

Context for City of Rock Hill, SC Dashboard Measures FY2020 Year End

The City of Rock Hill Performance Dashboard contains a number of high level measures. All measures are for the fiscal year time frame unless otherwise noted.

Below is a qualitative description of these measures and targets to provide further context for the fiscal year results.

Serving

FOSTER THRIVING, LIVABLE NEIGHBORHOODS THROUGHOUT THE CITY AND A SAFE, FAMILY-FRIENDLY COMMUNITY

Public Safety Average Response Time for Priority 1 Calls: The City of Rock Hill previously tracked priority one response times as a percentage of total Police calls responded to within 5 minutes. Beginning with the FY2019 – 2021 strategic plan, the measure shifted to average time in minutes for all priority calls including Police, Fire, and Medical Priority 1 calls. This change aligned Rock Hill’s public safety response time data with data collected by the University of North Carolina School of Government’s [North Carolina Benchmarking Project](#) and allows a better benchmark comparison with other municipalities. The combine public safety response time is above target, mostly due to Fire and Medical calls which make up the majority of Priority 1 Calls.

Rock Hill received a \$1.2 million grant in FY2019 to add a full ladder company and fire truck to the Fire Department and the FY2021 budget includes a Police Department request for an additional 4 officers to create an 11th police zone. The City expects that these additions will positively affect response time for public safety.

Percentage of residents who feel very or somewhat safe: The City of Rock Hill contracts with Polco (formerly known as NRC) to conduct a Citizen Survey every three years, the latest was completed in fall 2017. The question “resident feeling of safety” was added to the survey in 2014. The percentage of residents that report feeling very or somewhat safe increased by four point between 2014 and 2017; the City looks forward to the next survey, scheduled in fall 2020 to have more data to establish a trend.

Voluntary compliance rate within REDI neighborhoods: Rock Hill’s Resource and Education Development Initiative (REDI) began a pilot in FY2017 after extensive data analysis of crime, fires, fire calls, foreclosures, code enforcement inspections, and census data to determine resource allocation by neighborhood. This pilot focuses on one neighborhood, Catawba Terrace, and includes outreach and education, community specific programs, and the identification and targeting of community resources.

Voluntary compliance rate is a measure of code enforcement issues abated by the property owner voluntarily. The target for voluntary compliance in the REDI neighborhood is the same as the City-wide target, 75%.

Major code violations in REDI neighborhood: Rock Hill's Resource and Education Development Initiative (REDI) began a pilot in FY2017 after extensive data analysis of crime, fires, fire calls, foreclosures, code enforcement inspections, and census data to determine resource allocation by neighborhood. This pilot focuses on one neighborhood, Catawba Terrace, and includes outreach and education, community specific programs, and the identification and targeting of community resources.

The City tracks the number and types of code violations in the REDI neighborhood for informational purposes. Major code violations include accessory structures, exterior structure, voluntary demolitions, housing, and permit issues.

Residential refuse tonnage: The City measures residential refuse collection tonnage as part of the Strategic Plan. This does not include commercial, bulky items, yard waste, or recycling collection. The City has a goal of decreasing residential tonnage collected by 2% each year. There are many reasons why the City would like to see a reduction in refuse – mainly as reduced trash is better for the environment and the cost of tipping fees for the landfill has increased significantly over the last few years. This goal has not yet been achieved, but education about alternative methods of waste reduction like the YardCart program is ongoing.

REC in a Box participants: Rock Hill's Park, Recreation & Tourism (PRT) department began the Recreation, Education and Community or REC in a Box program in FY2018. This program transports supplies such as sports equipment, art and education supplies, bicycles, leisure activity supplies, and snacks out to locations across the community, bringing the fun to residents. This measure is used for tracking purposes until a baseline is created and further targets can be created.

ENSURE EXCEPTIONAL CUSTOMER SERVICE AND PROACTIVE COMMUNICATION THROUGH COURTEOUS, RESPONSIVE, AND KNOWLEDGEABLE EMPLOYEES

Customer Service Call Wait Times: The City of Rock Hill measures the amount of time customers wait before a representative answers their call. Due to high call volume and limited staff, answering calls in a reasonable amount of time – 90 seconds - has been a challenge for years.

In order to address this issue, Customer Service has worked on process improvement, added additional staff, and reorganized to better service Rock Hill's customers. These efforts have begun to bear fruit and the City will continue to measure wait time to ensure this continues.

Paperless Billing Customers: The City has a strategic goal to increase paperless billing customers by 5% each year. Paperless billing is more efficient and saves money on printing and postage. This measure was new for FY2019 and is being tracked to create a baseline for future years.

Resident satisfaction with customer service provided by City employees: The City of Rock Hill contracts with Polco (formerly known as NRC) to conduct a Citizen Survey every three years, the latest was completed in fall 2017. The percentage of residents that report satisfaction with City customer service is the highest it has been since Rock Hill began doing the survey in 2003.

Maintaining a high level of customer service satisfaction remains a top priority. Since the 2017 survey, the City has continued to make changes in process and staffing in the Customer Service area and added additional online capability for Utility customers.

Deploy an electronic newsletter: Rock Hill communicates with residents using a variety of methods. One of the most effective tools has been a consistent newsletter. Rock Hill spent FY2019 exploring software options and preparing materials and expect to have the newsletter begin distribution in FY2020. A measure based on the post deployment phase of the electronic newsletter is under development.

Implement a targeted ad strategy for a specific audience: The City of Rock Hill aims to create at least two targeted ad strategies. Targeted ad strategies could include concepts like billboard ads for economic development jobs or postcard advertisement related to sanitation efforts. In FY2020 the City met this goal with four targeted ad strategies.

Percentage of residents who rate public information services positively: The City of Rock Hill contracts with Polco (formerly known as NRC) to conduct a Citizen Survey every three years, the latest was completed in fall 2017. The percentage of residents who rate public information positively is up from the previous year, but several point down from its high in 2008.

PROVIDE IMPORTANT CORE SERVICES AND INVEST IN INFRASTRUCTURE NEEDS TO BECOME MORE RELIABLE AND PREDICTIVE

Overhead to underground conversion on Cherry Road: In an effort to strengthen the reliability of utility infrastructure, Rock Hill has been converting overhead electrical lines to underground on the Cherry Road thoroughfare. The targeted date for completion of this project is June 2021, and the project is on track.

Water plant upgrades from 36 MGD to 48 MGD: Due to growth in Rock Hill and the surrounding York County area, the City needs additional capacity in its water plant. The targeted date for the improvements is June 2021, and the project is on track.

System average interruption duration index (SAIDI): The SAIDI measures the reliability of electrical service. This measure is calculated by averaging the amount of time each customer has no power during an outage. The Rock Hill target for SAIDI was created using historical data and benchmark trends. The current target is less than 160.18 minutes and Rock Hill has maintained a duration less than the target for the last three years.

Non-metered loss of water: Rock Hill measures non-metered water loss. This is a measure that takes into account how much water is taken into our water system, how much water is lost (including mandated flushing), and how many gallons are sold. Water loss accounts for any water lost from leaks, metering errors, or unauthorized consumption (theft). As all water systems are subject to some water loss, the target is low. This target has not been met in the last few years, but staff have been exploring options to address unnecessary water loss.

Utility work order completion time: Anytime there is work that must be completed to address an issue, a work order is created. Maintaining our commitment to customer satisfaction, Rock Hill measures utility work order completion to make sure issues are addressed in a timely fashion. This measure examines what percentage of total utility work orders are completed within seven working days; target for this is 70%. This target was determined to be 70% because there are many different types of work orders (this measure includes electric, water and sewer), some of which can be resolved in a matter of minutes and others that may take weeks or additional contractors.

Pothole work order completion time: In FY2014, Rock Hill undertook a new focus in addressing road issues in our community. One of those efforts included the purchase and staffing of a pot hole truck to address potholes – whether on city or state roads – in a timely way. To ensure that we continue to address pothole issues quickly, Rock Hill measures pothole work order timeliness as percentage of pothole work orders completed within two work days. The target is set at 100% and the City has consistently met this goal.

Engaging

ENGAGE PUBLIC TRUST AND ENCOURAGE CIVIC PRIDE

Workforce housing funding mechanism: Similar to communities around the country, housing affordability is an issue for lower income households in Rock Hill. In order to help facilitate efforts to increase the availability of workforce housing throughout the community, the City is exploring options on funding workforce housing. Some options were discussed at the January 2019 Council Retreat, but none were voted upon. The goal for this task was to have it completed by June 2019; this target was not met. As of the end of FY2020 conversations continue with City Council as to the most appropriate funding mechanism moving forward.

Tax credit policies to attract and incentivize workforce housing development: Similar to communities around the county, housing affordability is an issue for lower income households in Rock Hill. In order to facilitate efforts to support workforce housing throughout the community, the City developed tax credit policies to incentivize private development of workforce housing. The goal for this task was to have it completed by June 2020. The model and process presented to Council on June 24, 2019; the target was met.

Compliance with all regulatory requirements: The City aims to be compliant with all certificate, license, State, and Federal regulatory requirement. This includes, but is not limited to, SC DHEC General Conditional Major Operating Permit (Electric), City building fire inspection criteria, elevators, underground storage tanks, MS4 (Stormwater), SC DHEC water operation permit, and NPDES wastewater permit limits. Maintaining compliance for these efforts remains a top priority for the entire organization.

General community meetings to increase stakeholder participation: The City uses community meetings to increase transparency and keep residents informed. The City target is to have at least three general community meetings each year. In FY2020, three community meetings were held; this target was met.

City's General fund balance: The City set a policy of a fund balance of 15% to maintain good fiscal practices. Similar to household finances, the City's fund balance provides a safety net that the City can use in case of unexpected expenses or economic downturns. In FY2020 the City surpassed this goal with a general fund balance of 16.8%.

City costs per capita: The City compares its cost to serve on certain functions with an average from the University of North Carolina School of Government's [North Carolina Benchmarking Project](#). The City uses the methodology of the Benchmarking Project to ensure like to like comparison. Police services, fire services, and building inspections (which also includes permitting) are compared annually.

FOSTER COMMUNITY BUILDING, PLACEMAKING, AND INCLUSIVE EFFORTS

Direct economic impact of sports tourism: Sports tourism and its economic impact have been a major focus of the City for years. As the City adds facilities and capacity, particularly for amateur sports, the direct economic impact shows the benefit to the city as a whole. Direct economic impact is calculated by calendar year. There are no multipliers or indirect economic impact figures included.

Hospitality tax revenue generated: Sports tourism and the economic benefit of visitor coming to Rock Hill increases hospitality tax revenue from restaurants and hospitality venues. The City charges a 2% Hospitality Tax for any business selling food and/or beverages for on premise consumption. Hospitality taxes are limited in their use and by state law must be used on tourism generating efforts. The City has leveraged Hospitality Tax to build facilities like the BMX Supercross Track and the Rock Hill Sports and Event Center.

Overall utilization of sports tourism facilities: The City has historically tracked the number of participants using its facilities, parks, and programming to ensure there is adequate participation for the effort used to maintain these features. This measure seeks to track the utilization, i.e. the number of event participants, specifically using sports tourism facilities. A large new facility, the Rock Hill Sports and Events Center came online in early Spring 2020. Utilization is measured by calendar year.

Implement recommendations developed out of the livable wage summit: The City co-hosted a Livable Wage Summit in October 2018. At the summit, an economic argument was made that paying a livable wage is good for the overall economy of a community. Since that time, the City has focused on its role as an employer and begun paying all full-time employees a livable wage of \$14.50/hour. Further recommendations from the summit are being explored with additional partners to continue moving this effort forward.

Participation in athletic and outdoor programs to support healthy: The City has historically tracked the number of participants using its facilities, parks, and programming to ensure there is adequate participation for the effort used to maintain these features. Rock Hill tracks the participation in outdoor programs developed by Park, Recreation & Tourism (PRT) department. As Rock Hill continues to grow, the target is to see a minor 2% increase from the previous year.

Trail connections from Riverwalk to Manchester Meadows: The City is dedicated to making connections across the community – one of which is a network of trails and greenways. One of the most vital sections is providing a way for people to walk/bike from the river to the City's success complex. In the Strategic Plan, the targeted completion date for the Riverwalk to Manchester Meadows section is June 2021. Progress is being made on the design and engineering of the path, but stormwater issues have greatly increased the cost and scope of the project.

FACILITATE PARTNERSHIPS THAT ENCOURAGE A WIDE RANGE OF CULTURAL, COMMUNITY, AND EDUCATIONAL ACTIVITIES FOR ALL AGES

Community events or festivals offered or co-sponsored: The City has a rich tradition of community events and festivals that provide opportunities for residents and visitors alike to enjoy Rock Hill. For years, events like Come See Me and Christmasville have not only become traditions with households, but have spurred additional events through the year. Working with sponsors and community groups, the City continues to create activity and vibrancy in Rock Hill, particularly the Old Town area. The Strategic Plan has a targets and average of at least two events each month; this target has been met for the last three years. The public health response to COVID-19 began significantly impacting these community events in March 2020; however, an increase in the number of events in Summer and Fall 2019 from the previous year kept the number of events at 2.25 per month on average and thus above the target.

Complete the second phase of Miracle Park: Miracle Park is a park project designed for people of all abilities to play and work with miracle fields, playgrounds, multi-purpose fields, and retail. It is a combined effort with Max Abilities (formerly known as the York County Board of Disabilities and Special Needs). This park enhances the work of the Park, Recreation & Tourism's Therapeutic Program and provides some much needed updates to Winthrop Park. The targeted date of completion of phase two of this project is June 2021.

Participation in PRT special populations programs: The City is committed to being a community for all people. PRT's therapeutic recreation program focuses on providing meaningful experiences through leisure activities for children and adults who are differently abled. The target for this measure is a 5% increase in participants in programs over the previous year.

Host a statewide robotics competition with Comporium: Rock Hill’s commitment to on-going education is evident through a number of efforts including “Lifelong Learning @ Rock Hill”. As a part of this, the City is hoping to collaborate with local cable and telecommunication company, Comporium, to host a robotics competition. The target is to host an event by December 2019, which was not met. The Omega E-games was rescheduled for August 2020.

Co-sponsor the creation of a reader certification program: The City’s support to literacy and education takes many forms – one of which is to support [Rock Hill Reads](#) in co-sponsoring a reader certification program. The reader certification program gives adults tips and advice on reading to children in public, non-traditional settings like laundromats or parks. Rock Hill Read’s developed the Reader Certification and certified 143 readers in FY2020 meeting the target.

Create City-led bicycle team programs at area schools: With so many world-class cycling facilities in Riverwalk, the City wants to make sure that local school children are able to enjoy these amenities. The City’s Park, Recreation, and Tourism department has incorporated the creation of bicycle teams into its broader cycling programs. The target is to create two teams each year; the target was met in FY2020 with the creation of three bicycle teams created.

Growing

MAKE KNOWLEDGE PARK A VIBRANT, ACTIVE, AND CONNECTED URBAN DESTINATION

Value of assessed property in the Downtown TIF district: The City has several Tax Increment Finance (TIF) districts, one of which is the Downtown TIF. TIF districts allow any new development in a geographical area to pay for the public infrastructure needed in the form of parking garages, sidewalks, streetscapes, etc. The City tracks valuations regularly to ensure that private development is on track to ensure adequate financial coverage for the City to repay debt issued for infrastructure projects.

Value of assessed property in the Textile Corridor TIF district: The City has several Tax Increment Finance (TIF) districts, one of which is the Textile Corridor TIF. TIF districts allow any new development in a geographical area to pay for the public infrastructure needed in the form of parking garages, sidewalks, streetscapes, etc. The City tracks valuations regularly to ensure that private development is on track to ensure adequate financial coverage for the City to repay debt issued for infrastructure projects.

Work with developers and non-profits to create workforce housing in the opportunity zones: Similar to communities around the country, housing affordability and availability is an issue for lower income households in Rock Hill. In order to help facilitate efforts to increase the availability of workforce housing in Knowledge Park, the City is actively promoting residential units through leveraging Federal Opportunity Zones. An official afford housing policy was adopted by Council in June 2020 and results of this new policy will be report out twice a year.

Comprehensive analysis of the neighborhoods surrounding Knowledge Park: In the City's effort to better deal with housing concerns, a comprehensive analysis of housing conditions, affordability, inventory, vacancy rates, and, occupancy trends in the neighborhoods surrounding Knowledge Park is needed. This measure was added for FY2020 as a result of the Knowledge Park Action Plan effort. This analysis was in process as of the end of FY2020. Once the analysis is completed, recommendations will be developed for next steps.

Permit at least 200 new residential units in Knowledge Park: Rock Hill residents, as part of the Knowledge Park Action Plan, expressed an interest in seeing additional residential units in the Knowledge Park area. The target is to have 200 residential units permitted in Knowledge Park by June 2021. This measure was added for FY2020; not residential units were permitted as of the end of FY2020.

Complete a bike/ped route between Winthrop University and Downtown: Similar to other connectivity efforts, the City plans to link Knowledge Park to Winthrop University through various connective mediums. A bike and pedestrian route is one of these connection methods. Discussions have begun on this project, but there is additional work to be done. The target is complete this route by June 2021.

PROMOTE A STRONG AND DIVERSE LOCAL ECONOMY TO PROMOTE BUSINESS PROSPERITY AND BUSINESS PARK SUCCESS

Valuation of private development in Albright/Saluda corridor: The need for Albright/Saluda corridor study was determine in Rock Hill's [Focus 2020 Comprehensive Plan](#). Permit valuations issued in the corridor geography are tracked, with a goal of \$1 million of private investment each year. This goal has not been achieved since 2017 when a medical clinic was permitted on Saluda Street. The City is working with the Clinton ConNEXTion and the Saluda Business District to explore opportunities for renewed business investment in these areas.

City developed new business parks: Historically, the City has had great success investing in business parks including Tech Park, Watergate, and Antrim. Rock Hill continues to be a business-friendly community focused on creating new jobs and private investment. The City plans on building a new business park by June 2021. Design and permitting was underway for Aspen Business Park as of the end of FY2020.

Creation of a landing space for young entrepreneurial companies: Part of a successful economic development strategy is based on homegrown, entrepreneurial, businesses. Rock Hill wants to support entrepreneurs in a business-friendly environment through a number of efforts – including the creation of affordable shared office spaces for young, entrepreneurial companies. The target for completion is June 2021. This measure was added for FY2020.

Entrepreneur groups supported/trained by the Technology Incubator: The Technology Incubator supports opportunities for talent development and readiness. Focus shifted in this programmatic area from recruiting technology businesses to piloting a Venture Mentoringrives – helping provide support for entrepreneurs. This measure was added for FY2020 and the target for this measure is seven or more entrepreneurial businesses and was on track for FY2020 with five client companies supported by the Technology Incubator programs.

Average time for initial plan reviews for new commercial buildings and civil constructions: Delivering City services that enhance safety and efficiency for the business community includes timely review of non-residential (commercial) and civic construction plans. The target for this measure is less than seven working days. For these two specific types of plan review, the average time for the initial review in FY2019 was 10.7 days for non-residential (commercial) plans and 11.5 days for civil plans. Neither plan type met the target.

Complete the full re-write of the Comprehensive Plan: The City of Rock Hill is in the process of updating its long-term vision for the community, “Vision” - the Comprehensive Plan. South Carolina requires an updated plan every 10 year with a revision every 5 years. As of the end of FY2019, the Planning department kicked off the process for City Council and the Planning Commission. Public engagement will begin in FY2020 with approval of the new plan planned for December 2020.

IMPROVE CONNECTIVITY TO RELIABLE AND SUSTAINABLE TRANSPORTATION MODES

On-time performance (OTP) for all bus routes: In July 2019, the City launched a fare-free, four route, transit system, My Ride. The data in the dashboard chart reflects the first six months of service. The on-time performance (OTP) for FY2020 OTP was 88.5% just short of the target.

Bus system customer complaints: In July 2019 the City launched a fare-free, four route, transit system, My Ride. The data in the dashboard chart reflects the first six months of service. My Ride received only one customer complaint for every 11,794 passenger trips, meeting the target of 2%. There were nine total complaints during the first six months of My Ride service, three of which concerning trash at bus stops. Complaints have only been documented for online/email/social media complaints; phone complaints have not been documented.

Pavement Condition Index Average: Rock Hill contracts with experts to evaluate the state of City roads. Each year, a depreciation formula is applied until the next road reassessment. The dashboard chart reflects one assessment in FY2017 and several years afterward. The target is an index score of 75, which has not been met.

Citywide sidewalk plan: Sidewalk assessments in targeted areas are in progress and sidewalk work, included ADA requirements are included in road projects. A plan for sidewalk issues exists for the Resource and Education Development Initiative (REDI), Catawba Terrace; however, a city-wide sidewalk plan is still in development. The target for completion of this plan was June 2019. This target was not met.

Airport runway extension construction: The Rock Hill – York County Airport is run by the City of Rock Hill, under advisement by a joint City/County Airport Commission. With continued growth

in our area, a need to have a longer runway not only provides enhanced economic development potential, but also allows larger aircrafts the ability to use the City's airport. The target for construction completion of the airport runway extension is June 2021.

Residents who rate street repair positively: As the City invests in road, sidewalk, and airport infrastructure to provide for connections and future growth; an important indicator for progress is feedback from residents. The City of Rock Hill contracts with Polco (formerly known as NRC) to conduct a Citizen Survey every three years, the latest was completed in fall 2017. The next survey will be in fall 2020, the target for this measure for the 2020 survey time period is 26%. As this is one of the lowest rated measures in the entire survey, the City has financially invested millions over the last few years to increase satisfaction.