



Year-End Strategic Plan

**FY2015**

*Performance Report*



**ROCK HILL**  
SOUTH CAROLINA

*Always on.*

# City Council and Leadership

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## Mayor

Doug Echols

## Councilmembers

Sandra Oborokumo

Kathy Pender

Kevin Sutton

John A. Black III

Ann Williamson

Jim Reno

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David B. Vehaun, City Manager

Gerry Schapiro, Deputy City Manager

Jimmy Bagley, Deputy City Manager

Mike Blackmon

Kevin Bronson

Phyllis Fauntleroy

Steven Gibson

Anne Harty

Mike Jolly

Mark Kettlewell

Bill Meyer

Terrence Nealy

John Taylor

Stephen Turner

Chris Watts



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# 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.



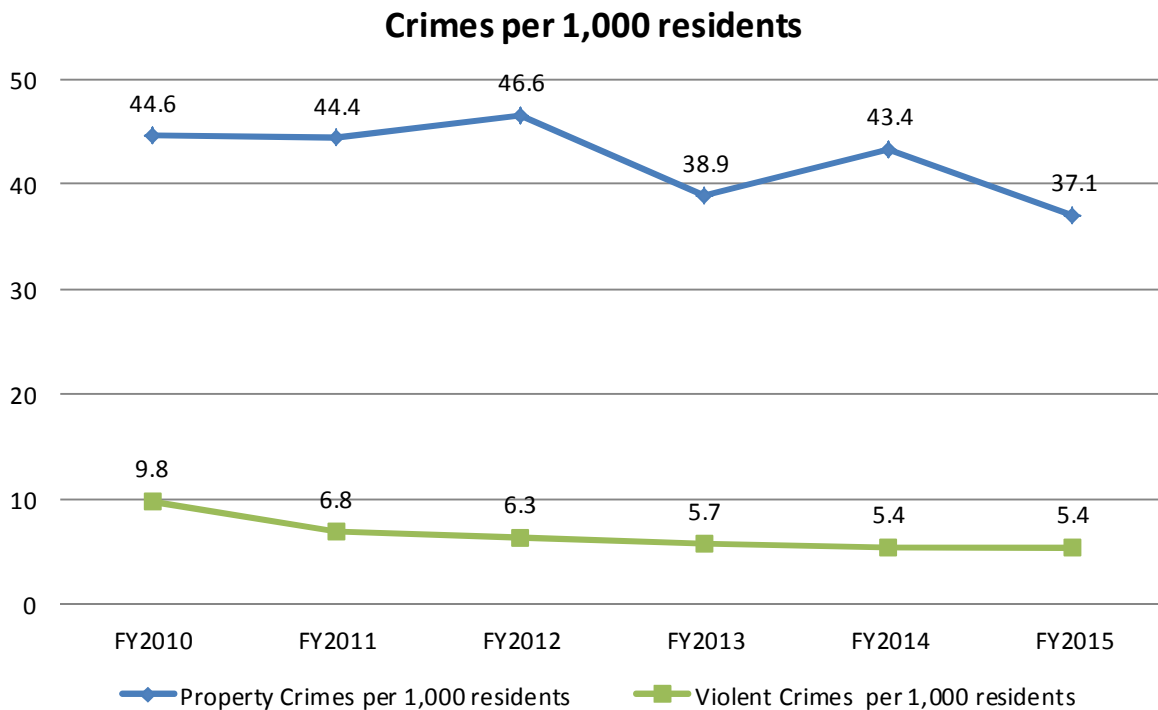
Since this Strategic Plan is a living document, the City is committed to providing continuing updates on our progress. This year-end performance report provides an evaluation of the City's progress on performance goals that are due within Fiscal Year 2015 (July 1, 2014– June 30, 2015).

A complete listing of all goals can be found in the FY2013-2015 Strategic Plan which is available on the City's transparency website, [cityofrockhill.com/transparency](http://cityofrockhill.com/transparency)



**QUALITY**  
Services. Places. Community.

## Drops in both property and violent crimes



## **Direct Economic Impact of Sports Tourism**

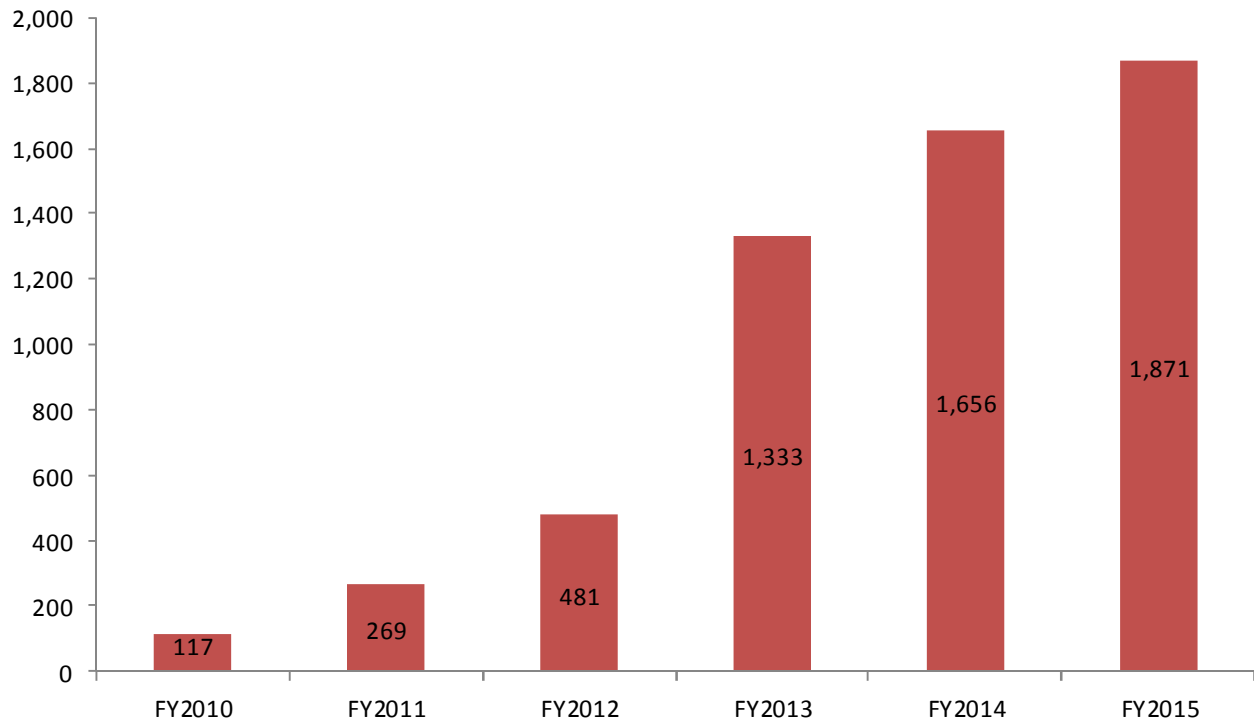


The direct economic impact of sports tourism continues to grow. 2014 was the first year in which this economic impact topped **\$20 million.**

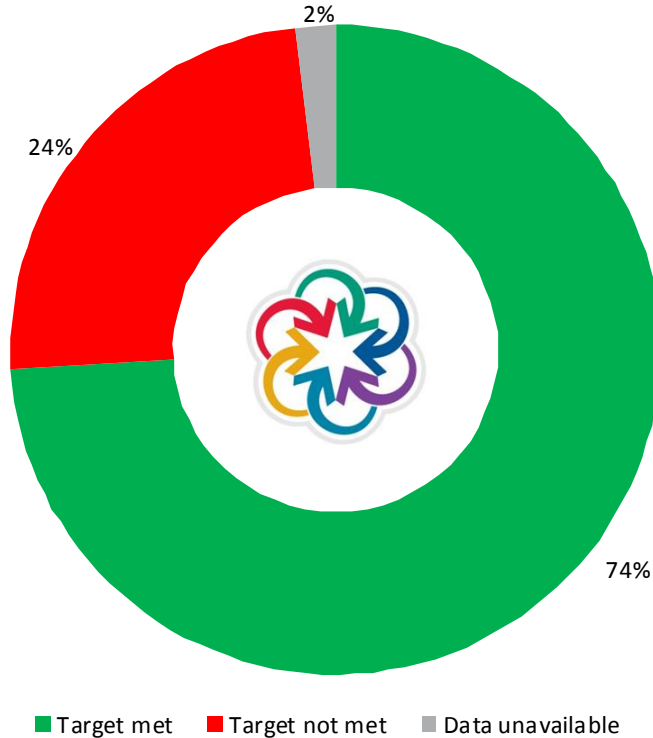
# Strategic Plan Progress

**1,871 new jobs created**

**Cumulative full time jobs created since June 2009**



Completion of many projects throughout the City including: Old Town Market, Fountain Park, Fountain Park Place Deck, White St. improvements, BMX Supercross Track, The Greens, Mountain Bike Trails, Riverwalk Canoe/Kayak Launch, Galleria development, and Saluda St. progress



The City met 74% of the Fiscal Year 2015 performance goals. Some goals, however, were not met. Those included:

- Drop in percentage of residents who rated fire prevention/education and fire services as excellent or good.
- Deadlines were not met for projects related to the Sidetrack Extension project, White St. Phase II, Downtown East Park, Woolworth Walkway, and Paddock Parkway.
- Priority changes meant that holding concerts for teens and pep rallies at local high schools did not occur.
- Although the City made great progress in decreasing power outages in one neighborhood, little improvements were made in the other top four outage prone areas due to funding constraints.

# QUALITY

Services. Places. Community.

Quality Services focuses on the core governmental functions that the City of Rock Hill provides. These include initiatives 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 minimizing our resources and maximizing results. This is highlighted through tasks that focus on things like the median costs of all expenditures related to a certain service delivery.

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 that the City invests in must successfully achieve outcome related tasks. This is a key part of the City's strategic plan.

Finally, there is a constant effort to make sure that our services are affordable 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" at:

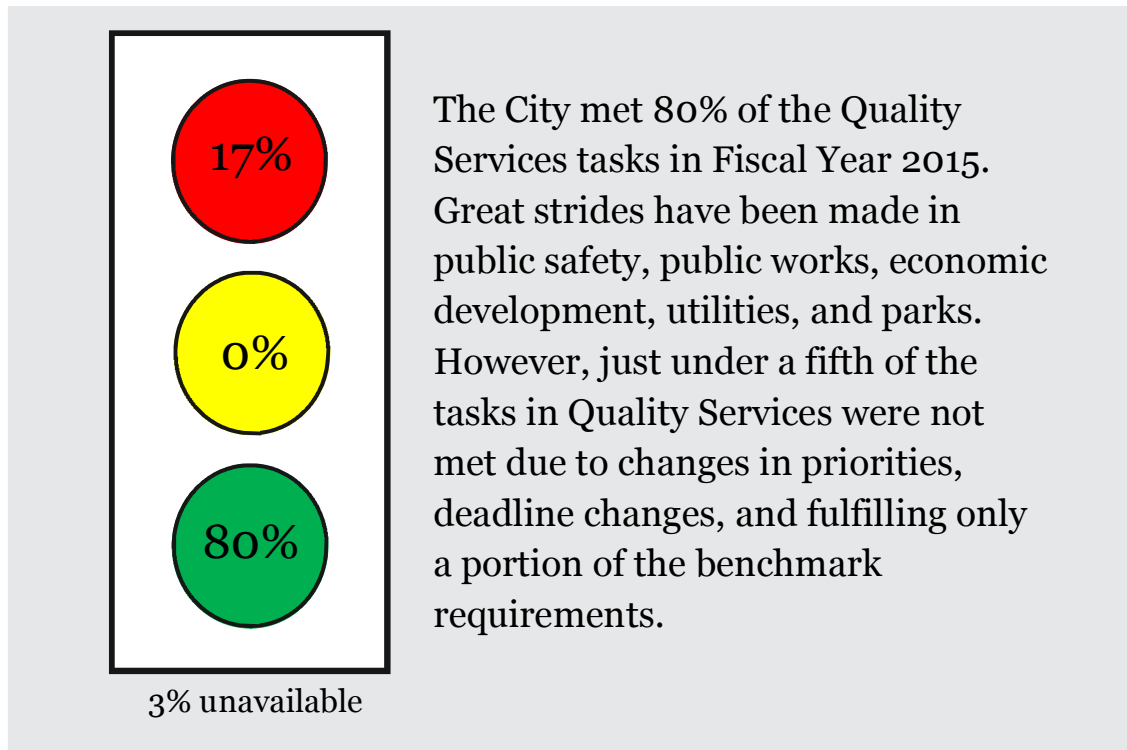
[cityofrockhill.com/transparency](http://cityofrockhill.com/transparency)





# 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 other stakeholders in the community.






## Highlights for Fiscal Year 2015:

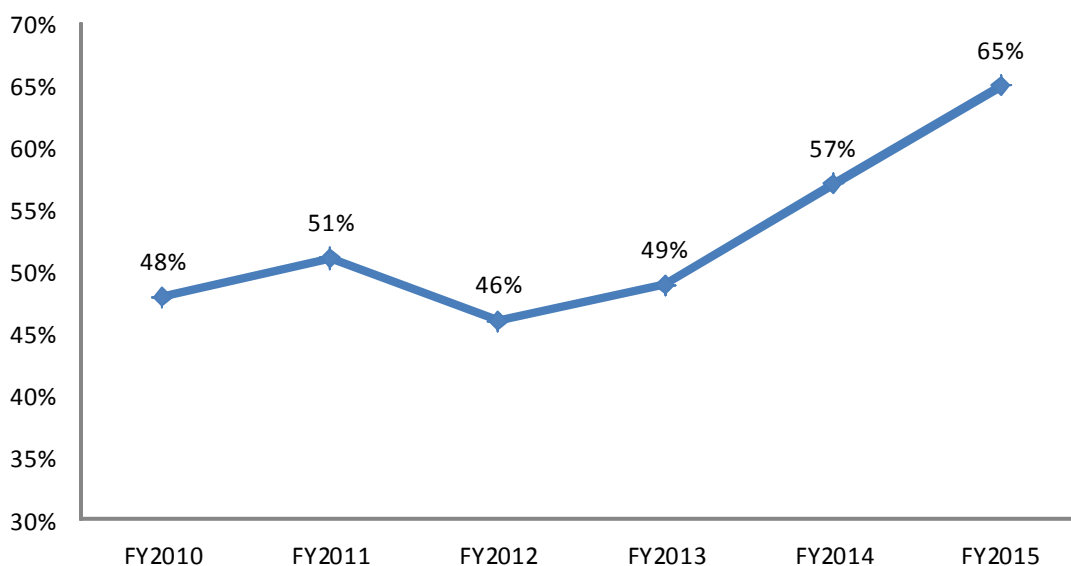
- **Reductions** in property and violent crime
- **95%** of fire suppression and medical calls were responded to within 5 minutes
- Over **2,000** signs were installed/upgraded throughout our community
- Direct economic impact of sports tourism surpassed **\$20 million**
- The City **exceeded** all drinking water and water treatment standards
- **215 new jobs** and almost **\$60 million** of new business development in our community

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

### Evaluate the efficiency and effectiveness of police services as it relates to reducing crime and increasing the community's perception of safety.

<ul style="list-style-type: none"> <li>Respond to 70% of Priority One calls within 5 minutes</li> </ul>		<p><i>65% of high priority calls were responded to within five minutes. This represents a significant improvement over previous years.</i></p>
<ul style="list-style-type: none"> <li>Reduce citywide property crime by 2% or more per year (41.1 per 1,000 or less) based on three-year trend</li> </ul>		<p><i>37.1 property crimes per 1,000 residents. This represents a 15.8% decrease over the three year trend.</i></p>
<ul style="list-style-type: none"> <li>Reduce citywide violent crime by 1% or more (5.7 per 1,000 or less) based on three-year trend</li> </ul>		<p><i>5.4 violent crimes per 1,000 residents. This represents a 7.4% decrease over the three year trend.</i></p>

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



Although the City hasn't quite responded to 70% of Priority One Calls within 5 minutes, the City has made great strides over the past six years.

Goal: Provide high quality public safety and judicial services

**Enhance the communication and delivery of police community outreach programs which will provide citizens the opportunity to interact with police employees and learn about current police**

<ul style="list-style-type: none"> <li>•Hold Open House</li> </ul>	<ul style="list-style-type: none"> <li>● <i>The RHPD held an Open House on October 18, 2014.</i></li> </ul>
<ul style="list-style-type: none"> <li>•Attend community and neighborhood meetings and events</li> </ul>	<ul style="list-style-type: none"> <li>● <i>RHPD participated in 269 community events and neighborhood meetings.</i></li> </ul>
<ul style="list-style-type: none"> <li>•Explore and implement methods to increase visibility in neighborhoods/patrol zones</li> </ul>	<ul style="list-style-type: none"> <li>● <i>In January 2015 the number of patrol zones was increased from 9 to 10. This reduced the area covered by a zone officer giving them more time to meet with residents and business owners when not answering calls.</i></li> <li>● <i>Foot patrols were also increased in the city's apartment complexes, hotel areas, and compstat areas for increased citizen interactions.</i></li> <li>● <i>The Department held four community forums during the past year in an effort to improve community relations in all areas of Rock Hill. RHPD also participated in National Night Out in August 2014.</i></li> </ul>

Goal: Provide high quality public safety and judicial services

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

•Evaluate progress of Police workforce diversity/minority recruitment



*Police workforce diversity– 40.6%*  
*York County minority population– 28.8%.*

## Spotlight: National Night Out



Enhancing the communication and delivery of police community outreach programs are very important to the Rock Hill Police Department. Citizens have the opportunity to interact directly with police employees and to learn about current police initiatives and performance. One

shining example of this outreach is National Night Out. Every August, National Night Out is a community-wide event in which a number of neighborhoods welcome City Caravans of Police and community leaders. This event promotes partnerships with local law enforcement and relationship building within neighborhoods. This past year, over 18 neighborhoods were visited by the Caravans. Additional officers were also assigned to attend every neighborhood function as to provide complete coverage of the City.

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

### Evaluate the efficiency and effectiveness of fire services and the community's satisfaction with fire services



•Respond to top priority fire suppression calls– 90% within 5 minutes	●	<i>95% of top priority fire suppression calls were responded to within 5 minutes.</i>
•Respond to top priority medical calls– 90% within 5 minutes	●	<i>95% of top medical calls were responded to within 5 minutes.</i>
•Contain at least 62% or more of fires to room of origin	●	<i>97% of fires were contained to the room of origin.</i>
•Maintain at least 77% of residents rating fire prevention and education as excellent or good	●	<i>69% of residents rated fire prevention and education as excellent or good.</i>
•Maintain at least 95% of residents rating fire services as excellent or good	●	<i>86% of residents rated fire services as excellent or good.</i>






The RHFD is committed to providing quality fire protection services. Over the past five years, the City has consistently responded to over 90% of top priority suppression and medical calls within 5 minutes. The RHFD is also proud of containing the vast majority of fires to the room of origin, thus greatly decreasing the damage.

Goal: Provide high quality public safety and judicial services

**Provide community outreach programs which will provide citizens the opportunity to interact with fire employees and increase fire safety awareness in the community**

<ul style="list-style-type: none"> <li>•Provide fire safety education programs to at least 4,000 elementary school students</li> </ul>		<p><i>Educated 8,173 elementary school students.</i></p>
<ul style="list-style-type: none"> <li>•Attend at least 4 community events and neighborhoods meetings</li> </ul>		<p><i>Attended 12 community events including National Night Out, Come See Me Events, School Career Days, and World Changers Day.</i></p>

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

<ul style="list-style-type: none"> <li>•Increase the number of personnel with paramedic certifications by 2 per year</li> </ul>		<p><i>1 employee is currently enrolled in the paramedic program.</i></p>
<ul style="list-style-type: none"> <li>•Operate with 100% of fire personnel maintaining required federal and state certifications in special operations</li> </ul>		<p><i>100% of staff were trained through in-house and off-site training. Topics include firefighting tactics, confined space, swift water rescue, and hazmat.</i></p>
<ul style="list-style-type: none"> <li>•Evaluate progress of Fire workforce diversity/minority recruitment</li> </ul>		<p><i>Fire workforce diversity– 22.1% York County minority population– 28.8%.</i></p>

Goal: Provide high quality public safety and judicial services

## Efficiently manage the Solicitor's Office caseload

•Dispose of 50% of jury trials within 120 days



*67% of cases were disposed of within 120 days.*

## Efficiently manage the Municipal Court's caseload

•Number of cases disposed of, and under conditional disposition, exceed the number of cases filed





*11,871 new cases were filed and 11,976 were disposed or under conditional disposition.*




The Court and Solicitor's Office seek to provide high quality judicial services in a timely manner. From the Court's perspective, this is promoted through disposal of the majority of jury trial cases within four months. The Solicitor's Office seeks to decrease the backlog of cases through disposing of more cases than new cases filed.

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>Evaluate YardCart program participation level</li> </ul>		<p><i>401 customers were added to the program during Fiscal Year 2015. Participation is at 54%.</i></p>
<ul style="list-style-type: none"> <li>Increase YardCart participation by 5% annually</li> </ul>		<p><i>There was a 4% increase in participation.</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>Median information was not provided by ICMA. However, Rock Hill's average cost per ton was \$96, 34% below ICMA's average cost per ton of \$129.</i></p>
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The brown YardCart holds grass clippings and other loose yard debris. As a mechanism to keep our streets clean and the storm drain clear of debris, the YardCart saves both money and controls costs. The City hopes to increase participation in the program by at least 5% every year.





## Goal: Provide high quality public works and stormwater services

### Evaluate sidewalk and street infrastructure and address concerns in a methodical manner




<ul style="list-style-type: none"> <li>•Conduct a conditions assessment of City sidewalks/streets by 6/30 each year</li> </ul>	<p>●</p>	<p><i>Inventory and condition assessment completed for all City streets. Sidewalk inventory and condition assessment is ongoing, anticipate completion August 2017.</i></p>
<ul style="list-style-type: none"> <li>•Replace at least 2,500 feet of damaged sidewalk annually</li> </ul>	<p>●</p>	<p><i>2,500 feet of damaged sidewalk were replaced during Fiscal Year 2015.</i></p>
<ul style="list-style-type: none"> <li>•Upgrade at least 30 intersection ramps per year to comply with ADA regulations</li> </ul>	<p>●</p>	<p><i>31 intersection ramps were upgraded to comply with ADA requirements.</i></p>
<ul style="list-style-type: none"> <li>•Upgrade at least 600 signs per year to comply with state/federal signage regulation changes</li> </ul>	<p>●</p>	<p><i>2,075 signs were installed/upgraded for the year.</i></p>



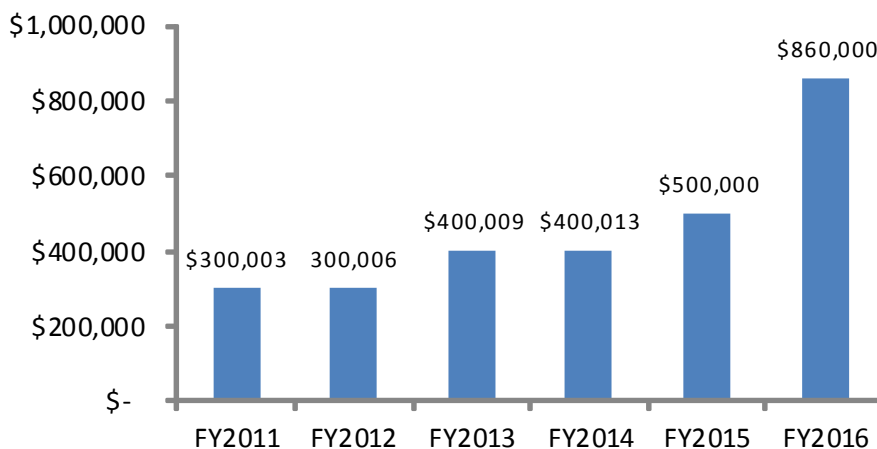
The City continues to work on a full inventory and conditions assessment of all City owned sidewalks. This information will provide a more methodical approach to the replacements of damaged sidewalks.

## Goal: Provide high quality public works and stormwater services

### Evaluate current funding and explore alternative funding for providing public services

<ul style="list-style-type: none"> <li>•Develop strategies for dealing with state roads, stormwater, and sidewalks in neighborhoods</li> </ul>		<p><i>Public Works continues to meet regularly with SCDOT . City crews continue to provide labor to fix state roads if the state pays for materials.</i></p>
<ul style="list-style-type: none"> <li>•Increase resurfacing/road paving funding in the City’s general fund</li> </ul>		<p><i>The Fiscal Year 2015 budget included a \$100,000 increase for street resurfacing.</i></p>
<ul style="list-style-type: none"> <li>•Seek legislation change that would allow local governments the flexibility to address citizen complaints regarding state roads without local governments being required to assume future responsibility for the road</li> </ul>		<p><i>The City continues to have conversation with General Assembly Delegation members about road maintenance needs. General Assembly did not take legislative action on roads this year.</i></p>




**Budgeted General Fund Paving**




The City continues to increase funding in the General Fund for resurfacing/road paving.

Goal: Provide high quality parks, recreation and tourism services

**Examine the most appropriate uses of existing parks, recreation and tourism infrastructure and resources to meet current demand levels**



<ul style="list-style-type: none"> <li>•Evaluate program offerings using cost-to-serve methodology and complete annual assessments for determining future program directions</li> </ul>		<p><i>100% of program cost-to-serve were completed for the entire programming year.</i></p>
<ul style="list-style-type: none"> <li>•Provide web-based facility rental to customers by 11/1/2014</li> </ul>		<p><i>Web-based facility rental was made available to customers on 1/1/2015.</i></p>
<ul style="list-style-type: none"> <li>•Provide web-based program registration to customers for all PRT programs by 11/1/2014</li> </ul>		<p><i>All PRT sites began utilizing web-based program registration in FY2013.</i></p>

**Build awareness and enhance the City’s nature based tourism effort**



<ul style="list-style-type: none"> <li>•Host at least 4 tourism events at Glencairn Garden</li> </ul>		<p><i>Four major events were held at Glencairn: Tribute to Veterans, Story with Santa, Come See Me Events, and Bloomfest.</i></p>
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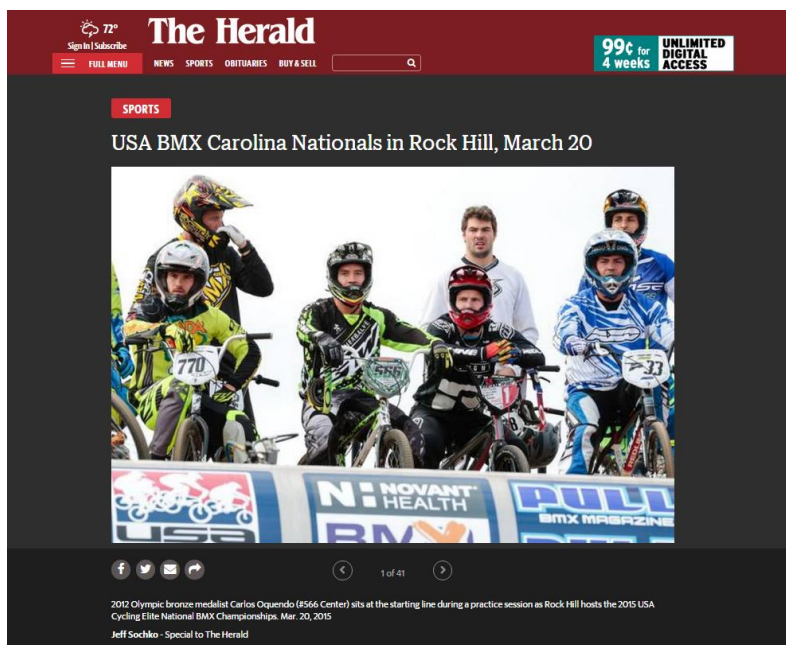
Goal: Provide high quality parks, recreation and tourism services

## Continue services and activities that enhance our sport tourism efforts

<ul style="list-style-type: none"> <li>•Meet with the Rock Hill Sports Marketing Alliance quarterly</li> </ul>		<p><i>The Rock Hill Sports Marketing Alliance met once this year.</i></p>
<ul style="list-style-type: none"> <li>•Work with local, state, and national organizations to host at least four quality sports tourism events</li> </ul>		<p><i>22 events including the US Quidditch World Cup, USA BMX Carolina Nationals, and the SAC Soccer Championship.</i></p>

## Evaluate sports tourism’s economic impact






<ul style="list-style-type: none"> <li>•Evaluate sports tourism’s direct financial impact annually</li> </ul>		<p><i>Calendar year 2014 total estimated direct economic impact- \$20,481,431.</i></p>
<ul style="list-style-type: none"> <li>•Evaluate the number of hotel nights created as a result of sports tourism activities</li> </ul>		<p><i>13,376 hotel rooms attributable to sports tourism activities for 2014 calendar year.</i></p>





The City continues to host many local, state, and national sports championships on a regular basis. Coverage of events like the USA BMX Carolina Nationals in March 2015 can be found in local and state media sources.

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

### Evaluate electric operations to ensure operational efficiency and customer service are maximized



•Track system average interruption durations (SAIDI)		<i>System average interruption duration index—193.2 minutes.</i>
•Track customer average interruption duration index (CAIDI)		<i>Customer average interruption duration index—101.9 minutes.</i>
•Track average system availability index (ASAI)		<i>Average system availability index—99.96% available.</i>
•Evaluate the usage of automated outage entries by tracking the number of automated outage entries via IVR, web, and text versus entry by call agent		<i>Fiscal Year 2015 outages reported in the following manner: IVR (interactive voice response)— 62.2%, Web— 17%, Calls— 20.8%, Text— 0%.</i>
•Identify the top five outage areas and decrease outages in these areas		<i>Though progress has been made in Shiland Hills, no other areas have seen decreased outages due to funding challenges.</i>

### Address the electric system’s maintenance and expansion needs


•Complete 90% of electric capital projects according to the Capital Improvement Plan (CIP) schedule		<i>142% of budget expended. Projects included: Shiland OH to UG, Old Town East Line Relocation, and Albright Rd. Crossings.</i>
•Evaluate trim cycle per substation/circuit		<i>The City’s current trim cycle of every 3-4 years meets or exceeds current industry standards.</i>

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

### Evaluate the efficiency and effectiveness of water operations

<ul style="list-style-type: none"> <li>•Meet or exceed EPA and DHEC drinking water standards</li> </ul>		<p><i>Over Fiscal Year 2015, the City met or exceed all drinking water standards.</i></p>
<ul style="list-style-type: none"> <li>•Remain above the American Water Works Association (AWWA) median for the amount of water delivered per employee</li> </ul>		<p><i>This year's data is unavailable from the AWWA. Rock Hill's average was 1.54 million gallons per day per employee.</i></p>

### Address the water system's maintenance and expansion needs



<ul style="list-style-type: none"> <li>•Complete 90% of water capital projects according to the Capital Improvement Plan (CIP) schedule</li> </ul>		<p><i>Capital projects were completed as planned, including: Lake Wylie Raw Water Intake, Tank Mixers, and CelRiver Water Lines.</i></p>
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Exceeding EPA and DHEC standards are of the utmost importance in the City of Rock Hill. Over 700,000 tests are conducted annually that monitor all areas of the water plant– from process control, site surveillance to distribution sampling. These samples are taken from over 146 different locations through the City to ensure our water is of the highest quality.




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

### Evaluate the efficiency and effectiveness of wastewater operations

<ul style="list-style-type: none"> <li>•Meet or exceed EPA and DHEC wastewater standards</li> </ul>		<p><i>Over Fiscal Year 2015, the City met or exceed all wastewater treatment standards.</i></p>
<ul style="list-style-type: none"> <li>•Remain above the American Water Works Association (AWWA) median for the amount of wastewater processed per employee</li> </ul>		<p><i>This year's data is unavailable from the AWWA. Rock Hill's average was .5 million gallons per day per employee.</i></p>

### Address the wastewater system's maintenance and expansion needs





<ul style="list-style-type: none"> <li>•Complete 90% of wastewater capital projects according to the Capital Improvement Plan (CIP) schedule</li> </ul>		<p><i>Capital projects were completed as planned, including: Manchester Outfall Replacement, Bleachery Outfall, and Pipe Replacement.</i></p>
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Annually, the City updates a 10 year Capital Improvement Plan (CIP) for the utility system. This plan not only allocates resources, but is used to plan for future expansions and replacements of our existing system. Completing these projects in a timely fashion is of great importance to ensure our citizens continue to receive quality electric, water, and sewer 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 3 minutes or less		<i>Average call wait time was 2 minutes and 32 seconds.</i>
•Maintain at least 90 calls per day per full time agent		<i>Average of 81 calls per day per full-time agent.</i>
•Increase online service requests by 10% annually		<i>660 online service requests for FY15. This represents a 19% decrease in service requests over FY14.</i>
•Establish a process to provide customized electronic notifications via email, text, and phone based on customer selection		<i>Text notification process was completed as well as the iOS app. Utility bill pay was also upgraded so texts are sent to customers about their bill.</i>

**Provide comprehensive employee training and education regarding the importance of customer service and customer focused communication in our organizational culture**

•Provide customer service training to all new employees		<i>100% of new employees were trained in customer service training.</i>
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Goal: Provide high quality economic development services

**Market Rock Hill as a preferred location for business growth**

•Complete a redesign of the [www.RockHillUSA.com](http://www.RockHillUSA.com) website that will provide prospects a fully interactive experience in evaluating locations



*After a lengthy RFP process, Atlas Advertising was selected to develop a new marketing and branding plan which will be presented in late 2015.*

•Hold at least 2 events or meetings for area brokers every year



*In November, the City co-sponsored a Charlotte Brokers Marketing Lunch. In May, the City co-sponsored the York County Industry Appreciation Day.*

**Spotlight: Supporting Business Growth**

Businesses play a vital role in the vitality of our community. Collaboration and partnership between the City and local businesses have been key to progress. Over the last three years, the City has celebrated over \$190 million worth of business investment and the creation of over 850 new, full-time jobs. Existing businesses have also been supported through re-recruitment efforts in the form of events, meetings, and surveys.





## Goal: Provide high quality economic development services

### Promote a business-friendly environment that supports business growth and recruitment

<ul style="list-style-type: none"> <li>•Prepare a competitive analysis each year</li> </ul>		<p><i>Competitive analysis completed.</i></p>
<ul style="list-style-type: none"> <li>•Host at least 2 meetings with developers and small business owners to solicit advice on how the City can support their efforts</li> </ul>		<p><i>The City has met with SPAN Enterprises, 139 Main Investors LLC, Vin Yet Architecture, and Springs Creative LLC on growth projects and opportunities.</i></p>
<ul style="list-style-type: none"> <li>•Re-recruit existing businesses through meetings with City staff</li> </ul>		<p><i>Oerlikon Balzers, MCI Forks, Chicago Pneumatics, and the Winbro Group were all re-recruited this year through multiple meetings.</i></p>
<ul style="list-style-type: none"> <li>•Meet with the owners/representatives of Antrim regularly to discuss business recruitment</li> </ul>		<p><i>The City maintains an active relationship with the owners of Antrim. There are currently two pending sales and other business investments.</i></p>
<ul style="list-style-type: none"> <li>•Support the creation of at least 500 full-time jobs in the City's business parks by 6/2015</li> </ul>		<p><i>Within business parks, there have been a total of 856 new, full-time jobs created over the last three years.</i></p>
<ul style="list-style-type: none"> <li>•Support and solicit at least \$50 million in new business investments in the City by 6/2015</li> </ul>		<p><i>Over the last three years, the City has seen over \$219 million worth of business investments throughout the City.</i></p>

## 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 64 RHEDC meetings over Fiscal Year 2015.</i>
•Support and manage at least 2 RHEDC investment projects by 6/30/2015		<i>RHEDC investment projects with City support include a spec building in Waterford and the redevelopment of 139 Main.</i>

### Develop strategies to improve Rock Hill's position in Columbia and the Charlotte region

•At least 2 staff visits to Columbia or events in Rock Hill with the SC Department of Commerce		<i>The City has quarterly meetings with the Department of Commerce related to a grant. The Secretary of Commerce has also attended two meetings in Rock Hill this year.</i>
•Encourage at least 3 local leaders to represent the City on state-wide organizations by 6/30/2015		<i>No local leaders join state-wide organizations.</i>
•Secure representation on 2 cluster task force groups in New Carolina by 6/30/2015		<i>A City staff member serves on the Transportation, Logistics, and Distribution task force and a local leader serves on the Nuclear Cluster task force.</i>
•Attend at least 2 Charlotte Regional Partnership activities		<i>The City participated in the FUED Annual Golf Tournament and the CRP Annual Luncheon.</i>

# QUALITY

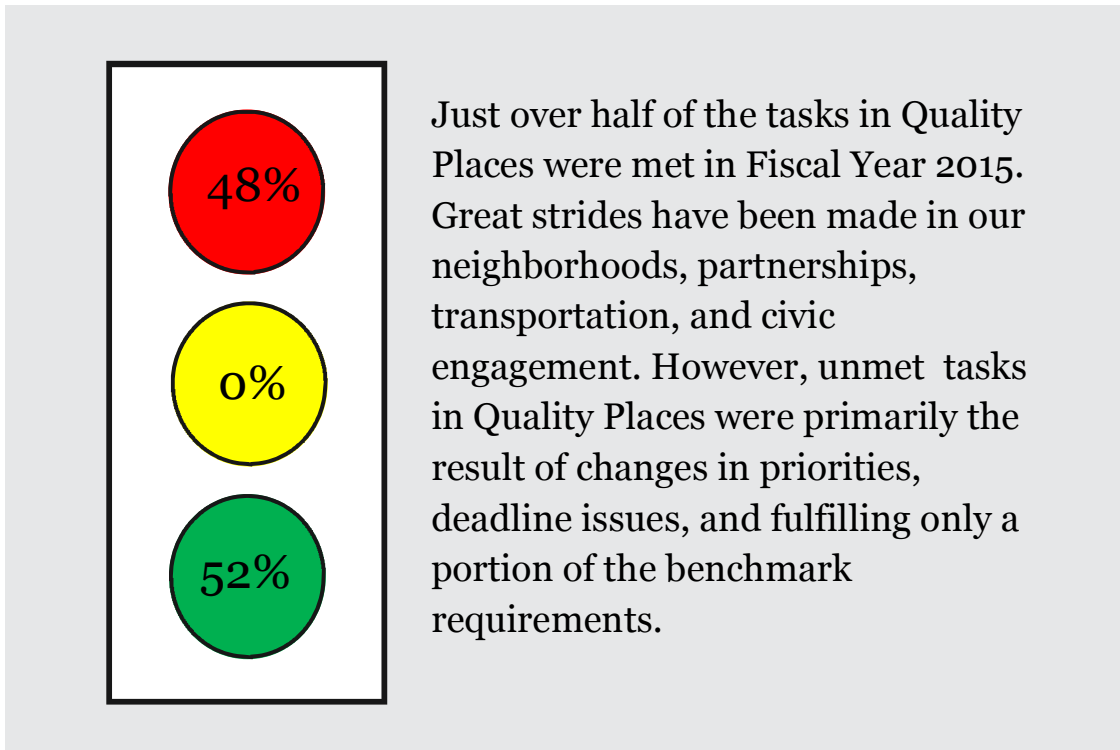
Services. Places. Community.



Quality places focuses on developing and sustaining exceptional locations throughout our City. Places to work, live, and play add to 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 quite 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.



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 other stakeholders in the community.






## Highlights for Fiscal Year 2015:

- Onlyintown.com has had **196,553** website visits
- SC DOT is making progress on the Exit 79 project. Construction began 4/2015 and is scheduled for completion **8/2015**
- Waterford **spec building** was completed and sold
- Constant contact is maintained with **business owners** and **developers** throughout our community
- Completed key projects like **White St.** Phase I and II and **Fountain Park/ Fountain Park Place Deck**

Goal: Create a vibrant Old Town

**Promote Old Town as a vibrant business area in Rock Hill through effective marketing, meeting with the business community, and implementing the Old Town Jobs Strategy**

<ul style="list-style-type: none"> <li>•Meet with at least 15 downtown business owners each fiscal year</li> </ul>		<p><i>The City continually meets with key downtown leaders, business owners and the Police to identify potential problems and solutions. Specific issues are addressed on an as needed basis with individual businesses.</i></p>
<ul style="list-style-type: none"> <li>•Organize and attend 100% of Old Town Leadership Group meetings</li> </ul>		<p><i>The Knowledge Park Leadership Group meets consistently throughout the year and focuses on transportation alternatives, talent development, TIF extension, and marketing.</i></p>
<ul style="list-style-type: none"> <li>•Evaluate the number of businesses receiving incentives</li> </ul>		<p><i>Growth Management incentives have been approved for Legal Remedy Brewing, Vinyet Architecture, Beacon Spec Building, and the RHEDC Spec Building. Other incentives approved were the DowntownNow Program rent incentive, Jumpstart funding for marking, and signage assistance.</i></p>

**Goal: Create a vibrant Old Town**

**Attract new housing to Old Town**

•Attract and support at least 40 new residential units by 6/30/2015



*A development agreement has been approved by City Council for the development of 139 Main, however construction started after 6/30/2015.*

**Engage the community in Old Town planning and design activities**

•Create a special citizen task force to evaluate improvements to Old Town



*A Downtown Walk-About group was assembled with members of the downtown community. The group identified 13 safety concerns and 18 areas that detract from the appearance of Old Town. A report was created and presented to the Old Town Association for further action.*

**Organize, manage, market, and support Old Town Events**






•Monitor the number of visits to the [OnlyinOldTown.com](http://OnlyinOldTown.com) website




*Since July 2014: website visits: 196,553; 11,367 people like on Facebook; 1,957 people follow on Twitter; 236 follow on Pinterest.*

Goal: Create a vibrant Old Town

**Design and construct infrastructure projects to enhance Old Town’s vibrancy and economic growth**

<p>•Make recommendations regarding the next phase of the Old Town Amphitheater improvements by 1/1/2015</p>		<p><i>Staff will investigate the construction of additional seating to determine cost and how new seating areas will affect the stage location.</i></p>
<p>•Complete phase 1 of the railroad sidetrack extension project by 6/2014 and be prepared to begin phase 2 by 6/2015</p>		<p><i>Plans for the Poe/Quantz segment have been finalized and right-of-way acquisition will begin summer 2015.</i></p>
<p>•Complete phase 2 of the White Street Improvements by 1/1/2015</p>		<p><i>Phase 2 was completed 4/10/2015.</i></p>
<p>•Complete Downtown East Park and streetscapes by 1/1/2015</p>		<p><i>Although the park was substantially completed in December 2014, final completion expected August 2015.</i></p>
<p>•Complete the Woolworth Walkway by 1/1/2015</p>		<p><i>Design and construction plans are complete, walkway construction expected in 2016.</i></p>



**Design and construct infrastructure projects to enhance Old Town’s vibrancy and economic growth**

<p>•Complete the Annex Voluntary Cleanup Contract by 1/1/2015</p>		<p><i>The master developer and financing agreements will not be complete until the Fall of 2015.</i></p>
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Goal: Provide support for major development projects throughout the community

**Support private development in the Galleria/Manchester area**






<ul style="list-style-type: none"> <li>•Support SC DOT’s efforts in completing the Exit 79 southbound area improvements</li> </ul>		<p><i>SC DOT is administering this project. Construction began 4/2015 and is scheduled for completion 8/2015.</i></p>
<ul style="list-style-type: none"> <li>•Discuss development opportunities with Galleria/Manchester area owners/developers at least twice per year</li> </ul>		<p><i>One discussion held in Fiscal Year 2015.</i></p>

**Provide support to complete all infrastructure improvements related to the Ross Store Project**

<ul style="list-style-type: none"> <li>•Manage state grants for infrastructure with 100% compliance</li> </ul>		<p><i>The City has managed state grants on the design of Oakland Avenue streetscapes and the SC Innovation Challenge Grant with total compliance.</i></p>
<ul style="list-style-type: none"> <li>•Complete the relocation of Paddock Parkway by 6/30/2015</li> </ul>		<p><i>Construction began 11/2014 and is scheduled to be completed in late 2015.</i></p>

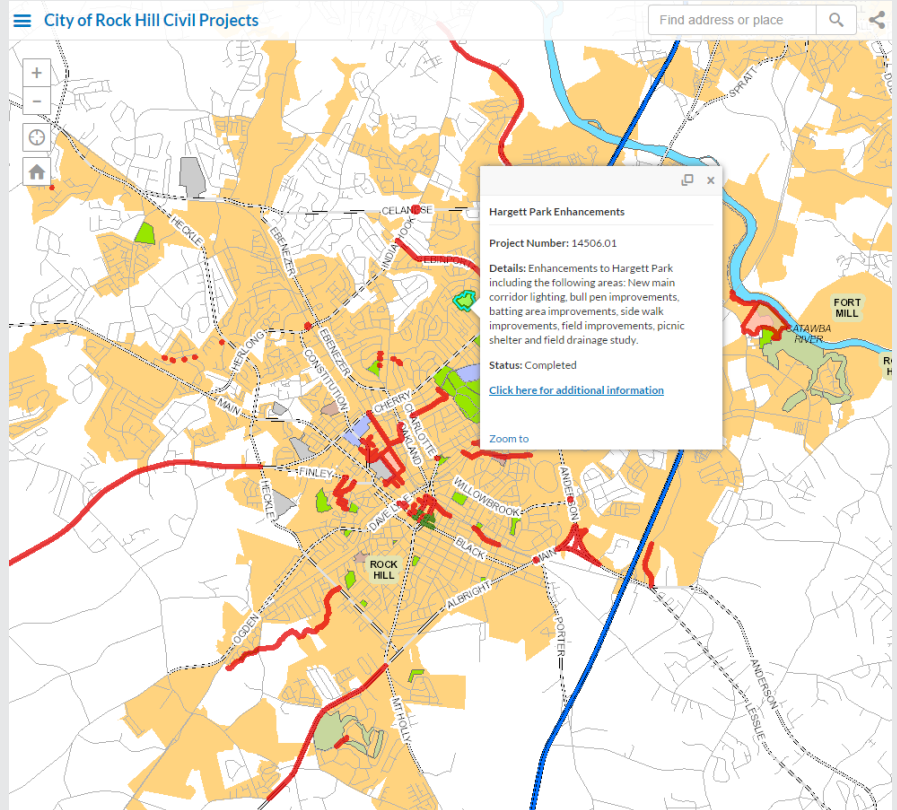
Goal: Contribute to the success of the community's business parks

**Support, assist, and encourage development in publicly and privately owned business parks**

<ul style="list-style-type: none"> <li>•Solicit at least \$200 million in investment and support development in business parks over 3 years</li> </ul>		<p><i>The City has seen \$169.5 million worth of investment in business parks over the last three years. Recent investment includes: \$10 million from Oerlikon Balzers Expansion, \$14 million in the Beacon spec building, and \$3.3 million for the MCI Fords expansion.</i></p>
<ul style="list-style-type: none"> <li>•Encourage the development of at least one new spec building over 3 years</li> </ul>		<p><i>The City and RHEDC completed a spec building at the Waterford Business Park.</i></p>
<ul style="list-style-type: none"> <li>•Pre-grade at least one new site at Waterford/TechPark for new business park site</li> </ul>		<p><i>Site development for two sites were completed.</i></p>
<ul style="list-style-type: none"> <li>•Respond to any developer opportunities about the development of infrastructure in the Riverwalk Business Park</li> </ul>		<p><i>The Celanese road widening has been coordinated with the future entrance to the business park. City Council has also approved new bonds for infrastructure development.</i></p>
<ul style="list-style-type: none"> <li>•Communicate with private business park owners consistently</li> </ul>		<p><i>Staff continually correspond with representatives from Riverwalk, SouthCross, Antrim, and Aspen.</i></p>

## Spotlight: City Projects

The City is constantly working on capital projects that will enhance our community's livability. From utility maintenance on water/sewer lines to basic infrastructure needs like sidewalks, the City is committed to facilitating Quality Places. On a bimonthly basis, key project managers from throughout the City meet to discuss cross-departmental issues, funding, and logistical realities. From this, the [Transportation and Civil Projects Report](#) is developed and updated. The City posts this report on the City's website and the City's RH19 TV channel. Additionally, an interactive map on the City's website provides detailed information as to the location, budget, and plans for these projects. This [Civil Projects Map](#) is updated on a quarterly basis. Completed projects are outlined in green and projects in progress are in red. As the City works to complete these transformational projects, updates will be made both on the Transportation and Civil Projects Report and Map.



City of Rock Hill Transportation and Civil Projects Report											
RiverWalk Area											
Project Number	Project Name	Funding Source	Amount	FY	Spent	Budget Status	Milestone	Target	Revised	Actual	Notes
#1 14501.01	Catawba Riverfront Trail	SC Trails Grant Hospitality Tax	\$ 100,000 \$ 525,000	FY13-15		Spent to Date: \$ 127,558 % Expended: 20.4%	PE/Design Finish Construction	10/1/2013 9/30/2014		10/1/2013 5/31/2015	1/30/15 - All insurance has been approved with Norfolk Southern. The Canopy construction will commence when weather permits. The site is very wet and needs to dry before further construction continues so as to not damage subgrade.
Funding Source Totals			\$ 625,000			Budget Est.: \$ 625,000					
Project Cost:			\$ 0								
Funding Diff:			\$ 0								
CONTACT: Farris/McCorkle											
#2 14501.04	Cat-River Road Phase 1	RAITS Pennies	\$ 9,300,000 \$ 5,800,000			Spent to Date: \$ 1,470,324 % Expended: 9.7%	PE/Design Bid/Award	3/1/2013 4/1/2013	3/15/2015 5/30/2015	1/30/15 - The environmental permit is still processing, utility coordination is in final stages, ROW acquisition is 90% complete.	
Funding Source Totals			\$ 15,100,000			Budget Est.: \$ 15,100,000		4/1/2015	6/30/2015		
Project Cost:			\$ 0					4/15/2015	6/30/2017		
Funding Diff:			\$ 0								
CONTACT: McCorkle, Ivan											
*Pennies 3											
#3 14501.04	Cat-River Road Water & Sewer Relocation	SC State Appropriation PPP Relocation Reimb water PPP Relocation Reimb sewer SCDOT Water Pay-Go Project Funds Water Pay-Go Project Funds	\$ 1,000,000 \$ 619,336 \$ 815,200 \$ 127,540 \$ 30,530 \$ 490,200	FY15		Spent to Date: \$ - % Expended: 0.0%	Start Construction Finish Construction	3/30/2015 12/31/2016		5/1/2015 2/28/2016	
Funding Source Totals			\$ 3,088,406			Budget Est.: \$ 2,000,000					
Project Cost:			\$ 0								
Funding Diff:			\$ 1,088,406								
CONTACT: Kettlewell, Mark											
#4 14501.04	Cat-River Road Electric	Electric Pay-Go Project Funds	\$ 84,740			Spent to Date: \$ - % Expended: 0.0%	Start Construction	3/30/2015		5/1/2015	
Funding Source Totals			\$ 224,990			Budget Est.: \$ 225,000		1/30/2017		2/28/2016	
Project Cost:			\$ 0								
Funding Diff:			(\$10,000)								
CONTACT: Jolly, Mike											
*linked to Road Funding											

# QUALITY

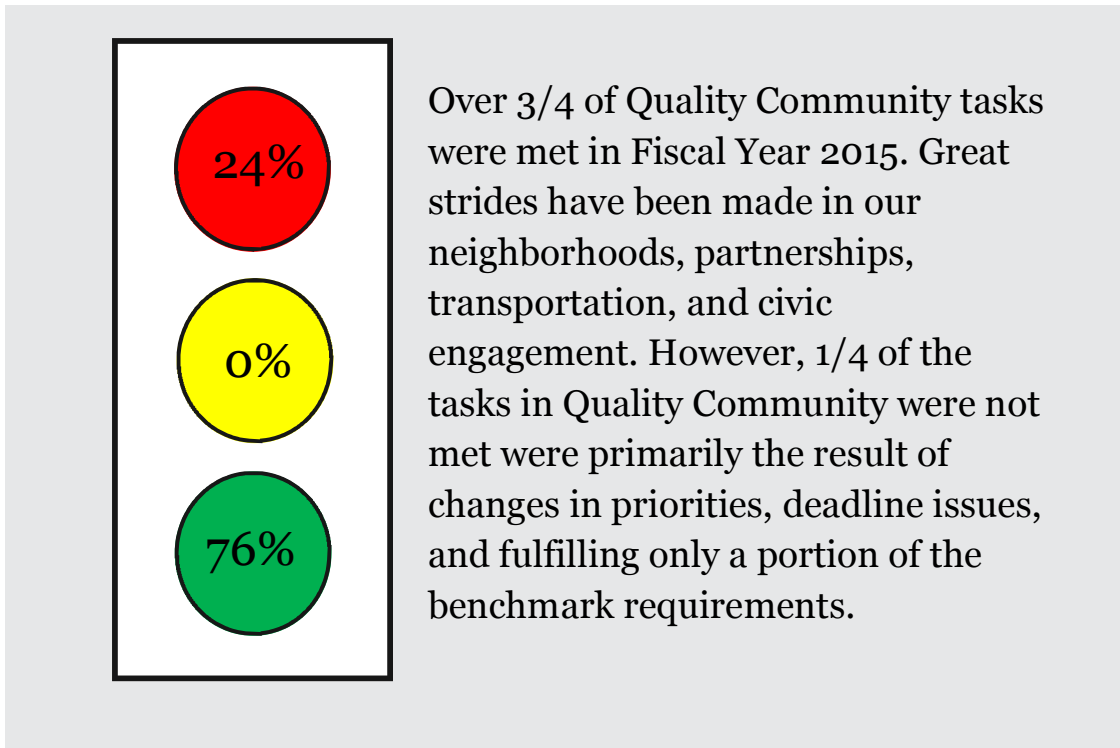
Services. Places. Community.

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 citizens 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 other stakeholders in the community.





## Highlights for Fiscal Year 2015:



- Only **185** foreclosures, a **45%** decrease over the prior year
- Average voluntary compliance with code enforcement was **41 days**, almost half of the national benchmark
- Average board and commission vacancy was **59 days**
- Supported **4** CBL projects this year including a website project about the benefits of exercise and amenities at Cherry Park
- Continue to offer a variety of **fitness classes** into afterschool programs at three recreation centers. Additionally, other **programs** are offered for adults including Yoga, Pickle Ball, Shuffle Board, Corn Hole, and Zumba

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

**Examine the strengths and weaknesses of the local housing market and its impact on neighborhoods and new development**




<ul style="list-style-type: none"> <li>•Track the number of foreclosures in the community</li> </ul>		<p><i>185 foreclosures during Fiscal Year 2015, a 45% decrease over the prior year.</i></p>
<ul style="list-style-type: none"> <li>•Refer at least 10 qualifying homeowners to the South Carolina Homeownership and Employment Lending Program’s anti-foreclosure program</li> </ul>		<p><i>43 households referred to the anti-foreclosure program.</i></p>

**Engage neighborhoods to promote community building**



<ul style="list-style-type: none"> <li>•Add or re-engage at least 2 neighborhood associations</li> </ul>		<p><i>3 new neighborhood associations were created: Riverwalk, Downtown, and Stoneride Lakes.</i></p>
<ul style="list-style-type: none"> <li>•Add at least 2 new neighborhoods to National Night Out</li> </ul>		<p><i>3 new neighborhoods participated in National Night Out: The Parks, Ardwyck, and Saluda Corridor.</i></p>

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

**Implement practices that contribute to neighborhoods throughout the City being well maintained**

<p>•Code Enforcement– maintain an average number of calendar days from case initiation to voluntary compliance at or below benchmark average</p>		<p><i>ICMA median for FY2014 was 72 days; Rock Hill’s average was 41 days.</i></p>
<p>•Code Enforcement—rate of voluntary compliance at or below benchmark average</p>		<p><i>ICMA median for FY2014 was 56% compliance. Rock Hill’s average was 77% compliance.</i></p>
<p>•Examine rental housing standards by 7/1/2014</p>		<p><i>Will re-evaluate in FY2016.</i></p>

**Continue to work with targeted neighborhoods within the City**

<p>•Meet with Weed &amp; Seed neighborhoods at least 11 times per year</p>		<p><i>The City participated in 29 Weed &amp; Seed Meetings this year.</i></p>
<p>•Paint at least 5 homes in Weed &amp; Seed neighborhoods through the Rolling in Rock Hill program</p>		<p><i>14 homes were painted in Weed &amp; Seed Neighborhoods.</i></p>

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

**Continue to work with targeted neighborhoods within the City—  
Saluda Corridor Neighborhood Association**

•Attend at least 10 monthly meetings in the Saluda neighborhood



*The City attended 10 Saluda Corridor Association Meetings.*

•At least twelve weeks of the year will be focused on the Saluda neighborhood



*The Saluda neighborhood continues to be a focus with Neighborhood Empowerment with monthly meetings. Additionally, City staff canvas the neighborhood on their weekly routes.*

**Continue to work with targeted neighborhoods within the City—  
Hagins-Fewell Neighborhood**

•Construct or redevelop at least 1 home in the Hagins-Fewell neighborhood every year



*One home on Hagins St. was completed and sold in FY2015.*

**Continue Old Town neighborhood enhancement initiatives**

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





*22 rehabilitations were completed within Old Town neighborhoods.*



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

**Ensure there are opportunities for alternative transportation modes within our community**

<ul style="list-style-type: none"> <li>Analyze existing transit programs to determine if there are indicators supporting expansion by 7/1/2014</li> </ul>		<p><i>Currently undergoing a regional transit study. Final report is expected late 2015.</i></p>
<ul style="list-style-type: none"> <li>Maintain or increase ridership in transit programs</li> </ul>		<p><i>Although the Ride-to-Work service is higher than the prior year, ridership has slightly decreased on the CATS regional express service and the Essential Services route.</i></p>

**Spotlight: Neighborhoods**

The City's Housing and Neighborhood Services is proud of the partnerships they help facilitate between neighborhood residents, the business community, and the local government. Through programs, trainings, and overall support, these partnerships encourage responsible home ownership, provide a means to revitalize neighborhoods, support community pride, and develop personal empowerment. The City will continue to be actively involved in neighborhood meetings, redevelopment projects, and code enforcement so Rock Hill continues to be a wonderful place to live.



Goal: Offer a variety of opportunities to engage citizens and build public trust

**Expand and promote opportunities to educate citizens about city services and operations**

•Use the utility connection process as an opportunity to welcome newcomers



*This year, the City began gathering email addresses and sending customer service surveys.*

**Promote and encourage civic engagement**

•Monitor the average vacancy age for boards and commissions' openings



*Average vacancy age in fiscal year 2015 was 59 days.*

**Enhance current communication methods to more effectively**

•Create at least three new series of audio/video productions suitable for assorted messages, audiences, and venues



*Over the last three years, a variety of productions have been created including PMPA spotlight, Friendship 9 live streaming, and various SCETV programming.*

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



*Printed publications over fiscal year 2015 include a sanitation guide, BMX/Velodrome rack cards, preventing sewer back-ups, the City Manager's Annual Report, Budget at a Glance, and the Mayor's Call for Citizenship.*

Goal: Offer a variety of opportunities to engage citizens and build public trust

**Seek opportunities to enhance public trust by sharing information in an accessible, convenient manner**

<ul style="list-style-type: none"> <li>• Hold at least one public meeting in another location other than City Hall each year</li> </ul>	<p>● <i>Public meetings are scheduled outside for August, September, and October 2015.</i></p>
<ul style="list-style-type: none"> <li>• Identify appropriate community venues to serve as distribution points for information regarding city services and initiatives by 7/1/2014</li> </ul>	<p>● <i>Completed in June 2014, the City distributes visitor marketing materials to Partners in Tourism organizations, as well as area restaurants and hotels.</i></p>



The Mayor's Key Influencer Breakfast meeting

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

**Examine opportunities to work with community partners to expand leisure opportunities**





<p>•Continue to work with advisory commissions, advisory committees, the RHSD, and other stakeholders to identify the next regional park site by 6/30/2015</p>	<p>●</p>	<p><i>Proposals for the next major park site are under consideration by staff and management.</i></p>
<p>•Recommend at least 1 new program/partnership each fiscal year</p>	<p>●</p>	<p><i>The City hosted the Star Spangled Banner Celebration with the RHSD, The Children’s Museum, and the York County Library.</i></p>
<p>•Partner with the RHSD on at least one Challenge Based Learning (CBL) project</p>	<p>●</p>	<p><i>The City has provided support for four CBL projects this year including a website project about the benefits of exercise and amenities at Cherry Park.</i></p>




The City and the Rock Hill School District (RHSD) collaborate together on Challenge Based Learning projects. These projects give students real-world, hands-on experience in order to solve problems. City staff work with these students and schools in order to facilitate this type of learning.

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, teenagers, and seniors**




<p>•Offer at least 1 sport opportunity for teens each year</p>		<p><i>Novant BMX Supercross Track has hosted a number of opportunities for youth.</i></p>
<p>•Offer at least 1 adventure-based program for teens each year</p>		<p><i>The City offered weekly kayak trips in the summer and 2 new Boy Scout Kayaking Merit Badge programs.</i></p>
<p>•Engage RHSD with hosting a joint pep rally for all three local high schools.</p>		<p><i>No pep rallies were held.</i></p>
<p>•Host at least one concert at the Old Town Amphitheater targeted to the teen population</p>		<p><i>No concerts were held specifically for teens.</i></p>

**Work with community partners to increase Rock Hill’s attractiveness to retirees**

<p>•Work with Winthrop University to identify strategies that will assist in increase Rock Hill’s attractiveness to retirees</p>		<p><i>No activity has occurred due to a change in leadership at the University.</i></p>
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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**

<p>•Identify and pursue 1 new funding source aimed at improving community health by facilitating partnerships.</p>		<p><i>The City received a grant from the SC Parks and Recreation Development (PARD) for renovation of playground equipment at Spencer Park. The City also received a grant from the Junior Welfare League to purchase bikes for cycling outreach programs.</i></p>
<p>•Offer a variety of exercise classes for youth and adults at recreation centers</p>		<p><i>Fitness classes are incorporated into afterschool programs at three recreation centers. Additionally, other programs are offered for adults including Yoga, Pickle Ball, Shuffle Board, Corn Hole, and Zumba.</i></p>
<p>•Add at least one new marked family-friendly bike route per year</p>		<p><i>The expanded Saluda Corridor bike route was approved and installation of new signs began 6/2015.</i></p>

Goal: Develop and implement strategies to reinforce a sense of community and strengthen civic pride among the citizens of Rock Hill

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

<ul style="list-style-type: none"> <li>•Partner with the Youth Council to host at least 2 events per year that promote diversity and inclusiveness</li> </ul>		<p><i>With the Youth Council, the City supported an anti-bullying campaign as well as Youth Service Day.</i></p>
<ul style="list-style-type: none"> <li>•Partner with the MLK Committee to host at least 2 events per year that promote diversity and inclusiveness</li> </ul>		<p><i>The City sponsored both Race Equality Week in September 2014 and MLK Celebration Day in January.</i></p>



The Rock Hill Youth Council provides high school students an active role in addressing youth related issues. They coordinate an annual Youth Service Day and have also worked on an anti-bullying campaign this year.

# 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)