



Leaders at the Core of Better Communities

2013 Annual Awards Program

Program Excellence Awards Nomination Form

Deadline for Nominations: March 8, 2013

Complete this form (sections 1 and 2) and submit with your descriptive narrative.

SECTION 1: Information About the Nominated Program

Program Excellence Award Category (*select only one*):

- Community Health and Safety
- Community Partnership
- Community Sustainability
- Strategic Leadership and Governance

Name of program being nominated: Rock Hill, South Carolina: Proing Accoutability and Transparency

Jurisdiction(s) where program originated: City of Rock Hill, SC

Jurisdiction population(s): 67,243

Please indicate the month and year in which the program you are nominating was fully implemented. (Note: All Program Excellence Award nominations must have been fully implemented by or before January 31, 2012, to be eligible. The start date should not include the initial planning phase.)

Month: 10 Year: 2009

Name(s) and title(s) of individual(s) who should receive recognition for this award at the ICMA Annual Conference in Boston, Massachusetts, September 2013. (Each individual listed MUST be an ICMA member to be recognized.):

Name: David Vehaun

Title: City Manager Jurisdiction: City of Rock Hill, SC

Name: Monica Croskey

Title: Budget & Performance Manager Jurisdiction: City of Rock Hill, SC

SECTION 2: Information About the Nominator/Primary Contact

Name of contact: Monica Croskey

Title: Budget & Performance Manager Jurisdiction: City of Rock Hill, SC

Street address: 155 Johnston St.

City: Rock Hill State/Province: SC

Zip/Postal Code: 29730 Country: USA

Telephone: 803.326.3819 Fax: 803.329.7007

E-mail: mcroskey@cityofrockhill.com

Rock Hill, South Carolina: Promoting Accountability and Transparency

A. Problem assessment, challenge, or need that prompted the program

Like many local governments, Rock Hill has engaged in strategic planning and financial reporting for years, producing an annual budget document that provides information on revenues and expenditures, performance measures, and the organization's vision and goals. While our budget document serves an important role, with a printing frequency of only once a year and a page count that exceeds two hundred, its limitations are apparent. In general, with the continuation of the "internet age", the public's appetite for accessible information will continue to grow. The public will become less and less satisfied with waiting for the annual printing of budget documents to be informed about how their governments are performing. Additionally, citizens will become more interested in knowing how public resources are being used by public servants. It has been said that citizens will begin viewing themselves as investors, and conversations will shift from "how much are my taxes and rates" to "what returns am I getting for my public investment." Rock Hill's efforts are a proactive response to recognizing the shift in citizens' expectations. Additionally, Rock Hill sought to increase the financial awareness of its organization and community and to use performance management in a manner that would impact its operational practices and the organization's culture in meaningful ways. Since their 2009 launch, our performance progress reports and performance and financial dashboards, have evolved into an accountability and transparency system that influences decision making and provides useful information to departments, elected officials, and the community.

B. Program implementation & costs

Accountable performance management:

Rock Hill's strategic plan goes beyond aspiring for robust economic development or safe neighborhoods in our community; our strategic plan clearly states how success will be defined.

Whether the goal is to add 125 new jobs in three years or to reduce violent crime by two percent annually, the standards by which the City will be judged are explicitly stated in our strategic plan. Each year the City produces Mid-Year and Year-End Progress Reports that quantify the City's progress at meeting the performance standards that were set in the strategic plan. The reports are provided to our City Council and made public on the City's website. The Mid-Year Progress Report is discussed page-by-page at the Mid-Year (January) Retreat with staff, Mayor, City Council, and media present. Whether it is a green dot (signifying success) or a red dot (signifying significant challenges) that catches a councilmember's eye, department heads are called upon to discuss and account for performance. To complement the semi-annual progress reports, the City developed a Performance Dashboard that communicates the City's progress on addressing many of the goals within the Strategic Plan. The Performance Dashboard is updated monthly and available on the City's website (cityofrockhill.com/transparency).

Transparent financial reporting

Traditionally City departments and the public received financial information twice a year— during budget development for an upcoming fiscal year and again at the ending of a fiscal year. Outside of those semi-annual conversations, financial data seemed to be mysterious information that only Finance and Budget staff could access. Now, the Financial Dashboard, which is available on the City's website, uses easy to understand graphs to provide monthly updates on revenues by source (e.g., business licenses, water and sewer revenue) and expenditures by department (e.g., police, public works, fire). Both revenue and expenditure data are compared to budgeted amounts, making it easy to know when a department is over budget or when revenues are underperforming.

With the development of the progress reports and launch of the performance and financial dashboards, emphasis is not only placed on managing financial resources, emphasis is now

placed on how well the City uses those resources to successfully meet the goals that have been set. Departments, our governing body, and community no longer have to wait for the annual printing of the budget document to access performance and financial information. In turn, the accessibility of the information has created a level of transparency and accountability that has impacted our organization's culture and business operations.

Costs

The strategic plan document, semi-annual progress reports, and financial dashboard were all developed and produced in-house. For its first performance dashboard, which launched in 2009, the City used a consultant to design and develop the performance dashboard (\$12,000). The City developed its new Performance Dashboard, which launched in July 2012, in-house.

C. Tangible results and benefits of the program

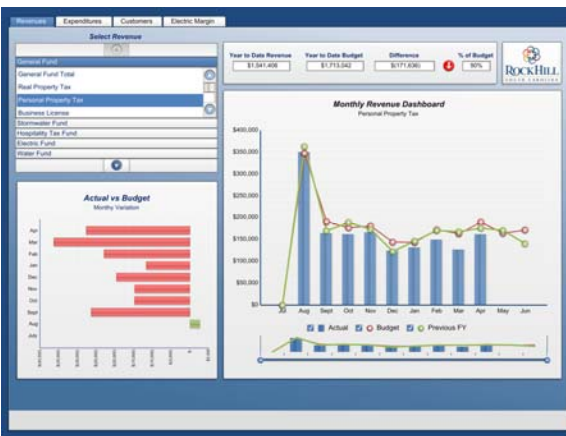
While there have been numerous benefits, one of the most notable results from our efforts is the development of a culture that values data driven decision making. As an example, during a retreat with City Council and senior management, the decision was made to establish a task of identifying the top ten electric outage areas within the City. A councilmember then noted that it would be useful to have this data during budget discussions for electric capital improvement funding. While this may seem simple, it is indicative of how we have come to value the use of both performance and financial data in decision making. The City's performance management efforts have permeated the organization by setting the expectation for data informed decision making; the analysis and use of data has become a standard business practice in our service delivery. Additionally, our strategic planning efforts have impacted interdepartmental relationships. The transparent and accountable nature of our system has motivated departments to use all resources available to them - this includes reaching out to one another - in efforts to accomplish goals. Interdepartmental communication and planning has increased tremendously. For example, the

PUBLIC SAFETY

Tasks (in bold) and Performance Indicators	Target	Mid-Year Actual	Annualized Projection	Quick View	Comments
Implement operational procedures in support of the Police Staffing Study Conduct Patrol Beat Mapping annually	By 1/1 December 2009	N/A	N/A	●	As a result of the analysis, staff concluded that the number of patrol areas needed to decrease from 16 to 15. This change will occur during the third quarter of 2010.
Evaluate stabilizing the Forensic positions and present recommendation to City Management	By 1/15/2010	N/A	N/A	●	On track to meet target.
Revise patrol schedule	By 7/6/2009 7/6/2009	N/A	N/A	●	The patrol schedule was revised to a four-day, on/four days off schedule. Every other month, each shift has training, court, and directed patrol worked into the schedule.
Implement computerized ticketing system	By 1/1/2010 Goal Not Met	N/A	N/A	●	The SC DMV has purchased the E-Ticketing solution and is currently in the testing stage. It is expected that the E-Ticketing product will be made available to local agencies during the 2010 calendar year. The City has grant funding available for the 2010 calendar year to purchase hardware (printers) and to provide for the implementation costs, including the connectivity to the department's Records System.
Update jail on analysis	By 6/30/2010	N/A	N/A	●	On track to meet target.

Objective: Monitor the effectiveness of operational activities and their effect on reducing crime and improving public satisfaction

Performance Indicators	2010 Annual FY2010 goal	2009 Actual	2010 Projection	Quick View	Comments
Evaluate crimes against persons and exceed national standards in performance benchmarks Reduce violent crime per capita from three year trend	26 annually FY2010 goal - 11.8	5.5	11.1	●	366 incidents
Exceed the national clearance rate averages for crimes against persons (national rate follows calendar year)	2 percentage points above	N/A	N/A	●	The 2009 Uniform Crime Report has not been released by the FBI. A preliminary report, which did not provide clearance rate data, was released on December 21, 2009.
Evaluate crimes against property and exceed national standards in performance benchmarks Reduce property crime per capita from three year trend	26 annually FY2010 goal - 50.1	25.0	49.9	●	1,653 incidents
Exceed the national clearance rate averages for crimes against property (national rate follows calendar year)	2 percentage points above	N/A	N/A	●	The 2009 Uniform Crime Report has not been released by the FBI. A preliminary report, which did not provide clearance rate data, was released on December 21, 2009.
Provide effective and efficient Police Services Reduce the number of collisions in the City's Top 5 Collision Areas by 5%	FY2010 goal - 99	99	178	●	The annualized projection is within 10% of the goal.
Respond to Priority 1 calls within 5 minutes	80%	48%	N/A	●	The revisions to patrol zones and the addition of 12 new Police Officers will allow for improvement in response times.



Original Performance Dashboard: October 2009 – June 2012

(left and below) A page from a Mid-Year Report and screen shots of Financial and Performance Dashboards. The dashboards average several hundred visits a month.

(right) Our efforts were well received by our community. The local newspaper featured a full page article – in a Sunday edition- discussing the City's Strategic Plan.



New Dashboard developed in-house; launched July 2012