



Annual Budget

Fiscal Year 2005/2006 Approved
Fiscal Year 2006/2007 Projected

David B. Vehaun
Management Services Administrator

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



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation to the City of Rock Hill for its annual budget for the fiscal year beginning July 1, 2004.

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

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

CITY COUNCIL

Mayor A. Douglas Echols, Jr.

Winston Searles, Councilmember, Ward 1

Kathy S. Pender, Councilmember, Ward 2

Kevin H. Sutton, Councilmember, Ward 3

John P. Gettys, Jr., Mayor Pro Tempore, Ward 4

Osbey Roddey, Councilmember, Ward 5

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

MANAGEMENT TEAM

Carey F. Smith, City Manager

Gerald E. Schapiro, Assistant City Manager

Stephen Turner, Economic and Urban Development Director

Frances M. Thomas, Planning Services Director

Phyllis R. Fautleroy, Human Resources Director

David B. Vehaun, Management Services Administrator

Ray Koterba, Housing and Neighborhood Services Director

John Gregory, Police Chief

Mike Blackmon, Fire Chief

(Vacant), Development Services Director

James P. Villano, Public Works Director

Richard Unz, Housing Authority Director

Edward A. Thompson, Parks, Recreation & Tourism Director

Nick W. Stegall, Public Services Administrator

James Bagley, Utilities Director

Spencer & Spencer, P.A., City Attorney



ROCK HILL

SOUTH CAROLINA

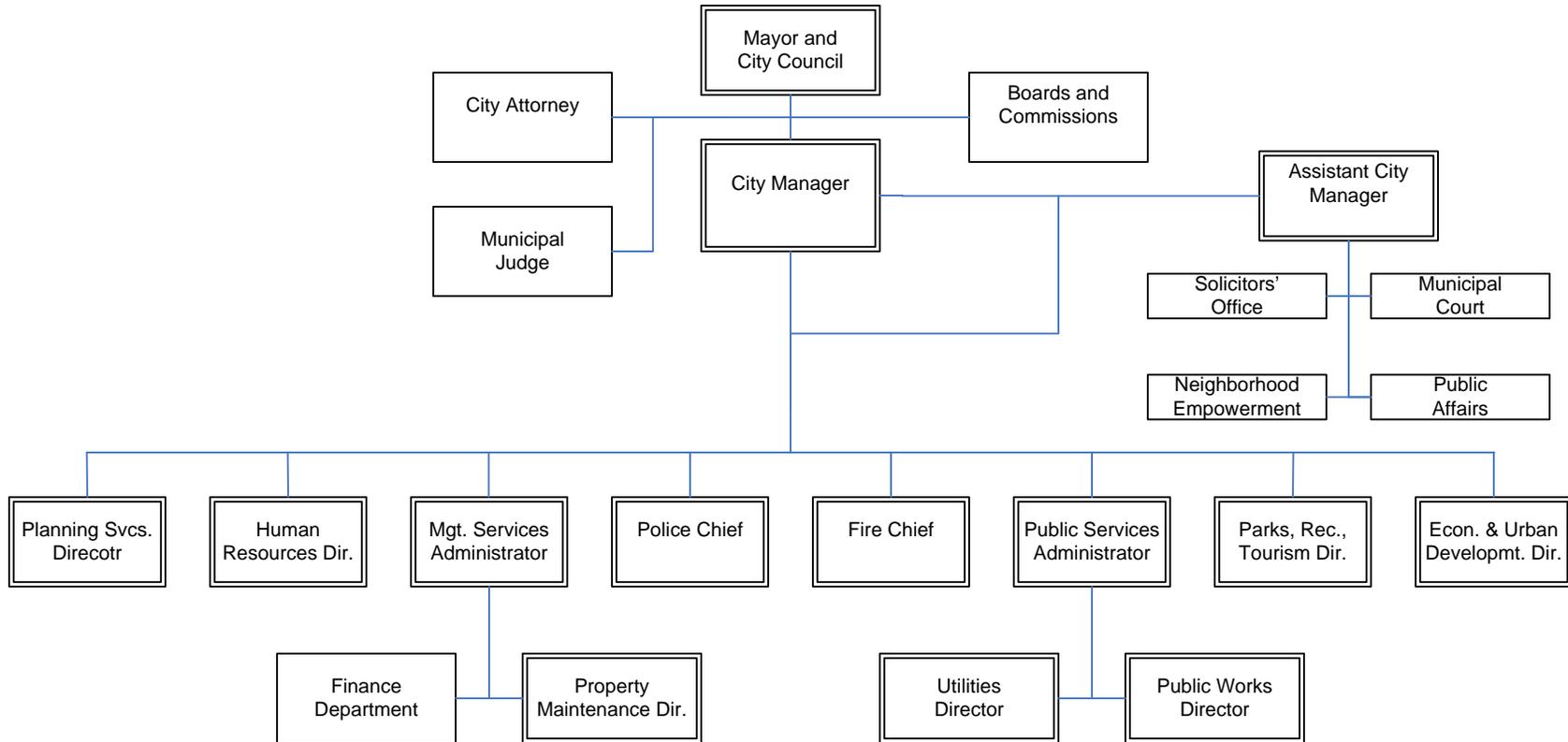


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July 1, 2005

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

Dear Mayor and Members of City Council:

I present to you the 2005-2006 Annual Budget. This document serves as a pivotal planning tool for the fiscal year beginning July 1, 2005. However, the hard work that advanced the planning presented herein started over a year ago by City Council, the City Management team, and City staff.

In 2003 the City Council committed to six Strategic Goals that have set the course for management policy and the efforts of staff. The Strategic Goals provide a foundation for resource planning and organization in the budget process. I have reiterated to staff that we are fortunate to have elected officials that are willing to take the time to be engaged in strategic goal-setting. These goals have guided us through the difficult budgeting process, as management evaluated the critical need of department requests based on how closely aligned they were with the Strategic Goals.

We are happy to report that much progress has been made toward the following six Strategic Goals. Refining and completion of the respective objectives are explored in detail later in the Accomplishments Section.

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

Objectives toward this goal include the maintenance and expansion of our Water, Electric, Wastewater, and Stormwater Systems in order to meet the future development demands in the City, and a concentration on infrastructure improvements and repairs beginning with the Urban Core.

Public Safety. The City intends to deliver criminal justice, fire, and hometown security services to the citizens of Rock Hill to ensure safety, security, and progress toward making Rock Hill the safest City of its size in South Carolina by 2006.

Objectives toward this goal include improving fire and crime prevention; ensuring public safety readiness for emergency situations; the provision of public safety personnel to assure effective services; the improvement of traffic safety, law enforcement, arson investigation, and fire code enforcement; and enhancing the partnership with York County for facility needs, resource sharing, and services.

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

Objectives here include attracting high-quality jobs and businesses to Rock Hill, particularly manufacturing, corporate offices, and distribution facilities; attracting residents, businesses, jobs, and investments to Old Town; creating destinations and marketing programs designed to attract visitors to Rock Hill; and developing community amenities that provide diverse opportunities for local residents and that keep Rock Hill competitive within the Charlotte region for quality businesses and jobs.

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

One objective tied to this goal is to provide growth policies and standards that will result in quality, sustainable development in the Rock Hill service area. Another is to establish urban services boundaries that allow the City to provide services and infrastructure in a cost-effective manner and to develop policies that ensure planned, quality growth that can be served at a reasonable cost. Other objectives here include the emphasis of corridor and transportation/land use planning, and revitalization and maintenance of the Urban Core.

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

Objectives here include the recruitment, retention, and development of a high-quality workforce, and ensuring that City services are easily accessible by our customers.

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

Objectives toward this goal include the development of a comprehensive policy for managing current and future debt obligations, recommending alternative sources of revenue, reviewing and making recommendations to the City's financial position, and the development of a comprehensive method for benchmarking City services to other cities in the State and region.

City Departments demonstrate their commitment to these objectives through effective performance measurement. Performance measures are organized around the structure created by the Strategic Goals and Objectives. In previous years Departments reported their measures based on their priorities. These measures have now been synchronized around the strategic course that has been collectively set. Since measurement produces results, the council has effectively harnessed this productivity. We have further focused attention and productivity to this end by synchronizing our employee recognition/bonus program to the strategic goals. We are all, indeed, on the same road to a common vision – with uncommon results.

Budget Summary

The 2005-2006 approved balanced budget totals \$133,977,865, an increase of 4.74% over last fiscal year. The General Fund expenditures total \$41,129,814, an increase of \$1,436,536 or 3.62%. There are many fiscal pressures on the General Fund which include: additional positions added to the organization including three new Fire Fighters, two new Police Officers, and new Parks, Recreation, and Tourism staff necessary for the startup of the new Manchester Meadows Soccer Complex; the lease of automated trucks for residential sanitation services; commercial sanitation truck lease payments; and personnel expenses that include an increase in the employer's portion to the South Carolina Retirement System. Personal property tax revenues (revenues that come primarily from automobile taxes) continue to decrease as the State-imposed assessment reduction continues for the fifth of a six-year phase-in period. The City of Rock Hill has realized a cumulative net reduction in excess of \$1,000,000 in tax revenue since the implementation of this mandate.

The Utility Enterprise Fund expenses total \$85,971,390, an increase of 6.35%. Among the many fiscal pressures on the Utility Fund the most costly are: the need for additional purchased power due to system growth, PMPA (our electric power supplier) rate increases, personnel expenses (including those related to the pay for performance plan), and capital improvement and maintenance expenses associated with the Raw Water Intake and the Water Filter Plant.

Fund Balance Policy

Staff has followed the direction of Council in establishing a Fund Balance Policy which, over time, will provide an increased General Fund Unreserved Fund Balance to help mitigate future unforeseen financial conditions, meet cash-flow needs, and ensure financial stability. Additionally, rating agencies favor increased levels of unreserved fund balance and the City will benefit from enhanced creditworthiness.

At the current schedule, we estimate this General Fund Unreserved Fund Balance to grow to approximately \$4 million within five years. We will achieve this through continuing the budgeted appropriations of \$200,000. Additionally, in Fiscal Year 2007/08, the termination of the Red River Tax Increment Fund will make an additional \$700,000 available annually for appropriation to the unreserved fund balance.

Reorganization of City Departments

To ensure that the direction we establish in the future is consistent with that of the Mayor and Council, we continue to embrace change in the organization. Effective this Fiscal Year, we are clarifying the scope of the Planning Services Department and adding the Development Services Department and the Housing and Neighborhood Services Department.

Planning Services Department. The refined scope of the modified Planning Services Department will focus on long-range planning. One of the key efforts of this area is the Growth Management Study, which Council has directed staff to develop and complete. Ultimately this plan will provide the City with growth management policy directions that will guide future growth, annexations, and utility extension decisions in the Urban Services area that both the City and County are working to develop. Airport Services will also be within the scope of the Planning Services Department.

Another key objective of the Planning Services Department is a rewrite of the zoning code, which is over 37 years old and in need of a comprehensive rewrite. The code rewrite will make our zoning codes more user-friendly, streamline/consolidate the development review processes, modernize zoning districts, raise the bar on development quality/community appearance, encourage development in the Old Town Area, and preserve and protect existing neighborhoods.

Development Services Department. The new Development Services Department will focus on current planning and will help us to administer growth policies and standards that will result in quality, sustainable development in the Rock Hill service area. A major objective of this new department is to improve service delivery in the Development Coordinating Center area. The reengineering of this effort will improve our service to residential and commercial development.

Housing and Neighborhood Services Department. The number of Neighborhood Associations has grown from six to 108 in recent years, and each of these associations is helping its neighbors deal with issues as simple as potholes and litter to more complex issues such as code enforcement and problems related to growth. In many of our older core neighborhoods we find an increased need for more hands-on services like neighborhood redevelopment, environmental clean-up, capacity building, affordable housing, and infrastructure replacement.

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

These changes do not add any additional positions and emphasize a new integrated approach to neighborhood services and citizen satisfaction. The restructuring plan reflects a strategic intent to have a seamless transition with minimal interruption to the services we provide to the public and minimal interference with the day-to-day activities of our employees.

New Staff for Fiscal Year 2005-2006

The 2005/2006 Budget includes 15 new full-time positions; eight full-time positions are eliminated. The net increase in full-time positions is seven. There are 15 part-time positions added and 36 eliminated, a net decrease of 21 part-time positions. The new full-time positions include a Court Security Police Officer; a School Resource (Police) Officer; three new Fire Fighter positions to complete the staged staffing of the new Fire Station No. 5; a Cashier, Crew Leader, Crew Worker II, and two Crew Worker I's associated with bringing the new Manchester Meadows Soccer Facility on-line later this fiscal year; a Program Coordinator in Economic and Urban Development; a Maintenance Technician II in the Water Distribution Division; and three Maintenance Mechanics in the Wastewater System Division made necessary by the Management, Operation, and Maintenance (MOM) Program required by South Carolina DHEC.

Further detail on new/eliminated positions is available in the Personnel Summary section.

Cost-Saving and Revenue-Generating Projects

The Management Team made a commitment at our August 2004 retreat to the Strategic Goals which resulted in outstanding and innovative ideas to increase the revenue stream and control costs. From that session, we presented a document to the Mayor and Council and found you supportive and receptive to the ideas presented. Since that time, we have been following-up on the prioritization and implementation of the ideas. A selection from these projects and their current status follows:

Performance Contracting. This project has the potential of bringing about substantial revenue enhancements and cost savings. An RFQ has been prepared and submitted to interested companies with a final decision expected in July 2005.

Greater integration of Hospitality Tax Funds into City operations. Over \$500,000 in eligible General Fund staff costs are now being funded by the Hospitality Tax. Additionally, we are attempting to change legislation to expand the uses of these funds.

Modification of the City employee Health Insurance Program. We transitioned to a new provider on February 1, 2005. This project provided cost savings for employees and retirees. In addition, the City realized annual savings in excess of \$100,000.

Selling City-owned property that is not needed. The City has been active in selling remnant parcels over the last six months. Eight remnant pieces have been sold during that time and three others await a closing date.

Promoting the Gainsharing Program. Renewed emphasis of the Gainsharing Program has resulted in an increase in suggestions considered by the Gainsharing Committee. Since August 2004, \$171,000 has been saved through the implementation of Gainsharing suggestions.

Collection of State Admissions Tax Revenue. Staff completed negotiations with the Department of Revenue and the South Carolina Coordinating Council in March. This will result in an additional \$100,000 in annual revenue for the City.

Abolish the 'B Step' in the Compensation Plan. The City no longer makes this expenditure resulting in approximately \$60,000 in annual savings.

Conduct a Cost Benefit Analysis of all sporting tournaments. Parks, Recreation, and Tourism staff has developed a cost-per-tournament to determine the cost implications of large tournaments versus small tournaments. There has also been great collaboration with agencies such as Winthrop University, the Rock Hill School District, and York County to make us even more competitive in the sports tourism area.

Conduct Internal Operational Audits. An evaluation of the Public Works-Residential Collection operations resulted in the elimination of one route in this new Fiscal Year. The Finance Department will continue with Operational Audits to assist Departments in gaining efficiencies.

Evaluate Privatization Opportunities. Council has been very willing to help by authorizing us to pursue the privatization of Custodial Services at Northside Neighborhood Center and Grounds Maintenance Services at the Airport, at each of our cemeteries, and at each of our Fire Stations.

Modify the SmartSwitch Program. Council agreed to end the \$2 per month credit on the SmartSwitch Program in January – saving the City approximately \$90,000 per year.

The cost-savings and revenue-enhancing projects will continue to be prioritized in the new Fiscal Year. We have created a culture where staff is aware that they are entrusted with the public funds and are looking for ways to manage them wisely.

Cost to Serve/Rate Increases

As the previous section illustrates, staff has worked hard during the last fiscal year to reduce costs and increase revenues. Our budget process last year brought many rate increases to our customers. At that time, we projected more increases for Fiscal Year 2005/2006, however we have worked to minimize those increases and are happy to only recommend a 1.7% Electric Rate increase due to a corresponding increase in our purchased power rates. That equates to a \$1.49 monthly increase to the average residential electric customer. There is no Tax Rate increase, no Sanitation Rate increase, no Water Rate increase, no Wastewater Rate increase, and no Stormwater Rate increase in Fiscal Year 2005/2006.

The proposed 2006/2007 Budget includes a 3 mill tax increase to fund new Firefighters at the new Fire Station 6, an 8% Sanitation Rate increase to cover cost-to-serve, a 2% Electric Rate increase to cover a projected purchased power rate increase, a 10% Wastewater Rate increase to cover cost-to-serve, and a 20% (\$0.40 per month for a residential customer) Stormwater Rate increase to cover \$5 million in new Stormwater bonds. These increases total \$7.80 per month for

increase to cover a projected purchased power rate increase, a 10% Wastewater Rate increase to cover cost-to-serve, and a 20% (\$0.40 per month for a residential customer) Stormwater Rate increase to cover \$5 million in new Stormwater bonds. These increases total \$7.80 per month for the average residential customer. City staff will again work this Fiscal Year to minimize or avoid the increases proposed next year.

Conclusion

This Budget document details the financial and operations aspects of the City's vision, as directed by the Mayor and Council. I wish to extend my appreciation to you for your leadership and your commitment to the strategic direction, and also to staff for putting the vision into action every day.

Respectfully Submitted,



Carey F. Smith
City Manager



Accomplishments

The City of Rock Hill has demonstrated a commitment to the Strategic Goals with numerous accomplishments during Fiscal Year 2004/2005. The following is an excerpt from the Strategic Goal Update for the period and details the progress.

Maintain Service Capacity

The Water Treatment Plant is being expanded to a 36 million gallon-per-day facility. Significant work was completed last Fiscal Year on Phase One of the project. This phase adds plate settlers and improves flocculation basins by installing vertical flocculators at the plant, and adds a new chemical treatment facility at the raw water pump station. Additionally, the Small Diameter Water Line Project replaced water lines and services along Adams, Lee, Keels, Mary Knoll and Evergreen Streets. Also related to the water utility, design work has begun and a site has been acquired to place a new water tank in the Rawlinson Road area. This tank will increase pressure and flows in that area and improve service to the County and other potential wholesale customers.

Another objective of this goal is to convert certain overhead electric lines to underground lines in areas that may be most affected by severe weather. Last Fiscal Year, staff applied for a Hazard Mitigation Grant to help fund conversion of overhead to underground utility lines in the Catawba Terrace neighborhood. The City's application passed the pre-application process and we have submitted a full application for review.

In the wastewater area, the additional land needed to complete the wastewater plant expansion to a 30 million gallon-per-day facility has been identified and land acquisition has commenced. This includes the acquisition of residential homes and the relocation of affected residents. Each of the property owners for the land needs have been contacted and negotiations are ongoing.

A Congressional Appropriation has been awarded to review and improve the sewer system surrounding the Arcade Mill area. Requests for Qualifications had been submitted and an engineering firm has been selected for the design work. The project is expected to bid in December, 2005. Additionally, several small creek crossings have been replaced due to their condition and all others are being monitored.

To meet the objective of initiating enhancements and additions to the roadway infrastructure, streets within the Urban Core area have been designated and repairs have begun. There were a total of 31 streets resurfaced during the last paving contract, with 17 of those being within the Urban Core area. Staff has collaborated with the SCDOT and York County to identify funding sources for these projects.

Public Safety

In Fiscal Year 2004/2005, the Crime Analyst position was filled toward the objective of a comprehensive crime control plan to reduce and prevent crime.

In May 2005, the Fire Department worked with the Utilities Department and Hometown Security to conduct a mock chlorine drill. Strengths and weaknesses of participants were evaluated during this drill. The Fire Department also established and finalized the Mentoring Program for the Department in 2004. Staff also identified a Mentor Program Coordinator and personnel to serve as Mentors. Mentors have been selected for the new recruit class to help invest in career development to improve fire service.

Long Term Plan for Economic Development

Toward the objective of attracting high-quality jobs and businesses to Rock Hill, a project was completed in February 2005 to create landscaping, lighting and signage amenities serving Antrim Business Park. Also, the first site at Antrim Business Park sold to a manufacturing facility for an investment of \$3.5 million and 10 jobs. Another manufacturing firm purchased a site at Antrim Business Park, with plans to invest \$3 million and provide 40-50 jobs.

A new business at Waterford business park was created, investing \$7 million and creating 60 new jobs. An expansion of another firm at Waterford invested \$1.5 million and added 10 new jobs. Also, approximately \$1 million in public improvements is underway, including the extension of a City sewer line to support site development for an industrial development on Firetower Road.

To strengthen partnerships with Economic Development Allies, discussions continued with York County regarding an Intergovernmental Agreement for an expansion of the Downtown Tax Increment District to include the Textile Corridor. Also, Phase 2 (Springdale Road) construction of Galleria area sidewalk and landscaping projects were completed in February 2005 to sustain and expand this area as a premier business center.

To meet the objective of attracting residents, businesses, jobs, and investments to Old Town, several activities have been completed or are in progress. The final phase of environmental testing at Arcade Mill has begun (May 2005). Limited demolition and the design of sewer system improvements are underway. Also, an EPA Brownfields Cleanup Grant of \$200,000 has been awarded to the City for cleanup of creeks bordering the Arcade Mill site. The South Carolina State Legislature approved locally sponsored amendments to SC Historic Rehabilitation Tax Credit that will aid redevelopment in the Old Town area (June 2005).

A Master Developer Solicitation Advisory Committee was created for the Textile Corridor and the committee developed a plan and process for issuing the RFQ. Construction of Highland Park sidewalks, landscaping, lighting and other improvements were completed in March 2004. Construction was completed and a grand opening was held for the Courtyards at Highland Park in May 2005. The design and completion of a regional tennis center was completed in Fiscal Year 2004/2005 to help create destinations and marketing programs designed to attract visitors to Rock Hill.

Also toward this goal, much work was completed to develop Manchester Meadows as a premier facility for local, regional and national soccer events:

- SCDOT and York County approved the conceptual design for Mt. Gallant and John Ross Parkway road improvements (11/17/03).
- Wetlands Permit Application was submitted to the Army Corps of Engineers (12/15/03) which was received (1/11/05).
- City Council approved the Naming Rights Policy Statement and the Sponsorship Policy (3/9/04). City Council approved Manchester Meadows Sponsorship Funding Levels (6/14/04).
- Grading contractor completed work on the west parking lot construction project (10/31/04).
- City Council approved awarding the construction contract for the construction of the Manchester Meadows Park, Mt. Gallant Road improvements and John Ross Parkway extension projects (12/20/04).
- Manchester Meadows construction began in February 2005 and continues with the six natural grass fields being at rough grade, foundations poured on the maintenance building and soccer pavilion and the grading for the 2 Championship fields.
- A formal agreement was completed for the naming of two Championship Fields in perpetuity (12/2004).

Management of Growth

Progress was made in Fiscal Year 2004/2005 to rewrite the zoning and land development codes. Modules One, Two, and Three were completed in Fiscal Year 2004/2005. Workshops were held in April and May, 2005 with the Advisory Committee, City Council and the Planning Commission to review feedback and comments from stakeholder groups. Two community meetings were held in April, 2005 to share information and key changes with the public regarding the Code rewrite.

Staff has completed a review and modification of the urban services boundary, the City's Livable City Map. In early April, 2005, City and County Planning Staff met to resolve any outstanding differences with the urban services boundary. A new Livable City Map has been prepared for final review by City and County staff. City Council approved a consultant contract for a Growth Management Study in February, 2005. The contract was executed in March, 2005. The study kick-off was held on April 28 and 29, 2005. Staff has prepared existing conditions inventory; future year projections; and related maps. The first workshop with City Council and Planning commission is planned for late August, 2005.

The Impact Fee Capital Improvements Plan was modified in March, 2005 to add a new fire station. The Planning Commission held a public hearing on the change and recommended the amendment to the CIP to Council. City Council approved the amended CIP in May, 2005.

The Major Investment Study (MIS) kicked off in September, 2004 with a series of meetings with interested agencies and stakeholders. Public meetings were held November, 2004, and April, 2005. The Technical Committee met in March and May, 2005 and the Executive Steering Committee met in April and June, 2005. A number of stakeholder interviews have been completed. The first project deliverables have been completed and were submitted to Federal Transit Administration.

The City received a grant from the SC Department of Archives and History to update the City's historic properties survey which was initially completed in 1988. A consultant was selected in September, 2003 and work on the survey begun in October, 2003. The draft survey was completed in August, 2004 and presented to the Board of Historic Review. The Board endorsed the survey in January, 2005. A workshop with City Council was held in April, 2005 to present the survey findings and recommendations.

Emphasize Quality of Government

The Police Chief, Fire Chief and Human Resources Director have reviewed public and private sector "best practices" from throughout the nation. A new public safety mentoring program has been developed and tailored to meet the needs of the City of Rock Hill. Both the Police and Fire Departments have selected and trained their mentors. These specialized mentoring programs support Police and Fire Department retention goals.

The new IDEAL customer service program has been developed in-house; fourteen facilitators have been certified, and the first class was conducted February 8, 2005. To date, 248 employees have been trained with the new program.

The City Ethics Committee has developed a City Ethics Policy, department-specific ethics policies and is now developing an ethics training program. The City's Ethics Policy has been adopted into the City Personnel Policy by City Council.

Human Resources developed the S.T.A.R.S. (Service That Arises to Realize Success) community outreach recognition program. During Fiscal Year 2004/2005, 1694.75 volunteer hours have been given to 32 agencies, 10 churches and 6 schools in service to the Rock Hill community.

Implementation of Financial Management Plan

Staff has completed negotiations with the School District regarding projects in the Red River Redevelopment Project area that will allow all remaining projects to be completed with existing funds. This will allow the City to complete the work without entering into any additional debt. Negotiations with the School District have resulted in a final agreement related to the Textile Corridor and a final agreement with the County is expected by the end of the summer.

City Council reviewed a staff plan during the budget process to enter into lease-purchase arrangements for many of the Public Works vehicles, Fire vehicles, and Police vehicles. This will allow the staff to flatten out the expenditure stream related to the purchase of these vehicles. Staff will continue to evaluate the implication of lease-purchasing equipment in other business areas.

Formal financial policies are currently in place and are provided in the appendix of this document. Staff also presented to the City Council a plan to fund an Unreserved Fund Balance during the Budget Workshops. This plan includes a five-year model to build a fund balance of over \$4 million - with the opportunity to evaluate the City's finances on an annual basis and determine if additional revenues are available to be transferred to the Unreserved Fund Balance.

Models were developed and workshops were presented to the City Council to meet the objective to develop recommendations on formal policies related to cost-to-serve in the City's six Key Businesses (Public Safety, Public Works, Parks & Recreation, Electric, Water, and Wastewater). This proposal included an increase in the 'Rate of Return' portion of the City's Transfer Policy from 3% to 5%. This is expected to put all three utility businesses in the black within three years - while fully funding the utility fund transfer to the general fund.

Additionally, City staff presented numerous privatization opportunities to the City Council during Fiscal Year 2004/2005. Included in this is privatization of grounds maintenance at the City's cemeteries, grounds maintenance at the City's Fire Stations and airport, and custodial services at Northside Neighborhood Center. RFQ's are currently under evaluation for the City's largest privatization effort yet - Performance Contracting. This will allow the City make significant technological changes in our work processes and allow for strategic staff savings as well. Final evaluation of this issue and a recommendation to the City Council is expected later this year.



Budget Highlights

The City of Rock Hill has worked very hard over the years to build a community of excellence. The strategic goals adopted by City Council have shaped this budget and will maintain Rock Hill as a first-class city. These goals continue to serve as the foundation for budget development. The following are budget highlights adopted in Fiscal Year 2005/06.

Maintain Service Capacity

The City continues to strive to ensure a high quality of service levels in the following areas: Facilities, Utility Infrastructure, Equipment, General Government Infrastructure, Technology, Staff, and Roads.

Our small diameter water line projects are continuing, as well as our sewer line replacement projects. An auxiliary backup generator will be installed at the Raw Water Intake, ensuring a reliable source of water during power outages. Also this fiscal year we will begin a project to install a SCADA System at our Water Filter Plant where the upgrade to 36 million gallons-per-day continues.

Public Safety

The City continues to strive to ensure delivery of criminal justice, fire and hometown security services to the citizens of Rock Hill to ensure safety and security and progress toward making the City of Rock Hill the safest City of its size in South Carolina by 2006.

Three Firefighters will be hired this Fiscal Year to complete the staffing of Fire Station 5. A new Court Security Police Officer will be hired in Fiscal Year 2005/06, and one additional School Resource Officer will be hired. Investment continues in law enforcement technology including mobile data hardware and software expenditures.

Long Term Plan for Economic Development

The City continues to strengthen its role as a place for economic activity through job creation, business location and expansion, redevelopment, and tourism.

A new full-time position added this Fiscal Year to Economic and Urban Development will direct the development and implementation of City-sponsored special events and festivals. Position duties will include coordination of current events, creating new events, writing bids, soliciting sponsors, developing programs, and overseeing permits to coordinate City services and collection of revenue. Also funded is the work to identify and complete agreements with a Textile Corridor Master Developer.

Management of Growth

Staff has been directed by Council to complete a Growth Management study to make sure we grow rationally to ensure quality, sustainable development. This study is in-progress and this fiscal year we will develop a fiscal impact model. This analysis will serve as a "calculator" to determine specific fiscal benefits related to potential developments and annexation. The study will also provide future growth scenarios based on land use types, densities, and timing sequences over the next 20 years. A fiscal impact analysis will be undertaken to evaluate each scenario.

The department restructuring plan will also strengthen our ability to respond to our developers' needs and more effectively manage our growing number of neighborhood organizations.

Emphasize Quality of Government

The City continues to strive to ensure an extraordinary delivery of quality services to citizens are provided by a customer-focused, well-trained, highly motivated workforce.

This year our Performance Budgeting has been re-engineered to ensure the quality and appropriateness of the performance measures. Performance budgeting helps link costs with results and ensures the interfacing of individual cost center objectives with the strategic goals of the organization. Rock Hill is also one of eighteen South Carolina cities currently participating in the Palmetto Benchmarking Project sponsored by the University of South Carolina that identifies best practices in municipal service delivery. Rock Hill is recognized as a leader in the State and region for innovations in privatization and outsourcing.

City employees are working harder and smarter to ensure citizens and customers receive the same high level of service they deserve and expect from the City. Included in the 2005/06 budget is a 1% bonus program and a 3% merit compensation package to reward exceptional work of employees.

Implementation of Financial Management Plan

The 2005/06 Budget includes a 1.7% Electric Rate increase to cover a commensurate increase in our purchased power costs. This will increase the average residential customer's bill \$1.49 per month. There are no other rate increases included in Fiscal Year 2005/06.

Effective this Fiscal Year, the City's Utility Fund Transfer Policy is modified to increase the 'Rate of Return' section and the 'Franchise Fee' section each from 3% of gross sales to 5% of gross sales. The new rate is consistent with the industry standard.

The majority of revenue increases occur in the enterprise fund. Enterprise, or utility fund, revenues make up 70% of total revenues. Most of the utility revenue increases are due to normal growth in the utility customer base and electric power consumption.

This Fiscal Year, the Parks, Recreation, and Tourism facilities rental fees will increase to \$35 for four two-hour meetings for groups open to the public and meeting during regular facility operating hours during a four month period. The fees for meetings closed to the public will increase to \$45 for four two-hour meetings. Additionally, the following changes are effective July 1, 2005: a. Reservation fees are increased by \$10.00 for the initial 3-hour reservation fee per facility; b. the refundable security deposit is increased from \$50.00 to \$100.00; c. The time allowed for cancellation with full refund of payment is increased to one week's notice.

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, 2006, AND TO AUTHORIZE THE ISSUANCE OF TAX ANTICIPATION NOTES FROM TIME TO TIME DURING THE FISCAL YEAR 2005/2006

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

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

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

SECTION 3. That this Ordinance is enacted in order to comply with Section 6-1-320 of the South Carolina Code, 1976 (as amended), following public notice of a special public hearing and meeting held on June 13, 2005, at 6:00 p.m. in the Rock Hill Council Chambers with public input duly noted, and following a public hearing at the regular meeting of City Council on June 13, 2005, with public input duly noted.

SECTION 4. That the proposed budget with proposed estimated revenue for payment thereof, as prepared and as contained in and shown by an archived copy on file in the office of the Municipal Clerk, and available for public inspection, which copy is incorporated herein by reference, is hereby adopted and made a part hereof. The budget as shown therein is balanced as to receipts and disbursements in the total sum of \$133,977,865.00.

SECTION 5. That for the fiscal year 2005/2006, a tax of 102 mills (\$1.02 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 2005/2006; (2) paying the floating indebtedness of said City, if any, during the year 2005/2006; (3) paying interest on the bonded indebtedness of the City of Rock Hill, past due or that may become due during the year 2005/2006; and (4) paying bonds maturing in the year 2005/2006; 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 2005/2006 shall be the millage applicable to other taxable property within the City (i.e., 1.02 mills).

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

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

SECTION 8. As permitted by Article X, Section 14, of the Constitution of the State of South Carolina, 1895, as amended and Section 11-27-40, Code of Laws of South Carolina, 1976, as amended, the Council is hereby empowered to authorize the issuance of tax anticipation notes in an aggregate principal amount not exceeding \$5,000,000 (the "TANs") in anticipation of the

collection of taxes imposed and levied by this Ordinance. The TANs may be issued at any time or from time to time during 2005/2006; shall be issued pursuant to a Resolution adopted by Council; may be issued in bearer form or fully registered form upon such terms and conditions as prescribed in such Resolution; shall be issued in the principal amounts, mature and bear interest as prescribed in such Resolution; may be sold by negotiated or public sale upon such terms and conditions as the Council prescribes in the Resolution.

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

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

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

SECTION 12. That this ordinance shall take effect, following its first and second reading and adoption, in the manner required by law, effective as of and from July 1, 2005, and shall continue in effect during the next twelve (12) months of the fiscal year 2005/2006.

DONE AND RATIFIED in Council assembled on this the 27th day
of June, 2005.

/s
A. Douglas Echols, Jr., Mayor

/s
John P. Gettys, Jr., Mayor Pro Tempore

/s
Kathy S. Pender, Councilmember

/s
James C. Reno, Jr., Councilmember

/s
Osbey Roddey, Councilmember

/s
Winston Searles, Councilmember

/s
Kevin H. Sutton, Councilmember

ATTEST:

/s
David B. Vehaun
Municipal Clerk

Budget Process and Budget Amendments

Budget Process

The budget process begins in February with a special, comprehensive work session in which the Finance Department and City Manager's Office meets with all Departments to discuss current and future trends, needs, and goals of the City. During this meeting the budget calendar is reviewed and budget manuals are distributed to each department. These manuals contain a detailed description of the mechanics associated with the budget.

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. Uncompleted goals from previous years are included in these goals along with initiatives for the upcoming year.

During this time the Finance Department prepares revenue estimates for both the current and upcoming years. Appropriate departments also prepare their own revenue projections for those revenue items affecting their departments.

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

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

Budget Amendments

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

Budget Reporting and Operating Policy

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

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

05/06 Budget Calendar

- February 2, 2005** Budget Kick-off Meeting
- March 1, 2005** Due in to the Budget Office from Departments:
- Revenue Estimates for 04/05, Projections for 05/06, 06/07
 - New positions to be added to the Pay and Classification Manual
 - Personnel Changes Narrative - New and Additional Staff
 - Requests for Reorganizations
 - Requests for computer hardware/software/training and vehicles/capital equipment
- Due in to the Budget Office from Risk Management:
- Projected 05/06 and 06/07 costs for property, auto, liability, and worker's comp. insurance City-wide
- March 15, 2005** Due in to the Budget Office from Requesting Departments:
- Computer equipment recommendations from MIS
 - Personnel recommendations from Human Resources
 - Vehicle recommendations from Fleet
- March 22, 2005** Due in to the Budget Office from Departments:
- Goals, objectives, and performance indicators
 - Line Item expenditure budgets:
 - 04/05 Estimates
 - 05/06 and 06/07 Requests
 - Issue Papers
 - CIP requests.
- March 28 – April 15** Departmental budget reviews with City Manager's Office.
- April 18 – May 11** Budget Office prepares draft budget for submission to City Council
- May 12, 2005** City Council Workshop
- May 28, 2005** City Council Workshop
- May 30, 2005** Advertise Projected Budget Totals
- June 13, 2005** Public Hearing and Budget Ordinance for First Reading at regular Council Meeting
- June 27, 2005** Budget Ordinance for Second Reading and Adoption
- July 1, 2005** New Fiscal Year begins

**Budget Summary
Fiscal Year 2005-2006
Sources and Uses of Funds**

	Millage per \$1,000	General Fund	Acomm. Tax Fund	CDBG Fund	Tax Increment Fund	Local Opt. Hospitality Fund	Stormwater Fund	Fire Impact Fee Fund	Electric Fund	Water Fund	Wastewater Fund	Water Impact Fee Fund	Wastewater Impact Fee Fund	TOTAL FY 05/06 BUDGET	Comparative FY 04/05 BUDGET
ESTIMATED REVENUES:															
Taxes:															
Property Taxes-Ad Valorem	1.02	\$ 17,730,000			\$2,746,000									\$ 20,476,000	\$ 19,800,000
Non-ad valorem Taxes		274,824												274,824	269,824
Franchise Fees		460,000												460,000	450,000
Licenses and Permits		5,600,500						465,000				625,000	950,000	7,640,500	6,738,832
Intergovernmental Revenue		1,581,000	259,661	535,000										2,375,661	1,900,268
Charges for Services		6,894,557				2,871,000	1,329,750		64,593,210	10,004,500	13,633,000			99,326,017	95,518,256
Fines and Forfeitures		894,000												894,000	644,000
Miscellaneous Revenues		1,766,363							757,500	5,500	1,500			2,530,863	2,348,586
TOTAL SOURCES OF FUNDS		<u>\$ 35,201,244</u>	<u>\$ 259,661</u>	<u>\$ 535,000</u>	<u>\$2,746,000</u>	<u>\$2,871,000</u>	<u>\$1,329,750</u>	<u>\$ 465,000</u>	<u>\$65,350,710</u>	<u>\$10,010,000</u>	<u>\$13,634,500</u>	<u>\$ 625,000</u>	<u>\$ 950,000</u>	<u>\$133,977,865</u>	<u>\$127,669,766</u>
EXPENDITURES/EXPENSES:															
General Government		\$ 16,147,138		\$ 535,000										\$ 16,682,138	\$ 11,539,061
Public Safety		15,563,721												15,563,721	14,937,921
Public Works		6,788,957					1,329,750		9,801,310	5,297,685	6,102,168			29,319,870	31,157,760
Purchased Power		0							49,661,302					49,661,302	47,546,300
Parks, Recreation & Tourism		4,224,737	259,661			2,150,787								6,635,185	5,052,966
Non-Departmental		627,500			1,934,598			84,744	525,000					3,171,842	4,652,174
Transfers		(3,080,000)							1,755,600	585,200	739,200			0	0
Debt Service		657,761			811,402	720,213		380,256	2,240,529	3,215,168	3,143,478	625,000	950,000	12,743,807	12,583,584
TOTAL EXPENDITURES		<u>40,929,814</u>	<u>259,661</u>	<u>535,000</u>	<u>2,746,000</u>	<u>2,871,000</u>	<u>1,329,750</u>	<u>465,000</u>	<u>63,983,741</u>	<u>9,098,053</u>	<u>9,984,846</u>	<u>625,000</u>	<u>950,000</u>	<u>133,777,865</u>	<u>127,469,766</u>
Reserves		200,000												200,000	200,000
TOTAL USES OF FUNDS		<u>\$41,129,814</u>	<u>\$259,661</u>	<u>\$535,000</u>	<u>\$2,746,000</u>	<u>\$2,871,000</u>	<u>\$1,329,750</u>	<u>\$465,000</u>	<u>\$63,983,741</u>	<u>\$9,098,053</u>	<u>\$9,984,846</u>	<u>\$625,000</u>	<u>\$950,000</u>	<u>\$133,977,865</u>	<u>\$127,669,766</u>

**Budget Summary
Fiscal Year 2006-2007
Sources and Uses of Funds**

	Millage per \$1,000	General Fund	Acomm. Tax Fund	CDBG Fund	Tax Increment Fund	Local Opt. Hospitality Fund	Stormwater Fund	Fire Impact Fee Fund	Electric Fund	Water Fund	Wastewater Fund	Water Impact Fee Fund	Wastewater Impact Fee Fund	TOTAL FY 06/07 BUDGET	Comparative FY 05/06 BUDGET
REVENUES:															
Taxes:															
Property Taxes-Ad Valorem	1.05	\$ 19,208,367			\$2,875,620									\$ 22,083,987	\$ 20,476,000
Non-ad valorem Taxes		278,384												278,384	274,824
Franchise Fees		471,500												471,500	460,000
Licenses and Permits		5,650,500						480,000				640,000	1,100,000	7,870,500	7,640,500
Intergovernmental Revenue		1,646,000	280,000	563,000										2,489,000	2,375,661
Charges for Services		7,447,226				2,870,000	1,608,597		67,162,777	10,273,680	15,140,484			104,502,764	99,326,017
Fines and Forfeitures		894,000												894,000	894,000
Miscellaneous Revenues		1,795,833							757,500	5,500	1,538			2,560,371	2,530,863
TOTAL SOURCES OF FUNDS		<u>\$ 37,391,810</u>	<u>\$ 280,000</u>	<u>\$ 563,000</u>	<u>\$2,875,620</u>	<u>\$2,870,000</u>	<u>\$1,608,597</u>	<u>\$ 480,000</u>	<u>\$67,920,277</u>	<u>\$10,279,180</u>	<u>\$15,142,022</u>	<u>\$ 640,000</u>	<u>\$1,100,000</u>	<u>\$141,150,506</u>	<u>\$133,977,865</u>
EXPENDITURES:															
General Government		\$ 16,716,823		\$ 563,000										\$ 17,279,823	\$ 16,682,138
Public Safety		16,617,878												16,617,878	15,563,721
Public Works		7,227,128					1,608,597		12,570,275	5,450,970	6,870,345			33,727,315	29,319,870
Purchased Power		0							51,414,346					51,414,346	49,661,302
Parks, Recreation & Tourism		4,420,308	280,000			1,999,424								6,699,732	6,635,185
Non-Departmental		627,500			2,177,514			83,931	625,000					3,513,945	3,171,842
Transfers		(3,080,000)							1,755,600	585,200	739,200			0	0
Debt Service		659,311			698,106	870,576		396,069	2,241,426	3,200,404	1,891,575	640,000	1,100,000	11,697,467	12,743,807
TOTAL EXPENDITURES		<u>43,188,948</u>	<u>280,000</u>	<u>563,000</u>	<u>2,875,620</u>	<u>2,870,000</u>	<u>1,608,597</u>	<u>480,000</u>	<u>68,606,647</u>	<u>9,236,574</u>	<u>9,501,120</u>	<u>640,000</u>	<u>1,100,000</u>	<u>140,950,506</u>	<u>133,777,865</u>
Reserves		200,000												200,000	200,000
TOTAL USES OF FUNDS		<u>\$43,388,948</u>	<u>\$280,000</u>	<u>\$563,000</u>	<u>\$2,875,620</u>	<u>\$2,870,000</u>	<u>\$1,608,597</u>	<u>\$480,000</u>	<u>\$68,606,647</u>	<u>\$9,236,574</u>	<u>\$9,501,120</u>	<u>\$640,000</u>	<u>\$1,100,000</u>	<u>\$141,150,506</u>	<u>\$133,977,865</u>

Year Ending Condition/Enterprise Fund Transfers

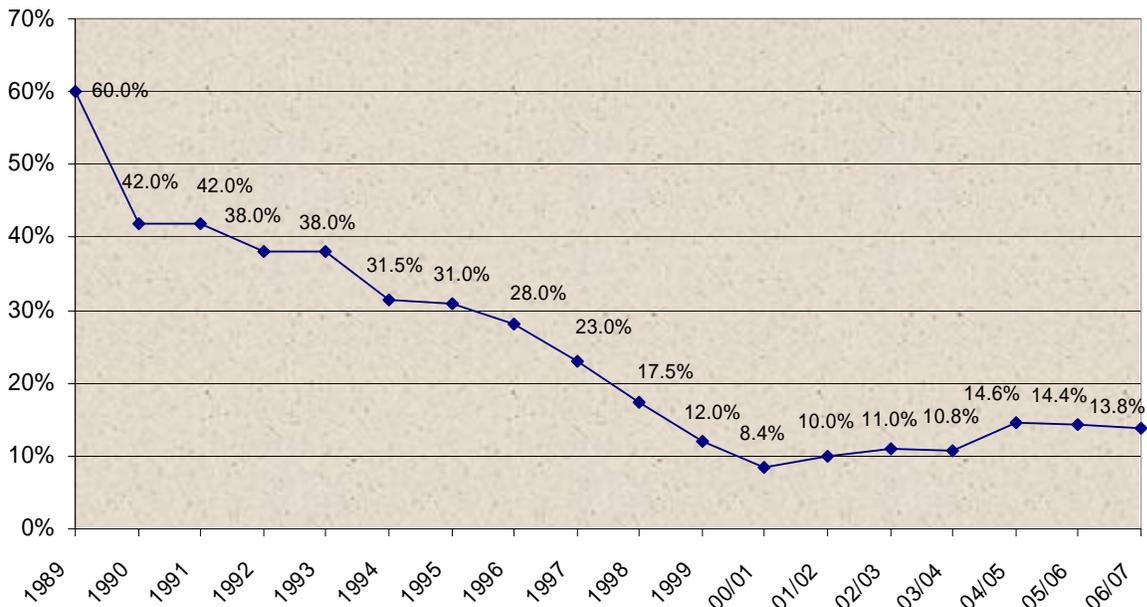
The primary goal of the 2005/06 and 2006/07 budgets is to maintain the City's financial strength and integrity. To accomplish this, the City pursues several strategies. Service provision is routinely reviewed to control and reduce operating costs. Staff continues to support this important objective, demonstrated in the cost avoidance of \$171,000 resulting from their suggestions to our Gainsharing program last fiscal year.

Total Electric Revenues at Fiscal Year End (June 30, 2005) are projected at \$59.2 million or approximately 99% of budgeted annual revenues. Total Purchased Power expenditures at Fiscal Year End are projected at \$45.7 million, or approximately 96% of budgeted annual Purchased Power expenditures, improving the Electric Margin to approximately \$1 million over budgeted margin. This improves our cash and equivalents position to approximately \$5.5 million.

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

In addition to building cash reserves, the City also employs a financial strategy to reduce the amount of transfer from the enterprise fund to the general fund. By aggressively containing costs in operating departments, the City has been able to reduce its enterprise fund transfer to the general fund from a high of \$12 million in 1989. The City is therefore relying less on utility revenues to meet obligations in the General Fund. The 2005/06 budgeted transfer is \$5,928,570, or 14.4% of General Fund Expenditures. A transfer of \$5,997,138 or 13.8% of 2006/07 General Fund Expenditures - is budgeted in the following Fiscal Year.

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



Statistical/Supplemental City Information

Form of Government

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

Geography

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

Area Vicinity Map



Community Profile

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

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

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

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

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

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

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

Demographics and Economics

The 2004 estimated population of the City is 57,902 with an estimated total of 183,762 people living in the York County area.

Population of Rock Hill U.S. Census Bureau Estimates	
1994	44,002
1995	44,620
1996	45,897
1997	46,834
1998	47,790
1999	48,765
2000	50,472
2001	52,895
2002	54,810
2003	56,317
2004	57,902

The City offers a broad range of living styles, from small family subdivisions to a number of secluded ranches. Rock Hill also offers a number of retirement communities that address the needs and lifestyles of active adults.

Major Employers of York County for 2004

<u>Employer</u>	<u>No. of Employees</u>
Wells Fargo Home Mortgage	2,000
Rock Hill School District No. 3	1,936
AMISUB of SC (Tenet)	1,580
Duke Energy Corporation	1,200
Winthrop University	1,065
Bowater, Inc.	990
Clover School District No. 2	800
Fort Mill School District No. 4	780
York County, SC	850
Wal-Mart Associates Inc.	850
City of Rock Hill	847
Comporium Communications	740
Springs Industries Inc.	668
Leiner Health Products LLC	580
York Technical College	540
INA Bearing Company Inc.	500

Unemployment Rate for Rock Hill

1994	6.0%
1995	5.0%
1996	6.7%
1997	5.5%
1998	4.8%
1999	5.1%
2000	4.5%
2001	7.0%
2002	9.4%
2003	11.1%
2004	10.8%

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

Tax Levy Year	<u>Real Property</u>		<u>Personal Property</u>		<u>Total</u>	
	<u>Assessed Value</u>	<u>Estimated Actual Value</u>	<u>Assessed Value</u>	<u>Estimated Actual Value</u>	<u>Assessed Value</u>	<u>Estimated Actual Value</u>
2004	\$122,818,822	\$2,358,222,762	\$44,113,846	\$466,749,148	\$166,932,668	\$2,824,971,911
2003	119,951,208	2,300,609,615	42,252,247	426,134,477	162,203,455	2,726,744,092
2002	122,830,728	2,162,691,714	34,372,727	537,491,143	157,203,455	2,700,182,857
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	501,851,158	126,553,454	2,096,357,295
1999	70,042,110	1,371,631,287	38,831,176	409,546,510	108,873,286	1,781,177,797
1998	70,139,798	1,373,564,211	36,247,317	383,242,471	106,387,115	1,756,806,682
1997	66,732,042	1,303,486,779	35,819,181	379,708,414	102,551,223	1,683,195,194
1996	64,289,591	1,250,442,390	34,901,078	362,743,576	99,190,669	1,613,185,966
1995	59,359,639	1,178,910,884	28,223,006	308,152,533	87,582,645	1,487,063,417

* Revaluation

<u>Classification of Property</u>	<u>2004 Assessed Value</u>
Real Property (Nonmanufacturing)	\$113,759,936
Vehicles	22,300,250
Manufacturing (Real/Personal)	12,319,670
Marine/Aircraft	328,811
Business Personal Property	7,312,980
Furniture	2,687,780
Utilities	5,643,948
Fee-in-Lieu	2,287,416
Motor Carriers	291,877
Inventory	<u>2,071,740</u>
Total	\$169,004,408

**Computation of Legal Debt Margin
 June 30, 2004**

Total Assessed Value	\$169,004,408
Debt Limit - 8 percent of Total Assessed Value	13,520,353
Total Amount of Debt Applicable to Debt Limit	(9,295,000)
Legal Debt Margin	<u>\$ 4,225,353</u>

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

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

<u>Fiscal Year</u>	<u>City General Fund</u>	<u>Rock Hill School District Number 3</u>	<u>County Purpose</u>	<u>Total</u>
1994	100.00	130.90	77.70	308.60
1995	100.00	137.30	80.10	317.40
1996	100.00	143.30	82.10	325.40
1997	104.00	145.70	83.30	333.00
1998	104.00	148.70	83.90	336.60
1999	104.00	152.70	86.60	343.30
2001	106.00	156.50	86.60	349.10
2002	98.00	158.50	85.50	342.00
2003	98.00	164.50	90.00	352.50
2004	98.00	178.70	90.00	366.70

Note: Millage is for years ended December 31.

Budgetary and Accounting Systems

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

Fund Accounting

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate.

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

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

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

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

Basis of Accounting

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

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

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

Basis of Budgeting

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

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

The Combined Utility System

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

Electric System

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

Number of Customers - Electric System

Last Ten Fiscal Years

1995	22,175
1996	22,738
1997	23,694
1998	24,563
1999	25,463
2000	26,642
2001	27,118
2002	28,417
2003	28,858
2004	29,312
2005	30,078

Water System

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

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

1995	18,528
1996	18,953
1997	19,725
1998	20,663
1999	21,434
2000	22,514
2001	23,228
2002	24,418
2003	23,450
2004	24,848
2005	25,787

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

1995	19,014
1996	19,415
1997	20,168
1998	21,011
1999	21,928
2000	23,055
2001	23,258
2002	24,093
2003	23,788
2004	25,054
2005	26,224

Wastewater System

Wastewater treatment for the City is presently accomplished at the Manchester Creek Treatment Facility which was renovated and upgraded in 1991 (Additional upgrades were made in 1997). The 20MGD combination trickling filter/activated sludge plant treats all of the City's waste and a significant amount of waste collected by York County from areas outside of the City limits. As of December 31, 2003, the peak maximum metered flow was 34 MGD.

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



Monthly Impact of Tax/Utility Rates on Typical Household

<u>Assuming</u>	<u>2001/02⁽¹⁾</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>	<u>2005/06</u>
Electricity Charge on 1,000 kWh	\$83.62	\$84.46	\$86.15	\$87.87	\$89.36
Garbage (including Recycling)	12.34	13.57	14.93	16.47	16.47
Water Charge on 7,500 gallons	15.61	15.61	16.86	18.54	18.54
Sewer Charge on 7,500 gallons	25.21	27.23	29.40	32.34	32.34
Taxes on a \$100,000 Home	<u>32.67</u>	<u>32.67</u>	<u>32.67</u>	<u>34.00</u>	<u>34.00</u>
TOTAL	\$169.45	\$173.54	\$180.01	\$189.22	\$190.71

A slight Electric Rate increase is included for the average household in the 2005/2006 Budget.

(1) Year of Reassessment and Rollback of Millage Rates

Monthly Impact Of Tax/Utility Rates On Typical Business

<u>Assuming</u>	<u>2001/02⁽¹⁾</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>	<u>2005/06</u>
Electricity Charge on 24,000 kWh	\$1,871.14	\$1,889.85	\$1,927.65	\$1,966.20	\$1,999.63
Garbage-5 day pickup/8 cu yd container	345.88	345.88	345.88	345.88	345.88
Water Charge on 38,700 gallons	48.06	48.06	51.90	57.09	57.09
Sewer Charge on 38,700 gallons	94.89	102.48	102.48	112.73	112.73
Taxes on \$250,000 value business	122.50	122.50	122.50	127.50	127.50
Business License on \$1,000,000 sales	<u>87.49</u>	<u>87.49</u>	<u>87.49</u>	<u>87.49</u>	<u>87.49</u>
TOTAL	\$2,569.96	\$2,596.26	\$2,637.90	\$2,696.89	\$2,730.32

A slight Electric Rate increase is included for the average business in the 2005/2006 Budget.

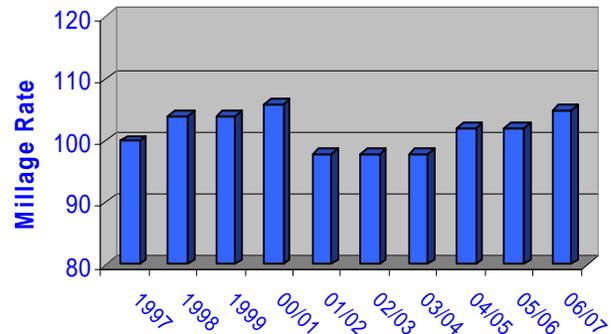
(1) Year of Reassessment and Rollback of Millage Rates



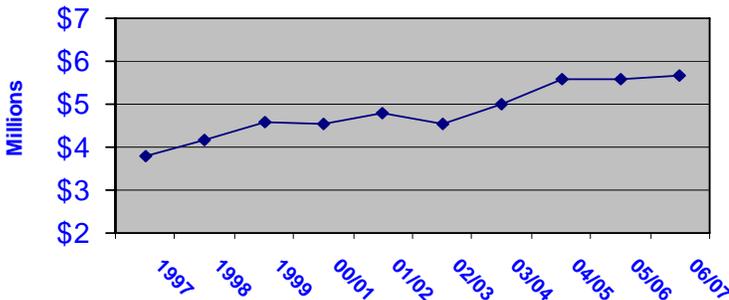
Assumptions for FY 2005/06 and FY 2006/07 Revenue Estimates General Fund

General Property Taxes account for 50.3% and 51.3%, respectively, of General Fund revenues in FY 05/06 and FY 06/07, up from 48% in FY 04/05. South Carolina law allows local governments to levy taxes on real and personal property valuations as assessed and equalized according to statutory guidelines (Code of Laws of South Carolina, Chapter 12, Article 3, Section 12-43-220). The local tax rate remained steady at 100 mills until 1998 when it was increased to 104 mills to meet the cost of Public Safety. An additional 2 mill tax increase was included in the FY 00/01 budget for similar reasons. Reassessment was completed by York County and the rollback millage, with a 2 mill rate increase, brought the City's total millage for FY 01/02 down to 98 mills. A 4 mill tax increase was included in the FY 04/05 budget to cover the cost of adding Firefighters to new Fire Station No. 5. There is no tax rate increase for FY 05/06. In FY 06/07, a 3 mill tax increase is projected to cover the cost of adding Firefighters to the new Fire Station No. 6.

CITY TAX RATES 10 Fiscal Years



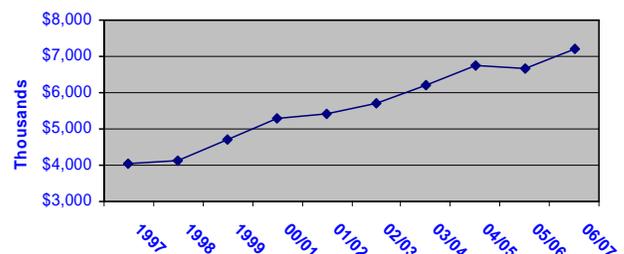
BUSINESS LICENSE REVENUE 10 Fiscal Years



Charges for Services, such as sanitation fees, cemetery fees, and recreation fees, significantly support many City government operations. In FY 05/06 and 06/07 respectively, these represent approximately 18% and 19% of total General Fund revenues. Projections are based on historical trend analysis of each revenue account and additional information from responsible Departments. In order to more closely match cost-to-serve, sanitation rates are projected to increase 8% in both FY 06/07.

Licenses and Permits account for 15.9% of the General Fund revenues in FY 05/06. The Business License fee is the major source of revenue within this category. It is imposed on any business, occupation, or profession, in whole or in part, within the City limits. The fee consists of a base rate plus a percentage of gross income and varies according to the business classification. Business License revenues have been increasing steadily due to retail sales and improved procedures for collecting license fees from insurance companies. License and permit projections are based primarily on historical trend analysis. No rate increases are planned for FY 05/06 or 06/07.

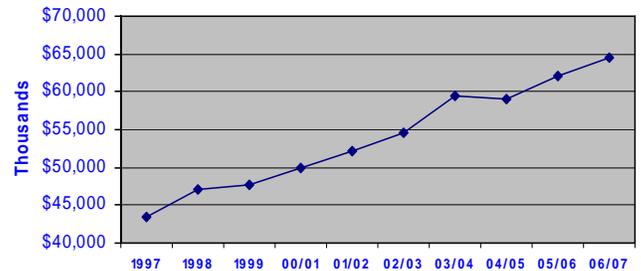
Charges for Services 10 Fiscal Years



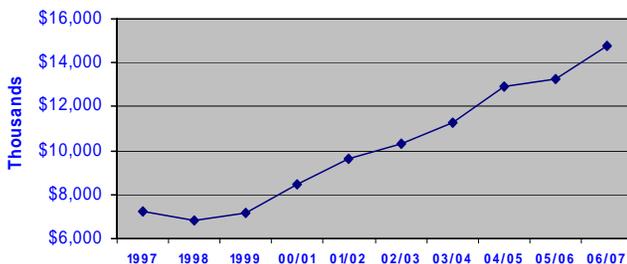
Enterprise Funds

Electric Sales represent the single largest source of revenue for the City of Rock Hill. The City monitors electric revenues closely on a week to week basis in order to project with greater accuracy. The FY 05/06 and 06/07 estimates are based on historical trends of customer growth that is applied to rate schedules and comprise 70% of all Enterprise Funds revenues. There were no rate increases from 1995 through FY 00/01. In FY 01/02 and 02/03, 1% rate increases were put into effect to cover 23.2% total increases in purchased power since 1993. A 2% increase in retail electric rates was included in FY 03/04 and FY 04/05 to cover the 2.08% wholesale increase that was implemented on May 2004. A 1.7% Electric Rate increase is included in FY 05/06, also to cover the purchased power rate increase of 1.7%.

Electric Sales
10 Fiscal Years

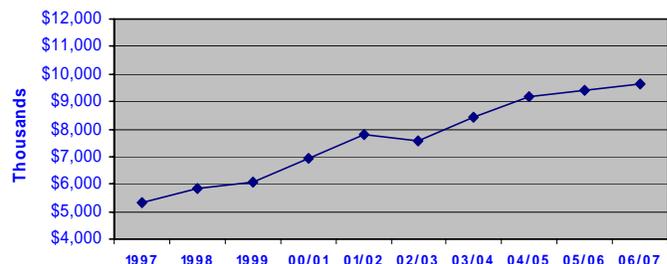


Wastewater Sales
10 Fiscal Years



Wastewater Fees represent the second largest source of utility revenues for the City of Rock Hill. The budget estimates are based on historical trends of customer growth that is applied to rate schedules and comprise 14.9% and 15.9% of all Enterprise Funds revenues for FY 05/06 and 06/07, respectively. Rate increases were imposed in 1997 and each year from 1999 to FY 04/05 to move closer to the cost-to-serve. A 10% rate increase is projected in the FY 06/07 budget.

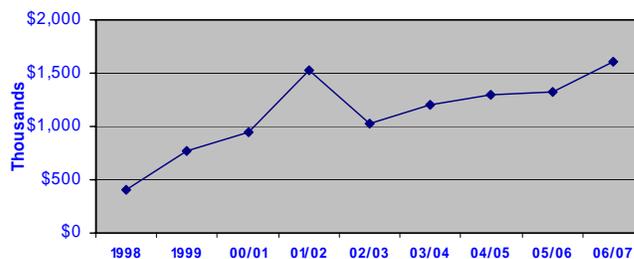
Water Sales
10 Fiscal Years



Water Sales represent the third largest source of utility revenues for the City of Rock Hill. The estimates are based on historical trends of customer growth that is applied to rate schedules and comprise approximately 10.5% of all Enterprise Funds revenues. No Water Rate increases are budgeted for FY 05/06 or FY 06/07.

Other Utility Revenues: Miscellaneous utility revenues are based mainly on historical trends and are not changing significantly. However, in FY 03/04 the City began implementing fire, water and wastewater impact fees to ensure that growth pays for related infrastructure improvements. The water and wastewater impact fees are being used to offset a \$50 million utility revenue bond. This bond issue will fund approximately \$18.7 million in water improvements, mainly at the Water Filter plant, and approximately \$17.9 million in sewer projects. Total budgeted water and wastewater impact fee revenue anticipated is approximately \$1,500,000 for each fiscal year.

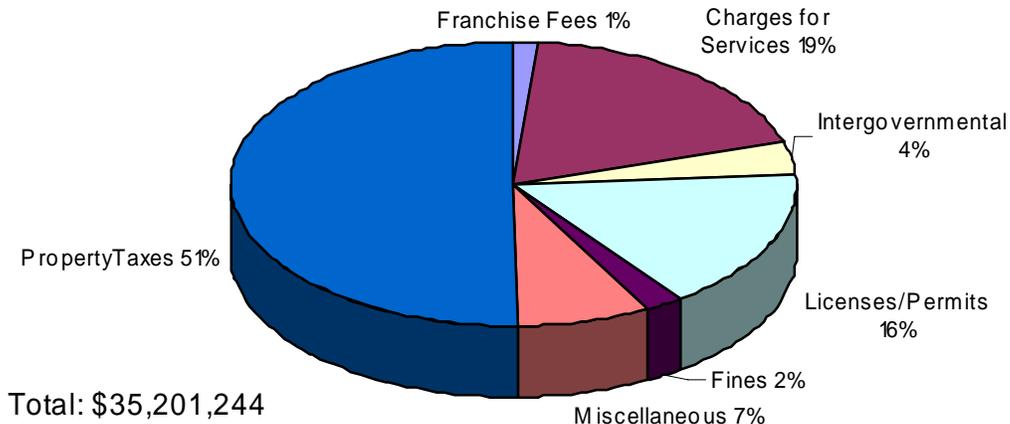
STORM WATER FEES Since Inception



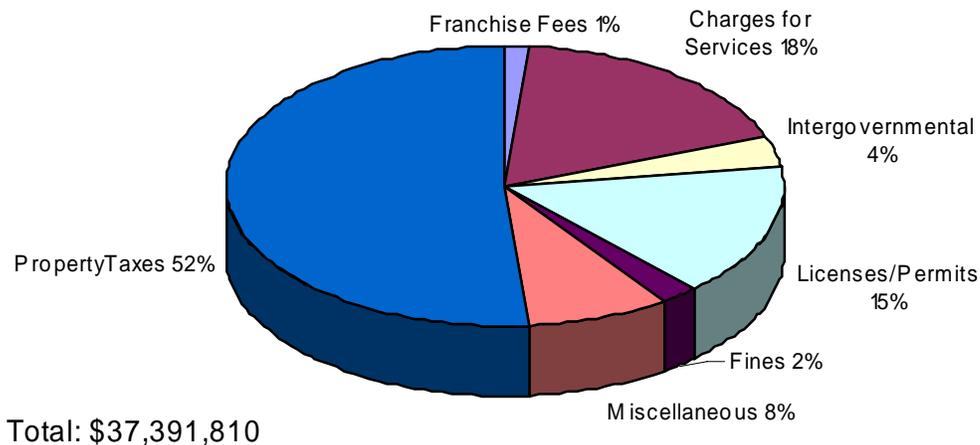
The City established a **Storm Water Utility** Fund and began collecting fees mid-year 1996. The fees are imposed on residential and non-residential customers inside the City limits. Residential properties with gross land area less than 10,000 square feet (including apartments) are charged \$1.98 a month and residential properties with gross land area more than 10,000 square feet are charged \$2.40 a 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. There is no Stormwater Rate Increase included in the FY 05/06 Budget. A 20% rate increase is being projected in FY 06/07 to cover the cost of \$5 million in new Stormwater Bonds.



General Fund Revenues FY 2005/2006



General Fund Revenues FY 2006/2007



A 3 mill tax increase is projected for Fiscal Year 2006/2007 to cover the cost of staffing new Fire Station No. 6. The increase will add \$1.00 to the average monthly residential property tax bill. An 8% Sanitation Rate increase is projected for Fiscal Year 2006/2007 to cover the cost to serve. That increase will add \$1.12 to the monthly residential Sanitation Rate.

City of Rock Hill Annual Budget
 Fiscal Year 2005/2006
 Revenue Summary



500 : General Fund

	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
General Property Taxes						
Real Property Taxes	\$11,822,339	\$12,574,940	\$13,920,000	\$13,810,947	\$14,600,000	\$16,032,742
Personal Property Taxes	2,616,295	2,185,493	2,600,000	2,191,435	2,300,000	2,325,000
Manchester/Tech Park	173,819	173,819	180,000	200,169	210,000	215,250
Manchester/Tech Park	510,811	528,126	525,000	591,371	615,000	630,375
General Property taxes Total	\$15,123,264	\$15,462,378	\$17,225,000	\$16,793,922	\$17,725,000	\$19,203,367
Prop Taxes-not on Assess Value						
Manufacturers Exemptions	\$73,927	\$85,010	\$75,000	\$71,387	\$80,000	\$80,000
Merchants Inventory Taxes	194,823	194,823	194,824	194,823	194,824	198,384
Total	\$268,750	\$279,833	\$269,824	\$266,210	\$274,824	\$278,384
Other Taxes						
Franchise Taxes	\$416,467	\$442,494	\$450,000	\$462,372	\$460,000	\$471,500
Other Taxes Total	\$416,467	\$442,494	\$450,000	\$462,372	\$460,000	\$471,500
Penalty/Interest-Delinq Taxes						
Penalties	\$14,926	\$0	\$15,000	\$0	\$5,000	\$5,000
Penalty/Interest-Delinq Taxes Total	\$14,926	\$0	\$15,000	\$0	\$5,000	\$5,000
Business Licenses & Permits						
Business Licenses	\$4,918,759	\$5,375,414	\$4,970,000	\$5,819,909	\$5,600,000	\$5,650,000
Other	60,568	-599	1,000	-791	500	500
Business Licenses & Permits Total	\$4,979,327	\$5,374,815	\$4,971,000	\$5,819,118	\$5,600,500	\$5,650,500
Intergovernmental						
Aid to Subdivisions	\$1,296,354	\$1,291,977	\$1,301,848	\$1,335,371	\$1,325,000	\$1,335,000
Intergovernmental Total	\$1,296,354	\$1,291,977	\$1,301,848	\$1,335,371	\$1,325,000	\$1,335,000
Federal Grants						
Fed Grant - Op. Categorical	60,492	0	65,000	29,275	45,000	45,000
Federal Grant - RFATS	58,664	67,798	100,000	33,196	85,000	100,000
Federal Transit Grants	0	0	20,000	0	24,000	24,000
Federal Grants Total	\$119,156	\$67,798	\$185,000	\$62,471	\$154,000	\$169,000
State Government Grants						
State Grant - Op. Categorical	\$54,486	\$100,575	\$100,000	\$62,689	\$60,000	\$100,000
State Grant - PARD	23,997	3,234	12,000	9,632	12,000	12,000
State Government Grants Total	\$78,483	\$103,809	\$112,000	\$72,321	\$72,000	\$112,000
Loc Govt - Payment in Lieu of Taxes						
Housing Authority	24,335	28,782	30,000	25,721	30,000	30,000
Loc Govt - PILOT Total	\$24,335	\$28,782	\$30,000	\$25,721	\$30,000	\$30,000

City of Rock Hill Annual Budget
 Fiscal Year 2005/2006
 Revenue Summary



	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Charges for Services						
Plan Checking Fees	\$17,584	\$18,677	\$24,500	\$16,408	\$30,750	\$30,750
Planning Printing/Duplicating	9	401	0	235	250	250
Building Permits	695,196	624,120	787,895	955,886	814,980	831,280
Plumbing Permits	6,595	6,950	7,500	10,030	9,100	9,225
Electrical Permits	13,583	10,952	8,700	11,305	9,000	10,824
Gas Permits	685	935	1,900	910	2,800	2,800
Mechanical Permits	13,889	14,817	14,000	14,379	14,500	17,220
Occupancy Inspection	13,325	7,522	9,000	5,510	9,000	9,500
Reinspection Fees	6,800	11,590	11,500	22,588	19,000	19,000
Zoning Permits and Fees	20,644	6,518	6,000	19,392	25,000	25,000
Maint and Security (Tech Park)	7,100	0	3,500	3,550	3,500	3,500
Grave Fees	83,908	85,988	98,380	120,250	98,000	98,000
Monument Marker Placement Fee	1,580	2,175	2,000	2,295	2,000	2,000
Sale of Cemetery Lots	96,654	82,725	75,000	103,553	85,000	85,000
Charges for Services Total	\$977,552	\$873,370	\$1,049,875	\$1,286,291	\$1,122,880	\$1,144,349
General Government						
Other Revenues - All Others	\$25,278	\$66,110	\$25,000	\$25,872	\$25,000	\$25,000
Winthrop Fuel Purchases	61,022	112,282	75,000	28,307	15,000	10,000
Printing and Duplicating Svcs	152	114	0	46	100	100
Miscellaneous Planning Revenue	28,299	26,488	25,000	21,236	25,000	25,000
General Government Total	\$114,751	\$204,994	\$125,000	\$75,461	\$65,100	\$60,100
Public Safety						
Jail Telephone Revenue	\$139	\$0	\$0	\$0	\$0	\$0
Juvenile Restitution-County CI	3,010	1,300	2,500	4,507	3,000	3,000
Police Revenue - Records Unit	10,731	10,728	12,500	12,687	12,500	12,500
Parking Tickets	15,744	11,185	10,000	13,774	10,000	10,000
Victim Assistance Police Rev	48,771	50,612	44,000	54,095	50,000	50,000
Police False Alarms	12,415	1,400	10,000	4,800	2,500	2,500
Special Fire Protection Svcs	78,007	86,403	80,000	73,613	80,000	80,000
Fire False Alarms	1,000	0	5,000	175	2,500	2,500
Public Safety Total	\$169,817	\$161,628	\$164,000	\$163,651	\$160,500	\$160,500
Sanitation						
Sale of Refuse Containers	\$12,286	\$31,030	\$60,000	\$51,967	\$50,000	\$50,000
Demolition	7,933	10,910	11,000	7,250	5,000	5,000
Lot Clearance Fees	260	504	250	0	250	250
Refuse Collection Charges	0	0	0	0	0	0
Refuse Charges - Residential	3,200,000	3,304,454	3,220,014	3,427,725	3,427,077	3,888,527
Refuse Charges - Commercial	780,189	1,046,810	1,550,000	1,115,809	1,300,000	1,350,000
ADDED BY IMPORT/UPDATE	0	0	0	312	0	0
ADDED BY IMPORT/UPDATE	0	0	0	25	0	0
Recycling Revenues	6,872	24,045	14,616	47,707	0	0
Composting Revenues	0	0	0	58,819	0	0
Composting Revenues	33,014	55,881	45,000	58,819	0	0
Sanitation Total	\$4,040,554	\$4,473,634	\$4,900,880	\$4,768,433	\$4,782,327	\$5,293,777

City of Rock Hill Annual Budget
Fiscal Year 2005/2006
Revenue Summary



	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Recreation-Culture Fees						
Gate Admission Fee	\$72,645	\$133,612	\$100,000	\$116,421	\$104,000	\$104,500
PRT Programs - General	141,217	186,711	200,000	153,330	125,000	125,000
PRT Programs - Athletics	104,618	105,368	110,000	118,045	114,000	114,000
Rentals	41,924	40,803	40,250	49,521	36,850	41,100
Recreation Activity Fee	24,034	31,431	35,000	33,761	30,000	30,000
Special Events	500	400	400	0	400	400
Other Recreation Revenues	2,188	1,208	4,000	1,309	1,000	1,000
Special Events - Athletics	4,415	4,375	4,600	15,123	12,000	12,000
York County Rec Assistance	112,516	125,866	125,986	157,769	160,000	160,000
Vending Concessions	420	368	500	586	500	500
Cherry Park Concessions	172,001	234,038	165,000	184,288	180,000	200,000
Recreation-Culture Fees Total	\$676,478	\$864,180	\$785,736	\$830,153	\$763,750	\$788,500
Utility Revenues						
Charge Off Collections	-\$18,563	\$0	\$0	\$36,797	\$10,000	\$10,000
Utility Revenues Total	-\$18,563	\$0	\$0	\$36,797	\$10,000	\$10,000
Court Fines						
Court Fines	\$576,342	\$608,193	\$600,000	\$829,071	\$850,000	\$850,000
Court, Costs, Fees, and Charge	0	0	0	0	0	0
Parking Fines	0	0	0	0	0	0
Victim Assistance Court Rev	48,771	50,612	44,000	54,095	44,000	44,000
Court Fines Total	\$625,113	\$658,805	\$644,000	\$883,166	\$894,000	\$894,000
Investment Earnings						
Interest Revenues-Bond Trustee	\$29,688	\$16,335	\$30,000	\$20,000	\$30,000	\$30,750
Investment Earnings Total	\$29,688	\$16,335	\$30,000	\$20,000	\$30,000	\$30,750
Rents and Royalties						
Rent City Real Property-Bldgs	\$67,581	\$46,571	\$	\$60,614	\$40,000	\$40,000
			20,000			
Rent - Downtown Parking	14,437	41,882	50,000	1,030	5,000	5,000
Fixed Base Operator-Arpt Rent	55,117	89,421	90,000	122,052	125,000	125,000
Aircraft Storage and Access	20,709	19,024	20,000	19,796	22,000	22,000
Fuel Flow Revenue	9,474	18,212	14,000	21,308	23,000	24,000
Concessions Fees	1,188	890	1,800	720	2,000	2,000
Owner Service Area	185	472	250	555	500	500
Non-Aviation Rents	19,099	31,949	40,000	27,673	45,000	45,000
Miscellaneous Revenues	5,035	954	1,100	1,009	1,200	1,200
Rents and Royalties Total	\$192,825	\$249,375	\$237,150	\$254,757	\$263,700	\$264,700
Proceeds-Cap Asset Disposition						
Sale of City Property - Land	\$2,488	\$20,121	\$10,000	\$7,111	\$10,000	\$10,000
Restricted Land Sale Revenues	153,408	0	0	0	0	0
Sale of City Property - Other	-3,500	0	0	0	0	0
Sale of Inventory	5,935	10,018	0	649	1,000	1,000
Sale of Surplus, Scrap, Etc	138,823	228,483	150,000	265,649	250,000	250,000
Proceeds-Cap Asset Disp. Total	\$297,154	\$258,622	\$160,000	\$273,409	\$261,000	\$261,000

City of Rock Hill Annual Budget
 Fiscal Year 2005/2006
 Revenue Summary



	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Gen. Long Term Debt Issued						
Capital Leases	\$120,000	\$550,000	\$0	\$316,720	\$0	\$0
Gen. Long Term Debt Issued Total	\$120,000	\$550,000	\$0	\$316,720	\$0	\$0
Other Revenues						
Reimbursement - EOC Costs	\$0	\$33,459	\$12,000	\$17,340	\$12,000	\$12,000
Insured Damages Recovered	36,213	50,498	65,000	38,325	65,000	65,000
3rd Party Damages Recovered	38,334	2,247	38,000	39,158	38,000	38,000
Other Damages Recovered	902	-903	2,000	0	2,000	2,000
Police Mortgage Loan Pymts	51,511	32,646	50,000	23,747	2,000	2,000
Reimbursement - HA Costs	1,195,123	1,302,871	1,037,436	1,053,013	1,077,163	1,104,883
Service Charge-Returned Checks	775	1,395	3,000	630	3,000	3,000
Charge Off Collections	0	21,668	0	0	0	0
Discounts	3,537	3,488	4,000	2,037	2,500	2,500
Other Revenues Total	\$1,326,395	\$1,447,369	\$1,211,436	\$1,174,250	\$1,201,663	\$1,229,383
Capital Contributions						
Capital Contributions	\$0	\$0	\$0	\$4,750	\$0	\$0
Capital Contributions Total	\$0	\$0	\$0	\$4,750	\$0	\$0
Fund Totals	\$30,872,826	\$32,810,198	\$33,867,749	\$34,954,619	\$35,201,244	\$37,391,810

502 : Accommodations Tax

	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Intergovernmental						
Accommodations Fee-State	\$272,686	\$268,879	\$271,120	\$271,120	\$259,661	\$280,000
Accommodations Fee-County	0	0	300	0	0	0
Intergovernmental Total	\$272,686	\$268,879	\$271,420	\$271,120	\$259,661	\$280,000

504 : Tax Increment Surplus

	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
General Property taxes						
Red River/Waterford	\$537,312	\$674,637	\$565,000	\$671,647	\$690,000	\$724,500
Downtown	65,541	67,687	70,000	69,028	71,000	72,420
Red River/Waterford	1,795,860	1,653,599	1,750,000	1,742,989	1,800,000	1,890,000
Downtown	168,484	175,779	175,000	179,135	185,000	188,700
General Property taxes Total	\$2,567,197	\$2,571,702	\$2,560,000	\$2,662,799	\$2,746,000	\$2,875,620

506 : Local Option Hospitality Tax

	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Other Taxes						
Admissions Tax	\$0	\$0	\$0	\$64,884	\$100,000	\$100,000
Other Taxes Total	0	0	0	64,884	100,000	100,000
Recreation-Culture Fees						
Lodging	\$398,380	\$416,869	\$414,000	\$435,569	\$421,000	\$430,000
Restaurants	1,463,250	2,190,323	2,200,000	2,417,540	2,350,000	2,340,000
Recreation-Culture Fees Total	\$1,861,630	\$2,607,192	\$2,614,000	\$2,853,109	\$2,771,000	\$2,870,000
Fund Totals	\$1,861,630	\$2,607,192	\$2,614,000	\$2,917,993	\$2,871,000	\$2,870,000

525 : CDBG Fund

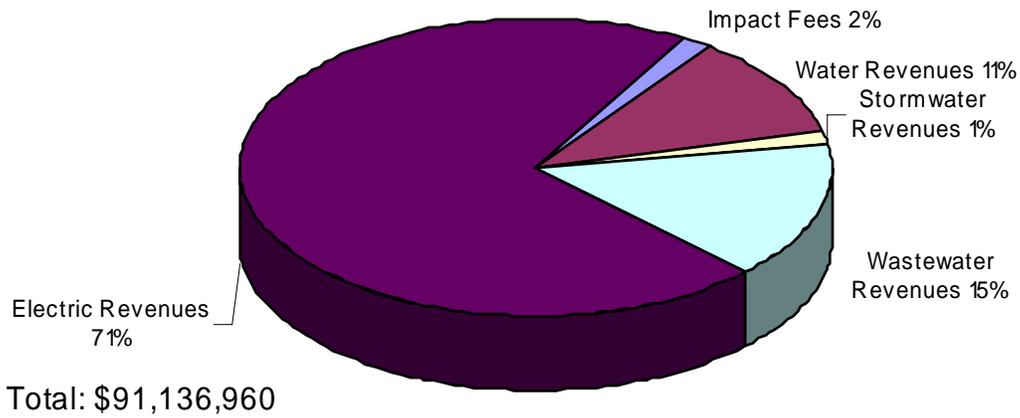
	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Community Development Block Grant	\$0	\$0	\$363,200	\$563,000	\$335,000	\$363,000
JV for Affordable Housing	0	0	\$200,000	\$200,000	200,000	200,000
Fund Totals	\$0	\$0	\$563,000	\$563,000	\$535,000	\$563,000

553 : Fire Impact Fee Fund

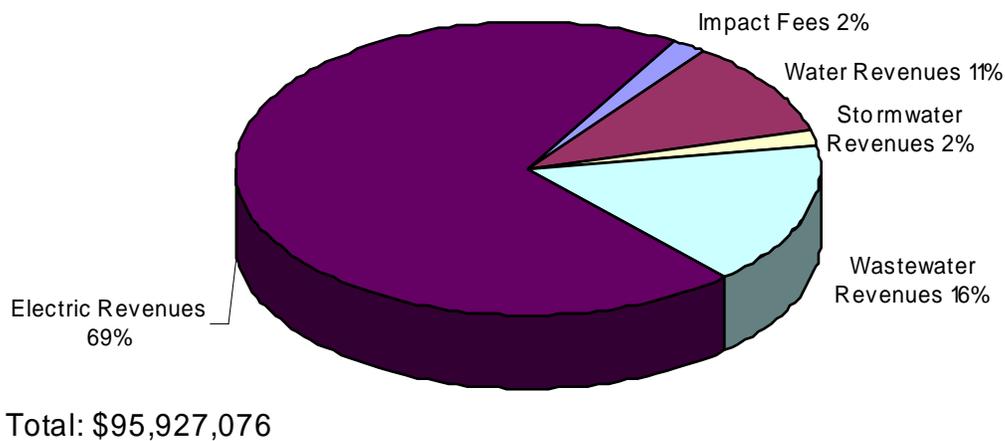
	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Public Safety						
Impact Fees -- Fire	\$0	\$371,152	\$442,832	\$479,014	\$465,000	\$480,000
Public Safety Total	\$0	\$371,152	\$442,832	\$479,014	\$465,000	\$480,000
Fund Totals	\$0	\$371,152	\$442,832	\$479,014	\$465,000	\$480,000



Utility Funds Revenue FY 2005/2006



Utility Funds Revenue FY 2006/2007



A 2% Electric Rate increase, a 10% Wastewater Rate Increase, and a 20% Stormwater Rate increase are projected for FY 06/07. Cumulatively, the increases will add \$5.68 to the average residential customer's monthly utility bill.



700 : Storm Water Fund

	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Storm Water Revenues						
Late Charges	\$0	\$0	\$0	\$0	\$0	\$0
Storm Water Revenues	1,027,045	1,139,835	1,307,000	1,299,969	1,235,750	1,514,597
Stormwater Erosion Control Rev	0	61,162	0	72,665	94,000	94,000
Interest on Investments	0	0	0	0	0	0
Discounts	0	0	0	0	0	0
Fund Total	\$1,027,045	\$1,200,997	\$1,307,000	\$1,372,634	\$1,329,750	\$1,608,597

725 : Electric Fund

	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Utility Revenues						
Other Utility Revenue	\$3,000	\$0	\$1,000	\$0	\$1,000	\$1,000
Charge Off Collections	0	241,229	0	224,738	200,000	200,000
Penalty-Charge Offs	-8,789	-36,312	2,500	10,165	5,000	5,000
Forward Purchase Contracts	24,218	40,386	0	0	0	0
Late Pymt Fee	572,472	612,797	610,000	604,853	625,000	640,000
Electric Sales	54,520,963	59,275,807	59,875,555	59,134,205	62,118,000	64,627,567
Smart Switch	-96,088	-97,327	-97,000	-73,453	0	0
Other Electric Revenue	499,548	18,103	45,000	34,688	45,000	45,000
Electric Underground	2,376	0	3,000	176,800	140,000	150,000
Security Lights	755,951	823,657	851,700	845,050	870,000	900,000
Service Connection Fees	210,089	302,520	263,000	335,420	320,000	325,000
Utility Theft Fee	4,614	44,119	40,000	41,800	40,000	40,000
Charge Off Collections	40,308	30,376	30,000	37,877	40,000	40,000
Traffic Signalization Reimbursement	142,277	172,447	149,210	147,610	149,210	149,210
Service Chrg-Returned Checks	41,182	37,932	40,000	33,870	40,000	40,000
Utility Revenues Total	\$56,712,121	\$61,465,734	\$61,813,965	\$61,553,623	\$64,593,210	\$67,162,777

Investment Earnings

Interest Revenues-General	\$79,620	\$40,305	\$75,000	\$191,748	\$125,000	\$125,000
ADDED BY IMPORT/UPDATE	0	0	0	0	265,000	265,000
Investment Earnings Total	\$79,620	\$40,305	\$75,000	\$191,748	\$390,000	\$390,000

Contributions-Private Sources

Other	\$70,121	\$67,443	\$60,000	\$54,067	\$60,000	\$60,000
Contributions-Private Sources Total	\$70,121	\$67,443	\$60,000	\$54,067	\$60,000	\$60,000

Other Revenues

Insured Damages Recovered	\$10,927	\$1,185	\$1,500	\$2,927	\$1,500	\$1,500
3rd Party Damages Recovered	7,175	41,596	28,000	64,426	40,000	40,000
Other Damages Recovered	2,307	-872	3,500	0	1,000	1,000
Other Revenues Total	\$20,409	\$41,909	\$33,000	\$67,353	\$42,500	\$42,500

City of Rock Hill Annual Budget
Fiscal Year 2005/2006
Revenue Summary



Capital Contributions						
Contrib to Util Oper York Cnty	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000
Capital Contributions Total	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000
Fund Totals	\$57,147,271	\$61,880,391	\$62,246,965	\$62,131,791	\$65,350,710	\$67,920,277

726 : Water Fund

	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Utility Revenues						
Water Tap Fees	\$0	\$427,340	\$0	\$0	\$0	\$0
Water Sales	7,552,210	8,403,520	9,205,000	9,135,795	9,400,000	9,665,000
Water Tap Fees	218,838	208,476	210,000	145,427	210,000	210,000
Other Water Revenues	100,170	55,363	63,000	160,448	150,000	150,000
Water Surcharge	5,144	2,914	4,000	2,444	4,000	4,080
Interest Surcharge	423	334	500	239	500	500
Fort Mill Debt Service	204,399	204,797	205,000	204,913	205,000	209,100
Charge Off Collections	0	30,057	0	35,926	35,000	35,000
Utility Revenues Total	\$8,081,184	\$9,332,801	\$9,687,500	\$9,685,192	\$10,004,500	\$10,273,680

Other Revenues

Insured Damages Recovered	\$10	\$6,363	\$5,000	\$1,011	\$2,500	\$2,500
3rd Party Damages Recovered	7,335	-569	5,000	5,174	2,500	2,500
Other Damages Recovered	400	0	500	0	500	500
Other Revenues Total	\$7,745	\$5,794	\$10,500	\$6,185	\$5,500	\$5,500
Fund Totals	\$8,088,929	\$9,338,595	\$9,698,000	\$9,691,377	\$10,010,000	\$10,279,180

727 : Wastewater Fund

	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
Utility Revenues						
Impact Fees -- Sewer	\$0	\$681,415	\$0	\$0	\$0	\$0
Sewer Charge	10,338,322	11,256,425	12,704,300	12,885,427	13,287,000	14,780,459
Sewer Charge-BOD/TSS	33,739	3,734	5,000	6,464	15,000	14,000
Sewer Service Connections	86,730	65,307	75,000	49,908	65,000	65,000
Sewer Surcharge	7,599	5,207	5,000	4,423	5,000	5,000
Sewer Capacity Fee - Red River	0	0	10,000	555	10,000	10,000
Sewer Capacity Fee - Rawlinson	40,905	73,920	75,000	0	35,000	50,000
Sewer Capacity Fee - I-77	39,814	100,168	100,000	20,516	100,000	100,000
Sampling and Monitoring Fee	83,545	105,382	95,000	77,685	75,000	75,000
Interest Surcharge	1,170	832	1,000	709	1,000	1,025
Charge Off Collections	0	38,954	0	58,547	40,000	40,000
Industrial Permit Fee	900	0	0	0	0	0
Utility Revenues Total	\$10,632,724	\$12,331,344	\$13,070,300	\$13,104,234	\$13,633,000	\$15,140,484

Investment Earnings

Interest Revenues-Bond Trustee	-\$1,647	\$16,442	\$1,500	\$0	\$1,500	\$1,538
Investment Earnings Total	-\$1,647	\$16,442	\$1,500	\$0	\$1,500	\$1,538

City of Rock Hill Annual Budget
 Fiscal Year 2005/2006
 Revenue Summary



Proceeds-Cap Asset Disposition						
Restricted Land Sale Revenues	\$265,000	\$0	\$265,000	\$265,000	\$0	\$0
Proceeds-Cap Asset Disposition Total	\$265,000	\$0	\$265,000	\$265,000	\$0	\$0
Fund Total	10,896,077	12,347,786	13,336,800	13,369,234	13,634,500	15,142,022

735 : Water Impact Fee Fund

Utility Revenues						
Water Tap Fees	\$0	\$0	\$600,000	\$596,410	\$625,000	\$640,000
Utility Revenues Total	\$0	\$0	\$600,000	\$596,410	\$625,000	\$640,000
Fund Totals	\$0	\$0	\$600,000	\$596,410	\$625,000	\$640,000

736 : Wastewater Impact Fees

Utility Revenues						
Impact Fees -- Sewer	\$0	\$0	\$725,000	\$939,872	\$950,000	\$1,100,000
Utility Revenues Total	\$0	\$0	\$725,000	\$939,872	\$950,000	\$1,100,000
Fund Totals	\$0	\$0	\$725,000	\$939,872	\$950,000	\$1,100,000

	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
TOTAL ALL FUNDS REVENUE	Actual	Actual	Budget	Estimate	Approved	Projected
General Fund	\$30,872,826	\$32,810,198	\$33,867,749	\$34,954,619	\$35,201,244	\$37,391,810
Accommodations Tax	272,686	\$268,879	\$271,420	\$271,120	\$259,661	\$280,000
Tax Increment Surplus Fund	\$2,567,197	\$2,571,702	\$2,560,000	\$2,662,799	\$2,746,000	\$2,875,620
Local Accommodations Fee	\$1,861,630	\$2,607,192	\$2,614,000	\$2,917,993	\$2,871,000	\$2,870,000
CDBG Fund					\$535,000	\$563,000
Fire Impact Fee Fund	\$0	\$371,152	\$442,832	\$479,014	\$465,000	\$480,000
Stormwater Fund	\$1,027,045	\$1,200,997	\$1,307,000	\$1,372,634	\$1,329,750	\$1,608,597
Electric Fund	\$57,147,271	\$61,880,391	\$62,246,965	\$62,131,791	\$65,350,710	\$67,920,277
Water Fund	\$8,088,929	\$9,338,595	\$9,698,000	\$9,691,377	\$10,010,000	\$10,279,180
Wastewater Fund	10,896,077	12,347,786	13,336,800	13,369,234	13,634,500	15,142,022
Water Impact Fee Fund	\$0	\$0	\$600,000	\$596,410	\$625,000	\$640,000
Wastewater Impact Fee Fund	\$0	\$0	\$725,000	\$939,872	\$950,000	\$1,100,000
Total Revenue	\$112,733,661	\$123,396,892	\$127,669,766	\$129,386,863	\$133,977,865	\$141,150,506

FY 05/06 Rate/Fee Changes

Electric Rates	1.7% across the board electric rate increase effective July 1, 2005.
Parks, Recreation and Tourism	Increase reservation fees by \$10 for the initial 3-hours reservation fee per facility. Increase refundable facility security deposit from \$50 to \$100. Add \$25 for the use of the Community Room to the Climbing Wall Reservation Fee. Increase Rental Fees to \$35 for four two-hour meetings open to public during regular facility hours during four-month period. Increase Rental Fees to \$45 for four two-hour meetings closed to public during regular facility hours during four-month period.

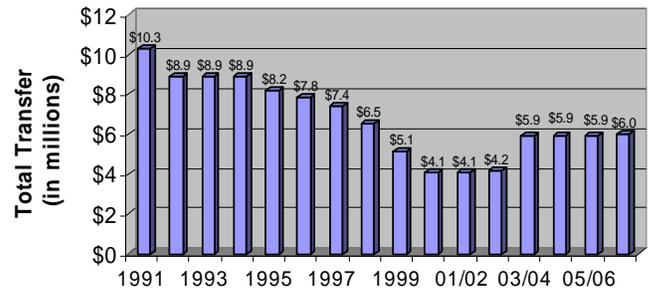
FY 06/07 Rate/Fee Changes (Projected)

Tax Rate	3 mill Tax Increase effective July 1, 2006.
Electric Rates	1.7% across the board Electric Rate increase effective July 1, 2006.
Sanitation Rate	8% Sanitation Rate increase effective July 1, 2006.
Stormwater Rate	20% Stormwater Rate increase effective July 1, 2006.

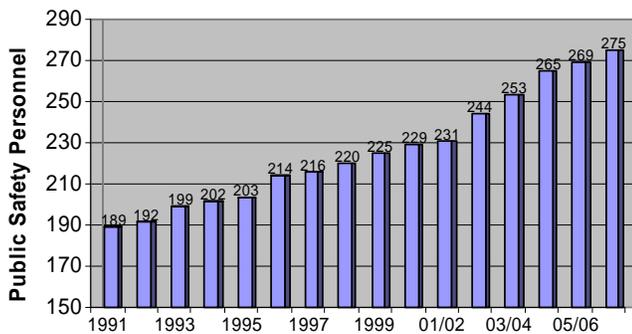
General Fund Expenditure Observations

City Departments aggressively control costs. This has helped to reduce the dependency of the general fund departments on the enterprise fund transfer. Although the actual size of the transfer has increased somewhat in the last few years – the actual percentage of the General Fund covered with this transfer has been dramatically reduced since the early 1990s. In FY 91, this transfer funded 44% of General Fund operations. In FY 05/06, the City funds 14.4% of General Fund expenditures with these transfers.

Budgeted Transfers to the General Fund



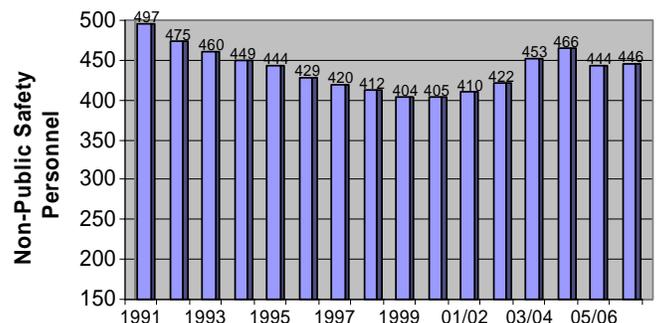
Public Safety Personnel has Increased 45% since 1991



In Fiscal Year 2005/2006, the City adds three new full-time positions in the Fire Department to complete the staffing of the new Station No. 5. Two new full-time positions are being added to the Police Department – a new School Resource Officer and a new Police Officer I assigned to Court security. In Fiscal Year 2006/2007, three Fire Captains and three Driver/Engineers will be added to the Fire Department to begin staffing at new Fire Station No. 6. The City has generally added public safety but reduced staffing in other departments during the time period reflected in the adjacent chart.

While the Police and Fire Department have seen a dramatic increase in the number of employees, the remainder of the City’s workforce has seen a decrease of 60 positions between FY 91 and FY 04/05. Only in the last few years has the City actually added a minimal number of non-Public Safety employees to the workforce – mainly in response to growth pressures. In Fiscal Year 2005/2006, nine new staff members will be hired for the opening of Manchester Meadows Park, the City’s new regional soccer complex.

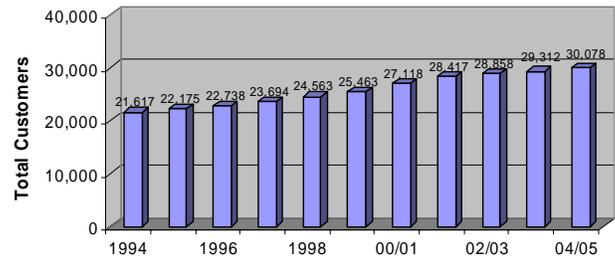
Number of Non-Public Safety Personnel Decreased Since 1991



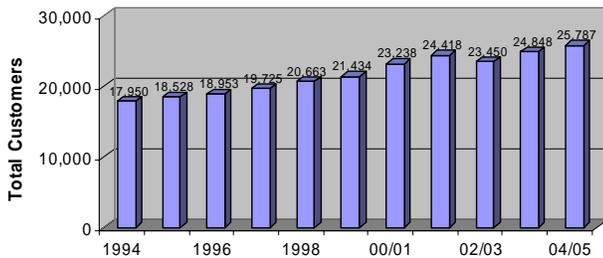
Enterprise Fund Expenditure Observations

In the electric system, customer growth in FY 05/06 continued to show significant increases. This has an obvious impact on the expense side as the City must purchase additional power to supply these customers. Additional expenses are generated in the provision of electric service to new customers, particularly commercial and industrial customers. In addition, wholesale power rate increases from Piedmont Municipal Power Agency (PMPA) drive expenses higher. There was a 1.7% rate increase from PMPA in May 2005 and the City anticipates a similar rate increase in May 2006. Peak generation facilities at Manchester Creek Plant, City Hall, the Operations Center, and the Law Enforcement Center, and the Main Fire Station have helped reduce demand charges - thus reducing the cost of purchased power.

**Number of Customers
 Electric System**



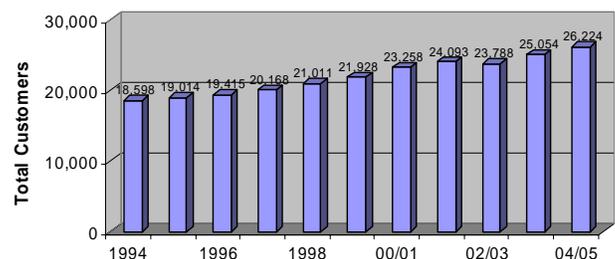
**Number of Customers
 Water System**



Growth in water customers continued to show strength in 2004/05. This is projected to continue as the City continues to expand its water system to outlying areas and accommodate growth within the City limits. The 2003 utility revenue bond issue included several new water line projects that will continue to provide new customers. With these new customers will come the associated costs of supplying more water.

Growth in sewer customers also continued to show strength in 2004/05. This is projected to continue as the City continues to expand its sewer system to outlying areas and development within the City limits increases. The 2003 utility revenue bond issue included several new sewer line projects that will provide service to new customers. These new customers will bring the associated costs of supplying more sewer service. Additional expenditure increases are attributable to existing infrastructure replacement.

**Number of Customers
 Wastewater System**



City of Rock Hill Annual Budget
Fiscal Year 2005/2006
Expenditure Summary



General Fund	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
0411001 City Council						
Personnel Expenditures	\$152,072	\$146,926	\$149,624	\$148,534	\$140,917	\$142,282
Operating Expenditures	70,006	66,767	80,018	81,198	79,950	80,050
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$222,078	\$213,693	\$229,642	\$229,732	\$220,867	\$222,332
0412001 Municipal Court						
Personnel Expenditures	655,168	628,103	483,623	431,852	487,653	505,519
Operating Expenditures	62,459	164,299	72,539	107,537	58,545	52,935
Capital Expenditures	3,695	3,767	10,000	21,036	2,650	2,650
Non-Operating Expenditures	0	0	0	0	0	0
Cost Center Total	\$721,322	\$796,169	\$566,162	\$560,425	\$548,848	\$561,104
0412002 Solicitor's Office						
Personnel Expenditures	0	0	182,908	213,379	220,221	225,003
Operating Expenditures	0	885	49,739	54,799	56,149	53,009
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$0	\$885	\$232,647	\$268,178	\$276,370	\$278,012
0413005 City Mgr./City Administrator						
Personnel Expenditures	403,404	382,184	383,401	422,040	394,169	408,552
Operating Expenditures	56,052	50,830	56,905	69,639	77,690	57,990
Capital Expenditures	3,258	1,580	0	0	0	0
Cost Center Total	\$462,714	\$434,594	\$440,306	\$491,679	\$471,859	\$466,542
0413010 Public Affairs						
Personnel Expenditures	152,706	218,821	260,056	249,538	245,563	252,507
Operating Expenditures	29,381	39,900	54,284	54,862	90,705	75,705
Capital Expenditures	0	2,549	0	1,636	0	0
Cost Center Total	\$182,087	\$261,270	\$314,340	\$306,036	\$336,268	\$328,212
0413015 Neighborhood Empowerment						
Personnel Expenditures	0	40,374	35,198	41,809	0	0
Operating Expenditures	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$0	\$40,374	\$35,198	\$41,809	\$0	\$0
0414000 Elections						
Operating Expenditures	0	0	0	0	11,000	0
Cost Center Total	\$0	\$0	\$0	\$0	\$11,000	\$0
0414001 General Election						
Operating Expenditures	0	8,025	0	0	0	11,000
Cost Center Total	\$0	\$8,025	\$0	\$0	\$0	\$11,000
0414005 Special Election						
Operating Expenditures	4,828	0	0	0	0	0
Cost Center Total	\$4,828	\$0	\$0	\$0	\$0	\$0

City of Rock Hill Annual Budget
Fiscal Year 2005/2006
Expenditure Summary



	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
0415001 Finance Administration						
Personnel Expenditures	150,866	149,136	164,835	161,408	185,078	188,913
Operating Expenditures	17,220	39,986	24,810	37,033	24,578	24,378
Capital Expenditures	0	7,968	0	0	0	0
Cost Center Total	\$168,086	\$197,090	\$189,645	\$198,441	\$209,656	\$213,291
0415005 Accounting						
Personnel Expenditures	286,037	311,271	328,150	323,211	349,429	356,740
Operating Expenditures	121,105	132,574	117,970	131,623	109,200	120,950
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$407,142	\$443,845	\$446,120	\$454,834	\$458,629	\$477,690
0415015 Budget Office						
Personnel Expenditures	161,535	124,397	128,091	125,511	167,626	170,425
Operating Expenditures	37,933	36,649	18,608	21,228	17,815	17,815
Capital Expenditures	3,925	0	0	0	0	0
Cost Center Total	\$203,393	\$161,046	\$146,699	\$146,739	\$185,441	\$188,240
0415020 Customer Service						
Personnel Expenditures	440,221	1,413,514	1,489,630	1,432,318	1,479,896	1,520,487
Operating Expenditures	142,742	390,696	485,476	469,483	494,280	483,580
Capital Expenditures	1,310	37,174	20,000	20,277	27,500	13,000
Cost Center Total	\$584,273	\$1,841,384	\$1,995,106	\$1,922,078	\$2,001,676	\$2,017,067
0415035 Purchasing/Fleet						
Personnel Expenditures	758,193	801,670	845,988	833,942	838,983	862,433
Operating Expenditures	118,656	92,554	110,209	58,211	157,096	162,796
Capital Expenditures	1,505	16,138	10,000	10,025	34,250	30,000
Cost Center Total	\$878,354	\$910,362	\$966,197	\$902,178	\$1,030,329	\$1,055,229
0415040 Billing and Customer Service						
Personnel Expenditures	856,270	0	0	0	0	0
Operating Expenditures	293,325	0	0	0	0	0
Capital Expenditures	31,706	0	0	0	0	0
Cost Center Total	\$1,181,301	\$0	\$0	\$0	\$0	\$0
0415045 Risk Management						
Personnel Expenditures	141,858	153,947	149,615	154,127	151,537	156,211
Operating Expenditures	119,836	134,826	123,680	137,956	120,175	120,925
Capital Expenditures	0	19,217	0	0	0	0
Cost Center Total	\$261,694	\$307,990	\$273,295	\$292,083	\$271,712	\$277,136
0415050 Management Information Systems						
Personnel Expenditures	350,403	350,924	354,466	379,231	346,287	356,999
Operating Expenditures	454,898	417,749	456,698	426,216	594,196	614,259
Capital Expenditures	127,550	143,670	165,000	184,998	107,600	583,658
Cost Center Total	\$932,851	\$912,343	\$976,164	\$990,445	\$1,048,083	\$1,554,916

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0415060 GIS Servicees						
Personnel Expenditures	0	0	140,817	145,162	167,950	172,301
Operating Expenditures	0	0	65,329	53,943	64,375	64,375
Capital Expenditures	0	0	40,000	20,000	30,000	20,000
Cost Center Total	\$0	\$0	\$246,146	\$219,105	\$262,325	\$256,676
0416001 Law/City Attorney						
Operating Expenditures	311,742	360,263	302,550	392,438	352,550	352,550
Cost Center Total	\$311,742	\$360,263	\$302,550	\$392,438	\$352,550	\$352,550
0417001 Human Resources Administration						
Personnel Expenditures	250,552	240,861	281,726	262,376	304,822	311,758
Operating Expenditures	74,252	86,883	103,446	107,372	107,900	109,553
Capital Expenditures	0	0	0	0	0	1,500
Cost Center Total	\$324,804	\$327,744	\$385,172	\$369,748	\$412,722	\$422,811
0417005 Personnel Services						
Personnel Expenditures	227,339	200,062	204,273	218,779	231,413	213,284
Operating Expenditures	18,543	27,607	25,594	23,453	28,099	29,749
Capital Expenditures	316	0	0	0	0	0
Cost Center Total	\$246,198	\$227,669	\$229,867	\$242,232	\$259,512	\$243,033
0418001 Planning Services Administration						
Personnel Expenditures	246,894	223,091	239,006	246,773	140,385	143,611
Operating Expenditures	37,596	32,324	50,197	42,954	13,220	13,250
Capital Expenditures	4,245	1,742	0	2,000	0	0
Cost Center Total	\$288,735	\$257,157	\$289,203	\$291,727	\$153,605	\$156,861
0418002 Long Range Planning/Transportation						
Personnel Expenditures	0	0	0	0	187,738	193,396
Operating Expenditures	93,727	142,315	156,100	261,343	275,050	343,400
Capital Expenditures	0	0	0	9,000	7,500	7,500
Cost Center Total	\$93,727	\$142,315	\$156,100	\$270,343	\$470,288	\$544,296
0418005 Community Development Svcs						
Personnel Expenditures	33,853	32,980	41,566	32,224	0	0
Operating Expenditures	0	0	0	19	0	0
Capital Expenditures	2,387	0	0	0	0	0
Cost Center Total	\$36,240	\$32,980	\$41,566	\$32,243	\$0	\$0
0418010 Inspection/Development Svcs						
Personnel Expenditures	84,923	90,356	105,606	93,348	0	0
Operating Expenditures	0	0	0	0	0	0
Capital Expenditures	0	0	125,708	11,711	0	0
Cost Center Total	\$84,923	\$90,356	\$231,314	\$105,059	\$0	\$0

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0418015 Zoning/Planning Services						
Personnel Expenditures	77,257	68,479	113,122	76,686	0	0
Operating Expenditures	199,945	90,615	198,143	0	0	0
Capital Expenditures	2,897	11,528	28,000	44,173	0	0
Cost Center Total	\$280,099	\$170,622	\$339,265	\$120,859	\$0	\$0
0418020 GIS Services						
Personnel Expenditures	139,281	135,363	0	0	0	0
Operating Expenditures	37,421	39,160	0	0	0	0
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$176,702	\$174,523	\$0	\$0	\$0	\$0
0418025 Airport						
Personnel Expenditures	0	0	41,898	44,413	36,873	37,073
Operating Expenditures	0	0	113,102	110,195	226,130	206,510
Capital Expenditures	0	0	0	0	121,000	50,000
Cost Center Total	\$0	\$0	\$155,000	\$154,608	\$384,003	\$293,583
0419001 Non-Departmental						
Personnel Expenditures	70,117	90,162	44,000	62,619	44,000	44,000
Operating Expenditures	-2,167,652	1,034,939	-2,767,156	-2,604,130	-2,496,500	-2,496,500
Capital Expenditures	53,376	41,351	0	0	0	0
Non-Operating Expenditures			200,000	789,695	200,000	200,000
Cost Center Total	-2,044,163	-2,044,163	-2,523,156	-1,751,816	-2,252,500	-2,252,500
0419005 Capital Projects						
Personnel Expenditures	0	0	0	0	0	0
Operating Expenditures	8,703,095	15,619,691	0	0	0	0
Capital Expenditures	3,862,912	4,669,635	0	766,126	0	0
Non-Operating Expenditures	0	594,564	0	0	0	0
Cost Center Total	\$12,566,007	\$20,883,890	\$0	\$766,126	\$0	\$0
0419010 Credit Union						
Personnel Expenditures	22,543	-4,629	0	0	0	0
Cost Center Total	\$22,543	-\$4,629	\$0	\$0	\$0	\$0
0420001 Neighborhood Empowerment						
Personnel Expenditures	0	192,124	160,738	206,787	200,425	204,855
Operating Expenditures	0	39,694	60,138	53,015	55,445	55,445
Capital Expenditures	0	0	0	0	2,200	0
Cost Center Total	\$0	\$231,818	\$220,876	\$259,802	\$258,070	\$260,300
0420005 Neighborhood Development						
Personnel Expenditures	154,257	159,256	184,462	160,271	228,247	234,412
Operating Expenditures	13,668	25,361	34,531	33,636	32,635	32,285
Cost Center Total	\$167,925	\$184,617	\$218,993	\$193,907	\$260,882	\$266,697

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0420010 Neighborhood Inspections						
Personnel Expenditures	0	0	0	0	269,969	274,924
Operating Expenditures	25,965	14,915	24,690	45,511	103,532	105,017
Capital Expenditures	0	0	0	0	0	40,000
Cost Center Total	\$25,965	\$14,915	\$24,690	\$45,511	\$373,501	\$419,941
0421001 Police Administration						
Personnel Expenditures	6,561,292	6,996,709	7,483,646	7,271,754	500,302	496,312
Operating Expenditures	823,332	1,116,498	1,593,596	1,541,038	772,442	890,725
Capital Expenditures	150,521	657,877	427,000	80,411	94,000	96,000
Cost Center Total	\$7,563,234	\$8,799,223	\$9,532,242	\$8,893,203	\$1,366,744	\$1,483,037
0421005 Police Investigations						
Personnel Expenditures	0	0	0	0	1,385,864	1,426,005
Operating Expenditures	0	0	0	0	87,909	165,674
Capital Expenditures	0	0	0	377,865	25,000	1,000
Cost Center Total	\$0	\$0	\$0	\$377,865	\$1,498,773	\$1,592,679
0421010 Police Patrol						
Personnel Expenditures	0	0	0	0	3,798,684	3,907,600
Operating Expenditures	0	0	0	0	43,692	49,914
Capital Expenditures	0	0	0	0	600	2,600
Cost Center Total	\$0	\$0	\$0	\$0	\$3,842,976	\$3,960,114
0421020 Police Support Services						
Personnel Expenditures	0	0	0	0	2,128,648	2,189,560
Operating Expenditures	0	0	0	0	737,912	815,826
Capital Expenditures	0	0	0	0	277,058	207,167
Non-Operating Expenditures	0	0	0	0	34,000	34,000
Cost Center Total	\$0	\$0	\$0	\$0	\$3,177,618	\$3,246,553
0421030 Home Town Security						
Personnel Expenditures	0	0	31,655	34,991	35,614	35,723
Operating Expenditures	0	0	22,370	13,850	26,365	26,640
Capital Expenditures	0	0	24,000	21,573	40,200	40,250
Cost Center Total	\$0	\$0	\$78,025	\$70,414	\$102,179	\$102,613
0422001 Fire Administration						
Personnel Expenditures	190,902	313,187	296,717	325,028	274,204	281,495
Operating Expenditures	120,992	227,939	239,619	265,756	212,880	215,005
Capital Expenditures	28,247	5,454	7,500	10,148	7,500	27,500
Cost Center Total	\$340,141	\$546,580	\$543,836	\$600,932	\$494,584	\$524,000
0422005 Fire Fighting/Suppression						
Personnel Expenditures	3,153,820	3,307,013	4,151,791	3,847,479	4,341,415	4,742,478
Operating Expenditures	194,594	173,898	299,485	240,279	349,095	546,370
Capital Expenditures	23,433	28,188	0	1,200	46,200	66,200
Cost Center Total	\$3,371,847	\$3,509,099	\$4,451,276	\$4,088,958	\$4,736,710	\$5,355,048

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0422010 Fire Prevention/Inspection						
Personnel Expenditures	223,188	232,511	294,851	294,343	298,111	306,944
Operating Expenditures	13,130	17,352	37,691	22,670	28,026	28,890
Capital Expenditures	1,843	787	0	48,585	18,000	18,000
Cost Center Total	\$238,161	\$250,650	\$332,542	\$365,598	\$344,137	\$353,834
0423001 Development Services Administration						
Personnel Expenditures	6,793	7,489	4,467	7,552	113,173	116,264
Operating Expenditures	1,085	209	3,860	5,300	39,215	35,790
Cost Center Total	\$7,878	\$7,698	\$8,327	\$12,852	\$152,388	\$152,054
0423005 Building/Codes						
Personnel Expenditures	379,034	420,735	480,936	459,017	684,144	702,835
Operating Expenditures	123,279	150,780	155,540	157,352	167,190	176,735
Capital Expenditures	23,151	3,910	15,000	13,650	1,830	12,000
Cost Center Total	\$525,464	\$575,425	\$651,476	\$630,019	\$853,164	\$891,570
0423010 Zoning/Current Planning						
Personnel Expenditures	322,402	309,678	451,024	357,361	308,534	317,359
Operating Expenditures	9,279	12,664	21,255	20,300	192,925	48,950
Capital Expenditures	3,947	4,740	15,000	14,442	35,260	20,000
Cost Center Total	\$335,628	\$327,082	\$487,279	\$392,103	\$536,719	\$386,309
0431001 Public Works Administration						
Personnel Expenditures	156,207	178,494	154,759	155,478	147,945	151,921
Operating Expenditures	19,352	14,114	47,537	23,177	54,423	51,630
Capital Expenditures	0	0	0	0	1,100	400
Cost Center Total	\$175,559	\$192,608	\$202,296	\$178,655	\$203,468	\$203,951
0431005 Street/Sidewalk/Curb/Gutter						
Personnel Expenditures	885,407	981,068	1,051,571	1,003,072	1,090,132	1,123,204
Operating Expenditures	332,809	536,937	566,635	588,930	643,940	636,575
Capital Expenditures	95,925	152,350	111,000	101,735	396,725	539,725
Cost Center Total	\$1,314,141	\$1,670,355	\$1,729,206	\$1,693,737	\$2,130,797	\$2,299,504
0431015 Residential						
Personnel Expenditures	587,759	601,303	609,023	617,402	366,034	376,817
Operating Expenditures	652,813	650,304	1,150,693	1,159,352	1,051,252	1,097,277
Capital Expenditures	212,190	5,174	0	0	1,800	1,800
Cost Center Total	\$1,452,762	\$1,256,781	\$1,759,716	\$1,776,754	\$1,419,086	\$1,475,894
0431020 Commercial						
Personnel Expenditures	292,603	293,809	304,785	311,930	309,650	318,169
Operating Expenditures	624,685	642,457	578,339	661,727	696,960	754,340
Capital Expenditures	119	45,989	61,000	54,308	1,800	0
Cost Center Total	\$917,407	\$982,255	\$944,124	\$1,027,965	\$1,008,410	\$1,072,509

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0431025 Curbside						
Personnel Expenditures	718,487	697,994	743,498	702,305	765,153	785,954
Operating Expenditures	280,936	193,998	221,410	152,751	250,190	256,190
Capital Expenditures	2,464	45,659	115,000	101,190	115,650	202,650
Cost Center Total	\$1,001,887	\$937,651	\$1,079,908	\$956,246	\$1,130,993	\$1,244,794
0431030 Recycling						
Personnel Expenditures	638,627	676,168	711,072	702,292	400,640	348,303
Operating Expenditures	114,050	192,220	203,351	232,583	147,168	187,338
Capital Expenditures	75,417	1,274	135,000	147,624	0	0
Cost Center Total	\$828,094	\$869,662	\$1,049,423	\$1,082,499	\$547,808	\$535,641
0433005 Horticulture						
Personnel Expenditures	984,899	976,138	1,031,750	1,012,482	985,877	1,010,923
Operating Expenditures	164,407	207,518	274,781	269,852	310,134	280,826
Capital Expenditures	61,145	55,894	15,000	17,779	3,240	37,050
Cost Center Total	\$1,210,451	\$1,239,550	\$1,321,531	\$1,300,113	\$1,299,251	\$1,328,799
0433010 Buildings Maintenance						
Personnel Expenditures	339,086	350,735	333,757	295,707	284,110	292,380
Operating Expenditures	261,866	440,683	426,077	337,302	252,585	296,585
Capital Expenditures	4,474	49	796,255	760,182	150,000	200,000
Cost Center Total	\$605,426	\$791,467	\$1,556,089	\$1,393,191	\$686,695	\$788,965
0433015 Cemetery Services						
Personnel Expenditures	83,485	86,868	92,128	91,197	89,092	91,473
Operating Expenditures	40,425	48,755	78,168	65,346	236,607	294,872
Capital Expenditures	17,777	35,067	0	0	0	0
Cost Center Total	\$141,687	\$170,690	\$170,296	\$156,543	\$325,699	\$386,345
0433020 Custodial Services						
Personnel Expenditures	374,361	387,549	432,297	440,617	417,441	429,781
Operating Expenditures	42,418	46,751	53,131	52,644	73,715	71,095
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$416,779	\$434,300	\$485,428	\$493,261	\$491,156	\$500,876
0433025 Airport						
Personnel Expenditures	34,369	35,894	0	0	0	0
Operating Expenditures	104,919	114,292	0	0	0	0
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$139,288	\$150,186	\$0	\$0	\$0	\$0
0451001 Tourism						
Personnel Expenditures	202,268	223,071	238,930	232,438	241,831	246,001
Operating Expenditures	113,067	91,798	110,373	115,437	109,835	112,645
Capital Expenditures	1,389	450	0	0	0	0
Cost Center Total	\$316,724	\$315,319	\$349,303	\$347,875	\$351,666	\$358,646

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0451010 Recreation						
Personnel Expenditures	266,508	237,194	272,458	225,699	553,494	565,692
Operating Expenditures	212,846	207,895	224,812	221,736	291,605	297,655
Capital Expenditures	0	0	7,000	7,000	157,000	107,000
Cost Center Total	\$479,354	\$445,089	\$504,270	\$454,435	\$1,002,099	\$970,347
0451025 Outdoor Recreation/Environmental Education						
Personnel Expenditures	287,113	285,429	344,366	289,361	0	0
Operating Expenditures	143,662	166,109	195,845	233,704	0	0
Capital Expenditures	2,034	22,058	21,500	21,500	0	0
Cost Center Total	\$432,809	\$473,596	\$561,711	\$544,565	\$0	\$0
0451030 Therapeutic Recreation/Youth & Senior Services						
Personnel Expenditures	269,938	282,760	284,967	305,694	0	0
Operating Expenditures	104,364	202,931	69,610	148,206	0	0
Capital Expenditures	0	48,281	37,000	37,000	0	0
Cost Center Total	\$374,302	\$533,972	\$391,577	\$490,900	\$0	\$0
0451035 Parks						
Personnel Expenditures	929,247	993,960	1,048,525	1,019,961	1,502,732	1,616,090
Operating Expenditures	443,688	504,704	419,647	601,314	844,190	958,425
Capital Expenditures	64,778	123,232	453,500	453,853	524,050	516,800
Cost Center Total	\$1,437,713	\$1,621,896	\$1,921,672	\$2,075,128	\$2,870,972	\$3,091,315
0463001 Housing Authority						
Personnel Expenditures	1,182,456	1,255,014	1,026,113	1,026,113	1,049,366	1,077,754
Operating Expenditures	33,647	33,075	26,900	26,900	26,900	27,400
Cost Center Total	\$1,216,103	\$1,288,089	\$1,053,013	\$1,053,013	\$1,076,266	\$1,105,154
0465001 Economic and Urban Development Administration						
Personnel Expenditures	321,244	477,209	533,389	573,193	334,102	343,614
Operating Expenditures	192,003	124,624	380,824	364,840	188,187	160,889
Capital Expenditures	1,967	6,826	65,000	0	10,000	0
Cost Center Total	\$515,214	\$608,659	\$979,213	\$938,033	\$532,289	\$504,503
0465002 Economic and Urban Development Project Management						
Personnel Expenditures	0	0	0	0	84,066	88,167
Operating Expenditures	0	0	0	0	29,934	9,322
Capital Expenditures	0	0	0	0	6,000	0
Cost Center Total	\$0	\$0	\$0	\$0	\$120,000	\$97,489
0465003 Economic and Urban Development Downtown/Oldtown						
Personnel Expenditures	0	0	0	0	133,380	145,701
Operating Expenditures	0	0	0	0	157,829	101,261
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$0	\$0	\$0	\$0	\$291,209	\$246,962

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0465004 Economic and Urban Development						
Personnel Expenditures	0	0	0	0	1,452	1,752
Operating Expenditures	0	0	0	0	41,049	23,361
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$0	\$0	\$0	\$0	\$42,501	\$25,113
0470001 Debt Service						
Personnel Expenditures	0	0	0	0		
Operating Expenditures	\$800,783	\$939,622	\$649,536	\$654,536	\$657,761	\$659,311
Capital Expenditures	0	0	0	0	0	0
Cost Center Total	\$800,783	\$939,622	\$649,536	\$654,536	\$657,761	\$659,311
General Fund Total						
Personnel Expenditures	\$25,207,244	\$26,757,351	\$28,921,274	\$28,068,804	\$29,444,371	\$30,511,956
Operating Expenditures	5,105,060	7,267,972	7,839,841	8,322,572	9,205,730	9,798,542
Capital Expenditures	2,782,266	3,848,157	2,704,463	3,006,305	2,245,713	2,844,450
Non-Operating Expenditures	270,158	305,330	228,000	789,695	234,000	234,000
General Fund Total	\$33,364,728	\$38,178,810	\$39,693,578	\$40,187,376	\$41,129,814	\$43,388,948
Accommodations Tax Fund						
Operating Expenditures	\$247,656	\$267,082	\$271,120	\$271,120	\$259,661	\$280,000
Accomm. Tax Fund Total	\$247,656	\$267,082	\$271,120	\$271,120	\$259,661	\$280,000
Tax Increment Surplus Fund						
0419001 Non-Departmental						
Personnel Expenditures						
Operating Expenditures	\$1,755,504	\$1,753,144	\$1,749,286	\$1,852,085	\$1,934,598	\$2,177,514
Capital Expenditures						
Cost Center Total	1,755,504	\$1,753,144	\$1,749,286	\$1,852,085	\$1,934,598	\$2,177,514
0470001 Debt Service						
Personnel Expenditures						
Operating Expenditures	\$2,038,131	\$806,656	\$810,714	\$810,714	\$811,402	\$698,106
Capital Expenditures						
Cost Center Total	\$2,038,131	\$806,656	\$810,714	\$810,714	\$811,402	\$698,106
Tax Increment Surplus Total						
Operating Expenditures	\$3,793,735	\$2,559,800	\$2,560,000	\$2,560,000	\$2,746,000	\$2,875,620
Fund Total	\$3,793,635	\$2,559,800	\$2,560,000	\$2,560,000	\$2,746,000	\$2,875,620
Local Option Hospitality Tax Fund						
0419001 Non-Departmental						
Personnel Expenditures						
Operating Expenditures	875,978	2,007,509	2,614,000	2,772,481	2,871,000	2,870,000
Capital Expenditures						
Local Option Hospitality Tax Total	\$875,978	\$2,007,509	\$2,614,000	\$2,772,481	\$2,871,000	\$2,870,000

City of Rock Hill Annual Budget
Fiscal Year 2005/2006
Expenditure Summary



CDBG Fund	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Request	2006/2007 Request
0419001 Non-Departmental						
Personnel Expenditures						
Operating Expenditures	812,590	1,274,736	563,000	563,000	535,000	563,000
Capital Expenditures						
CDBG Total	\$812,590	\$1,274,736	\$563,000	\$563,000	\$535,000	\$563,000
Fire Impact Fee Fund						
0419001 Non-Departmental						
Personnel Expenditures						
Operating Expenditures	0	189,344	389,444	389,444	465,000	480,000
Capital Expenditures						
Fire Impact Fee Total	0	\$189,344	\$389,444	\$389,444	\$465,000	\$480,000
Stormwater Fund						
0470001 Stormwater						
Personnel Expenditures	394,176	447,621	524,701	455,725	520,598	535,037
Operating Expenditures	229,402	243,934	714,952	714,990	670,152	1,009,560
Capital Expenditures	59,700	1,891	67,500	140,088	139,000	64,000
Non-Operating Expenditures	233,242	269,969	0	0	0	0
Stormwater Fund Total	\$916,520	\$1,274,736	\$1,307,153	1,310,803	1,329,750	1,608,597
Electric Fund						
419001 Non-Departmental						
Personnel Expenditures						
Operating Expenditures	2,984,669	3,250,000	3,675,000	3,775,000	3,605,000	3,705,000
Capital Expenditures						
Non-Operating Expenditures						
Cost Center Total	2,984,669	3,250,000	3,675,000	3,775,000	3,605,000	3,705,000
0435001 Utilities Administration						
Personnel Expenditures	353,739	337,459	338,657	395,113	482,085	494,750
Operating Expenditures	2,290,174	2,777,788	200,654	409,293	188,095	182,830
Capital Expenditures	2,482	0	0	4,577	58,813	200,000
Non-Operating Expenditures	3,505,291	2,310,607	0	0	0	0
Cost Center Total	\$6,151,686	\$5,425,854	\$539,311	\$808,983	\$728,993	\$877,580
0435075 Electric Services						
Personnel Expenditures	1,693,725	2,018,998	1,173,339	1,166,640	1,196,926	1,228,928
Operating Expenditures	49,931,021	51,049,075	52,358,845	50,350,530	54,176,673	55,942,590
Capital Expenditures	307,682	1,276,648	1,354,500	285,457	774,745	2,012,500
Cost Center Total	\$51,932,428	\$53,640,559	\$54,584,684	\$51,802,627	\$56,148,344	\$59,184,018
0435076 Electric Engineering						
Personnel Expenditures	0	0	487,079	509,980	230,878	238,115
Operating Expenditures	0	0	94,705	77,022	637,488	663,360
Capital Expenditures	0	0	0	1,255	12,190	18,150
Cost Center Total	\$0	\$0	\$581,784	\$588,257	\$880,556	\$919,625

City of Rock Hill Annual Budget
Fiscal Year 2005/2006
Expenditure Summary



	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Approved	2006/2007 Projected
0435080 Traffic Signals						
Personnel Expenditures	0	0	457,100	504,166	488,109	503,222
Operating Expenditures	0	0	281,914	254,732	436,600	392,410
Capital Expenditures	0	0	302,000	168,683	164,700	168,000
Cost Center Total	\$0	\$0	\$1,041,014	\$927,581	\$1,089,409	\$1,063,632
0435085 Utilities Technology Services						
Personnel Expenditures	0	0	0	0	291,910	298,466
Operating Expenditures	0	0	0	0	140,050	143,900
Capital Expenditures	0	0	0	0	13,350	3,000
Cost Center Total	\$0	\$0	\$0	\$0	\$445,310	\$445,366
0470001 Debt Service						
Personnel Expenditures						
Operating Expenditures	0	0	2,239,507	2,239,507	2,240,529	2,241,426
Capital Expenditures						
Cost Center Total	\$0	\$0	\$2,239,507	\$2,239,507	\$2,240,529	\$2,241,426
Electric Fund Total						
Personnel Expenditures	\$2,047,464	\$2,356,457	\$2,456,175	\$2,575,899	\$2,689,908	\$2,763,481
Operating Expenditures	52,221,195	53,826,863	58,850,625	57,106,084	61,594,435	63,441,516
Capital Expenditures	310,164	1,276,648	1,354,500	509,304	1,023,798	2,401,650
Non-Operating Expenditures	3,505,291	2,310,607	0	0	0	0
Total	\$58,084,114	\$59,770,575	\$62,661,300	\$60,191,287	\$65,308,141	\$68,606,647
Water Fund						
0435005 Engineering						
Personnel Expenditures	272,584	275,542	308,487	297,346	204,219	210,392
Operating Expenditures	29,557	29,131	56,798	62,150	49,065	49,065
Capital Expenditures	17,913	3,079	0	91	400	400
Cost Center Total	\$320,054	\$307,752	\$365,285	\$359,587	\$253,684	\$259,857
0435010 Water Distribution						
Personnel Expenditures	9,641	703,181	765,906	764,784	819,669	847,092
Operating Expenditures	565,217	742,777	811,250	803,232	926,263	860,235
Capital Expenditures	200,059	221,887	539,895	629,016	480,400	1,389,000
Cost Center Total	\$774,917	\$1,667,845	\$2,117,051	\$2,197,032	\$2,226,332	\$3,096,327
0435015 Water Distribution Maintenance						
Personnel Expenditures	665,152	0	0	0	0	0
Operating Expenditures	247,647	0	0	0	0	0
Capital Expenditures	15,491	0	0	0	0	0
Cost Center Total	\$928,290	\$0	\$0	\$0	\$0	\$0

City of Rock Hill Annual Budget
Fiscal Year 2005/2006
Expenditure Summary



	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Request	2006/2007 Request
0435025 Raw Water Pump Station						
Operating Expenditures	140,195	195,031	197,355	228,047	245,038	267,438
Capital Expenditures	58	12,036	22,000	11,500	396,000	88,000
Cost Center Total	\$140,253	\$207,067	\$219,355	\$239,547	\$641,038	\$355,438
0435030 Water Treatment Plant						
Personnel Expenditures	397,890	466,141	492,601	529,995	543,032	545,449
Operating Expenditures	768,543	949,438	1,026,242	1,197,941	1,256,856	1,299,099
Capital Expenditures	20,350	37,833	135,000	5,250	376,743	480,000
Cost Center Total	\$1,186,783	\$1,453,412	\$1,653,843	\$1,733,186	\$2,176,631	\$2,324,548
0470001 Debt Service						
Personnel Expenditures						
Operating Expenditures	0	0	3,838,617	3,838,617	3,840,168	3,840,404
Capital Expenditures						
Cost Center Total	0	0	\$3,838,617	\$3,838,617	\$3,840,168	\$3,840,404
Water Fund Total						
Personnel Expenditures	\$1,345,267	\$1,444,864	\$1,566,994	\$1,592,125	\$1,566,920	\$1,602,933
Operating Expenditures	1,751,159	1,916,377	5,930,262	6,129,987	6,317,390	6,316,241
Capital Expenditures	253,871	274,835	696,895	645,857	1,253,543	1,957,400
	\$3,350,297	\$3,636,076	\$8,194,151	\$8,367,969	\$9,137,853	\$9,876,574
Wastewater Fund						
0435035 Wastewater System						
Personnel Expenditures	6,114	508,463	544,829	527,441	619,773	641,563
Operating Expenditures	387,654	390,882	751,123	508,900	807,881	760,270
Capital Expenditures	37,541	97,384	602,843	441,067	742,000	871,000
Cost Center Total	\$431,309	\$996,729	\$1,898,795	\$1,477,408	\$2,169,654	\$2,272,833
0435055 Wastewater Treatment Plant						
Personnel Expenditures	713,118	715,132	733,424	727,421	750,823	773,908
Operating Expenditures	1,759,108	2,033,513	1,827,137	2,146,937	2,151,355	2,186,723
Capital Expenditures	61,009	71,375	305,000	208,618	75,000	295,203
Cost Center Total	\$2,533,235	\$2,820,020	\$2,865,561	\$3,082,976	\$2,977,178	\$3,255,834
0435060 Industrial Pretreatment						
Personnel Expenditures	73,794	79,839	81,697	65,409	82,168	84,894
Operating Expenditures	12,671	13,097	39,932	29,121	48,165	46,434
Capital Expenditures	21,134	4,647	0	0	8,700	13,000
Cost Center Total	\$107,599	\$97,583	\$121,629	\$94,530	\$139,033	\$144,328
0435065 Environmental Monitoring						
Personnel Expenditures	209,245	215,771	221,067	208,936	223,844	230,955
Operating Expenditures	95,817	81,173	168,859	144,328	175,635	184,147
Capital Expenditures	21,944	18,302	0	0	5,300	10,315
Cost Center Total	\$327,006	\$315,246	\$389,926	\$353,264	\$404,779	\$425,417

	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Request	2006/2007 Request
0435070 Lift Stations						
Personnel Expenditures	116,464	131,865	143,675	138,706	97,574	100,183
Operating Expenditures	536,521	576,656	466,166	478,585	313,950	310,950
Capital Expenditures	25,868	1,640	0	1,400	0	0
Cost Center Total	\$678,853	\$710,161	\$609,841	\$618,691	\$411,524	\$411,133
0470001 Debt Service						
Personnel Expenditures						
Operating Expenditures	7,490,168	7,561,998	4,093,268	4,118,600	4,093,478	4,091,575
Capital Expenditures						
Cost Center Total	\$7,490,168	\$7,561,998	\$4,093,268	\$4,118,600	\$4,093,478	\$4,091,575

Wastewater Fund Total

Personnel Expenditures	1,118,735	1,651,070	1,724,692	1,667,913	1,774,182	1,831,503
Operating Expenditures	10,281,939	10,657,319	7,346,485	7,426,471	7,590,464	7,580,099
Capital Expenditures	167,496	193,348	907,843	651,085	831,000	1,189,518
Total	\$11,568,170	\$12,501,737	\$9,979,020	\$9,745,469	\$10,195,646	\$10,601,120

Total All Funds Summary

	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Estimate	2005/2006 Request	2006/2007 Request
General Fund	\$33,364,728	\$38,178,810	\$39,693,578	\$40,187,376	\$41,129,814	\$43,388,948
Accommodations Tax	247,656	267,082	271,120	271,120	259,661	280,000
Tax Increment Surplus	3,793,635	2,559,800	2,560,000	2,560,000	2,746,000	2,875,620
Local Hospitality Fee	875,978	2,007,509	2,614,000	2,772,481	2,871,000	2,870,000
CDBG Fund	0	0	0	0	535,000	563,000
Fire Impact Fee	0	189,344	389,444	389,444	465,000	480,000
Stormwater Fund	1,054,071	1,274,736	1,307,153	1,310,803	1,329,750	1,608,597
Electric Fund	58,084,114	59,770,575	62,661,300	60,191,287	65,308,141	68,606,647
Water Fund	3,350,297	3,636,076	8,194,151	8,367,969	9,137,853	9,876,574
Wastewater Fund	\$11,568,170	\$12,501,737	\$9,979,020	\$9,745,469	\$10,195,646	\$10,601,120
Total	\$112,338,649	\$120,385,669	\$127,669,766	\$125,795,949	\$133,977,865	\$141,150,506



General Government

City Council
City Manager
Municipal Court
Solicitors' Office
Public Affairs
General Election
Law/City Attorney
Hometown Security

General Government Department Budget:

Program Expenditures

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	\$1,363,350	\$1,608,532	\$1,655,548	\$1,713,939	\$1,488,523	\$1,533,863
Operating Expenditures	534,468	730,663	676,173	813,488	726,589	683,239
Capital Expenditures	6,953	7,896	10,000	22,672	2,650	2,650
Total	\$1,904,771	\$2,347,091	\$2,341,721	\$2,550,099	\$2,217,762	\$2,219,752
Personnel						
Full-Time	23	23	23	23	21	21
Part-Time	12	12	12	12	10	10
Total	35	35	35	35	31	31

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

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

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

2005/2006 Key Issues and Changes:

Effective in Fiscal Year 2005/2006, the Neighborhood Empowerment Division is relocated to the newly formed Housing and Neighborhood Services Department. The new Department will also include the Neighborhood Development and Neighborhood Inspections Divisions – also reorganized from the Planning and Public Works Departments. The Director of the new Housing and Neighborhood Services Department will report to City Management.

The restructuring plan presented reflects a strategic intent to have a seamless transition with minimal interruption to the services we provide the public and minimal interference with the day-to-day staff activities.

General Government Divisional Responsibilities:

City Council

Enact Ordinances
Enact Resolutions
Review and Adopt Budget

City Management

Policy Direction
Capital Needs
Personnel Activities
Financial Condition
Public Relations

Hometown Security

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

Municipal Court

Caseload Management
Maintain Jury Docket
Render Judicial Decisions
Administer Law

Boards and Commissions

Advertise Vacancies
Submit Applications to Council
Notify Applicants of Status

City Attorney

Legal Services
Litigation
Research Cases
Correspondence

Solicitors' Office

Maintain Jury Trial Scheduling
Victim Advocacy

Public Affairs

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



Department
 General Government

Division
 City Council

Cost Center
 0411001

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$152,072	\$146,926	\$149,624	\$148,534	\$140,917	\$142,282
Operating Expenditures	70,006	66,767	80,018	81,198	79,950	80,050
Capital Expenditures	0	0	0	0	0	0
Total	\$222,078	\$213,693	\$229,642	\$229,732	\$220,867	\$222,332
Personnel						
Full-Time	1	1	1	1	1	1
Part-Time	7	7	7	7	7	7
Total	8	8	8	8	8	8

2005/2006 Key Issues and Changes:

The Council/Mayor's budget comprises 8.9% of the General Government's total 2005/2006 Budget. The Mayor/Council budget of \$220,867 represents a 3.82% decrease from the previous Fiscal Year adopted budget.

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

Department
 General Government

Division/Cost Center
 City Management / 0413005

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$403,404	\$382,184	\$383,401	\$422,040	\$394,169	\$408,552
Operating Expenditures	56,052	50,830	56,905	69,639	77,690	57,990
Capital Expenditures	3,258	1,580	0	0	0	0
Total	\$462,714	\$434,594	\$440,306	\$491,679	\$471,859	\$466,542

Personnel	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
Full-Time	4	4	4	4	4	4
Part-Time	0	0	0	0	0	0
Total	4	4	4	4	4	4

2005/2006 Key Issues and Changes:

The City Management budget totals 43% of the General Government's total 2005/2006 Budget. The total Division Budget of \$1,066,197 represents a 5.49% increase over the previous Fiscal Year adopted budget.

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

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

Department
 General Government

Division
 Municipal Court

Cost Center
 0412001

Strategic Goal

Public Safety - Deliver Criminal Justice, Fire, and Hometown Security Services to the citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest city of its size in South Carolina by 2006.

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$655,168	\$628,103	\$483,623	\$437,031	\$487,653	\$505,519
Operating Expenditures	62,459	164,299	72,539	83,533	58,545	52,935
Capital Expenditures	3,695	3,767	10,000	21,036	2,650	2,650
Total	\$721,322	\$796,169	\$566,162	\$541,600	\$548,848	\$561,104
Personnel						
Full-Time	9	8	8	8	8	8
Part-Time	1	1	1	1	1	1
Total	10	9	9	9	9	9

2005/2006 Key Issues and Changes:

A new case management software package will be implemented this fiscal year. The new system will interface with the Police Records system and will allow for improved case management and State reporting.

Also this Fiscal Year, the Police Department will add a full-time Police Officer I exclusively dedicated to providing Municipal Court security.

Department
 General Government

Division
 Solicitors' Office

Cost Center
 0412002

Strategic Goal

Public Safety - Deliver Criminal Justice, Fire, and Hometown Security Services to the citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest city of its size in South Carolina by 2006.

Division Mission

To bring increased professionalism to the preparation and 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.

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	0	\$182,908	\$213,379	\$220,221	\$225,003
Operating Expenditures	-	885	49,739	54,799	56,149	53,009
Capital Expenditures	-	0	0	0	0	0
Total	-	\$885	\$232,647	\$268,178	\$276,370	\$278,012
Personnel						
Full-Time	-	4	4	4	4	4
Part-Time	-	0	0	0	1	1
Total	-	4	4	4	5	5

2005/2006 Key Issues and Changes:

This Fiscal Year, the Solicitors' Office will implement alternative case disposition methods, aiming to increase the number of dispositions of jury trial cases. The Office will also conduct training for the Police Department and continue to develop more opportunities for victim advocacy.

The Solicitors' Office will add an additional part-time Solicitor this Fiscal Year to maintain its current level of service concurrent with increases in bench and jury trials. These numbers have increased due to increase in cases made by the Police Department. From 2003 to 2004, 32% more citations were issued and 25% more arrest warrants were issued by the Police Department.

Department
 General Government

Division
 Public Affairs

Cost Center
 0413010

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$152,706	\$218,821	\$260,056	\$249,538	\$245,563	\$252,507
Operating Expenditures	29,381	39,900	54,284	54,862	90,705	75,705
Capital Expenditures	0	2,549	0	1,636	0	0
Total	\$182,087	\$261,270	\$314,340	\$306,036	\$335,638	\$328,212
Personnel						
Full-Time	3	4	4	4	4	4
Part-Time	0	1	2	2	1	1
Total	3	5	6	6	5	5

2005/2006 Key Issues and Changes:

The Hispanic Liaison position is transferred to the Human Resources Department this Fiscal Year, reducing the staff of the Public Affairs division by one part-time employee.

Federal Initiatives and a Citizen Survey project increase the Public Affairs Operating Budget this Fiscal Year.

Department
 General Government

Division
 Hometown Security

Cost Center
 0421030

Strategic Goal

Public Safety - Deliver Criminal Justice, Fire, and Hometown Security Services to the citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest city of its size in South Carolina by 2006.

Division Mission

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	\$31,655	\$34,991	\$35,614	\$35,723
Operating Expenditures	-	-	22,370	13,850	26,365	26,640
Capital Expenditures	-	-	24,000	21,573	40,200	40,250
Total	-	-	\$78,035	\$70,414	\$102,179	\$102,613
Personnel						
Full-Time	-	-	0	0	0	0
Part-Time	-	-	1	1	1	1
Total	-	-	1	1	1	1

2005/2006 Key Issues and Changes:

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

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

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

Department
 General Government

Division/Cost Center
 Elections 0414000

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

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$4,828	\$8,025	0	0	\$11,000	\$11,000
Capital Expenditures	-	-	-	-	-	-
Total	\$4,828	\$8,025	0	0	\$11,000	\$11,000

No money was budgeted for the previous budget year; there were no elections scheduled. Candidate filing for the election in October of 2005 is set to begin in July 2005.

Division/Cost Center
 City Attorney 0416001

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

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$311,742	\$360,263	\$302,550	\$392,438	\$352,550	\$352,550
Capital Expenditures	-	-	-	-	-	-
Total	\$311,742	\$360,263	\$302,550	\$392,438	\$352,550	\$352,550

2005/2006 Key Issues and Changes:

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

Finance Department

Finance Administration
Accounting
Budget Office
Customer Service
Purchasing/Fleet Services
Risk Management
Management Information Systems
GIS/Mapping Services

Finance Department Budget:

Program Expenditures

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	\$3,145,383	\$3,304,859	\$3,601,592	\$3,554,910	\$3,686,786	\$3,784,509
Operating Expenditures	1,305,715	1,245,034	1,402,780	1,335,693	1,581,715	1,609,078
Capital Expenditures	165,996	224,167	235,000	235,300	199,350	646,658
Total	\$4,617,094	\$4,774,060	\$5,239,372	\$5,125,903	\$5,467,851	\$6,040,245
Personnel						
Full-Time	68	71	71	71	71	71
Part-Time	7	7	7	7	7	7
Total	75	78	78	78	78	78

Finance Department Mission:

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

2005/2006 Key Issues and Changes:

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



Finance Divisional Responsibilities:

Finance Director/City Clerk

City Council Agendas
City Council Minutes
Contracts
Ordinances
Resolutions
Records

Accounting

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

Budget Office

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

Customer Service

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

Purchasing/Fleet Services.

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

Risk Management

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

Mgt. Information Systems

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

GIS/Mapping Services

GIS System Management
Mapping
Field Surveys
Easements
AutoCAD
Project Management

Department

Finance

Division

Administration

Cost Center

0415001

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$150,886	\$149,136	\$164,835	\$161,408	\$185,078	\$188,913
Operating Expenditures	17,220	39,986	24,810	37,033	24,578	24,378
Capital Expenditures	0	7,968	0	0	0	0
Total	\$168,106	\$197,090	\$189,645	\$198,441	\$209,656	\$213,291
Personnel						
Full-Time	1	1	1	1	1	1
Part-Time	2	2	2	2	2	2
Total	3	3	3	3	3	3

2005/2006 Key Issues and Changes:

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

Department
 Finance

Division
 Accounting

Cost Center
 0415005

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$286,037	\$311,271	\$328,150	\$323,211	\$349,429	\$356,740
Operating Expenditures	121,105	132,574	117,970	131,623	109,200	120,950
Capital Expenditures	0	0	0	0	0	0
Total	\$407,142	\$443,845	\$446,120	\$454,834	\$458,629	\$477,690
Personnel						
Full-Time	5	6	6	6	6	6
Part-Time	1	1	1	1	1	1
Total	6	7	7	7	7	7

2005/2006 Key Issues and Changes:

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

The Division received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for its preparation and submission of the Comprehensive Annual Financial Report for Fiscal Year Ending June 30, 2003. The Division will again submit the report for Fiscal Year ending June 30, 2004 during this fiscal year.

Department

Finance

Division

Budget

Cost Center

0415015

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$161,535	\$124,397	\$128,091	\$125,511	\$167,626	\$170,425
Operating Expenditures	37,933	36,649	18,608	21,228	17,815	17,815
Capital Expenditures	3,925		0	0	0	0
Total	\$203,393	\$161,046	\$146,699	\$146,739	\$185,441	\$188,240
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

2005/2006 Key Issues and Changes:

The Budget Division will continue to work with its objectives of financial and operational analysis and reporting and performance measurement. Additionally this Fiscal Year, the Budget Division will produce a prototype of a strategic goal-centric budget document. The new document will provide an innovative organization of the City's operational and financial programs vis-à-vis the goals of our Mayor and City Council.

Department

Finance

Division

Customer Service

Cost Center

0415020

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$440,221	\$1,413,514	\$1,489,630	\$1,432,318	\$1,479,896	\$1,520,487
Operating Expenditures	142,742	390,696	485,476	469,483	494,280	483,580
Capital Expenditures	1,310	37,174	20,000	20,277	27,500	13,000
Total	\$584,273	\$1,841,384	\$1,995,106	\$1,922,078	\$2,001,676	\$2,017,067
Personnel						
Full-Time	31	32	34	34	34	34
Part-Time	2	2	2	2	2	2
Total	33	34	36	36	36	36

2005/2006 Key Issues and Changes:

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

Capital

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

Department

Finance

Division

Purchasing/Fleet Services

Cost Center

0415035

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$758,193	\$801,670	\$845,988	\$833,942	\$838,983	\$862,433
Operating Expenditures	118,656	92,554	110,209	58,211	157,096	162,796
Capital Expenditures	1,505	16,138	10,000	10,025	34,250	30,000
Total	878,354	910,362	966,197	902,178	1,030,329	1,055,229
Personnel						
Full-Time	18	17	18	18	18	18
Part-Time	1	1	1	1	1	1
Total	19	18	19	19	19	19

2005/2006 Key Issues and Changes:

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

Capital

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

Department
Finance

Division
Risk Management

Cost Center
0415045

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$141,858	\$153,947	\$149,615	\$154,127	\$151,537	\$156,211
Operating Expenditures	119,836	134,826	123,680	137,956	120,175	120,925
Capital Expenditures	0	19,217	0	0	0	0
Total	\$261,694	\$307,990	\$273,295	\$292,083	\$271,712	\$277,136
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	1	1	1	1	1	1
Total	3	3	3	3	3	3

2005/2006 Key Issues and Changes:

The Risk Management Division emphasis will continue to be on a strong proactive loss prevention and safety program which will be a material factor in reduction in claims. Training (including defensive driving training) will be emphasized this Fiscal Year in an attempt to reduce motor vehicle accidents.

Department

Finance

Division

Management Information Systems

Cost Center

0415050

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$350,403	\$350,924	\$354,466	\$379,231	\$346,287	\$356,999
Operating Expenditures	454,898	417,749	456,698	426,216	594,196	614,259
Capital Expenditures	127,550	143,670	165,000	184,998	107,600	583,658
Total	\$932,851	\$912,343	\$976,164	\$990,445	\$1,048,083	\$1,554,916
Personnel						
Full-Time	5	5	5	5	5	5
Part-Time	1	1	1	1	0	0
Total	6	6	6	6	5	5

2005/2006 Key Issues and Changes:

As the City grows and City facilities incorporate a larger footprint, this Division faces the challenges of connecting these facilities while continuing to maintain multiple servers, software, and hardware to ensure that the City operates effectively.

Capital

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

Department

Finance

Division

Geographic Information System (GIS)/Mapping Services

Cost Center

0415060

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$139,281	135,363	\$140,817	\$145,162	\$167,950	\$172,301
Operating Expenditures	37,421	39,160	65,329	53,943	64,375	64,375
Capital Expenditures	0	0	40,000	20,000	30,000	20,000
Total	\$176,702	\$174,523	\$246,146	\$219,105	\$262,325	\$256,676

Personnel	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	1	1
Total	2	2	2	2	3	3

2005/2006 Key Issues and Changes:

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

An additional part-time Special Projects Intern position was approved for the Division for Fiscal Year 2005/2006.

Capital

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



Human Resources

Administration
Personnel Services

Human Resources Department Budget:

Program Expenditures

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	\$477,891	\$440,923	\$485,999	\$481,155	\$536,235	\$525,042
Operating Expenditures	92,795	114,490	129,040	130,825	135,999	139,302
Capital Expenditures	316	0	0	0	0	1,500
Total	\$571,002	\$555,413	\$615,039	\$611,980	\$672,234	\$665,844
Personnel						
Full-Time	8	8	7	7	7	7
Part-Time	1	1	1	1	2	2
Total	9	9	8	8	9	9

Human Resources Department Mission:

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

2005/2006 Key Issues and Changes:

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

Human Resources Divisional Responsibilities:

Administration

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

Personnel Services

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

Department
 Human Resources

Division
 Administration

Cost Center
 0417001

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$250,552	\$240,861	\$281,726	\$262,376	\$304,822	\$311,758
Operating Expenditures	74,252	86,883	103,446	107,372	107,900	109,553
Capital Expenditures		0	0	0	0	1,500
Total	\$324,804	\$327,744	\$385,172	\$369,748	\$412,722	\$422,811
Personnel						
Full-Time	3	3	3	3	3	3
Part-Time	1	1	1	1	2	2
Total	4	4	4	4	5	5

2005/2006 Key Issues and Changes:

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

Department
 Human Resources

Division
 Personnel Services

Cost Center
 0417005

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$227,339	\$200,062	\$204,273	\$218,779	\$231,413	\$213,284
Operating Expenditures	18,543	27,607	25,594	23,453	28,099	29,749
Capital Expenditures	316	0	0	0	0	0
Total	\$246,198	\$227,669	\$229,867	\$242,232	\$259,512	\$243,033
Personnel						
Full-Time	5	5	4	4	4	4
Part-Time	0	0	0	0	0	0
Total	5	5	4	4	4	4

2005/2006 Key Issues and Changes:

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

Planning Services

Administration
Long Range Planning/Transportation
Airport

Planning Department Budget:

Program Expenditures

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,444,694	\$1,447,427	\$1,662,087	\$1,477,645	364,996	374,080
Operating Expenditures	516,000	493,428	732,728	635,599	646,900	570,660
Capital Expenditures	36,627	21,920	183,708	94,976	128,500	57,500
Total	\$1,997,321	\$1,962,775	\$2,578,523	\$2,208,220	\$1,140,396	\$1,002,240
Personnel						
Full-Time	24	26	28	28	4	4
Part-Time	5	5	5	5	2	2
Total	29	31	33	33	6	6

Planning Department Mission:

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

2005/2006 Key Issues and Changes:

Effective with Fiscal Year 2005/2006, a reorganization project creates the Development Services Department. The Planning Services Department will remain with long-range planning as its refined scope. Additionally, the Community Development Division is relocated effective July 1, 2005 to the new Housing and Neighborhood Services Department.

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

Another key objective of the Planning Services Department is a rewrite of the zoning code, which is over 37 years old and in need of a comprehensive rewrite. The code rewrite will make our zoning codes more user-friendly, streamline/consolidate the development review processes, modernize zoning districts, raise the bar on development quality/community appearance, encourage development in the Old Town Area, and preserve and protect existing neighborhoods.

The new Development Services Department will focus on current planning and will help us to administer growth policies and standards that will result in quality, sustainable development in the Rock Hill service area. A major objective of this new department is to improve service delivery in the Development Coordinating Center area. The reengineering of this effort will improve our service to residential and commercial development.

Planning Department Divisional Responsibilities:

Administration

Personnel Management
 Customer Service
 Staff Training

Airport

Planning and Development
 Leases
 FAA/SCDOT Compliance
 Hangars
 Facilities
 Runways

Long-Range Planning/Transportation

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

Department
 Planning

Division / Cost Center

Administration / 0418001

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$253,687	\$230,580	\$243,473	\$254,325	\$140,385	\$143,611
Operating Expenditures	38,681	32,533	54,057	48,254	13,220	13,250
Capital Expenditures	4,245	1,742	0	2,000	0	0
Total	\$296,613	\$264,855	\$297,530	\$304,579	\$153,605.00	\$156,861.00

Personnel	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
Full-Time	4	3	3	3	1	1
Part-Time	0	1	1	1	1	1
Total	4	4	4	4	2	2

2005/2006 Key Issues and Changes:

The Planning Administration Division will be instrumental in the reorganization and transition which will form the Development Services Department during this Fiscal Year.

Department
 Planning

Division
 Long-Range Planning/Transportation

Cost Center
 0418002

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	-	-	\$187,738	\$193,396
Operating Expenditures	-	-	-	-	407,550	350,900
Capital Expenditures	-	-	-	-	7,500	7,500
Total	-	-	-	-	\$602,788	\$551,796
Personnel						
Full-Time	-	-	-	-	3	3
Part-Time	-	-	-	-	0	0
Total	-	-	-	-	3	3

2005/2006 Key Issues and Changes:

This new Division of the Planning Department includes functions that existed last and prior fiscal years in the Zoning/Planning Services Division. Work in this Division will include the Growth Management Study and the Urban Services Boundary.

Capital

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

Department
 Planning

Division
 Inspections/Development Services

Cost Center
 0418010

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$463,957	\$511,091	\$586,542	\$552,365	-	-
Operating Expenditures	123,279	150,780	155,540	157,352	-	-
Capital Expenditures	23,151	3,910	140,708	25,361	-	-
Total	\$610,387	\$665,781	\$882,790	\$735,078	-	-
Personnel						
Full-Time	9	10	11	11	0	0
Part-Time	2	2	2	2	0	0
Total	11	12	13	13	0	0

2005/2006 Key Issues and Changes:

This Division has moved to the Housing and Neighborhood Services Department. Please see page 102 for a detail of expenditures, personnel, and issues for the new Department.

Department

Planning

Division

Zoning/Planning Services

Cost Center

0418015

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$399,659	\$378,157	\$564,146	\$434,047	-	-
Operating Expenditures	302,951	245,594	375,498	286,143	-	-
Capital Expenditures	6,844	16,268	43,000	67,615	-	-
Total	\$709,454	\$640,019	\$982,644	\$787,805	-	-
Personnel						
Full-Time	7	9	10	10	0	0
Part-Time	1	0	0	0	0	0
Total	8	9	10	10	0	0

2005/2006 Key Issues and Changes:

The former Zoning/Planning Services Division is divided in Fiscal Year 2005/2006 to form the Zoning/Current Planning Division of the Development Services Department and the Long-Range Planning/Transportation Division of the Planning Services Department.

The restructuring plan presented reflects a strategic intent to have a seamless transition with minimal interruption to the services we provide the public and minimal interference with the day-to-day activities of our employees.

Department
 Planning

Division
 Airport

Cost Center
 0418025

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	0	0	\$41,898	\$44,413	\$36,873	\$37,073
Operating Expenditures	0	0	113,102	110,195	226,130	206,510
Capital Expenditures	0	0	0	0	121,000	50,000
Total	0	0	\$155,000	\$154,608	\$384,003	\$293,583
Personnel						
Full-Time	0	0	0	0	0	0
Part-Time	0	0	1	1	1	1
Total	0	0	1	1	1	1

2005/2006 Key Issues and Changes:

The Airport Master Plan has been completed. Future planning for airport development will mean diversifying business opportunities, exploring land development opportunities, and airport expansion projects. Through continued City and community support, the Rock Hill Municipal Airport will be a key partner for economic development throughout the region.

Capital

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



Housing and Neighborhood Services

Neighborhood Empowerment
Neighborhood Development
Neighborhood Inspections

Housing and Neighborhood Services Department Budget:

Program Expenditures

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	-	-	\$698,641	\$714,191
Operating Expenditures	-	-	-	-	191,612	192,747
Capital Expenditures	-	-	-	-	2,200	40,000
Total	-	-	-	-	\$892,453	\$946,938
Personnel						
Full-Time	-	-	-	-	9	9
Part-Time	-	-	-	-	8	8
Total	-	-	-	-	17	17

Housing and Neighborhood Services Department Mission:

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

2005/2006 Key Issues and Changes:

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

This new department will provide the dedicated staff necessary to enforce the Comprehensive Property Maintenance Program – another initiative of this new Fiscal Year. Currently the City enforces the 1997 Standard Housing Code which, besides being outdated, does not address deteriorated commercial properties.

Housing and Neighborhood Services Department Divisional Responsibilities:

Neighborhood Empowerment

- Develop Neighborhood Organizations
- Organize Neighborhood Meetings
- Coordinate Civics Courses

Community Development Services

- CDBG Administration
- Affordable Housing Program
- Historic Preservation

Neighborhood Inspections

- Inspections
- Education/Prevention

Department

Housing and Neighborhood Services

Division

Neighborhood Empowerment

Cost Center

0420001

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	\$232,498	\$195,936	\$248,596	\$200,425	\$204,855
Operating Expenditures	-	39,694	60,138	53,015	55,445	55,445
Capital Expenditures	-	0	0	0	2,200	0
Total	-	\$272,192	\$256,074	\$301,611	\$258,070	\$260,300
Personnel						
Full-Time	-	2	2	2	2	2
Part-Time	-	3	2	2	2	2
Total	-	5	4	4	4	4

2005/2006 Key Issues and Changes:

For Fiscal Year 2005/06, the Division is assimilated with other neighborhood-focused efforts into the Housing and Neighborhood Services Department.

Staff from Neighborhood Empowerment attend neighborhood meetings and provide a networking opportunity for those neighborhoods, as well as organizations, such as the Rock Hill Council of Neighborhoods. In addition, this division has instituted the Neighborhood Leadership Conference and Inside Rock Hill. The Neighborhood Leadership Conference is designed for neighborhood leaders and teaches the fundamentals of leadership. Inside Rock Hill is a community civics course that is open to the entire community and provides our citizenry the opportunity to learn how the city functions.

The issues facing Neighborhood Empowerment for Fiscal Year 2005/2006 include maintaining an effective relationship with an expanding base of neighborhood leaders with a reduction in staff resources, continuing to empower neighborhoods through education of Home Owner Associations, and building a sense of community in neighborhoods with high rental populations.

Department

Housing and Neighborhood Services

Division

Neighborhood Development Services

Cost Center

0420005

Strategic Goal

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

Division Mission

Provide customer-focused community development and housing services in a cost-effective manner that ensure quality development and living standards for all citizens.

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$188,110	\$192,236	\$226,028	\$192,495	\$228,247	\$234,412
Operating Expenditures	13,668	25,361	34,531	33,655	32,635	32,285
Capital Expenditures	2,387	0	0	0	0	0
Total	\$204,165	\$217,597	\$260,559	\$226,150	\$260,882	\$266,697
Personnel						
Full-Time	4	4	4	4	4	4
Part-Time	1	1	1	1	1	1
Total	5	5	5	5	5	5

2005/2006 Key Issues and Changes:

This Division transfers from the Planning Department into the new Housing and Neighborhood Services Department effective July 1, 2005. The expenditure and personnel data listed above for Fiscal Year 2002/2003 through 2004/2005 projected indicate data from the former Division of the Planning Department entitled Community Development Services.

Staff will continue to administer the City's Community Development Block Grant (CDBG) to ensure that low and moderate income persons are benefited and aid in the prevention or elimination of slums or blighted areas. As the community continues to grow, this division will face the challenge of providing technical assistance and guidance in the areas of architectural and historical significance, preservation, and features of structures, properties, districts, and neighborhoods.

Department

Housing and Neighborhood Services

Division

Neighborhood Inspections

Cost Center

0420010

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	-	-	\$269,969	\$274,924
Operating Expenditures	-	-	-	-	103,532	105,017
Capital Expenditures	-	-	-	-	0	40,000
Total	-	-	-	-	\$373,501	\$419,941
Personnel						
Full-Time	-	-	-	-	3	3
Part-Time	-	-	-	-	5	5
Total	-	-	-	-	8	8

2005/2006 Key Issues and Changes:

This Division transfers from the Planning Department into the new Housing and Neighborhood Services Department effective July 1, 2005.

Challenges for Fiscal Year 2005/2006 include the need to continue to conduct a complaint-driven inspections program for the community while focusing proactive inspection services to specified neighborhoods in the Urban Core, to work with the International Property Maintenance Code as directed by City Council, and to increase recycling and litter prevention with education and campaigns involving neighborhoods.



Police Department

Administration
Investigations
Patrol
Support Services

Police Department Budget:

Program Expenditures

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	\$6,561,292	\$6,996,709	\$7,515,301	\$7,306,745	\$7,849,112	\$8,055,200
Operating Expenditures	823,332	1,116,498	1,615,966	1,554,888	1,668,320	1,948,779
Capital Expenditures	150,521	657,877	451,000	479,849	436,858	347,017
Non-Operating Expenditures	28,089	28,139	28,000	0	34,000	34,000
Total\$	\$7,563,234	\$8,799,223	\$9,610,267	\$9,341,482	\$9,988,290	\$10,384,996
Personnel						
Full-Time	150	153	157	157	159	159
Part-Time	4	3	4	4	4	4
Total	154	156	161	161	163	163

Police Department Mission:

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

2005/2006 Key Issues and Changes:

Effective this Fiscal Year, the Police Department is reorganized from one into five Divisions: Administration, Investigations, Patrol, Support Services, and Hometown Security. The Hometown Security detail is found under the General Government section.

Two new positions are approved for the Police Department in Fiscal Year 2005-2006, a full-time Court Security Officer (Police Officer I), and a full-time School Resource Officer.

The Police Department developed a Comprehensive Crime Control Plan and filled the newly created Crime Analyst position in the 2004/2005 Fiscal Year. The second phase will include the development of a form of COMSTAT (computer statistics), uniquely tailored for the Rock Hill Police Department and the needs of the community.

Staff has identified a challenge in increasing Police Neighborhood Ambassadors and increasing neighborhood association meeting attendance by Police personnel. The Police Department will seek creative ways to enhance the attendance at neighborhood association meetings. The Community Services Unit has also been instrumental as a liaison with the Neighborhood Empowerment Team and stands ready to assist neighborhoods in forming new associations.

Police Department Divisional Responsibilities:

Administration

Personnel Management
Budget
Technology

Make Arrests
Serve Warrants
Investigate Motor Vehicle Accidents
Court/Security Investigations

Investigations

General Sessions Investigations
Crimes Against Persons
Crimes Against Property
Major Crime Scene Processing
Narcotics/Drug Enforcement Unit
Sexual Assault Nurse Examiner
Victim/Witness Program

Support Services

Detention
Telecommunications
Community Services
School/Youth Resources
Professional Development
Evidence
Training
Record Management
Recruiting/Hiring
Accreditation

Patrol

Enforce Traffic Law
Proactive Patrol
Citizen Calls for Service



Department
Police

Division
Administration

Cost Center
0421001

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina by 2006.

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$6,561,292	\$6,996,709	\$7,483,646	\$7,271,754	\$500,302	\$496,312
Operating Expenditures	823,332	1,116,498	1,593,596	1,541,038	772,442	890,725
Capital Expenditures	150,521	657,877	427,000	458,276	94,000	96,000
Non-Operating Expenditures	28,089	28,139	28,000	25,312	0	0
Total	\$7,563,234	\$8,799,223	\$9,532,242	\$9,296,380	\$1,366,744	\$1,483,037

Personnel	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
Full-Time	150	153	157	157	2	2
Part-Time	4	3	4	4	0	0
Total	154	156	161	161	2	2

2005/2006 Key Issues and Changes:

The Police Department is reorganized this Fiscal Year into multiple divisions. The detail listed above as expenditures and personnel account for all divisions of the Police Department through the 2004/2005 Budget.

Capital

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

Department
 Police

Division
 Investigations

Cost Center
 0421005

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina by 2006.

Division Mission

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	-	-	\$1,385,864	\$1,426,005
Operating Expenditures	-	-	-	-	87,909	165,674
Capital Expenditures	-	-	-	-	25,000	1,000
Total	-	-	-	-	\$1,498,773	\$1,592,679
Personnel						
Full-Time	-	-	-	-	25	25
Part-Time	-	-	-	-	0	0
Total	-	-	-	-	25	25

2005/2006 Key Issues and Changes:

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

Capital

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

Department
 Police

Division
 Patrol

Cost Center
 0421010

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina by 2006.

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	-	-	\$3,798,684	\$3,907,600
Operating Expenditures	-	-	-	-	43,692	49,914
Capital Expenditures	-	-	-	-	600	2,600
Total	-	-	-	-	\$3,842,976	\$3,960,114
Personnel						
Full-Time	-	-	-	-	75	75
Part-Time	-	-	-	-	1	1
Total	-	-	-	-	76	76

2005/2006 Key Issues and Changes:

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

Capital

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

Department
 Police

Division
 Support Services

Cost Center
 0421020

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina by 2006.

Division Mission

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	-	-	\$2,128,648	\$2,189,560
Operating Expenditures	-	-	-	-	737,912	815,826
Capital Expenditures	-	-	-	-	277,058	207,167
Non-Operating Expenditures	-	-	-	-	34,000	34,000
Total	-	-	-	-	\$3,177,618	\$3,246,553
Personnel						
Full-Time	-	-	-	-	57	57
Part-Time	-	-	-	-	2	2
Total	-	-	-	-	59	59

2005/2006 Key Issues and Changes:

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

Capital

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



Fire Department

Administration
Firefighting/Suppression
Prevention/Inspection

Fire Department Budget:

Program Expenditures

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	\$3,567,910	\$3,852,711	\$4,743,359	\$4,466,850	\$4,913,730	\$5,330,917
Operating Expenditures	328,716	419,189	576,795	528,705	590,001	790,265
Capital Expenditures	53,523	34,429	7,500	59,933	71,700	111,700
Total\$	\$3,950,149	\$4,306,329	\$5,327,654	\$5,055,488	\$5,575,431	\$6,232,882
Personnel						
Full-Time	81	96	103	103	106	112
Part-Time	1	1	1	1	0	0
Total	82	97	104	104	106	112

Fire Department Mission:

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

2005/2006 Key Issues and Changes:

Three new Firefighter positions are approved for the 2005/2006 Fiscal Year. These positions complete the phased staffing plan for Fire Station No. 5. In Fiscal Year 2006/2007, six new full-time positions are approved to begin the phased staffing plan for Fire Station No. 6. Three Captains and three Driver-Engineers will be hired to begin that station.

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

Fire Department Divisional Responsibilities:

Administration

Public Education
 Safety Classes
 Emergency Management

Fire Fighting/Suppression

Fire Suppression
 Public Education
 Training
 CPR
 Water Rescue
 Industrial Accidents

First Responder
 Hazardous Materials
 Confined Space
 Rescue/Extrication
 High/Low Angle Rescue

Fire Prevention/Inspection

Inspections
 Arson Investigation
 Public Education

Department
Fire

Division
Administration

Cost Center
0422001

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina by 2006.

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$190,902	\$313,187	\$296,717	\$325,028	\$274,204	\$281,495
Operating Expenditures	120,992	227,939	239,619	265,756	212,880	215,005
Capital Expenditures	28,247	5,454	7,500	10,148	7,500	27,500
Total	\$340,141	\$546,580	\$543,836	\$600,932	\$494,584	\$524,000
Personnel						
Full-Time	4	4	4	4	4	4
Part-Time	1	1	1	1	0	0
Total	5	5	5	5	4	4

2005/2006 Key Issues and Changes:

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

The Department has selected an architectural firm to begin the building phase of new Fire Station No. 6.

Capital

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

Department
 Fire

Division
 Fire Fighting/Suppression

Cost Center
 0422005

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina by 2006.

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,153,820	\$3,307,013	\$4,151,791	\$3,847,479	\$4,341,415	\$4,742,478
Operating Expenditures	194,594	173,898	299,485	240,279	349,095	546,370
Capital Expenditures	23,433	28,188	0	1,200	46,200	66,200
Total	\$3,371,847	\$3,509,099	\$4,451,276	\$4,088,958	\$4,736,710	\$5,355,048
Personnel						
Full-Time	72	87	93	93	96	102
Part-Time	0	0	0	0	0	0
Total	72	87	93	93	96	102

2005/2006 Key Issues and Changes:

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

Capital

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

Department
 Fire

Division
 Fire Prevention/Inspections

Cost Center
 0422010

Strategic Goal

Public Safety – Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina by 2006.

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$223,188	\$232,511	\$294,851	\$294,343	\$298,111	\$306,944
Operating Expenditures	13,130	17,352	37,691	22,670	28,026	28,890
Capital Expenditures	1,843	787	0	48,585	18,000	18,000
Total	\$238,161	\$250,650	\$332,542	\$365,598	\$344,137	\$353,834
Personnel						
Full-Time	5	5	6	6	6	6
Part-Time	0	0	0	0	0	0
Total	5	5	6	6	6	6

2005/2006 Key Issues and Changes:

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

Capital

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



Development Services

Administration
Building/Codes
Zoning/Current Planning

Department
 Development Services

Division
 Administration

Cost Center
 0423001

Strategic Goal

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

Division Mission

To set a new standard in our region for the delivery of development services by being the most efficient, fair, and helpful staff of any governmental organization in our region. To become a national model for the organization and delivery of development services.

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	-	-	-	-	\$113,173	\$116,264
Operating Expenditures	-	-	-	-	39,215	35,790
Capital Expenditures	-	-	-	-	0	0
Total	-	-	-	-	\$152,388	\$152,054
Personnel						
Full-Time	-	-	-	-	2	2
Part-Time	-	-	-	-	0	0
Total	-	-	-	-	2	2

2005/2006 Key Issues and Changes:

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

An Interim Supervisor was hired to assist with the transition. The purpose for hiring an Interim Supervisor is to change the organization to better serve citizens as well as to improve service delivery. This position reports to City Management, as will the eventual regular Department Director. The Interim Supervisor is charged with the responsibility of re-engineering service delivery in such a way that synchronizes the vision with the potential, and with the work performed.

Department
 Development Services

Division
 Building/Codes

Cost Center
 0423005

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	-	-	\$684,144	\$702,835
Operating Expenditures	-	-	-	-	167,190	176,735
Capital Expenditures	-	-	-	-	1,830	12,000
Total	-	-	-	-	\$853,164	\$891,570
Personnel						
Full-Time	-	-	-	-	11	11
Part-Time	-	-	-	-	2	2
Total	-	-	-	-	13	13

2005/2006 Key Issues and Changes:

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

Capital

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

Department
 Development Services

Division
 Current Planning

Cost Center
 0423010

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

Division Mission

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	-	-	\$308,534	\$317,359
Operating Expenditures	-	-	-	-	60,425	41,450
Capital Expenditures	-	-	-	-	35,260	20,000
Total	-	-	-	-	\$404,219	\$378,809
Personnel						
Full-Time	-	-	-	-	6	6
Part-Time	-	-	-	-	0	0
Total	-	-	-	-	6	6

2005/2006 Key Issues and Changes:

This new Division of the new Planning Department includes functions that existed last and prior fiscal years in the Zoning/Planning Services Division. Staff will continue to be challenged in guiding the zoning, development, redevelopment, and public investment plans and ensuring that they support adopted community plans. This division will continue to promote the concept of livable and sustainable development to ensure more efficient and orderly growth within the community.

Capital

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

Public Works Department

Administration
Street Maintenance
Residential Sanitation
Commercial Sanitation
Curbside
Recycling

Public Works Department Budget:

Program Expenditures

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$3,279,090	\$3,428,836	\$3,574,708	\$3,492,479	\$3,079,554	\$3,104,368
Operating Expenditures	2,050,610	2,244,945	2,792,655	2,864,031	2,843,933	2,983,350
Capital Expenditures	386,115	250,446	422,000	404,857	517,075	744,575
Total	\$5,715,815	\$5,924,227	\$6,789,363	\$6,761,367	\$6,440,562	\$6,832,293
Personnel						
Full-Time	83	89	85	85	78	77
Part-Time	8	7	10	10	7	5
Total	91	96	95	95	85	82

Public Works Department Mission:

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

2005/2006 Key Issues and Changes:

Effective for Fiscal Year 2005/2006, the Environmental Inspections effort is moved to the new Neighborhood Inspection Division of the new Housing and Neighborhood Services Department.

Additionally for 2005/2006, the Residential Sanitation routes have been reduced from six routes to five, taking advantage of the full complement of automated residential collection equipment.

Due to the outsourcing of the Compost Center, the Recycling Division is reduced by one full-time position for Fiscal Year 2005/2006 and reduced by one full-time and one part-time position for Fiscal Year 2006/2007.

Public Works Department Divisional Responsibilities:

Administration

Work Order Management
Reporting
Contracts
Scheduling
Personnel Management
Budget Management

Street Maintenance

Streets, Sidewalks, Curb, Gutter
Maintenance
Street/Parking Striping
Street Signs/Markers

Commercial Sanitation

Bulk Container Service
Dumpster Rentals

Residential Sanitation

Refuse Collection
Rollcart Maintenance
Litter Collection

Curbside

Yard Waste Collection
Public Education
Scheduling

Recycling/Beautification

Recycling Collection
Litter Education and Prevention



Department
 Public Works

Division
 Administration

Cost Center
 0431001

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$156,207	\$178,494	\$154,759	\$155,478	\$147,945	\$151,921
Operating Expenditures	19,352	14,114	47,537	23,177	54,423	51,630
Capital Expenditures	0	0	0	0	1,100	400
Total	\$175,559	\$192,608	\$202,296	\$178,655	\$203,468	\$203,951
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

2005/2006 Key Issues and Changes:

The Administration Division 2005/2006 Budget comprises 3% of the Public Works Department's total budget. Of the \$203,468 allocated for the Administration Division, 73% is for salaries and fringe benefits. The remaining 27% is for supplies and services to support the administrative functions of the Public Works Department.

Department
 Public Works

Division
 Street Maintenance

Cost Center
 0431005

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$885,407	\$981,068	\$1,051,571	\$1,003,072	\$1,090,132	\$1,123,204
Operating Expenditures	332,809	536,937	566,635	588,930	643,940	636,575
Capital Expenditures	95,925	152,350	111,000	101,735	396,725	539,725
Total	\$1,314,141	\$1,670,355	\$1,729,206	\$1,693,737	\$2,130,797	\$2,299,504
Personnel						
Full-Time	27	27	29	29	29	29
Part-Time	0	0	0	0	0	0
Total	27	27	29	29	29	29

2005/2006 Key Issues and Changes:

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

Capital

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

Department
 Public Works

Division
 Residential Sanitation

Cost Center
 0431015

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$587,759	\$601,303	\$609,023	\$617,402	\$366,034	\$376,817
Operating Expenditures	652,813	650,304	1,150,693	1,159,352	1,051,252	1,097,277
Capital Expenditures	212,190	5,174	0	0	1,800	1,800
Total	\$1,452,762	\$1,256,781	\$1,759,716	\$1,776,754	\$1,419,086	\$1,475,894
Personnel						
Full-Time	16	19	15	15	9	9
Part-Time	0	0	3	3	0	0
Total	16	19	18	18	9	9

2005/2006 Key Issues and Changes:

Capital lease payments for automated garbage trucks, of approximately \$388,000 for Fiscal Year 2005/2006 and \$408,000 for Fiscal Year 2006/2007 have been included in the operating expenditures item. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2005/2006 and 2006/2007 budget have been included in the operating expenditure line for this division.

Department
Public Works

Division
Commercial Sanitation

Cost Center
0431020

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	292,603	293,809	304,785	311,930	309,650	318,169
Operating Expenditures	624,685	642,457	578,339	661,727	696,960	754,340
Capital Expenditures	119	45,989	61,000	54,308	1,800	0
Total	917,407	982,255	944,124	1,027,965	1,008,410	1,072,509
Personnel						
Full-Time	7	7	7	7	7	7
Part-Time	0	0	0	0	0	0
Total	7	7	7	7	7	7

2005/2006 Key Issues and Changes:

Capital lease payments for Commercial Sanitation vehicles, of approximately \$105,000 for two trucks in Fiscal Year 2005/2006 and an additional \$55,000 for one additional truck in Fiscal Year 2006/2007 have been included in the operating expenditures item. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2005/2006 and 2006/2007 budget have been included in the operating expenditure line for this division.

Department
 Public Works

Division
 Curbside

Cost Center
 0431025

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	718,487	697,954	743,498	702,305	765,153	785,954
Operating Expenditures	280,936	193,998	221,410	152,751	250,190	256,190
Capital Expenditures	2,464	45,659	115,000	101,190	115,650	202,650
Total	1,001,887	937,651	1,079,908	956,246	1,130,993	1,244,794
Personnel						
Full-Time	20	20	20	20	20	20
Part-Time	1	1	1	1	1	1
Total	21	21	21	21	21	21

2005/2006 Key Issues and Changes:

The curbside division provides household trash (furniture, appliances, and other bulky items) and yard-waste service within the City of Rock Hill. With the continued growth of the City, it is the challenge of this division to plan adequately to provide this same level of quality service to all city customers, old and new. To this end, the Curbside operation will be re-engineered during Fiscal Year 2005/2006 to improve efficiencies.

Capital

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

Department
 Public Works

Division
 Recycling

Cost Center
 0431030

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$638,627	\$676,168	\$711,072	\$702,292	\$400,640	\$348,303
Operating Expenditures	140,015	207,135	228,041	278,094	147,168	187,338
Capital Expenditures	75,417	1,274	135,000	147,624	0	0
Total	\$854,059	\$884,577	\$1,074,113	\$1,128,010	\$547,808	\$535,641
Personnel						
Full-Time	12	12	12	12	8	7
Part-Time	6	6	6	6	2	1
Total	18	18	18	18	10	8

2005/2006 Key Issues and Changes:

Effective for Fiscal Year 2005/2006, the Environmental Inspections effort is moved from the Recycling Division to the newly formed Neighborhood Inspection Division of the new Housing and Neighborhood Services Department.

Due to the outsourcing of the Compost Center, the Recycling Division is reduced by one full-time position for Fiscal Year 2005/2006 and reduced by one full-time and one part-time position for Fiscal Year 2006/2007.

Capital lease payments for Recycling vehicles have been included in the operating expenditures item for Fiscal Years 2005/2006 and 2006/2007. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2005/2006 and 2006/2007 budget have been included in the operating expenditure line for this division.



Property Maintenance Department

Horticulture
Buildings Maintenance
Cemetery Services
Custodial Services

Property Maintenance Department Budget:

Program Expenditures

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	\$1,816,200	\$1,837,184	\$1,889,932	\$1,840,003	\$1,776,520	\$1,824,557
Operating Expenditures	614,035	857,999	832,157	725,144	873,041	943,378
Capital Expenditures	83,396	91,010	811,255	777,961	153,240	237,050
Total\$	\$2,513,631	\$2,786,193	\$3,533,344	\$3,343,108	\$2,802,801	\$3,004,985
Personnel						
Full-Time	43	42	41	41	40	40
Part-Time	15	15	15	15	8	8
Total	58	57	56	56	48	48

Property Maintenance Department Mission:

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

2005/2006 Key Issues and Changes:

Staffing is reduced by eight positions in the Horticulture Division this Fiscal Year, primarily due to the outsourcing of grounds maintenance at the Airport and Fire Stations.

Property Maintenance Department Divisional Responsibilities:

Horticulture

Maintain City Property
 Planting
 City Lawn Care

Buildings Maintenance

Preventative Maintenance
 Maintain Public Facilities
 Repairs

Cemetery

Grounds Upkeep
 Opening and Closing Graves
 Maintenance

Custodial Services

Maintain Building Cleanliness
 Maintain Interior Facilities
 Safety

Department
 Property Maintenance

Division
 Horticulture

Cost Center
 0433005

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$984,899	\$976,138	\$1,031,750	\$1,012,482	\$985,877	\$1,010,923
Operating Expenditures	164,407	207,518	274,781	269,852	310,134	280,826
Capital Expenditures	61,145	55,894	15,000	17,779	3,240	37,050
Total	\$1,210,451	\$1,239,550	\$1,321,531	\$1,300,113	\$1,299,251	\$1,328,799
Personnel						
Full-Time	21	20	20	20	20	20
Part-Time	14	14	14	14	8	8
Total	35	34	34	34	28	28

2005/2006 Key Issues and Changes:

Grounds maintenance at select City facilities including the Fire Stations, Cemeteries, and the Rock Hill/York County Airport have been outsourced effective for Fiscal Year 2005/2006, and six part-time positions have been removed from the Horticulture budget.

Capital

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

Department

Property Maintenance

Division

Buildings Maintenance

Cost Center

0433010

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$339,086	\$350,735	\$333,757	\$295,707	\$284,110	\$292,380
Operating Expenditures	261,866	440,683	426,077	337,302	252,585	296,585
Capital Expenditures	4,474	49	796,255	760,182	150,000	200,000
Total	\$605,426	\$791,467	\$1,556,089	\$1,393,191	\$686,695	\$788,965
Personnel						
Full-Time	7	7	5	5	5	5
Part-Time	1	1	1	1	0	0
Total	8	8	6	6	5	5

2005/2006 Key Issues and Changes:

The Buildings Maintenance Division is reduced by one part-time position effective Fiscal Year 2005/2006.

Capital

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

Department

Property Maintenance

Division

Cemetery Services

Cost Center

0433015

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$83,485	\$86,868	\$92,128	\$91,197	\$89,092	\$91,473
Operating Expenditures	40,425	48,755	78,168	65,346	236,607	294,872
Capital Expenditures	17,777	35,067	0	0	0	0
Total	\$141,687	\$170,690	\$170,296	\$156,543	\$325,699	\$386,345
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

2005/2006 Key Issues and Changes:

Grounds maintenance for Laurelwood, Barber, and Forest Hills Cemetery has been outsourced effective for Fiscal Year 2005/2006. In addition to this expense, the operating expenditures include office supplies, training, dues and membership subscriptions, and other operating needs.

The Cemetery Division has also set up a Cemetery Preservation Fund to carry out the perpetual upkeep, whether from donations or other sources of the City-owned cemeteries. This fund is under the supervision and control of the Cemetery Committee.

Department
 Property Maintenance

Division
 Custodial Services

Cost Center
 0433020

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	374,361	387,549	432,297	440,617	417,441	429,781
Operating Expenditures	42,418	46,751	53,131	52,644	73,715	71,095
Capital Expenditures	0	0	0	0	0	0
Total	416,779	434,300	485,428	493,261	491,156	500,876
Personnel						
Full-Time	13	13	14	14	13	13
Part-Time	0	0	0	0	0	0
Total	13	13	14	14	13	13

2005/2006 Key Issues and Changes:

This division continues to meet the challenges in maintaining the city's building and facilities assets to ensure their maximum efficiency and longevity, and to provide the quality of customer services the employees, residents, and visitors of the City have come to expect. The Division's Personnel Budget is reduced by one full-time position through attrition effective with Fiscal Year 2005/2006. Custodial services at the Rock Hill/York County Airport and at Northside Neighborhood Center have been outsourced in concert with this reduction of staff.

Parks, Recreation, and Tourism Department

Parks
Recreation
Tourism

Parks, Recreation, and Tourism Department Budget:

Program Expenditures

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	1,955,074	2,022,414	2,189,246	2,073,153	2,298,057	2,427,783
Operating Expenditures	1,017,627	1,173,437	1,020,287	1,320,397	1,245,630	1,368,725
Capital Expenditures	68,201	194,021	519,000	519,353	681,050	623,800
Total	3,040,902	3,389,872	3,728,533	3,912,903	4,224,737	4,420,308
Personnel						
Full-Time	34	34	37	37	42	42
Part-Time	87	82	85	85	74	79
Total	121	116	122	122	116	121

Parks, Recreation, and Tourism Department Mission:

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

2005/2006 Key Issues and Changes:

The Parks, Recreation, and Tourism Department is reorganized effective Fiscal Year 2005/2006 into three divisions: Parks, Recreation, and Tourism. The restructuring from five to three divisions will consolidate existing staff and expenditures, streamline budget control, and focus the emphasis of the department.

Also new for Fiscal Year 2005/2006, the Department will open Manchester Meadows Park. The 65-acre soccer complex and regional park, currently under construction, will provide active and passive recreation opportunities for area residents as well as for traveling soccer families and other visitors. The economic impact of the park on the local community is estimated to between \$2.4 million and \$3.5 Million annually.

The park will offer eight regulation size and lighted soccer fields, stadium seating, a 9,500 square foot soccer pavilion, a full service concession area, a 4,800 square foot open lake pavilion, lighted trails, and a two acre man-made lake. The pavilion will be available for rent by individuals or groups for special events.

Parks, Recreation and Tourism Department Divisional Responsibilities:

Parks

Neighborhood Parks
Athletic Programs
Landscaping
Grounds Maintenance
Irrigation
Sports Tourism
Construction
Concessions
Tournament Admissions
Pools and Swim Lessons
Safety Inspections

Recreation

Maintain Recreation Centers
Provide Family-Oriented Programs
Provide After School Programs
Special Events
Activities for Disabled
Activities for Seniors
Recruit Volunteers

Tourism

Market and Promote Programs
Support Parks and Recreation Commission
Support Tourism Commission
Budget Management



Department

Parks, Recreation, and Tourism

Division

Parks

Cost Center

0451035

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	1,216,360	1,279,389	1,392,891	1,309,322	1,502,732	1,616,090
Operating Expenditures	587,350	670,813	615,492	835,018	844,190	958,425
Capital Expenditures	66,812	145,290	475,000	475,353	524,050	516,800
516,800	1,870,522	2,095,492	2,483,383	2,619,693	2,870,972	3,091,315
Personnel						
Full-Time	18	18	21	21	27	27
Part-Time	71	71	74	74	54	59
Total	89	89	95	95	81	86

2005/2006 Key Issues and Changes:

Effective for Fiscal Year 2005/2006, the Parks Division combines the former Outdoor Recreation/Environmental Education Division and the former Regional Parks and Athletics Division. The expenditure and personnel data listed above also combines those two divisions for 2002/2003 through 2004/2005.

In Fiscal Year 2005/2006, the Parks Division will manage the construction and opening of Manchester Meadows Park, the 65-acre soccer complex and regional park. The park is scheduled to open in the fourth quarter 2005.

Capital

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

Department

Parks, Recreation, and Tourism

Division

Recreation

Cost Center

0451010

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	536,446	519,954	557,425	531,393	553,494	565,692
Operating Expenditures	317,210	410,826	294,422	369,942	291,605	297,655
Capital Expenditures	0	48,281	44,000	44,000	157,000	107,000
Total	853,656	979,061	895,847	945,335	1,002,099	970,347
Personnel						
Full-Time	9	9	9	9	8	8
Part-Time	15	11	10	10	19	19
Total	24	20	19	19	27	27

2005/2006 Key Issues and Changes:

Effective for Fiscal Year 2005/2006, the Recreation Division combines the former Leisure Programs Division and the former Therapeutic Recreation/Senior Services Division. The expenditure and personnel data listed above also combines those two divisions for 2002/2003 through 2004/2005. A focus for the Recreation Division for 2005/2006 is to develop strategies to provide improvements and upgrades to aging public facilities.

Capital

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

Department

Parks, Recreation, and Tourism

Division

Tourism

Cost Center

0451001

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	202,268	223,071	238,930	232,438	241,831	246,001
Operating Expenditures	113,067	91,798	110,373	115,437	109,835	112,645
Capital Expenditures	1,389	450	0	0	0	0
Total	316,724	315,319	349,303	347,875	351,666	358,646

Personnel	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
Full-Time	7	7	7	7	7	7
Part-Time	1	1	1	1	1	1
Total	8	8	8	8	8	8

2005/2006 Key Issues and Changes:

The Rock Hill Parks Foundation was established in the previous Fiscal Year. The Foundation is a non-profit charitable fund created to enhance the quality of life through parks, recreation, and tourism above and beyond the normal operating budget. Major sponsorships were secured for the two championship soccer fields at Manchester Meadows Park. Additionally last Fiscal Year, the Division implemented a Housing Agency to place softball teams in local hotels during major tournaments. These initiatives will pay dividends in Fiscal Year 2005/2006.

For Fiscal Year 2005/2006, the Tourism Division will work to provide an online registration program for Rock Hill’s citizens and sports tourism opportunities. The Division will also manage preparations toward National Park and Recreation Association accreditation.

Housing Authority

Housing Authority Responsibilities

Housing

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

Housing Authority Department Budget:

Program Expenditures

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	1,182,456	1,255,014	1,026,113	1,026,113	1,049,366	1,077,754
Operating Expenditures	33,647	33,075	26,900	26,900	26,900	27,400
Capital Expenditures	0	0	0	0	0	0
Total\$	1,216,103	1,288,089	1,053,013	1,053,013	1,076,266	1,105,154
Personnel						
Full-Time	22	22	22	22	22	22
Part-Time	4	4	4	4	4	4
Total	26	26	26	26	26	26

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.

2005/2006 Key Issues and Changes:

The Housing Authority has only minor budget changes for the coming year. No new positions are expected to be added to the department. 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 like the Boys and Girls Club of York County will continue to be pursued to offer additional programs and services for residents.

Economic and Urban Development Department

Administration
Project Management
Downtown/Oldtown
Textile Corridor

Economic and Urban Development Department Budget:

Program Expenditures

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	321,244	477,209	533,389	573,193	553,000	579,234
Operating Expenditures	192,003	124,624	380,824	364,840	416,999	294,833
Capital Expenditures	1,967	6,826	65,000	0	16,000	0
Total	515,214	608,659	979,213	938,033	985,999	874,067
Personnel						
Full-Time	7	7	12	12	13	13
Part-Time	1	1	1	1	1	1
Total	8	8	13	13	14	14

Economic and Urban Development Department Mission:

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

2005/2006 Key Issues and Changes:

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

Economic and Urban Development Department Divisional Responsibilities:

Administration

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

Project Management

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

Downtown/Oldtown

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

Textile Corridor

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

CITY OF ROCK HILL, SOUTH CAROLINA

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
	Actual	Actual	Projected	Budget	Budget
REVENUES:					
Property taxes	\$15,431,275	\$15,770,993	\$17,085,853	\$18,034,824	\$19,516,751
Licenses and permits	6,125,742	6,475,083	7,274,000	6,910,880	6,993,349
Fines and forfeitures	689,628	720,602	951,035	954,000	954,000
Intergovernmental	1,493,993	1,463,584	1,470,163	1,551,000	1,616,000
Charges for services	6,712,886	7,432,011	7,481,107	7,417,840	7,977,260
Investment earnings	29,688	16,335	20,000	30,000	30,750
Other	389,614	931,590	672,461	302,700	303,700
Total revenues	30,872,826	32,810,198	34,954,619	35,201,244	37,391,810
EXPENDITURES					
Current:					
General government	11,316,938	12,432,327	12,788,642	13,649,988	14,303,113
Public safety	11,513,383	13,186,277	13,815,110	15,383,721	16,087,878
Public works	5,566,205	5,849,994	5,917,324	5,640,244	5,816,016
Parks, recreation and tourism	3,040,902	3,656,175	3,912,903	3,800,737	3,907,308
Capital outlay	1,803,655	1,123,666	2,463,108	948,500	1,145,500
Debt service:					
Principal	0	1,165,000	405,000	430,000	455,000
Interest and fees	0	457,618	249,536	227,761	204,311
Capital lease payments	123,645	307,753	435,753	848,863	1,269,822
Total expenditures	33,364,728	38,178,810	39,987,376	40,929,814	43,188,948
REVENUES OVER (UNDER) EXPENDITURES	(2,491,902)	(5,368,612)	(5,032,757)	(5,728,570)	(5,797,138)
OTHER FINANCING SOURCES:					
Operating transfers in	3,459,982	6,115,696	5,232,757	5,928,570	5,997,138
Operating transfers out	(273,516)	(272,556)			
Total other financing sources	3,186,466	5,843,140	5,232,757	5,928,570	5,997,138
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES	694,564	474,528	200,000	200,000	200,000
FUND BALANCE, BEGINNING OF YEAR	2,827,869	3,522,433	3,996,961	4,196,961	4,396,961
FUND BALANCE, END OF YEAR	\$3,522,433	\$3,996,961	\$4,196,961	\$4,396,961	\$4,596,961

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



Stormwater Fund

Stormwater Department Budget (Cost Center 0436005):

Program Expenditures

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$394,176	\$447,621	\$524,701	\$455,725	\$520,598	\$535,037
Operating Expenditures	229,402	243,934	714,952	714,990	670,152	1,009,560
Capital Expenditures	59,700	1,891	67,500	140,088	139,000	64,000
Non-Operating Expenditures	233,242	269,969	0	0	0	0
Total	\$916,520	\$963,415	\$1,307,153	\$1,310,803	\$1,329,750	\$1,608,597
Personnel						
Full-Time	11	14	14	14	14	14
Part-Time	0	0	0	0	0	0
Total	11	14	14	14	14	14

Strategic Goal:

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

Stormwater Department Mission:

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

2005/2006 Key Issues and Changes:

The Stormwater Department is responsible for the maintenance and improvement of the stormwater system. This department performs maintenance on the City's drainage system and inspects drainage and sediment/erosion control. Staff is also responsible for obtaining right-of-way entry from property owners and educating the public on Water Quality and Water Pollution. In addition to maintenance, staff administers and enforces the Sediment and Erosion Control program.

Stormwater Responsibilities:

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

Capital

This Department Budget includes capital items outlined in the Capital Summary section. Operating and maintenance costs associated with capital items planned, expended, or anticipated for the 2005/2006 budget have been included in the operating expenditure lines for the Department.

Electric Fund

Utilities Administration
Electric Services
Electric Engineering
Traffic Signals
Utilities Technology Services

Electric Fund Budget:

Program Expenditures

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	\$2,047,464	\$2,356,457	\$2,456,175	\$2,575,899	\$2,689,908	\$2,763,481
Operating Expenditures	8,109,101	8,721,852	5,389,818	5,555,804	5,917,604	5,910,744
Purchased Power	44,112,094	45,105,011	47,546,300	45,535,773	49,661,302	51,414,346
Capital Expenditures	310,164	572,486	1,354,500	459,972	1,023,798	2,401,650
Non-Operating Expenditures	5,449,727	6,211,759	0	0	0	0
Total	\$60,028,550	\$62,967,565	\$56,746,793	\$54,127,448	\$59,292,612	\$62,490,221
Personnel						
Full-Time	38	43	43	43	44	46
Part-Time	4	4	4	4	5	5
Total	42	47	47	47	49	51

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.

2005/2006 Key Issues and Changes:

Effective July 1, 2005, the Electric Fund/Utilities Department adds the Utilities Technology Services Division. This new Division was approved by City Council for Fiscal Year 2005/2006 and will provide enhanced accountability and resourcing for work which continues to become more technologically advanced in this critical business unit.

The Performance Contracting project will be a major focus for this new division and for all Electric Divisions this fiscal year. The project will revolutionize the manner in which electric meter data is collected and open up vast opportunities for state-of-the-art technology while controlling costs.

Electric Fund Divisional Responsibilities:

Administration

Personnel Management
Budget
Customer Service
Safety

Electric Services

Load Management
Monitor Flow
Provide Service
Maintenance
Safety

Electric Engineering

Design Electric System
Maintain Electrical System
Design Applications
Project Management

Electric Traffic Signals

Maintenance of Substations
Traffic Signal Maintenance
Underground Locates
Meter Testing

Utilities Technology Services

Technology Refresh
Technology Training
System Maintenance
Database Management
Performance Contracting



Department
Utilities

Division
Administration

Cost Center
0435001

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$353,739	\$337,459	\$338,657	\$395,113	\$482,085	\$494,750
Operating Expenditures	2,290,174	2,777,788	200,654	409,293	188,095	182,830
Capital Expenditures	2,482	0	0	4,577	58,813	200,000
Non-Operating Expenditures	5,449,727	6,211,759	0	0	0	0
Total	\$8,096,122	\$9,327,006	\$539,311	\$808,983	\$728,993	\$877,580
Personnel						
Full-Time	5	5	6	6	6	8
Part-Time	1	1	1	1	2	2
Total	6	6	7	7	8	10

2005/2006 Key Issues and Changes:

In Fiscal Year 2005/2006, this Division will play a critical role in the Performance Contracting project which will change the manner in which consumption data from electric and water meters is collected and managed. The project will also put the City in a position to leverage the technology in many other areas.

Department
Utilities

Division
Electric Services

Cost Center
0435075

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$1,693,725	\$2,018,998	\$1,173,339	\$1,166,640	\$1,196,926	\$1,228,928
Operating Expenditures	49,931,021	51,049,075	52,358,845	50,350,530	54,176,673	55,942,590
Capital Expenditures	307,682	572,486	1,052,500	285,457	774,745	2,012,500
Total	\$51,932,428	\$53,640,559	\$54,584,684	\$51,802,627	\$56,148,344	\$59,184,018
Personnel						
Full-Time	17	22	21	21	21	21
Part-Time	2	2	1	1	0	0
Total	19	24	22	22	21	21

2005/2006 Key Issues and Changes:

In Fiscal Year 2005/2006, this Division will play a critical role in the Performance Contracting project which will change the manner in which consumption data from electric and water meters is collected and managed. The project will also put the City in a position to leverage the technology in many other areas.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Major capital expenditures for both Fiscal Year 2005/2006 and 2006/2007 in the Electric Services Division include the project to convert from a 4kv to a 25kv system, intersection improvements, street lighting projects, and the purchase of a 55' articulating bucket truck.

Department
 Utilities

Division
 Electric Engineering

Cost Center
 0435076

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	487,079	509,980	230,878	238,115
Operating Expenditures	-	-	94,705	77,022	637,488	663,360
Capital Expenditures	-	-		1,255	12,190	18,150
Total	-	-	\$581,784	\$588,257	\$880,556	\$919,625
Personnel						
Full-Time	-	-	6	6	4	4
Part-Time	-	-	2	2	0	0
Total	-	-	8	8	4	4

2005/2006 Key Issues and Changes:

In Fiscal Year 2005/2006, this Division will play a critical role in the Performance Contracting project which will change the manner in which consumption data from electric and water meters is collected and managed. The project will also put the City in a position to leverage the technology in many other areas.

Four staff members are relocated to the new Utilities Technology Services division for Fiscal Year 2005/2006.

Capital

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

Department
 Utilities

Division
 Traffic Signals

Cost Center
 0435080

Strategic Goal

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

Division Mission

To provide the most reliable and efficient service of electrical power and street lighting with the best possible service and support to our customers while promoting safety and training as electrical professionals.

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	\$457,100	\$504,166	\$488,109	\$503,222
Operating Expenditures	-	-	281,914	254,732	436,600	392,410
Capital Expenditures	-	-	302,000	168,683	164,700	168,000
Total	-	-	\$1,041,014	\$927,581	\$1,089,409	\$1,063,632
Personnel						
Full-Time	-	-	10	10	10	10
Part-Time	-	-	0	0	0	0
Total	-	-	10	10	10	10

2005/2006 Key Issues and Changes:

Last Fiscal Year, the Traffic Signals Division was separated from the Electric Services Division to enable better tracking of expenditures and revenue. This Division is responsible for the substation maintenance, traffic signalization, underground cable locates, fault locates, load control and generator maintenance. In Fiscal Year 2005/2006, the development of the Performance Contracting project will change the meter testing program for this Division.

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Major capital expenditures for both Fiscal Year 2005/2006 and 2006/2007 in the Traffic Signals Division include traffic signal and regulator replacements.

Department
 Utilities

Division
 Utilities Technology Services

Cost Center
 0435085

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	-	-	\$291,910	\$298,466
Operating Expenditures	-	-	-	-	140,050	143,900
Capital Expenditures	-	-	-	-	13,350	3,000
Total	-	-	-	-	\$445,310	\$445,366
Personnel						
Full-Time	-	-	-	-	3	3
Part-Time	-	-	-	-	3	3
Total	-	-	-	-	6	6

2005/2006 Key Issues and Changes:

In Fiscal Year 2005/2006, this Division will play a critical role in the Performance Contracting project which will change the manner in which consumption data from electric and water meters is collected and managed. The project will also put the City in a position to leverage the technology in many other areas.

Water Fund

Engineering
Water Distribution
Raw Water Pump Station
Water Treatment Plant

Water Fund Budget:

Program Expenditures

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	\$680,115	\$1,444,864	\$1,566,994	\$1,592,125	\$1,566,920	\$1,602,933
Operating Expenditures	1,503,512	1,916,377	2,091,645	2,291,370	2,477,222	2,475,837
Capital Expenditures	238,380	274,835	696,895	645,857	1,253,543	1,957,400
Total	\$2,422,007	\$3,636,076	\$4,355,534	\$4,529,352	\$5,297,685	\$6,036,170
Personnel						
Full-Time	31	31	32	32	32	32
Part-Time	1	1	1	1	0	0
Total	32	32	33	33	32	32

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.

2005/2006 Key Issues and Changes:

The Performance Contracting project will be a major focus for the Water System Divisions this fiscal year. The project will revolutionize the manner in which water meter data is managed and open up vast opportunities for state-of-the-art technology while controlling costs.

Water Fund Divisional Responsibilities:

Engineering

Project Design
 Project Inspection
 Project Management
 DCC Plans Reviewed
 Safety

Water Distribution

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

Raw Water Pump Station

Adherence to EPA Guidelines
 Preventative Maintenance
 Pump Maintenance

Water Treatment Plant

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

Department
 Utilities

Division
 Water Engineering

Cost Center
 0435005

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$72,584	\$75,542	\$08,487	\$97,346	\$204,219	\$210,392
Operating Expenditures	29,557	29,131	56,798	62,150	49,065	49,065
Capital Expenditures	17,913	3,079	0	91	400	400
Total	\$320,054	\$307,752	\$365,285	\$359,587	\$253,684	\$259,857
Personnel						
Full-Time	5	5	5	5	4	4
Part-Time	1	1	1	1	0	0
Total	6	6	6	6	4	4

2005/2006 Key Issues and Changes:

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

Effective 2005/2006, one full-time staff member from the Water Engineering Division transferred to the newly formed Utilities Technology Services Division.

Department
Utilities

Division
Water Distribution

Cost Center
0435010

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$9,641	\$703,181	\$765,906	\$764,784	\$819,669	\$847,092
Operating Expenditures	565,217	742,777	811,250	803,232	926,263	860,235
Capital Expenditures	200,059	221,887	539,895	629,016	480,400	1,389,000
Total	\$774,917	\$1,667,845	\$2,117,051	\$2,197,032	\$2,226,332	\$3,096,327
Personnel						
Full-Time	18	18	18	18	18	18
Part-Time	0	0	0	0	0	0
Total	18	18	18	18	18	18

2005/2006 Key Issues and Changes:

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

Capital

This Division Budget includes capital items outlined in the Capital Summary section. Major capital expenditures for both Fiscal Year 2005/2006 and 2006/2007 in the Water Distribution Division include small diameter water line upgrades and service extensions.

Department
 Utilities

Division
 Raw Water Pump Station

Cost Center
 0435015

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	-	-	-	-	-	-
Operating Expenditures	\$140,195	\$195,031	\$197,355	\$228,047	\$245,038	\$267,438
Capital Expenditures	58	12,036	22,000	11,500	396,000	88,000
Total	\$140,253	\$207,067	\$219,355	\$239,547	\$641,038	\$355,438
Personnel						
Full-Time	-	-	-	-	-	-
Part-Time	-	-	-	-	-	-
Total	-	-	-	-	-	-

2005/2006 Key Issues and Changes:

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

Capital

This Division Budget includes capital items outlined in the Capital Summary section. The major capital expenditure for Fiscal Year 2005/2006 in the Raw Water Pump Station Division is an auxiliary backup generator at the Raw Water Intake.

Department
 Utilities

Division
 Water Treatment Plant

Cost Center
 0435030

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$397,890	\$466,141	\$492,601	\$529,995	\$543,032	\$545,449
Operating Expenditures	768,543	949,438	1,026,242	1,197,941	1,256,856	1,299,099
Capital Expenditures	20,350	37,833	135,000	5,250	376,743	480,000
Total	\$1,186,783	\$1,453,412	\$1,653,843	\$1,733,186	\$2,176,631	\$2,324,548
Personnel						
Full-Time	8	8	9	9	10	10
Part-Time	0	0	0	0	0	0
Total	8	8	9	9	10	10

2005/2006 Key Issues and Changes:

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

Effective for Fiscal Year 2005/2006, there is a new Maintenance Technician II in the Water Filter Plant Division. It is a full-time position.

Wastewater Fund

Wastewater System
Wastewater Treatment Plant
Industrial Pretreatment
Environmental Lab
Lift Stations

Wastewater Fund Budget:

Program Expenditures

Expenditures by Category	2002/2003 Actual	2003/2004 Actual	2004/2005 Budget	2004/2005 Projected	2005/2006 Approved	2006/2007 Projected
Personnel Expenditures	\$1,118,735	\$1,651,070	\$1,724,692	\$1,667,913	\$1,774,182	\$1,831,503
Operating Expenditures	2,791,771	3,095,321	3,253,217	3,307,871	3,496,986	3,488,524
Capital Expenditures	167,496	193,348	907,843	651,085	831,000	1,189,518
Total	\$4,078,002	\$4,939,739	\$5,885,752	\$5,626,869	\$6,102,168	\$6,509,545
Personnel						
Full-Time	34	34	34	34	37	37
Part-Time	2	2	2	2	2	2
Total	36	36	36	36	39	39

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.

2005/2006 Key Issues and Changes:

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

New to the Wastewater system for Fiscal Years 2005/2006 and 2006/2007 are three new full-time Maintenance Mechanics. These positions are made necessary by the Management, Operation, and Maintenance (MOM) Program required by South Carolina DHEC.



Wastewater Fund Divisional Responsibilities:

Wastewater System

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

Wastewater Treatment Plant

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

Industrial Pretreatment

Sample Permitted Industries
Sample Surcharge Industries
Inspections
Compliance with DHEC Ratings

Environmental Lab

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

Lift Stations

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



Department
Utilities

Division
Wastewater System

Cost Center
0435035

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	6,114	508,463	544,829	527,441	619,773	641,563
Operating Expenditures	387,654	390,882	751,123	508,900	807,881	760,270
Capital Expenditures	37,541	97,384	602,843	441,067	742,000	871,000
Total	431,309	996,729	1,898,795	1,477,408	2,169,654	2,272,833
Personnel						
Full-Time	13	13	13	13	16	16
Part-Time	1	1	1	1	1	1
Total	14	14	14	14	17	17

2005/2006 Key Issues and Changes:

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

Capital

This Division Budget includes capital items outlined in the Capital Summary section. The major capital expenditure for Fiscal Years 2005/2006 and 2006/2007 involves the sewer line replacement program.

Department
 Utilities

Division
 Wastewater Treatment Plant

Cost Center
 0435055

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$713,118	\$715,132	\$733,424	\$727,421	\$750,823	\$773,908
Operating Expenditures	1,759,108	2,033,513	1,827,137	2,146,937	2,151,355	2,186,723
Capital Expenditures	61,009	71,375	305,000	208,618	75,000	295,203
Total	\$2,533,235	\$2,820,020	\$2,865,561	\$3,082,976	\$2,977,178	\$3,255,834
Personnel						
Full-Time	13	13	13	13	13	13
Part-Time	0	1	1	1	1	1
Total	13	14	14	14	14	14

2005/2006 Key Issues and Changes:

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

Capital

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

Department
 Utilities

Division
 Industrial Pretreatment

Cost Center
 0435060

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$73,794	\$79,839	\$81,697	\$65,409	\$82,168	\$84,894
Operating Expenditures	12,671	13,097	39,932	29,121	48,165	46,434
Capital Expenditures	21,134	4,647	0	0	8,700	13,000
Total	\$107,599	\$97,583	\$121,629	\$94,530	\$139,033	\$144,328
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

2005/2006 Key Issues and Changes:

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

Capital

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

Department
 Utilities

Division
 Environmental Monitoring

Cost Center
 0435065

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	209,245	215,771	221,067	208,936	223,844	230,955
Operating Expenditures	95,817	81,173	168,859	144,328	175,635	184,147
Capital Expenditures	21,944	18,302	0	0	5,300	10,315
Total	327,006	315,246	389,926	353,264	404,779	425,417
Personnel						
Full-Time	5	5	4	4	4	4
Part-Time	0	0	0	0	0	0
Total	5	5	4	4	4	4

2005/2006 Key Issues and Changes:

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

Capital

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

Department
 Utilities

Division
 Lift Stations

Cost Center
 0435070

Strategic Goal

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

Division Mission

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

Expenditures by Category	2002/2003	2003/2004	2004/2005	2004/2005	2005/2006	2006/2007
	Actual	Actual	Budget	Projected	Approved	Projected
Personnel Expenditures	\$116,464	\$131,865	\$143,675	\$138,706	\$97,574	\$100,183
Operating Expenditures	536,521	576,656	466,166	478,585	313,950	310,950
Capital Expenditures	25,868	1,640	0	1,400	0	0
Total	\$678,853	\$710,161	\$609,841	\$618,691	\$411,524	\$411,133
Personnel						
Full-Time	2	2	2	2	2	2
Part-Time	0	0	0	0	0	0
Total	2	2	2	2	2	2

2005/2006 Key Issues and Changes:

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

Capital

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

CITY OF ROCK HILL, SOUTH CAROLINA

**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS
 FOR THE YEAR ENDED JUNE 30, 2003**

	<u>Business-type Activities - Enterprise Funds</u>		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 54,520,963		\$ 54,520,963
Water sales	7,552,211		7,552,211
Sewer charges	10,338,322		10,338,322
Storm water charges		\$ 1,002,928	1,002,928
Other user charges	3,199,160		3,199,160
Total operating revenues	<u>75,610,656</u>	<u>1,002,928</u>	<u>76,613,584</u>
OPERATING EXPENSES:			
Purchased power	44,112,094		44,112,094
System operations	12,111,677	683,260	12,794,937
Depreciation and amortization	5,923,937	233,242	6,157,179
General and administrative	3,618,006		3,618,006
Total operating expenses	<u>65,765,714</u>	<u>916,502</u>	<u>66,682,216</u>
OPERATING INCOME (LOSS)	<u>9,844,942</u>	<u>86,426</u>	<u>9,931,368</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	357,797	7,748	365,545
Interest expense	(3,013,044)		(3,013,044)
Gain (loss) on disposal of fixed assets	(651)		(651)
Total nonoperating revenues (expenses)	<u>(2,655,898)</u>	<u>7,748</u>	<u>(2,648,150)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	7,189,044	94,174	7,283,218
CAPITAL CONTRIBUTIONS	3,391,766	196,992	3,588,758
TRANSFERS IN	2,512,773		2,512,773
TRANSFERS OUT	<u>(3,457,298)</u>		<u>(3,457,298)</u>
CHANGE IN NET ASSETS	9,636,285	291,166	9,927,451
TOTAL NET ASSETS - BEGINNING	<u>109,077,736</u>	<u>5,246,150</u>	<u>114,323,886</u>
TOTAL NET ASSETS - END	<u>\$118,714,021</u>	<u>\$ 5,537,316</u>	<u>\$124,251,337</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, 2004**

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

Note: Presented on a GAAP Basis

CITY OF ROCK HILL, SOUTH CAROLINA

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

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 59,134,205		\$ 59,134,205
Water sales	9,135,795		9,135,795
Sewer charges	12,885,427		12,885,427
Impact fees	1,536,282		1,536,282
Storm water charges		\$ 1,372,634	1,372,634
Other user charges	3,598,825		3,598,825
Total operating revenues	<u>86,290,534</u>	<u>1,372,634</u>	<u>87,663,168</u>
OPERATING EXPENSES:			
Purchased power	46,016,012		46,016,012
System operations	12,178,674	1,310,803	13,489,477
Depreciation and amortization	7,035,341	283,467	7,318,808
General and administrative	4,058,983		4,058,983
Total operating expenses	<u>69,289,010</u>	<u>1,594,270</u>	<u>70,883,280</u>
OPERATING INCOME (LOSS)	<u>17,001,524</u>	<u>(221,636)</u>	<u>16,779,888</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	396,748		396,748
Interest expense	(3,000,000)		(3,000,000)
Gain (loss) on disposal of fixed assets			-
Total nonoperating revenues (expenses)	<u>(2,603,252)</u>	<u>-</u>	<u>(2,603,252)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	14,398,272	(221,636)	14,176,636
CAPITAL CONTRIBUTIONS	4,500,000	350,000	4,850,000
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,232,757)</u>		<u>(5,232,757)</u>
CHANGE IN NET ASSETS	13,930,515	128,364	14,058,879
TOTAL NET ASSETS - BEGINNING	<u>131,530,693</u>	<u>6,142,233</u>	<u>137,672,926</u>
TOTAL NET ASSETS - END	<u>\$ 145,461,208</u>	<u>\$ 6,270,597</u>	<u>\$ 151,731,805</u>

Note: Presented on a GAAP basis.

CITY OF ROCK HILL, SOUTH CAROLINA

INCOME STATEMENT - BUDGET BASIS
 FOR THE YEAR ENDED JUNE 30, 2006, PROJECTED

	<u>Business-type Activities - Enterprise Funds</u>		
	<u>Electric, Water and Sewer</u>	<u>Stormwater</u>	<u>Totals</u>
OPERATING REVENUES:			
Electric sales	\$ 62,118,000		\$ 62,118,000
Water sales	9,400,000		9,400,000
Sewer charges	13,287,000		13,287,000
Impact fees	1,575,000		1,575,000
Storm water charges		\$ 1,329,750	1,329,750
Other user charges	3,595,210		3,595,210
Total operating revenues	<u>89,975,210</u>	<u>1,329,750</u>	<u>91,304,960</u>
OPERATING EXPENSES:			
Purchased power	49,661,302		49,661,302
System operations	20,302,170	1,329,750	21,631,920
General and administrative	4,503,993		4,503,993
Total operating expenses	<u>74,467,465</u>	<u>1,329,750</u>	<u>75,797,215</u>
OPERATING INCOME (LOSS)	<u>15,507,745</u>	<u>-</u>	<u>15,507,745</u>
NONOPERATING REVENUES (EXPENSES):			
Principal Payments	(4,905,000)		(4,905,000)
Interest income	595,000		595,000
Interest expense	(5,269,175)		(5,269,175)
Total nonoperating revenues (expenses)	<u>(9,579,175)</u>	<u>-</u>	<u>(9,579,175)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	5,928,570	-	5,928,570
TRANSFERS OUT	<u>(5,928,570)</u>		<u>(5,928,570)</u>
NET INCOME	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: This schedule is presented on a budget (cash) basis and excludes depreciation and amortization in the amount of an estimated \$7,684,748. Since actual GAAP financial statements do not include principal payments, nonoperating revenues (expenses), as presented are overstated (compared to a GAAP statement) by \$4,905,000 in order to tie the numbers into the City budget. For a GAAP basis statement of the 2005/2006 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, 2006, PROJECTED

	Business-type Activities - Enterprise Funds		
	Electric, Water and Sewer	Stormwater	Totals
OPERATING REVENUES:			
Electric sales	\$ 62,118,000		\$ 62,118,000
Water sales	9,400,000		9,400,000
Sewer charges	13,287,000		13,287,000
Impact fees	1,575,000		1,575,000
Storm water charges		\$ 1,329,750	1,329,750
Other user charges	3,595,210		3,595,210
Total operating revenues	<u>89,975,210</u>	<u>1,329,750</u>	<u>91,304,960</u>
OPERATING EXPENSES:			
Purchased power	49,661,302		49,661,302
System operations	15,097,170	1,329,750	16,426,920
Depreciation and amortization	7,387,108	297,640	7,684,748
General and administrative	4,503,993		4,503,993
Total operating expenses	<u>76,649,573</u>	<u>1,627,390</u>	<u>78,276,963</u>
OPERATING INCOME (LOSS)	<u>13,325,637</u>	<u>(297,640)</u>	<u>13,027,997</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	596,500		596,500
Interest expense	(3,000,000)		(3,000,000)
Gain (loss) on disposal of fixed assets			-
Total nonoperating revenues (expenses)	<u>(2,403,500)</u>	<u>-</u>	<u>(2,403,500)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	10,922,137	(297,640)	10,624,497
CAPITAL CONTRIBUTIONS	4,500,000	350,000	4,850,000
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,928,570)</u>		<u>(5,928,570)</u>
CHANGE IN NET ASSETS	9,758,567	52,360	9,810,927
TOTAL NET ASSETS - BEGINNING	<u>145,461,208</u>	<u>6,270,597</u>	<u>151,731,805</u>
TOTAL NET ASSETS - END	<u>\$155,219,775</u>	<u>\$ 6,322,957</u>	<u>\$161,542,732</u>

Note: Presented on a GAAP basis.

CITY OF ROCK HILL, SOUTH CAROLINA

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

	<u>Business-type Activities - Enterprise Funds</u>		
	<u>Electric, Water and Sewer</u>	<u>Stormwater</u>	<u>Totals</u>
OPERATING REVENUES:			
Electric sales	\$ 64,627,567		\$ 64,627,567
Water sales	9,665,000		9,665,000
Sewer charges	14,780,459		14,780,459
Impact fees	1,740,000		1,740,000
Storm water charges		\$1,608,597	1,608,597
Other user charges	3,669,353		3,669,353
Total operating revenues	<u>94,482,379</u>	<u>1,608,597</u>	<u>96,090,976</u>
OPERATING EXPENSES:			
Purchased power	51,414,346		51,414,346
System operations	22,744,010	1,608,597	24,352,607
General and administrative	4,752,580		4,752,580
Total operating expenses	<u>78,910,936</u>	<u>1,608,597</u>	<u>80,519,533</u>
OPERATING INCOME (LOSS)	<u>15,571,443</u>	<u>-</u>	<u>15,571,443</u>
NONOPERATING REVENUES (EXPENSES):			
Principal Payments	(5,127,500)		(5,127,500)
Interest income	599,100		599,100
Interest expense	(5,045,905)		(5,045,905)
Total nonoperating revenues (expenses)	<u>(9,574,305)</u>	<u>-</u>	<u>(9,574,305)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	5,997,138	-	5,997,138
TRANSFERS OUT	<u>(5,997,138)</u>		<u>(5,997,138)</u>
NET INCOME	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: This schedule is presented on a budget (cash) basis and excludes depreciation and amortization in the amount of an estimated \$8,068,985. Since actual GAAP financial statements do not include principal payments, nonoperating revenues (expenses), as presented are overstated (compared to a GAAP statement) by \$5,127,500 in order to tie the numbers into the City budget. For a GAAP basis statement of the 2006/2007 Budget, please see the following page.

CITY OF ROCK HILL, SOUTH CAROLINA

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

	<u>Business-type Activities - Enterprise Funds</u>		
	<u>Electric, Water and Sewer</u>	<u>Stormwater</u>	<u>Totals</u>
OPERATING REVENUES:			
Electric sales	\$ 64,627,567		\$ 64,627,567
Water sales	9,665,000		9,665,000
Sewer charges	14,780,459		14,780,459
Impact fees	1,740,000		1,740,000
Storm water charges		\$ 1,608,597	1,608,597
Other user charges	3,669,353		3,669,353
Total operating revenues	<u>94,482,379</u>	<u>1,608,597</u>	<u>96,090,976</u>
OPERATING EXPENSES:			
Purchased power	51,414,346		51,414,346
System operations	17,534,910	1,608,597	19,143,507
Depreciation and amortization	7,756,463	312,522	8,068,985
General and administrative	4,752,580		4,752,580
Total operating expenses	<u>81,458,299</u>	<u>1,921,119</u>	<u>83,379,418</u>
OPERATING INCOME (LOSS)	<u>13,024,080</u>	<u>(312,522)</u>	<u>12,711,558</u>
NONOPERATING REVENUES (EXPENSES):			
Interest income	600,600		600,600
Interest expense	(3,000,000)		(3,000,000)
Gain (loss) on disposal of fixed assets			-
Total nonoperating revenues (expenses)	<u>(2,399,400)</u>	<u>-</u>	<u>(2,399,400)</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	10,624,680	(312,522)	10,312,158
CAPITAL CONTRIBUTIONS	4,500,000	350,000	4,850,000
TRANSFERS IN	265,000		265,000
TRANSFERS OUT	<u>(5,997,138)</u>		<u>(5,997,138)</u>
CHANGE IN NET ASSETS	9,392,542	37,478	9,430,020
TOTAL NET ASSETS - BEGINNING	<u>155,219,775</u>	<u>6,322,957</u>	<u>161,542,732</u>
TOTAL NET ASSETS - END	<u>\$ 164,612,317</u>	<u>\$ 6,360,435</u>	<u>\$ 170,972,752</u>

Note: Presented on a GAAP basis.



DEBT SERVICE

The City has issued bonds in the past as the capital needs of the City have grown. These bonds have been used to fund both revenue producing facilities and general purpose facilities. At July 1, 2005, the City had total bond debt service outstanding in the amount of \$138,092,500, which consisted of \$117,132,500 for Revenue Bonds, \$1,590,000 for Tax Increment Bonds, \$9,295,000 for General Obligation Bonds, and \$9,530,000 in Certificates of Participation. Short-term debt consisted of three lease/purchase agreements outstanding in the amount of \$659,258.

UTILITY REVENUE BONDS

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

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

Other outstanding Utility Revenue bonds consist of: \$22,525,000 Combined Utility System Revenue and Refunding Bonds, Series 1998A, 1998B, 1998C issued to refund the Series 1988 and Series 1994 Revenue Bonds and to finance improvements and expansion of the water, wastewater and electric systems; and, \$35,005,000 Combined Utility System Revenue and Refunding Bonds, Series 2000A, 2000B, 2000C issued to refund a portion of the Series 1991 Revenue Bonds and to finance improvements to the water and wastewater systems, expansion of the electric system, and the first phase of an \$11,600,000 streetscape project.

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

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

GENERAL OBLIGATION BONDS

Outstanding General Obligation bonds consist of: \$6,400,000 General Obligation Bonds, Series 1993A, \$2,800,000 General Obligation Bonds, Series 1993B, issued to fund improvements to City Hall, the downtown area, and parks, and for various other projects around the City; \$1,350,000 General Obligation Bonds, Series 1997, issued to complete the first phase of the Fire Master Plan, including construction of a new fire station and various improvements to the three existing fire stations; and \$5,500,000 General Obligation Bonds Series 2003 for construction of two new fire stations.

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

TAX INCREMENT BONDS

Outstanding Tax Increment Bonds consist of: \$6,080,000 Tax Increment Bonds, Series 1992A, issued to finance a portion of the costs of construction and acquisition of municipally-owned public improvements within the Red River Redevelopment Project area; and, \$1,335,000 Tax Increment Bonds, Series 1993, issued to finance a portion of the costs of acquisition of an existing building, reconstruction of Main Street, and construction of public improvements within the Downtown Redevelopment Project area. This debt has been used to build roads and install water and sewer lines in two business parks within the City and to redevelop the downtown area.

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

CERTIFICATES OF PARTICIPATION

The City issued \$11,925,000 in Certificates of Participation in FY 04/05 for the purpose of building Manchester Meadows, a new regional soccer complex. This debt service is being paid for from the Food and Beverage Hospitality Taxes which were instituted in FY 02/03.

SHORT TERM DEBT

In FY 03/04, the City entered into a 3-year \$120,000 lease-purchase arrangement for the purchase of a Street Sweeper. Approximately \$40,935 remains outstanding on this lease. In FY 03/04, the City also entered into a \$550,000 lease/purchase agreement for the purchase of three automated residential sanitation loaders and a Leaf Vacuum Truck. This 3 year lease-purchase has approximately \$186,733 still outstanding. The City entered into two lease/purchase agreements during FY 04/05 in the total amount of \$600,000 for the purchase of two additional automated residential sanitation loaders and five new backhoes. Approximately \$459,746 remains outstanding on this lease.

The City also anticipates completing a plan in 2005/06 to enter into rolling lease purchase agreements for the purpose of financing a Public Works, Fire and Police Vehicles. When fully implemented, the City plans to issue approximately \$2.2 million annually in lease-purchase proceeds to finance the purchase of these vehicles.

LEGAL DEBT MARGIN

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

FUTURE DEBT

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

Total Assessed Value	\$169,004,408
Debt Limit – 8% of Assessed Value	\$13,520,353
Total Amount of Debt Applicable to Debt Limit	<u>(9,295,000)</u>
Legal Debt Margin	\$ 4,225,353



DEBT SCHEDULES

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 1998A

AMOUNT OF ISSUE	\$ 3,315,000
PRINCIPAL PAYMENTS TO DATE	1,940,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	1,375,000

Bonds Issued January 22, 1998

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

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

Bonds Redemption Schedule January 1, 2006 thru 2009, as follows:

4.20%	January 1, 2006	315,000		4.30%	January 1, 2008	340,000
4.25%	January 1, 2007	330,000		4.40%	January 1, 2009	390,000

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 1998B

AMOUNT OF ISSUE	\$ 10,350,000
PRINCIPAL PAYMENTS TO DATE	2,025,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	8,325,000

Bonds Issued February 10, 1998

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

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

Bonds Redemption Schedule January 1, 2006 thru 2023, as follows:

3.50%	January 1, 2006	335,000		3.50%	January 1, 2015	465,000
3.50%	January 1, 2007	350,000		3.50%	January 1, 2016	480,000
3.50%	January 1, 2008	360,000		3.50%	January 1, 2017	495,000
3.50%	January 1, 2009	375,000		3.50%	January 1, 2018	515,000
3.50%	January 1, 2010	390,000		3.50%	January 1, 2019	535,000
3.50%	January 1, 2011	400,000		3.50%	January 1, 2020	555,000
3.50%	January 1, 2012	415,000		3.50%	January 1, 2021	570,000
3.50%	January 1, 2013	430,000		3.50%	January 1, 2022	595,000
3.50%	January 1, 2014	445,000		3.50%	January 1, 2023	615,000

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 1998C

AMOUNT OF ISSUE	\$ 8,860,000
PRINCIPAL PAYMENTS TO DATE	1,785,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	7,075,000

Bonds Issued March 19, 1998

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

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

Bonds Redemption Schedule January 1, 2006 thru 2021, as follows:

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

4.300%	January 1, 2006	310,000	4.80%	January 1, 2014	440,000
4.375%	January 1, 2007	325,000	4.90%	January 1, 2015	460,000
4.400%	January 1, 2008	335,000	5.00%	January 1, 2016	485,000
4.400%	January 1, 2009	350,000	5.00%	January 1, 2017	505,000
4.500%	January 1, 2010	365,000	5.00%	January 1, 2018	535,000
4.600%	January 1, 2011	385,000	5.00%	January 1, 2019	560,000
4.625%	January 1, 2012	400,000	5.00%	January 1, 2020	585,000
4.750%	January 1, 2013	420,000	5.00%	January 1, 2021	615,000

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2000A

AMOUNT OF ISSUE	\$7,745,000
PRINCIPAL PAYMENTS TO DATE	1,700,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	6,045,000

Bonds Issued July, 2000

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

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

Bonds Redemption Schedule January 1, 2006 thru 2015, as follows:

5.00%	January 1, 2006	480,000	5.125%	January 1, 2011	610,000
5.00%	January 1, 2007	505,000	5.125%	January 1, 2012	645,000
5.00%	January 1, 2008	530,000	5.250%	January 1, 2013	675,000
5.00%	January 1, 2009	555,000	5.375%	January 1, 2014	710,000
5.00%	January 1, 2010	585,000	5.400%	January 1, 2015	750,000

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2000B

AMOUNT OF ISSUE	\$10,000,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	10,000,000

Bonds Issued July, 2000

Interest payable monthly (variable) to Bank of New York

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

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

6.00%	January 1, 2016	835,000	6.00%	January 1, 2021	1,015,000
6.00%	January 1, 2017	865,000	6.00%	January 1, 2022	1,055,000
6.00%	January 1, 2018	900,000	6.00%	January 1, 2023	1,095,000
6.00%	January 1, 2019	935,000	6.00%	January 1, 2024	1,140,000
6.00%	January 1, 2020	975,000	6.00%	January 1, 2025	1,185,000

COMBINED UTILITY SYSTEM REVENUE REFUNDING BONDS, SERIES 2000C

AMOUNT OF ISSUE	\$17,260,000
PRINCIPAL PAYMENTS TO DATE	3,410,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	13,850,000

Bonds Issued October, 2000

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

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

Bonds Redemption Schedule January 1, 2006 thru 2015, as follows:

4.50%	January 1, 2006	1,675,000	5.000%	January 1, 2011	1,015,000
5.00%	January 1, 2007	1,745,000	5.000%	January 1, 2012	1,070,000
4.75%	January 1, 2008	1,825,000	5.125%	January 1, 2013	1,125,000
5.00%	January 1, 2009	2,020,000	5.125%	January 1, 2014	1,175,000
5.00%	January 1, 2010	965,000	5.250%	January 1, 2015	1,235,000

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

AMOUNT OF ISSUE	\$65,260,000
PRINCIPAL PAYMENTS TO DATE	2,400,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	62,860,000

Bonds Issued January 15, 2003

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

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

Bonds Redemption Schedule January 1, 2006 thru 2023, as follows:

4.000%	January 1, 2006	1,680,000	5.375%	January 1, 2019	3,185,000
5.000%	January 1, 2007	1,760,000	5.375%	January 1, 2020	3,360,000
5.000%	January 1, 2008	1,850,000	5.375%	January 1, 2021	1,815,000
5.000%	January 1, 2009	1,945,000	5.375%	January 1, 2022	1,915,000
5.000%	January 1, 2010	2,040,000	5.375%	January 1, 2023	2,025,000
5.000%	January 1, 2011	2,145,000	4.750%	January 1, 2024	2,125,000
4.000%	January 1, 2012	2,245,000	4.750%	January 1, 2025	2,230,000
5.250%	January 1, 2013	2,350,000	5.000%	January 1, 2026	2,345,000
4.000%	January 1, 2014	2,455,000	5.000%	January 1, 2027	2,465,000
5.375%	January 1, 2015	2,580,000	5.000%	January 1, 2028	2,590,000
5.375%	January 1, 2016	4,060,000	5.000%	January 1, 2029	2,725,000
5.375%	January 1, 2017	4,275,000	5.000%	January 1, 2030	2,185,000
5.375%	January 1, 2018	4,510,000			

COMBINED UTILITY SYSTEM REVENUE BONDS, SERIES 2003B

AMOUNT OF ISSUE	\$10,000,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	10,000,000

Bonds Issued January 15, 2003

Interest payable (variable) to the Bank of New York

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

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

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

4.00%	January 1, 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

TAX INCREMENT BONDS, SERIES 1992A

AMOUNT OF ISSUE-Red River Redevelopment Area	\$ 6,080,000
PRINCIPAL PAYMENTS TO DATE	4,845,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	1,235,000

Bonds Issued July 15, 1992

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

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

Bonds Redemption Schedule May 1, 2006 thru 2007, as follows:

5.875%	May 1, 2006	600,000
5.875%	May 1, 2007	635,000

TAX INCREMENT BONDS, SERIES 1993

AMOUNT OF ISSUE-Downtown Redevelopment Area	\$1,335,000
PRINCIPAL PAYMENTS TO DATE	880,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	455,000

Bonds Issued July 28, 1993

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

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

Bonds Redemption Schedule May 1, 2006 thru 2008, as follows:

5.25%	May 1, 2006	115,000
5.25%	May 1, 2007	120,000
5.25%	May 1, 2008	220,000

1993 GENERAL OBLIGATION BONDS, SERIES A

AMOUNT OF ISSUE	\$3,600,000
PRINCIPAL PAYMENTS TO DATE	1,825,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	1,775,000

Bonds Issued March 22, 1993

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

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

Bonds Redemption Schedule May 1, 2006 thru 2012, as follows:

5.40%	May 1, 2006	200,000	5.40%	May 1, 2010	275,000
5.40%	May 1, 2007	225,000	5.40%	May 1, 2011	300,000
5.40%	May 1, 2008	225,000	5.40%	May 1, 2012	300,000
5.40%	May 1, 2009	250,000			

1993 GENERAL OBLIGATION BONDS, SERIES B

AMOUNT OF ISSUE	\$2,800,000
PRINCIPAL PAYMENTS TO DATE	1,425,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	1,375,000

Bonds Issued August 24, 1993

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

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

Bonds Redemption Schedule May 1, 2006 thru 2012, as follows:

5.40%	May 1, 2006	175,000	5.50%	May 1, 2010	200,000
5.40%	May 1, 2007	175,000	5.60%	May 1, 2011	200,000
5.50%	May 1, 2008	200,000	5.60%	May 1, 2012	225,000
5.50%	May 1, 2009	200,000			

1997 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$1,350,000
PRINCIPAL PAYMENTS TO DATE	380,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	970,000

Bonds Issued December 8, 1997

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

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

Bonds Redemption Schedule May 1, 2006 thru 2018, as follows:

6.500%	May 1, 2006	55,000	5.000%	May 1, 2013	75,000
4.625%	May 1, 2007	55,000	5.100%	May 1, 2014	80,000
4.700%	May 1, 2008	60,000	5.125%	May 1, 2015	85,000
4.800%	May 1, 2009	65,000	5.125%	May 1, 2016	90,000
4.900%	May 1, 2010	65,000	5.125%	May 1, 2017	95,000
5.000%	May 1, 2011	70,000	5.125%	May 1, 2018	100,000
5.000%	May 1, 2012	75,000			

2003 GENERAL OBLIGATION BONDS

AMOUNT OF ISSUE	\$5,500,000
PRINCIPAL PAYMENTS TO DATE	325,000
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	5,175,000

Bonds Issued July 2, 2003

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

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

Bonds Redemption Schedule April 1, 2006 thru 2023, as follows:

5.250%	April 1, 2006	175,000	3.500%	April 1, 2015	300,000
5.250%	April 1, 2007	200,000	3.750%	April 1, 2016	300,000
5.000%	April 1, 2008	200,000	3.750%	April 1, 2017	300,000
5.000%	April 1, 2009	200,000	4.000%	April 1, 2018	350,000
3.250%	April 1, 2010	250,000	4.000%	April 1, 2019	350,000
3.250%	April 1, 2011	250,000	4.000%	April 1, 2020	350,000
3.500%	April 1, 2012	250,000	4.100%	April 1, 2021	350,000
3.250%	April 1, 2013	275,000	4.125%	April 1, 2022	400,000
3.375%	April 1, 2014	275,000	4.125%	April 1, 2023	400,000

2005 CERTIFICATES OF PARTICIPATION

AMOUNT OF ISSUE	\$11,925,000
PRINCIPAL PAYMENTS TO DATE	0
REMAINING PRINCIPAL OUTSTANDING AS OF JULY 1, 2005	11,925,000

Bonds Issued February 16, 2005

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

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

Bonds Redemption Schedule January 1, 2006 thru 2025, as follows:

3.00%	January 1, 2006	495,000	4.00%	January 1, 2016	580,000
3.00%	January 1, 2007	435,000	4.00%	January 1, 2017	605,000
3.00%	January 1, 2008	450,000	4.00%	January 1, 2018	630,000
3.00%	January 1, 2009	460,000	4.00%	January 1, 2019	655,000
3.00%	January 1, 2010	475,000	4.00%	January 1, 2020	680,000
3.25%	January 1, 2011	490,000	4.00%	January 1, 2021	710,000
3.50%	January 1, 2012	505,000	4.00%	January 1, 2022	735,000
3.50%	January 1, 2013	525,000	4.00%	January 1, 2023	765,000
3.75%	January 1, 2014	540,000	4.50%	January 1, 2024	795,000
3.75%	January 1, 2015	560,000	4.50%	January 1, 2025	835,000



CURRENT BOND PROJECTS

General Obligations Bond Issue, Series 2003

Revenues:	
General Obligation Bonds proceeds at issuance	5,500,490
Interest Income	<u>105,000</u>
	5,605,490
Projects:	
Galleria Fire Station	1,997,624
Cherry Rd Fire FS # 2	2,078,686
Fire Station # 1 Long term plan	18,614
Costs of issuance	40,275
Undesignated	<u>1,470,291</u>
	5,605,490

Utility Revenue Bond Issue, Series 2003A

Revenues:	
2003A Bond Proceeds at Issuance	41,453,625
Interest Income	1,259,229
Miscellaneous Income	<u>48,000</u>
	42,760,854
Projects:	
Sturgis Electrical	375,000
Mt. Gallant Electric	1,400,000
Traffic Controller Upgrade	268,990
Springdale Feeders	475,000
Hwy 901 (from Hwy 72 to I-77 existing only Overhead)	155,000
Constitution Blvd Street Ltg	163,612
Ebenezer Rd (Dotson to Old Pointe - Overhead)	350,000
Rawlinson Rd (Hwy 901/Hwy 161 URD)	550,000
Downtown Manhole URD	390,000
Fiber Optic Network	900,000
Saluda Street from Boggs to Main	450,000
Purchase of 70 Acres near Manchester Creek	2,000,000
Dutchman Creek Interceptor Upgrade	8,130,000
New 7.0 MGD Dutchman Creek Pump Station	2,818,800
Rosewood Pump Station Abandon Sewer	429,600
Forest Hills Pump Station Upgrade	240,000
Rollingwood Connector	1,646,400
Gallant Meadows Connector	686,400
Tools Fork	1,681,947
Wastewater Line Restoration/Repair/Abandonment	1,000,000
Water Plant Upgrade to 36 MGD	15,642,001
Northwest Water Tank	1,500,000
Manchester Meadows Sewer	1,300,000
Costs of Issuance	127,478
Undesignated	<u>80,626</u>
	42,760,854

BOND PROJECTS (continued)

Utility Revenue Bond Issue, Series 2003B

Revenues:	
2003B Bond Proceeds at Issuance	9,659,493
Miscellaneous Income	1,972
Interest Income	<u>179,209</u>
	9,840,674
Projects:	
India Hook/Herlong (Overhead)	555,026
North Cherry Rd Urd	7,301,972
Conversion of 4KV Lines to 25 KV Lines	300,000
Filter Plant Generator	1,532,934
Issuance Costs	93,110
Undesignated	<u>57,632</u>
	9,840,674



SUMMARY SCHEDULE OF TOTAL DEBT SERVICE REQUIREMENTS

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

SCHEDULE OF UTILITY SYSTEM DEBT SERVICE REQUIREMENTS BY CATEGORY

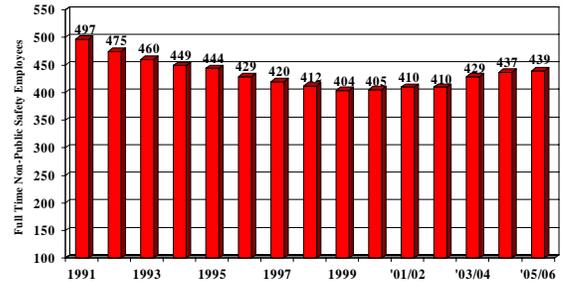
<u>Year</u>	<u>Electric</u>			<u>Water</u>			<u>Wastewater</u>			<u>All</u>
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
05/06	\$1,013,671	\$1,226,858	\$2,240,529	\$1,860,884	\$1,979,284	\$3,840,168	\$2,030,445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

PERSONNEL SUMMARY

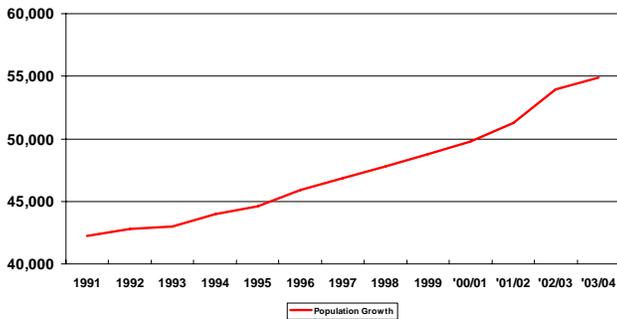
The following section provides a comparative picture of staffing changes historically and for the approved FY 05/06 budget, as well as projections for FY 06/07. This section details by division all full and part-time positions in the City and the total amount spent on salaries within each division. Also included within the personnel summary information is two years of historical data on personnel. A final total of personnel salaries is included at the end of the summary.

The City remains committed to reducing its staff wherever possible through both attrition and the elimination of programs that are no longer in need of staff. Since 1991, the City has eliminated 58 full time non-public safety department positions and an additional 71 part time positions – while simultaneously adding 43 Public Safety positions.

58 Non-Public Safety Employees Have Been Eliminated Since 1991



Total Number of Residents has Increased 30% Since 1991



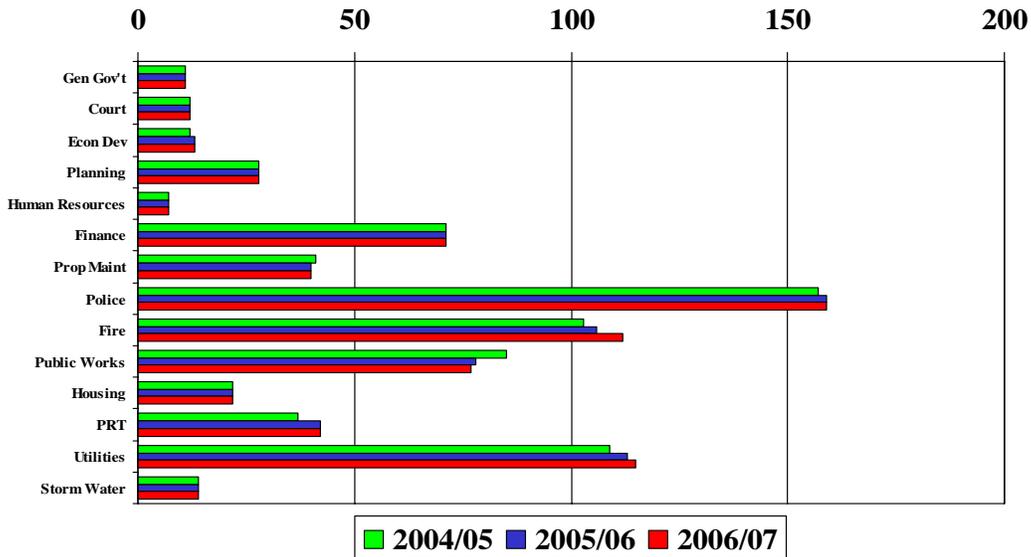
Over this same time period, the City has continued to show an increase in total population. The result is that even though the total population continues to increase, the total number of City employees used to provide services to the population has only increased at a fraction of that rate. In spite of this, Rock Hill has maintained its high level of services to citizens and become increasingly more productive in service provision. In 2005/06, the City has increased the total number of positions, largely in response to growth pressures. Once again, no services have been eliminated. The City has added two Police Officers, 3 Firefighters, 4 new positions in Utilities, a new Program Coordinator in Economic Development, and 5 new positions in Parks, Recreation & Tourism.

The City has made an effort over the last several years to link additional staff to revenue generating programs. However; in the current year 5 of the 15 of the net new additional full time positions are directly linked to public safety, 5 are related to the anticipated opening of the Manchester Meadows Regional Soccer Complex, and 4 are related to growth pressures in the Utility Fund. Only 1 position in the General Fund was added to expand program services.

Of the 7 new positions requested for FY 06/07 – six are included in the Fire Department to staff the expected opening of Station 6. The opening of the new Fire Station in FY 06/07 may require a 3 mill tax increase in order to fund the staff needed for the Station.

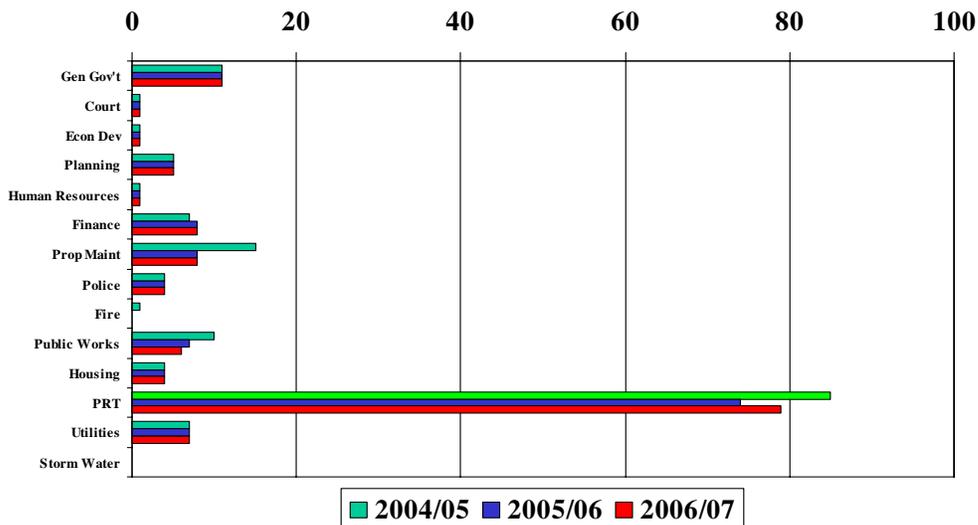
FULL TIME POSITIONS

Fiscal Year 2005/06 AND 2006/07
 With 2004/05 for Comparison



PART TIME POSITIONS

Fiscal Year 2005/06 AND 2006/07
 With 2004/05 for Comparison



<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
General Government								
General Gov't – City Council								
1453	Council & Commissions Liaison	1	1	1	FT		1	
9159	Council Member	6	6	6	PT		6	
9169	Mayor	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		8	8	8		\$109,826	8	\$110,921
General Gov't-City Management								
1022	Secretary	1	1	1	FT		1	
1037	Executive Assistant	1	1	1	FT		1	
1440	Assistant City Manager	1	1	1	FT		1	
9149	City Manager	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		4	4	4		\$323,738	4	\$336,548
General Gov't-Public Affairs								
1011	Clerk II	1	1	1	FT		1	
2010	Planner I	1	1	0	FT		0	
2016	Planner II	0	0	1	FT		1	
2022	Project Manager	1	1	1	FT		1	
1455	Graphic Designer	1	0	0	FT		0	
	Graphic Designer II	0	1	1	FT		1	
1462	Senior Projects Intern	0	1	1	PT		1	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		5	6	5		\$199,549	5	\$205,457
General Gov't-Neigh Empowerment								
4060	Housing & Neigh Services Director	1	1	0	FT		0	
4059	Neigh Empowerment	1	1	0	FT		0	
1462	Senior Projects Intern	<u>3</u>	<u>2</u>	<u>0</u>	PT		<u>0</u>	
		5	4	0		0	0	0
General Gov't-Municipal Court								
1311	Accounting Clerk II	1	1	1	FT		1	
1410	Customer Service Technician	1	1	1	FT		1	
1413	Municipal Court Assistant	1	1	1	FT		1	
4001	Ministerial Recorder	2	2	2	FT		2	
4002	Clerk of Court	1	1	1	FT		1	
4004	City Recorder	1	1	1	FT		1	
4010	Bailiff	1	1	1	FT		1	
4001	Ministerial Recorder	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		9	9	9		\$337,329	9	\$348,336
General Gov't-Solicitors Office								
4006	Senior Associate Recorder	1	1	1	FT		1	
4007	City Solicitor	1	1	1	FT		1	
4007	City Solicitor	0	0	1	PT		1	
4008	Senior Solicitor	1	1	1	FT		1	
4036	Court & Training Advocate	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		4	4	5		\$238,215	5	\$244,444
General Government Total								
	Full Time	23	23	21			21	
	Part Time	<u>12</u>	<u>12</u>	<u>10</u>			<u>10</u>	
		35	35	31		\$1,208,657	31	\$1,245,706

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
Finance								
Finance-Administration								
1320	Finance Director/Municipal Clerk	1	0	0	FT		0	
	Management Services Administrator	0	1	1	FT		1	
9869	Special Intern	1	1	1	PT		1	
9879	Special Projects Intern	$\frac{1}{3}$	$\frac{1}{3}$	$\frac{1}{3}$	PT		$\frac{1}{3}$	
		3	3	3		\$121,904	3	\$124,956
Finance-Accounting								
1304	Accountant I	1	1	1	FT		1	
1305	Accountant II	1	1	1	FT		1	
1308	Controller	1	1	1	FT		1	
1311	Accounting Clerk II	1	1	1	FT		1	
1312	Accounting Clerk III	1	1	1	FT		1	
1313	Accountant III	1	1	1	FT		1	
9869	Special Intern	$\frac{1}{7}$	$\frac{1}{7}$	$\frac{1}{7}$	PT		$\frac{1}{7}$	
		7	7	7		\$283,579	7	\$289,408
Finance-Budget Office								
2023	Budget Officer	1	1	1	FT		1	
2024	Performance Manager	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$	FT		$\frac{1}{2}$	
		2	2	2		\$137,256	2	\$139,507
Finance-Purchasing/ Fleet								
1012	Customer Service Clerk I	1	1	1	FT		1	
1201	Warehouse Clerk	1	1	0	FT		0	
1202	Warehouse Supervisor	1	1	1	FT		1	
1203	Purchasing Specialist	1	1	1	FT		1	
1204	Senior Warehouse Clerk	0	0	2	FT		2	
1410	Customer Service Technician	1	1	0	FT		0	
2024	Performance Manager	1	1	1	FT		1	
6205	Radio Technician	0	1	1	FT		1	
6223	Tire Technician	1	1	1	FT		1	
6224	Preventive Maintenance Specialist	2	2	2	FT		2	
6225	Service Technician I	2	2	2	FT		2	
6226	Service Technician II	3	4	4	FT		4	
6227	Lead Service Technician	2	2	2	FT		2	
6229	Small Engine Mechanic III	1	0	0	FT		0	
9019	Seasonal Crew Worker	$\frac{1}{18}$	$\frac{1}{19}$	$\frac{1}{19}$	PT		$\frac{1}{19}$	
		18	19	19		\$644,540	19	\$664,498
Finance-Customer Service								
1012	Clerk III	1	1	1	FT		1	
1033	Central Collections Specialist	1	1	1	FT		1	
1316	Central Collections Coordinator	1	1	1	FT		1	
1410	Customer Service Technician	4	4	4	FT		4	
1411	Customer Service Clerk I	4	2	2	FT		2	
1412	Customer Service Clerk II	5	8	8	FT		8	
1419	Meter Reader I	4	4	4	FT		4	
1420	Meter Reader II	3	3	3	FT		3	
1422	Billing Services Coordinator	1	2	2	FT		2	
1424	Customer Relations Coordinator	1	1	1	FT		1	
1446	Senior Administrative Assistant	1	1	1	FT		1	
1447	Recovery Specialist	1	1	1	FT		1	
1448	Recovery Service Technician	2	2	2	FT		2	
1511	Information Technology Engineer	1	1	1	FT		1	
2024	Performance Manager	1	1	1	FT		1	
3006	Project Specialist	1	1	1	FT		1	

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
9859	Intern	<u>2</u> 34	<u>2</u> 36	<u>2</u> 36	PT	\$1,148,458	<u>2</u> 36	\$1,183,351
Finance-Risk Management								
1412	Customer Service Clerk II	2	2	2	FT		2	
1425	Risk Manager/Safety Supervisor	<u>1</u> 3	<u>1</u> 3	<u>1</u> 3	FT	\$123,698	<u>1</u> 3	\$127,573
Finance-Mgt Information Systems								
1507	Information Systems Supervisor	1	1	1	FT		1	
1511	Information Technology Engineer	3	3	3	FT		3	
1512	Information Technology Engineer II	1	1	1	FT		1	
9879	Special Projects Intern	<u>1</u> 6	<u>1</u> 6	<u>0</u> 5	PT	\$282,509	<u>0</u> 5	\$291,357
Finance-GIS/Mapping Services								
3020	GIS Program Analyst II	1	1	1	FT		1	
3018	GIS Manager	1	1	1	FT		1	
9879	Special Projects Intern	<u>0</u> 2	<u>0</u> 2	<u>1</u> 3	PT	\$137,607	<u>1</u> 3	\$141,291
Finance Department Total								
	Full Time	68	71	71			71	
	Part Time	<u>7</u>	<u>7</u>	<u>7</u>			<u>7</u>	
		75	78	78		2,879,551	78	2,961,941
Human Resources								
Human Resources-Administration								
1032	Executive Secretary	1	1	1	FT		1	
2119	Benefits Specialist	1	1	1	FT		1	
2127	Human Resources Director	1	1	1	FT		1	
9879	Special Projects Intern	1	0	1	PT		1	
9889	Senior Projects Intern	<u>0</u> 4	<u>1</u> 4	<u>1</u> 5	PT	\$231,751	<u>1</u> 5	\$237,231
Human Resources-Personnel								
1101	Switchboard Operator/Receptionist	1	0	0	FT		0	
1110	Office Services Specialist	1	1	1	FT		1	
2103	Personnel Technician	1	1	1	FT		1	
2107	Personnel Supervisor	1	1	1	FT		1	
2121	Personnel Analyst	<u>1</u> 5	<u>1</u> 4	<u>1</u> 4	FT	\$169,811	<u>1</u> 4	\$175,132
Human Resources Total								
	Full Time	8	7	7			7	
	Part Time	<u>1</u>	<u>1</u>	<u>2</u>			<u>2</u>	
		9	8	9		\$401,562	9	\$412,363

Planning Services

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
Planning Services Administration								
1022	Secretary	1	1	0	FT		0	
2022	Senior Planner	1	1	0	FT		0	
2030	Planning Services Director	1	1	1	FT		1	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		4	4	2		\$116,061	2	\$118,944
Long Range Planning/Transportation								
2022	Project Manager	0	0	1	FT		1	
2016	Planner II	0	0	1	FT		1	
2017	Planner III	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	3		\$153,202	3	\$158,001
Planning-Commun. Devel Services								
1415	Development Assistant	1	1	0	FT		0	
2001	Planning Technician	1	0	0	FT		0	
	Planning Technician II	0	1	0	FT		0	
2017	Planner III	1	1	0	FT		0	
2307	Development Coordinator	1	1	0	FT		0	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		5	5	0		\$0	0	\$0
Planning-Inspections/Dev Coord								
1412	Customer Service Clerk II	1	1	0	FT		0	
1415	Development Assistant	1	1	0	FT		0	
1450	Administrative Assistant	1	1	0	FT		0	
2001	Planning Technician	1	1	0	FT		0	
2011	Senior Planner	1	1	0	FT		0	
2303	Building Inspector I	2	1	0	FT		0	
2304	Building Inspector II	1	3	0	FT		0	
2306	Senior Building Inspector	1	1	0	FT		0	
2310	Building Official	1	1	0	FT		0	
9879	Special Projects Intern	<u>2</u>	<u>2</u>	<u>0</u>	PT		<u>0</u>	
		12	13	0		\$0	0	\$0
Planning-Planning Services								
2001	Planning Technician	1	1	0	FT		0	
2011	Senior Planner	1	1	0	FT		0	
2016	Planner II	3	3	0	FT		0	
2017	Planner III	2	2	0	FT		0	
2022	Project Manager	1	1	0	FT		0	
2303	Inspector I	<u>1</u>	<u>2</u>	<u>0</u>	FT		<u>0</u>	
		9	10	0		\$0	0	\$0
Planning-Airport Services								
1508	Operations Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		1	1	1		\$31,510	1	\$31,510
Planning & Development Total								
	Full Time	26	28	4			4	
	Part Time	5	5	2			2	
		31	33	6		\$300,773	6	\$308,455

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
Housing and Neighborhood Services								
Neighborhood Empowerment								
4060	Housing & Neigh Services Director	0	0	1	FT		1	
4059	Neigh Empowerment	0	0	1	FT		1	
1462	Senior Projects Intern	<u>0</u>	<u>0</u>	<u>2</u>	PT		<u>2</u>	
		0	0	4		\$161,753	4	\$165,243
Neighborhood Development								
1415	Development Assistant	0	0	1	FT		1	
2001	Planning Technician II	0	0	1	FT		1	
2017	Planner III	0	0	1	FT		1	
2307	Development Coordinator	0	0	1	FT		1	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
		0	0	5		\$189,616	5	\$194,783
Neighborhood Inspections								
1442	Environmental Education Specialist	0	0	1	FT		1	
3006	Project Specialist	0	0	1	FT		1	
6523	Sanitation Superintendent	0	0	1	FT		1	
9003	Environmental Inspector	0	0	4	PT		4	
9884	Special Projects Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
				8		\$219,487	8	\$223,226
Housing and Neighborhood Services Total								
	Full Time	0	0	9			9	
	Part Time	<u>0</u>	<u>0</u>	<u>8</u>			<u>8</u>	
		0	0	17		\$570,856	17	\$583,252
Police								
1011	Clerk II	1	1	0	FT		0	
1022	Secretary	1	1	0	FT		0	
1030	Administrative Secretary	4	4	0	FT		0	
1032	Executive Secretary	1	1	0	FT		0	
1310	Accounting Clerk I	2	2	0	FT		0	
1311	Accounting Clerk II	1	1	0	FT		0	
1410	Customer Service Technician	1	1	0	FT		0	
1504	Systems Operator	1	1	0	FT		0	
1506	Senior Programmer Analyst	1	1	0	FT		0	
2104	Telecommunications Operator I	7	7	0	FT		0	
2105	Telecommunications Operator II	7	7	0	FT		0	
2106	Telecommunications Operator III	4	4	0	FT		0	
4031	Telecommunications Supervisor	1	1	0	FT		0	
3006	Project Specialist	1	1	0	FT		0	
4011	Correctional Officer	2	2	0	FT		0	
4012	Correctional Officer II	3	3	0	FT		0	
4013	Master Correctional Officer	1	1	0	FT		0	
4034	Warrant Service Officer	1	1	0	PT		0	
4035	Law Enforcement Victim Advocate	1	1	0	FT		0	
4037	Sexual Assault Nurse Examiner	1	1	0	FT		0	
4040	Police Officer I	25	28	0	FT		0	
4041	Police Officer II	38	26	0	FT		0	
4043	Master Police Officer I	9	14	0	FT		0	
4044	Police Sergeant/Detective	15	12	0	FT		0	
4046	Police Lieutenant	10	10	0	FT		0	
4047	Police Captain	3	3	0	FT		0	
4050	Police Chief	1	1	0	FT		0	

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>	
4070	Criminalist	0	1	0	FT		0		
4071	Master Police Officer II	5	10	0	FT		0		
4072	Senior Police Officer	4	10	0	FT		0		
4073	Accreditation/Grants Manager	1	1	0	FT		0		
4075	Parking/Customer Service Officer	1	1	0	PT		0		
9879	Court & Training Advocate	1	0	0	FT		0		
9879	Special Projects Intern	<u>1</u>	<u>2</u>	<u>0</u>	PT		<u>0</u>		
		156	161	0			0		
Police – Administration									
4050	Police Chief	0	0	1	FT		1		
1032	Executive Secretary	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>		
		0	0	2		\$130,112	2	\$134,188	
Police – Investigations									
1030	Admin Secretary	0	0	1	FT		1		
3006	Project Specialist	0	0	1	FT		1		
4035	Law Enforcement Victim Advocate	0	0	1	FT		1		
4037	Sexual Assault Nurse Examiner	0	0	1	FT		1		
4040	Police Officer I	0	0	1	FT		1		
4041	Police Officer II	0	0	3	FT		3		
4044	Police Sergeant/Detective	0	0	1	FT		1		
4046	Police Lieutenant	0	0	3	FT		3		
4047	Police Captain	0	0	1	FT		1		
4071	Master Police Officer II	0	0	5	FT		5		
4072	Senior Police Officer	<u>0</u>	<u>0</u>	<u>7</u>	FT		<u>7</u>		
		0	0	25		\$1,087,692	25	\$1,121,766	
Police – Patrol									
1030	Admin Secretary	0	0	1	FT		1		
4040	Police Officer I	0	0	19	FT		16		
4041	Police Officer II	0	0	28	FT		30		
4043	Master Police Officer	0	0	10	FT		11		
4044	Police Sergeant/Detective	0	0	4	FT		4		
4046	Police Lieutenant	0	0	7	FT		7		
4047	Police Captain	0	0	1	FT		1		
4071	Master Police Officer II	0	0	4	FT		4		
4072	Senior Police Officer	0	0	1	FT		1		
4034	Warrant Service Officer	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>		
		0	0	76		\$2,939,474	76	\$3,031,558	
Police – Support Services									
1011	Clerk II	0	0	1	FT		1		
1022	Secretary	0	0	1	FT		1		
1030	Admin Secretary	0	0	2	FT		2		
1310	Accounting Clerk I	0	0	2	FT		2		
1311	Accounting Clerk II	0	0	1	FT		1		
1410	Customer Service Technician	0	0	1	FT		1		
1504	Systems Operator	0	0	1	FT		1		
1506	Senior Programmer/Analyst	0	0	1	FT		1		
2104	Telecommunications Operator I	0	0	7	FT		7		
2105	Telecommunications Operator II	0	0	7	FT		7		
2106	Telecommunications Operator III	0	0	4	FT		4		
2110	Telecommunications Supervisor	0	0	1	FT		1		
4011	Correctional Officer	0	0	2	FT		2		
4012	Correctional Officer II	0	0	3	FT		3		
4013	Master Correctional Officer	0	0	1	FT		1		
4040	Police Officer I	0	0	4	FT		4		
4041	Police Officer II	0	0	1	FT		1		
4043	Master Police Officer	0	0	3	FT		3		
4044	Police Sergeant/Detective	0	0	5	FT		5		
4046	Police Lieutenant	0	0	2	FT		2		

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>	
4047	Police Captain	0	0	1	FT		1		
4070	Criminalist	0	0	1	FT		1		
4071	Master Police Officer II	0	0	2	FT		2		
4072	Senior Police Officer	0	0	2	FT		2		
4073	Accreditation Mgr/Grants Mgr	0	0	1	FT		1		
4075	Parking/Customer Service Officer	0	0	1	PT		1		
9879	Special Projects Intern	0	0	1	PT		1		
		0	0	59		\$1,672,075	59	\$1,724,454	
Police – Hometown Security									
9879	Special Projects Intern	0	0	1	PT		1		
		0	0	1		\$30,175	1	\$30,175	
Police Total									
	Full Time	153	157	159			159		
	Part Time	3	4	4			4		
		156	161	163		\$5,799,844	163	\$5,980,589	
Fire									
Fire-Administration & Training									
1412	Customer Service Clerk II	1	1	1	FT		1		
4125	Fire Training Officer/Battalion Chief	1	1	1	FT		1		
4126	Logistics Officer	1	1	1	FT		1		
4133	Fire Chief	1	1	1	FT		1		
9002	Fire Secretary (Part Time)	1	1	0	PT		0		
		5	5	4		\$190,739	4	\$196,715	
Fire-Supression/Emerg Response									
4101	Firefighter I	27	30	33	FT		33		
4102	Firefighter II	18	18	18	FT		18		
4103	Driver-Engineer	21	21	21	FT		24		
4104	Fire Captain	18	21	21	FT		24		
4131	Battalion Chief	3	3	3	FT		3		
		87	93	96		\$3,223,583	102	\$3,545,371	
Fire-Prevention & Investigation									
4105	Fire Investigator-Captain	1	1	1	FT		1		
4121	Fire Inspector II	2	2	2	FT		2		
4122	Fire Inspector III	1	1	1	FT		1		
4123	Fire Prevention-Captain	0	1	1	FT		1		
4124	Fire Prevention Supv.-Fire Marshall	1	1	1	FT		1		
		5	6	6		\$233,965	6	\$241,295	
Fire Total									
	Full Time	96	103	106			112		
	Part Time	1	1	0			0		
		97	104	106		\$3,648,287	112	\$3,983,381	
Development Services									
Development Svcs. Administration									
2011	Senior Planner	0	0	1	FT		1		
1022	Secretary	0	0	1	FT		1		
		0	0	2		\$84,818	2	\$84,475	

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
Building/Codes								
1412	Customer Service Clerk II	0	0	1	FT		1	
1415	Development Assistant	0	0	2	FT		2	
1450	Administrative Assistant	0	0	1	FT		1	
2001	Planning Technician	0	0	1	FT		1	
2011	Senior Planner	0	0	1	FT		1	
2303	Building Inspector I	0	0	1	FT		1	
2304	Building Inspector II	0	0	3	FT		3	
2306	Senior Building Inspector	0	0	1	FT		1	
2310	Building Official	0	0	1	FT		1	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
		0	0	13		\$554,099	13	\$570,134
Zoning/Current Planning								
2001	Planning Technician	0	0	1	FT		1	
2016	Planner II	0	0	2	FT		2	
2017	Planner III	0	0	1	FT		1	
2303	Inspector I	<u>0</u>	<u>0</u>	<u>2</u>	FT		<u>2</u>	
		0	0	6	FT	\$243,887	6	\$251,528
Development Services Total								
	Full Time	0	0	20			20	
	Part Time	<u>0</u>	<u>0</u>	<u>1</u>			<u>1</u>	
		0	0	21		\$882,804	21	\$906,137
Public Works								
Public Works-Administration								
1410	Customer Service Technician	1	1	1	FT		1	
6530	Public Works Director	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		2	2	2		\$107,137	2	\$110,494
Public Works-Street Maintenance								
3003	Engineering Tech II	1	0	0	FT		0	
3004	Engineering Tech III	0	1	1	FT		1	
6010	Crew Worker I	4	4	4	FT		4	
6011	Crew Worker II	13	13	13	FT		13	
6020	Crew Leader	2	1	1	FT		1	
6103	Equipment Operator III	3	3	3	FT		3	
6202	Maintenance Mechanic II	1	1	1	FT		1	
6203	Maintenance Mechanic III	1	1	1	FT		1	
6503	Crew Supervisor	1	2	2	FT		2	
6505	Construction Maintenance Supv	2	2	2	FT		2	
6525	Construction Maintenance Supt	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		29	29	29		\$823,073	29	\$848,855
Public Works-Residential Waste								
6010	Crew Worker I	1	1	0	FT		0	
6011	Crew Worker II	1	1	1	FT		1	
6015	Sanitation Worker	8	4	0	FT		0	
6105	Refuse Truck Operator I	1	1	0	FT		0	
6106	Refuse Truck Operator II	3	3	3	FT		3	
6107	Refuse Truck Operator III	4	4	4	FT		4	
6502	Sanitation Supervisor II	1	1	1	FT		1	
9870	Special Intern	<u>0</u>	<u>3</u>	<u>0</u>	PT		<u>0</u>	
		19	18	9		\$262,239	9	\$270,453

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
Public Works-Commercial Waste								
6107	Refuse Truck Operator III	5	5	5	FT		5	
6202	Maintenance Mechanic II	1	1	1	FT		1	
6502	Sanitation Supervisor II	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		<u>7</u>	<u>7</u>	<u>7</u>		\$229,926	<u>7</u>	\$237,131
Public Works-Curbside Trash								
6010	Crew Worker I	7	7	7	FT		7	
6020	Crew Leader	2	2	2	FT		2	
6105	Refuse Truck Operator I	5	5	5	FT		5	
6106	Refuse Truck Operator II	5	5	5	FT		5	
6523	Sanitation Superintendent	1	1	1	FT		1	
9019	Seasonal Crew Worker	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		<u>21</u>	<u>21</u>	<u>21</u>		\$568,195	<u>21</u>	\$585,348
Public Works-Recycling/Beautifctn								
1442	Environmental Education Specialist	1	1	0	FT		0	
3006	Project Specialist	1	1	0	FT		0	
6106	Refuse Truck Operator II	5	5	5	FT		5	
6107	Refuse Truck Operator III	1	1	1	FT		1	
6203	Maintenance Mechanic III	1	1	1	FT		0	
6501	Sanitation Supervisor	2	2	1	FT		1	
6523	Sanitation Superintendent	1	1	0	FT		0	
9003	Environmental Inspector	3	3	0	PT		0	
9029	Seasonal Crew Leader	2	2	1	PT		0	
9869	Special Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		<u>18</u>	<u>18</u>	<u>10</u>		\$291,724	<u>8</u>	\$238,452
Public Works Total								
	Full Time	89	85	75			74	
	Part Time	<u>7</u>	<u>10</u>	<u>3</u>			<u>2</u>	
		96	95	78		\$2,282,294	76	\$2,290,733
Property Maintenance								
Property Maint-Horticulture								
3006	Project Specialist	1	1	1	FT		1	
6010	Crew Worker I	4	4	4	FT		4	
6011	Crew Worker II	2	2	2	FT		2	
6021	Horticulturist I	5	5	5	FT		5	
6022	Horticulturist II	4	4	4	FT		4	
6101	Equipment Operator I	1	1	1	FT		1	
6102	Equipment Operator II	1	1	1	FT		1	
6103	Equipment Operator III	1	1	1	FT		1	
6521	Grounds Maintenance Superintendent	1	1	1	FT		1	
9019	Seasonal Crew Worker	8	8	8	PT		8	
9879	Special Projects Intern	<u>6</u>	<u>6</u>	<u>0</u>	PT		<u>0</u>	
		<u>34</u>	<u>34</u>	<u>28</u>		\$755,604	<u>28</u>	\$777,211
Property Maint-Building Maint.								
1012	Clerk III	1	0	0	FT		0	
1412	Customer Service Clerk II	1	0	0	FT		0	
2022	Project Manager	0	1	0	FT		0	
2024	Performance Manager	0	0	1	FT		1	
5325	Maintenance Specialist	2	2	2	FT		2	
6010	Crew Worker I	1	1	1	FT		0	
6032	Crew Worker II	0	0	0	FT		1	
6202	Maintenance Mechanic II	1	1	1	FT		1	
6525	Construction Maintenance Supt	1	0	0	FT		0	
9019	Seasonal Crew Worker	1	0	0	PT		0	
9889	Senior Projects Intern	<u>0</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		<u>8</u>	<u>6</u>	<u>5</u>		\$218,049	<u>5</u>	\$225,194

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
Property Maint-Cemetery Services								
6020	Crew Leader	1	1	1	FT		1	
6503	Crew Supervisor	1	1	0	FT		0	
	Crew Supervisor II	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		2	2	2		\$63,034	2	\$65,009
Property Maint-Custodial Services								
6002	Custodial Worker II	11	12	11	FT		11	
6020	Crew Leader	1	1	1	FT		1	
6503	Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		13	14	13		\$310,672	13	\$320,404
Property Maintenance Total								
	Full Time	42	41	40	FT		40	
	Part Time	15	15	8	PT		8	
		57	56	48		\$1,347,359	48	\$1,387,818
Parks, Recreation, Tourism								
PRT-Tourism								
1023	Office Assistant	1	1	1	FT		1	
1032	Executive Secretary	1	1	1	FT		1	
1312	Accounting Clerk III	1	1	0	FT		0	
5309	Recreation Coordinator II	1	1	1	FT		1	
5310	Program Supervisor	1	1	2	FT		2	
5311	Recreation Superintendent	1	1	1	FT		1	
5315	PRT Director	1	1	1	FT		1	
9339	Recreation Leader I	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		8	8	8		\$349,509	8	\$359,775
PRT-Recreation								
5303	Center Supervisor I	1	1	1	FT		1	
5304	Center Supervisor II	2	2	3	FT		3	
5310	Program Supervisor	1	1	0	FT		0	
5311	Recreation Superintendent	0	0	1	FT		1	
5314	Program Coordinator	0	0	1	FT		1	
5330	Special Populations Supervisor	0	0	2	FT		2	
9339	Recreation Leader I	3	2	6	PT		6	
9379	Recreation Programmer I	2	2	3	PT		3	
9389	Recreation Programmer II	0	1	1	PT		1	
9539	Recreation Specialist III	0	0	9	PT		9	
9879	Special Projects Intern	<u>0</u>	<u>0</u>	<u>0</u>	PT		<u>0</u>	
		9	9	27		\$444,639	27	\$454,602
PRT-Outdoor Rec./Env. Education								
3006	Park Specialist	1	1	0	FT		0	
5302	Park Supervisor II	1	1	0	FT		0	
5305	Center Supervisor III	1	1	0	FT		0	
6202	Maintenance Mechanic II	1	1	0	FT		0	
9339	Recreation Leader I	28	28	0	PT		0	
9379	Recreation Programmer I	1	1	0	PT		0	
9389	Recreation Programmer II	1	1	0	PT		0	
9539	Recreation Specialist III	<u>1</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		35	35	0			0	
PRT-Therapeutic//Youth/Sr Servcs								
5304	Center Supervisor II	1	1	0	FT		0	
5305	Center Supervisor III	1	1	0	FT		0	
5314	Program Coordinator	1	1	0	FT		0	
5330	Special Populations Supervisor	2	2	0	FT		0	

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
9339	Recreation Leader I	4	4	0	PT		0	
9379	Recreation Programmer I	1	1	0	PT		0	
9389	Recreation Programmer II	1	0	0	PT		0	
		11	10	0			0	
PRT- Parks								
1312	Accounting Clerk III	0	0	1	FT		1	
1314	Cashier I	0	0	1	FT		1	
2022	Project Manager	1	1	1	FT		1	
3006	Park Specialist	0	0	1	FT		1	
5301	Park Supervisor I	1	0	0	FT		0	
5302	Park Supervisor II	1	2	3	FT		3	
5305	Center Supervisor III	0	0	1	FT		1	
5306	Recreation Coordinator I	2	4	4	FT		4	
5309	Recreation Coordinator II	1	1	1	FT		1	
5311	Recreation Superintendent	1	1	1	FT		1	
5314	Program Coordinator	1	1	1	FT		1	
6005	Utility Worker I	1	1	1	PT		1	
6010	Crew Worker I	2	2	4	FT		4	
6011	Crew Worker II	1	1	2	FT		2	
6020	Crew Leader	2	2	3	FT		3	
6022	Horticulturist II	0	0	1	FT		1	
6201	Maintenance Mechanic I	0	1	0	FT		0	
6202	Maintenance Mechanic II	1	1	2	FT		2	
9019	Seasonal Crew Worker	0	1	1	PT		1	
9029	Seasonal Crew Leader	2	2	2	PT		2	
9339	Recreation Leader I	35	37	43	PT		43	
9369	Recreation Leader III	1	1	1	PT		1	
9379	Recreation Programmer I	0	1	2	PT		2	
9389	Recreation Programmer II	1	0	1	PT		1	
9539	Recreation Specialist III	0	0	3	PT		3	
		54	60	81		\$1,345,123	86	\$1,463,400
Parks, Recreation & Tourism Total								
	Full Time	34	37	42	FT		42	
	Part Time	82	85	74	PT		79	
		116	122	116		\$2,139,271	121	\$2,277,777
Urban Develop. & Housing								
Urban Development & Housing								
4401	Housing Authority Director	1	1	1	FT		1	
4406	Housing Inspector	1	1	1	FT		1	
4409	Occupancy Specialist I	4	4	4	FT		4	
4413	Tenant Selector	1	1	1	FT		1	
4419	Clerk Stenographer	2	2	2	FT		2	
4434	Crew Worker I	3	3	3	FT		3	
4435	Crew Worker II	2	2	2	FT		2	
4437	Maintenance Mechanic	5	5	5	FT		5	
6503	Crew Supervisor	2	2	2	FT		2	
6508	Maintenance Superintendent I	1	1	1	FT		1	
9019	Seasonal Crew Worker	1	1	1	PT		1	
9359	Recreation Leader III	3	3	3	PT		3	
		26	26	26		\$802,365	26	\$827,106
Urban Develop & Housing Total								
	Full Time	22	22	22	FT		22	
	Part Time	4	4	4	PT		4	
		26	26	26		\$802,365	26	\$827,106

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
Economic and Urban Development								
Administration								
1030	Administrative Secretary	1	1	1	FT		1	
2010	Planner	1	2	0	FT		0	
2014	Economic Development Coordinator	0	1	0	FT		0	
2012	Economic & Urban Develop. Director	1	1	1	FT		1	
2017	Downtown Development Manager	1	1	0	FT		0	
2022	Project Manager	2	4	2	FT		2	
2024	Performance Manager	1	2	0	FT		0	
5314	Program Coordinator	0	0	0	FT		0	
9869	Special Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		8	13	5		\$273,691	5	\$281,732
Project Management								
2010	Planner	0	0	1	FT		1	
2022	Project Manager	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	2		\$120,951	2	\$126,140
Downtown/Oldtown								
2010	Planner	0	0	1	FT		1	
2017	Downtown Development Manager	0	0	1	FT		1	
2024	Performance Manager	0	0	1	FT		1	
5314	Program Coordinator	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	4		\$185,379	4	\$199,116
Textile Corridor								
2014	Economic Development Coordinator	0	0	1	FT		1	
2022	Project Manager	0	0	1	FT		1	
2024	Performance Manager	<u>0</u>	<u>0</u>	<u>1</u>	FT		<u>1</u>	
		0	0	3		\$169,915	3	\$175,237
Economic Development Total								
	Full Time	7	12	13			13	
	Part Time	<u>1</u>	<u>1</u>	<u>1</u>			<u>1</u>	
		8	13	14		\$749,936	14	\$782,225
Total Full Time General Fund								
Total Part Time General Fund								
Total General Fund								
		568	586	589	FT		594	
		138	145	124	PT		128	
		706	731	713		\$23,073,243	722	\$24,012,035

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
Enterprise Funds								
Stormwater Fund								
Stormwater								
3002	Engineering Technician I	3	2	2	FT		2	
3003	Engineering Technician II	0	1	1	FT		1	
3004	Engineering Technician III	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	2	2	2	FT		2	
6101	Equipment Operator I	1	1	1	FT		1	
6102	Equipment Operator II	2	2	2	FT		2	
6103	Equipment Operator III	1	1	1	FT		1	
6503	Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		14	14	14		\$390,904	14	\$403,152
Electric Fund								
Utilities-Administration								
1032	Executive Secretary	1	1	1	FT		1	
1411	Customer Service Clerk I	1	0	0	FT		0	
1412	Customer Service Clerk II	0	1	1	FT		1	
1460	Key Accounts Manager	1	1	1	FT		1	
2015	Marketing Assistant	0	0	0	FT		1	
3003	Engineering Tech II	0	0	0	FT		1	
6405	Utilities Services Coordinator	1	1	1	FT		1	
6531	Public Utilities Director	1	1	1	FT		1	
	Public Services Administrator	0	1	1	FT		1	
9010	Operations Supervisor	1	1	1	PT		1	
9881	Senior Projects Intern	<u>0</u>	<u>0</u>	<u>1</u>	PT		<u>1</u>	
		6	7	8		\$375,187	10	\$385,994
Technology Services								
1510	Information Technology Technician	0	0	1	FT		1	
1512	Information Technology Engineer	0	0	1	FT		1	
3003	Engineering Technician II	0	0	1	FT		1	
9879	Senior Projects Intern	0	0	1	PT		1	
9881	Special Projects Intern	<u>0</u>	<u>0</u>	<u>2</u>	PT		<u>2</u>	
		0	0	6		\$237,861	6	\$243,540
Electric Services								
3003	Engineering Technician II	2	1	1	FT		1	
6422	Lineworker II	1	1	1	FT		1	
6423	Lineworker III	18	18	18	FT		18	
6506	Electric Line Crew Supervisor	1	1	1	FT		1	
9879	Special Projects Intern	<u>2</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		24	22	21		\$839,666	21	\$865,971
Electric Engineering								
1510	Information Technology Technician	0	1	0	FT		0	
2022	Project Manager	0	1	1	FT		1	
3003	Engineering Technician II	1	1	0	FT		0	
3004	Engineering Technician III	1	1	1	FT		1	
6529	Assistant Utilities Director	1	0	0	FT		0	
6415	Electronic Service Technician II	1	1	1	FT		1	
6417	Electrical Engineer	1	0	0	FT		0	
1443	City Forester	1	1	1	FT		1	
9879	Special Projects Intern	1	1	0	PT		0	
9881	Senior Projects Intern	<u>0</u>	<u>1</u>	<u>0</u>	PT		<u>0</u>	
		7	8	4		\$185,399	4	\$191,208

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2006/07 Projected Positions</u>	<u>2006/07 Projected Budget</u>
Electric Traffic Signals								
6411	Electronic Service Tech I	2	2	2	FT		2	
6415	Electronic Service Tech II	3	3	3	FT		3	
6516	Electronic Service Tech Supv	1	1	1	FT		1	
6329	Maintenance Technician I	1	1	1	FT		1	
6331	Maintenance Technician III	1	1	1	FT		1	
6420	Line Crew Helper	1	1	1	FT		1	
6423	Lineworker III	<u>1</u>	<u>1</u>	<u>1</u>	<u>FT</u>		<u>1</u>	
		10	10	10		\$344,477	10	\$355,271
Water Fund								
Water Engineering								
1512	Information Technology Engineer	1	1	0	FT		0	
3004	Engineering Technician III	1	1	1	FT		1	
3009	Professional Engineer	1	1	1	FT		1	
3012	City Engineer II	1	1	1	FT		1	
6514	Water/Wastewater Superintendent	1	1	1	FT		1	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>0</u>	<u>PT</u>		<u>0</u>	
		6	6	4		\$162,443	4	\$167,531
Utilities-Water Distribution								
6011	Crew Worker II	5	5	0	FT		0	
6103	Equipment Operator III	3	3	3	FT		3	
6201	Maintenance Mechanic I	3	3	3	FT		3	
6202	Maintenance Mechanic II	3	3	8	FT		8	
6503	Crew Supervisor	3	3	3	FT		3	
6508	Maintenance Superintendent I	<u>1</u>	<u>1</u>	<u>1</u>	<u>FT</u>		<u>1</u>	
		18	18	18		\$543,689	18	\$560,719
Utilities-Water Treatment Plant								
6310	Water Plant Operator I	1	1	0	FT		0	
6311	Water Plant Operator II	2	2	3	FT		3	
6325	Plant Operator III	2	2	2	FT		2	
6360	Maintenance Technician II	0	0	1	FT		1	
6331	Maintenance Technician III	1	1	1	FT		1	
6334	Environmental Lab Tech III	1	1	1	FT		1	
6510	Water Plant Supervisor	1	1	1	FT		1	
6551	Maintenance Superintendent	<u>0</u>	<u>1</u>	<u>1</u>	<u>FT</u>		<u>1</u>	
		8	9	10		\$377,361	10	\$389,181
Wastewater Fund								
Utilities-Wastewater System								
3003	Engineering Tech II	1	1	1	FT		1	
6011	Crew Worker II	5	5	0	FT		0	
6020	Crew Leader	2	0	0	FT		0	
6103	Equipment Operator III	2	2	2	FT		2	
6201	Maintenance Mechanic I	0	0	3	FT		3	
6202	Maintenance Mechanic II	0	0	5	FT		5	
6329	Maintenance Technician I	1	1	1	PT		1	
6503	Crew Supervisor	1	3	3	FT		3	
6508	Maintenance Superintendent I	<u>2</u>	<u>2</u>	<u>2</u>	<u>FT</u>		<u>2</u>	
		14	14	17		\$436,499	17	\$450,174

<u>Job Number</u>	<u>Description</u>	<u>2003/04 Actual</u>	<u>2004/05 Auth</u>	<u>2005/06 Approved Positions</u>		<u>2005/06 Approved Budget</u>	<u>2005/06 Projected Positions</u>	<u>2005/06 Projected Budget</u>
Utilities-Manch Treatment Plant								
6231	Operations Superintendent	1	1	1	FT		1	
6319	Wastewater Plant Operator I	1	1	1	FT		0	
6320	Wastewater Plant Operator II	3	3	3	FT		3	
6325	Plant Operator III	1	1	1	FT		2	
6330	Maintenance Tech II	3	3	3	FT		3	
6411	Electronic Service Tech I	1	1	1	FT		1	
6415	Electronic Service Tech II	1	1	1	FT		1	
6503	Crew Supervisor	1	1	1	FT		1	
6508	Maintenance Superintendent I	1	1	1	FT		1	
9879	Special Projects Intern	<u>1</u>	<u>1</u>	<u>1</u>	PT		<u>1</u>	
		14	14	14		\$507,298	14	\$522,453
Utilities-Industrial Pretreatment								
6335	Industrial Pretreatment Field Tech	<u>2</u>	<u>2</u>	<u>2</u>	FT	\$59,564	<u>2</u>	\$61,429
Utilities-Environmental Lab								
6333	Environmental Lab Tech II	1	1	1	FT		1	
6334	Environmental Lab Tech III	2	2	2	FT		2	
6520	Environmental Operations Coord.	<u>1</u>	<u>1</u>	<u>1</u>	FT		<u>1</u>	
		4	4	4		\$172,052	4	\$177,440
Utilities-Lift Stations								
6330	Maintenance Tech II	<u>2</u>	<u>2</u>	<u>2</u>	FT	\$62,677	<u>2</u>	\$64,641
Total Enterprise Funds								
	Full Time	122	123	127	FT		129	
	Part Time	<u>7</u>	<u>7</u>	<u>7</u>	PT		<u>7</u>	
		129	130	134		\$4,695,077	136	\$4,838,704
CITYWIDE TOTAL								
	Total Citywide Full Time	690	709	716			723	
	Total Citywide Part Time	<u>145</u>	<u>152</u>	<u>131</u>			<u>135</u>	
	Total	835	861	847		\$27,768,320	858	\$28,850,739



CAPITAL SUMMARY

The following section details what is generally known as the City's annual operating capital budget. It provides for capital needs of a recurring nature and funds these services with revenues of a recurring nature. An outlay for operating capital is defined as any item with a useful life of greater than 1 year and a unit cost of at least \$5,000. The nature of capital items such as motor vehicles and office equipment requires that they be planned for and replaced on a recurring basis. The annual operating budget is the tool used to do so.

Longer term capital requirements are dealt with separately in a capital planning process which culminates in the adoption of a ten Year Capital Improvement Program, which primarily focuses on larger capital items and construction projects. These differ from the "operating" capital budget in two respects:

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

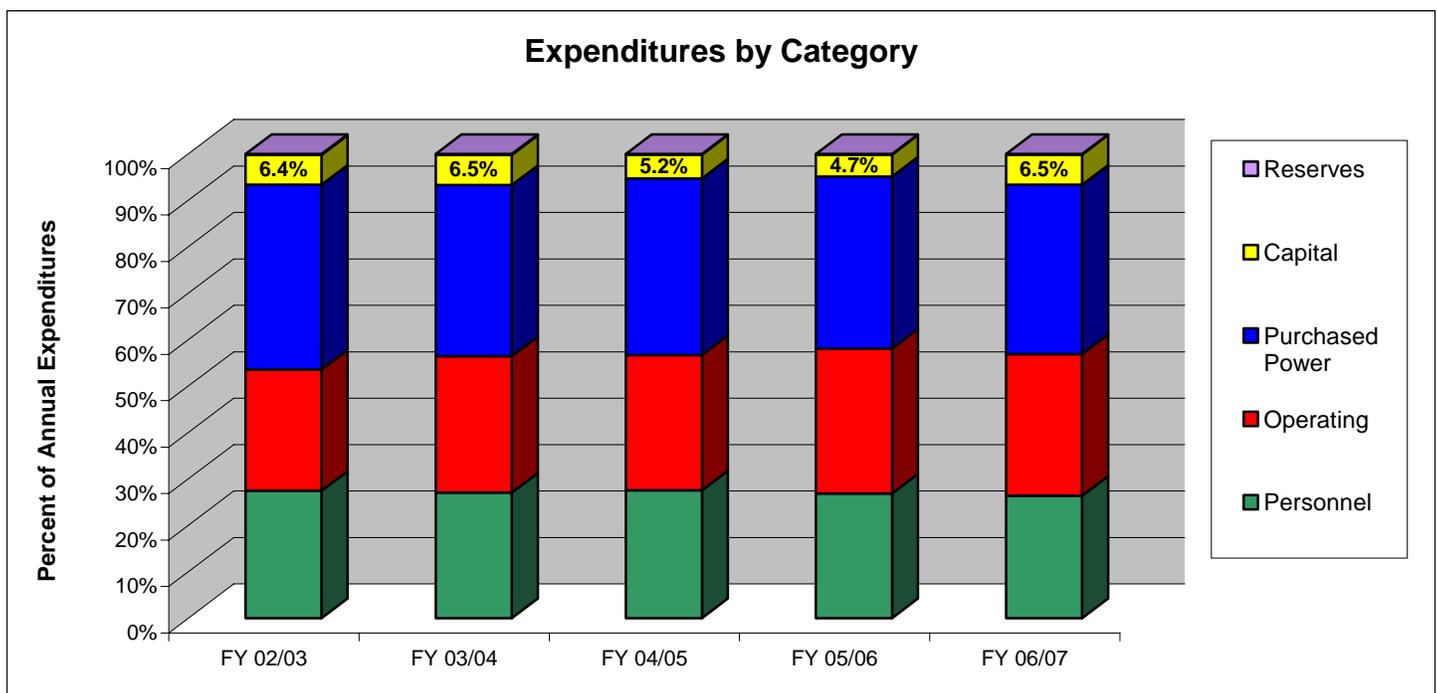
This type of expenditure is budgeted within the regular operating budget from year to year in either the General Fund or an Enterprise Fund, if operating funds (rather than

bond funds or other sources) are used to finance the purchase/project.

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

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

The following graph depicts the City's actual, estimated and projected operating capital spending patterns for a five year period beginning with FY 02/03.



	<u>FY 2005/06</u> <u>Approved Budget</u>	<u>FY 2006/07</u> <u>Projected Budget</u>
Capital Projects/Items - General Fund		
Finance - Customer Service		
Vehicle 202 Replacement	\$16,000	
Payment counter safety enhancements	8,000	\$10,000
Finance - Purchasing/Fleet		
Replace pool vehicle #651	20,000	
Storage area warehouse yard, new doors, heaters	10,000	10,000
Capital lease payment - Backhoes	58,486	58,486
Replace pool vehicle #652		20,000
Finance - Management Information Systems		
Optivity - network software	15,000	
Camera Server - backup unit	8,500	
Email Anti-Spam Software	9,000	
Disk backup unit	60,000	
Nortel Network Switches (growth)	13,000	12,000
Sniffer - Lan/Wan Management		45,000
Cayenta server replacement (2)		20,270
Cayenta server replacement (3) Citrix, Sundance, Actuate		18,316
Cayenta-chassis expan-blade ctr		37,409
Cayenta-SAN – storage(14-128)		53,318
Utility server replacement (1) - AIX		10,135
Utility server replacement (2) SCADA-W2003		12,210
Finance - Geographic Information Systems		
GIS Services	30,000	20,000
Planning - Inspections/Development Services		
Replace Vehicle #211		12,000
Planning - Zoning/Planning Services		
Vehicle for Inspector 1	13,000	
Sign Amortization	20,000	20,000
Traffic Calming	7,500	7,500
Planning - Airport Services		
PL01 - Airport Improvements	121,000	50,000
Police – Administration		
Capital lease payments - 24 vehicles 2005/2006	110,000	110,000
Add-ons for 24 Vehicles	53,000	55,000
Replace Narcotics Vehicles (2)	40,000	40,000
Capital lease payments - 24 vehicles 2006/2007		113,000
Police – Investigations		
Marked Jail Transport Van Vehicle #143	24,000	
Police - Support Services		
Software Upgrades for VisionAir Sys OS/SQL CAL	22,355	
School Resource Officer Vehicle/equipment	40,000	
5 CAD Workstations w/Dual Video Out/MS Office Pro	12,715	
10 Mobile Data Licenses & Message Switch	17,630	
New Computers	16,218	12,163

	<u>FY 2005/06</u> <u>Approved Budget</u>	<u>FY 2006/07</u> <u>Projected Budget</u>
20 Ruggedized Notebook Computers	126,260	130,000
8 new in-vehicle cameras for patrol cars	14,552	14,552
Video Analyst Sys HW & SW upgrade		9,000
Community Services - Special Events Golf Cart		5,894
Police - Hometown Security		
Police/Emergency Communications FD Alerting	40,000	40,000
Fire – Administration		
Computer Hardware	7,500	7,500
Fire - Fire Fighting/Suppression		
FIR05 Replace Brush Truck #182	30,000	
FIR05 - Replace #175 1988E1- \$350,000 (7 year lease)	55,000	
Remodel Fire Station #3	15,000	50,000
Replace vehicle # 171		15,000
FIR03 – Replace #183 1991E2- \$350,000 (7 year lease)		55,000
FIR08 – Replace #168 1993E3 - \$375,000 (7 year lease)		60,000
FIR06 - Station 6 Pumper (7 year lease)		60,000
Fire - Fire Prevention/Inspection		
Replace Vehicle #184	14,000	
Replace Vehicle #171		14,000
Public Works - Residential Sanitation		
SW01 - Capital Lease Pmt. on three Automated Trucks	155,000	175,000
SW01 - Capital Lease Pmt. on two Automated Trucks	112,777	112,777
SW01 - Capital Lease Pmt. on two Automated Trucks	120,000	120,000
Public Works - Commercial Sanitation		
Capital Lease Pmt. SW02 - 2 New Commercial Trucks	105,000	105,000
Capital Lease Pmt. SW02 - 1 New Commercial Truck		55,000
Public Works - Street/Sidewalk/Curb/Gutter		
Dump Truck Replacement for #91	53,000	
Dump Truck Replaced # 130	54,000	
Pickup truck, replacement for # 108	15,000	
Tractor/trailer replacement for #98	60,000	
chain saws, tamps, cut off saws, roller, etc.	20,000	20,000
asphalt recycler/hot box	13,000	13,000
SM02 - New Sidewalks	75,000	75,000
SM13 - Road Reclamation Projects	100,000	100,000
Tandem Dump Truck Replaced- #100		80,000
SM18 - Track Backhoe Replaced #598		135,000
SM12 - Hallmark Glen Subdivision Road Rebuild		110,000
Public Works – Curbside		
SW05 - Flat-Bodied Truck w/ Grappler Replacement	105,000	
Repair/replace loader buckets, truck tarps, etc.	10,000	10,000
Capital Lease Pmt. SW 07 - Two Rear-Loading Trucks	60,000	60,000
SW03 - Automated Leaf Vacuum Truck		102,000
SW06 - Articulating Loader Replacement		90,000
Public Works – Recycling		
Capital Lease Pmt. REC03 – Replace two Recycling Tks.	36,000	36,000

	<u>FY 2005/06</u> <u>Approved Budget</u>	<u>FY 2006/07</u> <u>Projected Budget</u>
Property Maintenance - Horticulture		
72" big mower (2) green, orange (06-07@2)		32,000
Property Maintenance - Buildings Maintenance		
PM-02 Hampton Street Parking Lot	100,000	
PM01-Roof Repairs	50,000	200,000
PRT - Recreation		
Mini-bus w/wheelchair lift (Jacob's Law/replace 234)	45,000	
Mini-bus (Jacob's Law/replace 244)	37,000	
PRT05 - Recreation Center Upgrades	75,000	100,000
Building Improvements		7,000
PRT - Parks		
Aerator-MM	5,000	
Truck - MM	18,000	
Reel Mower - MM	30,000	
Tractor - MM	18,000	
Riding Mower - MM	14,000	
Walk-Behind Mower - MM	5,000	
Utility Carts (3) - MM	24,000	
Tractor - 3828	18,000	
Reel Mower - 1918	25,000	
Infield Machine - 9959	9,000	
PRT14 - Oakwood Acres Pool House	195,000	
Magnetic Security Door Lock System (50%)-RHTC	6,000	
Turface	5,000	10,000
PRT06 - Park Infrastructure Upgrades	75,000	100,000
PRT09 - Trail Repaving Projects	50,000	50,000
Grove Park Renovations (Highland)	7,000	43,000
Playground Equipment	4,000	4,000
Tennis Court Resurfacing Confederate/Fewell	12,000	12,000
Infield Machine - 2793		9,000
Mower, Walk-Behind - 1959		5,400
Vacuum - 203		3,700
Minivan - 230		15,000
Chipper		22,500
PRT02 - Greenways Master Plan		35,000
Utility Cart - 9952		8,000
PRT18 - Hargett Park Light Poles		102,000
Magnetic Security Door Lock System (50%)-MM		7,500
Play Area Fall Surface-HP (85%)		42,500
Playground Unit-HP (85%)		17,000
Synthetic Turf Machine		5,000
Utility Cart - 9950		8,000
Security Cameras/Equipment		6,000
Economic and Urban Development - Administration		
Renovation of City Hall space for new employees	10,000	
Economic and Urban Development - Project Management		
Citizens Bank Alley	6,000	
Total Capital Projects/Items - General Fund	\$2,984,493	\$3,451,130

	<u>FY 2005/06</u> <u>Approved Budget</u>	<u>FY 2006/07</u> <u>Projected Budget</u>
Capital Projects/Items - Stormwater Fund		
Utilities - Stormwater		
PMT2 - Hampton Street Parking	50,000	
Sport Utility Truck (Replacement 277)	25,000	
Flat bed dump (Replacement 125)	45,000	
Drainage Easement	10,000	10,000
Computer Hardware	5,000	5,000
Capital Lease Pmt. SM17 - Replacement Street Sweeper	55,000	55,000
Capital Lease Pmt. SM17 - New Street Sweeper	55,000	55,000
Flat bed dump (Replacement 105)		45,000
Total Capital Projects/Items - Stormwater Fund	\$245,000	\$170,000
Capital Projects/Items - Utility Fund		
Utilities - Administration		
Office Furniture	5,000	
UA01-Annex Cleanup	35,000	200,000
Utilities - Water Distribution		
Replacement for 323	27,000	
Replacement for 322	27,000	
Replacement for 302	30,000	
Mt. Gallant/Burkett Dr. Ext 12"	25,000	
Building Improvements	5,000	5,000
Misc. tools and equipment	8,000	20,000
WAT08 - Small Diameter Water Line Upgrade	250,000	250,000
Elevated Tanks Maintenance	25,000	30,000
Water Distribution Mains	25,000	40,000
Replacement/Damage and Large Meter	45,000	50,000
WAT13 - Homestead 12 Inch Water Main Extension		119,000
WAT17 - Anderson Rd/Eden Terrace Water Lines		110,000
WAT19 - SC72 Water Extensions		140,000
WAT23 - McConnells Hwy 12"/Meadowlakes 8"		274,500
WAT36 - Hwy 161 - 16" Water Line Extension		240,000
Replace Panels at Catawba Raw Water Pump Station		60,000
Vehicle Replacement		50,000
Utilities - Raw Water Pump Station		
Building Improvements	12,000	10,000
Security Upgrades Catawba Raw Water Pump Station		73,800
WAT02 - Auxiliary Backup Generator-Raw Water Intake	350,000	
Spare Drive for the Raw Water Pumps	30,000	
Utilities - Water Treatment Plant		
Forklift (used)	6,000	
New Pickup for maintenance staff	18,000	
Building Improvements	11,000	10,000
Radio Equipment	5,000	5,000
8 personal computers for upcoming SCADA project	5,500	5,500
Tools & Work Equipment	12,000	12,000
Office Furniture	10,000	5,000
Water Distribution System	5,000	5,000
WAT45 - SCADA for Filter Plant Upgrade	300,000	300,000
Total Organic Carbon Analyzer		45,000
Replace Panels at Raw Water Pump Station		60,000
Spare Drive for Raw Water Pumps		30,000

	<u>FY 2005/06</u> <u>Approved Budget</u>	<u>FY 2006/07</u> <u>Projected Budget</u>
Utilities - Wastewater System		
Replacement for 337	30,000	
Replacement for 317	25,000	
Replacement for 325	25,000	
Replacement for 336	30,000	
Tools & work equip.	7,000	25,000
New Distribution Mains	10,000	20,000
New Sewer Services	25,000	25,000
WW04 - Sewer Line Replacement Program	300,000	300,000
WW08 - Restore/Abandon Industrial Sewer Lines	100,000	100,000
WW19 - Wildcat Projects	175,000	100,000
WW21 - Royal Oaks LS Abandonment		100,000
WW18 - Shadowbrook Sewer		200,000
Utilities - Wastewater Treatment Plant		
Building Improvements	55,000	57,750
Computer Hardware	5,000	2,468
Replacement for Gator (#9956) with defrost or heater	9,000	
Automotive Equip. Replacement		9,000
WW24 - Aerobic Digesters		225,000
Utilities - Industrial Pretreatment		
Tools & Work Equip	5,000	10,000
Computer Hardware		5,000
Utilities - Environmental Monitoring		
Tools & Work Equipment	5,000	5,000
Utilities - Electric Services		
Pole Trailer	8,000	
EL62 - 55' 2 man Articulating Bucket	130,000	
Mt Gallant Realignment w/John Ross Pkwy	35,000	
Green St/Emmett St Roadway Improvements	50,000	
Infovision Software	38,745	
Tool repair	30,000	30,000
Electric Distribution System	13,000	13,000
EL09 - Convert Overhead Power lines to Underground	50,000	50,000
EL20 - Convert 4kv to 25 kv system	220,000	345,000
EL67 - Eliz Ln./White Street Intersection Improvements	200,000	100,000
EL51 - Heckle Blvd. Street Lighting	50,000	300,000
Replace flat bed # 345		95,000
Replace flat bed 346		95,000
EL71 - Replacement for bucket truck #364		120,000
EL72 - Replacement for bucket truck #340		120,000
EL32 - Digger Truck Replacement		120,000
Autoscope Cameras for Substation (393)		50,000
Fiber Conversion SCADA		35,000
EL31 - East View Oaks I & II		100,000
Replace breakers Delivery 3		50,000
EL13 - South Cherry Road Widening		290,000
EL50 - Downtown Manhole URD		141,000
Computer Hardware		8,500
Utilities - Electric Engineering		
Right-Of-Way	5,000	6,000

	<u>FY 2005/06</u> <u>Approved Budget</u>	<u>FY 2006/07</u> <u>Projected Budget</u>
Utilities - Traffic Signals		
Traffic Signal LED Change Out Program	30,000	
Tap changer oil filtration system and filters	9,300	
Replace 2 breakers at Del. 2	50,000	50,000
Regulator change out program	33,000	33,000
Beckwith controllers for regulators	25,000	25,000
Electric meters - new	5,000	5,000
Traffic Signal Camera Installation		40,000
Traffic Controller Upgrade		15,000
Utilities - Utilities Technology Services		
Replacement for color laser printer	6,000	
Total Capital Projects/Items - Utilities Fund	\$3,065,545	\$5,570,518
Total Capital Projects/Items - All Funds	\$6,295,038	\$9,191,648





City of Rock Hill Strategic Goals

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

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

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

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



Maintain Service Capacity

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

- *Facilities*
- *Utility Infrastructure*
- *Equipment*
- *General Government Infrastructure*
- *Technology*
- *Staff*
- *Roads*

Maintain Service Capacity Goals:

Administrative

- Provide administrative support for the department's divisions to maintain a high level of service to all customers.
- Ensure that department capital projects precede in a timely and cost-effective manner.
- Provide fiscal control over existing expenditures and revenues.
- Work with neighborhoods throughout the City in order to meet their varied needs.
- Assist divisions within the department in developing ideas to increase revenue and lower cost of service.

Utility Engineering Services

- Provide high quality and cost effective design for new waster distribution and sewer collection systems.
- Support utility infrastructure projects through project management/survey/inspection/plan review/ROW acquisition.

Electric

- Continue to respond to customer trouble calls in an expedient and safe manner.
- Install/maintain system including street lighting, electrical distribution lines & conversion of 4kv to 25kv distribution
- Utilize load control techniques and energy programs.
- Provide a safe, reliable and technologically advance power source for the City
- Provide a safe and efficient traffic signal system for the traveling public.
- Perform South Carolina Department of Transportation mandated maintenance.
- Install, maintain and test electrical meters for reliability and accuracy.
- Protect the City's underground electrical infrastructure by providing an accurate locate for contract excavators
- Coordinate the City's Urban Forestry Program to optimize the health, safety and value of the urban forest.

Water

- Minimize downtime of pumps and equipment through effective completion of preventive and routine maintenance.
- Provide reliable water to customers thru efficient operation of the Water Pump Station & the Water Filter Plant
- Respond to all trouble calls and concerns for water service in a timely manner.
- Maintain the system to minimize breaks and service down time.
- Ensure that the water plant maintains successful operations during the major upgrade.
- Meet all criteria established by EPA/SCDHEC for a water treatment facility to produce high quality drinking water.
- Produce enough clean, safe water to meet our customer's needs.

Wastewater

- Minimize lift stations down time by delivering an effective preventive maintenance program.
- Enhance operations of large & submergible stations (building & equipment) by keeping them free from corrosion.
- Improve the preventive maintenance program for pump(s) and/or stations
- Meet and exceed DHEC parameters and EPA regulations for wastewater treatment and pretreatment
- Maintain all equipment and facilities to maximize life expectancy and minimize replacement expenditures.
- Monitor each heavy industrial user of wastewater treatment system & inspect for compliance with regulations.
- Effectively administer wastewater high strength surcharge program.
- Provide effective analytical support for wastewater treatment and pre-treatment program.
- Ensure reliable sewer service to our customers by providing clean and well-maintained sewer lines.
- Respond to all trouble calls and concerns for sewer service in the most expedient manner possible.
- Spray and clear overgrown right-of-ways.
- Raise manholes on flood area.

Maintain Service Capacity Goals (continued):

Garbage, Curbside Trash and Recycling Collection

- Properly collect & dispose of all solid waste generated by commercial establishments & multi-family housing units.
- Manage commercial solid waste by proper containerization and scheduling to improve efficiencies, reduce costs, and maintain competitiveness with private sector.
- Ensure residents receive a quality solid waste collection system while exploring methods to make the waste collection system more efficient and effective.
- Expand the level of service offered to citizens to improve appearances and functions along all streets and neighborhoods in the city.
- Provide residents with a financially efficient, high-quality trash and yard waste removal service.
- Provide for collection of household recyclables from residents and for composting of organic materials to minimize the amount of waste disposed in a landfill.
- Provide environmental education and awareness events for area students, community groups and citizens.
- Improve appearance/safety through education, environmental inspections, enforcement, & anti-litter projects.

Street/Sidewalk/Curb/Gutter Maintenance

- Insure a smooth, comfortable, and safe ride for the public by keeping streets well maintained.
- Maintain visible signage and street markings for high degree of pedestrian and auto safety.
- Effectively maintain sidewalks, curbs, and gutters to eliminate hazards to the public.

Storm Water

- Provide for efficient drainage of storm water by properly maintaining and cleaning the City's storm drain system.
- Complete improvement projects as approved by the Citizens Storm Water Advisory Board.
- Provide effective, locally-managed system of regulation/enforcement for stormwater management/erosion control.
- Work with consultant on developing National Pollution Discharge Elimination System (NPDS) program for City.

Parks & Tourism

- Minimize the number of accidents at recreational facilities by conducting safety inspections and repairs.
- Supervise upkeep & repair of assigned facilities and equipment; coordinate preparation of equipment and facilities
- Provide a complete & diverse outdoor recreation and environmental education program which includes aquatics.
- Develop, organize, and coordinate safe parks and outdoor sport activities for adults and youths.
- Support the Public Parks and Recreation Commission and Tourism Commission in plans/policy.
- Secure, conduct, market and promote department programs, special events and major athletic tournaments to improve public participation and tourism opportunities.

Property Maintenance

- Maintain all public buildings for City employees and the general public by fulfillment of a work order system.
- Provide preventive maintenance on municipal facilities as required by manufactures or industry standards.
- Provide weekly maintenance at all City-owned parks and properties to optimize their use and appreciation.
- Maintain Class C locations (low profile areas like City owned street right-a-ways, lots, etc) to enhance safe use.
- Maintain building cleanliness/safety to ensure an orderly and workable setting for the daily operations of the City.
- Minimize cost of custodial services to ensure City facilities are cleaned in the most efficient manner possible.
- Maintain cemeteries in an aesthetically pleasing condition so that complaints are minimal.
- Work with Cemetery Committee to review options for expanding and improving the City's cemeteries.

Purchasing/Fleet Maintenance

- Encourage competition on bids/quotes to ensure the city receives the most competitive prices available.
- Minimize vehicle down time in order to increase service production of work crews.

Airport Services

- Provide preventive maintenance at the airport as required by manufacturer and FAA so the facility is in maximum state of repair and safety.
- Provide timely return of runway to service after unscheduled outages and inclement weather.
- Coordinate airport daily operations.
- Promote airport development.

Maintain Service Capacity Objectives:

Administrative

- Process 90% of requests for service (excluding security lights) within three working days.
- Endure that 75% of department employees receive some professional, technical, or customer service training.
- Reduce lost time accidents to more than 1 lost time accident in a given year.
- Develop programs that are motivated by the needs of neighborhoods and encourage employees to assist in neighborhood empowerment programs.

Utility Engineering Services

- Design three major projects (value greater than \$25,000) in-house with a development time of three months each.
- Enter updated 'as-builts' water and sewer drawings on City's GIS system within 8 weeks, 95% of the time.
- Inspect at least 40 water and sewer projects (A single development with water and sewer counts as two projects.)
- Manage five civil projects per year to make sure the projects are completed on time and within budget.
- Review 300 sets of plans for the DCC as scheduled.

Electric

- Respond to 90% of all trouble calls with an average response time of 30 minutes.
- Provide underground electrical service within 14 days or 10 working days of request 90% of the time.
- Provide 95% of electrical plan review within 7 days of receipt.
- Meet or exceed 100% of the tree maintenance schedule according to the Urban Management Plan.
- Perform and record weekly and monthly maintenance 100% of the time
- Respond to all traffic signal calls in 10 minutes during normal working hours & 30 minutes after hours.
- Test 100 3-phase meters and 150 1-phase meters for accuracy
- Provide an accurate locate within 72 hours 95% of the time

Water

- Maintain equipment and pumps so that the station has no breakdowns due to equipment failures.
- Complete 100% of preventative maintenance as scheduled.
- Continue operating the pump station according to EPA and SCHDEC regulations, 100% of the time.
- Ensure water meets all EPA and SCDHEC regulations 100% of the time.
- Maintain pumps in a manner so they start 100% of time when needed.
- Repair main line breaks 6" and above within 8 hours, 90 percent of the time.
- Maintain and flush at least 1000 fire hydrants annually.
- Repair 75% of system leaks within 10 working days.
- Locate water mains and service for customers within 3 days of request, 100 percent of the time.
- Repair 75% of "out-of-service" hydrants within 90 days.
- Produce water that conforms to the 0.30 ntu turbidity (fine particle matter in water) standard.
- Maintain equipment so that no major breakdowns occur producing plant outages.

Wastewater

- Respond to station failure alarm within 30 minutes 98% of the time.
- Complete the liability inspection report forms for each station by the end of the month
- Receive 100% satisfactory rating on quarterly DHEC operations and maintenance inspections.
- Complete 95% of all weekly work orders as scheduled to insure that all equipment is operational.
- Minimize the number of days effluent exceeds federal or state standards to less than 5 days per year.
- Limit down time for belt press to no more than 5 days per year.
- Ensure 95% industrial compliance with EPA and SCDHEC pretreatment regulations.
- Submit regulatory reports by the deadline 100% of the time
- Receive satisfactory rating on DHEC audit samples 100% of the time
- Collect and analyze required parameters on NPDES permit, 100% of the time.
- Prevent blockages by a preventive maintenance program that annually cleans at least 35% of sewer mains
- Respond to main stoppages w/in 24 hours & repair 100% of mainline/service breaks w/in 5 working days
- Ensure installation of new services within 5 working days of request, 90% of the time.

Garbage, Curbside Trash, and Recycling Collection

- Increase the number of commercial containers repaired and repainted in-house by at least 2%.
- Increase the number of Dial-A-Dumpster work order by at least 2%.
- Perform solid waste collection so that at least 98% of the customers satisfied with service.
- Complete at least 98% of all residential garbage routes on their scheduled collection day.

Maintain Service Capacity Objectives (continued):

Garbage, Curbside Trash, and Recycling Collection (continued)

- Perform yard waste collection so that at least 96% of the City's residents surveyed are satisfied with the service.
- Increase residential set-out rate by 1% annually.
- Maintain a City-wide litter rate index of less than 1.50 as measured by the annual Clean and Green Litter Index.
- Increase residential customers by at least 500 customers per month
- Increase commercial/industrial customers by at least 100 customers per month

Street/Sidewalk/Curb/Gutter Maintenance

- Repair 98% of Utility cuts and pot holes within 5 working days of being reported.
- Repair faded, damaged, or missing signs within 2 working days of being reported.
- Repair or replace 400 linear feet of damaged sidewalks each year
- Repair or replace 400 linear feet of damaged curbs each year
- Sweep 95% of all residential streets and major thoroughfares each quarter

Storm Water

- Clean 95% of catch basin as scheduled.
- Complete four improvement projects approved by the Storm Water Advisory Board.
- Comply with 100% of the NPDES Phase II Permit

Parks & Tourism

- Conduct safety inspections at 100% of the PRT Department facilities twice each month.
- Conduct 25 outdoor recreation programs
- Conduct 200 environmental education presentations
- Offer swim instruction to at least 200 citizens in the Rock Hill area.
- Maintain participant satisfaction rating of 90% for outdoor athletic programming.
- Provide adequate park security so that 90% of park users rate safety as satisfactory.
- Maintain parks so that 95% of users rate park aesthetics and cleanliness as satisfactory.
- Ensure monies are receipted and deposited, or secured on a daily basis, 100% of the time.
- Respond to 90% of written customer concerns within two working days.
- Ensure at least 90% of residents rate overall park and recreation services as "satisfactory" or "outstanding."
- Secure 30 special events that generate at least \$4.2 million economic impact on the community.

Property Maintenance

- Respond to customer inquires within 2 working days, 90% of the time.
- Maintain a schedule so that 95% of Class A/B locations are mowed every 5-7 days between March and October
- Maintain a schedule so that 90% of Class C locations are mowed every 6 weeks.
- Maintain a schedule so that 55% of Class D locations are bush hogged every 6 weeks.
- Maintain interior square footage per full-time consideration of approximately 21,000 sq. ft. per 8 hour shift.
- Ensure grave openings are completed within 24 hours of notification.
- Respond to 99% of citizens complaints within 24 hours.

Purchasing/Fleet Maintenance

- Dispose of 100% of bad transformers within 5 weeks
- Maintain unscheduled down time average per vehicle of no more than seven hours.
- Complete 96% of preventive maintenance with an average down time of less than two hours.
- Complete unscheduled repairs with an average down time of less than 6.5 hours
- Complete at 80% of preventive maintenance within the first week

Airport Services

- Coordinate with staff and FOB to ensure efficient operation in accordance with FAA/State DOA guidelines with 100% of all inspections and reports filed on time
- Complete all mowing as scheduled 100% of the time

Performance Measures	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
Administrative					
# of work orders processed/% processed within 3 working days	14500/86%	15700/89%	18470/92%	18500/91%	19000/90%
Percent of employees receiving training	60	65%	75%	75%	75%
# of lost time accidents	2	3	1	1	1
Neighborhood programs initiated	1	1	1	1	1
Utilities Engineering Services					
# of projects designed	8	8	8	3	3
% of as-builts entered in GIS system within 8 weeks	100%	100%	100%	100%	100%
# of projects inspected	54	55	45	40	40
# of projects managed	10	5	9	5	5
# of DCC plans reviewed	400	300	480	400	400
Electric					
% underground services installed in 14 days	95%	95%	95%	95%	95%
% of Electric Plans reviewed in 7 days	300/95%	300/95%	300/95%	250/95%	275/95%
% of tree maintenance schedule met	30%	100%	100%	100%	100%
% of substations maintained on schedule	100%	100%	100%	100%	100%
% of Traffic calls responded to within 10 minutes–normal work hours	90%	90%	93%	95%	97%
% of Traffic calls responded to within 30 minutes–after hours	95%	85%	89%	90%	95%
Meter testing–3 phase meters tested/1 phase meters tested	23/97	100/130	108/179	100/150	100/150
Underground locates - 95% w/in 72 hours	95%	93%	95%	95%	95%
Water					
# of Raw Water Pump breakdowns due to equipment failures	0	0	0	0	0
Percent of preventive maintenance completed on schedule	100%	100%	100%	100%	100%
Days pump station/water quality did not meet EPA and DHEC standards	0/0	0/0	0/0	0/0	0/0
% of time that the Pumps started when needed	100%	100%	100%	100%	100%
% of system main breaks 6" and above repaired within 8 hrs	90%	90%	100%	100%	100%
Hydrants maintained/flushed annually	2216/900	2400/900	2475/1500	2500/1600	2550/1650
# of leaks/% repaired within 10 working days	1300/75%	1350/75%	1600/75%	1600/75%	1600/75%
# main locations/% completed within 3 days	3800/100%	6000/100%	8500/100%	8700/100%	8900/100%
% hydrant repaired in 90 days	N/A	N/A	N/A	N/A	N/A
Annual average of turbidity (fine particle matter in water)	>.05	>.10	<0.10	<0.10	<0.10
Number of plant outages due to equipment failures	0	0	0	0	0
Wastewater					
% of time responding in 30 minutes for station failures	97%	98%	99%	99%	100%
Number of months the liability inspection report completed on time	12	12	12	12	12
% of time maintained DHEC certification - satisfactory rating	100%	100%	100%	100%	100%
Percent work orders completed on schedule	95%	95%	95%	96%	97%
Number of days effluent exceeded standards	3	4	2	1	0
Number of days that the belt press is down	5	5	4	4	3
Ensure that 95% of industries are in compliance with regulations	90%	95%	95%	95%	95%
Ensure that 100% regulatory reports submitted by deadline	100%	100%	100%	100%	100%
% DHEC audit samples successfully completed	100%	100%	100%	100%	100%
% of NPDES samples completed on time	100%	100%	100%	100%	100%
Percent of sewer pipe cleaned annually	35%	35%	35%	35%	35%
Percent stoppages responded to within 24 hours	100%	100%	100%	100%	100%
Percent mainline/service breaks repaired in 5 days	100%	100%	100%	100%	100%
Percent of new service connected in 5 working days	85%	85%	85%	85%	90%
Garbage, Curbside Trash and Recycling Collections					
# of commercial containers painted or repaired	90	106	108	110	112

Garbage, Curbside Trash and Recycling Collections (continued)					
# of Dial-A-Dumpster work orders	1,132	1,155	1,178	1,200	1,230
% of residential garbage customers satisfied	95%	96%	97%	98%	98%
% of routes completed on schedule	99%	99%	99%	98%	98%
% of customers satisfied with yard waste collection	95%	95%	95%	96%	96%
Residential Recycling Set-out rate	45%	45%	40	42	45
City-wide Litter Index score	1.73	1.73	1.50	1.55	1.57
Increase residential customers by 500 customers per month annually	16,720	17,220	17,720	18,220	18,720
Increase commercial customers by 100 customers per month annually	1,006	1,030	1,130	1,230	1,330
Street/Sidewalk/Curb/Gutter Maintenance					
% utility cuts/potholes repaired in 5 working days.	98%	98%	98%	98%	98%
% signs repaired/replaced in 2 working days.	85%	85%	85%	95%	95%
Repair/replace 400 feet of sidewalk each year	Yes	Yes	Yes	Yes	Yes
Repair/replace 400 feet of curb and gutter each year	Yes	Yes	Yes	Yes	Yes
% of residential neighborhoods swept quarterly.	95%	95%	95%	95%	95%
Stormwater					
% of Catch Basins cleaned as scheduled (%)	95%	95%	95%	95%	95%
Drainage Improvement Projects Completed (SRF)	0	0	0	3	1
Comply with NPDES, Phase II Permit (%)	0	0	100%	100%	100%
Parks & Tourism					
# safety inspections conducted/% facilities twice monthly	108/100%	108/100%	108/100%	132/100%	15/100%
# outdoor recreation programs offered	0	15	25	25	30
# environmental education presentations conducted	0	200	200	200	200
# of children and adults offered swim lessons	200	150	400	400	200
% participants rating programming satisfactory	90%	94%	93%	90%	90%
% of park users rating park safety as satisfactory	87%	90%	92%	90%	90%
% of park users rating cleanliness as satisfactory	93%	95%	94%	95%	95%
% daily revenue receipted, secured or deposited	100%	100%	100%	100%	100%
% of written concerns responded to within 2 days	100%	100%	90%	90%	90%
% citizens rating Dept. services satisfactory or higher	90%	93%	93%	94%	94%
# events secured/economic impact	31/\$4.9 mil	30/\$7.5 mil	30/\$5.1 mil	30/\$7.0 mil	38/\$5.5 mil
Property Maintenance					
% of inquiries responded to in 2 working days	90%	90%	95%	90%	90%
% of Class A locations mowed every 5 days: Mar – Oct	90%	95%	98%	95%	95%
% of Class B locations every 7 days: Mar -Oct	80%	90%	85%	95%	95%
% of Class C locations mowed every 6 weeks	90%	80%	65%	90%	90%
% of Class D locations bushhogged every 6 weeks (sewer r/w, lots)	55%	55%	55%	55%	55%
Square footage maintained per custodian	25,000 sq ft	25,000 sq ft	20,770 sq ft	21,000 sq ft	21,000 sq ft
% of grave openings completed within 24 hours	99%	99%	100%	100%	100%
% of citizen complaints responded to with in 24 hours	98%	99%	98%	99%	99%
Purchasing/Fleet Maintenance					
% bad transformers disposed of within 5 weeks	100%	100%	100%	100%	100%
% maintenance scheduled/completed	98%	97%	96%	98%	98%
Avg vehicle down time for each previous. maintenance performed	1.7 hrs	1.6 hrs	1.8	1.8	1.7
Average down time for unscheduled repair	6.5 hrs	6.2 hrs	5.9 hrs	5.5 hrs	5.0 hrs
% preventive maintenance completed within first week.	80%	80%	84%	88%	90%
Airport Services					
% of required inspections conducted/reports filed	100%	100%	100%	100%	100%
% of mowing completed as scheduled.	90%	92%	100%	100%	100%

Public Safety

Deliver Criminal Justice, Fire, and Hometown Security Services to the Citizens of Rock Hill to ensure safety and security and progress toward making Rock Hill the safest City of its size in South Carolina by 2006.

Public Safety Goals

Police

- Maintain a Police Service that is efficient, effective, and responsive to needs of a growing municipal population.
- Use community policing and problem-solving methods to achieve and maintain the necessary knowledge, skills, and abilities to enhance service and morale.
- Conduct recruiting activities to attract and retain the highest caliber officers & staff members for the Department
- Promote City-wide traffic safety through public awareness and education, strategic selective enforcement.
- Provide technological improvements by hosting, operating, and maintaining the City of Rock Hill Police Department's website.

Fire

- Plan effective fire services to minimize life and property loss in the community
- Conduct fire service survey to assess customer satisfaction.
- Maintain readiness equipment, resources, and supplies.
- Record all incidents and report to US Fire Administration.
- Provide Fire Education Programs to community.
- Provide code enforcement throughout the community.
- Investigate the cause of all fires in the community to determine cause and clear the case file
- Maximize public safety through review of building plans

Hometown Security

- Implement department specific Emergency Action & Security Plan in conformance with Hometown Security Plan.
- Coordinate periodic Hometown Security related workshops for community, government, and business leaders
- Work with American Red Cross to develop guidelines for future emergency awareness training classes
- Conduct periodic inspections of City facilities & provide Departments and the City Manager with follow-up reports.

Solicitor's Office/Municipal Court

- Implement new and continue existing alternative case disposition methods.
- Provide prompt response to victims with all necessary services
- Provide prompt adjudication, disposition, and/or diversion of cases filed in the Municipal Court.
- Submit all required reports to City Management and the State in a timely and accurate manner.
- Better serve the Police Department and general public with in-house Judicial coverage in the evening hours.

Inspection/Development Services

- Continue to reduce the stock of uninhabitable and non-repairable structures in the City.
- Continue to refine the review process to reduce the overall time frame.
- Keep developers and contractors abreast of policy and code changes.

Public Safety Objectives

Police

- Assess quality of law enforcement services and maintain at least a 90% citizen satisfaction rating
- Maintain CALEA accreditation
- Ensure a clearance rate of at least 60% for all Part 1 crimes
- Ensure that 100% of sworn officers receive proper ongoing training during in each year
- Support Crime Watch Network in the City by developing at least 3 new Crime Watch programs annually.
- Recruit and train at least 8 Police Officers annually

Fire

- Maintain a Class II fire service rating with the Insurance Service Office (ISO).
- Ensure 0 civilian deaths due to residential fires
- Ensure property value resulting from fire loss is less than \$1 million
- Maintain a customer service satisfaction rating of 95% or better.
- Respond to 100% request for emergency assistance, without exception.
- Maintain a per capita fire loss below the national average of \$55.
- Respond to all emergencies within 5 minutes or less inside the City.
- Determine cause of fire in 90% of all fires investigated

Public Safety Objectives (continued)

Hometown Security

- o Ensure that 100% of City Departments have completed Emergency Action Plans
- o Complete a minimum of 40 hours of support/training with York County Emergency Management
- o Ensure that 100% of City facilities have annual security related inspections

Solicitor's Office/Municipal Court

- o Dispose of pending jury trial cases at a rate greater than the rate of jury trial requests.
- o Conduct a minimum of 11 jury trial terms during the year to reduce cases pending on the jury docket by 5%.
- o Submit 100% of annual caseload reports to SC Court Administration and financial reports to the SC State Budget and Control Board on or before scheduled due date.
- o Ensure that 100% of staff comply with CLE training requirements

Inspection/Development Services

- o Complete 95% of inspection requests within 24 hours during the work week.
- o Complete at least 30 demolitions during the fiscal year related to substandard housing
- o Investigate 95% of complaints within 5 working days.
- o Perform 95% of the commercial plan review within 21 days.
- o Perform 95% of the residential plan reviews within 48 hours.

	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
Police Services					
% customers rating police services as satisfactory	94%	95%	95%	95%	95%
CALEA accreditation maintained	Yes	Yes	Yes	Yes	Yes
Clearance rate of Part I Crimes	56%	57%	57%	58%	58%
% department members receiving training	100%	100%	100%	100%	100%
New crime watch programs developed	6	6	6	6	6
Recruit and train at least 8 new Police Officers annually	12	12	12	8	8
Fire Services					
ISO Rating	Class II				
# of civilian residential fire deaths	0	2	0	0	0
Minimize total dollar loss	\$2,100,000	\$4,766,190	\$1,000,000	\$1,000,000	\$1,000,000
Customer satisfaction rating	95%	96%	95%	95%	95%
Respond to 100% request for emergency assistance.	100%/3,100	100%/3,216	100%/3,300	100%/3,400	100%/3,500
Maintain per capita fire loss below the national avg.	\$42	\$92	\$55	\$55	\$55
Average response time to all incidents (tracked in 30 sec inc)	4:30	4:30	5:00	5:00	5:00
Determine cause in 90% of fires investigated.	95%	95%	96%	96%	97%
Hometown Security					
% of City Depts that have completed Emergency Act Plans	N/A	N/A	10%	100%	100%
Hrs of support/training w/ York Co. Emergency Mgt	N/A	N/A	30 hrs	40 hrs	45 hrs
% of City facilities w/ annual security related inspections	N/A	N/A	70%	100%	100%
Solicitor's Office/Municipal Court					
# of Jury trial terms completed during the year	11	11	11	14	14
# Jury Trials on Pending Docket	400	350	428	406	385
% caseload/financial reports on schedule	100%	100%	90%	100%	100%
% personnel complying with CLE training	100%	100%	100%	100%	100%
Inspection/Development Services					
# of inspections/% performed within 24 hrs	23,000/95%	26,000/95%	23,500/95%	26,500/95%	27,000/95%
Number of demolitions complete	28	29	27	-	-
# of complaints investigated/% within 5 work days	100/95%	100/95%	100/95%	100/95%	100/95%
# of plans reviewed/% within 21 working days	1063/95%	900/95%	1100/95%	1100/95%	1100/95%
# of residential plans/% reviewed within 48 hours	800/98%	800/95%	902/95%	900/95%	1000/95%

Long-Term Plan for Economic Development

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

Long Term Plan for Economic Development Goals

Economic and Urban Development Services

- Market City business parks and downtown locations to companies seeking to relocate or expand.
- Recruit new business investment in Rock hill to create jobs for citizens.
- Attract investment, businesses, and residents to Old Town.

Sports Tourism

- Offer all of the disabled population a complete recreation program that promotes involvement and interaction.
- Effectively utilize resources to increase public awareness of the importance of leisure for all individuals.
- Recruit volunteers to increase public awareness & involvement in senior citizen/therapeutic recreation programs.
- Serve individuals at the recreation centers with a complete recreation program using a benefit based system.
- Maintain and operate all buildings and facilities assigned to division to ensure their safe, consistent availability.
- Provide family-oriented special events to the community which offers recreational and cultural opportunities.

Long Term Plan for Economic Development Objectives

Economic and Urban Development Services

- Attract developers to create 20 new residences and at least 6 new retail spaces in downtown.
- Provide planning and design for at least 25 City Projects.
- Increase investment and jobs to ensure an unemployment rate in the County of less than 7.5%
- Sell at least \$500,000 per year in RHEDC or City-owned real estate to meet needs of new/expanding business
- Attract new business or assist in the expansion of existing businesses to create at least 100 new jobs.
- Generate at least 80 business prospects during the year
- Hold at least 10 downtown events/festivals to attract tourists to the downtown.
- Begin neighborhood planning and redevelopment efforts in 2 neighborhoods.
- Generate at least \$12 million investment in the Old Town project.

Sports Tourism

- Survey senior/disabled citizens to determine needs/interests & conduct programs with a 90% satisfaction rating
- Recruit and train 1000 volunteers to work with therapeutic programs and special events.
- Offer at least 40 program opportunities for citizens with disabilities and senior citizens.
- Provide three after-school programs, two in cooperation with the Boys and Girls Club.
- Survey users of recreation centers with 95% of those surveyed rating centers as satisfactory or higher.
- Partner with fifteen agencies/groups to produce new programs and assist with current programming and facilities

	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
Economic Development					
Downtown residences/retail added	14/4	0/2	0/8	20/6	20/6
#of projects planned/designed	58	43	27	25	25
Unemployment rate-county	9.2%	11.3%	10.5%	7.5%	7.5%
Real estate sold	\$170,000	\$0	\$0	\$750,000	\$750,000
Jobs created thru business expansion/new business	60	57	443	100	100
Business prospect visits	80	84	148	100	100
Downtown events/festivals	6	8	11	15	15
# neighborhood plans initiated	2	2	2	2	2
Old Town private investment	\$34,000,000	\$13,250,000	\$4,885,000	\$12,000,000	\$12,000,000
Sports Tourism					
% of high interest programs conducted	93%	90%	90%	90%	90%
# volunteers recruited/% trained	900/100%	900/100%	1000/100%	1000/100%	1000/100%
# programs offered/total attendance	40/500	40/600	40/600	40/600	40/600
# after school programs	4	3	3	3	3
% users satisfied with recreation centers	95%	95%	95%	95%	95%
# agencies/groups as partners	10	10	10	15	15

Management of Growth

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

Management of Growth Goals

Planning/Zoning/Community Development

- Provide accurate & timely information to Boards/Commissions & Council to ensure policy makers are informed
- Foster organizational values in the department including innovation, customer service, safety and training.
- Promote concept of livable & sustainable development to ensure efficient & orderly growth w/in the community
- Update/revise the City's Comprehensive Plan.
- Guide zoning, development, redevelopment, and public investment to support adopted community plans.
- Rewrite zoning and land development codes to shape development in conformance with Comprehensive Plan.
- Provide technical assistance to citizens and city decision-makers in areas such as, transportation improvements, traffic commission, community planning and zoning ordinances, official maps and census data.
- Assist Joint Venture for Affordable Housing Corporation in the development of programs and services that increase affordable housing opportunities offered to low and moderate income families.
- Provide technical assistance and guidance in the areas of architectural and historical significance, preservation, and features of structures, properties, districts, and neighborhoods.

Management of Growth Objectives

Planning/Zoning/Community Development

- Ensure that 100% of staff receive appropriate training to maintain accreditations and keep abreast of changes related to growth and development issues in the community
- Resolve 90% of inquires, excluding plan reviews/actions requiring Council approval, w/in 5 working days.
- Prepare 90% of agenda items for City Council and other meetings as scheduled.
- Ensure that 90% of the transportation/community plans are completed on schedule
- Provide staff support at 100% of all Planning Commission, Zoning Board and RHFATS meetings
- Meet established time schedule for 100% of all plan and zoning reviews and encroachment requests.
- Increase number of low/moderate income families served by the first time Home Buyer Program by 5%.
- Administer the City's CDBG Program to benefit low and moderate income persons by ensuring that at least 60% of the current CDBG funds are spent in the first year

	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
Planning/Zoning/Community Development					
% of staff receiving training	95%	95%	95%	100%	100%
% of inquires resolved within 5 business days	90%	90%	85%	90%	90%
% agenda items prepared on schedule for Council & other meetings	90%	90%	85%	90%	90%
# transportation/community plans complete/% completed on schedule	10/90%	10/90%	20/85%	15/90%	10/90%
Planning Comm/ Zoning Brd/RFATS meetings & hearings staffed	15/12/6	15/12/6	15/12/10	15/12/10	15/12/10
% of plan and zoning reviews and encroachment requests on time	90%	90%	90%	100%	100%
# of first-time home buyers assisted	15	15	8	10	15
% of CDBG funds expended by 6/30	60%	60%	20%	30%	40%

Emphasize Quality of Government

Extraordinary delivery of quality services to citizens provided by a customer-focused, well trained, highly motivated workplace.

Emphasize Quality of Government Goals

City Council/City Manager

- Excel as a customer-focused organization-supporting community based government.
- Build cash balances with a target of one to two months expenses to provide adequate cash flow for operations
- Move to “cost to serve” in key business areas including utilities, public safety, and sanitation
- Assist City Council in developing and refining policy direction to effectively manage City operations.
- Reaffirm and encourage customer service and customer satisfaction as the organization’s primary priority.
- Encourage innovative approaches to service delivery for the citizens of Rock Hill.
- Develop partnerships with area governments, businesses, or citizen groups for well-planned, governed community

Public Affairs

- Provide citizens with complete, accurate, and timely information enabling them to make informed judgments.
- Produce & implement a communication plan that supports, reinforces, & reflects the strategies/goals of the City
- Fully utilize the City’s Television Station, Web Site, and Utility Bill insert.

Neighborhood Empowerment

- Assist in the revitalization and stabilization of neighborhoods by promoting and facilitating the development of neighborhood organizations.
- Provide avenues for neighborhoods to document and share ideas, goals, and successes.

Law/City Attorney

- Provide timely and quality legal services at a reasonable cost to the City.
- Ensure low civil litigation fees & costs and maximize damage or contract recovery by the pursuit of defendants.
- Respond in a prompt, effective manner to City Council and staff inquires regarding City legal matters.

GIS/Mapping Services

- Provide and maintain accurate geographic and non-geographic data to assist all departments in service delivery.
- Develop geographic applications to reduce data acquisition and query output time and data entry.
- Coordinate the continued development of the Geographic Information System (GIS), including Internet solutions.

Risk Management

- Remove as much risk from City operations as possible and cover remaining risk by a City self-insured program.
- Promote City wide safety program with an emphasis on safety awareness to reduce injuries and accidents.
- Maintain workers' compensation/liability/property damage documents with frequent reviews for case handling

Human Resources

- Develop and facilitate citywide employee training programs, such as customer service, leadership development, ethics training, career ladder certification, interview training, performance appraisal training, and administrative appraisal training and administrative support.
- Develop systems to ensure a citizen/customer service focus and highly productive workforce.
- Develop specialized mentoring programs and service programs.
- Assist departments in hiring and retaining the best employees, while fostering organizational diversity.
- Assist with citywide employee training programs including new employee orientation and administrative support workshops to ensure employees are well trained.
- Ensure City department personnel and human resource needs are effectively met.

Customer Service

- Ensure that collected revenues are properly accounted for, safeguarded, and deposited.
- Increase customer satisfaction through the delivery of customer focused initiatives
- Implement automated meter reading for electric and water consumption.
- Increase automated payment usage

Emphasize Quality of Government Objectives

City Council/City Manager

- Encourage service competition & privatization by privatizing at least one program per year
- Reduce the Utility Fund transfer to the General Fund so that the transfer is 15% or less of General Fund expense
- Ensure that all 5 Key Businesses (Public Safety, Sanitation, Electric, Water and Wastewater) are meeting Cost to Service objective
- Present a balanced budget for City Council review by June 1.
- Ensure City ends at or below budget level.
- Achieve organizational efficiencies by identifying at least one area to consolidate service areas or reorganize staff
- Represent the City at 12 PMPA Board meetings

Public Affairs

- Provide television broadcasts at 100% of all City Council and Planning Commission meetings
- Develop 12 utility bill inserts
- Secure at least \$2 million of Federal/State/Private grant funds through Federal and State appropriations.

Neighborhood Empowerment

- Identify and/or facilitate the development of 5 additional neighborhood organizations each year.
- Offer a Leadership Conference to train leaders to be effective and strengthen the leadership in the community.
- Offer civics course to educate citizens about City government.

Law/City Attorney

- Attend 100% of all City meetings to provide legal assistance and advice.
- Prepare 100% of all ordinances and resolutions as needed on time

GIS/Mapping Services

- Complete 90% of controllable GIS projects on schedule.
- Maintain downtime of 2% or less for GIS acquisition.
- Expanding Internet solutions by 1 per year.

Risk Management

- Initiate response to 98% of liability and damage claims within 24 hours of notification.
- Work to reduce the total number of lost time days/restrictive work days to 10% less than the previous year.
- Hold 3 safety/liability/workers' compensation training workshops annually using internal and external presenters
- Conduct safety inspections in 100% of all departments to assure OSHA Compliance.
- Respond to 100% of all liability/damage claims within 24 hours

Human Resources

- Conduct comprehensive exit interviews and analysis with 100% of all departing employees
- Evaluate 100% of all departments annually to gauge their customer service skills
- Offer ethics and customer service training to 100% of all departments annually
- Recruit 100% of all new hires
- Refer qualified candidates to departments within five days of posting position.
- Provide employee orientation to 98% of new employees during the first payroll of their employment.
- Meet with at least 5 divisions annually to review services provided by the Personnel Services Division.
- Increase the number of STARS volunteers by 10 employees per year

Customer Service

- Complete gross receipts reporting audit (total retail sales of establishments reporting in the City) by August 1 of each year.
- Develop and market IVR and online bill presentment and payment to increase the number of customers using this option by at least 1,000 customers per year
- Implement automated meter reading to 50% of customers in 2005/06 and 100% by the end of 2006/07
- Decrease the number of annual check readings to no more than 500

	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
City Council/City Manager					
Number of City Programs Privatized	-	1	4	1	1
Utility Transfer less than 15% of General Fund	Yes	Yes	Yes	Yes	Yes
# of Key City Businesses at Cost to Serve	4/5	2/5	2/5	3/5	4/5
Annual, balanced budget to City Council	5/30/01	05/30/02	05/30/03	05/28/04	05/28/05
City ending year at or below budget level	yes	yes	yes	yes	yes
Service areas consolidated/reorganized	1	1	1	1	1
PMPA Board Meetings attended	12	12	12	12	12
Public Affairs					
Television Broadcasts Provided	100%	100%	100%	100%	100%
Utility bill inserts produced	12	12	12	12	12
Total Federal and State Grant funds received	\$3,115,594	\$2,391,253	\$2,398,020	\$2,400,000	\$2,400,000
Housing & Neighborhood Services					
Neighborhood organizations identified/developed	94	99	110	115	120
Leadership Conference	9/25/01	9/17/02	11/6/04	11/12/05	11/11/06
Civic Course for Citizens	n/a	n/a	2	2	2
Law/City Attorney					
Total Meetings attended in legal advisory capacity	29/100%	25/100%	25/100%	26/100%	26/100%
Ordinances/resolutions prepared on time	71/17/100%	66/15/100%	56/9/100%	60/10/100%	60/10/100%
GIS/Mapping Services					
% of GIS projects on schedule	90%	90%	95%	95%	96%
% of downtime	2%	2%	4%	3%	3%
# of Internet solutions	1	1	1	2	2
Risk Management					
Percent of claims responded to within 24 hours.	98%	98%	99%	99%	99%
Reduction in lost time days/restrictive Days.	0%	37%	0%	5%	8%
Safety/workers' compensation/ liability workshops held.	3	3	3	3	3
Conduct departmental safety inspections.	100%	100%	100%	100%	100%
# of Liability/Damage claims responded to within 24 hours	100%	100%	99%	100%	100%
Human Resources					
% of employees that have exit interviews					
% of departments evaluated for customer service.	100%	100%	100%	100%	100%
% of ethics and customer ser. training provided to all depts.	0	77%	100%	100%	100%
% of new-hires "recruited"	N/A	N/A	100%	100%	100%
Average number of work days to refer candidates	N/A	N/A	100%	50%	100%
% of employees attends orient. in the first payroll period	6	6	5	5	5
Cumulative # of Divisions met with to review services	98%	98%	100%	100%	100%
Number of STARS volunteers per year	25	25	35	45	55
Customer Service					
Gross receipts reporting audit completed	8/1/02	8/1/03	8/1/04	8/01/05	8/01/06
Increase IVR/Web payment options and frequency	N/A	5320	18764	29000	32000
Automated meter reading devices (% of customers)	2%	2%	1.7%	50%	95%
Number of annual check readings	10000	10000	8706	11,500	11,500

Implementation of Financial Management Plan

Develop financial policies and practices for the City of Rock Hill that ensures adequate protection of the City's financial resources.

Financial Management Plan Goals

Finance Services

- Provide financial information to City Council in a timely and accurate manner in order to keep them well informed
- Plan and coordinate all activities within the Finance Department to ensure efficient and effective operations
- Maintain and enhance the financial position of the city and protect the integrity of its assets
- Maintain the City's financial records & provide periodic financial statements to management/staff as requested.
- Provide timely and accurate issuance of vendor payments (accounts payable checks) and employee payments and assistance (payroll checks and deferred compensation plan options).
- Evaluate internal accounting controls over City assets & propose changes where weaknesses are identified.
- Coordinate the annual budget process, Five-Year Capital Improvement Plan, Long-Range Financial Plan, Revenue Manual, and Official Statement in a timely and accurate manner.
- Facilitate organizational change to improve service and reduce costs

Financial Management Plan Objectives

Finance Services

- Provide accurate minutes of all Council meetings by having 90% approved by City Council without amendment
- Provide monthly financial statements by the 2nd Council meeting in each month
- Continue to avoid the use of tax anticipation notes by building cash balances and controlling spending
- Complete all general ledger transactions and notify departmental users that monthly summary reports are available by the fifth working day of the following month.
- Work with independent auditors to complete audit and produce Comprehensive Annual Financial Report by November 30, 2004.
- Process vendor payments and employee payroll checks with 99.8% accuracy Develop Program Performance Budget System Manual.
- Provide for maximum return on safe, legal investment of idle operating funds and increase the total interest earnings from one year the next by at least \$100,000 per year
- Complete annual rate study to review Rock Hill's competitiveness with other cities in the state and region by May 1 of each year
- Assist with 1 reengineering/service competition opportunities to reduce costs/improve productivity.
- Receive the GFOA Distinguished Budget Presentation Award and the Certificate of Achievement Award for Excellence in Financial Reporting in each year

Performance Measures					
	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
Finance Services					
Council Meetings recorded/% without errors	26/97%	26/97%	26/97%	26/97%	26/97%
Financial Statements provided by 2 nd Council Mtg	--	--	11/12 months	12/12 months	12/12 months
Tax Anticipation Notes Issued	No	No	No	No	No
% Monthly general ledgers completed by 5th	50%	66%	92%	100%	100%
CAFR produced accurately & timely	12/31/03	02/25/04	11/30/04	11/30/05	11/30/06
% Cash in best-yield legal investments	100%	100%	100%	100%	100%
% Checks issued on-time without error	99.9%	99.9%	99.9%	99.9%	99.9%
% increase in interest earnings	\$15,716	-\$39,314	\$159,694	\$100,000	\$100,000
Rate survey completed as scheduled.	Yes	Yes	Yes	Yes	Yes
Reengineering/competition projects completed	0	1	2	1	1
Awarded GFOA Budget/CAFR Award	Yes/Yes	Yes/Yes	Yes/Yes	Yes/Yes	Yes/Yes



GLOSSARY OF TERMS

Accounting System: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accounts Payable: A liability account reflecting amounts on open account owing to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

Accounts Receivable: An asset account reflecting amounts owing to open accounts from private persons or organizations for goods and services furnished by a government.

Accrual Basis of Accounting: A basis of accounting in which transactions (debts and credits) are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity: A specific and distinguishable line of work performed by one or more organizational component of a government for the purpose of accomplishing a function for which the government is responsible (i.e. The Police Department is an activity within the public safety function).

Adoption: Formal action by the City Council that sets the spending limits for the fiscal year.

Ad Valorem: Latin for "value of". Refers to the tax assessed against real (land and buildings) and personal (equipment and furniture) property.

Allocation: The portion of an appropriation which is designated for expenditure by specific organization units and/or for specific purposes.

Annual Operating Budget: The City's plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary controlling document for most of the City's spending, financing, and/or acquisition activities.

Appropriation: The legal authorization granted by a legislative body (the City Council) to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in both amount and time.

Appropriation Ordinance: The City's legal instrument by which budgets are set and adopted on a line-item basis.

Arbitrage: The interest earnings derived from invested bond proceeds or debt service fund balances.

Assessed Valuation: The estimated value placed on real and personal property by the chief appraiser of the appraisal district as the basis for levying property taxes. All appraisal activity is the responsibility of The York County Assessor's Office.

Audit: A methodical examination of the use of resources. It concludes in a written report of its findings, and it is a test of management's accounting system to determine the extent to which internal accounting controls are both available and being used.

Balance Sheet: The basic financial statement which discloses the assets, liabilities, and equities of an entity at a specified date in conformity with GAAP.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specific date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

Budget: A comprehensive financial plan of operation which incorporates an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Calendar: The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

Budget Message: A general discussion of the proposed budget presented in writing as a part of the budget document. The budget message explains principal budget issues against the background of the present economy and financial experience in recent years.

Budgetary Control: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Improvement Program (CIP): A plan for purchasing, leasing, and/or constructing the equipment or property needed to complete the City's long-term improvement projects. The plan details by year (over a fixed number of years) for each project. The plan also specifies the resources estimated to be available to pay for the project expenditures.

Capital Outlay: Equipment with a value in excess of \$5,000 and an expected life of more than one year.

Capital Project: Construction, purchase or major renovation of City infrastructure with a cost of at least \$20,000, or equipment purchase with a cost of at least \$50,000, and which results in a fixed asset.

Cash Basis of Accounting: A basis of accounting under which revenues are recognized when cash is received and expenditures incurred when cash is paid.

Certificates of Participation (COPS): A financing instrument by which certificates or securities are sold to investors who underwrite a project. The issuance of COPs is secured by lease-purchase agreements to which the City is a party.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living.

Cost: The amount of money or other consideration exchanged for property or services. Costs may be incurred even before money is paid; that is, as soon as liability is incurred. Ultimately, however, money or other consideration must be given in exchange.

Current Assets: Those assets which are available or can be made readily available from current operations or to pay current liabilities. Those assets which will be used up or converted to cash within one year. Some examples are cash, temporary investments and taxes receivable which will be collected within one year.

Current Liabilities: Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed, or refunded within one year.

Current Taxes: Taxes levied and due within one year.

Debt: An obligation resulting from borrowed money or from the purchase of goods and services. Debts of government include bonds and notes.

Debt Limit: The maximum amount of general obligated debt which is legally permitted. The State of South Carolina forbids cities from incurring debt in excess of 8% of the total assessed valuation of taxable property within the City.

Debt Service: The payment of principal and interest on borrowed funds, such as bonds.

Debt Service Requirement: The amount of money required to pay the interest currently due on outstanding debt, and/or principal portion due on debt maturing in the up-coming year. The city's debt service requirement may also include required annual contributions to sinking funds set up to accumulate monies for the retirement of term bonds.

Delinquent Taxes: Taxes that remain unpaid on and after the date they are due and which include a penalty for nonpayment.

Department: A major administrative unit of the City which manages an operation or group of related operations within a functional area.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Division: A sub-unit of a Department having responsibility for a specific function within the Department.

Encumbrance: Commitments related to unperformed contracts for goods or services. Encumbrances represent the estimated amount of expenditures ultimately to result if the unperformed contracts are completed. Encumbrances are used for budgetary purposes only and are not expenditures under generally accepted accounting principles (GAAP).

Enterprise Fund: A fund established to account for operations: (a) financed through user charges and operated in a manner similar to private businesses, where the intent is to cover the cost of providing goods and services to the general public on a continuing basis; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, or other purposes. The City's Enterprise Funds are for water, wastewater, storm water, and electric utilities.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Exempt: Personnel not eligible to receive overtime pay and who are expected to put in whatever hours are necessary to complete their job assignments. Compensatory time off, as partial compensation for overtime hours worked, may be allowed by the respective department head.

Expenditures/Expenses: The amount of cash paid or to be paid for a service rendered, goods received or an asset purchased.

Federal Emergency Management Agency (FEMA): A federal agency that provides disaster relief.

Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Rock Hill's fiscal year begins July 1st and ends the following June 30th.

Fixed Asset: Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Full Time Equivalent (F.T.E.): Number of staff positions calculated on the basis that one FTE equates to 2080 hours a year.

Full Accrual Basis of Accounting: The method of accounting where revenues are recognized when earned, expenditures are recognized when incurred and fixed assets are depreciated over their estimated useful life. All enterprise and internal service funds are accounted for using this method of accounting.

Fund: An fiscal and accounting entity that has self-balancing set of accounts recording cash and other

financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance: The difference between governmental fund assets and liabilities, also referred to as fund equity.

GASB 34: Statement number 34 issued by GASB. A new reporting model that will require government financial statements to be written in a format similar to private business.

Generally Accepted Accounting Principles (GAAP): A body of accounting and financial reporting standards set by the Governmental Accounting Standards Board (GASB) for state and local governments.

General Fund: The fund used to account for all financial resources except those required to be accounted for in another fund.

General Ledger: A book, file or other device which contains the accounts needed to reflect the financial position and the results of operations of an entity. In double entry bookkeeping, the debits and credits in the general ledger are equal; therefore, the debit balances equal the credit balances.

General Obligation (GO) Bonds: When the City pledges its full-faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (G.O.) bonds. Sometimes the term is used to refer to bonds which are repaid from taxes and other general revenue.

Goal: A statement of broad direction, purpose or intent on the needs of the community. A goal is general and timeless.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

Governmental Funds: Those funds through which more governmental functions typically are financed. The acquisition, use and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service Funds).

Grant: A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed the grantee.

Infiltration & Inflow (I&I): A situation where storm water enters the sewer system.

Interfund Transfers: Amounts transferred from one fund to another, generally for expenses incurred but paid from another fund for services rendered or for account tracking purposes.

Intergovernmental Revenue: Revenue received from other governments, whether local, state or federal, usually in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Insurance Service Office (ISO): Provides ratings based on industry standards for fire services.

Kilovolt (KV): Equals 1,000 volts of electricity.

Kilovolt-ampere (KVA): The unit of measurement for power used for circuit sizing.

Levy: To impose taxes, special assessments, or service charges for the support of City activities.

Long Term Debt: Any unmatured debt that is not a fund liability since it is not currently due, such as outstanding bonds issued by the City.

Maintenance and Operation (M&O) Costs: The day-to-day operating and maintenance cost of a municipality including such things as personnel, gas, electric utility bills, telephone expense, reproduction costs, postage, and vehicle maintenance.

Mill: A tax rate based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

Modified Accrual Accounting: A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and available. It is recommended as the standard for most governmental funds.

Nephelometric Turbidity Units (NTU): The scientific unit of measure for fine particles in water.

Non-Exempt: Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

Objectives: A desired outcome that is measurable and that can be achieved within a specific time frame.

Operating Budget: A financial plan for the City's general operations, such as salaries, utilities and supplies.

Operating Transfers: Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended. An example would be the transfer of funds from the general fund or an enterprise fund to an internal service fund to finance the services provided by the internal service fund.

Ordinance: A formal legislative enactment by the governing board of a municipality (the City Council). If it is not in conflict with any higher form of law, such as, a State statute, a Federal law, or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less formality and has a lower legal status. Ordinarily, the City's statutes or charter will specify or imply those legislative actions which must be by ordinance and those which may be by resolution.

Performance Indicators: Statistical information which denotes the demands for services within a department/division.

Performance Measurement: A method of evaluation that uses measurable performance of activities to determine achievement of goals.

Personnel Services: The costs associated with compensating employees for their labor.

Program: An organized set of related work activities that are directed toward a common purpose or goal and represent well-defined uses of city resources.

Property Tax: Property taxes are levied on both real and personal property according to the property's assessed valuation and the tax rate applied.

Proposed Budget: The budget as formulated and proposed by the budget-making authority (the City Manager). It is submitted to the legislative body (the City Council) for review and approval.

Purchase Order: A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Reserve: An account used to earmark a portion of the fund balance. This may be done for various reasons.

The most common are to indicate that a portion of the fund balance is not available for general expenditures or the amount has been legally segregated for specific future use.

Resolution: A special or temporary order of a legislative body (the City Council). This action requires less legal formality than an ordinance.

Resources: Total monies available for appropriation purposes to include revenues, fund balances, transfers, and other financing services (e.g. bond proceeds).

Restricted Assets: Monies or other resources whose use is restricted by legal or contractual requirements. In governmental accounting, special treatment is given to restricted assets arising out of revenue bond indentures in enterprise funds.

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund. For budgeting purposes, the working capital definition of fund balance is used.

Revenue: Income received or anticipated from taxes or other sources, such as business licenses, user fees, fines, and investments.

Revenue Bonds: When a government issues bonds which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. Revenue bonds are not included in the 8% general obligation debt limit set by the State. The City's revenue bonds are repayable from utility user charges.

Rock Hill-Fort Mill Area Transportation Study (RFATS): A transportation planning area in the northeast section of York County.

Rock Hill Economic Development Commission (RHEDC): The purpose of which is to transition the community from dependence on the textile industry to more diverse economic opportunities.

Services: The costs related to services performed for the City by individuals, business, or utilities.

Sexual Assault Nurse Examiner (SANE): A grant from South Carolina Department of Public Safety's Stop Violence Against Women program.

Short Term Debt: Any debt obligation of five years or less duration, such as short term loans or lease/purchase agreements for equipment purchases.

Sinking Fund: A group of accounts established to account for the accumulation of resources for, and the payment of, long-term bond principal and interest. Bonds issued in such a fund contain an agreement requiring the governmental unit to periodically set aside a sum which, when compounded with interest, will be sufficient to redeem the debt at the stated maturity date. Bonds of this type are commonly known as term bonds.

Special Assessments: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Supervisory Control and Data Acquisition (SCADA): A technology of automatic radio transmissions of data from a remote source to a receiving station for recording and analysis. Used in providing a monitoring mechanism for water and sewer systems.

Supplies: A cost category for minor items (individually priced at less than \$500) required by departments to conduct their operations.

Supplemental Appropriation: An additional appropriation made by the legislative body (the City Council) after the budget year has begun.

Support Services: The expenditure class for charges paid by one City department or agency to another for services rendered or materials supplied.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit, such as police and fire services, planning, parks and recreation, etc. This term does not include specific charges such as special assessments or user charges.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future use.

User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service (e.g. fees paid for periodic refuse pick-up).

Working Capital: An amount calculated by subtracting current liabilities from current assets. An indicator of the liquidity of an entity.



GLOSSARY OF ACRONYMS

ADA: Americans with Disabilities Act

BS: Balance Sheet

CA: Current Assets

CALEA: Communications Assistance for Law Enforcement Act

CL: Current Liabilities

CIP: Capital Improvement Program

CDBG: Community Development Block Grant

COPS: Certificates of Participation

CPI: Consumer Price Index

DCC: Development Coordinating Center

DHEC: (South Carolina) Department of Health and Environmental Control

DOA: (South Carolina) Department of Aviation

DS: Debt Service

DSR: Debt Service Reserve

EPA: Environmental Protection Agency

FAA: Federal Aviation Administration

FBO: Fixed Base Operator

FEMA: Federal Emergency Management Agency

FY: Fiscal Year

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

ISO: Insurance Service Office

KV: kilovolt

KVA: Kilovolt-ampere

M & O: Maintenance and Operation Costs

MGD: Millions Gallons per Day

NE: Neighborhood Empowerment program

NPDES: National Pollutant Discharge Elimination System

NTU: Nephelometric Turbidity Units

OSHA: Occupational Safety and Health Administration

PARD: (South Carolina) Parks and Recreation Department

PMPA: Piedmont Municipal Power Agency

PO: Purchase Order

RE: Retained Earnings

RFATS: Rock Hill-Fort Mill Area Transportation Study

RHEDC: Rock Hill Economic Development Commission

SANE: Sexual Assault Nurse Examiner program

SCADA: Supervisory Control and Data Acquisition

SCLGIP: South Carolina Local Government Investment Pool

WWTP: Wastewater Treatment Plant

Financial Policies

The City of Rock Hill has developed a comprehensive set of financial policies that are consistent with the City's goals and objectives. Specific attention has been given to make sure that these policies are both consistent and relationally sound. Financial policies are an integral part of the development of service, capital, and financial plans and the budget. They provide the basis for decision-making and continue Rock Hill's tradition of financial stability.

FP 1: Reserved and Unreserved Funds

The City will maintain reserved and unreserved stabilization funds at levels sufficient to protect the City's credit as well as its financial position from emergencies.

The City of Rock Hill seeks to maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures. Stabilization funds are called by many names including rainy day funds, unreserved, undesignated fund balances, and contingency funds. These funds are used at a government's discretion for many purposes: to address temporary cash flow shortages; to fund emergencies; unanticipated economic downturns; and one-time opportunities.

These funds provide flexibility to respond to unexpected opportunities that may help a government achieve its goals. The minimum and maximum amounts to be accumulated are based on the types of revenue, the level of uncertainty associated with revenues, the condition of capital assets, or the City's level of security with its financial position. The State of South Carolina does not provide any local government constraints regarding the establishment of stabilization funds.

The following summarizes the City's policy on reserved and unreserved ending fund balances:

1. *Unreserved Fund Balances*

- General Fund: The General Fund shall maintain an unreserved fund balance equal to at least 15% of the total audited General Fund expenditures for the previous fiscal year. These funds are to be left in the City's general operating cash account for the purpose of floating the City's operations throughout the fiscal year.
- Enterprise Fund: The Enterprise Fund shall maintain an unreserved fund balance equal to at least 20% of the total audited Enterprise Fund Operating Expenses for the previous fiscal year. These funds are to be left in the City's general operating cash account for the purpose of floating the City's operations throughout the fiscal year.

2. *Reserved Fund Balances*

All Reserved Fund Balances shall be fully funded and set aside in a special bank account. The total set aside in this account is to be equal to the cumulative total of all "Reserved for Fund Balances" for the previous fiscal year with the exception of funds reserved for Food & Beverage/Local Accommodations purposes (these funds are to be set aside in a separate account) These fund balances may only be used for the express purpose of funding expenditures directly related to the specified fund

3. *Liabilities*

As a matter of policy, the City will maintain a separate account for Utility Deposits equal to the prior year audited total. This account is only updated on an annual basis when the final audit is complete. These fund balances may only be used for the purpose of refunding utility deposits or paying delinquencies related to the account.

FP 2: Revenue

The City will design, maintain and administer a revenue system that will assure a reliable, equitable, diversified and sufficient revenue stream to support desired City services.

Since the principle revenue stream for the government is determined by the fees and charges that are established, it is important that the City adopt policies that identify the manner in which fees and charges are set and the extent to which they cover the cost of the service provided. A revenue system that requires the identification of both the cost of the program and the portion of the cost that will be recovered through fees & charges allows the City and its citizens to develop a better understanding of the cost of services and to consider the appropriateness of established fees and charges.

To that end, the City has established the following goals that are used to accomplish this policy:

1. The City will seek to establish all user charges fees at a level related to the full costs (operating, direct, indirect and capital) of providing the service. The City will review these fees & charges annually in the budget process and target rates that meet the cost to serve – particularly in the City's key businesses (Public Safety, Public Works, Electric, Water, Wastewater, and Parks, Recreation & Tourism). In any event, all enterprise funds will be self-supporting.
2. Costs of service include direct and indirect costs such as operating and maintenance costs, overhead, and charges for use of capital (depreciation and debt service). A government may choose not to recover all costs, but it should identify such costs. Reasons for not recovering full costs should be identified and explained. State and local law may govern the establishment of fees and charges.
3. The City will consider market rates and charges levied by other businesses and municipalities for like services in establishing rates, fees and charges. These fees will be reviewed through the City's annual rate survey.
4. One-time or special revenues shall not be used to finance ongoing City operations but rather be used for the funding of special projects.
5. An aggressive policy of seeking the collection of delinquent utility and license fee accounts will be maintained.
6. Citizen input into decisions relating to revenues will be solicited during the annual budget public hearing process and will be made available for public review prior to City Council consideration of first reading.
7. In determining revenue projections - and where judgment is required - conservatism shall be the rule.

FP 3: Diversified Revenue Base

The City will annually review its revenue source to maintain a diversified revenue base

The City of Rock Hill is committed to a diverse revenue base. Since all revenue sources have particular characteristics in terms of stability, growth, sensitivity to inflation or business cycle effects, and impact on tax and rate payers - a diversity of revenue sources can improve a government's ability to handle fluctuations in revenues and potentially help to better distribute the cost of providing services.

The City will identify approaches that will be used to improve revenue diversification. In accomplishing this policy, the City will analyze the sensitivity of revenues to changes in rates, the fairness of the tax or fee, administrative aspects of the revenue source, and other relevant issues.

Over time the City will strive to improve its revenue diversity to the extent feasible. Since the City is statutorily limited as to the types of revenues it may raise, it may consider options to enhance flexibility within the constraints of available revenue sources. For example, The City will seek to diversify the tax base on which the property tax is levied.

FP 4: Use of One-Time Revenue

The City will limit the use of one-time revenues to pay for ongoing expenditures of the government

By definition, one-time revenues cannot be relied on in future budget periods. Since the use of one-time revenues can have disruptive effects on services due to non-recurrence of these sources, the City will dedicate one-time revenues (e.g. infrequent sales of government assets, bond refunding savings, infrequent revenues from development, and grants) to be used on expenditures appropriate startup costs, stabilization, special projects, and capital purchases.

Any use of revenue that adds to the ongoing expenditure base will be carefully reviewed and minimized (e.g., capital expenditures that significantly increase ongoing operating expenses without a sustainable and offsetting long-term revenue plan).

FP 5: Revenue Classification

The City will annually evaluate all revenues, determine those that are considered to be unpredictable, and determine the best use of those revenues

A financial plan for governments should take into account the unpredictable nature of key revenues. This ensures that a government understands the potential impact on its ability to cover service costs and develops contingency plans in advance to address unpredictable revenue fluctuations. Specific allocation and contingency plans do not have to be developed for all unpredictable revenues, but become increasingly necessary as the size or unpredictability of the revenue source increases.

The City will annually identify major revenue sources it considers unpredictable and define how these revenues may be used. Unpredictable revenue sources cannot be relied on as to the level of revenue they will generate. Particularly with major revenue sources, it is important to consider how significant variation in revenue receipts will affect the government's financial outlook and ability to operate programs in the current and future budget periods.

For each major unpredictable revenue source, the City will identify those aspects of the revenue source that make the revenue unpredictable. Most importantly, the City will identify the expected or normal degree of volatility of the revenue source. For example, revenues from a particular source may fluctuate, but rarely, if ever, fall below some predictable minimum base. The City will decide, in advance, on a set of tentative actions to be taken if these revenue sources generate revenues substantially higher or lower than projected. The plans should be publicly discussed and used in budget decision making.

FP 6: Operating Transfers

The City will quantify operating transfers from the utility system to cover general fund expenses

The City has traditionally made operating transfers from the Utility Fund to the General Fund. City Council has determined that the City needs to maintain the competitiveness of the utility system and to

reduce the General Fund's need for Utility Fund transfers. These transfers should be established at a level that is supportable by current utility business practices.

In quantifying these transfers, the City uses a formula that presupposes that utility services would have been provided by a privately-owned utility instead of the City's publicly owned utility. Such utility would have paid

municipal ad valorem taxes and a franchise fee to the General Fund of the City and the utility's investors would have been entitled to a return on their investment. For this reason, the city has established the following policy guideline regarding franchise fees, payments in lieu of taxes, rates of return and operating transfers from the utility system:

1. **Franchise Fees.** The City shall budget annually a franchise fee from the Utility Fund that equals the franchise fee that would have been paid had electric, water and sewer services been provided by an investor-owned utility. The franchise fee shall be calculated by multiplying all gross revenues of the electric, water and sewer systems made within the City's corporate boundaries by the current franchise fee the City charges to private utility providers. 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 3% of gross utility revenues and may be adjusted by City Council to meet the current competitive utility business environment. The rate of return amount calculated under this section shall be reported as an expense of the electric, water and sewer system and as revenue of the General Fund.
4. **Exceptions.** The amount to be paid from the electric, water and sewer systems under this resolution may be increased or reduced upon approval of the City Council.

FP 7: Operational Reporting

City staff will provide to the City Council a report on the operating results of the City

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

Likewise, all expenditures that exceed the projected budget expense figures in excess of \$5,000 on a departmental level must be reported to Council in writing by the next scheduled Council meeting. Expenditures that would cause an increase above the \$5,000 cap on a departmental level cannot be made without prior approval of Council.

Cost savings that may occur within a specific department can be utilized within that particular department; however, this cost savings cannot be transferred to another department without prior approval of Council.

FP 8: Adoption of Balanced Budget

The City will annually adopt a Balanced Operating Budget

According to the laws of the State of South Carolina, the City will adopt a balanced operating budget and provide full disclosure when a deviation from a balanced operating budget is planned or when it occurs. This balanced

budget will ensure that all operating revenues are equal to, or exceed, all operating expenditures at adoption and at year-end. Any increase in expenses, decrease in revenues, or combination of the two that would result in a budget imbalance will require budget revision, rather than spending unappropriated surpluses or designated reserves to support ongoing operations. Any year end operating surpluses will revert to unappropriated balances.

The City of Rock Hill annual budget appropriation will cover the twelve-month period beginning July 1 and ending June 30 of the following year. The proposed budget document is to be presented to the City Council for their consideration no later than June 1 with adoption of the approved ordinance by June 30. According to state law, any required public hearings will be scheduled to receive input on the development of the budget. Special public hearings are also required to consider the issue of a tax increase.

Budgets shall be prepared at the department level and provide the basis for the City's financial management system. The adopted appropriations by fund shall constitute the maximum expenditure authorization for that fund and can be amended only by action of the City Council. The budget shall be developed in conjunction with a stated program of performance objectives and measures with which to gauge progress towards meeting those objectives.

The following guidelines will be used in the preparation of the budget document:

1. Current appropriations in all funds are limited to the sum of available, unencumbered cash balances and revenues estimated to be received in the current budget period.
2. General Fund expenditures and subsidy appropriations for mandated and priority programs are to be made against current revenue sources, and not dependent upon uncertain reserves or fluctuating prior period cash balances.
3. Special Revenue Funds are supported by special levies and fees, grants or intergovernmental revenues. Expenditures in these funds are strictly limited to the mandates of the funding source. Special Revenue Funds are not to be used to subsidize other funds, except as required or permitted by program regulations.
4. All operations of the Enterprise Fund will be self-supporting entities. The City will conduct an annual review of fee structures, charges for services, and other operating revenues and expenditures.
5. Multi-year operating cost projections shall be prepared and updated each year to identify the impact on resources.
6. A five year Capital Improvements Program shall be prepared and updated each year. The operating impact of each project shall be identified and incorporated into annual operating budgets. Capital assets shall be purchased and maintained on a regular schedule. Within legal limits and the constraints of operating budgets, debt shall be issued for the purchase of capital assets, including major renovations.
7. For purposes of this policy, the cash basis of accounting are used in defining revenues and expenditures.
8. It will be the duty of the City Manager to take action to bring the budget into balance if adjustments are needed in the course of a fiscal period.

FP 9: Delivery of Services

The City will identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

The City will operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior years.

The City shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Corrective actions are outlined separately within these policies. Expenditure deferrals into the following fiscal year, short-term loans, or use of onetime revenue sources to balance the budget will be avoided.

The Finance Director is charged with performing periodic staff and third-party reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective are to be reduced in scope or eliminated.

The City of Rock Hill makes every effort to maximize any discounts offered by creditors / vendors. Staff shall also use competitive bidding to attain the best possible price on goods and services.

FP 10: Debt Policy

The City will adhere to a debt policy that ensures that debt is issued and managed prudently in order to maintain a sound fiscal position and protect credit quality

Issuing debt commits the City's revenues several years into the future, and may limit the City's flexibility to respond to changing service priorities, revenue inflows, or cost structures. A debt policy sets forth the parameters for issuing debt and managing outstanding debt and provides guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt, method of sale that may be used and structural features that may be incorporated.

The City plans long- and short-term debt issuance to finance its capital program based on its cash flow needs, sources of revenue, capital construction periods, available financing instruments and market conditions. The Director of Finance oversees and coordinates the timing, issuance process and marketing of the City's borrowing and capital funding activities required in support of the capital improvement plan.

This debt policy recognizes a binding commitment to full and timely repayment of all debt as an intrinsic requirement for entry into the capital markets. Adherence to a debt policy helps to ensure that the City maintains a sound debt position and that credit quality is protected. Components of the debt policy are as follows:

The City will confine its long-term borrowing to capital improvements and follow a policy of full disclosure on every financial report and bond prospectus. In no case will General obligation debt will not be used for self-supporting enterprise activity. The City will use voter-approved general obligation debt to fund general-purpose public improvements that cannot be financed from current revenues.

Capital Planning. The City will have an annual capital planning process that outlines major projected capital expenditures over the next ten years. The capital budget identifies revenue sources and capital expenditures and projects this information for each of the ten years. This information is updated annually.

Financing Team. The City often employs outside financial specialists to assist it in developing a bond issuance strategy, preparing bond documents and marketing bonds to investors. The key players in the City's financing transactions include its bond counsel, the underwriter and underwriters counsel (on a negotiated sale), the City attorney and City representatives (the Director of Finance and other City representatives as may be appointed by the City Manager). Other outside firms, such as those providing paying agent/registrars, trustee, credit enhancement, auditing, or printing services, are retained as required. The financing team will meet at least annually to review the overall financing strategy of the City and make recommendations to the City Manager.

Term of Debt Repayment. Borrowings by the City shall mature over a term that does not exceed the economic life of the improvements that they finance. General Obligation Bonds shall be issued with a term not to exceed 25 years; Revenue Bonds with a term not to exceed 30 years; and tax increment bonds with a term not to exceed 25 years. The City does not finance improvements with a probable useful life less than twenty years, using pay-as-you-go funding for such needs.

Debt service structure. Although the City finances its long-lived municipal improvements over a 20-30 year term, the City will – whenever possible - structure the principal repayments on general obligation bonds such that their weighted average maturity approximates 11¾ years. This rapid amortization results in over 60% of the City’s consolidated public improvement debt being repaid within ten years. This policy minimizes the interest payments made over time, and causes the rating agencies to look more favorably on the City’s debt structure. The City will seek to continue this practice, unless general fund revenues are projected to be insufficient to provide adequately for debt service payments on necessary debt.

Call provisions. The City seeks to minimize the protection from optional redemption given to bondholders, consistent with its desire to obtain the lowest possible interest rates on its bonds. The City’s bonds are generally subject to optional redemption. The City seeks early calls at low or no premiums because such features have allowed it in the past to refinance debt more easily for debt service savings when interest rates dropped. The City will annually evaluate optional redemption provisions for each issue to assure that the City does not pay unacceptably higher interest rates to obtain such advantageous calls.

Interest rates. In most cases, the city will use fixed-rate debt to finance its capital needs; however, the City may issue up to 25% of its total debt portfolio in variable rate debt.

Method Of Sale. The City will select a method of sale that is the most appropriate in light of financial, market, transaction-specific and issuer-related conditions.

Competitive Sales. General obligation debt obligations are issued through a competitive sale – according to state law. For these bonds – and any other bonds that the City may deem necessary - the City will set the terms of the sale to encourage as many bidders as possible. By maximizing bidding, the City seeks to obtain the lowest possible interest rates on its bonds. The following conditions may favor the use of a competitive sale:

1. The market is familiar with the issuer;
2. The issuer is a stable and regular borrower in the public market;
3. There is an active secondary market with a broad investor base for the City’s bonds;
4. The issue has a non-enhanced credit rating of A or above or can obtain a credit enhancement prior to the competitive sale;
5. The debt structure is backed by the issuer’s full faith and credit or a strong, known or historically performing revenue stream;
6. The issue is neither too large to be easily absorbed by the market nor too small to attract investors without a concerted sale effort;
7. The issue does not include complex or innovative features or require explanation as to the bonds’ security;
8. The issue can be sold and closed on a schedule that does not need to be accelerated or shortened for market or policy reasons; and
9. Interest rates are stable, market demand is strong, and the market is able to absorb a reasonable amount of buying or selling at reasonable price changes

Negotiated Sales. When certain conditions favorable for a competitive sale do not exist and when a negotiated sale will provide significant benefits to the City that would not be achieved through a competitive sale, the City may elect to sell its debt obligations through a private or negotiated sale. Such determination may be made on an issue-by-issue basis, for a series of issues, or for part or all of a specific financing program. The following conditions may favor the use of a negotiated sale:

1. Insure fairness by using a competitive underwriter selection process through a request for proposals where multiple proposals are considered;
2. Remain actively involved in each step of the negotiation and sale processes to uphold the public trust;
3. Insure that either an employee of the issuer, or an outside professional other than the issue underwriter, who is familiar with and abreast of the condition of the municipal market, is available to assist in structuring the issue, pricing, and monitoring sales activities;
4. Require that the financial advisor used for a particular bond issue not act as underwriter of the same bond issue;
5. Require that financial professionals disclose the name or names of any person or firm, including attorneys, lobbyists and public relations professionals compensated in connection with a specific bond issue;
6. Request all financial professionals submitting joint proposals or intending to enter into joint accounts or any fee-splitting arrangements in connection with a bond issue to fully disclose to the issuer any plan or arrangements to share tasks, responsibilities and fees earned, and disclose the financial professionals with whom the sharing is proposed, the method used to calculate the fees to be earned, and any changes thereto; and
7. Review the "Agreement among Underwriters" and insure that it is filed with the issuer and that it governs all transactions during the underwriting period.

Refinancing. The City may undertake refinancing of outstanding debt under the following circumstances:

Debt Service Savings. The City may refinance outstanding long-term debt when such refinancing allows the City to realize significant debt service savings without lengthening the term of refinanced debt and without increasing debt service in any subsequent fiscal year.

Defeasance. The City may refinance outstanding debt, either by advance refunding to the first call or by defeasance to maturity, when the public policy benefits of replacing such debt outweigh the costs associated with new issuance as well as any increase in annual debt service.

Conduit Financings. Conduit financings are securities issued by a government agency to finance a project of a third party, such as a non-profit organization or other private entity. The City may sponsor conduit financings for those activities (e.g., economic development, housing) that have a general public purpose and are consistent with the City's overall service and policy objectives. Unless a compelling public policy rationale exists, such conduit financings will not in any way pledge the City's faith and credit.

Credit Ratings

Rating Agency Relationships. The Director of Finance is responsible for maintaining relationships with the rating agencies that assign ratings to the City's various debt obligations. This effort includes providing periodic updates on the City's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

Quality of Ratings. The City requests ratings prior to the sale of securities from each of the two major rating agencies for municipal bond issues: Moody's Investors Service and Standard & Poor's Corporation. The City may provide a written and/or oral presentation to the rating agencies to help each credit analyst make an informed evaluation. The City will make every reasonable effort to maintain its high quality credit ratings.

Rebate Reporting/Covenant Compliance/Reporting Practices. The Director of Finance is responsible for maintaining a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure that all covenants are complied with.

The City will comply with the standards of the Government Finance Officers Association for financial reporting and budget presentation and the disclosure requirements of the Securities and Exchange Commission.

Checklist of Debt Policy Considerations. The City will observe the following GFOA checklist in determining the appropriateness of debt issuance

1. How long is the capital planning period?
2. Have all non-debt sources of funds been considered?
3. How are borrowing plans reviewed internally?
4. What level of debt is manageable in order to maintain or improve the government's credit quality?
5. How much "pay-as-you-go" financing should be included in the capital plan?
6. How much short-term borrowing will be undertaken, including both operating and capital borrowings?
7. How much debt will be issued in the form of variable-rate securities?
8. How does the redemption schedule for each proposed issue affect the overall debt service requirements of the government?
9. What types of affordability guidelines will be established to help monitor and preserve credit quality?
10. What provisions have been made to periodically review the capital plan and borrowing practices?
11. What is the overlapping debt burden on the taxpayer?
12. How will the formal debt policies be integrated into the capital planning and funding process?

FP 11: Debt Limit

The city will establish thresholds for the maximum amount of debt and debt service that should be outstanding at any one time.

Policies guiding the amount of debt that may be issued by a government help ensure that outstanding and planned debt levels do not exceed an amount that can be supported by the existing and projected tax and revenue base. Because of this, the City has developed distinct policies for general obligation debt, debt supported by revenues of government enterprises, and other types of debt such as special assessment bonds, tax increment financing bonds, short-term debt, variable-rate debt, and leases.

General Obligation Debt Affordability Measures. The City examines four statistical measures to determine debt capacity and compares these ratios to other cities, rating agency standards and Rock Hill's historical ratios to determine debt affordability:

1. This is the only measure that is prescribed by state law, which provides that the City's general obligation debt cannot exceed 8% of the City's total assessed value (excluding tax anticipation notes and other indebtedness with a maturity of one year or less; bonds or other indebtedness of the City payable from taxes levied from special taxing areas; and self-supporting bonds or other debt.)
2. Total general obligation debt as measured against the population on a per-capita basis cannot exceed \$175.
3. To general obligation debt as measured as a percent of current revenues cannot exceed 25%.

Utility Enterprise Debt Affordability Measures. The City's Revenue debt level shall not exceed a debt service coverage ratio of 1.20 times of the annual net pledged revenues to annual debt service. In addition additional bonds should not have a negative impact on the City's overall credit ratings.

Tax Increment Debt Affordability Measures. The City's Tax Increment debt level shall not exceed the current available revenues or revenues projected within the district from projects that have obtained a building permit.

FP 12: Contingency Planning

The City will develop practices to guide the financial actions it will take in the event of emergencies, natural disasters, or other unexpected events.

When emergencies or unexpected events occur, having a policy that can be applied, or at least serve as a starting point, for financial decisions and actions improves the ability of a government to take timely action and aids in the overall management of such situations. Policies on contingency planning are used as a general guide when an emergency or unexpected event occurs. A set of actions and strategies are identified for each type of situation. Examples of financial emergencies that require contingency plans are sudden and severe decreases in locally collected revenues or intergovernmental aid, and unexpected major capital maintenance requirements. Development of a contingency plan in advance of such situations may be viewed positively by the rating agencies when evaluating a government's credit quality. This can also help expedite relief efforts when an emergency does occur and allow the government to recover funds more quickly or more effectively in the event of a natural disaster.

The following is a summary of the phase classifications and the corresponding actions to be taken.

Alert. An anticipated net reduction in available reserves or reduction in major revenue source(s) from 1% up to 9%. The actions associated with this phase would best be described as delaying expenditures where reasonably possible, while maintaining the "Same Level" of service. Each department will be responsible for monitoring its individual budgets to ensure that only essential expenditures are made.

Minor. A reduction in reserves in excess of 9%, but less than 23%. The objective at this level is still to maintain "Same Level" of service where possible. Actions associated with this level would be:

- a. Implementing the previously determined "Same Level" Budget.
- b. Intensifying the review process for large items such as contract services, consulting services, and capital expenditures including capital improvements.
- c. Closely scrutinizing hiring for vacant positions, delaying the recruitment process, and using temporary help to fill in where possible.

Moderate. A reduction in reserves in excess of 23%, but less than 50%. Initiating cuts of service levels by:

- a. Requiring greater justification for large expenditures.
- b. Deferring capital expenditures.
- c. Reducing CIP appropriations from the affected fund.
- d. Hiring to fill vacant positions only with special justification and authorization.
- e. Closely monitoring and reducing expenditures for travel, seminars, retreats and bonuses.

Major. A reduction in reserves of 50% to 100%. Implementation of major service cuts.

- a. Instituting a hiring freeze.
- b. Reducing the temporary work force.
- c. Deferring merit wage increases.
- d. Further reducing capital expenditures.
- e. Preparing a strategy for reduction in force.

Crisis. Reserves have been 100% depleted and potential for having a deficit is present.

- a. Implementing reduction in force or other personnel cost-reduction strategies.
- b. Eliminating programs.
- c. Eliminating capital improvements.

In the event that an economic uncertainty is expected to last for consecutive years, the cumulative effect of the projected reduction in reserves will be used for determining the appropriate phase and corresponding actions.

FP 13: Accounting Functions

The City of Rock Hill will perform accounting functions that shall conform to the generally accepted accounting principles as applicable to governments.

The diverse nature of governmental operations and the necessity of assuring legal compliance preclude recording all governmental financial transactions and balances in a single accounting entity. Therefore, from an accounting and financial management viewpoint, a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functioning independently of each other.

The City will comply with prevailing federal, state, and local statutes and regulations. The City will also conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the

Government Finance Officers Association (GFOA).

In general, it will be the policy of the City to:

1. Prepare and present regular reports that analyze, evaluate, and forecast the City's financial performance and economic conditions. This information will be made available to the public for their inspection.
2. With available resources, the City will seek out and employ the assistance of qualified financial advisors and consultants in the management and administration of the City's financial functions.
3. An independent audit will be performed annually.
4. The City will issue annual financial reports in accordance with generally accepted accounting principles (GAAP) as outlined in the Governmental Accounting, Auditing and Financial Reporting (GAAFR) publication.

The **basis of accounting** refers to the point at which revenues or expenditures/expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made regardless of the measurement focus applied. As in the basis of budgeting, accounting records for the City of Rock Hill governmental funds are maintained on a **modified accrual basis** with the revenues being recorded when available and measurable and expenditures being recorded when the services or goods are received and the liabilities are incurred. In contrast to the basis of budgeting, accounting records for proprietary funds are maintained on the **accrual basis** in which revenues are recognized when earned and expenses are recognized when incurred.

The City of Rock Hill's accounting system is organized and operated on a "fund" basis. Each accounting entity is accounted for in a separate "fund" which is defined as a fiscal accounting entity with a self-balancing set of accounts recording cash and other financial resources together with related liabilities and residual equities or balances, and changes therein. Two fund types defined in the "Description of Budgeted Funds are further defined below as well as the addition of Fiduciary Funds.

Classification Fund Type
Governmental Funds General
Special Revenue
Debt Service
Capital Projects
Proprietary Funds Enterprise
Fiduciary Funds Agency
Expendable Trust

Governmental Funds. These funds are, in essence, accounting segregations of financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used; current liabilities are assigned to the fund from which they are to be paid; and the differences between governmental fund assets and liabilities (the fund equity) is referred to as "Fund Balance". The primary measurement focus is "flow of current financial resources." Increases in spendable resources are reported in the operating statement as revenues or other financing sources, and decreases are reported as expenditures or other financing uses.

Proprietary Funds. These funds are sometimes referred to as "income determination," "non expendable," or "commercial type" funds and are used to account for a government's on-going organizations and activities which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the government's business and quasi-business activities, where net income and capital maintenance are measured, are accounted for through proprietary funds. The generally accepted accounting principles here are those applicable to similar businesses in the private sector, and the measurement focus is the economic condition of the fund as a result of the events and transactions of the period. Events and transactions that improve the economic position of a proprietary fund are reported as revenues or gains in the operating statement. Those that diminish the economic position are reported as expenses or losses.

Fiduciary Funds. These funds account for assets held by the City in a trustee capacity or as an agent for other governmental units and for other funds. Each trust fund is accounted for as either a governmental or a proprietary fund. Fiduciary funds are not budgeted in the annual budget process.

Account Groups. These represent another accounting entity used to establish control and accountability for the City's general fixed assets and the outstanding principal of its general long-term debt (General Fixed Assets Account Group and General Long- Term Debt Account Group). These records are accounted for in a self-balancing group of accounts because the City's general fixed assets -- all fixed assets except those accounted for in Proprietary Funds or Trust Funds. These account groups are not financial resources available for expenditures. The outstanding principal of the general long-term debt and general long-term liabilities not accounted for in the Proprietary Funds or Trust Funds do not require an appropriation or expenditure during the account year.

Internal Control. In developing and maintaining the City's accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived, and the evaluation of costs and benefits requires estimates and judgments by management. All internal control evaluations occur within the above framework. We believe that the City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.