



# **FY2014 Year-End Strategic Plan Performance Report**

Prepared July 2014





**MAYOR**

A. Douglas Echols, Jr.

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John Black  
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Councilmember

**CITY MANAGER**

David B. Vehaun

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“The very essence of leadership  
is that you have to have a vision.  
It's got to be a vision you  
articulate clearly...”

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Theodore M. Hesburgh



# FY2014 Year-End Performance Report

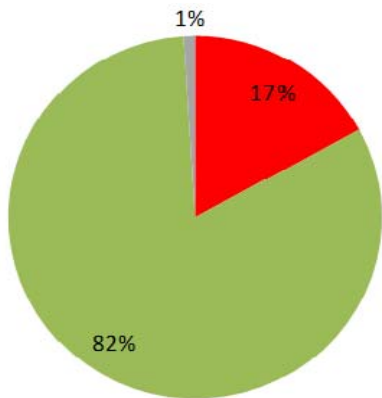
## Transparent Strategy

This City of Rock Hill Year-End Performance Report provides an evaluation of the City’s progress toward accomplishing the goals established in the City’s Strategic Plan. This report specifically evaluates the progress on performance goals that are due within Fiscal Year 2014 (July 1, 2013 through June 30, 2014). A complete listing of all goals can be found in the official FY2013-2015 Strategic Plan which is available on the City’s transparency website, [cityofrockhill.com/transparency](http://cityofrockhill.com/transparency).

Performance reports provide the City a formal opportunity to both evaluate and communicate its performance to the Mayor and City Council, City staff, Rock Hill residents, and all those interested in the well-being of Rock Hill.

## Accountable Evaluation—Year-End Performance at a Glance

Quality Services, Places & Community



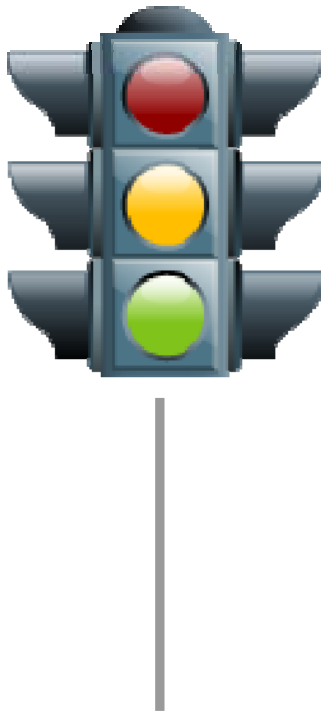
### Performance Legend


- Target met
- Target not met
- Data unavailable


	Services (Pages 5-17)	Places (Pages 18-21)	Community (Pages 22-27)
<span style="color: green;">●</span>	79%	80%	89%
<span style="color: red;">●</span>	19%	20%	11%
<span style="color: grey;">●</span>	2%	0%	0%


The City met 82% of the Fiscal Year 2014 performance goals. Several key goals were met, including completing projects within the Utilities Capital Improvement Plan, creating hotel room nights through sports tourism efforts, and reducing the violent crime rate. Some goals, however, were not met including increasing YardCart participation by 5% and converting sanitation trucks to run on compressed natural gas.


PROVIDE QUALITY SERVICES



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For Fiscal Year 2014, there were 5.4 violent crimes per 1,000 residents; this represents a 13% decrease from the three year trend.
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The Rock Hill Fire Department educated over 7,000 students about fire safety and prevention.
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Beginning in early 2014, the traffic signal division began a study to gather information on potential traffic signalization improvements. High congested school zones, the Dave Lyle Boulevard, Cherry Road, and Celanese Road corridors were studied. Staff identified recommendations for improvement.
- 

While the goal was to include a \$50,000 increase for street resurfacing in each year's budget, the Fiscal Year 2014 budget did not include a \$50,000 increase; however, the Fiscal Year 2013 budget included a \$100,000 increase for street resurfacing, and the new Fiscal Year 2015 budget includes an increase of \$100,000.



# SERVICES

## Performance Goal & Target

## Year-End Performance

### POLICE SERVICES

#### Priority 1 Response Rate

Respond to 70% within 5 minutes



57% within five minutes. This represents a significant improvement over previous years.

#### Property Crime Rate

Reduce property crime per 1,000 residents by 2% or more (41.8 per 1,000 or less) based on three-year trend



43.4 property crimes per 1,000 residents. This represents a 1.6% increase over the three year trend.

#### Violent Crime Rate

Maintain or reduce violent crime per 1,000 residents (6.1 per 1,000 or less) based on three-year trend



5.4 violent crimes per 1,000 residents. This represents a 13% decrease from the three year trend.

#### Police Community Presence

Attend at least 75 community & neighborhood events/meetings



260 events.

Explore methods to increase visibility in neighborhoods/patrol zones by 1/2014



The increase in the number of zones has given officers more time to spend in their assigned areas & more opportunities to meet citizens.

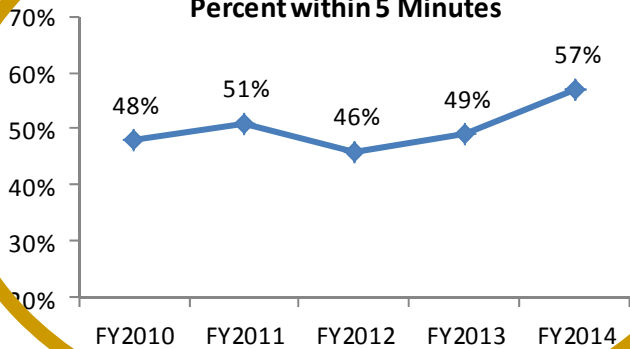
#### Diversity

Evaluate progress of Police workforce diversity/minority recruitment by 6/30 each year



Police workforce diversity - 38.8% (York County minority population is 27.7%)

**Response Rate for Priority One Calls:  
Percent within 5 Minutes**



**Community Presence:** the Police Department partners with the York County Library for its Gaming Program which brings youth and police officers together in a positive & personal format.


Performance Goal & Target

Year-End Performance

FIRE SERVICES


**Top Priority Fire Suppression Response**

Respond to 90% within 5 minutes

 93% within 5 minutes.


**Top Priority Medical Response**

Respond to 90% within 5 minutes

 93% within 5 minutes.


**Room of Origin Containment Rate**

Contain 62% or more of fires to room of origin

 92% contained to room of origin.


**Provide Fire Safety Education**

Provide fire safety education to 4,000 or more elementary students each year

 Educated 7,375 elementary students.


**Fire Community Presence**

Attend 4 or more community/neighborhood events per year

 Nine events including: St. Anne’s International Festival, Epworth Church Neighborhood meeting, Operations Open House, Paws in the Park, Red, White and BOOM, Come See Me Parade, Come See Me Fireworks, Special Olympics, and the Hunters Case HOA Meeting.

**Personnel Certifications**

Operate with 100% of staff maintaining required federal & state certifications in special operations

 100% of staff. Through in-house & off-site training, fire suppression employees are able to meet training skill & didactic requirements. Topics range from firefighting tactics, confined space, swift water rescue, & hazardous materials.


**Paramedics on Staff**

Increase the number of Fire personnel with paramedic certifications by 2 each year

 1 employee currently enrolled in the paramedic program.

**Diversity**

Evaluate progress of Fire workforce diversity/minority recruitment by 6/30 each year

 Fire workforce diversity - 21.3% (York County minority population is 27.7%).

# SERVICES

## Performance Goal & Target

## Year-End Performance

### JUDICIAL SERVICES

#### Efficiently Manage Solicitor's Office

##### Case Load

Dispose of 50% of jury trials within 120 days  67% disposed of within 120 days.


#### Efficiently Manage Municipal Court's

##### Case Load


Number of cases disposed of & under conditional disposition exceed number of cases filed  12,648 new cases were filed and 12,877 cases were disposed or under conditional disposition.

### PUBLIC WORKS & STORMWATER


#### Evaluate YardCart Participation

Examine YardCart participation level by 9/1 each year  376 customers were added to the program during Fiscal Year 2014. Participation is at 52%.


#### Increase YardCart Participation

Increase YardCart participation by 5%  376 customers added representing a 4% increase; overall participation is at 52%.


#### Evaluate Median Cost for Refuse Operating & Maintenance Expenditures

Remain 25% below ICMA median cost for refuse maintenance & operations per ton collected  ICMA's median expenditure per ton collected was \$87; Rock Hill's expenditure per ton collected was \$41. This is 53% below ICMA's median cost.


#### Conduct Sidewalk & Street Assessment

Conduct a conditions assessment of City sidewalks/streets by 6/30 each year  This is an ongoing effort. Wards 1 & 2 are 100% complete; Ward 3 is 40% complete, Ward 4 is 22% complete, Ward 5 is 10% complete, and Ward 6 is 72% complete.

#### Increase Resurfacing Funding

Increase resurfacing/street paving funding in the City's General Fund by \$50,000 each year  While the Fiscal Year 2014 budget did not include an increase for street resurfacing, the Fiscal Year 2013 budget included a \$100,000 increase for street resurfacing and the new Fiscal Year 2015 budget includes an increase of \$100,000.

#### Road Ratings for Public

Develop an interactive application that allows citizens to check road ratings & learn about various road paving solutions  Current paving projects are detailed on an interactive map; however, staff continues to work on creating an interactive road rating map.



## Performance Goal & Target

## Year-End Performance

### Damaged Sidewalk Replacement

Replace at least 2,500 feet of damaged sidewalk each year

● 2,586 feet of damaged sidewalk were replaced.

### Upgrade Ramps to Comply with ADA

Replace at least 30 intersection ramps to comply with ADA requirements each year

● 30 ramps upgraded to comply with ADA requirements.

### Upgrade Street Signage

Upgrade at least 600 signs per year to comply with state/federal street signage changes

● 926 signs were updated.

### Street Cleaning Routes & Schedules

Create an interactive map for the City's website that displays street cleaning sweeping routes & schedules

● Sweeper routes were added to the sanitation map on the City's website indicating the areas of the City being cleaned by the day of the week.

### Commercial Sanitation Customer Base

Explore opportunities to appeal to additional commercial customers by 1/2014

● Staff met with local business owners to discuss service opportunities.

### Stormwater Ponds Compliance

Inspect & bring at least 5 Stormwater ponds into compliance

● 3 noncompliant ponds were brought into compliance.



#### *Did You Know?*

Rock Hill's Sign Shop is staffed by two employees. They take pride in recycling signs in an effort to maximize resources. An old 25 mph speed sign may become a new 35 mph speed sign. In addition to creating signs, these two employees handle the City's line striping (road lanes, City parking lots & many crosswalks) to make sure drivers & pedestrians have visible lines to guide them.

# SERVICES

## Performance Goal & Target

## Year-End Performance

### PARKS, RECREATION & TOURISM SERVICES

#### Conduct Cost-To-Serve Analysis on Programs

Evaluate program offerings using cost-to-serve methodology & complete annual assessments for determining future program directions by 6/1 each year

100% of Summer & Fall 2013 and Spring 2014 programs' cost-to-serve analyses completed.

#### Enhance Sports Tourism Efforts & Success

Meet with the Rock Hill Sports Marketing Alliance quarterly

No meeting was held during the first quarter; however, a meeting was held during the second, third, and fourth quarters (October 2013 and January & April 2014).

Host at least 4 state, regional, or national events

14 events fitting the goal's criteria were held including: Regional Quidditch tournament, National Softball Association's Super Worlds Adult, the United States Tennis Association's 25k Tennis, and the South Atlantic Conference's Soccer Championships.

Evaluate sports tourism's direct financial impact each year

Calendar year 2013 total estimated direct economic impact—\$17,393,499.

Evaluate the number of hotel nights attributable to sports tourism activities

15,638 hotel nights attributable to sports tourism activities (2013 calendar year).

Develop a web-based portal designed to guide visitors while in Rock Hill & serve as a welcome for sports tourism events by 12/31/2013

The goal's completion date was not met; however, staff conducted a national search for comparable sites. The web-based visitor portal went live in April 2014: <http://www.visitrockhillsc.com>.

Audit & update the current Parks, Recreation and Tourism volunteer tracking system in Raiser's Edge by 10/2013

Staff audited & updated Raiser's Edge during the first quarter of the fiscal year.

Identify potential volunteers/ambassadors who could assist the City with sports tourism events

526 potential sports tourism ambassadors were identified. Additionally, staff met with Winthrop University's Sports Management Department to identify student volunteer and internship opportunities for support of sports tourism events.

## Performance Goal & Target

## Year-End Performance

### Nature Based Tourism Efforts

Host at least 4 events at Glencairn Garden each year

- 11 events: Santa in the Gardens as part of Christmasville & hosted Clemson Extension 4-H Homeschool nature education and tour program four times between September and December 2013. Hosted four Come See Me Festival events in April and two Bloomfest events in May.

### Enhance Staff Capacity through Cross-Training

Provide cross-training to parks personnel for maintenance & operation duties by 7/2013

- Parks personnel have been and continue to receive cross-training. Training topics have included: environmental education, special events, tournaments, & playground safety inspections.

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Provide cross-training to recreation personnel for recreation programming duties by 7/2013

- Recreation personnel have been and continue to receive cross-training. Training topics have included: marketing, concessions operation, & tournament supervision.

### Evaluate Facilities Usage Level & Trends

Provide Public Parks & Recreation Commission and the City's Office of Management & Budget with a report detailing usage levels & usage trends at all recreation centers & neighborhood parks by 7/2013

- Facility usage analysis findings were provided to the Commission and Office of Management & Budget in April 2013.

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Based on data from usage report, provide recommendations for repurposing facilities as appropriate by 1/2014

- The Public Parks & Recreation Commission formed a task force that researched repurposing options for Spencer Park. Representatives met with Spencer Park neighbors about facility repurposing. Phase I work on parking lot improvements and dog park fence areas were completed at Spencer Park.

## ELECTRIC, WATER & WASTEWATER

### Reliable & Effective Electric Operations

Track system average interruption duration index (SAIDI)

- System average interruption duration index – 78.8 minutes.

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Track customer average interruption duration index (CAIDI)

- Customer average interruption duration index – 56.8 minutes.

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Track average system availability index (ASAI)

- Average system availability index – 99.985% available.

### Evaluate Usage of Automated Outage Reporting Options

Compare the usage of IVR, web & text for the reporting of outages versus the use of call agents

- Fiscal Year 2014 outages were reported in the following manner: 58.5% by IVR (interactive voice response), 34.5% by phone call to agent, 6.9% by web, and 0% by text message.

# SERVICES

## Performance Goal & Target

## Year-End Performance

### Traffic Flow & Traffic Signalization

Identify high traffic areas that require adjustments to traffic signal synchronization by 6/2014



Beginning in early 2014, traffic signal personnel began a study to gather information. High congested school zones, the Dave Lyle Boulevard, Cherry Road, and Celanese Road corridors were studied. Staff developed reports identifying recommendations for improvement.

### Explore Expanding Electric Customer Base

Examine how rate structure/electrical system could be leveraged to attract new customers & industries by 6/2014



RFP for a utility rate study has been reviewed. A consultant will be selected in early Fiscal Year 2015.

### Address Electric System Infrastructure Needs

Complete 90% of electric capital projects according to the Capital Improvement Plan (CIP) schedule



106% of budget expended; expenses include several projects from the Electric Operating Budget's Fiscal Year 2014 CIP schedule, including smart grid upgrades, reliability improvement projects, and line relocations and primary feeders in the Bleachery and Old Town East areas.

### Efficient and Effective Water Operations

Meet or exceed EPA & DHEC drinking water standards



During Fiscal Year 2014, the City met or exceeded drinking water standards. The City's 2013 calendar year Water Quality Consumer Confidence Report is available at: <http://cityofrockhill.com/home/showdocument?id=6145>.

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Remain above the American Water Works Association (AWWA) median for the amount of water delivered per water employee



This year's data unavailable; however, last year the AWWA median was 0.25 million gallons per day delivered per employee while Rock Hill's average was 0.46 million gallons per day delivered per employee.

### Address Water System Infrastructure Needs

Complete 90% of water capital projects according to the CIP schedule



139% of budget expended; expenses include several projects from the Water Operating Budget's Fiscal Year 2014 CIP schedule, including work on small diameter lines and work performed on the Eden Terrace water main and the Lake Wylie intake.

### Efficient and Effective Wastewater Operations

Meet or exceed of EPA & DHEC wastewater treatment standards



During Fiscal Year 2014, the City met or exceeded wastewater treatment standards.

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Remain above the AWWA median for the amount of wastewater processed per wastewater employee



Data unavailable; however, last year the AWWA median was 0.20 million gallons per day of wastewater processed per employee while Rock Hill's average was 0.30 million gallons per day of wastewater processed per employee.

## Performance Goal & Target

## Year-End Performance

### Address Wastewater System Infrastructure Needs

Complete 90% of wastewater capital projects according to the Capital Improvement Plan (CIP) schedule

95% of budget expended; expenses include several projects from the Wastewater Operating Budget's Fiscal Year 2014 CIP schedule, including work performed on replacing the gravity sewer outfall along Manchester Creek and work surrounding the Bleachery site.

## ECONOMIC & URBAN DEVELOPMENT SERVICES

### Market Rock Hill as a Preferred Location for Business Growth

Hold 2 events or meetings for area brokers each year

Participated in marketing event for The I-77 Economic Development Alliance with representatives from YCEDB (York County Economic Development Board) and SC Commerce.

Explore possible relationships with South Carolina's research universities to support economic development efforts in Rock Hill by contacting economic development officials at each of the 3 research universities by 1/2014

Met with USC's Office of Economic Engagement and Clemson University's Office of Economic Development. Relationship with Clemson was established through the Technology Incubator. Multiple requests to meet with the Medical School of South Carolina were acknowledged but not fulfilled. A report detailing the services offered by each institution was prepared.

Complete a redesign of the www.RockHillUSA.com website that will provide prospects a fully interactive experience in evaluating locations by 1/2014

Target date not met. A RFP seeking web design services to create a new online economic development platform has been prepared; it will be released in Fiscal Year 2015.



The Knowledge Park Technology Incubator continues to provide support to local entrepreneurs. In March, the Technology Incubator held an *Innovation Week* which included several activities, such as an educational seminar on crowdfunding.

# SERVICES

## Performance Goal & Target

## Year-End Performance

### Promote a Business-Friendly Environment that Supports Business Growth & Recruitment

Prepare a competitiveness analysis by 6/30 each year

● Competitive analysis completed.

Host at least 2 meetings with developers & small business owners to solicit advice on how the City can support their efforts

● Staff had meetings with five prospect businesses to discuss how the City could facilitate their locating to the downtown area. Additionally, staff held a focus group on a potential downtown condo project involving three developers.

Re-recruit existing businesses by meeting with them

● Staff met with 11 existing businesses about prospects and potential expansions.

Meet with the owners/representatives of Antrim quarterly to discuss business recruitment

● Staff met with Antrim representative quarterly regarding prospect activity.

Support the creation of 500 full time jobs in the City's business parks by 6/2015\*

\* 1,133 job announcements; a few include: Coroplast (123 jobs), BASELoad (20 jobs), Exel Distribution Center (133 jobs), McKesson Pharmaceuticals (140 jobs), and Pulcra Chemicals (17 jobs).

Support & solicit at least \$50 million in new business investments in the City by 6/2015\*

\* \$148.5 million in new private investment; a few large investment announcements include: McKesson (\$27.5 million), Physician's Choice Laboratory Services (\$23 million), Exel Distribution Center (\$38 million), Hartmann USA expansion (\$18 million), Old Town East Office (\$9 million), and Transaxle expansion (\$7.5 million).

### Support RHEDC as a Key Economic Development Leadership & Investment Organization

Provide staff support to at least 40 RHEDC board & committee meetings

● 40 meetings

### Improve Rock Hill's Position in Columbia & Charlotte Region

At least 2 staff visits to Columbia or events in Rock Hill with the SC Department of Commerce

● Staff had two meetings with senior members of SC Department of Commerce staff regarding prospect activities in Rock Hill and incentives; Rock Hill secured a \$250,000 grant from SC Commerce.

Attend at least 2 Charlotte Regional Partnership activities each year

● Rock Hill participated in one Charlotte Regional Partnership activity.

\*This performance target is due beyond the current fiscal year. Although performance data is provided, it is not included in this report's performance score.



## Performance Goal & Target

## Year-End Performance

### FINANCE SERVICES

#### Provide Useful Financial Reporting

Produce monthly managerial financial reports by fourth Monday of each month



All managerial reports produced by the fourth Monday of each month.

#### Maintain High Utility Receivables

##### Collection Rate

Maintain a collection rate of at least 98.5% of utility receivables



98.9%

### INFORMATION TECHNOLOGY SERVICES

#### Improve Public Safety Support & Security

Upgrade & configure systems & services to be in full compliance with the Criminal Justice Information System (CJIS) public safety audits by 6/2014



Currently in full compliance and on schedule with remaining compliance goals. One highlight is that 100% of Police Department mobile units are under new CJIS compliant secure Netmotion VPN (virtual private network) tunneling. *Background: The CJIS provides state, local, and federal law enforcement and criminal justice agencies with access to critical, personal information such as fingerprint records, criminal histories, and sex offender registrations. In order to prevent unauthorized access to this extremely sensitive information, a security policy governing the access to the CJIS database was enacted on January 1, 2011.*

#### Enhance Customer Service Delivery

Develop an efficient & consistent way to standardize computer tools, communicate & train employees to help them efficiently use City service tools to better serve citizens & customers by 6/2014



Several technological enhancements are currently in use while nearing completion: (a) 94.5% complete in moving City staff from XP and standardizing the Windows 7 environment with Office 2010, (b) preparing for a pre-release of the City's Intranet, and (c) 80% complete for online training and registration processes.

### GENERAL SERVICES

#### Environmentally Friendly Fleet

Educate internal and external customers about the benefits of compressed natural gas (CNG) semiannually



Conducted two trainings on CNG; one in December 2013 and another in January 2014. Additionally, a City representative attended the SC Energy Managers conference to give a presentation regarding how the City uses CNG and to inform attendees that the City sells CNG to the public.

Convert 4 sanitation trucks in the City's fleet to run on CNG by 1/2014



The City has three CNG fueled sanitation trucks in its fleet.


# SERVICES

## Performance Goal & Target

## Year-End Performance


### Environmentally Friendly Fleet

Increase electric passenger vehicles in fleet by one

 Not completed due to funding constraints.


### Explore Funding Options for Road Infrastructure

Seek changes in how C-funds are allocated by 1/2014

 Staff provided management with information and research regarding how other jurisdictions handle C-funds. City staff has worked closer with York County regarding C-funds.

### Encourage Recycling at City Facilities

Perform a waste sort exercise for City facilities to set a baseline amount of waste that can be diverted from the landfill by 1/2014

 In March 2013, staff conducted the first ever City of Rock Hill waste sort. Of the 500 pounds of trash sorted, 161 pounds (32%) could have been recycled. Staff implemented initiatives to increase organizational recycling, including implementing an employee awareness campaign.


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Enhance the existing tracking system to establish a baseline for recyclables and waste at City facilities by 1/2014

 The waste sort assisted in establishing a baseline.

### Establish Electric Utility Monitoring


Establish an electric utility monitoring framework for each City facility that installed an energy management system by 1/2014

 Staff gathered baseline energy usage data during June and July of 2013. Energy management data is currently being tracked.

## CUSTOMER SERVICE, PROACTIVE COMMUNICATION & EMPLOYEE DEVELOPMENT


### Evaluate Call Center Performance

Maintain an average call wait time of 3 minutes or less

 Average wait time was 2 minutes and 23 seconds.

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Maintain at least 90 calls per day per full time agent

 Average of 87 calls per day per full time agent.

### Encourage the Use of Online Service Requests

Increase online service requests by 10%

 787 online service requests for Fiscal Year 2014, representing a 62% increase over Fiscal Year 2013 in which there were 487 online service request.

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Explore creation of mobile smart phone application for customers to submit service requests by 1/2014

 Mobile app was launched in April for Android and BlackBerry.



## Performance Goal & Target

## Year-End Performance

### Provide Customer Service Training to Employees

Provide customer service training to new employees

● The IDEAL Customer Service training was provided to 72 new employees.

Begin citywide employee customer service refresher trainings by 8/2013

● 111 employees were provided “refresher” customer service training; additionally, staff developed a new citywide customer service refresher training program which includes demonstrating how the City’s core value of customer service and the City’s strategic plan are connected.



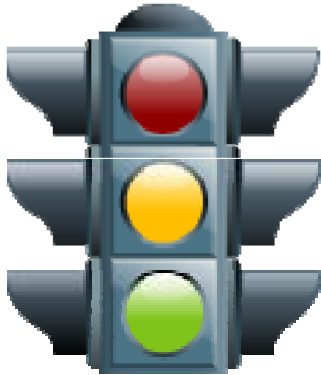
The City continues to emphasize the importance of providing quality customer service. During Fiscal Year 2014, the Human Resources Department managed several initiatives related to customer service, a few of these included:

- Unveiling a new frontline customer service agent refresher program; over 100 employees received this training;
- Providing customer service training for after-hours contracted call takers; and
- Continuing the Mystery Shopper program.



# PLACES

## DEVELOP QUALITY PLACES



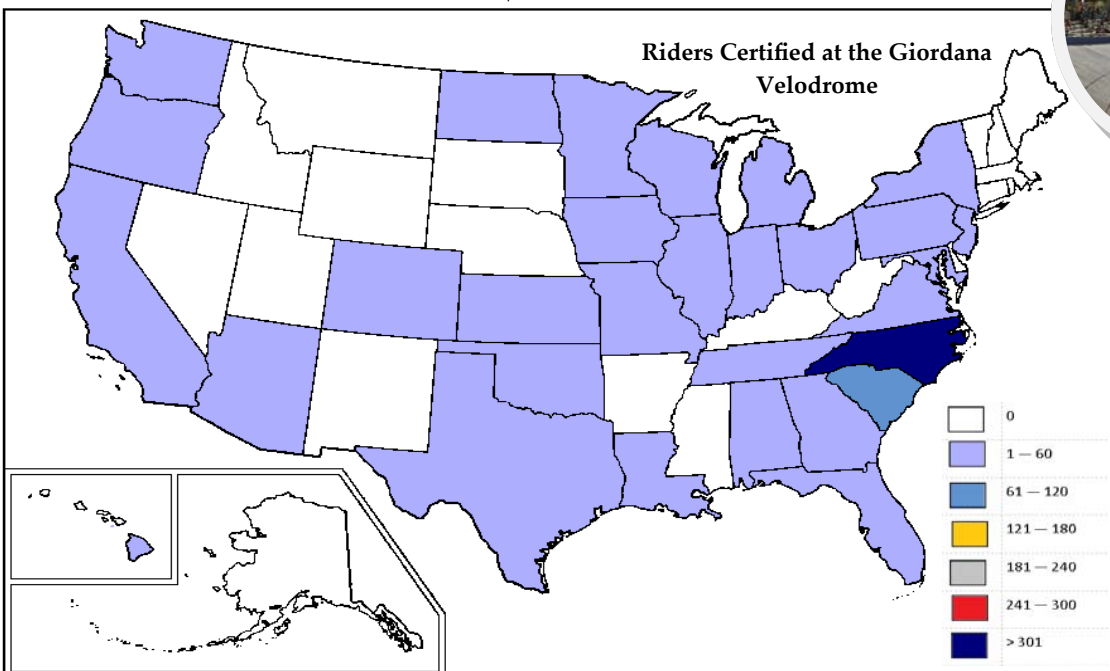
20%










Not applicable

80%

From business parks to attract jobs to neighborhood parks for families to enjoy, Rock Hill is committed to developing quality places that offer opportunities for community life to flourish.

One of the City's newest venues, the Giordana Velodrome, is enhancing our sports tourism success. Individuals have traveled to Rock Hill from around the United States to become certified at the Giordana Velodrome.



Performance Goal & Target	Year-End Performance
<p><b>Create a Vibrant Downtown</b> Create a marketing/branding plan for Old Town as a place for business by 1/2014</p> <p>---</p>	<p> A marketing program focused on "<i>putting the knowledge in Knowledge Park</i>" through the greater involvement of Winthrop University in the Knowledge Park initiative was proposed. Marketing goals for Knowledge Park were created and its role in overall economic development marketing plans was established. Additionally, presentations were given to community groups and to developers/business prospects who market Knowledge Park.</p>
<p>Develop/implement strategies for small businesses to own real estate in Old Town by 1/2014</p> <p>---</p>	<p> Opportunities for office ownership was a development project offered to the Knowledge Park master developer; the consultant was asked to explore this opportunity within its scope of work.</p>
<p>Produce a development plan for the Lowenstein Building by 1/2014</p> <p>---</p>	<p> Prior completed conceptual plans are available. Additionally, Sora-Phelps Rock Hill LLC is working with a local development group on a redevelopment plan for the building. Potential tenants have been identified.</p>
<p>Create a redevelopment strategy for Textile Corridor neighborhoods by 7/2014</p> <p>---</p>	<p> The Main St./Black St. Master Plan was presented to City Council at the May 27, 2014 workshop.</p>
<p>Work with Winthrop University to develop marketing materials to attract college oriented restaurants &amp; businesses to available or planned space by 1/2014</p> <p>---</p>	<p> Implementation is on hold.</p>
<p>Complete Phase I of the railroad sidetrack extension project by 7/2014</p> <p>---</p>	<p> The Poe and Quantz connector project is being reviewed by Norfolk Southern. Additionally, Mayor Echols and staff met with US Secretary of Transportation, Anthony Foxx, to ask for his support.</p>
<p>Complete Phase I of the White Street improvements project by 1/2014</p>	<p> Phase I completed during Fiscal Year 2013.</p>
<hr/>	
<p><b>Support the Riverwalk Development</b> Complete The Greens, public open space, at the Rock Hill Outdoor Center by 8/2013</p> <p>---</p>	<p> Target date not met. The Greens grand opening was held on October 26, 2013.</p>
<p>Complete construction of the canoe/kayak launch at the Rock Hill Outdoor Center by 7/2013</p>	<p> Completed during Fiscal Year 2013.</p>

# PLACES

## Performance Goal & Target

## Year-End Performance

### Support Private Development Along Cherry Road Corridor

Complete 3 subarea plans for Cherry Road by 1/2014

● Draft of the fifth plan, North Cherry Road/Riverwalk, and the sixth plan, Riverview Hospitality Area, were completed and presented to City Council on June 23, 2014. A draft of the overall plan document will be presented to Council in the fall.

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Develop in conjunction with Winthrop University a development strategy for Cherry Road (from Ebenezer Ave. to Constitution area) by 7/2014

● Although an official development strategy was not developed, City staff facilitated meetings between Winthrop officials and Sora Phelps to discuss development opportunities along Cherry Road.

### Create a Vibrant Downtown

Meet with at least 15 downtown small business owners to gather specific needs

● Met with 15 downtown businesses. Additionally, staff has been working with owners to draft a potential structure for a downtown Business Association that would address and assist all downtown businesses in creating additional foot traffic.

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Attend 100% of meetings with the Old Town Leadership Group & facilitate economic development initiatives within group to support Old Town & other key business initiatives

● Staff attended 100% of meetings held.

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Track the number of new and existing Old Town businesses receiving incentives

● 12 incentives were approved or awarded to Old Town businesses, including Diamond Departures, Vin-Yet, and Amelie's. Additionally, 12 Create-An-Event incentives were awarded to groups bringing events to downtown venues.

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Track the number of visits to [OnlyinOldtown.com](http://OnlyinOldtown.com)

● Since July 2013: 156,892 website visits; 10,322 people liked Only in Old Town on Facebook; 1,319 followers on Twitter; 109 followers on Pinterest; 54 followers on Instagram.

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Recommend/implement policies & incentives as part of the Old Town Jobs Strategy by 7/2014

● A task force continues to explore various options associated with talent development programming and/or incentives. The Rock Hill Economic Development Corporation was awarded a \$250,000 SC Innovation Challenge Grant to support talent development programming and facility needs. This past fiscal year, City Council reviewed the proposed changes to the Jumpstart Grant Program and the termination of the DowntownNow Program. New Knowledge Park incentives were supported including various power quality initiatives and a new human capital incentive.

Performance Goal & Target

Year-End Performance

**Support Private Development in the Galleria/Manchester area**

Discuss development opportunities with Galleria/Manchester area owners/developers at least 2 times each year

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Support SC DOT's efforts in completing the Exit 79 southbound area improvements

**Contribute to the Success of the Community's Business Parks**

Solicit at least \$200 million in investment & support development in business parks over the next 3 years\*

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Make contact with owners of private business parks

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Respond to opportunities presented by the Riverwalk Business Park developer

● Meetings were held with prospective developer and administrative support was provided for the Flatiron Group's multi-family project.

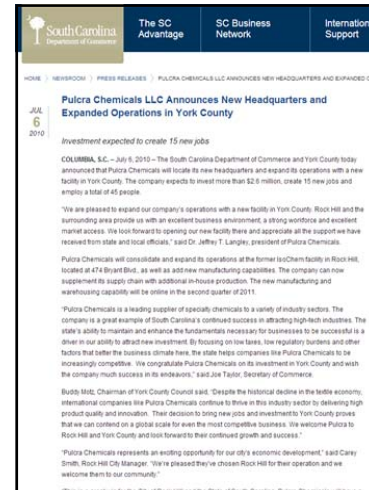
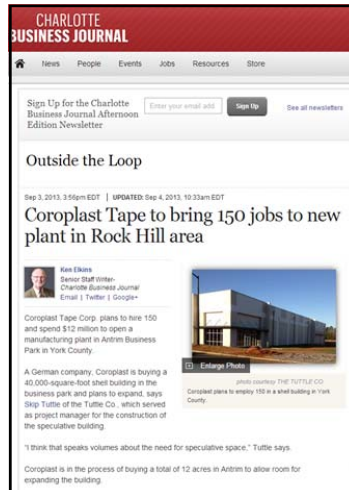
● Staff remains in contact with SC DOT representatives as it relates to the SC DOT upcoming work on Exit 79. Construction is scheduled to start in August 2014.

\* \$139.6 million in announcements; a few investments include: McKesson Pharmaceuticals (\$27.5 million), Coroplast (\$12.0 million), 3D systems (\$12.5 million), and BASELoad (\$500,000).

● Staff continues to stay in contact with private business park owners and representatives. This fiscal year staff had frequent contact with representatives from Riverwalk, Aspen, SouthCross, and Antrim.

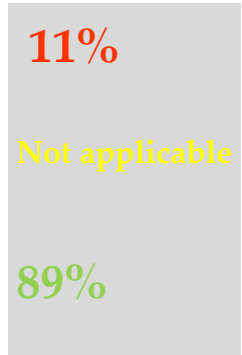
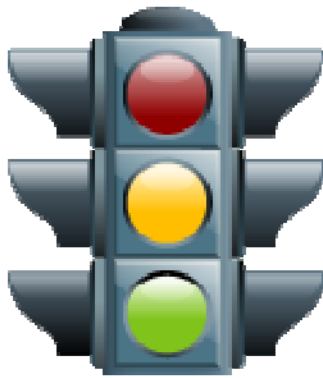
● Infrastructure support was provided including construction of roadway serving the Riverwalk Business Park.

McKesson Medical Surgical, Coroplast Tape, and Pulcra Chemicals are a few of the businesses that have announced major investments in Rock Hill.



\*This performance target is due beyond the current fiscal year. Although performance data is provided, it is not included in this report's performance score.

FOSTER A QUALITY COMMUNITY



City staff worked with Rock Hill School District on several challenged-based learning projects with a wide range of topics including recycling, historic preservation/storytelling of Civil Rights, and environmental protection. The City of Rock Hill earned a Municipal Association of South Carolina Achievement Award for its partnership with the school district.



Twenty-nine owner-occupied rehabilitations were done within Old Town neighborhoods.



The goal was to complete the I-77 crossing of the Galleria Greenway as part of the Trails and Greenway Master Plan by January 2014; however, SC DOT would not allow the use of existing culverts to cross under I-77 as originally planned. Staff continues to review two options: one option is along Dave Lyle Blvd under the existing I-77 overpass and another option is a future flyover. Either option will depend on funding availability.





Performance Goal & Target

Year-End Performance

**Work with Community Partners to Offer Educational Opportunities**

Partner with Rock Hill School District (RHSD) on at least one Challenge Based Learning (CBL) project each year

● City staff worked with RHSD on several projects with a wide range of topics including, recycling, historic preservation/storytelling of Civil Rights, and environmental protection. By the end of the 2013-2014 school year, at least eight projects with 16 schools (ten elementary, three middle, and three high schools) were completed. The City of Rock Hill earned a Municipal Association of South Carolina Achievement Award for its partnership with the school district.

**Promote & Encourage Civic Engagement**

Monitor the average vacancy age for boards and commissions' openings

● The average vacancy age for the entire Fiscal Year 2014 was 41 days.

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Create at least six printed publications to communicate city information each year

● Nine publications were produced, including the *25 Quality Practices* booklet, the first ever community-focused City Manager's Annual Report, brochures promoting the new visitor's website, the budget-at-a-glance brochure, and the water quality report.

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Hold at least one public meeting in another location other than City Hall each year

● A joint City/County Council meeting was held at the Operations Center in April.

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Identify & implement website access portals targeted to specific citizen audiences, such as portals for newcomers & students by 7/2013

● During Fiscal Year 2014, a new website was completed and a visitor's website was launched.

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Develop a campaign to promote live streaming of City Council & Planning Commission meetings by 7/2013

● A campaign, which included using social media, was launched during Fiscal Year 2014. There were 439 page views and over 11,000 seconds of video watched during Fiscal Year 2014.

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Work to build a comprehensive list of community organizations & civic groups in order to facilitate communication & build community advocates by 4/2014

● Staff compiled a list of community & civic organizations in 2012. During Fiscal Year 2014, staff continued to give public presentations about the City's operations, budget, and strategic plan to community organizations.

# COMMUNITY

## Performance Goal & Target

## Year-End Performance

### Work to Foster Social, Racial & Cultural Acceptance & Promote Community Inclusiveness

Partner with the **Committee on Human Relations** to host at least two events that promote diversity & inclusiveness each year

3 events: (1) in June, committee members served as greeters for the 50th anniversary of the Civil Rights Movement through the Freedom Summer Program, (2) assisted No Room for Racism Committee & The International Center of York County with their program, "World Tour: Passport to Learning" and (3) continued to supply speakers for students as part of Dutchman Creek Middle School's mentoring program.

Partner with the **Youth Council** to host at least two events that promote diversity & inclusiveness each year

4 events: (1) Youth Service Day was held in March, (2) The Youth Council, Weed & Seed, and Emmett Scott Advisory Committee collaborated to host the Summer Kickoff Concert in the Old Town Amphitheater in May, (3) Youth Council hosted a "Tweet it Up Day" in October 2013 as a part of National Unity Day against Bullying, and (4) promoted and volunteered as a part of Economic and Urban Development's Halloween Zombie Crawl.

Partner with the **MLK Committee** to host at least two events that promote diversity & inclusiveness each year

2 events: (1) sponsored Race Equality Week in September 2013 and (2) hosted the 11th Annual MLK Celebration in January; additionally, 66 middle school students participated in an MLK essay contest.

Partner with the **No Room for Racism Committee** to host at least two events that promote diversity & inclusiveness each year

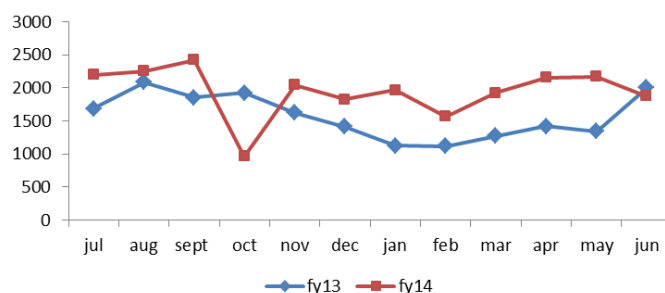
2 events: (1) hosted the "The World Tour: Passport to Learning" event; there were more than 300 participants and (2) worked with the MLK Committee to host the Annual MLK Celebration.

### Ensure there are Opportunities for Alternative Transportation Modes

Maintain or increase ridership level in transit programs

A Fiscal Year 2013 and 2014 ridership comparison shows 4,497 more rides in FY2014, representing a 24% increase in ridership.

**Monthly Ridership Comparisons:  
FY2013 and FY2014**





Performance Goal & Target

Year-End Performance


**Coordinate Land Use & Transportation Planning**

Complete the RFATS Long Range Plan Update by 7/2013

 RFATS Long Range Transportation Plan was given final adoption in May 2013.

**Well Maintained Neighborhoods**

Add at least 2 new neighborhood associations and/or reengage inactive associations

 2 neighborhoods were added (Ardwyck and Chandler Estates).


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Code Enforcement — to maintain an average number of calendar days from case initiation to voluntary compliance at or below the International City/County Management Association (ICMA) median

 ICMA median was 30 days and Rock Hill's average was 60 days.


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Code Enforcement — to maintain a rate of voluntary compliance at or above ICMA median

 ICMA median was 66% and Rock Hill's rate of voluntary compliance was 83%.


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Conduct at least one PACE (Proactive Code Enforcement) project outside the Urban Core each year

 Boyd Hill was completed.


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Conduct at least one PACE project in a Weed & Seed neighborhood each year

 The Triangle area was completed.


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Review demolition practices by 7/2013

 In September 2013, confirmed with DHEC that process on residential dwellings was proper.


**Continue to Work with Targeted Neighborhoods**

Meet with Weed & Seed neighborhoods at least 11 times each year

 29 meetings took place this fiscal year.

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Paint at least five homes within the Weed & Seed neighborhoods through Rolling in Rock Hill

 12 homes were painted.

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Attend at least 10 Saluda Corridor Association meetings each year

 Attended eight meetings this fiscal year.

# COMMUNITY

## Performance Goal & Target

## Year-End Performance

### Continue to Work with Targeted Neighborhoods

Direct focus of neighborhood inspections on Saluda Street at least 12 times each year

● This fiscal year focus has been directed on Saluda Street 12 times.

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Construct/redevelop at least one home in Hagins–Fewell each year

● One home was completed (on Hagins Street) and it is currently under contract.

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Provide at least 25 owner-occupied rehabilitations within Old Town neighborhoods each year

● 29 rehabilitations were done within Old Town neighborhoods.

### Support Addressing Housing Needs

Track the number of foreclosures in the community

● 268 foreclosures during Fiscal Year 2014.

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Refer at least 10 qualifying homeowners to the South Carolina Homeownership and Employment Lending Program’s anti-foreclosure program

● 49 anti-foreclosure referrals were made.

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Explore funding sources for possible expansion into rental housing for seniors by 7/2013

● Staff reviewed several options, including Low Income Housing Tax Credits and the HOME program.

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Hold at least 500 sessions to serve citizens with housing counseling, default counseling, or housing rehabilitation services

● 907 sessions were held (312 default, 511 housing, 84 rehab sessions).

### Lifelong Learning & Active Adult Community

Support Winthrop University in implementation of its life-long learning initiative & possible university affiliated active community by meeting with Winthrop officials

● Staff stayed in regular contact with Winthrop University officials regarding this initiative. Additionally, the Knowledge Park master developer included active adult housing in its March presentation.

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Include Winthrop University’s active adult community in marketing efforts for the Knowledge Park by 1/2014

● The active adult community is discussed on the Knowledge Park website and it is included in the master plan prepared by Sora Phelps Rock Hill LLC.

Performance Goal & Target

Year-End Performance

**Work with Partners to offer Social Opportunities & Encourage Active Lifestyles to Residents**

Offer at least one alternative sport opportunity to the teen population

● 2 alternative sports offered: an Ultimate Frisbee Tournament was held in May and kickball was a sport opportunity offered during the first quarter of Fiscal Year 2014.

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Offer at least one adventure-based program targeted to the teen population

● 2 adventure-based programs offered: high school kayak and stream assessment program was offered in May and outdoor adventure club was offered on Thursdays during the first quarter of Fiscal Year 2014.

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Design cycling programs that provide access for special populations at the Rock Hill Outdoor Center by 7/2013

● Although the target date was not met, staff designed a program for adults with intellectual disabilities, which taught riding techniques, equipment fitting, and education on safe places to ride. Staff at the Giordana Velodrome continued to run its youth programs for the *Hot Shots* and *Rockets*. These programs are open to children from special populations.

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Offer a variety of exercise classes for youth and adults at recreation centers

● Exercise classes continue to be offered at recreation centers. The City started Youth Fit Mix, Circuit Training Fitness and Gymnastics at Boyd Hill, Emmett Scott, and Northside Centers. Additionally, exercise programs were incorporated into all youth summer camps and the City began offering futsal (small-sided, hard court indoor soccer) clinics for afterschool programs at Northside, Boyd Hill, and Emmett Scott Centers.

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Add at least 1 marked family-friendly bike route each year

● Completed installation of bike route signs connecting YMCA and Glencairn Garden with Manchester Meadows and Cherry Park.

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Complete the I-77 crossing of the Galleria Greenway as part of the Trails and Greenway Master Plan by 1/2014

● SC DOT would not allow the use of existing culverts to cross under I-77 as originally planned. Staff continues to review two options: one option is along Dave Lyle Blvd under the existing I-77 overpass and another option is a future flyover. Either option will depend on funding availability.

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Develop a community awareness and outreach program for the Giordana Velodrome by 7/2013

● Several initiatives were developed to meet this goal including: the Mayor's Bike Ride held for youth in May 2013, youth movie night held in June 2013, and approximately 300 physical science students and eight teachers from Sullivan Middle School used the Giordana Velodrome track and amenities as their classroom for science based lessons.

# QUALITY

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Services. Places. Community.

*Championing transparency & accountability*

*To learn more about Rock Hill's efforts, please visit:*

*[cityofrockhill.com/transparency](http://cityofrockhill.com/transparency)*