

**MAYOR**  
Michael D. Fuesser

**MAYOR PRO TEM**  
Edward Brown

**CITY MANAGER**  
Dalton Pierce, MPA



**CITY COUNCIL**  
Matt Hickey  
Marion Ramsey  
Stephanie Jarrett  
Charles Brewer  
Kellie Harrold

**CITY CLERK**  
Amy Craig

**York City Council**  
**Work Session Amended Agenda**  
**Monday, November 20, 2023**  
**Meeting at 5:00 PM**

**1. WELCOME AND CALL TO ORDER**

**MAYOR PRO TEM ED BROWN**

**2. PRAYER**

**MAYOR PRO TEM ED BROWN**

**3. PLEDGE OF ALLEGIANCE**

**MAYOR PRO TEM ED BROWN**

**4. PRESENTATIONS**

4.1. FY23 Annual Report

**5. DISCUSSIONS**

5.1 Surety Bonds Program Ordinance Update

5.2 Economic Development Incentive Ordinance – Raines Co.

5.3 Business License Ordinance Update

**6. ADJOURN**

# City of York

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## Memo

**TO:** Mayor & City Council

**FROM:** Dalton Pierce, MPA, City Manager

**MEETING DATE:** November 20<sup>th</sup>, 2023

**SUBJECT:** FY23 Annual Report Presentations

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### **GENERAL INFORMATION**

#### **4.1 FY23 Annual Report**

The City Manager and staff have completed the first-ever annual report for the City. Each department head will provide a < five-minute presentation of their portion of the FY23 Annual Report. An annual report is a comprehensive report on an organization's activities throughout the preceding year. Annual reports are intended to give shareholders and other interested people information about the organization's activities and financial performance.



# **ANNUAL REPORT**

## **Fiscal Year 2023**

### **City of York**

Website: [www.yorksc.gov](http://www.yorksc.gov)

Tel: 803-684-2341

York, SC 29745



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# VISION, MISSION, & CORE VALUES STATEMENT

## Vision

York is a historic city with charming neighborhoods, caring residents, abundant opportunities, and an innovative and inclusive economy.

## Mission

The City of York's mission is to protect and enhance the city's livability and economic well-being for current and future generations through focusing on the following mission goals:

- Visionary leadership and responsible decision-making
- Accountable and sustainable fiscal practice
- The development of a unique and beautiful city
- Product and service excellence and efficiency
- Community consultation



## Core Values

- (1) **People** - Our belief in people is our number one commitment. We are fair, respectful, supportive, and inclusive. We reflect this belief by putting people first, supporting and encouraging staff growth and development, and celebrating and appreciating each other's efforts and successes.
- (2) **Excellence** - We demonstrate the pursuit of excellence in everything we do. To be the best we can possibly be, we must always strive for outstanding results from all parts of the organization. We demonstrate excellence by focusing on customer service, practicing continuous improvement, and being accountable, and taking responsibility for ourselves and our work.
- (3) **Leadership** - As we strive to achieve our corporate vision, quality leadership is demonstrated by every person in the organization through behaviors that reflect honesty, integrity, and respect, effective and open communication, and empowerment and commitment to our purpose.
- (4) **Team** - We believe in the power of team. **We are all one team; there are no silos.** We succeed, learn, and work together to achieve our vision through focusing on our common goals, demonstrating concern for fellow team members, and building on our strengths and collective knowledge.
- (5) **Innovation** - Innovation is the key to our success. We work collaboratively, both internally and externally, to be innovative, responsive leaders in municipal government in a rapidly changing world. We do this by challenging the status quo, learning from others and from past experiences, taking well-managed risks, and unleashing our creativity.

## MAYOR & COUNCIL



**Mayor Michael D. Fuesser**  
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803-322-2531



**Matt Hickey**  
**District 1**  
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**District 5**  
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**Kellie Wine Harrold**  
**District 6**  
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## MESSAGE FROM THE CITY MANAGER

It is my pleasure to present the 2023 Annual Report for the City of York. This report highlights major accomplishments and initiatives over the past year, along with key financial information.

Since joining this amazing team in January 2023, I have been pleased with the daily dynamics that make the City operate in an effective manner while giving forethought to innovation and creativity to meet the growing demands of our public services. It gives me immense pride to work alongside staff who act with professionalism, resilience, and determination and continually strive to meet the needs of the community to enhance their quality of life.

There have been many goals set over the last several years that align well with the City's vision and priorities. As we move into the next budget cycle, we will continue to implement the City Council's top priorities outlined through the 2021 Strategic Plan and balance current revenues and expenses while maintaining above-adequate fund balance reserve levels. The FY2024 operating budget will create a foundation to maintain a balanced budget in future years while still maintaining the highest quality of public services.

The City of York is committed to public service stewardship, strategic growth responsibilities, and economic vitality to meet the city's needs now and into the future. We strive to promote innovation to maximize economic and social benefits while also shrinking future challenges but also cultivating future opportunities. Thank you for welcoming me with open hearts and minds to this wonderful city. With a clear vision, mission, and strategic plan, let us forge ahead, pursuing opportunities that move us forward and cultivate a community in which everyone thrives.

Sincerely,



Dalton Pierce, MPA



## DEMOGRAPHIC DATA

### Population

**Population Estimates, July 1, 2022, (V2022)** **8,648**

Population estimates base, April 1, 2020, (V2022) 8,494

Population, percent change - April 1, 2020 (estimates base) to July 1, 2022, (V2022) 1.8%

Population, Census, April 1, 2020 8,503

Population, Census, April 1, 2010 7,736

### Age and Sex

Persons under 5 years, percent 7.9%

Persons under 18 years, percent 28.1%

Persons 65 years and over, percent 11.9%

Female persons, percent 53.1%

### Race and Hispanic Origin

White alone, percent 50.1%

Black or African American alone, percent(a) 35.5%

American Indian and Alaska Native alone, percent(a) 0.2%

Two or More Races, percent 6.9%

Hispanic or Latino, percent(b) 9.5%

White alone, not Hispanic or Latino, percent 48.8%

### Population Characteristics



Veterans, 2017-2021	466
Foreign born persons, percent, 2017-2021	3.6%
<b>Housing</b>	
Owner-occupied housing unit rate, 2017-2021	61.9%
Median value of owner-occupied housing units, 2017-2021	\$134,200
Median selected monthly owner costs -with a mortgage, 2017-2021	\$1,230
Median selected monthly owner costs -without a mortgage, 2017-2021	\$249
Median gross rent, 2017-2021	\$731
<b>Families &amp; Living Arrangements</b>	
Households, 2017-2021	3,358
Persons per household, 2017-2021	2.47
Living in same house 1 year ago, percent of persons age 1 year+, 2017-2021	86.8%
Language other than English spoken at home, percent of persons age 5 years+, 2017-2021	8.1%
<b>Computer and Internet Use</b>	
Households with a computer, percent, 2017-2021	89.5%
Households with a broadband Internet subscription, percent, 2017-2021	86.5%
<b>Education</b>	
High school graduate or higher, percent of persons age 25 years+, 2017-2021	81.6%
Bachelor's degree or higher, percent of persons age 25 years+, 2017-2021	17.1%
<b>Health</b>	
With a disability, under age 65 years, percent, 2017-2021	11.1%
Persons without health insurance, under age 65 years, percent	16.3%

**Economy**

In civilian labor force, total, percent of population age 16 years+, 2017-2021	63.7%
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In civilian labor force, female, percent of population age 16 years+, 2017-2021	61.3%
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Total accommodation and food services sales, 2017 (\$1,000)(c)	24,997
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Total health care and social assistance receipts/revenue, 2017 (\$1,000)(c)	D
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Total transportation and warehousing receipts/revenue, 2017 (\$1,000)(c)	NA
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Total retail sales, 2017 (\$1,000)(c)	173,984
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Total retail sales per capita, 2017(c)	\$21,340
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**Transportation**

Mean travel time to work (minutes), workers age 16 years+, 2017-2021	28.5
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**Income & Poverty**

Median household income (in 2021 dollars), 2017-2021	\$41,645
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Per capita income in past 12 months (in 2021 dollars), 2017-2021	\$23,813
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Persons in poverty, percent	23.2%
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**GEOGRAPHY****Geography**

Population per square mile, 2020	1,002.7
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Population per square mile, 2010	942.3
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Land area in square miles, 2020	8.48
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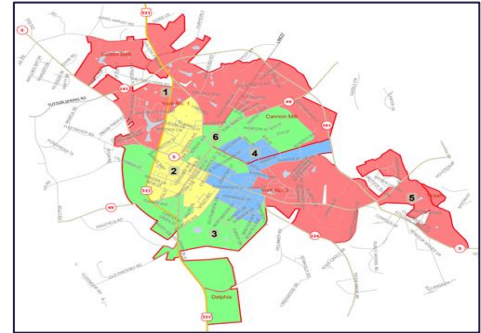
Land area in square miles, 2010	8.21
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FIPS Code	4579630
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## FINANCIAL DATA

### Financial Highlights & More

Overall, City General Fund and Utility revenues have performed exceptionally well through the post-pandemic economic recovery. Property tax revenue in the General Fund has exceeded budget estimates in each of the last few fiscal years. Property taxes, which make up the largest portion of the City's General Fund revenues, continue to grow at a steady rate annually. General Fund revenue growth in the next fiscal year is expected to remain positive but slightly slower compared to the last two years as the Federal Reserve continues interest rate increases to reduce inflation. In April, the Consumer Price Index for All Urban Consumers increased by 0.4 percent, seasonally adjusted, and rose 4.9 percent over the last 12 months, not seasonally adjusted. The index for all items less food and energy increased 0.4 percent in April (SA), up 5.5 percent over the year (NSA).



On the expense side of the budget, the City of York has not been immune to inflationary pressures. Supply chain disruptions coupled with pent-up demand for goods following the reopening of the economy have led to the fastest increase in prices. While inflation has moderated over the last two years, inflation has been high and compounded monthly, due to steady interest rate increases approved by the Federal Reserve, inflation persists above the Federal Reserve target of two percent.

A few notable financial accomplishments have allowed the City to increase its positive financial position over the last year. Key performance indicators (KPIs) highlighted in the FY22 Audit are Assets exceeded Liabilities by \$24,755,000, and the City's capital assets decreased by approximately 3% with the depreciation expense totaling \$1,631,000 for the year. The City's governmental funds combined had an ending fund balance of \$8,608,000, which is an increase of \$1,607,000 from the prior year. The unassigned fund balance for the General Fund increased from \$4,837,000, or 48% of the total general fund expenditures of FY22. The Water & Sewer Utility Fund's



Total net position was \$19,878,367 compared to \$19,521,363 in FY21 (\$357,004+). These types of positive contributions, increase in fund balance, and increase in the water and sewer utility fund value will continue over the next several years due to the large growth ongoing in the City, which will allow for the City to plan to invest in infrastructure strategically and have the necessary policies, rate structure, and personnel to guide the City in making informed decisions through strategic planning while not missing out on any opportunities that the citizens of York deserve. Additionally, through strategic cash

management practices, such as the use of the SC Local Government Investment Pool that has yielded over \$500,000+ in interest in FY22-23. Lastly, through the use of stronger fiscal oversight, savings, cost reductions, structure modifications and targeted operational enhancements of personnel and services, and increased efficiencies will allow for short, mid, and long-term impacts through the organization to improve public services for the community. Finally, in FY22-23 all funds' revenues exceeded expenses, and all revenues exceeded adopted budget revenues for all funds.

## ADMINISTRATION

### Departmental Overview

The Administration Department guides each department in improving the City's quality of life. Activities included, but not limited to are:

- Working with City Council to develop solutions and programs to address city needs and issues.
- Administering the implementation of solutions that are incorporated into the municipal policy structure to ensure they meet the physical, social, and cultural needs of our growing city.
- Overseeing the activities of the city municipal departments, their initiatives, and goals.
- Providing efficient administration of municipal resources and departmental operations, incorporating the policies established by the City Council.
- Prepares a budget for the governing body's consideration.
- Recruits, hires, supervises, and terminates government staff.
- Serves as the governing body's chief advisor by providing complete and objective information about local operations, discussing options, offering an assessment of the long-term consequences of decisions, and making policy recommendations.
- Carries out the policies established by the governing body.

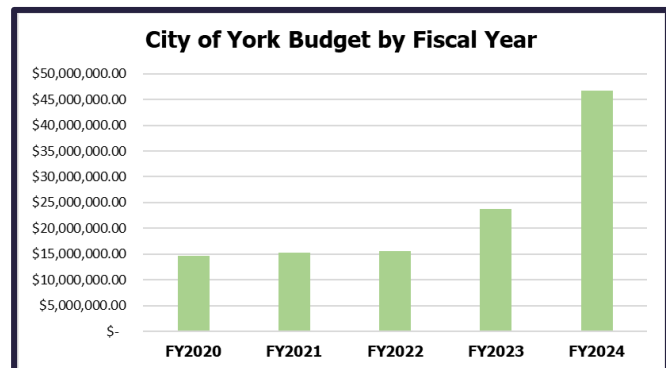
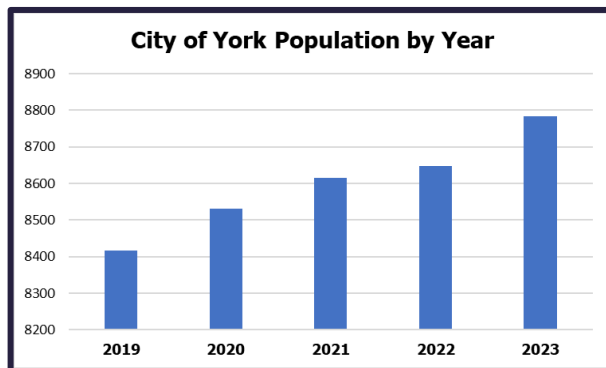


**Staff:** 2      **Budget:** \$785,000 *Budget Includes Municipal Clerk, Finance, & Human Resources*

City Manager

Municipal Clerk/Executive Assistant to City Manager

### Statistical Data



### Accomplishments/Milestones

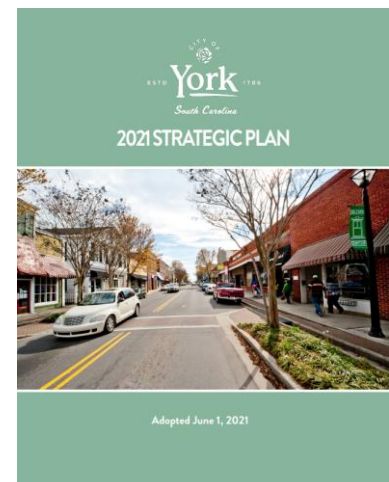
- Completed the SC City/County Managers Association Advanced Local Government Leadership Institute: 1<sup>st</sup> cohort.
- Implementation of the City Manager's Monthly Report for the Council and Community for more government transparency.
- Implementation of Public Service Data Metrics to develop and analyze the performance of the organization.
- Procurement Ordinance Update.
- Adopted the City's first Finance Policy.
- City of York Redistricting Plan & Adoption.
- Moratorium Amending Appendix A & B and Update of Comprehensive Plan.
- Systematically manage the FY22-23 Budget to allow for revenues to exceed expenses.
- Development and creation of a balanced budget for the FY23-24 totaling \$46.6M: The largest annual operating budget in history that is prepared to accomplish a great amount with strategic investments to align with the growth of the community and 2021 Strategic Plan.

- Community growth management and oversight of 16 subdivisions, 12 commercial out parcels, and a light industrial park with more development to come.
- Strategic Cash Management in Local Government Investment Pool with over \$500k+ interest earned within FY22-23.
- Worked with IT support to establish new sound equipment in Chambers for better quality recording purposes and to potentially be a valuable asset for the public during future meetings.
- Working with Civic Plus to install a new webpage that will be more user-friendly and attractive to citizens and staff.
- Completed one year of MCTI Municipal Clerk training (3 years are required for Municipal Clerk Certification), which has included information for audits, customer service, human resources, and other vital areas.
- Developed an efficient file to quickly find Ordinances, Resolutions, and Proclamations for Council, City Manager, Municipal Clerk, and staff.
- Organized older Ordinances, Resolutions, and Proclamations.

### **Future Goals, Current Initiatives, & Conclusion**

The City of York is in an unprecedented era of growth that no other era of administration in the City has had to manage, both internally and externally, but also mitigate challenges while cultivating opportunities strategically. Below are a few of the many goals and initiatives being cultivated to enhance our City.

- Developing resilient infrastructure through strategic capital investments, built upon the assists that make the community unique, while cultivating new growth that strengthens the City's character and quality of life.
- Integrating sustainovation initiatives and through existing and new programs to increase the current public services provided performances, but also provide unparalleled return on investment for the community.
- Providing fiscal sustainability, resiliency, and transparency
- Improving organizational capability, capacity, and effectiveness delivered by a high-quality workforce that strives for continuous improvement in all areas of the organization
- Developing a systems approach, driven by data, to effectively solve problems, creatively pursue opportunities for improvement, and develop innovative solutions.



# HUMAN RESOURCES

## Departmental Overview

The Human Resource department with the City of York can be broken down into two segments: human resource-related functions and non-human resource-related functions or human resource-adjacent functions.

Human Resource related functions: Payroll, recruiting, hiring, onboarding, training, disciplinary policy management, benefits administration, performance management, employee and labor relations, culture and engagement, invoice management, policy creation and administration, legal compliance, workers compensation management, exit interviews, various additional administrative responsibilities.

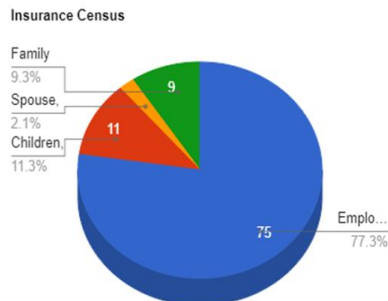


Non-human resource or human resource adjacent functions: SCMIRF or property liability management, vendor management and selection, facilities management including cleaning services, re-keying, exterminating, and medical supply oversight.

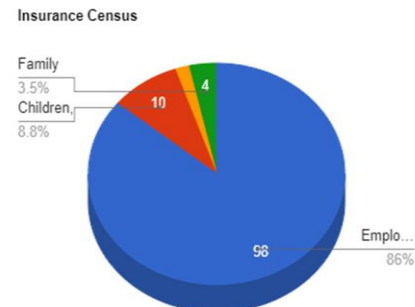
**Staff:** 1      **Budget:** *Included in Administration Budget*

## Statistical Data

FY24 Insurance Census



FY23 Insurance Census



## Accomplishments/Milestones

- Human Resource Strategic Plan – rolled out in January of 2023 and is 82% completed as of October 2023.
- Insurance Savings Overview: 37% savings on GAP Annually, 100% Savings on TeleDoc Annually, 15% Savings on Dental/Vision Annually, and 9% Savings on Life Insurance Annually.
- Organizational and Personnel Proposals to Council – approved organizational changes are nearing completion, and all but leave time has been approved with contingencies regarding personnel proposals.
- Vendor audit and restructuring – due to cost, employee dissatisfaction, and general improvement, led changes in our cleaning services, cell phone provider, benefits, brokerage firm, internet, and locking system.
- Partnership with York High School – resume review and assistance and mock interviews with students.
- Improved safety measures – installation of an electronic gate and cameras at our maintenance shop. Installation of cameras at our events building.
- Fitness Court – assisted in the receipt of a grant for South Carolina's 2<sup>nd</sup> fitness court.



## **Future Goals, Current Initiatives, & Conclusion**

In addition to the continued execution, completion, and subsequent management of the initiatives outlined in the Human Resource Strategic Plan, the department will continuously audit best practices in human resources and lean into trends, peer success, and organic improvement ideas to make the City of York a desirable place to work. In evaluating gaps in the strategic plan, the department will develop a new set of initiatives to accomplish in this fiscal year. The goals are briefly summarized below.



### **Onboarding:**

- Improve the onboarding process with the use of technology like SharePoint, which will allow new hires to fill everything out electronically.
- Explore the idea of sourcing a new drug screening option that would eliminate the need for new hires to come collect the drug screening kit. Potential options include Concentra, which would allow the department to schedule the drug testing virtually.

### **Training:**

- Assign new hires safety training and additional training that is relevant to the department the new hire will be starting in.
- Increase the training schedule from quarterly to monthly or bimonthly.

### **Recruitment:**

- Develop a marketing strategy around recruiting that both increase awareness around our openings and promotes current employees and their job satisfaction with employee of the month related social media content.

### **Culture:**

- Discover and promote the culture of the City of York and seek ways to identify opportunities for improvement.
- More proactive in conversations with existing personnel.
  - Create and distribute employee surveys.
  - Schedule "exit interview" style conversations with current employees to discover opportunities for improvement.
  - Explore the idea of employee focus groups.

### **DE&I:**

- Explore the idea of focus groups and employee feedback on opportunities to improve here.

# FINANCE

## Departmental Overview

The Finance Department staff members are responsible for improving the City's financial condition, administering all financial policies and procedures while representing the City in financial matters with all community stakeholders. Responsibilities within this department include the following:

- Accounting
- Budgeting
- Auditing
- Procurement
- Cash Management
- Utility Billing
- Hospitality Collections
- Cash Receipts and Collections
- Payroll
- Accomplishments
- Municipal Court



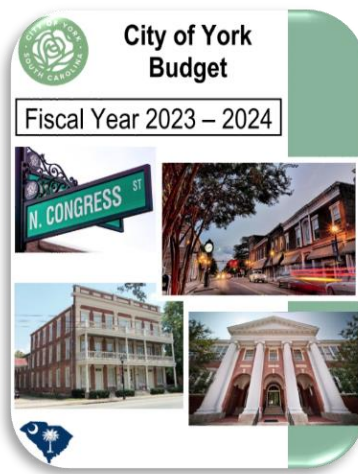
**Staff:** 6      **Budget:** *Included in Administration Budget*

## Statistical Data

*Refer to the Financial Report Section for More Information*

## Accomplishments/Milestones

- Procurement of Accounting Software - this was a process that took over three months of a procurement process where we had four different companies provide demos, multiple discovery calls to provide detailed information, pricing, and negotiation calls, team collaboration, and evaluation of software products, and 3-5 reference calls per company. As an organization, we felt that this was an important project to have completed in order to move within modern-day ERP software solutions, which will allow us to produce better reporting, work more efficiently, and provide real-time information along with providing significant improvements organization-wide.
- Finalization of Comprehensive Budget - Process by which I worked with the City Manager and other department heads to finalize the FY-24 budget. This process lasted approximately six months from its conception and was finalized as the largest budget that the City has ever had of over \$46 million, with over 50% of the budget dedicated to projects for the community.

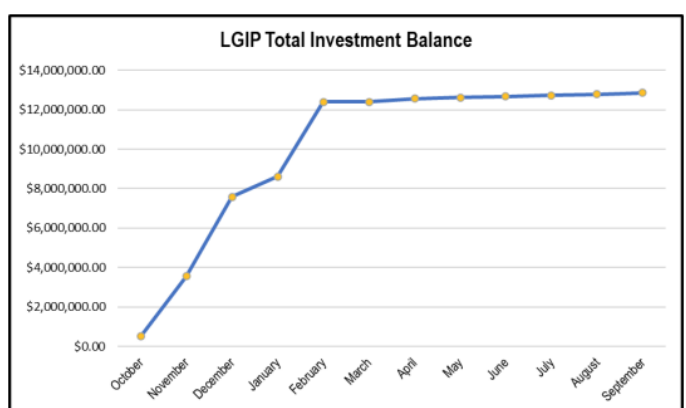
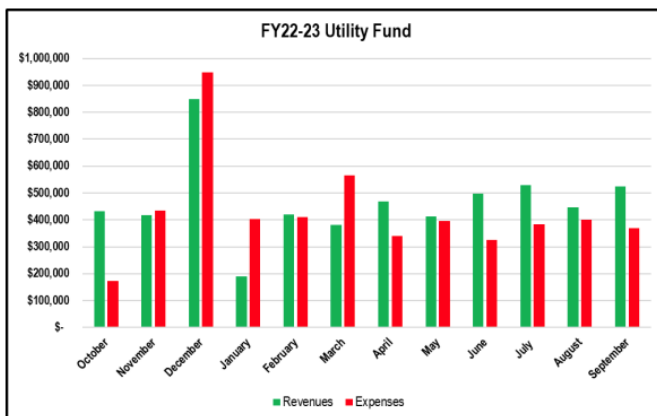
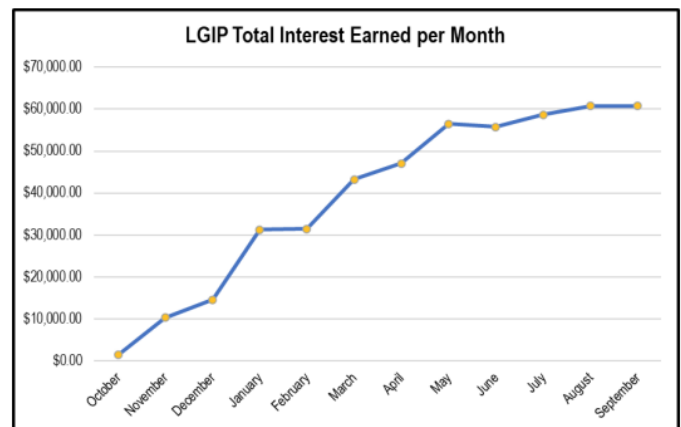
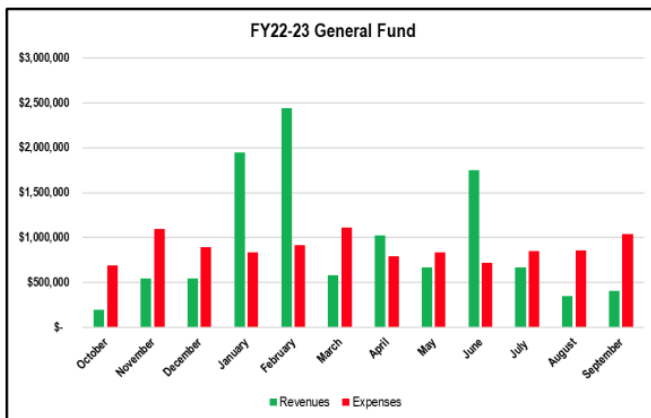


- Hiring additional staff members - As the City continues to grow, the demands of the Finance Department will as well. Recognizing this and the need for additional staff to accommodate changes and growth, we proceeded to invest in our own human capital by promoting within and then hiring another great applicant to fill the open A/R position.

- New Service Agreement with Wise - this is to help track and determine expenses, with plans to mitigate unnecessary expenses. This will also allow us to determine the best IT solution in the future by tracking these expenses.

## **Future Goals, Current Initiatives, & Conclusion**

- Created a new service agreement with Wise Computers and consolidated expense accounts to better track expenses.
- Created project-specific line items to improve fiscal controls for fiscal project management and reporting to appropriate state and federal agencies.
- Executed budget to provide cleaner information and fill in the gaps by creating budgets specific to capital outlay, which had been left out of last year's budget.
- Implementation and conversion of accounting software over the next two fiscal years. Managing this from educating the organization about utilizing all aspects of the software, making sure that all of the "kinks" are worked out, and implementing new expectations department-wide.
- Cross-train staff, provide staff with the delegation of tasks, and continue to grow staff professionally through training and conferences.
- With the addition of the Accounting Assistant position will strive to reduce entry errors to 0% with Finance Director oversight and auditing of entries and bank reconciliations.
- 100% increase in budgeting for training and travel for staff and Finance Director development. This is significant in the next two years as the Finance Director pursues Certified Local Government Officer certification and staff continues to grow educationally into other areas.
- To reduce IT costs with Wise Computers by \$15,000. This does not include the CIP laid out for new installation of computers. Last year the City spent over \$134k. The new service agreement, along with better budgeting practices, will hopefully help to mitigate this. Department heads need to educate staff on when it is appropriate to use IT services. When purchasing most computer-related equipment, that should be completed in-house to reduce costs. The budget for IT this year totals \$119k across all funds, which is where the \$15k reduction comes from.
- Maintain a balanced budget for FY23-24.



## POLICE

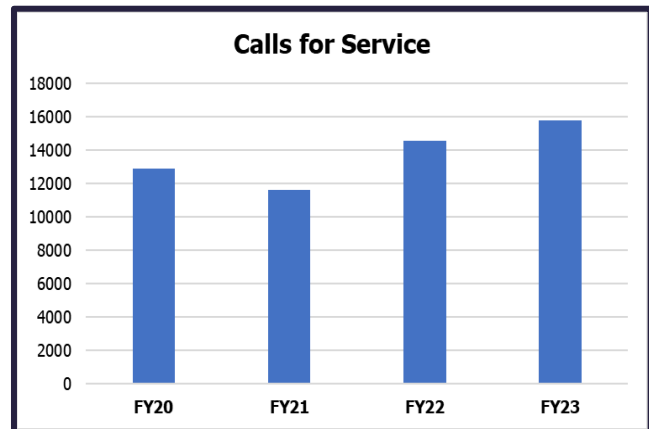
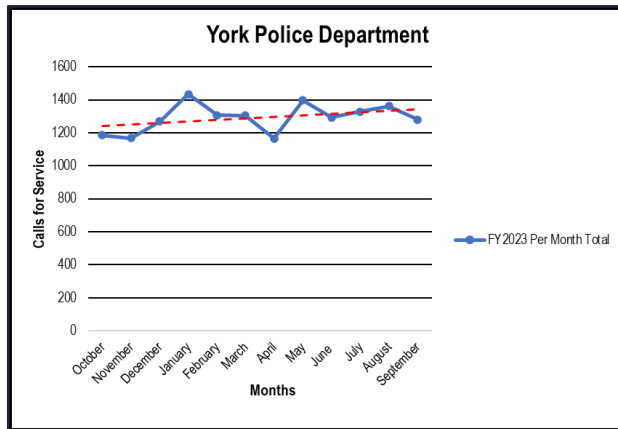
### Departmental Overview

The York Police Department's core function of the department is to protect and serve the citizens of the City of York and their property and protect their children in the schools. The Department has five divisions: Enforcement Division, Criminal Investigations Division (FSU, CID, DEU), Administration Division (Chief, Captain, Administrative Officer, Evidence, Records, Training), School Resource Officers Division, and Telecommunications Division.



**Staff:** 45      **Budget:** \$3,769,000

### Statistical Data



### Accomplishments/Milestones

The department has applied for and received several grants. SRO, car cameras, ballistic vests, DUI overtime, and equipment. Brought our policy and procedures up to the South Carolina Criminal Justice Academy's guidelines. Starting a Street crimes Unit to deter crimes in problem areas. Able to work through House Speaker Tommy Pope to achieve Axon access to DMV files, which will allow any department in the State that uses this in-car camera the ability to receive alerts for wanted vehicles, expired tags, suspended tags, and much more.

### Future Goals, Current Initiatives, & Conclusion

The Police department is very active when it comes to public safety services. The department is continuing to evolve and meet the demands of the growth of the City with many exciting projects (current & future) and demanding times; the department is constantly changing to meet the public's needs by improving the way we operate to include strategies & tactics. Below are current initiatives and future goals we are moving towards.

- State Accreditation
- Recruitment and Retention of high-caliber human capital for the department.
- Locate and apply for more grant opportunities for operational needs.
- Stay within budget and complete the upgrade and improvements for the Gun Range Capital Improvement Project.
- Stay within budget and complete work on both interior and exterior upgrades, but also identify, budget, and plan for future facility needs.
- Coordinate and work with the Fire Department on the proposed York Police Department sub-station in Fire Station #2.



# FIRE

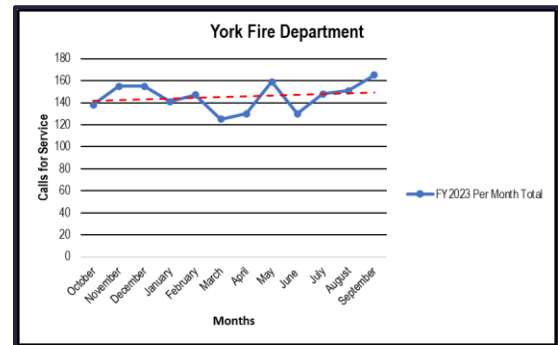
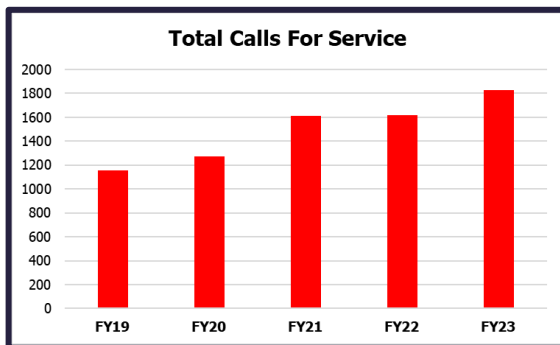
## Departmental Overview

The core functions of the Department are fire suppression, emergency medical response, hazardous materials response, fire prevention, and education. Members of the Department respond to all major events, such as weather-related incidents, and any other emergent needs from homeowners in the community. Members of the Department do much more than just respond to emergencies as well. Other programs offered by the Department include CPR and defibrillator training, along with fire extinguisher training.



**Staff:** 17, 6 Volunteers    **Budget:** \$1,466,500

## Statistical Data



## Accomplishments/Milestones

- 2022 Recipient of a Fire Safe Community-Increase fire service community risk reduction participation through increased training, partnerships, and opportunities.
- DHEC Certified Additional Apparatus- this allows the department to respond to EMS Incidents.
- Completed a Fire Station Study Analysis study.
- Equipped Front Line Fire Engine with Extraction Equipment (trial run)-this gives the department the ability to provide better capabilities when responding to incidents.
- Completed Annex Remodel-the annex needed much-needed repairs to house additional personnel and also serve as a command post if needed for natural disasters.
- Smoke Alarm Blitz -continue to improve fire prevention by ensuring residents have working smoke alarms in their residents.
- Fire Prevention in York Schools (Elementary)-October is fire prevention month; this is a time when personnel deliver fire prevention information and material in schools.
- Updated Our Emergency Reporting Software-this will give us better data to not only make better decisions but also track when compiling data.
- Collected Toys for Happiness (York Fire Department Collection Point)



## Future Goals, Current Initiatives, & Conclusion

The fire department is very dynamic when it comes to service department. With many exciting projects (current & future) and demanding times, we find ourselves constantly changing to meet the customer's needs by improving the way we operate to include strategies & tactics when related to incidents and development.

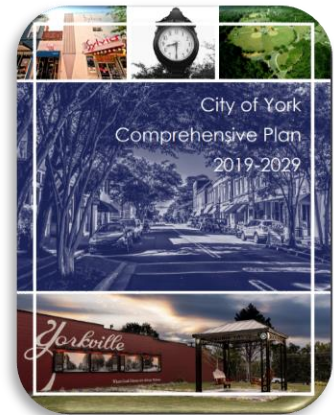
- Overwrite of all Standard Operating Procedures, Strategic Plan & Standards of Cover Process. Implementation of a New Training Program; this will allow the department to capture as many points as possible in the ISO Category. Remodel the Current Fire Station to meet the demanding needs for service. Fire Station # 2 Project.



## PLANNING & DEVELOPMENT

### Departmental Overview

The Planning and Development Department serves as the point of contact for applicants regarding detailed information pertaining to the City's zoning and land development standards; the submission/review of site plans as well as plats for the subdivision of properties into residential, commercial, or industrial projects; the building permit process for various types of construction; plan review and inspections for many different types of construction projects; the process for opening a business and obtaining a business license; and the submission of complaints regarding overgrown lots, trash/ debris, junk cars. Additionally, the Planning and Development Department coordinates/handles all activities related to the Board of Architectural Review, Planning Commission, Board of Zoning Appeals, and Construction Board of Adjustment and Appeals.



### Divisional summary:

#### Building Code Enforcement

- This division handles the review of various construction drawings and building permit applications, the issuance of permits, conducts a diverse set of inspections, and ultimately issues certificates of occupancy for proposed residential, commercial, and industrial projects and applications to the Construction Board of Adjustment and Appeals (CBAA) and creates the meeting packets and handles everything related to CBAA meetings.
- The City's Building Official, Building Inspectors, and Plan Reviewers must achieve and maintain exacting levels of required State certification through training and testing and are responsible for verifying compliance with adopted construction codes. The City's Planning Director also serves as the Building Official, Commercial Inspector, and Plan Reviewer. A contract inspection company, RCI, is utilized for projects as needed. We currently have 1 residential building inspector with another building inspector scheduled to start during this budget cycle.

#### Planning and Zoning

- This division handles the review of all site plans and subdivision plats; short-and long-term planning; research and creation of ordinances; comprehensive plan updating and benchmarking; enforcement and updating of zoning and subdivision ordinances and serves as liaison to multiple municipal boards and commissions including Planning Commission, Board of Zoning Appeals and Board of Architectural Review. Staff is responsible for the creation of the meeting packet and coordinating all aspects of work related to these boards and commissions. Over the last year, we coordinated and/or attended approximately 70 Board, Commission, and City Council night meetings. We currently have the Planning Director, Zoning Administrator, and Planner serving in this division.



#### Remedial Code Enforcement

- This division handles the enforcement of various remedial code sections, including junk cars, overgrown lots, and trash/debris abatement. We have one code enforcement officer who is responsible for receiving and assessing complaints, taking appropriate action including phone calls, issuance of enforcement letters and court summons and following through on the court



process. We anticipate being much more proactive in the abatement of remedial issues via policy and ordinance changes.

#### Business Licensing

- This division receives and processes business license applications for all types of businesses including retail, restaurant and industrial establishments as well as contractors that perform work in the City. We have one person who serves in a dual role as Planning Assistant and Business License Clerk. The Business License Clerk is responsible for processing/mailling over 1,000 business license renewal applications each year and then following up to ensure compliance for each application.

**Staff:** 7      **Budget:** \$591,500

#### Statistical Data



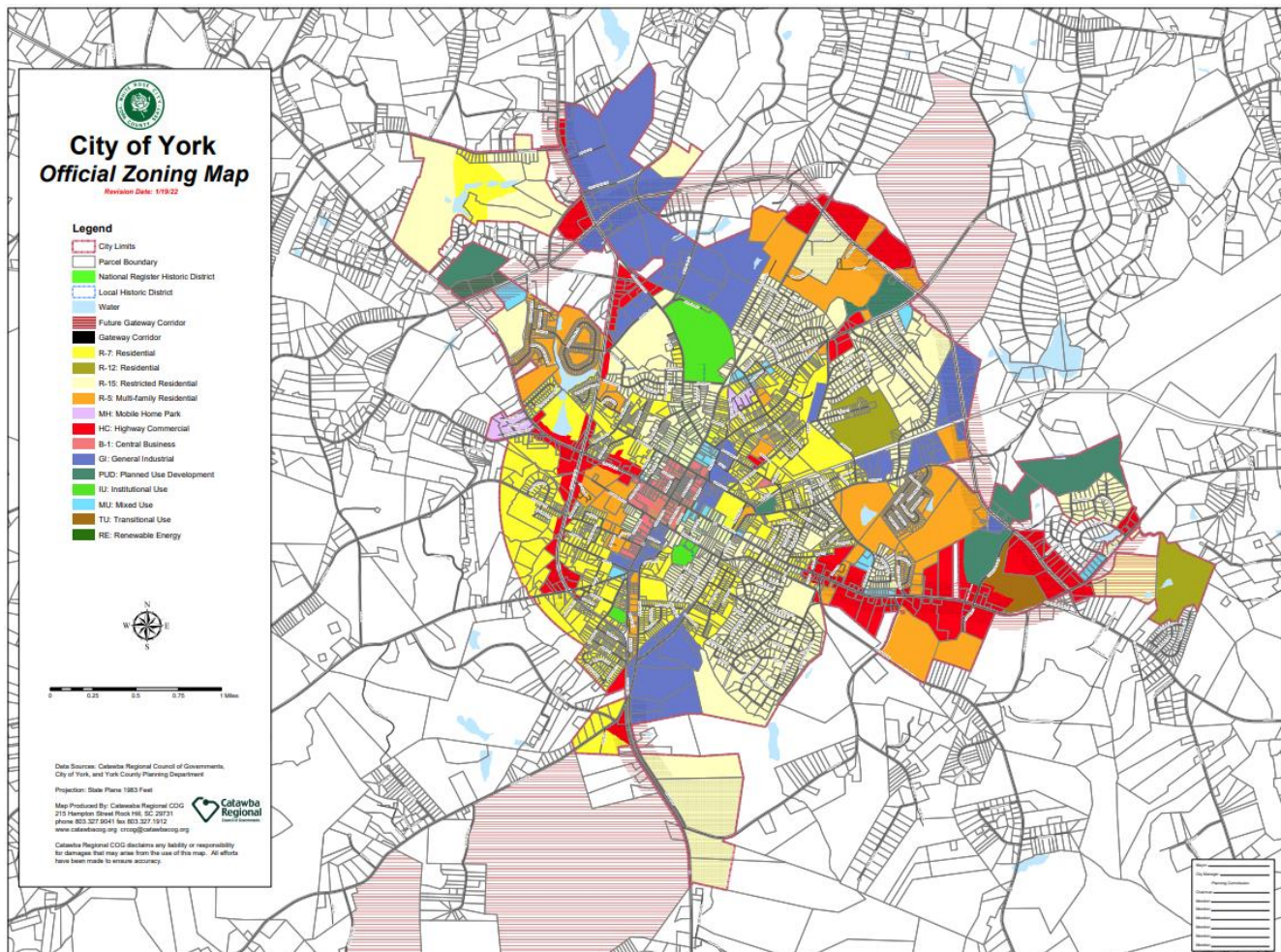
#### Accomplishments/Milestones

- The department coordinated the creation of the moratorium ordinance on certain types of residential development as well as the subsequent creation of the new residential development standards and updated population, housing, and land use elements of the Comprehensive Plan. The revised standards and comprehensive plan will hopefully lead to more orderly growth, better-designed projects, longer-term sustainability, and better use of the City's limited resources. City staff met with the Planning Commission approximately 25 times over the past year to help craft the Planning Commission recommendation to the City Council.
- With the new standards approved, we are seeing a plethora of potential projects being brought forward for discussion with Planning staff. We are certain to see a number of project applications in the near future, and Planning staff will work diligently with each applicant as everyone gets familiar with the new standards.
- Due to the large number of recently approved projects, as well as projects continuing to break ground, we anticipate a significant increase in demand for services across the board in the Department. The projects include the much-discussed residential subdivisions as well as numerous planned commercial projects and a planned industrial park.

- We are currently working with InfoVision to install Evolve software to handle all aspects of departmental services. Once fully installed, the software will enable greatly enhanced and more efficient services pertaining to permit applications, requesting inspections and cataloging inspection results, tracking of projects, etc. The installation process is very arduous and painstaking, but the effort will provide great benefits for the City and the public. Currently, we are working on the residential permitting module, with more modules to come in the near future.
- City staff will be tasked with continuing to update the City's Comprehensive Plan and verifying benchmarking for the Plan.

### **Future Goals, Current Initiatives, & Conclusion**

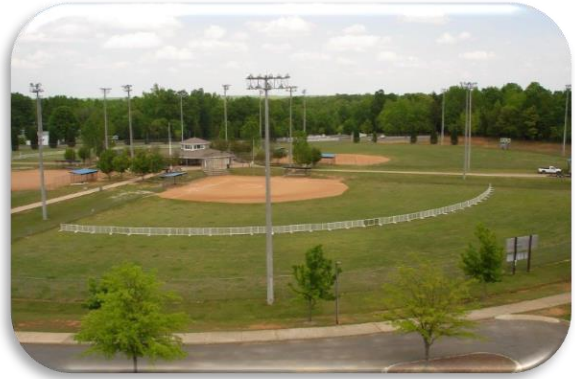
- Between 2020 and mid-2022, the City approved approximately 2,300 lots for residential development (both houses and townhomes). As detailed in the newly revised population element in the Comprehensive Plan, the noted 2,300 lots alone will likely increase the City's population from 8,600 in 2020 to approximately 15,000 in 2028. Now that the moratorium has been lifted and we soon begin to approve additional residential projects, we can expect the estimated population in 2028 to be significantly higher than 15,000.
- Such anticipated growth will continue to stress the capabilities of the Department by significantly increasing zoning and subdivision reviews, plan reviews, and permit applications for new residential, commercial, and industrial projects, inspections, code enforcement issues, and business license activities. For example, in the next couple of years, permit applications for residential units could increase to 500-700 while building inspection requests could approach 4,000.



## PARKS & RECREATION

### Departmental Overview

The City of York Parks and Recreation Department provides a variety of recreational opportunities for residents of all ages through our recreational programs, facilities, and parks. The department has two divisions that are under the recreation department. First, the grounds and maintenance department. This department is staffed by two full-time employees (Buildings & Grounds Supervisor & Building & Grounds Assistant). This division of our department is responsible for the general maintenance and upkeep of our facilities and our ball fields. This includes tasks such as prepping the baseball/ football fields, mowing, edging, and litter control of our city's parks (in the offseason), routine maintenance in parks, and assisting various departments throughout the city with event setups. The second division is the programs/athletics department. The core function of this department is to maintain a quality parks and recreation program that benefits the community and satisfies the needs of its participants. This is achieved by listening to the wants and needs of the community and being open to new trends and concepts. We plan, coordinate, and monitor youth and adult athletics and programs. Currently, we offer the following athletic programs/programs:

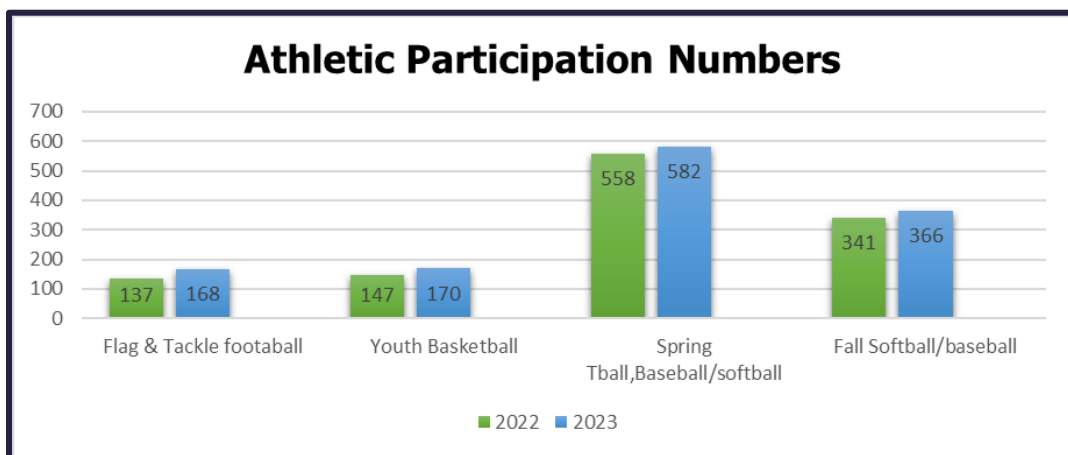


- Flag and youth tackle football
- Fall and Spring Tee Ball, Baseball, and Softball
- Youth Basketball
- Gymnastics
- Futsal free play (indoor soccer)
- Adult softball

**Staff:** 6.5    **Budget:** \$769,000

Parks & Recreation Director  
 Program Director  
 Program Coordinator  
 Program Assistant  
 Buildings & Grounds Supervisor  
 Buildings & Grounds Assistant  
 Recreation Assistant (PT – 3)

### Statistical Data





## **Accomplishments/Milestones**

- York Bike Trail- The repaving of the mile-long bike trail that begins at City Park and ends at the York Recreation Complex was completed last year. Along the bike trail, we installed a bike repair station, new signage, kiosks, bike racks, new fencing in areas that were damaged, and new fold-down safety bollards at intersections.
- Rec Complex Restrooms- We recently were able to renovate the restrooms at the rec complex. This was an improvement that was much needed. We were able to get new stalls, toilets, countertops, sinks, painted walls, and an epoxied floor.
- NFC Fitness Court- We applied for and received a grant from the NFC to bring an outdoor fitness court to the City of York. Currently, it will be the 2<sup>nd</sup> one in the state of SC. This is a 7-station court that uses mostly the participant's body weight and can be used by all different ages and skill levels.
- Girls' Softball All-Star Tournament - We started a softball tournament this spring for the first time after listening to the wants of our community. York, Clover, and Fort Mill participated in this tournament that was hosted in York. This was a great way for our softball players to showcase their talent. The department looks forward to participating in this again next year.



## **Future Goals, Current Initiatives, & Conclusion**

In conclusion, the department is considered a small recreation department in comparison to others in the area. However, we continue to work hard as a team to serve the growing population of York. We are continuing to recruit potential employees for the vacant positions in our maintenance/ grounds department to be more efficient in other areas. Our athletics/ program department continues to grow with a surge in participation numbers and new programs that we are offering. Gymnastics was reintroduced after a hiatus due to Covid. The classes filled up quickly, and we had to adjust and add

another class (we still had to develop a waiting list). As we enter this new fiscal year, we are looking forward to new challenges, but we have also begun work on some new projects and are preparing to add cheerleading and pickleball to our offered programs. We are finalizing our NFC Fitness Court, have begun renovations at our field 5 dugouts, and have completed the new staircase to the field 5 press box. We are also preparing to have City Park Phase 2 completed by the springtime. We are working on getting a much-needed batting cage installed at the rec complex that should be completed prior to the start of the spring baseball/softball season.



## COMMUNITY ENGAGEMENT

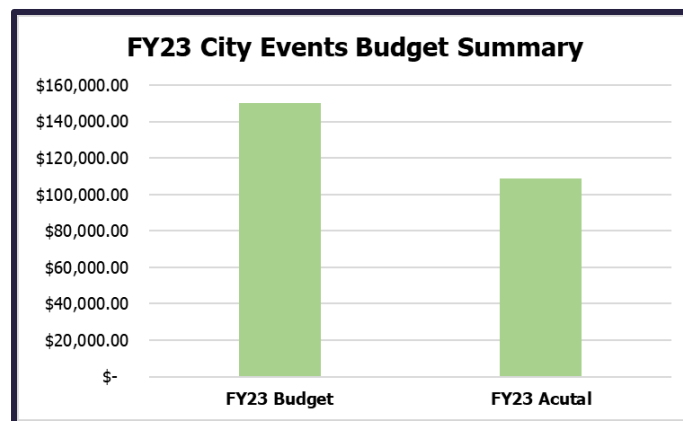
### Departmental Overview

Formerly the Community Events Department, the Community Engagement Department is responsible for the development of marketing strategies that promote tourism in the City of York, city-wide marketing and communication, planning and executing community events, and management of the Hospitality and Accommodations Tax Grant Programs.



**Staff:** 2      **Budget:** \$827,000 Includes Tourism & Summerfest Funds

### Statistical Data



### Accomplishments/Milestones

- Addition of Full Time Community Events Coordinator
  - The unprecedented growth in the City of York prompted the decision to expand the community events department and hire a full-time events coordinator.
- \$32,500 in sponsorship procurement for 2023 York Summerfest.
  - Budgeted sponsorship revenue for the 2023 event totaled \$30,000.
- Increased craft vendor, food vendor, and retail/commercial vendor revenues for the 2023 York Summerfest.
  - Total vendor revenue budgeted for \$4,000. Total revenues for craft, food, and commercial vendors totaled \$16,220.
- Consistently stayed under budget for 2022-2023 community events.
  - Total events budget for the 2022-2023 fiscal year was \$150,000. Expenses for the 2022-2023 fiscal year totaled \$108,914.98.



### Future Goals, Current Initiatives, & Conclusion

- Like the City of York, the Community Engagement Department is growing. The influx of new residents to the city will increase demand for additional events and resources dedicated to the promotion of tourism in York. Some department goals in the next fiscal year include new family-friendly summer movie nights at City Park, sponsorship programs for city events, proposed changes to the Special Events application process along with the Hospitality Tax Grant Program, and the rebranding of York Summerfest.

## PUBLIC WORKS

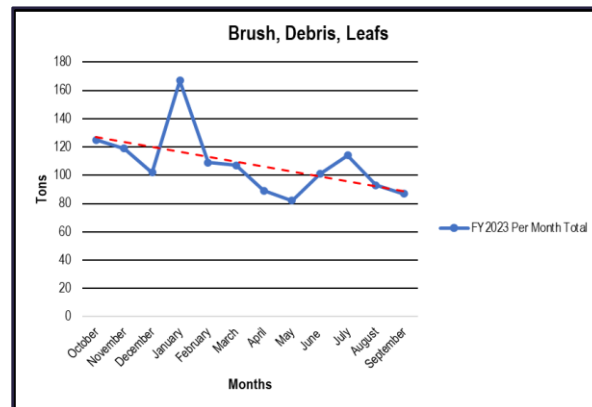
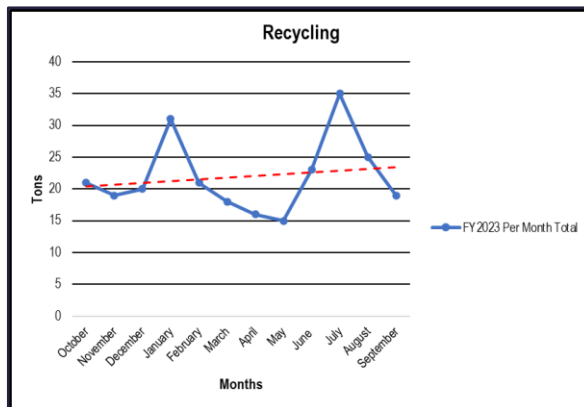
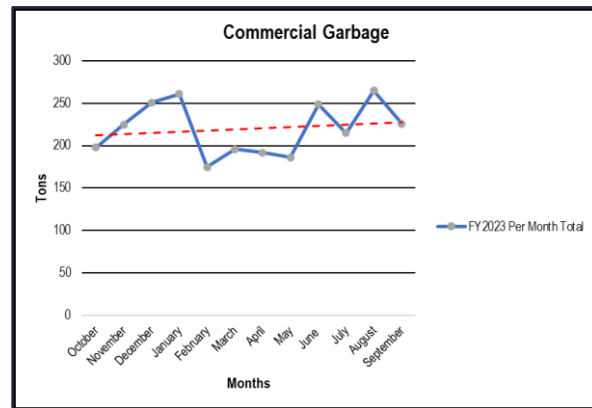
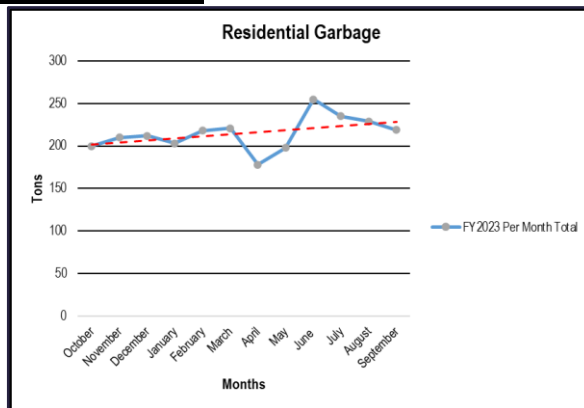
### Departmental Overview

The City of York Public Works Department provides the city with seasonal leaf pick-up, year-round limb, and tree trimming removal, along with furniture and appliance removal. The department also picks up residential and commercial garbage and recycling daily. The public works department also assists with different events that the city has, and twice weekly, downtown is cleaned. The Public Works Department also has a litter control employee who works 4 hours a day, 5 days a week, to help keep the streets a little cleaner.



**Staff:** 10.5    **Budget:** \$1,527,000

### Statistical Data



### Accomplishments/Milestones

This past year, the department was able to get pressure washing completed at city hall, also on N. Congress St., and we had the brick pavers on N. Congress St. regouted. Also, the department had some of the damaged sidewalks replaced in front of City Hall, Hillside Ln., and storm drains replaced at Ole Eastpoint subdivision. Additionally, we are finishing the completion of the historical district wayfinding signage project. Lastly, the department has also purchased a new leaf truck and allocated money in the FY23-24 budget to put a motor on the unit for the old leaf truck, so this will hopefully provide us with a dependable backup truck.

### Future Goals, Current Initiatives, & Conclusion

For 2023, we are looking to do more sidewalk maintenance and complete more sidewalk repairs. Also, we would like to make improvements to our Christmas lighting and wreaths, sidewalk, and tree removal on South Congress St., pressure washing on Liberty St., Restriping the city hall parking lot, and begin the construction of gateway signage throughout the City.



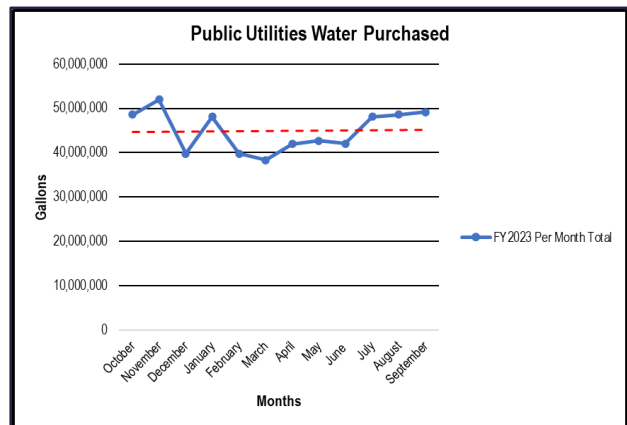
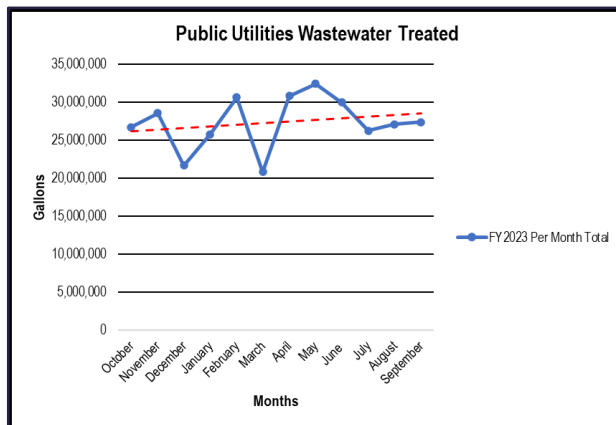
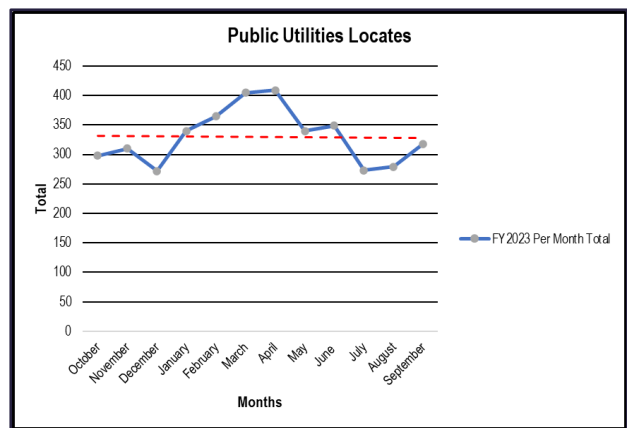
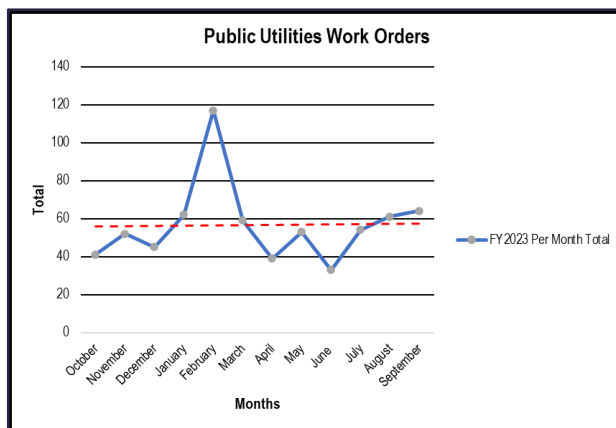
## WATER & SEWER

### Departmental Overview

The City of York Water and Sewer Department operates and maintains a water and wastewater utility system that provides water and wastewater service to over 4,125 water and sewer customers located throughout the City of York corporate limits and outside the City's corporate limits. The City of York Public Utilities Department maintains the water system that consists of more than 91 miles of water main and 615-plus fire hydrants, and the sewer collection system that has nearly 80 miles of sewer piping.

**Staff:** 14.5    **Budget:** \$4,745,500

### Statistical Data



### Accomplishments/Milestones

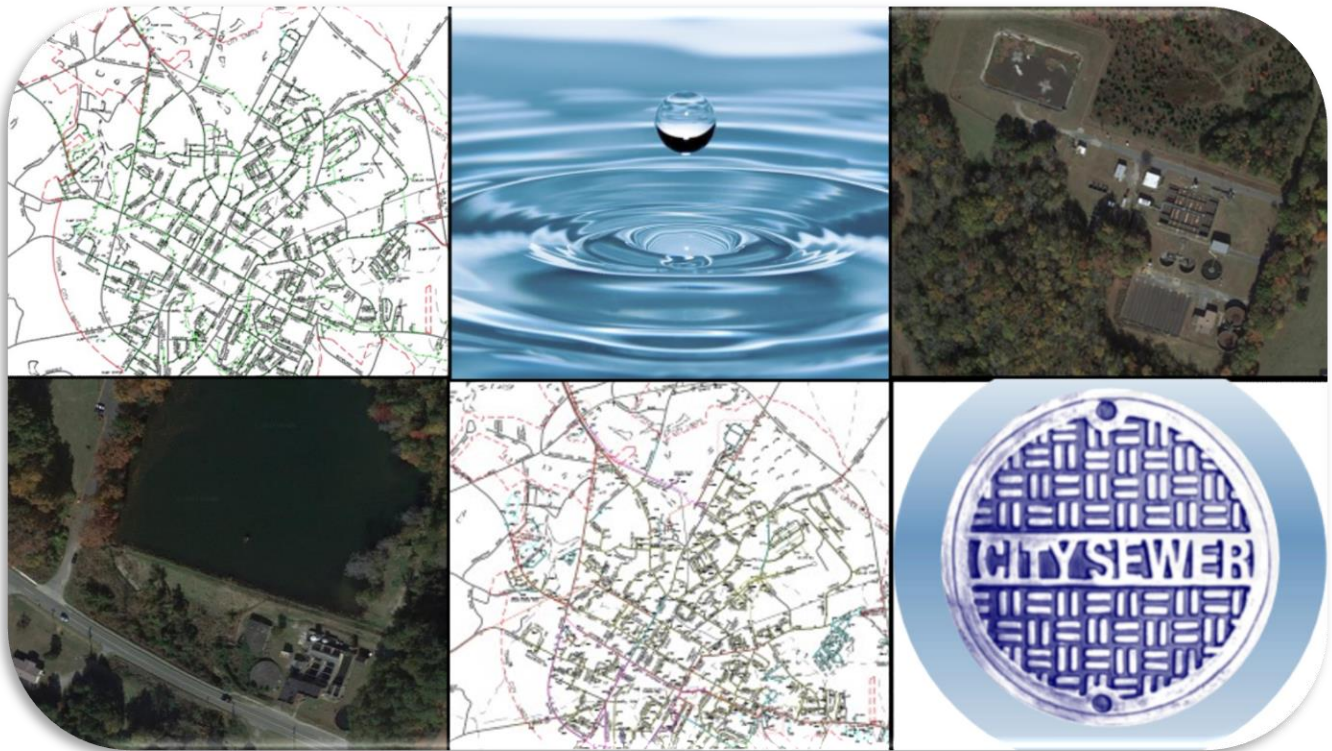
- Rehab of the Ratchford Rd. 500k Water Tower
- Fishing Creek WWTF Expansion
- Liberty St. Waterline Improvements
- Upper Lower Dam Improvements
- Water Plant Demolition
- Lincoln Rd. Sidewalk
- Railroad Ave. Sidewalk
- AMI Meter System Update Project,
- Adding 2 certified, licensed operators. 1 – WWTF and 1 Distribution.
- Adding new equipment and selling off older equipment to help the field crews.



- Expanding the pretreatment program to include food service establishments and other light industries for Fats, Oils, and Greases (FOG).
- Adding more personnel to the WWTF.
- Fully staffed maintenance and meter crews.
- Backflow prevention reporting from 30% last year to 60% and has grown thus far this reporting year.
- More departmental and specific training to retain and recruit high-caliber human capital.

### **Future Goals, Current Initiatives, & Conclusion**

Over the next year, we will see a lot of the planned capital projects mentioned earlier enter the construction phases while the approved subdivisions continue to start and finish development. While this is exciting, it also poses challenges to the department. Also, creating and implementing an asset management plan to account for all infrastructure being taken over in all new developments. Lastly, with new positions added, absorbing employees into other roles, and more department and job-specific training, we will be able to have a more proactive approach while managing the day-to-day.



## CAPITAL IMPROVEMENT PROGRAM

### **Overview:**

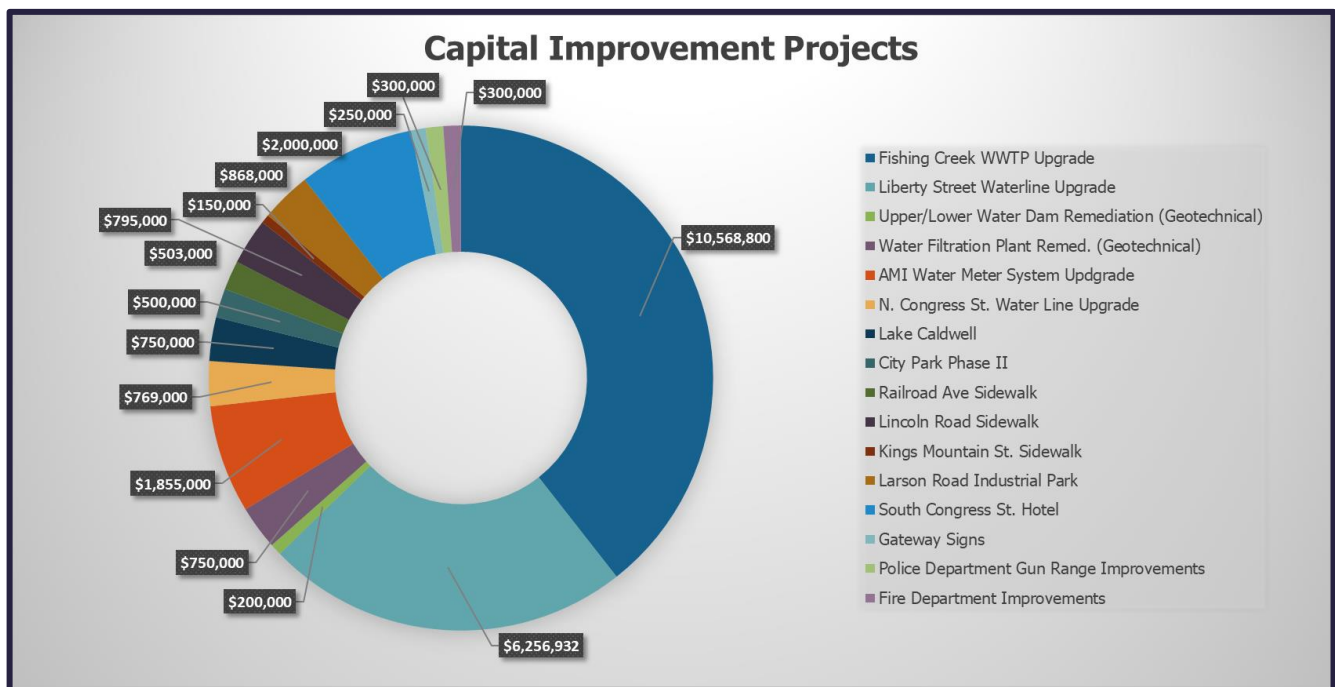
FY 2023-27 Capital Improvement Program (CIP) budget represents a significant investment in infrastructure and major maintenance projects designed to expand, enhance and/or preserve the foundations of this great city.

The Capital Improvement Program budgets includes both the enterprise Capital Projects Fund, Capital Projects Fund, General Fund, Tourism Fund, And Utility Fund that total 16 active projects with a total estimated cost of \$26.8 million.

### **Current/Ongoing Projects:**

- |                                   |  |
|-----------------------------------|--|
| 1. Liberty Street Waterline       | 2. Fishing Creek WWTP Upgrade            |
| 3. U/L Water Dam Remediation      | 4. Water Filtration Plant Remediation    |
| 5. AMI Water Meter System Upgrade | 6. N. Congress St. Water Line Upgrade    |
| 7. Lake Caldwell                  | 8. City Park Phase II                    |
| 9. Railroad Ave Sidewalk          | 10. Lincoln Road Sidewalk                |
| 11. Kings Mountain St. Sidewalk   | 12. Larson Road Industrial Park          |
| 13. South Congress St. Hotel      | 14. Gateway Signs                        |
| 15. YPD Gun Range Improvements    | 16. YFD Interior & Exterior Improvements |

Addressing major deferred maintenance and upgrades of infrastructure is one of the City's basic and core responsibilities. York's capital projects are primarily funded through local revenues, special revenue sources, and, when available, grants from county, state, and federal governments. As a result, the majority of the funding options available for CIP projects are limited to the type of funding available.



Detailed information on the FY 23-24 Capital Improvement Projects is available on the City's website: [FY23-24 City of York Budget](#)

## BOARDS & COMMISSIONS

### **Board of Zoning Appeals**

Neil McWhorter  
Rebecca Caldwell  
Jill Neff  
Myra Sinz  
Rodney Blair  
James Ramere  
Bryant Brown

### **Board of Architectural Review**

Missy Coleman  
Diane Hanlon  
Linda Lowman  
Beth Johnston  
Quinn Witte  
Gene Gaulin  
Amber Palmer

### **Planning Commission**

Jordan Dorsey  
Antionette Barnett  
Laura Korn  
Jessica Koon  
A. Lee McLin  
Wendy Duda  
Rick Thomasson

### **Tree Commission**

Tom Moynanhan  
Frank Sandifer  
Rick Jiran  
Hank Crotwell  
Quinn Witte  
Vacant

### **Construction Board of Adjustments & Appeals**

Dale Baker  
Steve Kelly  
Mike Warmoth  
Gary Good  
James Caldwell







Thank you for taking the time to review our FY2023 Annual report, and the City is excited about our current and future opportunities associated with our current population growth, achieving our strategic plan goals, and cultivating our vibrant vision and mission to capture the true eloquence of what makes the City of York a pulsating community, while providing unparalleled public services!



THE CITY OF YORK  
ANNUAL REPORT FY2023  
is produced by the  
City Manager's Office

City Hall, 10 N. Roosevelt St.  
York, South Carolina 29745

# City of York

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## Memo

**TO:** Mayor & City Council

**FROM:** Dalton Pierce, MPA, City Manager

**MEETING DATE:** November 20<sup>th</sup>, 2023

**SUBJECT:** Discussions – Surety Program Ordinance Update & EDI Raines Co.

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### **GENERAL INFORMATION**

#### **5.1 Surety Program Ordinance Update**

The City Manager, City Attorney, Planning and Development Director, and Public Utilities Director have met several times to draft an updated ordinance for Appendix B Subdivision Regulations Article VI – Improvements required. The updates provide stronger language and requirements for the surety program, both performance and maintenance bonds, for future and current development. This proposed ordinance update went before the Planning Commission on October 23, 2023, with the commission recommending to approve the updates proposed in the ordinance.

#### **5.2 Economic Development Incentive Ordinance – Raines Co.**

Per Ordinance 17-390 Section 2-430 – Authorization

##### **(b) Incentive Agreements.**

The Incentives shall only be provided to an Incentive Recipient after an agreement has been entered into between the City and such person, firm or corporation, which agreement shall set forth: the particulars of the Development; the Incentives to be provided; and sufficient assurances that the Benefits will accrue to the City and the Goals will be met by the Development (an "Incentive Agreement"). Pending the approval by the Council of any Incentive Agreement and subject to the provisions of Sec. 2-406 herein, the City Manager of the City is authorized to discuss the provisions of this Economic Development Incentive Program, aid in the completion of any Proposal (as defined herein) and, subject to the final approval by the Council, negotiate with the potential Incentive Recipient on behalf of the City. Each Incentive Agreement shall be approved by the Council by ordinance. Council is authorized to provide Incentives in any amounts and for any period of time within the thresholds provided for herein or within the time periods and thresholds provided for in any applicable statutory authorization.

The City Council approved an economic development agreement (EDA) between the City of York and Raines Co. on November 7, 2023. The next step would be to generate an ordinance referencing the recently approved EDA and outlining incentives to the incentive recipient Raines Co. The first reading is proposed for December 5, 2023, and the second reading is proposed for January 2, 2024.

#### **5.3 Business License Ordinance Update**

Last year, the City did a major update to our business license ordinance to comply with State requirements; as a follow-up, the State is requiring additional, relatively minor changes to our business license ordinance by the start of 2024. The revisions mostly pertain to the fee schedule and related issues. The pertinent ordinance will be prepared for 1st reading on December 5th and then 2nd reading in January.