



Year-End Strategic Plan  
Performance Report

**FY2019**

Serving Our Community  
Engaging Residents  
Growing Rock Hill



**ROCK HILL**  
SOUTH CAROLINA

*Always on.*



## Management

David B. Vehaun, City Manager

Jimmy Bagley, Deputy City Manager

Steven Gibson, Deputy City Manager

## Mayor

John P. Gettys, Jr.

## Councilmembers

Kathy Pender,  
Mayor Pro Tem

John A. Black III

Nikita Jackson

Sandra Oborokumo

Jim Reno

Kevin Sutton

Mike Blackmon  
Fire Chief

Anne Harty  
Chief Financial Officer

Cindi Howard  
General Services Director

Mike Jolly  
Electric Director

Deana Keever  
Human Resources Director

Mark Kettlewell  
Water/Sewer Director

Bill Meyer  
Planning Director

Terrence Nealy  
Public Works Director

John Taylor  
Parks, Recreation & Tourism  
Director

Stephen Turner  
Economic Development  
Director

Chris Watts  
Police Chief

Jennifer Wilford  
Housing and Neighborhood  
Services Director



# Our Strategic Plan

Strategic planning is the primary method by which the City plans and prioritizes its goals in a transparent and accountable manner. A strategic plan enables the City to efficiently move the community forward. Decision making about government services combines consideration of needs, balancing available resources, and utilizing best practices to provide for current obligations and support for our long term success.

The strategic plan is an active document, referred to regularly 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. We use this plan to align our limited resources with prioritized initiatives tied to a broader vision for the future of our community. Our strategic plan also is a promise to our stakeholders—we are

committed to live up to our motto of being 'Always On' in our pursuit of making Rock Hill a preferred place to live, do business, and visit. Our three core strategic initiatives are: **Serving** our Community, **Engaging** Residents, and **Growing** Rock Hill.



Rock Hill's strategic plan regularly guides our decisions and the City is committed to providing ongoing updates on our progress. This year-end performance report provides an evaluation of the City's progress on performance goals due within Fiscal Year 2019 (July 1, 2018—June 30, 2019).

A complete listing of all goals can be found in the FY2019-2021 Strategic Plan which is available on the City's transparency website, [www.cityofrockhill.com/transparency](http://www.cityofrockhill.com/transparency)

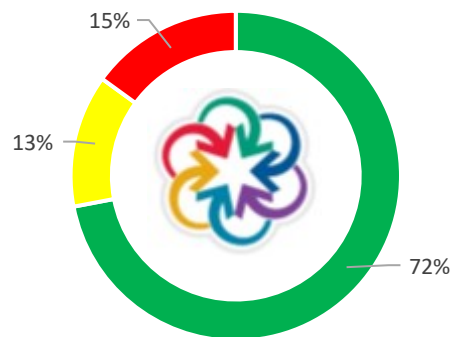


# FY2019 Progress

The City of Rock Hill's Strategic Plan determines the work and goals of the City. Contained in this report are the City's achievements and its challenges for Fiscal Year 2019.

Knowing both what objectives have been met and where there may be opportunities for improvement enables the City to refocus efforts to achieve its strategic goals and shape Rock Hill into a preferred place to live, do business, and visit.

## FY2019 Performance



■ Target met ■ Substantial progress ■ Target not met

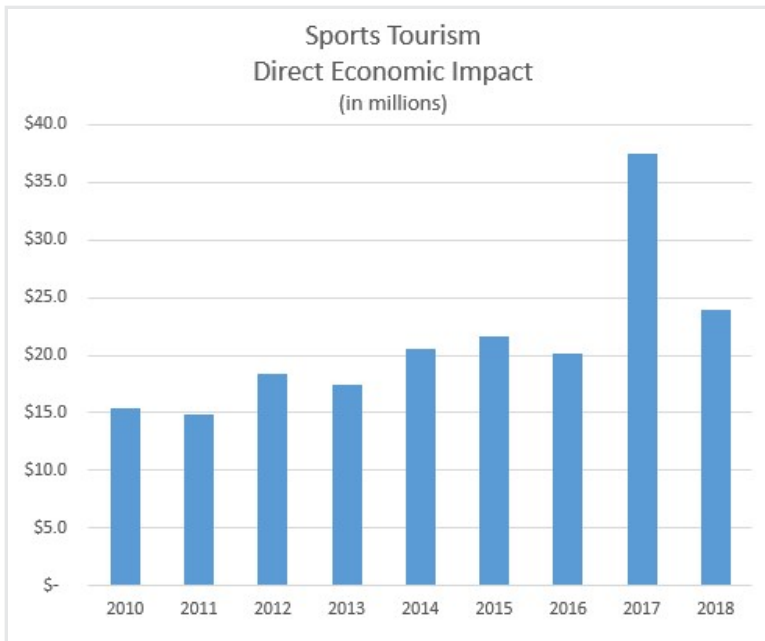


*This year, Rock Hill, represented by a community group, won the All America City designation. Long considered the 'noble prize for local governments', this highly competitive award recognizes civic engagement, collaboration, inclusiveness and innovation to address local issues.*



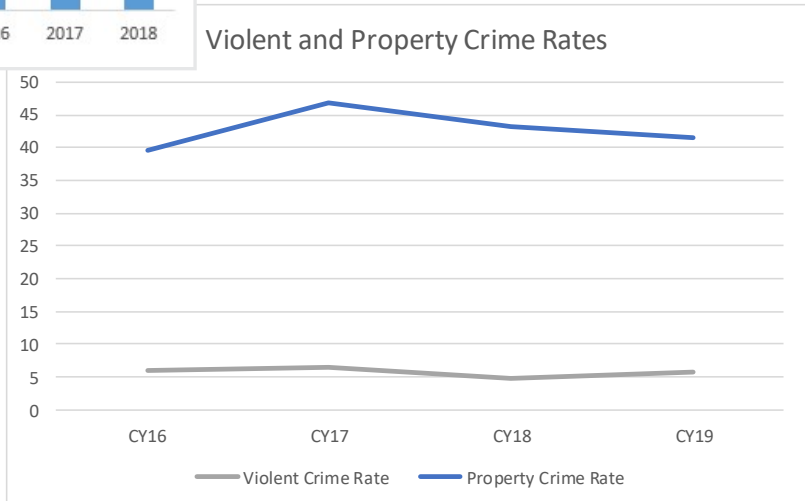
# FY2019 Progress

*The REDI program has been highly effective in improving the Catawba Terrace neighborhood. The integrated approach to providing services is evidenced through efforts like Rec-in-a-Box coming to visit local children in their neighborhood.*



*Sports tourism continues to be a pillar in our community—highlighted by the successful UCI BMX World Championships in 2017. With the indoor arena opening this fall, direct economic impact is estimated to exceed \$30 million annually.*

*Safety continues to be a focal point of City efforts. Crime rates remain relatively flat.*

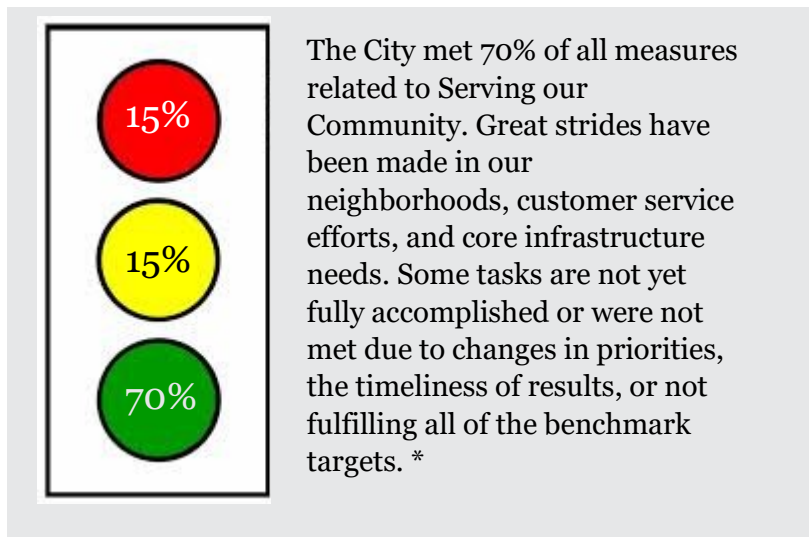


# Serving

The heart of our community is the residents who work, live, and recreate here. **Serving** highlights our dedication to local efforts—safe neighborhoods, local recreational opportunities, reliable utility infrastructure, and customer service. People choose to live in Rock Hill because of what our community offers residents—welcoming neighborhoods, stable employment, and a community rallied around a common purpose—cultivating the best community in America.



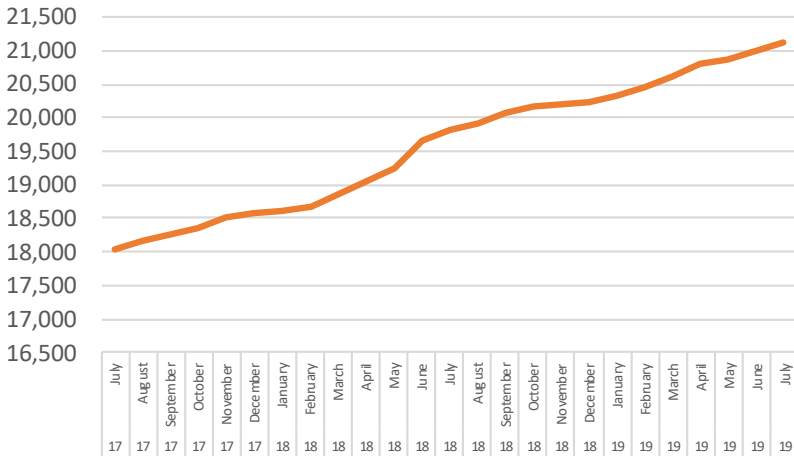
Performance reports provide the City a formal opportunity to evaluate and communicate its performance to the Mayor and City Council, City staff, Rock Hill residents, and all those interested in the well-being of Rock Hill.



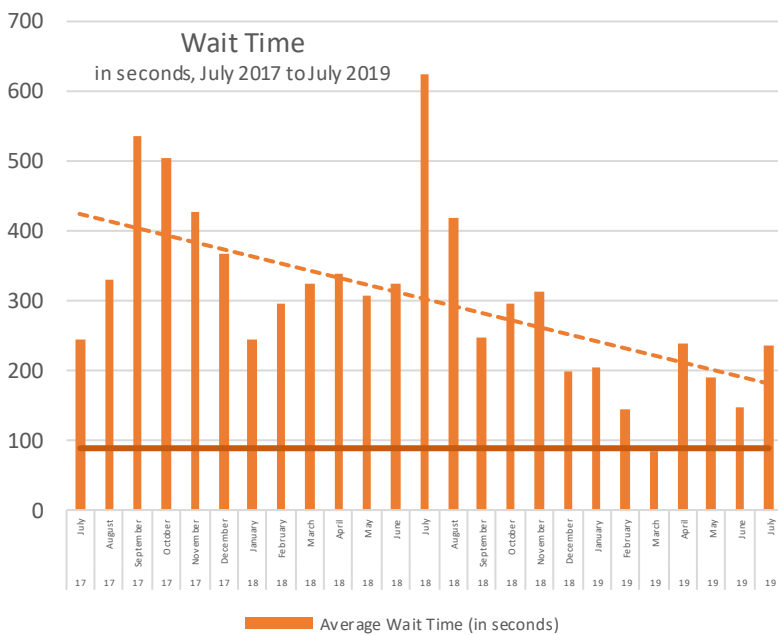
\*This report focuses on the big picture, strategic measures that show overall city progress. There are hundreds of measures tracked on a regular basis. Percentages included are for all of these measures—not just the measures included in this report.

# Serving Goals

Only in Old Town Facebook Likes



*Social media continues to be a valuable tool in communicating efforts with residents. Only in Old Town's Facebook page now exceeds 21,000 likes.*



*Call wait times, though still exceeding the target, are trending down due to increased customer service agents and a new phone system.*

1. Foster thriving neighborhoods throughout the City and a safe, family-friendly community
2. Ensure exceptional customer service and proactive communication through courteous, responsive, and knowledgeable employees
3. Provide important core services and invest in infrastructure needs to become more reliable and predictive



# Goal: Foster thriving neighborhoods throughout the City and a safe, family-friendly community

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

Respond to all Priority One public safety calls below the UNC School of Government (SOG) benchmark average of 4.7 minutes	●	<i>Average response time for all Priority 1 calls was 6 minutes and 8 seconds. Police average response time was 3 minutes and 11 seconds; Fire average response time was 6 minutes and 21 seconds.</i>
Reduce citywide property crime by at least 2% annually (based on a five-year average)	●	<i>41.48 property crimes per 1,000 residents. This represents a 0.4% decrease (five year average was 41.63 property crimes per 1,000).</i>
Reduce citywide violent crime by at least 1% annually (based on a five-year average)	●	<i>5.83 violent crimes per 1,000 residents. This represents a 0.6% increase (five year average was 5.79 violent crimes per 1,000).</i>
Contain at least 75% of residential fires to the room of origin	●	<i>50% of residential fires were contained to the room of origin (22/44).</i>
Maintain the Fire ISO 1 rating	●	<i>The Fire Department has remained in compliance for the ISO 1 rating. In FY2019, a third ladder company was added which will help the RHFDD to maintain this rating.</i>



FEMA awarded the Fire Department the Staffing for Adequate Fire & Emergency Response (SAFER) grant which added 15 personnel for a new ladder company which is housed at Station 2—Cherry Road.

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### Improve the overall well-being of neighborhoods

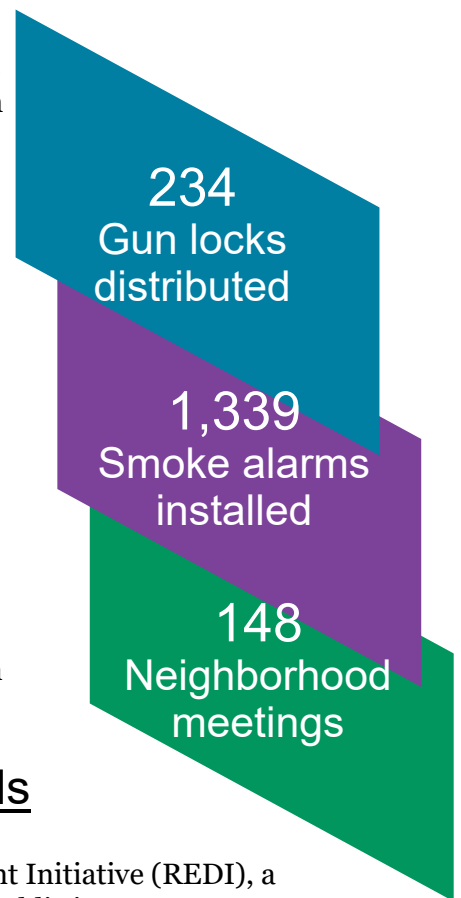
Maintain a voluntary compliance rate within REDI neighborhoods of at least 75%		<i>82% voluntary compliance rate in Catawba Terrace (316 out of 386 violations).</i>
Reduce the property and violent crime rates in REDI neighborhoods by at least 10% annually		<i>Catawba Terrace had 9 violent and 47 property crimes in FY2019 compared to 6 violent and 49 property crimes in FY2018.</i>
Reduce the number of major code violations in REDI neighborhoods by at least 10% annually		<i>40% decrease in major code violations—460 in FY2018 compared to 278 in FY2019.</i>
Co-host at least two job fairs in neighborhoods		<i>HR staff has co-hosted job fairs at the Transformation Center and Boyd Hill, as well as participated in Food Truck Fridays and other events around the Charlotte area.</i>
Institute stormwater mitigation techniques in at least two neighborhoods annually		<i>Staff worked on a number of neighborhood efforts including the Cotton Mill Stream Restoration project and Winthrop Drive.</i>
Reduce residential refuse tonnage per capita by at least 2% annually		<i>Residential tonnage decreased 0.4% from FY2018 to FY20189</i>

# Goal: Foster thriving neighborhoods throughout the City and a safe, family-friendly community

## Resident Safety Focus

At the forefront of the City’s work is ensuring the safety of our residents. Over the last year, we have a number of initiatives directly focused on ways in which to proactively mitigate potential safety issues. A gun lock program with ChildSafe was deployed in September 2018. 234 gunlocks were distributed over 13 events. Police staff also participated in 398 community events—exceeding the goal of 300 events per year. Similar to the Police Department, the Rock Hill Fire Department has been proactively working to install smoke detectors and carbon monoxide detectors in residential units across the city. Over the last year, 1,339 smoke alarms/batteries and 159 carbon monoxide detectors were installed in both rental and owner occupied units. Fire Department staff are active throughout community efforts—ranging from fire prevention education in our local schools to community events like Food Truck Friday. 520 fire prevention classes took place during FY2019.

Our efforts in keeping people safe are also upheld through additional staff and training. Ahead of our 6/30/2021 deadline, a third ladder company was added to the Fire Department in February 2019 due to receiving a federal grant. The Police Department has made progress in getting new recruits through the SC Criminal Justice Academy in a more timely fashion with a modified approach—part online and part in Rock Hill—which went into effect in June 2019.



## Well-being of neighborhoods

The City continues its work with the Resource, Education, and Development Initiative (REDI), a program working to improve the quality of life in neighborhoods through public investments, beautification, and coordination of community resources to rally support around residents. Piloted in Catawba Terrace in 2017, this program has seen an influx of resources deployed in the area including Rolling in Rock Hill painting projects, owner-occupied rehabilitations, foreclosure prevention, fire education, community clean-ups, sidewalk repairs, street light repairs, and non-profit programming. Another effort underway is the rental ordinance—which began as a pilot program in the Catawba Terrace neighborhood. Looking out for the basic health, safety, and well-being of residents, this program provided for inspections of rental properties at the point of turnover. Almost half of the inspections completed identified safety issues that were then addressed; through this program people are safer.



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### Provide additional park and recreational opportunities for residents

Deploy the REC-in-a-Box program throughout the community at least 100 times per year		<i>110 REC-in-a-Box deployments with over 4,722 participants.</i>
Increase recreation center participation by at least 10% annually		<i>Rec center estimates show a decrease of 10% in participation— from 199K in FY18 to 180K in FY19.</i>
Complete the construction of a splashpad at Armory Park by 6/30/2021		<i>The conceptual design of the new entrance has been completed with work to begin next fiscal year.</i>

### Neighborhood Park Improvements



Reinvigorating our neighborhood parks is a focus for the Parks, Recreation & Tourism (PRT) Department. Over the last fiscal year, Lige Street Park was updated with a repaved parking lot, new picnic shelter, new playground unit, and new signage. A Summer Kick Off community-wide celebration was held June 1st celebrating the rededication of this park along with a number of local non-profits including Helping Others Progress through Education (HOPE) and CAC Against Bullying. PRT staff also rebuilt the Eagle Trail and completed new fencing, drainage and landscaping at Arcade Victoria. Following feedback received from community members, PRT worked to improve lighting at Oakwood Acres and Boyd Hill.

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

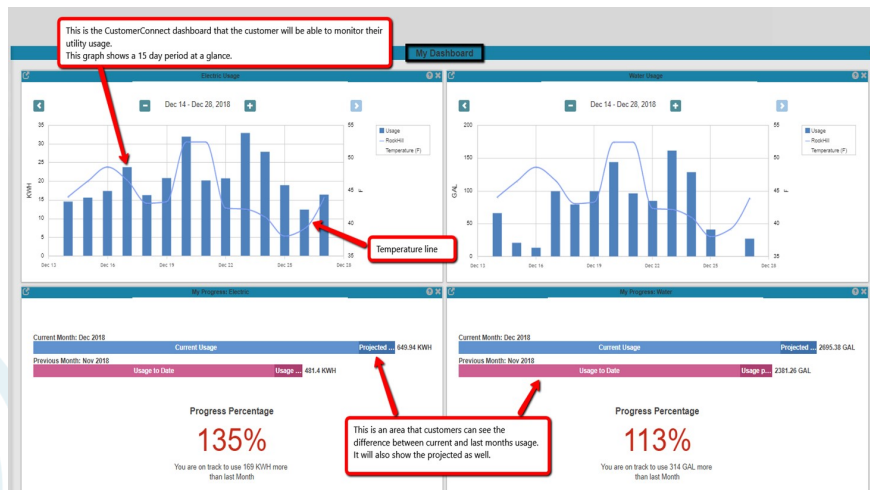
## Continue to enhance the customer service experiences

Create and distribute customer satisfaction surveys by 12/31/2018	●	<i>The customer satisfaction survey design was completed in Spring 2019, but deployment has not begun.</i>
Increase paperless billing customers by at least 5% annually	●	<i>17% increase in paperless billing— from 6,475 to 7,600 accounts.</i>
Attain call wait times below 90 seconds	●	<i>256 second average wait time, a 45% decrease compared to FY2018.</i>

## Advanced Metering Infrastructure (AMI)

The Advanced Metering Infrastructure (AMI) deployment has continued through FY2019. AMI contains electric and water meters that record consumption and automatically report that information back to the City. This technology allows the City to detect problems, such as power outages or water leaks, in infrastructure more quickly. The meter upgrades will also improve bill accuracy and provide customers an online portal to get information about their consumption patterns. The

Customer Connect Portal (see screenshot) will provide comparisons between current and prior month usage, comparisons of consumption with temperature, and select communication notifications. To help the deployment of this system, staff have prepared a comprehensive toolkit including FAQ fact sheets and will expand into educational videos before full deployment.



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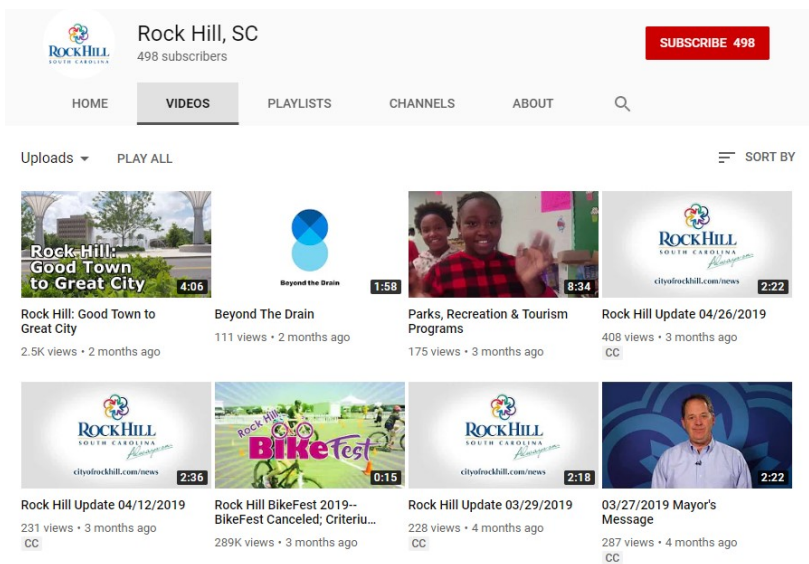
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## Enhance current communication methods to provide various information to all of the City’s audiences

<p>Deploy an electronic newsletter at least quarterly</p>		<p><i>A new electronic newsletter vendor has been selected with development and implementation now underway.</i></p>
<p>Implement a targeted ad strategy for a specific audience at least twice per year</p>		<p><i>Staff have utilized ad strategies including print (like recycling postcards), video (Biking Bonanza), and billboards (RHEDC).</i></p>

## Communication Strategies



Over the last few years, the City’s communication strategies have become more interactive—with an emphasis on using social media and videos to reach Rock Hill residents. The Public Information Office has been distributing videos at least once monthly, with highlights over the last year including A.L.L. Warriors Outdoor, National Health Center Week, Hurricane Florence prep, Livable Wage interview, MyRide information, and the Parks Foundation Testimonial video. The video “Rock Hill: Good Town to Great City” highlighted a number of current efforts underway and reached over 2,500 views. The City continues to be active on social media platforms—with accounts for the City, PRT, Fire, Police, Only in Old Town, and

HNS. The City’s main Facebook page has seen a 95% increase in likes over the last fiscal year, exceeding 8,300 likes. Also, the City’s main Twitter page has seen an increase of 861 followers—in part due to our proactive communications with inclement weather and the Panthers headquarter announcement in June 2019.



# Goal: Provide important core services and invest in infrastructure needs to become more reliable and predictive

## Strengthen the reliability of our utility infrastructure

Complete the overhead to underground conversion on Cherry Rd. by 6/30/2021	●	<i>The Cherry Rd. overhead conversion is 65% complete.</i>
Complete the water plant upgrade from 36 MGD to 48 MGD by 6/30/2021	●	<i>The water plant upgrade is 39% complete.</i>
Complete the initial wastewater plant upgrades by 6/30/2021	●	<i>The initial wastewater plant upgrade is 16% complete.</i>

## Additional Capital Projects



Proactive replacement of our utility infrastructure is vital to our future success as a community. In addition to the large upgrades of our water and wastewater facilities, and overhead to underground conversions; staff continue addressing other needs. The Water Department completed the following projects in FY2019: Brown Street small diameter replacement, Mt. Gallant—Eden Terrace to Charlotte/Myrtle Drive— waterline replacement, White/Firetower/Main St. waterline replacement, Anderson/Cowan waterline replacement, College/Union

waterline replacement, Mt. Gallant—Eden Terrace to Huey—waterline replacement, and the Riverview/Riverchase waterline replacement. The Sewer Department completed the following projects sewer line replacements in FY2019: White/Firetower/Main St., Evergreen/Cherry Road, India Hook/Glendale, Burgis Creek Pump Station, Union/College Avenue, and Riverview/Riverchase. The Electric Department completed the following projects in FY2019: continued distribution SCADA automation, Delivery #1 upgrade, Anderson to York Tech underground primary replacement, Delivery #1 and #2 circuit breaker replacements, and high efficiency streetlight replacement.

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### Promote efficient, predictable services and measures that will enhance core services

Maintain a system average interruption duration index (SAIDI) less than 160.18 minutes	●	<i>Average SAIDI was 97.65 minutes</i>
Reduce non-metered loss of water by at least 1% annually	●	<i>Loss of water was 25.94% in FY19, compared with 20.97% in FY18—an increase of 4.97%.</i>
Complete 70% of utility related work orders within 7 business days	●	<i>85% of all electric, water, and sewer work orders were completed within 7 business days.</i>
Complete 100% of pothole work orders within 2 business days	●	<i>99.75% of all potholes were filled within 2 business days—3 of the 1,205 potholes were not filled timely.</i>

### Utility Measures

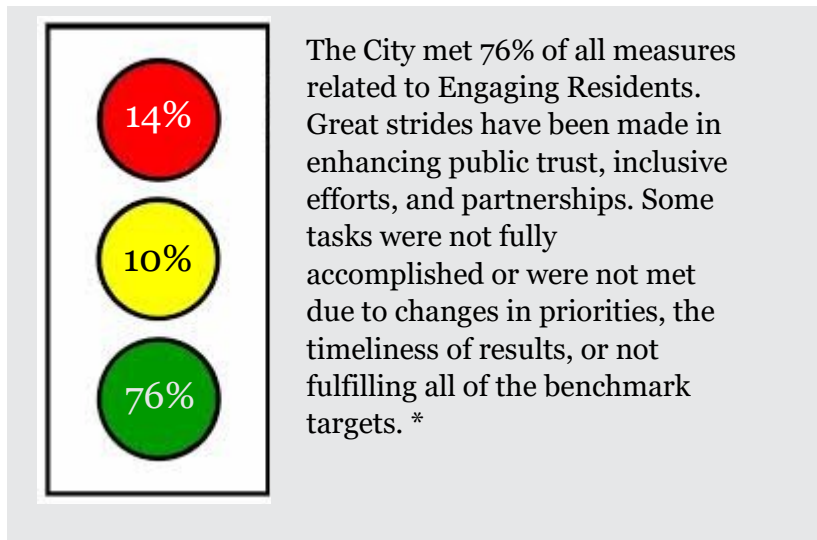
There are a number of reliability and quality measures used to examine our utility system. Aside from the SAIDI, the Electric Department also monitors the System Average Interruption Frequency Index (SAIFI) and the Average System Availability Index (ASAI). We aim to have less than 1.85 electric power interruptions per customer per year. FY2019 there was only 1.52 power interruptions per customer. The ASAI the City aims for is 99.95% - meaning that the power is available to the system at least 99.95% of the time. The City exceeded that goal during FY2019, maintaining power 99.98% of the time. For the water system, there are a number of measures to monitor the in and out flows from the plant—as well as quality tests to make sure our water continues to meet all state and federal standards. The Water Department remained in full compliance and had no violations for the entire FY2019. Similarly, the Wastewater Department also remained in full compliance and had no violations for FY2019.



# Engaging

The success of our community is closely intertwined with our ability to engage residents in the future of Rock Hill. **Engaging** highlights our civic responsibility to involve all relevant stakeholders through outreach efforts, placemaking, and partnerships. The City is committed to excel in efforts supporting inclusivity, creating a positive sense of place, and connecting the community around inviting public spaces.

Performance reports provide the City a formal opportunity to 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.

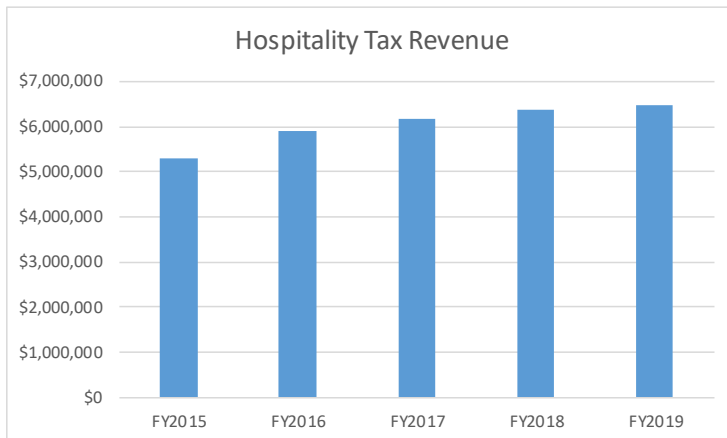


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*Community meetings were held in the Fall 2018 to discuss the Knowledge Park Action Plan, public safety, transit system, the Sports and Event Center, and opportunity zones.*



*With the continued growth of our tourism industry, more hospitality revenues are collected—thus providing more funds to build facilities like the BMX Supercross track.*



*National Night out continues to be an annual tradition—connecting residents with City staff.*

## Engaging Goals

4. Enhance public trust and encourage civic pride
5. Foster community building, placemaking, and inclusive efforts
6. Facilitate partnerships that encourage a wide range of cultural, community, and educational activities for all ages

# Goal: Enhance public trust and encourage civic pride

## Facilitate efforts to support workforce/affordable housing throughout the community

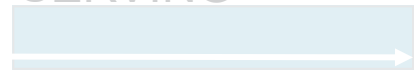
Explore the creation of a workforce/affordable housing funding mechanism by 6/30/2019	●	<i>Staff have proposed a sustainable, revolving loan funding mechanism to support the creation of additional housing opportunities.</i>
Propose tax credit policies to incentivize workforce/affordable housing development by 6/30/2020	●	<i>Staff presented a financial modeling system to City Council at a workshop in June. Policy proposals are forthcoming.</i>
Complete the full build out of Arcade by 6/30/2021	●	<i>The final two houses are on track to be constructed during FY2020.</i>

## Enhancing Public Trust

Engaging residents is vitally important to our shared prosperity. The City relies on resident involvement in formal ways including serving on appointed boards and commissions and informal ways including community events, service projects, and workshops. FY2019, City Council appointed boards and commissions had an 18 day vacancy average—a decrease of 78% compared to the prior year. A number of community efforts took place over the last year including the Mayor’s Key Influencer Breakfast, Young Key Influencer, Moving Rock Hill Forward, and efforts tied to the Mayor’s initiatives: Rock Hill Reads, Pedal Forward, and Workforce Development with the Black Economic Leadership League (BELL).



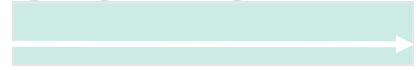
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### Promote fiscal sustainability efforts

<p>Increase the City's General Fund balance by at least 1% annually</p>		<p><i>FY2017 to FY2018 audited results indicate an increase of 1.51% in the City's General Fund balance.</i></p>
<p>Increase the City's average cash on hand by an additional two days per year</p>		<p><i>Combined General Fund and Utility System, the City's cash on hand increased by 9 days.</i></p>
<p>Compare costs per capita related to the UNC School of Government's benchmark average:</p> <p>Police services per capita</p> <p>Fire services per capita</p> <p>Building services per capita</p>		<p><i>Police services per capita—UNC SOG average: \$273; Rock Hill: \$225</i></p> <p><i>Fire services per capita—UNC SOG average: \$201; Rock Hill: \$132</i></p> <p><i>Building services per capita—UNC SOG average: \$19.55; Rock Hill: \$20</i></p>

### Enhance transparency and participatory activities

<p>Maintain 100% compliance with all regulatory requirements annually</p>		<p><i>Water, Sewer, Electric, Police, and General Services all remain in full compliance with all regulatory requirements.</i></p>
<p>Host at least three general community meetings to increase stakeholder participation annually</p>		<p><i>Community/ward meetings were held in the Fall 2018; Knowledge Park Action Plan, and Key Influencer meetings.</i></p>
<p>See at least two local leaders representing the city on statewide boards or commissions</p>		<p><i>Wes Hayes (SC Commission on Higher Education) and Richard Lee (SC Board of Health &amp; Environmental Control).</i></p>

# Goal: Foster community building, placemaking, and inclusive efforts

## Continue to excel in sports tourism efforts

Increase the hospitality tax revenue generated by 4% annually	●	<i>FY2017 to FY2018 audited results indicate an increase of 5% in the City's hospitality tax revenue generated.</i>
Increase the overall utilization of sports tourism facilities by 5% annually	●	<i>Utilization increased by 1.7% (204K in FY2017 vs. 208K in FY2018); the Sports and Event Center will increase utilization when open.</i>
Begin planning for the next major regional park site by 6/30/2021	●	<i>Staff identified a potential location and conceptual design process has begun.</i>
Increase the direct economic impact of sports tourism to exceed \$30 million annually by 2020	●	<i>\$24.9 million economic impact in 2018.</i>

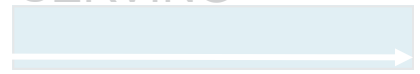
## Sports Tourism

Sports tourism is a thriving industry for our community—which reinvests in our local economy through hospitality taxes and direct economic impact. PRT staff closely track and monitor participation, events, hotel nights, satisfaction with facilities, and a host of other measures beyond the financial implications. There were 42 events in calendar year 2018; compared with 44 the prior year—ranging from international to regional events. As evidenced by an increase in accommodations tax, hotel rooms attributed to sports tourism increased by 63% between 2017 and 2018—from 34,488 to 58,476. With the soon-opening Rock Hill Sports and Events Center, the City will continue to see increases in utilization, tourism-related revenue, and a continued investment in quality sports facilities.





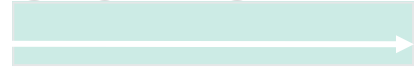
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### Create a compassionate, inclusive community

Expand the Youth Council grant program scope and awards by 6/30/2019		<i>Nine youth organizations received grants totaling \$4,400; 50% increase over the prior year.</i>
Implement recommendations developed out of the livable wage summit by 12/31/2019		<i>Livable wage of \$14.50/hour is being paid to all full-time City employees; exploring community expansion.</i>
Increase participation in athletic and outdoor programs to support healthy lifestyles by 2% annually		<i>FY2018 to FY2019 saw an 18% decrease in athletic and outdoor programming participation.</i>
Engage Clinton College in inclusive community efforts at least twice per year		<i>Clinton College participated in Moving Rock Hill Forward and the Key Influencer Breakfast.</i>

### Incorporate and support greenspace throughout the City

Establish a tree mitigation fund by 12/31/2019		<i>Tree mitigation fund and tree planting program proposal forthcoming in fall.</i>
Maintain a tree canopy across the City of at least 45%		<i>Tree canopy is 45.6%.</i>
Increase park acreage by at least 15% by 6/30/2021		<i>Ground breaking on Miracle Park will be Fall 2019. Work continues on trails and next major park site.</i>
Complete the trail connection from Riverwalk to Manchester Meadows by 6/30/2021		<i>Trail connection is currently under plan review and in the permitting process.</i>

# Goal: Facilitate partnerships that encourage a wide range of cultural, community, and educational activities for all ages

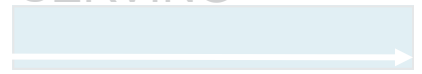
## Provide opportunities for community-wide cultural and artistic efforts

Offer or co-sponsor community events or festivals at least twice per month	●	<i>On average, there are three City sponsored events in Rock Hill every month (Old Town and Parks based).</i>
Increase the Only in Old Town followers on Facebook by 10% annually	●	<i>7% increase in Only in Old Town followers—from 19,652 to 21,006.</i>
Work with community partners in the art community to complete one public art installation outside of Knowledge Park by 6/30/2020	●	<i>The Cel-River Legacy project was installed beside the YMCA building in Riverwalk.</i>

## Work with the community to expand opportunities for special populations

Complete the second phase of Miracle Park by 6/30/2021	●	<i>Groundbreaking on Phase I of Miracle Park was delayed—construction is anticipated to begin in Fall 2019.</i>
Increase participation in PRT special population programs by 5% annually	●	<i>2% decrease in special population program participation (5,967 in FY2018 vs. 5,837 in FY2019).</i>
Hold at least two cycling events targeted toward special populations every year	●	<i>Seven cycling events were held for special populations.</i>

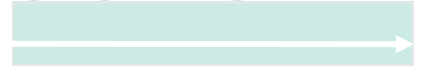
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### Support initiatives that reflect the City’s commitment to ongoing education

Co-sponsor the creation of a reader certification program by 6/30/2019		<i>Rock Hill Reads’ Reader certification was created with 143 readers certified to date.</i>
Host a statewide robotics competition with Comporium by 12/31/2019		<i>Preliminary discussions were held in late 2018.</i>
Create at least two new City-led bicycle team programs at area schools		<i>Three bicycle teams have been created.</i>

### Supporting Education

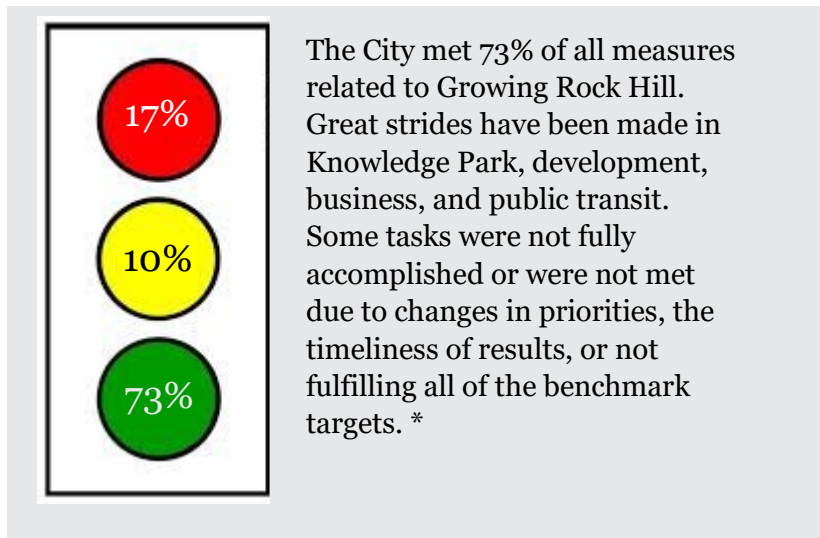
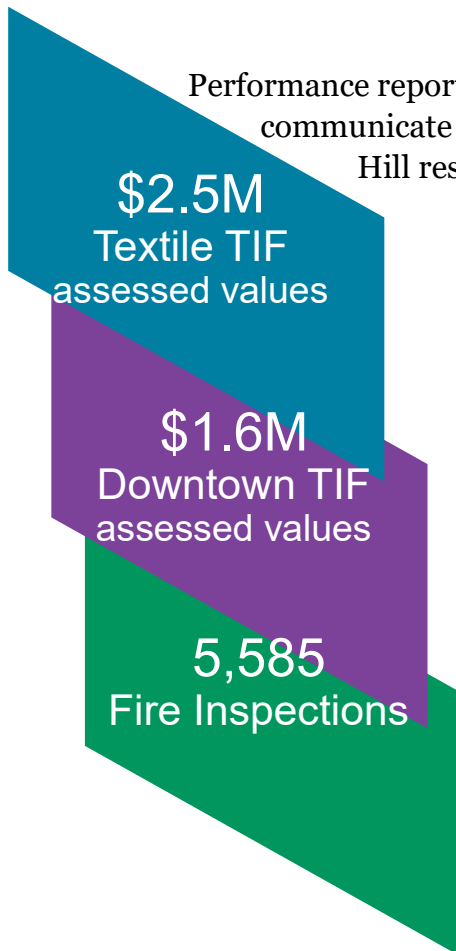
Supporting education is vitally important to the overall health and sustainability of our community. The Commission for Children and Youth has held forums in conjunction with the #1 Question Ambassadors on adverse childhood experience (ACEs) and school district support. Additionally, City staff held workshops on professional development for teachers related to cycling and tennis in schools. Specifically for students, the City has actively supported the Rock Hill Reads initiatives and provides books through the Early Learning Partnership on the City’s fare-free bus system. As PRT has done in the past, there continue to be a number of hands on learning opportunities for students with field trips to our parks and other facilities. More robust internship and apprenticeship programs were undertaken through the HR department over the last fiscal year.



# Growing

Working in unison with local businesses, individual entrepreneurs, and local educational institutions, the City sees the future of Rock Hill’s success in balanced growth. **Growing** demonstrates the City’s commitment to providing the right circumstances for people and businesses to excel. The City is fully engaged in the development of Knowledge Park— the heart of Downtown that will be the epicenter of Rock Hill’s knowledge based economy. Our success in Knowledge Park will depend on our ability to help support talent development of our youth and community readiness for the jobs of tomorrow. Beyond the center city, the City continues to explore options to make Rock Hill the most business-friendly location in the state of South Carolina. Over the next three years, the City will work towards greater connections through a fare-free bus system, additional sidewalk and road efforts, and trails.

Performance reports provide the City a formal opportunity to 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.

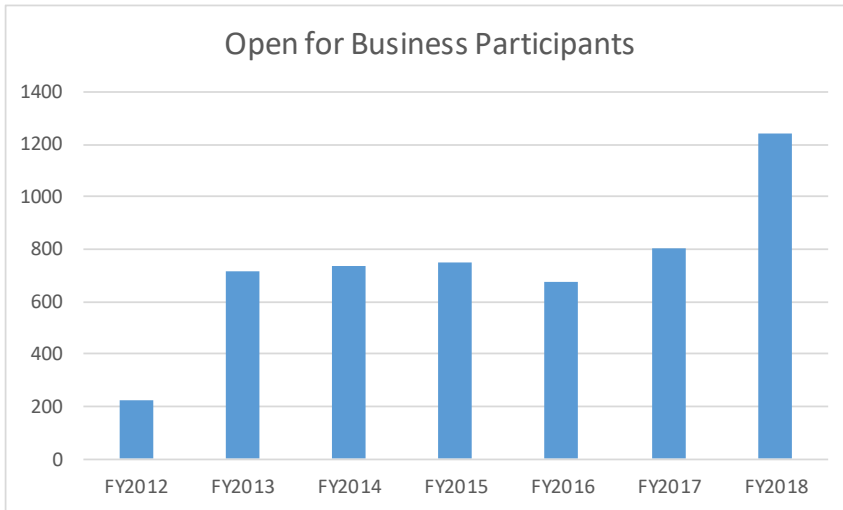


\*This report focuses on the big picture, strategic measures that show overall city progress. There are hundreds of measures tracked on a regular basis. Percentages included are for all of these measures—not just the measures included in this report.





*Construction continues on the University Center site.*



*Open for Business continues to provide small, local business owners a helping hand with opening their business.*



*The fare-free bus system kicked off in June 2018. A community celebration to herald this occasion with our partners: Winthrop University, Family Trust Federal Credit Union, and Piedmont Medical Center.*

## Growing Goals

7. Make Knowledge Park a vibrant, active, and connected urban destination
8. Promote a strong and diverse local economy to promote business prosperity and business park success
9. Improve connectivity to reliable and sustainable transportation modes

# Goal: Make Knowledge Park a vibrant, active, and connected urban destination

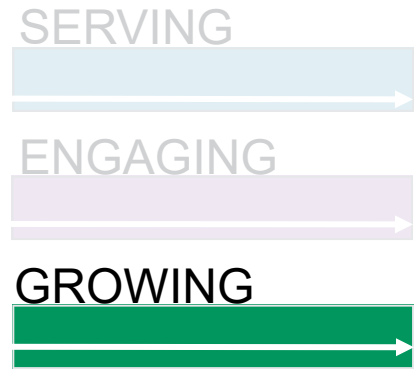
## Provide foundational infrastructure needs to facilitate continued growth in the city's core

<p>Institute recommendations from the Knowledge Park Master Plan by 6/30 annually</p>	<p>●</p>	<p><i>The Knowledge Park Action Plan (KPAP) was approved in September 2018. Nine strategic initiatives were approved with tasks for the next few years—covering topics from housing to redevelopment projects to connectivity. A celebratory event will be held in Fall 2019 to commemorate the first year of progress.</i></p>
<p>Complete Phase III clean-up of the Bleachery site by 6/30/2021</p>	<p>●</p>	<p><i>Progress continues on the clean-up with completion anticipated by 6/2021. Preliminary design and a development agreement on Phase 3 is underway.</i></p>
<p>See a new building constructed in the Fountain Park area by 6/30/2021</p>	<p>●</p>	<p><i>Preliminary plans are being discussed with private developers.</i></p>
<p>Increase the value of assessed property in the Downtown and Textile Corridor TIF districts therefore maintaining coverage of at least 1.2x debt service annually</p>	<p>●</p>	<p><i>Unaudited coverage as of June 30, 2019 is 1.4x the debt service annually.</i></p>

For more regular progress updates on KPAP goals and tasks, the website provides a blog about Old Town, interactive maps, and collaborative opportunities.



[www.knowledgeparkrocks.com](http://www.knowledgeparkrocks.com)



**Promote continued new and redeveloped residential efforts in and around the Knowledge Park Area**

Provide biannual updates on efforts to work with developers and non-profits to create workforce housing in the opportunity zones		<i>Staff identified workforce housing opportunities that will be included in an opportunity zone prospectus being developed.</i>
Provide biannual updates on efforts to work with developers to provide age restricted development in and around Knowledge Park		<i>A potential developer and site have been identified to provide age restricted housing development.</i>
Partner with a community group to incorporate art in Knowledge Park by 6/30/2020		<i>The City and the Women’s Art Initiative executed an agreement for art on Elk Avenue.</i>
See voluntary compliance less than 30 days for substandard issues in neighborhoods surrounding Knowledge Park		<i>35 day average compliance.</i>

**Link Downtown, University Center, and Winthrop University through a variety of connective mediums**

Connect Laurelwood Cemetery to the Winston Searles Trail by 6/30/2020		<i>Staff is exploring options and grant funding.</i>
Complete a bike/ped route between Winthrop University and Downtown by 6/30/2021		<i>Exploring opportunities with developers in the Knowledge Park area to complete a bike/ped route.</i>
Implement recommendations of the comprehensive parking management plan by 6/30 annually		<i>Parking staff were hired and City Council approved recommendations of the parking plan for the University Center site.</i>

# Goal: Promote a strong and diverse local economy to promote business prosperity and business park success

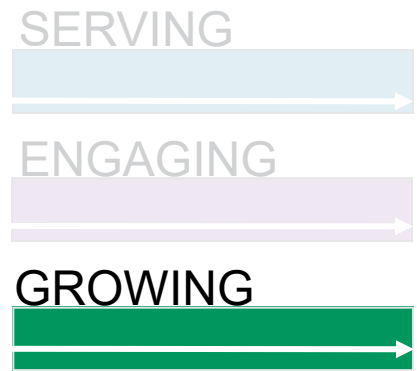
## Encourage a business-friendly environment in Rock Hill that creates new jobs and private development

Support small businesses through the Open for Business program by assisting more small businesses than the prior year	●	<i>16% increase in Open for Business usage—from 1,240 in FY18 to 1,436 in FY19.</i>
Establish a small business co-op focusing on governmental relations by 6/30/2019	●	<i>The Saluda Business District was formed and works on enhancing small businesses on the southside.</i>
Support the creation of at least 500 new jobs across the City annually	●	<i>Job creation exceeded the goal of 500 with over two thousand jobs self-reported through the Open for Business program.</i>
Support private development in the Albright/Saluda Corridor by seeing at least \$1 million annually in new investment	●	<i>\$1,000 worth of investment (building permit valuation) in the Albright/Saluda Corridor.</i>
Assist in the development of at least one new business park by 6/30/2021	●	<i>RHEDC entered into a contract for the purchase of land related to the Aspen Business Park.</i>

## Continue to incorporate long range planning efforts

Provide biannual updates on working with York County to develop recommendations for balanced growth	●	<i>York County and the City met to discuss the I-77 industrial corridor and Dave Lyle Blvd. extension.</i>
Identify and study the next key corridor by 12/31/2019	●	<i>Preliminary work has begun on the next corridor study.</i>
Complete the full re-write of the Comprehensive Plan by 12/31/2020	●	<i>Staff held kick-off meetings with the Planning Commission and City Council in late FY2019. Public events will begin in the fall.</i>





### Support opportunities for talent development and workforce readiness




Co-host at least two manufacturing job fairs with York Tech annually		<i>City staff held a job fair at Boyd Hill with 23 local businesses; over 400 attendees participated; St. Anne's job fair as well.</i>
Create a City run apprentice program for students by 12/31/2019		<i>The City run apprentice program will begin in the fall.</i>
Place at least 15 college students into career-related internships through the Talent Pipeline Internship Program		<i>The Talent Pipeline depleted its grant funding.</i>
Recruit at least three new successful companies in the Technology Incubator annually		<i>One company signed up; focus shifting to VMS effort.</i>

### Deliver City services that enhance safety and efficiency for the business community




Maintain competitive commercial cost to serve rates for all City services by being within 5% of the benchmark cities average		<i>Commercial rates are 3% below the average of 29 cities surveyed.</i>
Complete average initial plan reviews for new commercial buildings and civil constructions in less than 7 business days		<i>Average 11.5 days for civil plan review completion and 10.7 days for non-residential.</i>
Maintain fire safety through commercial inspections compared to the benchmark cities averages for inspections completed per fire inspector		<i>FY2019 Rock Hill average monthly fire inspections per inspector - 141.4; UNC SOG average monthly inspections per inspector— 90.8.</i>

# Goal: Improve connectivity to reliable and sustainable transportation modes

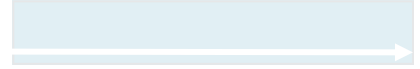
## Develop a public transit system to support mobility amongst residents and visitors

Begin public bus operation by 5/1/2019		<i>Downtown loop began June 10th and the full system began July 1st, 2019.</i>
Achieve an on-time goal for all City bus routes of at least 90%		<i>For the first 3 weeks of service, the Downtown loop ran on-time 95.2% of the time.</i>
Ensure exceptional customer service with City bus routes by seeing less than 1 complaint per 50 passenger trips		<i>For the first 3 weeks of service, there were very few complaints.</i>

## Invest in road, sidewalk, and airport infrastructure to provide connections and future growth

Achieve a pavement condition index (PCI) average of at least 75% by 6/30/2021		<i>PCI is currently at 71.1%.</i>
Develop a plan to address Citywide sidewalk issues by 6/30/2019		<i>A plan for sidewalk issues exists for REDI neighborhoods. Full citywide plan is still in development.</i>
Begin airport runway extension construction by 6/30/2021		<i>Working through mandatory federal approval process.</i>

SERVING



ENGAGING

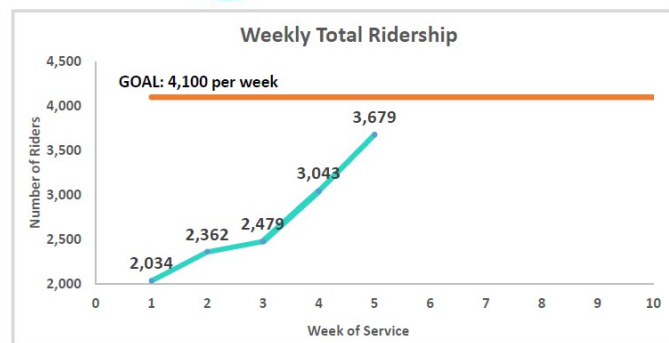


GROWING



## Transit System Update

Fulfilling a long standing need in our community, the fixed route, public transportation system kicked off with the Downtown loop on June 10, 2019. With the help of our partners—Winthrop University, Family Trust Federal Credit Union, and Piedmont Medical Center—the City is able to provide this service fare-free. The Downtown loop circulates every thirty minutes and helps connect both sides of Knowledge Park. A few weeks after the initial kick-off, the other three loops (Dave Lyle, Cherry and Heckle/Saluda) began their service. Service hours began 7am-7pm Monday to Saturday with extended hours until 9pm on the Downtown loop every Friday and Saturday. Sunday the system runs a modified 9am-5pm service. With this new service line, staff are actively monitoring data points beyond the strategic goals to provide high quality customer service and reliability. To support the roll-out of this system, an interactive app, full website, and social media campaign have been undertaken.



Week	Daily System Wide Totals							Weekly		
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Weekly Total	% Increase	Total Riders/Hr.
1-Jul	390	300	312	310	352	277	93	2,034		6.28
8-Jul	419	345	363	397	462	212	164	2,362	16.13%	7.29
15-Jul	364	478	404	341	442	267	183	2,479	4.95%	7.65
22-Jul	353	460	504	615	442	467	202	3,043	22.75%	9.39
29-Jul	491	544	596	636	595	610	207	3,679	20.90%	11.35





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

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