Budgeting for Strategic Impact in Rock Hill, SC

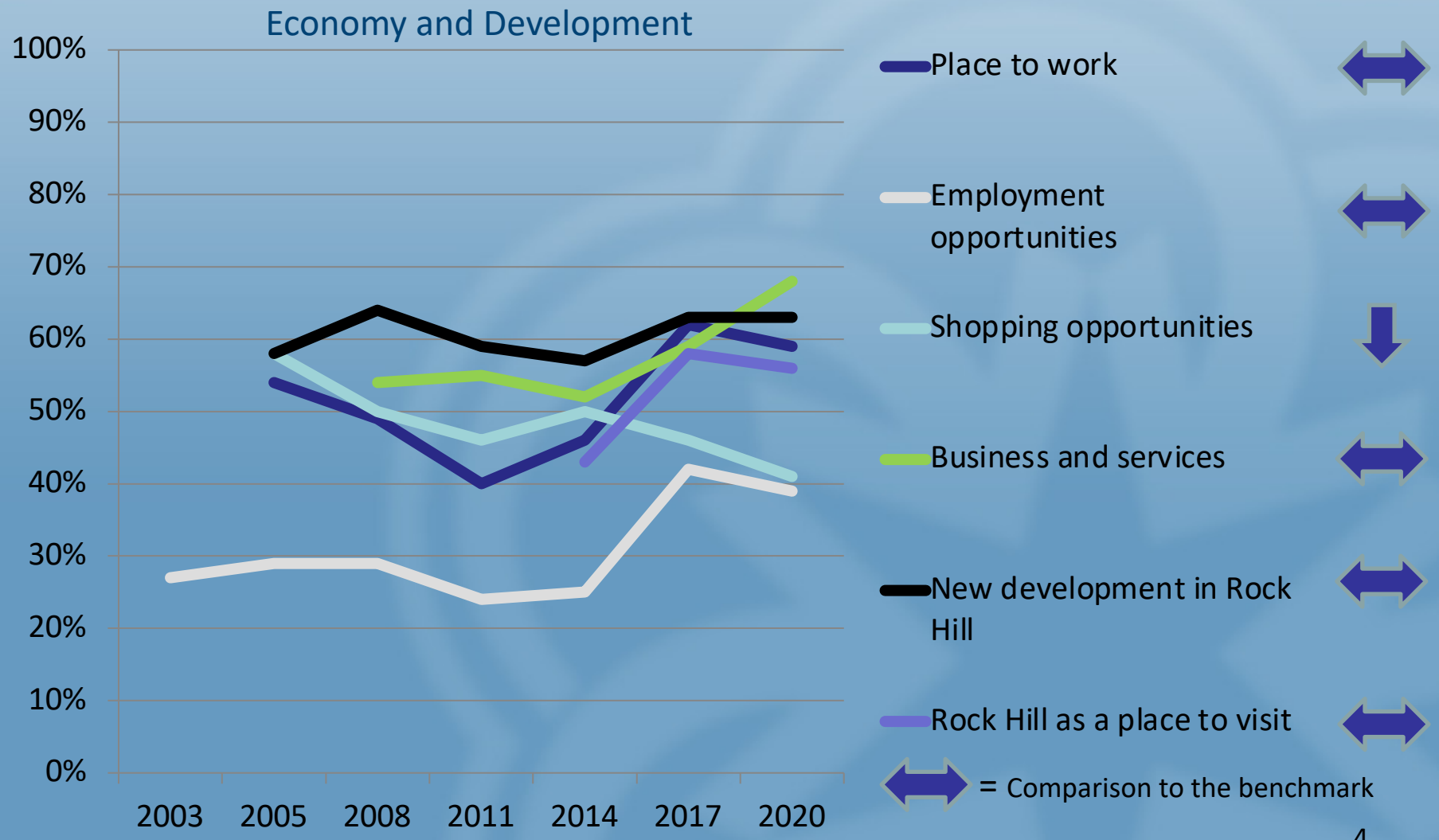
Rock Hill, S.C.

- Population of 74,000+
- South Carolina's 5th largest city
- 1,100+ employees
- $275+ million budget annually
- Tourism, family friendly

Key Data Sources
Building the Plan

3 Year Plan with Annual Tweaks

Resident Survey



Focus Groups

What changes would you make?

Q: "What do you think about this new development?"

A: "As long as they have the infrastructure to take care of it…"

"…unless you've been a part for years, it is kind of difficult to break in…some type of forum or just something for local businesses to communicate and network… finding a way to help the small business community."

"…with the growing of the city and the amount of people moving here, the traffic is becoming, I think, really hectic."

Q: "So you would say, in general, just the lack of jobs here is problematic?"

A: "Yes. Every time we bring it up. 200 jobs for this company relocating. But…they are bringing their own employees in."

"I think it is important to have a forum where local businesses can network… the Chamber of Commerce… is very political…"

Business Survey - Top Issues Facing Rock Hill Businesses

2022 Survey Responses – Top Issues (most to fewest responses; respondents could choose up to four)	
Cost of doing business - taxes and fees	48%
Workforce Availability	36%
Workforce Quality	30%
Local regulations	29%
Navigating City policies and codes	23%
Federal and State regulations	19%
Access to Capital	18%
Don't know	18%
Condition of City infrastructure (e.g. roads, quality and availability of water/sewer/electric infrastructure, etc.)	17%
Housing affordability and livability of the City	16%
Coordination between City Departments	13%
Land availability	10%
Public transportation	3%

Employee Survey

City-wide Trends (Percent Strongly Agree/Agree)	2013	2014	2017	2020	2023
City management clearly communicates the goals and priorities of the City.	86%	84%	90%	87%	87%
City management reviews and evaluates the City's progress toward meeting its goals and objectives.	87%	87%	92%	89%	90%
I know how my work relates to the City's goals and priorities.	89%	88%	92%	92%	91%
I feel I am a valued employee of the City.	76%	78%	79%	72%	82%

EMPLOYEE SURVEY

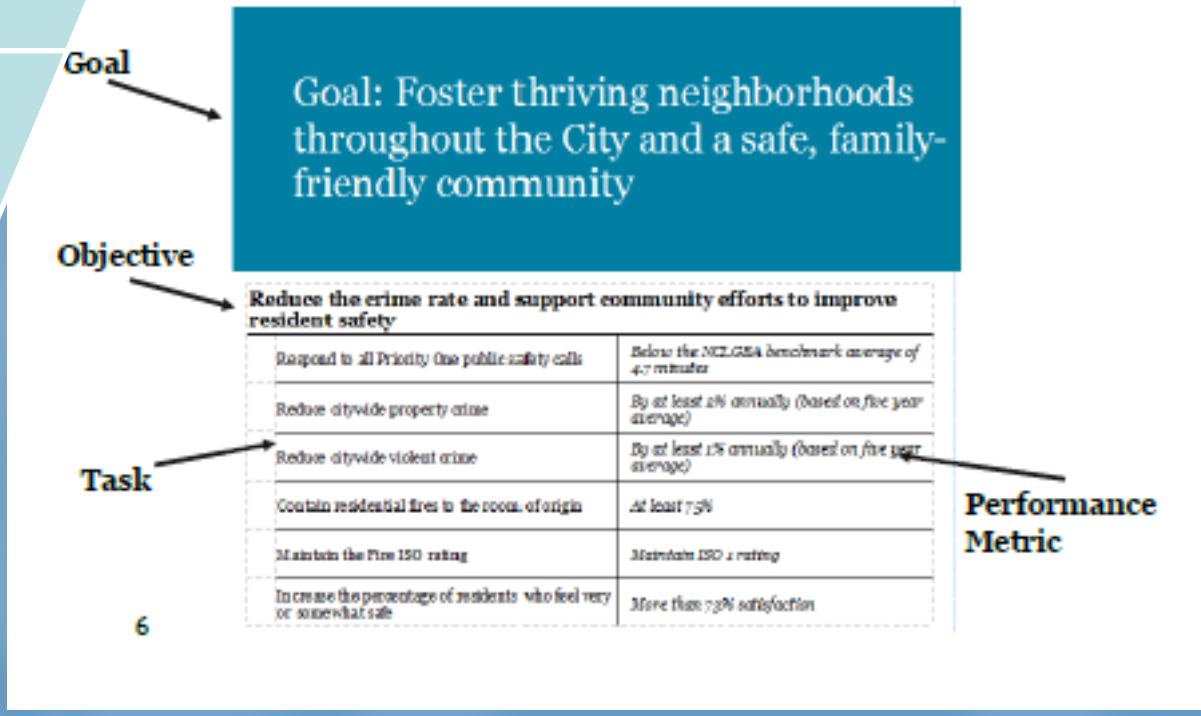
Why Build the Strategic Plan this way?

- Stakeholder engagement – everyone has an avenue to voice their opinions
  - Data tracked in performance mgmt. effort allows us to evaluate these perceptions
- Define what the City's scope is vs. what the City will support within the community
- Can make good progress in 3 years for most reasonable efforts, but there's an important need to clearly articulate staff responsibilities, costs, etc. for budgeting needs.

Our Plan Structure

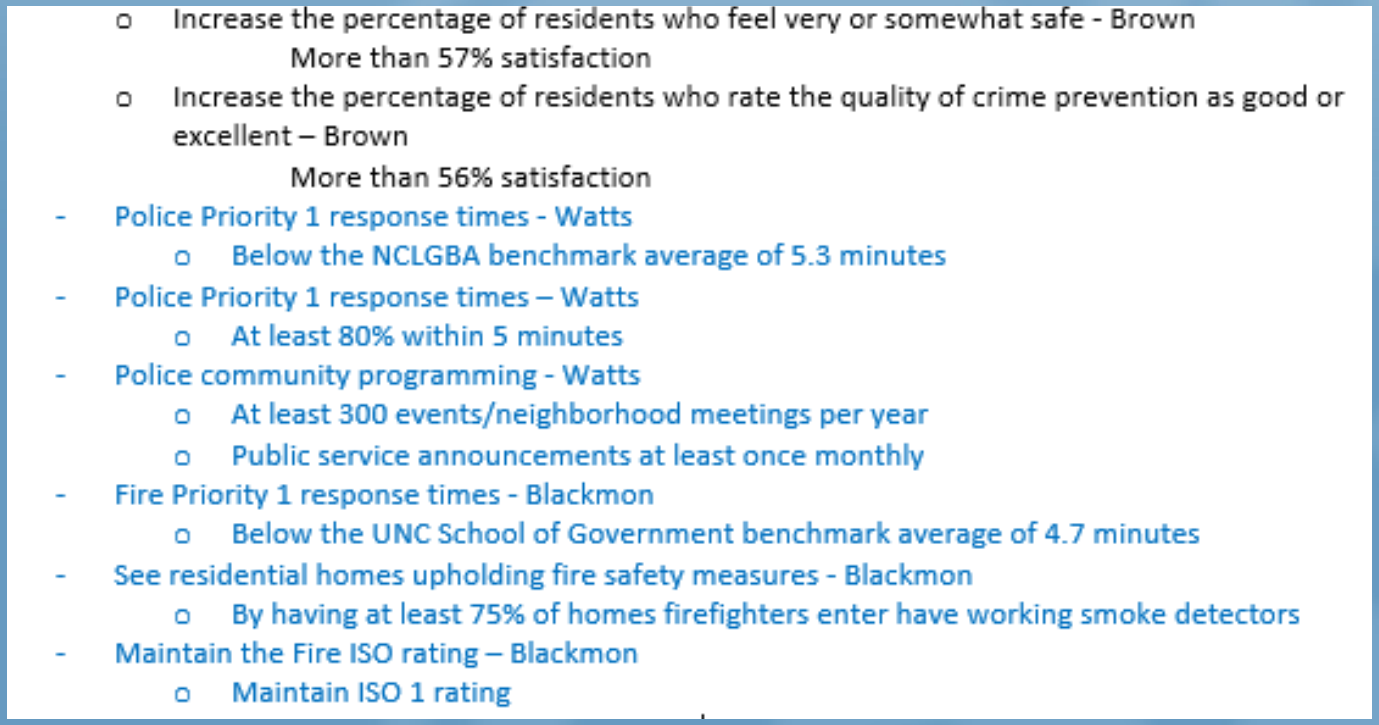
- Strategic Initiatives:
  - Serving our Community
  - Engaging Residents
  - Growing Rock Hill
- Goal: What we intend to accomplish
- Objective: How to address the goal
- Tasks: Specific activities we plan to work on
- Performance Metrics: The parameter by which we determine if we are successful or not; 2 different types

Our Plan Structure



The 2 Metrics in Our Plan

- Big Picture, Outcome Level Measures to “move the needle”
- Largely output measures that feed into a larger goals, “keeping tabs”

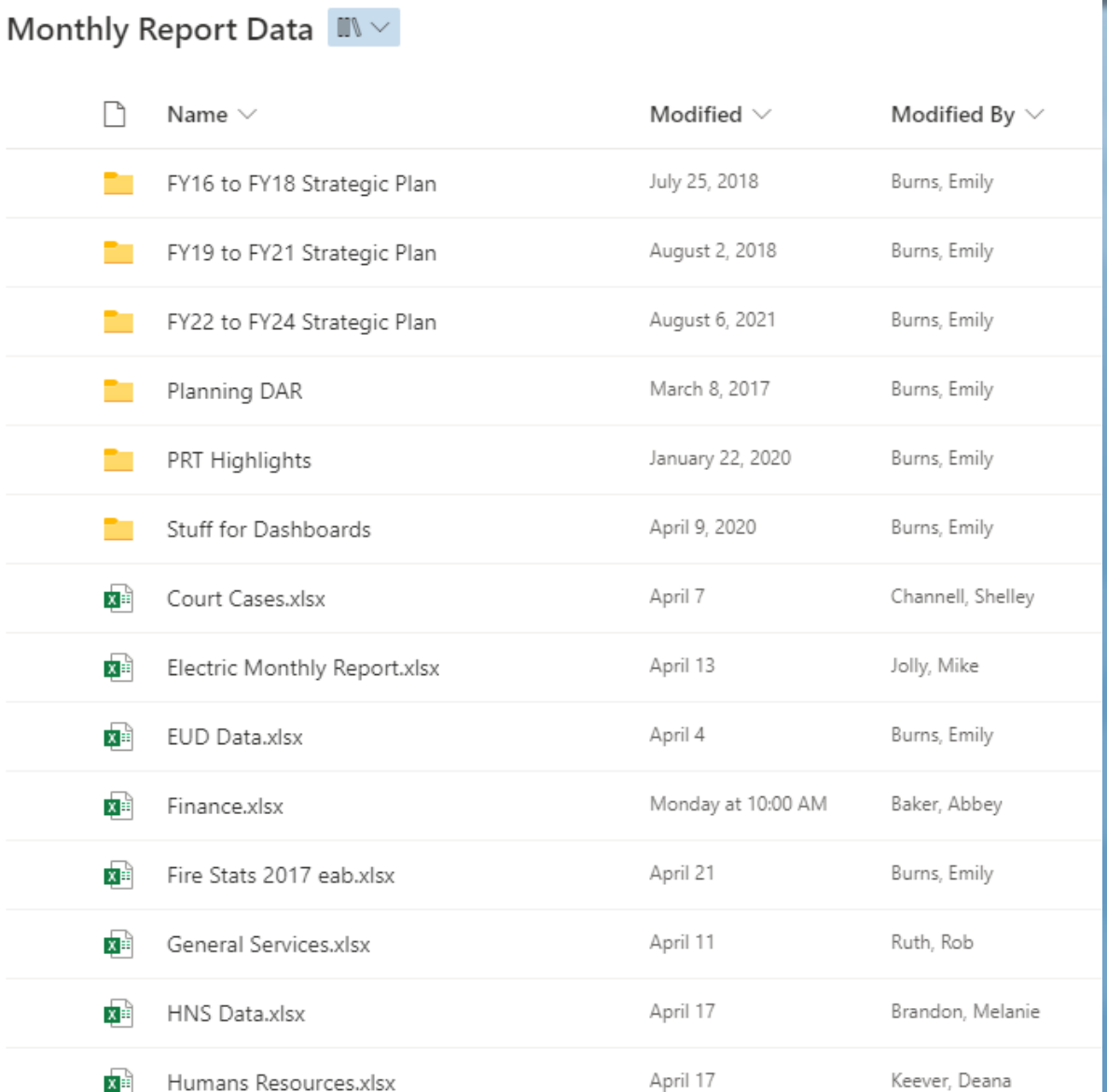


- Increase the percentage of residents who feel very or somewhat safe - Brown
  - More than 57% satisfaction
- Increase the percentage of residents who rate the quality of crime prevention as good or excellent – Brown
  - More than 56% satisfaction

- Police Priority 1 response times - Watts
  - Below the NCLGBA benchmark average of 5.3 minutes
- Police Priority 1 response times – Watts
  - At least 80% within 5 minutes
- Police community programming - Watts
  - At least 300 events/neighborhood meetings per year
  - Public service announcements at least once monthly
- Fire Priority 1 response times - Blackmon
  - Below the UNC School of Government benchmark average of 4.7 minutes
- See residential homes upholding fire safety measures - Blackmon
  - By having at least 75% of homes firefighters enter have working smoke detectors
- Maintain the Fire ISO rating – Blackmon
  - Maintain ISO 1 rating

Tracking

- Each dept has a responsible person for their data.
- Data is input monthly into a SharePoint site
- Includes S.P. measures + commonly used data



www.cityofrockhill.com/transparency

Government »

Government Transparency & Performance

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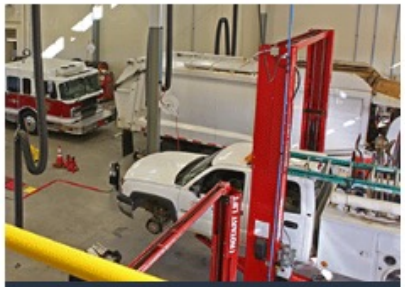
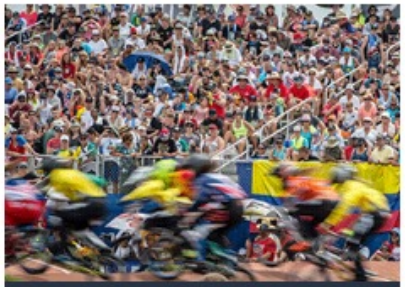
STRATEGIC PLAN

A vision for the future outlining



INTERACTIVE DASHBOARDS



REPORTS

BUDGET

MORE INFORMATION

MONTHLY PERFORMANCE

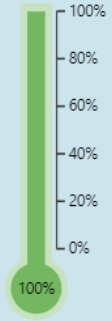
The City of Rock Hill is committed to creating an environment of openness and accountability. By making comprehensive reports and other tools accessible, we believe it will inspire citizen confidence and foster a greater understanding of the City's vision, goals and performance.

External Dashboard

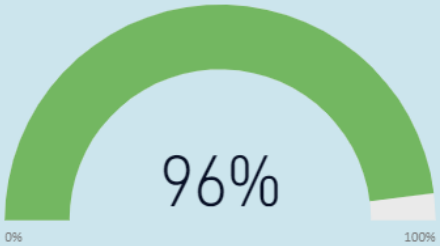
Back

PROVIDE IMPORTANT CORE SERVICES AND INVEST IN INFRASTRUCTURE NEEDS TO BECOME MORE RELIABLE AND PREDICTIVE

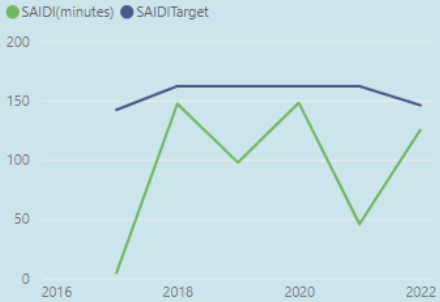
Overhead to underground conversion on Cherry Road



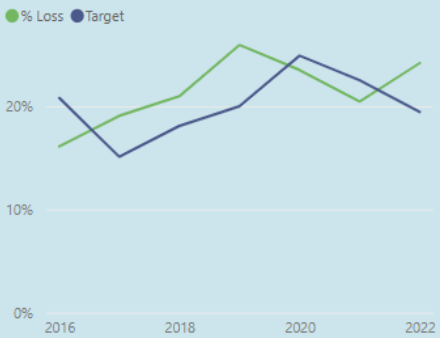
Water plant upgrade from 36 MGD to 48 MGD



System average interruption duration index (SAIDI)

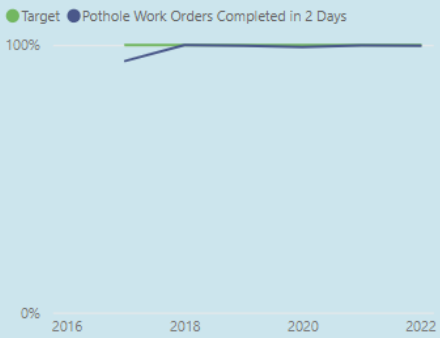


Water Loss by Fiscal Year



Utility work order completion time

Pothole work order completion time



Home

Serving

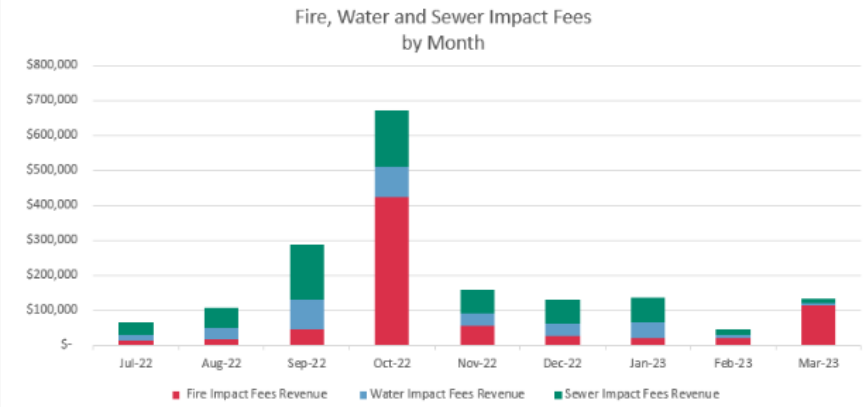
Engaging

Growing

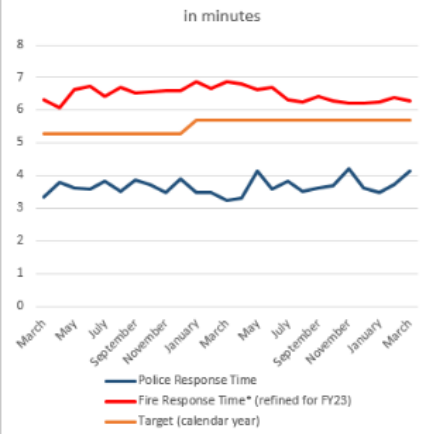
Internal/Mgmt Dashboard

H-Tax/A-Tax

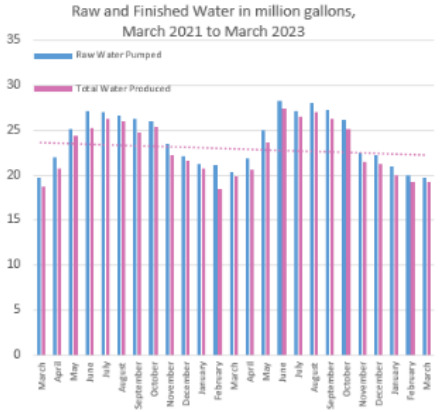
Impact Fees



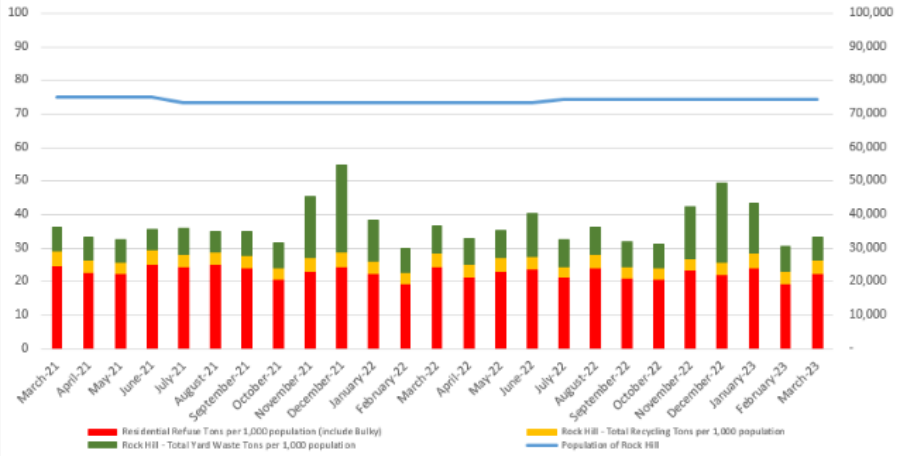
Priority One Response Time



Raw and Finished Water



Solid Waste Collections, per capita



Reports, Reports, + Reports

AT A GLANCE

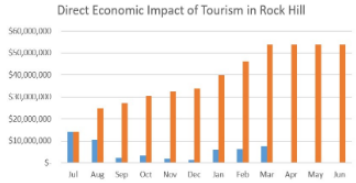
1
PRT Sponsored Community Events

66,709
Total Number of Program Participants

4
PRT Supported Community Events

PARKS, RECREATION & TOURISM DEPARTMENT

March 2023



AT A GLANCE

1,012
Total Number of Accounts Payable Transactions

$18,922,568
Total Amount Paid to Vendors

100%
Actual General Fund Expense to Budget (YTD)

87.0%
Percent of Utility Bills Paid on Time

40,886
Total Number of Receipts Processed

FINANCE DEPARTMENT

February 2023

Monthly Performance Report

The City of Rock Hill has developed a service strategy with three main initiatives.

Serving embodies our commitment to the community.

Engaging represents our responsibility to actively communicate and connect with our residents.

Growing encompasses our pledge to work together to encourage balanced growth in our community.

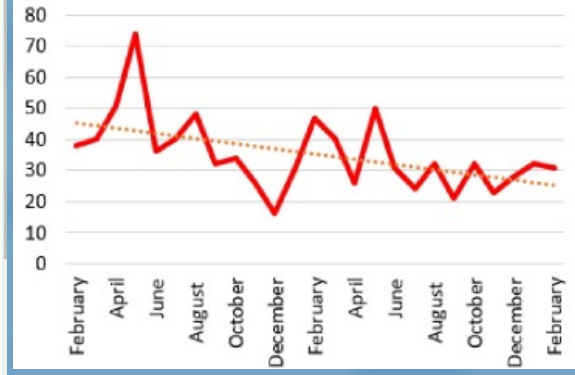
This report provides monthly performance data on the City's ongoing key metrics. For more details on the Strategic Plan and other performance information, please see reports and dashboards at www.cityofrockhill.com/transparency

Public Safety Response Time Target – Below Benchmark Average	
Police	Fire
3.7 minutes	6.4 minutes

Serving

Violent Crime

February 2021 to February 2023



Violent Crime

February 2021 to February 2023

The local rate of violent crime follows the national trend. While incidents of suspected murder get significant media coverage, "aggravated assault" offenses drive the violent crime number. In 2022, nearly 80% of Rock Hill's violent crime count was made up of aggravated assaults incidents.

Annual Strategic Plan Calendar

- January – City Council Retreat (review the whole plan) + initial budget thoughts
- March – Budget Workshop I (review the plan + propose tweaks)
- May – Vote on the updated plan
- July – Year in Review highlights
- Fall – Community engagement
- Winter – Preparation for January retreat

*This doesn't include monthly reports, quarterly overviews, community presentations, employee engagements, etc.

Why put the Strategic Plan everywhere?

- Constant reminder that we collectively agreed on these goals
- Showing where we are making progress or are not making progress; identifies problems earlier
- Ensuring continued alignment w/ elected officials, management, and the staff doing the work.
- More likely to get funded in the budget process

An Example: Building Inspections

- A lot of anecdotal complaints about our inspections process
- Rated fairly low in the Business Survey results
- Inspection staff regularly communicate not having enough staff
- Data demonstrated a steady increase in the number of inspections over the last few years.
- So, we put a task in the Strategic Plan comparing to a benchmark program

Building Inspections

- Initiative: Growing Rock Hill
- Goal: Promote a Strong and Diverse Local Economic to Promote Business Prosperity and Business Park Success
- Objective: Deliver City services that enhance safety and efficiency for the business community
- Task: Planning Inspections Timeliness
- Metric: Within 5% of Benchmark Average

How'd we do?

Building Inspections Per Day Per Inspector (FTE)
FY2022 Results: 17 inspections per inspector
NC Benchmarking Project: 12.8 inspections per inspector
Metric Target: between 12.16 – 13.44

Is this workload reasonable?!?!?

The Budget Result

Proposal to add a Building Inspector II position

Development within the City of Rock Hill continues to boom. Last fiscal year, our building inspectors performed 15,420 inspections, an average of 15 inspections per inspector per day. It is considered a best practice to limit the number of inspections per day so that the inspectors do not rush their work and fail to identify any problems with the construction, particularly any that could affect life-safety. A Strategic Plan goal reinforces this best practice by setting the City's standard for average number of building inspections per inspector per day to be within 5% of our benchmark jurisdictions. Adding an Inspector would keep us in line with our benchmark jurisdictions.

Background:

The Planning & Development Department currently has four building inspectors. The City is divided into four inspection zones, with the inspectors rotating their assigned zone each year. Adding a Building Inspector II position would allow us to add a fifth zone and reduce the number of inspections per day for each inspector to 12, which is in line with the benchmark jurisdictions.

Recommendation:

It is our recommendation to add a Building Inspector II position.

Strategic Plan + Budget Harmony

- When establishing tasks + metrics, they must be feasible and reasonable – esp. from a budget perspective
- Setting the expectation that not everything in the plan will get funded; depts. need to be creative to accomplish (process improvement, collaboratively working with other depts, etc.)
- Constant, proactive communication is vital to sending priorities included in the budget
- Mgmt. must hold staff responsible for their budgets + strategic plan tasks

Few Words of Advice

- Build the strategic plan w/ a lot of input – including employees
- Keep your plan + its budget implications in the conversation throughout the year
- Branding of your strategic plan helps – short, focused, + agreeable
- Understanding potential return on investment is as important as understanding program costs.
- Not always easy or comfortable to look at opportunities for improvement, but it moves the needle.

cityofrockhill.com/transparency

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