



Year-End Strategic Plan

**FY2016**

*Performance Report*



**ROCK HILL**  
SOUTH CAROLINA  
*Always on.*

# City Council and Leadership

Mayor  
Doug Echols

Councilmembers  
Ann Williamson,  
Mayor Pro Tem  
John A. Black III  
Sandra Oborokumo  
Kathy Pender  
Jim Reno  
Kevin Sutton

David B. Vehaun, City Manager  
Jimmy Bagley, Deputy City Manager  
Steven Gibson, Assistant City Manager

Mike Blackmon	Bill Meyer
Phyllis Fauntleroy	Terrence Nealy
Anne Harty	John Taylor
Cindi Howard	Stephen Turner
Mike Jolly	Chris Watts
Mark Kettlewell	Jennifer Wilford

## Table of Contents

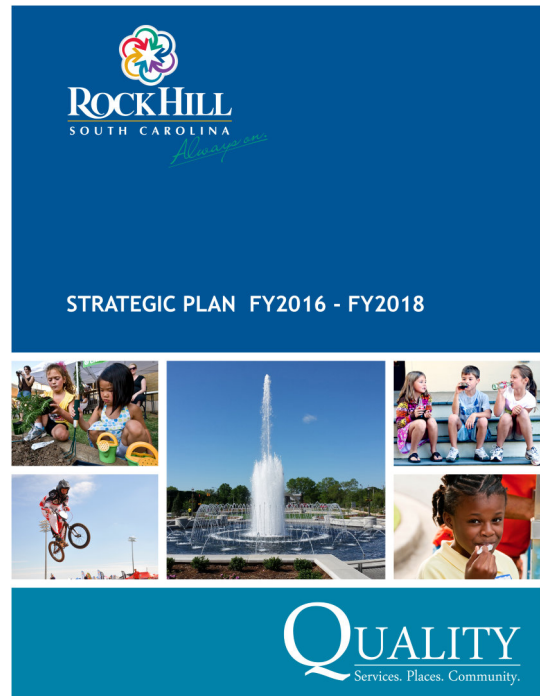
Our Strategic Plan	3	Quality Places	24
Our Progress	4	Knowledge Park	26
Quality Services	6	Transportation	28
Public Safety	8	Key Corridors	30
Public Works	12	Quality Community	32
Parks, Recreation and Tourism	14	Neighborhoods	34
Utilities	16	Public Engagement	36
Customer Service	19	Partnerships	37
Economic Development	21		



# Our Strategic Plan

The City of Rock Hill has utilized strategic planning as the primary method to align resources with predetermined initiatives. Our Strategic Plan is an active document, referred to daily by staff at all levels of the organization, and at the heart of each day's work. It serves as a roadmap to guide us from vision to reality.

Our Strategic Plan is built around quality—providing quality services; developing quality places; and fostering a quality community. These three tenets embody our ongoing commitment to our customers and stakeholders—everything we do will be of the highest grade in the most efficient and effective manner possible.



Since Rock Hill's Strategic Plan is a living document, the City is committed to providing continuing updates on our progress. This year-end performance report provides an evaluation of the City's progress on performance goals due within Fiscal Year 2016 (July 1, 2015– June 30, 2016).

A complete listing of all goals can be found in the FY2016-2018 Strategic Plan which is available on the City's transparency website, [cityofrockhill.com/transparency](http://cityofrockhill.com/transparency)

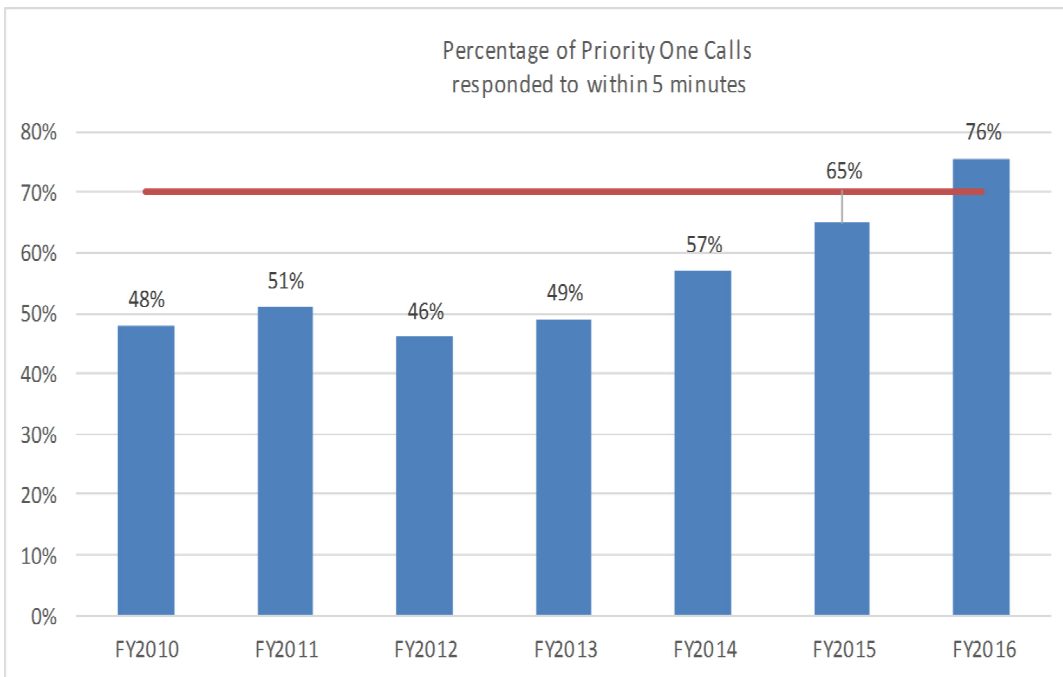
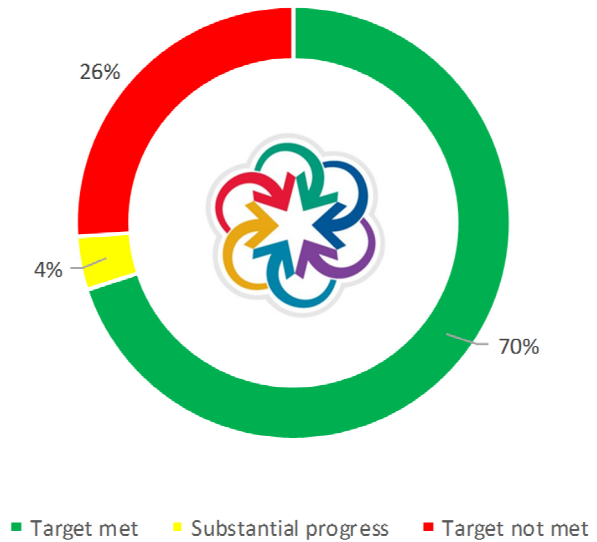


# Our Progress

The City of Rock Hill's Strategic Plan informs the work of the City. It is important to report on the City's annual progress toward the goals and objectives of that plan. Contained in this report are the City's achievements and its challenges for Fiscal Year 2016.

Knowing both where objectives have been attained and where there may be opportunities for improvement enables the City to refocus efforts to achieve its strategic goals and further shape Rock Hill into a city dedicated to quality.

FY2016 Performance

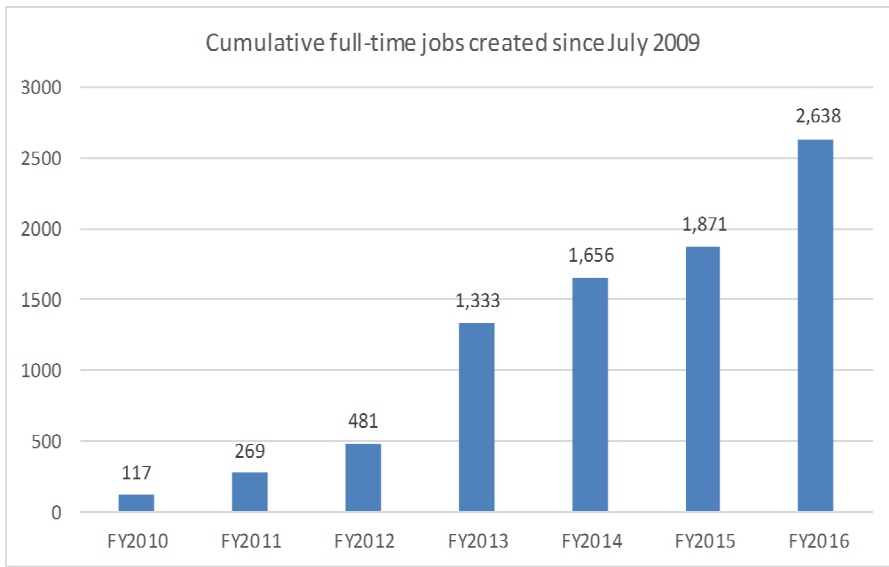


The Rock Hill Fire Department earned a Class 1 ISO rating for fire protection as a result of City water supply, operations, trainings, and reducing risk.

For the first time in 7 years, 76% of Priority One Police calls were responded to within 5 minutes.



# Our Progress



Since the Great Recession, over 2,600 new full-time jobs have been created in our community.

**CITY COUNCIL NEIGHBORHOOD MEETINGS**

Each council member will host a neighborhood meeting in their ward

The Council person from each ward will welcome attendees and Mayor Doug Echols will provide closing comments. City staff will present topics to include:

- Stormwater Projects
- Street Maintenance
- Utility Rates & Billing
- Police Initiatives
- Housing & Neighborhood Services Support

**Meeting Schedule & Locations**

<b>Ward 1 - Linda Elmendorf</b> Tuesday, August 25 at 6:30 PM Rock Hill Recreation Center Gym 2146 Constitution Boulevard	<b>Ward 4 - John Black</b> Tuesday, September 8 at 6:30 PM Rock Hill Rock County Airport Conference Room 550 Airport Road
<b>Ward 2 - Kelly Fender</b> Tuesday, September 1 at 6:30 PM Elwood Elementary School Media Center 2142 India Hook Road	<b>Ward 5 - Ann Williamson</b> Tuesday, September 22 at 6:30 PM General Scott Recreation Center Community Room 305 Clarendon Road
<b>Ward 3 - Kevin Suttler</b> Thursday, September 3 at 6:30 PM City of Rock Hill Operations Center - Room 112 757 S. Anderson Road	<b>Ward 6 - Jim Bono</b> Tuesday, October 6 at 6:30 PM Cherry Park Enclosed Shelter 1465 Cherry Road

You may attend any session you choose. Covered topics will be similar at all meetings. Please contact Mike Hogg in Planning & Neighborhood Services at 803-252-2523 or by email at [mhogg@cityofrockhill.com](mailto:mhogg@cityofrockhill.com) with questions.

ROCK HILL SOUTH CAROLINA

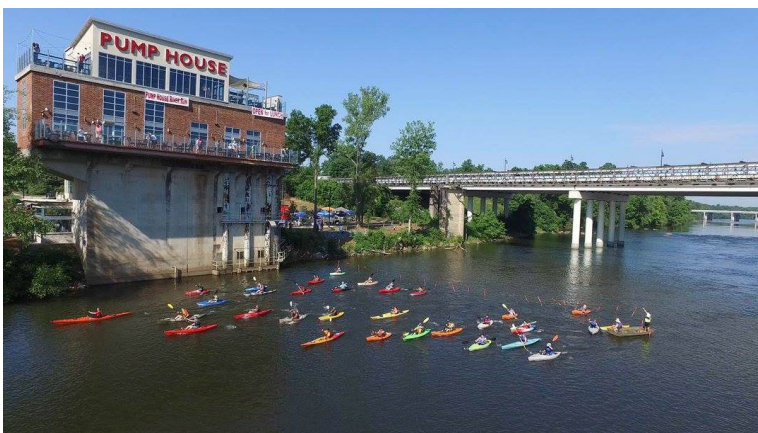
Community outreach has been a theme this year—including ward meetings across the City.



89% of City streets are in good shape; 11% have substantial needs.



38 special events held in Old Town.



Partnerships with local organizations in outdoor activities have been widely popular.



Employees are continually trained on customer service.

# QUALITY

Services. Places. Community.



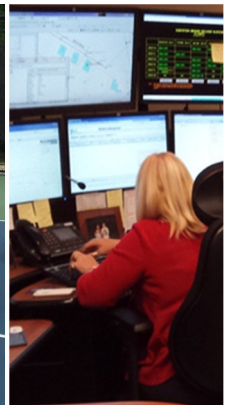
Quality Services focuses on the core governmental functions which the City of Rock Hill provides. These include operations like police, fire, public works, parks, water, and sewer services. However, we don't just provide these basic services, we do so in a way that emphasizes efficiency, effectiveness, and affordability for our customers.



Efficient service delivery focuses on resource efficiency and maximizing results. For example, there are a few tasks that look at the total costs for service delivery on a per capita basis. The City also works to re-evaluate efficient services through completing regular audits of our programs every few years. Effective services are equally important. Every program or initiative the City invests in must successfully achieve outcome related tasks. This is a key part of the City's strategic plan.



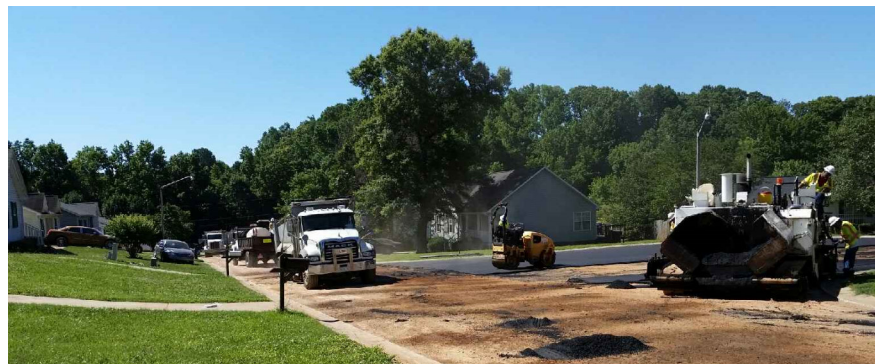
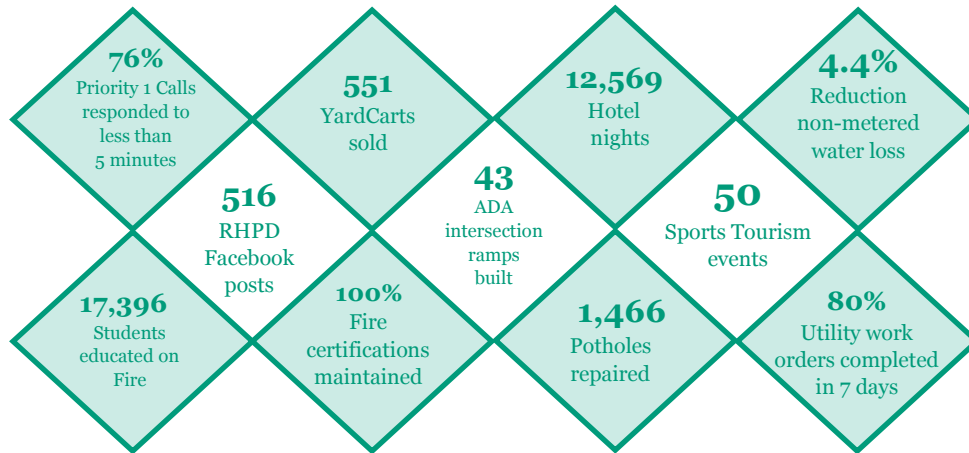
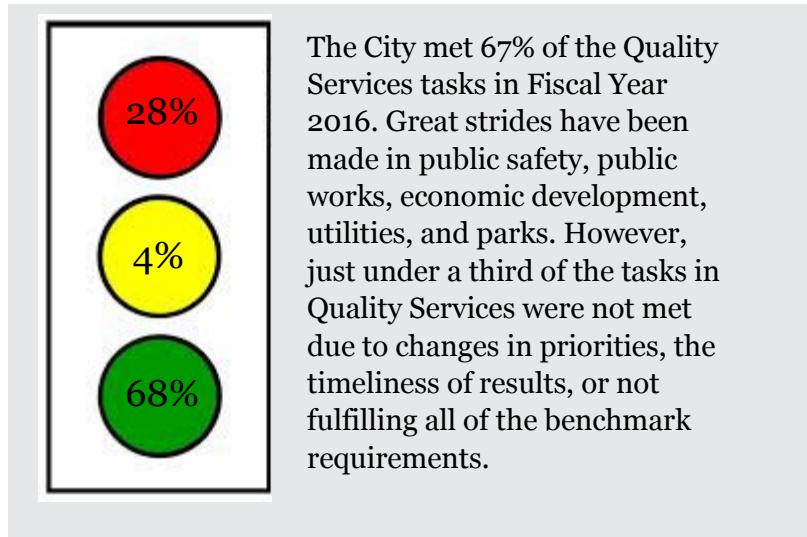
Finally, there is an emphasis on affordable services for citizens and businesses. Every spring, the City collects information on 27 other communities and compares rates on everything from taxes and sanitation rates to utility rates. This information is shared with City Council during budget discussions and available on the City's website under "Cost of Public Services."








# Accountable Evaluation

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.






## Goal: Provide high quality public safety and judicial services

### Reduce the crime rate and improve the community's perception of safety.



•Respond to 70% of Priority One calls within 5 minutes		<i>76% of high priority calls were responded to within five minutes. This represents a significant improvement over previous years.</i>
•Reduce citywide property crime by 2% or more per year (41.2 per 1,000 or less) based on a five-year trend		<i>40.2 property crimes per 1,000 residents. This represents a 3% decrease in property crimes over the five year trend.</i>
•Reduce citywide violent crime by 1% or more (5.9 per 1,000 or less) based on a five-year trend		<i>6.5 violent crimes per 1,000 residents. This represents a 9% increase in violent crimes over the five year trend.</i>

### Engage citizens and communicate current police initiatives and performance.

•Engage the public on a regular basis		<i>The RHPD held four “Coffee with a Cop” events throughout the City.</i>
•Inform the community about crime prevention and law enforcement activities by utilizing social media		<i>Over the year, RHPD tweeted 516 times and posted 276 on Facebook. Additionally, RHPD has live streamed two events on Periscope.</i>
•Attend community events and neighborhood meetings		<i>RHPD representatives attended 330 community events and neighborhood meetings.</i>

Goal: Provide high quality public safety and judicial services

**Implement practices and strategies that contribute positively to the delivery of police services.**

<ul style="list-style-type: none"> <li>•Complete the CALEA recertification</li> </ul>		<p><i>RHPD was reaccredited by CALEA in April 2016.</i></p>
<ul style="list-style-type: none"> <li>•Evaluate progress of police workforce diversity/minority recruitment</li> </ul>		<p><i>Police workforce diversity– 41.5%</i> <i>York County minority population– 29%</i></p>

## Spotlight: Police Outreach






The Rock Hill Police Department (RHPD) has expanded their community outreach efforts this year. Last summer, the City added a Police Officer assigned to Downtown. Officer Maury has established close relationships with local residents and business owners. Citywide, the RHPD has also increased outreach. Quarterly, command staff and officers participated in “Coffee with a Cop.” Held at different locations throughout the City, Police staff conversed with constituents in an informal setting. Area youth and RHPD officers also participated in “Got Game,” an evening of computer games, board games, and other activities at the York County Library. 2016 saw the 67th annual Worthy Boys and Girls Camp which was a huge success. Students learned a variety of safety techniques and participated in outdoor activities. Community-wide, there have been a number of events including the “Collaboration Against Violence” and “Unity in the Community” where the RHPD collaborated with local leaders about how to improve our community.






# QUALITY SERVICES

## Goal: Provide high quality public safety and judicial services

### Enhance fire services and the community's satisfaction with fire services.

•Respond to top priority fire suppression calls—90% within 5 minutes		<i>90.3% of top priority fire suppression calls were responded to within 5 minutes.</i>
•Respond to top priority medical calls—90% within 5 minutes		<i>90.2% of top medical calls were responded to within 5 minutes.</i>
•Percent of fires contained to the room of origin—90%		<i>87% of residential fires were contained to the room of origin.</i>
•Remain below the mean residential fire incident rate—ICMA average of .9 incidents per 1,000 residents		<i>1.14 residential fire incidents occurred per 1,000 residents (79 residential fires).</i>
•Complete 100% of commercial property inspections		<i>2,988 annual inspections were completed this year, 100% of required inspections.</i>

### Engage citizens and increase fire safety awareness in the community.





•Provide fire safety education programs to at least 7,000 elementary school students		<i>Educated 17,915 elementary school students.</i>
•Improve citizen outreach by 10% annually		<i>7,489 adults were reached through Fire programs, almost double FY2015 estimates.</i>
•Attend at least 10 community events and neighborhoods meetings		<i>Attended 14 community events including National Night Out, Come See Me Events, Special Olympic Spring Games, and neighborhood association meetings.</i>



# QUALITY SERVICES

Goal: Provide high quality public safety and judicial services




## Implement practices and strategies that contribute positively to the delivery of fire services.

•Maintain 100% of certifications required by law		<i>100% of staff completed all required certifications.</i>
•Increase the number of personnel with paramedic certifications by 2 per year		<i>1 employee graduated from the paramedic program.</i>
•Operate with 100% of Fire personnel maintaining required Federal and State certifications in special operations		<i>100% of staff were trained through both in-house and off-site training. Topics include firefighting tactics, confined space, swift water rescue, and hazmat.</i>
•Evaluate progress of Fire workforce diversity/minority recruitment		<i>Fire workforce diversity—22% York County minority population—29%.</i>

## Efficiently manage the Solicitor’s Office caseload.

•Dispose of 75% of jury trials within 90 days		<i>41% of cases were disposed of within 90 days.</i>
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## Efficiently manage the Municipal Court’s caseload.

•Number of cases disposed of, and under conditional disposition, exceed the number of cases filed		<i>12,290 new cases were filed and 13,517 were disposed or under conditional disposition.</i>
•Increase the gross collection rate for fines imposed by 2% annually		<i>Gross collection for fines in FY16 was 43.9% compared with 43.5% in FY15, a 0.5% increase.</i>
•Decrease outstanding court fines by 2% from previous years		<i>Outstanding fines decreased by 6%.</i>



# QUALITY SERVICES

Goal: Provide high quality public works and stormwater services

**Evaluate current services/programs and communicate program features to customers.**

<ul style="list-style-type: none"> <li>•Increase YardCart program participation level by 5% per year</li> </ul>		<p><i>551 customers were added to the program during Fiscal Year 2016. Participation is a 5.8% increase over the prior year.</i></p>
<ul style="list-style-type: none"> <li>•Complete an audit of commercial waste by 6/30/2016</li> </ul>		<p><i>Staff collected data and is drafting the audit report now. Final completion is expected September 2016.</i></p>
<ul style="list-style-type: none"> <li>•Evaluate opportunities to better explain the City's curbside collection program to customers by 6/30/2016</li> </ul>		<p><i>Solid waste postcards were sent to each resident highlighting the YardCart program (3.5 times more YardCarts were sold in June than May).</i></p>
<ul style="list-style-type: none"> <li>•Hold at least one national recycling night out per year</li> </ul>		<p><i>Recycling staff facilitated National American Recycling Day in November with over 400 participants.</i></p>




**Evaluate the efficiency of service delivery and explore opportunities for maximizing economies of scale.**

<ul style="list-style-type: none"> <li>•Remain 25% below the ICMA median cost for refuse maintenance and operations per ton collected</li> </ul>		<p><i>Rock Hill's average cost per ton was \$97. The most recent ICMA's average cost per ton was \$129, with 25% less being \$97 per ton.</i></p>
<ul style="list-style-type: none"> <li>•Explore opportunities to appeal to additional commercial customers by 6/30/2016</li> </ul>		<p><i>Staff did not reach out to potential new customers, but did contact existing customers about their satisfaction with sanitation services.</i></p>





# QUALITY SERVICES

Goal: Provide high quality public works and stormwater services

**Evaluate sidewalk and street infrastructure and address concerns in a methodical manner.**

•Increase funding by \$20,000 per year to repair/replace damaged sidewalks		<i>Funding was not increased for sidewalk repair, but 3,205 feet of sidewalk were repaired with existing funds.</i>
•Upgrade at least 40 intersection ramps per year to comply with ADA regulations		<i>43 intersection ramps were upgraded to comply with ADA requirements.</i>
•Update signage on all City owned streets to include the City logo by 6/30/2018		<i>504 signs on City streets were installed/upgraded for the year (apx 20% of total).</i>





**Implement the stormwater master plan.**

•Complete the first phase of the Stormwater CIP by 6/30/2016		<i>All four projects (Woodhaven, Rawlinson Acres, Hagins-Allen, and Charlotte Avenue) were completed in January 2016.</i>
•Spend at least \$300,000 on Operational Stormwater projects in neighborhoods		<i>The FY2016 Stormwater budget for operational neighborhood projects was \$703,116.</i>
•Meet all MS-4 permit requirements every six months		<i>All MS-4 permit requirements have been met.</i>
•Hold at least four Stormwater community meetings to inform residents about improvements		<i>Six Stormwater community meetings have occurred to discuss stormwater related issues and upcoming projects.</i>

# QUALITY SERVICES

Goal: Provide high quality parks, recreation and tourism services

**Evaluate existing and future infrastructure, resources, and operations to determine the most appropriate and efficient operational uses of facilities to meet the community’s park and recreation needs.**

<ul style="list-style-type: none"> <li>•Provide cross-training to 25% of the workforce annually for maintenance, operational, and programming duties</li> </ul>		<p><i>More than 50% of year-round staff were cross-trained.</i></p>
<ul style="list-style-type: none"> <li>•Provide recommendations for the programming of 5 facilities for multiple use by 7/1 annually</li> </ul>		<p><i>Tennis courts were modified for pickleball courts at Confederate Park, multi-purpose field at Cherry was used for a movie night, Read-In was held in the Boyd Hill gym, Fewell Park held two concerts, and BMX multi-purpose fields were used for soccer, flag football, and shade tents.</i></p>
<ul style="list-style-type: none"> <li>•Evaluate opportunities for additional Sports Tourism related facilities by 1/1/2016</li> </ul>		<p><i>Construction of the criterium course began in 2015 and staff began researching indoor sports facilities.</i></p>
<ul style="list-style-type: none"> <li>•Hold biannual meetings with key stakeholders to identify the next potential major regional park site</li> </ul>		<p><i>The Rock Hill Sports Commission held a community dialogue on the indoor sports facility in November, followed by a number of planning meetings and charettes this spring.</i></p>



Parks, Recreation and Tourism staff have been diligent this year in working to cross-train their full-time staff. The majority of these trainings revolve around specific special events and maintenance duties. Additionally, key job functions now have back-ups including monthly financial reports, cemetery needs, and concession operations.

## Goal: Provide high quality parks, recreation and tourism services

### Evaluate and communicate the economic impact of sports tourism.

•Hold quarterly meeting with the Rock Hill Sports Marketing Alliance	●	<i>The Rock Hill Sports Marketing Alliance met twice this year.</i>
•Hold quarterly meeting with the Sports Commission	●	<i>The Sports Commission meets monthly and is focusing on the 2017 UCI BMX World Championship.</i>
•Hold at least 15 local/state/regional sports tourism events annually	●	<i>Over 45 events have been held including over 30 local and 15 regional/state.</i>
•Hold at least 2 national or international sports tourism events annually	●	<i>Five national/international events were held at the Velodrome, BMX track, Cherry Park, Manchester Meadows, and the Tennis Center.</i>
•Increase sports tourism’s financial impact by at least \$1 million per calendar year	●	<i>2015 saw \$21.6 million in direct economic impact, a \$1.2 million increase over the prior year.</i>
•Quantify the number of hotel nights created as a result of sports tourism	●	<i>An estimated 12,569 hotel nights were created.</i>
•Host at least 4 tourism events at Glencairn Garden	●	<i>Four major events were held at Glencairn: Tribute to Veterans, Story with Santa, Come See Me Events, and Master Gardener Plant Sale.</i>










The direct economic impact of sports tourism continues to grow— with estimates exceeding \$21.6 million. Over the last five years, this is a 45% increase, in large part due to events including the NSA Adult World Series, UCI BMX World Cup, USA BMX Carolina Nationals, USTA Women’s Pro Tennis Tournament, and a number of other regional, state, and national events.



# QUALITY SERVICES

Goal: Provide high quality electric, water,  
and sewer services

**Evaluate the efficiency and effectiveness of electric operations in order to address the system's maintenance and expansion needs.**







•Trim 25% of primary power lines per year		<i>Over 71 miles of poles were trimmed—26% of the total pole mileage.</i>
•Decrease system average interruption durations (SAIDI) to less than 142.16 minutes		<i>System average interruption duration index— 90.32 minutes.</i>
• Decrease customer average interruption duration index (CAIDI) to less than 74.74 minutes		<i>Customer average interruption duration index—85.95 minutes.</i>
•Maintain an average system availability index (ASAI) of at least 99.95%		<i>Average system availability index—99.97% available.</i>
•By 6/30/2016, identify and develop plans for the three worst power outage circuits/areas inside the City limits		<i>Top 3 areas: Ragin Ln., Cherry Rd. between Cherry Park and I-77, and Swan Meadows. Plans have been developed to fix the issues in these areas.</i>
•Complete at least 90% of electric capital projects according to the CIP		<i>9 out of 11 or 82% of electric capital projects were completed on schedule—SCADA upgrades and Air Core Reactors were delayed due to funding restraints.</i>
•Complete the Riverwalk Substation by 6/30/2016		<i>The Riverwalk Substation is 95% complete. Final completion is expected in the fall.</i>
•Implement the recommendations of the electric rate study by 6/30/2016		<i>The electric rate study supported current rates and rate structure.</i>
•Examine how the electric rate structure/electrical system could be leveraged to attract new customers by 6/30/2016		<i>The EDR-3 rate change was adopted by City Council in January.</i>



# QUALITY SERVICES

Goal: Provide high quality electric, water, and sewer services

**Evaluate the efficiency and effectiveness of water operations in order to address the system’s maintenance and expansion needs.**

<ul style="list-style-type: none"> <li>• 100% compliance with EPA and DHEC drinking water standards</li> </ul>		<p><i>100% compliance was maintained and we received a number of awards for quality water (see below).</i></p>
<ul style="list-style-type: none"> <li>• Reduce non-metered loss of water by 1% annually</li> </ul>		<p><i>Loss of water was 17.4% in FY16 compared with 21.8% in FY15, a decrease of 4.4%.</i></p>
<ul style="list-style-type: none"> <li>• Implement the recommendations of the water rate study by 6/30/2016</li> </ul>		<p><i>Utility rate adjustments were approved by City Council with the budget process. Impact fee adjustments will be revisited in the fall.</i></p>
<ul style="list-style-type: none"> <li>• Investigate wholesale opportunities throughout the region by 7/1 annually</li> </ul>		<p><i>There are ongoing discussions with two major wholesale customers for water service.</i></p>
<ul style="list-style-type: none"> <li>• Complete at least 90% of water capital projects according to the CIP</li> </ul>		<p><i>70% of CIP projects were completed according to schedule—with an additional 23% at substantial completion.</i></p>
<ul style="list-style-type: none"> <li>• Determine the next steps for the expansion of the water plant by 12/31/15</li> </ul>		<p><i>Expansion of the water plant is currently in the design phase.</i></p>







The Water Filter Plant (WFP) continues to provide high quality drinking water and has earned a number of awards. We were awarded the South Carolina Area-Wide Optimization Award for exceeding water regulations for particle removal and disinfection. Additionally, the Center for Disease Control recognized the WFP with the Fluoridation Award for maintaining optimal fluoride levels. The WFP and raw water pump station passed the Risk Management Program Audit this year as well.



# QUALITY SERVICES

Goal: Provide high quality electric, water, and sewer services

**Evaluate the efficiency and effectiveness of wastewater operations in order to address the system’s maintenance and expansion needs.**

<ul style="list-style-type: none"> <li>•100% compliance with EPA and DHEC wastewater treatment standards</li> </ul>		<p><i>100% compliance was maintained for three of the four quarters. However, there were two incidents in late 2015 due to heavy rains.</i></p>
<ul style="list-style-type: none"> <li>•Complete the Process Optimization Study by 3/1/2016</li> </ul>		<p><i>The Process Optimization Study was completed at the end of April.</i></p>
<ul style="list-style-type: none"> <li>•Implement the recommendations of the wastewater rate study by 6/30/2016</li> </ul>		<p><i>Utility rate adjustments were approved by City Council with the budget process. Impact fee adjustments will be revisited in the fall.</i></p>
<ul style="list-style-type: none"> <li>• Investigate wholesale opportunities throughout the region by 7/1 annually</li> </ul>		<p><i>There are ongoing discussions with two major wholesale customers for wastewater service.</i></p>
<ul style="list-style-type: none"> <li>• Complete at least 90% of wastewater capital projects according to the CIP</li> </ul>		<p><i>65% of CIP projects were completed according to schedule—with an additional 12% at substantial completion.</i></p>
<ul style="list-style-type: none"> <li>• Determine the next steps for the regional expansion of wastewater operations by 12/31/15</li> </ul>		<p><i>Wastewater plant expansion plans were complete in December.</i></p>










The Process Optimization Study completed this spring was undertaken in order to reduce operating cost and improve water quality and performance at the Wastewater Treatment Plant (WTP). The feedback obtained from the study will be used in conjunction with future wholesale opportunities and regional expansion of wastewater operations.



# QUALITY SERVICES

Goal: Ensure exceptional customer service and proactive communication through accessible, responsive, and knowledgeable employees




**Evaluate and implement features/practices that will enhance customer service accessibility.**

•Maintain an average call wait time of 90 seconds or less		<i>Average call wait time was 109 seconds.</i>
•Maintain an average talk time of 2 minutes and 30 seconds or less		<i>Average talk time was 2 minutes and 23 seconds.</i>
•Maintain at least 100 calls per day per full time agent		<i>Average of 77 calls per day per full-time agent.</i>
•Increase online service requests by 10% annually		<i>1,081 online service requests for FY16. This represents a 64% increase in service requests over FY15.</i>
•Increase customer customized electric notifications by 10% annually		<i>420 additional RFP subscriber were added, a 26% increase over the prior year.</i>
•Increase the number of smart phone app downloads		<i>Apple IOS app downloads are up to 398 + Android app downloads are up to 475.</i>
•Complete 90% of Public Works related work orders within 36 hours		<i>89% of sanitation, street, and stormwater work orders were completed within 36 hours.</i>
•Complete 70% of Utility related work orders within 7 days		<i>80% of electric, water, and sewer work orders were completed within 7 days.</i>
•Review social media uses annually by 6/30		<i>Staff created social media accounts for the 2017 BMX World Championships.</i>

# QUALITY SERVICES

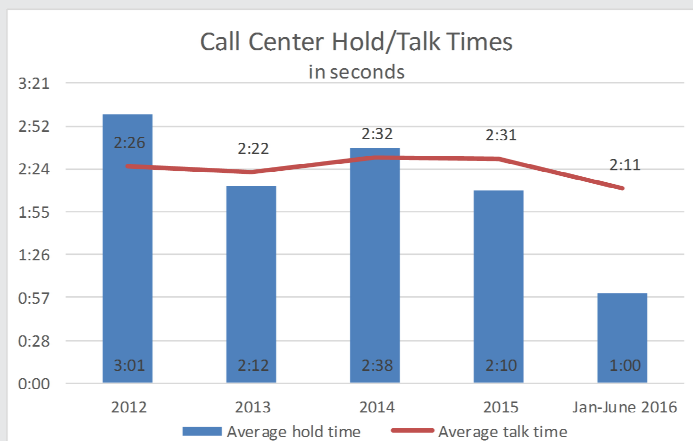
Goal: Ensure exceptional customer service and proactive communication through accessible, responsive, and knowledgeable employees

**Evaluate and implement features/practices that will enhance customer service accessibility.**

<ul style="list-style-type: none"> <li>•Provide customer service training to 100% of new employees</li> </ul>		<p><i>87% of new employees were trained in FY2016—86 out of 99.</i></p>
<ul style="list-style-type: none"> <li>•Provide a customer service training refresher to all employees in the Disney Model by 6/30/2016</li> </ul>		<p><i>All supervisors and department heads—190 employees—have undergone the customer service refresher out of 838 full-time employees.</i></p>
<ul style="list-style-type: none"> <li>•Solicit email addresses from 100% of new customers in order to gauge their customer service experience</li> </ul>		<p><i>Emails addresses were solicited from all customers.</i></p>

## Spotlight: Customer Service

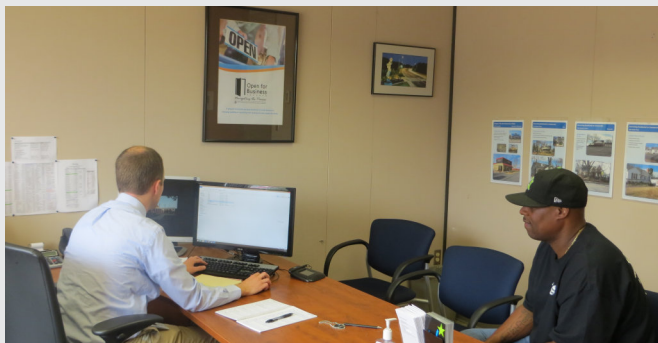
Customer service continues to be a focus for all city employees. The City continues to provide customer service training including IDEAL Customer Service, Customer Service Agent program, and the Disney Customer Service Refresher. Additionally, staff have refocused resources on cross-training front-line workers. This has led to a quicker call resolution and shorter hold times—from an average of 2 minutes and 30 seconds over the last four years to 1 minute over the last six months.



## Goal: Provide high quality economic development services

### Promote and market Rock Hill as a business-friendly environment that supports business growth and recruitment.




•Solicit at least \$25 million in business investment annually	●	<i>Over \$37 million has been directly invested this year, with additional plans exceeding \$230 million.</i>
•Support the creation of at least 200 new full-time jobs by 6/30/2018	●	<i>682 new jobs were created through the Open for Business program and business parks.</i>
• Host at least 2 meetings with developers and small business owners to solicit advice on how the City can support their efforts	●	<i>Dozens of meetings have been held with developers, small businesses at the Technology Incubator, and the Talent Pipeline program.</i>
•Use the Key Accounts Manager to re-recruit 50 local businesses annually	●	<i>31 visits were completed. Key Accounts position was vacant for a few months.</i>
•Complete the Strategic Economic Development Marketing Plan by 12/31/15	●	<i>Approval of the Marketing Plan was completed in early summer. Specific strategies are due to be complete in September.</i>
•Maintain or increase the number of small business owners who use the Open for Business Program	●	<i>11% decrease in usage for FY16, 751 in FY15 and 677 in FY16.</i>






The Open for Business program continues to provide a one-stop shop for business owners from feasibility inspections to occupation permits. 572 jobs were created between March and June 2016. Of the 677 businesses assisted through the program, the vast majority were assisted with utility account set-up, zoning and building compliance forms, and business license help.

## Goal: Provide high quality economic development services

### Support RHEDC as a key economic development leadership and investment organization

•Provide staff support to at least 40 RHEDC board and committee meetings		<i>Support provided to 66 RHEDC meetings over Fiscal Year 2016.</i>
•Present a sustainability proposal for the Knowledge Park Innovation Center to support talent development/human capital by 6/30/2016		<i>The Wells Fargo Foundation has donated funds to sustain the Talent Pipeline Program.</i>
•Complete one design project through the Rock Hill Designs Initiative by 6/30/2016		<i>The Woolworth Walkway is substantially complete and expected to open mid-August.</i>

### Evaluate opportunities to improve Rock Hill's position in the state and the Charlotte region.

•Encourage at least 2 local leaders to represent the City on state-wide organizations annually		<i>No local leaders joined state-wide organizations.</i>
•Meet quarterly with state or regional economic development allies		<i>Quarterly meetings have occurred with the York County Economic Development Board, Charlotte Regional Partnership, and representatives from SC Commerce and Office of Innovation.</i>
•Form alliances with other municipalities in York County to bring together a team effort to issues with the state of South Carolina by 6/30 annually		<i>Rock Hill actively participates with local municipalities including efforts through the I-77 Alliance Board of Directors and wholesale utility contracts.</i>



## Spotlight: Capital Projects

FY2016 has been busy with a number of high profile capital projects. Some highlights are as follows:

- *Antrim-Paddock Parkway*— new traffic control and intersection improvements at the intersection of U.S. 21 and Leslie Highway. Also 1,700 linear feet of new road from the Galleria Extension to Anderson Rd.
- *Criterion Course*— completion expected August 2016. Measuring 5,700 feet long by 20 feet wide, this closed road cycling course is located beside the BMX Supercross Track.
- *Constitution/White Roundabout*—Pennies for Progress project to realign White Street, Columbia Avenue, and Constitution Blvd. into one traffic circle.
- *Laurelwood Cemetery Parking Lot*— Built a paved parking lot behind the Laurelwood Cemetery offices.
- *Pickens/Pendleton Sewer Rehabilitation*— sewer line replacement of approximately 1,400 linear feet of 8-inch ductile iron pipe and 11 manholes.
- *Anderson/Springsteen/Princeton Sewer Project*— relocation of 200 linear feet of sewer for an intersection improvement project.
- *Sanitary Sewer Condition Assessment of the Wildcat Force Main*—indicated that overall the force main was in good condition. Several areas were identified as needing additional assessment and will be evaluated in the future.
- *Cel-River Utility Upgrades*—New 24-inch water main and relocation of water, sewer, and electric utilities in preparation for SCDOT to widen Cel-River Road.
- *South Cherry Rd. Electric* — relocation of a South Cherry Road mainline to Pursley Street.



Antrim-Paddock Parkway



Criterion Course (photo credit: Matt Gedney)



Constitution/White Roundabout

# QUALITY

Services. Places. Community.

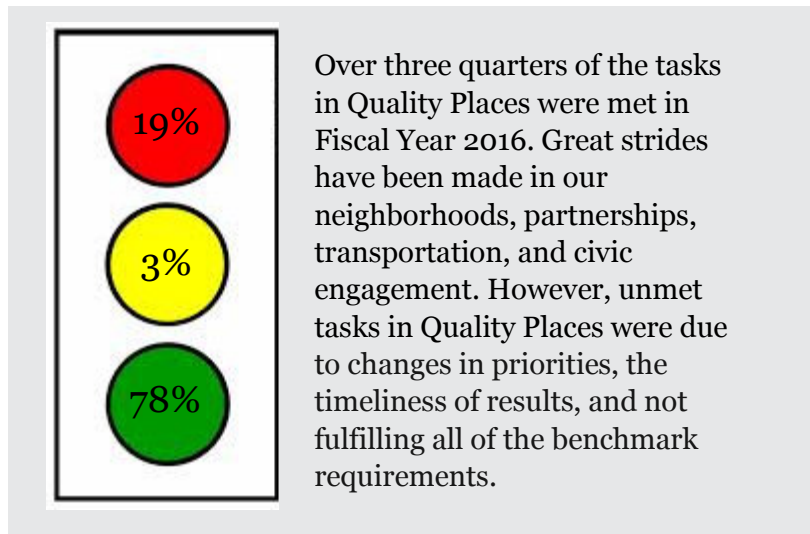
Quality Places focuses on developing and sustaining exceptional locations throughout our City. Places to work, live, and play enhance the appeal of Rock Hill. This includes everything from business parks to sports tourism facilities. In the development of City-led projects, input is solicited from civic, business, political, and cultural leaders. Some of the projects are transformative in nature, like Riverwalk or Knowledge Park. Other projects are targeted to focus on specific areas throughout the city, like the Arcade Mill re-development. Whenever possible, the City looks for public-private partnerships to help facilitate quality places throughout our city.





# Accountable Evaluation









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.



Atlas Copco Building in Riverwalk




## Goal: Create a vibrant Knowledge Park area

**Promote Knowledge Park and surrounding areas as a vibrant mixed-use area in Rock Hill through effective marketing, meeting with the business community, and implementing the Knowledge Park Strategy.**



•Add at least 100 new employees in Knowledge Park annually		<i>SPAN Enterprises, Second Brick Ventures, and Cimplx ACA have added 85 positions.</i>
•Construct at least 100 new residential units in Old Town by 6/30/2018		<i>37 apartments are opening at 139 Main this fall and an additional 89 are being planned at 108 Main.</i>
•Follow-up with the Rock Hill School District at least twice per year about relocating their administrative offices in the Knowledge Park area		<i>Follow-up with the RHSD will be made in the next reporting period.</i>
•Organize a downtown business association by 6/30/2016		<i>The Old Town Business Association has been formed and board members selected.</i>
•Hold at least three meetings per year with the Knowledge Park Leadership Group		<i>The Knowledge Park Leadership Group held 3 meetings.</i>
•Report semi-annually on new development around Fountain Park		<i>New developments are regularly being reported—including condominiums, performing arts center, and a hotel.</i>
•Hold at least one stakeholder meeting in the evolution of Knowledge Park		<i>A public meeting was held 10/22, a neighborhood meeting was held 3/15, and Planning Commission public hearing was held 4/5.</i>
•Update the Streetcar Feasibility Study and seek decisions on alternative transportation modes by 6/30/2016		<i>The Transportation Alternatives study was completed in April.</i>

## Goal: Create a vibrant Knowledge Park area



### Organize, manage, market, and support Old Town Events.

•Host at least 4 events at Fountain Park annually		<i>14 events were held at Fountain Park.</i>
•Manage and support at least 20 events annually in Old Town		<i>36 events were held in Old Town.</i>
•Increase OnlyinOldTown.com website traffic by 10% annually		<i>Website traffic is down 33%, however Facebook likes are up 29% over FY15 (14,718 likes).</i>

### Continue development of the Bleachery site.

•Complete the master developer agreement by 9/1/2015		<i>Master developer agreement was signed 6/2015.</i>
•Report semi-annually on the marketing of City owned properties adjacent to the Bleachery		<i>A variety of developers have been shown and offered the former Good Motors, City Annex, and the TownCenter sites for redevelopment.</i>

### Develop publicly and privately owned business parks.

•Build at least one spec building by 6/30/2018		<i>Construction is beginning on RHEDC's 2nd spec building at Waterford. A development agreement has been signed to construct two new spec buildings at Legacy West.</i>
•Assist in the development of at least one new business park by 6/30/2018		<i>RHEDC approved a development and funding agreement with Scannel to develop a 90 acre parcel into a business park—Legacy West.</i>

**Goal: Provide for a coordinated transportation system that supports the City's growth goals**

**Develop and implement a financial strategy to repair and maintain the City's roads.**

•Clearly identify all City streets within the city limits by 1/1/2016	●	<i>All city street segments have been identified and are included on the City's website.</i>
•Increase the resurfacing/road paving funding by \$250,000 annually	●	<i>General fund paving increased by \$360,000 for FY16—up to \$860,000.</i>
•Pilot pavement preservation methods by 6/30/2016	●	<i>3 methods have been tested—thin-lift overlay, FDR, and mill, patch, and overlay.</i>
•Conduct an inventory and conditions assessment of City streets by 6/30 annually	●	<i>Inventory and conditions assessment were completed last summer.</i>

**Provide alternative transportation modes within our community.**

•Analyze existing transit programs to determine the feasibility of potential transit expansion by 6/30/2016	●	<i>RFATS Regional Transit Study was completed in the fall and includes Rock Hill fixed route recommendations.</i>
•Increase participation/ridership in transit programs by 4% annually	●	<i>CATS 82X participation dropped by 4% over FY16.</i>

**Collaborate through RFATS and other regional efforts on land use and transportation planning.**

•Explore additional corridor and outlet options to relieve congestion in the Celanese Corridor by 12/31/2016	●	<i>The Celanese Corridor Study was completed and presented to RFATS in April.</i>
•Prioritize and implement RFATS Long Range Transportation projects by 6/30 annually	●	<i>A transportation priority workshop was held in January in preparation for the RFATS update.</i>
•Propose congested intersections for improvement through CMAQ by 6/30 annually	●	<i>Conversations are focusing on intersections at: Celanese/India Hook and Cherry/Mt. Gallant.</i>



Goal: Provide for a coordinated transportation system that supports the City's growth goals

**Promote solutions to major traffic issues.**

<ul style="list-style-type: none"> <li>•Evaluate major corridors annually and make adjustments to traffic signal synchronization</li> </ul>	<p>● <i>Every quarter a new area was evaluated—adjustments were made on Dave Lyle Blvd. at Springsteen, Albright Rd. (between Black and Main), and Cherry Rd at Richmond.</i></p>
<ul style="list-style-type: none"> <li>•Develop a recommended list of 2017 Pennies for Progress projects by 3/1/2016</li> </ul>	<p>● <i>The City's project list was completed in March—followed by a presentation to the Sales Tax Commission in June .</i></p>

## Spotlight: Roads


The City's focus on repairing City streets has been very positive. With the pothole crews now running at full-stride, 1,466 potholes and 370 utility cuts have been repaired. 70% of the potholes repaired were on City streets with the remaining 30% being on state roads. As of the end of June, 18 of 37 road segments were repaved with the remaining 19 scheduled to be finished by the end of the summer. Completed projects include Dawnshire Avenue, Dutchman Drive, Meadow Glen Lane, Gateway Boulevard, Pendleton Street, and striping on Dunkins Ferry and Riverwalk Parkway. As a result the street map ratings have shifted positively:

<u>2015 Ratings</u>	<u>2016 Ratings</u>
12% Red	11% Red
40% Yellow	39% Yellow
48% Green	51% Green





Goal: Support the study and development of key corridors

**Complete the Comprehensive Plan update and institute recommendations that uphold the plan.**


<ul style="list-style-type: none"> <li>•Implement the recommendations of the Comprehensive Plan growth policies by 6/30 annually</li> </ul>		<p><i>The Comprehensive Plan update was adopted in December—brochure and documents have been distributed.</i></p>
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**Support City corridors.**


<ul style="list-style-type: none"> <li>•Select and study the next key corridor by 6/30/2017</li> </ul>		<p><i>The Albright/Saluda Road Corridor Study began with neighborhood and business stakeholder meetings this spring.</i></p>
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<ul style="list-style-type: none"> <li>•See at least \$1 million in new development per year through the Cherry Rd. Revitalization Strategy</li> </ul>		<p><i>Over \$8.5 million dollars have been spent by businesses in the Cherry Rd corridor.</i></p>
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**Provide support for major redevelopment projects**

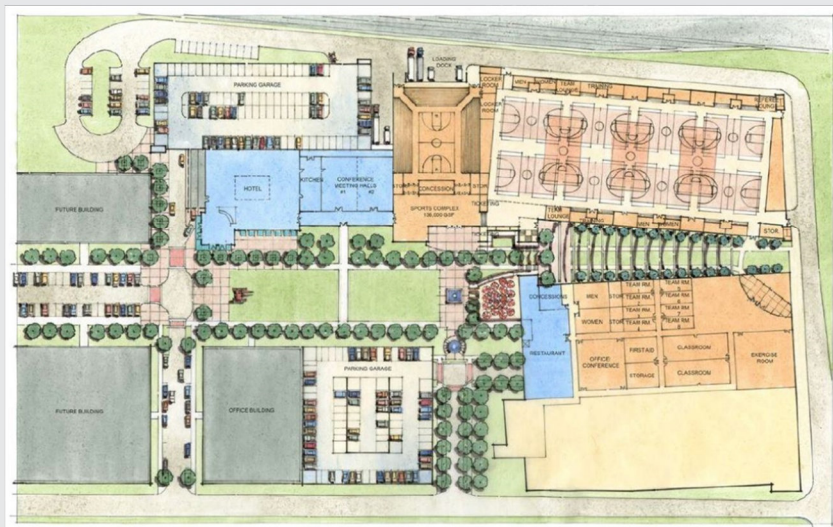
<ul style="list-style-type: none"> <li>•See at least \$1 million in new development along Saluda Street and at South Gate</li> </ul>		<p><i>\$232,000 has been spent by businesses along Saluda Street and at South Gate.</i></p>
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<ul style="list-style-type: none"> <li>•See at least \$1 million in new development in the Galleria/Manchester area</li> </ul>		<p><i>Over \$20.6 million dollars have been spent by businesses in the Galleria/Manchester area.</i></p>
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<ul style="list-style-type: none"> <li>•Complete the Oakland Avenue streetscape project</li> </ul>		<p><i>Bids received this spring vastly exceed budget estimates—the project will be reopened this summer.</i></p>
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## Spotlight: Knowledge Park

Fiscal Year 2016 has been a busy year in the development of Knowledge Park. Conceptual ideas have become formalized plans. These steps included the selection and signing of a master developer, Sora-Phelps Rock Hill. In partnership with Sora-Phelps Rock Hill, the City and other key stakeholders have diligently worked with community members to garner support and direction on the future of this site. As a result, City officials have signed both Development and Financing Agreements. These steps now lay the foundation for private development to occur. Within University Center alone, projected impacts include \$230 million of investment, 850 residents, and 1,100 permanent jobs. Future plans also include a hotel adjacent to an indoor sports facility, student housing, and office space created at the former Lowenstein Building. Although the tangible impacts of this work will not be seen for years to come, the momentum of this transformative project will drive Rock Hill's dynamic 21st century economy.



**knowledge park**  
ROCK HILL, SC



# QUALITY

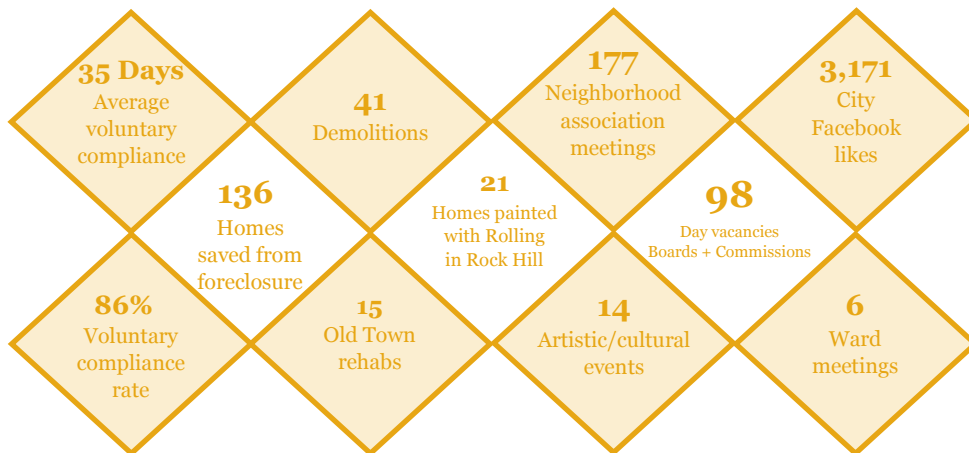
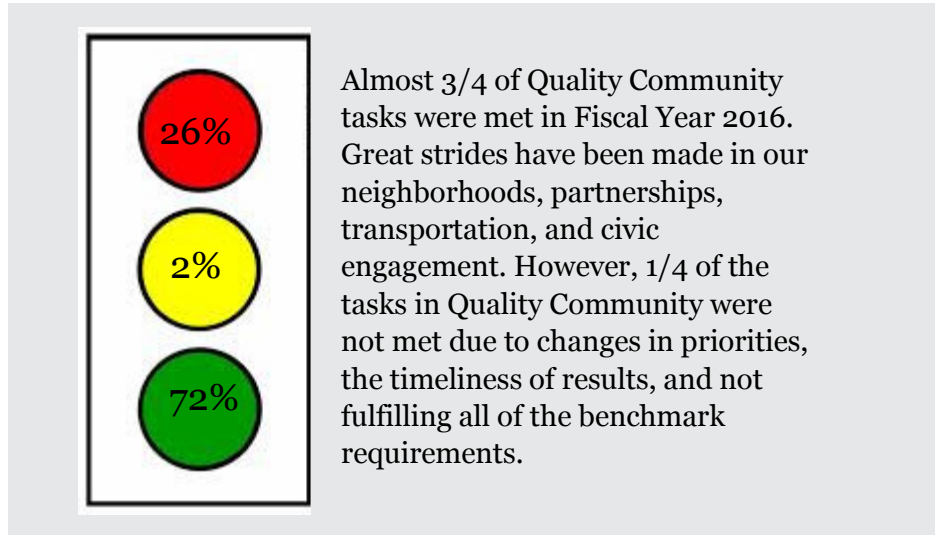
Services. Places. Community.

Quality Community is about enhancing the overall quality of life for Rock Hill citizens through partnerships and collaboration. In our neighborhoods, the City seeks to support neighborhood associations with community building and provides assistance to homeowners in need. The City is intent on engaging residents and building public trust. Over the next three years, we are committed to increasing our outreach through focus groups, increased publications, and social media efforts. Finally, facilitating cultural, recreational, and educational opportunities is very important to the City. This includes offering opportunities for special populations, promoting an active lifestyle, and co-sponsoring cultural and artistic programs.



# Accountable Evaluation

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.













# QUALITY COMMUNITY

**Goal: Strengthen neighborhoods through partnerships that promote community, identity, and livability**




**Evaluate and implement practices that contribute to the maintenance and vibrancy of neighborhoods.**

•Prevent 75 homes from going into foreclosure through the City’s counseling and home buyer program		<i>97 homes avoided foreclosure due to the City’s home counseling program during Fiscal Year 2016.</i>
•Refer at least 35 homeowners to the South Carolina Homeownership and Employment Lending Program’s anti-foreclosure program		<i>39 households were referred to the state’s anti-foreclosure program.</i>
•Code Enforcement– maintain an average number of calendar days from case initiation to voluntary compliance at or below benchmark average of 60 days		<i>Rock Hill’s code enforcement cases are resolved in an average of 35 days.</i>
•Voluntary Compliance – maintain a voluntary compliance rate at or above benchmark average of 66%		<i>Rock Hill’s voluntary compliance rate averages at 86%.</i>
•Demolish at least 30 eligible substandard structures per year		<i>41 substandard structures were demolished.</i>
•Reduce code violations through a proactive windshield survey by 10% annually		<i>There was a 57% increase in the number of code violations compared to the prior year.</i>
•Provide at least 25 rehabilitations within Old Town neighborhoods		<i>15 rehabilitations were completed in Old Town. Goal was not met as two major volunteer groups are no longer doing rehabilitations.</i>
•Paint at least 20 homes annually through Rolling in Rock Hill		<i>21 homes were painted through Rolling in Rock Hill.</i>





# QUALITY COMMUNITY

Goal: Strengthen neighborhoods through partnerships that promote community, identity, and livability

## Examine and support affordable housing opportunities within the community.

•Rehabilitate 20 homes and construct 3 homes annually in the community		<i>15 homes were rehabilitated and 2 homes were constructed.</i>
•Complete infrastructure improvements in the Arcade neighborhood by 12/31/2015		<i>Street, sidewalk, curb, and street light upgrades were complete by December.</i>
•Explore opportunities to support residential neighborhoods near commercial zones by 6/30/2016		<i>Supported the Albright/Saluda neighborhoods in April community meetings.</i>





## Engage neighborhoods to promote community building.

•Add 2 new associations/re-engage inactive neighborhood associations annually		<i>Organized 4 new neighborhood associations and reengaged 2 neighborhoods.</i>
•Register 25 neighborhoods annually for National Night Out		<i>32 neighborhoods participated in National Night Out.</i>
•Attend at least 9 meetings annually for each of the 7 Weed and Seed neighborhoods		<i>Attended 52 Weed &amp; Seed neighborhood meetings.</i>
•Attend 175 neighborhood association meetings annually		<i>Attended 177 neighborhood meetings.</i>





# QUALITY COMMUNITY

Goal: Offer a variety of opportunities to engage citizens, build public trust, and encourage civic pride

**Enhance current communication methods to effectively provide a variety of information to the City’s various audiences.**

•Use the utility connection process to get email addresses by 9/1/2015		<i>Email addresses have been collected from willing customers.</i>
•Create one video message per month focusing on City messages		<i>Staff developed videos on BMX, Cycling facilities, Fire ISO rating, City Manager messages, Black History Month, Fire Graduation, etc.</i>
•Create a visitors brochure by 6/30/2016		<i>A BMX visitor brochure was created—a general visitor brochure is in currently in development.</i>
•Distribute a quarterly newsletter for existing customers		<i>Fall and Summer newsletters were distributed.</i>





**Promote and encourage sense of place and civic pride.**

•Engage residents who commute to North Carolina with one new ad strategy per year		<i>Knowledge Park job strategy on I-77 billboards being used to target commuters.</i>
•Increase Facebook likes and Twitter followers by 10% annually		<i>Facebook likes increased by 96% over last year (now 3,171 likes); Twitter followers increased by 31% (now 6,297) .</i>
•Maintain the average vacancy age for boards and commissions’ openings under 60 days		<i>Average vacancy is 98 days.</i>
•Attend 100% of Inside Rock Hill Alumni Advisory Board meetings		<i>Staff attended 100% of Alumni meetings.</i>

## QUALITY COMMUNITY




Goal: Offer a variety of opportunities to engage citizens, build public trust, and encourage civic pride

**Enhance public trust by sharing information in an accessible, convenient manner.**

•Hold at least three meetings per year in alternate locations		<i>6 Council Ward meetings were held throughout the City.</i>
•Hold at least six meetings per year with community organizations and civic groups to facilitate communication and build community advocates		<i>6 Council Ward meetings were held in the fall.</i>
•Hold at least four focus groups to gauge community support of general city projects		<i>Focus groups were held at the Mayor's Key Influencer Breakfast, the Young Key Influencer Dinner, Sports Commission outreach, and about Stormwater projects.</i>
•Hold at least four focus groups to gauge customer service feedback		<i>Four focus groups were held this spring.</i>

Goal: Cultivate partnerships that encourage a wide range of cultural, recreational, and educational opportunities for all ages

**Work with community partners to expand cultural, educational, and leisure opportunities.**








•Hold at least 4 meetings with the Rock Hill School District and the Challenged Based Learning team		<i>Challenge Based Learning has evolved into a different strategy. Staff continue to support teachers with hands-on learning opportunities.</i>
•Hold at least 2 artistic/cultural events per year		<i>14 events were the result of partnerships including the Blues + Jazz Festival, Tap Old Town, and Yoga in the Park.</i>
•Facilitate vocal and instrumental students in 3 new downtown businesses per year		<i>Staff is partnering with Winthrop to get students Downtown during Welcome Week 2016.</i>



## QUALITY COMMUNITY

Goal: Cultivate partnerships that encourage a wide range of cultural, recreational, and educational opportunities for all ages




**Work with community partners to develop social opportunities for all residents inclusive of special populations, retirees, teenagers, and seniors.**

•Offer at least one alternative sport or adventure based opportunity for teens every year		<i>The Pump House River Run Adventure Duathlon had 10 teens participate.</i>
•Increase the number of sanctioned youth at the BMX track by 10% annually		<i>79% increase in sanctioned youth—from 80 in FY15 to 143 in FY16.</i>
•Increase the number of certified youth at the Velodrome by 5% annually		<i>20% decrease in certified youth—from 61 in FY15 to 51 in FY16.</i>
•Hold a bike fair for families at least twice a year		<i>There was one Youth/Family Bike Safety event held during “Coolfest”.</i>
•Hold at least one cycling event for special populations per year		<i>Three beginner learn to ride programs were held with 31 special needs students from Belleview and York Road Elementary Schools.</i>
•Add at least 30 O.W.L.S. Club members per year		<i>The O.W.L.S. Club has 65 active members—45 more than FY2015.</i>
•Investigate opportunities for partnerships to address social issues in the community by 12/31/2016		<i>Staff is developing a financial literacy program to offer low-income residents.</i>




## QUALITY COMMUNITY

Goal: Cultivate partnerships that encourage a wide range of cultural, recreational, and educational opportunities for all ages

**Continue to provide, support, and promote health and wellness initiatives.**

•Promote an active lifestyle with at least one “Eat, Smart, Move More” event annually		<i>No events occurred in FY2016, however a Walk with Ease Program will be offered in the fall.</i>
•Track the number of exercise classes and participation at recreation centers by 6/30 annually		<i>Staff continue to track exercise classes and participation in 8-9 different classes.</i>
•Add one family-friendly bike route per year		<i>The Saluda Corridor bike route was completed.</i>

**Work to foster social, racial, cultural acceptance and promote community inclusiveness by identifying, planning, and participating in events that promote diversity and inclusiveness.**

•Hold at least two Youth Council events per year		<i>The Youth Council hosted an Anti-Bullying Campaign and the Young Key Influencer meeting with Mayor Echols.</i>
•Hold at least three Community Relations Council events per year		<i>The Community Relations Council hosted many events including Race Equality Week, MLK Interfaith Prayer Breakfast, Black History Month Program, a panel discussion with the SC Department of Justice, and a “Back to School Bash”.</i>
•Complete the Woolworth Walkway by 6/30/2016		<i>The Woolworth Walkway was substantially complete on 6/30/16; final completion is expected by the end of the summer.</i>

# QUALITY

Services. Places. Community.

*Learn more about the City of Rock Hill's efforts in  
transparency and accountability at:*

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