

**QUALITY**  
Services. Places. Community.

Year-End Strategic Plan

**FY2018**

*Performance Report*



**ROCK HILL**

SOUTH CAROLINA

*Always on.*

# City Council and Leadership

Mayor

John P. Gettys, Jr.

Councilmembers

Kathy Pender,  
Mayor Pro Tem

John A. Black III

Nikita Jackson

Sandra Oborokumo

Jim Reno

Kevin Sutton

David B. Vehaun, City Manager

Jimmy Bagley, Deputy City Manager

Steven Gibson, Deputy City Manager

Mike Blackmon

Bill Meyer

Anne Harty

Terrence Nealy

Cindi Howard

John Taylor

Mike Jolly

Stephen Turner

Phyllis Fauntleroy

Chris Watts

Mark Kettlewell

Jennifer Wilford

## Table of Contents

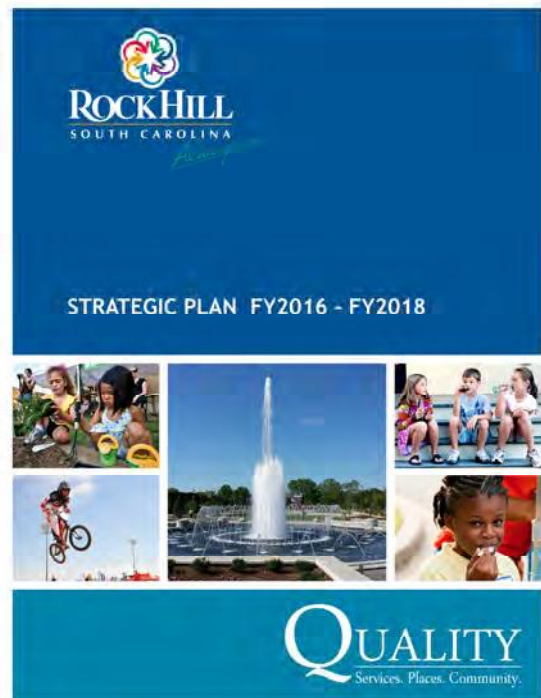
Our Strategic Plan	3	Quality Places	26
Our FY18 Progress	4	Knowledge Park	27
3 Years of Progress	6	Business Parks	28
Quality Services	8	Transportation	29
Public Safety	10	Key Corridors	30
Public Works	14	Quality Community	32
Parks, Recreation and Tourism	17	Neighborhoods	34
Utilities	20	Public Engagement	36
Customer Service	22	Partnerships	38
Economic Development	24		



# Our Strategic Plan

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

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



Since Rock Hill's Strategic Plan is a living document, 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 2018 (July 1, 2017– June 30, 2018) and is the culmination of the three year plan.

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



# Our FY2018 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 2018. As this is the final year in this strategic planning period, there are some references to efforts made over the last three years.

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 further shape Rock Hill into a city dedicated to quality.

FY2018 Performance

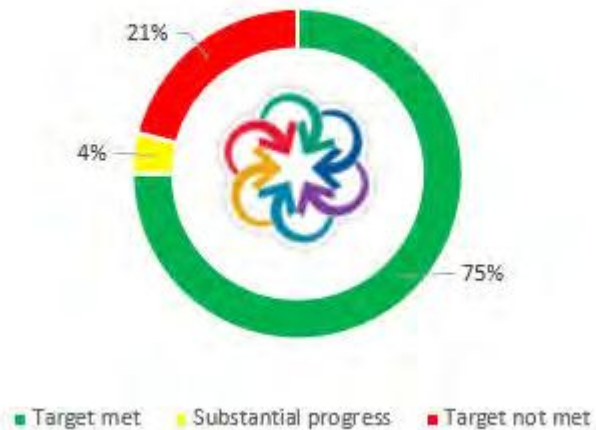
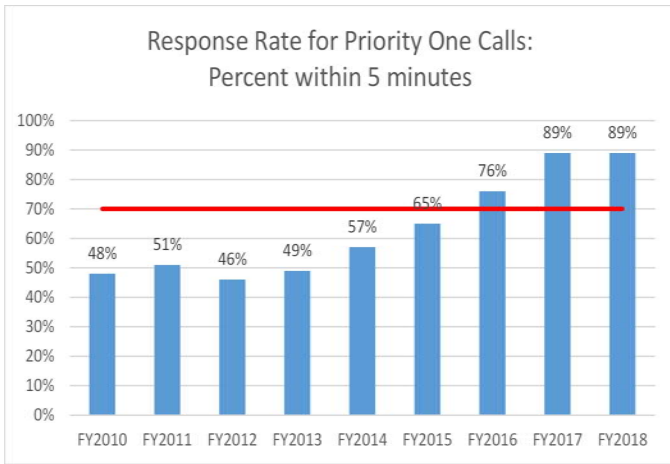


Photo by: Craig Dutton

The 2017 UCI BMX World Championships was a huge success as demonstrated through sports tourism direct economic impact, hotel nights, and a number of other tasks in the strategic plan.



# Our FY2018 Progress



89% of Priority One Police calls were responded to within 5 minutes.



Food Truck Fridays continue to be very successful.



Rolling in Rock Hill has painted 27 homes this year over two days.



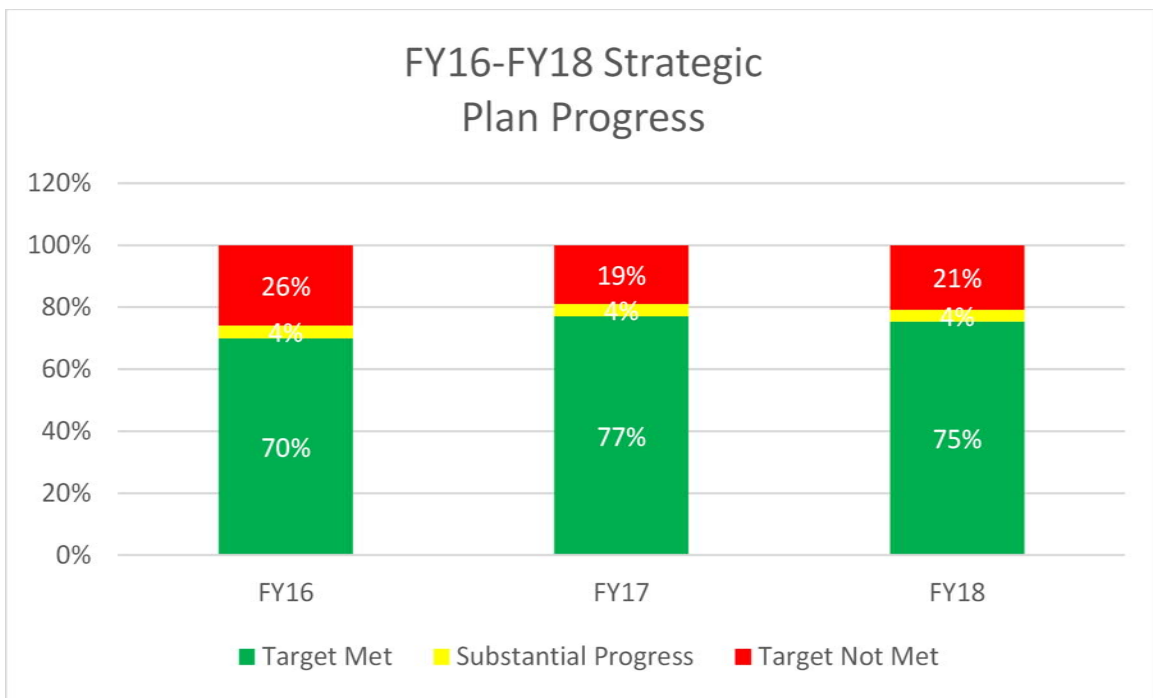
The direct economic impact of sports tourism exceeded \$40 million this year.



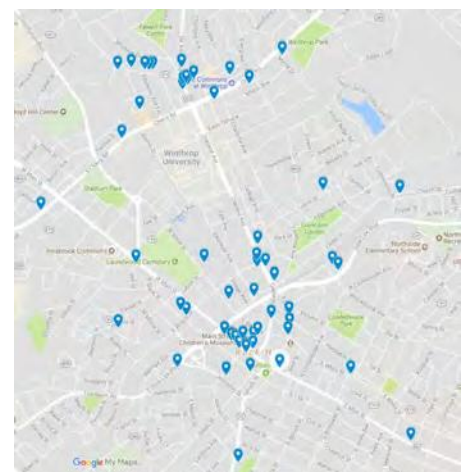
89% of City streets maintained are in good shape; only 11% have substantial needs.

# 3 Years of Progress

As this is the last year for the strategic plan period of FY16-FY18, it is important to recognize the successes we have seen. Overall, the City has completed and met our established standards for about 75% of tasks. The City holds itself to very high standards—ones that drive our community to a great future. Although some measures were not met within a set deadline or due to a scope change, there are a lot of efforts to celebrate.

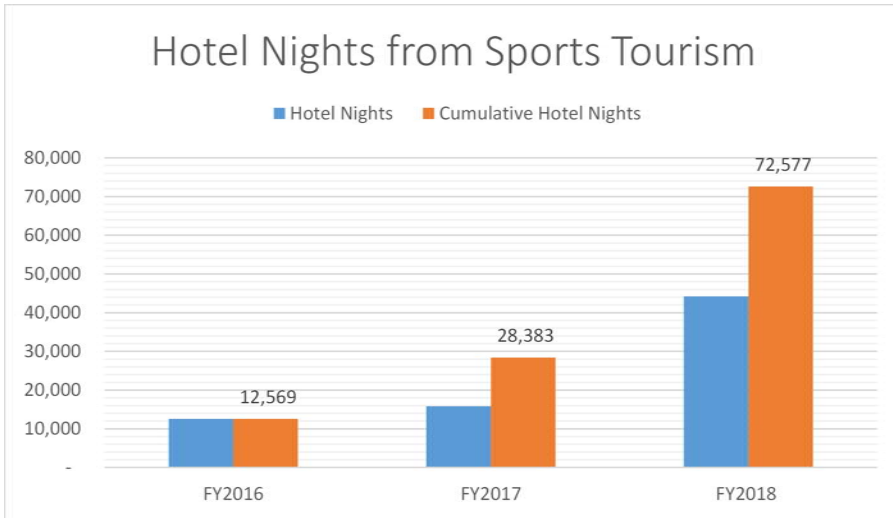


Roads were a focal point—almost \$5 million between county and general City funds (70% from the City’s general fund), as well as CMAQ, Pennies, and other SCDOT projects.



Over 747 new + retained jobs in Knowledge Park

# 3 Years of Progress



Sports tourism's tangible impact on our community is evidenced through over 72,577 room nights tied to our sports tourism efforts.



Community engagement has remained a core tenant.



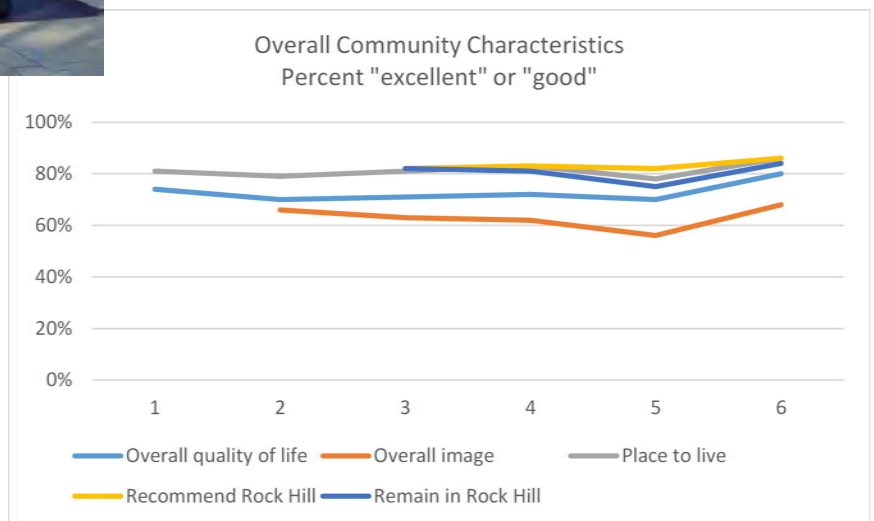
Old Town has become a hub for activity—from Food Truck Fridays to concerts to yoga.



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



2,722 businesses have been helped through the Open for Business program—creating over 4,392 new jobs in our community.



Citizen survey results for 2017 affirmed that residents are satisfied with their quality of life and 86% of respondents recommend Rock Hill as a place to live.



# QUALITY

Services. Places. Community.

Quality Services focuses on the core governmental functions of the City. These include operations like police, fire, public works, parks, water, and sewer services. We provide these basic services in a way that emphasizes efficiency, effectiveness, and affordability for our customers.

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

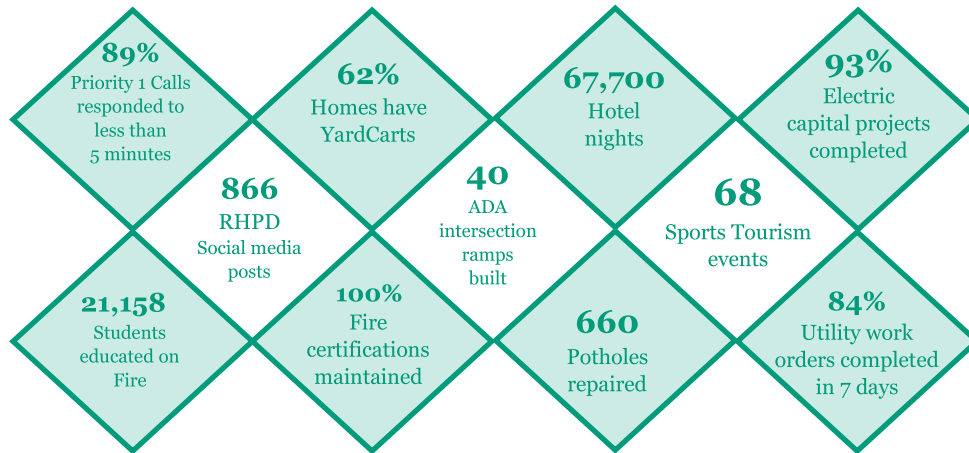
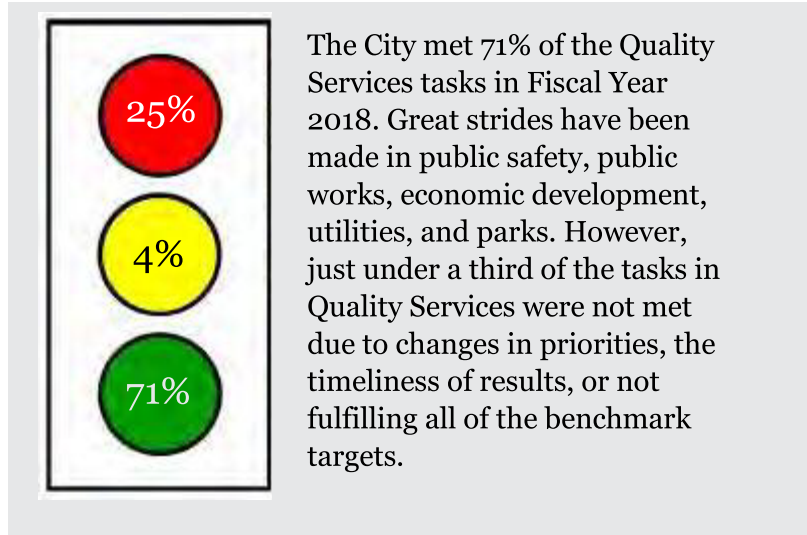
Finally, there is an emphasis on affordable services for citizens and businesses. Every spring, the City collects benchmark financial data on 28 other communities and compares everything from taxes and sanitation rates to utility rates. This information is shared with City Council during budget discussions and is available on the City's website under "Cost of Public Services."












# Year-End Highlights

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.



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




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

•Add at least one new police zone by 6/30/2018		<i>Budget constraints did not allow for the City to add a new police zone.</i>
•Respond to 70% of Priority One calls within 5 minutes		<i>89% of high priority calls were responded to within five minutes. This represents a significant improvement over previous years.</i>
•Reduce citywide property crime by 2% or more per year (39.70 per 1,000 or less) based on a five-year trend		<i>44.47 property crimes per 1,000 residents. This represents a 10% increase in property crimes over the five year average.</i>
•Reduce citywide violent crime by 1% or more (5.72 per 1,000 or less) based on a five-year trend		<i>5.50 violent crimes per 1,000 residents. This represents a 6% decrease in violent crimes over the five year average.</i>
•Increase the overall percentage of residents who feel very or somewhat safe (above 69%)		<i>73% of respondents in the 2017 Citizen Survey indicated they felt very or somewhat safe—an increase of 4%.</i>
•Increase the overall percentage of residents who feel very or somewhat safe in their neighborhood (above 77%)		<i>90% of respondents in the 2017 Citizen Survey indicated they felt very or somewhat safe—an increase of 13%.</i>
•Increase the overall percentage of residents who feel very or somewhat safe in downtown/commercial areas (above 72%)		<i>83% of respondents in the 2017 Citizen Survey indicated they felt very or somewhat safe—an increase of 9%.</i>



# QUALITY SERVICES

Goal: Provide high quality public safety and judicial services

## Engage citizens and communicate current police initiatives and performance

<ul style="list-style-type: none"> <li>•Engage the public at least once quarterly</li> </ul>		<p><i>The Rock Hill Police Department (RHPD) held five “Coffee with a Cop” events and actively participated in National Night Out, a Community Forum on School Safety, and a number of other community events.</i></p>
<ul style="list-style-type: none"> <li>•Inform the community about crime prevention and law enforcement activities by utilizing social media with at least 150 posts per year</li> </ul>		<p><i>Over the year, RHPD tweeted and posted on Facebook 866 times.</i></p>
<ul style="list-style-type: none"> <li>•Attend at least 250 community events and neighborhood meetings</li> </ul>		<p><i>RHPD representatives attended 376 community events and neighborhood meetings.</i></p>

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







<ul style="list-style-type: none"> <li>•Evaluate progress of police workforce diversity/minority recruitment annually</li> </ul>		<p><i>Police workforce minority diversity– 21%</i></p> <p><i>York County minority population– 25%</i></p>
<ul style="list-style-type: none"> <li>•Advocate for changes at the state-run Police Academy annually</li> </ul>		<p><i>Two in-person meetings and one conference call have been held this year with the Police Academy and other stakeholders to discuss challenges with getting new officers into the academy.</i></p>






# QUALITY SERVICES

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

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

•Respond to top priority fire suppression calls—90% within 5 minutes		<i>83.5% of top priority fire suppression calls were responded to within 5 minutes.</i>
•Respond to top priority medical calls—90% within 5 minutes		<i>83.8% of top medical calls were responded to within 5 minutes.</i>
•Percent of fires contained to the room of origin—90%		<i>69% of residential fires were contained to the room of origin –33 out of 48 residential fires.</i>
•Remain below the mean residential fire incident rate—NCLGPMP of 3.62 incidents per 1,000 residents		<i>0.66 residential fire incidents occurred per 1,000 residents (48 residential fires).</i>
•Complete 100% of commercial property inspections		<i>60% of required annual inspections were completed on-time (1,647 out of 2,761) due to an eight month vacancy of an inspector position.</i>
•Maintain or increase the overall percentage of residents who rate fire service as excellent or good (at or above 86%)		<i>92% of respondents in the 2017 Citizen Survey indicated they felt very or somewhat safe—an increase of 6%.</i>





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

•Provide fire safety education programs to at least 7,000 elementary school students		<i>Educated 21,158 elementary school students, an increase of 6.4% over the prior year.</i>
•Improve citizen outreach by 10% annually (goal—at least 15,466 adult contacts)		<i>12,048 adults were reached through Fire programs, a decrease of 17% from the prior year.</i>
•Attend at least 10 community events and neighborhoods meetings		<i>Attended 58 community and neighborhood events.</i>


# QUALITY SERVICES

Goal: Provide high quality public safety and judicial services




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

•Maintain 100% of certifications required by law		<i>100% of Public Safety staff completed all required certifications.</i>
•Increase the number of personnel with paramedic certifications by 2 per year		<i>There are currently no personnel in the paramedic certification program.</i>
•Operate with 100% of Fire personnel maintaining required Federal and State certifications in special operations		<i>100% of staff were trained through both in-house and off-site training— topics include firefighting tactics, confined space, swift water rescue, and hazmat.</i>
•Evaluate progress of Fire workforce diversity/minority recruitment annually		<i>Fire workforce minority diversity– 15% York County minority population– 25%</i>

## Efficiently manage the Solicitor’s Office caseload

•Dispose of 75% of jury trials within 90 days		<i>36% of cases were disposed of within 90 days (540/1,499).</i>
-----------------------------------------------	-------------------------------------------------------------------------------------	------------------------------------------------------------------





## Efficiently manage the Municipal Court’s caseload.

•Number of cases disposed of, and under conditional disposition, exceed the number of cases filed		<i>9,240 new cases were filed and 9,628 were disposed or under conditional disposition.</i>
•Increase the gross collection rate for fines imposed by 2% annually		<i>Gross collection for fines in FY18 is projected to have dropped by at least 21%.</i>
•Decrease outstanding court fines by 2% from previous years		<i>Procedural changes were enacted by the S.C. Chief Justice in 2017 which did not allow for increased collection.</i>


# QUALITY SERVICES

Goal: Provide high quality public works and stormwater services

## Evaluate current services/programs and communicate program features to customers

•Increase YardCart program participation level to at least 70% by 6/30/2018		<i>62% of all residential households have YardCarts.</i>
•Explore opportunities to increase the efficiency of the commercial waste program by 12/31/2017		<i>Budget constraints did not allow for the implementation of commercial waste program changes.</i>
•Evaluate recycling rollcart opportunities by 6/30/2018		<i>Grant funding has allowed for 2,131 recycling rollcarts; however, future opportunities are limited due to funding.</i>
•Hold at least one national recycling night out per year		<i>America Recycles Day was held in November with great turnout of participants and volunteers. Activities included composing and shredding/recycling of paper.</i>

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

•Remain 25% below the North Carolina Local Government Performance Measurement Project (NCLGPMP) median cost per ton for refuse maintenance and operations (goal: below \$80 per ton)		<i>Rock Hill's average cost per ton was \$96.25.</i>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------	------------------------------------------------------



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

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

•Increase funding by \$20,000 per year to repair/replace damaged sidewalks	●	<i>Sidewalk funding for FY2019 remained at \$120,000.</i>
•Upgrade at least 40 intersection ramps per year to comply with ADA regulations	●	<i>40 intersection ramps were upgraded to comply with ADA requirements.</i>
•Update signage on all City owned streets to include the City logo by 6/30/2018	●	<i>Staff completed 100% of City owned street signs by 12/31/2017.</i>
•Increase the overall percentage of residents who rate sidewalk maintenance as excellent/good (above 42%)	●	<i>50% of respondents in the 2017 Citizen Survey indicated they felt very or somewhat safe—an increase of 8%.</i>





### Spotlight: Recycling Rollcarts

In FY2017, the City received a grant for almost 1,000 recycling rollcarts. These 95-gallon recycling rollcarts were very popular with the original shipment of carts requested within the first day. Subsequently, the City ordered another two rounds of carts—adding an additional 669 recycling rollcarts. The recycling roll cart cost is split in half between the customer and the City. A third round of recycling rollcarts were ordered—taking the total amount of recycling rollcarts in our community just over 2,100. The City is proud to have received this grant allowing for the introduction of additional recycling rollcarts. In the future, the City will continue to explore options to increase recycling in our community.



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

### Implement the stormwater master plan

<ul style="list-style-type: none"> <li>•Spend at least \$300,000 on Operational Stormwater projects in neighborhoods</li> </ul>		<p><i>The FY2019 Stormwater budget for operational neighborhood projects was approved for over \$490,000.</i></p>
<ul style="list-style-type: none"> <li>•Meet all MS-4 permit requirements every six months</li> </ul>		<p><i>All MS-4 permit requirements have been met.</i></p>
<ul style="list-style-type: none"> <li>•Hold at least four Stormwater community meetings to inform residents about improvements</li> </ul>		<p><i>Five Stormwater community meetings have occurred to discuss stormwater related issues and upcoming projects including N. Crawford Rd., Millwood Plantation, Wedgewood, and Bristol Park.</i></p>
<ul style="list-style-type: none"> <li>•Increase the overall percentage of residents who rate storm drainage as excellent or good (at or above 48%)</li> </ul>		<p><i>61% of respondents in the 2017 Citizen Survey indicated they felt very or somewhat safe—an increase of 13%.</i></p>

## Spotlight: Stormwater Projects





Stormwater crews have been busy on completing a number of pipe upgrades and replacements. Three smaller projects were completed out of operational funding: Sumter/Charlotte Avenue, Park Drive, and Tech Park. Four large capital projects were also completed—funded from debt issuances: Marydale Drive, Grand Oak Drive, Ebinport/Northgate, and Aldersgate. The City remains committed to continuing work on outstanding stormwater challenges.



# QUALITY SERVICES

Goal: Provide high quality parks, recreation and tourism services



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

<ul style="list-style-type: none"> <li>•Provide cross-training to 25% of the workforce annually for maintenance, operational, and programming duties</li> </ul>		<p><i>All three divisions of PRT were cross-trained in various tasks including website/registration services, special events, landscaping maintenance, and school field trips.</i></p>
<ul style="list-style-type: none"> <li>•Provide web-based facility rental to customers by 1/1/2018</li> </ul>		<p><i>Online rental reservations were made available for Confederate Park and Boyd Hill by 1/1/2018. There have not been any online reservations using the new portal.</i></p>
<ul style="list-style-type: none"> <li>•Provide recommendations for the programming of five facilities for multiple use by 7/1 annually</li> </ul>		<p><i>Multi-purpose field at Cherry Park was used for a movie night and Youth Service Day; Read-In was held in the Boyd Hill gym; Environmental education programs at Glencairn Garden; Family Bike Adventure used multiple facilities in Riverwalk; and the BMX multi-purpose fields were used for soccer, flag football, and shade tents.</i></p>
<ul style="list-style-type: none"> <li>•Hold biannual meetings with key stakeholders to identify the next potential major regional park site</li> </ul>		<p><i>The indoor sports arena is currently under construction. Miracle Park is also in the works to be the next major park site.</i></p>



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

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

<ul style="list-style-type: none"> <li>•Increase the overall percentage of residents who rate city parks as excellent/good (above 73%)</li> </ul>		<p><i>81% of respondents in the 2017 Citizen Survey indicated they felt very or somewhat safe—an increase of 8%.</i></p>
<ul style="list-style-type: none"> <li>•Increase the overall percentage of residents who rate recreation programs as excellent/good (above 57%)</li> </ul>		<p><i>65% of respondents in the 2017 Citizen Survey indicated they felt very or somewhat safe—an increase of 8%.</i></p>
<ul style="list-style-type: none"> <li>•Increase the overall percentage of residents who rate recreation centers as excellent/good (above 61%)</li> </ul>		<p><i>68% of respondents in the 2017 Citizen Survey indicated they felt very or somewhat safe—an increase of 7%.</i></p>

## Spotlight: 2017 BMX World Championships











Rock Hill welcomed 3,700 BMX cyclists from 48 countries to the 2017 UCI BMX World Championships at the Rock Hill BMX Supercross Track for seven days of practice and racing in July. This event allowed the City to showcase the best of our community to over 20,000 visitors. Our whole community worked together to see this event through as a success. As a result, the direct economic impact of this one event was estimated to be \$19.2 million—almost double the entire economic impact of all sports tourism events in 2016.

# QUALITY SERVICES

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

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

•Hold quarterly meeting with the Rock Hill Sports Marketing Alliance		<i>The Rock Hill Sports Marketing Alliance met four times this year.</i>
•Hold quarterly meeting with the Sports Commission		<i>The Sports Commission met five times— following-up the 2017 UCI BMX World Championship and making bids for future BMX events.</i>
•Hold at least 15 local/state/regional sports tourism events annually		<i>Over 64 events have been held including local, regional, and state soccer, softball, BMX, tennis, lacrosse, and football events.</i>
•Hold at least 2 national or international sports tourism events annually		<i>Four national/international events were held including the 2017 UCI BMX World Championships.</i>
•Develop and brand City initiated competitive events by 1/1/2018		<i>The City has co-hosted a number of competitive events including the Pump House River Run + Double Down Criterium.</i>
•Increase sports tourism’s financial impact by at least \$1 million per calendar year		<i>2017 saw \$40.4 million in direct economic impact, doubling 2016 estimates due to the UCI BMX World Championships.</i>
•Quantify the number of hotel nights created as a result of sports tourism		<i>67,700 hotel nights were generated— over four times the 2016 estimates.</i>
•Host at least 4 tourism events at Glencairn Garden		<i>Four major events were held at Glencairn: Tribute to Veterans, Christmasville, Bloomfest VIP and Come See Me events.</i>

# QUALITY SERVICES

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

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

•Trim 25% of primary power lines per year	●	<i>70.22 miles of poles were trimmed—27% of the total pole mileage.</i>
•Decrease system average interruption durations (SAIDI) to less than 162.08 minutes	●	<i>System average interruption duration index— 147.06 minutes.</i>
• Decrease customer average interruption duration index (CAIDI) to less than 85.26 minutes	●	<i>Customer average interruption duration index—94.96 minutes.</i>
•Maintain an average system availability index (ASAI) of at least 99.95%	●	<i>Average system availability index— 99.97% available.</i>
•Complete at least 90% of electric capital projects according to the CIP	●	<i>15 out of 16 (93%) electric capital pay-go projects were completed on schedule— one road project was deferred until FY2019.</i>

## Spotlight: Utility Projects





City of Rock Hill utilities are ‘always on’ in providing high quality electric, water, and sewer services. Tracking efficiencies like electric’s average system availability index and water’s non-metered loss of water allow opportunities for us to improve our provision of these vital services. In addition, there are a number of large scale capital projects that have taken place this year. The Electric Department continues to complete the distribution of SCADA automation, primary underground cable replacement, smart fault indicators, and small primary conductor projects. Other electric projects included Cherry Road overhead-to-underground conversion, conduit installation for the Cel-River project, and upgrades to the Delivery 4 substation. Capital projects in water and sewer include the water filter plant upgrade, water main replacements, sewer rehabilitations, and the permitting/design of the wastewater treatment plant.






# QUALITY SERVICES

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

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

• 100% compliance with EPA and DHEC drinking water standards		<i>100% compliance was maintained and we received a number of awards for quality water.</i>
• Reduce non-metered loss of water by 1% annually		<i>Loss of water was 20.97% in FY18 compared with 19.07% in FY17, an increase of 1.9%.</i>
• Investigate wholesale opportunities throughout the region by 7/1 annually		<i>There are ongoing discussions with a potential new major wholesale customer and increased draws from another current wholesale customer.</i>
• Complete at least 90% of water capital projects according to the CIP		<i>20% of CIP projects were completed according to schedule. Many projects are spanning multiple years including the water filter plant expansion.</i>

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







• 100% compliance with EPA and DHEC wastewater treatment standards		<i>100% compliance was maintained for the entire year.</i>
• Investigate wholesale opportunities throughout the region by 7/1 annually		<i>There are ongoing discussions with two large facilities as part of a wholesale agreement.</i>
• Complete at least 90% of wastewater capital projects according to the CIP		<i>21% of CIP projects were completed according to schedule. Many projects are spanning multiple years including the wastewater treatment plant.</i>



## QUALITY SERVICES

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






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

•Maintain an average call wait time of 90 seconds or less		<i>Average call wait time was 371 seconds.</i>
•Maintain an average talk time of 2 minutes and 30 seconds or less		<i>Average talk time was 2 minutes and 46 seconds.</i>
•Cross-train 100% of call center, customer service and billing personnel to promote single call resolution by 6/30/2018		<i>All but two billing clerks have been cross-trained.</i>
•Increase online service requests by 10% annually		<i>1,383 online service requests for FY18, representing a 26% decrease in service requests over FY17. FY17 saw a spike in requests due to the demand for grant funded recycling rollcars.</i>
•Increase customer customized electric notifications by 10% annually		<i>Customer selected news notifications increased by 25% (from 358 to 447) and customer selected calendar notifications increased by 21% (from 533 to 643).</i>
•Increase the number of smart phone app downloads		<i>City staff rolled out a new app in the Spring of 2017—Apple app downloads are now at 1,065 and Android app downloads are now at 410.</i>




# QUALITY SERVICES

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

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

•Complete 100% of potholes within two working days		<i>100% of potholes were fixed within two working days—439 on City streets and 221 on state roads for a total of 660 potholes.</i>
•Complete 90% of solid waste, traffic, and sign replacement work orders within 36 hours		<i>95% of all non-pothole related Public Works work orders were resolved within 36 hours —11,951 out of a total 12,549 issues.</i>
•Complete 70% of Utility related work orders within 7 days		<i>84% of electric, water, and sewer work orders were completed within 7 days.</i>
•Review social media uses annually by 6/30		<i>Staff continued to utilize social media accounts for the 2017 BMX World Championships + the Police Department started on Instagram.</i>
•Full deployment of the AMI project by 6/30/2018		<i>The final phase is scheduled to begin 9/2018.</i>

**Continue to cultivate an organizational culture that recognizes the importance of customer service**

•Provide customer service training to 100% of new employees		<i>100% of new employees completed customer service training within 9 months of their hire date.</i>
•Provide a customer service training to all call center/front line employees by 6/30/2018		<i>All front-line workers have completed the call-center/front-line training.</i>
•Solicit email addresses from 100% of new customers in order to gauge their customer service experience		<i>Email addresses were solicited from all customers. We currently have 30,411 email addresses in our billing system.</i>

## Goal: Provide high quality economic development services

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




•Solicit at least \$25 million in business investment annually	●	<i>Over \$33 million has been directly invested this year by private companies and business parks.</i>
•Support the creation of at least 200 new full-time jobs by 6/30/2018	●	<i>6,724 new jobs have been created through the Open for Business program and business parks since July 2015.</i>
• Host at least 2 meetings with developers and small business owners to solicit advice on how the City can support their efforts	●	<i>Over 43 meetings have been held with developers, small businesses, and property owners.</i>
•Use the Key Accounts Manager to re-recruit 50 local businesses annually	●	<i>Key Accounts manager held 57 meetings with local businesses.</i>
•Maintain or increase the number of small business owners who use the Open for Business Program	●	<i>31% increase in usage for FY18, 805 in FY17 and 1,052 in FY18.</i>

### 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 over 56 Rock Hill Economic Development Corporation (RHEDC) meetings over Fiscal Year 2018.</i>
--------------------------------------------------------------------------	---	-----------------------------------------------------------------------------------------------------------------------

## Goal: Provide high quality economic development services

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

<ul style="list-style-type: none"> <li>•Encourage at least 2 local leaders to represent the City on state-wide organizations annually</li> </ul>		<p><i>No local leaders joined state-wide organizations.</i></p>
<ul style="list-style-type: none"> <li>•Meet quarterly with state or regional economic development allies</li> </ul>		<p><i>Staff continue to be involved on a quarterly basis with York County Economic Development Board, Ready SC, Charlotte Regional Partnership, and the SC Department of Commerce.</i></p>
<ul style="list-style-type: none"> <li>•Form alliances with other municipalities in York County to bring together a team effort on issues with the state of South Carolina by 6/30 annually</li> </ul>		<p><i>This year, staff have continued working on funding challenges, contracts for routine maintenance, and nutrient removal negotiations with SCDHEC.</i></p>

### Spotlight: Job Growth

Job growth is always a priority for our continued success. The City has been fortunate to see steady job growth. University Center alone has announced over 225 new jobs in the new hotel, Keck and Wood, Tuttle Company, Atlas Copco and a number of other employers. In addition, Riverwalk has seen a few hundred new jobs including NFI and Freddy's. Existing Rock Hill business parks maintain near full occupancy and interest continues to grow with new spec buildings and business parks.



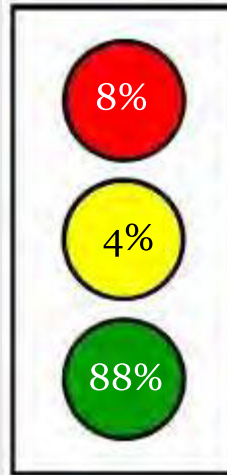


# QUALITY

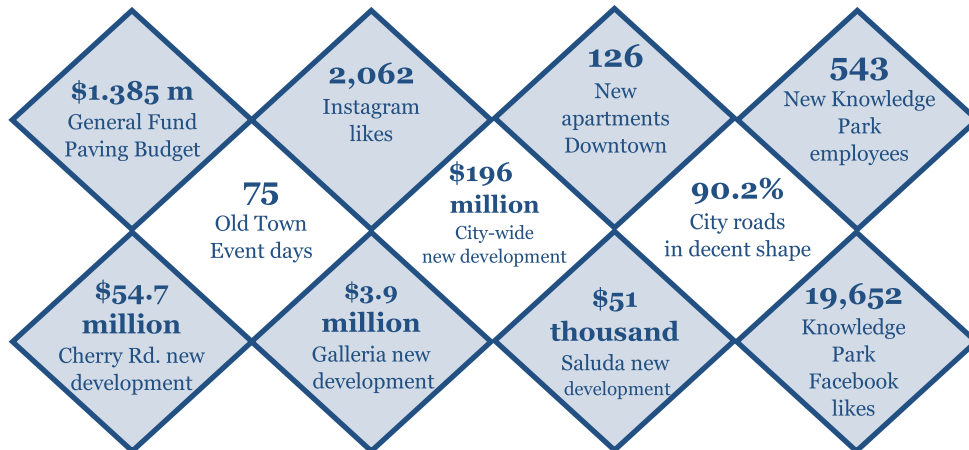
Services. Places. Community.

Quality Places focuses on developing and sustaining exceptional locations throughout our City. Places to work, live, and play enhance the appeal of Rock Hill. This includes everything from business parks to sports tourism facilities. In the development of City-led projects, input is solicited from civic, business, political, and cultural leaders. Some of the projects are transformative in nature, like Riverwalk or Knowledge Park. Other

projects are targeted to focus on specific areas throughout the city, like the Arcade Mill re-development. Whenever possible, the City looks for public-private partnerships to help facilitate quality places throughout our city.










88% of the tasks in Quality Places were met in Fiscal Year 2018. Great strides have been made in Knowledge Park, business parks, transportation, and key corridors. However, unmet tasks in Quality Places were due to the timeliness of results and not fulfilling all of the benchmark requirements.






## Goal: Create a vibrant Knowledge Park area

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


<ul style="list-style-type: none"> <li>•Add at least 100 new employees in Knowledge Park annually</li> </ul>		<p><i>At least 543 new/retained jobs have been created since July 2017 including positions at Atlas Copco, SkyNet, Starbucks, Southern Fried Chics, Comforting Hearts Home Care, and Rock Hill Brewing Co.</i></p>
<ul style="list-style-type: none"> <li>•Construct at least 100 new residential units in Old Town by 6/30/2018</li> </ul>		<p><i>37 apartments opened at 139 Main and an additional 89 are being leased at 108 Main Street.</i></p>
<ul style="list-style-type: none"> <li>•Follow-up with the RHSD at least twice per year about relocating their administrative offices in the Knowledge Park area</li> </ul>		<p><i>The Rock Hill School District Three opened their new administrative offices on E. Black Street.</i></p>
<ul style="list-style-type: none"> <li>•Hold at least three meetings per year with the Knowledge Park Leadership Group</li> </ul>		<p><i>The Knowledge Park Leadership Group held a number of meetings and held two City Council workshops.</i></p>
<ul style="list-style-type: none"> <li>•Report semi-annually on new development around Fountain Park</li> </ul>		<p><i>Semi-annual reports have been made—including the demolition of the TD Bank site and a parking agreement.</i></p>
<ul style="list-style-type: none"> <li>•Hold at least one stakeholder meeting in the evolution of Knowledge Park</li> </ul>		<p><i>The Knowledge Park Action Plan process has been very active with eight action teams and over 400 attendees at the celebration event in June.</i></p>
<ul style="list-style-type: none"> <li>•Implement Phase II of the College Town Area Bike/Pedestrian Plan by 6/30/2018</li> </ul>		<p><i>There are some capital efforts currently being designed that support the College Town Bike/Ped plan.</i></p>

## Goal: Create a vibrant Knowledge Park area

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



•Host at least 4 events at Fountain Park annually		<i>32 events were held at Fountain Park including the Farmers Markets, the Ice Rink, and Yoga in the Park.</i>
•Manage and support at least 20 events annually in Old Town		<i>17 different events were held in Old Town—over 75 event days.</i>
•Increase likes on the Only in Old Town Facebook page by 10% annually		<i>Up 10% over last year—currently 19,652 Facebook likes over 17,912 last year.</i>

### Continue development of the Bleachery site

•Report semi-annually on the marketing of City owned properties adjacent to the Bleachery		<i>Updates are being reported. The Rock Hill Economic Development Corporation (RHEDC) has an agreement to help market the Good Motor site. Development efforts are being undertaken as part of the Knowledge Park Action Plan.</i>
-------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------


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

### Develop publicly and privately owned business parks



•Build at least one spec building by 6/30/2018		<i>Three spec buildings have been built over the last three years—one at Waterford and two at Legacy West.</i>
•Assist in the development of at least one new business park by 6/30/2018		<i>Legacy West has been developed and efforts are underway with Legacy East. Planning continues on the next site—Aspen Commerce Park.</i>

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



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

<ul style="list-style-type: none"> <li>•Increase the resurfacing/road paving funding by \$250,000 annually</li> </ul>		<p><i>General fund paving increased by \$225,000 for FY18—up to \$1,385,000. Since FY2015, general fund paving has increased \$885,000 annually.</i></p>
-----------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------


**Provide alternative transportation modes within our community**

<ul style="list-style-type: none"> <li>•Increase participation/ridership in transit programs by 4% annually</li> </ul>		<p><i>CATS 82X bus route participation has been down between 10-20% every quarter this year.</i></p>
<ul style="list-style-type: none"> <li>•Provide at least quarterly updates on the development of the transit system</li> </ul>		<p><i>Updates have been reported—at the fall ward meetings, RHEDC retreat, and Housing and Neighborhood Services Open House.</i></p>

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

<ul style="list-style-type: none"> <li>•Prioritize and implement RFATS Long Range Transportation projects by 6/30 annually</li> </ul>		<p><i>Staff continue to work with RFATS on corridors with traffic concerns.</i></p>
<ul style="list-style-type: none"> <li>•Propose congested intersections for improvement through Congestion Mitigation and Air Quality (CMAQ) by 6/30 annually</li> </ul>		<p><i>Older CMAQ projects are still not constructed so no new intersections are being proposed.</i></p>

**Promote solutions to major traffic issues**

<ul style="list-style-type: none"> <li>•Evaluate major corridors annually and make adjustments to traffic signal synchronization</li> </ul>		<p><i>Every quarter a new area was evaluated and adjustments were made as needed. Intersections included Hwy. 5 at Rawlinson Road, Dave Lyle at I-77, Celanese at India Hook, and Anderson at York Technical College.</i></p>
---------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



Goal: Support the study and development of key city corridors

## Complete the Comprehensive Plan update and institute recommendations that uphold the plan

<ul style="list-style-type: none"> <li>•Implement the recommendations of the Comprehensive Plan growth policies by 6/30 annually</li> </ul>		<p><i>The South Anderson corridor study is almost complete and work has begun on the South Oakland Avenue plan.</i></p>
---------------------------------------------------------------------------------------------------------------------------------------------	--	-------------------------------------------------------------------------------------------------------------------------

## Support City corridors

<ul style="list-style-type: none"> <li>•See at least \$1 million in new development per year through the Cherry Road Revitalization Strategy</li> </ul>		<p><i>Over \$54.7 million has been invested by businesses in the Cherry Road corridor this year.</i></p>
---------------------------------------------------------------------------------------------------------------------------------------------------------	--	----------------------------------------------------------------------------------------------------------

## Provide support for major redevelopment projects

<ul style="list-style-type: none"> <li>•See at least \$1 million in new development along Saluda Street and at South Gate</li> </ul>		<p><i>\$51,000 has been invested by businesses along Saluda Road.</i></p>
<ul style="list-style-type: none"> <li>•See at least \$1 million in new development in the Galleria/Manchester area</li> </ul>		<p><i>Over \$3.9 million has been spent by businesses in the Galleria/Manchester area.</i></p>
<ul style="list-style-type: none"> <li>•Complete the Quiet Zone project in downtown by 12/31/2017</li> </ul>		<p><i>The Quiet Zone was completed in December 2017.</i></p>

## Prepare the West Main/West Black Corridor for development

<ul style="list-style-type: none"> <li>•Begin the installation of water/sewer upgrades by 12/31/2017</li> </ul>		<p><i>The Main Street (Dave Lyle Boulevard to Wilson Street) water upgrades were completed.</i></p>
<ul style="list-style-type: none"> <li>•Maintain at least 75% voluntary compliance for substandard issues in Hagins-Fewell, W. Main/W. Black, Textile Corridor, and Downtown</li> </ul>		<p><i>There is a voluntary compliance rate of 92% in these neighborhoods.</i></p>

## Spotlight: Knowledge Park Action Plan

This fiscal year has been one of planning for the Knowledge Park area. The success of Fountain Park and the growth seen in residential units and restaurants throughout downtown have proven that the Knowledge Park area is prime for further development. Eight action committees have been created from community volunteers focusing on: jobs and business growth, talent development and attraction, marketing and attraction, marketing and communications, connectivity, inclusiveness, development, placemaking, and tourism. Over 400 community advocates have served in various capacities to develop action steps that the community should take to make Knowledge Park a great success. The recommendations from these committees are being formulated toward the creation of the Knowledge Park Action Plan. Join us as we document our progress at:

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





# QUALITY

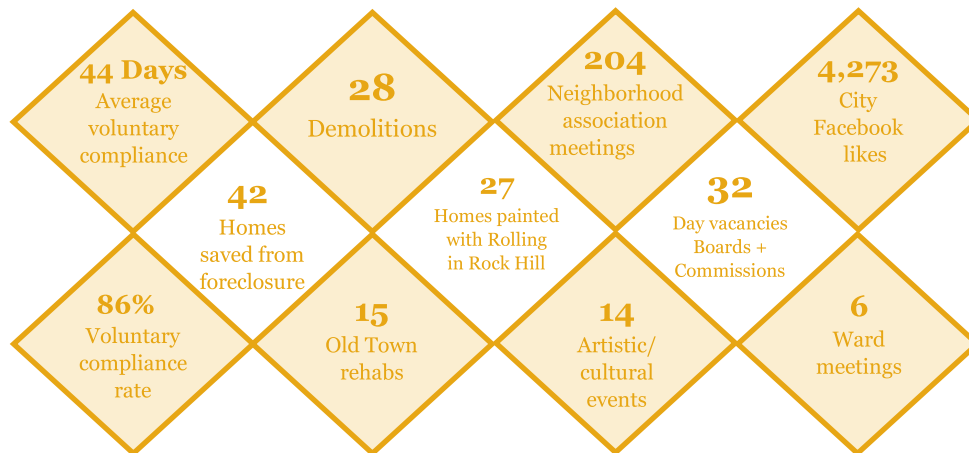
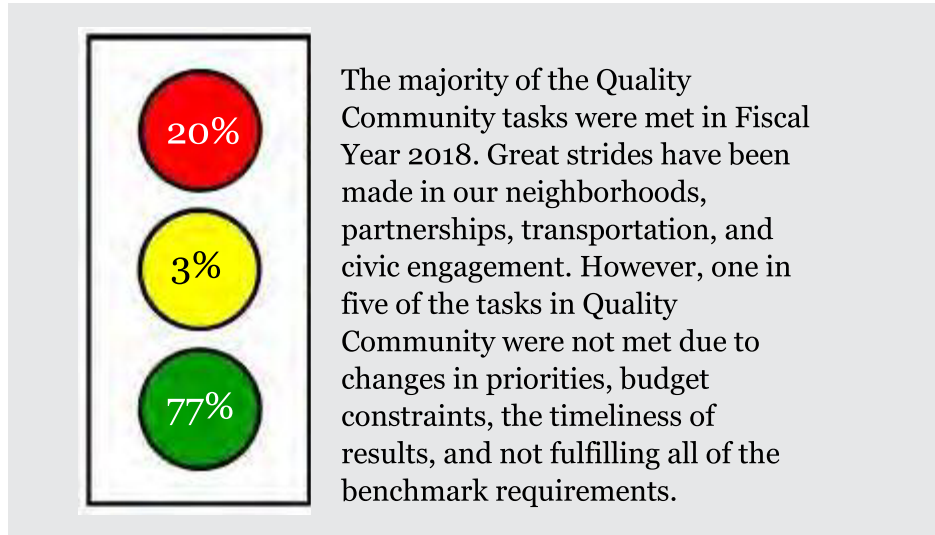
Services. Places. Community.

Quality Community is about enhancing the overall quality of life for Rock Hill citizens through partnerships and collaboration. In our neighborhoods, the City seeks to support neighborhood associations with community building and provides assistance to homeowners in need. The City is intent on engaging residents and building public trust. 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 programming.



# Year-End Highlights

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.












# QUALITY COMMUNITY

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



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

<ul style="list-style-type: none"> <li>•Prevent at least 50% of homes from actually going into foreclosure through the City’s foreclosure counselling or the state’s anti-foreclosure program</li> </ul>		<p><i>28% of homes avoided foreclosure due to anti-foreclosure programing in FY2017 (42/150 filings).</i></p>
<ul style="list-style-type: none"> <li>•Code Enforcement– maintain an average number of calendar days from case initiation to voluntary compliance at or below benchmark average of 60 days</li> </ul>		<p><i>Rock Hill’s code enforcement cases are resolved in an average of 44 days.</i></p>
<ul style="list-style-type: none"> <li>•Voluntary Compliance – maintain a voluntary compliance rate at or above benchmark average of 66%</li> </ul>		<p><i>Rock Hill’s voluntary compliance rate averages at 86%.</i></p>
<ul style="list-style-type: none"> <li>•Demolish at least 30 eligible substandard structures per year</li> </ul>		<p><i>28 substandard structures were demolished.</i></p>
<ul style="list-style-type: none"> <li>•Reduce major exterior structure code violations through a proactive windshield survey by 10% annually</li> </ul>		<p><i>There was an 83% decrease in major code violations—from 33 in FY2017 to 18 in FY2018.</i></p>
<ul style="list-style-type: none"> <li>•Provide at least 25 rehabilitations within Old Town neighborhoods</li> </ul>		<p><i>15 rehabilitations were completed in Old Town.</i></p>
<ul style="list-style-type: none"> <li>•Paint at least 20 homes annually through Rolling in Rock Hill</li> </ul>		<p><i>27 homes were painted through Rolling in Rock Hill.</i></p>





# QUALITY COMMUNITY

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

## Examine and support affordable housing opportunities within the community

<ul style="list-style-type: none"> <li>•Rehabilitate 20 homes and construct three homes annually in the community</li> </ul>		<p><i>Nine homes were rehabilitated and three homes were constructed.</i></p>
<ul style="list-style-type: none"> <li>•Construct/redevelop six homes in the Hagins-Fewell neighborhood by 6/30/2018</li> </ul>		<p><i>Nine homes have been completed in the three years.</i></p>




## Engage neighborhoods to promote community building

<ul style="list-style-type: none"> <li>•Add two new associations/re-engage inactive neighborhood associations annually</li> </ul>		<p><i>Organized four new neighborhood associations: Fairway Woods, Galleria Pointe, Catawba Terrace, and Fairlawn Villas.</i></p>
<ul style="list-style-type: none"> <li>•Register 25 neighborhoods annually for National Night Out</li> </ul>		<p><i>36 neighborhoods participated in National Night Out.</i></p>
<ul style="list-style-type: none"> <li>•Attend at least nine meetings annually for each of the seven Weed and Seed neighborhoods</li> </ul>		<p><i>Attended 51 Weed &amp; Seed neighborhood meetings.</i></p>
<ul style="list-style-type: none"> <li>•Attend 175 neighborhood association meetings annually</li> </ul>		<p><i>Attended 204 neighborhood meetings.</i></p>





# QUALITY COMMUNITY

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

## Enhance current communication methods to effectively provide a variety of information to the City's various audiences

<ul style="list-style-type: none"> <li>•Host at least one Operations Center Open House every three years</li> </ul>		<p><i>Funding did not allow for an Operations Center Open House; however, customer service efforts were held at Freedom Temple.</i></p>
<ul style="list-style-type: none"> <li>•Create one video message per month focusing on City messages</li> </ul>		<p><i>Staff developed videos—at least once monthly— on the BMX World Championship, West Nile Press conference, Money Matters, Holiday message, MLK breakfast, City budget, and Juneteenth Press Conference.</i></p>
<ul style="list-style-type: none"> <li>•Distribute a quarterly newsletter for existing customers</li> </ul>		<p><i>Two newsletters were completed this year—one in the fall and one in the summer.</i></p>





## Promote and encourage sense of place and civic pride

<ul style="list-style-type: none"> <li>•Engage residents who commute to North Carolina with one new ad strategy per year</li> </ul>		<p><i>A number of billboards, radio, and social media efforts occurred for the jobsrockhill.com site.</i></p>
<ul style="list-style-type: none"> <li>•Increase Facebook likes and Twitter followers by 10% annually</li> </ul>		<p><i>Facebook likes increased by 35% over last year (now 4,273 likes); Twitter followers increased by 15% (now 7,267).</i></p>
<ul style="list-style-type: none"> <li>•Maintain the average vacancy age for boards and commissions' openings under 60 days</li> </ul>		<p><i>Average of 32 days to fill board and commission vacancies.</i></p>
<ul style="list-style-type: none"> <li>•Attend 100% of Inside Rock Hill Alumni Advisory Board meetings</li> </ul>		<p><i>Staff attended 100% of Alumni meetings.</i></p>

## QUALITY COMMUNITY





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

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

•Hold at least three meetings per year in alternate locations		<i>Meetings occurred in all six wards as well as the Transformation Center.</i>
•Hold at least six meetings per year with community organizations and civic groups to facilitate communication and build community advocates		<i>Six ward meetings were held in the fall of 2017.</i>
•Hold at least four focus groups to gauge community support of general city projects		<i>Focus groups for community support were held regarding utility bills and part of the National Citizen Survey focus groups.</i>
•Hold at least four focus groups to gauge customer service feedback		<i>Customer service focus groups were not held this year.</i>

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







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

•Support the RHSD and its teachers with at least one professional development workshop a year		<i>The City received the RHSD Partner of the Year award and hosted over 900 students for outdoor education.</i>
•Hold at least two artistic/cultural events per year		<i>Co-sponsored 14 events including the Blues + Jazz Festival, Tap Old Town, and the Under-Exposed Film Festival.</i>
•Facilitate vocal and instrumental students in three new downtown businesses per year		<i>Local musicians performed during Christmasville, Speakeasy Jazz, and at the farmers market.</i>
•Engage community partners in the design of at least one project by 6/30/2018		<i>Entered into MOUs with Winthrop + the Women's Art Initiative.</i>

## QUALITY COMMUNITY

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

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





<ul style="list-style-type: none"> <li>•Hold a bike fair for families at least twice a year</li> </ul>		<p><i>A Family Bike Adventure was held in October with 62 riders and BikeFest was held in May with a few hundred participants + spectators.</i></p>
<ul style="list-style-type: none"> <li>•Hold at least one cycling event for special populations per year</li> </ul>		<p><i>Rock Hill High special education students attended a Parks, Recreation, and Tourism facilitated cycling clinic. Staff also assisted with a Wounded Warrior bike ride + kayak trip.</i></p>
<ul style="list-style-type: none"> <li>•Add at least 30 O.W.L.S. Club members per year</li> </ul>		<p><i>The O.W.L.S. Seniors Club has added 92 new members to their subscription list—many from speaking engagements and the Senior Health Fair.</i></p>
<ul style="list-style-type: none"> <li>•Offer at least one alternative sport or adventure based opportunity for teens every year</li> </ul>		<p><i>BikeFest included teen mountain biking clinics + the Pump House River Run in June had a youth division.</i></p>
<ul style="list-style-type: none"> <li>•Increase the number of sanctioned youth at the BMX track by 10% annually</li> </ul>		<p><i>The sanctioned youth doubled—from 330 in FY17 to 661 in FY18.</i></p>
<ul style="list-style-type: none"> <li>•Increase the number of certified youth at the Velodrome by 5% annually</li> </ul>		<p><i>The number of certified youth more than tripled—from 80 in FY17 to 249 in FY18.</i></p>





## QUALITY COMMUNITY

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

### Continue to provide, support, and promote health and wellness initiatives

•Promote an active lifestyle with at least one “Eat, Smart, Move More” event annually		<i>Staff were actively involved with the cross-promotion of cycling programs + working with Fit4Mom Stroller Stride to host events at the Velodrome.</i>
•Track the number of exercise classes and participation at recreation centers by 6/30 annually		<i>Staff continue to track exercise classes and participation in 9-10 different classes at recreation centers.</i>
•Add one family-friendly bike route per year		<i>Budget constraints did not allow for the City to add a new bike route.</i>
•Complete the I-77 crossing of the Galleria Greenway by 6/30/2018		<i>Design funding for this project has been approved for FY2019.</i>

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

•Hold at least two Youth Council events per year		<i>Youth Service Day was held in March, and a retreat of Youth Council students was completed in June.</i>
•Hold at least three Community Relations Council events per year		<i>The Community Relations Council hosted/assisted many events including Unity in the Community, Race Equality Week, MLK Interfaith Prayer Breakfast, and Black History Month Program.</i>

# QUALITY

Services. Places. Community.

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

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