77	224,406	63,183	75,000	410	76,500	78,030
Sampling & Monitoring Fee	81,766	80,105	85,000	124,247	86,700	88,434
Interest Surcharge	469	377	500	303	510	520
Charge Off Collections	(73,113)	48,960	35,000	87,254	35,700	36,414
Total Utility Revenues	14,263,134	14,559,115	16,282,609	16,172,766	16,741,802	18,411,964

Other Revenues

Interest Rev-Bond Trustees	97,575	87,169	15,000	6,908	15,000	15,000
IF Transfers in-____ Fund	0	0	0	0	0	0
Insured Damages Recovered	2,420	0	0	36,642	0	0
3rd Party Damages Recovered	329	(0)	0	0	0	0
Capital Contributions– Developers	0	3,997,325	0	0	0	0
Total Other Revenues	100,324	4,084,494	15,000	43,550	15,000	15,000

TOTAL WASTEWATER FUND	14,363,459	18,643,609	16,297,609	16,216,316	16,756,802	18,426,964
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Revenue Summary

ALL FUNDS REVENUE SUMMARY

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
General Fund	\$45,205,884	\$48,677,936	\$50,108,250	\$49,313,568	\$49,523,315	\$50,329,020
Accommodations Tax	242,973	380,782	350,372	309,983	368,423	336,945
Tax Increment Surplus	3,958,778	627,462	786,000	738,156	760,000	782,000
Local Hospitality Tax	3,423,289	3,947,027	3,943,039	3,576,477	3,537,189	3,537,222
Fire Impact Fee	808,008	317,086	375,569	252,188	375,573	375,577
Stormwater Fund	2,141,051	2,717,766	2,168,500	2,417,536	2,192,269	2,215,804
Electric Fund	69,772,540	74,471,904	76,726,530	73,678,206	77,840,385	81,668,920
Water Fund	11,439,006	14,109,546	12,255,700	11,712,207	12,411,465	13,265,895
Wastewater Fund	14,363,459	18,643,609	16,297,609	16,216,316	16,756,802	18,426,964
Water Impact Fee	544,444	281,451	300,000	202,198	275,000	295,000
Wastewater Impact Fee Fund	823,400	544,721	600,000	321,160	450,000	459,000
Total Revenues	\$152,722,832	\$164,719,290	\$163,911,569	158,737,995	\$164,490,420	\$171,692,347

APPROVED FY2009/2010 RATE AND FEE CHANGES

Electric Rates 3.3% increase

PROJECTED FY2010/2011 RATE AND FEE CHANGES

Electric Rates 4% increase to cover Purchased Power Wholesale Rate Increase

Water Rates 5% increase to cover Water system projects

Wastewater Rates 10% increase to cover Wastewater system projects

Expenditure Summary

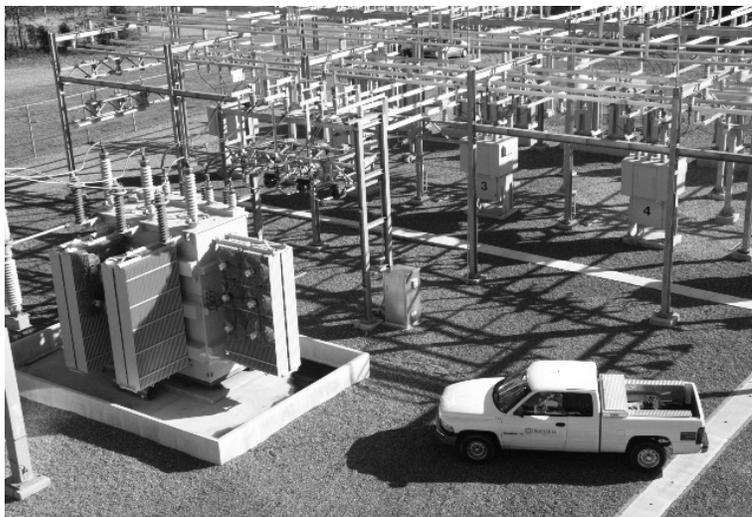
EXPENDITURE OBSERVATIONS

GENERAL FUND

City General Fund Departments continue to control costs to reduce the dependency on the enterprise fund transfer. The transfer for Fiscal Year 2009/2010 is approximately 13%, down from as much as 42% in 1990.

General Fund Expenditures for FY2009/2010 are budgeted at \$49,523,315, 1.17 percent decrease from FY2008/2009. Personnel expenditures (salaries and salary additives) make up 72 percent of the total general fund expenditures (\$35 million). Despite decreasing and modifying the pay-for-performance plan for FY2009/2010, personnel expenditures are up from last year's 66 percent. The increase is largely due to the new requirements of GASB 45 which require the City to set aside appropriations for post employment benefits for all current employees. These benefits are primarily for health care costs and additional funding for 12 Police Officers.

Funding for finalizing the construction of the Airport Fire Station and the Elizabeth Lane Fire Station relocation is included in the approved FY2009/2010 budget.



ENTERPRISE FUNDS

Likely, as a result of the economy, for the first time in the past 10 years, we saw a slight decrease in the overall number of Electric customers. The number of customers decreased .013 percent (44 customers). The decrease in customers was seen in the industrial/commercial category, while the residential customer experienced a slight increase. In addition, PMPA wholesale power rate increased 3.3 percent in 2009.

Water customers increased 0.32 percent to 28,799 and Wastewater customers increased 0.83 percent to 29,786.

Despite the current challenges, the outlook for our region is still favorable and the City continues to plan for the future. 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 bond anticipation notes. The Capital Improvement Plan section, pages 141-152, has more information on these projects.

Expenditure Summary

EXPENDITURES CONTINUED

TOTAL ALL FUNDS SUMMARY

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
General Fund	\$45,174,448	\$49,602,645	\$50,108,250	\$49,031,377	\$49,523,315	\$50,329,020
Accommodations Tax	248,066	335,094	336,938	295,602	368,423	336,945
Tax Increment Surplus	826,542	623,581	786,000	3,301,456	760,000	782,000
Local Hospitality Tax	3,084,836	3,682,468	3,943,039	4,024,536	3,537,189	3,537,222
Fire Impact Fee	393,444	233,033	375,569	968,363	375,573	375,577
Stormwater Fund	3,257,768	2,922,292	2,168,500	1,925,362	2,192,269	2,215,804
Electric Fund	76,726,897	70,795,846	76,726,530	72,640,348	77,840,385	81,668,920
Water Fund	10,576,566	13,262,566	12,255,700	12,699,759	12,686,465	13,560,895
Wastewater Fund	13,590,265	11,907,864	16,297,609	13,088,363	17,206,802	18,885,964
Total Expenditures	\$153,878,832	\$153,365,389	\$162,998,135	\$157,975,166	\$164,490,420	\$171,692,347

DEPARTMENTAL INFORMATION

General Government	2,317,352	2,233,885	2,324,139	2,338,990	2,237,637	2,348,875
City Manager's Office	878,428	895,339	1,196,692	1,164,388	1,129,978	1,155,870
Human Resources	679,925	769,933	837,750	848,675	827,011	846,589
Planning & Development	2,168,560	2,205,734	2,565,381	2,599,165	2,557,030	2,570,021
Housing & Neighborhood Svc	1,152,093	1,422,095	1,258,322	1,148,170	1,214,198	1,233,183
Police	10,468,520	11,491,906	10,869,127	11,102,089	12,216,516	11,941,064
Fire	6,060,078	7,354,843	7,221,310	7,210,728	7,305,262	7,678,113
Public Works	6,847,165	7,339,662	7,912,081	8,066,157	7,406,392	7,778,202
Finance	0	0	756,348	787,186	740,254	755,363
Technology Services	0	0	1,953,786	1,929,592	1,599,947	1,616,766
Customer Services	0	0	2,149,900	2,249,092	2,024,704	2,055,173
Administrative Services	0	0	4,057,257	4,014,036	3,716,748	3,790,271
Parks, Recreation, Tourism	5,107,107	5,366,012	5,550,528	5,196,502	5,273,223	5,410,044
Economic & Urban Develop	1,311,208	1,127,940	1,581,751	1,574,823	1,585,468	1,527,279
Housing Authority	1,349,747	1,327,344	1,339,074	1,507,922	1,311,749	1,341,046
Stormwater						
Stormwater Fund	3,257,768	2,922,292	2,168,500	1,925,362	2,192,269	2,215,804
Electric Fund	76,726,897	70,795,846	76,726,530	72,640,348	77,840,385	81,668,920
Water Fund	10,576,566	13,262,566	12,255,700	12,699,759	12,686,465	13,560,895
Wastewater Fund	13,590,265	11,907,864	16,297,609	13,088,363	17,206,802	18,885,964

Divisional level expenditure information is available on pages 43-92.

General Fund

GENERAL GOVERNMENT

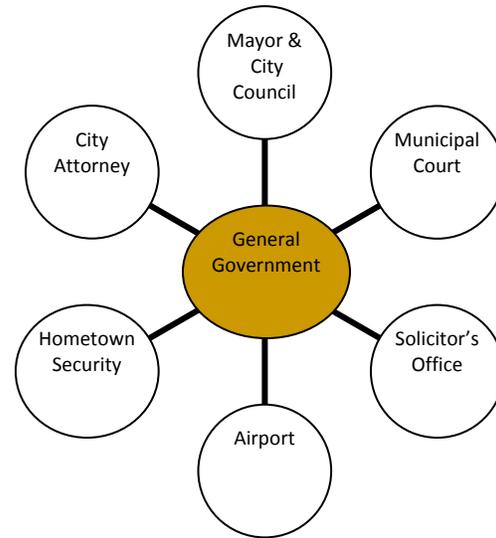
Department Description

City Council is responsible for directing the government through policy actions and legislative decisions. The Municipal Court strives to render fair, impartial judicial decisions on all traffic violations and certain criminal offenses which occur within City limits. The Solicitor's Office works to secure safety and justice for the citizens of Rock Hill and prosecutes cases in the Municipal Court, including jury trials and environmental code violations. 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.

FY2009/2010 Key Issues & Performance Targets

The Courts will be focusing on accomplishing their new strategic performance goals. Municipal Court will aim to dispose of 50 percent of bench trials within 90 days and the Solicitor's Office will aim to dispose of 50 percent of jury trials within 180 days. The Airport and Hometown Security will be working on developing an emergency response plan for the airport.

General Government Divisions & Responsibilities



Mayor & City Council

Enact ordinances and resolutions
Review and adopt budget

Municipal Court

Maintain jury docket
Render judicial decisions

Solicitor's Office

Maintain jury trial scheduling
Victim advocacy

Airport

Planning & development
Hangars, facilities, runways

Hometown Security

Coordinate disaster recovery
Support emergency services

City Attorney

Legal services

GENERAL GOVERNMENT DEPARTMENT PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,033,058	\$1,123,979	\$1,217,214	\$1,774,155	\$1,239,456	\$1,266,324
Operating	1,032,754	1,061,535	1,046,925	503,084	954,293	1,042,552
Capital	251,540	48,371	60,000	61,751	43,888	40,000
Total	\$2,317,352	\$2,233,885	\$2,324,139	\$2,338,990	\$2,237,637	\$2,348,875
Personnel						
Full-time	13	17	18	18	18	18
Part-time	11	9	8	8	8	8
Total	24	26	26	26	26	26

General Fund

GENERAL GOVERNMENT (continued)

Division: City Council

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.

CITY COUNCIL PROGRAM EXPENDITURES (COST CENTER-- 0411001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$171,637	\$159,919	\$154,756	\$160,949	\$159,801	\$161,259
Operating	75,528	66,589	82,399	85,690	84,229	84,230
Capital	0	0	0	0	0	0
Total	\$247,165	\$226,507	\$237,155	\$246,639	\$244,030	\$245,489
Personnel						
Full-time	1	1	1	1	1	1
Part-time	7	7	7	7	7	7
Total	8	8	8	8	8	8

Division: Municipal Court

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.

MUNICIPAL COURT PROGRAM EXPENDITURES (COST CENTER-- 0412001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$464,320	\$504,072	\$533,753	\$633,531	\$541,439	\$555,225
Operating	130,351	129,653	168,637	68,985	189,149	181,649
Capital	530	16,466	0	2,493	0	0
Total	\$595,202	\$650,192	\$702,390	\$705,009	\$730,589	\$736,875
Personnel						
Full-time	8	9	10	10	10	10
Part-time	1	1	0	0	0	0
Total	9	10	10	10	10	10

General Fund

GENERAL GOVERNMENT (continued)

Division: Solicitor's Office

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.

SOLICITOR'S OFFICE PROGRAM EXPENDITURES (COST CENTER- 0412002)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$286,210	\$272,910	\$343,642	368,620	\$344,402	\$350,555
Operating	50,816	38,840	82,443	48,193	82,386	80,037
Capital	0	0	0	0	0	0
Total	\$337,027	\$311,750	\$426,085	\$416,813	\$426,788	\$430,591
Personnel						
Full-time	4	4	4	4	4	4
Part-time	1	1	1	1	1	1
Total	5	5	5	5	5	5

Division: Airport

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.

AIRPORT PROGRAM EXPENDITURES (COST CENTER- 0418025)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$72,350	\$139,050	\$135,842	\$145,242	\$142,507	\$146,798
Operating	255,356	274,344	276,347	278,335	270,548	270,549
Capital	249,971	31,794	60,000	59,258	43,888	40,000
Total	\$577,677	\$445,188	\$472,189	\$482,835	\$456,944	\$457,347
Personnel						
Full-time	0	2	2	2	2	2
Part-time	1	0	0	0	0	0
Total	1	2	2	2	2	2

Division: Hometown Security

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

HOMETOWN SECURITY PROGRAM EXPENDITURES (COST CENTER- 0421030)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$38,541	\$48,018	\$49,222	\$51,340	\$51,307	\$52,486
Operating	14,353	16,392	29,149	21,881	31,630	18,135
Capital	1,039	111	0	0	0	0
Total	\$53,933	\$64,522	\$78,371	\$73,221	\$82,937	\$70,621
Personnel						
Full-time	0	1	1	1	1	1
Part-time	1	0	0	0	0	0
Total	1	1	1	1	1	1

General Fund

GENERAL GOVERNMENT (continued)

Division: City Attorney

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.

CITY ATTORNEY PROGRAM EXPENDITURES (COST CENTER- 0416001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$0	\$0	\$0	\$0
Operating	272,337	273,097	275,349	414,473	275,349	275,349
Capital	0	0	0	0	0	0
Total	\$272,337	\$273,097	\$275,349	\$414,473	\$275,349	\$275,349

Division: General Election

SPECIAL ELECTIONS PROGRAM EXPENDITURES (COST CENTER- 0414001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$0	\$0	\$0	\$0
Operating	4,272	9,527	0	0	21,000	0
Capital	0	0	0	0	0	0
Total	\$4,272	\$9,527	\$0	\$0	\$21,000	\$0

General Fund

CITY MANAGER'S OFFICE

Department Description

The City Manager's Office provides professional leadership and direction in the administration and execution of all polices and supervises City department to ensure high quality community services.

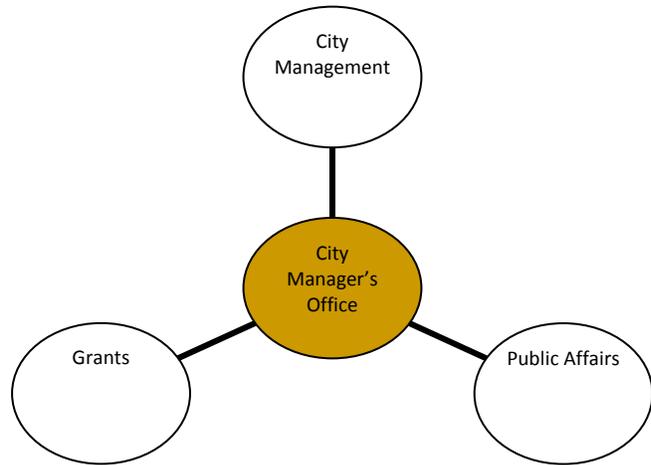
The Public Affairs Division is responsible for keeping the public informed on City programs, policies, and initiatives.

The Grants Division is responsible for securing grants for various City operations and ensuring compliance with grant requirements.

FY2009/2010 Key Issues & Performance Targets

Grants will remain abreast of potential grants as it relates to stimulus funding and more traditional forms of alternative funding. Grants will be working on several performance targets, including seeking alternative funding sources toward the sustainability of the Urban Rock Hill Weed & Seed initiative. Public Affairs will continue improving the City's website and communication with media outlets and the community at large. Public Affairs will begin working on its performance targets relating to improving customer satisfaction with the City's communication efforts. These targets include increasing the City website utilization and increasing the percentage of customers rating public information services as "good" or "excellent" to 65 percent.

City Manager's Office Divisions & Responsibilities



City Management

- Policy direction
- Capital needs
- Personnel activities
- Financial condition

Grants

- Secure grant funding
- Compliance

Public Affairs

- Communicate public information
- Develop communication plans
- Provide television broadcasts
- Foster community relations

CITY MANAGER'S OFFICE PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$666,746	\$711,319	\$861,621	\$868,667	\$906,919	\$932,810
Operating	186,361	174,456	320,072	278,408	223,059	223,061
Capital	25,321	9,564	15,000	17,313	0	0
Total	\$878,428	\$895,339	\$1,196,692	\$1,164,388	\$1,129,978	\$1,155,870
Personnel						
Full-time	7	7	10	10	10	10
Part-time	2	2	1	1	1	1
Total	9	9	11	11	11	11

General Fund

CITY MANAGER'S OFFICE (continued)

Division: City Management

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.

CITY MANAGEMENT PROGRAM EXPENDITURES (COST CENTER- 0413005)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$436,680	\$469,835	\$466,360	\$505,683	\$499,490	\$516,715
Operating	67,902	92,690	95,604	82,456	73,817	73,817
Capital	16,120	0	10,000	10,000	0	0
Total	\$520,703	\$562,525	\$571,964	\$598,139	\$573,306	\$590,532
Personnel						
Full-time	4	4	4	4	4	4
Part-time	0	0	0	0	0	0
Total	4	4	4	4	4	4

Division: Public Affairs

Mission: 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.

PUBLIC AFFAIRS PROGRAM EXPENDITURES (COST CENTER- 0413010)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$230,066	\$241,484	\$227,552	\$206,643	\$253,264	\$257,821
Operating	118,458	81,766	147,518	153,128	88,593	88,594
Capital	9,201	9,564	5,000	6,372	0	0
Total	\$357,726	\$332,814	\$380,070	\$366,143	\$341,857	\$346,415
Personnel						
Full-time	3	3	3	3	3	3
Part-time	2	2	1	1	1	1
Total	4	4	4	4	4	4

Division: Grants

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 United States Congressional delegation, and working to ensure City Council's strategic goals are accomplished.

GRANTS PROGRAM EXPENDITURES (COST CENTER- 0413020)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$167,709	\$156,341	\$154,165	\$158,273
Operating	0	0	76,950	42,824	60,650	60,650
Capital	0	0	0	941	0	0
Total	\$0	\$0	\$244,659	\$200,106	\$214,815	\$218,923
Personnel						
Full-time	0	0	3	3	3	3
Part-time	0	0	0	0	0	0
Total	0	0	3	3	3	3

General Fund

HUMAN RESOURCES DEPARTMENT

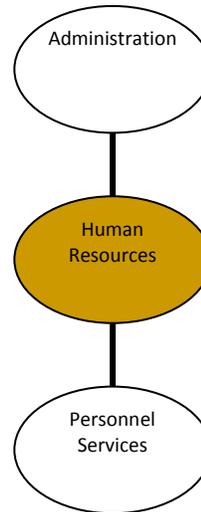
Department Mission

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

FY2009/2010 Key Issues & Performance Targets

Human Resources will work closely with the Police department on recruitment and retention efforts. Additionally, Human Resources will address several performance targets including raising awareness regarding the *Is It Good For the Children* campaign and providing customer service training to at least 160 employees.

Human Resources Divisions & Responsibilities



Administration

Management & staff training
Employee & retiree benefits
Wage & salary administration
Employment law compliance
Youth grant programs

Personnel Services

Recruitment
New-hire orientation
Special events
Mail Courier Services

HUMAN RESOURCES PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$553,137	\$622,829	\$616,195	\$671,102	\$635,081	\$647,715
Operating	126,789	147,118	207,555	162,504	191,931	198,874
Capital	0	-14	14,000	15,069	0	0
Total	\$679,925	\$769,933	\$837,750	\$848,675	\$827,011	\$846,589
Personnel						
Full-time	7	7	7	7	7	7
Part-time	2	2	2	2	2	2
Total	9	9	9	9	9	9

HUMAN RESOURCES DEPARTMENT (continued)

Division: Administration

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.

ADMINISTRATION PROGRAM EXPENDITURES (COST CENTER- 0417001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$334,340	\$368,815	\$341,916	389,159	\$359,011	\$365,506
Operating	101,749	122,824	174,056	136,781	161,414	168,357
Capital	0	0	14,000	15,069	0	0
Total	\$436,090	\$491,638	\$529,972	541,009	\$520,425	\$533,863
Personnel						
Full-time	3	3	3	3	3	3
Part-time	2	2	2	2	2	2
Total	5	5	5	5	5	5

Division: Personnel Services

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

PERSONNEL SERVICES PROGRAM EXPENDITURES (COST CENTER- 0417005)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$218,797	\$254,015	\$274,279	\$281,943	\$276,069	\$282,209
Operating	25,039	24,295	33,499	25,723	30,517	30,518
Capital	0	-14	0	0	0	0
Total	\$243,836	\$278,295	\$307,778	\$307,666	\$306,586	\$312,726
Personnel						
Full-time	4	4	4	4	4	4
Part-time	0	0	0	0	0	0
Total	4	4	4	4	4	4

PLANNING AND DEVELOPMENT DEPARTMENT

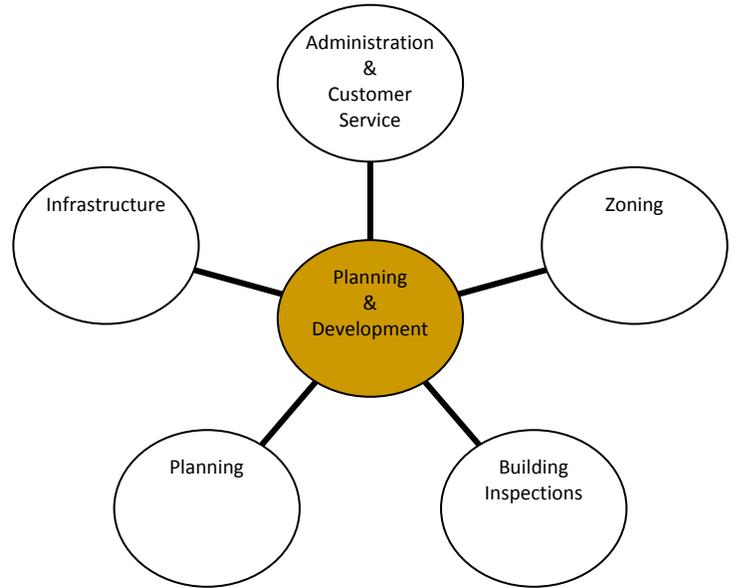
Department Mission

The mission of the Planning and Development Department is to preserve and enhance Rock Hill’s economic vitality and quality of life through thoughtful planning and careful management of growth and development activities. To accomplish this we strive to engage the community and further its values, communicate and collaborate with internal and external partners at all levels, and provide the highest quality of customer service to citizens, businesses and investors in our community. As part of this mission we provide a one-stop service for development investment in the City where every regulatory activity from the conception of the idea to the completion of the project be handled by one department in an efficient, customer-oriented manner.

FY2009/2010 Key Issues & Performance Targets

This newly created department combines planning and development activities under one department. Major projects for this year include continued work on the 2010 Update of the City’s Comprehensive Plan, and final implementation of the new development plan tracking system, including integrated electronic plan review. Additionally the department will work toward accomplishing performance targets, such as, assisting at least two departments with developing or updating functional plans and implementing the Celanese express bus service by October 31.

Planning and Development Divisions & Responsibilities



Administration & Customer Service

Personnel management
Staff training

Building Inspections

Code enforcement
Inspections

Zoning

Zoning enforcement
Land Uses

Planning

Annexation
Transportation Planning
Comprehensive Planning

Infrastructure

Site/subdivision plan review
Water & sewer permitting

PLANNING & DEVELOPMENT PROGRAM EXPENDITURES

Expenditures by Category¹	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,690,400	\$1,707,721	\$1,846,951	\$1,958,980	\$1,780,934	\$1,833,053
Operating	452,171	476,586	689,103	562,028	763,769	724,641
Capital	25,990	21,427	29,327	78,157	12,327	12,327
Total	\$2,168,560	\$2,205,734	\$2,565,381	\$2,599,165	\$2,557,030	\$2,570,021

Personnel²

Full-time	34	33	32	32	32	32
Part-time	1	2	2	2	2	2
Total	35	35	34	34	34	34

¹Summative historical expenditures were calculated by combining past expenditures for the former Planning Services Department and Development Services Department.

²Summative historical personnel information was calculated by combining past personnel allocations for the former Planning Service Department and Development Services Department. Detailed personnel information for the former Planning Service Department and Development Services Department, as well as the new Planning and Development Department, can be found in the Personnel Summary section of this document.

PLANNING AND DEVELOPMENT DEPARTMENT (continued)

Division: Administration & Customer Service

Mission: To provide the support and overall coordination for the department, including the Permit Application Center, which is charged to take in every application that we process, and issue many permits and approvals on the spot.

ADMINISTRATION & CUSTOMER SERVICE PROGRAM EXPENDITURES (COST CENTER-- 0423001)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$0	\$0	\$415,785	\$424,234
Operating	\$0	\$0	\$0	\$0	121,761	71,762
Capital	\$0	\$0	\$0	\$0	0	0
Total	\$0	\$0	\$0	\$0	\$537,546	\$495,995
Personnel						
Full-time	0	0	0	0	9	9
Part-time	0	0	0	0	0	0
Total	0	0	0	0	9	9

Division: Zoning

Mission: To thoughtfully and effectively administer the Zoning Ordinance to foster quality, sustainable growth and economic development, and to provide thorough staff support to the Boards and Commissions that assist in implementing that vision.

ZONING PROGRAM EXPENDITURES (COST CENTER-- 0423010)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$0	\$0	\$456,386	\$465,065
Operating	\$0	\$0	\$0	\$0	48,058	48,058
Capital	\$0	\$0	\$0	\$0	12,327	12,327
Total	\$0	\$0	\$0	\$0	\$516,771	\$525,449
Personnel						
Full-time	0	0	0	0	6	6
Part-time	0	0	0	0	1	1
Total	0	0	0	0	7	7

General Fund

PLANNING AND DEVELOPMENT DEPARTMENT (continued)

Division: Building Inspections

Mission: To protect the health and well-being of the community through the administration of building related codes by highly trained professionals using progressive policies and the latest technology in a customer focused process.

BUILDING INSPECTIONS PROGRAM EXPENDITURES (COST CENTER- 0423005)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$0	\$0	\$378,772	\$388,124
Operating	\$0	\$0	\$0	\$0	35,923	31,573
Capital	\$0	\$0	\$0	\$0	0	0
Total	\$0	\$0	\$0	\$0	\$414,695	\$419,697
Personnel						
Full-time	0	0	0	0	7	7
Part-time	0	0	0	0	0	0
Total	0	0	0	0	7	7

Division: Planning

Mission: To support the long range vision of the City through development and implementation of the Comprehensive Plan and other special studies, and through the administration of the Rock Hill-Fort Mill Area Transportation Study (RFATS) and other transportation-related activities.

PLANNING PROGRAM EXPENDITURES (COST CENTER- 0423015)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$0	\$0	\$340,224	\$355,143
Operating	\$0	\$0	\$0	\$0	537,855	553,075
Capital	\$0	\$0	\$0	\$0	0	0
Total	\$0	\$0	\$0	\$0	\$878,079	\$908,218
Personnel						
Full-time	0	0	0	0	4	4
Part-time	0	0	0	0	1	1
Total	0	0	0	0	5	5

Division: Infrastructure

Mission: To ensure the adequacy and quality construction of newly developed public and private infrastructure, including landscaping, streets, utilities and stormwater management facilities, through the administration of development standards and coordination with affected departments and agencies.

INFRASTRUCTURE PROGRAM EXPENDITURES (COST CENTER- 0423020)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$0	\$0	\$189,766	\$200,487
Operating	\$0	\$0	\$0	\$0	20,173	20,173
Capital	\$0	\$0	\$0	\$0	0	0
Total	\$0	\$0	\$0	\$0	\$209,939	\$220,660
Personnel						
Full-time	0	0	0	0	6	6
Part-time	0	0	0	0	0	0
Total	0	0	0	0	6	6

HOUSING AND NEIGHBORHOOD SERVICES

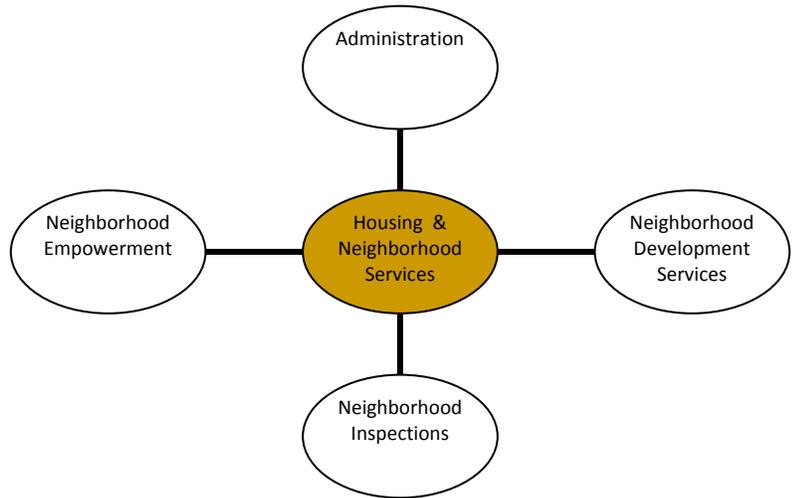
Department Mission

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 homeownership, provide a means of revitalizing neighborhoods, support community pride, and develop personal empowerment.

FY2009/2010 Key Issues & Performance Targets

Housing and Neighborhood Services will be completing a *Windshield Assessment* for the entire City during FY2009/2010. The assessment will identify areas of concentrated blight. Additional performance targets include, completing at least 30 energy efficient homes for owner occupancy within the Village at Arcade Mill and providing 25 owner-occupied rehabilitations within Old Town neighborhoods.

Housing and Neighborhood Services Divisions & Responsibilities



Administration

Coordinate civics courses
 CDBG Administration
 (Community Development Block Grant)

Neighborhood Empowerment

Develop neighborhood organizations
 Organize neighborhood meetings

Neighborhood Development Services

Affordable housing program
 Historic Preservation
 Inspections

HOUSING & NEIGHBORHOOD SERVICES PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$852,360	\$925,330	\$806,035	\$824,469	\$648,732	\$663,069
Operating	280,113	350,750	372,766	265,735	193,141	192,721
Capital	19,621	146,015	79,521	57,966	25,000	25,000
Total	\$1,152,093	\$1,422,095	\$1,258,322	\$1,148,170	\$1,214,198	\$1,233,183
Personnel						
Full-time	10	11	10	10	10	10
Part-time	8	8	8	8	8	8
Total	18	19	18	18	18	18

HOUSING AND NEIGHBORHOOD SERVICES DEPARTMENT (continued)

Division: Administration

Mission: Provide support to the Neighborhood Development Division and the Neighborhood Empowerment Division of the Housing and Neighborhood Services Department

ADMINISTRATION PROGRAM EXPENDITURES (COST CENTER— 0420001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$217,559	\$252,160	\$144,024	\$125,385	\$130,103	\$132,975
Operating	64,844	110,419	86,862	30,689	88,927	88,507
Capital	1,421	60,068	16,251	18,727	0	0
Total	\$283,824	\$422,647	\$247,137	\$174,801	\$219,029	\$221,482
Personnel						
Full-time	4	4	2	2	2	2
Part-time	0	0	0	0	0	0
Total	4	4	2	2	2	2

Division: Neighborhood Empowerment

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.

NEIGHBORHOOD EMPOWERMENT PROGRAM EXPENDITURES (COST CENTER— 0420005)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$192,557	\$212,985	\$207,666	\$226,731	\$259,818	\$265,257
Operating	61,971	50,877	50,858	41,418	48,378	48,378
Capital	0	0	0	0	0	0
Total	\$254,528	\$263,862	\$258,523	\$268,149	\$308,196	\$313,634
Personnel						
Full-time	2	2	2	2	2	2
Part-time	2	2	2	2	2	2
Total	4	4	4	4	4	4

HOUSING AND NEIGHBORHOOD SERVICES DEPARTMENT (continued)

Division: Neighborhood Inspections

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.

NEIGHBORHOOD DEVELOPMENT PROGRAM EXPENDITURES (COST CENTER- 0420010)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$0	\$0	\$219,836	\$224,904
Operating	0	0	0	0	127,489	127,489
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$347,325	\$352,393
Personnel						
Full-time	0	0	0	0	1	1
Part-time	0	0	0	0	5	5
Total	0	0	0	0	6	6

Division: Neighborhood Development

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 . To plan and implement quality programs which involve the public in community improvement, waste reduction, litter control, and environmental education

NEIGHBORHOOD DEVELOPMENT PROGRAM EXPENDITURES (COST CENTER- 0420015)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$442,243	\$460,185	\$454,345	\$472,353	\$258,811	\$264,837
Operating	153,298	189,454	235,047	193,628	55,836	55,836
Capital	18,200	85,946	63,270	39,239	25,000	25,000
Total	\$613,741	\$735,586	\$752,662	\$705,220	\$339,647	\$345,673
Personnel						
Full-time	5	6	6	6	5	5
Part-time	6	6	6	6	1	1
Total	11	12	12	12	6	6

POLICE DEPARTMENT

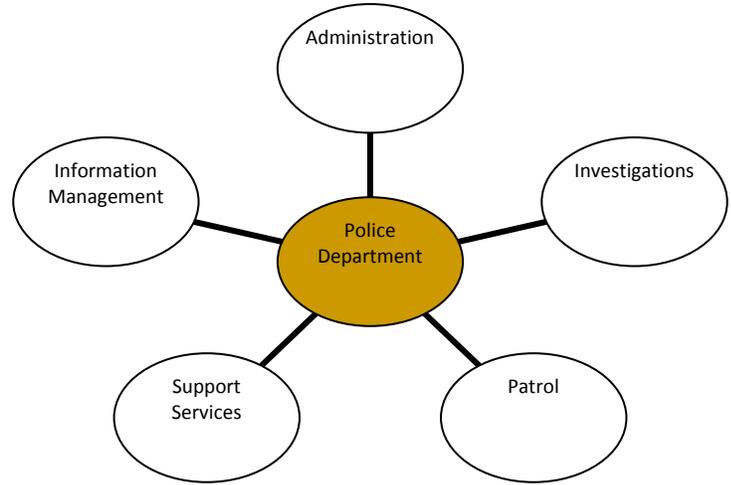
Department Mission

Members of the Rock Hill Police Department are dedicated to delivering high quality police services through meaningful community partnerships and problem solving. The Police Department is built on a philosophy that includes the values of: community, excellence, integrity, loyalty, and teamwork.

FY2009/2010 Key Issues & Performance Targets

The Police department will continue addressing recommendations from the *Police Staffing Study*. The FY2009/2010 budget includes funding for 12 new Police Officers. The additional staff are expected to assist the Police Department in meeting its new performance goals, including reducing property crime per capita to 50.1, reducing the number of collisions in the City's Top 5 Collision Areas, and responding to Priority 1 calls within five minutes.

Police Divisions & Responsibilities



Administration

- Personnel management
- Community relations
- Department oversight/policy

Investigations

- Crimes against persons & property
- Street Crimes Unit
- Victim/Witness program

Patrol

- Enforce traffic law
- Proactive patrol
- Respond to citizen calls for service

Support Services

- Detention
- Community services
- Recruitment & accreditation

Information Management

- Crime analysis
- Telecommunications
- Record management

POLICE DEPARTMENT PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$8,179,230	\$8,657,046	\$8,511,139	\$8,775,365	\$9,541,662	\$9,634,614
Operating	1,863,463	2,165,344	1,558,022	1,509,908	1,993,201	1,674,890
Capital	425,828	644,516	774,216	802,381	655,903	605,809
Non-operating	0	25,000	25,750	14,435	25,750	25,751
Total	\$10,468,520	\$11,491,906	\$10,869,127	\$11,102,089	\$12,216,516	\$11,941,064

Personnel

Full-time	165	167	168	168	182 ¹	182 ¹
Part-time	3	3	3	3	3	3
Total	168	170	171	171	185	185

¹Two positions from the former Police Technology Services Division have been moved to the Police Department. Also includes 12 new positions for the Police Department.

General Fund

POLICE DEPARTMENT (continued)

Division: Administration

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, excellence, integrity, loyalty, and teamwork.

ADMINISTRATION PROGRAM EXPENDITURES (COST CENTER-- 0421001)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected ¹	2009/2010 Approved ¹	2010/2011 Projected ¹
Personnel	\$880,719	\$830,749	-\$98,812	\$759,951	\$9,541,662	\$9,634,614
Operating	866,865	1,122,363	783,026	946,412	1,019,976	714,118
Capital	340,258	563,084	746,216	580,156	655,903	605,809
Total	\$2,087,841	\$2,516,196	\$1,430,430	\$2,286,519	\$11,217,541	\$10,954,542
Personnel						
Full-time	2	2	2	2	180	180
Part-time	0	0	0	0	0	0
Total	2	2	2	2	183	183

Division: Investigations

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.

INVESTIGATIONS PROGRAM EXPENDITURES (COST CENTER-- 0421005)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,335,418	\$1,726,963	\$1,804,031	\$1,896,656	\$0	\$0
Operating	108,554	34,319	54,396	46,270	40,761	44,461
Capital	3,160	4,860	0	0	0	0
Total	\$1,447,133	\$1,766,141	\$1,858,427	\$1,942,926	\$40,761	\$44,461
Personnel						
Full-time	31	31	30	0	0	0
Part-time	0	0	0	0	0	0
Total	31	31	30	0	0	0

¹To better reflect police enforcement strategies and subsequent frequent reassignment of personnel in the Police Department, all Police personnel expenditures will be reflected in the Administration Division.

General Fund

POLICE DEPARTMENT (continued)

Division: Patrol

Mission: The members of the 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.

PATROL PROGRAM EXPENDITURES (COST CENTER 0421010)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$3,531,252	\$3,741,568	\$3,905,796	\$3,817,347	\$0	\$0
Operating	84,520	54,301	53,320	36,414	19,632	20,132
Capital	23,499	74,387	24,000	24,000	0	0
Total	\$3,639,272	\$3,870,256	\$3,983,116	\$3,877,761	\$19,632	\$20,132
Personnel						
Full-time	75	75	75	0	0	0
Part-time	1	1	1	0	0	0
Total	76	76	76	0	0	0

Division: Support Services

Mission: The members of the 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. Support Services is also dedicated to delivering high quality police services through meaningful community partnerships and leading the department in problem solving. The Division also strives to provide the most up-to-date and relevant training possible to all employees of the agency.

SUPPORT SERVICES PROGRAM EXPENDITURES (COST CENTER— 0421020)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,426,900	\$1,205,752	\$1,794,066	\$1,232,098	\$0	\$0
Operating	479,665	552,363	575,238	408,509	497,183	473,375
Capital	24,251	2,186	4,000	198,225	0	0
Non-operating	0	25,000	25,750	14,435	25,750	25,751
Total	\$1,930,816	\$1,785,301	\$2,399,054	\$1,853,267	\$522,933	\$499,126
Personnel						
Full-time	32	32	35	0	0	0
Part-time	2	2	2	0	0	0
Total	34	34	37	0	0	0

Division: Information Management

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 and 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.

INFORMATION MANAGEMENT PROGRAM EXPENDITURES (COST CENTER— 0421025)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,004,941	\$1,152,014	\$1,106,059	\$1,069,313	\$0	\$0
Operating	323,858	401,997	92,042	72,303	415,649	422,803
Capital	34,659	0	0	0	0	0
Total	\$1,363,459	\$1,554,011	\$1,198,101	\$1,141,616	\$415,649	\$422,803
Personnel						
Full-time	27	27	26	0	0	0
Part-time	0	0	0	0	0	0
Total	27	27	26	0	0	0

General Fund

FIRE DEPARTMENT

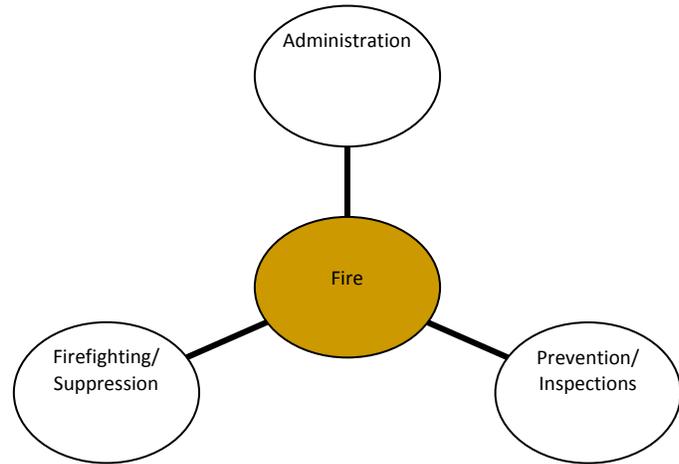
Department Mission

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 and man-made.

FY2009/2010 Key Issues & Performance Targets

Construction of the Airport Fire Station and the relocation of Fire Station 3 are both scheduled to be completed during FY2009/2010. Additionally, the Fire Department will be addressing several new performance goals, including determining the cause of fire in 90 percent of fires investigated and responding to 90 percent of fire suppression calls within five minutes.

Fire Divisions & Responsibilities



Administration

Public education
Safety classes

Fire Prevention/Inspections

Inspections
Arson investigation
Public education

Firefighting/Suppression

First responder
Hazardous material
Training
Water Rescue
Industrial accidents
Public Education

FIRE DEPARTMENT PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$5,004,879	\$5,400,349	\$5,539,755	\$5,615,431	\$5,664,382	\$6,626,219
Operating	691,422	895,031	749,044	666,819	603,149	739,163
Capital	363,778	1,059,464	932,510	928,478	1,037,731	312,731
Total	\$6,060,078	\$7,354,843	\$7,221,310	\$7,210,728	\$7,305,262	\$7,678,113
Personnel						
Full-time	106	106	106	106	106	121
Part-time	0	0	0	0	0	0
Total	106	106	106	106	106	121

General Fund

FIRE DEPARTMENT (continued)

Division: Administration

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

ADMINISTRATION PROGRAM EXPENDITURES (COST CENTER- 0422001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$281,514	\$306,466	\$348,103	\$334,042	\$339,780	\$343,255
Operating	267,002	293,237	273,549	214,713	194,825	195,125
Capital	184,542	898,116	715,000	715,000	755,000	30,000
Total	\$733,058	\$1,497,819	\$1,336,653	\$1,263,755	\$1,289,604	\$568,380
Personnel						
Full-time	4	4	4	4	4	4
Part-time	0	0	0	0	0	0
Total	4	4	4	4	4	4

Division: Fire Fighting/Suppression

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 material spills and rescues.

FIRE FIGHTING/SUPPRESSION PROGRAM EXPENDITURES (COST CENTER- 0422005)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$4,427,628	\$4,754,529	\$4,849,952	\$4,920,938	\$4,968,863	\$5,924,000
Operating	386,455	552,476	432,558	409,387	372,437	508,151
Capital	179,235	156,341	194,180	194,177	278,861	278,861
Total	\$4,993,318	\$5,463,346	\$5,476,690	\$5,524,502	\$5,620,161	\$6,711,012
Personnel						
Full-time	96	96	96	96	96	111
Part-time	0	0	0	0	0	0
Total	96	96	96	96	96	111

Division: Fire Prevention/Inspections

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

FIRE PREVENTION/INSPECTIONS PROGRAM EXPENDITURES (COST CENTER- 0422010)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$295,737	\$339,354	\$341,700	\$360,451	\$355,739	\$358,964
Operating	37,965	49,317	42,937	42,719	35,887	35,887
Capital	0	5,007	23,330	19,301	3,870	3,870
Total	\$333,702	\$393,678	\$407,967	\$422,471	\$395,497	\$398,721
Personnel						
Full-time	6	6	6	6	6	6
Part-time	0	0	0	0	0	0
Total	6	6	6	6	6	6

PUBLIC WORKS DEPARTMENT

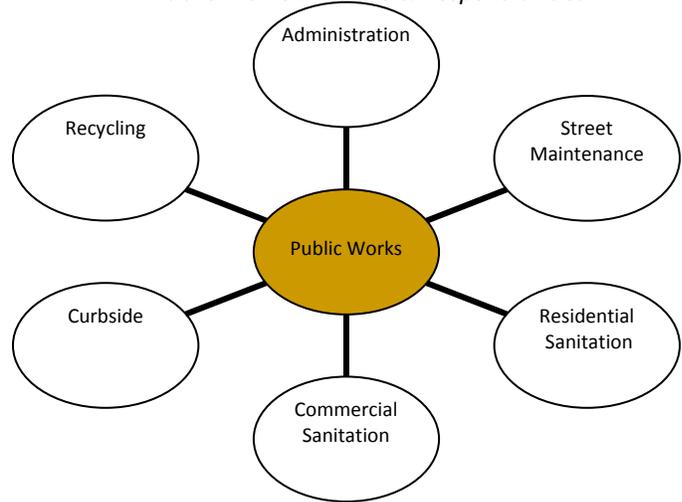
Department Mission

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

FY2009/2010 Key Issues & Performance Targets

The new ordinance will allow for more effective management of the fairly new YardCart program. The new ordinance allows the Public Works Department to address illegal dumping of trash within the corporate limits without the assistance of the Police Department. The department will also concentrate on accomplishing its performance targets including upgrading at least 35 intersection ramps to comply with ADA requirements and implement an automated work order system by June 30, 2010.

Public Works Divisions & Responsibilities



Administration

Work order Management
Budget & Personnel Management
Contracts

Street Maintenance

Streets, sidewalks, curbs/gutters
Street/parking striping
Street signs/markers

Residential Sanitation

Refuse collection
Rollcart maintenance
Litter collections

Commercial Sanitation

Bulk container service
Dumpster rentals

Curbside

Yard waste collection
Public education
Scheduling

Recycling

Recycling collection
Litter education & prevention

PUBLIC WORKS DEPARTMENT PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$3,065,970	\$3,160,265	\$3,265,519	\$3,335,970	\$3,465,646	\$3,542,797
Operating	2,332,258	2,618,263	2,763,746	2,848,210	2,633,837	2,646,938
Capital	1,448,938	1,561,135	1,882,816	1,881,977	1,306,909	1,588,467
Total	\$6,847,165	\$7,339,662	\$7,912,081	\$8,066,157	\$7,406,392	\$7,778,202

Personnel

Full-time	74	74	70	70	70	70
Part-time	3	3	4	4	4	4
Total	77	77	74	74	74	74

PUBLIC WORKS DEPARTMENT (continued)

Division: Administration

Mission: To provide administrative leadership, supervision, support, and directions 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.

ADMINISTRATION PROGRAM EXPENDITURES (COST CENTER— 0431001)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$133,571	\$170,702	\$209,091	\$161,165	\$241,131	\$246,264
Operating	17,728	107,828	53,317	76,761	30,963	19,963
Capital	4,087	0	0	0	0	0
Total	\$155,386	\$278,531	\$262,408	\$237,926	\$272,095	\$266,228
Personnel						
Full-time	2	3	3	3	3	3
Part-time	0	0	0	0	0	0
Total	2	3	3	3	3	3

Division: Street Maintenance

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 community.

STREET MAINTENANCE PROGRAM EXPENDITURES (COST CENTER— 0431005)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,131,330	\$701,738	\$699,280	\$654,801	\$684,188	\$701,403
Operating	370,405	327,370	430,321	300,682	351,802	388,446
Capital	555,510	457,613	528,502	551,939	496,502	496,502
Total	\$2,057,246	\$1,486,721	\$1,658,103	\$1,507,422	\$1,532,492	\$1,586,351
Personnel						
Full-time	28	16	16	16	16	16
Part-time	0	0	0	0	0	0
Total	28	16	16	16	16	16

PUBLIC WORKS DEPARTMENT (continued)

Division: Residential Sanitation

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.

RESIDENTIAL SANITATION PROGRAM EXPENDITURES (COST CENTER—0431015)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$343,670	\$379,451	\$380,475	\$401,870	\$400,594	\$410,281
Operating	728,238	782,457	865,763	835,900	773,518	773,519
Capital	382,537	397,161	558,043	533,172	274,948	471,805
Total	\$1,454,446	\$1,559,069	\$1,804,282	\$1,770,942	\$1,449,060	\$1,655,605
Personnel						
Full-time	9	9	9	9	9	9
Part-time	0	0	0	0	0	0
Total	9	9	9	9	9	9

Division: Commercial Sanitation

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.

COMMERCIAL SANITATION PROGRAM EXPENDITURES (COST CENTER— 0431020)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$318,910	\$316,667	\$329,820	\$369,238	\$365,900	\$376,912
Operating	770,264	823,630	840,256	884,194	873,412	873,412
Capital	111,998	175,670	144,641	160,884	144,641	144,641
Total	\$1,201,172	\$1,315,967	\$1,314,717	\$1,414,316	\$1,383,953	\$1,394,966
Personnel						
Full-time	7	7	7	7	7	7
Part-time	0	0	0	0	0	0
Total	7	7	7	7	7	7

Division: Curbside

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.

CURBSIDE PROGRAM EXPENDITURES (COST CENTER— 0431025)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$804,851	\$887,674	\$850,977	\$894,757	\$893,455	\$914,690
Operating	270,609	251,413	251,862	427,616	251,087	251,087
Capital	212,938	230,357	229,523	296,361	132,606	142,357
Total	\$1,288,398	\$1,369,444	\$1,332,362	\$1,618,734	\$1,277,148	\$1,308,134
Personnel						
Full-time	20	20	16	16	16	16
Part-time	1	1	2	2	2	2
Total	21	21	18	18	18	18

PUBLIC WORKS DEPARTMENT (continued)

Division: Recycling

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.

RECYCLING PROGRAM EXPENDITURES (COST CENTER— 0431030)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$333,638	\$399,867	\$363,661	\$442,012	\$441,070	\$442,935
Operating	175,013	158,703	187,160	186,195	186,842	186,841
Capital	181,868	269,761	328,633	288,985	211,739	272,939
Total	\$690,519	\$828,330	\$879,454	\$917,192	\$839,650	\$902,715
Personnel						
Full-time	8	8	8	8	8	8
Part-time	2	2	2	2	2	2
Total	10	10	10	10	10	10

Division: Construction

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

CONSTRUCTION PROGRAM EXPENDITURES (COST CENTER— 0431045)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$301,922	\$432,215	\$412,127	\$439,308	\$450,312
Operating	0	166,864	135,067	136,862	166,213	153,668
Capital	0	30,572	93,474	50,636	46,473	60,223
Total	\$0	\$499,357	\$660,755	\$599,625	\$651,993	\$664,203
Personnel						
Full-time	0	11	11	11	11	11
Part-time	0	0	0	0	0	0
Total	0	11	11	11	11	11

General Fund

FINANCE DEPARTMENT

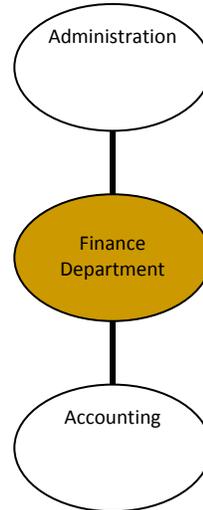
Department Mission

Ensure the sound financial management of the City's funds by planning and furnishing accountable financial records management, including treasury management, auditing, auditing, and tax administration

FY2009/2010 Key Issues & Performance Targets

This fiscal year the City will began budgeting for accrued liability according to GASB 45. Finance will continue to manage and ensure compliance with GASB 45.

Finance Divisions & Responsibilities



Administration

City Council minutes
Contracts
Ordinances
Resolutions
Records

Accounting

Fixed assets
Cash receipts
Payroll
Debt service
Accounts payable
Cash Management

FINANCE PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$597,860	\$591,067	\$599,674	\$612,378
Operating	0	0	158,488	196,119	140,581	142,985
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$756,348	\$787,186	\$740,254	\$755,363
Personnel						
Full-time	0	0	7	7	7	7
Part-time	0	0	2	2	2	2
Total	0	0	9	9	9	9

General Fund

FINANCE DEPARTMENT (continued)

Division: Administration

Mission: To provide 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.

ADMINISTRATION PROGRAM EXPENDITURES (COST CENTER— 0440001)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$202,528	\$176,990	\$184,911	\$187,737
Operating	0	0	29,611	79,876	21,559	21,579
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$232,139	\$256,866	\$206,470	\$209,316
Personnel						
Full-time	0	0	1	1	1	1
Part-time	0	0	2	2	2	2
Total	0	0	3	3	3	3

Division: Accounting

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.

ACCOUNTING PROGRAM EXPENDITURES (COST CENTER— 0440005)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$395,332	\$414,077	\$414,763	\$424,641
Operating	0	0	128,877	116,243	119,021	121,406
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$524,209	\$530,320	\$533,784	\$546,047
Personnel						
Full-time	0	0	6	6	6	6
Part-time	0	0	0	0	0	0
Total	0	0	6	6	6	6

TECHNOLOGY SERVICES DEPARTMENT

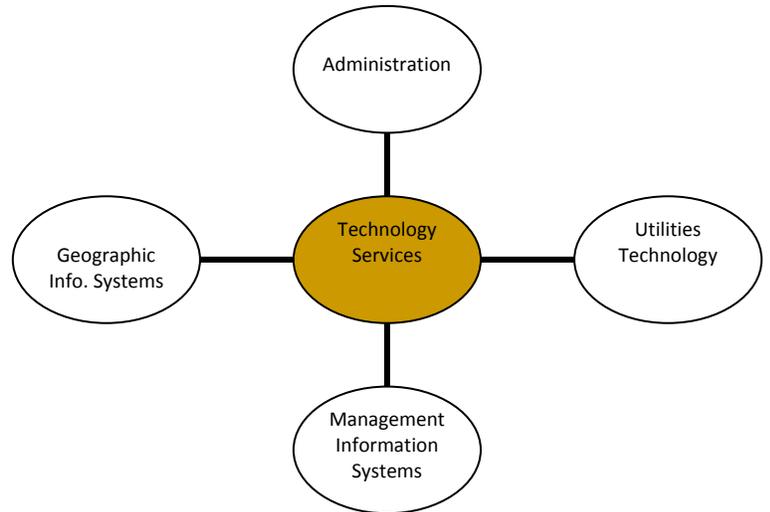
Department Mission

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 information and communication systems.

FY2009/2010 Key Issues & Performance Targets

Technology Services will be undertaking several projects that will enhance customer service including continued work on the WiFi system and implementing a new on-line multi-media application. Performance targets for Technology Services include identifying and developing new applications for mobile use by January 2010.

Technology Services Divisions & Responsibilities



Administration

- Project management
- Contracts
- Personnel & budget management

Management Information Systems

- Database support
- End-user support
- Network services

Utilities Technology Services

- Technology refresh
- System maintenance
- Database management

Geographic Information Systems

- Mapping
- Field surveys
- Project management

TECHNOLOGY SERVICES DEPARTMENT PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$783,097	\$787,562	\$708,610	\$725,430
Operating	0	0	959,437	941,516	791,337	791,336
Capital	0	0	211,252	200,514	100,000	100,000
Total	\$0	\$0	\$1,953,786	\$1,929,592	\$1,599,947	\$1,616,766
Personnel						
Full-time	0	0	21	21	19 ¹	19 ¹
Part-time	0	0	1	1	1	1
Total	0	0	22	22	20	20

Beginning in FY2009/2010, the former Police Technology Services' functions and responsibilities will operate within the Police Department beginning FY2009/2010..

Utilities Technology expenditures are reflected in the Utilities Electric Fund.

TECHNOLOGY SERVICES DEPARTMENT (continued)

Division: Administration

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 information and communication systems.

ADMINISTRATION PROGRAM EXPENDITURES (COST CENTER- 0441001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$239,635	\$233,077	\$127,215	\$130,330
Operating	0	0	8,500	10,157	13,225	13,225
Capital	0	0	0	244	0	0
Total	\$0	\$0	\$248,135	\$243,478	\$140,440	\$143,556
Personnel						
Full-time	0	0	3	3	3	3
Part-time	0	0	0	0	0	0
Total	0	0	3	3	3	3

Division: Management Information Services

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

MANAGEMENT INFORMATION SERVICES PROGRAM EXPENDITURES (COST CENTER- 0441010)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$378,263	\$440,155	\$395,443	\$404,908
Operating	0	0	843,074	770,774	742,031	742,030
Capital	0	0	181,252	198,991	100,000	100,000
Total	\$0	\$0	\$1,402,590	\$1,409,920	\$1,237,473	\$1,246,938
Personnel						
Full-time	0	0	5	5	5	5
Part-time	0	0	0	0	0	0
Total	0	0	5	5	5	5

Division: Geographic Information Systems

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 request for information and assist City staff in organizational decision making.

GEOGRAPHIC INFORMATION SYSTEMS PROGRAM EXPENDITURES (COST CENTER- 0441015)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$165,199	\$114,330	\$185,952	\$190,191
Operating	0	0	107,863	160,585	36,081	36,081
Capital	0	0	30,000	1,279	0	0
Total	\$0	\$0	\$303,062	\$276,194	\$222,033	\$226,273
Personnel						
Full-time	0	0	3	3	3	3
Part-time	0	0	0	0	0	0
Total	0	0	3	3	3	3

CUSTOMER SERVICES DEPARTMENT

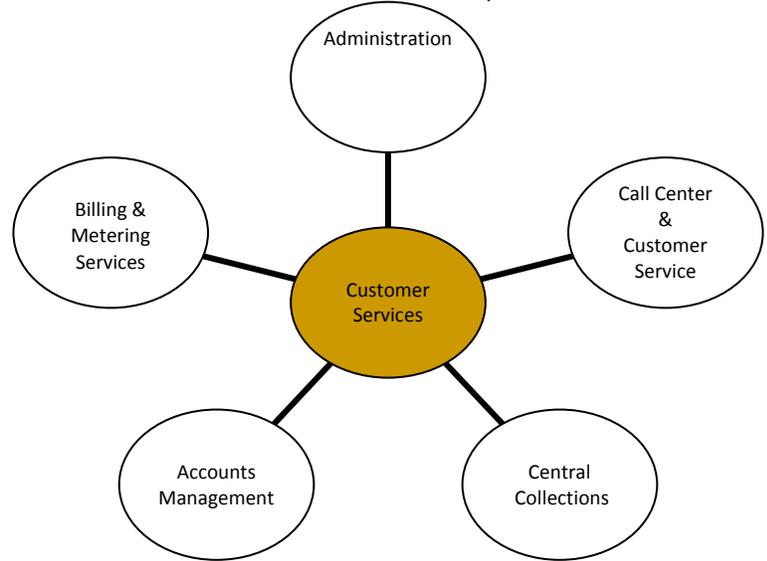
Department Mission

To provide high quality customer services through effective billing, collections, account management, and customer service.

FY2009/2010 Key Issues & Performance Targets

Customer Services will continue with implementing the automated meter reading program. As this program expands to include more customers, the Meter Reading staff will decrease substantially. The program will create cost savings, provide added efficiencies, and enhance customer service by allowing real time consumption data. One performance targets within the Strategic Plan is to increase the customer rating of City employees as “good” or “excellent” in the areas of courtesy, knowledge, responsiveness, and overall impression. While all employees efforts will be needed to reach this goals, the Customer Services Department will play a major role.

Customer Services Divisions & Responsibilities



Administration
 Project management
 Contracts
 Personnel & budget management

Call Center & Customer Service
 Customer inquires
 New accounts
 Payment processing
 Business licenses

Central Collections
 Payment processing
 Cash receipts

Accounts Management
 Payment arrangements
 Debt setoff

Billing & Metering Services
 Generate bills
 Field surveys
 Easements
 AutoCAD

CUSTOMER SERVICES DEPARTMENT PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$1,599,194	\$1,670,258	\$1,566,071	\$1,596,539
Operating	0	0	533,540	578,834	458,633	458,634
Capital	0	0	17,166	0	0	0
Total	\$0	\$0	\$2,149,900	\$2,249,092	\$2,024,704	\$2,055,173
Personnel						
Full-time	0	0	33	33	33	33
Part-time	0	0	2	2	2	2
Total	0	0	35	35	35	35

General Fund

CUSTOMER SERVICES DEPARTMENT (continued)

Division: Administration

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

ADMINISTRATION PROGRAM EXPENDITURES (COST CENTER—0442001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$205,888	\$235,691	\$247,818	\$252,733
Operating	0	0	17,361	19,847	12,047	12,047
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$223,249	\$255,538	\$259,865	\$264,780
Personnel						
Full-time	0	0	2	2	2	2
Part-time	0	0	0	0	0	0
Total	0	0	2	2	2	2

Division: Call Center & Customer Services

Mission: The Call Center is committed to responding to all incoming telecommunication from customers 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 ensuring that all City policies and procedures relation to these transactions are followed.

CALL CENTER & CUSTOMER SERVICES PROGRAM EXPENDITURES (COST CENTER— 0442005)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$354,721	\$416,908	\$425,901	\$428,815
Operating	0	0	62,710	68,154	62,670	62,670
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$417,431	\$485,062	\$488,571	\$491,485
Personnel						
Full-time	0	0	8	8	8	8
Part-time	0	0	0	0	0	0
Total	0	0	8	8	8	8

Division: Central Collections

Mission: The Central Collections Division has the responsibility of collecting all monies due to the City with the exception of property taxes. Central Collections is committed to the proper processing of payment and reimbursements to ensure that both the customer's account is maintained properly and that the City's cash flow process is correct and intact and meets all audit standards.

CENTRAL COLLECTIONS PROGRAM EXPENDITURES (COST CENTER— 0442010)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$336,639	\$321,338	\$312,214	\$319,996
Operating	0	0	137,371	100,396	98,146	98,146
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$474,010	\$421,734	\$410,360	\$418,142
Personnel						
Full-time	0	0	7	7	7	7
Part-time	0	0	1	1	1	1
Total	0	0	8	8	8	8

CUSTOMER SERVICES DEPARTMENT (continued)

Division: Accounts Management

Mission: Accounts Management 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 customers in need. Accounts Management further facilitates the coordination of efforts to bring assistance agencies and those in need together.

ACCOUNTS MANAGEMENT PROGRAM EXPENDITURES (COST CENTER— 0442015)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$153,105	\$213,513	\$202,248	\$207,072
Operating	0	0	16,922	14,355	17,047	17,047
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$170,027	\$227,868	\$219,295	\$224,119
Personnel						
Full-time	0	0	3	3	3	3
Part-time	0	0	0	0	0	0
Total	3	3	3	3	3	3

Division: Billing & Metering Services

Mission: The Billing and Metering Services Division is the area charged with producing accurate and timely utility invoices for all utility customers. These efforts represent the single largest revenue source for the City. This group also investigates customer inquires regarding utility charges, and also carefully regulates the termination of service for those customers who are outside of the terms of payment required by municipal code.

BILLING & METERING SERVICES PROGRAM EXPENDITURES (COST CENTER— 0442020)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$548,841	\$482,808	\$377,890	\$387,923
Operating	0	0	299,176	376,082	268,723	268,723
Capital	0	0	17,166	0	0	0
Total	\$0	\$0	\$865,183	\$858,890	\$646,613	\$656,647
Personnel						
Full-time	0	0	13	13	13	13
Part-time	0	0	1	1	1	1
Total	0	0	14	14	14	14

General Fund

ADMINISTRATIVE SERVICES DEPARTMENT

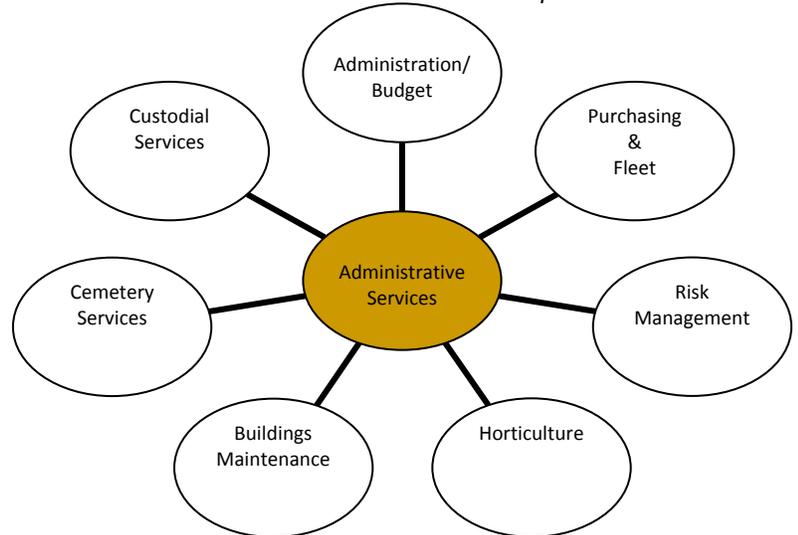
Department Mission

To provide sound financial management through appropriate budgeting, risk management, and purchasing. To ensure City property is well maintained; To provide professional cemetery services to the public..

FY2009/2010 Key Issues & Performance Targets

The Horticulture division will continue with its outsourcing efforts. The approved budget reflects the outsourcing of the Southeast route. Cost savings for FY2009/2010 will be approximately \$342,192. One of the performance targets this department will address is ensuring that at least 265 pieces of equipment and vehicles within the City fleet use alternative fuel.

Administrative Services Divisions & Responsibilities



Administration/Budget

Budget preparation
Performance measurement
Capital Improvement Plan

Purchasing/Fleet

Bid management/purchase orders
Auction
Vehicle maintenance

Risk Management

Loss control
Safety programs
Management of insurance

Horticulture

Maintain City property
Planting/City lawn care

Buildings Maintenance

Preventive maintenance
Project management

Cemetery Services

Grounds upkeep
Closing/Opening of gravesites

Custodial Services

Maintain building cleanliness

ADMINISTRATIVE SERVICES DEPARTMENT PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$2,523,528	\$2,634,233	\$2,587,193	\$2,614,431
Operating	0	0	1,302,516	1,214,676	1,094,623	1,140,909
Capital	0	0	231,213	165,127	34,931	34,931
Total	\$0	\$0	\$4,057,257	\$4,014,036	\$3,716,748	\$3,790,271

Personnel

Full-time	0	0	48	48	48	48
Part-time	0	0	7	7	7	7
Total	0	0	55	55	55	55

General Fund

ADMINISTRATIVE SERVICES DEPARTMENT (continued)

Division: Administration/Budget

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, City Manager's Office, 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.

ADMINISTRATION/BUDGET PROGRAM EXPENDITURES (COST CENTER- 0443001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$151,570	\$160,361	\$206,133	\$210,454
Operating	0	0	36,008	28,588	30,294	30,295
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$187,578	\$188,949	\$236,427	\$240,749
Personnel						
Full-time	0	0	2	2	2	2
Part-time	0	0	0	0	0	0
Total	0	0	2	2	2	2

Division: Purchasing/Fleet

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.

PURCHASING/FLEET PROGRAM EXPENDITURES (COST CENTER- 0443005)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$928,964	\$960,871	\$927,731	\$949,626
Operating	0	0	111,634	55,772	83,788	84,585
Capital	0	0	38,500	42,637	14,931	14,931
Total	\$0	\$0	\$1,079,098	\$1,059,280	\$1,026,450	\$1,049,142
Personnel						
Full-time	0	0	18	18	18	18
Part-time	0	0	1	1	1	1
Total	0	0	19	19	19	19

General Fund

ADMINISTRATIVE SERVICES DEPARTMENT (continued)

Division: Risk Management

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

RISK MANAGEMENT PROGRAM EXPENDITURES (COST CENTER—0443010)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$146,580	\$143,633	\$145,011	\$154,927
Operating	0	0	174,167	146,911	167,663	167,664
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$320,746	\$290,544	\$312,674	\$322,591
Personnel						
Full-time	0	0	2	2	2	2
Part-time	0	0	1	1	1	1
Total	0	0	3	3	3	3

Division: Horticulture

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.

HORTICULTURE PROGRAM EXPENDITURES (COST CENTER— 0443015)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$639,717	\$676,730	\$612,572	\$588,468
Operating	0	0	143,354	108,599	130,112	130,613
Capital	0	0	52,712	57,661	0	0
Total	\$0	\$0	\$835,782	\$842,990	\$742,684	\$719,081
Personnel						
Full-time	0	0	11	11	11	11
Part-time	0	0	5	5	5	5
Total	0	0	16	16	16	16

Division: Buildings Maintenance

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

BUILDINGS MAINTENANCE PROGRAM EXPENDITURES (COST CENTER— 0443020)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$256,758	\$263,236	\$262,484	\$267,387
Operating	0	0	541,349	571,592	394,986	439,971
Capital	0	0	140,000	64,829	20,000	20,000
Total	\$0	\$0	\$938,107	\$899,657	\$677,470	\$727,358
Personnel						
Full-time	0	0	4	4	4	4
Part-time	0	0	0	0	0	0
Total	0	0	4	4	4	4

ADMINISTRATIVE SERVICES DEPARTMENT (continued)

Division: Cemetery Services

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

CEMETERY SERVICES PROGRAM EXPENDITURES (COST CENTER— 0443025)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$96,774	\$106,719	\$127,341	\$130,231
Operating	0	0	243,093	231,495	221,552	221,552
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$339,866	\$338,214	\$348,893	\$351,783
Personnel						
Full-time	0	0	2	2	2	2
Part-time	0	0	0	0	0	0
Total	0	0	2	2	2	2

Division: Custodial Services

Mission: To provide custodial services in a manner that ensures clean buildings.

CUSTODIAL SERVICES PROGRAM EXPENDITURES (COST CENTER— 0443030)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$303,167	\$322,683	\$305,921	\$313,338
Operating	0	0	52,912	71,719	66,228	66,228
Capital	0	0	0	0	0	0
Total	\$0	\$0	\$356,078	\$394,402	\$372,149	\$379,567
Personnel						
Full-time	0	0	9	9	9	9
Part-time	0	0	0	0	0	0
Total	9	9	9	9	9	9

PARKS, RECREATION, AND TOURISM DEPARTMENT

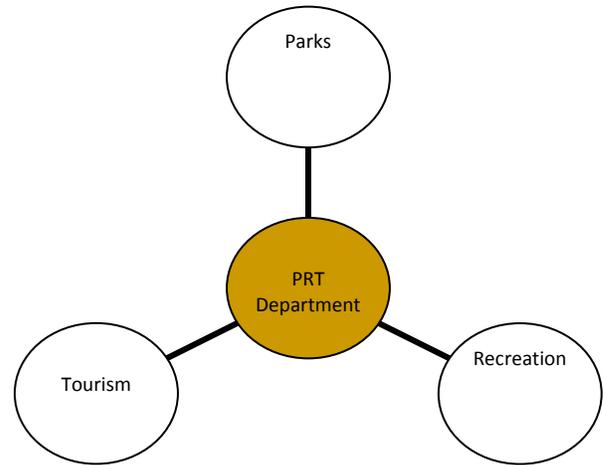
Department Mission

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

FY2009/2010 Key Issues & Performance Targets

Parks, Recreation, and Tourism 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. Parks, Recreation, and Tourism will work on various targets within the Strategic Plan including completing the Edgemont restroom facility at Glencairn Gardens by March 1, 2010.

Parks, Recreation, and Tourism (PRT) Divisions & Responsibilities



Parks

Supports tournament complexes
 Neighborhood parks & playgrounds
 Athletic programs
 Pools

Tourism

Marketing & promotions
 Budget management
 Tourism & Hospitality Services

Recreation

Recreation centers
 Family, senior citizen, & after school programs
 Cultural arts & special events

PARKS, RECREATION, AND TOURISM DEPARTMENT PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$2,550,003	\$2,491,615	\$2,628,064	\$2,534,097	\$2,792,751	\$2,891,725
Operating	2,230,429	2,421,899	2,454,291	2,328,022	2,342,640	2,342,646
Capital	326,674	452,498	468,173	334,383	137,833	175,673
Total	\$5,107,107	\$5,366,012	\$5,550,528	\$5,196,502	\$5,273,223	\$5,410,044
Personnel						
Full-time	48	53	54	54	54	54
Part-time	78	81	80	80	80	80
Total	126	134	134	134	134	134

PARKS, RECREATION, AND TOURISM DEPARTMENT (continued)

Division: Parks

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.

PARKS PROGRAM EXPENDITURES (COST CENTER- 0451035)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,778,844	\$1,674,163	\$1,705,979	\$1,690,618	\$1,823,540	\$1,892,720
Operating	1,700,637	1,888,858	1,894,472	1,888,003	1,772,875	1,772,880
Capital	242,197	378,562	189,456	175,690	101,616	139,456
Total	\$3,721,679	\$3,941,582	\$3,789,907	\$3,754,311	\$3,698,031	\$3,805,056
Personnel						
Full-time	33	38	39	39	39	39
Part-time	58	61	60	60	60	60
Total	91	99	99	99	99	99

Division: Recreation

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 statuses. 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.

RECREATION PROGRAM EXPENDITURES (COST CENTER- 0451010)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$537,245	\$583,963	\$674,626	\$598,110	\$699,148	\$721,223
Operating	419,430	431,038	414,806	343,636	433,207	433,207
Capital	84,477	73,937	153,000	135,595	30,000	30,000
Total	\$1,041,152	\$1,088,937	\$1,242,433	\$1,077,341	\$1,162,354	\$1,184,430
Personnel						
Full-time	8	8	8	8	8	8
Part-time	19	19	19	19	19	19
Total	27	27	27	27	27	27

Division: Tourism

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

TOURISM PROGRAM EXPENDITURES (COST CENTER- 0451001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$233,914	\$233,490	\$247,458	\$245,369	\$270,063	\$277,782
Operating	110,361	102,003	145,013	96,383	136,558	136,559
Capital	0	0	25,717	23,098	6,217	6,217
Total	\$344,275	\$335,493	\$418,188	\$364,850	\$412,839	\$420,558
Personnel						
Full-time	7	7	7	7	7	7
Part-time	1	1	1	1	1	1
Total	8	8	8	8	8	8

General Fund

ECONOMIC AND URBAN DEVELOPMENT

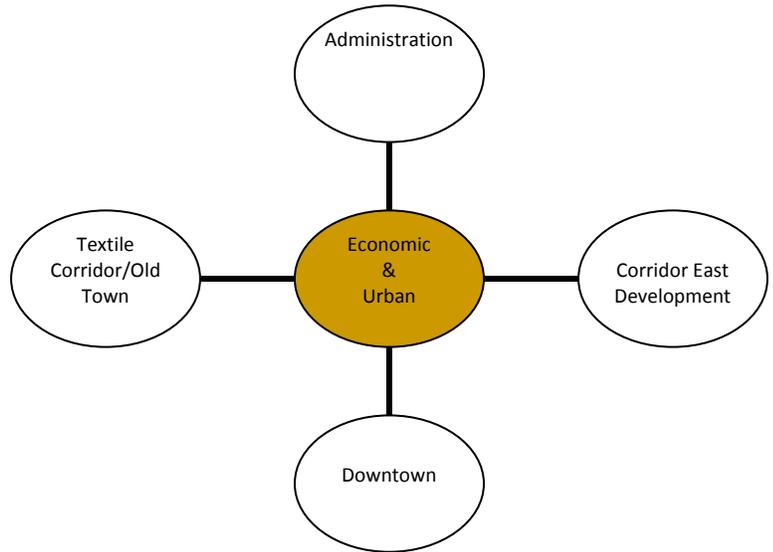
Department Mission

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

FY2009/2010 Key Issues & Performance Targets

Fiscal Year 2010 will be driven by several development projects, including the Bleachery and Riverwalk projects. Economic and Urban Development will also continue its efforts of assisting existing industries and companies within the City of Rock Hill. Economic and Urban Development has several targets within the new Strategic Plan including encouraging private investment in the downtown area by at least \$500,000 per year or \$1.5 million by June 30, 2012, recurring and meeting with at least 5 existing industries per year to identify problems and opportunities in which the City can provide assistance.

Economic and Urban Development Divisions & Responsibilities



Administration

- Marketing of business parks
- Marketing of other properties
- Staff services in support of the Rock Hill Economic Development Corporation

Corridor East Development

- Urban design services for City projects
- Capital improvements to serve redevelopment areas
- Completion of major public improvement projects in Galleria area

Downtown

- Redevelopment, marketing, & promoting of Downtown
- Redevelopment of Old Town neighborhoods in City's Urban Core

Textile Corridor/Old Town

- Redevelopment & marketing
- Administration of Brownfields Assessment

ECONOMIC AND URBAN DEVELOPMENT DEPARTMENT PROGRAM EXPENDITURES

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$900,877	\$526,940	\$694,116	\$711,427	\$756,200	\$833,861
Operating	362,431	440,386	662,635	618,341	757,267	596,169
Capital	47,901	160,615	225,000	245,055	72,000	97,249
Total	\$1,311,208	\$1,127,940	\$1,581,751	\$1,574,823	\$1,585,468	\$1,527,279
Personnel						
Full-time	13	12	12	12	12	12
Part-time	1	1	1	1	1	1
Total	14	13	13	13	13	13

General Fund

HOUSING AUTHORITY

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.

FY2009/2010 Key Issues

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.

Housing Authority Responsibilities



Housing Authority

Manage Housing Authority properties
 Voucher assistance to families and individuals
 Affordable housing programs

HOUSING AUTHORITY DEPARTMENT PROGRAM EXPENDITURES (COST CENTER- 0463001)

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,306,033	\$1,281,957	\$1,286,196	\$1,466,500	\$1,258,871	\$1,288,167
Operating	43,715	45,387	52,878	41,422	52,879	52,879
Capital	0	0	0	0	0	0
Total	\$1,349,747	\$1,327,344	\$1,339,074	\$1,507,922	\$1,311,749	\$1,341,046
Personnel						
Full-time	22	22	22	22	22	22
Part-time	4	4	4	4	4	4
Total	26	26	26	26	26	26

CITY OF ROCK HILL, SOUTH CAROLINA

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES- GENERAL FUND

	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
	Actual	Actual	Projected	Budget	Budget
REVENUES:					
Property taxes	\$ 19,661,550	\$ 21,709,427	\$ 22,574,046	21,380,825	21,630,835
Licenses and permits	8,440,778	8,108,834	8,055,125	6,785,000	6,860,000
Fines and forfeitures	980,972	909,476	928,546	1,001,304	1,001,313
Intergovernmental	1,773,295	1,944,675	2,131,310	2,883,875	2,556,932
Charges for services	8,821,441	9,114,702	9,880,796	9,697,085	9,887,752
Investment earnings	285,162	255,704	38,986	200,002	200,004
Other	1,092,063	1,666,839	1,410,778	952,702	1,653,212
Total revenues	41,055,261	43,709,657	45,019,587	42,900,793	43,790,048
EXPENDITURES					
Current					
General government	15,203,364	16,719,820	17,414,941	15,810,515	16,011,557
Public safety	16,215,298	17,097,952	17,969,152	17,913,641	18,272,133
Public works	6,066,978	5,746,971	6,829,066	6,106,983	6,199,793
Parks, recreation, and tourism	5,100,373	5,353,683	6,831,512	5,135,390	5,234,371
Capital outlay	2,609,906	6,900,709	2,966,055	2,298,204	2,086,555
Debt service:					
Principal	505,000	530,000	550,000	565,000	580,000
Interest and fees	250,263	172,162	115,453	88,891	69,456
Capital lease payments	1,073,543	1,811,045	2,289,209	1,818,691	2,050,155
Total expenditures	47,024,725	54,332,342	54,965,388	49,737,315	50,504,020
REVENUES OVER (UNDER) EXPENDITURES	(5,969,464)	(10,622,685)	(9,945,801)	(6,836,522)	(6,713,972)
OTHER FINANCING SOURCES:					
Operating transfers in	5,029,938	5,911,176	5,854,930	6,622,522	6,538,972
Operating transfers out		(118,592)	(143,862)	(265,000)	(265,000)
Proceeds from capital lease	2,121,277	5,110,450	2,162,430	600,000	600,000
Total other financing sources	7,151,215	10,903,034	7,873,498	6,957,522	6,873,972
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES	1,181,751	280,349	(2,072,303)	121,000	160,000
FUND BALANCE, BEGINNING OF YEAR	3,466,945	4,548,932	4,829,281	2,756,978	2,877,978
FUND BALANCE, END OF YEAR	4,548,932	4,829,281	2,756,978	2,877,978	3,037,978

Note: Presented on a GAAP basis. Actuals include activities not included in operating budget.



Enterprise Fund

STORMWATER DEPARTMENT

Department Mission

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

FY2009/2010 Key Issues & Performance Targets

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. Staff also administers and enforces the Sediment and Erosion Control program.

The Stormwater Department will work to accomplish its performance goal of completing the master plan update for the Wildcat Creek basin by June 30, 2010.

STORMWATER DEPARTMENT PROGRAM EXPENDITURES (COST CENTER- 0436005)

Expenditures by Category	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$393,930	\$592,318	\$612,503	\$589,285	\$634,349	\$647,462
Operating	2,213,622	1,294,352	815,771	552,255	787,092	828,227
Capital	144,734	236,199	210,397	266,005	241,000	210,286
Non-operating	505,482	799,423	529,829	517,817	529,829	529,829
Total	\$3,257,768	\$2,922,292	\$2,168,501	\$1,925,362	\$2,192,269	\$2,215,804
Personnel						
Full-time	12	12	12	12	12	12
Part-time	0	0	0	0	0	0
Total	12	12	12	12	12	12

UTILITIES DEPARTMENT- ELECTRIC FUND

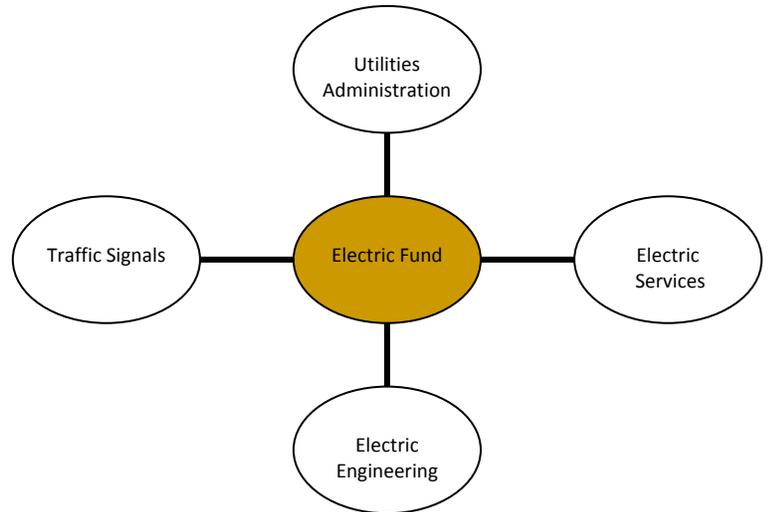
Department Mission

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.

FY2009/2010 Key Issues & Performance Targets

The Electric Fund divisions are continuing the implementation phases of the WiFi and automated meter reading projects. These projects will combine to dramatically change the manner in which metered electric and water services are served and billed by leveraging state-of-the-art technology. Performance targets for the Electric fund include receiving the Diamond designation for the American Public Power Association’s Reliable Power Provider recognition and increasing the percentage of customer rating electric services as “good” or “excellent” to 71 percent.

Electric Fund Divisions & Responsibilities



Utilities Administration

- Personnel management
- Budget
- Safety

Electric Services

- Load management
- Monitor flow
- System maintenance

Electric Engineering

- Electric system design
- Electric system maintenance
- Project management

Traffic Signals

- Substation maintenance
- Underground locates
- Traffic signal maintenance

ELECTRIC FUND PROGRAM EXPENDITURES

Expenditures by Category¹	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$2,843,790	\$3,158,181	\$3,208,528	\$3,296,836	\$3,179,389	\$3,253,630
Operating	7,932,895	8,791,233	9,345,325	8,494,627	8,453,841	8,596,022
Purchased Power	55,122,978	54,089,857	56,929,872	54,704,270	58,000,000	61,489,465
Capital	3,527,789	2,046,796	2,204,924	2,083,852	2,172,298	2,166,619
Non-operating	7,299,445	2,709,779	5,037,881	4,060,763	6,034,856	6,163,185
Total	\$76,726,897	\$70,795,846	\$76,726,530	\$72,640,348	\$77,840,385	\$81,668,920

Personnel

Full-time	46	49	52	52	52	52
Part-time	4	3	3	3	3	3
Total	50	52	55	55	55	55

Includes Non-Departmental and Debt Service Expenditures and operating expenditures for Utilities Technology division which is within the Technology Department.

UTILITIES DEPARTMENT— ELECTRIC FUND (continued)

Division: Utilities Administration

Mission: To provide administrative leadership, supervision, support, and direction for all programs in the electric, Water, and Wastewater Funds.

UTILITIES ADMINISTRATION PROGRAM EXPENDITURES (COST CENTER— 0435001)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$522,938	\$571,834	\$561,599	\$533,172	\$519,436	\$532,978
Operating	138,651	96,918	103,415	279,341	109,339	105,341
Capital	210,400	-159,663	0	5,925	0	0
Non-operating	1,074,041	-914,954	1,324,284	970,491	1,365,117	1,384,419
Total	\$1,946,031	-\$405,865	\$1,989,298	\$1,788,929	\$1,993,892	\$2,022,738
Personnel						
Full-time	8	7	7	7	7	7
Part-time	1	1	1	1	1	1
Total	9	8	8	8	8	8

Division: Electric Services

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.

ELECTRICAL SERVICES PROGRAM EXPENDITURES (COST CENTER— 0435075)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,228,416	\$1,307,602	\$1,220,034	1,310,818	\$1,184,846	\$1,210,745
Operating	60,293,520	60,014,852	62,879,743	59,165,587	63,189,595	66,843,607
Capital	38,321	1,695,526	1,669,945	1,557,355	124,536	127,852
Total	\$61,560,257	\$63,017,981	\$65,769,723	\$62,033,760	\$64,498,976	\$68,182,204
Personnel						
Full-time	21	20	20	20	20	20
Part-time	0	0	0	0	0	0
Total	21	20	20	20	20	20

Enterprise Fund

UTILITIES DEPARTMENT— ELECTRIC FUND (continued)

Division: Electric Engineering

Mission: To provide engineering and project management services to our customers and co-workers. 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.

ELECTRIC ENGINEERING PROGRAM EXPENDITURES (COST CENTER— 0435076)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$239,958	\$249,392	\$441,059	\$337,538	\$333,658	\$340,235
Operating	626,651	645,839	902,513	689,867	825,975	810,975
Capital	10,231	4,834	8,994	6,123	1,547,994	1,539,000
Total	\$876,841	\$900,065	\$1,352,565	\$1,033,528	\$2,707,627	\$2,690,211
Personnel						
Full-time	4	5	5	5	5	5
Part-time	0	0	0	0	0	0
Total	4	5	5	5	5	5

Division: Traffic Signals

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 device and generation equipment during peak times.

TRAFFIC SIGNALS PROGRAM EXPENDITURES (COST CENTER— 0435080)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$534,658	\$679,361	\$616,857	\$649,162	\$707,229	\$725,572
Operating	467,083	610,245	809,955	769,915	773,034	769,662
Capital	136,542	145,202	186,337	78,000	163,627	163,626
Total	\$1,138,283	\$1,434,808	\$1,613,149	\$1,497,077	\$1,643,890	\$1,658,861
Personnel						
Full-time	10	12	12	12	12	12
Part-time	0	0	0	0	0	0
Total	10	12	12	12	12	12

Division: Utilities Technology

Mission: To support technology endeavors in hardware and software for divisions within the Utilities Department. The Division strives to provide high quality customer service to intern and external customers using technology in an efficient and effective manner.

UTILITIES TECHNOLOGY PROGRAM EXPENDITURES (COST CENTER— 0441005)

Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$368,979	\$378,558	\$379,685	\$389,564
Operating	0	0	630,971	636,156	607,298	607,298
Capital	0	0	339,648	397,116	552,283	552,283
Total	\$0	\$0	\$1,339,597	\$1,411,830	\$1,539,266	\$1,549,145
Personnel						
Full-time	0	0	8	8	8	8
Part-time	0	0	1	1	1	1
Total	0	0	9	9	9	9

UTILITIES DEPARTMENT- WATER FUND

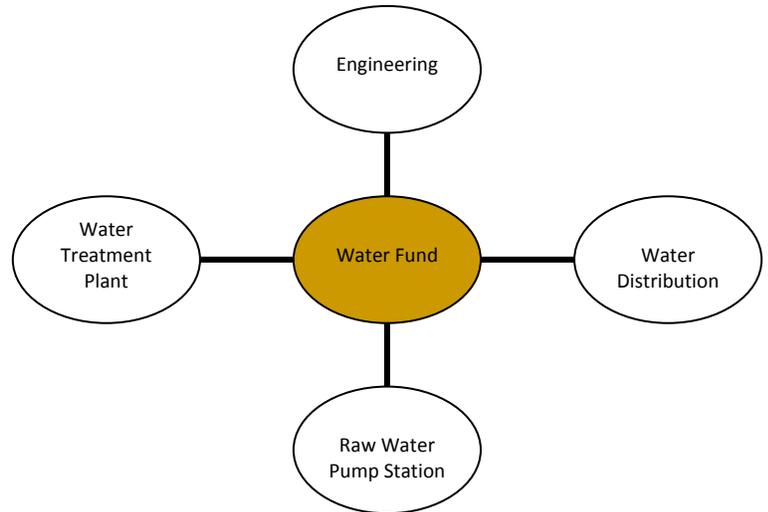
Department Mission

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.

FY2009/2010 Key Issues & Performance Targets

The Water Plant will operate with its new upgraded 36 MGD capacity this fiscal year. Additionally, the Water Fund departments will be working on several performance targets many of which are related to the American Water Works Association’s annual benchmarking survey. A couple of these targets are efficiency targets such as remaining above the median for the number of customer accounts per employee and remaining above the median for millions of gallons per day of water delivered per employee.

Water Fund Divisions & Responsibilities



Engineering

- Project design
- Project inspection
- Project management

Water Distribution

- Water meter installation
- Hydrant maintenance & flushing
- Valve operation

Raw Water Pump Station

- Preventative maintenance
- Pump maintenance

Water Treatment Plant

- Monitor bacterial compliance
- Water quality assurance
- Well monitoring/reporting

WATER FUND PROGRAM EXPENDITURES

Expenditures by Category¹	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,495,116	\$1,858,687	\$1,830,617	\$1,873,682	\$1,976,458	\$2,021,967
Operating	2,378,533	2,637,688	2,479,534	2,735,076	2,581,526	2,578,095
Capital	1,141,985	-52,255	1,245,808	1,201,729	926,931	1,518,326
Non-operating	5,560,931	8,818,446	6,699,741	6,915,549	7,201,549	7,442,507
Total	\$10,576,566	\$13,262,566	\$12,255,700	\$12,726,036	\$12,686,465	\$13,560,895
Personnel						
Full-time	32	32	33	33	33	33
Part-time	0	0	0	0	0	0
Total	33	33	33	33	33	33

¹ Includes Non-Departmental, Water Impact Fee Fund Expenditure, Debt Service Expenditures

UTILITIES DEPARTMENT— WATER FUND (continued)

Division: Water Engineering

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.

WATER ENGINEERING PROGRAM EXPENDITURES (COST CENTER— 0435005)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$54,732	\$129,590	\$145,413	\$231,042	\$237,172	\$242,632
Operating	81,870	170,307	87,615	100,434	72,240	72,240
Capital	2,396	0	50,000	17675	0	0
Total	\$138,999	\$299,897	\$283,027	\$349,151	\$309,412	\$314,872
Personnel						
Full-time	2	2	2	2	2	2
Part-time	0	0	0	0	0	0
Total	2	2	2	2	2	2

Division: Water Distribution

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.

WATER DISTRIBUTION PROGRAM EXPENDITURES (COST CENTER— 0435010)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$891,474	\$1,113,863	\$1,074,975	\$1,035,851	\$1,089,742	\$1,113,165
Operating	755,862	863,641	860,393	912,604	830,308	826,876
Capital	470,381	402,035	625,657	631,428	659,355	659,354
Total	\$2,117,717	\$2,379,539	\$2,561,025	\$2,579,883	\$2,579,405	\$2,599,395
Personnel						
Full-time	20	20	20	20	20	20
Part-time	0	0	0	0	0	0
Total	20	20	20	20	20	20

Division: Raw Water Pump Station

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.

RAW WATER PUMP STATION PROGRAM EXPENDITURES (COST CENTER— 0435025)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$0	\$0	\$0	\$0	\$0	\$0
Operating	223,334	268,346	309,850	293,058	309,850	309,850
Capital	641,396	14,885	0	2,898	0	0
Total	\$864,731	\$283,231	\$309,850	\$295,956	\$309,850	\$309,850
Personnel						
Full-time	0	0	0	0	0	0
Part-time	0	0	0	0	0	0
Total	0	0	0	0	0	0

UTILITIES DEPARTMENT— WATER FUND (continued)

Division: Water Treatment Plant

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

WATER TREATMENT PROGRAM EXPENDITURES (COST CENTER— 0435030)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$548,911	\$615,234	\$610,230	\$606,789	\$616,217	\$632,842
Operating	1,317,468	1,335,394	1,371,676	1,428,980	1,369,128	1,369,128
Capital	27,811	54,221	570,151	549,728	51,434	642,830
Total	\$1,894,189	\$2,004,848	\$2,552,057	\$2,585,497	\$2,036,779	\$2,644,801
Personnel						
Full-time	10	10	11	11	11	11
Part-time	0	0	0	0	0	0
Total	10	10	11	11	11	11

UTILITIES DEPARTMENT- WASTEWATER FUND

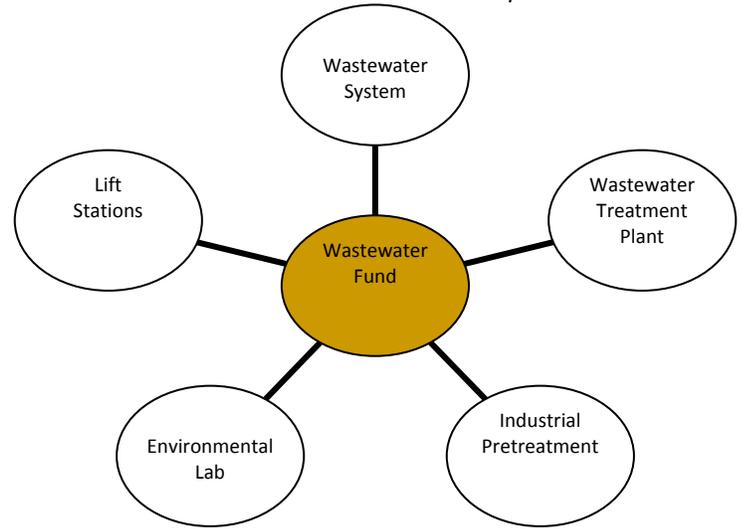
Department Mission

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.

FY2009/2010 Key Issues & Performance Targets

Wastewater projects for FY2009/2010 include sewer line replacements and land acquisition for the anticipated wastewater treatment plant expansion. Additionally, the Wastewater Fund departments will be working on several performance targets many of which are related to the American Water Works Association’s annual benchmarking survey. A couple of these targets are efficiency targets such as remaining above the median for the number of customer accounts per employee and remaining above the median for millions of gallons per day of wastewater processed per employee.

Wastewater Fund Divisions & Responsibilities



Wastewater System

- Maintain sewer pipe
- Install new wastewater lines
- System maintenance

Wastewater Treatment Plant

- Operate/maintain reclamation sites
- Inspection compliance
- Preventative maintenance

Industrial Pretreatment

- Sample permitted industries
- Sample surcharge industries
- Inspections

Environmental Lab

- Analyze pretreatment samples
- Analyze plant process samples

Lift Stations

- Maintain lift stations
- Maintain collection system
- Submersible pump readings

WASTEWATER FUND PROGRAM EXPENDITURES

Expenditures by Category¹	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$1,849,869	\$2,028,233	\$2,099,548	\$1,934,649	\$2,022,792	\$2,068,096
Operating	4,038,971	4,723,596	4,445,822	4,268,997	4,369,334	4,339,484
Capital	1,291,731	86,574	2,037,566	2,218,495	2,916,173	3,907,560
Non-operating	6,409,694	5,069,462	7,714,673	7,712,624	7,898,503	8,570,824
Total	\$13,590,265	\$11,907,864	\$16,297,609	\$16,134,765	\$17,206,802	\$18,885,964

Personnel

Full-time	34	34	33	33	33	33
Part-time	2	2	2	2	2	2
Total	36	36	35	35	35	35

¹ Includes Wastewater Impact Fee and Debt Service Expenditures

Enterprise Fund

UTILITIES DEPARTMENT— WASTEWATER FUND (continued)

Division: Wastewater System

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

WASTEWATER SYSTEM PROGRAM EXPENDITURES (COST CENTER— 0435035)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$624,325	\$716,806	\$804,383	\$645,704	\$751,388	\$768,405
Operating	607,893	641,859	886,937	536,853	930,810	890,507
Capital	984,119	474,763	1,998,181	2,098,645	2,862,061	3,868,175
Total	\$2,216,336	\$1,833,428	\$3,689,501	\$3,281,202	\$4,544,259	\$5,527,087
Personnel						
Full-time	16	16	16	16	16	16
Part-time	1	1	1	1	1	1
Total	17	17	17	17	17	17

Division: Wastewater Treatment Plant

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.

WASTEWATER TREATMENT PLANT PROGRAM EXPENDITURES (COST CENTER— 0435055)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$807,045	\$865,802	\$913,441	\$909,163	\$879,210	\$898,799
Operating	2,274,592	2,814,723	2,644,466	3,009,670	2,557,256	2,567,703
Capital	299,480	23,692	0	79,557	37,438	0
Total	\$3,381,117	\$3,704,217	\$3,557,906	\$3,998,390	\$3,473,905	\$3,466,502
Personnel						
Full-time	13	13	13	13	13	13
Part-time	1	1	1	1	1	1
Total	14	14	14	14	14	14

UTILITIES DEPARTMENT— WASTEWATER FUND (continued)

Division: Industrial Pretreatment

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.

INDUSTRIAL PRETREATMENT PROGRAM EXPENDITURES (COST CENTER— 0435060)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$82,815	\$98,168	\$49,594	\$95,063	\$93,641	\$95,990
Operating	16,370	29,677	68,175	15,504	67,810	67,810
Capital	342	7,041	11,242	861	11,242	11,242
Total	\$99,527	\$134,886	\$129,010	\$111,428	\$172,693	\$175,042
Personnel						
Full-time	2	2	2	2	2	2
Part-time	0	0	0	0	0	0
Total	2	2	2	2	2	2

Division: Environmental Monitoring

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

ENVIRONMENTAL MONITORING PROGRAM EXPENDITURES (COST CENTER— 0435065)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$236,658	\$240,728	\$224,493	\$176,406	\$166,838	\$170,828
Operating	108,795	127,003	213,038	101,080	207,586	207,587
Capital	1,837	27,227	5,432	782	5,432	5,432
Total	\$347,289	\$394,959	\$442,963	\$278,268	\$379,856	\$383,847
Personnel						
Full-time	4	4	3	3	3	3
Part-time	0	0	0	0	0	0
Total	4	4	3	3	3	3

Division: Lift Stations

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.

LIFT STATIONS PROGRAM EXPENDITURES (COST CENTER— 0435070)						
Expenditures	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Projected	2009/2010 Approved	2010/2011 Projected
Personnel	\$99,027	\$106,728	\$107,638	\$108,313	\$94,347	\$96,707
Operating	960,775	1,110,334	633,206	605,890	605,872	605,876
Capital	0	0	22,711	38,650	0	22,711
Total	\$1,059,803	\$1,217,062	\$763,555	\$752,853	\$700,219	\$725,294
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, 2007

	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
Stormwater 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>
NON-OPERATING 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 non-operating 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	161,095,445	8,139,080	169,234,525
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

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 69,969,207		\$ 69,969,207
Water sales	11,386,680		11,386,680
Sewer charges	14,404,044		14,404,044
Impact fees	635,396		635,396
Stormwater charges		\$ 2,223,226	2,223,226
Other user charges	3,811,507	7,072	3,818,579
Total operating revenues	<u>100,206,834</u>	<u>2,230,298</u>	<u>102,437,132</u>
OPERATING EXPENSES:			
Purchased power	54,089,857		54,089,857
System operations	16,337,738	1,085,445	17,423,183
Depreciation and amortization	8,646,739	698,600	9,345,339
General and administrative	6,116,743		6,116,743
Total operating expenses	<u>85,191,077</u>	<u>1,784,045</u>	<u>86,975,122</u>
OPERATING INCOME (LOSS)	<u>15,015,757</u>	<u>446,253</u>	<u>15,462,010</u>
NON-OPERATING REVENUES (EXPENSES)			
Interest income	1,232,763	20,620	1,253,383
Interest expense	(3,358,723)	(243,794)	(3,602,517)
Gain (loss) on disposal of fixed assets	(37,303)	(12,606)	(49,909)
Total non-operating revenues (expenses)	<u>(2,163,263)</u>	<u>(235,780)</u>	<u>(2,399,043)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	12,852,494	210,473	13,062,967
CAPITAL CONTRIBUTIONS	7,348,277	466,850	7,815,127
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,862,880)</u>		<u>(5,862,880)</u>
CHANGE IN NET ASSETS	14,602,891	677,323	15,280,214
TOTAL NET ASSETS- BEGINNING	175,677,244	9,159,755	184,836,999
TOTAL NET ASSETS- END	<u>\$ 190,280,135</u>	<u>\$ 9,837,078</u>	<u>\$ 200,117,213</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, 2009, PROJECTED

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 69,991,412		\$ 69,991,412
Water sales	11,128,718		11,128,718
Sewer charges	15,861,794		15,861,794
Impact fees	523,358		523,358
Stormwater charges		\$ 2,401,186	2,401,186
Other user charges	3,999,164	12,931	4,012,095
Total operating revenues	<u>101,504,446</u>	<u>2,414,117</u>	<u>103,918,563</u>
OPERATING EXPENSES:			
Purchased power	54,704,270		54,704,270
System operations	16,621,553	1,184,981	17,806,534
Depreciation and amortization	9,567,005	762,164	10,329,169
General and administrative	5,749,220		5,749,220
Total operating expenses	<u>86,642,048</u>	<u>1,947,145</u>	<u>88,589,193</u>
OPERATING INCOME (LOSS)	<u>14,862,398</u>	<u>466,972</u>	<u>15,329,370</u>
NON-OPERATING REVENUES (EXPENSES)			
Interest income	566,961	3,418	570,379
Interest expense	(4,292,651)	(192,082)	(4,484,733)
Gain (loss) on disposal of fixed assets	(902)	(7,108)	(8,010)
Total non-operating revenues (expenses)	<u>(3,726,592)</u>	<u>(195,772)</u>	<u>(3,922,364)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	11,135,806	271,200	11,407,006
CAPITAL CONTRIBUTIONS	2,997,848	117,696	3,115,544
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,854,930)</u>		<u>(5,854,930)</u>
CHANGE IN NET ASSETS	8,543,724	388,896	8,932,620
TOTAL NET ASSETS- BEGINNING	190,280,135	9,837,078	200,117,213
TOTAL NET ASSETS- END	<u>\$ 198,823,859</u>	<u>\$ 10,225,974</u>	<u>\$ 209,049,833</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

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 73,898,651		\$ 73,898,651
Water sales	11,536,296		11,536,296
Sewer charges	16,467,422		16,467,422
Impact fees	725,000		725,000
Stormwater charges		\$ 2,192,269	2,192,269
Other user charges	3,950,569		3,950,569
Total operating revenues	<u>106,577,938</u>	<u>2,192,269</u>	<u>108,770,207</u>
OPERATING EXPENSES:			
Purchased power	58,000,000		58,000,000
System operations	27,725,554	1,662,440	29,387,994
General and administrative	4,885,538		4,885,538
Total operating expenses	<u>90,611,092</u>	<u>1,662,440</u>	<u>92,273,532</u>
OPERATING INCOME (LOSS)	<u>15,966,846</u>	<u>529,829</u>	<u>16,496,675</u>
NON-OPERATING REVENUES (EXPENSES)			
Interest income	572,631		572,631
Interest expense	(4,862,623)	(202,800)	(5,065,423)
Principal payments	(5,054,332)	(327,029)	(5,381,361)
Total non-operating revenues (expenses)	<u>(9,344,324)</u>	<u>(529,829)</u>	<u>(9,874,153)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	6,622,522	-	6,622,522
TRANSFERS OUT	<u>(6,622,522)</u>	<u>-</u>	<u>(6,622,522)</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 \$9,662,675. Since the actual GAAP financial statements do not include principal payments, non-operating revenues (expenses), as presented are overstated (compared to a GAAP statement) by \$5,381,361 in order to tie the numbers into 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

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 73,898,651		\$ 73,898,651
Water sales	11,536,296		11,536,296
Sewer charges	16,467,422		16,467,422
Impact fees	725,000		725,000
Stormwater charges		2,192,269	2,192,269
Other user charges	3,950,569		3,950,569
Total operating revenues	<u>106,577,938</u>	<u>2,192,269</u>	<u>108,770,207</u>
OPERATING EXPENSES:			
Purchased power	58,000,000		58,000,000
System operations	27,510,128	1,490,440	29,000,568
Depreciation and amortization	9,662,675	762,786	10,425,461
General and administrative	4,885,538		4,885,538
Total operating expenses	<u>100,058,341</u>	<u>2,253,226</u>	<u>102,311,567</u>
OPERATING INCOME (LOSS)	<u>6,519,597</u>	<u>-60,957</u>	<u>6,458,640</u>
NON-OPERATING REVENUES (EXPENSES)			
Interest income	580,000	3,486	583,486
Interest expense	(4,300,000)	(200,000)	(4,500,000)
Gain (loss) on disposal of fixed assets			-
Total non-operating revenues (expenses)	<u>(3,720,000)</u>	<u>(196,514)</u>	<u>(3,916,514)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	2,799,597	-257,470	2,542,127
CAPITAL CONTRIBUTIONS	3,000,000	120,000	3,120,000
TRANSFERS IN	265,000		
TRANSFERS OUT	<u>(6,622,522)</u>		<u>(6,622,522)</u>
CHANGE IN NET ASSETS	(557,925)	-137,470	(960,395)
TOTAL NET ASSETS- BEGINNING	198,823,859	10,255,974	209,079,833
TOTAL NET ASSETS- END	<u>\$ 198,265,934</u>	<u>\$ 10,118,504</u>	<u>\$ 208,384,438</u>

Note: Presented on a GAAP basis

CITY OF ROCK HILL, SOUTH CAROLINA
INCOME STATEMENT - BUDGET BASIS
FOR THE YEAR ENDED JUNE 30, 2011, PROJECTED

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 77,671,702		\$ 77,671,702
Water sales	12,384,241		12,384,241
Sewer charges	18,132,096		18,132,096
Impact fees	754,000		754,000
Stormwater charges		\$ 2,215,804	2,215,804
Other user charges	3,820,765		3,820,765
Total operating revenues	<u>112,762,804</u>	<u>2,215,804</u>	<u>114,978,608</u>
OPERATING EXPENSES:			
Purchased power	61,489,465		61,489,465
System operations	29,765,583	1,685,975	31,451,558
General and administrative	5,629,030		5,629,030
Total operating expenses	<u>96,884,078</u>	<u>1,685,975</u>	<u>98,570,053</u>
OPERATING INCOME (LOSS)	<u>15,878,726</u>	<u>529,829</u>	<u>16,408,555</u>
NON-OPERATING REVENUES (EXPENSES)			
Interest income	578,357		578,357
Interest expense	(4,621,334)	(202,800)	(4,824,134)
Principal payments	(5,296,777)	(327,029)	(5,623,806)
Total non-operating revenues (expenses)	<u>(9,339,754)</u>	<u>(529,829)</u>	<u>(9,869,583)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	6,538,972	0	6,538,972
TRANSFERS OUT	<u>(6,538,972)</u>		<u>(6,538,972)</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 \$9,759,302. Since the actual GAAP financial statements do not include principal payments, non-operating revenues (expenses), as presented are overstated (compared to a GAAP statement) by \$5,296,777 in order to tie the numbers into 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, 2011, PROJECTED

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 77,671,702		\$ 77,671,702
Water sales	12,384,241		12,384,241
Sewer charges	18,132,096		18,132,096
Impact fees	754,000		754,000
Stormwater charges		\$ 2,215,804	2,215,804
Other user charges	3,820,765		3,820,765
Total operating revenues	<u>112,762,804</u>	<u>2,215,804</u>	<u>114,978,608</u>
OPERATING EXPENSES:			
Purchased power	61,489,465		61,489,465
System operations	27,134,130	1,489,445	28,623,575
Depreciation and amortization	9,759,302	450,000	10,209,302
General and administrative	5,629,030		5,629,030
Total operating expenses	<u>104,011,927</u>	<u>1,939,445</u>	<u>105,951,372</u>
OPERATING INCOME (LOSS)	<u>8,750,877</u>	<u>276,359</u>	<u>9,027,236</u>
NON-OPERATING REVENUES (EXPENSES)			
Interest income	585,800	3,521	589,321
Interest expense	(4,343,000)	(202,000)	(4,545,000)
Gain (loss) on disposal of fixed assets			-
Total non-operating revenues (expenses)	<u>(3,757,200)</u>	<u>(198,479)</u>	<u>(3,955,679)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	4,993,677	77,880	5,071,557
CAPITAL CONTRIBUTIONS	3,030,000	121,200	3,151,200
TRANSFERS IN	265,000		
TRANSFERS OUT	<u>(6,538,972)</u>		<u>(6,538,972)</u>
CHANGE IN NET ASSETS	1,749,705	199,080	1,683,785
TOTAL NET ASSETS- BEGINNING	198,265,934	10,118,504	208,384,438
TOTAL NET ASSETS- END	<u>\$ 200,015,639</u>	<u>\$ 10,317,584</u>	<u>\$ 210,333,223</u>

Note: Presented on a GAAP basis



ROCK HILL

SOUTH CAROLINA

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. As of July 1, 2009, the City's total bond debt service outstanding was \$131,114,480 which consisted of \$103,043,873 for Revenue Bonds, \$6,685,000 for General Obligation Bonds, \$4,120,000 for Tax Increment Bonds, \$10,085,000 in Certificates of Participation, and \$7,180,607 for Stormwater Bonds. Short-term debt consists of lease-purchase agreements outstanding in the amount of \$9.4 million.

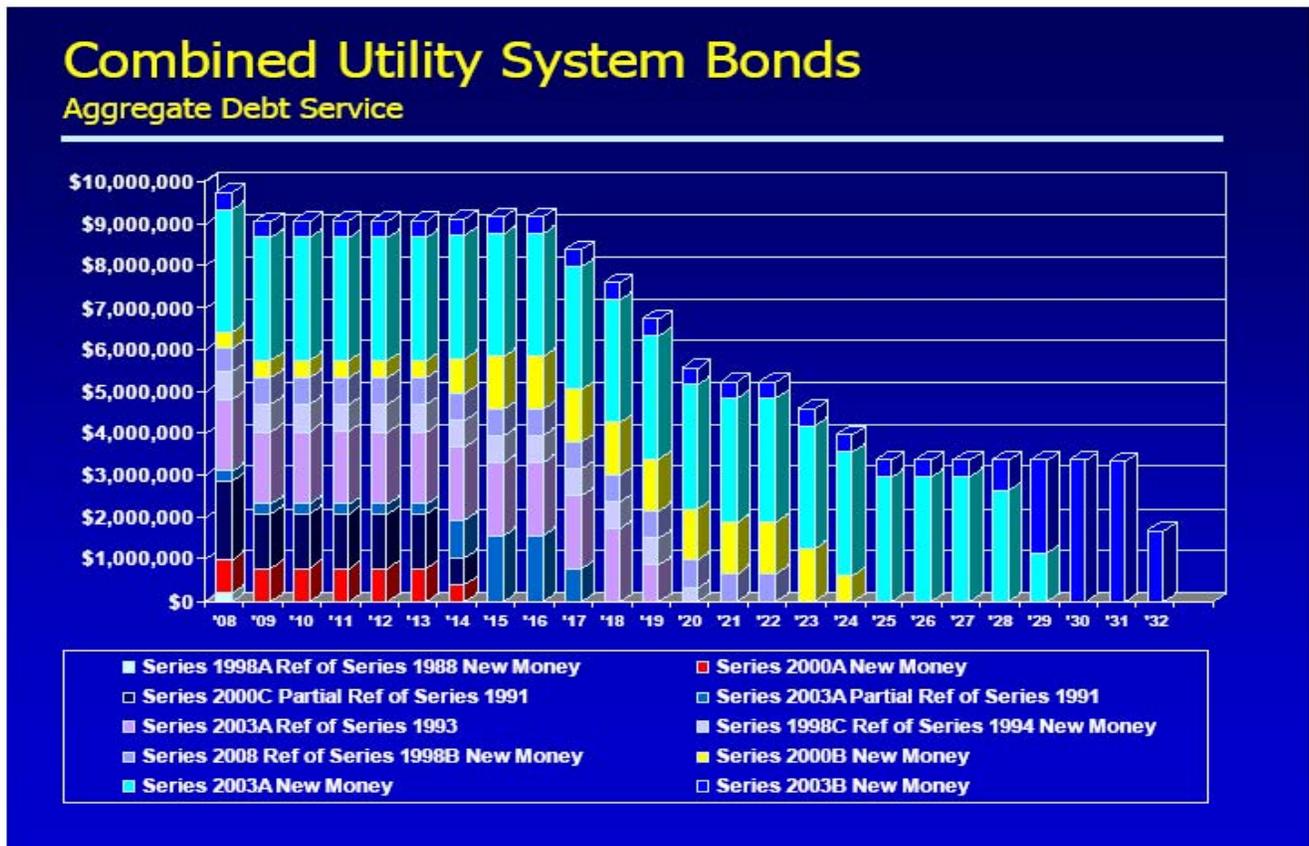
REVENUE BONDS

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.

- In January 2003, the City issued \$75,260,000 in Utility Revenue Improvement and Refunding Bonds. The bonds were issued to fund improvements to the water and wastewater systems, and expansion of the electric system. The bonds also refunded the outstanding Series 1991 and Series 1993 Combined Utility System Revenue Bonds in their entirety.

Other outstanding Utility Revenue Bonds consist of:

- Combined Utility System Revenue and Refunding bonds, Series 1998A, 1998B, and 1998C, in the amount of \$12,638,500, issued to refund Series 1988 and 1994 Revenue Bonds and to finance improvements and expansion of the water, wastewater, and electric systems, and;
- Combined Utility System Revenue and Refunding Bonds, Series 2000A, 2000B, and 2000C, in the amount of \$19,785,000, 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.



GENERAL OBLIGATION BONDS

The full faith, credit, and taxing power of the City are pledged for the payment of General Obligation Bonds. Outstanding General Obligation Bonds consist of:

- Series 1997, outstanding principal in the amount of \$735,000, 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;
- Series 2003, outstanding principal in the amount of \$4,400,000, for construction of two new fire stations, and;
- Series 2005, outstanding principal in the amount of \$1,550,000, refunded 1993 Bonds issued to fund improvements to City Hall, the downtown area, and parks, and for various other projects around the City.

TAX INCREMENT BONDS

Outstanding Tax Increment Bonds consist of:

- Series 2007, outstanding principal in the amount of \$1,370,000, for the Downtown Tax Increment bonds, and;
- Series 2008A, outstanding principal in the amount of \$2,750,000, 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 taxes revenues, utility net revenues are pledged. The City projects that all debt service requirements will be met through the construction of businesses and utilities generated by those businesses in the tax increment districts.

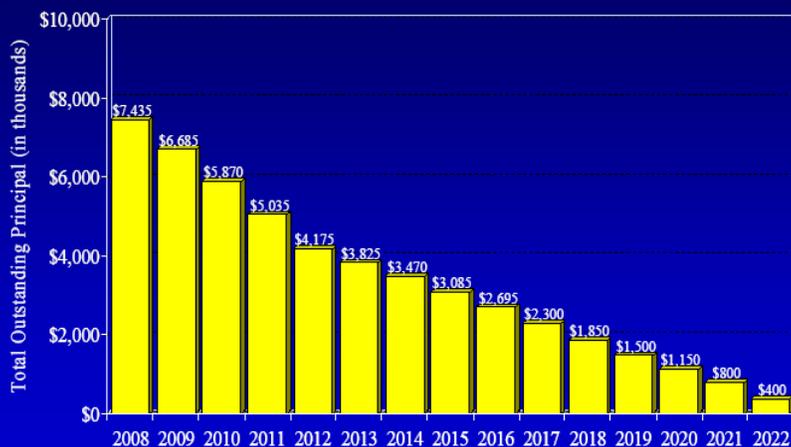
CERTIFICATES OF PARTICIPATION

The City has \$10,085,000 outstanding in Certificates of Participation, issued in FY2004/2005 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 FY2002/2003.

SHORT TERM DEBT

Each fiscal year, since FY2005/2006, the City has entered into a larger lease-purchase agreement for several cars and trucks. The current balance on this project is approximately \$9.4 million and continues to be a favorable method of vehicle and equipment acquisition.

GO Principal Outstanding By Year



FUTURE DEBT

In FY2010/2011, the City plans to issue approximately \$10.7 million within the next two 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. Approximately \$15.5 million in revenue bonds will be issued this fiscal year for the Utility System's expenditure share of the new Operations Center and for various Utility projects including work on the raw water pump station.

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.

Debt Service

LEGAL DEBT MARGIN

The City has a legal debt limit of 8 percent 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.

General Obligation Debt Margin

City's Legal Debt Margin

	<u>FY2005/2006</u>	<u>FY2006/2007</u>	<u>FY2007/2008</u>	<u>FY2008/2009</u>
Assessed Value	\$175,979,600	\$206,396,667	\$213,443,497	\$223,396,488
8% Debt Limit	14,078,368	16,511,733	17,075,480	17,871,719
Total Existing Outstanding Debt	(8,870,000)	(8,165,000)	(7,435,000)	(8,650,000)
Legal Debt Margin	\$5,208,368	\$8,346,733	\$9,640,480	\$9,221,719

DEBT SCHEDULES

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 1998C

BONDS ISSUANCE DATE	March 19, 1998
AMOUNT OF ISSUE	\$8,860,000
PRINCIPAL PAYMENTS TO DATE	3,105,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	5,755,000

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

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

Bonds Redemption Schedule **January 1, 2010** through **2021**, as follows:

4.500%	January 1, 2010	\$365,000	5.000%	January 1, 2016	\$485,000
4.600%	January 1, 2011	385,000	5.000%	January 1, 2017	505,000
4.625%	January 1, 2012	400,000	5.000%	January 1, 2018	535,000
4.750%	January 1, 2013	420,000	5.000%	January 1, 2019	560,000
4.800%	January 1, 2014	440,000	5.000%	January 1, 2020	585,000
4.900%	January 1, 2015	460,000	5.000%	January 1, 2021	615,000

Debt Service

DEBT SCHEDULES (CONTINUED)

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 2000A

BONDS ISSUANCE DATE	July 2000
AMOUNT OF ISSUE	\$7,745,000
PRINCIPAL PAYMENTS TO DATE	3,215,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	4,530,000

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

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

Bonds Redemption Schedule **January 1, 2010** through **2015**, as follows:

5.000%	January 1, 2010	\$585,000
5.125%	January 1, 2011	610,000
5.125%	January 1, 2012	645,000
5.250%	January 1, 2013	675,000
5.375%	January 1, 2014	710,000
5.400%	January 1, 2015	750,000

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2000B

BONDS ISSUANCE DATE	July 2000
AMOUNT OF ISSUE	\$10,000,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	10,000,000

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

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

Bonds Redemption Schedule **January 1, 2015** through **2025**, as follows:

6.000%	January 1, 2016	\$835,000	6.000%	January 1, 2021	\$1,015,000
6.000%	January 1, 2017	865,000	6.000%	January 1, 2022	1,055,000
6.000%	January 1, 2018	900,000	6.000%	January 1, 2023	1,095,000
6.000%	January 1, 2019	935,000	6.000%	January 1, 2024	1,140,000
6.000%	January 1, 2020	975,000	6.000%	January 1, 2025	1,185,000

Debt Service

DEBT SCHEDULES (CONTINUED)

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 2000C

BONDS ISSUANCE DATE	October 2000
AMOUNT OF ISSUE	\$17,260,000
PRINCIPAL PAYMENTS TO DATE	10,675,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	6,585,000

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

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

Bonds Redemption Schedule **January 1, 2010** through **2015**, as follows:

5.000%	January 1, 2010	\$965,000	5.125%	January 1, 2013	\$1,125,000
5.000%	January 1, 2011	1,015,000	5.125%	January 1, 2014	1,175,000
5.000%	January 1, 2012	1,070,000	5.250%	January 1, 2015	1,235,000

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

BONDS ISSUANCE DATE	January 15, 2003
AMOUNT OF ISSUE	\$65,260,000
PRINCIPAL PAYMENTS TO DATE	9,635,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	55,625,000

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

Principal payments in lump sum payment on the first of January

Bonds Redemption Schedule **January 1, 2010** through **2030**, as follows:

5.000%	January 1, 2010	\$2,040,000	5.375%	January 1, 2021	\$1,815,000
5.000%	January 1, 2011	2,145,000	5.375%	January 1, 2022	1,915,000
4.000%	January 1, 2012	2,245,000	5.375%	January 1, 2023	2,025,000
5.250%	January 1, 2013	2,350,000	4.750%	January 1, 2024	2,125,000
4.000%	January 1, 2014	2,455,000	4.750%	January 1, 2025	2,230,000
5.375%	January 1, 2015	2,580,000	5.000%	January 1, 2026	2,345,000
5.375%	January 1, 2016	4,060,000	5.000%	January 1, 2027	2,465,000
5.375%	January 1, 2017	4,275,000	5.000%	January 1, 2028	2,590,000
5.375%	January 1, 2018	4,510,000	5.000%	January 1, 2029	2,725,000
5.375%	January 1, 2019	3,185,000	5.000%	January 1, 2030	2,185,000
5.375%	January 1, 2020	3,360,000			

Debt Service

DEBT SCHEDULES (CONTINUED)

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2003B

BONDS ISSUANCE DATE	January 15, 2003
AMOUNT OF ISSUE	\$10,000,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	10,000,000

Interest payable (variable) to the Bank of New York

Principal payable in lump sum payments on the first of January

Bonds Redemption Schedule **January 1, 2010** through **2033**, as follows:

4.00%	January 1, 2030	\$675,000
4.00%	January 1, 2031	2,985,000
4.00%	January 1, 2032	3,105,000
4.00%	January 1, 2033	3,235,000

Debt Service

DEBT SCHEDULES (CONTINUED)

COMBINED UTILITY SYSTEM REVENUE IMPROVEMENT AND REFUNDING BONDS, SERIES 2008

BONDS ISSUANCE DATE	April 2, 2008
AMOUNT OF ISSUE	\$7,352,000
PRINCIPAL PAYMENTS TO DATE	286,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	7,066,000

Interest payable semi-annually on the first of January and July to Branch Banking and Trust

Principal payable in lump sum payments on the first of January

Bonds Redemption Schedule **January 1, 2010** through **2023**, as follows:

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

TAX INCREMENT BONDS, SERIES 2007A

BONDS ISSUANCE DATE	March 22, 2007
AMOUNT OF ISSUE	\$1,650,000
PRINCIPAL PAYMENTS TO DATE	280,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	1,370,000

Interest payable annually on the first of May to Branch Banking and Trust

Principal payable in a lump sum payment on the first of May

Bonds Redemption Schedule **May 1, 2010** through **2014**, as follows:

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

Debt Service

DEBT SCHEDULES (CONTINUED)

TAX INCREMENT BONDS, SERIES 2008A

BONDS ISSUANCE DATE	March 21, 2008
AMOUNT OF ISSUE	\$2,750,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	2,750,000

Interest payable annually on the first of May to First Citizens Bank

Principal payable in a lump sum payment on the first of May

Bonds Redemption Schedule through May **2011**, as follows:

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

BONDS ISSUANCE DATE	December 8, 1997
AMOUNT OF ISSUE	\$1,350,000
PRINCIPAL PAYMENTS TO DATE	615,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	735,000

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

Principal payable in lump sum payments on the first of May

Bonds Redemption Schedule **May 1, 2010** through **2018**, as follows:

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
5.100%	May 1, 2014	80,000			

Debt Service

DEBT SCHEDULES (CONTINUED)

2003 GENERAL OBLIGATION BONDS

BONDS ISSUANCE DATE	July 2, 3003
AMOUNT OF ISSUE	\$5,500,000
PRINCIPAL PAYMENTS TO DATE	1,100,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	4,400,000

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

Principal payable in lump sum payments on first of April

Bonds Redemption Schedule **January 1, 2010** through **2023**, as follows:

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
3.750%	April 1, 2016	300,000	4.125%	April 1, 2023	400,000

2005 GENERAL OBLIGATION BONDS

BONDS ISSUANCE DATE	July 14, 2005
AMOUNT OF ISSUE	\$3,150,000
PRINCIPAL PAYMENTS TO DATE	1,600,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	1,550,000

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

Principal payable in a lump sum payment on the first of May

Bonds Redemption Schedule **May 1, 2010** through **2011**, as follows:

3.250%	May 1, 2010	\$500,000
3.500%	May 1, 2011	515,000
3.250%	May 1, 2012	535,000

Debt Service

DEBT SCHEDULES (CONTINUED)

2005 CERTIFICATES OF PARTICIPATION (COPS)

BONDS ISSUANCE DATE	February 16, 2005
AMOUNT OF ISSUE	\$11,925,000
PRINCIPAL PAYMENTS TO DATE	1,840,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	10,085,000

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

Principal payable in lump sum payments on first of January

Bonds Redemption Schedule **January 1, 2010** through **2025**, as follows:

3.000%	January 1, 2010	\$475,000	4.000%	January 1, 2018	\$630,000
3.250%	January 1, 2011	490,000	4.000%	January 1, 2019	655,000
3.500%	January 1, 2012	505,000	4.000%	January 1, 2020	680,000
3.500%	January 1, 2013	525,000	4.000%	January 1, 2021	710,000
3.750%	January 1, 2014	540,000	4.000%	January 1, 2022	735,000
3.750%	January 1, 2015	560,000	4.000%	January 1, 2023	765,000
4.000%	January 1, 2016	580,000	4.500%	January 1, 2024	795,000
4.000%	January 1, 2017	605,000	4.500%	January 1, 2025	835,000

2005 STORMWATER BONDS, SERIES A

BONDS ISSUANCE DATE	December 2005
AMOUNT OF ISSUE	\$5,310,559
PRINCIPAL PAYMENTS TO DATE	650,308
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	4,660,251

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

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

Bonds Redemption Schedule **April 1, 2010** through **2026**, as follows:

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
3.25%	April 1, 2018	273,632			

Debt Service

DEBT SCHEDULES (CONTINUED)

2005 STORMWATER BONDS, SERIES B

BONDS ISSUANCE DATE	December 2005
AMOUNT OF ISSUE	\$2,850,000
PRINCIPAL PAYMENTS TO DATE	327,759
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2009	2,522,241

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

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

Bonds Redemption Schedule **May 1, 2010** through **August 1, 2026**, as follows:

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

SUMMARY SCHEDULE OF TOTAL DEBT SERVICE REQUIREMENTS

Year	Utilities			Tax Increment			General Obligation/ COPs			All
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	
09/10	\$5,054,332	\$4,862,623	\$9,916,955	\$235,000	\$139,894	\$374,894	\$1,290,000	\$642,560	\$1,932,560	\$12,224,409
10/11	\$5,296,777	\$4,621,334	\$9,918,111	\$3,000,000	\$129,625	\$3,129,625	\$1,325,000	\$599,912	\$1,924,912	\$14,972,647
11/12	\$5,545,254	\$4,378,990	\$9,924,244	\$275,000	\$38,675	\$313,675	\$1,365,000	\$553,461	\$1,918,461	\$12,156,380
12/13	\$5,798,306	\$4,120,273	\$9,918,580	\$295,000	\$26,657	\$321,657	\$875,000	\$505,549	\$1,380,549	\$11,620,785
13/14	\$6,069,978	\$3,848,421	\$9,918,399	\$315,000	\$13,766	\$328,766	\$895,000	\$473,549	\$1,368,549	\$11,615,713
14/15	\$6,416,316	\$3,559,723	\$9,976,039				\$945,000	\$439,563	\$1,384,563	\$11,360,601
15/16	\$6,773,870	\$3,240,092	\$10,013,962				\$970,000	\$402,606	\$1,372,606	\$11,386,568
16/17	\$7,106,188	\$2,907,008	\$10,013,196				\$1,000,000	\$363,044	\$1,363,044	\$11,376,239
17/18	\$6,252,851	\$2,557,275	\$8,810,126				\$1,080,000	\$322,225	\$1,402,225	\$10,212,351
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	\$103,043,873	\$49,488,406	\$152,532,279	\$4,120,000	\$348,616	\$4,468,616	\$16,770,000	\$5,342,517	\$22,112,517	\$179,113,411

SCHEDULE OF UTILITY SYSTEM DEBT SERVICE REQUIREMENTS BY CATEGORY

Year	Electric			Water			Wastewater			
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	
09/10	\$1,220,509	\$1,293,041	\$2,513,549	\$1,990,068	\$1,758,917	\$3,748,985	\$1,843,755	\$1,810,665	\$3,654,420	\$9,916,955
10/11	\$1,278,580	\$1,234,851	\$2,513,430	\$2,083,944	\$1,665,185	\$3,749,129	\$1,934,254	\$1,721,565	\$3,655,819	\$9,918,379
11/12	\$1,338,855	\$1,175,695	\$2,514,550	\$2,179,765	\$1,571,130	\$3,750,895	\$2,026,635	\$1,632,165	\$3,658,800	\$9,924,244
12/13	\$1,399,773	\$1,112,875	\$2,512,649	\$2,278,302	\$1,470,995	\$3,749,297	\$2,120,231	\$1,536,650	\$3,656,881	\$9,918,827
13/14	\$1,467,042	\$1,046,580	\$2,513,621	\$2,383,618	\$1,365,744	\$3,749,361	\$2,219,319	\$1,436,333	\$3,655,652	\$9,918,635
14/15	\$1,454,362	\$976,043	\$2,430,405	\$2,438,103	\$1,254,032	\$3,692,135	\$2,523,852	\$1,329,648	\$3,853,500	\$9,976,039
15/16	\$1,438,039	\$905,056	\$2,343,096	\$2,493,567	\$1,133,420	\$3,626,987	\$2,842,263	\$1,201,616	\$4,043,879	\$10,013,962
16/17	\$1,504,695	\$837,509	\$2,342,203	\$2,615,895	\$1,011,059	\$3,626,954	\$2,985,598	\$1,058,440	\$4,044,039	\$10,013,196
17/18	\$1,348,896	\$766,583	\$2,115,479	\$2,382,542	\$882,468	\$3,265,010	\$2,521,413	\$908,224	\$3,429,638	\$8,810,126
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	\$28,835,111	\$15,699,488	\$44,534,599	\$37,132,525	\$16,751,180	\$53,883,705	\$37,076,237	\$17,038,489	\$54,114,726	\$152,533,030

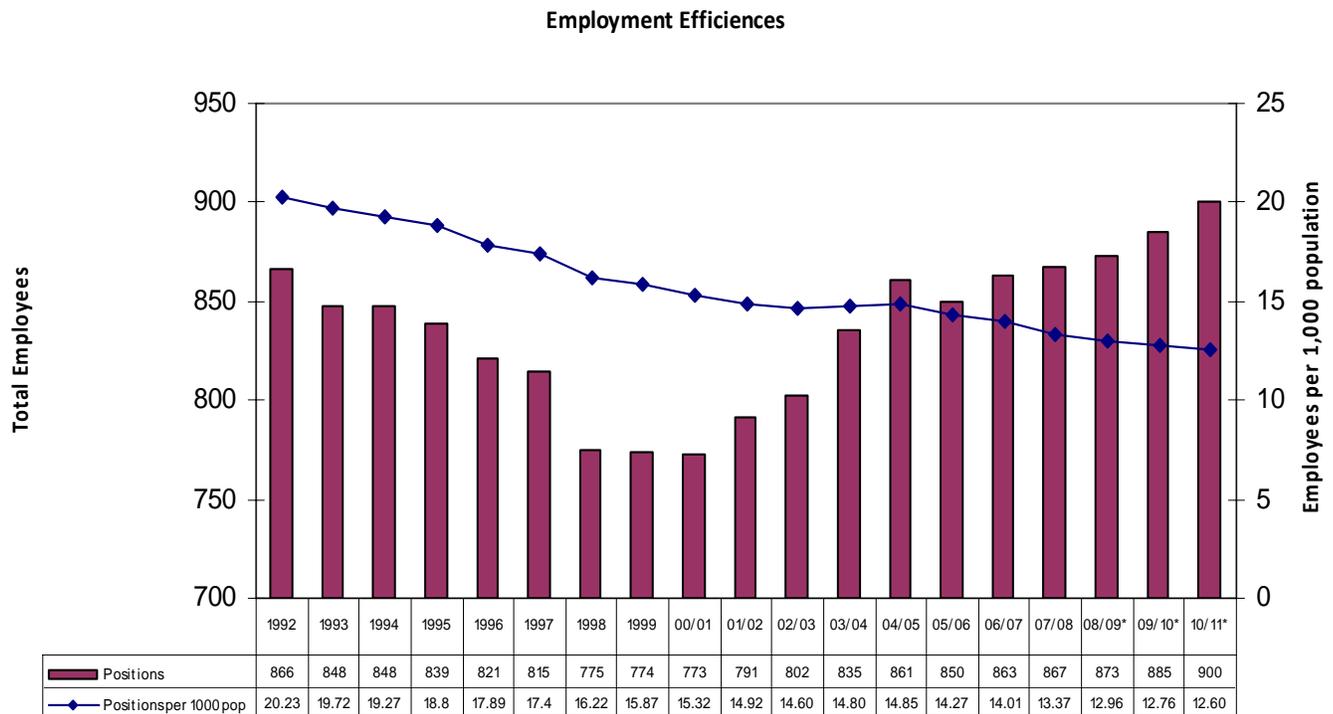


ROCK HILL

SOUTH CAROLINA

Personnel Summary

In the FY2009/2010 budget, the City increased its full time equivalent (FTE) positions by 12. The 12 positions are all located in the Police Department. The City remains committed to reducing its staff whenever appropriate and possible, through attrition, streamlining of programs, and outsourcing of activities. Rock Hill's commitment to becoming increasingly more productive in service delivery is demonstrated by the trend line representing the number of employees per 1,000 population in the chart below.



FY2009/2010

Twelve full time equivalent positions were added to the General Fund. All 12 positions were added to the Police Department for the hiring of Police Officer I personnel.

FY2010/2011

The addition of 15 Fire personnel is projected for FY2010/11. The following positions will support the operations of the new fire station:

- 6 Firefighter I
- 3 Firefighter II
- 3 Driver Engineers
- 3 Fire Captains

Personnel Summary

POSITIONS SUMMARY BY FUND

Fund	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	FY2010/11 Projected
General Fund	732	734	746	761
Stormwater Fund	12	12	12	12
Electric fund	52	55	55	55
Water Fund	32	33	33	33
Wastewater	39	38	38	38
Total Approved Positions	867	872	884	899

Departmental Overview

General Government	25	25	25	25
City Manager's Office	9	11	11	11
Human Resources	9	9	9	9
Housing & Neighborhood Services	19	18	18	18
Police	171	172	186	186
Fire	106	106	106	121
Development Services	30	29	0	0
Planning & Development	0	0	34	34
Public Works	77	74	74	74
Finance	0	9	9	9
Technology Services	0	13	11	11
Customer Services	0	35	35	35
Planning Services	5	5	0	0
Administrative Services	0	55	55	55
Parks, Recreation, and Tourism	134	134	134	134
Housing Authority	26	26	26	26
Economic and Urban Development	13	13	13	13
Finance (prior to reorganization)	76	0	0	0
Property Maintenance	32	0	0	0
Stormwater Fund	12	12	12	12
Electric Fund	52	55	55	55
Water Fund	32	33	33	33
Wastewater Fund	39	38	38	38
Total Citywide	867	872	884	899

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
GENERAL FUND						
GENERAL GOVERNMENT						
City Council						
1453	Council & Commissions Liaison	1	1	0	FT	0
9159	Council Member	6	6	6	PT	6
1032	Executive Secretary	0	0	1	FT	1
9169	Mayor	1	1	1	PT	1
	Total City Council	8	8	8		8
Municipal Court						
4010	Bailiff	1	1	1	FT	1
4004	City Recorder	1	1	1	FT	1
4002	Clerk of Court	1	1	1	FT	1
1410	Customer Service Technician	1	1	1	FT	1
4001	Ministerial Recorder	2	3	3	FT	3
4001	Ministerial Recorder	1	0	0	PT	0
1413	Municipal Court Assistant	1	1	1	FT	1
1023	Office Assistant	1	1	1	FT	1
4006	Senior Ministerial Recorder	1	1	1	FT	1
	Total Municipal Court	10	10	10		10
Solicitor's Office						
1030	Administrative Secretary	1	1	1	FT	1
4007	City Solicitor	2	2	2	FT	2
4036	Court & Training Advocate	1	1	1	FT	1
4008	Senior Solicitor	1	1	1	FT	1
	Total Solicitor's Office	5	5	5		5
Airport Services						
1461	Airport Administrator	1	1	1	FT	1
5325	Maintenance Specialist	1	1	1	FT	1
	Total Airport Services	2	2	2	FT	2
TOTAL GENERAL GOVERNMENT		25	25	25		25

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
CITY MANAGER'S OFFICE						
City Management						
9149	City Manager	1	1	1	FT	1
1439	Deputy City Manager	1	1	1	FT	1
1037	Executive Assistant	1	1	1	FT	1
1022	Secretary	1	1	1	FT	1
Total City Management		4	4	4		4
Grants						
1312	Accounting Clerk III	0	1	1	FT	1
1038	Assistant to the City Manager	0	1	1	FT	1
2001	Grants Administrator/Planning Tech	0	1	1	FT	1
Total Grants		0	3	3		3
Public Affairs						
1011	Clerk II	1	1	1	FT	1
2022	Project Manager	1	1	1	FT	1
1456	Senior Coordinator Website Production	1	1	1	FT	1
1462	Senior Projects Intern	1	1	1	PT	1
9879	Special Projects Intern	1	0	0	PT	0
	Senior Teleproduction Administrator	0	0	0		0
Total Public Affairs		5	4	4		4
TOTAL CITY MANAGER'S OFFICE		9	11	11		11
HUMAN RESOURCES						
Administration						
2119	Benefits Specialist	1	1	1	FT	1
2127	Human Resources Director	1	1	1	FT	1
1032	Executive Secretary	1	1	1	FT	1
9889	Senior Projects Intern	1	2	2	PT	2
9879	Special Projects Intern	1	0	0	PT	0
Total Administration		5	5	5		5
Personnel						
1110	Office Services Specialist	1	1	1	FT	1
2121	Personnel Analyst	1	1	1	FT	1
2107	Personnel Supervisor	1	1	1	FT	1
2103	Personnel Technician	1	1	1	FT	1

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
Total Personnel		4	4	4		4
TOTAL HUMAN RESOURCES		9	9	9		9
PLANNING SERVICES						
Administration						
2030	Planning Services Director	1	1	0	FT	0
9879	Special Projects Intern	1	1	0	PT	0
Total Administration		2	2	0		0
Long Range Planning/Transportation						
2016	Planner II	1	1	0	FT	0
2017	Planner III	1	1	0	FT	0
2011	Senior Planner	1	1	0	FT	0
Total Long Range Planning/Transportation		3	3	0		0
TOTAL PLANNING SERVICES		5	5	0		0
HOUSING & NEIGHBORHOOD SERVICES						
Administration						
1312	Accounting Clerk III	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	1	0	0	FT	0
Total Administration		4	2	2		2
Neighborhood Empowerment						
4060	Neigh. Empowerment Supervisor	1	1	1	FT	1
5310	Program Supervisor	1	1	1	FT	1
1462	Senior Projects Intern	2	2	2	PT	2
Total Neighborhood Empowerment		4	4	4		4
Neighborhood Development						
1415	Development Assistant	1	1	1	FT	1
2010	Planner	1	1	1	FT	1
2017	Planner III	1	1	1	FT	1
2027	Rehab Specialist	0	1	1	FT	1

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
2307	Development Coordinator	1	1	1	FT	1
9884	Special Projects Intern	1	1	1	PT	1
	TOTAL NEIGHBORHOOD DEVELOPMENT	5	6	6		6
	NEIGHBORHOOD INSPECTIONS					
1449	Neigh. Environ. Inspections Supervisor	1	1	1	FT	1
9003	Environmental Inspector	4	4	4	PT	4
1462	Senior Projects Intern	1	1	1	PT	1
	TOTAL NEIGHBORHOOD INSPECTIONS	6	6	6		6
	TOTAL HOUSING & NEIGHBORHOOD SERVICES	19	18	18		18
	POLICE					
4050	Police Chief	1	1	1	FT	1
1032	Executive Secretary	1	1	1	FT	1
1030	Administrative Secretary	4	4	4	FT	4
3006	Project Specialist	1	0	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	26	26	38	FT	38
4041	Police Officer II	36	36	36	FT	36
4044	Police Sergeant/Detective	11	11	11	FT	11
4046	Police Lieutenant	12	12	12	FT	12
4047	Police Captain	3	3	3	FT	3
4043	Master Police Officer	13	14	14	FT	14
4071	Master Police Officer II	11	11	11	FT	11
4072	Senior Police Officer	11	11	11	FT	11
4034	Warrant Service Officer	1	1	1	PT	1
1011	Clerk II	1	1	1	FT	1
1022	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
1504	Systems Operator	1	1	1	FT	1
4011	Correctional Officer	2	4	4	FT	4
4012	Correctional Officer II	3	3	3	FT	3
4013	Master Correctional Officer	1	1	1	FT	1

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
4071	Criminalist	1	1	1	FT	1
4073	Accreditation Manager/Grants Manager	1	1	1	FT	1
4075	Parking/Customer Service Officer	1	1	1	PT	1
9879	Special Projects Intern	1	1	1	PT	1
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
1510	Information Technology Technician	0	0	1	FT	1
1512	Information Technology Engineer II	1	0	1	FT	1
Hometown Security						
3006	Project Specialist	1	1	1	FT	1
Total Hometown Security		1	1	1		1
TOTAL POLICE		171	172	186		186
FIRE						
Administration						
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
Total Administration		4	4	4		4
Fire Suppression/Emergency Response						
4101	Firefighter I	33	30	30	FT	36
4102	Firefighter II	18	21	21	FT	24
4103	Driver-Engineer	21	21	21	FT	24
4104	Fire Captain	21	21	21	FT	24
4131	Battalion Chief	3	2	0	FT	0
	Senior Battalion Chief	0	1	3	FT	3
Total Fire Suppression		96	96	96		111
Fire Prevention & Investigation						
4105	Fire Investigator-Captain	1	1	1		1
4121	Fire Inspector II	2	2	2		2

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
4122	Fire Inspector III	1	1	1		1
4123	Fire Prevention-Captain	1	1	1	FT	1
4124	Fire Prevention Supervisor/Fire Marshall	1	1	1	FT	1
Total Fire Prevention & Investigation		6	6	6		6
FIRE TOTAL		106	106	106		121
DEVELOPMENT SERVICES						
Administration						
2033	Development Services Director	1	1	0	FT	0
1022	Secretary	1	1	0	FT	0
Total Administration		2	2	0		0
Building/Codes						
2303	Building Inspector I	1	1	0	FT	0
2304	Building Inspector II	4	4	0	FT	0
2308	Building Plans Examiner	1	1	0	FT	0
2310	Building Official	1	1	0	FT	0
Total Building/Codes		7	7	0		0
Zoning/Current Planning						
2002	Planning Technician II	1	1	0	FT	0
2011	Senior Planner	1	1	0	FT	0
2016	Planner II	2	2	0	FT	0
2017	Planner III	1	1	0	FT	0
2303	Inspector I	1	1	0	FT	0
3020	GIS Program Analyst II	1	0	0	FT	0
9879	Special Projects Intern	1	1	0	PT	0
Total Zoning/Current Planning		8	7	0		0
Permit Application Center						
	Permit Technician II	1	1	0	FT	0
	Permit Technician III	1	1	0	FT	0
3012	City Engineer I	1	1	0	FT	0
3016	CIS Technician II	2	2	0	FT	0
1415	Development Assistant	1	1	0	FT	0
2308	Building Plans Examiner	1	1	0	FT	0

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
Total Permit Application Center		7	7	0		0
Infrastructure						
3004	Engineering Technician III	3	3	0	FT	0
3021	City Engineer II	1	1	0	FT	0
3024	Engineering Technician I	2	2	0	FT	0
Total Infrastructure		6	6	0		0
TOTAL DEVELOPMENT SERVICES		30	29	0		0
PLANNING AND DEVELOPMENT						
Administration & Customer Service						
2033	Development Services Director	0	0	1	FT	1
1022	Secretary	0	0	1	FT	1
	Permit Technician II	0	0	1	FT	1
	Permit Technician III	0	0	1	FT	1
3012	City Engineer I	0	0	1	FT	1
3016	CIS Technician II	0	0	2	FT	2
1415	Development Assistant	0	0	1	FT	1
2308	Building Plans Examiner	0	0	1	FT	1
Total Administration & Customer Service		0	0	9		9
Building Inspections						
2303	Building Inspector I	0	0	1	FT	1
2304	Building Inspector II	0	0	4	FT	4
2308	Building Plans Examiner	0	0	1	FT	1
2310	Building Official	0	0	1	FT	1
Total Building Inspections		0	0	7		7
Zoning						
2002	Planning Technician II	0	0	1	FT	1
2011	Senior Planner	0	0	1	FT	1
2016	Planner II	0	0	2	FT	2
2017	Planner III	0	0	1	FT	1
2303	Inspector I	0	0	1	FT	1
3020	GIS Program Analyst II	0	0	0	FT	0

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
9879	Special Projects Intern	0	0	1	PT	1
	Total Zoning	0	0	7		7
	Planning					
2030	Planning Services Manager	0	0	1	FT	1
9879	Special Projects Intern	0	0	1	PT	1
2011	Senior Planner	0	0	1	FT	1
2016	Planner II	0	0	1	FT	1
2017	Planner III	0	0	1	FT	1
	Total Planning	0	0	5		5
	Infrastructure					
3004	Engineering Technician III	0	0	3	FT	3
3021	City Engineer II	0	0	1	FT	1
3024	Engineering Technician I	0	0	2	FT	2
	Total Infrastructure	0	0	6		6
Total PLANNING AND DEVELOPMENT		0	0	34		34
	PUBLIC WORKS					
	Administration					
1410	Customer Service Technician	1	1	1	FT	1
6530	Public Works Director	1	1	1	FT	1
6505	Construction Maintenance Supervisor	1	1	1	FT	1
	Total Administration	3	3	3		3
	Street Maintenance					
6010	Crew Worker I	2	2	2	FT	2
6011	Crew Worker II	7	7	7	FT	7
6103	Equipment Operator III	2	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	1	1	1	FT	1
6505	Construction Maintenance Supervisor	1	1	1	FT	1
6525	Construction Maintenance Superintendent	1	1	1	FT	1
	Total Street Maintenance	16	16	16		16

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
Residential Waste						
6011	Crew Worker II	1	1	1	FT	1
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
Total Residential Waste		9	9	9		9
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	1	1	1	FT	1
Total Commercial Waste		7	7	7		7
Curbside Trash						
6010	Crew Worker I	7	5	5	FT	5
6020	Crew Leader	2	2	2	FT	2
6105	Refuse Truck Operator I	5	3	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	1	1	FT	1
9019	Seasonal Crew Worker	1	1	1	PT	1
Total Curbside Trash		21	18	18		18
Recycling/Beautification						
6106	Refuse Truck Operator II	5	5	5	FT	5
6107	Refuse Truck Operator III	1	1	1	FT	1
6203	Maintenance Mechanic III	1	1	1	FT	1
6501	Sanitation Supervisor	1	1	1	FT	1
6523	Sanitation Superintendent	0	0	0	FT	0
9029	Seasonal Crew Leader	1	1	1	PT	1
9869	Special Intern	1	1	1	PT	1
Total Recycling/Beautification		10	10	10		10
Construction						
3024	Engineering Tech I	1	1	1	FT	1
6010	Crew Worker I	2	2	2	FT	2

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
6011	Crew Worker II	5	5	5	FT	5
6020	Crew Leader	1	1	1	FT	1
6103	Equipment Operator III	1	1	1	FT	1
6503	Crew Supervisor	1	1	1	FT	1
	Total Construction	11	11	11		11
TOTAL PUBLIC WORKS		77	74	74		74
FINANCE						
Administration						
1440	Assistant City Manager	0	0	1	FT	1
1321	Management Services Administrator	0	1	0	FT	0
9879	Special Projects Intern	0	1	1	PT	1
	Total Administration	0	2	2		2
Accounting						
1304	Accountant I	0	1	1	FT	1
1308	Controller	0	1	1	FT	1
1311	Accounting Clerk II	0	1	1	FT	1
1312	Accounting Clerk III	0	1	1	FT	1
1313	Accountant III	0	2	2	FT	2
9869	Special Intern	0	1	1	PT	1
	Total Accounting	0	7	7	FT	7
TOTAL FINANCE		0	9	9		9
TECHNOLOGY SERVICES						
Administration						
1515	Chief Information Officer	0	1	1	FT	1
1511	Information Technology Engineer	0	1	1	FT	1
1032	Executive Secretary	0	1	1	FT	1
	Total Administration	0	3	3		3
Management Information Systems						
1507	Information Systems Supervisor	0	1	1	FT	1
1511	Information Technology Engineer	0	3	3	FT	3
1512	Information Technology Engineer II	0	1	1	FT	1

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
Total Management Information Systems		0	5	5		5
Geographic Information Systems						
2001	Planning Technician	0	1	1	FT	1
3020	GIS Program Analyst II	0	1	1	FT	1
3018	GIS Manager	0	1	1	FT	1
Total Geographic Information Systems		0	3	3		3
Police Technology Services						
1510	Information Technology Technician	0	1	0	FT	0
1512	Information Technology Engineer II	0	1	0	FT	0
Total Police Technology Services		0	2	0		0
TOTAL TECHNOLOGY SERVICES		0	13¹	11¹		11¹

¹ Technology Services also includes nine additional employees in the Electric Fund

CUSTOMER SERVICES

Administration

1322	Customer Services Director	0	1	1	FT	1
2024	Executive Secretary	0	1	1	FT	1
Total Administration		0	2	2		2

Call Center & Customer Service

1410	Customer Service Technician	0	1	1	FT	1
1412	Customer Service Clerk II	0	6	6	FT	6
1422	Billing Services Coordinator	0	1	1	FT	1
Total Call Center & Customer Service		0	8	8		8

Central Collections

1033	Central Collections Specialist	0	1	1	FT	1
1316	Central Collections Coordinator	0	1	1	FT	1
1410	Customer Service Technician	0	1	1	FT	1
1411	Customer Service Clerk I	0	2	2	FT	2
1412	Customer Service Clerk II	0	2	2	FT	2
9859	Intern	0	1	1	PT	1
Total Central Collections		0	8	8		8

Account Management

1447	Recovery Specialist	0	1	1	FT	1
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Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
1448	Recovery Service Technician	0	2	2	FT	2
	Total Account Management	0	3	3		3
	Billing & Metering Services					
1012	Clerk III	0	1	1	FT	1
1410	Customer Service Technician	0	2	2	FT	2
1419	Meter Reader I	0	4	4	FT	4
1420	Meter Reader II	0	3	3	FT	3
1422	Billing Services Coordinator	0	1	1	FT	1
1431	Billing/Customer Service Supervisor	0	1	1	FT	1
1446	Senior Administrative Assistant	0	1	1	FT	1
9859	Intern	0	1	1	PT	1
	Total Billing & Metering Services	0	14	14		14
	TOTAL CUSTOMER SERVICES	0	35	35		35
	ADMINISTRATIVE SERVICES					
	Administration					
1463	Administrative Services Director	0	1	1	FT	1
1309	Senior Financial Analyst	0	1	1	FT	1
	Total Administration	0	2	2		2
	Purchasing/Fleet					
1012	Customer Service Clerk I	0	1	1	FT	1
1202	Warehouse Supervisor	0	1	1	FT	1
1203	Purchasing Specialist	0	1	1	FT	1
1204	Senior Warehouse Clerk	0	2	2	FT	2
2024	Performance Manager	0	1	1	FT	1
6205	Radio Technician	0	1	1	FT	1
6223	Tire Technician	0	1	1	FT	1
6224	Preventive Maintenance Specialist	0	2	2	FT	2
6225	Service Technician I	0	2	2	FT	2
6226	Service Technician II	0	4	4	FT	4
6227	Lead Service Technician	0	2	2	FT	2
9019	Seasonal Crew Worker	0	1	1	PT	1
	Total Purchasing/Fleet	0	19	19		19

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
Risk Management						
1412	Customer Service Clerk II	0	1	0	FT	0
1425	Risk Manager/Safety Supervisor	0	1	1	FT	1
9869	Special Intern	0	1	1	PT	1
1035	Insurance & Safety Specialist	0	0	1	FT	1
Total Risk Management		0	3	3		3
Horticulture						
3006	Project Specialist	0	1	1	FT	1
6010	Crew Worker I	0	1	1	FT	1
6021	Horticulturist I	0	3	3	FT	3
6022	Horticulturist II	0	2	2	FT	2
6101	Equipment Operator I	0	1	1	FT	1
6102	Equipment Operator II	0	1	1	FT	1
6103	Equipment Operator III	0	1	1	FT	1
6521	Grounds Maintenance Superintendent	0	1	1	FT	1
9019	Seasonal Crew Worker	0	5	5	PT	5
Total Horticulture		0	16	16		16
Building Maintenance						
2024	Performance Manager	0	1	1	FT	1
5325	Maintenance Specialist	0	1	1	FT	1
6032	Crew Worker II	0	1	1	FT	1
6202	Maintenance Mechanic II	0	1	1	FT	1
Total Building Maintenance		0	4	4		4
Cemetery Services						
6020	Crew Leader	0	1	1	FT	1
6544	Crew Supervisor II	0	1	1	FT	1
Total Cemetery Services		0	2	2		2
Custodial Services						
6002	Custodial Worker II	0	7	7	FT	7
6020	Crew Leader	0	1	1	FT	1
6503	Crew Supervisor	0	1	1	FT	1
Total Custodial Services		0	9	9		9

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
TOTAL ADMINISTRATIVE SERVICES		0	55	55		55
PARKS, RECREATION & TOURISM						
Tourism						
1023	Office Assistant	1	1	1	FT	1
1032	Executive Secretary	1	1	1	FT	1
1450	Administrative Assistant	0	1	1	FT	1
5309	Recreation Coordinator II	1	0	0	FT	0
5310	Program Supervisor	2	2	2	FT	2
5311	Recreation Superintendent	1	1	1	FT	1
5315	Parks, Recreation & Tourism Director	1	1	1	FT	1
9339	Recreation Leader I	1	1	1	PT	1
	Total Tourism	8	8	8		8
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 Programs 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	9	9	9	PT	9
	Total Recreation	27	27	27		27
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	4	4	FT	4
5305	Center Supervisor III	1	1	1	FT	1

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
5306	Recreation Coordinator I	4	4	4	FT	4
5309	Recreation Coordinator II	1	1	1	FT	1
5310	Program Supervisor	1	1	1	FT	1
5311	Recreation Superintendent	1	1	1	FT	1
5314	Program Coordinator	1	1	1	FT	1
6010	Crew Worker I	8	8	8	FT	8
6011	Crew Worker II	4	4	4	FT	4
6020	Crew Leader	3	3	3	FT	3
6021	Horticulturist I	2	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	1	1	FT	1
6204	Maintenance Mechanic IV	0	1	1	FT	1
9019	Seasonal Crew Worker	4	2	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	1	2	2	PT	2
Total Parks		99	99	99		99
TOTAL PARKS, RECREATION & TOURISM		134	134	134		134
HOUSING AUTHORITY						
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

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
6508	Maintenance Superintendent I	1	1	1	FT	1
9019	Seasonal Crew Worker	1	1	1	PT	1
9359	Recreation Leader III	3	3	3	PT	3
TOTAL HOUSING AUTHORITY		26	26	26		26

ECONOMIC & URBAN DEVELOPMENT

Administration

2012	Economic & Urban Develop. Director	1	1	1	FT	1
2022	Project Manager	1	1	1	FT	1
2024	Performance Manager	1	1	1	FT	1
5314	Program Coordinator	1	1	1	FT	1
9869	Special Intern	1	1	1	PT	1
Total Administration		5	5	5		5

Corridor East Development

2010	Planner	1	1	1	FT	1
2025	Project Manager	1	1	1	FT	1
Total Corridor East Development		2	2	2		2

Downtown

2014	Economic Development Coordinator	1	1	1	FT	1
2017	Downtown Development Manager	1	1	0	FT	0
2025	Project Manager	0	0	1	FT	1
Total Downtown		2	2	2		2

Textile Corridor/Old Town

2022	Project Manager	2	2	2	FT	2
2024	Performance Manager	1	1	1	FT	1
5314	Program Coordinator	1	1	1	FT	1
Total Textile Corridor/Old Town		4	4	4		4

TOTAL ECONOMIC & URBAN DEVELOPMENT

13	13	13	13
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FINANCE

Administration

1321	Management Services Administrator	1	0	0	FT	0
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Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
9869	Special Intern	1	0	0	PT	0
9879	Special Projects Intern	1	0	0	PT	0
	Total Administration	3	0	0		0
	Accounting					
1304	Accountant I	1	0	0	FT	0
1308	Controller	1	0	0	FT	0
1311	Accounting Clerk II	1	0	0	FT	0
1312	Accounting Clerk III	1	0	0	FT	0
1313	Accountant III	2	0	0	FT	0
9869	Special Intern	1	0	0	PT	0
	Total Accounting	7	0	0		0
	Budget Office					
2023	Budget Officer	1	0	0	FT	0
2024	Performance Manager	1	0	0	FT	0
	Total Budget Office	2	0	0		0
	Purchasing/Fleet					
1012	Customer Service Clerk I	1	0	0	FT	0
1202	Warehouse Supervisor	1	0	0	FT	0
1203	Purchasing Specialist	1	0	0	FT	0
1204	Senior Warehouse Clerk	2	0	0	FT	0
2024	Performance Manager	1	0	0	FT	0
6205	Radio Technician	1	0	0	FT	0
6223	Tire Technician	1	0	0	FT	0
6224	Preventive Maintenance Specialist	2	0	0	FT	0
6225	Service Technician I	2	0	0	FT	0
6226	Service Technician II	4	0	0	FT	0
6227	Lead Service Technician	2	0	0	FT	0
9019	Seasonal Crew Worker	1	0	0	FT	0
	Total Purchasing/Fleet	19	0	0		0
	Customer Service					
1012	Clerk III	1	0	0	FT	0
1033	Central Collections Specialist	1	0	0	FT	0

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
1316	Central Collections Coordinator	1	0	0	FT	0
1410	Customer Service Technician	4	0	0	FT	0
1411	Customer Service Clerk I	2	0	0	FT	0
1412	Customer Service Clerk II	8	0	0	FT	0
1419	Meter Reader I	4	0	0	FT	0
1420	Meter Reader II	3	0	0	FT	0
1422	Billing Services Coordinator	2	0	0	FT	0
1431	Billing/Customer Svc. Supervisor	1	0	0	FT	0
1446	Senior Administrative Assistant	1	0	0	FT	0
1447	Recovery Specialist	1	0	0	FT	0
1448	Recovery Service Technician	2	0	0	FT	0
1511	Information Technology Engineer	1	0	0	FT	0
2024	Performance Manager	1	0	0	FT	0
9859	Intern	2	0	0	PT	0
Total Customer Service		35	0	0		0
Risk Management						
1412	Customer Service Clerk II	2	0	0	FT	0
1425	Risk Manager/Safety Supervisor	1	0	0	FT	0
Total Risk Management		3	0	0		0
Management Information Systems						
1507	Information Systems Supervisor	1	0	0	FT	0
1511	Information Technology Engineer	3	0	0	FT	0
1512	Information Technology Engineer II	1	0	0	FT	0
Total Management Information Systems		5	0	0		0
GIS/Mapping Services						
2001	Planning Technician	1	0	0	FT	0
3020	GIS Program Analyst II	0	0	0	FT	0
3018	GIS Manager	1	0	0	FT	0
9879	Special Projects Intern	0	0	0	PT	0
Total GIS/Mapping Services		2	0	0		0
TOTAL FINANCE		76	0	0		0

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
PROPERTY MAINTENANCE						
Horticulture						
3006	Project Specialist	1	0	0	FT	0
6010	Crew Worker I	1	0	0	FT	0
6021	Horticulturist I	3	0	0	FT	0
6022	Horticulturist II	2	0	0	FT	0
6101	Equipment Operator I	1	0	0	FT	0
6102	Equipment Operator II	1	0	0	FT	0
6103	Equipment Operator III	1	0	0	FT	0
6521	Grounds Maintenance Superintendent	1	0	0	FT	0
9019	Seasonal Crew Worker	5	0	0	PT	0
Total Horticulture		16	0	0		0
Building Maintenance						
2024	Performance Manager	1	0	0	FT	0
5325	Maintenance Specialist	1	0	0	FT	0
6032	Crew Worker II	1	0	0	FT	0
6202	Maintenance Mechanic II	1	0	0	FT	0
Total Building Maintenance		4	0	0		0
Cemetery Services						
6020	Crew Leader	1	0	0	FT	0
6544	Crew Supervisor II	1	0	0	FT	0
Total Cemetery Services		2	0	0		0
Custodial Services						
6002	Custodial Worker II	8	0	0	FT	0
6020	Crew Leader	1	0	0	FT	0
6503	Crew Supervisor	1	0	0	FT	0
Total Custodial Services		10	0	0		0
TOTAL PROPERTY MAINTENANCE		32	0	0		0
TOTAL GENERAL FUND		732	734	746		761

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
ENTERPRISE FUNDS						
STORMWATER FUND						
3002	Engineering Technician I	1	1	1	FT	1
3003	Engineering Technician II	1	1	1	FT	1
3009	Staff Professional Engineer	1	1	1	FT	1
6010	Crew Worker I	2	2	2	FT	2
6011	Crew Worker II	1	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	2	2	2	FT	2
6503	Crew Supervisor	1	1	1	FT	1
TOTAL STORWATER FUND		12	12	12		12
ELECTRIC FUND						
Administration						
1032	Executive Secretary	1	0	0	FT	0
1412	Customer Service Clerk II	1	2	2	FT	2
1460	Key Accounts Manager	1	1	1	FT	1
3004	Engineering Technician III	1	1	1	FT	1
6405	Utilities Services Coordinator	1	1	1	FT	1
6531	Public Utilities Director	1	1	1	FT	1
6533	Public Services Administrator	1	1	1	FT	1
9010	Operations Supervisor	1	1	1	PT	1
Total Administration		8	8	8		8
Technology Services						
1510	Information Technology Technician	1	1	1	FT	1
1512	Information Technology Engineer	2	3	3	FT	3
3003	Engineering Technician II	2	2	2	FT	2
9881	Special Projects Intern	2	1	1	PT	1
6350	Maintenance Technician I	0	1	1	FT	1
6415	Electronic Service Technician II	0	1	1	FT	1
Total Technology Services		7	9	9		9

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
Electric Services						
3003	Engineering Technician II	1	1	1	FT	1
6423	Lineworker III	18	18	18	FT	18
6506	Electric Line Crew Supervisor	1	1	1	FT	1
Total Electric Services		20	20	20		20
Electric Engineering						
2022	Project Manager	1	1	1	FT	1
3003	Engineering Technician II	1	1	1	FT	1
3008	Engineering Technician IV	1	1	1	FT	1
6423	Lineworker III	1	1	1	FT	1
1443	City Forester	1	1	1	FT	1
9879	Special Projects Intern	0	1	1	PT	1
Total Electric Engineering		5	6	6		6
Electric Traffic Signals						
3006	Project Specialist	1	1	1	FT	1
6411	Electronic Service Technician I	2	2	2	FT	2
6415	Electronic Service Technician II	3	3	3	FT	3
6418	Electronic Service Technician III	1	1	1	FT	1
6516	Electronic Service Technician Supervisor	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
6506	Electric Line Crew Supervisor	1	1	1	FT	1
Total Electric Traffic Signals		12	12	12		12
TOTAL ELECTRIC FUND		52	55	55		55
WATER FUND						
Engineering						
3022	City Engineer III	1	1	1	FT	1
6514	Water/Wastewater Superintendent	1	1	1	FT	1
Total Engineering		2	2	2		2

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
Water Distribution						
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	1	1	1	FT	1
Total Water Distribution		20	20	20		20
Water Treatment Plant						
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 Technician II	0	1	1	FT	1
6334	Environmental Lab Technician III	1	1	1	FT	1
6514	Water/Wastewater Superintendent	1	1	1	FT	1
6551	Maintenance Superintendent	1	1	1	FT	1
Total Water Treatment Plant		10	11	11		11
TOTAL WATER FUND		32	33	33		33
WASTEWATER FUND						
Wastewater System						
3003	Engineering Technician II	1	1	1	FT	1
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	2	2	2	FT	2
Total Wastewater System		17	17	17		17
Manchester Wastewater Treatment Plant						
6231	Operations Superintendent	1	1	1	FT	1
6320	Wastewater Plant Operator II	3	3	3	FT	3

Personnel Summary

POSITIONS DETAIL BY FUND AND DEPARTMENT

Job Number	Description	FY2007/08 Approved	FY2008/09 Approved	FY2009/10 Approved	Position Status	FY2010/11 Projected
6325	Plant Operator III	2	2	2	FT	2
6330	Maintenance Technician II	3	3	3	FT	3
6411	Electronic Service Technician I	1	1	1	FT	1
6415	Electronic Service Technician II	1	1	1	FT	1
6503	Crew Supervisor	1	1	1	FT	1
6508	Maintenance Superintendent I	1	1	1	FT	1
9879	Special Projects Intern	1	1	1	PT	1
Total Manchester Treatment Plant		14	14	14		14
Industrial Pretreatment						
6335	Industrial Pretreatment Field Technician	2	2	2	FT	2
Total Industrial Pretreatment		2	2	2		2
Environmental Lab						
6333	Environmental Lab Technician II	1	1	1	FT	1
6334	Environmental Lab Technician III	2	2	2	FT	2
6520	Environmental Operations Coordinator	1	0	0	FT	0
Total Environmental Lab		4	3	3		3
Lift Stations						
6330	Maintenance Technician II	2	2	2	FT	2
Total Lift Stations		2	2	2		2
TOTAL WASTEWATER FUND		39	38	38		38
TOTAL ENTERPRISE FUND		135	138	138		138
TOTAL CITYWIDE		867	872	884		899



ROCK HILL

SOUTH CAROLINA

Capital Improvement Program

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program is used to plan, budget, and finance the purchase and/or construction of large capital infrastructure, facilities, equipment, and other fixed assets.

The following sections discuss the various types of capital project categories, estimated impact on the operating budget, and listings of anticipated capital project needs.

Capital Projects Categories

The types of capital projects the City undertakes can be summarized in two categories: annual/routine operating capital items and 10 year capital projects plan.

Annual/Routine Operating Capital Items

Annual operating capital items are capital needs of a recurring nature, such as office equipment and motor vehicles. These needs are funded using 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 but less than \$100,000.

It is generally expected that expenditures for operating capital projects or 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. For example, variances in actual revenues from projections have a direct bearing on capital spending decisions.

One of the most common categories within the annual operating capital section is fleet replacement. Having a reliable fleet is pivotal to providing excellent service delivery to our citizens. In addition to providing routine maintenance to our fleet through the Fleet Services division, given the high usage and age of our fleet, it is often necessary to replace portions of our fleet on an annual basis. The City has taken steps to plan for the acquisition of new fleet by implementing a financing schedule for the purchase or lease-purchase financing for fleet replacement.

Given the challenging economic climate, tough decisions were made to bring the FY2009/2010 budget in balance. One of those tough decisions included delaying the fleet replacement plan for FY2009/2010, with it resuming in FY2010/2011.

A listing of annual operating capital items included in the approved FY2009/2010 and projected FY2010/2011 budgets is on page 146.

10-Year Capital Improvement Program

Longer term capital requirements are projected in the

10 Year Capital Improvement Program (CIP). The CIP primarily focuses on larger capital items and construction project and differs from the operating capital items and budget in two respects:

- Any capital equipment with a cost of more than \$100,000; and
- Any construction project with a cost of more than \$100,000.

These types of expenditures are budgeted within the regular operating budget from year to year if operating funds, rather than bond funds or other sources, are used to finance the purchase or project.

Traditionally, the 10 Year Capital Improvement Program is prepared in conjunction with the operating budget and is finalized in July following the adoption of the annual operating budget. The plan is a management tool prepared with the advice and consent of the Manager's Office by the Administrative Services Department. The 10 Year Capital Improvement Program is not formally approved by City Council and no state law requires it to do so. However, any expenditures from the 10 Year Capital Improvement Program requiring operating funds from the current year are included in the operating budget.

Further discussion and a listing of projects included in the 10 Year Capital Improvement Program follows the *Impact on Operating Budget* section.

Impact of Capital Projects on Operating Budget

The operating impact of capital improvements on the FY2009/2010 budget is \$9,472,406. 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 cost. These impacts may include the hiring of additional staff, the need to raise taxes or other revenues for funding, or significant and recurring maintenance costs.

Currently, most capital projects do not have significant associated indirect costs or impact on the operating budget. Four projects that will have significant impact are discussed below.

Operations Center

The City will construct a new Operations Center to replace the existing out-of-date facility. Land was purchased in 2008 and the design phase will conclude and the groundbreaking will commence by the end of calendar year 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

Capital Improvement Program

Obligation debt of approximately \$10.7 million supported by Sanitation revenues and Utility Bonds funding approximately \$17.3 supported by Utility System revenues with \$10.7 being issued FY2009/2010. A projection of debt service follows, estimating 20 year debt and beginning in FY2011/2012 for the General Fund and FY2009/2010 for the Utilities Fund.

General Obligation Debt Service	\$795,000
Enterprise Funds Debt Service	<u>\$1,275,000</u>
Total Debt Service	\$2,070,000

Fire Station Master Plan

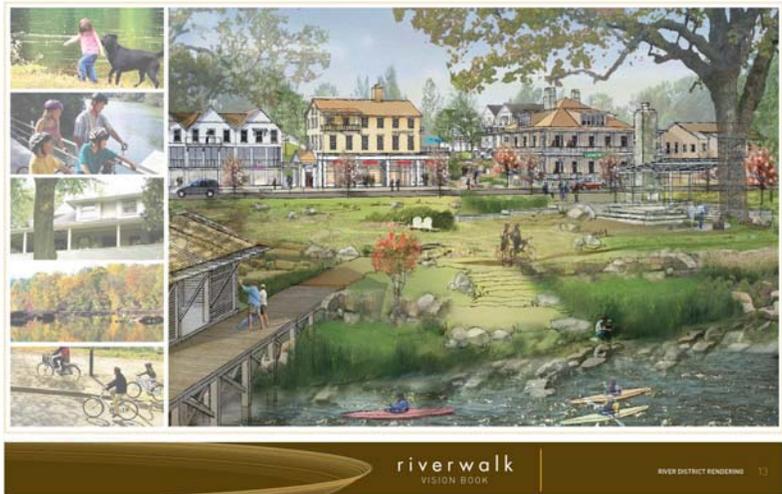
Construction of the new fire station (Airport station) will end in late 2009. The Airport station will be operational in FY2010/2011 and will have new annual operating budget impacts. Exclusive to the first year (FY2010/2011), start-up costs including uniforms and personal protective equipment total approximately \$149,000. This amount is included in the projected FY2010/2011 balanced budget. The following estimated annual operating budget items will continue beginning in FY2011/2012.

Staffing salaries & benefits	\$648,553
Fire apparatus capital lease payments	\$60,000
Other operating expenses including utilities & fuel	\$20,000
General Obligation debt service ¹	<u>\$102,000</u>
Total annual Operating Impact	\$830,553

¹Debt Service through 2031.

Riverwalk

Riverwalk is a mixed-use live, work, play project that is in early stages of development. The project includes a cycling and recreation center. A focal point of the development will be an Olympic standard velodrome and BMX Supercross track. Riverwalk will also include bike trails, water activities, restaurants, shops, and residential housing. The development will be a public-private undertaking with the City providing approximately \$3 million from hospitality taxes and money from tax increment financing district. The developers will dedicate approximately 250 acres, valued at approximately \$8.1 million, for public use. Riverwalk will impact both operating expenditures and revenues. Below is a summary of the estimated expenses and revenue for the next 10 years. Expenses include costs such as, police services, Parks, Recreation, and Tourism programming, maintenance, utility requirements, and debt service.



	June 30 2010	June 30 2011	June 30 2012	June 30 2013	June 30 2014	June 30 2015	June 30 2016	June 30 2017	June 30 2018	June 30 2019
Total Revenue	\$704,339	\$1,288,067	\$1,773,072	\$2,401,933	\$3,026,273	\$3,103,211	\$3,632,412	\$4,140,735	\$4,417,352	\$5,015,973
Total Expenses	\$607,543	\$713,015	\$1,828,814	\$2,053,103	\$2,234,042	\$2,693,491	\$2,791,557	\$3,412,435	\$3,599,313	\$4,222,580
Net Annual Surplus (deficit)	\$96,797	\$575,053	\$(55,742)	\$348,830	\$792,232	\$409,720	\$840,855	\$728,301	\$818,039	\$793,393

Capital Improvement Program

Non-routine Utilities System Projects

There are two distinct funding sources for Electric, Water, and Sewer projects over the next five years— operating budget rate increases and bond/BAN funding. The following three schedules provide funding source information for Electric, Water, and Wastewater projects.

The first schedule below details the Operating Budget new revenues created from rate increases. Projects are funded during the effective year of the increase in the respective fund, and that same amount is reserved subsequent years through FY2012/2013 for additional phases or projects. The plan began in FY2007/2008. As FY2013/2014 approaches, the rate increases will build the capacity for debt service for the \$97 million bond issuance. This plan avoids *rate shock* to our customers by raising the necessary funding to pay the ultimate debt service over time. In the meantime, the plan also allows for pay-as-you-go projects.

Future Utility System Capital Improvements Summary of New Revenues from Rate Increases and Debt Reduction

<u>Revenue/Debt Savings</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>Total</u>
<u>Electric</u>						
2% increase on July 1, 2007	<u>1,439,000</u>	<u>1,439,000</u>	<u>1,439,000</u>	<u>1,439,000</u>	<u>1,439,000</u>	<u>7,195,000</u>
	1,439,000	1,439,000	1,439,000	1,439,000	1,439,000	7,195,000
<u>Water</u>						
5% increase on July 1, 2007	525,000	525,000	525,000	525,000	525,000	2,625,000
5% increase on July 1, 2010	575,000	575,000	575,000	575,000	0	2,300,000
5% increase on July 1, 2011	<u>0</u>	<u>625,000</u>	<u>625,000</u>	<u>625,000</u>	<u>0</u>	<u>1,875,000</u>
	1,100,000	1,725,000	1,725,000	1,725,000	525,000	6,800,000
<u>Wastewater</u>						
10% increase on July 1, 2008	1,503,800	1,503,800	1,503,800	1,503,800	0	6,015,200
10% increase on July 1, 2010	1,700,000	1,700,000	1,700,000	1,700,000	0	6,800,000
5% increase on July 1, 2012	<u>0</u>	<u>0</u>	<u>900,000</u>	<u>900,000</u>	<u>0</u>	<u>1,800,000</u>
	3,203,800	3,203,800	4,103,800	4,103,800	0	14,615,200
<u>Prior Year Revenue Allocations for Debt</u>						
BAN Amount in 2009/10 Budget	590,000	590,000	590,000	590,000	0	2,360,000
BAN Amount in 2010/11 Budget	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>0</u>	<u>2,400,000</u>
	1,190,000	1,190,000	1,190,000	1,190,000	0	4,760,000
TOTAL	6,932,800	7,557,800	8,457,800	8,457,800	1,964,000	33,370,200

Capital Improvement Program

The operating budget rate increase related projects are detailed on the next schedule. Notice, for example, how the \$1.439 million provided from the FY2007/2008 two percent Electric Rate Increase continues to fund Electric System projects.

Future Utility System Capital Improvements							
Summary of Operating Budget Capital Items							
	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>Total</u>
Electric							
Operating Budget Projects-Rate Related							
Springdale Feeders	105,000	125,000	0	0	0	0	125,000
McConnells Hwy (Heckle to 324)	84,000	200,000	0	0	0	0	200,000
Eden Terrace (Bradley to Anderson)	0	220,000	0	0	0	0	220,000
Heckle Blvd Street Lighting	220,000	434,000	0	0	0	0	434,000
York Tech Backfeed	0	300,000	0	0	0	0	300,000
Convert 4KV to 25 KV system	484,000	200,000	305,000	0	0	0	505,000
Hollis Lakes Street Lighting	0	0	300,000	0	0	0	300,000
Other Electric Projects	0	0	1,134,000	1,439,000	0	0	2,573,000
Total	893,000	1,479,000	1,739,000	1,439,000	0	0	4,657,000
Water							
Operating Budget Projects-Rate Related							
McConnells Hwy 12"/Meadowlakes 8"	0	275,000	0	0	0	0	275,000
Homestead Road 12"	0	650,000	0	0	0	0	650,000
Mt. Gallant 24" Water Line	0	200,000	300,000	0	0	0	500,000
Paint Elevated Herlong Ave Tank (Inside/out)	0	0	230,000	0	0	0	230,000
High Service Pump Maintenance	0	0	525,000	0	0	0	525,000
Highway 5 Water Line Extension	0	0	525,000	0	0	0	525,000
Small Diameter Water Lines	335,000	0	449,800	500,000	0	0	949,800
Paint Elevated Highland Park Tank (Inside/out)	0	0	0	250,000	0	0	250,000
Water Plant Improvements	0	0	0	1,290,000	0	0	1,290,000
Total	335,000	1,125,000	2,029,800	2,040,000	0	0	5,194,800
Wastewater							
Operating Budget Projects-Rate Related							
Shadowbrook Sewer Line Replacement	0	400,000	0	0	0	0	400,000
Manchester Creek Outfall Replacement	1,503,800	1,464,800	1,325,000	0	0	0	2,789,800
Sewer Line Replacements	0	0	0	1,914,000	2,603,800	0	4,517,800
Burgis Creek Sewer Basin Sewer Ext	0	0	0	0	1,390,000	0	1,390,000
Restore/Abandon Industrial Lines	0	0	0	0	2,000,000	0	2,000,000
Total	1,503,800	1,864,800	1,325,000	1,914,000	5,993,800	0	11,097,600
Miscellaneous							
New Operations Center	0	0	0	600,800	0	0	600,800
Total Operating Budget Projects	2,731,800	4,468,800	5,093,800	5,993,800	5,993,800	0	20,949,400

Capital Improvement Program

The plan is not complete without consideration of the following projects, funded by the Bond Anticipation Notes and ultimate bond issuance in FY2013/2014.

	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>Total</u>
Electric							
So. Cherry Rd. Widening	0	395,000	0	0	0	0	395,000
Mt. Gallant Electric (09/10)	0	806,000	0	0	0	0	806,000
Albright Road Widening (09/10)	0	0	400,000	0	0	0	400,000
N/W Electric Substation	0	0	0	0	0	2,500,000	2,500,000
Convert 4KV to 25 KV system	0	0	0	0	0	305,000	305,000
Total	0	1,201,000	400,000	0	0	2,805,000	4,406,000
Water							
BAN/Bond Issue Projects							
Church/Neely Road Water Extension	0	0	1,500,000	0	0	0	1,500,000
Red River Road Utility Relocation	0	1,900,000	0	0	0	0	1,900,000
Raw Water Pump Station (Lake)	0	3,000,000	0	0	0	0	3,000,000
Catawba River Pump Station	0	0	0	0	0	3,500,000	3,500,000
Elevated Storage Tank (Laurelwood)	0	0	0	0	0	2,500,000	2,500,000
Water Plant Improvements	0	0	0	0	0	17,000,000	17,000,000
Total	0	4,900,000	1,500,000	0	0	23,000,000	29,400,000
Wastewater							
Sewer Line Replacements	0	0	0	0	0	6,000,000	6,000,000
Manchester Creek Outfall Replacement Phase II	0	0	0	0	0	980,884	980,884
Wastewater Plant	0	0	0	0	0	44,000,000	44,000,000
Total	0	0	0	0	0	50,980,884	50,980,884
Miscellaneous							
New Operations Center	8,000,000	10,600,000	8,000,000	0	0	0	8,000,000
Total	8,000,000	10,600,000	8,000,000	0	0	0	8,000,000
Total Bond/BAN Projects	8,000,000	16,701,000	9,900,000	0	0	76,785,884	92,786,884



Annual/Routine Capital Projects are detailed below.

Capital Improvement Program

Annual/Routine Capital Projects are detailed below.

ANNUAL/ROUTINE CAPITAL PROJECTS ITEM DETAIL CONTINUED

	FY2009/2010	FY2010/2011
Non-Departmental		
Senior Citizens Center	\$26,015	\$26,016
Public Works– Street/Sidewalk/Curb/Gutter		
Full Cost Paving	300,000	300,000
Street/Sidewalk/Curb/Gutter Capital Projects	162,500	162,500
Capital Lease Payments	20,002	20,002
Public Works– Residential Sanitation		
Capital Lease Payments	274,948	471,805
Public Works– Commercial Sanitation		
Capital Lease Payments	144,641	144,641
Public Works— Curbside		
Capital Lease Payments	132,606	142,357
Public Works– Recycling		
Capital Lease Payments	211,739	272,939
Public Works– Construction		
Capital Lease Payments	34,973	48,723
Parks, Recreation, and Tourism – Recreation		
Recreation Projects	40,220	40,220
Parks, Recreation, and Tourism – Parks		
Office Machines	16,396	16,396
Parks Capital Projects	50,000	50,000
Technology Services– MIS		
Computer Hardware	100,000	100,000
General Government – Airport		
Airport Improvements	43,888	40,000
Housing & Neighborhood Services– Neighborhood Development		
Neighborhood Capital Projects	25,000	25,000
Fire– Administration		
Fire Station Construction– Operating Budget Portion	725,000	0
800 Mhz System Capital Lease Payment Fire Portion	30,000	30,000
Fire– Fire Fighting/Suppression		
Fire Apparatus Capital Lease Payments	278,861	278,861
Planning & Development– Zoning		
Zoning Capital Projects	10,200	10,200
Administrative Services—Building Maintenance		
Building Maintenance Capital Projects	10,000	10,000
Capital Lease Payments	10,000	10,000

Capital Improvement Program

ANNUAL/ROUTINE CAPITAL PROJECTS ITEM DETAIL (CONTINUED)

	FY2009/2010	FY2010/2011
Administrative Services—Purchasing/Fleet		
Capital Lease Payments	14,931	14,931
Police—Administration		
Capital Lease Payments	655,903	605,809
Economic and Urban Development—Downtown		
Sidewalk & Parking Improvements	72,000	0
GENERAL FUND TOTAL CAPITAL PROJECTS/ITEMS	\$3,389,823	\$2,820,400
Utilities—Water Treatment Plant		
Water Treatment Plant Improvements	10,220	10,220
Water Treatment Capital Projects	33,604	625,000
Technology Services—Utilities Technology		
Computer Hardware	120,000	120,000
Capital Lease Payments	432,283	432,283
Utilities — Electric Services		
Electric Distribution System	10,220	10,000
Capital Lease Payments	105,214	105,214
Utilities—Traffic Signals		
Substation Equipment	141,001	141,000
Capital Lease Payments	17,626	17,626
Utilities—Water Distribution		
Water Distribution System	20,440	20,440
Distribution Mains	40,880	40,880
Water Meters	51,000	51,000
Water Distribution Capital Projects	525,000	525,000
Capital Lease Payments	17,034	17,034
Utilities— Wastewater System		
New Distribution Mains	15,330	15,330
New Sewer Services	25,000	0
Wastewater System Capital Projects	2,806,731	3,837,845
Utilities— Electric Engineering		
Electric Engineering Capital Projects	1,539,000	1,539,000
Stormwater		
Capital Lease Payments	172,000	194,286
UTILITIES FUND TOTAL CAPITAL PROJECTS/ITEMS	\$6,082,583	\$7,702,158
ALL FUNDS TOTAL CAPITAL PROJECTS/ITEMS	\$9,472,406	\$10,522,558

Capital Improvement Program

TEN YEAR CAPITAL IMPROVEMENT PLAN

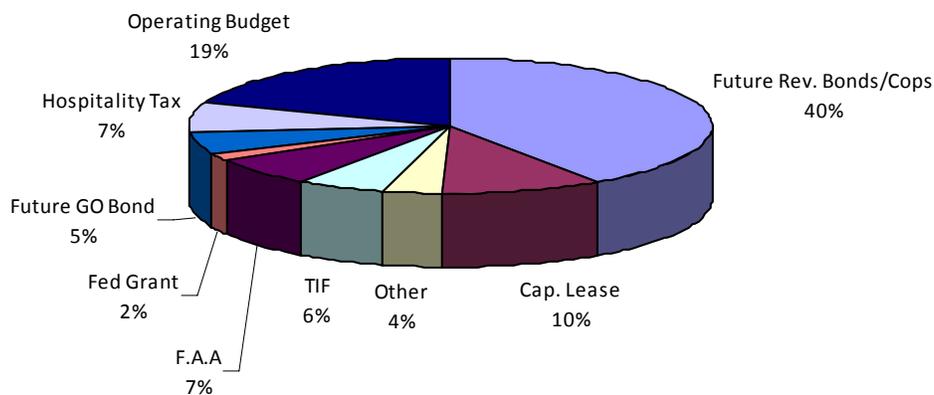
This Ten Year Capital Improvement Plan is for fiscal years 2009/2010 through 2018/2019. The purpose of this section is to project over a ten year period all necessary projects and large equipment purchases.

This portion of project financing is constantly changing. Projects included 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 by the City's Civil Projects Committee.

The total cost currently identified for these projects totals approximately \$276 million. The largest projects to be completed include an upgrade to Manchester Creek Wastewater Treatment Plan, a \$44 million project scheduled to begin in FY2015. Additional projects include funding for a new Operations Center and the Riverwalk development which was discussed previously.

The following schedule details the proposed projects by department for the next 10 years.

CIP Funding Sources



Capital Improvement Program

TEN YEAR CAPITAL IMPROVEMENT PLAN

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total
RIVERWALK											
Riverwalk Expenses	597,161	597,161	1,173,161	1,173,001	1,173,709	1,174,165	1,174,310	1,714,181	1,714,666	2,380,846	12,872,361
Total Riverwalk	\$ 597,161	\$ 597,161	\$ 1,173,161	\$ 1,173,001	\$ 1,173,709	\$ 1,174,165	\$ 1,174,310	\$ 1,714,181	\$ 1,714,666	\$ 2,380,846	\$ 12,872,361
GENERAL GOVERNMENT- 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 GOVERNMENT- AIRPORT											
Airport Improvements	1,887,776	1,960,000	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000	19,687,776
Total Airport	\$ 1,887,776	\$ 1,960,000	\$ 1,980,000	\$ 1,980,000	\$ 1,980,000	\$ 1,980,000	\$ 1,980,000	\$ 1,980,000	\$ 1,980,000	\$ 1,980,000	\$ 19,687,776
ADMINISTRATIVE SERVICES- BUILDING MAINTENANCE											
Citywide roof replacement/facilities improvements	55,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	-	1,555,000
Total- Building Maintenance	\$ 55,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	-	\$ 1,555,000
ADMINISTRATIVE SERVICES- CEMETERY											
Forest Hills Cemetery Expansion	-	-	-	400,000	425,000	-	-	-	-	-	825,000
Total- Cemetery	-	-	-	\$ 400,000	\$ 425,000	-	-	-	-	-	\$ 825,000
PRT- Recreation											
Recreation Infrastructure	30,000	30,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	940,000
McGirt Auditorium Lobby and Restrooms	-	-	200,000	-	-	-	-	-	-	-	200,000
Therapeutic Center	-	-	-	350,000	400,000	400,000	1,700,000	1,800,000	-	-	4,250,000
Boyd Hill Center Community and Fitness Rooms	-	-	-	85,000	850,000	-	-	-	-	-	935,000
TOTAL PRT- RECREATION	\$ 30,000	\$ 30,000	\$ 310,000	\$ 110,000	\$ 545,000	\$ 1,360,000	\$ 1,810,000	\$ 1,910,000	\$ 110,000	\$ 110,000	\$ 6,325,000
PRT- PARKS											
Northside Bath House	-	-	-	-	345,000	-	-	-	-	-	345,000
Greenway Projects	200,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	-	1,700,000
Park Infrastructure	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	700,000
Hargett Park Light Poles	-	-	120,000	-	-	-	-	-	-	-	120,000
Cherry Park Office/Registration Area	-	-	-	500,000	-	-	-	-	-	-	500,000
Picnic Shelters	-	-	70,000	70,000	-	-	-	-	-	-	140,000
Trail Repaving	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000
Glencain Gardens	331,073	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,481,073
Future Regional Park	-	-	150,000	500,000	550,000	600,000	620,000	-	-	-	2,420,000
India Hook Park	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000
Cherry Park Synthetic Turf	-	-	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	640,000
Cherry Park Fence	-	-	-	250,000	-	-	-	-	-	-	250,000
Manchester Meadows Regional Park	870,225	870,975	870,050	872,375	869,000	868,750	867,750	869,550	870,000	-	7,828,675
Glencain Garden Renovations	331,073	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,481,073
North Cherry Road Debt Service	265,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000	2,650,000
Wayfinding Signage	75,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
TOTAL PRT- PARKS	\$ 2,072,371	\$ 1,960,975	\$ 2,780,050	\$ 3,262,375	\$ 3,834,000	\$ 3,038,750	\$ 3,057,750	\$ 2,439,550	\$ 2,440,000	\$ 1,270,000	\$ 26,155,821

Capital Improvement Program

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total
PUBLIC WORKS- STREET/SIDEWALK/CURB/GUTTER											
New Sidewalks	50,000	75,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	525,000
Full Cost Paving	300,000	300,000	325,000	325,000	350,000	350,000	375,000	375,000	400,000	400,000	3,500,000
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	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	670,000
Curb/Sidewalk Repair	66,905	50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	716,905
TOTAL STREET/SIDEWALK/CURB/GUTTER	\$ 571,905	\$ 580,000	\$ 620,000	\$ 620,000	\$ 645,000	\$ 645,000	\$ 670,000	\$ 670,000	\$ 695,000	\$ 695,000	\$ 6,411,905
PUBLIC WORKS- RESIDENTIAL SANITATION											
Garbage Truck Replacement	274,948	274,948	471,893	477,696	493,791	518,261	540,696	547,791	558,761	592,411	4,751,196
TOTAL RESIDENTIAL SANITATION	\$ 274,948	\$ 274,948	\$ 471,893	\$ 477,696	\$ 493,791	\$ 518,261	\$ 540,696	\$ 547,791	\$ 558,761	\$ 592,411	\$ 4,751,196
PUBLIC WORKS- COMMERCIAL SANITATION											
Front-loading Garbage Truck Replacement	144,641	144,641	164,093	167,000	167,000	167,000	184,800	208,011	192,800	192,800	1,732,786
TOTAL COMMERCIAL SANITATION	\$ 144,641	\$ 144,641	\$ 164,093	\$ 167,000	\$ 167,000	\$ 167,000	\$ 184,800	\$ 208,011	\$ 192,800	\$ 192,800	\$ 1,732,786
PUBLIC WORKS- CURBSIDE											
Truck Replacement	132,606	132,606	159,264	216,271	239,708	259,833	287,982	290,982	293,839	317,251	2,330,342
TOTAL CURBSIDE	\$ 132,606	\$ 132,606	\$ 159,264	\$ 216,271	\$ 239,708	\$ 259,833	\$ 287,982	\$ 290,982	\$ 293,839	\$ 317,251	\$ 2,330,342
PUBLIC WORKS- RECYCLING											
Truck Replacement	211,739	272,939	290,339	316,739	348,250	374,819	364,350	366,350	367,350	400,400	3,313,275
TOTAL RECYCLING	\$ 211,739	\$ 272,939	\$ 290,339	\$ 316,739	\$ 348,250	\$ 374,819	\$ 364,350	\$ 366,350	\$ 367,350	\$ 400,400	\$ 3,313,275
HOUSING AND NEIGHBORHOOD SERVICES											
Housing Development Corporation of Rock Hill	226,449	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,026,449
Other Community Development Improvements	1,400,000	200,000	-	-	-	-	-	-	-	-	1,600,000
Saluda Street Master Plan	175,313	176,003	176,266	176,123	176,603	176,775	175,645	176,172	175,380	174,330	1,758,610
TOTAL HOUSING AND NEIGHBORHOOD SERVICES	\$ 1,801,762	\$ 576,003	\$ 376,266	\$ 376,123	\$ 376,603	\$ 376,775	\$ 375,645	\$ 376,172	\$ 375,380	\$ 374,330	\$ 5,385,059
POLICE											
800 MHz	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	510,903	460,809	576,809	596,426	568,181	520,876	536,387	532,034	530,041	591,762	5,424,228
TOTAL POLICE	\$ 655,903	\$ 605,809	\$ 721,809	\$ 741,426	\$ 713,181	\$ 665,876	\$ 681,387	\$ 677,034	\$ 675,041	\$ 736,762	\$ 6,874,228
ECONOMIC AND URBAN DEVELOPMENT											
White St Improvements from Dave Lyle Blvd- Columbia	-	1,450,000	1,450,000	-	-	-	-	-	-	-	2,900,000
Railroad Side Track Expansion & Crossing Project	-	1,950,000	1,650,000	900,000	-	-	-	-	-	-	4,500,000
Hardin Street Upgrade	625,000	65,000	-	-	-	-	-	-	-	-	690,000
Caldwell St. & E. White St. Streetscapes	316,695	-	-	-	-	-	-	-	-	-	316,695
Old Town Market (Umbrella Market)	-	550,000	-	-	-	-	-	-	-	-	550,000
Old Town Amphitheatre	-	100,000	70,000	15,000	-	-	-	-	-	-	185,000
Downtown Streetscape Improvements	-	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,200,000
Children's Museum	150,000	150,000	150,000	-	-	-	-	-	-	-	450,000
Enhancement of Downtown Streets, Alleys, & Public Spaces	40,000	25,000	25,000	65,000	70,000	40,000	40,000	40,000	40,000	40,000	425,000
White Home	100,000	100,000	100,000	-	-	-	-	-	-	-	300,000
Exit 79 Beautification Phase I	60,000	-	-	-	-	-	-	-	-	-	60,000
Exit 79 Beautification Phase II	620,000	-	-	-	-	-	-	-	-	-	620,000
Dave Lyle Boulevard Improvements	75,000	-	-	-	-	-	-	-	-	-	75,000
New River Park Entrance	-	195,000	-	-	-	-	-	-	-	-	195,000
TOTAL ECONOMIC AND URBAN DEVELOPMENT	\$ 1,986,695	\$ 4,585,000	\$ 3,595,000	\$ 1,130,000	\$ 220,000	\$ 190,000	\$ 12,466,695				

Capital Improvement Program

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total
FIRE											
Autumn Parkway Fire Station Construction	1,045,000-	-	-	-	-	-	-	-	-	-	1,045,000
Relocation of Elizabeth Lane	-	-	-	745,560	400,000	400,000	400,000	400,000	400,000-	-	2,745,560
New Station Design/Land/Construction (Mt Gallant)	-	-	-	-	87,750	3,230,000-	-	-	-	-	3,317,750
Airport Fire Station Construction	929,000-	-	-	-	-	-	-	-	-	-	929,000
Fire Department Vehicle Replacement	312,731	312,731	332,283	446,914	494,856	425,311	474,068	465,004	591,067	656,630	4,511,595
800 MHz Capital Lease Payment	0	0	0	0	0	0	0	0	0	0	0
TOTAL FIRE	\$ 2,286,731	\$ 312,731	\$ 332,283	\$ 1,192,474	\$ 982,606	\$ 4,055,311	\$ 874,068	\$ 865,004	\$ 991,067	\$ 656,630	\$ 12,548,905
STORMWATER											
Stormwater Capital Lease Payments	172,000	194,286	159,682	217,057	170,557	180,857	204,786	184,500	208,333	219,833	1,911,891
TOTAL STORMWATER	\$ 172,000	\$ 194,286	\$ 159,682	\$ 217,057	\$ 170,557	\$ 180,857	\$ 204,786	\$ 184,500	\$ 208,333	\$ 219,833	\$ 1,911,891
UTILITIES ADMINISTRATION											
New Operations Center	10,700,000	10,600,000	8,000,000	600,800	0	0	0	0	0	0	29,900,800
TOTAL- UTILITIES ADMINISTRATION	\$ 10,700,000	\$ 10,600,000	\$ 8,000,000	\$ 600,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,900,800
ELECTRIC FUND											
Springdale Feeders	105,000	125,000-	-	-	-	-	-	-	-	-	230,000
Road Widening Relocations	761,000	1,621,000	400,000-	-	-	-	-	-	-	-	2,782,000
Street Lighting	-	434,000	300,000-	-	-	-	-	-	-	-	734,000
York Tech Backfeed	-	300,000-	-	-	-	-	-	-	-	-	300,000
Convert 4KV to 25KV system	484,000	200,000	305,000-	-	-	305,000-	-	-	-	-	1,294,000
Other Electric Projects	-	-	1,134,000	1,439,000-	-	-	1,000,000	1,000,000	1,000,000	1,000,000	6,573,000
NW Electric Substation	180,000-	-	-	-	-	2,500,000-	-	-	-	-	2,680,000
WiFi System Electric Portion Capital Lease Payment	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	211,486	2,114,860
TOTAL ELECTRIC FUND	\$ 1,741,486	\$ 2,891,486	\$ 2,350,486	\$ 1,650,486	\$ 211,486	\$ 3,016,486	\$ 1,211,486	\$ 1,211,486	\$ 1,211,486	\$ 1,211,486	\$ 16,707,860
WATER FUND											
McConnells Homestead & Mt Gallant	-	1,125,000	300,000-	-	-	-	-	-	-	-	1,425,000
Paint Elevated Tanks	-	-	230,000	250,000-	-	-	-	-	-	-	480,000
High Service Pump Maintenance	-	-	525,000-	-	-	-	-	-	-	-	525,000
Highway 5 Water Line Extension	-	-	525,000-	-	-	-	-	-	-	-	525,000
Small Diameter Water lines	335,000	-	449,800	500,000-	-	-	250,000	250,000	250,000	250,000	2,284,800
Water Plant Improvements	-	-	0	1,290,000-	-	17,000,000-	-	-	-	-	18,290,000
Church/Neely Road Water Extension	-	-	1,500,000-	-	-	-	-	-	-	-	1,500,000
Red River Road Utility Relocation	-	1,900,000-	-	-	-	-	-	-	-	-	1,900,000
Raw Water Pump Station (Lake)	-	3,000,000-	-	-	-	-	-	-	-	-	3,000,000
Catawba River Pump Station	-	-	-	-	-	3,500,000-	-	-	-	-	3,500,000
Elevated Storage Tank (Laurielwood)	-	-	-	-	-	2,500,000-	-	-	-	-	2,500,000
Mt. Gallant 24" Water line	-	200,000	300,000-	-	-	-	-	-	-	-	500,000
Hollis Lakes Road Water Extension	190,000-	-	-	-	-	-	-	-	-	-	190,000
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 WATER FUND	\$ 736,486	\$ 6,436,486	\$ 4,041,286	\$ 2,251,486	\$ 211,486	\$ 23,211,486	\$ 461,486	\$ 461,486	\$ 461,486	\$ 461,486	\$ 38,734,660

Capital Improvement Program

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total
WASTEWATER FUND											
Shadowbrook Sewer Line Replacement	-	400,000 -	-	-	-	-	-	-	-	-	400,000
Manchester Creek Outfall Replacement	1,503,800	1,464,800	1,325,000 -	-	-	-	-	-	-	-	4,293,600
Sewer Line Replacements	294,000	0	0	1,914,000	2,603,800	6,000,000 -	-	-	-	-	10,811,800
Burgis Creek Sewer Basin Sewer Ext	-	-	-	1,390,000	-	-	-	-	-	-	1,390,000
Restore Abandon Industrial Lines	-	-	-	2,000,000	-	-	-	-	-	-	2,000,000
Manchester Creek Outfall Replacement Phase II	-	-	-	-	-	980,884 -	-	-	-	-	980,884
Wastewater Plant Expansion	-	-	-	-	-	44,000,000 -	-	-	-	-	44,000,000
Wastewater Plant Land Purchase	50,000 -	-	-	-	-	-	-	-	-	-	50,000
Glencairn Garden Sewer	500,000 -	-	-	-	-	-	-	-	-	-	500,000
TOTAL WASTEWATER FUND	\$ 2,347,800	\$ 1,864,800	\$ 1,325,000	\$ 1,914,000	\$ 5,993,800	\$ 50,980,884	\$ -	\$ -	\$ -	\$ -	\$ 64,426,284
TOTAL ALL DEPARTMENTS	\$ 28,407,010	\$ 34,119,871	\$ 29,050,612	\$ 19,066,934	\$ 18,931,177	\$ 93,195,503	\$ 14,468,746	\$ 14,292,547	\$ 12,665,209	\$ 11,789,235	\$ 275,986,844

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 Plan. The Strategic Plan is a methodical way to go about achieving the vision and goals set by the Mayor and City Council. The Plan includes a comprehensive listing of the objectives, tasks, and performance targets the City will strive to meet to assist with bringing the Mayor and City Council's vision to life.

Back in January, both Council and staff noted the desire to improve our already robust Strategic Plan; staff worked diligently to accomplish this goal. The new Strategic Plan includes performance information from the ICMA National Citizen Survey, ICMA Comparative Performance Measurement Report, and various other professional benchmarking projects the City participates in, thus, making the Strategic Plan a comprehensive meaningful document for Council, staff, and our community.

The new Strategic Plan is built on the premise of implementing disciplined thought in how we go about doing business. It's our hope that if we plan accordingly, act on those plans appropriately, and evaluate our results and progress continuously, we will be better positioned to serve our thriving community. Biannually the City will conduct a formal evaluation to assess its progress at meeting the performance targets within the Strategic Plan.

"A proven formula for success is to plan accordingly, act appropriately, and evaluate continuously."

—Carey F. Smith, City Manager

DIMENSIONS OF THE STRATEGIC PLAN

The Strategic Plan includes three types of measures and tasks, those that relate to planning, acting, and evaluating.



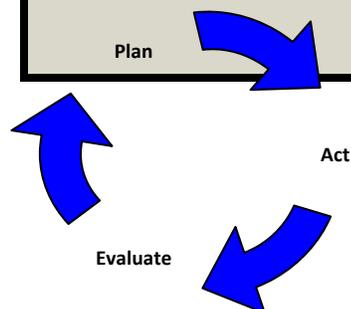
Plan accordingly– These measures relate to our ability to plan for the future. They often precede any actions and may involve gathering information. While these activities can be challenging to measure, they are important because they lay the foundation for future success. (e.g., collaborating and meeting with partners, conducting master planning for infrastructure improvements)



Act appropriately– These measures relate to our ability to meet desired achievement and service levels. They often involve implementing elements from the planning phase. These activities are important because they have tremendous impact on whether tasks or projects will have successful outcomes. (e.g., police response time, revising incentives for business recruitment)



Evaluate continuously– These measures relate to the effectiveness of both our planning and actions. These measures are important because they let us know whether our planning and actions are producing the desired outcomes. (e.g., reduction in crime, job creation, customer satisfaction)



Strategic Planning

To assist with providing the community with updates on the City's progress at addressing the goals and meeting the targets within the Strategic Plan. The City will launch a Performance Dashboard on October 20, 2009.

What is the Dashboard?

The Dashboard is a tool to communicate and track the City's progress on addressing many of the performance targets included in the Strategic Plan.

What information will the Dashboard provide?

Information on the City's progress at meeting performance targets ranging from reducing crime to meeting milestone dates for major projects will be included in the Dashboard.

Data will be communicated using graphs, pictorial thermometers, and timelines with narrative information. When available, historical performance data will be included to offer added context.

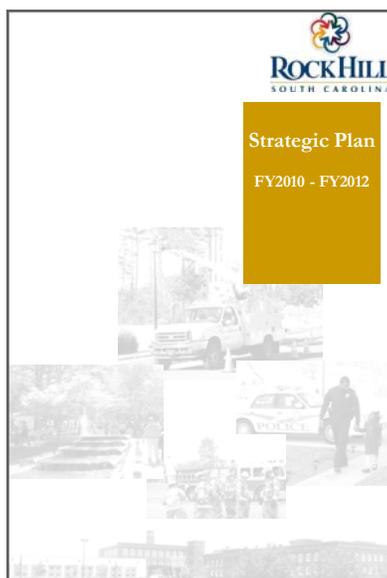
How often will the Dashboard be updated?

The Dashboard as a whole will be updated monthly. The frequency of updates for individual performance targets will vary. Some targets will be evaluated and updated on a monthly basis (e.g., public safety response times), while others will be evaluated quarterly (e.g., stormwater master planning) or annually (e.g., code enforcement voluntary compliance rate).

Additionally, the Dashboard will display a date stamp— indicating the date of its most recent update.

How can I access the Dashboard?

A link to the Dashboard will be located on the main page of the City's website: www.cityofrockhill.com. The website will also include information on how to navigate the Dashboard.



The City of Rock Hill is committed to using performance measurement to provide data to complement decision making, improve performance, communicate progress, and provide accountability.

STRATEGIC INITIATIVES OVERVIEW

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Public Safety— provide high quality services to residents and visitors to the City of Rock Hill which protect life, health, and property by providing highly trained personnel with excellent equipment to prevent police and fire incidents where possible and respond quickly and effectively when the incidents occur.

Short and Long Term Economic Development— strengthen the City’s role as a place for economic activity through job creation, business location and expansion, redevelopment, and tourism.

Old Town Revitalization— strengthen and enhance the neighborhoods and business centers of Old Town, the City’s urban core.

Ensure the Provision of Quality Public Services— provide the public with high quality service levels and demand service standards to ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This will be accomplished through a comprehensive and long-range planning approach to the delivery of municipal services and funding of capital improvements—one that balances the need to prioritize services, maintain service levels, and fund capital improvements.

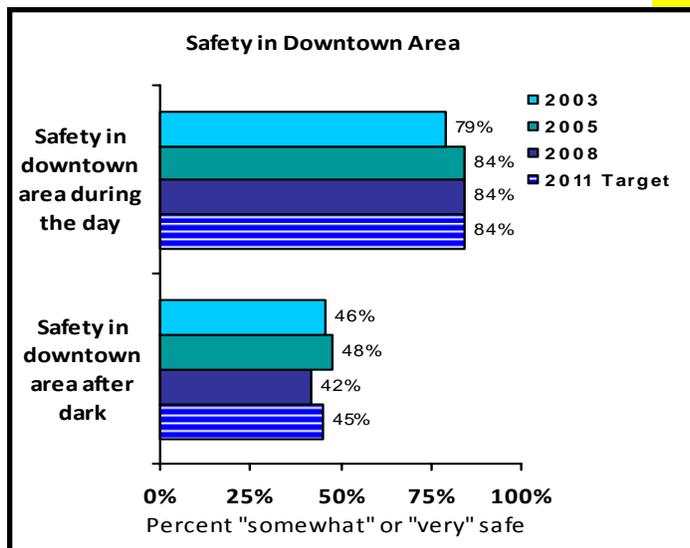
Sustainable Growth— provide for growth that meets the needs of the present, without compromising the ability of future generations to meet their own needs. This includes quality in physical planning and design, efficiency through integrated land use and transportation, and the fostering of environmentally responsible development practices.

Quality of Life— provide high quality leisure services and amenities that make Rock Hill a great place to work and live.

PUBLIC SAFETY

Objective: Engage in neighborhood partnerships & crime prevention activities

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Implement internal processes necessary to support community partnerships Develop written plan on community and problem-oriented policing	○			By 6/30/2011
Encourage external polices that support community partnerships Provide community policing training to Police department employees annually		○		100% of employees
Hold Open House		○		Biennially
Attend neighborhood and business groups events & meetings annually to enhance community partnerships		○		100 meetings/events
Present a public forum annually		○		1
Develop strategies for reducing crime in Old Town and improve public perception Attend neighborhood association meetings in Old Town neighborhoods annually		○		Monthly
Present a public forum in Old Town annually		○		1
Reduce Old Town violent crime per capita (1,000 people) from three year trend			○	2% annually FY2010 goal-18.5
Increase the percentage of customers who feel "somewhat" or "very" safe in the downtown area after dark by 3 percentage points over a three year period			○	47%
Maintain the percentage of customers who feel "somewhat" or "very" safe in the downtown area during the day over a three year period			○	84%



The National Citizen Survey is a collaborative effort between the National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey provides information on resident opinions about the community and services provided by the City of Rock Hill.

PUBLIC SAFETY

Objective: Evaluate and implement recommendations from the *Police Staffing Study*

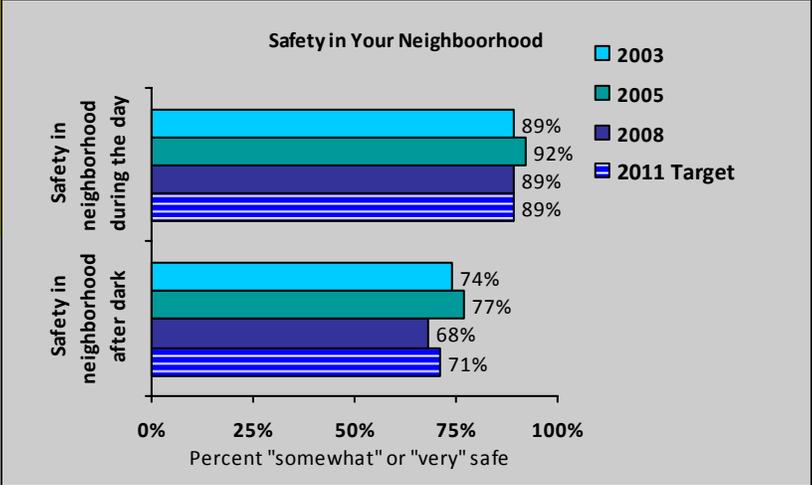
Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Implement personnel procedures, changes, and additions in support of the <i>Police Staffing Study</i> Secure grant funding for 12 additional officers		<input type="radio"/>		During FY2010
Develop and maintain a comprehensive training program for dispatchers to meet CALEA standards	<input type="radio"/>			By 6/30/2010
Annually update screening/testing methods		<input type="radio"/>		By 6/30
Annually update department recruiting plans to ensure a diverse Police workforce		<input type="radio"/>		By 5/31
Evaluate progress of Police workforce diversity annually			<input type="radio"/>	By 6/30
Implement operational procedures in support of the <i>Police Staffing Study</i> Conduct Patrol Beat Analysis annually		<input type="radio"/>		By 1/1
Evaluate civilianizing the Forensics positions and present recommendation to City Management	<input type="radio"/>			By 1/31/2010
Revise patrol schedule		<input type="radio"/>		By 7/6/2009
Implement computerized ticketing system		<input type="radio"/>		By 1/1/2010
Update jail cost analysis		<input type="radio"/>		By 6/30/2010
Examine opportunities for consolidation of services Coordinate with York County to achieve compatible technology and provide for a seamless transition to a merged system	<input type="radio"/>			By 1/1/2012
Study long-term benefits of consolidating Police/Fire/EMS 911 Dispatch Center and present recommendations to City Management		<input type="radio"/>		By 1/31/2012
Develop recommendation on the consolidation of Jail Services and present to City Management		<input type="radio"/>		By 6/30/2012

PUBLIC SAFETY

Objective: Monitor the effectiveness of operational activities and their effect on reducing crime and improving public satisfaction

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Evaluate crimes against persons and exceed nations standards in performance benchmarks Reduce violent crime per capita from three year trend			○	2% annually FY2010 goal– 11.8
Exceed the national clearance rate averages for crimes against persons (national rates follow a calendar year)			○	2 percentage points above
Increase the percentage of customers who feel who feel "somewhat" or "very" safe from violent crime by 3 percentage points over a three year period			○	64%
Evaluate crimes against property and exceed national standards in performance benchmarks Reduce property crime per capita from three year trend			○	2% annually FY2010 goal– 50.1
Exceed the national clearance rate averages for crimes against property (national rates follow a calendar year)			○	2 percentage points above
Increase the percentage of customers who feel "somewhat" or "very" safe from property crimes by 3 percentage points over a three year period			○	53%
Provide effective and efficient Police Services Reduce the number of collisions in the City's Top 5 Collision Areas			○	5% reduction FY2010 goal– 169
Respond to Priority 1 calls within 5 minutes		○		80%
Increase the overall perception of safety and public satisfaction Maintain the percentage of customers who feel "somewhat" or "very" safe in their neighborhood during the day over a three year period			○	89%
Increase the percentage of customers who feel "somewhat" or "very" safe in their neighborhood after dark by 3 percentage points over a three year period			○	71%
Increase the percentage of customers rating police services, crime prevention, and traffic enforce- ment as "good" or "excellent" by 3 percentage points over a three year period			○	Police services– 74% Crime prevention– 55% Traffic enforcement– 60%

- Rock Hill's Top 5 Collision Areas**
1. Cherry Rd & Mt. Gallant
 2. Dave Lyle & John Ross/Springsteen
 3. Celanese & Mt. Gallant
 4. Celanese & Riverchase
 5. Celanese & India Hook



PUBLIC SAFETY

Objective: Promote fire safety through effective prevention, inspections, and education services

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Establish partnerships to promote safety Establish a partnership with the EMS Program at the Applied Technology Center		○		By 6/30/2010
Increase fire safety awareness by making presentations to community groups Fulfill community requests for fire safety presentations		○		100% of requests fulfilled
Provide fire safety education programs to elementary school students		○		3,000 students reached
Conduct presentations for the <i>Inside Rock Hill</i> program		○		2 per year
Maintain certifications and encourage training Fire personnel maintaining State Fire Marshall certifications		○		100%
Fire personnel participating in a minimum of 240 hours of Company Firefighting Training annually to meet ISO Requirements		○		100%
Fire Suppression personnel maintaining required Federal and State Certifications in the special services areas (hazardous materials, confined space, and high level rescue)		○		100%
Fire suppression personnel maintaining a minimum of Emergency Medical Technician Certification through the Department's in-house Medical In-service Training Program		○		100%
Increase the number of Fire department personnel with paramedic certification		○		2 per year



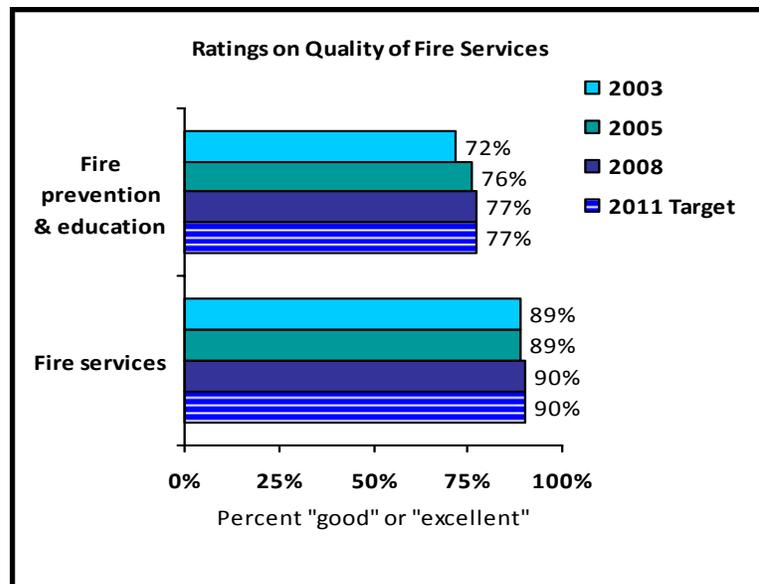
education safety prevention suppression programs Training fire



PUBLIC SAFETY

Objective: Monitor the effectiveness of operational activities and their effect on improving public perception and satisfaction

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Complete facility expansion activities				
Complete construction of the Automall Parkway station		○		By 1/31/2010
Complete construction of Airport Station #6		○		By 1/31/2010
Exceed national standards in overall performance benchmarks				
Respond to top priority Fire Suppression calls within 5 minutes as it relates to ISO Rating		○		90%
Respond to top priority Emergency Response calls within 5 minutes as it relates to ISO Rating		○		90%
Maintain per capita fire loss below the national average (national rates follow a calendar year)			○	2% below
Determine cause in fires investigated		○		90%
Maintain arson clearance rate		○		94%
Maintain customer satisfaction				
Maintain the percentage of customers rating fire services and fire prevention and education as "good" or "excellent" over a three year period			○	Fire services– 90% Fire prevention & education– 77%



PUBLIC SAFETY

Objective: Provide for efficient operations in the Municipal Court

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Effectively manage caseload Dispose of bench trials within 90 days		<input type="radio"/>		50%
Develop a plan to secure additional space for the Court	<input type="radio"/>			By 6/30/2012
Number of weeks with multiple jury trials held		<input type="radio"/>		15
Increase the percentage of customers rating services provided by municipal court as "good" or "excellent" by 3 percentage points over a three year period		<input type="radio"/>		60%

Objective: Provide effective services in the Solicitor's Office

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Provide services to crime victims Number of victims receiving protection services per month		<input type="radio"/>		Number of victims assisted
Effectively manage caseload Number of jury trial cases processed		<input type="radio"/>		Number processed
Dispose of jury trials within 180 days		<input type="radio"/>		50%

PUBLIC SAFETY

Objective: Ensure the safe and continued operation for all City facilities and evaluate customer satisfaction (Hometown Security)

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Evaluate and recommend solutions related to safety issues at the Airport Develop an emergency response plan		○		By 9/30/2010
Develop an improved emergency response and security plan complementing and expanding the guidelines of the state of South Carolina and the Transportation Safety Administration		○		By 1/1/2010
Develop a <i>Continuity of Operations Plan</i> for City recovery Develop guidelines and objectives for implementation of a full scale city continuity of operations		○		By 6/30/2010
Update the Hometown Security and Emergency Response Plan		○		By 1/1/2011
Improve customer satisfaction Increase percentage of customers rating Rock Hill's emergency preparedness services as "good" or "excellent" by 3 percentage points over a three year period		○		63%

Objective: Continue to improve Hometown Security service

Task (in bold) and Performance Indicator	Plan	Act	Evaluate	Target
Seek partnerships within the Comprehensive Communications User Committee & the County Comprehensive User Group Committee Meet regularly with the committees	○			10 meetings per year

PUBLIC SAFETY

Objective: Ensure the safe and continued operation for all City facilities and evaluate customer satisfaction (Hometown Security)

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Evaluate and recommend solutions related to safety issues at the Airport Develop an emergency response plan		○		By 9/30/2010
Develop an improved emergency response and security plan complementing and expanding the guidelines of the state of South Carolina and the Transportation Safety Administration		○		By 1/1/2010
Develop a Continuity of Operations Plan for City recovery Develop guidelines and objectives for implementation of a full scale city continuity of operations		○		By 6/30/2010
Update the Hometown Security and Emergency Response Plan		○		By 1/1/2011
Improve customer satisfaction Increase percentage of customers rating Rock Hill's emergency preparedness services as "good" or "excellent" by 3 percentage points over a three year period		○		63%

Objective: Continue to improve Hometown Security service

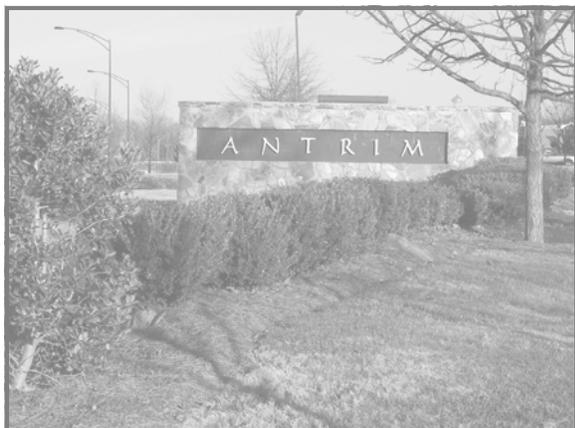
Task (in bold) and Performance Indicator	Plan	Act	Evaluate	Target
Seek partnerships within the Comprehensive Communications User Committee & the County Comprehensive User Group Committee Meet regularly with the committees	○			10 meetings per year

SHORT & LONG TERM ECONOMIC DEVELOPMENT

SHORT & LONG TERM ECONOMIC DEVELOPMENT

Objective: Ensure the availability of competitive sites and services for business location and expansion inside the City

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Complete the development of existing business parks as needed to attract businesses Complete necessary and applicable site surveys for Southway Site M		<input type="radio"/>		By 1/1/2010
Develop a plan and funding strategy for completing the development of Southway Industrial Park	<input type="radio"/>			By 6/30/2010
Create "shovel ready" sites at Waterford and TechPark		<input type="radio"/>		By 6/30/2012
Attract new or expanding businesses to existing business parks		<input type="radio"/>		3 businesses by 6/30/2012
Assist private developers in the development of business parks in the City of Rock Hill Complete an annual update to the assistance strategy/plan for Southcross Corporate Center		<input type="radio"/>		By 6/30 1 meeting per year
Complete Phase I of Riverwalk Business Park		<input type="radio"/>		By 6/30/2011
Work with owners of Aspen Business Park to create a development strategy and update the master plan	<input type="radio"/>			By 6/30/2011
Create a development strategy, in concert with private developers, for extending the Antrim development and provide recommendation to City Management	<input type="radio"/>			By 6/30/2012
Consider opportunities for supporting private developers in constructing speculative buildings Meet regularly with private developers to consider feasibility of speculative building	<input type="radio"/>			11 meetings per year



SHORT & LONG TERM ECONOMIC DEVELOPMENT

Objective: Market Rock Hill as a prime business location in the Charlotte market

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Support external partners in marketing efforts for business development in the City Encourage York County to aggressively implement its Economic Development Strategic Plan; seek appropriate partnership role for the City	○			1 joint meeting each year with staffs & elected officials
Support marketing efforts of privately owned business parks by meeting with them regularly to learn how the City can assist	○			Meet with 100% once a year
Continue City-directed efforts to market the City as a prime business location Market Rock Hill sites directly to brokers and developers in the Charlotte region by engaging in formal contact/interactions		○		Contact 10 brokers/developers annually
Work with development partners (YCEDB, SCDOC, CRCBR, CRP) to accomplish business recruitments	○			3 recruitments by 6/30/2012
Enhance, update, and improve RHEDC website with GIS and interactive maps		○		By 6/30/2010
Re-recruit existing industries in the City and aid in their expansion efforts Meet with existing industries to identify problems and opportunities in which the City/RHEDC can provide assistance	○			5 industries per year

SHORT & LONG TERM ECONOMIC DEVELOPMENT

Objective: Design and communicate incentives to ensure that Rock Hill is competitive with other locations in the Charlotte region

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Evaluate internal incentive programs that may be available for business development and recommend any changes Assess Economic Development Competitiveness and present findings annually		○		By 1/1
Work with the Municipal Association of South Carolina to organize a meeting with the 10 largest cities to discuss the feasibility of encouraging the State to adopt special incentives for cities in distress	○			By 6/30/2012
Evaluate incentives offered by external partners that may be available for business development and recommend any changes necessary Continue infrastructure funding partnership agreements with Comporium		○		1 agreement per year

Objective: Promote job creation and growth in tax base and evaluate community satisfaction*

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Promote job creation and tax base growth Increase the commercial and industrial tax base in the City by \$40 million per year				\$120 million by 6/30/2012
Assist in the creation of new jobs				125 jobs by 6/30/2012
Assess the average wage for new jobs				10% above York County median
Increase community satisfaction Increase the percentage of customers rating employment opportunities in Rock Hill as "good" or "excellent" by 3 percentage points over a three year period				32%
Decrease the percentage of customers rating job growth as "too slow" in Rock Hill by 3 percentage points over a three year period				80%
Increase the percentage of customers rating Rock Hill as a place to work as "good" or "excellent" by 3 percentage points over a three year period				52%
Increase the percentage of customers rating economic development services as "good" or "excellent" by 3 percentage points over a three year period				49%

* These are broad community measures that Rock Hill's Economic and Urban Development Department (EUD) and Rock Hill Economic Development Corporation (RHEDC) can have a positive impact on by carrying out their goals and objectives. There are, however, a number of external factors that can affect these measures that are outside the control of EUD and RHEDC.

SHORT & LONG TERM ECONOMIC DEVELOPMENT

Objective: Increase Rock Hill’s success as a premiere sports tourism destination

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Provide support for tourism development at City facilities				
Work with interdepartmental project team and community organizations to plan, fund, construct, and develop a marketing strategy for the Cycling and Outdoor Center of the Carolinas	○			By 6/30/2012
Develop plans, funding, and construction strategies for the Carolina Thread trail from the Highway 21 Bridge to Downtown (Sections include River Walk, River Park, Galleria Trail, and Jack White Trail)	○			By 6/30/2012
Develop concept and programming for the Outdoor Center	○			By 6/30/2010
Update park enhancements and marketing strategies for sports tourism related facilities annually (Cherry Park, Hargett Park, Terry Complex, Rock Hill Tennis Center, Manchester Meadows)	○			By 6/30
Develop a sports tourism advocacy group				
Convene a meeting of the Sports Marketing Alliance, CVB, RHEDC, Park & Recreation Commission, Tourism Commission, and the Chamber of Commerce to discuss sports tourism as an economic development tool	○			By 7/1/2010
Implement the Tourist Trolley Project				
Purchase three trolleys, develop five year operational plan, and complete first year of services	○			By 1/1/2012

Objective: Build awareness of Rock Hill’s nature-based tourism opportunities

Task (in bold) and Performance Indicator	Plan	Act	Evaluate	Target
Develop and maintain nature-based tourism partnerships				
Convene a meeting of the Trails and Greenway Committee, River Park Advisory Committee, Parks & Recreation Commission, and the Tourism commission to develop a nature-based tourism committee	○			By 1/1/2011
Enhance River Park as a premiere nature-based tourism center				
Construct a new entry to River Park from Waterford Park Drive		○		By 1/1/2012

Objective: Develop other tourism amenities and destinations designed to attract visitors to Rock Hill’s premiere destinations

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Expand the maintenance and marketing of Glencairn Garden as the implementation of the Master Plan is phased in				
Develop an enhanced marketing strategy and a landscape and maintenance strategy for Glencairn Garden	○			By 6/30/2010
Maximize the City's tourism efforts				
Develop a coordinated marketing strategy for all City tourism related efforts	○			By 6/30/2012

SHORT & LONG TERM ECONOMIC DEVELOPMENT

Objective: Support the Riverwalk development through infrastructure assistance and public amenities

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Complete financial related agreements for the phased completion of the Riverwalk development Enter into a development and financing agreement with Greens of Rock Hill that leads to TIF financing of the public infrastructure for Phase I		<input type="radio"/>		By 1/1/2010
Create a Municipal Improvement District to support development of the Riverwalk site		<input type="radio"/>		By 1/1/2010
Issue TIF bond to fund construction of the public infrastructure to serve the Riverwalk site		<input type="radio"/>		By 2/28/2010
Complete funding strategy for Celriver Road	<input type="radio"/>			By 6/30/2010
Manage the City's investments on the Riverwalk site Begin construction of improvements at Riverwalk		<input type="radio"/>		By 4/1/2010
Incorporate the planning for the new US 21 Bridge and Cherry Rd. streetscape improvements into the Riverwalk development plans Begin construction of public improvements on Cherry Road that are linked to Riverwalk		<input type="radio"/>		By 1/1/2011

SHORT & LONG TERM ECONOMIC DEVELOPMENT

Objective: Support new private investment and transportation improvements

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Initiate strategies to encourage quality development in the Galleria area				
Consider gap financing support for transformative private investments in the Galleria area and provide recommendations to City Management	○			By 6/30/2012
Ensure the satisfaction of public goals in new private development projects – especially as it relates to 1) design quality; 2) transportation improvements; and 3) trails and greenways			○	100% of new private development projects meet goals
Complete improvements at the I-77/Dave Lyle Boulevard interchange to enhance business opportunities and traffic flow				
Complete improvements to the I-77/Dave Lyle Boulevard interchange		○		By 10/31/2009
Complete streetscape and traffic improvements in front of Manchester Village		○		By 6/30/2011
Meet with area property owners to ensure that all land use planning and road connections in the vicinity of the Galleria-Manchester Flyover are coordinated to support the projects	○			
Complete streetscape improvements between I-77 and Galleria Blvd.		○		By 6/30/2012
Evaluate the effectiveness of the improvements. Increase revenue collected in business license fees for I-77/Dave Lyle Boulevard area			○	10% increase annually
Coordinate with private hospitality industry representatives, developers, and CVB to maximize business impact of improvements				
Meet with hotel businesses and CVB to discuss improving marketing for the interchange	○			By 6/30/2010
Complete new marketing strategy	○			By 6/30/2012
Seek funding and construction approvals for improvements listed in the I-77 Corridor transportation master plan				
Design and seek funding for Phase 1 of Celriver Road improvements	○			By 6/30/2010
Require private development projects to conform to the transportation master plan		○		By 6/30/2012

Objective: Support the redevelopment of other private properties in the Corridor East/Dave Lyle Boulevard area consistent with the City's goals

Task (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Support redevelopment of properties in the Corridor East/Dave Lyle Boulevard area				
Support completion of Economic Impact Study and Land Use Study	○			Completion by 1/1/2010
Meet with landowners to encourage annexation, appropriate land uses, and rezoning	○			Agreements with 3 property owners by 6/30/2012

Objective: Promote Rock Hill as a technologically advanced city and use this as an economic development incentive

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Research the use of technology in other areas to promote economic development				
Conduct a formal exploratory study to learn how other jurisdictions are using technology to enhance economic development efforts	○			By 6/30/2011
Develop an implementation strategy				
Provide recommendations based on the study's findings and develop an implementation strategy	○			By 6/30/2012

OLD TOWN REVITALIZATION

OLD TOWN REVITALIZATION

Objective: Provide support for public and private investment in the Downtown area

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Promote private investment and reinvestment in the Downtown area				
Attract mixed-use development (new construction) at the TownCenter Sites and other vacant parcels		○		1 development by 6/30/2012
Create and develop partnerships for attracting private investment to the Main/Saluda/Black/Elizabeth area	○			By 6/30/2011
Complete the public improvements proposed for the Old Town Market in conjunction with the redevelopment of the adjacent buildings for retail/restaurant use		○		By 6/30/2012
Encourage private investment in the downtown area		○		\$500,000 per year \$1.5 million by 6/30/2012
Promote residential investment opportunities in the Downtown area				
Initiate redevelopment of the Woolworth site that includes mixed-use development that features a significant number of residential units		○		By 6/30/2012
Attract and support new residential construction in downtown		○		12 new residential units by 6/30/2012
Promote public investment and reinvestment in the Downtown area				
Encourage the expansion/relocation of York County offices and/or services from City Hall to Black Street	○			By 4/30/2010
Invest in capital improvements to the Gettys Center to enhance its value and usefulness	○			\$150,000 by 6/30/2012

Objective: Provide support and incentives for businesses interested in locating or expanding in the Downtown area

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Support small business development in the Downtown				
Provide technical assistance to retail and restaurant businesses, through programs such as Shop-Talk, to strengthen their operations and marketing		○		assist 6 business each year
Recruit small businesses and support their growth in downtown		○		6 small businesses by 6/30/2012
Reexamine and redefine incentive programs for businesses interested in locating or expanding in the Downtown area				
Develop and implement incentive programs to support private investments that aid in the achievement of the City's economic development goals		○		assist 5 businesses through the incentive program
Seek additional funding and manage the Facade Rehabilitation Grant Program		○		fund 2 eligible businesses a year
Increase participation in the Shop-Dine-Unwind Co-op Marketing Program, which supports retail and restaurant businesses in downtown		○		FY10- 8 businesses FY11- 10 businesses FY12- 12 businesses

OLD TOWN REVITALIZATION

Objective: Examine infrastructure needs in the Downtown and develop plans for meeting those needs

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Provide sufficient parking in the Downtown area				
Reorganize the Downtown Parking Commission, policies, and management practices to increase revenues and better maintain public parking resources		○		By 6/30/2010
Increase parking revenue collection rate		○		15% above previous performance
Create and implement a Capital Improvement Plan for downtown parking areas with new paving, improved lighting, landscaping and pedestrian connections	○			By 6/30/2012
Provide sufficient traffic improvements and Streetscapes in the Downtown area				
Develop plan and cost estimates for traffic calming, pedestrian connectivity, and aesthetic improvements on Dave Lyle Boulevard to support private investment and better connect the Textile Corridor and downtown	○			By 6/30/2012
Extend streetscape improvements in the Downtown area		○		Caldwell St.- by 1/1/2011 Oakland Ave- by 6/30/2012
Develop plans and cost estimates for infrastructure and public amenities in the Main/Saluda/Black/Elizabeth area	○			By 6/30/2012
Provide creative Public Spaces in the Downtown area				
Incorporate small public spaces (courtyards, plazas, walkways) into private development projects			○	50% of new projects include public spaces

OLD TOWN REVITALIZATION

Objective: Provide support for safe neighborhoods

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Continue PACE projects Complete the remaining two Weed and Seed neighborhood PACE projects (Crawford Road North & Flint Hill)		○		By 6/30/2010
Support Weed & Seed efforts in five neighborhoods (Flint Hill, South Central, Sunset Park, Hagins Fewell, and Crawford Rd. North) and work with residents and service providers Seek alternative funding sources toward the sustainability of the Urban Rock Hill Weed & Seed Initiative after the five year grant cycle ends in 2010	○			Conduct monthly grant research & semi-annual discussion with agencies
Provide leadership training and education in home-buying, anti-litter, literacy, personal finances, parenting, recycling, mentoring, and gang awareness to the five Weed & Seed neighborhoods		○		Quarterly
Meet with the five Weed & Seed neighborhoods regularly	○			11 times a year
Paint homes with Rolling in Rock Hill each year being sure to include homes in the Weed & Seed area		○		5 within Weed & Seed area



OLD TOWN REVITALIZATION

Objective: Work with neighborhoods to build strong communities and promote neighborhood redevelopment

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Engage Neighborhoods/Community Building				
Encourage and assist in the formation of neighborhood associations and crime watch groups within Old Town		○		3 new associations/groups
Meet regularly with the Saluda Street Corridor Association to assist them in their efforts to increase participation and set direction for continued renewal	○			11 times a year
Coordinate Inside Rock Hill classes each year		○		2 classes
Neighborhood Redevelopment				
Work with the owner of the 4.5 acre parcel at White and South Jones in the Highland Park Mill neighborhood to initiate redevelopment into a mixed use community	○			By 6/30/2012
Complete energy efficient homes for owner occupancy within the Village at Arcade Mill		○		30
Target infill lots within Hagins Fewell for the creation of affordable housing		○		2 new houses built per year
Develop incentives for private investments in owner-occupied structures in East Town	○			By 6/30/2011
Support the redevelopment of Old Town Neighborhoods with needed infrastructure improvements				
Develop a funding strategy and begin design improvements to Sidney Street		○		By 6/30/2012

Objective: Provide assistance to increase the number and quality of owner and renter occupied houses in Old Town

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Enhance the quality of owner-occupied units in Old Town				
Provide owner-occupied rehabilitations within Old Town neighborhoods		○		25 per year
Work with the rental community to continue to improve the quality of housing in the Old Town area				
Increase communication and collaboration with private developers to improve rental housing stock	○			2 meetings per year

OLD TOWN REVITALIZATION

Objective: Provide support to implement redevelopment plans in Old Town area

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Implement the redevelopment plan for the Textile Corridor				
Begin demolition and abatement of the Bleachery site		<input type="radio"/>		By 6/30/2010
Support private investments in the Textile Corridor		<input type="radio"/>		\$7 million in new private investment by 6/30/2012
Implement strategies for reducing blockage of railroad crossings		<input type="radio"/>		By 6/30/2012
Assemble and market land for redevelopment through partnerships with private investors and RHEDC		<input type="radio"/>		assemble & market 2 development sites by 6/30/2012
Complete improvements to White Street from Dave Lyle to Wilson Street and ensure that Wilson Street to Columbia Avenue is ready for construction		<input type="radio"/>		Dave Lyle to Wilson- by 6/30/2011 To Columbia Avenue- by 6/30/2012
Rezone properties in and adjacent to the Textile Corridor consistent with the City's redevelopment goals		<input type="radio"/>		By 6/30/2012
Implement the redevelopment plan for Hardin Street				
Complete improvements to Hardin Street		<input type="radio"/>		By 6/30/2010
Support redevelopment of the Rock Hill Body Company site through incentives and infrastructure improvements		<input type="radio"/>		By 6/30/2011

Objective: Plan for and support redevelopment of key corridors and sites in Old Town

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Support private investment in the Old Town				
Support the Renaissance Square project and other private investment in the East Town Neighborhood		<input type="radio"/>		\$1.25 million in private investment by 6/30/2012
Complete pedestrian improvements to E. White Street from Elizabeth Ln. to Jones Ave.		<input type="radio"/>		By 6/30/2011
Initiate small area redevelopment plans for targeted areas in Old Town				
Develop strategies for redevelopment of West Main and West Black Streets	<input type="radio"/>			By 6/30/2012
Develop strategies for redevelopment of Edison Mall and adjacent properties on Saluda Street and seek support from private investors and City Council	<input type="radio"/>			By 6/30/2012
Participate in the redevelopment opportunities for the College Town Action Plan by attending meetings and assist in taking recommendations to City Council	<input type="radio"/>			Attend 100% of meetings & take recommendation to Council by 6/30/2011

OLD TOWN REVITALIZATION

Objective: Explore the feasibility of a streetcar system linking downtown to Winthrop as an economic development tool

Task (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Plan, fund and design a streetcar system				
Complete feasibility analysis and seek funding	<input type="radio"/>			By 6/30/2011
Begin design	<input type="radio"/>			By 6/30/2012

Objective: Create incentives to support desired private investment in Old Town

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Develop incentive programs that will promote development				
Propose façade improvement programs for key corridors		<input type="radio"/>		By 6/30/2010
Propose incentives for business investments on key corridors		<input type="radio"/>		By 6/30/2010
Seek funding opportunities to incentivize investment				
Secure an allocation of New Markets Tax Credit through Catawba Regional Community Finance Corporation and complete tax credit financing		<input type="radio"/>		Secure allocation by 1/1/2011 Complete 1 project by 6/30/2012
Seek grants and other funding for Old Town investments		<input type="radio"/>		complete 3 grant applications

Objective: Establish an identity for Old Town as a destination

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Develop marketing strategies for the Old Town area to communicate a unified message to the public				
Launch an Old Town website that highlights Old Town successes and events		<input type="radio"/>		By 1/1/2010
Organize and implement public relations plan		<input type="radio"/>		By 1/1/2010
Examine opportunities to improve Old Town and work with the City's partners to accomplish these improvements				
Convene a meeting with appropriate York County representatives to discuss developing a plan for the redevelopment of the Good Motors Site	<input type="radio"/>			By 1/1/2011

OLD TOWN REVITALIZATION

Objective: Provide support for downtown businesses and attract new businesses

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Enhance marketing to attract new businesses				
Develop and implement an office recruiting initiative involving short-term (outreach and marketing) and long-term (market research-based) strategies	<input type="radio"/>			By 6/30/2010
Secure new office users		<input type="radio"/>		3 by 6/30/2012
Improve coordination and relationships with commercial real estate brokerages, economic development organizations, and others involved in local and regional economic development by hosting collaborative meetings and workshops	<input type="radio"/>			1 meeting/ workshop per year

Objective: Continue using stage festivals and events as a marketing tool for Old Town

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Program and manage the Old Town Amphitheater				
Present an Improvements and Funding Plan to City Council		<input type="radio"/>		By 6/30/2010
Create an Annual Report on the success of programming to assist with the development of a sustainable business model		<input type="radio"/>		By 6/30 of each year
Using the Annual Report as guidance, develop a sustainable business model related to Old Town Amphitheater	<input type="radio"/>			By 6/30/2012
Organize, manage and support community activities and events in the downtown area				
Increase attendance at events		<input type="radio"/>		10% increase annually FY2010 goal– 78,100



QUALITY PUBLIC SERVICES

QUALITY PUBLIC SERVICES

Objective: Update the Stormwater Master Plan

Task (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Complete updates to the Master Plan of the City's stormwater infrastructure				
Complete the master plan update for the Wildcat Creek basin	<input type="radio"/>			By 6/30/2010
Complete the master plan update for the Manchester Creek basin	<input type="radio"/>			By 6/30/2011
Complete the master plan update for the Dutchman Creek basin	<input type="radio"/>			By 6/30/2012



Objective: Complete all planned electric, water, and sewer infrastructure improvements

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Complete all planned improvements to the City's electric system				
Continue conversion of 4kV to 25kV (2 substations and feeders left)		<input type="radio"/>		By 6/30/2012
Complete the Catawba Terrace overhead relocation and conversion to underground		<input type="radio"/>		By 6/30/2010
Complete the substation breaker replacement program for reliability and ease of use		<input type="radio"/>		By 6/30/2012
Complete the Downtown Underground manhole, equipment and cable replacement project		<input type="radio"/>		By 6/30/2011
Secure funding and complete the Saluda Street Gateway replacement project		<input type="radio"/>		By 6/30/2010
Prepare for the expansion of the wastewater treatment plant from 20 MGD to 30 MGD				
Identify, solicit, develop funding model for expansion	<input type="radio"/>			By 4/30/2010
Acquire necessary property for expansion	<input type="radio"/>			By 6/30/2010
Identify and eliminate inflow and infiltration through the City's sewer line replacement program				
Identify sections of sewer lines to replace or rehabilitate annually	<input type="radio"/>			By 8/31
Develop & secure funding to complete identified projects annually	<input type="radio"/>			By 9/30
Rehabilitate or replace sewer lines annually		<input type="radio"/>		3 linear miles
Expand the raw water intake from 30 MGD to 48 MGD				
Submit & complete permitting activities for capacity upgrade	<input type="radio"/>			By 10/31/2009
Bid & select contractor for construction	<input type="radio"/>			By 3/31/2010
Prepare for the expansion of the water treatment plant from 30 MGD to 48 MGD				
Identify, solicit, develop funding model for expansion	<input type="radio"/>			By 4/30/2012

QUALITY PUBLIC SERVICES

Objective: Complete all planned Parks, Recreation, Tourism infrastructure improvements

Task (in bold) and Performance Indicator	Plan	Act	Evaluate	Target
Identify infrastructure maintenance needs and the impact of population Review and revise the PRT Master Plan and Capital Improvement Plan to upfit aging recreation centers, buildings, parks and playgrounds annually				By 6/30

Objective: Complete all planned Public Works infrastructure improvements

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Expand the City's street resurfacing program Explore new funding sources for resurfacing revenue	<input type="radio"/>			By 6/30/2011
Expand the City's sidewalk repair and ADA ramp upgrade program Annually update the inventory of City sidewalks and assess conditions		<input type="radio"/>		By 12/1
Develop a plan to replace 2,000 linear feet of damaged sidewalk annually	<input type="radio"/>			Develop plan by 6/30/2010
Upgrade intersection ramps to comply with ADA requirements for each of the next fifteen years (approximate cost of \$35,000 annually)		<input type="radio"/>		35 per year
Develop an automated work order system for solid waste Implement an automated work order system		<input type="radio"/>		By 6/30/2010

QUALITY PUBLIC SERVICES

Objective: Provide for the orderly development and expansion of the City’s electric, water, sewer, and stormwater infrastructure

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Develop a master plan for extension of water and sewer infrastructure into the unincorporated areas within the City’s Urban Growth Boundary to assist the Planning Dept in making informed decisions concerning service to new customers				
Identify target area for expansion annually	○			By 9/1
As a regional provider of water and wastewater services, evaluate and update our wholesale contract rates for York County (water & sewer), Fort Mill (water), and Tega Cay (sewer) to reflect recent capital improvements and changes in usage				
Execution of each contract		○		By 6/30/2010
Develop and execute a contract, and provide a wholesale point of service for water to the City of York				
Develop milestone dates to ensure project remains on track	○			By 6/30/2012

Objective: Provide for the orderly development and expansion of the City’s Parks, Recreation, Tourism Infrastructure

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Ensure planning and funding of new Parks, Recreation & Tourism (PRT) infrastructure to support growth within the City of Rock Hill				
Review, revise and implement the PRT Master Plan and Capital Improvement Plan to develop new recreation centers, building, parks and playgrounds annually	○			By 6/30
Continue with current improvements and investigate opportunities to expand leisure and recreational activities that are responsive to the changing needs of our customers and businesses				
Complete the Edgemont restroom facility at Glencairn Gardens	○			By 3/1/2010
Identify \$1.4 million in funding for additional garden development at Glencairn Gardens	○			By 6/30/2012
Work with interdepartmental project team and community organizations to plan, fund, and begin construction Phase I for India Hook Park	○			By 6/30/2012

Objective: Provide for the orderly development and expansion of the City’s Public Works infrastructure

Task (in bold) and Performance Indicator	Plan	Act	Evaluate	Target
Ensure Public Works is properly equipped to provide services to new growth while continuing to offer high quality existing services				
Number of residential sanitation customers per automated truck route			○	Customers per route

QUALITY PUBLIC SERVICES

Objective: Provide for the orderly development and expansion of other facilities & infrastructure

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Ensure the new Operations Center project remains on time and on budget Develop milestone dates from existing Giffells schedule and manage progress	○			By 9/30/2009
Annually meet milestone dates			○	95%
Ensure Airport construction projects remains on time and on budget Develop milestone dates from existing construction schedule and manage progress	○			By 9/30/2009
Annually meet milestone dates			○	95%

Objective: Continue to expand the City's Wifi infrastructure to meet service demands throughout the community

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Expand WiFi coverage to provide ubiquitous service throughout the utility service territory by utilizing Tropos technology and applications such as AMI Install additional routers		○		25 per square mile
Identify and develop new applications for mobile use	○			By 1/1/2010
Implement automated metering infrastructure and provide the ability for net metering initiatives, smart grid initiatives, and home automated networking		○		By 6/30/2011
Investigate and research technologies currently available to better enhance customer service Research solid waste truck routing	○			By 6/30/2011
Research leak detection	○			By 6/30/2011
Research outage reporting	○			By 6/30/2012

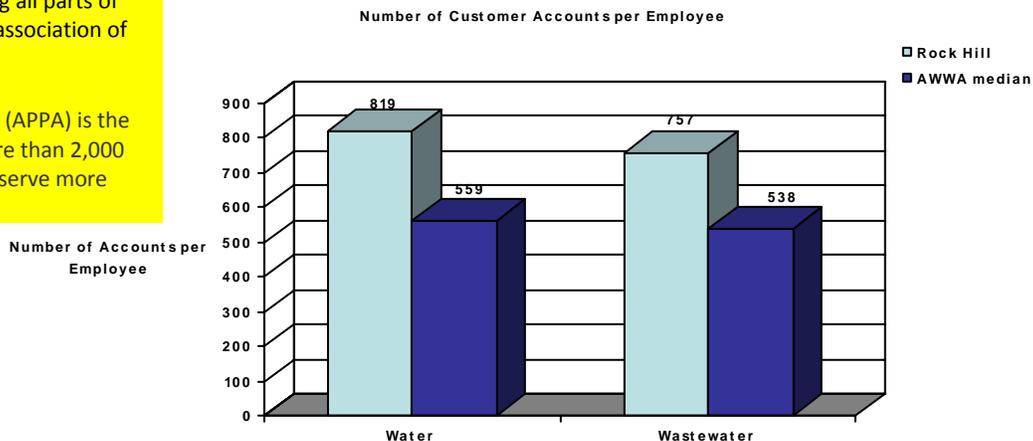
QUALITY PUBLIC SERVICES

Objective: Provide customers with high quality, efficient services

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Evaluate water operational efficiencies and customer satisfaction				
Comply with EPA and DHEC drinking water standards			○	100%
Remain above the median for the number of customer accounts per employee (AWWA)			○	Above median
Remain above the median for MGD water delivered per employee (AWWA)			○	Above median
Increase the percentage of customers rating drinking water services as "good" or "excellent" by 3 percentage points over a three year period			○	71%
Evaluate wastewater operational efficiencies and customer satisfaction				
Comply with wastewater treatment standards			○	100%
Remain above the median for the number of customer accounts per employee (AWWA)			○	Above median
Remain above the median for MGD wastewater processed per employee (AWWA)			○	Above median
Increase the percentage of customers rating sewer services as "good" or "excellent" by 3 percentage points over a three year period			○	76%
Evaluate electric operational efficiencies and customer satisfaction				
Receive RP3 Survey designation from APPA			○	Diamond
Increase the percentage of customers rating street lighting as "good" or "excellent" by 3 percentage points over a three year period			○	51%
Increase the percentage of customers rating traffic signal timing as "good" or "excellent" by 3 percentage points over a three year period			○	46%
Increase the percentage of customers rating traffic flow on major streets as "good" or "excellent" by 3 percentage points over a three year period			○	42%
Increase the percentage of customers rating electric services as "good" or "excellent" by 3 percentage points over a three year period			○	71%

The **American Water Works Association (AWWA)** has more than 60,000 members representing all parts of the water profession, and is the largest association of water professionals in the world.

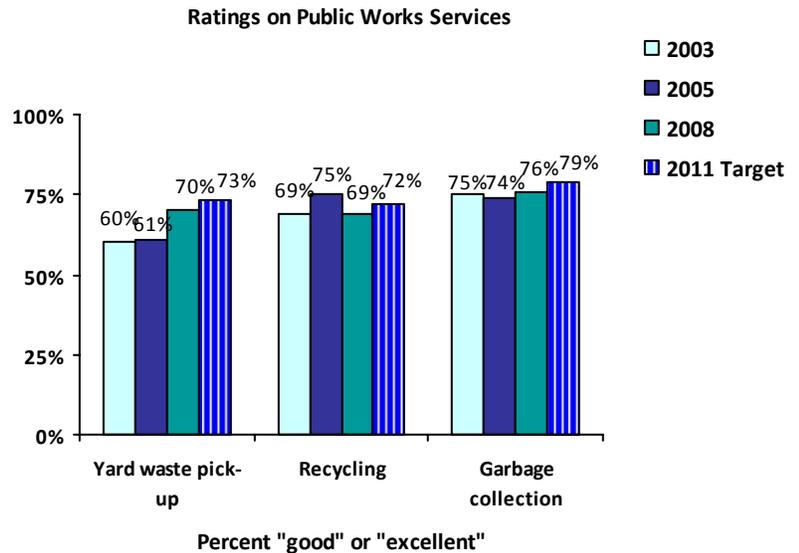
The **American Public Power Association (APPA)** is the service organization for the nation's more than 2,000 community-owned electric utilities that serve more than 45 million Americans.



QUALITY PUBLIC SERVICES

Objective: Provide customers with high quality efficient services

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Evaluate public works operational efficiencies, customer recycling participation, and customer satisfaction				
Remain below the median cost for operating & maintenance expenditures for refuse collection per ton of refuse collected as it relates to our population class			○	25% below
Increase the tons of recyclable material collected as a percentage of all refuse and recycling material collected annually over a three year period			○	3 percentage points
Increase the percentage of customers who indicated they recycled used paper, cans, or bottles from their home by 3 percentage points over a three year period			○	75%
Increase the percentage of customers rating recycling services as "good" or "excellent" by 3 percentage points over a three year period			○	72%
Increase the percentage of customers rating garbage collection services as "good" or "excellent" by 3 percentage points over a three year period			○	79%
Increase the percentage of customers rating yard waste pick-up services as "good" or "excellent" by 3 percentage points over a three year period			○	73%
Increase the percentage of customers rating street cleaning services as "good" or "excellent" by 3 percentage points over a three year period			○	50%
Increase the percentage of customers rating storm drainage services as "good" or "excellent" by 3 percentage points over a three year period			○	62%
Increase the percentage of customers rating street repair and sidewalk maintenance services as "good" or "excellent" by 3 percentage points over a three year period			○	Street – 32% Sidewalk – 41%



QUALITY PUBLIC SERVICES

Objective: Improve customer satisfaction by maintaining a high quality, customer service oriented organization, being accessible, and providing effective communication

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Evaluate the effectiveness of communication tools used to make information accessible to customers				
Increase the percentage of customers who indicated they attended a meeting of local elected officials or other local public meeting by 3 percentage points over a three year period			<input type="radio"/>	30%
Increase the percentage of customers who indicated they watched a meeting of local elected officials or other local public meeting on cable television by 3 percentage points over a three year period			<input type="radio"/>	59%
Increase the percentage of customers who indicated they visited the City of Rock Hill's website by 3 percentage points over a three year period			<input type="radio"/>	65%
Maintain the percentage of customers who indicated they read the Rock Hill Utility Bill Newsletter over a three year period			<input type="radio"/>	80%
Increase the percentage of customers rating public information services as "good" or "excellent" by 3 percentage points over a three year period			<input type="radio"/>	65%
Increase the percentage of customers rating the job that Rock Hill government does at welcoming customer involvement as "good" or "excellent" by 3 percentage points over a three year period			<input type="radio"/>	47%
Increase the percentage of customers rating the job that Rock Hill government does at listening to customers as "good" or "excellent" by 3 percentage points over a three year period			<input type="radio"/>	37%
Increase the percentage of customers rating the overall image or reputation of Rock Hill as "good" or "excellent" by 3 percentage points over a three year period			<input type="radio"/>	66%
Evaluate customer satisfaction with services provided and service delivery				
Increase the percentage of customers rating the overall quality of services provided by the City of Rock Hill as "good" or "excellent" by 3 percentage points over a three year period			<input type="radio"/>	64%
Increase the percentage of customers rating City employees as "good" or "excellent" in the following areas by 3 percentage points over a three year period: courtesy, knowledge, responsiveness, overall impression			<input type="radio"/>	Courtesy– 77% Knowledge– 76% Responsiveness– 69% Impression– 75%
Continue to integrate the importance of customer service into organizational culture				
Percentage of new employees surveyed who indicate who indicate their supervisor made them aware of, and reinforced, the City's commitment to providing excellent customer service during the first week on the job			<input type="radio"/>	95%
Provide customer service training to employees annually		<input type="radio"/>		160 employees
Conduct the "Mystery Shopper" program for departments		<input type="radio"/>		Quarterly
Ensure that departmental productivity plans reward and recognize customer service		<input type="radio"/>		100% of departments
Solicit gainsharing proposals annually from employees that offer suggestions which enhance and strengthen the Customer Service Program		<input type="radio"/>		5 proposals
Increase the number of customer comment cards returned annually		<input type="radio"/>		3% over previous performance
Communicate the City's commitment to customer service				
Highlight customer service as one of the City's core values in monthly utility bill inserts		<input type="radio"/>		3 inserts per year

SUSTAINABLE GROWTH

SUSTAINABLE GROWTH

Objective: Implement the Corridor East growth strategy, designating this area as the City’s preferred location for expansion

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Collaborate with York County on planning in the Corridor East area Meet with York County annually to ensure successful joint planning	<input type="radio"/>			1 meeting
Ensure all functional master plans reflect the priority of this area Assist departments as they develop or update functional plans annually		<input type="radio"/>		2 departments
Establish, adopt, and communicate work plan and implementation priorities Adopt work plan with Comprehensive Plan		<input type="radio"/>		By 1/1/2011
Work with York County to finalize plan to construct Dave Lyle Boulevard Extension Identify funding option for Dave Lyle Boulevard extension	<input type="radio"/>			By 6/30/2012

Objective: Manage growth through the development of infill strategies and growth policies for the urban fringe

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Provide strategies for managing growth in expansion areas on the urban fringe Develop guidelines to ensure that appropriate compact development patterns and mixes of land use are planned for in all growth areas of the City	<input type="radio"/>			By 6/30/2010
Establish a City growth policy for other vectors to the north, west, and south		<input type="radio"/>		By 1/1/2011
Reevaluate the Urban Services Area Boundary and evaluate logical annexation in fringe areas to form a rational transition between the City and County and provide recommendations to City Management	<input type="radio"/>			By 1/1/2012
Promote infill development and redevelopment as the first priority for growth Identify redevelopment potential on major corridors outside of Old Town, such as Anderson Road and Cherry Road	<input type="radio"/>			By 1/1/2011
Evaluate regulations and policies to make sure redevelopment is feasible and financially attractive and present findings to City Management	<input type="radio"/>			By 1/1/2012
Update enclave areas for annexation annually		<input type="radio"/>		By 1/1

Objective: Implement a proactive comprehensive planning program

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Complete the Comprehensive Plan update and establish implementation program and schedule Complete and adopt the Comprehensive Plan and implementation program		<input type="radio"/>		By 1/1/2011
Assist departments with functional plans (water, sewer, stormwater, parks, etc.) and identify key areas needing more detailed planning studies and begin that planning process Assist departments as they develop or update functional plans. Create and begin implementation of area plan program annually		<input type="radio"/>		2 departments
Collaborate with all planning partners (County, State, School District, other cities) Partner with the County, State, School District, and other cities to complete the population, community facilities, and transportation elements of the Comprehensive Plan	<input type="radio"/>			By 1/1/2011

SUSTAINABLE GROWTH

Objective: Continue road planning and enhance with details that can be coordinated with government and development sector actions

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Complete updates to transportation related plans				
Initiate thoroughfare and sub-area planning in conjunction with York County and other RFATS communities	○			By 6/30/2010
Update Congestion Management Study and implement monitoring process and other recommendations		○		By 6/30/2010
Complete Long Range Transportation Plan and update the action plan	○			By 1/1/2011
Evaluate opportunities for funding improvements				
Collaborate with York County on 2010 One Cents Sales Tax Referendum initiative by regularly attending meetings	○			100% of meetings
Seek funding for priority road improvements through programs such as CMAQ, stimulus funds, and SCDOT grants		○		Complete 3 grant applications annually

Objective: Investigate further mass transit options in conjunction with York County and other affected jurisdictions

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Complete plans related to proposed routes				
Implement Celanese Corridor express bus service		○		By 10/31/2009
Complete implementation planning with York County and other communities for the US 21 Bus Rapid Transit	○			By 6/30/2012
Evaluate fixed route transit options for specific areas of the City and provide findings to City Management	○			By 6/30/2012
Seek funding for public transit programs				
Seek funding by submitting all grant applications to FTA and SCDOT on time		○		100% applications on time
Communicate transit programs and initiatives to public, build community support for Bus Rapid Transit, and meet customer needs				
Create multi-media information pieces		○		By 6/30/2011
Increase the percentage of customers rating bus or transit services as "good" or "excellent" by 3 percentage points over a three year period			○	31%
Maintain participation/ridership level in transit programs			○	Maintain ridership level FY2009– 61,018 ridership

SUSTAINABLE GROWTH

Objective: Consider alternative transportation modes, i.e., bicycles and walkability in all planning activities

Task (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Evaluate current development standards and how these standards may integrate with the concept of “complete streets” Complete update of Zoning Ordinance related standards		○		By 6/30/2010
Identify and develop plans for activity centers that need retrofitting to more walkable environments	○			By 1/1/2012
Meet with RFATS, York County and SCDOT at the project development stage to ensure the most appropriate bike/ped facilities are included with all projects	○			2 meetings during development stage

Objective: Incorporate land development practices that are more environmentally sensitive

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Explore environmentally sensitive practices during the Zoning Ordinance review Review standards to minimize pavement and other impervious areas	○			By 6/30/2010
Research low impact stormwater management practices and where appropriate, include practices in Zoning Ordinance	○			By 6/30/2010
Encourage compact mixed use development in walkable environments Percentage of approved projects that support this vision			○	33%

Objective: Encourage green building practices

Task (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Research and develop incentives and opportunities to recognize green building practices Explore utility incentives for high-performing energy efficient buildings and present options	○			By 1/1/2011
Develop a program for providing recognition to documented green buildings	○			By 1/1/2012
Explore building permit incentives for green construction	○			By 1/1/2013

SUSTAINABLE GROWTH

Objective: Encourage water conservation and the use of reclaimed water

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Promote water saving landscape treatments and drip irrigation Review Drought Management Ordinance	○			By 6/30/2011
Provide reclaimed water for necessary irrigation and other heavy uses Implement plan for reclaimed water system		○		By 6/30/2012

Objective: Promote practices to improve air quality

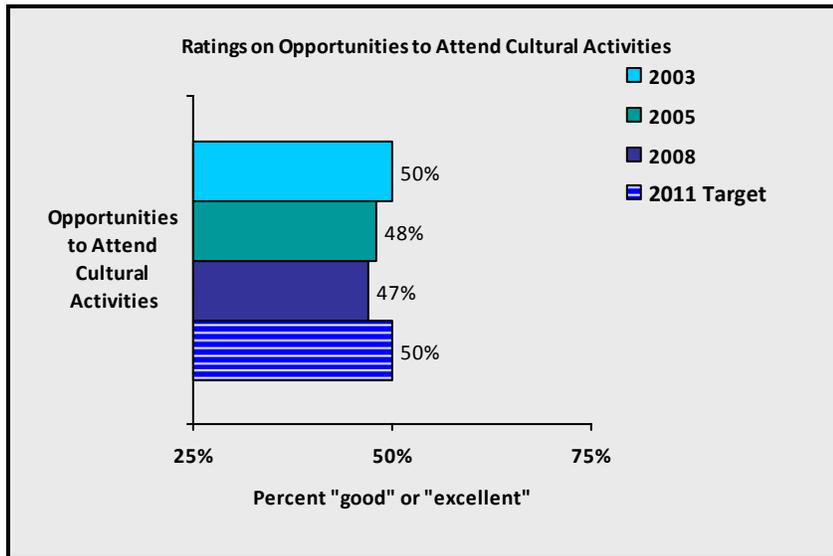
Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Continue City efforts to improve air quality and work with SCDHEC and Charlotte partners to educate public on air quality issues, concerns and solutions Establish policies that reduce/eliminate construction equipment idling	○			By 1/1/2010
Encourage alternatives to single occupant vehicle travel by initiating the Clean Air Works public information program		○		By 4/30/2010
Maintain the number of City vehicles and equipment using alternative fuel		○		265
Evaluate customer satisfaction Increase the percentage of customers rating air quality as "good" or "excellent" by 3 percentage points over a three year period			○	61%
Increase the percentage of customers rating the quality of the overall natural environment in Rock Hill as "good" or "excellent" by 3 percentage points over a three year period			○	64%

QUALITY OF LIFE

QUALITY OF LIFE

Objective: Provide a variety of opportunities and amenities for residents to participate in visual and performing, cultural, historic, and other arts

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Provide programming that reflects community needs and expectations Conduct program evaluations at the conclusion of PRT registered programs		○		100% of registered programs
Support community arts efforts- in both development and programming efforts Support the efforts of community groups to develop a Community Performance Center and Children's Museum		○		Complete agreements by 1/1/2010
Support the efforts of community groups to develop events (example: Gallery Crawl, Festivals, etc.)		○		3 new events by 6/30/2012
Increase the percentage of customers rating opportunities to attend cultural activities as being "good" or "excellent" by 3 percentage points over a three year period		○		50%



QUALITY OF LIFE

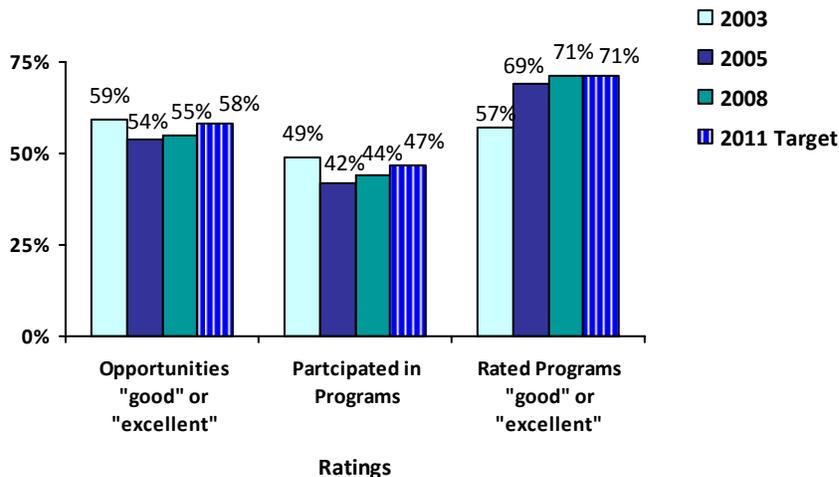
Objective: Provide quality facilities and parks to serve local residents

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Gain input from customers, advisory groups, and staff for analysis of recreation centers and parks usage Conduct meetings to gain input		○		6 per year
Evaluate facility usage and customer satisfaction Evaluate current usage at targeted facilities		○		By 6/30/2012
Increase the percentage of customers who indicated they used Rock Hill recreation centers at least once in a 12 month period by 3 percentage points over a three year period			○	60%
Increase the percentage of customers rating recreation centers or facilities as "good" or "excellent" by 3 percentage points over a three year period			○	71%
Maintain the percentage of customers who indicated they visited a neighborhood park or City park in a 12 month period			○	87%
Maintain the percentage of customers rating City parks as "good" or "excellent"			○	81%

Objective: Provide quality programs to serve local residents, being sure to consider senior services and needs

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Market programs to attract customers and evaluate customer satisfaction Update marketing strategy annually		○		By 6/30
Increase the percentage of customers rating recreational opportunities as "good" or "excellent" by 3 percentage points over a three year period			○	58%
Increase the percentage of customers who indicated they participated in a recreation program or activity at least once in a 12 month period by 3 percentage points over a three year period			○	47%
Maintain the percentage of customers rating recreation programs or classes as "good" or "excellent"			○	71%

Ratings on Recreational Opportunities and Programming



QUALITY OF LIFE

Objective: Provide safe, connected, and quality trails, greenways, and sidewalks

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Support the continued development and expansion of current Trails and Greenways initiative and evaluate customer service				
Continue to implement the Trails and Greenways Master Plan by developing annual milestone targets	○			By 6/30
Support trails and greenways connectivity by gaining input from customers and advisory groups by holding meetings regularly		○		11 meetings annually
Increase the percentage of customers rating the availability of paths and walking trails as "good" or "excellent" by 3 percentage points over a three year period			○	45%
Increase the percentage of customers rating the ease of bicycle travel in Rock Hill as "good" or "excellent" by 3 percentage points over a three year period			○	40%
Increase the percentage of customers rating the ease of walking in Rock Hill as "good" or "excellent" by 3 percentage points over a three year period			○	48%
Support the development of new initiatives to promote trails, greenways and sidewalks				
Implement marketing strategy to educate customers on the benefits of the trail system		○		By 6/30/2010
Evaluate "Bicycle Friendly Community" designation and develop recommendations, in conjunction with other affected departments		○		By 6/30/2012
Support Carolina Thread Trail initiative as it relates to connectivity by annually attending meetings	○			3 meetings



QUALITY OF LIFE

Objective: Support community efforts to address the health and wellness of Rock Hill residents

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Support community initiatives that address homelessness in Rock Hill Partner with United Way to complete the Community Homeless Plan		<input type="radio"/>		By 1/1/2010
Support Back the Pack and similar programs Inform employees about Back the Pack and similar programs by featuring programs in the employee newsletter <i>Hot News</i>		<input type="radio"/>		3 <i>Hot News</i> issues

Objective: Make a commitment to integrate social health and awareness into City work processes

Task (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Provide support to organizations, causes and groups that support social awareness Educate all employees on the #1 Question: Is It Good for the Children campaign	<input type="radio"/>			By 3/31/2010
Support the work of No Room for Racism, Human Relations Committee, MLK Task Force, and the Mayor's Committee on Employment of People with Disabilities	<input type="radio"/>			City staff attend 100% of meetings

QUALITY OF LIFE

Objective: Provide for the development of public beautification projects and ensure that these and other City projects are well maintained

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Develop public beautification projects that enhance the City's image				
Pursue additional federally-funded highway enhancement projects		<input type="radio"/>		1 project per year of eligibility
Complete the development of the Saluda Gateway		<input type="radio"/>		By 6/30/2012
Make sure the City is well maintained				
Continue to publicize and support litter control programs by attending events and meetings annually	<input type="radio"/>			2
Continue to support the community's forestry programs by attending events and meetings annually	<input type="radio"/>			5 events/meetings
Enhance Community Forestry's utilization of the website as a way of reaching the community		<input type="radio"/>		By 1/1/2011
Maintain the Tree City USA designation		<input type="radio"/>		Maintain designation
Conduct a windshield assessment of the entire City of Rock Hill to identify areas of concentrated blight		<input type="radio"/>		By 6/30/2010
Increase the percentage of cases being brought into voluntary compliance for all code violations by three percentage points over a three year period		<input type="radio"/>		84%
Increase the percentage of customers rating code enforcement services as "good" or "excellent" by 3 percentage points over three year period			<input type="radio"/>	39%
Decrease the percentage of customers rating run down buildings, weed lots, or junk vehicles as being a "moderate" or "major" problem by 3 percentage points over a three year period			<input type="radio"/>	51%
Increase the percentage of customers rating the cleanliness of Rock Hill as "good" or "excellent" by 3 percentage points over a three year period			<input type="radio"/>	63%
Increase the percentage of customers rating the overall appearance of Rock Hill as "good" or "excellent" by 3 percentage points over a three year period			<input type="radio"/>	65%
Complete PACE projects annually which includes identifying neighborhoods to address junk cars, overgrown lots, and dilapidated housing		<input type="radio"/>		2 per year



Cherry Road



Cherry Road Before

QUALITY OF LIFE

Objective: Design City infrastructure that creates quality streets and curb appeal

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Provide for well designed thoroughfares that promote quality and aesthetics Implement complete streets requirements that consider landscape and aesthetic improvements as well as bicycle and pedestrian facilities		<input type="radio"/>		By 6/30/2010
Establish guidelines for utility installations to ensure their visual impact is considered and to minimize their impact on existing landscape	<input type="radio"/>			By 1/1/2011
Complete implementation of the initial phase of the wayfinding program to help mitigate the visual impact of necessary directional signage		<input type="radio"/>		By 6/30/2010

Objective: Ensure quality development standards so that private investment reinforces the City's aesthetic goals

Tasks (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Develop proper standards to ensure continuity of development throughout the community Review zoning design standards to ensure they meet City aesthetic goals	<input type="radio"/>			By 6/30/2010
Review sign regulations to ensure that the appropriate balance is maintained between needed exposure and impact on the visual landscape	<input type="radio"/>			By 6/30/2011
Work with York County as they create their Unified Development Ordinance to help provide a more consistent visual image in the Rock Hill environs	<input type="radio"/>			By 6/30/2012
Increase the percentage of residents rating the overall quality of new development as "good" or "excellent" by 3 percentage points over a three year period			<input type="radio"/>	67%

Objective: Ensure that Rock Hill is a desirable and affordable place to live

Task (in bold) and Performance Indicators	Plan	Act	Evaluate	Target
Evaluate community satisfaction Increase the percentage of residents rating the availability of affordable quality housing as "good" or "excellent" by 3 percentage points over a three year period			<input type="radio"/>	52%
Increase the percentage of residents rating Rock Hill as a "good" or "excellent" place to raise children by 3 percentage points over a three year period			<input type="radio"/>	76%
Maintain the percentage of residents who indicated they were "somewhat" or "very" likely to recommend living in Rock Hill to someone who asks			<input type="radio"/>	82%
Increase the percentage of residents rating the overall quality of life in Rock Hill as "good" or "excellent" by 3 percentage points over a three year period			<input type="radio"/>	74%
Maintain the percentage of residents rating Rock Hill as a "good" or "excellent" place to live			<input type="radio"/>	81%

Appendix

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.

Appendix

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 func-

Appendix

tional 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.

Appendix

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.

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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.

Net Assets: Total assets minus total liabilities.

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.

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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

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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	

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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:

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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 develop-

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ment, 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 con-

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sideration 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 one-time 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/registrar, 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 eco-

conomic 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 avail-

- able 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 determin-

ing 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:

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.

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.

An independent audit will be performed annually.

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.