

RECOMMENDATIONS

The purpose of this section is to establish an action plan by which the City can better manage its community facilities, infrastructure, and public resources to meet the basic needs and maintain quality of life for current and future generations. Not all community facilities and services are provided by or under direct control of the City of Rock Hill. As a result, inter-agency cooperation and coordination are essential to the orderly extension and development of such facilities. Each of the recommended strategies designates a responsible agency or department and a suggested timeframe for completion. Short-term tasks are anticipated to be completed within 1 to 5 years; and long-term, between 5 and 10 years. Ongoing strategies do not have a defined timeline for completion and should be carried out on an ongoing basis over the short and long-term.

EFFICIENCY & SUSTAINABILITY

GOAL 2-1: Maintain and Promote the Operational Efficiency and Sustainability of Existing Community Facilities and Services to Ensure Continued High-Quality Service Delivery

Objective 2-1A: Continually operate, maintain and improve existing municipal facilities and utilities to ensure a high level of service and customer satisfaction

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Maintain the stormwater system to prevent flooding and water quality degradation	Public Works	Ongoing
2. Support and encourage the integration of low-impact development design strategies to reduce impacts to the stormwater system and to improve water quality	Public Works; Planning & Development	Ongoing
3. Establish a long-term program to replace and upgrade aging utility infrastructure, including water, sewer, electric and underground cable	Utilities	Long-term
4. Promote eco-friendly practices and offer incentives for effective implementation of water conservation measures that reduce both indoor and outdoor water usage	Utilities; Public Works; Planning & Development	Short-term
5. Research and implement innovative methods to prevent leaks in lines and main breaks and ensure timely repairs to minimize damages	Utilities	Short-term
6. Maximize utilization of the reclaimed water system as an alternative to potable water use	Utilities	Short-term
7. Continue to bury overhead electric lines, with priority to areas most affected by severe weather	Utilities	Long-term
8. Seek to resolve electric reliability issues throughout the Rock Hill service area by installing substations, correcting line issues, and maintaining equipment	Utilities	Short-term
9. Expand utilization of automated processes for utilities, work orders, and solid waste collection	Utilities; Public Works	Short-term
10. Enhance the current recycling program and increase efforts to reduce the City's solid waste volume	Public Works	Ongoing
11. Optimize operational efficiency, effectiveness, and safety of the Rock Hill/York County Airport and conduct proper routine inspection and maintenance of Airport facilities	Airport	Ongoing

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12. Seek to minimize the carbon footprint of municipal buildings and fleet vehicles by retrofitting or replacing with energy-efficient technologies	City Departments	Long-term
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Objective 2-1B: Maximize emergency responsiveness and protection through effective and efficient management of public safety resources

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Evaluate and implement the personnel and operational procedures and facility improvements recommended in the 2008 Police Staffing Study	Police; City Management	Short-term
2. Expand and enhance community policing and crime prevention education programs that build partnerships between law enforcement and neighborhoods	Police	Ongoing
3. Continue to analyze crime trends and target crime reduction strategies within "hot spot" crime areas, particularly in Old Town	Police	Ongoing
4. Address police facility and Municipal Court space needs	Police; Municipal Court	Short-term
5. Use the Crime Prevention through Environmental Design (CPTED) program standards as one of many tools to improve environments and deter crime through facilities siting, design, and construction activities	Police; Planning & Development	Ongoing
6. Adhere to standards established by the ISO and the National Fire Protection Association to maintain an ISO Class II Fire Protection Rating	Fire	Ongoing
7. Maintain standards in emergency response time for fire suppression operations, emergency medical operations, and special operations consistent with the National Fire Protection Association 1710	Fire	Ongoing

Objective 2-1C: Maintain and make efficient use of existing recreational land and facilities to enhance quality of life

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Conduct demographic analyses of neighborhoods surrounding parks and community centers and distribute preference surveys to improve park facilities and recreational programming	Parks, Recreation & Tourism	Short-term
2. Enhance accessibility to parks, community centers, and trail and greenway facilities	Parks, Recreation & Tourism	Ongoing
3. Continue to implement the Glencairn Garden Master Plan	Parks, Recreation & Tourism	Short-term
4. Evaluate the shared use of existing community recreational facilities	Parks, Recreation & Tourism	Short-term
5. Implement a wayfinding program that promotes mobility and curb appeal	Parks, Recreation & Tourism	Short-term

COMMUNITY FACILITIES PLANNING

GOAL 2-2: Proactively Plan for the Provision and Expansion of Community Facilities and Services to Meet Existing and Projected Future Needs

Objective 2-2A: Regularly conduct strategic master planning to identify and meet the future needs for municipal facilities and infrastructure

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Prepare infrastructure master plans that analyze future water and sewer demands and service feasibility for priority areas within the City's service territory, such as Dave Lyle Corridor East and the Interstate Corridor	Utilities; Planning & Development	Long-term
2. Prepare a citywide Stormwater Master Plan, targeting areas with ongoing flooding and drainage issues, and implement its recommendations	Public Works	Long-term
3. Implement the recommendations of the five year Fire Department Master Plan, targeting high growth areas for future facilities, and update by 2013	Fire; Planning & Development	Short term
4. Complete a parks and recreation master plan which includes level of service standards for parks and recreation facilities, targets areas for immediate and future facility location and priorities for each facility, and establishes funding sources to pay for acquisition, design, construction, and maintenance of those facilities	Parks, Recreation & Tourism; Planning & Development	Short-term
5. Implement the recommendations of the 2008 Trails and Greenways Master Plan and update by 2013	Parks, Recreation & Tourism	Short-term
6. Implement and update the recommendations of the 2003 Airport Master Plan and update by 2013	Airport	Short-term
7. Update the Hometown Security and Emergency Response Plan	City Management	Short-term

Objective 2-2B: Ensure that community facilities and services are expanded in a manner that supports sustainable land use and community design practices

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Ensure that the provision of public facilities and services is coordinated with the Vision 2020 Land Use Plan to accommodate planned growth	City Departments	Ongoing
2. Locate and design municipal facilities to maximize convenience and accessibility, and encourage a more efficient use of land and resources, such as integration into mixed-use centers or co-location of facilities and services	City Departments	Ongoing
3. Ensure infrastructure and City services are readily available to promote infill development, redevelopment, and annexation of "enclave" areas	City Departments	Long-term
4. Target high growth areas and priority investment areas as the priority locations for utility extensions in advance of development / redevelopment	Utilities	Long-term

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5. Evaluate the ability of existing solid waste collection and public safety vehicles to service infill areas and other compact developments	Fire; Public Works	Short-term
6. Encourage the adaptive reuse of existing buildings before new community facilities are constructed	City Departments	Ongoing
7. Utilize energy-efficient technologies in the construction, design, and operation of new facilities	City Departments	Ongoing

Objective 2-2C: Ensure an orderly and coordinated expansion of public facilities and infrastructure improvements throughout project planning and construction

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Coordinate the timing of infrastructure improvement projects for efficiency and cost savings	City Departments	Ongoing
2. Convene inter-departmental meetings to collaborate and resolve issues on preliminary facility and infrastructure plans	City Departments	Ongoing
3. Coordinate infrastructure improvements with existing and projected development activity	City Departments	Ongoing
4. Continue to expand the Wi-Fi system and fiber optics network to meet growing public safety and utility service demands in advance of development	Utilities	Ongoing

FUNDING ALLOCATION

GOAL 2-3: Adequately Fund Public Facilities and Infrastructure Improvements

Objective 2-3A: Annually plan, budget and finance the purchase and/or construction of large capital infrastructure, facilities, equipment and other fixed assets through the capital improvement program (CIP)

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Prepare and annually update a ten-year Capital Improvement Plan (CIP) identifying the schedule and anticipated expenses for proposed capital projects	Administrative Services; City Management	Ongoing
2. Identify and prioritize annual/routine operating capital items and ten-year capital projects for inclusion in the annual operating budget	City Departments	Ongoing
3. Utilize a variety of funding sources to implement capital improvements	City Departments	Ongoing
4. Aggressively seek grant opportunities to fund CIP projects	City Departments	Ongoing

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Objective 2-3B: Explore and evaluate a variety of new and innovative methods of obtaining dedicated revenues and grant monies to fund capital projects, infrastructure improvements and continued maintenance

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Seek ways to maximize revenues from special tax districts and local option sales taxes to offset bonds for infrastructure improvements	Administrative Services; City Management	Ongoing
2. Assess the feasibility of implementing a parks and recreation impact fee program to offset costs for future parks and park improvements	Parks, Recreation & Tourism; Administrative Services; Planning & Development	Short-term
3. Partner with public, non-profit, and private organizations to fund park improvements	Parks, Recreation & Tourism	Ongoing
4. Consider purchasing land in the short-term for long-term future construction of community facilities (i.e., land bank)	City Management	Ongoing
5. Seek funding for continuing maintenance and capital improvement needs at the Airport	Airport	Ongoing

Objective 2-3C: Work with federal, state, regional and local governments to secure funding for community facilities

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Establish partnership(s) with regional, state, and federal agencies to find funding sources for wastewater treatment needs	Utilities	Ongoing
2. Establish partnership(s) with regional, state, and federal agencies to help fund infrastructure expansion into priority investment areas	Utilities	Ongoing
3. Establish partnership(s) with regional, state, and federal agencies to help fund Airport facility improvements	Airport	Ongoing
4. Establish partnership(s) with regional, state, and federal agencies to find funding sources for stormwater improvements	Public Works	Ongoing

EDUCATION & PUBLIC AWARENESS

GOAL 2-4: Promote Education and Awareness of Community Facilities and Services

Objective 2-4A: Raise community awareness of ways to maximize efficiency of community facilities and services

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Promote educational programs to increase public awareness of water conservation techniques and how it affects water usage and rates	Utilities	Short-term

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2. Promote reduction, reuse, recycling, and composting awareness and education to minimize solid waste	Public Works	Short-term
3. Expand crime and fire prevention education programs to reach the adult population as well as children	Fire; Police	Short-term
4. Evaluate the effectiveness of customer service communication tools and make improvements, as necessary	City Departments	Ongoing

Objective 2-4B: Disseminate timely information on capital projects and community services

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Maintain accurate and up-to-date maps and information depicting the status of capital improvement projects	City Departments	Ongoing
2. Utilize the City's website, e-newsletters, and other electronic media to publicize information about community facilities and services	City Departments	Ongoing

PARTNERSHIPS & COORDINATION

GOAL 2-5: Support Partnerships and Increased Coordination with Other Organizations Toward the Provision of Mutually Supportive Community Facilities and Services

Objective 2-5A: Promote maximum cooperation and assistance to other governmental agencies and public and private institutions in planning and developing community facilities to provide a high level of service and avoid duplication of services or facilities

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Continue to build and maintain strong relationships with neighboring jurisdictions and other organizations to ensure coordinated and consistent planning and facilities development	City Departments	Ongoing
2. Support initiatives by area universities and colleges to provide satellite facilities for better access by local residents	City Departments	Ongoing
3. Coordinate with York County to develop new and expanded library and museum facilities within the downtown	Parks, Recreation & Tourism	Ongoing
4. Encourage York County to locate new or expanded County facilities in close proximity to Rock Hill, such as a Justice Center	City Management	Ongoing
5. Examine opportunities for consolidation of services, such as jail services, Police/Fire/EMS 911 dispatch, and City/County technology	City Management	Short-term
6. Continue to work with federal, state, regional, and county organizations as well as RFATS on issues that affect municipal facilities and	City Departments	Ongoing

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services in the 2020 Planning Area, such as Homeland Security, emergency management, aeronautics, and transportation		
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Objective 2-5B: Support efforts of community organizations and agencies to integrate and concentrate community facilities and services in a manner that promotes neighborhood vitality

Implementation Strategies	Agencies Responsible	Timeframe for Completion
1. Support initiatives that promote Old Town as an arts and cultural destination	City Departments	Short-term
2. Promote land use strategies that encourage medical uses to locate in proximity to Piedmont Medical Center	Planning & Development	Short-term
3. Work with Winthrop University, York Technical College, and Clinton Junior College as they plan future expansions to ensure neighborhood compatibility	Planning & Development	Ongoing
4. Initiate ongoing communications and increased coordination efforts with York County, SC Department of Education, and Rock Hill Schools on the siting of future public educational facilities	Planning & Development	Ongoing
5. Promote the sharing of recreational facilities among area schools, colleges, public agencies, and neighborhoods through joint use agreements	Parks, Recreation & Tourism	Ongoing
6. Locate civic and public uses within the Cherry Road bus rapid transit corridor	Planning & Development; City Management	Long-term

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