

Context for City of Rock Hill, SC Dashboard Measures

FY2018 Year End

Outlined below is further context for the measures found on the City of Rock Hill Performance Dashboard <http://cms6ftp.visioninternet.com/rockhill/dashboards/dashboard.html>

Quality Services

Measure Context

Public Safety

- Respond to Priority-One calls
The Rock Hill Police Department set a strategic goal for the FY2016 – FY2018 to respond to 70% of Priority One calls, as determined by Rock Hill Dispatch within five minutes. This goal was achieved in FY2016 and has been maintained since.
- Reduce citywide property crime
Over the past 12 months, property crimes have been trending down; property crimes have increased over the measurement standard five-year average. In FY2018 there were 44.31 property crimes per 1,000 residents.
- Reduce citywide violent crime
Although over the past 12 months, violent crimes have been trending down; violent crimes have increased over the measurement standard five-year average. In FY2018 there were 5.44 violent crimes per 1,000 residents.
- Attend community events and neighborhood meetings
Rock Hill Police Department strives to interact with the community on a regular basis, building relationships with residents outside their role of enforcement. Rock Hill Police have increased the number of community events they have attended since FY2010 up to 406 in FY2018.
- Respond to top priority fire calls within 5 minutes
Rock Hill Fire Department measure the time from a priority one fire call is dispatched by York County Dispatch to Rock Hill Fire Department arrival on scene. Rock Hill Fire

Department has a strategic goal to respond to 90% of all Priority One fire and medical calls, as identified by York County Fire dispatch, within five minutes. The number of Priority One calls has been trending up, and for March 2018 the response time measure has not been achieved.

- Respond to top priority fire calls within 5 minutes

Rock Hill Fire Department measure the time from a priority one medical call is dispatched by York County Dispatch to Rock Hill Fire Department arrival on scene. Rock Hill Fire Department has a strategic goal to respond to 90% of all Priority One fire and medical calls, as identified by York County Fire dispatch, within five minutes. The number of Priority One calls has been trending up, and for March 2018 the response time measure has not been achieved.

- % of fires contained to the room of origin

Rock Hill Fire Department compares the percent of fires contained to the room of origin to the University of North Carolina, School of Government performance measure benchmark. This measure can be challenging, due to changes in the composition of material used for household goods to more flammable substances.

- Remain below the mean residential fire incident rate

The number of residential fire incidents (per 1,000) has steadily been decreasing since FY2010. The target for this measure is to stay below the mean residential fire incident rate as benchmarked by the University of North Carolina, School of Government. The number of incidents per 1,000 for Rock Hill is well under the SOG mean.

- Increase the number of certified paramedics

While Rock Hill Fire works with Piedmont EMS for ambulance services, Fire are first responders and want to have more firefighters certified as paramedics to provide medical interventions when needed. This has proven to be challenging due to the lack of a local school/technical college that offers the needed classes, making it difficult for firefighters to complete the training needed.

Public Works

- Increase the repairing/replacing of damaged sidewalk

The status of repairing/replacing sidewalks measure has been adjusted to funding level to the number of sidewalk feet constructed. In FY2018, funding for sidewalks remained at \$120,000.

- Upgrade intersection ramps to comply with ADA requirements

In FY2017 48 intersections ramps were installed to comply with ADA requirements. The FY2016 – FY2018 Strategic Plan target is “at least 40 intersection ramps per year”. This target has been achieved in FY2017.

- Update signage on all City owned streets to include the City logo

The project to update all City owned street signs has been completed.

- Increase the % of sidewalk maintenance ratings as excellent/good

The City of Rock Hill uses a community survey conducted by outside consultant, NRC, every three years to understand perceptions of local residents. The target set in the FY2016 to FY2018 Strategic Plan is to improve upon the results of the previous survey in 2014. In 2017’s survey, 51% of residents rated sidewalks as excellent or good, which is an improvement from 42% in the 2014 survey.

- Make progress on the Operational Stormwater projects

Progress on stormwater projects is tracked by funding available. The amount of pay-go available for stormwater projects has steadily increased to over \$800,000 in FY2018. The target for this measure >\$300,000; this target has been achieved.

- Increase the % of storm drainage ratings as excellent/good

The City of Rock Hill uses a community survey conducted by outside consultant, NRC, every three years to understand perceptions of local residents. The target set in the FY2016 to FY2018 Strategic Plan is to improve upon the results of the previous survey in 2014. In 2017, 61% of residents rated storm drainage as excellent/good, up from 48% in 2014.

Parks, Recreation & Tourism

- Increase the % of residents who rate city parks as excellent/good

The City of Rock Hill uses a community survey conducted by outside consultant, NRC, every three years to understand perceptions of local residents. The most recent survey was conducted in late 2017. The target set in the FY2016 - FY2018 Strategic Plan is to improve upon the results of the previous survey in 2014. In 2017, 80% of residents rated city parks as excellent/good, up from 73% in 2014. In 2011, 85% of residents rated city parks as excellent/good.

- Increase the % of recreation program ratings as excellent/good

The City of Rock Hill uses a community survey conducted by outside consultant, NRC, every three years to understand perceptions of local residents. The most recent survey was conducted in late 2017. The target set in the FY2016 - FY2018 Strategic Plan is to improve upon the results of the previous survey in 2014. In 2017, 65% of residents rated recreation programs as excellent/good, up from 57% in 2014.

- Increase the % of recreation center ratings as excellent/good

The City of Rock Hill uses a community survey conducted by outside consultant, NRC, every three years to understand perceptions of local residents. The most recent survey was conducted in late 2017. The target set in the FY2016 - FY2018 Strategic Plan is to improve upon the results of the previous survey in 2014. In 2017, 68% of residents rated recreation centers as excellent/good, slightly up from 67% in 2014.

- Number of hotel nights created from sports tourism activities

In order to measure the impact of sports-tourism events in Rock Hill, hotel nights are tracked. In early FY2018, Rock Hill hosted the BMX World Championships which resulted in a substantial spike in hotel nights, up to 44,194 nights in FY2018 mid-year (July 2017 to December 2017) from 15,814 in FY2017. While this measure shows that more hotel nights are used due to these events; large events, such as the BMX World Championship are not held every year and will show as anomalies in the historical hotel night data.

- Host major tourism events at Glencairn Garden

Park, Recreation and Tourism wants to more evenly distribute events among its various regional park facilities and for the FY2016 - FY2018 Strategic Plan, there is a focus on

hosting at least four events at Glencairn Garden. This target has been met for FY2017 and is on track for FY2018.

Economic Development

- Support the creation on new full-time jobs in the City

City of Rock Hill has a target of creating a 200 new full-time jobs through its economic development efforts and Open for Business program operated by Planning. These endeavors have consistently met this goals through the FY2016 - FY2018 Strategic Plan with 716 new jobs estimated to be created by FY2018 mid-year.

- Host meetings with developers and small business owners

Economic and Urban Development meets with developers and small business owners on and on-going basis. A target has been set of conducting at least two meetings each year. This target has been met with 11 meetings held by FY2018 mid-year.

Customer Focus

- Improve the Call Center's average call wait time

Rock Hill Utilities are in the process of major changes, including installing new, state of the art, meters. Wait times have been above the target range for 21 of the last 22 months and talk time has exceeded the target for 8 of the last 22 months. Customers have experienced longer wait times and slightly longer talk times due to the challenges associated with the meter install coupled with the ability to handle more complex and information based calls.

- Average calls per day per full time Call Center agent

The average number of calls per FTE Call Center agent has been increasing steadily since FY2013 up to 93 calls per day in FY2017. During the FY2018 mid-year time period, there has been an improvement in this measure, down to 70 calls per day.

- Increase percentage of service requests submitted online

Is an effort to provide best customer service to all segments of Rock Hill's population, including promoting use of online service requests. In FY2018, there were 1,383 online service requests.

- Provide customer service training to all new employees

Human Resources, since FY2010, has conducted customer service training for 100% of new Rock Hill employees. This target has been met.

Utilities

- Decrease our system's average interruption duration index (SAIDI)

The System Average Interruption Duration Index (SAIDI) is one of three measures Rock Hill uses to monitor reliability. The SAIDI measures the system-wide average power outage duration per customer. There was a drop in SAIDI in FY2016, but since then it has been creeping up. Everything from thunderstorms to cut lines to an animal encounter can affect these measures. Crews are mobilized to lessen the duration of issues and equipment automation is deployed to minimize the impact of events. The City is using newly installed distribution automation equipment, field SCADA devices, and system modeling software to help responders quickly identify the specific areas where faults occur in order to help improve restoration times.

- Decrease our customer average interruption duration index (CAIDI)

The Customer Average Interruption Duration Index (CAIDI) is one of three measures Rock Hill uses to monitor reliability. The CAIDI measures the average duration of a power outage per interruption. There was a slight improvement to CAIDI in FY2016; however, it has been inching up since then. Everything from thunderstorms to cut lines to an animal encounter can affect these measures. Crews are mobilized to lessen the duration of issues and equipment automation is deployed to minimize the impact of events. The City is using newly installed distribution automation equipment, field SCADA devices, and system modeling software to help responders quickly identify the specific areas where faults occur in order to help improve restoration times.

- Improve or maintain our average system availability index (ASAI)

The Average Service Availability Index (ASAI) is one of three measures Rock Hill uses to monitor reliability. The ASAI measures the percentage of time the system is available. Everything from thunderstorms to cut lines to an animal encounter can affect these measures. Crews are mobilized to lessen the duration of issues and equipment automation is deployed to minimize the impact of events. The City is using newly installed distribution automation equipment, field SCADA devices, and system modeling software to help responders quickly identify the specific areas where faults occur in order to help improve restoration times.

- Comply with EPA and DHEC wastewater treatment standards

The City of Rock Hill Utilities, Wastewater is required to maintain standards developed by the EPA and South Carolina DHEC. These standards have been in compliance with at least 99% of the time since FY2010. This target has been achieved.

Quality Places

Measure Context

Knowledge Park

- Increase Only in Old Town Facebook likes
Economic and Urban Development determine that increase interest and traffic in Old Town Rock Hill area is a priority to support existing and encourage new businesses. One way to bring attention to Old Town is through social media, and since FY2016 Facebook “likes” have been increasing up to 19,652 by June 2018.
- Manage and support Old Town Events
Economic and Urban Development (EUD) determine that increase interest and traffic in Old Town Rock Hill is a priority to support existing and encourage new businesses in the area. The EUD team has been organizing and working Old Town regular events such as Food Truck Fridays, and annual events such as Red, White and Boom and the Summer Concert series among others. These events have proven to be popular with over 75 Old Town event days occurring in FY2018.

Business Parks

- Build at least one spec building
In order to have facilities ready to go when business are looking to move to Rock Hill, Economic and Urban Development invests in “spec” buildings to enable businesses to move right in. The target set for this is one building per year; by FY2018 three building have been built.
- Solicit at least \$200 million in investment in business parks
Economic and Urban Development works with York County’s Economic Development to encourage at least \$200 Million in investment in business parks. The amount estimated for private investment in business parks fluctuates year to year, in FY2018 \$196 Million is estimated to have been invested.

Transportation

- **Increased resurfacing/street paving funding**
Resident unhappiness with the state of roads in Rock Hill inspired a measure of resurfacing/street paving funding. The Paving Fund in the City of Rock Hill general fund budget has increase dramatically since the start of the FY2016 – FY2018 Strategic Plan. From a start of \$500,000 in FY2015, budgeted funding has increase to \$1,390,000 in FY2018. There is an opportunity for education of residents as to which street as maintained by the City and which are maintained by the State. State resurfacing/street paving projects are not affected by the measure.
- **Increase participation/ridership in transit programs**
Rock Hill partners with the Charlotte Area Transit System (CATS) to provide the 82X, a commuter, express bus service from several points in Rock Hill and York County to Uptown Charlotte, a large employment center. There has been a slow but steady decline in the ridership on the 82X. In FY2017 ridership was at 34,859, down from 41,552 in FY2012. The FY2016 – FY2018 Strategic Plan target of increase ridership by 4% annually has not been met.
- **Annually adjust major corridor traffic signal synchronization**
The measure for traffic signal synchronization is survey results on resident satisfaction. The City of Rock Hill uses a community survey conducted by outside consultant, NRC, every three years to understand perceptions of local residents. In 2017's survey, 46% of residents rated traffic signal timing as excellent or good, which is an improvement from 42% in the 2014 survey.

Key Corridors

- **Discuss development opportunities with Galleria/Manchester area owners**

Due to significant growth in the Galleria/Manchester area, it was determined meeting were no longer needed to discuss development opportunities and meeting were discontinued in FY2015.

Quality Community

Measure Context

Strong Neighborhoods

- Refer qualifying homeowner to the State’s anti-foreclosure program
The City of Rock Hill, through the Housing and Neighborhood Services Department, officially started default counseling January 1, 2010 to help city residents remain in their homes. Counseling, loan restructuring, modifications, and partnering with other agencies, particularly the South Carolina Homeownership and Employment Lending Program’s anti-foreclosure program, are often used for foreclosure prevention. The number of those being referred has been decreasing since FY2013, which may be explained by fewer residents being at risk of losing their homes to foreclosure.
- Average number of days from case initiation to voluntary compliance
Code Enforcement works to maintain an average number of calendar days of 60 days from case initiation to voluntary compliance by the property owner to return their property to code compliance. While this measure has risen and fallen, Housing and Neighborhood Services’ concerted effort resulted in a mere 8 days to compliance in FY2018.
- Code Enforcement – rate of voluntary compliance
Code Enforcement works to maintain a voluntary compliance rate at or above benchmark average of 66%. The benchmark is set from the University of North Carolina, School of Government’s Final Report on City Services. Housing and Neighborhood Services’ concerted effort resulted in an increase in voluntary compliance starting in FY2014. In FY2018, 86% of code issues are resolved voluntarily.
- Provide owner occupied rehabilitations within Old Town neighborhoods
Old Town Rehabilitations by Housing and Neighborhood Service (HNS) have been steadily declining since their peak in FY2013 which 38 rehabs. In FY2018, 15 homes rehabilitations were completed. Short of the FY2016 – FY2018 Strategic Plan target of 25. This target was not met as two other major volunteer groups are no longer doing rehabilitations.

- Paint homes through Rolling in Rock Hill
 Rolling in Rock Hill is a community-based project that coordinates painting of homes for residents in need with community organizations who volunteer their time to do the painting. The number of painted homes has increase due to the addition to a spring painting weekend to the fall painting weekend which allows staff to include more homes and more community organizations. From July 1, 2017 to June 30, 2018, 27 homes were painted; meeting the 20 homes per year annual target.
- Construct/redevelop homes in the Hagins-Fewell neighborhood
 Hagins-Fewell is a neighborhood that was identified in the FY2016 - FY2018 Strategic Plan as an opportunity for more intensive intervention. Housing and Neighborhood Services has been working to both rehabilitate and redevelop homes in this neighborhood. The target of six homes annually has been met for FY2018.
- Continue Weed & Seed initiative and meet with neighborhoods
 While the Weed and Seed Federal program has officially wound down in Rock Hill, the spirit of the program and communication with the neighborhoods that were identified as “Weed and Seed” has continued and Housing and Neighborhood Services continues to meet and work through issues with those neighborhoods on a regular basis. Fifty-one meetings with Weed and Seed neighborhoods took place in FY2018.
- Provide meeting space/support for the neighborhood association meetings
 Housing and Neighborhood Services (HNS) works organized neighborhoods to provide support and if needed meeting space for neighborhood associations. HNS employees are targeted to attend at least 175 of these neighborhood meetings each year and regularly exceed this target. In FY2018, 204 meetings were attended by HNS staff.

Citizen Engagement

- Decrease the average age for board and commission openings

Prior to the adoption of the FY2016 – FY2018 Strategic Plan, the time it took to fill vacancies of various boards and commissions was identified as a concern. In order to monitor this a measure was included in the Strategic Plan and a concerted effort was made to shorten the length of time boards and commissions had vacancies. This effort

has been successful, the average days to fill has gone from a peak of 98 days in FY2013 to 32 in FY2018.

Partnerships

- Partner with Rock Hill School District (RHSD) on a least one Challenge Based Learning Projects

Challenge Based Learned Projects was discontinued by the Rock Hill School District in FY2015.

- Offer at least one sports opportunity for teens each year

Park, Recreation and Tourism focuses one sports event on the teen population, in FY2018, two events were conducted, meeting the target.

- Offer at least one adventure-based opportunity for teens each year

Park, Recreation and Tourism focuses one adventure-based opportunity for teens, in FY2018 there was such an event, meeting the target for FY2018.