



ROCK HILL
SOUTH CAROLINA

Strategic Plan

FY2010 - FY2012
Year II

FY2011 Year-End Report

Prepared August 2011





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David B. Vehaun



Year-End Progress Report

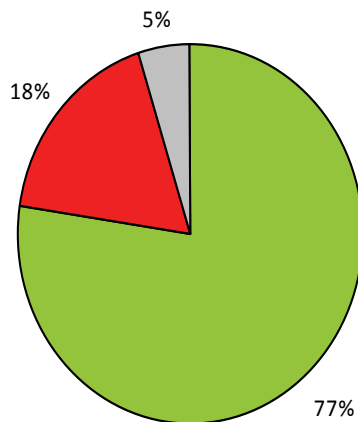
This report provides an evaluation of the City's progress at accomplishing performance goals that were due within Fiscal Year 2011 (July 1, 2010 through June 30, 2011). A complete listing of all goals can be found in the official FY2010—2012 Strategic Plan which is available on the City's website at www.cityofrockhill.com.

The City produces formal progress reports semi-annually; for updates throughout the year on many of the goals included in the Strategic Plan, please visit the City's Performance Dashboard (available on the City's website under "Accountability Updates").

YEAR-END PROGRESS AT A GLANCE

The City met 77% of the FY2011 performance targets. The chart below provides the color-coded breakdown of performance progress.

Performance Progress: All Initiatives



UNDERSTANDING THE YEAR-END REPORT

The Year-End Report contains three categories of information:

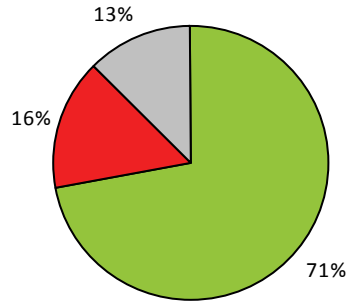
- 1. Target** – for the reader's convenience the target originally adopted in the official FY2010-2012 Strategic Plan is included.
- 2. Year-End Actual** – the City's actual performance information is provided.
- 3. Quick View** – is designed to provide a quick indication of a goal's progress by using color-coded circles. The legend is below:

- Met target
- Did not meet target
- Data still needed

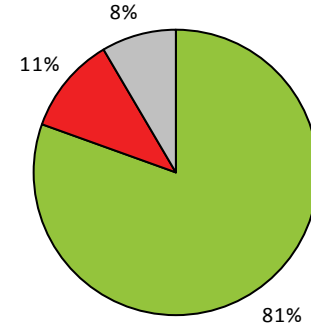
Year-end results suggest that the City experienced both successes and challenges. The City met several key targets including assisting with the creation of jobs, reducing the citywide violent crime rate, and approving the Vision 2020 Comprehensive Plan. Other performance targets have proven to be challenging or are experiencing delayed completion dates; these targets include increasing the commercial and industrial tax base, responding to priority one police calls within five minutes, and completing the street car feasibility study. The City of Rock Hill is committed to championing accountability and transparency. This Year-End Report provides a formal opportunity for the City to both evaluate and communicate its progress at meeting its goals.

Performance Progress by Initiative

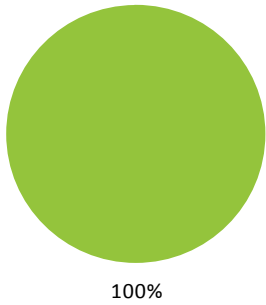
Ensure the Provision of Quality Public Services



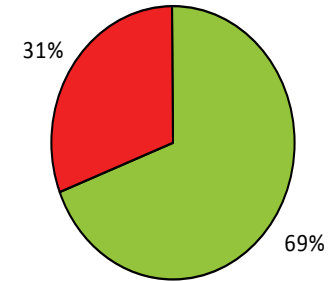
Public Safety



Sustainable Growth

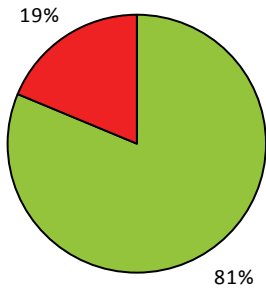


Short & Long Term Economic Development

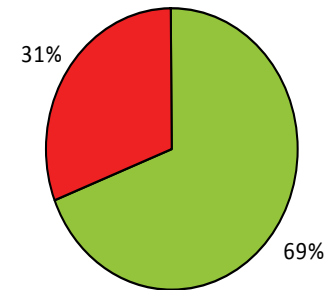


- Met target
- Did not meet target
- Data not available at this time

Quality of Life



Old Town Revitalization



STRATEGIC INITIATIVES OVERVIEW

		TABLE OF CONTENTS
I.	Strategic Initiatives Overview	7
II.	Ensure the Provision of Quality Public Services	8
III.	Sustainable Growth	13
IV.	Quality of Life	17
V.	Public Safety	21
VI.	Short Term and Long Term Economic Development	26
VII.	Old Town Revitalization	30

Ensure the Provision of Quality Public Services — provide the public with high quality service levels and demand service standards to ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This will be accomplished through a comprehensive and long-range planning approach to the delivery of municipal services and funding of capital improvements—one that balances the need to prioritize services, maintain service levels, and fund capital improvements.

Sustainable Growth — provide for growth that meets the needs of the present, without compromising the ability of future generations to meet their own needs. This includes quality in physical planning and design, efficiency through integrated land use and transportation, and the fostering of environmentally responsible development practices.

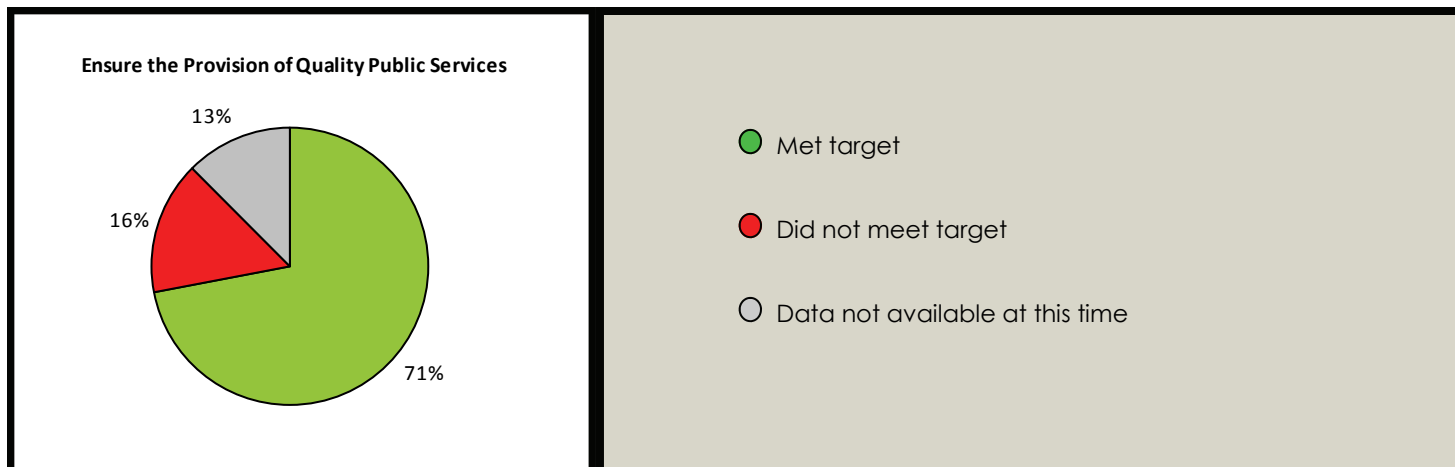
Quality of Life — provide high quality leisure services and amenities that make Rock Hill a great place to work and live.

Public Safety — provide high quality services to residents and visitors to the City of Rock Hill which protect life, health, and property by providing highly trained personnel with excellent equipment to prevent police and fire incidents where possible and respond quickly and effectively when the incidents occur.

Short and Long Term Economic Development — strengthen the City’s role as a place for economic activity through job creation, business location and expansion, redevelopment, and tourism.

Old Town Revitalization — strengthen and enhance the neighborhoods and business centers of Old Town, the City’s urban core.

ENSURE THE PROVISION OF QUALITY PUBLIC SERVICES



QUALITY PUBLIC SERVICES

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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Objective: Update the Stormwater Master Plan

<p>Complete updates to the Master Plan of the City's stormwater infrastructure Complete the master plan update for the Manchester Creek basin</p>	By 6/30/2011	June 2011		Master plan updates for all four basins encompassing Rock Hill have been completed. A draft capital plan is being developed. A November workshop is planned to review the draft.
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Objective: Complete all planned electric, water, and sewer infrastructure improvements

<p>Complete all planned improvements to the City's electric system Complete the Downtown underground manhole, equipment, and cable replacement project</p>	By 6/30/2011	Fourth Quarter FY2011		This project received additional funding through a grant award of \$162,000.
<p>Identify and eliminate inflow and infiltration through the City's sewer line replacement program Identify sections of sewer lines to replace or rehabilitate annually</p>	By 8/31	July 2010		Engineering firms were selected to design selected projects. Three projects were approved for construction.
Develop & secure funding to complete identified projects annually	By 9/30	July 2010		
Rehabilitate or replace sewer lines annually	3 linear miles	3.65 miles		Work was completed on Manchester Outfall, Shadowbrook sewer line upgrade, and Wildcat Basin Manhole.

Objective: Complete all planned Parks, Recreation, Tourism infrastructure improvements

<p>Identify infrastructure maintenance needs and the impact of population Review and revise the PRT Master Plan and Capital Improvement Plan to upfit aging recreation centers, buildings, parks and playgrounds annually</p>	By 6/30	October 2010		Notable accomplishments for FY2011 include: outdoor lighting was completed at Boyd Hill Recreation Center; parking lot paving repairs were made at Emmett Scott and Fewell Park, outdoor basketball court at Friedheim Park was resurfaced; a new sign for Friedheim Park was completed; a safety barrier fence between the playground unit and parking lot at Cherry Park was completed; Cedar Crest toddler playground area was completed; Crest Street overflow parking area for Glencairn Garden was completed; Emmett Scott display case, pool house painting, pool area fence, and pool deck improvements were completed; new playground modules for Friedheim Park and College Downs were completed; Northside Center pool resurfacing project was completed.
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QUALITY PUBLIC SERVICES

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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Objective: Complete all planned Public Works infrastructure improvements

Expand the City's sidewalk repair and ADA ramp upgrade program Annually update the inventory of City sidewalks and assess conditions	By 12/1	Target Not Met		Currently five wards have been completed with the remaining ward being approximately 50% complete. Final completion is anticipated to occur
Develop a plan to replace 2,000 linear feet of damaged sidewalk annually	2,000 linear feet	4,995 feet		
Upgrade intersection ramps to comply with ADA requirements for each of the next fifteen years	35 per year	37		
Expand the City's resurfacing program Explore new funding sources for resurfacing revenue	By 6/30/2011	Target met		Public Works continues to pursue county funds. Additionally, Public Works is exploring using alternative pavements that may be more cost effective which will allow the City to do more paving with the money currently allocated.

Objective: Provide for the orderly development and expansion of the City's electric, water, sewer, and stormwater infrastructure

Develop a master plan for extension of water and sewer infrastructure into the unincorporated areas within the City's Urban Growth Boundary to assist in making informed decisions concerning service to new customers Identify target area for expansion annually	By 9/1	Target met		
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Objective: Provide for the orderly development and expansion of the City's Parks, Recreation, Tourism Infrastructure

Ensure planning and funding of new Parks, Recreation & Tourism (PRT) infrastructure to support growth within the City of Rock Hill Review, revise and implement the PRT Master Plan and Capital Improvement Plan to develop new recreation centers, buildings, parks and playgrounds annually	By 6/30	Target Met		Using the City's 2020 Comprehensive Plan, PRT staff is working with Planning and Development and Clemson University on the development of the PRT Master Plan. Public input sessions moderated by Clemson University led to four themed areas of focus in the design of the PRT Master Plan: 1) Provision of Facilities and Open Space through Partnerships, 2) Major Sporting Venues and Regional Park Facilities, 3) Connectivity for Bicyclists and Pedestrians through Trails and Greenways, and 4) Maintenance and Infrastructure Needs of Existing Facilities.
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Objective: Provide for the orderly development and expansion of the City's Public Works infrastructure

Ensure Public Works is properly equipped to provide services to new growth while continuing to offer high quality existing services Number of residential sanitation customers per automated truck route	Customers per route	See Chart	Not Applicable	<table border="1"> <thead> <tr> <th colspan="4">Residential Routes: Customers per Route per Week</th> </tr> <tr> <th></th> <th>October 2009</th> <th>September 2010</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>Route 1</td> <td>3,923</td> <td>3,914</td> <td>-9</td> </tr> <tr> <td>Route 2</td> <td>3,723</td> <td>3,697</td> <td>-26</td> </tr> <tr> <td>Route 3</td> <td>3,925</td> <td>3,927</td> <td>2</td> </tr> <tr> <td>Route 4</td> <td>3,871</td> <td>3,882</td> <td>11</td> </tr> <tr> <td>Route 5</td> <td>3,873</td> <td>4,021</td> <td>148</td> </tr> <tr> <td>Other</td> <td>159</td> <td>159</td> <td>0</td> </tr> <tr> <td>Total</td> <td>19,474</td> <td>19,600</td> <td>126</td> </tr> </tbody> </table>	Residential Routes: Customers per Route per Week					October 2009	September 2010	Difference	Route 1	3,923	3,914	-9	Route 2	3,723	3,697	-26	Route 3	3,925	3,927	2	Route 4	3,871	3,882	11	Route 5	3,873	4,021	148	Other	159	159	0	Total	19,474	19,600	126
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QUALITY PUBLIC SERVICES

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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Objective: Continue to expand the City's technology infrastructure to meet service demands throughout the community

Expand WiFi coverage to provide ubiquitous service throughout the utility service territory by utilizing Tropos technology and applications such as AMI Install additional routers	25 per square mile	32 per square mile		New routers were added in the downtown area to allow for upgrades.
Implement automated metering infrastructure and provide the ability for net metering initiatives, smart grid initiatives, and home automated networking	By 6/30/2011	Target Not Met		Ongoing negotiations are taking place with the AMI vendors to make sure all contract expectations are being met in the field.
Investigate and research technologies currently available to better enhance customer service Research solid waste truck routing	By 6/30/2011	1st Quarter FY2011		The sanitation work order program has been deployed. The ability to close a work order in the field was also developed for both Sanitation and Utilities. Additionally work orders can be assigned as paperless at this time.
Research leak detection	By 6/30/2011	1st Quarter FY2011		Leak detection technology was researched. Staff is currently working with the vendor to determine feasibility of incorporating the technology into the WiFi network.
Implement Peak Democracy Open City Hall	By 5/1/2011	5/24/2011		Open City Hall was programmed on February 2, 2011 and went live on May 24, 2011. The City's Twitter account went live on March 24, 2011. Open City Hall: link to open city hall Twitter: http://twitter.com/#!/RockHillSCCity

Objective: Provide customers with high quality, efficient services

Evaluate water operational efficiencies and customer satisfaction Comply with EPA and DHEC drinking water standards	100%	100%		In 2012 new Disinfectants and Disinfection Byproduct rules will take effect. Changes in water treatment process may be required to comply with the new rules.
Remain above the median for the number of customer accounts per employee (AWWA)	Above median	See Comments		The AWWA survey was completed in July 2011 with results being available in the FY2012 Mid-Year Report.
Remain above the median for MGD water delivered per employee (AWWA)	Above median	See Comments		The AWWA survey was completed in July 2011 with results being available in the FY2012 Mid-Year Report.
Evaluate wastewater operational efficiencies and customer satisfaction Comply with wastewater treatment standards	100%	100%		
Remain above the median for the number of customer accounts per employee (AWWA)	Above median	See Comments		The AWWA survey was completed in July 2011 with results being available in the FY2012 Mid-Year Report.

QUALITY PUBLIC SERVICES

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Remain above the median for MGD wastewater processed per employee (AWWA)	Above median	See Comments		The AWWA survey was completed in July 2011 with results being available in the FY2012 Mid-Year Report.
Evaluate electric operational efficiencies and customer satisfaction Receive RP3 Survey designation from APPA	Diamond	Platinum		Received Platinum designation— just one level below Diamond— in March 2011. The City scored 97.5 out of a possible 100.

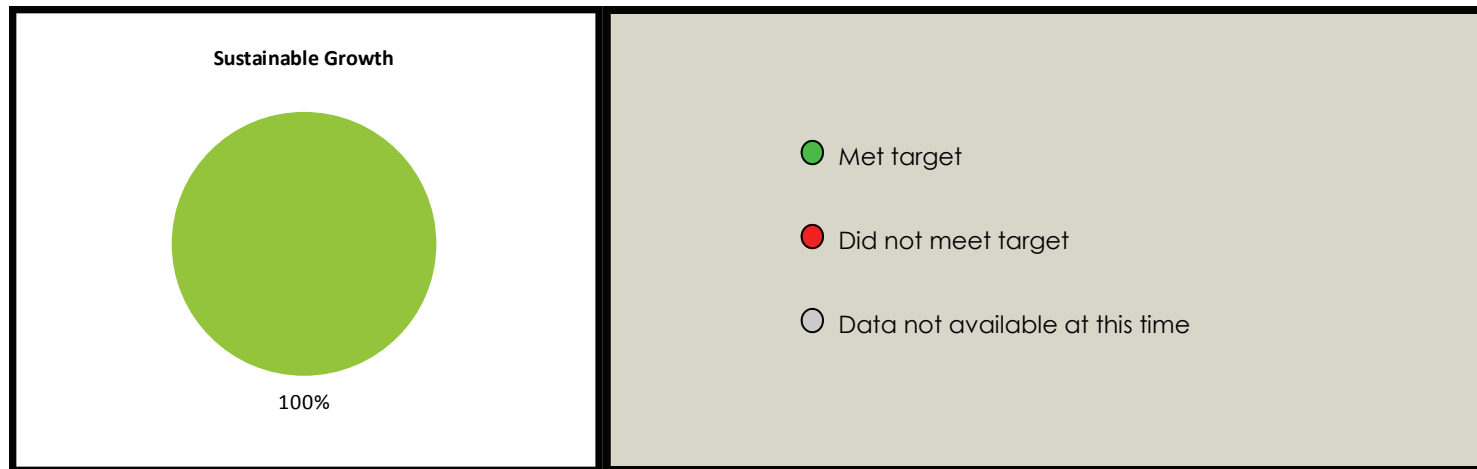
Objective: Provide customers with high quality efficient services

Evaluate public works operational efficiencies, customer recycling participation, and customer satisfaction Remain below the median cost for operating & maintenance expenditures for refuse collection per ton of refuse collected as it relates to our population class	25% below	58% below		Rock Hill: \$30.90 per ton ICMA median: \$73.07 per ton
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Objective: Improve customer satisfaction by maintaining a high quality, customer service oriented organization, being accessible, and providing effective communication

Continue to integrate the importance of customer service into organizational culture Percentage of new employees surveyed who indicate their supervisor made them aware of, and reinforced, the City's commitment to providing excellent customer service during the first week on the job	95%	95%		
Provide customer service training to regular new-hires annually	100%	100%		City customer service facilitators trained new hires in all four quarters of FY2011 and 100% of new hires meet with the Human Resources Director and Deputy City Manager for a reiteration of customer service as a core value.
Conduct the "Mystery Shopper" program for departments	Quarterly	Quarterly		In addition to conducting the standard mystery shopper program, the City developed a customer-focused mystery shopper rating card; the mystery shopper rating card was sent to 173 households.
Ensure that departmental productivity plans reward and recognize customer service	100% of departments	100%		
Solicit gainsharing proposals annually from employees that offer suggestions which enhance and strengthen the Customer Service Program	5 proposals	14		Two of the suggestions have been tentatively approved.
Increase the number of customer comment cards returned by 3% (over previous performance) annually	FY2011 goal— 176 cards	173		
Communicate the City's commitment to customer service Highlight customer service as one of the City's core values in monthly utility bill inserts	3 inserts per year	5		Utility newsletters: The July 2010 issue highlighted the Planning Department's "Open for Business" initiative which helps small business entrepreneurs start a new business. Three other inserts informed customers of citizen-focused initiatives: the September 2010 utility bill insert focused on the City's electronic billing option and the advantages it offers customers; the November 2010 bill insert featured the York County Access Ride-To-Work Program, and the January 2011 insert highlighted how to report water, sewer, or electric problems.

SUSTAINABLE GROWTH






SUSTAINABLE GROWTH

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Implement the Corridor East growth strategy, designating this area as the City's preferred location for expansion				
Ensure all functional master plans reflect the priority of this area Assist departments as they develop or update functional plans annually	2 departments	2		Planning and Development served on the Stormwater Master Plan team and assisted with Parks, Recreation, and Tourism's Master Plan Visioning Exercise on May 16-17, 2011.
Establish, adopt, and communicate work plan and implementation priorities Adopt work plan with Comprehensive Plan	By 1/1/2011	November 2010 January 2011		The Comprehensive Plan was adopted in November 2010 and the work plan was presented to City Council at the January Retreat. The adopted Comprehensive Plan: link to comprehensive plan
Objective: Manage growth through the development of infill strategies and growth policies for the urban fringe				
Provide strategies for managing growth in expansion areas on the urban fringe Establish a City growth policy for other vectors to the north, west, and south	By 1/1/2011	November 2010		Completed as part of the adopted Vision 2020 Comprehensive Plan; specifically the Future Land Use Plan.
Promote infill development and redevelopment as the first priority for growth Update enclave areas for annexation annually	By 1/1	Completed March 2010		
Objective: Implement a proactive comprehensive planning program				
Assist departments with functional plans (water, sewer, stormwater, parks, etc.) and identify key areas needing more detailed planning studies and begin that planning process Assist departments as they develop or update functional plans. Create and begin implementation of area plan program annually.	2 departments	2		
Complete the Comprehensive Plan update and establish implementation program and schedule Complete and adopt the Comprehensive Plan and implementation program	By 1/1/2011	November 2010		City Council adopted Vision 2020 Comprehensive Plan on November 22, 2010.
Collaborate with all planning partners (County, State, School District, other cities) Partner with the County, State, School District, and other cities to complete the population, community facilities, and transportation elements of the Comprehensive Plan	By 1/1/2011	August 2010		

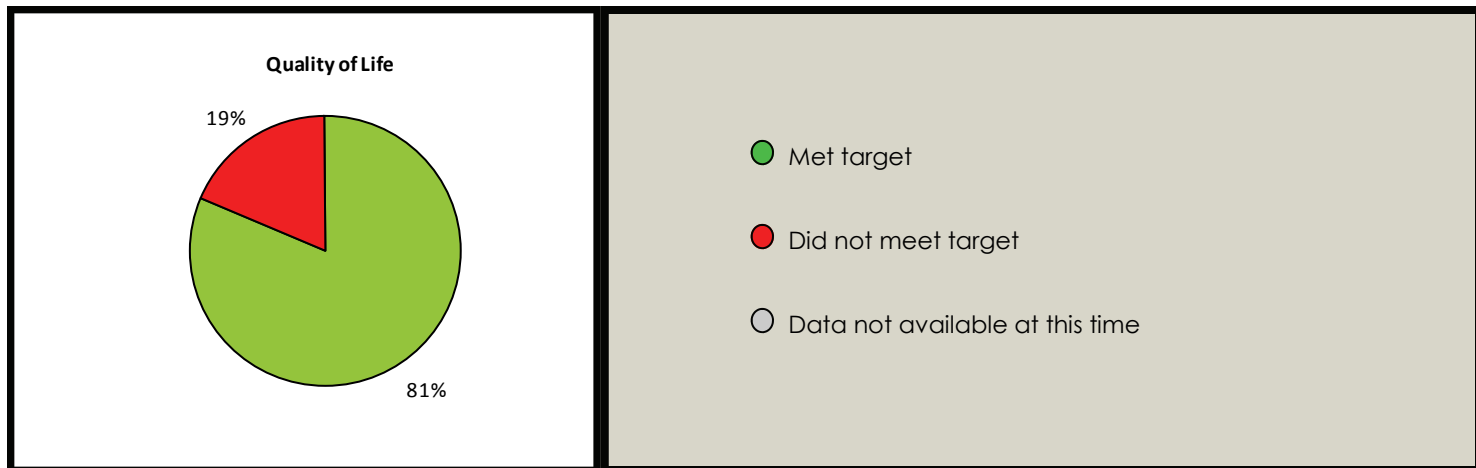
SUSTAINABLE GROWTH

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Continue road planning and enhance with details that can be coordinated with government and development sector actions				
Complete updates to transportation related plans Complete Long Range Transportation Plan and update the action plan	By 1/1/2011	August 2010		Updates were completed and transportation plans can be found at: link to transportation plans
Evaluate opportunities for funding improvements Collaborate with York County on 2010 One Cents Sales Tax Referendum initiative by regularly attending meetings	100% of meetings	100%		The referendum was approved on August 2, 2011.
Seek funding for priority road improvements through programs such as CMAQ, stimulus funds, and SCDOT grants. Complete grant applications annually.	3	5		Four CMAQ and one Transportation Enhancement funding requests received approval from RFATS on June 23, 2011.
Objective: Investigate further mass transit options in conjunction with York County and other affected jurisdictions				
Seek funding for public transit programs Seek funding by submitting all grant applications to FTA and SCDOT on time	100% applications on time	100%		Transportation enhancement, CMAQ, and transit funding applications were submitted per SCDOT schedule.
Communicate transit programs and initiatives to public, build community support for Bus Rapid Transit, and meet customer needs Create multi-media information pieces	By 6/30/2011	November 2010		The City is working with partners from York County and Fort Mill to establish multi-jurisdictional land use planning and bus service along the Cherry Road/US 21 corridor. Some marketing activities and surveys were conducted in November, 2010.
Maintain participation/ridership level in transit programs	50,861	63,287		FY2011 ridership increased by 24%. Information on public transit programs can be found at: link to transit programs
Meet with RFATS, York County and SCDOT at the project development stage to ensure the most appropriate bike/pedestrian facilities are included with all projects	2 meetings during development stage	Target Met		Staff attended several meetings that support this measure. For example, on August 13, 2010 staff met with design consultants, York County, SCDOT, and Rock Hill Schools regarding the Ebinport Road widening project. Bike/pedestrian facilities were discussed and will be included on this project. Additionally, several meetings were held with SCDOT and York County regarding Pennies for Progress and SCDOT managed improvements.

SUSTAINABLE GROWTH

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Incorporate land development practices that are more environmentally sensitive				
Encourage compact mixed use development in walkable environments Percentage of approved projects that support this vision	33%	50%		
Objective: Promote practices to improve air quality				
Maintain the number of City vehicles and equipment using alternative fuel	265	268		
Objective: Encourage water conservation and the use of reclaimed water				
Promote water saving landscape treatments and drip irrigation Review Drought Management Ordinance	By 6/30/2011	FY2011 Fourth Quarter		Drought Management Ordinance was reviewed and remains appropriate.








QUALITY OF LIFE



QUALITY OF LIFE

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Provide a variety of opportunities and amenities for residents to participate in visual and performing, cultural, historic, and other arts				
Provide programming that reflects community needs and expectations Conduct program evaluations at the conclusion of PRT registered programs	100% of registered programs	100%		Parks, Recreation, and Tourism (PRT) offers a wide variety of programs to appeal to different ages, interests and abilities. Information on the programs can be accessed at: link to PRT programs
Objective: Provide quality facilities and parks to serve local residents				
Gain input from customers, advisory groups, and staff for analysis of recreation centers and parks usage Conduct meetings to gain input	6 per year	79		Ninety-six surveys were returned from the disabilities awareness survey, administered by the Mayor's Committee for People with Disabilities. The Committee is using data from the community survey to offer Lunch and Learn programs to enhance community awareness.
Objective: Provide quality programs to serve local residents, being sure to consider senior services and needs				
Market programs to attract customers and evaluate customer satisfaction Update marketing strategy annually	By 6/30	October 2010		PRT worked with volunteers on social media opportunities, created an enhanced tradeshow booth design and a new sports tourism promotional brochure and video. These tools were used in a direct mail campaign. Two souvenir drink cup designs are being used at regional sports parks to celebrate Cherry Park's 25th Anniversary. PRT is expanding its presence on the City's Twitter site. Marketing Glencairn Garden and the Veterans Garden in cross-promotions with Old Town/Economic Development.
Objective: Provide safe, connected, and quality trails, greenways, and sidewalks				
Support the continued development and expansion of current Trails and Greenways initiative and evaluate customer service Continue to implement the Trails and Greenways Master Plan by developing annual milestone targets	By 6/30	January 2011		On September 3, Rock Hill PRT staff met with SC PRT to finalize a recreational trails grant award for the Highway 21 bridge connector. This trail will connect the Riverwalk Trail to the new Highway 21 bridge. The Hwy 21 bridge connector to Riverwalk, the Galleria Trail I-77 underpass, and the River Park new entrance and trail are all in the design completion phase. The Trails and Greenways Advisory Committee presented a list of proposed trail priorities and a Complete Streets Resolution to the Public Parks and Recreation Commission for consideration.
Support trails and greenways connectivity by gaining input from customers and advisory groups by holding meetings regularly	11	11		
Support Carolina Thread Trail initiative as it relates to connectivity by annually attending meetings	3	3		PRT staff meet with the Carolina Thread Trail representatives and their consultants on September 23, 2010 to discuss gaps in the York County trail. PRT staff attended the Carolina Thread Trail forum on December 2, 2010. PRT staff attended the January 2011 Lower Catawba Corridor meeting to discuss the Lower Catawba Corridor analysis and conceptual design plan.

QUALITY OF LIFE

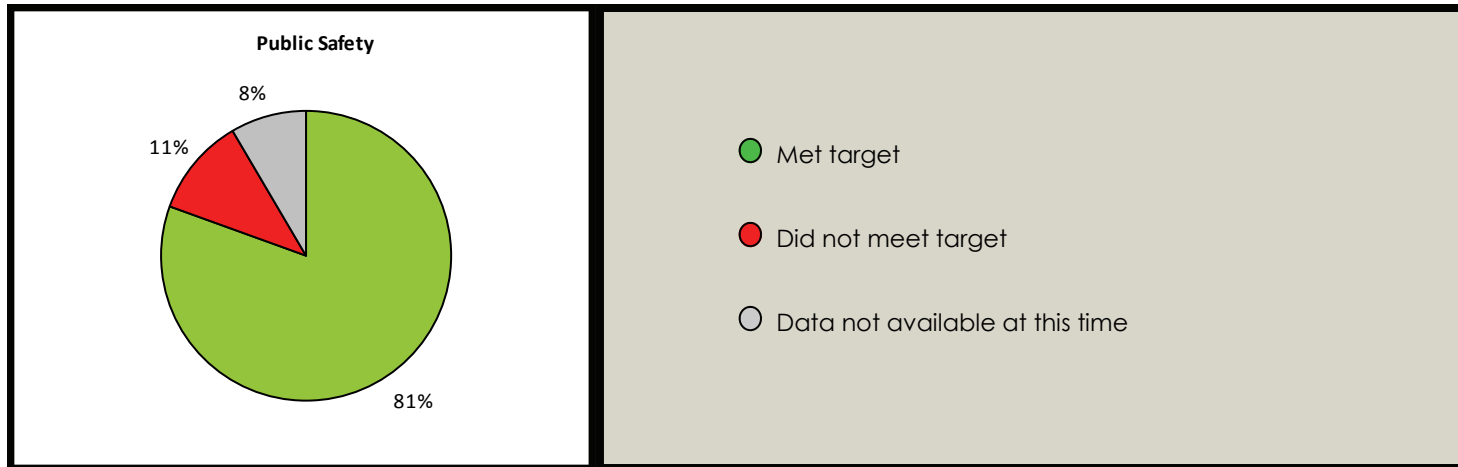
Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Make a commitment to integrate social health and awareness into City work processes				
Provide support to organizations, causes and groups that support social awareness Support the work of No Room for Racism, Human Relations Committee, MLK Task Force, and the Mayor's Committee for People with Disabilities	City staff attend 100% of meetings	100%		The No Room For Racism, MLK Task Force, and Human Relations Committee came together to sponsor a Race Equality Week event— <i>A Celebration of the Mediterranean Culture</i> was held on September 16, 2010; The Mayor's Committee for People with Disabilities used Information gathered from the on-line Disabilities Awareness Survey to develop and host the first "Lunch and Learn" session for the general public on May 18, 2011.
Develop programs with measurable outcomes that ensure the #1 Question: Is it Good for the Children program's sustainability	By 3/31/2011	February 2011		One of the programs developed is "Change from the Heart" which provides over \$2,300 annually to various organizations including the Children's Attention Home, Back the Pack, and after school activity fee scholarships.
Objective: Design City infrastructure that creates quality streets and curb appeal				
Provide for well designed thoroughfares that promote quality and aesthetics Establish guidelines for utility installations to ensure their visual impact is considered and to minimize their impact on existing landscape	By 1/1/2011	Target Not Met		While proposed guidelines were prepared, staff will need to take additional steps to finalize the guidelines and share them with City Council.
Objective: Ensure quality development standards so that private investment reinforces the City's aesthetic goals				
Develop proper standards to ensure continuity of development throughout the community Review sign regulations to ensure that the appropriate balance is maintained between needed exposure and impact on the visual landscape	By 6/30/2011	Target Met		A review was completed and a series of temporary sign regulation amendments were sponsored by City Council for consideration in August 2011.
Objective: Provide for the development of public beautification projects and ensure that these and other City projects are well maintained				
Develop public beautification projects that enhance the City's image Pursue additional federally-funded highway enhancement projects	1 project per year of eligibility	2		
Make sure the City is well maintained Continue to publicize and support litter control programs by attending events and meetings annually	2	2		Attended America Recycles event in November 2010. Participated in and sponsored Earth Day Birthday in April 2011— there were over 2,000 attendees. Environmental education resources are available at: link to environmental education
Complete PACE projects annually which includes identifying neighborhoods to address junk cars, overgrown lots, and dilapidated housing	2 per year	1		Stonewall Neighborhood PACE project was completed in June 2011.

QUALITY OF LIFE

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Maintain the Tree City USA designation	Maintain designation	Maintained designation	●	
Enhance Community Forestry's utilizations of the website as a way of reaching the community	By 1/1/2011	Target Date Not Met	●	While the target date was not met, the City Forester and Public Affairs are working together to update the webpage. The community forestry webpage: link to forestry webpage
Continue to support the community's forestry programs by attending events and meetings annually	5	5	●	A few of the events attended by staff were SC Annual Conference, SC Arborist Workshop, and Heritage Tree Award at Winthrop University.



PUBLIC SAFETY



PUBLIC SAFETY

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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Objective: Engage in neighborhood partnerships & crime prevention activities

Encourage external polices that support community partnerships Provide community policing training to Police department employees annually	100% of employees	100%		
Develop written plan on community and problem-oriented policing	By 6/30/2011	June 2011		A rough draft has been completed. A committee within the Police department has been assigned to review the document.
Attend neighborhood and business groups events & meetings annually to enhance community partnerships	100	141		In addition to meeting with neighborhood and business groups to assist with crime prevention, RHPD conducts one-on-one consultations through its Crime View initiative which identifies properties where problems occur repeatedly. Police Officers from RHPD's Community Services division and the City's Victim's Advocate then meet with the appropriate individuals to discuss the issues and the problem addresses are flagged in the dispatch system.
Present a public forum annually	1	1		Rock Hill Police Department held a public forum on April 21, 2011 in the Council Chambers.
Develop strategies for reducing crime in Old Town and improve public perception Attend neighborhood association meetings in Old Town neighborhoods annually	Monthly	Monthly		
Present a public forum in Old Town annually	1	1		Rock Hill Police Department held a public forum on April 21, 2011 in the Council Chambers.
Reduce Old Town violent crime per capita (1,000 people) from three year trend by 2% annually	FY2011 goal-17.1	11.0		36% reduction from three year average















Objective: Engage in neighborhood partnerships & crime prevention activities

Implement personnel procedures, changes, and additions in support of the Police Staffing Study Annually update screening/testing methods	By 6/30	October 2010		
Annually update department recruiting plans to ensure a diverse Police workforce	By 5/31	December 2010		
Evaluate progress of Police workforce diversity annually	By 6/30	December 2010 and June 2011		The current minority population is 39%.
Implement operational procedures in support of the Police Staffing Study Conduct Patrol Beat Analysis annually	By 1/1	July 2010		

PUBLIC SAFETY

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Monitor the effectiveness of operational activities and their effect on reducing crime and improving public satisfaction				
Evaluate crimes against persons and exceed nations standards in performance benchmarks Reduce violent crime per capita from three year trend	2% annually FY2011 goal– 10.3	6.8		35% reduction from three year average RHPD has undertaken several crime prevention activities including partnering with the Utilities Department to review high crime areas and street lighting options. Utilities replaced lights that were out and installed new lights where appropriate. The City's crime map and annual crime analysis report is available at: link to rock hill crime map and report
Exceed the national clearance rate averages for crimes against persons (national rates follow a calendar year)	2 percentage points above	See Comments		The 2010 Uniform Crime Report has not been released by the FBI. The Report will likely be released in October 2011. This information will be provided in the City's FY2012 Mid-Year Report. Additional information on the Uniform Crime Report is available at: http://www.fbi.gov/about-us/cjis/ucr/ucr
Evaluate crimes against property and exceed national standards in performance benchmarks Reduce property crime per capita from three year trend	2% annually FY2011 goal– 47.1	44.4		7% reduction from three year trend The City's crime map and annual crime analysis report is available at: link to rock hill crime map and report
Exceed the national clearance rate averages for crimes against property (national rates follow a calendar year)	2 percentage points above	See Comments		The 2010 Uniform Crime Report has not been released by the FBI. The Report will likely be released in October 2011. This information will be provided in the City's FY2012 Mid-Year Report. Additional information on the Uniform Crime Report is available at: http://www.fbi.gov/about-us/cjis/ucr/ucr
Provide effective and efficient Police Services Reduce the number of collisions in the City's Top 5 Collision Areas by 5%	FY2011 goal– 169	120		For FY2011, there was a 33% reduction in the Top 5 Collision Areas which were: (a) Dave Lyle & Springsteen/John Ross, (b) Cherry & Mt Gallant, (c) Celanese & Mt Gallant, (d) East Main & Firetower/East White, and (e) Herlong & Ebenezer
Respond to Priority 1 calls within 5 minutes	80%	51%		This is an improvement over FY2010 in which 48% of Priority 1 calls were responded to within five minutes.



PUBLIC SAFETY

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Promote fire safety through effective prevention, inspections, and education services				
Increase fire safety awareness by making presentations to community groups Fulfill community requests for fire safety presentations	100% of requests	100%		The Fire Department has conducted 115 programs/presentations to the community. A few of these programs included working with Pilgrims Inn and Park Avenue Adult Day Care and participating in Career Day events at South Pointe High School, Sullivan Middle School, and Rock Hill Applied Technology Center.
Provide fire safety education programs to elementary school students	3,000	7,715		To learn more about the Fire Department's community programs, such as in-school mentoring , visit: link to fire department community programs
Conduct presentations for the <i>Inside Rock Hill</i> program	2 per year	2		The presentations were held in August 2010 and March 2011.
Maintain certifications and encourage training Fire personnel maintaining State Fire Marshal certifications	100%	100%		Fire Inspectors attend quarterly training by the SC Fire Marshal's Office to maintain their certifications as SC State Fire Marshals.
Fire personnel participating in a minimum of 240 hours of Company Fire-fighting Training annually to meet ISO Requirements	100%	100%		
Fire Suppression personnel maintaining required Federal and State Certifications in the special services areas (hazardous materials, confined space, and high level rescue)	100%	100%		
Fire suppression personnel maintaining a minimum of Emergency Medical Technician Certification through the Department's in-house Medical In-service Training Program	100%	100%		The Fire Department currently has 14 Paramedics, 11 Intermediates, and 64 Basic Emergency Medical Technicians.
Increase the number of Fire Department personnel with paramedic certification	2 per year	2		In October 2010, two employees received their SC EMT-Paramedic and National Registry Paramedic certifications which allows them to practice advanced airway and cardiac therapy to persons in need.
Exceed national standards in overall performance benchmarks Respond to top priority fire suppression calls within 5 minutes as it relates to ISO Rating	90%	90%		In route to arrival on scene average time was 4:56 min
Respond to top priority medical emergency calls within 5 minutes	90%	90%		In route to arrival on scene average time was 4:56 min
Maintain per capita fire loss below the national average (national rates follow a calendar year)	2% below	Not Available		The 2010 Fire Loss in the United States Report will be released in fall 2011.
Determine cause in fires investigated	90%	100%		
Maintain arson clearance rate	19%	11%		There were 19 arson/incendiary cases with two arrests.
Evaluate progress of Fire workforce diversity annually	By 6/30	June 2011		The current minority population is 16%.


PUBLIC SAFETY

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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Objective: Provide for efficient operations in the Municipal Court

Effectively manage caseload Measure the difference in the number of cases filed and the number of cases disposed.	Number of cases disposed exceed number of cases filed	Cases disposed exceeded number of cases filed		Cases filed: 13,363 Cases disposed: 13,414
Number of weeks with multiple jury trials held	15	12		After considering associated expenses and case preparation needs, the decision was made to reduce the number of weeks with multiple jury trials to 12.

Objective: Provide effective services in the Solicitor's Office

Provide services to crime victims Number of victims receiving protection services per month	Number assisted	121 victims (average per month)	Not Applicable	
Effectively manage caseload Number of jury trial cases processed	Number processed	1,559	Not Applicable	
Dispose of jury trials within 180 days	50%	68%		

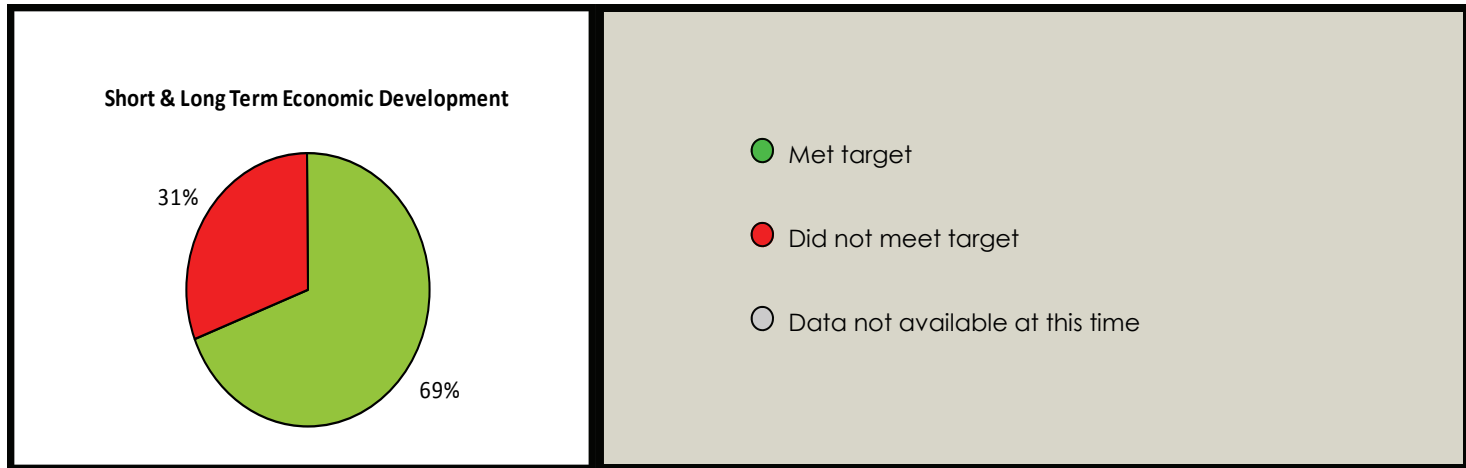
Objective: Continue to improve Hometown Security service

Seek partnerships within the Comprehensive Communications Radio User Committee & the County Comprehensive User Group Committee Meet regularly with the committees	10	11		SLED and the US Justice Department became York County subscribers which broadened the interoperability of the system and the users. The City of Rock Hill is also evaluating the 800 MHz radio system of York County for a possible migration of the Utilities, Public Works, and Parks, Recreation and Tourism departments in the future.
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Objective: Ensure the safe and continued operation for all City facilities and evaluate customer satisfaction (Hometown Security)

Update the Hometown Security and Emergency Response Plan	By 1/1/2011	Target date not met		After further review, the current plan remains applicable and did not require updating. The Hometown Security/Emergency Response plan is a daily working document that is used as a reference for construction projects, safety issues, and general overall security for the City's response to all issues. To learn more about emergency preparedness visit: link to emergency preparedness
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SHORT & LONG TERM ECONOMIC DEVELOPMENT








SHORT & LONG TERM ECONOMIC DEVELOPMENT

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Ensure the availability of competitive sites and services for business location and expansion inside the City				
Assist private developers in the development of business parks in the City of Rock Hill Complete an annual update to the assistance strategy/plan for Southcross Corporate Center	By 6/30 1 meeting per year	October 2010		Met with developer/owner in October and November 2010 to discuss a specific prospect and the expansion of infrastructure within South Cross to support the project.
Complete Phase I of Riverwalk Business Park	By 6/30/2011	See Comments		The Riverwalk Business Park construction is a project of the Riverwalk developer and is included as an obligation of the developer in the developer's agreements with the City. This exact structure was not known at the time the strategic goals were established. The developer will construct the phase one improvements to the business park upon securing the first tenant. At present, there are several strong prospects and if one of these prospects commits to a site, construction of the first phase improvements could begin this spring.
Work with owners of Aspen Business Park to create a development strategy and update the master plan	By 6/30/2011	July 2010		In July 2010, staff met with representatives of Aspen Business Park. A new layout for the park including a budget and three separate phases has been developed.
Consider opportunities for supporting private developers in constructing speculative buildings Meet regularly with private developers to consider feasibility of speculative building	11 meetings per year	6		The City did not meet the goal of 11 meetings to discuss speculative building because given the lack of financing, the amount of available product in the Charlotte region, and current economic conditions, developers report that speculative building is not feasible at this time.
Objective: Market Rock Hill as a prime business location in the Charlotte market				
Support external partners in marketing efforts for business development in the City Encourage York County to aggressively implement its Economic Development Strategic Plan; seek appropriate partnership role for the City	1 joint meeting each year with staffs & appropriate officials	See Comments		A county-wide economic development task force was developed under the leadership of the York County Chamber. The task force has met several times. Staff and RHEDC Board are participating.
Support marketing efforts of privately owned business parks by meeting with them regularly to learn how the City can assist	Meet with 100% once a year	100%		Met with owners and/or representatives between July and December 2010.
Continue City-directed efforts to market the City as a prime business location Market Rock Hill sites directly to brokers and developers in the Charlotte region by engaging in formal contact/interactions	Contact 10 brokers/developers annually	21		
Re-recruit existing industries in the City and aid in their expansion efforts Meet with existing industries to identify problems and opportunities in which the City/RHEDC can provide assistance	5 industries per year	12		A few of the industries included: Atlas Copco, Oerlikon Balzers, Ebara, SEMS Products, Winbro Group Technologies, and Hartman USA.

SHORT & LONG TERM ECONOMIC DEVELOPMENT

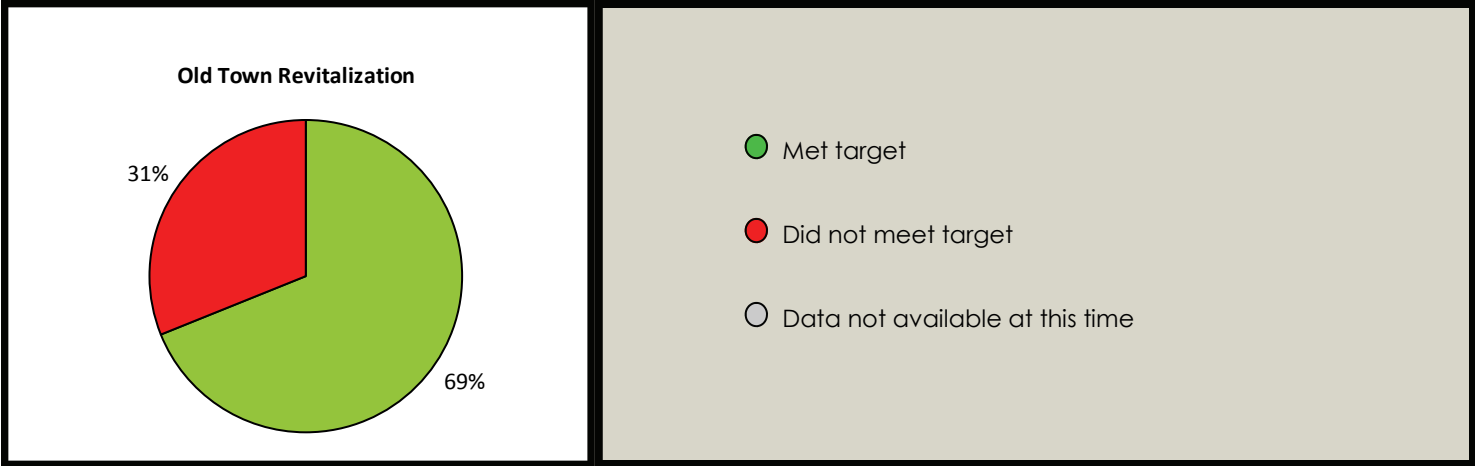
Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Design and communicate incentives to ensure that Rock Hill is competitive with other locations in the Charlotte region				
Evaluate internal incentive programs that may be available for business development and recommend any changes Assess Economic Development Competitiveness and present findings annually	By 4/30	April 2011		The competitiveness analysis was completed and provided to the RHEDC Board.
Evaluate incentives offered by external partners that may be available for business development and recommend any changes necessary Continue infrastructure funding partnership agreements with Comporium	1 agreement per year	1		Agreement complete with Comporium to fund \$50,000 of infrastructure improvements for Composite Resources expansion.
Objective: Increase Rock Hill's success as a premiere sports tourism destination				
Update park enhancements and marketing strategies for sports tourism related facilities annually (Cherry Park, Hargett Park, Terry Complex, Rock Hill Tennis Center, Manchester Meadows)	By 6/30	October-December 2010		Parks Recreation, and Tourism created and utilized additional marketing tools for attracting sports tourism events including an enhanced tradeshow booth design and a new sports tourism promotion brochure and video. These tools were used at a tradeshow and in a direct mail campaign.
Objective: Build awareness of Rock Hill's nature-based tourism opportunities				
Develop and maintain nature-based tourism partnerships Convene meeting of the Trails and Greenway Committee, River Park Advisory Committee, Parks & Recreation Commission, and the Tourism Commission to develop nature-based tourism commission	By 1/1/2011	See Comments		While the chairs of the committees/commissions met to discuss nature-based tourism in December 2010, the group did not feel an independent committee for nature-based tourism was needed at this time. Instead the Trails and Greenways Commission and the River Park Advisory will discuss nature-based tourism opportunities within their respective domains to develop an inventory of facilities and opportunities. The Committees began discussions about nature based tourism at their April 2011 meeting. They began compiling a list of potential sites and programs to be presented. These findings will be reported to the Tourism Commission in fall 2011.
Objective: Support the Riverwalk development through infrastructure assistance and public amenities				
Incorporate the planning for the new US 21 Bridge and Cherry Rd. street-scape improvements into the Riverwalk development plans Begin construction of public improvements on Cherry Road that are linked to Riverwalk	By 1/1/2011	See Comments		Work has begun on the bridge replacement, but not on the actual improvements to Cherry Road. Agreements have been reached with SC Department of Transportation (SC DOT) to include certain improvements desired by Riverwalk and the City in the SC DOT project. Other improvements will be constructed by the City, outside of the SC DOT contract.
Objective: Promote Rock Hill as a technologically advanced city and use this as an economic development incentive				
Research the use of technology in other areas to promote economic development Conduct a formal exploratory study to learn how other jurisdictions are using technology to enhance economic development efforts	By 6/30/2011	See Comments		The study began in FY2011 but will continue into FY2012 to ensure a thorough exploratory study is done.

SHORT & LONG TERM ECONOMIC DEVELOPMENT

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Support new private investment and transportation improvements				
Initiate strategies to encourage quality development in the Galleria area Ensure the satisfaction of public goals in new private development projects – especially as it relates to 1) design quality; 2) transportation improvements; and 3) trails and greenways	100% of new private development projects meet goals	Not Applicable	Not Applicable	No significant projects permitted during this period.
Complete streetscape and traffic improvements in front of Manchester Village	By 6/30/2011	December 2010		
Objective: Market Rock Hill as a prime business location in the Charlotte market*				
Continue City-directed efforts to market the City as a prime business location Attract new or expanding businesses to existing business parks	3 expansion/recruitments by 6/30/2012	6		FY2011 business recruitments include Winbro Technologies opening in Waterford in October 2010 and Ace Elastomers expanding in Airport Park. Last fiscal year, several business expansions (Composite Resources, Lexington Medical, KOMET USA) and new business recruitments (Carolina Ingredients, Bradman Lake, Competition Accessories, Pulcra Chemicals) were accomplished.
Objective: Promote job creation and growth in tax base and evaluate community satisfaction*				
Promote job creation and tax base growth Increase the commercial and industrial tax base in the City	By \$40 million per year	\$12 million		In Fiscal Year 2011, \$12,960,338 was added to the tax base.
Assist in the creation of new jobs	125 jobs by 6/30/2012	152		To date, the following jobs have been created: FY2011- Winbro Group Technologies (15 jobs—Phase One) and Pulcra Chemicals (20 jobs). FY2010- Composite Resources (22 jobs), Carolina Ingredients (45 jobs), and Bradman Lake (50 jobs).
Assess the average wage for new jobs	10% above York County median	27%		

*While the final due dates for these measures are beyond FY2011, due to their nature of generating significant interest from the Mayor and Council and the community, they are included in the Year-End Report. These are broad community measures that Rock Hill's Economic and Urban Development Department (EUD) and Rock Hill Economic Development Corporation (RHEDC) can have a positive impact on by carrying out their goals and objectives, however, there are a number of external factors that can affect these measures that are outside the control of EUD and RHEDC.

OLD TOWN REVITALIZATION



OLD TOWN REVITALIZATION

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Objective: Downtown as a Destination—Making Downtown Sustainable				
Promote public investment and reinvestment in the Downtown area Create and develop partnerships for attracting private investment to the Main/Saluda/Black/Elizabeth area	By 6/30/2011	November 2010		On November 18, 2010, the City of Rock Hill and Comporium Communications approved the MOU that will guide development at the Municipal Parking Lot and adjacent sites. The Downtown East MOU parties are completing the identified tasks (clear sites, meet with developers, design the park, develop financial models, etc.) at this time.
Plan, fund, and design a streetcar system Complete feasibility analysis and seek funding	By 6/30/2011	See Comments		The feasibility study is nearing completion, however, additional preliminary engineering tasks have been added to the study scope pushing the completion date to October 2011. The project is 80% complete.
Examine opportunities to improve Old Town and work with the City's partners to accomplish these improvements Convene a meeting with appropriate York County representatives to discuss developing a plan for the redevelopment of the Good Motors Site	By 1/1/2011	December 2010		
Objective: Downtown as a Destination—Support Small Businesses				
Support small business development in the Downtown area Provide technical assistance to retail and restaurant businesses, through programs such as ShopTalk, to strengthen their operations and marketing	assist 6 businesses each year	25 businesses		In October 2010, five businesses received 1-on-1 technical assistance; an additional 20 business persons attended a two-hour training workshop on retail/restaurant tactics and strategies focused on customer service, merchandising, inventory control, etc.
Determine needs of Old Town businesses in order to grow and increase customer base	Begin by 5/2011	January 2011		Efforts include a group meeting with downtown restaurant owners and managers held in January 2011. Discussed opportunities to work together on promotions and upcoming events to increase sales and customer traffic.
Conduct a review of Business to Business relationships that could be embraced throughout the entire City. Also look for ways to direct people traffic to supporting businesses	Begin by 5/2011	Target Met		The City has developed a list of successful initiatives that have worked in Downtown.
Objective: Downtown as a Destination—Community Connections				
Increase participation in the Shop-Dine-Unwind Co-op Marketing Program, which supports retail and restaurant businesses in downtown	FY11– 10 businesses	14		Fourteen businesses participated in the co-op marketing program; eight of those participated across multiple months and/or advertising mediums.
Conduct staff held focus groups with residents, businesses, and other community stakeholders to discuss their perceptions of downtown, areas they would like to see improved, downtown's assets, and provide information on existing engagement opportunities and short/long term action steps to resolve needed improvements	Begin by 5/2011	See Comments		A process for seeking input from citizens and businesses is being organized with the cooperation of the Old Town Association. A meeting was held with a representative from the South Carolina Municipal Association on May 4, 2011 to discuss the use of focus groups.
Improve coordination and relationships with commercial real estate brokerages, economic development organizations, and others involved in local and regional economic development by hosting collaborative meetings and workshops	1 meeting/workshop per year	2		In addition to numerous informal interactions with brokers and regional economic development organizations, staff had two meetings with groups of Charlotte brokers to share information about office and industrial development at Riverwalk.

OLD TOWN REVITALIZATION

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Organize, manage and support community activities and events in the downtown area Increase attendance at events by 10%	FY2011 goal–86,680	86,924		To learn more about events in Old Town visit: http://www.onlyinoldtown.com/

Objective: Downtown as a Destination—Amenities

Provide creative Public Spaces in the Downtown area Incorporate small public spaces (courtyards, plazas, walkways) into private development	50% of new projects include public spaces	Not Applicable	Not Applicable	While no new private development has occurred, planned projects (Old Town Market, Woolworth redevelopment, and Downtown East) include small public spaces.
Support private investment in the Old Town Complete pedestrian improvements to East White Street from Elizabeth Ln. to Jones Ave.	By 6/30/2011	See Comments		SC Department of Health and Environmental Control regulations have resulted in delays to this project
Program and manage the Old Town Amphitheater Create an Annual Report on the success of programming to assist with the development of a sustainable business model	By 6/30 of each year	See Comments		A written report will be provided following the final concert of the 2011 Old Town Amphitheater Summer Concert Series.
Implement a historic walking tour through Old Town Rock Hill	By 6/30/2011	June 2011		Historic walking tour brochure completed; currently working with Historic Rock Hill on a September public event to highlight the new walking tour. The audio component of the tour will be unveiled at that time.
Develop special tours, exhibits, events, and markers that celebrate Rock Hill's history annually	By 6/30	June 2011		Exhibit of historic and contemporary quilts of York County opened in April at the White Home and The Center for the Arts. Several events were held to celebrate the 50th anniversary of the Friendship Nine civil rights protests. Three buildings at the Bleachery have been nominated to the National Register of Historic Places.
Review presently available spaces in the Old Town area which can be used to enhance art, historic designation, courtyards, improved landscaping, lighting, and signage	Begin by 5/2011	May 2011		

Objective: Downtown as a Destination—Design & Function

Reexamine and redefine incentive programs for businesses interested in locating or expanding in the Downtown area Seek additional funding and manage the Facade Rehabilitation Grant Program	Fund 2 eligible businesses a year	1		Kinch's was assisted in October 2010. No other grant awards have been made; there are currently several locations seeking significant facade rehabilitation grants as part of the Old Town market project.
Identify spaces and structures/uses which are negatives regarding the visual and functional aspects of Old Town and create action steps for change	Begin by 5/2011	April 2011		Members of the Old Town Association reviewed opportunities to remove blighted/unattractive elements in downtown on April 12, 2011. A summary addressing these topics was sent to the Director of Economic and Urban Development on April 15, 2011.

OLD TOWN REVITALIZATION

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Provide sufficient parking in the Downtown area Increase parking revenue collection rate	15% above previous performance	12% below		For FY2011, 45% of parking tickets were paid as compared to FY2010 in which 57% of the parking tickets were paid.

Objective: Provide support for safe neighborhoods

Support Weed & Seed efforts in five neighborhoods (Flint Hill, South Central, Sunset Park, Hagins Fewell, and Crawford Rd. North) and work with residents and service providers Provide leadership training and education in home-buying, anti-litter, literacy, personal finances, parenting, recycling, mentoring, and gang awareness to the five Weed & Seed neighborhoods	Quarterly	Quarterly		Leadership training workshops were held for Weed & Seed neighborhood leaders and street captains in July and September 2010. Personal finances workshops, parenting workshops, and mentoring programs were offered monthly. Eighteen first time homebuyers courses were held for current and future city residents, with fifteen Weed & Seed residents having participated in the first-time home-buying classes.
Meet with the five Weed & Seed neighborhoods regularly	11 times a year	30		
Paint homes with Rolling in Rock Hill each year, being sure to include homes in the Weed & Seed area	5 within Weed & Seed area	7		Seven houses within the Weed & Seed area were painted on September 18, 2010.


Objective: Work with neighborhoods to build strong communities and promote neighborhood redevelopment

Engage Neighborhoods/Community Building Meet regularly with the Saluda Street Corridor Association to assist them in their efforts to increase participation and set direction for continued renewal	11 times a year	10		
Coordinate Inside Rock Hill classes each year	2 classes	2		
Neighborhood Redevelopment Target infill lots within Hagins Fewell for the creation of affordable housing	2 new houses built per year	1		One infill house was built and sold on Fewell Street. For more information on affordable housing programs please visit affordable housing
Develop incentives for private investments in owner-occupied structures in East Town	By 6/30/2011	June 2010		A façade grant program was created and implemented during FY2010. So far in FY2011, eight grants have been approved of which three projects have been completed.



Objective: Provide assistance to increase the number and quality of owner and renter occupied houses in Old Town

Enhance the quality of owner-occupied units in Old Town Provide owner-occupied rehabilitations within Old Town neighborhoods	25 per year	37		For more information on the rehabilitation program please visit: rehabilitation program
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OLD TOWN REVITALIZATION

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
<p>Work with the rental community to continue to improve the quality of housing in the Old Town area</p> <p>Increase communication and collaboration with private developers to improve rental housing stock</p>	2 meetings per year	2		During FY2011, the Housing and Neighborhood Services (HNS) Department met with Piedmont Realty Board twice to discuss safety inspections and outline the program. HNS also developed a checklist and a public service announcement informing the investor community about the inspections initiative.

Objective: Provide support to implement redevelopment plans in Old Town area

<p>Implement the redevelopment plan for the Textile Corridor</p> <p>Complete improvements to White St. from Dave Lyle to Wilson St.</p>	Dave Lyle to Wilson– by 6/30/2011	Target Not Met		The target date for completion was not met due to right of way acquisition issues; construction is expected to begin by the end of 2011.
<p>Implement the redevelopment plan for Hardin Street</p> <p>Support redevelopment of the Rock Hill Body Company site through incentives and infrastructure improvements</p>	By 6/30/2011	Fourth Quarter FY2011		


Objective: Examine infrastructure needs in the Downtown and develop plans for meeting those needs

<p>Provide sufficient traffic improvements and streetscapes in the Downtown area</p> <p>Extend streetscape improvement in the Downtown area</p>	Caldwell St. by 1/1/2011	November 2010		Caldwell Street improvements were completed in November 2010.
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Objective: Plan for and support redevelopment of key corridors and sites in Old Town

<p>Initiate small area redevelopment plans for targeted areas in Old Town</p> <p>Participate in the redevelopment opportunities for the College Town Action Plan by attending meetings and assist in taking recommendations to City Council</p>	Take recommendations to Council by 6/30/2011	January 2011		
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Objective: Create incentives to support desired private investment in Old Town

<p>Seek funding opportunities to incentivize investment</p> <p>Secure an allocation of New Markets Tax Credit through Catawba Regional Community Finance Corporation and complete tax credit financing</p>	Secure allocation by 1/1/2011	Target Not Met		The Catawba Regional Council of Governments did not receive an award in the 2010 funding cycle. Another application has been submitted for 2011.
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